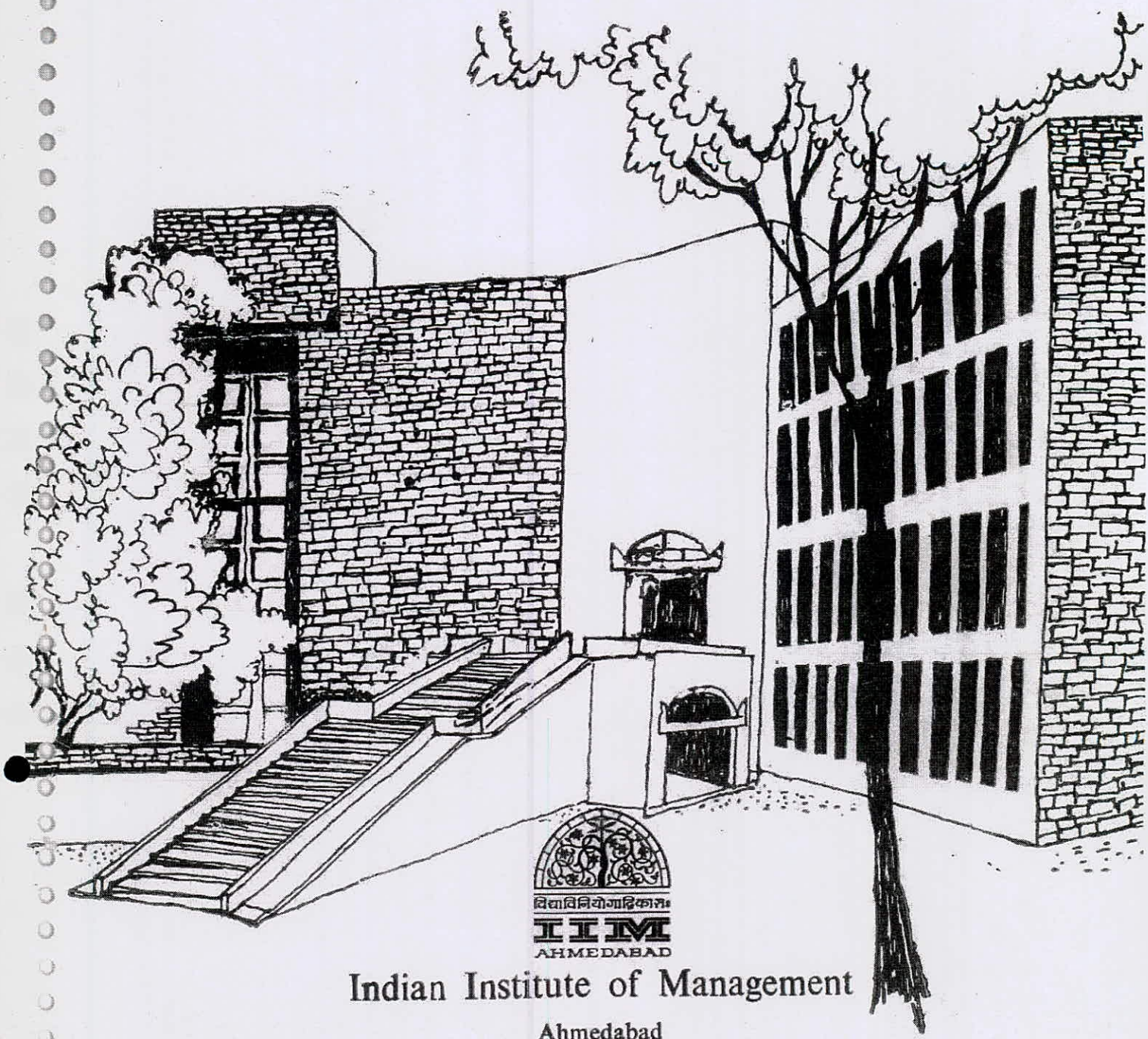


# Thirty-First Annual Report

1992-93



Indian Institute of Management

Ahmedabad



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# The Year in Retrospect



## The Year in Retrospect

For IIMA, 1992-93 was a significant year in several ways. It marked a change in the basis of the financial relationship between IIMA and Government of India. The result was a financial crunch and for the first time in decades, IIMA mounted a major resource mobilization drive. The Kurien Committee afforded an opportunity to the Institute to review its priorities and activities. IIMA contributed significantly to clarifying the role the IIMs can play in the 8th Plan. IIMA attempted to forge significant networks with industry, management schools in India and abroad, and other academic institutions. A publication titled *IIMA : A Quest for Excellence* was produced, as also a film on IIMA that has already been shown on Doordarshan. Significant progress was made in constructing various new facilities. A group insurance scheme for the staff was launched. The Prime Minister headed a galaxy of distinguished visitors to IIMA and gave the convocation address. IIMA catalysed an association of the alumni of IIMs and IITs in government services that seeks to professionalise management in government. UTI endowed a chair in business ethics. IIMA hosted an International Conference on Operations Research for Development as also the Silver Jubilee Conference of the Operational Research Society of India. The students initiated/revived a number of extra-curricular activities.

In its academic activities, IIMA maintained its dynamism. Seven more elective and 16 more project courses were offered in the Post Graduate Programme. Several new courses were designed. International Management - a thrust area of IIMA - got a further fillip. Three new courses brought the tally to eight courses in this area. A task force recommended a new mission for the Post-Graduate Programme for the nineties and its action implications, while a concentration area (Computers and Information Systems) was added in the Fellow Programme. One hundred and sixty eight Post Graduate Programme students, including 19 SC/ST students and 27 specialising in agriculture management, graduated while 6 received their Fellow (Ph.D. level) titles, and 13 completed the one year Faculty Development Programme meant to upgrade the competencies of management teachers. A task force was set up to design a post-experience, post-graduate one year programme in international management. A number of new research projects were launched and several large, externally funded research projects were bagged or were close to finalisation. During the year over 200 books, monographs, papers, book chapters, articles, cases and technical notes were written while 30 seminars and colloquia were organised and 56 papers were presented in conferences and workshops. During the year the declining trend of consultancy was reversed and the rupee volume of consultancy projects approved was nearly doubled. In-company training programmes were given a fillip. Eight new management development programmes were launched. For the first time IIMA offered a management development programme specifically for the alumni. An attempt was made to synthesise the institution building experiences of IIMA's faculty. A volume on institution building at IIMA was also brought out. Some of the quantitative highlights of the year are shown in comparison with 1990-91 and 1991-92 in Table 1.



Table 1			
Some Highlights			
	1990-91	1991-92	1992-93
<b>1. Dependency on Government Grant</b>			
Total revenue expenditure budget of IIMA (in crores of rupees)	6.8	7.5	8.4
Revenue expenditure grant (non-Plan) from Ministry of HRD (in crores of rupees)	3.0	3.16	3.16
Grant as percentage of revenue expenditure budget	44%	42%	38%
<b>2. Resource Mobilization</b>			
MDP/KLMDC net revenues (in lakhs of rupees)	60	72	103
PGP fees (in lakhs of rupees)	42	46	72
Sponsored research receipts (in lakhs of rupees)	27	39	50
<b>3. Teaching</b>			
PGP (MBA) elective courses			
General	35	33	41
Specialization Package in Agriculture	18	21	20
Total	53	54	61
PGP Project courses			
General	44	73	81
Specialization Package in Agriculture	15	12	20
Total	59	85	101
Fellow Programme (Ph.D.) second year courses	39	36	37
<b>4. Research and Publications</b>			
Projects approved by the Research & Publications Committee	21	29	22
Seminars/colloquia	22	52	30
Books and monographs	27	23	28
Papers, articles and book chapters	73	93	94
Cases and technical notes	100	87	82
Papers presented at professional conferences and workshops	74	71	56
Number of working papers	77	89	81



Table 1(contd)			
<b>5. Management Development Programmes</b>			
Number of programmes	26	27	28
Number of new programmes	5	6	8
Total number of participants			
Public sector	408	322	366
Private sector	607	741	711
Total	1015	1063	1077
<b>6. Consultancy</b>			
Total budget of approved new projects during the year (in lakhs of rupees)	78	68	121

#### Some Significant Developments During the Year

**Kurien Committee Report:** Once a decade the Government of India appoints a committee to review the functioning of the IIMs. Accordingly, in 1991 a committee headed by Dr. V. Kurien was appointed for this purpose. Its report was received dated July 1992. This report was discussed in the Policy and Perspectives Committee, the Faculty Council, and the Board of Governors. Based on these discussions and as per directions given by the Board, a note was submitted to the Empowered Committee set up by the GOI to consider implementation of Kurien Committee's recommendations. No further communication has been received so far from GOI.

**EICEP:** Euro-India Cooperation and Exchange Programme has been sponsored jointly by European Community and Ministry of HRD, GOI. The programme is aimed at increasing the awareness of European economy and management concerns in Indian management faculty and of Indian economy and management concerns in European management faculty with a view to further Indo-EC economic cooperation. About 55 faculty members from both continents have so far participated in EICEP's faculty exchange programme. Nine Indian and nine European management schools are participating in the programme. In October 1992 the Director joined a delegation of Indian heads of management institutions visiting Europe. The delegation visited several schools and also met the EC. An Academic Council has been formed and the Director is one of its two Co-chairpersons. An international conference on EC-India economic cooperation is being planned in February 1994.

**Role of IIMs in the Eighth Plan:** The IIMs were invited by the Planning Commission to discuss the role of the IIMs in the 8th Plan and beyond. At the request of the Planning Commission a note was drafted by the Director. It was discussed internally in the Policy and Perspectives Committee. Later after consultations with the other IIMs, it was presented to the Planning Commission. The priorities of the IIMs were agreed to be the following:



- (a) To develop expertise in management of competition, quality management and international management and disseminate it to Indian industry. For this purpose IIMs - industry linkages will need to be strengthened. Special efforts will need to be made to enable the more vulnerable, smaller enterprises to cope with competition, and to develop the expertise in dynamic forms of entrepreneurial management.
- (b) To identify strategic priority sectors that are currently poorly managed, and develop strategies for revitalising them, involving orchestrated research, case studies, training, teaching, and consulting, and also institution building in sectoral institutes of research/training.
- (c) To contribute to the effort at estimating the size and composition of the nation's managerial corps, its training needs now and in the future, and to a national strategy of catering to these needs.
- (d) To strengthen the management teaching and research apparatus in the country through stepping up the output of Ph.D.s in management, faculty development, materials development and strengthening of other institutions providing management training.
- (e) To network with academic institutions imparting professional education in other fields in order to strengthen their management systems and facilitate their attempts to add managerial competence to the professionals they produce.

Some 8th Plan projections of IIMA are the following:

1. An output of about 1000 MBAs and 75 Ph.Ds. The starting of an M.Phil. equivalent programme for university teachers in management.
2. Managerial training for about 6000 managers and administrators.
3. Faculty development for 100 members of Indian management teaching/training institutions.
4. Development of world class expertise in the areas of international management, institution building, effective public policy management relating to the industrial as well as infrastructural and human capital sectors, pioneering entrepreneurship, management of cooperatives, and recording and diffusion of indigenous creativity.
5. Continuation and strengthening of the work on public and private sector enterprise management, agricultural management, management of rural development, computer-based information systems and decision support system applications to priority sectors, and management of public systems in the infrastructural and human capital sectors.
6. About 100 new books and research monographs, 350 papers in professional journals, and 200 new cases and technical notes. Contribution to the making of 50 video films on management, development of such relatively new pedagogic tools as management games, programmed texts, computer-based interactive learning, sophisticated



audio-visual teaching aids, action research projects etc. for use within IIMA and diffusion to the management education sector.

7. Development of **strategic partnerships** with a host of institutions within India and in the West and the Third World in the priority areas of IIMA.
8. Much greater financial self-reliance by the end of the 8th Plan.

**Financial Self-reliance :** Despite an increase in the revenue expenditure budget from about Rs. 7.5 crores in 1991-92 to about Rs. 8.4 crores in 1992-93, the financial dependence on Ministry of HRD was brought down. The Ministry revenue grant paid for 38% of the Institute's revenue expenditure budget compared to 42% in 1991-92. Of the four IIMs, IIMA continued to have significantly lower financial dependence on the Ministry. Along with the Directors of other IIMs and IITs, the Director met the HRD Minister and Education Secretary to discuss the creation of a corpus for these institutions and other matters relating to financial self-reliance. The thinking was that HRD Ministry would give a block grant for 5 years divided into five annual instalments to each institution and also contribute to the corpus by matching credits to the corpus from donations, savings from budgeted expenditures, increased income, overheads charged on research and consultancy projects, etc. The Education Secretary informed that compared to 1992-93 there would be a 10% cut in the Plan grant for 1993-94.

**Resource Mobilization :** In November 1991, the Ministry of HRD froze the Institute's 1992-93 grant at the 1991-92 level at a time of a high rate of inflation. Inflation rate of over 10% meant that around Rs. 80 lakhs extra had to be generated by the Institute in 1992-93. This was successfully done by raising PGP fees from Rs. 6200 per student (exclusive of mess charges) per year to Rs. 13,700, raise in admissions and placement fees, step up in MDP revenues, and increase in external research funding. The difficult situation in 1993-94 on account of 10% cut in government grant and inflation calls for a continuing effort of this magnitude in 1993-94 also.

During the year a resource generation strategy (through donations, etc.) finalised by the Board was initiated. In this connection, an effort was made (it is still continuing) of roping in the alumni for this effort. The Director visited several cities and met groups of alumni. A folder setting out various schemes is being widely distributed. The Chairperson of the Alumni Relations Committee has also been providing considerable help. The response so far is modest but promising.

**Economy Measures :** The capital expenditure plan was reviewed earlier and also last year and about Rs. 70 lakhs saving could be effected. Breakfast and dinner in the staff mess were closed down in the light of persistent complaints of large scale waste and pilferage. Purchase systems and procedures were tightened up. New hiring of the lower staff levels was more or less frozen. Scrutiny of various levels of expenditure is continuing in order to reduce unnecessary expenditure. On GOI demand the Institute reduced 10% of the administrative posts. Significant savings could be effected in the budgeted revenue expenditure for the year.



**Building Programme and Maintenance:** A large construction programme is being implemented. It consists of creating a new computer centre, an office complex, the Ravi Matthai auditorium, quarters for married doctoral students, and wall around the adjacent 35 acres of land given to us by Gujarat Government. The computer centre, office complex, wall, and married doctoral students dorm are more or less ready; the auditorium is more than 50% ready. The Building Committee had earlier reviewed the construction plans for the office complex and computer centre at the Director's suggestion, and keeping in mind present and anticipated future needs, the construction plans for these two were scaled down from about Rs.2.20 crores to about Rs.1.70 crores. More recently, with the help of Dr. Jain, our air conditioning expert, a review was made of our air conditioning requirements in the auditorium and the computer centre and with some changes savings have been effected of about Rs.20 lakhs. In all therefore, savings of about Rs.70 lakhs have been effected in our capital expenditure.

As against these savings, IIMA is faced with the possibility of incurring an expenditure of nearly Rs.60 lakhs on account of building repairs. This is being looked into with a view to reducing the same and also working out a phased programme of repairs. Funds have to be kept aside for this purpose.

**Other Facilities :** The library acquired about 2500 additional books on various management and related subjects. A data base on current acquisitions and articles was computerised and put on LAN. A research project on market research on the utilization and marketing of library based management information was completed. About 20 PCs were acquired. With this we now have about 250 PCs, 2 work stations, and a Vax mini-computer. Progress was maintained on computer networking. A modest campus beautification effort launched in 1991-92 has made further progress. Several small gardens have been created in various parts of the campus, especially around KLMDC and the main complex.

**Honours:** During the year the faculty continued to garner various honours and awards. Professor K. Balakrishnan was given the Best Teacher Award by the Association of Indian Management Schools, an association of over 80 schools. Professor Subhash Bhatnagar delivered the Platinum Jubilee Lecture in the Computer Science stream of the Indian National Science Congress in Goa. Professor Ravindra Dholakia was invited by the U.S. Government to participate in their programme on US International Trade Policy. Professor Girja Sharan was elected Fellow of Indian Society of Agricultural Engineers. Professor Anil Gupta was one of ten winners out of nearly 70 nominees of the Pew Award of US\$150000 administered by the University of Michigan for work on conservation and environment. Professor Pradip Khandwalla was made an Honourary Member of HRD National Academy. Professor I.M. Pandey received the Chartered Secretary Award for the best article (co-authored) in Finance, Accountancy and Taxation. Professor Dinyar Pestonjee was invited by the 23rd International Congress of Applied Psychology to organise a symposium on Executive Stress, Coping and Mental Health. Among the non-faculty staff Dr. N.T. Patel and Dr. N.V. Namboodiri were the joint winners of the Institute's Gyanvir Award for outstanding academic achievement while Ms. Hansa Sanghvi was given the Karmavir Award for dedicated retiring employees.

Faculty members also got appointed to various boards and important public committees. Board appointments included Agro-Industries Corporation (Prof. V.N. Asopa), Arvind



Cotspin and Indo-Swiss Exports (Prof. K. Balakrishnan), Commonwealth Network of Information Technology and State Bank of India Institute for Computers and Communications (Prof. Subhash Bhatnagar), Electro Printers and Centre for Management Studies of HCM Rajasthan Institute of Public Administration (Prof. Anil Bhatt), Nachno Polyplast and National Productivity Council (Prof. Bakul Dholakia), Madhu Textiles and Madhu Fabrics (Prof. Ravindra Dholakia), IIMA (Prof. Ranjit Gupta), Council of Indian Institute of Bankers (Prof. Arun Monappa), Post-graduate Board of Studies, Jodhpur University (Prof. I.M. Pandey and Prof. V. Raghunathan), J.M. Financial and Statistical Research Institute (Prof. V. Raghunathan), Bloom Decoratives (Prof. Ramachandran). Prof. Khandwalla was appointed member of National Renewal Fund's Empowered Authority, while Professor S. Manikutty was appointed member of Gujarat Government's Panel on Infrastructure Development.

#### Prospects for 1993-94

The finances of the Institute will continue to be under pressure on account of a 10% cut in GOI grant and inflation. PGP fees for 1993-94 have been raised by about Rs. 10,000. MDP fees and MDC charges have been raised and significantly more MDPs are planned for 1993-94 as compared to 1992-93. Consultancy is also likely to remain buoyant, especially now that we have liberalised the taking up of in-company training programmes. But vigorous efforts will have to be made to build up the Corpus Fund. Administrative arrangements will have to be made for this purpose.

Recruitment of faculty will remain another area of concern. Several of the newer areas and even a few of the older areas need more faculty. All over India, due to the mushrooming of management institutions, there is a sharply growing demand for good faculty. At the same time since IIMA is about the only major source in India of well-trained Ph.D.s in management, the demand has tended to outstrip supply. Besides regular recruitment, we will have to take increasing resort to the visiting faculty device. In the sixties and seventies IIMA arranged with a funding agency to send several of its research staff/faculty abroad for getting a Ph.D. and many of these returned to work at IIMA as faculty. We may have to think of innovative ways to increase the supply of faculty.

During 1993-94 IIMA will continue to focus on its missions for the nineties : helping Indian industry to globalise; greater contribution to strategic but inadequately managed priority sectors; a pace setter and innovator role in management education and in the professional management movement; greater contribution to effective governance and policy management. The chances that we will make measurable progress in the pursuit of these missions seem reasonably bright.

IIMA is grateful to the many organizations and persons in India and abroad for their valuable cooperation and help. The Government of India and Gujarat continued to give excellent support as did the Chairman and members of IIMA's Board of Governors and members of the IIMA Society. Without the splendid, often heroic, contributions of the Institute's faculty, staff, and students, IIMA could not have maintained its excellence.



## **A. IIMA's Academic Programmes**

Currently IIMA operates three academic programmes, namely the two-year Post-Graduate Programme in Management (equivalent to MBA), the Fellow Programme in Management (equivalent to Ph.D.), and the one-year Faculty Development Programme for management teachers and trainers.

### **1. Post-Graduate Programme in Management**

The twenty-ninth session of the Post-Graduate Programme in Management (PGP) commenced on June 29, 1992, with 202 students including six students who were asked to repeat the first year of the programme and one student who was granted leave of absence for one year. The first year had 37 SC/ST students. Thirty-one students will specialize in agricultural management in the second year.

Ten students discontinued their studies during the year for various reasons; two of them who withdrew on medical grounds and one on account of non-fulfilment of eligibility requirements were permitted to rejoin the first year during the academic year 1993-94.

The second year of the programme commenced on June 29, 1992, with 170 students making group presentations on their summer placement experiences. At the end of first term, two students were asked to withdraw from the programme for one year on account of academic/non-academic indiscipline. These two students were permitted to rejoin the second year of the programme in 1993-94.

At the end of the second year, 168 students satisfactorily completed the academic requirements for graduation. Nineteen students belonged to SC/ST and twenty-seven specialized in agricultural management.

#### **Preparatory Programme**

Forty-two students, who were identified to be weak in mathematics/communication on the basis of their background and performance in the admissions test and interview, were called for the preparatory programme from June 4 to 24, 1992. Seventeen students attended the mathematics module and 11 students attended the communication module of the programme.

#### **Orientation Programme**

The orientation programme for the incoming batch of students was held from June 29 to July 1, 1992. The programme included a session on "Introduction to Management and Managerial Functions" to explain what professional management is all about, what managers do, various functions of management, etc. A panel discussion was held by the area faculty on the compulsory package. Senior students provided necessary inputs to new students. Three PGP alumni were invited to talk about their experiences. A session on case preparation and case discussion was also held.



### **Tutorials for Weaker Students**

Additional efforts were put in by instructors in some courses throughout the first year by conducting tutorial classes to help weaker students. This benefited the students in improving their academic performance.

### **Alumni Mentors**

In recent past, students have felt a strong need to interact with and benefit from the valuable advice, experience sharing, and wider perspectives of the alumni. The alumni have also emphasized the importance of a meaningful and continuous interaction with the students. The alumni mentor idea has, therefore, been put into practice with the active support and initiative taken by the Ahmedabad Chapter of the Alumni Association during the academic year 1992-93. Small groups of students have been assigned to fifteen alumni based on Ahmedabad. The alumni mentor activity got off well and will be strengthened in the coming years.

### **Curriculum**

The first year students studied 24 courses (19.25 credit units) spread over three terms. Eight class sessions were conducted during the first year on the Indian social and political environment to create social and environmental awareness among the students. Eminent persons from different fields were invited to give lectures.

The second year students (general stream) were required to study a minimum of 17.25 and a maximum of 17.75 full credit units of courses, inclusive of two compulsory courses.

In the second (general stream), 42 elective courses and 81 project courses were offered in addition to two compulsory courses. Two courses were repeated on account of high registrations. On account of heavy registrations, 12 elective courses were taught in two sections.

The following new elective courses were offered in the second year (general stream):

- Seminar on Strategic Human Resource Management
- International Trade
- Economics and Business Forecasting
- International Financial Management
- International Manufacturing Management

In the second year (specialization in agriculture) 20 elective courses and 20 project courses were offered. Two students did a course of independent study. A new elective course, "Forecasting Techniques and Application in Agriculture," was offered.

### **French Students**

Under the students exchange programme, four students from ESSEC Graduate School of Management and seven from ESCAP Graduate School of Management studied courses in the second year of the programme. Five students spent two terms and six students spent one



term at the Institute. The credits obtained by these students at the Institute were communicated to their respective institutions. These students were quite appreciate of their learning at the Institute.

### **Review of Fee Structure**

On account of cuts in government funding, it has become necessary to increase the fee for PGP during the academic year 1993-94. The consensus of the Faculty Council was that the Institute could raise PGP fee from the current level to about Rs. 30,000, but at the same time ensure that persons otherwise qualified will be able to study at the Institute. The Board has approved this increase in fee.

The tuition fee is to be raised from Rs.6,000 to Rs.10,500, computer fee from Rs.1,500 to Rs.2,500, and hostel expenses from Rs.2,700 to Rs. 5,700. A library fee of Rs. 1,000 will also be charged. The PGP Committee has also approved a placement fee of Rs.1,000 per student which is payable by the second year students during the academic year 1993-94 to meet the placement expenses. The Institute plans to step up loans and other assistance to needy students.

### **Graduation**

The Institute's Post-Graduate Diploma in Management was awarded to 168 students at the 28th Annual Convocation on April 3, 1993. Shri P.V. Narasimha Rao, Prime Minister of India, delivered the convocation address.

The following students received the Indian Institute of Management Ahmedabad Medals for Scholastic Performance:

Sanjay Kumar Jain  
Gautam Kumra  
Rohit Chatterji

### **Kollengode V. Srinivas Award for the Best PGP Allrounder**

The parents of Kollengode V. Srinivas have instituted an award at the Institute to recognize the allround performance of an outstanding PGP student. The award also serves as a token of gratitude and perpetuates the memory of Kollengode V. Srinivas's association with the Institute.

This year Sanjay Kumar Jain was the recipient of the award.

### **Refocusing of PGP Mission**

A task force on refocusing PGP's mission for the nineties gave the report during the year and made some far-reaching recommendations. These were aimed at strengthening the leadership and change agent roles of graduates, increasing the percentage with work experience, greater international management orientation in the curriculum, better integration of course material, greater use of experiential modes of learning, greater integration between the Indian roots



and identity of students with the transformational roles IIMA graduates are expected to play in industry, stronger concern with ethics and social responsibility, etc.

### Extracurricular Activities

During the year the students initiated/revived a number of extra-curricular activities such as a marketing club, students mentoring by alumni, Saturday lecture series, and inter-institutional cultural and entertainment programmes.

### Admission

For the session commencing June 1993, the Institute received 15,459 applications. The comparative figures for this year and last year are given below ;

	1992-94	1993-95
General	11,717	14,229
SC/ST	799	728
Specialization in Agriculture	478	502
	<u>12,994</u>	<u>15,459</u>

Details of the number of applications received, candidates called for interview, recommended for the preparatory programme, and joining the programme are given below:

	General	SC/ST	SPA	Total
Application received	14,229	728	502	15,459
Called for interview	512	84	73	669
Selected (prime list)	148	46	25	219
Waitlisted	24	-	-	24
Called from the waiting list	24	-	-	24
Recommended for preparatory programme	2	36	16	54
Joined the programme	150*	33	20	203
* Including 22 from the waiting list				

Relaxations were given to SC/ST applicants in all segments of selection. SPA applicants were given relaxation in some segments of selection.

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## Scholarships

### Industry Scholarships

Seventeen first year students were awarded scholarships ranging from Rs. 3,500 to Rs. 6,500 each for the academic year 1991-92. Seventeen second year students were awarded scholarships ranging from Rs. 3,500 to Rs. 6,500 each for the academic year 1992-93.

### Faculty Memorial Scholarships

One second year student was awarded Prof. B.K. Hegde Memorial scholarship of Rs. 3,000.

### PGP Students 1987 Batch Scholarships

The PGP Batch 1987 scholarship was awarded to a first year student and the IIMA Silver Jubilee scholarship was awarded to a second year student. Both scholarships carried a value of Rs. 3,000 each.

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

Two first year students and two second year students were granted this scholarship of Rs.2,200 each.

### IIMA SC/ST Scholarships

During 1992-93, 37 first year SC/ST students and 20 second year SC/ST students were granted scholarships of Rs. 1,500 each. However, four first year students and one second year student did not avail of this facility. One first year student and three second year students were granted fee waiver amounting to Rs. 5,000 each.

### Need-Based Scholarships

For the first time this year, the Institute has introduced need-based scholarships to help out students facing financial difficulties. Nine first year students were awarded these scholarships ranging from Rs. 5,000 to Rs. 10,000 a year for two years. One second year student was granted a scholarship of Rs. 8,000.

(See Appendix IV for the names of recipients of the Industry, Faculty memorial, and PGP Students sponsored scholarships.)

## Placement

The 1993 placement season began with the first pre-placement talk on December 20, 1992. Fifty-two organizations (7 public sector, 37 private sector, and 8 multinationals) gave pre-placement talks during weekends till February 21, 1993.

### Permanent Placement

One hundred and fifty-six students who sought placement were placed by March 12, 1993. Sectorwise placement was as follows:



Public sector	29
Private sector	95
Multinationals	32
	<hr/>
	156
	<hr/>

In all, 97 organizations announced 940 jobs. On-campus interviews were held from March 1 to 12, 1993. Sixty organizations conducted interview. Ten public sector organizations, 37 private sector organizations, and 13 multinationals made 229 job offers.

### **Summer Assignments**

For summer training, 200 students of the first year (including 9 FPMs) were assigned to 55 organizations.

In order to augment the Institute's resource generation efforts, the placement service fee was enhanced and recruitment fee was levied for each student recruited in the 1993 placement season. Additionally the idea of creating a placement club was initiated. The club members would pay a one-time charge for five years which will enable them to recruit graduates in the early part of the placement season.

## **2. Fellow Programme in Management**

So far, 110 students have been awarded the title of "Fellow of Indian Institute of Management, Ahmedabad." Currently 40 students are at various stages of completion of the programme.

### **Admission**

For the academic year 1993-94, the Institute received 828 applications. One hundred and twelve candidates were called for interview and admission was offered to 20 candidates.

### **Specialization in Information Technology**

The need for providing specialization in information and systems for effective application of information technology has been expressed in various forums. Keeping this need in mind, the Institute will offer specialization in computer and information systems in the Fellow Programme from the academic year 1993-94.

### **Thesis Proposal Awards**

During the year, the Industrial Finance Corporation of India (IFCI) best thesis proposal award was given to the following student. The value of the award is Rs.2,000.

Vijaykumar Aruldas

Understanding Hospital Organizational Performance:  
An Empirical Study



### Seminars

FPM students presented 17 seminars on various subjects. They also initiated of colloquium series called *Shodh*.

### Awards of Title

The following students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the Annual Convocation on April 3, 1993:

Indranil Chakrabarti  
Nitender Dhillon  
Ganesh Kumar N.  
Anujayesh Krishna  
Ravichandra Moorthy  
Srinivasan R.

### Placement

Four of the six students who were awarded the title of Fellow during 1993 have joined academic institutions and 2 have joined industry.

### Structural Changes in the Programme

During the year some changes were made to strengthen the programme such as a thesis proposal seminar so that the student obtained wide ranging feedback and the holding of the oral examination in management prior to the comprehensive examination in the area of specialization.

## 3. Faculty Development Programme

During 1992-93, the Faculty Development Centre (FDC) offered the 14th Faculty Development Programme (FDP). Thirteen participants from eleven educational and professional institutions in India participated. Fellowships were offered to 8 participants. Others were supported by their sponsoring organizations. The sponsoring institutions were Berhampore University, Orissa; Central Sericulture Research and Training Institute, Mysore; B.K. Institute of Business Management, Ahmedabad; Sri Krishna Devaraya Institute of Management, Andhra Pradesh; Bajaj Institute of Management Studies, Bombay; Aligarh Muslim University; University of Jodhpur; Sardar Patel University, Vallabh Vidyanagar; Institute of Management Technology, Ghaziabad; Utkal University; and Kerala Agricultural University. The programme was reviewed during the year with a view to strengthening it.



## **B. Research and Publications at IIMA**

At the end of the academic year 1991-92, 6 large research projects, 4 small research projects, 25 seed money projects, and 18 case development projects were in progress. During the academic year 1992-93, 1 large research project, 2 small research projects, 10 seed money projects, and 9 case development projects were initiated. Two small research projects, 7 seed money projects, and 6 case development projects were completed. Four seed money projects and 4 case development projects were closed during the academic year 1992-93. Seven large research projects, 4 small research projects, 24 seed money projects, and 17 case development projects were in progress.

### **Large Research Project Initiated**

Gupta, Anil K., "Choosing the Right Mix: Market, State, and Institutions for Environmentally Sustainable Industries Growth."

### **Small Research Projects Initiated**

Morris, Sebastian, "Structural Determinants of the Openness of Economies: A Cross-Sectional Study of about 100 Countries from 1965 to 1987."

Singh, J.P., "Organizing for an Indian Niche in the International Petrochemicals Industry."

### **Seed Money Projects Initiated**

Gupta, Anand P., "Measuring Public Sector Deficit: The Indian Case."

Gupta, G.S. and Sandesara, J.C., "A Pilot Study of One Oligopolistic Industry in S-C-P Framework."

Gupta, Ramesh, "Impact of Inflation Accounting on Corporate Profits: An Empirical Study."

Sandesara, J.C., "A Pilot Study of Some Aspects of the Restrictive Trade Practices."

Sastry, Trilochan, "The Study of an Innovative Approach to Primary Education."

Sinha, Sidharth, "Inter-Industry Variations in Capital Structure in India."

Sinha, Sidharth, "Project Evaluation and Follow-up Practices at ICICI."

Singh, J.P., "Managerial Excellence in Decision Making."

Singh, S.P., "Swami Vivekanand: A Study in Organizational Leadership."

### **Case Development Projects Initiated**

Chaudhuri, Shekhar, "Klockner-Windsor Ltd."

Jain, Abhinandan K. and Saha, Jahar, "Two Wheelers."



Jain, Abhinandan K., "Test Marketing and Launching an Indian Brand in the Middle East."

Jain, Rekha, "Process of MIS Design and Use of IT for National Level Public Programme."

Kolavalli, Shashi, "Pollution Control versus Pollution Prevention."

Korwar, Ashok, "Mahindra & Mahindra."

Korwar, Ashok, "Ranbaxy Laboratories International JVs."

Raghuram, G., "The Konkan Railway Corporation."

Ramani, K.V., "Materials Management in Indian Railways."

#### **Small Research Projects Completed**

Jain, Rekha, "Impact of Organizational/Policy Changes on the Indian Telecommunication Sector."

Singh, J.P., "Computer Based Test of Organizational Effectiveness."

#### **Seed Money Projects Completed**

Gupta, Anand P., "Measuring Public Sector Deficit: The Indian Case."

Pandya, J.F., "Research and Reference in Management."

Pestonjee, D.M., "A Study of Organizational Climate in Relation to Organizational Role Stress (ORS) and Learned Helplessness (LH)."

Raghuram, G.; Manikutty, S.; Ramani, K.V.; Rao, V. Venkata; Ravichandran, N.; and Chhokar, J.S., "Obtaining Funding from the Ministries Responsible for the Indian Transport Industry for Research and MDP Activities in IIM."

Rao, T.V., "A Survey of HRD Literature from India and Abroad."

Tewari, Devi D., "Environmental Management: A Review of Literature."

Yegneshwar, S. and Rao, V. Venkata, "An Expert System for Trouble-Shooting of Hardware Failure in Personal Computers."

#### **Case Development Projects Completed**

Jain, Rekha, "Evaluation of Passenger Reservation System."

Manikutty, S., "ECIL."

Raghuram, G.; and Manikutty, S., "Kandla-Bhatinda Pipeline versus Rail Transport of POL Products."



Ramachandran, K., "Transelectra Domestic Products Ltd."

Venkiteswaran, N., "Tata Chemicals Limited (Merger)."

Yegneshwar, S., "An Expert System Designed and Implemented by Tata Consultancy Services (TCS), Pune."

#### **Seed Money Projects Closed**

Bhat, Ramesh, "Inter-Regional and Inter-Industry Analysis of Share Price Indices."

Khandwalla, P.N., "An Exploratory Study of Professional Excellence."

Korgaonker, M.G., "Modern Manufacturing System: A Study of Some Indian Experiences."

Pathak, H.N., "PGP Entrepreneurs of IIMA."

#### **Case Development Projects Closed**

Bhatnagar, S.C., "Hindustan Computers Ltd."

Joseph, Jerome, "Management of Human Resources in Indian Subsidiaries with Japanese Collaboration."

Korwar, Ashok, "Padmatex."

Shukla, P.R., "Operations Management in Excel Industries Ltd."

#### **Seminars**

The following seminars were organized by the Research and Publications Committee during the academic year 1992-93.

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Speaker	Topic and Date
Professors Samir K. Barua, V. Raghunathan, Jayanth R. Varma and N.Venkiteswaran IIM, Ahmedabad	Research in Indian Capital Markets July 29, 1992
Dr. R. Ramanujam Institute of Mathematical Sciences, Madras	Literacy Campaign: An Action Learning Experience August 12, 1992
Dr. Richard N. Ottaway Professor of Management, Fairleigh Dickinson University, Madison	Pedagogy for Lifelong Learning August 14, 1992

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Speaker	Topic and Date
Dr. Christine Glaser Adjunct Professor, School for Public and Environmental Affairs, Indiana University, Bloomington	Sustainability in Agriculture August 17, 1992
Professors Samir K. Barua and Jayanth R. Varma IIM, Ahmedabad	Securities Scam: Genesis, Mechanics, and Impact September 2, 1992
Professor A.B. Rastogi IIM, Ahmedabad	Indian Economy in 1990s November 18, 1992
Professor Anil K. Gupta IIM, Ahmedabad	Choosing the Right Mix: Market, State, and Institutions for Environmentally Sustainable Industrial Growth November 27, 1992
Ms. Lalitha Venkatesh FPM Student IIM, Ahmedabad	Management of Security Innovations in India December 1, 1992
Mr. Donald Gervitz Chairman, Foothill Corporation Los Angeles	Entrepreneurship: A Way of Life January 6, 1993
Mr. N.K. Dhand Chairman and Managing Director Parishudh Sadhan Yantra Pvt. Ltd. Ghaziabad	Business Ethics and Society January 18, 1993
Mr. Rajnish Karki FPM Student IIM, Ahmedabad	Strategy Formation in Industry Pioneers and Late Entrants: The Case of Indian Computer Hardware Industry January 21, 1993
Professor K.V. Ramani IIM, Ahmedabad	Operational Planning of Passenger Trains in Indian Railways February 3, 1993
Professor Sebastian Morris IIM, Ahmedabad	Policy and The Problem of Policy Change: Some Issues March 6, 1993
Professors A. Tripathy, Shekhar Misra, and Mr. Dhruv Banerjee IIM, Ahmedabad	Data Envelopment Analysis March 18, 1993

A workshop on "Institutional Analysis" was organized jointly by the Research and Publications Committee and the Ravi Matthai Centre for Educational Innovation on December 14, 1992. The workshop was spearheaded by Dr. Elinor Ostrom, Professor of Political Science at Indiana University, Bloomington.



**Publications**

*Vikalpa: The Journal for Decision Makers* has completed the seventeenth year of publication. It is published with the mission of spreading the ideal of professional excellence in management at strategic, functional, and operational levels of various types of organizations. The basic concern of the journal is to bring forth a contributor's message in a lucid and jargon-free style.

During the year the faculty wrote 28 books and monographs; 94 papers, articles, and book chapters; 81 working papers; and 82 cases and technical notes. They presented 56 papers at conferences and workshops in India and abroad and gave 30 seminars/colloquia. (Details of the publications can be obtained from the Research and Publication Committee's annual report for 1992-93.)



## C. Management Development Programmes

In 1992-93, the Institute offered 28 management development programmes for 1,077 executives (711 executives from the private sector and 366 executives from the public sector and government departments). Of the 28 programmes, six were long standing general management programmes.

	No. of programmes	Participants		Total participants
		Public Sector	Private Sector	
General Management	6	66	289	355
New Programmes	8	125	124	249
Regular/Repeat Programmes	14	175	298	473
	28	366	711	1,077

Eight new programmes were offered by the Institute. Area/Groupwise break-up of new programmes is as follows: Computer and Information Systems Group, 1; Entrepreneurship Group, 1; Faculty Development Centre, 1; Organizational Behaviour Area, 3; and Personnel and Industrial Relations Area, 2.

Fourteen regular or repeat programmes were offered by the Areas/Groups as follows: Business Policy Area, 2; Centre for Management in Agriculture, 1; Computer and Information Systems Group, 2; Economics Area, 1; Finance and Accounting Area, 1; Marketing, 1; Organizational Behaviour Area, 1; Production and Quantitative Methods Area, 4; and Public Systems Group, 1.

During the year the following management development programmes were offered:

### **General Management Programmes**

- Middle Management Programme
- Senior Management Programme
- Top Management Programme
- Management Education Programme
- Strategies for Competitive Advantage
- Management of Technology
- Small and Medium Enterprises Programme

### **Functional/Sectoral Management Programmes**

- Management of Agricultural Input Marketing
- Computer Networks
- Software Project Management and CASE Tools
- Portfolio Management
- Strategic Human Resources Management



Management of Excellence by Chief Executives  
Innovative Turnaround Management  
Computer-Aided Materials Management  
Innovations in Manufacturing  
Project Management  
Logistics Management  
Advanced Data Analysis for Marketing Decisions

**Sponsored Programmes**

Advanced Management Programme  
International Management Teachers Training Programme  
International Programme for Trainers of Information Analysts  
Commonwealth Programme on Economic Management and Planning in Developing Economies  
Public Policy Analysis for IAS Officers

**Workshops/Seminars**

Regional Workshop on Developing Micro-Enterprises for Women  
Diagnostic Research Skills for Training Managers  
Consulting Strategies in Organizations  
Stress Audit in Organizations



## D. Interdisciplinary Groups and Centres

### 1. Centre for Management in Agriculture

The Centre for Management in Agriculture (CMA) undertakes research, educational and training programmes, and consulting in agriculture and allied sectors. An interdisciplinary team of 16 faculty members works in CMA.

#### Research Studies Completed

Seven research projects were completed during the year. The details are given below:

Title	Faculty	Sponsor
Modelling the International Castor Oil Market: An Econometric Analysis	D.D. Tewari	Ministry of Agriculture
Post-Production System: Apples	Girja Sharan	-do-
Causes for Low Seed Replacement Rates	Gurdev Singh	-do-
Marketing and Sales Promotion (Agricultural Inputs and Consumer Products): Its Role in Rural Marketing	P.M. Shingi S.P. Seetharaman	-do-
Synthetic Daily Rainfall Data Generation	Girja Sharan	-do-
Employment Generation on Wastelands Development	Gurdev Singh	National Afforestation and Eco-Development Board, New Delhi
Strategy Formulation and Management in Medium Sized Canal Projects in Gujarat	S. Kolavalli	International Food Policy Research Institute, Washington, D.C.

#### Research Studies in Progress

The following research studies are in progress:

Title	Faculty	Sponsor
Strategies for Agro Exports from India	V.N. Asopa	Ministry of Agriculture
Management Issues in the Industrial Cooperatives for Decentralized Sector in India	T.K. Moulik	-do-
Fertilizer Distribution System	Girja Sharan	-do-
Agricultural Situation in West European Countries	V.R. Gaikwad	-do-

Title	Faculty	Sponsor
Managing Research Network for Helping Poor in Risky Regions: A Study of Inter-Organizational Linkages	Anil K. Gupta	Ministry of Agriculture
Agricultural Marketing Information System	S.L. Bapna	-do-
Groundwater Development, Emergence of Groundwater Markets and their Functioning in India	S. Kolavalli	-do-
Religious Pursuit and Material Growth	Ranjit Gupta	-do-
Development Planning as a Process for Revitalizing the PPCs	Samar K. Datta	-do-
Status and Constraints in Exports of Agricultural Inputs from India	U.K. Srivastava	-do-
An Econometric Analysis of Indian Silk Industry	Gopal Naik	-do-
Energy Use Impacts on Agricultural Growth Rates	D.D. Tewari	-do-
Collective Action	S. Kolavalli	-do-
Status Paper on Forestry Sector in Madhya Pradesh	S.P. Seetharaman	National Afforestation and Eco-Development Board, New Delhi
Perspective Plan for Junagadh	B.H. Jajoo P.M. Shingi	-do-
Management Aspects of Community Forestry in Goa	D.D. Tewari	-do-
Production and Marketing of Jatropha	Gurdev Singh S.P. Seetharaman	-do-
Marketing of Charcoal in Gujarat	P.M. Shingi S.P. Seetharaman	-do-
Marketing of Fodder	S.P. Seetharaman P.M. Shingi	-do-
Some Specific Problems of Maharashtra on Wastelands Development: Nasik	P.M. Shingi	-do-
Information System for Monitoring Tree Plantations	Gurdev Singh S.P. Seetharaman	-do-
Management Professionals as Development Associates in the Voluntary Sector	Ranjit Gupta	CMA



### Research Projects Initiated

Eight new research projects were initiated during the year. The details are given below:

Title	Faculty	Sponsor
Initiatives in Wastelands Development (video production of success stories)	Ranjit Gupta	National Afforestation and Eco-Development Board, New Delhi
Application of Terrain Modelling to Forested Wastelands for Management Decision	K.P. Srivastava	-do-
Developing Solar Cookers to Make them More Acceptable to Rural Households: Action Research in Gujarat	Gopal Naik Girja Sharan	CMA
Decision Support System for Greenhouse Managers	S. Kolavalli	-do-
Management of Seed Production	Gurdev Singh S.P. Seetharaman	-do-
Development of a Computer Software for Management Decision in Arid and Semi Arid Lands (ASAL)	K.P. Srivastava	-do-
Institutional Finance for Inputs Distribution Business	B.M. Desai	-do-
Management of Post-Harvest System of Agricultural Produce: Modelling and Analysis	Girja Sharan	-do-

### PGP/FPM Courses

The CMA faculty offered 21 courses for SPA students in the second year of PGP and 9 courses for FPM students in addition to a compulsory course.

### Core Group for Wastelands Development

The Core Group for Wastelands Development (CGWD) at CMA is one of the eight regional centres of the National Afforestation and Eco-Development Board. It was established in 1989 and its area of operation covers the states of Goa, Gujarat, and Maharashtra.

CGWD comprises nine faculty members who are drawn from disciplines such as agricultural economics, rural sociology, anthropology, cooperative management, rural communication, rural finance, agricultural engineering, and computer science.

The Management Advisory Committee met on March 15, 1993, to review the work in progress and approved the programme of work for the year 1993-94.



## 2. Centre for Regional Management Studies

The Committee for the Centre for Regional Management Studies (CRMS) has been reconstituted with Professor A.N. Oza as chairman.

CRMS published during this year a monograph by Professor J.S. Chhokar on "Organizational Climate and its Consequences: A Re-Examination" which is based on an in-depth study of the Gujarat State Road Transport Corporation.

CRMS organized a seminar on February 15, 1993, on solving the water problem of Gujarat. Dr. Anil Kane, Executive Director of Essar Gujarat, Surat, proposed a multipurpose scheme to create a sweet water lake in the Bay of Khambhat (Cambay) for storing water thrown into the sea by Narmada and other rivers.

For the year 1993-94, CRMS will be mainly concerned with the research projects which it has already agreed to sponsor.

CRMS financed a major part of the participation fee of a handicapped participant from the South Gujarat University to the management development programme on "Software Project Management and Case Tools" conducted by the Institute in April 1993. As in previous years, CRMS granted fellowships of Rs. 10,000 each to two participants from Gujarat in the Faculty Development Programme for 1992-93.

## 3. Computer and Information Systems Group

The Computers and Information Systems Group (CISG) offered the following courses in PGP and FDP:

- Introduction to Computers
- Management Information Systems
- Systems Analysis and Simulation
- Computer Architecture and System Software
- Information Systems : Design and Implementation
- Decision Support Systems

CISG conducted a workshop on "Information Technology for National Development: Challenges and Opportunities in the Next Decade."

### New Specialization in FPM

CISG has proposed a new specialization in Information Systems in FPM. This proposal has been approved by the FPM Committee and CISG has designed a course package to be offered to the second year FPM students beginning 1993-94.

### Software Development

1. Application software for the Institute's computer networks. Several new modules have been developed and existing ones have been enhanced



2. A crew scheduling package for South Central Railway
3. A simulation package to compare twin single line operation with orthodox double line operation on Indian Railways
4. Heuristics for the minimum footed arborescence problem
5. Multiuser project management game: LAN version
6. Implementation for the stock exchange game on LAN platform
7. A DSS for software cost estimation.

#### **4. Faculty Development Centre**

##### **International Management Teachers Training Programme**

As far back as 1991, FDC proposed to launch an International Management Teachers' Training Programme. With renewed effort, this programme was offered for the first time in 1992-93 with the support of the Commonwealth Secretariat, London. Professor S. Sreenivas Rao coordinated the programme.

##### **M.Phil. Equivalent Programme**

FDC has initiated an exercise for upgrading FDP to an M.Phil. equivalent programme in a phased manner.

#### **5. Public Systems Group**

As a part of its broad research programme, the Institute carries out interdisciplinary research work on management problems of government systems and public programmes. The Public Systems Group is the Institute's focal point for research, training, and organizational work relating to government and non-governmental organizations.

During 1992-93, the Group's research continued in two broad directions : management problems of specific sectors such as health, transport, and education, and research focusing on general issues of public management across sectors.

The work on transport during the year focused on two major areas: railways and road transport. In the former, emphasis was on improving the utilization of infrastructure through better information systems, simulation of train networks, and development of decision support systems. In the road sector, mergers of road transport corporations and studies on experiences in privatization were undertaken.

In the education sector, research continued to build on earlier work. The learning from several adult education programmes was synthesized to draw lessons for its self-renewal. A project for evaluating the continuing adult education programmes (Jana Shiksha Nilayams)



entrusted by the Government of India involved the development of a rapid appraisal methodology for the field of education. Evaluation of the total literacy programme in the Tumkur district of Karnataka is another research project in progress.

The work on NGOs continued during the year including participation in an international project. The areas of research have been NGO-government interface, work on poverty alleviation, and general trends and issues in role, impact, and development of voluntarism.

An analysis of the Consumer Education and Research Centre's mission, structure, and HRM systems was carried out and a report was presented to its board of trustees. Further help is being given in implementing the new structure and systems.

### **Research Projects Completed**

The following research projects were completed during the year:

Case Study on Development of Women and Children in Rural Areas

Rapid Appraisal of Jana Shiksha Nilayams: A Study in Gujarat

Case Development on ECIL.

### **Research Projects in Progress**

The following research projects were in progress:

Managing Opium De-Addiction

Review of Research in PSG

Role of NGOs in Development in the Asian Region

Training Software for IAS Officers

Management of Health and Family Planning improving Welfare Programme Operations

Writing a book on Logistic Management

Software for Operational Improvements in Railways

### **Management Development Programme**

A programme on "Public Policy Analysis for IAS Officers" was offered by PSG during the year. Professor J.K. Satia coordinated the programme.



### Teaching in Institutions

To support programmes of other government organizations, the faculty members of PSG undertook teaching work at institutions like the Railway Staff College, Baroda; Lal Bahadur Shastri Academy of Administration, Mussoorie; Management Development Institute, Gurgaon; and Sardar Patel Institute of Public Administration, Ahmedabad. A more involved long term collaboration in the areas of teaching, research, and case writing with the Railway Staff College, Baroda, has been approved by the Railway Board and is likely to be implemented in 1993-94.

### FPM/PSG Courses

The Group offered following courses to FPM students specializing in Public Systems:

- Social Sciences and Public Policy
- Public Management
- Management of Social Development Programmes
- Economic Growth and Planning

## 6. Ravi Matthai Centre for Educational Innovation

The Ravi Matthai Centre for Educational Innovation (RMCEI) was established in 1986 in memory of late Ravi Matthai, the first full-time director of the Institute.

A volume based on insights of the Institute faculty on institution building aspects at the Institute was brought out during the year.

A workshop was organized in September 1992 by Professor T.V. Rao based on his research about the Institute faculty's experience on institution building with other organizations. A complete report will be brought out shortly.

A workshop of directors, principals, and faculty of Gandhian Vidyapeeth was organized in March 1993 to discuss opportunities for lateral learning.

Several proposals from Indian and foreign institutions for institution building support have been received and are being processed. Professor A.H. Kalro is coordinating a response received from the University of Colombo, Sri Lanka. He is also coordinating a request from the S.P. Jain Management Institute, Bombay. Professor Deepti Bhatnagar is coordinating a request from the Bangladesh Independent University College.

Professor Trilochan Sastry will study experiments in adult literacy and primary education. He is also coordinating the Institute's contribution to the alternative science movement in Gujarat.

Mr. Vijay Sherry Chand has completed a survey of citizen action groups. A workshop on the subject is planned.



### **Ongoing Activities**

#### **Support to the Society for Research and Initiatives for Sustainable Technologies and Institutions (SRISTI)**

A voluntary initiative was launched four years ago by Professor Anil K. Gupta to network people and activists engaged in eco-restoration and in reconstruction of ecological knowledge systems of people. This network, called the Honey Bee, aims to document and disseminate the technological and institutional innovations developed by local people themselves without outside help.

Regional versions or translations of the *Honey Bee* newsletter are brought out in six Indian languages and the Bhutanese language Zonkha. Since technological innovations cannot survive without institutional innovations and support structures, the network also documents ecological institutions which have been evolved by the people in order to manage knowledge and resources as common property. While Honey Bee is an educational innovation, SRISTI will provide a link for the people with the natural and social sciences. SRISTI proposes to support the intellectual property rights of rural innovators through lobbying for their rights. It also aims at reorienting agricultural research strategies by creating an alternative agenda.

SRISTI will be an autonomous group and plans to organize several workshops and summer schools in collaboration with RMCEI. This support is similar in some respects to the support provided by the Institute faculty to the Academy of HRD and the Jawaja Leather Workers and Weavers' Societies.

#### **Tribal Ecological Knowledge**

A group project focusing on experimental participative evolution of curriculum and pedagogic approaches which would be building upon link local ecological knowledge in tribal and non-tribal areas has been initiated. The study seeks to pursue the idea of teachers and students volunteers blending indigenous ecological, institutional, and technological insights with formal and informal learning strategies in some schools.

#### **Innovation in Education**

A project titled "Innovation in Education: Gram Vidyapeeths of Gujarat" is being evolved. It will study the existing patterns of curriculum development in the Gram Vidyapeeths.

Three papers are being prepared by P.G. Vijay Sherry Chand which describe the experiences of a voluntary organization with non-formal education.

#### **MDPs for Citizen Action and Consumer Groups**

RMCEI plans to organize management development programmes for citizen action and consumer groups.

A survey of about 400 citizen action groups was launched in February 1993 to assess the long-term potential for management development in this sector.



RMCEI has supported voluntary initiatives around burning social issues in an effort to learn from the educational potential of such actions.

RMCEI is supporting the Pratapgarh Adivasi Tendu Leaf Collectors' Cooperative Society through management advice on how to build participative institutions and solve its problems in marketing unsold stocks. RMCEI's experience with this and similar cooperatives should result in drawing lessons for institution building of cooperatives of disadvantaged sections of society and social agencies promoting such ventures which may need a high degree of managerial inputs.

The government of Gujarat has approached RMCEI to assist a task force on revamping management of primary education.

An international workshop on "Creativity and Entrepreneurship of Indigenous Innovators, Intellectual Property Rights of Grassroots Innovators, Institution Building and Curriculum Reforms for incorporating concerns for Sustainability and Biodiversity Conservation" is planned.

## **7. Entrepreneurship Group**

The changing economic scenario demands greater competitiveness among entrepreneurs. This requires high level of innovativeness in entrepreneurs. The Entrepreneurship Group will be focusing on the development of high quality entrepreneurs of pioneering and innovative type.

While other institutions are largely involved in the pre-start-up phase, the Entrepreneurship Group will be mainly interested in the post-start-up phase. The presence of a strong team of functional experts in different areas of management in the Institute will prove the necessary back-up support to the Group.

The Group will develop new knowledge which in turn will lead to training and teaching programmes, conferences, and publications.

## **8. International Management Group**

The Institute proposes to enlarge the existing International Management Group into a fullfledged Centre for International Management whose main objective would be to play a pioneering role in helping the effort of developing countries become important players in the global economic scenario. The aim would be to assist industries and firms in developing countries to become globally competitive. This objective will be met through the following:

1. Develop relevant knowledge through research, both applied and conceptual, and use it in innovative programmes as well as disseminate it through conferences, workshops, and publications.



2. Organize innovative training programmes for providing practising managers of internationalizing organizations with required knowledge, decision making skills, and competence.
3. Improve decision-making skills and competence of practising managers of organizations.
4. Provide required inputs in the second year of PGP to enable interested students take up careers in international management.
5. Develop teachers and researchers in the field of international management, who in turn would assist in the above by offering a doctoral specialization package in the Fellow Programme.

#### **Research Direction**

The Group faculty would develop cases on different aspects of international management such as the following:

identifying export markets and developing entry and expansion strategies  
designing organization structure, systems, and processes for internationalization  
international sourcing strategies  
managing international transfer of technology  
management of strategic alliances in India  
management of Indian joint ventures abroad  
management of multiple cultures  
strategic planning and control in Third World MNCs.

### **9. Industrial Policy Management Group**

The Industrial Policy Management Group (IPMG) at the Institute is the focal point for research, teaching, and consulting on various themes related to industrial policy formulation, management, and effectiveness. During the year under review, IPMG concentrated on defining its focus and initiating some research studies.

The thrust areas for research include economic legislations; privatization; industry studies concerning structure, conduct, and performance; globalization; and environmental sustainability of industrial development. Teaching activities of the Group will include industry related courses/modules in PGP, FPM, and MDPs, and specially designed training programmes and workshops on industrial and other economic policies for executives in industry and government. IPMG plans to design and offer a one year specialization package in Economic Policy Management in PGP.

#### **Research Projects**

The following research projects were initiated during the year:



Choosing the Right Mix: An Interpretative Literature Survey on Management Framework for Externalities

Restrictive Trade Practices in India: An Economic Analysis

Industry Structure and Performance: A Study of Selected Industries (likely to be sponsored by ICICI as a collaborative project).

A research project on "Synergy in Government Policies and International Competitiveness in Industries: A Case Study of Selected Indian Industries" is in the final stage of sponsorship.

Besides teaching in PGP, FPM, and MDPs, the Group faculty undertook consulting and other assignments with the International Cooperative Alliance, Central Silk Board, and LBS National Academy of Administration, Mussoorie.



## **E. Disciplinary Areas**

The Institute has seven academic groups called areas, namely Business Policy, Economics, Finance and Accounting, Marketing, Organizational Behaviour, Personnel and Industrial Relations, and Production and Quantitative Methods. These areas primarily man the Post-Graduate and Fellow Programmes.

### **1. Business Policy**

The Business Policy Area offered compulsory and elective courses on various facets of managing an organization as a whole in PGP and FPM and offered two MDPs. The Area faculty also coordinated several MDPs. The International Training Programme for Teachers was offered by the Institute for the first time in collaboration with the Commonwealth Secretariat, London.

The Area continued research in managerial communication, environmental change and strategic response, strategic management of technology, entrepreneurship and networking, and internationalizing Indian business. The Area faculty were involved in international research projects like industry-technology infrastructure interface and innovations in management.

### **2. Economics**

The Economics Area offered compulsory and elective courses covering various aspects of economics and management in PGP, FPM, and MDPs.

During 1992-93, the Area offered two new elective courses in PGP: International Trade and Economic and Business Forecasting. In all, the area offered six electives in the second year of PGP.

The Area offered the Fourth Commonwealth Programme on Economic Management and Planning in Developing Economies in collaboration with the University of Glasgow and sponsored by the Commonwealth Secretariat, London.

### **3. Finance and Accounting**

The Finance and Accounting Area offered compulsory and elective courses in PGP and FPM. It also offered an MDP on "Portfolio Management".

Research interests of the Area faculty include detailed study of the Indian capital market both at policy and empirical level, with specific emphasis on the equity and longterm debt markets; and policy and operational aspects of various financial services. Other ongoing research projects in corporate finance include capital structure patterns in India and project evaluation and follow-up practices at ICICI.



#### **4. Marketing**

The Marketing Area's activities relate to teaching, research, faculty development, management development, and consultancy work in specialized fields like quantitative models, media planning, consumer behaviour, advertising, products management, international marketing, sales and distribution management, and social marketing, apart from overall marketing management.

The Area offered two compulsory core and 8 elective courses in PGP. The Area continued research work and case writing on product-market situations and organizations in the Indian context.

The Area, jointly with the Production and Quantitative Methods Area, offered an MDP on "Advanced Data Analysis for Marketing Decisions".

#### **5. Organizational Behaviour**

The Organizational Behaviour Area is an interdisciplinary group with members having basic academic background in psychology, sociology, and organizational and administrative sciences. The area offered courses dealing with entrepreneurial motivation, management of creativity and innovation, issues of careers, roles, and identity, consulting styles, management of excellence, etc. in the Institute's Post-Graduate and Fellow Programmes and to practising executives. Some of the advanced courses offered to doctoral students included Advanced Research Methods, Applied Behavioural Science-I and II, and Organizational Theory. Research interests of the Area include stress management, executive competence, organizational learning, management of excellence, gender issues at workplace, managerial leadership styles and culture, human resource development, and innovations in management.

#### **6. Personnel and Industrial Relations**

The Personnel and Industrial Relations Area contributed to the on-going activities of the Institute. In particular, two new Management Development Programmes--Strategic Human Resource Management and Diagnostic Research Skills for Training Managers--were offered by the Area. The Area members also conducted research studies and prepared case studies on subjects of contemporary interest.

#### **7. Production and Quantitative Methods**

The Production and Quantitative Methods Area offered 7 elective courses, in addition to the regular courses, in PGP. One elective course "International Manufacturing Management (IMM)" was offered for the first time in PGP. A course on Mathematical Analysis was offered for the first time as an elective in FPM. The Area supported FDP through a course on QM.



During the year the Area offered 4 MDPs and another one MDP jointly with the Marketing Area. The Area faculty contributed significantly to the activities of other areas like CMA, F&A, CISG, PSG, Marketing, etc.

The Area organized some very important national and international activities. On the eve of Professor V.L. Mote's sixtieth birthday, a special conference was organized during March 19-20, 1993, to commemorate the long association of Professor V.L. Mote with the Area. The theme of the conference was "Corporate Strategy and Government Policy: Interlinkages" which was well attended by industry representatives and policy makers.

A national workshop on "Operational Research for Development" was organized during December 11-12, 1992, in association with the London School of Economics and the Commonwealth Secretariat, London. Delegates from various developing countries of Asia and Africa participated in the workshop. This was followed by an international conference on "Operational Research for Development" during December 14-16, 1992. It was organized in collaboration with the Operational Research Society of India, Operational Research Society of Britain, and the International Federation of Operational Research Societies. The Silver Jubilee Convention of ORSI was also hosted by the Area during December 17-19, 1992.

## F. Alumni Relations and Activities

At the end of 1992-93, the alumni strength was 24,763 (4053 PGPs, 115 FPMs, 584 MEPs, and 20,011 MDPs).

### Alumni Refresher Workshop

An Alumni Refresher Workshop on "Building Competitive Excellence" for PGP/MEP/FPM alumni with at least 10 years experience was organized for the first time on February 1-3, 1993. There were 20 participants who felt that the Institute should organize more such programmes.

### Alumni Seminar Reunion

A PGP/FPM/MEP/FDP Alumni Seminar Reunion was organized on February 13-14, 1993, on the theme "Dreaming about IIMA." The special guests for the Reunion were the PGP batches of 1969, 1974, 1979, 1984, and 1989; FPMs entering in 1972, 1977, 1982, and 1987; MEPs of 1979, 1984, and 1989 batches; and FDPs of 1984 and 1989. Ninety alumni (eleven with spouses) participated.

A 92-page souvenir was brought out for the Reunion. It carried a report on the seminar and photographs and excerpts from the yearbooks of the reunion batches.

### Alumnus

Three issues of the *IIMA Alumnus* were brought out during the year. The *Alumnus* features activities of the Institute and topics of general interest to the alumni. 'Women Alumni', 'Dreaming about IIMA' and 'IIMA's Former Faculty' were the themes of the September 1992, January, and May 1993 issues.

### Alumni Directory

The Alumni Office is in the process of bringing out an alumni directory. A total of about 8,300 senior executives would be covered by this directory.

### Souvenirs

The Alumni Office has a wide range of souvenirs like neck ties, stickers (for scooters and cars), embroidered wall hangings, *patari* (jewel box), IIMA designer watches, T-shirts, post cards, greeting cards, and IIMA diaries.

### Chapter Activities

The Ahmedabad Chapter coordinated the Alumni Reunion Seminar on February 13-14, 1993, and sponsored the Reunion dinner. The Young Innovative Manager Award instituted by the Chapter was awarded to Ms. Indu Capoor during an impressive ceremony.

The Bhopal Chapter has been initiated. The first meeting was held in the last week of July 1992.



The Bombay Chapter, which had been dormant, is getting reactivated. An ad hoc committee has been constituted and efforts are on to have early elections.

The Baroda Chapter is being revived. A working committee has been formed to chalk out programmes.

The Jakarta Chapter has started a forum for professional excellence. The inaugural session was held on April 17, 1993, at the Indian Embassy Auditorium, Jakarta. Mr. Udayan Waghle, IFC Representative in Indonesia, spoke on "Different Aspects of Liberalization in Indonesia." This was probably the first such get-together of Indian professionals.

The Lucknow Chapter organized, jointly with the Institution of Engineers and the Lucknow Management Association, a two-day symposium on "Lucknow 2001" on February 21 and 22, 1993, in Lucknow. It was inaugurated by the Governor of Uttar Pradesh Mr. B. Satyanarayan Reddy. Mr. Raj Bhargava, Information and Broadcasting Secretary to the Government of India, delivered the keynote address. A Citizen's Forum has been formed with the Chapter playing a leading role to make Lucknow the most livable city in the country by 2001.

#### **Executive Committee of IIMA Alumni Association**

Two executive committee meetings were held on August 21, 1992, and February 13, 1993.

#### **Fund Raising by Alumni**

Approximately Rs.1,73,425 has been contributed by various alumni to the IIMA Corpus Fund.

## G. Vikram Sarabhai Library

For the period under review, growth in the Library's collection was as follows:

Items	Number	Expenditure
Books	2500	Rs.7,05,340.00
Periodicals	621	Rs.20,30,037.00

The total collection of books now stands at 1,27,754. Publications issued and returned were 19,508 and 15,618 respectively.

### Library Automation

About 5000 records were added to the database of journal articles, selected articles, features, and news items from the *Economic Times* and *Financial Express* as well as from the current additions of books, bringing the number of records to over 15,000. Catalogues and current additions of books data were downloaded to the network system to facilitate access on the terminals located in the faculty's offices. UNESCO's package CDS/ISIS has been used to develop the database.

The circulation system was improved to alert borrowers about books becoming due for return. A change was introduced in the system to generate loan record in the order of due date. The system also generated reports of all transactions and answered queries in respect of issue status, reservations, overdue charges, etc.

Changes were introduced in the periodicals acquisition system to make the system work faster and provide additional utilities. A new report file was created to generate vendors' performance reports, report on daily receipt of issues, and report on issues received during any given period.

### Database Service

Search by keywords and areas was done and index of articles, books, and news items were supplied on floppies to users within and outside the Institute. More than hundred searches were done in the IND database for references from the *Economic Times* and *Financial Express*. An equal number of searches was done in the JIND database for references from journals.

The following computer-based services were provided to users:

- Index of articles from current issues of specified periodicals
- Management news index
- Current additions list

*Current Contents of Periodicals* continued to be circulated to respective areas.



### **Utilization of Management Information in India**

Results of the descriptive study were analyzed and discussed at a meeting held from August 30 to September 1, 1992. The research results demonstrated potential for management information products and services in the academic, business, and industry segments. It was decided to conduct further research for developing appropriate marketing strategies and draw up a system of research for arriving at such strategies.

### **Training**

Ms. Hima B. Soni and Meera S. Nanavati attended a four week library automation training programme conducted by INFLIBNET, Ahmedabad.

Upendra P. Pandya attended a five day experts/users meeting and workshop on microversion of CDS/ISIS at the National Chemical Laboratory, Pune.

Vijay B. Dalvi attended a five week training programme on library automation and software packages with emphasis on CDS/ISIS at INSDOC, New Delhi.

## H. Grant-in-Aid

The Institute received grant-in-aid of Rs.4,26,00,000 for 1992-93 from the Ministry of Human Resource Development, Government of India. The details are given below:

Name of Scheme/Programme	Opening Balance (Rs.)	Grant received during the year (Rs.)	Expenditure incurred during the year (Rs.)	Unspent balance carried forward (Rs.)
Indian Institute of Management, Ahmedabad				
Non-Plan	27,018	3,26,00,000	3,26,12,974	14,044
Plan	15,682	1,00,00,000	1,00,15,682	



## I. Administrative Activities

### New Appointments

During the year the following joined the Institute:

Sidharth Sinha, Associate Professor in the Finance & Accounting Area  
Shekhar Misra, Visiting Faculty, Marketing Area  
Sebastian Morris, Visiting Faculty, Economics Area  
D. N. Sen Gupta, Visiting Faculty, Industrial Policy Management Group  
J.C. Sandesara, Visiting Faculty, Industrial Policy Management Group  
K.P. Srivastava, Visiting Faculty, Centre for Management in Agriculture  
Lt. Col. A.K. Dua, Chief Administrative Officer with faculty status  
Sunil B. Lodha, Steno-Typist  
M.B. Premkumar, LDC Typist  
Pravin S. Solanki, LDC Typist  
M. Muralidharan, Steno-Typist  
K.P. Radhakrishnan, Steno-Typist  
Vinodini Raveendran, Steno-Typist  
K.R. Unni, Steno-Typist

### Resignations

During the year the following resigned from the services of the Institute:

Professor R.S. Ganapathy  
Professor G. Giridhar  
Professor K.R.S. Murthy  
Professor R. Sridharan  
Professor S. Yegneshwar  
Mr. D.V. Gupte, Administrative Officer  
Mr. B. Ram Chandran Iyer, Stores and Purchase Officer  
Ms. R. Lakshmi, Steno-Typist  
Ms. V. Pattammal, Steno-Typist  
Mr. K. Sridharan, Steno-Typist  
Mr. C. Thamban, Steno-Typist  
Mr. Sunil B. Lodha, Steno-Typist  
Mr. Pravin S. Solanki, LDC Typist

### Retirements

Professor Vasant L. Mote, Ms. Sreedevi Kutty, Messers K. Narayanan, S.V. Ramamurthy and J.F. Pandya retired from the services of the Institute during the year. The Institute wishes them good luck.

### Leave of Absence

During the year long leave was granted to the following:

Professor Sasi B. Misra to visit McGill University, Canada, in the Organizational Behaviour area of the Faculty of Management.

Professor T.K. Moulik to take up an assignment with BORDA and GTZ, Germany, to study biogas technologies.

Professor Jerome Joseph to visit Harvard Law School on a Fulbright Grant to do research in the area of negotiating strategies and skills in the area of industrial relations and collective bargaining.

Professor T.V. Rao to visit the University of Sussex to study human resource development strategies in Commonwealth countries.

Professor Mirza Saiyadain to visit the University of Malaysia, Penang, to teach Personnel Management and Management Communication.

Professor P.R. Shukla to work with Battelle Pacific North West Laboratory on the creation and verification of a second generation model of economy-energy-environment interactions and to visit McGill University, Canada.

Professor Nitin Patel to visit the School of Public Health, Harvard University.

Professor J.S. Chhokar to visit Murdoch University, Australia, and Curtin University of Technology, Australia, to teach Organizational Behaviour related courses.

Professor J.K. Satia to take over as Executive Director, International Council on Management of Population Programmes (ICOMP), Malaysia.

#### **Staff Awards/Honours**

During the year 42 members of the staff completing 20 years of service were given an award each. Dr. N.T. Patel and Dr. N.V. Namboodiri were the joint winners of the Gyanvir Award instituted by the Institute to honour non-faculty members of the staff with outstanding academic achievements. Ms. Hansa Sanghvi was given the Institute's Karmavir Award for retiring employees with a record of dedicated service to the Institute.

#### **Welfare Activities**

The Welfare Committee distributed educational aids free of cost to children of IIMA employees. During 1992-93, over 700 children were given text books, note books, and slates. More than 300 employees took advantage of this scheme.

In its continued efforts to bring greater awareness among the IIMA community on various aspects of a safer and healthy life, a lecture and questionnaire programme was organized on the dangers of smoking and other tobacco related addictions on the World No Tobacco Day. Interested employees were examined by a physician and investigations like stress test were done.



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A sewing, knitting, and embroidery class was started for children and womenfolk of the IIMA community.

The IIMA Children's Club, under the Welfare Committee, started a drawing class for children up to 15 years of age. A large number of children are showing keen interest.

The Welfare Committee's merit awards for meritorious performances in secondary, higher secondary, and graduation examinations were given to 50 children of IIMA employees.

Other activities conducted by the Welfare Committee during the year included holding a voluntary blood donation camp, arranging New Year get-together, and organizing the Institute Day. Because of the communal disturbances in the city, this year's Institute Day celebrations were on a low key.

**Appendices**



*Appendix I*

**Manpower Growth**

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
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
1986-87	86	64	579	4	733
1987-88	84	65	561	6	716
1988-89	82	78	542	4	706
1989-90	83	70	535	14	702
1990-91	81	60	537	16	694
1991-92	83	63	529	5	680
1992-93	81	60	521	4	666

*Appendix II*

**Post-Graduate and Fellow Programmes**

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
1982-83	358	43	401
1983-84	347	55	402
1984-85	336	48	384
1985-86	337	41	378
1986-87	368	44	412
1987-88	370	34	404
1988-89	375	27	402
1989-90	395	40	435
1990-91	377	37	414
1991-92	367	45	412
1992-93	372	40	412

*Appendix III*

**Cases, Research, and Consulting**

Year	Case Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1982-83	2041	290	261
1983-84	2191	294	289
1984-85	2232	335	317
1985-86	2295	352	342
1986-87	2320	368	364
1987-88	2358	380	429
1988-89	2410	390	481
1989-90	2446	415	528
1990-91	2496	465	553
1991-92	2544	489	582
1992-93	2564	511	620



Appendix IV

**Industry, Faculty Memorial, and PGP Students Sponsored Scholarships**

**First Year (1991-93) Batch**

Name of Recipient	Name of Scholarship	Value (Rs.)
<b>Industry Scholarships</b>		
Sanjay Goel	Gujarat State Fertilizer	6,500
Sanjay Kumar Jain	Pond's India	6,500
Peeyoosh Chadda	Ranbaxy Laboratories	6,500
Gautam Kumra	Tata Engineering and Locomotive	6,500
S. Kannan	Surrendra Paul	6,000
Rohit Chatterji	Bank of America	3,500
Sanjay Gosain	Citibank	3,500
Arvind Bansal	Gujarat Alkalies and Chemicals	3,500
Sreedhar T. Bharath	Industrial Development Bank of India	3,500
M. Ramesh	Lakme	3,500
Kapil Mehta	Lintas India	3,500
P.G. Ganapathy	Mahindra and Mahindra	3,500
Ashish Goyal	Malayala Manorama	3,500
Sachin Nandgaonkar	Narmada Cement	3,500
Yogesh Kumar	Shreenath Khandelwal Trust	3,500
Satish P. Kulkarni	Tata Iron and Steel	3,500
C.V. Sharma	Tulsi Pushpa Charitable Trust	3,500
<b>PGP Students' Sponsored Scholarship</b>		
N. Arun	PGP Batch 1987	3,000

**Second Year (1991-93) Batch**

<b>Industry Scholarships</b>		
Sanjay Kumar Jain	Bajaj Auto	6,500
Sanjoy Dasgupta	Bharat Forge	6,500
C.V. Sarma	Blow Plast	6,500
Sridhar Rajagopalan	FAIR	6,500
Gautam Kumra	Godrej and Boyce	6,500
Sachin Nandgaonkar	Hindustan Lever	6,500
Rajesh Chakrabarti	Kinetic Engineering	6,500

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Name of Recipient	Name of Scholarship	Value (Rs.)
Rohit Chatterji	Pond's India	6,500
Vijay Suresh Joshi	Shreenath Khandelwal Trust	6,500
Sreedhar T. Bharath	Godfrey Phillips	6,500
Ketan J. Shah	Surrendra Paul	6,000
Satish P. Kulkarni	Bank of America	3,500
Arvind Bansal	Colgate Palmolive	3,500
M. Ramesh	Devidayal Electronics and Wires	3,500
A. Krishna Kumar	Malayala Manorama	3,500
Mayukh Krishna Dhar	Audco India	3,500
<b>PGP Students' Sponsored Scholarship</b>		
Sanjay Kumar Gupta	IIMA Silver Jubilee	3,000
<b>Faculty Memorial Scholarship</b>		
Sanjay Gosain	Professor B.K. Hegde	3,000
<b>Girl Students Scholarship</b>		
S. Meenakshi	Usha-FAIR	6,500

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Appendix V

**Board of Governors**

**Chairman**

S.K. Khanna  
Vice-Chairman  
University Grants Commission  
New Delhi

**Members**

R K Sinha  
Additional Secretary  
Ministry of Human Resources Development  
Department of Education  
Government of India  
New Delhi

S K Banerjee  
Financial Adviser (Edn.)  
Ministry of Human Resources Development  
Department of Education  
Government of India  
New Delhi

Suresh Kumar  
Secretary  
Department of Public Enterprises  
Ministry of Industry  
Government of India  
New Delhi

N R Krishnan  
Additional Secretary  
Department of Industrial Development  
Government of India  
New Delhi

R Balakrishnan  
Chief Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

K Ramamurthy  
Principal Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

P V Indiresan  
Indian Institute of Technology  
New Delhi

S Ganguly  
Executive Vice-Chairman &  
Managing Director  
The Associated Cement Cos Ltd  
Bombay

U V Rao  
Chief Executive & Managing Director  
Larsen & Toubro Ltd  
Bombay

Arvind N Lalbhai  
Chairman & Managing Director  
The Arvind Mills Ltd  
Ahmedabad

Prafull Anubhai  
Chairman & Managing Director  
Rustom Mills & Industries Ltd  
Ahmedabad

N Vaghul  
Chairman  
Industrial Credit & Investment Corporation  
of India, Bombay

Amrita Patel  
Managing Director  
National Dairy Development Board  
Anand

C R Shah  
Director  
✓ Torrent Group of Laboratories  
Ahmedabad

Siladitya Ghosh  
Deputy Director General  
✓ (Technological Services)  
National Productivity Council  
New Delhi

Pramod Verma  
Indian Institute of Management  
Ahmedabad

Ranjit Gupta  
✓ Indian Institute of Management  
Ahmedabad

Kartikeya Sarabhai  
Director  
Centre for Environment Education  
Nehru Foundation for Development  
Ahmedabad

✓ Manubhai D Shah  
Managing Trustee  
Consumer Education and Research Centre  
Ahmedabad

Shrenik Kasturbhai  
Near Bungalow of Ambalal Sarabhai  
Under Bridge, Shahibaug  
Ahmedabad

P P Gupta  
Chairman  
APG Enterprises Pvt Ltd  
New Delhi

P N Khandwalla  
Director  
Indian Institute of Management  
Ahmedabad

**Secretary**

D V Gupte (up to 29 September 1992)  
Administrative Officer  
Indian Institute of Management  
Ahmedabad

A K Dua (from 15 March 1993)  
Chief Administrative Officer  
Indian Institute of Management  
Ahmedabad



Appendix VI

Members of IIMA Society

Mr K R Dave  
General Manager  
Ahmedabad Cotton Mills, Gomtipur  
Ahmedabad 380021

Mr P G Ramrakhiani  
Managing Director  
Ahmedabad Electricity Co. Ltd  
Electricity House, Laldarwaja  
Ahmedabad 380001

Dr. Biharilal Kanaiyalal  
The Ahmedabad Kaiser-I-Hind Mills Ltd  
Outside Raipur Gate  
Ahmedabad 380022

Mr V.B.L. Mathur  
Ahmedabad Jupiter Spg. Wvg. & Mfg. Mills  
Dadhichi Road, Post Box No. 6443  
Ahmedabad 380001

Mr C R Amin  
Managing Director  
Alembic Chemical Works Co Ltd  
Alembic Road  
Baroda 390003

Mr Bipin Chandulal  
Managing Director  
The Ahmedabad New Cotton Mills Ltd  
P B No 9, Near Khokhra  
Ahmedabad 380008

Mr Jayakrishna Harivallabhdas  
Shri Ambica Mills  
Nr Kankaria Loco Siding  
Ahmedabad 380008

Mr Nitin J Nanavaty  
Managing Director  
Apurva Containers Pvt Ltd  
Navbharat Mills Compound  
Chamunda Char Rasta, Naroda Road  
Ahmedabad 380025

Mr Arvind N Lalbhai  
Arvind Mills Ltd  
P B No 10010, Naroda Road  
Ahmedabad 380025

Mr Shripal Chinubhai Sheth  
Anil Starch Products Ltd  
Pb No 10009, Anil Road  
Ahmedabad 380025

Managing Director  
Shri Arbuda Mills Ltd  
Rakhial Road  
Ahmedabad 380021

Mr C H Choksey  
Asian Paints India Ltd  
P B No 1946, Express Towers  
Nariman Point  
Bombay 400021

Mr Arvind N Lalbhai  
Asoka Mills Ltd  
Railwaypura, Naroda Road  
Ahmedabad 380025

Mr A N Lalbhai  
Asoka Mills Ltd  
P.B. No. 1050, Naroda Road  
Ahmedabad 380002

Dr S Ganguly  
Executive Vice-Chairman & Managing  
Director  
The Associated Cement Cos. Ltd  
Cement House  
121, Maharshi Karve Road, P B No 11023  
Bombay 400020

Dr H Kaiwar  
Director  
Atic Industries Ltd  
Post Atul, Via Bulsar  
Atul 396020

Mr Siddarth K Lalbhai  
Atul Products Ltd  
Atul 396020  
Dist Valsad

Mr Rahul Bajaj  
Chairman & Managing Director  
Bajaj Auto Ltd  
Bombay-Pune Road, Akurdi  
Pune 411035

Mr U V Rao  
Audco India Ltd  
C/o Larsen and Toubro Ltd  
Ballard Estate, P B No 278  
Bombay 400038

Mr P N Shah  
M/s Bakubhai Ambalal Pvt Ltd  
43, Jain Society  
Pritamnagar, Ellisbridge  
Ahmedabad 380006

Chairman & Managing Director  
Bank of Baroda  
3, Walchand Hirachand Marg  
Ballard Estate  
Bombay 400038

Shri K C Choudhary  
General Manager (Credit & Corp.Banking)  
Bank of Baroda, Central Office  
3, Walchand Hirachand Marg  
Ballard Pier  
Bombay 400038

Mr V P R Rao  
Zonal Manager  
Bank of India  
6th Floor, Ahmedabad Main Office  
Bhadra  
Ahmedabad 380001

Chairman & Managing Director  
Bharat Earth Movers Ltd  
Post Box No.7  
Bangalore 560002

Chairman & Managing Director  
Bharat Heavy Electricals Ltd  
Hindustan Times Building  
18/20, Kasturba Gandhi Marg  
New Delhi 110001

Mr Subodh Chaturbhujdas  
'Sonar', Opp. Panchvati Apartments  
Panchvati Cross Road, Ellisbridge  
Ahmedabad 380006

The Manager  
Bharat Vijay Mills Ltd  
Kalol (N.G.)  
Kalol

Dr. H.C. Bijawat  
The Bombay Dyeing & Mfg Co Ltd  
Neville House  
J N Heredia Marg, Ballard Estate  
Bombay 400038

Mr M Oeschger  
Managing Director  
Brooke Bond India Ltd  
'Brookefields', Marathahalli PO  
Bangalore 560037

Mr A K Chakravorty  
The Ahmedabad Mfg & Calico Ptg Co Ltd  
O/S Jamalpur Gate  
Ahmedabad 380022

Mr M V Murugappan  
Managing Director  
Carborundum Universal Ltd  
Tiam House, 11/12, Rajaji Road  
Madras 600001

Mr C T Parekh  
Chandrakant Parekh Pvt Ltd  
Mamta House, 3rd Floor  
S.V. Road, Bandra (W)  
Bombay 400051



Mr S Chaudhuri  
Commercial Manager  
Chemicals & Fibres of India Ltd  
Crescent House  
19, Walchand Hirachand Marg  
Ballard Estate  
Bombay 400038

Mr Siddharth Kasturbhai  
Cibatul Ltd  
Post Office Atul  
Atul 396020, Dist Valsad

Mr T P Desai  
Managing Director  
Cibatul Ltd  
Post Office Atul  
Atul 396020, Dist Valsad

Mr Bansi Dhar  
Chairman & Senior Managing Director  
DCM Ltd  
Kanchenjunga, Barakhamba Road  
New Delhi 110001

Mr Kewal K Aggarwal  
Managing Director  
Devidayal Rolling & Refineries Pvt Ltd  
Reay Road  
Bombay 400010

Mr C L Goswami  
President  
Shree Digvijay Woolen Mills Ltd  
Aerodrome Road  
Jamnagar 361006

Mr U V Rao  
Engineering Const. Corpn Ltd  
L&T House, P B No 278  
Ballard Estate  
Bombay 400038

Mr Upendrakumar M Patel  
Chairman and Managing Director  
Shri Dinesh Mills Ltd  
Padra Road  
Vadodara 390005

Chairman and Managing Director  
Engineers India Ltd  
"EI House", 4th Floor  
Bhikaiji Cama Place, RK Puram  
New Delhi 110066

Mr C K Hazari  
Joint Managing Director  
Escorts Ltd  
6, Pratap Building, Connaught Circus  
New Delhi 110001

Chairman & Managing Director  
Export Credit and Guarantee Corporation  
of India Ltd  
Express Towers, 10th Floor  
Nariman Point  
Bombay 400021

Mr S A Beyabani  
General Manager  
General Insurance Corporation Of India  
"Suraksha" 170, J Tata Rd  
Churchgate  
Bombay 400020

Mr H Dhanrajgir  
Managing Director & President  
Glaxo India Ltd  
Dr Annie Besant Road  
Bombay 400025

Mr Shantilal K Somaiya  
Chairman  
The Godavari Sugar Mills Ltd  
Fazalbai Bldg, M G Road  
Bombay 400023

Managing Director  
Gujarat State Fertilizer Co. Ltd  
Post Fertilizernagar  
Baroda 391345

Mr J P Patel  
Senior Manager (Adm)  
Gujarat State Financial Corporation  
Jaldarshan Building  
Ahmedabad 380009

Mr P O Desai  
Gujarat Tea Processors & Packers Pvt Ltd  
Vipul Est, Nr Pragati High School  
Khokhra, Mehmadaabad  
Ahmedabad 380008

Mr K N Shenoy  
Managing Director  
Hindustan Brown Broveri Ltd  
Post Box No 284  
Baroda 390001

Vice President (Personnel)  
Hindustan Lever Ltd  
Hindustan Lever House  
Backbay Reclamation  
Bombay 400020

Mr N M Shetty  
Chairman & Chief Executive  
Hindustan Veg Oil Corp Ltd  
Kundan House, Second Floor  
16, Nehru Place  
New Delhi 110019

Shri A C Wadhawan  
Chairman and Managing Director  
Hindustan Zinc Ltd  
Corporate Office  
9-10 Ambaogarh  
Udaipur 313001

Chief Executive (Personnel)  
Indian Oxygen Ltd  
Oxygen House  
P 34 Taratolla Road  
Calcutta 700053

Shri S.K. Mukherjee  
Director (Personnel)  
Indian Petrochemicals Corporation Ltd  
Post Petrochemicals  
Baroda 391345

Dr S Ganguly  
Chairman & Managing Director  
Indian Petrochemicals Corporation Ltd  
Post Petrochemicals  
Baroda 391345

Chairman  
Industrial Credit & Investment Corporation  
of India  
163, Backbay Reclamation  
Bombay 400020

Dr B Bhatia  
Deputy General Manager  
Industrial Finance Corporation of India  
IFCI Bhavan  
C G Rd, P B No 4049  
Ahmedabad 380009

Mr P S Gopalakrishnan  
Industrial Finance Corporation of India Ltd  
Bank of Baroda Building  
16, Parliament Street, P B No 363  
New Delhi 110001

Mr Rahul N Amin  
Executive Director  
Jyoti Ltd  
Industrial Area, Post Chemical Industries  
Baroda 390003

Mr M C Gupta  
Manager H.O.  
Khandelwal Bros Ltd  
166, Dr D N Road, Fort  
Bombay 400001

Chairman and President  
Larsen and Toubro Ltd  
L & T House  
Ballard Estate  
Bombay 400038

Chairman  
Life Insurance Corporation of India  
'Yogakshema'  
Jeevan Bima Marg  
Bombay 400020

Mr Hrishikesh A. Mafatlal  
The Mafatlal Fine Spg & Mfg Co. Ltd  
Mafatlal Centre  
Nariman Point  
Bombay 400021



Mr N K Parikh  
Chief Executive  
Mafatlal Engg. Inds. Ltd  
Mafatlal Centre, Nariman Point  
Bombay 400021

Mr P D Chavda  
Executive Vice-President (Text)  
Mafatlal Industries Ltd  
Asarwa Road  
Ahmedabad 380016

Mr R K Pitamber  
Executive Vice-President (Fin)  
Mahindra and Mahindra Ltd  
Gateway Building, Apollo Bunder  
Bombay 400039

Mr Janmejy Bhagubhai  
Managing Director  
Manish Organics Ind Ltd  
7 A Ratnam Bldg, 2nd Flr  
Sheth CG Rd  
Navrangpura  
Ahmedabad 380009

Mr Ravi Malhotra  
Sirhind Steel Ltd  
7th Floor, "Shalin"  
Ashram Road  
Ahmedabad 380009

Executive Director- Personnel  
Metal Box Co of India Ltd  
Barlow House  
59C Chowringhee Road  
Calcutta 700020

Dr. S K Gupta  
Chairman & Managing Director  
Metallurgical Engineering Consultants of  
India Ltd  
Ranchi 834002

Mr Y N Mafatlal  
Mihir Textiles Ltd  
Khokhra, Mehmabad  
Ahmedabad 380 008

Chairman & Managing Director  
M M T C Ltd  
Post Box No. 7051  
Core No 1, Scope Complex 7  
Institutional Area, Lodi Rd  
New Delhi 110003

Mr Viren J Shah  
Chairman and Managing Director  
Mukund Iron and Steel Works Ltd  
Lal Bahadur Shastri Marg  
Kurla  
Bombay 400070

Mr H K Mehta  
Executive Director  
National Peroxide Ltd  
15, J N Heredia Marg  
Neville House, Ballard Estate  
Bombay 400038

Managing Director  
National Rayon Corporation Ltd  
Ewart House  
Bruce Street, Fort  
Bombay 400001

Mr A C Mukherjee  
Chairman & Managing Director  
New India Assurance Co Ltd  
New India Assurance Bldg, 87 MG Road  
Bombay 400023

President  
New Swadeshi Mills of Ahmedabad  
Naroda Road, G.P.O Box No.15  
Ahmedabad 380002

Mr Rashid Jilani  
Chairman & Managing Director  
Punjab National Bank  
5, Sansad Marg  
New Delhi 110001

Shri Rajiv C. Lalbhai  
The Raipur Mfg Co Ltd  
Outside Saraspur Gate  
Post Box No 54  
Ahmedabad 380018

Mr Rohit C Mehta  
Rajesh Textile Mills Ltd  
Rohit Mills Premises  
Khokhra, Mehmabad  
Ahmedabad 380008

Mr R Panchu  
Managing Director  
Ralli Wolfe Ltd  
PB No. 7750, Lal Bahadur Shastri Marg  
Mulund  
Bombay 400080

Mr Rohit C Mehta  
Rohit Mills Ltd  
Khokhra, Mehmabad  
Ahmedabad 380 008

Mr Prafull Anubhai  
Chairman and Managing Director  
Rustom Mills & Ind Ltd  
Biji House, Stadium Road  
Ahmedabad 380014

Mr Navnitlal Sakarlal  
M/s Sakarlal Balabhai & Co Ltd  
D-11 Silver Arc  
Nr Ellisbridge Railway Crossing  
Kavi Nanalal Marg  
Ahmedabad 380 006

Mr Chinubhai Chimanbhai  
Arvind Polycot Ltd  
Saraspur, Post Box No.1061  
Ahmedabad 380002

Mr Arvind Hiralal  
Saurabh Corporation  
A/416/C, Nr Mithakhali Rly Cr.  
Ahmedabad 380006

Mr B V Mehta  
Sayaji Industries Ltd  
Bipin Nivas  
Panchwati, Ellisbridge  
Ahmedabad 380006

Mr Rasesh N Mafatlal  
Shanudeep Ltd  
Mafatlal Centre  
Nariman Point  
Bombay 400021

Mr A S Kasuwal  
Shriram Mills Char. Trust  
Shriram Mills Premises  
Ferguson Road, Lower Parel  
Bombay 400013

Mr Ajitkumar C Patel  
Director  
Soft Beverages Pvt Ltd  
C/5, Industrial Estate, Ambattur  
Madras 600058

Chairman  
State Bank of India  
Central Office, Nariman Point  
Bombay 400021

Managing Director  
State Industrial & Investment Corporation  
of Maharashtra  
Nirmal Ist Floor, Nariman Point  
Bombay 400021

Chairman and Managing Director  
State Trading Corporation of India Ltd  
36, Janpath, Chandralok Building  
New Delhi 110001

Mr Suhrid Sarabhai  
Suhrid Geigy Ltd  
Shahibaug House  
Ahmedabad 380004

Swadeshi Mills Co Ltd  
Bombay House  
Bruce Street, Fort  
Bombay 400039

Mr H H Vasa  
Surat Cotton Spg. & Wvg.  
Mafatlal Centre  
Nariman Point  
Bombay 400021



Mr Ashok Muthana  
Chairman  
Zules Management Consultants P Ltd  
Aarthi Chambers, 2nd Flr  
189, Mount Rd  
Madras 600006

Mr V P Pahuja  
President, Chemicals Divn  
Tata Chemicals Ltd  
Mithapur (Western Railway)  
Okhamandal Taluka  
Mithapur 361345

Mr V F Banaji  
General Manager (Corporate Human  
Resource)  
Tata Engineering & Locomotive Co. Ltd  
Bombay House, 24, Homi Mody St  
Hutatma Chowk  
Bombay 400001

Mr S Venkataraman  
The Secretary  
Tata Hydro-Electric Power Supply Co. Ltd  
Bombay House, Homi Mody St.  
Fort  
Bombay 400001

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

Mr N.S. Sunder Rajan  
President  
Tata Oil Mills Co Ltd  
Bombay House, Homi Mody Street  
Fort  
Bombay 400 039

Mr U V Rao  
Tractor Engineers Ltd  
C/o Larsen and Toubro Ltd  
Ballard Estate, P Box No 276  
Bombay 400038

Mr M Ct Pethachi  
Managing Director  
Travancore Rayons Ltd  
151 Mount Rd (P.B.No. 2730)  
Madras 600002

T.V.S. Charities  
C/o T.V. Sundaram Iyengar & Sons Ltd  
Rly.Station Road  
Madurai 625001

Mr A H Tobaccowala  
Chairman  
Voltas Ltd  
19, Graham Road, Ballard Estate  
Bombay 400038

Mr Lalchand Hirachand  
Chairman  
Walchandnagar Inds. Ltd  
Construction House  
Walchand Hirachand Marg, Ballard Estate  
Bombay 400038

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

Mr S Chaudhuri  
C/o Col M M Ismail  
Rashid Baug  
PO Garhmipur, Via Bahadrabad  
(Distt. Hardwar)

Mr Jyotindra N Mehta  
G-6 Soham Apartments  
Nr Maharashtra Society  
Ellisbridge  
Ahmedabad 380 006

Appendix VII

Faculty and Administration

Director

Pradip N. Khandwalla  
Ph. D. (Carnegie-Mellon)

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

K. Balakrishnan  
MBA (Harvard)  
AICWA, Cert. ITP (Harvard)

S.L. Bapna  
Ph.D. (SPU)

S.K. Barua  
Fellow (IIMA)

Ramesh Bhat  
Ph. D. (Delhi School of Economics)

Deepti Bhatnagar  
Fellow (IIMA)

S.C. Bhatnagar  
Fellow (IIMA)

Anil Bhatt  
Ph.D. (Chicago)

Shekhar Chaudhuri  
B.Tech. (Hons.) (IIT, Kharagpur)  
Fellow (IIMA)

J.S. Chhokar\*  
Ph.D. (Louisiana State University)

Samar Datta  
Ph.D. (Rochester)

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

Bakul Dholakia  
Ph.D. (MSU)  
RBI Chair Professor of Economics

Ravindra Dholakia  
Ph.D. (MSU)

M.R. Dixit  
Ph.D. (IIT, Kanpur)

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

Girja Sharan  
Ph.D. (Cornell)

Anand P. Gupta  
Ph.D. (Florida)

Anil K. Gupta  
Ph.D. (Kurukshetra)

G.S. Gupta  
Ph.D. (Johns Hopkins)  
Bank of Baroda Chair Professor of  
International Banking and Finance

Ramesh Gupta  
Ph.D. (Berkeley)

Ranjit Gupta  
M.A. (Lucknow)

Gurdev Singh  
Ph.D. (Illinois)

---

On leave



V. Jaikumar  
M.Sc.(Delhi)  
AICWA, Ph.D. (Columbia)

A.K. Jain  
Fellow (IIMA)

Rekha Jain  
Ph.D. (IIT, Delhi)

B.H. Jajoo  
Ph.D. (IIT, Kanpur)

Jerome Joseph  
Ph.D. (Madras)

A.H. Kalro  
Ph.D. (Minnesota)

Sashi Kolavalli  
Ph.D. (Illinois)

M.G. Korgaonker  
Ph.D. (IIT, Bombay)

Ashok N Korwar  
Ph.D. (California)

Abraham Koshy  
Fellow (IIMA)

Somdeb Lahiri  
Ph.D. (Minnesota)

T. Madhavan  
Fellow (IIMA)

S. Manikutty  
Fellow (IIMA)

Dileep Mavalankar  
M.D. (Gujarat)  
Dr. P.H. (Johns Hopkins)

Sasi B. Misra\*  
Ph.D. (California)

Shekhar Misra  
Ph. D. (Oregon)

Arun Monappa  
M.A. (Madras)  
M.Sc. (London School of Economics)

Sebastian Morris  
Fellow (IIM, Calcutta)

T.K. Moulik\*  
Ph.D. (IARI, New Delhi)

Sipra Mukhopadhyay  
Ph. D. (Jadavpur)

Gopal Naik  
Ph.D. (Illinois)

S.V. Nathan  
Fellow (IIM Ahmedabad)

Ajay N Oza  
Ph.D. (Bombay)

I.M. Pandey  
Ph.D. (Delhi)

Indira J. Parikh  
M.Ed. (Rochester)  
Ph.D. (Gujarat)

Nitin R. Patel\*  
Ph.D. (MIT)

D.M. Pestonjee  
Ph.D. (AMU)  
L&T Chair Professor of Organizational  
Behaviour

V. Raghunathan  
Fellow (IIMC)

G. Raghuram  
Ph.D. (North Western)

K. Ramachandran  
Ph.D. (Cranfield School of Management)

K.V. Ramani  
Ph.D. (Cornell)

S. Ramnarayan  
Ph.D. (Case Western Reserve)

T.P. Rama Rao  
M.Tech. (IIT, Kanpur)

S. Sreenivas Rao  
M.A. (Osmania)  
M.A. (Syracuse)

T.V. Rao  
Ph.D. (SPU)

V. Venkata Rao  
Ph.D. (Georgia Institute of Technology)

A.B. Rastogi  
Ph.D. (Liverpool)

N. Ravichandran  
Ph.D. (IIT, Madras)

J.L. Saha  
Ph.D. (Case Western Reserve)

Mirza S. Saiyadain\*  
Ph.D. (Kansas)

J.C. Sandesara  
Ph.D. (Bombay)

Trilochan Sastry  
Ph.D. (MIT)

J.K. Satia\*  
Ph.D. (Stanford)

S.P. Seetharaman  
Ph.D. (SPU)

P.M. Shingi  
Ph.D. (Illinois)

P.R. Shukla\*  
Ph.D. (Stanford)

J.P. Singh  
Ph.D. (Akron)

Sidharth Sinha  
Ph.D. (California)

K.P. Srivastava  
Ph.D. (Minnesota)

Devi D. Tewari  
Ph.D. (Saskatchewan)

A. Tripathy  
Ph.D. (London School of Economics)

Jayanth Rama Varma  
Fellow (IIMA)

S. Vathsala  
Fellow (IIMA)

N. Venkiteswaran  
Chartered Accountant

Pramod Verma  
Ph.D. (Manchester)

M.N. Vora  
DBA (Harvard)

#### **Research Staff**

Angel Annamma  
M.B.A. (Pune)

S.R. Asokan  
M.A. (Madras)

Shreya Bakshi  
M.B.A. (MSU)

Jyotsna Bhatnagar  
M.A. (Lucknow)

Chetan Bhatt  
M.Sc. (Gujarat)

Jayant Bhatt  
M.Sc. (Gujarat)  
Dip. Computer Sc. (SPU)



Ketan Bhatt  
M.Sc. (Bombay)

P.G. Vijaya Sherry Chand  
P.G.D.M. (IIMA)

S.N. Chokshi  
B.Sc. (Gujarat)

Naresh Kumar Chotai  
M.A. (Poona)

Shruti Dave  
M.Com. (Bombay)

Tripti Pande Desai  
M.A., M.Phil. (Delhi)

Sunil Kumar Garg  
M.Sc. (Udaipur)

Dipti Hegde  
M.B.A. (Gujarat)

S.K. Iyer  
M.B.A. (Nagpur)

C.D. Jadeja  
M.A. (MSU)

Yogesh Chandra Joshi  
M.A. (Jodhpur)

S. Kannan  
M.C.S. (Alagappa)

Sanjiv Kapoor  
Ph.D. (GB Pant University)

H. Keshava  
M.A., M. Phil. (Poona)

K. Kumar  
M.A. (Madras)  
M. Phil. (JNU)

Sonal Kureshi  
M.B.A. (Gujarat)

Sanjay Lakhani  
B.E. (Gujarat)

J.G. Makwana  
M.Sc. (Gujarat), I.C.W.A. (Inter)

Naseman Marketwala  
M.A. (Gujarat)

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

Neelam Mehta  
M.Sc. (Gujarat)

Nina Muncherji  
M.A. (Gujarat)

N.V. Namboodiri  
Ph.D. (Gujarat)

S. Narayanan  
M.A. (Saugar)

Smruti Narayanan  
M.C.W. (Gujarat)

Nitant Khale  
B.E. (Poona)

G. Padma  
M.A. (Kerala)

Mohan Paliwal  
M.Com. (Gujarat)

R.N. Pandya  
B.Sc. (Gujarat)  
Dip. DT & Comp. Mgmt. (Gujarat)

S. Paneerselvam  
M.Sc. (Madurai Kamaraj)

Shweta Parikh  
M.B.A. (Gujarat)

D.S. Parmar  
M.A. (MSU), PG Course in RRD (Israel)

M.S. Patel  
M.A. (Indore)

N.T. Patel  
Ph.D. (Gujarat)

K.R. Pichholiya  
Ph.D. (Gujarat)

C.S. Prasad  
M.Sc. (Andhra)

P.K. Priyan  
M.Com. (Calicut)  
M. Phil. (Cochin)

Gita Ranchan  
M.A. (Delhi)

Ashish Sadh  
M.B.A. (A.P.S. University, Rewa)

Nayana Shah  
M.B.A. (Gujarat)

Nitin Shah  
M.Sc. (Gujarat), Dip. Computer Sc. (Gujarat  
Technical Board)

Vijay K. Shah  
M.C.A. (MSU)

Bharati Sharma  
M.Sc.(MSU)

Louise Shirley  
M.Sc. (Madras)

Yamini Shukla  
M.B.A. (Rajasthan)

S. Sudha  
M.C.A. (Madurai Kamaraj)

S. Tamilselvan  
M.B.A. (Madurai Kamaraj)

Lizamma Thomas  
M.A. (Gujarat)

Philip Thomas  
Dip. Bus. Admn. (IIMA)

Meeta Vora  
B.E. (Gujarat)

Shilpa Vora  
M.Sc. (MSU)

Preeta Vyas  
M.B.A. (Gujarat)

#### **Administrative Staff**

A.K. Dua  
M. Tech. (Bhopal), Master's Diploma in  
Business Administration  
Chief Administrative Officer and  
Member of the Faculty

Ravi Acharya  
M.A. (Bangalore)  
Coordinator (DTP)

B.S. Chauhan  
Dip. Civil Engg. (Gujarat)  
Site Engineer (Senior)

N.R. Desai  
B.E. (Civil) (Gujarat)  
Executive Engineer

A. Ganapathy  
B.A. (Hons.)(Gujarat)  
Manager (PGP)

U.K. Harindran  
M.A. (Gujarat)  
Manager (MDA)

J.G. Jani  
M.A. (Gujarat)  
Materials Reproduction Officer

T. Kameshwaran  
B.Com. (Gujarat)  
Programme Officer (CMA)



R. Krishnan  
House Keeping Officer

Lt. Col. R.K. Madan (Retd.)  
B.Sc. (Indian Military Academy)  
Dip P&IR (Bhavan's Institute)  
Estate Officer (Senior)

K.J. Mathew  
B.A. (Kerala)  
Stores and Purchase Officer

N.V. Pillai  
M.A., LL.B. (Gujarat)  
Establishment Officer

K.N. Pisharady  
M.Com. (Gujarat)  
Officer

A.A. Munshi  
B.Com., LL.B. (Gujarat)  
Accounts Officer

K.M. Raghavan  
AICWA  
Finance and Accounts Officer

Rita T. Rama Rao  
M.Sc. (MSU)  
Coordinator (Computer Services)

S. Santhanam  
B.A. (Madurai)  
Programmes Officer (MDC)

K. Sethumadhavan  
B.Com. (Gujarat)  
Assistant Warden

Manubhai Shrimali  
M.A. (Gujarat)  
Public Relations Officer

K. Srinivasan  
M.Com. (Gujarat)  
Programmes Officer (FPM)

R.P.S. Yadav  
B.Com., LL.B. (Gujarat)  
Manager (Admission)

#### Library

Ashok Jambhekar  
M.A. (Economics)(Indore)  
M.A. (History) (Indore)  
B.Lib. Sc. (Delhi)  
Librarian and Member of the Faculty

R.M. Mehta  
B.A., LL.B.  
Dip. Lib. Sc. (MSU)  
Deputy Librarian

L.H. Parmar  
B.A., B.Lib.Sc. (Gujarat)  
Head, Catalogue

V.B. Patel  
B.A., B.Lib.Sc. (Gujarat)  
Assistant Librarian

J.J. Shishoo  
B.Sc., M.Lib.Inf. (Gujarat)  
Assistant Librarian

**In Memoriam**

The Institute records with profound grief  
the sad demise of

**Shantaram G. Patil**  
**S.M. Prajapati**  
**P.A. Kosambia**  
**Rajpal B. Yadav**

The Institute offers heartfelt condolences to  
the bereaved families.



SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS

Ismail Building  
381, D.Naoroji Road  
Fort, Bombay 400 023

AUDITORS' REPORT TO THE DEPUTY CHARITY COMMISSIONER, AHMEDABAD  
REGARDING AUDIT OF ACCOUNTS OF THE INDIAN INSTITUTE OF MANAGEMENT  
AHMEDABAD FOR THE YEAR ENDING 31ST MARCH, 1993.

Registration No.F/174, Ahmedabad

- (a) The accounts are maintained regularly and in accordance with the provision of the Act and Rules.
- (b) Receipts and disbursements are properly and correctly shown in the accounts.
- (c) The cash balance and vouchers in the custody of the Accountant on the date of the audit were in agreement with the accounts
- (d) All books, deeds, accounts vouchers or other documents or records required by us were produced before us.
- (e) Inventories certified by the Chief Administrative officer of the moveables (except Library books) of the Public Trust and Certificates of Librarian in respect of books were produced before us.
- (f) The Accountant appeared before us and furnished the necessary information required by us.
- (g) No property or funds of the Trust were applied for any object or purpose other than the object or purpose of the Trust.
- (h) An amount of Rs.1,08,111 is outstanding towards advances to employees, others and students for a period of more than one year and no amount is written off during the year.
- (i) A. Tenders were invited for construction work involving expenditure exceeding Rs.5000/-.  
B. Tenders were invited for repairs involving expenditure exceeding Rs.5000/-.
- (j) No money of the Public Trust has been invested contrary to the provisions of Section 35.
- (k) No alienations of the immoveable property contrary to the provisions of Section 36, have come to our notice.
- (l) We think necessary to bring to the notice of the Deputy Charity Commissioner the following :-

Capital expenditure on building and advances to contractors against running bills amounting to Rs. 8,88,92,314 is arrived at as under :-

(a) Capital Expenditure on building(verified with final bills in respect of works already completed).	Rs. 7,08,87,334
(b) Advance to contractors against running bills subject to adjustment of final bills.	Rs. 1,80,04,980

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Rs. 8,88,92,314

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*Sorab S. Engineer & Co.*  
SORAB S. ENGINEER & CO.  
CHARTERED ACCOUNTANTS.

DATE:

18 JUN 1993



**SCHEDULE-IX**  
Vide Rule 17(1)  
**INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD**  
**INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH 1993**

Previous year 1991-92	EXPENDITURE	Previous year :1991-92	INCOME	Previous year :1991-92
Rs.	Rs.	Rs.	Rs.	Rs.
316075	TO EXPENSES IN RESPECT OF PROPERTIES Municipal taxes on buildings	268800	BY RENT REALISED	495210
			BY INTEREST REALISED *	697422
44696225	TO ESTABLISHMENT EXPENSES AS PER SCHEDULE-1	49112032	On loans and advances to Staff	1044
			BY DONATION IN CASH OR KIND	
4863878	TO EXPENDITURE ON VARIOUS COURSES ARRANGED DURING THE YEAR		Grant from Govt. of India	
16038844	(1)Post graduate Programme 4673064	37520000	Ministry of H.R.D.	
	(2)Short term Programme 12840277		sanctioned during the year	37200000
20902722			Less: Amount transferred to	
146350	TO LEGAL EXPENSES	17513341	balance sheet	
		353206	a)representing expenditure on	
	TO REMUNERATION TO AUDITORS		non-recurring items 4617423	
30000	(1)Audit fees 45000	4920496	b)House Building Advance Fund 1000000	
3000	(2)Fees for other services 2400	1600000		5617423
		6520496		
33000		30999504		31562577
7150609	TO MISCELLANEOUS EXPENSES AS PER SCHEDULE-2	47400	Add:Unspent balance of 1991-92	
		8078375	transferred from balance sheet	42700
		31031925		
	TO EXPENDITURE ON OBJECTS OF TRUST		BY INCOME FROM OTHER SOURCES	3162577
	i)Educational Scholarship	42488748	AS PER SCHEDULE-3	46015142
250400	Post Graduate Prog. 431500			
1160456	ii)Fellowship to FBA 1366805		BY TRANSFER FROM RESERVE	
	iii)Fellowship to		Contribution from CMA Fund for	
27000	PDMF Participants 72500		a)Meeting excess expenditure	
		1870805	over Grant from Min. of	
1437856		120702	Agriculture	16544
	TO AMOUNT TRANSFERRED TO RESERVE OR SPECIFIC FUNDS		b)Meeting CMA expenses other	
	Fund for Maintenance of	587566	than those met from Min.	
	Building	2000000	of Agriculture Grant	902574
		708268		
42700	TO SURPLUS CARRIED OVER TO BALANCE SHEET	14044		919118
74725537	<b>TOTAL</b>	<b>79258003</b>	<b>TOTAL</b>	<b>79258003</b>

NOTES:\*(1)Interest on investment of donation (including savings bank account)of Rs.11203373/- has been credited to DONATION FROM INDUSTRIES in Balance Sheet.(Previous year Rs.6079810/-).  
(2)Previous year's figures have been regrouped wherever necessary to make them comparable with those of current year.

*P.N. Khandwalla*  
TRUSTEES: P.N.Khandwalla  
DIRECTOR

*A.K. Dua*  
A K Dua  
CHIEF ADMINISTRATIVE  
OFFICER

*K.M. Raghavan*  
K.M.Raghavan  
FINANCE AND ACCOUNTS  
OFFICER

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

18 JUN 1993



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDING 31ST MARCH, 1993

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Previous year 1991-92	SCHEDULE 1 (EXPENDITURE)		Previous year 1991-92	SCHEDULE 3 (INCOME)	
	Rs.	Rs.		Rs.	Rs.
	ESTABLISHMENT EXPENSES			INCOME FROM OTHER SOURCES	
	1) Salaries & Allowances			1) Receipts from various courses arranged during the year	
29178734	32286057			a) Post Graduate Programme 7212047	
				b) Short term Programmes 19137453	
2004031	2625685 *		4630180		
			19420328		
2466734	1711963		24050508		
				2) Consultancy & Research Projects 26349500	
186980	237660		6609514	a) Consultancy Projects 8209150	
			3821247	b) Sponsored Research Projects 2812747	
33836479	36861365		10430761		
1101815	1234280			3) Income from Chairs of 11021897	
398793	291825			a) Bank of Baroda 24819	
				b) Industrial Finance Corporation of India 4018	
8652432	10086954		6759	c) Larsen & Toubro Ltd. 19050	
706686	637608		51623	d) Reserve Bank of India 166658	
				e) Kasturbhai Lalbhai 3275	
446962.5	49112032		188160	f) CMC Ltd. 52220	
				g) Citi Bank 3218	
	SCHEDULE 2				
	MISCELLANEOUS EXPENSES				
	1) Centre for Management in Agriculture			4) Grant from Govt. of India Ministry of Agriculture for Centre for Management in Agriculture 1984298	
534237	277731 *		246550	5) Scholarship from Industries 199000	
				6) Need based Scholarship 71000	
6167913	7335651			7) Fellowship to PDMF participants 72500	
388859	429395			8) Miscellaneous Receipts 5920658	
				9) Forfeiture of CPF Contribution of resigned employees 50661	
59570	35598		1830000	10) Sale proceeds of old equipment/ furniture of previous years 72370	
			122000		
71506.9	8078375			46015142	
			27000		
			5698482		
			53347		
			30100		
			42488748		

\* Includes Rs.9,19,118/- (including Rs.16,544/- towards excess expenditure over grant from Min. of Agriculture) met from CMA Fund. (Previous year Rs.7,08,268/-)

Date:

TRUSTEES: P N Khandwala  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE  
OFFICER

K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

Sorab Engineer & Co.  
CHARTERED ACCOUNTANTS

18 JUN 1993



SCHEDULE-VIII  
Vide Rule 17(1)  
INDIAN INSTITUTE OF MANAGEMENT ,AHMEDABAD  
BALANCE SHEET AS AT 31ST MARCH, 1993

Previous year 31-3-92	FUNDS AND LIABILITIES				Previous year 31-3-92	ASSETS			
Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	
	TRUST FUNDS OR CORPUS					IMMOVABLE PROPERTIES			
	OTHER THAN EARMARKED FUNDS				89482696	As per Schedule 'C'		97206524	
239641790	As per Schedule 'A'		284074346			MOVEABLE PROPERTIES			
	GRANT FROM FORD FOUNDATION				59079432	As per Schedule 'D'		65185300	
988810	As per Schedule 'B'		10162340		291086	STORES AT COST		306025	
	LIABILITIES					INVESTMENTS			
4878034	1.For Expenses		3825943		115496346	As per Schedule 'E'		138752347	
	2.For Advances					LOANS (UNSECURED)			
	a)Post Graduate Courses				56390	Loan scholarships(One year old)		47409	
29612	i)Due to PGP students	517103				ADVANCES	One yr old		
5775	ii)Due to FBA Students	55903					Rs.		
152430	iii)Due to PDMP	89085					Rs.		
	participants					To Employees			
506157			662091		3736067	a)House Bldg Advance	-	4697695	
	3.Deposits and Sundry				995236	b)Conveyance Advance	-	702452	
	Credit Balances				613282	c)Other Advances	2901	635886	
66172	a)Security Deposits	91302						638787	
	b)Sundry Credit Balances				5344585		2901	6036033	
	i)Programmes &				2560961	To Others	47590	6038934	
2024636	Projects	22824334						2050259	
7671905	ii)Others	6975738			7905546				
						DEPOSITS		8069193	
27918541			29804072		142965	Security Deposits		145465	
564547	c)Retention amount for								
	Building Contractors	493125				INCOME OUTSTANDING			
					4714443	Interest		4794886	
28549390			30388499		2376281	Other Income(since received)		2006788	
					540000	Grant due from Min. Of Agriculture		-	
33934741						(since received)			
	INCOME AND EXPENDITURE					Grant due from Min. of H.R.D.		10167000	
	ACCOUNT					(since received)			
32421	Balance as per last		42700						
	Balance Sheet				7630724			16968674	
32421	Less:Amount transferred to		42700			DOE FROM STUDENTS			
	Grant from Govt. of India				3539	Post Graduate Students	RS.		
	Min.of Edu. in Income				72851	(a)One year old	6193		
	& Expenditure Account					(b)Current	90133		
0			0		76390			96326	
42700	Add:Surplus as per Income &		14044		28039	FBA Students(incl.one yr.old 2295/-)		29041	
	Expenditure account				11439	PDMP Participants		2423	
						(incl. one yr.old Rs.1723)			
42700					115868			127790	
			14044			CASH AND BANK BALANCES			
					3306338	As per Schedule 'F'		2298536	
283507391	TOTAL		329127263		283507391	TOTAL		329127263	

In case the accounts are maintained on cash basis, state the income outstanding below: NIL  
NOTE: Depreciation on Assets is not provided from 1.1.62 to 31.3.93.

Previous year's figures have been regrouped wherever necessary to make them comparable with those of current year.  
The above Balance Sheet to the best of our belief contains a true account of the Funds and Liabilities and of the property and Assets of the Trust.

TRUSTEE: P.N.khandwalla  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K.M.Raghavan  
FINANCE AND ACCOUNTS OFFICER

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

18 JUN 1993



INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1993

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SCHEDULE 'A'

OTHER EARMARKED FUNDS	Balance as on 1st April, 1992	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1993
	Rs.	Rs.	Rs.	Rs.
<b>(i) LAND AND BUILDINGS</b>				
1. Donation (Value of land donated by Govt. of Gujarat)	6456054	1370831		7826885
2. Contribution from Industries (including interest on Investment)	49597698	11203373	6423000 (a)	54378071
3. Grant from Ministry of H.R.D. (Govt. of India) for Building Expenses	53582000	5400000		58982000
4. Grant from USAID for Building	958000			958000
5. Fund from Increased Earnings on Revenue Account	3714281			3714281
6. Grant from Projects	2054281			2054281
7. Depreciation Fund (Land & Building)	8199000	984000 (b)		9183000
8. Fund for Maintenance of Building		2000000 (c)		2000000
<b>(ii) ACADEMIC ACTIVITIES</b>				
1. Library & Infrastructural Facilities Fund	6664578	1590099	4929 10900 (d)	8238840
2. Fund for CMA Programme	7266422	3306060	919118 (e) 53045 (d) 61109	9539210
3. Research, Publication & Thrust Areas Fund	5536505	1267771	550265	6254011
4. Contribution for Research	654103	173602	15649 473215 (d)	338841
5. Donation under section 80 G(5)		155500	106500	49000
6. Donation for Regional Mgt. Study Centre (Endowment Rs.6,00,000/- -Interest only to be used)	1656913	270052	40171	1886794
7. Chairs for Management Practices (Endowment Rs.84,00,000/- - Interest only to be used)	9484813	1801938 2058275 (f)	273258 (e)	13071768
8. Donation to Vikalpa Fund	480225			480225
9. Centre for Education Innovation (Donation including interest)	5500662	648000	96178	6052484
10. Fund for Alumni Activities	1450000			1450000
11. Fund for Citi Bank Res. Endowment for CEI (incl. int.)	2058275		2058275 (g)	
12. General Fund (Corpus)		4000 6423000 (h)		6427000
<b>(iii) STUDENT AID</b>				
1. Fund for Loan Scholarship to Students (including interest recovery)	1477850	172000		1649850
2. Fund from other parties for Loan scholarship to Students (interest only to be used)	2553228	833478	98000	3288706
3. Prof. Megde/Haynes/Bhandari Memorial Funds (including interest on investment of Funds)	916196	159301	22600	1052897
4. Scholarship to be credited to Students	218800	300200	196800	322200

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULES FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1993

SCHEDULE 'B'

	Balance as on 1st April 1992	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1993
	Rs.	Rs.	Rs.	Rs.
GRANT FROM FORD FOUNDATION				4751530
1. For Building expenditure and air-conditioning equipment	4751530	-	-	4489796
2. Value of books, equipment, Computer etc. received/ purchased from the grant (as per contra)	4373888	115908	-	
3. Fund for Vikalpa	550000	269590	-	819590
4. Grant for Rupee Budget expenses	204764	4090	115908 (a)	92946
5. Fund for CMA expenses	8478	-	-	8478
Total	9888660	389588	115908	10162340

(a) Appropriated for purchase of equipment.

SCHEDULE 'C'

	Balance as on 1st April 1992	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1993
	Rs.	Rs.	Rs.	Rs.
IMMOVEABLE PROPERTIES:				
1. Land at cost (received as Donation from Govt. of Gujarat)	6456054	1370831 (a)	-	7826885
2. Land at cost (purchased)	487325	-	-	487325
3. Capital expenditure on building & advance to contractors for work under construction	82539317	6352997	-	88892314
Total	89482696	7723828	-	97206524

(a) Additional Compensation paid by Govt. of Gujarat during 1984-85, which is accounted in Institute's books during the current year

TRUSTEES: P N Khandwalla  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K M Raghavan  
FINANCE AND ACCOUNTS OFFICER



	Balance as on 1st April, 1992	Amount credited during the year	Amount debited during the year	Closing Balance as on 31st March, 1993
	Rs.	Rs.	Rs.	Rs.
<b>(iv) FURNITURE &amp; EQUIPMENT</b>				
1. Grant-in-aid from Ministry of H.R.D. (Govt. of India) & Govt. of Gujarat (representing expenditure on Non-recurring items) (as per contra)	35780679	4617423	10900 (i)	40387202
2. Various Govt. items of Miscellaneous non-recurring including sale/write off	108220		72370 (j)	35850
3. Funds for expenses on Computer	4052208	1793645	126577 (d) 916227 (k)	4803049
4. Value of Equipment purchased from Fund for expenses on Computer (as per contra)	4369775	126577		4496352
5. Grant from USAID for non-recurring items for PMA (as per contra)	100321			100321
6. Non-recurring expenses met from other sources	11680074	1274845	28885	12926034
7. Non-recurring expenses met from Library and Infrastructural Facilities Fund (Furniture & Books)	2575575	10900		2586475
8. Value of Equipment donated by American Express	166600			166600
<b>(v) MISCELLANEOUS</b>				
1. Fund for Conveyance advance to Faculty & Staff (Details for use of Funds as per Balance Sheet)	964536	27820		992356
2. Faculty & Staff Development & Welfare Fund	1985345	261970	115080	2132235
3. House Building Advance Fund (including interest on investment) (details for use of funds as per Balance Sheet)	7378073	1000000 (c) 341170		8719243
4. Government of India (Forfeited P F Contribution)		7530277 (l)		7530277
<b>Total</b>	<b>239641290</b>	<b>57106107</b>	<b>12673051</b>	<b>284074346</b>

- |   |  |
|---|--|
| (a) Transferred to General fund (Corpus) vide Board's decision dt. 26-6-92                                      | : (i) Adjustment of value of books written off   |
| (b) Interest on Investment of fund  | : (j) Sale proceeds of old furniture/equipment upto 31-3-92 transferred to Income & Expenditure A/C                            |
| (c) Transferred from Income & Expenditure A/C.  | : (k) Expenses of Computer centre  |
| (d) Appropriated for purchase of equipment  | : (l) Forfeited P F Contribution (with Interest) in respect of 129 employees who had opted for pension scheme.                 |
| (e) Transferred to Income & Expenditure A/C   | : Approval of Govt. of India is required for retaining the amount with the Institute for creating "Pension and Gratuity Fund". |
| (f) Transferred from Fund from Citi bank Research endowment (Endowment Rs. 15 lacs and Interest Rs. 5,58,275/-) |  |
| (g) Transferred to Citi Bank Chair under item (ii) (7)  |  |
| (h) Transferred from Interest on Investment of Donation   |  |

TRUSTEES: P N Khandwala  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1993

SCHEDULE 'D'

	Balance as on 1st April 1992	Amount debited during the year	Amount credited during the year	Closing Balance as on 31st March, 1993
	Rs.	Rs.	Rs.	Rs.
<b>MOVEABLE PROPERTIES (AT COST):</b>				
1. Furniture, equipments, books, vehicles, computer, etc. purchased out of Grant-in-aid from Govt. of Gujarat & Govt. of India (as per contra)	35780679	4617423	10900 (a)	40387202
2. Books, equipments, computer, etc. received/purchased from Ford Foundation Grant.	4373888	115908	-	4489796
3. Equipments purchased for computer in IIMA (as per contra)	4369775	97692 28885 (b)	-	4496352
4. Equipment etc. purchased from Ministry of Agriculture Grant	35850	-	-	35850
5. Equipment etc. purchased for PMA met from USAID Grant	100321	-	-	100321
6. Equipment etc. purchased from other sources.	11676744	1274845	28885 (b)	12922704
7. Books purchased out of Library Fund.	2420163	10900	-	2431063
8. Library Furniture met from Library Fund.	155412	-	-	155412
9. Equipment donated by American Express	166600	-	-	166600
<b>Total</b>	<b>59079432</b>	<b>6145653</b>	<b>39785</b>	<b>65185300</b>

- (a) Adjustment of cost of books written off.  
(b) Adjustment of cost of equipment transferred from item(6) to (3)

TRUSTEES: P N Khandwalla  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K.M. Raghavan  
FINANCE AND ACCOUNTS OFFICER



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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD.  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1993

SCHEDULE 'E'

As on  
31st March, 1992

Rs.	INVESTMENTS	Rs.	Rs.
	(i) Long Term Fixed Deposits with State Bank of India from the funds of :-		
3180000	(a) Chairs	1130000	
2984000	(b) Projects	3924000	
505000	(c) Others (Earmarked)	305000	
6669000			5359000
61898658	(ii) Short/Long Term Fixed Deposits with Banks from other funds		61023064
26675000	(iii) Deposits with Public Sector Undertakings:- Miscellaneous Fund		16444200
1751940	(iv) Investment in Units of Unit Trust of India:-	1751940	
	(a) Sheth Kasturbhai Lalbhai Chair Fund		
	15660 units of Rs.100/- each; Face Value Rs.15,66,000/-		
	(previous year Rs.15,66,000/-) Market Value Rs.16,99,110/-		
	(previous year Rs.17,85,240/-)		
1499600	(b) City Bank Research Endowment	1499600	
	13040 Units of Rs.100/-each: Face Value Rs.1304000/-		
	(previous year Rs.1304000/-) Market Value Rs.14,14,840/-		
	(previous year Rs.14,86,560/-)		
1493300	(c) CMC Chair Fund	1493300	
	13700 Units of Rs.100/-each: Face Value Rs.1370000/-		
	(previous year Rs.1370000/-) Market Value Rs.14,86,450/-		
	(previous year Rs.15,61,800/-)		
15508848	(d) Miscellaneous	51181243	
	357290 units of Rs.100/- each & 9,80,730 units of Rs.10/- each		
	Face Value Rs.4,55,36,300 (previous year Rs.1,28,59,800)		
	Market Value Rs.5,44,57,645/- (previous year Rs.1,57,74,328/-)		
20253688			55926083
115496346		TOTAL	138752347

TRUSTEES:

P N Khandwalla  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

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INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD.  
SCHEDULE FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1993.

SCHEDULE 'F'

As on  
31-3-92

Rs.		Rs.	Rs.
	<b>CASH AND BANK BALANCES</b>		
405949	In Current Account with State Bank of India	401442	
363668	In Current Account with State Bank of India (F.C.)	205711	
5000	In Current Account with Central Bank of India	423F	
154490	In Savings Account with Central Bank of India	121354	
2348974	In Savings Account with State Bank of India	1538137	
		-----	2270881
3278081			
18257	Postage Stamps on hand (including balance in Franking Machine)	17655	
10000	Cash on hand with Cashier (Imprest)	10000	
		-----	27655
28257			
3306338	<b>Total</b>		<b>2298536</b>
		-----	-----

Signature to Schedules A to F  
As per our report of even date

Date:

TRUSTEES: P N Khandwalla  
DIRECTOR

A K Dua  
CHIEF ADMINISTRATIVE OFFICER

K M Raghavan  
FINANCE AND ACCOUNTS OFFICER

Sorab S Engineer & Co.  
CHARTERED ACCOUNTANTS

18 JUN 1993