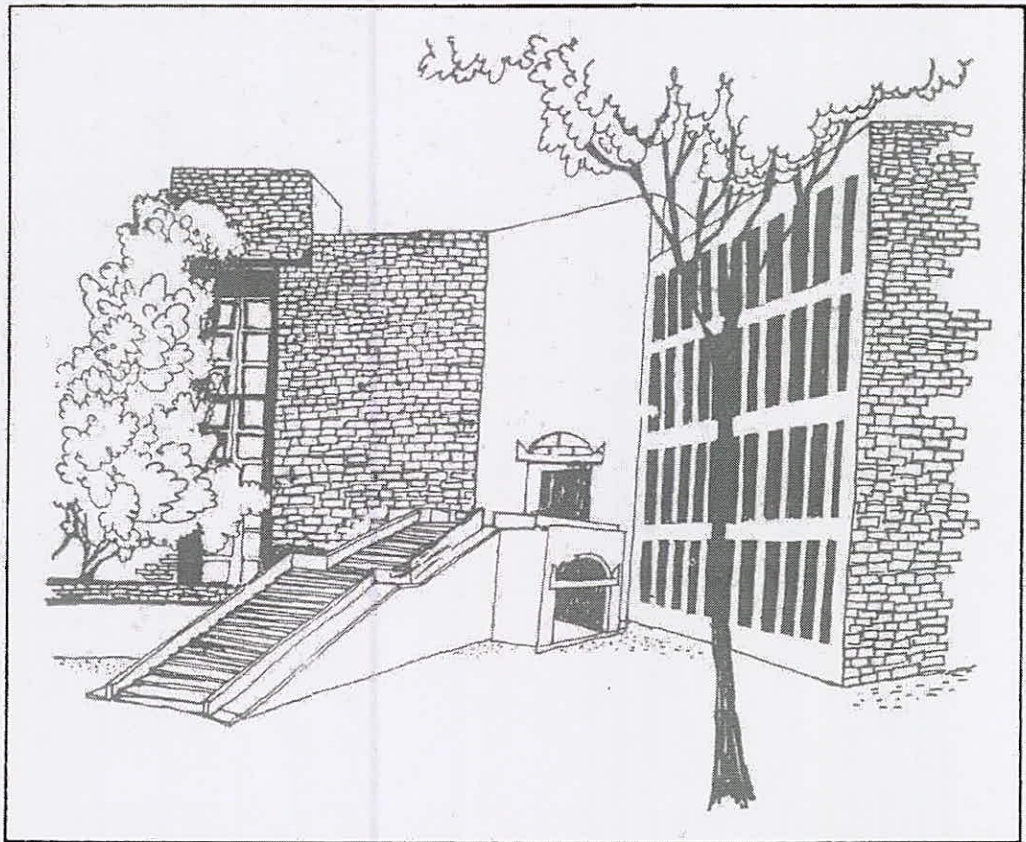


Thirty - Second Annual Report

1993 - 94



**Indian Institute of Management
Ahmedabad**

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The Year in Retrospect

This report covers the academic year 1-7-1993 to 30-6-1994 except for financial matters for which the period covered is the financial year 1-4-1993 to 31-3-1994.

Progress on Institutional Priorities

During the year IIMA continued to maintain progress on its major objectives:

Academic Excellence: The foundations of IIMA's academic excellence are its strong commitment to teaching and research. During the year 9 new electives were offered in the Post-Graduate Programme. New electives designed and offered during the past five years account for more than a third of the sixty-odd electives offered to PGP students. In addition the students took nearly 80 project courses during the year that they designed with the help and under the supervision of faculty. The Post-graduate Programme graduated 182 students while Fellow Programme in Management, equivalent to Ph.D., graduated 11 students, many of whom joined various institutions as faculty or consultants. Dr. Manmohan Singh, Finance Minister, gave the Convocation address, One measure of industry acceptance of our PGP graduates is their average annual starting salary which was about Rs.93000, up 20% from the previous year. As many as 45 courses were offered to FPM students during the year, and 9 of these were new. The FPM added one more specialization package, on Information Systems. Six courses were offered exclusively to the participants of the Institute's one year Faculty Development Programme, one of which was a new course.

A great strength of the Institute is its large research effort and the use of this research in the classroom. The Institute funded 19 new research and case study projects during the year, while 10 such projects were completed. New research projects were also funded by external agencies. Based on available statements of work submitted by faculty members so far, during the year 80 new cases and 103 technical notes, materials and exercises were developed. The faculty wrote 82 working papers and 14 monographs, and published 97 papers, articles, and book chapters, and 17 books. The Institute's Research and Publications Committee organised 11 seminars, ranging from the topic of the Post Cold War World to Inspirational Leadership. Several seminars were organised by other groups in the Institute as well as by doctoral students, and faculty members participated in several seminars, conferences, and workshops in India and abroad.

Financial Self-reliance: During the financial year the Institute significantly increased its gross revenues. Exclusive of Government grant, the increase in operating revenues generated by IIMA was over 40%. The primary contributors were increased student and MDP fees and increased MDP and consultancy activity. IIMA achieved a significantly higher level of financial autonomy during the year. The percentage of non-Plan GOI grant to income as per the Income and Expenditure Account decreased from about 40% in 1992-3 to 31%.

In May 1994 the Ministry of HRD, Government of India, came up with an innovative scheme for building up the corpus, so that income from it could take care of the future development needs of the IIMs and if necessary also to meet their operational expenses. It agreed to match savings from its non-Plan (that is, revenue) grant, and surpluses from consultancy and training programmes that are transferred to an Endowment Fund. It also agreed to match, on a case by case basis, and to an extent, other earnings, donations, etc. transferred to the Endowment Fund. The IIMs will be given a block grant for four years (1993-4 to 1996-7) at the 1992-3 non-Plan level plus 10%. These steps should go a long way in securing financial self-reliance for IIMA.

Outreach: An important objective of IIMA is to diffuse professional management through research-based management development programmes and consultancy. These two are also major contributors of funds for the Institute and provide rich real-life experiences of management practices to faculty. The Institute made notable gains in its outreach activities in 1993-4. The number of participants in its various management development programmes increased by over 30% to nearly 1400. The number of MDPs and workshops increased from 28 in 1992-3 to 41 in 1993-4. As many as 18 new MDPs were launched during the year. Eight MDPs related to under managed strategic priority sectors - health, education, environment, cooperation, population control, rural development, public administration etc. of which 7 were new MDPs. Two MDPs with international participation were offered.

There was a similar step up in consultancy activities. A new practice has been to inform the faculty about consultancy enquiries received by the Institute. A coordinator is chosen by the Director from amongst those expressing interest, and faculty teams are formed to undertake such consultancies. Another change is that the Institute now undertakes in-company training programmes as consultancies. Both these changes have contributed to the increase in budget approvals from Rs.68 lakh in 1991-2 academic year to Rs.1.21 crore in 1992-3 and to nearly Rs.2.5 crore in 1993-4. Significant development of case and research materials is expected from this activity. IIMA's consultancy clientele remains varied. Consultancies were requested not only by private and public sector corporations but also by international agencies, governmental bodies, and NGOs.

An interesting new project for increasing IIMA's outreach by producing films on management excellence is being undertaken by an IIMA group, in collaboration with UGC and other bodies.

Globalization: The Institute has been aiming to transform itself into one with global concerns, activities, and relations. It has also accepted the challenge of helping globalize Indian industry. The Institute has taken a number of steps. The International Management Group was set up to catalyse both these aims. Several management development programmes are being offered each year that have international participation, and more are planned. The electives related to international management offered to PGP students are on the increase. IIMA has taken a lead role in the Euro-India Cooperation and Exchange Programme involving nine Indian and nine European institutions. Not only have six IIMA faculty members visited European schools for periods exceeding six months, but under the co-chairpersonship of the IIMA Director an international conference on Euro-India Economic Relationship was held in June 1994 in which nearly forty European scholars and businessmen participated. The 18 management institutions involved in this programme represent a collective faculty strength of perhaps 600, and the consortium offers significant opportunities for collective work and networking. A task force designed a one year International Management Programme which was discussed both in Faculty Council and the Board. The consensus was that while it was a bit premature to launch it, vigorous efforts should be made to internationalise our academic programmes, develop several internationally oriented MDPs, and design and launch a long duration international management development programme for practising managers. These steps could culminate in the launch of a one year IMP diploma course. Over 20 faculty members, one in four, went abroad on short and long term teaching, research, and other assignments. IIMA also has student exchange agreements with two French schools and 9 French students participated in the PGP in 1993-4.

Institution Building : As a centre of academic excellence IIMA considers it its duty to help other academic institutions develop to their full potential. It has attempted this through various means. Its doctoral-level programme (called the Fellow Programme in Management) has put out about 120 high quality professional researchers and teachers, and about half are faculty in the IIMs, XLRI, ASCI, IRMA and other leading edge management institutions in India. The Institute's one year Faculty Development Programme has strengthened the expertise and skills of about 150 university teachers in management, and through their exposure to IIMA's culture and practices, contributed to institution building in a number of management institutions in the country. During 1993-4 ten professors from nine Indian universities participated in the FDP. An international MDP was offered during the year to strengthen the skills of trainers of information analysts.

The Ravi Matthai Center for Educational Innovations was engaged in documenting - and diffusing - innovations by school teachers, while a project on incorporating local ecological knowledge into school curriculum was on hand. Work on innovations in gram vidyapiths of Gujarat was nearly completed, and a report on managing universalization of primary education was submitted to the Gujarat Government. A book on institution building at IIMA was brought out during the year.

Contribution to Strategic Priority Sectors: Almost from its inception in the sixties IIMA has accorded high priority to professionalising management of those sectors of our society, such as health, education, energy, transportation, rural development, poverty alleviation, and public administration, that have strategic importance for socio-economic development but often suffer from weak management systems. The Public Systems Group has been spearheading our contributions to many of these sectors, with contributions also coming from various other Areas, Centre for Management in Agriculture, Ravi Matthai Centre for Educational Innovations, Industrial Policy Management Group, etc.

During the year considerable research continued to be undertaken pertaining to these areas. For instance, four large projects related to strengthening of reproductive women's health related policies and programmes, health policy development network, private health care sector, and micro-level planning for primary health care. The work on developing an energy-environment model for the country was going on. Important research and training work on rail and sea transport was also on hand, including the development of a training programme for shipping executives in memory of the late Shri Vasant Sheth. A training programme was designed for senior bureaucrats of the Government of India on macro-economic reforms. Important work was being done in documenting rural innovations and diffusing these. Work on geographical information systems to aid district planning and administration continued. Significant research and training efforts continued in such areas as development of waste lands and better environmental management, anti-poverty programmes, etc. A project was undertaken relating to more effective judicial management in the Supreme Court. The Industrial Policy Management Group in collaboration with the Public Systems Group and Conference Board of Canada, launched a research project on synergy in government policies and competitiveness in selected Indian industries. Another project launched by IPMG was on the role of bureaucracy in structural adjustment. Two large CMA projects were initiated pertaining to community participation: a study of community participation in drinking water and sanitation projects, and transfer of management authority to farmers in irrigation systems. Another significant project initiated related to the cooperative sector.

Faculty and Staff Matters

Achievements

Prof. Ananta Giri delivered two lectures in the Viswaneeda Baktruktamala lecture series. Professor B.M. Desai presented a key note paper in the National Seminar on Agricultural Credit System : The Next State and gave an inaugural address in Reserve Bank of India College of Agricultural Banking's Silver Jubilee Lecture Series. He was invited to be a member of the Technical Advisory Council of the ICICI for their Agricultural Commercialization and Enterprise Programme, and joined the Board of Madhu Refoils and Chemicals Ltd. Prof. R.H. Dholakia joined the Board of Studies in Business Economics and the Board of Faculty of Commerce, M.S. University of Baroda. Prof. Pradip Khandwalla was invited to be a founder director, Bank of Gujarat, joined the Governing Board of Centre for Human Resource Development of the Sanghi Group, Hyderabad and the Editorial Board of Indian Educational Review. He co-chaired the International Conference on Euro-India Economic Relationship. Prof. S. Manikutty was invited to be a member of Administrative Reforms Committee, Madhya Pradesh, member of the Advisory Committee of National Judicial Academy, Delhi, member Steering Committee, Sardar Patel Institute of Public Administration and member, Committee on Infrastructure Development, Government of Gujarat. Prof. I.M. Pandey joined the Governing Board, National Institute of Bank Management, Pune; The CFA-MBA Joint Programme, Advisory Committee of the Institute of Certified Financial Analysts, Hyderabad; Prof. V. Raghunathan joined the Boards of Stellar Exports Limited, Hyderabad, Parag Parikh Financial Advisory Services Ltd., Bombay, and Gujarat State Financial Services Ltd., Ahmedabad. Prof. K.V. Ramani joined the Editorial Board of Business Change and Re-engineering, U.K. Prof. D.D. Tewari joined the Board of B. Nanji Enterprises, Ahmedabad. Prof. Arabinda Tripathy was given the IFORS Third World Prize by the International Federation of Operational Research Societies at IFORS'93 Conference held at Lisbon, Portugal.

New Appointments

During the year the following joined the Institute:

Professor Ananta Giri, Visiting Faculty, Ravi Matthai Centre for Educational Innovation.

Professor Supriya RoyChowdhury, Assistant Professor, Industrial Policy Management Group.

Professor D.N. Sen Gupta, Visiting Faculty, Industrial Policy Management Group.

Professor Vasant P Gandhi, Assistant Professor, Centre for Management in Agriculture.

Professor A.R. Vasavi, Assistant Professor, Ravi Matthai Centre for Educational Innovation.

Professor Mukesh Srivastava, Visiting Faculty, Ravi Matthai Centre for Educational Innovation.

Professor Murali Patibandla, Assistant Professor, Economics Area.

Resignations

Professor Nitin Patel
Professor Mirza S. Saiyadain
Ms. Bindu Joseph, Steno-Typist
Ms. K. Uma, Steno-Typist
Mr. P. Subhash George, Catering Supervisor

Retirements

Professors M.N. Vora, S.P. Seetharaman, V.R. Gaikwad, Messrs KMA Menon, P.M. Rawal, S. Rajagoplan retired from the services of the Institute during the year. The Institute thanks them for dedicated and excellent contributions and wishes them good luck.

Leave of Absence

During the year long leave was granted to the following:

Professor Sipra Mukhopadhyay to take up an assignment with Calcutta University.
Professor Rekha Jain was granted sabbatical leave.
Professor T.K. Moulik's leave was extended.
Professor G.S. Gupta to take up an assignment with the University of Malaysia, Malaysia.
Professor S.V. Nathan to take an assignment at Bocconi under EICEP.
Prof. Anil K Gupta to carry out the activities related to Pew Award.

Staff Human Resource Development

During the year two officers participated in the month-long Middle Management Programme of the Institute; training in Computer packages was provided to about 50 staff members; a member of Library technical staff was sponsored to a training programme; 3 staff members were sponsored to training programmes conducted by AMA. An innovative promotion policy proposal for persons without supervising responsibilities is under discussion with the Staff Association; a training and development plan is being prepared.

Staff Awards/Honours

During the year 23 members of the staff completing 20 years of service were given an award each. IIMA special award was given to Mr. S.R. Joshi posthumously. The Institute deeply appreciates their contributions.

Welfare Activities

The Welfare Committee began the year with distribution of slates, text books, and note books to school-going children. A total number of 696 children of 223 employees benefitted from this scheme.

The Committee organized a get-together on the New Year day during Diwali. A good number of faculty and employees with their families exchanged new year greetings.

The Welfare Committee celebrated the Institute Day on December 11, 1993. All sections of the IIMA community enthusiastically participated in the variety entertainment programme organized on the occasion. Mementos were presented to IIMA employees who have completed 20 years of service at the Institute. Special awards for noteworthy achievements in extra-curricular fields were also presented to the employees and their children on this occasion.

As many as 52 children of IIMA employees were presented merit awards on Christmas Day for their performance in the Board/University examinations in 1992-93.

Other on-going activities of the Welfare Committee include conducting sewing and drawing classes and organising drawing and rangoli competitions.

Estate and Facilities

During the year the new office complex was commissioned and this considerably eased the cramped conditions in several offices. The new computer centre was nearly commissioned and is expected to be ready for use by August 1994. During the year efforts continued to improve infrastructural support for academic activities.

The library acquired about 2000 additional books. The Institute undertook a collaborative project on research for product design and test marketing of library based management information. IIMA acquired two high speed printers and one desk jet printer for students' use in the computer centre. Ten PCs were upgraded. One server and 3 diskless nodes were acquired for the Accounts Department. Three PCs were acquired for MDPs. Four new PCs were bought for faculty, MDPs etc. Computer networking continued to be developed. The Computer Services Committee played a key role in catalysing the upgradation of the computer facilities and services at the Institute.

Challenges and Choices

A major challenge for IIMA is to increase its capacity to contribute to its missions and extend its reach in the coming years. The load on the faculty is close to saturation point. Rapid increase in regular faculty is not very feasible. We will need to consider several options.

1. In the early years of the Institute there was far greater reliance on bringing in competent practitioners to teach in the PGP and MDPs. That practice has got attenuated during recent years. With nearly 3000 of our own PGPs as alumni, several of whom are occupying senior positions in marketing, finance, and general management, it should be possible to increase very substantially practitioner involvement in our teaching and training programmes. This is also likely to enrich these programmes through sharing of direct real-world experiences with students and trainees.

2. We need to increase interaction with outstanding and knowledgeable practitioners and clients on a regular basis. We do keep in touch with the world of practice through research, case writing, training programmes, and consultancy. But we may like to consider setting up advisory councils of eminent practitioners for our various thrust groups such as the Public Systems Groups, the Ravi Matthai Center for Educational Innovations, the International Management Group, the Industrial Policy Management Group, the Entrepreneurship Group, etc. The Centre for Management in Agriculture has been having such an advisory council for many years and with good results. We may also like to consider advisory councils for the PGP system and the MDP Committee. Basically, these councils could meet once or twice a year at IIMA with the respective faculty groups/committees, review activities and plans, and make suggestions.
3. We need to extend our reach through accessing international E-mail networks. This is costly but some of the costs can be shared with other institutions in Ahmedabad.
4. We need to get much more aggressively into audio-visual teaching modes that facilitate conferencing by spatially dispersed persons, cut down lecturing by providing video-based instructional material, enable IIMA to disseminate the concept and benefits of excellence in management to hundreds of thousands of viewers, etc.
5. We have substantial unused land. Subject to legal or contractual restrictions we can consider providing some of it to not-for-profit institutions with compatible goals and synergistic activities on a selective basis. We may even consider taking over the management of existing institutions and revitalising them.
6. We need to strengthen and refocus Vikalpa so that it becomes more fully a journal for decision makers and becomes a major force for influencing practice.
7. We need to network a lot more with institutions in India and abroad. The EICEP network with 18 leading Indian and European member institutions has much potential. AIMS and AMDISA are other significant networks. There is a possibility of an Indo-Canadian network of management schools coming into existence. The potential for collaboration in research, teaching, training, consultancy, institution building, influencing public policy, and diffusion of excellent management practices is immense. We need to tap this potential with vigour and imagination.

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 Thirtieth session of the Post Graduate Programme in Management commenced on June 29, 1993 with 210 students, including four students who were asked to repeat the first year of the programme, and three students who were granted leave of absence for one academic year. In the first year of the programme, there were thirty five SC/ST students. This session also has twenty two students Specializing in Agricultural Management in the second year.

Eight students discontinued their studies during the year for various reasons, two of them who withdrew on medical grounds were permitted to rejoin the first year during the academic year 1994-95.

The second year of the Programme commenced on June 29, 1993 with 187 students. Two students of the previous session who had to withdraw at the end of the first term, second year during the academic year 1992-93, had rejoined the second year of the programme in the second term. One student who was taken ill at the beginning of the first term and could not continue his studies, returned to the programme in the beginning of the second term. One student withdrew from the programme during the second term and one student met with an accidental death during the second term break.

At the end of the second year, 182 students, including one who could not be graduated in 1993 for academic reasons, satisfactorily completed the academic requirements for graduation. One student was not eligible for graduation on account of non-fulfilment of academic requirements. Out of the students who graduated, 33 belonged to SC/ST and 27 to Specialisation in Agricultural Management.

Preparatory Programme

Fifty four students who were identified to be weak in mathematics and communication on the basis of their background and performance in the admissions test and interviews, were called for the preparatory programme held during the period June 3 to 23, 1993. Eighteen students attended the mathematics module and eleven communication module of the programme. The participation in the programme is voluntary. This programme benefitted the participants to cope with their regular studies at the Institute.

Orientation Programme

The Orientation Programme was held during the period June 29, 30 and July 1, 1993. The programme included a session on "Introduction to Management and Managerial Functions" to explain what professional management is all about, what managers do and the various functions of management etc. Also a panel discussion was held by the Area Faculty on the Compulsory package. Senior students provided necessary inputs to the new students. Five PGP Alumni were invited to share their work experiences with the students. 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 extra tutorial classes to help the weaker students to cope with the programme. This has benefited the students in improving their academic performance.

Alumni Mentors

The Alumni Mentor Activity which was introduced during the academic year 1992-93 was continued during the academic year 1993-94 as well. The purposes of the Alumni Mentor Activity was to communicate with and benefit from the valuable advise, experience sharing and wider perspectives of the PGP Alumni. While the alumni of the programme emphasised the importance of a meaningful, continuous interaction with their student counterparts, the Ahmedabad Chapter of the Alumni Association took the initiative to put this into practice. Small groups of students were assigned to twenty alumni of Ahmedabad who had expressed their interest to participate in this activity. Seventy eight students took interest in the Alumni Mentor Activity.

Curriculum

As in the past, the first year students had 24 courses (19.25 credit units) spread over three terms. A few sessions on Indian Social and Political Environment were conducted in the third term to create social and environmental awareness amongst the students. The course was well received and appreciated by the students.

The second year students (General Stream) were required to study a minimum of 17.25 and maximum of 17.75 full credit units of courses, inclusive of two compulsory courses - Strategy Formulation and Implementation-II and the Legal Aspects of Business.

In the second (General Stream) year, 40 elective courses and 61 project courses were offered in addition to the two compulsory courses. Two courses were repeated in the subsequent term on account of high registration. These courses were "Managerial Oral Communication and Corporate Tax Planing". On account of heavy registrations, 11 elective courses were taught in two sections. 2 students studied/opted for the Course of Independent Study (CIS).

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

1. Mergers, Acquisitions and Corporate Restructuring
2. Options and Futures
3. Business Data Communication & Computer Networks
4. Environment Management
5. Managing Executive Stress
6. Managing Multinational Companies
7. Privatisation: Theory and Practice

In the second year (Specialisation in Agriculture) in addition to the two compulsory courses, 21 elective courses and 18 project courses were offered. In addition, one student studied a course of Independent Study (CIS). The following new elective course were offered during the year.

1. Environment Management
2. Introduction to Environment Auditing & Impact Assessment

French Students

Under the students exchange programme, five students from ESSEC Graduate School of Management and four from ESCP Graduate School of Management studied courses in the second year of the programme. Four students spent two terms and five students spent one term at the Institute. The credits obtained by these students at the institute were communicated to their respective institutions which will be considered for their graduation by the Institutions concerned. These students were quite appreciative of their learning at the Institute.

Review of the Fees Structure

The Institute is required to not only meet the shortfalls in our immediate financial requirements but also have to work towards increasing our financial self-reliance. Taking into consideration Institute's grant which has been frozen and also the inflation, we need to mobilise additional funds to meet the overall expenses of the Institute. It has therefore become necessary to increase the PGP fees as well. Discussions in the appropriate forums are presently on.

Graduation

The Institute's Post Graduate Diploma in Management was awarded to 181 students including 27 students with Specialization in Agriculture, at the 29th Annual Convocation held on April 2, 1994. Dr. Manmohan Singh, Hon. Finance Minister of India delivered the Convocation address.

The following three students received the Indian Institute of Management, Ahmedabad Medals for scholastic performance.

PGP (General)

Hrishikesh B. Parandekar
S. Ramesh
Anand Sanghi

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 Mr. R. Raghunath was the recipient of the award.

Admission

The Post-Graduate Programme commencing June 1994 attracted 20,045 applications. The comparative figures for this year and the last year are given below:

	1993-95	1994-96
General	14,229	18,668
SC/ST	728	902
SPA	502	475
Total	15,459	20,045

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

	General	SC/ST	SPA	Total
Applications received	18,668	902	475	20,045
Called for Interview	518	86	63	667
Selected (Prime List)	138	43	22	203
Wait Listed	27	--	--	27
Called from Waiting List	--	--	--	--
Recommended for Preparatory Programme	5	39	20	64
Joined the Programme	139*	32	20	191
* Including 21 from the waiting list.				

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

Scholarships

Industry Scholarships

Thirty-four industry scholarships were awarded as follows:

Seventeen students from first year (1992-94 batch) were awarded scholarships ranging from Rs.3,500 to Rs.6,500 each for the academic year 1992-93 and seventeen second year students

(1992-94 batch) were awarded scholarships ranging from Rs.3,500 to Rs. 6,500 each for the academic year 1993-94.

Faculty Memorial Scholarships

One first year student of 1992-94 batch was awarded Prof. Warren Haynes Memorial Scholarship and one second year student of 1992-94 batch was awarded Prof. B.K. Hegde Memorial Scholarship. Both these scholarships carried a value of Rs.3,000 each.

PGP Students 1987 Batch Scholarships

PGP Batch 1987 Scholarship was awarded to a first year student (1992-94 batch) and IIMA Silver Jubilee Scholarship was awarded to a second year student (1992-94 batch). Both these scholarships carried a value of Rs.3,000 each.

Government of India Merit-cum-Means Scholarships

One students from the first year (1992-94 batch) and five students from the second year (1992-94 batch) were granted this scholarship of Rs.2,200 each.

IIMA SC/ST Scholarships

During 1993-94 all the 33 students in the first year and 33 students in the second year were granted these scholarships of Rs.1,500 each. However, three students in first year did not avail of this facility. In addition five students from first year and three students from second year were granted part-fee waiver of Rs.5,000 each.

Need Based Scholarships

Eleven students from the first year (1993-95 batch) were awarded these scholarships ranging from Rs.5,000 to Rs.10,000 per year for two years. Nine students from the second year (1992-94 batch) were also granted these scholarships ranging from Rs.5,000 to Rs.10,000 to tide over their difficult financial situation.

Names of students who received merit-based Industry, Faculty Memorial and PGP Students sponsored scholarships are given in Appendix IV.

Placement

Pre-Placement Talks

The 1994 placement season began with the first pre-placement talk on 19th December, 1993. Sixty-three organizations (8 public sector, 42 private sector and 13 multinationals) gave pre-placement talks during the week-ends till 20th February, 1994.

Permanent Placement : All the 170 students of the 1994 batch who sought placement were placed by 12 March. Sector-wise placement is as follows:

Public Sector	36
Private Sector	96
Multinationals	38

In all 103 organizations announced 820 jobs. On-campus interviews were held from March 1 to 12. Sixty-Five organizations conducted interviews; 11 public sector organizations, 41 private sector organizations and 13 multinational organizations made 260 job offers.

Summer Assignments : For the summer training 205 students of the first year (including 5 FPMs) were assigned to 68 organizations.

Placement Service Charges : The placement service charges and recruitment fee introduced last year were enhanced this year. While the placement club fee was retained at the same level as last year.

2. Fellow Programme in Management

So far, 126 students have been awarded the title of "Fellow of Indian Institute of Management, Ahmedabad". Currently 49 students are at various stages of completion of the programme.

Admission

The number of applications for admission into FPM registered an increase from 828 in 1993-94 to 921 in 1994-95. Data on admissions is given below:

	1993-94	1994-95
1. Total Number of applications	828	921
2. Number of candidates applied to		
(1) One area	591	640
(2) Two areas	059	059
(3) Three areas	068	111
3. Number of candidates called for Interview	112	--
4. Number of candidates offered admission	020	--
5. Number of candidates joined	013	--

A new area of specialization in "Information Systems" was introduced in 1993-94. This new area of specialization has attracted a large number of applicants in 1993-94 and 1994-95.

FPM Participants and Areas of Specialization

The distribution of FPM participants into each area of specialization is given below:

Area	Number of Participants					
	Pre 1989	1989-90	1990-91	1991-92	1992-93	1993-94
AGRI	-	02	02	02	01	03
BP	01	01	01	02	03	03
ECO	01	-	-	04	-	-
F&A	03	02	01	01	-	-
IS	-	-	-	-	01	01
MKTG	-	-	-	-	02	01
OB	03	01	-	02	02	-
P&IR	-	01	-	-	01	01
P&QM	-	02	01	-	01	01
PS	-	03	-	02	01	-
Total	08	12	05	13	12	10

Inter-Area Transfers

Two participants of the 1993-94 batch changed their areas of specialization from Business Policy to each of the following areas.

- (i) Information Systems
- (ii) Production & Quantitative Methods

Awards and Scholarships

From this year, the IIMA FPM Alumni Scholarship for the best FPM student in the first year was instituted from the contributions made by the FPM Alumni in memory of three FPMs (R. Padmanabhan, Bhaskar Chaudhury and Madan Pant). A financial assistance of Rs.1000/- in the form of research grant for each of the best thesis proposal awardees and an incentive of Rs.1500/- for each publication in referred journals would also be given from the above contribution. These are in addition to the existing awards for best thesis proposals.

The names of the participants who have won the above scholarships and awards are given below.

Name of the Student	Year of Joining	Awards Details
1. AK Jain (BP)	1990	IFCI award for best thesis proposal, IIMA - FPM Alumnus* Research Grant
2. AR Pastakia (PS)	1991	IFCI award for best thesis proposal, IIMA - FPM Alumnus* Research Grant
3. M Narayanan (AGRI)	1992	IIMA - FPM Alumnus award for the highest GPA in the 1st year performance
* From the FPM Alumni contributors to the IIMA - FPM Alumnus fund in the names of Chaudury, Padmanabhan and Pant.		

Beginning this year, all these awards will be given during the Farewell Dinner held in honour of the graduating FPM and PGP participants, the day before convocation.

FPM Courses

Three courses were offered to FPM first year students and forty two courses to the FPM second year students.

The following new courses were offered in 1993-94:

- i) Computer Architecture & Systems Software
- ii) Database Management Systems & Online Transaction Processing Systems
- iii) Algorithms & Data Structure
- iv) Systems Analysis & Design
- v) Information Technology & Management Support Systems
- vi) Agriculture Management I & II
- vii) Environmental Auditing & Impact Assessment
- viii) HRD Strategies for Developing Countries
- ix) Seminar on Research Methodology

Qualifying Examinations

In the past, the practice has been to schedule the qualifying examinations (area comprehensive and FPM oral exam) for each individual participant as and when he/she was ready. As a result there was enormous delay in completing the FPM qualifying requirements, which further led to delays in starting their dissertation work. This year, all the areas administered the comprehensive exams in early September, and all FPM oral examinations were administered in October end and early November.

In future, all FPM oral exams will be administered at the end of the second year and the area comprehensive examinations early in the third year. This would give the participants almost their 3rd and 4th years to concentrate on their dissertations.

Seminars and Conferences

From this year the FPM thesis proposal seminars were started. There is good participation from faculty, FPM students and research staff in these seminars. An important feature of these seminars is that each seminar speaker is given written/oral feedback. The objective is to strengthen the student's research contributions by giving him/her feedback in the thesis proposal stage itself. FPM students presented 12 seminars on various subjects. A total of 11 students gave their thesis seminars in the last year. FPM students participated in various conferences and presented 13 conference papers.

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 2, 1994:

Vijaykumar Aruldas
A.K.Chawla
C.S.Damle
A.K. Jain
Rajnish Singh Karki
Ajay Pandey
G.Sethu
Murli Srinivasan S
Rahul Varman
Mukul S. Vasavada
P.Venugopal

New Facilities

New facilities are now available for the FPM participants. A mini PC Lab with LAN facilities has been set up exclusively for the use of FPM participants. FPM participants will soon have a larger Reading-cum-PC room. Availability of an additional married student's house this year has made it possible to accommodate on campus all married FPM participants.

FPM Review

Following several concerns expressed in the FPM committee meetings, an FPM Review Committee has been appointed by the Director to comprehensively review the FPM and suggest recommendations for strengthening the FPM further. In order to assist the review committee in its deliberations, the FPM Executive Committee has given to the Review Committee a detailed note on FPM.

Placement

Out of the eleven students who were awarded the title of Fellow during 1994, four have joined the academic institutions, five have joined consultancy organisations and two have joined industry.

3. Faculty Development Programme

Long Duration Faculty Development Programme: The Fifteenth Faculty Development Programme 1993-94 was conducted from June 29, 1993 to April 22, 1994. In the programme, 10 participants from 9 educational institutions in India participated. Three participants out of four from Gujarat have been awarded CRMS fellowship; and three participants from other states have been awarded Coal India, ITW Signode India and Surendra Paul Fellowships to cover their participation fees. Others were supported by their respective sponsoring institutions.

Seven FDP courses were offered during the year out of which six courses were offered exclusively to FDP participants. A new course on Foundations of Management was developed and offered to the FDP participants as a required course during the year 1993-94. Some participants took FPM and PGP courses also. Every participant during the programme did an extensive project work guided by a faculty advisor. Based on the project work, every participant gave a seminar which was attended by FDP participants, faculty, research staff and FPM students. Thus, during the year 1993-94 10 FDP seminars of one and a half hours duration each were conducted.

About 25 faculty members (IIM as well as outside) have contributed directly to the success of the 15th Faculty Development Programme by their active involvement in the programme.

B. Research and Publications at IIMA

Research and Case Development

At the end of the academic year 1992-93, seven large research projects, four small research projects, 24 seed money projects and 17 case development projects were in progress. During the academic year 1993-94, two large research projects, one small research project, nine seed money projects and seven case development projects were initiated. One large research project, one small research project, five seed money projects and three case development projects were completed, and two seed money projects and three case development projects were closed during the academic year 1993-94. The remaining eight large projects, four small research projects, 26 seed money projects and 18 case development projects were in progress. The details are given below:

Large Research Projects Initiated

1. Saha, Jahar; and Shukla, P.R. "Technology, Practices and Competitiveness in Textile Industry—A Multinational Study."
2. Pestonjee, D.M. "A Study of Executive Stress in Relation to Physical and Mental Health."

Small Research Project Initiated

1. Jain, Rekha. "Strategic Response of State Public Sector Enterprises (SPSEs) to Changes in Telecom Policy."

Seed Money Projects Initiated

1. Rao, T.V. "A Review of Literature on Leadership Styles and Managerial Roles."
2. Jambhekar, Ashok; and Trivedi, G.J. "Studies in Indian Management: An Index to the Literature 1988-1989."
3. Parikh, Indira J. "Leadership in Family Organizations."
4. Roychowdhury, Supriya. "A Study of Bureaucracies: Need for Changes in Structure and Socialization in the Context of Structural Adjustment Programme."
5. Ramachandran, K. "Managing Growth in Hi-Tech Small/Medium Enterprises."
6. Verma, Pramod. "Occupational Wage Differentials in Engineering Industries: 1958-59 to 1987-88."
7. Thakur, Sanjay P. "Entry and Growth of Entrepreneurs in the Export Sector: A Pre-Exploratory Investigation of Influences and Strategies."

8. Patibandla, Murali. "Structure, Firm Size and Technical Efficiency: A Study of Indian Industries."
9. Patibandla, Murali. "Industrial Delicensing, New Entrants and Export in Indian Industry."
10. Joseph, Jerome. "A Study of Conflict Resolution and Negotiations Strategies in Family Business Relations."

Case Development Projects Initiated

1. Ramachandran, K. "Case Development on Tristar Chemicals Pvt. Ltd."
2. Saha, Jahar; Kalro, A.H.; Korgaonkar, M.G.; Ravichandran, N.; and Sastry, T. "Case Development on Quality Management."
3. Datta, Samar K. "Case Development of Sericulture in a Drought Prone District."
4. Ravichandran, N. "Case Development on Glaxo Family Products."
5. Rao, V. Venkata; and Rao, T.P. Rama. "Case Development on Management of a Software Export Project."
6. Venkiteswaran, N. "Case Development on Restructuring of Enfield India Ltd."
7. Venkiteswaran, N. "Case Development on Asea Brown Boveri Ltd."

Large Research Project Completed

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

Small Research Project Completed

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

Seed Money Projects Completed

1. Jambhekar, Ashok; and Pandya, J.F. "Studies in Indian Management—An Annual Survey of Literature—1987."
2. Verma, Pramod. "Wage Behaviour 1973-74 to 1986-87—A Disaggregated Comparative Study of Wages in Private and Public Sectors."
3. Ravichandran, N.; and Sridharan, R. "Decision Support System for Bus Depot Allocation in City Operations."

4. Gupta, G.S. "Forecasting Through Box-Jenkins Method."
5. Sinha, Sidharth. "Inter Industry Variations in Capital Structure in India."

Case Development Projects Completed

1. Monappa, A. "Case Development entitled HRM in MNC's: A Case Series."
2. Ramachandran, K. "Case Development on Tristar Chemicals Pvt. Ltd."
3. Korwar, Ashok. "Case Development on Mafatlal Fine."

Seed Money Projects Closed

1. Oza, A.N. "Product Concentration Ratios in Indian Industry."
2. Gupta, G.S.; and Sandesara, J.C. "A Pilot Study of One Oligopolistic Industry in S-C-P Framework."

Cases Development Projects Closed

1. Korwar, Ashok. "Case Development on Procter & Gamble."
2. Korwar, Ashok. "Case Development on Ranbaxy Laboratories International JVs."
3. Korwar, Ashok. "Case Development on Mahindra & Mahindra."

Seminars

The following seminars were organized by the Research and Publications Committee during the academic year 1993-94.

Topic	Speaker	Date
The Post Cold War World	Mr. K.P. Fabian, Ambassador, Embassy of India, Doha, Qatar	16.08.1993
A Proposal for a Study on Technology, Manufacturing Practices and Competitiveness in Indian Textile Industry	Profs. P.R. Shukla and Jahar Saha, I.I.M., Ahmedabad	20.08.1993
Creativity, Innovation, Entrepreneurship and Networking at Grassroots Level	Prof. Anil K. Gupta, I.I.M., Ahmedabad	26.08.1993
Secularism and the Need for Religious Values: Widening our Universal Discourse	Prof. Ananta Giri, I.I.M., Ahmedabad	30.08.1993

Topic	Speaker	Date
Issues in Estimating the Performance of Consumer Markets	Prof. N. Srinivasan, Associate Professor of Marketing, University of Connecticut, USA	6.09.1993
Stress-in Ease and Dis-ease	Prof. D.M. Pestonjee, I.I.M., Ahmedabad	20.09.1993
The Logic of Failure	Prof. Dietrich Doerner, University of Bomberg, Germany	22.10.1993
Routing Tankers for Dairy Milk Pick Up	Prof. Jayaram Sankaran, Dept. of Management Studies, Indian Institute of Science, Bangalore	18.11.1993
Democratic Transition and the Challenge of Self-Transformation	Prof. Ananta Giri, I.I.M., Ahmedabad	24.11.1993
How People Articulate Their Judgements and Decisions	Prof. Ramadhar Singh, National University of Singapore, Dept. of Social Work, Singapore	06.01.1994
Inspirational Leadership	Shri Rishi Prabhakar Founder of Rishi Samskruti Vidya Kendra, Bangalore	14.02.1994

Publications

Vikalpa: The Journal for Decision Makers has completed eighteenth 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 80 new cases and 103 technical notes, materials and exercises were developed. The faculty wrote 82 working papers and 14 monographs, and published 97 papers, articles, and book chapters, and 17 books.

C. Management Development Programmes

In the academic year 1993-94, IIMA offered 41 management development programmes for 1397 executives (952 from the private sector and 445 from the public sector and government departments.)

Of the 41 programmes, six were regular general management programmes (see Appendix V).

Eighteen new programmes were offered by the Centre for Management in Agriculture (6), Computers and Information Systems Group (2), of which one was offered jointly with Entrepreneurship Group, Economics Area (2), Entrepreneurship Group (1), Finance & Accounting Area (3), International Management Group (1), Production & Quantitative Methods Area (1), and Public Systems Group (2) (see Appendix VI).

Seventeen other regular or repeat programmes were offered by the Business Policy Area (2), Centre for Management in Agriculture (1), Computers & Information Systems Group (3), Finance & Accounting Area (1), Industrial Policy Management Group (1), Marketing Area (1), Organizational Behaviour Area (3), Personnel & Industrial Relations Area (1), and Production & Quantitative Methods Area (4) (see Appendix VII).

The distribution of participants in the general management programmes, new programmes, and regular/repeat programmes of areas, groups, and centres was as follows:

Programmes	No. of Programmes	No. of Participants		
		Public Sector	Private Sector	Total
General Management	6	60	281	341
New Programmes	18	255	264	519
Regular/Repeat Programmes	17	130	407	537
Total	41	445	952	1397

Programme-wise distribution of participants is shown at Appendix V, VI and VII.

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 the agriculture and allied sectors. An interdisciplinary team of 16 faculty members work in CMA.

Activities in Nutshell

Research: During the year 11 research studies were completed and two new studies were initiated. Nineteen research studies were in progress. (For details please see Appendix VIII).

Teaching: A total of 24 Specialization Package in Agriculture courses were offered to the second year students. Out of these, 8 were offered in the first term, 9 in the second term and 7 in the third term. Seven FPM courses were offered. There were offered in the first term, one in second term and three in the third term.

Management Development Programme: CMA conducted 4 short duration Management Development Programmes. A total of 112 participants attended these programmes. CMA conducted 2 workshops during October-November 1993.

Publications: During the year 8 monographs were published and 3 are under print.

Core Group for Wastelands Development

The Core Group for Wastelands Development (CGWD) at the Centre for Management in Agriculture, Indian Institute of Management, Ahmedabad, is one of the eight Regional Centres of the National Afforestation and Eco-Development Board. It was established in 1989. Its area of operation cover the state of Goa, Gujarat and Maharashtra.

A Memorandum of Understanding (MOU) between the National Wastelands Development Board (NWDB), Ministry of Environment and Forests, Government of India, New Delhi and the Indian Institute of Management, Ahmedabad, provides the basis for activities of the CGWD.

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

2. Centre for Regional Management Studies

During the year 1993-94 the CRMS Committee consisted of only three members viz. Prof. A.N. Oza (Chairman), Prof. B.M. Desai and Prof. Samar Datta. The other two members, Mr. M.C. Bhatt and Mr. V.R.S. Cawlagy left the Institute before the beginning of this year.

As a part of its research activity the CRMS sponsored in October 1993 a research project on "Are Land Reforms an Engine of Rural Development? A study based on Gujarat" under the supervision of Profs. B.M. Desai, S. Datta and A.N. Oza (Convenor). The purpose of this research study is to examine in the context of Gujarat's experience the relative importance equity-oriented land reforms and efficiency-oriented change agents such as technology, infrastructure, credit supply and availability of inputs like fertiliser, HYV etc. in propelling rural development. Most of the library-research work for this project has been completed.

The CRMS provided finance for the expenses of field investigation and data collection by one FPM student who is working for his FPM thesis on "Diffusion of Biogas Plants in Gujarat".

During 1993-94 three Faculty Development Programme participants from Gujarat were provided fellowships by the CRMS to cover fully or partly their programme fees.

3. Computer and Information Systems Group

Courses in PGP and FDP

Computer & Information Systems Group (CISG) offered the following courses in PGP and FDP:

Introduction to Computers
Management Information Systems
Systems Analysis and Simulations
Computer Networks (new course, offered for the first time)
Information Systems, Development and Implementation
Decision Support Systems
Introductory Course on Information Systems

New Specialization Package in FPM

CISG offered the following new courses for Specialization in Information Systems:

1. Data Structures and Algorithms
2. Computer Architecture and Systems Software
3. Data Base Management Systems and Online Transaction Processing
4. Frameworks for Management Support Systems
5. Systems Analysis and Design

MDPs

The Group conducted a number of new MDPs while continuing to offer some of the old MDPs. The following programs were offered during the year :

1. 3rd International Programme for Trainers of Information Analysts (supported by Commonwealth Secretariat) (one month)

2. Computer Networks (one week)
3. PC LANs (5 days, offered for the first time)
4. Software Export Management for Small and Medium Entrepreneurs (one week, offered for the first time)
5. Software Project Management and CASE (10 days)

Other Services

The research staff of the Group contributed significantly in the development of software for the institute's network, and in its maintenance.

Research Projects

1. Decision Support System for Management of Port Operations
2. Materials Management in Indian Railways
3. Marketing of Information Products and Services
4. DSS for Floriculture
5. Impact of Computerization on Materials Management
6. DRDA Computerization in Gujrat 1988 - 93

Software Development

1. DSS for Software Cost Estimation
2. Software for Estimating Application Development Time and Quality
3. Multi-user Project Management Game, Version 3
4. Multi-server Single Server Queuing Game

4. Faculty Development Centre

Guest Seminar: A seminar on Concept of Total Quality Management by Mr. Michael Borden, President and CEO of Hufcor Inc., was organized on December 16, 1993. The American Centre sponsored the visit of Mr. Borden to IIMA.

Short Duration Programme: The FDC had taken initiative to offer a one month programme on "International Management Teachers Training Programme" in 1991. It took final shape in 1992-93 and the programme was sponsored by the Commonwealth Secretariat, London, and was held at Kasturbhai Lalbhai Management Development Centre from April 4 to 30, 1993. Twenty Six participants from seven countries including seven from India attended the programme.

5. Public Systems Group

Public Systems Group is the institute's focal point for research, training and institution building relating to government and voluntary organizations. During the year 1993-94, the Group's efforts focused on specific sectors - health, transport, energy and environment and

on general issues of public management and voluntary sector, especially in the context of macro-economic reforms. During the year the Group had five primary members and 12 secondary members. Faculty recruitment was an important thrust for the group though results are yet to be achieved. Substantial work was done through group faculty acting as nodal persons in large public systems projects, involving faculty from other areas and groups. It is also important to note that the Public Systems orientation is prevalent in almost all the other areas and groups of the institute.

Research

The work on transport, during the year focused on two major areas - rail and water transport. In the work on railways, issues of pricing, network reliability and training effectiveness were addressed. The efforts on training effectiveness by IIMA found mention in the Annual Budget Speech of the Railway Minister tabled before Parliament in February 1994. On water transport, the focus was on privatisation of ports and shipping management. The work continues to build up on earlier work carried on railways and other transport modes, especially with an overall focus on logistics and supply chain management and the infrastructure support needed for the same.

On health, the work continued on community participation in water and sanitation projects, management of opium de-addiction, strengthening of reproductive health policies and programmes and micro-level planning for primary health care. This work built on the substantive strength developed by the Group on policies related to grass root level health management.

In the energy and environment sector, at a macro level the work focused on developing an energy-environment model for the country, while at the micro level, studies were made for cleaning the river Sabarmati.

On general issues of public management in the context of macro economic liberalisation, the Group put in efforts to design and develop a training programme for senior bureaucrats of the central government on managing macro economic reforms. A study is also being carried out on the synergy of government policies and industry competitiveness. Regarding the voluntary sector, some of the issues addressed in the health area are with the primary emphasis on the role and effectiveness of voluntary organisations in such activities.

A list showing research activities completed and on-going projects is annexed herewith.

Management Development Programmes/Workshops

The group offered a one week MDP on "Managing Macro Economic Reforms" for Bureaucrats at the Joint Secretary level in the Central Government. A workshop on "Innovations in Reproductive Health" was also offered. Efforts were put in to develop new MDPs to be offered during the year 1994-95, especially on Shipping Management, Training of Trainers in Public Systems Institutions, and Logistics Management for the Infrastructure and the Core Sector. Efforts were also on to develop a Management Education Programme in Public Systems Management.

Fellow Programme

One participant graduated during the year bringing the total FPM participants under PSG to eight. Currently, there are five participants at various stages of progress. Four courses were offered by the Group for the FPM participants viz., Social Science and Public Policy, Management of Social Development Programmes, Public Management and Operations Research in Public Systems. An FPM review committee consisting of two faculty members and one participant has been set up by the group to review the programme in all its aspects viz., placement, selection of thesis topic, comprehensive exam, portfolio requirement, area courses and other required courses, and recruitment.

Post Graduate Programme

The Group offered Environment Management as a PGP course for the first time. Faculty from the group also contributed to the non credit course on Indian Social and Political Environment.

PSG Forum

A new activity has been started by the Group (actually revived based on earlier forums within the Group) during the year called Public Systems Group Forum. The focus was to have an informal research based interaction between faculty and FPM participants, research staff and other like minded academicians interested in public systems. A list showing PSG Forum Meetings held during 1993-94 is enclosed.

Conferences, Seminars and Teaching in Other Institutions

PSG members taught in the Railway Staff College, Lal Bahadur Shastri National Academy for Administration, Management Development Institute, Sardar Patel Institute of Public Administration, State Institute of Health, Regional and Family Welfare Training Centre, and Central Institute of Road Transport. PSG members participated in conferences and working group meetings of health and transportation both in India and abroad.

Research Projects 1993-94

The following research projects were completed during the year:

1. Network Based Pricing for Passenger Services in Indian Railways
2. Review of Research in PSG

The ongoing projects this year (both research and consulting) were:

1. Case Studies in Government-NGO Partnership in Development
 2. Improving Family Welfare Programme Operations
 3. Managing Opium De-addiction
 4. Strengthening Reproductive Health Services in Government.
 5. Community Involvement in Drinking Water & Sanitation Projects
 6. Capacity Building for Health Policy Development in India
-

7. Research and Case Writing for "Raw Material Procurement For Agro Processing Industries
8. Research and Case Writing in Railways & Ports and Shipping
9. Research and Case Writing on Logistics
10. Synergy in Govt. Policies & International Competitiveness in Industries : A Case Study in Selected Indian Industries
11. Improving Training Effectiveness in the Railway Staff College
12. Developing a Training Programme on Shipping Management.

6. Ravi Matthai Centre for Educational Innovation

The Ravi Matthai Centre for Educational Innovation's activities over the last one year (1993-94) are grouped below under the following heads:

Institution-building activities with formal education institutions: A project on 'Incorporating Local Ecological Knowledge into Curriculum at Primary level' involving P.G. Vijaya Sherry Chand, Anil Gupta, T. Sastry and Shailesh Shukla was undertaken. In the first phase, two biodiversity contests were organized in September 1993 (with the help of SRISTI) among children and adults in Banaskantha district. A report on these contests will be brought out soon. As a background for this project a research paper, 'Drop out, Enrolment and Poverty: Policy Implications', was written. An in-depth study of the drop-out phenomenon and its relationship to the poverty existing in ecologically high-risk and high-biodiversity environments is in progress. The scope of the study was enlarged to focus not just on the ecological knowledge of the children but also other sub-sets of their knowledge system.

RJMCEI completed an assignment on Managing Universalization of Primary Education for the Government of Gujarat. The report was submitted to the Education Secretary on 15 January 1994. Many members from the Institute took part in the deliberations at different times. They include Profs. Anil Gupta, Trilochan Sastry, A.H. Kalro, TV Rao, Arun Monappa, Rekha Jain, S. Vathsala, Ananta Giri, AR Vasavi, and Shri Shailesh Shukla and Vijaya Sherry Chand, among others. A copy of the draft report has been circulated to RJMCEI members. The final report will be sent to relevant institutions and professionals.

A project titled 'Innovation in Rural Institutions of Higher Education: Gram Vidyapiths of Gujarat', undertaken by P.G. Vijaya Sherry Chand is almost complete. The Gram Vidyapiths in Gujarat offer bachelor's programmes in rural studies. The curriculum focuses on agriculture, animal husbandry, rural industries and allied subjects and the methodologies followed are inspired by Gandhiji's principles of basic education. The Principals of these institutions had often expressed the need to review the curriculum, especially with a view to incorporate recent developments in our understanding of sustainable agriculture and in the 'frontier' disciplines of agricultural science like bio-technology. These developments indicate the need for taking into account competencies of three kinds: technical, institutional and value-oriented. The format through which such changes can be introduced is reform at the levels of:

- a) curriculum design
- b) teaching/learning approaches
- c) mechanisms for incorporation of the alternative view of sustainable agriculture in research and training

The present project aims to understand the philosophy of vidyapith education and the evolution of the vidyapith movement; research the existing patterns of curriculum development in the Gram Vidyapiths. The methodology is a participatory action research design which will involve the Principals, Directors and faculty of the Vidyapiths in arriving at consensus on the need for curricular change. In addition to ideas for re-orienting and enriching existing courses, the joint exercise will also result in the formation of 'voluntary spaces' in these formal institutions and in the establishment of mechanisms for updating of the knowledge base of the teachers of these institutions. This project started in march 1993. As part of the study ex-students, teachers and present students were surveyed or interviewed. The proposed duration of the project is one year (up to March 1994). A monograph will be brought out by then.

In continuation of the UPE Managerial Plan prepared by the RJMCEI, UNICEF has approved a grant for the publication of a book titled 'Teachers as Transformers: Creativity and Innovation in Primary Education' which will be brought out by RJMCEI soon. This can be used as training material in teacher-training colleges. The RJMCEI may soon initiate institution-building activities with teacher-training colleges and also support DPEP plans in Panchmahal district.

Activities undertaken with social development or non-governmental organizations

As part of the institution building efforts within IIMA, Prof. Anil K Gupta conducted two seminars in march 1993 for FPM students under the umbrella of SHODH. The first dealt with the question of Ethics and Research and the second further developed the analytical framework for evolving policies for environmentally sound industrial growth policies first presented in 'Choosing the right Mix: Market, State and Institutions.

Prof. Trilochan Sastry is coordinating the Institute's contribution to the alternative science movement in Gujarat being spearheaded by colleagues in ISRO and other institutions.

P.G. Vijaya Sherry Chand completed a survey of Citizen Action Groups to ascertain their MDP requirements. A series of MDPs was not found feasible and we decided to limit our commitment to support to Consumer Coordination Council of India in its institution-building activities. Prof. Vathsala is coordinating our efforts. CCCI has indicated that there may be a delay in the programme.

Jawaja Experience

Prof. Ranjit Gupta has been following up the initial experiment started by several colleagues in 1975 with the school system. Later two groups were set up, one for weavers and another for leather workers. Over a period of time, the capacity-building efforts led to the formation of Artisan Alliance, Jawaja. National Institute of Design has been continuing its support.

The AAJ is supposed to act as a promotional body for artisans in the region. Rajasthan Government had given land to set up an Institute for crafts and AAJ will be one of the campuses of the Craft Centre. NID is supporting the setting up of the Centre at Jaipur as well as the campus in Jawaja. The idea is to organize a two-week training programme in new designs every year. NID is facing some difficulties in sustaining the support though some of the NID graduates do help the group from time to time.

Rural University

Prof. Ravi Matthai, TV Rao and Udai Pareek had initiated this experiment with school teachers. It was assumed that unless the role of teachers was enhanced, no major change can be expected in education system. The aim was to build the confidence and ability of the teacher to relate to larger social groups. In due course the interveners developed other interests. However, the experiment continued. One experiment was to encourage children to grow seedlings, and create and maintain plantations. Competitions among schools were started for best plantations, seedlings and saplings, etc. The Director of Education was very supportive. The parents of the children also got interested in the mobilizational effort. At one time as many as one hundred and fifty schools were involved.

The non-formal education centre was set up with the help of part-time school teachers. A linkage was established between Society for Promotion of Wasteland Development and The Non-formal Education Centre and local schools. SPWD arranged for week-long visits of the children to the forests and for the saplings. Those who agreed to raise and maintain half an acre of saplings were given free seedlings. Others were charged twenty five paisa per plant.

Slowly the SPWD started formalizing the arrangements. A dozen resource officers and vehicles, and infrastructure for watershed development were provided. The expectations of local people started changing. The SPWD started to slow down its involvement. Some people on their own set up seed banks with the help of village women. Aravali Development Society also came up to support collection of *Prosopis juliflora* seeds. Local expertise was developed. SPWD had resource constraints and could not extend its support to more than a hundred villages participating in these activities. Nevertheless, the initiative of the local communities attracted national attention and Indira Priyadarshini Vrikshamitra Award was given to the group.

The 'Rural University' - a classroomless, a 'teacherless' learning environment is a dream that is still unfolding.

Support to Academy of HRD

Initially three to four faculty members were providing support. Profs. Ramnarayan, Pestonjee, TV Rao and Ranjit Gupta interacted with the Academy staff from time to time. Care was taken to avoid the feeling of uneasiness which may possibly arise in such inter-institutional collaborations. The full-time Director of Academy had studied the report prepared by RJMCEI on the Institution Building Process in the Academy. He was supposed to come back to RJMCEI specifying the inputs required in future. There were several issues which needed to be pursued in this regard. For instance, socialization of Academy faculty would help in generating right kind of academic environment. Similarly, various decision-

making bodies of Academy could be activated even further. The support to the Academy is continuing.

Institution Building support to Ahmedabad Management Association

Prof. A.H. Kalro has been supporting Ahmedabad Management Association as well as several other institutions. He is interested in questions like does absence of formal body of knowledge prevent better institution building practice? Can swimming be learnt by following the logic of movements in water? To what extent can the experiential knowledge be consolidated in this regard. Instead of output as a decision rule, can a set of propositions be developed which can help improve the predictability of the outputs?

RJMCEI support to SRISTI (Society for Research and Initiatives for Sustainable Technologies and Institutions)

The 'Honey Bee' network has been in operation for a few years now. The English version of the newsletter is brought out regularly. Regional versions or translations of the 'Honey Bee' newsletter are brought out in six Indian languages - Hindi, Gujarati, Kannada, Tamil, Malayalam and Oriya and in the Bhutanese language - Zonkha. This enables innovations of a particular region to become accessible to farmers of another region. However, technological innovations cannot survive without institutional innovations and support structures. Hence 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 which builds on local creativity and the experimental ethic of people, the latter need to be linked with the natural and social sciences. SRISTI, a registered society, set up in June 1993 will provide such a link.

SRISTI will be an autonomous group but will organize several workshops, summer schools in collaboration with RJMCEI. This support is similar in some respects to that provided by IIMA faculty to Academy of HRD and Jawaja leather workers' society and weavers' society, though in its implications, it has global out reach. It links micro with macro issues just as in the other two cases.

P.G. Vijaya Sherry Chand, as part of a four-member team constituted by the Government of India, completed a review of Mahila Samakhya Programme (Gujarat) with a view to suggest future directions.

RJMCEI has also supported voluntary initiatives around important social issues, in an effort to learn from the educational potential of such actions. For instance, RJMCEI hosted Ahmedabad-level meetings of NGOs involved in 'Samata' a cultural caravan coordinated by the Bharat Gyan Vigyan Samiti. this really, taken out in March/April 1993 aimed to spread the messages of women's equality and communal harmony through a series of street plays. One performance was at the IIMA.

The RJMCEI also supported the Pratapgarh Adivasi Tendu Leaf Collectors' Cooperative Society in the areas of building participative institutions and solving its problems in marketing unsold stocks. A workshop was organised with the help of Prof. Seetharaman by Prof. Bapna, Prof. Anil K. Gupta and Vijaya Sherry Chand. Representatives of the

cooperative, Rajasthan Tribal Development Corporation and Prayas, the NGO supporting the cooperative, attended the workshop conducted in Hindi. This was followed by a second meeting for half a day at IIMA and a field visit (carried out by PG Vijaya Sherry Chand). A report on the workshop and a case have been prepared. The RJMCEI's experience with this and similar agencies should result in a body of contemporary cases which draw lessons for (a) institution building of organizations of disadvantaged sections of society and (b) social agencies promoting such ventures which may need a high degree of managerial inputs.

Support to BAIF

Profs. Ranjit Gupta and Anil Bhatt prepared a proposal on "Formation and Design of BAIF Management Training Centre". The contribution from BAIF towards faculty time (Rs.1 lakhs) will be credited to RJMCEI. Initial payment has already been received from BAIF.

Workshops/seminars held and specific literature/projects on institution-building or related areas

A volume titled 'Institution Building: The IIMA Experience, Vol. 1: The Early Years', based on insights of IIMA faculty on institution building aspects at IIMA, compiled by Prof. TV Rao has been brought out. Prof. Ranjit Gupta helped Prof. Rao in editing the volume. A second volume will be brought out. Prof. Ranjit Gupta is coordinating the effort.

A workshop was organized in September 1992 by Prof. TV Rao based on his research about IIMA faculty's experience on institution building with other organizations. A background report and proceedings were prepared. The complete report, 'Institution Building Experiences of IIMA Faculty', while reviewing the institution-building experiences of IIMA faculty, drew lessons for the kind of institution-building assistance to be provided by IIMA.

A workshop on 'Institutional Analysis' was conducted on 14 December 1992 by Prof. Elinor Ostrom, Indiana University. There were 28 participants, drawn from the Faculty, research staff and students, who attended after prior registration and going through a common set of readings which included extracts from Prof. Ostrom's *Governing the Commons* and Prof. Anil Gupta's 'Building upon Local Ecological Knowledge'. There were presentations by Prof. Ostrom, Prof. Samar Datta (Transaction Costs and Institutional Analysis) and Prof. Anil K Gupta (Institutional Dimensions of Indigenous Folk Knowledge Systems), followed by discussions. Prof. Ostrom also presented a video film on irrigation institutions and coordinated the discussions on emerging issues in institutional analysis.

Two workshops of Directors and Principals of various Vidyapeeths were organised (March and July 1993) to trigger collective thinking about making the pedagogy and curriculum more effective. The strategy for on-going survey of indigenous innovations by farmers, peasants and artisans was also discussed in these workshops. The idea is to build linkages between informal and formal knowledge systems through incorporation of local creativity and entrepreneurship. Anil K Gupta coordinated the workshops in collaboration with Vijaya Sherry Chand. Prof. Gupta has developed a draft curriculum on Sustainable Agriculture. A separate report on the workshops was brought out. These workshops are intended to support the research project being coordinated by Vijaya Sherry Chand. The next workshop

will be organised some time in April 1994. This will be followed by another in September 1994.

Prof. Ananta Giri has initiated a project on "Teaching Ethics in Schools of Management: An Enquiry into the Indian Scene". The study aims to look at the scenario of teaching ethics in the schools of management in India. It aims at describing the state of the art of schools of management in India vis-a-vis the question of teaching ethics - that is it will find out how many schools of management in India are teaching courses on business ethics or related themes' what they are teaching in these courses, and how they are teaching ethics. The study also aims at recording the ethical dilemmas of managers and to use this as a vantage point to look at the relevant curriculum of schools of business. An in-depth study of one school of management is planned. The study is planned as an exploratory and descriptive study and is expected to be completed by July this year.

Prof. Anil K Gupta pursued a study of Indigenous ecological institutions in the data base of Elinor Ostrom at Indiana University, Bloomington and NAPRALERT data base at Chicago.

Prof. T.V. Rao pursued a study on international perspective on emerging trends in HRD for developmental organizations.

Prof. Deepti Bhatnagar has been pursuing a study on organizational innovations along with Prof. Dixit for Interman, ILO.

As part of the RJMCEI's work on the UPE Plan, a workshop for 19 primary schools teachers was conducted at IIMA on 29 October 1993. Earlier, the RJMCEI met about 15 teachers at Gandhinagar on 16 July 1993. The workshop and meeting were arranged with the cooperation of the Gujarat State Primary Teachers' Federation.

Other Seminars Held - June 1993 to January 1994

Date	Topic	Speaker
21 July 93	Universalisation of Elementary Education	Prof. Trilochan Sastry
19 Aug. 93	Culture and Environment: Issues in Understanding Local Knowledge Systems	Dr AR Vasavi
08 Sept. 93	Learners Perspective of Distance Education: Implications for Strengthening Students Support Service	Sri. Dhaneswar Harichandan, Institute of Banking Personnel Selection, Bombay
13 Sept. 93	Management of R&D Labs: Towards Scientific Self-reliance	Dr. PM Bhargava, Indian Institute of Chemical Technology, Hyderabad
22 Sept. 93	Can Low-cost Teaching aids make any dent on the structure of the classroom pedagogy of village schools?	Sri. Tushar Tamhane, Krishnamurti Foundation India, Varanasi.

Date	Topic	Speaker
23 Sept. 93	An Alternative Approach to Women Studies in India	Dr. Abdul Matin Aligarh Muslim University
24 Sept. 93	Education for Sustenance and Human Development: An ideational exercise for rural and tribal communities	Dr. Anil Mahajan, IIPA, New Delhi
10 Nov. 93	Re-thinking Humanities: Towards a "Post-Structuralist" Pedagogy	Sri. Mukesh Srivastava, Orient Longman Ltd., Hyderabad.
06 Dec. 93	Higher Education and Unemployment: an Explanatory Hypothesis	Dr NV Varghese, NIEPA, New Delhi
08 Dec. 93	Alternative Theories on Dissemination of Innovation	Sri. Ashok Bhargava Coordinator, NIROG Project, Ahmedabad

Proposals Under Consideration

Several proposals from various Indian and foreign institutions for support in institution building were received. Prof. A.H. Kalro is coordinating the response to requests received from University of Colombo, Sri Lanka and from SPJ Management Institute, Bombay. Prof. Deepti Bhatnagar is coordinating the response to a request from Bangladesh Independent University College received through the Indian High Commission recently.

Prof. TV Rao prepared a note on workshop on Resource Generation and Improvement of Efficiency and Effectiveness in Higher Education. Such a workshop will be timely in the context of many issues raised recently. Sometimes, elite professional institutions pass on their inefficiency to the students in the form of high fees. In other cases, the fees increase maybe genuinely required to keep pace with the increasing costs and reducing budgetary support. Faculty Development Programme participants could be an important resource for this workshop. The norms which AICTE and UGC have set up for governors or higher education institutions need to be reviewed. In view of Prof. Rao proceeding on leave, Prof. Kalro and Prof. Sasi Misra have agreed to coordinate this activity. They would seek involvement of other colleagues as well.

A workshop of a steering group for 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. Prof. Anil K Gupta will coordinate the workshop in December, 1995 or January 1996. He will be proceeding on leave for one or two years from March 1994 to work with SRISTI. The workshop will be organized in collaboration with SRISTI.

The RJMCEI will be initiating a newsletter on creativity and innovation in higher education. The newsletter will focus on teacher-driven initiatives in innovative educational practice. It will be supported by the UGC.

Prof. AR Vasavi will be initiating a project titled "Educational Innovations and Restructuring Colleges". The project aims at documenting and disseminating strategies through which colleges have successfully imparted quality education.

7. Entrepreneurship Group

This young group has continued to propagate the message of entrepreneurship at both individual and corporate levels through a variety of programmes. At the PGP level, the Group members have participated in teaching New Venture Management and Project Planning for Industrial Development and at the FPM level a separate course on Entrepreneurship. The major contribution of the Group has been in terms of offering two new MDPs, one on Management of Information Resources in Small and Medium Business and another jointly with CSIG on Software Export for Small and Medium Enterprises. Both the programmes were received by the industry very well. The Group members have undertaken research in the management of high technology enterprises and export oriented firms in small and medium scale sectors. These two have demonstrated substantial potential to add to the dynamism in industrial activity in the country. It is expected that the output from these pieces of research will lead to launching of new MDPs in the next year. The Group's effort to expand its faculty base has not been all that successful, but the activities are being expanded by networking with other areas and with the contribution of secondary members. The Group recruited a fellow to undertake research in entrepreneurship. Members of the Group presented research papers at national and international seminars during the year.

8. International Management Group

1. A half unit PGP-II Elective Course entitled 'Managing Multinational Companies' was offered for the first time jointly by Dr. Ranjan Das (Visiting Faculty) and Prof. Shekhar Chaudhuri.
2. Prof. Ashok Korwar coordinated a one-week long MDP on International Business Strategies.
3. Some of IMG's faculty members were involved in designing a one year post-experience programme on International Management which was presented to the Faculty Council.
4. A presentation was made by the Chairman of the IMG to the Board of Governors on a proposal for setting up a Centre for International Management. Details of the objectives and scope of the activities as proposed by the IMG to be undertaken by the Centre are enumerated below.

Objectives of the Proposed Centre

It is proposed to enlarge the existing International Management Group into a full fledged Centre for International Management, whose main objective would be to play a pioneering role in helping the country and other developing nations become important players in the global economic scenario. Our aim would be to assist industries and firms in these countries to become globally competitive through the following instrumentalities:

- i. Develop relevant knowledge through research, both applied and conceptual and use it in innovative programmes as well as disseminate the same through conferences, workshops, and publications.
- ii. Organize innovative training programmes for providing practising managers of internationalizing organizations with the required knowledge, decision making skills and competence.
- iii. Improve the decision-making skills and competence of practising managers of organizations which are already transnational in character by developing specially targeted training programmes.
- iv. Provide required inputs in the second year of the existing 2 year post graduate programme (PGP) to enable interested students take up careers in the field of International Management.
- v. Train young men and women with work experience for careers in International Management through specially designed long term training programmes.
- vi. Assist firms, industry associations, government and other supporting organizations by providing consulting services, undertaking commissioned research studies, action research and working with them in an advisory capacity.
- vii. Develop teachers and researchers in the field of International Management, who in turn would assist in the above, by offering a doctoral specialization package under the Fellow Programme. The IMG could also provide assistance to other institutions engaged in training and education in this field through programmes designed for institutional development.

Collaboration With Other Institutions

The proposed Centre for International Management would lay special emphasis on collaboration with well known educational institutions in India and abroad as well as other relevant organizations. Collaborative arrangements may take a variety of forms: student and faculty exchange, collaborative research projects, collaboration for offering training programmes, faculty internship in industry and government, involvement of executives and government officials for providing guidance to the IMG as advisors or in specific research projects, etc.

Long Term Capability Development

In the long run the IMG would aim to develop its capabilities with three focal points:

1. Conceptual and Applied Knowledge
2. Economic Sector
3. Geographical Region of the World

The IIMA being an educational institution the first mentioned point would receive the highest importance.

Being a part of a premier institution we would have to play a pioneering role in generating relevant conceptual knowledge. We must also become trail blazers in generating applied knowledge that would be managerially useful.

We would also like to capitalize on our inherent strength in understanding the behaviour of organizations/firms and different sectors of the economy. We would need to identify industries in India which have a high attractiveness as well as strong position from the point of export possibility.

The third kind of capability is an important part of the repertoire of the international manager. Imparting knowledge regarding a specific region of the world requires amongst others a knowledge of its economy, politics, geography, industry, people, its culture and social systems. To acquire expertise in all these aspects of any region would be a tall order. Therefore it may be useful to look for collaboration with organizations and university departments which possess this kind of capability.

Research Direction

Faculty members of the IMG would in the immediate future concentrate on developing cases on different aspects of international management. Some important aspects are as follows:

- i. Identifying export markets and developing entry and expansion strategies.
- ii. Design of organization structure, systems, and process for internationalization.
- iii. International sourcing strategies.
- iv. Managing international transfer of technology.
- v. Management of strategic alliances in India.
- vi. Management of Indian joint ventures abroad.
- vii. Management of multiple cultures.
- viii. Strategic planning and control in Third World MNCs.

The members of the Board of Governors suggested that the IMG attempt to focus its research activities on a few relevant themes in order to make an impact. With the very meagre faculty resource IMG may not be able to achieve much if its efforts were distributed over a large number of activities.

A delegation of officials from the Shanghai Research Institute of International Economy and Trade visited the Institute during the period 29-31 July 1993. The delegation met members

of the IMG, various activity heads, and the Director and Dean. A meeting was also arranged with members of the CII, representatives of other industry associations and industry leaders. A few visits to companies located in Ahmedabad were also organised. The delegation members evinced interest in collaborative work with members of the IMG.

Dr. Homi Katrak of the University of Surrey, UK gave a seminar on 'Indian Enterprises: Imports of Technology, R&D Inputs and Outputs'.

The IMG decided to expand its activities substantially during the period 1994-95. Four new MDPs would be conducted during the year in addition to the one-week programme on

International Business Strategies which was offered for the first time during 1993-94. Details of the MDPs to be conducted during period 1994-95 are given below.

A number of new PGP courses are also proposed to be offered during the current academic year details of which are given below.

Existing MDP

1. International Business Strategies for Senior Managers in Industry.

Proposed New MDPs

1. International Management for Middle Level Managers.
2. Japanese Management for Middle Level and Senior Managers.
3. Workshop on Pacific Rim Countries for Middle Level and Senior Managers.
4. Managing International Business Negotiations.

New PGP Elective Courses

1. International Business Management for PGP-II.
2. International Trade in Agricultural Commodities for PGP-II.
3. Leadership, Influence and Power in International Organizations for PGP-II.
4. Managing Export Import Business for PGP-II.
5. Seminar on International Marketing for PGP-II.

9. Industrial Policy Management Group

Industrial Policy Management Group offered a new half-unit course on "Privatisation: Theory and Practice" to PGP-II during the third term of 1993-94. The Group also organised a one week training programme on "Industrial Policy Planning and Development" for IAS Officers.

Under the on-going project on "Indian Economic Forecasting", three medium term forecasts of the Indian Economy were released during the year. A "Financial Sector Model of the Indian Economy" was developed for the State Bank of India. A working paper on "State, Labour and the Private Sector: The case of Jute Industry Modernisation" was released.

The following research projects were initiated during 1993-94:

1. Structure and Performance of some selected Indian Industries (sponsored by ICICI).
2. Synergy in Government Policies and Competitiveness in selected Indian Industries (jointly with PSG and sponsored by the Conference Board of Canada).
3. Role of the Bureaucracy in Structural Adjustment: Need for changes in Structure and Socialisation.

E. Disciplinary Areas

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

1. Business Policy

The Business Policy Area offered courses in the Post-graduate and Fellow Programmes in Management. It continued to offer management development programmes on Strategies for Competitive Advantage and Technology Management. Area members were associated with other Management Development Programmes like 3-TP, Management Education Programme (MEP), Managing International Business, Corporate Banking and Advanced Management Programme (AMP). The research and consulting activities of the members covered issues in strategy formulation and implementation in different varieties of organizations in the new environmental context.

2. Economics

The Economics Area offered compulsory and elective courses in the Post-Graduate Programme, Fellow Programme in Management, and Management Development Programmes for practising executives covering various aspects of economics and management.

In the Post-Graduate Programme, Economic Analysis and Economic Environment and Policy (I & II) were offered as compulsory courses in first year PGP. Economics Area also offered five electives for second year PGP, viz., Economic Analysis for Business Planning, Project Planning for Industrial Development, International Banking and Finance, International Trade, and Economic & Business Forecasting. During the year, the Area faculty offered eight Project Courses and Courses of Independent Study spread over the three terms.

In the Fellow Programme in Management, four FPM students completed their course work and initiated doctoral research.

In the Management Development Programme, Economics Area designed and offered a new International Programme on Management of Economic Policy Reforms. 24 senior bureaucrats from 15 developing Commonwealth Countries participated in this programme. This programme was conducted in collaboration with the Commonwealth Secretariat, London.

3. Finance and Accounting

The Finance and Accounting Area offered compulsory and elective courses in the Institute's Post-Graduate Programme. As the Area had no second year students in Fellow Programme in Management, no FPM course was offered.

In the Post-Graduate Programme, Management Accounting-I, Management Accounting-II, Finance-I, and Finance-II were offered as compulsory courses. The elective courses offered in the second year PGP included Investment and Portfolio Management, International financial Management, Management of Financial Institutions, Strategic Financial Management, Mergers, Acquisitions and Corporate Restructuring, Options and Futures, and Management Control Systems.

The Area also offered Management Development Programmes on 1) Portfolio Management, 2) Corporate Banking and 3) Advanced Financial Management.

4. Marketing

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

The area offered two compulsory core courses in marketing to the first year students of the Post-Graduate and the Fellow Programmes. In the second year of the Post-Graduate Programme, the Area offered electives such as Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, Industrial Marketing, Sales and Distribution management, and Marketing Management and Consumer Movement. In addition, the Area offered advanced doctoral course such as Marketing Theory and Contemporary Issues, Behaviourial Science Applications in Marketing, Reading Seminar in Marketing Management and Quantitative Models in Marketing. The Area continued research work and case writing covering a wide range of product-market situations and organizations in the Indian context.

The Area, jointly with Production and Quantitative Methods Area, offered a management development programme on Advanced Data Analysis for Marketing Decisions.

5. Organizational Behaviour

The Organizational Behaviour Area offered the regular PGP and FPM courses and a new PGP-II year course was introduced titled "Managing Executive Stress".

The following MDPs/Workshops were offered during the year:

Management of Excellence by Chief Executives
Innovative Turnaround Management
Stress Audit in Organizations

The following scholars visited the Institute as guests of the OB Area and delivered talks.

1. Dr J.V. Singh, Professor from Wharton School, University of Pennsylvania, USA, delivered a talk about New Biotechnology Firms in USA during the month of November, 1993.
2. Ms. Marion Klein from Consultancy Department of Protestant Association for Cooperation in Development, Bonn, Germany visited the Institute during the month of November, 1993 and discussed about the possibility of having OD Consultants for NGO's funded by the above Association.
3. Dr. Jitendra Mohan, Professor, Department of Psychology, Punjab University, Chandigarh delivered a talk on Executive Personality during the month of December, 1993.

6. Personnel and Industrial Relations

The Personnel and Industrial Relations Area contributed to the on-going activities of the Institute. It continued to offer courses in the Institute's Post-graduate and Fellow programmes and conducted Management development Programmes for the Executives. The Area also conducted research studies and prepared case studies on subjects of current interest.

7. Production and Quantitative Methods

The Production & Quantitative Methods area (P & QM) offered the regular first year PGP courses in Operations Management and Quantitative Methods in addition to five elective courses in the second year of the PGP. The area also offered five regular courses in the second year of the Fellow Programme in Management. The area continues to contribute to the Faculty Development Programme through the course on Statistics and Quantitative Methods.

During the year the area offered six Management Development Programmes. These were:

1. Project Management
2. Materials Management
3. Logistics Management
4. Advanced Data Analysis for Marketing Decisions
5. Innovations in Manufacturing
6. Advanced Project Management Programme

The Programme "Advanced Data Analysis for Marketing Decisions" was offered jointly with the Marketing Area. The "Advanced Project Management Programme" was organized in association with the Department of Programme Implementation, Ministry of Programme Implementation, Govt. of India. This was exclusively meant for the senior managers engaged in projects monitored by the Department of Programme Implementation. In addition to the above MDPs, the area contributed significantly to the Management Development Programmes in other areas like CMA, PSG and General Management Programmes. The research areas of the faculty were in Manufacturing, Information Systems, Operations Research, Stochastic Models and related areas.

F. Alumni Relations and Activities

The ALUMNUS magazine was given a new look which has been received quite favourably by the Alumni. This has also enabled us to reduce costs. The annual Seminar-Reunion could not be held due to inadequate response from the Alumni. We hope to have a reunion in a modified form in December 1994. The Bombay Chapter instituted a need-based scholarship at the Institute. Several Alumni contributed to the corpus of the Institute.

G. Vikram Sarabhai Library

Collection

For the period under review, the growth of the library's collection is given below:

Items	Numbers	Expenditure in Rs.
Books	2219	9,50,900.00
Periodicals	577	18,31,065.00

The total collection of books increased to 1,30,250. The number of publications issued and returned was 19249 and 14749 respectively.

Library Automation

Catalogue: Software interface was developed for printing of catalogue cards, and thus eliminated repetitive typing work, and saved time in books processing

Database Service: About 6500 records were added to the database of journal articles, selected articles, features, and news items from Economic Times and Financial Express and the current addition of books. The special supplements of Money Manager, Strategist, of Business Standard, were included for indexing. The total number of records in the database has gone over 21500.

The database was downloaded on the Students' LAN. Search by keywords and by areas was done and index of articles, books, news items were supplied on floppies in wordstar readable format within and outside the Institute. More than 300 searches were done by the library staff for the students and faculty besides large number of searches done by the students themselves.

Index and Bibliographic Service: The following computer based services were continued:

- 01) Index of articles from current issues of specified periodicals
- 02) Management New Index
- 03) Current Additions List

Current contents of periodicals continued to be circulated to respective area.

New Services: Following services were introduced on the faculty LAN.

Circulation Information: To answer to the queries in respect of issue status, overdue books, accumulated overdue charges.

* to provide information about the book(s) getting overdue in the next "certain" number of days

- * to support database search by author by title or call number so as to know if the book(s) is (are) in circulation.

World Bank Publications: The database consists of World Bank titles in print upto January 01, 1993. It was received from the World Bank under the depository arrangement.

Weekly Receipt of Journals: Information about issues of journals received in the library every week is provided through a file called "Prapty".

Project: Research for Product Design and Test Marketing of Management Information

A workshop-cum-training was held from November 27, 1993 to December 01, 1993 for sharing of experiences of managing of information products and services presented by experts in Library and Information field. The training programme through lecture-cum-discussions was conducted for the library professionals of IIMs and AIMA, in the information product designing and testing, application of hardware and software, and networking. An action plan was drawn up at the workshop for conducting the research study.

Workshop on Marketing of Information Products and Services

A joint IIMA/IDRC workshop was held from February 14-17, 1994. Project leaders of IDRC supported projects and experts from institutions in India who have done significant work in marketing of information discussed the key issues of marketing strategies and a design for guide/manual on marketing for information personnel. The presentation were grouped in the following categories:

- 01) Principles & practical steps in marketing of information products and services
- 02) Case histories
- 03) Network technology for information services

H. Grant-in-Aid

The Institute received grant-in-aid of Rs.4,85,60,000 for 1993-94 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	14,044	3,58,60,000	3,58,74,044	-
Plan	-	1,27,00,000	1,27,00,000	-

I. Administrative Activities

New Appointments

During the year the following joined the Institute:

Ananta Giri, Visiting Faculty, Centre for Educational Innovation
Supriya RoyChowdhury, Assistant Professor, Industrial Policy Management Group
D.N. Sen Gupta, Visiting Faculty, Industrial Policy Management Group
Vasant P Gandhi, Assistant Professor, Centre for Management in Agriculture.
A.R. Vasavi, Assistant Professor, Centre for Educational Innovation.
Mukesh Srivastava, Visiting Faculty, Centre for Educational Innovation.

Resignations

Professor Nitin Patel
Professor Mirza S. Saiyadain
Ms. Bindu Joseph, Steno-Typist
Ms. K. Uma, Steno-Typist
Mr. P. Subhash George, Catering Supervisor

Retirements

Professors M.N. Vora, S.P. Seetharaman, V.R. Gaikwad, Messers KMA Menon, P.M. Rawal, S. Rajagoplan retired from the services of the Institute during the year. The Institute wishes them good luck.

Died

Mr. S.R. Joshi, Maintenance Supervisor and Mr. Rajpal Yadav, Senior Gardener.

Leave of Absence

During the year long leave was granted to the following:

Professor Sipra Mukhopadhyay to take up an assignment with Calcutta University.
Professor Rekha Jain was granted sabbatical leave.
Professor T.K. Moulik's leave has been extended
Professor G.S. Gupta to take up an assignment with the University of Malaysia, Malaysia.
Professor S.V. Nathan to take an assignment at EFMD under EEC Programme.
Prof. Anil K Gupta to carry out the activities related to Pew Award.

Staff Awards/Honours

During the year 23 members of the staff completing 20 years of service were given an award each. IIMA special award was given to Mr. S.R. Joshi posthumously.

Welfare Activities

The Welfare Committee began the year with distribution of slates, text books, and note books to school-going children. A total number of 696 children of 223 employees benefitted from this scheme.

The Committee organized a get-together on the new year day during Diwali. A good number of faculty and employees with their families exchanged new year greetings.

The Welfare Committee celebrated the Institute Day on December 11, 1993. All sections of the IIMA community enthusiastically participated in the variety entertainment programme organized on the occasion. Mementos were presented to IIMA employees who have completed 20 years of service at the Institute. Special awards for noteworthy achievements in extra-curricular fields were also presented to the employees and their children on this occasion.

As many as 52 children of IIMA employees were presented merit awards on the Christmas Day for their performance in the Board/ University examinations in 1992-93.

Other activities of the Welfare Committee include conducting sewing and drawing classes and organising drawing and rangoli competitions.

Appendices

Appendix I

Manpower Growth

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
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
1993-94	74	49	516	5	644

Appendix II

Post-Graduate and Fellow Programmes

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1993-94	389	60	449

Appendix III

Cases, Research, and Consulting

Year	Case Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
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
1993-94	2644	523	845*

* The figures for consulting projects in 1993-94 include teaching assignments also

Appendix IV

Award of Industry, Faculty memorial and other Scholarships 1992-93

First Year PGP (1992-94) Batch

Name of Recipient	Name of Scholarship	Value(Rs.)
Industry Scholarships		
Hrishikesh B Parandekar	Citibank	6,500
Ramesh S	Gujarat Alkalies & Chemicals	6,500
Raghunath Ramanathan	Gujarat State Fertilizer	6,500
Kapil Dev Kumar	Hindustan Lever	6,500
Rakesh Garg	Castrol India	6,500
Meenakshi Nevatia	Lakme	6,500
Arindam Bagchi	Lintas India	6,500
Venkatesh G R	Mahindra & Mahindra	6,500
Anand Sanghi	Narmada Cement	6,500
Sandeep Dhoot	Ranbaxy Laboratories	6,500
Arun Rangaraju	Tata Engineering & Locomotive	6,500
Deba Prasad Adhya	Tulsi Pushpa Charitable Trust	6,500
Bratati Ghosh	Surrendra Paul	6,000
Devashish Chopra	Bank of America	6,500
Sai Krishna Yayavaram	Industrial Development Bank of India	6,500
Rahul Sharma	Shreenath Khandelwal Trust	6,500
Indranil Sarkar	Tata Iron and Steel	6,500
PGP Students' Sponsored Scholarship		
Ganesh R	PGP Batch 1987	3,000
Faculty Memorial Scholarship		
Nair Venu Bhaskaran	Professor Warren Haynes	3,000
Second Year (1992-94) Batch		
Industry Scholarships		
Rajesh Prasad	Bajaj Auto	6,500
Subhash Chand	Bank of America	6,500
Balaji N	Bharat Forge	6,500
H.B. Parandekar	Blow Plast	6,500
Anand Sanghi	Castrol India	6,500
Bratati Ghosh	Colgate-Palmolive (India)	6,500
Venkatesh G.R.	Devidayal Electronics and Wires	6,500
Ravindra Reddy G.	FAIR	6,500
Mangesh Wange	Godfrey Phillips India	6,500
Sanjay Wadhwa	Godrej & Boyce	6,500
Soumendu Ghosh	Gujarat Alkalies and Chemicals	6,500

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Name of Recipient	Name of Scholarship	Value(Rs.)
Arindam Bagchi	Hindustan Lever	6,500
Jagresh Kumar Rana	Kinetic Engineering	6,500
Ramesh S.	Pond's India	6,500
Meenakshi Nevatia	Surrendra Paul	6,500
Srinivasan Jagannathan	AUDCO India	3,500
PGP Students Sponsored Scholarship		
Raghunath Ramanathan	IIMA Silver Jubilee	3,000
Faculty Memorial Scholarship		
Kapil Dev Kumar	Professor B.K. Hegde	3,000
Girl Students Scholarship		
Kalpana Sitaraman	Usha-FAIR	6,500

Appendix V

General Management Programmes- No. of Participants

Programmes	Sector		Total
	Public	Private	
01 3-TP Middle Management (July 4-31, 1993)	15	95	110
02 3-TP Senior Management (Sept 5-25, 1993)	11	85	96
03 3-TP Top Management (Nov 1-6, 1993)	13	23	36
04 Management Education (Nov 28, 1993 - April 9, 1994)	08	39	47
05 XXIII Advanced Management (Mar 20-April 16, 1994)	12	0	12
06 Small & Medium Enterprises (Apr 10-23, 1994)	1	39	40
Total	60	281	341

Appendix VI

New Management Development Programmes offered by Areas/Groups/Centres

New Programmes (Area/Group/Centre)	No. of Participants		
	Public	Private	Total
Centre for Management in Agriculture			
Management of Seed Production (Sept 26-30, 1993)	24	09	33
Raw Material Procurement in Agro-Processing Industries (Oct 18-22, 1993)	13	21	34
W/s on Micro-Planning Using Terrain Analysis and Geographic Information Systems (Oct 28-29, 1993)	20	1	21
National Consultation on Cooperative Leadership for Agriculture (Nov 28-30, 1993)	16	6	22
Management of Seed Production (Mar 3-5, 1994)	18	06	24
DFO-DFO Experience Sharing Workshop on Improving Degraded Forests (Apr 19-20, 1994)	21	-	21
Computers & Information System Group			
Software Export Management for Small and Medium Entrepreneurs (Mar 14-19, 1994)	0	31	31
PC LANs (Workshop) (Mar 28-31, 1994)	16	24	40
Economics Area			
Programme for IAS Officers on Restructuring of India's Economy: Implications (Dec 13-17, 1993)	10	0	10
Management of Economic Policy Reforms (Feb 29-March 19, 1994)	24		24
	2	21	23
Entrepreneurship Group			
Management of Information Resources in Small and Medium Business (Dec 27,1993 - Jan 1, 1994)			
Finance & Accounting Area			
Corporate Banking (Jan 17-22, 1994)	27	03	30
Advanced Financial Mgt (Nov 15-20, 1993)	08	39	47
Futures and Options (Apr 8-9, 1994)	11	30	41
	4	23	27
International Management Group			
International Business Strategies (Oct 4-9, 1993)	23	-	23
Production & Quantitative Methods area			
Advanced Project Management (Nov 15 - 20, 1993)			
Public Systems Group			
Innovations in Health Systems: Focusing on Women's Reproductive Health (Workshop) (Oct 26-29, 1993)	19	35	54
Policy Analysis for Joint Secretaries of the Central Staffing Scheme (Dec 27 - 30, 1993)	14	-	14
Total	270	249	519

Appendix VII

Regular/Repeat Programmes offered by Areas/Groups/Centres

Programmes	No. of Participants		
	Sector		Total
	Public	Private	
Business Policy Area	03	20	23
Management of Technology (Aug 29-Sep 4, 1993)			
Strategies for Competitive Advantage (Feb 7 - 12, 1994)	02	37	39
Centre for Management in Agriculture	02	19	21
Agricultural Input Marketing (Jan 10 - 19, 1994)			
Computers & Information Systems Group	24		24
International Programme for Trainers of Information Analysts (Aug 1 - 28, 1993)			
Software Project Management & CASE (Apr 11-20, 1994)	05	21	26
Computer Networks (Aug 9 - 14, 1993)	09	21	30
Finance & Accounting Area	17	33	50
Portfolio Management (Dec 13 - 18, 1993)			
Industrial Policy Management Group	12	-	12
Industrial Policy Planning and Development for IAS Officers (Nov 1 - 5, 1993)			
Marketing Area	06	21	27
Advanced Data Analysis for Marketing Decisions (Dec 20 - 25, 1993)			
Organizational Behaviour Area	09	40	49
Management of Excellence by Chief Executives (Aug 21 - 23, 1993 & Aug 30 - Sept 1, 1993)			
Innovative Turnaround Management (Nov 21 - 23, 1993)	03	19	22
Stress Audit in Organizations (Workshop) (Dec 4-6, 1993)	07	02	9
Personnel & Industrial Relations Area	02	09	11
Changing Patterns of Industrial Relations (Dec 6 - 11, 1993)			
Production & Quantitative Methods Area	13	42	55
Materials Management (Sept 27 - Oct 2, 1993)			
Logistics Management (Nov 22 - 27, 1993)	01	47	48
Innovations in Manufacturing (Jan 3 - 9, 1994)	02	38	40
Project Management (Feb 14 - 19, 1994)	13	38	51
	130	407	537

Appendix VIII
Research Projects

Title	Faculty	Sponsor
Research Studies Completed		
Access to Groundwater: A Hard Rock Perspective	S Kolavalli	MOA
Status and Constraints in Exports of Agricultural Inputs from India: At Micro Level		MOA
Religious Pursuits & Material Growth (A Study of Shri Dharmasthala Manjunathewara Kshetra)	Ranjit Gupta	MOA
Formulation of Comprehensive Business Development Planning As a Process for Revitalising the Primary Agricultural Cooperative Societies	Samar K Datta	MOA
Fertilizer Production & Distribution - A Simulation Study	Girja Sharan	MOA
Managing Research Networks: A Study of Inter-Organizational Linkages	Anil K Gupta	MOA
Afforestation of Privately Owned Wastelands: A Model of Maharashtra-Agroforestry Federation	PM Shingi	NAEB
A Study into Production & Marketing of Jetropha Curcas	Gurdev Singh SP Seetharaman	NAEB
Management Aspects of Community Forestry Project in Goa	DD Tewari	NAEB
Information System for Monitoring Survival Rate in Social Forestry Plantations	Gurdev Singh SP Seetharaman	NAEB
E.C. - 92 and Beyond	VR Gaikwad	MOA
Research Studies in Progress		
Strategies for Agro Exports from India	VN Asopa	MOA
Management Issues in the Industrial Cooperatives for Decentralized Sector in India	TK Moulik	MOA
Agricultural Marketing Information System	SL Bapna	MOA
An Econometric Analysis of Indian Silk Industry	Gopal Naik	MOA
Energy Use Impacts on Agricultural Growth Rates	DD Tewari	MOA
Collective Action	S. Kolavalli	MOA
Perspective Plan for Junagadh	BH Jajoo; PM Shingi	NAEB
Marketing of Charcoal in Gujarat	PM Shingi	NAEB
Marketing of Fodder	PM Shingi	NAEB
Management Professional as Development Associates in the Voluntary Sector	Ranjit Gupta	CMA
Initiatives in Wastelands Development: Two Studis of Success Stories - Jawaja (Rajasthan), and Panjim (Goa)	Ranjit Gupta	NAEB
Application of Terrain Modelling to Forested Watershed for Management Decision	KP Srivastava	NAEB
Developing Solar Cookers More Acceptable to Rural Households - Action Research in Gujarat	Gopal Naik Girja Sharan	CMA

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Decision Support System for Greenhouse Managers	S. Kolavalli	MOA
Management of Seed Production	Gurdev Singh	MOA
Development of a Computer Software for Management Decision in Arid and Semi Arid Land (ASAL)	KP Srivastava	MOA
Institutional Finance for Inputs Distribution Business	BM Desai	MOA
Design and Management of Post-Harvest System of Perishables	Girja Sharan	MOA
Survival Rate Study		NAEB
New Studies Initiated		
A Management Perspective for Exposing Indian Farmers to the International Prices of Rice	Samar K. Datta	CMA
Forecasting Models for Cotton	Gopal Naik	CMA

Appendix IX

Board of Governors

Chairman

S.K. Khanna
Chairman

All India Council for Technical Education
Indira Gandhi Sports Complex
Indraprastha Estate
New Delhi 110 002
New Delhi

R.K. Sinha
Additional Secretary
Room No. 34, 'C' Wing
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Sujata Chauhan
Financial Adviser (Education)
Ministry of Human Resources Devpt.
Department of Education
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Surendra Singh
Secretary
Department of Industrial Development
Ministry of Industry
Government of India
Udyog Bhavan
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S.D. Awale
Joint Educational Adviser (T)
Ministry of Human Resources Devpt.
Department of Education
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Chief Secretary
Government of Gujarat
Sachivalaya
Gandhinagar 382 010

S D Sharma
Secretary
Education Department
Government of Gujarat
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Gandhinagar 382 010

P.V. Indiresan
Indian Institute of Technology
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The Associated Cement Cos. Ltd.
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Bombay 400 020

U.V. Rao
Chief Executive & Managing Director
Larsen & Toubro Limited
L & T House, Ballard Estate
Bombay 400 038

Arvind N Lalbhai
Chairman & Managing Director
Shri Arvind Mills Limited
Ahmedabad 380 025

Prafull Anubhai
Chairman & Managing Director
Rustom Mills & Industries Ltd.
Stadium Road
Ahmedabad 380 014

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Ramesh B Baheti

Chairman & Managing Director
Steel Tubes of India Limited
Steel Tube Road
Dewas 455 001

Vijaypat Singhania

Chairman-cum-Managing Director
The Raymonds Woolen Mills Ltd.
Mahindra Towers, 3rd Floor
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Worli, Bombay 400 018

Ram S. Tarneja

Chairman - Nirlon Limited
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254-B, Dr. Annie Besant Road
Worli
Bombay 400 025

B L Dhritlahare

MIG-63, MLA Quarter
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C R Shah

Director
Torrent Group of Laboratories
Torrent House, Nr Dinesh Hall
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Siladitya Ghosh

Deputy Director General (Technological
Services)
National Productivity Council
Udpadakata Bhavan
Lodi Road
New Delhi 110 003

Ranjit Gupta

Indian Institute of Management
Ahmedabad 380 015

Anil Bhatt

Indian Institute of Management
Ahmedabad 380 015

Kartikeya Sarabhai

Director.
Centre for Environment Education
Nehru Foundation for Development
Thaltej Tekhra
Ahmedabad - 380 054

Manubhai D. Shah

Managing Trustee
Consumer Education Research Centre
"Suraksha Sankool"
Ahmedabad-Gandhinagar Highway
Thaltej
Ahmedabad 380 054

Shrenik Kasturbhai

Managing Director
Anil Starch Products Limited
Ahmedabad 380 002

Prem P. Gupta

Chairman
APG Enterprises Pvt. Limited
C-16, Qutab Institutional Area
New Delhi 110 016

P. N. Khandwalla

Director
Indian Institute of Management
Ahmedabad - 380 015

Secretary

A.K. Dua
Chief Administrative Officer
Indian Institute of Management
Ahmedabad - 380 015

Appendix X

Members of IIMA Society

Mr K R Dave
General Manager
Ahmedabad Cotton Mills, Gontipur
Ahmedabad 380 021

Mr P G Ramrakhiani
Managing Director
Ahmedabad Electricity Co. Ltd.
Electricity House
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Managing Director
Alembic Chemical Works Co. Ltd.
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Mr Bipin Chandulal
Mr Sandip Bipin
The Ahmedabad New Cotton Mills Co. Ltd.
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Mr Jayakrishna Harivallabhdas
Mr Rajesh Jaykrishna
Shri Ambica Mills
Nr. Kankaria Loco Siding
Ahmedabad 380008

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Managing Director
Aparva Containers Pvt. Ltd.
Navbharat Mills Compound
Chamunda Char Rasta, Naroda Road
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Anil Starch Products Ltd.
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Mr Sanjaybhai S Lalbhai
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Managing Director
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Mr CK Choksey
Asian Paints India Ltd
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Executive Vice-Chairman & Managing Director
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Dr H Kaiwar
Director, Atic Industries Ltd.
Post Atul, Via Bulsar
Atul 396020

Mr Siddarth K Lalbhai
Mr Sunil Lalbhai
Mr Manan N 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
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Mr P N Shah
Bakubhai Ambalal Pvt. Ltd.
43, Jain Society
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Mr K C Choudhary
General Manager (Credit & Corp. Banking)
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Zonal Manager, Bank of India
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Bharat Earth Movers Ltd.
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Chairman & Managing Director
Bharat Heavy Electricals Ltd.
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Kalol (N.G.)
Kalol

Mr H C Bijawat
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Mr T P Desai
Cibatul Ltd.
Post Office Atul
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Managing Director
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Export Credit & Guarantee Corp. of India Ltd.
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General Insurance Corpn.of India
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Managing Director & President
Glaxo India Ltd.
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Mr Shantilal K Somaiya
Chairman
The Godavari Sugar Mills Ltd.
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Gujarat Tea Processors & Packers Pvt. Ltd.
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Jyoti Ltd.
Industrial Area
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Chairman
Life Insurance Corporation of India
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The Mafatlal Fine Spg. & Mfg. Co. Ltd.
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Metal Box Company (India) Ltd.
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Chairman & Managing Director
Metallurgical & Engg. Consultants of India
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Mukund Iron and Steel Works Ltd.
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Executive Director
National Peroxide Ltd.
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Managing Director
National Rayon Corporation Ltd.
Ewart House
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Mr A C Mukherjee
Chairman and Managing Director
New India Assurance Company Ltd.
New India Assurance Bldg.
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President
New Swadeshi Mills of Ahmedabad Ltd.
Naroda Road
Ahmedabad 380002

Mr Rashid Jilani
Chairman & Managing Director
Punjab National Bank
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Mr Rajiv C Lalbhai
Raipur Mfg. Co. Ltd.
Outside Saraspur Gate
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Mr Rohit C Mehta
Rajesh Textile Mills Ltd.
Rohit Mills Premises
Khokhra, Mehmabad
Ahmedabad 380008

Mr R Panchu
Managing Director
Ralli Wolfe Ltd.
Lal Bahadur Shastri Marg
Mulund
Bombay 400080

Mr Rohit C Mehta
Rohit Mills Ltd.
Khokhra, Mehmabad
Ahmedabad 380008

Mr Prafull Anubhai
Chairman & 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, Ellisbridge
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Mr Arvind Hiralal
Saurabh Corporation
A/416/C, Nr. Mithakhali Rly Cr.
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Mr B V Mehta
Sayaji Industries Ltd.
Bipin Nivas
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Mr Rajesh N Mafatlal
Shanudeep Pvt. Ltd.
Mafatlal Centre
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Sirhind Steel Ltd.
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Director
Soft Beverages Pvt. Ltd.
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State Bank of India
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State Bank of India
Local Head Office
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Managing Director
State Industrial & Investment Corporation of
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State Trading Corporation of India
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Suhrid Geigy Ltd.
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Swadeshi Mills Co. Ltd.
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Mr V P Pahuja
President, Chemicals Divn.
Tata Chemicals Ltd
Mithapur (Western Railway)
Okhamandal Taluka
Mithapur 361345

Mr V F Banaji
GM (Corporate Human Resource)
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Mr S Venkataraman
The Secretary
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Mr N S Sunder Rajan
President
Tata Oil Mills Co. Ltd.
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Mr J J Bhabha
The Tata Iron & Steel Co. Ltd
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Fort, Bombay 400039

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Tractor Engineers Ltd.
C/o. Larsen & Toubro Ltd.
Ballard Estate, Post Box No.276
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Mr M C T Pethachi
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Travancore Rayons Ltd.
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T V S Charities
C/o T V Sundaram Iyengar & Sons Ltd.
Railway Station Road
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Mr A H Tobaccowala
Chairman
Voltas Ltd.
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Ballard Estate
Bombay 400038

Mr Lalchand Hirachand
Chairman
Walchandnagar Industries 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 Ashok Muthana
Chairman
Zules Management Consultants P Ltd.
Arathi Chambers, 2nd Floor
189, Mount Road
Madras 600006

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 VI

Faculty and Administration

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