

# Twenty-Eighth Annual Report

1989 - 90



विद्याविनियोगाद्धिकारा  
**I I I M I**  
AHMEDABAD

**Indian Institute of Management**  
Ahmedabad

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## 1. THE YEAR IN RETROSPECT

The Institute maintained its steady progress in its activities and programmes in the context of its basic objectives. As I had reported in the preceding year, we had constituted three faculty working groups to pursue focused research and training activities in international management, specific industry studies, and management of strategic priority sectors. These working groups have made some progress in their respective areas although we have not been able to achieve expected results mainly because of constraint of faculty resources. Our new Centre for Educational Innovation has also continued research and development work in social entrepreneurship, experiments in education with special reference to underprivileged groups, and programmes for empowerment of women.

In the Post-Graduate Programme, our effort to help weaker students to cope with the demands and pressures of the programme with the help of a participative tutorial system has continued with satisfactory results. We have also continued to collaborate with some French management schools by accepting their students for a small part in our Post-Graduate Programme with the facility of transferring their credits to their parent institutions. This collaboration has been found very useful from the point of view of the French institutions and their students. Our doctoral and faculty development programmes have also continued with satisfactory results. We offered a new programme for university teachers in management of small enterprises during the year under review.

The Institute organized a workshop on management of development, change, and innovations with the aim of sensitizing students to opportunities for work and career development in areas of social and economic development of rural and underprivileged sections of society. This workshop also provided an opportunity to faculty to identify the ways in which the Institute can strengthen its educational effort with reference to underprivileged groups. Our Alumni Seminar Reunion in celebration of the 25th Convocation of the Institute elicited encouraging response from the initial batches of our graduates who provided us valuable feedback and advice on the programme. We hope to continue and expand this programme of involvement of our alumni in the process of review of our activities and programmes.

As in previous years, management development programmes for executives cover a broad spectrum of public and private sector enterprise, government and public service organizations, and voluntary organizations. Our programmes in priority sectors such as agriculture, rural development, health and population, transport, and energy have yielded satisfactory results in terms of participation and feedback on their usefulness. We conducted during 1989-90 a programme for chief executives of public enterprises in Commonwealth countries with the support and sponsorship of the Commonwealth Secretariat, which also sponsored a training programme in economic management and planning in developing economies. This programme was organized jointly by the Institute and the University of Glasgow. We hope to continue in future years this relevant and useful effort in management development at the international level. The Institute also participated in an exchange programme between Indian and European management schools under a scheme sponsored by the Government of India and the European Economic Community. This programme will help us in our activities relating to international management in view of the rapid globalization of business and industry.

The research and consultancy activities of the Institute faculty covered a large variety of organizations in public and private sectors as well as government and non-government agencies in all important areas of economic development. The Institute faculty and research staff published 12 books and 11 monographs during the year, apart from a large number of articles, conference papers, and working papers. We could also make significant additions to our computing and related facilities for research and training purposes. We hope to continue expansion of these facilities in view of the constantly growing demands for such modern tools of management education and research. The expansion of our physical facilities is also in progress.

I am happy to report that Professor Girja Sharan was honoured during the year with a commendation medal in the area of education by the Indian Institute of Agricultural Engineers. Mr. K.R. Pichholiya won the first prize awarded by the India Chapter of the Poverty Eradication Foundation. Unfortunately, the



Institute lost one of its senior members of the faculty, Professor Tirath Gupta, who died in an air crash.

I take this opportunity to express our gratitude to the large number of organizations and people in India and abroad whose help and cooperation as our friends and users of our services are most valuable to us for the Institute's health and progress. We also owe deep appreciation and gratitude to the Government of India, the Chairman and Members of our Board of Governors, and the IIMA Society for their constant support and advice in conducting our activities and programmes. Finally, I gratefully acknowledge my appreciation for the Institute's faculty, staff, and students for their contribution to the task of maintaining the Institute's strength and character.

**N.R. Sheth**  
Director



## 2. BOARD, SOCIETY, AND PERSONNEL

### Board

Mr. K. Ramamurthy, Secretary, Education Department, has been nominated by the Government of Gujarat as member of the Board and the Society in place of Mr. T.R. Agnani.

### Personnel

During the year, the following faculty were appointed:

Professor Abraham Koshy joined as Associate Professor in the Marketing area on June 5, 1989.

Dr. Ajay N. Oza joined as Professor in the Economics area on July 12, 1989.

Professor Dillip Kumar Ratha joined as Assistant Professor in the Economics area on July 17, 1989.

### Leave of Absence

Professors V.N. Asopa, Shekhar Chaudhuri, G. Giridhar, M.G. Korgaonker, J.K. Satia, B.M. Desai, Suresh Ankolekar, V.K. Gupta, T.V. Rao, K.R.S. Murthy, Nirmala Murthy, Omprakash K. Gupta, V. Raghunathan, C. Gopinath, A. Tripathy, G.S. Gupta, and R.S. Ganapathy were granted leave of absence during the year.

### Resignation

Professor Ramadhar Singh resigned from the Institute during the year.

### Retirements

Mr. M.P. Gausee, Mr. S.A. Shah, Mr. K.U. Jadhav, Mr. D. Sringalama, Professor A.S. Dhawle, and Mr. C. Ramdoss retired from the services of the Institute during the year.

### Outside Assignments

Professor V.N. Asopa	FAO, Rome	April 4, 1989 - April, 1990
Professor Shekhar Chaudhuri	Southern Illinois University	July 26, 1989 - July 25, 1990
Professor G. Giridhar	ICOMP, Kuala Lumpur	June 5, 1989 - June 4, 1990
Professor M.G. Korgaonker	Asian Institute of Management Bangkok	September 1, 1989 - August 31, 1990
Professor J.K. Satia	World Bank Assignment	March 28, 1989 - April 3, 1990
Professor B.M. Desai	IFPRI, Washington	April 1, 1989 - October 4, 1989 and March 28, 1990 - October 10, 1990
Professor Suresh Ankolekar	RVB, Netherlands	January 28, 1989 - January 31, 1990
Professor V.K. Gupta	FAO, Rome	April 4, 1989 - October 2, 1989
Professor T.V. Rao		June 22, 1989 - December 20, 1989
Professor K.R.S. Murthy and Professor Nirmala Murthy	Harvard Institute of International Development	May 1, 1989 - October 30, 1989
Professor Omprakash K. Gupta	Bell State University	August 28, 1989 - August 27, 1990
Professor V. Raghunathan	SDA University, Milan	December 12, 1989 - June 11, 1990
Professor C. Gopinath	Centre for Management Development, Tiruvananthapuram	October 23, 1989 - June 16, 1990
Professor A. Tripathy	London Business School	January 8, 1990 - July 1, 1990
Professor G.S. Gupta	Illinois State University	January 15, 1990 - July 14, 1990
Professor R.S. Ganapathy	Technology Information, Forecasting, and Assessment Council, New Delhi	March 19, 1990 - March 18, 1991

### **Endowed Chairs**

Professors V.R. Gaikwad and Pradip N. Khandwala respectively continued as State Bank of India Professor of Rural Development and Larsen & Toubro Professor of Organizational Behaviour, and Professor Dwijendra Tripathi held the Kasturbhai Lalbhai Fellowship during the year.

Professor Nitin R. Patel was appointed to the CMC Chair in Management from March 1, 1990.



### **3. POST-GRADUATE PROGRAMME IN MANAGEMENT**

The twenty-sixth session of the Post-Graduate Programme in Management started on June 29, 1989, with an enrolment of 200 students, including 13 students who were asked to repeat the first year of the Programme. Seven students discontinued their studies during the year for various reasons. One student has been permitted to rejoin the First Year Programme during the academic year 1990-91 on medical grounds.

The first year student strength at the end of the year was 193; this includes 35 SC/ST students and 8 repeaters. Twenty-seven students will specialize in Agricultural Management (including 2 repeaters) during the second year of their studies.

The second year programme commenced on June 28, 1989, with an enrolment of 192 students. Summer placement presentations were organized for two days in which students in groups presented their summer project experience. Out of 6 students who were given conditional promotion to the second year, 4 have fulfilled the academic requirements during the academic year 1989-90.

Two students failed to fulfil the academic requirements for graduation from the Institute. Two students were granted leave of absence from classes, one for the second term and another for the third term, on medical grounds. These students would complete their course requirements during the academic year 1990-91.

At the end of the second year, 188 students had satisfactorily completed the academic requirements for graduation from the Institute. Twenty-one students belonged to SC/ST and 23 students specialized in Agricultural Management. This includes one student who was granted one year's leave of absence from the programme at the end of the first term in the academic year 1988-89.

#### **Preparatory Programme**

Fifty-seven students, who were identified to be deficient in basic mathematics on the basis of their background, performance in the admission test, and interviews, were called to attend the Preparatory Programme in Mathematics which was held from June 12 to 25, 1989. Forty-nine students attended the programme.

#### **Orientation Programme**

The highlights of the orientation programme included a session on introduction to management and managerial functions to explain what professional management is all about, what managers do, functions of management, etc.; a panel discussion by faculty representatives from all areas/centres/groups on the compulsory package and introduction to areas; and orientation by senior students. For the first time, PGP alumni were invited to talk with the students their experiences, which was well taken.

#### **Tutorials to Assist Weaker Students**

Additional efforts were put in by instructors in specific courses throughout the first year by conducting extra tutorial classes to help assist the weaker students to cope with the programme. In addition, senior students identified for the purpose were entrusted with the responsibility of conducting systematic weekend tutorial classes to selected students, particularly SC/ST students, to help improve their performance. This had considerable impact on the students' academic work in the second and third terms.

#### **Curriculum**

As recommended by the PGP Review Committee, 6 class sessions, 2 in each term in the first year of the programme, were devoted to create awareness among students on the social and environmental factors under the Indian Social and Political Environment course. Eminent persons from different fields were



invited to give lectures. This was well received and appreciated by the students.

The first year students studied 24 courses in different functional areas throughout the year.

The second year students (General) were required to credit a minimum of 17 and a maximum of 20 full credit courses.

During the year, 39 elective courses were offered in addition to the two compulsory courses. One course was repeated in a subsequent term on account of high registration. On account of heavy registration, 12 elective courses were taught in two sections. Moreover 60 one term project courses were offered to 112 students in areas of their interest.

In the second year programme (Specialization in Agriculture), in addition to the two compulsory courses, 18 elective courses and 19 project courses were offered.

### **Admission of Foreign Students**

Under the students' exchange programme, 4 students from ESCAP Graduate School of Management and 3 from ESSEC Graduate School of Management, Paris, took courses in the second year of the programme. Three students spent two terms at the Institute while 4 students spent one term. Credits obtained by these students at the Institute were transmitted to their respective institutions.

### **Graduation**

One hundred and eighty-one students, including 22 students specializing in Agricultural Management, were awarded the Post-Graduate Diploma in Management at the twenty-fifth Convocation held on March 24, 1990. Mr Russi Mody, Chairman and Managing Director, TISCO, delivered the Convocation address.

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

#### **PGP (General)**

Monish Kumar  
Vipin Gupta  
Milind Shahane

### **Kollengode V Srinivas Award for the Best PGP Allrounder**

The Kollengode V Srinivas Award was instituted by the parents of Kollengode V. Srinivas to recognize the allround performance of an outstanding student and as a token of their gratitude and perpetuate the memories of Srinivas's association with the Institute.

This year Milind Shahane was given the award.

### **ADMISSION**

The Post-Graduate Programme commencing June 1990 attracted 10,774 applications. The comparative figures for this and last years are given below:

	<u>1990-92</u>	<u>1989-91</u>
General	9,786	10,618
SC/ST	614	618
Specialization Package in Agriculture (SPA)	374	394
	-----	-----
	10,774	11,630

Details of the number of applications received, candidates called for interview, selected, and recom-



mended for the Preparatory Programme are given below:

	<u>General</u>	<u>SC/ST</u>	<u>SPA</u>	<u>Total</u>
Applications received	9,786	614	374	10,774
Called for interview	518	90	68	676
Selected	135	44	30	209
Waitlisted	49	-	3	32
Recommended for preparatory programme	25	31	24	80
Joined the Programme	128	31	28	187

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

## Scholarships

### *Industry Scholarships*

Thirty-one industry scholarships (29 merit based and 2 means based) were awarded as follows:

#### General Industry Scholarships

Fourteen students from the first year (1988-90 batch) were awarded scholarships of Rs.3,500 each for the academic year 1988-89. Fifteen second year students (1988-90 batch) were awarded scholarships of Rs.3,500 to Rs.3,600 each for the academic year 1988-89.

#### Bank of Maharashtra Scholarships

Two scholarships of Rs.3,500 each for poor SC/ST students were awarded, one to a first year student and one to a second year student, for the academic year 1989-90.

### *Faculty Memorial Scholarships*

One first year student of the 1988-90 batch was awarded Professor Warren W. Haynes Memorial Scholarship of Rs.3,000 and one second year student of the 1988-90 batch was awarded Professor B.K. Hegde Memorial Scholarship also of Rs.3,000.

### *PGP Students 1987 Batch Scholarships*

The PGP Batch 1987 Scholarship was awarded to a first year student (1988-90 batch) and the IIMA Silver Jubilee Scholarship to a second year student (1988-90 batch). Both scholarships carried a value of Rs.3,000 each.

### *Government of India Merit-cum-Means Scholarships*

Eleven students from the first year (1988-90 batch) and 10 students from the second year (1988-90 batch) were awarded the Government of India Merit-cum-Means scholarships of Rs.2,200 each.

### *IIMA SC/ST Scholarships*

During 1989-90, all the 38 students in the first year and 22 students in the second year were granted IIMA SC/ST scholarships of Rs.1,500 each. In addition, 8 students from the first year and two students from the second year were granted waiver of tuition fee and room rent amounting to Rs.1,430 each.

### *Loan Assistance*

One student in the first year (1988-90 batch) was granted a loan of Rs.4,000 to finance his studies.

## PLACEMENT

### *Pre-Placement Talks*

The 1990 placement season started with the first pre-placement talk by HCL Limited on December 16, 1989. Sixty organizations, (10 public sector, 42 private sector, and 8 multinationals) gave pre-placement talks during weekends till February 22, 1990.

The graduating class consisted of 188 students (165 General and 23 SPA). Two of the graduating students were foreign citizens and were not eligible for placement. Twenty students--19 General and 1 SPA--did not need placement and nine students--all General--sought deferment by a year. Out of 10 students who sought deferment last year, seven students--one PGP IV--returned for placement in 1990. Deferment was granted to students whose career plans matched with institutional objectives. Students sought deferment to try out entrepreneurial activities, work with voluntary organizations, or take the IAS examination. Therefore, 164 students (142 General and 22 SPA) sought placement facility this year. Except one student who was placed in April 5, the rest of the class was placed before March 21, 1990.

In all, 157 organizations announced 987 jobs. On-campus interviews were held from March 1 to 13 and off-campus interviews for two students in the last week of March.

Sixty-four organizations conducted interviews; 14 public sector organizations, 40 private sector organizations, and 10 multinational organizations made 251 offers.

#### *Summer Assignments*

For summer training, 197 students of the first year (including 9 FPMs) were assigned to 66 organizations.

A half-day summer assignment seminar was organized on March 31, 1990, and consisted of the following:

- A talk on "Sensing an Organization" by Professors Jerome Joseph, K.R.S. Murthy, Pramod Verma, Arun Monappa, and M.N. Vora
- Interaction session with the alumni
- "IIMA's expectations" by Professor V. Jaikumar

The following alumni participated in the seminar:

N. Shivakumar	Madura Coats
Rahul Kochhar	PGP III
Sunil Balagopal	PGP III

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

- Notes used in the MRIS Course
- Guidelines on summer assignment

#### *Computerization of Placement Activities*

Placement data for 1989-90 have been computerized, leading to cutting down of additional manpower required during the peak placement season. Further, information became available expeditiously regarding students, companies, and acceptances and rejections of offers.



## 4. FELLOW PROGRAMME IN MANAGEMENT

So far 99 students have completed the requirements of the Fellow Programme and awarded the title of "Fellow of Indian Institute of Management, Ahmedabad." Another 40 students are currently at various stages of the programme.

### Admission

During the year, 742 candidates applied for admission, an increase of 30 per cent over the last year. One hundred and nine candidates were called for interview. Admission was offered to 22 candidates for the programme commencing July 1990.

### Thesis Proposal Awards

The following students were awarded IFCI dissertation proposal awards for 1989-90:

	<u>Thesis Title</u>
Elizabeth P. Kuriyan	A Study of the Process of Negotiations in the Evolution of Turnaround Packages for Sick Industrial Units
G. Sethu	A Model for Pricing Electricity : Case of NTPC

### Graduation

The following students were awarded the title of "Fellow of IIMA" at the Convocation held on March 24, 1990:

	<u>Thesis Title</u>
S.V. Nathan	A Study of the Campaign Planning Process in Indian and French Advertising Agencies
Oscar Jose Barros	Government Policy, Technology Development, Industry Structure, and Performance of Industry: An Analysis of Three Industries
Rajinder Raina	A Comparative Study of Technology Adaptation in Indian Enterprises in Chemical and Engineering Industries having Collaboration with French Enterprises
G. Ramesh	Control Systems in Non-Profit Service Organizations: The Case of a State-owned Hospital
Suresh Balakrishnan	Learned Helplessness in Organizations

### Placement

Out of 5 students who have been awarded the title of "Fellow of IIMA" during 1990, 3 have joined academic institutions and 2 have joined industry.

### Review of the Fellow Programme

The FPM Programme was reviewed in totality during 1988-89 and some of the following recommendations were implemented:

#### *Promotion of the Programme*

The FPM advertisements, bulletins, and posters have been recast in attractive formats, highlighting the programme's distinguished features. This helped in attracting more number of applications.

#### *Academic Packages*

The first year Research Methodology course was reviewed and redesigned. A sub-committee of the FPM Executive was appointed to review the second year Research Methodology course. Courses in Economics and Quantitative Methods were offered to FPM students with a different focus.

#### *New Courses*

Two new compulsory courses, Philosophical Foundations of Management and Self and Career Development, were introduced.

#### *Agriculture Management*

Agriculture Management has been included as one of the areas of specialization in the Fellow Programme during this year. Three students were admitted in this area.

#### *Assisting Faculty*

After completing their comprehensive examinations, students are required to work as research assistants with faculty members of their choice.

#### *Thesis Publication*

Several publishers were contacted for publishing FPM theses. Sage has agreed to bring out a series of books based on them. To begin with, five theses have been identified for further processing.

#### **FPM Bulletin**

The FPM students, under the supervision of the FPM Executive Committee, have for the first time brought out a research bulletin.

The first issue of the FPM Bulletin titled *Cipher-M* was released during March 1990 by Mr. V. Krishnamurthy, Chairman of the Board of Governors, IIMA. The release function was attended by the FPM students, the FPM Executive Members, and other faculty.



## 5. FACULTY DEVELOPMENT CENTRE

The Faculty Development Centre (FDC) offered the eleventh Faculty Development Programme in Management (FDP) from June 28, 1989, to February 28, 1990. Ten participants from nine educational and professional institutions in India participated.

An FDP alumni seminar was held on March 24, 1990, as part of the IIMA Alumni Seminar Reunion on March 23 and 24, 1990. The theme of the seminar was "Management Education in India: Constraints and Prospects" which attracted twenty alumni from 12 educational and professional institutions. Eight papers were received on various facets of management education. The seminar was well received by all those who attended.

A programme on "Small Enterprise Management for University Teachers" was offered from April 9 to 27, 1990. The programme had 10 participants from educational institutions in India. Professor K. Ramachandran coordinated the programme.

FDC has mailed brochures for the 12th FDP beginning June 28, 1990, to more than 400 institutions in India and abroad.

## 6. RESEARCH AND PUBLICATIONS

At the end of the academic year 1988-89, eight research projects, 23 seed money projects, and 10 case development projects were in progress. During the academic year 1989-90, one research project, 13 seed money projects, and 7 case development projects were initiated. Two research projects, 8 seed money projects, and 6 case development projects were completed and one case development project was closed during the year. The remaining seven research projects, 28 seed money projects, and 10 case development projects were in progress.

### Research Project Initiated

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

### Seed Money Projects Initiated

1. Barua, Samir, and Raghuram, G, "Bus Route Network Decision."
2. Dixit, M.R., "Public Policy and Corporate Strategic Response in the Telecommunication Sector."
3. Gupta, Anand P., and Jain, Rekha, "Software Market in the EEC."
4. Jain, Rekha, "Study of the Datacom Equipment Industry."
5. Jambhekar, Ashok, and Pandya, J.F., "Studies in Indian Management: An Annual Survey of Literature - 1987."
6. Jambhekar, Ashok, and Pandya, J.F., "Social Forestry: A Literature Survey (1975-1988)."
7. Monappa, Arun, "Affirmative Action Practices in Indian Industries."
8. Oza, A.N., "Product Concentration Ratios in Indian Industry."
9. Parikh, Indira, "Managerial Role Profile of Men and Women Managers in Indian Organizations."
10. Ramachandran, K., "Strategic Management Practices in Small Scale Enterprises."
11. Rath, Dillip, "India's Exports of Capital Goods."
12. Singh, S.P., and Mukhopadhyay, S., "Financial Market and Financial Instruments."
13. Tripathy, A., "Class Scheduling."

### Case Development Projects Initiated

1. Bhatnagar, S.C., "Case Development on Hindustan Computers Limited."
2. Dixit, M.R., "Case Development on a Bank of Baroda Branch at Vatwa."
3. Monappa, A., "Case Development on TISCO, Jamshedpur, and ITC, Calcutta."
4. Ramachandran, K., "Case on Tristar Chemicals Pvt. Limited."
5. Saiyadain, Mirza S., "Case Development to Highlight the Policy Implications for Recruitment (Godrej Soaps Limited, Bombay)."
6. Shukla, P.R., "Case Studies in Operations Management in Excel Industries Ltd."
7. Venkiteswaran, N., "Case Development on Tata Chemicals Limited (Merger)."

### Research Projects Completed

1. Gupta, Ramesh, and Srinivasan, G., "Fiscal Incentives and Business Decisions: Evaluation of Policy Options."
2. Pestonjee, D.M., "Review of Stress Research in India."

### Seed Money Projects Completed

1. Chaudhuri, Shekhar, "Technology Acquisition and Assimilation in Process Industries."
2. Gupta, Anand P., and Jain, Rekha, "Software Market in the EEC."
3. Jain, Rekha, Raghuram, G., and Chhokar, J.S., "Safety Management in Transportation."
4. Misra, Sasi, "The Relationship of Tacit Knowledge of Managerial Planning and Decision Making."
5. Pandey, I.M., "Lease Accounting Practices in India."
6. Ramnarayan, S., "The Institutional Environment for Technology Diffusion: Role of Non-market



- Institutions."
7. Ramnarayan, S., "Leadership for Social Innovation."
  8. Rath, Dillip, "India's Exports of Capital Goods."

#### **Case Development Projects Completed**

1. Dixit, M.R. and Vathsala, S., "Case Development in the Business Policy Area (Bajaj Auto Limited)."
2. Jain, Rekha, and Raghuram, G., "Case Development to Examine System Design and System Configuration Issues for Implementing a Computerized Information System in a Geographically Dispersed Organization."
3. Jain, Rekha, and Raghuram, G., "Case Development to Examine the Development of the Indian Railways Operating Information Systems (OIS) as a Case of Project Management."
4. Ramachandran, K., "Case Development on Federal Bank."
5. Saiyadain, Mirza S., "Case Development to Highlight the Policy Implications for Recruitment (Godrej Soaps Ltd., Bombay)."
6. Venkiteswaran, N., "Case Development on Spartek Ceramics India Ltd."

#### **Case Development Project Closed**

1. Vathsala, S., "Case Development on Organizational Intervention in the Technology Market Linkage of Inland Fisheries Sector."

#### **Research Projects in Progress**

1. Bhat, Ramesh, and Pandey, I.M., "Survey of Management Views on Dividend Policy."
2. Bhat, Ramesh, and Pandey, I.M., "Distributional Properties of Financial Ratios: A Study Using Indian Data."

#### **Research Projects Completed**

1. Bhatt, Anil, and Dholakia, Ravindra, "Training Plan for Municipal Personnel in Gujarat."
2. Bhatnagar, Deepti, "Understanding Political Behaviour in Organizations: A Framework."
3. Joseph, Jerome, "The Indian Joint Family System as a Model for Designing Human Resources Management Systems in Small Enterprises."
4. Joseph, Jerome, "A Survey of Labour-Management Consultation Mechanisms in the Indian Context." Sponsor : Asian Productivity Organization, Tokyo.
5. Parikh, Indira J., and Farrell, Pauline, "Approaches to Women Managers Training in Africa, The Caribbean, and India." Sponsor : Commonwealth Secretariat, London.
6. Raghuram, G, and Rao, V. Venkata, "Development of a Train Simulation Package for RITES."

#### **Cases/Notes Completed**

Thirty-six cases and teaching notes were prepared by the faculty and registered at the Institute. In addition, 56 cases and notes prepared and used by the faculty were expected to be registered in due course.

#### **Seminars**

The following seminars were organized by the Research and Publications Committee during the academic year 1989-90:

	Speaker	Date
Spatial Equilibrium of Energy Price and Wheeling Rates for Gas and Electricity Transmission	Dr. Shishir K. Mukherjee Sanjose State University	August 4, 1989
Value Based Business: The Alacrity Experience	Mr. Amol Karnad Alacrity Foundation (P) Ltd.	August 7, 1989
Recent Developments in the Chinese Economy	Dr. Judith Bannister U.S. Bureau of the Census Dr. Gavin Jones Australian National University Dr. A. Laquian, Country Director, (China/DPRK) UNFPA	September 28, 1989
Social and Economic Development: Global Perspective	Dr. Jqhan Galtung Professor of Peace Studies University of Hawaii	December 28, 1989
Stress Reduction through Reduction of Negative Affect and Positive Affect	Dr. Jagdish Dua University of New England	February 9, 1990
Continuity and Innovation in Swiss Mountain Community Institutions for Pasture Management	Dr. Christine Picht, Visiting Scholar at the Workshop in Political Theory & Political Analysis at Indiana University	February 21, 1990
Commercialization of Agricultural Bio-Technology	Dr. Wojciech Florkowski, University of Georgia	April 5, 1990
Administration of Private Higher Education in the United States: Experiences and Challenges	Dr. John Aram, Professor, Management Policy , Case Western Reserve University and presently Visiting Faculty, IIMA	April 9, 1990

### **Publications**

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

The faculty and staff published 12 books and 11 monographs and wrote 79 articles or chapters in books in India and abroad. They also presented 62 papers and gave 24 lectures in various seminars and conferences. In addition 65 working papers were brought out.



## 7. MANAGEMENT DEVELOPMENT PROGRAMMES

Twenty-eight management development programmes (MDPs) and four Workshops were conducted during this academic year. The Institute offered eight new programmes.

Participation from government and public sector organizations continued to increase. Six hundred and eight professionals from 460 public sector organizations and 493 professionals from 378 private organizations participated in the MDPs during the year.

### New Programmes

*The Commonwealth Top Management Programme for Public Enterprises* was organized in collaboration with the Commonwealth Secretariat, London, from August 6 to September 12, 1989. This programme was a sequel to the three Roundtables on Public Enterprises Management organized by the Management Development Programmes of the Commonwealth Secretariat in Cyprus, India, and Malaysia. IIMA had collaborated in organizing the India Roundtable earlier.

The programme was meant for persons belonging to top management of public enterprises in Commonwealth countries. Thirty-three professionals from 19 countries participated. Field visits were arranged in India and Malaysia.

*The Training Programme on Economic Management and Planning in Developing Economics* (jointly conducted by IIMA and the Centre for Development Studies, University of Glasgow, Glasgow, in collaboration with the Commonwealth Secretariat, London) was held from November 20 to December 19, 1989. The programme was meant for officials of Ministries/Departments of Planning, Economics, and Food and Agriculture at secretary/assistant secretary level of developing countries. Twenty-four officials from eighteen developing countries participated in the programme.

A programme on *Computer Aided Management in Road Transport Undertakings* was held from December 25 to 30, 1989. Twenty-eight participants attended the programme.

### General Management Programmes

The *3-Tier Programme for Management Development*--the oldest and largest of the Institute's programmes--was offered for the twenty-seventh 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 for Results: Choices and Strategies." In all, 236 participants attended the three programmes.

The Institute offered the twentieth *Small and Medium Enterprises Programme* which focused on concepts and skills needed for improving productivity and efficiency of small and medium enterprises. Thirty-seven executives attended the programme.

The Institute offered the fourteenth *Advanced Management Programme for Public Enterprises* under the auspices of the Bureau of Public Enterprises, Government of India. Twenty-five senior managers from public sector enterprises participated in the programme. Participants visited USSR on a study tour.

### Functional Programmes

Programmes on *Logistics and Physical Distribution Management, Financial Services, Management Control Systems, Strategies for Competitive Advantage, Micro Computers in Materials Management, Project Management, Advanced Data Analysis for Marketing Decisions, Computer Aided Financial Decision Making, Computer Based Information Systems, Advanced Programme on Human Resources Management, and Agricultural and Rural Development Programmes* were offered during the year.



## **Public Systems Programmes**

A *Regional Workshop on Population Programme Management for Asia and the Middle East* sponsored by the International Committee on the Management of Population Programmes (ICOMP) was offered and 33 officials from 17 countries participated.

A programme on *Computer Aided Management in Road Transport Undertakings* for middle level functional heads and EDP managers of road transport undertakings was held from December 25 to 30, 1989. Twenty-eight participants attended the programme.

In addition the Institute offered several training programmes for IAS officers sponsored by the Government of India. They included *Policy Planning and Analysis, Industrial Policy Planning and Development (twice), Project Management: Level II, Management Control Systems, Project Management: Level I, and Management Concepts and Decision Making Techniques.*

## **Long Duration Programme**

The Institute offered the fourteenth *Management Education Programme* from December 10, 1989 to April 21, 1990. Thirty-eight participants attended this programme. It provides an intensive post-entry exposure in all areas of management to executives with functional experience who, according to sponsoring organizations, have potential to move to general management positions.

## **Workshops/Seminars**

The following workshops/seminars were offered during the year: *Stress Audit in Organizations, Expert Systems for Management, Effective Turnaround of Sick Units, Computer Applications in Railways: A Managerial Perspective, Agricultural Input Marketing, Social Forestry, Top Level Management on Rainfed Research, and Management Alumni on Management of Development, Change, and Innovations.*

## **New Programmes/Seminars/Workshops 1990-91**

Programmes on *Managing Human Resources in Public Organizations, International Programme for Senior HRM Executives, Designing and Implementing Performance Appraisal Systems for HRD, and Agricultural Input Marketing* will be offered.

Seminars on *MIS, Top Management Workshop on Institution Building and HRD Strategies for Strategic Organizations, Flexible Manufacturing Systems, Sustainable Development of High Risk Environment, Management of Agro Processing Enterprises, Issues on Cooperative Development, Performance of Fish Farmers Development Agency for Fresh Water Aquaculture, and European Economic Community and India* are planned to be offered in the next academic year.



## 8. CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre's faculty completed four research projects during the year. Ten research projects were in progress. The details are as follows:

### Completed Research Projects

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Working Capital Management in Selected Agro-Processing Enterprises	B.M. Desai V.K. Gupta	Ministry of Agriculture and Cooperation
Performance of Institutional Credit for Agriculture in India	B.M. Desai Ranjit Gupta	- do -
Castorseed and Castorseed Oil Industries	Devi Tewari	- do -
Towards Water Resources Utilization and Development Plan for Panchmahals: Study of Tank System	Girja Sharan	Ford Foundation

### Research Projects In Progress

Agricultural Situation in West European Countries (EEC) and its Implications	V.R. Gaikwad	Ministry of Agriculture and Cooperation
Marketing and Sales Promotion (Agricultural Inputs and Consumer Products): Its Role in the Rural Setting	P.M. Shingi S.P. Seetharaman	- do -
Designing Accessible and Accountable Administrative System: A Case Study of Grievance Redressal in Drought Prone District	Anil K. Gupta	- do -
A System Study of Export Oriented Leather and Leather Manufacturers in India	T.K. Moulik	- do -
Private Groundwater Development, Emergence of Markets, and their Functions	S. Kolavalli	- do -
Fertilizer Distribution System: Study in Industrial Dynamics Framework	Girja Sharan	- do -
An Analysis of the Domestic and Export Sector Demand, and Supply Prospects of Quality Raw Silk	Gopal Naik	- do -
Indepth Case Study of Selected Processors and Exporters of Agricultural and Processed Food Products	U.K. Srivastava	- do -

A Study on Agricultural Marketing Information System (AMIS)	S.L. Bapna	- do -
Managing Research Network for Helping Poor in Risky Regions: A Study of Inter-Organizational Linkages	Anil K. Gupta	- do -
Management Professional as Development Associates in the Voluntary Sector	Ranjit Gupta	CMA
A Preliminary Investigation on Irrigation Project Hardware, Software, and Performance	C. Gopinath	CMA

### **New Projects**

The CMA faculty prepared outlines on the following research projects. Based on the feedback from meetings of the CMA faculty and research staff, work on the projects is being initiated.

Groundwater Development, Emergence of Groundwater Markets and their Functioning in India  
 Strategies of Agro-Exports from India  
 Management Issues in the Industrial Cooperatives for Decentralized Sector in India  
 Modelling International Castor Oil Market: An Econometric Analysis  
 Determining Suitability of Tanks for Lift Irrigation (Through Satellite Imagery Data-Panchmahal)

### **Core Group on Social Forestry**

The Core Group on Social Forestry recommended to the National Mission on Wastelands Development names of prominent individuals for inclusion in the management Advisory Committee along with the concerned secretaries of the State Governments.

Sample data on livestock parameters have been collected from Gujarat for each taluka. Similarly data from 5-6 villages have been collected to test out the programme utility. A data centre is being set up at the Institute to systematically collect and make available information on various aspects of social forestry, evolve a working model for a large scale social forestry project, and identify potential entry points.

The Core Group faculty visited Gujarat, Madhya Pradesh, and Goa to identify data needs and carry out survey work to prepare working models.

The Core Group organized the following workshops during the year:

Social Forestry and Wastelands Development  
 June 19-21, 1989

Sharing the Academic Strategies of Regional Centres on Social Forestry  
 September 1-2, 1989

Identification of Data Needs for Long Term Strategic Planning for Social Forestry and Wastelands Development  
 December 29-30, 1989

Three reports consisting of the proceedings of the workshops were brought out.

### **Advisory Committee**

A meeting of the CMA Advisory Committee was held on October 6, 1989. The meeting was attended by the following:



**Dr. N.R. Sheth**  
Director, IIMA

**Dr. Y.K. Alagh**  
Member, Planning Commission

**Dr.N.S. Randhawa**  
Director General, ICAR and  
Secretary to the Government of India

**Mr. K.V. Harihardas**  
Principal Secretary to the Government of Gujarat  
Department of Agriculture

**Dr. K.K.S. Chauhan**  
Managing Director, KRIBHCO

**Dr. Pravin Visaria**  
Director, Gujarat Institute of Area Planning

**Professor U.K. Srivastava**  
Chairman, CMA

**Professor S.L. Bapna,**  
Research Coordinator, CMA

**Professor Gurdev Singh,**  
Publications Coordinator, CMA

**Professor Anil K. Gupta,**  
Coordinator, SPA

The committee appreciated of the work of CMA and approved the research programme for 1989-90.

## 9. PUBLIC SYSTEMS GROUP

Details of the completed projects and ongoing projects of the Public System Group are given below:

### Completed Research Projects

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
A Rehabilitation Approach to Poverty Alleviation	Anil Bhatt	NIBM/Ford Foundation
Managing Guineaworm, Water Supply, and Health	Anil Bhatt Salil Dave	Government of Rajasthan
Training Plan for Municipal Personnel in Gujarat	Anil Bhatt Ravindra Dholakia	Gujarat Municipal Finance Board
"Travel by Bus" Project	G. Raghuram	Association of State Road Transport Undertakings
Freight Operating Information Systems (Case Research)	G. Raghuram Rekha Jain	IIMA

### Ongoing Projects

Integrating Epidemiology and Management Concepts for Health Services Improvement	Nirmala Murthy	Ford Foundation
Rapid Appraisal of Child Health and Status	Nirmala Murthy	Ford Foundation
Training Software for IAS Officers Programmes	G. Raghuram J. Joseph G.S. Gupta M.R. Dixit R. Sridharan N. Venkiteswaran	Department of Personnel, Government of India

### *Specific Projects involved in*

Status Paper on the Motor Vehicle Industry	M.R. Dixit G. Raghuram	- do -
Implications of the Motor Vehicles Act on RTCs and the Motor Vehicles Industry	G. Raghuram	- do -
Implications of Regulation on Logistics	G. Raghuram	- do -
Centre Point Route Network Design	Rekha Jain G. Raghuram	CAM/IIMA
Itinerary Planning on Transportation Systems	G. Raghuram	- do -



Alternative Delivery Systems  
for Poverty Alleviation

Anil Bhatt

APDC

Voluntary Efforts in  
Health Development

Anil Bhatt

SEWA(R) and CRMS

Profile of Public Management in India

Anil Bhatt

GTZ

## 10. CENTRE FOR REGIONAL MANAGEMENT STUDIES

A grant-in-aid of Rs.3600 was given to Professor R.H. Dholakia for purchasing of 60 copies of his book *Planning for Rural Development*.

A publication subsidy of Rs.8000 was granted to Professor Anil Bhatt for his book *Rehabilitation Approach to Poverty Alleviation*.

The Centre financed a programme on Operational Research for college and university teachers within Gujarat. It was coordinated by Professor Omprakash K. Gupta. This programme was offered jointly by CRMS and the Operations Research Society of India (ORSI). Forty-eight universities and colleges participated in the programme.

Financial support of Rs.38,000 was given to Professor Anil Bhatt for conducting a study on "Voluntary Efforts in Community Health." This is a joint project with SEWA.

Fellowship of Rs 7500 was given to a participant from Gujarat in the Faculty Development Programme.



## 11. COMPUTER AND INFORMATION SYSTEMS GROUP

### UNDP/CAM Research Projects

The following research projects were completed during the year:

An expert system for preformulation of drugs in a large pharmaceutical company

A prolog-based tax planning system

DSS for operational planning of passenger traffic in Indian Railways

DSS for road network construction and maintenance for state highways and major district roads in Gujarat

The following projects are in progress:

Computerization of land records for a district

A knowledge based system for managing capital gains and personal taxes

DSS for freight management in Indian Railways

A branch and bound algorithm for global optimization

Gantt chart colouring

### Other Research Projects

The following projects are in progress:

A study of software export industry in India

Enhancements to a train scheduling simulator

Impact of computerization on Indian Railways

Information technology for developing countries

Algorithms for exact statistical inference

### Teaching and Training Programmes

#### *Management Development Programmes*

Three management development programmes were offered during the year:

Computer Based Information Systems

Workshop on Expert System in Management

Computer Applications in Railways (jointly with PSG)

In addition, the Group conducted a one day seminar on Decision Support System which was sponsored by the Department of Electronics under UNDP/CAM.

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

#### PGP/FDP

The following courses were offered by the Group faculty in PGP and FDP:

PGP		First Year	Introduction to Computers Management Information Systems
		Second Year	Computer Architecture and Systems Software Information Systems Design and Implementation Decision Support Systems Systems Analysis & Stimulation
FDP			Introduction to Computers

#### Software Development

- A DSS for coach stock utilization for passenger trains on Indian Railways
- A DSS for better locomotive utilization on Indian Railways
- Stock market game on PC-
- Modification and extension of district level planning DSS package
- Graphics Library for IBM/PCs under DOS
- A menu-driven Hindi data management system which has the facilities of data-entry and data-query in Hindi
- Utilities and report generation programs for land record project
- Computerization of shortest path models with graphics
- A Gantt chart for the job shop scheduling package
- Modifications to prolog based tax planning system
- A system for computation of total income of an individual under the heads - capital gains, income from house property, and salaries

#### Installation of Hardware/Software

A Campus SUN-3/60 Workstation was installed in the Computer Centre.

It has the following configuration:

- CPU @20MHz
- FPU @20MHz
- 8 MB RAM
- 2\*141 MB formatted Hard Disk
- Color Monitor
- 3 Button Optical Mouse and Keyboard
- Ethernet Transceiver, two serial ports
- 60 MB cartridge Tape Drive
- SUN OS 4.0 and various software packages
- Turbo analyst V1.3 (a Case Tool)
- MS-DOS V4.01
- Graphics Tool Box for Turbo Pascal
- Novell-Netware, a LAN package



## 12. ALUMNI RELATIONS AND ACTIVITIES

### **IIMA Alumni Population**

During the year the IIMA alumni population increased by 1187 and the total now stands at 19,708. This includes a large number of alumni from and/or located in foreign countries.

### **Updating Alumni Address**

About 700 change of address requests were received during the year.

### **Executive Committee**

Elections to the Executive Committee of the IIMA Alumni Association for 1989-91 were held during the year. There were contests in all the four zones. In the meeting held on January 6, 1990, in addition to ten elected members, Arun Nanda, B.M. Rawal, Dilnavaz Variava, and Ankur Gupta were coopted to the Executive Committee. V. Audimoolam, General Manager (Manufacturing), Ashok Leyland Limited; Kiran Karnik, Director, DECU; and Ankur Gupta, Managing Director, Proman Associates Private Limited, Bombay, were elected President, Vice-President, and Secretary respectively for 1989-91.

The draft constitution of the Alumni Association was in the process of getting registered.

### **IIMA Alumnus**

During the year all the three issues of the *IIMA Alumnus* were brought out on time.

### **Souvenir Items**

Souvenir items such as ties, keychains, ashtrays, and cuff-links were sold to the alumni.

### **Chapter Activities**

The chapters have been fairly active during the year. Brief accounts of individual Chapter's activities are given below.

#### **Ahmedabad**

The Ahmedabad Chapter has helped in organizing a placement seminar for current participants, a workshop on "Management of Development, Change, and Innovations", and the Alumni Seminar Reunion to celebrate the 25th Convocation of IIMA. In all these events, the Chapter played a crucial role of identifying volunteers, speakers, organizing events, etc.

#### **Bangalore**

Lectures followed by get-togethers were organized as follows:

"Television vs Press" by Sanjeeb Chaudhuri, Brooke Bond, April 13, 1989.

"Tax Planning," February 8, 1990

"Starwars" by S. Balasubramanya Iyer, ISRO, July 20, 1989.

The Chapter met on March 8, 1990, to condole the tragic death of N. Chandrasekhar (PGP 1986).

#### **Baroda**

The Baroda Chapter organized a talk on "Environment and Industrial Development" by Dr. Rashmi Mayur,

a leading environmentalist and Director, Urban Development Institute, Bombay, on August 23, 1989, at IPCL.

The annual general meeting of the Chapter was held on December 16, 1989. The following office bearers were elected:

A.A. Modi	President
M.R. Khambolja	Vice President
H.R. Shukla	Secretary
D.G. Desai	Treasurer

### **Bombay**

Elections to the Executive committee were held. The new office bearers are Sunil Shah, President; Raj Nair, Secretary; and Ketan Mehta, Treasurer.

The chapter plans to start its Continuing Education Programme with the first seminar on "Emergence of Money Manager on the Indian Corporate Scene" by Professor S.P. Singh, Visiting Faculty, IIMA, and former Faculty, NIBM, on May 19, 1990.

### **Calcutta**

The Calcutta Chapter organized an informal meeting with Mr.M. Swarup, Managing Director, Paharpur Cooling Towers Ltd., on October 21, 1989. Mr. Swarup, who started his career as an executive, narrated his experiences of becoming an entrepreneur.

A new Executive Committee was elected on March 13, 1990. The office bearers are:

Ranjan Das	President
Rahul Gupta	Joint Secretary
S K Maji	Joint Secretary
Hemal Kampani	Treasurer

### **Delhi**

The Delhi Chapter began the year with Bridge the Generation Gap get-together at the Delhi Gymkhana Club on June 10, 1989. The get-together was well attended among whom was Professor T.V.Rao.

The annual Diwali get-together of the Chapter took place on October 27, 1989.

### **Madras**

During the year, a new Executive Committee with the following office bearers took over:

Paul Abraham	President
T Ramakrishnan	Vice President
R. Sivadas	Secretary
A.S. Venkatesh	Treasurer

The Chapter held a Management Quiz for the third time in which 14 schools participated. A new activity, Inter-corporate Quiz, was held in January.

The Chapter plans to hold a seminar on "Mergers and Acquisitions" during the year.

The Chapter members are providing teaching help to management institutions in and around Madras.



## **Pune**

The Pune Chapter has started a new activity of felicitating outstanding Chapter members/managers. Under this activity, Mr. R.D. Agha was felicitated this year.

The Chapter continues to provide teaching help to management institutions in and around Pune.

## **United States**

The Board of Directors of FIIMA accepted Dr. Vijay Vyas's resignation from the Board. Dr. Guntant Desai and Tony Bansal (PGP '79) were inducted to the Board.

Application has been made to the Internal Revenue Service (IRS) to get tax exempt status for FIIMA.

## **National Programmes**

Two national level programmes were held on the campus: an Alumni workshop on "Management of Development, Change, and Innovations" (February 19-20, 1990) and the Alumni Seminar Reunion (March 23-24, 1990) to celebrate the twenty-fifth convocation of IIMA in which graduates of the first batch of PGP (1966) were guests of honour.

### **Workshop on Management of Development, Change, and Innovations**

The workshop coordinated by Professor Anil Gupta was attended by 16 alumni. It discussed the following issues:

- \* Development of management models and adaptation for rural development and the unorganized sector (involving action research and developing adaptive management concepts).
- \* Support for inputs to curriculum development at PGP and MDPs
- \* Sensitization of PGP students/faculty towards the development sector
- \* Networking within alumni and between the Institute and alumni to develop as a resource base for the development sector

An informal group consisting of Kiran Karnik, Usha Jumani, Mallika Sarabhai, Bhushan Punani, Astad Pastakia, and Parmesh Shah has been formed to consolidate the gains and take further action.

### **Alumni Seminar Reunion**

An Alumni Seminar Reunion was organized on March 23-24, 1990, to celebrate the twenty-fifth convocation of IIMA. Graduates of first convocation, the PGP 66 batch, were guests of honour on the occasion. Fourteen alumni of the 1966 batch came for the reunion. About 120 alumni and spouses attended the Seminar Reunion, besides a large number of faculty and current programmes participants.

On March 23, the morning session was devoted to "New Thrust Areas of IIMA for Nineties." Presentations were made by IIMA faculty on three new thrust areas: industrial studies and public policy, international management, and strategic priority sectors. Alumni discussed these issues and provided valuable inputs to IIMA. The afternoon was devoted to sharing of experiences by the PGP 1966 alumni, particularly in the context of IIMA's new thrust areas.

The morning session of March 24 was devoted to "Constraints and Prospects of Management Education in India." Key issues were posed by Professor N.R. Dixit, B.K. School of Management, Ahmedabad; Professor R.K. Jena, Utkal University, Bhubaneswar; and Professor N. Ramaswamy, IIT, Bombay. Several papers were presented by other alumni.

As a token of gratitude, the PGP 1966 batch alumni presented a memento to the Institute.

### 13. WELFARE COMMITTEE

With the aim of encouraging both parents and children, eligible children of IIMA employees were given educational aids (text books, slates, note-books etc.) free. During 1989-90, 511 children of 204 employees benefited under this scheme.

An eye diagnosis camp was held on November 4, 1989, on the campus. A total number of 212 persons including children and women attended the camp. Sixty-two persons were advised to wear spectacles and 11 were advised to take follow-up treatment.

The Institute Day was celebrated on December 15, 1989. As part of the celebrations, a tree plantation programme was organized. In the variety entertainment programme, all sections of the IIMA community participated. Twenty-nine employees who have completed 20 years of service at IIMA were presented mementos.

Under the IIMA Children's Club, 24 children of IIMA employees were given cash awards for academic excellence. In addition, five special awards for noteworthy achievements were presented.

A craft camp was organized on the campus.



## 14. FACILITIES

### **Vikram Sarabhai Library**

During the year, 3000 books were added to the library, bringing the total number of books to 1,20,530. The library subscribes to 593 periodicals. The library's collection of annual reports of most big Indian companies and a few selected foreign companies is fairly up-to-date.

A library automation programme was initiated during the year. In the first phase, circulation processes and records have been automated through a PC/XT computer.

The library continued providing the following current awareness services:

- Indexing of articles from periodicals
- Current contents of periodicals
- Management News Index Services (MNIS)

Monthly lists of additions of books on management and related disciplines are being brought out regularly.

### **Workshop on "Utilization of Management Information"**

A pre-project workshop on "Utilization of Management Information" was organized on January 8-10, 1990, which brought together the librarians of IIMs and a representative of the All India Management Association. The workshop dwelt on issues relating to identification of user groups and needs of management literature. The International Development Research Centre provided financial support for the workshop.

### **Campus Development**

During the year, extension to the Kasturbhai Lalbhai Management Development Centre was completed. The work consisted of the following facilities:

Centrally air-conditioned theatre type, tiered mini auditorium (capacity 80 seats), four small seminar rooms (for about 8 to 10 participants), two halls, and office block for MDP Chairman/Coordinator and administrative staff.

A revised plan for the new complex consisting of the Ravi Matthai Centre for Educational Innovation(CEI), Computer Centre, and office block has been finalized by the Building Committee. The salient features of this 'C' shaped complex are as under:

#### *Ravi Matthai Centre*

This is an octagonal shaped building located opposite the main complex and consists of an auditorium with 550 seats with a partly flat floored multipurpose hall and partly tiered seating arrangements. It also has a small hall for conducting seminars.

#### *Computer Centre*

This is a building located opposite the service tower for housing the computer centre.

#### *Office Block*

This is a building interconnecting the Ravi Matthai Centre and the Computer Centre and located parallel to the existing cycle/scooter parking. At present, two stories will be constructed.

Construction work of the Ravi Matthai Centre up to plinth has begun.

## **Appendixes**



**APPENDIX I**

**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
1988-89	82	78	542	4	706
1989-90	83	70	535	14	702

**APPENDIX II**

**POST-GRADUATE AND FELLOW PROGRAMMES**

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
1988-89	375	27	402
1989-90	395	40	435

**APPENDIX III**

**CASES, RESEARCH, AND CONSULTING**

Year	Case 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	380	429
1988-89	2410	390	481
1989-90	2446	415	528

## APPENDIX IV

### BOARD OF GOVERNORS

#### Chairman

V.Krishnamurthy  
Steel Authority of India Limited  
New Delhi

#### Members

Ashoka Chandra  
Educational Adviser (T)  
Ministry of Human Resource Development  
New Delhi

L.S.Narayanan  
Financial Adviser (Education)  
Ministry of Human Resource Development  
New Delhi

Suresh Kumar  
Additional Secretary  
Department of Public Enterprises  
Ministry of Industry  
New Delhi

A.K.Dhan  
Bishop's Lodge  
Ranchi

H.R. Patankar  
Chief Secretary  
Government of Gujarat  
Gandhinagar

K. Ramamurthy  
Additional Chief Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

Arvind N. Lalbhai  
Chairman & Managing Director  
Shri Arvind Mills Limited  
Ahmedabad

Jayakrishna Harivallabhdas  
Chairman  
Shri Ambica Mills Limited  
Ahmedabad

Prafull Anubhai  
Chairman & Managing Director  
Rustom Mills & Industries Limited  
Ahmedabad

A.H. Tobaccowala  
Chairman  
Voltas Limited  
Bombay

P.P. Trivedi(Ms.)  
Secretary  
Ministry of Personnel,  
Pension, & Public Grievances  
New Delhi

N. Vaghul  
Chairman  
Industrial Credit & Investment  
Corporation of India  
Bombay

Amrita Patel  
Managing Director  
National Dairy Development Board  
Anand

Rangarajan Kumaramangalam  
Member of Parliament  
New Delhi

P.V.R.N. Iyer  
Executive Director  
Rohit Group of Enterprises  
Ahmedabad

G.K. Suri  
Director General  
National Productivity Council  
New Delhi

V.K. Gupta  
Indian Institute of Management  
Ahmedabad

D. Tripathi  
Indian Institute of Management  
Ahmedabad

Harshavadan Mangaldas  
Mangalbag  
Ahmedabad



**Shrenik Kasturbhai**  
Managing Director  
Anil Starch Products Limited  
Ahmedabad

**N. R. Sheth**  
Director  
Indian Institute of Management  
Ahmedabad

**Secretary**

**Group Capt. R. N. Bali Vr.C.(Retd.)**  
Administrative Officer  
Indian Institute of Management  
Ahmedabad

## APPENDIX V

### MEMBERS OF IIMA SOCIETY

The Secretary  
Ahmedabad Cotton Mfg. Co. Ltd.  
Ahmedabad

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

Mr Bipin Chandulal  
Mr Sandip Bipin  
Smt Minal A Sen  
Smt Pratiksha N Shah  
The Ahmedabad New Cotton  
Mills Co. Ltd.  
Ahmedabad

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

Mr Maitreya B Harivallabhdas  
Shri Amruta Mills Ltd.  
Ahmedabad

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

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

Mr Deepak S Hutheesing  
Umang Deepak Hutheesing  
Uravi Deepak Hutheesing  
Aruna Mills Ltd.  
Ahmedabad

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

Mr Arvind N Lalbhai  
Mr Ajay Chimanbhai  
Mr Anang A Lalbhai  
The Asoka Mills Ltd.  
Ahmedabad

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

Dr Mahendra Kanaiyalal  
Ahmedabad Kaiser-i-Hind  
Mills Co. Ltd.  
Ahmedabad

Mr P T Munshaw  
Smt Nandiniben P Munshaw  
Mr Dineshchandra L Patel  
Ahmedabad Shri Ramakrishna Mills Co. Ltd.  
Ahmedabad

Mr Jayakrishna Harivallabhdas  
Mr Rajesh Jayakrishna  
Shri Ambica Mills Ltd.  
Ahmedabad

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

Mr Arvind N Lalbhai  
Mr Samveg A Lalbhai  
Mr Sanjay S Lalbhai  
Arvind Mills Ltd.  
Ahmedabad

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

Mr S. Ganguly  
Executive Vice Chairman and Managing Director  
The Associated Cement Cos. Ltd.  
Bombay

Dr N S Johary  
Director  
Atic Industries Ltd.  
Atul

Mr U V Rao  
Mr B G N Patel  
Audco India Ltd.  
C/o Larsen and Toubro Ltd.  
Bombay



Mr A N Lalbhai  
Asoka Mills Ltd.  
Ahmedabad

Chairman & Managing Director  
Bank of Baroda  
Bombay

Chairman & Managing Director  
Bharat Earth Movers Ltd.  
Bangalore

The Manager  
Bharat Vijay Mills Ltd.  
Kalol

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

Mr C L Agarwal  
Mr Suresh Kumar  
Mr M P Venkatram  
The Ahmedabad Mfg. & Calico Ptg. Co. Ltd.  
Ahmedabad

Mr Janmejy Bhagubhai  
Managing Director  
Cellulose Products of India Ltd.  
Ahmedabad

Mr Siddarth K Lalbhai  
Mr I C Nayak  
Mr Manan Niranjana Narottam  
The Atul Products Ltd.  
Atul

Mr Rahul Bajaj  
Chairman & Managing Director  
Bajaj Auto Ltd.  
Pune

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

Mr K M Patel  
Zonal Manager  
Bank of India  
Ahmedabad

Mr Subodh Chaturbujdas  
Bharat Suryodaya Mills Co. Ltd.  
Ahmedabad

Chairman & Managing Director  
Bharat Heavy Electricals Ltd.  
New Delhi

Mr C S Samuel  
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Brooke Bond India Ltd.  
Calcutta

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Carborundum Universal Ltd.  
Madras

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General Manager (Operations)  
Central Bank of India  
Bombay

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Chandrakant Parekh Pvt. Ltd.  
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Cibatul Ltd.  
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Mr M A Shah  
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Baroda

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General Insurance Corpn. of India  
Bombay

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

Chairman & Managing Director  
Export Credit and Guarantee Corp. of India Ltd.  
Bombay

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

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Commercial Manager  
Chemicals & Fibres of India Ltd.  
Bombay

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DCM Ltd.  
New Delhi

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President  
Shree Digvijay Woollen Mills Ltd.  
Jamnagar

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

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Industrial Financial Corporation of India  
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Joint Managing Director  
Escorts Ltd.  
New Delhi

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

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Glindia Ltd.  
Bombay

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The Godavari Sugar Mills Ltd.  
Bombay

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Gujarat State Financial Corporation  
Ahmedabad

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Managing Director  
Hindustan Brown Boveri Ltd.  
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Shri A C Wadhawan  
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Hindustan Zinc Ltd.  
Udaipur

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Indian Oxygen Ltd.  
Calcutta

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The Indian Tube Company Ltd.  
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Chairman  
Industrial Finance Corporation of India  
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Jyoti Ltd.  
Baroda

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Khandelwal Bros. Ltd.  
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Bombay

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Personnel Director  
Hindustan Lever Ltd.  
Bombay

Mr S Chaudhuri  
Via Bahadrabad  
Hardwar District

Mr H S Shah  
Executive Director(Personnel & Marketing)  
Indian Petrochemicals Corporation Ltd.  
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Chairman  
Industrial Credit & Investment  
Corporation of India  
Bombay



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International Data Management Pvt. Ltd.  
Bombay

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Larsen & Turbo Ltd.  
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Mr Ashim R Banerjee  
Mr A Y Mafatlal  
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Ahmedabad

Mr Viren J Shah  
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Mr N K Parikh  
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Mafatlal Engineering Industries Ltd.  
Bombay

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National Peroxide Ltd.  
Bombay

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New India Assurance Company Ltd.

Bombay

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Mr Nautambhai J Nanavaty  
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Ahmedabad

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Consultants of India Ltd.  
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Minerals & Metals Trading Corporation of India  
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Mr Bansidhar R Nagri  
Bansidhar Mills Co. Ltd.  
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Mr P R Desai  
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Mr Rohit C Mehta  
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Mr Saurabh Navnitlal  
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Mr Ashoke Chimanbhai  
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Pune

Swadeshi Mills Co. Ltd.  
Bombay

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Mr C A Joshi  
Tata Chemicals Ltd  
Mithapur

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

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President  
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Bombay

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Madras  
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Suhrid Geigy Ltd.  
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Bombay

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Madurai

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Walchandnagar Industries Ltd  
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## APPENDIX VI

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**APPENDIX VII**

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**Library Committee**

Profs TP Rama Rao **Chairman**  
GS Gupta  
S Ramnarayan  
SP Seetharaman  
Mr Ashok Jambhekar

**Vikalpa Editorial Board**

Profs Sasi Misra **Editor**  
K Balakrishnan  
JS Chhokar  
VL Mote  
V Venkata Rao  
D Tripathi

**Computer Services Committee**

Profs KV Ramani **Chairman**  
T Madhavan  
Nirmala Murthy  
V Raghunathan  
PM Shingi  
V Venkata Rao

**Staff Evaluation and Development Committee II**

Prof Jerome Joseph **Chairman**  
Group Capt RN Ball  
Lt. Col. R.K. Madan  
Mr C Ramdoss  
Mr K Rajagopal

**Staff Evaluation and Development Committee III**

Prof JL Saha **Chairman**  
Mr RM Mehta  
Mr B Ram Chandran Iyer  
Mr KM Raghavan  
Mr A Ganapathy

SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS

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

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD  
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD FOR THE YEAR ENDING 31ST MARCH, 1990.

Registration No.F/174, Ahmedabad

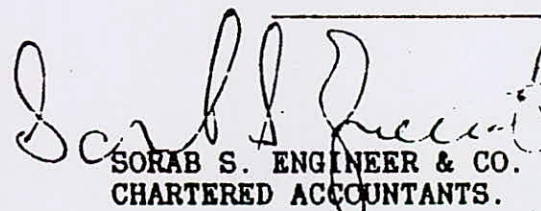
- (a) The accounts are maintained regularly and in accordance with the provision of the Act and Rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts
- (d) All books, deeds, accounts vouchers or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer of the moveables (except Library books) of the Public Trust and Certificates of Librarian in respect of books were produced before us.
- (f) The Accountant appeared before us and furnished the necessary information required by us.
- (g) No property or funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust.
- (h) An amount of Rs. 1,71,878 is outstanding towards advance to others and students for a period of more than one year and no amount is written off during the year.
- (i) A. Tenders were invited for construction work involving expenditure exceeding Rs.5000/-.  
B. Tenders were invited for repairs involving expenditure exceeding Rs.5000/-.
- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immovable property contrary to the provisions of Section 36, have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following :-

Capital expenditure on building and advances to contractors against running bills amounting to Rs. 7,22,35,603 is arrived at as under :-

(a) Capital Expenditure on building(verified with final bills in respect of works already completed).	Rs. 6,53,33,512
(b) Advance to contractors against running bills subject to adjustment of final bills.	Rs. 69,02,091

Rs. 7,22,35,603

DATE:

  
SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS.

14-6-1990



Vide Rule 17(1)  
NAME OF THE PUBLIC TRUST : INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1990

(2)

Registration No-F.174  
Previous Year  
1988-89

EXPENDITURE				INCOME				
Rs.		Rs.	Rs.	Rs.		Rs.	Rs.	Rs.
	TO EXPENSES IN RESPECT OF PROPERTIES			4,07,617	BY RENT REALISED			4,43,317
2,29,535	Municipal Taxes on Buildings		2,69,450		BY INTEREST REALISED *			
3,50,41,066	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE-1		3,97,26,459	891	On loans and advances to Staff			1,031
	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR			2,80,28,000	BY DONATION IN CASH OR KIND			
27,47,509	i) Post Graduate Programme	31,69,374			Grant from Govt. of India Ministry of Education sanctioned during the year		3,21,93,000	
1,03,38,804	ii) Short Term Programmes	1,07,53,199			Less: Amount transferred to Balance Sheet			
1,30,86,313			1,39,22,573	39,26,411	a) representing expenditure on non-recurring items	37,50,458		
	TO LEGAL EXPENSES		83,100		b) House Building Adv. Fund	10,00,000		
	TO REMUNERATION TO AUDITORS			5,00,000			47,50,458	
30,000	i) Audit Fees	30,000		44,26,411				
2,975	ii) Fees for other services	2,000		2,36,01,589			2,74,42,542	
32,975			32,000	22,030			8,547	
62,71,237	TO MISCELLANEOUS EXPENSES AS PER SCHEDULE-2		63,85,980	2,36,23,619				2,74,51,089
	TO EXPENDITURE ON OBJECTS OF TRUST			3,01,10,207	BY INCOME FROM OTHER SOURCES AS PER SCHEDULE-3			3,24,61,329
2,29,420	i) Educational Scholarships (PGP)	2,63,770			BY TRANSFER FROM RESERVE			
5,70,240	ii) Fellowships to FBA	10,43,709		1,72,590	i) Contribution to Research Projects from Ford Foundation Grant for Rupee Budget		2,62,050	
67,500	iii) Fellowship to PMF Participants	60,000			ii) Contribution from CMA Fund for			
8,67,160			13,67,479	96,497	a) Meeting excess expenditure over grant from Ministry of Agriculture	1,72,890		
8,547	TO SURPLUS CARRIED OVER TO BALANCE SHEET		11,580	12,65,984	b) Meeting CMA expenses other than those met from Ministry of Agriculture Grant	10,06,915		
				15,35,061			11,79,805	14,41,855
5,56,77,395		6,17,98,621		5,56,77,395				6,17,98,621

- NOTES : (1) As per Govt. of India letters No.F.5-2/88-T.9 dated 11.1.89 and 15.5.89, arrears of fellowship to FBA students for the period 1-4-87 to 31-3-89 amounting to Rs.8,05,720/- is paid out of the unspent balance of educational scholarships. This requires concurrence of Govt. of India (Refer note (g) under Schedule 'A' of Balance Sheet).
- \* (2) Interest on investment of donation (including Savings Bank Account) of Rs.58,30,131 has been credited to 'DONATION FROM INDUSTRIES' the Balance Sheet. (Previous Year Rs.52,03,86.)
- (3) Previous Year's figures have been regrouped wherever necessary to make them comparable with those of current year.

DATE:

TRUSTEES:

N.R. Sheth  
DIRECTOR

Op. Capt. D. S. Bali Vrc. (Retd.)  
ADMINISTRATIVE OFFICER

A.A. Punshi  
ACCOUNTS OFFICER

K.M. Raghavan  
ACCOUNTS OFFICER

As per our report of even date, and subject to note (1) above.

Suresh Engineer  
CHARTERED ACCOUNTANTS

14-6-1990











INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1990

(5)

SCHEDULE 'A'

OTHER EARMARKED FUNDS

	Balance as on 1st April, 1989	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1990
	Rs.	Rs.	Rs.	Rs.
<b>(i) LAND AND BUILDINGS</b>				
1. Donation (Value of land donated by Govt. of Gujarat)	6456054	-	-	6456054
2. Contribution from Industries (including interest on investments)	39096557	5830131 (a)	-	44926688
3. Grant from Ministry of Education for Building Expenses (Govt. of India)	42127000	2375000	-	44502000
4. Grant from USAID for Building	958000	-	-	958000
5. Fund from Increased Earnings on Revenue Account	3714281	-	-	3714281
6. Grant from Projects	2054281	-	-	2054281
7. Depreciation Fund (Land & Building)	6050000	605000 (b)	-	6655000
<b>(ii) ACADEMIC ACTIVITIES</b>				
1. Library Fund (Sale proceeds for some of the books from Ford Foundation Grant & other teaching material)	2891464	507054	-	3398518
2. Fund for CMA Programme	3970751	1620830	1179805 (c)	4327417
3. Research & Publication/Development Fund	683730	237713	84359	627683
4. Donation for Regional Mgt. Study Centre (Endowment Rs. 6,00,000/- - Interest only to be used)	1438691	118587	293760	1470840
5. Chairs for Management Practices (Endowment Rs. 61,00,000/- - Interest only to be used)	5829290	2132307	347119	7514478
6. Public Systems Group Fund	817214	700000 (d)	700000 (d)	821058
7. Donation to Vikalpa Fund	380225	3844	100000 (e)	380225
8. Centre for Education Innovation (Donation including interest)	3384691	1007968	136086	4356573
9. Fund for Alumni Activities	-	100000 (f)	-	-
10. Fund for Citi Bank Res. Endowment for CEI	-	500000	-	500000
<b>(iii) STUDENTS AID</b>		1500000	-	1500000
1. Fund for Loan Scholarship to Students (including interest recovery)	1570972	3929	-	1574901
2. Fund from other parties for Loan scholarship to Students (interest only to be used)	1051856	173427	6000	1219283
3. Prof. Hegde/Haynes/Bhandari Memorial Funds (including interest on investment of Funds)	105688	426267	6000	525955
4. Other Receipts to be used for Merit-Cum-Means Scholarship	978020	298890	1090710 (g)	186200
<b>(iv) FURNITURE &amp; EQUIPMENT</b>				
1. Grant-in-aid from Ministry of Education (Govt. of India & Govt. of Gujarat) (representing expenditure on Non-recurring items) (as per contra)	22631177	3750458	100578 (h)	26281057
2. Various Govt. items of Miscellaneous non-recurring including sale/write off	438902	84271	398030 (i)	120121
3. Funds for expenses on Computer	3162453	1363521	5022 (j)	2806746
4. Value of Equipment purchased from Fund for expenses on Computer (as per contra)	3225786	304212	304212 (k)	3529998
5. Grant from USAID for non-recurring items for PMA (as per contra)	125498	-	1415016 (l)	125498
6. Non-recurring expenses met from other sources	5575440	2029256	-	7604229
7. Non-recurring expenses met from Library Fund (Furniture & Books)	2575575	-	467 (m)	2575575
8. Fund for equipment & furniture for Projects and Kitchen/Dining Complex	267632	-	27810 (k)	239822
9. Value of Equipment donated by American Express	166600	-	-	166600



	Balance as on 1st April, 1989	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1990	(6)
	Rs.	Rs.	Rs.	Rs.	
(v) MISCELLANEOUS					
1. Fund for Conveyance advance to Faculty & Staff (Details for use of Funds as per Balance Sheet)	382685	25889	-	408574	
2. Faculty & Staff Development Fund	1193729	-	11556	1182173	
3. House Building Advance Fund (including interest on investment) (details for use of funds as per Balance Sheet)	3418167	1000000 (n) 28899	-	4447066	
<b>Total</b>	<b>166722409</b>	<b>26727453</b>	<b>6292968</b>	<b>187156894</b>	

- (a) Interest on investment only. (b) Interest on investment of the Fund. (c) Transferred to Income & Expenditure A/C.  
 (d) Transferred from accumulated interest of Kasturbhai Lalbhai Chair Fund to the Endowment. (e) Transferred to Centre for Education Innovation.  
 (f) Transferred from Kasturbhai Lalbhai Chair receipt to Centre for Education Innovation. (g) Includes arrears of fellowship of Rs. 8,05,720/-  
 to FBA Students from 1.4.'87 to 31.3.'89.  
 (Refer Footnote (1) below Income & Exp. A/C  
 (i) Sale proceeds of old furniture/equipment upto  
 31.3.'89 transferred to Income & Expenditure A/C.  
 (1) Expenses of Computer Centre.  
 (n) Transferred from Income & Expenditure A/C.

SCHEDULE 'B'

	Balance as on 1st April 1989	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1990
	Rs.	Rs.	Rs.	Rs.
GRANT FROM FORD FOUNDATION				
1. For Building expenditure and air-conditioning equipment	4751530	-	-	4751530
2. Value of books, equipment, Computer etc. received/ purchased from the grant (as per contra)	3410039	104329	262 (a)	3514106
3. Fund for Vikalpa	450000	-	-	450000
4. Grant for Rupee Budget expenses	1416090	-	262050 (b)	1154040
5. Grant for Rupee expenses on Computer	104330	-	104330 (c)	-
6. Fund for CMA expenses	8069	262	-	8331
<b>Total</b>	<b>10140058</b>	<b>104591</b>	<b>366642</b>	<b>9878007</b>

- (a) Adjustment of excess appropriation made in '88-'89 against purchase of equipment (c) Appropriated for purchase of equipment.  
 (b) Transferred to Income & Expenditure A/C for meeting expenses.

As per our report  
of even date

Date:

TRUSTEES:

N.R. Sheth  
DIRECTOR

Gp. Capt. R.N. Bali Vrc. (Retd.)  
ADMINISTRATIVE OFFICER

A.A. Munshi  
ACCOUNTS OFFICER

K.M. Raghvan  
ACCOUNT OFFICER

Scrab S Engineer & Co.  
CHARTERED ACCOUNTANTS

11. 6. 1990



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1990.

(7)

SCHEDULE 'C'

	Balance as on 1st April 1989	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1990
	Rs.	Rs.	Rs.	Rs.
<b>IMMOVEABLE PROPERTIES:</b>				
1. Land at cost (received as Donation from Govt. of Gujarat)	6456054	-	-	6456054
2. Land at cost (purchased)	475325	-	-	475325
3. Capital expenditure on building & advance to contractors for work under construction	68599613	3635990	-	72235603
<b>Total</b>	<b>75530992</b>	<b>3635990</b>	<b>-</b>	<b>79166982</b>

SCHEDULE 'D'

	Balance as on 1st April 1989	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1990
	Rs.	Rs.	Rs.	Rs.
<b>MOVEABLE PROPERTIES (AT COST):</b>				
1. Furniture, equipments, books, vehicles, computer, etc. purchased out of Grant-in-aid from Govt. of Gujarat & Govt. of India (as per contra)	22631177	3750458	100578 (a)	26281057
2. Books, equipments, computer, etc. received/purchased from Ford Foundation Grant.	3410039	104329	262 (b)	3514106
3. Equipments purchased for computer in IIMA (as per contra)	3225786	304212	-	3529998
4. Equipment etc. purchased from Ministry of Agriculture Grant (as per contra)	35850	-	-	35850
5. Equipment etc. purchased for PMA met from USAID Grant	125498	-	-	125498
6. Equipment etc. purchased from other sources.	5572110	2029256	467 (a)	7600899
7. Books purchased out of Library Fund.	2420163	-	-	2420163
8. Library Furniture met from Library Fund.	155412	-	-	155412
9. Equipment donated by American Express	166800	-	-	166800
<b>Total</b>	<b>37742635</b>	<b>6188255</b>	<b>101307</b>	<b>43829583</b>

- a) Adjustment of cost of vehicles & equipment sold.  
b) Adjustment of excess debit in '88-'89 against purchase of equipment.

As per our report  
of even date

TE:  
USTEES:

N.R. Sheth  
DIRECTOR

Gp. Capt. R.N. Bali Vrc. (Retd.)  
ADMINISTRATIVE OFFICER

A. A. Munshi  
ACCOUNTS OFFICER

K.H. Raghvan  
ACCOUNTS OFFICER

Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS

14-6-1990



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD.  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1990.

(8)

SCHEDULE 'E'

As on 31st March, 1989

Rs.	INVESTMENTS	Rs.	Rs.
	(i) Long Term Fixed Deposits with State Bank of India from the funds of :-		
3380000	(a) Chairs	3380000	(a)
1334000	(b) Projects	1334000	
305000	(c) Others (Earmarked)	305000	
5019000			5019000
35363965	(ii) Short/Long Term Fixed Deposits with Banks from other funds		40463965
20325000	(iii) Deposits with Public Sector Undertakings		23817900 (b)
1527400	(iv) Investment in Units of Unit Trust of India:-	1527400	
	(a) Sheth Kasturbhai Lalbhai Chair Fund		
	13600 units of Rs.100/- each; Face Value Rs.13,60,000/-		
	(previous year Rs.13,60,000/-) Market Value Rs.15,36,800/-		
	(previous year Rs.15,23,200)		
5991698	(b) Miscellaneous	6990738	
	36,260 units of Rs.100/- each & 2,11,980 units of Rs.10/- each		
	Face Value Rs.57,45,800 (previous year Rs.48,53,900)		
	Market Value Rs.71,07,496/- (previous year Rs.60,40,399)		
7519098			8518138
68227063			77819003
	TOTAL		

NOTES: (a) Includes Fixed Deposit of Rs.7,00,000/- of SBI Chair Fund matured on 29-5'88 kept in the custody of SBI, but not renewed.  
(b) Fixed Deposit Receipt of Rs.5,00,000/- in Sardar Sarovar Narmada Nigam Ltd. during March 90 has not been received till date.

SCHEDULE 'F'

As on 31st March, 1989

Rs.	CASH AND BANK BALANCES	Rs.	Rs.
248149	In Current Account with State Bank of India	413472	
10000	In Current Account with Central Bank of India	2451	
366992	In Savings Account with Central Bank of India	226308	
4408125	In Savings Account with State Bank of India	4641117	
5033266			5283348
15683	Postage Stamps on hand (including balance in Franking Machine)	7706	
10000	Cash on hand with Cashier (Imprest)	10000	
525	Cash with Hostel Mess	2921	
26208			20627
5059474			5303975

Date:

TRUSTEES:

N.R. Sheth  
DIRECTOR

Gp. Capt. R. N. Bali Vrc. (Retd.)  
ADMINISTRATIVE OFFICER

A. A. Manshi  
ACCOUNTS OFFICER

K. M. Raghvan  
ACCOUNTS OFFICER

As per our report of even date  
Sorab Engineer & Co.  
CHARTERED ACCOUNTANTS

14-6-1990

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
CONTRIBUTORY PROVIDENT FUND BALANCE SHEET AS AT 31ST MARCH, 1990.

(9)

LIABILITIES			ASSETS		
<b>MEMBERS ACCOUNT</b>			<b>INVESTMENT</b>		
	Rs.	Rs.		Face value	Book value
				Rs.	Rs.
<b>SUBSCRIPTION ACCOUNT: (Including voluntary subscription)</b>					
Balance as on 1st April 1989	16382306		5-year Post office Time deposit	3250000	3250000
Received during the year	2683277		Units of Unit Trust of India	4377400	5396673
Interest credited during the year	1599117		Special Deposit Scheme with SBI	20905000	20905000
Less: Payment to employees leaving the Institute	288665	20664700	Central Government Securities	400000	393582
Adjustment of non-refundable loan paid during the year	619049		10.5% National Deposit Scheme	300000	300000
<b>CONTRIBUTION OF INSTITUTE</b>					
Balance as on 1st April 1989	11817468				
Addition during the year	1365433		<b>INTEREST ACCRUED ON INVESTMENT</b>		1313485
Interest credited during the year	1379488		<b>LOAN TO SUBSCRIBERS</b>		3915869
		14562389	<b>BANK BALANCE (In current account with State Bank of India, IIM Branch Ahmedabad)</b>		1001
Less: Paid/transferred during the year					
Payment to employees leaving the Institute	35207				
Amount paid to Institute in respect of employees who have retired and had opted for GPF-Pension-Gratuity Scheme	285654				
		320861			
<b>RESERVE FUND</b>					
Balance as on 1st April 1989					
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD		14241528			
<b>INCOME &amp; EXPENDITURE ACCOUNT:</b>					
Balance as on 1st April 1989					
Add: Surplus for the year as per Income & Expenditure Account	907091				
		282504			
		1189595			
<b>TOTAL</b>		<b>35475610</b>	<b>TOTAL</b>		<b>35475610</b>

EXPENDITURE		INCOME	
To Interest paid/credited during the year to members	Rs. 2978605	By interest on investments	Rs. 3261109
To Surplus transferred to Balance Sheet	282504		
<b>TOTAL</b>	<b>3261109</b>	<b>TOTAL</b>	<b>3261109</b>

Date:

Trustees: *N.R. Sheth*  
N.R. Sheth  
Director

Gp. Officer: *R.N. Bali Vrc. (RETD.)*  
R.N. Bali Vrc. (RETD.)  
Administrative Officer

*A.A. Munshi*  
A.A. Munshi  
Accounts Officer

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

*Sorab S Engineer & Co.*  
Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS  
Date: 14-6-1990



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
STATEMENT SHOWING COST AND DEPRECIATION OF BUILDING, COMPUTER, VEHICLES,  
FURNITURE, EQUIPMENT, BOOKS, ETC. AS AT 31ST MARCH, 1990

(10)

ITEM	COST				DEPRECIATION				Net Value of Assets as on 31.3.'90
	Opening Balance as on 1.4.'89	Addition during the year	Sale/Transfer during the year	Closing Balance as on 31.3.'90	Opening Balance as on 1.4.'89	Depreciation during the year	Adjustment of Sale/Transfer during the year	Closing Balance as on 31.3.'90	
	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
1. Building	64126823	1206687	-	65333512	15816720	2475840	-	18292560	47040952
2. Computer/ Vehicles	10748218	2992710	99881	13641047	6765857	2323375	95633	8993599	4647448
3. Furniture, Equipments, Books, etc.	26994418	3195546	1426	30188538	16225436	2094476	74	18319838	11868700
<b>Total</b>	<b>101869459</b>	<b>7394945</b>	<b>101307</b>	<b>109163097</b>	<b>38808013</b>	<b>6893491</b>	<b>95707</b>	<b>45605997</b>	<b>63557100</b>

- 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 building 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:

*A.A. Munshi*  
A. A. Munshi  
ACCOUNTS OFFICER

*K.M. Raghvan*  
K. M. Raghvan  
ACCOUNTS OFFICER

*Gp. Capt. N. Bali*  
Gp. Capt. N. Bali. Vrc. (Retd.)  
ADMINISTRATIVE OFFICER

*N.R. Sheth*  
N. R. Sheth  
DIRECTOR

Certificate by Chartered Accountant

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

Date:



*Sorab S. Engineer*  
Sorab S. Engineer & Co.  
CHARTERED ACCOUNTANTS  
14-6-1990