

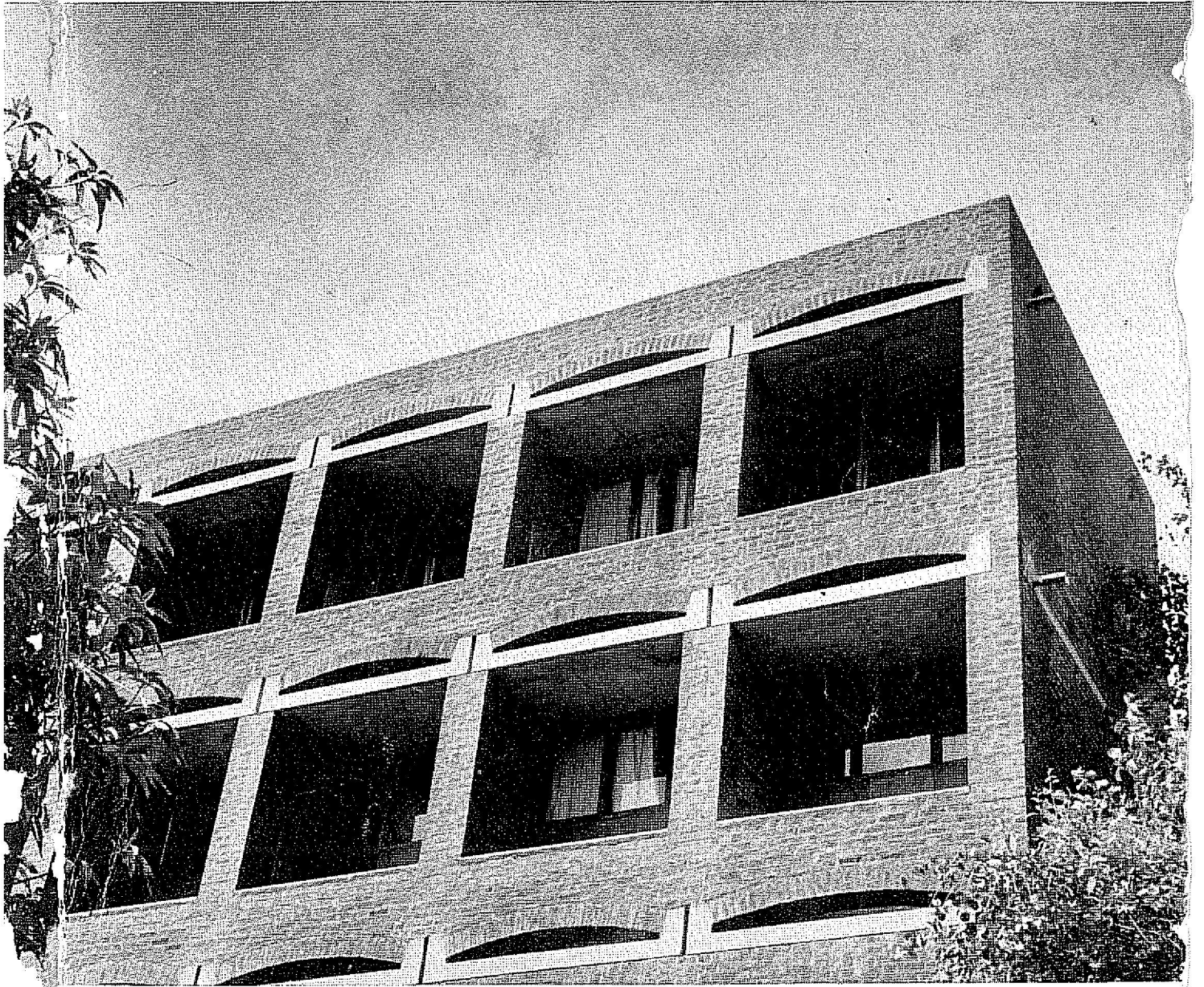


INDIAN INSTITUTE OF MANAGEMENT

AHMEDABAD

EIGHTH ANNUAL REPORT

1969-70



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1969-70

This report covers the programmes and activities of the Indian Institute of Management, Ahmedabad, from April 1, 1969, to March 31, 1970.



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PROGRESS : 1962-70

	1962- 63	1963- 64	1964- 65	1965- 66	1966- 67	1967- 68	1968- 69	1969- 70	1962- 70
A. MANPOWER									
Faculty	5	13	27	35	34	35	41	43	43
Research Staff	5	13	15	15	21	38	45	54	54
Staff	24	45	81	125	149	184	195	210	210
Programme Associates	1	8	8	10	7	5	5	2	2
Faculty Associates	3	4	5	7	8	11	15	18	18
Total	38	83	136	192	219	273	301	327	327
B. DEVELOPMENT ACTIVITY									
2-Year Post-Graduate Programme	—	—	48	130	162	190	216	218	964
Executive Development Programmes†									
1. General Management									
3-Tier Programme for Management Development	—	120	122	154	218	140	158	194	1106
Programme for Young Executives	—	—	30	21	40	30	35	—	156
2. Functional Programmes									
Programme in Personnel Management	—	—	—	—	—	19	—	—	19
Programme on Corporate Accounting & Control Systems	—	—	—	—	—	62	—	—	62
Programme for Purchasing Executives	—	—	—	—	—	24	—	—	24
Programme on Analytical Aids for Decision Making	—	—	—	—	—	—	22	—	22
Laboratory for Personal & Organizational Development I, II, III, & IV	—	—	—	—	—	—	99	29	128
Programme for Production Executives	—	—	—	—	—	—	47	—	47
Programme in Financial Management	—	—	—	—	—	—	49	—	49
Programme for Marketing Executives	—	—	—	—	—	—	29	—	29
Marketing Seminar for the Top Management Executives of the Public Sector Organizations	—	—	—	—	—	—	—	38	38
Workshop on Uses of Computer Simulation	—	—	—	—	—	—	—	30	30
3. Programme for University Teachers	—	—	—	36	34	19	21	—	110
4. Other Programmes									
Inter-University Programme (No. of Faculty)	—	—	—	—	4	4	—	2	10
Alumni Conference	—	—	53	66	61	95	129	130	534
Multi-level Dairy Management Programme	—	—	—	—	79+ 18*	22+ 3**	—	—	122
New Foods for National Development	—	—	—	—	—	70	—	—	70
Modernization in Rice Industry Seminar	—	—	—	—	—	—	66	—	66
Agricultural Finance Seminar	—	—	—	—	—	—	51	—	51
Agricultural Supply Management Programme	—	—	—	—	—	—	21	28	49
5. Other Activities									
No. of Cases Collected (cumulative)	—	100	300	600	800	900	1000	1100	1100
Library Books	2000	7000	13000	22000	27000	34090	40000	46000	46000
No. of Research Projects (cumulative)	—	—	1	16	16	23	36	47	47
No. of Consulting Projects	—	—	—	—	—	—	24	40	40
Building Area Provided (in lakh sq. ft.)	—	—	—	3.6	4.8	5.8	6.5	7.2	7.2

† Only the number of participants are mentioned against each programme.

* Attended part of the apex level seminar.

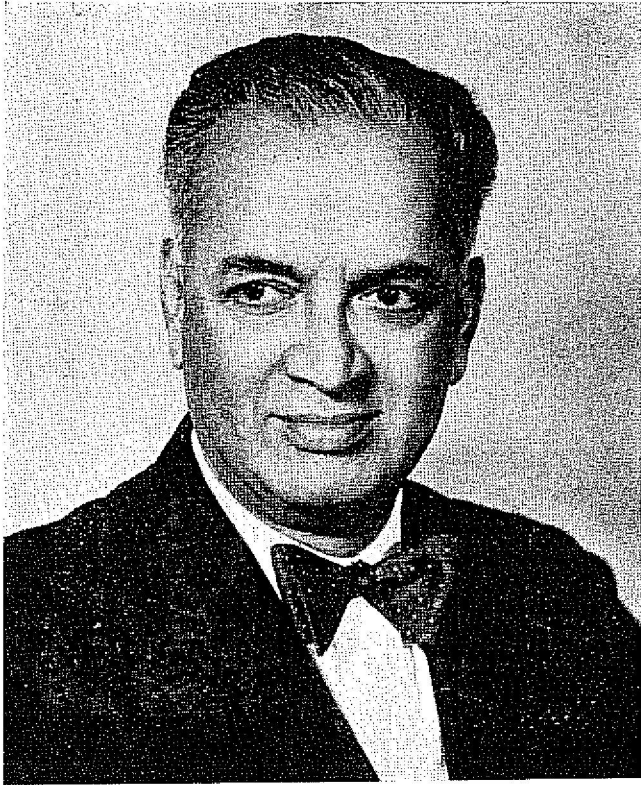
**Attended the apex level seminar.

PART I

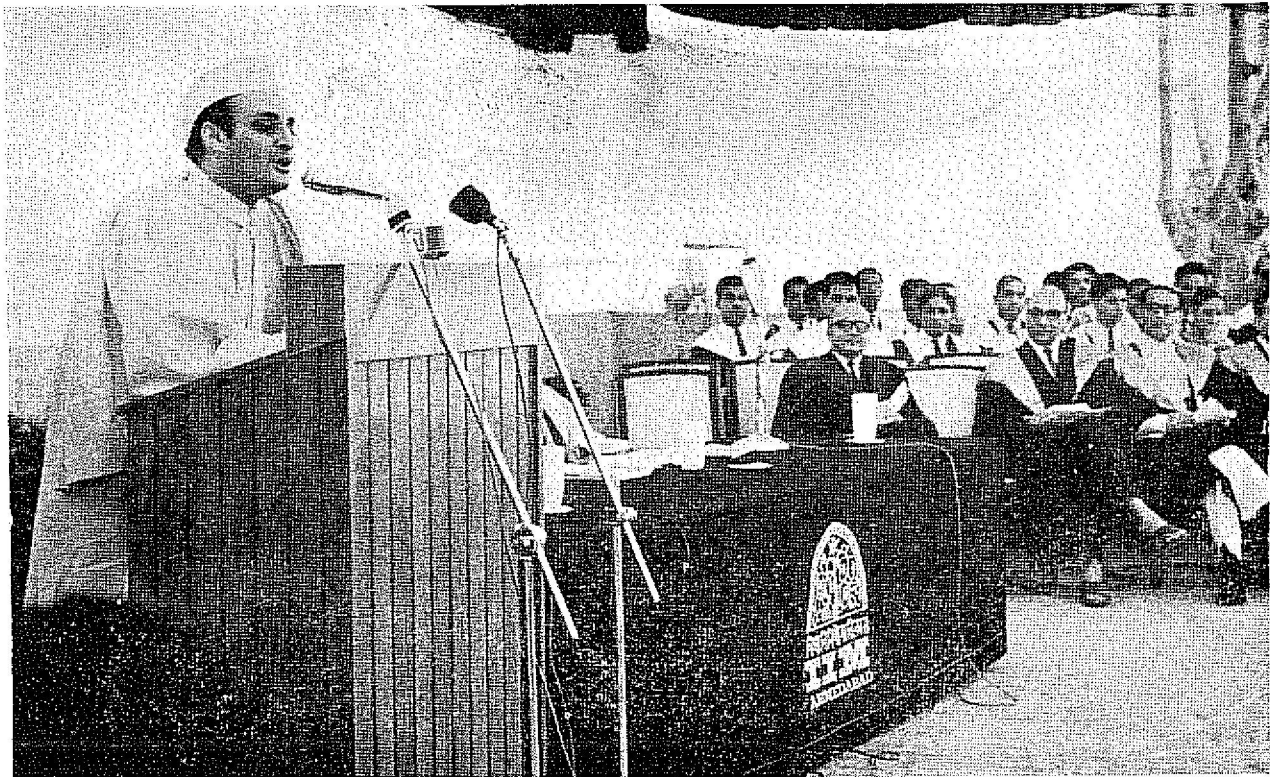
Programmes Repeated in 1969-70
New Ventures in 1969-70
Society and Donor Members
Board of Governors
Faculty and Research Staff
Ford Foundation
Visiting Faculty
Faculty Use of Indian Managers
Business Fellowships



Dr. Karan Singh, Union Minister for Civil Aviation and Tourism, signs an autograph. Prof. Ravi J. Matthai, Director of the Institute, is in the background.



Mr. S. L. Kirloskar, new Chairman
of the Institute.



Dr. Karan Singh addressing the Fourth Annual Convocation.

PROGRAMMES REPEATED IN 1969-70

● From the 1967-69 class of the Post-Graduate Programme in Business Administration, 101 students graduated at the Fourth Annual Convocation held on April 13, 1969. Dr. Karan Singh, Union Minister for Civil Aviation and Tourism, was the chief guest.

● The Dairy Executives Management Programme was conducted at Karnal from June 23 to July 12, 1969, in collaboration with the National Dairy Research Institute.

● The sixth session of the Post-Graduate Programme commenced on July 1, 1969, with 122 students. The Programme was inaugurated by Dr. V. K. R. V. Rao, Union Minister for Education and Youth Services on July 2, 1969.

● The fourth session of the Laboratory for Personal and Organizational Development was conducted at Agra from September 29 to October 5, 1969.

● The seventh session of the 3-Tier Programme for Management Development was conducted at Agra from January 4 to February 28, 1970.

● The sixth annual Alumni Conference was held on March 13 and 14, 1970, at Bombay.

● A number of research projects were initiated at the request of government departments and public and private sector organizations.

NEW VENTURES IN 1969-70

● A Programme for Marketing Executives was conducted at Agra from April 20 to May 23, 1969.

● Two sessions of the Agricultural Supply Management Programme were successfully conducted during the year, the first between May 25 and June 8, 1969, and the second between March 1 and 18, 1970.

● A Seminar on Marketing for Top Management Executives in Public Sector Enterprises was conducted at Agra from November 23 to 26, 1969.

● A Workshop on Uses of Computer Simulation was held at Bombay from January 21 to 24, 1970.

● A Banking Studies Group has been set up at the Institute with a grant of Rs. 3.52 lakhs from the Reserve Bank of India for a two-year period.

SOCIETY AND DONOR MEMBERS

The tenth meeting of the Indian Institute of Management Ahmedabad Society, held on April 12, 1969, approved the award of certificates to the fourth batch of 101 students and one student of the third batch of the 2-year Post-Graduate Programme in Business Administration at the Fourth Annual Convocation held on April 13, 1969.

The eleventh meeting of the Society, held on September 10, 1969, adopted the Seventh Annual Report for the period ending March 31, 1969, and the accounts for that year.

The membership of the Society increased from 73 to 77 during the year. A list of the members of the Society and a list of the donors as on March 31, 1970, are given in Appendices A and B.

Mr. S. L. Kirloskar, Chairman, Kirloskar Oil Engines Limited, was appointed as Chairman of the Society and the Board of Governors of the Institute for a period of five years with effect from July 24, 1969, by the Government of India.

He succeeds Mr. Prakash Tandon who was a member of the Board of Governors ever since the inception of this Institute and had acted as its Chairman from 1964 to 1969.

BOARD OF GOVERNORS

The Board held three meetings on July 1, 1969, September 20, 1969, and December 20, 1969.

Mr. R. M. Bhandari, Adviser, Finance, Bureau of Public Enterprises, was nominated by the Government of India as its representative with effect from May 25, 1969, in the place of Mr. S. S. Jagota.

Mr. S. R. Mehta, Financial Adviser to the Ministry of Education, was nominated by the Government of India as its representative with effect from December 1, 1969, in the place of Mr. M. S. Nadkarni.

Mr. M. K. Raju, Managing Director, India Pistons Ltd., Madras, and Dr. M. S. Swaminathan, Director, Indian Agricultural Research Institute, New Delhi, were coopted as members with effect from December 14, 1969.

The following committees of the Board functioned during the year.

The *Budget Committee* met on September 9, 1969.

The *Personnel Committee* met on February 9, 1970.

(The names of the Board of Governors and its various committees are given in Appendix C.)

FACULTY AND RESEARCH STAFF

Appointments

The following faculty and research staff appointments were made during 1969-70:

Name	Designation	Specialization	Date of Joining
Faculty			
Dr. V. N. Krishnan	Assistant Professor	Economics	5-5-1969
Dr. N. R. Sheth	Professor	Organizational Behaviour	21-6-1969
Dr. G. K. Bhatta-charyya	Professor	Quantitative Methods	7-8-1969

Name	Designation	Specialization	Date of Joining
Dr. G. M. Desai ✓	Professor	AGCO	29-9-1969
Dr. S. B. Misra	Assistant Professor	Organizational Behaviour	12-11-1969
Dr. V. R. Gaikwad ✓	Professor	AGCO	2-3-1970
Mr. M. Siddappa	Faculty Res. Associate	Banking Studies Project	27-3-1970
Dr. Pulin Garg	Professor	Organizational Behaviour	1-4-1970
Research Staff			
Mr. S. B. Jain	Res. Analyst	Banking Studies Project	25-7-1969
Miss C. R. Shah	Res. Assistant	Economics	29-7-1969
Mr. B. V. Patel	Res. Assistant	Computer Work	1-8-1969
Mrs. Minal Singh	Res. Assistant	Occupational Values & Business Project	1-8-1969
Mr. N. M. Tripathi ✓	Res. Assistant	AGCO	1-8-1969
Mr. N. Ganesan	Asst. Analyst	HAL Project	14-8-1969
Mr. B. R. Bhatt	Res. Associate	Short-Term Economic Forecasting Project	22-8-1969
Mr. K. Anantharaman	Res. Associate	Banking Studies Project	29-8-1969
Mr. K. Subhas Rao	Res. Associate	Organizational Behaviour	1-9-1969
Mr. Jay Tilak	Res. Associate	Banking Studies Project	1-9-1969
Mr. Gopal Krishna	Res. Associate	Banking Studies Project	8-9-1969
Dr. V. N. Misra	Res. Associate	Banking Studies Project	30-9-1969
Miss Gargi Munshi	Res. Assistant	Marketing	1-10-1969
Mrs. Kumkum R. Patel	Res. Associate	Banking Studies Project	6-10-1969
Mr. Padmanabh Joshi	Res. Associate	Indian Council of Social Science Research Project	27-10-1969
Miss Ranjana Parikh	Res. Assistant	Short-Term Economic Forecasting Project	27-10-1969
Mr. A. Jagannathan	Res. Associate	Indian Council of Social Science Research Project	1-11-1969
Mr. Sita Ram	Res. Associate	—do—	1-11-1969
Miss Gopa Basu	Res. Assistant	Short-Term Economic Forecasting Project	1-12-1969
Mr. V. Ramachandran ✓	Res. Associate	AGCO	20-1-1970
Mr. Gurdev Singh ✓	Res. Assistant	Applied Nutrition Programme	9-2-1970
Mr. L. C. Gupta ✓	Res. Assistant	—do—	24-2-1970
Mr. M. N. M. Raju ✓	Res. Investigator	—do—	26-2-1970
Mr. B. L. Tripathi ✓	Res. Assistant	—do—	16-3-1970
Mr. V. Pothana ✓	Res. Investigator	—do—	22-3-1970

Resignations

During the year, the following faculty and research staff left the Institute:

Name	Designation	Specialization	Left On
Faculty			
Prof. K. B. Kothari ✓	Faculty Res. Associate	AGCO	31-7-1969
Dr J. K. Satia	Assistant Professor	Production	13-12-1969
Dr. K. K. Anand	Professor	Organizational Behaviour	15-5-1969
Prof. R. C. Goyal	Professor	Organizational Behaviour	20-3-1970
Research Staff			
Mr. N. M. Parikh	Res. Associate	Institution Building Project	31-5-1969
Mr. Harish Bhatt ✓	Res. Assistant	AGCO	18-8-1969
Mr. H. B. Dave ✓	Res. Assistant	Survey Unit	13-9-1969
Mr. V. R. Dave	Res. Investigator	Labour Market Survey	30-9-1969
Mr. M. J. Mehta	Res. Associate	Business Policy	30-11-1969
Mr. S. P. Kashyap	Res. Associate	Marketing	3-12-1969
Mr. S. B. Jain	Res. Analyst	Banking	4-12-1969
Mrs. Kumkum R. Patel	Res. Associate	Banking	8-1-1970
Mr. V. N. Misra	Res. Associate	Banking	4-3-1970

(A complete list of the faculty and research staff as on March 31, 1970, is given in Appendix D).

Faculty Development

Prof. P. S. George, Faculty Research Associate in the AGCO Group, successfully completed the doctoral programme at the University of California, Davis, USA, and returned to the Institute in August 1969.

Prof. Keshav Prasad, Assistant Professor of Marketing and Written Analysis and Communication, successfully completed the M.B.A. Programme at the Harvard Business School and returned to the Institute in June 1969.

Mr. A. V. S. Narayanan, Research Associate in the AGCO Group, and Mr. N. Venkat Rao, Research Associate in the Economics Area, continued to work for their doctoral degrees at the University of Illinois and the University of Minnesota, USA.

Mr. M. S. Saiyadain, Research Associate in the Organizational Behaviour Area, was granted leave for two years from August 1969 and was given travel grant to do his doctoral programme at the University of Kansas, USA.

Prof. M. N. Vora, Marketing Area, was sponsored for two years, commencing

September 1969, to do his doctoral programme at the Harvard Business School.

The following graduates of the Post-Graduate Programme are continuing their doctoral studies in USA.

Mr. John Camillus
Mr. Ravi Sarathy
Mr. G. K. Jayaram

PGP, 1966-68

—do—

—do—

Harvard Business School
Northwestern University
University of California,
Los Angeles

Harvard—IIMA Faculty Exchange Programme

Under the exchange programme of faculty between the Harvard Business School and the IIMA, Dr. S. Paul visited the Harvard Business School for six months and returned to Ahmedabad in July 1969.

Prof. S. K. Bhattacharyya left for Harvard Business School in August 1969 to teach in the M.B.A. Programme and to do some institutional work on a nine-month assignment.

Director's Visit to USA

Prof. Ravi J. Matthai, Director, visited the USA in May-June 1969 for the following purposes:

Recruitment of faculty.

Doctoral fellowships and the funding of other activities.

World Bank help to the IIMA.

Faculty Associates

The honorary role of faculty associates for the year 1969-70 was given to the following persons:

Dr. K. K. Anand, Chief Personnel & Organization Manager, Larsen & Toubro Ltd., Bombay.

Mr. Praful Anubhai, Managing Director, Rustom Jehangir Vakil Mills Ltd., Ahmedabad.

Mr. M. V. Arunachalam, Managing Director, Carborundum Universal Ltd., Madras.

Mr. B. V. Bhatt, General Manager (Textiles Division), Calico Mills, Ahmedabad.

Dr. Subir Chowdhury, Head, Operational Research, I.C.I. (India) Ltd., Calcutta.

Mr. Bharat C. Dalal, Director (Commerce), Gujarat State Fertilizers Co. Ltd., Baroda.

Mr. S. Sen Gupta, Director, Clarion McCann Advertising Services Ltd., Bombay.

Mr. S. Y. Gupte, Departmental Representative, Income Tax Appellate Tribunal (Ahmedabad), Ahmedabad.

Dr. R. K. Hazari, Deputy Governor,
Reserve Bank of India, Bombay.

Mr. Shrenik Kasturbhai, Industrialist,
Ahmedabad.

Dr. Freddie A. Mehta, Economic
Adviser, Tata Industries Pvt. Ltd., Bom-
bay.

Dr. N. C. Mehta, Director, National
Institute of Bank Management, Bombay.

Mr. A. D. Moddie, Resident Director,
Hindustan Lever Ltd., Delhi.

Mr. S. R. Mohandas, Bombay.

Mr. T. S. Nagarajan, Chief Executive,
Marketing, Brooke Bond (India) Ltd.,
Calcutta.

Mr. N. N. Pai, General Manager
(Finance), Batliboi & Co. Pvt. Ltd.,
Bombay.

Mr. Vinay Bharat Ram, Managing
Agent, Delhi Cloth & General Mills Co.
Ltd., Delhi.

Mr. R. Subrahmanyam, Corporate
Development Manager, Hindustan Lever
Ltd., Bombay.

Mr. J. N. Thadani, Deputy Controller,
Delhi Cloth & General Mills Co. Ltd.,
Delhi.

Mr. S. R. Thakore, Head, Computer
Centre, and Administrative Officer, Physi-
cal Research Laboratory, Ahmedabad.

The faculty associates assist the
faculty in various academic and adminis-
trative activities.

FORD FOUNDATION

As one of the sponsors of the Institute,
the Ford Foundation had continued to play
a critical role in the growth and develop-
ment of the Institute.

The Ford Foundation has so far made
the following grants to the Institute:

\$ 471,000	September 1963-
	October 1964
\$ 1,070,000	September 1964-
	October 1965
\$ 660,000	October 1966-
	October 1969
\$ 300,000	March 1966 (building programme)

These grants have helped the Institute
to obtain the services of visiting faculty
from the Harvard Business School and
other leading institutions in the USA, to
provide fellowships to enable the Institute's
faculty to go abroad for study and training,
and to award fellowships to business
executives who had participated in the
Institute's programmes. The grant has also
been helpful in building a library of over
45,000 volumes (one of the best manage-
ment libraries in India) and in providing
rupee support to research projects conduct-
ed in India.

The Institute will be shortly getting
a grant of \$326,000 for 1969-71 and a
grant of \$221,000 for buying a computer.

The Institute is grateful to the Ford
Foundation for its continued support and
to the Institute of International Education,
New York, for administering the dollar
funds on behalf of the IIMA.

VISITING FACULTY

The following visiting faculty worked at the Institute during the year:

Name	Institution	Specialization	Period
Dr. John Dearden	Harvard Business School	Management Control Systems	Jan. — March 1970
Dr. John I. Reynolds	--do--	Business Policy	Jan. — April 1970
Dr. Romesh Saigal	University of California, Berkeley	Quantitative Methods	Jan. — March 1970

FACULTY USE OF INDIAN MANAGERS

Under the IIMA-Industry Exchange Programme, which encourages the interchange of personnel between the Industry and the Institute, the following business executives participated as faculty in the various programmes of the Institute:

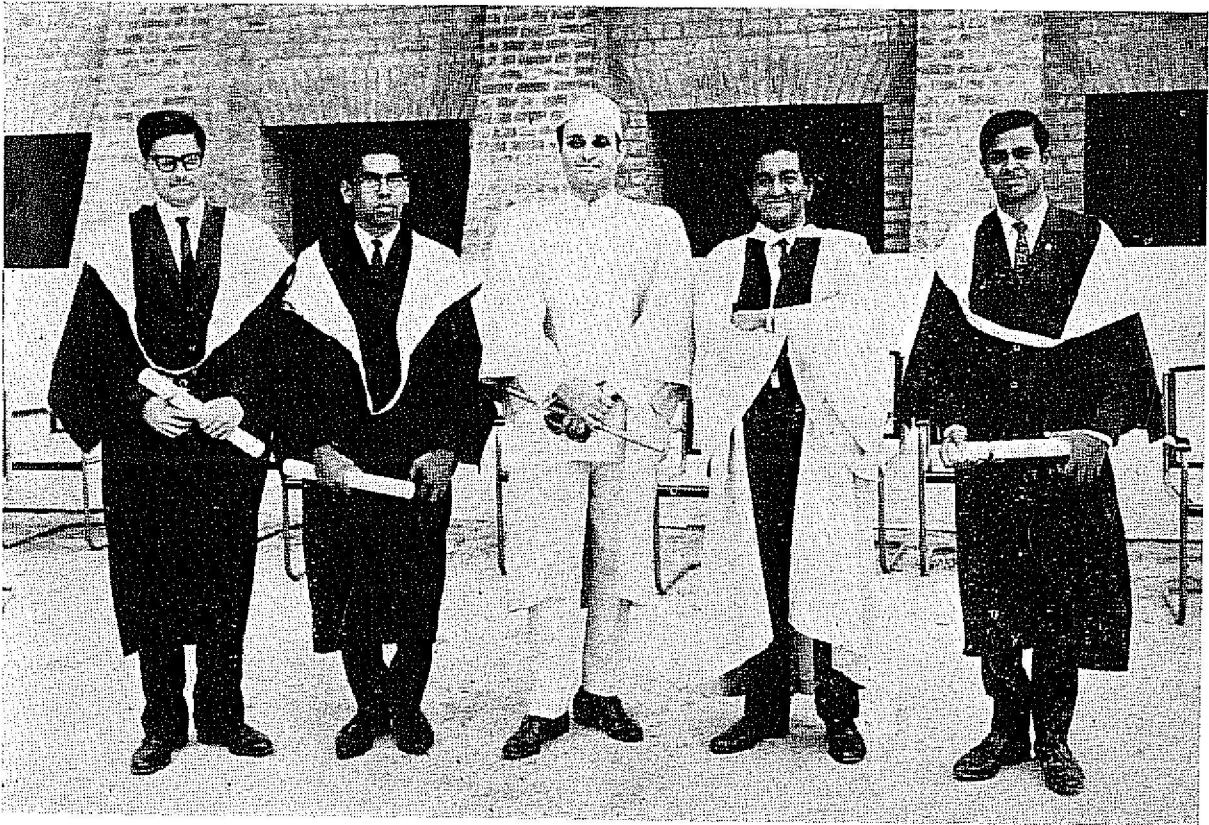
Mr. Praful A. Anubhai	Rustom Jehangir Vakil Mills Ltd.
Mr. B. C. Dalal	Gujarat State Fertilizers Co. Ltd.
Mr. S. Sen Gupta	Clarion-McCann Advertising Services Ltd.
Mr. S. Y. Gupte	Income Tax Appellate Tribunal
Col. T. K. Mukherji	Voltas Limited
Mr. G. A. Advani	Larsen & Toubro Ltd.
Mr. A. D. Moddie	Hindustan Lever Ltd.
Mr. T. S. Nagarajan	Brooke Bond (India) Ltd.
Mr. K. A. Gidwani	Delhi Cloth & General Mills Co. Ltd.
Mr. V. N. Patankar	Hindustan Lever Ltd.

BUSINESS FELLOWSHIPS

From the Ford Foundation grant, the Institute sponsored Mr. R. D. Aga, Wanson India Private Ltd., Bombay, to the Programme for Management Development, Fall 1969, of the Harvard Business School. The executive was selected from the participants in the general management programmes of the Institute on the basis of his potential to contribute significantly to the overall advancement of management in India.

PART II

Post-Graduate Programme
Doctoral Programme



Dr. Karan Singh and Prof. Matthai with the gold medalists of the year: (Left-Right) Mr. P. N. Seth, Mr. V. Veeraraghavan, and Mr. M. G. Subramanian.



Post-Graduate Programme Class of 1967-69

POST-GRADUATE PROGRAMME

Admissions

As in the past, the objective of admission procedures continued to be to attract the best candidates and to select the most promising among them to the programme.

Applications for admissions were invited through advertisements in leading English newspapers in the country. In addition, information leaflets were sent to all the colleges and universities and to the Institute's alumni. In all 2,899 applications were received as compared with 3,110 last year. The slight drop in the number of applications in the year under report was due to (1) slightly raised eligibility conditions to apply for admission and (2) the requirement that all eligible candidates had to appear for written tests.

Selection Procedure

A marked departure was made this year in the admission procedures for selecting the students. For the first time, each candidate who satisfied the minimum requirements to apply for admission was asked to appear for written test at one of the following 19 centres all over India: Ahmedabad, Allahabad, Bangalore, Baroda, Bhopal, Bombay, Calcutta, Chandigarh, Delhi, Hyderabad, Jaipur, Kanpur, Kharagpur, Madras, Madurai, Nagpur,

Patna, Poona, and Trivandrum. These tests were held during the latter part of January 1970. 2,624 candidates, who were found eligible, were called for tests. Of those called, 2,481 or 95 per cent appeared for the tests.

Each application was rated independently by two members of the Admissions Committee for "intellectual ability." Here the assessment was based on ability as demonstrated through previous academic performance starting with the Matriculation Examination.

On the basis of the past academic record plus performance in written tests, 603 candidates were called for personal interviews as well as group discussion tests. The interviews were held at the following centres:

Ahmedabad, Allahabad, Bangalore, Bombay, Delhi, Hyderabad, Jaipur, and Madras.

In addition, non-academic abilities as revealed through participation in extra-curricular activities, like games, sports, academic associations and work experience, were independently evaluated by two members of the Admissions Committee.

Those candidates who were rejected in the interview by at least two out of the three members of the Admissions Committee were eliminated from the merit list. With this exception, the final selection was based on cumulative performance of each candidate in all the selection items.

Salient features of the applicants and students are given here.

(A) Educational Background

The Institute admits students with diverse educational backgrounds. Since 1969, however, there is an increase in the

number of engineers and, as a consequence, a decrease in the number of non-engineers among those who apply for admission as well as those who get selected. Detailed particulars are given in the table below:

Table 1
Educational Background of Applicants and Students

	Arts %	Commerce %	Science %	Engg. %	Total	No. of Cases
1964-66						
Applicants	39.4	30.1	28.5	2.0	100	747
Students	31.0	22.4	36.2	10.4	100	58
1965-67						
Applicants	40.6	22.5	34.5	2.4	100	922
Students	39.0	14.7	40.0	6.3	100	95
1966-68						
Applicants	28.5	23.7	34.6	13.2	100	1704
Students	17.9	10.7	24.1	47.3	100	112
1967-69						
Applicants	37.3	21.4	29.2	12.1	100	1682
Students	26.5	16.1	21.8	35.6	100	87
1968-70						
Applicants	22.9	18.4	35.2	23.5	100	2321
Students	11.0	9.3	33.1	46.6	100	118
1969-71						
Applicants	16.6	15.5	30.7	37.2	100	3014
Students	9.5	1.7	4.3	84.5	100	116
1970-72						
Applicants	13.0	14.0	42.6	30.4	100	2899
Students	6.4	3.2	12.8	77.6	100	125

(B) Age

As in the past, no maximum or minimum age limit was prescribed for admission to the programme. As shown in Table 2, the bulk of the students as well as the applicants continued to belong to the age group of 21-25 years. But this

year there was a substantially large proportion of students in the age group of less than 21 years and a very low proportion of those above 25 years of age. Obviously, the revised admission policy, as already described, seems to have resulted in favouring the young over the old. The Admissions Committee is looking into the detailed reasons for this result.

Table 2

Age of Applicants and Students

	16 to 20 years	21 to 25 years	26 to 30 years	31 to 35 years	36 to 40 years	Total	No. of Cases	Average Age
	%	%	%	%	%			
1964-66								
Applicants	22.6	54.1	17.0	5.0	1.3	100	747	22.17
Students	22.4	55.2	10.3	12.1	—	100	58	20.84
1965-67								
Applicants	21.8	54.9	18.4	3.9	1.0	100	922	21.9
Students	26.3	56.9	14.7	2.1	—	100	95	20.9
1966-68								
Applicants	26.8	56.3	12.9	3.2	0.8	100	1682	21.4
Students	27.6	52.9	14.9	2.3	2.3	100	87	21.5
1967-69								
Applicants	27.8	55.6	12.2	3.7	0.7	100	1704	21.27
Students	26.8	57.1	13.4	2.7	—	100	112	22.57
1968-70								
Applicants	26.8	61.1	9.3	2.4	0.4	100	2321	21.1
Students	27.1	61.9	8.5	2.5	—	100	118	20.93
1969-71								
Applicants	30.2	59.8	7.6	2.0	0.4	100	3042	21.17
Students	15.5	70.7	12.0	1.8	—	100	116	21.35
1970-72								
Applicants	38.2	55.7	5.0	0.9	0.2	100	2899	21.41
Students	43.2	55.2	0.8	0.8	—	100	125	20.94

(C) Work Experience

As can be seen in Table 3, majority of the students as well as the applicants were fresh graduates without work experience.

However, this year the proportion of students with work experience has been considerably reduced compared with the previous years' position. Obviously, this shift is a reflection of the younger age of the new batch.

Table 3

Applicants and Students With and Without Work Experience

	With Work Experience	Without Work Experience	Total	No. of Cases
	%	%		
1964-66				
Applicants	38.6	61.4	100	747
Students	63.8	36.2	100	58
1965-67				
Applicants	37.5	62.5	100	922
Students	25.3	74.7	100	95
1966-68				
Applicants	29.1	70.9	100	1682
Students	37.9	62.1	100	87
1967-69				
Applicants	41.5	58.5	100	1704
Students	52.7	47.3	100	112
1968-70				
Applicants	33.9	66.1	100	2321
Students	35.6	64.4	100	118
1969-71				
Applicants	23.2	76.8	100	3014
Students	33.6	66.4	100	116
1970-72				
Applicants	23.4	76.6	100	2899
Students	7.2	92.8	100	125

Sixth Session

The sixth session of the PGP, which started on July 1, 1969, with 122 students in the first year and 106 in the second year, was inaugurated by Dr. V. K. R. V. Rao, Union Minister of Education and Youth Services. There were 10 dropouts from the first year, and the strength of the class at the end of the year was 112.

Curriculum for 1969-70

As a result of a comprehensive review of courses, a new compulsory course entitled "Personnel and Industrial Relations" was added to the first year curriculum, and "Mathematics and Statistics for Management I, II & III" replaced "Mathematics for Management" and "Managerial Economics I & II." The course in "Written Executive Communication" was substituted by "Written Analysis and Communication"

with modified structure, content, and approach.

In the second year, 38 elective courses and 18 project courses were scheduled during the three terms, in addition to the two-term compulsory course in Business Policy. The research project course for the second year students was made optional.

Scholarships

(A) Industry Scholarships

For the batch of students who graduated in April 1970, eight industry scholarships, each of the value of Rs. 3,000, were awarded on the basis of cumulative performance in the first and second years. Nine first year students were awarded industry scholarships, eight of the value of Rs. 3,000 each and one of Rs. 2,500. The names of organizations which offered scholarships and the students to whom they were awarded are given below:

First Year

Batliboi & Co. Ltd.
Dunlop India Ltd.
Fertilizer Corporation of India Ltd.
Godrej Trust
Hindustan Lever Ltd.
India Pistons Ltd.
Larsen & Toubro Ltd.
Pfizer Ltd.
Shree Ram Scholarships (Donated by
Delhi Cloth & General Mills Co. Ltd.)

Mr. H. K. Agrawal
„ Amulya Charan
„ P. K. Bhargava
„ Nikhilesh Dholakia
„ R. N. Karanjia
„ V. Harihara Subramanian
„ H. L. Mundra
„ A. P. Pande
„ A. I. Rebello

Second Year

Devidayal Cable Industries Ltd.	Mr. T. K. Balaji
Fertilizer Corporation of India Ltd.	„ P. K. Bapat
Fertilizers & Chemicals Travancore Ltd.	„ B. S. Chakravarthy
Gujarat State Fertilizer Co. Ltd.	„ N. Chandrasekharan
Hindustan Lever Ltd.	„ Rakesh Khurana
Mahindra & Mahindra Ltd.	„ B. J. Mehta
Shree Ram Scholarships (Donated by Delhi Cloth & General Mills Co. Ltd.)	„ Paul Mampilly
Travancore Rayons Ltd.	„ A. K. Vora

(B) Government of India Scholarships

The Government of India scholarships were awarded to 28 students in the first year and 26 in the second year.

Loan Scheme

Based on need, 47 students of the first year and 46 students of the second year were awarded financial loan assistance.

ITC Loan Fund

India Tobacco Company Ltd. (formerly Imperial Tobacco of India Ltd.) donated Rs. 50,000 to institute a loan fund called the "ITC Loan Fund." Interest income that accrued on this amount was utilized for the award of loan assistance.

Loan Fellowships (Industry)

The following organizations offered loan fellowships each of the value of Rs. 2,500 per annum.

1. Binny Ltd.
2. Brooke Bond India Ltd.
3. Coca-Cola Export Corporation
4. ESSO Standard Eastern Inc.
5. Goetze (India) Ltd.—Subsidiary of Escorts Ltd.
6. IBM World Trade Corporation
7. Indian Oil Corporation
8. Kirloskar Oil Engines Ltd.
9. L. D. Charitable Trust (2 fellowships)
10. Madras Rubber Factory
11. Shardaben Bhagubhai Mafatlal Public Charitable Trust
12. United Commercial Bank

Walchand Industries Charitable Trust Grant Scholarship

In addition to the above, Walchand Industries Charitable Trust have instituted a scholarship of Rs. 3,000 per annum. According to the terms of the award of this scholarship, if in an academic year an employee, or a child of an employee of the Walchand Industries Group, or a student from Walchand College of Engineering, whose parental income is less than Rs. 6,000 per annum, happens to be admitted as a student at the Institute, the scholarship amount will be given to him as a grant. In fulfilment of the above conditions, the Walchand Industries Charitable Trust have given a grant of Rs. 3,000 to Mr. P. G. Utagikar (II year student). If there is no student so connected with the Walchand Group, the scholarship will be awarded under the usual rules of the Institute.

State Bank of India Loan Assistance Scheme

The State Bank of India has agreed to give loan assistance up to Rs. 2 lakhs every year to our students and has forwarded a scheme which is under consideration by the Institute.

The Institute is grateful to the commercial organizations and to the Government of India which helped the Financial Aid Programme of the Institute.

Fourth Annual Convocation

The Fourth Annual Convocation was held on April 13, 1969. Dr. Karan Singh,

Union Minister for Civil Aviation and Tourism, addressed the Convocation. Diplomas were awarded to 101 students. The following four students received gold medals for outstanding scholastic performance :

Mr. V. Veeraraghavan
Mr. M. G. Subramanian
Mr. S. Venugopal
Mr. P. N. Seth

Placement

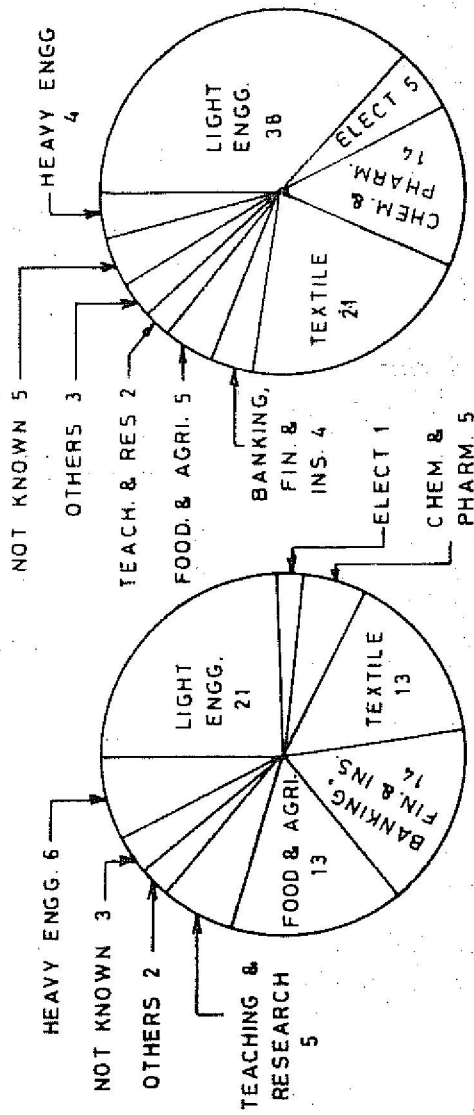
The placement experience for the period under review was satisfactory as in the past years. There were more permanent job offers made to our graduates through our channels, and there was also a significant increase in the number of summer assignments offered by the industry to our first year students.

As shown in the accompanying pie-charts, the total number of permanent jobs offered to our graduating students this year was 295. There has been little change in the mix of job offers, and marketing jobs continued to account for about a third of the total number. From the point of view of formal acceptance of offers by our graduates, marketing and production jobs registered an increase. For example, as many as 65 graduates out of 106 accepted production and marketing jobs in comparison with 56 out of 101 in 1969.

A particular feature of the placement activity for the year was locating career openings for six women graduates — the largest number to graduate so far in a single year. These graduates have gone into a variety of positions—general management

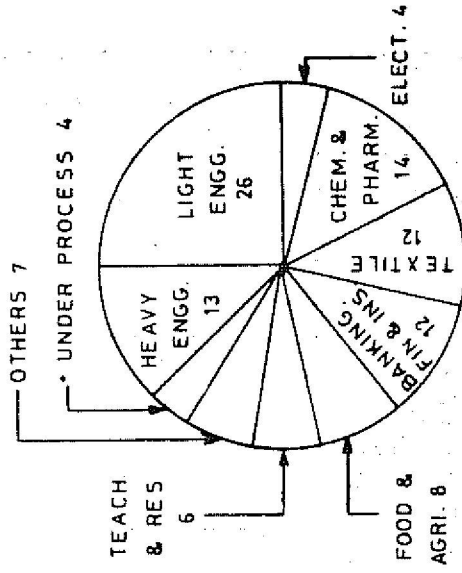
Industrywise Classification of Placement

1969



101

1970



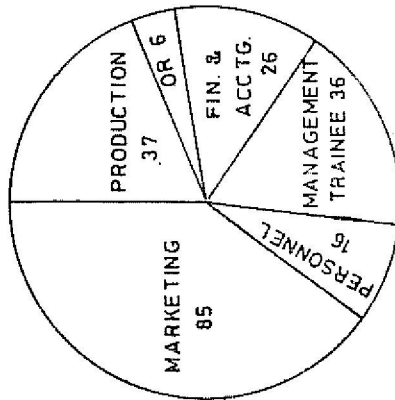
106

* UNDER PROCESS = 3 AWAITING STUDENTS'
DECISION
1 UNDER PROCESS

83

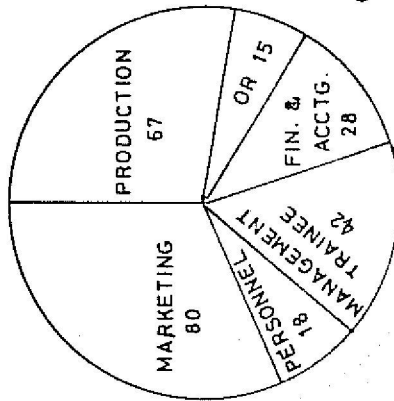
Arcwise Classification of Jobs Offered

1968



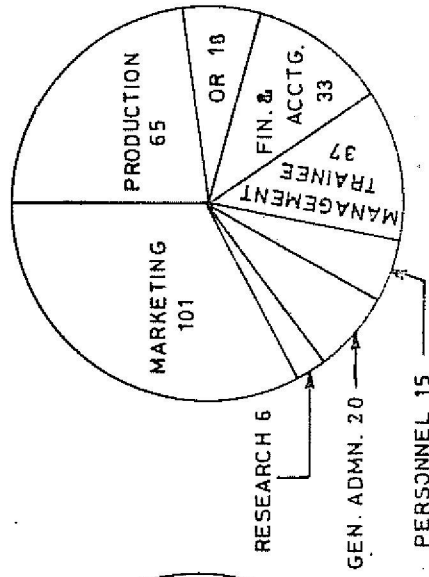
206

1969



250

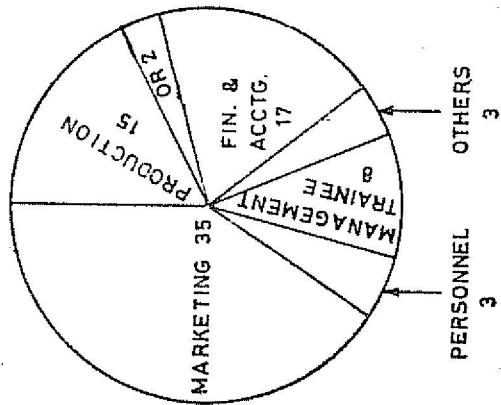
1970



295

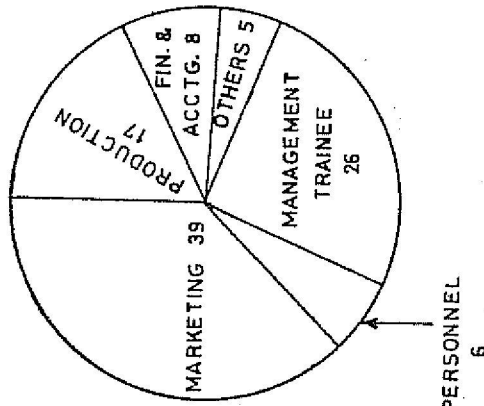
Area-wise Classification of Jobs Accepted

1968



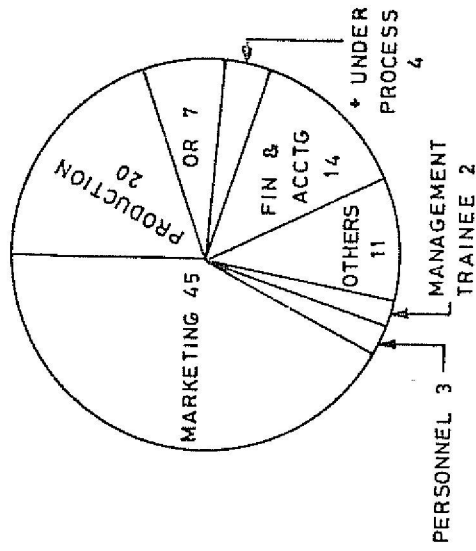
83

1969.



101

1970



106

+ UNDER PROCESS = 3 AWAITING STUDENTS' DECISION
1 UNDER PROCESS

in tourism, personnel, advertising, marketing, finance, and teaching.

In respect of industrywise distribution of permanent jobs accepted by our graduates, a decrease in the share of light engineering and textiles may be seen. A significant increase was registered in employment by heavy engineering companies. This year as many as 13 of our graduates have joined heavy engineering industry in contrast to six and four in 1968 and 1969 respectively.

As regards summer jobs for our first year students, which is a part of the curriculum of the Post-Graduate Programme, it was gratifying to note over 40 per cent increase in the number of summer assignments offered by industry. In the past years we received just about enough jobs for the number of students completing the first year course. This year as many as 157

summer assignments were offered to 112 first year students. A larger number of companies and other organizations are now recognizing the usefulness of employing our students in the summer to look at some aspects of their organizations' problems.

The Placement Office, between January 10, 1970, and April 14, 1970, received 131 executives representing 83 companies on the campus for interviews with our graduating and first year students. A total of about 1200 personal interviews were arranged. As many as 26 companies made final selection on the campus involving 71 firm job offers obviating the need for further interviews at the company's headquarters. This might have resulted in considerable savings to the companies in monetary costs and management effort spent on more traditional recruitment procedures.

DOCTORAL PROGRAMME

The following members of the faculty, research staff, and students were sponsored to universities in the USA for doctoral programmes:

Name	Area	University
V. Jaikumar, Research Associate	Control Systems & Finance	Columbia
Rakesh Khurana, PGP Graduate	Marketing	Northwestern
A. K. Vora, PGP Graduate	Finance	Northwestern
Prof. M. Meenakshi Malya	Managerial Economics	Harvard Business School

The following three students admitted to the doctoral programme in the U.S. Business Schools in 1968-69 continued to make steady progress and are expected to return to the Institute during 1971.

Ravi Sarathy (PGP, 1966-68),
Northwestern University

G. K. Jayaram (PGP, 1966-68),
U.C.L.A.

John Camillus (PGP, 1966-68),
Harvard University

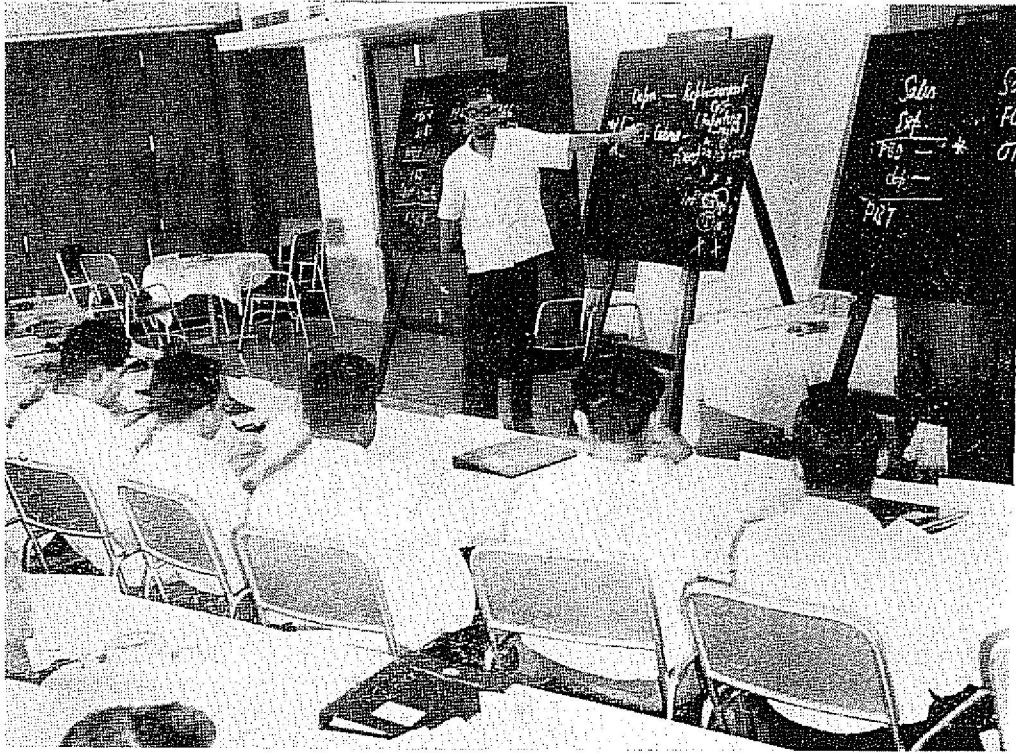
The Doctoral Committee is exploring the possibilities of obtaining recognition of the Institute by other universities as a base for Ph.D. research.

PART III

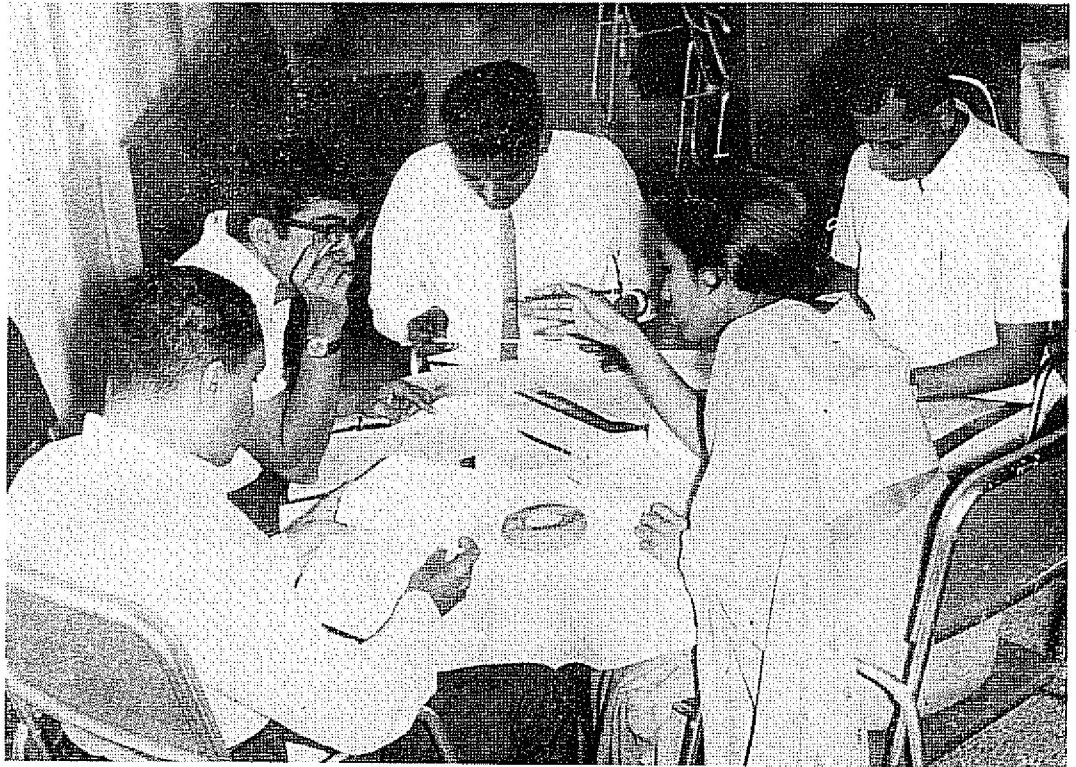
- Executive Development Programmes
- General Management Programmes
 - 3-Tier Programme for Management Development, 1970
- Functional Management Programmes:
 - Programme for Marketing Executive
 - Laboratory for Personal and Organizational Development
 - Seminar on Marketing for Top Management Executives of Public Sector Enterprises
 - Workshop on Uses of Computer Simulation
- Sectoral Programmes
- Other Programmes
 - Inter-University Relations
 - Third Seminar of Registrars and Administrative Officers
- Alumni Activities
 - Sixth Annual Alumni Conference
 - IIMA Alumnus
 - Alumni Charitable Trust



Mr. N. N. Fai, General Manager (Finance), Batliboi & Co. Pvt. Ltd., and President of the IIMA Alumni Association, addressing the Sixth Alumni Conference. To his right is Dr. B. D. Nag Chaudhuri, Member (Science), Planning Commission, who inaugurated the Conference. To his left is Prof. Matthai.



An Executive Development Programme Classroom.



Group Discussion in an Executive Development Programme.

EXECUTIVE DEVELOPMENT PROGRAMMES

General Management Programmes

3-Tier Programme for Management Development, 1970

The seventh annual 3-Tier Programme for Management Development was held at Agra from January 4 to February 28, 1970, and the dates for each of the three tiers were as follows:

- Tier I (Middle Management Course) Jan. 4-31, 1970
- Tier II (Senior Executives Seminar) Feb. 1-14, 1970
- Tier III (Top Management Conference) Feb. 15-28, 1970

The response to the programme, both from the public and the private sector was good. Eighty-four organizations participated in this programme, the highest number in any one of our executive development programmes.

The number of participants and organizations in each tier are indicated below:

	Tier I	Tier II	Tier III
No. of participants	77	80	37
Public sector participants	23	30	18
No. of organizations	55	62	34
Public sector organizations	18	23	16

This time the Top Management Conference was held for two weeks, instead of one week as in the past 3-Tier Programmes. This worked well.

The faculty consisted of the following:

Tier I: Professors G. R. Kulkarni, M. Meenakshi Malya, Suresh Seshan, and Tarun Sheth of IIMA; Professor John Dearden of Harvard Business School; and Mr. A. D. Moddie of Hindustan Lever Ltd.

Tier II: Professors Kamla Chowdhry, S. C. Kuchhal, V. L. Mote, and Samuel Paul of IIMA; Professors John Dearden and John I. Reynolds of Harvard Business School.

Tier III: Professors Praful Anubhai, Kamla Chowdhry, V. L. Mote, and Samuel Paul of IIMA; and Professor John I. Reynolds of Harvard Business School.

Prof. Kamla Chowdhry was the Co-ordinator of the programme.

Dr. Vikram A. Sarabhai, Chairman, Atomic Energy Commission, and Dr. Douglas Ensminger, Representative of the Ford Foundation in India, addressed the top management executives.

Functional Management Programmes

Programme for Marketing Executives

The first part of this programme was held at Agra from April 20 to May 23, 1969. From 29 organizations, 29 executives participated in the programme. Eight participants were from public sector, and one participant was from Malaysia.

The faculty consisted of Profs. Subhash Jain, Ravi J. Matthai, Subhash C. Mehta, C. P. Rao (Co-ordinator), M. N. Vora, Harry L. Hansen (HBS), and Mr. T. S. Nagarajan (Chief Executive, Marketing, Brooke Bond (I) Ltd.).

Laboratory for Personal and Organizational Development

The Institute conducted a Laboratory for Personal and Organizational Development at Agra from September 29 to October 5, 1969. This was the fourth time that the programme was offered.

The programme aimed at providing opportunities to the participants to develop understanding of: (1) their own and other people's needs, motives, values, and feelings; (2) processes underlying interpersonal relationships in work-situations; (3) group processes and leadership skills in problem-solving situations; and (4) human and organizational problems of the enterprise.

There were 29 participants in the programme. The faculty consisted of Professors Ishwar Dayal, Baldev R. Sharma, and Tarun Sheth (Co-ordinator) of IIMA, and Mr. K. A. Gidwani, Personnel Manager (Textiles Division), Delhi Cloth and General Mills Co. Ltd.

Seminar on Marketing for Top Management Executives of Public Sector Enterprises

For the first time the Institute conducted a Seminar on Marketing for Top Management Executives of Public Sector Enterprises from November 23 to 26, 1969; at Agra.

The seminar was designed to: (1) demonstrate the relevance of marketing concept in the context of industrial marketing in India, (2) highlight the conceptual framework of marketing planning, organization, and strategies, (3) emphasize the process of integrating elements for managerial decision-making, and (4) indicate the role of marketing in corporate policy.

From 31 public sector enterprises, 38 executives participated in the seminar.

The faculty consisted of Professors Subhash Jain, G. R. Kulkarni, Ravi J. Matthai, Subhash C. Mehta, Samuel Paul, Keshav Prasad and C. P. Rao of IIMA, Mr. G. A. Advani, General Manager (Sales Co-ordination), Larsen & Toubro Ltd., Col. T. K. Mukherji, General Manager (Staff & Admn.), Voltas Limited, and Dr. V. N. Patankar, Head (Management Services) of Hindustan Lever Limited.

Professor C. P. Rao was the Co-ordinator of the seminar.

Workshop on Uses of Computer Simulation

A Workshop on Uses of Computer Simulation was held at Bombay from January 21-24, 1970. It was visualized as the logical outcome of work being conducted at the Institute on devising computer aids to management analysis. The workshop was intended to make known the possible advantages and applications of these techniques, in the simplest possible language, to executives in business and government for whom these techniques were useful.

From 24 organizations, 30 executives participated in the workshop.

The faculty for the workshop consisted of Professors R. Balachandra, Subhash Jain, J. G. Krishnayya (Co-ordinator), and V. L. Mote.

Sectoral Programmes

The following sectoral programmes were offered. A brief report on each of them is given under the activities of the Agriculture and Co-operatives Group on page 38.

Agricultural Supply Management Programme
Dairy Executives Management Programme
Workshop on Financing Agriculture
One-Year Programme for Management in Agriculture.

Other Programmes Inter-University Relations

Under our collaboration scheme with Panjab University, Chandigarh, Mr. Kamal Gupta was deputed by the Department of Business Administration of the university to spend the second term at the Institute to attend courses in the first year and the second year of the Post-Graduate Programme.

Prof. C. N. S. Nambudiri offered a few sessions on Business Policy in the Executive Development Programme of the Department of Commerce and Business Administration of Kerala University in November 1969.

Prof. Ravi J. Matthai, Director, delivered the valedictory address of the Programme for Young Executives conducted by the Department of Business Administration, University of Kerala. The Vice-Chancellor of the University presided.

Third Seminar of Registrars and Administrative Officers

The Registrars and Administrative Officers of the Institutes of Technology, the Institutes of Management, the Tata Institute of Fundamental Research, the Indian Institute of Science, and the Birla Institute of Technology and Science have been meeting annually for the last two years to share their experience and to understand the problems of administration of academic institutions in the area of higher

education which the participating institutions represent.

The third annual seminar was held from April 16 to 18, 1970, at the Indian Institute of Technology, New Delhi.

Alumni Activities

Sixth Annual Alumni Conference

The sixth annual Alumni Conference was held on March 13 and 14, 1970, at Bombay. The theme for the conference was "Computers and Corporate Policy," and 300 executives attended the conference.

Dr. B. D. Nag Chaudhuri, Member (Science), Planning Commission, inaugurated the conference.

The other conference speakers were: Mr. Asit Chandmal, Manager, Management Services, Tata Engineering & Locomotive Co. Ltd., Mr. R. P. Coelho, Computer Division Manager, Delhi Cloth and General Mills Co. Ltd., Prof. J. G. Krishnappa, IIMA, Prof. G. R. Kulkarni, IIMA, Prof. Ravi J. Matthai, IIMA, Mr. Raja Kulkarni, General Secretary, National Federation of Petroleum Workers (India), Mr. Surendar Kumar, Manager, Glaxo Computer Centre, Glaxo Laboratories India Ltd., Mr. D. U. Rao, (Retd.) Member (Finance), Railway Board, and Prof. N. R. Sheth, IIMA.

Prof. C. N. S. Nambudiri was the Co-ordinator of the conference.

IIMA Alumnus

Two issues of the *Alumnus* have been published. Advertisements from 27 companies were received for the second issue which enabled us to increase the number of pages in the issue.

Alumni Charitable Trust

The Alumni Charitable Trust Deed was signed by the Executive Committee as well as the members of the Board of Trustees.

The present Board of Trustees is as follows: Mr. K. K. Aggarwal, Managing Director, Devidayal Cable Industries Ltd., Bombay; Mr. J. N. Guzder, Director, Bombay Dyeing & Mfg. Co. Ltd., Bombay; Mr. A. N. Kilachand, Managing Director, Dodsall Pvt. Ltd., Bombay; Mr. S. P. Mandelia, President, Century Rayons, Bombay; Mr. Subrata Sen Gupta, Director Clarion McCann Advertising Services Ltd., Bombay; Mr. N. N. Pai, General Manager (Finance), Batliboi & Co. Pvt. Ltd., Bombay; Mr. Rohitkumar Gandhi, 59 Shrimali Society, Ahmedabad; Mr. D. G. Shah, Pfizer Ltd., Bombay; Prof. Ravi J. Matthai, IIMA; Prof. C. N. S. Nambudiri, IIMA; and Mr. M. K. Subramaniam, IIMA.

A formal plan for fund collection during the next year is being chalked out.

PART IV

Agriculture and Co-operatives Group
One-Year Programme for Management
in Agriculture
Banking Studies Project

AGRICULTURE AND CO-OPERATIVES GROUP

In addition to research work, the faculty members in the AGCO group have organized the following executive development programmes:

Agricultural Supply Management Programme

First Session

The first session of this programme was held from May 25 to June 9, 1969, at Agra. Twenty-one executives participated in the programme, and the faculty consisted of Professors D.K. Desai, S. M. Patel (Co-ordinator), V. K. Gupta, Subhash Jain, Bharat C. Dalal (Commercial Services Manager, Gujarat State Fertilizer Corpn.), and A. C. Pandya (Head, Engineering Dept., IIT, Kharagpur).

Mr. B. R. Patel, Secretary, Ministry of Food and Agriculture, Government of India, inaugurated the programme, and Mr. A. A. Johnson of the Ford Foundation was the guest speaker at the concluding session.

Second Session

The second session of the Agricultural Supply Management Programme was held at Rampur from March 1 to 18, 1970. The programme was inaugurated by Padma Shri D. P. Singh, Vice Chancellor of the U. P. Agricultural University. The inauguration function was presided over by Mr. J. S. Sarma, Economic & Statistical Adviser, Ministry of Food & Agriculture, Government of India.

The faculty for the programme consisted of the following: Professors D. K. Desai, P. S. George, V. K. Gupta, Subhash Jain, S. M. Patel (Co-ordinator), Mr. Bharat C. Dalal, and Mr. B. Rudramoorthy, Managing Director, Agricultural Finance Corpn. Ltd.

Dairy Executives Management Programme

This programme was held at Karnal from June 23 to July 12, 1969, in collaboration with the National Dairy Research Institute. From the Institute, Professors S. M. Patel and V. K. Gupta were on the faculty of the programme. From different States, 17 executives participated. The programme was inaugurated by Mr. B. K. Venkatappiah, Member (Agriculture), Planning Commission.

In the past, the programme was offered under the title "Multi-level Dairy Management Programme" by the Institute. But this year the organization of the programme was handed over to National Dairy Research Institute, Karnal, and the Institute's faculty collaborated on the programme. There was also a change in the structure of the programme. Instead of a 3-tier structure of the MDMP, the new programme was similar to the Programme for Young Executives of the Institute and dealt with a single tier.

ONE-YEAR PROGRAMME FOR MANAGEMENT IN AGRICULTURE

This year it was decided that a one-year Programme for Management in Agriculture should be offered from the 1970-71 academic year.

The Agriculture and Co-operatives Group has worked on the research problems of agricultural development and also many training programmes. It is the experience of conducting these programmes and research work which have shown an acute need to develop immediately a specialized programme for potential managers in the agricultural sector. The objective of the one-year programme is to provide educational facilities for young men and women who wish to choose management as a career in agricultural sector.

Workshop on Financing Agriculture

The National Institute of Bank Management, Bombay, and the IIMA organized a workshop on Financing Agriculture during the month of September 1969. The workshop was organized with a view to codify the experience gained by the commercial banks in handling agricultural credit and to evolve, simplify, and streamline procedures for adoption by all the banks. The workshop was attended by the top executives of all the banks dealing with agricultural finance, the Chairman and Custodians of the nationalized banks, and a few other experts. Mr P. N. Damry, Deputy Governor, Reserve Bank of India, presided over the concluding session of the workshop.

The structure of the programme has been devised to provide knowledge of the basic disciplines in economics and behavioural science during the first term so that the applied courses of the second and third terms could be pedagogically built up. In the applied courses, the major tool of instruction would be the case method of teaching which brings to the students the problems of real world situations and helps them develop the decision-making skill.

The programme will start from July 1, 1970. Advertisements were inserted in the leading dailies of India and about 400 requests for admission were received. The number of candidates who were called for interview for admission was 117, out of

which 85 appeared for interview. Thirty-two candidates were selected for admission. The selected students have the basic background of agricultural sciences, such as agronomy, plant breeding, horticulture, agricultural chemistry, animal husbandry, agricultural engineering, and agricultural economics.

It is anticipated that those who undergo the programme will find careers in (1) agricultural development activities in government, co-operatives, and other organizations, (2) agricultural finance operations of the banking sector, (3) industries supplying agricultural inputs, (4) agro-industries, (5) agricultural marketing and marketing of rural consumer goods, and (6) as teachers in agricultural colleges and agricultural universities.

Special emphasis was given in this programme to the preparation of teaching materials which could be used in agricultural colleges and universities. The case method of instruction will be the main pedagogical tool to be used in this programme.

BANKING STUDIES PROJECT

The faculty of this project consists of Professors B. G. Shah (Chairman), G. S. Gupta and M. Sidappa, and research staff of Messrs. Gopal Krishna, J. S. Gandhi, and A. Jagannathan.

The group continues to be actively associated with the steering groups and workshops on the different management subjects organized by the National Institute of Bank Management, Bombay.

Research is being done by the group in the following areas :

- 1 Control System for Banks
- 2 Planning and Reporting Systems
- 3 Banks and Rural Community

Considerable case work has been completed in the field of personnel and industrial relations. Simultaneously, the work in the areas of credit management and control, agricultural finance, and marketing has also made good progress.

PART V

Research
Publications
Publications Division
Consultancy

RESEARCH

Case Research

The case method of teaching has continued to remain the fundamental fabric of the Institute's programmes. The second volume of the case bibliography has been brought out during this year. There has been a substantial increase in the demand for the use of the Institute's cases and technical notes from other educational institutions and companies for use in their training programmes. So far 849 cases and technical notes have been prepared at the Institute.

Project Research

During the academic year 1969-70, 13 research projects were completed and 17 projects were in progress.

Nine projects, for which seed money was granted to explore the possibilities of preparing research proposals, were completed. Six other seed money projects were in process.

The titles of various projects are given below:

Projects Completed

- 1 An Appraisal of Factors Affecting the Acceptance and Uses of Multi-Nutrient Fertilizers in Andhra Pradesh
- 2 Economics of Tubewell Irrigation (A Study of Lift Irrigation Alternatives in Meerut District of Uttar Pradesh)

- 3 Executive Compensation Plans
- 4 Labour Market Survey of Ahmedabad-Baroda Industrial Region
- 5 Management of Production and Distribution of Hybrid Jowar and Maize Seeds in Mysore State
- 6 Occupational Values and Business
- 7 Production Credit Management in Changing Agriculture
- 8 Productivity of Agricultural Finance and Farm Income Utilization
- 9 Under-Utilization in Sheller Rice Mills (A Study in Selected Districts of Andhra Pradesh)
- 10 Planning for Technological Change
- 11 On an Application of Theory of Runs to a Production Problem
- 12 Studies on Economics of Rural Electrification and Lift Irrigation (A Study of Management of Resources for Lift Irrigation in Gujarat State)
- 13 Study and Design of Overhaul Materials Processing System.

Projects in Progress

- 1 Action Research Project on the Role of Opinion Leaders in Accelerated Change in Agriculture in Raipur District
- 2 Assessment of Managerial Personnel Requirements and Planning for Management Education
- 3 A Study of Potentialities for Mobilizing Investible Surpluses in Developing Agriculture
- 4 Authority and the Individual: A Critique of Organizational Authority in India

- 5 An Economic Analysis of the Bilateral Trade Agreement with East European Countries
- 6 Bus Scheduling Problem
- 7 Development of Committed Work Force in India
- 8 Evaluation of the Applied Nutrition Programme
- 9 Feasibility Study of Setting up Modern Rice Mills in West Godavari District and Financial Requirements
- 10 Growth in Demand for Fertilizer
- 11 Learning Process of Middleclass Urban Housewife
- 12 Management Uses of Computer in India
- 13 Premier Automobiles Limited
- 14 Short-Term Economic Forecasting
- 15 TISCO and United States — J. N. Tata's Search for Technicians
- 16 Trade Union System of Organization
- 17 United States Consulates in India 1793-1900.

Seed Money Projects Completed

- 1 A Simulation Model of a Marketing System in India
- 2 A Study of Change and Innovation in Indian Universities
- 3 A Study of the Marketing Practices of Public Enterprises
- 4 Efficiency of Fertilizer Distribution Channels
- 5 Entrepreneurship and Indian Economic Backwardness in the Nineteenth Century
- 6 Growth of Small Scale Industries in Ludhiana
- 7 Price Control and Industrial Growth
- 8 Educated Unemployment: A Case Study in Gujarat
- 9 Manpower Planning in Gujarat.

Seed Money Projects in Progress

- 1 Acquisition of Technology by Indian Industries
- 2 Banking Habit in Ahmedabad City
- 3 Buying Practices in Indian Industry
- 4 Evaluation of the Impact of the Training in IIMA compared with Independent Management Training in India
- 5 Organization of Finance Functions in Selected Indian Companies
- 6 Policy Formulation and Administration in Selected Indian Enterprises

PUBLICATIONS

The number of books, articles and book reviews, and mimeographed research

reports published and papers presented at the professional conferences by the faculty and staff of the Institute for the last four academic years is given below:

	Books	Articles & Book Reviews	Mimeographed Research Reports	Papers Presented at Professional Conferences	Total
1966-67	4	50	—	7	61
1967-68	3	63	—	22	88
1968-69	5	94	6	31	136
1969-70*	13	59	4	27	103
Total	25	266	10	87	388

* The details of the publications for July 1969 to June 1970 are given in Appendix E.

PUBLICATIONS DIVISION

The Publications Division continues to develop as a technical, service, and production unit responsible for providing technical service for the dissemination of management knowledge in general and the Institute's work and image in particular.

In addition to producing various information booklets and handling the advertisements and public information on the programmes of the Institute, the Publications Division brought out the following books:

Modernization in Rice Industry
Management of Conflict
Table for Capital Investment
Analysis (2nd edition)
Computers and Corporate Policy

CONSULTANCY

The object of encouraging the faculty to undertake consulting work is to enable them to keep in touch with the world of practising management. By working on specific problems for a client in their field

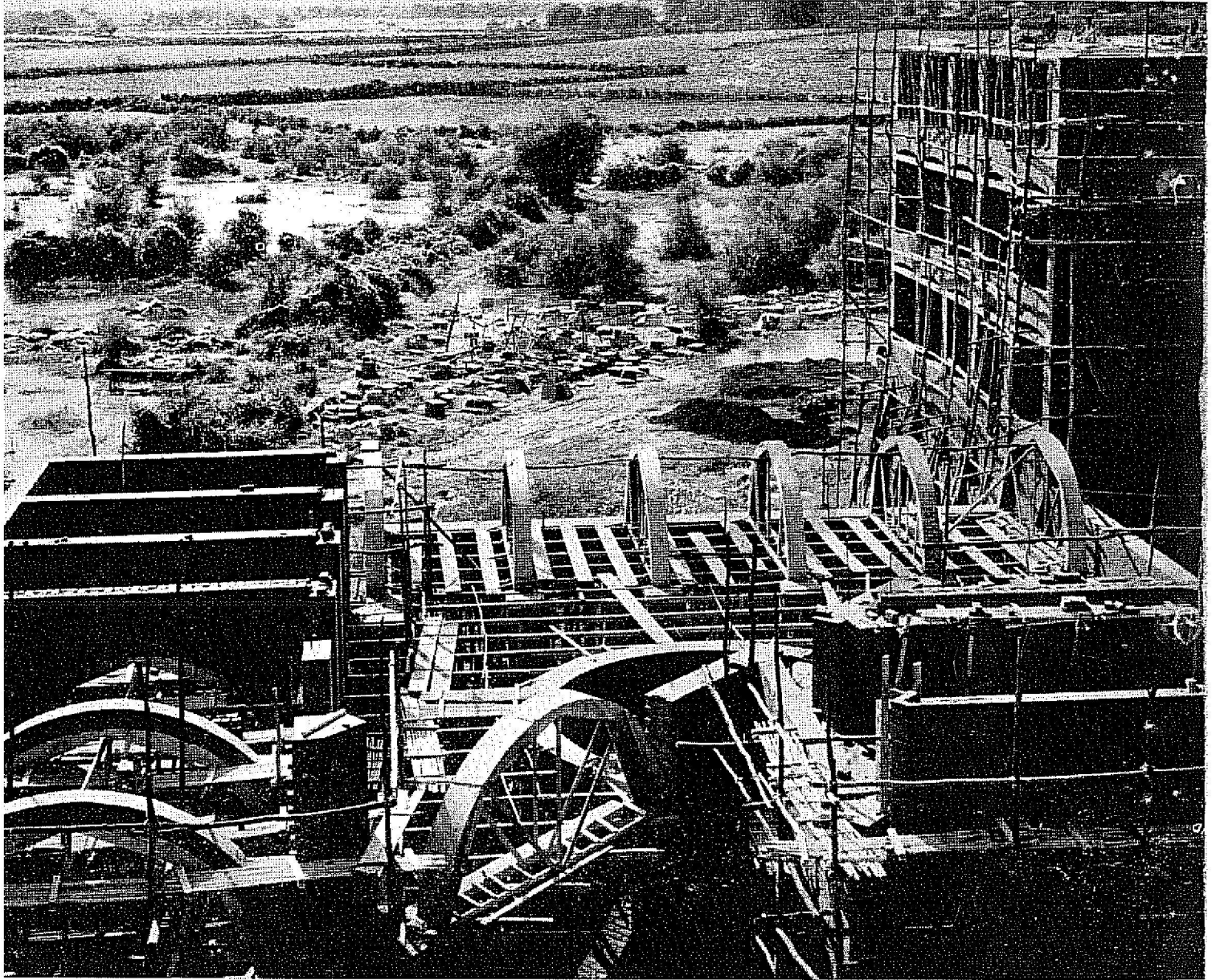
of specialization, the faculty members enrich their understanding of management processes and problems and provide useful advice to the practitioners of management on specific problems faced by their organizations. Consultation is a profitable experience for both the faculty and the industry.

The following 31 members of the faculty undertook consultation with 40 public and private sector organizations and government departments during 1969-70:

Profs. R. Balachandra, K. Balakrishnan, S. K. Bhattacharyya, Kamla Chowdhry, Ishwar Dayal, D. K. Desai, G. M. Desai, V. K. Gupta, B. K. Hegde, Subhash Jain, J. G. Krishnayya, S. C. Kuchhal, G. R. Kulkarni, M. M. Malya, Ravi J. Matthai, S. C. Mehta, V. L. Mote, C. N. S. Nambudiri, S. M. Patel, H. N. Pathak, S. Paul, C. Rangarajan, C. P. Rao, R. Saigal, J. K. Satia, S. A. Seshan, B. G. Shah, B. R. Sharma, T. N. Sheth, Arthur N. Turner, and M. N. Vora.

PART VI

Buildings on the Campus
Library
Retrospect and Prospect
Acknowledgement



Dormitories in the Making.

BUILDINGS ON THE CAMPUS

The building programme progressed somewhat slowly during this year. Dormitories No. 10 and 11 were completed and Dormitories No. 4 and 7 are expected to be completed by June 1970. The library portion of the main complex is under construction and it is hoped that the library wing will be completed by May 1971. The classrooms and the administrative blocks are under various stages of construction. The service tower is in the final stage of completion and the overhead tank will be commissioned by July 1970.

During the year, the Institute received Rs. 10 lakhs from the Ministry of Education, Government of India, as grant for the building programme. Rs. 4.50 lakhs as donation was received from the Industry.

As the Institute will be growing fast during the next five to ten years and the present acreage of the campus will be insufficient for its development, Mr. Kasturbhai Lalbhai, Chairman, Building Committee, and the Director approached the Government of Gujarat to acquire an additional 40 to 45 acres on the Vastrapur side of the campus. It is hoped that the Government of Gujarat will provide about 39 acres and the balance of about six acres will be purchased by private negotiations.

LIBRARY

The growth and expansion of the Library continued during the year. 5,951 new books (bringing the total collection to 46,551) were added. Subscriptions to 12

new periodicals were entered, raising the total number of periodicals subscribed to 598. A large number of backfiles of periodicals were obtained. In the corporation records of the Library, 1,280 joint stock companies — both private and public sectors — are represented.

Rs. 3.04 lakhs were spent on books and periodicals during the year. The Institute is still substantially dependent on the Ford Foundation for the purchase of books and periodicals.

RETROSPECT AND PROSPECT

The Institute has continued its work in various sectors of activity.

Besides the predominant sector of Industry and Commerce, its work in other sectors of activity like Agriculture Co-operatives and Banking Systems is fast progressing. A donation of Rs. 3.5 lakhs from the National Institute of Bank Management and the Reserve Bank of India has enabled the Institute to start a faculty and research group to work on the Management of Banking Systems and to build teaching materials for a two-tier programme for bank executives.

The work continued on the management of educational systems by collaborating with universities and by helping them set up schools of management and by also researching on the factors which inhibit innovation in the general educational system.

Setting up centres of activities relating to management of trade unions and management of government systems is also contemplated.

Work in the various sectors will enable the Institute to develop applied knowledge useful to each of these sectors and to transfer knowledge across the boundaries of these sectors. The Institute will be meeting the inevitable and considerable demand expected to arise from an increasing inter-sectoral inter-dependence of knowledge and skills. The Institute plans now for its development over the next ten years and the request to the Government of Gujarat for more land, the faculty development programme, and the action being taken to introduce management concepts into the thinking that determines the policies and their implementation in many sectors are steps that have already been taken towards this end.

ACKNOWLEDGEMENT

The Institute is extremely grateful to the Government of India, Government of Gujarat, Indian Industry, the Ford Foundation, and the Harvard Business School for their continued support which has enabled the Institute to maintain its leadership in the field of management education in India.

PART VII

Finance and Accounts

FINANCE AND ACCOUNTS

In 1969-70, the Ministry of Education, Government of India, sanctioned Rs. 19.30 lakhs as grant-in-aid to meet the whole of recurring and 50 per cent of the non-recurring expenditure. The

Institute has also received a grant-in-aid of Rs. 2.20 lakhs from the Ministry of Food & Agriculture for the research and training programme in Agriculture and Co-operatives. The Ministry of Education, Government of India, was also kind enough to give a grant of Rs. 10 lakhs for the building programme.

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER,
AHMEDABAD, REGARDING AUDIT OF ACCOUNTS OF THE INDIAN
INSTITUTE OF MANAGEMENT, AHMEDABAD, FOR THE YEAR
ENDING MARCH 31, 1970

REGISTERED NO. F/174 AHMEDABAD

- (a) The accounts are maintained regularly and in accordance with the provisions of the Act and rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts.
- (d) All books, deeds, accounts, vouchers, or other documents or records required by us were produced before us.
- (e) Inventories certified by the Administrative Officer and Librarian of the movables of the Public Trust 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. 7821.74 is outstanding from students, etc., for a period of more than one year. Rs. 8345.04 towards loss on sale of staff vehicles and office equipments and other irrecoverable items is written off during the year.
- (i) The net capital expenditure of Rs. 87,29,391.78 on building during the year represents (a) advance to contractors against their running bills and (b) miscellaneous expenses on building.
- (j) No money of the public trust has been invested contrary to the provision 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 special matters:
- (i) The Indian Institute of Management has been receiving grants from the Ford Foundation. A part of the grant received in India (including books and equipments) has been brought in the books of account of the Institute. The other part of the grant received direct by Institute of International Education, New York, would not be recorded in the books of account of the Institute in India.
- (ii) Provision in respect of depreciation on assets for the period 1st January, 1962, to 31st March, 1970, has not been made in the books of account.
- (iii) Net capital expenditure on building under construction amounting to Rs. 87,29,391.78 is arrived at as under:
- | | |
|--|------------------|
| (a) Expenses | Rs. 58,14,991.39 |
| (b) Amount advanced against running bills subject to adjustment of final bills | Rs. 29,14,400.39 |
| | Rs. 87,29,391.78 |
- (iv) On 28-3-1966 additional computer equipment was received by Physical Research Laboratory from the Fund of Ford Foundation Grant belonging to Indian Institute of Management. The value of computer, amounting to Rs. 1,19,808.00, was treated as loan free of interest given by the Indian Institute of Management to Physical Research Laboratory, which is shown under the head in Balance Sheet on Asset side: "Loan to Physical Research Laboratory, Ahmedabad, for IBM Computer." The same is reduced to Rs. 45,274.27 on 31st March, 1970 (by the value of computer time used for Indian Institute of Management up to 31-3-1970).

Sorab S. Engineer & Co. 25-6-1970
Chartered Accountants

NAME OF THE PUBLIC TRUST : INDIAN
INCOME AND EXPENDITURE ACCOUNT

Previous Year 1968-69		EXPENDITURE			
Rs.	Ps.			Rs.	Ps.
		TO EXPENSES IN RESPECT OF PROPERTIES			
47,495.69		Municipal Taxes on Buildings		50,000.00	
		TO ESTABLISHMENT EXPENSES			
		(i) Salaries:-			
10,05,225.22		(a) Faculty and Staff	11,11,360.29		
1,15,290.18		(b) Agri. Co-op. Programme	1,28,273.08		
78,996.00		(c) Sponsored Research Projects	98,482.07		
11,99,511.40			13,38,115.44		
5,51,382.22		(ii) Allowances	6,41,901.22		
55,208.76		(iii) Travelling Expenses	49,767.03		
3,17,144.51		(iv) Supplies, Services & Contingencies	3,93,022.22		
44,747.64		(v) Maintenance of Estate	46,658.30		
21,67,994.53				24,69,464.21	
		TO RENT AND TAXES FOR BUILDING			
		TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR			
5,41,349.07		(i) Post-Graduate Course	6,07,954.96		
5,24,876.96		(ii) Short-Term Programmes	4,19,295.06		
10,66,226.03				10,27,250.02	

IX

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD
FOR THE YEAR ENDING MARCH 31, 1970

Previous Year 1968-69		INCOME			
Rs.	Ps.			Rs.	Ps.
50,139.31		BY RENT REALISED		50,398.83	
		BY INTEREST REALISED*			
997.47		On Loans and Advances to Staff		4,195.53	
		BY DONATION IN CASH OR KIND			
18,93,000.00		Grant from the Govt. of India, Ministry of Education, Received during the Year	19,30,000.00		
		Grant from the Govt. of Gujarat for Non-recurring Expenditure :—			
80,000.00		(a) Received during the Year	—		
11,378.24		(b) Amount due to be Received	—		
19,84,378.24			19,30,000.00		
		Less : Amount Transferred to Balance Sheet (Representing expenditure on non-recurring items)	1,79,376.37		
18,01,621.76				17,50,623.63	
		By Amount Transferred from Grant for Meeting Expenses for 1969-70		1,18,729.13	
		BY INCOME FROM OTHER SOURCES			
		(i) Receipts from Various Courses Arranged during the Year :—			
6,89,803.84		(a) Post-Graduate Course	7,60,409.98		
7,30,143.00		(b) Short-Term Programmes	5,88,910.00		
14,19,946.84			13,49,319.98		

(Continued)

* Interest on investments of donations of Rs. 77,243.62 has been credited to "DONATION FROM INDUSTRIES" in the Balance Sheet (Previous year Rs. 51,840.82).

Previous Year 1968-69		EXPENDITURE			
Rs.	Ps.			Rs.	Ps.
1,385.00		TO LEGAL EXPENSES		6,830.00	
		TO REMUNERATION TO AUDITORS			
3,000.00		(i) Audit Fees	3,000.00		
203.00		(ii) Fees for other Services	373.00		
<u>3,203.00</u>				<u>3,373.00</u>	
		TO AMOUNT WRITTEN OFF			
6,118.50		Loss on Sale of Staff Car/Typewriters etc.		8,345.04	
		TO MISCELLANEOUS EXPENSES			
99,289.40		(i) Agri. Co-op. Programme	85,495.80		
80,234.96		(ii) Other Expenses of Sponsored Research Projects	1,75,034.23		
36,000.00		(iii) Chair for Management Practices	36,000.00		
28,346.09		(iv) Subsidized Programme (for University Teachers)	—		
5,746.10		(v) Staff Welfare	4,257.39		
87,587.50		(vi) Expenditure on Research Projects Met from Ford Foundation Grant for Rupee Budget	1,35,392.32		
—		(vii) Other Expenses Met from Ford Foundation Grant for AGCO	16,851.83		
<u>3,37,204.05</u>				<u>4,53,031.57</u>	
		TO AMOUNT TRANSFERRED TO RESERVE FOR SPECIFIC FUNDS			
49,406.60		(i) Fund for Loan Scholarships to Students			
1,00,000.00		(ii) Research and Publication Fund			

Previous Year 1968-69		INCOME			
Rs.	Ps.			Rs.	Ps.
		(ii) Grant from Govt. of India, Ministry of Food and Agri. for Agri. Co-op. Programme :-			
	76.21	(a) Balance as on 1-4-69	156.61		
	2,19,900.00	(b) Received during the Year	2,19,800.00		
	<u>2,19,976.21</u>		<u>2,19,956.61</u>		
		Less :			
	5,240.02	(c) Amount Transferred to Ba- lance Sheet (Representing ex- penditure on non-recurring items)	6,187.73		
	156.61	(d) Balance carried over on 1-4-1970			
	<u>5,396.63</u>		<u>6,187.73</u>		
	2,14,579.58			2,13,768.88	
		(iii) Receipts from Sponsored Re- search Projects		2,73,516.30	
	1,59,230.96	(iv) Income from Land		3,894.00	
	1,296.00	(v) Consultancy		91,383.38	
	25,160.08	(vi) Miscellaneous Receipts		3,690.94	
	14,635.55	(vii) Chair from Hindustan Lever		36,000.00	
	36,000.00	(viii) Scholarships from Industries		50,500.00	
	56,000.00	(ix) Subsidized Programme :-			
		(a) Balance as on 1-4-69	6,378.91		
		(b) Grant from Govt. of India for University Teachers Programme	—		
	30,000.00	(c) Other Receipts	—		
	4,725.00				
	<u>34,725.00</u>		<u>6,378.91</u>		

(Continued)

NAME OF THE PUBLIC TRUST : INDIAN
BALANCE SHEET AS

Previous Year 31-3-1969		FUNDS AND LIABILITIES			
Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
		TRUST FUNDS OR CORPUS			
		OTHER EARMARKED FUNDS			
1,21,74,458.17		As per Schedule 'A'		1,43,63,325.93	
		GRANT FROM FORD FOUNDATION			
29,18,751.59		As per Schedule 'B'		28,87,298.58	
		LIABILITIES			
2,01,030.71		1. For Expenses		3,84,470.31	
		2. For Advances			
		(a) Short-Term Programmes			
72,135.00		(Fees received for programmes to be held in 1970-71)		34,500.00	
		(b) Post-Graduate Course :			
33,192.95		(i) Dues to Students		28,356.05	
		(ii) Expenditure to be Incurred against Application Fees Received for Admission to Post-Graduate Course		33,233.03	96,089.08
26,422.15					
1,31,750.10					
		3. For Rent and other Deposits			
		(a) Security Deposits (including Rs. 3,000/- Cashier's deposit as per contra)			
11,475.00				14,641.00	
3,58,852.62		(b) Sundry Credit Balances		5,76,998.31	
		(c) Retention Amount for Building Contractors		68,039.47	
72,664.67					
4,42,992.29				6,59,678.78	
7,75,773.10					11,40,238.17

VIII

Rule 17(i)

INSTITUTE OF MANAGEMENT, AHMEDABAD
AT 31ST MARCH, 1970

Previous Year 31-3-1969		ASSETS			
Rs.	Ps.			Rs.	Ps.
		IMMOVABLE PROPERTIES			
96,40,091.84		As per Schedule 'C'			1,12,73,311.54
		MOVABLE PROPERTIES			
23,87,747.60		As per Schedule 'D'			27,45,454.74
11,217.34		Stores at Cost			7,851.85
		INVESTMENTS :			
		Fifty Shares of Borosil Glass Works Ltd. Received as Donation (Market value Rs. 258)			
500.00		(Previous Year Rs. 242)			500.00
		LOANS (unsecured) :			
		1. Loan Scholarships (Good)			
1,55,104.59		(a) One Year Old	1,94,162.27		
1,38,678.22		(b) Current	1,59,837.81		
				3,54,000.08	
2,93,782.81					
		2. Loan to Physical Research Labo- ratory, Ahmedabad for IBM Computer		1,19,808.00	
1,19,808.00					
		Less : Charges adjusted against loan up to 31-3-1970		79,424.75	
53,605.75					
				40,383.25	
66,202.25					
		Add : Credit Adjustment of Previous Year		4,891.02	45,274.27
66,202.25					3,99,274.35
3,59,985.06					

(Continued)

Previous Year 31-3-1969		FUNDS AND LIABILITIES					
Rs.	Ps.			Rs.	Ps.	Rs.	Ps.
		INCOME AND EXPENDITURE ACCOUNT					
2,02,390.69		Balance as per last Balance Sheet		2,04,105.69			
1,716.00		Add: Adjustment pertaining to Last Year					
2,04,106.69				2,04,105.69			
1.00		Less: Adjustment pertaining to Last Year		397.31			
2,04,105.69				2,03,708.38			
		Less: Amount Appropriated as under on 31-3-70					
		(i) Fund for Contingencies for Equipment to be Imported	53,000.00				
		(ii) Research and Publication Fund	30,000.00				
		(iii) Transferred to Grant for Meeting Expenses 1969-70	1,18,729.13	2,01,729.13		1,979.25	
2,04,105.69							
1,60,73,088.55		TOTAL					1,83,92,841.93

Note: Depreciation on assets is not provided from 1-1-1962 to 31-3-1970.

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

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.

Dated: June 25, 1970

TRUSTEE

Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

Previous Year 31-3-1969		ASSETS					
Rs.	Ps.					Rs.	Ps.
		ADVANCES					
		To Employees (including Rs. 32,935.00 for pur- chase of conveyance) (Previous year Rs. 59,581.24)	<u>One Year Old</u>	<u>Current</u>			
69,467.19			—	56,247.07		56,247.07	
2,18,290.17		To others	4,933.59	*5,63,896.79		*5,68,830.38	
	2,87,757.36						6,25,077.45
		DEPOSITS					
7,500.00		Security Deposits				10,500.00	
10,700.00		Telephone Deposits				9,980.00	
	18,200.00						20,480.00
		INCOME OUTSTANDING					
16,440.25		Interest				19,512.11	
43,800.00		Other Income				47,235.00	
		Dues from Post-Graduate Students :					
1,792.60		(a) One Year Old		2,888.15			
6,148.32		(b) Current		10,199.28			
	7,940.92					13,087.43	
	68,181.17						79,834.54
		CASH AND BANK BALANCES :					
32,99,408.18		As per Schedule 'E'					32,41,057.46
	1,60,73,088.55						1,83,92,841.93
		TOTAL					

*Includes Rs. 4,17,000 grant due and received from Govt. of India, Min. of Education on 4-4-70

C. Ramdoss
ACCOUNTS OFFICER

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

INDIAN INSTITUTE OF
SCHEDULE FORMING PART OF THE

SCHEDULE 'A' OTHER EARMARKED FUNDS	Balance as on 1st April, 1969		Amount credi- ted during the year		Amount debi- ted during the year		Balance as on 31st March, 1970	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
Donation (Value of land donated by the Government of Gujarat)	25,43,919.76		—		—		25,43,919.76	
Reserve fund (For special programmes)	25,000.00		—		—		25,000.00	
Special donations to fund for assistance to students	20,664.48		3,000.00		—		23,664.48	
Fund for special assistance to students	89,830.00		27,000.00		2,500.00		1,14,330.00	
Library fund (Sale proceeds for some of the books received from Ford Foundation and other teaching materials)								
Books	3,20,243.00		68,531.44		—		3,88,774.44	
Teaching materials	1,39,923.63		77,794.58		54.25		2,17,663.96	
Grants-in-aid from Government of India and Government of Gujarat (Representing expenditure on non-recurring items) (as per contra)	11,04,364.14		1,79,376.37(a)		25,784.19(b)		12,57,956.32	
Donation from Industries	25,78,548.41		4,50,000.00		—		30,28,548.41	
Donation from Industries—Interest	1,44,368.97		77,243.62		—		2,21,612.59	
Donation of shares of Limited Company	500.00		—		—		500.00	
Donation from British Information Services	13,118.10		—		—		13,118.10	
Grant from Government of India for Agri-Co-op. Programmes (Representing expenditure on non-recurring items) (as per contra)	37,431.36		6,187.73(a)		—		43,619.09	
Fund from Government of India for Agri-Co-op. Programmes (Unspent balance for 1968-69)	156.61		—		156.61(c)		—	
Grant for meeting expenses for 1969-70	—		1,18,729.13(f)		1,18,729.13(c)		—	
Grant from Government of India for building Expenses	44,95,000.00		10,00,000.00		—		54,95,000.00	

Dated : June 25, 1970

TRUSTEE

Ravi J. Matthai
DIRECTOR

MANAGEMENT, AHMEDABAD
BALANCE SHEET AS AT 31ST MARCH, 1970

	Balance as on 1st April, 1969		Amount credi- ted during the year		Amount debi- ted during the year		Balance as on 31st March, 1970	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
Fund for conveyance advance to faculty and staff	1,76,000.00		—		—		1,76,000.00	
Fund for loans scholarship to students	2,78,406.60		29,361.00		—		3,07,767.60	
Imperial Tobacco Co. students loan fund	—		50,000.00		—		50,000.00	
Loan fellowship from industries	—		67,500.00		—		67,500.00	
Fund for contingencies for equipment to be imported	—		53,000.00(f)		—		53,000.00	
Fund for Agri. Co-op. Programmes	80,926.03		58,765.10		12,231.60(d)		1,27,459.53	
Fund for award of medals	1,000.00		—		—		1,000.00	
Shree Krishna Seth memorial award fund	3,000.00		—		—		3,000.00	
Fund from interest on financial aid loan	3,668.92		8,233.63		—		11,902.55	
Research and publication fund	1,00,500.00		30,000.00(f) } 2,844.03 }		— 49.00		1,33,295.03	
Fund from NIBM for research	—		20,000.00		—		20,000.00	
Amount to be adjusted to Government of India grant on sale of assets	—		14,107.50		—		14,107.50	
NIBM non-recurrent grant (as per contra)	—		9,129.22		—		9,129.22	
Sale and/or written off account from assets purchased from the grants from the Government of India and Government of Gujarat	17,888.16		25,784.19		28,215.00(e)		15,457.35	
Total Schedule 'A'	1,21,74,458.17		23,76,587.54		1,87,719.78		1,43,63,325.93	

- (a) Transferred from income and expenditure account.
(b) Includes Rs. 16,258.79 value of car and Rs. 9,525.40 value of typewriters sold.
(c) Transferred to Income and Expenditure Account.
(d) Amount spent for meeting various expenses on Agri. Co-op. activities.
(e) Amount realised on sale of various assets purchased out of Government grants credited back to Government grant account.
(f) Appropriated from previous surplus of Income and Expenditure Account.

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1970

SCHEDULE 'B'	Balance as on 1st April, 1969		Amount credited during the year		Amount debited during the year		Closing balance as on 31st March, 1970	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
GRANT FROM FORD FOUNDATION								
For Building Expenditure	14,44,291.00						14,44,291.00	
Value of Books Received (as per contra)	9,97,424.69		2,06,947.50		68,531.44(a)		11,35,840.75	
Value of Equipment Received (as per contra)	55,641.01		3,303.06				58,944.07	
Value of Equipment Purchased from Grant (as per contra)	37,567.70						37,567.70	
Value of Equipment Purchased from Grant Agri. Co-op. (as per contra)	5,469.71						5,469.71	
Reserve Fund from Ford Foundation Grant for Rupee Budget	3,10,837.19				1,52,244.15(b)		1,58,643.04	
Computer Grant Received	66,202.25		4,891.02		25,819.00(c)		45,274.27	
Write off Account from the Books Received from the Grant	1,268.04						1,268.04	
Total Schedule 'B'	29,18,751.59		2,15,141.58		2,46,594.59		28,87,298.58	

(a) Transferred to Library Fund (sale proceeds of some books).

(b) Transferred to Income and Expenditure account for meeting expenses on research projects.

(c) Computer time used up to 31st March, 1970.

Dated : June 25, 1970

Ravi J. Matthai
DIRECTOR

TRUSTEE

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1970

SCHEDULE 'C'	Balance as on 1st April, 1969		Amount debited during the year		Amount credited during the year		Closing balance as on 31st March, 1970	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
IMMOVABLE PROPERTIES								
Land at Cost (Received as Donation from Government of Gujarat)	25,43,919.76						25,43,919.76	
Capital Expenditure on Building and Advances to Contractors for Work under Construction	70,96,172.08		16,33,219.70				87,29,391.78	
Total Schedule 'C'	<u>96,40,091.84</u>		<u>16,33,219.70</u>				<u>1,12,73,311.54</u>	

Dated : June 25, 1970

TRUSTEE Ravi J. Matthai
DIRECTOR

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

INDIAN INSTITUTE OF
SCHEDULE FORMING PART OF THE

SCHEDULE 'D'	Balance as on 1st April, 1969		Debit during the year		Credit during the year		Balance as on 31st March, 1970	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
MOVABLE PROPERTIES (AT COST)								
Assets purchased out of grants-in-aid from the Government of India and Government of Gujarat (as per contra)								
Office equipment (including typewriters and staff recreation club equipment and library equipment)	3,00,778.61		48,329.65		9,525.40(c)		3,39,582.86	
Office furniture (including Library furniture)	2,11,154.74		34,636.42		—		2,45,791.16	
Staff vehicles	67,180.18		25,181.45		16,258.79(c)		76,102.84	
Books purchased from grant	2,19,099.71		50,000.00		—		2,69,099.71	
Hostel equipment (including students recreation club)	1,15,464.05		7,416.31		—		1,22,880.36	
Hostel furniture	1,34,595.49		7,123.67		—		1,41,719.16	
Class room equipment (including production equipment)	8,124.95		—		—		8,124.95	
Class room furniture	22,996.20		1,340.35		—		24,336.55	
Customs duty on imported equipment	24,970.21		5,348.52		—		30,318.73	
	11,04,364.14		1,79,376.37		25,784.19		12,57,956.32	
Books purchased out of Library fund	1,33,397.93		48,797.47(a)		1,718.58(d)		1,80,476.82	
Cost of books received from Ford Foundation (as per contra)	9,97,424.69		2,06,947.50		68,531.44(b)		11,35,840.75	
Cost of equipment received from British Information Service	13,118.10		—		—		13,118.10	

(a) Appropriated out of total purchases of Rs. 98,797.47 during the year.

(b) Transferred to Library fund.

(c) Represents the cost of typewriters and staff vehicles sold.

(d) Represents cost of books sold.

Dated : June 25, 1970

Ravi J. Matthai
DIRECTOR

TRUSTEE

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1970

SCHEDULE 'E'

As on 31st March, 1969		Rs.	Ps.	Rs.	Ps.
	CASH AND BANK BALANCES				
6,85,146.07	In Current Account with the State Bank of India			1,49,297.81	
26,00,000.00	In Short-Term/Fixed-Term Deposit with the State Bank of India	30,00,000.00			
10,167.00	In Fixed-Term Deposits (others) with the State Bank of India/Bank of Baroda (including Rs. 3,000/- Cashiers' Deposits as per contra)		7,500.00		
	In Fixed-Term Deposits :—				
	1. Imperial Tobacco Company Loan Fund		50,000.00		
	2. Students Loan Fellowships from Industries		30,000.00		
26,10,167.00				30,87,500.00	
779.95	Postage stamps on hand (including balance in franking machine)		1,226.25		
21.10	Revenue stamps on hand		33.60		
799.64	Cash on hand with cashier		2,000.00		
1,850.00	Cash with Students' Recreation Club		100.00		
641.95	Cash with Hostel Mess		858.55		
2.47	Cash with Library		41.25		
4,095.11				4,259.65	
32,99,408.18	Total Schedule 'E'			32,41,057.46	

Dated : June 25, 1970

Ravi J. Matthai
DIRECTOR

TRUSTEE

M. K. Subramaniam
ADMINISTRATIVE OFFICER

C. Ramdoss
ACCOUNTS OFFICER

Sorab S. Engineer & Co.
CHARTERED ACCOUNTANTS

APPENDICES

- A : Society Members
- B : Donor Members
- C : Board of Governors and
its Committees
- D : Faculty and Administration
- E : Faculty and Staff Publications

APPENDIX A

SOCIETY MEMBERS

Chairman

Mr. S. L. Kirloskar
Chairman
Kirloskar Oil Engines Ltd.

Members

Mr. R. M. Bhandari
Adviser (Finance)
Bureau of Public Enterprises
Government of India

Mr. B. N. Bhattasali
Executive Director
National Productivity Council

Mr. G. K. Chandiramani
Additional Secretary
Ministry of Education
Government of India

Mr. L. R. Dalal
Chief Secretary
Government of Gujarat

Mr. L. T. Gholap
National Machinery Mfrs. Ltd.

Mr. V. Isvaran
Bombay

Mr. Kasturbhai Lalbhai
Ahmedabad

Mr. A. N. Mafatlal
Mafatlal Gagalbhai & Co.
(P) Ltd.

Mr. Chinubhai Manibhai
Anil Starch Products Ltd.

Prof. Ravi J. Matthai
Director
IIMA

Mr. S. R. Mehta
Financial Adviser
Ministry of Education
Government of India

Mr. V. R. Mehta
Secretary
Education & Labour Department
Government of Gujarat

Mr. M. K. Raju
Managing Director
India Pistons Ltd.

Lala Charat Ram
Shri Ram Associates (P) Ltd.

Dr. Vikram A. Sarabhai
Chairman
Atomic Energy Commission

Mr. Navnitlal Shodhan
Sarangpur Cotton Mfg. Co. Ltd.

Dr. M. S. Swaminathan
Director
Indian Agricultural Research
Institute

Mr. Shanta Ram S. Tawde
Secretary
Steel Mazdoor Sabha

Mr. A. H. Tobaccowala
Tata Industries (P) Ltd.

Mr. Kanchanlal C. Parikh
Ahmedabad Jupiter Spg. Wvg.
& Mfg. Co. Ltd.

Mr. Mahendralal Kanaiyalal
Ahmedabad Kaiser-I-Hind
Mills Co. Ltd.

Mr. Ramesh Chandulal/
Mr. Bipin Chandulal/
Mr. D. R. Desai
Ahmedabad New Cotton
Mills Co. Ltd.

Mr. Jaykrishna Harivallabhdas/
Mr. Balkrishna Harivallabhdas
Ambica Mills Ltd.

Mr. Chinubhai Manibhai/
Mr. Shrenik Kasturbhai
Anil Starch Products Ltd.

Mr. Surettam P. Hutheesing/
Mr. Deepak S. Hutheesing
Aruna Mills Ltd.

Mr. Niranjan Narottam Lalbhai/
Mr. Sidharth Kasturbhai
Arvind Mills Ltd.

Mr. Harshavadan Mangaldas/
Mr. Madanmohan Mangaldas
Aryodaya Spg. & Wvg. Co. Ltd.

Mr. Ajay Chimanbhai/
Mr. Arvind Narottam
Asoka Mills Ltd.

Mr. D. Madhukar
Executive Director
Asian Paints (India) (P) Ltd.

Capt. K. R. Coorlawala
Associated Cement Cos. Ltd.

Dr. N. S. Johary
Works Manager
Atic Industries Ltd.

Mr. R. P. Shah/
Mr. P. N. Shah
Bakubhai Ambalal Pvt. Ltd.

Mr. H. R. Batliwala/
Mr. J. N. Guzder
Bombay Dyeing & Mfg.
Co. Ltd.

Mr. P. R. Neelakantan*
Dy. Chairman & Managing Director
Brooke Bond India Ltd.

Mr. Suhrid Sarabhai/
Mr. S. R. Bastikar
Financial Controller
Calico Mills Ltd.

Mr. M. V. Arunachalam
Carborundum Universal Ltd.

Mr. S. Chaudhuri
Commercial Manager
Chemicals & Fibres of India Ltd.

Mr. Manubhai Bhikhabhai/
Mr. Jayantilal Bhikhabhai
Commercial Ahmedabad Mills Co.
Ltd.

Lala Charat Ram/
Dr. J. N. Thadani
Delhi Cloth & General Mills
Co. Ltd.

Mr. C. K. Hazari*
Vice President
Escorts Ltd.

Mr. D. J. R. Farratt
Managing Director
Glaxo Laboratories

Mr. V. G. Rajadhyaksha
Hindustan Lever Ltd.

Mr. S. Chaudhuri
Indian Explosives Ltd.

Mr. B. Majumdar
Indian Tube Co. Ltd.

Mr. S. R. Bastikar
Kalol Mills Ltd.

Mr. B. R. Deolalikar
Karamchand Premchand Pvt. Ltd.

The Secretary
Mafatlal Fine Spg. & Mfg.
Co. Ltd.

Mr. L. D. Vasa
Mafatlal Gagalbhai & Co.
Pvt. Ltd.

Mr. Ramanlal C. Parikh
Mihir Textiles Ltd.

Mr. Rasiklal C. Nagri/
Mr. Bansidhar R. Nagri
Nagri Mills Co. Ltd.

Mr. L. T. Gholap
National Machinery Mfrs. Ltd.

Mr. N. N. Wadia/
Mr. T. P. Barat/
Mr. J. N. Guzdar
National Peroxide Ltd.

Mr. R. J. Chinai
Managing Director
National Rayon Corpn. Ltd.

Mr. V. C. Vaidya
New India Assurance Co. Ltd.

Mr. Laxmanprasad D. Vasa
New Shorrock Spg. & Mfg.
Co. Ltd.

Mr. S. K. Agrawal
New Swadeshi Mills of
Ahmedabad Ltd.

Mr. Gautam Shantilal Nanavaty/
Mr. Gautambhai J. Nanavaty
Nutan Mills Ltd.

Miss Lilavati Lalbhai/
Mr. Vijaysinh Chimambhai
Raipur Mfg. Co. Ltd.

Mr. B. V. Bhatt
Rajendra Dyeing & Printing
Mills Ltd.

Mr. Rohit C. Mehta/
Mr. S. G. Dakwala
Rajesh Textile Mills Ltd.

Mr. Ravindrabhai Chinubhai/
Mr. Arvindbhai Chinubhai
Rohit Mills Ltd.

Mr. Sakarlal Balabhai
Sakarlal Balabhai & Co. Ltd.

Mr. Navnitlal Shodhan/
Mr. Navnitlal Sakarlal
Sarangpur Cotton Mfg. Co. Ltd.

Mr. Chinubhai Chimanbhai Sheth/
Mr. Ashoke Chimanbhai
Saraspur Mills Ltd.

Mr. Vadilal Lallubhai
Sayaji Mills Ltd.

Mr. R. K. Birla/
Mr. S. K. Mundra
Shree Digvijay Woollen Mills
Ltd.

Mr. Pratap Bhogilal
Shree Ram Mills Charitable Trust

Mr. Nandkishore Sakarlal/
Mr. Saurabhkumar Navnitlal
Silver Cotton Mills Co. Ltd.

Mr. Suhrid Sarabhai
Suhrid Geigy Ltd.

The Secretary
Surat Cotton Spg. & Wvg.
Mills (P) Ltd.

Mr. B. Rajaram
Swadeshi Mills Co. Ltd.

Mr. R. Ratnam
T V Sundaram Iyengar & Sons
Pvt. Ltd.

Mr. P. V. S. Manyam/
Mr. H. P. Shroff
Tata Chemicals Ltd.

Mr. A. H. Tobaccowala/
Mr. R. D. Kulkarni
Tata Engg. & Loco. Co. Ltd.

The Secretary
Tata Hydro-Electric Power
Supply Co. Ltd.

Mr. J. J. Bhabha
Tata Iron & Steel Co. Ltd.

Mr. M. A. Wadud/
Mr. N. K. Bhada
Tata Oil Mills Co. Ltd.

Asst. Secretary*
Travancore Rayons Ltd.

Sheth Natvarlal Ramanlal/
Sheth Madanmohan Ramanlal/
Sheth Chandravadan Ramanlal
Vikram Mills Ltd.

Col. T. K. Mukerji (Retd)
General Manager
Staff & Organization
Voltas Ltd.

Secretary
Mr. M. K. Subramaniam
Administrative Officer
IIMA

*Membership after April 1970

APPENDIX B

DONOR MEMBERS

Ahmedabad Cotton Mfg. Co. Ltd.	Indian Explosives Ltd.	Surat Cotton Spg. & Wvg. Mills (P) Ltd.
Ahmedabad Jupiter Spg. Wvg. & Mfg. Co. Ltd.	Indian Tube Co. Ltd.	Swadeshi Mills Co. Ltd.
Ahmedabad Kaiser-I-Hind Mills Co. Ltd.	Kalol Mills Ltd.	T.V. Sundaram Iyengar & Sons Pvt. Ltd.
Ahmedabad New Cotton Mills Co. Ltd.	Karamchand Premchand Pvt. Ltd.	Tata Chemicals Ltd.
Ambica Mills Ltd. Nos. I & II	Mafatlal Fine Spg. & Mfg. Co. Ltd.	Tata Engineering & Locomotive Co. Ltd.
Anil Starch Products Ltd.	Mafatlal Gagalbhai & Co. Pvt. Ltd.	Tata Hydro-Electric Power Supply Co. Ltd.
Aruna Mills Ltd.	Mihir Textile Ltd.	Tata Iron & Steel Co. Ltd.
Arvind Mills Ltd.	Nagri Mills Co. Ltd.	Tata Oil Mills Co. Ltd.
Aryodaya Ginning & Mfg. Co. Ltd.	National Machinery Mfrs. Ltd.	Travancore Rayons Ltd.
Aryodaya Spg. & Wvg. Co. Ltd.	National Peroxide Ltd.	Vikram Mills Co. Ltd.
Ashoka Mills Ltd.	National Rayons Corpn. Ltd.	Voltas Ltd.
Asian Paints (India) (P) Ltd.	New India Assurance Co. Ltd.	
Associated Cement Cos. Ltd.	New Shorrock Spg. & Mfg. Co. Ltd.	
Atic Industries Ltd.	New Swadeshi Mills of Ahmedabad Ltd.	
Bakubhai Ambalal Pvt. Ltd.	Nutan Mills Ltd.	
Bharat Suryodaya Mills Co. Ltd.	Raipur Mfg. Co. Ltd.	
Bombay Dyeing & Mfg. Co. Ltd.	Rajendra Dyeing & Printing Mills Ltd.	
Brooke Bond India Ltd.	Rejesh Textile Mills Ltd.	
Calico Mills Ltd.	Rohit Mills Ltd.	
Carborundum Universal Ltd.	Sakarlal Balabhai & Co. Ltd.	
Chemicals & Fibres of India Ltd.	Sarangpur Cotton Mfg. Co. Ltd.	
Commercial Ahmedabad Mills Co. Ltd.	Saraspur Mills Ltd.	
Delhi Cloth & General Mills Co. Ltd.	Sassoon Spg. & Wvg. Mills Co. Ltd.	
Escorts Ltd.	Saurashtra Cement & Chemical Industries Ltd.	
Glaxo Laboratories	Sayaji Mills Ltd.	
Hindustan Lever Ltd.	Shree Digvijay Woollen Mills Ltd.	
Indian Dyestuff Industries Ltd.	Shri Ram Mills Charitable Trust	
	Silver Cotton Mills Co. Ltd.	
	Standard Mills Ltd.	
	Suhrid Geigy Ltd.	

APPENDIX C

BOARD OF GOVERNORS AND ITS COMMITTEES

Chairman

Mr. S. L. Kirloskar
Chairman
Kirloskar Oil Engines Ltd.

Members

Mr. R. M. Bhandari
Adviser (Finance)
Bureau of Public Enterprises
Government of India

Mr. B. N. Bhattasali
Executive Director
National Productivity Council

Mr. G. K. Chandiramani
Additional Secretary
Ministry of Education
Government of India

Mr. L. R. Dalal
Chief Secretary
Government of Gujarat

Mr. L. T. Gholap
National Machinery Mfrs. Ltd.

Mr. V. Isvaran
Bombay

Mr. Kasturbhai Lalbhai
Ahmedabad

Mr. A. N. Mafatlal
Mafatlal Gagalbhai & Co. (P) Ltd.

Mr. Chinubhai Manibhai
Anil Starch Products Ltd.

Prof. Ravi J. Matthai
Director
IIMA

Mr. S. R. Mehta
Financial Adviser
Ministry of Education
Government of India

Mr. V. R. Mehta
Secretary
Education & Labour Department
Government of Gujarat

Mr. M. K. Raju
Managing Director
India Pistons Ltd.

Lala Charat Ram
Shri Ram Associates (P) Ltd.

Dr. Vikram A. Sarabhai
Chairman
Atomic Energy Commission

Mr. Navnitlal Shodhan
Sarangpur Cotton Mfg. Co. Ltd.

Dr. M. S. Swaminathan
Director
Indian Agricultural Research
Institute

Mr. Shanta Ram S. Tawde
Secretary
Steel Mazdoor Sabha

Mr. A. H. Tobaccowala
Tata Industries (P) Ltd.

Secretary

Mr. M. K. Subramaniam
Administrative Officer
IIMA

Personnel Committee

Mr. S. L. Kirloskar (Chairman)
Mr. G. K. Chandiramani
Mr. V. Isvaran
Mr. Kasturbhai Lalbhai
Prof. Ravi J. Matthai
Mr. M. K. Subramaniam
(Secretary)

Building Committee

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

Budget Committee

Mr. S. L. Kirloskar (Chairman)
Mr. G. K. Chandiramani/
Mr. G. N. Vaswani
Prof. Ravi J. Matthai
Mr. S. R. Mehta
Mr. Kasturbhai Lalbhai
Mr. L. R. Dalal/
Mr. V. R. Mehta
Mr. M. K. Subramaniam
(Secretary)

APPENDIX D

FACULTY AND ADMINISTRATION

DIRECTOR

Ravi J. Matthai
B.A. Hons. (Oxon.)

FACULTY

S. C. Aggarwal
Ph.D. Engg. (Moscow)

K. K. Anand
Ph.D. (Panjab)

R. Balachandra
M.E. (I.I.Sc., Bangalore)

K. Balakrishnan
B.Sc. (Kerala)
A.I.C.W.A.

G. K. Bhattacharyya
Ph.D. (Wisconsin)

S. K. Bhattacharyya
F.C.A.

Kamla Chowdhry
Ph.D. (Michigan)
Hindustan Lever Professor
of Management Practices

Ishwar Dayal
M.S. (New York)

D. K. Desai
Ph.D. (Illinois)

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

Ved. P. Gandhi
Ph.D. (Harvard)
(On leave)

P. S. George
Ph.D. (California)

Ramesh C. Goyal
M.A. (Nagpur)
M.P.A. (Harvard)
A.I.C.W.A.

V. K. Gupta
M.Com. (Lucknow)
M.S.S. (The Hague)

- V. R. Gaikwad
Ph.D. (Saugar)
- B. K. Hegde
M.Tech.
(I.I.T. Kharagpur)
- Subhash Jain
Ph.D. (Oregon)
- Nandini U. Joshi
Ph.D. (Harvard)
- Sudhir Kakar
Ph.D. (Vienna)
- Kul Bhushan Kothari
M.S. (Kentucky)
- V. N. Krishnan
Ph.D. (Michigan State)
- J. G. Krishnaya
E.E. (M.I.T.)
- Suresh C. Kuchhal
M.Com. (Allahabad)
- G. R. Kulkarni
M.Com. (Bombay)
LL.B. (Bombay)
- M. Meenakshi Malya
M.Sc. (Aberdeen)
- Subhash C. Mehta
M.A. (Panjab)
M.D.P.A. (I.I.P.A.)
- Sasi B. Misra
Ph.D. (California)
- V. L. Mote
Ph.D. (N. Carolina)
- C. N. S. Nambudiri
M.B.A. (DePaul)
- S. M. Patel
Ph.D. (Durham)
- H. N. Pathak
M.Sc. Econ. (London)
- Samuel Paul
Ph.D. (Syracuse)
- Keshav Prasad
M.A. (Patna)
- M. Raghavachari
Ph.D. (California)
(On leave)
- K. V. Ramanathan
M.B.A. (Northwestern)
A.I.C.W.A.
(On leave)
- C. Rangarajan
Ph.D. (Pennsylvania)
- C. P. Rao
Ph.D. (N. Carolina)
- J. K. Satia
Ph.D. (Stanford)
- Suresh A. Seshan
M.B.A. (Harvard)
A.I.C.W.A.
- B. G. Shah
M.Com. (Bombay)
- Baldev R. Sharma
Ph.D. (Michigan State)
- N. R. Sheth
Ph.D. (Baroda)
- Tarun Sheth
M.A. (Baroda)
- M. Siddappa
M.A. (Mysore)
- Dwijendra Tripathi
Ph.D. (Wisconsin)
- K. L. Varshneya
B.Com. (Agra)
Dip. Bus. Man. (Delhi)
- M. N. Vora
M.B.A. (Pennsylvania)
(On Study leave)
- RESEARCH ASSOCIATES/
ASSISTANTS*
- Y. P. Aneja
M.Stat. (I.S.I.)
- A. K. Banerjee
M.Stat. (I.S.I.)
- G. S. Bhatnagar
M.A. (Chandigarh)
- Ajit Dalvi
B.A. Hons. (Bombay)
Dip. Bus. Admn. (I.I.M.A.)
- B. M. Desai
M.A. (S. P. University)
- L. M. Dixit
B.A. Hons. (Karnatak)
Dip: S.S.A. (T.I.S.S.)
- T. P. Gopaldaswamy
Ph.D. (I.A.R.I.)
- M. R. Gopalan
B.E. (Annamalai)
- V. Jaikumar
M.Sc. (Delhi)
A.I.C.W.A.
- S. P. Kashyap
M.A. (Rajasthan)
- P. P. Madappa
M.Sc. Agri. (Karnatak)
- M. J. Mehta
M.A. (Pennsylvania)
- Gargi K. Munshi
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- A. G. K. Murty
M.A. (Patna)
- A. V. S. Narayanan
M.Sc. Agri. (Banaras)
(On Study leave)
- K. V. Parameswaran
B.Sc. Tech. (Bombay)
- B. V. Patel
M.Sc. (Gujarat)
- D. A. Patel
M.Sc. (Gujarat)
- K. Subhas Rao
M.A. (Lucknow)
- N. Venkata Rao
M.A. (Delhi)
(On leave)
- J. L. Saha
B. Stat. (I.S.I.)
Dip. S.Q.C. (I.S.I.)
- Mirza Saeed Saiyadain
M.A. (Hawaii)
- Shanti Seth
Ph.D. (Lucknow)
- C. R. Shah
M.A., LL.B. (Gujarat)

S. P. Valavade
M.A. (Poona)
Krishen Kumar Verma
M.A. (Delhi)

RESEARCH PROJECT STAFF

B. R. Bhatt
Dip. Bus. Admn. (I.I.M.A.)
Swati N. Desai
M.A. (Bombay)
V. R. Dave
B.A., M.L.W. (Gujarat)
J. S. Gandhi
M.A. (Delhi)
Gopal Krishna
M.S.W. (Lucknow)
Dip. P.A. (Lucknow)
Gopa Basu
M. Stat. (I.S.I.)
A. Jagannathan
B.E. Mech. (Madras)
Minal Devinder Singh
M.A. (Gujarat)
R. Parikh
M.A. (New York)
H. K. Shivdasani
B.A. Hons. (Delhi)
Dip. Bus. Admn. (I.I.M.A.)

SURVEY UNIT STAFF

S. B. Tambad
M.Sc. Agri. (Karnatak)
M.S. (Tennessee)
Research Associate
V.S.T.V. Anjaneyulu
M.Sc. (Andhra)
Research Investigator
P. Narayana Chary
B.Sc., B.Ed. (Osmania)
Research Assistant
S. N. Chokshi
B.Sc. (Gujarat)
Research Investigator

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

B. C. Patel
M.Sc. (Baroda)
Research Investigator

K. V. Patel
M.A. (Baroda)
Research Assistant

N. T. Patel
B.A. (Baroda)
Research Investigator

K. S. Raman
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M.A. (Madras)
Administrative Officer and
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M.A. (Syracuse)
Programmes and Publications
Co-ordinator

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Asst. Administrative Officer

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B.Sc. Hons. (Bombay)
S.A.S.
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Admissions Officer

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APPENDIX E

PUBLICATIONS OF THE FACULTY AND STAFF

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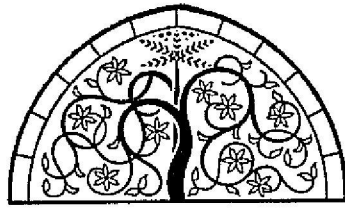
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CALENDAR OF PROGRAMMES FOR 1971-72

1971			1972		
Date	Programme	Place	Date	Programme	Place
January 3-9	Change in Organizations	To be decided	January-February	3-Tier Programme for Management Development	Agra
January 3-February 27	3-Tier Programme for Management Development	Agra	March	Alumni Conference	To be decided
January	Computer Simulation Workshop	IIMA Campus	April	Laboratory for Personal and Organizational Development	To be decided
March 12-13	Alumni Conference	Bombay		Programme for Trade Unions	To be decided
April	Changing Perspectives in Industrial Relations	To be decided	April 8	Convocation for the Two-Year Post-Graduate Programme in Business Administration	IIMA Campus
	Laboratory for Personal and Organizational Development	To be decided			
	Management Development Programme for Medium and Small Enterprises	To be decided			
	Management Information Systems in Banks	To be decided			
April 10	Convocation for the Two-Year Post-Graduate Programme in Business Administration	IIMA Campus			
April 18-May 2	Agricultural Supply Management Programme	Rampur			
	Analytical Aids for Decision-Making	To be decided			
May	Credit Planning and Management in Banks	To be decided			
	Dairy Executives Management Programme	To be decided			
	Programme on Production & Operations Management (Senior level)	Agra			
July 1	Two-Year Post-Graduate Programme in Business Administration Begins	IIMA Campus			
	One-Year Programme for Management in Agriculture	IIMA Campus			
September-October	Programme in Financial Management	To be decided			
	Programme on Principles & Applications of Operations Research (Junior level)	IIMA Campus			
	Laboratory for Personal and Organizational Development	To be decided			



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