

Annual Report – IV

1965 – 1966

App B

INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

FOURTH ANNUAL REPORT

1st April 1965 - 31st March 1966

<u>CONTENTS</u>	<u>PAGE</u>
1. Summary	1
2. The Society	2
3. The Board of Governors	3
4. Faculty & Staff	4
5. Harvard Business School	6
6. Activities of the Institute during 1965- 66	7
1) Programmes	
2) Research	
3) Agri Co-op. Project	
7. Programmes during 1966-67	15
8. Building on the Campus	16
9. Library	17
10. Finance & Accounts	17
11. Conclusion	17

1. SUMMARY

This is the Fourth Annual Report of the Institute and relates to the period from the 1st April, 1965 to the 31st March, 1966.

The First Annual Report covered a period of idea and concept development; the Second covered a period of preparation; the Third represented one of rapid growth and development; and the Fourth report shows the results of the efforts during the first three years.

The Institute continued to develop its four major Programmes and its varied Research activities. The administrative and faculty offices and the Hostel were moved on to the new campus during March 1966.

- * The third session of the 3-Tiered Programme for Management Development was conducted at Agra from January 8 to March 5, 1966;
- * The second Programme for Young Executives in senior positions was conducted between June and October 1965;
- * The second session of the Two-Year Post-Graduate Programme in Business Administration commenced in July 1965, with a class of 95 students. The first class of students would be graduating at the First Annual Convocation of the Institute to be held on the 10th April 1966;
- * The first Programme for University Teachers in Managerial Economics was conducted in Bangalore during March/April 1965;
- * The second Alumni Conference was conducted in New Delhi in March 1966;
- * In the fields of Agriculture & Co-operatives, 35 cases and other studies of Block Development organisations were completed in the Block Development Project, and were submitted to the Minister for Food & Agriculture in October 1965. The Case studies are now under print and will be released shortly;
- * The Institute continued to receive the financial support of the Government of India, the Government of Gujarat, the Ford Foundation and Industry.

SUMMARY :: 1965-66

	<u>During 65-66</u>	<u>Cumulative</u>
Total Executive participants	244	557
Post-graduate participants	32	130
University teacher participants	35	35
Institute Faculty (Including Agri-Coop.)	9	32
Institute Research Staff (" ")	6	18
Institute Administrative Staff (" ")	44	125
Visiting Faculty (man months)	49	149
Research Projects	12	13
Library Books	6,000	22,000
Built space on Campus (Plinth area)	3,60,166 S.ft.	3,60,166 S.ft.

2. THE SOCIETY

The third meeting of the Indian Institute of Management, Ahmedabad, Society, held on the 31st August 1965 adopted the Third Annual Report of the Society for the period ending 31st March 1965 and the Accounts for the year 1964-65.

The number of members of the Society increased from 41 to 51 during the year under report. A list of the members of the Society and a list of Donors as on 31st March 1966 are given in Appendices 1 and 2.

3. BOARD OF GOVERNORS

The Board held three meetings during the year 1965-66, viz. on 29th April 1965, 31st August 1965 and 24th December 1965.

Shri A.C. Banerjee, Joint Secretary, Ministry of Commerce, was nominated by the Central Government as its representative on the Board of Governors with effect from 7th December, 1965 to replace Sri S. Hamid.

Dr. P.S. Lokanathan, Chairman, National Productivity Council, New Delhi, joined the Board as the representative of the National Productivity Council in the place of Shri N.K. Bhojwani with effect from 16th December, 1965.

Professor Ravi J. Matthal, who took over as the Director of the Institute with effect from the 29th August 1965, joined the Board as ex-officio member with effect from the same date.

Dr. Kamla Chowdhry, Director of Programmes of the Institute, Faculty nominee of the Chairman, resigned from the Board and her resignation was accepted by the Chairman on 31st August 1965.

The names of the members of the Board as on 31st March 1966 are given in Appendix 3.

The following Committees of the Board functioned during the year under review :

- (1) **Personnel Committee:** The Personnel Committee appointed by the Board for making appointments to various posts not within the purview of the Director and the Administrative Officer, met on 29th April 1965, 31st August 1965 and 24th December 1965, to make appointments to the Faculty.
- (2) **Building Committee:** The Building Committee appointed by the Board to sanction the designing, preparation of plans and estimates and construction of buildings, met on July 10 and 11, 1965. The progress made in the design and construction of the Institute buildings is mentioned later under the 'Building Programme'.
- (3) **Budget Committee:** The Budget Committee appointed by the Board to consider the budget estimates before they are presented to the Board, met on the 11th and 27th October 1965 to consider and approve the Revised Estimates for 1965-66 and the Budget Estimates for 1966-67. Memberships of the various Committees are given in Appendix 4.

4. FACULTY AND STAFF

The following Faculty appointments were made during the year 1965-66:

<u>Name of the person</u>	<u>Designation</u>	<u>Field of Specialization</u>	<u>Date of joining</u>
Dr. S.C. Aggarwal	Professor	Production Management	24.5.1965
Shri R. Balachandra	Assistant Professor	Production Management	12.7.1965
Shri R. Sen	Assistant Professor	Agco. group	1.7.1965
Dr. V.P. Gandhi	Assistant Professor	Finance (Taxation)	28.8.1965
Shri P.S. George	Faculty Research Associate	Agco. group	1.5.1965
Miss Meenakshi M. Malya	Faculty Research Associate	Agro. group	24.2.1966
Shri J.G. Krishnayya	Faculty Research Associate	Operations Research	14.9.1965
Shri G.R. Kulkarni	Professor	Business Policy	16.8.1965
Shri T.N. Sheth	Asst. Professor	Human Relations	1.5.1965

The following members of the Faculty returned from Harvard in June 1965 after participating in the International Teachers' Programme in the academic year 1964-65:

Shri S.K. Bhattacharyya*	:	Finance
Shri B.G. Shah	:	Finance
Shri R.C. Goyal	:	Personnel Administration
Shri M.N. Vora	:	Marketing
Dr. D.E. Desai	:	Agri-Co-operative
Dr. D. Tripathi	:	Business History
Dr. K.K. Anand	:	Organizational Behaviour
Miss Shukla Dutta	:	Written Analysis of Cases

* Also participated in the Programme for Management Development

The following members of the Faculty were deputed to Harvard for training in the International Teachers' Program during the academic year 1965-66:

Dr. S.C. Aggarwal	:	Production Management
Shri R. Balachandra	:	Production Management
Shri G.R. Kulkarni	:	Business Policy
Shri T.W. Sheth	:	Human Relations
Shri J.G. Krishnáyya	:	Operations Research
Shri V.K. Gupta	:	Agco. group

Shri S.A. Seshan, Research Associate, was deputed to Harvard for training in the MBA Programme during 1965-67.

A list of the Faculty members and Research Staff as on 31st March 1966 is given in Appendix 5.

Faculty Associates

In order to associate persons with appropriate academic background and practical experience, who would otherwise not be available to take a full-time appointment at the Institute, the Institute appointed the following members as part-time faculty during the academic year 1965-66 to work in association with the members of the Faculty:

1. Shri B.V. Bhatt	:	Ilac Limited, Ahmedabad
2. Shri Easo John	:	IBL World Trade Corporation, Bombay
3. Shri Shrenik Kasturbhai	:	Anil Starch Limited, Ahmedabad
4. Shri D.V.N. Sharma	:	Operations Research Group, Karamchand Premchand Private Ltd., Ahmedabad.
5. Shri K.N. Taneja	:	Sarabhai Group of Companies, Ahmedabad
6. Shri S.R. Thakore	:	Physical Research Laboratory, Ahmedabad
7. Shri .D. Doddie	:	Hindustan Lever Limited, Delhi

Research Associates and Assistants

In addition to 16 Research Associates at the beginning of the year, 2 Research Associates and 4 Research Assistants were appointed during the year. They are:

<u>Name</u>	<u>Designation</u>	<u>Date of joining</u>
Shri G.M. Kantharia	Research Associate	1.5.1965
Shri A.G.K. Murthi	Research Associate	27.12.1965
Shri E.K. Verma	Research Assistant	11.11.1965
Shri S.R. Das Gupta	Research Assistant	28.11.1965
Shri P.P. Madappa	Research Assistant	10.1.1966
Shri D.A. Patel	Research Assistant	15.1.1966

During the course of the year the following members of the Faculty/ Research Staff resigned from the Institute.

Dr. R. L. Chaddha	Assistant Professor
Shri T. D. Krishnamachari	Research Associate
Shri Sudhir Kakkar	Research Associate
Shri D. N. Desai	Research Associate
Shri G. M. Kantharia	Research Associate

5. HARVARD BUSINESS SCHOOL

i. Programme Associates

The following visiting Faculty members worked at the Institute during the year under review:

			<u>From</u>	<u>To</u>
Dr. J. I. Reynolds	Harvard Business School	Business Policy	December 1964	July 1966
Dr. Rossall J. Johnson	North Western University	Human Relations	July 1965	April August 1966
Dr. Henrietta M. Larson	Harvard Business School	Business History	January 1966	April 1966
Mr. Michael Halse	Harvard Business School	Ag. Coop	July 1965	
Mr. Melvyn E. Copan	Harvard Business School	Production Management	July 1963	April 1966
Mr. Allen R. Cohen	Harvard Business School	Organisational Behaviour	August 1963	April 1965

The following Harvard Faculty visited India to participate in this year's 3-Tiered Programme:

Professor Harry L. Hansen
 Professor Neil H. Borden
 Professor Franklin E. Folts
 Professor Robert L. Masson

- ii. During 1966-69, it is proposed to have 8, 5 and 3 long-term consultants respectively for 1966-67, 1967-68 and 1968-69 working at the Institute. In addition, the Institute will be helped by short-term consultants amounting to 18 man months over the period.

The collaboration of the Harvard Business School with the Institute in the formative years has been most rewarding. Leading members of the Harvard Faculty have assisted the Institute both in the short-term executive development programmes and the Post-Graduate programme. Their

held in case research and project research has also been substantial. Mention has been made earlier in the report about the training of the Indian Faculty in the International Teachers' Programme of the Harvard Business School.

It is hoped that the relationship between the Harvard Business School and the Indian Institute of Management, Ahmedabad which at present is a contractual obligation might phase out over the next 5 years or so into one of mutual functional interest of the two faculties.

6. ACTIVITIES OF THE INSTITUTE DURING 1965-66

6.1. Programmes

1) Programme for University Teachers (March 21 to April 16, 1965): A major role of the Institute is to assist the development of Management Education in the country's educational system. In discussions with the All India Board of Technical Studies in Management in Calcutta in September 1964, it was reaffirmed that the Institute should take on the responsibility of contributing to the training of University Faculty members. The Programme in Managerial Economics held at Bangalore during May 1965 was meant for University Teachers in departments of Business Administration, Commerce, Economics, Engineering Economics and Agricultural Economics. The Programme was jointly sponsored by the Institute and the US-Agency for International Development, New Delhi. The US-AID gave a grant of Rs.50,950 to meet the expenses of the Programme.

From among 90 sponsored applications, 35 were selected on an All-India basis. The Faculty for the Programme consisted of Professors Warren Haynes, S.C.Kuchhal, V.L.Mote, H.N.Pathak, S.Paul and S.Subramaniam. The Programme was specifically designed: (1) to promote an exchange of views among teachers of Economics, Commerce, Management, Engineering Economics and Agricultural Economics, on current developments in the application of economic analysis to management decisions; (2) to encourage the study of the use of quantitative methods in decision-making, with special reference to linear programming and statistical decision theory; and (3) to facilitate an inter-change of ideas on the relevance and applicability of the case method and of current developments in Managerial Economics. The reactions of the participants to the Programme were very favourable and it is intended to offer another programme next year. Several problems were pointed out by the participants which are of general interest and would arise in making effective use of the new pedagogy and material to which the participants had been exposed. These were: (1) the lack of freedom in curriculum building; (2) the limited human and financial resources available for the preparation of case study; (3) the conservative and traditional views of many University Teachers; and (4) the lack of freedom in grading and evaluating the students.

It was suggested that it would be useful to have departmental heads and University Deans attend programmes of this type.

2) Programme for Young Executives in senior positions (June/October 1965): The Programme for Young Executives in senior positions was repeated in 1965. The first part of the programme was held in June 1965 for three weeks in Srinagar. Twenty one out of the 28 selected candidates participated in the Programme. The second part consisted of work-cum-project report. Fifteen participants completed their report which were discussed in the final one-week conference held at Ahmedabad from 4 to 8 October 1965. An outcome of the Programme at Ahmedabad was that many of the Institute's faculty, who were not directly connected with the Programme, could be associated with it. The reason for some of the candidates dropping out of the Programme, both at Srinagar and at Ahmedabad was the abnormal conditions prevailing in the country at the time.

3) Two-Year Post-Graduate Programme in Business Administration: The second session of the Two-Year Post-Graduate Course in Business Administration started on July 8, 1965, with 95 students in the first year and 48 in the second year. There were some drop-outs amongst first year students during the course of the year and the strength at the end of the year was 82 in the first year and 48 in the second year.

The first batch of students will be graduating at the First Annual Convocation to be held on April 10, 1966.

The Placement Committee had initiated steps for the permanent placement of the first batch of students. The response from Industry has been very good and it is hoped that all the students will be placed in jobs varying from a salary of Rs.500 to Rs.1200 p.m.

As regards summer employment of the first year students, the Placement Committee is in the process of finalizing the arrangements. Interviews were conducted both in Ahmedabad and outside for the selection of candidates for summer employment and for permanent placement.

New Admissions: The response to the Third Session of the Two-Year Post-Graduate Course commencing from July 1966 was highly satisfactory.

Over 1700 candidates applied for admission with a registration fee of Rs.10/-. After preliminary scrutiny, about 500 will be called for interview and tests; a final list of 125 candidates with a waiting list of 20 will be drawn up by the Admissions Committee during May/June. Tests and interviews will be conducted from mid-April to Mid-May.

The Institute has applied for interim recognition of its Post-Graduate Diploma in Business Administration as equivalent to a Master's degree for purposes of appointments to superior services of the Central Government.

The Directors of the IIM Ahmedabad and IIM Calcutta are expected to meet shortly to finalise the draft IIM Bill for degree granting status which will then be forwarded to the Ministry of Education.

4) 3-Tiered Programme for Management Development, 1966: The Third Session of the 3-Tiered Programme was also held in Hotel Clarks-Shiraz,

Agra, and the schedule was as follows :

Tier I - Top Management Conference	:	January 9 to 15
Tier II - Senior Executives' Seminar	:	January 16 to 29
Tier III - Middle Management Course	:	January 30 to March 5

The total duration of the Programme this year was eight weeks as against seven weeks last year. The fees for the entire Programme had also been increased to Rs.4000/- from Rs.3500/- charged last year.

The selling activity for the Programme this year was largely by personal letters, by newspaper advertisements and by personal visits. Fifty organizations, including eleven public sector enterprises, participated in the Programme. The breakdown of the organisations and executives for the Programme was as follows :

	Tier I Top <u>Management</u>	Tier II senior <u>Executives</u>	Tier III Middle <u>Management</u>	Total No.of <u>Executives</u>
No.of organisations	40	46	50	
No.of executives	44	52	59	155
Average age of executives	45	41	34	

The participants in all the three tiers were highly motivated and a most capable group of executives. The unanimous opinion of the Faculty, both Indian and Harvard, was that this was an excellent group of participants for a programme of this kind. The participants also expressed their appreciation of the course content, pedagogy, materials and the Faculty. As a result of close association with the IIM Faculty, many of the participants took a keen interest in knowing more about the activities of the Institute and some have expressed their desire to associate themselves with the Institute in many ways, other than participation in the programmes.

The faculty for the Programme consisted of Professors Harry L.Hansen, Franklin E.Folts, Neil H.Borden, Robert L.Nasson, Rossall J.Johnson, Kamla Chowdhry, S.K.Bhattacharyya, Samuel Paul and B.K.Hegde. In addition to the class sessions, the following guests spoke to the participants:

1. Mr.Pendarker of the Reserve Bank of India
2. Mr.Ravi S.Bhatt, Chairman, Unit Trust of India
3. Prof. Harry L.Hansen of the Harvard Business School, U.S.A.
4. Mr.Prakash Tandon, Chairman, IIM, Ahmedabad
5. Prof. Ravi J.Matthai, Director, IIM, Ahmedabad.

5) Alumni Conference: The Second Alumni Conference of the Institute was held at the India International Centre, New Delhi from the 6th to the 8th March, 1966. The theme of the Conference was "National Self-Sufficiency :: A Challenge to Management". It consisted of four sections: (i) Defence and Economic Development : implications for

self-sufficiency; (ii) Company taxation and the present crisis; (iii) Labour-management relations : changing needs; and (iv) Export policies and recommendations for base-building. The pattern followed was: a paper was presented on each of the above subjects by a Faculty member, followed by guest speakers of varying points of view.

Mr. C.Subramaniam, Union Minister for Food & Agriculture, inaugurated the Conference on the 6th March. The guest speakers were: Mr. Asoka Mehta, Union Minister for Planning, Mr.S.L.Kirloskar, Industrialist, President, Federation of the Indian Chambers of Commerce, Mr.V.V.Giri, Governor of Mysore, Mr.D.S.Joshi, Secretary, Ministry of Commerce, Dr. I.G. Patel, Chief Economic Adviser to the Government of India, Dr.Bharat Ram, Industrialist and Dr.K.S.Krishnaswamy, Economic Adviser to Planning Commission. The faculty members involved in the Programme were Dr. Samuel Paul, Dr. V.P.Gandhi, Dr.S.P.S.Pruthi and Faculty Associate Mr. A.D. Moddie of Hindustan Lever Limited. The Conference was attended by 42 companies who sent 66 participants.

6) Sponsorship for training at the Harvard Business School, U.S.A.: The Institute has received Ford Foundation support to sponsor six executives to the two Management Development Programmes at the Harvard Business School, (1) The Advanced Management Programme for Senior Executives with a minimum of ten years experience and above 35 years of age; and (2) the Programme for Management Development for Younger Executives below 35 years of age. The executives are selected from amongst the participants of the Institute's programmes on the basis of their potential to contribute significantly to the overall advancement of management education. The list of Business Executives sponsored in 1965-66 is given in Appendix 6.

6. 2 Research Programmes

A. Case Research:

It is useful to think of three kinds of Research; research necessary to provide teaching material for courses; research devoted towards the solving of problems; and research aimed at the extension of knowledge without having a specific course use in mind. The Institute's research objectives encompass all three types.

In February 1962, when collaboration between the Institute and the Harvard Business School was being considered, it was estimated that it would be three years before the average courses would be 'on stream' and that during this period course development research should have primary emphasis.

B. Project Research:

With the development of courses well on the way, in the Winter of 1965, Faculty discussions at the Institute turned to the development of project research plans. These discussions led to the appointment of a Co-ordinator of Research and a Research Consultative Committee.

The following research projects are in different stages of progress as on the 31st March 1966:

1. Import Substitution Project: A project proposal titled "Import Substitution in the Textile Industry with special reference to Long Staple Cotton" was prepared early this year by Professors B.C. Dalal, D.K. Desai, B.K. Hegde, S. Subramaniam and S. Paul (Project Co-ordinator) in collaboration with the Ahmedabad Textile Industry's Research Association. After preliminary discussions and comments by IIM Faculty members and outside experts, the proposal which has been revised, is being submitted to the Planning Commission and the Ministry of Commerce for support.

The purpose of the proposed project is to suggest an operational programme for increased substitution of imported Long Staple Cotton by the newly developed Indian Long Staple Cotton ISC 67. The study will not only examine the farm production aspects, but also the problems of quality control at various stages, storage, pricing and marketing of the indigenous Long Staple Cotton and their implications for import policy.

2. Man-Power Planning Project: At the suggestion of the National Planning Council, a group of Faculty members of the Institute initiated an investigation to assess the Man-Power requirements of the Chemical Industry in the Western region. Professors S. Subramaniam (Co-ordinator), M. Bolar and R.C. Goyal have prepared a Project proposal for the first phase which will be confined to an intensive study of the Man-Power requirements of the Petro-Chemical Industry in the Western region. Technical assistance for the Project is being obtained from the Petro-Chemical Ministry of the Government of India.

A seminar on this Research Project was held at the Institute in January 1966 which was attended by IIM Faculty as well as experts on the subject from outside. It is expected that the first phase of the Project will be completed by June 1966. Financial support for the remaining phases of the Project will then be sought from the Ministry of Petro-Chemicals and the Planning Commission.

3. Incidence of Company Taxes in India - An Empirical Study: Prof. Ved P. Gandhi has proposed a Study of the Incidence of Company Taxes in India - an Empirical Study - with the following objectives in view :

- (a) to establish who actually pays the Corporate Taxes in India; and
- (b) to describe the mechanism of the shifting of the incidence to the extent that such shifting does take place.

A Project proposal has been submitted to the Economic & Scientific Research Foundation (FICCI), New Delhi, for financial support. The first phase of the study will consist of an analysis of available published and unpublished data relevant to the subject. In the second phase, Professor Gandhi expects to undertake a field investigation involving a survey (questionnaire and interview) of a sample of companies.

4. Study of Agricultural Exports: Professor D.K. Desai and Mr.R.G.Tagat have completed a preliminary study of agricultural commodities whose export prospects appear promising. The final group of commodities they have selected for more intensive study are unmanufactured tobacco, de-oiled cakes, onions, bananas and spices. A proposal to further explore the export prospects of each one of these is now under preparation.

5. Gujarat State Transport Study: A project proposal for the study of "The Optimal Size of Divisions and Depots of the Gujarat State Transport Undertaking" has been submitted to the General Manager of the Corporation. The Faculty associated with the project are Professors B.K. Hegde, Rossall Johnson, V.L.Mote (Co-ordinator), S.Paul and Jack Reynolds. The report of the feasibility studies conducted by the Faculty members has been favourably received by the Corporation.

6. Impact of American Civil War on India: Prof. D.Tripathi has been requested by the U.S. Civil War Centennial Commission to prepare a paper on the "Impact of the American Civil War on India". The U.S. Educational Foundation has announced a grant of Rs.6,000 to Prof. Tripathi to complete the project. Prof. Tripathi expects to complete the paper by August 1966.

7. Integrated Case Series: The Institute's Programmes have until now relied solely on foreign material to meet the need for "Integrated Cases". A Faculty team consisting of Professors Kamla Chowdhry (Co-ordinator), S.K. Bhattacharyya, B.K.Hegde, Henrietta Larson, D. Tripathi, Ravi J.Matthai, S.Paul and Jack Reynolds is now engaged in developing an integrated case series from an Indian Company, which could be used in our Post-Graduate as well as external programmes. It is expected that the first draft of the case series will be ready by July 1966.

8. Research on Selection for Management Trainings: This project is designed to study certain significant aspects of selection procedures relating to the Institute's training programmes, notably the two-year Post-Graduate Programme. The areas suggested for investigation are the situational and personal factors relevant to the effective functioning of managers, analysis of the training capabilities of the Institute and potential for change of the students, and adequacy of existing selection procedures.

Professor K.K. Anand, who has submitted the research proposal, is at present engaged in the first phase of the project which is to analyse available data for selection research pertaining to the Two-Year Post-Graduate Programme. At the end of six months, he expects to present a proposal to study other aspects of selection which are not covered in the first phase. This study is being financed from the Ford Foundation's grant to the Institute.

9. An investigation of the Inter-action Awareness Factor in

Decision-making: The purpose of this research project is to investigate certain aspects of the decision making process and motivational dimensions in the public sector industries. While it is recognised that the motivation of executives is very personal in nature and therefore requires an individual approach, yet there are certain inter-actions which may be operating within the public sector that inhibit the executive from performing at his full capacity. To sift out some of the complex problems, a comparison will be made between the awareness and inter-actions of the top executives in the public sector and those in the private sector.

Professor Rossall Johnson, who is in charge of this Project, is close to completing the field investigation. He expects to compile and programme the data by June 1966.

6.3. Agri Co-op. Project

An important programme of research and training in the field of Agri-business and Co-operatives was undertaken during the year at the request of the Union Ministry of Food & Agriculture. The research consisting of field, cases and inter-disciplinary studies is aimed at creating a body of knowledge on the problems of managers and administrators who are responsible for increasing production at the farm level, for collecting agricultural products, and for processing and distributing them. An important part of the research effort is to stimulate similar research at agricultural colleges and co-operative centres. The research will be used for the development of teaching programs, both by the Institute alone, and by the Institute in collaboration with agricultural colleges and co-operative centres. In addition, the research will be of value for governmental thinking and planning in the agricultural and co-operative fields. Thirty to forty cases have been prepared and edited, and many of these, suitable for case teaching purposes, will be published shortly.

1. Research in Agriculture and Co-operatives: The work on the Block Development Project was completed by October, 1965. Altogether 35 cases and other studies were prepared. This was submitted to the Ministry of Food & Agriculture on 27th October 1965. Shri C. Subramaniam, Minister for Food & Agriculture, appreciated the work. Permission was granted to get the case material developed in this Project, printed and published.

2. Research on Food grains: In continuation of the studies in Block Development, a comprehensive study of the operations of plan implementation organisations with special reference to food grains production and consumption and their inter-action with private and co-operative enterprises was undertaken. Data from eight villages were collected on production, consumption and marketable surplus of food grains. These data are being analysed. This study is in progress.

3. Research on Fertilizers: One of the objectives of the field projects for students in the post-graduate programme is to train them in research methodology. A field project was conducted by Professor D.K. Desai on "Demand Estimates of Fertilizers in Kaira District". Although this project is primarily for training the students, a bye-product of the project is the data which, it is thought, can be used for analysing the situation regarding the fertilizer consumption in Kaira District.

Data were collected from 96 farmers selected from 12 different villages and 6 different taluks. Information was gathered on consumption, availability and distribution of fertilizers. The project will also throw some light on the attitude of farmers towards the use of fertilizers. The data are being processed at present. Preliminary information has been gathered for undertaking a project on fertilizers which will deal with the problems of the seeding programmes for popularising a new type of fertilizer.

4. Case Research: In addition to the above research projects, case research work is going on on the situation analysis of various problems in the management of Agricultural Productivity and Co-operative development. During the period under report, cases were written on problems of fertilizer distribution, putting up a fertilizer plant, management of pest control in a sugarcane area of a Co-operative Sugarcane factory, setting up a pesticides plant, hybrid maize seed production programme and irrigation. Case materials have been collected for the multi-level training programme in Dairy Management. A study has been undertaken on the planning of change and diffusion of new practices.

5. Programme for 1966-67: During the year 1966-67, it is proposed to undertake or complete the following projects:

- (a) Planning and implementation of the Programme for the promotion of high yielding varieties of cereals;
- (b) Management problems for executing the intensive cattle development programme;
- (c) Execution of the research project for investigating the production problems of long staple cotton in Gujarat State;
- (d) Executing the second and third phases of the research project on the prospects of India's agricultural exports;
- (e) Further studies of the impact of the Plan on food grain supply and consumption;
- (f) Field studies on the problems of managers and administrators in expanding the fertilizer industry.

7. PROGRAMMES DURING 1966-67

1. Two-Year Post-Graduate Programme in Business Administration: In 1966-67 it is proposed to admit 120 students for the third session of the Post-Graduate Course in Business Administration.
2. Programme for Young Executives in Senior Positions: The Programme for Young Executives in Senior Positions will be repeated during 1966-67.
3. 3-Tiered Programme for Management Development: The 3-Tiered Programme for Management Development for middle level managers, senior executives and top management will be conducted in January/February 1967.
4. Programme for University Teachers: A Programme for University Teachers in Financial Management and Control will be conducted in May, 1966 at Mt. Abu on the same lines as the one held in Bangalore during March/April 1965. This Programme will be financed by the Ministry of Education.

Plans are being developed to intensify the Institute's work with Universities with both wider, longer, and more intensive programmes.

5. Multi-level Dairy Management Programme: In May 1966, the Institute, in collaboration with the National Dairy Research Institute, Karnal, will present the first multi-level Dairy Management Programme. MDMP provides three programmes in one for each dairy organization which participates: MDMP-1 - The rural level programme, for men who are responsible for rural milk procurement and production; MDMP-2 - The Project-level Programme for dairy managers and officers in charge of intensive cattle development projects; and MDMP-3 - The Apex Seminar for Board Chairmen, Commissioners and men responsible for ultimate policy of the dairy and milk production organizations which participate in the Programme. A single fee of Rs.3,000 entitles an ICD Project, or a dairy organization and its suppliers, to send two participants to the rural-level programme, one participant to the project-level programme, and one participant to the apex seminar.

NEW PROGRAMMES

Besides the ongoing programmes, viz. the 3-Tiered Programme for Management Development, Programme for Young Executives, University Teachers Programme, Alumni Conference, etc., the Faculty, during 1965-66, had discussed the possibilities of undertaking new general management programmes, functional programmes and seminars during 1966-67 and 1967-68.

1. Programme for Purchasing Executives during October 1966
2. Accounting Systems for Small and Medium Scale Industries
3. Advanced Course in Financial Management
4. Programme on Corporate Planning

5. Programme in Management Aspects of Technological Change
6. Programme for Development of Personnel Managers
7. Management of Change
8. Seminar on Executive Selection
9. Seminar on Manpower Planning and Management
10. Problems in Collective Bargaining within the framework of Government policies
11. Seminar on Public Policy and Business
12. Business History - What, and Why
13. Management for Project Planning and Resource Allocation
14. Planning and Implementation Seminar
15. Tax depreciation and Business Decisions
16. Taxation and Foreign Collaboration
17. Bank Management Development Programme
18. Profit Planning
19. Long-range Planning

Doctoral Programme: Steps have been initiated to work out details of the Doctoral Programme to be introduced in the Institute from 1967.

8. BUILDING ON THE CAMPUS

The progress of the building programme of the Institute during the year has been satisfactory. Two full dormitory units, two half dormitory units and five Type V and twenty Type IV houses were completed by March 1966. This enabled the Institute to shift its offices, library and hostel to the campus by the middle of March '66. The students and the Library are accommodated in the houses, faculty and administrative offices in the two dormitories and the kitchen and the dining hall in the two half dormitories.

It is hoped that all the classes will be conducted in the campus from July next. The Institute is very grateful to the Gujarat Housing Board and its Chairman for providing temporary accommodation for the Faculty and Staff and Students in the Housing Board Flats from July 1964 to March 1966.

Building during 1966-67 will depend on the finances the Institute receives. With the available finances it is hoped that the 24 Type IV and 23 Type III houses will be completed. The Institute received a grant of Rs.14,20,643/- for the building programme from the Ford Foundation.

The Ministry of Education has unofficially assured the Institute of Rs.16 lakhs by the middle of 1966. In order to meet the Contractors' bills, the Institute took a loan of Rs.5 lakhs from the Gujarat Government at 7% interest repayable within 6 months from the date of withdrawal. The timely help of the Government of Gujarat enabled the Institute to get the buildings ready for occupation in March 1966. The Institute is very grateful to the Ford Foundation and to the Government of Gujarat for coming to its help in the building programme.

9. LIBRARY

The growth and expansion of the Library continued during the year. As many as 6,000 new books were added bringing the total collection to 22,000. Over 1,000 pamphlets were added to subject files. Subscriptions to over 50 new periodicals were entered, raising the total number of periodicals subscribed to 520. A large number of backfiles of periodicals were ordered and received. As many as 700 Joint Stock Companies - both in private and public sectors - are represented in the Corporation records maintained by the Library.

The Library continued to publish monthly list of recent additions, which was widely circulated throughout India. Inter-library loan agreements were entered into with 10 Libraries.

A sum of Rs.2,80,000 was spent on books and periodicals during the year.

10. FINANCE AND ACCOUNTS

During the year 1965-66, the Government of India, Ministry of Education sanctioned Rs.12.5 lakhs as grant-in-aid. The Institute received a grant-in-aid of Rs.1.73 lakhs from the Government of India, Ministry of Food & Agriculture as its support to Research & Training Programme in the Agri-Coop field.

There was a cut in the budget due to emergency and the Institute was able to absorb the cut by adopting a series of economy measures.

The Auditor's report and the detailed statement of accounts are given in Appendix.

11. CONCLUSION

With the continued support of the Government of India, the Government of Gujarat, Indian Industry, the Ford Foundation and the Harvard Business School, the Institute will continue to maintain its leadership in Management Education in India.

LIST OF THE IIMA SOCIETY AS ON
31ST MARCH 1963

	Chairman	
	Shri Prakash Tandon	
	Chairman	
	Hindustan Lever Limited	
	Bombay	
Shri M.V. Arunachalam		Shri N. Dandekar
Managing Director		Bombay
Carborundum Universal Limited		
Madras		Shri V.L. Gidwani
		Chief Secretary
Shri A.C. Banerjee		Government of Gujarat
Joint Secretary		Ahmedabad
Ministry of Commerce		
New Delhi		Shri Surottam P. Hutheesing
		Ahmedabad
Shri K.N. Channa		
Joint Secretary		Shri V. Isvaran
Ministry of Finance		Bombay
New Delhi		
Shri R.D. Choksi		Shri Kasturbhai Lalbhai
Bombay		Ahmedabad
Dr. P.S. Lokanathan		Shri Navnitlal Shodhan
Chairman		Representative
National Productivity Council		Sarangpur Cotton Mfg. Co. Limited
New Delhi		Ahmedabad
Shri Madanmohan Mangaldas		Shri L.P. Singh
Ahmedabad		Secretary
Prof. Ravi J. Matthai		Ministry of Home Affairs
Director, Indian Institute of Management		New Delhi
Ahmedabad		Shri Shanta Ram S. Pawde
Shri Rasiklal G. Nagri		Secretary
Representative		Steel Mazdoor Sabha
Nagri Mills Co., Limited		Bombay
Ahmedabad		Prof. M.S. Thacker
Lala Charat Ram		Member, Planning Commission
Delhi		New Delhi
Shri S.T. Sadasivan		Shri Miranjan Narottam Lalbhai
Madras		Representative
Dr. Vikram A. Sarabhai		Arvind Mills Limited
Ahmedabad		Ahmedabad

Shri Ajay Chimanbhai Representative Asoka Mills Limited Ahmedabad	Shri Chinubhai Manibhai Representative Anil Starch Products Limited Ahmedabad
Shri Chandraprasad H.Desai Representative Raipur Mfg.Co., Limited Ahmedabad	Dr. Vikram A.Sarabhai Representative Suhrid Geigy Limited Baroda
Shri Chinubhai Chinmanbhai Sheth Representative Saraspur Mills Limited Ahmedabad	Shri P.L.Tandon Representative Hindustan Lever Limited Bombay
Shri Gautam Shantilal Nanavaty Representative Nutan Mills Limited Ahmedabad	Shri J.N.Thadani Representative Delhi Cloth & General Mills Limited Delhi
Shri Ramesh Chandulal/ Shri Bipin Chandulal/ Shri D.R.Desai Representative New Cotton Mills Co., Limited Ahmedabad	Shri Laxmanprasad D.Vasa Representative New Shorrocks Spg. & Wvg.Mfg.Co.,Ltd Ahmedabad
Shri Sakarlal Balabhai Sakaralal Balabhai & Co., Limited Ahmedabad	Shri R.Ratnam T.V.Sundaram Iyengar & Sons (P)Ltd. Madras
Shri Nandkishore Sakarlal/ Shri Saurabhkumar Navnitlal Silver Cotton Mills Co., Limited Ahmedabad	Shri S.K.Agarwal Representative New.Swadeshi Mills of Ahmedabad Ahmedabad
Shri Jaykrishna Harivallabhdas/ Shri Balkrishna Harivallabhdas Representative Shree Ambica Mills Limited Ahmedabad	Shri Suhrid Sarabhai/ Shri S.R.Bhastikar Representative Kalol Mills Limited C/o.The Calico Mills Limited Ahmedabad
Shri Kanchanlal C.Parikh The Ahmedabad Jupiter Spg.& Wvg. Co., Limited Ahmedabad	Shri Rohit C.Mehta Representative Rajesh Textile Mills Limited Ahmedabad
Shri N.R.Nadkarni Representative Karamchand Premchand Pvt.Limited Ahmedabad	Shri N.H.Thaker Representative Rohit Mills Limited Ahmedabad

Sheth Natvarlal Ramanlal/
 Sheth Madanmohan Ramanlal/
 Sheth Chandravadan Ramanlal
 Representative
 Vikram Mills Limited
 Ahmedabad

Shri L.T.Gholap
 Representative
 National Machinery Mfrs. Limited
 Bombay

Shri Ramanlal C.Parikh
 Representative
 Ahmedabad Jaya Bharat Cotton Mills
 Ahmedabad Ltd.

Shri S.R.Bhastikar
 Financial Controller
 Calico Mills
 Ahmedabad

The Secretary
 Commercial Ahmedabad Mills Ltd.
 Ahmedabad

The Secretary
 Bakubhai Ambalal (P) Limited
 Ahmedabad

Shri Suhrid Sarabhai/
 Shri S.R.Bastikar
 Representative
 Rajendra Dyeing & Printing Mills
 C/O The Calico Mills Limited
 Ahmedabad

Shri H.R.Batliwala/
 Shri J.N.Guzder
 Representative
 The Bombay Dyeing & Mfg.Co.,Ltd
 Bombay

Shri N.N.Wadia/
 Shri T.P.Barat/
 Shri J.N.Guzder
 Representative
 National Peroxide Limited
 Bombay

Secretary of the Society

Shri M.K. Subramaniam
 Administrative Officer
 Indian Institute of Management
 Ahmedabad

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Names of the Donors and the Contributions received from them as at
31st March 1963

<u>Sr.No.</u>	<u>Name of the Organization</u>	<u>Amount contributed</u>
		Rs.
1.	Ahmedabad Jupiter Mills Limited ..	50,000
2.	Ahmedabad New Cotton Mills Limited ..	33,735
3.	Ahmedabad Jayabharat Cotton Mills Ltd. ..	30,000
4.	Ahmedabad Kaiser-I-Hind Mills ..	10,000
5.	Aruna Mills Limited ..	97,275
6.	Arvind Mills Limited ..	1,70,135
7.	Asoka Mills Limited ..	71,990
8.	Anil Starch Products ..	1,50,000
9.	Aryodaya Ginning Mills Limited ..	7,000
10.	Aryodaya Spinning Mills Limited ..	11,000
11.	Bharat Suryodaya Mills Limited ..	8,410
12.	Bakubhai Ambalal Private Limited ..	30,000
13.	Commercial Ahmedabad Mills ..	34,720
14.	Calico Mills Limited ..	80,550
15.	Carborandum Universal Limited ..	25,000
16.	Delhi Cloth & General Mills Co.Ltd. ..	50,000
17.	Hindustan Lever Limited ..	25,000
18.	Kalol Mills Limited ..	1,00,000
19.	Karamchand Premchand Private Ltd. ..	50,000
20.	Nagri Mills Company Limited ..	32,435
21.	New Swadeshi Mills of Ahmedabad ..	52,300
22.	Nutan Mills Limited ..	46,525
23.	National Machinery Mfg. Co.Limited ..	2,00,000
24.	Raipur Mills Limited ..	87,425
25.	Rajendra Dying & Printing Mills ..	60,000
26.	Rajesh Textile Mills Limited ..	28,000
27.	Rohit Mills Limited ..	25,000
28.	Sarangpur Cotton Mills Co.Limited ..	40,000
29.	Saraspur Mills Limited ..	59,534
30.	Sri Ambica Mills Limited No.1 & 2 ..	1,00,000
31.	Silver Cotton Mills Co.Limited ..	29,145
32.	Suhrid Geigy Limited ..	50,000
33.	Sakarlal Balabhai & Co.Limited ..	25,000
34.	Saurashtra Cement & Chemical Industries ..	10,000
35.	The New Shorrocks Mills Limited ..	83,400
36.	The Bombay Dyeing & Mfg.Co.Limited ..	50,000
37.	The National Peroxide Limited ..	50,000
38.	T.V. Sundram Iyengar & Sons Limited ..	25,000
39.	Vikram Mills Limited ..	25,000
		21,16,639

Appendix 3BOARD OF GOVERNORS AS ON 31ST MARCH 1966

Chairman : Shri Prakash Tandon
Chairmen, Hindustan Lever Limited
Bombay

Shri M.V. Arunachalam
Managing Director
Carborundum Universal Limited, Madras

Shri A.C. Banerjee
Joint Secretary, Ministry of Commerce
New Delhi

Shri K.N. Channa
Joint Secretary, Ministry of Finance
New Delhi

Shri R.D. Choksi
Tata Industries Private Limited
Bombay

Shri Kasturbhai Lalbhai
Ahmedabad

Dr. P.S. Lokanathan
Chairman, National Productivity Council
New Delhi

Shri Madanmohan Mangaldas
Ahmedabad

Prof. Ravi J. Matthai
Director, Indian Institute of
Management, Ahmedabad

Shri Rasiklal C. Nagri
Ahmedabad

Shri Pranlal Patel
Bombay

Shri Jala Charan Ram
Delhi

Shri N. Dandekar
Bombay

Shri V.L. Gidwani
Chief Secretary
Government of Gujarat
Ahmedabad

Shri Surettam P. Hutheesing
Ahmedabad

Shri V. Isvaran
Bombay

Shri S.T. Sadasivan
Madras

Dr. Vikram A. Sarabhai
Ahmedabad

Shri Navnitlal Shodhan
Ahmedabad

Shri L.P. Singh
Secretary, Ministry of Home-
Affairs, New Delhi

Shri Shanta Ram S. Tawde
Secretary, Steel Mazdoor Sabha
Bombay

Prof. M.S. Thacker
Member, Planning Commission
New Delhi

Secretary: Shri H.K. Subramaniam
Administrative Officer
Indian Institute of Management
Ahmedabad

Appendix 4MEMBERS OF THE COMMITTEES SET UP BY THE BOARD OF GOVERNORS AS ON
31ST MARCH 1966Personnel Committee

Shri Prakash Tandon (Chairman)
 Shri G.K. Chandiramani
 Dr. Douglas Ensminger
 Shri V. Isvaran
 Shri Kasturbhai Lalbhai
 Shri Madanmohan Mangaldas
 Prof. Ravi J. Matthai
 Prof. M.S. Thacker
 Shri M.K. Subramaniam (Secretary)

Building Committee

Shri Kasturbhai Lalbhai (Chairman)
 Shri V. Isvaran
 Shri Madanmohan Mangaldas
 Prof. Ravi J. Matthai
 Shri M.K. Subramaniam (Secretary)

Budget Committee

Shri G.K. Chandiramani
 Shri K.N. Channa
 Prof. Ravi J. Matthai
 Shri M.K. Subramaniam (Secretary)

Appendix 5LIST OF FACULTY AND STAFF

Prof. Ravi J. Matthai B.A. Hons. (Oxford)	...	Director
Dr. Kamla Chowdhry M.A., Ph.D. (Michigan)	..	Professor and Director of Programmes
Dr. S.C. Aggarwal Ph.D. (Moscow)	..	Professor
Dr. K.K. Anand M.A. Phd. (Punjab)	..	Assistant Professor
Shri R. Balachandra M.E. (Bangalore)	..	Assistant Professor
Shri S.K. Bhattacharyya F.C.A., F.C.C.S. (London)	..	Professor
Miss Malathi Bolar M.A. (Madras), LL.B. (Delhi)	..	Assistant Professor
Shri Bharat C. Dalal M.B.A. (Stanford)	..	Professor
Dr. D.K. Desai M.Sc., Ph.D. (Illinois)	..	Professor
Miss Shukla Dutta M.B.A. (Pittsburgh)	..	Assistant Professor
Shri P.S. George M.Sc. (Kerala)	..	Faculty Research Associate
Shri V.K. Gupta M.Com., M.S.S. (The Hague)	..	Assistant Professor
Shri R.C. Goyal M.A., M.P.A. (Harvard)	..	Professor
Shri B.K. Hegde M.Tech. (Kharagpur)	..	Professor
Shri Asghar Karim M.A. (Leeds)	..	Assistant Professor
Shri S.C. Kuchhal M.Com. (Allahabad)	..	Professor
Shri G.R. Kulkarni M.Com., LL.B. (Bombay)	..	Professor

Dr. Ved P. Gandhi M.A. (Delhi), Ph.D. (Harvard)	..	Assistant Professor
Shri J.G. Krishnayya B.E. (Poona), S.M. & E.E. (M.I.T)	..	Faculty Research Associate
Miss Meenakshi M. Malya M.Sc. (Aberdeen)	..	Faculty Research Associate
Dr. V.L. Mote Ph.D. (N. Carolina)	..	Professor
Shri C.E.S. Nambudiri M.B.A. (De. Paul)	..	Assistant Professor
Shri H.M. Pathak M.Sc. (London)	..	Professor
Dr. S.M. Patel Ph.D. (Tyne)	..	Assistant Professor
Dr. Samuel Paul Ph.D. (Syracuse)	..	Professor
Dr. Surinder P.S. Pruthi Ph.D. (London)	..	Professor
Shri K.V. Ramanathan M.B.A. (Northwestern), AICWA	..	Professor
Shri Raghuvir Sen M.Sc. (Ohio)	..	Assistant Professor
Shri B.G. Shah M.Com. (Bombay)	..	Professor
Shri T.N. Sheth M.A. (Baroda)	..	Assistant Professor
Dr. S. Subramaniam M.A. (Osm.), Ph.D. (Kiel), D.P.A. (Osm.)	..	Assistant Professor
Dr. D. Tripathi M.A., Ph.D. (Wisconsin)	..	Assistant Professor
Shri M.N. Vora M.B.A. (Pennsylvania)	..	Assistant Professor

Faculty Associates:

Shri B.V. Bhatt
B.Com., M.B.A. (Harvard)

Dr. Easo John
M.B.A., Ph.D. (Northwestern)

Shri Shrenik Kasturbhai
M.B.A. (Harvard)

Shri D.V.N. Sarma
M.Sc. (Banaras), M.Stat. (I.S.I)

Shri K.N. Taneja
B.Com., A.C.A., A.I.C.W.A.

Shri S.R. Thakore
M.Sc., (Gujarat)

Shri A.D. Moddie
M.A. (Allahabad)

Programme Associates

Mr. Melvyn R. Copen
B.S.M.S (M.I.T.)

Mr. Michael Halse
M.B.A. (Harvard)

Dr. John I. Reynolds
D.B.A. (Harvard)

Dr. Rossall J. Johnson
M.B.A. (Northwestern), Ph.D. (Purdue)

Research Associates

Shri S.C. Gupta
B.E. (Mech.) (Gujarat)

Shri R. Jagannathan
M.A. (Madras)

Shri G. Jayachandran
M.A. (Madras), D.S.S., B.R.E.S.

Shri S.P. Kashyap
M.A. (Rajasthan)

Shri K.B. Kothari
M.S. (Kentucky)

Shri S.C. Mehta
M.A. (Punjab), M.D.P.A.

Shri A.G.K. Murthi
M.A. (Patna)

Shri A.V.S. Narayanan
M.Sc. (Banaras)

Shri R. Mangia
M.A. (Delhi)

Shri K.V. Parameswaran
B.Sc. (Madras), B.Sc. (Tech.) (Bombay)

Shri S.A. Seshan
B.Com. (Bombay), A.I.C.W.A.

Shri N. Venkata Rao
M.A. (Delhi)

Shri R.G. Tagat
M.A. (Mysore)

Shri K.L. Varshneya
B.Com. (Aligarh), Dip. in Bus. Man. (Delhi)

Research Assistants

Shri S. R. Das Gupta
M. Stat. (Calcutta)

Shri P.P. Madappa
M.Sc. (Karnatak)

Shri K.K. Varma
M.A. (Delhi)

Shri D.A. Patel
M.Sc. (Gujarat)

Administration:

Shri M.K. Subramaniam M.A. (Madras)	Administrative Officer and Secretary of the Faculty
Shri S.K. Seth M.B. A. (Cleveland)	Librarian
Shri P.K. Varkey	Assistant Administrative Officer
Shri C. Ramdoss B.Sc. (Hons.) S.A.S.	Accounts Officer
Shri J.F. Pandya B.A., Dip. in Lib. Science	Reference Librarian
Shri S.V. Ramanurthy B.A. (Madras), LL.B. (Delhi)	Admissions Officer
Shri S. Sreenivas Rao M.A. (Osm.), M.A. (Syracuse)	Programme Officer

Appendix 6List of persons sponsored to Management Development Programmes at Harvard during the year 1965-66

Shri J.N. Thadani General Manager Rajasthan Vinyal & Chemical- Industries, New Delhi	Shri T.D. Contractor Manager (Production) Amul Dairy Anand
Shri Prafulbhai Shah Cost Controller & Planning Officer Rustom Jehangir Vakil Mills Ahmedabad	Mr. Vinay Bharat Ram Delhi Cloth & General Mills Limited Delhi
Shri M.V. Arunachalam Managing Director Carborundum Universal Limited Madras	Shri K. N. Taneja Financial Controller Sarabhai Group of Companies Ahmedabad