

# Twentieth Annual Report

*April 1, 1981 to March 31, 1982*



INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD

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## I. THE YEAR IN RETROSPECT (1981-82)

This year marks the completion of two decades of the Institute's existence. From what we hear from our well-wishers and friends we feel that we have to a large extent fulfilled the expectations and hopes of our founding fathers. This sense of fulfilment has enabled us to enter the third decade with renewed confidence but certainly not complacency. We know that in time to come there are more challenges to face, more promises to keep, and more difficult paths to traverse. What has sustained us so far has been the tendency of critical self-evaluation. We shall shortly embark on an exercise to review our performance and achievements and also to chart our future path.

The Fellow Programme, started in 1971, has been growing in strength. This year the number of students joining the programme will be the largest so far. For the first time admissions have been offered for FPM in Public Systems. The offering of advanced courses for the Fellow Programme students has continuously been on the increase and there are now over 50 courses being offered.

The Post-Graduate Programme, which is our sheet-anchor, continues to attract a large number of applicants. The composition of our applicants has been changing and what is gratifying is that we have been having more and more applicants from the middle and lower income strata as also those belonging to the Scheduled Castes

and Tribes. We have been organizing a remedial programme for the students from weaker sections of society. From this year the Sir Dorabji Tata Trust have agreed to foot the entire bill for organizing this course for the next two years.

The Seth Kasturbhai Lalbhai Group of industries has made an endowment to establish the Seth Kasturbhai Lalbhai Chair in Management Development. During the year five new Management Development Programmes were introduced. These were a) Programme on Human Resources and Organizational Development; b) Management of Agricultural Enterprises; c) Management Development Programme for top executives of Handloom corporations and cooperatives (sponsored by the Development Commissioner for Handlooms); d) An advanced Programme on Human Resources Management; and e) A programme on Management Training Techniques.

The Society Conference was combined with the Alumni Conference. The theme for the Joint Society and Alumni Conference was "Corporate Strategy and Management of Technology". The Conference was attended by over a 100 prominent industrialists, top executives in public and private sector enterprises. Apart from this conference a number of seminars and workshops were held. Prominent among these was a seminar on Business History which was attended by 30 distinguished scholars from India and abroad. Another important Seminar was the National Seminar on Fisheries Development in India. This was organized in collaboration with the Indian Society for Agricultural Economics. The participants included among others Senior participants from the Central and State Governments, Senior

researchers from fishery research institutes and Senior representatives from the fishery industry.

A workshop on Public Policy and Policy Analysis was organized for the first time with the assistance of Ford Foundation. In addition to IIM faculty, the workshop had a number of foreign participants.

1st July, 1982

VIJAY SHANKAR VYAS  
DIRECTOR

## II. BOARD, SOCIETY AND PERSONNEL

### BOARD

Mr S. Vedanthan, Deputy Educational Adviser (T), Ministry of Education and Culture, New Delhi, was nominated to the Board to represent the central government in place of Dr S. Muthukumaran.

Dr A.K. Dhan, Vice-Chancellor, Ranchi University, was nominated to the Board to represent the central government.

Mr Rahul Bajaj, Chairman and Managing Director, Bajaj Auto Ltd., Poona, was elected to the Board from the IIMA Society in place of Mr D.C. Gami for a period of two years.

Messrs Prafull Anubhai, R.C. Shah, and A.H. Tobaccowala were re-elected to the Board from the IIMA Society for a period of two years.

The Board met four times during the year.

### Donations

Dr N.L. Singhvi, Principal of H.L. College of Commerce, Ahmedabad, donated Rs.10,000 to the Society.

### Joint Society and Alumni Conference

The Joint Society-Alumni Conference on "Corporate Strategy and Management of Technology" was held at the Kasturbhai Lalbhai Management Development Centre on February 19 and 20, 1982. Over 100 executives and alumni from industry and government participated in the conference which was inaugurated by Mr Keshub Mahindra, Chairman of the IIMA Board

of Governors and Mahindra and Mahindra Limited, Bombay.

Delivering the keynote address, Dr Raja Ramanna, Director of Bhabha Atomic Research Centre, said that before independence industries had not developed to any great extent. Though India had only a few big industries, it possessed a scientific tradition.

Dr Ramanna stressed the need for self-reliance in technology in some major strategic sectors. He quoted the Tarapur project for which technology had been acquired on turnkey basis since there were many problems owing to political overtones. There was no lack of technical manpower in this country; in many cases, failure of innovation and assimilation were owing to lack of detailed documentation, follow up, maintenance of equipment and machinery, and continuing R&D, he said.

#### Personnel

##### New Comers

Dr M.R. Dixit joined the Business Policy area on April 9, 1981 as Assistant Professor. Before joining the Institute, Dr Dixit was Econometrician in the Corporate Planning Division of Hindustan Machine Tools.

Dr Omprakash Gupta joined the Production and Quantitative Methods area on January 13, 1982 as Assistant Professor. He was Assistant Professor of Management at Illinois State University, Illinois, USA.

Mr Inderjit Khanna, I.A.S., joined the Public Systems Group as a



Visiting Faculty on May 19, 1981. He is on deputation from the Government of Rajasthan.

Dr K.R.S. Murthy joined the Business Policy area on December 23, 1981, as Professor. Prior to joining the Institute, he was Director of the Institute of Rural Management, Anand.

Dr V. Venkata Rao joined the Production and Quantitative Methods area as Assistant Professor on July 13, 1981.

Dr Girja Sharan joined the Centre for Management in Agriculture on January 8, 1982, as Professor. Earlier, he was Professor at the Sardar Patel Institute of Economic and Social Research, Ahmedabad.

Dr Manjula Shyam joined the Centre for Management in Agriculture on July 9, 1981, as Visiting Associate Professor. Dr Manjula Shyam was Associate Professor of Political Science, George Williams College, USA.

Dr A. Tripathi joined the Production and Quantitative Methods area on September 29, 1981, as Associate Professor. Dr Tripathi was with the Administrative Staff College of India.

Miss S. Vathsala joined the Business Policy area on May 15, 1981, as a Visiting Faculty.

#### Resignations

Professors P.S. George, B.G. Shah, S.A. Seshan, C.D. Bhattacharya, and Paul Mampilly resigned from the Institute during the year.

### Faculty Development Programme

After completing the doctoral programme at the University of Michigan, Professor R.S. Ganapathy returned to the Institute on June 21, 1981. Professors B.L. Mittal and P.S. Sachdeva continued doctoral studies at the University of Pittsburgh and the University of Pennsylvania respectively.

Professor G.M. Desai returned to the Institute on February 15, 1982, after completing his assignment with the International Food Policy Research Institute, Washington.

Professor V.L. Mote returned to the Institute on March 6, 1982, after his assignment with the IMEDE Management Development Institute, Lausanne, Switzerland.

### Endowed Chairs

Professor G.R. Kulkarni was appointed to the Bank of Baroda Chair of International Banking and Finance from November 1, 1981 for three years.

Professors Udai Pareek, S.C. Kuchhal, V.K. Gupta, and Ranjit Gupta respectively continued to hold the Larsen & Toubro Chair in Organizational Behaviour, the IFCI Chair of Management, the GSFC Chair of Management in Agriculture, and the State Bank of India Chair of Rural Development.

Outside Assignments

	<u>Assignment</u>	<u>Period</u>
Professor Rakesh Khurana	Visiting Associate Professor, Kansas State University, Kansas.	August 1, 1981 to July 31, 1982
Professor G.S. Gupta	Visiting Professor, Illinois State University, Illinois, USA.	January 11, 1982 to May 10, 1982
Professor C. Rangarajan	Deputy Governor, Reserve Bank of India.	February 12, 1982 to February 11, 1983.

### III. POST-GRADUATE PROGRAMME IN MANAGEMENT

#### Eighteenth Session

The eighteenth session of the Post-Graduate Programme in Management began on June 26, 1981, with an enrolment of 184 students in the first year and 169 in the second year. Thirteen first year students discontinued studies during the year for various reasons. Two have been granted re-admission in the academic year 1982-83 on medical grounds.

The 1981-83 batch included 23 students belonging to SC/ST. Thirty-two students will specialize in agricultural management during the second year. Out of 169 students in the second year programme, one went abroad in the middle of the first term to do M.S. in computer science. The student was granted one year's leave of absence from the Institute. Another student, who fell ill at the beginning of the second term and could not return to the Institute till the end of the term, was granted one year's leave and was asked to continue the programme in the second term of the academic year 1982-83. The second year batch included 27 students specializing in agricultural management and 18 students belonging to SC/ST.

#### Curriculum

During the year, the first year students had 22 compulsory courses, 7 each in the first two terms and 8 in the third term.

In the second year, 35 elective courses were offered to students pursuing general management in addition to a two-unit compulsory course in Business Policy. Moreover, 55 students took one term project courses in areas of interest to them and seven pursued the **Scored** of Independent Study equivalent to two units. In addition, five students (General) opted for the Information Systems Package (Production and Quantitative Methods Area) from which four qualified.

Those who specialized in agricultural management in the second year had eight compulsory courses (including a project course), and eight electives.

#### Institute Lecture Series

The first lecture in the Institute Lecture Series was delivered by Mr Arvind N. Lalbhai, President, FICCI, on September 1, 1981. The theme was "Cost of Time". The second was delivered by Professor V.K.R.V. Rao, Director, Institute of Social and Economic Change, Bangalore, (former Minister of Education) on March 22, 1982. He spoke on "Public Enterprises Need Vigilant Shareholders". The third lecture was delivered by Mr P.R. Mridul, Senior Advocate, Supreme Court, and former judge, Bombay High Court, on "Social Basis of Indian Judicial System".

#### Seminar on Social Development

The third Seminar on Social Development was organized on February 6 and 7, 1982. The theme chosen this year was "Social Responsibility

of the Media". Mr Prem Vaidya, Director, Films Division, Bombay; Dr Bikram Singh, Secretary, Ministry of Information and Broadcasting, New Delhi; Mr Kartikeya Sarabhai; Professor Manubhai Shah; Professor E.V. Chitnis; Dr Binod C. Agarwal; Ms. Ela Bhatt Ahmedabad Womens' Action Group; and the faculty participated in the discussions and exchanged their experiences.

Some of the issues the Seminar focussed attention on were: the role media can play in influencing the lifestyles of the people, changes in social thought, ways by which media can reach rural areas, ethical issues in advertising.

#### Students' Exchange Visit

During the last few years, students of one IIM have been paying goodwill visits to other two institutes in rotation. During the current academic year, IIM, Bangalore, had hosted the visit from November 7 to 11, 1981. The IIM, Ahmedabad contingent comprising 29 second year students and seven first year students participated in various events and social and cultural activities.

#### Admission of Foreign Students

Three students from Ecole Supérieure de Commerce de Paris were permitted to take the second and third term courses in the second year along with our students. The grades they obtained would be communicated to their parent institution which had recognized our

courses as equivalent to their own. This visit was part of the exchange programme which the Institute entered into with ESCP.

Two of these students, however, discontinued studies.

#### Graduation of the 1980-82 Batch

One hundred and sixty-four students of the 1980-82 class, including 27 students with specialization in agricultural management, were awarded the Institute's Post-Graduate Diploma in Management at the seventeenth annual convocation on April 3, 1982. Her Excellency, Smt. Sharda Mukerjee, Governor of Gujarat, delivered the convocation address. The following three students received the Indian Institute of Management Ahmedabad Medal for Scholastic Performance.

#### PGP (General)

Mr Raju, J.S.

Mr Sachdeva, S.K.

Mr Varma, J.R.

#### Financial Aid

Loan assistance amounting to Rs.4,35,230 was recommended to 137 students for 1981-82. The break-up was as follows:

<u>Financial agency</u>	<u>Number of students</u>	<u>Amount</u>
State Bank of India	112	Rs.3,71,230
IIM Ahmedabad	25	Rs. 64,000
	137	Rs.4,35,230

## Scholarships

### A. Industry Scholarships

Twenty industry scholarships were awarded as follows:

- i) Nine students from the first year (1980-82 batch) and eight from the second year (1979-81 batch) were awarded scholarships of Rs.3,000 to 3,500 each for the academic year 1980-81.
- ii) Bank of Maharashtra Scholarship for SC/ST Students  
Bank of Maharashtra sponsored two scholarships of Rs.3,500 each for poor SC/ST students. Scholarships were awarded to one student from the first year and one from the second year.
- iii) Dena Bank Scholarship for SPA Students  
Dena Bank sponsored one scholarship of Rs.3,600 for an SPA student on the basis of academic performance. This scholarship was given to a second year student who stood first amongst the SPA students in 1981-82.

### B. B.K. Hegde and Warren Haynes Memorial Scholarships

One first year student of the 1980-82 batch was awarded the B.K. Hegde Memorial PGP Scholarship of Rs.3,000 and one second year student of the 1979-81 batch was awarded the Warren Haynes Memorial PGP Scholarship of Rs.3,000 for the year 1980-81.



C. Government of India Merit-cum-Means Scholarship

Fourteen students from the first year and sixteen students from the second year were awarded the Government of India Merit-cum-Means Scholarship of Rs.1,750 each.

D. IIMA Scheduled Caste/Scheduled Tribe Scholarships

Twenty-four students from the first year and 19 from the second year were awarded the SC/ST scholarship of Rs.1,500 each. Of these students, nine from the first year and eleven from the second year were waived tuition fee and room-rent of Rs.950 per month.

Admission to the 1982-84 Batch

The Institute received 8050 applications for admission to the Post-Graduate Programme commencing June 1982. The comparative figures for this year and last are given below:

	<u>1982-84</u>	<u>1981-83</u>
General	7,098	6,382
Agriculture	468	431
SC/ST	484	404
	<u>8,050</u>	<u>7,217</u>

Seven hundred and twenty candidates were called for group discussion and interview. Interviews were held at Ahmedabad, Bangalore, Bombay, Calcutta, Delhi, Hyderabad, Kanpur and Madras during March-April 1982. Two hundred and forty-seven were selected for admission. Of

these, 203 were offered firm admission and 44 were waitlisted.

Reservation for SC/ST candidates

from SC/ST candidates

The Institute received 484 applications/(highest so far) as against 404 last year. Relaxation was given to SC/ST applicants in all segments of the selection procedure. One hundred and nineteen candidates were called for group discussion and interview. Thirty-six candidates were finally selected and 17 of them were asked to attend the preparatory programme commencing June 1, 1982.

Specialization Programme in Agriculture

For the Specialization Programme in Agriculture, the Institute received 486 applications as against 431 in the previous year. One hundred and eighteen candidates were called for group discussion and interview and 45 (including 10 waitlisted) were selected for admission. Twenty-six candidates (including 6 SC/ST) were asked to attend the preparatory programme.

Preparatory Programme

Fifty-seven candidates were requested to attend the preparatory programme commencing June 1, 1982.

Placement

Special efforts were made to broaden the base of types of organizations recruiting the Institute's graduates. Employing

organizations were invited to give pre-placement talks to the graduating students from November to February. Nearly 20 organizations participated in career counselling talks. The students participated through their representatives in evolving norms and procedures for placement in the current year.

Interviews were held on the campus during March 1982. Out of 167 students who graduated in April 1982, 159 students sought placement assistance and all of them had finalized their placement by March 15, 1982. This year 195 organizations came forward with job vacancies and 105 organizations (11 government/public sector; 3 joint sector; 2 non-profit making; 22 foreign private sector; and 67 Indian private sector) conducted interviews on the campus. The average monthly salary offered this year was Rs.1,800. Summer placement was provided to 179 first year students (including 8 Fellow Programme students). They were placed in 100 organizations for a period of eight to ten weeks.

#### IV. FELLOW PROGRAMME IN MANAGEMENT

The Fellow Programme in Management (FPM) has completed ~~decade~~ in 1981. Till June 1982, 46 students have successfully completed the programme and about 40 students are continuing their studies.

##### Conferment of Title

The following students were awarded the title "Fellow of IIMA" at the seventeenth convocation on April 3, 1982:

##### Thesis Title

Mr S.R. Ankolekar	Operational Planning for Large State Road Transport Corporations
Ms Uma Jain	Life Styles of Indian Managers: An Exploratory Study of the Images, Experiences, and Impact of Collectors in their Districts
Mr Anil Pandya	Managing the Technology Purchase Decision Process in the Indian Public Sector
Mr Arun P. Sinha	Technical Innovation in the Manufacturing Enterprise: Context and Process

##### FPM-PSG Specialization

The Public Systems Group (PSG) at the Institute decided to offer Public Systems Specialization for the FPM in the academic year 1982-83. Thus, the area of specialization for FPM increases to eight. Wide publicity was given for this specialization and as many as 40 applications were received, including a few from IAS, IPS, and IFS officers.

### Admission

About 400 applications were received for the session beginning June 1981. Thirteen candidates were offered admission. One student dropped out of the programme. A candidate from Nepal was offered admission; however, he could not join the programme in July 1981.

### Quality Improvement Programme (QIP)

Twenty-two teachers from engineering colleges applied under the QIP scheme. Two were offered admission, but only one joined the programme. Later, he also withdrew owing to personal reasons.

### Admissions (1982-83)

There were about 450 applications against about 400 in the previous year. Twenty-two candidates were offered admission including one candidate from Nepal whose admission offer was carried over from 1981-82 to 1982-83 and one candidate under the QIP scheme. As many as 18 are likely to join the FPM in June 1982, which will be the largest batch.

### University Grants Commission (UGC) Scheme

The UGC Scheme was started in 1981-82 under which two teachers from management departments of UGC recognised universities are allowed to do the FPM at IIMA. However, as the scheme was under review by the UGC in 1981, no candidate was interviewed this year.

for admission under this scheme for the 1982-83 session.

### Review

The performance of all students are reviewed periodically. Moreover, a comprehensive review is done at the end of the first year so that any student who enters the second year has a high probability of successfully completing the programme.

### IFCI Award

The Industrial Finance Corporation of India dissertation proposal awards for 1981-82 were won by the following students:

	<u>Dissertation Proposal</u>
Mr P.K. Bhaumik (Production and Quantitative Methods)	A Multi-Objective Framework for the Project Selection Problem Using Goal Programming
Mr Ajay Chauhan (Economics)	A Dynamic Model of the Paper Industry in India
Mr V.R. Raju (Marketing)	New Product Introduction Pro- cesses in Indian Consumer Industry.

Each award is worth Rs.2,000.

### FAIR Research Grant: 1981-82

The Foundation to Aid Industrial Recovery research grant of Rs.2,000 for 1981-82 was shared by the following students:

	<u>Dissertation Proposal</u>
Mr H.S. Chhabra (Marketing)	A Consumer Study of Law Induced Behaviour and Attitude Change: The Case of Safety Helmets

Dissertation Proposal

Mr T. Rangarajan  
(Organization Behaviour)

A Study of the Management of  
Transition from Small Scale  
to Medium Scale Unit with a  
special focus on the Behavioural  
Aspects of the Top Management

Placement

Of the four Fellows awarded the title in the 1982 convocation, three have joined academic institutions and the fourth is seeking placement.

Married Students' Accommodation

Married students in the programme have been facing serious hardship owing to high rents prevailing in Ahmedabad. To help them, the Institute has decided to convert one of the dormitories into a married students' dormitory where families of ten married students could be accommodated.

## V. MANAGEMENT DEVELOPMENT PROGRAMMES

Five of the 22 management development programmes offered during the year were new. These programmes continued to focus attention on most urgent problems, areas, and sectors of management development. The mix of programmes for general management, sectoral management, and functional management as usual reflected the range and variety of needs in management development.

Participation from government, semi-government, and public sector organizations continued to increase. The number of participants from the public and government sector was 519 as against 332 from the private sector. In all, 561 organizations sponsored 851 executives to the Institute's programmes during this year.

### New Programmes

The Institute conducted, for the first time, a programme on Human Resources and Organizational Development. The primary objectives of the programme were to examine the need for developing human resources and ways in which human resources development contributes to organizational growth and development and to identify mechanisms of developing human resources in organizations.

Another first was a one-month programme on Management of Agricultural Enterprises. The focus of the programme was on developing skills and knowledge of concepts; tools and techniques involved



in planning, organizing, controlling, and evaluation in relation to tasks in agri-based enterprises; and appreciation of the integrative nature of tasks. Of the 35 participants, 13 were from Sri Lanka and Kenya. This programme is being offered again.

The Institute offered a two-week management development programme for top executives of handloom corporations and cooperatives (sponsored by the Development Commissioner for Handlooms). The programme exposed the participants to concepts and techniques related to production, marketing, finance, and personal management in the handloom sector, and provided them a broad perspective to understand the process of identifying and analysing alternative courses of action in the organization.

An advanced programme in Human Resources Management was offered during the year. The objective of the programme was to discuss the more significant concepts and approaches in personnel management, industrial relations, trade unionism, and human motivation, and was oriented towards the development aspect of human resources management.

A programme on Management of Training Techniques was offered for management teachers and trainers, training managers, and faculty from development centres. The major objectives of the programme were to acquaint the participants with various tools and techniques of training in management, develop skills in

using some of the common tools and techniques, and help them acquire knowledge and skills for designing and organizing training programmes.

#### General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was conducted for the nineteenth time. In this programme managers from different levels (middle, senior, and top) participated in exploring and understanding management problems. The top management segment (Tier III) of the programme was offered as a seminar on the theme "Strategies for Growth". Chief Executives from public sector undertakings and private organizations were invited to share their experiences with the seminar participants.

Besides the 3-Tier programme, the Institute offered the twelfth Management Development Programme for Medium and Small Enterprises which focussed on concepts and skills needed for improving productivity and efficiency in medium and small organizations.

#### Functional Programmes

Seminar on Management by Objectives; Programme on Product Policy and New Product Management; Programme for Women Managers; Programme on Data Base Management Systems; and Workshop on Organizational Design, Development, and Change Agency were offered during the year.

### Sectoral Programmes

A three-week programme on Management of Rural Development was offered.

A 3-tier programme for Management of Health and Family Welfare Services was offered for doctors in primary health centres (PHC level), district medical officers (district level), and for Secretaries/Joint Secretaries, Commissioners of Health and Family Welfare, and Directors of Health Services (at policy level).

A four-week programme on Project Identification, Formulation, Appraisal, and Implementation: Training of Personnel for Development Administration, sponsored by the Training Division, Department of Personnel and Administrative Reforms, was conducted for the fifth time.

### Long Duration Programmes

The Institute offered for the fifth time an advanced programme on Computer Based Information Systems Analysis and Design to develop computer professionals in designing computer-based information systems in government, public, and private organizations. Participants from Sri Lanka and Tanzania attended the programme. This programme is being offered again.

A ten-week course on Designing Projects for Agricultural Development (sponsored by the Training Division, Department of Personnel

and Administrative Reforms) was offered for the third time for senior and middle level officers involved in formulating and monitoring development projects in agriculture, irrigation, forestry, fisheries, cooperatives, dairying, and other related activities.

The sixth Management Education Programme (four months) was conducted during the year. Forty-three participants (including six from Nepal, Sri Lanka, and Tanzania) attended the programme. The programme is designed to provide an intensive post-entry exposure in all areas of management for executives with functional experience who are identified to have the potential to move to general management positions.

A four-week Management Development Programme in Public Systems for Senior Government Officers (sponsored by the Training Division, Department of Personnel and Administrative Reforms) was offered for the second time.

#### Perspectives of Management Development Programmes

The scope of the management development programmes offered by the Institute has broadened from enterprise management to management of non-profit service organizations, public systems, governmental administration, education institutions, and trade unions. The plan for the future is to strengthen these activities through research on problems of current relevance and national importance.

Programmes Envisaged

New programmes such as the International Seminar on Management of Public Sector Manufacturing Enterprises, Project Management, Advertising Strategy and Management, Managing Conflicts, Productivity, Workshop on Management of Technology, Corporate Planning for Public Enterprises, Corporate Planning Workshop on International Contract Management, and Seminar on Managerial Innovations in Public Systems, are being planned for the next academic year.

## VI. RESEARCH, PUBLICATIONS, AND CONSULTING

At the end of the academic year 1980-81, 16 research projects and 15 seed money projects sponsored by the Research and Publications Committee/and outside agencies were in progress. During the academic year 1981-82, three new research projects and 10 seed money projects were initiated. Three research projects and seven seed money projects were completed, and one seed money project was dropped during the academic year 1981-82. Details of the projects in progress are given below:

New Research Projects

Pestonjee, D.M., "The EDP Managers: An Organizational Behaviour Study." (Sponsor: IIMA)

Pestonjee, D.M., "Preparation of Second Handbook of Psychological and Social Instruments." (Sponsor: ICSSR)

Pestonjee, D.M., "Productivity and its Psychological Correlates." (Sponsor: ICSSR)

New Seed Money Projects (Sponsor: IIMA)

Chaudhuri, Shekhar, "Management of Technology in a Regulated Economy."

Dixit, M.R., "Environmental Scanning, Analysis, and Reporting for Strategy Formulation and Implementation."

Jajoo, B.H., "Global Data Flow Analysis of Structured Programs."

Kulkarni, G.R., "Strategic Management in FERA Companies".

Mehta, Subhash C., "Indian Commercial Efforts in Foreign Markets."

Misra, Sasi, "Involvement on the Job and Work-in-General."

Paroek, Udai, "Standardization of Instruments for Measuring Role Stress and Coping Styles."

Ravichandran, N., "Reliability of Relays used in Power Systems."

Sunder, Shyam, "Information Aggregation in Laboratory Asset Markets."

Tripathy, A., "Vehicle Scheduling for Garbage Collection."

#### Research Projects Completed

Gupta, Ramesh, "Impact of Inflation and Fiscal Concessions on Capital Expenditures: An Empirical Study." (Sponsor: IIMA)

Singh, Ramadhar, "Norms of Reward Allocation." (Sponsor: IIMA)

Srivastava, U.K., "Rural Development Programmes in India: An Analytical Review at District Level." (Sponsor: IIMA)

#### Seed Money Projects Completed (Sponsor: IIMA)

Barua, S.K. and Srinivasan, G., "Experiments in Portfolio Decision Making."

Jajoo, B.H., "Global Data Flow Analysis of Structured Programs."

Mehta, Subhash C. and Joag, Shroekant G., "Marketing Orientation in Indian Industry."

Mohan, Manendra, "A Survey of Advertising Themes in 1970s."

Paroek, Udai, "Standardization of Instruments for Measuring Role Stress and Coping Styles."

Parikh, Indira, "Indian Managers: Perception of Self and Others."

Srinivasan, G., "Accounting Policy Choices: Some Empirical Evidence."

#### Seed Money Project Dropped

Mehta, Subhash C., "Indian Commercial Efforts in Foreign Markets." (Sponsor: IIMA)

Seminars

Seminars conducted during the year were as follows:

<u>Topic</u>	<u>Speaker</u>	
Asian Economic Development: Some Posers	Mr. Aftab Ahmad Khan United Nations Asian and Pacific Development Centre, Kuala Lumpur	September 3, 1981
Systems/Cybernetic Approach to Societal Systems	Mr. S.R. Borgaonkar School of Automotaton Indian Institute of Science, Bangalore	September 23, 1981
Technology and Market Structure under Government Regulation in the Indian Textile Industry	Dr. Ashok V. Desai National Council of Applied Economic Research New Delhi	September 30, 1981
Effects of Development Programmes on Women	Dr. Kate Young Institute of Development Studies University of Sussex England	January 11, 1982
The Needs and Priorities of Developing Countries in the Water Decade	Mr. David Kinnersley National Water Council England	March 3, 1982
The Rich Get Richer and the Poor Poorer: Mysore Villages Revisited	Prof. T. Scarlett Epstein School of African and Asian Studies University of Sussex England	March 12, 1982

Publications

Vikalpa: a quarterly journal published by the Institute has completed the fifth year of publication. The journal includes original and stimulating articles based on managerial and organizational research, and consulting experience.



In addition, the faculty and staff published 24 books and 12 monographs and wrote 98 articles or chapters in books in India and abroad. They also presented 55 papers and gave 32 lectures in various seminars and conferences. In addition 61 working papers were brought out.\*

#### Consulting

Fifty-two consulting assignments were on hand at the beginning of the year. Forty-four new projects were taken up during the year and sixteen were completed. The clientele included several international agencies, central and state governments, public and private sector organizations, cooperatives, banking institutions, voluntary agencies, and sponsors of small scale industry.

\* Working papers published during 1981-82 are listed in Appendix XI.

## VII. CENTRE FOR MANAGEMENT IN AGRICULTURE

The importance of the agricultural sector in the country and the need to apply managerial science to it was recognized at IIMA early. A beginning was made by setting up a small group, then called the Agricultural Cooperative (Agco), to work on the problems of the agricultural sector and promote the use of managerial science in it. Over the years, the group developed in strength and it is now known as the Centre for Management in Agriculture (CMA). It now consists of over 20 faculty members and 22 research staff representing disciplines like economics, sociology, engineering, behavioral sciences, etc.

The group has conducted research on commodity systems, agriculture-based enterprises, input delivery systems, rural credit development programmes, agricultural administration, and organizational problems related to all of these systems and activities.

Along with research CMA has developed several short-duration programmes for managers of agriculture-based enterprises, input supply firms, output marketing firms, and rural credit organizations. It has also conducted programmes for administrators of development programmes and personnel from non-government development agencies.

The Centre introduced a three-month training programme for public officials responsible for planning and administering development programmes in the rural sector at the instance of the

Training Division, Department of Personnel and Administrative Reforms, Government of India. The programme is fully developed and is scheduled to be offered for the fourth time. In addition, it has offered <sup>a</sup> short-duration programme for personnel responsible for handloom development at the request of the Union Ministry of Industry. It has recently developed and offered a long duration programme on Management of Agricultural Enterprises. The older programmes like the agriculture management programme catering to the needs of commercial enterprises continue to be part of the Centre's efforts on management education.

The Centre offers a Specialization Package in Agriculture (SPA) in the second year of the Post-Graduate Programme in Management. It also offers opportunity to take up advanced work in agricultural and rural development through the Fellow Programme in Management.

CMA brings out a monograph series to report its research. Nearly 100 titles have been brought out till now. Teaching materials used in various programmes are substantially based on ongoing research. Nearly 600 cases, notes, and articles have been prepared so far by the members of CMA.

CMA's efforts have been supported by the Ministry of Agriculture and Irrigation, various state governments and public agencies, international organizations such as UNICEF, UNESCO, FAO, ILO, and IBRD, and the Ford Foundation.

Research

During the year following research projects were completed:

	<u>Faculty</u>	<u>Sponsor</u>
Management of Agro-Industrial Projects(A Comprehensive Guide to Planning, Appraisal, Financing, Implementation, and Control of Agro-Industrial Projects)	U.K. Srivastava	Ministry of Agriculture & Cooperation
Management of Minor Forest Products (Kendu Leaves) and Tribal Unrest in Bihar	Ranjit Gupta	CMA
Linkages between Agriculture and Industry	C.G. Ranade	Ministry of Agriculture & Cooperation
Evaluation of Existing Methods of Estimating Pesticides Demand and Possible Improvements	G.A. Patel	Ministry of Agriculture & Cooperation
Review of CMA Publications on Management in Rural Development	D.K. Desai	CMA
Manual for Managers of Small Farmers Rice Cooperatives in India	V.R. Gaikwad and V.K. Gupta	Food and Agriculture Organization, Rome
Forecasting Crop Output Use of a Predictive Supply Model for Kharif Foodgrain in India	S.L. Bapna	Ministry of Agriculture & Cooperation
Management of Capital Inflow-Outflow on Farms	Gurdev Singh	CMA
Natural Resource Management in Deep Sea Areas	Manjula Shyam	CMA

Research Projects in Progress

Seventeen research projects are in progress:

The Economics of Conjunctive Use of Ground and Surface Water  
Command Area Development

Promotion and Management of Social Forestry

Impact of Water Scheduling Policies on Development Agriculture  
(Phase I)

Pre-harvest Market Behaviour and Price and Supply Outlook  
(Phase II)

Management of Transfer of Technology for Rural Development: An  
Exploratory Study of Science and Technology Policies and Strategies  
for Action Programmes in India

An Organizational Study of the National Agricultural Cooperative  
Marketing Federation in India

Estimation of Crop Yield through Remote Sensing Techniques

Rural Roads Project

Impact on Land and Infrastructure Development and Water Scheduling  
Policies on Irrigated Agriculture (Phase II)

Economic and Management Aspects of Sugar Production from Cane and  
Beet in India

Small Farmers Household Economy in Semi-Arid Regions: An Enquiry  
from Ecological Perspective into the Household Resource Management  
Systems vis-a-vis Different Risk Environments in a Drought Prone  
District of Haryana/Gujarat

Systems of Analysis of Transfer of Technology

Performance of Integrated Cooperative Structure

Impact of Mechanization on Small Fishermen

Drought Declaration Procedure and Scarcity Preparedness

Closing the Gap between Delivery and Demand Systems.

#### Post-Graduate Programme

A total of 17 courses, nine compulsory and eight elective, were  
offered to the second year students specializing in agriculture.

These were: Business Policy I, Business Policy II, Rural Environment, Agricultural Development Policies, Agricultural Marketing Environment, Agricultural Finance, Research Methods in Marketing, Quantitative Aids in Agricultural Management, Projects, Agricultural Marketing I, Management of Agro-Industrial Projects, Export Marketing Management, Agricultural Marketing II, Rural Advertising and Marketing Intelligence, Cooperative Management, Agricultural Finance, and Management Control and Information Systems. Twenty-seven students took the Specialization Package in Agriculture and, upon graduation, they were placed in agriculture and rural development organizations.

#### Management Development Programmes

The Centre organized the following management development programmes:

Marketing Executives of Handloom Corporation and Cooperatives	July 26 to August 8, 1981
Management of Agricultural Enterprises	August 16 to September 16, 1981
Management of Rural Development Programme	November 1 to 21, 1981
Designing Projects for Agricultural Development (Course III)	November 8, 1981 to January 16, 1982

#### Seminar

The Centre organized a three-day seminar on Fisheries Development in India in collaboration with the Indian Society of Agricultural

Economics, Bombay. The inaugural address was delivered by Her Excellency Mrs. Sharda Mukerjee, Governor of Gujarat. Seventy-two participants included very senior administrators and policymakers from the Government of India and state governments; senior researchers from fishery research institutes, IIT Delhi, IIT Kharagpur, and other universities; senior representatives from the fishery industry; apex bankers (ARDC and AFC); and representatives from the World Bank. The focus was on policy options for the exploitation of Indian fishery resources, marine and inland.

#### Publications

The Centre has strengthened its publication activities to meet the increasing demand for its publications from within and outside the country. Besides improving the quality of publications, the Centre has entered into arrangements with two leading publishers to distribute the publications brought out by the Centre.

During the year, four books were brought out:

Desai, B.M. and Rao, Narayana Y., 'Project Approach in Agricultural Financing'. (Monograph No.91)

Gupta, Ranjit, Banerji, Prava, and Guleria, Amar ' Tribal Unrest and Forestry Management in Bihar., (Monograph No.98)

Shingi, Prakash M., Kaur, Gurinder and Ravi Prakash Rai, 'Television and Knowledge-Gap Hypothesis., (Monograph No.82)

Srivastava, U.K., 'Project Planning, Financing, Implementation, and Evaluation'. (Monograph No.95)

### VIII. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) undertook new activities to understand and strengthen management of public systems and continued with the ongoing activities. Some of the new activities were a course on social development for the PGP students and a Workshop on Training of Trainers for Public Systems. In the latter, nearly 15 participants from various government departments and training institutions participated.

A major national Workshop on Policy Analysis and Management was organized in April 1982 by PSG in which nearly 30 participants from all over the country belonging to government and academic institutions participated.

PSG has decided to offer specialization in the FPM beginning June 1982 with the objective of preparing teachers, trainers, and researchers in public systems. Four candidates have been admitted to this programme.

During the year, Professors Ashok K. Subramanian and Inderjit Khanna, Secretary to the Government of Rajasthan, joined the PSG as visiting faculty.

#### Training Programmes

During the year, following programmes were offered:

Second Development Programme for Medical Officers in charge of PHC (Tier I)	September 1981
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Management Development Programme for District Level Medical Officers (Tier II)	November 1981
Management for Health and Family Welfare Services State Level (Tier III)	December 1981
Third Management Development Pro- gramme for Medical Officers in charge of PHC (Tier I)	January 1982
Management Development Programme for Medical Officers in charge of PHCs (Tier I)	February 1982
Management Development Programme in Public Systems	February 1982
Management Development Programme in Public Systems	March 1982
Programme on Training of Trainers in Public Systems Management	April 1982

#### Research Projects

##### Research Projects Completed

Subcentre Effectiveness.

Evaluation of CHV Scheme in Gujarat.

##### Seed Money Projects Completed

Impact of Externally Aided Projects  
in the Overall Development Efforts  
in a State.

Coping Strategies in Crisis Manage-  
ment: The Drought Experience.

Culture and Professionalization in  
Cooperatives.

##### Research Projects In Progress

Drugs Requirement and Supply Study.

Performance Budgeting in Health.

Identification of Management Training Needs for Strengthening Primary Health Care.

Strategy Formulation.

Study of Marshalling Strategies for Goods Trains.

Maternal and Child Health Care in Nagaland: A Status Study.

Seed Money Projects In Progress

A Study of Response to Change in Voluntary Agencies.

Development Programme and Interventions: Who Benefits and Why?

Projects for follow up action on the computer model for location and upgrading of schools.

ME.

MBO in Tamil Nadu.

Ongoing Research Projects

UNFPA Rajasthan.

Urban Community Development.

National Adult Education.

Monographs

Multipurpose Scheme in Singhpur Block: Rae Bareilly.

Medicine Distribution through Multi-Purpose Workers.

Management Information and Evaluation System for Maternity Homes and Urban Family Welfare Centres.

A Monitoring System for the Primary Health Centres.

Strategic Management of Public Programmes.

Learning from Action.

The Rural University: The Jawaja Letters 1975-79.

Evaluation of "TRYSEM" in Gujarat

Experiments in Management Development: Experience  
of India Population Project.

## IX. FACULTY DEVELOPMENT CENTRE

During 1981-82, the Centre offered the third Programme for Development of Management Faculty beginning June 25, 1981. It attracted fourteen participants, including two each from Nepal and Bangladesh. Owing to personal reasons, participants from Bangladesh left the programme and another left owing to academic and administrative reasons. A new compulsory course on Quantitative Techniques for Management was offered this year.

Under the collaboration programme, two teachers from Tribhuvan University participated in the Programme for Development of Management Faculty. A programme for teachers of Tribhuvan University and a parallel programme for executives in public and private sectors in Nepal were organized in Kathmandu during May-June 1982. Six IIMA faculty were involved in conducting these programmes.

The Centre assisted a few educational institutions by letting their faculty pursue research activities, get involved in mutually interesting academic activities, and interact with IIMA faculty to know more about the Institute's educational system and approach. The Centre also lent support to these institutions in the development of a department for management science.

The response to the brochure on the Fourth Faculty Development Programme in Management beginning June 1982 mailed to more than 250 institutions in India and abroad was very encouraging. Sixteen

candidates have been selected for the programme. Five participants are from universities abroad, one from a professional institute, one from the cooperative sector, and the rest from universities in India.

## X. INFORMATION SYSTEMS AND COMPUTER GROUP

### Research and Software Development

#### District Level Data Base for Kheda District

An extensive data bank has been developed of nearly 1000 villages of Kheda District on availability of facilities for education, health, transport, communication, data on population, employment, agriculture, etc., and a graphic software was developed to display a map. To extend this work further, the Electronics Commission has approved a proposal titled "Developing a District Level Data Base for Development Planning", and Rs.7.00 lakh which includes funding for more main memory and disk space costing Rs.5.00 lakh.

#### Designing and Developing a Computer Package for Project Analysis

A project on developing software for agricultural project evaluation was initiated at the instance of FAO. Professors T.P. Rama Rao and K.V. Ramani worked for a month with FAO on this project.

The FAO has requested the Institute to organize a sub-regional workshop on System for Project Data Analysis in India. This will be held around November 1982. The software on project data analysis was designed for mini-computers and is implemented on the PDP-11/70 installation at the Institute.

#### Computer-Aided Planning of Distribution Systems Lay-Out

This project has been sponsored by the Government of Gujarat.

The Government has sanctioned Rs.8.15 lakh, which includes Rs.6 lakh for enhancing the graphic capability of the Computer System at the Institute.

#### Planning of Educational Facilities

A project on "Location and Upgrading of Schools: A Follow-up Study" has been taken up jointly with PSG. A data base on educational facilities (primary, upper primary, and secondary schools) in 3116 villages of Udaipur district during the period 1977-82 will be created. A mathematical model is being used to identify locations for new facilities.

#### District Level Planning

A project on "District Level Planning" has been initiated jointly with PSG. A data base will be created for approximately 3000 villages in Udaipur district which will be made use of by the Rajasthan Government officials for preparing an annual plan for infrastructure location for the district.

#### Manpower Development in Informatics

The Computer Group has submitted a proposal to the Electronics Commission on Manpower Development in informatics outlaying a three-year plan.

- i) Training managers in basic knowledge of the computer and an appreciation of its potential;

- ii) Training young systems analysts;
- iii) Training at advanced level, professionals in systems analysis and design.

The Electronics Commission has sanctioned an additional amount of Rs.1.4 lakh for the 3-month Advanced Programme on Computer Based Information Systems Analysis and Design offered in the last two years and Rs.2 lakh for the sixth programme beginning June 1982.

Members of the Group participated in the EDINFO and CSI Annual Convention held in Madras. The following papers were presented in the conference.

Professor S.C. Bhatnagar, "Education for Systems Analysts in Developing Countries"

Professor T. Madhavan, "Use of Graphics as an Educational and Decision Making Tool".

Professor T. Madhavan, "An Experience with Computer Aided Instruction."

Professor S.C. Bhatnagar,  
Professor S.C. Bhatnagar chaired a session on "UNESCO Curriculum for Computer Science."

Professor B.M. Jajoo participated in the first conference on Foundations of Software Technology and Theoretical Computer Science held in December 1981 at Bangalore, and presented a paper titled "Data Flow Analysis of Structured Programmes."

Professor V. Venkata Rao's Dissertation titled "Optimal Lot Sizing in Acyclic Multi Stage Production Systems" has won the Wunsch Award



for outstanding Ph.D Dissertation at the School of Industrial and Systems Engineering, Georgia Institute of Technology, USA.

A number of software packages (systems and applications) were developed to improve the performance of the computer system. Some of the important packages are:

GPSS Package consisting of around 50 programs (Phase I)

A Computerized package for billing of computer users

Package for generating scheme, subscheme, and DMCL's for DBMS-11 Data Base Management System.

#### Management Development Programmes

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

The fifth programme on Computer Based Information Systems Analysis and Design attracted 47 participants, including one from Tanzania and one from Sri Lanka. Professor T.P. Rama Rao coordinated the programme. The participants worked on several projects detailing with real life situations.

##### Data Base Management Systems - Concepts and Applications

A programme on Data Base Management System Concepts and Applications was offered during February 1982. Forty-one executives from government and public and private sectors participated in the programme which was coordinated by Professor K.V. Ramani. The programme provided an opportunity for organizations to train their executives

to develop an understanding of the data base concepts and to familiarize with various data base models; expose them to the type of information analysis required for design of data base management systems; and acquaint them with problems associated in the implementation of data base oriented systems.

#### National Seminar

Nearly 100 practising managers and computer specialists from all over the country attended the two-day national seminar on "Computers and Management: Applications in Government and Industry" held on the campus on September 25 and 26, 1981. It was inaugurated by Dr. P.V.S. Rao, TIFR, Bombay, and President of the Computer Society of India.

The seminar, coinciding with the conclusion of 3-month Advanced Programme on Computer Based Information Systems Analysis and Design, provided an opportunity to exchange ideas and information between practitioners and academicians on computer application in organizations. Professor S.C. Bhatnagar coordinated the seminar.

#### Computing Facilities to Users

##### User Level Training Course

A user-level training course on the new PDP 11/70 computer was conducted for around 45 research staff. They were given practical training on how to interact with the computer.

### Computer Use in Teaching and Research

Computer facilities were extensively utilized by the PGP and FPM students. About 35 faculty members used the computer for course development. The computer facility was utilized for processing data of the Institute's research and consultancy projects. Extensive programming assistance was provided to several PGP and FPM courses.

### Management Development Programmes

The participants of various management development programmes extensively used the computer facilities in their course and project work.

### Outside Users

Institutions and organizations, numbering more than 35, continued to use the Institute's computer during this period.

### Academic Administration

Processing of admissions data was carried out at the computer centre. Computerization of various segments of the records of accounts is in progress. Computerization of alumni data is nearing completion.

### Sale of HP 2116B System

The 2116B Hewlett Packard computer system was put up for sale in August, and was bought by Sahyadri Lab Systems, Bombay, whose bid at Rs.1.36 lakh was the highest.

## XI. CENTRE FOR REGIONAL MANAGEMENT STUDIES

### Training Programmes

The Centre offered two training programmes during the year. The general management programme, offered on the premises of the Vatva Industrial Estate Association, was conducted in the evenings with two teaching sessions every day. Fort-two owners/managers participated in the programme, the topics for which were suggested by the Vatva Industrial Estate Association. The Centre subsidized the programme by bearing the cost of teaching material and faculty travelling expenses.

The second programme was for small scale industrial units in Rajkot on effective marketing management. It attracted 20 participants. The Centre once again subsidized the programme by bearing the cost of teaching material and faculty travelling expenses.

### Research and Publications

The Centre approved a publication grant for Professor Rangarajan and Srivastava's study of social defence institutions in Gujarat. It was referred to an outside expert for evaluation and comments.

The work on preparing training material for a modular programme for small scale units management is continuing. An attempt to assess the training needs of small scale units is being made.

Other Activities

The Centre offered a fellowship worth Rs.6,000 to Mr. A.C. Brahmbhatt of Gujarat University who participated in the Faculty Development Programme. This will be offered in subsequent years to a participant in FDP from the region.

## XII. ALUMNI RELATIONS AND ACTIVITIES

### Joint Society Alumni Conference

During the year a Joint Society-Alumni Conference was organized on "Corporate Strategy and Management of Technology." The Conference held on February 19 and 20, 1982 was inaugurated by Mr. Keshub Mahindra, Chairman of the Board of Governors, IIMA, and the keynote address was delivered by Dr. Raja Ramanna, Director, Bhabha Atomic Research Centre. Nine papers were presented. The conference was attended, among others, by 45 alumni.

### Annual General Body Meeting of the Alumni Association

The annual general body meeting of the Alumni Association was held on February 20, 1982. It was chaired by Dr. Vinay Bharat Ram, President of the Association, and attended by 40 alumni.

### Alumni Get-Together

An alumni get-together dinner was held on February 20, 1982. Sixty alumni with their spouses attended. The dinner was followed by an entertainment programme put up jointly by the alumni and the PGP students.

### Alumni Election

Elections to the Alumni Executive Committee for the period 1982-84 were held during the year. In all, 13 nominations were

received for the West, North, and South Zones. No nomination was received for the East Zone. The Alumni Office received ballot papers until the evening of April 16, 1982. In all, 2232 votes were polled.

#### IIMA Alumnus

During the year two issues of the IIMA Alumnus, viz., May 1981 and were brought out. It has become almost self-supporting through advertisement revenues.

#### Updating of Alumni Addresses

A revised computerized alumni address directory was brought out incorporating additional coded information on each alumnus. A large number of addresses were updated.

At present we are having 4079 alumni whose addresses have been computerized. Of these, 99 alumni are abroad.

#### Souvenir Items

Souvenir items worth Rs.10,000 were sold to the alumni during the year.

## XIII. SEMINARS AND LECTURES

IIMA Seminar Series in Business History

Professor S. Nurul Hasan, a distinguished historian and Vice-President of the Council of Scientific and Industrial Research, delivered the inaugural address at a seminar on "Business Communities of India: A Historical Perspective." Organized by the IIMA with financial support from the Indian Council of Historical Research and the Lalbhai Group of Industries, the event marked the beginning of a series of thematic seminars that the Institute is planning to hold on various aspects of business history during the coming years. As the first institution in India to promote programmes of teaching and research in business history, IIMA is now trying to encourage historical enquiries into the dynamics of Indian business behaviour in universities and other institutions of higher learning. Professor Dwijendra Tripathi was the coordinator.

Professor Hasan stressed the need to analyse the role of Indian business communities in historical perspective. Drawing on his own researches, he pointed to a number of documentary and archival materials which threw significant light on the business situations in the past. Welcoming the chief guest, Professor V.S. Vyas said that, besides launching the seminar series, IIMA was also developing a Business History Archives and Museum with a view to encouraging research in the subject.



Thirty distinguished scholars, including one each from Australia, England, USA, and USSR, participated in the deliberations. The papers presented covered theoretical framework for studying business communities, medieval traders and merchants, histories of major business communities, etc. The Institute intends to publish the papers presented in this and subsequent seminars as IIMA Monographs in Business History.

#### RBI Lecture

Professor C. Rangarajan, RBI Professor in Industrial Economics, delivered the RBI lecture on "Some Reflections on Industrial Growth" on December 1, 1981. Prof. D.T. Lakdawala, former Deputy Chairman of the Planning Commission, presided.

Professor Rangarajan pointed out that, though India's industrial performance since Independence had been impressive, the rate of growth had nevertheless fallen. Analysis of past events had shown that, unless agriculture grew at a steady and reasonable rate, industrial growth will run into problems.

In recent years, gross fixed capital formation was maintained an average growth rate of 6 per cent per annum. According to him, increase in the incremental capital output ratio has prevented income from rising at a faster rate. He stressed the need for improving the productivity of capital and thereby decreasing the capital-output ratio.

He further felt that the economy no longer operated under a low savings constraint. An 8 to 10 per cent growth rate in industrial production was absolutely essential if the economy was to achieve an overall growth rate of 5 per cent. This would be possible only if we extracted more out of the capital already invested, he said.

#### IFCI Lecture

Professor S.C. Kuchhal delivered the IFCI lecture on "Problems in Promotion and Financing of New Projects" on January 4, 1982. Mr S.A. Dave, Executive Director, Industrial Development Bank of India, presided. Professor Kuchhal approached the topic emphasizing the roles of promoters and financial institutions, which included individuals, business houses, and government companies. Of these, business houses had an edge over the others. Internal and external factors also contributed to the success of corporate promotion.

Professor Kuchhal said that though development banks were more than equal partners financially with promoters, their management information system on the progress of project was inadequate. He felt that commercial banks were strategically placed to have timely information on corporate affairs.

#### Vikram Sarabhai Memorial Lecture

Mr C.V. Narasimhan, former Under-Secretary-General of the United Nations, delivered the seventh Vikram Sarabhai Memorial Lecture on

establishment of the New International Economic Order (NIEO) or what is known as the North-South Dialogue on January 23, 1982. Quoting from the Objectives of the New International Order, Mr. Narasimhan discussed a few of the major historical processes which culminated in the emergence of the call for the NIEO. The most fundamental of them was the international social and political climate after the Second World War. To this day, he said, the developing countries account for less than one-fifth of the total world trade.

The second set of factors was the revolution of rising expectations, the urgent desire of the people of the Third World to liberate themselves from the present status of economic colonization.

The third set of factors was the sudden and unexpected rise of the Third World economic and political power. This exhibited the dependence of the developed countries on the developing countries but it failed to improve the conditions of the developing countries as a whole.

Mr Narasimhan felt that the advanced countries had everything to gain by assisting in the accelerated economic development and greater prosperity of the poor countries. He also hoped that the North-South Dialogue could be resumed at an early date and that progress could be made at least on some of the important issues which figure both in the NIEO and in the emergency proposals of the Brandt Commission.

Larsen and Toubro Lecture

Professor Uday Pareek, Larsen and Toubro Professor of Organizational Behaviour, delivered the L&T lecture on "Executive Glowup and Burnout" on February 20, 1982. Mr. N.M. Desai, Chairman and President of Larsen and Toubro Limited, presided.

Professor Pareek defined executive burnout as the end-result of stress experienced but not properly coped by the executive, which resulted in symptoms of exhaustion, irritation, inaction, and problems of health. On the other hand, stress experienced and properly coped could lead to a feeling of challenge, higher job satisfaction, creativity, improved efficiency, etc., which can be called executive glowup.

Professor Pareek felt that both the executive and his organization need to act to prevent burnout. The individual might have to alter his life style, increase his role efficacy, and learn new orientations to be able to influence and control his destiny in the organization. The organization would have to pay more attention to re-designing and personality building areas, and attending to some aspects of nonwork life of the employees, he concluded.

XIV FACILITIESLibrary

During the year, 1,212 books were added to the Vikram Sarabhai Library, bring the total number of books to 97,530. The library has been subscribing to 476 periodicals. Annual reports of many Indian and foreign companies were acquired during the year.

The Library provides circulation services, bibliographic and documentation work, indexing of articles from Indian journals, compilation of recent addition and subject index of articles, and reference and bibliographic services to the readers.

Campus DevelopmentManagement Development Centre:

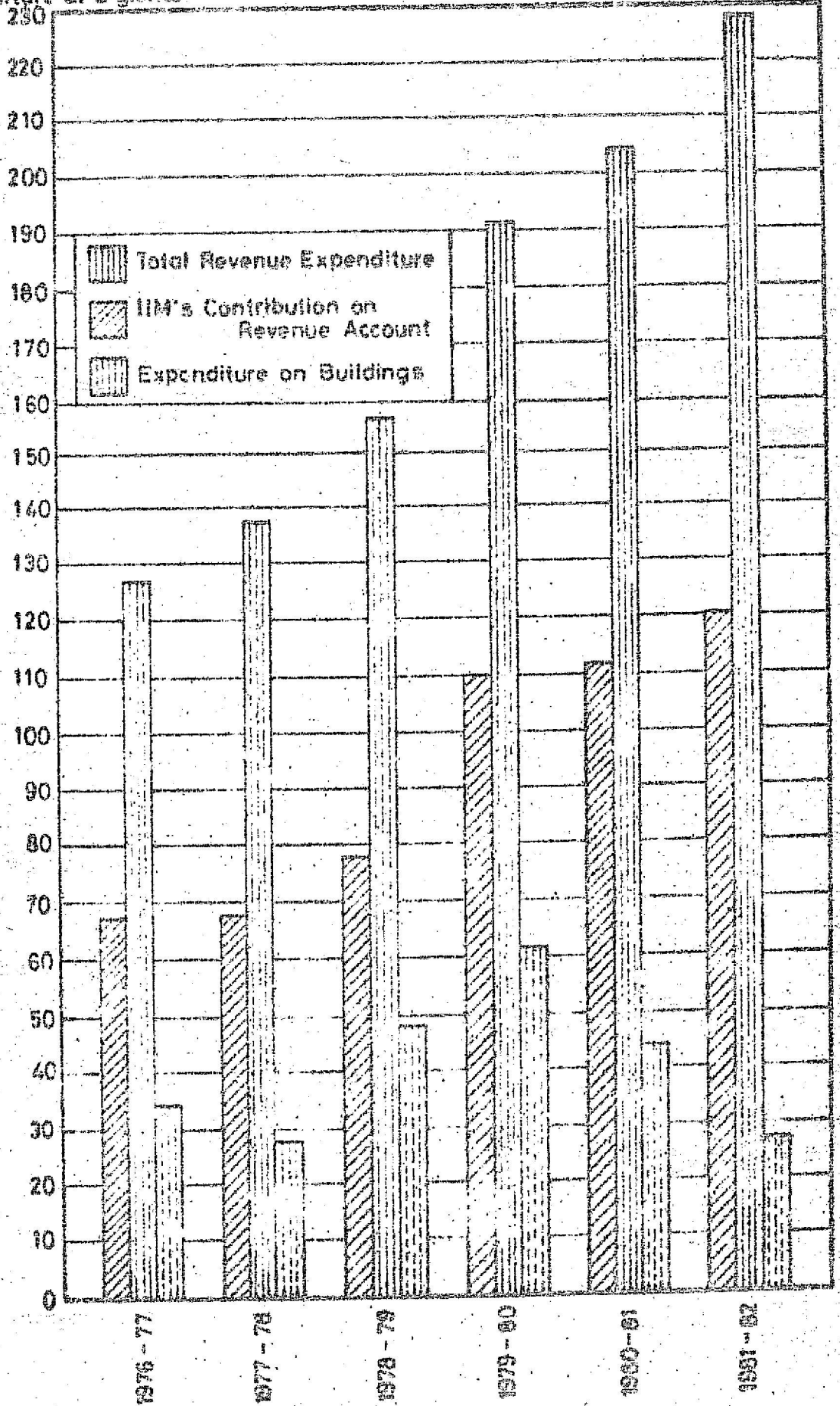
The Management Development Centre is now renamed as Kasturbhai Lalbhai Management Development Complex in memory of the late Shri Kasturbhai Lalbhai. A class room was also put to use. The kitchen has also been completed and put to use.

Married Students' Quarters

Provision has been made in the campus master plan for 16 quarters for married students, and construction of eight is in progress.

Permanent Street Lights

Installation of permanent street lights on the campus is over. The main entrance area is illuminated with sodium vapour lamps while the asphalt road leading to faculty and staff housing and dormitories has mercury vapour lamps. The crossroads are lit with flourescent lights.



Appendix II

## MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1977-78	78	49	411	11	549
1978-79	78	51	427	8	564
1979-80	84	53	447	8	592
1980-81	87	52	509	4	652
1981-82	85	51	489	8	633

Appendix III

## POST-GRADUATE PROGRAMMES

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Year	Two-year Post-Graduate Programme in Management	Fellow Programme in Manage- ment	Total
1977-78	312	40	352
1978-79	305	37	339
1979-80	327	27	354
1980-81	341	31	372
1981-82	337	38	375

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MDPS OFFERED DURING JULY 1981 - JUNE 1982

	<u>No. of Organizations</u>			<u>No. of Participants</u>		
	Public	Pvt.	Total	Public	Private	Total
1. 3-Month Advanced Programme on Computer Based Information Systems Analysis and Design July 28 -September 26, 1981	24	6	30	41	6	47
2. Programme on Human Resources and Organizational Development July 21-26, 1981	21	6	27	22	8	30
3. Management Development Programme for Top Executives of Handloom Corporations and Cooperatives July 26 - August 8, 1981	20	-	20	23	-	23
4. Programme on Management of Agricultural Enterprises Aug. 16-September 16, 1981	16	5	21	29	6	35
5. 3-Tier Programme for Management Development - August 16 to October 3, 1981						
Middle Management Course August 16-Sept. 12	15	37	52	20	88	108
Senior Executives Course September 13-30	16	35	51	20	60	80
Top Management Seminar Sept. 26-October 3	9	30	39	10	30	40
6. Tier I (Management of Primary Health Centres) of 3TP for Management of Health and Family Welfare Services September 7 - 23	1	-	1	39	-	39
7. Advanced Programme in Human Resources Management Sept. 20-26	15	11	26	17	11	28
8. Programme on Management of Rural Development November 1-21	17	1	18	20	1	21

	<u>No. of Organizations</u>			<u>No. of Participants</u>		
	Public	Pvt.	Total	Public	Private	Total
9. Seminar on Management by Objectives - November 2-7	11	9	20	13	10	23
10. Management Development Programme for Medium and Small Enterprises	7	17	24	8	17	25
11. Tier II (for District Medical Officers) of 3TP for Management of Health & Family Welfare Services - November 9-21	2	-	2	16	-	16
12. Programme on Designing Projects for Agricultural Development Nov. 8-Jan. 16	17	-	17	26	-	26
13. Programme on Product Policy & New Product Management Nov. 23-Dec. 1, 1981	1	29	30	1	37	38
14. Tier III (Policy Level) of 3TP for Management of Health and Family Welfare Services December 2-6, 1981	2	-	2	12	-	12
15. Programme on Project Identification, Formulation, Appraisal and Implementation Dec. 14-Jan. 8	20	-	20	29	-	29
16. Management Education Programme December 6-1981-April 6, 1982	13	24	37	17	26	43
17. Tier I (for primary health centres) of 3TP for Management of Health & Family Welfare Services - Jan. 18-Feb. 3	1	-	1	33	-	33
18. Tier I of 2-Tier Management Development Programme in Public Systems February 1-28	12	-	12	12	-	12

	<u>No. of Organizations</u>			<u>No. of Participants</u>		
	Public	Pvt.	Total	Public	Private	Total
19. Programme for Women Managers: Issues of Role and Authority February 8-13	24	10	34	35	10	45
20. Programme on Data Base Management Systems: Concepts & Applications February 22-27	21	8	29	30	11	41
21. Workshop on Organizational Design Development & Change Agency March 10-18	11	7	18	13	7	20
22. Programme on Management Training Techniques - April 12-20, 1982	26	4	30	33	4	37
	322	239	561	519	332	851

Appendix V

## CASES, RESEARCH AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1977-78	1612	196	166
1978-79	1750	221	197
1979-80	1886	241	213
1980-81	1969	265	245
1981-82	2041	290	261

Appendix VI.

## BOARD OF GOVERNORS

## CHAIRMAN

Keshub Mahindra  
Chairman, Mahindra and Mahindra Ltd.,  
Bombay

Nanubhai Amin  
Chairman  
Jyoti Ltd.  
Baroda

Harshavadan Mangaldas  
Chairman  
Aryodaya Spg. and Wvg. Co. Ltd.,  
Ahmedabad

Prafull Anubhai  
Chairman and Managing Director  
Rustom Mills and Industries Ltd.,  
Ahmedabad

P C D Nambiar  
Chairman  
State Bank of India  
Bombay

Rahul Bajaj  
Chairman and Managing Director  
Bajaj Auto Ltd.,  
Poona

Nitin R Patel  
Professor  
Indian Institute of Management  
Ahmedabad

P K Basu  
Director-General  
Bureau of Public Enterprises  
Ministry of Finance  
New Delhi

Ishwarbhai J Patel  
Maharishi Agriculture  
Research University  
Ahmedabad

H K L Capoor  
Chief Secretary  
Government of Gujarat  
Gandhinagar

K Ramamoorthy  
Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

N M Desai  
Chairman and President  
Larsen and Toubro Ltd.,  
Bombay

P Sabanayagam  
Chief Executive  
South India Viscose Ltd.,  
Coimbatore

A K Dhan  
Vice Chancellor  
Ranchi University  
Ranchi

M L Shahare  
Chairman  
Union Public Service Commission  
New Delhi

J K Kalyanakrishnan  
Financial Adviser to  
Ministry of Education & Culture  
New Delhi

Shrenik Kasturbhai  
Managing Director  
Anil Starch Products Ltd.,  
Ahmedabad

Udai Pareek  
Professor  
/ Indian Institute of Management  
Ahmedabad

A N Saxena  
Executive Director  
National Productivity Council  
/ New Delhi

S Vedantham  
Deputy Educational Adviser (T)  
/ Ministry of Education & Culture  
New Delhi

R C Shah  
Chairman and Managing Director  
Exim Bank  
Bombay

S Varadarajan  
Chairman and Managing Director  
Engineers India Ltd.,  
New Delhi

Ram S Tarneja  
Managing Director  
Bennett Coleman and Co Ltd.,  
Bombay

V S Vyas  
Director  
Indian Institute of Management  
Ahmedabad

A H Tobaccowala  
Managing Director  
Voltas Ltd.,  
Bombay

SECRETARY

R C Chib  
Administrative Officer  
Indian Institute of Management  
Ahmedabad

#### SUB-COMMITTEES OF THE BOARD

##### PERSONNEL COMMITTEE

Keshub Mahindra (Chairman)  
R C Shah  
V S Vyas  
R C Chib (Secretary)

##### BUILDING COMMITTEE

Nanubhai Amin (Chairman)  
M D Patel  
V S Vyas  
R C Chib (Secretary)

##### FINANCE COMMITTEE

Keshub Mahindra (Chairman)  
Harshavadan Mangaldas  
Shrenik Kasturbhai  
J A Kalyanakrishnan  
V S Vyas  
R C Chib

SOCIETY\*

The Secretary  
Ahmedabad Cotton Mfg Co Ltd  
Gomatipur  
Ahmedabad 380 021

Mr Maitreya B ~~Harivallabhdas~~  
Shri Amruta Mills Ltd  
Outside Sanspur Gate  
Ahmedabad 380 018

Mr D S Sadhu/Mr V B L Mathur  
Ahmedabad Jupiter Spg Wvg & Mfg Mills  
Dadhichi Road  
Post Box No 43  
Ahmedabad 380 001

Mr Chinubhai Manibhai/  
Mr Shrenik Kasturbhai  
Anil Starch Products Ltd.,  
Anil Road  
Ahmedabad 380 002

Mr Mahendra Kanaiyalal  
Ahmedabad Kaiser-I-Hind Mills Co Ltd  
Outside Raipur Gate  
Ahmedabad 380 022

Mr Nitin J Nanavaty  
Managing Director  
Aparva Containers Pvt Ltd  
Naroda Road  
Ahmedabad 380 002

Mr Ramesh Chandulal/  
Mr Bipin Chandulal/  
Mr D R Desai  
The Ahmedabad New Cotton Mills  
Co Ltd  
Post Box No 9  
Ahmedabad 380 002

Mr Gunottam P Hutheesing/  
Mr Deepak S Hutheesing  
Aruna Mills Ltd  
Naroda Road  
Ahmedabad 380 002

Mr P T Munshaw/Smt Nandiniben  
P Munshaw/Mr Dineshchandra  
L Patel  
Ahmedabad Shri Ramakrishna Mills  
Co Ltd  
Gomatipur  
Ahmedabad 380 001

Mr Niranjana Narottam Lalbhai/  
Mr Siddharth Kasturbhai  
Arvind Mills Ltd  
Post Box No 56  
Ahmedabad 380 002

Mr C R Amin  
Director  
Alembic Chemical Works Co Ltd  
Alembic Road  
Baroda 390 003

Mr I C Shah  
Chief Executive  
Shri Arbut Mills Ltd  
Rakhial Road  
Ahmedabad 380 021

Mr Jayakrishna Harivallabhdas/  
Mr Balakrishna Harivallabhdas  
Shri Ambica Mills  
Near Kankaria Loco Siding  
Ahmedabad 380 008

Mr Harshavadan Mangaldas  
Chairman  
Aryodaya Spg & Wvg Co Ltd  
Outside Kalapur Gate  
Asarwa Road  
Post Box No 146  
Ahmedabad 380 016

Mr Madanmohan Mangaldas  
Aryodaya Spg & Wvg Co Ltd  
Outside Kalupour Gate  
Asarwa Road  
Ahmedabad 380 016

Mr C H Choksey/Mr A S Dani  
Asian Paints India Ltd  
Post Box No 1946  
Bombay 400 011

Mr Ajay Chimanbhai/  
Mr Arvind Narottam Lalbhai  
Asoka Mills Ltd  
Post Box No 1050  
Naroda Road  
Ahmedabad 380 002

Mr S Krishnaswamy  
Managing Director  
The Associated Cement Cos. Ltd  
Cement House  
121, Maharishi Karva Marg  
Bombay 400 021

Dr N S Johary  
Managing Director  
Atic Industries Ltd  
Post Atul  
(Via) Bulsar

Mr Siddharth K Lalbhai  
Chairman  
Atul Products Ltd  
Atul, Bulsar

Mr U V Rao/  
Mr B G N Patel  
Audco India Ltd  
Care of Larsen and Toubro Ltd  
Ballard Estate  
Post Box No 278  
Bombay 400 038

Mr Rahul Bajaj  
Chairman and Managing Director  
Bajaj Auto Limited  
Akurdi  
Poona 411 035

Mr J N Guzder  
The Bombay Dyeing and Mfg. Co Ltd  
Neville House  
Graham Road  
Ballard Estate  
Bombay 400 038

Mr R P Shah/Mr P N Shah  
Bakubhai Ambalal Pvt Ltd  
Calico Mills Premises  
Post Box No 28  
Ahmedabad 380 001

Mr R C Shah  
Chairman and Managing Director  
Export and Import Bank  
Jolly Maker Chambers No 1  
2nd Floor  
Backbay Reclamation  
Bombay 400 031

Mr R K Gupta  
Assistant General Manager  
Bank of India  
Ahmedabad Main Office  
Bhadra, Ahmedabad 380 001

Chairman and Managing Director  
Bharat Earth Movers Ltd  
Post Box 7  
Bangalore 560 002

Mr K R Parameswar  
Executive Director and Group  
General Manager  
Bharat Heavy Electricals Ltd  
25/1, Mahatma Gandhi Road  
Bangalore 560 001



Mr K L Puri  
 Chairman and Managing Director  
 Bharat Heavy Electricals Ltd  
 Hindustan Times Building  
 18-20 Kasturba Gandhi Marg  
 New Delhi 110 001

Manager  
 Bharat Vijay Mills Ltd  
 Kalol (N.G)

Mr S Chaudhuri  
 Commercial Manager  
 Chemicals and Fibres of India Ltd  
 Crescent House  
 19 W. Hirachand Marg  
 Ballard Estate  
 Bombay 400 038

Mr C S Samuel  
 Chairman and Managing Director  
 Brooke Bond India Ltd  
 Post Box No 187  
 Calcutta 700 001

Mr Suhrid Sarabhai/  
 Mr S R Bastikar  
 Calico Mills Ltd  
 Outside Jamalpur Gate  
 Ahmedabad 380 002

Mr M V Arunachalam  
 Managing Director  
 Carborandum Universal Ltd  
 Tiam House  
 11-12, Rajaji Road  
 Madras 600 001

Mr Janmejay Bhagubhai  
 Managing Director  
 Cellulose Products of India Ltd  
 Post Kathwada Maize Products  
 Dist Ahmedabad

Mr C T Parekh  
 Chandrakant Parekh Pvt Ltd  
 62 Bajaj Bhavan  
 Nariman Point  
 Bombay 400 021

Mr Siddharth Kasturbhai  
 Cibatul Ltd  
 Atul (Via) Bulsar

Mr Manubhai Bhikhabhai/  
 Mr Jagdishbhai Manubhai  
 Commercial Ahmedabad Mills Ltd  
 Asarwa  
 Ahmedabad 380 016

Bara Hindu Rao  
 Post Box No. 1039  
 Delhi 110 006

Mr B N Balsaria/Mr S K Mundra  
 Shree Digvijay Woolen Mills Ltd  
 Aerodrome Road  
 Jamnagar- Gujarat

Mr Upendrakumar V Patel  
 Chairman & M. D  
 Dinesh Mills Ltd  
 Padia Road  
 Baroda 390 005

Mr UV Rao/Mr B G N Patel  
 Engineering Construction Corpn Ltd  
 L & T House  
 Post Box No 278  
 Ballard Estate  
 Bombay 400 038

Mr Kewal K Aggarwal  
 Managing Director  
 Gupta Mills Estate  
 Reay Road  
 Bombay 400 010.

Mr D K Contractor  
General Manager (Operations)  
Central Bank of India  
Chander Mukhi, Nariman Point  
Bombay 400 021

Dr S Varadarajan  
Chairman and Managing Director  
Engineers India Ltd  
4 Parliament Street  
New Delhi 110 001

Mr C K Hazari  
Joint Managing Director  
Escorts Ltd  
6 Pratap Building  
Connaught Circus  
New Delhi 110 001

Mr C D Sathe  
Chairman and Managing Director  
Exports Credit & Guarantee Corpn Ltd  
Nariman Point  
Bombay 400 021

Mr Victor J Menezes  
Vice-President  
Citi-Bank N A  
Air India Building  
Nariman Point  
9th Floor  
Bombay 400 021

Mr N M Shetty  
Chief Executive  
Ganesh Flour Mills Co Ltd  
Sabzi Mandi  
Delhi 110 007

Mr H Dhanrajgir  
Director (Personnel)  
Glaxo Laboratories (India) Ltd  
Dr Anni Besant Road  
Worli  
Bombay 400 016

Mr Shantilal K Somaiya  
Chairman  
The Godagari Sugar Mills Ltd  
Fazalbai Building  
Mahatma Gandhi Road  
Bombay 400 023

Mr D C Gami  
Managing Director  
Gujarat State Fertilizers Co Ltd  
Post Fertilizernagar  
Baroda

Mr J P Patel  
Senior Manager (Admn)  
Gujarat State Financial Corpn  
Jaldarshan Building  
Ashram Road  
Ahmedabad 380 009

Mr K N Shenoy  
Managing Director  
Hindustan Brown Boveri Ltd  
Post Box No 284  
Baroda 390 001

Dr A S Ganguly  
Chairman  
Hindustan Lever Ltd  
Hindustan Lever House  
Backbay Reclamation  
Bombay 400 020

Mr Ramakrishna Bajaj  
Hindustan Sugar Mills Ltd  
51 Mahatma Gandhi Road  
Bombay 400 023

Mr R P Kapur  
Chairman and Managing Director  
Hindustan Zinc Ltd  
6 New Fathepura  
Udaipur 313 001

Mr S. Chaudhuri  
 Indian Explosives Ltd.,  
 Fertilizer Division  
 Himalaya House  
 23, Kasturba Gandhi Marg  
 Post Box No. 698  
 New Delhi 110 001

Mr Ashim Mukherjee  
 Chief Executive (Personnel)  
 Indian Oxygen Ltd.,  
 Oxygen House  
 P 34, Taretais Road  
 Calcutta 700 053

Mr K.N. Venkatasubramanian  
 Executive Director (Marketing)  
 Indian Petrochemicals Corpn. Ltd.,  
 Post Petrochemicals  
 Baroda 391345

Mr B. Majumdar  
 Regional Manager  
 The Indian Tube Company Ltd.,  
 18, Fosbery Road  
 Bombay 400 033

Mr S.S. Mehta  
 Chairman  
 Industrial Credit and Investment  
 Corporation of India  
 163, Backbay Reclamation  
 Bombay 400 020 BR

Mr B.B. Singh  
 Chairman  
 Industrial Finance Corporation  
 of India  
 Bank of Baroda Building  
 16, Parliament Street  
 Post Box No. 363  
 New Delhi 110 001

Dr O.P. Mehra  
 Managing Director  
 International Data Management Pvt. Ltd.,  
 Express Towers, 16th Floor  
 Nariman Point  
 Bombay 400 021

Mr Rahul N. Amin  
 Manager - Corporate Group  
 Jyoti Ltd.,  
 Industrial Area  
 Post Chemical Industries  
 Baroda 390 003

Chairman and Managing Director  
 Indian Petrochemicals Corpn. Ltd.,  
 Post Petrochemicals  
 Baroda

Mr K.N. Taneja  
 Wholetime Director  
 (Finance and Secretarial Affairs)  
 Calico Mills Ltd.,  
 Post Box No. 12  
 Ahmedabad

Mr Shreenath R. Khandelwal/  
 Mr Mahendra Khandelwal  
 Khandelwal Bros. Ltd.,  
 Khandelwal Bhawan  
 166, Dr Dadebhai Neoroji Road  
 Fort, Bombay 400 038

Mr N.M. Desai  
 Chairman and President  
 Larsen and Toubro Ltd.,  
 L&T House  
 Bellard Estate  
 Bombay 400 001

Mr J.R. Joshi  
Chairman  
Life Insurance Corporation of India  
'Yogakshoma'  
Jeevan Bima Marg  
Bombay 400 020

Mr Y.N. Mafatlal/Mr R.N. Mafatlal/  
Mr P.A. Mafatlal/Mr L.D. Vasa  
Mafatlal Fine Spg. & Mfg. Co. Ltd.,  
Backbay Reclamation  
Bombay 400 001

Mr L.D. Vasa  
Mafatlal Gaganbhai & Co. P. Ltd.,  
Mafatlal House  
Backbay Reclamation  
Bombay 400 001

Mr L.D. Vasa  
Mafatlal Industries Ltd.,  
Khokra Mehadabad  
Ahmedabad 380 008

Mr J.S. Karkal  
Mahindra and Mahindra Ltd.,  
Gateway Building  
Apollo Bunder  
Fort, Bombay 400 039

Mr C.D. Manon  
Executive Director - Personnel  
Metal Box Company of India Ltd.,  
Barlow House, 59C, Chowringhee Road  
Calcutta 700 020

Mr P.C. Laha  
Chairman and Managing Director  
Metallurgical and Engineering Consultants  
of India Ltd.,  
Ranchi 834 002

Mr Y.N. Mafatlal/Mr R.N. Mafatlal/  
Mr B.K. Patel  
Mr L.D. Vasa  
Mihir Textiles Ltd.,  
Khokra Mehadabad  
Ahmedabad 380 008

Chairman and Managing Director  
Minerals and Metals Trading Corporation  
Post Box No. 7051  
Express Building  
Bahadur Shah Zafar Marg  
New Delhi 110 002

Mr Viren J. Shah  
Chairman and Managing Director  
Mukund Iron and Steel Works Ltd.,  
Lal Bahadur Marg  
Kurla, Bombay 400 070 AS

Mr Rasiklal C. Nagri/  
Mr Bansidhar R. Nagri  
Nagri Mills Co. Ltd.,  
Raipur Road  
Ahmedabad 380 021

Mr N.K. Parikh  
Chief Executive  
Mafatlal Engineering Industries Ltd.,  
Mafatlal Centre  
Nariman Point  
Bombay 400 021

Dr. Hirish Dajawat  
Director  
National Peroxide Limited  
Neville House  
Graham Road  
Bellard Estate  
Bombay 400 038

Mr D.M. Trivedi  
Chief Executive  
National Rayon Corporation Ltd.,  
Ewart House  
Bruce Street  
Fort, Bombay 400 001

Mr A.C. Mukherji  
Chairman and Managing Director  
New India Assurance Company Ltd.,  
87, Mahatma Gandhi Road  
New India Assurance Building  
Fort, Bombay 400 001

Mr Ashok Daga  
President  
New Swadeshi Mills of Ahmedabad  
Naroda Road  
G.P.O. Box No. 15  
Ahmedabad

Mr Gautam Shantilal Nanavaty/  
Mr Nautambhai J. Nanavaty  
Nutan Mills Ltd.,  
Via Vora's Roja  
Anil Road  
Ahmedabad 380 002

Mr M.M. Dalal/Mr P.L. Dalal  
Pankaj Mahipal and Company  
Rangwala Market  
Railway pura  
Ahmedabad 380 002

Mr Jyotindra N. Mehta  
Piyushakumar Natvarlal and Company  
Shreegunj, Kalyan Society  
Ellisbridge  
Ahmedabad 380 006

Mr S.L. Baliya  
Chairman and Managing Director  
Punjab National Bank  
Parliament Street  
New Delhi 110 001

Miss Lilavati Lalbhai/  
Mr Vijaysinh Chimanbhai  
Raipur Mfg. Company Ltd.,  
Post Box No. 54  
Ahmedabad 380 021

Mr B.V. Bhatt  
Rajendra Dyeing and Ptg. Mills Ltd.,  
Care of Calico Mills Ltd.,  
Outside Jamalpur Gate  
Ahmedabad 380 022

Mr Rohit C. Mehta  
Rajesh Textile Mills Ltd.,  
Rohit Mills Premises  
Khokhra Mehmedabad  
Ahmedabad 380 008

Mr R. Panchu  
Managing Director  
Ralliwolf Ltd.,  
Post Box No. 7750  
Lal Bahadur Shastri Marg  
Mulund, Bombay 400 008

Mr Rohit C. Mehta  
Mr Rajesh R. Mehta  
Rohit Mills Ltd.,  
Khokhra Mehmedabad  
Ahmedabad 380 008

Mr Prafull Anubhai  
Chairman and Managing Director  
Rustom Mills and Industries Ltd.,  
Biji House  
Stadium Road  
Ahmedabad 380 014

Mr Navnitlal Sakarlal/  
Mr Nandakishore Sakarlal/  
Mr Saurabh Navnitlal  
Sakarlal Balabhai and Co. Ltd.,  
Amraiwadi Road  
Post Box No. 19  
Ahmedabad 380 008

Mr Chinubhai Chimanbhai/  
Mr Ashoke Chimanbhai  
Saraspur Mills Ltd.,  
Post Box No. 1061  
Ahmedabad 380 002

Mr Arvind Hirajal  
Saurabh Corporation  
A/416/C, Near Mithakhali Rly.  
Crossing  
Ahmedabad 380 005

Mr Vadilal Lalubhai  
Sayaji Mills Ltd.,  
Bipin Nivas  
Ellisbridge  
Ahmedabad 380 006

Mr Pratap Bhogilal  
Shriram Mills Charitable Trust  
Shriram Mills Premises  
Forgussen Road  
Lower Parel  
Bombay 400 013

Mr R.R. Agarwal/Mr J.R. Agarwal/  
Mr O.R. Agarwal/  
Silver Cotton Mills Co. Ltd.,  
Amraiwadi Road  
Post Box No. 20  
Ahmedabad 380 008

Mr Ajitkumar C. Patel  
Director  
Soft Beverages Pvt. Ltd.,  
C/o Comsales Industries  
C/5, Industrial Estate  
Ambattur, Madras 600 058

Chief General Manager  
State Bank of India  
Local Head Office  
Bhadra, Ahmedabad 380 001

Managing Director  
State Industrial and Investment  
Corporation of Maharashtra Ltd.,  
Nirma 1st Floor  
Nariman Point  
Bombay 400001

Chairman and Managing Director  
State Trading Corporation of  
India Ltd.,  
36, Janpath  
Chandralok Building  
New Delhi 110 001

Mr Suhrid Sarabhai  
Suhrid Geigy Ltd.,  
Shahibaug House  
Ahmedabad 380 004

Mr R. Ratnam  
T.V. Sundaram Iyengar and Sons Pvt.  
Ltd.,  
Lucas TVS Limited  
Padi Post  
Madras 600 050

Mr R.N. Mafatlal/Mr Y.N. Mafatlal/  
Mr U.C. Kapasi/Mr H.H. Vasa  
Surat Cotton Spg. & Wvg. Mills  
Pvt. Ltd.,  
Mafatlal House  
Backbay Reclamation  
Bombay 400 001

Swadeshi Mills Company Ltd.,  
Bombay House  
Bruce Street  
Fort, Bombay 400 039

Mr P.V.S. Manyam/Mr C.A. Joshi  
Tata Chemicals Ltd.,  
Mithapur (Western Railway)  
Okhamandal Taluka  
Gujarat State 361345

Mr A.W. Maira/Mr R.D. Kulkarni  
Tata Engineering and Locomotive  
Co. Ltd.,  
Poona 411018

The Secretary  
Tata Hydro-Electric Power Supply  
Co. Ltd.,  
Andhra Valley Power Supply Co. Ltd.,  
Tata Power Company Ltd.,  
Bombay House, Homi Mody Street  
Fort, Bombay 400 039

Mr J.J. Bhabha  
The Tata Iron and Steel Co. Ltd.,  
Bombay House  
Homi Mody Street  
Fort, Bombay 400039

Mr L.S. Kanvinde  
Company Secretary  
Tata Oil Mills Company Ltd.,  
Bombay House, Homi Mody Street  
Fort, Bombay 400039

Mr U.V. Rao/Mr B.G.N. Patel  
Tractor Engineers Ltd.,  
Care of Larsen and Toubro Ltd.,  
Bellard Estate  
Post Box No. 276  
Bombay 400038

Mr M.Ct. Pethachi  
Managing Director  
Travancore Rayons Ltd.,  
151, Mount Road (Post Box No. 2730)  
Madras 600 002

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

Mr A.H. Tobaccowala  
Managing Director and  
Vice Chairman  
Voltas Limited  
19, Graham Road  
Bellard Estate  
Post Box No. 1198  
Bombay 400 001

Mr Lalchand Hirachand  
Chairman  
Walchandragar Industries  
Construction House  
Walchand Hirachand Marg  
Bombay 400038

Mr Surinder Singh  
Vice-President (Personnel)  
Warner Hindustan Ltd.,  
Nirlon House  
Dr Annie Besant Road  
Bombay 400025

## FACULTY AND ADMINISTRATION

Director

V.S. Vyas  
Ph. D. (Bombay)Ifzal Ali  
Ph.D. (Johns Hopkins)G.M. Desai  
Ph.D. (Cornell)V.N. Asopa  
Ph.D. (Illinois)Bakul Dholakia  
Ph.D. (MSU)K. Balakrishnan\*  
A.I.C.W.A., M.B.A. (Harvard)  
Cert. I.T.P. (Harvard)M.R. Dixit  
Ph.D. (IIT, Kanpur)S.L. Bapna  
Ph.D. (SPU)V.R. Gaikward  
Ph.D. (Saugar)S.K. Barua  
Fellow (IIMA)R.S. Ganapathy  
Dip. Bus. Adm. (IIMA)  
Ph.D. (Michigan)L.R. Bhandari  
Ph.D. (Columbia)S.R. Ganesha  
Ph.D. (London Business School)S.C. Bhatnagar  
Fellow (IIMA)Pulin K. Garg  
Ph.D. (Berkeley)Anil Bhatt  
Ph.D. (Chicago)G. Giridhar  
D.Sc. (Harvard)Shekhar Chaudhuri  
B.Tech. (Hons.)  
(IIT Kharagpur)  
Fellow (IIMA)Girja Sharan  
Ph.D. (Cornell)B.M. Desai  
Ph.D. (Cornell)C. Gopinath  
Ph.D. (IIT, Kharagpur)D.K. Desai  
Ph.D. (Illi)Anil K Gupta  
M.Sc. (H.A.U.)

\* On leave



- V.L. Mote  
Ph.D. (N. Carolina)
- T.K. Moulik  
Ph.D. (IARI, Delhi)
- Nirmala Murthy  
D.Sc. (Harvard)
- K.R.S. Murthy  
D.B.A. (Harvard)
- I.M. Pandey  
Ph.D. (Delhi)
- Udai Pareek  
Ph.D. (Delhi)  
(L & T Professor of Organizational Behaviour)
- Indira J. Parikh  
M.Ed. (Rochester)  
Ph.D. (Gujarat)
- Nitin R. Patel  
Ph.D. (MIT)
- N.N. Pathak  
M.Sc. (London School of Economics)
- Samuel Paul  
Ph.D. (Syracuse)
- D.M. Pestonjee  
Ph.D. (Aligarh)
- M. Raghavachari  
Ph.D. (Berkeley)
- V. Raghunathan  
Fellow (IIMC)
- K.V. Ramani  
Ph.D. (Cornell)
- C.G. Ranade  
Ph.D. (Cornell)
- C. Rangarajan\*  
Ph.D. (Pennsylvania)
- T.P. Rama Rao  
M.Tech. (IIT, Kanpur)
- S. Sreenivas Rao  
M.A. (Osmania)  
M.A. (Syracuse)
- V. Venkata Rao  
Ph.D. (Georgia Institute of Technology)
- T. Venkateswara Rao  
Ph.D. (SPU)
- N. Ravichandran  
Ph.D. (IIT, Madras)
- P.S. Sachdeva  
Dip. Bus. Adm. (IIMA)  
(At Wharton School, Ph.D. Programme)
- Jahar Saha  
Ph.D. (Case Western Reserve)
- Mirza S. Saiyadain  
Ph.D. (Kansas)
- J.K. Setia  
Ph.D. (Stanford)
- S.P. Seetharaman  
Ph.D. (SPU)

---

\* On leave

- Anand P. Gupta  
Ph.D. (Florida)
- G.S. Gupta  
Ph.D. (Johns Hopkins)
- D.P. Gupta  
Ph.D. (Purdue)
- Ramesh Gupta  
Ph.D. (Berkeley)
- Ranjit Gupta  
M.A. (Lucknow)  
(SBI Professor of Rural  
Development)
- Tirath R. Gupta  
Ph.D. (Massachusetts)
- V.K. Gupta  
M.Com. (Lucknow)  
M.S.S. (The Hague)  
(GSFC Professor of Management  
in Agriculture)
- V. Jaikumar  
AICWA, Ph.D. (Columbia)
- Abhinandan K. Jain  
Fellow (IIMA)
- B.H. Jajoo  
Ph.D. (IIT, Kanpur)
- S.G. Joag  
Dip. Bus. Adm. (IIMA)
- Amarlal H. Kalro  
Ph.D (Minnesota)
- Mohan Kaul  
Ph.D (Paris)
- Pradip N. Khandwala  
Ph.D (Carnegie-Mellon)
- Inderjit Khanna  
I.A.S.
- Rakesh Khurana\*  
M.S. (Northwestern)  
Ph.D. (Gujarat)
- M.G. Korgeonkar  
Ph.D. (IIT, Bombay).
- S.C. Kuchhal  
M.Com. (Allahabad)  
(IFCI Professor of Management)
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