



INDIAN INSTITUTE OF MANAGEMENT
AHMEDABAD

SECOND ANNUAL REPORT

1963-1964

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second annual report

This is the Second Annual Report of the Institute and covers the period from 1st April 1963 to 31st March 1964.

The Institute has made steady progress during the year under report. The first batch of the Indian Faculty trained at Harvard returned in July 1963 and started collecting Indian cases to be used as teaching material in the M. B. A. programme and other special programmes. The Harvard Business School sent a senior person to work as Ahmedabad Project Director in India on a long-term basis. The Faculty and Fellows increased from 10 to 24. The administrative and supporting staff increased from 22 to 47. Two Conferences were held during this period. The first 3-tiered Management Development Programme, the first of its kind in South East Asia, was conducted at Rambagh Palace Hotel, Jaipur, during January/February 1964. A special M.B.A. Admissions Committee was set up to screen the numerous applications received for the M.B.A. Course, and, out of 700 and odd applications received, selected a band of 60 students for final admission after a series of tests and interviews. The progress made in the designing of the Institute buildings was also satisfactory. The final blue print of the Institute buildings is almost ready and the construction programme is expected to start in September 1964.

Details of the progress made in different fields are enumerated in the following paragraphs.

SOCIETY

The first meeting of the Indian Institute of Management, Ahmedabad, Society held on 8th September 1963 adopted the First Annual Report of the Society for the period ending 31st March 1963 and the accounts for the years 1961-62 and 1962-63.

An amendment to the Rules of the Society was made subsequent to the first meeting of the Society and adopted by circulation amongst its members. Rule 5 (8-11) by which 4 members of the General Body of the Society would be elected by General Body to the Board of Governors was amended so that the right of voting for the election of 4 members would exclusively vest with the donor members of the Society instead of with the General Body.

The number of Members of the Society increased from 26 to 37 during the year under report. The Ahmedabad Millowners' Association at its meeting held in November 1963 had resolved that the contribution of Ahmedabad Mills to the building programme of the Institute would be Rs. 22 lacs. In accordance with the resolution a number of mills had sent in their contribution to the Institute. The list of members of the Society and the list of donors as on 31-3-64 are given in Appendices I and II.

BOARD OF GOVERNORS

The general direction of the affairs of the Institute vests in the Board of Governors which has nominees of the Central Government, the Government of Gujarat, All-India Council for Technical Education, All India Management Association, National Productivity Council and representatives of Commerce, Industry, Labour and other interests, and also of the Faculty of the Institute. The names of the Members of the Board as on 31-3-64 are given in Appendix III.

The Board held 4 meetings in the year 1963-64, viz., 21st June 1963, 8th September 1963, 29th November 1963 and 1st March 1964.

Shri N. Dandekar resigned from the Board of Governors on medical grounds. Shri Prantal Patel was nominated by the All-India Council for Technical Education as its representative on the Board in the place of Shri N. Dandekar.

Shri S. S. Khera, who was coopted by the Board of Governors as a Member of the Board and the Society resigned his membership and his resignation was accepted by the Chairman on November 29, 1963.

Dr. Vikram A. Sarabhai was elected to the Board of Governors from the constituency of donors on behalf of Suhrid Geigy Ltd. and later resigned as a nominee of the Government of India representing Commerce, Industry, Labour and other interests.

Shri Madanmohan Mangaldas resigned his membership from the Board of Governors and Society as a nominee of the Government of Gujarat and was later nominated to the Board and the Society by the Government of India as one of the representatives of Commerce, Industry, Labour and other interests.

Shri V. L. Gidwani, Chief Secretary to the Government of Gujarat, was nominated by the State Government as its representative on the Board and the Society.

Shri G. C. Baveja, Officer on Special Duty, who was the Secretary of the Society and the Board, reverted to the State Government on 13th November 1963 and Shri M. K. Subramaniam, who joined the Institute as Administrative Officer on 30th September 1963, took over charge as Secretary of the Society and the Board.

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

(a) Personnel Committee

The Personnel Committee appointed by the Board for making appointments to various posts which are not within the purview of the Hon. Director and the Administrative Officer, met on 8th September 1963, 29th November 1963 and 1st March 1964 to make a number of appointments to the Faculty. Faculty appointments are mentioned later in the report under the head 'Faculty and Staff'.

(b) Building Committee

The Building Committee appointed by the Board for giving sanction for the designing, preparation of plans and estimates and construction of buildings met on 6th April, 2nd August, 31st October 1963 and 2nd January 1964 to consider the plans submitted by Prof. Louis Kahn and Shri B. V. Doshi for the Institute Buildings. The progress made in the designing of the Institute buildings is mentioned later under the title 'Building Programme'.

(c) Budget Committee

The Budget Committee appointed by the Board to consider the Budget Estimates before they are placed before the Board, met informally on 25th November 1963 to consider and approve the revised estimates for 1963-64 and the budget estimates for 1964-65.

The names of the Members of these Committees are given in Appendix IV.

FACULTY AND STAFF

The Board of Governors at its meeting held on 1st March 1964, appointed a special Committee consisting of the following persons to select a suitable person as Director of the Institute within a period of 6 months or earlier :

1. Shri V. Isvaran
2. Shri Navnitlal Shodhan
3. Prof. Harry L. Hansen
4. Dr. Vikram A. Sarabhai
5. Shri Prakash Tandon Convener

The following faculty appointments were made during the year 1963-64 :

1. Shri K. V. Ramanathan Assistant Professor — Finance and Accounting
2. Dr. D. K. Desai Professor — Agri-business & Co-operatives
- *3. Dr. K. B. Rohatgi Professor — Company Law Administration
- @4. Shri R. C. Goyal Professor — Administrative Practices-Personnel Administration.
- *5. Dr. A. P. Aggarwal Asst. Professor — Administrative Practices-Labour Relations
- @6. Shri S. K. Bhattacharyya Professor — Finance & Accounting
- @7. Shri B. G. Shah Professor — Finance
- £8. Dr. P. C. Joshi Asst. Professor — Economic Development
9. Shri M. K. Subramaniam Administrative Officer

* declined the offer after 31st March 1964

@ joined after 31st March 1964

£ expected to join in June 1965

The following members of the Faculty returned from Harvard after participating in the International Teachers' Programme from September 1962 to June 1963 :

1. Prof. Asghar Karim
2. Dr. V. L. Mote
3. Prof. C. N. S. Nambudiri
4. Dr. S. P. S. Pruthi
5. Shri S. K. Seth

The following members of the Faculty were deputed to Harvard for training in the International Teachers' Programme commencing from September 1963 and are expected to return in June 1964 :

1. Miss Malathi Bolar
2. Prof. B. C. Dalal
3. Prof. B. K. Hegde
4. Prof. H. N. Pathak
5. Dr. S. Paul

A list of the Faculty Members and Fellows as on 31-3-64 is given in Appendix V.

FACULTY ASSOCIATES

In order to associate persons with appropriate academic background and practical experience who would otherwise not be available to take a full-time appointment in the Institute, the Institute appointed the following members as part-time faculty for a period of one year in the first instance to work in association with the internal members of the faculty.

1. Shri Shrenik Kasturbhai Finance
2. Shri K. N. Taneja Accounting
3. Shri D. V. N. Sarma Operations Research
4. Shri B. V. Bhatt Marketing

FELLOWS

In addition to the two Fellows appointed during 1962-63, 8 Research Fellows were appointed during the year. They are :

1. Shri R. Nangia Economics and Business Environment
2. Shri R. Jagannathan Statistics
3. Shri G. Jayachandran Marketing
4. Shri R. G. Tagat Economics and Business Environment
5. Shri K. V. Parameswaran Production
6. Shri T. D. Krishnamachari Production
7. Shri S. A. Seshan Accounting
8. Shri T. N. Sheth Organizational Behaviour

FACULTY SECONDED BY HARVARD BUSINESS SCHOOL

In addition to Mr. Michael Halse and Mr. Melvyn Copen who were deputed by Harvard to help the Institute in Course Development and Case Collection for a period of 18 to 24 months in the first instance, Mr. Allan Cohen was deputed in September 1963 for a period of 24 months.

Prof. Warren Haynes was deputed by the Harvard Business School to work as Ahmedabad Project Director in India for a period of twenty months. He joined in September 1963. He is also acting as Chairman of the M. B. A. Committee.

Prof. Neil H. Borden was deputed to the Institute for a period of five months to advise the Faculty Members in the editing of Cases and to participate in the 3-tiered Management Development Programme conducted at Rambagh Palace Hotel, Jaipur during January/February 1964.

Prof. Franklin Folts and Prof. Harry L. Hansen assisted the Institute in the conduct of the Jaipur Programme as Senior Faculty Members.

Prof. George P. Baker, Dean of the Harvard Business School, visited India in February 1964, participated in the closing stages of the Jaipur Programme and visited the Institute for 2 days on the 1st and 2nd March 1964 and attended the meeting of the Board of Governors.

ACTIVITIES OF THE INSTITUTE

a) Conference on "Quantitative methods in decision-making"

A 3-day Conference on "Quantitative methods in decision-making" was held from 14 to 16 October 1963 in which 12 representatives of various organizations in Ahmedabad participated. Dr. V. L. Mote, Prof. Warren Haynes, and Shri Suresh R. Thakore of the Physical Research Laboratory were the Faculty Members of the Programme. A list of participants is given in Appendix VI.

b) Dairy Management Conference

A 3-day Conference of Dairy Managers and Administrators from various parts of India was successfully organized by the Institute in collaboration with the National Dairy Research Institute, Karnal from 15 to 18 December 1963. Mr. Michael

Halse, Dr. D. K. Desai, Dr. S. P. S. Pruthi, Prof. Asghar Karim and Prof. Neil H. Borden acted as Members of the Faculty in the Programme. Shri Prakash Tandon, Shri V. Kurien, Shri Y. V. Salpekar of Greater Bombay Milk Scheme, Shri K. K. Iya, Director, National Dairy Research Institute, Karnal, Shri L. C. Sikka of Delhi Milk Scheme and Dr. Dorris Brown, Consultant in Agricultural Marketing to the Intensive Agricultural District Programme also participated in the Conference. The Conference brought together 21 Key Dairy Managers and Administrators in order that they might arrive at a consensus of opinion concerning the needs of Dairy Industries for education and training in Management and Administration. It was successful and acted as a catalyst to some quite new ground being broken in the dairy field. A list of participants is given in Appendix VII.

c) Management Development Programme at Jaipur

The three-tiered Management Development Programme meant for the middle level managers, senior executives and top management of various organisations in India was successfully conducted from January 11 to February 28, 1964 at Rambagh Palace Hotel, Jaipur. Forty companies both from the public and private sectors participated in the programme. The number of representatives from the 40 organisations was 120. A list of representatives who attended the programme is given in Appendix VIII.

The programme was aimed at widening the executive's outlook and providing opportunities for training and leadership. The emphasis on the Middle Management Course was on management and decision making in the functional fields of business: cost and financial control, marketing and production. Other important parts of the course were a study of the human problems of organisation and the problems of co-ordinating the work of the functional fields.

The emphasis in the Seminar for Senior Executives was on operational policy-making and the integration of corporate activities. The Seminar was meant for the matured men with a capacity for going to the very top, men who in the course of 10 years or more of complex activity had shown unusual promise.

The Top Management Conference was intended for Managing Directors and for those who had major divisions like finance, marketing or production. Its emphasis was on problems of long-range planning and corporate development and the setting up of goals and their achievement.

Dr. Kamla Chowdhry, Prof. Neil H. Borden, Prof. Franklin Folis, Prof. Harry L. Hansen and Prof. Warren Haynes were members of the Faculty for the programme.

d) MBA Programme

When the Two-year Post-graduate Programme in Business Administration was announced by the Institute at the end of 1963, the response was enormous. The Institute received 7500 enquiries and 739 applications, each application being accompanied by a fee of Rs. 10/-. The Admissions Committee consisting of Prof. C. N. S. Nambudiri (Chairman), Dr. V. L. Mote and Prof. Asghar Karim visited various centres in India and interviewed about 350 candidates. A final list of 63 candidates was drawn up with a waiting list of 15. This list included candidates sponsored by Industrial Organisations and Government. It is a good mix consisting of persons hailing from various parts of India with different educational backgrounds – Engineering, Science, Liberal Arts, Commerce. A list of students finally admitted to the Course is given in Appendix IX.

CASE RESEARCH

Case Research has received the major attention of the Faculty during 1963-64 since it was considered important to use Indian cases as far as possible in the Institute's Programmes. Upto 31st March 1964, 160 cases were completed by the Faculty and Fellows and 60 were in progress. These cases are spread over a variety of industries including Chemicals, Pharmaceuticals, Textiles, Public Utilities, Banks and other Financial Institutions, Transportation Services, Retailers, Wholesalers, other distributors, durable consumer goods and many others. Interest in case development in this Institute has led to a demand by other Institutions and Organizations upon our Faculty for teaching and consultation.

FUTURE PROGRAMMES

During the period under report the future plans of the Institute were worked out. It was proposed to organize the following educational programmes during 1964-65 :

a) A Two-year Post-graduate Course in Business Administration equivalent to a M.B.A. course for young men and women preparing for Executive Positions. This would commence from 1st July 1964. The classes will be held in the Seminar Room of ATIRA. The hostel is to be located in the 18 flats of the Gujarat Housing Board at Ambawadi. The Institute is grateful to the Gujarat Housing Board and to the Government of Gujarat and the Council and Director of ATIRA for the help and co-operation in making the necessary arrangements for the class-room and hostel of the MBA students.

b) Programme for young Executives in Senior Positions

A special programme for Young Executives in Senior Positions will be conducted at the Oberoi Palace Hotel in Srinagar in June. The Programme is designed for young men who, in family business or as professional Managers, are placed in positions of considerable and complex responsibilities and feel the need to prepare themselves for the burden of top level management. The Programme includes :

General Management Course for two weeks,

Project Work for three months, and

Implementation of Project work for a week later.

The Faculty for the Programme will consist of Dr. Kamla Chowdhry, Prof. Warren Haynes, Dr. V. L. Mote, Mr. Maurice Zinkin, Head of the Department of Economics and Statistics, Unilever, London and Shri Prakash Tandon. About 30 organizations are expected to participate in the Programme.

c) Evening Programme of AMA for local Business People

The Ahmedabad Management Association has requested the Institute to help it in organizing an Evening Programme in Management Development for local business people. The Institute would act as technical collaborators. The participants will be from middle to lower level management from Ahmedabad and surrounding towns which are within an easy evening's commuting distance. The Course would start in August 1964.

d) Management Development Programme

The second 3-tiered Management Development Programme for Middle Level Managers, Senior Executives and Top Management will be conducted in January/February 1965 on the same model as the one conducted in January/February 1964.

e) Programme in Managerial Economics.

The Institute is planning to conduct a Course in "Managerial Economics" for the benefit of University Teachers in Economics and Teachers handling Engineering Economics in Engineering Colleges. The participants for the Programme

would be drawn from the following 4 fields: a) Economics Departments of Universities, b) Colleges of Commerce, c) Engineering Colleges, d) Departments of Agricultural Economics. The Programme will be conducted in Bangalore in March/April 1965.

All educational programmes will normally be residential in nature. The main emphasis in teaching will be on the case method which would bring more vividly into the class-room realistic and live experience. More and more Indian cases will be used in the teaching programme of these Courses.

M. B. A. RECOGNITION

The Institute along with the Calcutta Institute has approached Government to accord degree-granting status.

DISTINGUISHED VISITORS

Among the distinguished visitors to the Institute during the year who had informal discussions with Members of the Faculty, mention may be made of the following :

<u>Date</u> 1963		<u>Visitor</u>
July	23	Dr. David Hopper, Consultant to the Ford Foundation on the Package Programme to the Government of India.
July	26	Dr. Raymond F. Pelissier, Director, School of Business Administration, George Town University, Washington.
July	30	Prof. Sydney Philips, Adviser, Production Management, University of Southern California.
July	31	Dr. George Morton, Professor, London School of Economics.
August	17	Shri B. K. Kaul, Chairman, Life Insurance Corporation of India.
October	11	Shri Chandraprasad Desai, General Manager, Arvind Mills.
October	15	Shri R. N. Jai, Member, SIET, Hyderabad.
November	1	Shri P. K. Chowdhury, Lipton India Limited.
November	5	Shri Bharat Ram, Chairman, Delhi Cloth & General Mills.

November	23	Shri B. R. Patel, General Manager and Vice-Chairman, AIR-INDIA.
December	2	Shri A. P. Paul, Delhi Cloth Mills.
December	3	Dr. S. T. Mirani, Joint Secretary, Ministry of Labour and Employment.
December	5	Shri R. N. Vasudeva, Joint Secretary (Management) Planning Commission and Secretary, Committee on Plan Projects.
		Prof. John Wynne, Associate Dean of the MIT and leader of the MIT at Indian Institute of Management, Calcutta.
December	23	Shri T. Swaminathan, Secretary, Government of India.
December	26	Shri N. V. Venkitaraman, Deputy Director, N. P. C., Bangalore and Shri Maizi, NPC, Bombay.
December	28	Prof. M.S. Thacker, Member, Planning Commission.
1964		
January	2	Prof. M. S. Thacker, Member, Planning Commission.
		Shri D. L. Mazmudar, Secretary, Company Law Department, Government of India.
January	7	Shri B. G. Verghese, Times of India, Bombay.
January	21	Dr. George Gant, Director of the South and South East Asia Programme, The Ford Foundation, New York.
		Dr. Douglas Ensminger, Representative in India, The Ford Foundation, New Delhi.
January	30	Shri K. T. Chandy, Director, Indian Institute of Management, Calcutta.

February	17	Mr. Milton C. Rewinkel, American Consul-General, Bombay and Mr. Joseph N. Green, Jr., Minister-Counsellor, U. S. Embassy.
February	25	Mr. H. J. B. Taylor, Director of Research at the Administrative Staff College, Henley-on-Thames, U. K.
March	1 & 2	Prof. George P. Baker, Dean, Harvard Graduate School of Business Administration, Harvard, U.S.A. Prof. Harry L. Hansen, Director of International Activities and Director, Ahmedabad Project, for the Harvard Graduate School of Business Administration.
March	4	Mr. Rousseaux, Marketing Manager of TENSIA, Brussels (Belgium) Mr. A. Sen Gupta, Marketing Director of Swastik Oil Mills Ltd., Bombay. Mr. P. M. Trivedi, Area Manager of Swastik Oil Mills, Ahmedabad.
March	6	Mr. J. Ferguson, Librarian, British Council, New Delhi.
March	7	Mr. J. K. Verma, Director, Intensive Agricultural District Programme, Ministry of Community Development and Co-operation. Dr. Brown, Agricultural Economist, IADP, Ford Foundation.
March	24	Prof. Marshal E. Dimock of New York University, USA.

BUILDING PROGRAMME

As reported earlier, the Building Committee met four times during the year to consider the plans of Prof. Louis Kahn and Shri B. V. Doshi regarding the Institute buildings. The broad details of the drawings of the dormitories and of the various types of houses meant for the faculty and staff were approved. Prof. Kahn visited Ahmedabad twice - once in

August 1963 and later in January 1964. The broad design of the main school complex has been developed while detailed drawings are yet to be worked out. The building construction is expected to start some time in July–August 1964.

The Institute campus would consist of classrooms, administrative buildings, library, dormitory for 300 students and a special dormitory for 60 participants of special programmes, housing for faculty and staff, canteen, club and recreational facilities. The Institute is at present located in rented premises in Shahibaug.

LIBRARY

The Librarian returned from Harvard in June 1963. During the year the library added close to 7,000 volumes, 800 pamphlets, subscribed to 400 periodicals and acquired annual reports of 120 Indian Companies.

Out of the funds earmarked for library in the Ford Foundation grant, Rs. 2,40,000/- has been spent during the year.

It is anticipated that the growth of the library will be as rapid in the next year as it has been this year.

STAFF AMENITIES

During the year a staff recreation club was formed to provide facilities for indoor and outdoor games and various other recreations for the faculty and staff of the Institute. The present membership is 38 and the membership collection is Rs. 54/- a month.

The Institute canteen is run departmentally right from the beginning of the Institute. The catering is of a limited nature and it is functioning quite satisfactorily.

Members of the staff recreational club are taking steps to form a Staff Co-operative Credit Society and it is hoped the Society will come into existence during 1964–65.

FINANCE & ACCOUNTS

During the financial year 1963–64, the Government of India sanctioned Rs. 5.95 lakhs as grants-in-aid. The Auditor's Report and the detailed statement of accounts are given in Appendix X.

CONCLUSION

It will be observed that during the year under report, the Indian Institute of Management, Ahmedabad, is well on its way to becoming a pace-setting institution in India with regard to teaching and research in the field of business administration. The Institute has been fortunate in getting the collaboration of the Harvard Business School with its long tradition of management education in the United States and in other parts of the world. The Institute is particularly grateful to Dr. Jivraj Mehta who has been its Chairman since inception, Prof. M. S. Thacker, Member, Planning Commission, Dr. Douglas Ensminger, Ford Foundation Representative in India, Prof. George P. Baker, Dean of the Harvard Business School, Government of Gujarat and the Indian Industry for their continued support to this Institute.

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Appendix-I

Members of the Indian Institute of Management Ahmedabad Society as on 31st March, 1964.

1. Dr. Jivraj N. Mehta,
India House, London W.C. 2.
2. Prof. M. S. Thacker,
Member, Planning Commission,
Yojana Bhavan, Parliament Street,
New Delhi-1.
3. Shri R. P. Padhi, I.A.S.,
Financial Adviser,
Government of India,
Ministry of Finance,
(Department of Expenditure),
New Delhi.
4. Shri B. S. Manchanda, I.A.S.,
Joint Secretary,
(Company Law Division),
Department of Revenue,
Ministry of Finance,
Reserve Bank Building,
Parliament Street,
New Delhi-1.
5. Shri V. Isvaran, I.C.S. (Retd.)
13, Prem Court,
Dinshaw Vacha Road, Churchgate,
Bombay-1.
6. Shri V. L. Gidwani, I.C.S.,
Chief Secretary to Government of
Gujarat, Sachivalaya,
Ahmedabad-15.
7. Shri Pranlal Patel,
Technical Director,
Malleable Iron & Steel Casting Co. Ltd.,
Mathurdas Mills Compound,
Lower Parel, Bombay-13.
8. Shri Kasturbhai Lalbhai,
'Lal Baug', Shahibaug,
Ahmedabad-4.
9. Shri R. D. Choksi,
Tata Industries (P) Ltd.,
Bombay House, Bruce Street, Fort,
Bombay-1.
10. Shri Shantaram S. Tawde,
Secretary,
Steel Mazdoor Sabha, Habib Mansion,
127, Dr. Ambedkar Road, Parel,
Bombay-12.
11. Shri Madanmohan Mangaldas,
Mangal Baug,
Sheth Shri Mangaldas Road,
Ellis Bridge, Ahmedabad-6.
12. Lala Charat Ram,
Shri Ram Associates (P) Ltd.,
P.B. No. 1185, Bara Hindu Rao,
Delhi-6.

13. Shri N. K. Bhojwani,
Executive Director,
National Productivity Council,
38, Golf Links, New Delhi-3.
14. Shri Prakash Tandon,
Chairman, Hindustan Lever Ltd.,
Ballard Estate, Bombay-1.
15. Shri Navnitlal Shodhan,
Panchvati, Ellis Bridge,
Ahmedabad-6.
16. Shri S. T. Sadasivan,
4, Brahadambal Road,
Nungambakkam, Cathedral Post,
Madras-34.
17. Dr. Vikram A. Sarabhai,
'Chidambaram', Ahmedabad.
18. Dr. Kamla Chowdhry,
Professor & Co-ordinator of
Programmes,
Indian Institute of Management,
Ahmedabad.
19. Shri Niranjan Narottam Lalbhai,
Representative, Arvind Mills Ltd.,
Post Box No. 56,
Ahmedabad.
20. Shri Ajay Chimanbhai,
Representative, Asoka Mills Ltd.,
Post Box No. 1060,
Ahmedabad.
21. Shri B. C. Trivedi,
Representative,
Raipur Mfg. Co. Ltd.,
Post Box No. 54, Ahmedabad.
22. Shri Surottam P. Hutheesing,
Representative, Aruna Mills Ltd.,
Post Box No. 1052, Ahmedabad.
23. Shri Chinubhai Chimanbhai Sheth,
Representative, Saraspur Mills Ltd.,
Post Box No. 1061, Ahmedabad.
24. Shri Gautam Shantilal Nanavaty,
Representative, Nutan Mills Ltd.,
via. Vora's Roja, Anil Road,
Ahmedabad.
25. Shri Ramesh Chandulal/Shri Bipin
Chandulal/Mr. D. R. Desai,
New Cotton Mills Co. Ltd.,
Post Box No. 9, Ahmedabad.
26. Shri Chinubhai Manibhai,
Representative,
Anil Starch Products Ltd.,
Anil Road, Post Box No. 1062,
Ahmedabad.

Dr. Vikram A. Sarabhai,
Representative,
Suhrid Geigy Ltd., Post Box No. 48,
Baroda.

Shri P. L. Tandon,
Representative,
Hindustan Lever Ltd.,
Bombay.

Shri Arun Joshi,
Delhi Cloth & General Mills Ltd.,
Bara Hindu Rao, Post Box No. 1039,
Delhi-6.

Sheth Laxman D. Vasa,
New Shorrock Spg. & Mfg. Co., Ltd.,
Asarwa Road,
Post Box No. 2006,
Ahmedabad.

Shri Navnitlal Shodhan,
Representative,
Sarangpur Cotton Mfg. Co. Ltd.,
Amraiwadi Road, Post Box No. 19,
Ahmedabad-6.

Shri Sakarlal Balabhai,
Sakarlal Balabhai & Co. Ltd.,
Amraiwadi Road, Post Box No. 19,
Ahmedabad-6.

33. Shri Nandkishore Sakerlal/
Shri Saurabhkumar Navnitlal,
Silver Cotton Mills Co. Ltd.,
Near Jagnath Mahadev,
Amraiwadi Road, Post Box No. 27,
Ahmedabad.

34. Shri Jaykrishna Harivallabhdas/
Shri Balkrishna Harivallabhdas,
Representative,
Shri Ambica Mills Ltd.,
Near Kankaria Loco Siding,
Ahmedabad-8.

35. Shri Rasiklal G. Nagri/Sheth Bansidhar
R. Nagri, Representative,
The Nagri Mills Ltd.,
Rajpur Road, Ahmedabad-10.

36. Shri Kanchanlal C. Parikh,
The Ahmedabad Jupiter Spg. Wvg.
& Mfg. Co. Ltd.,
Ahmedabad.

37. Shri N. R. Nadkarni,
Representative,
M/s. Karamchand Premchand Pvt. Ltd.,
Calico Mills Premises,
Ahmedabad.

Shri M. K. Subramaniam,
Administrative Officer acts as
Secretary of the Society.

Appendix-III

Board of Governors as on 31-3-1964

Chairman

Dr. Jivraj N. Mehta
India House,
London W. C. 2.

Nominees of the Central Government

Prof. M. S. Thacker
Member, Planning Commission,
Yojana Bhavan,
Parliament Street,
New Delhi 1.

Shri R. P. Padhi, I.A.S.
Financial Adviser,
Government of India,
Ministry of Finance,
(Department of Expenditure)
New Delhi.

Shri B. S. Manchanda, I.A.S.,
Joint Secretary,
(Company Law Division)
Department of Revenue,
Ministry of Finance,
Reserve Bank Building,
Parliament Street,
New Delhi 1.

Nominees of the Government of Gujarat

Shri V. Isvaran, I.C.S. (Retd.)
13, Prem Court,
Dinshaw Vachha Road,
Churchgate, Bombay 1.

Shri V. L. Gidwani, I.C.S.
Chief Secretary to
Government of Gujarat,
Sachivalaya, Ahmedabad-15.

Representative of the All India Council of Technical Education.

Shri Pranlal Patel,
Technical Director,
Malleable Iron & Steel Casting Co. Ltd.,
Mathurdas Mills Compound,
Lower Parel, Bombay-13.

Representatives of Commerce, Industry, Labour and other interests

Shri Kasturbhai Lalbhai,
'Lal Baug', Shahibaug,
Ahmedabad-4.

Shri R. D. Choksi
Tata Industries (P) Ltd.,
Bombay House, Bruce Street,
Fort, Bombay-1.

Shri Shantaram S. Tawde,
Secretary, Steel Mazdoor Sabha,
Habib Mansion, 127, Dr. Ambedkar Road,
Parel, Bombay-12.

Shri Madanmohan Mangaldas,
Mangal Baug,
Sheth Shri Mangaldas Road,
Ellis Bridge, Ahmedabad-6.

*Representative of the All India
Management Association*

Lala Charat Ram,
Shri Ram Associates (P) Ltd.,
P. B. No. 1185,
Bara Hindu Rao, Delhi-6.

*Representative of the National
Productivity Council*

Shri N. K. Bhojwani,
Executive Director,
National Productivity Council,
38, Golf Links, New Delhi-3,

Co-opted by Board of Governors

Shri Prakash Tandon,
Chairman,
Hindustan Lever Ltd.,
Ballard Estate, Bombay.

Shri Navnital Shodhan,
Panchavati, Ellis Bridge, Ahmedabad-6.

Shri S. T. Sadasivan,
4, Brahamdambal Road,
Nungambakkam, Cathedral Post,
Madras-34.

Hon. Director

Dr. Vikram A. Sarabhai,
'Chidambaram',
Ahmedabad.

Faculty Nominee of the Chairman

Dr. Kamla Chowdhry,
Professor & Co-ordinator of Programmes,
Indian Institute of Management,
Ahmedabad.

Shri M. K. Subramaniam,
Administrative Officer,
acts as the Secretary of the
Society and the Board of Governors.

Appendix-IV

Members of Committees Set Up by the Board of Governors as on 31-3-1964

Personnel Committee :-

Dr. Jivraj N. Mehta
Prof. M. S. Thacker or in his
absence Shri G. K. Chandiramani
Shri Kasturbhai Lalbhai
Shri V. Isvaran
Dr. Douglas Ensminger
Shri Prakash Tandon
Dr. Vikram A. Sarabhai
Shri M. K. Subramaniam.

(Chairman)

(Secretary)

Building Committee :-

Shri Kasturbhai Lalbhai
Shri V. Isvaran,
Shri Madanmohan Mangaldas
Dr. Vikram A. Sarabhai
Shri M. K. Subramaniam

(Chairman)

(Secretary)

Budget Committee :-

Shri G. K. Chandiramani
Shri R. P. Padhi
Dr. Vikram A. Sarabhai
Shri M. K. Subramaniam

(Secretary)

Appendix-V

List of Faculty and Staff

Dr. Vikram A. Sarabhai Ph.D. (Cambridge)	Hon. Director	*Shri R. C. Goyal M.A., M.P.A. (Harvard)	Professor
Prof. Harry L. Hansen S.B., M.B.A., D.C.S. (Harvard)	Director, Division of International Programmes, Harvard Graduate School of Business Administration.	Shri B. K. Hegde M.Tech. (Kharagpur)	Professor
Prof. Warren Haynes M.B.A., D.C.S. (Harvard)	Ahmedabad Project Director in India for the Harvard Graduate School of Business Administration.	Shri Asghar Karim M.A. (Leeds)	Assistant Professor
		Shri Shrenik Kasturbhai M.B.A. (Harvard)	Professor (Part-time)
		Shri S. C. Kuchhal M.Com. (Allahabad)	Professor
		Shri V. L. Mote Ph.D. (N. Carolina)	Assistant Professor
		Shri C. N. S. Nambudiri M.B.A. (De Paul)	Assistant Professor
		Shri H. N. Pathak M.Sc., (London)	Professor
		Dr. Samuel Paul Ph.D. (Syracuse)	Professor
		Dr. S. P. S. Pruthi Ph.D. (London)	Assistant Professor
		Shri K. V. Ramanathan M.B.A., A.I.C.W.A. (North Western)	Assistant Professor
Faculty :			
*Shri S. K. Bhattacharyya F.C.A., F.C.C.S. (London)	Professor		
Miss Malathi Bolar M.A. (Madras), LL.B. (Delhi)	Assistant Professor		
Dr. Kamla Chowdhry M.A., Ph.D. (Michigan)	Co-ordinator of Programmes		
Shri Bharat C. Dalal M.B.A. (Stanford)	Assistant Professor		
Dr. D. K. Desai M.Sc., Ph.D. (Illinois)	Professor		

Shri D. V. N. Sarma Professor (part-time)
M.Sc. (B. H. University)
M.Stat.(Indian Statistical Institute)

Shri B. G. Shah Professor
M.Com. (Bombay)

Shri K. N. Taneja Professor (Part-time)
B.Com. (Punjab)
A.C.A., A.I.C.W.A.

Shri M. N. Vora Assistant Professor
M.B.A. (Pennsylvania)

Faculty seconded by Harvard Business School

Mr. Allan R. Cohen Programme Associate
A.B., M.B.A. (Harvard)

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

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

Fellows

Shri P. S. George M.Sc. (Kerala)

Shri R. Jagannathan M.A. (Madras)

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

Shri T. D. Krishnamachari M.A., M.Sc. (Madras)

Shri R. Nangia M.A. (Delhi)

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

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

Shri T. N. Sheth M.A. (M. S. University, Baroda)

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

Shri K. L. Varshneya B.Com. (Agra)
D.B.M. (Delhi)

Administration :

Shri M. K. Subramaniam Administrative Officer and
M.A. (Madras) Secretary of the Faculty

Shri S. K. Seth Librarian
M.B.A. (Cleveland)

Shri P. K. Varkey Office Superintendent

Shri C. Ramdoss Accountant
B Sc. (Hons.) S.A.S.

* Joined after 31-3-1964.

Appendix-VI

Conference on "Quantitative Methods in Decision Making" Ahmedabad (October 14-16-1963)

Mr. Anilbhai Chinubhai,
Mg. Partner,
The Ajit Mills Ltd.,
Rakhial Road,
Ahmedabad-10.

Mr. Chandravadan J. Talati,
Asst. to Cost Accountant &
Internal Auditor,
The Sarangpur Cotton Mfg. Co. Ltd.,
Amraiwadi Road, Ahmedabad-8.

Mr. S. N. Naik,
Production Controller,
Ideal Industries,
Industrial Mills Estate,
Gomtipur Road,
Ahmedabad-10.

Mr. Nandkishore S. Shodhan,
Director,
The Sarangpur Cotton Mfg. Co. Ltd.,
Amraiwadi Road, Ahmedabad-8.

Mr. Indravadan Ramanlal Oza,
Head-Group Statistician,
The Arvind Mills Ltd.,
Railwayपुरa Post,
Naroda Road, Ahmedabad-2.

Mr. Purshottam C. Thaker,
Cost Accountant & Internal Auditor,
The Sarangpur Cotton Mfg. Co. Ltd.,
Amraiwadi Road, Ahmedabad-8.

Mr. Prafullbhai A. Shah,
Production Controller,
The Rustom Jehangir Vakil Mills Co. Ltd.,
Dudheshwar Road, Ahmedabad-1.

Mr. Rameshchandra C. Desai,
Statistician,
The Asoka Mills Ltd.,
Railwayपुरa Post,
Naroda Road, Ahmedabad-2.

Mr. Rajendra S. Mehta,
Asstt. Accountant,
The Arvind Mills Ltd.,
Railwaypura Post,
Naroda Road, Ahmedabad-2.

Mr. V. R. Shah,
Assistant Manager,
The Anil Starch Products Ltd.,
Anil Road,
Ahmedabad-2.

Mr. C. C. Shah,
Management Accountant,
Sayaji Mills Ltd.,
Railwaypura Post,
Ahmedabad-2.

Mr. K. J. Shroff,
The Asoka Mills Ltd.,
Railwaypura Post,
Naroda Road, Ahmedabad-2.

Appendix-VII

Dairy Management Conference December, 1963

Mr. Anil Jhaveri,
Jhaveri Dairy Farms,
Patasa Pole, Ahmedabad.

Mr. Avinash Swaroop,
Project Officer,
Jaipur Dairy Project,
Jaipur.

Mr. K. G. Bhide,
Dairy Manager,
Worli Dairy,
Bombay-18.

Mr. B. K. Chakraborty,
Lecturer,
Dairy Science College,
Karnal.

Mr. H. M. Dalaya,
Asstt. General Manager,
Amul Dairy,
Anand.

Mr. G. M. Jhala,
Manager,
Municipal Dairy,
Ahmedabad.

Mr. N. K. Joshi,
Dairy Development Officer,
Lucknow.

Mr. S. K. Kakar,
Production Manager,
Co-operative Milk Producers Union Ltd.,
Ahmedabad.

Mr. P. N. Kaul,
General Manager,
Kanpur Milk Board,
Kanpur.

Mr. A. P. Mahadevan,
Milk Products Factory,
Hindustan Lever Limited,
Etach, U.P.

Mr. W. V. Malse,
Superintendent,
Poona Milk Scheme,
Poona.

Mr. P. S. Medora,
Regional Dairy Development Officer,
Rajkot.

Mr. M. Menghani,
Municipal Dairy,
Ahmedabad.

Mr. H. C. Pandya,
Superintendent,
Mehsana District Co-op Union,
Opp. Pilot Dairy,
Ahmedabad.

Mr. Prabhakar Rao,
Milk Commissioner,
Andhra Pradesh,
Hyderabad.

Mr. T. V. Rama Iyer,
Dairy Development Officer,
Bhopal.

Dr. G. S. Rathore,
Director, Animal Husbandry,
Jaipur, Rajasthan.

Mr. B. S. Sharma,
Deputy Secretary,
Government of U.P.,
Lucknow.

Dr. L. C. Sikka,
Chairman,
Delhi Milk Scheme, Delhi.

Dr. V. S. Vyas,
Dy. Director, Agro-Economic Research
Centre, Vallabh Vidyanagar, Kaira.

Mr. A. Wolle,
F.A.O. Dairy Economist,
C/o. Mr. G. M. Jhala,
Municipal Dairy, Ahmedabad.

Appendix-VIII

Programme for Management Development Jaipur (Jan. 11-Feb. 28, 1964)

Organisation	Name and Designation of the Participants.		
AIR-INDIA, 87, Mahatma Gandhi Road, Bombay-1.	Mr. N. S. Mistry Deputy Superintendent. Mr. K. G. Appusamy, Engineering Manager. Mr. K. K. Unni, Asst. Gen. Manager.	The Associated Cement Cos. Ltd., Cement House, 121 Queen's Road, Bombay-1.	Mr. B. M. Naik, Chief Engineer, Manchorial Cement Works. Mr. P. H. Adrianwalla, Manager, Porbandar Cement Works. Mr. S. N. Sopory, General Manager, The Cement Marketing Co. of India Ltd.
Amul (Kaira District Co-operative Milk Producers' Union Ltd., Anand, Gujarat State.)	Mr. H. M. Dalaya, Asst. Gen. Manager. Mr. V. Kurien, General Manager.	The Bajaj Electrical Ltd., 45-47 Veer Nariman Road, Bombay-1.	Mr. B. K. Mirchandani, Executive Asst. to G. M. Mr. M. H. Soni, Marketing Manager & Chief Works Executive. Mr. M. L. Gauba, General Manager.
The Arvind Mills Ltd., P. B. No. 56, Ahmedabad-2.	Mr. S. K. P. Dave, Asst. to Gen. Manager. Mr. D. R. Desai, Manager and Secretary. Mr. C. H. Desai, Gen. Manager.	The Bank of Baroda Ltd., Gandhi Road, Ahmedabad.	Mr. E. J. D'Souza, Agent, The Bank of Baroda Ltd., Bombay-1. Mr. E. M. Gahtan, Staff Officer, The Bank of Baroda, Ltd., Bombay-1. Mr. V. D. Thakkar, Regional Manager, Ahmedabad.
The Aryodaya Spg. & Wvg. Co. Ltd., Asarva Road, Ahmedabad-11.	Mr. M. B. Desai, Manager-cum-Secretary. Mr. D. A. Gidvani, Development Officer. Mr. Harshavadan Mangaldas Managing Agent of the Mills.	Batliboi & Co. Pvt. Ltd., Forbes Street, Bombay-1.	Mr. S. P. Chopra, Branch Manager, Ludhiana. Lt. Col. O. G. Eapen, Chief Executive, Mfg. & Development Wing. Mr. Pratap Bhogilal, Managing Director.

Carborandum Universal Ltd.,
52/53 Jehangir Street,
Madras-1.

Mr. U. Mohan Rao,
Production Manager.
Mr. E. R. Prabhakar,
General Marketing Manager.
Mr. M. V. Arunachalam,
Managing Director.

The Delhi Cloth & General
Mills Co. Ltd., Bara Hindu
Rao, Delhi-6.

Mr. D. V. Kalra,
Purchase Superintendent,
Rajasthan Vinyal & Chemical
Industries, P. B. No. 249,
New Delhi.
Dr. J. N. Thadani,
General Manager, The Delhi
Cloth & General Mills
Co. Ltd.
Lala Charat Ram,
Director-Managing Agent.

Dodsai Pvt. Ltd.,
Mafatlal House, Backbay
Reclamation, Bombay-1.

Mr. S. M. Shah,
Secretary/Accountant,
Indmag Pvt. Ltd.
Bombay-5.
Mr. Thomas Mathews,
Secretary.
Mr. A. N. Kilachand,
Managing Director.

The Gujarat Electricity Board,
Race Course Road, Baroda.

Mr. J. J. Mehta,
Establishment Officer
(Technical)
Mr. P. C. Mankodi,
Superintending Engineer
(Technical)
Mr. K. A. Dave,
Chief Engineer.
(Planning & Projects)

The Gujarat Electricity Board,
Race Course Road, Baroda.

Mr. K. R. Gala,
Assistant Secretary.
Mr. S. R. Daftary,
Superintending Engineer.
Mr. D. Jerath,
Member, The Gujarat
Electricity Board.

The Industrial Credit & Investment
Corporation of India Ltd.,
163, Backbay Reclamation,
Bombay-1.

Mr. P. J. Divatia,
Market Research Officer.
Mr. S. S. Mehta,
Technical Adviser.
Mr. H. T. Parekh,
General Manager.

Indian Aluminium Co. Ltd.,
31, Chowringee Road,
Calcutta-16.

Mr. C. V. Pappachan,
Assistant Pot Rooms Supdt.
Mr. D. N. Mitra,
Asst. Works Manager,
Rolling Mills at Belur.
Mr. Das Gupta,
Manager, Fabrication
Division.

Life Insurance Corporation of India,
Central Office, Jeevan Kendra,
J. Tata Road, P. B. No. 252,
Bombay-1.

Mr. K. R. Vora,
Asstt. Actuary.
Mr. K. L. Desai,
Divisional Manager, Surat.
Mr. V. H. Vora,
Executive Director.

Mahindra & Mahindra Ltd.,
Gateway Building, Apollo Bunder,
Bombay-1.

Mr. J. Srinivasan,
Chief Accountant,
Dr. Beck & Co. (I) Ltd.,
147, Bombay-Poona Road,
Poona.
Mr. J. A. Patel,
Executive Director,
Dr. Beck & Co. (I) Ltd.
Mr. J. B. Motivala,
General Manager,
Mahindra Owen Ltd., Poona.
Mr. I. Chatterji,
Executive Director,
Mahindra & Mahindra Ltd.

The Sree Meenakshi Mills,
Post Box No. 1, Madurai.

Mr. C. Singaram,
Acting Manager,
Loyal Textile Mills Ltd.
Kovilpatti.
Mr. L.N.S. Sundararaman,
Administrative Officer.
The Sree Meenakshi Mills
Ltd.
Mr. T. Sundaram,
Managing Agent.

Mukand Iron & Steel Works Ltd.,
Agra Road, Bombay-70.

Mr. N. J. Shah,
Sales Manager.
Mr. K. J. Bajaj, Chairman.
Mr. V. J. Shah,
Chief Executive.

National Seeds Corporation Ltd.,
E 19 South Extension Part II,
New Delhi-16.

Mr. J. Veeraraghavan,
Secretary & CAO.
Mr. G. V. Chalam,
General Manager.
Mr. A. S. Bhatnagar,
Director.
Mr. Prem Narain,
Financial Adviser.

The New India Assurance Co.
87, Mahatma Gandhi Road,
Bombay-1.

Mr. V. K. Mody,
Executive-in-charge,
Tied Business Department.
Mr. G. V. Kapadia,
Manager.
Mr. P. A. Advani,
Chief Manager.

The Nutan Mills Ltd.
Anil Road, Ahmedabad-2.

Mr. D. S. Patel,
Secretary.
Mr. N. J. Nanavaty,
Managing Agent,
Mr. G. S. Nanavaty,
Managing Agent.

Otis Elevator Co. (India) Ltd.
Gateway Building,
Apollo Bunder, Bombay-1.

Mr. B. W. Khanorkar,
Branch Manager.
Mr. P. L. Vahi,
Deputy Managing Director.
Mr. Colin J. Ure,
Managing Director.

The Raipur Mfg. Co. Ltd.
Outside Saraspur Gate.,
Post Box No. 54, Ahmedabad-10.

Sarabhai Chemicals,
Post Box No. 28,
Ahmedabad.

Saroja Mills Ltd.,
'Meenakshi Nilayam',
Tirupparankundram Road,
Madurai.

Smith Kline & French (India)
Ltd., Post Box No. 1953,
Bombay-1.

Mr. D. S. Shah,
Asst. Secretary-cum-Chief
Accountant.
Mr. M. D. Shah,
Manager-cum-Secretary.
Mr. Chinubhai Chimanlal
Executive Officer.

Mr. M. R. Raman,
Manager, Planning & Staff
Services, Ahmedabad.
Mr. D. N. Chhahira,
Chief Engineer, Sarabhai
Machinery, Baroda.
Mr. K. J. Divatia,
Director (Production),
Baroda.
Mr. S. Ramanathan,
Sales Director, Bombay-1.

Mr. S. Srinivasan,
Assistant Law Officer,
Mr. K. R. Sethuraman,
Administrative Officer.
Mr. T. Manickavasagam,
Managing Agent.

Dr. B. K. Avasthi,
Manager, Professional
Services Dept.
Mr. K. K. Aurora, Manager.
Mr. T. W. Harrington,
General Manager.

State Bank of India.
General Office,
Post Box No. 12, Bombay-1.

Suhrid Geigy Ltd.,
Post Box No. 28,
Ahmedabad.

Swastik Oil Mills Ltd.,
Post Box No. 28,
Ahmedabad.

Tata Chemicals Ltd.,
Bombay House,
Bombay-1.

Mr. T. Krishnamurthi,
Dist. Supdt., Madras-1.
Mr. R. K. Talwar,
Dy. Secretary & Treasurer,
Madras-1.
Mr. B. Mukerji,
Managing Director.

Mr. K. F. Bunshah,
Executive, Suhrid Geigy
Ltd., Bombay-1.

Mr. M. N. Karani,
Sales Director (Pharm.)
Bombay.

Mr. D. R. Swayampati,
Works Manager, Suhrid
Geigy Ltd., Baroda-3.

Mr. N. R. Nadkarni,
Jt. Director,
Karamchand Premchand
Pvt. Ltd., Ahmedabad.

Mr. V. A. Parikh,
Production Director.
Mr. Sen Gupta A.
Marketing Director.
Dr. J. S. Badami,
General Manager.

Mr. T. S. Natarajan,
Controller of Costs,
Tata Chemicals Ltd.,
Okhamandal.

Mr. P. D. Nargolwala,
Chief Executive Officer,
(Operation), Tata Chemicals
Ltd., Bombay-1.

Mr. L. Sawhny,
Director-in-charge.

The Tata Iron & Steel Co. Ltd.	Mr. S. Viswanathan, Director of Scientific Services. Mr. S. Chunder, General Superintendent. Mr. S. K. Chaudhari.	Voltas Ltd., 19, Graham Road, Ballard Estate Bombay-1.	Mr. G. Doraj, Assistant Divl. Manager, Marketing Divn. (Chemicals) Mr. K. Govinda Menon, Branch Manager, 8, Netaji Subhas Road, Calcutta-1. Mr. R. V. Leyden, General Manager (Mktg.)
Staff Training Institute, The Tata Iron & Steel Co. Ltd. Armoury Road, Jamshedpur.	Mr. G. Y. Mangrulkar, Staff Training Officer.		
Times of India Ltd., (Bennett, Coleman & Co. Ltd.) Dr. Dadabhai Naoroji Road, Fort, Bombay-1.	Mr. V. B. Gharpure, Junior Executive. Mr. Ramesh Chandra, Business Manager, Delhi-6. Mr. P. K. Roy, General Manager.	Larsen & Toubro Ltd., IC House, Dougall Road, Ballard Estate, P. B. No. 278, Bombay-1.	Mr. S. R. Subramaniam, Divisional Manager, Caterpillar Division. Mr. G. A. Advani, Regional Manager, Bombay-1. Mr. N. M. Desai, Director-Managing Agents.
T. V. Sundram Iyengar & Sons, Private Ltd., 211 South Veli Street, Madurai.	Mr. S. Suryanarayanan, Assistant Manager. Mr. R. Sadagopan, Branch Manager. Mr. K. Sivasubramaniyan, Secretary.	Rajasthan State Electricity Board, New Hotel Buildings, Jaipur.	Mr. R. C. Dave, Executive Engineer, Mr. B. L. Kaushik, Superintending Engineer. Mr. S. L. Kakar, Chairman.
Union Carbide India, Ltd., 1 & 3 Brabourne Road, Post Box No. 2170, Calcutta-1.	Mr. V. P. Arya, Company Secretary. Mr. John F. Colless, Secretary-Treasurer.		
The United Commercial Bank Ltd., 2 India Exchange Place, Post Box No. 2455, Calcutta-1.	Mr. J. D. Mahadevia, Officer, Accounts Dept. Mr. Ambalal Sharma, Manager. Mr. R. B. Shah, Deputy General Manager.		

Appendix-IX

M.B.A. First Year Students (1964-65)

Mr. Bahri Indar Prakash	M.Sc. (Saugar), Dip. in German	Mr. Jodhawat Shiv Lal	B.Sc., M.A. (Raj.)
Mr. Balchandani Ranjit Gopal	B.Tex. (Delhi)	Mr. Joshi Jagdish Chandra N.	M.A. (Pilani)
Mr. Batra Om Prakash	B.Sc., (Raj.), LL.B., (Raj.)	Mr. Kevin A. Labouchardiere	B.Sc.
Mr. Basant A. Creeper Raj	B.A. (Hons.) (Madras), M.A. (Benares)	Miss Kangot Padmini	B.A. (Kerala)
Mr. Bhandari S. S.	B.Sc., (Raj.), B.Tex., (V.J.T.I.)	Mr. Krishnan Gopalan	B.E. (Tech.) (Madras)
Mr. Bharathan K.	B.Com., (Madras), M.Com., (Pilani)	Mr. Krishnan R. S.	M.A., (Delhi). M.D.P.A.
Mr. Bhave Subhash Waman	M.A., (Jabalpur)	Mr. Lobo Guilherme Policarpo	B.A., B.L. (Bom.)
Mr. Bimbrahw Som Prakash	B.A., (Hons.) (Delhi)	Mr. Malik Dharam Bir	B.A. (Punjab), M.Sc., (Agra)
Mr. Chakraborty Alok Kumar	B.E., (Jadavpur)	Mr. Mathur N. J.	B.E. (Elec.) (Baroda)
Mr. Dinesh M.	B.Sc.	Mr. Mishra Nand Kishore	M.Com. (Gauhati) LL.B. (Gauhati)
Mr. Gandhi Rasik	B.E. (Mech.) (Gujarat)	Mr. Modi Indar Lal	B.Com. (Pilani)
Mr. Gandhi Rohitkumar Jayantilal	B.E. (Mech.) (Gujarat)	Mr. Mohan C. P.	B.A. (Delhi)
Mr. Gupta Naresh Chander	M.Com. (Agra)	Mr. Monteiro Oscar Dominic	B.A.
Mr. Javrilal J.	B.Com. (Madras)	Mr. Nanda Diwan Arun	B.Com. (Madras)
		Mr. Narang Chaman Lal	B.Sc., M.A. (Delhi)
		Mr. Narasimha Rao M. R.	B.A. (Andhra)
		Mr. Narayanan R. T.	B.A. (Calcutta)

Mr. Natarajan K.	M.Sc. (Madras)	Mr. Seth Arvind Babubhai	B.Com. (Bombay)
Mr. Panchapakeshan R.	B.Sc., B.L. (Madras)	Mr. Shah Dilip Girdharilal	M.A. (Bombay)
Mr. Prahlad C. K.	B.Sc. (Madras)	Mr. Shahid Abdul Latif	B.Sc., (Agra) A.C.W.I.
Mr. Prem Parkash	B.Sc. (Hons.)	Mr. Shanker V. S.	B.A. (Osmania) M.A. (Bombay)
Mr. Purohit Mukundchandra Himatlal	B.Sc., LL.B. (Gujarat)	Miss Sidhwa Dilnavaz Pheroza	B.Com. (Bombay)
Mr. Raghuvir M. R.	B.Sc. (Delhi) B.E. (Bangalore)	Mr. Sikka R. G.	B.A. (Punjab) M.D.P.A.
Mr. Rajagopalan V.	B.Sc. (Madras)	Mr. Sood S. D.	B.Sc., LL.B. (Gujarat)
Mr. Ramachandar S.	B.A. (Madras)	Mr. Srecrenganathan B.	B.Sc. (Kerala)
Mr. Ramanathan A.	B.Sc. (Karnal)	Mr. Srivastava Umesh Chandra	M.Com., LL.B. (Lucknow)
Mr. Ramaswamy Iyer T.	B.A. (Hons.) (Kerala)	Mr. Sudhir Vasudeva P.	B.Sc.
Mr. Rao Nageshwar M.	B.A., B.L. (Madras)	Mr. Sundaram V.	M.Sc. (Bom.)
Mr. Rao Vasudeva N.	B.Tech. (Madras)	Mr. Taneja G. P.	M.Sc. (Agra)
Mr. Rao Satyanarayana D.	B.Tech. (Madras)	Mr. Thomas Phillip Sidharth	B.Sc. (U.S.A.)
Miss Rawal Harsha Manshanker	B.A. (Gujarat)	Mr. Vepa Lakshmi Prasad	B.Tech. (Madras)
Mr. Sankararama Subramanian V.	B.Sc. (Kerala)	Mr. Vishnu Bhagwan	M.A. (Delhi)
Mr. Sardhana Ashwani Kumar	B.A. (Raj.)		

Appendix-X

auditor's report

To the Deputy Charity Commissioner, Ahmedabad regarding audit of Accounts of 'The Indian Institute of Management' for the Year ending 31st March, 1964.

Registered No. F/174 Ahmedabad.

- (a) The Accounts are maintained regularly and in accordance with the provisions of the Act and the 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) No amounts are outstanding for more than a year. No amounts are written off during the year.
- (i) Out of Capital Expenditure on Building during the year of Rs. 12,313.89 nP. Rs. 9,756 is paid to National Design Institute towards return air fare for Mr. Louis Kahn, Foreign Architect.
- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.

(k) No alienations of the immovable property contrary to the provisions of Section 36, have come to our notice.

(l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following special matters :

1. The Ford Foundation approved a grant of U.S. \$ 4,71,000 to assist in the Development of the Institute over a two year period. Out of this \$ 75,000 are for books and equipment for the Institute. Some books have been received, but their value is not known and hence they are not brought into Books of Account. \$ 5,000 for architectural services have been received out of which Rs. 19,017 have been spent over two years for air tickets for two visits of Mr. Louis Kahn, foreign architect. Balance of \$ 3,91,000 have been or will be paid to Harvard University towards development of the Institute's training and research programmes, and will not appear in Books of Account of the Institute.
2. Provision in respect of Depreciation on moveable and immoveable Assets for the period from 1-1-1962 to 31-3-1964, has not been made in the Books of Account.
3. Title Deeds (i.e. Sanad etc.) in respect of Land of a value of Rs. 25,09,339.90 received as Donation by the Institute from the Government of Gujarat has not yet been received by the Institute from Government.

Sorab S. Engineer & Co.
Chartered Accountants
3rd August, 1964.

receipts and payments account

for the year ending 31-3-1964

Receipts

	Rs.	nP.
To Opening balance as on 1-4-63	2,75,626.75	
.. Grants from the Govt. of India	5,95,000.00	
.. Donation from Industries	3,34,960.00	
.. Interest	2,320.99	
.. Receipts from various courses arranged during the year	1,29,225.82	
.. Income from land	5,216.00	
.. Miscellaneous receipts	611.84	
.. Security Deposits	1,226.35	
.. Loans and advances to Staff	26,419.50	

13,70,607.25

1st August 1964

Vikram A. Sarabhai
Hon. Director

Payments

	Rs.	nP.
By Salaries		2,83,461.84
„ D.A., T.A., and other allowances		61,101.41
„ Stationery and Printing		22,291.39
„ Contingencies and Petty supplies		43,265.12
„ Rent for the building		21,800.00
„ Expenditure on various courses arranged during the year		73,212.01
„ Legal expenses		350.00
„ Audit fees		500.00
„ Library		27,309.44
„ Office Equipment		44,685.28
„ Office Furniture		28,887.92
„ Capital expenditure on Building		12,313.89
„ Loans and advances to Staff		46,603.00
„ Advances to other parties		5,263.96
„ Security Deposits		1,000.00
„ Telephone Deposits		3,800.00
„ Closing balance as on 31-3-64 :		
In current account with State Bank of India		1,15,668.91
In Short Term Deposits		5,78,460.00
Cash on hand	318.54	
Cash with canteen	257.21	
Postage stamps on hand	46.03	
Revenue stamps on hand	11.30	
		<u>633.08</u>
		6,94,761.99
		<u>13,70,607.25</u>

M. K. Subramaniam
Administrative Officer

C. Ramdoss
Accountant

income and expenditure account

for the year ending 31st March 1964

Schedule 1X
Vide rule 17(1)**Expenditure**

	Rs.	nP.
To expenses in respect of Properties.....		—
To establishment expenses :		
Salaries.....	2,99,368.19	
Allowances and Contingencies :		
D.A., T.A. & other allowances.....	65,463.53	
Stationery & Printing.....	22,291.39	
Contingencies and Petty supplies.....	43,847.12	4,30,970.23
To rent for the building.....		22,300.00
To expenditure on various courses arranged during the year.....		1,07,479.26
To Remuneration to trustees.....		—
To Remuneration (in the case of a math) to the head of the math, including his house-hold expenditure, if any.....		—
To Legal expenses.....		350.00
To Audit fees.....		500.00
To contribution and fees.....		—
To amounts written off.....		—
To Miscellaneous expenses.....		—
To Depreciation.....		—
To Amounts transferred to Reserve or specific funds.....		—
To expenditure on objects of the trust.....		—
To Surplus carried over to Balance Sheet.....		92,230.10
	Total Rs.....	6,53,829.59

3rd August 1964

Trustee

Vikram A. Sarabhai
Hon. DirectorM. K. Subramaniam
Administrative Officer

Income

	Rs.	nP.
By rent <u>(accrued)</u> <u>realised</u>		—
By Interest accrued/realised**		
On Short Term Deposits	1,172.66	
On Loans and Advances to Staff	485.91	
		1,658.57
By dividend		—
By Donation in cash or kind :		
Grants from the Govt. of India received during the year	5,95,000.00	
Less amount transferred to Balance Sheet (representing expenditure on non-recurring items)	1,00,882.64	
		4,94,117.36
By Income from other sources (in detail as far as possible)		
a) Receipts from various courses arranged during the year	1,29,925.82	
b) Income from land	5,216.00	
c) Miscellaneous receipts	611.84	
		1,35,753.66
By transfer from reserve "Donation from Industries" (for rent of the building)		22,300.00
By deficit carried over to Balance Sheet		—

**Interest on Investment of Donations has been credited to "DONATIONS FROM INDUSTRIES" in the Balance Sheet.

Total Rs. 6,53,829.59

C. Ramdoss
Accountant

Sorab S. Engineer & Co.
Chartered Accountants

balance sheet

as at 31st March 1964

Schedule VIII
 Vide rule 17(1)

Funds and Liabilities

		Rs. nP.
Trust Funds or Corpus		
Balance as per last balance sheet		—
Other earmarked Funds		
Donation (Value of land donated by the Govt. of Gujarat)	25,09,339.90	
Depreciation Funds		—
Sinking Fund		—
Reserve Fund		—
Any other Fund :		
Grant-in-aid from the Govt. of India representing expenditure on non-recurring items		
Balance as per last Balance Sheet	63,610.09	
Add transferred from the income and expenditure account (representing expenditure on non-recurring items)	1,00,882.64	1,64,492.73
Donation from Industries		
Balance as per last Balance Sheet	2,11,550.00	
Add received during the year	3,34,960.00	
	5,46,510.00	
Less transferred to Income and expenditure account for meeting rent	22,300.00	
	5,24,210.00	
Add interest on investments of donations.....	11,826.45	5,36,036.45
		32,09,869.08
Grant from Ford Foundation		
Balance as per last Balance Sheet		23,648.00
		32,33,517.08

Assets

			Rs. nP.
Immovable Properties :			
Land at cost (received as donation from the Govt. of Gujarat) Balance as per last Balance Sheet....		25,09,339.90	
Capital expenditure on Building (at cost)			
Balance as per last Balance Sheet	12,536.18		
Addition during the year	<u>12,313.89</u>	<u>24,850.07</u>	25,34,189.97
Investments :			
Office equipment (at cost)			
Balance as per last Balance Sheet		27,047.46	
Addition during the year		<u>44,685.28</u>	71,732.74
Office furniture (at cost)			
Balance as per last Balance Sheet.....		19,953.86	
Addition during the year		<u>28,887.92</u>	48,841.78
Staff Car (at cost) - Balance as per last Balance Sheet			14,818.50
Library (at cost) :			
Balance as per last Balance Sheet		1,790.27	
Addition during the year		<u>27,309.44</u>	29,099.71
Loans (secured or unsecured) Good/doubtful Advances :			—
To employees (including Rs. 28,467/- for purchase of conveyance)	29,177.00		
To others.....	<u>5,263.96</u>	34,440.96	
Deposits :			
Security deposits	1,025.00		
Telephone deposits	<u>9,200.00</u>	<u>10,225.00</u>	
			<u>44,665.96</u>
		c/f....	27,43,348.66

balance sheet

as at 31st March 1964

Funds and Liabilities

	Rs.	nP.
Loans (Secured/unsecured)	b/f....	32,33,517.08
Liabilities		
For expenses	73,040.06	
For advances	3,000.00	
For rent and other deposits : Security deposits (including Rs. 1,000/- Cashier's deposit as per contra)	1,826.35	77,866.41
Income and Expenditure account		
Balance as per last Balance Sheet	51,143.45	
Less adjustment pertaining to last year	1,782.36	
	49,361.09	
Add surplus as per income and expenditure account.....	92,230.10	1,41,591.19
	Total Rs....	34,52,974.68

- Notes : (1) The grant for \$75,000/-sanctioned by Ford Foundation for foreign books and equipment and the books received out of the grant are not brought into the books of account.
- (2) Depreciation on assests is not provided from 1st January 1962 to 31-3-1964.
In case the accounts are maintained on cash basis, state the income outstanding here 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.

3rd August, 1964.

Trustee
Vikram A. Sarabhai
Hon. Director

M. K. Subramaniam
Administrative Officer

		Rs. nP.
Income outstanding :		
	b/f.....	27,43,348.66
Interest	11,164.03	
Other income	<u>3,700.00</u>	14,864.03
Cash and Bank Balances :		
In current account with State Bank of India	1,15,668.91	
In Short term deposit with State Bank of India (including Rs. 1,000/- Cashier's deposit as per contra)	5,78,460.00	
Postage stamps on hand	46.03	
Revenue stamps on hand	11.30	
Cash on hand (with Cashier)	318.54	
Cash with canteen (with Cashier)	<u>257.21</u>	
	633.08	6,94,761.99
		<u>Total Rs..... 34,52,974.68</u>

C. Ramdoss
Accountant

As per our report of even date.
Sorab S. Engineer & Co.
Chartered Accountants