

# Twenty-Fourth Annual Report

1985 - 1986



विद्या विनियोगाद्धि का सः  
IIM  
AHMEDABAD

Indian Institute of Management  
Ahmedabad

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## APPENDICES



## 1. THE YEAR IN RETROSPECT

The Institute maintained a steady progress in its various programmes and activities during 1985-86. A faculty committee has been appointed to review the Post-Graduate Programme. The Review Committee has been given a fairly flexible mandate to examine the Programme's content and form and suggest appropriate changes. We are hopeful that this review will enable us to adapt the Programme to the changing needs and environment of professional management in the country and incorporate recent trends in the methods and techniques of management education. We also expect to use the cumulative experience of the faculty and students with the Post-Graduate Programme as it has been offered in the past. The Faculty Development Programme has been modified to provide a choice to sponsoring institutions and participants who are unable to avail of the full one-year programme. On the other hand, participants opting for the full course will have the opportunity to undertake meaningful project work to supplement classroom learning. The Fellow Programme has by now supplied academic personnel to several educational institutions and consulting organizations. While we have not been able to introduce any fundamental change in this Programme, our efforts to strengthen it in relation to emerging needs of various types of participants will continue.

In the area of management development programmes, the Institute responded during the year under review to the Government of India's decision to provide short-term management development opportunities to senior officers of the Indian Administrative Service. We conducted a 7-week programme for officers of 10 to 16 years seniority. This programme provided valuable lessons about making such training efforts relevant to the participants' needs and the objectives of such programmes as envisaged by the government. We hope to enhance our capability to meet the emerging needs of government towards a more effective and motivated civil service. We also conducted some innovative programmes in the fields of management of cooperative enterprise, health and population management, energy, social development, and application of computers and information technology to management problems. We received financial help for these programmes from organizations such as the Ford Foundation, Food and Agriculture Organization, International Committee on Management of Population Programmes, the Economic Development Institute of the World Bank, UNESCO, ICSSR, National Cooperatives Development Corporation, IDBI, and several other government and non-government agencies. We are grateful to all these sponsoring agencies for their generous help and support. In view of the growing demand for continuing education programmes, we have planned to extend classroom and other administrative facilities in the Kasturbhai Lalbhai Management Development Centre.

Although our research output is rather modest in comparison with our expectations, we have competent faculty resources in good measure to strengthen our plans and activities in this area spanning vital sectors of the economy including industry, agriculture and rural development, energy, transport, health, and education.

We are at times compelled to moderate our research plans due to heavy demand for faculty resources for the large variety of educational and development programmes for which we have long-term commitments. We are, however, hopeful of strengthening our faculty resources to be able to devote enough time to research and development of teaching material.

I am happy to record that Professor Nitin Patel received Shri Hari Om Ashram Prerit Vikram Sarabhai Memorial Award for 1985, instituted by the Physical Research Laboratory, Ahmedabad, for his significant contribution to research in the field of systems analysis.

The Institute's consulting assignments during the year covered, for the large part, industrial and service organizations in the public sector. A series of studies undertaken by the faculty teams for one of the most crucial industries in the public sector is likely to provide to the Institute an in-depth and comprehensive understanding of the working and problems of management systems in that industry. Our consulting studies also included defence-oriented enterprises and some significant issues in rural development.

The Institute has made considerable addition to its physical resources in the area of computers and information systems. A sophisticated mainframe computer system and 25 personal computers were acquired during the year under review. We also received a micro computer system from American Express during the year. I would like to record of our gratitude to American Express for this valuable gesture. As a result of our progress in this regard, it has now been possible to acquaint all participants in our long and short duration programmes to the use and application of computers in modern management. We have also acquired some new machines for reproduction of teaching and research material. We hope to take additional measures to keep pace with changing technology both in management education as well as management of our academic and administrative systems.

The Institute has initiated a concerted effort to make its academic journal Vikalpa more responsive to the changing environment of professional management in various sectors of the economy and more relevant and interesting to its growing readership. We have concurrently launched a drive to seek financial help from industry and other organizations for this purpose and we have received excellent response from MMTC, Ford Foundation, IPCL, IDBI, and other organizations for this project. We are indeed grateful to all these organizations for their help.

I am very happy to state that the Tata Iron and Steel Company Limited has made a generous donation of Rs. 500,000 to the Institute in support of the proposed Centre for Educational Innovation in the memory of the late Professor Ravi J. Matthai. This leading contribution from TISCO reinforces our confidence to obtain adequate help from the Institute's friends to be able to launch a fitting tribute to Professor Ravi Matthai. We are ex-

tremely grateful to the management of TISCO for this most valuable help. A suitable Foundation is likely to be set up very soon in Washington D.C. for receiving donations for the new Centre from our alumni and other friends abroad. We are grateful to Mr. Peter Geithner of the Ford Foundation for his kind help and leadership in this regard.

We have decided to celebrate the Institute's Silver Jubilee during the period October 1986 - October 1987. A committee has been set up to recommend a concrete action plan for this purpose and we are looking forward to celebrating the Silver Jubilee in a spirit matching the Institute's character and legacy.

The Institute's progress and achievements depend on the hard work and sense of commitment of faculty, staff, and students and most valuable support we have consistently received from the Board of Governors, the Society, alumni, industry, government, and the community at large. We wish to record our appreciation and gratitude to all our friends and supporters and look forward to their continued help.

N.R. SHETH  
Director

## 2. BOARD, SOCIETY, AND PERSONNEL

### BOARD

Mr V. Krishnamurthy, Chairman, Steel Authority of India Ltd., New Delhi, was appointed by the Government of India as Chairman of Indian Institute of Management, Ahmedabad, for a period of five years in place of Mr Keshub Mahindra.

Mr N.M. Desai and Mr Shrenik Kasturbhai were co-opted as members of the Board of Governors for a second term of five years.

Mr Arvind N. Lalbhai, Chairman, The Asoka Mills Ltd., Ahmedabad; Mr Jaykrishna Harivallabhdas, Chairman, Shri Ambica Mills Ltd., Ahmedabad; and A.H. Tobaccowala, Chairman, Voltas Ltd., Bombay, were elected to the Board for a second term of two years from the Donor Member's constituency. Mr H.P. Nanda, Chairman and Managing Director, Escorts Ltd., New Delhi, was elected to represent the Donor Member's constituency for a period of two years.

The Board met four times and the Society met two times during the year.

### SOCIETY

General Insurance Corporation of India, Bombay, has contributed Rs. 50000 towards Society membership during the year.

### PERSONNEL

K. Balakrishnan joined the Finance and Accounting area as Professor on April 4, 1985. Before joining the Institute he was with the Asian Institute of Management, Manila.

Dr. Rekha Rani Jain joined the Production and Quantitative Methods area as Visiting Faculty on June 21, 1985. Before joining the Institute, she was a probationary officer with the State Bank of India.

Dr. R.H. Dholakia joined the Economics area as Associate Professor on September 3, 1985. Before joining the Institute, he was Reader in Economics at M.S. University, Baroda.

Dr. J.S. Chhokar joined the Organizational Behaviour area as Associate Professor on September 30, 1985. Before joining the Institute, he was Professor, Organizational Behaviour-Management Development Faculty, Railway Staff College, Vadodara.

Dr. G. Raghuram joined the Public System Group as Assistant Professor on October 7, 1985. Before joining the Institute, he was Assistant Professor, School of Business, Tulane University, New Orleans.

Mr. Ramesh Bhat joined the Institute as Visiting Faculty in the Finance and Accounting area on April 30, 1986. Before joining the Institute, he was Assistant Director at the Institute of Chartered Accountants of India, New Delhi.

Extension of leave of absence

The leave of absence granted to Professors G.R. Kulkarni, M. Raghavachari, and K.V. Ramani was extended. Professor G.S. Gupta was granted leave.

Resignations

Professors C.G. Ranade, Ifzal Ali, and Arindam Das-Gupta have resigned.

Retirement

Mr. R.C. Chib, Secretary and Administrative Officer, retired on attaining the age of superannuation on March 31, 1986. Mr. A.C. Trivedi, Executive Assistant, retired on January 31, 1986.

Faculty Development Programme

Professor S.G. Joag continued to work at Oklahoma State University for his doctoral degree.

Outside Assignments

<u>Faculty</u>	<u>Assignments</u>	<u>Period</u>
Anil Bhatt	Asian and Pacific Development Centre, Kuala Lumpur	May 27, 1985 to August 26, 1985
Omprakash K. Gupta	C.M.C. Ltd., New Delhi	July 1, 1985 to June 30, 1986
Sasi Misra	Visiting Professor McGill University	July 11, 1985 to July 10, 1986
Manu Shroff	Editor, <u>Economic Times</u>	July 15, 1985 to July 14, 1986
V. Raghuram	Teaching assignment at Tulane University	May 26, 1986 to July 12, 1986
G.S. Gupta	Visiting Professor of Economics, Illinois State University	Aug. 19, 1985 to May 18, 1986
Anil Gupta	Bangladesh Agricultural Research Institute, Dhaka	Aug. 28, 1985 to Aug. 27, 1986

R.M. Maru	Teaching Assignment at the University of Michigan	Sept. 1, 1985 to June 30, 1986
C.D. Wadhva	Director General, Indian Council for Research on International Economic Relations, New Delhi	Feb. 3, 1986 to Feb. 2, 1987
Anand P. Gupta	World Bank Office New Delhi	April 14, 1986 to April 13, 1987

#### Endowed Chairs

Professors V.R. Gaikwad, P.N. Khandwalla, and C.D. Wadhva were appointed as the State Bank of India Professor of Rural Development, the Larsen and Toubro Professor of Organizational Behaviour, and the Reserve Bank of India Professor of Industrial Economics respectively for three years beginning September 16, 1985. Professor Wadhva resigned from the RBI Chair with effect from February 2, 1986 on his appointment as Director General, ICRIER. Professor S.C. Kuchhal continued to hold the IFCI Chair Professor of Management.

#### Vikram Sarabhai Lecture

The tenth Vikram Sarabhai Lecture on "Management of Socio-Economic Tasks" was delivered by Professor Yashpal, Chairman of the University Grants Commission, on March 10, 1986.

### 3. POST-GRADUATE PROGRAMME IN MANAGEMENT

The twenty-second session of the Post-Graduate Programme in Management began on July 2, 1985 with an enrolment of 191 students. The second year programme commenced on June 26, 1985 with an enrolment of 162 students. Out of the four students who were given conditional promotion to the second year, three have fulfilled the requirements.

At the end of the second year 163 students had satisfactorily completed the academic requirements for graduation from the Institute. This included 15 students specializing in agricultural management and 26 students belonging to SC/ST.

#### Preparatory Programme

Thirty-two candidates who were identified to be deficient in basic mathematics and/or communication on the basis of their academic background, performance in the admission test, and interviews were called to attend the preparatory programme in Communications and Mathematics which was held from June 3 to 22, 1985.

#### Curriculum

During the year the first year students had to study 22 compulsory courses, 7 each in the first two terms and 8 in the third term. In the second year programme (General), 34 elective courses were offered in addition to a two-unit compulsory course in Business Policy. Moreover, 43 one-term project courses were offered to 86 students in the areas of their interest.

In the second year programme (Specialization in Agricultural Management) 9 compulsory courses inclusive of a Project Course and 8 elective courses were offered. Two students pursued a course of Independent Study (CIS) equivalent to two units of courses.

#### Institute Lecture Series

In this year's lecture series, Mr. Justice B.J. Diwan delivered a lecture on March 4, 1986. The topic was "Citizen's Duty in Riots".

#### Students' Exchange Visit

During the past few years, the students of IIM, Ahmedabad, Calcutta, and Bangalore have been exchanging goodwill visits in rotation. During the current academic year, IIM Calcutta hosted the visit from November 13 to 16, 1985. The IIMA contingent of 50 students participated in various events such as sports, debates, management games, and other social, cultural and academic activities.

## Admission of Foreign Students

One student of the Kellogg Graduate School of Management at Northwestern University was permitted to spend the first term of the second year PGP at the Institute. Two students from the ESSEC Graduate school of Management, France, spent the second year second term at the Institute. This visit was part of the exchange programme which the IIMA has entered into with ESSEC.

## Graduation

One hundred and sixty-three students including 15 students with agricultural specialization were awarded the Institute's Post-Graduate Diploma in Management at the 21st Annual Convocation on March 25, 1986. Mr Hiten Bhaya, Member, Planning Commission, delivered the Convocation address. The following students received the "Indian Institute of Management, Ahmedabad Medals for Scholastic Performance":

### PGP (General)

Ahuja Anil  
Devina Mehra (Ms)  
Ahuja Rajeev

## Course Review

A comprehensive review of the PGP courses is under way by a Review Committee constituted for this purpose. The Committee has already gathered adequate data and presented some of its findings to the faculty for further discussions.

## ADMISSION

The Post-Graduate Programme commencing July 1986 attracted 8,657 applications. The comparative figures for this and previous years are given below:

	<u>1986-88</u>	<u>1985-87</u>
General	7,858	8,356
SC/ST	435	425
SPA	364	384
	<hr/>	<hr/>
	8,657	9,165
	<hr/>	<hr/>

Details on the number of applications received, candidates called for interview, selected, and recommended for the Preparatory Programme are given below:



	General	SC/ST	SPA	Total
Applications received	7,858	435	364	8,657
Called for interview	501	90	90	681
Selected	180	35	30	245
Waitlisted	50	-	5	55
Recommended for Preparatory Programme	8	13	18	39*

\*(excludes candidates on the waiting list)

Relaxations were given to SC/ST applicants in all segments of the selection procedure. SPA applicants were also given relaxations in some segments of selection.

#### FINANCIAL AID

##### Loans

This year loan applications were not recommended to the SBI as it was easier for the students to obtain loans and complete the loan formalities speedily at bank branches located at the students' home-towns. No loans were granted from the IIMA Loan Fund because many nationalized banks were giving loans to the students for higher studies at a slightly lower rate of interest compared to the rate charged by us.

Efforts were made to recover the outstanding loan amounts granted from the IIMA Loan Fund. Out of 25 loan recovery cases, an amount of Rs. 11,695.43 was recovered and six cases were closed. The remaining 19 cases are being pursued.

##### Scholarships

##### A. Industry Scholarships

Thirty-one industry scholarships were awarded as follows:

##### 1. General Industry Scholarships

Fifteen students from the first year (1984-86 batch) were awarded scholarships of Rs. 3,500 each for the academic year 1984-85. Fourteen second year students (1983-85 batch) were awarded scholarships; one scholarship was for Rs. 4,000 and the remaining 13 scholarships were for Rs. 3,500 each.

##### 2. Bank of Maharashtra Scholarship for SC/ST Students

Two scholarships of Rs. 3,500 each for poor SC/ST students were awarded to two second year students for the academic year 1985-86.

#### B. Faculty Memorial Scholarships

One first year student of the 1984-86 batch was awarded the B.K. Hedgde Memorial Scholarship of Rs. 3,000 for 1984-85, and one second year student of the 1983-85 batch was awarded the Warren Haynes Memorial Scholarship of Rs. 3,000 for 1984-85.

#### C. Government of India Merit-cum-Means Scholarships

From the first year (1984-86 batch) 16 students and from the second year (1983-85 batch) 18 students were awarded this scholarship of Rs. 2,200 each.

#### D. IIMA Scheduled Castes/Scheduled Tribes Scholarships

During 1985-86, all the 15 students (including one repeater) in the first year and all the 26 students in the second year were awarded this Scholarship of Rs. 1,500 each. Of these students, three from the first year and eight from the second year were given waiver of tuition fees and room rent of Rs. 1,130 each.

#### PLACEMENT

This year 150 students (including 1 alumnus) sought placement assistance and all of them were placed. One hundred and seventy-four organizations (including 26 public sector and 7 foreign private sector organizations) sent in job announcements for 860 jobs. About 20 organizations sent job announcements after the placement season was over. Representatives from 82 organizations conducted interviews on the campus and made 256 offers. Preplacement presentations were made by more than 30 companies to explain to the potential candidates the company's present position, plans, and opportunities available.

#### SUMMER PLACEMENT

One hundred and seventy-nine students sought assistance for summer placement. One hundred and three organizations announced 389 summer placement assignments and all the students were placed.

#### 4. FELLOW PROGRAMME IN MANAGEMENT

Seventy-one students have graduated from the doctoral level Fellow Programme in Management since its inception. Another 41 students are currently at various stages of the Programme.

##### Admissions

For the new term beginning July 1985, the Institute received 484 applications. Seventy-seven candidates were called for interview; admission was offered to 15 students from which 11 joined the Programme.

##### Fellowship

Effective August 1, 1985, the fellowship has been increased. The revised rates are:

MBA, ME, M.Tech., and M.Phil. or B.E., M.A., and M.Sc. with two years work experience	Rs. 1,200 a month for all the four years.
B.E., M.A., M.Sc. with less than two years experience	Rs. 1000 a month for the first two years and Rs. 1200 a month for subsequent years.

However, the contingency amount continues to remain Rs. 3,000 a year.

##### Thesis Proposal Awards

During the year four thesis proposal awards were given, three by the Industrial Finance Corporation of India (IFCI) and one by the Foundation to Aid Industrial Recovery (FAIR). Each award is worth Rs. 2000. The awardees are:

	<u>Thesis Proposal</u>	<u>Award</u>
K. Pratap Reddy	Influence of Organizational Culture on Organizational Structure	FAIR
K. Sasidhar	Corporate Financial Behaviour: An Empirical Study	IFCI
Dipti Sethi	Inter-Organization Coordination	IFCI
R.R.K. Sharma	Two Level Warehouse Location Problem: Case of a Fertilizer Manufacturing Company	IFCI

### French Scholarships

The French Scholarships were instituted three years ago. Two students were awarded French scholarships for the academic year 1986-87:

S.V. Nathan                ESSEC scholarship  
R. Raina                    French Government scholarship

The French government has agreed to raise the scholarship amount from FF 2200 to FF 3000 a month from January 1986.

### Dissemination of FPM Thesis

During the year the following theses were acquired by University Microfilm International. In addition, abstracts of the theses will be published in the Dissertation Abstract International.

P.P. George                Diversified Indian Companies: A Study of Strategies and Financial Performance

D.V.R. Seshadri            The Dynamic Multi-Stage Multi-Commodity Process Selection-Location-Production-Allocation (DMMSLA) Model for Centralized Industrial Planning: The Case of the Indian Sponge Iron Industry

Y. P. Sabharwal            Use of Credibility Theory for Rate Making in Marine (Cargo) Insurance Business

### Convocation

Five students were awarded the title of the "Fellow of the Indian Institute of Management, Ahmedabad" in the Convocation on March 25, 1986 after completing all the requirements for the Programme. Names of the students and dissertation titles are listed below:

P.B. Nagananda Kumar    Identification and Measurement of Work Dedication

T. Rangarajan            A Study of the Management of Transition from Small Scale to Medium Scale Unit with Special Reference to the Behavioural Aspects of the Top Management

C.M. Reddy                A Study of the Process of Evolution of the Internal Environment of a Nascent Organization

K. Sasidhar                Impact of Accounting Changes: An Earning Prospective

S.J. Tambe                 Human Resources Planning in Hotel Industry

## Placement

Out of five candidates who have been awarded the title of the Fellow of IIMA, during this year, one has joined an academic institution and the rest have accepted offers from industry.

## 5. FACULTY DEVELOPMENT CENTRE

The Centre offered the Seventh Faculty Development Programme in Management from June 25, 1985 to April 18, 1986. Eleven participants from educational and professional institutions from India and Bangladesh attended.

The FDC Committee would be organizing a conference of vice-chancellors/heads of management departments of selected universities to discuss management education programmes and the role FDC can play in improving the standards. A five-day workshop on Case Development and Case Method would be offered from June 23 to 27, 1986.

In the light of the Review Committee's recommendations, a restructured FDP will be offered from July 14, 1986 to February 27, 1987. The programme will be divided into two parts. The first part is compulsory for all participants in which core academic activities will be performed. Participants will be introduced to general management and core courses, with special emphasis on project work. The duration of this part will be 20 weeks. The second part is optional in which participants do extensive project work in their area of interest. They may also attend second year PGP classes. The duration of the second part will be 10 weeks.

## 6. RESEARCH AND PUBLICATIONS

### RESEARCH AND SEED MONEY PROJECTS FUNDED THROUGH THE RESEARCH COMMITTEE

At the end of the academic year 1984-85, three research projects and 18 seed money projects sponsored by the Research Committee were in progress. Two research projects and 11 seed money projects were initiated. Eight seed money projects were dropped. The remaining five research projects and 19 seed money projects were in progress.

#### Research Projects Initiated

M.R. Dixit, "A Study of Trends and Patterns in Corporate Strategic Decisions of Large Indian Corporations during 1975-85."

Ramesh Gupta, and G. Srinivasan, "Fiscal Incentives and Business Decisions: Evaluation of Policy Options."

#### Seed Money Projects Initiated

Shekhar Chaudhuri, "Transfer of Technology to India: The Case of Indo-West German Industrial Cooperation."

Shekhar Chaudhuri, "Export of Technology from India."

Shekhar Chaudhuri, "Technology Acquisition and Assimilation in Process Industries."

Jogdeep S. Chhokar, "Action Tendency Measure of Job Satisfaction."

S. Mukhopadhyay and A. Tripathy, "Steel Authority: Future Possibilities."

I.M. Pandey, "Management of Financial Institutions: An Inquiry into the Extent of Professionalism in ICICI, IDBI and IFCI."

D.M. Pestonjee, "A Study of Role Stress in Relation to Type-A and Anger."

D.M. Pestonjee, "Development of a Psychometric Measure of Learned Helplessness (LH)."

T.V. Rao, "An Exploratory Study of Key Performance Areas and Competency Requirements of Young Management Graduates."

N. Ravichandran, "Transient Solution of Finite State Markov Models."

Pramod Verma, "Pattern of Industrial Relations: An Exploratory Study of Management and Workers' Relationship in Ahmedabad."

### Seed Money Projects Completed

Shekhar Chaudhuri, "Transfer of Technology to India: The Case of Indo-West German Industrial Cooperation."

Anand P. Gupta, "Foreign Direct Investment in India."

A. Monappa, "The P & IR Job: Its Content and Scope."

S. Mukhopadhyay, and A. Tripathy, "Steel Industry: Future Possibilities."

I.M. Pandey, "Management of Financial Institutions: An Inquiry into the Extent of Professionalism in ICICI, IDBI and IFCI."

N. Ravichandran, "Algorithmic Methods for the Stationary Distribution of Markov Chains."

N. Ravichandran, "Continuous Review Inventory Models with Decaying Items."

Pramod Verma, "Discrimination Against Female Workers: An Exploratory Study of Personnel Practices in Indian Industry."

### Seed Money Projects Dropped

P.N. Khandwalla, "Turnaround Strategy for Sick Large Organizations."

I.M. Pandey, "Information Content of Dividends: An Exploratory Study Using Indian Data."

### RESEARCH PROJECTS FUNDED THROUGH OUTSIDE AGENCIES (EXCLUDING THOSE UNDERTAKEN BY CMA, PSG, CRMS AND COMPUTER GROUP)

#### Research Projects in Progress

Ravindra H. Dholakia, "Inter-regional Variation in the Level and Rate of Economic Development: A Comparative Study of Canada and India." Sponsor: ICSSR.

G.S. Gupta, "Growth Variations Across Developing Countries." Sponsor: IFCI.

S.C. Kuchhal, "Capital Market: Task Under the Seventh Plan." Sponsor: IFCI.

Indira J. Parikh, Pauline Farell, and Doviennie Wilson-Smlie, "Women in Management: A Training Manual." Sponsor: Commonwealth Secretariat, London.

D.M. Pestonjee, "Motivation and Job Satisfaction." Sponsor: University Grants Commission.



Research Projects Completed

S.C. Kuchhal, "Capitalization of Interest on Long-Term Borrowing." Sponsor: IFCI.

Indira J. Parikh, "Women Managers and their Managerial Role Profile: A Study of Women Managers of West Africa." Sponsor: Commonwealth Secretariat, London.

CASES/NOTES COMPLETED

Registered Cases

	Author
Dairy Development Scheme for Banaskantha District of Gujarat	Gurdev Singh
Formal Credit for Agricultural Development	"
Grapevine Cultivation Scheme in Anantpur Taluka	"
Project Cycle and Project Financing	"
Computation of Economic Costs and Benefits	"
Credit Planning for Rural Development	"
Informal Lending in Rural India	"
Institutionalization of Rural Credit in India	"
Delinquency and Formal Credit	"
Minor Irrigation Development in Dangri Watershed Area	"
Demand for Working Capital Loans	"
A Brief Note on Indirect Institutional Finance for Agriculture	B.M. Desai
Inputs Distribution Credit and Crop Loan System: A Case of their Linkage in Cooperative Credit Structure	"
Financing Working Capital Requirements of Selected Agro-Processing Industries	"
Towards a Multi-Dimensional Society: Thoughts and Issues for the Future	P.M. Shingi
Missing Settlers	"
Vinchur Handloom Weavers Cooperative Society	"
Publicity Van	"

A Brief Note on Understanding Scope of Agriculture	V.R. Gaikwad
A Note on Defining Integrated Rural Development	"
Application of Science and Technology for Integrated Agriculture and Rural Development	"
Environmental Impacts of Developmental Projects: Concepts and Relevance	Tirath Gupta
Issues in Environmental Aspects of Energy Plantations	"
Taj Agro Products and Oils Ltd.	U.K. Srivastava
Launching of Kranti	S.P. Seetharaman and Sipra Mukhopadhyay
Teaching Note on Punjab Tractors Ltd.	Shekhar Chaudhuri
Copying Services Department	S. Sreenivas Rao
The Theory of Choice Under Uncertainty	Arindam Das-Gupta
Lancaster's New Approach to Consumer Demand	R.H. Dholakia
Traction Tractors Ltd.	V. Raghunathan
Khosla Brothers Ltd.	V. Raghunathan and S.K. Barua
Indian Rayon Convertible Debenture Issue	V. Raghunathan
Links India Pvt. Ltd. (A and B)	"
Investment Decisions Under Inflation	I.M. Pandey
Projects Interactions: Use of the NPU Rule	"
City Beautiful Travels	"
The Neogi Chemical Company (NCC)	"
Caselets in Cost-Volume Profit Analysis	K. Balakrishnan
New Madras Plastics Corporation	"
Star Engineering Co.	"
Lakshmi Bags Industries	"
The Muscat Branch	"
Cost Classification Exercise	"
Banwari Lal and Subir Bose	Nikhilesh Dholakia

Creative Exercises in Sales and Distribution Strategy	"
The Ranipet Begumpur Sales War	"
Product Design Services (A)	M.N. Vora
Plastic Products Ltd.	"
Introduce Yourself to Transactional Analysis	Deepti Bhatnagar
Elements of Performance Appraisal	M.S. Saiyadain
Employee Selection	"
Personnel Policy in Bharat Darshan Enterprises Sabar Mills	Pramod Verma Pramod Verma and Sivakumar
Bharat Construction Company Ltd.	P.R. Shukla and Sailesh Gandhi
Navabharat Electricals Ltd.	P.R. Shukla
Simplex Industries Ltd.	"
Indian Farmers Fertilizers Cooperative Ltd.: Aonla Project and the HBJ Pipelines	P.R. Shukla A. Tripathy and P.S. Thomas
Project Monitoring	A. Tripathy
Management of Materials Projects	"
Management Information Systems	N.R. Patel
Wiley Eastern Ltd.	N. Ravichandran
Linear Programming: A Tool for Managerial Decisions	"
A Note on Probability	"
<u>Unregistered Cases</u>	
Bharat Heavy Electricals Ltd.	N. Ravichandran
Quality Circles at BHEL	M.G. Korgaonker
Maintenance Scheduling of Railway Coaching Stock: Case of Ahmedabad	M.G. Korgaonker and G. Raghuram
Maintenance of Railway Carriage Stock in Bombay Division	M.G. Korgaonker and G. Raghuram

Bharat Heavy Electricals Limited (BHEL)

I.M. Pandey

Basic Data and Information for Preparing Project for U.K. Srivastava  
Development of Coastal Brackish Water Prawn Farms  
in Tamil Nadu

### SEMINARS

The following seminars were organized by the Research Committee during the academic year 1985-86:

<u>Topic</u>	<u>Speaker</u>	<u>Date</u>
Industrial Policy and International Competitiveness: A Marketing View	Nikhilesh Dholakia	19-08-1985
Managing International Business Issues and Experiences	Mr. David F. Wabb Senior Member of Top Management, Unilever Limited London	22-11-1985
Agricultural Sector Electricity End-Use Forecasting Model	Dr. Shishir K. Mukherjee Senior Project Manager Demand-Side Planning Program Electric Power Research Institute California	19-12-1985
Industrial Sector Electricity Demand Forecasting Model	-do-	20-12-1985
Carrying Capacity and Sustainability of Resources in Relation to Resource Uses	Professor Malcolm Slessor	18-12-1985
Renewable Energy Planning in Brazil	Mr. Emilio Lebre La Rovere FINEP, Financiadora de Estudos E Projects Brazil	18-12-1985
	and	
	Mr. Sergio Catao Aguiar CEPED - Centre De Pasquisas e Desen Volvimento Brazil	

### Publications

Vikalpa, a quarterly journal published by the Institute, has completed ninth 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 11 books and 12 monographs and wrote 64 articles or chapters in books. They also presented 39 papers and gave 34 lectures in various seminars and conferences.

### Consulting

Forty-five consultancy projects were initiated and 25 were completed during the year. The clientele included several international agencies, central and state governments, public and private sector organizations, cooperatives, banking institutions, voluntary agencies, and sponsors of the small scale industry.

## 7. MANAGEMENT DEVELOPMENT PROGRAMMES

Thirty-one management development programmes were offered during the year, six of them were new. As usual the mix of programmes for general management, sectoral management, and functional management reflected the range and variety of needs in management development.

The number of participants from government, semi-government, and public sector organizations continues to increase. Participants from the public and the government sector were 595 as against 455 from the private sector. In all 759 organizations sponsored 1050 executives to the Institute's programmes this year.

The Institute offered three management development programmes for senior managers of the Minerals and Metals Trading Corporation of India. Forty-four senior managers participated in these programmes.

A management development programme for officers of the Indian Administrative Service under the sponsorship of the Department of Personnel and Training, Government of India, was offered by the Institute. Twelve senior officers attended this programme. The Department of Personnel and Training, Ministry of Personnel and Training, Administrative Reforms and Public Grievances and Pension provides systematic in-service training to IAS officers at different levels of seniority. Particular importance is attached to the training of officers with 10-16 years of service. The Department has perceived a need and this programme aims at providing comprehensive training in management concepts and practices which would help them to go in for specialization later.

The Institute has been conducting programmes for senior executives of handloom corporations and cooperatives over the last few years. Six management development programmes have so far been offered for the handloom industry covering such areas of management as production, finance, marketing, and personnel. The focus for the next ten years on MDPs for the handloom sector will be on silk handloom and export of handloom cloth. The Institute conducted a two-day workshop on Identification of the Contents of Management Development Programme - Handloom Sector: Exports and Silk. Top executives and managing directors of handloom apex societies, corporations, and other handloom organizations were invited to share their views.

A programme on Micro Computers for Managers attracted 49 executives from 38 organizations. This programme, aimed at preparing managers to participate actively in the micro computer revolution, was designed to (1) develop an understanding of micro computers required in the choice of systems; (2) develop skills to personally use powerful fourth generation end-user software such as spreadsheets and database systems; and (3) expose to a wide range of potential applications of powerful software.

A programme on Computer Based Management Decision Support Systems was offered to provide an opportunity for decision-makers, computer specialists, and management science professionals to learn the principles behind the development of computer-based interactive systems that can support managers in their decision making process. Forty-three participants attended this programme.

A programme on Manufacturing Management and Policy was offered for top and senior executives in manufacturing function. With phenomenal advances both in manufacturing hardware (technology, equipments, etc.) and manufacturing software systems of production planning, materials management, quality control, etc. manufacturing management has emerged as a powerful weapon which enables a manufacturing organization to remain competitive and productive. Thirty-one participants attended this programme.

#### General Management Programmes

The 3-Tier Programme for Management Development, the oldest and the largest of the Institute's programmes, was offered for the twenty-third time. In this programme, executives from three different levels - middle, senior, and top - participate in exploring and understanding management problems. The top management (Tier III) segment was offered as a Seminar on Changing Environment and Strategic Response. Chief executives from public sector undertakings and private sector organizations were invited to share their experiences with the seminar participants. In all, two hundred and fifteen participants attended the three programmes.

The Institute offered the Sixteenth Management Development Programme for Small and Medium Enterprises which focuses on concepts and skills needed for improving productivity and efficiency of small and medium enterprises. Thirty-three participants attended this programme.

#### Functional Programmes

Programmes on Corporate Planning, Management of Executive Stress, Women Managers, Human Resources and Organization Development, Personnel Management and Industrial Relations, Marketing Decisions: Advances in Data Analysis, Product Policy and New Product Management, Project Management, Leasing, and Management Training Techniques were offered during the year.

#### Sectoral Programmes

A sixteen day programme on Management of Agriculture and Rural Development attracted twenty-nine participants.

A regional workshop on population programme management for South Asia and East Africa under the sponsorship of International Committee on the Management of Population Programmes (ICOMP) was conducted. Twenty-four participants from ten countries attended this workshop.

A one-week training programme for senior officials of state civil supplies corporations was offered under the sponsorship of the Department of Civil Supplies, Ministry of Food and Civil Supplies, Government of India. Twenty-eight participants attended the programme.

An international programme on Public Sector Manufacturing Enterprises was offered in collaboration with Economic Development Institute of the World Bank and Industrial Development Bank of India, Bombay. Twenty participants from eleven countries participated.

#### Long Duration Programmes

The Institute offered a three month Advanced Programme on Computer Based Information Systems Analysis and Design for the ninth time. This programme aims at developing computer professionals for designing computer based information systems in government, public, and private organizations. Thirty-seven participants attended the programme.

The tenth Management Education Programme attracted thirty-six participants. This programme is designed to provide an intensive post-entry exposure in all areas of management to executives with functional experience who are identified as having the potential to move to general management positions.

A nine week course on Designing Projects for Agricultural Development (sponsored by Training Division, Department of Personnel and Administrative Reforms, Government of India) was offered for the seventh time. Twenty-three participants attended the course.

An eight week training course on Appropriate Management Systems for Agricultural Cooperatives (AMSAC) was conducted during the year in collaboration with the German Foundation for International Development and the Food and Agriculture Organization. Twenty-one participants from seven countries attended the programme.

#### Programmes Envisaged

The Institute is planning to offer some new programmes such as Effective Management of Change, Top Managers Styles and Organizational Effectiveness, Management Development Programme for Executives of the Silk Handlooms Sector, and Management Application in Government during the next year.



## 8. CENTRE FOR MANAGEMENT IN AGRICULTURE

Recognizing that management is crucial for agricultural development and should not be confined to industry, a small group, called the Agco group, was set up within IIMA in 1963 for conducting research on cooperatives and other organizations then engaged in agricultural development. Redesignated as the Centre for Management in Agriculture (CMA) in 1971, the Centre has become the focal point for research, training, and organizational work in the agricultural sector. Largely as a result of research done by a multi-disciplinary team of over 25 faculty members with varied background, agricultural management has now emerged as a distinct entity. Its growth and importance can be characterized by over 120 research studies completed so far. Currently, the Centre is engaged in research on irrigation, energy, farm equipment, cooperatives, rural development, bio-technological inputs into agriculture, and other areas related to agricultural development. In many cases, research is carried out jointly with other faculty members of the Institute in a multidisciplinary approach.

The research output is distributed to the interested public through a monograph series which has now over 110 titles. About 600 cases have been developed for use in training programmes in the agricultural sector.

### RESEARCH

#### Projects Completed

Five projects were completed during the year. Eighteen projects are in progress. Details are given below:

<u>Completed Projects</u>	<u>Faculty</u>	<u>Sponsor</u>
Use of Wind Energy for Water Pumping: From Policy to Action	U.K. Srivastava	Ministry of Agriculture and Rural Development
Demand-Supply Management and Pricing Policy of Forest Based Raw Materials with Special Reference to Paper Industry in India (Part I)	Tirath Gupta	-do-
Interfirm Comparison for Dairy Industry	T. Madhavan A.H. Kalro	-do-
A Critical Study of Drought Declaration Procedure and Scarcity Preparedness	Girja Sharan	-do-
Evaluation Study of the Training and Visit System of Extension in Gujarat State	P.M. Shingi	Government of Gujarat

## Projects in Progress

<u>Project</u>	<u>Sponsor</u>
A Study of Production, Marketing, and Processing of Soyabean: A System Approach	Ministry of Agriculture and Rural Development
Production and Marketing of Cocoa in India	-do-
Problems of Rural Credit Institutions in Selected Backward Areas	-do-
A System Study of Selected Export Oriented Medicinal Herbs in India	-do-
Agricultural Situation in West European Countries (EEC) and its Implications for India	-do-
Demand Supply Management and Pricing Policy of Forest Based Raw Materials with Special Reference to Paper Industry in India (Part II)	-do-
Management of Sheep and Wool Development Programme in India: A Strategy for Generating Alternative Additional Off-farm Sources of Income for Rural Population	-do-
Matching Farmer's Concerns with Breeder's Objectives in Dry Regions: An Exploratory Study of Scientific Goal Setting	-do-
Working Capital Management in Selected Agro Processing Enterprises	-do-
Identifying the Bottlenecks and Evolving a Strategy for the Farm Equipment Industry	-do-
Efficiency and Efficacy of Institutional Finance in India	-do-
Systems Analysis of Transfer of Technology in Agriculture (Phase II)	-do-
Performance of Integrated Cooperative Structure: Sugar	-do-
Command Area Development	-do-
Generating Sustained Rapid Growth in Gujarat's Fertilizer Consumption	Government of Gujarat

Action Research Project Proposal for  
Developing Appropriate Management Systems  
for Integrated Paddy-Rice Cooperatives  
for Increasing Incomes of the Small Farmers

Food and  
Agriculture  
Organization,  
Rome

Preparation of Four Case Studies Identifying  
Integration of Opportunities and Action  
Project Areas Covering Four Different Commodities  
(e.g., paddy, fruits and vegetables and  
livestock)

Food and  
Agriculture  
Organization,  
Rome

Towards Water Resources Utilization and  
Development Plan for Panchmahals: Study  
of Tank System

Ford Foundation

#### POST-GRADUATE PROGRAMME (SPA)

Fifteen students completed the requirements of the Specialization Package in Agriculture in the second year of their Post-Graduate Programme and were awarded diplomas. Details of courses offered in the specialization programme are as under:

#### Term

First	Quantitative Aids in Agricultural Management Agricultural Finance Agricultural Development Policies Agricultural Marketing Environment Business Policy - I Rural Environment and Social Change
Second	Business Policy - II Research Methods in Agricultural Marketing Agricultural Input Marketing Management of Agro-Industrial Projects Systems Analysis in Agriculture Course of Independent Study
Third	Agricultural Output Marketing Finance for Agricultural Production and Marketing Rural Advertising Managerial Oral Communication Project Course

#### MANAGEMENT DEVELOPMENT PROGRAMMES

##### Programme on Management of Agricultural and Rural Development

The eleventh programme on Management of Agricultural and Rural Development was held from October 24 to November 8, 1985. In all, twenty-nine participants drawn from government administration, commercial banks, voluntary agencies, and cooperatives at-

tended the programme. The group also included two participants from Nepal.

#### Designing Projects for Agricultural Development

The seventh programme on Designing Projects for Agricultural Development was conducted from November 17, 1985 to January 18, 1986. The programme was sponsored by the Cabinet Secretariat, Ministry of Personnel and Training, Government of India. Twenty-three officials from state governments, banks, and other agencies participated in the course. The programme was conducted in two phases. An additional feature at the end of the course was an appraisal of project reports by the participants.

#### International Training Course on Appropriate Management Systems for Agricultural Cooperatives

The programme on Appropriate Management Systems for Agricultural Cooperatives (AMSAC) has been initiated by FAO for developing production-oriented integrated cooperative systems in collaboration with CMA/IIMA and the University of Marburg, West Germany. The programme is being carried out in close collaboration with the German Foundation for International Development (DSE).

The programme involves four action phases of which the first two have been completed. The third phase of the programme was organized by CMA from February 16 to April 12, 1986 to test the applicability of the approach in different countries and development of suitable action programmes. Twenty-one executives from Kenya, Nepal, Somalia, Sri Lanka, Tanzania, Thailand, and Indonesia drawn from respective cooperative marketing and supply organizations dealing in agricultural commodities, senior training officers, and teachers from cooperative training related institutions participated.

#### SEMINARS AND WORKSHOPS

##### Seminar on Learning to Unlearn

A seminar was jointly organized by CMA and the Public Systems Group on April 10 and 11, 1985 to discuss the findings of an action research on rural banking in Jhabua district of Madhya Pradesh. District officials, bankers (RRB officials), and others involved in the project participated in the seminar.

##### National Workshop on Youth and Society

An ICSSR-sponsored national workshop on "Youth and Society: View points for the Future" was held from July 29 to 30, 1985. The Association of the Asian Social Science Research Councils had planned to organize a symposium on this topic during its biennial conference in September 1985, and had invited country position papers from India, Australia, Republic of Korea, and Indonesia. As part of the preparations for this symposium, CMA was approached to coordinate a workshop and prepare a country paper on the basis of

the papers presented at the workshop. Professor P.M. Shingi of CMA and Dr. Pravin Visaria of the Gujarat Institute of Area Planning were the joint coordinators of the workshop.

#### National Workshop on AMSAC

The national policy level workshop on Appropriate Management Systems for Agricultural Cooperatives (AMSAC), jointly sponsored by the Food and Agriculture Organization of the United Nations (FAO), the National Cooperative Development Corporation of India (NCDC), and Indian Institute of Management, Ahmedabad (IIMA), was held from August 28 to 30, 1985 to bring together policy makers, administrators, chief executives of state-level business federations, and senior officials and trainers of NCDC to identify appropriate policy measures that would help development and growth of agricultural cooperatives in India. Two observers each from the Vaikunth Mehta National Cooperative Management Institute, Pune, and the Cooperative College, Chandigarh, also participated in the workshop.

Three case studies were presented by the IIMA faculty to highlight the scope of the AMSAC approach. The workshop endorsed this approach and recommended that cooperatives should make efforts to enhance land productivity of farmers, save costs in the supply of agricultural inputs, and undertake marketing and processing activities to add value to farmers' produce.

#### Workshop on Identification of the Contents of Management Development Programme for Handloom Sector

The Centre organized a workshop on December 27 and 28, 1985 to identify the contents of a management development programme for the handloom sector. Besides the Institute and guest faculty, 25 managing directors and senior executives of state handloom corporations, cooperative handloom apex societies, and private export firms participated.

#### International Workshop on Food-Energy Nexus and Ecosystem

The Second International Workshop on Food-Energy Nexus and Ecosystem was held in New Delhi from February 12 to 14, 1986 under the auspices of UNU, UBESCI, the Department of Non-Conventional Energy Sources (DNES), and CMA/IIMA. In his inaugural speech, the Vice-President of India, Shri R. Venkataraman, emphasized the inter-relationship of food and energy systems and its impact on the ecosystem. He warned about the finiteness of the natural resources like fossil fuel and urged the experts to find out solutions for less energy-intensive but still high-yielding agriculture. Professor M.G.K. Menon, Scientific Adviser to the Prime Minister and Member of the Planning Commission; Professor Ignacy Sachs, Director of the Food-Energy Nexus Programme, UNU; and Shri Maheshwar Dayal, Secretary, DNES, participated in the inaugural function.

The participants included about 30 foreign experts and 40 Indian experts representing academic, government, and non-government organizations. Fifty papers were presented on four distinct themes: existing food-energy production system, impact of the existing food-energy nexus, technological possibilities for alternative systems, and policy implications.

## PUBLICATIONS

### Monographs

Performance of Integrated Milk Cooperatives: A Study of Selected Cooperative Dairies in Gujarat and Maharashtra (Monograph 111)

by C.G. Ranade, D.P. Mathur, B. Rangarajan, and V.K. Gupta

Framework for Studying Cooperative Organizations: The Case of NAFED (Monograph 113)

by S.P. Seetharaman and N. Mohanan

Impact of Mechanization on Small Fishermen: Analysis and Case Studies (Monograph 114)

by U.K. Srivastava, M. Dharma Reddy, B. Subramanyam, and V.K. Gupta

Supply and Price Outlook for Crops (Monograph 115)

by S.L. Bapna and K.R. Rao

Management of Irrigation: A Case Study in Mehsana, Gujarat (Monograph 116)

by V.N. Asopa

Organizational Design for Technology Oriented Integrated Rural Development (Report)

by V.R. Gaikwad

### Books

Rice Bran Oil Industry: An Insight into Technology and Commercial Aspects (Concept Publishing, 1985)

by Abhay Sah and U.K. Srivastava

A System Framework of the Marine Foods Industry in India (Concept Publishing, 1985)

by G.R. Kulkarni and U.K. Srivastava

Agricultural Research Management (Oxford and IBH, 1985)

by D.K. Desai and N.T. Patel

Development of Social Forestry (Oxford and IBH, 1985)

by P.M. Shingi, M.S. Patel, and Sanjay Wadwalkar

Framework for Studying Cooperative Organizations: The Case of NAFED (Oxford and IBH, 1985)

by S.P. Seetharaman and N. Mohanan

Impact of Mechanization on Small Fishermen: Analysis and Case Studies (Concept Publishing, 1985)

by U.K. Srivastava, M. Dharma Reddy, B. Subramanyam, and V.K. Gupta

In Press

<u>Title</u>	<u>Author</u>	<u>Publisher</u>
Technology Transfer Process in Decentralized Rural Industries	T.K. Moulik and P. Purushotham	Popular Prakashan
Performance of Integrated Milk Cooperatives	P.M. Shingi, M.S. Patel, and Sanjay Wadwalkar	Concept Publishing
Economic and Management Aspects of Harvesting and Processing Resins in India	Gurdev Singh	Popular Prakashan
Guide to Management of Small Farmers Cooperatives	V.K. Gupta and V.R. Gaikwad	Concept Publishing
Guide to Management of Small Farmers Integrated Rice Cooperatives	V.R. Gaikwad and V.K. Gupta	Oxford and IBH
Managing Paddy-Rice Business of Small Farmers Integrated Rice Cooperatives in Asia	V.R. Gaikwad and V.K. Gupta	Popular Prakashan
Asian Seminar on Rural Development: The Indian Experience	Ranjit Gupta (ed.)	Oxford and IBH

Research Award

Professor S.L. Bapna has received the Kellogg Foundation International Fellowship in Food Systems administered by the Institute of International Agriculture, Michigan State University. This fellowship will enable Professor Bapna to work for three years on food distribution systems for the poor in India.

## 9. PUBLIC SYSTEMS GROUP

The Public Systems Group is the focal point of the Institute, activities relating to management in the government system. At present the Group is involved in research, training and consultancy activities in key sectors such as health and population, education, energy, transportation, and urban systems, besides being involved in development administration.

### RESEARCH

#### Completed Projects

<u>Title</u>	<u>Faculty</u>	<u>Sponsor</u>
Programme of Studies on Voluntary Organizations in Health	Anil Bhatt R.M. Maru	Ford Foundation
Financial Self-sufficiency of Voluntary Organizations	Ashok Subramanian	Ford Foundation
Regional Cooperation in Ocean Development	R.S. Ganapathy	Indian Council for Research in International Economic Research
Facility Management and Utilization in Health and Family Welfare Programme	Nirmala Murthy	Government of India
Strategies for Increasing Non-terminal Methods in Bharuch District	Nirmala Murthy	Government of Gujarat
<u>Studies in the Area of Child Survival</u>		
a) Rapid Appraisal of Child Health Status	Nirmala Murthy )	Ford Foundation
	)	
b) Scaling up of Interventions to Increase Child Survival	J.K. Satia )	
	)	
c) Computer Based Information System at Primary Health Centre	J.K. Satia ) Nirmala Murthy ) S.C. Bhatnagar )	
	)	
Increasing Rural Employment: Role of Training Institutions	G.Giridhar	



Urban Energy and Resource Policy	R.S. Ganapathy	
Micro-Movements in Development of Social Justice	Anil Bhatt	Oxfam (India) Trust
A Study of Marshalling Strategies for Goods Trains	G. Raghuram Nitin R. Patel	PSG
An Evaluation of the Utilization of Resource Support to the Adult Education Programme in Rajasthan	P.N. Misra J.P. Singh	Ministry of Human Resource Development, Department of Education, Govt. of India

Projects Initiated

Faculty

Sponsor

Energy Policy and Management (proposal stage)	R.S. Ganapathy and others	Planning Commission
A Planning System for Improving Family Welfare Services: Operational Study (proposal stage)	G. Giridhar J.K. Satia	IDRC
Depot Management - GSRTC	G. Raghuram J.S. Chhokkar N. Ravichandran	IDRC
Integrating Epidemiology and Management Concepts for Health Services Improvement	Nirmala Murthy	Ford Foundation

FPM SPECIALIZATION IN PUBLIC SYSTEMS

During the year 1985-86 two students joined the Institute's FPM course. In all, eight students are specializing in public management. The following PSG-FPM courses were offered during the year:

Social Sciences and Public Policy

Public Management

Human Resources Management in Public Systems

Seminar on Public Policy and Management

Seminar on Development Planning

Management of Social Development Programme

Two PSG-PGP project courses were offered during the year:

Technology Policy and Management

Development of an Interactive Graphic Tool for Train Scheduling

MANAGEMENT DEVELOPMENT PROGRAMMES

Regional Workshop for South Asia and East Africa on Population Programme Management.

The Regional Workshop on Population Programme Management conducted by the Public Systems Group in collaboration with the International Committee on the Management of Population Programmes (ICOMP) was meant for persons directly responsible for planning and implementing population, family planning, maternal, and child health programmes in government and voluntary agencies to acquaint them with modern management concepts, besides providing a platform to experiences.

Senior officials from government and voluntary organizations from Bangladesh, Nepal, Pakistan, Sri Lanka, Kenya, Uganda, Zambia, and Zimbabwe attended the workshop.

National Workshop on Education and Communication in the Management of Development Programmes.

The workshop was conducted by the Public Systems Group between August 26 and 31, 1985 in collaboration with the Development and Educational Communications Unit, Indian Space Research Organization, Ahmedabad. Sponsored by the Ministry of Rural Development, the workshop was conducted for decision makers, administrators, programme managers, academics, researchers, and voluntary workers. Thirty-five government officials and representatives from voluntary organizations participated.

MDP for Officers of the Indian Administrative Service

The MDP for officers of the Indian Administrative Service (10-16 years service range) was conducted by the Public Systems Group at the Institute from November 18, 1985 to January 4, 1986. The programme was sponsored by the Department of Personnel and Training, Government of India, and 12 officers participated. The objectives of the programme were to appraise the participants of emerging concepts and practices of management, equip them with analytical aids for decision making, and provide opportunities for developing problem solving skills and make effective contribution in organizational performance.

Regional Workshop on Scaling-up for Child Survival Programmes

This workshop, sponsored by the Ford Foundation, New Delhi, was held at the Institute between August 20 and 23, 1985.

The objectives of the workshop were to pool and share some of the available experiences in South Asian and South-East Asian region on scaling up, identify key issues which require attention, and develop conceptual frameworks for addressing the problem of scaling up. Thirty-seven participants from South Asian and South East Asian countries attended this workshop. The proceedings of the Workshop will be brought out shortly.

SEMINARS/WORKSHOPS/RESEARCH PAPERS

Anil Bhatt, "Micro Action for Development and Social Justice: A Study of Small Action Groups of Weaker Sections", February 1985.

R.S. Ganapathy, "Case Study on India's Development Strategy," paper presented at the International Workshop on Culture and Technology, Trieste, Italy, December 1985.

\_\_\_\_\_, "India's Urban Strategy," presentation made at the South Asian Conference on Urban Futures, New Delhi, December 1985.

G. Giridhar, "Management Aspects in the Use of Rural Health Services," paper presented at the seminar on Use of Rural Health Services, Asian Development Bank, Manila, January 1986.

\_\_\_\_\_, "Evaluation of Social Development Programmes - The Case of TRYSEM," paper presented at the National Seminar on Self Employment, NIRD, Hyderabad, October 1985.

\_\_\_\_\_, and J.K. Satia, "Design and Implementation of Planning System at Primary Health Centre - An Experiment" (to appear in the Asian and Pacific Population Journal.)

A. Mavlankar and J.K. Satia, "Vadu Rural Health Project: A Case Study," presented at the Regional Workshop on Scaling-up for Child Survival Programmes, IIMA, August 20 - 23, 1985.

P.N. Misra, Forecasting State Level Taxes: A Case Study of Gujarat, India, PSG Monograph No. 58.

Nirmala Murthy, "Development of Multilevel Child Monitoring System," paper presented at the workshop on Establishing a Monitoring System for Child Survival and Development, New Delhi.

\_\_\_\_\_, "Cost Effectiveness of IMPACT's Polio-Free Madras Campaign," report prepared for IMPACT.

D.M. Pestonjee, "Structural Issues in Organizations for Development," paper presented at the National Seminar on Community Participation and Management of Rural Development, New Delhi, January 21-23, 1985.

R.M. Maru, H.N. Pathak, J.K. Satia and Nirmala Murthy, "Strategy Formulation for Family Welfare in Gujarat," report submitted to the Government of Gujarat.

J.K. Satia, A. Mavlankar, and Indu Menon, "Issues in Scaling-up for Child Survival," paper presented at the Regional Workshop on Scaling-up for Child Survival Programmes, IIMA, August 20-23, 1985.

\_\_\_\_\_, and Rushikesh Maru, "Incentives and Disincentives in the Indian Family Welfare Program," Studies in Family Planning, Vol. 17, No.3, May/June 1986.

\_\_\_\_\_, "Operational Planning in Population Programme," paper prepared for Family Planning Effectiveness Report of the National Academy of Sciences Committee on Population, Washington.

\_\_\_\_\_, et al., "Management Training Modules for District Health Officers," prepared under a Collaborative Project on Management Training for Strengthening the Delivery of PHC Services.

## 10. CENTRE FOR REGIONAL MANAGEMENT STUDIES

### RESEARCH

As a follow-up of the seminar on "Diamond Industry of Surat and District Towns" organized in February 1985, Professor H.N. Pathak carried out an in-depth investigation of the same subject with financial assistance from CRMS. A monograph resulting from this investigation is ready.

The report on "Disaster Management in Saurashtra Region of Gujarat" by Nirmala Murthy, V.K. Gupta, and D.K. Desai was completed.

### OTHER ACTIVITIES

During the year, CRMS gave fellowships to two participants from Gujarat in the Faculty Development Programme. In addition to this, financial assistance was provided to a participant of FDP to complete a project on "Evaluation of Entrepreneurship Development Efforts made by SISI, Ahmedabad."

## 11. COMPUTERS AND INFORMATION SYSTEMS GROUP

### RESEARCH PROJECTS

#### UNDP-CAM Project

Significant progress has been made in the following UNDP-CAM research projects:

Developing DSS generator for integrated area planning at district level and action research on its implementation at district offices

DSS for irrigation systems layout optimization

Graphic-oriented spreadsheet Descarte

DSS for job shop scheduling game

DSS for portfolio management

One member of the core project team visited the Centre for Transportation Research at the University of Montreal on a three month fellowship programme. Two other members of the team have been sponsored to the Georgia Tech University, Atlanta, and Centre for Transportation Research, University of Montreal.

The UNDP-CAM Project expert Dr. John D.C. Little of the MIT Sloan School of Management visited IIM CAM Centre from January 12 to 14. The CAM faculty held discussions with Dr. John Little on the issues and emerging trends related to development of DSS and on the impact of micro computer based software system in developing information systems. Dr. John Little gave a lecture on DSS in Marketing and detailed curriculum developments at Sloan School to incorporate the impact of microcomputers in management.

The VAX-11/750 computer system received under the CAM project grant was commissioned in February 1986.

#### Other Research Projects

Computer Aided Planning of Distribution System Layout for the Narmada Project

The software developed on HP 1000 computer to aid planning of distribution system was used by the Narmada Canal Project authorities to evaluate alternative layouts and obtain detailed estimates for two branch canals. The Narmada Planning Group engineers are being trained to use the software in planning the distribution system layouts.

#### District Level Data Base

Devanagiri interface software on District Information Sys-

## TEACHING AND TRAINING PROGRAMMES

The group offered three Management Development Programmes:

Computer Based Information System (3 months duration)

Computer Based Management Decision Support System (1 week duration)

Micro Computers for Managers (1 week duration)

All these programmes were well attended.

Use of micro computer based software systems was introduced in almost all other MDPs which had computer modules. The participants were given hands-on experience on personal computers.

## PGP Courses

The use of micro computers and software systems such as spreadsheet and database have been incorporated in various PGP courses offered by the Group. Project courses on Decision Support Systems involving use of graphics and the personal computer software were offered by the Group faculty.

## PUBLICATIONS

Papers were presented by members of the group at the annual conventions of CSI and ORSA. Seven papers were presented by the members of the Group in international conferences. They also gave talks in a number of conferences.

## WORKSHOPS

The Group organized a workshop on "Computers in Education" in December 1985. The workshop was sponsored by the Department of Education, Ministry of Human Resources Development, to provide inputs for the draft policy document on education for the Seventh Plan. Thirty participants including computer professionals, educationists, administrators, and professionals connected with the School Computer Literacy Programme attended the Workshop. The recommendations of the Workshop were reported by the CSI President in his address at the annual conference in January 1986.

A Workshop for OR Teachers in Asia was organized by the Institute from March 17 to 20 1986. Professor Nitin R. Patel was the coordinator.

## AWARDS

Professor Nitin R. Patel has been awarded Shri Hari Om Sharan Prerit Dr. Vikram Sarabhai Award for his contribution to research in systems analysis and management.

## SOFTWARE DEVELOPMENT

DSS for Job Shop Scheduling Game: This package which offers several interactive facilities in playing and scheduling games involving multiple operation jobs at six machines has been developed and is now available for use. Major facilities offered by the package are forward scheduling, backward scheduling, and forward and backward sliding of operations.

Descarte: An electronic spreadsheet in which the graphic primitives can be described in the cells of spreadsheet in the same way as numbers, formula, and text to create and display different graphics objects for developing computer aided lessons has been developed.

## COMPUTER CENTRE ACTIVITIES

Expansion of computing facilities: Twenty IBM PC compatible micro computers were acquired during the year. In addition, two PC-XTs were received from American Express and Wipro as gift. The micro computers are installed in two clusters. The MDC cluster comprises 6 PCs and the D-14 cluster 14 PCs. These PCs are connected in a local area network at each cluster.

A supermini VAX-11/750 system with a large configuration and virtual memory facilities was installed under the Computer Aid Management Project sponsored and funded by UNDP and the Department of Electronics, Government of India.

To provide access to VAX-11/750 and PDP-11/70 systems to participants of various MDPs, communication cables have been laid from the Computer Centre to MDC. Facilities have also been provided to hook up the PCs at MDC to the VAX-11/750 and PDP-11/70 systems as terminals to these systems (with facilities for file transfer between PCs and the main systems).

The earlier practice of data preparation on punch-cards using key-punch machines has been discarded in favour of data entry on personal computers.

Training course on use of PCs for faculty, research, and administrative staff: The Computer Centre in collaboration with HCL organized short duration training programmes on use of PCs for the faculty, research, and administrative staff of the Institute. Hands-on experience on use of PCs was given to all participants. The Computer Centre also organized separate courses for staff of the Publications Division and Management Development Programmes Office on use of word-processing and database management. The Publication Division is planning to put all the case materials on floppies using wordprocessing.

Computer resources use in teaching, research, and consultancy: About 35 faculty members used the PDP-11/70 system for teaching in PGP, FPM, and MDPs. Computing system also was used by 40 faculty members for their research and consultancy projects. Total compu-



ter usage for this activity was about 450 hours on time sharing and 50 hours in block booking. One significant change in usage was the shift from using the timesharing system to personal computers for many consultancy and research projects. The PC labs at D-14 and MDC worked 10-12 hours every day.

Usage of computers by MDP participants: Participants of MDPs such as CBIS, DBMS, DSS, Project Management, AMP, 3-Tier Programme, Handloom, and DPAD used personal computers extensively in their course and project work. Total computer usage by these participants on PDP-11/70 was about 250 hours.

Computer usage by students: PGP, FPM, and MDP participants utilized about 1200 hours of computer time on timesharing and 690 hours of block time on the PDP system for their courses, project work, CIS, and dissertations. The accent was on using personal computer in many of the courses.

Software development: The following software were developed by the Computer Centre:

Data entry package

Tuning COBOL environment to increase throughput

Billing system for PDP-11/70

Conversion of many statistical packages and OR packages for use on PCs

Interactive package for learning LP

Packages using DBASE-III for computerizing management development programme activities (in progress)

Interactive package using DTR software on VAX-11/750 for management of CAM Library

The Computer Centre staff endeavoured to develop programmes and packages for consultancy projects undertaken by the faculty. They also provided assistance in all the computer exercises and course work in CISG courses.

The Computer Centre continued to provide support to the Institute's administrative data processing requirements such as payroll, common admission test, alumni information system, PGP-FPM grading system, financial accounting system, etc. About 800 block hours of computer time were used for these activities.

Eight educational and commercial organizations used the computer facilities on a limited basis.

## 12. ALUMNI RELATIONS AND ACTIVITIES

### IIMA Alumni Population

During the year the IIMA alumni population increased by 917 and the total now stands at 15,777.

### Updating Alumni Address

A new alumni data sheet seeking more details of the alumni was mailed to all alumni. About 1200 alumni responded and their data sheets were updated. A number of change-of-address requests were received from the alumni through various chapters.

### Executive Committee

Two meetings of the Executive Committee of the IIMA Alumni Association were held during the year. In the meeting held on July 27, 1985 the following office bearers were elected for 1985-87:

Mr. Kailash C. Gupta Export-Import Bank of India Bombay	President
Mr. D.N. Sastry Hindustan Aeronautics Ltd. Hyderabad	Vice-President
Mr. Paul Abraham Grindlays Bank plc New Delhi	Secretary

A steering committee to follow up on the executive committee's decisions was also set up.

In the meeting held on November 2, 1985, certain guidelines for local chapters were formulated and approved. These have been circulated to all chapters.

### IIMA Alumnus

During the year all the three issues of the IIMA Alumnus were brought out. The alumni have expressed their appreciation on the quality and coverage of the magazine. Efforts are being made through advertisements etc. to defray the printing costs.

### Souvenir Items

Souvenir items such as T-shirts, keychains, ash trays, and cuff-links were sold to the alumni.

## Chapter Activities

During the year the Ahmedabad, Baroda, Bombay, and Madras chapters remained active. Efforts were made to reactivate the chapters located in Delhi, Bangalore, Hyderabad, Pune, and Calcutta. The Hyderabad chapter was reactivated and, in its first meeting held on January 1, 1986, it decided to meet on the fourth Friday of every month.

A general body meeting of the Ahmedabad chapter was held on October 12, 1985 in which a new executive committee was elected. The committee chalked out a number of programmes for the year. The committee organized a dinner get-together on December 28, 1985 as its first regular activity. A decision was also taken to have the meeting of the chapter on the second Saturday of every month at IIMA. In the meeting held on January 11, 1986 discussions were held on future activities as well as the activities to be undertaken for the silver jubilee celebrations of the Institute. Another meeting was organized on February 8, 1986 when a panel discussion on "Career Experience" for the IIMA students was held. In March 1986 the chapter organized a discussion on the union budget and an intercollegiate quiz competition.

The Baroda chapter organized a number of talks during the year. On July 25, 1985 Mr. Rajesh Kikani presented a talk on how to keep production and marketing going when the plant itself is on total strike. On August 25, 1985 Dr. S. Shrikanthaiah, Dean, Faculty of Management Studies at M.S. University, spoke on "Spate of Trade Unions." On December 15, 1985 the annual general meeting of the chapter was held and a new executive committee was elected. The chapter also rendered support to the Faculty of Management Studies, M.S. University of Baroda.

The Bombay chapter organized a get-together with the summer trainees at West End Hotel. It has also started publishing a newsletter, IIMpressions. The chapter, in joint participation with the Lions Club, held a premier show of Utsav Metro Cinema.

The Madras chapter organized regular get-togethers and meetings with alumni spouses. At the get-together held on April 18, 1985, the topic for discussion was "Indian Stock Markets." A video film, The day After was screened at the get-together organized on May 16, 1985. "Relevance of Japanese Styles and Management Concepts in India" was discussed at the get-together on June 21, 1985. Interaction between the IIMA and IIMC alumni was made possible on July 18, 1985. A dinner-cum-election of office bearers of the chapter took place on August 22, 1985. The chapter met on January 4, 1986 where Professor N.R. Sheth, Director of the Institute, was the chief guest. A large number of alumni attended the meeting. On March 2, 1986, an inter-management quiz competition was held in which 11 institutions imparting management education took part which was won by the PSG College of Technology. Dr. K.M. Thiagarajan, President of the Madras Management Association, was the chief guest. While complimenting the organizers, Dr. Thiagarajan desired to have some interaction between the Madras

Management Association and the Alumni Association.

### 13. FACILITIES

As a part of providing improved facilities, a class room in the KLMDC was airconditioned. Work on constructing another 12 houses for the faculty and staff will commence soon.

Surfacing of brick paths in the campus with bitumen has been almost completed. Brick laying of aprons of the road has been undertaken.

Complete polishing/vanishing of wood fixtures in the main building, class rooms, and dormitories has been undertaken in the year.

#### VIKRAM SARABHAI LIBRARY

During the year 3863 books were added to the library, bringing the total number of books to 1,08,597. The library subscribes to about 600 periodicals. Annual reports of leading Indian and foreign companies were acquired during the year.

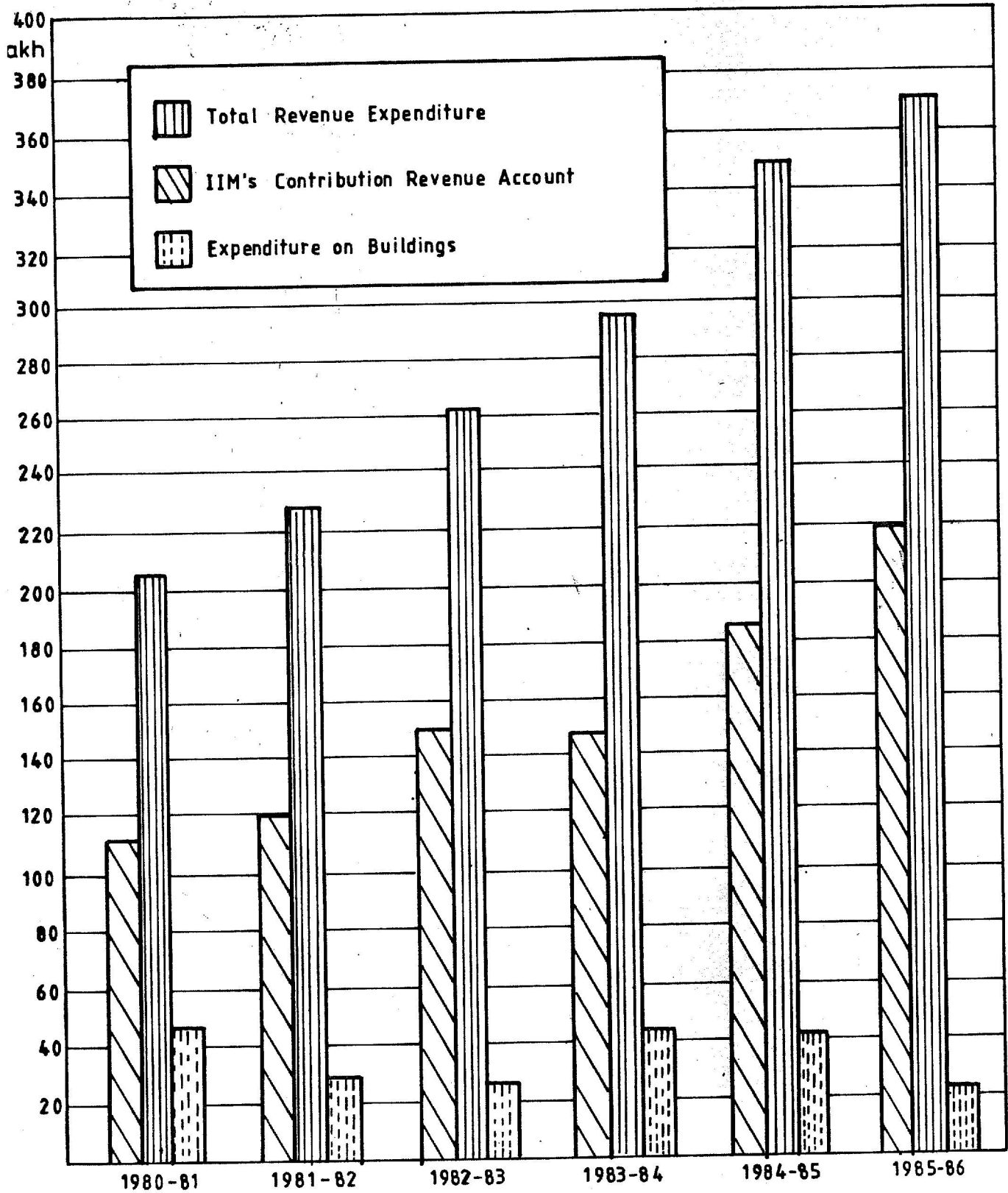
In addition to performing its normal services, the library provides reference, indexing, and bibliographical services on management literature.

The Institute's library follows an open-stack system. Twenty-two closed carrels and 44 open carrels are provided for individual study. The main reading hall accommodates 100 readers. There are also facilities for group studies.

Vikram Sarabhai Library is also bringing out every month "List of Selected New Books on Management and Related Disciplines" and "List of Articles Selected from Indian Periodicals on Management and Related Disciplines".

# Expenditure at a Glance

# Appendix I



Appendix II

MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1980-81	87	52	509	4	652
1981-82	85	51	489	8	633
1982-83	89	49	553	8	699
1983-84	86	51	572	5	714
1984-85	81	52	566	12	711
1985-86	83	45	576	4	708

POST-GRADUATE PROGRAMMES

Year	Two-year Post-Graduate Programme in Management	Fellow Programme in Management	Total
1980-81	341	31	372
1981-82	337	38	375
1982-83	358	43	401
1983-84	347	55	402
1984-85	336	48	384
1985-86	337	41	378



## MANAGEMENT DEVELOPMENT PROGRAMMES/JUNE 85 - MAY 86

Sl. No.	Programme Title	Participants			Organizations		
		Pub.	Pvt.	Total	Pub.	Pvt.	Total
1.	3-month Advanced Programme on Computer-Based Information Systems Analysis and Design June 16-August 31, 1985	30	7	37	19	7	26
2.	Marketing Decision: Advances in Data Analysis July 15-20, 1985	8	31	39	7	28	35
3.	Manufacturing Management and Policy July 29-August 3, 1985	6	25	31	6	20	26
4.	Regional Workshop for South Asia and East Africa on Population Programme Management August 5-18, 1985	24	-	24	16	-	16
5.	Management Development Programme for Small and Medium Enterprises - August 12-24, 1985	9	24	33	7	23	30
6.	Regional Workshop on Scaling up for Child Survival Activities August 20-23, 1985	37	-	37	26	-	26
7.	Middle Management Course of 3-TP September 1-28, 1985	25	65	90	18	35	53
8.	Senior Executives Course of 3-TP September 29-October 16, 1985	27	60	87	20	37	57
9.	Programme on Management of Agricultural and Rural Development October 24-November 8, 1985	24	5	29	21	3	24
10.	Programme on Corporate Planning October 27-November 2, 1985	16	21	37	13	17	30
11.	Programme on Project Management October 27-November 3, 1985	21	15	36	15	12	27
12.	Human Resources and Organization Development November 3-9, 1985	17	20	37	15	18	33
13.	First MDP for Sr. Managers of MMTC November 4-9, 1985	15	-	15	1	-	1

14. Management Education Programme November 17-April 12, 1986	8	28	36	6	26	32
15. Designing Projects for Agricultural Development November 17-January 18, 1986	23	-	23	11	-	11
16. Management Dev. Prog. for Officers of IAS November 17-January 4, 1986	12	-	12	9	-	9
17. Computer Based Management Decision Support Systems December 8-14, 1985	28	15	43	17	9	26
18. Advanced Programme in Personnel Management and Industrial Relations December 15-21, 1985	26	10	36	24	10	34
19. Workshop on Identification of the Contents of Management Development Programme for Handloom Sector: Exports & Silk December 27-28, 1985	22	1	23	19	1	20
20. 2nd MDP for Sr. Managers of MMTC January 5-11, 1986	15	-	15	1	-	1
21. Programme on Management of Executive Stress January 12-18, 1986	20	5	25	15	5	20
22. Programme on Micro Computers for Managers January 19-25, 1986	35	14	49	25	13	38
23. Programme for Women Managers January 26-February 1, 1986	18	4	22	14	4	18
24. Top Management Seminar on Changing Environment and Strategic Response January 27-February 1, 1986	18	20	38	12	13	25
25. Training Programme for Sr. Officials of State Civil Supplies Corps. February 3-8, 1986	28	-	28	16	-	16
26. International Training Course on Appropriate Management Systems for Agricultural Cooperatives February 16-April 12, 1986	21	-	21	14	-	14
27. Programme on Product Policy and New Product Management February 17-22, 1986	2	44	46	2	32	34
28. Programme on Leasing February 24-March 1, 1986	13	32	45	10	27	37

29. International Seminar on Public Sector Manufacturing Enterprises March 23-April 5, 1986	20	-	20	19	-	19
30. Programme on Management Training Techniques April 6-16, 1986	13	9	22	11	9	20
31. 3rd MDP for Sr. Managers of MMTC April 14-19, 1986	14	-	14	1	-	1
Total	595	455	1050	410	349	759

## Cases, Research, and Consulting

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1980-81	1886	241	213
1981-82	1969	265	245
1982-83	2041	290	261
1983-84	2191	294	289
1984-85	2232	335	317
1985-86	2295	352	342

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