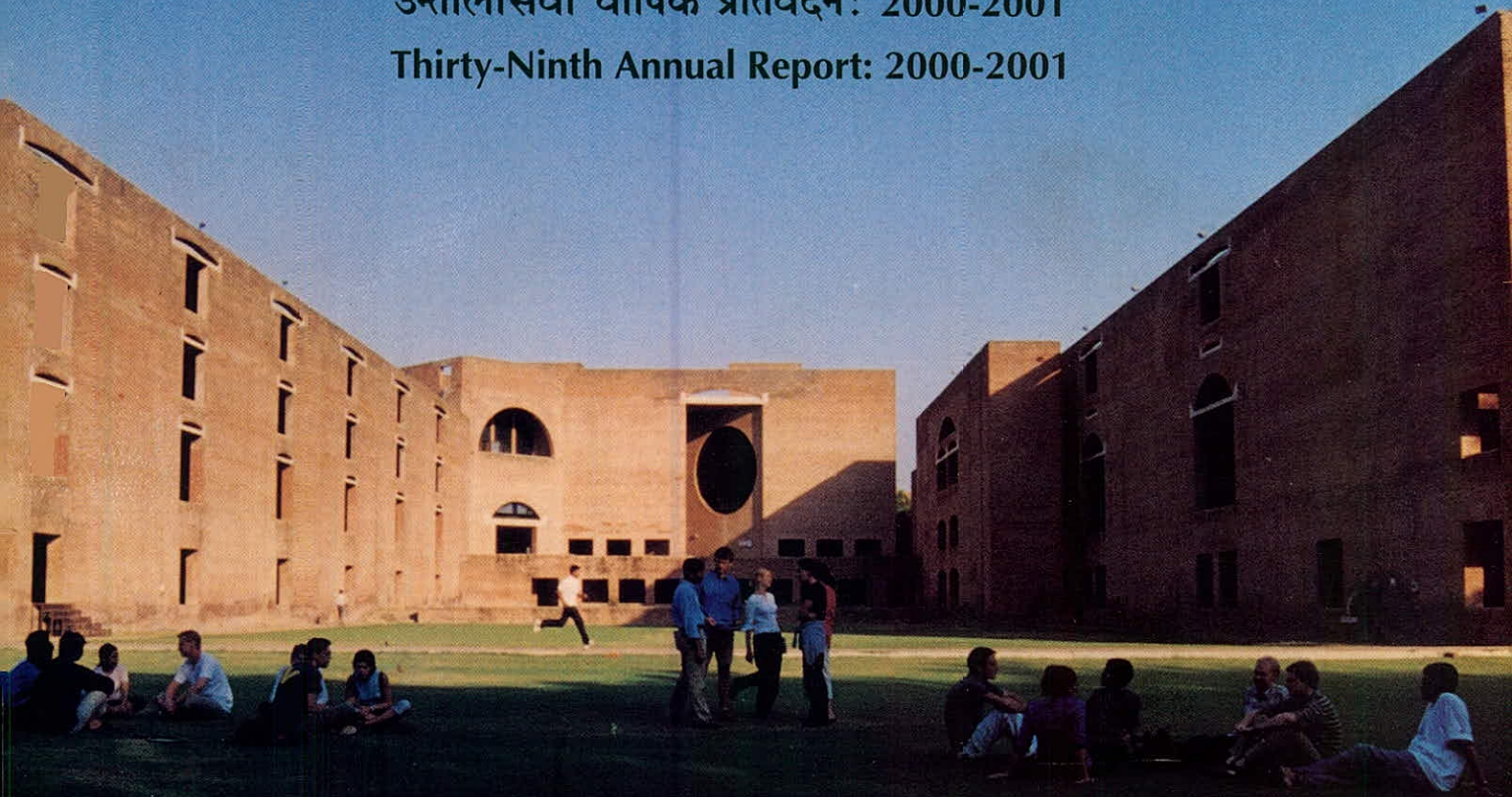




उत्तालीसवाँ वार्षिक प्रतिवेदन: 2000-2001

Thirty-Ninth Annual Report: 2000-2001



भारतीय प्रबंध संस्थान, अहमदाबाद

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD



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AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
Thirty-Ninth Annual Report: 2000-2001

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LOOKING BACK INTO THE YEAR

This was the year of the earthquake which devastated several parts of Gujarat and also had an impact on our campus.

I recall the sleepless night I spent in a guest house in a remote corner of Guwahati on January 26, 2001. I had just watched the last news telecast of the day showing the impact of the earthquake in Bhuj, Bhachau, Anjar, Ahmedabad, and other places in Gujarat. My immediate reaction was to know whether the campus had suffered any damage. I could not reach anyone in Ahmedabad because the communication system between the two cities was cut off. I saw the impact of the earthquake on our campus only after my return to Ahmedabad the next evening. Those were the longest two days I had spent in Guwahati.

The damage and destruction in the Kutch region were beyond imagination. In comparison, our campus had escaped the fury of the earthquake. The canopies in the stairwells of the dormitories had collapsed or were badly damaged. The facades in the dorms, covering sanitary pipes, had suffered major damage and there were many cracks. The arches in the library building and the main complex developed cracks all over. In most of the faculty residences, the terrace beams had fallen and the free walls on the terraces had collapsed.

On the day the earth shook, there were 400 students from business schools across the country participating in Chaos, the cultural festival of the students. Fortunately, except one student who suffered some minor injuries, no one else was injured. Our immediate concern was the safety of students and the IIMA community and communicating to the parents and relatives that their wards were safe. We provided telephone facilities to students to communicate with their families. We organized temporary shelters. We decided to suspend classes of our main programmes immediately for one week and organized transport facilities so that students could go back home as soon as possible.

We, however, continued with our MDP activities as per schedule. In my absence, the Dean, CAO, faculty, and staff members did an excellent job in making these arrangements.

Our next task was to ascertain the safety of the buildings. Our structural engineers and structural engineers from Pilani were unanimous in their opinion that all buildings were safe for occupation. They, however, advised that dormitories should be occupied only after removing the damaged canopies. We had to fly in electronic instruments and skilled workers from Bangalore to dismantle the damaged structures. The debris weighed more than 500 tons and required more than 350 trolley trips to remove them. Our prime concern was safety and we did everything to bring confidence in the community that the buildings were safe for occupation.

The community enthusiastically got together to collect clothes, food, and other materials for the people affected by the earthquake. It also kept track of what was required at various places and rushed those items. A control centre was set up on the campus and a computer based monitoring system coordinated relief work. Some of our students worked along with government officials on relief work in Bhuj and implemented a computer based inventory control system.

All these efforts brought home the fact that we all belong to one large community. I would like to acknowledge the contribution of each and every member of the community for making this possible.

The year 2000-2001 went off as well as it had been in the past. Our efforts in improving the infrastructure at the Institute continued. Upgradation of computer facilities and telecommunication system made significant progress during the year. As a result, we now have upgraded computer and telephone systems. Every room in the dorm has a telephone and a facility for installing personal computer with Internet connection. All the computers in dorm rooms are connected to a network. At the Kasturbhai Lalbhai Management Development Centre, a new computer laboratory has been set up. We need to do much more to bring our infrastructure facilities to match with those in some of the best business schools in the world.

The placement season, though not as unprecedented as in the previous year, was satisfactory. Like every year, companies in India hired majority of our students although the number of overseas companies, which came for recruitment, was significant and about one-third of our students were placed abroad. This clearly shows global recognition of our education. Companies offering summer training overseas came in large numbers and about 65 of our students went abroad for summer training. This would give our students an opportunity to work with people belonging to other cultures which, in the current context, is an essential input in management education.

This year, we offered for the first time the Post-Graduate Programme in Agri-Business Management designed to meet the needs of agriculture which is one of the most important sectors in our economy. We are convinced that it will grow into a premier programme like the Post-Graduate Programme in Management.

During the year, the Executive Committee of the Fellow Programme in Management paid special attention to attracting more students to the programme.

The Faculty Development Programme was reviewed during the year and its duration was shortened to four months to attract a large number of participants who were not coming to this programme because of long duration. The content was sharpened to meet the needs of the participants better.

We received the same enthusiastic support from organizations to our Management Development Programmes. We had about 1250 participants, including 41 foreign participants, in the 42 programmes that we offered during the year. The new programmes included Knowledge Management, Harnessing Intellectual Property for Strategic Competitive Advantage, Hospital Management, and Professional Development Programme for the University of Sri Jayawardenepura, Sri Lanka. MDPs are very important to us as they help us keep in touch with the concerns of executives, in addition to improving our financial strength.

Doing research, writing cases, and doing consulting in relevant areas of management are included in the mix of activities of the faculty members. By the year 2000-2001, the faculty members have completed 608 research projects funded by the Research and Publications (R&P) Committee. So far 2856 cases have been completed and Institute's faculty members have completed 1715 consulting projects. There is a great deal of diversity in our research, consulting, and case writing. Research project such as Subtitling TV Songs for Mass Literacy, Competitiveness of Indian Agricultural Commodities, Design and Development of Green House for Hot and Extremely Arid Region: Kutch, and Flow of

Credit to Small and Marginal Farmers in India reflect this diversity. The formation of the Centre for Innovation and Incubation would enhance research in innovation and entrepreneurship.

Among the many welfare activities undertaken by the Welfare Committee, conducting computer training classes for campus children of Standards X to XII has been appreciated very much by the community. The Welfare Committee has focused on activities which would help in the development of campus children.

During the year, an alumni website was commissioned. This would provide us a communication link with our alumni who form an important segment interested in the welfare of the Institute. The silver jubilee alumni reunion of the 1976 batch brought 60 alumni to the campus; many of them came with families. I believe these reunions will enhance and strengthen the bond between the Institute and the alumni.

Confluence, an academic fair, organized by the student community brought ten participants from America in addition to the usual complement of Indian participants. Chaos, though disturbed by the earthquake, had enthusiastic support from management students across the country. The Marketing Fair received the same support as the previous year from the corporate world and the people of Ahmedabad. As in the previous years, IIMACTs also produced plays in English and Hindi and they were favourably reviewed by theatre critics.

During the financial year 2000-2001, the gross revenue was about Rs.410 million compared to Rs.374 million in 1999-2000. The non-plan grant from the government was about Rs. 120 million and the Plan grant was about Rs. 20 million. The Institute now has an Endowment Fund of about Rs. 929 million.

The Institute has done well during last four decades. It has been recognized as one of the top schools of management in Asia-Pacific region. We need to grow further. We have to decide how we would like to achieve this growth and we have to carefully plan for this.

We hope to achieve this growth through (a) expansion of existing programmes such as the Post-Graduate Programme, (b) internationalizing existing programmes, both long and short duration, and (c) expanding the reach of the existing programmes within India. These will be supplemented by sectoral activities such as in agriculture through the PGP-ABM and in entrepreneurship through the Centre for Innovation and Incubation. The mix of our research and consulting activities will reflect the above strategy of growth.

Intake into the two-year Post-Graduate Programme would be increased by fifty per cent. We expect that we will have 30-40 foreign students in the programme. Infrastructure required for this expansion is expected to be ready by the end of 2002.

An International Management Centre is awaiting approval of the government of India. Infrastructure required for this is being planned. The government of Gujarat has provided a capital grant for the Centre for Innovation and Incubation. The physical infrastructure for the Centre will be established soon.

There have been suggestions that we design and offer a special long duration programme for executives who have work experience of at least five years, and that we take our activities to other cities in India and to places outside India. We need to plan all these. We need to work together to achieve our goal to be in the league of top management schools in the world.

IIMA's ACADEMIC PROGRAMMES

The Institute offers four academic programmes of varying duration: the Post-Graduate Programme in Management (PGP) (equivalent to MBA), the Post-Graduate Programme in Agri-Business Management (PGP-ABM), the Fellow Programme in Management (FPM) (equivalent to Ph.D.), and the Faculty Development Programme (FDP) for management teachers and trainers.

1. POST-GRADUATE PROGRAMME IN MANAGEMENT

The thirty-seventh session of the Post-Graduate Programme in Management commenced on June 28, 2000, with 172 students. There are 20 SC/ST students in this batch.

The second year of the programme had 214 students. At the end of the second year, 217 students having satisfactorily completed the academic requirements graduated from the Institute. This included four students who could not graduate last year. Twenty-eight students belonged to SC/ST and 19 students took the specialization package in agricultural management.

Preparatory Programme

Twenty-four students attended the preparatory programme from June 5 to 24, 2000.

Orientation Programme for New Students

The orientation programme for the new batch was held during the period June 29-July 1, 2000. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the computer and library facilities as well as their usage formed part of the programme. A session on case preparation and case discussion was also held.

Tutorials

Tutorials were offered by instructors in some courses throughout the first year to help interested students cope better with the programme.

Curriculum

As in the past, first year students took 24 courses (19.50 credit units) spread over three terms.

In the second year (general stream), students were required to study a minimum of 15 and a maximum of 15.75 credit units of courses. Forty-nine elective courses and 99 project courses including two comprehensive projects were offered, in addition to two compulsory courses. Two compulsory courses were taught in three sections. On account of heavy registration, seven courses were taught in two sections.

New Courses

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

- Advanced Mathematics for Management Science
- Cross-Cultural Marketing Management
- Infrastructural Financing and Regulation
- International Human Resources Management
- Managing Multinational Companies
- Performance Management for Competitive Advantage
- Strategic Human Resource Information Management
- Strategic Marketing

In the second year (Specialization in Agriculture), in addition to two compulsory courses, 27 elective courses and 14 project courses were offered.

Exchange Programme

In line with the internationalization of PGP and with a view to providing international exposure, 38 students spent a term at the following universities abroad:

• Asian Institute of Management, Manila, Philippines	1 student
• Asian Institute of Technology, Bangkok, Thailand	4 students
• Copenhagen Business School, Denmark	5 students
• ESADE, Barcelona, Spain	4 students
• ESCP Graduate School of Management, France	8 students
• ESSEC Graduate School of Management, France	4 students
• Leipzig Graduate School of Business, Germany	2 students
• Rotterdam School of Management, Erasmus University, Netherlands	1 student
• Stern School of Business, New York University, New York	1 student
• WHU, Koblenz, Germany	4 students
• Richard Ivey School of Business, University of Western Ontario, Canada	2 students
• St. Gallen, Switzerland	2 students

Twenty-six students from universities abroad spent a term at the Institute during the year as under:

• Asian Institute of Management, Manila, Philippines	1 student
• Asian Institute of Technology, Bangkok, Thailand	4 students
• Copenhagen Business School, Denmark	4 students
• ESADE, Barcelona, Spain	3 students
• ESCP Graduate School of Management, France	7 students
• ESSEC Graduate School of Management	4 students
• Leipzig Graduate School of Management, Germany	1 student
• WHU, Koblenz, Germany	1 student
• St. Gallen, Switzerland	1 student

Convocation

The Institute's Post-Graduate Diploma in Management was awarded to 217 students (including 19 students with specialization in agriculture) at the 36th annual convocation on March 31, 2001. Dr. Desh Deshpande, Chairman, Sycamore Networks Inc., USA, delivered the convocation address. Y.S.R. Krishna, V.T. Bharadwaj, and Anand Sridharan received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

Impact of the Earthquake

Even though the academic sessions had to be postponed for two weeks following the massive earthquake, the second year of the programme was completed on time without compromising on class sessions. However, the first year of the programme had to be postponed by three days to complete the academic requirements. Many of the students participated in relief work during the holidays. Some continued relief work even after their graduation from the Institute.

Scholarships

The Institute awarded eight industry merit scholarships ranging from Rs. 3500 to Rs. 70,000 to four first year students and four second year students. Two first year stu-

dents and two second year students were awarded the PGP Students 1987 Batch and Faculty Memorial Merit scholarships, each worth Rs. 3000. In addition, all SC/ST students were given the Institute's SC/ST scholarship of Rs. 1500 each.

Need-based and industry need based scholarships ranging from Rs. 10,000 to Rs. 66,700 were given to 27 students.

The Aditya Birla Group scholarships worth Rs. 1.10 lakh were given to two students. The Nestle India Young Business Manager of the Year scholarship was given to one student.

Names of recipients of these scholarships are given in Appendix 1.

Kollengode V. Srinivas Award: The Kollengode V. Srinivas Award, instituted by the parents of late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to perpetuate the memories of Srinivas' association with the Institute, was given to Anand Sridharan.

S. Umapathy Prize: The S. Umapathy prize, instituted 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, was given to V.T. Bharadwaj.

Omega Scholarship: The Omega scholarship, instituted by the Swatch Group, Switzerland is given for excellence in management studies. Two wrist watches worth about Rs. 1 lakh each were given to Y.S.R. Krishna and V.T. Bharadwaj.

Admission Demand for admission to the PGP far outstrips supply as can be seen from the number of applicants seeking admission. This year, the Institute received 48,342 applications as against 43,279 applications received last year. Comparative figures are given below:

Category	2000-2002 batch			2001-2003 batch		
	Male	Female	Total	Male	Female	Total
General	32186	8910	41096	35125	10667	45792
SC/ST	1852	331	2183	2144	406	2550
Total	34038	9241	43279	37269	11073	48342

Details of the number of applications received, candidates shortlisted and called for group discussion and interview, selected for admission, recommended for the preparatory programme, and candidates joining PGP are given in Appendix 2.

Candidates belonging to Scheduled Castes and Scheduled Tribes were considered separately from the general candidates' pool.

PLACEMENT Two hundred and fourteen students sought placement this year. Two students opted out of the placement process; one student rejoined the Indian Army and the other joined an NGO. Two hundred and ten students were placed by March 4, 2001. Job and salary offers were substantially higher than those of last year (see Appendix 3 for details).

Coordination	The scheduling of most interviews in air-conditioned cubicles facilitated efficient organization and management. Even as the interviews were progressing, a team of students kept track of the placement process. Scheduling of the interviews was done by the scheduling team at the WP LAN. The team worked through the nights to schedule first round interviews in the morning, and scheduled subsequent rounds of interviews during the day.
Involvement of First Year Students	First year PGP students managed the operations on Day Zero of the placement process. On Day One, some of the students who had been placed took over and, thus, the involvement of the first year students was reduced.
Company Feedback	Companies were happy with the infrastructural facilities available for placement. Scheduling of interviews was efficient and the preferences of most companies were met. However, some companies expressed the desire for interacting with students over a longer period of time in line with international practice.

2. POST-GRADUATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT

The new Post-Graduate Programme in Agri-Business Management (PGP-ABM) was inaugurated by Professor Jahar Saha, Director. Others present on the occasion were Professors Bakul Dholakia, Dean, Vasant Gandhi, Chairperson, PGP-ABM, and Prakash Shingi, the incoming batch of students, and a large number of faculty and staff. The new programme replaces the Specialization Package in Agriculture offered in the second year of PGP.

The programme will develop young men and women into competent professional managers who would make their mark and rise to become leaders of organizations and businesses in agriculture, food, rural, and allied sectors. The programme caters to the needs of the enterprises serving these sectors, both domestic and international. The programme will build sensitivity to domestic and international market needs and span the entire agricultural value chain. The programme specifically attempts to:

- Equip students with requisite knowledge, skills, and attitudes for managerial decision making and implementation in the unique context of agri-enterprises
- Encourage entrepreneurial spirit in students to make them effective change agents in the agri-enterprise sector
- Develop capabilities to become leaders and nurture in them a commitment for integrity and ethics informed by social purpose.

The programme is designed to impart multi-functional knowledge and skills required by agri-business managers for excellence in planning, decision-making, organization, and implementation in different sub-sectors and activities including:

Seeds	Agro Processing	Fertilizers
Food Processing	Pesticides	Agroindustries
Farm Machinery and Equipment	Output Marketing	Irrigation
Food Marketing	Animal Feeds	Export Marketing
Veterinary Products	Agricultural Trade	Bio-Technology
Livestock	Agricultural Finance/Banking	Fisheries
Agricultural Development	Forestry	Rural Development
Forest-based Industries	Raw Material Procurement	

Admission	The new programme was well received by the student community. About 2200 candidates from all over India applied for the programme and after an intensive selection process, which included the common admission test, group discussion, interview and a special test, 30 candidates were offered admission.	
Preparatory Programme	Eleven students who were identified through the admission process to require pre-programme help in mathematics and/or communication attended the preparatory programme from June 5 to June 24, 2000.	
Orientation Programme	An orientation programme for the first batch of students was conducted during the period June 29-July 1, 2000. In addition to addresses by the Director, Dean, PGP-ABM Chairman, Warden, and Chief Administrative Officer, students were briefed on the computer and library facilities. A session on case preparation and case discussion was held to introduce students to the case method of teaching, the major educational pedagogy adopted in the Institute.	
Curriculum	All the first year courses are compulsory, and students took 25 courses (21 credit units) spread over three terms. In the second year, students are required to study a minimum of seven full credit units of courses, including two compulsory courses: Strategy Formulation and Implementation-II and Legal Aspects of Business. Students are also free to do an independent project of their choice under the guidance of a faculty member, and subject to the approval of the area. A list of courses to be offered is given below:	
	First Year Decision Analysis Human Resources Management Managerial Accounting and Control I Marketing Management Micro Economics for Managers Organizational Behaviour I Rural Social and Institutional Environment Written Analysis and Communication I Agricultural Systems Data Analysis for Agri-Business Management Finance I Macro Economics for Managers Marketing of Agricultural Inputs Managerial Accounting and Control II Organizational Behaviour II Operations Management Written Analysis and Communication II Agricultural Finance Economic Environment and Policy for Agriculture Finance II Marketing of Agricultural Outputs Management Information Systems Management of Technology for Sustainable Agriculture Market Research for Agri-Business Strategy Formulation and Implementation I Rural Immersion Programme/Project Summer Placement	Second Year (tentative) Strategy Formulation and Implementation II Legal Aspects of Business Managing Export-Import Business for Agriculture Management of Agro-Industrial Projects Rural Advertising Management of Seed Production Commodity Trading and Forecasting for Agribusiness Management of Environmental and Natural Resources Strategic Management of Intellectual Property Rights Management of Cooperation Management of Contracts in Modern Agribusiness Seminar Course on Design and Dynamics of Development Organizations Management of Agribusiness Trade in WTO Environment Managerial Oral Communication Logistics and Infrastructure Management in Agri-Business People Management and Employment Relations in Agri-Business Sector Strategic Food Quality Management Independent Project

After completing the first year spread over three terms, students went for a two week rural immersion programme from April 14 to April 26, 2001, conducted in five villages of Mehsana district. During this period students lived in villages and did specific studies and projects. Help rendered by the Mehsana Milk Producers Cooperative Union (Sagar Dairy) and member cooperative societies was very useful.

Summer Placement There were about 70 offers for summer placement from about 30 companies.

3. FELLOW PROGRAMME IN MANAGEMENT

The Fellow Programme in Management (FPM) is an important instrument in achieving the Institute's mission of professionalizing management education in India. It aims to develop distinguished teachers, trainers, and researchers in the field of management. So far, 180 students have completed the programme. About 50 students are in various stages of the programme.

Convocation Four students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the 36th Convocation on March 31, 2001 (see Appendix 4 for details).

Placement Three graduating students went back to the organizations from where they had taken study leave. Another student has joined a foreign embassy in New Delhi.

Infosys Fellowship Infosys Technologies Ltd., Bangalore, has instituted fellowships for FPM students pursuing research on a topic of relevance to information technology. Vivek Gupta, Nishant Jain, and Himanshu Rai were awarded the Infosys fellowship during the year.

IFCI and Chaudhary-Padmanabhan-Pant Awards D. Prasanth and Subhendra Nath Saha received the IFCI Theses Proposal award of Rs. 5000 each for their theses proposals. Subhendra Nath Saha also received the Chaudhary-Padmanabhan-Pant award for best thesis proposal.

Student Exchange Programme Ashok Som spent about six months at ESSEC, France, during 2000-01 in connection with his thesis work.

Conferences/Seminars Attended

- Subir Verma attended the World HRD Congress held in Mumbai in January 2001.
- Bharat Bhushan Verma, Tarun Kumar Jha, and Peeyush Mehta attended the Operations Management conference held at IIT, Madras, in December 2000.
- Kamaljit Singh Anand attended the Perspective Europe: Seventh European Management Conference held in Paris during April 9-12, 2001.

FPM Admission Owing to efforts in publicizing the programme, about 60 per cent more applications were received for admission to the programme beginning July 2001.

Joint Offer of FPM Courses Efforts are on to facilitate joint offer of courses between the IIMs, and allow doctoral students of this Institute to take courses from other IIMs.

4. FACULTY DEVELOPMENT CENTRE

The twenty-second Faculty Development Programme (FDP) was offered from June 29, 2000 to March 20, 2001. Fifteen management teachers/trainers from educational/professional institutions participated.

Courses Seven courses were offered exclusively to FDP participants. In addition, some participants took PGP courses and some attended selected MDPs. Participants prepared case studies as part of the course "Communication for Management Teachers". A two-day case writing workshop was held for the first time. An integrated case series was also offered this year .

During the programme each participant worked on a project under the guidance of a faculty advisor. The projects covered a wide range of managerial topics such as finance activities in the US market, impact of the liberalization process on financial performance of commercial banks, training, and development in public sector enterprises, determinants of foreign direct investment in a cross-country framework, etc. Based on project work, each participant gave a seminar, which generated considerable interest among the faculty, research staff, and FPM students (see Appendix 5).

Five participants were awarded FDP fellowships of Rs.7500 each which partly covered participation fees. Two participants from Gujarat were awarded CRMS fellowships of Rs. 27,000 each (see Appendix 5).

RESEARCH AND PUBLICATIONS

Funding support for undertaking research projects and case writing is provided by the Research and Publications Committee. Research projects are classified as large and small depending on funding and other support required.

At the beginning of the academic year 2000-2001, 10 large research projects, 13 small research projects, 21 seed money projects and 19 case development projects were in progress.

Four large research projects, three small research projects, four seed money projects, and six case development projects were initiated during the year. The large research projects initiated this year focus on issues such as mapping characteristics of supply chains, organizational decline and turnaround management, and the literacy rate. The small and seed money projects will study HRD practices in India, teaching of business communication in Indian business schools, scheduling of perspective jobs with partial ordering, industry expectation of managerial communication, regulation of industries, etc. The new case development projects will focus on large private sector organizations, Internet services in India, and two public sector organizations.

Large research projects on post literacy through television in Gujarat, executive stress in relation to physical and mental health, and mapping characteristics of supply chains were completed. Small projects completed during the year included studies on quality as perceived by Indian consumers, spreading literacy through popular culture, and improving performance and image of the Indian police force. Three seed money projects and four case development projects were completed and one case development project was closed. At the end of the year, seven large projects, nine small research projects, 18 seed money projects, and 13 case development projects were in progress.

In addition 47 working papers written by the faculty and research staff were brought out during the year 2000-2001.

Details of new and completed research projects, case development projects and publications can be found in Appendix 6.

VIKALPA

Vikalpa: The Journal for Decision Makers, a quarterly publication of the Institute, disseminates concepts of professional management and contributes 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 attaches special importance to management issues that are relevant to the emerging economies.

Vikalpa entered the twenty-sixth year of publication this year. The journal has grown noticeably over the years and its subscribers today are widespread across various types of corporations and educational institutions. Every issue of the journal carries a mix of perspectives, research articles, notes, management cases, diagnoses, book reviews, and abstracts. With a view to make the management case feature more relevant to students of management institutes across the country, students have been invited to analyse so that these could be included in the Diagnoses feature.

Promotion The *Vikalpa* office undertook several initiatives to promote the journal. A letter along with a brochure containing information about the journal was mailed to a large number of companies and academic institutes across the country. Mailers were sent to companies which came to the Institute for placement and members of the Ahmedabad Management Association.

MANAGEMENT DEVELOPMENT PROGRAMMES

The Institute, as in previous years, offered an eclectic mix of old and new management development programmes attended by over 1250 executives from private and public sector organizations and government departments.

New Programmes In keeping with the objective of making Indian managers aware of latest management practices, the Institute offered eight new programmes during the year. They were:

- Knowledge Management
- Zero Customer Dissatisfaction
- Harnessing Intellectual Property for Strategic Competitive Advantage
- Creative Restructuring
- Managerial Effectiveness Enhancing Strategy
- Strategic Human Resource Information Management
- Hospital Management
- PDP for the University of Sri Jayawardenepura, Sri Lanka

Regular/Repeat Programmes During the year, the Institute offered 34 regular or repeat programmes. This included six general management programmes. In view of high registration, the Middle Management Programme was repeated. Details of programmes offered and participation are given in Appendix 7.

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 The Centre completed four research projects during the year on various aspects of Indian agriculture.

"Performance and Competitiveness of Indian Dairy Industry" examines the efficiency and international competitiveness of the Indian dairy industry and identifies the drivers of competitiveness in terms of policies related to plant structure and infrastructure. It analyses the likely implications of globalization for the Indian dairy sector and offers several suggestions with respect to domestic reforms and international negotiations.

"The Indian Sugar Industry" estimates the economic efficiency of the sugar industry and identifies various economic and non-economic factors affecting efficiency. It suggests policy perspectives for improving the efficiency of the sugar economy.

Analysing current food laws and suggesting effective remedies for effective regulations and quality control is the focus of the study on "Management of Food Quality and Regulation."

Competitiveness of Indian agricultural commodities has become important in view of the advantage of these commodities to India's export basket and the likely impact of WTO agreements. This study assesses likely changes in demand and supply considering characteristics of supply and technological advancements. It focuses on a few commodities selected on the basis of food security, dryland agriculture, employment potential, and specific geographical areas.

The Centre completed a study on "International Trade in Tea: Competitiveness and Market Strategies" during the year. It examines the issues in competition and competitiveness in global trade in tea.

"Design and Development of Greenhouse for Hot and Extremely Arid Region: Kutch," "Management of Agro-Processing Enterprise in India," "Modernization of Post-Harvest System of Major Fruits and Vegetables of Gujarat: Development of Orchard Level System for Harvesting, Grading, and Packing of Mango," "Cradle of Creativity: Strategies for *In Situ* Conservation of Agro Biodiversity," "Study of the Potential of Earth-Tube Heat Exchanger for Space Cooling in Kutch," and "Development of Box Solar Cooker with Reflective Insulation" are some of the research studies in progress.

During 2000-2001, a study on "Flow of Credit to Small and Marginal Farmers in India" and another on "Fruits and Vegetables Marketing in Ahmedabad Wholesale Markets" have been initiated at the suggestion of the Ministry of Agriculture, Government of India. In addition, CMA is coordinating and consolidating study reports in respect of several other Agro-Economic Research Centres/Units of the Ministry of Agriculture for these two studies. Other new projects initiated during the year were "Livestock Service Delivery and the Poor: Case Study of Orissa" and "Contract Farming in India: Problems and Prospects", both for the Ministry of Agriculture.

Management Development Programmes During the year, CMA offered four programmes: Sixth International Summer School on Management of Common Property Resources, Trading in Commodity Futures Markets, Training Programme on Environmental Economics, and Agricultural Input Marketing.

CMA organized four workshops during the year. These were: "Processed Food Industry in Transition (PROFIT): 2000 and Beyond," "Phase I of the Millennium Study," "WTO and Agriculture with Special Reference to Gujarat," and "Globalization and Indian Dairy Industry: Business Opportunities and Challenges for the New Millennium."

Seminar Series The Centre organized two seminars on topics related to agriculture and allied activities.

Publications During 2000-2001, CMA brought out four monographs. Another six monographs are expected to be published soon.

Advisory Committee The Advisory Committee of CMA met under the chairmanship of Professor Jahar Saha, Director, on March 23, 2001, at the Institute and offered suggestions on work undertaken by CMA.

2. COMPUTER AND INFORMATION SYSTEMS GROUP

Management Development Programmes The Group conducted a long duration-programme on "Planning and Implementation of Information Systems for Electronic Governance" for chief information officers of the Andhra Pradesh government. Consisting of three modules, the first module was held at the Institute during July-August 2000. The second module was held at Satyam School of Learning, Hyderabad, during August-October 2000. The final module was held again at the Institute during November 2000.

A one-week programme on "IT and E-Governance for IAS Officers" was offered during September 2000.

- Centre for Electronic Governance (CEG)**
- CEG has designed and developed a twin product "Dairy Portal and Dairy Information Services Kiosk." This product which demonstrates the use of ICT in improving the effectiveness of service delivery to milk cooperative societies was field tested at two milk cooperative societies under the Amul dairy.
 - CEG conducted a workshop on "Dairy Information Services Kiosk and Dairy Portal" in May 2001 to discuss the issues related to their design and implementation.
 - CEG has initiated a study on the development of a citizen services portal (CSP) in partnership with the Panchmahals Collectorate.
 - CEG has initiated a study on the development of a portal for procurement of cotton in the cotton cooperative sector in partnership with GUJCOT, Gujarat.

3. INTERNATIONAL MANAGEMENT GROUP (IMG)

During the year 2000-2001, IMG offered the following courses in the second year of PGP.

- International Business Leaders and Corporate Growth
- International Corporate Governance

Other primary members of IMG were on long leave during the period.

4. PUBLIC SYSTEMS GROUP

Through research, training, and consultancy, the Public Systems Group continued its work of professionalizing management practices in public systems which are predominantly state controlled or involve significant public interest. The Group has been focusing on transportation including railways, roads, ports and shipping and physical infrastructure, energy, environment modelling, policy analysis, primary health care and population (specifically reproductive health), health policy and financing issues, and electric utilities over the last few years.

Management Development Programmes/ Workshops

During the year the Group organized a training workshop-cum-study visit to Kerala and Tamil Nadu for district and state level health officers of the Gujarat government.

Research in the area of reproductive health was presented at the ninth International Congress of World Federation of Public Health Association in Beijing.

A training programme on productive health and quality of family planning for provincial level family planning officers was conducted in Hangzhou, China, with support from WHO.

Two workshops were organized for participants of the Capacity Development of Policy Research in Health Area with support from International Health Policy Program. Under this programme, several young researchers are funded to carry out small health policy research projects under guidance from the faculty of the group.

The Group provided consultancy support to various national and international organizations including Columbia University, UNICEF, and UNFPA under projects related to averting maternal mortality and morbidity. A study on capacity and utilization of health organizations in a district of Gujarat was carried out under the OERT Prevention project supported by the Dutch government.

Some faculty members of Group coordinated medical relief activities in Kutch after a massive earthquake hit that region.

Seminars/Workshops

Professor P.R. Shukla coordinated a workshop on "Long-term Energy Scenario for India," sponsored by Max Planck Institute for Plasma Physics during January 15-16, 2001, and another on "Awareness of Global Environment Facility," sponsored by the United Nations Development Programme during December 18-19, 2000.

The Group faculty played active role in policy and decision making through membership in several committees of the state and central governments.

5. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) continued its activities in the area of education with thrust on innovation. Activities in the year were addressed to issues relating to literacy, primary education, secondary education, and higher education. RJMCEI faculty taught courses in communication and research methodology in PGP, FPM, FDP, and MDPs.

Research

A television programme of folk songs, "Geet Tamara Bol Amara" (your songs, our lyrics), was launched on Doordarshan Kendra, Ahmedabad, in January 2001, to weave regular reading practice with television viewing. In addition to Gujarati subtitles of lyrics, the

programme is run in a competition mode. Questions of social importance are asked and a poster of song lyrics is availed to those sending in correct responses.

The just completed project "Revelations and Secrets of the Literacy Rate" takes a hard look at the literacy rate and what this figure means in terms of literacy skill levels. A literacy census was conducted in six villages of Gujarat through which the reading skill level of every individual was measured carefully.

RJMCEI undertook a review of the implementation of the convention of the rights of the child in Gujarat.

An evaluation of teaching-learning packages for primary education in Madhya Pradesh for the Rajiv Gandhi Shiksha Mission was completed.

A study on the feasibility of multipurpose community telecentres in Rajkot was completed on behalf of UNESCO.

RJMCEI's involvement in primary education continues with focus on teachers' innovations. Case studies of innovative teachers of Gujarat are being prepared in order to understand teachers' perspectives on policy reform.

A study on the educational practices of successful secondary school teachers was completed in late 2000, with the collaboration of the B.D. Shah College of Education, Modasa, Gujarat. The findings are being incorporated into secondary teachers' training modules.

RJMCEI completed a review of the Jawahar Navodaya Vidyalaya scheme.

RJMCEI was involved in a study of policy framework for quality assessment in institutions of higher education.

Management Development Programmes

A professional development programme for the faculty of University of Sri Jayawardenepura, Sri Lanka was conducted from July 30 to August 6, 2000. The programme focused on the role of heads as leaders of academic units and the strategic response they will be called upon to make.

A national conference on "Reading Beyond the Alphabet: Innovations in Post and Lifelong Literacy" was organized on August 18-19, 2000, at the Institute. Sponsored by the Centre for Innovation in Voluntary Action (CIVA), London, the focus of the conference was on innovations that encourage reading, writing, and/or numeracy among partially literates.

RJMCEI conducted a one-week workshop on the case method of teaching and case writing for the trainee Academic Associates of the Institute. The workshop was followed by writing of cases by participants.

A case writing workshop was conducted for FDP participants in collaboration with faculty members from other areas.

Awards and Recognition

"Subtitling TV Songs for Mass Literacy" won the Best Social Innovation prize given by the Institute for Social Inventions, London for the year 2000 in the education category.

Institution Building Support

As part of institutional support to the state government, RJMCEI completed an extensive study on the social context of primary education. This has resulted in the identification of small communities which were specifically underprivileged in matters of education.

Support has been provided by RJMCEI to the Honey Bee Network in research projects undertaken jointly by the Institute and the Network. Similar support has been provided

to SEWA, Ahmedabad, and a few NGOs. The Gujarat Council of Primary Education and the state's educational research and training council continues to receive RJMCEI's support; a study is under way to examine the impact of village-level educational management structures in one district.

DISCIPLINARY AREAS

The Institute has eight academic disciplinary areas, namely Business Policy, Communication, Economics, Finance and Accounting, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods. These areas primarily offer courses in the Post-Graduate and Fellow Programmes, besides offering MDPs.

1. BUSINESS POLICY

The Business Policy area offered two compulsory courses and four elective courses in PGP. It offered for the first time an elective course titled "Managing Multinational Companies" which draws upon the consultancy and research experience of the area faculty. The faculty also taught in PGP-ABM and FDP. Two of the MDPs offered during the year were new. While the Knowledge Management Programme focused on developing a comprehensive perspective of knowledge management as a strategic function, the Zero Customer Dissatisfaction programme dealt with issues arising from the inability of organizations to understand and meet the needs of current and potential customers. The area also offered five regular MDPs during the year which were well received.

2. COMMUNICATION

During 2000-01, the area offered a compulsory course and four elective courses in PGP. It also offered a course in PGP-ABM. The area completed two minor research projects during the year. It offered the managerial communication module in the 3-Tier Programme as well as the Management Education Programme. The area is planning to offer an MDP on communication during 2001-2.

The area organized the first ever national seminar on "Teaching Business Communication at Indian Business Schools" on March 16-17, 2001. Over 90 teachers and consultants from different parts of the country attended the seminar. An e-Group was launched for teachers of business communication.

3. ECONOMICS

The Economics area offered two compulsory courses and four elective courses in PGP. As part of the research programme on state owned enterprises, studies were conducted on various issues of disinvestment. The area faculty contributed extensively to the *India Infrastructure Report*. Other areas of research included state level public finance and industrial reform, the Malaysian capital market, regulation in the telecom sector, and the role of inter-firm linkages in the capability building processes of manufacturing firms.

4. FINANCE AND ACCOUNTING

The Finance and Accounting area offered four compulsory courses and several elective courses in PGP. The area offered an MDP on Management of Financial Institutions.

5. MARKETING

During 2000-1, the Marketing area further strengthened its research, teaching, and consultancy activities to reflect the future requirements of the emerging environment. The focus of research was retailing, global business, new product introduction, and marketing strategy. The area designed and offered a compulsory course in PGP-ABM.

Courses	Besides offering a new compulsory course on marketing management in PGP-ABM, the area offered two new elective courses in the second year of PGP. While the course on Cultural Marketing Management included international business situations and concepts, the Strategic Marketing course was primarily based on a widely used marketing game, Markstrat-3. Besides offering a mix of compulsory and elective courses in PGP and FPM, the area offered two courses jointly with other areas: Logistics Management (with P&QM area) and Internet Marketing and Electronic Commerce (with CISG area).						
Programmes	Two new MDPs were offered by the area this year: Strategic Marketing Challenges in a Competitive World in Nairobi (Kenya) and Marketing Strategies for Competitive Advantage in Mombasa (Kenya). Regular programmes offered by the area were well received. The area faculty also taught in other MDPs which had a marketing module.						
Research	Research work focused on retailing and global business. Several academics and leading practitioners were invited to present seminars to share their experiences with students in different courses offered by the area.						
Consulting	The area provided consulting help to large and medium size companies and international agencies. The nature of projects included reviewing and developing marketing systems, managing the marketing channel and supply chain logistics, strategic marketing plan for infrastructure products/services, and new product introduction strategy.						
Research Seminars	<table> <tr> <th>Speaker</th><th>Topic</th></tr> <tr> <td>Dr. Aspy Palia Professor of Marketing University of Hawaii at Manoa</td><td>Explorations into the Future of Internet Marketing July 19, 2000</td></tr> <tr> <td>Ms Koushiki Choudhury Fellow Programme Student IIM Calcutta</td><td>The Influence of Relationship Marketing on Customer Perceived Service Quality and Word of Mouth February 7, 2001</td></tr> </table>	Speaker	Topic	Dr. Aspy Palia Professor of Marketing University of Hawaii at Manoa	Explorations into the Future of Internet Marketing July 19, 2000	Ms Koushiki Choudhury Fellow Programme Student IIM Calcutta	The Influence of Relationship Marketing on Customer Perceived Service Quality and Word of Mouth February 7, 2001
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Seminars/ Sessions/ Workshops by Invited Industry Speakers in Courses

Speaker	Courses/ Workshop	Topic
Prof. Aspy Palia University of Hawaii at Manoa	Advertising Management	
Ms Madhabi Puri Buch ICICI, Mumbai	MRIS	
Mr A K Balaji Prasad Drishti Search Consultants Pvt. Ltd., Mumbai	MRIS	

Mr Rajneesh Krishna Drishti Search Consultants Pvt. Ltd., Mumbai	MRIS	
Mr Kiran Khalap Bates Clarion Advertising Services Ltd., Mumbai	Advertising Management	Advertising Creative Strategy
Mr Praveen Tripathi Chaitra-Leo Burnett Mumbai	Advertising Management	Media Planning and Scheduling in India
Dr Suresh Divakar Senior Manager, Marketing Pepsi Cola, USA	Strategic Marketing	
Mr Vipul Parekh Fabmart	Internet Marketing and Electronic Commerce (IMEC)	
Mr C. N. Ram HDFC	IMEC	
Mr Asit Sinha Talisma	IMEC	
Mr Abhay Mangaldas Ahmedabad	IMEC	
Mr Arun Adhikari Hindustan Lever Limited Mumbai	CBBS	
Mr Jerry Rao	CBBS	

6. ORGANIZATIONAL BEHAVIOUR

The area offered a new elective course on Managing Across Cultures in view of the increasing trend of PGP students being placed outside the country.

An MDP on Creative Restructuring was offered during the year. Questionnaires were mailed to participants before the programme commenced so that they could mail data in advance. Feedback on the questionnaire was given during the programme to enable participants to achieve clarity on some key restructuring issues.

7. PERSONNEL AND INDUSTRIAL RELATIONS

The Personnel and Industrial Relations area would be a leading centre in the Asia-Pacific region by the year 2004 to help managers improve human resource management systems. To materialize the stated vision the area undertook a variety of research, teaching, training, and consulting activities during the year.

Research Three new research projects were initiated during the year. These will look at HRM practices in Indian companies, turning around declining organizations, and web-based management. One student from the area was awarded the title of Fellow in the annual convocation. Others are at different stages of their research.

Courses Courses on Strategic Human Resource Information Management and Performance Management for Competitive Advantage were offered for the first time in PGP during the year in addition to the usual mix of elective courses. MDPs on managerial effectiveness enhancing strategies, strategic human resource information management, and performance management for competitive advantage were well received.

8. PRODUCTION AND QUANTITATIVE METHODS

The Production and Quantitative Methods area includes faculty with diverse interests in statistics, operations research/management science, operations, and technology management. In addition to teaching related core and elective courses in PGP, PGP-ABM, and FPM, the area offers several management development programmes on a wide range of contemporary topics.

Technology management and technology-based innovations and manufacturing and supply chain management were the primary themes of research. Other research interests include contemporary topics such as lean manufacturing and its implementation in the Indian environment, new product development, manufacturing competitiveness, etc.

Several faculty have interest in and are closely involved with the Centre for Innovation and Incubation which has received substantial funding support from the government of Gujarat. The centre, whose formation was announced in July 2001, is expected to play a major role in nurturing technology-driven innovations and help them mature into successful enterprises. In addition, the centre would be a focal point of research.

The annual operations management workshop initiated by the area in 1997 has evolved into an operations management conference and includes a doctoral consortium to facilitate exchange of ideas among doctoral students. At the Operations Management Conference 4 held at IIT, Chennai, the activities of the interest group were formalized and a Society of Operations Management was set up. The area faculty are actively involved in launching an academic journal, the *Asian Journal of Operations Management*.

ALUMNI RELATIONS AND ACTIVITIES

During the year, a website exclusively for the alumni was commissioned. The site provides browsing and searching facilities by name, batch, etc.; facility to read Institute bulletins, read the *Alumnus*, read extracts from *Vikalpa*, and order gift items such as ties, greeting cards, etc. Alumni can modify their addresses online. The response to the website from the alumni has been positive. Based on feedback, efforts are on to upgrade the site with a number of additional features such as synchronization with the existing database, chat facility, etc.

Reunion The Silver Jubilee Alumni Reunion of the 1976 batch was held on December 23-24, 2000. Sixty alumni attended the reunion, many of them with families. There were a number of events which led to close and lasting interactions with the students and faculty.

Alumnus The three issues of *Alumnus* featured articles on chosen themes. The September-December 2000 issue was on the future of the Institute in which a number of senior alumni who are in academia took part. The January-April 2001 issue was on infrastructure.

An affinity card for the alumni was launched on December 24, 2000, by ICICI. The Institute gets a share of the renewal fees, and the alumni can opt to contribute the points earned to the Institute.

GRANT-IN-AID

The Institute received grant-in-aid of Rs.1441.22 lakh during 2000-2001 from the Ministry of Human Resource Development, Government of India. The details are given below:

(Rupees in lakh)

Name of Scheme / Programme	Opening balance	Grant received during the year	Expenditure incurred during	Unspent balanced carried forward
Indian Institute of Management, Ahmedabad				
Non-Plan (Regular)	—	1182.22	1182.22	—
Plan (Regular)	—	200.00	200.00	—
Plan (IMC)	195.00*	—	195.00**	—
Non-Plan Grant for repairs to earthquake damages	—	43.00	13.46	29.54
Modernization and removal of obsolescence				
1.	0.04	—	—	0.04
2.	17.00	—	17.00	—
3.	—	16.00	0.18	15.82
	212.04	1441.22	1607.86	45.40

* Includes Rs.3.13 lakh expenditure incurred on IMC during 1999-2000.

** Adjusted towards plan grant (Rs. 152 lakh) and non-plan grant for repairs to earthquake damages (Rs. 43 lakh).

PERSONNEL INFORMATION

During 2000-1, seven faculty and four staff members joined the Institute. Three faculty members resigned from the Institute. While two faculty members and 14 staff members retired after attaining the age of superannuation, five staff members opted for voluntary retirement. Four staff members passed away during the year.

Sabbatical leave was granted to two faculty members and study leave was granted to two faculty members. Leave of absence was granted to 13 faculty members to take up assignments elsewhere while three faculty members rejoined the Institute after the expiry of leave of absence.

Staff Awards/Honours

During the year 51 members of the staff completing 20 years of service were given an award. S. Santhanam, K.M. Raghavan, and Bechar B. Purabia were awarded the Karmavir Award. R.M. Mehta, K. Sethumadhavan, G.A. Pillai, R.T. Menghani, K.R. Anthony, L.M. Vyas, Lalsingh Gopalsingh Thakore, and N.B. Nair were given the Institute's Long Service Award for retiring employees with a record of dedicated service to the Institute. Details are given in Appendix 8.

VIKRAM SARABHAI LIBRARY

During the year the library added 2,543 books to its collection and subscribed to 620 periodicals. It also subscribed to or added databases.

The collection of books at the end of the year numbered 1,48,539. Publications issued and returned numbered 14,614 and 10,485 respectively.

Library Automation

About 13,000 records were added to the database of journal articles, selected articles, features, and news items from the *Economic Times* and *Financial Express* and current additions of books. Database search references were provided on the nodes in the library and LANs.

CD-ROM based databases such as ABI Inform, Econlit, and EBSCO: Business Source Premier (full text), and hard disk based databanks and databases such as Prowess, India Trades, and Vanscom were updated.

Indexing and Bibliography Services

The following computer-based services were offered:

1. Index of articles from current issues of specified periodicals
2. Management News Index
3. Current additions of books

Current contents of periodicals were circulated to respective areas.

Other Services on LAN

Information regarding new arrivals recommended by the faculty was provided through p-mail. Information on the issue and return records of the faculty was available on the LAN.

Photocopying Facilities

Photocopy facility on self-operated photocopying machine was heavily used by students, faculty, and research staff. The number of photocopies taken on this machine stood at 1,70,973.

National Information Centre on Management

Under the NICMAN project, the following services entered the third year of publication:

- *Information Bulletin on Management*
- *Current Contents on Management: Marketing*
- *Current Index of Management: Marketing*

There was fairly good response from academic and business and industry for subscription to these services. The database search service and back-up service of photocopies for document delivery were also used by the subscribers.

WELFARE ACTIVITIES

Medical Camp	A general health check-up camp was organized for the community members aged 40 years or above. More than 130 community members availed this opportunity.
Distribution of Free Textbooks and Notebooks	The Welfare Committee distributed slates, textbooks, and notebooks to school going children of the community during May-June 2000. Three hundred and nineteen children of 210 employees benefited from the scheme.
Sports and Creative Activities	Classes in Carnatic music, keyboard, guitar, and yoga were continued during this year. Coaching classes in tennis for community children began to be offered from December 2000.
Celebration of the Institute Day	On the occasion of the Institute Day, 60 children of the community were awarded cash prizes, certificates, books, and special awards for their meritorious achievements in examinations and sports and cultural activities. The community children, PGP students, and Committee members presented a cultural programme. Dr. I. G. Patel, Chairman of the Board of Governors, was the chief guest.
Summer Activities for Community Children	During summer vacation the Welfare Committee organized 15 classes for community children on yoga, photography, spoken and written English, computers, origami, drawing and painting, clay work, chess, secrets of magic, folk dance, mehndi, and embroidery. More than 110 children participated in these classes.
Other Activities	<p>The Committee received flags on the occasion of the BMA Flag Day for distribution and collection of donation. An amount of Rs. 3,450 was collected and deposited with the National Association for the Blind.</p> <p>In October 2000, computer classes were started for students in Standards X, XI, and XII.</p> <p>On October 30, 2000, the Committee organized New Year get-together. Members of the community participated in the function and exchanged greetings on the occasion.</p> <p>During September-October 2000, the Welfare Committee conducted a survey on the educational profile of the IIMA community children to generate a database. This will facilitate organizing future programmes and activities.</p>

APPENDICES

APPENDIX 1 INDUSTRY, FACULTY MEMORIAL, AND OTHER MERIT SCHOLARSHIPS

First Year (1999-2001 Batch)

Name of Recipient	Name of Scholarship	Amount (Rs.)
V.T. Bharadwaj	The Reuters Foundation	70,000.00
Y. Sri Rama Krishna	SBI Mutual Fund	50,000.00
V. Venkateswaran	Castrol (India) Ltd.	20,000.00
Aseem Kaul	Surrendra Paul	6,500.00
PGP Students Sponsored Scholarship		
Sushil G. Sawant	PGP Batch 1987	3,000.00
Faculty Memorial Scholarship		
Anand Sridharan	Professor Warren Haynes	3,000.00

Second Year (1999-2001 Batch)

Name of Recipient	Name of Scholarship	Amount (Rs.)
Y. Sri Rama Krishna	S.M. Shah	44,000.00
V.T. Bharadwaj	Monsanto	33,000.00
Anand Sridharan	Surrendra Paul	6,500.00
V. Venkateswaran	AUDCO (India) Ltd.	3,500.00
PGP Students Sponsored Scholarship		
Sushil G. Sawant	IIMA Silver Jubilee	3,000.00
Faculty Memorial Scholarship		
Aseem Kaul	Professor B.K. Hegde	3,000.00

Aditya Birla and Nestle Scholarships

Name of Recipient	Name of Scholarship
Toshan Ajay Tamhane	Aditya Birla Group
Snigdha Singh	Aditya Birla Group
Nestle	
V.T. Bharadwaj	Young Business Manager

APPENDIX 2 ADMISSION TO PGP

	General Candidates			SC/ST Candidates			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
1. Applications received	35125	10667	45792	2144	406	2550	37269	11073	48342
2. Called for interview	571	61	632	70	13	83	641	74	715
3. Selected and offered admission	134	15	151	30	4	34	166	19	185
4. Placed on waitlist	41	4	45	—	—	—	41	4	45
5. Offered admission from waitlist	26	3	29	—	—	—	26	3	29
6. Recommended for preparatory programme	8	2	10	28	4	32	36	6	42
7. Total admission offers made (3+5)	162	18	180	30	4	34	192	22	214
8. No. of candidates who joined the programme*	148	16	164	24	3	27	172	19	191

* including 23 from the waiting list

APPENDIX 3 PLACEMENT DETAILS

Day-wise Offers and Acceptance

Day	Offers	Acceptance
Zero	88	69
One	201	141
Total	289	210

Foreign and Domestic Offers and Acceptances

Location	Offers	Acceptance
Foreign	78	67
Domestic	211	143
Total	289	210

Function-wise Placement

Functional Area	India	Overseas
Consulting*	37	21
Finance	41	32
General Management	11	0
Information Technology	13	11
Marketing	41	3
Total	143	67

* includes IT consulting

Salary Details

	Average Pay	Median Pay	Highest
Domestic (in Rs.)	6,71,889	630,000	11,00,000
Foreign	\$97,533	\$77,000	£120,000
Overall (in Rs.)	19,29,609	7,87,500	—

Top Recruiters

	Offers	Acceptances
i2 Technologies	26	17
ICICI	24	17
Lehman Bros.	13	13
CRISIL	10	8
McKinsey & Co.	8	8

APPENDIX 4 FELLOW PROGRAMME IN MANAGEMENT

Theses Titles 2001

Name	Thesis Title
Amit Kumar Garg (Public Systems Group)	Technologies, Policies, and Measures for Energy and Environment Future
Debyani Ghosh (Ms) (Public Systems Group)	Long-Term Technology Strategies and Policies for the Indian Power Sector
Deepak Kapur (Economics)	Economic Factors Influencing the Export Performance of Indian Private Corporate Sector: Pre and Post Liberalization
Ravibabu MManchala (Public Systems Group)	A Disaggregate Study of Mode Choice for Inland Movement of Export Cargo Containerized on Sea

Published Papers

Noronha, Rajiv, "Competency, Not Intelligence that Matters," *Indian Management*, November 2000.

Papers Presented in Conferences

Mehta, Peeyush, "Assessment of Impact of Flexible Technology on Supply Chain Performance: A Modeling Approach," Operations Management Conference-4, December 22-24, 2000.

Kumar, Satyendra (co-authored with Professor V.Venkata Rao), "Enterprise Resource Planning and Supply Chain Integration," Operations Research Society of India Conference, December 2000.

Anand, Kamaljit Singh, presented a paper at 8th World Business Dialogue, University of Cologne, Germany, April 4-5, 2001.

_____, presented a paper at the 7th European Management Conference, ESCP-EAP, Paris, April 9-12, 2001.

APPENDIX 5 SEMINARS OFFERED BY FDP PARTICIPANTS

Chandana Goswami	A Study of the e-Finance Activities in the U.S. Market with Special Reference to Financial Trading (Advisor: Professor V. V. Rao)
Jaydip Chaudhari	ERP Implementation: Case Studies (Advisor: Professor V. V. Rao)
Puspa Raj Sharma	Work-Impact of Liberalization on Financial Performance of Commercial Banks: State Bank of India, India and Nepal Bank Limited, Nepal (Advisor: Professor Sidharth Sinha)
Man Mohan Rahul	Determinants of Foreign Direct Investment in a Cross Country Framework: An Analysis of Aliber's Thesis (Advisor: Professor Sebastian Morris)
M. Raman	Micro Credit in Gujarat and Tamil Nadu (Advisor: Professor Samar K. Datta)
Pratapsinh Chauhan	Role of Transactions Cost in Economic and Financial Performance of the Indian Sugar Industry (Advisors: Professors Samar K. Datta and M.S. Sriram)
R. Elangovan	Political Economy of the Indian Sugar Industry: Process of Collective Action (Advisor: Professor Samar K. Datta)
Benny Joseph	Characteristics of Effective Communicators: Perceptions of Indian Managers (Advisor: Professor Neharika Vohra)
Sushil Kumar Pant	Study of Chief Executive's Strategies for Job Categorization, Assignment, and Resource Allocation in Small Scale Family Owned Business (Advisor: Professor Neharika Vohra)
Shalini Rahul	Strategic Alternatives and Choices of Indian Business Houses: A Historical Perspective (Advisor: Professor M. R. Dixit).
Siby Zacharias	Effect of Sales Promotion on Perception of Brand Value (Advisor: Professor Abraham Koshy)
L. Jibon Kumar Sharma	Mode of Relationship Building: An Exploratory Study of Buyers and Sellers (Advisor: Professor Abraham Koshy)
Amitabh Kodwani	Training and Development in Public Sector Enterprises: A Case Study (Advisor: Professor Manjari Singh)
Mohammad Mainuddin	Analysis of Cooperative Financial Performance of Commercial Banks in Bangladesh: A Study of Islamic Bank and Traditional Banks (Advisor: Professor Ramesh Bhat).
Syed Zabid Hossain	Accounting Standards in Bangladesh: A Comparative Study with Reference to Indian and International Accounting Standards (Advisor: Professor Ramesh Bhat)

APPENDIX 5
(Continued)

Surendra Paul Fellowship Fund and Sir Dorabji Tata Trust Fund Fellowships

Mr. Man Mohan Rahul	Rs. 7,500
Mrs. Shalini Rahul	Rs. 7,500
Mr. Amitabh Kodwani	Rs. 7,500
Dr. Chandana Goswami	Rs. 7,500

CRMS Fellowships

Mr. Jaydip Chaudhuri	Rs.27,000
Dr. Pratapsinh Chauhan	Rs.27,000

APPENDIX 6 RESEARCH AND CASE WRITING PROJECTS AND PUBLICATIONS

New Large Research Projects	<p>Brij Kothari, "Revelations and Secrets of the Literacy Rate"</p> <p>Pankaj Chandra, "Mapping Characteristics of Supply Chains: A Study of the Impact of Industry Structure, Uncertainty and Product Variety on Operational Performance"</p> <p>Sunil Maheshwari, "Organizational Decline and Turnaround Management"</p> <p>S. Manikutty and S. P. Singh, "Leadership, Teaching, and Training through Literature"</p>
Large Research Projects Completed	<p>Brij Kothari, "Post-Literacy through Television in Gujarat: Same Language Subtitling on Chitrageet".</p> <p>D. M. Pestonjee, "A Study of Executive Stress in Relation to Physical and Mental Health"</p>
Large Research Project Closed	<p>Pankaj Chandra, "Mapping Characteristics of Supply Chains: A Study of the Impact of Industry Structure, Uncertainty, and Product Variety on Operational Performance"</p>
New Small Research Projects	<p>Sunil Kumar, Jerome Joseph, Biju Varkkey and Manjari Singh, "HRM Practices in India"</p> <p>M. M. Monippally, "Teaching of 'Business Communication' in Indian Business Schools"</p> <p>Sanjay Verma, "Scheduling of Preemptive Jobs with Partial Ordering and Resource Constraints"</p>
Small Research Projects Completed	<p>Bibek Banerjee, "How Indian Consumers Perceive and Service Quality: Issues, Contingencies, and Marketing Implications"</p> <p>Brij Kothari, "Same Language Subtitling (SLS): Literacy Through Popular Culture"</p> <p>J.P. Singh, "Issues in Improving Performance and Image of Indian Police Force"</p>
Small Research Project Closed	<p>Brij Kothari, "Chukchukalaya: 'Training a Library'"</p>
New Seed Money Projects	<p>M. M. Monippally and Rajeev Sharma, "Managerial Communication: Industry Expectation"</p> <p>S. Morris, "Regulation of Industries with Consumer-side Economies"</p> <p>Arindam Banerjee and Bibek Banerjee, "Customer Acquisition and Debt Collection"</p> <p>K. V. Ramani and Ramesh Bhat, "E-Governance for ESIC Hospitals"</p>
Seed Money Projects Completed	<p>K. Balakrishnan and P. S. Thomas, "The Southwest Effect and Domestic Aviation"</p> <p>Indira J. Parikh, "Changing Profile of Indian Managers"</p> <p>S. Ramnarayan, "A Framework for Analysing Organizational Decision Making"</p>
New Case Development Projects	<p>Prafull Anubhai and N. Venkiteswaran, "Unichem Laboratories Ltd."</p> <p>Prafull Anubhai and N. Venkiteswaran, "India Cements Ltd. The Raasi Acquisition"</p> <p>M. R. Dixit and A. K. Jain, "TI Cycles"</p> <p>A. Tripathy and A. K. Jain, "Internet Services"</p> <p>Sanjay Verma, "OTC Exchange of India".</p> <p>G. Raghuram and Biju Varkkey, "Cochin International Airport Ltd."</p>
Case Development Projects Completed	<p>Rajesh Agrawal, "Management Accounting"</p> <p>Rekha Jain, "Bharti Telenet Ltd."</p> <p>S. Manikutty, "Understand the Entry Strategy of a Branded Player into a Commodity Market (Fruit Market)"</p> <p>G. Raghuram, "Southern Railway: Development of a New Timetable"</p>
Case Development Projects Closed	<p>A. K. Jain, "Test Marketing and Launching an Indian Brand in the Middle East"</p> <p>Kannan Sethuraman and Devanath Tirupati, "Total Productive Maintenance (TPM) Implementation at Sundaram Fasteners Ltd."</p>

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APPENDIX 7 MANAGEMENT DEVELOPMENT PROGRAMMES 2000-1

Distribution of Participants

Programmes	Number of Programmes	Participants			
		Public Sector	Private Sector	Total	Foreign
General Management	6	31	295	326	11
New Programmes	8	65	93	158	12
Regular/Repeat Programmes	28	243	526	769	19
	42	339	914	1253	41

New Programmes

New Programmes (area/group/centre)	Participants			
	Public Sector	Private Sector	Total	Foreign
Business Policy (BP)				
Knowledge Management <i>November 24 - 26, 2000</i>	3	21	24	1
Zero Customer Dissatisfaction <i>February 23 - 25, 2001</i>	6	20	26	—
Centre for Management in Agriculture (CMA)				
Harnessing Intellectual Property for Strategic Competitive Advantage <i>April 6 - 8, 2001</i>	25	8	33	—
Organizational Behaviour (OB)				
Creative Restructuring <i>December 8 - 10, 2000</i>	3	11	14	1
Personnel and Industrial Relations (P&IR)				
Managerial Effectiveness Enhancing Strategy <i>September 25 - 30, 2000</i>	3	9	12	—
Strategic Human Resource Information Management <i>November 20 - 24, 2000</i>	7	13	20	—
Public Systems Group (PSG)				
Hospital Management <i>December 5 - 9, 2000</i>	8	11	19	—
RJMCEI				
PDP for University of Sri Jayawardenepura, Sri Lanka <i>July 30 - August 6, 2000</i>	10	—	10	10
	65	93	158	12

General Management Programmes

Programmes	Participants			
	Public Sector	Private Sector	Total	Foreign
3-TP Middle Management Programme <i>July 9 - August 5, 2000</i>	10	72	82	5
<i>January 21 - February 17, 2001</i>	3	64	67	1
3-TP Senior Management Programme <i>August 6 - 26, 2000</i>	10	80	90	3
3-TP Top Management Programme <i>January 15 - 19, 2001</i>	4	19	23	1
Management Education Programme <i>November 19, 2000 - March 10, 2001</i>	4	32	36	1
Small and Medium Enterprises Programme <i>April 8 - 21, 2001</i>	—	28	28	—
Total	31	295	326	11

APPENDIX 7
(Continued)

Repeat Programmes

Programmes	Participants			
	Public Sector	Private Sector	Total	Foreign
Business Policy Area				
Business Process Reengineering <i>July 24 - 28, 2000</i>	17	11	28	—
Core Competence, Capability, and Corporate Strategy <i>August 21 - 23, 2000</i>	2	19	21	2
Competing through IT: A Programme for Chief Executives <i>September 28 - 30, 2000</i>	2	13	15	—
Strategies for Competitive Advantage <i>December 11 - 16, 2000</i>	5	14	19	1
Organizational Leadership for the 21st Century <i>March 12 - 14, 2001</i>	6	19	25	—
Centre for Management in Agriculture				
Trading in Commodity Future Markets <i>October 6 - 7, 2000</i>	4	26	30	—
Agricultural Input Marketing <i>January 22 - 28, 2001</i>	1	25	26	—
Computer and Information Systems Groups				
Computer Networks <i>September 4 - 9, 2000</i>	23	12	35	—
Management of IT for IAS Officers <i>September 11 - 15, 2000</i>	39	—	39	—
Electronic Commerce and Internet Marketing <i>September 18 - 20, 2000</i>	4	32	36	1
Software Development Methodologies and CASE Tools <i>December 17 - 24, 2000</i>	1	13	14	—
ERP Systems: Technology Planning and Implementation <i>January 29 - 31, 2001</i>	—	18	18	1
Finance and Accounting Area				
Management of Banks and Financial Institutions <i>September 23 - 26, 2000</i>	10	5	15	—
Marketing Area				
Product Policy and New Product Management <i>November 27 - December 2, 2000</i>	2	34	36	5
Organizational Behaviour Area				
Competing through Creativity and Innovative Corporate Excellence <i>July 21 - 23, 2000</i>	4	15	19	1
Management of Excellence by Chief Executives <i>August 25 - 27, 2000</i>	6	11	17	—
Transformations of Organizations <i>September 23 - 28, 2000</i>	3	16	19	—
Women and Leadership Roles <i>December 4 - 7, 2000</i>	3	13	16	—

APPENDIX 7
(Continued)

Programmes	Participants			
	Public Sector	Private Sector	Total	Foreign
Interpersonal Effectiveness and Team Building <i>January 8 - 11, 2001</i>	13	26	39	—
Production and Quantitative Methods Area				
Manufacturing Strategy <i>July 17 - 19, 2000</i>	1	17	18	—
Strategic Sourcing Management <i>August 28 - 30, 2000</i>	-	19	19	1
Project Management <i>September 4 - 9, 2000</i>	9	29	38	—
Competing through Manufacturing <i>September 11 - 16, 2000</i>	1	42	43	1
Supply Chain Management <i>October 9 - 14, 2000</i>	1	41	42	2
Excellence in Manufacturing <i>November 6 - 25, 2000</i>	—	15	15	3
Logistics Management <i>November 27 - December 2, 2000</i>	1	33	34	1
Public Systems Group				
Middle Level Programme for IAS Officers <i>October 9 - 20, 2000</i>	33	—	33	—
Infrastructure Development and Financing <i>November 13 - 18, 2000</i>	52	8	60	—
	243	526	769	19

APPENDIX 8 PERSONNEL

New Appointments

Biju Varkkey, Assistant Professor, Personnel and Industrial Relations Area
Rajendra Patel, Visiting Faculty, Finance and Accounting Area
Sunil Venaik, Assistant Professor, Marketing Area
Pradyumana Khokle, Assistant Professor, Organizational Behaviour Area
B.S. Pawar, Associate Professor, Organizational Behaviour Area
Ajay Pandey, Associate Professor, Finance and Accounting Area
Praveen Kulshreshtha, Visiting Assistant Professor, Economics Area
T.T. Ram Mohan, Associate Professor, Finance and Accounting Area (earlier Visiting Faculty)
M.M. Monippally, Professor, Communication Area (earlier Visiting Faculty)
Bhagwandas Z. Parmar, Peon
George P. Mathew, Secretarial Assistant (Grade I)
Sumitha R. Nair, Secretarial Assistant (Grade I)
Ravindrakumar J. Asari, Peon

Resignations

Professor Saumen Majumdar
Professor Kannan Sethuraman
Professor A.H. Kalro (on leave without pay from November 19, 1998 to November 18, 2001 and his case was decided in the current year).

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

Retirements

Professor B.M. Desai
Professor D.M. Pestonjee
Lalsingh Gopalsingh Thakore
L.M. Vyas
N.B. Nair
G.A. Pillai
R.M. Mehta
K.S. Joy
S. Anthoniswamy
R. Janardhanan Nair
Sunderlal R. Verma
Haribhai G. Desai
Pateshwar Kori
N.C. Yadav
Shree Kishan Joshi
K.R. Pillai

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

Voluntary Retirements

Manhar K. Parmar
Bhavany Madhavan (Ms)
Chiman L. Vaghela
P.R. Shrimali
P.N. Shah

Deaths

Jiwaji K. Asari
Laxmi P. Desai (Ms)
K.R. Yadav
Mohammed Nazirkhan

The Institute deeply regrets their untimely death.

Sabbatical Leave

Professor N. Venkiteswaran was granted leave from July 1, 2000 to June 30, 2001.
Professor T. Madhavan was granted leave for one year from October 1, 2000.

APPENDIX 8

(Continued)

Study Leave Professor Rajesh Agrawal granted study leave from September 18, 2000 for four years.
Professor T.T. Ram Mohan granted study leave for one year from June 18, 2001.

Leave of Absence Professor Trilochan Sastry's leave has been extended to take up an assignment with Hong Kong University of Science and Technology.
Professor Shekhar Chaudhuri's leave has been extended to continue as Dean of Vinod Gupta School of Management at IIT, Kharagpur.
Professor I.M. Pandey to take up an assignment with the University of Malaysia.
Professor Ashok Korwar to take up an assignment with the Polaris Software.
Professor S.C. Bhatnagar to take up an assignment with the World Bank.
Professor Kavil Ramachandran to take up an assignment with Satyam Institute of E-Business, Hyderabad.
Professor Ramesh Gupta to take up an assignment with Clarkson University, New York.
Professor Goutam Dutta to take up an assignment with the University of Illinois, Chicago.
Professor V. Raghunathan to take up an assignment as President, Vysya Bank.
Professor Dileep Mavalankar to take up an assignment as Senior Management Advisor, Columbia University.
Professor Somdeb Lahiri to take up an assignment with WITS University.
Professor Pankaj Chandra to take up an assignment with Indian School of Business, Hyderabad.
Professor S. Ramnarayan to take up an assignment as Senior Professor and Director of Centre for Organizational Development, Hyderabad.

Rejoined Professor Jayanth Varma rejoined the Institute after expiry of leave of absence.
Professor Rajesh Agrawal rejoined the Institute after expiry of study leave.
Professor Ramesh Gupta rejoined the Institute after expiry of leave of absence.

Promotion Professor Dileep Mavalankar has been promoted as Associate Professor.

APPENDIX 9 MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
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
1998-99	77 *	57	467	37	638
1999-00	81 *	54	461	20	616
2000-01	83 *	52	441	27	603

* Including CAO and Librarian.

APPENDIX 10 POST-GRADUATE AND FELLOW PROGRAMMES: STUDENT STRENGTH

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1998-99	371	45	416
1999-00	406	37	443
2000-01	381	46	427

APPENDIX 11 CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
1998-99	2828	595	1579
1999-00	2840	601	1639
2000-01	2856	608	1715

APPENDIX 12 BOARD OF GOVERNORS

Chairperson

I.G. Patel

Sanjay Narayen
Financial Adviser
Department of Education
Ministry of Human Resource Development
New Delhi

Maharaj Krishen Kaw
Secretary
Department of Education
Ministry of Human Resource Development
New Delhi

Ravindra Gupta
Secretary (HI & PE)
Department of Public Enterprises
Ministry of Industry
New Delhi

Suresh Neotia
Chairman
Gujarat Ambuja Cements Limited
New Delhi

Virat M. Vota
Commissioner of Higher Education
Office of the Commissioner of Higher Education
Education Department
Government of Gujarat
Gandhinagar

Gauri Kumar
Secretary (Higher and Technical Education)
Education Department
Government of Gujarat
Gandhinagar

R.S. Nirjar
Chairman (I/C)
All India Council for Technical Education
New Delhi

Hrishikesh A. Mafatlal
Mafatlal Industries Limited
Mumbai

A.M. Naik
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 Private Limited
Ahmedabad

Kumaramangalam Birla
Chairman
A.V. Birla Group
Mumbai

Deepak Parekh
Chairman
Housing Development Finance Corpn. Limited
Mumbai

Anil R. Bakeri
Chairman and Managing Director
Bakeri Group
Ahmedabad

N.R. Narayana Murthy
Chairman and Chief Executive Officer
Infosys Technologies Limited
Bangalore

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

K. Srinivasan
Director-General
National Productivity Council
New Delhi

J.S. Chhokar
Indian Institute of Management
Ahmedabad

Indira Parikh
Indian Institute of Management
Ahmedabad

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

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 13 MEMBERS OF IIMA SOCIETY

- Sudhir Shah
Director
The Ahmedabad Electricity Co. Ltd.
Ahmedabad
- Dr. Biharilal Kanaiyalal
The Ahmedabad Kaiser-I-Hind Mills Ltd.
Ahmedabad
- C. R. Amin
Managing Director
Alembic Chemical Works Co. Ltd.
Vadodara
- Sandip Bipin
The Ahmedabad New Cotton Mills Co. Ltd.
Ahmedabad
- Nitin J. Nanavaty
Managing Director
Apurva Containers Pvt. Ltd.
Ahmedabad
- Shripal Chinubhai Sheth
Managing Director
Anil Starch Products Ltd.
Ahmedabad
- Arvind N. Lalbhai
Arvind Mills Ltd.
Ahmedabad
- Arvind N. Lalbhai
Sanjay S. Lalbhai
Arvind Polycot Ltd.
Ahmedabad
- C. K. Choksey
Asian Paints India Ltd
Mumbai
- Arvind N. Lalbhai
The Asoka Mills Ltd.
Ahmedabad
- S. Ganguly
Executive Vice-Chairman & MD
The Associated Cement Cos. Ltd.
Cement House, Mumbai
- Sunil S. Lalbhai
Atul Limited
Atul
- Rahul Bajaj
Chairman & 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
- A.K. Khandelwal
Executive Director
Bank of Baroda, Mumbai
- Gurudas Chakraborty
General Manager (Human Resources Management)
Bank of Baroda, Mumbai
- S.C. Mehta
Principal
Bank of Baroda Staff College
Ahmedabad
- S. Raman
Zonal Manager
Bank of India, Ahmedabad
- Chairman & Managing Director
Bharat Earth Movers Ltd.
Bangalore
- Chairman & Managing Director
Bharat Heavy Electricals Ltd.
New Delhi
- Subodh Chaturbhujdas
Ahmedabad
- The Manager
Bharat Vijay Mills Ltd.
Kalol
- C. L. Rathi
Dy. Managing Director
Birla VXL Ltd., New Delhi
- H. C. Bijawat
The Bombay Dyeing and Mfg. Co. Ltd.
Mumbai
- M. Oeschger
Managing Director
Brooke Bond India Ltd.
Bangalore
- M. V. Murugappan
Managing Director
Carborundum Universal Ltd.
Chennai
- Barry Speirs
VP-Human Resources
Castrol India Limited
Mumbai
- C. T. Parekh
Chandrakant Parekh Pvt. Ltd.
Mumbai
- Bansi Dharam
Chairman & Senior Managing Director
DCM Ltd., New Delhi
- Kewal K. Aggarwal
Managing Director
Devidayal Rolling & Refineries Pvt. Ltd., Mumbai

APPENDIX 13
(Continued)

U. V. Rao
Engineering Construction Corporation Ltd.
Mumbai

Upendrakumar M. Patel
Chairman & Managing Director
Shri Dinesh Mills Ltd., Vadodara

Chairman & Managing Director
Engineers India Ltd.
New Delhi

C. K. Hazari
Joint Managing Director
Escorts Limited, New Delhi

S. Jambunathan
Chairman & Managing Director
Export Credit & Guarantee Corp. of India Ltd.
Mumbai

S. A. Beyabani
General Manager
General Insurance Corporation of India
Mumbai

H. R. Khusrokhan
Managing Director
Glaxo India Ltd., Mumbai

Shantilal K. Somaiya
Chairman
The Godavari Sugar Mills Ltd.
Mumbai

Managing Director
Gujarat State Fertilizers & Chemicals Ltd.
P.O. Fertilizernagar, Dist. Vadodara

C. R. Rao
Executive Director
Gujarat State Fertilizers & Chemicals Ltd.
P.O. Fertilizernagar, Dist. Vadodara

G. J. Trivedi
Joint General Manager (P&A)
Gujarat State Financial Corporation
Ahmedabad

P. O. Desai
Chairman & Managing Director
Gujarat Tea Processors & Packers Ltd.
Ahmedabad

K. N. Shenoy
Managing Director
Hindustan Brown Boveri Ltd.
Vadodara

Vice President (Personnel)
Hindustan Lever Ltd.
Mumbai

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

K.V.K. Seshavataram
Chairman and Managing Director
Hindustan Zinc Ltd., Udaipur

Chief Executive (Personnel)
Indian Oxygen Ltd.
Kolkata

K. G. Ramanathan
Chairman & Managing Director
Indian Petrochemicals Corporation Ltd., Vadodara

Chairman
Industrial Credit & Investment
Corporation of India, Mumbai

Rahul N. Amin
Executive Director
Jyoti Ltd., Vadodara

M.C. Gupta
Manager H.O.
Khandelwal Bros. 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 Ind. Ltd., Ahmedabad

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

L. K. Singhal
Chairman & Managing Director
Metallurgical & Engg. Consultants of India Ltd.
Ranchi

Chairman & Managing Director
MMTC Ltd.
New Delhi

Viren J. Shah
Chairman & Managing Director
Mukund Ltd.
Mumbai

S.R. Lohokare
Wholesale Director
National Peroxide Ltd., Mumbai

APPENDIX 13
(Continued)

- P. S. Sharma
Managing Director
N R C Ltd., Mumbai
- S.K. Kanwar
Chairman-cum-Managing Director
New India Assurance Company Ltd.
Mumbai
- S.S. Kholi
Chairman & Managing Director
Punjab National Bank, New Delhi
- Rajiv C. Lalbhai
Raipur Mfg. Co. Ltd., Ahmedabad
- R. Panchu
Managing Director
Ralli Wolfe Ltd., Mumbai
- Rohit C. Mehta
Rajesh Textile Mills Ltd., Ahmedabad
- Rohit C. Mehta
Rohit Mills Ltd., Ahmedabad
- Prafull Anubhai
Chairman & Managing Director
Rustom Mills & Ind. Ltd., Ahmedabad
- Saurabh N. Shodhan
Sakarlal Balabhai & Co. Ltd.
Ahmedabad
- Tapan H. Chokshi
Saurabh Corporation
Ahmedabad
- P. B. Mehta
- B. V. Mehta
Sayaji Industries Ltd.
Ahmedabad
- P.R. Mafatlal
- K.J. Pardiwalla
Shanudeep Private Ltd.
Mafatlal Centre, 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
- Chief General Manager
State Bank of India
Local Head Office, Ahmedabad
- Managing Director
State Industrial & Investment
Corporation of Maharashtra, Mumbai
- S. M. Dewan
Chairman & Managing Director
State Trading Corporation of India, New Delhi
- Suhrid Sarabhai
Suhrid Geigy Ltd.
Ahmedabad
- Swadeshi Mills Co. Ltd.
Mumbai
- V. P. Pahuja
President, Chemicals Division
Tata Chemicals Ltd., Mithapur
- V. K. Verma
Senior Dy. GM (Human Resource)
Tata Engineering & Locomotive Co. Ltd.
Mumbai
- S. Venkataraman
Secretary
Tata Hydro-Electric Power Supply Co. Ltd.
Mumbai
- D.D. Opponi
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. Soni
Dy. Managing Director
Voltas Ltd., Mumbai
- Lalchand Hirachand
Chairman
Walchandnagar Industries Ltd., Mumbai
- Surinder Singh
Vice-President (Personnel)
Warner Hindustan Ltd., Mumbai
- S. Chaudhuri
Distt. Hardwar, U.P.
- Jyotindra N. Mehta
Ahmedabad

APPENDIX 14 ADMINISTRATION, FACULTY, OFFICERS, AND RESEARCH STAFF

Administration

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. (MACT, 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)

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

S. Manikutty
Fellow (IIMA)

K. Ramachandran*
Ph.D. (Cranfield)

N. Venkateswaran
A.C.A.

Centre for Management in Agriculture

Vinod Ahuja
Ph.D. (Maryland)

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

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

Samar K. Datta
Ph.D. (Rochester)

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)

Gurdev Singh
Ph.D. (Illinois)

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

Vijay Paul Sharma
Ph.D. (NDRI, Karnal)

M.S. Sriram
Fellow (IIMB)

Communication

M.M. Monippally
Ph.D. (Manchester)

Computer and Information Systems Group

S.C. Bhatnagar*
Fellow (IIMA)

Rekha Jain
Ph.D. (IIT, Delhi)

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

T.P. Rama Rao
M.Tech. (IIT, Kanpur)

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

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

Sanjay Verma
Fellow (IIMC)

Economics

Rakesh Basant
Ph.D. (Gujarat)

Bakul H. Dholakia
Ph.D. (MSU)

Ravindra H. Dholakia
Ph.D. (MSU)

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

Somdeb Lahiri*
Ph.D. (Minnesota)

Praveen Kulshreshtha
Ph.D. (Cornell)

Sebastian Morris
M.Sc. (IIT, Bombay)
Fellow (IIMC)

* On leave

APPENDIX 14
(Continued)

Finance and Accounting

- Rajesh Agrawal
AICWA, ACA, MIIA
- Ramesh Bhat
Ph.D. (Delhi School of Economics)
- Ramesh Gupta
PGDM (IIMC)
AICWA
Ph.D. (Berkeley)
- T.T. Ram Mohan
PGDM (IIMC)
MBA (Stern School of Business, N.Y.)
- Ajay Pandey
Fellow (IIMA)
- I.M. Pandey*
Ph.D. (Delhi)
- Rajendra Patel
AICWA, ACA, PGDM (IIMA)
- V. Raghunathan*
Fellow (IIMC)
- Sidharth Sinha
P.G.D.M. (IIMA)
Ph.D. (Berkeley)
- Jayanth R. Varma*
PGDM (IIMA)
AICWA
Fellow (IIMA)

International Management Group

- Shekhar Chaudhuri*
B.Tech. (Hons.) (IIT, Kharagpur)
Fellow (IIMA)
- Ashok N. Korwar*
Ph.D. (UCLA)
- J.P. Singh
Ph.D. (Akron)

Marketing

- Arindam Banerjee
Ph.D. (State University of NY, Buffalo)
- Bibek Banerjee
Ph.D. (Purdue)
- Abhinandan K. Jain
PGDM (IIMA)
Fellow (IIMA)
- Abraham Koshy
Fellow (IIMA)
- Sunil Venaik
Ph.D. (New South Wales)

Organizational Behaviour

- Deepti Bhatnagar
Fellow (IIMA)
- Jagdeep S. Chhokar
Ph.D. (Louisiana State)
- Parvinder Gupta
Ph.D. (IIT, Kanpur)
- B.S. Pawar
Ph.D. (Oklahoma)
- Pradip N. Khandwalla
M.B.A. (Pennsylvania)
A.C.A.
Ph.D. (Carnegie-Mellon)
- Pradyumana Khokle
Fellow (IIMA)
- Sasi B. Misra
Ph.D. (UCLA)
- Indira J. Parikh
M.Ed. (Rochester)
Ph.D. (Gujarat)
- S. Ramnarayan*
Ph.D. (Case Western Reserve)
- Neharika Vohra
Ph.D. (Manitoba)

Personnel and Industrial Relations

- Jerome Joseph
Ph.D. (Madras)
- Sunil Maheshwari
Fellow (IIMA)
- Manjari Singh
Fellow (IIMC)
- Biju Varkkey
Fellow (NIBM, Pune)

Production and Quantitative Methods

- Samir K. Barua
M.Tech. (IIT, Kanpur)
Fellow (IIMA)
- Pankaj Chandra
Ph.D. (Pennsylvania)
- Gopal Chaudhuri
Ph.D. (IIT, Kanpur)
- Goutam Dutta*
Ph.D. (Northwestern)
- T. Madhavan
Fellow (IIMA)
- N. Ravichandran
Ph.D. (IIT, Madras)
- Jahar Saha
Ph.D. (Case Western Reserve)
- S. Trilochan Sastry *
PGDM (IIMA)
Ph.D. (MIT)

APPENDIX 14
(Continued)

Devanath Tirupati
PGDM (IIMC), Ph.D. (MIT)

Arabinda Tripathy
Ph.D. (LSE)

Public Systems Group

Dileep V. Mavalankar*
M.D. (Gujarat)
Dr. Public Health (Johns Hopkins)

G. Raghuram
Ph.D. (Northwestern)

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

Ravi Matthai Centre for Educational Innovation

Brij Kothari
Ph.D. (Cornell)

Rajeev Sharma
Ph.D. (Allahabad)

P.G. Vijaya Sherry Chand
PGDM (IIMA)
Ph.D. (Gujarat)

Librarian

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

Officers

Ravi Acharya
M.A. (Bangalore)
Manager, MDA

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

R. Mahadeva Iyer
B.Com. (Gujarat)
Admissions Officer

K.J. Mathew
B.A. (Kerala)
Stores and Purchase Officer

R. Pandurangan
B.Com. (Delhi)
Programmes Officer, FPM

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

K.N. Pisharady
M.Com. (Gujarat)
Officer-in-Charge

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

T.I. Paul
B.Com. (Gujarat)
Programmes Officer, FDC

A. Sethunathan Nair
B.A. (Sp.) (Gujarat)
Materials Reproduction Officer

V.K.S. Nair
B.Com. (Gujarat)
Programmes Officer, PGP

K.M. Raghavan
AICWA
Finance and Accounts Officer

Rita T. Rama Rao
M.Sc. (MSU)
Head, Computer Centre

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

P.S. Seshadri
M.A. (Rajasthan)
Public Relations Officer

B. Sreekumar
M.Com. (Gujarat)
Programmes Officer (Students Activities)

Revathi Srinivasan (Ms.)
M.A. (Mysore)
Editorial Associate

K.T. Unnikrishnan
B.Sc. (Calicut)
B.Tech. (JNU)
Estate Officer

Harendra Vadher
B.E. (Civil) (SPU)
Executive Engineer

K. Venkataraman
B.Com. (Madras)
House Keeping Officer

Library

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

J.J. Shishoo (Ms.)
B.Sc., M.Lib.Inf. (Gujarat)
Assistant Librarian

Research Staff

S.R. Asokan
Ph.D. (Gujarat)

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

Ketan Bhatt
M.Sc. (IIT, Mumbai)

APPENDIX 14
(Continued)

Shruti Dave
M.Com. (Mumbai)

Madalsa Gandhi
M.A. (Gujarat)

Sunil Kumar Garg
M.Sc. (Udaipur)
MBA (IGNOU)

Sonal Kureshi
M.B.A., LL.B. (Gujarat)

J.G. Makwana
M.Sc. (Gujarat)
AICWA

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

Mohan Paliwal
M.Com. (Gujarat)
PGD Comp. Sc. (Guj. Vidyapith)

R.N. Pandya
B.Sc. (Gujarat)
Dip. EDP and Comp. Mgmt. (Bhavan's)

Shweta Parikh
M.B.A., Ph.D. (Gujarat)

D.S. Parmar
Ph.D. (Gujarat)

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

Gita Ranchan
M.A. (Delhi)

Philip Thomas
PGDBA (IIMA)

Preeta Vyas
M.B.A.
Ph.D. (Gujarat)

**Auditor's Report to the Deputy Charity Commissioner, Ahmedabad
Regarding Audit of Accounts of the
Indian Institute of Management, Ahmedabad
for the Year Ending 31st March 2001**

Registration No. F/174, Ahmedabad

- a) The accounts are maintained regularly and in accordance with the provision of the Act and Rules.
- b) Receipts and disbursements are properly and correctly shown in the accounts.
- c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts.
- d) All books, deeds, accounts vouchers or other documents or records required by us were produced before us.
- e) Inventories certified by the Chief Administrative Officer of the movables (except library books) of the Public Trust and certificates of Librarian in respect of books were produced before us.
- f) The Accountant appeared before us and furnished the necessary information required by us.
- g) No property or funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust.
- h) An amount of Rs.3,90,947 was outstanding towards advances to employees, others and students for a period of more than one year and no amount is written off during the year.
- i) Tenders were invited for construction work and major repair work involving expenditure exceeding Rs.5,000 and for other repair work exceeding Rs.5,000 tenders were not invited as the work was carried out departmentally.
- j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- k) No alienations of the immovable property contrary to the provisions of Section 36 have come to our notice.
- l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following:
Capital expenditure on building and advances to contractors against running bills amounting to Rs.11,78,70,239 is arrived at as under:

a) Capital expenditure on building (verified with final bills in respect of works already completed)	Rs.10,97,76,506
b) Advance to contractors against running bills subject to adjustment of final bills	Rs. 80,93,733
	Rs.11,78,70,239

Date: 15 June 2001

Sd/-

Sorab S. Engineer & Co.
Chartered Accountants

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE ACCOUNTS SHEET AS ON 31 MARCH 2001

Registration No.F.174

SCHEDULE IX
Vide Rule 17(1)

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31 MARCH 2001

Previous year 1999-2000		EXPENDITURE		Previous year 1999-2000		INCOME	
Rs.		Rs.	Rs.	Rs.		Rs.	Rs.
	INVESTMENTS						
3,93,216	TO EXPENSES IN RESPECT OF PROPERTIES Municipal taxes on buildings*	49,19,889		7,21,754	BY RENT REALISED		6,95,864
12,59,72,054	TO ESTABLISHMENT EXPENSES as per Schedule 1	12,17,75,439		456	BY INTEREST REALISED on loans and advances to staff	446	
	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR			9,13,57,768	on investment (as per Schedule 4)	11,00,46,953	
1,19,14,040	(1) Post-Graduate Programme	1,43,35,406		9,13,58,224			11,00,47,399
2,40,54,361	(2) Short-term Programmes	2,81,96,145			BY DONATION IN CASH OR KIND Grant from Government of India, Ministry of HRD sanctioned during the year (incl. Rs.1,52,00,000 transferred from IMC Grant a/c.)	13,82,22,000	
—	(3) PGP-Agri-Business Management	9,57,586			Less: Amount transferred to Balance Sheet representing expenditure on non-recurring items	2,00,00,000	
3,59,68,401		4,34,89,137	12,75,00,000				
5,49,100	TO LEGAL EXPENSES	4,82,951		75,00,000			
90,000	TO REMUNERATION TO AUDITORS Audit fees	90,000		12,00,00,000			11,82,22,000
2,67,85,376	TO MISCELLANEOUS EXPENSES as per Schedule 2	4,00,10,903		—	BY GRANT FOR REPAIRS OF EARTHQUAKE DAMAGES		13,46,293
	TO EXPENDITURE ON OBJECTS OF TRUST			7,048	BY GRANT FOR MODERNIZATION & REMOVAL OF OBSOLESCENCE		—
15,09,000	i) Educational Scholarship (PGP) as per Schedule 3	12,60,350		15,60,89,269	BY INCOME FROM OTHER SOURCES as per schedule 5		18,40,56,998
23,89,693	ii) Fellowship to FBA	45,04,633			BY TRANSFER FROM RESERVE		
39,000	iii) Fellowship to PDMF Participants	30,000			1) Contribution from CMA Fund for a) Meeting excess expenditure over Grant from Ministry of Agriculture	11,39,946	
39,37,693		57,94,983			b) Meeting CMA expenses other than those met from Ministry of Agriculture Grant	30,61,494	
	TOTAL					42,01,440	
18,06,10,000	TO AMOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS Endowment Fund (Corpus) Revenue surplus	20,27,75,000		21,95,321			
3,423	TO SURPLUS CARRIED OVER TO BALANCE SHEET	3,892		29,72,287	2) Scholarship fund	7,72,200	
				51,67,608			49,73,640
				9,65,000			
				61,32,608			
37,43,09,263	TOTAL	41,93,42,194	37,43,09,263	TOTAL		41,93,42,194	

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

* Includes Rs. 45,16,114 arrears for previous years on KLMD Extension and RJMCEI Building.

Date: 15 June 2001

As per our report of even date.

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

65

*Includes Rs. 42,01,440 (including Rs.11,39,946 towards excess expenditure over grant from Ministry of Agriculture) met from CMA fund (Previous year Rs.51,67,608).

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

SCHEDULE VIII
Vide Rule 17(1)
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31 MARCH 2001

Previous year 31-3-2000					Previous year 31-3-2000				
FUNDS AND LIABILITIES					ASSETS				
Rs.		Rs.	Rs.	Rs.	Rs.		Rs.	Rs.	Rs.
72,64,02,008	TRUST FUND OR CORPUS As per Schedule A			92,92,01,039	12,03,44,811	IMMOVABLE PROPERTIES As per Schedule D			12,66,41,221
56,38,62,759	OTHER EARMARKED FUNDS As per Schedule B			59,45,07,407	15,66,80,411	MOVABLE PROPERTIES As per Schedule E			19,58,76,908
99,84,421	GRANT FROM FORD FOUNDATION As per Schedule C			99,84,421	2,23,843	STOCK OF STORE, STATIONERY, MAINTENANCE & MESS etc.			35,08,750
52,21,069	LIABILITIES				96,82,96,305	INVESTMENTS As per Schedule F			1,18,63,22,505
	1. For Expenses	53,07,817			23,069	LOANS (UNSECURED)			
	2. For Advances					Loan Scholarships (one year old)			—
10,57,546	a) Post-Graduate Courses						One yr.old	Current	Total
13,093	i) Due to PGP Students	9,10,040			96,10,259	ADVANCES to employees			
—	ii) Due to FBA Students	25,795			25,69,243	a) House Bldg. Advance	5,274	98,49,134	98,54,408
10,70,639	iii) Due to PGP-ABM Students	9,190			13,88,480	b) Conveyance Advance	—	27,91,194	27,91,194
					1,35,67,982	c) Other Advances	5,500	15,46,161	15,51,661
					72,73,672		10,774	1,41,86,489	1,41,97,263
					2,92,22,706	To others	2,90,117	60,68,706	63,58,823
					5,00,64,260	Amt. due from CPF towards forfeited PF contribution	—	—	—
1,99,019	3. Deposits and Sundry Credit Balances								2,05,56,086
3,24,25,984	a) Security Deposits	2,03,497			95,210	DEPOSITS			
2,27,82,030	b) Sundry Credit Balances				3,30,69,729	Security Deposits			97,310
5,52,08,014	i) Programmes and Projects	4,23,46,185			2,25,57,880	INCOME OUTSTANDING			
3,38,367	ii) Others	3,01,75,415			67,50,000	Interest Accrued		5,05,67,838	
5,57,45,400		7,25,21,600			6,23,77,609	Other Income (since received)		2,36,04,991	
6,20,37,108	c) Retention Amount for Building Contractors	4,27,634				Grant due from Ministry of H.R.D.		—	
									7,41,72,829
						DUE FROM STUDENTS			
						Post-Graduate Students			
						a) One year old	11,638		
						b) Others	1,92,020		
									2,03,658
7,708	INCOME AND EXPENDITURE ACCOUNT					FBA Students			
3,423	Balance as per last Balance Sheet	11,131			46,329	a) One year old	78,418		
11,131	Add: Surplus as per Income & Expenditure account	3,892			3,60,750	b) Others	6,53,778	7,32,196	
					4,68,997	PGP-Agri-Business Mgmt.		29,515	
					37,22,912				9,65,369
						CASH AND BANK BALANCES			
						As per Schedule G			49,72,485
1,36,22,97,427	TOTAL			1,61,31,13,463	1,36,22,97,427	TOTAL			1,61,31,13,463

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

Note: Depreciation on assets is not provided from 1.1.62 to 31.3.2001.

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

The above Balance Sheet to the best of our belief contains a true account of the funds and liabilities and of the property and assets of the Trust.

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Soha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE A

TRUST FUND OR CORPUS	Balance as on 1 April 2000	Amount Credited During the Year	Amount Debited During the Year	Closing Balance as on 31 March 2001
	Rs.	Rs.	Rs.	Rs.
(i) GENERAL FUND (CORPUS)	65,43,328			65,43,328
(ii) ENDOWMENT FUND (CORPUS)				
1. Revenue Surplus	61,64,32,000	20,27,75,000 (a)		81,92,07,000
2. Matching grant from GOI	10,24,99,000			10,24,99,000
3. Donation under Section 80 G (2)(a) (iii f)	9,27,680	24,031		9,51,711
Total	72,64,02,008	20,27,99,031		92,92,01,039

(a) Transferred from Income and Expenditure A/C

Date: 15 June 2001

As per our report of even date.

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE B

OTHER EARMARKED FUNDS	Balance as on 1 April 2000	Amount Credited During the Year	Amount Debited During the Year	Closing Balance as on 31 March 2001
	Rs.	Rs.	Rs.	Rs.
(i) LAND AND BUILDINGS				
1. Donation (Value of land donated by Govt. of Gujarat)	78,26,885			78,26,885
2. Contribution from Industries	65,48,530			65,48,530
3. Interest on Investment	5,92,08,541	37,09,000 (a)		6,29,17,541
4. Grant from Government of India Ministry of HRD for Building Expenses	6,66,16,503			6,66,16,503
5. Other Funds	67,26,562			67,26,562
6. Depreciation Fund	1,17,26,090	12,90,000 (a)	59,47,686 (b)	70,68,404
7. Grant from GOI for International Management Centre	1,95,00,000		1,52,00,000 (l) 43,00,000 (m)	—
8. Grant from GOI for Repairs to Earthquake Damages		43,00,000 (o)	13,46,293 (c)	29,53,707
(ii) ACADEMIC ACTIVITIES				
1. General Fund	3,86,00,000	42,46,000 (a)	5,00,000 (n) 57,15,289	3,66,30,711
2. Library and Infrastructural Facilities Fund	92,16,096	10,14,000 (a) 55,682	1,02,85,778	—
3. Fund for CMA Programme	1,70,34,528	18,74,000 (a) 40,12,413	42,01,440 (c) 3,73,998	1,83,45,503
4. Research, Publication and Thrust Area Fund	1,94,16,304	20,33,000 (a) 14,39,537	16,70,523	2,12,18,318
5. Donation under section 80 G (2)(a)(iii f)	1,30,36,322	28,40,480	11,87,280	1,46,89,522
6. Donation for Regional Management Study Centre (Endowment Rs.6,00,000 — Interest only to be used)	36,37,687	4,23,000 (a)	56,934	40,03,753
7. Chairs for Management Practices (Endowment Rs.104,00,000 — Interest only to be used)	3,18,10,008	37,24,000 (a)	2,69,262 (c)	3,52,64,746
8. Centre for Educational Innovation (Donation including interest)	98,95,823	11,60,000 (a)	9,03,450	1,01,52,373
9. Fund for Alumni Activities	61,68,352	7,23,000 (a) 13,81,637	14,69,150	68,03,839
(iii) STUDENTS AID				
1. Fund for Loan Scholarship to Students (including interest recovery)	19,35,850	2,27,000 (a)	7,72,200 (c)	13,90,650
2. Fund from other parties for Loan scholarship to Students (interest only to be used)	68,97,642	20,78,000 (a)	5,00,155	84,75,487
3. Prof. Hegde/Haynes/Bhandari Memorial Funds (including interest on investment of funds)	24,92,980	2,92,000 (a)	7,000	27,77,980
4. Scholarship to be credited to Students	1,65,000	2,19,500	2,45,500	1,39,000

(iv) FURNITURE & EQUIPMENT

1. Grant-in-aid from Ministry of Education (Govt. of India & Govt. of Gujarat) (representing expenditure on non-recurring items)(as per contra)	8,67,14,211	2,00,00,000	(d)	4,13,190	(g)	10,63,01,021
2. Various Govt. items of miscellaneous non-recurring including sale/write off	35,850	62,146		62,146	(c)	35,850
3. Fund for expenses on computer	41,00,211	4,51,000	(a)	30,20,100	(e)	
		41,81,941	(h)	4,58,770		
		3,66,280	(g)			56,20,562
4. Value of equipment purchased from Fund for expenses on computer (as per contra)	1,33,48,980	4,58,770	(d)	19,192	(g)	1,37,88,558
5. Grant from USAID for non-recurring items for PMA (as per contra)	1,00,321					1,00,321
6. Non-recurring expenses met from other sources	2,65,14,270	27,21,100	(d)	44,408	(g)	2,91,90,962
7. Non-recurring expenses met from Library Fund (Furniture & Books)	1,59,29,025	1,37,525	(d)			1,60,66,550
8. Value of computers, equipments etc. received as donation from various parties	30,45,512	—		12,31,225	(g)	18,14,287
9. Other grants from Government of India	17,03,764	16,00,000	(k)	17,17,681		
		17,17,681	(d)			33,03,764
10. Non-recurring expenses met from Library Infrastructure Facility Fund		1,01,48,253	(d)			1,01,48,253
11. Non-recurring expenses met from General Fund		57,15,289	(d)			57,15,289
12. Amount approved from other grants from Government of India	66,83,695					66,83,695
13. Grant from Madras School of Economics	48,164	2,50,000	(k)	1,96,913		1,01,251

(v) MISCELLANEOUS

1. Fund for conveyance advance to faculty and staff (Details for use of Funds as per Balance Sheet)	14,18,022	1,13,474	(i)			15,31,496
2. Faculty and staff development and welfare fund	33,87,541	3,73,000	(a)	1,07,118		
		8,897				36,62,320
3. House Building Advance Fund(including interest on investment) (details for use of funds as per Balance Sheet)	1,59,95,448	5,98,000	(a)			
		2,01,427	(i)			1,67,94,875
4. Government of India (forfeited PF contribution)	4,63,78,042	3,55,173	(f)			
		40,31,000	(a)			
		10,71,499	(p)			5,18,35,714
5. Investment Redemption Reserve		12,62,625	(i)			12,62,625

Total**56,38,62,759****9,28,67,329****6,22,22,681****59,45,07,407**

(a) Allocation of interest on investment of fund	(h) Computer fees received during the year.
(b) Expenditure on repairs and maintainance of building	(i) Interest on loan recovered during the year.
(c) Transferred to income & expenditure account	(j) Created during the year as per the resolution of fund committee meeting held on 23.3.01.
(d) Appropriated for purchase of equipment/books	(k) Grant received during the year.
(e) Expenses of computer centre	(l) Transferred to grant account in income and expenditure account.
(f) Forfeited PF contribution of employees who have opted for pension scheme during the year.	(m) Transferred to grant from GOI for repairs to earthquake damages.
(g) Value of old vehicles/equipments sold/disposed off and cost of books lost during the year.	(n) Donated to Prime Minister's National Relief Fund.
	(o) Transferred from IMC grant.
	(p) Interest directly credited to fund.

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE C

	Balance as on 1 April 2000	Amount Credited During the Year	Amount Debited During the Year	Closing Balance as on 31 March 2001
	Rs.	Rs.	Rs.	Rs.
GRANT FROM FORD FOUNDATION				
1. For building expenditure and air-conditioning equipment	47,51,530	—	—	47,51,530
2. Value of books, equipment, computer, etc. received/purchased from the grant (as per contra)	43,11,877	5,894 (a)		43,17,771
3. Fund for Vikalpa	8,19,590	—	—	8,19,590
4. Grant for Public Systems Group	92,946	—	—	92,946
5. Fund for CMA expenses	8,478	—	5,894	2,584
TOTAL	99,84,421	—	5,894	99,84,421

(a) Appropriated for purchase of equipment.

SCHEDULE D

	Balance as on 1 April 2000	Amount Credited During the Year	Amount Debited During the Year	Closing Balance as on 31 March 2001
	Rs.	Rs.	Rs.	Rs.
IMMOVABLE PROPERTIES				
1. Land at cost (received as donation from Government of Gujarat)	78,26,885	—	—	78,26,885
2. Land at cost (purchased)	9,44,097	—	—	9,44,097
3. Capital expenditure on building (incl. Rs.75,93,733 advance to contractors for work under construction)	11,12,61,026	44,25,701	—	11,56,86,727
4. International Management Centre (Incl. Rs.5,00,000 advance for work under construction)	3,12,803	18,70,709	—	21,83,512
TOTAL	12,03,44,811	62,96,410	—	12,66,41,221

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE E

	Balance as on 1 April 2000	Amount Credited During the Year	Amount Debited During the Year	Closing Balance as on 31 March 2001
	Rs.	Rs.	Rs.	Rs.
MOVEABLE PROPERTIES (AT COST)				
1. Furniture, equipments, books, vehicles, computer, etc. purchase out of Grant-in-aid from Government of Gujarat and Government of India (as per contra)	8,67,14,211	2,00,00,000	4,13,190 (a)	10,63,01,021
2. Books, equipments, computer, etc. received/purchased from Ford Foundation Grant	43,11,877	5,894		43,17,771
3. Equipments purchased for computer (as per contra)	1,33,48,980	4,58,770	19,192 (a)	1,37,88,558
4. Computer etc. purchased for IT Modernization (Rs. 1,01,48,253 met from Lib. Inf. Faci. Fund and Rs. 57,15,289 met from General Fund)		1,58,63,542	—	1,58,63,542
5. Equipment etc. purchased from Ministry of Agriculture Grant (as per contra)	35,850	—	—	35,850
6. Equipment etc. purchased for PMA met from USAID Grant	1,00,321	—	—	1,00,321
7. Equipment etc. purchased from other sources	2,65,10,940	44,38,781	44,408 (a)	3,09,05,313
8. Books purchased out of Library Fund	1,57,73,613	1,37,525	—	1,59,11,138
9. Library furniture met from Library Fund	1,55,412	—	—	1,55,412
10. Computers, equipment etc. donated by various parties	30,45,512	—	12,31,225 (a)	18,14,287
11. Equipments, furniture etc. purchased from GOI Grant for RMCEI	34,51,724	—	—	34,51,724
12. Books, equipments, computer etc. purchased from GOI Grant for upgradation of Library facilities	32,31,971	—	—	32,31,971
	15,66,80,411	4,09,04,512	17,08,015	19,58,76,908

(a) Cost of vehicles/equipments sold/disposed off during the year

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE F

As on
31 March 2000

Rs.			Rs.	Rs.
INVESTMENTS				
12,17,05,000	(i)	Short/Long Term Fixed Deposits with Scheduled Banks from miscellaneous funds		15,87,05,000
70,24,30,225	(ii)	Deposits/Bonds with Public Sector Undertakings (Miscellaneous Fund)		88,34,56,425
	(iii)	Investment in Units of Unit Trust of India		
	i.	3,07,010 units (previous year 3,07,010 units) of Rs.100 each under the scheme CRTS'81 face value Rs.3,07,01,000 (previous year Rs.3,07,01,000) Repurchased Value Rs.2,93,40,945 (previous year Rs.3,19,29,040)	3,21,61,080	
3,21,61,080				
	ii.	50,00,000 units of Rs.10 each under the scheme Institutional Investors Special Fund (previous year 50,00,000 units)	5,00,00,000	
5,00,00,000				
8,21,61,080				8,21,61,080
6,20,00,000	(iv)	Kisan Vikas Patra		6,20,00,000
96,82,96,305		TOTAL		1,18,63,22,505

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULES INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS ON 31 MARCH 2001

SCHEDULE G

EXPENDITURE		Previous year 1999-2000	INCOME	
As on 31-3-2000				
Rs.		Rs.	Rs.	Rs.
SCHEDULE 1: ESTABLISHMENT EXPENSES			SCHEDULE 4: INCOME FROM INVESTMENT	
CASH AND BANK BALANCES			Rs.	Rs.
9,24,568	In Current Account with State Bank of India		19,36,769	
2,93,680	In Current Account with State Bank of India (F.C.)		1,76,162	
7,003	In Current Account with Central Bank of India			
—	In Current Account with UTI Bank Ltd.		2,86,575	
1,40,646	In Savings Account with Central Bank of India		—	
—	In Savings Account with UTI Bank Ltd.		1,00,667	
22,82,322	In Savings Account with State Bank of India		23,74,585	
5,000	In Current Account with State Bank of India "IIMA Endowment Fund"		5,000	
36,53,219				48,79,758
59,693	Postage Stamps on hand (including balance in Franking Machine)		42,727	
10,000	Cash on hand with Cashier (Imprest)		50,000	
69,693				92,727
37,22,912	SCHEDULE 3: EDUCATIONAL SCHOLARSHIPS (PGP)			49,72,485

Date: 15 June 2001

TRUSTEES: Sd/-
J. L. Saha
DIRECTOR

Sd/-
A. K. Dua
CHIEF ADMINISTRATIVE OFFICER

Sd/-
K. M. Raghavan
FINANCE AND ACCOUNTS OFFICER

Signature to Schedules A to G
As per our report of even date.

Sd/-
Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS