



भारतीय प्रबंध संस्थान, अहमदाबाद

INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD



पैंतीस वाँ वार्षिक प्रतिवेदन: 1996-97

Thirty-Fifth Annual Report: 1996-97





**INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD**  

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**THIRTY-FIFTH ANNUAL REPORT: 1996-97**



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## The Year in Retrospect

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### Highlights

This report covers the academic year July 1996 to June 30, 1997 except for financial matters for which the period covered is the financial year April 1, 1996 to March 31, 1997.

The year 1996-97 was a notable one for the Institute in many ways. Dr. I.G. Patel took over as the Chairman of the Board of Governors in August 1996 after a resourceful five year term of Professor S.K. Khanna. The search committee to find a successor to Professor Pradip N. Khandwalla, Director, had submitted its report to the government. Professor Khandwalla in the meanwhile was requested by the Board to continue functioning as Director till the end of August. His contributions as Director for five years were acknowledged by the Board. Professor P.M. Shingi, Dean, was then requested by the Board to officiate as Director from September 1, 1996, onwards till the announcement of the new Director. Professor Jahar Saha was appointed as the full-time Director of the Institute and he took over on April 9, 1997.

Mr. Adi Godrej, Managing Director of Godrej Soaps Ltd., was the chief guest for the 32nd Annual Convocation this year which was held on March 29, 1997.

The search committee constituted for the Award of Honorary Title of Fellow of IIMA had unanimously recommended Dr. C. Rangarajan, Governor of the Reserve Bank of India, for the award. Professor Rangarajan welcomed the honour, but because of earlier commitments could not participate in this year's convocation.

The Board this year initiated a highly appreciated practice of having informal discussions after Board meetings to discuss issues having implications for the functioning of the Institute and to identify areas on which the Board's efforts could be concentrated. The first meeting discussed issues such as (a) image of the Institute; (b) faculty recruitment; (c) alumni relations; (d) Board composition; (e) staff morale; (f) vigilance machinery; and (g) autonomy.

Sizable investment was made during this year in modernizing computing facility for PGP students, MDP participants, and faculty members. All now have a Microsoft Windows environment with VGA monitors and 8 MB RAM capacity keeping in line with the objective of enhancing IIMA's IT capabilities.

To improve the impact of *Vikalpa*, a committee was appointed which came up with some far-reaching recommendations. Some of these recommendations were implemented.

Provisions of house building advance were enhanced this year and modified rules were announced.

As a part of a new initiative called European Union-India Economic Cross-cultural Programme to increase mutual understanding and economic cooperation, mainly vis-a-vis media and communications, academic studies, and entrepreneurial collaboration, a team led by Mr. Martin-Prada visited the Institute in August for a presentation. This was followed by half-a-day workshop-cum-dialogue organized by the Institute with a group of visiting journalists from renowned publications from Europe.

A meeting of the Directors of IIMs, IITs, and IISc. and the senior officials of Ministry of Human Resource Development was held in August to take stock of the scheme of revised pattern of funding, and to recommend modifications to it for the 9th Five Year Plan.

The new auditorium, named as Ravi Mathai Auditorium, was inaugurated by Dr. I.G. Patel in January 1997 and was made functional this year.

An International Conference on Creativity and Innovations at Grass-Roots for Sustainable Natural Resource Management coordinated by Professor Anil Gupta was held in January 1997 in the new Auditorium. Over 400 delegates including more than 150 overseas participants took part in the conference. A special feature of the conference was the participation of innovative farmers in an international conference. Financial support was provided by NABARD, ICAR, FAO, World Bank, and the Commonwealth Foundation.

Another major event – CHAOS-97 – organized by the PGP students took place simultaneously in January 1997 in which 500 students from all over the country participated. Excellent support was provided by the staff to make the conference and CHAOS-97 successful.

PGP students had organized one day seminar on “Corporate Repositioning” and concluded it with a launch of students’ journal *Kshitij*, which was appreciated as a unique and brilliant effort.

A day long faculty council meeting was held at Mehsana to discuss various issues.

The percentage of non-plan maintenance grant from the Government of India (GOI) to the total income of the Institute this year further came down from the previous year’s 25 per cent to 22 per cent.

While the deliberations of the Committee on Future Directions setup by the Institute were still in progress, another committee reviewing the PGP had submitted its report and made several recommendations.

The Ministry of Human Resource Development had accepted the proposal submitted by the Institute for mounting an International Management Centre at the Institute and gave a partial funding to initiate the activity.

A Hongkong based magazine conducted a poll of management schools in the Asia and Pacific region in which the Institute was rated in the top five of such institutions. Last year too the Institute received such a rating.

This year we had many distinguished visitors from abroad to learn about our programmes and share their activities.

The fee structure was revised batch wise instead of year wise. The fees for the first year students was revised Rs. 75,000 and for the second year students to Rs. 63,500 per year. The recruitment fee of Rs. 20,000 and the placement club fee of Rs. 4 lakh came into force this year.

The Welfare Committee organized a general medical check-up camp in which 122 community members had their check-ups. A gynaecology camp was also organized in which 54 women had check-up. A blood test camp was organized for 177 members of the community. A dental care camp was held for 67 children of the campus. The committee also introduced classes for Carnatic music, basic and advance computers, spoken and written English, and drawing and painting for juniors. About 360 children of the 240 employees participated in the scheme of distribution of free text books and notebooks.

One of our faculty members, Professor V.N. Asopa, was selected for appointment as Project Director of the new IIM at Indore.

### **Academic Excellence**

Dedication to teaching and research provides a strong base to IIMA’s sustenance and growth. Like in previous years, 8 new electives were offered in the second year stream. These courses addressed important and upcoming areas like strengthening of information technology, infrastructure development, and business process engineering. Of the 51 electives offered in the second year, more than 45 per cent of the electives were designed and introduced during the last three years. Regular introduction of new electives has been a pleasing feature of the academic activity. These efforts were supplemented by project courses which offered flexibility for subject selectivity and personalized supervision. Forty-one project courses were offered during the second year of PGP.

A record of 192 students graduated this year, of which 21 belonged to SC/ST and 23 specialized in agriculture. Student exchange programme continued this year. Nine French students from ESSEC Graduate School of Management and three from ESCP Graduate School of Management took courses in the second year as part of the student exchange programme.

To again break the record of the previous year, the Institute received 40,092 applications for PGP commencing in June 1997, compared to 33,463 received last year. The number of SC/ST candidates applying for the programme also increased from 1424 to 1775. Similarly, applications for the Specialization Package in Agriculture (SPA) increased from a mere 497 to 1935.

All 177 students who sought placement this year were placed within 12 days of the placement season. While 62 of them were placed in marketing and sales related functions, 59 were placed in finance and banking functions. Consultancy related jobs (28) came next in order. In all 103 organizations announced 455 jobs.

Initial salary offered to graduating students ranged from Rs. 1.25 lakh to Rs. 6.50 lakh a year. The average salary (Indian component only) was Rs. 2.55 lakh (Rs. 2.15 lakh previous year) for general stream students, and Rs. 1.91 lakh (Rs. 1.71 lakh previous year) for SPAs. For the first time a record of 16 PGP students were offered jobs outside India. The maximum salary offered was US \$ 60,000. This trend reflected that international acceptance of our PGP students has been intensifying. Seventy-eight organizations offered summer placement.



The Fellow Programme in Management (FPM) continued its advancement. FPM participants have been very well received by academic institutions in India and abroad. This is the Silver Jubilee Year of FPM. By the end of this academic year 151 students have completed their doctorates. Another 51 students are in different stages of completing their doctoral programme. Eleven students were awarded the title of "Fellow" during this year's annual convocation. Most of the graduating students joined academic institutions. This year FPM received 1013 applications from 712 candidates; 101 candidates were called for the interview, of whom 30 were offered admission.

Twelve teachers/trainers participated in the 18th Faculty Development Programme (FDP) of the Institute.

Management development programmes (MDP) as tools professionalizing management in Indian industry were as vibrant as in the past. In 1996-97, the Institute offered 41 management development programmes to 1303 executives, 1108 of whom were from the private sector, and 195 were from the public and government sector. Thirteen new programmes, as against 8 last year, were offered. Compared to 23 regular programmes which had 698 participants, the new programmes attracted a total of 292 participants. New programmes covered refreshing subjects like managing and sustaining success, managing international business in agriculture, business on the Internet, new directions in computer networking, building competitiveness in small and medium enterprises, acquisition and assimilation of foreign technology, human dimensions of industrial restructuring, managing negotiations in industrial relations, strategic sourcing management, and excellence in manufacturing.

Research activity maintained its tempo. During this year 4 small research projects, 15 seed money projects, and 11 case development projects were funded by the Research and Publications Committee. Two large, 2 small, 5 seed money, and 8 case development projects were completed. The Research and Publications Committee organized 5 seminars this year. The faculty members continued their academic interaction on many forums abroad. A cross-section of the faculty was invited and participated in more than 50 international workshops, meetings, conferences, seminars, and similar events. Given the significance of international orientation in management, this trend is encouraging.

Compared to 33 large sized consulting projects (budget more than Rs. 1 lakh) initiated during the last year, this year 45 large sized consultancy projects were initiated (see Appendix to this chapter).

Alumni of this institute are now highly placed in the corporate world. This year there was a wider appreciation and acceptance of suggestions to involve them more intimately in the Institute's various activities. This year thirty-six alumni of the class of 1971 along with their spouses celebrated the silver jubilee of their batch on the campus. They also decided to donate Rs. 1 lakh for the employees' welfare activity. The Delhi, Pune, and Ahmedabad chapters of the alumni continued to be quite active this year. An updation of year-wise comprehensive listing of all the alumni with their addresses was initiated.

The Institute's library continued its commanding position. Collection of books at the end of the year stood at 1,37,205. Many books, periodicals, and video cassettes on management were added to the library collection. Library automation was an important feature this year. The library network was established and the database search service was provided to members on three nodes kept in the library. This service was also strengthened on student and faculty LANs. The library acquired the databank called Capitaline Ole and Capita Stock which enhanced the quality and coverage of information on business and industry. Multimedia capabilities were introduced. The library closing time was extended to 2.00 a.m., following demands from the students for extended working hours.

### **Financial Performance**

During the financial year 1996-97, the Institute increased its revenue from various activities and GOI grant by nearly Rs. 2.3 crore, an increase of about 14 per cent over the previous year.

The primary contributors to this increase were increased PGP revenue (about Rs. 54 lakh), increased MDP revenue (about Rs. 44 lakh), and increased interest income (about Rs.95 lakh).

While revenue expenses went up by about 1 per cent, revenue receipts increased by about 14 per cent.

As indicated in the overall summary, the percentage of non-plan maintenance grant from GOI to the total income of the Institute this year further came down from the previous year's 25 per cent to 22 per cent.

### **Achievements during 1996-97**

Professor S.C. Bhatnagar was invited to be a member of High Level Committee for Electronic Industries, Government of Gujarat. He was invited to be a member of the Planning Commission Task Force on Strategies for Promotion of Computer Software Export Potential. He was invited to be a member of the Advisor Council of CMC Research Centre, Hyderabad, India. He was also invited to be a member of the Strategy Group on Information Technology for Andhra Pradesh by the Chief Minister of Andhra Pradesh.

Professor B. M. Desai was appointed by NABARD for its Award Committee to select best cooperative credit institutions in the short term and long term cooperative credit structure.

Professor Vasant P. Gandhi was appointed as member of the Research Programmes Committee of the Indian Society of Agricultural Economics. He was selected as a council member of the International Agricultural Economists Council.

Professor Bakul H. Dholakia was nominated as Member on the Board of Directors of Nachmo Knitex Ltd., Ahmedabad, and Ahmedabad New Cotton Mills Ltd., Ahmedabad.

Professor G. S. Gupta delivered a public lecture on "Foreign Exchange Risk Management in International Business" under the auspices of the Ahmedabad Management Association. He was nominated as Member, Board of Studies in Management, Indian Institute of Rural Management, Jaipur, and Member, Board of Studies, SVL Institute of Management Research and Development, Hyderabad.

Professor P. N. Khandwalla was appointed Trustee, India Brand Equity Trust, set up by the Ministry of Commerce, Government of India, Member, Scientific Advisor Committee to the Cabinet, Government of India; Member of the Editorial Board, *Manas*; delivered invited addresses on "Turnaround without Tears" organized by the Institute of Labour and Industrial Relations and School of Business, University of Illinois at Urbana-Champaign, "India's Economic Liberalization and its Corporate Consequences" at the Katz School of Business, University of Pittsburgh, US, "Transformation for Achieving Greatness" at the International Sermon on Managing and Transformation in Petroleum Industry: Sharing Global Experience, "Creativity" to the Gujarat and North Gujarat Universities Commerce and Management Teachers' Association; and delivered the Vidyasampan (valedictory) address for the graduating students of Dharmasinh Desai Institute of Technology, Nadiad.

Professor Somdeb Lahiri was invited to join the Editorial Advisory Council of *Pacific Economic Review* (a Basil Blackwell publication) for a period of two years.

Professor S. Manikutty continued to be a member of the Administrative Reforms Committee of the Government of Madhya Pradesh.

Professor A. Monappa was appointed Member, Governing Council, Indian Institute of Bankers, Mumbai; Macmillan Advisory Board on Management; and the Apex Committee to Review the Entire System of Human Resources Management in CSIR.

Professor I. M. Pandey was appointed as Member, Editorial Review Board, *Global Business and Finance Review* (a journal of the School of Business, Indiana State University, USA). He is also the Member, Editorial Board, *India Finance* (a journal of Indian Institute of Finance, India). He was awarded "Best Case-Writer of The Year 1996" in the First Asian Conference on Management Education and Case Research, USM, Malaysia, August 1996. He was also awarded Teacher of the Year 1996 Award by the School of Management, Asian Institute of Technology, Thailand.

Professor Sebastian Morris was appointed Chairman of the Sub-Group on Finance, Credit, and Sickness constituted by the Working Group on Small Scale Industries for the Ninth Five-Year Plan: 1997-2002 of the Department of Small Scale Industries, Agro and Rural Industries, Ministry of Industry, and the Planning Commission, Government of India, Member, Working Group on Small Scale Industries for the Ninth Five Year Plan: 1997-2002 of the Department of Small Scale Industries, and the Planning Commission, Government of India.

Professor R. G. Nambiar was invited to be an external expert for a project on the Exported Financial Resources under the aegis of the Development Research Group in the Reserve Bank of India.

Professor V. Raghunathan was taken as an advisor by the National Stock Exchange on their Advisory Committee.

Professor G. Raghuram delivered a plenary address at the 29th Annual Convocation of the Operational Research Society of India on the topic "OR in Transportation".

Professor K. V. Ramani was a Visiting Scholar in the Faculty of Business and Technology, University of Western Sydney, Alacarthur, Newsouth Wales, Australia; delivered an invited lecture on "IT Applications on the Service Sector: An Indo-Australia Perspective"; and attended a Business Workshop on "Enterprise Management in the Asia-Pacific Region: What is on the Horizon for Australia and India" at New Delhi.

Professor J. R. Varma was appointed as a member of the Securities and Exchange Board of India (SEBI) and was also the Chairman of the Group set up by SEBI in March 1997 to review the revised carry forward system.

### **Administrative Activities**

*New Appointments:* During the year, the following joined the Institute:

Brij Kothari, Assistant Professor  
Ravi Matthai Centre for Educational Innovation  
Vijay Paul Sharma, Assistant Professor  
Centre for Management in Agriculture  
Devanath Tirupati, Visiting Faculty  
Production and Quantitative Methods Area  
Vijaya Sherry Chand, Visiting Faculty  
Ravi Matthai Centre for Educational Innovation  
Saumen Majumdar, Assistant Professor  
Public Systems Group  
Parvinder Gupta, Visiting Faculty  
Organizational Behaviour Area  
Caroline Anthoniswamy, Steno-typist  
Pradosh V. Thiya, Steno-typist  
Sunitha P. Naidu, Steno-typist

### *Resignations*

Professor Sanjeev Bhatt  
Professor D. N. Sen Gupta  
Professor Ishwar Murthy  
Ms. Charu Sheela Naik  
Mr. Sanjay Thakur  
Ms. Grace Joseph  
Mr. C. P. Henry Williams\*

The Institute extends best wishes to all of the above in their new jobs.

### *Retirements*

Professor Pramod Verma  
Professor Anil Bhatt  
Mr. G. J. Christian  
Mr. Gangaram M. Bhatti  
Mr. N. R. Desai  
Mr. R. P. Varoni  
Mr. Puransingh P. Rajput

The Institute thanks all of them for their long, devoted, and distinguished services.

### *Died*

Mr. Manilal Raghunath Parmar  
Mr. M. Balakrishnan  
Mr. G. B. Mehta  
Mr. Dhanji Galji Valodara

The Institute regrets deeply their untimely death.

\* Resignation took place at a later date but was made effective during 1996-97.

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

Professor S. Ramnarayan to take up an assignment with Otto-Friedrich University, Bamberg, Germany.

Professor Ramesh Bhat to take up an assignment with the Health and Population Office of ODA, British High Commission, New Delhi.

### *Rejoined*

The following faculty members rejoined the Institute after expiry of leave of absence:

Professor Jayanth Varma  
Professor V. Raghunathan  
Professor I. M. Pandey  
Professor Shashi Kolavalli  
Professor Devi Tewari

### *Promotions*

Professor Gopal Naik has been promoted as Professor  
Professor Ashok Korwar has been promoted as Professor  
Professor Jayanth Rama Varma has been promoted as Professor  
Professor Sebastian Morris has been promoted as Associate Professor  
Professor Rakesh Basant has been designated as Associate Professor  
Professor Bibek Banerjee has been designated as Associate Professor

### **Staff Awards/Honours**

During the year 11 members of the staff completing 20 years of service were given an award each. The Staff Evaluation and Development Committee Award for outstanding performance during the preceding year was given to 46 Groups III and IV employees. Messers K.S. Menon, L. H. Parmar, G. C. Sarojini, R. Krishnan, K.P. Kesavankutty, and G.J. Christian were given the Institute's Long Service Award for retiring employees with a record of dedicated service.

## Appendix: Consultancy Projects with more than Rs.1 lakh Budget : 1996-97

	<b>Name of Organization</b>	<b>Title of Consulting Project</b>
1.	SAIL	SAIL Study
2.	KOMP Malaysia	Documenting Innovations in Reproductive Health
3.	Hindustan Lever Ltd., Mumbai	Business Education Programme
4.	Indian Council of Forestry Research Education, Dehradun	Forestry Research Management
5.	The World Bank, New Delhi	Preliminary Feasibility Study on Redevelopment of GSTC Sites
6.	Muntres India Ltd., Calcutta	In Company Training Programme for Executives
7.	Tata Energy Research Institute, New Delhi	Asia Least Cost Green House Gas Abatement Strategy
8.	HPMC, Simla	Training Programme for the Officers
9.	Salem Steel Plant, Salem	Programme on Marketing Management
10.	WHO, Geneva	Economic Benefits of DOTs in India
11.	The ACC Ltd., Mumbai	ACC Study
12.	AP Markfed, Hyderabad	AP Markfed Training Programme
13.	The Anil Starch Products Ltd., Ahmedabad	Workshop on Marketing Strategy Formulation
14.	Greaves Ltd., Mumbai	Programme on Managerial Effectiveness for Senior Managers
15.	TISCO, Jamshedpur	TISCO Top Management Programme
16.	Marketing & Co. Inc., Chicago	Emerging Opportunities in the Agriculture Value Chain in India
17.	Bharatiya Reserve Bank Note Mudran Pvt. Ltd., Mumbai	Structural Study
18.	WHO, Geneva	Communication Strategy for Revised National Tuberculosis Programme
19.	Gujarat Venture Finance Ltd., Ahmedabad	GVFL Strategy Evaluation
20.	Cadila Health Care Pvt. Ltd., Ahmedabad	General Management Programme
21.	Cadila Health Care Pvt. Ltd., Ahmedabad	Strategy Management Programme
22.	Mother Care Project, Washington	Evaluation of CSSM Project of Government of India
23.	IIPM, Haryana	Workshop on Internet Technology
24.	ANZ Grindlays Bank, Chennai	Training Programme
25.	Greaves Ltd., Mumbai	Programme for Middle Managers
26.	Anagram Finance Ltd. Ahmedabad	IT Strategy for Anagram Finance
27.	VSNL, Bombay	VSNL Bombay
28.	Amrut Agro Industries Ltd., Ghaziabad	General Management Programme for Senior Executives
29.	Thermax Ltd., Pune	Workshop and Exercises in Strategy Formulation and Implementation
30.	Breako India Ltd., Chennai	General Management Course for Executives
31.	Bongaigaon Refineries, Assam	Implementation of Organizational Structure for Future Growth
32.	GHCL, New Delhi	In-company Programme
33.	Bouchard International Services Ltd., Kenya	Programme on Operation Management
34.	Gujarat Chamber of Commerce & Industry, Ahmedabad	Restructuring of GCCI
35.	WHO, Geneva	Managerial Options for Drug Distribution Systems for DOTs (TB Cure) in India
36.	CGL, Bombay	CGL Executive Course
37.	Cadila Health Care Pvt. Ltd., Ahmedabad.	General Management Orientation Programme
38.	IDBI, Mumbai	Executive Development Programme for IDBI Officers
39.	Department of Post, New Delhi	AMP for Senior Officers.
40.	VSNL, Pune	VSNL Training Programme
41.	Roots Industries, Coimbatore	Strengthening MIS Department
42.	Eicher Consultancy Services Ltd., Mumbai	Designing Costing System for Gujarat Cycles
43.	VSNL, Bombay	Customer Satisfaction of VSNL Services.
44.	IDRC, Canada	IDRC Manual for Marketing of Information Products and Services
45.	Mahindra & Mahindra, Mumbai	Managerial Inputs for Cultural Transformation



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## IIMA's Academic Programmes

Currently the Institute 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

The thirty-third session of the Post-Graduate Programme in Management commenced on June 27, 1996, with 202 students, including four students who were asked to repeat the first year of the programme and two who were granted leave of absence for one year. In the first year of the programme, there were 24 SC/ST students. This session also had 19 students who would be specializing in agricultural management in the second year. Three students discontinued their studies during the year for various reasons.

The second year of the programme commenced on June 28, 1996, with 192 students. At the end of the second year, 192 students, including one student who could not graduate in 1996 for academic reasons, satisfactorily completed the academic requirements for graduation. One student was not eligible for graduation on account of non-fulfilment of academic requirements. Out of the students who graduated 21 belonged to SC/ST and 23 took the specialization package in agricultural management.

#### Preparatory Programme

Forty-seven students who were identified to be weak in mathematics and communication on the basis of their background and performance in the admission test and interviews were called for the preparatory programme from June 3 to 22, 1996. Twenty-four students attended the programme, out of which 16 took both modules, mathematics and communication, and the rest one of the two modules. Participation in the programme was voluntary. This programme helped the students to cope with the rigours of the Post-Graduate Programme.

#### Orientation Programme

The orientation programme for the new batch of students was held during the period June 27-29, 1996. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee and briefing on the computer and library facilities as well as their usage formed part of the programme. An organizational visit was also arranged in which students had the opportunity to interact with executives. There was also a session on case preparation and case discussion.

#### Tutorials for Weaker Students

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

#### Curriculum

As in the past, the first year students took 24 courses (19.25 credit units) spread over three terms. A few sessions on "Indian Social and Political Environment" were conducted in the third term to create social and environmental awareness amongst the students.

In the second year (general stream), the students were required to study a minimum of 17.25 and a maximum of 18.00 full credit units of courses, including two compulsory courses: Strategy Formulation and Implementation-II and Legal Aspects of Business.

In the second year (general stream), 51 elective courses and 41 project courses were offered in addition to two compulsory courses. Three courses were repeated in the subsequent terms, three courses were taught in three sections, and 11 courses in two sections on account of heavy registrations.

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

- Business Process Reengineering (0.50 unit)
- Infrastructure Development and Financing
- Information Technology for Competitive Advantage (0.50 unit)
- Planning and Implementing Information Technology Strategy

Introduction to Discrete Mathematics  
Business French

In the second year (Specialization in Agriculture), in addition to two compulsory courses, 20 elective courses and 11 project courses were offered.

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

Business Development Strategies for Agricultural Commodity System (0.50 unit)  
Explorations in Role and Identity

### French Students

Under the students' exchange programme, nine students from ESSEC Graduate School of Management and three from ESCP Graduate School of Management took courses in the second year of the programme. The credits obtained by these students at the Institute were communicated to their respective institutions.

### Review of the Fee Structure

With a view to meeting various requirements of the programme, including upgradation of facilities in the library and classrooms, the fee structure for the academic year 1997-98 has been revised. It was decided to revise the fee structure batch-wise instead of year-wise so as to minimize hardship to the students. While the first year students will pay Rs.75,000, the second year students only Rs. 63,500 during the academic year 1997-98.

### Graduation

The Institute's Post-Graduate Diploma in Management was awarded to 192 students (including 23 students with specialization in agriculture) at the Thirty-second Annual Convocation on March 29, 1997. Mr. Adi Godrej, Chairman and Managing Director, Godrej Soaps Ltd., delivered the Convocation address.

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

Rajeev E.K.  
Rajat Bhargava  
Sandeep Gupta

### Kollengode V. Srinivas Award for the Best PGP All-rounder

The Kollengode V. Srinivas Award was instituted by the parents of the late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to perpetuate the memories of Srinivas's association with the Institute. This year Mr. Chetan Bhagat was given the award for the best PGP Allrounder of the 1995-97 batch.

### Admission

The Institute received 40,092 applications for PGP commencing June 1997, compared to 33,463 received last year. Detailed break-up is given below:

	1996-98	1997-99
General	31,722	36,382
SC/ST	1,424	1,775
SPA	497	1,935
	33,643	40,092

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

	General	SPA	SC/ST	Total
Applications received	36,382	1,935	1,775	40,092
Called for interview	550	86	93	729
Selected (prime list)	145	23	36	204
Waitlisted	35	-	-	35
Called from the waiting list	19	-	-	19
Recommended for preparatory programme	1	17	25	43
Joined the PGP	144	21	27	192

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

### Scholarships\*

*Industry Scholarships:* Twenty-three industry scholarships were awarded as follows:

Fifteen first year students (1995-97 batch) were awarded scholarships ranging from Rs.3,500 to Rs.50,000 for the academic year 1995-96 and eight second year students (1995-97 batch) were awarded scholarships ranging from Rs.3,500 to Rs.50,000 for the academic year 1996-97.

*PGP Students 1987 Batch Scholarships:* The PGP Batch 1987 Scholarship was awarded to a first year student (1995-97 batch) and the IIMA Silver Jubilee Scholarship was awarded to a second year student (1995-97 batch). Both scholarships carried a value of Rs.3,000 each.

*Faculty Memorial Scholarships:* One first year student of the 1995-97 batch was awarded the Professor Warren Haynes Memorial Scholarship and one second year student of the 1995-97 batch was awarded the Professor B.K. Hegde Memorial Scholarship. Both scholarships carried a value of Rs.3,000 each.

*Government of India Merit-cum-Means Scholarships:* No student was granted these scholarship as none applied for them.

\*Details of scholarships and names of awardees are given in Appendix 4.

**IIMA SC/ST Scholarships:** During 1996-97 all 24 students in the first year and 21 students in the second year were granted these scholarships of Rs.1,500 each. In addition two students, one each from the first year and the second year, were granted part-fee waiver of Rs.5,000 each.

**Need Based Scholarships:** Three students in the first year (1996-98 batch) were awarded need-based scholarships of Rs.10,000 each per year for two years. Further, need-based scholarships amounting to Rs.10,000 each were renewed for two students in the second year (1995-97 batch).

### Placement

**Pre-Placement Talks:** The 1997 placement season began with the first pre-placement talk on December 22, 1996. Seventy-one organizations (4 public sector, 32 private sector, and 35 multinationals) gave pre-placement talks during weekends till February 20, 1997.

**Final Placement:** All 177 students of the 1995-97 batch who sought placement were placed by March 12, 1997. Functional area-wise job distribution is given below:

#### Functional Area-wise Job Distribution

	General	SPA	Total
General Management	4	1	5
Consultancy	28	-	28
Strategy/Planning	2	1	3
Marketing/Sales	45	17	62
Operations	1	1	2
Finance/Banking	59	-	59
Systems	14	-	14
Others	3	1	4
Total	156	21	177

In all, 103 organizations announced 455 jobs. On-campus interviews were held from March 1 to 7, 1997, and seventy-three organizations conducted interviews. Six public sector organizations, 31 private sector organizations, and 36 multinational organizations made 235 job offers. Initial salary offered to the graduating students ranged from Rs.1.25 lakh to Rs.6.5 lakh a year.

**Summer Placement:** Two hundred and one students of the first year (including 4 FPMs) were assigned to 78 organizations for summer placement.

**Placement Service Charges:** The recruitment fee of Rs.20,000 and placement club fee Rs.4 lakh came into force this year.

## 2. FELLOW PROGRAMME IN MANAGEMENT

By the end of the academic year 1996-97, 151 students have completed the Fellow Programme in Management (FPM) and awarded the title of the "Fellow of the Indian Institute of the Management, Ahmedabad." Currently 50 students are at various stages of the programme.

### Admission

The Institute received 1013 applications (including applications for more than one area of specialization) from 712 candidates for FPM during 1996-97. One hundred and one candidates were called for interview and 30 were offered admission.

### New Courses

During the year the following new courses were introduced:

- Seminar on Transportation Policy
- Economic Development and Infrastructure (CIS)

### First Year Scholastic Performance Award

The FPM Alumni Chaudhary-Padmanabhan-Pant award for scholastic performance in the first year of FPM given to Ravibabu Manchala (1995-96) and Amit Kumar Garg (1996-97).

### Thesis Proposal Awards

Five students submitted their proposals for thesis proposal awards. Two students were given these awards instituted by the Industrial Financial Corporation of India (IFCI) and the Foundation to Aid Industrial Recovery (FAIR):

Student Name	Thesis Proposals
Sougata Ray	Strategic Responses of Firms to Economic Liberalization  (also given the Chaudhury-Padmanabhan-Pant award for the best thesis proposal)
R. Venugopal	Deregulation, Changes in Public Sector Policy and Strategic Change: A Study in the Context of Indian Central Public Sector Manufacturing Enterprises

### Research Awards and Honours

**ESSEC Scholarships:** The institute has a student exchange programme with ESSEC, France under which students from ESSEC spend a term at the Institute to take PGP courses. In turn, a scholarship is provided for FPM students by ESSEC for 12 person months to do research. During the year, the following students were awarded this scholarship:

Name	Period of Fellowship
Sanjeevan Bajaj	January 97 to June 97
Shobha G. Iyer	January 97 to March 97
Avinandan Mukherjee	April 97 to June 97

### **P.D. Agarwal-TCI Awards**

The P. D. Agarwal Foundation has been created in the memory of Shri P. D. Agarwal who built up the Transport Corporation of India – Bhoruka Group of Companies and a number of educational and philanthropic institutions in India. The Foundation awards are given to doctoral students in management to do field work. During the year, the following students were given the awards:

Sanjeevan Bajaj  
Yogesh Kumar Bhatt  
Shobha Ganapathy  
Kriti Bardhan Gupta  
Pradyumana Khokle  
Avinandan Mukherjee  
Jayant Mukherjee  
Sumit Mustafi  
Sougata Ray  
R. Sridhar

### **Shastri Indo-Canadian Institute**

This award is given to doctoral students to do research in Canada. The following student got this award this year:

R. Sridhar February to June 97

### **Jawaharlal Nehru Memorial Scholarship**

The Jawaharlal Nehru Memorial Fund, New Delhi, offers scholarships for Indian nationals and nationals of other Asian countries for Ph.D. studies in India, and other Asian countries. Up to 10 scholarships are awarded for Indian nationals for Ph.D. study in India, up to five awards for Indian nationals for work/collection of material in another Asian country, and up to five awards for nationals of other Asian Countries for study in India. The following FPM students received these scholarships:

R. Srinivasan January 97 to June 98  
C. Ranganathan January 97 to June 97

### **Papers Presented in Conferences/Seminars**

Avinandan Mukherjee, "Standardization versus Localization in Advertising: What Strategy" and "An Empirical Investigation into the Effects of Country of Origin on Consumer Products Preference in India," International Conference on Architecting the Global Village: Perspectives, Problems, and Prospects, Administrative Staff College of India, Hyderabad, January 3-5, 1997.

Sougata Ray, "Architecting Global Village," International Conference on Architecting the Global Village: Perspectives, Problems, and Prospects, Administrative Staff College of India, Hyderabad, January 3-5, 1997.

\_\_\_\_\_ "ROTI: A New Approach to Manage Entrepreneurial Venture," Seventh Annual Global Entrepreneurship Research Conference, Montreal, June 5-6, 1997.

R. Srinivasan, "Declining Forest Resources: A Typology of User Adaptation Strategies," University of Sunderland, November 4-7, 1996.

Shobha G. Iyer and Yogesh Kumar Bhatt, "Community Participation: The Utthan Mahiti Experiment," All India Seminar on Rural Water Supply and Sanitation, Thiruvananthapuram, June 1996.

### **Conferences/Seminars/Workshops**

Amar Saxena, Shobha G. Iyer, Badrinath V.V.P. Anirban Ghosh, Avinandan Mukherjee, and Deepak Kumar Sharma attended a workshop on "Research Methods in Marketing" organized by NASMEI (North American Society for Marketing Education in India) at IIPM, Gurgaon, in July 1996.

Shobha G. Iyer attended a doctoral seminar on "Consumer Behaviour" organized by the European Institute of Advanced Studies in Management at Leuven, (Belgium) in April 1997.

### **Published Papers/Articles**

M. Narayanan, "Marketing Efficiency of Cut Flower Market," *Indian Journal of Economics*, No.303, April 1996.

Anirban Ghosh and Avinandan Mukherjee, "Consumer Involvement: The Key to Brand Recall," *Management Review*, April-June 1996.

Sendil Kumar Ethiraj and S. Ramnarayan, "Coping with Sands: An Empirical Examination," *Journal of Management*, June 1996.

Avinandan Mukherjee and Trilochan Sastry, "Automotive Industry in Emerging Economies: A Comparison of South Korea, Brazil, China, and India," *Economic and Political Weekly*, Vol.31, No.48, November 1996.

K. Unnikrishnan Nair, "Managerial Implications of Post-Modernism," *IIMB Management Review*, Vol.8, Nos. 3 and 4, 1996.

Shobha G. Iyer and Deepak Kumar Sharma, "Managing the Consumer's Mind," Special Issue of Brand Equity on Strategic Marketing, *Economic Times*, March 1997.

Sougata Ray, "The Competitive Spirit," *Indian Management*, April 1997.

Pradyumana Khokle, "Understanding Organizational Transformations," *Synergy: Journal of Management*, April 1997.

Avinandan Mukherjee, Anirban Ghosh, and V.V.P. Badrinath, "Zero in on the Indian Consumer," Brand Equity, *Economic Times*, March 1997.



\_\_\_\_\_, Avinandan Mukherjee and Sipra Mukhopadhyay, "Recurring Images of a Brand," Brand Equity, *Economic Times*, March 1997.

### Convocation

Eleven students satisfactorily fulfilled the requirements of FPM and were awarded the title of "Fellow of the Indian Institute of Management Ahmedabad" at the thirty-second Convocation on March 29, 1997. The list of students graduated in the Convocation and their theses titles are given below:

Student Name	Thesis Title
S. Bhattacharjee	Innovative and Non-Innovative Determinants of Viability of Rural Banking by Nationalized Commercial Banks
Suranjan Das	Firm Level Technological Learning and Performance: An Empirical Study in the Indian Drugs and Pharmaceutical Industry
Ch. Hema Kumar	Financial Sector Reforms in Bangladesh and Sri Lanka
P.D. Jose	Corporate Responses to the Ecological Environment: A Process Study of Firms in the Indian Chemical Industry
Utkarsh Majmudar	An Examination of Initial and After Market Returns of Initial Public Offerings of Equity Shares
Jayant Mukherjee	The Role of the Human Resource Management Systems in Influencing Organizational Commitment: A Study of an Organization in the Software Industry
Peru Muthu	A Study of Transactions Carried out Across Countries with Special Reference to Selected French and Indian Firms in Leather Shoes Industry
Unnikrishnan K. Nair	Managerial Cognition and Action in Complex Problem Solving
Amar Saxena	Study of Repurchase Behaviour of Farmers: Case of the Indian Tractor Market
Arijit Sikdar	Management of In-house Technology Development and Transfer: A Process Study in the Indian Pharmaceutical and Chemical Industries
Sunil Kumar	Human Resource Management in the Subsidiaries of Foreign Firms in India

### Placement

Out of eleven graduating students, five have joined academic institutions, one joined a consultancy organization, and one has gone back to the organization from where he had taken study leave.

### Important Policy Changes

Minimum GPA requirement of 3.0 has been introduced from the academic year 1997-98 for the First Year Scholastic Performance Award.

An enriched research methods course will be offered in the second year. Two courses, Philosophical Foundation for Management Thought and Self and Career Development, have been dropped as compulsory requirements.

The thesis defence examination format has been modified. The Thesis Exam Committee will be constituted at the time of thesis seminar which would be an additional input in the examination process.

The academic advisory system has been strengthened to include all four stages of the programme (first year, second year, examination stage, and thesis stage).

The oral comprehensive examination and the area comprehensive examinations have been modified. Scheduling will now be at the initiative of the FPM System and the area respectively.

The fellowship amount will meet fees and living allowances (boarding, lodging, etc.). The fellowship will be tenable only for four and a half years (the last quarter to be provided only after a review).

The maximum duration of the programme has been reduced from eight years to six years, except under cases of extended medical leave.

### 3. FACULTY DEVELOPMENT PROGRAMME

The eighteenth Faculty Development Programme (FDP) was offered from June 27, 1996, to April 15, 1997. Twelve teachers/trainers from educational/professional institutions participated.

#### Fellowships

One participant from Gujarat was awarded the CRMS fellowship of Rs.20,000 and four from other states were awarded fellowship of Rs.16,000 each to partly cover their participation fees.

#### Courses

Seven FDP courses were offered during the year out of which six courses were offered exclusively for FDP participants. Some participants took PGP courses as well for credit.

Every participant did an intensive project work under the guidance of 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.

### **FDP Seminars**

Twelve FDP seminars of one-and-a-half hour duration were offered by FDP participants as shown below:

<b>FDP Participant</b>	<b>Seminar Topic</b>
Anand Prasad	Status of Computer Training Institute: A Case Study of Ahmedabad
Mary Cherian	Cognitive Development Structure and Brand Choice Behaviour of Children
Mushtaq Ahmad Darzi	Financial Analysis of Commercial Banks: A Comparative Study of Private Sector Banks
V.K. Gangal (Dr.)	Dynamics of Export Financing in India: Case Study with Special Reference to Engineering Goods Industry of Gujarat
R. Maregoud (Dr.)	Job Satisfaction and Morale in Medium Scale Organizations
P.A. Joshi (Dr.)	Wind Power Potential as Renewable Resource in Gujarat State
S.O. Junare	The Role of Scheduled Urban Cooperative Banks in Financing Priority and Weaker Sectors in Gujarat
P. Murali Krishna(Dr.)	Collective Bargaining in Ahmedabad Electricity Co. Ltd.
S. Shanmugam (Dr.)	Heuristics of Personality, Organizational Climate, Role Efficacy, and Stress among Scientists
S.K. Sharma	A Comparative Study on the Customer Service of Public Sector, Multinational, and Private Banks
A.S. Subramanian	Match Industry in Tamilnadu: Comparative Analysis on Competitive Advantage
S.N. Tiwary (Dr.)	A Learning Module of Performance Appraisal

About 22 faculty members were actively involved in the programme.



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## Research and Publications at IIMA

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At the beginning of 1996-97, nine large research projects, four small research projects, 16 seed money projects, and 18 case development projects were in progress. During the year, four small research projects, 15 seed money projects, and 11 case development projects were initiated. Two large research projects, two small research projects, five seed money projects, and eight case development projects were completed and one seed money project was closed. The remaining projects were in progress.

### **New Small Research Projects**

Banerjee, Bibek, "How Indian Consumers Perceive and Service Quality: Issues, Contingencies, and Marketing Implications."

Datta, Samar K., "Warana Bazar: A Case in Rural Marketing."

Datta, Samar K., "A Perspective on Farmer-Market Interface: A Follow-up Study of Selected Villages from West Bengal, Gujarat, and Maharashtra."

Girja Sharan, "Linear Systems Analysis Software (LinSys)."

### **New Seed Money Projects**

Chandra, Pankaj, "Manufacturing Futures Survey: Global Comparisons."

Datta, Samar K., "Understanding Rural Money Lenders: A Repeat Study of Two Villages from West Bengal."

Dholakia, R.H., "Spatial Dimension of Industrialization in India."

Gupta, Anand P., "Reforming Power Pricing in India."

Gupta, Ramesh, "Indian Investor at Crossroad."

Majumdar, Sauman, "Management of Electric Utility under Deficits."

Nambiar, R.G., "World Trade Organization (WTO) and India."

Patibandla, Murali, "International Trade and Long Term Economic Growth: Growth Strategies for India."

Patibandla, Murali, "Salient Features of Multinational Firms in India."

Ramachandran, K., Chapter for a book titled *Asian Advantage: Global Strategy for the Pacific Region*.

Ramachandran, K., "Fast Growth Companies: What Makes them Tick?"

Ramani, K.V., "Simulation of Hospital Systems."

Shukla, P.R., "Diffusion of Emerging Technologies: Policies for Long-Term Penetration of Renewable Energy Technologies in India."

Tripathy, A., "DEA in Development."

### **New Case Development Projects**

Basant, Rakesh and Chandra, Pankaj, "Patel Brass Works."

Chandra, Pankaj; Sastry, Trilochan; and Basant, Rakesh, "Standard Batteries Limited, Bombay."

Gandhi, Vasant, "Duncan Industries Ltd."

Gupta, Parvinder, "Understand the Change Process in Organizations."

Jain, Rekha and Raghuram, G., "Context of Private Sector Infrastructural Service Provider."

Manikutty, S. and Raghuram, G., "Airfreight Ltd."

Mukhopadhyay, Sipra, "Marketing Strategy."

Raghuram, G., "Integrated Supply Chain Management in Titan Industries Limited."

Raghuram, G., "Supply Chain Management in Madura Accessories."

Singh, J.P., "Study and Examine Issues in the Growth and Internationalization of a Medium Size Enterprise in India."

Sinha, Sidharth, "Infosys Technologies Limited."

### Large Research Projects Completed

Saha, Jahar and Shukla, P.R., "Technology, Practices, and Competitiveness in Textile Industry: A Multinational Study."

Tripathy, A. and Rama Rao, T.P., "Study on Computerization in Materials Management."

### Small Research Projects Completed

Datta, Samar K., "Warana Bazar: A Case in Rural Marketing."

Patibandla, Murali, "Domestic Market Structure Exports in a Developing Country: A Case of India."

### Seed Money Projects Completed

Gupta, G.S., "Forecasting National Aggregates."

Gupta, Ramesh, "Forward Markets in Securities."

Patibandla, Murali, "Economic Reforms and Institutions."

Patibandla, Murali, "International Trade and Long Term Economic Growth: Growth Strategies for India."

Verma, Pramod, "Occupational Wage Differentials in Engineering Industries: 1958-59 to 1987-88."

### Seed Money Project Closed

Dholakia, Ravindra H., "Spatial Dimension of Industrialization in India."

### Case Development Projects Completed

Dixit, M.R. and Raghuram, G. "Shipping Management."

Joseph, Jerome, "Origin, Growth, and Evaluation of the Family Business Group."

Raghuram, G., "Integrated Supply Chain Management in Titan Industries Limited."

Raghuram, G., "Supply Chain Management in Madura Accessories."

Ramachandran, K., "Elite Bread."

Ravichandran, N., "Madura Coats."

Sastry, Trilochan and Chandra, Pankaj, "Maruti Udyog Limited."

Verma, Pramod, "Human Resources Management in Multinational Corporations: A Case Series."

### Seminars

The Research and Publications Committee organized the following seminars during 1996-97.

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Professor Ross Chapman University of Western Sydney Australia	Continuous Improvement and Total Quality: Criteria and Guidelines for Success October 28, 1996
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Professor Noshir S. Contractor Professor of Speech Communication and Psychology University of Illinois at Urbana- Champaign	Unintended Consequences of Communication Technologies: The Case of the Internet and other Emerging Technologies December 18, 1996
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Professor Murali Patibandla IIM, Ahmedabad	The Policy Reforms, Evolution of Domestic Market Structure and Exports: A Study of Indian Engineering Industry February 27, 1997
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Professor Sebastian Morris IIM, Ahmedabad	Why Not Push for 9 per cent Growth April 15, 1997
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Dr. Ramgopal Agarwala Senior Advisor, Research and Information System for the Non-Aligned and other Developing Countries	China as Number 1: An Opportunity, Not a Threat June 30, 1997
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### Publications

*Vikalpa: The Journal for Decision Makers* has completed the twenty-first 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 the contributor's message in a lucid and jargon-free style.



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## Management Development Programmes

In 1996-97, the Institute offered 41 management development programmes for 1303 executives (1108 from the private sector and 195 from the public sector and government departments). Of the 41 programmes, five were regular general management programmes (see Table 1).

Thirteen new programmes were offered by the following areas/groups: Business Policy Area, 3; Centre for Management in Agriculture, 1; Computer and Information Systems Group, 2; Entrepreneurship Group, 1; Finance and Accounting Area, 1; International Management Group, 1; Personnel and Industrial Relations Area, 2; and Production and Quantitative Methods Area, 2 (for details, see Table 2).

Twenty-three other regular or repeat programmes were offered by the following areas/groups: Business Policy Area, 2; Centre for Management in Agriculture, 1; Computer and Information Systems Group, 4; Finance

and Accounting Area, 1; Industrial Policy Management Group, 1; International Management Group, 2; Marketing Area, 2; Organizational Behaviour Area, 2; Production and Quantitative Methods Area, 5; and Public Systems Group, 3 (for details, see Table 3).

Sector-wise distribution of participants in the general management programmes, new programmes, and regular/repeat programmes was as follows:

	No. of Programmes	No. of Participants		
		Public Sector	Private Sector	Total
General Management Programmes	5	6	307	313
New Programmes	13	50	242	292
Regular/Repeat Programmes	23	139	559	698
<b>Total</b>	<b>41</b>	<b>195</b>	<b>1108</b>	<b>1303</b>

**TABLE 1: GENERAL MANAGEMENT PROGRAMME**

	No. of Participants		
	Public Sector	Private Sector	Total
3-TP Middle Management Programme June 30 - July 27, 1996	—	111	111
3-TP Senior Management Programme August 18 - September 7, 1996	6	91	97
3-TP Top Management Programme January 20 - 25, 1997	—	32	32
Management Education Programme November 24, 1996 - April 5, 1997	—	37	37
Small and Medium Enterprises Programme April 6 - 19, 1997	—	36	36
	<b>6</b>	<b>307</b>	<b>313</b>

**TABLE 2: NEW PROGRAMMES**

New Programmes (area/group/centre)	No. of Participants		
	Public Sector	Private Sector	Total
Managing Services (Business Policy) August 16 - 17, 1996	4	19	23
Sustaining Success (Business Policy) October 10 - 12, 1996	—	24	24
Managing Strategic Change (Business Policy) April 28 - 30, 1997	5	18	23
Managing International Business in Agriculture (Centre for Management in Agriculture) October 14 - 19, 1996	2	16	18
Business on the Internet (Computer and Information Systems Group) October 7 - 8, 1996	9	8	17
Client/Server Technology: The New Direction in Computer Networking (Computer and Information Systems Group) April 14 - 19, 1997	15	13	28
Building Competitiveness in Small and Medium Enterprises (Entrepreneurship Group) September 23 - 28, 1996	1	25	26
Finance for Chief Executives (Finance and Accounting Area) February 8 - 9, 1997	—	34	34
Acquisition and Assimilation of Foreign Technology (International Management Group) February 17 - 19, 1997	4	16	20
Human Dimensions of Industrial Restructuring (Personnel and Industrial Relations Area) October 30 - November 1, 1996	3	9	12
Managing Negotiations in Industrial Relations (Personnel and Industrial Relations Area) December 2 - 4, 1996	6	13	19
Strategic Sourcing Management (Production and Quantitative Methods Area) November 4 - 6, 1996	—	32	32
Excellence in Manufacturing (Production and Quantitative Methods Area) January 6 - February 1, 1997	1	15	16
	50	242	292

**TABLE 3: REGULAR/REPEAT PROGRAMMES**

Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Strategies for Competitive Advantage (Business Policy Area) November 18 - 23, 1996	4	18	22
Business Process Reengineering (Business Policy Area) December 16 - 18, 1996	—	24	24
Agricultural Input Marketing (Centre for Management in Agriculture) January 27 - February 5, 1997	2	30	32
PC LANs (Computer and Information Systems Group) September 16 - 21, 1996	11	16	27

Programmes	No. of Participants		
	Public Sector	Private Sector	Total
Software Project Management and CASE (Computer and Information Systems Group) November 21 - 30, 1996	7	18	25
Computer Networks (Computer and Information Systems Group) January 27 - February 1, 1997	6	15	21
Software Export Management (Computer and Information Systems Group) April 7 - 12, 1997	–	15	15
Advanced Financial Management (Finance and Accounting Area) September 30 - October 5, 1996	9	43	52
Industrial Policy Planning and Development for IAS Officers (Industrial Policy Management Group) February 24 - 28, 1997	21	–	21
Japanese Management (International Management Group) August 11 - 14, 1996	2	12	14
International Business Strategies (International Management Group) October 14 - 18, 1996	2	16	18
Product Policy and New Product Management (Marketing Area) September 9 - 14, 1996	–	39	39
Advanced Data Analysis for Marketing Decisions (Marketing Area) December 9 - 14, 1996	–	25	25
Transformations of Organizations (Organizational Behaviour) September 23 - 28, 1996	5	26	31
Management of Excellence by Chief Executives (Organizational Behaviour) December 20 - 22, 1996	1	22	23
Innovative Practices in Manufacturing Management (Production and Quantitative Methods Area) August 5 - 10, 1996	1	37	38
Strategies for Materials Management Computerization (Production and Quantitative Methods Area) August 12 - 14, 1996	12	37	49
Logistics Management (Production and Quantitative Methods Area) September 9 - 14, 1996	–	56	56
Materials Management (Production and Quantitative Methods Area) September 16 - 21, 1996	10	45	55
Logistics and Supply Chain Management (Production and Quantitative Methods Area) December 9 - 14, 1996	1	46	47
Shipping Management (Public Systems Group) October 27 - November 2, 1996	9	19	28
Public Policy Analysis for IAS Officers (Public Systems Group) December 2 - 6, 1996	24	–	24
Middle Level Programme for IAS Officers (Public Systems Group) February 3 - 21, 1997	12	–	12
	139	559	698



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# Interdisciplinary Groups and Centres

## 1. CENTRE FOR MANAGEMENT IN AGRICULTURE

The Centre for Management in Agriculture (CMA) undertakes research, educational, and training programmes, and consulting in agriculture and allied sectors. An interdisciplinary team of 13 faculty members works in CMA. This year's activities in a nutshell are given below. For details, see Tables 1 to 7.

### Activities in Nutshell

#### Research

Studies completed (Table 1)	: 5
Studies in progress (Table 2)	: 3
New studies initiated (Table 3)	: 8

#### Teaching

Specialization Package in Agriculture (SPA)  
(Table 4)

Fellow Programme in Management (Agriculture)  
(Table 5)

Management Development Programmes (Table 6)

Programmes : 3

Seminar : 1

Conference : 1

#### Publications (Table 7)

Monographs published : 5

Monographs under print : 7

**TABLE 1: RESEARCH STUDIES COMPLETED**

	Faculty	Sponsor
Economic and Management Aspects of Cassava Cultivation and Processing in India	Gurdev Singh	Ministry of Agriculture
Application of Contract Theory to Sugar Manufacturing Enterprises	S.K. Datta	-do-
Agricultural Development Perspective for the Ninth Five Year Plan	B.M. Desai	-do-
Design and Management of Post-Harvest System of Perishables	Girja Sharan	-do-
Generating Market Outlook and Assessing Policy Impact for Cotton	Gopal Naik	-do-

**TABLE 2: RESEARCH STUDIES IN PROGRESS**

	Faculty	Sponsor
Agri-business Consumers and Product Purchase Behaviour	P.M. Shingi	Ministry of Agriculture
Private and Cooperative Initiatives in Extension for Agricultural and Social Development	P.M. Shingi	-do-
Computer Aided Optimization of Solar Box Cooker and Preparation of a Design Handbook	Girja Sharan	Gujarat Energy Development Authority

**TABLE 3: NEW STUDIES INITIATED**

	Faculty	Sponsor
A Study into Quality of Seed Used by Farmers	Gurdev Singh	Ministry of Agriculture
A Management Perspective for Sustainable Fisheries under Globalized Market Conditions	S.K. Datta	-do-
Strategy for Increasing Share of Indian FCV Tobacco in the World Exports	S.L. Bapna	-do-
A Study of International Trading of Indian Pepper Futures	Gopal Naik	-do-
Market and Technology: A Study of Farmer Product Selection Behaviour for Pesticides	S. Sinha	Centre for Management in Agriculture
	V. P. Gandhi	
International Trade in Tea: Competitiveness and Market Strategies	V.N. Asopa	-do-
Agricultural Finance: Text, Cases, and Exercises	B.M. Desai	-do-
Study on Adoption and Management Aspects of Farm Forestry in North-west India	V.P. Sharma	-do-



**TABLE 4: SPA COURSES**

	Instructor(s)
<b>Second Year-First Term</b>	
Strategy Formulation and Implementation-II	N. Ravichandran S. Manikutty M.R. Dixit B.M. Desai V.P. Gandhi Girja Sharan V.P. Gandhi Anil K. Gupta Indira Parikh Raghu Ananthanarayanan S. Banerjee Gopal Naik
Agricultural Development Policy Management of Agro-Industrial Projects System Analysis in Agriculture Marketing of Agricultural Inputs Management of Technological Change for Sustainable Agriculture Explorations in Role and Identity	
Research Methods in Agricultural Marketing	
<b>Second Year-Second Term</b>	
Legal Aspects of Business Management of Seed Production Finance for Agricultural Production and Marketing Environment Management	A.L. Shah Gurdev Singh B.M. Desai P.R. Shukla P. Pangotra S.K. Datta N. Ravichandran Gopal Naik S.K. Datta
Business Development Strategies for Agri-Commodity Systems Logistics Management for Agriculture Forecasting Techniques and their Applications in Agriculture Management of Cooperatives	
<b>Second Year-Third Term</b>	
Rural Advertising Agricultural Output Marketing International Trade in Agricultural Commodities Design and Dynamics of Development Organizations Managerial Oral Communication Business French	P.M. Shingi S.L. Bapna S.K. Datta Anil K. Gupta Brij Kothari Visiting Faculty
Nineteen students joined the first year of PGP (SPA) and twenty-three students moved to the second year.	
Twenty-three PGP (SPA) graduated and were awarded diploma during the 32nd Annual Convocation on March 29, 1997.	

**TABLE 5: FELLOW PROGRAMME IN MANAGEMENT (Agriculture)**

There was no student in the first year FPM (Agriculture).  
 Since there was no student in the second year, no FPM course was offered.  
 The title of Fellow of IIMA was conferred on three FPM (Agriculture) students during the 32nd Annual Convocation on March 29, 1997.

**TABLE 6: MANAGEMENT DEVELOPMENT PROGRAMMES**

	Duration	No. of participants
Second Summer School on Management of Common Property Resources	June 2 - 8, 1996	28
Managing International Business in Agriculture	October 14 -19, 1996	18
Agricultural Input Marketing	January 27 - February 5, 1997	32
National Seminar on Agricultural Development Perspective for the Ninth Five Year Plan	June 13 -15, 1996	50
International Conference on Creativity and Innovation at Grassroots for Sustainable Natural Resource Management	January 11 - 14, 1997	over 350

**TABLE 7: PUBLICATIONS****Monographs Published**

1. Bhupat M. Desai and N.V. Nambodiri, *Banking Credit for Farm Inputs Marketing Business: Macro Perspective and Micro Realities*, CMA Monograph No.173 (New Delhi: Oxford & IBH).
2. Girja Sharan, Arabinda Tripathy, and M. Krishna Kumar, *Simulation Model of a Urea Plant*, CMA Monograph No.174 (Ahmedabad: Indian Institute of Management).
3. Samar K. Datta and Sanjeev Kapoor, *Collective Action, Leadership and Success in Agricultural Cooperatives: A Study of Gujarat and West Bengal*, CMA Monograph No.168 (New Delhi: Oxford & IBH).
4. Gurdev Singh, S.P. Seetharaman, and S.N. Chokshi, *A Study into Production and Marketing of Jatropha curcas*, CMA Monograph No.169 (Ahmedabad: Indian Institute of Management).
5. Gurdev Singh and S.R. Asokan, *Management of Seed Production Activity*, CMA Monograph No.176 (New Delhi: Oxford & IBH).

**Monographs Under Print**

1. Ranjit Gupta and B.L. Tripathi, *Religious Pursuit and Material Growth: A Study of Shri Dharmasthala Manjunatheswara Kshetra*, CMA Monograph No. 170 (Ahmedabad: Indian Institute of Management).
2. D.D. Tewari, *Economics and Management of Non-timber Forest Products: A Case Study of Gujarat, India*, CMA Monograph No.175 (New Delhi: Oxford & IBH).
3. Gurdev Singh and S.P. Seetharaman, *Information System for Monitoring Survival Rate in Social Forestry Plantations*, CMA Monograph No. 177 (Ahmedabad: Indian Institute of Management).
4. S.P. Seetharaman, Gurdev Singh, and K.R. Pichholiya, *Understanding Fodder Marketing : A Study in Gujarat*, CMA Monograph No. 178 (Ahmedabad: Indian Institute of Management).
5. Bhupat M. Desai (ed.), *Agricultural Development Paradigm for the Ninth Plan under New Economic Environment*, CMA Monograph No.179 (New Delhi: Oxford & IBH).
6. Shashi Kolavalli, *User Participation and Incentives to Perform in Indian Irrigation Systems*, CMA Monograph No.180 (Ahmedabad: Indian Institute of Management).
7. S.R. Asokan and Gurdev Singh, *Economic and Management Aspects of Cassava Cultivation and Processing in India*, CMA Monograph No.181 (Ahmedabad: Indian Institute of Management).

## 2. CENTRE FOR REGIONAL MANAGEMENT STUDIES

A research project on "Operational Dynamics of a Tribal Sugar Cooperative : A Case Study" by Satish K. Bhakta, Research Associate, funded by the Centre was completed during the year. Another research project on "Status and Impact of Land Reforms and New Technology in Agricultural Development" by Professors Samar K. Datta and Bhupat M. Desai supported by the Centre has been completed.

Continuing its tradition of providing research support to FDP participants from Gujarat, the Centre awarded two fellowships during 1995-96 and one fellowship during 1996-97. The recipients were Dr. J.D. Jadeja, Mrs. Nilima C. Nair, and Dr. P.A. Joshi. During 1996-97, the Centre provided financial support to Dr. P.A. Joshi, Dr. V.K. Gangal, Mr. Anand Prasad, and Mr. P. Murali Krishna (all FDP participants) for their project work.

Another major activity was a one-day workshop on "Building Corporate-NGO Partnership in Gujarat," coordinated by Professor Anil Bhatt of the Public Systems Group.

## 3. COMPUTER AND INFORMATION SYSTEMS GROUP

### Papers in Journals/Working Papers

Jain, Rekha, "Key Constructs in Successful IS Implementation: South-East Asian Experience," *Omega International Journal of Management Science*, Vol.25, No.3, 1997, pp.267-84.

Jain, Rekha, "A Diffusion Model for Public Information Systems in Developing Countries," *Journal of Global Information Management*, Vol. 5, No.1, Winter 1997, pp.4-15.

Ramani, K.V.; Choung Sum Chee; Singh, Jasbir; and Tan Alfred, "American Electronics Ltd.," *Asian Case Research Journal*, Vol. 1, No. 1, January 1997, pp. 1-12.

Ramani, K.V., "An Interactive Computer Simulation Model for the Logistics Planning of Container Operations in Seaports," *Simulation Journal*, May 1996, pp. 291-300.

Rao, V.V. and Sridharan, R., "Primal and Lagrangian Heuristics for Minimum Weight Rooted Arborescence Problem," paper presented at the annual convention of the Operational Research Society of India, IIT, Mumbai, December 22-24, 1996.

Rao, V.V. and Sridharan, R., "Primal and Lagrangian Heuristics for Minimum Weight Rooted Arborescence Problem," Working Paper No. 1353, February 1997, Indian Institute of Management, Ahmedabad.

## Cases and Teaching Materials

Jain, Rekha, "IIS-Infotech."

Jain, Rekha, "Blue Dart." (revised)

Jain, Rekha; Rao, V.V.; Rama Krishnan, M.R.; and Bhatt, Ajay, "From IMPRESS to CONCERT."

Rama Rao, T.P., "The Micro Chip Revolution: Impact on Computers and Applications." (revised)

Rama Rao, T.P., "Management of Software Projects: Issues in Introduction of Methodologies and Tools." (revised)

Rama Rao, T.P., "A Note on Software Cost Estimation." (revised)

Rama Rao, T.P., "Software Size and Cost Estimations: Illustration."

Rama Rao, T.P., "Computer Model on Software Cost Estimation."

Rama Rao, T.P., "A Note on Structured Methodologies and Tools." (revised)

Ramani, K.V. and Bhatnagar, S.C., "Distribution of Essential Commodities," Indian Institute of Management, Ahmedabad.

Ramani, K.V., "Operational Planning of Passenger Trains."

Ramani, K.V., "Managing Container Operations in Seaports."

### Invited Lectures

Jain, Rekha, invited speaker at the UNIDO organized workshop on February 15, 1997.

Rama Rao, T.P., "IT Enabled BPR" and "Implementation Issues in IT Projects," Computer Society of India, Ahmedabad Chapter.

Ramani, K.V., "BPR Applications: Case Studies from Singapore," Graduate School of Management, University of Queensland, Brisbane, May 1997.

Ramani, K.V., "IT Applications for Economic Development," University of Western Sydney, Macarthur, New South Wales, May 1997.

Ramani, K.V., "Logistics Management of Container Operations," Dubai Ports Authority, Dubai, November 1996.

Ramani, K.V., "Computer Models for Container Port Operations," National University of Singapore, Singapore, May 1997.

Ramani, K.V., "IT Applications on the Service Sector: An Indo-Australia Perspective," business workshop on Enterprise Management in the Asia-Pacific Region: What is on the Horizon for Australia and India, New Delhi, October 29-30, 1996.

Rao, V.V., "From MRP-I to MRP-II to ERP," IEEE Computer Society, Gujarat Chapter, Baroda, October 12, 1996.

### **Talks/Presented Papers**

Bhatnagar, S.C., "IT Enabled Public Sector Reforms," keynote speech at the conference on Information Systems and the Public Sector, University of Manchester, June 29-July 2, 1997.

Bhatnagar, S.C., "Software Exports from India: Bridging the Person Power Gap, Information Technology for Competitiveness," delivered at the conference on Experiences and Demands for Education and Vocational Training, Florianopolis, Brazil, June 20-22, 1997.

Bhatnagar, S.C., "India's Software Industry: Prospects and Problems," Informatik, August 4, 1996.

Jain, Rekha, "Operationalizing a Regulatory Framework," paper presented at the workshop on Telecom Policy Research, Indian Institute of Management, Ahmedabad, February 28-March 1, 1997.

Jain, Rekha and Sastry, T., "Rural Telecom Services," paper presented at the workshop on Telecom Policy Research, Indian Institute of Management, Ahmedabad, February 28-March 1, 1997.

Jain, Rekha, "Telecom Regulation in India," paper presented at the seminar on Infrastructure Vision 2000, Mumbai, January 10-11, 1997.

Jain, Rekha, "Telecom Regulation for Development," paper presented at the International Institute of Communications, Munich, October 15-22, 1996.

Rama Rao, T.P., keynote speech at the National Management Convention on Global Information Access for Organizational Effectiveness, Baroda Management Association, Baroda.

Rama Rao, T.P., "Internet for Everyone," keynote speech, Computer Society of India, Baroda Chapter.

### **Coordinating Activities at the Institute and Outside**

Bhatnagar, S.C., coordinated a workshop on "Telecom Policy Research" held at the Indian Institute of Management, Ahmedabad, February 28 - March 1, 1997.

Bhatnagar, S.C. appointed as a resource person for evaluating collaborative project proposals received by the European Commission in a meeting held in Brussels in October 1996.

Bhatnagar, S.C. chaired a panel on Information Superhighway for DCs in IFIP World Congress, Canberra, September 1996.

Jain, Rekha chaired the Programme Committee during the BIT World Conference in 1997.

Rama Rao, T.P. invited to chair the programme committee for the 32nd annual convention of the Computer Society of India to be held in Ahmedabad during November 1997.

Rao, V.V., nominated as convenor of the publications committee of the annual convention of the Computer Society of India to be held in Ahmedabad during November 13-16, 1997.

Rao, V.V. participated as a resource person in the Commonwealth sponsored Regional Programme for Training of Information Analysts in Africa (REPTIAA-3), Institute of Computer Science, University of Nairobi, Nairobi, August 1996.

### **Research Projects/Papers**

Rama Rao, T.P., co-editor of *Manual for Marketing of Information Products and Services* (IDRC project).

Rama Rao, T.P., wrote a chapter in *Manual for Marketing of Information Products and Services* (IDRC Project, completed).

### **Positions Held**

Bhatnagar, S.C. invited to be a member of the high level committee for Electronic Industries, Government of Gujarat.

Bhatnagar, S.C. invited to be a member of the Advisory Council of the CMC Research Centre, Hyderabad.

Bhatnagar, S.C. invited to be a member of the Planning Commission task force on Strategies for Promotion of Computer Software Export Potential.

Rama Rao, T.P. appointed as GVFL's nominee director on the board of Gentech Business Systems Pvt. Ltd.

Rama Rao, T.P. was on the board for selection of senior IT professionals for Cadila Pharma and GII.

### **Visiting Scholar**

Ramani, K.V. invited as a visiting scholar in the Faculty of Business and Technology, University of Western Sydney, Macarthur, New South Wales, April-May 1997.

#### 4. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG), is the Institute's focal point for research, training, and organizational work relating to government and non-governmental organizations.

##### Completed Research Projects

Case writing on "Supply Chain Management"  
(two cases)

Case writing on "Shipping Management"  
(three cases)

Key Issues in Infrastructure Development and Financing  
(paper)

"City Monitor," a comparative study of four cities  
(Pune, Hyderabad, Bangalore, and Ahmedabad)

##### Management Development Programmes

###### Shipping Management Programme

PSG offered the fifth Shipping Management programme from October 27 to November 2, 1996. Twenty-eight participants attended.

###### Public Policy Analysis for IAS Officers

This programme, offered from December 2 to 6, 1996, was attended by twenty-four senior IAS Officers.

###### Middle Level Programme for IAS Officers

PSG offered this programme from February 3 to 21, 1997. Twelve IAS Officers participated.

##### Seminar

PSG, in collaboration with OXFAM and CII, organized a one-day workshop on "Building NGO-Corporate Partnership for Social Development" on February 7, 1997. More than sixty representatives from industry and business, NGOs, media, and academia participated.

##### Fellow Programme in Management (FPM)

One participant with specialization in PSG completed the requirements and was awarded the title of Fellow during the annual convocation on March 29, 1997. Six more students are in various stages of FPM. PSG offered the following courses in the second year of FPM:

Public Management

Public Finance

Management for Social Development Programme

Energy and Environment Policy

Seminar on Transportation Policy (new course)

##### Post-Graduate Programme (PGP)

PSG offered the following courses in the second year of PGP:

Environment Management

Infrastructure Management and Implications on Logistics

Services Management

Infrastructure Development and Financing (new course)

##### PSG Forum

PSG provides informal research-based interaction between faculty, FPM students, research staff, and academicians interested in public systems. During the year, the Forum met once.

Dr. Anand Patwardhan

Faculty, School of Management  
IIT, Mumbai

Integrated Assessment of  
Climate Change: Long Term  
Issues

November 8, 1996

##### Publications

Banerjee, D. and Shukla, P.R., "Benchmarking Manufacturing Performance: An Application to the Indian Automotive Component Manufacturing Industry," *International Journal of Operations and Quantitative Management*, Vol.2, No.2, 1996.

Basant, Rakesh and Majumdar, Saumen, "Trade Regimes and Productivity: Exploring the Impact of Tariff Policy on Firm Level Technology Strategies" in Basant, Rakesh (ed.), *Perspectives on Technological Change in India*, forthcoming.

Loulou, R.; Shukla, P.R.; and Kanudia, A., *Energy and Environment Strategies for a Sustainable Future: Analysis with the Indian MARKAL Model* (New Delhi: Allied Publishers, 1997).

Majumdar, Saumen, and Parikh, Jyoti, "Macro economically Consistent Energy Scenarios for India" in Parikh, Jyoti (ed.), *Energy Models for 2000 and Beyond* (New Delhi: Tata McGraw-Hill, 1996), pp.24-74.

Majumdar, Saumen and Parikh, Jyoti, "Energy Demand Forecasts with Investment Constraints," *Journal of Forecasting*, Vol. 15, 1996, pp. 459-76.

Majumdar, Saumen; Pandey, Rahul; and Shukla, P.R., "Operational Planning for Peak Electricity Problem: Policy and Modelling Analysis" in Shukla, P.R. (ed.), *Energy Strategies and Greenhouse Gas Mitigation: Models and Policy Analysis for India* (New Delhi: Allied Publishers, 1997), pp.141-67.

Majumdar, Saumen; R. Sridhar; and Parikh, Jyoti, "Inter-Utility Electricity Pricing for Optimal Capacity Utilization in Power Sector," *Energy Sources*, forthcoming.

Majumdar, Saumen; Sridhar, R.; and Parikh, Jyoti, "Marginal Cost of Electricity: A Probabilistic Formulation," *Energy Sources*, forthcoming.

Majumdar, Saumen and Shukla, P.R., "Electric Load Forecasting Using Artificial Neural Network and Deficit Management," *Energy Sources*, forthcoming.

- Majumdar, Saumen and Tiwari, Piyush, "Housing and Macro-Economy," presented at the India South Asia meeting of the Econometric Society, December 1996; accepted for publication in the *Journal of Policy Modelling*, forthcoming.
- Manikutty, S.; Raghuram, G.; and Rao, V. Venkata, "Simulation Models to Evaluate Railway Policies" in Rosenhead, J. and Tripathy, A. (eds.), *Operational Research for Development* (New Delhi: New Age International, 1996).
- Manikutty, S., "The Railway Budget: Just an Anachronism or an Obstacle to Progress?" *Vikalpa*, forthcoming.
- Manikutty, S., "Entering the Twenty First Century: Cold Realities and Hard Choices" in Verma, K.B. (ed.), *Essays in Railway Finance*, forthcoming.
- Manikutty, S., "Community Participation: So What? Evidence from a Comparative Study of Two Rural Water Supply and Sanitation Projects in India," *Development Policy Review*, forthcoming.
- Mavalankar, D.V.; Satia, J.K.; and Sharma, B., "Experiences and Issues in Institutionalizing Qualitative and Participatory Research Approaches in Government Health Programme," in a book edited by de Konig Korrie, and Martin, Marion (eds.) (London: Zed Books, 1996), pp.216-28.
- Mavalankar, D.V., "Current Problems of Family Welfare Programme Administration and Principles and Techniques of Management Applicable to Family Welfare and Reproductive Health Programmes" in Srinivasan, K. (ed.), *Population Policy and Reproductive Health* (New Delhi: Population Foundation of India, 1996), pp. 286-304.
- Shukla, P.R., "The-Modelling of Policy Options for Greenhouse Gas Mitigation in India," *AMBIO*, Vol. 25, No.4, 1996.
- Shukla, P.R., and Pangotra, P., "Sustainable Micro-Watershed Development: A Multiple Objective Planning Model with Application" in Tripathy, A. (ed.), *OR and Development* (New Delhi: New Age Publishers, 1996).
- Shukla, P.R., "Wood Energy and Global Climate Change," *Wood Energy News*, Vol. 11, No.3, September 1996.
- Shukla, P.R., (ed.) *Energy Strategies and Greenhouse Gas Mitigation: Models and Policy Analysis for India* (New Delhi: Allied Publishers, 1997).
- Conference Papers/Presentations**
- Majumdar, Saumen, presented a seminar on "Scheduling of Generating Units and Interruptible Load Management for Electric Utilities" at the Indian Institute of Management, Ahmedabad, in November 1996.
- Majumdar, Saumen; Chattopadhyay, D.; and Parikh, Jyoti, "Power System Planning Incorporating Financial and Operational Aspects" in Ghosh, Arindam (ed.), *Proceedings of the Ninth National Power Systems Conference (NPSC'96) II* (New Delhi: Allied Publishers, 1996), pp. 590-94.
- Majumdar, Saumen and Shukla, P.R., "Electric Load Forecasting and Deficit Management: An Algorithmic Approach" in Ghosh, Arindam (ed.), *Proceedings of the Ninth National Power Systems Conference (NPSC'96)* (New Delhi: Allied Publishers, 1996), pp.175-79.
- Manikutty, S., "My Mind is Made Up, Do not Confuse Me with Facts: An Analysis of Bureaucracies and Use of Local Knowledge," paper presented at the International Conference on Creativity and Innovation at Grassroots for Sustainable Natural Resource Management, Indian Institute of Management, Ahmedabad, January 11-14, 1997.
- Mavalankar, D.V., "India's Efforts at Child Health: Past, Present, and Implications for Future," paper presented at team residency on the Political and Cultural Dimensions of International Health Policy: Lessons from the Child Immunization Initiative, Bellagio Study and Conference Centre, Rockefeller Foundation, Italy, February 1997.
- Pangotra, Prem, two guest lectures on "Environmental Impact Assessment," School of Planning, Ahmedabad, March 26, 1997.
- Raghuram, G., "IT Applications in the Indian Railways," workshop on IT in Railways, Indian Institute of Technology, Mumbai, and Tata Unisys Limited, Mumbai, April 1996.
- Raghuram, G., "Issues in Logistics Management: Case Study of India," INFORMS Conference, Washington DC, May 1996.
- Raghuram, G., "A Framework for Shipping Policy for India," Marine Maritime Academy, Castine, May 1996.
- Raghuram, G., "OR in Transportation," plenary session address, 29th Annual Convention of the Operational Research Society of India, Mumbai, December 1996.
- Raghuram, G., "Privatization of Ports: A Framework for Governmental Action," workshop on Infrastructure, Indian Merchants Chamber, Mumbai, January 1997.

Raghuram, G., "Implementing an Integrated Supply Chain," workshop on Configuration of a Transit Hub at Nagpur, CII, Mumbai, February 1997.

Shukla, P.R., "When and Where Aspects of Climate Change Mitigation Actions: A Developing Country Perspective," *Proceedings of the IPCC Symposium on Integrated Assessment Process*, Toulouse, France, October 24-26, 1996.

Shukla, P.R., "Biomass Energy in India: Policies and Prospects," *Proceedings of the Workshop on Biomass Energy: Key Issues and Priority Needs*, International Energy Agency (IEA), Paris, February 3-5, 1997.

Shukla, P.R., "Socio-Economic Dynamics of Developing Countries: Some Ignored Dimensions in Integrated Assessment," *Proceedings of the IPCC Asia-Pacific Workshop on Integrated Assessment Models*, Tokyo, March 10-12, 1997.

Morita, T.; Shukla, P.R.; and Camarone, O.K., "Epistemological Gaps Between Integrated Assessment and Developing Countries," *Proceedings of the IPCC Asia-Pacific Workshop on Integrated Assessment Models*, Tokyo, March 10-12, 1997.

Shukla, P.R., "Implications of Proposed Emissions Limitations for Developing (Non-Annex I) Countries," presented at the International Conference on International Environmental Agreements on Climate Change, Venice, May 1997.

### **Other Activities**

(Bhatt, Anil)

Member, High Power Committee of Thapar Institute of Engineering and Technology, Patiala

Member, Board of Studies and Faculty of Arts, M.S. University of Baroda

Member, Editorial Board, *Nirnay*, Sardar Patel Institute of Public Administration (Government of Gujarat), Ahmedabad

Member, Advisory Committee, OXFAM (Western India)

Director, Electro Printers Ltd., Baroda

Founder Trustee of DISHA, SETU, EKLAVYA, and PATHEY

Director, Saline Area Vitalization Enterprise, Ahmedabad

(Mavalankar, D.V.)

Technical Advisory Group Member of Mother Care Project, funded by USAID.

Member, Programme Advisory Committee, National Institute of Health and Family Welfare, New Delhi.

(Raghuram, G.)

Elected Vice-President of the Operational Research Society of India (1996-97)

Developed a shipping policy paper on behalf of the Indian National Shipowners' Association.

Coordinated training efforts for the Indian Railways (Railway Staff College) and the Department of Post.

### **5. RAVI MATTHAI CENTRE FOR EDUCATIONAL INNOVATION**

During 1996-97, the Ravi J. Matthai Centre for Educational Innovation (RJMCEI) worked as a resource institution for the Government of Gujarat to implement the DPEP-II programme. The Gujarat Council of Educational Research and Training sponsored a study under the DPEP-II programme for a rapid assessment of the strategies for in-service training of primary schools teachers in Gujarat. The study has since been completed. The faculty also served as experts in appraisal and evaluation missions of the government of India and the World Bank under DPEP-II.

#### **Research Projects**

Management of Innovations in School: Identifying the Facilitating and Inhibitory Factors

Same Language Subtitling: Literacy Through Popular Culture (partial funding by UNICEF).

#### **Kayakalp**

During the year, RJMCEI published the second and third issues of *Kayakalp* which seeks to document, analyse, share, and disseminate innovative practices in higher education.

### **International Programme on Management of Higher Educational Institutions**

The Commonwealth Secretariat, London, has accepted the proposal of RJMCEI to sponsor an international programme on management of higher educational institutions. Preparatory work for the programme to be offered in September 1997 has already commenced and several case studies in the context of the Commonwealth countries are being developed.

### **Institutional and other Support**

The RJMCEI faculty provided institution building support to several educational institutions and non-governmental organizations, and taught in PGP, FPM, and FDP.

### **6. INTERNATIONAL MANAGEMENT GROUP**

The International Management Group (IMG) was set up to provide an international edge to the Institute's activities through courses in PGP, FPM, and MDPs, cases, and research.

#### **PGP Courses**

- International Business Management
- Managing Imports and Exports
- Corporate Leadership and International Growth

#### **MDPs**

Acquisition and Assimilation of Foreign Technology (in association with the Department of Scientific and Industrial Research)

- Japanese Management
- International Business Strategies

#### **Cases Registered**

Morris Electronics Ltd. (brings out issues related to general management, competitiveness, continuous improvement, and international technology transfer)

### **Conferences/Seminars**

Singh, J.P., Elite Groups and the Management of World Problems, Gummersbach, West Germany, August 16-23, 1996.

### **Research Projects and Publications**

Chaudhuri, Shekhar and Ray, Sougata, "The Competitiveness Conundrum: Literature Review and Reflections," Working Paper No.1347, Indian Institute of Management, Ahmedabad.

Chaudhuri, Shekhar and Kumar, Sunil, "Human Development in India: A Macro Perspective," Working Paper No.1348, Indian Institute of Management, Ahmedabad.

Chaudhuri, Shekhar, "Industry-TI Relationship in India: Select TI Case Studies and Implications," Working Paper No.1355, Indian Institute of Management, Ahmedabad.

Singh, J.P., *Management Perspectives* (international edition), Association of Professional Engineers, Scientists, and Managers, and Deakin University.

### **IMG Forum**

IMG Forum provides informal interaction within the IIMA academic community and with invited speakers. The Forum invited General A.B. Masih to deliver a talk on "Changing International Socio-Economic and Political Scenario."





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IIM  
AHMEDABAD

## 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 the following courses in PGP and FDP:

Strategy Formulation and Implementation-I and II

International Business Management (jointly with the International Management Group) Leadership, Vision, Meaning, and Reality

New Venture Management (jointly with Entrepreneurship Group)

The following new courses were offered in PGP:

Information Technology and Competitive Advantage (jointly with Computer and Information Systems Group)

Business Process Reengineering

The area facilitated the running of the following courses:

#### PGP

Written Analysis and Communication  
Managerial Oral Communication  
Corporate Tax Planning  
Legal Aspects of Business

#### FDP/FPM

Communication for Management Teachers  
Business Policy

### Publications

Manikutty, S., "Environment Change and Organizational Response" in Chaturvedi, Abha and Chaturvedi, Anil (eds.), *The Sociology of Formal Organizations* (New Delhi: Oxford University Press, 1995).

Korwar, Ashok, *Crossing the Seven Seas*, forthcoming.

### Conference Papers

Manikutty, S., "Telecom Services in Urban and Corporate Segments: A Consumer Perspective," paper presented at the workshop on Telecommunications Policy Research, IIMA, February 28-March 1, 1997

### Cases

Korwar, Ashok, "National Office Automation Company."

Korwar, Ashok, "Polar Air Conditioners."

Korwar, Ashok, "Blow Hot Blow Cold Electric Company."

Chaudhuri, Shekhar, "Morris Electronics Ltd." (under development)

### Research Projects Completed

Project on Telecommunications Policy sponsored by the Canadian International Development Agency.

### Management Development Programmes

Three new programmes were offered during the year:

Sustaining Success

Information Technology for Competitive Advantage  
Managing Services

It also offered the following programmes :

Strategies for Competitive Advantage  
Business Process Reengineering

### 2. Economics

In the Post-Graduate Programme, the Economics area offered Economic Analysis and Economic Environment and Policy (I and II) as compulsory courses in the first year. The area offered the following elective courses in the second year: Economic Analysis for Business Planning, Project Planning for Industrial Development, International Banking and Finance, Multinationals and the International Economy, and International Trade and Finance. In addition, the area faculty offered four project courses and courses of independent study.

During the year, one student completed the Fellow Programme in Management and five students were in advanced stages.

The area organized four seminars.

### 3. Finance and Accounting

In the first year of PGP, the area offered four courses: Management Accounting and Control I and II, and Finance I and II.

In the second year of PGP, the area offered the following elective courses: Futures, Options, and Risk Management; Investment and Portfolio Management; International Financial Management; Strategic Financial Management, and Mergers, Acquisitions, and Corporate Restructuring.

### 4. Marketing

The Marketing area offered two compulsory core courses in marketing to the first year students of the Post-Graduate Programme. In the second year of the Post-Graduate Programme, the area offered elective courses such as Consumer Behaviour, Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, Sales Distribution and Management, and International Marketing. The area offered independent project courses to the second year students of the Post-Graduate and Fellow Programmes.

The area faculty participated in various management development programmes offered by the Institute. This was in addition to the programmes on Product Policy and Management and Advanced Data Analysis for Marketing Decisions offered by the Marketing area jointly with the Production and Quantitative Methods area. The faculty developed several case studies covering a wide range of product-market situations and organizations, presented papers in seminars, and published articles relating to key issues in marketing management.

The area organized four seminars by visiting scholars from abroad during the year.

### 5. Organizational Behaviour

The Organizational Behaviour area offered compulsory and elective courses in the Post-Graduate Programme. The area also offered regular FPM courses during the year.

The following MDPs were offered during 1996-97:  
Transformation of Organizations: A Response to Change (Coordinator: Professor Indira J. Parikh)  
Management of Excellence (Coordinator: Professor P.N. Khandwalla) (offered twice)

The area faculty were involved in research on leadership, management of excellence, cognitive processes in executive decision making, executive stress, business ethics, etc.

### Honours

**Professor P.N. Khandwalla** was appointed a trustee of the India Brand Equity Trust set up by the Ministry of Commerce, Government of India. He was appointed as member of the editorial boards of Journal of the *Human Values and Manas*. He was delivered the Vidyasampann lecture for the graduating students of the Dharmsinh Desai Institute of Technology, Nadiad.

He presented an invited paper on "Thorny Glory: Towards Organizational Greatness" at the symposium on Organizations of Courage and Wisdom at the Weatherhead School of Management, Case Western Reserve University, Cleveland. He also gave seminars at the Katz School of Business at the University of Pittsburgh, Northeastern University, Chicago campus, and the School of Business at the University of Illinois at Champaign-Urbana.

**Professor D.M. Pestonjee** was invited by the College of Defence Management, Secunderabad, to conduct sessions on Executive Stress and Measurement and Testing for defence personnel on September 28, 1996. He was invited speaker at the CDM 1996 Seminar on "Total Quality Leadership" which was held on December 9, 1996. The theme of the presentation was "Stress Management for Total Quality Leadership." The seminar was inaugurated by General S. Roychoudhary, the Chief of Army Staff.

The Gurukul Kangri University, Haridwar, specially honoured Professor Pestonjee for contributions in the field of applied psychology, during the second Asian and 33rd National Conference of the Indian Academy of Applied Psychology on February 26-28, 1997. He presented two papers and presided over a session at this conference.

### 6. Personnel and Industrial Relations

The area participated in the Post-Graduate, Fellow, Faculty Development, and Management Development programmes of the Institute. Faculty shortage is acutely hampering the area's activities.

### 7. Production and Quantitative Methods

The Production and Quantitative Methods area offered courses on operations management and quantitative methods in PGP and FPM during the year.

The area offered a course on Real Analysis as an elective in the Fellow Programme in Management. The area also contributed to the Faculty Development Programme through a course on Statistics for Management.

The following MDPs/workshops were offered during 1996-97:

- Innovative Practices in Manufacturing Management
- Workshop on Strategies for Materials Management Computerization
- Logistics Management
- Materials Management
- Strategic Sourcing Management
- Logistics and Supply Chain Management
- Programme on Excellence in Manufacturing (PEM)

PEM is a long duration programme offered by the area for the first time. It is targeted at mid-level manufacturing executives.

### Seminars

The area organized the following seminars:

<b>Topic</b>	
Dr. R. Chandrasekaran University of Texas at Dallas	On-Line Algorithms for Scheduling Problems August 13, 1996
Dr. Kampan Mukherjee Department of Industrial Engineering and Management Indian School of Mines Dhanbad	Multiple Criteria Decision Analysis in Project Selection for Mining Industry: Some Methodological Issues November 18, 1996
Dr. Joydip Mitra Institute of Management Technology Ghaziabad	Small Area Estimation Using Unified Theory April 8, 1997



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## Alumni Relations And Activities

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### IIMA Alumnus

Three issues of the *IIMA Alumnus* were published during 1996-97. The issues carried special reports on IIMA's Response to the Changing Business Environment, International Conference on Creativity and Innovation at Grassroots for Sustainable Natural Resource Development (held on the campus during July 11 - 14, 1996), and the silver jubilee reunion of the 1971 batch of PGPs. Also included were special interviews with Mr. Adi Godrej, Managing Director, Godrej Soaps Ltd., the outgoing Director Professor Pradip Khandwalla, and the new Director Professor Jahar Saha. The *Alumnus* issues covered major activities on the campus as well as the activities organized by the chapters and carried news about alumni.

### Chapter Activities

The Innovative Management Award instituted by the Ahmedabad Chapter in 1992 has aroused a lot of interest and awareness. The award for 1996 was presented to the Ahmedabad Municipal Commissioner, Mr. Keshav Verma, in recognition of his outstanding, pioneering, and innovative management practices in the field of public management on August 4, 1996. The Chapter organized talks, and counselling and guidance sessions for the entrance examinations for IIMs. It has brought out in 1996 a directory of the Chapter containing profiles of 128 members.

The Delhi Chapter organized a dinner get-together on October 26, 1996, at the Gymkhana Club, which was attended by about 500 alumni and spouses. The Chapter has brought out a Directory of the Chapter, containing addresses of over 400 alumni. It organized panel discussions on "Dharma as a New Business Value" and "Vision of India in the year 2001" and an interactive get-together with Ms. Kiren Bedi, IGP, and Mr. Vineet Narain, editor of *Kalchakra*.

The Pune Chapter had a dinner get-together on August 10, 1996, at Hotel Pride Executive, followed by a talk on "Experience of Running a Joint Venture."

### Alumni Reunions

Thirty-six alumni of the class of 1971 along with their spouses celebrated the silver jubilee of their batch on December 6-8, 1996, on the campus. The alumni were happy to meet the faculty who had taught them in PGP during 1969-71.

The batch of 1972 organized a reunion on December 26 and 27, 1996, at Hotel Guestline Days, Attibele, about 40 km from Bangalore. Thirty-seven alumni with their families attended the reunion. Five from the United States and Canada and one from the Middle East had specially flown in for the reunion.



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## Vikram Sarabhai Library

During the year, additions to the library's collection were as shown below:

Books	2564	Rs. 11,50,066
Periodicals	600	Rs. 31,50,632

In addition, 28 video cassettes on management were added to the collection. The collection of books at the end of the year stood at 1,37,205. Publications issued and returned were 15,545 and 10,761 respectively. A large number of articles and book chapters were photocopied by the users.

### Library Automation

About 15,000 records were added to the database of journal articles, selected articles, features, news-items from the *Economic Times* and *Financial Express*, and current additions of books. The records of newspaper items for 1991, 1992, and 1993 have been kept as back-up for future use.

During the year the library network was established and the database search service was provided to members on three nodes kept in the library. The service was also available to the students, faculty, and MDPs on their respective LANs and was heavily used by them.

The library acquired the databank called Capitaline Ole and Capita Stock (developed by Capital Market). This has enhanced the quality and coverage of information on business and industry already provided by CIMM (Corporate Information on Magnetic Media) developed by CMIE.

Facility to access the Internet with NetScape browser was set up in the library. A multimedia machine was also set up for playing CDs available in the library.

Overall computing facilities were upgraded in terms of additional nodes and faster access by increasing the storage capacity and RAM of the library server.

### Index and Bibliographic Services

The following computer based services were offered:

- 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 Local Area Network

Information on the issue and return records of the faculty was provided on LAN. Access to the following updated CD-ROM based databases and local database called VSLDATA was continued on the LAN:

- ABI/Inform
- F & S Predicasts
- Econlit

### Photocopying Facility

A self-operated photocopying machine has been installed for the benefit of students and faculty and is available during the library hours.

### Library Hours

The library closing time was extended to 2.00 a.m. following demands from students for extended working.

### Research for Product Design and Test Marketing of Management Information

Under the project, a computer based client management system has been developed and plans for conducting test marketing in Pune and Ahmedabad were drawn up.

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

The draft of the manual was tested in August 1996 at a workshop at the Institute. The feedback received during the workshop has been made use of in the preparation of the final draft.

### National Information Centre on Management

On November 29, 1996, the National Information Centre on Management was formally inaugurated. A large number of students, faculty, and professionals attended the function.

### Staff Matters

Mr. U.P. Pandya, Professional Assistant, attended the fourth National Convention CALIBER 97 on "Libraries in India with Emphasis on Network Services and Information Sharing" organized by INFLIBNET at Patiala in March 1997.



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## Grant-in-Aid

The Institute received grant-in-aid of Rs.11,47,88,000 during 1996-97 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, Ahmedabad				
Non-Plan	-	8,77,88,000 *	4,01,67,000	-
Transfer to Endowment Fund	-	-	4,76,21,000	-
Plan	-	2,70,00,000 **	75,00,000	1,95,00,000

\* Includes Rs.358.60 lakh as maintenance grant for the year 1996-97, Rs.428.57 lakh being matching grant for 1995-96, Rs.90.71 lakh being special grant under 'force-majeure'.

\*\* Includes Rs.195.00 lakh as special grant for International Management Centre.



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## Welfare Activities

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### Medical Camps

The Welfare Committee organized a general medical check-up camp in March-April 1996. One hundred and twenty-two members of the community had check-ups. For women, a gynaecology camp was organized, where 54 women had gynaecological check-ups. One hundred and seventy-seven members of the community attended the blood test camp.

A second round of the camp was organized on March 1, 1997, for women in the age group of 40-45 years and for those who could not attend the camp meant for women in the age group of 45-50 years.

A dental care camp for 67 children between 5 and 12 years was organized on February 23, 1997.

The community welcomed these activities and fully cooperated in the successful conduct of the camps.

### Creative and Educational Activities

In July 1996, the Welfare Committee introduced classes for Carnatic vocal music on demand from the community. Classes on keyboard, guitar, tabla, and yoga received very good response from the community.

Thirty-eight children of the community participated in six-week summer classes conducted by PTA in basic and advance computers, spoken and written English at junior and senior level, drawing and painting, origami, etc.

### Distribution of Educational Materials

Three hundred and sixty children of 240 employees benefited from the scheme of distribution of free text-books and notebooks. From this year, the Committee has extended the scheme to cover eleventh and twelfth standards. It decided to buy a few copies of essential text-books required by children studying for their degree courses. These books would be kept in the Welfare Library and could be borrowed for a limited period by those interested.

### Welfare Committee Library

During the year 58 new books in Gujarati and English were added to the library collection.

### Institute's Annual Day

Forty-eight children of the community were awarded cash prizes, certificates, books, and special awards for meritorious achievements in examinations.

### Other Activities

The Committee received flags on the occasion of the Blind Men's Association Day for distribution and collection of donation. The Committee collected Rs.1400 and deposited it with the National Association for the Blind.

On November 12, 1996, like previous years, the Committee organized a get-together to celebrate New Year which was attended by a large number of community members.

The children park was renovated, creating better conditions for play.





## **APPENDICES**



**APPENDIX 1: MANPOWER GROWTH**

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1986-87	86	64	579	4	733
1987-88	84	65	561	6	716
1988-89	82	78	542	4	706
1989-90	83	70	535	14	702
1990-91	81	60	537	16	694
1991-92	83	63	529	5	680
1992-93	81	60	521	4	666
1993-94	74	49	516	5	644
1994-95	77	50	504	13	644
1995-96	74	52	482	22	630
1996-97	75	52	473	20	620

**APPENDIX 2: POST-GRADUATE AND FELLOW PROGRAMMES**

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
1986-87	368	44	412
1987-88	370	34	404
1988-89	375	27	402
1989-90	395	40	435
1990-91	377	37	414
1991-92	367	45	412
1992-93	372	40	412
1993-94	389	60	449
1994-95	391	58	449
1995-96	382	54	436
1996-97	391	51	442

**APPENDIX 3: CASES, RESEARCH, AND CONSULTING**

Year	Case Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed (Cumulative)
1986-87	2320	368	364
1987-88	2358	380	429
1988-89	2410	390	481
1989-90	2446	415	528
1990-91	2496	465	553
1991-92	2544	489	582
1992-93	2564	511	620
1993-94	2644	523	845
1994-95	2686	550	1169
1995-96	2715	564	1429
1996-97	2773	585	1471

**APPENDIX 4: INDUSTRY, FACULTY MEMORIAL, AND OTHER SCHOLARSHIPS - 1995-96**

<b>Name of Recipient</b>	<b>Name of Scholarship Awarded</b>	<b>Amount (Rs.)</b>
<b>First Year (1995-97 Batch)</b>		
<b>Merit Scholarship</b>		
<b>Industry</b>		
E.K. Rajeev	Mr. J R D Tata	50,000.00
Rajeev Leekha	SBI Mutual Fund	50,000.00
Rajat Bhargava	VST Industries Ltd.	50,000.00
Sandeep Gupta	Larsen & Toubro Ltd.	20,000.00
Lavmeet Singh Hora	Surrendra Paul	6,500.00
Aarti Gulati	AUDCO India Ltd.	3,500.00
<b>PGP Students' Sponsored Scholarship</b>		
Sandeep Singh	PGP Batch 1987	3,000.00
<b>Faculty Memorial Scholarship</b>		
Ashish Mittal	Professor Warren Haynes	3,000.00
<b>Merit-cum-Means Scholarship</b>		
<b>Industry</b>		
Chetan Bhagat	Mather & Platt (I) Ltd.	50,000.00
Rajiv Gupta	Telco	50,000.00
Sachindra Rudra	Alpine Industries Ltd.	40,000.00
Abhishek Malhotra	Mafatlal Industries Ltd.	40,000.00
Bhupin Gupta	Tata Steel	40,000.00
Ruchira Shukla	Alpine Industries Ltd.	20,000.00
Naresh Priyadarshi	Castrol India Ltd.	20,000.00
Shobhit Agarwal	Core Healthcare Ltd.	20,000.00
Puneet Agarwal	Larsen & Toubro Ltd.	20,000.00
<b>Second Year (1995-97 Batch)</b>		
<b>Merit Scholarship</b>		
<b>Industry</b>		
EK Rajeev	SBI Mutual Fund	50,000.00
Rajat Bhargava	Unilever	40,000.00
Sandeep Gupta	Larsen & Toubro Ltd.	20,000.00
Chetan Bhagat	Surrendra Paul	6,500.00
Aarti Gulati	AUDCO India Ltd.	3,500.00
<b>PGP Students Sponsored Scholarship</b>		
Lavmeet Singh Hora	IIMA Silver Jubilee	3,000.00
<b>Faculty Memorial Scholarship</b>		
Rishi Bansal	Professor B.K. Hegde	3,000.00
<b>Merit-cum-Means Scholarship</b>		
<b>Industry</b>		
Arjun Saxena	Telco	50,000.00
Shobhit Agarwal	Mafatlal Industries Ltd.	40,000.00
Bhupin Gupta	Core Healthcare Ltd.	20,000.00

## APPENDIX 5: BOARD OF GOVERNORS

### Chairperson

I.G. Patel  
Baroda

P. G. Mankad  
Secretary (ID & PE)  
Department of Public Enterprises  
New Delhi

S. Sathyamoorthy  
Financial Adviser  
Ministry of Human Resources Development  
Department of Education  
New Delhi

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

Anil Gupta  
Chairman  
Hotline Group of Companies  
New Delhi

Ashok Bhatia  
Additional Chief Secretary (Personnel)  
General Administration Department  
Government of Gujarat  
Gandhinagar

S.G. Mankad  
Secretary  
Education Department  
Government of Gujarat  
Gandhinagar

S.K. Khanna  
Sir M. Visvesvaraya National Chair Professor  
Indian Institute of Technology  
New Delhi

Hrishikesh A. Mafatlal  
Mafatlal Industries Ltd.  
Mumbai

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

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

Prafull Anubhai  
Chief Executive  
Arohi Consultants Pvt. Ltd.  
Ahmedabad

Ramesh B. Baheti  
Executive Chairman  
Steel Tubes of India Group  
Indore

Vijaypat Singhania  
Chairman and Managing Director  
Raymond Limited  
Mumbai

Ram S. Tarneja  
Chairman  
BOI Mutual Fund  
Mumbai

Shyam S. Bhartiya  
Managing Director  
Vam Organic Chemicals Ltd.  
New Delhi

C.R. Shah  
Director  
Torrent Group of Companies  
Ahmedabad

S.S. Sharma  
Director-General  
National Productivity Council  
New Delhi

B.M. Desai  
Indian Institute of Management  
Ahmedabad

Manubhai D. Shah  
Managing Trustee  
Consumer Education Research Centre  
Ahmedabad

Prem P. Gupta  
Chairman  
Meta Group India  
New Delhi

Shrenik Kasturbhai  
Managing Director  
Anil Starch Products Ltd.  
Ahmedabad

Elaben R. Bhatt  
Founder  
Self-Employed Women's Association (SEWA)  
Ahmedabad

Jahar Saha  
Director  
Indian Institute of Management  
Ahmedabad

### Secretary

A.K. Dua  
Indian Institute of Management  
Ahmedabad

## APPENDIX 6: MEMBERS OF IIMA SOCIETY

A. Prasad, IAS  
Managing Director  
Ahmedabad Electricity Co. Ltd.  
Ahmedabad

Dr. Biharilal Kanaiyalal  
Ahmedabad Kaiser-I-Hind Mills  
Ahmedabad

C.R. Amin  
Managing Director  
Alembic Chemical Works Co. Ltd.  
Baroda

Bipin Chandulal  
Sandip Bipin  
Ahmedabad New Cotton Mills Co. Ltd.  
Ahmedabad

Nitin J. Nanavaty  
Managing Director  
Aparva Containers Pvt. Ltd.  
Ahmedabad

Shripal Chinubhai Sheth  
Anil Starch Products Ltd.  
Ahmedabad

Arvind N. Lalbhai  
Arvind Mills Ltd.  
Ahmedabad

Arvindbhai N. Lalbhai  
Sanjaybhai S. Lalbhai  
Arvind Polycot Ltd.  
Ahmedabad

Managing Director  
Shri Arbuda Mills Ltd.  
Ahmedabad

C.K. Choksey  
Asian Paints India Ltd  
Mumbai

Arvind N. Lalbhai  
The Asoka Mills Ltd.  
Ahmedabad

Dr. S. Ganguly  
Executive Vice-Chairman and Managing Director  
The Associated Cement Cos. Ltd.  
Mumbai

Siddharth K. Lalbhai  
Sunil S. Lalbhai  
Manan N. Lalbhai  
Dr. K.A. Aparajithan  
Atul Limited  
Atul

Rahul Bajaj  
Chairman and Managing Director  
Bajaj Auto Ltd.  
Pune

Raj K. Gupta,  
Chief Executive  
Audco India Ltd.  
Chennai

K.K. Nanjwani  
General Manager  
Bakubhai Ambalal Pvt. Ltd.  
Ahmedabad

K.V. Krishnamurthy  
Executive Director  
Bank of Baroda  
Mumbai

K.K. Verma  
General Manager (Human Resources Management)  
Bank of Baroda  
Mumbai

S.T. Gadre  
General Manager  
Bank of India  
Ahmedabad

Chairman and Managing Director  
Bharat Earth Movers Ltd.  
Bangalore

Chairman and Managing Director  
Bharat Heavy Electricals Ltd.  
New Delhi

Subodh Chaturbhujdas  
Ahmedabad

Manager  
Bharat Vijay Mills Ltd.  
Kalol

H.C. Bijawat  
Bombay Dyeing and Mfg. Co. Ltd.  
Mumbai

M. Oeschger  
Managing Director  
Brooke Bond India Ltd.  
Bangalore

M.V. Murugappan  
Managing Director  
Carborundum Universal Ltd.  
Chennai

A.K. Sequeira  
General Manager (HRD)  
Castrol India Ltd.  
Mumbai

C.T. Parekh  
Chandrakant Parekh Pvt. Ltd.  
Mumbai

Chemicals and Fibres of India Ltd.  
Crescent House  
Mumbai

Siddharth Kasturbhai  
T.P. Desai  
Cibatul Ltd.  
Atul

Bansi Dhar  
Chairman and Senior Managing Director  
DCM Ltd.  
New Delhi

Kewal K. Aggarwal  
Managing Director  
Devidayal Rolling and Refineries Pvt. Ltd.  
Mumbai

C.L. Goswami  
Executive Director  
Birla VXL Ltd.  
Jamnagar

U.V. Rao  
Engineering Construction Corp. Ltd.  
Mumbai

Upendrakumar M. Patel  
Chairman and Managing Director  
Shri Dinesh Mills Ltd.

Chairman and Managing Director  
Engineers India Ltd.  
New Delhi

C.K. Hazari  
Joint Managing Director  
Escorts Ltd.  
New Delhi

S. Jambunathan  
Chairman and Managing Director  
Export Credit and Guarantee Corporation of India Ltd.  
Mumbai

S.A. Beyabani  
General Manager  
General Insurance Corporation of India  
Mumbai

H.R. Khusrokhhan  
Managing Director  
Glaxo India Ltd.  
Mumbai

Shantilal K. Somaiya  
Chairman  
Godavari Sugar Mills Ltd.  
Mumbai

Managing Director  
Gujarat State Fertilizer Co. Ltd.  
Baroda

G.J. Trivedi  
Joint General Manager (Personnel and Administration)  
Gujarat State Financial Corpn.  
Ahmedabad

P.O. Desai  
Gujarat Tea Processors & Packers Pvt. Ltd.  
Ahmedabad

K.N. Shenoy  
Managing Director  
Hindustan Brown Boveri Ltd.  
Baroda

Vice President (Personnel)  
Hindustan Lever Ltd.  
Mumbai

N.M. Shetty  
Chairman and Chief Executive  
Hindustan Vegetable Oil Corporation Ltd.  
New Delhi

K.V.K. Seshavartaram  
Chairman and Managing Director  
Hindustan Zinc Ltd.  
Udaipur

Chief Executive (Personnel)  
Indian Oxygen Ltd.  
Calcutta

K.G. Ramanathan  
Chairman and Managing Director  
Indian Petrochemicals Corpn. Ltd.

Chairman  
Industrial Credit and Investment  
Corporation of India  
Mumbai

Ms. S.P. Lavakare  
General Manager  
The Industrial Finance Corporation of India  
New Delhi

K.D. Agrawal  
Chairman  
The Industrial Finance Corporation of India Ltd.  
New Delhi

Rahul N. Amin  
Executive Director  
Jyoti Ltd.  
Baroda

M.C. Gupta  
Manager H.O.  
Khandelwal Brothers Ltd.  
Mumbai

**Chairman and President**

Larsen & Tourbo Ltd.  
Mumbai

**Chairman**

Life Insurance Corporation of India  
Mumbai

**H.A. Mafatlal**

Mafatlal Industries Ltd.  
Mumbai

**S.V. Kulkarni**

Senior Vice-President  
Mafatlal Industries Ltd.  
Ahmedabad

**Bharat Doshi**

Executive Director  
(Finance and Corporate Affairs)  
Mahindra & Mahindra Ltd.  
Mumbai

**Janmejaya Bhagubhai**

Managing Director  
Manish Organics Industries Ltd.  
Ahmedabad

**Executive Director-Personnel**

Metal Box Company (India) Ltd.  
Calcutta

**S.K. Gupta**

Chairman and Managing Director  
Metallurgical and Engineering Consultants of India Ltd.  
Ranchi

**Y.N. Mafatlal**

Mihir Textiles Ltd.  
Ahmedabad

**Chairman and Managing Director**

MMTC Ltd.  
New Delhi

**Viren J. Shah**

Chairman and Managing Director  
Mukund Iron and Steel Works Ltd.  
Mumbai

**Dr H.K. Mehta**

Executive Director  
National Peroxide Ltd.  
Mumbai

**S.K. Budhiraja**

Managing Director  
N R C Ltd.  
Mumbai

**A.C. Mukherjee**

Chairman and Managing Director  
New India Assurance Company Ltd.  
Mumbai

**Rashid Jilani**

Chairman and Managing Director  
Punjab National Bank  
New Delhi

**Rajiv C. Lalbhai**

Raipur Manufacturing Company Ltd.  
Ahmedabad

**Rohit C. Mehta**

Rajesh Textile Mills Ltd.  
Ahmedabad

**R. Panchu**

Managing Director  
Ralli Wolfe Ltd.  
Mumbai

**Rohit C. Mehta**

Rohit Mills Ltd.  
Ahmedabad

**Prafull Anubhai**

Chairman and Managing Director  
Rustom Mills and Industries Ltd.  
Ahmedabad

**Navnilal Sakarlal**

Sakarlal Balabhai & Co. Ltd.  
Ahmedabad

**Arvind Hiralal**

Saurabh Corporation  
Ahmedabad

**B.V. Mehta**

Soyaji Industries Ltd.  
Ahmedabad

**P.R. Mafatlal**

K.J. Pardiwalla  
Shanudeep Private Ltd.  
Mumbai

**A.S. Kasuwal**

Shriram Mills Charitable Trust  
Mumbai

**Ravi Malhotra**

Managing Director  
Sirhind Steel Ltd.  
Ahmedabad

**Ajitkumar C. Patel**

Director  
Soft Beverages Pvt. Ltd.  
Chennai

**Chairman**

State Bank of India  
Mumbai

**State Bank of India**

Local Head Office  
Ahmedabad

**Managing Director**

State Industrial and Investment  
Corporation of Maharashtra  
Mumbai

**Chairman and Managing Director**

State Trading Corporation of India  
New Delhi

**Suhrid Sarabhai**

Suhrid Geigy Ltd.  
Ahmedabad

**Swadeshi Mills Co. Ltd.**

Mumbai House  
Mumbai

**V.P. Pahuja**

President, Chemicals Division  
Tata Chemicals Ltd.  
Mithapur

**V.F. Banaji**

General Manager (Corporate Human Resources)  
Tata Engineering and Locomotive Co. Ltd.  
Mumbai

**S. Venkataraman**

Secretary  
Tata Hydro-Electric Power Supply Co. Ltd.  
Mumbai

**N.S. Sunder Rajan**

President  
Tata Oil Mills Co. Ltd.  
Mumbai

**J.J. Bhabha**

The Tata Iron & Steel Co. Ltd.  
Mumbai

**J.S. Konkar**

Chief Executive  
Tractor Engineers Ltd.  
Mumbai

**M.C.T. Pethachi**

Managing Director  
Travancore Rayons Ltd.  
Chennai

**T.V.S. Charities**

C/o T V Sundaram Iyengar & Sons Ltd.  
Madurai

**A.H. Tobaccowala**

Chairman  
Voltas Ltd.  
Mumbai

**Lalchand Hirachand**

Chairman  
Walchandnagar Industries Ltd.  
Mumbai

**Surinder Singh**

Vice-President (Personnel)  
Warner Hindustan Ltd.  
Mumbai

**S. Chaudhuri**

Distt. Hardwar

**Jyotindra N. Mehta**

Ahmedabad

## APPENDIX 7: FACULTY, ADMINISTRATION, AND RESEARCH STAFF

### Director

Jahar Saha  
Ph.D. (Case Western Reserve)

### Dean

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

### Chief Administrative Officer

A.K. Dua  
B.Tech. (IIT, Kanpur)  
M.Tech. (MACT, Bhopal)  
M.B.A. (IMDR, Pune)

### FACULTY

#### Business Policy

K. Balakrishnan  
M.B.A. (Harvard)  
A.I.C.W.A.  
Cert. ITP (Harvard)

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

S. Manikutty  
Fellow (IIMA)

#### Centre for Management in Agriculture

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

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

Samar K. Datta  
Ph.D. (Rochester)

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

Vasant P. Gandhi  
Ph.D. (Stanford)

Girja Sharan  
Ph.D. (Cornell)

Anil K. Gupta  
Ph.D. (Kurukshetra)  
Fellow (NASS)

Gopal Naik  
Ph.D. (Illinois)

Gurdev Singh  
Ph.D. (Illinois)

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

Devi D. Tewari  
Ph.D. (Saskatchewan)

Vijay Paul Sharma  
Ph.D. (NDRI, Karnal)

#### Computer and Information Systems Group

S.C. Bhatnagar  
Fellow (IIMA)  
CMC Chair Professor of Information Technology

Rekha Jain  
Ph.D. (IIT, Delhi)

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

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

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

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

#### Economics

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

Ravindra H. Dholakia  
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