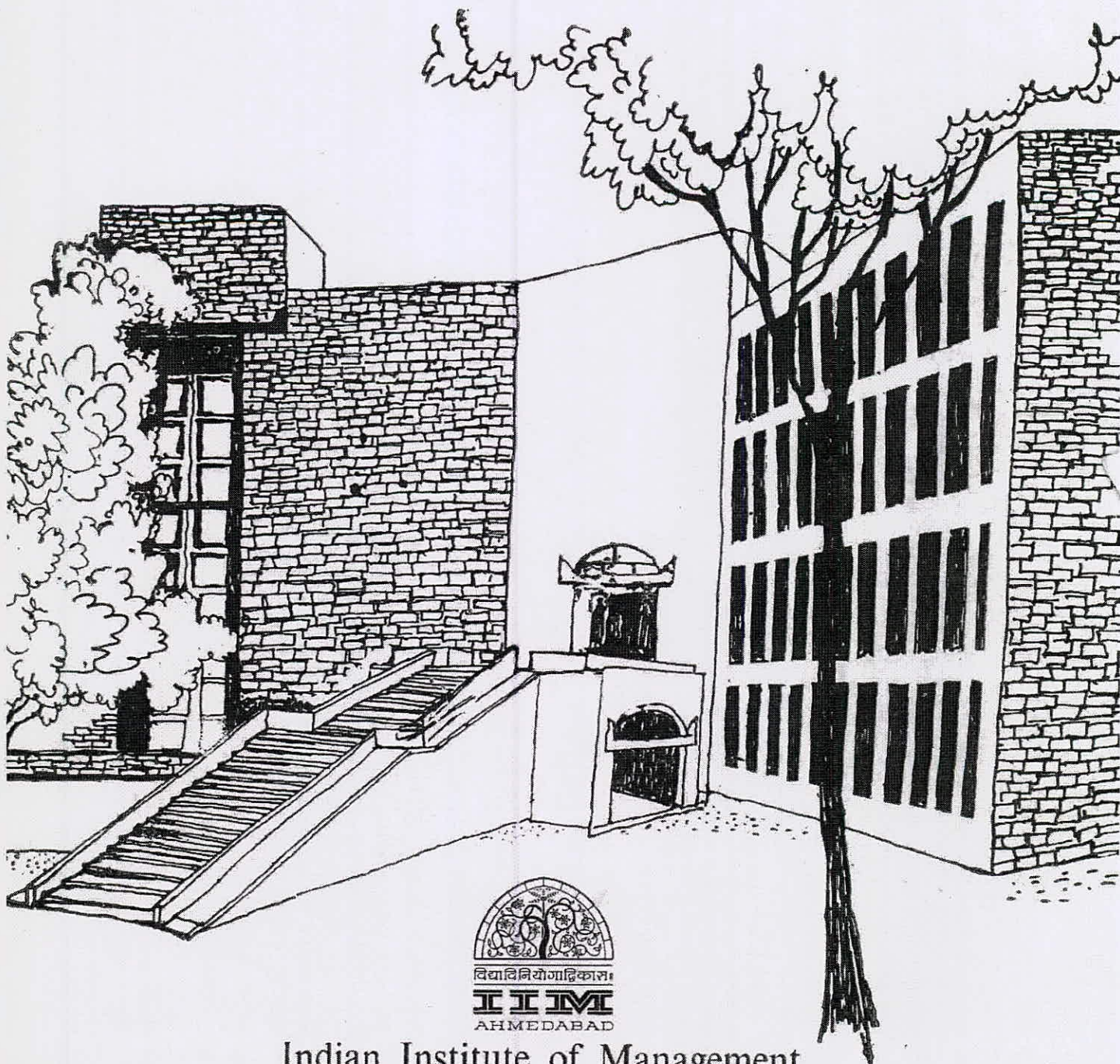


# Thirtieth Annual Report

1991-92



Indian Institute of Management

Ahmedabad

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IIIM  
AHMEDABAD

Indian Institute of Management

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## The Year in Retrospect

1991-92 was an eventful year. During the year, along with other IIMs, IIMA was informed of a freeze on the annual revenue grant and advised by the Education Secretary to find means for reducing costs and increasing revenues to make two ends meet in a period of high inflation. The Institute, along with the other IIMs, worked out a strategy of raising tuition fees, frozen for the past 27 years at the 1964 level, as well as other fees. The Government of India appointed the Kurien Committee to review the working and management of the IIMs, and this triggered a wide-ranging review of IIMA's activities that uncovered great strengths as well as some areas of concern. The reports of several faculty task forces became the basis of an integrated institutional strategy for coping with new challenges. Its main planks were greater financial autonomy for the Institute, greater structural flexibility vis-a-vis formation of new thrust groups, institutional building and strategic focus within various groups and areas, globalization of the Institute's programmes and activities, etc. Three new groups were formed. The Entrepreneurship Group was set up to study and promote pioneering and innovative entrepreneurship. The International Management Group was set up to study and promote strategies and management practices that can help Indian industry's globalization. The Industrial Policy Management Group was set up to study various industrial policy management instruments used by the government and their effectiveness, the processes of formulating, implementing, monitoring, and reviewing industrial policies, etc. with a view to improve the content and administration of industrial policies. Based on various task force reports a fairly comprehensive policy framework was evolved to overhaul staff administration. The Vikram Sarabhai Memorial Lecture and the Institute Lecture Series were revived. Awards were instituted to recognize significant scholarly work by non-faculty staff and long years of devoted service by retiring employees. An effort at beautifying the campus was also launched. A number of court cases pending between the Institute and employees were settled. A brainstorm was organized in March 1992 on making liberalization work, attended by eminent scholars, practitioners, and politicians.

During the year the Institute continued to be productive. One hundred and eighty four Post Graduate Programme students, including 36 SC/ST students and 26 specializing in agricultural management, graduated. Approximately half were placed in the private sector, about 20% in the public sector, and 30% in the multinationals. Five doctoral students received the title of Fellow. Thirteen management trainers and teachers from universities completed the one year Faculty Development Programme. During the year nearly 30 new research and case writing projects were initiated. Eleven faculty seminars were held. The faculty authored nearly 90 papers and over 20 books and monographs. They presented nearly 70 papers in conferences and gave over 40 seminars/colloquia. The faculty also wrote nearly 50 cases and technical notes and about 90 working papers. Twenty-seven management development programmes and workshops, including five new ones, were offered during the year and over 1000 executives and administrators from about 800 public and private sector organizations participated in them. About 50 new consultancy projects were taken up during the year.

The faculty earned several laurels during the year. To give some examples: Professor V.N. Asopa was nominated by the Indian Council of Agricultural Research to the Quinquennial Review Team of the National Dairy Research Centre, Karnal; Professor M.C. Bhatt was appointed as Executive Chairman of the high level committee constituted by the Gujarat Government for the speedy development of Saurashtra and Kutch region and as Chairman of the Advisory Committee on Secondary Markets constituted by the Securities and Exchange Board of India; Professor Bakul Dholakia was given the Reserve Bank of India Chair in

Industrial Economics at IIMA; Professor Ravindra Dholakia delivered the first Dr. K.M. Patnaik Lecture instituted by Ravenshaw College, Cuttack; Professor Anil Gupta was elected fellow, National Academy of Agricultural Sciences and delivered a keynote lecture on biodiversity to the Danish Parliament; Professor G.S. Gupta was given the Bank of Baroda Chair on International Banking and Finance at IIMA; Professor Pradip Khandwalla got the Escorts Award for the best management book of 1990; Professor Nitin Patel was made Fellow of the Computer Society of India; Professor Dinyar Pestonjee was given the Larsen and Toubro Chair in Organizational Behaviour at IIMA and was appointed member of the Board of Studies of a couple of universities; Professor V. Raghunathan was appointed member of the Primary Market Advisory Committee of the Securities and Exchange Board of India; Professor S. Ramnarayan was appointed member of ICICI's task force on status of technology management in India; a paper by Professor Arabinda Tripathy was selected as a national contribution from India at the International Conference on Optimization Techniques and Applications at Singapore.

IIMA is grateful to the many organizations and persons in India and abroad for their valuable cooperation and help. The Governments of India and Gujarat continued to give excellent support as did the Chairman and members of IIMA's Board of Governors and members of the IIMA Society. Without the splendid, often heroic, contributions of the Institute's faculty, staff, and students, IIMA could not have maintained its excellence.

## A. IIMA's Academic Programmes

Currently IIMA operates three academic programmes, namely the two-year Post-Graduate Programme in Management (equivalent to MBA), the Fellow Programme in Management, and the one-year Faculty Development Programme for management teachers and trainers.

### 1. Post-Graduate Programme In Management

The twenty-eighth session of the Post-Graduate Programme in Management began on June 27, 1991, with 189 students, including 26 SC/ST students. Twenty-eight students were to specialize in Agricultural Management in the second year. Ten students discontinued their studies during the year. Two of the students who withdrew on medical grounds have been permitted to rejoin the first year during the next academic year (1992-93).

The second year commenced on June 28, 1991, with 185 students who made group presentations on their summer placement experiences. At the end of the second year, 184 students satisfactorily completed the academic requirements for graduation. Of the graduates, 34 students belonged to SC/ST and 26 specialized in Agricultural Management.

#### Orientation Programme

The orientation programme included a session on "Introduction to Management and Managerial Functions" to explain what professional management is all about, what managers do, various functions of management, etc. A panel discussion was held by the faculty on the compulsory packages and academic areas and groups at the Institute. Senior students provided inputs to new students. Three PGP alumni were invited to share their experiences with the students.

#### Curriculum

As recommended by the PGP Review Committee, eight class sessions were conducted during the third term of the first year under the Indian Social and Political Environment course to create social and environment awareness among the students. Eminent persons from different fields were invited to give lectures. These sessions were well received and appreciated by the students.

The first year students studied 24 courses (19.25 credit units).

The second year students (general stream) were required to study a minimum of 17.25 and a maximum of 17.75 full credit units, including two compulsory courses.

In the second year (general stream), 34 elective courses and 73 project courses were offered in addition to two compulsory courses, Strategy Formulation and Implementation II and Legal Aspects of Business. Two courses, Managerial Oral Communication and Corporate Tax Planning, were repeated in subsequent terms on account of high registrations, Fourteen elective courses were taught in two sections.

The following new elective courses were offered in the second year (general stream):

1. International Business
2. Logistics Management
3. International Innovations in Manufacturing

In the second year of PGP (Specialization in Agriculture), in addition to two compulsory courses, 21 elective courses including a new elective course "Managing Export Import Business" and 11 project courses were offered.

#### **French Students**

Under the students exchange programme, four students from ESSEC Graduate School of Management and five from ESCAP Graduate School of Management took courses in the second year of the programme. Five students spent two terms and four students one term at the Institute.

#### **Amendments to the PGP Manual**

Taking into consideration student needs, the second year students will be permitted from 1992-93 to undertake three project courses in lieu of three elective courses, subject to the limitation of one project course in a term, as against two project courses allowed earlier. Students who register for a Course of Independent Study (CIS), spread over two terms, which is equivalent to two elective courses, can do an additional project course in the term in which they are not working on CIS.

#### **Status Report on PGP**

The Government of India has set up a Committee to review the functioning of IIMs with Dr V. Kurien, Chairman, NDDB, Anand, as Chairman.

A status report on the Post-Graduate Programme was presented to the Committee. The programme objectives, curriculum design including first and second year packages, summer assignment, Specialization Package in Agriculture, teaching materials and pedagogical methods, teaching load of faculty in PGP and SPA packages, fee structure and programme cost, scholarships and loan assistance, profile of students, admission details, placement activity, students activities, review of the programme and redesign, alumni activities, and exchange programme with business schools abroad were highlighted in the status report.

#### **Review of Fee Structure**

In the light of discussions with the Government of India and the Kurien Committee, the Institute has decided that dependence on government funding should be brought down in the coming years.

Taking into consideration various components of cost incurred on the Programme and after considerable deliberations by the PGP Executive Committee, PGP Committee, Faculty Council, and the Board of Governors, the Institute has decided to increase the tuition fee from the existing Rs 500, which was fixed in 1964 at the beginning of the programme, to Rs 6,000. Similarly, the existing charges of Rs 1,700 on living costs are to be raised to Rs 2,700. These increases will be applicable from the academic year 1992-93.

## **Graduation**

The Institute's Post-Graduate Diploma in Management was awarded to 181 students, including 25 students with specialization in agriculture, at the twenty-seventh annual convocation on March 28, 1992. Mr Rajmohan Gandhi, Member of Parliament, delivered the convocation address.

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

Chetankumar B. Shah  
Sanjeev Chhabra  
Vivek Rastogi

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

The parents of Kollengode V.Srinivas have instituted an award at the Institute to recognize the allround performance of an outstanding PGP student. The award also serves as a token of gratitude and perpetuates the memory of Kollengode V. Srinivas's association with the Institute.

This year Parthasarathy S. Mohanram was the recipient of the award.

## **Admission**

The Post-Graduate Programme commencing June 1992 attracted 12,994 applications, which included 799 applications from SC/ST applicants and 478 applications for the specialization package in agriculture. Six hundred and seventy-seven applicants (including 74 SC/ST applicants) were called for interview and 218 (including 43 SC/ST and 30 for the specialization package in agriculture) were selected. Twenty-eight applicants were waitlisted out of which 8 were subsequently called.

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***

Eighteen first year students (1990-92 batch) for the academic year 1990-91 and fifteen second year students (1990-92 batch) for the academic year 1991-92 were awarded industry scholarships ranging from Rs. 3,500 to Rs. 6,500 each.

### ***Faculty Memorial Scholarships***

One first year student (1990-92 batch) was awarded the Professor Warren W. Haynes Memorial scholarship of Rs. 3,000. One second year student (1990-92 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 one first year student (1990-92 batch) and the IIMA Silver Jubilee scholarship was given to one second year student (1990-92 batch). Both scholarships are worth Rs. 3,000 each.



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

Three students from the first year (1990-92 batch) and three students from the second year (1990-92 batch) were considered for this scholarship of Rs. 2,200 each.

### ***IIMA SC/ST Scholarships***

Twenty-seven SC/ST students in the first year (1991-93 batch) and 34 students in the second year (1990-92 batch) were granted IIMA SC/ST scholarships of Rs. 1,500 each. In addition, eight students from the first year and four students from the second year were granted waiver of tuition fee and room rent amounting to Rs. 2,200 each.

### ***Need-Based Scholarships***

For the first time this year, the Institute introduced need-based scholarships for first year students (1992-94 batch) from the interest earned on funds received from various organizations. Eleven students were awarded these scholarships ranging from Rs. 5,000 to Rs. 10,000 a year for two years.

### **Loan Assistance**

Loan assistance of Rs. 10,000 was given to a needy second year student (1990-92 batch) to finance his studies.

### **Placement**

#### ***Pre-Placement Talks***

The 1992 placement season began with the first pre-placement talk on December 22, 1991. Sixty-two organizations (12 public sector, 41 private sector and 9 multinationals) gave pre-placement talks during weekends till February 23, 1992.

#### ***Permanent Placement***

All the 172 students of the 1992 batch who sought placement were placed by March 11, 1992. Sectorwise placement was as follows:

Public Sector	35
Private Sector	84
Multinationals	53
	<hr/>
	172

Seventy-six organizations conducted on-campus interviews from March 1 to 11 and made 257 job offers.

#### ***Summer Assignments***

For summer training, 188 students of the first year (including 10 FPMs) were assigned to 62 organizations.

## **2. Fellow Programme in Management**

With the academic year ending 1992, one hundred and nine students have completed the Fellow Programme in Management (FPM) and have been awarded the title "Fellow of the Indian Institute of Management, Ahmedabad." Currently, another 45 students are at various stages of completion of the Programme.

## Admission

For the academic year 1992-93, the Institute received 835 applications for admission to FPM. One hundred and eleven applicants were called for interview and admission was offered to 26 applicants for the Programme commencing July 1992.

## Convocation

The following students were awarded the title "Fellow of the Indian Institute of Management, Ahmedabad" at the twenty-seventh annual convocation held on March 28, 1992:

	Thesis Title
Ashok K. Aggarwal	Performance Variation Across Industries: Role of Ownership, Trade, and Market Structure
Shalini Saran Gupta (Ms)	Dynamics of Strategy Implementation: A Study of International Joint Ventures
Elizabeth P. Kuriyan (Ms)	A Study of the Process of Negotiations in the Evolution of Turnaround Packages for Sick Industrial Units
K.R. Maitreyi (Ms)	Ecological Movements: Strategies for Managing Conflicts Around Natural Resources: A Case of Forests
Rajshree Mathani (Ms)	The Strategies of Voluntary Organizations: A Study of the Content of Strategy and the Process of Strategy Formation

## New Courses

The following new courses were introduced during the academic year 1991-92:

Urban Development Policy and Perspective  
Entrepreneurship  
International Strategic Management

## Thesis Proposal Awards

Best thesis proposals awards of Rs 200 each instituted by the Industrial Financial Corporation of India (IFCI) and the Foundation to Aid Industrial Recovery (FAIR) were awarded to the following students.

	Thesis Proposal
A.K. Chawla	Learned Helplessness in the Banking Sector: Interaction of Individual and Role Characteristics (IFCI award)
N. Ganesh Kumar	Export and Economic Growth in India: An Empirical Investigation (FAIR award)
R. Srinivasan	Security Prices Behaviour Associated with Right Issue: Related Events (IFCI award)

### 3. Faculty Development Programme

The Faculty Development Centre (FDC) of IIMA offered the 13th Faculty Development Programme (FDP) in Management from June 27, 1991, to February 29, 1992, which attracted thirteen participants from educational and professional institutions in India. The following institutions were represented:

Aligarh Muslim University, Aligarh  
B.J. Commerce College, Vallabh Vidyanagar  
Berhampur University, Berhampur  
Central Sericultural Research Training Institute, Mysore  
Cooperative Training College, Deharadun, Guwahati, Kalayani, and Bhubaneswar  
Dayalbagh Education Institute, Agra  
Gurunanak University, Amritsar  
Kerala Agricultural University, Thrissor  
Utkal University, Bhubaneswar

## B. Research and Publications at IIMA

At the end of the academic year 1990-91, 5 large research projects, 3 small research projects, 21 seed money projects, and 13 case development projects were in progress. During the academic year 1991-92, one large research project, 2 small research projects, 15 seed money projects, and 10 case development projects were initiated. One small research project, 9 seed money projects, and 3 case development projects were completed; and 2 seed money projects and 2 case development projects were closed during the academic year 1991-92. Six large research projects, 4 small research projects, 25 seed money projects, and 18 case development projects are in progress.

### Large Research Projects Initiated

Tripathy, A. and Rama Rao, T.P., "Study on Computerization in Materials Management."

### Small Research Projects Initiated

Cowlagi, V.R.S., "Political Articulation of Drought and Natural Resources Management: Potential for Policy Management."

Jain, Rekha, "Impact of Organizational/Policy Changes on the Indian Telecommunication Sector."

### Seed Money Projects Initiated

Bhat, Ramesh, "Financial Decision Making Practices in Indian Companies: A Survey."

Chhokar, J.S. and Dixit, M.R., "Corporate Response to Changing Business Environment."

Dholakia, Ravindra H., "Short Term Forecasting of Macro-economic Aggregates in India."

Gupta, G.S., "Forecasting through Box-Jenkins Method."

Koshy, Abraham, and Ramachandran, K. "Market Share and Profitability: The Indian Experience."

Manikutty, S., "Review of Research in PSG."

Nathan, S.V., "The Influence of Adolescents on Family Decision Processes."

Pandey, I.M., "Comparative Financial Systems: A Study of Select Asian Countries."

Pandya, J.F., "Research and Reference in Management."

Rao, T.V., "A Survey of HRD Literature from India and Abroad."

Sheth, N.R., "Intention and Achievement in Non-Formal Education."

Tewari, Devi D., "Environmental Management: A Review of Literature."

Trilochan Sastry, S. "Cutting Plane Methods."

Tripathy, A., "Data Envelopment Analysis."

Yegneshwar, S. and Venkata Rao, V., "An Expert System for Trouble-Shooting of Hardware Failures in Personal Computer."

### Case Development Projects Initiated

Bhatnagar, Deepti, "Society for Integrated Development of Himalayas."

Jain, Rekha, "Case Development on Evaluation of Passenger Reservation System."

Joseph, Jerome, "Case Development on the Management of Human Resources in Indian Subsidiaries with Japanese Collaboration."

Korwar, Ashok, "Case Development on Padmatex."

Monappa, A., "Case Development entitled HRM in MNCs : A Case Series."

Raghuram, G.; Manikutty, S.; and Vathsala, S., "Four Case Developments in the Area of Management of Road Transport Undertakings."  
Ramachandran, K., "Case Development on Transelektra Domestic Products Ltd."  
Ravichandran, N., "Case Development on Madura Coats."  
Verma, Pramod, "Human Resources Management in Multinational Corporations: A Case Series."  
Yegneshwar, S., "Case Development on an Expert System Designed and Implemented by Tata Consultancy Services (TCS), Pune."

#### **Small Research Project Completed**

Singh, J.P. "Culture and Managerial Effectiveness."

#### **Seed Money Projects Completed**

Bhat, Ramesh, "Inter-Regional and Inter-Industry Analysis of Share Price Indices."  
Jambhekar, Ashok and Pandya, J.F., "Social Forestry : A Literature Survey (1975-1988)."  
Joseph, Jerome, "Negotiating Skills and Strategies."  
Misra, Sasi, "Executive Competence: The Knowledge-Process Interface in a Decision Making Task."  
Monappa, A., "Affirmative Action Practices in Indian Industries."  
Ramnarayan, S., "Organizational Learning Processes: An Empirical Study."  
Sheth, N.R., "Intention and Achievement in Non-Formal Education."  
Trilochan Sastry, S., "Cutting Plane Methods."  
Tripathy, A., "Data Envelopment Analysis."

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

Monappa, A., "Case Development on TISCC, Jamshedpur, and ITC, Calcutta."  
Ravichandran, N., "Case Development on Madura Coats."  
Sridharan, R., "Case Development on Merind Ltd., Bombay."

#### **Seed Money Projects Closed**

Jain, Rekha, "Study of the Datacom Equipment Industry."  
Korwar, Ashok, "Determinants of Success or Failure of International Joint Ventures in India."

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

Chhokar, J.S., "Case Development on Maruti Udyog Focusing on Organizational Culture."  
Kalro, A.H., "Case to Study the Problems of Aggregate Planning and Scheduling of a Project Line in a Multi-Product Company (Ralli Machines)."

#### **Seminars**

The following seminars were organized by the Research and Publications Committee during 1991-92:

Speaker	Topic & Date
Dr. S. R. Ganesh I.T.C. Professor of Strategic Management Administrative Staff College of India Hyderabad	Researching Productive Performance and Strategic Orbits July 11, 1991
Prof. Shyam Sunder Richard M. Cyert Professor of Management and Economics Carnegie Mellon University	Allocative Efficiency of Markets with Zero Intelligence (ZI) Traders: Market as a Partial Substitute for Individual Rationality July 31, 1991
Prof. Susan Strange Professor of International Relations European University Institute Florence	Transnational Corporations in the Third World October 22, 1991
Dr. Pramathanath Sastry TIFR, Bombay	Mathematics as a Culture January 2, 1992
Dr. Mary E. Clark Professor of Conflict Resolution George Mason University	Consequences of Global Climate Change for the Earth's Biosphere January 8, 1992
Prof. Nicholas Jackson D'Shaughnessy Cambridge University	Political Marketing January 13, 1992
Ms. Bela Bhatia	Gulf War, Post War Iraq, and the Middle East February 21, 1992
Mr. Mohan Dharia Former Deputy Chairman Planning Commission	Structural Adjustment and Rural Development March 5, 1992
Professor Angus S. Deaton William Church Osborn Professor of Public Affairs and Professor of Economics and International Affairs Woodrow Wilson School and Department of Economics Princeton University	Demand for Calories in Maharashtra: An Exploratory Analysis of the NSS Data March 11, 1992
Professors A. Tripathy and T.P. Rama Rao IIM, Ahmedabad	Strategy of Computerization and its Impact on Materials Management in SAIL Plants March 23, 1992
Dr. Farook J. Contractor Rutgers University	Government Policies Towards Foreign Investments March 27, 1992

The Research and Publications Committee organized an inter-institutional dialogue on "Development, Dissent, and the System of Knowledge" on March 17, 1992. Key speakers at this seminar were Professor Ashish Nandy, Director, Centre for the Study of Developing Societies, New Delhi, and Professor Kuldeep Mathur, Centre for Political Studies, Jawaharlal Nehru University, New Delhi.

### **Publications**

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

The faculty and staff published 16 books and 6 monographs and wrote 88 articles/chapters in books. They also presented 69 papers in conferences and gave 43 seminars/colloquia. They also wrote 89 working papers, 43 cases, and 5 teaching notes during the year.

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For details of these publications, please see the Research and Publication Committee's annual report for 1991-92.

## C. Management Development Programmes

Twenty-six management development programmes (MDPs) and one workshop were conducted during the academic year 1991-92. In all, 1063 executives participated in these programmes. During the year the Institute offered five new programmes.

Participation from public and private sector organizations in MDPs continued to increase. Seven hundred and forty-one professionals from 539 private sector organizations and 322 professionals from 269 public sector/government departments participated in MDPs during the year.

### New Programmes

The Institute conducted an *International Programme for Trainers of Information Analysts* in collaboration with the Commonwealth Secretariat, London, from August 4 to 31, 1991. Twenty-six executives drawn from the Commonwealth countries participated in the programme.

A ten-day programme on *DBMS and OLTP: Design, Analysis, and Implementation* was offered for the first time from November 11 to 20, 1991 (14 participants). Two programmes on *Computer-Aided Software Engineering: Tools and Methodology* (29 participants) and *Innovations in Manufacturing* (49 participants) were also new.

The Institute offered a programme on *Policy Issues and Problems in the Transport Sector* from April 6 to 10, 1992, which was sponsored by the Department of Personnel and Training, Government of India (35 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-ninth time. In this programme, executives from three different levels - middle, senior, and top - participate in exploring and understanding management problems. The Top Management Programme was offered on the theme "Managing for Results: Choices and Strategies". In all, 238 professionals attended the three programmes.

The Institute offered the twenty-second *Small and Medium Enterprises Programme* which focuses on concepts and skills for improving productivity and efficiency in small and medium enterprises. Forty-nine executives attended the programme.

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

The third *Commonwealth Top Management Programme for Public Enterprises* was organized in collaboration with the Commonwealth Secretariat, London, from April 1 to May 1, 1992. Twenty-four professionals from 16 developing countries participated in the programme for public sector executives in Commonwealth countries. Field visits were arranged in India and Canada for the participants.



The third *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 offered from February 10 to March 7, 1992. The programme is targeted at senior government officials of Ministries of Planning, Economics, Finance, Trade, Industries, and Food and Agriculture from developing Commonwealth countries. Twenty-five officials from as many developing countries participated.

A programme on *Strategies for Competitive Advantage* was offered from January 27 to February 1, 1992. Forty-two executives participated.

The Institute offered programmes on *Manufacturing Management and Policy, Computer Aided Materials Management, Management of Agricultural Input Marketing, Expert Systems for Management, Portfolio Management, Changing Patterns of Industrial Relations, Logistics Management, Project Management, Advanced Data Analysis for Marketing Decisions, and Designing and Implementing Performance Appraisal Systems for HRD*. Response from public and private sector organizations to all these programmes was good.

The Institute offered programmes on *Industrial Policy Planning and Development for IAS Officers and Management Development Programme for Middle Level IAS Officers*, both sponsored by the Department of Personnel, Government of India.

#### **Long Duration Programme**

The Institute offered the sixteenth *Management Education Programme* from November 24, 1991, to April 4, 1992. Forty 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.

#### **New Programmes/Seminars/Workshops in 1992-93**

Two new programmes, *International Management Teachers Training Programme* and *International Programme on Management of Small Farmers Oriented Integrated Agro Based Enterprises*, under the sponsorship of the Commonwealth Secretariat, London, will be offered during 1992-93.

Workshops/Seminars on *Developing Micro-Enterprises for Women, Diagnostic Research Skills for Training Managers, Consulting Strategies in Organizations, Input Delivery Management, Management of Excellence for Chief Executives, Forestry Policy* (including Social Forestry) and *Cooperative Leaders* are also planned to be offered in 1992-93.

## D. Interdisciplinary Groups and Centres

Over the years IIMA has set up several interdisciplinary groups to improve the quality of management in strategically important sectors and areas. There are nine such groups, of which three were set up during 1991-92. The six existing groups are the Centre for Management in Agriculture, Centre for Regional Management Studies, Computer and Information Systems Group, Faculty Development Centre, Public Systems Group, and Ravi Matthai Centre for Educational Innovations. The three new groups are Entrepreneurship Group, International Management Group, and Industrial Policy Management Group.

### 1. Centre for Management in Agriculture

The Centre for Management in Agriculture (CMA) undertakes research, educational and training programmes, and consulting in agriculture and allied sectors. An interdisciplinary team of 16 faculty members work in CMA.

#### Research Projects Completed

The following three research projects were completed during the year with another 20 projects at various stages of completion.

	Faculty	Sponsor
Indepth Case Study of Selected Processors and Exporters of Agricultural and Processed Food Products	U. K. Srivastava	Ministry of Agriculture
Promoting Rural Financial Institutions: A Study on Farmer's Service Societies	B. M. Desai	- do -
Land Resource Management in Goa: Status and Issues	Gurdev Singh	NWDB

#### Research Projects Initiated

The following research projects were initiated during the year:

	Faculty
Formulation of Comprehensive Business Development Plan Using Micro Data	Samar Datta
Status and Constraints in Exports of Agricultural Inputs from India	U.K. Srivastava
An Econometric Analysis of Indian Silk Industry	Gopal Naik
Synthetic Daily Rainfall Data Generation	Girja Sharan
Energy Use Impacts on Agricultural Growth Rates	Devi Tewari

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

Seven faculty members are assisting the National Wasteland Development Board (NWDB) in their programme of promoting upgradation of wastelands and improvement in land productivity by providing professional inputs, consultation, and services. A Committee is constituted to advise the group on NWDB-related activities. While one research project has been completed, six are in progress.

### **Post-Graduate Programme (Specialization Package in Agriculture)**

The following courses were offered by CMA in the Specialization Package in Agriculture in 1991-92:

#### ***First Term***

- Managing Export Import Business
- Agricultural Input Marketing
- System Analysis in Agriculture
- Agricultural Development Policies
- Quantitative Aids in Agriculture Management
- Agricultural Finance
- Developing Strategies for Allied Agricultural Sectors
- European Economic Community Project
- Project Courses

#### ***Second Term***

- Agricultural Output Marketing
- Finance for Agricultural Production and Marketing
- Research Methods in Agricultural Marketing
- Rural Households
- International Marketing Project
- Project Courses

#### ***Third Term***

- Cooperative Management
- Management of Agro Industrial Projects
- Rural Advertising
- Group Dynamics and Entrepreneurship
- Marketing of Renewable Energy Technologies
- Strategic Financial Management for Agro Processing Industries
- Seminar Course on Design, Dynamics, and Development Organizations
- Projects

### **Fellow Programme in Management (Agriculture)**

The following courses were offered by CMA in FPM:

#### ***First Term***

- Energy Economics and Management
- Dynamics Systems and Control

### **Second Term**

Rural Resources and Environmental Economics  
Agricultural Marketing Models  
Agricultural Policy

### **Third Term**

Institution Building  
Financing Agriculture and Agro Industrial Activities  
Communication and Diffusion  
Analogue in Management and Science

### **Workshops/Seminars**

The following workshops/seminars were organized by CMA during the year:

A two-and-a half day consultation on "Marketing of Non-Farm Products," sponsored by NABARD, was held at the Institute from August 8 to 10, 1991. Participants (33 in number) included representatives of the Ministry of Industries and Rural Development, Planning Commission, Department of Banking, Industries Department of selected state governments, government sponsored organizations financing banks, SIDBI, NABARD, RBI, academics, and voluntary agencies associated with production and marketing of non- farm rural products.

A national workshop on "Performance of FFDA Programme for Freshwater Aquaculture," sponsored by the Ministry of Agriculture, was held at the Institute on October 1-2, 1991. Participants (75) included Secretaries, Commissioners, and Directors of Fisheries of various states, senior bankers, Directors of fishery research institutes (CIFA, CIFE and CICFRI), officials from the Ministry of Agriculture, and academics from universities and ICAR.

A two-day conference on "Dynamic Systems and Control," sponsored by CMA, the Gujarat Chapter of the Operations Research Society of India, and the Indian Society of Agricultural Engineers, was held at the Institute on November 28-29, 1991. It had five modules:

Dynamic Systems in Management  
Dynamic Systems in Agriculture  
Dynamic Systems in Agricultural Engineering and relevant Physical Sciences  
Simulation  
Dynamic Optimization and Dynamic Games

A workshop on "Rural Workers' Participation in Wastelands Development," sponsored by FAO, was held at the Institute from January 27 to February 2, 1992. Thirty-five participants attended.

A three day workshop on "Sustainable Development of High Risk Environments", sponsored by the Swiss Development Cooperation, was held at the Institute on March 9-11, 1991. Thirty-five participants attended.

## 2. Centre for Regional Management Studies

A panel discussion on "Gujarat's Case for Increased Royalty on Crude Oil and Natural Gas" was organized jointly by CRMS and the *Indian Express* on July 22, 1991. V.B. Buch (Additional Chief Secretary, Oil and Natural Gas, Government of Gujarat); M.K. Mistry (Resident Editor, *Indian Express*), Professors T.K. Moulik and A.N. Oza (IIMA), Dinesh Shah (ex-Minister of Finance, Government of Gujarat, and Director, Vikas Bharati Institute), and F.B. Virani (Managing Director, Gujarat Gas Co. Ltd.) were among the speakers.

A workshop on "The Role of a Nominee Director" under the auspices of CRMS was organized at the Institute on January 11, 1992. The workshop, coordinated by Professor V.L. Mote, was sponsored by the Gujarat Industrial Investment Corporation Ltd. to forge a valuable link between industry and institutions and to set up a useful mechanism for effective monitoring and follow-up.

The second Winter School on Stochastic Models in Management Science for college and university teachers of the Gujarat region was offered under the auspices of CRMS from February 19 to 28, 1992. Nine participants from all over Gujarat and one from Tamil Nadu attended the programme which was coordinated by Professor N. Ravichandran.

Professor Anil Bhatt's proposal for a study on "Managing Opium Deaddiction" has been given partial financial support by CRMS. Two-thirds of its cost would be financed by the Bhansali Trust. The findings of the study will be shared within and outside the institute through a seminar/workshop.

CRMS awarded a fellowship of Rs 9,000 to Dr. D.J. Danak, Lecturer, B.H. Commerce College, Vallabh Vidyanagar, to facilitate his participation in the 13th FDP.

Professor Ravindra Dholakia was invited to participate in a panel discussion on the Kelkar Committee's Report and Energy Pricing Policy which was organized by Vikas Bharthi Institute of Policy Studies Research and Futurology, Ahmedabad, on August 8, 1991.

An abridged report on "Voluntary Efforts in Community Health" was brought out by Professor Anil Bhatt in May 1991. CRMS and SEWA- Rural financed this study.

## 3. Computer and Information Systems Group

### Research Projects in Progress

The following research projects are in progress :

- Impact of Organizational/Policy Changes on the Indian Telecommunication Sector
- Railway Operating Policies
- Interactive Job Shop Scheduling: The Part Shipment Case
- Model Based Diagnostic Expert Systems
- Minimum Rooted Arborescence: Weights on Arcs Case
- Descriptive Phase of Market Research on the Utilization of Management Information in India
- Algorithms for Exact Nonparametric Statistical Analysis
- Social Forestry: Micro Planning for a District using GIS

- Design and Implementation of an Algorithm for Conditional Multi- Variate Logistic Analysis

### **Teaching and Training Programmes**

The following courses were offered by the CISG faculty during the year:

#### *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 Simulation

#### *Faculty Development Programme*

Introduction to Computers

### **Programmes/Workshops**

A two-day International Workshop on "IT Manpower Needs in Developing Countries" sponsored by IFIP was held at the Institute from August 5 to 6, 1991.

A programme on "Manpower Planning for Software Exports" was jointly conducted with NASSCOM in November 1991.

A five day workshop was organized to present and discuss the results of the exploratory phase of the research on "Market Research on the Utilization of Management Information in India."

### **Software Development**

- "On-line Circulation System" (being redesigned) by T.P. Rama Rao
- "Periodicals Acquisition System" by T.P. Rama Rao
- "Indexing Services with ISIS - Network Support" designed by T.P. Rama Rao
- "Development of the Stock Exchange Game on Ingres" by Rekha Jain
- "Development of Reporting and Querying System" (ongoing) by Rekha Jain
- "Crew Scheduling in South Central Railway" by G. Raghuram, S. Manikutty, V. Venkata Rao, and T.A. Roy.

### **Computer Configurations at the Institute**

During the year, a major network connecting the PC systems in the faculty offices and administrative units was established. A Local Area Network (LAN) has also been installed for the Students Computer Lab. The CISG faculty played a major role in the design and implementation of these networks.

## Seminars/Conferences/Workshops

Professor S.C. Bhatnagar presented a paper on "Impacting Rural Development: Need to Move Beyond Technology" at the Computer Society of India Annual Convention. He presented a paper on "Strategies for Creating Socio-Economic Impact through IT in Developing Countries" at the International Conference on Social Implications of Computers in Developing Countries, Nairobi, Kenya, on March 23-25, 1991. Another paper presented by him was "Computer Technology: An Appropriate Means of Overcoming Poverty in Third World Challenges" at the conference on Science and Peace in a Rapidly Changing Environment in Berlin on November 1991. He presented a paper on "Impact of Information Technology in Rural Development" in a workshop on Information Technology for Socio- Economic Development Dhaka, Bangladesh, on May 11-15, 1992. His other presentations were: "IIMA's Role in Manpower Development for Software Industry" at a workshop on Manpower Requirement for Software Exports on November 15-16, 1991; "Computers for Development" at the Bangladesh Computer Council on September 18, 1991; and "Computer Based MIS for Rural Health Care Delivery" at the International Centre for Diarrhoeal Disease Research, Bangladesh, on September 16, 1991.

Professors Rekha Jain and G. Raghuram presented a paper on "Implementation of Operations Information System: The Case of Indian Railways" at the International Conference on Social Implications of Computers in Developing Countries held in Nairobi, Kenya, on March 23-25, 1992.

Professors G. Raghuram and V. Venkata Rao's paper on "Computer Based Crew Scheduling Systems for Indian Railways" has been accepted for presentation at COMPRAIL, Washington, D.C., in August 1992.

Professors G. Raghuram, S. Manikutty, and V. Venkata Rao's paper on "Simulation Models to Evaluate Railway Operating Policies" has been accepted for presentation in the World Conference on Transport Research, Lyon, France, in June 1992.

Professor V. Venkata Rao and C. Shyam Prasad's paper on "Gantt Chart Colouring" was presented at the CSI-91 Conference held at New Delhi on September 29 - October 2, 1991.

Professor G. Raghuram presented a paper on "Computer Based Models for Road Transport Undertakings" at the conference on "Computer Applications in Road Transport Undertakings" at Hyderabad on October 29, 1991.

The papers "Computer Based Itinerary Planning on Transportation Systems" by Professor G. Raghuram and "A Decision Support System for Improving Railway Line Capacity" by Professors G. Raghuram and V. Venkata Rao were presented at the Workshop on Dynamic Systems and Control held at IIMA on November 28-29, 1991.

"An Assignment Model for Loco Balancing at a Railway Freight Terminal" by Professors S. Manikutty, G. Raghuram, and V. Venkata Rao and "Spatial Optimization of the Fuel Purchase Decision for Road Transport Undertakings" by Professor G. Raghuram were presented at the ORSI Convention held at Bangalore on December 26- 28, 1991.

The paper "Information Technology and OR Practice: Retrospects and Prospects" by Professor Nitin R. Patel was presented at the 24th Annual Convention of ORSI held at Bangalore on December 26-28, 1991.

#### 4. Faculty Development Centre

Besides offering the one-year Faculty Development Programme, FDC also offered a five-week general management programme for teachers from the National Council for Cooperative Training, New Delhi, from April 22 to May 25, 1991, at Dehradun. Eleven IIMA faculty members were involved in conducting the programme.

FDC has mailed the brochure for the 14th FDP beginning June 25, 1992, to more than 400 institutions in India and abroad. The response to the mailing has been quite good.

#### 5. Public Systems Group

The Public Systems Group (PSG) in the Institute is the focal point for research, training, and organizational work on the management of various public systems. It consists of an inter-disciplinary faculty group working on management problems of government systems and public programmes. While many faculty members are involved in such activities from time to time, PSG members, with a substantial and continuing interest in public systems, constitute the core working group. The term "public" is used to qualify these systems because their leadership, direction and control are predominantly government or public in nature or the prime beneficiary is the general public.

The objective of PSG is to promote research which will generate concepts and theory for effective management of public systems and provide opportunities to the managers of public systems for developing managerial skills and techniques for better management of public systems and activities. The wide spectrum of public systems activities can be grouped into:

- Near-enterprise organizations such as hospitals, universities, electricity boards, public works departments, state transport corporations, and municipalities.
- Programmes such as health and family planning, education, housing, etc.
- Government departments concerned with developmental tasks such as education, industries, transport, health, etc.

#### Research Projects Completed

The following research projects were completed during 1991-92:

- Voluntary Effort in Community Health
- Alternative Delivery Systems for Poverty Alleviation Programmes.

#### Research Projects in Progress

The ongoing research projects are as follows :

- Rapid Appraisal of Jana Shikshan Nilayams in Gujarat
- Managing Opium Deaddiction
- Improving Family Welfare Programme Operations through Micro- level Planning Systems for Primary Health Centres in North Gujarat
- Role of NGOs in Development in Asian Region
- Case Research on Road Transport Undertakings
- Railway Operating Policies



- Government-NGO Relationships: Cases of Successful Collaboration
- Case Research on Kandla Bhatinda Pipeline Controversy

### Management Development Programmes

A three-week training programme on *Management Concepts and Decision Making Techniques for IAS Officers* was offered from December 9 to 27, 1991. Twenty participants attended this programme.

A five-day training programme in *Policy Issues and Problems in Transport Sector* was offered from April 6 to 10, 1992. Thirty-five participants attended this programme.

### Fellow Programme in Management (PSG)

The PSG faculty offered the following courses to second year PSG students in FPM in the academic year 1991-92:

- Public Management
- Management of Social Development Programmes
- Seminar on Social Sciences and Policy

### Workshops/Conferences/Meetings

Professor D. V. Mavalankar attended a trainer's workshop on "Qualitative Methods in Health Research" from November 11 to 15, 1991, at Tata Institute of Social Sciences, Bombay, sponsored by Ford Foundation, New Delhi. He attended the National Neonatology Forum's Eleventh Annual Convention from February 20 to 22, 1992, at Trivandrum.

Professor J. K. Satia participated in a meeting in December 1991 on "Strategy for Service Delivery Research" as a part of new contraceptive technology introduction in Geneva. He presented a paper on "Sustainable Peripheral Population, Health and Nutrition Services for the Poor: The Experience of South Asia" at EDI sponsored Conference in August 1991. He presented another paper on "Strategic Perspectives in Promoting Spacing Method" at a conference organized by the Population Council in New Delhi in April 1992.

Professor G. Raghuram attended a seminar on "Computer Application in Road Transport Undertakings" organized by ASRTU/APSRTC on October 29, 1991, at Hyderabad and presented a paper on "Computer Based Models for Road Transport Undertakings." He attended a workshop on "Dynamic Systems and Control" organized by IIM, Ahmedabad, during November 28-29, 1991, and presented two papers on "Computer Based Itinerary Planning on Transportation Systems" and "A Decision Support System for Improving Railway Line Capacity." He attended the ORSI convention organized by ORSI, Bangalore Chapter, during December 26-29, 1991, at Bangalore and presented two papers on "An Assignment Model for Loco Balancing at a Railway Freight Terminal" and "Spatial Optimization of the Fuel Purchase Decision for Road Transport Undertakings." He attended a workshop on "Advances in Transportation Systems: Planning and Management" organized by IIT Madras during March 12-13, 1992, at Madras and presented a paper on "Computer Based Itinerary Planning on Transportation Systems". He attended a workshop on "Transport Policy" organized by IIM, Ahmedabad, during April 6-10, 1992, at Ahmedabad and presented three papers on "Integrated Transport Management," "Overview of Logistics Management," and "Analysis of Wagon Utilization for the Indian Railways." He attended a world conference on

"Transport Research" organized by WCTR during June 29-July 3, 1992 at Lyon, France, and presented three papers on "Simulation Models to Evaluate Railway Operating Policies," "Analysis of Wagon Utilization for the Indian Railways," and "Indian Motor Vehicle Industry: Policy Alternatives for Meeting Passenger Road Transport Service."

Professors S. Manikutty and G. Raghuram attended a conference organized by ASRTU on March 23-24, 1992, at New Delhi and presented a paper on "Privatization in Road Transport: Lessons From Country Experiences."

#### **6. Ravi Matthai Centre for Educational Innovation**

During the year 1991-92, a regular group was set up with primary and secondary membership of the Ravi Matthai Centre for Educational Innovation. This group succeeded the earlier steering committee which was carrying out the Centre's activities till June 1991. The institution building experiences of the IIMA faculty were compiled. Selected faculty members were interviewed and a book writing project was initiated to capture the institution building experiences. The institution building work with the Academy of HRD continued and work was initiated with the Baroda Productivity Council. A workshop sponsored by Friedrich Naumann Foundation was conducted on "Identification of Management Training Needs of the NGOs and Voluntary Agencies" during November 1991.

#### **7. Entrepreneurship Group**

The formation of a fullfledged Entrepreneurship Group during the year has given further thrust to activities in developing high quality entrepreneurship with innovativeness as the hallmark. This Group studies entrepreneurial practices of fast growth firms having pioneering and innovative orientation and facilitates learning among entrepreneurship development agencies where these methods can be introduced to upgrade the prevailing practices.

The Group is currently involved in research on pathbreaking entrepreneurs, interpersonal networking among pioneering entrepreneurs, computer applications among small growth firms, venture capital, professionalization in entrepreneurial organizations, and technology transfer to small firms from national research laboratories. Besides, the Group undertakes training and consulting in this important field.

#### **8. International Management Group**

The International Management Group has been recently constituted with an aim to play a pioneering and leadership role in facilitating the process of internationalization in India and the Third World. The Group will strive to develop relevant knowledge through research, both applied and conceptual, and disseminate it by innovative training programmes for practising managers and also provide inputs in the second year of the Post-Graduate Programme for the benefit of students who may like to take up careers in international management. The Group also plans to assist firms, industry associations, government, and other supporting organizations by providing consulting services, undertaking research studies, action research, and by working with them in an advisory capacity. The Group will develop teachers and researchers in the field of international management by offering a doctoral specialization package in FPM.

The Group is in the process of developing cases on different aspects of international management with special emphasis on identification of export markets and developing entry and expansion strategies, design of relevant organization structures, strategic planning and control in Third World MNCs, etc.

### **9. Industrial Policy Management Group**

The Industrial Policy Management Group (IPMG) was set up in March 1992 as one of its new thrust areas. The faculty and research staff of IPMG have backgrounds in economics, engineering, finance, management, political science, industrial relations, and related disciplines, and its activities would include research, teaching, and consulting on various themes related to industrial policy formulation, management and effectiveness with regard to industry structure, conduct, and performance.

IPMG would participate in the existing industry based courses, and design new research based courses on industrial policy, and industry structure, conduct, and performance. These would be both for the young students in the Institute's PGP/FPM as well as for practising managers. Through these courses, the Group expects to train young men and women to take up careers in industry, and to improve the decision-making and management skills and competence of practising managers. Currently, the Group has been conducting a programme on *Industrial Policy Planning and Development for IAS Officers*.

## E. Disciplinary Areas

The Institute has seven academic groups called areas, namely Business Policy, Economics, Finance and Accounting, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods. These areas primarily man the Post-Graduate and Fellow Programmes.

### 1. Business Policy

The Business Policy area offered compulsory and elective courses on various facets of managing an organization as a whole in the Post- Graduate. FPM, and Management Development Programmes of the Institute. The area developed two elective courses, namely International Business and New Venture Management, for the Post- Graduate Programme participants in addition to the one on Managerial Oral Communication. A new doctoral course titled International Strategic Management was developed for FPM students.

The area continued research in managerial communication environment and organization, strategic management of technology, small enterprise and entrepreneurship, and internationalizing Indian business. In the field of managerial communication, studies have been carried out to understand the potential of new communication technologies. In the sector of small enterprises, studies have been undertaken to understand strategic planning practices, growth of entrepreneurship, and networking practices. The area members presented the findings of their studies in international workshops.

The area offered a management development programme on Strategies for Competitive Advantage for top managers.

### 2. Economics

The Economics area offered compulsory and elective courses in the Post-Graduate Programme, Fellow Programme in Management, and Management Development Programmes for practising executives covering various aspects of economics and management.

In the Post-Graduate Programme. Economic Analysis and Economic Environment and Policy (I and II) were offered as compulsory courses while the electives offered for the PGP second year students included Economic Analysis for Business Planning, Project Planning for Industrial Development, International Banking, and Finance and Game Theory and its Applications.

In the Fellow Programme in Management, courses offered as electives included Advanced Micro Economics. Advanced Macro Economics. Econometrics, Industrial Structure and Policy, Growth and Planning, and Urban Economics.

### 3. Finance and Accounting

The Finance and Accounting area offered Management Accounting (I and II) and Finance (I and II) as compulsory courses in the Post- Graduate Programme. The elective courses offered in the second year included Investment and Portfolio Management. Management of Financial Institutions, and Management Control Systems.

The research interests of the area cover analysis of share price indices; evaluation of mutual funds; studies on capital market efficiency; interrelationships between stock markets, money markets, and bullion markets; valuation of securities; financial patterns of companies; financial performance of public enterprises in India; corporate strategy and financial policy; financial management of financial institutions; accounting policy issues; and international finance.

#### **4. Marketing**

The area's activities relate to teaching, research, faculty development, management development, and consultancy work in specialized fields like quantitative methods, media planning, consumer behaviour, advertising, product management, international marketing, sales and distribution management, and social marketing, apart from overall marketing management.

The area offered two compulsory core courses in marketing to the first year students of the Post-Graduate and the Fellow Programmes. In the second year of the Post-Graduate Programme, the area offered electives such as Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, International Marketing, Industrial Marketing, Sales and Distribution Management, and Marketing Management and Consumer Movemen. In addition, the area offered advanced doctoral courses such as Marketing Theory and Contemporary Issues, Behavioural Science Applications for Marketing, and Quantitative Models in Marketing. The area continued research work covering a wide range of product-market situations and organizations in the Indian context.

#### **5. Organizational Behaviour**

The OB area is an interdisciplinary group with members having basic academic background in psychology, sociology, and organizational and administrative sciences. The area offered courses dealing with entrepreneurial motivation, management of creativity and innovation, issues of careers, roles, and identity, consulting styles, management of excellence, etc. in the Institute's Post- Graduate and Fellow Programmes and to practising executives. Some of the advanced courses offered to doctoral students included Advanced Research Methods, Applied Behavioural Science-I and II, and Organizational Theory, Faculty members in the area continued research in topics such as stress management, values and expectations of management graduates, executive competence, organizational learning, management of excellence, gender issues at workplace, managerial leadership styles, and cognitive processes associated with uncertainty and complexity.

#### **6. Personnel and Industrial Relations**

The Personnel and Industrial Relations area continued to actively contribute to teaching, research, and consulting activities of the Institute. It organized workshops on International Dimensions of Human Resources Management, and Wages, Productivity, and Employment. The faculty pursued research on strategic factors in human resources management, comparative industrial relations, wage trends and wage structures, and industrial conflict.

A collaborative study titled *Emerging Issues in Human Resources Management* was brought out by the area.

### **7. Production and Quantative Methods**

Apart from contributing to the regular first year PGP courses, the Production and Quantitative Methods area offered several electives in the second year of PGP: Statistical Methods in Data Analysis (2 sections), Manufacturing Policy, and Project Management. The area introduced a new second year elective, International Innovations in Manufacturing. The area continued to contribute to FDP through a course on quantitative methods.

In addition to offering and teaching in MDPs, the area faculty contributed significantly to other areas like CMA, F&A, CISC, and PSG in conducting MDP or research activities. The area faculty actively participated in a Winter School organized by the Centre for Regional Management Studies for university and college teachers of Gujarat.

The area faculty continued to conduct research in areas such as energy, transportation, irrigation, manufacturing, information systems, operations research, stochastic models, etc.

## F. Alumni Relations and Activities

### Alumni Seminar Reunion

A PGP/FPM Alumni Seminar Reunion was organized on February 8-9, 1992. The seminar theme was "Information Technology Revolution and its Managerial Implications." The special guests for the Reunion were the PGP batches of 1968, 1973, 1978, 1983, and 1988, and FPMs entering in 1971, 1976, 1981, and 1986.

A 104-page souvenir was brought out for the Alumni Reunion which carried articles on the theme of the seminar, and photographs and excerpts from the yearbooks of the reunion batches.

Henceforth MEP and FDP participants of specified batches will also be special guests for the Reunion. Planning for the Seminar Reunion to be organized on February 13-14, 1993, has begun in full earnest with significant initiatives from the Ahmedabad Alumni chapter. The seminar theme will be "Dreaming About IIMA."

### Alumnus

Three issues of the *IIMA Alumnus* were brought out during the year. The *Alumnus* features activities of the Institute and topics of general interest to the alumni. Alumni Associations of other Institutions, Information Technology, and Entrepreneur Alumni were the themes of the September 1991, January, and May 1992 issues.

### Souvenirs

The Alumni Office has a wide range of souvenirs for the alumni like neck tie, stickers (for scooters and cars), embroidered wall hangings, Patari (jewel box), IIMA designer watches, T-shirts, post cards, and greeting cards. Sales of the items have been quite good.

### Chapter Activities

Apart from regularly organizing activities, the chapters have been requested to celebrate December 11 as the Institute Day.

The Ahmedabad chapter organized a dinner get-together on December 14, 1991.

The Delhi chapter, jointly with Feedback Ventures Collaborations Services Pvt. Ltd., arranged cocktails and dinner on December 7, 1991. The Delhi Chapter Directory was also released on this occasion.

The Lucknow chapter organized a talk on "Professionalism in the Corporate Sector: Different Points of View" by V. Kannan, Branch Manager, L & T, and Shalin Jain, a chartered accountant who writes a column in the local English daily, the *Pioneer*.

The Madras chapter elected its new executive committee on December 13, 1991.

The large number of alumni based in Jakarta have formed a chapter there. The first get-together of the chapter was held on October 23, 1991. It was attended by nine alumni and Professor S. K. Bhattacharyya who was the chief guest. Another get-together was held on February 22, 1992.

### **Executive Committee of IIMA Alumni Association**

Two executive committee meetings were held during the year. Elections were organized for the new executive committee between September 1991 and February 1992. The new committee took over on February 8, 1992, and will hold office till February 1994.

### **Fund Raising by Alumni**

The ongoing fund raising activities from the alumni for the Institute have yielded excellent results:

*Professor Labdhi Bhandari Endowment Fund* : This fund has crossed Rs. 600,000 and action has been initiated to find a suitable incumbent - a senior executive in marketing - who will receive a fellowship to spend 3-4 months at the institute. This will be an annual feature.

*PC-LAN in the Students' PC-LAB* : A sum of Rs. 550,000 was donated for a PC-LAN in the student's PC-LAB by ANZ Grindlay's Bank, initiated by the alumni in the bank.

*Chaudhary-Padmanabhan-Pant FPM Fund* : Nearly Rs. 90,000 has been collected in memory of the three FPMs who are no more with us. The funds will be used to promote research by FPMs. The target is Rs. 150,000.

*Miscellaneous* : About Rs. 12000 was contributed by various alumni, including the batch of 1991, towards improving facilities at the Institute for students.



## G. Vikram Sarabhai Library

For the period under review, the growth of the Library's collection is shown below:

	Number	Expenditure
Books	2239	Rs. 5,70,125.00
Periodicals	627	Rs. 13,73,783.00

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 abridged versions.

### Computerization Programme

A database containing about 10,000 records of journal articles, *Economic Times* and *Financial Express* articles, and the current addition of books has been created using the CDS/ISIS package of UNESCO.

Search by keywords and by areas were done and index of articles, books, and new items were supplied on floppies in Wordstar readable format within and outside the Institute. Demonstration was given for accessing computerized indexing services on the LAN system.

Computerized indexing services include:

- Index of articles from current issues of specified periodicals
- Management News Index Services
- Current additions list

*Current Contents of Periodicals* was circulated to the respective areas.

The circulation system generated reports on transactions numbering over 20,000 and answered queries in respect of issue status, overdue charges, reservations, etc.

The periodicals acquisition system for periodicals management has stabilized and reports like orders, orders follow-up, and reminders are generated. Efforts are being made to make the system more efficient and speedy.

Computer-based book acquisition control system and catalogue system are being developed.

### Utilization of Management Information

Results of the exploratory phase of the study on "Utilization of Management Information" were analysed and discussed at a review meeting held from September 16 to 21, 1991. Information product ideas for testing and revised instruments for administering in the descriptive phase of the study were developed. Data collection from respondents in business, industry, government, and academics is progressing and more than half the work is over.

### **Personnel Development**

Mr. R. M. Mehta, Head of Acquisition Department, was deputed to a training programme on Library Automation and Software Packages with emphasis on CDS/ISIS at INSDOC, New Delhi.

Two senior professional assistants and two counter assistants were deputed to a six week training programme on CDS/ISIS conducted by Amola Lok Kalyan Charitable Trust, Ahmedabad.

Three Library staff have successfully completed the Master's degree in Library and Information Science.

## H. Grant-in-Aid

The Institute received grant-in-aid of Rs 4,26,00,000 for 1991-92 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
(Rs.)				
Indian Institute of Management, Ahmedabad				
Non-Plan	16,243	3,26,00,000	3,25,89,225	27,018
Plan	16,178	1,00,00,000	1,00,00,496	15,682

During the year the Ministry informed the Institute that the revenue grant for 1992-93 would be frozen at the 1991-92 level and suggested that the Institute cope with the likely deficit on account of this with revenue increasing and cost cutting measures.

# I. Administrative Activities

## Personnel

During the year, the following personnel were appointed:

Trilochan Sastry joined as Assistant Professor in the Production and Quantitative Methods area on May 1, 1991.

V.R.S. Cowlagi joined as Visiting Faculty in the Public Systems Group on July 8, 1991, for one year.

Dileep Mavalankar joined as Visiting Professor in the Public Systems Group on August 1, 1991, for two years.

A.B. Rastogi joined as Visiting Faculty in the Economics area on November 5, 1991, for one year.

Dilip V. Gupte joined as Administrative Officer on November 26, 1991.

Dipak Bhogilal Bhojak, peon (November 1, 1991); Rajeshkumar Laxminarayan Gupta, gardener (November 1, 1991); Uma Baskaran, steno-typist (December 23, 1991); Bindu Joseph, steno-typist (January 1, 1992); P. Uma Maheshwari, steno-typist (January 7, 1992); and V.P. Vinod Kumar, steno-typist (January 15, 1992) joined the Institute on the dates mentioned against their names.

## Leave of Absence

Professors K.V. Ramani, Anand Gupta, Mirza Saiyadain, and R. Sridharan were granted leave of absence during the year. Professor M.N. Vora was granted one year sabbatical leave.

## Resignations

Professor Nirmala Murthy, K. Nelson, P.P. Mukundan, Shrenik C. Shah, Sumersingh N. Ahir, Betty Joseph, Ravee Choudhary, K. Anil Kumar, S. Balakrishnan, and J. Venkataramanan resigned from the services of the Institute during the year. The Institute wishes them good luck in their new assignments.

## Retirements

After serving the Institute for 22 years, Professor Narayan R. Sheth, former Director, retired from the services of the Institute on November 30, 1992. Professor Sheth joined the Institute in 1969 and served in many capacities. He is a distinguished academic and has several publications to his credit. The Institute wishes him good luck in his future endeavours.

D.C. Antani, A.P. Pandey, and R.M. Barot retired from the Institute after attaining the age of superannuation. All of them were associated with the Institute for very long periods and had rendered distinguished services. S.T. Barge and Mrs. Sreedevi Kutty opted for voluntary retirement. The Institute wishes them good luck.

## Outside Assignments

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Professor K.V. Ramani	National University of Singapore	June 19, 1991, to June 20, 1992
Professor Anand Gupta	University of Florida	July 1, 1991, to June 30, 1992
Professor Mirza Saiyadain	McGill University	September 1, 1991, to August 31, 1992
Professor R. Sridharan	London School of Economics	September 1, 1991, to August 31, 1992
Professor Abraham Koshy	Sponsored by the Institute under EEC programme at ESSEC and INSEAD, France	October 1, 1991, to June 30, 1992
Professor N. Venkiteswaran	Sponsored by the Institute under EEC programme at ESSEC and INSEAD, France	October 1, 1991, to June 30, 1992

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## Staff Awards/Honours

Mr. J. F. Pandya and Dr. K. R. Pichholiya shared the Gyanvir Award instituted by the Institute for outstanding contributions in their respective fields.

Messers D. C. Antani, R. M. Barot, and A.P. Pandey received the Karmavir Award instituted by the Institute.

**Welfare Activities** The Welfare Committee continued its activities of encouraging IIMA employees and their children in the field of education.

During 1991-92, 545 children of 215 employees received educational aids such as slates, note books, and text books.

A service week was organized from November 18 to 25, 1991, on the campus in collaboration with the Lions Club during which checkups for eye, teeth, diabetes, and cancer were organized. Many employees took advantage of these check-ups.

A voluntary blood donation camp was organized on November 29, 1991, in which many employees and students, actively participated and donated blood.

The Institute Day was celebrated with to emendous enthusiasm on December 11, 1991. Members of the IIMA community put up a variety entertainment programme. The Welfare Committee gave away merit awards to 38 children of IIMA employees for meritorious performance in SSC, HSC, and graduation examinations.

## Campus Development

**Married Students Quarters for FPM Students:** Sixteen married students quarters for FPM students were conceived in the master plan and eight of them were completed. Construction

of the remaining 8 quarters is on hand and is expected to be over by end 1992. They are being constructed to a modified plan with six married students quarters for FPM students and one family unit for a visiting faculty.

**New Complex:** Work on the new complex, consisting of an auditorium, an office complex, and the computer centre, continued apace.

**Compound Wall/Fencing around New Acquired Land:** For security and demarcation purposes, work on putting up compound wall and barbed wire fencing around the newly acquired land has begun.

## **Appendices**

*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
1991-92	83	63	529	5	680

*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
1991-92	367	45	412



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
1991-92	2544	489	582

*Appendix IV*

**Board of Governors**

**Chairman**

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

**Members**

M.P.M. Kutty  
Director University Division  
Ministry of Human Resources Development  
New Delhi

S.K. Banerjee  
Financial Adviser (Education)  
Ministry of Human Resources Development  
New Delhi

Suresh Kumar  
Secretary  
Department of Public Enterprises  
New Delhi

N.R. Krishnan  
Additional Secretary  
Department of Industrial Development  
New Delhi

K.V. Harihar Das  
Chief Secretary  
Government of Gujarat  
Gandhinagar

R. Balakrishnan  
Principal Secretary  
Government of Gujarat  
Gandhinagar

P.V. Indiresan  
Indian Institute of Technology  
New Delhi

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

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

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

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  
New Delhi

A.K. Dhan  
Cambridge School  
Ranchi

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

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

Pramod Verma  
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 Ltd  
New Delhi

Pradip N. Khandwalla  
Director  
Indian Institute of Management  
Ahmedabad

D.V. Gupte  
Administrative Officer  
Indian Institute of Management  
Ahmedabad

Secretary

*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 Kanalyalal  
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 Janmejay 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 & 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 & 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 L 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 C T Pethachi  
Managing Director  
Travancore Rayons Ltd.  
Madras

Mr Suhrid Sarabhai  
Suhrid 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.  
Bombay

Mr V F Banaji  
Executive-in-charge (Manpower Planning)  
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

Swadeshi Mills Co Ltd  
Bombay House  
Bruce Street  
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 \*  
Fellow (IIMA)

Ramesh Bhat  
Ph. D. (Delhi School of Economics)

Deepti Bhatnagar  
Fellow (IIMA)

S.C. Bhatnagar  
Fellow (IIMA)

Anil Bhatt  
Ph.D. (Chicago)

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

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

V.R.S. Cowlagi  
I.A.S.

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. (Saugar)  
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)

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

A.K. Jain  
Fellow (IIMA)

- Rekha Jain  
Ph.D. (IIT, Delhi)
- B.H. Jajoo  
Ph.D. (IIT, Kanpur)
- Jerome Joseph  
Ph.D. (Madras)
- A.H. Kalro  
Ph.D. (Minnesota)
- Sashi Kolavalli  
Ph.D. (Illinois)
- M.G. Korgaonker  
Ph.D. (IIT, Bombay)
- Ashok N Korwar  
Ph.D. (California)
- Abraham Koshy  
Fellow (IIMA)
- Somdeb Lahiri  
Ph.D. (Minnesota)
- T. Madhavan  
Fellow (IIMA)
- S. Manikutty  
Fellow (IIMA)
- Dileep Mavalankar  
M.D. (Gujarat)  
Dr. P.H. (Johns Hopkins)
- Sasi B. Misra  
Ph.D. (California)
- Arun Monappa  
M.A. (Madras)  
M.Sc. (London School of Economics)
- V.L. Mote  
Ph.D. (N. Carolina)
- T.K. Moulik  
Ph.D. (IARI, New Delhi)
- Sipra Mukhopadhyay  
Ph. D. (Jadavpur)
- K.R.S. Murthy \*  
D.B.A. (Harvard)
- Gopal Naik  
Ph.D. (Illinois)
- S.V. Nathan  
Fellow (IIM Ahmedabad)
- Ajay N Oza  
Ph.D. (Bombay)
- I.M. Pandey  
Ph.D. (Delhi)
- Indira J. Parikh  
M.Ed. (Rochester)  
Ph.D. (Gujarat)
- Nitin R. Patel  
Ph.D. (MIT)
- D.M. Pestonjee  
Ph.D. (AMU)
- V. Raghunathan  
Fellow (IIMC)
- G. Raghuram  
Ph.D. (North Western)
- K. Ramachandran  
Ph.D. (Cranfield School of Management)
- K.V. Ramani \*  
Ph.D. (Cornell)
- S. Ramnarayan  
Ph.D. (Case Western Reserve)
- T.P. Rama Rao  
M.Tech. (IIT, Kanpur)
- S. Sreenivas Rao  
M.A. (Osmania)  
M.A. (Syracuse)

T.V. Rao  
Ph.D. (SPU)

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

A.B. Rastogi  
Ph.D. (Liverpool)

N. Ravichandran  
Ph.D. (IIT, Madras)

J.L. Saha  
Ph.D. (Case Western Reserve)

Mirza S. Saiyadain \*  
Ph.D. (Kansas)

Trilochan Sastry  
Ph.D. (MIT)

J.K. Satia  
Ph.D. (Stanford)

S.P. Seetharaman  
Ph.D. (SPU)

Girja Sharan  
Ph.D. (Cornell)

P.M. Shingi  
Ph.D. (Illinois)

P.R. Shukla  
Ph.D. (Stanford)

Gurdev Singh  
Ph.D. (Illinois)

J.P. Singh  
Ph.D. (Akron)

R. Sridharan \*  
Ph.D. (Carnegie-Mellon)

U.K. Srivastava  
Ph.D. (Lucknow)

Devi D. Tewari  
Ph.D. (Saskatchewan)

A. Tripathy  
Ph.D. (London School of Economics)

Jayanth Rama Varma  
Fellow (IIMA)

S. Vathsala  
Fellow (IIMA)

N. Venkiteswaran  
Chartered Accountant

Pramod Verma  
Ph.D. (Manchester)

M.N. Vora  
DBA (Harvard)

S. Yegneshwar  
Ph.D. (IIT, Bombay)

#### Research Staff

Milan Agnihotri  
M.B.A. (H.S.Gaur)

Angel Annamma  
M.B.A. (Pune)

S.R. Asokan  
M.A. (Madras)

K.R. Babu  
M.Sc. (Bangalore)

Jyotsna Bhatnagar  
M.A. (Lucknow)

Chetan Bhatt  
M.Sc. (Gujarat)

Jayant Bhatt  
M.Sc. (Gujarat)  
Dip. Computer Sc. (SPU)

Ketan Bhatt  
M.Sc. (Bombay)

---

\* On leave

V. Bhavani  
M.A. (Bharathidasan)  
Certi. Computer Programming

S.N. Chokshi  
B.Sc. (Gujarat)

Shruti Dave  
M.Com. (Bombay)

Tripti Pande Desai  
M.A., M.Phil. (Delhi)

Sunil Kumar Garg  
M.Sc. (Udaipur)

Lata Gopalan  
M.Sc. (Gujarat)

S.K. Iyer  
M.B.A. (Nagpur)

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

Yogesh Chandra Joshi  
M.A. (Jodhpur)

S. Kannan  
M.C.S. (Alagappa)

Sanjiv Kapoor  
Ph.D. (GB Pant University)

Devendra Kodwani  
M.B.A. (Gujarat)

M. Krishna Kumar  
M.E. (Gujarat)

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

Renu Kumar  
Ph.D. (IIT, Kanpur)

Sonal Kureshi  
M.B.A. (Gujarat)

Sanjay Lakhani  
B.E. (Gujarat)

J.G. Makwana  
M.Sc. (Gujarat)  
I.C.W.A. (Inter)

D.P. Mathur  
M.A. (Rajasthan)

Neelam Mehta  
M.Sc. (Gujarat)

Nina Muncherji  
M.A. (Gujarat)

Sumit Mustafi  
B.E. (Jadavpur)

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

S. Narayanan  
M.A. (Saugar)

Smruti Narayanan  
M.C.W. (Gujarat)

Mohan Paliwal  
M.Com. (Gujarat)

Manoj Kumar Pande  
M.M.S (BHU)

R.N. Pandya  
B.Sc. (Gujarat)  
Dip. DT & Comp. Mgmt. (Gujarat)

S. Paneerselvam  
M.Sc. (Madurai Kamaraj)

Shweta Parikh  
M.B.A. (Gujarat)

D.S. Parmar  
M.A. (MSU)  
PG Course in RRD (Israel)

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

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

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

C.S. Prasad  
M.Sc. (Andhra)

P.K. Priyan  
M.Com. (Calicut)  
M. Phil. (Cochin)

Gita Ranchan  
M.A. (Delhi)

Ch V. Rao  
M.B.A. (Osmania)

Vidya Sen  
M.B.A. (Gujarat)

Nitin Shah  
M.Sc. (Gujarat)  
Dip. Computer Sc. (Gujarat Technical Board)

Vijay K. Shah  
M.C.A. (MSU)

Bharati Sharma  
M.Sc.(MSU)

Louise Shirley  
M.Sc. (Madras)

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

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

Lizamma Thomas  
M.A. (Gujarat)

Philip Thomas  
Dip. Bus. Admn. (IIMA)

B.L. Tripathi  
M.A., B.Ed. (Rajasthan)

Priti Venaik  
M.B.A. (Gujarat)

Meeta Vora  
B.E. (Gujarat)

Shilpa Vora  
M.Sc. (MSU)

Preeta Vyas  
M.B.A. (Gujarat)

#### Administrative Staff

D.V. Gupte  
M.Sc.  
Administrative Officer and Member of the Faculty

Ravi Acharya  
Coordinator (Materials Production)  
M.A. (Bangalore)

B.S. Chauhan  
Dip. Civil Engg. (Gujarat)  
Site Engineer (Senior)

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

A. Ganapathy  
B.A. (Hons.)(Gujarat)  
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

N.V. Pillai  
M.A., LL.B. (Gujarat)  
Establishment Officer

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

K.M. Raghavan  
AICWA  
Finance and Accounts Officer

S.V. Ramamurthy  
M.A. (Gujarat), LL.B. (Delhi)  
Officer on Special Duty

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

S. Santhanam  
B.A. (Madurai)  
Programmes Officer (MDC)

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

Jayendra F. Pandya  
B.A. (Gujarat)  
Dip. Lib. Sc. (Bombay)  
Deputy Librarian

R.M. Mehta  
B.A., LL.B.  
Dip. Lib. Sc. (MSU)  
Head, Acquisition Department



**In Memoriam**

The Institute records with profound grief the sad demise of

**Premjibhai L. Patel, Head Cook, Students' Mess**

**V.R. Shivakumar, PGP-I (1991-93 batch)**

**Dr. K. Rama Naidu, participant of the 13th FDP**

during the year. The Institute offers heartfelt condolences to the bereaved families.

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, 1992.

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. 1,74,848 is outstanding towards advances to employees, 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. 8,25,39,317 is arrived at as under :-

- |   |                 |
|---|-----------------|
| (a) Capital Expenditure on building(verified with final bills in respect of works already completed). | Rs. 7,07,39,878 |
| (b) Advance to contractors against running bills subject to adjustment of final bills.                | Rs. 1,17,99,439 |

Rs. 8,25,39,317

  
SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS.

DATE:

10-6-1992

Vide Rule 17(1)  
**INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD**  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1992**

Previous year 1990-91	EXPENDITURE	Previous year 1990-91	INCOME
Rs.	Rs.	Rs.	Rs.
269593	TO EXPENSES IN RESPECT OF PROPERTIES Municipal taxes on buildings	316075	448274 BY RENT REALISED
43323293	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE-1	44696225	1235 BY INTEREST REALISED On loans and advances to Staff
3119595	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR	4863878	BY DONATION IN CASH OR KIND
9551185	(1) Post graduate Programme	16038844	Grant from Govt. of India Ministry of Education sanctioned during the year
12670700	(2) Short term Programme	28902722	Less: Amount transferred to balance sheet
170850	TO LEGAL EXPENSES	146350	a) representing expenditure on non-recurring items
30000	TO REMUNERATION TO AUDITORS	30000	b) House Building Advance Fund
10250	(1) Audit fees	3000	
40250	(2) Fees for other services	3000	
8084685	TO MISCELLANEOUS EXPENSES AS PER SCHEDULE-2	7150609	37520000
	TO EXPENDITURE ON OBJECTS OF TRUST	30029178	6520496
245600	i) Educational Scholarship (Post Graduate Prog.)	250400	30999504
1170443	ii) Fellowship to FBA	1160456	Add: Unspent balance of 1990-91 transferred from balance sheet
42000	iii) Fellowship to PDMF Participants	27000	32421
1458043	TO SURPLUS CARRIED OVER TO BALANCE SHEET	42700	31031925
32421		153779	42400740
		1168751	
		1322530	
		1368924	
66049835	<b>TOTAL</b>	74725537	<b>TOTAL</b>
		66049835	700260
			700260
			74725537

## NOTES:

- (1) The Institute has not received back the amount of P F Contribution of Rs. 67,22,660/- (Including Interest of Rs. 5,99,116/- for 1990-'91 and Rs. 7,36,186/- for 91-92) in respect of 129 employees who have opted for Pension Scheme. The said amount is at present, lying with IIM Employees' P F A/C and it is not treated as Institute's Income. This requires concurrence of Board of Governors and the Govt. of India.
- (2) Interest on investment of donation (including savings bank account) of Rs. 60,79,810/- has been credited to DONATION FROM INDUSTRIES in Balance Sheet. (Previous year Rs. 6,94,328/-).
- (3) Previous year's figures have been regrouped wherever necessary to make them comparable with those of current year.

As per our report of even date,  
subject to note no. (1) above.

TRUSTEES: P. N. Khandwalla  
DIRECTOR

D V Gupte  
ADMINISTRATIVE OFFICER

K. M. Raghavan  
FINANCE AND ACCOUNTS OFFICER

Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS

10.6.1992

INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDING 31ST MARCH, 1992

(3)

Previous year 1990-91	SCHEDULE 1 (EXPENDITURE)	Rs.	P.A.	Previous year 1990-91	SCHEDULE 3 (INCOME)	Rs.	P.A.
	ESTABLISHMENT EXPENSES				INCOME FROM OTHER SOURCES		
28811847	1)Salaries & Allowances	38288549			1)Receipts from various courses arranged during the year		
	a)Faculty & Staff			4153228	a)Post Graduate Programme	4630180	
2562012	b)Centre for Management in Agriculture *	2884831		12767587	b)Short term Programmes	19420328	
1782227	c)Consultancy & Sponsored Research Projects	2466734		16928735			21050588
463284	d)Chairs for Management Practices	186988		6222881	2)Consultancy & Research Projects		
				4883744	a)Consultancy Projects	6689514	
32738498	2)Travelling Expenses	34938294			b)Sponsored Research Projects	3821247	
567822	3)Supplies, Services & Contingencies	398783		18386625			18430761
9489287	4)Maintenance of Estate	8652462			3)Income from Chairs of		
528574		786686			a)Industrial Finance Corporation of India (Interest)	6759	
43323293			44696225		b)Larsen & Toubro Ltd. (Interest)	51623	
	SCHEDULE 2				c)State Bank of India	-	
	MISCELLANEOUS EXPENSES				d)Kasturbhai Lalbhai	-	
	1)Centre for Management in Agriculture *			147878	e)CMC Ltd.	188168	
597518	2)Other expenses of Consultancy & Sponsored Research Projects	534237		288888			245558
7871954	3)Research & Publication Exps.	6167943		34188	4)Grant from Govt. of India Ministry of Agriculture for Centre for Management in Agriculture		1828888
386958	4)Chairs for Management Practices	388859		143895	5)Scholarship from Industries		12088
61861	5)Expenditure on Research Projects met from F F Grant for Rupee Budget	59578		525865	6)Fellowship to PDME participants		27088
46394				1837888	7)Miscellaneous Receipts		5688492
8884685				128588	8)Forfeiture of CPF Contribution of resigned employees		53347
				42888	9)Sale proceeds of old equipment/ furniture of previous years		38188
				4254621			42889748
				91827			
				34271			
				34198644			

\* Includes Rs.7,88,268/- (including Rs.1,28,782/- towards excess expenditure over grant from Min. of Agriculture) met from CMA Fund.  
(Previous year Rs.13,22,538/-)

Date: \_\_\_\_\_  
TRUSTEES: P N Khandwalla  
DIRECTOR

*[Signature]*  
B V Gupte  
ADMINISTRATIVE OFFICER

*[Signature]*  
K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

*[Signature]*  
Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS

10 6 17 92

FUNDS AND LIABILITIES				ASSETS			
Previous year 31-3-91				Previous year 31-3-91			
Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
	TRUST FUNDS OR CORPUS				IMMOVABLE PROPERTIES		
	OTHER THAN EARMARKED FUNDS			83228882	As per Schedule 'C'		89482696
289841963	As per Schedule 'A'		239641298		MOVEABLE PROPERTIES		
	GRANT FROM FORD FOUNDATION			58862132	As per Schedule 'D'		59879432
9919698	As per Schedule 'B'		9888668	348893	STORES AT COST		291886
	LIABILITIES				INVESTMENTS		115496346
2324928	1.For Expenses	4878684		95582978	As per Schedule 'E'		
	2.For Advances				LOANS(UNSECURED)		
	a)Post Graduate Courses			46898	Loan Scholarships(One year old Rs.46398)		56398
281569	i)Due to PGP students	296742			ADVANCES	One yr old Current	
43968	ii)Due to FBA Students	57495				Rs. Rs.	
82795	iii)Due to PDMP participants	152438			To Employees		
328324			586667	3656479	a)House Bldg Advance	3736067	3736067
	3.Deposits and Sundry Credit Balances			638892	b)Conveyance Advance	995236	995236
47477	a)Security Deposits	66382		577898	c)Other Advances	12425	688857
	b)Sundry Credit Balances						613282
	i)Programmes & Projects	28246636		4872461		12425	5332168
18543227	ii)Others	7671985		1888284	To Others	99831	2461138
4955558							2568961
23498777	c)Retention amount for Building Contractors	27918541		6752665			7985546
352289		564547		142965	DEPOSITS		
23898463			28549398		Security Deposits		142965
26551715					INCOME OUTSTANDING		
	INCOME AND EXPENDITURE ACCOUNT		33934741		Interest	4714443	
11588	Balance as per last Balance Sheet	32421		4955689	Other Income(since received)	2376281	
					Grant due from Min. Of Agriculture (since received)	548888	
11588	Less:Amount transferred to Grant from Govt. of India Min.of Edu. in Income & Expenditure Account	32421					798724
				5488	DUE FROM STUDENTS		
32421	Add:Surplus as per Income & Expenditure account	42788		67823	Post Graduate Students	RS.	
32421					(a)One year old	3539	
246345797	TOTAL		283587391		(b)Current	72851	
				73223	FBA Students(incl.one yr.old 7825/-)	76398	
				18253	PDMP Participants	28839	
				5638	(incl. one yr.old Rs.5638)	11439	
				97114	CASH AND BANK BALANCES		115868
				4335749	As per Schedule 'F'		3386338
				42788			
				246345797	TOTAL		283587391

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

NOTE: Depreciation on Assets is not provided from 1.1.62 to 31.3.92.

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

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

TRUSTEES: P.N.Khandwalla  
DIRECTOR

D.V. Gupte  
ADMINISTRATIVE OFFICER

K.M. Nighavan  
FINANCE AND ACCOUNTS OFFICER

As per our report of even date

Sorab's Engineer & Co.  
CHARTERED ACCOUNTANTS

8 10 6 1992

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1992

(5)

SCHEDULE 'A'

OTHER EARMARKED FUNDS	Balance as on 1st April, 1991	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1992
	Rs.	Rs.	Rs.	Rs.
(i) LAND AND BUILDINGS				
1. Donation (Value of land donated by Govt. of Gujarat)	6456054			6456054
2. Contribution from Industries (including interest on investments)	51419888	6079810 (a)	1570000 (b) 3240000 (c) 2000000 (d) 5900000 (e) 4840000 (f) 100000 (g)	49597600
3. Grant from Ministry of Education for Building Expenses (Govt. of India)	48502000	5080000		53582000
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)	7321000	878000 (h)		8199000
(ii) ACADEMIC ACTIVITIES				
1. Library Fund (Sale proceeds for some of the books from Ford Foundation Grant & other teaching material)	3791831		3791831 (i)	
2. Library & Infrastructural Facilities Fund		4005113 (j) 1570000 (k) 1009465		6664579
3. Fund for CMA Programme	5377470	2824425	700250 (l) 73955 153250 (q)	7266422
4. Research & Publication/Development Fund	743547		743547 (m)	
5. Research, Publication & Thrust Areas Fund		1759492 (n) 3240000 (k) 1174617 654103	637604	5536505
6. Contribution for Research				654103
7. Donation for Regional Mgt. Study Centre (Endowment Rs. 6,00,000/- - Interest only to be used)	1538939	159909	41935	1656913
8. Chairs for Management Practices (Endowment Rs. 69,00,000/- - Interest only to be used)	7256859	2474504	246550 (1)	9484813
9. Public Systems Group Fund	1015946		1015946 (m)	
10. Donation to Vikalpa Fund	400225			400225
11. Centre for Education Innovation (Donation including interest)	4860238	657800	20076	5500662
12. Fund for Alumni Activities	960000	490000		1450000
13. Fund for Citi Bank Res. Endowment for CEI (incl. int.)	1848005	210270		2058275
(iii) STUDENTS AID				
1. Fund for Loan Scholarship to Students (including interest recovery)	840050	484000 (k) 153000		1477050
2. Fund from other parties for Loan scholarship to Students (interest only to be used)	2301124	270104	10000	2553220
3. Prof. Hegde/Haynes/Bhandari Memorial Funds (including interest on investment of Funds)	642034	279362	6000	916196
4. Scholarship to be credited to Students	179100	218000	179100	210000

## SCHEDULE 'A' (Contd.)

	Balance as on 1st April 1991	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1992
	Rs.	Rs.	Rs.	Rs.
(iv) FURNITURE & EQUIPMENT				
1. Grant-in-aid from Ministry of Education (Govt. of India & Govt. of Gujarat) (representing expenditure on Non-recurring items) (as per contra)	31210980	4920496	350797 (o)	35780679
2. Various Govt. items of Miscellaneous non-recurring including sale/write off	65950	72370	30100 (p)	108220
3. Funds for expenses on Computer	2301299	2000000 (k) 1896228	534242 (q) 1611077 (r)	4052208
4. Value of Equipment purchased from Fund for expenses on Computer (as per contra)	3835533	534242		4369775
5. Grant from USAID for non-recurring items for PMA (as per contra)	115371		15050 (o)	100321
6. Non-recurring expenses met from other sources	9423362	2282955	26243 (o)	11680074
7. Non-recurring expenses met from Library Fund (Furniture & Books)	2575575			2575575
8. Fund for equipment & furniture for Projects and Kitchen/Dining Complex	213282		213282 (i)	
9. Value of Equipment donated by American Express	166600			166600
(v) MISCELLANEOUS				
1. Fund for Conveyance advance to Faculty & Staff (Details for use of Funds as per Balance Sheet)	939979	24557		964536
2. Faculty & Staff Development & Welfare Fund	1170672	590000 (k) 234673	10000	1985345
3. House Building Advance Fund (including interest on investment) (details for use of funds as per Balance Sheet)	5552888	1600000 (a) 225185		7378073
<b>Total</b>	<b>209841963</b>	<b>48133400</b>	<b>18334153</b>	<b>239641290</b>

(a) Interest on Investment only	:(l) Transferred to Income & Expenditure A/C
(b) Transferred to Library & Infrastructural Facilities Fund	:(m) Merged with Research, Publication & Thrust Areas Fund
(c) Transferred to Research, Publication & Thrust Areas fund	:(n) Transferred from Research & Publication/Development
(d) Transferred to Fund for Expenses on Computer	fund Rs. 7,43,547 & Public Systems Group Fund
(e) Transferred to Faculty & Staff Development & Welfare Fund	Rs. 10,15,946
(f) Transferred to Fund for Loan Scholarship to Students	:(o) Adjustment of value of equipment sold
(g) Transferred to Welfare Committee Fund	:(p) Sale proceeds of old furniture/equipment upto 31-3-91
(h) Interest on investment of fund	transferred to Income & Expenditure A/C
(i) Merged with Library & Infrastructural Facilities Fund	:(q) Appropriated for purchase of equipment
(j) Transferred from Library Fund Rs. 37,91,831 and Fund for Equipment & Furniture for proj & K/D complex Rs. 2,13,282	:(r) Expenses of Computer Centre
(k) Transferred from Interest on Investment of Donation	:(s) Transferred from Income & Expenditure A/C.

TRUSTEES: P N Khandwalla  
DIRECTOR

D V Gupte  
ADMINISTRATIVE  
OFFICER

K M Raghavan  
FINANCE AND  
ACCOUNTS OFFICER

Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS

10-6-1992

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1992

(7)

SCHEDULE 'B'

	Balance as on 1st April 1991	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1992
	Rs.	Rs.	Rs.	Rs.
<b>GRANT FROM FORD FOUNDATION</b>				
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)	3502191	902882	31185 (a)	4373888
3. Fund for Vikalpa	550000	-	-	550000
4. Grant for Rupee Budget expenses	1107046	-	902882 (b)	204764
5. Fund for CMA expenses	8331	147	-	8478
<b>Total</b>	<b>9919000</b>	<b>903029</b>	<b>934067</b>	<b>9888660</b>

(a) Adjustment of value of equipments sold.  
(b) Appropriated for purchase of equipment.

SCHEDULE 'C'

	Balance as on 1st April 1991	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1992
	Rs.	Rs.	Rs.	Rs.
<b>IMMOVEABLE PROPERTIES:</b>				
1. Land at cost (received as Donation from Govt. of Gujarat)	64560	-	-	6456054
2. Land at cost (purchased)	487325	-	-	487325
3. Capital expenditure on building & advance to contractors for work under construction	76277423	6261894	-	82539317
<b>Total</b>	<b>83220002</b>	<b>6261894</b>	<b>-</b>	<b>89482696</b>

*P N Khandwalla*  
TRUSTEES: P N Khandwalla  
DIRECTOR

*D V Gupta*  
ADMINISTRATIVE OFFICER

*K M Raghavan*  
K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

As per our report of  
even date

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

10-6-1992



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1992

(a)

SCHEDULE 'D'

	Balance as on 1st April 1991	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1992
	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)	31210980	4920496	350797 (a)	35780679
2. Books, equipments, computer, etc. received/purchased from Ford Foundation Grant.	3502191	902082	31185 (a)	4373088
3. Equipments purchased for computer in IIMA (as per contra)	3835533	510092 24150 (b)	-	4369775
4. Equipment etc. purchased from Ministry of Agriculture Grant	35850	-	-	35850
5. Equipment etc. purchased for PMA met from USAID Grant	115371	-	15050 (a)	100321
6. Equipment etc. purchased from other sources.	9220032	2307105	26243 (a) 24150 (b)	11676744
7. Books purchased out of Library Fund.	2420163	-	-	2420163
8. Library Furniture met from Library Fund.	155412	-	-	155412
9. Equipment donated by American Express	166600	-	-	166600
<b>Total</b>	<b>50862132</b>	<b>8664725</b>	<b>447425</b>	<b>59079432</b>

(a) Adjustment of cost of equipments sold.

(b) Adjustment of cost of equipment transferred from item(6) to (3)

DATE: *P. N. Khandwalla*  
TRUSTEES: P. N. Khandwalla  
DIRECTOR

*D. V. Gupte*  
D. V. Gupte  
ADMINISTRATIVE OFFICER

*K. M. Raghavan*  
K. M. Raghavan  
FINANCE AND ACCOUNTS OFFICER

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

10-6-1992

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD.  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1992

(9)

SCHEDULE 'E'

As on  
31st March, 1991

Rs.	INVESTMENTS	Rs.	Rs.
	(i) Long Term Fixed Deposits with State Bank of India from the funds of :-		
3180000	(a) Chairs	3180000	
3934000	(b) Projects	2984000	
765000	(c) Others (Earmarked)	505000	
7879000			
45280000	(ii) Short/Long Term Fixed Deposits with Banks from other funds		6660000
24775000	(iii) Deposits with Public Sector Undertakings:- Miscellaneous Fund		61895650
	(iv) Investment in Units of Unit Trust of India:-		2667500
1751940	(a) Sheth Kasturbhai Lalbhai Chair Fund 15660 units of Rs.100/- each; Face Value Rs.15,66,000/- (previous year Rs.15,66,000/-) Market Value Rs.17,85,240/- (previous year Rs.17,85,240/-)	1751940	
1499600	(b) City Bank Research Endowment 13040 Units of Rs.100/-each; Face Value Rs.1304000/- (previous year Rs.1304000/-) Market Value Rs.14,86,560/- (previous year Rs.14,86,560/-)	1499600	
1493300	(c) CMC Chair Fund 13700 Units of Rs.100/-each; Face Value Rs.1370000/- (previous year Rs.1370000/-) Market Value Rs.15,00,000/- (previous year Rs.15,61,800/-)	1493300	
12984138	(d) Miscellaneous 90830 units of Rs.100/- each & 3,77,600 units of Rs.10/- each Face Value Rs.12859000 (previous year Rs.11202000) Market Value Rs.1,57,74,320/- (previous year Rs.1,33,64,736/-)	15508848	
17728978			20253688
95582978	TOTAL		115496346

Date:

TRUSTEES:

*P N Khandwalla*  
P N Khandwalla  
DIRECTOR

*B V Gupte*  
B V Gupte  
ADMINISTRATIVE OFFICER

*K M Raghavan*  
K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

As per our report of even date.

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

10-6-1992

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD.  
 SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1992.

(10)

SCHEDULE 'F'

As on  
31-3-91

Rs.	CASH AND BANK BALANCES	Rs.	Rs.
473141	In Current Account with State Bank of India	485949	
61991	In Current Account with State Bank of India (F.C.)	363668	
5000	In Current Account with Central Bank of India	5000	
286867	In Savings Account with Central Bank of India	154490	
3472836	In Savings Account with State Bank of India	2348974	
-----		-----	
4299835			3278081
25779	Postage Stamps on hand (including balance in Franking Machine)	18257	
10000	Cash on hand with Cashier (Imprest)	10000	
135	Cash with Hostel Mess	0	
-----		-----	
35914			28257
-----		-----	
4335749			3306338
-----		-----	-----
	<b>Total</b>		

Date:

As per our report of  
even date

*P. N. Khandwalla*  
 TRUSTEES: P N Khandwalla  
 DIRECTOR

*D. V. Gupte*  
 D. V. Gupte  
 ADMINISTRATIVE OFFICER

*K. M. Raghavan*  
 K M Raghavan  
 FINANCE AND ACCOUNTS OFFICER

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

10-6-1992

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