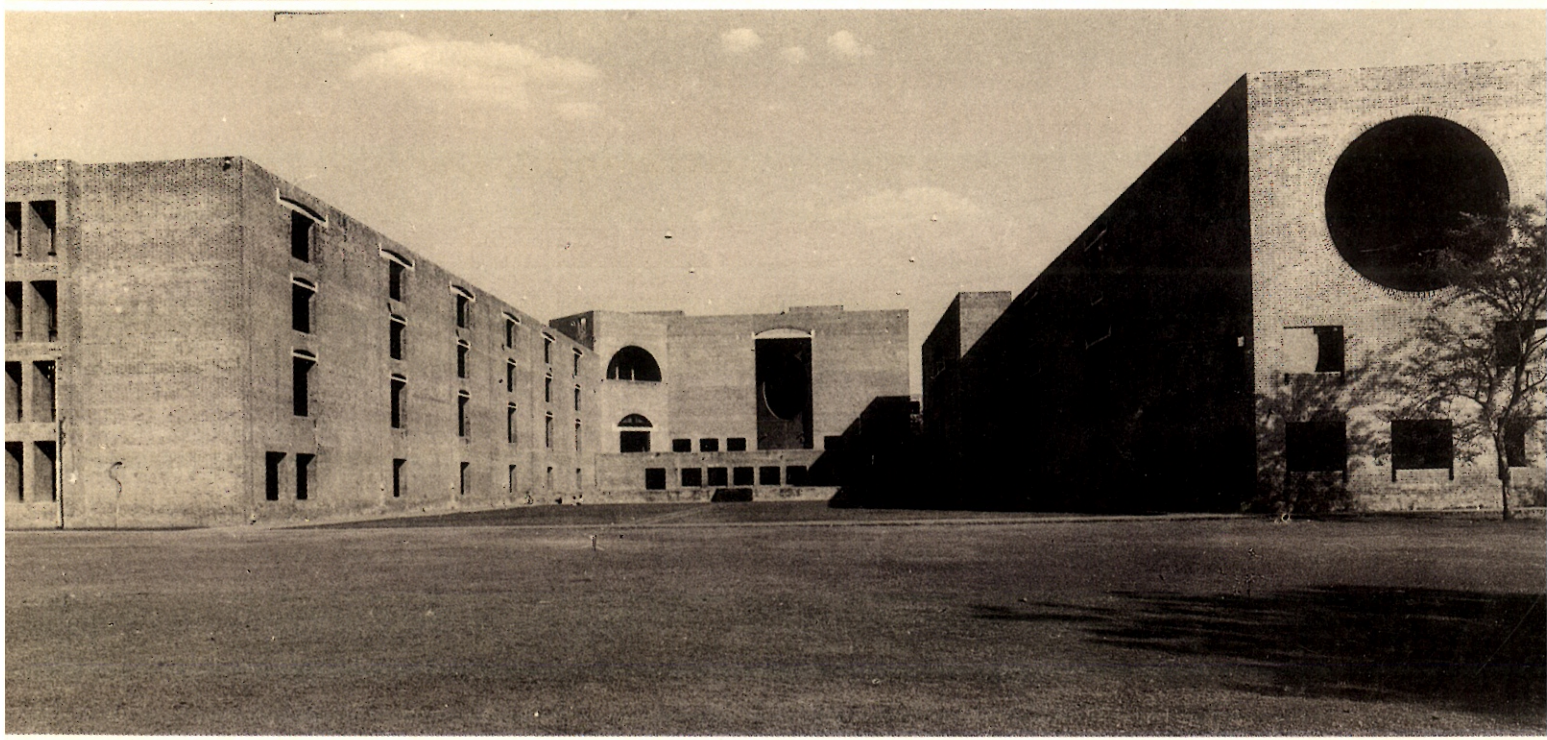




भारतीय प्रबंध संस्थान, अहमदाबाद

चौतीस वाँ वार्षिक प्रतिवेदन: 1995-96



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Thirty-Fourth Annual Report: 1995-96







INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

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Thirty-Fourth Annual Report: 1995-96



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# THE YEAR IN RETROSPECT

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## Highlights

This report covers the academic year 1-7-1995 to 30-6-1996 except for financial matters for which the period covered is the financial year 1-4-1995 to 31-3-1996.

1995-96 was once again an eventful year for IIMA. Mr. A.M. Ahmadi, Chief Justice of India, delivered the Convocation Address. During the year Dr. R.A. Mashelkar, Director-General, CSIR & Secretary, Department of Scientific and Industrial Research, New Delhi, delivered the Vikram Sarabhai Lecture, while Mr. Kantisen C. Shroff, former Managing Director, Excel Industries Ltd., Bombay, and Dr. Mohan Kaul, Director, Management and Training Services, Commonwealth Secretariat, London, gave the Institute Lectures. Search Committees for finding a successor to Professor S.K. Khanna, Chairperson of the Board, and a successor to Professor Pradip N. Khandwalla, Director, were set up. A Committee for Future Directions headed by Professor Amar Kalro was set up to review environmental challenges, current programmes and activities, and strategic options for the future. Research and consultancy remained buoyant and revenues from these two sources climbed by over 40% over 1994-95. Similarly, management development programmes were buoyant, recording a 30% increase in revenues. The Institute continued its march towards financial self-reliance by transferring about Rs.4.7 crores to the Endowment Fund started in 1993-94, which on 31-3-1996 stood at Rs.16.67 crore. The Institute's investments stood at Rs.32.06 crore, over three times the figure on 31-3-1991. During the year IIMA achieved V-SAT connectivity, and sharply upgraded computer facilities for students and MDP participants. A first was the programme on MDP jointly conducted with Asian Institute of Technology in Bangkok, Thailand.

During the year IIMA continued to maintain progress on its major objectives:

*Academic Excellence:* The foundations of IIMA's academic excellence are its strong commitment to teaching and research. During the year 10 new electives were offered in the Post-Graduate Programme. New

electives designed and offered during the past two years alone account for nearly a third of the sixty-odd electives offered to PGP students. In addition the students took 61 project courses during the year that they designed with the help and under the supervision of faculty. The Post-Graduate Programme graduated 182 students while the Fellow Programme in Management, equivalent to Ph.D., graduated seven students of which nearly half joined various institutions as faculty. About 12% of the graduating PGPs were women; about 14% were from disadvantaged sections (SC/ST). A record breaking 33600 plus applied for admission to IIMA, a third more than in 1994-95. One measure of industry acceptance of our PGP graduates is their average annual starting emoluments which was about Rs.2.15 lakh for the general stream and Rs.1.71 lakh for the Special Programme in Agriculture, up around 25% from the previous year. Average salaries have gone up by over 50% during the past two years. As many as 45 courses were offered to FPM students during the year including six new ones. About 50 students are in various stages of this programme. Six courses were offered exclusively to the participants of the Institute's one year Faculty Development Programme. There were 13 participants in the Faculty Development Programme, including one from the Maldives. Expenditure on scholarships and fellowships went up by over 50%. Annexure I lists new course offerings during the year.

A great strength of the Institute is its large research effort and the use of this research in the classroom. The Institute funded 10 new research and case study projects during the year, while 14 such projects were completed. Several new research projects were also funded by external agencies and many were completed. Based on statements of work received to-date, during the year 56 new teaching materials were written up; the faculty wrote 47 working papers and an additional 41 draft papers, published 46 papers, 24 book chapters, and 22 books and monographs. The Institute's Research and Publications Committee organized two seminars. Several seminars were organized by various Areas of the Institute, by doctoral students, and by participants in the Faculty Development Programme. Faculty members

participated in several seminars, conferences, and workshops in India and abroad. Faculty members presented 56 papers and attended 46 seminars and colloquia.

*Financial Self-reliance:* During the financial year the Institute increased its revenues from various activities and GOI grant by nearly Rs.2.9 crore, an increase of 22% over the 1994-95 revenues. The primary contributors were increased MDP revenues (about Rs.85 lakh), increased PGP fees (about Rs.49 lakh), increased consultancy and research earnings (about Rs.63 lakh), and increased interest income (about Rs.67 lakh). Revenue expenses went up by about 20%, mainly because of increased training, consultancy, and research related activities and sharp increase in spending on salaries, pension, and gratuity. The percentage of non-Plan GOI maintenance grant to income as per the Income and Expenditure Account has decreased from about 40% in 1992-93 to 25% this year.

*Outreach:* An important objective of IIMA is to diffuse professional management through research-based management development programmes, consultancy, and publications in popular periodicals like business magazines or financial newspapers. MDPs and consultancy are also major contributors of funds for the Institute and provide rich real-life experiences of management practices to faculty. There were 1436 participants in its 42 management development programmes and workshops. During the financial year nearly Rs.3.7 crore revenues were generated by MDPs. As many as eight new MDPs were launched during the year. Several MDPs related to strategic priority sectors, and some new MDPs were offered. Sixteen MDPs had foreign participation, of which three were international MDPs. Annexure I lists the offerings of new MDPs during the year.

Consulting remained buoyant and the net consultancy income of the Institute (fees less faculty's share) increased from Rs.57 lakh to Rs.79 lakh. IIMA's consultancy clientele remains varied. Consultancies were requested not only by private and public sector corporations but also by international agencies, governmental bodies, and NGOs. Annexure II lists large consultancies (of Rs. 1 lakh or over) approved during the year. The faculty published 16 articles in various periodicals, financial dailies, etc.

*Globalization:* The Institute has been aiming to transform itself into one with global concerns, activities, and relations. It has also accepted the challenge of helping globalize Indian industry. The Institute has taken a number of steps. The International Manage-

ment Group was set up to catalyse both these aims. Several management development programmes are being offered each year that have international participation, and more are planned. This year there were 93 foreign participants in 16 MDPs, significantly more than last year. Seven MDPs were offered relating to international management, and seven international management related elective courses were offered. For the first time an MDP was offered abroad jointly with a major foreign academic institution (Asian Institute of Technology, Bangkok). A proposal is pending with the HRD Ministry to fund a one-year International Management Programme.

Nearly a dozen faculty members went abroad on about two dozen short and long term teaching, research, and other assignments. During 1995-96, faculty members presented papers at several overseas conferences/workshops, and participated in nearly a number of overseas seminars and workshops. IIMA also has student exchange agreements with two French schools and 12 French students participated in the PGP in 1995-96.

*Corporate Sector:* The Post-Graduate Programme of the Institute caters primarily to the nation's corporate sector. Nearly 4500 alumni of this programme are holding responsible positions in Indian industry, and several have become chief executives or entrepreneurs. Some of the Fellow Programme alumni are also servicing industry. Besides the alumni of these academic programmes, the Institute's MDPs continue to make a major contribution to the corporate sector. Here the chief instrumentalities are such general management programmes as the four-and-a-half month long Management Education Programme, whose alumni number over 750 and the 3-Tier Programme (with over 6500 alumni). Besides these programmes there are a number of programmes aimed at strengthening skills in specific functions or MDPs on specific topics of corporate management. Of the over 1400 participants in the Institute's MDPs during 1995-96, about 70% were from the private corporate sector, and most of the balance from the corporate public sector. During the year new MDPs were developed to service the corporate sector on such topics as business process reengineering, use of IT for competitive advantages, internet technology, and international financial management. Several of the MDPs on international management related topics were also aimed at the corporate sector. Some of the new electives in the PGP bearing on emerging dimensions of corporate management in India were quality management, technology management, management of software projects, infrastructure management, issues



in financial reporting, supply chain management, Japanese management, and management of excellence. Wide ranging research work was going on in various disciplines of corporate management and concerning matters related to the corporate sector such as financial markets and impact of liberalization and globalization. Equally wide ranging was the consultancy and in-company training work related to this sector. The relatively recently set up Industrial Policy Management Group has been developing policy options through research, such as on competition policy, corporate growth and investment behaviour, etc.

*Institution Building:* As a centre of academic excellence IIMA considers it its duty to help other academic institutions develop to their full potential. It has attempted this through various means. Its doctoral-level programme (called the Fellow Programme in Management) has put out nearly 140 high quality professional researchers and teachers, and about half are faculty in the IIMs, XLRI, ASCI, IRMA, IITs, and other leading edge management institutions in India. The Institute's one year Faculty Development Programme has strengthened the expertise and skills of over 180 university teachers in management, and, through their exposure to IIMA's culture and practices, contributed to institution building in a number of management institutions in the country. During 1995-96 thirteen professors/trainers from Indian universities/private sector management schools/training institutions participated in the FDP. An international MDP was again offered during the year called International Management Teachers' Training Programme.

During the year the Ravi Matthai Centre for Educational Innovation initiated the publication of *Kayakalp* for disseminating innovative practices in higher education. It organized a seminar on private initiatives in technical education and also organized a workshop on institution building and networking for heads of institutions, in which participants were drawn from 11 Commonwealth countries.

*Contribution to Strategic Priority Sectors:* Almost from its inception in the sixties IIMA has accorded high priority to professionalizing management of those sectors of our society, such as health, education, energy, transportation, agriculture, rural development, poverty alleviation, small scale sector, and public administration, that have strategic importance for socio-economic development. The Public Systems Group has been spearheading our contributions to many of these sectors, with contributions also coming from various other areas such as Centre for Management in Agri-

culture, Ravi Matthai Centre for Educational Innovation, Industrial Policy Management Group, etc. The CMA's Specialization Programme in Agriculture, a part of the Post-Graduate Programme, has been training young persons for careers in the agricultural management sector. The Fellow Programme in Management offers specializations in Agriculture Management and Public Systems Management.

During the year the Public Systems Group continued work on various research projects such as health policy, management of family planning, public policy framework for international competitiveness of industries, urban quality of life, energy and transport model, etc. The PSG conducted a programme for IAS officers on public policy analysis. The Industrial Policy Management Group offered an elective on technology management and policy for competitiveness, completed a project on deregulation at the state level, and initiated a project on competition policy. The Centre for Management in Agriculture conducted research on private and cooperative initiatives in extension for agricultural and social development. It conducted MDPs on common property resources, programmes for Indian Forest Service officers, and a workshop on agricultural development strategy for the Ninth Five Year Plan. The Computer and Information Systems Group researched software export management. The Economics Area offered an international programme on Management of Economic Policy Reforms in which officials from 20 Commonwealth countries participated.

#### **Achievements during 1995-96**

Professor B.M. Desai was invited to be a member of the Committee on National Cash Award for the Best Cooperator constituted by the National Federation of State Cooperative Banks, Bombay. Professor Anil Gupta was invited to be member of the Policy Advisory Board for the Earth Council Project on Economic Incentives for Sustainable Development, The Hague, The Netherlands, a prestigious global body; member of the Panel of Experts for reviewing FAO's Strategy on Animal Germplasm Conservation; to serve on the Interim Committee of the Coalition to Eradicate Hunger and Poverty, by IFAD, Rome, Italy; to serve on the subgroup on Financial Resources for the Ninth Five Year Plan, by Indian Council for Agricultural Research, Delhi; and to serve on the National Steering Committee of Ministry of Environment and Forests, GOI, to develop the project on "Capacity Building for Introduction of Environmental Economics into Decision Making for Sustainable Development" submitted by IGIDR, Bombay. Mr. Ashok Jambhekar was nominated as a member of an Expert Committee constituted by

the University Grants Commission for monitoring and evaluation of financial assistance to the libraries of the central universities, deemed to be universities, and state universities. Professor P. N. Khandwalla chaired the panel on "State Enterprises of Gujarat at the Workshop on State's Public Enterprises" and gave the valedictory address, presented a keynote paper at a plenary session on "Effective Organizational Response to Economic Restructuring" at the International Conference on Economic and Corporate Restructuring: Experiences and Challenges of the Decade, at Maastricht, The Netherlands; visited the UK under the Academic Exchange Programme, Commonwealth Secretariat, to study innovations in the management of government carried out by Britain; was appointed member, Synergy Group, IIMs, set up by the Government of India; served on the Madras Management Association Selection Committee for MMA Business Leadership Award 1994; was appointed member, Board of Doctoral Studies, Maastricht School of Management, The Netherlands; joined the Editorial Advisory Board of the Asian Case Research Journal of the National University of Singapore, Singapore; and coordinated Asian Institute of Technology, Bangkok/IIMA joint management development programme on Management of Excellence. Professor Somdeb Lahiri was a plenary session speaker at the International Conference on "New Directions in Applied Mathematics" held at Hyderabad, under the auspices of B.M. Birla Science Centre (Hyderabad), University of Hyderabad and Comcon Board, USA; presented a paper at a conference on "Game Theory and its Applications to Economics" held at Indira Gandhi Institute of Development Research. Professor A.N. Oza was a member of the jury to confer the Exim Bank Award for 1995 for the best Ph.D. thesis in the field of International Trade and Policy by Indian researchers in Indian and foreign universities; was Chairperson of the Experts Committee appointed by the Government of Gujarat to enhance the effectiveness of Entrepreneurship Training Programmes of the Centre for Entrepreneurship Development of Gujarat. Professor S. Manikutty was appointed a member of the Gujarat State Level Police Training Advisory Committee. Professor Indira Parikh presented papers on "OD Interventions in Indian Organizations," Erasmus University, Rotterdam, The Netherlands, and on "Institution Building and Giving Shape to Organization Culture," ISNAR, The Hague, The Netherlands; participated in CHESS Workshop for Women and Management in Higher Education, Cape Town, South Africa, has been a member, International Advisory Board on the Journal *Concepts and Transformations*, Stockholm, Sweden. Professor G. Raghuram was nominated as a member of the Board of Directors of Alcock Ashdown

Gujarat Limited. Professor J.P. Singh was appointed as Convenor, Gujarat Chapter, All India Conference of Intellectuals.

### **Administrative Activities**

*New Appointments:* During the year, the following joined the Institute:

Sunita Chakravarty, Visiting Professor, Public Systems Group  
 R. Sridharan, Professor, Production and Quantitative Methods Area  
 R.G. Nambiar, MMTC Chair Professor  
 Rajeev Sharma, Visiting Professor, Ravi Matthai Centre for Educational Innovation  
 Ishwar Murthy, Visiting Professor, Production and Quantitative Methods Area  
 Saumen Majumdar, Fellow, Public Systems Group

### *Resignations*

Professor K.P. Srivastava  
 Professor M.G. Korgaonker  
 Professor Supriya Roy Chowdhury  
 Professor Mukesh Srivastava  
 Professor S.V. Nathan  
 Professor Sunita Chakravarty  
 Mr. Lakhansingh Budhusingh\*  
 Mr. C.P. Jayaraman  
 Mr. M. Muralidharan  
 Mr. S. Raju Chattu  
 Mr. C.P. Sukumaran  
 Ms. P. Uma Maheswari  
 Mr. K.R. Unni  
 Mr. Kanti Chaudhary\*  
 Mr. Mavji S. Solanki\*  
 Mr. Dhanvant H. Shah  
 Mr. C.A. Michael

The Institute extends its best wishes to all of the above in their new jobs.

### *Terminated*

Ms. Haddudevi J. Chauhan\*

### *Retirements*

Professor A.N. Oza  
 Professor S. Sreenivas Rao  
 Mr. R.P. S. Yadav  
 Mr. G.S. Shelke  
 Mr. K. Srinivasan  
 Mr. K.S. Menon  
 Mr. L.H. Parmar  
 Ms. G.C. Sarojini  
 Mr. R. Krishnan  
 Mr. K.P. Kesavankutty

\* Resignations / terminations took place at a later date but were made effective during 1995-96.

The Institute thanks all of them for their long, devoted, and distinguished services to IIMA.

#### *Died*

Mr. Rampyare Bhagwati Murai, Sr. Gardener  
Mr. R. Ram Milan, Senior Peon  
Mr. Maganlal B. Solanki, Sweeper

The Institute regrets deeply their untimely death.

*Leave of Absence:* Leave of absence was granted to the following during the year:

Professor Shashi Kolavalli to take up an assignment with ICRISAT, Hyderabad.  
Professor Anil Bhatt to take up an assignment with World Food Programme, New Delhi.  
Professor A. Tripathy to take up an assignment with Ispat International, UK.

Leave was extended by another year for Professors I.M. Pandey, V. Raghunathan, and J.R. Varma.

*Rejoined:* Professor K.V. Ramani rejoined the Institute after his assignment with the National University of Singapore.

*Promotion:* Professors Rekha Jain and Sebastian Morris have been promoted as Professor and Associate Professor respectively during the year.

#### **Staff Awards/Honours**

During the year 19 members of the staff completing 20 years of service were given an award each. The Staff Evaluation Committee Award for outstanding performance during the preceding year was given to 25 Groups III and IV employees. Mr. R.P. S. Yadav was given the Institute's Karmavir Award for retiring employees with a record of dedicated service to the Institute.

#### **Concluding Comments**

The past five years have been momentous for the country. The era of liberalization began in India in 1991 and it has begun to yield dividends in terms of faster growth of industry and foreign trade and greater foreign investment. Vast new projects are sprouting

all over India, and new products and services are clamouring for the attention of a burgeoning middle class. But millions are still very poor and the governmental machinery, always creaky, is now badly tainted by corruption and scams. We seem to be in the midst of a moral crisis. This turbulent time is a challenge for academic institutions like IIMA. In our new context we need to define what is management excellence and what is our role in propagating it; what is our posture in a globalizing economy, and what is our commitment to India and Indian management; and what should be our priorities in the coming decade. A Committee for Future Directions has been appointed that hopefully will outline for the Institute fresh paths to glory.

During the past five years the Institute weathered its financial challenge well. Although a financial crisis stared us in the face in 1992 following the Government's freeze on grant and threatened cut, through proactive action the Institute has been able to build up a substantial Endowment Fund approaching Rs.17 crore and has more than tripled its income yielding investments. It has retained its preeminence. In both national polls conducted during the past five years it was rated India's lead management school; it was rated third in a poll of Asian business schools and fifth in a poll of business schools in the entire Asia-Pacific region. Recently it has again been rated one of the top five schools in this region. During this period its information technology and equipment have been sharply upgraded and it commissioned a new computer centre, a new office complex, and is close to commissioning a large auditorium.

But IIMA is a 30 years plus institute. Aging is in evidence in its buildings, its staff, and possibly also in its soul. A large number of faculty and staff that built up this Institute have retired in recent years and this loss in terms of institutional commitment has not been fully replaced. The years to come will require large financial resources to refurbish the Institute, invest in its human resources, and people with commitment in a new age to fashion a new purpose that rejuvenates it.

**ANNEXURE I: NEW COURSES AND MDP OFFERED IN 1995-96 AND COURSES AND MDPS IN INTERNATIONAL MANAGEMENT**

**A. New Elective Courses Offered in Post-Graduate Programme**

1. International Trade and Finance
2. Contemporary Issues in Financial Reporting
3. Manufacturing, Marketing, and Supply Chain Coordination
4. Quality Management
5. Policy, Technology Management, and Competitiveness
6. Management of Software Projects
7. Infrastructure Management and Implications on Logistics
8. Management of Excellence
9. Japanese Management (0.50 unit)
10. Economics of Industrial Organizations and Policy

**B. Elective Courses: International Management and Related Areas**

1. International Business Management
2. International Banking and Finance
3. International Trade and Finance
4. International Marketing
5. Multinationals and International Economy
6. International Trade in Agricultural Commodities (0.50 unit)

**C. New Management Development Programmes**

1. Business Process Reengineering
2. Information Technology for Competitive Advantage
3. Managing IT Challenges in Organizations
4. Email, Value Added Services in Computer Networks, and Internet Technology
5. Forestry Development Planning and Management in Government
6. Management of Change in Natural Resource Use for IFS Officers
7. Workshop on Institution Building and Networking
8. International Financial Management

**D. MDPS with International Participation**

Programme	No. of Foreign Participants
1. Strategies for Materials Management Computerization	1
2. Software Project Management and CASE	3
3. Middle Management Programme	4
4. Senior Management Programme	4
5. Top Management Programme	2
6. Advanced Financial Management	1
7. Computer Networks	2
8. Management of Excellence by Chief Executives	5
9. Logistics Management	1
10. IT for Competitive Advantage	1
11. Managing Negotiations in Business Relations Development	1
12. Strategies for Competitive Advantage	3
13. Shipping Management Programme	4
14. International Programme on Management of Economic Policy Reforms	22
15. International Management Teachers Training Programme	21
16. Institution Building and Networking	18

**E. MDPS Related to International Management**

1. International Financial Management
2. Japanese Management
3. International Business Strategies
4. Shipping Management
5. International Programme on Management of Economic Policy Reforms
6. International Management Teachers Training Programme
7. Workshop on Institution Building and Networking

**ANNEXURE II: LARGE CONSULTING PROJECTS APPROVED 1995-96 (Budget of Rs.1 lakh or more)**

<b>Name of Organization</b>	<b>Title of Project</b>
Centre for Development & Population Activities, Bhubaneswar	Evaluation of Organizational Management of Gujarat Crime Prevention Trusts
VSNL, Bombay	In-company Training Programme for the Employees of VSNL
Apex Institute of Entrepreneurship & Business Management, Punjab	Apex Institute Plan
Ashapura Foundation, Bombay	Preparation of Project Report for Setting a Post-Graduate Course in Management Studies
Godfrey Philips, Bombay	Programme on Tobacco Procurement
Cadila Pharmaceuticals (P) Ltd., Ahmedabad	Computerization Study
Jain Vishwabharati Institute, Rajasthan	Programme for Management of Computer Science: Feasibility Project Report
Bank of India, Ahmedabad	Training Programme for Senior Managers of BOI on "Marketing of Banking Services"
Reliance Industries Ltd., Hazira	Plant Logistics at RIL
Department of Post, New Delhi	Design and Offer of a Five-day Training Programme
Gujarat Civil Supplies Corporation Ltd., Gandhinagar	Developing a New Organizational Strategy for GCSC Ltd.
FAO, Rome	Preparation of a Document: Markets and Marketing in Agro-Forestry and Community Forestry Systems
The World Bank, Washington	Country/Sector Studies on Technology Development
Zeneca ICI Agrochemicals Ltd., Madras	Position Paper on Agriculture and the Agro-Chemical Market in India towards the Year 2005
Organization for Economic Cooperation & Development, Paris	Writing a Paper
FAO, Rome	Writing a Paper
Ministry of Industry, Government of India, New Delhi	Assessment of strength and weaknesses of the small scale sector and the rationale for support programme including that of reservation
VSNL, Bombay	In-company Programme for the Employees
FAO, New Delhi	Farmer Innovations for Tree Management
Bajaj Auto Ltd., Pune	Manufacturing Management Programme
Greaves Ltd., Bombay	In-company Programme for Middle Level Managers
Stock Holding Corporation of India Ltd., Bombay	Senior Management Programme
WHO, Geneva	Factors Influencing the Perceived Priority of TB in India
Tata Industries Ltd., New Delhi	Consultancy towards IS/IT Strategy for Railways
Government of Gujarat	Appropriate Management Set-up for Damanganga Irrigation Project
Indian National Shopowner's Association, Mumbai	Shipping Policy Paper
Godfrey Philips India Ltd., Guntur	Tobacco Purchase Management at GPIL
HPMC, Shimla	HPMC Training Programme
HPMC, Shimla	HPMC Case Studies on Identified Areas
MP Forestry Project, Bhopal	MPFD: Management Skills of Frontline Managers
MP Forestry Project, Bhopal	Development of Marketing Information System
VSNL Bombay	Customer Satisfaction of VSNL Services
Cadila Health Care Pvt. Ltd., Ahmedabad	Inter-functional Management Orientation Programme for SBU Chiefs

# IIMA'S ACADEMIC PROGRAMMES

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

## 1. POST-GRADUATE PROGRAMME IN MANAGEMENT

The thirty-second session of the Post-Graduate Programme in Management commenced on June 29, 1995, with 206 students, including seven students who were asked to repeat the first year of the programme. In the first year of the programme, there were 28 ST/SC students. This session also had 25 students who would be specializing in agricultural management in the second year. Six students discontinued their studies during the year for various reasons.

The second year of the programme commenced on June 29, 1995, with 182 students. At the end of the second year, 183 students, including 2 who could not graduate in 1995 for academic reasons, satisfactorily completed the academic requirements for graduation. One student was not eligible for graduation on account of non-fulfilment of academic requirements. Out of the students who graduated, 27 belonged to SC/ST and 18 took the specialization package in agricultural management.

### Preparatory Programme

Sixty-three students who were identified to be weak in mathematics and communication on the basis of their background and performance in the admission test and interviews were called for the preparatory programme from June 5 to 24, 1995. Nineteen students attended the mathematics module and 22 the communication module of the programme. Participation in the programme was voluntary. This programme helped the participants to cope with the rigours of the Post-Graduate Programme.

### Orientation Programme

The orientation programme for the new batch of students was held on June 29, 30, and July 1, 1995. In

addition to addresses by the Director and the PGP Chairperson, a meeting with the PGP Executive, a film show on *IIMA: In Quest of Excellence*, and a meeting with the faculty advisors formed part of the orientation programme. There was an interaction session in which three alumni shared their experiences with the students. A session on case preparation and case discussion was also held.

### Tutorials for Weaker Students

Additional efforts were put in by instructors in some courses throughout the first year by conducting extra tutorial classes to help the weaker students to cope with the programme. This has helped students in improving their academic performance.

### Curriculum

As in the past, the first year students took 24 courses (19.25 credit units) spread over three terms. A few sessions on "Indian Social and Political Environment" were conducted in the third term to create social and environmental awareness amongst the students.

In the second year (general stream), the students were required to study a minimum of 17.25 and a maximum of 17.75 full credit units of courses, inclusive of two compulsory courses: Strategy Formulation and Implementation-II and Legal Aspects of Business.

In the second year (general stream), 43 elective courses and 49 project courses were offered in addition to two compulsory courses. One course, Managerial Oral Communication, was repeated in the subsequent term on account of high registration. On account of heavy registration, 17 elective courses were taught in two sections. Two courses were taught in three sections. Two students registered for a course of independent study, equivalent to two units of courses.

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

- International Trade and Finance
- Contemporary Issues in Financial Reporting
- Manufacturing, Marketing, and Supply Chain Coordination
- Quality Management

Policy, Technology Management, and Competitiveness  
 Management of Software Projects  
 Infrastructure Management and Implications on Logistics  
 Management of Excellence  
 Japanese Management (0.50 unit)  
 Economics of Industrial Organizations and Policy

In the second year (specialization in agriculture), in addition to two compulsory courses, 17 elective courses and 12 project courses were offered.

### French Students

Under the students exchange programme, five students from ESSEC Graduate School of Management and seven from ESCP Graduate School of Management took courses in the second year of the programme. The credits obtained by these students at the Institute were communicated to their respective institutions.

### Review of the Fee Structure

With a view to meeting various requirements of the programme, including upgradation of the computer centre, student hostels, and library, the fee structure for the academic year 1996-97 has been revised. The first year students will pay Rs.55,250 and the second year students Rs.57,650 during the academic year 1996-97.

### Graduation

The Institute's Post-Graduate Diploma in Management was awarded to 183 students (including 18 students with specialization in agriculture) at the 31st Annual Convocation on March 30, 1996. Hon. Justice Mr. A.M. Ahmadi, Chief Justice of India, delivered the Convocation address.

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

*PGP (General)*  
 Sameer A. Parekh  
 Bhupender Singh  
 Purva A. Indurkar

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

The Kollengode V. Srinivas Award was instituted by the parents of late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to perpetuate the memories of Srinivas' association with the Institute. This year Ms. Srividya Prakash was given the award for the best PGP Allrounder of the 1994-96 batch.

### Admission

For the session commencing June 1996, the Institute received 33,643 applications. The comparative figures for this year and the last year are given below:

	1995-97	1996-98
General	23,398	31,722
SC/ST	975	1,424
SPA	655	497
	25,028	33,643

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

	General	SC/ST	SPA	Total
Applications received	31,721	1,425	497	33,463
Called for interview	558	87	58	703
Selected (prime list)	149	36	20	205
Waitlisted	35	—	—	35
Called from waiting list	35	—	—	35
Recommended for preparatory programme	11	28	18	57
Joined PGP	158	20	18	196

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

### Scholarships\*

*Industry Scholarships:* Twenty-six industry scholarships were awarded as follows:

Sixteen students from the first year (1994-96 batch) were awarded scholarships of Rs.6,500 each for the academic year 1994-95 and ten second year students (1994-96 batch) were awarded scholarships ranging from Rs.6,500 to Rs.50,000 each for the academic year 1995-96.

*Faculty Memorial Scholarships:* One first year student of the 1994-96 batch was awarded the Professor Warren Haynes Memorial scholarship and one second year student of the 1994-96 batch was awarded the Professor B.K. Hegde Memorial scholarship. Both scholarships carried a value of Rs.3,000 each.

*PGP Students 1987 Batch Scholarships:* The PGP Batch 1987 scholarship was awarded to a first year student (1994-96 batch) and the IIMA Silver Jubilee scholarship was awarded to a second year student (1994-96 batch). Both scholarships carried a value of Rs.3,000 each.

\* Details of scholarships and names of awardees are given in Appendix 4.

**Government of India Merit-cum-Means Scholarships:** No student was granted this scholarship as none applied for it.

**IIMA SC/ST Scholarships:** During 1995-96 all the 30 students in the first year and 27 students in the second year were granted these scholarships of Rs.1,500 each. However, three students in the first year and nine students in the second year did not avail of this facility. In addition, two students from the first year and five students from the second year were granted part-fee waiver of Rs.5,000 each.

**Need-Based Scholarships:** Two needy students from the first year (1995-97 batch) were awarded these scholarships amounting to Rs.10,000 each per year for two years. Further, the scholarship was renewed for seven students in the second year (1994-96 batch).

### Placement

**Pre-Placement Talks:** The 1996 placement season began with the first pre-placement talk on December 24, 1995. Eighty-two organizations (9 public sector, 38 private sector, and 35 multinationals) gave pre-placement talks during weekends till February 18, 1996.

**Final Placement:** All the 178 students of the 1994-96 batch who sought placement were placed by March 9, 1996. Sector-wise and functional area-wise job distributions are given below:

Public Sector	26
Private Sector	60
Multinationals	92
<b>Total</b>	<b>178</b>

Functional Area	General	SPA	Total
General Management	10	2	12
Consultancy	33	-	33
Strategy/Planning	4	-	4
Marketing/ Sales	42	14	56
Operations	1	1	2
Finance/Banking	57	-	57
Systems	11	-	11
HRD	2	-	2
Others	-	1	1
<b>Total</b>	<b>160</b>	<b>18</b>	<b>178</b>

In all, 104 organizations announced 583 jobs. On-campus interviews were held from March 1 to 9, 1996. Seventy-four organizations conducted interviews; 10 public sector organizations, 29 private sector organizations, and 35 multinational organizations made 260 offers. About 250 executives from various

organizations visited the campus in connection with campus interviews.

**Summer Placement:** Two hundred students of the first year (including 1 FPM) were assigned to 62 organizations for summer placement.

**Placement Service Charges:** The recruitment fee and placement club fee were revised this year.

## 2. FELLOW PROGRAMME IN MANAGEMENT

By the end of the academic year 1995-96, 140 students have been awarded the title of "Fellow of Indian Institute of Management, Ahmedabad". Currently 50 students are in various stages of the programme.

### Admission

The Institute received 1020 applications for FPM during 1995-96. Eighty-five candidates were called for interview from which 16 were offered admission.

### New Courses

During the year, six new courses were offered.

- Economics of Industrial Organization and Policy
- International Trade and Finance
- Environmental Risk and Analysis
- Public Finance
- Reading Seminar in Industrial Finance
- International Financial Management

### Thesis Proposal Awards

The best thesis proposal awards instituted by the Industrial Financial Corporation of India (IFCI) and Foundation to Aid Industrial Recovery (FAIR) were given as follows:

Student Name	Thesis Proposal	Award
Unnikrishnan Nair	Managerial Cognition and Action in Complex Problem Solving	IFCI
Yogesh Kumar Bhatt	Decision Support System for Urban Bus Route Network Design	IFCI
Pradyumana Khokle	Factors Influencing Commitment Towards an Organizational Transformation	IFCI
Vikram Bajaj	Organizational Transition from Exports to Direct Foreign Investment Modes: A Process Study	IFCI
Sunil Kumar	Human Resource Management in Foreign Firms in India	FAIR



### Papers Published by FPM Students

Prabhu, Ganesh N., "A Decision Support System for Milk Sales," *Indian Dairyman*, September 1994.

\_\_\_\_\_, "Organization and Environments: A Critical Review," *Management Review*, July-December 1994.

Venugopal, R., "Defining the MNCs," *Indian Management*, April 1995.

\_\_\_\_\_, "Emerging Areas in International Management," *Indian Management*, July 1995.

Peru, Muthu and Dholakia, Ravindra, "Determining Specific Lags in the Indian Export Supply Function," *Foreign Trade Review*, June 1994.

Narayanan, M., "TCI Packaging Division," *Vikalpa*, January-March 1996.

### Papers Presented in Conferences/Seminars

FPM students presented several papers in conferences/seminars as detailed below:

Prabhu, Ganesh N., "Knowledge Building in Industry-Technology Institution Joint R&D Projects : A Process Model," paper presented at the R&D Management Conference 1995 on Knowledge, Technology and Innovative Organizations organized jointly by the Scuola Superiore di Studi Universitari e di Perfezionamento A. Ann, Pisa, and the R&D Research Unit, Manchester Business School, Pisa, Italy, September 20-22, 1995.

\_\_\_\_\_, "Rise of Technology Institutions — Industrial Firm Entrepreneurial Partnerships in Post Liberalized India," proceedings of the Sixth ENDEC World Conference on Entrepreneurship in Transitional Economies, Nanyang Technological University, Singapore at Shanghai, December 1995.

\_\_\_\_\_, "Developmental Financial Institutional Support for Firm-Technology Institution Interaction: A Strategy Process Study," abstracted in the 1995 Annual ARNOVA Conference, Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), Cleveland, United States of America, November 1995.

\_\_\_\_\_, "The Serving Spoon Case," proceedings of the First Conference on Case Method and Research in Asia Business, City University of Hong Kong, Hong Kong, August 1995.

Iyer, Shobha, Ranganathan, C., and Sridhar, R., "Fallouts of Tourism : Evaluating the Impact of Advertisement Campaigns Seeking Civic Response," paper presented at the seminar on Domestic Tourism, Department of Tourism Management, Kurukshetra University, Kurukshetra, January 17-19, 1996.

\_\_\_\_\_, "Revolutionizing Domestic Tourism : The Concept of Timesharing," paper presented at the seminar on Domestic Tourism, Department of Tourism Management, Kurukshetra University, Kurukshetra, January 17-19, 1996.

Jose, P.D., "Greening Through Strategic Adaptation: Case Studies from the Indian Chemical Industry," paper presented at the fourth International Research Conference of the Greening of Industry Network, Learning to Build Sustainable Industries for Sustainable Societies, Toronto, Canada, November 12-14, 1995.

\_\_\_\_\_, "Mitigating Corporate Environmental Risk: A Strategic Perspective," paper presented at the International Conference on Public Safety and Health Hazards from Industrial and Environmental Pollutants, Consumer Education and Research Centre, Ahmedabad, March 24-26, 1995.

Ranganathan, C. and Sridhar, R., "An Investigation of BPR Failures: Problems in Re-engineering and Suggested Remedies," paper presented at DELPHIQUE, National Convention, Management Development Institute, Gurgaon, February 10-11, 1996.

\_\_\_\_\_, "IT Management or Mismanagement? An Empirical Study of Factors Affecting IT growth in Indian Organizations," paper presented at DELPHIQUE, National Convention, Management Development Institute, Gurgaon, February 10-11, 1996.

\_\_\_\_\_, "A Study of Telecommunication Reforms in India: Examining the Role of Private Sector Participation," paper presented at the conference on Infrastructure: Its importance in Development of Economy, 10th Indian Engineering Congress, Jaipur, December 20-23, 1995.

### Convocation

Seven students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the thirty-first Convocation on March 30, 1996. Their names and titles of theses are given below:

Student Name	Thesis Title
Amit Kanudia	Energy-Environment Policy and Technology Selection: Modelling and Analysis for India
Rishiksha T. Krishnan	Response of National R&D Laboratories to Environmental Change: A Study of Five Indian Industrial R&D Laboratories
Regi V. Mathew	Diffusion of Biogas Plants in Rural Gujarat
A.R. Pastakia	Grassroots Innovations for Sustainable Development: The Case of Agricultural Pest Management
Ganesh N. Prabhu	Joint R&D Projects of Industrial Firms and Technology Institutions with Developmental Financial Institutional Support: A Strategy Process Study
Ujvala Rajadhyaksha	Work-Family Conflict Across the Work-Family Life Cycle: A Study of Dual Career Couples
S.V.D.Nageswara Rao	Stock Market Reaction to Macroeconomic Events

### Placement

Of the seven students who have completed the programme awarded the title of Fellow, four have joined academic institutions (one has joined a Canadian university). Others are yet to be placed.

### FPM Alumni Chaudhury-Padmanabhan-Pant Fund Award

Scholastic award of Rs.6500 for meritorious performance in the first year of FPM (1994-95) was given to Mr. Sendil Kumar Ethiraj.

## 3. FACULTY DEVELOPMENT PROGRAMME

The seventeenth Faculty Development Programme was offered from June 29, 1995 to April 19, 1996. Thirteen management teachers/trainers, including one from Male, participated in the programme. Two participants from Gujarat were awarded CRMS fellowships and five from other states were awarded fellowships to cover their participation fees.

### Courses

Seven FDP courses were offered during the year out of which six courses were offered exclusively to FDP participants. Moreover, some participants took FPM courses also. The participants did extensive project work under the guidance of faculty advisors. Based on the project work, each participant gave a seminar which was attended by FDP participants, faculty, research staff, and FPM students. In all, 13 FDP seminars were conducted as shown below:

FDP Participant	Seminar Topic
Dr. G.N. Patel	Application of Mathematical Programming
Nilima Nair (Ms)	Information Technology at NDDDB: A Case Study
Mufeed Ahmed	The Study of Managers Satisfaction Towards Performance Appraisal System Practices
Dr. M.R. Joshi	Marketing of Oranges in Regulated Market Nagpur: A Case Study of Regulated Market Nagpur
Ahmed Mujthaba	Policy Reforms (Prospects and Issues) of Maldives
R.H. Taxak	Human Resource Planning in Hotel Industry
Samudra Rajakumar	Role of Brand Association and Brand Affect on Consumer Evaluation of Brand Extensions
Dr. J.D. Jadeja	Strategic Marketing Process for LPG at Gujarat Gas Company Ltd.
Dr. S.K. Sharma	HRD in Urban Cooperative Banks: A Case Study
Dr. T.D. Tiwari	Role of Gujarat State Cooperative Union in Cooperative Education Programme
N.M. Panda	Suitability of Activity-based Costing for Indian Industries
Dr. D.K. Pandiya	Grievance Handling Procedure in Textile Industry of Ahmedabad: A Case Study
P.R. Muthuswamy	Institution Building for Educational Excellence: Case of IIMA

# RESEARCH AND PUBLICATIONS AT IIMA

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In the beginning of the academic year 1995-96, eight large research projects, three small research projects, 27 seed money projects, and 15 case development projects were in progress. During the year, one large research project, one small research project, four seed money projects, and four case development projects were initiated. Fourteen seed money projects were completed and one seed money project and one case development project were closed during the year. The remaining nine large research projects, four small research projects, 16 seed money projects, and 18 case development projects were in progress. The details are given below.

## **New Large Research Project**

Korwar, Ashok, "IT for Strategic Advantage: A Study of the Indian Experience."

## **New Small Research Project**

Jain, Rekha and Korwar, Ashok, "Software Export Strategies."

## **New Seed Money Projects**

Chandra, Pankaj and Patibandla, Murali, "Organizational Structure and Performance in the Primary Textile Industry: A Cross-Sectional Analysis."

Gupta, Anand P., "Sequencing of Reforms in India's Power Sector."

Misra, Sasi, "Measurement of Managerial Resourcefulness."

Ramachandran, K., Chapter for a book titled *Asian Advantage: Global Strategy for the Pacific Regions*.

## **New Case Development Projects**

Chaudhuri, Shekhar, "Morris Electronics Limited."

Dixit, M.R. and Raghuram, G., "Shipping Management."

Mukhopadhyay, Sipra, "Market Research Information Systems."

Sinha, Sidharth, "Infrastructure Financing."

## **Seed Money Projects Completed**

Chandra, Pankaj and Patibandla, Murali, "Organizational Structure and Performance in the Primary Textile Industry: A Cross-Sectional Analysis."

Dholakia, Bakul H., "Sources of Economic Growth in India."

Gupta, Ramesh, "Impact of Inflation Accounting on Corporate Projects: An Empirical Study."

Joseph, Jerome and Muncherji, Nina, "Performance Review Process and Stress: A Study."

Korwar, Ashok, "The Process of Internationalization: A Study of Indian Companies."

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

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

Parikh, Indira J., "Leadership in Family Organizations."

Patibandla, Murali, "Structure, Firm Size, and Technical Efficiency: A Study of Indian Industries."

Patibandla, Murali, "Industrial Delicensing, New Entrants, and Export in Indian Industry."

Ramachandran, K., "Managing Unfamiliar Territories: How Technocrat Enterprises Grow."

RoyChowdhury, Supriya, "Industrial Restructuring and Labour Adjustment: A Study of Trade Union Response."

RoyChowdhury, Supriya, "Scientists in Organizations: A Case Study of the Indian Institute of Science, Bangalore."

Thakur, Sanjay P., "Entry and Growth of Entrepreneurs in the Export Sector: A Pre-Exploratory Investigation of Influences and Strategies."

## **Seed Money Project Closed**

Sinha, Sidharth, "Project Evaluation and Follow-Up Practices at ICICI."

### Case Development Project Closed

Chaudhuri, Shekhar, "Klockner-Windsor Ltd."

### Seminars

Research and Publications Committee organized the following seminars:

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Dr. Damodar Gujarati Professor of Economics U.S. Military Academy West Point, New York	Experience of Privatization in Developing and Developed Countries: Their Relevance to India January 4, 1996
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Professor Ashok Korwar IIM, Ahmedabad	IT for Strategic Advantage: A Study of Indian Experiences March 7, 1996
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### Publications

*Vikalpa: The Journal for Decision Makers* has completed the twentieth year of publication. It is published with the mission of spreading the ideal of professional excellence in management at strategic, functional, and operational levels of various types of organizations. The basic concern of the journal is to bring forth a contributor's message in a lucid and jargon-free style.

# MANAGEMENT DEVELOPMENT PROGRAMMES

In 1995-96, the Institute offered 42 management development programmes for 1436 executives (1050 from the private sector and 386 from the public sector and government departments). Of the 42 programmes, five were regular general management programmes. (See Table 1)

Eight new programmes were offered by various areas as follows:

Business Policy Area, 2; Centre for Management in Agriculture, 2; Computer and Information Systems Group, 2; Faculty Development Centre, 1; and International Management Group, 1. (See Table 2)

Twenty-nine other regular or repeat programmes were offered by various areas as follows:

Business Policy Area, 1; Centre for Management in Agriculture, 4; Computer and Information Systems Group, 4; Economics, 1; Finance and Accounting, 1;

Faculty Development Centre, 1; Industrial Policy Management Group, 1; International Management Group, 2; Marketing, 1; Organizational Behaviour, 4; Personnel and Industrial Relations, 1; Production and Quantitative Methods, 5; and Public Systems Group, 3. (See Table 3)

Sector-wise distribution of participants in various programmes was as follows:

	No. of Programmes	No. of Participants		
		Public Sector	Private Sector	Total
General Management Programmes	5	23	297	320
New Programmes	8	102	117	219
Regular/Repeat Programmes	29	261	636	897
	42	386	1050	1436

**TABLE 1: GENERAL MANAGEMENT PROGRAMMES**

	No. of Participants		
	Public Sector	Private Sector	Total
3-TP Middle Management Programme July 2 - 29, 1995	5	99	104
3-TP Senior Management Programme September 13 - October 2, 1995	8	84	92
3-TP Top Management Programme January 15 - 20, 1996	8	32	40
Management Education Programme November 26, 1995 - April 6, 1996	2	42	44
Small and Medium Enterprises Programme April 7 - 20, 1996	-	40	40
	23	297	320

**TABLE 2: NEW PROGRAMMES**

Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Business Process Reengineering (Business Policy) April 22 – 24, 1996	9	35	44
Information Technology for Competitive Advantage (Business Policy) March 4 – 6, 1996	4	20	24
Managing IT Challenges in Organizations (Computer and Information Systems Group) June 26 – 27, 1995	9	27	36
E-mail, Value Added Services in Computer Networks and Internet Technology (Computer and Information Systems Group) January 29 – February 3, 1996	9	25	34
Forestry Development Planning and Management in Government (Centre for Management in Agriculture) June 19 – 23, 1995	26	—	26
Management of Change in Natural Resource Use for IFS Officers (Centre for Management in Agriculture) November 13 – 17, 1995	19	—	19
Workshop on Institution Building and Networking (Faculty Development Centre) April 3 – 5, 1996	21	—	21
International Financial Management (International Management Group) August 1 – 5, 1996	5	10	15
102	117	219	

**TABLE 3: REGULAR/REPEAT PROGRAMMES**

Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Strategies for Competitive Advantage (Business Policy) October 2 – 7, 1995	2	36	38
Raw Material Procurement in Agro Processing Industries (Centre for Management in Agriculture) August 6 – 12, 1995	3	21	24
Managing Agricultural Export Business (Centre for Management in Agriculture) September 4 – 9, 1995	10	18	28
Agricultural Input Marketing (Centre for Management in Agriculture) January 3 – 12, 1996	2	31	33
Management Programme for Agriculture (Centre for Management in Agriculture) January 29 – March 9, 1996	1	13	14
PC LANs (Computer and Information Systems) September 18 – 23, 1995	19	15	34
Software Project Management and CASE (Computer and Information Systems) December 14 – 23, 1995	11	18	29

Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Computer Networks (Computer and Information Systems) January 8 – 13, 1996	13	25	38
Multimedia Technology (Computer and Information Systems) February 26 – 29, 1996	7	18	25
International Programme on Management of Economic Policy Reforms (Economics) February 5 – 24, 1996	24	2	26
International Management Teachers Training Programme (Faculty Development Centre) March 10 – April 6, 1996	21	—	21
Advanced Financial Management (Finance and Accounting) October 30 – November 4, 1995	14	45	59
Industrial Policy Planning and Development for IAS Officers (Industrial Policy Management Group) October 30 – November 3, 1995	38	—	38
Japanese Management (International Management Group) August 1 – 5, 1995	7	10	17
International Business Strategies (International Management Group) November 27 – December 2, 1995	1	13	14
Advanced Data Analysis for Marketing Decisions (Marketing) December 18 – 23, 1995	5	21	26
Transformations of Organizations (Organizational Behaviour) September 25 – 30, 1995	7	30	37
Management of Excellence by Chief Executives (Organizational Behaviour) October 13 – 15, 1995	2	24	26
Stress Audit in Organizations (Organizational Behaviour) December 4 – 6, 1995	2	6	8
Managing Negotiations in Business Relations Development (Organizational Behaviour) December 11 – 15, 1995	3	15	18
Strategic Human Resources Management (Personnel and Industrial Relations) December 7 – 8, 1995	3	17	20
Project Management (Production and Quantitative Methods) July 31 – August 5, 1995	5	37	42
Logistics Management (Production and Quantitative Methods) September 4 – 9, 1995	2	48	50
Materials Management (Production and Quantitative Methods) September 18 – 23, 1995	6	42	48
Strategies for Materials Management Computerization (Production and Quantitative Methods) December 28 – 30, 1995	13	28	41
Innovative Practices in Manufacturing Management (Production and Quantitative Methods) January 22 – 27, 1996	2	45	47
Third Shipping Management Programme (Public Systems Group) August 6 – 12, 1995	4	29	33
Public Policy Analysis for IAS Officers (Public Systems Group) December 4 – 8, 1995	24	—	24
Fourth Shipping Management Programme (Public Systems Group) March 10 – 16, 1996	10	29	39
	261	636	897

# INTERDISCIPLINARY GROUPS AND CENTRES

## 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 12 faculty members works in CMA. This year's activities in brief are given below. For details, see Tables 1 to 7.

### Activities in Brief

#### Research

Studies Completed (Table 1)	: 6
Studies in Progress (Table 2)	: 6
New Studies Initiated (Table 3)	: 2

#### Teaching

Specialization Package in Agriculture (SPA) (Table 4)	
Fellow Programme in Management (Agriculture) (Table 5)	

#### Management Development Programme (Table 6)

Programmes	: 8
Workshop	: 1

#### Publications (Table 7)

Monographs published: 2  
Management of Irrigation Systems: The Cases of Meshwo and Phophal in Gujarat, India

Econometric Modelling of the Indian Silk Industry

Monographs under print: 5

Collective Action, Leadership and Success in Agricultural Cooperatives: A Study of Gujarat and West Bengal

A Study into Production and Marketing of *Jatropha curcas*

Religious Pursuit and Material Growth: A Study of Shri Dharmasthala Manjunatheswara Kshetra

Banking Credit for Farm Inputs Marketing Business: Macro Perspective and Micro Realities

Simulation Model of a Urea Plant

### Core Group for Wastelands Development

The Core Group for Wastelands Development (CGWD) in CMA is one of the eight Regional Centres of the National Afforestation and Eco-Development Board and was established in 1989. Its area of operation covers Goa, Gujarat, and Maharashtra.

CGWD did not undertake fresh activities in 1995-96.

### Tirath Gupta Memorial Lecture Series

The second Tirath Gupta Memorial lecture was delivered by Dr. N.C. Saxena, Director, Lal Bahadur Shastri National Academy of Administration, Mussoorie, on April 25, 1995. The topic was "Leasing of Forest Lands to Industries."

Printed copies of the first Tirath Gupta Memorial Lecture delivered on October 30, 1992, by Dr. William R. Bentley, Senior Programme Officer, Winrock International and Director, Weyerhaeuser Center for Forest Resource Management and Policy Studies, Yale University, on "Development Strategy for Farm and Village Forestry" were released on this occasion.



**TABLE 1: RESEARCH STUDIES COMPLETED**

	<b>Faculty</b>	<b>Sponsor</b>
Decision Support System for Greenhouse Managers	S. Kolavalli	Ministry of Agriculture
Product Improvement through Users Feedback: Solar Cookers in Gujarat	Girja Sharan Gopal Naik	-do-
Management Perspective for Exposing Indian Farmers to the International Prices of Rice	Samar K. Datta	-do-
Developing a Forecasting Model for the Indian Cotton Sector	Gopal Naik	-do-
Investment Behaviour in Indian Agriculture: A Theoretical and Empirical Investigation	Vasant Gandhi	-do-
Management of Raw Material Procurement: Case Studies in Agro-Processing	S.L. Bapna	-do-

**TABLE 2: RESEARCH STUDIES IN PROGRESS**

	<b>Faculty</b>	<b>Sponsor</b>
Design and Management of Post-Harvest System of Perishables	Girja Sharan	Ministry of Agriculture
Application of Contract Theory to Sugar Manufacturing Enterprises	Samar K. Datta	-do-
Agri-Business Consumers and Product Purchase Behaviour	P.M. Shingi	-do-
Private and Cooperative Initiatives in Extension for Agricultural and Social Development	P.M. Shingi	-do-
Economic and Management Aspects of Cassava Cultivation and Processing in India	Gurdev Singh	-do-
Generating Market Outlook and Assessing Policy Impact for Cotton	Gopal Naik	-do-

**TABLE 3: NEW STUDIES INITIATED**

	<b>Faculty</b>	<b>Sponsor</b>
Computer Aided Optimization of Solar Box Cooker and Preparation of a Design Handbook	Girja Sharan	Gujarat Energy Development Authority
Agricultural Development Perspective for the Ninth Five Year Plan	B.M. Desai	Ministry of Agriculture

**TABLE 4: SPA COURSES**

	<b>Instructor(s)</b>
<b>First Term</b>	
Strategy Formulation and Implementation	M.R. Dixit R.S.Karki
Agriculture Development Policy	B.M. Desai
Development Strategy for Allied Agricultural Sectors	Samar K. Datta
Research Methods in Agriculture Marketing	Gopal Naik
System Analysis in Agriculture	Girja Sharan
Marketing of Agricultural Inputs	Vasant Gandhi
<b>Second Term</b>	
Legal Aspects of Business	A.L. Shah D.N. Saraf
Management of Seed Production	Gurdev Singh
Environment Management	P.R. Shukla Prem Pangotra
Finance for Agricultural Production and Marketing	B.M. Desai
Forecasting Techniques and their Applications in Agriculture	Gopal Naik
Management of Agro Industrial Projects	Vasant Gandhi
Logistics Management for Agriculture	N. Ravichandran
<b>Third Term</b>	
Agricultural Output Marketing	S.L. Bapna
Rural Advertising	P.M. Shingi
International Trade in Agricultural Commodities	Samar K. Datta
Seminar on International Marketing	V.N. Asopa
Design and Dynamics of Development Organizations	Anil K. Gupta
Managerial Oral Communication	S. Vathsala

**TABLE 5: FPM COURSES**

First Term	Instructor(s)
Agricultural Management (I)	Gopal Naik B.M. Desai Girja Sharan
Agricultural Management (II)	S.K. Datta Anil K. Gupta R. Gopichandran
Second Term	
Agricultural Marketing Models Institution Building	Gopal Naik A.K. Gupta P.M. Shingi
Agricultural Finance	Gurdev Singh
Third Term	
Agriculture Development Policy Communication and Diffusion	S.L. Bapna P.M. Shingi

**TABLE 6: MANAGEMENT DEVELOPMENT PROGRAMMES**

	Duration	No. of Participants
MEP for Agriculture	April 10 - May 13, 1995	23
Summer School on Management of Common Property Resources	June 1-10, 1995	18
Programme for IFS Officers on Management in Government	June 19-23, 1995	26
Raw Material Procurement in Agro-Processing Industries	August 6-12, 1995	24
Managing Agricultural Export Business	September 4-9, 1995	28
Management of Change in Natural Resource Use for IFS Officers	November 13-17, 1995	19
Agricultural Input Marketing	January 3-12, 1996	33
Management Programme for Agriculture	January 29-March 9, 1996	14

CMA organized a workshop on "Innovations in Rural Development: Building upon What People Know" on July 21, 1995.

**TABLE 7: PUBLICATIONS****Monographs Published**

1. Shashi Kolavalli, Amar H. Kalro, Gopal Naik, and Nitin Shah, *Management of Irrigation Systems: The Cases of Meshwo and Phophal in Gujarat, India*. Ahmedabad: Indian Institute of Management (CMA Monograph 171).
2. Gopal Naik, Santosh Kumar Singh, and Nalini Govind, *Econometric Modelling of the Indian Silk Industry*. New Delhi: Oxford & IBH (CMA Monograph 172).

**Monographs under Print**

1. Samar K. Datta and Sanjeev Kapoor, *Collective Action, Leadership, and Success in Agricultural Cooperatives: A Study of Gujarat and West Bengal*. New Delhi: Oxford & IBH (CMA Monograph 168).
2. Gurdev Singh, S.P. Seetharaman, and S.N. Chokshi, *A Study into Production and Marketing of Jatropha curcas*. Ahmedabad: Indian Institute of Management (CMA Monograph 169).
3. Ranjit Gupta and B.L. Tripathi, *Religious Pursuit and Material Growth: A Study of Shri Dharmasthala Manjunatheswara Kshetra*. Ahmedabad: Indian Institute of Management (CMA Monograph 170).
4. B.M. Desai and N.V. Nambodiri, *Banking Credit for Farm Inputs Marketing Business: Macro Perspectives and Micro Realities*. New Delhi: Oxford & IBH (CMA Monograph 173).
5. Girja Sharan, A. Tripathy, and Krishna Kumar, *Simulation Model of a Urea Plant*. Ahmedabad: Indian Institute of Management (CMA Monograph 174).

## 2. CENTRE FOR REGIONAL MANAGEMENT STUDIES

During the year 1995-96 the CRMS committee consisted of Professors R.H. Dholakia, Vasant Gandhi, Dilip Mavalankar, and Ramesh Bhat (Chairman).

CRMS continued to support the research project on "Are Land Reforms an Engine of Rural Development? A Study Based on Gujarat" under the supervision of Professors B.M. Desai, S. Datta, and A.N. Oza (Convener). This study focuses on examining Gujarat's experiences in equity-oriented land reforms and efficiency-oriented change agents such as technology, infrastructure, credit supply, and availability of various inputs. The report is likely to be submitted very shortly.

CRMS provided research support to FDP participants and one FPM student during the year. The details are given below. Reports of projects undertaken by FDP participants are available in CRMS and FDP offices.

During 1995-96, CRMS also provided fellowships to cover a part of programme fees of three FDP participants.

### FINANCIAL SUPPORT TO FPM/FDP PARTICIPANTS

Name of Participant	Financial Support (Rs.)
Amar Saxena (FPM participant)	12500
Dr. Shiv Kumar Sharma (FDP participant)	4620
Dr. T.D. Tiwari (FDP participant)	3250
Nilima C. Nair (FDP participant)	1500
R.H. Taxak (FDP participant)	1500
Dr. D.K. Pandiya (FDP participant)	2300
C. Samudhra Rajakumar (FDP participant)	3300
P.R. Muthuswamy (FDP participant)	1500
Dr. J.D. Jadeja (FDP participant)	1500
S. Mufeed Ahmad (FDP participant)	1500
P.R. Muthuswamy, S. Mufeed Ahmad, C. Samudhra Rajakumar, Nilima C. Nair (FDP participants)	2050

## 3. COMPUTER AND INFORMATION SYSTEMS GROUP

The Computer and Information Systems Group (CISG) faculty were involved in a number of teaching and consulting activities in India and abroad. They were also associated with several professional activities outside the Institute. This academic year, CISG restructured its first year PGP courses and offered new MDP programmes.

### Courses in PGP and FDP

CISG offered the following courses in PGP and FDP:  
Business Data Networks

Decision Support Systems  
Information Systems, Development, and  
Implementation  
Introduction to Computers  
Information Systems  
Management Information Systems

### Research Projects

Computerization in Materials Management at SAIL  
Plants  
Production and Client Management Systems for  
Information Products – System designed and  
Prototype software tested (Sponsor: IDRC  
Project)  
Department of Electronics Sponsored Project on  
Software Export Management (with Professor  
Ashok Korwar)  
Determinants of Success in Large IT Projects  
(Sponsor: IDRC).

### Cases/Technical Notes/Software Developed and Revised

EDI at the New Customs House, Indira Gandhi  
International Airport, New Delhi  
Blue Dart Express Company  
BFL Software Ltd.  
Thai Trade Information Company  
A Note on Structured Systems Analysis and Design  
The Micro Chip Revolution: Impact on Computers  
and Applications  
Computer Illustration on Software Cost Estimation  
Computer Illustration on Object-Oriented Analysis  
and Design  
OOAD and Implementation with Character  
Interface  
OOAD and Implementation with GUI on Windows  
Computer Based Inventory Management Game,  
revised version to incorporate datalogging

### Seminars/Conferences/Workshops

Bhatnagar, S.C., chaired a session on "Strategies of  
Human Resources Development in the New  
Information Technologies" in a workshop on  
Informatics Manpower Policy and Strategies in  
Commonwealth Countries, COMNET-IT, Malta,  
October 30 to November 1, 1995.

\_\_\_\_\_, participated as a resource person in a  
workshop on Information Society and Developing  
Countries, European Commission, Brussels,  
November 22-24, 1995.

\_\_\_\_\_, "Building DSS for Planning in India:  
Some Lessons," workshop on DSS for Sustainable  
Development, UN University, Macau, February 25-  
March 8, 1996.

\_\_\_\_\_, delivered the opening keynote speech in the national conference on IT Policy and Economic Development, National Information Technology Policies Forum of South Africa, Johannesburg, April 15-16, 1996.

\_\_\_\_\_, presented a seminar on International Perspective of Information Technology, University of Cape Town, April 18, 1996.

\_\_\_\_\_, "Investing in Information Technology: Challenges and Opportunities for Management Schools," paper presented at the international workshop on Institution Building and Networking, IIMA, April 1986.

\_\_\_\_\_, presented an invited paper in the annual convention of the Computer Society of India, Hyderabad, November 9-12, 1995.

Jain, Rekha, organized and participated in a seminar on "Current Trends in Telecommunication Business and Policies," Ministry of Transport and Communication, Bangkok, January 12, 1996.

Jajoo, B.H., "Emerging Networking Technologies," paper presented at the Convention on IT, Information Technology Centre, Anand.

\_\_\_\_\_, talk on "Apple Technology" Annual CSI Convention, Ahmedabad Chapter, Ahmedabad.

\_\_\_\_\_, invited by the Ahmedabad Management Association to conduct a one-day workshop on "Internet: The Global Revolution for Business."

\_\_\_\_\_, invited by CSI Ahmedabad Chapter, to conduct a one-day workshop on "Industry Perspective of Apple Technology."

\_\_\_\_\_, conducted a one-day workshop on "Multimedia and Apple Technology" for the Microcomputers Users Club.

\_\_\_\_\_, conducted a one-day workshop on "Internet Technology" for the Microcomputers Users Club.

Rama Rao, T.P., gave a lecture on "Training in Software Project Management" at the workshop on Software Export Manpower, New Delhi.

\_\_\_\_\_, gave a lecture on "Emerging Trends in Software Development" and "Comparison of Structured and Object-Oriented Methods: A Case Study," Computer Society of India, Ahmedabad Chapter.

\_\_\_\_\_, gave a lecture on "Emerging Trends in Software Development," "Managing IT" and "Comparison of Structured and Object-Oriented Methods: A Case Study," IEEE Computer Society, Baroda Chapter.

\_\_\_\_\_, gave a lecture on "Software Development Methodologies and Tools," Coimbatore Ingres Users Group, Coimbatore.

\_\_\_\_\_, gave a lecture and chaired a panel discussion on "Improving the Effectiveness of Systems Courses," Sardar Patel University, Vallabh Vidyanagar.

Venkata Rao, V., "EDI: Standards and Applications," talk delivered at IEEE Computer Society, Gujarat; SIGSE; on July 6, 1995, at Ahmedabad, on July 7, 1995, at Baroda, and on August 17, 1995, at Anand.

\_\_\_\_\_, "Information Technology in Shipping Management," paper presented at the seminar on Shipping Management, Nautical Institute, India Branch, Bombay, September 11-12, 1995.

\_\_\_\_\_, "Management Games Through Computer Networks: Experiences and Design Issues," paper presented at the seminar on Technologies for Educational Networking," Indira Gandhi National Open University, New Delhi, November 1-2, 1995.

\_\_\_\_\_, "Workshop on Computer-based Management Gaming," IIMA, April 12, 1996.

### Papers Published

Bhatnagar, S.C., "Applications of Information Technology in Grameen Bank," in Odedra-Straub, Mayuri (ed.), *Information Technology and Socio- Economic Development*, Ivy League Publications, 1995.

\_\_\_\_\_, "Information Technology and Development: Need for a Different Perspective", in Bagya, R.K. and Bhatnagar, S.C. (eds.), *IT Challenges and Opportunities*, Tata McGraw-Hill, New Delhi, 1995.

Jain, Rekha, "A Diffusion Model for Public Information Systems in Developing Countries," communicated to the *Journal of Global Information Management*, Vol.4, No.3, forthcoming.

\_\_\_\_\_, "Key Constructs in Successful IS Implementation," communicated for publication.

### Other Activities

Professor S.C. Bhatnagar was invited as a resource person to teach in the international programme for teachers of information analysts conducted by the University of Nairobi in August 1995. The regional programme was sponsored by the Commonwealth Secretariat, London. He was also invited to be a member of the editorial board of the *Journal of Holistic Research in Information Systems* to be published from Australia.

Professor Rekha Jain was appointed to the editorial board of the *Journal of Global Information Management*.

Professor B.H. Jajoo was appointed as a member of the organizing committee for the GEOMATICS 96 conference and chaired a session on "Business Applications of Geomatic."

Professor T.P. Rama Rao was appointed as a member of the organizing committee and member of the programme committee of the National Technology Seminar on Developing Software for Global Markets. He was appointed as GVFL's nominee director on the board of Gentech Business Systems Pvt. Ltd. He was a member of various committees for selecting senior IT professionals in academic and private organizations.

Professor V. Venkata Rao was appointed as a member of the nominations committee by the Computer Society of India, Ahmedabad Chapter. He took part as an expert in some activities in the Computer Society of India, DOEACC Scheme. He was a resource person in the second Regional Programme for Trainers of Information Analysts in Africa (REPTIAA-95) at the Institute of Computer Science, University of Nairobi, from April 7 to 11, 1995.

#### Other Publications

Professor B.H. Jajoo wrote an article titled "Computer Networks at IIMA" for the *Alumnus*.

S.C. Bhatnagar edited *Information Technology in Developing Countries*, a quarterly newsletter of IPIF WG9.4.

#### Network Administration

Professor B.H. Jajoo developed many network-based software utilities for automation of system administration tasks for the Institute-wide internetwork. He also played a key technical role in designing and implementing the networking hardware and software required to establish the Internet connectivity for the IIMA internetwork. Under the sponsored research projects of NISSAT and IDRC, he designed and implemented a LAN for providing Institute-wide CD-ROM based services to all users at IIMA.

### 4. FACULTY DEVELOPMENT CENTRE

In collocation with the RMCEI the Faculty Development Centre offered a one month International Management Teachers' Training Programme from March 10 to April 6, 1996. The programme was sponsored by the Commonwealth Secretariat, London. Twenty-one participants from 11 countries attended the programme.

### 5. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) at the Institute consists of an interdisciplinary faculty group working on management problems of government systems and public programmes.

PSG is the Institute's focal point for research, training, and organizational work relating to gover-

ment and non-government organizations, the management problems of which are distinct from those in private enterprise systems.

#### Completed Research Projects

- Strengthening Family Welfare Programme through Micro Level Planning
- Trade, Innovation, and Performance
- Research and Case Writing in Railways, Logistics, and Shipping
- Design of BAIF Management Training Centre
- Synergy of Government Policies and Industry Competitiveness
- Community Participation in Drinking Water and Sanitation Projects
- Improving Training Effectiveness in the Railway Staff College
- Public Systems Group: A Review of Research

#### Research Projects in Progress

- Capacity Building for Health Policy Development in India
- Synergy in Government Policies and International Competitiveness in Industries: A Case Study in Selected Indian Industries
- Managing Opium Deaddiction
- Strengthening Reproductive Health Programmes and Policies in the Public Sector
- Case Study of Health Work by UNICEF
- Evaluation of Management Aspects of Family Planning Programme by Gujarat Crime Prevention Trust
- Comparative Ranking of Quality of Life in Five Indian Cities
- Energy and Transport Model
- Ahmedabad City Monitor

#### Management Development Programmes

For regular programmes, please see the chapter titled "Management Development Programmes".

*Public Policy Analysis for IAS Officers:* This programme, sponsored by the Department of Personnel and Training, was offered from December 4 to 8, 1995, and attended by 25 senior IAS officials.

#### Fellow Programme in Management

Two participants with specialization in PSG completed the requirements and were awarded the title of the "Fellow of the Indian Institute of Management, Ahmedabad." So far 10 students have graduated in PSG.

Following courses were offered by PSG to FPM students in the second year:

- Public Management
- Public Finance
- Management of Social Development Programme
- Energy and Environment Policy
- Environment Risk Analysis

### Post-Graduate Programme

Following courses were offered by PSG to PGP students:

- Infrastructure Management and Implications on Logistics
- Services Management

### PSG Forum

The PSG Forum provides an informal research-based interaction between faculty, FPM students, research staff, and other like-minded academicians interested in Public Systems. The Forum met on five occasions as follows:

Theme	Discussant	Date
Energy-Environment Linkages in an Urban Area: Case Study of Ahmedabad City	Preeti Goswami	April 7, 1995
Privatization of Ports: A Framework for Governmental Action	G. Raghuram	August 16, 1995
Beijing Women's Conference: Implications for NGO Action	Indu Capoor Sheba George Nafisa Barot	October 30, 1995
Global Green House Gas (GHG) Emission Reductions, Joint Implementation, Tradeable Emission Permits, and Increased Trade: A Canadian Perspective	Richard Loulou	December 7, 1995
Urban Environment: Emerging Paradigms and Strategies	Prem Pangotra	February 28, 1996

### Conference Papers and Presentations

- Bhat, Ramesh, "Private Health Care Sector Growth in India," Asian Development Bank, Manila, May 26, 1995.
- Bhatt, Anil, "Planning Meeting," paper for an International Research Project on Credit for Income Generating Activities of the Poor, Awana (Malaysia), April 26-30, 1995.
- Majumdar, Saumen and Shukla, P.R., "Electric Load Forecasting Using Artificial Neural Networks and Deficit Management," paper presented at the national conference on Applied Mathematics, December, 1995 (revised version accepted for

- publication in the conference proceedings).
- Mavalankar, D.V. and Sharma, B., "Quality of Care in Sterilization Camps in Gujarat," Quality of Care workshop, Bangalore, May 24-26, 1995
- \_\_\_\_\_, "Quality of Care in Sterilization Camps, paper presented at Quality of Care in Family Planning workshop, Bangalore, May 1995.
- \_\_\_\_\_, "Current Problems of Family Welfare Programme Administration and Principles and Techniques of Management Applicable to Family Welfare and Reproductive Health Programmes," paper presented at the national seminar on Policy Directions and Strategy of Action in Population and Reproductive Health, Population Foundation of India, New Delhi, December 19-20, 1995.
- Pangotra, P., "Managing the Urban Environment: Strategies for Indian Cities," paper presented at the eleventh Gujarat Science Congress on Environment and Pollution, Gujarat Science Academy, February 1996.
- Raghuram, G., "IT Use in Indian Railways: Successes and Failures," conference of the Institute for Operations Research and the Management Sciences, Singapore, June 25-28, 1995.
- \_\_\_\_\_, "A Framework to Examine Inventories for Supply Chain Management," conference of Institute for Operations Research and the Management Sciences, Singapore, June 25-28, 1995.
- \_\_\_\_\_, "Approaches to User Friendly Transportation in Ports and Railways," FICCI/World Bank seminar, New Delhi, April 8, 1995.
- \_\_\_\_\_, "Logistics and Distribution Management in India," Harvard Business School/CII Programme on Managing Global Opportunities: India, Bombay, June 21, 1995.
- Satia, J.K., and Mavalankar, D.V. "Improving Quality of Care in Indian Family Welfare Programme," Quality of Care workshop, Bangalore, May 24-26, 1995.
- Shukla, P.R. and Kanudia, Amit, "Energy and Greenhouse Gas Abatement Policies for India: Innovations and Analysis with MARKAL Model," paper presented at the regional workshop on Development of GHG Mitigation Assessments, Least-Cost Plans and Projects, Bangkok, March, 1996.

### Papers Published

- Bhatt, Anil, "Voluntarism in India: Role, Trends and Challenges," *Economic and Political Weekly*, April 22, 1995, pp. 870-73.
- Mavalankar, D.V., "Indian Plague Epidemic: Unanswered Questions," *Journal of the Royal Society of Medicine*, Vol. 88, 1995, pp. 547-551.

Shukla, P.R., "Greenhouse Gas Models and Abatement Costs for Developing Nations: Critical Assessment," *Energy Policy*, Vol.23, No.8, 1995, pp. 677-87.

\_\_\_\_\_, "Informal and Traditional Sector Dynamics: A Missing Dimension in the Global Greenhouse Gas Abatement Policies," in Battelle (ed.), *Climate Change and the Social Sciences: State of the Art Report*, Pacific Northwest Laboratory (forthcoming).

\_\_\_\_\_, "Greenhouse Gas Mitigation for India: Future Emission, Policy Analysis, and Perspective on Modelling Developing Country Dynamics," *AMBIO*, June 1996.

\_\_\_\_\_, "Penetration of Renewable Energy Technologies in India: Assessment of Future Trajectories and Macro Policies" in Venkat Ramana, P. (ed.), *Renewable and Rural Energy Policy Perspective in Developing Countries*. New Delhi: Tata Energy Research Institute (forthcoming).

### Monographs

Manikutty S., Mavalankar, Dileep, and Bhatt, Anil, *Community Participation in Water and Sanitation Projects: A Comparative Study of Five Projects in India*, October 1995.

Manikutty, S., *Public Systems Group: A Review of Research*, PSG Monograph No.65, March 1996.

## 6. RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

During the year, the Ravi Matthai Centre for Educational Innovation (RJMCEI) worked as a resource institution for the Government of Gujarat to prepare a proposal for Banaskantha district under the DPEP-II programme. Two one-day workshops were organized by RJMCEI in this context. The proposal was discussed with international funding agencies by the Government of Gujarat in which RJMCEI participated.

One research project initiated during 1994-95 was completed during the year. Another research project initiated during the year is in progress.

RJMCEI published the first issue of *Kayakalp* which seeks to document, analyse, share, and disseminate various innovative practices in the field of higher education.

### Seminars/Workshops/Programmes

RJMCEI organized a seminar on Private Initiatives in Planning and Management of Technical Education: Achieving Academic Excellence and Financial Self-Reliance on October 10-11, 1995. Sponsored by the

All India Council for Technical Education, it attracted 92 participants.

The third International Management Teachers Training Programme was offered jointly by RJMCEI and FDC from March 10 to April 6, 1996. This programme was sponsored by the Commonwealth Secretariat, London. Twenty-one participants from 11 commonwealth countries participated.

RJMCEI organized a workshop on "Institution Building and Networking" from April 2 to 6, 1996, sponsored by the Commonwealth Secretariat. This workshop was for heads of institutions which had sponsored participants to the International Management Teachers Training Programmes. Heads of institutions from 11 countries and resource persons from Britain, India, Malaysia, and South Africa participated. The proceedings of this workshop are expected to be published by the Commonwealth Secretariat.

### Institution Building Support

During the year, RJMCEI faculty continued to provide institution building support to several educational institutions and non-governmental organizations.

## 7. ENTREPRENEURSHIP GROUP

During the academic year 1995-96, the Entrepreneurship Group offered three elective courses in the second year of PGP: Laboratory in Entrepreneurial Motivation, New Venture Management, and Project Planning for Industrial Development, which form the concentration package of the three entrepreneurship-related courses. All these courses had high registration.

## 8. INTERNATIONAL MANAGEMENT GROUP

The following elective courses were offered by the faculty of the Group in the second year of PGP:

- International Business Management
- Japanese Management
- Managing Export Import Business

### Registered Cases

Korwar, Ashok, "The Case of the Baffled Garment Exporter."

### Papers Presented in Conferences/Seminars

Shekhar Chaudhuri, N. Shah, and A. Mukherjee, "Some Aspects of Internationalization by Larger Indian Firms: Evidence from Ten Case Studies," paper presented at the conference on Business Response to the Changing Environment, EDI, Ahmedabad, March 1996.

## 9. INDUSTRIAL POLICY MANAGEMENT GROUP

Two new elective courses were offered by the Group faculty in the second year of PGP:

Economics of Industrial Organization and Policy  
Policy, Technology Management, and  
Competitiveness

### Management Development Programmes

The following programme was offered during the year:  
Industrial Policy Planning and Development for  
IAS Officers

### Completed Research Projects

Deregulation at the State Level. Sponsor: Indian  
Merchants' Chamber, Mumbai.

### New Research Projects

The following research project was initiated during  
the year:

Competition Policy in India  
Sponsor: Ministry of Industry

### Seminars

The Group organized two seminars:

Dr. Sanjaya Baru Editor, Editorial Page <i>Times of India</i>	Role of Industrial Policy in the Current International Economic Environment
Dr. John Humphrey Institute of Development Studies University of Sussex	Principles for Promoting Clusters and Networks of SMEs



# DISCIPLINARY AREAS

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The Institute has seven academic disciplinary 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 courses in the Post-Graduate and Fellow Programmes in Management. It also offered MDPs on Strategies for Competitive Advantage, Information Technology for Competitive Advantage, and Business Process Reengineering. Research and consulting activities of the area have covered issues in strategy formulation and implementation in different kinds of organizations in the context of liberalization, gaining global competitive advantage, international business, and entrepreneurship.

## 2. Economics

The Economics area offered compulsory and elective courses in the Post-Graduate and Fellow Programmes, besides offering 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 in first year PGP. During 1995-96, the area designed a new elective course on International Trade and Finance. The following elective courses were offered during the second year of PGP: Economic Analysis for Business Planning, Project Planning for Industrial Development, International Banking and Finance, Multinationals and the International Economy, and International Trade & Finance. The area faculty also offered four project courses and courses of independent study spread over three terms.

The Economics area completed a comprehensive review of the area's FPM-II course package. The area will offer a new course package consisting of three compulsory courses and two out of five elective courses to be chosen by the students.

The following compulsory/elective courses were offered for second year Fellow Programme students: Advanced Microeconomics, Econometrics, Advanced Macroeconomics, Multinationals and the International Economy, Industrial Organization and Policy, and International Trade and Finance.

One student completed the requirements of the Fellow Programme in Management and three students reached an advanced stage. Five FPM students completed their course work and would soon initiate their dissertation work.

The area offered the third International Programme on Management of Economic Policy Reforms. Twenty-six senior bureaucrats from 20 developing Commonwealth countries participated in this programme, which was conducted in collaboration with the Commonwealth Secretariat, London.

## 3. Finance and Accounting

The Finance and Accounting area offered compulsory and elective courses in the Post-Graduate and Fellow Programmes.

In the first year of PGP, the area offered four courses: Management Accounting I and II and Finance I and II.

In the second year of PGP, the following elective courses were offered in two sections each: Investment and Portfolio Management; Strategic Financial Management; and Management of Financial Institutions; three sections of Mergers, Acquisitions, and Corporate Restructuring; and one section of Options and Futures. A half-unit non-credit course in Management Control Systems was also offered.

The area offered four FPM courses: Management Control Systems, Theory of Finance, International Financial Management, and Reading Seminar on Empirical Finance.

Two Management Development Programmes—Advanced Financial Management and International Finance (jointly with the International Management Group) — were offered.

#### **4. Marketing**

The Marketing area's activities relate to teaching, research, and consultancy work in fields such as strategic marketing, advertising management, product and brand management, international marketing, sales and distribution management, and social marketing.

The area offered two compulsory core courses in marketing to the first year students of the Post-Graduate and Fellow Programmes. In the second year of the Post-Graduate Programme, the area offered elective courses such as Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, Sales and Distribution Management, and International Marketing. The area also offered seven independent project courses to the second year students of the Post-Graduate and Fellow Programmes. In addition, the area offered advanced doctoral courses such as Marketing Theory and Contemporary Issues, Behavioural Science Applications in Marketing, Reading Seminar in Marketing Management, and Quantitative Models in Marketing.

The area faculty participated in various management development programmes offered by the Institute. This involvement was in addition to the management development programme on Advanced Data Analysis for Marketing Decisions which was offered jointly with the Production and Quantitative Methods area. The area faculty developed several case studies covering a wide spectrum of product-market situations and organizations, presented papers in seminars, and published articles relating to key issues in marketing management. The area organized two research seminars by visiting scholars during the year.

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

The Organizational Behaviour area offered compulsory and elective courses in the Post-Graduate Programme. The area also offered regular FPM courses during the year.

The area has initiated the process for reviewing its PGP courses.

The following MDPs were offered during 1995-96:

Mutual Gains Industrial Relations Management  
(Professor Jerome Joseph)

Transformations of Organizations: A Response to  
Change (Professor Indira J. Parikh)

Management of Excellence (Professor P.N.  
Khandwalla)

The area faculty were involved in research on leadership, management of excellence, cognitive processes in executive decision making, executive stress, business ethics, etc.

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

The Personnel and Industrial Relations area offered compulsory courses in the Post-Graduate and Fellow Programmes. The faculty also offered independent project courses in the second year Post-Graduate Programme and FDP.

The faculty offered several courses in MDPs like MEP and 3-TP - Tier I.

There are three students in FPM programme, who are in different stages of their work.

In spite of best efforts, no addition of faculty has taken place. This is a matter of concern.

#### **7. Production and Quantitative Methods**

The Production and Quantitative Methods area offered regular PGP and FPM courses in operations management and quantitative methods during the year 1995-96. In addition to the elective courses offered in the second year of PGP, two new electives were offered:

Manufacturing, Marketing and Supply Chain  
Coordination  
Policy, Technology Management and  
Competitiveness

A course on real analysis was offered as an elective in the Fellow Programme in Management. The area also contributed to the Faculty Development Programme through a course on Statistics for Management.

The area offered the following MDPs/Workshops during 1995-96:

Project Management  
Logistics Management  
Materials Management  
Advanced Data Analysis for Marketing Decisions  
Workshop on Strategies for Materials Management  
Computerization  
Innovative Practices in Manufacturing Management

## Seminars

	Topic
Rohit Verma Department of Management David Eccles School of Business University of Utah	A Model for Effective Operations Management Integrating Constrained-Optimization Theory and Customer Choice Patterns (June 16, 1995)
Naren Agrawal Decision and Information Systems Department Santa Clara University	Contributions of Manufacturing Policies in the Electronics and Semiconductor Industry (July 10, 1995)
Mohan Gopalakrishnan Department of Decision Sciences and MIS Concordia University Canada	Capacitated Lot Sizing Problem with Setup Times and Setup Carryover: Mathematical Model and Tabu Search Solution (December 20, 1995)
Bala Ram Department of Industrial Engineering North Carolina A&T State University	Material Handling Education and Research (January 8, 1996)
K.P. Kistner Faculty of Economics University of Bielefeld Germany	Just-in-Time (January 17, 1996)
Jishnu Hazra Indian Institute of Management Bangalore	Analysis of an Assembly System in a Broadcast Environment (March 11, 1996)
Shrikant S. Panwalkar	Quality Assurance in Indian Environment (March 13, 1996)

## ALUMNI RELATIONS AND ACTIVITIES

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During 1995-96, the IIMA Alumni Committee brought out three issues of the *IIMA Alumnus*. There was extensive coverage of issues such as computer networks and information technology. Also included were comments of participants who had attended MDPs on computer network and information technology. While the September issue carried a feature on alumni who had reached top rungs in the corporate sector, the January 1996 issue profiled alumni who were involved in unconventional and offbeat work. In response to the feedback received from the alumni, there will be a new series on PGPs in the forefront of management. The May 1996 issue carried a special report on placement of the 1996 batch of PGPs.

### **Chapter Activities**

The Bombay chapter has been quite active. It organized an alumni get-together and seminar on "Architects of Excellence". The Delhi chapter also had its annual get-together in December which was attended by about 500 alumni and spouses. Professor G. Raghuram represented IIMA. The Ahmedabad chapter organized a seminar at the Institute on "Marketing: Made in India". The other alumni chapters are in the process of organizing their activities. The Madras chapter met recently and has elected new office bearers. The Chandigarh chapter is in the process of forming the organizing committee.

# VIKRAM SARABHAI LIBRARY

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During the year, new books bought and journals subscribed to were as follows:

Books (new additions)	2187
Periodicals	585

In addition, 23 reference volumes were added from a grant for upgradation of library facilities. The total collection of books at the end of the year stood at 1,34,641. Publications issued and returned numbered 19185 and 13231 respectively. In addition a large number of articles and book chapters were photocopied by the users.

## Library Automation

**Database Service:** About 10,000 records were added to the database of journal articles, selected articles, features, and news items from the *Economic Times* and the *Financial Express* and current additions of books. Records of newspaper items for 1993 were removed from the database and kept as back-up for future use. The service was available to the faculty and students on the LAN and was heavily used.

**Index and Bibliographic Service:** The following computer-based services were offered:

- Index of Articles from current issues of specified periodicals
- Management News Index
- Current Additions of Books

Current Contents of Periodicals were circulated to respective areas.

**Other Services on LAN:** Circulation information service.

Library Network and CD-ROM based Information Services : Work on LAN exclusively designed to provide library information services to PGP/FPM students, faculty, and others was completed and installation initiated. In addition to the main Pentium-based LAN server, the library procured a CD-ROM server with capacity to provide access to 14 CDs at a time.

The following CD-ROM based databases were acquired:

- ABI/Inform
- F & S Predicasts
- Econlit

## Research for Product Design and Test Marketing of Management Information

Two workshops were held during the year as part of the project:

- Workshop on Product Development Experiences and Test Marketing (November 1995)
- Workshop on Standardization for Design and Management of Database and Client Management System (February 1996)

As a part of the project, Case Bibliography, Abstracts, and Articles Preview were tested.

## Manual for the Marketing of Information Products and Services in Developing Countries

The project is continuing and the first draft of the manual is likely to be ready for testing in July 1996.

## National Information Centre on Management

The Library received funds from the Department of Scientific and Industrial Research. Activities have been undertaken for meeting the objectives.

## Seminars Attended

- Mrs. Meera Nanawati, and Mr. H. V. Salunke, both Senior Professional Assistants, attended the National Convention on Library Database Management CALIBER 96 organized by INFLIBNET and M.S. University of Baroda at M.S. University, Baroda, in February 1996.
- Mr. Upendra P. Pandya, Professional Assistant, attended a workshop on CDS/ISIS (Ver 3.07) at DRTC, Bangalore, in November 1995.

## GRANT-IN-AID

The Institute received grant-in-aid of Rs.9,23,12,000 during 1995-96 from the Ministry of Human Resource Development, Government of India. The details are given below:

Name of Scheme/Programme	Opening balance (Rs.)	Grant received during the year (Rs.)	Expenditure incurred during the year (Rs.)	Unspent balance carried forward (Rs.)
Indian Institute of Management Non-Plan	—	8,48,12,000 *	3,99,50,000	—
Transfer to Endowment Fund Plan	—	75,00,000	4,48,62,000 75,00,000	—

\* Includes Rs.358.60 lakh as maintenance grant for the year 1995-96, Rs.374.96 lakh being matching grant for 1994-95, Rs.73.66 lakh being balance of matching grant for 1993-94 and Rs.40.90 lakh being special grant under 'force-majeure'.

## WELFARE ACTIVITIES

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The Welfare Committee continued its thrust towards development oriented activities started during the year 1994-95.

Like previous years, the Committee distributed slates, text books, and note books to 433 school-going children of 211 employees. On the occasion of New Year, the Committee organized a get-together.

The Welfare Committee celebrated the Institute Day on December 11, 1995. All sections of the community enthusiastically participated in the variety entertainment programme. Mementos were presented to staff members who had completed 20 years of service. Special awards for achievements in extra-curricular fields were presented to the employees and their children. Twenty-two children of IIMA employees were presented with merit awards based on their performance in board/university examinations in 1994-95.

During the year, 55 books in English, Hindi, and Gujarati were added to the library started by the Welfare Committee for the children and women, bringing the total collection to 610. The membership of the library rose to 64.

Yoga sessions and coaching classes in Hindustani classical music (vocal), tabla, and sitar ran to full subscription and became a permanent feature of the Welfare Committee's activities.

Encouraged by the response to the new development oriented activities, coaching classes in spanish guitar and electronic keyboard were also started. These new activities received enthusiastic response and were heavily subscribed.

The Welfare Committee organized eight medical-check-up camps for the employees. The first three camps covered employees above 45 years of age. Medical check-ups were for blood sugar, haemoglobin, blood group, and ECG, and general check-up by cardiologists and other specialists. Subsequently, five more camps were organized to cover employees above 40 years of age and women. A total of 180 employees and 57 ladies benefited from these check-ups. Needless to say, the Institute would more than recover the cost of the camp by avoiding costly treatments/operations at later dates.

During the summer vacation, the Welfare Committee organized coaching classes for children in collaboration with the Parent-Teacher Association of Kendriya Vidyalaya, Space Application Centre, Ahmedabad. In this six week programme, 36 children participated. The subjects included computer education, spoken and written English, drawing and painting, embroidery, and origami. The fees were subsidized to the extent of 25 per cent per child.





## **APPENDICES**



**APPENDIX 1: MANPOWER GROWTH**

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
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
1992-93	81	60	521	4	666
1993-94	74	49	516	5	644
1994-95	77	50	504	13	644
1995-96	74	52	482	22	630

**APPENDIX 2: POST-GRADUATE AND FELLOW PROGRAMMES**

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1992-93	372	40	412
1993-94	389	60	449
1994-95	391	58	449
1995-96	382	54	436

**APPENDIX 3: CASES, RESEARCH, AND CONSULTING**

Year	Case Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects * Completed (Cumulative)
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
1992-93	2564	511	620
1993-94	2644	523	845
1994-95	2686	550	1169
1995-96	2715	564	1429

\* The figures for consulting projects from 1993-94 onwards include teaching assignments also.

**APPENDIX 4: INDUSTRY, FACULTY MEMORIAL, AND OTHER SCHOLARSHIPS - 1994-95**

<b>Name of Recipient</b>	<b>Name of Scholarship</b>	<b>Amount (Rs.)</b>
<b>First Year (1994-96 Batch)</b>		
Samir A. Parekh	Bank of America	6,500.00
Bhupender Singh	Castrol India Limited	6,500.00
Purva A. Indurkar	Hindustan Lever Ltd.	6,500.00
Kushe Bahl	Industrial Development Bank of India	6,500.00
Srividya Prakash	Lakme Limited	6,500.00
Alpesh B. Shah	Lintas India Ltd.	6,500.00
Ashima Singhal	Mahindra and Mahindra Ltd.	6,500.00
Minal Shanghavi	Malayala Manorama	6,500.00
Tarun Rai	Narmada Cement Co. Ltd.	6,500.00
Amit Garg	Ranbaxy Laboratories Ltd.	6,500.00
Piyush Doshi	Shivakumar V.R. (ex-student) Memorial	6,500.00
Venugopal K.	Shreenath Khandelwal Trust	6,500.00
Praveen Gupta	Surrendra Paul	6,500.00
Rajesh Kumar Bhatt	Tata Engineering and Locomotive Co. Ltd.	6,500.00
Shailendra Malani	The Tata Iron & Steel Co. Ltd.	6,500.00
Rajesh R.	Tulsi Pushpa Charitable Trust	6,500.00
<b>PGP Students' Sponsored Scholarship</b>		
Kaushal Mody	PGP Batch 1987	3,000.00
<b>Faculty Memorial Scholarship</b>		
Ajay R. Garg	Professor Warren Haynes	3,000.00
<b>Second Year (1994-96 Batch)</b>		
<b>Merit Scholarship</b>		
Samir A. Parekh	Dunlop India Limited	50,000.00
Bhupender Singh	Hindustan Dorr-Oliver Limited	50,000.00
Purva A. Indurkar (Ms)	Jumbo Electronics Co. Ltd.	50,000.00
Srividya Prakash (Ms)	Unilever	40,000.00
Kushe Bahl	Mahindra and Mahindra Ltd.	20,000.00
Ashima Singhal (Ms)	Surrendra Paul	6,500.00
<b>PGP Students' Sponsored Scholarship</b>		
Anirudh A. Samsi	IIMA Silver Jubilee	3,000.00
<b>Faculty Memorial Scholarship</b>		
K. Venugopal	Professor B.K. Hegde	3,000.00
<b>Merit-cum-Means Scholarship</b>		
Praveen Gupta	Alpine Industries Ltd.	50,000.00
Hemendra Mathur	Dunlop India Ltd.	50,000.00
Goutam Datta	Jumbo Electronics Co. Ltd.	50,000.00
Alpesh B Shah	Deep-se-Deep Jale Trust	45,000.00

## APPENDIX 5: BOARD OF GOVERNORS

### Chairperson

S.K. Khanna  
242, Vivekanand Puri  
PO Sarai Rohila  
New Delhi

Sujata Chauhan  
Financial Adviser (Education)  
Ministry of Human Resource Development  
Department of Education  
New Delhi

S.D. Awale  
Joint Educational Adviser (T)  
Ministry of Human Resource Development  
Department of Education  
New Delhi

R.K. Sinha  
Secretary  
Department of Public Enterprises  
New Delhi

Anil Gupta  
Chairman  
Hotline Group of Companies  
New Delhi

S.K. Shelat  
Chief Secretary  
Government of Gujarat  
Gandhinagar

S. D. Sharma  
Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

P.V. Indiresan  
V-8, NIEPA Quarters  
New Delhi

Hrishikesh A. Mafatlal  
The Mafatlal Fine Spg. & Mfg. Co. Ltd.  
Mumbai

S. D. Kulkarni  
Chief Executive Officer and  
Managing Director  
Larsen & Toubro Ltd.  
Mumbai

Arvind N. Lalbhai  
Chairman and Managing Director  
Arvind Mills Ltd.  
Ahmedabad

Prfull Anubhai  
Chairman and Managing Director  
Rustom Mills & Industries Ltd.  
Ahmedabad

Ramesh B. Baheti  
Executive Chairman  
Steel Tubes of India Group  
Indore

Vijaypat Singhania  
Chairman-cum-Managing Director  
The Raymond Woolen Mills Ltd.  
Mumbai

Ram S. Tarneja  
Chairman – BOI Mutual Fund  
Mewar, Ground Floor  
40A Pedder Road  
Mumbai

Shyam S. Bhartia  
Managing Director  
Vam Organic Chemicals Ltd.  
New Delhi

C.R. Shah  
Director  
Torrent Group of Laboratories  
Ahmedabad

P.G. Mankad  
Director-General  
National Productivity Council  
New Delhi

B.M. Desai  
Indian Institute of Management  
Ahmedabad

J.L. Saha  
Indian Institute of Management  
Ahmedabad

Manubhai D. Shah  
Managing Trustee  
Consumer Education Research Centre  
Ahmedabad

Prem P. Gupta  
Chairman  
APG Enterprises Pvt. Ltd.  
New Delhi

Shrenik Kasturbhai  
Managing Director  
Anil Starch Products Ltd.  
Ahmedabad

Elaben R. Bhatt  
General Secretary  
Self-Employed Women's Association  
Ahmedabad

P. N. Khandwalla  
Director  
Indian Institute of Management  
Ahmedabad

### Secretary

A.K. Dua  
Chief Administrative Officer  
Indian Institute of Management  
Ahmedabad

## APPENDIX 6: MEMBERS OF IIMA SOCIETY

- Mr. K. R. Dave**  
General Manager  
Ahmedabad Cotton Mills, Gontipur  
Ahmedabad 380 021
- Mr. P. G. Ramrakhiani**  
Managing Director  
Ahmedabad Electricity Co. Ltd.  
Electricity House  
Laldarwaja  
Ahmedabad 380 001
- Dr. Biharilal Kanaiyalal**  
The Ahmedabad Kaiser-I-Hind Mills Ltd.  
Outside Raipur Gate  
Ahmedabad 380 002
- Mr. V. B. L. Mathur**  
Ahmedabad Jupiter Spg.Wvg. & Mfg.Mills  
Ltd.  
Dadhichi Road  
Ahmedabad 380 001
- Mr. A. K. Chakravorty**  
The Ahmedabad Mfg. & Calico Ptg. Co.  
Ltd.  
Jamalpur Gate  
Ahmedabad 380 022
- Mr. C. R. Amin**  
Managing Director  
Alembic Chemical Works Co. Ltd.  
Alembic Road  
Vadodara 390 003
- Mr. Bipin Chandulal**  
**Mr. Sandip Bipin**  
The Ahmedabad New Cotton Mills Co. Ltd.  
Near Khokhra  
Ahmedabad 380 008
- Mr. Jaykrishna Harivallabhdas**  
**Mr. Rajesh Jaykrishna**  
Shri Ambica Mills Limited  
Tube Division, Nr. Rly Station  
Vatva, Ahmedabad 382 445
- Mr. Nitin J. Nanavaty**  
Managing Director  
Apurva Containers Pvt. Ltd.  
Navbharat Mills Compound  
Chamunda Char Rasta, Naroda Road  
Ahmedabad 380 025
- Mr. Shripal Chinubhai Sheth**  
Anil Starch Products Ltd.  
Anil Road  
Ahmedabad 380 025
- Mr. Arvind N. Lalbhai**  
Arvind Mills Ltd.  
Naroda Road  
Ahmedabad 380 025
- Mr. Arvindbhai N. Lalbhai**  
**Mr. Sanjaybhai S. Lalbhai**  
Arvind Polycot Ltd.  
Saraspur  
Ahmedabad 380 002
- Managing Director**  
Shri Arbuda Mills Ltd.  
Rakhial Road  
Ahmedabad 380 021
- Mr. C. K. Choksey**  
Asian Paints India Ltd.  
Express Towers  
Nariman Point  
Mumbai 400 021
- Mr. Arvind N. Lalbhai**  
The Asoka Mills Ltd.  
Railwayपुरa, Naroda Road  
Ahmedabad 380 025
- Dr. S. Ganguly**  
Executive Vice-Chairman &  
Managing Director  
The Associated Cement Cos. Ltd.  
Cement House  
121, Maharshi Karve Road  
Mumbai 400 020
- Dr. K. Aparajithan**  
Managing Director  
Atic Industries Ltd.  
Atul 396 020
- Mr. Siddarth K. Lalbhai**  
**Mr. Sunil Lalbhai**  
**Mr. Manan N. Lalbhai**  
Atul Products Ltd.  
Atul 396 020
- Mr. Rahul Bajaj**  
Chairman & Managing Director  
Bajaj Auto Ltd.  
Bombay-Pune Road  
Akurdi, Pune 411 035
- Mr. R. K. Gupta**  
Chief Executive  
Audco India Ltd.  
C/o Larsen and Toubro Ltd.  
Ballard Estate  
Mumbai 400 038
- Mr. K. K. Nanjwani**  
General Manager  
Bakubhai Ambalal Pvt. Ltd.  
43, Jain Society  
Pritamnagar, Ellisbridge  
Ahmedabad 380 006
- Mr. K. C. Choudhary**  
General Manager (Credit & Corp. Banking)  
Bank of Baroda, Central Office  
3, Walchand Hirachand Marg  
Ballard Pier, Mumbai 400 038
- Mr. S. T. Gadre**  
General Manager  
Bank of India  
Zonal Office, Gujarat Zone  
Bhadra, Ahmedabad 380 001
- Chairman & Managing Director**  
Bharat Earth Movers Ltd.  
Bangalore 560 002
- Chairman & Managing Director**  
Bharat Heavy Electricals Ltd.  
Hindustan Times Building  
18/20 Kasturba Gandhi Marg  
New Delhi 110 001
- Mr. Subodh Chaturbhujdas**  
"Sonar"  
Opp. Panchvati Apartments  
Panchvati Cross Road, Ellisbridge  
Ahmedabad 380 006
- The Manager**  
Bharat Vijay Mills Ltd.  
Kalol
- Mr. H. C. Bijawar**  
The Bombay Dyeing and Mfg. Co. Ltd.  
Neville House  
J N Heredia Marg, Ballard Estate  
Mumbai 400 038
- Principal**  
Bank of Baroda Staff College  
Opp. Law Garden, Ellisbridge  
Ahmedabad 380 006
- Mr. M. Oeschger**  
Managing Director  
Brooke Bond India Ltd.  
'Brookefields',  
Marathahalli P.O.  
Bangalore 560 037
- Mr. M. V. Murugappan**  
Managing Director  
Carborundum Universal Ltd.  
Tiam House, 11/12 Rajaji Road  
Madras 600 001
- Mr. A. K. Sequeira**  
General Manager (HRD)  
Castrol India Limited  
White House  
91, Walkeshar Road  
Mumbai 400 006
- Mr. C. T. Parekh**  
Chandrakant Parekh Pvt. Ltd.  
Mamta House  
S.V. Road, Bandra (W)  
Mumbai 400 051
- Chemicals & Fibres of India Ltd.**  
Crescent House  
19, Walchand Hirachand Marg  
Ballard Estate  
Mumbai 400 038
- Mr. Siddharth Kasturbhai**  
**Mr. T. P. Desai**  
Cibatul Ltd.  
Atul 396 020
- Mr. Bansil Dhar**  
Chairman & Senior Managing Director  
DCM Limited  
Kanchenjunga, Barakhamba Road  
New Delhi 110 001
- Mr. Kewal K. Aggarwal**  
Managing Director  
Devidayal Rolling & Refineries Pvt. Ltd.  
Reay Road, Mumbai 400 010
- Mr. C. L. Goswami**  
Executive Director  
Birla VXL Ltd.  
Aerodrome Road  
Jamnagar 361 006
- Mr. U. V. Rao**  
Engineering Const. Corpn. Ltd.  
L&T House  
Ballard Estate  
Mumbai 400 038
- Mr. Upendrakumar M. Patel**  
Chairman and Managing Director  
Shri Dinesh Mills Ltd.  
Padra Road, Vadodara 390 005

**Chairman and Managing Director**

Engineers India Ltd.  
"El House", 4th Floor  
Bhikaiji Cama Place, R. K. Puram  
New Delhi 110 066

**Mr. C. K. Hazari**

Jt. Managing Director  
Escorts Limited  
6, Partap Building  
Connaught Circus  
New Delhi 110 001

**Mr. S. Jambunathan**

Chairman & Managing Director  
Export Credit & Guarantee Corp. of India Ltd.  
Express Towers  
Nariman Point  
Mumbai 400 021

**Mr. S. A. Beyabani**

General Manager  
General Insurance Corpn. of India "Suraksha" 170, J  
Tata Road  
Churchgate, Mumbai 400 020

**Mr. H. Dhanrajgir**

Managing Director & President  
Glaxo India Ltd.  
Dr. Annie Besant Road  
Mumbai 400 025

**Mr. Shantilal K. Somaiya**

Chairman  
The Godavari Sugar Mills Ltd.  
Fazalbhai Bldg., M G Road  
Mumbai 400 023

**Managing Director**

Gujarat State Fertilizer Co. Ltd.  
Post Fertilizernagar  
Vadodara 391 345

**Mr. G. J. Trivedi**

Jt. G.M. (P&A)  
Gujarat State Financial Corpn.  
Jaldarshan Building  
Ahmedabad 380 009

**Mr. P. O. Desai**

Gujarat Tea Processors & Packers Pvt. Ltd.  
Vipul Estate  
Ahmedabad 380 008

**Mr. K. N. Shenoy**

Managing Director  
Hindustan Brown Boveri Ltd.  
Post Box No.284  
Vadodara 390 001

**Vice President (Personnel)**

Hindustan Lever Ltd,  
Hindustan Lever House  
Backbay Reclamation  
Mumbai 400 020

**Mr. N. M. Shetty**

Chairman & Chief Executive  
Hindustan Veg Oil Corpn. Ltd.  
Kundan House  
16, Nehru Place  
New Delhi 110 019

**Chairman and Managing Director**

Hindustan Zinc Ltd.  
Corporate Office  
9-10, Ambaagarh  
Udaipur 313 001

**Chief Executive (Personnel)**

Indian Oxygen Ltd.  
Oxygen House  
P 34 Taratolla Road  
Calcutta 700 053

**Mr. K. G. Ramanathan**

Chairman & Managing Director  
Indian Petrochemicals Corpn. Ltd.  
Post Petrochemicals  
Baroda 391 345

**Chairman**

Industrial Credit & Investment Corporation of India  
163, Backbay Reclamation  
Mumbai 400 020

**Dr. B. Bhatia**

Deputy General Manager  
Industrial Finance Corporation of India  
IFCI Bhavan  
C G Road  
Ahmedabad 380 009

**Mr. P. S. Gopalakrishnan**

Industrial Finance Corporation of India Ltd.  
Bank of Baroda Building  
16, Parliament Street,  
New Delhi 110 001

**Mr. Rahul N. Amin**

Executive Director  
Jyoti Ltd.  
Vadodara 390 003

**Mr. M. C. Gupta**

Manager H.O.  
Khandelwal Bros. Ltd.  
166, Dr. D N Road  
Mumbai 400 001

**Chairman and President**

Larsen & Tourbo Ltd.  
L & T House, Ballard Estate  
Mumbai 400 038

**Chairman**

Life Insurance Corporation of India  
"Yogakshema"  
Jeevan Bima Marg  
Mumbai 400 020

**Mr. H. D. Mafatlal**

The Mafatlal Fine Spg. & Mfg. Co. Ltd.  
Mafatlal Centre  
Nariman Point, Mumbai 400 021

**Mr. Suresh Ratnam**

Executive Director  
Mafatlal Industries Ltd.  
Mafatlal Centre, Nariman Point  
Mumbai 400 021

**Mr. S. V. Kulkarni**

Senior Vice-President  
Mafatlal Industries Ltd.  
Asarwa Road  
Ahmedabad 380 016

**Mr. Bharat Doshi**

Executive Director  
(Fin. & Corporate Affairs)  
Mahindra & Mahindra Ltd.  
Gateway Building, Apollo Bunder  
Mumbai 400 001

**Mr. Janmejy Bhagubhai**

Managing Director  
Manish Organics Ind. Ltd.  
7 A Ratnam Bldg., 2nd Floor  
Sheth CG Road, Navrangpura  
Ahmedabad 380 009

**Executive Director-Personnel**

Metal Box Company (India) Ltd.  
Barlow House  
59C Chowringhee Road  
Calcutta 700 020

**Mr. S. K. Gupta**

Chairman & Managing Director  
Metallurgical & Engg. Consultants of India Ltd.  
Ranchi 834 002

**Mr. Y. N. Mafatlal**

Mihir Textiles Ltd.  
Khokhra, Mehmabad  
Ahmedabad 380 008

**Chairman & Managing Director**

MMTC Ltd.  
Core No.1, Scope Complex  
7, Institutional Area, Lodi Road  
New Delhi 110 003

**Mr. Viren J. Shah**

Chairman & Managing Director  
Mukund Iron and Steel Works Ltd.  
Lal Bahadur Shastri Marg  
Kurla, Mumbai 400 070

**Dr. H. K. Mehta**

Executive Director  
National Peroxide Ltd.  
15, J N Heredia Marg  
Neville House, Ballard Estate  
Mumbai 400 038

**Mr. S. K. Budhiraja**

Managing Director  
N R C Ltd.  
Ewart House  
Homi Modi Street, Fort  
Mumbai 400 023

**Mr. A. C. Mukherjee**

Chairman and Managing Director  
New India Assurance Company Ltd.  
New India Assurance Bldg.  
87 M. G. Road  
Mumbai 400 023

**Mr. O. P. Gupta**

General Manager  
New Swadeshi Mills  
(A Unit of G.S.T.C. Ltd.)  
Naroda Road  
Ahmedabad 380 025

**Mr. Rashid Jilani**

Chairman & Managing Director  
Punjab National Bank  
5, Sansad Marg  
New Delhi 110 001

**Mr. Rajiv C. Lalbhai**

Raipur Mfg. Co. Ltd.  
Outside Saraspur Gate  
Ahmedabad 380 018

**Mr. Rohit C. Mehta**

Rajesh Textile Mills Ltd.  
Rohit Mills Premises  
Khokhra, Mehmabad  
Ahmedabad 380 008

**Mr. R. Panchu**

Managing Director  
Ralli Wolfe Ltd.  
Lal Bahadur Shastri Marg  
Mulund, Mumbai 400 080

**Mr. Rohit C. Mehta**  
Rohit Mills Ltd.  
Khokhra, Mehmabad  
Ahmedabad 380 008

**Mr. Prafull Anubhai**  
Chairman & Managing Director  
Rustom Mills & Ind. Ltd.  
Biji House, Stadium Road  
Ahmedabad 380 014

**Mr. Navnitlal Sakarlal**  
M/s. Sakarlal Balabhai & Co. Ltd.  
D-11 Silver Arc  
Kavi Nanalal Marg  
Ahmedabad 380 006

**Mr. Arvind Hiralal**  
Saurabh Corporation  
A/416/C, Nr. Mithakhali Rly Crossing  
Ahmedabad 380006

**Mr. B. V. Mehta**  
Sayaji Industries Ltd.  
Bipin Nivas  
Panchwati, Ellisbridge  
Ahmedabad 380 006

**Mr. P. R. Mafatlal**  
**Mr. K.J. Pardiwalla**  
Shanudeep Private Ltd.  
Mafatlal Centre  
Nariman Point, Mumbai 400 021

**Mr. A. S. Kasuwal**  
Shriram Mills Char. Trust  
Shriram Mills Premises  
Ferguson Road, Lower Parel  
Mumbai 400 013

**Mr. Ravi Malhotra**  
Managing Director  
Sirhind Steel Ltd.  
7th Floor, "Shalin"  
Ashram Road  
Ahmedabad 380 009

**Mr. Ajitkumar C. Patel**  
Director  
Soft Beverages Pvt. Ltd.  
No.9, Manohar Avenue  
Egmore, Madras 600 008

**Chairman**  
State Bank of India  
Central Office, Nariman Point  
Mumbai 400 021

**State Bank of India**  
Local Head Office  
Bhadra  
Ahmedabad 380 001

**Managing Director**  
State Industrial & Investment Corporation of Maharashtra  
Nirmal 1st Floor, Nariman Point  
Mumbai 400 021

**Chairman and Managing Director**  
State Trading Corporation of India  
36, Janpath, Chandralok Building  
New Delhi 110 001

**Mr. Suhrud Sarabhai**  
Suhrud Geigy Ltd.  
Shahibaug House  
Ahmedabad 380 004

**Swadeshi Mills Co. Ltd.**  
Mumbai House  
Bruce street, Fort  
Mumbai 400 039

**Mr. V. P. Pahuja**  
President, Chemicals Divn.  
Tata Chemicals Ltd  
Mithapur 361 345

**Mr. V. F. Banaji**  
GM (Corporate Human Resource)  
Tata Engineering & Locomotive Co. Ltd.  
Bombay House, 24, Homi Mody St.  
Mumbai 400 001

**Mr. S. Venkataraman**  
The Secretary  
Tata Hydro-Electric Power Supply Co. Ltd.  
Bombay House, Homi Mody St.  
Fort, Mumbai 400 039

**Mr. N. S. Sunder Rajan**  
President  
Tata Oil Mills Co. Ltd.  
Bombay House, Homi Mody Street  
Fort, Mumbai 400 039

**Mr. J. J. Bhabha**  
The Tata Iron & Steel Co. Ltd  
Bombay House, Homi Mody Street  
Fort, Mumbai 400 039

**Mr. J. S. Konkar**  
Chief Executive  
Tractor Engineers Ltd.  
C/o. Larsen & Toubro Ltd.  
Ballard Estate, Post Box No.276  
Mumbai 400 038

**Mr. M. C. T. Pethachi**  
Managing Director  
Travancore Rayons Ltd.  
151 Mount Road  
Madras 600 002

**TVS Charities**  
C/o T V Sundaram Iyengar & Sons Ltd.  
Railway Station Road  
Madurai 625 001

**Mr. A. H. Tobaccowala**  
Chairman  
Voltas Ltd.  
19, Graham Road  
Ballard Estate  
Mumbai 400 038

**Mr. Lalchand Hirachand**  
Chairman  
Walchandnagar Industries Ltd  
Construction House  
Walchand Hirachand Marg  
Ballard Estate  
Mumbai 400 038

**Mr. Surinder Singh**  
Vice-President (Personnel)  
Warner Hindustan Ltd.  
Nirlon House, Dr. Annie Besant Road  
Mumbai 400 025

**Mr. Ashok Muthana**  
Chairman  
Zules Management Consultants Pvt. Ltd.  
Arathi Chambers  
189, Mount Road  
Madras 600 006

**Mr. S. Chaudhuri**  
C/o Col. M M Ismail  
Rashid Baug  
PO Garhmipur, Via Bahadradab  
(Distt. Hardwar)

**Mr. Jyotindra N. Mehta**  
G-6 Soham Apartments  
Nr Maharashtra Society  
Ellisbridge  
Ahmedabad 380 006



## APPENDIX 7: FACULTY AND ADMINISTRATION

### Director

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