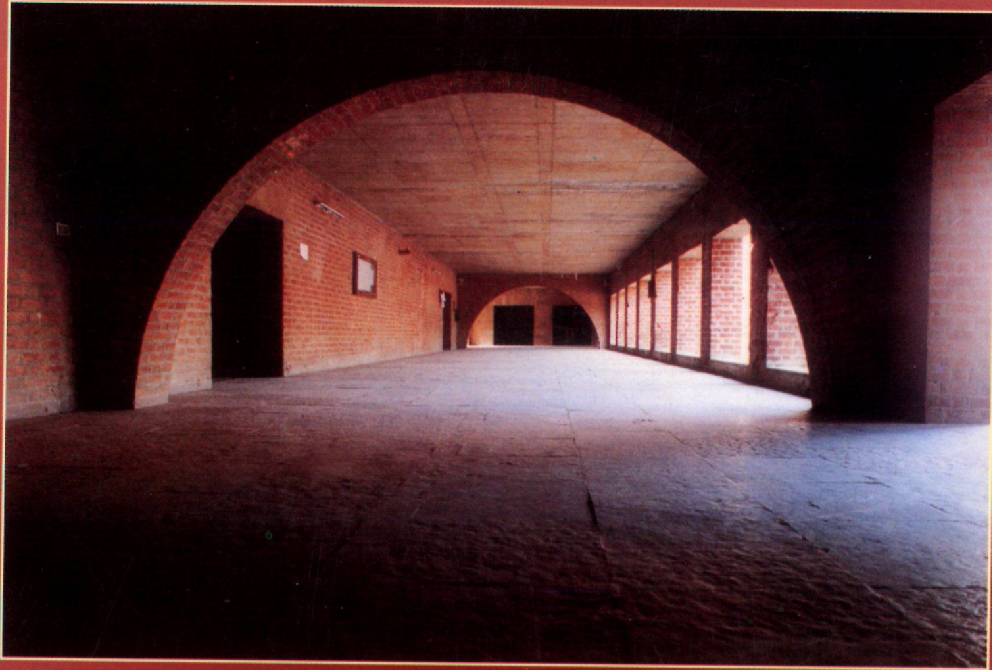


भारतीय प्रबंध संस्थान, अहमदाबाद  
Indian Institute of Management, Ahmedabad

**सैंतीस वाँ वार्षिक प्रतिवेदन: 1998-99**  
**Thirty-Seventh Annual Report: 1998-99**





INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
**Thirty-Seventh Annual Report: 1998-99**

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## THE YEAR IN RETROSPECT

This is the time to look back into the year 1998-99 and review the performance of the Institute in the context of where we want to be in the future. Last year we said that, in the years to come, our dream is to make the Institute a centre for world class management education and research. We need to do many things to achieve this goal.

In 1998-99 we continued the programme of upgradation of the facilities on campus. It included making classrooms, offices, and living conditions on campus more comfortable and upgrading audio-visual, computing and other facilities in line with those in any good school.

The activities to provide our students and faculty opportunities to have exposure to international academic environment as well as to work with foreign students and executives were being pursued in the past. Efforts have been continued during the year to strengthen these. Several of our faculty members have gone abroad to participate in short term teaching and research activities, and to take part in professional conferences. A Memorandum of Understanding with seven European and Australian management schools for exchange programmes was finalized. Three of our students in the Post-graduate Programme, for the first time, spent a term at international management schools. More than 10 foreign students were with us for a term. The feedback from the students was that the experience was invaluable. Students going overseas for short summer assignments have increased in number.

During the year we offered a general management programme in Sri Lanka with the logistic support from the Maharaja Group. In Kenya, we organized two programmes with the support of the Comcraft Group, an international company based in Nairobi, – one at Nairobi and the other at Mombasa. The two-day programme on the managerial challenges of the millennium offered in Nairobi had about 80 participants. The programme included current concerns in the areas of economic environment, information technology, mergers and acquisitions, and human resource development. The general management programme offered in Mombasa had 55 executives from several African countries.

Our graduates are being hired by companies, not only within India but also abroad. We have decided to respond to the increased demand by increasing the intake of our students. This will, however, be done ensuring that the quality of the programme is not diluted. We are happy in the global recognition of the quality of our programme. It is, however, a matter of concern that a large number of our students opt for a career with companies based outside India. All of us need to ponder on this issue.

The collaborative programmes between the Institute and the Commonwealth Secretariat continued during the year. The programme on management of institutions of higher education and the programme on capital market and portfolio management met with good response from the Commonwealth countries.

We offered 10 new management development programmes during the year focusing on recent developments in the areas of strategy, finance, and manufacturing and information technology. All these programmes met with good response.

Although the number of management development programmes offered during the year increased, total revenue from these programmes has stagnated over the last several years. In some of our important programmes there was a reduction in the number of participants. It would be necessary to investigate whether there is a shift in the need of our clients and to find out how to serve these needs.

During the year the faculty members have contributed considerably to the managerial knowledge pool through a large number of books, publications in professional journals, and cases. The strength of the Institute's programmes has been in bringing complex real-life issues to the classroom. The increased effort in case writing will help in making our programmes more useful to practitioners.

During the year we had many distinguished visitors. Mr. K.B. Dadiseth, Chairman of Hindustan Lever Limited, in his convocation address to the students, spoke on how imagination and innovation by managers would play a significant role for success in the broadest sense. Dr. R. Kasturirangan, Chairman, Indian Space Research Organization, delivered the Vikram Sarabhai lecture on Indian space research and its impact on society. Mr. N.R. Narayana Murthy, Chairman and Chief Executive Officer, Infosys Technologies Limited, delivered a lecture under the Institute Lecture series. He emphasized that global standards of corporate governance were not a luxury but a necessity in the current world scenario.

The Welfare Committee of the Institute organized many activities to meet the welfare needs of the community. These included medical check-up camps for the employees. Like every year the alumni reunion was celebrated on campus. This year also students showed exemplary skills in organizing the Marketing Fair, IT Fair, Finance Fair, and Kshitij. Chaos '99 included the biggest cultural shows on campus and was organized in the same vigour as is normally done.

During the financial year 1998-99, the Institute's gross revenue from various activities and the government of India grant increased by about Rs.12 crore, from about Rs.23 crore to Rs.35 crore. The revenue expenses also increased. The Institute generated a surplus of about Rs.15 crore and this has been transferred to the corpus fund which stood at about Rs.55 crore. The government grant in our total revenue was Rs.12 crore and the capital grant for the year was Rs.75 lakh.

Overall, the Institute's efforts have been to move in the direction of becoming a centre for world class management education. Many more steps, however, are necessary before we reach the goal. It would be a reality only if every member of the IIMA community contributes to this effort.

## IIMA's ACADEMIC PROGRAMMES

The two-year Post-Graduate Programme in Management (PGP) (equivalent to MBA), the Fellow Programme in Management (FPM) (equivalent to Ph.D.), and the one-year Faculty Development Programme (FDP) for management teachers and trainers are the three academic programmes of the Institute.

### 1. POST-GRADUATE PROGRAMME IN MANAGEMENT

On June 25, 1998, the thirty-fifth session of the Post-Graduate Programme in Management commenced. The new batch included 35 SC/ST students and 13 students who would be specializing in agricultural management in the second year.

During the year, 193 students including 21 SC/ST students continued in the second year of the programme. Of these 192 students satisfactorily completed the academic requirements and graduated from the Institute. Of the graduating students, 29 belonged to SC/ST and 21 took the specialization package in agricultural management.

#### Preparatory Programme

As part of the conscious effort to help the students identified through the admission process found to be weak in mathematics and communication, 27 students were called for the Preparatory Programme. Participation in the programme was voluntary. Fourteen students attended the programme. Students who attended the programme found it to be very useful in coping with the rigours of the Post-Graduate Programme.

#### Orientation Programme

The Orientation Programme for the new batch of students was held during the period June 25 - 27, 1998. In their addresses to the new batch of students, the Director and the PGP Chairperson highlighted the purpose and value of IIMA as well as the expectations the Institute had from the new students. A dialogue with the PGP Executive Committee and a briefing on the computer and library facilities and their usage were organized during the orientation programme. These were found useful in smooth operations of the facilities during the year. A session on case preparation and case discussion was also held. Like every year, students found this programme very useful as an introduction to the case method, which is predominantly followed at the Institute as an educational pedagogy.

#### Highlights of Activities

As in the past, instructors paid extra attention in some courses, throughout the first year, by conducting tutorial classes to help weaker students. This has helped students in improving their academic performance.

#### Curriculum

The course on Indian Social and Political Environment drew much enthusiasm from the first year students. As part of the course, Mr. Anna Hazre talked to the students on his crusade against corruption; Mr. Bindweshari Pathak, founder of Sulabh International, spoke on adding dignity to scavengers' life; Mr. N.K. Dhand of Precision Tool Industries brought to life how ethics could be combined with efficiency; Mr. Kiran Seth, founder of SPIC-MACAY, made a presentation on creating consciousness in India's cultural heritage, and Mr. N. Vittal, Central Vigilance Commissioner, articulated his

concern on probity in public life. The course ended with an exhibition of sketches and collages on students' concern on many social and political issues in our country.

With the change in the economic environment, the need for new expertise arises. Responding to this need the faculty of the Institute offered in the second year the following new elective courses.

#### **General Stream**

- Introduction to Business Japanese (for SPA stream also)
- Management in Asian Countries: China, Japan, Singapore, South Korea, and Taiwan
- Managing Financial Services
- Managing Technology Networks
- ERP Systems: Technology Planning and Implementation
- Internet Marketing and Electronic Commerce
- Seminar on Brand Management
- Strategic Management of Intellectual Property Rights (for SPA stream also)

#### **SPA Stream**

- Contractual Perspective for Business Development
- Econometric Applications for Agri-Business – I
- Economic and Environmental Analysis of Agricultural Projects
- Global Competitiveness Analysis for Strategies in Agri-Business
- Laboratory for Entrepreneurial Motivation
- Management of Environmental and Natural Resources
- Raw Material Procurement for Agro-Processing
- Sales and Distribution Management for Agriculture

#### **Exchange Programmes**

Under the Students Exchange Programme, eight students from ESSEC Graduate School of Management and four students from ESCP Graduate School of Management spent a term at the Institute. They attended some second year courses. Two students from IIMA went to ESCP Graduate School of Management for one term.

With a view to providing international exposure to PGP students, during the year, the Institute has entered into collaboration with three international business schools for exchange programmes. These are:

Copenhagen Business School, Denmark

ESADE, Barcelona, Spain

WHU, Koblenz, Germany

Only one student from IIMA, however, went to WHU, Koblenz, for one term. It is hoped that more exchange programmes would materialize in future.

#### **Annual Convocation**

At the thirty-fourth Annual Convocation on March 30, 1999, 192 students (including 21 students with specialization in agriculture) were awarded the Post-Graduate Diploma in Management. Mr. K.B. Dadiseth, Chairman, Hindustan Lever Limited, delivered the Convocation address. In his Convocation address, "Emerging the Future: With Imagination and Innovation," Mr. Dadiseth stressed how mindset and imagination of people in the organization would play a role "for success in the broadest sense."

Mr. Amit Bordia, Mr. Anupam Martins, and Mr. Prashant received the "Indian Institute of Management Ahmedabad Medal for Scholastic Performance" during the Convocation.

The Kollengode V. Srinivas Award was instituted by the parents of the 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 Mr. Arnab De of the 1997-99 batch received the award.

The S. Umapathy prize was instituted this year by the brother of late S. Umapathy to recognize the all-round performance of an outstanding student and to perpetuate the memories of Umapathy's association with the Institute. Out of the proceeds donated for this purpose, a cash prize of Rs.6,500 was given to Mr. Amit Bordia, a recipient of the gold medal for academic performance during the academic year 1997-98.

The Institute also awarded 63 scholarships of Rs.1,500 each to first and second year students belonging to SC/ST. IIMA need-based scholarships were given to 20 first year students and 12 second year students. The amount of scholarship, awarded on the basis of parental gross annual income from all sources, asset ownership, and the number of dependants on the income, ranged from Rs.15,000 to Rs.60,000. Thirteen need-based scholarships, ranging from Rs.10,000 to Rs.30,000, were awarded.

This year, the Swatch Group, Switzerland, has instituted the Omega Scholarships for Excellence. Two scholarships of Rupees one lakh each and a watch worth Rupees one lakh were given to two PGP students based on their academic performance. Mr. Amit Bordia received a cash award and the watch. Mr. Neeraj Aggarwal received the other cash award.

In addition, six Industry Merit Scholarships, two PGP 97 merit scholarships, and two faculty memorial merit scholarships were awarded. The details are given in Appendix 1.

**Admission** The Post-Graduate Programme commencing in June 1999 attracted 38,764 applications. The comparative figures for this year and the last year are given below:

	1998 – 2000 batch	1999 – 2001 batch
General	34,547	36,047
SC/ST	1,746	1,922
SPA	804	795
<b>Total</b>	<b>37,097</b>	<b>38,764</b>

Details of the number of applications received and candidates called for interview, selected, and recommended for the Preparatory Programme is given in Appendix 2. As per government directives, relaxation was given in all segments of the selection process to applicants belonging to SC/ST category. Those who applied to the SPA programme were also given relaxation in some segments of the admission process.

**Placement** The placement season began with the first pre-placement talk in early October. Executives from 92 organizations (eight public sector, 40 private sector, and 44 multinationals) came to give pre-placement talks between October 1998 and February 1999. These pre-placement talks provide opportunities to students to know about different organizations and help in their responses to job advertisements.



This year, 190 students sought final placement and all of them were placed in first eight days. In all 105 organizations announced 425 jobs. On-campus interviews were held from March 1 to 8, 1999. Seventy-one organizations conducted interviews; 3 public sector organizations, 25 private sector organizations, and 43 multinational organizations made 272 job offers. About 330 executives from various organizations visited the Institute in connection with campus interviews.

The majority of students (about 80%) opted for consulting, marketing/sales/advertising or finance/banking jobs. Of the 190 students, 29 were placed abroad. Appendix 3 has the placement details.

**Summer Assignment** Summer assignment is an integral part of PGP. One hundred and ninety-four first year students (including 6 FPMs) were assigned to 59 organizations for summer assignment. This year nine students were placed overseas for summer assignment. The countries included Indonesia, Cameroon, Nigeria, Mozambique, Ghana, Switzerland, and Singapore.

## **2. FELLOW PROGRAMME IN MANAGEMENT**

Till the academic year ending 1998-99, 173 students have been awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad." Currently about 40 students are at various stages of the programme.

**Policy Changes** Acting on the recommendations of the Committee on Future Directions to restructure FPM, the FPM Committee took certain measures such as tightening admission standards, improving the rigour of FPM courses, and strengthening the Thesis Examination Committee to make thesis defence more stringent. The financial attractiveness of the programme has been improved upon in several ways.

**Admissions** The Institute received 950 applications (including those who applied for more than one area of specialization) from 578 applicants for the session beginning June 1999. Twenty-seven candidates were called for interview. Three were offered admission from which two joined the programme.

Two candidates, whose admission was carried over from the previous year for various reasons, were allowed to join FPM during this year.

**First Year Scholastic Performance Award** The FPM Alumni Chaudhary-Padmanabhan-Pant Award for scholastic performance in the first year of FPM was given to Mr. Namit Mehta. The award is worth Rs.10,000.

**Convocation** Ten students satisfactorily fulfilled the requirements of FPM and were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the Thirty-fourth Annual Convocation. Names of students who received the title are listed in Appendix 4 along with the titles of their theses. The appendix also has details of papers presented by FPM students in conferences/seminars.

**Conferences/Seminars** Amit Kumar Garg attended the international workshop on "Integrated Assessment Models (IAMs) and Climate Change Policy Analysis for Asia" at the Indian Institute of

Management, Ahmedabad. He was a co-author of a paper presented at this conference. He presented a paper at the Fourth AIM International Workshop in Japan. He also attended the national workshop on "Industry and Environment" at the same venue on February 5-6, 1999.

Debyani Ghosh was the co-author of a paper presented at the Tenth National Power System Conference at MS University, Baroda; Ashish Rana presented a paper at the 35th Annual Conference of the Indian Econometric Society.

### **Awards for Best Papers/Articles**

Unnikrishnan Nair's paper "Managerial and Organizational Cognition" (based partly on his FPM thesis) has been included in the book *Cognitive Maps* (collection of papers selected from those presented at a New York conference). The same paper has also won the best research paper award from the Association of Indian Management Schools.

Astad Pastakia's paper "Grassroots Ecopreneurs: Change Agents for a Sustainable Society" was selected by the *Journal of Organizational Change Management* as the best paper in 1998.

C. Ranganathan won the prize for the best dissertation award at the nineteenth annual International Conference on Information Systems in Helsinki.

### **New Awards and Fellowships**

A new thesis proposal award called the Sahir Memorial Thesis Proposal Award (in specified areas) has been instituted. The value of the award is Rs.5,000.

Infosys Technologies Limited, Bangalore, has instituted two fellowships for pursuing research in specified areas.

### **Placement**

Out of the 10 graduates, five have joined academic institutions, two have joined industry, two are likely to be placed soon, and one has gone abroad for post-doctoral studies.

## **3. FACULTY DEVELOPMENT CENTRE**

There were 16 participants in the twentieth Faculty Development Programme (FDP) offered by the Centre. The participants included management teachers/trainers from educational/professional institutions. About 25 faculty members contributed directly to the success of the programme.

Three participants were awarded fellowships which partially covered their participation fee. These fellowships have been instituted by the Apeejay Trust Fund and the Sir Dorabji Tata Trust Fund. In addition, the Centre for Regional Management Studies awarded a fellowship to a participant in FDP.

Eight courses were offered exclusively for FDP participants. Some participants also registered for PGP courses. A few FDP participants attended selected management development programmes. Participants prepared case studies as part of the course "Communication for Management Teachers." These cases were put together in a volume titled "Cases in Management."

During the programme each participant worked on a project under the guidance of a faculty advisor. Based on the project work, each participant gave a seminar which was attended by FDP participants, faculty, research staff, and FPM students. In all, 16 seminars of one hour duration were arranged. The seminars covered diverse issues in functional areas in management as well as some issues in cooperatives and agriculture. Details of these seminars are given in Appendix 5.

## RESEARCH AND PUBLICATIONS

The Research and Publications Committee (R&P) provides funds to faculty members for undertaking research projects and case writing activities. The research projects are classified into large, medium, small, and seed money projects depending on the fund requirement for the projects and depending on the purpose for which they are undertaken.

Research projects initiated during the year included one seed money project and four small projects. The projects focused on issues in information technology, economics, management of services, education, and also on issues related to improving performance of the Indian Police Force. Projects on software exports, sustainable fisheries, manufacturing – global comparison, managing electric utility, quality of life in Indian cities, trade reforms, consumer dissatisfaction, and simulation of hospital systems have been completed during the year. The themes of eleven case writing projects included overall business policy issues in organizations as well as micro issues in marketing and operations management. Appendix 6 contains titles of various research projects and case development projects initiated, completed, and closed during the year.

During the year faculty members of the Institute published 13 books, seven monographs, 107 journal articles/book chapters, and 120 cases/technical notes. They contributed 42 articles in periodicals, financial dailies, and newspapers. In addition there were 86 conference papers and presentations of the faculty members. Details of these activities of the faculty members of the Institute will appear in the annual report of the Research and Publications Committee.

**Seminars** There were 16 seminars organized in the Institute during the year. The Research and Publications Committee arranged two seminars. These are:

Speaker	Topic
Dr. I.G. Patel and Mrs. Alaknanda Patel	Amartya Sen: The Man and His Work October 16, 1998
Dr. P.C. Stanchina Minister Counsellor and Head Economic and Commercial Department German Embassy New Delhi	The Euro and its Importance for World Trade December 4, 1998

The seminars were largely attended by faculty members, students, and staff members.

**Vikalpa** *Vikalpa: The Journal for Decision-Makers*, a quarterly publication of the Institute, is now into its twenty-fourth year. "Vikalpa," a Sanskrit word, carries a rich repository of meanings: diversity, alternatives, logic, and freedom of choice. The journal seeks to reflect this range of meanings vis-a-vis managerial problem solving and decision-making. The main objective of *Vikalpa* is to disseminate concepts of professional management and contribute to a better understanding of the context, resources, structures,

systems, processes, and performance of organizations. Its focus is on applied research and reflections relevant to practising managers without sacrificing academic rigour. It places special emphasis on management issues that are relevant to the emerging economies. Its subscribers today are widespread across various types of corporations and educational institutions.

In the last few years, *Vikalpa* has started harnessing the opportunities provided by changes in printing and information technologies. The layout and print quality of the journal have undergone a significant change. *Vikalpa* now hosts its own website on the Internet (<http://www.iimahd.ernet.in/vikalpa>). It provides information on the contents and abstracts of the current and past issues. It also provides information relating to subscription, advertisements, and reprints. The editorial office is making use of the information technology in processing the articles and managing the subscriber database. Advancements in information technology provide many more opportunities to innovate and the Institute is hoping to fully exploit these opportunities.

### **Special Issues and Coverage**

- ❖ The July-September 1998 issue had a special coverage on "Manufacturing Management"
- ❖ The October-December 1998 issue focused on "South East Asian Economy"
- ❖ The January-March 1999 issue had a special coverage on "Infrastructure Management"

The readers have welcomed these special issues and special coverage.

A special issue on the theme "Delivering Service Quality: Managerial Challenges for the 21st Century" is being planned in conjunction with the international conference on the same theme being held in December 1999.

### **Promotion**

Promotional activities during the year included the following:

- ❖ Writing to PGP/FPM alumni who are teaching in India and abroad
- ❖ Contacting all universities and institutions in the country offering management programmes
- ❖ Soliciting advertisements and subscriptions from companies in India and universities abroad

### **Case Book on Management**

A book on selected management cases published in *Vikalpa* has been planned and will be published by Macmillan India Ltd. It is expected to be ready in September 1999.

## MANAGEMENT DEVELOPMENT PROGRAMMES

During 1998-99, the Institute offered 47 management development programmes. They attracted 1493 executives from private, public sector and government departments (see Appendix 7, Table 1). Five of them were regular general management programmes (see Appendix 7, Table 2).

During the year, the Institute offered two general management programmes in Kenya and one in Sri Lanka (see Appendix 7, Table 3). In Kenya we also offered a two-day programme for the top management on Managerial Challenges of the Millennium. The programme included sessions on Economic Environment, Information Technology, Mergers and Acquisitions, and Human Resource Development.

Six areas/groups offered 10 new programmes. Of these, three programmes were offered by the Organizational Behaviour Area, two each by the Business Policy and Finance and Accounting Areas, and one each by the Computer and Information Systems Group, Production and Quantitative Methods Area, and Public Systems Group (see Appendix 7, Table 4).

Different areas/groups offered twenty-nine regular or repeat programmes during the year: six programmes each by the Business Policy and Production and Quantitative Methods Areas; four by the Finance and Accounting Area; three by the Public Systems Group; two each by the Marketing Area, Computers and Information Systems Group, and Organizational Behaviour Area; one each by the Centre for Management in Agriculture, Ravi J. Matthai Centre for Education Innovation, International Management Group, and Entrepreneurship Group (see Appendix 7, Table 5).

### Highlights

During 1998-99, important breakthroughs made during 1997-98 have been consolidated and carried forward. The Institute offered three programmes abroad at three different locations: Nairobi (1), Mombasa (1), and Colombo (1) in 1998-99 as against only one location, viz. Colombo (2), in 1997-98. The proportion of foreign participants in MDPs offered by the Institute substantially increased from about 10 per cent in 1997-98 to 18 per cent in 1998-99. The Institute continued to encourage new case writing on international/foreign experiences for even essentially domestic MDPs. The Institute hopes to continue these efforts in future.

## INTERDISCIPLINARY GROUPS AND CENTRES

### 1. CENTRE FOR MANAGEMENT IN AGRICULTURE (CMA)

The Centre for Management in Agriculture (CMA) undertakes research, educational and training programmes, and consulting in agriculture and allied sectors. CMA is an interdisciplinary team of 13 primary and five secondary faculty members.

Research projects completed by the Centre during the year included Adoption and Management Aspects of Farm Forestry, Economics of Seed Production, Marketing and Exports of Ginger and Ginger Products, and Agri Business Consumers and Product Purchase Behaviour. An investigation was undertaken into cyclone induced damages in orchards in Kutch. New methods/techniques were developed to prevent or reduce the damages. A review of Input Subsidies in Indian Agriculture and a handbook of Solar Box Design were completed. A collection of text, cases, and exercises on Agricultural Finance was completed.

Projects which are in progress include: Competitiveness and Market Strategies in International Trade in Tea; Technological and Institutional Innovations for Integrated Watershed Management; Performance of Indian Commodity Futures Markets; Agricultural Extension in India; Managing Indian Agro-Processing Enterprises; Performance and Competitiveness of the Indian Dairy Industry; and Economic Efficiency of the Indian Sugar Industry.

“Impact of WTO Agreement on Indian Agriculture” is a new project initiated during the year. Nine faculty members are involved in this project sponsored by the Ministry of Agriculture, Government of India. The project is expected to provide inputs for the next round of negotiations of WTO. A project on Design of Improved Packaging System for Tomato and another on Development of Greenhouse for Hot and Arid Region in Kutch, two projects which would have impact on agriculture in the region, have been initiated during the year. Conservation of Biodiversity and Food Quality Management System are two other important projects initiated by the CMA faculty during the year.

**Tirath Gupta Memorial Lecture** The third lecture under the Tirath Gupta Memorial Lecture series was delivered by Dr. Kirit Parikh, Director, Indira Gandhi Institute of Development Research, Mumbai. The theme of the lecture was “Agricultural Policy at the Turn of the Millennium.”

**Fellow Programme in Management (Agriculture)** One FPM (Agriculture) student was awarded the title of “Fellow of Indian Institute of Management, Ahmedabad” during the Convocation. One student joined FPM (Agriculture) this year.

**Management Development Programmes** During the year, CMA offered two programmes: (1) Fourth Summer School on Management of Consumer Property Resources and (2) Agricultural Input Marketing. Both programmes had good response.

The Centre also organized four workshops during the year. The experience sharing workshop for the development of the Gujarat fisheries sector was attended by more than 50 officials from the Department of Fisheries, Government of India, and state

governments. The Chief Minister and the Minister of Fisheries, Government of Gujarat, spoke at the inaugural session.

The second workshop on "Criteria and Indicators of Sustainability in Rural Development: A Natural Resource Perspective" was sponsored by UNDP. Government officials, academicians, and others attended the two-day workshop.

The third workshop "Indian Incubator for Innovation Based Enterprises" was organized by a group of faculty members. The purpose was to listen to innovators to understand their problems so that the activities of an Indian innovator could be designed.

The last workshop organized as part of a project undertaken by the Institute was "Impact of Commercialization on Poor: Case of Livestock Services in India."

### **CMA Seminar Series**

The Centre organized five seminars on different topics related to agriculture and allied activities. The speakers were both from among the faculty members as well as from other organizations.

Faculty members of CMA were appointed to committees of central and state governments, professional bodies, educational institutions, and autonomous bodies.

Appendix 8 provides information on CMA activities.

## **2. CENTRE FOR REGIONAL MANAGEMENT STUDIES (CRMS)**

The Centre for Regional Management Studies facilitates studies related to Gujarat. During the year the Centre organized three major programmes which are of relevance to Gujarat.

A workshop on "Case Method for Management Teachers" was offered during the year. There was overwhelming response to this workshop funded by CRMS. Twenty-nine teachers from management institutions from all over the state participated. "Reviving Textiles: Garments in Gujarat" was the second workshop organized by CRMS in association with the Gujarat Chapter of the Confederation of Indian Industry. The workshop, inaugurated by Mr. Shyamal Ghosh, Secretary for Textiles, Government of India, provided an important forum for developing a strong garment industry in Gujarat. There were 97 participants. CRMS sponsored a workshop on "Management of Colleges in Gujarat." Twenty-eight college principals attended the workshop.

During the year, the Centre supported three research projects and provided financial aid to six FDP participants either for undertaking research projects or for meeting programme fee. The projects supported during the year are: "Installation of a Costing System in Muljibhai Patel Urological Hospital at Nadiad," "A Study of Competencies Across the Textile and Apparel Industry Supply Chain in Gujarat with Focus on Technology, Practices, and Policies," and "Stills in Sync with Songs of Change: Implications for Awareness, Education, and Social Action."

## **3. COMPUTER AND INFORMATION SYSTEMS GROUP (CISG)**

During the academic year 1998-99 the Group hosted Dr. Robert Schware, Senior Informatics Specialist, World Bank, as a Visiting Faculty.

- PGP Courses** Enrolment to CISG courses in PGP increased substantially over the previous year. New courses offered during the year were: Enterprise-wide Resource Planning and Internet Marketing and Electronic Commerce. The second course was offered jointly by CISG and the Marketing Area.
- Fellow Programme in Management** There was no student in second year FPM belonging to CISG. Three new candidates were admitted during the year. The first FPM from CISG won the prize for best dissertation at the annual conference of the Association of Information Systems held in Helsinki, Denmark.
- Management Development Programmes** Management development programmes offered by the Group included Client/Server Technology: New Direction in Computer Networking; Enterprise-wide Resource Planning; and Software Project Management. The programme on Enterprise-wide Resource Planning was offered for the first time and a large number of participants attended the programme.
- Workshop on "Information and Communication Technology"** The Group organized a workshop on "Information and Communication Technology for Rural Development" in 1999. Sponsored by the World Bank, it was attended by 60 participants representing multilateral aid agencies, IAS officers from different state governments, academia, and IT industry. Sixteen case studies covering ICT applications, which have made an impact on Indian citizens, were presented at the workshop. The case studies will be published as a book soon.
- Telecom Policy Studies** Three members of the Group are part of a nine-member interdisciplinary team working on a project titled Centre for Telecom Policy Studies. This project is funded by the Canadian Aid Agency (CIDA) and McGill University is the academic partner in this project.
- Membership in Committees** Faculty members of CISG have been associated with various committees of the Gujarat Chamber of Commerce and Industry, CII, and the Gujarat government to formulate an IT policy for Gujarat. They participated in a one-day seminar organized by the Gujarat government on "Information Technology in Gujarat: Powerhouse of the Next Millennium." The members of the Group participated in a discussion with five major information technology companies to set up a Centre for Electronic Governance at the Institute. During the year substantial progress was made on the modalities of establishing this Centre.
- Members of the Computer Group participated in two international conferences and six conferences held in India. Collectively they published 12 articles in professional journals, books, and newspapers.

#### **4. PUBLIC SYSTEMS GROUP (PSG)**

The Public Systems Group is an interdisciplinary group of faculty members working on management problems of public systems, which are predominantly state controlled or involve significant public interest concern, and whose prime beneficiary is the general public.



The Group has focused its efforts on energy, environment, health and population, transportation, urban development, and voluntary sectors. Recent work of the Group has covered energy environment modelling and policy analysis, managing electric utilities, strengthening primary health care (specifically reproductive health), development and privatization strategies for infrastructure (telecom, transport), railways, ports and shipping, postal services, and quality of life in cities.

During the year the group offered a new programme on "Port and Multimodal Transport Management." This is a significant effort in the current context. A programme for Middle Level IAS Officers was also offered this year. The programmes on "Shipping Management" and "Infrastructure Development and Financing" were repeated during the year.

In addition the Group conducted two sponsored workshops of topical concern. The International Workshop on Integrated Assessment Models and Climate Change Policy Analysis for Asia was targeted at researchers and policy makers engaged in national policy formulation in relation to climate change and in the context of ongoing international negotiation. Eminent international policy researchers, modellers, consultants, and government representatives, including 14 participants from abroad, attended the workshop.

To explore the emerging approaches for greening of industry, a National Workshop on Industry and Environment was organized at the Institute. The aim of the workshop was to examine national and international experiences with respect to technologies, managerial practices, regulatory approaches and policies for a symbiotic relationship between industry and environment. The workshop featured presentations by internationally renowned experts from Austria, Belgium, Canada, Denmark, Switzerland, and USA as well as eminent policymakers, industry representatives, and consultants from India.

#### **5. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION (RJMCEI)**

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) was established with the aim of building upon the innovative educational experiments initiated by Professor Ravi J. Matthai. From an initial focus on institution building and higher education, RJMCEI's mandate has expanded to include primary education and literacy. Underpinning the various activities in these areas is a focus on innovations and innovative approaches to countering problems in education.

During 1998-99, RJMCEI faculty taught courses in communication and research methodology in PGP, FPM and FDP, besides teaching in a few short-duration programmes of the Institute.

The second international programme on "Management of Institutions of Higher Learning" was conducted in late 1998. This one-week programme for leaders of educational institutions in the Commonwealth countries was sponsored by the Management Training Services Division, Commonwealth Secretariat, London. Its focus was on strategic leadership and institution building processes. The material developed for the programme has been published as a book.

A new programme, "Management of Colleges in Gujarat," was offered in January 1999, with support from CRMS. It was attended by principals of 28 colleges of Gujarat, and

**Table 4: New Programmes**

New Programmes Area/Group/Centre	No. of Participants		
	Public Sector	Private Sector	Total
Core Competence, Capability, and Corporate Strategy ( <i>Business Policy</i> ) March 25 - 27, 1998	11	29	40
Debt Markets and Corporate Financing Decisions ( <i>Finance and Accounting</i> ) December 12 - 13, 1997	8	41	49
Managing Shareholder Value ( <i>Finance and Accounting</i> ) February 9 - 11, 1998	3	23	26
Weathering Currency Crises: The Corporate Challenge ( <i>Finance and Accounting</i> ) April 24 - 25, 1998	8	10	18
International Strategic Alliances and Joint Ventures ( <i>International Management</i> ) April 19 - 21, 1998	6	26	32
An Exploration into the Future of IR in the Banking Industry ( <i>Personnel and Industrial Relations</i> ) March 23 - 25, 1998	22	2	24
Infrastructure Development and Financing ( <i>Public Systems Group</i> ) February 16 - 21, 1998	27	10	37
	85	141	226

Twenty-seven other regular or repeat programmes were offered. Area/Group-wise break-up is as follows:

Business Policy Area, 6; Centre for Management in Agriculture, 1; Computers and Information Systems Group, 2; Entrepreneurship Group, 1; Finance and Accounting Area, 2; Industrial Policy Management Group, 1; International Management Group, 1; Marketing Area, 3; Organizational Behaviour Area, 1; Production and Quantitative Methods Area, 9; and Public Systems Group, 2 (see Table 5).

**Table 5: Regular/Repeat Programmes**

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Information Technology for Competitive Advantage ( <i>Business Policy Area</i> ) September 15 - 18, 1997	5	15	20	1
Sustaining Success ( <i>Business Policy Area</i> ) October 23 - 25, 1997	—	17	17	
Strategies for Competitive Advantage ( <i>Business Policy Area</i> ) November 10 - 15, 1997	2	22	24	1
Business Process Reengineering ( <i>Business Policy Area</i> ) December 8 - 13, 1997	4	10	14	
Managing Services ( <i>Business Policy Area</i> ) January 5 - 9, 1998	5	6	11	
Managing Strategic Change ( <i>Business Policy Area</i> ) February 5 - 7, 1998	6	11	17	

## Special Highlights

There have been important breakthroughs in management development activities: (a) the Institute offered MDPs abroad with two programmes in Colombo; (b) the proportion of foreign participants in MDPs increased to about 10 per cent in 1997-98; and (c) the Institute has started encouraging new case writing on international/foreign experiences out of indigenous funds even for essentially domestic MDPs. On all these three counts a modest beginning has been made.

The distribution of participants in general management programmes, new programmes, and regular/repeat programmes was as follows:

	No. of Programmes	No. of Participants			
		Public Sector	Private Sector	Total	Foreign
General Management	5	10	240	250	20
Programmes held at Colombo, Sri Lanka	2	—	40	40	35
International Programmes held at KLMD	2	34	14	48	42
New Programmes	9	119	155	274	—
Regular/Repeat Programmes	27	159	654	813	36
	43	288	1089	1377	133

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Management of Agro-Processing Enterprises: Procurement and Marketing, ( <i>Centre for Management in Agriculture</i> ) October 13-19, 1997	4	11	15	
Software Development Methodologies and CASE Tools ( <i>Computers and Information Systems Group</i> ) September 29 - October 8, 1997	14	8	22	
Client Server Technology ( <i>Computers and Information Systems Group</i> ) January 19 - 24, 1998	21	10	31	
Building Competitiveness in Small and Medium Enterprises, ( <i>Entrepreneurship Group</i> ) October 18 - 23, 1997	1	21	22	
Advanced Financial Management ( <i>Finance and Accounting Area</i> ) September 29 - October 4, 1997	7	36	43	2
Finance for Chief Executives ( <i>Finance and Accounting Area</i> ) January 17 - 18, 1998	3	32	35	4
Acquisition and Assimilation of Foreign Technology ( <i>International Management Group</i> ) July 29 - August 1, 1997	1	14	15	
Product Policy and New Product Management ( <i>Marketing Area</i> ) November 3 - 8, 1997	1	40	41	1
Advanced Data Analysis for Marketing Decisions ( <i>Marketing Area</i> ) April 6 - 11, 1998	3	31	34	2
Management of Excellence by Chief Executives ( <i>Organizational Behaviour Area</i> ) December 19 - 21, 1997	4	23	27	1
Materials Management ( <i>Production and Quantitative Methods</i> ) June 23 - 28, 1997	3	46	49	1
Strategies for Materials Management Computerisation ( <i>Production and Quantitative Methods</i> ) July 28 - 30, 1987	4	25	29	2
Project Management ( <i>Production and Quantitative Methods</i> ) August 4 - 9, 1997	4	57	61	2
Excellence in Manufacturing ( <i>Production and Quantitative Methods</i> ) September 15 - October 11, 1997	—	20	20	3
Strategic Sourcing Management ( <i>Production and Quantitative Methods</i> ) September 22 - 24, 1997	3	25	28	
Logistics Management ( <i>Production and Quantitative Methods</i> ) November 10 - 15, 1997	6	47	53	4
Logistics and Supply Chain Management ( <i>Production and Quantitative Methods</i> ) January 5 - 10, 1998	2	51	53	5
Innovative Practices in Manufacturing Management ( <i>Production and Quantitative Methods</i> ) January 26 - 31, 1998	4	39	43	
Macroeconomic Management and Policy for Officers of IES ( <i>Public Systems Group</i> ) June 16 - 27, 1997	27	—	27	
Public Policy Analysis for IAS Officers ( <i>Public Systems Group</i> ) July 28 - August 1, 1997	23	—	23	
Shipping Management ( <i>Public Systems Group</i> ) October 19 - 25, 1997	2	37	39	7
	159	654	813	36

# 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 14 faculty members work in CMA.

### Activities in Nutshell

#### Research

- a) Studies completed : 6
- b) Studies in progress : 5
- c) New studies initiated : 9

#### Teaching

- a) Specialization Package in Agriculture (SPA)
- b) Fellow Programme in Management (Agriculture)

#### Management Development Programme

- Programmes : 2

### Research Studies Completed

The following research studies were completed during the year.

	Faculty	Sponsor
A Study into Quality of Seed Used by Farmers	Gurdev Singh	Ministry of Agriculture
A Management Perspective for Sustainable Fisheries: The Indian Scenario	Samar K.Datta	-do-
Strategy for Increasing Share of Indian FCV Tobacco in the World Export	S. L. Bapna	-do-
A Study of International Trading of Indian Pepper Futures	Gopal Naik Sidharth Sinha	-do-
Market and Technology: A Study of Farmer Product Selection Behaviour for Pesticides	Vasant Gandhi	-do-
Private and Cooperative Initiatives in Extension for Agricultural and Social Development	P. M. Shingi	-do-

### Research Studies in Progress

The following research studies were progress during the year.

	Faculty	Sponsor
Agri-business Consumers and Product Purchase Behaviour	P. M. Shingi	Ministry of Agriculture
Agricultural Finance: Text, Cases and Exercises	B. M. Desai	-do-
A Study on Adoption and Management Aspects of Farm Forestry in North-West India	V. P. Sharma	-do-
International Trade in Tea: Competitiveness and Market Strategies	V. N. Asopa	Centre for Management in Agriculture
Computer Aided Optimization of Solar Box Cooker and Preparation of a Design Handbook	Girja Sharan	Gujarat Energy Development Authority

## New Studies Initiated

Nine new research studies were initiated during the year.

	Faculty	Sponsor
A Study into Economics of Seed Production at Farm Level	Gurdev Singh	Ministry of Agriculture
Ginger and Ginger Products: Management of Marketing and Export	Samar K. Datta	-do-
Input Subsidies in Indian Agriculture: Should they Continue under the New Economic Environment? A Survey of Issues and Options	Vasant Gandhi	-do-
Performance of Indian Commodity Futures Markets	Gopal Naik	-do-
In Search of a New Paradigm for Agricultural Extension in India	Vinod Ahuja	-do-
Management of Agro-Processing Enterprises in India: Case Studies	S.L. Bapna	-do-
An Empirical Study of Performance and Competitiveness of Indian Dairy Industry	V. P. Sharma	-do-
Economic Efficiency of Indian Sugar Industry	Samar Datta	
	V.P. Sharma	-do-
Technological and Institutional Innovations for Integrated Watershed Management	Anil K. Gupta	Food and Agriculture Organization

## PGP (SPA) Courses

The following courses were offered in the second year of PGP (SPA) application in Agriculture during the year.

	Instructor(s)
<b>First Term</b>	
Strategy Formulation and Implementation II	M.R. Dixit
Systems Analysis in Agriculture	K. Ramachandran
Agricultural Development Policy	Girja Sharan
Management of Agro-Industrial Projects	B.M. Desai
Marketing of Agricultural Inputs	Vasant Gandhi
Research Methods in Agricultural Marketing	Vasant Gandhi
	Gopal Naik
<b>Second Term</b>	
Business Development Strategies for Agricultural Commodity Systems	Samar K. Datta
Business French	Visiting Faculty
Environment Management	P.R. Shukla
	Prem Pangotra
Explorations in Role and Identity	Indira Parikh and
	Visiting Faculty
Finance for Agricultural Production and Marketing	B.M. Desai
Forecasting Techniques and their Applications in Agriculture	Gopal Naik
Logistics Management for Agriculture	N. Ravichandran
Management of Cooperatives	Samar K. Datta
Management of Seed Production	Gurdev Singh
Managerial Oral Communication	Brij Kothari
<b>Third Term</b>	
Legal Aspects of Business	A.L. Shah and
	D.N. Saraf
	(Visiting Faculty)
Agricultural Output Marketing	S.L. Bapna
Design and Dynamics of Development Organizations	Anil K. Gupta
International Trade in Agricultural Commodities	Samar K. Datta
Knowledge and Information in Business Management	Vinod Ahuja
Rural Advertising	P.M. Shingi
Selected Applications of Econometrics for Agri-Business Management	Soumen N. Ghosh
	(Visiting Faculty)

Twenty-one students joined the first year of PGP (SPA) and 19 students moved into the second year. Nineteen PGP (SPA) students were awarded diploma during the Annual Convocation on March 21, 1998.

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

One student joined FPM (Agriculture) this year.

Since there was no student in the second year of FPM (Agriculture) in 1997-98, no FPM course was offered.

The title of Fellow was conferred on one student during the Annual Convocation on March 21, 1998.

## **Management Development Programmes**

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

During the year, CMA offered for the third time the "Summer School on Management of Common Property Resources" from June 4 to 13, 1997. There were 32 participants.

Professor Anil Gupta coordinated a workshop on "Institution Building" for SEWA workers during February 9-10, 1998, at the Institute.

Professor Gopal Naik coordinated a workshop on "Marketing of Organic Food Products" on August 2, 1997, at the Institute.

## **Publications**

During the year, the following monographs were published/under printing.

### **Monographs Published**

Ranjit Gupta and B.L. Tripathi, *Religious Pursuit and Material Growth: A Study of Shri Dharmasthala Manjunatheswara Kshetra*, CMA Monograph No. 170 (Ahmedabad: Indian Institute of Management).

Gurdev Singh and S.P. Seetharaman, *Information System for Monitoring Survival Rate in Social Forestry Plantations*, CMA Monograph No. 177 (Ahmedabad: Indian Institute of Management).

S.P. Seetharaman, Gurdev Singh, and K.R. Pichholiya, *Understanding Fodder Marketing: A Study in Gujarat*, CMA Monograph No. 178 (Ahmedabad: Indian Institute of Management).

Bhupat M. Desai (ed.), *Agricultural Development Paradigm for the Ninth Plan under New Economic Environment*, CMA Monograph No. 179 (New Delhi: Oxford and IBH).

### **Monographs under Print**

D.D. Tewari, *Economics and Management of Non-timber Forest Products: A Case Study of Gujarat, India*, CMA Monograph No. 175 (New Delhi: Oxford & IBH).

Shashi Kolavalli, *User Participation and Incentives to Perform in Indian Irrigation Systems*, CMA Monograph No. 180 (Ahmedabad: Indian Institute of Management).

S.R. Asokan and Gurdev Singh, *Economic and Management Aspects of Cassava Cultivation and Processing in India*, CMA Monograph No. 181 (Ahmedabad: Indian Institute of Management).

## **Positions Held**

Professor Anil Gupta has been appointed as a non-official director of the National Research Development Corporation, New Delhi, for three years. He is a member of the International Working Group on Sustainable Livelihoods set up by UNDP, New York. He is a member, Governance and Personnel/Financial Policies, of the Accreditation Board constituted by ICAR for two years. He is in the Expert Group to consider the proposal to set up the Institute of Biodiversity in Arunachal Pradesh, constituted by the Ministry of Environment and Forests, New Delhi. He is a member of the Task Force to develop Comprehensive Priority Setting, Monitoring, and Evaluation Systems for the National Agricultural Technology Project constituted by ICAR. He is also a member, Technical Advisory Committee, Biological Science Division, Indian Statistical Institute, Calcutta.

Professor Gopal Naik served as a member of the Export Group on NAFED set up by the Ministry of Agriculture, New Delhi.

## **2. CENTRE FOR REGIONAL MANAGEMENT STUDIES**

During 1997-98, the Centre for Regional Management Studies (CRMS) sponsored a workshop on "Rationalization and Administration of Octroi," which was jointly organized with the government of Gujarat (Department of Urban Development). It was attended by several municipal commissioners and finance officers, and important policy recommendations were submitted to the government of Gujarat.

Dr. Anil Bhatt of the Public Systems Group completed a research study on "Opium De-addiction Programme" for the Bhansali Trust which was supported by CRMS. His paper on "Building NGO-Corporate Partnership for Social Development: The Gujarat Context" was published by CRMS and disseminated to various institutions in Gujarat.

Continuing its tradition of providing research support to FDP participants, the Centre financed field expenses for Gujarat-based projects undertaken by Anubrata Datta, Murali Manohar Bhupathi, Iqbal A. Hakim, and Prema Sankaran.

In 1998-99, CRMS will provide financial support to a proposed five day programme on "Managing Colleges: Programme for Managers, Administrators and Heads of Colleges of Gujarat State" which will be organized by RJMCEI.

### 3. COMPUTER AND INFORMATION STSYEMS GROUP

Members of the Computer and Information Systems Group (CISG) contributed significantly to the organization of the 32nd Annual Convention of the Computer Society of India which was held in Ahmedabad from November 13 to 16, 1997. Professor T.P. Rama Rao chaired the Programme Committee, Professor V. Venkata Rao chaired the Publication Committee, Professor B.H. Jajoo coordinated the organization of pre-convention tutorials, and Professor S.C. Bhatnagar coordinated an International Workshop for Chief Information Officers (CIOs) from Commonwealth countries. Highlights of teaching, research, and other professional activities of the Group are given below.

#### PGP/Fellow Programme

C. Ranganathan, the first FPM student of CISG, was awarded the title of "Fellow" in March 1998. The title of his thesis was "Exploring the Context, Process, and Outcome of Strategic Information System Decisions."

CISG offered a concentration package for PGP in the second year for which the following elective courses were offered:

- Software Project Management
- Systems Analysis and Simulation
- Planning and Implementation of IT Strategy
- Decision Support Systems
- Business Data Networks

For management development programmes offered by the Group, please see chapter titled "Management Development Programmes."

Professor B.H. Jajoo acted as a coordinator for a project to implement Intranet of four IIMs sponsored by Digital India and Microsoft.

Professor B.H. Jajoo gave invited talks in seminars organized by professional bodies in different parts of the country covering a wide range of IT topics such as networking, managing IT services, and buying IT resources.

Professor B.H. Jajoo was responsible for planning, designing, and implementing the Intranet environment and 64 KBPS radio modem based Internet connectivity for the IIMA computer network which comprises 11 individual local area networks.

Professor Rekha Jain presented seminars on "Private Participation in Indian Telecommunications Sector" at the University of San Fransisco, George Washington University, and City University of New York.

Professor Rekha Jain was awarded a Fulbright fellowship which enabled her to visit universities in the United States.

### 4. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) is an interdisciplinary faculty group working on management problems of public systems, which are predominantly state controlled or involve significant public interest concern, and whose prime beneficiary is the general public.

The Group has focused its efforts on energy, environment, health and population, transportation, urban development, and voluntary sectors. Recent work has covered energy environment modelling and policy analysis, managing electric utilities, strengthening primary health care, development and privatization strategies for infrastructure (telecom, transport), railways, ports and shipping, postal services, quality of life in cities, and role of voluntary organizations and community participation in water supply and sanitation projects.

#### Research Projects

##### Completed Research Projects

- S. Manikutty and others, "Centre for Telecom Policy Studies" (sponsored by CIDA, Canada).
- D.M. Pestonjee and Dileep Mavalankar, "Development of an Instrument for Psycho-Social Stress" (sponsored by the Indian Council for Medical Research, New Delhi).
- S. Manikutty, "External Evaluation of the Total Literacy Campaign, Chittorgarh District, Rajasthan."
- S. Manikutty, K.Ramachandran, R. Sridharan, and A. Tripathy, "A Study of the Impact of Inputs given by the ODA, UK, for four Regional Engineering Colleges in India."
- Prem Pangotra, "City Monitor" (dealing with comparative assessment of the quality of life in Pune, Hyderabad, Ahmedabad, and Bangalore) (sponsored by Ahmedabad Management Association).
- Rekha Jain and G. Raghuram, "Case Writing on Private Provisioning of Infrastructure."
- P.R. Shukla and Jahar Saha, "Technology, Practices, and Competitiveness in Textile Industry: A Multinational Study."

### Ongoing Research Projects

Sauman Majumdar, "Management of Electric Utility under Deficits."

S. Manikutty, "A Study of the Role of State Resource Centres (SRCs), Pune and Aurangabad, in the Post-TLC Years."

D. V. Mavalankar and Anil Bhatt, "Strengthening Reproductive Health Programmes and Policies" (sponsored by Ford Foundation).

D. V. Mavalankar, "Operationalizing Target Free Approach in Family Planning at District Level" (supported by ICOMP, Malaysia, and Ford Foundation).

Prem Pangotra, "Comparative Ranking of Quality of Life in Five Indian Cities."

P. R. Shukla, "Diffusion of Emerging Technologies: Policies for Long-Penetration of Renewable Energy Technologies in India."

P. R. Shukla and Prem Pangotra, "Dyestuff Industries in Gujarat: Environmental Aspects" (sponsored by the Indo-Dutch Programme on Alternatives in Development).

### Management Development Programmes

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

Programme for "Officers of the Indian Economic Service on Macroeconomic Management and Policy," June 16-27, 1997 (Coordinator: G. Raghuram).

"Programme on Public Policy Analysis for IAS Officers," July 28-August 1, 1997 (Coordinator: Anand Gupta).

"Workshop on Leadership and Management Development for Reproductive Health Services in India," August 9-14, 1997 (supported by ICOMP-MacArthur Foundation) (Coordinator: D.V. Mavalankar).

### Seminars

The following seminars were organized during the year:

Shyamal Sharma Health Policy Consultant Massachusetts	Applying Quality Management Principles in Health Care on July 14, 1997
Gautam Dutta Department of Operational Research, London School of Economics and Political Science, London	Optimization Based Decision Support System for Strategic and Operational Planning August 19, 1997
Haribandhu Panda Southeast Asia Technology Co.Ltd., Bangkok	Firm Level Technological Capability Assessment and its Role in Strategic Planning November 27, 1997

Madhumita Lodh  
Associate Consultant  
Milliman Robertson Inc.  
San Francisco

Health Insurance Sector:  
Some Concerns  
December 3, 1997

### Fellow Programme in Management (FPM)

Two students were awarded the title of "Fellow" during the convocation.

Four students are at various stages of the Programme. Four students are expected to join during June 1998.

The following courses were offered in the second year of FPM:

Public Management  
Public Finance  
Energy and Environment Policy  
Electric Power Economics and Policy

### Post-Graduate Programme (PGP)

The following courses were offered during the year:

Infrastructure Management and Implications on Logistics  
Environment Management  
Infrastructure Development and Financing  
Services Management

### Other Activities

Professor D.V. Mavalankar was appointed as member of the Technical Advisory Committee of Mother Care, an international healthcare project supported by USAID, Washington. He was invited as resource person for the workshop on "Adolescent Reproductive Health" in Bangalore, organized by the International Centre for Research on Women, Washington, D.C. He attended a national meeting on "Media Advocacy for Reproductive Health" organized by the Population Council, New Delhi, on March 15, 1998. He chaired a technical session on women's health at the international conference on "Changing Patterns of Diseases" organized at Dasoda by the International Geographer's Union and M.S. University of Baroda's Geography Department in January 1998. He attended a meeting of the Think Tank organized by Population Council on "Expanding Contraceptive Choice in Gujarat" in Baroda in January 1998. He participated in a meeting to discuss the content of the National Family Health Survey II supported by USAID, organized by the International Institute of Population Sciences in Mumbai in December 1997. He participated in the regional meeting on "Reproductive Tract Infections in Asia and Pacific" at Clynabn Bay, Philippines, organized by the Health Action Information Network and supported by the Ford Foundation in May 1997.



Professor Prem Pangotra was appointed as a member of the Committee on Rationalization of Structure and Administration of Octroi by the Gujarat government. In collaboration with the Gujarat Government and with the support of CRMS a workshop on "Octroi Reforms" was organized at the Institute in May 1997. He was appointed as a member of the Working Group on Octroi by the Economic Affairs and Taxation Panel of CII-Gujarat and participated in several meetings to explore effective alternatives to octroi. He was appointed as an honorary member on the Panel of Environmental Protection by the Consumer Education and Research Centre (CERC), Ahmedabad.

Professor G. Raghuram coordinated training programmes and material development for the Indian Railways (Railway Staff College) and the Department of Post. He was invited by the government of Andhra Pradesh as a resource person for its infrastructure taskforce towards a Vision 2020 exercise. He was invited by the Tirumala Tirupathi Devasthanam to examine its infrastructure and make proposals for improvement.

## 5. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) was established at the Institute to continue some of the unconventional and innovative activities that Professor Ravi J. Matthai had undertaken as part of his experiment on the rural university. Initially the Centre was meant to focus on higher education and institution building. Subsequently, the RJMCEI faculty thought it appropriate to also examine issues in the context of primary education, given the national effort towards universalization of elementary education. Presently, RJMCEI serves as the focal group for research and educational programmes on issues relating to higher education, primary education, management of educational institutions, and institution building.

In 1997-98, RJMCEI faculty taught in PGP, FPM, and FDP. Some of the courses were revised and specially designed for these programmes. RJMCEI also offered the first International Programme on Management of Higher Educational Institutions during September 8-14, 1997. This programme aimed at providing an opportunity to learn about strategic institutional responses to the challenges facing higher educational institutions and was conducted under the auspices of the Management Training Services Division, Commonwealth Secretariat, London. This one-week programme addressed issues of strategic leadership and planning in higher education, institution building processes and institutional networking, organizational learning and innovation, and commercialization of services. Twenty

delegates from 14 Commonwealth countries participated in the programme. A number of case studies were specially developed by RJMCEI faculty for this programme. The programme was well received and, according to the feedback from the participants, it made value added contributions through perceptive assessment of institutional challenges. The Commonwealth Secretariat has agreed to sponsor this programme during 1998-99 as well.

### Research Seminars

Tilak Jandhyala, B. G., "Financing Higher Education: International Perspectives," September 12, 1997.

Vijaya Sherry Chand, P. G., "School, Economy, and Society: Improving Educational Performance among the Rabaris and Thakores," January 6, 1998.

### Institution Building

Institution building support was provided to the IIMA-SRISTI (Society for Research and Initiatives for Sustainable Technologies and Institutions) joint project "Generating Incentives for Sustainable Natural Resource Management" and to the Honey Bee network, both coordinated by Professor Anil Gupta. Support has been provided to grassroots innovators and teachers informally or through Gram Vidyapiths, rural institutes of higher education, and by Professor Vijaya Sherry Chand. Support to innovative teachers will be continued and extended to teachers from outside Gujarat. Support to the Honey Bee network has also meant help in conceptualizing a multimedia database on grassroots innovations developed by SRISTI with the help of Professor Brij Kothari. This database was shown to farmers during a *shodh yatra* in Saurashtra and in a Honey Bee network meeting in Tamil Nadu. Linkages between macro-level policies and micro-level experiences of innovators are being forged to make policy windows at the national level accessible to grassroots innovators. Educational interactions through popular media and rural cultural and religious fairs have generated many insights on using cultural platforms for mass awareness. How these can be made more cost effective is being studied. As part of the support, the discourse of participatory research in natural resource management is being explored by Professors Brij Kothari and Vijaya Sherry Chand.

Professor Vijaya Sherry Chand was involved in the following institution building activities:

Reformulation of focus and approach of M.Ed. dissertation work, College of Education, Modasa, Gujarat, and design of study of innovative secondary school teachers in Gujarat for the College of Education, Modasa.

Institution Building Workshop for SEWA, Ahmedabad, February 9-10, 1998, and follow-up activities for strengthening the institutional framework of women's handicrafts, salt workers, dairy, forestry, and savings groups.

Institution building support to the network of rural colleges in Gujarat in strengthening dissertation work and on-farm experimentation.

Support to the District Primary Education Programme (DPEP) through participation in national appraisal missions and support to the Gujarat Council of Primary Education specifically in strengthening educational management information systems and project monitoring systems.

Building educational research capabilities in the District Institutes of Education and Training in DPEP districts through design and implementation of a series of research projects on primary schooling systems.

## **6. INTERNATIONAL MANAGEMENT GROUP**

The International Management Group offered five elective courses in the Post-Graduate Programme:

- International Business Management
- Managing Export Import Business
- International Business Leaders and Corporate Growth

## **Corporate Leadership and International Growth Japanese Management**

A new PGP elective course titled "Management in Asian Countries: Japan, China, Taiwan, Singapore and South Korea" will be offered in the next academic year. Another new PGP elective course titled "Global Financial Strategies" is in the design stage and is likely to be offered during the next academic year.

## **Management Development Programmes**

For management development programmes offered by the Group, please see the chapter titled "Management Development Programmes."

## **Teaching in Other Courses**

IMG faculty were involved in taking sessions on international management, globalization, and strategic management of technology in MDPs such as Tier I of the 3-Tier Programme, Programme for IAS Officers, Top Management Programme, Programme on Management of Excellence by Chief Executives, etc. They also took sessions on Japanese management and technology management at other institutions.

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## 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

#### Post-Graduate Programme in Management

The following courses were offered by the Business Policy area in PGP:

- Strategy Formulation and Implementation I and II (compulsory course)
- Mergers, Acquisitions, and Corporate Strategy
- Leadership: Vision, Meaning, and Reality
- International Business Management
- Information Technology for Competitive Advantage
- Business Process Reengineering
- Capabilities, Competencies and Corporate Strategy

The following courses, though not based in the area, were facilitated in their offering and running by the faculty:

- Written Analysis and Communication (compulsory course)
- Legal Aspects of Business (compulsory course)
- Corporate Tax Planning (compulsory course)
- Managerial Oral Communication

The course "Legal Aspects of Business" was revamped and updated with latest laws and judgements.

#### Faculty Development Programme

The area offered a compulsory course titled "Business Policy" and facilitated a course on "Communication for Management Teachers" for FDP participants.

#### Fellow Programme in Management

Owing shortage of faculty, the area had not taken any student in the Fellow Programme in Management. Hence it did not offer any doctoral level courses. For the same reason, the area has not taken any student in 1998-99.

However, it facilitated a compulsory course on "Communication for Management Teachers" for FPM students.

### Management Development Programmes

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

### 2. ECONOMICS

In the Post-Graduate Programme, the Economics area offered two compulsory courses in the first year: Economic Analysis and Economic Environment and Policy (I and II). The area offered the following elective courses in the second year: Economic Analysis for Business Planning, Project Planning for Industrial Development, International Banking and Finance, Multinationals and the International Economy, and International Trade and Finance. In addition, the area faculty offered four project courses and courses of independent study.

In the Fellow Programme in Management, six students were pursuing their studies.

### 3. FINANCE AND ACCOUNTING

In addition to compulsory courses (MANAC I/II and Finance I/II) offered to first year students, the area offered the following elective courses:

- Futures, Options, and Risk Management
- Mergers, Acquisitions, and Corporate Restructuring
- Management Control Systems
- International Financial Management
- Investment and Portfolio Management
- Management of Financial Institutions

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

### Significant Board Memberships

Professor Samir Barua

- Member, Board of Securities Trading Corporation of India Limited
- Member, Index Committee, BSE
- Member, Certification and Testing Committee, NSE
- Member, FICCI Committee on Capital Markets
- Member, Standing Committee on Money Market, RBI

Professor J. R. Varma

Chairman, Committee on Revised Forward Trading,  
SEBI

Chairman, Committee on Employees Stock Options,  
SEBI

Professor V. Raghunathan

Member, Local (India) Board of Credit Lyonnais Bank  
Member, Informal Group on Primary Market, Department  
of Economic Affairs, Ministry of Finance  
Member, Western India Advisory Committee for  
NBFCs, CII

#### 4. MARKETING

In the first year of PGP, the area offered two compulsory courses in marketing. In the second year, the area offered four elective courses: Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, and Sales and Distribution Management. The area, in addition, offered six independent project courses in PGP, FPM, and FDP.

One FPM student graduated during the year. Several FPM students of the area have won awards for financial assistance based on their thesis proposals.

As a part of the Institute's policy to offer programmes in international markets, the Marketing area offered the "International Programme on Product Policy and New Product Management" in Sri Lanka with the support of Maharaja Institute of Management, Colombo. The area faculty participated in various MDPs and coordinated and/or participated in various in-company training programmes.

Several case studies covering a wide spectrum of product-market situations and organizations were prepared during the year. A number of these were on opportunity identification and marketing planning for international operations by Indian companies. The topics included product design, brand building, product management, pricing, distribution management, sales management, advertising strategy, marketing strategy, and strategic marketing. The products included consumer durables, industrial products, information services, and infrastructure projects. The area organized three research seminars by visiting scholars from abroad.

The area members provided consulting help to large and medium size companies and international agencies. The nature of projects included reviewing and developing marketing systems, strategic market plans, new product introduction strategy, channel management, supply chain logistics and social communication.

#### 5. ORGANIZATIONAL BEHAVIOUR

During 1997-98 the Organizational Behaviour area offered PGP and FPM courses. One MDP was offered by Professor P.N. Khandwalla from December 19-21, 1998.

Two FPM students graduated from the area and joined academic institutions.

During 1997-98, Professor S. Ramnarayan was at the University of Bamberg, Germany, as a guest faculty.

Professor Sasi Misra received a renewed research award of the Alexander von Humboldt Foundation, Germany, and visited the University of Bamberg during March-May 1997 to initiate collaborative research with Professor Dietrich Doerner in the area of managerial cognition and problem solving. He also visited the University of Gottingen, the Technical University of Munich, and the University of Madrid, Spain.

Professor D.M. Pestonjee's membership of the Bank- ing Services Recruitment Board (Western Zone) was extended for a year. He has already completed two terms of three years each.

#### 6. 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 1997-98. The elective courses included Project Management, Materials and Sourcing Management, Logistics Management, Manufacturing Marketing and Supply Chain Coordination and Manufacturing and Operations Strategy, Statistical Methods in Data Analysis, and Introduction to Discrete Mathematics.

The 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.

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

The area faculty organized a two-day conference on "Operations Management" (the first OR workshop) on December 27-28, 1998. About 30 academics and academically oriented practitioners from various institutions and companies in India and abroad attended the conference. The group resolved to make this an annual feature with the conference moving to different campuses in the country. The conference was chaired by Professor Pankaj Chandra.

## Seminars

The area organized the following seminars during 1997-98:

<b>Speaker</b>	<b>Topic</b>
Professor Kannan Sethuraman Graduate School of Business, University of Michigan	Complexity Costs in a Plant with Fixed Assets that Strives to Make Schedule <i>June 23, 1997</i>
Professor Devanath Tirupati College of Business Administration, University of Texas	A Model Based Approach to Product Family Design <i>July 10, 1997</i>
Professor Ishwar Murthy Department of Information Systems and Decision Sciences, College of Business Administration Louisiana State University	Stochastic Shortest Path Problems with Piecewise Linear Concave Utility Functions <i>July 18, 1997</i>
Dr. Goutam Dutta Department of Operations Research London School of Economics and Political Science	Optimization Based Decision Support System for Strategic and Operational Planning <i>August 19, 1997</i>
Professor R. Chandrasekaran School of Management University of Texas	Nonnegative Integer Solutions to Linear Systems <i>December 2, 1997</i>
Professor Basheer M. Khumawala John and Rebecca Moores Professor, University of Houston	Global Manufacturing Practices: An Empirical Investigation <i>December 8, 1997</i>
Professor Alok Chakrabarty Distinguished Professor of Management and Dean School of Management, New Jersey Institute of Technology	Technology Strategy in the Global Competitive Scenario <i>December 31, 1997</i>
Professor Goutam Appa Department of Operations Research London School of Economics and Political Science	Measuring Scale in DEA <i>January 2, 1998</i>
Professor Sachin Gupta J.L. Kellogg Graduate School of Management Northwestern University	Consumer Demand with Stock-out Based Substitution: Estimation and Empirical Application <i>February 6, 1998</i>

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## Administrative Activities

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### New Appointments

During the year, the following joined the Institute:

Rajesh Agrawal, Assistant Professor, Finance and Accounting Area

Goutam Dutta, Associate Professor, Production and Quantitative Methods Area

Vinod Ahuja, Assistant Professor, Centre for Management in Agriculture

Satish Deodhar, Assistant Professor, Centre for Management in Agriculture

Rajeev Sharma, Associate Professor, Ravi J. Matthai Centre for Educational Innovation

Devanath Tirupati, Professor, Production and Quantitative Methods Area

Harish K. Rathod, Accounts Clerk

B. Srinivasa Rao, Catering Supervisor

Harendra J. Vadher, Executive Engineer

Budhabhai S. Vaghela, Attendant

Manoj P. Patel, Junior General Duty Staff

Archana S. Joshi, LDC Typist

Jayantilal S. Prajapati, Attendant

Palturam R. Kori, Attendant

Hetal G. Mehta, Junior General Duty Staff

Dilip Manilal Parmar, Sweeper

Lakshmi Balakrishnan, LDC Typist

Mini Nair, LDC Typist

Pravin D. Valodara, Peon/Attendant

Reshmi Thomas, LDC Typist

### Resignations

Professor Shashi Kolavalli

Professor Devi Tewari

Mr. Chetan Bhatt

Ms. Caroline Anthoniswamy

Mr. G. John

Mr. K.P. Radhakrishnan

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

### Retirements

Professor Anand Gupta

Professor V. Jaikumar

Dr. K.R. Pichholiya

Mr. Rambihari S. Kori

Mr. Naval Ghuman Ayari\*

Mr. U.K. Harindran

Mr. R.A. Khut\*

Lt. Col. (Retd.) R.K. Madan

Mr. K.S. Vaghela

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

### Died

Mr. Rasiklal R. Makwana

Mr. Yogeshkumar P. Bhatt

The Institute deeply regrets their untimely death.

### Leave of Absence

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

Professor V. N. Asopa to take up an assignment as Director, IIM, Indore

Professor J. S. Chhokar to take up an assignment with the University of New Orleans.

Professor G. S. Gupta to take up an assignment with the University of Malaysia.

Professor Rekha Jain to take up Fulbright Scholarship.

### Extension of Leave

Professor Ramesh Bhat has been granted extension of leave for his assignment with the Health and Population Office of ODA, British High Commission at Delhi.

### Rejoined

Professor S. Ramnarayan rejoined the Institute after expiry of leave of absence.

Professor Rekha Jain rejoined the Institute after expiry of leave on duty.

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\* Voluntary Retirement

### **Promotions**

Professor N. Venkiteswaran has been promoted as Professor

Professor S. Manikutty has been promoted as Professor

Professor K. Ramachandran has been promoted as Professor

Professor Abraham Koshy has been promoted as Professor

Professor Pankaj Chandra has been promoted as Professor

Professor Sidharth Sinha has been promoted as Professor

Professor Murali P. has been promoted as Associate Professor

### **Staff Awards/Honours**

During the year 17 members of the staff completing 20 years of service were given an award each. The Staff Evaluation and Development Committee Award for outstanding performance during the preceding year was given to 46 Groups III and IV employees. A. Ganapathy, and Rambihari S. Kori were given the Karmavir Award 1997. N. R. Desai, Varoni Ramcharan Patel, and Puransingh P. Rajput were given the Institute's Long Service Award for retiring employees with a record of dedicated service to the Institute.

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## Alumni Relations and Activities

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### **IIMA Alumnus**

Three issues of the *IIMA Alumnus* were published during 1997-98. The issues carried special reports on "Information Technology at IIMA" and "Fifty Years of India's Independence: Contributions of IIMA," covering the Post-Graduate Programme, Fellow Programme in Management, Management Development Programmes, Faculty Development Programme, Research and Publications, and Consulting. The issues reported major activities on the campus as well as activities organized by the chapters, besides carrying news about alumni.

### **Alumni Reunion**

An all Alumni Reunion Weekend was organized on the campus on January 23-25, 1998. Ninety alumni belonging to batches ranging from 1967 to 1997 attended the Reunion. A large number of them – about 25 – belonged to the 1974 batch. The Reunion also included a panel discussion on latest trends and developments in different fields of management. Chairpersons of different areas and other faculty members pointed out that the programmes and activities at the Institute were continuously reviewed in order to make them responsive to the changing environment. The faculty talked about the major trends: better corporate governance, importance of ethics and social responsibility, judicial activism, attention to organizational structure, impact of IT, strategic alliances, etc. Several courses with international focus have been introduced in recent years. Similarly, there is a change in MDPs; faculty keep experimenting with new ideas and new themes.

In the interaction session with faculty, one alumnus pointed out that, in order to maintain its high ranking, the Institute should be seen to be doing things not only in the domestic market but also in the international area. It should make a dent in the Asian and African countries through consulting and exporting programmes. It was pointed out that several sponsored programmes had attracted a large number of participants from Africa. Besides, the idea of offering programmes in other countries is on the Institute's agenda. Internationalization being one of the thrust areas of the Institute, the international content in the PGP courses is much higher now compared to five years ago.

### **FPM Alumni Reunion**

As part of the silver jubilee celebrations of the Fellow Programme in Management (FPM), an FPM alumni reunion was organized on March 20-21, 1998. As part of the occasion, all the 163 FPM theses abstracts compiled in a book titled *Management at the Frontiers* was released by Professor Jahar Saha, Director of the Institute.

A seminar on doctoral education in management was attended by about 50 FPM alumni. The participants discussed various problems facing doctoral education in management and made specific suggestions for improvement. Many were of the opinion that FPM should be positioned differently from PGP and that there should be an FPM offered jointly by IIMs.

### **Chapter Activities**

The Delhi Chapter has formed the IIMA Alumni for Good Governance Foundation (IIM-AAGG Foundation). The Foundation intends to fight for issues of national concern such as institutional reform, greater transparency to check corruption, reform of election laws, civic issues in areas like education, environment, etc. It organized a Diwali get-together on October 18, 1997, at the Delhi Gymkhana Club which was attended by 450 alumni and their spouses. The Chapter is in the process of bringing out an updated directory of the members. Jointly with the IIMC Alumni Association the Delhi Chapter organized a panel discussion on "Indian Middle Class Spending Boom: Mirage or Reality."

The Ahmedabad Chapter organized an MBA entrance exam counselling programme jointly with the Lions Club of Ahmedabad on September 27, 1997.

The alumni in Singapore have started a new chapter with 62 members.

The Hyderabad Chapter has been reactivated. A get-together of the PGP alumni was organized on August 30, 1997.

The Bombay Chapter has been reactivated. It organized a seminar on "Depository" followed by a dinner get-together on March 21, 1998.



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## Grant-in Aid

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The Institute received grant-in-aid of Rs.680.50 lakh during 1997-98 from the Ministry of Human Resource Development, Government of India. The details are given below:

Name of Scheme/Programme	(Rupees in lakh)			
	Opening Balance (Rs)	Grant received during the year (Rs)	Expenditure incurred during the year (Rs)	Unspent balanced carried forward (Rs)
Indian Institute of Management, Ahmedabad				
Non-Plan	—	590.00	590.00	—
Transfer to Endowment Fund	—	—	—	—
Plan	195.00	90.50	75.00	210.50

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# Vikram Sarabhai Library

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During the year, additions to the library's collection were made as shown below:

Books	2684	Rs. 16,91,000
Periodicals	608	Rs. 38,00,000

The collection of books at the end of the year stood at 1,39,822. Publications issued and returned numbered 16,434 and 10,666 respectively. A large number of articles and book chapters were photocopied by the users. Total number of photocopies taken was 91,397 and amount collected was Rs. 61,767.

## Library Automation

About 16,000 records were added to the database of journal articles; selected articles, features, news items from the *Economic Times* and *Financial Express*; and current additions of books. Records of newspaper items for 1991, 1992, 1993, and 1994 were kept as back-up for future use.

During the year, retrospective conversion of the entire catalogue of books into machine readable form was completed. For integrating all library activities and services, the library bought an integrated library software called LibSys. The software can provide online public access (OPAC).

Database search service was provided to members on the nodes kept in the library. It is also available to students, faculty, and MDPs on their respective LANs and was heavily used by them.

A new version of CIMM called PROWESS was installed.

The databanks called Capitaline Ole and Capita Stock (Capital Market) were regularly updated. Both databanks have enhanced the quality and coverage of information on business and industry. Internet facility with Netscape browser and two multimedia systems were heavily used by the members.

## Index and Bibliographic Services

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 Local Area Network

Information on the issue and return records of the faculty was provided on the LAN. Access to the following updated CD-ROM based databases and local database called VSLDATA was continued on the LAN:

ABI/Inform  
F & S Predicasts  
Econlit

Based on the suggestions of the users, the library added two more CD-ROM databases: Social Science Citation Index and Current Contents on Disc: Behavioural and Social Sciences.

## Photocopying Facility

Photocopying facility on self-operated photocopying machine was continued in addition to the regular photocopying facility. The facility is available to students during the library hours.

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

As part of the project, test marketing of following three products in the business and industry segment in Pune and Ahmedabad and the academic segment at the national level was completed:

Information Bulletin on Management

- Current Contents in Management: Marketing
- Current Index of Management: Marketing
- The results have demonstrated that potential demand exists for the products.

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

The final draft of the manual was readied for publication.

### **National Information Centre on Management**

Under the NICMAN project, the above-mentioned information products were supplied to some MDPs as well as made available to business and industry and academics on subscription basis. The services evoked good response and many are subscribing to them. A database search service for external clients was introduced and the services have been backed up by a photocopy supply service.

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## Welfare Activities

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### Medical Camps

A general medical check-up and blood test camp was held in April 1997. A total of 162 members of the community took advantage of this health camp.

Eye check-up camps were held on November 9 and 16, 1997. One hundred and fifty-eight employees and their spouses attended these camps.

The Welfare Committee organized a blood donation camp jointly with Blood Foundation, Ahmedabad, on December 1, 1997. One hundred and one students and staff donated blood.

The community welcomed these activities and participated with tremendous enthusiasm.

### Distribution of Free Text Books and Note Books

The Welfare Committee distributed slates, text books, and note books to school going children of the community during May-June 1997. Three hundred and ninety-five children of 220 employees benefited from the scheme.

### Creative and Educational Activities

Regular computer training classes were introduced from July 1997. Sixty-three children completed the basic computer course.

In May-June 1997, 160 children including children of the community of SAC and PRL attended six-week summer classes conducted on the campus. The classes were conducted in basic and advanced computer learning, spoken and written English at junior and senior level, drawing and painting, origami, photography, embroidery, and mehendi.

Carnatic music and keyboard and guitar classes continued. Thirty-eight students attended these classes.

Yoga classes have always been very popular with the community. These classes were conducted on a regular basis during the year.

### Institute's Annual Day

On the occasion of Institute Day, 49 children of the community were awarded cash prizes, certificates, books, and special awards for meritorious achievement in examinations and sports and cultural activities.

### Other Activities

On November 1, 1997, the Welfare Committee organized New Year get-together. A large number of members of the community participated in the function.

During the year, members of the Welfare Committee visited the S-Type quarters to have first-hand knowledge of difficulties faced by the residents. The Committee has initiated action to solve their problems.

The Welfare Committee received flags on the occasion of BMA Flag Day. An amount of Rs. 2,010 was collected from sale of flags and deposited with the National Association for the Blind.

## **APPENDICES**

**APPENDIX 1: MANPOWER GROWTH**

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1985-86	83	45	576	4	708
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
1996-97	75	52	473	20	620
1997-98	77	47	476	30	630

\* Including CAO and Librarian

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

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1996-97	391	51	442
1997-98	386	48	434

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

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed* (Cumulative)
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
1996-97	2773	585	1471
1997-98	2793	590	1519

\* Figures for consulting projects from 1993-94 onwards include teaching assignments.

**APPENDIX 4: INDUSTRY, FACULTY MEMORIAL, AND OTHER SCHOLARSHIPS**

<b>Name of Recipient</b>	<b>Name of Scholarship</b>	<b>Amount (Rs.)</b>
<b>First Year (1996-98 Batch)</b>		
<b>Merit Scholarships</b>		
<b>Industry</b>		
Avinash Agarwal	Mr. J R D Tata	50,000.00
Sumit Rajpal	VST Industries Limited	50,000.00
Anant Maheshwari	Mahindra & Mahindra Limited	20,000.00
Vipul Bansal	Surrendra Paul	6,500.00
<b>PGP Students' Sponsored Scholarship</b>		
Alok Kumar Sharma	PGP 1987 Batch	3,000.00
<b>Faculty Memorial Scholarship</b>		
Rakesh Bordia	Professor Warren Haynes	3,000.00
<b>Merit-cum-Means Scholarships</b>		
<b>Industry</b>		
Mohit Rana	Tata Steel	40,000.00
Augustine R. Thomas	Castrol (India) Limited	20,000.00
Jujhar Singh	Larsen & Toubro Limited	20,000.00
<b>Second Year (1996-98 Batch)</b>		
<b>Merit Scholarships</b>		
<b>Industry</b>		
Sumit Rajpal	SBI Mutual Fund	50,000.00
Avinash Agarwal	Monsanto	20,000.00
Vipul Bansal	Surrendra Paul	6,500.00
Anant Maheshwari	AUDCO (India) Limited	3,500.00
<b>PGP Students Sponsored Scholarship</b>		
V. T. Mukundan	IIMA Silver Jubilee	3,000.00
<b>Faculty Memorial Scholarship</b>		
Rakesh Bordia	Professor B.K. Hegde	3,000.00

## APPENDIX 5: BOARD OF GOVERNORS

### Chairperson

I. G. Patel

P. G. Mankad  
Secretary (ID & PE)  
Department of Public Enterprises  
New Delhi

Sudhir Nath  
Joint Secretary and Financial Adviser  
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

Anil Gupta  
Chairman  
Hotline Group of Companies  
New Delhi

C. R. Biswas  
Additional Chief Secretary  
(Technical and Higher Education)  
Education Department  
Government of Gujarat  
Gandhinagar

S. G. Mankad  
Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

S. K. Khanna  
Sir M. Visvesvaraya National Chair Professor  
Indian Institute of Technology  
New Delhi

Hrishikesh A. Mafatlal  
Mafatlal Industries Ltd.  
Mumbai

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

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

Prafull Anubhai  
Chief Executive  
Arohi Consultants Pvt. Ltd.  
Ahmedabad

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

Vijaypat Singhania  
Chairman and Managing Director  
Raymond Limited  
Mumbai

Ram S. Tarneja  
Chairman  
BOI Mutual Fund  
Mumbai

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

J. P. Chowdhary  
Chairman and Managing Director  
Titagarh Industries Limited  
Calcutta

S. S. Sharma  
Director General  
National Productivity Council  
New Delhi

Bakul H. Dholakia  
Indian Institute of Management  
Ahmedabad

Abhinandan K. Jain  
Indian Institute of Management  
Ahmedabad

K. V. Kamath  
Managing Director and CEO  
ICICI Ltd.  
Mumbai

Prem P. Gupta  
D-3/6 Vasant Vihar  
New Delhi

Shrenik Kasturbhai  
Managing Director  
Anil Starch Products Limited  
Ahmedabad

Elaben R. Bhatt  
Founder  
Self-Employed Women's Association (SEWA)  
Ahmedabad

Jahar Saha  
Director  
Indian Institute of Management  
Ahmedabad

### Secretary

A. K. Dua  
Indian Institute of Management  
Ahmedabad



## APPENDIX 6: MEMBERS OF IIMA SOCIETY

- C. R. Shah**  
Managing Director  
Ahmedabad Electricity Co. Ltd.  
Ahmedabad
- Dr. Biharilal Kanaiyalal**  
Ahmedabad Kaiser-I-Hind Mills Ltd.  
Ahmedabad
- C. R. Amin**  
Managing Director  
Alembic Chemical Works Co. Ltd.  
Vadodara
- Bipin Chandulal Sandip Bipin**  
Ahmedabad New Cotton Mills Co. Ltd.  
Ahmedabad
- Nitin J. Nanavaty**  
Managing Director  
Apurva Containers Pvt. Ltd.  
Ahmedabad
- Shripal Chinubhai Sheth**  
Anil Starch Products Ltd.  
Ahmedabad
- Arvind N. Lalbhai**  
Arvind Mills Ltd.  
Ahmedabad
- Arvindbhai N. Lalbhai Sanjaybhai S. Lalbhai**  
Arvind Polycot Ltd.  
Ahmedabad
- Managing Director**  
Shri Arbud Mills Ltd.  
Ahmedabad
- C. K. Choksey**  
Asian Paints India Ltd.  
Mumbai
- Arvind N. Lalbhai**  
The Asoka Mills Ltd.  
Ahmedabad
- Dr. S. Ganguly**  
Executive Vice-Chairman and Managing Director  
The Associated Cement Cos. Ltd.  
Mumbai
- Siddharth K. Lalbhai Sunil S. Lalbhai Manan N. Lalbhai Dr. K. A. Aparajithan**  
Atul Ltd.  
Atul
- Rahul Bajaj**  
Chairman and Managing Director  
Bajaj Auto Ltd.  
Pune
- Raj K. Gupta**  
Chief Executive  
Audco India Ltd.  
Chennai
- K. K. Nanjwani**  
General Manager  
Bakubhai Ambalal Pvt. Ltd.  
Ahmedabad
- K. V. Krishnamurthy**  
Executive Director  
Bank of Baroda  
Mumbai
- K. K. Verma**  
General Manager (Human Resources Management)  
Bank of Baroda  
Mumbai
- U. N. Patel**  
General Manager & Zonal Manager  
Bank of India  
Ahmedabad
- Chairman and Managing Director**  
Bharat Earth Movers Ltd.  
Bangalore
- Chairman and Managing Director**  
Bharat Heavy Electricals Ltd.  
New Delhi
- Subodh Chaturbhujdas**  
Ahmedabad
- Manager**  
Bharat Vijay Mills Ltd.  
Kalol
- H. C. Bijawat**  
Bombay Dyeing and Mfg. Co. Ltd.  
Mumbai
- M. Oeschger**  
Managing Director  
Brooke Bond India Ltd.  
Bangalore
- M. V. Murugappan**  
Managing Director  
Carborandum Universal Ltd.  
Chennai
- A. K. Sequeira**  
General Manager (HRD)  
Castrol India Ltd.  
Mumbai
- C. T. Parekh**  
Chandrakant Parekh Pvt. Ltd.  
Mumbai
- Chemicals and Fibres of India Ltd.**  
Crescent House  
Mumbai
- Siddharth Kasturbhai T. P. Desai**  
Cibatul Ltd.  
Atul
- Bansi Dhar**  
Chairman and Senior Managing Director  
DCM Limited  
New Delhi
- Kewal K. Aggarwal**  
Managing Director  
Devidayal Rolling and Refineries Pvt. Ltd.  
Mumbai
- C. L. Goswami**  
Executive Director  
Birla VXL Ltd.  
Jamnagar
- U. V. Rao**  
Engineering Construction Corporation Ltd.  
Mumbai
- Upendrakumar M. Patel**  
Chairman and Managing Director  
Shri Dinesh Mills Ltd.  
Vadodara
- Chairman and Managing Director**  
Engineers India Ltd.  
New Delhi
- C. K. Hazari**  
Joint Managing Director  
Escorts Ltd.  
New Delhi
- S. Jambunathan**  
Chairman and Managing Director  
Export Credit and Guarantee Corporation of India Ltd.  
Mumbai
- S. A. Beyabani**  
General Manager  
General Insurance Corporation of India  
Mumbai
- H. R. Khusrakhan**  
Managing Director  
Glaxo India Ltd.  
Mumbai
- Shantilal K. Somaiya**  
Chairman  
Godavari Sugar Mills Ltd.  
Mumbai
- Managing Director**  
Gujarat State Fertilizers & Chemicals Ltd.  
PO Fertilizer Nagar  
Dist. Vadodara
- G. J. Trivedi**  
Joint General Manager (Personnel and Administration)  
Gujarat State Financial Corporation  
Ahmedabad
- P. O. Desai**  
Gujarat Tea Processors & Packers Pvt. Ltd.  
Ahmedabad
- K. N. Shenoy**  
Managing Director  
Hindustan Brown Boveri Ltd.  
Vadodara
- Vice President (Personnel)**  
Hindustan Lever Ltd.  
Mumbai
- N. M. Shetty**  
Chairman and Chief Executive  
Hindustan Vegetable Oil Corporation Ltd.  
New Delhi
- K. V. K. Seshavatharam**  
Chairman and Managing Director  
Hindustan Zinc Ltd.  
Udaipur
- Chief Executive (Personnel)**  
Indian Oxygen Ltd.  
Calcutta

**K. G. Ramanathan**  
Chairman and Managing Director  
Indian Petrochemicals Corporation Ltd.  
Vadodra

**Chairman**  
Industrial Credit and Investment  
Corporation of India  
Mumbai

**K. D. Agrawal**  
Chairman  
Industrial Finance Corporation of India Ltd.  
New Delhi

**Ms. S. P. Lavakare**  
General Manager  
Industrial Finance Corporation of India Ltd.  
New Delhi

**Rahul N. Amin**  
Executive Director  
Jyoti Ltd.  
Vadodra

**M. C. Gupta**  
Manager H.O.  
Khandelwal Brothers Ltd.  
Mumbai

**Chairman and President**  
Larsen & Turbo Ltd.  
Mumbai

**Chairman**  
Life Insurance Corporation of India  
Mumbai

**H. A. Mafatlal**  
Mafatlal Industries Ltd.  
Mumbai

**S. V. Kulkarni**  
Senior Vice-President  
Mafatlal Industries Ltd.  
Ahmedabad

**Bharat Doshi**  
Executive Director  
(Finance and Corporate Affairs)  
Mahindra & Mahindra Ltd.  
Mumbai

**Janmejay Bhagubhai**  
Managing Director  
Manish Organics Industries Ltd.  
Ahmedabad

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

**L. K. Singhal**  
Chairman-cum-Managing Director  
Metallurgical & Engineering  
Consultants (India) Ltd.  
Ranchi

**Y. N. Mafatlal**  
Mihir Textiles Ltd.  
Ahmedabad

**Chairman and Managing Director**  
MMTC Ltd.  
New Delhi

**Viren J. Shah**  
Chairman and Managing Director  
Mukund Iron and Steel Works Ltd.  
Mumbai

**Dr H. K. Mehta**  
Executive Director  
National Peroxide Ltd.  
Mumbai

**S. K. Budhiraja**  
Managing Director  
N R C Ltd.  
Mumbai

**D. Sengupta**  
Chairman-cum-Managing Director  
New India Assurance Company Ltd.  
Mumbai

**Rashid Jilani**  
Chairman and Managing Director  
Punjab National Bank  
New Delhi

**Rajiv C. Lalbhai**  
Raipur Manufacturing Company Ltd.  
Ahmedabad

**Rohit C. Mehta**  
Rajesh Textile Mills Ltd.  
Ahmedabad

**R. Panchu**  
Managing Director  
Ralli Wolfe Ltd.  
Mumbai

**Rohit C. Mehta**  
Rohit Mills Ltd.  
Ahmedabad

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

**Navnitlal Sakartal**  
Sakartal Balabhai & Co. Ltd.  
Ahmedabad

**Arvind Hiratal**  
Saurabh Corporation  
Ahmedabad

**B. V. Mehta**  
Sayaji Industries Ltd.  
Ahmedabad

**P. R. Mafatlal**  
**K. J. Pardiwalla**  
Shanudeep Private Ltd.  
Mumbai

**A. S. Kasuwal**  
Shriram Mills Charitable Trust  
Mumbai

**Ravi Malhotra**  
Managing Director  
Sirhind Steel Ltd.  
Ahmedabad

**Ajitkumar C. Patel**  
Director  
Soft Beverages Pvt. Ltd.  
Chennai

**Chairman**  
State Bank of India  
Mumbai

**State Bank of India**  
Local Head Office  
Ahmedabad

**Managing Director**  
State Industrial and Investment  
Corporation of Maharashtra  
Mumbai

**Chairman and Managing Director**  
State Trading Corporation of India  
New Delhi

**Suhrid Sarabhai**  
Suhrid Geigy Ltd.  
Ahmedabad

**Swadeshi Mills Co. Ltd.**  
Mumbai House  
Mumbai

**V. P. Pahuja**  
President, Chemicals Division  
Tata Chemicals Ltd.  
Mithapur

**V. F. Banaji**  
General Manager (Corporate Human Resources)  
Tata Engineering and Locomotive Co. Ltd.  
Mumbai

**S. Venkataraman**  
Secretary  
Tata Hydro-Electric Power Supply Co. Ltd.  
Mumbai

**N. S. Sunder Rajan**  
President  
Tata Oil Mills Co. Ltd.  
Mumbai

**J. J. Bhabha**  
The Tata Iron & Steel Co. Ltd  
Mumbai

**J. S. Konkar**  
Chief Executive  
Tractor Engineers Ltd.  
Mumbai

**M. C. T. Pethachi**  
Managing Director  
Travancore Rayons Ltd.  
Chennai

**T. V. S. Charities**  
T. V. Sundaram Iyengar & Sons Ltd.  
Madurai

**A. H. Tobaccowala**  
Chairman  
Voltas Ltd.  
Mumbai

**Lalchand Hirachand**  
Chairman  
Walchandnagar Industries Ltd.  
Mumbai

**Surinder Singh**  
Vice-President (Personnel)  
Warner Hindustan Ltd.  
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**S. Chaudhuri**  
Distt. Hardwar

**Jyotindra N. Mehta**  
Ahmedabad

## APPENDIX 7: FACULTY, ADMINISTRATION, AND RESEARCH STAFF

### Director

Jahar Saha  
Ph.D. (Case Western Reserve)

### Dean

Bakul H. Dholakia  
Ph.D. (MSU)

### Chief Administrative Officer

A. K. Dua  
B.Tech. (IIT, Kanpur)  
M.Tech. (IMACT, Bhopal)  
M.B.A. (IMDR, Pune)  
Member of the Faculty

### FACULTY

#### Business Policy

K. Balakrishnan  
M.B.A. (Harvard)  
A.I.C.W.A.  
Cert. ITP (Harvard)

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N. Venkiteswaran  
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#### Centre for Management in Agriculture

Vinod Ahuja  
Ph.D. (Maryland)

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S. L. Bapna  
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Samar K. Datta  
Ph.D. (Rochester)

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

Satish Deodhar  
Ph.D. (Ohio State)

Vasant P. Gandhi  
Ph.D. (Stanford)

Girja Sharan  
Ph.D. (Cornell)

Anil K. Gupta  
Ph.D. (Kurukshetra)  
Fellow (NASS)

Gopal Naik  
Ph.D. (Illinois)

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Ph.D. (Illinois)

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#### Computer and Information Systems Group

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Rekha Jain  
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B. H. Jajoo  
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T. P. Rama Rao  
M.Tech. (IIT, Kanpur)

K. V. Ramani  
Ph.D. (Cornell)

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

#### Economics

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#### Marketing

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## Public Systems Group

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G. Raghuram  
Ph.D. (North Western)

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

## Ravi Matthai Centre for Educational Innovation

Brij Kothari  
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Ph.D. (Allahabad)

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## ADMINISTRATION

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B.Com. (Gujarat)  
Programmes Officer

Lt. Col. R.K. Madan (Retd.)  
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Estate Officer (Senior)

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Stores and Purchase Officer

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Dip. in Elec. Engg.  
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Public Relations Officer

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M.A. (Mysore)  
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B.E. (Hons.) Civil (SPU)  
Executive Engineer

## Library

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

R. M. Mehta  
B.A., LL.B.  
Dip. Lib. Sc. (MSU)  
Deputy Librarian

V. B. Patel  
B.A., B.Lib.Sc. (Gujarat)  
Assistant Librarian

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Assistant Librarian

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M.A., M.Lib. & I.Sc.  
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## Research Staff

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

C. S. Prasad  
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