

# FIFTEENTH ANNUAL REPORT

(1976 - 77)



INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD

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## INTRODUCTION

This brief introduction gives an overview of the major activities and achievements of the Institute during the academic year 1976-77.

Three hundred and forty-nine students were in residence in the Post-Graduate Programme and the Fellow Programme in Management. Eight students, the largest number ever to complete the Fellow Programme, were awarded the title "Fellow of the Indian Institute of Management, Ahmedabad" at the Twelfth Annual Convocation held on April 9, 1977. The Post-Graduate Diploma was awarded to 158 students. Nearly one-third of the graduates joined the public sector. For the first time, a Common Admission Test for applicants seeking admission to the three IIMs was evolved and held.

Seventeen Management Development Programmes (MDPs) were conducted. Of them six were new programmes. The six-month Management Education Programme introduced this year is unique among the MDPs conducted in the country. Another highlight in the MDP series was a four-week workshop on "Planning for Growth of Public Enterprises" for senior civil servants from 11 Asian countries, organised in collaboration with the United Nations. In addition, five other MDPs were held exclusively for government and public sector officials. Planning and design of a new 3-month Advanced Programme on Computer-based Information Systems Analysis and Design was also completed during this year.

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A series of seminars at national and international levels was another feature of the year. The Institute's growing interest in developing an international perspective led to the holding of an international conference of Afro-Asian management institutes on "Professionalization of Management: Strategies, Processes and Programmes". Important among other seminars and workshops which deserve mention are: Identification and Selection of Entrepreneurs, Action Plan for Rural Development, Integrated Tribal Development Planning, Information Systems in Government, and Computer Aided Instruction.

Yet another special event of the year was the first annual conference of the IIMA Society to discuss the theme "New Horizons in Management." Ninety-nine chief executives and senior managers from 58 organizations attended the conference.

Major research efforts on Rural Development, Agricultural Management, Public Systems and Industrial development are in progress. The Public Systems Group was further strengthened and has now nine Core faculty members. This group is expected to undertake a wide range of research and training efforts relevant to a variety of public systems.

The faculty worked on 62 consulting projects. Most of the assignments were sponsored by public sector and international organizations.

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Two more Chairs were endowed at the Institute this year by the Reserve Bank of India and Larsen & Toubro Ltd., thus raising the number of endowed Chairs to five. These Chairs are not only a source of additional funds for the Institute, but also an effective instrument for promoting and stimulating outstanding academic contributions by the faculty.

As part of a self-renewing exercise, a nine-member faculty was appointed to review the working of the Institute and recommend future directions consistent with IIMA objectives. The review is in progress.

With the variety of tasks the Institute has taken up and is planning, it became imperative to recruit faculty with new areas of specialization. Nine such faculty members joined the Institute during this year.

There was allround progress in the construction work on the campus. Major works in progress included the Management Development Centre, kitchen-dining unit and two student dormitories.

The Institute would like to place on record its deep appreciation for the generous support it has received all along from the Government of India, the Government of Gujarat, Indian Industry and the

(iv)

Ford Foundation. This was matched in ample measure by the unstinted support and co-operation from the faculty, staff and students during the past year. I am confident that they will continue to contribute to our Institution-building tasks in the years ahead.

August 10, 1977

Samuel Paul  
Director

I .

BOARD, SOCIETY AND FACULTY

## BOARD OF GOVERNORS

In the bi-annual election, the following four Society members were elected to the Board for two years from April 6, 1977:

Mr. Prafull Anubhai  
Managing Director  
Rustom Jehangir Vakil Mills Co. Ltd

Mr N.M. Desai  
Chief Executive and  
President  
Larsen & Toubro Ltd

Mr. R.C. Shah  
Chairman and Managing Director  
Bank of Baroda

Mr A.H. Tobaccowala  
Managing Director  
Voltas Ltd.

Mr N.M. Desai was elected for the second term.

Mr J.N. Guzder, Mr. Charat Ram, and Mr Suhrid-Sarabhai retired from the Board at the end of their terms.

Dr. S. Varadarajan, Chairman and Managing Director, Indian Petrochemicals Corporation Ltd, was nominated to the Board after Mr. Kasturbhai Lalbhai's retirement.

Dr. G.R. Dalvi, Executive Director, National Productivity Council, was re-nominated to the Board for a five-year term.

The Government of India nominated Mr J.A. Kalyanakrishnan, Financial Adviser, Union Ministry of Education in place of Mr. Prem Nath.

The All India Management Association nominated Dr. Ram S. Tarneja, General Manager, Bennett Coleman and Co. Ltd. in place of Mr Harshvadan Mangaldas. Mr. Harshvadan Mangaldas was co-opted as member for a five-year term, beginning April, 1977.

Mr R.K. Talwar resigned from the Board in July, 1976.

The Board of Governors met four times during the year.

At one of the meetings, the Board wanted a faculty committee to review the work at the Institute and recommend future directions consistent with IIMA objectives. Consequently, a nine-member faculty committee was appointed by the Director. It has submitted its report to the Director.

#### SOCIETY

A special drive to enrol new donor members to the Society was organized during the year. About 200 organizations were approached. While many organizations are still considering the request, the following 18 organizations have become members contributing Rs. 25,000 each.

Alembic Chemical Works Co. Ltd	Hindustan Zinc Ltd
Bank of India	Industrial Finance Corporation of India
Bharat Earth Movers Ltd	Mettallurgical & Engineering Consultants of India Ltd.
Bharat Heavy Electricals Ltd	The Minerals & Metals Trading Corporation
Central Bank of India	Punjab National Bank
Devidayal Rolling & Refineries Pvt. Ltd	Ralliwolf Ltd
Shri Dinesh Mills Ltd	Soft Beverages Pvt. Ltd.
Engineers India Ltd	The State Industrial & Investment Corporation of Maharashtra Ltd
Export Credit & Guarantee Corporation Ltd.	Walchand Nagar Industries



The membership of the Society was 133 as on March 31, 1977.

The Society met twice during the year.

#### First Annual Conference

The first annual conference of the Society was held at the Institute on February 4 and 5, 1977. The conference theme was "New Horizons in Management." From 58 organizations, 99 members attended the conference.

The conference objective was to share with members the recent developments in management theory and practice, particularly in planning and control, organizational behaviour, and applications of quantitative methods. Professors S.K. Bhattacharyya, Meenakshi Malya, V.L. Mote and Udai Parèek of the Institute, and Professor John Dearden of the Harvard Business School presented papers at the conference. Prof. Malya co-ordinated the conference.

#### FACULTY

##### Newcomers

Dr. Somnath Chattopadhyay joined the Institute on July 13, 1976, as Professor in the Organizational Behaviour Area. He did his Ph.D. from the Indian Agricultural Research Institute. Earlier, Dr. Chattopadhyay was Associate Professor of Social Sciences in the National Institute of Health Administration and Education, New Delhi.

Dr M.C. Subrahmanyam joined the Finance and Accounting Area as Associate Professor on December 2, 1976. Dr. Subrahmanyam was a PGP 1969 Alumnus and obtained his Ph.D from the Sloan School of Management, M.I.T., in 1974. Before joining the faculty, he was teaching at M.I.T. and New York University.

Dr M. Mohan was appointed Professor in the Marketing Area in January 4, 1977. He was sponsored by the Institute for a four-month training at Harvard Business School. He has worked for Rio-Tinto Zinc, London, L.P.E. Aiyars, Bombay, Union Carbide India Ltd., Calcutta, International Wool Secretariat, London, and Economic Models Limited, London. He has a Ph.D. in Economics from the Manchester University.

Dr. Ifzal Ali joined as Assistant Professor in the Economics Area on January 17, 1977. He obtained his Ph.D. in Economics from Johns Hopkins University. Earlier, he was teaching at Towson State College.

Dr. Anil Bhatt joined as Associate Professor in the Public Systems Group on March 22, 1977. He obtained his Ph.D. in Political Science from the University of Chicago in 1972. Before coming to the Institute, he was Reader, Department of Political Science, M.S. University, Baroda.

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Mr M.G. Korgaonkar, who had joined the Institute as Lecturer in the Production and Quantitative Methods Area on June 29, 1976, was promoted as Assistant Professor from March 22, 1977, on completion of his Ph.D. from Indian Institute of Technology, Bombay.

Dr C.G. Ranade joined as Assistant Professor in the Centre for Management in Agriculture on June 9, 1977. He obtained his Ph.D. in Agricultural Economics from the Cornell University. Before coming to the Institute, he was a Research Associate in the Department of Agricultural Economics, Cornell University.

Dr. Ramesh Gupta joined as Visiting Faculty member in the Finance and Accounting Area on June 15, 1977, for a year. Earlier, he was working as Assistant Professor in the Department of Economics of City College of New York.

Mr C.D. Menon joined as Professor in the Business Policy Area on June 27, 1977. Earlier he was Chief Personnel Officer, Metal Box Co. of India Ltd.

#### Development

Mr V. Jaikumar joined the Institute as Assistant Professor in the Finance and Accounting Area on September 22, 1976. Mr Jaikumar was a Research Associate at the Institute before going to Columbia University, where he worked for his Ph.D. He is now working on his dissertation.

Prof. S.C. Mehta returned to the Institute on June 13, 1977, after completing his Ph.D at the University of Missouri.

Prof. V. Govindarajan continued his doctoral programme at the Harvard Business School. He completed the Second Year with distinction and was on the Dean's Honours list.

Prof. R.S. Ganapathy, who joined the Public Systems Group in May 1976, was sponsored to the University of Michigan, Ann Arbor, for advanced study in Public Policy leading to Ph.D., for three years from September 1976.

Mr S. Sreenivas Rao, Manager (Publications), was sponsored by the Institute to the International Teachers Programme at London from July 4 to August 27, 1976.

Mr. Gurudev Singh, Research Associate, was sponsored to the Ph.D. programme at the University of Illinois in September, 1976.

As part of the faculty development programme, a scheme was evolved for deputing faculty members to work in industry for three to six months. Under this programme Professor A.K. Jain worked with the Hindustan Machine Tools Ltd. on designing of marketing strategy, industrial marketing, and sales management. Professor A.H. Kalro worked on the scheduling and inventory problems of Indian Airlines. Professor G.S. Gupta was associated with the appraisal of a project at the ICICI - Study of risk to ICICI due to exchange rates' variations - and in developing a methodology

to aid decision-making on conversion of loan into equity and applying the same to a live case. In addition, he prepared a paper on marketing of debentures and shares, and made a thorough study of the functions of various departments of ICICI. Prof. M.G. Korgaonkar was deputed to the Bharat Earth Movers Ltd., to study the problems of inventory management.

#### Endowed Professorships

Two new chair professorships were endowed by the Reserve Bank of India and Larsen & Toubro Ltd; while the Reserve Bank of India will meet the expenses on a year to year basis, Larsen & Toubro Chair will be maintained from an endowment of Rs. 6 lakhs donated to the Institute.

Dr C. Rangarajan has been appointed to the RBI Chair for three years from February, 1977. This chair professorship is intended to encourage learning and research in industrial economics. Dr. Rangarajan has several years of research and teaching experience in Indian and American universities. He is on the boards of the First National City Bank, Export Credit and Guarantee Corporation, Investment Committee of LIC, and Western Regional Committee of the Industrial Development Bank of India.

Dr. Uday Pareek was appointed to the Larsen & Toubro Chair in Organizational Behaviour from April, 1977 for three years. Professor Pareek's areas of interest are organization development,

systems designing, and change in people and systems. Formerly, he was Director of the School of Social Sciences and Humanities, and Chairman of the Faculty of Social Sciences, University of Udaipur. He is the editor of the Institute's quarterly journal, Vikalpa, and the Indian Psychological Abstracts of ICSSR, and is on the editorial boards of several journals. He has a large number of publications to his credit and is a consultant to industrial organizations, institutions, and international organizations like UNESCO, WHO and UNIDO.

#### Exchange

Prof. Nikhilesh Dholakia was sent to the Indian Institute of Management, Calcutta, as a visiting faculty for a year from November 1976 under the inter-IIM exchange programme. IIMC has agreed to reciprocate by sending one of their faculty members for a year.

#### Assignments

Dr. Pramod Verma was granted leave of absence for a year from May 15, 1976 to take up an assignment as Director (Personnel), UP State Electricity Board. Dr. Verma returned to the Institute in June, 1977.

Dr. V.S. Vyas spent seven months with the Asian Development Bank, Manila, heading the task force for the Second Assign Agricultural Survey. Dr Vyas returned to the Institute in January 1977.

Prof. Paul Mampilly was at the Asian Development Bank, Manila, from July to October, 1976 preparing a report on Agricultural

Credit Policies and Requirements of Asian countries.

Prof. B.G. Shah was given a six-month teaching and research assignment at the Economic Development Institute, Washington, from January 1, 1977.

Prof. P.S. George was granted leave for two years from March 21, 1977 to take up an assignment with the International Food Policy Research Institute, Washington.

Prof. J.C. Camillus was granted leave for six months from January 1977 to join the faculty of University of Pittsburgh.

Prof. C. Gopinath was granted leave of absence for a year from April 1976 to work at the Harvard University Centre for Population Studies as Senior Visiting Fellow. He did research on planning and development of water and other natural resources with reference to India. Dr. Gopinath returned to the Institute in April, 1977.

Prof. M.G. Subrahmanyam accepted a 9-week teaching and research assignment from the Graduate School of Business Administration, New York University from May 15, 1977.

Prof. V.N. Asopa was awarded a fellowship of the Alexander Von Humboldt-Foundation, West Germany, for a year from July 1, 1977. He will be doing research in development administration at the University of Gothingen, West Germany.

Dr S.K. Mukherjee returned to the Institute on March 7, 1977 after completing a two-year assignment with the World Bank.

### Resignations

Prof. D.K. Dasai resigned from the Institute in February, 1977, Dr S.C. Jain left the Institute on May 31, 1977, after completing a one-year assignment.



II

POST-GRADUATE PROGRAMMES

## POST-GRADUATE PROGRAMME

Thirteenth Session

The Thirteenth Session of the programme began on June 28, 1976, with 161 students in the first year and 159 in the second year.

Seven first year students discontinued their studies during the year and the strength of the first year class as at the end of the year was 154. The first year group included 20 students of the Scheduled Castes/Tribes and one student from Kenya. It also includes two students who repeated the first year programme.

Out of 154 students in the first year programme, 28 students will specialize in Agricultural Management.

Out of 159 students in the second year, one student withdrew from the programme for personal reasons. This student was permitted to rejoin the second year programme during the academic year 1977-78. Two students who had completed the first year a year before were permitted to join the second year. The total second year strength was therefore 158. Out of this, 28 students specialized in Agricultural Management.

Curriculum 1976-77

The first year curriculum was reviewed by a faculty committee in terms of its objectives, nature, contents, overlaps between courses, workload, sequencing of courses, integration and

coordination between courses during the academic year 1975-76.

The recommendations of this committee are being implemented.

Two compulsory courses, "Legal Aspects of Business" and "Indian Social & Political Environment," in addition to the two Business Policy courses, were introduced in the second year. Beginning 1977-78 "Legal Aspects of Business" course will be added to the first year curriculum. Each area will review the implementation and based on the inputs, the PGP Committee will discuss the progress and problems of implementation.

#### Second Year

The second year students were required to study 18 courses of 0.75 unit weightage, including the compulsory courses, Business Policy I & II, in the first three terms. For PGP (General) students, 40 elective courses were offered during the year. Nine students had opted for the two Concentration Packages offered in the area of Finance and Accounting. Twenty-one students took the Course of Independent Study which is equivalent to two courses spread over second and third terms.

#### Specialization in Agricultural Management

For SPA students 13 compulsory courses (including Business Policy I & II) and six electives were offered during the year. The Course of Independent Study was made compulsory for the SPA students.

#### Non-Credit Courses

Between March 1 and April 8, 1977, a series of lectures were organized for the graduating students. Lectures on topics like

Working of the Monopolies and Restrictive Trade Practices Act, Social Responsibilities of Top Management - An In depth Analysis, Managerial Stress, Success & Satisfaction, and Current Environment in Industrial Relations, by eminent persons from industry, government and trade units were arranged as part of this non-credit course.

#### Second Year Programme Review

During the year, a Committee was set up to review the second year programme including the Specialization Programme in Agriculture.

On the basis of its first set of recommendations as discussed and approved by the PGP Committee, the second year students will study 15 full unit courses in the three terms, beginning the academic year 1977-78, against the 18 three-fourth unit courses as at present. It was also decided to re-introduce the single unit project courses during the academic year 1977-78.

A modified package of courses for the Specialization Programme in Agriculture focussing on finance and Marketing has been approved, and a new set of courses will be offered to the second year students who are specializing in agricultural management from the academic year 1977-78.

#### Award of Medals

"The Indian Institute of Management, Ahmedabad Medals for Scholastic Merit" were being awarded so far to four best students

according to academic performance. The PGP Committee has now decided to award the four medals for outstanding overall performance rather than academic performance only. One is reserved for the most outstanding performance in the Specialisation Programme in Agriculture. A seven-member Award Committee will select the award winners based on inputs from both faculty and students.

### Scholarships

The Government of India has approved the proposal to raise the Merit-cum-Means Scholarship from Rs.75 to Rs.125 per month. Students who are awarded this scholarship are exempted from paying tuition fee. Twenty-five per cent of the total number of students are awarded this scholarship.

### Industry Scholarships

Industry Scholarships (from Rs.2,500 to 3,500) were awarded to the following students for meritorious performances:

<u>Student</u>	<u>Organization</u>
<u>First Year</u>	
B. Anantaram	Air India
A. Bhasin	Bank of America
S.M. Datar	Dunlop India Ltd.
N. Kuppuswamy	Godrej Trust
S. Mathur	Godfrey Phillips India Ltd.

First Year (Continued)

G. Raghuram	Hindustan Lever Ltd.
P.P. Vankudre	Mandelia Parmarth Kosh
R. Venkataraman	Shree Ram (DCM)
A. Shroff	B.K. Hegde Memorial PGP Scholarship (IIMA)

Second Year (General)

M.S. Banga	Devidayal Cable Inds. Ltd.
L.C. Shandari	First National City Bank
Rajesh Kumar	Hindustan Lever Ltd.
H.C. Shah	Mahindra & Mahindra Ltd.
Sobti Rajiv	Shree Ram (DCM)
R. Chatterjee	Gujarat State Fertilizers Co. Ltd.
Batra Rajeev	Warren Haynes Memorial PGP Scholarship (IIMA)

Specialization in Agricultural Management

B. Ramaswamy	Gujarat State Fertilizers Co. Ltd.
R.B. Gargiyea	-do-

Loan Assistance

Loan assistance of Rs.4,60,000 was given to 141 students. Of this amount, the State Bank of India's contribution was Rs.3,58,000.

Students' Exchange Visit to IIMC

Twenty-six students from the Institute visited the Indian Institute of Management, Calcutta, from January 26 to February 1, 1977, to return the visit paid by IIMC students in the last academic year. Our students participated in social, cultural, and academic activities during their stay at IIM, Calcutta.

### Convocation

In the 1975-77 class, 158 students, including 28 students specializing in Agricultural Management, were awarded the Institute's Post-Graduate Diploma in Management at the Twelfth Annual Convocation held on April 9, 1977. Dr. M.S. Swaminathan, Director-General, Indian Council of Agricultural Research, delivered the convocation address. The following four students received the "Indian Institute of Management, Ahmedabad, Award for Outstanding Overall Performance":

#### PGP (General)

M.S. Banga

L.C. Bhandari

Hemant Shah

#### PGP (SPA)

B. Ramaswamy

### Placement

The campus placement interviews started on March 1, 1977, preceded by a seminar on permanent placement for the graduating students on February 28, 1977. The first panel discussion centred around Professor C.D. Wadhwa's research findings on job preferences of IIMA students and the expectations of employers. The second session discussed the expectations of graduating students and the experiences of alumni in actual work situations. In the concluding session Professor Pulin K. Garg discussed the major findings of his ongoing research, "Young Executives in the Making." Six industry representatives and alumni participated in the seminar.

All the 151 graduating students (including 28 SPA graduates) found suitable employment. In the permanent placement programme, 114 companies participated and 250 executives visited the campus for interviews. Thirty-nine employers finalized their selections on the campus.

The public sector organizations accounted for about 25% of the total number of companies which conducted interviews and 29.4% of the total job offers made. About 25% of the students seeking placement accepted offers from public sector organizations.

From the first year of the programme, 166 students including 11 Fellow Programme students, were placed for summer assignments for 8-10 weeks. A summer placement orientation programme was organized for the first time on March 25, 1977, to discuss the objectives of summer placement, guidelines for summer placement, and problems likely to be encountered while working. A case study on the experience of 1975 batch was also discussed in the seminar.

#### Admission for 1977-79 PGP Class

For the first time, a common admission test was evolved for applicants seeking admission to the Post-Graduate Programmes of the three management Institutes at Ahmedabad, Bangalore, and Calcutta. The admission test was held at 14 centres. The IIMA conducted the test at Ahmedabad, Bombay, Delhi and Jaipur, and the IIMB and the IIMC at the remaining ten centres.



For admission to the 1977-79 batch, 5,990 applications were received, including 246 applications for the Specialization programme in Agricultural Management. On the basis of scores in admission test, past academic performance, and work experience, if any, 666 candidates were called for group discussions and interviews. The interviews were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Jaipur, and Kanpur during March-April 1977.

Finally, 185 candidates, (including 31 students for Specialization in Agriculture Management) were offered admission.

Efforts were made to attract a larger number of Scheduled Caste/ Tribe candidates. Relaxations were made in all segments of the selection procedure. With these efforts, it was possible to offer admission to 21 SC/ST applicants.

#### Remedial Programme

For the past three years, the Institute has been conducting a remedial programme for students who are identified at the admission stage as weak in Mathematics and/or English. The fourth remedial programme was conducted from June 6 to 25, 1977, for 43 students (including 12 SC/ST students) admitted to the 1977-79 session.

### Extended Remedial Programme

To attract students of weaker sections of society to the programme and help them cope with the programme's rigorous requirements, possibility of an extended remedial programme are being explored. A four-member faculty committee, which studied the matter in detail, submitted its report during the year.

### FELLOW PROGRAMME

#### Dissertations

Nine students completed the Fellow Programme during 1976-77. Research on subjects of public importance such as Public Distribution of Foodgrains in India, Multi-Objective Two-Level Planning for Extending Banking Facilities to Rural Areas, and Cost-benefit Analysis to Rural Electrification, were undertaken by the students. The dissertation titles and the names of students are given below:

An Application of Cost Benefit Analysis to Rural Electrification:  
V. Ranganathan

Industrial Buyer Behaviour in the Thermoplastic Raw Material Manufacturing Industry In India for Capital, Fabricated and Standard Items: P.K. Ghosh

Multi-Objective Two-Level Planning for Extending Banking Facilities to Rural Areas: B. Chaudhary

Planning for Computer-Based Management Information Systems for Municipal Corporations: T.V. Subramanian

Public Distribution of Foodgrains in India: Arvind Gupta

Resource Allocation and Scheduling in Project Networks Under Risk: M.R. Gopalan

The Semi-Integrated Steel Industry of India: Ashok Maggu

Simulation on Model to Determine Minimum Inventory Level in  
Grey Room of Textile Industry: Kranti Amar

Strength and Correlates of Participatory Desire Among Employees  
in Two Organisations: Deepti Bhatnagar

Eight of these students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the Twelfth Annual Convocation held in April 1977. One student could not receive the title as he completed the requirements shortly after the convocation.

#### First Year

Twelve students joined the programme in July 1976. Eleven of them satisfactorily completed the first year and were promoted to the second year. The course work of one student is under review for a change in her area of specialization.

#### Second Year

To regularize the class sessions in the FPM advanced courses, the second year classes were held according to a formal time-table. This helped the students and the faculty to complete the work in time. In all, 31 courses were offered (eight in Organizational behavior, five each in Business Policy, Economics, and Finance & Accounts, and four each in Marketing, and Production and Quantitative Methods.

Two half-unit courses—a) Oral Communication; and b) Course Design, Development, and Teaching by Case Method—were added to the curriculum on an experimental basis. Students found these courses very useful and they will now be offered on a regular basis.

Of the 11 students in the second year, ten completed their course work. One student is yet to complete the course work.

Eight students completed the written part of the qualifying examination, and one student also completed the oral part of the qualifying examination. Students begin their thesis work after they clear the written and oral qualifying examinations.

Of the 14 students who were working on their dissertations at the beginning of the year, nine completed their dissertations and defended them. Two withdrew from the programme. Three more students reached the dissertation stage during the year, and they are expected to complete the programme next year.

#### Introduction of Formal Progress Reports

A formal system to review the progress of third and fourth year students was introduced. The students are now required to send a quarterly report through their thesis supervisors. An opportunity was provided for planning and review by the student, the thesis supervisor, and the FPM Office.

### Seminar Requirements

The FPM Committee decided that each FPM student will be required to present a seminar on the topic of his dissertation before the completion of the programme. Nine students presented seminars on their dissertations during the year under review.

### Dissertation Series

The FPM Committee decided that each student should write a short synopsis, of up to 10,000 words, of his thesis for general circulation.

### IFCI Award for Best Dissertation Proposals

Four dissertation proposals competed for 1976-77 IFCI Dissertation Proposal Awards. These proposals were evaluated for contribution to management theory and practice, appropriateness of methodology to research objectives, and contribution to methodology, survey of literature, and format. The following two students won the awards (Rs.2,000 each).

Anand Ram	-	Organizational Characteristics and Unit Performance - The case of Bank Branches
K.R. Shaligram	-	The Economic Performance of the Ancillary Industry in India: Managerial and Policy Implications.

### Placement

Nine students took up jobs during the year after completing all the FPM requirements. Of the 16 Fellows who have taken up jobs so far, 10 have joined educational institutions, five have taken up specialist positions in industry, and one has joined a rural development project.

### Recognition of the Programme

The Association of Indian Universities has recognized the Fellow Programme as equivalent to a Ph.D. programme in management. An Expert Committee, set up by the Board of Assessment for Educational Qualifications, Ministry of Education, visited the Institute in January 1977 to assess the equivalence of the Fellow Programme to a Ph.D. degree in Management for purposes of recruitment by the Central Government. The Committee consisted of Mr. K.T. Chandy, Professor Ishwar Dayal, Professor S. Neela Megham, Dr. T.N. Kapoor, and Mr. V.R. Reddy. The Government's decision on recognition is awaited.

### Admissions

For the programme beginning in July 1977, 706 applications as against last year's 417, were received. Forty-seven were called for interview. Based on academic background, admission test, area evaluation and interviews, programme objectives and student interests, 13 candidates were offered admission. The area-wise breakup was as follows:

Economics	..	4
Finance & Accounting	..	2
Marketing	..	3
Organizational Behaviour		1
Production & Quantitative Methods		3
		<u>13</u>

Ten students joined the programme.

III

MANAGEMENT DEVELOPMENT PROGRAMMES

## MANAGEMENT DEVELOPMENT PROGRAMMES

The Institute's philosophy on management development programmes and the topics to be covered in them is to increasingly focus attention on the most urgent problems, areas, and sectors for management development rather than offer repetitive programmes. The mix of programmes offered during the year reflected this philosophy. Out of 17 MDPs, six were new programmes spreading over diverse areas of management training.

The mix of programmes for general management, sectoral management, functional management and specialists continued to reflect the range and variety of needs in management development.

There has been a steady increase in the participation from government, semi-government, and public sector organizations. The number of participants from the public and government sectors was 497 as against 238 from the private sector. In all 735 participants from 402 organizations attended the Institute's programmes during the year. (Appendix III).

New Programmes

The six-month "Management Education Programme" offered for the first time is unique among the MDPs conducted in the country. The programme was designed to provide an intensive post-entry exposure in all areas of management for executives who have 7 to 10 years functional experience and are identified to have the potential to move to general management positions.



The curriculum enabled the participants to understand the managerial problems, the choice of specific analytical tools, and the use of inputs from functional disciplines rather than approaching managerial problems with a pre-determined or analytical focus. The curriculum was developed in six parts of 60 sessions each.

At the request of the Asian Centre for Development Administration, a UN agency stationed at Kuala Lumpur, the Institute conducted a four-week workshop on "Planning for Growth of Public Enterprises" for senior civil servants, who deal with the management and development of public enterprises, and public enterprise directors. Participants from eleven Asian countries, including India, attended the workshop.

The workshop's objectives were: 1) to understand the corporate planning and performance budgeting processes in public enterprises at different levels - national, ministerial, departmental or sectoral, and enterprise, and 2) to discuss the introduction of long range strategic planning systems in public enterprises and identify the systems design and administration responses.

At the request of the Training Division, Department of Personnel and Administrative Reforms, Cabinet Secretariat, Government of India, the Public Systems Group at the Institute conducted a programme on "Behavioural Interventions in Administrative Training" for trainers of government training institutions. The programme focussed attention on feelings, attitudes and behaviour, interpersonal sensitivity and

competence, dynamics of attitudinal and behavioural change, development of intervention strategies and the role of the trainer in using behavioural science-based interventions in a training programme and developing a training programme.

A workshop on "Creative Problem Solving" was organized on developing or strengthening the ability of participants to find original but useful solutions to work-related problems by using specific techniques.

A laboratory on "Management of Motivation" was organized 1) to help the managers to recognize their own motivational patterns and the way they operate in their behaviour and to help them examine the implications of their motivational profiles to their effectiveness in various roles in their organizations, and 2) to experiment with different behaviours associated with motives that contribute to managerial effectiveness in the context of recent research and experiences and to help define or redefine their short-term and long-term goals and work out strategies of achieving these goals.

The Public Systems Group conducted a 3-week Workshop on "Improving Managerial Practices in State Government Organizations" for managers in the near enterprise undertakings of the Government of Gujarat.

#### General Management Programmes

The oldest and the largest of the Institute's programmes has been the "3-Tier programme for Management Development." The programme

content is based on the realization that management development, to be more effective and useful, requires simultaneously initiated changes at different levels in the organization. In the three tiers of the programme, managers from three different levels are trained each year. While the basic concept has remained unchanged over the past decade, the scope, content, topics, problems, materials, and pedagogy have been constantly updated to enhance the effectiveness of the programme.

Attention was paid in the course design to the problems of rising expectations in industrial relations and of environmental uncertainties, the difficult task of taking decisions with imperfect information and the need to develop management information systems, and topics which are of current concern to enterprises, e.g., working capital management, inventory control, and choice of technology.

The second general management programme was specifically designed for "Medium and Small Enterprises". The programme focus was on concepts and skills needed specifically for improving the productivity and efficiency of small and medium organizations. The choice of the course content was guided primarily by the felt needs of various entrepreneurs. The programme drew upon the research conducted at the Institute on problems of small entrepreneurs.

There is an increasing emphasis, especially by financial institutions, on trained personnel to manage new enterprises. The Institute has been attempting to fulfil such needs through the programme for small and medium enterprises.

### Functional Programmes

A programme in "Personnel Management" was organized for executives in line and service departments who manage human resources. Topics such as manpower planning, selection, human resources, development including training and performance evaluation, wages and salary administration, welfare and workers' participation in management were discussed.

To develop personal effectiveness of the managers through a laboratory approach, a programme on "Management of Executive Stress and Organizational Conflicts" was organized.

### Sectoral Programmes

At the instance of the North-Eastern Council, the Centre for Management in Agriculture organized for the second time "Management of Agriculture and Rural development Programmes" at Shillong for administrators working on agricultural and rural development schemes. The participants were exposed not only to the general problems of rural development and the tools and techniques necessary for the success of integrated systems in this field, but also to the specific problems faced by the region itself and the strengths and limitations of the governmental systems. Officials of Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland and Tripura participated in the programme.

The CMA also conducted for the fifth time the programme on "Management of District Development" for IAS probationers at the Lal Bahadur Shastri National Academy of Administration, Mussorie.

In view of the national priorities, the CMA offered for the third time a programme on "Management of Rural Development" for officials of the Central and State Governments and others involved in rural development programmes.

#### Programmes for Specialists

To provide a conceptual basis for planning and designing management information systems in organizations and for the role that computers can play in supporting management activities, programmes on "Management Information Systems" and "Information Systems Analysis and Design" were offered for senior and middle level managers who develop and control computer based information systems.

#### Programme for University Teachers

To meet the increasing demand from universities and educational institutions for offering advanced orientation courses, the institute conducted a programme in "Managerial Economics" for the second time.

#### Perspective of Management Development Programmes

The management development programmes at the Institute have broadened their scope from enterprise management to the management of non-profit services organizations, public systems, governmental administration, and educational institutions. The plan for the future is to strengthen such activities through research on problems of current relevance and national importance.

Under the sponsorship of the Electronics Commission of India, the Institute will be offering a three-month advanced programme on "Computer-Based Information Systems Analysis and Design." This advanced programme is aimed at developing computer professionals for designing computer-based information systems in government, public, and private organizations. Such a programme is being offered for the first time in India.

IV

RESEARCH, PUBLICATIONS AND CONSULTING

## RESEARCH

Twelve new research projects were initiated during the year. In addition, there were 30 on-going projects at the beginning of the year. During the year 11 projects were completed.

Apart from these projects, the faculty in the Centre for Management in Agriculture and the Public Systems Group was working on 44 projects, out of which 17 projects were completed.

Two new projects need special mention. The project on industrial development of backward areas will attempt to identify alternative development strategies for industrialization of backward areas, to develop an appropriate industry structure, and to evolve a conceptual model for implementing plans of industrial development. The other major project is to study the indigenous systems of management in India in the context of organizational effectiveness.

Projects Initiated

An Analytical Approach for Formulating Distribution Policy	L.R. Bhandari N. Dholakia R. Khurana M.J. Vora
Command Area Development in Chambal and Rajasthan Irrigation Projects	VN Asopa
Consumer Co-operative Retail Outlets from the Actual Consumers' Point of View	Subroto Sen Gupta
Corporate Identification in the Public Sector	N. Dholakia L.R. Bhandari



Educated Youth Seeking Employment Through participation in Industrial Cooperatives: A Limited Microlevel Study	A.M. Isaac
Forecasting Capital Expenditure in the Corporate Sector	C. Rangarajan
Identification and Selection of Entrepreneurs	T.V. Rao T.K. Moulik H.N. Pathak
Indian Managers; Perception of Self and others	Indira J. Parikh
Indigenous Styles of Management	Udai Paroek P.N. Khandwala
Industrial Development of Backward Areas	Paul Mampilly T.S. Papola G.S. Gupta T.K. Moulik
Management Consulting in India: Its Present Status and Future Directions	S.P. Agarwal S.K. Bhattacharyya Somnath Chattopadhyay Subroto Sen Gupta
Patterns of MRTP Judgements/ Recommendations and their Socio-Economic Effects	Rakesh Khurana

#### Projects Completed

Estimation of Elasticities of Demand for India's Exports of Selected Engineering Goods	C.D. Wadhva
Identification and Selection of Entrepreneurs	T.V. Rao T.K. Moulik H.N. Pathak

Image of Indian Journals of Management and Social Sciences in the International Academic Community and Publications of Indian Authors in Journals known in the International Academic Community	A.S. Dhawle A. Ghose
Industrial Development of Backward Areas	Paul Mampilly
Location of Industries in Gujarat	T.S. Papola
Management Perception Relating to Working Capital Management Practices	S.K. Bhattacharyya M. Raghavachari
Movement of Foodgrains in India	M. Raghavachari
Patterns of MRTD judgements/ Recommendations and their Socio-Economic Effects	Rakesh Khurana
Profile of Indian Managers	M.S. Saiyadain Arun Monappa
Psychological Tests for Executive Selection (Part II)	M.S. Saiyadain Arun Monappa
A View of the Consumer Cooperative Retail Outlets from the Actual Consumers' Point of View	Subroto Sen Gupta

## PUBLICATIONS

Vikalpa, the Institute's quarterly journal, has completed the first year of its publication. Vikalpa is primarily meant for managers interested in improving their decision making skills based on latest developments in various fields of management. Its audience also includes management teachers, students and researchers. The journal emphasizes application of knowledge to practice. In every issue, five articles and a review article are published. In addition, abstracts of current publications in management in India are also published in every issue.

Other major publications during the year were Professor Sen Gupta's pioneering work, "Cases in Advertising and Communications Management in India," and the second volume of Research and Publications done at the Institute from July 1974 to June 1976. The research findings on implementation problems of management control systems based on a study financed by the Institute and conducted by Professors S.K. Bhattacharyya and John C. Camillus was published by the Institute of Chartered Accountants of India.

The faculty and staff published 7 books and 14 monographs through regular publishers and wrote 95 articles for journals in India and abroad. They also presented 45 papers in various seminars.

The following working papers were also brought out during the years:

A Consumer View of Cooperative Outlets: A Report of Small Scale Studies in Bombay and Ahmedabad	Subroto Sen Gupta
Corporate Investment in 1977: A Forecast	D. Rangarajan
Decision Making Strategies and Organizational Health in Mahatma Phule Krishi Vidyalaya - Education Systems Group	Udai Pareek
Determinants of Effective Working Capital Management - A Discriminant Analysis Approach	S.K. Bhattacharyya M. Raghavachari
Export Performance of Indian Industries in Terms of Net Foreign Exchange Earnings and Implications for Export Policy	Charan D. Wadhva
Fertilisers in India's Agricultural Development, Problems and Policies	Gunvant M. Desai
Future of India's Exports: Need for Evolving a National Export Strategy	Charan D. Wadhva
Formal Vis-A-Vis Informal Credit Supply Sources in Tribal Areas: A Case of Dherampur Taleka	B.M. Desai
A Geometric Programming Approach to solve Van Der Weerden Conjecture on Doubly Stochastic Matrices	M. Raghavachari
Image of Indian Journals on Management and Social Sciences in the International Academic Community	Anand S. Dhawle Amitabha Ghose

The Impact of the New Rice Technology on Fertiliser Consumption	Gunvant M. Desai
Indian Markets and Marketing: The Emerging Perspective	Nikhilesh Dholakia
The Industrial Man of India	N.R. Sheth
Load Factor Measurement for Road Transport Corporations	Nitin R. Patel
Marketing of Debentures and Shares	G.S. Gupta
Mathematical Programming Method to Determine Exact Optimum Allocation in Stratified Random Sampling	M. Raghavachari
Measurement of Attitudes	M.J. Arul Sasi B. Misra
Measurement of Capital Input and Estimation of Time Series Production in Indian Manufacturing	B.H. Dholakia
Multinational Enterprises in India and Their Export Performance: The Case of Hindustan Lever Ltd	Charan D. Wadhva
Options for the Fifth Sector: A Discussion of the Workers' Sector Proposal	Rakesh Khurana and Nikhilesh Dholakia
Pattern of Industrial Location in Gujarat	T.S. Papola
Performance oriented Selection Criteria for Rural Entrepreneurs	Shyamal K. Basu T.K. Moulik
Process Consultation for Managing Change in a Voluntary Agency	T.V. Rao
Psychology of Inequality	Somnath Chattopadhyay
Psychology of Poverty	T.K. Moulik
Relevance: A Poser for Indian Psychology at the Crossroads	Udai Pareek

Reshaped Fifth Five Year Plans: Response to Change Environment	Charan D. Wadhva
The Role of Action Research in Building Self-Sustaining Systems	Udai Pareek
Rural Development in India: Problems and Prospects	P.S. George
Rural Development - Some Issues and approaches	V.S. Vyas
Self-Medication Practices: An Exploratory Study	Subroto Sen Gupta Sasi B. Misra
Social Changes and Sociology of Development: A Trend Report Covering the Period 1969-72	V.R. Gaikwad
Some Establishments in an Indian Metropolis (A Study on Employment and Labour Marketing in Bombay)	T.S. Papola
Sources of Output Growth in Indian Iron & Steel Industry	B.H. Dholakia
Strategies of Rural Development and training of District Level Project Executives	Ranjit Gupta
Support Systems for Entrepreneurs	T.K. Mouluk
Survey on Exports and Future Export Plans of Large Indian Companies: 1970-75	G.R. Kulkarni C.D. Wadhva
Trade Unions in Social Reality	N.R. Sheth
Validity Study of Tests for Executive Selection	M.S. Saiyadain Arun Monappa
On Wait-And-See Stochastic Linear Programmes: An Application and Algorithm	Nitin R. Patel

## CONSULTING

Forty-five faculty members worked on 62 consulting projects during the year. Twenty-nine projects were completed. Majority of the assignments were from the public sector. The following list indicates the nature of the new projects taken up:

Command Area Development Programme

Computer-based Production Planning System

Designing Human Resources System

Designing Planning and Monitoring Cell

Formulation of Market Strategy

Management Information System

Milk Forecasting

Nutrition Project

Organizational Structure and System

Turn Around of a Sick Unit

CONFERENCES, SEMINARS, AND LECTURES



## CONFERENCES, SEMINARS, AND LECTURES

Various conferences and seminars were held at the Institute. Some of the important ones are briefly described below:

International Conference on Professionalization of Management: Strategies, Processes, and Programmes

This conference of Afro-Asian management education institutions and schools was organized by the Institute from November 21 to 24, 1975. The conference focus was on the role and experiences of management institutions in facilitating the process of professionalization in developing countries. The conference provided an opportunity for the 41 participants from 13 countries in Asia and Africa to review what they had learnt about professionalization of management over the years, and the role of their institutions in furthering the process.

The conference decided to establish an Association of Afro-Asian management institutions and schools and set up an information bank and a secretariat at IIM/A.

Workshop on Identification and Selection of Entrepreneurs

A Workshop on Identification and Selection of Entrepreneurs was held at the Institute on October 8 - 10, 1976. Sixty participants from financial institutions, departments of industries, academic institutions, Small Industry Service Institutions, entrepreneurs, and those concerned with developing entrepreneurs attended the workshop. The workshop examined

the existing practices in the selection of entrepreneurs and found scope for improvement in the strategies now being followed.

#### Workshop on Marketing Education

A workshop on Marketing Education was organized on October 27 and 28, 1976, to exchange ideas on marketing education and research with leading practitioners. Issues relating to the marketing courses in the Post-Graduate Programme at IIMK, the coverage of topics and their treatment, and pedagogy were discussed.

#### Vikram Sarabhai Memorial Lecture

Mr. V. Krishnamurthy, Chairman and Managing Director, Bharat Heavy Electricals Ltd., delivered the second Vikram Sarabhai Memorial Lecture at the Institute on February 5, 1977.

Mr. Krishnamurthy narrated the experience of BHEL to demonstrate how a large industrial venture can be managed efficiently. He said that India can manage large organizations if the principle of "organization actualization" is followed and a constant contact with the environment is maintained. He pleaded for greater collaboration between educational institutions and industrial organizations.

Some of the important lectures delivered at the Institute during the year are listed below:

<u>Topic</u>	<u>Speaker (s)</u>
Application of a Data-based Behavioural Decision Process Model to Family Planning Programming	John U. Farley, Professor of Marketing, Columbia University, Graduate School of Business, New York
Comparative Evolution of Health Manpower Policies in India and China	Rushikesh M. Maru, IIMA
Credibility of Limited Deterrence of India's Peaceful Nuclear Explosion	Pradeep Kumar Gaur, Doctoral Student of Gujarat University
Culture and Personality in India	Sudhir Kakkar, IIT, Delhi
Management Issues in the Organization and Delivery of Family Planning Services: International Perspective	David C. Korten, Harvard Institute for International Development & School of Public Health, Harvard University
Role of Ideology and Values in Developing an Organisation	A.S. Bhatnaha, Managing Director, Wanson India Ltd., Pune
Rural Industrialization in China with Some Comparative References to India	Jon Sigurdson, Senior Fellow at the Scandinavian Institute of Asian Studies in Copenhagen

VI

SECTORAL GROUPS AND SPECIAL CENTRES

## CENTRE FOR MANAGEMENT IN AGRICULTURE

During the year, the Centre for Management in Agriculture completed six research projects. Another 18 research projects were in progress. The Centre also offered three Management Development Programmes and one seminar, and brought out five research publications and ten technical reports.

The Centre had 14 faculty and 20 research staff members.

Research

The primary focus of the Centre's faculty continued to be on research. The following research projects were completed during the year:

Choice of Technology for Rural Development	Girja Sharan S.N. Chokshi
Dairying: Decisions at the Farm Level	P.S. George S.N. Chokshi
The Economics of Sunflower Cultivation	U.K. Srivastava V. Mukunda Das
Pattern of Wheat Production and Marketing	D.P. Mathur V.K. Gupta
Rural Development for Rural Poor: Dharampur Project, Vol. II	B.M. Desai Ranjit Gupta T.K. Moulik V.S. Vyas
Rural Employment in India: Review of Recent Experience	S.C. Jain

The first two projects were financed from grants received from the Ministry of Agriculture and Irrigation, Government of India. The third project was sponsored by the Planning Commission, Government of India. The other projects were financed by the Centre.

The following projects were in progress:

Community Development in India	V.R. Gaikwad
Cultivator's Experience with HYV's of Cotton	G.M. Desai
The Economics of Conjunctive Use of Ground and Surface Water	V.N. Asopa
Impact of Increase in Fertilizer Prices on Demand for Fertilizers	G.M. Desai
Impact of New Information System on the Existing Knowledge Gaps and Design Making	P.M. Shingi
Impact of Scarcity on the Farm Economy	G.M. Desai
An Integrated Area Development Strategy with Particular Attention to the Weaker Sections of the Society	S. Sambrani
Integrated Command Area Development Programme in Mahi-Kadana Dam Irrigation Project (Phase II)	V.N. Asopa
Management of Agricultural Information Communication at the State Level	P.M. Shingi
Management Aspects of Poultry Enterprises	V.K. Gupta
Modernization among Potential Farmers A Study in Human Inputs	P.M. Shingi
Organizational Structure of District Administration	V.R. Gaikwad
Planning in Agriculture Departments at the State Level	S. Sambrani P.M. Shingi
Planning and Implementation of Drought Prone Area Programme	U.K. Srivastava
Rural Development for Rural Poor: Second Action Research Project	B.M. Desai Ranjit Gupta T.K. Moulik V.S. Vyas

Rural Entrepreneurship: A Study of Motivations and Constraints	T. K. Moulik
Utilization of Irrigation Potential	C. Gopinath
Water Use Efficiency in Agriculture	C. Gopinath

Among the projects in progress, two projects require specific mention: "Community Development in India" and "Rural Development for Rural Poor."

The first project, which is sponsored by the UNESCO, aims at evaluating the effectiveness of community development projects in India.

The other project, "Rural Development for Rural Poor", which was launched in 1975, is a five-year programme of research and training. After completing the first action research project in the tribal taluka of Dharampur, Gujarat, the faculty organized seminars at various levels and held periodic discussions and consultations to promote and facilitate adoption and implementation of the suggested plan of action by the official and non-official agencies. A computer programme based on OR technique was developed to facilitate the selection of appropriate locations for service centres in the taluka. Eight teaching materials on topics relevant

to some of the courses at the Institute were also prepared. Work was also started on the second action research project. The RDP core faculty in consultation with the Rajasthan Government selected Deogarh, a drought-prone tehsil in Udaipur district, as the unit of planning for this project.

### Teaching

The Centre's faculty offered courses in the Post-Graduate Programme in Management. A specialization course package, consisting of 16 courses, was offered to students specializing in Agriculture Management. During the year, 28 students in the first year of the Post-Graduate Programme and 28 students in the second year were specializing in Agricultural Management. The second year students prepared individual research reports on problems of Agriculture Management.

### Management Development Programmes

The Centre's faculty organized the following Management

Development Programmes:

1. Management of District Development Programme for IAS Probationers.
2. Management of Agriculture and Rural Development Programmes in the North-Eastern Regions.

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\* For details on these programmes, see the chapter on Management Development Programmes.



3. Agricultural Management Programme.

4. Management of Rural Development for officials of Central and State Government Officials.

#### Seminar and Workshop

As a follow-up of the research project on Rural Development for Rural Poor, a three-day seminar on "Integrated Tribal Development Planning" was organised on the campus by the Centre in collaboration with the Ministry of Home Affairs, Government of India, and the Government of Gujarat. The seminar was attended by 44 senior government officials, research workers, and other individuals associated with tribal development activities in various parts of the country.

A two-day workshop on "Action Plan for Rural Development in Dharampur" was organized jointly by the Centre and the Government of Gujarat. Fifty-two participants attended the workshop to discuss the action plan prepared by the RDP core faculty in its report, "Rural Development for Rural Poor - Dharampur Project - Vol. II: Contours of Poverty and A Plan for Action."

#### Publications

During the year, the Centre brought out the following monographs:

Dairy Development Decisions at Farm Level  
by P.S. George

The Economics of Sunflower Cultivation and Processing (with Special Reference to Tamilnadu)  
by U.K. Srivastava & Mukunda Das

Problem of Delay in Agricultural Administration in Gujarat State by M.S. Krishnaswamy & Hari Prakash

Rasulia Dug Wells: An Irrigation Scheme  
by Girja Sharan & S.N. Chokshi

Rural Development for Rural Poor-Dharampur Project: Vol:II: Contours of Poverty and A Plan for Action  
by B.M. Desai, Ranjit Gupta, T.K. Moulik & V.S. Vyas

#### PUBLIC SYSTEMS GROUP

The Public Systems Group provides a focal point for research, training, and organizational work undertaken by the Institute in public systems. Since its inception in October 1975 the size of the core faculty in PSG has grown from five to nine members. The Population Studies Unit and the Education Systems Unit are specific sector-oriented groupings of faculty incorporated within the PSG.

The research activities of the PSG outside the population and health sectors were concentrated primarily on the energy, transport, and city management sectors.

#### Projects completed

Design of Electricity tariffs for Gujarat Electricity Board  
(G.S. Gupta, Paul Mampilly, and Nitin R. Patel)

Evolution, Growth, and Performance of a Public Sector  
Manufacturing Complex (Akkanad M. Isaar)

Organization of the Central Electricity Authority (J.C. Camillus, Kamla Chowdhry, Nitin R. Patel and Samuel Paul)

Planning for Roads and Service Centres in Dharampur Taluka  
(Nitin R. Patel)

Projects in Progress

Budgetary Control System, Collection and Follow-up Machinery and Criteria for Selection of Projects in Kerala Municipalities (Paul Manjilly)

Computerized Bus Scheduling for Gujarat State Road Transport Corporation (V.L. Mote, Nitin R. Patel, M. Raghavachari, and J.L. Saha)

Working of the Gujarat Housing Board (Akkanad M. Isaac and T.S. Papola)

Training Programmes and Seminars

The PSG arranged a training programme at Delhi from December 13, 1976, to January 8, 1977, on "Behavioural Interventions in Administrative Training." The programme was meant for senior members of the faculty of training institutions of Central and state governments and was sponsored by the Training Division, Department of Personnel and Administrative Reforms, Government of India.

A workshop on improving managerial practices in state government organizations was held on the campus from January 10 to 20, 1977. The programme was aimed at managers of Gujarat Government undertakings and officials of the Government of Gujarat.

Two seminars were hosted by the PSG on the campus to bring practitioners and researchers at IIMA and other applied research organizations together to discuss research findings and to identify research areas of practical importance.

The first seminar on the "Role and Prospects of Public Distribution System" was held on August 19 and 20, 1976. The seminar examined the institutional framework of public distribution, implementation problems, and options for distribution policy. Several administrators from Central and state governments, managers of organizations concerned with the public distribution of essential commodities, and academicians took part.

The second seminar on "Information Systems in Government" was organized on November 13, 1976, at the request of the Government of Gujarat. Participants for this seminar were secretaries and other senior officials of the Gujarat Government. The seminar provided an opportunity to discuss the Institute's experience with the design and implementation of Management Information Systems in the government.

## POPULATION PROJECT UNIT

The activities of the Population Project Unit include research, designing and developing management systems, field experiments, development of training materials, and training. The Unit is funded by a grant from the Department of Family Welfare, Ministry of Health and Family Welfare, Government of India, under the India Population Project.

The following research projects were completed during the year:

Co-ordination with other Agencies

Demand Structures: (a) An adoption process model for family planning, (b) Case Study of Acceptors and Non-acceptors.

Evaluation of Multi-purpose Scheme in Singhpur Primary Health Centre, Rae Bareilly

Management of Developmental Variables - Phase 1

Multi-purpose Worker Scheme - A study of Pilot Implementation in Chhani Primary Health Centre

Worker-Client Transactions

Research in Progress

The earlier study on Pilot Implementation of Multi-purpose Worker Scheme at Chhani Primary Health Centre in Gujarat was discussed with state officials. Data was collected for a month on the type of medicines and benefits of medicine distribution through primary health centre and seven multi-purpose workers. A brief report has been prepared for discussions with the state government officials.

Management assistance was provided to the Primary Health Centre in Saharanpur district of Uttar Pradesh. The experience and lessons learnt from this experiment are being documented.

Four case studies are being prepared to study the activities of the State Family Planning Bureau of Uttar Pradesh. The case studies will be discussed in a seminar of state level officials.

### Reports

Demography and Evaluation Cell

Drug Procurement and Distribution System for State of Uttar Pradesh

An Experimental Study of Family Planning Worker-Client Transactions

Mass Communication Activities in Family Planning Programme in Uttar Pradesh

A Monitoring System for Primary Health Centres

Multi-purpose Worker Scheme - A Study of Pilot Implementation in Chhani Primary Health Centre

National Strategy for Family Welfare Planning Programme in the Organized Sector

Reorganization Scheme for Urban Family Planning Programme in Lucknow

### Training

A five-day worker-client transaction training course for family planning workers in Sultanpur district was conducted from April 12 to 16, 1976, by Professors T.V. Rao and Nirmala Murthy.

A two-day training course on Information System for District Officers in Lucknow was conducted in collaboration with the Population Centre.

A seminar, attended by 25 members from the Population Centres of Karnataka and Uttar Pradesh, Administrative Staff College of India, Hyderabad, and IIMA, was held on July 26 and 27, 1976, at the Institute.

Three Management Development Programmes for district level medical officers were conducted at the Institute. Forty officers from Uttar Pradesh attended these programmes.

A 3-Week training course on "Programme Implementation Monitoring and Evaluation - Health & Family Planning" sponsored by the Training Division, Department of Personnel and Administrative Reforms, Cabinet Secretariat Government of India, New Delhi, was held on the campus from June 2 to 22, 1977. Twenty-one officers from the Department of Family Welfare, Madhya Pradesh, Rajasthan, Gujarat and Maharashtra, and the Union Ministry of Health and Family Welfare participated.

## EDUCATION SYSTEMS UNIT

The Education Systems Unit conducted a "Self Renewal Laboratory" for the headmasters of "Indian Public Schools' Conference" and also helped the Conference of Indian Public Schools in conducting a one-day programme on the "Changing Role of Public Schools in India."

The studies on "Decision Making Strategies and Organizational Health" in Gujarat and Rahuri Agricultural Universities were completed and the reports were presented to the respective university teams.

A combined report of observations on both these universities is being prepared. As a result of this study, the Gujarat Agricultural University has now initiated an experimental programme to provide linkages between research, teaching, and extension in cotton research.

The project on "Professionalization of Students in Agriculture, Medicine, Management, Education, Social Work, and Home Science" was initiated and data was collected from eight different institutes of professional education.

A "Faculty Development Programme" was conducted for the faculty of Ramakrishna Mission Ashram at Narendrapur.

The project on "Experiments in Educational Innovations" in the Jawaja block, Ajmer district, Rajasthan, which has been titled as "The Rural University," gained momentum during the year. As several activities were included in the project, other institutions like



the National Institute of Design, National Dairy Development Board, National Agricultural Co-operative Marketing Federation, Central Leather Research Institute, Bank of Baroda, Forest Research Institute, Central Food Technological Research Institute, State Trading Corporation, Weavers' Service Centre, and Gujarat Agricultural University also collaborated in the project.

The economic activities so far undertaken are weaving, wool spinning, leather tanning and fabrication of leather products, animal husbandry, and vegetable production and marketing. A start has been made in relation to rope making. The villagers make wool-cum-cotton floor rugs, drapery material, bedspreads, school bags, shap bags, duffle bags, small pouches, belts, leather jackets, and Rajasthani shoes.

The effects of the project are reflected in the recent changes in the villages of Jawaja. The recent changes resulted from the creation of new opportunities to learn, and the consciousness that learning is common to the child and its parents. The village itself is treated as a school. In this project several experiences have been generated during this year that will help in linking education with rural development.

The Escorts Ltd., Mahindra & Mahindra Ltd., and Tata Engineering and Locomotive Co. Ltd. have lent the project transport

facilities. Blue Star Limited, Kasturbhai Lalbhai Trust, Larsen & Toubro Ltd., Sir Dorabji Tata Trust, Vulcan-Laval Ltd., and Western India Match Co. Ltd. have provided stipends for volunteers working full-time on the project. The Indian Council of Social Science Research is meeting the travel expenses for the members.

During July 1976 a seminar was held for the teachers of Jawaja block. In October 1976 an educational game was conducted for the weavers to impress upon them the need to work together for quality control.

For the Institute, the Jawaja action project is a new type of activity, unusual for an educational institution. Its value lies in the experience which gives rise to significant and relevant questions and hypotheses, both of which may form the basis for more useful research, experimentation, and training.

#### CENTRE FOR REGIONAL MANAGEMENT STUDIES

The Centre in collaboration with the Ahmedabad Management Association organized round table meeting on textile policy at Bombay.

The Centre gave financial support to the following research projects:

Consumers Perception of the Cooperative Outlet by  
Nikhilesh Dholakia and Subroto Sen Gupta

Ensuring Smoother Flow of Traffic in the junctions  
of Ahmedabad by A.H. Kalra

Profitability in service organization - A Case of  
a Hospital in Ahmedabad by M.G. Korgaonkar

Study of Employees State Insurance Scheme in Ahmedabad  
by Arun Monappa and Mirza Saiyadain

The Centre arranged a meeting with technicians, managers,  
and research workers to discuss further areas of research on textile  
industry. Major areas of research interest have been identified.

At the request of the Rajkot Engineering Association, Professor  
H.N. Pathak visited Rajkot to discuss problems relating to diversifica-  
tion of the diesel engine industry. Discussions were held with diesel  
engine manufacturers and officials concerned. A research proposal is  
under preparation.

The Centre is also exploring the feasibility of a project  
on "Employment-oriented Activities and the Role of Large Business Houses."

The papers presented at the round-table meeting in Bombay on  
textile industry are being published.

The Centre has obtained permission from the International  
Labour Organization to translate their paper "How to Read a Balance  
Sheet" into Gujarati.

The Centre hosted the fifth session of the Gujarat Statistical  
Association. At the invitation of the Centre 14 industrialists from  
Rajkot, Surendranagar, and Morvi spent a day at the Institute. The  
Centre has agreed to help them.

VII  
ALUMNI ACTIVITIES

## ALUMNI ACTIVITIES

IIMA Alumnus

The Editorial Committee decided to publish three issues of IIMA Alumnus every year instead of two. The contents and design of the IIMA Alumnus were changed. It now carries news from different chapters of the Association, news about alumni, and news from the Institute. "Alumni: Who's Doing What" column has become very popular.

Chapter Activities

The number of Chapters has grown to ten. These are at Ahmedabad, Bangalore, Baroda, Bombay, Calcutta, Delhi, Hyderabad, Madras, Pune and New York.

Professor John Dearden's visit

Prof. John Dearden, the Krannert Professor of Business Administration at Harvard Business School, Boston, addressed the Ahmedabad, Bombay, Calcutta, Delhi, and Madras Chapters of the IIMA Alumni Association in January-February, 1977.

In Ahmedabad, a seminar on "Implementation of the Monopolies and Restrictive Trade Practices Act" was organized at the Institute on August 29, 1976. In Bangalore, Prof. Ravi J. Matthai spoke on "Education for Rural Development" at a meeting jointly held by the Bangalore Management Association and the Institution of Industrial Engineering on May 7, 1976. Subsequently, Director Samuel Paul

addressed a joint meeting of the BMA and the Bangalore Chapter on "Indian Industries: Problems and Perspectives." The Bombay Chapter was revived this year. Prof. S.K. Bhattacharyya addressed the Calcutta Chapter on March 12, 1976 on "The need for and the Strategies for Reorganization." A large number of alumni attended the meeting. The Madras Chapter was also revived this year. On August 6, 1976, 45 alumni had their first meeting. The Pune Chapter organized a series of lectures by distinguished speakers from different disciplines. The response from the alumni was quite good. The following were the programmes:

SpeakerTopic

Dr P.R. Nayar Mr M. Sunderasan Mr V.S. Krishnan (all from Telco, Pune)	The Strategy for managerial effectiveness.
Mr R.D. Aga, Jt. Managing Director, Wanson (India) Ltd., Pune.	The Neuroses of growth
Mr J.N. Gupta, Vice-President, Century Enka Ltd., Pune	A review of infra-structural facilities in and around Pimpri.
Brig. N.B. Grant, Wanson (India) Pvt. Ltd., Pune	Participative management - its reality in the Indian scene.
Mr V.C. Sane, Joint Commissioner, Food & Drug Administration, Maharashtra State	Consumers rights in Maharashtra

Brig. N.B. Grant,  
Wanson (India) Pvt. Ltd.,  
Pune.

Dedication-key to Japanese  
management style

Mr. Ashok Ranade,  
Cooper Engineering Ltd.,  
Pune

Management consultancy profession  
in India

Mr F.L. Lobo,  
Management Systems Coordinator,  
Union Carbide (I) Ltd.,  
Calcutta.

M.B.O. - does it work?

Mr A.I. Rebello,  
Manager, Materials Planning  
and Purchases,  
TELCO, Pune.

My experience in material  
management

Mr Panditrao Kulkarni,  
Managing Director,  
Fuel Instruments & Engineers Pvt. Ltd.,  
Ichalkaranji,  
Dist. Kolhapur.

My experience as an industrialist

A one-day seminar on "Management of Diversification" was organized by the Chapter with the assistance of the Institute's faculty. Professor G.R. Kulkarni, Chairman, Alumni Activities Committee, inaugurated the seminar. Mr T.S. Nagarajan, Managing Director, Diversification, Brooke Bond (India) Ltd., Professors G.R. Kulkarni and K.R. Srinivasa Murthy of IIMA. Mr R.D. Aga, Joint Managing Director, Wanson (India) Pvt. Ltd., Mr D.Y. Gaitonde, President, Century Enka Ltd., and Mr A.K. Garg, Commercial Manager, Mahindra Owen Ltd. were the panel speakers who narrated their experiences in the field.

The teaching programme at the Institute of Management Development and Research for the benefit of MBA students continued with the help of some of the Alumni.

Mr. Ashok Ranade, one of the active members of the Chapter, wrote a series of six cases on business policy describing the actual experiences of a technocrat-cum-industrialist. These cases were discussed by a group of alumni and finalized with the help of Prof. Meenakshi Malya.

Five dinner-meetings were organized during the year mainly for inculcating the spirit of fellowship and strengthening the social contacts among the alumni. The response was encouraging.

#### Executive Committee and Annual General Meetings

The meeting of the Executive Committee of the Alumni Association was held on February 26, 1977, at the Institute. The Annual General Meeting of the Association was held on the same day.

#### B.K. Heode and Warren Haynes Memorial PGP Scholarship

Rs. 35,388.94 have been collected from alumni and others. The target for collection is Rs. 60,000. Out of the interest earned on the donations, two scholarships of Rs. 1,500 each are being offered to two deserving students.



VIII  
EDUCATIONAL FACILITIES

## COMPUTER CENTRE

Computer Use in Teaching and Research

Computer was used to develop teaching materials for 14 PGP courses. In addition, computer-based exercises were conducted in Marketing, Marketing Research, Production Planning and Control, Systems Analysis and Simulation, Information Systems, and Economic Analysis courses. The computer was also used in 19 research and consulting projects.

In addition to Post-Graduate Programme and Fellow Programme students, various offices of the Institute - Admissions, Accounts, Post-Graduate Programme, and Public Systems Group - and the participants in the Management Education Programme, University Teachers Programme, and Information Systems Analysis and Design extensively utilized the computer facilities.

Other institutions/organizations like EDP Corporation, National Dairy Development Board, L.D. Engineering College, and Sardar Patel Institute of Economics and Social Research used the Institute's computer.

Programming Assistance

Programming assistance was provided to several Post-Graduate Programme courses, research and consultancy projects, and for processing admissions data, developing computer based grading package for Post-Graduate Programme grading, and payroll system.

### Software Development and Programme Library

A number of software projects were developed by the Computer Centre. The programme library was upgraded with 20 application packages (7 in BASIC, 6 in FORTRAN and 7 in FORTRAN using graphic display) in various areas of management.

### Seminar on Computer Assisted Instructions

A seminar on Computer Assisted Instructions was held at the Institute from October 11 to 13, 1976. The seminar was attended by computer scientists and educationists from major academic institutions in India as well as senior government officials responsible for curriculum and examination reforms.

In the panel discussion, a report of UNESCO on computer assisted instructions in India was discussed. The panelists recommended the formation of a task force to coordinate the activities of computer assisted instructions at different centres. The institute was chosen to coordinate this activity.

### 3-Month Advanced Programme on Computer Based Information Systems Analysis and Design

Based on the feedback from the various short-duration programme for computer professionals, a three-month residential Advanced Programme on Computer Based Information Systems Analysis and Design was developed. It is the first of its kind in India.

This programme will provide an opportunity for organizations to

- a) train their officers involved in the design, administration, and implementation of computer-based information systems, and
- b) supplement the skills of trained officers by exposing them to advanced computer systems and techniques.

The Department of Electronics, Government of India, has provided grant-in-aid for this programme and the first programme is scheduled to commence on August 7, 1977.

#### Installation of a Line Printer and Card Reader

A Line Printer and a Card Reader were installed at the computer centre. These equipments have been incorporated in the operating system of the computer to make it possible to process the programmes and data in the Batch Mode using FORTRAN and Assembly languages. This will help in the processing of large data and analysis of large problems in research and teaching.

The added feature of the Card Reader is that it can read mark sensing data (using an ordinary soft pencil) which will be very useful for analysing large data of research projects.

## LIBRARY

During the year, 8219 new books were added to the Library, bringing the total number of books to 84,585. The library has been subscribing to 784 periodicals. One hundred and five back files of periodicals were obtained, and the annual reports of 45 foreign and 85 Indian companies were acquired.

## CAMPUS DEVELOPMENT

A dormitory with 30 rooms was constructed to accommodate MEP participants. Participants in the new three-month programme on Computer Based Information Systems and Analysis will also be accommodated in this dormitory.

Twenty type-I houses were completed and allotted to staff. Twenty more are under construction. A multi-purpose classroom which can seat 250 persons was also constructed. The approach road to the main complex is also ready for use.

Construction work is in progress on the Management Development Centre, one more dormitory with 30 rooms, entrance to the Plaza and approaches to the kitchen-dining unit.

APPENDICES

## MANPOWER GROWTH

## APPENDIX I

Year	Faculty	Research staff	Staff	Visiting Faculty	Total
1967-68	35	38	184	10	267
1968-69	41	45	195	11	292
1969-70	43	54	210	15	322
1970-71	46	71	233	14	364
1971-72	55	75	231	19	380
1972-73	57	77	233	22	389
1973-74	58	78	268	19	423
1974-75	66	70	308	8	452
1975-76	73	61	345	9	488
1976-77	78	44	400	7	529

## POST-GRADUATE PROGRAMME

## APPENDIX II

Year	Two-Year Post-Graduate Programme in Management	One-year Programme for Management in Agriculture	Fellow Programme in Management	Total
1967-68	190	-	-	190
1968-69	216	-	-	216
1969-70	218	-	-	218
1970-71	234	33	-	267
1971-72	232	34	4	270
1972-73	228	35	15	278
1973-74	241	36	21	298
1974-75	290	*	23	313
1975-76	323	-	42	365
1976-77	312	-	37	349

\* This programme was merged with the two-year Post-Graduate Programme in Management.

## APPENDIX III

## MANAGEMENT DEVELOPMENT PROGRAMMES

	No. of participants			No. of organizations		
	Pvt.	Pub.	Total	Pvt.	Pub.	Total
3-Tier Programme for Management Development (August 1 to Sept. 24, 1976)	128	73	201	54	28	82
Management of Agriculture and Rural Development Programmes in the North Eastern Region (Sept. 6 to 18, 1976)	-	23	23	-	7	7
Agricultural Management Programme (September 12 to 25, 1976)	11	22	33	9	20	29
Six-Month Management Education Programme (October 31 to April 8, 1977)	16	16	32	14	11	25
Management Information Systems (December 12 to 18, 1976)	9	26	35	8	14	22
Laboratory in Management of Motivation (December 5 to 11, 1976)	11	6	17	6	6	12
Workshop on Creative Problem Solving (December 18 to 23, 1976)	11	7	18	11	7	18
Behavioural Interventions in Administrative Training (Dec. 13, 1976 to Jan 8, 1977)	-	21	21	-	14+	14
Workshop on improving managerial practices in State Government organizations (January 10 to 28, 1977)	-	20	20	-	15	15
Programme on Management of Executive Stress and Organizational Conflicts (Feb. 7 to 13, 1977)	12	12	24	10	12	22



	No. of participants			No. of organizations		
	Pvt.	Pub.	Total	Pvt.	Pub.	Total
UN Asian Workshop on Planning for Growth of Public Enterprises (March 1 to 26, 1977)	-	23	23	-	11	11
Programme on Management of Rural Development Programmes (Apr. 17 to 30, 1977)	1	32 11++	44	1	23 7++	31
Programme on Information Systems Analysis and Design (April 12 to 25, 1977)	12	15	27	12	13	25
Personnel Management Programme (Apr. 27 to May 5, 1977)	9	23	32	9	23	32
District Development Programme for IAS Probationers (Apr. 24 to May 7, 1977)	-	130	130	-	1	1
Management Development Programme for Medium & Small Enterprises (April 24 to May 7, 1977)	18	9	27	16	6	22
University Teachers Programme in Managerial Economics (May 22 to June 11, 1977)	-	28@	28@	-	20@	20@
	238	497	735	164	238	402

\* governments/departments

++ Voluntary agencies/universities

@ University teachers

## CASES, RESEARCH,

## APPENDIX IV

Year	Cases Completed (Cumulative)	Research Projects completed (Cumulative)	Consulting Projects Completed (Cumulative)
1967-68	650	23	-
1968-69	750	36	24
1969-70	850	47	40
1970-71	875	56	57
1971-72	906	71	60
1972-73	975	86	67
1973-74	1037	98	75
1974-75	1100	118	100
1975-76	1223	133	112
1976-77	1409	161	141

## BOARD OF GOVERNORS\*

Chairman

Keshub Mahindra

Chairman, Mahindra & Mahindra Ltd  
BombayKewal K. Aggarwal  
Managing Director  
Devidayal Electronics & Wires Ltd  
BombayJ.N. Guzder  
Bombay Dyeing & Manufacturing Co.  
BombayH.K.L. Capoor  
Chief Secretary  
Government of Gujarat  
GandhinagarN.J. Kamath  
Secretary  
Ministry of Works & Housing  
Government of India  
New DelhiD.K. Chakravorty  
Secretary  
Public Enterprises Selection  
Board  
Bureau of Public Enterprises  
Ministry of Finance  
Government of India  
New DelhiShrenik Kasturbhai  
Anil Starch Products Ltd  
AhmedabadR.V. Chandramouli  
Secretary  
Education Department  
Government of Gujarat  
GandhinagarV. Kurien  
Chairman  
National Dairy Development Board  
AnandS.R. Dalvi  
Executive Director  
National Productivity Council  
New DelhiAir Chief Marshal P.C. Lal(Retd)  
Chairman  
Indian Airlines  
New DelhiN.M. Desai  
Chief Executive & President  
Larsen & Toubro Ltd  
BombayJ.A. Kalyanakrishnan  
Financial Adviser  
Ministry of Education & S.W  
Government of India  
New Delhi

\* As on 31.3.1977

Samuel Paul  
Director  
IIM, Ahmedabad

Suhrid Sarabhai  
Suhrid Gaigy Ltd  
Baroda

Charat Ram  
The Delhi Cloth & General Mills Ltd  
Delhi

Natwarlal C. Shah  
Hind Mazdoor Sabha  
Ahmedabad

R. Ramanna  
Director  
Bhabha Atomic Research Centre  
Bombay

H.S. Shahani  
Joint Educational Adviser (T)  
Ministry of Education & S.W  
Government of India  
New Delhi

R. Ratnam  
Director  
Sundaram Motors  
Madras

Ram S. Tarneja  
General Manager  
Bennett Coleman & Co. Ltd  
Bombay

V.S. Vyas  
Professor  
IIM, Ahmedabad

S. Varadarajan  
Chairman and Managing Director  
Indian Petro-Chemicals Corporation Ltd  
Baroda

#### SECRETARY

R.C. Chib  
Administrative Officer  
IIM, Ahmedabad

#### SUB-COMMITTEES OF THE BOARD

##### PERSONNEL COMMITTEE

Keshub Mahindra .. Chairman  
Samuel Paul  
R. Ramanna  
R.C. Chib .. Secretary

##### BUDGET COMMITTEE

Keshub Mahindra .. Chairman  
J.A. Kalyanakrishnan  
Samuel Paul  
H.S. Shahani  
R.C. Chib .. Secretary

##### BUILDING COMMITTEE

Kasturbhai Lalbhai .. Chairman  
Samuel Paul  
R.C. Chib .. Secretary

## SOCIETY\*\*

The Secretary  
Ahmedabad Cotton Mfg. Co. Ltd.  
Ahmedabad

Chinubhai Manibhai/  
Shrenik Kasturbhai  
Anil Starch Products Ltd  
Ahmedabad

BS Sandhu/VBL Mathur  
Ahmedabad Jupiter Spg. Wvg. &  
Mfg. Mills  
Ahmedabad

Nitin J Nanavaty  
Managing Director  
Apurva Containers Pvt. Ltd  
Ahmedabad

Mahendra Kanaiyalal  
Ahmedabad Kaiser-I-Hind  
Mills Co. Ltd.  
Ahmedabad

Gunottam P Hutheesing/  
Deepak S Hutheesing  
Aruna Mills Ltd  
Ahmedabad

Ramesh Chandulal/  
Bipin Chandulal/  
DR Desai  
The Ahmedabad New Cotton Mills  
Co. Ltd.  
Ahmedabad

Niranjana Narottam Lalbhai/  
Siddharth Kasturbhai  
Arvind Mills Ltd  
Ahmedabad

PT Munshaw/  
Nandiniben P Munshaw/  
Dineshchandra L Patel  
Ahmedabad Shri Ramakrishna  
Mills Co. Ltd.  
Ahmedabad

Madanmohan Mangaldas/  
Harshvadan Mangaldas  
The Aryodya Ginning & Mfg. Co. Ltd.  
Ahmedabad

CR Amin  
Director  
Alembic Chemical Works Co. Ltd.  
Baroda

Harshvadan Mangaldas/  
Madanmohan Mangaldas  
Aryodaya Spg. & Wvg. Co. Ltd.  
Ahmedabad

Jayakrishna Harivallabadas/  
Balakrishna Harivallabadas  
Ambica Mills Ltd.  
Ahmedabad

CH Choksey/  
AS Dani  
Asian Paints India (Pvt) Ltd  
Bombay

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\*\*The members of the Board of Governors (listed in the previous pages)  
are also members of the IIMA Society.

Ajay Chimanbhai/  
Aravind Narottam  
Asoka Mills Ltd  
Ahmedabad

MP Shah  
Assistant General Manager  
Bank of India  
Ahmedabad

Kamaljit Singh  
Managing Director  
The Associated Cements Cos. Ltd.  
Bombay

Maj. Gen. OM Mani  
Chairman & Managing Director  
Bharath Earth Movers Ltd  
Bangalore

NS Johary  
General Manager  
Atic Industries Ltd  
Atul, Bulsar

KR Paramesvar  
Chief (Planning & Development)  
Bharat Heavy Electricals Ltd  
New Delhi

The Atul Products Ltd  
Atul, Bulsar

Suboth Chaturbhujdas/  
VM Shah  
Bharat Suryodaya Mills Co. Ltd.  
Ahmedabad

UV Rao/BGN Patel  
Audco India Ltd  
Bombay

The Manager  
Bharat Vijay Mills Ltd  
Kalol

Rahul Bajaj  
Chairman  
Bajaj Auto Ltd  
Poona

JN Guzder/  
HR Batliwala  
The Bombay Dyeing & Mfg. Co. Ltd.  
Bombay

RP Shah/  
PN Shah  
Bakubhai Ambalal Pvt Ltd  
Ahmedabad

PR Neelakantan  
Chairman & Managing Director  
Brooke Bond India Ltd  
Calcutta

RC Shah  
Chairman & Managing Director  
Bank of Baroda  
Bombay

Suhrid Sarabhai/  
SR Bastikar  
Calico Mills Ltd  
Ahmedabad

MV Arunachalam  
Carborundum Universal Ltd  
Madras

Upendrakumar M Patel  
Chairman & Managing Director  
Shri Dinesh Mills Ltd  
Baroda

KJS Banaji  
Joint General Manager  
Central Bank of India  
Bombay

UV Rao/  
BGN Patel  
Engineering Construction Corpn. Ltd.  
Bombay

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

S. Varadarajan  
Chairman & Managing Director  
Engineers India Pvt Ltd  
New Delhi

Siddharth Kasturbhai  
Cibatul Ltd  
Atul, Bulsar

CK Hazari  
Vice-President  
Escorts Ltd  
New Delhi

Manubhai Bhikhabhai  
Shri Jagdishbhai Manubhai  
Commercial Ahmedabad Mills Ltd  
Ahmedabad

MV Subba Rao  
Chairman-cum-Managing Director  
Export Credit & Guarantee Corpn. Ltd.  
Bombay

Charat Ram  
Delhi Cloth & General  
Mills Co. Ltd  
Delhi

The Vice-President  
First National City Bank  
Bombay

Kewal K Aggarwal  
Director  
Devidayal Rolling & Refineries  
Private Ltd  
Bombay

GJ Medlay  
Managing Director  
Glaxo Laboratories (India) Ltd  
Bombay

BN Balasaria/  
SK Mundra  
Shree Digvijay Woollen Mills Ltd  
Jamnagar

Shantilal K Somaiya  
The Godavari Sugar Mills Ltd  
Bombay

The Managing Director  
Gujarat State Fertilizers Co Ltd  
Baroda

SR Bastikar  
Kalol Mills Limited  
Ahmedabad

T. Thomas  
Chairman  
Hindustan Lever Ltd  
Bombay

Shreenath R Khandelwal/  
Mahendra Khandelwal  
Khandelwal Bros Ltd  
Bombay

Ramakrishna Bajaj  
Hindustan Sugar Mills Ltd  
Bombay

NM Desai  
Chief Executive and President  
Larsen & Toubro Ltd  
Bombay

S. Chaudhuri  
Indian Explosives Ltd  
New Delhi

RB Pradhan  
Chairman  
LIC of India  
Bombay

RP Kapur  
Chairman & Managing Director  
Hindustan Zinc Ltd  
Udaipur

AN Mafatlal/  
YN Mafatlal/  
RN Mafatlal/  
PK Shah  
Mafatlal Fine Spg. & Mfg. Co. Ltd.  
Bombay

B. Majumdar  
The Indian Tube Co Ltd  
Bombay

LD Vasa  
Mafatlal Gagalbhai & Co (P) Ltd  
Bombay

HT Parekh  
Chairman  
Industrial Credit & Investment  
Corporation of India  
Bombay

LD Vasa  
Mafatlal Industries Ltd  
Ahmedabad

Baldev Pasricha  
Chairman  
Industrial Finance Corporation  
of India  
New Delhi

JS Karkal  
Mahindra & Mahindra Ltd  
Bombay



SR Pramenik  
General Manager  
Metallurgical & Engineering  
Consultants India Ltd  
Ranchi

Padmanabh A. Mafatlal/  
LD Vasa  
Mihir Textiles Ltd  
Ahmedabad

CR Das  
Chairman & Managing Director  
The Minerals & Metals Trading  
Corporation  
New Delhi

Viren J Shah  
Chairman & Managing Director  
Mukand Iron & Steel Works Ltd  
Bombay

Rasiklal C Nagri  
Bansidhar R Nagri  
The Nagri Mills Co Ltd  
Ahmedabad

Raj Kochar  
General Works Manager  
National Machinery Mfrs Ltd  
Bombay

JN Guzder  
Managing Director  
National Peroxide Ltd  
Bombay

Administrative Dept  
The National Rayon Corpn Ltd  
Bombay

VC Vaidya  
The New India Assurance Co Ltd  
Bombay

The New Swadeshi Mills of Ahmedabad  
Ahmedabad

Gautam Shantilal Nanavaty/  
Nautambhai J Nanavaty  
Nutan Mills Ltd  
Ahmedabad

Jyotindra N Mehta  
Piyushakumar Natavarlal & Co  
Ahmedabad

TR Tuli  
Chairman  
Punjab National Bank  
New Delhi

Lilavati Lalbhai/  
Vijaysinh Chimambhai  
The Raipur Mfg. Co. Ltd.  
Ahmedabad

BV Bhatt  
Rajendra Dyeing & Ptg. Mills Ltd  
Ahmedabad

Rohit C Mehta  
Rajesh Textile Mills Ltd  
Ahmedabad

R Panchu  
Managing Director  
Ralliwolf Ltd  
Bombay

Ravindrabhai Chinnubhai  
Arvindhbai Chinnubhai  
Rohit Mills Ltd  
Ahmedabad

Pratap Bhogilal  
Shriram Mills Charitable Trust  
Bombay

Prafull Anubhai  
Managing Director  
Rustom Jehangir Vakil Mills Co Ltd  
Ahmedabad

Navanitlal Sakarlal/  
Nandkishore Sakarlal/  
Saurabh Navanitlal  
Silver Cotton Mills Co Ltd  
Ahmedabad

Navanitlal Sakarlal/  
Nandkishore Sakarlal/  
Saurabh Navanitlal  
Sakarlal Balabhai & Co Ltd  
Ahmedabad

Ajitkumar C Patel  
Director  
Soft Beverages Private Ltd  
Madurai

BR Deolalikar  
Sarabhai Management Corpn Ltd  
Ahmedabad

The Chief General Manager  
State Bank of India  
Local Head Office  
Ahmedabad

Navnitlal Shodhan/  
Saurabh Navnitlal/  
Nandkishore Sakarlal  
Sarangpur Cotton Mfg Ltd  
Ahmedabad

SM Kelkar/  
S Padmanabhan  
The State Indl & Invst Corpn of  
Maharashtra Ltd  
Bombay

Chirubhai Chimanbhai/  
Ashoke Chimanbhai  
The Saraspur Mills Ltd  
Ahmedabad

Ganga Lal Caseua  
Chief Marketing Manager  
STC of India Ltd  
New Delhi

Arvind Hiralal  
Saurabh Corpn  
Ahmedabad

Suhrid Sarabhai  
Suhrid Geigy Ltd  
Baroda

Vadilal Lallubhai  
Sayaji Mills Ltd  
Ahmedabad

R Ratnam  
T V Sundaram Iyengar & Sons Pvt Ltd  
Madras

AN Mafatlal/  
 YN Mafatlal/  
 RN Mafatlal/  
 Harshad H Vasa  
 Surat Cotton Spg & Wvg Mills  
 Private Ltd  
 Bombay

MD Davar  
 The Swadeshi Mills Co Ltd  
 Bombay

PVS Manyam/  
 CA Joshi  
 Tata Chemicals Ltd  
 Mithapur

AN Maira/  
 RD Kulkarni  
 Tata Engg & Locomotive Co Ltd  
 Poona

The Secretary  
 The Tata Hydro-Electric Power  
 Supply Co Ltd  
 The Andhra Valley Power  
 Supply Co Ltd  
 The Tata Power Co Ltd  
 Bombay

JJ Bhabha  
 The Tata Iron & Steel Co Ltd  
 Bombay

NK Bhada  
 The Tata Oil Mills Co Ltd  
 Bombay

W Rao/  
 BGN Patel  
 Tractor Engineers Ltd  
 Bombay

M.Ct. Pethachi  
 Travancore Rayons Ltd  
 Rayonapuram  
 Kerala

T.V.S. Charities  
 Madurai  
 (Tamil Nadu)

Natvarlal Ramanlal/  
 Chandravadan Ramanlal  
 The Vikram Mills Ltd  
 Ahmedabad

AH Tobaccowala  
 Managing Director  
 Voltas Ltd  
 Bombay

Lalchand Hirachand  
 Chairman  
 Walchandnagar Industries  
 Bombay

Surinder Singh  
 Personnel Director  
 Warner Hindustan Ltd  
 Hyderabad

Director  
Samuel Paul  
Ph.D (Syracuse)

## Faculty

Ifzal Ali  
Ph.D. (Johns Hopkins)

Nikhilesh Dholakia\*  
Ph.D. (Northwestern)

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

V.R. Gaikwad  
Ph.D. (Saugar)

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

R.S. Ganapathy  
Dip. Bus. Adm (IIMA)  
(At Michigan, Ph.D Programme)

L.R. Bhandari  
Ph.D. (Columbia)

Pulin K. Garg  
Ph.D. (Berkeley)

S.C. Bhatnagar  
Fellow (IIMA)

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

Anil Bhatt  
Ph.D. (Chicago)

A. Ghose  
Ph.D. (Muenster)

S.K. Bhattacharyya  
F.C.A.  
(IFCI Professor of Management)

C. Gopinath  
Ph.D. (IIT, Kharagpur)

J.C. Camillus\*  
D.B.A. (Harvard)

V. Govindarajan  
A.C.A.  
(At Harvard, DBA programme)

Somnath Chattopadhyay  
Ph.D. (IARI)

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

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

Ranjit Gupta  
M.A. (Lucknow)

Gurvant M. Desai  
Ph.D. (Cornell)

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

Bakul H. Dholakia  
Ph.D. (MSU)

Ramesh C. Gupta  
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