



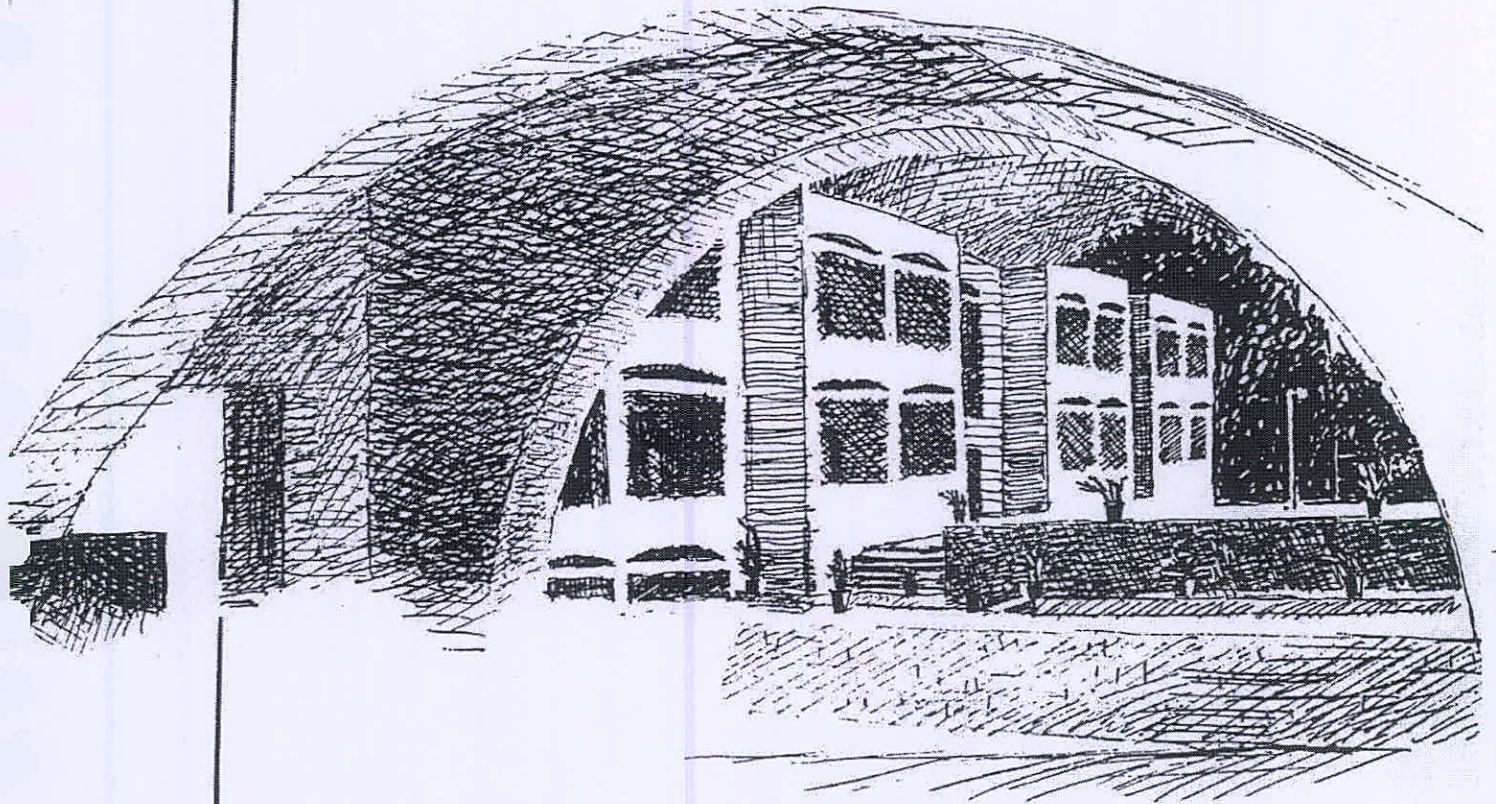
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AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Thirty-Third Annual Report : 1994-95



Thirty - Third Annual Report

1994 - 95



Indian Institute of Management
Ahmedabad

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The Year in Retrospect

Highlights

This report covers the academic year 1-7-1994 to 30-6-1995 except for financial matters for which the period covered is the financial year 1-4-1994 to 31-3-1995.

1994-5 was once again an eventful year for IIMA. The Institute was rated the top management school of the country in a poll of campus recruiters, and rated one of Asia's top three management schools in a survey by a Singapore-based business magazine. The Apple Academy was started at IIMA through a gift of valuable software and hardware. A major new 6-week management education programme in agricultural management was launched along with several new elective courses in the long duration academic programmes and new management development programmes. Mr Sam Pitroda, noted entrepreneur, inventor, and innovative civil servant delivered the Convocation Address. Mr S M Datta, Chairman, Hindustan Lever, and Mr Anil Bordia, distinguished former civil servant and the mobiliser of Lok Jumbish in Rajasthan, gave the Institute Lectures. A significantly larger percentage of students with work experience entered the Post-graduate Programme as compared to the previous year. The Board reorganized its committees and created a new Policy Review and Integration Committee to serve as a sort of think tank. Research and consultancy remained buoyant. The Institute took a further large stride towards financial self-reliance. Its Endowment Fund started in 1993-94 based on the GOI's matching savings scheme, increased from Rs.2.5 crores on 31-3-1994 to Rs.7.5 crores on 31-3-1995. An MoU was signed with Confederation of Indian Industries for wide ranging collaboration in research, case writing, consulting, training, etc. An MoU was signed with HDFC to facilitate study loans to the students of the Institute. The MoU with Indian Merchants' Chamber was renewed. GOI approved V-SAT internet connectivity for IIMA. It also provided IIMA with a Rs.50 lakhs grant for library upgradation. The Department of Scientific and Industrial Research, Government of India approved a grant of Rs.25/- lakhs to IIMA to set up a National Information Centre on Management (NICMAN).

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 10 new electives were offered in the Post-graduate Programme. New electives designed and offered during the past two years alone account for nearly a third of the sixty-odd electives offered to PGP students. In addition the students took nearly 70 project courses during the year that they designed with the help and under the supervision of faculty. The Post-graduate Programme graduated a record breaking 202 students while Fellow Programme in Management, equivalent to Ph.D., graduated 7 students of which nearly half joined various institutions as faculty. About 15% of the graduating PGPs were women; about 15% were from disadvantaged sections (SC/ST). A record breaking 25000 plus applied for admission to IIMA, 25% more than 1993-94. One measure of industry acceptance of our PGP graduates is their average annual starting salary which was about Rs.120000, up nearly 25% from the previous year. Average salaries have gone up by over 50% during the past two years. As many as 45 courses were offered to FPM students during the year. Six courses were offered exclusively to the participants of the Institute's one year Faculty Development Programme. There were 8 participants in the Faculty Development Programme. Annexure I lists new course offerings during the year.

A great strength of the Institute is its large research effort and the use of this research in the classroom. The Institute funded 21 new research and case study projects during the year, while 18 such projects were completed. New research projects were also funded by external

agencies. During the year, based on the statements of work received from faculty, 106 new cases and 16 other exercises and teaching materials were written up. The faculty wrote 73 working papers, published 78 papers, 35 book chapters and 20 books and monographs. The Institute's Research and Publications Committee organized 6 seminars, ranging from Challenge of Change: The Japanese Experience, to Introduction to Intelligent Vehicle-Highway Systems. Several seminars were organized by Areas of the Institute, by doctoral students, and by participants in the Faculty Development Programme. Faculty members participated in several seminars, conferences, and workshops in India and abroad. Faculty members presented nearly 60 papers in some 40 professional conferences and workshops.

Financial Self-reliance: During the financial year the Institute increased its revenues from various activities and GOI grant by about Rs.2 crores, an increase of 17% over the 1993-94 revenues. The primary contributors were increased GOI grant (about Rs.50 lakhs), increased PGP fees (about Rs.60 lakhs), increased consultancy and research earnings (about Rs.40 lakhs), and increased interest income (about Rs.45 lakhs). Revenue expenses went up by about 8%, below the rate of inflation. The percentage of non-Plan GOI maintenance grant to income as per the Income and Expenditure Account has decreased from about 40% in 1992-93 to 30% this year.

Outreach : An important objective of IIMA is to diffuse professional management through research-based management development programmes, consultancy, and publications in popular periodicals like business magazines or financial newspapers. MDPs and consultancy are also major contributors of funds for the Institute and provide rich real-life experiences of management practices to faculty. There were 1480 participants in its 41 management development programmes and workshops. During the financial year Rs.2.94 crores revenues were generated by MDPs. But for the plague scare in Ahmedabad, participation and revenues may have been higher. As many as 16 new MDPs were launched during the year. Eight MDPs related to strategic priority sectors, of which 2 were new MDPs. Thirteen MDPs had foreign participation, of which two were international MDPs. Annexure I lists the offerings of new MDPs during the year.

Consulting remained buoyant and the net consultancy income of the Institute (less faculty's share) increased from Rs.30 lakhs to Rs.57 lakhs. 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. Annexure II lists large consultancies (of Rs.1 lakh or over) approved during the year. The faculty published 17 articles in various periodicals, financial dailies, etc. They made over 60 invited presentations in various fora.

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. This year there were over 70 foreign participants in 13 MDPs. Five MDPs were offered relating to international management. The electives related to international management offered to PGP students are on the increase. During 1994-95, 7 international management related elective courses were offered, of which 2 were new courses, one on Multinationals and International Economy, and International Business Leaders and Corporate

Growth. IIMA has taken a lead role in the Euro-India Cooperation and Exchange Programme involving nine Indian and nine European institutions, under which six IIMA faculty members have visited European schools for period exceeding six months. Another consortium with Canadian schools is under discussion. A proposal was made to the HRD Ministry to fund a one year International Management Programme.

Nearly 30 faculty members went abroad on short and long term teaching, research, and other assignments. During 1994-95, faculty members presented papers at ten overseas conferences/workshops, and participated in nearly a dozen overseas seminars and workshops. IIMA also has student exchange agreements with two French schools and 12 French students participated in the PGP in 1994-5 (5 of them left prematurely because of the plague scare). Several research and case writing projects were initiated on exports and trade, internationalisation of Indian companies, international marketing, etc.

Corporate Sector: The Post Graduate Programme of the Institute caters primarily to the nation's corporate sector. Nearly 4400 alumni of this programme are holding responsible positions in Indian industry, and several have served as chief executives or become entrepreneurs. Some of the Fellow Programme alumni are also servicing industry. Besides the alumni of these academic programmes, the Institute's MDPs continue to make a major contribution to the corporate sector. Here the chief instrumentalities are such general management programmes as the four and a half months' long Management Education Programme, whose alumni number over 700, and the Three-Tier Programme (with over 6000 alumni). Besides these programmes there are a number of programmes aimed at strengthening skills in specific functions or MDPs on specific topics of corporate management. Of the nearly 1500 participants in the Institute's MDPs during 1994-95, about two-thirds were from the private corporate sector, and about a quarter from the corporate public sector. During the year new MDPs were developed to service the corporate sector on such topics as Mergers, Acquisitions, and Corporate Restructuring, Japanese Management, Transformations of Organizations, Business Negotiation Skills, Strategic Quality Management, and Innovative Practices in Manufacturing Management. Several of the MDPs on international management related topics were also aimed at the corporate sector. Some of the new electives in the PGP bearing on emerging dimensions of corporate management in India were on Business Ethics, Managing Export Import Business, Services Management and Franchise Management. Wide ranging research work was going on in various disciplines of corporate management and concerning matters related to the corporate sector such as financial markets. Equally wide ranging was the consultancy and in-company training work related to this sector. The relatively recently set up Industrial Policy Management Group has been developing policy options through research, such as on competition policy, corporate growth and investment behaviour, etc.

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 over 130 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 170 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 1994-5 eight professors/trainers from Indian universities/training institutions participated in the FDP. An international MDP was offered during the year called International Management Teachers' Training.

The Ravi Matthai Centre for Educational Innovations completed a project on documenting - and diffusing - innovations by school teachers while a project on incorporating local ecological knowledge into school curriculum was close to completion. Work on innovations in gram vidyapiths of Gujarat was completed. A 2-day conference sponsored by All India Council of Technical Education to look at issues of quality and private initiatives in technical education was being designed. Work on Kaya Kalpa, a newsletter on innovations in higher education, commenced 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, agriculture, rural development, poverty alleviation, small scale sector, and public administration, that have strategic importance for socio-economic development. 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. The CMA's Specialization Programme in Agriculture, a part of the Post-graduate Programme, has been training young persons for careers in the agricultural management sector. The Fellow Programme in Management offers specializations in Agriculture Management and Public Systems Management.

During the year considerable research continued to be undertaken pertaining to strategic priority sectors. For instance, work continued on large projects related to strengthening of reproductive women's health related policies and programmes, health policy development network, and private health care sector, while a project on micro-level planning for primary health care was completed. IIMA faculty contributed to the report of the Expert Committee on Plague set up by the Gujarat Government. The work on developing an energy-environment model for the country continued. Important research and training work on rail and sea transport was also on hand. 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 completed relating to more effective judicial management in Supreme Court. The Industrial Policy Management Group in collaboration with the Public Systems Group and Conference Board of Canada continued research 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 projects were going on 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 related to the cooperative sector. Several research projects were initiated on such topics as trade unions, institutions of scientists, quality of life in Indian cities, and entrepreneurship and family business.

During the year many management development programmes were aimed at strategic priority sectors. These included several new programmes, such as Management Education Programme for Agriculture, Managing Agricultural Export Business, MDP for Officers of Indian Economic Service, Health Policy Analysis and Development Programme on Policy Formulation Process, Shipping Management, and Logistics Management for Infrastructure and Core Sectors. The Small and Medium Enterprises programme continued to cater to the entrepreneurial sector, while the Industrial Policy Planning and Development for IAS Officers continued to provide training inputs to these key members of the Government. Several MDPs continued to cater to the needs of the agricultural sector.

Achievements

Prof. K. Balakrishnan was appointed as promoter member of "Foundation for Medial Education and Technology" (FMET), Ahmedabad, and nominated as a permanent member of its governing council. He was also nominated as a member of the Advisory Board of S. Viswanathan Foundation Madras, to promote fine arts, religion, education and environment in the country. Prof. S.C. Bhatnagar was awarded the Fellow of Computer Society of India, and was also nominated to be a member (special invitee) of the All India Board of Computer Science, Engineering Technology and Applications (AICTE). Prof. B.M. Desai was invited to give the inaugural address on "Improving Viability of Rural Banking" to the participants of the training programmes organised by the College of Agricultural Banking of the Reserve Bank of India, National Consultation on Rural Credit Organized by NABARD and RBI, and delivered a key note address on "Contributions of Institutional Credit, Self-Finance and Technological Change to Agricultural Growth in India" in the 54th Annual Conference of Agricultural Economists organized by the Indian Society of Agricultural Economics. He was also invited to join Executive Committee of the Indian Society of Agricultural Economics, the Working Group on NGOs and SHGs appointed by RBI. Prof Abhinandan K Jain joined the Board of Oracle Laboratories, Ahmedabad. Prof Pradip Khandwalla was made member of the Board of STI Strips. He was an invited key note speaker at the 18th Indian Social Science Congress at Baroda on the subject of "Forthcoming Challenges in Management Strategies" and an invited panelist at the International Conference on "The Organization Dimensions of Global Changes: No Limits to Cooperation" at Cleveland, US. Prof D V Mavlinkar became honorary member of the "Expert Committee" to investigate the plague epidemic in Surat city constituted by the Government of Gujarat, and joined the Programme Advisory Committee for the National Institute of Health and Family Welfare, New Delhi. Prof Ramesh Bhat's paper "The Private/Public Mix in Health Care in India," published in Health Policy and Planning (Oxford University Press) was awarded by the editors of the journal one of the four prizes for the best papers by developing country authors. Prof D M Pestonjee was awarded the Commonwealth Academic Exchange Fellowship to visit several British universities and business schools. He was invited to coordinate a symposium on "Executive Stress, Coping and Mental Health" at the 23rd International Congress of Applied Psychology at Madrid. He was appointed member, Banking Service Recruitment Board, Western Region, and Member, Task Force on Management, AICTE, New Delhi, Vice President, Indian Academy of Applied Psychology, UGC Committee for Revision of Pay scales and Working Conditions (Restogi Committee). Prof A Tripathy became a member of International Editorial Advisory Board, Computers and Industrial Engineering.

Administrative Activities

New Appointments

During the year the following joined the Institute:

Bibek Banerjee, Visiting Professor, Marketing Area
Rakesh Basant, Visiting Professor, Industrial Policy Management Group
Sanjeev Bhatt, Visiting Professor, Marketing Area
Pankaj Chandra, Associate Professor, Production and Quantitative Methods Area
Sebastian Morris, Assistant Professor, Economics Area
Prem Pangotra, Associate Professor, Public Systems Group
Murali Patibandla, Assistant Professor, Economics

Resignations

Professor T.K. Moulik
Professor T.V. Rao
Professor A.B. Rastogi
Professor J.K. Satia
Professor K.P. Srivastava
Professor A.R. Vasavi
Mr. Divyesh S. Mehta
Ms. Shreyasi K. Parikh
Mr. Rakesh M. Pathak
Mr. Nitin R Shah

The Institute extends its best wishes to all of the above in their new jobs. Professors Ananta Giri and J C Sandesara, Visiting Faculty, left after completing their terms with the Institute. The Institute thanks them and wishes them best of luck.

Retirements

Professors Ranjit Gupta and S. Vathsala, Messrs M.S. Patel, S.U. Sirsikar, and C.A. Joseph and Mrs K. Santhakumari Menon and Mrs J.G. Jani retired from the services of the Institute during the year. The Institute thanks all of them for their long, devoted and distinguished services to IIMA.

Died

Mr. Shanabhai S. Vaghela, Sweeper. The Institute regrets deeply his untimely death.

Leave of Absence

Leave of absence was granted to the following during the year:

Professor M. G. Korgaonker to take up an assignment with Kirloskar Institute of Advanced Management Studies.

Professor V. Raghunathan to take up an assignment with First Leasing Company of India.

Professor J. R. Varma to take up an assignment with First leasing Company of India.

Professor I. M. Pandey to take up an assignment with Asian Institute of Technology, Bangkok.

Professor Somdeb Lahiri to take up an assignment with Frederick Institute of Technology, Nicosia.

Professor K.V. Ramani to take up an assignment with National University of Singapore.

Professor Devi Tewari to take up an assignment with National University of South Africa.

Staff Awards/Honours

During the year 14 members of the staff completing 20 years of service were given an award each. The Staff Evaluation Committee Award for outstanding performance during the preceding year was given to 16 Group II, III, and IV employees.

Welfare Activities

Over 430 children of staff were given slates, textbooks and notebooks. Various get togethers and cultural programmes were organized on such occasions as Diwali, Independence Day, Republic Day, Christmas, Institute Day, etc. Various awards to staff and children were given.

Many new activities were started by the Welfare Committee. during the year, such as separate yoga classes for ladies, classes in folk dance, vocal, sitar, and tabla, and a community library for women and children, which was able to receive donations of over 550 books. An eye camp was organized for the community. During the summer vacation a number of programmes for children were organized jointly with the Parent-Children Association of Kendriya Vidyalaya of Space Application Centre.

Estate and Facilities

During the year the new computer centre was commissioned.

The library acquired over 2000 additional books. With this the library's collection of books has topped 130000. Newly 600 journals and periodicals are currently subscribed to by the library. The Institute undertook a collaborative project on research for product design and test marketing of library based management information. IIMA acquired 54 computers, 12 printers, several networks components, one multimedia kit and one CD Rom drive. Six software packages were also acquired. 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. The Institute also obtained five projection screens, six cordless microphones, and some projectors to strengthen its audio-visual equipment.

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. Indeed, we would be lucky to retain our present size because a dozen have retired or are about to retire, several have left to become directors elsewhere or to teach abroad, and with hundreds of new management institutions springing up in India, competition for high quality faculty will get fierce. We are presently engaged in a drive for recruiting high quality faculty, but this effort will have to be a continuing one. 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 over 4000 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 Centre 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. IIMA has been selected as one of the institutions for V-SAT facilities, and this should be very helpful.
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. We have started acquiring multi-media equipment and software, but we need to develop multi-media teaching materials.
5. We have substantial unused land. 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 truly 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. We have MoUs with CII and Indian Merchants Chamber. Besides, these options we need to think ahead, and redefine our missions and priorities in the light of vast changes taking place in India as well as in the world of management. What should be the concept of professional management that we need to work with in the emerging scenario? What sort of managers should we try to train? How do we retain our values and ideas in a world whose values are changing rapidly? Do we need to review our processes of decision making, our relationship with our stakeholders, especially the Government? How do we professionalize more the administrative dimensions of the Institute? 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.

Concluding Comments

IIMA's achievements during the year were once again significant and variegated. These, as they always have been, were collective achievements, made possible by the cooperation of stakeholders: a highly supportive and far-sighted Board and Government, a distinguished faculty, dedicated research and administrative staff, amongst the brightest students of the land, and varied clients. This blend of dedicated stakeholders and IIMA's culture of excellence, innovation, and social relevance remains IIMA's greatest asset.

A. IIMA's Academic Programmes

Currently IIMA offers 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

Enrolment

The thirty-first session of the Post-Graduate Programme in Management commenced on June 29, 1994, with 193 students, including two students who were asked to repeat the first year of the programme. In the first year of the programme, there were thirty-two SC/ST students. This session also has twenty students specializing in Agricultural Management in the second year. Four students discontinued their studies for various reasons during the year.

The second year of the programme commenced on June 29, 1994, with 199 students, including one student who had to discontinue his studies in the middle of the first term of last year on account of illness.

At the end of the second year, 202 students, including four students who could not graduate in 1994 for various 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, 28 belonged to SC/ST and 22 took the Specialization Package in Agricultural Management.

Preparatory Programme

Fifty-eight students who were identified to be weak in mathematics and communication based on their background and performance in the admission test and interviews were called for the Preparatory Programme from June 6 to 25, 1994. Twenty-nine students attended the mathematics module and 22 the communication module of the programme. Participation in the programme was voluntary.

Orientation Programme

An orientation programme for the incoming batch of students was held from June 29 to July 1, 1994. In addition to the addresses by the Director and the PGP Chairperson, a meeting with the PGP Executive Committee, a film show on "IIMA: In Quest of Excellence", and a meeting with the faculty advisors also formed part of the orientation programme. There was also an interaction session in which six alumni shared their experiences with the students. A session on case preparation and case discussion was also held.

Tutorials for Weaker Students

As in the past, extra tutorial sessions were organized in some courses. This has particularly helped the weaker students in improving their academic performance.

Curriculum

As in the past, 24 courses were offered for the first year students (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.

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

In the second year (general stream), 42 elective courses and 51 project courses were offered in addition to two compulsory courses. Two courses, Managerial Oral Communication and Corporate Tax Planning, were repeated in subsequent terms on account of high registration. On account of heavy registration, 18 elective courses were taught in two sections. Two students registered for a course of independent study (CIS) equivalent to two units of courses.

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

1. Multinationals and the International Economy
2. Financial Services (0.50 unit)
3. Infrastructure Management and Implications for Logistics (0.50 unit)
4. Services Management
5. Business Ethics
6. Managing Export Import Business
7. International Business Leaders and Corporate Growth (0.50 unit)
8. Franchise Management (0.50 unit)

In the second year (Specialization in Agriculture), in addition to two compulsory courses, 20 elective courses and 18 project courses were offered. The following new elective courses were offered during the year:

1. Logistics Management in Agriculture (0.50 unit)
2. Management of Seed Production.

French Students

Under the students exchange programme, three students from ESSEC Graduate School of Management and five students from ESCP Graduate School of Management, France, studied courses in the second year of the post-graduate programme. The credits obtained by these students at the Institute were communicated to their respective institutions. These students were quite appreciative of their learning at the Institute.

Review of the Fee Structure

Taking into consideration the financial requirements of the Institute, particularly to meet the deficits of the Post-Graduate Programme, the fee has been revised upwards.

Graduation

The Institute's Post-Graduate Diploma in Management was awarded to 202 students, including 23 students with Specialization in Agriculture, at the 30th Annual Convocation on March 25, 1995. Mr. Sam Pitroda delivered the convocation address.

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

PGP (General)

Asutosh Padhi
Niten Malhan
Sanjay Purohit

Kollengode V. Srinivas Award for the Best PGP Allrounder

The Kollengode V. Srinivas Award was instituted by the parents of Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to perpetuate the memories of Sriniva's association with the Institute.

This year Mr. Sarbvir Singh was given the award for the PGP Allrounder of the 1993-95 batch.

Admission

The Post-Graduate Programme commencing June 1995 attracted 25,028 applications. The comparative figures for this year and the last year are given below:

	1994-96	1995-97
General	18,668	23,398
SC/ST	902	975
SPA	475	655
	20,045	25,028

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	23,398	975	655	25,028
Called for interview	511	100	85	696
Selected (Prime List)	143	42	27	212
Waitlisted	40	-	-	40
Called from the Waiting List	23	-	-	23
Recommended for Preparatory Programme	5	38	20	63
Joined the Programme	149*	27	24	200
* including 16 from the Waiting List				

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

Scholarships

Industry Scholarships

Thirty-three industry scholarships were awarded as follows:

Seventeen students from the first year (1993-95 batch) were awarded scholarships ranging from Rs.3,500 to Rs.6,500 each for the academic year 1993-94 and sixteen second year students (1993-95 batch) were awarded scholarships ranging from Rs.3,500 to Rs. 6,500 each for the academic year 1994-95.

Faculty Memorial Scholarships

One first year student of the 1993-95 batch was awarded Professor Warren Haynes Memorial Scholarship and one second year student of the 1993-95 batch was awarded Professor B.K. Hegde Memorial Scholarship. Both scholarships carried a value of Rs.3,000 each.

PGP Students 1987 Batch Scholarships

The PGP Batch 1987 Scholarship was awarded to a first year student (1993-95 batch) and the IIMA Silver Jubilee Scholarship was awarded to a second year student (1993-95 batch). Both scholarships carried a value of Rs.3,000 each.

* Names of students who received merit-based Industry, Faculty Memorial, and PGP students sponsored scholarships are given in Annexure 3.

Government of India Merit-cum-Means Scholarships

One student from the first year (1993-95 batch) was granted the Government of India Merit-cum-Means scholarship of Rs.2,200.

IIMA SC/ST Scholarships

During 1994-95, all 32 students in the first year and 30 students in the second year were granted the IIMA SC/ST scholarships of Rs.1,500 each. However, three students each in the first and second years did not avail of this facility. In addition, nine students of the first year and two students of the second year were granted part fee waiver of Rs.5,000 each.

Need Based Scholarships

Seven needy students from the first year (1994-96 batch) were awarded need-based scholarships ranging from Rs.6,500 to Rs.10,000 a year for two years. Further, need-based scholarships ranging from Rs.5,000 to Rs.10,000 were renewed for 11 students in the second year (1993-95 batch).

Placement

Pre-Placement Talks

The 1995 placement season began with the first pre-placement talk on December 18, 1994. Seventy-seven organizations (10 public sector, 45 private sector, and 22 multinationals) gave pre-placement talks during the weekends till February 22, 1995.

Final Placement

All the 182 students of the 1995 batch who sought placement were placed by March 13, 1995. Except for 24 students, all had been picked up in the first six days itself. Sector-wise placement is as follows:

Public Sector	38
Private Sector	91
Multinationals	53
Total	182

In all, 116 organizations announced 713 jobs. On-campus interviews were held from March 1 to 10, 1995. Sixty-one organizations conducted on-campus interviews and 9 public sector organizations, 33 private sector organizations, and 19 multinational organizations made 300 job offers. About 200 executives from various organizations visited the campus in connection with on-campus interviews.

Summer Placement

Summer placement is an integral part of the PGP curriculum. 200 first-year students (including 11 FPMs) were assigned to 66 organizations.

Placement Service Charges

Placement service charges, recruitment fee, and placement club fee were enhanced this year.

2. Fellow Programme in Management

Till the academic year ending 1994-95, 133 students have been awarded the title of "Fellow of Indian Institute of Management, Ahmedabad". Currently, 56 students are in various stages of completion of the Programme.

Admission

The Institute received 857 applications for the programme commencing June 1995. Eighty-two candidates were called for interview and 9 were offered admission.

New Courses

During the year, a new FPM course titled "Energy and Environment" was offered.

Thesis Proposal Awards

Best thesis proposal awards instituted by the Industrial Financial Corporation of India and the Foundation to Aid Industrial Recovery were awarded to the following students:

	Proposed Title of Thesis
Krishnan, R.T.	Response of National R&D Laboratories to Environmental Change (IFCI Award)
Majmudar, Utkarsh	An Examination of Initial and After Market Returns for Initial Public Offerings of Equity Shares (IFCI Award)
Nageswara Rao, S.V.D.	Stock Market Reaction to Macroeconomic Events (IFCI Award)
Sikdar, Arijit	Managing the In-house Research and Development Process : A Study in the Indian Pharmaceutical and Chemical Industry (FAIR Award)

Papers Published by FPM Students

The following students were awarded from the IIMA FPM Alumni Chaudhury-Padmanabhan - Pant Fund Rs.1500 for the first paper and Rs.1000 for subsequent papers for publishing articles in journals of repute:

1. P.D.Jose, "Participative Management of Development Programmes" *Journal of Rural Development*, October-December 1994.
2. S.Venkatesh , "Accounting Information : Market-based Accounting Research", *Chartered Accountant*, April 1994.
3. _____, "Interim Financial Reports : Some Observations on Timeliness", *Chartered Accountant*, December, 1994.
4. Ganesh N. Prabhu, "Management Games : A Strategy Training Tool" *Indian Journal of Training and Development*, Vol.24.
5. _____, , Greener Management International: The Journal of Corporate Environmental Strategy and Practice titled 'Dairy Effluent Utilization Forestry, Issue 7, July, 1994.

Papers Presented in Conferences/Seminars

FPM students presented several papers in Conferences/Seminars as detailed below:

Anil K. Gupta and Astad Pastakia, "Indigenous Innovation for sustainable Pest Management: Agenda for Policy Change," National Workshop on Non-Pesticidal Approach to Pest Management: A New Direction, National Academy of Agricultural Research Management, Hyderabad, September 20-22, 1994.

P.D. Jose, "Promoting Eco-Tourism in The Developing World - A People Centred Approach," Conference on Sustainable Tourism for the 21st Century Practical Strategies and Future Directions, Algarve, Portugal, November 20-26, 1994.

_____, "Transforming Corporate Environmental Performance Through Environmentally Sustainable Portfolios," Third International Conference on From Greening to Sustaining Transformational Challenges for the Firm, Copenhagen, Denmark, November 13-15, 1994.

_____, "Mitigating Corporate Environmental Risks - A Strategic Perspective," International Conference on Public Safety and Health Hazards from Industrial and Environmental Pollution, Ahmedabad, March 24-26, 1995.

Award for Meritorious Performance

From the IIMA FPM Alumni Chaudhury-Padmanabhan-Pant Fund, scholastics award for meritorious performance in the first year of FPM was given to Ms. Sanjeevan Bajaj. The value of the award is Rs.6,500.

Exchange Programme

Under the ESSEC IIMA Students Exchange Programme, Mr. Muthu Peru has been deputed to ESSEC, France, for one year.

Concovation

Seven students were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the 30th Annual Convocation on March 25, 1995. Their names and titles of theses are given below:

	Thesis Title
Dhruva Banerjee	Manufacturing Futures : An Empirical Study of Outsourcing in the Automobile Industry
Kalyan Bhattacharya	A Study of Operational Issues in A Blood Bank
Sandip Deb	Determinants of Capital Structure Decisions in Large Mature Companies : An Empirical Investigation
M. Janakiraman	Client-Oriented in New Product Development : A Case of Biotechnological Agri-Input
Lawrence W.J.Peris	International Competitiveness over Time of Indian Industries : An Empirical Study
Anil Kumar Sood	Pricing Behaviour of the Indian Capital Market : A Comparative Analysis in the CAPM, the APT and the Macro-Economic Context
S.Venkatesh	Interim Financial Reports : Comparative Practices and Evidence of Usefulness in the Indian Context

Placement

Out of seven students who were awarded the title of the Fellow of IIMA during 1994-95, three have joined academic institutions, two have joined industry and two have joined consultancy organizations.

3. Faculty Development Programme

The Sixteenth Faculty Development Programme was offered from June 29, 1994 to April 21, 1995. The programme attracted eight participants from educational/professional institutions in India. One participant from Gujarat was awarded a CRMS fellowship and three participants from other states were awarded the Advani Oerlikon Fellowships to cover their participation fees. Others were supported by the sponsoring institutions.

Seven FDP courses were offered during the year out of which six courses were offered exclusively to FDP participants. Moreover, some participants also took FPM and PGP courses. 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. Seminars offered by FDP participants are listed below:

FDP Participant	Topic	Date
Dr. Satyendra Kishore	Trainers Within Organizations	March 1, 1995
Mr. B.R. Jena	Salient Features of Indian and Multi-National Firms in Engineering Industry	March 2, 1995
Mr. A Bhattacharya	Determinants of Concentration: A Case Study of Food Products Industry	March 6, 1995
Dr. P.K. Saxena	Profitability: A Critical Study of Cement Companies in Gujarat	March 8, 1995
Dr. R.P. Das	Indian Industrial Relations in the Changing Context: An Empirical Study	March 9, 1995
Dr. Harish Kumar	In-House Training Institutions: A Case Study of Petrochemicals Management Development Institute (PMDI), IPCL, Baroda	March 10, 1995
Dr. P. Krishnama Chary	Working Capital Management in Paper Industry: A Case Study of Selected Paper Mills in Andhra Pradesh	March 15, 1995
Dr. M. Akbar Ali Khan	Financing, Case and Efficiency of Public Hospitals in Gujarat	March 15, 1995

B. Research and Publications at IIMA

At the end of the academic year 1993-94, nine large research projects, four small research projects, 27 seed money projects, and 18 case development projects were in progress. During the academic year 1994-95, one large research project, three small research projects, 11 seed money projects and six case development projects were initiated. Two large research projects, two small research projects, seven seed money projects, and seven case development projects were completed, and two small research projects, four seed money projects, and two case development project were closed. The remaining eight large research projects, three small research projects, 27 seed money projects, and 15 case development projects were in progress. The details are given below:

Large Research Project Initiated

1. Morris, Sebastian, "Export of Manufactures and Technology from the Public Sector Under Changing Environment Policy."

Small Research Projects Initiated

1. Morris, Sebastian, "Structural Determinants of the Pattern of Natural Resources Trade."
2. Patibandla, Murali, "Domestic Market Structure and Exports in a Developing Country: A Case of India."
3. Ramnarayan, S, "Planning and Decision-Making in Complex, Dynamic, and Uncertain Environments."

Seed Money Projects Initiated

1. Banerjee, Bibek, "Price Competition in Localized and Non-localized Markets in the Presence of Brand Loyalty."
2. Gupta, G.S., "Forecasting National Aggregates."
3. Gupta, Ramesh, "Forward Markets in Securities."
4. Joseph, Jerome and Muncherji, Nina, "Performance Review Process and Stress: A Study."
5. Korwar, Ashok, "The Process of Internationalization: A Study of Indian Companies."
6. Pangotra, Prem, "Comparative Ranking of Quality of Life in Five Indian Cities."
7. Ramachandran, K., "Strategies of Technology Intensive Firms."

8. Ramachandran, K., "Managing Unfamiliar Territories: How Technocrat Enterprises Grow?"
9. RoyChowdhury, Supriya, "Changing Face of Unionism: The Case of Textile Labourers in Ahmedabad City."
10. RoyChowdhury, Supriya, "Industrial Restructuring and Labour Adjustment: A Study of Trade Union Response."
11. RoyChowdhury, Supriya, "Scientists in Organizations: A Case Study of the Indian Institute of Science, Bangalore."

Case Development Projects Initiated

1. Chhokar, Jagdeep S. and Jain, Abhinandan K., "Case Development on International Marketing by a Large Trading House: MMTC."
2. Joseph, Jerome, "Case Development on Origin, Growth and Evolution of the Family Business Group."
3. Ramachandran, K., "Case Development on Elite Bread."
4. Ramani, K.V., "Case Development on Computer Based Information System for Order Processing at MIDHANI."
5. Ravichandran, N. and Sastry, Trilochan, "Case Development on Two Wheeler Motor Cycle Industry (Enfield India)."
6. Sastry, Trilochan and Chandra, Pankaj, "Case Development on Maruti Udyog Limited."

Large Research Projects Completed

1. Ramachandran, K. and Ramnarayan, S., "Social Networking and Entrepreneurship."
2. Varma, Jayant; Raghunathan, V.; Venkiteswaran, N.; and Barua, S.K., "Capital Markets and Portfolio Theory."

Small Research Project Completed

1. Gupta, Ramesh, "A Regulatory Framework for Securities Markets in India."
2. Singh, J.P., "Organizing for an Indian Niche in the International Petrochemicals Industry."

Seed Money Projects Completed

1. Bhatnagar, Deepti, "Technological Changes and Women Employees."

2. Dholakia, Ravindra H., "Short Term Forecasting of Macroeconomic Aggregates in India."
3. Ramachandran, K., "Managing Growth in Hi-Tech Small/Medium Enterprises."
4. Ramachandran, K., "Strategies of Technology Intensive Firms."
5. Rao, T.V., "A Review of Literature on Leadership Styles and Managerial Roles."
6. RoyChowdhury, Supriya, "A Study of Bureaucracies: Need for Changes in Structure and Socialization in the Context of Structural Adjustment Programme."
7. Sandesara, J.C., "A Pilot Study of Some Aspects of the Restrictive Trade Practices."

Case Development Projects Completed

1. Datta, Samar K., "Case Development of Sericulture in a Drought Prone District."
2. Jain, Rekha, "Case Development to Understand the Process of MIS Design and Use of IT for National Level Public Programme."
3. Korwar, Ashok, "Case Development on Hindustan Lever Ltd."
4. Raghuram, G., "Case Development on the Konkan Railway Corporation."
5. Raghuram, G.; Manikutty, S.; and Vathsala, S., "Case Development in the Area of Management Road Transport Undertaking."
6. Ramani, K.V., "Case Development on Computer Based Information System for Order Processing at MIDHANI."
7. Ravichandran, N., "Case Development on Management of Tyres in MSRTC."

Small Research Projects Closed

1. Cowlagi, V.R.S., "Political Articulation of Droughts and Natural Resources Management--Potential for Policy Reforms."
2. Jain, Rekha, "Strategic Response of State Public Sector Enterprises (SPSEs) to Changes in Telecom Policy."

Seed Money Projects Closed

1. Ganapathy, R.S., "Management of Urban Ecosystem."
2. Misra, Shekhar, "Brand Equity: Implications and Strategies."

3. RoyChowdhury, Supriya, "Changing Face of Unionism: The Case of Textile Labourers in Ahmedabad City."
4. Sastry, Trilochan, "The Study of an Innovative Approach to Primary Education."

Case Development Projects Closed

1. Jain, Abhinandan K. and Saha, Jahar, "Case Development on Two-Wheelers."
2. Ramani, K.V., "Case Development on Materials Management in Indian Railways."

Seminars

The following seminars were organized by the Research and Publications Committee during the year.

Topic	Speaker	Date
The Challenge of Change: The Japanese Experience	Professor Alexander Maas Erasmus University Rotterdam School of Management, Rotterdam	July 11, 1994
Implementing Energy Efficiency in Developing Countries	Dr. Ashok Gadgil, Energy and Environment Division, Lawrence Berkeley Laboratory University of California	August 22, 1994
Introduction to Intelligent Vehicle-Highway Systems	Dr. Venkata C. Majeti, AT&T Bell Laboratories Naperville, Illinois	December 19, 1994
Participatory Research for Sustainable Livelihoods in Arid and Semi-Arid Lands	Dr. Naresh Singh, International Institute of Sustainable Development, Winnipeg, Canada	January 11, 1995
Export of Manufactures and Technology from the Public Sector Under Changing Environment and Policy	Professor Sebastian Morris, Indian Institute of Management, Ahmedabad	January 12, 1995
Generic Vs Specific Cognitive Competencies: The Difference between the Good and the Outstanding Executive	Dr. J.P. Das, Distinguished Professor of Psychology and Education, University of Alberta, Canada	February 8, 1995

Publications

Vikalpa: The Journal for Decision Makers has completed nineteenth 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 106 new cases and 16 other exercises and teaching materials were written up. The faculty wrote 73 working papers, published 78 papers, 35 book chapters and 20 books and monographs.

C. Management Development Programmes

In the academic year 1994-95, the Institute offered 41 management development programmes for 1480 executives (1166 from the private sector and 314 from the public sector and government departments).

Sixteen new programmes were offered. Area-wise distribution of these programmes is as follows:

Centre for Management in Agriculture (2), Computers and Information Systems Group (3), Economics Area (1), Finance and Accounting Area (1), International Management Group (1), Production and Quantitative Methods Area (3), Organizational Behaviour Area (2), and Public Systems Group (3) (see table below).

Twenty other regular or repeat programmes were offered by the following areas:

Business Policy Area (1), Centre for Management in Agriculture (3), Computers & Information Systems Group (3), Economics Area (1), Faculty Development Centre (1), Finance and Accounting Area (2), Industrial Policy Management Group (1), International Management Group (1), Marketing Area (2), Organizational Behaviour Area (1), Production and Quantitative Methods Area (3), and Public Systems Group (1).

Participation in the programmes was as follows:

	No. of Programmes	No. of Participants		
		Public Sector	Private Sector	Total
General Management Programmes	5	22	287	309
New Programmes	16	120	362	482
Regular/Repeat Programmes	20	172	517	689
Total	41	314	1166	1480

General Management Programmes			
Programmes	No. of participants		
	Public Sector	Private Sector	Total
3-TP Middle Management (July 3-30, 1994)	13	106	119
3-TP Senior Management (Oct 2-22, 1994)	04	59	63
3-TP Top Management (Jan 16-21, 1995)	03	41	44
Management Education (Nov 27, 1994 - April 8, 1995)	02	38	40
Small & Medium Enterprises (Apr 09-22, 1995)	00	43	43
Total	22	287	309

New Programmes Offered			
Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Centre for Management in Agriculture			
Managing Agricultural Export Business (Mar 06-11, 1995)	01	14	15
Management Education Programme for Agriculture (Apr 10-May 13, 1995)	06	17	23
Computers & Information Systems Group			
PC Architectures: Product Range and Selection (Workshop) (Sept 23-24, 1994)	18	11	29
Multimedia Technology (Workshop) (Oct 24-25, 1994)	06	15	21
Software Export Management (Apr 03-08, 1995)	00	31	31
Economics Area			
MDP for Officers of Indian Economic Service (Apr 17-29, 1995)	25	00	25
Finance & Accounting Area			
Mergers, Acquisitions, and Corporate Restructuring (Nov 21-26, 1994)	04	23	27
International Management Group			
Japanese Management (Oct 4-9, 1993)	06	28	34
Organizational Behaviour Area			
Transformations of Organizations (Aug 15-20, 1994)	08	21	29
Business Negotiations Skills Clinic (Nov 28-Dec 03, 1994)	07	29	36
Production & Quantitative Methods Area			
Strategic Quality Management (Dec 12-17, 1994)	01	21	22
Innovative Practices in Manufacturing Management (Jan 02-07, 1995)	02	22	24
Strategies for Materials Management Computerization (Workshop) (Mar 23-25, 1995)	09	68	77
Public Systems Group			
Health Policy Analysis and Development Programme on Policy Formulation Process (Aug 29-Sept.3, 1994)	05	15	20
Shipping Management (Nov 07-12, 1994)	05	30	35
Logistics Management for Infrastructure and Core Sectors (Dec 05-10, 1994)	17	17	34
Total	120	362	482

Regular/Repeat Programmes Offered By Areas/Groups/Centres			
Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Business Policy Area Strategies for Competitive Advantage (Jan 23-28, 1995)	07	23	30
Centre for Management in Agriculture Raw Material Procurement in Agro-Processing Industries (Aug 28-Sept 03, 1994)	08	18	26
Agricultural Input Marketing (Feb 20-Mar 01, 1995)	02	35	37
Management of Seed Production (Nov 14-18, 1994)	06	29	35
Computers & Information Systems Group PC LANs (Aug 15-20, 1994)	09	26	35
Software Project Management and CASE (Dec 01-10, 1994)	07	28	35
Computer Networks (Jan 09-14, 1995)	15	21	36
Economics Area Management of Economic Policy Reforms (Jan 30-Feb 18, 1995)	25		25
Faculty Development Centre International Management Teachers Training (Mar 12-Apr 08, 1995)	07	14	21
Finance & Accounting Area Advanced Financial Management (Sept 05-10, 1994)	11	41	52
Corporate Banking (Jan 09-14, 1995)	12	23	35
Industrial Policy Management Group Industrial Policy Planning and Development for IAS Officers (Aug 08-12, 1994)	22	-	22
International Management Group International Business Strategies (Dec 19-24, 1994)	04	18	22
Marketing Area Advanced Data Analysis for Marketing Decisions (Dec 19-24, 1994)	02	16	18
Product Policy and New Product Management (Apr 10-15, 1995)	00	47	47
Organizational Behaviour Area Stress Audit in Organizations (Mar 19-23, 1995)	07	06	13
Production & Quantitative Methods Area Project Management (Aug 01-06, 1994)	13	44	57
Materials Management (Aug 15-20, 1994)	06	45	51
Logistics Management (Sept 19-24, 1994)	05	52	57
Public Systems Group Shipping Management (Jan 30-Feb 08, 1995)	04	31	35
Total	172	517	689

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 15 faculty members works in CMA. This year's activities in nutshell are given below. For details, see Tables 1 to 5.

Activities in a Nutshell

Research

Studies Completed (Table 1)	: 15
Studies in Progress (Table 2)	: 06
New Studies Initiated (Table 3)	: 07

Teaching

Specialization Package in Agriculture (Table 4)
Fellow Programme in Management (Agriculture) (Table 5)

Core Group for Wastelands Development

The Core Group for Wastelands Development (CGWD) at the Centre for Management in Agriculture is one of the eight regional centres of the National Afforestation and Eco-Development Board. Established in 1989, its operation covers Goa, Gujarat, and Maharashtra.

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

CGWD did not plan any new activity for 1994-95. However, it completed the activities taken up by the members in the previous years.

Table 1 Research Studies Completed		
Title	Faculty	Sponsor
Agricultural Marketing Information System (AMIS)	S.L. Bapna	Ministry of Agriculture
Charcoal Marketing in India - Case Studies from Tamil Nadu, Gujarat and Punjab	P.M. Shingi	National Afforestation and Eco-Development Board
Collective Action for Participation in the Management of Surface Irrigation Systems	S. Kolavalli	Ministry of Agriculture
Econometric Modelling of Indian Silk Industry	Gopal Naik	-do-
Exim Business in Agriculture Operations and Strategies	V.N. Asopa	-do-
Impact of Energy Use on Agricultural Growth Rates: A Cross-Country Analysis	D.D. Tewari	-do-
Industrial Cooperatives in India - A Vehicle for Employment Generation	T.K. Moulik	-do-
Institutional Credit for Farm Input Marketing Business: Macro Perspective and Micro Realities	B.M. Desai	-do-
Integrated Terrain, Environmental and Geographic Information System Model (ITEGIS)	K.P. Srivastava	National Afforestation and Eco-Development Board
Management of Seed Production Activity	Gurdev Singh	Ministry of Agriculture
Peoples' Participation in Wastelands Development: An Evaluative Case Study of Padhar Mahila Cooperative Society	P.M. Shingi S.P. Seetharaman	National Afforestation and Eco-Development Board
Professionals in Development: Design for Developing Development Professionals	Ranjit Gupta	CMA
Strategic Planning for Development of Wastelands: A GIS Study of Junagadh District	P.M. Shingi B.H. Jajoo	National Afforestation and Eco-Development Board
Understanding Fodder Marketing (A Study in Gujarat)	S.P. Seetharaman Gurdev Singh	-do-
Written Documentary on "The Goan Environment: Initiative in Eco-Development through Afforestation"	Ranjit Gupta	-do-

Title	Faculty	Sponsor
Decision Support System for Green-house Managers	S. Kolavalli	Ministry of Agriculture
Design and Management of Post-Harvest System of Perishables	Girja Sharan	-do-
Developing Solar Cookers More Acceptable to Rural Households - Action Research in Gujarat	Gopal Naik Girja Sharan	-do-
Development of a Computer Software for Management Decision in Arid and Semi-Arid Land (ASAL)	K.P. Srivastava	-do-
Forecasting Models for Cotton	Gopal Naik	-do-
A Management Perspective for Exposing Indian Farmers to the International Prices of Rice	Samar K. Datta	-do-

Title	Faculty	Sponsor
Agri-Business Consumers and Product Purchase Behaviour	P.M. Shingi	CMA
Application of Contract Theory to Sugar Manufacturing Enterprises	Samar K. Datta	CMA
Economic and Management Aspects of Cassava Cultivation and Processing in India	Gurdev Singh	CMA
Generating Market Outlook and Assessing Policy Impact for Cotton	Gopal Naik	Ministry of Agriculture
Management of Raw Material Procurement for Agro Processing - Case Studies	S.L. Bapna	-do-
Private Investment in Indian Agriculture: A Study of the Behaviour and Causes of the Recent Decline	Vasant Gandhi	-do-
Private and Cooperative Initiatives in Extension for Agricultural and Social Development	P.M. Shingi	CMA

<i>Table 4</i> SPA Courses	
	Instructor(s)
Second Year First Term	
Agriculture Development Policies	B.M. Desai
Cooperative Management	Samar K. Datta
Forecasting Techniques & Their Applications in Agriculture	Gopal Naik D.D. Tewari
Management of Agro-Industrial Projects	V.P. Gandhi
Quantitative Aid in Agriculture Management	D.D. Tewari
Strategy Formulation and Implementation II	M.R. Dixit Shekhar Chaudhuri
System Analysis in Agriculture	Girja Sharan
Second Year Second Term	
Environment Management	S. Kolavalli PR Shukla
Introduction to Environmental Auditing & Impact Assessment	K.P. Srivastava
Legal Aspects of Business	A.L. Shah D.N. Saraf
Management of Seed Production	Gurdev Singh
Managerial Oral Communication	S. Vathsala
Managing Export Import Business	V.N. Asopa
Marketing of Agricultural Inputs	V.P. Gandhi
Research Methods in Agricultural Marketing	Gopal Naik
Second Year Third Term	
Agricultural Output Marketing	S.L. Bapna
Development Strategy for Allied Agricultural Sectors	Samar K. Datta
Finance for Agricultural Production and Marketing	B.M. Desai
International Trade in Agriculture Commodities	Samar K. Datta
Logistics Management for Agriculture	N. Ravichandran
Rural Advertising	P.M. Shingi
Seminar in International Marketing	V.N. Asopa
Strategic Financial Management for Agro Industries	Ramesh Bhat S.P. Singh

Twenty students joined the first year of PGP (SPA) and twenty-two students moved to the second year.

Twenty-three SPA students have been awarded diploma during the 30th Annual Convocation held on 25th March 1995.

Admission to SPA

CMA has enlarged the scope for admission to the SPA stream on an experimental basis for two years. It has decided to admit subject to fulfilling the usual conditions, some candidates with general background who opt for SPA at the time of applying.

Term	Course	Instructor(s)
First	Agricultural Management I (Compulsory)	D.D. Tewari/Gopal Naik/ B.M. Desai/Girja Sharan
	Agricultural Management II (Compulsory)	Samar K. Datta/S. Kolavalli Anil K. Gupta/K.P. Srivastava
	Research Methodology (Compulsory)	S. Kolavalli/K.P. Srivastava
Second	Agricultural Marketing Models	Gopal Naik
Third	Agriculture Development Policy	S.L. Bapna
	Communication and Diffusion	P.M Shingi

Three students joined FPM (Agriculture) this year.

Management Development Programme

For details of management development programmes offered by CMA, please see the Chapter on "Management Development Programmes."

Workshop

The DFO-DFO Experience Sharing Workshop on Improving Degraded Forests was held between April 19 and 20, 1994. The workshop attracted 25 participants.

Management Education Programme for Agriculture (MEPA)

A five-week, intensive, full-time, management education programme specifically designed for the agriculture, rural, and allied sectors was offered by CMA for the first time from April 10 to May 13, 1995. Twenty-three participants (six from public sector and 17 from private sector organizations) attended.

Publications

Monographs Published

1. Devi Tewari, D., and Rao, V.M., *International Castor Oil Market: An Econometric Analysis*. New Delhi: Oxford & IBH. (Monograph No. 167)

Monographs Under Print

1. Datta Samar, K. and Kapoor, Sanjeev, *Collective Action, Leadership and Success in Agricultural Cooperatives: A Study of Gujarat and West Bengal*, New Delhi: Oxford & IBH. (Monograph No. 168)
2. Singh, Gurdev; Seetharaman, S.P.; and Chokshi, S.N., *A Study into Production and Marketing of Jatropha Curcas*. (Ahmedabad: Indian Institute of Management) (Monograph No. 169)
3. Gupta, Ranjit; and Tripathi, B.L., *Religious Pursuit and Material Growth: A Study of Shri Dharmasthala Manjunatheswara Kshetra*, (Ahmedabad: Indian Institute of Management). (Monograph No. 170)
4. Kolavalli, Shashi; Kalro, Amar H.; Naik, Gopal, and Shah, Nitin, *Management of Irrigation Systems: The Case of Meshwo and Phopal in Gujarat, India*, (Ahmedabad: Indian Institute of Management). (Monograph No. 171)
5. Naik, Gopal Naik; Singh, Santosh Kumar; Govind, Nalini, *Econometric Modelling of Indian Silk Industry*, (New Delhi: Oxford & IBH). (Monograph No. 172)

2. Centre for Regional Management Studies

The Centre for Regional Management Studies (CRMS) continued to support the research project on "Are Land Reforms an Engine of Rural Development? A Study Based on Gujarat" under the supervision of Professors B.M. Desai, S. Datta, and A.N. Oza. This study focus on examining Gujarat's experiences in equity-oriented land reforms and efficiency-oriented change agents such as technology, infrastructure, credit supply, and availability of various inputs. The study has completed the library work and data collection.

Research Projects

CRMS sponsored five new projects as follows:

Name	Project Title	Faculty Supervisor
Mr. Pramod Kumar (FDP Participant)	Profitability: A Critical Study of Cement Companies in Gujarat (1987-1993)	Sidharth Sinha
Mr. Satyendra Kishore (FDP Participant)	Institutional Training System in Public Enterprises - A Study of Selected Training Institutes in Bihar and Gujarat	Ravindra Dholakia
Mr. Akbar Ali Khan (FDP Participant)	Financing, Cost and Efficiency of Public Hospitals in Gujarat State	Ramesh Bhat
Mr. H. Kumar (FDP Participant)	In-House Training Institutions: A Case Study of Petro-chemical Management Development Institute (PMDI), IPCL, Baroda	Pramod Verma
Mr. Satish K. Bhakta (Research Associate, PSG)	Operational Dynamics of a Tribal Cooperative - A Research Study of Ukai Pradesh Sugar Factory in Gujarat	Ravindra Dholakia

These have been completed and reports are available with CRMS and FDP offices.

CRMS sponsored a workshop on "Innovations in Rural Development: Building Upon What People Know" in September 1994 in collaboration with the Rural Development Department of the Government of Gujarat, CMA and Sristi, Ahmedabad. The workshop was attended by 60 participants.

During the year, CRMS provided fellowship to cover part of the programme fee of an FDP participant from Sardar Patel University, Vallabh Vidyanagar.

3. Computer and Information Systems Group

The Computer and Information Systems Group (CISG) faculty were involved in a number of research, teaching, and consulting activities, both within India and abroad. They were also associated in several professional associations in different capacities. Professor S.C. Bhatnagar was awarded a Fellowship of the Computer Society of India. Professor V. V. Rao and Professor S.C. Bhatnagar participated as resource persons and faculty members in the first regional programme for Trainers of Information Analysts held at the University of Nairobi, Nairobi, sponsored by the Commonwealth Secretariat, London.

Courses in PGP and FDP

CISG offered the following courses in PGP and FDP:

Business Data Networks
Decision Support Systems
Information Systems, Development, and Implementation
Introduction to Computers
Introductory Course on Information Systems
Management Information Systems

MDPs

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

Computer Networks (1 week)
Managing IT Challenges in Organizations (2 days)
Multimedia (2 days)
PC Architecture and Products (2 days)
PC LANs (2 days)
Software Export Management (1 week)
Software Project Management and CASE (10 days)

Other Services

CISG research staff contributed significantly to the development of software for the Institute's network and in its maintenance.

Research Projects

Determinants of Success in Large IT Projects
DSS for Floriculture (computer model was complete)
Computerization in Materials Management at SAIL Plants
Thesaurus Interface to Indexing Services (software tested) (IDRC Project).

Software Development

Computer Based Inventory Control Game
Computer Based Newsboy Game
Multiuser Project Management Game (revised)

Cases Registered

1. Automation of Inward and Outward Company (V.V. Rao)
2. IT in Telecom Management: Computer Automated Services System of Telekom Malaysia (Rekha Jain)
3. IT in Banking Management: Bangkok Bank Limited (Rekha Jain)
4. Managing Electric Utility Through IT Support: Manila Electric Company, Philippines (Rekha Jain)
5. MIS for Quality International Shipping Company (V.V. Rao)

Unregistered

1. Executive Information Systems: Bangkok Bank Limited (Rekha Jain)
2. IT in Airline Management: Singapore International Airlines (Rekha Jain)
3. Total Software Solutions (Rekha Jain)

Notes

1. Computer Based Inventory Control Game: Instructions to Users
2. Computer Based Inventory Control Game: Instructions to Administrators
3. Computer Based Newsboy Game: Instructions to Users
4. Computer Based newsboy Game: Instructions to Administrators
5. End User Computing
6. End User Computing in Shipping
7. Computer Networks and EDI
8. Presentation Software for Classroom Teaching
9. Management of Software Development Projects
10. Structured Systems Analysis and Design
11. Computer Illustration on Function Point Estimation
12. Computer Illustration on Object-Oriented Analysis and Design
13. O-O AD and Implementation using C++: Normal Interface
14. O-O AD and Implementation using C++ & OWL: GUI - Windows Interface.

Papers Presented at Conferences

1. Bhatnagar, S.C., "Information Technology and Socio-Economic Development in DCs," APDC Training Course on Information Technology on Sustainable Development, Kuala Lumpur, August 16-20, 1994.
2. _____, "Application of Information Technology in Grameen Bank,; IFIP Conference on IT and Social Economic Development, Cairo, January 9-12, 1995.
3. _____, "Information Technology and Development: Search for a Role Model," Third European Conference on Information Systems, Athens, June 1-3, 1995.
4. Jain, Rekha, 'Deteriments of Success in Large IT Projects', conference on "Government Information systems", Singapore, March 14-15, 1995.
5. _____, conference on "Regulatory Frameworks: Lessons of Experience for Developing Countries", Commonwealth Telecommunication Organization, Kuala Lumpur, May 16-20, 1995.
6. Rao, T.P. Rama, "Object Oriented Technologies," Proceedings of the Technology Seminar: EBRAINS of 2000, Computer Society of India, Ahmedabad, 1995.
7. _____; Jain, a.K.; and Jambhekar, Ashok, "Marketing of Management Information: Research at IIMA," IDRC Workshop on Marketing of Information Products and Services, Ahmedabad.

Invited Seminars

1. Jajoo, B.H., "Multimedia Technology: Capabilities and Applications," E-Brains of 2000, Technology Seminar, CSI, Ahmedabad Chapter, December 1994.
2. _____, "Multimedia Technology," Popular Lecture Series, Ahmedabad Management Association, Ahmedabad, February and March 1995 (offered twice).
3. _____, "Multimedia Technology: A Practitioner's Perspective," IEEE SIG-SE, Ahmedabad, November 1995.
4. _____, "Information Resources on the Internet," CALIBER, Conference of Librarians, INFLIBNET, Hyderabad, February 1995 (Invited Theme Session).
5. _____, "Information Needs of Academicians," Workshop on Library Networks, INFLIBNET, Ahmedabad, February 1995.

Published Papers

1. Bhatnagar, S.C., "Strategies for exploiting the Global Software Market: Indian Experience" in Duncan, K., and Kureger, K. (eds.), *Proceedings of the 13th World Computer Congress 94*, Vol.3 (Amsterdam: Elsevier Science N.N., 1994).
2. _____, "Is Technology Transfer the Answer?" in Duncan and Kureger, *ibid.*
3. Jain, Rekha, "MIS for Large Public Programmes: The Literacy Mission of India," *Journal of Global Information Management*, Vol.4, No.1.
4. Jajoo, B.H., "Transferring Technical Know-How to DCs: Some Mechanisms" in Duncan and Kureger, *ibid.*

Other Assignments

Professor S.C. Bhatnagar was invited as a Resource Person for the First Regional Programme for Trainers of Information Analysts by the University of Nairobi University in 1994. He attended a workshop in London and Malta in September 1994 to define future strategies and organization promoted by the Commonwealth Secretariat, London. He was made a member of the Computer Science Board set up by AICTE to oversee computer education in India. Professor Bhatnagar was awarded the Computer Society of India Fellowship at the Annual Convention of the Computer Society of India held in Calcutta in November 1994. During the year, he edited and published four issues of the quarterly newsletter *Information Technology in Developing Countries* which is distributed to about 1000 professionals across the world.

Professor Rekha Jain was appointed as member of the Editorial Board of the *Journal of Global Information Management*.

Professor T.P. Rama Rao chaired the concluding session of the Technology Seminar "EBrains of 2000" organized by the Computer Society of India, Ahmedabad. He also presented an invited paper. He designed and conducted an eight-week course on "Software Methodologies and Tools" for the Computer Society of India member. Professor Rao inaugurated the And Chapter of the IEEE Computer Society at Anand and delivered the keynote address on "Achieving Software Excellence." He delivered two lectures on "Software Development Methodologies" and "object-Oriented Analysis and Design" at the Ahmedabad and Baroda Chapters of the IEEE Computer Society. Professor Rao delivered a lecture on Email and EDI for Business Communication at the Ahmedabad Management Association. He also offered a one-day seminar on "Software Project Management" at the same organization. He was nominated to the board of Gentech Business Systems Private Limited representing Gujarat Valley Fertilizers Limited.

Professor V. Venkata Rao was a member of the Nominations and silver Jubilee Celebration committees of the Ahmedabad Chapter of the Computer Society of India. He was a faculty at the "Workshop on Case Method" offered by the Institute for the faculty of the Railway Staff College, Baroda. He was a resource person and instructor at the First Regional Programme for Trainers of Information Analysts at the University of Nairobi in August 1994.

4. Faculty Development Centre

Short Duration Programme: The Faculty Development Centre offered a one-month "International Management Teachers Training Programme". It was sponsored by the Commonwealth Secretariat, London. Twenty-one participants from seven countries attended the programme.

The Centre received a donation of Rs.2 lakh from the Coimbatore Welfare Association to train 10 of its management faculty members in a span of five years starting 1995-96.

5. Public Systems Group

The Public Systems Group (PSG) is the focal point for research, training, and institution building relating to government and voluntary organizations. During 1994-95, PSG's efforts focused on specific sectors: energy and environment, health, transport, and general issues of public management and voluntary sector, especially in the context of macroeconomic reforms. By the end of the year, the Group had six primary faculty members, 12 secondary faculty members, one fellow, and five academic associates. One faculty and two more fellows are likely to join in the next academic year. Substantial work was done through the Group faculty acting as nodal persons in large public systems projects, involving faculty from other areas and groups. It is important to note that public systems "orientation" is prevalent in the work of almost all other areas and groups of the institute.

Research

In the energy and environment sector, research work at macro level focused on developing an energy-environment model for the country, while at micro level studies were done on cleaning the Sabarmati river and urban management-environment interface.

On the health sector, work continued on community participation in water and sanitation projects, management of opium deaddiction, 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 grassroot level health management.

The work on transport focused on two major areas: rail and water transport. In the work on railways, issues of management of attitudes, marketing for freight business, and training effectiveness were addressed. On water transport, the focus was on ports and shipping management. The work continues to build up on earlier work carried on transport infrastructure, especially with an overall focus on supply chain logistics management and infrastructure management issues.

Regarding the voluntary sector, some of the issues addressed in the health area were with the primary emphasis on the role and effectiveness of voluntary organizations in such activities.

On an integrative note, the Group faculty continued its efforts to launch a Management Education Programme on Public Systems Management.

Research Projects Completed

The following projects were completed during the year:

1. Developing a Training Programme on Shipping Management
2. Improving Family Welfare Programme Operations
3. Privatization of Ports under the Gujarat Maritime Board
4. Report on the Expert Committee to Investigate Plague Epidemic in Surat, constituted by the Government of Gujarat
5. Research and Case Writing on Logistics
6. Research and Case Writing for "Raw Material Procurement For Agro Processing Industries"
7. Study of the Supreme Court Registry

Research Projects in Progress

The following projects were in progress:

1. Capacity Building for Health Policy Development in India
2. Community Involvement in Drinking Water and Sanitation Projects
3. Improving Training Effectiveness in the Railway Staff College
4. Managing Opium Deaddiction

5. Research and Case Writing in Railways, Logistics, and Shipping
6. Strengthening Reproductive Health Services in Government
7. Synergy in Government Policies and International Competitiveness in Industries: A Case Study in Selected Indian Industries

Management Development Programmes

For management development programmes offered by the Group, please see the Chapter "Management Development Programmes."

Fellow Programme in Management

There were six participants at various stages of the programme. In 1994-95, the required PSG-FPM courses were not offered since there were no participants in the second year. However, a course on "Energy and Environment Policy" was offered by the Group for participants from other areas.

The Fellow Programme offered by PSG was reviewed by the Group faculty on aspects such as placement, selection of thesis topic, comprehensive examination, portfolio requirement, area courses and other required courses, and recruitment. Significant changes were made in the requirement of area courses.

Post-Graduate Programme

The following PGP courses were offered by the Group during the year 1994-95:

Environmental Management
Infrastructure Management and Implications on Logistics
Services Management

The last two courses were offered for the first time. Faculty from the Group also contributed to a non-credit course on "Indian Social and Political Environment."

PSG Forum

The PSG Forum provides informal research-based interactions between faculty, FPM participants, research staff, and other academicians interested in public systems. Six Forum meetings were held during 1994-95, covering a wide range of topics such as shipping management, private health care, labour issues in industrial restructuring, transport policy, long term programme in public systems, and energy-environment linkages in urban areas.

Conferences/Seminars

Professor Anil Bhatt
Expert Group Mission on Credit Based Poverty Alleviation Programmes in Asia and Pacific,
April 22-27, 1995, APDC, Kuala Lumpur, Malaysia.

Thirty-Third Annual Report

Professor S. Manikutty

Member of the Madhya Pradesh Administrative Reforms Committee. The Committee did most of its work and was able to suggest a number of reform measures to the government.

Professor D.V. Mavalankar

Technical Advisory Group Meeting for the Mother Care Project of John Snow Inc. in Washington on June 23-24, 1994.

Annual Meeting of the National Council of International Health in Washington from June 27-29, 1994.

Professor Prem Pangotra

Presented a paper titled "Resource Mobilization Strategies for Financing of Transport Infrastructure and Services" along with Professor G. Raghuramat the Asian Institute of Transport Development Conference on Emerging Role of the State in the Transport Sector in the Perspective of Economic Liberalization held at New Delhi from March 21 to 23, 1995.

Professor G. Raghuram

Presented a paper titled "Developing a Training Programme on Shipping Management" at the Institute of Marine Engineers International Conference in Bombay on November 25, 1994.

Presented a paper titled "Impact and Implications of Rake Standardization of Passenger Services in Indian Railways" at the Operational Research Society of India Convention in Calcutta on December 20-22, 1994.

Presented a paper at the FICCI/World Bank Seminar on "Practical Approaches to a User Friendly Indian Transportation System" in New Delhi on April 8 and 9, 1995. He was an expert on the panel for the session on "Ports and Railways."

Published Papers

Bhatt, Anil, "Voluntary Action in India: Role, Trends, and Challenges." *Economic and Political Weekly*, April 22, 1995.

Gopalkrishnan, C., and Raghuram, G., "Liberalization and Strategic Response off a Public Enterprise: Turnround at Rajasthan State Road Transport Corporation," in Gupta and Ahmad (eds.), *Managing Transition*, New Delhi: Wiley Eastern, 1994.

Gopalkrishnan, C. and Raghuram, G., "Rajasthan State Road Transport Corporation," *Vikalpa*, Vol.20, No.1, January-March 1995.

Raghuram, G., "Moderate (Railway) Budget Fails to Focus on Customer Service," *Economic Times*, Ahmedabad, March 14, 1995.

Raghuram, G., Rao, V.V.; and Sinha, S., "Training Programme on Shipping Management," *Indian Shipping*, Vol.46, No.6, 1994.

6. Ravi Matthai Centre for Educational Innovation

During 1994-95, the Ravi Matthai Centre for Educational Innovation (RJMCEI) initiated six research projects. Three were completed during the year and three were in progress. In addition four research projects initiated in 1993-94 were completed. Workshops were organized on the following themes: "Innovations in Primary Education; Networking among Vidyapeeths". During the year one primary faculty member left after his visiting appointment came to an end and another primary faculty member resigned. One faculty member resigned from the secondary membership of RJMCEI. A research fellow whose two-year term came to an end during the year was reappointed for another two years. During the year the RJMCEI faculty continued to provide institution building support to various organizations.

7. Entrepreneurship Group

During 1994-95, the Entrepreneurship Group offered four elective courses in the second year of the Post-Graduate Programme.

The Group took advantage of Professor Rajiv Tandon's presence in India and invited him to teach a new half-unit course on Franchise Management. At the FPM level, the Group continued to offer an elective course on Entrepreneurship. All these courses had high registrations. About 14 independent projects were done by the second year students on subjects related to entrepreneurship.

For management development programmes offered by the Group, please see the Chapter "Management Development Programmes."

Professor Sipra Mukhopadhyay presented a paper on "Role of Women in Development: A Study of Women Entrepreneurs in India" at the international conference on "Marketing and Development" held at Beijing in June 1995. Dr. Sanjay P. Thakur, a fellow in the Group, presented a paper on "Criticality of Human Resource Management in the Stabilization of Entrepreneurial Firms : Observations from a Development Economy" at RENT VIII, Research in Entrepreneurship Eighth Workshop held at Tampere, Finland, in November 1994.

8. International Management Group

The following cases were registered by the Group faculty during 1994-95:

Hindustan Lever International Division
The Case of the Baffled Garment Exporter
Professional Leather Works

For management development programmes offered by the Group, please see the Chapter "Management Development Programmes."

PGP Courses

The Group faculty offered the following courses in the second year of PGP. All were offered for the first time.

International Business Management
Managing Export Import Business
International Business Leaders and Corporate Growth

The Group coordinated the visit of Professor Melvyn Copen, retiring Dean of IUJ, Japan, and had discussions on possibilities of collaboration between the Institute and IUJ.

9. Industrial Policy Management Group

A short account of the research and teaching activities undertaken by the Industrial Policy Management Group is given below:

Sponsored Research Projects Completed

Effect of Policy on Export Competitiveness : The Case of Auto-components, Leather, and Garment Industries in India and Telecommunications Industry in Canada	S. Manikutty and D.N. Sen Gupta (with Professor Vinod Kumar)
The S-C-P Paradigm in Selected Indian Industries	J.C.Sandesara

Research Projects Initiated

Competition Policy in India	Rakesh Basant, Shekhar Chaudhuri, and D.N. Sen Gupta
Forecasting National Aggregates	G.S. Gupta
Growth and Investment Behaviour of the Private Corporate Sector in India since 1985-86	Rakesh Basant, Shekhar Chaudhuri, and D.N. Sen Gupta

Papers Published/Accepted for Publication

	Journal	
Economic Diversification in Rural Areas: A Review of Processes with Special Reference to Gujarat	<i>Economic and Political Weekly</i>	Rakesh Basant

The following papers have been accepted for publication:

Dividend Behaviour in Malaysia	<i>KLSE: Capital Market Review</i>	G.S. Gupta (with Lok Kong Sing)
The Effects of R&D, Foreign Technology Purchase, and Spillovers on Productivity in Indian Firms	<i>The Review of Economics and Statistics</i>	Rakesh Basant (with Brian Fikkert)
Politics of Modernization in India's Textile Industry: The Case of Maharashtra, 1984-89	<i>Pacific Affairs</i>	Supriya RoyChowdhury
Return, Risk and Optimum portfolio of Stocks in Malaysia	<i>Indian Journal of Applied Economics</i>	G.S. Gupta (with Liew Bee Yong)
Stock Price Behaviour in Malaysia	<i>Malaysian Management Review</i>	G.S.Gupta (with Chee Hong Kok)

Cases

Industrial Restructuring and Labour:
The Case of Bharat Electronics Ltd., Bangalore

Supriya Roy Chowdhury

Seminars

Industrial Policy Reforms: The Unfinished Agenda

Dr. Rakesh Mohan

New Industrial Policy and Financial Reforms

Professor I.S. Gulati

Courses

The following elective course was offered in the second year of PGP:

Economic and Business Forecasting (jointly offered with the Economics Area)

MDPs

The following MDP was offered for IAS officers:

Industrial Policy Planning and Development

Faculty Support to other Areas

The Group faculty taught in the following programmes of other areas:

EEP-II (PGP I)

Rakesh Basant

Indian Social and Political Environment (PGP-I)

Supriya RoyChowdhury

IBF (PGP II)

G.S. Gupta and D.N. Sen
Gupta

Industrial Marketing (PGP II)	D.N. Sen Gupta
Multinationals in the International Economy (PGP II)	Rakesh Basant
Philosophical Foundations of Management (FPM I)	Supriya RoyChowdhury
Reading Seminar in Marketing Management (FPM II)	D.N. Sen Gupta
Research Methodology (FPM II)	G.S. Gupta and Supriya RoyChowdhury
Management Education Programme	G.S. Gupta
Training Programme for IES Officers	Rakesh Basant and D.N. Sen Gupta

E. Disciplinary Areas

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

1. Business Policy

The Business Policy area offered courses in the Post-Graduate and Fellow Programmes in Management. It also offered management development programmes on "Strategies for Competitive Advantage" and "Technology Management." The Area faculty were associated with other management development programmes. The research and consulting activities of the area covered issues in strategy formulation and implementation in different varieties of organizations in the context of the new environment.

2. Economics

The Economics area offered compulsory and elective courses in the Post-Graduate Programme and management development programmes for practising executives covering various aspects of economics and management.

In the Post-Graduate Programme, the area offered two compulsory courses in the first year of PGP: Economic Analysis and Economic Environment and Policy (I and II). The area offered six electives courses in the second year of PGP: Multinationals: Economic Analysis for Business Planning (newly offered), Project Planning for Industrial Development, International Banking and Finance, International Trade, Economic and Business Forecasting, and Multinationals and the International Economy. During the year, the area faculty also offered four project courses and courses of independent study spread over the three terms.

In the Fellow Programme in Management, one student was awarded the Fellowship and four FPM students completed their course work and initiated doctoral research.

The area offered the Second International Programme on Management of Economic Policy Reforms. Twenty-five senior bureaucrats from 16 developing Commonwealth countries participated in this programme, which was conducted in collaboration with the Management and Training Services Division of the Commonwealth Secretariat, London.

3. Finance and Accounting

The Finance and Accounting area offered compulsory and elective courses in the Post-Graduate Programme.

In the first year of PGP the area offered four courses: Management Accounting I and II and Finance I and II. In the second year, seven elective courses were offered as follows: Investment and Portfolio Management; Strategic Financial Management; Management of Financial Institutions; Mergers, Acquisitions, and Corporate Restructuring; Options and Futures; Financial Services; and Management Control Systems. With increasing number of participants joining the financial services sector, most of the second year electives were offered in two sections.

The area offered two management development programmes: Advanced Financial Management and Corporate Banking.

Three area members went on leave during the year to take up assignments elsewhere. There were no new faculty recruitments in the area during the year. One academic associate joined the area.

The area has initiated the process for reviewing its first year PGP courses.

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, and quantitative models and media planning, apart from overall strategic management.

The area offered two compulsory courses 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 five elective courses: Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, Industrial Marketing, and Sales and Distribution Management. In addition, the area offered advanced doctoral courses such as Marketing Theory and Contemporary Issues, Behavioural Science Applications in Marketing, Reading Seminar in Marketing Management, and Quantitative Models in Marketing.

The area offered a management development programme on "Product Policy and New Product Management" which was attended by about 50 executives. This was in addition to the management development programme on "Advanced Data Analysis for Marketing Decisions" offered jointly with the Production and Quantitative Methods area. The area continued research work and case writing covering a wide range of product-market situations and organizations in the Indian context.

5. Organizational Behaviour

The Organizational Behaviour Area offered the regular PGP and FPM courses during the year.

The following MDPs/Workshops were offered during 1994-95:

1. Mutual Gains Industrial Relations Management (Professor Jerome Joseph)
2. Stress Audit in Organizations (Professor D.M. Pestonjee).
3. Transformation of Organizations: A Response to Change (Professor Indira J. Parikh)

Seminars

Professor V. Nilakant of the Department of Management, University of Canterbury, Christchurch, New Zealand, visited the Institute during February 1995 and gave a seminar on Training for Change.

Dr. J.P. Das, Distinguished Professor of Educational Psychology, University of Alberta, Canada, visited the Institute under the auspices of RJMCEI from February 3 to 13, 1995. He gave a colloquium on the "Neuropsychological Basis of Human Intelligence". Dr. Das had discussions on "Teacher Empowerment and Cognitive Assessment of Primary School and Children" with members of RJMCEI and the Organizational Behaviour area.

6. Personnel and Industrial Relations

The area offered regular courses in the first year PGP and second year of FPM programmes. The area faculty also offered independent projects for PGP second year students and FDP participants. The area faculty taught in MDPs like MEP and 3-Tier Programme; they also taught in other academic institutions in Ahmedabad.

The area offered an in-company training programme on "HRD in the Power Sector", funded by Power Finance Corporation of India which in turn invited officers from 10 state electricity boards to participate.

7. Production and Quantitative Methods

The Production and Quantitative Methods area offered regular first year PGP courses in operations management and quantitative methods in addition to offering five elective courses in the second year of PGP. The area offered five regular courses in the second year of the Fellow Programme in Management. In addition, the course on "Real Analysis" was offered as an elective in the Fellow Programme in Management. The area continues to contribute to the Faculty Development Programme through the course on "Statistics for Management".

During the year, the compulsory Operations Management courses (OM I and OM II) in the first year of the PGP were reviewed and were restructured to make them more effective. Registration in some of the elective courses of the area in the second year of the PGP showed a decline. These issues were discussed in the area and new elective courses are being planned for the next academic year to be more in line with the present need.

During the year the area offered seven management development programmes:

- Advanced Data Analysis for Marketing Decisions
- Innovative Practices in Manufacturing Management
- Logistics Management

- Materials Management
- Project Management
- Strategic Quality Management: Enhancing Competitive Advantage
- Workshop on Materials Management Computerization Strategies

The area offered a programme "Advanced Data Analysis for Marketing Decisions" jointly with the Marketing area. The area contributed significantly to management development programmes in other areas. Research interests of the area faculty include manufacturing, information systems, operational research, stochastic models, and other related areas.

F. Alumni Relations and Activities

Two issues of the *Alumnus* were brought out during the year. The Bombay and Madras chapters were active and conducted several activities.

G. Vikram Sarabhai Library

During the year, additions to the library's collection are given below:

	Numbers	Expenditure (Rs.)
Books	2181	9,78,897.00
Periodicals	588	22,12,737.00

The total collection of books stands at 1,32,431. Publications issued and returned were 19621 and 14379 respectively.

Library Automation

Database Service: About 9500 records were added to the database of journal articles, selected articles, features, and news items from the *Economic Times* and the *Financial Express*, special supplements of *Money Manager*, and *Strategist of Business Standard*, and current additions of books. Records of newspapers items for 1991 and 1992 were removed from the database and kept as back-up for future use.

The service was available to students on their LAN and was heavily used. It was also available to the faculty on faculty LAN.

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

- Index of articles from current issues of specified periodicals
- Management News Index
- Current Additions of Books

Current Contents of Periodicals were circulated to respective areas.

Other Services on LAN : Circulation information service and information about receipts of journals issues on a weekly basis were continued. World Bank titles were updated till January 1, 1995.

Periodicals Binding Record : A computer based system has been developed for generating the holdings list of periodicals.

Research for Product Design and Test Marketing of Management Information

As part of the research study, the participating institutions have developed test products, and activities have been planned for testing the products on on-campus and off-campus executives.

Manual for the Marketing of Information Products and Services in Developing Countries

The objective of the project is to prepare a comprehensive and practical manual on marketing of information products and services in developing countries based on actual experiences and difficulties encountered by the institutions in developing countries. Financial support for developing the manual has been provided by the International Development Research Centre, Canada.

National Information Centre on Management

The National Information Centre on Management is being set up at the Vikram Sarabhai Library under the Sectoral Information Centres Scheme of the National Information System for Science and Technology by the Department of Scientific and Industrial Research. Funds will be provided initially for two years.

The mission of the Centre is to provide timely management and business information for improving decision making by managers in India and for supporting applied management research that leads to improved management practices.

Seminars Attended

Mr. R.M. Mehta, Deputy Librarian, attended the Fortieth All India Library Conference held in Goa in January 1995.

Ms. V.B. Patel, Assistant Librarian, attended the CALIBER-95 Convention on Information Access through Networks held in Hyderabad in February 1995.

Messers H.V. Salunke and Vijay B. Dalvi attended the Sixteenth All India IASLIC Seminar on Library Networking held at IIT, Bombay, in December 1994.

H. Grant-in-Aid

The Institute received grant-in-aid of Rs.6,64,00,000 for 1994-95 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 Balanced carried forward (Rs.)
Indian Institute of Management				
Non-Plan	-	5,89,00,000 *	3,98,20,000	43,00,000
Transfer to Endowment Fund			1,47,80,000	
Plan	-	75,00,000	75,00,000	-

* Includes Rs.358.60 lakhs as maintenance grant for the year 1994-5, Rs.32.60 lakhs being balance of maintenance grant for 1993-4 received during 1994-5, Rs.50 lakhs being supplementary grant for library upgradation, and Rs.147.80 lakhs being matching grant for 1993-94 for transfer to IIMA's Endowment Fund.

I. Welfare Activities

The new Welfare Committee, constituted in August 1994, reviewed the activities in the past and redefined its role and objectives.

Like previous years, the Committee distributed slates, text books, and note books to 435 school-going children of 200 employees. On the occasion of New Year day, the Committee organized a get-together.

The Welfare Committee celebrated the Institute Day on December 11, 1994. All sections of the IIMA community enthusiastically participated in the variety entertainment programme. Mementos were presented to staff members who had completed 20 years of service. Special awards for achievements in extra-curricular fields were presented to the employees and their children. Children of IIMA employees were presented with merit awards based on their performance in the board/university examinations in 1993-94.

The year began with a shift towards development-oriented activities. Yoga classes were organized for the community. Initially offered separately for men and women, the two were combined after a few months and yoga sessions became a regular feature of the Welfare Committee activity.

A two month capsule in folkdance was organized for the community children. This activity received enthusiastic response. Regular coaching classes in Hindustani classical music (vocal), sitar, and tabla were started during the year. These classes have received enthusiastic response from the community.

A notable feature of the new activities is a library for children and women. The library was started with a modest budget of Rs.10,000 and a nominal subscription of Rs.40 per family. Many community members donated books for the library. By the end of the year, the library had a total of 555 volumes in English, Hindi, and Gujarati.

During the year, the Welfare Committee organized an eye check-up camp for the community. About 70 community members took advantage of the camp.

During summer vacation, the Welfare Committee organized eighteen programmes for children in collaboration with the Parent-Children Association of Kendriya Vidyalaya, Space Applications Centre, Ahmedabad. The subjects included computer education, languages, origami, drawing and painting, dance, music, dramatics, stitching and embroidery, mehendi and bandhini, and cooking. Community children were also encouraged to participate in development-oriented lectures and professional development programmes conducted in collaboration with the Leo Club of Karnavati and the Ahmedabad Management Association. Support for participation was provided by the Welfare Committee. The year closed with a nine day origami workshop organized by the Committee.

The enthusiastic response to all these activities by the community members has encouraged the Welfare Committee to organize many new activities during next year.

Annexures

Annexure I

**New Courses and MDPs Offered in 1994-95 and
Courses and MDPs in International Management**

A. New Elective Courses Offered in the Post-Graduate Programme

1. Multinational and the International Economy
2. Financial Services (0.50)
3. Infrastructure Management and Implications on Logistics (0.50)
4. Services Management
5. Business Ethics
6. Managing Export Import Business
7. International Business Leaders and Corporate Growth (0.50)
8. Franchise Management (0.50)
9. Logistics Management in Agriculture (0.50)
10. Management of Seed Production

B. Elective Courses - International Management and Related Areas

1. International Business Management
2. International Banking and Finance
3. International Trade
4. Multinational and International Economy
5. International Marketing
6. International Business Leaders and Corporate Growth (0.50)
7. International Marketing in Agriculture

C. New Management Development Programmes

1. Managing Agricultural Export Business
2. Management Education Programme for Agriculture
3. PC Architectures: Product Range and Selection (Workshop)
4. Multimedia Technology (Workshop)
5. Software Export Management
6. MDP for Officers of Indian Economic Service
7. Mergers, Acquisitions and Corporate Restructuring
8. Japanese Management
9. Transformations of Organizations
10. Business Negotiations Skills Clinic
11. Strategic Quality Management
12. Innovative Practices in Manufacturing Management
13. Strategies for Materials Management Computerization (Workshop)
14. Health Policy Analysis and Development Programme on Policy Formulation Process
15. Shipping Management
16. Logistics Management for Infrastructure and Core Sectors

D. MDPs with International Participation

Programme	No. of Foreign Participants
1. Middle Management Programme	7
2. Software Project Management and CASE	1
3. Top Management Programme	2
4. Strategic Quality Management	2
5. Business Negotiations Skills Clinic	4
6. Shipping Management	1
7. Corporate Banking	9
8. Logistics Management for Infrastructure and Core Sectors	1
9. PC LANs	1
10. Agricultural Input Marketing	1
11. Product Policy and New Product Mgt.	2
12. Management of Economic Policy Reforms	22
13. International Mgt. Teachers Training	21

E. MDPs Related to International Management

1. Japanese Management
2. International Business Strategies
3. Managing Agricultural Export Business
4. Software Export Management
5. Shipping Management Programme

Annexure II

Large Consulting Projects Approved 1994-95

(Budgets of Rs.1 lakh or over)

Sr No	Name of organizations	Title of Projects
1	Ordnance Factory, Nagpur	DGOF Programme
2	Government of India, New Delhi	Macroeconomic Management & Policy for IES Officers
3	IIHMR Jaipur	Teaching Health Care Financial Management
4	SAIL, New Delhi	VI Training Programme for SAIL
5	Salem Steel Plant, Salem	IT Applications in Salem Steel Plant
6	SAIL, New Delhi	Study of Growth; Diversification & Globalization
7	Videsh Sanchar Nigam Limited, Pune	Incompany Training Programme
8	IBP Co Ltd., Calcutta	Performance Appraisal System
9	Power Finance Corporation, New Delhi	Training Programme on HRD's Manpower Planning
10	Videsh Sanchar Nigam Ltd., Bombay	Customer Satisfaction of VSNL Service
11	SAIL, New Delhi	Training Programme for SAIL
12	Stock Holding Corporation of India Ltd., Bombay	Empowerment of Managers Management Development & Organizational Structure
13	SAIL, New Delhi	Design and Implementation of the Programme on Strategic Planning
14	Mudra Communications Ltd., Ahmedabad	Institution Building & Vision for Growth
15	Twinstar Software Exports Ltd	Formulation of Software Export Project
16	Sponge Iron India Ltd., Hyderabad	Turnaround Plan for SIIL
17	Bajaj Auto Ltd., Pune	Incompany Programme - General Management Course for Executives
18	ITC, Calcutta	Economic Analysis of Tobacco Industry in India
19	Crompton Greaves Ltd., Bombay	Case Development & EDP Courses
20	Bajaj Auto Ltd., Pune	Case Research, EDP & Workshop

Sr No	Name of organizations	Title of Projects
21	ONIDA, Bombay	Organization Development & Institution Building
22	Dharmendra Industries Ltd., Ahmedabad	Formulation of Marketing Strategy
23	Hindustan Motors Ltd., Indore	General Management Programme for Engineers
24	Eicher Goodearth Ltd., New Delhi	Restructuring of Group Finance & Review of Business Unit Performance
25	Mahavir Spinning Mills Ltd., Ludhiana	Logistics Management for MSL
26	Cement Manufacturers Association, New Delhi	Forecast of Domestic Demand for cement
27	Tata Electric Companies Ltd., Bombay	Manpower & Organizational Studies
28	Munters India Ltd., New Delhi	To assess Potential of Kuken's Packaged cooling towers in India & examine the feasibility of manufacturing the product in India
29	Gujarat Lease Financing Ltd., Ahmedabad	GLFL Orientation Training Program for Trainees
30	Core Health Care, Ahmedabad	Help in Strategic Marketing Planning & Marketing Strategy
31	Action for Food Production (AFPRO), New Delhi	Inhouse Training Programme for Senior Managers
32	World Food Programme, New Delhi	To assess Management Organization & Training Requirements for Implementing/ Financing Community Development Activities
33	World Food Programme, New Delhi	Assessment of Managerial, Organizational & Training Aspects of Food Aided Developments
34	UNICEF, New Delhi	Development Case Study on Health
35	Ford Foundation, New Delhi	Economies of NTFPs
36	Management Sciences for Health, Boston	Issues related to Private Sector Growth in Health in India
37	UTI Bank Ltd., Bombay	Assistance in Formulating a Business plan
38	Nabard, Bombay	Management Audit of an RRB in Gujarat
39	SBI, Bombay	Incompany Training Programme
40	ANZ Grindlays Bank, Madras	Project Management Programme

Annexure III

Industry, Faculty Memorial, and Other Scholarships

First Year (1993-95 Batch)

Name of Recipient	Name of Scholarship	Amount (Rs.)
Industry Scholarships		
Niten Malhan	Bank of America	6,500.00
Asutosh Padhi	Gujarat State Fertilizers Co. Ltd.	6,500.00
Sanjay Purohit	Hindustan Lever Ltd.	6,500.00
Nitish Agrawal	Hindustan lever Ltd.	3,500.00
Vinod Nair	Industrial Development Bank of India	6,500.00
Vishal Gaur	Lakme Limited	6,500.00
Ashish Kumar	Lintas India Limited	6,500.00
T.V. Murti	Mahindra and Mahindra Limited	6,500.00
Sarbvir Singh	Malayala Manorama	6,500.00
Munish Bansal	Narmada Cement Co. Ltd.	6,500.00
Manoj Piplani	Ranbaxy Laboratories Ltd.	6,500.00
Amit Goyal	Shivakumar V.R. (ex-student) Memorial	6,500.00
Palash Mitra	Shreenath Khandelwal Trust	6,500.00
Rajeev Yadav	Tata Engg. & Locomotive Co. Ltd.	6,500.00
Shailender Jain	Tata Iron & Steel Co. Ltd.	6,500.00
Prashant Kothari	Tulsi Pushpa Charitable Trust	6,500.00
Shirish K. Damle	Surrendra Paul	6,000.00
PGP Students sponsored Scholarship		
Manish	PGP Batch 1987	3,000.00
Faculty Memorial Scholarship		
J. Bhattacharya	Professor Warren Haynes	3,000.00

Second Year (1993-95 Batch)

Name of Recipient	Name of Scholarship	Amount (Rs.)
Industry Scholarships		
Asutosh Padhi	Bajaj Auto Limited	6,500.00
Ramesh K	Bank of America	6,500.00
Sanjay Purohit	Bharat Forge Limited	6,500.00
Niten Malhan	Blow Plast Limited	6,500.00
Sunita Goklaney (Ms)	Colgate Palmolive (India) Limited	6,500.00
Vishal Gaur	FAIR	6,500.00
Vinodkumar B Nair	Godfrey Phillips India Limited	6,500.00
Ruchira Datta (Ms)	Godrej & Boyce Mfg. Co. Limited	6,500.00
Susheel Kumar Mittal	Gujarat Alkalais & Chemicals Ltd.	6,500.00
Srinivas A.S.	Gujarat State Fertilizers Co. Ltd.	6,500.00
Shailender Jain	Hindustan Lever Limited	6,500.00
Venkataramana Murti T	Mr. H.K. Firodia - Kinetic	6,500.00
Kaushik Das	Pond's India Limited	6,500.00
Shyam Nagarajan	Surrendra Paul	6,500.00
Satish Kumar Kashyup	AUDCO India Limited	3,500.00
PGP Students Sponsored Scholarship		
Ashok P Joshi	IIMA Silver Jubilee	3,000.00
Faculty Memorial Scholarship		
Manish	Professor B.K. Hegde	3,000.00
Girl Students Scholarship		
Sonia G. Aurora (Ms)	Usha-FAIR	6,500.00

Annexure-IV

Board of Governors

Chairman

S.K. Khanna
Chairman

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

R.K. Sinha
Secretary
Department of Public Enterprises
New Delhi

P.V. Indiresan
V-8, NIEPA Quarters
New Delhi

Sujata Chauhan
Financial Adviser (Education)
Ministry of Human Resources Development
Department of Education
New Delhi

Hrishikesh A Mafatlal
The Mafatlal Fine Spg. & Mfg. Co. Limited
Bombay

M C Gupta
Secretary
Department of Industrial Development
Public Enterprises and Company Affairs
New Delhi

S. D. Kulkarni
Chief Executive Officer and
Managing Director
Larsen & Toubro Limited
Bombay

S.D. Awale
Joint Educational Adviser (T)
Ministry of Human Resources Development
Department of Education
New Delhi

Arvind N. Lalbhai
Chairman and Managing Director
Arvind Mills Limited
Ahmedabad

R. Balakrishnan
Chief Secretary
Government of Gujarat
Gandhinagar

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

S D Sharma
Secretary
Education Department
Government of Gujarat
Gandhinagar

Ramesh B. Baheti
Chairman and Managing Director
Steel Tubes of India Limited
Dewas

Vijaypat Singhania
Chairman-cum-Managing Director
The Raymonds Woolen Mills Ltd.
Bombay

Ram S. Tarneja
Chairman - BOI Mutual Fund
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Shyam S. Bhartia
Managing Director
Vam Organic Chemicals Ltd.
New Delhi

C.R. Shah
Director
Torrent Group of Laboratories
Ahmedabad

P.G. Mankad
Director-General
National Productivity Council
New Delhi

S. Sreenivas Rao
Indian Institute of Management
Ahmedabad

Anil Bhatt
Indian Institute of Management
Ahmedabad

Kartikeya Sarabhai
Director
Centre for Environment Education
Ahmedabad

Manubhai D. Shah
Managing Trustee
Consumer Education Research Centre
Ahmedabad 380 054

Shrenik Kasturbhai
Managing Director
Anil Starch Products Limited
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Prem P. Gupta
Chairman
APG Enterprises Pvt. Limited
New Delhi

P. N. Khandwalla
Director
Indian Institute of Management
Ahmedabad

Secretary

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

Annexure V

Members of IIMA Society

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Mr Sunil Lalbhai
Mr Manan N Lalbhai
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Industrial Area
Post Chemical Industries
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Manager H.O.
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Larsen & Tourbo Ltd.
L & T House, Ballard Estate
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Chairman
Life Insurance Corporation of India
'Yogakshema'
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Executive Director-Personnel
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Chairman & Managing Director
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New India Assurance Company Ltd.
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President
New Swadeshi Mills of Ahmedabad Ltd.
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Mr Rajiv C Lalbhai
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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.
PB No.7750, 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
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Mr Navnitlal Sakarlal
M/s. Sakarlal Balabhai & Co. Ltd.
D-11 Silver Arc
Nr Ellisbridge Railway Crossing
Kavi Nanalal Marg
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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.
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Mr Rajesh N Mafatlal
Shanudeep Pvt. Ltd.
Mafatlal Centre
Nariman Point
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Mr A S Kasuwal
Shriram Mills Char. Trust
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Ferguson Road, Lower Parel
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Mr Ravi Malhotra
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Sirhind Steel Ltd.
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Ashram Road
Ahmedabad 380009

Mr Ajitkumar C Patel
Director
Soft Beverages Pvt. Ltd.
C/5, Industrial Estate, Ambattur
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State Bank of India
Central Office, Nariman Point
Bombay 400021

State Bank of India
Local Head Office
Bhadra
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Managing Director
State Industrial & Investment Corporation of
Maharashtra
Nirmal Ist Floor, Nariman Point
Bombay 400021

Chairman and Managing Director
State Trading Corporation of India
36, Janpath, Chandralok Building
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Mr Suhrid Sarabhai
Suhrid Geigy Ltd.
Shahibaug House
Ahmedabad 380004

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)
Tata Engineering & Locomotive Co. Ltd.
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Mr S Venkataraman
The Secretary
Tata Hydro-Electric Power Supply Co. Ltd.
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Mr N S Sunder Rajan
President
Tata Oil Mills Co. Ltd.
Bombay House, Homi Mody Street
Fort, Bombay 400039

Mr J J Bhabha
The Tata Iron & Steel Co. Ltd
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Mr J.S. Konkar
Chief Executive
Tractor Engineers Ltd.
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Mr M C T Pethachi
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Mr A H Tobaccowala
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Mr Lalchand Hirachand
Chairman
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Mr Surinder Singh
Vice-President (Personnel)
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Mr S Chaudhuri
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Annexure VI

Faculty and Administration

Director

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Ph. D. (Carnegie-Mellon)

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

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

Bibek Banerjee
Ph.D. (Purdue University)

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

S.K. Barua
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Ramesh Bhat
Ph. D. (Delhi School of Economics)

Deepti Bhatnagar
Fellow (IIMA)

S.C. Bhatnagar
Fellow (IIMA)

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Ph.D. (Chicago)

Sanjeev Bhatt
Fellow (IIMA)

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Shekhar Chaudhuri
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Fellow (IIMA)

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

Samar K. Datta
Ph.D. (Rochester)

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

Bakul H. Dholakia
Ph.D. (MSU)
RBI Chair Professor in Industrial Economics

Ravindra Dholakia
Ph.D. (MSU)

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