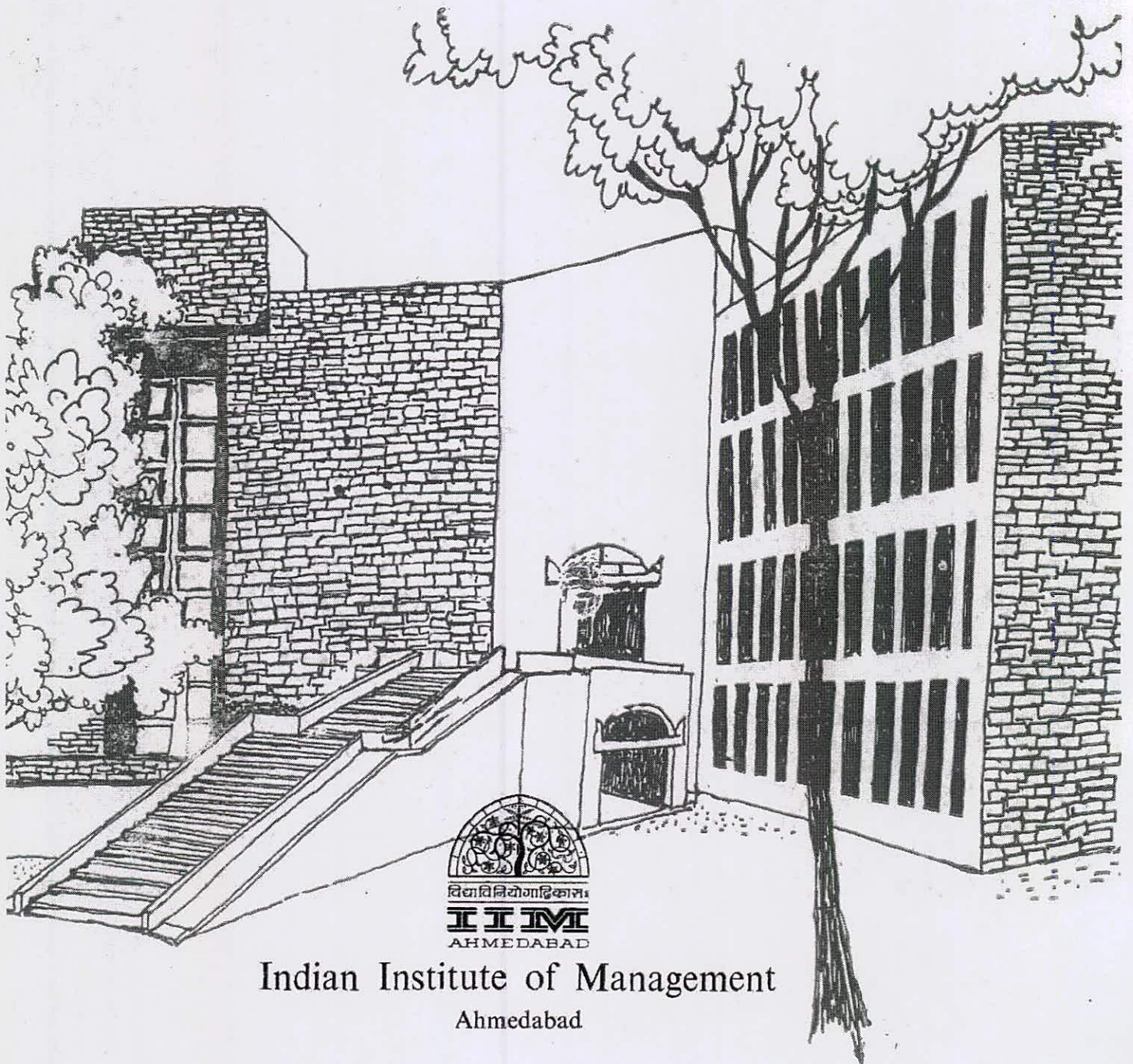


Twenty-Ninth Annual Report

1990-91



Indian Institute of Management
Ahmedabad

Twenty-Ninth Annual Report

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AHMEDABAD

Indian Institute of Management

Ahmedabad

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The Year in Retrospect

During the year there was change of leadership at IIMA. Dr. S.K. Khanna, Vice-Chairman of the University Grants Commission, replaced Mr. A.P. Venkateswaran as Chairman of the Board and Professor Pradip N. Khandwalla replaced Professor Narayan Sheth as Director.

The Institute maintained progress in its academic activities and programmes. In the Post-Graduate Programme the tutorial system for weaker students continued to give satisfactory results. The collaboration with a few French management schools involving limited participation by their students in the Post-Graduate Programme continued. During the year the faculty offered 34 electives and 34 project courses to second year students. Five students received the title of Fellow (equivalent to a Ph.D.). Some fourteen new doctoral level courses were offered during the year. The one year Faculty Development Programme attracted fifteen participants from eleven educational and professional institutions, and the Faculty Development Centre organized a programme on stochastic models for teachers of Gujarat. In research, too, the progress was steady. During the year some 21 projects were initiated, 45 cases and technical notes were written, 24 books and monographs were published, and 72 articles and chapters in anthologies were written. The faculty also presented 66 papers in conferences and wrote 76 working papers. The Research and Publications Committee organized 17 seminars on a wide variety of topics.

Over a thousand executives and administrators from over 700 public and private sector organizations participated in the 24 management development programmes offered by the Institute. Five new programmes were offered during the year. With the support of the Commonwealth Secretariat, the Institute offered a few international training programmes. Several of the management development programmes and workshops were on such socially high priority topics as wastelands development, agricultural marketing, management of public enterprises, economic management and planning in developing societies, computerization in road transport, management control systems for IAS officers, computer applications in railways, agro-processing enterprises, international joint ventures, fresh water aquaculture, sustainable development of dry regions, etc.

The thrust groups of the Institute continued to make progress. The Centre for Management in Agriculture continued to be active in research, teaching, and training related to agricultural management and management of rural development. The Public Systems Group continued to be active in the areas of management of health, transport, education, and government systems. The Institute bagged the prestigious ICOMP Award for PSG's excellent work on population studies. The Computer and Information Systems Group continued its good work relating to decision support systems, management information systems, computerization in district administration, railways, production scheduling, itinerary planning, etc. The three newer thrust groups on revitalization of sick industries, international management, and industrial policy continued to operate on a low key because of faculty shortage.

In consulting, too, the Institute maintained its progress. In recent years the Institute faculty have been taking on about 60 new consultancy projects a year in a wide variety of areas. The major sectors served are the private corporate sector, the public sector, banks and financial institutions, international agencies, governmental organizations, and cooperatives.

Over the years the Institute has made very significant efforts at strengthening other institutions. During the year the faculty continued to support actively such professional bodies as the Ahmedabad Management Association, Computer Society of India, Indian Society for Applied Behavioural Science, Indian Society for Individual and Social Development, and Operations Research Society of India. A number of NGOs in the fields of health, tribal development, and servicing other weaker sections were also strengthened. Institution building work was taken up in the Academy of Human Resource Development and such work continued in such institutions as the Institute of Primary Cooperatives Management, Indian Council of Agricultural Research, National Institute of Adult Education, National Council for Cooperative Training, and State Bank Institute of Information and Communications Management.

During the year IIMA faculty secured a number of honours. For instance, Professor Anil Bhatt was invited to deliver three lectures in the Philippines in the prestigious Developmental Lecture Series organized by USAID and the Asian Institute of Management. Professor Ravindra Dholakia was given the Faculty Enrichment Fellowship by the Indo-Canadian Shastri Institute. Professor Ramesh Gupta was appointed member of the Pherwani Committee on Company Law Norms. Professor Nitin Patel was elected Vice-President of the International Federation of Operations Research Societies. Professor Sasi Misra was given the Shastri Indo-Canadian Fellowship by Canada's Ministry of External Affairs. Professor Dinyar Pestonjee received the Mazda Foundation Award for Science, Technology, and Education. Professor V. Raghunathan was given the Certificate of Honour by the Association of Leasing Finance and Housing Development Companies. Professor Trilochan Sastry's paper in Operations Research Society of India's annual conference was adjudged the second best paper in the theory section. Professor Arabinda Tripathy was awarded the Worshipful Company of Chartered Accountants Visiting Fellowship by the Association of Commonwealth Universities, U.K. Professor N. Venkiteswaran was appointed member of the Dave Committee on Mutual Funds.

Towards the end of the academic year attempts were initiated to revitalize the Institute's administration and functioning. A number of task forces were appointed on such aspects of staff administration as promotion policy, rewards, human resource development, and work culture, as well as on such aspects as campus beautification, sanitation and cleanliness, medical facilities, and staff welfare. Similarly, task forces were appointed on academic rationalization, prioritization among Institute's thrust areas, the mission of the Post-Graduate Programme in the emerging national and international context, institutional learning, consulting policy, structural flexibility for facilitating thrust areas, etc. Another initiative was the formation of the Directors' Forum, an informal group of nearly a dozen directors of excellent institutions in Ahmedabad, with a view to increasing collaboration between them.

I take this opportunity to express our gratitude to the large number of organizations and persons in India and abroad whose help and cooperation as our friends and users of our services were most valuable for the Institute's health and progress. We also appreciate very much the support and advice of the Government of India, the Chairman and Members of the Board of Governors, and the IIMA Society. Finally, I want to acknowledge the splendid cooperation of the Institute's faculty, staff, and students, and their contribution to the task of maintaining the Institute's excellence.

Pradip N. Khandwalla
Director

Board, Society, and Personnel

Board

Dr S.K. Khanna, Vice-Chairman, University Grants Commission, was appointed Chairman of the Board of Governors on May 3, 1991, in place of Mr A.P. Venkateswaran.

P.M. Kutty, Director of University Division, Ministry of Human Resource Development, was appointed as the Central Government's nominee to the Board on March 26, 1990, in place of Mr V.P. Raja.

Dr P.V. Indiresan was appointed as the representative of the All India Council of Technical Education to the Board on November 30, 1990, for five years.

N.R. Krishnan, Additional Secretary, Department of Industrial Development, was appointed as representative of commerce, industry, labour, and other interests to the Board on November 13, 1990, for five years.

G.K. Suri, Director General, National Productivity Council, was appointed to the Board as representative of the National Productivity Council on January 6, 1991, for five years.

Professors K. Balakrishnan and A.H. Kalro were appointed the Board as the Chairman's nominees on February 28, 1991, for two years.

Kartikeya Sarabhai, Director, Centre for Environment Education, Ahmedabad, was coopted to the Board on April 8, 1990, on a five year term.

Dr Prem P. Gupta, Chairman, CMC Limited, New Delhi, was coopted to the Board on February 15, 1990, for five years.

Personnel

During the year, the following faculty were appointed:

S.V. Nathan joined as Assistant Professor in the Marketing area on May 31, 1990.

Samar V. Datta joined as Professor in the Centre for Management on June 11, 1990.

Ashok Korwar joined as Associate Professor in the Business Policy area on June 25, 1990.

S. Manikutty joined as Associate Professor in the Public Systems Group on June 26, 1990.

S. Yegneshwar joined as Assistant Professor in the Computer and Information Systems Group on September 10, 1990.

Leave of Absence

Professors R.S. Ganapathy, Shekhar Chaudhuri, M.G. Korgaonker, Suresh Ankolekar, G. Giridhar, Omprakash K. Gupta, K.R.S. Murthy, and Nirmala Murthy were granted leave of absence during the year.

Resignation

Professors Ramadhar Singh, Dillip Ratha, Omprakash K. Gupta, and Suresh Ankolekar resigned from the services of the Institute during the year.

Retirements

Mr M.C. Shah, Mr B.D. Bhojak, Professors C. Gopinath, Dwijendra Tripathi, and V.K. Gupta, and Mr K. Rajagopal retired from the services of the Institute during the year.

Outside Assignments

Professor R.S. Ganapathy	Technology Information Forecasting and Assessment Council, New Delhi	March 19, 1990 - March 8, 1992
Professor Shekhar Chaudhuri	Southern Illinois University Carbondale	August 7, 1989 - August 11, 1991
Professor M.G. Korgaonker	Asian Institute of Management Bangkok	September 1, 1989 - August 31, 1990
Professor Suresh Ankolekar	RVB, Netherlands	January 28, 1989 - January 31, 1991
Professor G. Giridhar	ICOMP, Kuala Lumpur	June 5, 1989 - June 9, 1991
Professor Omprakash K. Gupta	Bell State University	August 28, 1989 - August 27, 1990
Professor K.R.S. Murthy	Indian Institute of Management Bangalore	February 11, 1991 - February 10, 1992
Professor Nirmala Murthy		November 1, 1990 - October 31, 1991
Professor S.K. Barua	RVB, Netherlands	February 15, 1991 - February 14, 1992

Endowed Chairs

Professors V.R. Gaikwad, Pradip N. Khandwalla, and Nitin R. Patel continued respectively as State Bank of India Professor of Rural Development, Larsen and Toubro Professor of Organizational Behaviour, and CMC Professor in Management during the year.

Post-Graduate Programme in Management

The twenty-seventh session of the Post-Graduate Programme in Management began on June 28, 1990, with an enrolment of 200 students including 13 students who were asked to repeat the first year programme during the third term of the next academic year (1991-92) on medical grounds. The first year student strength at the end of the year was 191 including 40 SC/ST students. Twenty-nine students will specialize in Agricultural Management during the second year.

The second year programme commenced on June 29, 1990, with an enrolment of 176 students. Summer placement presentations were organized for two days in which students in groups presented their summer project experience. Out of 5 students who were given conditional promotion to the second year, 4 have fulfilled the academic requirements. One student was granted leave of absence from classes on medical grounds. He will complete the course requirements during the academic year 1991-92. At the end of the second year, 176 students had satisfactorily completed the academic requirements for graduation from the Institute. This included two students who were granted leave of absence from the programme.

Preparatory Programme

Sixty-nine students, 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 and Communication which was held from June 6 to 26, 1990. Fifty-one students attended the programme which was found quite useful.

Orientation Programme

An orientation programme was organized on June 27, 28, and 29, 1990, for the new batch of students. The highlights of the programme were a session on "Introduction to Management and Managerial Functions" to explain what is professional management, a panel discussion by faculty representatives from all areas/centres/groups on the compulsory package and introduction to areas, and orientation by senior students to the new students. Three PGP alumni were invited to narrate their experiences.

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 weaker students to cope with the programme. In addition, some senior students were entrusted with the responsibility of conducting systematic weekend tutorial classes to selected students, particularly SC/ST, 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, during the third term of the first year eight sessions were held to create awareness among the students of the social and environmental factors in the Indian Social and Political Environment course. Eminent persons from different fields were invited to give lectures. This was well received by the students. The first year students studied 24 courses in different functional areas.

During the year, 43 elective courses were offered to the second year students in addition to two compulsory courses. Three courses were repeated in subsequent terms and 13 elective courses were taught in two sections on account of heavy registration. In addition, 43 one term project courses were offered.

In the second year Specialization Package in Agriculture, in addition to two compulsory courses, 18 elective courses and 15 project courses were offered.

Admission of Foreign Students

Under the students exchange programme, 4 students from ESCAP School of Management and 5 from ESSEC Graduate School of Management, Paris, attended courses for one term in the second year of the programme. The credits obtained by them were transmitted to their respective institutions.

Graduation

One hundred and seventy-six students, including 23 students with Agricultural Specialization, were awarded the Institute's Post- Graduate Diploma in Management at the twenty-seventh Annual Convocation held on March 23, 1991. His Excellency Dr Swarup Singh, Governor of Gujarat, delivered the Convocation address.

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

PGP (General)

Vijay Aggarwal
Nagarajan S.

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 PGP student and as a token of their gratitude and perpetuate the memories of Srinivas's association with the Institute.

This year Vijay Aggarwal was given the award.

Admission

The Post-Graduate Programme commencing June 1991 attracted 12,187 applications. The comparative figures for 1990-91 and 1989-90 are given below:

	1990-91	1989-90
General	11,062	9,786
SC/ST	682	614
SPA	437	374
	12,187	10,774

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

	General	SC/ST	SPA	Total
Applications received	11,062	688	437	12,187
Called for interview	526	81	62	669
Selected	134	46	29	209
Waitlisted	39	—	6	45
Recommended for preparatory programme	4	26	17	47
Joined the Programme	131	28	27	186

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-five industry scholarships were awarded as follows:

Eighteen first year students (1989-91 batch) were awarded scholarships of Rs 3,500 each for the academic year 1989-90. Seventeen second year students (1989-91 batch) were awarded scholarships of Rs 3,500 each for the academic year 1990-91.

Faculty Memorial Scholarships

One first year student of the 1989-91 batch was awarded the Professor Warren W. Haynes Memorial scholarship of Rs 3,000 and one second year student of 1989-91 batch was awarded the 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 (1989-91 batch) and the IIMA Silver Jubilee scholarship to a second year student (1989-91 batch). Both scholarships are worth Rs 3,000 each.

Government of India Merit-cum-Means Scholarships

Three students from the first year (1989-91 batch) and two students from the second year (1989-91 batch) were awarded the Government of India Merit-cum-Means scholarships of Rs 2,200 each.

IIMA SC/ST Scholarships

During 1990-91, all the 40 students in the first year and 23 students in the second year were granted the IIMA SC/ST scholarships of Rs 1,500 each. In addition, four students from the first year and two students from the second year were granted waiver of tuition fee and room rent amounting to Rs 2,200 each.

Loan Assistance

In 1990-91, the Institute granted loan assistance of Rs 7,000 each to two PGP students to finance their studies at the Institute.

The Admission Committee proposes to introduce 6 to 8 means-based scholarships to really needy students coming from economically and educationally backward families from 1992-93 onwards. These scholarships would be awarded from the interest earned on the IIMA Loan Fund. The details of the scheme are being worked out.

Placement

Pre-Placement Talks

The 1991 placement season started with the first pre-placement talk on December 23, 1990. Sixty-three organizations (10 public sector, 45 private sector, and 8 multinationals) gave pre-placement talks during the weekends.

Permanent Placement

The graduating class consisted of 176 students (153 General and 23 SPA). Fourteen students--11 General and 3 SPA--did not seek placement and six students--all General--sought deferment by a year. Out of 9 students who sought deferment last year, six students returned for placement in 1991. Deferment was granted to students whose career plans matched with institutional objectives. The students sought deferment to try out entrepreneurial activities, or to work with voluntary organizations, or to take the IAS examination. In all, therefore, 162 students (142 General and 20 SPA) sought placement, and all of them were placed by March 12, 1991.

One hundred and thirty-seven organizations announced 1123 jobs. On-campus interviews were held by 57 organizations from March 1 to 12, 1991. Ten public sector organizations, 37 private sector organizations, and 10 multinational organizations made 245 job offers.

Summer Assignments

For summer training 187 students of the first year (including 2 FPMs) were assigned to 59 organizations.

A half-day seminar on "Summer Assignments" was organized on April 13, 1991, the contents of which were:

A talk on "Sensing an Organization" by Professors Abhinandan K. Jain, Indira J. Parikh, and Mirza Saiyadain

Interaction session with the alumni

"IIMA's Expectations" by Professors V. Jaikumar and Arun Monappa.

The following alumni participated in the seminar: Mr Ajit B Mantagani (Arvind Mills); Mr Sunil Venaik (Vadilal Enterprises); and Mr Rajeev Minocha (Lipton India).

Notes used in the MRIS Course and guidelines on summer assignment were distributed to the students to help in their preparation for summer assignment.

Fellow Programme in Management

With the academic year ending 1991, 104 students have been awarded the title of "Fellow of Indian Institute of Management Ahmedabad." Currently another 37 students are at various stages of completion of the programme.

Admission

For the next academic year (1991-92), the Institute received 822 applications and offered admission to 29 candidates.

Award of Title

The following students were awarded the title of "Fellow of IIMA" at the annual Convocation held on March 23, 1991:

	Thesis Title
Sanjeev Bhatt	New Services Evolution Processes
Rekha Garg (Ms)	The Relative Importance of Life Style and Demographic/Socio-Economic Variables in Explaining Ownership of Consumer Durable Products
Debiprasad Mishra	Communication for Development Programme: Information, Integration-Analytic Study of Communicator Effectiveness
Ashok Panjwani	Planning of Conjunctive Use of Surface and Ground Water for Irrigated Agriculture: A Systems Approach
V. Sanal Kumar	Industrial Buying Behaviour: A Study of Non-Routine Purchase Decision Process in a Public Sector Enterprise

Programme Development

Under the student exchange programme, the Institute was offered one fellowship by ESSEC University. S. Venkatesh has been awarded the fellowship.

New Courses

One of the objectives of FPM is to produce academics who will pioneer research on managerial issues of business and strategically and socially relevant sectors. Keeping this objective in view, the courses offered in FPM are constantly reviewed and new courses are introduced. In 1990-91 14 new courses were offered, brief outlines of which are given below:

Operation Research in Public Systems

This course will explore application of operations research in public systems (health, transportation, energy, etc.) with emphasis on modelling.

Trade Unionism

This course will look into the politico-economic and socio-cultural context of trade unionism in the Indian context and define the role of trade unions in society.

Applied Behavioural Science: I and II

While the first part of the course deals with concepts and theories relating to learning, training, organizational diagnosis, and tools and techniques of behavioural sciences, the second part stresses integration of theory and concepts.

Financial Systems and Development

This course is intended to provide a theoretical and empirical framework on the development of financial systems and their role in economic development.

Comparative Industrial Relations

This course will explore the origins and growth of the labour movement in different countries and draw lessons for the labour movement in India.

Energy Economics and Management

The objective of this course is to introduce advanced concepts and issues of energy economics and management.

Dynamic Systems and Control

This course will introduce dynamic systems which occur in the nature and manmade spheres and whose applications can be found in such diverse fields as engineering and management.

Resource and Environmental Management

An understanding of both theory and applications in resources and environment management will be provided through this course.

Agriculture Marketing Models

The objectives of this course are to provide basics for modelling marketing problems in agriculture and provide a perspective of model building appropriate for these situations.

Agricultural Policy

This course will provide an understanding of agricultural development policy formulation and implementation in India.

Financing Agriculture and Agro-Industrial Activities

This course will expose the students to the financial environment for agriculture and agro-industries and steps in formulation and appraisal of bankable projects in agriculture and agro-industries, among others.

Analogues in Management and Sciences

Analogue refers to situations where two phenomena belonging to different worlds having apparently nothing in common turn out to be identical when modelled mathematically. This course will introduce analogue theory and explore the possibility of its use in managerial science.

Institution Building

This course will explore the dynamics of institution building processes and institutions building strategies with specific reference to educational institutions, development bureaucracies, service sector, and R&D organizations.

Academic Facilities

Three personal computers have been provided to FPM students in the FPM Office on exclusive basis for their research work.

Review and Feedback

In order to facilitate students' academic progress in the advanced stages of FPM, periodic feedback and review meetings were held in their respective areas.

Placement

Of the five students who were awarded the title of "Fellow of IIMA" during 1991, four have joined academic institutions and one has joined industry.

Faculty Development Centre

The Faculty Development Centre offered the twelfth Faculty Development Programme in Management from June 28, 1990, to February 28, 1991. Fifteen participants from 11 educational and professional institutions participated in the programme.

With the support of the Centre for Regional Management Studies (CRMS), a 10-day programme on "Stochastic Models in Management Science" for teachers of the Gujarat region was organized from February 4 to 12, 1991. The Centre provided administrative support to Professor N. Ravichandran, the programme coordinator, in conducting the programme. Twenty-two university/college teachers attended the programme. In response to the feedback, this programme is expected to be repeated during the next academic year.

Research and Publications

At the end of the academic year 1989-90, 7 research projects, 28 seed money projects, and 11 case development projects were in progress. During the academic year 1990-91, 4 research projects, 9 seed money projects, and 8 case development projects were initiated. Three research projects, 14 seed money projects, and 4 case development projects were completed; one seed money project and one case development project were closed during the academic year 1990-91. The remaining eight research projects, 22 seed money projects, and 14 case development projects were in progress during the year.

Research Projects Initiated

Gupta, Ramesh, "A Regulatory Framework for Securities Markets in India."
 Ramachandran, K. and Ramnarayan, S., "Social Networking and Entrepreneurship."
 Singh, J.P., "Computer Based Test of Organizational Effectiveness."
 Varma, Jayanth R.; Raghunathan, V.; Venkiteswaran, N.; and Barua, S.K., "Capital Markets and Portfolio Theory."

Seed Money Projects Initiated

Bhatnagar, Deepti, "Technological Changes and Women Employees."
 Joseph, Jerome, "Negotiating Skills and Strategies."
 Korwar, Ashok, "Determinants of Success or Failure of International Joint Ventures in India."
 Misra, Sasi, "Executive Competence: The Knowledge-Process Interface in a Decision Making Task."
 Pestonjee, D.M., "A Study of Organizational Climate in Relation to Organizational Role Stress (ORS) and Learned Helplessness(LH)."
 Raghuram, G.; Manikutty, S.; Ramani, K.V.; Rao, V. Venkata, Ravichandran, N.; and Chhokar, J.S., "Obtaining Funding from the Ministries Responsible for the Indian Transport Industry for Research and MDP Activities in IIM."
 Ramnarayan, S., "Organizational Learning Processes: An Empirical Study."
 Ravichandran, N. and Sridharan, R., "Decision Support System for Bus Depot Allocation in City Operations."

Case Development Projects Initiated

Korwar, Ashok, "Case Development on Hindustan Lever Ltd."
 Korwar, Ashok, "Case Development on Procter & Gamble."
 Korwar, Ashok, "Case Development on Mafatlal Fine."
 Korwar, Ashok, "Case Development on ECIL."
 Raghuram, G. and Manikutty, S., "Case Development on Kandla-Bhatinda Pipeline vs. Rail Transport of POL Products."
 Ramani, K.V., "Case Development on Materials Management in Indian Railways."
 Sridharan, R., "Case Development on Merind Limited, Bombay."
 Venkiteswaran, N. and Raghunathan, V., "Case Development on SBI Capital Markets and Merchant Banking New Issue Management."

Research Projects Completed

Dixit, M.R., "A Study of Trends and Patterns in Corporate Strategic Decisions of Large Indian Corporations during 1975-85."

Jain, A.K.; Sachdeva, P.S.; and Saha, J.L., "Career, Progress and Mobility of Management Graduates of Selected Institutions."

Pareek, Udai; Khandwalla, P.N.; and Anubhai, Prafull, "Indigenous Styles of Management."

Seed Money Projects Completed

Barua, Samir and Raghuram, G., "Bus Route Network Decision."

Dixit, M.R., "Public Policy and Corporate Strategic Response in the Telecommunication Sector."

Gupta, Anand P., "Managing Public Sector Deficits."

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

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

Parikh, Indira, "Managerial Role Profile of Men and Women Managers in Indian Organizations."

Raghunathan, V., "Analysis of the Major Indian Security Price Indices."

Raghunathan, V., and Barua, S.K., "Analysis of New Public Issues of Securities."

Raghuram, G., "Impact of Railways on Logistics."

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

Ravichandran, N., "Production Information Systems: A Framework for Refinery Operations."

Singh, J.P., "Managerial Culture, Values and Leadership."

Singh, S.P. and Mukhopadhyay, S., "Financial Market and Financial Instruments."

Tripathy, A., "Class Scheduling."

Case Development Projects Completed

Dixit, M.R., "Case Development on a Bank of Baroda Branch at Vatva."

Ramachandran, K., "Case on Tristar Chemicals Private Limited."

Ramani, K.V., "Case Development on Materials Management in Indian Railways."

Vathsala, S., "Case Development on Apollo Hospitals, Madras."

Seed Money Project Closed

Gupta, Omprakash K., "Computer Based DSS for Project Management."

Case Development Project Closed

Gupta, Omprakash K., and Shukla, P.R., "Case Development to Study the Distribution of Some Bulk Commodities, especially of Edible Oil."

Cases/Notes Completed

Forty-five cases/notes were prepared by the faculty and registered at the Institute.

Seminars

The Research and Publications Committee organized the following seminars during 1990-91.

Topic	Speaker	Date
Social Networking and Entrepreneurship	Profs. K. Ramachandran and S. Ramnarayan IIM, Ahmedabad	July 3, 1990
Edible Oil Policy: From Default Towards Design	Profs. S.J. Phansalkar and V.P. Gulati Institute of Rural Management, Anand	July 16, 1990
Cost Application in a Common Facility with Moral Hazard	Prof. Suresh Radhakrishnan Leonard N. Stern School of Business, New York	July 26, 1990
Policy Analysis: Advice Giving for Decision Makers	Prof. Beryl A. Radin University of Southern California (presently a scholar at the Indian Institute of Public Administration, New Delhi)	August 9, 1990
Indigenous Iron and Steel Technology: Experience from Grass-Root	Dr Mahesh Sharma RCART, Bishunpur	September 7, 1990
Of India, Indians, and Science	Dr P.M. Bhargava Centre for Cellular and Molecular Biology, Hyderabad	November 5, 1990
Use of New Technology Networking including the IBM project and PROTEUS	Prof. Tom Cannon Manchester Business School Manchester	December 5, 1990
Distortions in Water Resources Development in Flood and Drought - Prone Regions of India and Bangladesh	Mr Anthony Bottrall Ford Foundation, New Delhi	December 17, 1990
Socialism: Retrospect and Prospect	Dr Meghnad Desai London School of Economics	December 19, 1990
Forecasting in the Presence of Seasonality: An Adaptive Empirical Approach	Dr J. Roy Indian Statistical Institute Calcutta	January 22, 1991
Fascination of Statistics	Dr S.R. Adke University of Poona, Pune	January 24, 1991
Institutional Finance for Agricultural and Rural Development: Cross-National Study of Some Critical Issues	Dr B.M. Desai IIM, Ahmedabad	January 31, 1991
Riot, Relief, and Rehabilitation in Vejalpur	Dr Vidyut Joshi Gandhi Labour Institute Ahmedabad	February 26, 1991

Topic	Speaker	Date
Value Based Management	Mr Amol Karnad Alacrity Foundations Pvt. Ltd. Madras	March 7, 1991
Research in Indian Capital Markets	Profs. J.R. Varma V. Raghunathan, and N. Venkiteswaran IIM, Ahmedabad	April 4, 1991
Agricultural Policy and Developmental Alternatives	Dr Gail Omvedt Centre for Social Studies, Surat	April 22, 1991
Itinerary Planning in Transportation Systems	Prof G. Raghuram IIM, Ahmedabad	May 3, 1991

The Research and Publications Committee organized a dialogue on "Institution Building: An Agenda for Institutes of Higher Learning" on January 10, 1991. Mr Ashoke Chatterjee of National Institute of Design, Ahmedabad, and Dr P.M. Bhargava of the Centre for Cellular and Molecular Biology, Hyderabad, were the panelists and Professors T.V. Rao, N.R. Sheth, and Anil K. Gupta were the discussants.

Publications

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

The faculty and staff published 17 books and 7 monographs and wrote 72 articles or chapters in books. They also presented 66 papers and gave lectures in 85 seminars and conferences. In addition, the faculty wrote 76 working papers.*

* For details of these publications, please see the Research and Publication Committee's annual report for 1990-91.

Management Development Programmes

Twenty-four management development programmes (MDPs) and two workshops were conducted during this academic year. In all, 1,015 executives attended these programmes. During the year the Institute offered five new programmes.

Participation from private sector organizations continued to increase. Six hundred and seven professionals from 448 private sector organizations and 408 professionals from 295 public sector/government departments participated in MDPs during the year.

New Programmes

A two-week *Programme on Designing Projects for Wastelands Development Through Cooperative Action* was organized from September 24 to October 6, 1990. Thirty participants attended the programme. The Institute, in addition, offered four one-week programmes on *Managing Human Resources in Service Organizations* (31 participants), *Portfolio Management* (62 participants), *Designing and Implementing Performance Appraisal Systems for HRD* (30 participants), and *Management of Agricultural Input Marketing* (34 participants).

General Management Programmes

The *3-Tier Programme for Management Development*—the oldest and largest of the Institute's programmes—was offered for the twenty-eighth time. In this programme, executives from three different levels—middle, senior, and top—participate in exploring and understanding management problems. The *Top Management Seminar* was offered on the theme "Managing for Results: Choices and Strategies". In all, 250 participants attended the three programmes.

The Institute offered the twenty-first *Small and Medium Enterprises Programme* which focused on concepts and skills needed for improving productivity and efficiency in small and medium enterprises. Sixty-four executives attended the programme.

The Institute offered the seventeenth *Advanced Management Programme for Public Enterprises* under the auspices of the Department of Public Enterprises, Government of India. Twenty-two senior managers from public sector enterprises participated in the programme.

The second *Commonwealth Top Management Programme for Public Enterprises* was organized in collaboration with the Commonwealth Secretariat, London, from March 27 to April 26, 1991. The programme is meant for executives belonging to top management in public enterprises in Commonwealth countries. Twenty-five professionals from 21 countries participated. Field visits were arranged in India and Canada.

A programme on *Strategies for Competitive Advantage* was offered from March 18 to 23, 1991. Twenty-four executives participated.

Functional Programmes

The second *Commonwealth Programme on Economic Management and Planning in Developing Economies*, jointly conducted by IIMA and the Centre for Development Studies, University of Glasgow, Glasgow, in collaboration with the Commonwealth Secretariat, London, was held from February 11 to March 9, 1991. The programme is meant for senior government officials of Ministries of Planning Economics, Finance, Trade, Industries, and Food and Agriculture from developing Commonwealth countries. Twenty-seven officials from 20 developing countries participated.

The Institute conducted programmes on *Computer-Based Information Systems Analysis and Design, Manufacturing Management and Policy, Materials Management, Micro Computers in Materials Management, Logistics and Physical Distribution Management, Human Resources Management, Advanced Data Analysis for Marketing Decisions, Computer Aided Management in Road Transport Undertakings, and Project Management.*

In addition, the Institute offered a programme on *Management Control Systems for IAS Officers* sponsored by the Department of Personnel, Government of India.

Long Duration Programme

The Institute offered the fifteenth *Management Education Programme* from November 25, 1990 to April 6, 1991. Forty-two participants attended this programme which provides an intensive post-entry exposure in all areas of management to executives who have potential to move to general management positions.

Workshops

The Institute offered two workshops on *Expert Systems in Management and Computer Applications in Railways.*

New Programmes/Seminars/Workshops 1991-92

Programmes on *DBMS and OLTP: Design, Analysis and Implementation; Computer-Aided Software Engineering: Tools and Methodology; Computer Networks and Distributed Processing; and Innovations in Manufacturing; and an International Programme for Trainers of Information Analysts* (sponsored by the Commonwealth Secretariat, London) will be offered during the year 1991-92.

Workshops/Seminars on *Management of Agro Processing Enterprises, International Joint Ventures, Performance of Fish Farmers Development Agency Programme for Fresh Water Aquaculture, Exposure to GIS for Strategic Planning, Dynamic Systems and Control: Theory and Applications, Software Export Prospects for India, International HRM Workshop, European Economic Community, Sustainable Development of High Risk Environment, Sustainable Development of Dry Region for Local Leaders, NGO Approach Sharing, and National Consultation Workshop on Marketing of Non-Farm Products* are planned to be offered in the next academic year.

Centre for Management in Agriculture

The Centre for Management in Agriculture (CMA) conducts research, education, and training programmes, and participates in institution building tasks in agriculture and allied sectors. CMA has an inter-disciplinary team of 16 faculty members.

Research

Research is one of the important activities of CMA. Research is related to organizations involved in supplying inputs to farmers, agro processing, and management of development programmes in the agricultural and allied sectors. CMA has commitments to the Ministry of Agriculture in addition to studies sponsored by other organizations. Every year CMA has to submit to the Union Ministry of Agriculture five research proposals which are funded by it. The Ministry gives an annual grant to meet the cost of six faculty teams (a team consists of a faculty, one research staff, and secretarial assistance and administrative staff).

CMA has developed certain processes for achieving relevance and excellence in research work. Every year, a collective and detailed exercise is carried out to identify new areas for research. Based on this, and also taking into consideration the suggestions of the Ministry of Agriculture for research, new proposals are developed by the faculty. These are discussed in the meetings of the CMA faculty and research staff and submitted to the Ministry.

Apart from the Ministry-supported projects, the CMA faculty have developed research proposals to be funded by CMA's resources or to be sponsored by outside agencies. Progress of the research projects is reviewed periodically.

Research findings are brought out as monographs; CMA has published over 150 monographs since its inception in 1964.

Research Projects Completed

CMA completed seven research projects during the period under report.

Project	Faculty	Sponsor
Castorseed and Castorseed Oil Industry	Devi D. Tewari	Ministry of Agriculture
Performance of Institutional Credit for Agriculture in India	B.M. Desai Ranjit Gupta	-do-
Designing Accessible and Accountable Administrative System : A Case Study of Grievance Redressal in Drought Prone District	Anil K. Gupta	-do-
Private Groundwater Development, Emergence of Groundwater Markets and their Functioning in India	Shashi Kolavalli	-do-
System Study of Export Oriented Leather and Leather Manufacturers	T.K. Moulik	-do-

An Analysis of the Domestic and Export Sector Demand, and Supply Prospects of Quality Raw Silk	Gopal Naik	Ministry of Agriculture
Identifying the Bottlenecks and Evolving a Strategy for Farm Equipment Industry	Girja Sharan	-do-

Research Projects in Progress

The following research projects are in progress:

Project	Faculty	Sponsor
Marketing and Sales Promotion (Agricultural Inputs and Consumer Products): Its Role in Rural Marketing	P.M. Shingi S.P. Seetharaman	Ministry of Agriculture
Indepth Case Study of Selected Processors and Exporters of Agricultural and Processed Food Products	U.K.Srivastava	-do-
A Study of Agricultural Marketing Informations 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-
Groundwater Development, Emergence of Groundwater Markets and their Functioning in India	Shashi Kolavalli	-do-
Strategies for Agro-Exports from India	V.N. Asopa	-do-
Management Issues in the Industrial Cooperatives for Decentralized Sector in India	T.K. Moulik	-do-
Modelling International Castor Oil Market: An Econometric Analysis	Devi D. Tewari	-do-
Management Professional as Development Associates in the Voluntary Sector	Ranjit Gupta	CMA
Strategy Formulation and Management in Medium Sized Canal Projects in Gujarat	Shashi Kolavalli	IFPRI
Determining Suitability of Tanks for Lift Irrigation (Through Satellite Imagery Data Panchmahal)	Girja Sharan	CMA/NABARD

New Projects

The CMA faculty propose to undertake the following research projects:

Project	Faculty	Sponsor
Collective Action, Leadership, and Success in Agricultural Cooperatives: A Comparative Study of West Bengal and Gujarat	Samar K. Datta	Ministry of Agriculture
Religious Pursuit and Material Growth	Ranjit Gupta	-do-

Promoting Rural Financial Institutions: A Study of Farmer's Service Societies	B.M. Desai	-do-
Post Production System : Apples	Girja Sharan	-do-
Causes for Low Seed Replacement Rates	Gurdev Singh	-do-
Impact of Energy Use on Agricultural Growth Rates in Developed and Developing Countries: A Special Reference to India	Devi D. Tewari	CMA

Core Group on Social Forestry

At the instance of the National Wasteland Development Board (NWDB), CMA will extend assistance to NWDB in its programme of promoting upgradation of wastelands and improvement in land productivity by providing professional inputs, consultation, and services. A committee has been constituted to advise the Group on NWDB related activities.

The Group is to set up a data centre as an independent service area. It will systematically collect and make available information on various aspects to support planning and project preparation on wastelands.

Post-Graduate Programme (Specialization in Agriculture)

The following courses were offered by CMA to the students in the Specialization Package in Agriculture in the two year Post- Graduate Programme of the Institute:

Course Title	Faculty
First Term	
Agricultural Input Marketing	S.P. Seetharaman
Agricultural Finance	Gurdev Singh
Quantitative Aids in Agricultural Marketing	Devi D. Tewari
Development Strategies for Allied Agricultural Sectors	Samar K. Datta
Design and Dynamics of Developmental Organizations	Anil K. Gupta
Systems Analysis in Agriculture	Girja Sharan
Agricultural Development Policies	S.L. Bapna
Projects/CIS (Faculty)	
Second Term	
Agricultural Output Marketing	S.L. Bapna
Research Methods in Agricultural Marketing	Gopal Naik
Rural Households	Shashi Kolavalli
Finance for Agricultural Production and Marketing	B.M. Desai
European Economic Community	V.R. Gaikwad
Projects/CIS (Faculty)	

Third Term

Management of Agro-Industrial Projects	U.K. Srivastava
Rural Advertising	P.M. Shingi
International Marketing	V.N. Asopa
Group Dynamics and Entrepreneurship	Ranjit Gupta
Strategic Financial Management for Agro-Processing Industries	U.K. Srivastava
Projects/CIS (Faculty)	

Twenty-three students completed the requirements of the course and were awarded the Post-Graduate Diploma in Management. A fresh batch of 28 students was admitted to the two year Post-Graduate Programme with Specialization in Agriculture for the year 1990-92.

Fellow Programme in Management (Agriculture)

CMA offered the following courses to the students in the second year of the Fellow Programme in Management (Agriculture):

- Energy Economics and Management
- Dynamic Systems and Control
- Natural Resource Economics and Management
- Agricultural Marketing Models
- Agricultural and Rural Development Policy
- Communication and Diffusion
- Institution Building
- Financing Agriculture and Agro Industrial Activities
- Resource and Environmental Management

Three students were admitted to this programme in 1990-91.

Management Development Programmes

The Centre offered an MDP on *Wastelands Development* between September 24 and October 6, 1990. Thirty-one officials from the state forest departments, voluntary agencies, and other organizations from Gujarat, Madhya Pradesh, and Goa participated.

The first top management programme on *Deep Sea Fishery Enterprises* was organized by CMA between November 19 and 24, 1990. Thirty-five participants and eleven resource persons participated in the programme which was supported by the Shipping Credit and Investment Company of India.

The first programme on *Agricultural Input Marketing* was organized from March 14 to 21, 1991. Thirty-three executives from private industries participated in this programme.

Workshops

A one week workshop was held for all the core group faculty from August 20 to 27, 1990, at the data centre to expose them to the use and importance of GIS for planning purposes. The resource person for this programme was provided by the computer company which supplied the computers as well as software for GIS.

CMA had planned a national workshop on *European Community - 1992 and Beyond* and initiated preparatory work. Because of the ban imposed by the Government of India, the workshop was converted to an inhouse affair with some participants drawn from Ahmedabad during March 14-16, 1991.

Advisory Committee

The Advisory Committee of the Centre for Management in Agriculture was reconstituted for the two year period 1990-92, and its composition is given below:

Dr N.R. Sheth Director, IIMA	Chairman
Dr I.P. Abrol Deputy Director General (Soils, Agronomy and Agroforestry) Indian Council of Agricultural Research New Delhi	Member
Shri K.V. Hari Har Das Principal Secretary Agriculture and Rural Development Department Government of Gujarat Gandhinagar	Member
Dr V.S. Vyas Director Institute of Development Studies Jaipur	Member
Mrs Mallika Srinivasan Vice President Tractors & Farm Equipment Limited Madras	Member
Dr M.S. Bhatia Economic and Statistical Adviser Ministry of Agriculture and Rural Development New Delhi	Member
Dr S.P. Seetharaman Chairman, CMA	Member-Secretary

The Committee met on March 21, 1991, and offered suggestions on the work undertaken by CMA.

Publications

In addition to 11 reports under publication, the Centre published the following books/reports during the period under review:

"Energy Demand for Agriculture in India" (Monograph 139)
by T.K. Moulik, B.H. Dholakia, and P.R. Shukla

"Regional Energy Planning (Analysis for Gujarat, Kerala and Rajasthan till 2000 AD)"
(Monograph 140)
by T.K. Moulik, B.H. Dholakia, K.V. Ramani, and P.R. Shukla

"Economic and Policy Issue for Bagasse-based Paper and Newsprint in India"
(Monograph 141)
by Tirath Gupta and Vinod Ahuja

"Pesticides Industry in India : Issues and Constraints in Its Growth" (Monograph 142)
by U.K. Srivastava and N.T. Patel

"Lift Irrigation in Panchmahals" (Monograph 144)
by Girja Sharan and Sandeep Kayastha

"Seed Industry in India : A Management Perspective" (Monograph 145)
by Gurdev Singh, S.R. Asokan, and V.N. Asopa

"Food Processing Industries: Development and Financial Performance" (Monograph
146)
by B.M. Desai, V.K. Gupta, and N.V. Namboodiri

"Growth of Tractors : Mathematical Models" (Monograph 152)
by Girja Sharan and Sandeep Kayastha

Public Systems Group

As a part of its broad research programme, the Institute carries out inter-disciplinary research work on management problems of government systems and public programmes. The Public Systems Group (PSG) is the Institute's focal point for research, training, and organizational work relating to government and non-governmental organizations.

During 1990-91, the Group's research continued on two broad directions: management problems of specific sectors such as health, transport, and education, and research focusing on general issues of public management across sectors concentrated on the government and non-government organizations (NGOs).

Research work on transport systems has focused on railways and road transport. In the work on railways, emphasis was on better utilization of infrastructure through information systems, simulation of train networks, route network design, and itinerary planning. In the road sector, problems of safety, corporate planning, and introduction of more applications of computers were addressed to. Thus the work this year has built upon earlier work.

In the education sector, too, research has continued to build on earlier work. The learning from several adult education programmes was synthesized to draw lessons for its self-renewal. A project for evaluating the continuing adult education programmes (Jana Siksha Nilayams) has been entrusted to the Group by the Government of India which will involve development of a rapid appraisal methodology for education.

Work on NGOs continued during the year including participation in an international project. The areas of research have been general interaction, NGO-government interaction, work on poverty alleviation, general trends and issues in role impact, and development of volunteerism.

The Group's work, therefore,, continues along two directions: sectoral research on specific social and infrastructural development sectors and furthering understanding of what can be done to improve management of public systems in general.

ICOMP Award for Population Programme Management

A feather in the cap for the Group and the Institute was the award given to the Group by the International Council on Management of Population Programmes (ICOMP), a voluntary body comprising population programme managers and management professionals from all over the world, in recognition of the excellent work done in population studies over the last two decades.

Research Activities

The following research projects have been completed by the faculty during the period under review:

Evaluation of Adult Education in Gujarat
Training Plan for Municipal Personnel in Gujarat*
Managing Guinea worm, Water Supply and Health*
Design and Delivery of Poverty Alleviation Programmes
Development of a Logistics Software for Travel Itinerary
Development of a Spreadsheet for Investment and Financial Planning in the Indian Railways
Training Software for IAS Officers
Role of NGOs in Development in the Asian Region

Research Projects in Progress

The following projects (both research and consulting) are in progress:

Integrating Epidemiology and Management Concepts for Health Services Improvement
Rapid Appraisal of Child Health and Status
Rapid Evaluation of Jana Shiksha Nilayams
Development of Simulation Models for Train Operations
Studies to Improve Efficiency of Operation of Marshalling Yards in Railways
Improving Family Welfare Programme Welfare Operations

FPM/PSG Course

PSG offered the following courses to the second year FPM-PSG students in the academic year 1990-91:

Social Sciences and Public Policy
Public Management
Management of Social Development Programmes
Economic Growth and Planning

Seminars/Workshop/Conferences

Anil Bhatt attended the Regional Policy Dialogue on Alternative Delivery Systems for Poverty Alleviation Programmes organized by APDC at Tagaytay City, Philippines, from May 21 to June 1, 1990, and presented a paper on "Critical Elements in the Design of Poverty Alleviation Programmes." He presented a paper on "Voluntarism in Asia: Role and Impact" at the APDC/ANGOI Regional Dialogue on GO-NGO Relations in Asia: Perspectives and Challenges for Improving the Policy Environment for People Central Development which was held from March 11 to 15, 1991, at Chiangmai, Thailand. He presented a paper on "Managing by Value and Vision" as part of the AIM USAID Development Lectures series at Cebu, Ilo, and Manila.

G. Raghuram participated in the National Conference on Transport Systems Studies at IIT, Delhi, in December 1990 and presented a paper on "Logistics and Management Issues." Rekha Jain and R. Shobana presented a paper on "Centre Point Route Network Design" at the same conference.

* Though the projects were completed last year, the final reports were published only this year.

G. Raghuram participated in the Annual Convention of the Operations Research Society of India at IIT, Delhi, in December 1990, and presented a paper jointly with R. Shobana on "Computer Based Itinerary Planning on Transport Systems". He presented a paper on "Logistics Management: Issues and Implications" at a seminar on physical distribution management organized by the Asian Productivity Organization, S. Korea. from October 8 to 12, 1990. He presented a paper on "New Service Concepts in Railways" at a seminar organized by the Institute of Rail Transport, New Delhi, on December 14, 1990.

S. Manikutty presented a paper titled "European Unification and Its Likely Effects on Third World Poverty and Quality of Life" at the Symposium on Ethno-Racial Dimensions of European Unification held under the auspices of the Indian Science Congress, Indore, on January, 3-8, 1991. He participated in an in-house workshop at IIMA on "EEC: 1992 and Beyond" and presented a paper on "EEC: Its Implications for HRD in Developing Countries" on March 14 - 16, 1991. He also participated in a seminar on "Management of Change" organized by the Ministry of Railways, New Delhi, from November 8 to 13, 1990, and presented a paper on "Retain the Core and Adapt the Rest: The Key to Management of Change."

Teaching in Institutions

To support programmes of other government organizations, the faculty members undertook teaching work at the Railway Staff College, Baroda; Lal Bahadur Shastri Academy of Administration, Mussorie; Sardar Patel Institute of Public Administration, Ahmedabad; and Asian Institute of Management, Manila, among others.

Centre for Regional Management Studies

The Committee for the Centre for Regional Management Studies was reconstituted with the following members:

Professors S.C. Bhatnagar
 Anil Bhatt
 R.H. Dholakia (Chairman)
 A.N. Oza
 I.M. Pandey
 K. Ramachandran
 S.P. Seetharaman

A two-day workshop of the non-governmental organizations (NGOs) on "Building upon People's Knowledge" was conducted on April 9-10, 1990, under the auspices of CRMS. Participants from NGOs working in Gujarat attended the workshop, the objective of which was to generate interest in a systematic study of indigenous innovations evolved by pastoralists, peasants, artisans, etc.

A CRMS-sponsored winter school on "Stochastic Models in Management Science" for university and college teachers working in the departments of statistics, mathematics, economics, and commerce/management in Gujarat was held from February 4 to 13, 1991. The programme was aimed at making young teachers of the Gujarat region aware of real life applications and of the need for stochastic models. It was originally intended to be exploratory and experimental, but its success has encouraged CRMS to repeat it next year.

CRMS extended financial support to Professor K. Ramachandran's seed money project on "Survival Strategies of Small-Scale Entrepreneurs."

Computer and Information Systems Group

Research Projects Completed

The following research projects were completed during the year:

- A Knowledge Based System for Managing Capital Gains and Personal Taxes
- DSS for Freight Management in Indian Railways
- Gantt Chart Colouring
- Enhancements to a Train Scheduling Simulator
- Impact of Computerization on Indian Railways
- A Study of Software Export Industry in India
- Computer Based Itinerary Planning
- Interactive Production Scheduling with Part Shipment
- Algorithm for Maximum Likelihood Estimation for Conditional Logistic Regression

Research Projects in Progress

The following research projects are in progress:

- Information Technology for Developing Countries
- Algorithms for Exact Statistical Inference for Poisson and Polychotomous Logistic Regression
- A Branch and Bound Algorithm for Global Optimization
- Computerization of Land Records for a District
- Hindi Data Management System with Graphics Interface
- MIS for Passenger Train Planning
- Minimum Weight Routed Arborescence Problem: Weights for Arcs Case Studies to Support Strategies for Software Export

Teaching and Training Programmes

Management Development Programmes

- Computer Based Information Systems
- Workshop on Expert Systems in Management
- Computer Applications in Railways (jointly with PSG)

Many MDPs (e.g. MEP, 3TP) have a module on Management Applications of Computers. Moreover, almost all MDPs make extensive use of micro computer based software packages like Lotus and dBase III. The faculty have designed and developed the required curriculum for the modules on computers in these MDPs.

Post-Graduate Programme

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 and Stimulation

Faculty Development Programme

Introduction to Computers

Alumni Relations and Activities

Alumni Seminar Reunion

An Alumni Seminar Reunion for the PGP alumni on "Experience in Managerial Innovation: Entrepreneurship, Intrapreneurship, and Social Development" was organized at the Institute on February 8 and 9, 1991. The special guests for the Reunion were the PGP batches of 1967, 1977, and 1987.

For the first time, a 76 page souvenir was brought out for the Alumni Reunion carrying articles on the theme of the seminar, and photographs and excerpts from the yearbooks of the 1967, 1977, and 1987 batches. It is proposed to make this a regular feature for every reunion.

Fund Raising

A fund raising campaign was launched capitalizing on the reunion activities. The following activities were in motion:

IIMA Annual Alumni Fund 1990-91

Prof. Labdhi Bhandari's Endowment Fund	Rs 44,601
For Improving Students Facilities	Rs 1,201
Proposal from an organization for a PC-LAN in the Students PC-Lab	

MEP Alumni Fund

Personal Computer for MEP use	Rs 75,701
Fellowship for an MEP participant from a voluntary organization	

PGP Batch of 1991 Fund

Prof. Labdhi Bhandari's Endowment Fund	Rs 6,950
Fund for Improving Students Facilities	Rs 4,000

MEP Seminar Reunion

On April 5 and 6, 1991, the last two days of the 15th MEP, a "Management Education" seminar was held. This seminar was attended by over 80 MEP alumni (about 50 from the previous batches and 30 from the 15th batch).

Alumnus

Two issues of the *Alumnus* were brought out during the year. The *Alumnus* features activities of the Institute and topics of general interest to the alumni.

Increase in the Range of Souvenirs

The Alumni Office has sold in the past neckties and key-chains as souvenirs for the alumni. The range has now been widened to include stickers (for scooters and cars), bone china tea mugs, embroidered wall hangings, Patari (jewel box), and diaries. Sales of the items have been quite good.

Computerization of Alumni Addresses

All the PGP, FPM, MEP, and FDP addresses are on the personal computer providing direct access for retrieval and updating. The MDP addresses are still in the mainframe and will be brought to the personal computer in a phased manner. Attempts are also on to standardize the address formats between the Placement/PGP Office and the Alumni Office so that PGP addresses can be directly taken over by the Alumni Office. Similar efforts are on with the MDP database.

Institute Support to Chapter Activities

This year the Institute has made two kinds of efforts for the chapters:

to sponsor the visit of a faculty member (ARAC) to the chapter

to help chapters organize a get-together during admission interviews when at least three faculty members would be available for interaction.

The Bombay and Pune chapters took advantage of the faculty visits. The Madras and New Delhi chapters had the advantage of the Alumni Chairman's visit when they organized a get-together/seminar. The Bombay chapter organized a meeting of its Executive Committee during the Alumni Chairman's visit. The Ahmedabad chapter has taken advantage of the IIMA resources.

The Hyderabad and Bangalore chapters took advantage of the admission interview rounds of the IIMA faculty and organized get-togethers.

The chapters have been requested to celebrate December 11 as the Institute Day. The Ahmedabad, Bangalore, and Pune chapters organized activities coinciding with the Institute Day.

Welfare Activities

The Welfare Committee began the year with distribution of slates, text books, and note books to school-going children. A total number of 570 children of 225 IIMA employees benefited from this scheme.

The Committee organized a get-together on the new year day during Diwali. A good number of faculty and employees with their families exchanged new year greetings.

The Welfare Committee celebrated the Institute Day on December 14, 1990. All sections of the IIMA community enthusiastically participated in the variety entertainment programme organized on the occasion. The Welfare Committee arranged two more programmes: a blood donation camp and plantation of trees by employees who had completed twenty years service at the Institute.

As many as thirty children of IIMA employees were presented merit awards on the Institute Day for their performance in the Board/University examinations in 1989-90. Special awards for noteworthy achievements in extra-curricular fields were also presented to the employees on this occasion.

A programme of folk dance by students of the Darpana Academy was jointly organized by the Welfare Committee, and ATIRA and PRL staff clubs on March 19, 1991, for the purpose of making a small contribution towards the travel expenses of the Darpana Academy.

With a view to enabling the children of the IIMA employees learn new skills, the Welfare Committee organized a part-time ten day course on computers in April 1991. About 25 children participated in this activity which was undertaken with the support of the Computer Centre staff.

Vikram Sarabhai Library

During the period under review, expenditure on books and periodicals was as shown below:

	Number	Expenditure
Books	2746	Rs 5,76,888
Periodicals	635	Rs 12,43,255

The total collection of books was 1,23,276. The numbers of issue and return were 20059 and 14859 respectively.

The Library continued to receive annual reports of selected Indian and foreign companies making the collection fairly up-to-date. Efforts were made to get full reports and not the abridged versions.

Computerization Programme

In the first phase of computerization, the circulation system was computerized. The system was improved to generate fortnightly alert notices on books going to be overdue and thereby facilitating faculty to update their issue records. The notice is generated in a chronological order of due dates. Report on all transactions made numbering over 15000 was generated for analysis of pattern of issue, preferences for subjects or authors, and weaknesses in the collection.

During the year under review, two more systems were computerized:

1. The index system using CDS/ISIS package of UNESCO was developed. Arrangements were made to supply area-wise index of articles on floppies in Wordstar readable format, and on-demand subject-wise indexes were generated under the Current Awareness Service (CAS).

Computerized indexing services include:

Index of articles from current issues of specified periodicals

Management News Index Services (MNIS)

Current Additions List

Current Contents of Periodicals continued to be circulated to respective areas.

2. The Periodicals Acquisitions System was developed and computerized. It has a database of the periodicals currently being subscribed to and takes care of administrative and operational issues involved in periodicals management.

Project: Utilization of Management Information

A survey of managers, bureaucrats, faculty, research staff, students, and librarians through a questionnaire was done and data collected on nature of information used in their tasks and roles, sources of information, satisfaction levels, awareness about information services and products, and suggestions for improvement. Information about the services and products generated, type of collections, methods of evaluations etc. was gathered from the information centres and libraries in industry, government, and educational institutions.

Personnel Development

Four Professional Assistants were deputed to a training programme on Library Automation and Software Packages with emphasis on CDS/ISIS at INSDOC, New Delhi.

A Senior Professional Assistant was deputed to a course on Abstracting and Indexing at NISIET, Hyderabad.

A Professional Assistant was deputed for a Master's degree in Library and Information Science at Gujarat University. Two more worked for their Master's degree in Library and Information Science for which their duty hours were adjusted.

Grant-in-Aid

The Institute received grant-in-aid of Rs 4,00,13,000 for 1990-91 from the Ministry of Human Resource Development, Government of India. The details are given below:

Name of Scheme/ Programme	Opening Balance	Grant received during the year	Expenditure incurred during the year	Unspent Balance carried forward
				in Rs
Indian Institute of Management, Ahmedabad				
Non-Plan	11,580	3,10,13,000	3,10,08,337	16,243
Plan	—	90,00,000	89,83,822	16,178

Campus Development

Construction of the new complex containing the Ravi Matthai Centre for Educational Innovation, Computer Centre, and office block began during the year. The C-shaped complex is located near the Service Tower and opposite the faculty block.

Boundary wall was erected in the remaining part of the campus.

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
1990-91	81	60	537	16	694

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
1990-91	377	37	414

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
1990-91	2496	465	553

Appendix IV

Board of Governors

Chairman

S.K. Khanna
Vice-Chairman
University Grants Commission
New Delhi

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Director University Division
Ministry of Human Resource Development
New Delhi

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

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Department of Public Enterprises
New Delhi

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Bishop's Lodge
Ranchi

H.K. Khan
Chief Secretary
Government of Gujarat
Gandhinagar

K. Ramamurthy
Additional Chief Secretary
Government of Gujarat
Gandhinagar

P.V. Indiresan
Indian Institute of Technology
New Delhi

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

Jayakrishna Harivallabhdas
Chairman
Shri Ambica Mills Limited
Ahmedabad

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

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Indian Institute of Management
Ahmedabad

A.H. Kalro
Indian Institute of Management
Ahmedabad

Kartikeya Sarabhai
Director
Centre for Environment Education
Ahmedabad

Harshavadan Mangaldas
Ahmedabad

Shrenik Kasturbhai
Managing Director
Anil Starch Products Limited
Ahmedabad

Prem P. Gupta
Chairman
CMC Limited
New Delhi

A.H. Tobaccowala
Chairman
Voltas Limited
Bombay

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

Amrita Patel
Managing Director
National Dairy Development Board
Anand

Rangarajan Kumaramangalam
Member of Parliament
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N.R. Krishnan
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Department of Industrial Development
New Delhi

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Rohit Group of Enterprises
Ahmedabad

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

Pradip N. Khandwalla
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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 Biharilal Kanaiyalal
Dr Lavakumar Kantilal
Mr Rajivkumar Kantilal
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
Ashoka 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 Chaturbhujdas
Bharat Suryodaya Mills Co. Ltd.
Ahmedabad

Chairman & Managing Director
Bharat Heavy Electricals Ltd.
New Delhi

Mr J.N. Daulatjada
Executive Director
Bank of Baroda Staff College
Ahmedabad

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

Mr M V Arunachalam
Managing Director
Carborundum Universal Ltd.
Madras

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

Mr C T Parekh
Chandrakant Parekh Pvt. Ltd.
Bombay

Mr Siddharth Kasturbhai
Dr A R Naik
Cibatul Ltd.
Atul

Dr Mohanlal Piramal
Mr M A Shah
The Commercial Ahmedabad Mills Co.
Ltd.
Ahmedabad

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

Mr Upendrakumar M Patel
Chairman and Managing Director
Shri Dinesh Mills Ltd.
Baroda

Mr S V Mony
General Manager
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

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

Mr S Chaudhuri
Commercial Manager
Chemicals & Fibres of India Ltd.
Bombay

Mr T P Desai
Managing Director
Cibatul Ltd
Atul

Mr Bansi Dhar
Chairman & Senior Managing Director
DCM Ltd.
New Delhi

Mr C L Goswami
President
Shree Digvijay Woollen Mills Ltd.
Jamnagar

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

Mr S C Kumar
Assistant General Manager
Industrial Financial Corporation
of India
Ahmedabad

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

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

Mr J S Khambata
Glindia Ltd.
Bombay

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

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

Mr K N Shenoy
Managing Director
Hindustan Brown Boveri Ltd.
Baroda

Shri A C Wadhawan
Chairman and Managing Director
Hindustan Zinc Ltd.
Udaipur

Chief Executive (Personnel)
Indian Oxygen Ltd.
Calcutta

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

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

Mr Rahul N Amin
Executive Director
Jyoti Ltd.
Baroda

Mr Mahendra Khandelwal
Khandelwal Bros. Ltd.
Bombay

Chairman
Life Insurance Corporation of India
Bombay

Managing Director
Gujarat State Fertilizer Co. Ltd.
Baroda

Mr Rajesh Bahadur
Personnel Director
Hindustan Lever Ltd.
Bombay

Mr S Chaudhuri
Via Bahadrabad
Hardwar District

Mr S K Mukherjee
Director (Personnel)
Indian Petrochemicals Corporation Ltd.
Baroda

Chairman
Industrial Credit & Investment
Corporation of India
Bombay

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

Chairman & Managing Director
Indian Petrochemicals Corporation Ltd.
Baroda

Mr N M Desai
Chairman and President
Larsen & Turbo Ltd.
Bombay

Mr H A Mafatlal
The Mafatlal Fine Spg. & Mfg. Co. Ltd.
Bombay

Mr P V Chavda
Senior Vice-President (Tex.)
Mafatlal Industries Ltd.
Ahmedabad

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

Mr A R Banerjee
General Manager
Metallurgical & Engg. Consultants of India
Ltd.
Ranchi

Mr Y N Mafatlal
Mr Ashim R Banerjee
Mr A Y Mafatlal
Mihir Textiles Ltd.
Ahmedabad

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

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

Dr Harish Bijawat
Director
National Peroxide Ltd.
Bombay

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

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

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

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

Chairman and Managing Director
Minerals & Metals Trading Corporation of
India
New Delhi

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

Mr P O. Desai
Mr P R Desai
Gujarat Tea Processors and Packers Pvt.
Ltd.
Ahmedabad

Managing Director
National Rayon Corporation Ltd.
Bombay

President
New Swadeshi Mills of Ahmedabad
Ahmedabad

Mr M M Dalal
Mr P L Dalal
Pankaj Mahipal & Company
Ahmedabad

Jyotindra N Mehta
Piyushkumar Natvarlal & Co.
Ahmedabad

Mr Rajiv C Lalbhai
Ms Lilawati Lalbhai
Mr Vijaysinh Chimanbhai
Mr Chirag A Lalbhai
Raipur Mfg. Co. Ltd.
Ahmedabad

Mr Rohit C Mehta
Rajesh Textile Mills Ltd.
Ahmedabad

Mr Rohit C Mehta
Mr Rajesh R Mehta
Rohit Mills Ltd.
Ahmedabad

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

Mr Chinubhai Chimanbhai
Mr Ashoke Chimanbhai
Saraspur Mills Ltd.
Ahmedabad

Mr Vadilal Lallubhai
Sayaji Mills Ltd.
Ahmedabad

Mr R R Agarwal
Mr J R Agarwal
Mr O R Agarwal
Silver Cotton Mills Co. Ltd.
Ahmedabad

Chairman
State Bank of India
Bombay

Chairman & Managing Director
Punjab National Bank
New Delhi

Dr C K Parikh
Rajendra Dyeing & Printing Mills Ltd.
Ahmedabad

Mr R Panchu
Managing Director
Ralli Wolfe Ltd.
Bombay

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

Mr Mrugesh Jayakrishna
Mr Rajan R Harvallabhdas
Mr Chinubhai R Shah
Sarangpur Cotton Mfg. Ltd.
Ahmedabad

Mr Arvind Hiralal
Saurabh Corporation
Ahmedabad

Mr A S Kasliwal
Shriram Mills Charitable Trust
Bombay

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

Managing Director
State Industrial & Investment
Corporation of Maharashtra
Bombay

Chairman and Managing Director
State Trading Corporation of India
New Delhi

Mr Ashok Muthana
Managing Director
Swastik Rubber Products
Pune

Swadeshi Mills Co. Ltd.
Bombay

Mr B M Saha
Tata Chemicals Ltd
Mithapur

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

Mr N S Sunder Rajan
President
Tata Oil Mills Co. Ltd.
Bombay

Mr M Ct Pethachi
Managing Director
Travancore Rayons Ltd.
Madras

Mr Suhrud Sarabhai
Suhrud Geigy Ltd.
Ahmedabad

Mr R N Mafatlal
Mr Y N Mafatlal
Mr U C Kapasi
Mr H H Vasa
Surat Cotton Spg. & Wvg. Mills Pvt. Ltd.
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Mr V F Banaji
Executive-in-charge (Manpower
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Tata Engg. & Locomotive Co. Ltd.
Bombay

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

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

T V S Charities
Madurai

Mr A H Tobaccowala
Chairman
Voltas Ltd.
Bombay

Mr Lalchand Hirachand
Chairman
Walchandnagar Industries Ltd
Bombay

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

Appendix VI

Faculty and Administration

Director

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

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

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

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

S.K. Barua*
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Ramesh Bhat
Ph. D. (Delhi School of Economics)

Deepthi Bhatnagar
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Fellow (IIMA)

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

J.S. Chhokar
Ph.D. (Louisiana State University)

Samar Datta
Ph.D. (Rochester)

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

Bakul Dholakia
Ph.D. (MSU)

Ravindra Dholakia
Ph.D. (MSU)

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

V.R. Gaikwad
Ph.D. (Gaugar)
SBI Professor of Rural Development

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

G. Giridhar *
D.Sc. (Harvard)

Anand P. Gupta
Ph.D. (Florida)

Anil K. Gupta
Ph.D. (Kurukshetra)

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

Ramesh Gupta
Ph.D. (Berkeley)

Ranjit Gupta
M.A. (Lucknow)

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AICWA
Ph.D. (Columbia)

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Ph.D. (IIT, Delhi)

* On leave

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

Jerome Joseph
Ph.D. (Madras)

A.H. Kalro
Ph.D. (Minnesota)

Shashi Kolavalli
Ph.D. (Illinois)

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

Ashok N Korwar
Ph.D. (California)

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Somdeb Lahiri
Ph.D. (Minnesota)

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S. Manikutty
Fellow (IIMA)

Sasi B. Misra
Ph.D. (California)

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

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

T.K. Moulik
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Sipra Mukhopadhyay
Ph. D. (Jadavpur)

Nirmala Murthy *
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Ph.D. (Gujarat)

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M.A. (Osmania)
M.A. (Syracuse)

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Ph.D. (SPU)

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

N. Ravichandran Ph.D. (IIT, Madras)	N. Venkiteswaran Chartered Accountant M.Sc.
J.L. Saha Ph.D. (Case Western Reserve)	Pramod Verma Ph.D. (Manchester) M.Sc.
Mirza S. Saiyadain Ph.D. (Kansas)	M.N. Vora DBA (Harvard) M.A. (A.)
J.K. Satia Ph.D. (Stanford)	S. Yegneshwar Ph.D. (IIT, Bombay) MBA (G) Dip. Inf.
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N.R. Sheth Ph. D. (MSU)	S.R. Asokan M.A. (Madras) Nini Kapoor B.E. (Electronic) (Allahabad)
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P.R. Shukla Ph.D. (Stanford)	K.R. Babu M.Sc. (Bangalore) B.A. (Poona) PG Dip. Journalis PG Dip. Book Pul
Gurdev Singh Ph.D. (Illinois)	Chetan Bhatt M.Sc. (Gujarat) Devendra Kohwar M.B.A. (Gujarat)
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R. Sridharan Ph.D. (Carnegie-Mellon)	Ketan Bhatt M.Sc. (Bombay) Renu Kumar Ph.D. (IIT, Kanpur)
U.K. Srivastava Ph.D. (Lucknow)	V. Bhavani M.A. (Bharathidasan) MBA (Cert. Computer Programming) Sonal Kucshri
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Jayanth Rama Varma Fellow (IIMA)	T.M. Gajanana Ph.D. (IARI) D.P. Mathur M.A. (Rajasthan)

Sunil Kumar Garg
M.Sc. (Udaipur)

Lata Gopalan
M.Sc. (Gujarat)

Indu Menon Gopalkrishnan
M.A. (Andhra)

Dipti Hegde
MBA (Gujarat)

Vasant V. Joshi
B.Tech. (Mahatma Phule Agricultural
University)

Sanjiv Kapoor
Ph.D. (GB Pant University)

Niti Kapoor
B.E. (Electronics)
(Allahabad)

Nirmala Khadpekar
B.A. (Poona)
PG Dip. Journalism (Bhavans)
PG Dip. Book Publishing (Bhavans)

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M.B.A. (Gujarat)

K. Kumar
M.A. (Madras)
M. Phil. (JNU)

Renu Kumar
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Sonal Kureshi
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B.Tech. (Calcutta)

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N.V. Namboodiri
Ph.D. (Gujarat)

S. Narayanan
M.A. (Saugar)

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Dip. DT & Comp. Mgmt. (Gujarat)

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M.A. (MSU)
PG Course in RRD (Israel)

M.S. Patel
M.A. (Indore)

N.T. Patel
Ph.D. (Gujarat)

Suparna Pathak
M.A. (Calcutta)

K.R. Pichholiya
Ph.D. (Gujarat)

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M. Phil. (Cochin)

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M.A. (Delhi)

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M.B.A. (Osmania)

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B.Tech. (Andhra)

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Ph.D. (Andhra)

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Cert. Population Study

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D. Phil. (Allahabad)

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M.Sc. (Gujarat)
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Board)

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M.C.A. (Madurai Kamaraj)

S. Srinivasan
M.A. (Madras)

S.V. Subrahmanyam
M.Sc. (S.V. University)
Dip. Computer & Programme

S. Sudha
M.C.A. (Madurai Kamaraj)

S. Tamilselvan
M.B.A. (Madurai Kamraj)

Lizamma Thomas
M.A. (Gujarat)

Philip Thomas
Dip. Bus. Admn. (IIMA)

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M.Tech. (IIT, Bombay)

Preeta Vyas
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Administrative Staff

Ravi Acharya
M.A. (Bangalore)

Ravee Choudhury
M.Tech. (IIT, Kanpur)
Coordinator (Computer Services)

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

A. Ganapathy
B.A. (Hons.) (Gujarat)
Dip. in Mgmt (IGNOU)
Programme Officer (PGP)

U.K. Harindran
M.A. (Gujarat)
Manager (MDA)

B. Ram Chandran Iyer
B.E. (Annamalai)
Stores & Purchase Officer

J.G. Jani
M.A. (Gujarat)
Materials Reproduction Officer

T. Kameshwaran
B.Com. (Gujarat)
Programme Officer (CMA)

R. Krishnan
House Keeping Officer

Lt. Col. R.K. Madan (Retd.)
B.Sc. (Indian Military Academy)
Dip P&IR (Bhawans Institute)
Estate Officer

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

K.M. Raghavan
AICWA
Finance and Accounts Officer

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M.A. (Gujarat)
LL.B. (Delhi)
Officer on Special Duty

Rita T. Rama Rao
M.Sc. (MSU)
Coordinator (Computer Services)

K. Sethumadhavan
B.Com. (Gujarat)
Officer-in-charge
Student Activities Office

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

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

Library

Ashok Jambhekar
M.A. (Economics)(Indore)
M.A. (History) (Indore)
B.Lib. Sc. (Delhi)
Librarian and Member of the Faculty

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Dip. Lib. Sc. (Bombay)
Deputy Librarian

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Dip. Lib. Sc. (MSU)
Head, Acquisition Department