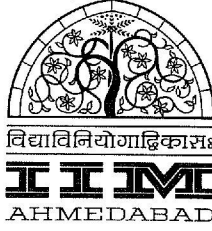


भारतीय प्रबंध संस्थान, अहमदाबाद
Indian Institute of Management, Ahmedabad

छत्तीस वाँ वार्षिक प्रतिवेदन: 1997-98
Thirty-Sixth Annual Report: 1997-98





INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD

Thirty-Sixth Annual Report: 1997-98

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The Year in Retrospect

The year 1997-98 was a notable one for the Institute in many ways. The Institute was recognized as a leading institution not only in India but also in this part of the globe. There was a significant increase in placement of our students overseas and this would have implications for what we do in future. We made great efforts in organizing programmes for international audience and we took our programmes outside the shores of India. We have taken significant steps to strengthen student exchange programmes.

We organized newer management development programmes in response to the changes in the environment.

The PGP Review Committee and the Committee for Future Directions submitted their reports. Their recommendations would have significant implications to our activity mix, systems, and structure.

Research and case writing activities received greater attention during the year.

We continued our efforts to improve the Library and other infrastructure in the context of changes in the environment.

The Welfare Committee initiated new welfare schemes to improve campus life.

During 1997-98, there was significant addition to the endowment fund which could contribute to the Institute's financial stability.

Post-Graduate Programme of IIMA and Ranking of MBA Programmes

Business Today carried out a comprehensive survey of all Indian management institutes and rated the Institute as the premier management institute of the country. In another survey carried out by Asia, Inc. which evaluated 73 MBA programmes in 13 Asia-Pacific countries, the Institute's Post-Graduate Programme was rated third in the Asia-Pacific region.

These are matters of pride for all of us – faculty, staff, and students – at the Institute. We also recognize that there has been close competition among manage-

ment schools for top positions and in coming years, we need to work hard to maintain this position as a premier institution of management in this part of the world. To be able to maintain our leading position in the country and improve our position in the Asia-Pacific region, we have to keep pace with the changing environment.

Placement of PGP Students and Implications for Future

There has been a significant trend in the placement of our students. For the first time, 40 job offers were received by students from some of the leading companies overseas. There has been criticism that the benefits of our efforts are increasingly going to foreign and multinational companies and that they are not taking up jobs in public systems or undermanaged sectors. This is a complex issue which would need a wider debate. We are, however, happy that our students are rated one of the best in the world. We are also exposed to direct competition with leading business schools in the world. The country's current efforts towards globalization also require managers to have global perspective. It is, therefore, essential that we bring international perspective to our activities. The focus of our programmes in future should be global. The issues that we discuss must include those not only of concern to a manager operating within the country but also those which have international dimensions. Anticipating these needs, we have already introduced courses on international business, international marketing, and international finance, and have added international issues in many courses. During the year, a formal decision has been taken to set up an International Management Centre and we are working out details of the activities of the Centre.

Programmes for Overseas Managers

During the year, we took three steps to reach managers overseas. These are:

- Collaborative programmes on campus
- IIMA programmes overseas
- Proposals for IIMA programmes abroad

Collaborative Programmes:

IIMA and Commonwealth Secretariat

The Institute conducted two important programmes sponsored by the Commonwealth Secretariat, London. Participants from 14 countries including India attended a programme on Management of Institutes of Higher Education. Twenty-seven participants from 16 different countries attended the programme on Capital Market and Portfolio Management. The Chairman, Dr. I.G. Patel, delivered the keynote address in the programme on Management of Institutes of Higher Education. Distinguished personalities from India and abroad delivered guest lectures in both programmes.

IIMA Programmes Overseas

During the year the Institute conducted two management development programmes overseas: Innovative Practices in Manufacturing Management and Product Policy and New Product Management. They were conducted in Sri Lanka during May 1998 with the logistic support of the Maharaja Group. Both programmes were successful in terms of response from industries in Sri Lanka and were also rated very high by the participants. We have received proposals to conduct a programme for CEOs on Strategy for Enhancing Competitiveness and a general management programme for senior managers in Sri Lanka. We have also received a request to design and conduct programmes for officers in the Sri Lankan government.

Proposals for a General Management Programme in Kenya and Programme for Thomson Multimedia

During the year, we have finalized arrangements to offer general management programmes in Kenya for senior managers. The programmes would be conducted in early 1999.

Thompson Multimedia, a French public sector company, has approached the Institute to collaborate with them in their efforts to improve entrepreneurial skills of a selected group of managers. Three senior executives from the company visited the Institute for two days to have preliminary discussions. Discussions are continuing for conducting programmes on the campus once a year for about 25 executives.

Management Development Programmes: New Programmes and New Thrust

During the year the Institute offered several new programmes for practising managers to expose them to new developments. The Institute offered a new programme "Weathering Currency Crisis: the Corporate Challenge" in response to the South-East Asian

currency crisis and to highlight the lessons from it. Two faculty members visited South-East Asian countries to get first-hand knowledge of the crisis and to document selected experiences in the form of cases.

"Core Competence, Capability, and Corporate Strategy" was a new programme offered during the year in response to the need to create awareness for new concepts in business policy.

Many new ideas are being generated in financial management and our faculty members have been involved in their applications. These resulted in the Institute offering two new programmes: "Debt Markets and Corporate Financing Decisions" and "Managing Shareholder Value."

In our effort to help Indian managers in internationalization, the Institute offered a new programme titled "International Strategic Alliances and Joint Ventures."

To respond to the increased need for infrastructure development, a group of faculty members has been engaged in research and case writing activities in infrastructure development and financing. During the year, the group offered a programme in this area based on their own work.

"An Exploration into the Future of IR in the Banking Industry" was another new programme which looked into the future of industrial relations in India.

In 1997-98, the Institute took special steps to increase the proportion of foreign participants in our management development programmes. During the year under review, 10 per cent of MDP participants have been from abroad. We have taken several steps to promote our programmes overseas and our aim is to achieve 20 per cent overseas participation in our management development programmes in next two/three years.

Research and Publications

Vikalpa, the journal of the Institute, contributed to the contemporary issues including the union budget, telecommunication sector, and India's economic reforms. As part of our efforts to bring issues of future concerns to our readers, a special issue has been planned on "Delivering Service Quality: Managerial Challenges for the 21st Century."

Research and case writing have always been emphasized at the Institute. Our research efforts have focused on issues relevant to functional areas of management, information technology, management issues in sectors including agriculture, public systems including health and population, energy and transportation,

rural innovation at grassroots level, etc. Educational innovation has been another area of research.

During the year, case writing activities got particular attention. Several large case writing efforts were funded and several cases were written and registered during the year.

Exchange Programmes

The Institute has at present student exchange programmes with ESSEC and ESCP, both in France. A similar arrangement has been concluded with ESADE-ESCUELA Superior de Administracion y Barcelona, Spain, and Koblenz School of Corporate Management (WHU), Koblenz, Germany. In future, we would have student exchange programmes with many other institutes from Asia, Europe, and the United States. This would give our students invaluable exposure to the international environment.

Events on Campus

Alumni Reunion

In the alumni reunion organized on the campus on January 23-25, 1998, there were several activities including interactions with faculty members. Alumni attending the reunion expressed interest and willingness to join in our efforts to make the Institute a global institution.

Annual Convocation and FPM Silver Jubilee

Mr. Vikram Lal, Chairman, Supervisory Board, Eicher Group, New Delhi, was the Chief Guest at the thirty-third Annual Convocation this year which was held on March 21, 1998. In his convocation address, Mr. Lal addressed a number of issues related to corporate governance, a very important concern.

This was the silver jubilee year of the Fellow Programme in Management. A reunion programme for the FPM alumni was organized on March 20 and 21, 1998. The occasion also gave an opportunity to get feedback about the programme from the alumni. A book containing abstracts of all 168 dissertations was released by the Director during the occasion.

Texon 1997

The Confederation of Indian Industry organized an international conference on "Textile and Clothing: Texcon 1997" on December 14-17, 1997. Some of our faculty members participated in the conference.

Chaos '98

Approximately 500 students from all over the country participated in Chaos '98. The major events were totally organized by the PGP students who acknowledged it as a good learning experience.

The students' journal *Kshitij* launched last year was appreciated as a unique and brilliant effort.

Discussion on the Report of the Committee for Future Directions (CFD)

The Faculty Council has been discussing the report submitted by the Committee for Future Directions. The faculty has agreed to the need to give sharp focus to our activities as suggested by CFD. Many recommendations have implications on the current structures and systems.

Computer Services

Computer services have been further strengthened. The PGP LAN was upgraded with UTP cabling, Compaq server, and 20 Pentium nodes.

A LAN connecting the Computer Centre lab, research staff lab, stores, and establishment was upgraded with UTP cabling. A high-end computing lab with multimedia and graphic browsing of the Internet with five nodes was created for students and academic associates. SECLAN and ADMINLAN provide connectivity to secretaries and administrative offices.

An intranet environment with a web server was created for the campus. All faculty nodes have been upgraded to Pentium with colour monitors to provide graphical web browsing capabilities.

A learning resource centre with multimedia based computer training software was established to meet the training needs of users. NIIT has been engaged to offer training to faculty and staff.

Additions to Library

During the year, 2684 books and 608 periodicals were added to the Vikram Sarabhai Library. The library collection today stands at approximately 1,40,000 books. Automation in the library has progressed further. During the year, retrospective conversion of the entire catalogue of books into machine readable form was completed. A new version of the CIMM database called PROWESS was installed in the library during the year.

Welfare Activities

Regular welfare activities like distribution of free text books and note books, Institute Annual Day celebration, New Year Get-together, and conducting yoga, carnatic music, keyboard, and guitar classes were undertaken during the year.

The Welfare Committee organized two medical camps for general health check-up, blood test, and eye check-up during the year. In these medical camps, 320

members of the community availed of the services. A blood donation camp was organized on the campus jointly with the Blood Foundation, Ahmedabad, in which 101 students, faculty, and staff members donated blood.

Like previous years, summer hobby classes were conducted for campus children. This year, a computer lab was set up for campus children and basic computer courses were organized during the year. Sixty-seven children completed the basic computer course.

During the year, the Welfare Committee visited S-Type quarters to understand the problems faced by the resident employees and examine ways to resolve them. The employees sought the Institute's assistance on two problems: getting loan for cooking gas connection and improving the living conditions. Both these problems are under active consideration. A scheme for obtaining gas connection has been finalized. To improve the living conditions, alterations in the S-Type quarters have been proposed to the Building Committee.

Financial Performance

During the financial year 1997-98, the Institute's revenue from various activities and the government of India grant increased by nearly Rs. 5 crore from about Rs. 18 crore to about Rs. 23 crore. Revenue expenses have also increased from about Rs. 11 crore to Rs. 13 crore. The Institute has generated a surplus of about Rs.10 crore which has been transferred to the Endowment Fund, which now stands at about Rs. 39 crore. Government share in our total revenue is about 25 per cent. Capital grant from the government of India during 1997-98 totalled Rs.75 lakh.

In 1997-98, greater attention was given to maintenance of the infrastructure. During the year, we spent about Rs.24 lakh on building maintenance compared to Rs.7 lakh the previous year. This effort is likely to continue for another two years and will result in improved living conditions on campus as well as work environment. The air-conditioning system at KLMDC has been replaced. The participants have expressed satisfaction at this change.

Our Board Members Honoured

On the occasion of the fiftieth anniversary of Independence, the Ahmedabad Management Association felicitated 16 eminent citizens of Ahmedabad on August 11, 1997. Two of our Board members, Smt. Elaben R. Bhatt and Shri Shrenik Kasturbhai, were honoured with the Nagar Bhushan awards for social service and industry respectively.

Future

The Institute has a tremendous experience of success in delivering good management education. We have made a mark in many sectors. The Institute has earned a reputation that is not easy to achieve for any institution. This has been possible only because of the devotion of all – faculty, staff, and students. Building on this strength, we would make the Institute a centre for world class management education and research. This, however, needs more collective effort. The sceptics have expressed doubts whether or not we are world class, whether or not we would become one. We know that we would become one because we have the inherent strength of working together.

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-fourth session of the Post-Graduate Programme in Management commenced on June 26, 1997, with 198 students, including five students who were asked to repeat the first year of the programme and one who was granted leave of absence for one year. In the first year of the programme, there were 29 SC/ST students. This batch also had 21 students who would be specializing in agricultural management in the second year. Five students discontinued their studies during the year for various reasons.

The second year of the programme commenced on June 27, 1997, with 195 students, including one student who did not fulfil the academic requirements in March 1997. At the end of the second year, 194 students, including one student who could not graduate in 1997 for academic reasons, satisfactorily completed the academic requirements for graduation. Out of the students who graduated, 20 belonged to SC/ST and 19 took the specialization package in agricultural management.

Preparatory Programme

Forty-three 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 2 to 21, 1997. Twenty-one students attended the programme, out of which 16 of them took both mathematics and communication modules and the rest one of the two modules. Participation in the programme was voluntary. This programme helped 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 26-28, 1997. In addition to addresses by the Director and the PGP Chairperson, a dialogue with the PGP Executive Committee and a briefing on the computer and library facilities and their usage formed part of the programme. A session on case preparation and case discussion was also held.

Tutorials for Weaker Students

Additional efforts were put in by instructors in some courses throughout the first year by conducting extra tutorial classes to help weaker students to cope with the programme. 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), students were required to study a minimum of 17.25 and a maximum of 17.75 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), 53 elective courses and 44 project courses were offered in addition to two compulsory courses. Course of Independent Study (CIS) equivalent to two credits was offered to three students. On account of heavy registration, four courses were taught in three sections and 11 courses in two sections.

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

- International Human Resource Management
- Human Resource Development: A Systems Approach
- Competence, Capabilities, and Corporate Strategy
- Business German (Language Course)

In the second year of the Specialization in Agriculture (SPA) stream, in addition to two compulsory courses, 22 elective courses and 19 project courses were offered.

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

- Selected Applications of Econometrics for Agri Business Management
- Knowledge and Information in Business Management

French Students

Under the students exchange programme, four students from ESSEC Graduate School of Management and six 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.

New Exchange Programmes

In line with the internationalization of the Post-Graduate Programme in Management, the Institute is exploring the possibilities of collaborating with international business schools for exchange programmes. The following business schools have agreed for exchange of students during the academic year 1998-99:

- ESSEC Graduate School of Management, France
- ESCP Graduate School of Management, France
- Copenhagen Business School, Denmark
- ESADE, Barcelona, Spain
- Koblenz Business School, Germany

Graduation

The Institute's Post-Graduate Diploma in Management was awarded to 193 students (including 19 students with Specialization in Agriculture) at the thirty-third Annual Convocation on March 21, 1998. Mr. Vikram Lal, Chairman, Supervisory Board, Eicher Group, New Delhi, delivered the convocation address.

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

PGP (General)

- Sumit Rajpal
- Avinash Agarwal
- Vipul Bansal

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

The Kollengode V. Srinivas Award was instituted by the parents of late Kollengode V. Srinivas to recognize the all-round performance of an outstanding student and to perpetuate the memories of Srinivas' associa-

tion with the Institute. This year Mr. Augustine Renny Thomas of the 1996-98 batch was given the award.

Admission

The Post-Graduate Programme commencing June 1998 attracted 37,097 applications. The comparative figures for the current and last years are given below:

	1997-99	1998-2000
General	36,382	34,547
SC/ST	1,775	1,746
SPA	1,935	804
	40,092	37,097

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

	General	SC/ST	SPA	Total
Applications received	34,547	1,746	804	37,097
Called for interview	576	75	62	713
Selected (prime list)	158	39	19	216
Waitlisted	22	-	-	22
Called from waiting list	13	-	-	13
Recommended for preparatory programme	06	12	13	31
Joined PGP	148*	33	13	194

* including 12 from the waiting list

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

Scholarships*

Industry Scholarships

Eleven industry (merit and merit-cum-means) scholarships were awarded as follows:

Seven students from the first year (1996-98 batch) were awarded scholarships ranging from Rs.6,500 to Rs.50,000 for the academic year 1996-97 and four second year students (1996-98 batch) were awarded scholarships ranging from Rs.3,500 to Rs.50,000 for the academic year 1997-98.

PGP Students 1987 Batch Scholarships

The PGP Batch 1987 Scholarship was awarded to a first year student (1996-98 batch) and the IIMA Silver Jubilee Scholarship was awarded to a second year student (1996-98 batch). Both scholarships carried a value of Rs.3,000 each.

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

Faculty Memorial Scholarships

One first year student of the 1996-98 batch was awarded the Professor Warren Haynes Memorial Scholarship and one second year student of the 1996-98 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 applied for these scholarships.

IIMA SC/ST Scholarships

During 1997-98 28 students in the first year and 19 students in the second year were awarded the IIMA SC/ST scholarships of Rs.1,500 each.

IIMA Need-Based Scholarships

Beginning 1997-97, the Institute has instituted need-based scholarships for really needy PGP students. Eighteen students from the first year (1997-99 batch) and four students from the second year (1996-98 batch) were awarded these scholarships ranging from Rs.15,000 to 85,000 for 1997-98. The criteria for awarding these scholarships were students' parental gross annual income from all sources, asset ownership, number of dependents, etc.

Industry Need Based Scholarships

Four students from the first year (1997-99 batch) and five students from the second year (1996-98 batch) were awarded industry need-based scholarships ranging from Rs.5,000 to 38,000 for 1997-98.

Placement

Pre-Placement Talks

The placement season began with the first pre-placement talk on November 16, 1997. Seventy-eight organizations (8 public sector, 30 private sector, and 40 multinationals) gave pre-placement talks during weekends till February 16, 1998.

Final Placement

All 192 students (including 6 FPMs) of the 1998 batch were placed by March 12, 1998. Placement by function was as follows:

Function Area-wise Placement

Function	India	Overseas	Total
General Management	13	6	19
Consulting	32	13	45
Marketing/Sales/Advertising	37	0	37
Manufacturing Management	3	0	3
Systems	28	7	35
Finance/Banking	45	8	53
Total	158	34	192

In all 107 organizations announced 490 jobs. On-campus interviews were held from March 1 to 12, 1998. Seventy-three organizations conducted campus interviews; five public sector organizations, 29 private sector organizations, and 39 multinational organizations made 255 job offers. About 325 executives from various organizations visited the Institute in connection with campus interviews. The average salary was Rs.3.22 lakh and for overseas placement US \$ 68,941 a year.

Foreign Assignments

Location	No. of students
USA	26
Singapore	2
UK	3
Hongkong	1
Multi-location	3
Total	34

Top Recruiters

Company	Offers
Citibank N.A.	17
ANZ Grindlays Bank	14
I2 Technologies (US)	12
Ernst & Young Consulting India	9
Procter & Gamble	9
ICICI	9
Indian Airlines	7
Infosys Technologies	7
Price Waterhouse	7
Ramco Systems	7
Asian Paints	6
Citicorp Information Technology	6
HCL Corporation	6
Hindustan Lever	6
Lehman Brothers	6
McKinsey & Co.	5
Times of India	5

Summer Assignment

One hundred and ninety-five students of the first year (including five FPMs) were assigned to 65 organizations for summer training.

Foreign Summer Assignments

Muscat	3
Dubai	1
Singapore	4

Awards Won by Students at the All India Summer Project Contest 1997

Student	Award	Organization
Sanjeev Dumir	Second Rank	Association of Management Consultants of India (AMCI)
Sanjeev Dumir	Second Rank	NITIE
Subodh Chitre	Fourth Rank	NITIE

Placement Service Charges

The Placement Office has started levying recruitment fee of Rs.30,000 and overseas placement fee of US \$ 2,000 per student recruited from this year.

2. FELLOW PROGRAMME IN MANAGEMENT

Till the academic year ending 1997-98, 163 students have been awarded the title of "Fellow of Indian Institute of Management, Ahmedabad" in over 25 convocations.

This was the Silver Jubilee year of the Fellow Programme in Management (FPM) (the first FPM student having graduated in the 1974 convocation). As part of the Silver Jubilee celebrations, Dr. C. Rangarajan, the then Governor of the Reserve Bank of India, was conferred the honorary title of the "Fellow of Indian Institute of Management Ahmedabad" in a special convocation held at the Institute on October 3, 1997.

A one-and-a-half day seminar on "Doctoral Education in Management" was held from March 20 to 21, 1998, as part of the Silver Jubilee celebrations. About 100 participants including 50 FPM alumni participated in the seminar and other functions.

A book titled Management at the Frontiers listing all theses abstracts of the FPM graduates till 1998 was released by the Director during the occasion. (This is published by Macmillan India Limited, New Delhi, and is priced at Rs.550.00 per copy. However, this is available at a concessional rate to researchers and educational institutions at Rs. 300.00 per copy from the FPM Office.)

A booklet titled *Just Us* giving profiles of all FPM alumni was also brought out.

Convocation

The following students satisfactorily fulfilled the requirements of FPM and were awarded the title of "Fellow of the Indian Institute of Management, Ahmedabad" at the thirty-third Annual Convocation on March 21, 1998.

	Thesis Title
Yogesh Kumar Bhatt (PS)*	Decision Support System for Urban Bus Route Network Design
Arunabha Chatterjee (P&QM)	Modelling of a Pull Production System: A Simulation Approach
Anjula Gurtoo (P&IR)	A Study of Workers' Response to Technological Change
Shobha G. Iyer (Mktg)	Consumer Evaluation of Brand Extensions: The Process and Moderating Role of Involvement

Vidyanand Jha (OB)	Implementation of Quality Management Programmes as a Process of Planned Organizational Change
Pradyumana Khokle (OB)	Factors Influencing Commitment of Key Individuals Towards Organizational Transformation
M. Narayanan (Agri.)	Developing Competitiveness of Indian Floriculture Industry: A Study Based on Israeli Experience
Rahul Pandey (P&QM)	Integrated Energy Systems Modelling for Policy Analysis and Operational Planning
C. Ranganathan (IS)	Exploring the Context, Process, and Outcome of Strategic Information Systems Decisions: A Study of Organizations from India and Singapore
Sougata Ray (BP)	Strategic Responses of Firms to Economic Liberalization
Krishan Kumar Sharma (PS)	Occupational Withdrawal: A Study of Indian MNOs in the International Shipping Industry
R. Venugopal (BP)	Strategic Response of Government Owned Enterprises to Deregulation and Changes in Public Sector Policy: A Study in the Context of Indian Central Public Sector Enterprises

* Abbreviations in parentheses indicate the area of specialization.

Admission

The Institute received 1080 applications (including those for more than one area of specialization) from 703 candidates during 1997-98. One hundred and four candidates were called for interview and 27 were offered admission from which 15 joined the programme. Four candidates who had sought their admission offer to be carried over to the next year were allowed to join in the next year.

First Year Scholastic Performance Award

The FPM Alumni Chaudhary-Padmanabhan-Pant award for scholastic performance in the first year of FPM was given to Ramakanta Mishra. The award is worth Rs.10,000.

Thesis Proposal Awards

Nine students submitted their proposals for these awards. Two were selected for the awards instituted by the National Institute of Entrepreneurship and Small Business Development (NIESBUD) and the Foundation to Aid Industrial Recovery (FAIR).

	Thesis Proposal	Thesis Advisory Committee
E. Sendil Kumar NIESBUD: Rs.6,000	Small Business Behaviour: Development and Test of a Multivariate Model	J.S. Chhokar Sasi Misra S. Ramnarayan
K.K. Sharma FAIR: Rs.5,000	Occupational Withdrawal: A Study of the International Shipping Industry	G. Raghuram Deepti Bhatnagar Sidharth Sinha

E. Sendil Kumar was also given the Chaudhary-Padmanabhan-Pant award for the best thesis proposal. The award is worth Rs.2000.

Research Awards and Honours

ESSEC France Scholarship

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 research scholarship is provided for FPM students by ESSEC for 12 person months. This year, the following student was awarded this scholarship.

Avinandan Mukherjee July 1, 1997 to
September 30, 1997

P.D. Agarwal-TCI Awards for Doctoral Research in Management

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 and a number of educational and philanthropic institutions in India. The awards are given to doctoral students in management to enable them to complete their field work. The following students were given this award:

V. V. P. Badrinath
Anirban Ghosh
E. Sendil Kumar
Deepak Kumar Sharma
Krishan Kumar Sharma

Scholarship for Doctoral Studies

Jawaharlal Nehru Memorial Fund

R. Srinivasan January 1997 to June 1998

Papers Presented in Conferences/Seminars

Kriti Bardhan Gupta, "How to Achieve a Healthy Agriculture-Industry Interface in Sugar Economy of India," paper presented at the conference on Agriculture-Industry Interface in the Changing Economic Environment, National Council for Agricultural Economics and Policy Research, New Delhi, September 16-17, 1997.

Avinandan Mukherjee, "Testing the Applicability of SERVQUAL in the Indian Credit Cards Market" (co-authored), paper presented at the International Conference of the Academy of Business Administration, Central Michigan University, Athens (Greece), July 9-16, 1997.

_____, "Country of Origin: Does it Matter to the Indian Consumer?" paper presented at the International Conference of the Academy of Business Administration, Central Michigan University, Athens (Greece), July 9-16, 1997.

_____, "The Indian Automobile Industry: Speeding into the Future?" paper presented at the GERPISA Fifth International Colloquium on the Trajectories of Internationalization of Automobile Industry Firms, Palais du Luxembourg, Paris, June 12-14, 1997.

_____, "The Indian Automobile Industry: Speeding into the Future?" paper presented at the Institute of Development Studies(IDS), University of Sussex, Brighton, July 7, 1997.

Published Papers

Kriti Bardhan Gupta, "How to Achieve a Healthy Agriculture-Industry Interface in the Sugar Economy of India," *Agricultural Economics Research Review*, 19(2), 1997 (co-authored with Samar Datta and Satyajit Sen).

_____, "The Need for Greater Participation of Agro-based Industries in the Development of Indian Agricultural Economy," *Social Science Perspective in Agriculture*.

M. Narayanan, "Economic Liberalization and Agri Business: Some Strategies for Region Economics," *Economic Liberalization in India: Implications for Indo-US Relations*, American Studies Research Centre, Hyderabad.

Sougata Ray, "Developing Competitiveness of Newly Industrialized Countries: A Policy Perspective," *Journal of Indian Management and Strategy*, 8M, April-June 1997.

_____, "Competitiveness Conundrum: Literature Review and Reflections," *Economic and Political Weekly*, November-December 1997 (co-authored with Shekhar Chaudhuri).

_____, "Strategic Management Literature in 2005 AD: The Contribution of Indian Authors," *Abhigyan*, Vol.15, No.3, July 1997 (co-authored with R. Venugopal).

R. Venugopal, "Deregulation, Changes in Government Policy and Organizational Re-orientation of State Owned Enterprises: A Framework for Research," Prabandh, October 1996 - March 1997.

_____, "Southern Soft Board Limited" (case), *Vikalpa*, Vol.22, No.4, October-December 1997 (co-authored with M.R. Dixit).

_____, "Strategic Management Literature in 2005 AD: The Contribution of Indian Authors," *Abhigyan*, Vol.15, No.3, July 1997 (co-authored with Sougata Ray).

Visits Abroad

K.K. Sharma was invited by the University of Iowa as a visiting scholar from November 10, 1997, to December 12, 1997. During this period, he worked with Professor James L. Price.

Placement

Of the 12 students awarded the title of "Fellow," six have joined academic institutions and three have joined industry. Two are likely to go abroad.

Obituary

Mr. Arunabha Chatterjee died in a road accident on March 18, 1998.

3. FACULTY DEVELOPMENT PROGRAMME

The nineteenth Faculty Development Programme was offered from June 26, 1997 to April 7, 1998. Thirteen management teachers/trainers from educational/professional institutions participated.

Fellowships

Three participants were awarded fellowships which would partly cover their participation fees.

Iqbal Ahmad Hakim Kashmir University	Rs. 14,000
Rajesh Kumar Kalyanapu ANR College, Gudivada	Rs. 13,000
Anubrata Datta Department of Business Administration SSGM College of Engineering, Shegaon	Rs. 13,000

Courses

Seven courses were offered exclusively to FDP participants. Moreover, some participants took PGP courses and some attended selected MDPs. For the first time in FDP, participants prepared case studies as part of the course "Communication for Management Teachers". These cases were put together in a volume titled

Cases in Management. An integrated case series and a computer-based management game were the highlights of FDP.

About 25 faculty members were actively involved in the programme.

FDP Seminars

Each participant worked on an extensive project under the guidance of a faculty advisor. Based on the project work, each participant gave a seminar which was attended by FDP participants, faculty, research staff, and FPM students. Thus, during the year, 13 FDP seminars of one hour duration were offered as follows:

Anubrata Datta, "Innovativeness and Institutional Image: A Comparative Study of Selected Technical Institutions in Gujarat" (project guide Professor Rajeev Sharma)

Vijay Kumar Gupta, "Indian Accounting Standards: Valuation of Inventories and Revenue Recognition" (project guide Professor V. Jaikumar)

I.A. Hakim, "Consumer Rights Awareness and Attitude towards Consumerism" (project guide Professor Sipra Mukhopadhyay)

Anil Karanjkar, "Quality Management in Dairy Industry" (project guide Professor A.H. Kalro)

Murali Manohar, "Impact of Networking on Large Business Organizations in Gujarat" (project guide Professor V.V. Rao)

L. Memcha, "Price-Volume Effects: A Study of the Indian Stock Market" (project guide Professor Jayant Rama Varma)

V.K. Pandey, "Management of NPAs: An Exploratory Study of Rupee Cooperative Bank Ltd., Pune" (project guide Professor B.M. Desai)

C. Rajendran, "Policy Reforms: Changing Pattern of India's Foreign Trade since 1991" (project guide Professor P. Murali)

K. Rajeshkumar, "Export Strategy for Indian Garments" (project guide Professor M.R. Dixit)

Prema Sankaran, "A Case Study on AMC's Pioneering Bond Issue" (project guide Professor N. Venkiteswaran)

J.P. Singh, "Growth and Instability in Haryana Agriculture" (project guide Professor Vijay P. Sharma)

H.S. Tangirala, "Role of HRM Systems in Influencing Teamwork: A Study of the AP State Cooperative Bank Ltd. (project guide Professor Deepti Bhatnagar)

P.K. Venkatachalan, "Functioning of Some of the Management Institutions: An Exploration" (project guide Professor Parvinder Gupta)

Research and Publications

At the beginning of the academic year 1997-98, seven large research projects, six small research projects, 23 seed money projects, and 21 case development projects were in progress. During 1997-98, two small research projects, 15 seed money projects, and five case development projects were initiated. One large project, one small project, 14 seed money projects, and six case development projects were completed and four case development projects were closed during the year. Six large projects, seven small projects, 24 seed money projects, and 16 case development projects were in progress.

New Small Research Projects

Datta, Samar K., "Estimating the Transaction Sector for the Indian Industry."

Raghunathan, V., "Investor Behaviour in India."

New Seed Money Projects

Balakrishnan, K. and Thomas, P. S., "Open Skies Policies and Cabotage."

Balakrishnan, K. and Thomas, P. S., "The Southwest Effect and Domestic Aviation."

Datta, Goutam, "Optimization Based Decisions Support System for Process Industries."

_____, "Educational Odyssey: A Future Class of the 21st Century."

Dholakia, Ravindra, "Tobacco Taxation in India."

Gupta, Parvinder, "Secrets of Success."

Parikh, Indira, "Changing Profile of Indian Managers."

Patibandla, Murali, "Policy Reforms and Export Competitiveness of Indian Textiles Industry."

_____, "Competitiveness and Maturity of Indian Software Industry."

_____, "Internal Policy Reforms and Evaluation of Industrial Structure: A Study of Indian Industry."

_____, "The East Asian Crisis and the Institutional Features: Lessons for India."

_____, "Trade Policy Reforms and India's Pattern of Trade."

Ramachandran, K., "Competitiveness of Handicraft Exports: A Preliminary Investigation."

Ramnarayan, S., "A Framework for Analysing Organizational Decision Making."

Sastry, Trilochan, "Telecommunication Network Design."

New Case Development Projects

Agrawal, Rajesh. "Management Accounting."

Banerjee, Bibek and Raghuram, G., "Ashima Attires."

Gupta, Parvinder, "Ashoka Spintex."

Ramachandran, K., "Dry Flower Industry in India."

Ramani, K.V., "Reengineering Hospital Systems for Service Quality Improvements."

Large Research Project Completed

Chaudhuri, Shekhar, "Export of Technology from India: A Study of the Technological Development Process."

Small Research Project Completed

Ramnarayan, S., "Planning and Decision Making in Complex, Dynamic, and Uncertain Environments."

Seed Money Projects Completed

Balakrishnan, K. and Thomas, P. S., "Open Skies Policies and Cabotage."

Banerjee, Bibek, "Price Competition in Localized and Non-Localized Markets in the Presence of Brand Loyalty."

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

Gupta, Anand P., "Sequencing of Reforms in India's Power Sector."

- _____, "Reforming Power Pricing in India."
 Gupta, Ramesh, "Indian Investor at Crossroads."
 Nambiar, R.G., "World Trade Organization (WTO) and India."
 Patibandla, Murali, "Salient Features of Multinational Firms in India."
 _____, "Policy Reforms and Export Competitiveness of the Indian Textiles Industry."
 _____, "Competitiveness and Maturity of the Indian Software Industry."
 _____, "Internal Policy Reforms and Evaluation of Industrial Structure: A Study of Indian Industry."
 Ramachandran, K., chapter for a book titled *Asian Advantage: Global Strategy for the Pacific Region*.
 Singh, J.P., "Managerial Excellence in Decision Making."
 Tripathy, A., "DEA in Development."

Case Development Projects Completed

- Basant, Rakesh and Chandra, Pankaj, "Patel Brass Works."
 Gupta, Parvinder, "Ashoka Spintex."
 Manikutty, S. and Raghuram, G., "Airfreight Ltd."
 Mukhopadhyay, Sipra, "Marketing Strategy."
 Ravichandran, N. and Sastry, T., "Two Wheeler Motor Cycle Industry (Enfield India)."
 Singh, J.P., "Study and Examine Issues in the Growth and Internationalization of a Medium Size Enterprise in India."

Case Development Projects Dropped

- Gupta, Parvinder, "Understanding the Change Process in Organizations."
 Kolavalli, Shashi, "Pollution Control vs. Pollution Prevention."
 Mukhopadhyay, Sipra, "Market Research Information System."
 Ramachandran, K., "Dry Flower Industry in India."

Seminars

The following seminars were organized by the Research and Publications Committee during 1997-98.

Speaker	Topic
Dr. Daniel Rouach EAP Paris-European School of Management	New Trends and Best Practices in International Technology Transfer: The Case of European Companies July 31, 1997
Dr. Mario Rutten Centre for Asian Studies Amsterdam (CASA)	Asian and European Entrepreneurs in Comparative Perspective August 20, 1997
Dr. G.S. Dhillon IS Department, Cranfield School of Management	Managing Benefits in IS/IT Projects September 1, 1997
D. Dunn Dean Faculty of Management and Business Manchester Metropolitan University	Restructuring I/S: Issues and Context Within a Learning Organization September 2, 1997
Professor Alok Chakrabarty Distinguished Professor of Management and Dean School of Management New Jersey Institute of Technology	Technology Strategy in the Global Competitive Scenario December 31, 1997
Mr. William J. Hopper Chairman W.J. Hopper & Co. Ltd. London	Current Banking Crisis in Asia in Relation to Manufacturing February 9, 1998
Professor Bakul H. Dholakia IIM, Ahmedabad	Economic Crisis in South-East Asia March 27, 1998

Publications

Vikalpa: The Journal for Decision Makers, a quarterly publication of the Indian Institute of Management, Ahmedabad, is now into its twenty-third year of publication. *Vikalpa*, in Sanskrit language, carries a rich repository of meanings: logic, speculation, doubt, freedom of choice, radical alternatives, and so on. The journal seeks to reflect this range of meanings vis-a-vis managerial problem solving and decision-making. The main objective of *Vikalpa* is to encourage developing creative and critical ideas on contemporary management related issues and communicate these to policy makers, managers, administrators, management educators, researchers, and students.

Editorial Board

In the last academic year, the Editorial Board of *Vikalpa* was expanded by inviting following academicians and practitioners from India and abroad to be on the Board and represent *Vikalpa* in the regions mentioned against their names: Ross Chapman (Asia Pacific Region), Khalid Nainar (Canada, Mexico, and South America

Region), Rathin Roy (Europe/Africa Region), M. Raghavachari (USA Region), and Satish Nadkar (Asia Region).

Special Coverages

- The April-June 1997 issue included a special coverage on the union budget for 1997-98.
- The July-September 1997 issue focused on the telecommunications sector.
- The January-March 1998 issue was dedicated to the theme "India's Economic Reforms."

These special coverages and special issues have been welcomed by the readers. The special issue for 1999 will be dedicated to the theme "Delivering Service Quality: Managerial Challenges for the 21st Century." An international conference is being planned in December 1999 on the same theme coinciding with the special issue.

Promotion

Promotional activities undertaken during the year included the following:

- writing to PGP/FPM alumni who are teaching in India and abroad
- contacting all universities and institutions in the country offering management programme
- soliciting advertisements and subscriptions from companies in India and universities abroad.

Vikalpa is also carrying an advertisement from CRY at no cost in an effort to address social concerns.

Case Book on Management

Efforts are to bring out a book on management cases published in *Vikalpa*.

Management Development Programmes

In 1997-98, the Institute offered 43 management development programmes for 1377 executives (1092 from the private sector and 285 from the public sector and government departments). Five were regular general management programmes (see Table 1).

Table 1: General Management Programmes

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
3-TP Middle Management Programme June 29 - July 26, 1997	1	77	78	4
3-TP Senior Management Programme August 17 - Sept 6, 1997	5	75	80	3
3-TP Top Management Programme January 19 - 24, 1998	—	27	27	11
Management Education Programme November 23, 1997 - April 4, 1998	4	33	37	1
Small and Medium Enterprises Programme April 5 - 18, 1998	—	28	28	1
	10	240	250	20

The Institute offered two international programmes in Colombo, Sri Lanka, and two new international programmes at the Institute. They were respectively "Innovative Practices in Manufacturing Management" and "Product Policy and New Product Management" (see Table 2) and "Capital Markets and Portfolio Management" and "Management of Higher Educational Institutions." (see Table 3)

Table 2: International Programmes held at Colombo, Sri Lanka

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Marketing Area: Product Policy and New Product Management May 25 - 30, 1998	—	20	20	19
Production and Operations Management Area: Innovative Practices in Manufacturing Management May 18 - 23, 1998	—	20	20	16
	—	40	40	35

Table 3: New International Programmes Held at Ahmedabad

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Finance and Accounting Capital Markets and Portfolio Management September 8 - 20, 1997	13	14	27	23
Ravi J. Matthai Centre for Educational Innovation Management of Higher Educational Institutions September 8 - 14, 1997	21	—	21	19
	34	14	48	42

Seven new programmes were offered by the Institute. Area/Group-wise break-up is as follows:

Business Policy Area, 1; Finance and Accounting Area, 3; International Management Group, 1; Personnel and Industrial Relations Area, 1; and Public Systems Group, 1. (see Table 4)

Table 4: New Programmes

New Programmes Area/Group/Centre	No. of Participants		
	Public Sector	Private Sector	Total
Core Competence, Capability, and Corporate Strategy (Business Policy) March 25 - 27, 1998	11	29	40
Debt Markets and Corporate Financing Decisions (Finance and Accounting) December 12 - 13, 1997	8	41	49
Managing Shareholder Value (Finance and Accounting) February 9 - 11, 1998	3	23	26
Weathering Currency Crises: The Corporate Challenge (Finance and Accounting) April 24 - 25, 1998	8	10	18
International Strategic Alliances and Joint Ventures (International Management) April 19 - 21, 1998	6	26	32
An Exploration into the Future of IR in the Banking Industry (Personnel and Industrial Relations) March 23 - 25, 1998	22	2	24
Infrastructure Development and Financing (Public Systems Group) February 16 - 21, 1998	27	10	37
	85	141	226

Twenty-seven other regular or repeat programmes were offered. Area/Group-wise break-up is as follows:

Business Policy Area, 6; Centre for Management in Agriculture, 1; Computers and Information Systems Group, 2; Entrepreneurship Group, 1; Finance and Accounting Area, 2; Industrial Policy Management Group, 1; International Management Group, 1; Marketing Area, 3; Organizational Behaviour Area, 1; Production and Quantitative Methods Area, 9; and Public Systems Group, 2 (see Table 5).

Table 5: Regular/Repeat Programmes

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Information Technology for Competitive Advantage (Business Policy Area) September 15 - 18, 1997	5	15	20	1
Sustaining Success (Business Policy Area) October 23 - 25, 1997	—	17	17	
Strategies for Competitive Advantage (Business Policy Area) November 10 - 15, 1997	2	22	24	1
Business Process Reengineering (Business Policy Area) December 8 - 13, 1997	4	10	14	
Managing Services (Business Policy Area) January 5 - 9, 1998	5	6	11	
Managing Strategic Change (Business Policy Area) February 5 - 7, 1998	6	11	17	

Special Highlights

There have been important breakthroughs in management development activities: (a) the Institute offered MDPs abroad with two programmes in Colombo; (b) the proportion of foreign participants in MDPs increased to about 10 per cent in 1997-98; and (c) the Institute has started encouraging new case writing on international/foreign experiences out of indigenous funds even for essentially domestic MDPs. On all these three counts a modest beginning has been made.

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

	No. of Programmes	No. of Participants			
		Public Sector	Private Sector	Total	Foreign
General Management	5	10	240	250	20
Programmes held at Colombo, Sri Lanka	2	—	40	40	35
International Programmes held at KLMD	2	34	14	48	42
New Programmes	9	119	155	274	—
Regular/Repeat Programmes	27	159	654	813	36
	43	288	1089	1377	133

Programmes	No. of Participants			
	Public Sector	Private Sector	Total	Foreign
Management of Agro-Processing Enterprises: Procurement and Marketing, (<i>Centre for Management in Agriculture</i>) October 13-19, 1997	4	11	15	
Software Development Methodologies and CASE Tools (<i>Computers and Information Systems Group</i>) September 29 - October 8, 1997	14	8	22	
Client Server Technology (<i>Computers and Information Systems Group</i>) January 19 - 24, 1998	21	10	31	
Building Competitiveness in Small and Medium Enterprises, (<i>Entrepreneurship Group</i>) October 18 - 23, 1997	1	21	22	
Advanced Financial Management (<i>Finance and Accounting Area</i>) September 29 - October 4, 1997	7	36	43	2
Finance for Chief Executives (<i>Finance and Accounting Area</i>) January 17 - 18, 1998	3	32	35	4
Acquisition and Assimilation of Foreign Technology (<i>International Management Group</i>) July 29 - August 1, 1997	1	14	15	
Product Policy and New Product Management (<i>Marketing Area</i>) November 3 - 8, 1997	1	40	41	1
Advanced Data Analysis for Marketing Decisions (<i>Marketing Area</i>) April 6 - 11, 1998	3	31	34	2
Management of Excellence by Chief Executives (<i>Organizational Behaviour Area</i>) December 19 - 21, 1997	4	23	27	1
Materials Management (<i>Production and Quantitative Methods</i>) June 23 - 28, 1997	3	46	49	1
Strategies for Materials Management Computerisation (<i>Production and Quantitative Methods</i>) July 28 - 30, 1987	4	25	29	2
Project Management (<i>Production and Quantitative Methods</i>) August 4 - 9, 1997	4	57	61	2
Excellence in Manufacturing (<i>Production and Quantitative Methods</i>) September 15 - October 11, 1997	—	20	20	3
Strategic Sourcing Management (<i>Production and Quantitative Methods</i>) September 22 - 24, 1997	3	25	28	
Logistics Management (<i>Production and Quantitative Methods</i>) November 10 - 15, 1997	6	47	53	4
Logistics and Supply Chain Management (<i>Production and Quantitative Methods</i>) January 5 - 10, 1998	2	51	53	5
Innovative Practices in Manufacturing Management (<i>Production and Quantitative Methods</i>) January 26 - 31, 1998	4	39	43	
Macroeconomic Management and Policy for Officers of IES (<i>Public Systems Group</i>) June 16 - 27, 1997	27	—	27	
Public Policy Analysis for IAS Officers (<i>Public Systems Group</i>) July 28 - August 1, 1997	23	—	23	
Shipping Management (<i>Public Systems Group</i>) October 19 - 25, 1997	2	37	39	7
	159	654	813	36

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 14 faculty members work in CMA.

Activities in Nutshell

Research

- a) Studies completed : 6
- b) Studies in progress : 5
- c) New studies initiated : 9

Teaching

- a) Specialization Package in Agriculture (SPA)
- b) Fellow Programme in Management (Agriculture)

Management Development Programme

- Programmes : 2

Research Studies Completed

The following research studies were completed during the year.

	Faculty	Sponsor
A Study into Quality of Seed Used by Farmers	Gurdev Singh	Ministry of Agriculture
A Management Perspective for Sustainable Fisheries: The Indian Scenario	Samar K.Datta	-do-
Strategy for Increasing Share of Indian FCV Tobacco in the World Export	S. L. Bapna	-do-
A Study of International Trading of Indian Pepper Futures	Gopal Naik Sidharth Sinha	-do-
Market and Technology: A Study of Farmer Product Selection Behaviour for Pesticides	Vasant Gandhi	-do-
Private and Cooperative Initiatives in Extension for Agricultural and Social Development	P. M. Shingi	-do-

Research Studies in Progress

The following research studies were progress during the year.

	Faculty	Sponsor
Agri-business Consumers and Product Purchase Behaviour	P. M. Shingi	Ministry of Agriculture
Agricultural Finance: Text, Cases and Exercises	B. M. Desai	-do-
A Study on Adoption and Management Aspects of Farm Forestry in North-West India	V. P. Sharma	-do-
International Trade in Tea: Competitiveness and Market Strategies	V. N. Asopa	Centre for Management in Agriculture
Computer Aided Optimization of Solar Box Cooker and Preparation of a Design Handbook	Girja Sharan	Gujarat Energy Development Authority

New Studies Initiated

Nine new research studies were initiated during the year.

	Faculty	Sponsor
A Study into Economics of Seed Production at Farm Level	Gurdev Singh	Ministry of Agriculture
Ginger and Ginger Products: Management of Marketing and Export	Samar K. Datta	-do-
Input Subsidies in Indian Agriculture: Should they Continue under the New Economic Environment? A Survey of Issues and Options	Vasant Gandhi	-do-
Performance of Indian Commodity Futures Markets	Gopal Naik	-do-
In Search of a New Paradigm for Agricultural Extension in India	Vinod Ahuja	-do-
Management of Agro-Processing Enterprises in India: Case Studies	S.L. Bapna	-do-
An Empirical Study of Performance and Competitiveness of Indian Dairy Industry	V. P. Sharma	-do-
Economic Efficiency of Indian Sugar Industry	Samar Datta	
	V.P. Sharma	-do-
Technological and Institutional Innovations for Integrated Watershed Management	Anil K. Gupta	Food and Agriculture Organization

PGP (SPA) Courses

The following courses were offered in the second year of PGP (SPA) application in Agriculture during the year.

	Instructor(s)
First Term	
Strategy Formulation and Implementation II	M.R. Dixit
Systems Analysis in Agriculture	K. Ramachandran
Agricultural Development Policy	Girja Sharan
Management of Agro-Industrial Projects	B.M. Desai
Marketing of Agricultural Inputs	Vasant Gandhi
Research Methods in Agricultural Marketing	Vasant Gandhi
	Gopal Naik
Second Term	
Business Development Strategies for Agricultural Commodity Systems	Samar K. Datta
Business French	Visiting Faculty
Environment Management	P.R. Shukla
	Prem Pangotra
Explorations in Role and Identity	Indira Parikh and
	Visiting Faculty
Finance for Agricultural Production and Marketing	B.M. Desai
Forecasting Techniques and their Applications in Agriculture	Gopal Naik
Logistics Management for Agriculture	N. Ravichandran
Management of Cooperatives	Samar K. Datta
Management of Seed Production	Gurdev Singh
Managerial Oral Communication	Brij Kothari
Third Term	
Legal Aspects of Business	A.L. Shah and
	D.N. Saraf
	(Visiting Faculty)
Agricultural Output Marketing	S.L. Bapna
Design and Dynamics of Development Organizations	Anil K. Gupta
International Trade in Agricultural Commodities	Samar K. Datta
Knowledge and Information in Business Management	Vinod Ahuja
Rural Advertising	P.M. Shingi
Selected Applications of Econometrics for Agri-Business Management	Soumen N. Ghosh
	(Visiting Faculty)

Twenty-one students joined the first year of PGP (SPA) and 19 students moved into the second year. Nineteen PGP (SPA) students were awarded diploma during the Annual Convocation on March 21, 1998.

Fellow Programme in Management (Agriculture)

One student joined FPM (Agriculture) this year.

Since there was no student in the second year of FPM (Agriculture) in 1997-98, no FPM course was offered.

The title of Fellow was conferred on one student during the Annual Convocation on March 21, 1998.

Management Development Programmes

For regular MDPs, please see the chapter "Management Development Programmes."

During the year, CMA offered for the third time the "Summer School on Management of Common Property Resources" from June 4 to 13, 1997. There were 32 participants.

Professor Anil Gupta coordinated a workshop on "Institution Building" for SEWA workers during February 9-10, 1998, at the Institute.

Professor Gopal Naik coordinated a workshop on "Marketing of Organic Food Products" on August 2, 1997, at the Institute.

Publications

During the year, the following monographs were published/under printing.

Monographs Published

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).

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).

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).

Bhupat M. Desai (ed.), *Agricultural Development Paradigm for the Ninth Plan under New Economic Environment*, CMA Monograph No. 179 (New Delhi: Oxford and IBH).

Monographs under Print

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).

Shashi Kolavalli, *User Participation and Incentives to Perform in Indian Irrigation Systems*, CMA Monograph No. 180 (Ahmedabad: Indian Institute of Management).

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).

Positions Held

Professor Anil Gupta has been appointed as a non-official director of the National Research Development Corporation, New Delhi, for three years. He is a member of the International Working Group on Sustainable Livelihoods set up by UNDP, New York. He is a member, Governance and Personnel/Financial Policies, of the Accreditation Board constituted by ICAR for two years. He is in the Expert Group to consider the proposal to set up the Institute of Biodiversity in Arunachal Pradesh, constituted by the Ministry of Environment and Forests, New Delhi. He is a member of the Task Force to develop Comprehensive Priority Setting, Monitoring, and Evaluation Systems for the National Agricultural Technology Project constituted by ICAR. He is also a member, Technical Advisory Committee, Biological Science Division, Indian Statistical Institute, Calcutta.

Professor Gopal Naik served as a member of the Export Group on NAFED set up by the Ministry of Agriculture, New Delhi.

2. CENTRE FOR REGIONAL MANAGEMENT STUDIES

During 1997-98, the Centre for Regional Management Studies (CRMS) sponsored a workshop on "Rationalization and Administration of Octroi," which was jointly organized with the government of Gujarat (Department of Urban Development). It was attended by several municipal commissioners and finance officers, and important policy recommendations were submitted to the government of Gujarat.

Dr. Anil Bhatt of the Public Systems Group completed a research study on "Opium De-addiction Programme" for the Bhansali Trust which was supported by CRMS. His paper on "Building NGO-Corporate Partnership for Social Development: The Gujarat Context" was published by CRMS and disseminated to various institutions in Gujarat.

Continuing its tradition of providing research support to FDP participants, the Centre financed field expenses for Gujarat-based projects undertaken by Anubrata Datta, Murali Manohar Bhupathi, Iqbal A. Hakim, and Prema Sankaran.

In 1998-99, CRMS will provide financial support to a proposed five day programme on "Managing Colleges: Programme for Managers, Administrators and Heads of Colleges of Gujarat State" which will be organized by RJMCEI.

3. COMPUTER AND INFORMATION STSYEMS GROUP

Members of the Computer and Information Systems Group (CISG) contributed significantly to the organization of the 32nd Annual Convention of the Computer Society of India which was held in Ahmedabad from November 13 to 16, 1997. Professor T.P. Rama Rao chaired the Programme Committee, Professor V. Venkata Rao chaired the Publication Committee, Professor B.H. Jajoo coordinated the organization of pre-convention tutorials, and Professor S.C. Bhatnagar coordinated an International Workshop for Chief Information Officers (CIOs) from Commonwealth countries. Highlights of teaching, research, and other professional activities of the Group are given below.

PGP/Fellow Programme

C. Ranganathan, the first FPM student of CISG, was awarded the title of "Fellow" in March 1998. The title of his thesis was "Exploring the Context, Process, and Outcome of Strategic Information System Decisions."

CISG offered a concentration package for PGP in the second year for which the following elective courses were offered:

- Software Project Management
- Systems Analysis and Simulation
- Planning and Implementation of IT Strategy
- Decision Support Systems
- Business Data Networks

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

Professor B.H. Jajoo acted as a coordinator for a project to implement Intranet of four IIMs sponsored by Digital India and Microsoft.

Professor B.H. Jajoo gave invited talks in seminars organized by professional bodies in different parts of the country covering a wide range of IT topics such as networking, managing IT services, and buying IT resources.

Professor B.H. Jajoo was responsible for planning, designing, and implementing the Intranet environment and 64 KBPS radio modem based Internet connectivity for the IIMA computer network which comprises 11 individual local area networks.

Professor Rekha Jain presented seminars on "Private Participation in Indian Telecommunications Sector" at the University of San Fransisco, George Washington University, and City University of New York.

Professor Rekha Jain was awarded a Fulbright fellowship which enabled her to visit universities in the United States.

4. PUBLIC SYSTEMS GROUP

The Public Systems Group (PSG) is an interdisciplinary faculty group working on management problems of public systems, which are predominantly state controlled or involve significant public interest concern, and whose prime beneficiary is the general public.

The Group has focused its efforts on energy, environment, health and population, transportation, urban development, and voluntary sectors. Recent work has covered energy environment modelling and policy analysis, managing electric utilities, strengthening primary health care, development and privatization strategies for infrastructure (telecom, transport), railways, ports and shipping, postal services, quality of life in cities, and role of voluntary organizations and community participation in water supply and sanitation projects.

Research Projects

Completed Research Projects

- S. Manikutty and others, "Centre for Telecom Policy Studies" (sponsored by CIDA, Canada).
- D.M. Pestonjee and Dileep Mavalankar, "Development of an Instrument for Psycho-Social Stress" (sponsored by the Indian Council for Medical Research, New Delhi).
- S. Manikutty, "External Evaluation of the Total Literacy Campaign, Chittorgarh District, Rajasthan."
- S. Manikutty, K.Ramachandran, R. Sridharan, and A. Tripathy, "A Study of the Impact of Inputs given by the ODA, UK, for four Regional Engineering Colleges in India."
- Prem Pangotra, "City Monitor" (dealing with comparative assessment of the quality of life in Pune, Hyderabad, Ahmedabad, and Bangalore) (sponsored by Ahmedabad Management Association).
- Rekha Jain and G. Raghuram, "Case Writing on Private Provisioning of Infrastructure."
- P.R. Shukla and Jahar Saha, "Technology, Practices, and Competitiveness in Textile Industry: A Multinational Study."

Ongoing Research Projects

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

S. Manikutty, "A Study of the Role of State Resource Centres (SRCs), Pune and Aurangabad, in the Post-TLC Years."

D. V. Mavalankar and Anil Bhatt, "Strengthening Reproductive Health Programmes and Policies" (sponsored by Ford Foundation).

D. V. Mavalankar, "Operationalizing Target Free Approach in Family Planning at District Level" (supported by ICOMP, Malaysia, and Ford Foundation).

Prem Pangotra, "Comparative Ranking of Quality of Life in Five Indian Cities."

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

P. R. Shukla and Prem Pangotra, "Dyestuff Industries in Gujarat: Environmental Aspects" (sponsored by the Indo-Dutch Programme on Alternatives in Development).

Management Development Programmes

For regular programmes, please see the chapter titled "Management Development Programmes."

Programme for "Officers of the Indian Economic Service on Macroeconomic Management and Policy," June 16-27, 1997 (Coordinator: G. Raghuram).

"Programme on Public Policy Analysis for IAS Officers," July 28-August 1, 1997 (Coordinator: Anand Gupta).

"Workshop on Leadership and Management Development for Reproductive Health Services in India," August 9-14, 1997 (supported by ICOMP-MacArthur Foundation) (Coordinator: D.V. Mavalankar).

Seminars

The following seminars were organized during the year:

Shyamal Sharma Health Policy Consultant Massachusetts	Applying Quality Management Principles in Health Care on July 14, 1997
Gautam Dutta Department of Operational Research, London School of Economics and Political Science, London	Optimization Based Decision Support System for Strategic and Operational Planning August 19, 1997
Haribandhu Panda Southeast Asia Technology Co.Ltd., Bangkok	Firm Level Technological Capability Assessment and its Role in Strategic Planning November 27, 1997

Madhumita Lodh
Associate Consultant
Milliman Robertson Inc.
San Francisco

Health Insurance Sector:
Some Concerns
December 3, 1997

Fellow Programme in Management (FPM)

Two students were awarded the title of "Fellow" during the convocation.

Four students are at various stages of the Programme. Four students are expected to join during June 1998.

The following courses were offered in the second year of FPM:

Public Management
Public Finance
Energy and Environment Policy
Electric Power Economics and Policy

Post-Graduate Programme (PGP)

The following courses were offered during the year:

Infrastructure Management and Implications on Logistics
Environment Management
Infrastructure Development and Financing
Services Management

Other Activities

Professor D.V. Mavalankar was appointed as member of the Technical Advisory Committee of Mother Care, an international healthcare project supported by USAID, Washington. He was invited as resource person for the workshop on "Adolescent Reproductive Health" in Bangalore, organized by the International Centre for Research on Women, Washington, D.C. He attended a national meeting on "Media Advocacy for Reproductive Health" organized by the Population Council, New Delhi, on March 15, 1998. He chaired a technical session on women's health at the international conference on "Changing Patterns of Diseases" organized at Dasoda by the International Geographer's Union and M.S. University of Baroda's Geography Department in January 1998. He attended a meeting of the Think Tank organized by Population Council on "Expanding Contraceptive Choice in Gujarat" in Baroda in January 1998. He participated in a meeting to discuss the content of the National Family Health Survey II supported by USAID, organized by the International Institute of Population Sciences in Mumbai in December 1997. He participated in the regional meeting on "Reproductive Tract Infections in Asia and Pacific" at Clynabn Bay, Philippines, organized by the Health Action Information Network and supported by the Ford Foundation in May 1997.

Professor Prem Pangotra was appointed as a member of the Committee on Rationalization of Structure and Administration of Octroi by the Gujarat government. In collaboration with the Gujarat Government and with the support of CRMS a workshop on "Octroi Reforms" was organized at the Institute in May 1997. He was appointed as a member of the Working Group on Octroi by the Economic Affairs and Taxation Panel of CII-Gujarat and participated in several meetings to explore effective alternatives to octroi. He was appointed as an honorary member on the Panel of Environmental Protection by the Consumer Education and Research Centre (CERC), Ahmedabad.

Professor G. Raghuram coordinated training programmes and material development for the Indian Railways (Railway Staff College) and the Department of Post. He was invited by the government of Andhra Pradesh as a resource person for its infrastructure taskforce towards a Vision 2020 exercise. He was invited by the Tirumala Tirupathi Devasthanam to examine its infrastructure and make proposals for improvement.

5. RAVI J. MATTHAI CENTRE FOR EDUCATIONAL INNOVATION

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) was established at the Institute to continue some of the unconventional and innovative activities that Professor Ravi J. Matthai had undertaken as part of his experiment on the rural university. Initially the Centre was meant to focus on higher education and institution building. Subsequently, the RJMCEI faculty thought it appropriate to also examine issues in the context of primary education, given the national effort towards universalization of elementary education. Presently, RJMCEI serves as the focal group for research and educational programmes on issues relating to higher education, primary education, management of educational institutions, and institution building.

In 1997-98, RJMCEI faculty taught in PGP, FPM, and FDP. Some of the courses were revised and specially designed for these programmes. RJMCEI also offered the first International Programme on Management of Higher Educational Institutions during September 8-14, 1997. This programme aimed at providing an opportunity to learn about strategic institutional responses to the challenges facing higher educational institutions and was conducted under the auspices of the Management Training Services Division, Commonwealth Secretariat, London. This one-week programme addressed issues of strategic leadership and planning in higher education, institution building processes and institutional networking, organizational learning and innovation, and commercialization of services. Twenty

delegates from 14 Commonwealth countries participated in the programme. A number of case studies were specially developed by RJMCEI faculty for this programme. The programme was well received and, according to the feedback from the participants, it made value added contributions through perceptive assessment of institutional challenges. The Commonwealth Secretariat has agreed to sponsor this programme during 1998-99 as well.

Research Seminars

Tilak Jandhyala, B. G., "Financing Higher Education: International Perspectives," September 12, 1997.

Vijaya Sherry Chand, P. G., "School, Economy, and Society: Improving Educational Performance among the Rabaris and Thakores," January 6, 1998.

Institution Building

Institution building support was provided to the IIMA-SRISTI (Society for Research and Initiatives for Sustainable Technologies and Institutions) joint project "Generating Incentives for Sustainable Natural Resource Management" and to the Honey Bee network, both coordinated by Professor Anil Gupta. Support has been provided to grassroots innovators and teachers informally or through Gram Vidyapiths, rural institutes of higher education, and by Professor Vijaya Sherry Chand. Support to innovative teachers will be continued and extended to teachers from outside Gujarat. Support to the Honey Bee network has also meant help in conceptualizing a multimedia database on grassroots innovations developed by SRISTI with the help of Professor Brij Kothari. This database was shown to farmers during a *shodh yatra* in Saurashtra and in a Honey Bee network meeting in Tamil Nadu. Linkages between macro-level policies and micro-level experiences of innovators are being forged to make policy windows at the national level accessible to grassroots innovators. Educational interactions through popular media and rural cultural and religious fairs have generated many insights on using cultural platforms for mass awareness. How these can be made more cost effective is being studied. As part of the support, the discourse of participatory research in natural resource management is being explored by Professors Brij Kothari and Vijaya Sherry Chand.

Professor Vijaya Sherry Chand was involved in the following institution building activities:

Reformulation of focus and approach of M.Ed. dissertation work, College of Education, Modasa, Gujarat, and design of study of innovative secondary school teachers in Gujarat for the College of Education, Modasa.

Institution Building Workshop for SEWA, Ahmedabad, February 9-10, 1998, and follow-up activities for strengthening the institutional framework of women's handicrafts, salt workers, dairy, forestry, and savings groups.

Institution building support to the network of rural colleges in Gujarat in strengthening dissertation work and on-farm experimentation.

Support to the District Primary Education Programme (DPEP) through participation in national appraisal missions and support to the Gujarat Council of Primary Education specifically in strengthening educational management information systems and project monitoring systems.

Building educational research capabilities in the District Institutes of Education and Training in DPEP districts through design and implementation of a series of research projects on primary schooling systems.

6. INTERNATIONAL MANAGEMENT GROUP

The International Management Group offered five elective courses in the Post-Graduate Programme:

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

Corporate Leadership and International Growth Japanese Management

A new PGP elective course titled "Management in Asian Countries: Japan, China, Taiwan, Singapore and South Korea" will be offered in the next academic year. Another new PGP elective course titled "Global Financial Strategies" is in the design stage and is likely to be offered during the next academic year.

Management Development Programmes

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

Teaching in Other Courses

IMG faculty were involved in taking sessions on international management, globalization, and strategic management of technology in MDPs such as Tier I of the 3-Tier Programme, Programme for IAS Officers, Top Management Programme, Programme on Management of Excellence by Chief Executives, etc. They also took sessions on Japanese management and technology management at other institutions.

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

Post-Graduate Programme in Management

The following courses were offered by the Business Policy area in PGP:

- Strategy Formulation and Implementation I and II (compulsory course)
- Mergers, Acquisitions, and Corporate Strategy
- Leadership: Vision, Meaning, and Reality
- International Business Management
- Information Technology for Competitive Advantage
- Business Process Reengineering
- Capabilities, Competencies and Corporate Strategy

The following courses, though not based in the area, were facilitated in their offering and running by the faculty:

- Written Analysis and Communication (compulsory course)
- Legal Aspects of Business (compulsory course)
- Corporate Tax Planning (compulsory course)
- Managerial Oral Communication

The course "Legal Aspects of Business" was revamped and updated with latest laws and judgements.

Faculty Development Programme

The area offered a compulsory course titled "Business Policy" and facilitated a course on "Communication for Management Teachers" for FDP participants.

Fellow Programme in Management

Owing shortage of faculty, the area had not taken any student in the Fellow Programme in Management. Hence it did not offer any doctoral level courses. For the same reason, the area has not taken any student in 1998-99.

However, it facilitated a compulsory course on "Communication for Management Teachers" for FPM students.

Management Development Programmes

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

2. ECONOMICS

In the Post-Graduate Programme, the Economics area offered two compulsory courses in the first year: Economic Analysis and Economic Environment and Policy (I and II). 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.

In the Fellow Programme in Management, six students were pursuing their studies.

3. FINANCE AND ACCOUNTING

In addition to compulsory courses (MANAC I/II and Finance I/II) offered to first year students, the area offered the following elective courses:

- Futures, Options, and Risk Management
- Mergers, Acquisitions, and Corporate Restructuring
- Management Control Systems
- International Financial Management
- Investment and Portfolio Management
- Management of Financial Institutions

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

Significant Board Memberships

Professor Samir Barua

- Member, Board of Securities Trading Corporation of India Limited
- Member, Index Committee, BSE
- Member, Certification and Testing Committee, NSE
- Member, FICCI Committee on Capital Markets
- Member, Standing Committee on Money Market, RBI

Professor J. R. Varma

Chairman, Committee on Revised Forward Trading,
SEBI

Chairman, Committee on Employees Stock Options,
SEBI

Professor V. Raghunathan

Member, Local (India) Board of Credit Lyonnais Bank
Member, Informal Group on Primary Market, Department
of Economic Affairs, Ministry of Finance
Member, Western India Advisory Committee for
NBFCs, CII

4. MARKETING

In the first year of PGP, the area offered two compulsory courses in marketing. In the second year, the area offered four elective courses: Marketing Research and Information Systems, Product Policy and Management, Advertising and Sales Promotion Management, and Sales and Distribution Management. The area, in addition, offered six independent project courses in PGP, FPM, and FDP.

One FPM student graduated during the year. Several FPM students of the area have won awards for financial assistance based on their thesis proposals.

As a part of the Institute's policy to offer programmes in international markets, the Marketing area offered the "International Programme on Product Policy and New Product Management" in Sri Lanka with the support of Maharaja Institute of Management, Colombo. The area faculty participated in various MDPs and coordinated and/or participated in various in-company training programmes.

Several case studies covering a wide spectrum of product-market situations and organizations were prepared during the year. A number of these were on opportunity identification and marketing planning for international operations by Indian companies. The topics included product design, brand building, product management, pricing, distribution management, sales management, advertising strategy, marketing strategy, and strategic marketing. The products included consumer durables, industrial products, information services, and infrastructure projects. The area organized three research seminars by visiting scholars from abroad.

The area members provided consulting help to large and medium size companies and international agencies. The nature of projects included reviewing and developing marketing systems, strategic market plans, new product introduction strategy, channel management, supply chain logistics and social communication.

5. ORGANIZATIONAL BEHAVIOUR

During 1997-98 the Organizational Behaviour area offered PGP and FPM courses. One MDP was offered by Professor P.N. Khandwalla from December 19-21, 1998.

Two FPM students graduated from the area and joined academic institutions.

During 1997-98, Professor S. Ramnarayan was at the University of Bamberg, Germany, as a guest faculty.

Professor Sasi Misra received a renewed research award of the Alexander von Humboldt Foundation, Germany, and visited the University of Bamberg during March-May 1997 to initiate collaborative research with Professor Dietrich Doerner in the area of managerial cognition and problem solving. He also visited the University of Gottingen, the Technical University of Munich, and the University of Madrid, Spain.

Professor D.M. Pestonjee's membership of the Bank- ing Services Recruitment Board (Western Zone) was extended for a year. He has already completed two terms of three years each.

6. PRODUCTION AND QUANTITATIVE METHODS

The Production and Quantitative Methods area offered regular PGP and FPM courses in operations management and quantitative methods during the year 1997-98. The elective courses included Project Management, Materials and Sourcing Management, Logistics Management, Manufacturing Marketing and Supply Chain Coordination and Manufacturing and Operations Strategy, Statistical Methods in Data Analysis, and Introduction to Discrete Mathematics.

The course on Real Analysis was offered 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.

For MDPs offered by the area, please see the chapter titled "Management Development Programmes."

The area faculty organized a two-day conference on "Operations Management" (the first OR workshop) on December 27-28, 1998. About 30 academics and academically oriented practitioners from various institutions and companies in India and abroad attended the conference. The group resolved to make this an annual feature with the conference moving to different campuses in the country. The conference was chaired by Professor Pankaj Chandra.

Seminars

The area organized the following seminars during 1997-98:

Speaker	Topic
Professor Kannan Sethuraman Graduate School of Business, University of Michigan	Complexity Costs in a Plant with Fixed Assets that Strives to Make Schedule <i>June 23, 1997</i>
Professor Devanath Tirupati College of Business Administration, University of Texas	A Model Based Approach to Product Family Design <i>July 10, 1997</i>
Professor Ishwar Murthy Department of Information Systems and Decision Sciences, College of Business Administration Louisiana State University	Stochastic Shortest Path Problems with Piecewise Linear Concave Utility Functions <i>July 18, 1997</i>
Dr. Goutam Dutta Department of Operations Research London School of Economics and Political Science	Optimization Based Decision Support System for Strategic and Operational Planning <i>August 19, 1997</i>
Professor R. Chandrasekaran School of Management University of Texas	Nonnegative Integer Solutions to Linear Systems <i>December 2, 1997</i>
Professor Basheer M. Khumawala John and Rebecca Moores Professor, University of Houston	Global Manufacturing Practices: An Empirical Investigation <i>December 8, 1997</i>
Professor Alok Chakrabarty Distinguished Professor of Management and Dean School of Management, New Jersey Institute of Technology	Technology Strategy in the Global Competitive Scenario <i>December 31, 1997</i>
Professor Goutam Appa Department of Operations Research London School of Economics and Political Science	Measuring Scale in DEA <i>January 2, 1998</i>
Professor Sachin Gupta J.L. Kellogg Graduate School of Management Northwestern University	Consumer Demand with Stock-out Based Substitution: Estimation and Empirical Application <i>February 6, 1998</i>

Administrative Activities

New Appointments

During the year, the following joined the Institute:

Rajesh Agrawal, Assistant Professor, Finance and Accounting Area
Goutam Dutta, Associate Professor, Production and Quantitative Methods Area
Vinod Ahuja, Assistant Professor, Centre for Management in Agriculture
Satish Deodhar, Assistant Professor, Centre for Management in Agriculture
Rajeev Sharma, Associate Professor, Ravi J. Matthai Centre for Educational Innovation
Devanath Tirupati, Professor, Production and Quantitative Methods Area
Harish K. Rathod, Accounts Clerk
B. Srinivasa Rao, Catering Supervisor
Harendra J. Vadher, Executive Engineer
Budhabhai S. Vaghela, Attendant
Manoj P. Patel, Junior General Duty Staff
Archana S. Joshi, LDC Typist
Jayantilal S. Prajapati, Attendant
Palturam R. Kori, Attendant
Hetal G. Mehta, Junior General Duty Staff
Dilip Manilal Parmar, Sweeper
Lakshmi Balakrishnan, LDC Typist
Mini Nair, LDC Typist
Pravin D. Valodara, Peon/Attendant
Reshmi Thomas, LDC Typist

Resignations

Professor Shashi Kolavalli
Professor Devi Tewari
Mr. Chetan Bhatt
Ms. Caroline Anthoniswamy
Mr. G. John
Mr. K.P. Radhakrishnan

The Institute extends its best wishes to all in their new jobs.

Retirements

Professor Anand Gupta
Professor V. Jaikumar
Dr. K.R. Pichholiya

Mr. Rambihari S. Kori
Mr. Naval Ghuman Ayari^{*}
Mr. U.K. Harindran
Mr. R.A. Khut^{*}
Lt. Col. (Retd.) R.K. Madan
Mr. K.S. Vaghela

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

Died

Mr. Rasiklal R. Makwana
Mr. Yogeshkumar P. Bhatt
The Institute deeply regrets their untimely death.

Leave of Absence

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

Professor V. N. Asopa to take up an assignment as Director, IIM, Indore

Professor J. S. Chhokar to take up an assignment with the University of New Orleans.

Professor G. S. Gupta to take up an assignment with the University of Malaysia.

Professor Rekha Jain to take up Fulbright Scholarship.

Extension of Leave

Professor Ramesh Bhat has been granted extension of leave for his assignment with the Health and Population Office of ODA, British High Commission at Delhi.

Rejoined

Professor S. Ramnarayan rejoined the Institute after expiry of leave of absence.

Professor Rekha Jain rejoined the Institute after expiry of leave on duty.

* Voluntary Retirement

Promotions

Professor N. Venkiteswaran has been promoted as Professor

Professor S. Manikutty has been promoted as Professor

Professor K. Ramachandran has been promoted as Professor

Professor Abraham Koshy has been promoted as Professor

Professor Pankaj Chandra has been promoted as Professor

Professor Sidharth Sinha has been promoted as Professor

Professor Murali P. has been promoted as Associate Professor

Staff Awards/Honours

During the year 17 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. A. Ganapathy, and Rambihari S. Kori were given the Karmavir Award 1997. N. R. Desai, Varoni Ramcharan Patel, and Puransingh P. Rajput were given the Institute's Long Service Award for retiring employees with a record of dedicated service to the Institute.

Alumni Relations and Activities

IIMA Alumnus

Three issues of the *IIMA Alumnus* were published during 1997-98. The issues carried special reports on "Information Technology at IIMA" and "Fifty Years of India's Independence: Contributions of IIMA," covering the Post-Graduate Programme, Fellow Programme in Management, Management Development Programmes, Faculty Development Programme, Research and Publications, and Consulting. The issues reported major activities on the campus as well as activities organized by the chapters, besides carrying news about alumni.

Alumni Reunion

An all Alumni Reunion Weekend was organized on the campus on January 23-25, 1998. Ninety alumni belonging to batches ranging from 1967 to 1997 attended the Reunion. A large number of them – about 25 – belonged to the 1974 batch. The Reunion also included a panel discussion on latest trends and developments in different fields of management. Chairpersons of different areas and other faculty members pointed out that the programmes and activities at the Institute were continuously reviewed in order to make them responsive to the changing environment. The faculty talked about the major trends: better corporate governance, importance of ethics and social responsibility, judicial activism, attention to organizational structure, impact of IT, strategic alliances, etc. Several courses with international focus have been introduced in recent years. Similarly, there is a change in MDPs; faculty keep experimenting with new ideas and new themes.

In the interaction session with faculty, one alumnus pointed out that, in order to maintain its high ranking, the Institute should be seen to be doing things not only in the domestic market but also in the international area. It should make a dent in the Asian and African countries through consulting and exporting programmes. It was pointed out that several sponsored programmes had attracted a large number of participants from Africa. Besides, the idea of offering programmes in other countries is on the Institute's agenda. Internationalization being one of the thrust areas of the Institute, the international content in the PGP courses is much higher now compared to five years ago.

FPM Alumni Reunion

As part of the silver jubilee celebrations of the Fellow Programme in Management (FPM), an FPM alumni reunion was organized on March 20-21, 1998. As part of the occasion, all the 163 FPM theses abstracts compiled in a book titled *Management at the Frontiers* was released by Professor Jahar Saha, Director of the Institute.

A seminar on doctoral education in management was attended by about 50 FPM alumni. The participants discussed various problems facing doctoral education in management and made specific suggestions for improvement. Many were of the opinion that FPM should be positioned differently from PGP and that there should be an FPM offered jointly by IIMs.

Chapter Activities

The Delhi Chapter has formed the IIMA Alumni for Good Governance Foundation (IIM-AAGG Foundation). The Foundation intends to fight for issues of national concern such as institutional reform, greater transparency to check corruption, reform of election laws, civic issues in areas like education, environment, etc. It organized a Diwali get-together on October 18, 1997, at the Delhi Gymkhana Club which was attended by 450 alumni and their spouses. The Chapter is in the process of bringing out an updated directory of the members. Jointly with the IIMC Alumni Association the Delhi Chapter organized a panel discussion on "Indian Middle Class Spending Boom: Mirage or Reality."

The Ahmedabad Chapter organized an MBA entrance exam counselling programme jointly with the Lions Club of Ahmedabad on September 27, 1997.

The alumni in Singapore have started a new chapter with 62 members.

The Hyderabad Chapter has been reactivated. A get-together of the PGP alumni was organized on August 30, 1997.

The Bombay Chapter has been reactivated. It organized a seminar on "Depository" followed by a dinner get-together on March 21, 1998.

Grant-in Aid

The Institute received grant-in-aid of Rs.680.50 lakh during 1997-98 from the Ministry of Human Resource Development, Government of India. The details are given below:

Name of Scheme/Programme	(Rupees in lakh)			
	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	—	590.00	590.00	—
Transfer to Endowment Fund	—	—	—	—
Plan	195.00	90.50	75.00	210.50

Vikram Sarabhai Library

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

Books	2684	Rs. 16,91,000
Periodicals	608	Rs. 38,00,000

The collection of books at the end of the year stood at 1,39,822. Publications issued and returned numbered 16,434 and 10,666 respectively. A large number of articles and book chapters were photocopied by the users. Total number of photocopies taken was 91,397 and amount collected was Rs. 61,767.

Library Automation

About 16,000 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. Records of newspaper items for 1991, 1992, 1993, and 1994 were kept as back-up for future use.

During the year, retrospective conversion of the entire catalogue of books into machine readable form was completed. For integrating all library activities and services, the library bought an integrated library software called LibSys. The software can provide online public access (OPAC).

Database search service was provided to members on the nodes kept in the library. It is also available to students, faculty, and MDPs on their respective LANs and was heavily used by them.

A new version of CIMM called PROWESS was installed.

The databanks called Capitaline Ole and Capita Stock (Capital Market) were regularly updated. Both databanks have enhanced the quality and coverage of information on business and industry. Internet facility with Netscape browser and two multimedia systems were heavily used by the members.

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 the 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

Based on the suggestions of the users, the library added two more CD-ROM databases: Social Science Citation Index and Current Contents on Disc: Behavioural and Social Sciences.

Photocopying Facility

Photocopying facility on self-operated photocopying machine was continued in addition to the regular photocopying facility. The facility is available to students during the library hours.

Research for Product Design and Test Marketing of Management Information

As part of the project, test marketing of following three products in the business and industry segment in Pune and Ahmedabad and the academic segment at the national level was completed:

Information Bulletin on Management

- Current Contents in Management: Marketing
- Current Index of Management: Marketing
- The results have demonstrated that potential demand exists for the products.

Manual for Marketing of Information Products and Services in Developing Countries

The final draft of the manual was readied for publication.

National Information Centre on Management

Under the NICMAN project, the above-mentioned information products were supplied to some MDPs as well as made available to business and industry and academics on subscription basis. The services evoked good response and many are subscribing to them. A database search service for external clients was introduced and the services have been backed up by a photocopy supply service.

Welfare Activities

Medical Camps

A general medical check-up and blood test camp was held in April 1997. A total of 162 members of the community took advantage of this health camp.

Eye check-up camps were held on November 9 and 16, 1997. One hundred and fifty-eight employees and their spouses attended these camps.

The Welfare Committee organized a blood donation camp jointly with Blood Foundation, Ahmedabad, on December 1, 1997. One hundred and one students and staff donated blood.

The community welcomed these activities and participated with tremendous enthusiasm.

Distribution of Free Text Books and Note Books

The Welfare Committee distributed slates, text books, and note books to school going children of the community during May-June 1997. Three hundred and ninety-five children of 220 employees benefited from the scheme.

Creative and Educational Activities

Regular computer training classes were introduced from July 1997. Sixty-three children completed the basic computer course.

In May-June 1997, 160 children including children of the community of SAC and PRL attended six-week summer classes conducted on the campus. The classes were conducted in basic and advanced computer learning, spoken and written English at junior and senior level, drawing and painting, origami, photography, embroidery, and mehendi.

Carnatic music and keyboard and guitar classes continued. Thirty-eight students attended these classes.

Yoga classes have always been very popular with the community. These classes were conducted on a regular basis during the year.

Institute's Annual Day

On the occasion of Institute Day, 49 children of the community were awarded cash prizes, certificates, books, and special awards for meritorious achievement in examinations and sports and cultural activities.

Other Activities

On November 1, 1997, the Welfare Committee organized New Year get-together. A large number of members of the community participated in the function.

During the year, members of the Welfare Committee visited the S-Type quarters to have first-hand knowledge of difficulties faced by the residents. The Committee has initiated action to solve their problems.

The Welfare Committee received flags on the occasion of BMA Flag Day. An amount of Rs. 2,010 was collected from sale of flags and deposited with the National Association for the Blind.

APPENDICES

APPENDIX 1: MANPOWER GROWTH

Year	Faculty	Research Staff	Staff	Visiting Faculty	Total
1985-86	83	45	576	4	708
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
1997-98	77	47	476	30	630

* Including CAO and Librarian

APPENDIX 2: POST-GRADUATE AND FELLOW PROGRAMMES

Year	Post-Graduate Programme in Management	Fellow Programme in Management	Total
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
1997-98	386	48	434

APPENDIX 3: CASES, RESEARCH, AND CONSULTING

Year	Cases Completed (Cumulative)	Research Projects Completed (Cumulative)	Consulting Projects Completed* (Cumulative)
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
1997-98	2793	590	1519

* Figures for consulting projects from 1993-94 onwards include teaching assignments.

APPENDIX 4: INDUSTRY, FACULTY MEMORIAL, AND OTHER SCHOLARSHIPS

Name of Recipient	Name of Scholarship	Amount (Rs.)
First Year (1996-98 Batch)		
Merit Scholarships		
Industry		
Avinash Agarwal	Mr. J R D Tata	50,000.00
Sumit Rajpal	VST Industries Limited	50,000.00
Anant Maheshwari	Mahindra & Mahindra Limited	20,000.00
Vipul Bansal	Surrendra Paul	6,500.00
PGP Students' Sponsored Scholarship		
Alok Kumar Sharma	PGP 1987 Batch	3,000.00
Faculty Memorial Scholarship		
Rakesh Bordia	Professor Warren Haynes	3,000.00
Merit-cum-Means Scholarships		
Industry		
Mohit Rana	Tata Steel	40,000.00
Augustine R. Thomas	Castrol (India) Limited	20,000.00
Jujhar Singh	Larsen & Toubro Limited	20,000.00
Second Year (1996-98 Batch)		
Merit Scholarships		
Industry		
Sumit Rajpal	SBI Mutual Fund	50,000.00
Avinash Agarwal	Monsanto	20,000.00
Vipul Bansal	Surrendra Paul	6,500.00
Anant Maheshwari	AUDCO (India) Limited	3,500.00
PGP Students Sponsored Scholarship		
V. T. Mukundan	IIMA Silver Jubilee	3,000.00
Faculty Memorial Scholarship		
Rakesh Bordia	Professor B.K. Hegde	3,000.00

APPENDIX 5: BOARD OF GOVERNORS

Chairperson

I. G. Patel

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

Sudhir Nath
Joint Secretary and Financial Adviser
Ministry of Human Resource Development
Department of Education
New Delhi

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

Anil Gupta
Chairman
Hotline Group of Companies
New Delhi

C. R. Biswas
Additional Chief Secretary
(Technical and Higher Education)
Education 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
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. Bhartia
Managing Director
Vam Organic Chemicals Ltd.
New Delhi

J. P. Chowdhary
Chairman and Managing Director
Titagarh Industries Limited
Calcutta

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

Bakul H. Dholakia
Indian Institute of Management
Ahmedabad

Abhinandan K. Jain
Indian Institute of Management
Ahmedabad

K. V. Kamath
Managing Director and CEO
ICICI Ltd.
Mumbai

Prem P. Gupta
D-3/6 Vasant Vihar
New Delhi

Shrenik Kasturbhai
Managing Director
Anil Starch Products Limited
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

C. R. Shah
Managing Director
Ahmedabad Electricity Co. Ltd.
Ahmedabad

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

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

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

Nitin J. Nanavaty
Managing Director
Apuva 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 Arbud 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 Ltd.
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

U. N. Patel
General Manager & Zonal 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.
Kolar

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

M. Oeschger
Managing Director
Brooke Bond India Ltd.
Bangalore

M. V. Murugappan
Managing Director
Carborandum 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 Limited
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 Corporation Ltd.
Mumbai

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

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. Khusrakhan
Managing Director
Glaxo India Ltd.
Mumbai

Shantilal K. Somaiya
Chairman
Godavari Sugar Mills Ltd.
Mumbai

Managing Director
Gujarat State Fertilizers & Chemicals Ltd.
PO Fertilizer Nagar
Dist. Vadodara

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

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

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

Vice President (Personnel)
Hindustan Lever Ltd.
Mumbai

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

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

Chief Executive (Personnel)
Indian Oxygen Ltd.
Calcutta

K. G. Ramanathan
Chairman and Managing Director
Indian Petrochemicals Corporation Ltd.
Vadodra

Chairman
Industrial Credit and Investment
Corporation of India
Mumbai

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

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

Rahul N. Amin
Executive Director
Jyoti Ltd.
Vadodra

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

Chairman and President
Larsen & Turbo 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

Janmejay Bhagubhai
Managing Director
Manish Organics Industries Ltd.
Ahmedabad

Executive Director (Personnel)
Metal Box Company (India) Ltd.
Calcutta

L. K. Singhal
Chairman-cum-Managing Director
Metallurgical & Engineering
Consultants (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

D. Sengupta
Chairman-cum-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

Navnitlal Sakartal
Sakartal Balabhai & Co. Ltd.
Ahmedabad

Arvind Hiratal
Saurabh Corporation
Ahmedabad

B. V. Mehta
Sayaji 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.
Mihapur

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
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

Bakul H. Dholakia
Ph.D. (MSU)

Chief Administrative Officer

A. K. Dua
B.Tech. (IIT, Kanpur)
M.Tech. (IMACT, Bhopal)
M.B.A. (IMDR, Pune)
Member of the Faculty

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)

N. Venkiteswaran
A.C.A.

Centre for Management in Agriculture

Vinod Ahuja
Ph.D. (Maryland)

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

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

Samar K. Datta
Ph.D. (Rochester)

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

Satish Deodhar
Ph.D. (Ohio State)

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)

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 Technology)

Economics

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

Ravindra H. Dholakia
Ph.D. (MSU)

Somdeb Lahiri
Ph.D. (Minnesota)

Sebastian Morris
M.Sc. (IIT, Bombay)
Fellow (IIMC)

Patibandla Murali
Ph.D. (JNU, New Delhi)

Entrepreneurship Group

K. Ramachandran
Ph.D. (Cranfield)

Finance and Accounting

Rajesh Agrawal
AICWS, ACA

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

Ramesh Gupta
PG.D.M. (IIMC)
Ph.D. (Berkeley)
A.I.C.W.A.

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

V. Raghunathan
Fellow (IIMC)

Sidharth Sinha
PG.D.M. (IIMA)
Ph.D. (Berkeley)

Jayanth R. Varma
PG.D.M. (IIMA)
A.I.C.W.A.

Fellow (IIMA)
IFCI Chair Professor of Management

Industrial Policy Management Group

Rakesh Basant
Ph.D. (Gujarat)

G. S. Gupta*
Ph.D. (Johns Hopkins)

International Management Group

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

Ashok N. Korwar
Ph.D. (UCLA)

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

Marketing

Bibek Banerjee
Ph.D. (Purdue)

Abhinandan K. Jain
PG.D.M. (IIMA)
Fellow (IIMA)

Abraham Koshy
Fellow (IIMA)

Sipra Mukhopadhyay
Ph.D. (Jodhpur)

Organizational Behaviour

Deepthi Bhatnagar
Fellow (IIMA)

Jagdeep S. Chhokar*
Ph.D. (Louisiana State)

Parvinder Gupta
Ph.D. (IIT, Kanpur)

Pradip N. Khandwalla
M.B.A. (Pennsylvania)
Ph.D. (Carnegie-Mellon)
A.C.A.

Sasi B. Misra
Ph.D. (UCLA)

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

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

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

* On leave

Personnel and Industrial Relations

Jerome Joseph
Ph.D. (Madras)

A. Monappa
M.A. (Madras), M.Sc. (LSE)

Production and Quantitative Methods

Samir K. Barua
M.Tech. (IIT, Kanpur)
Fellow (IIMA)

Pankaj Chandra
Ph.D. (Pennsylvania)

Goutam Dutta
Ph.D. (North Western)

Amarlal H. Kalro
Ph.D. (Minnesota)

T. Madhavan
Fellow (IIMA)

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

Jahar Saha
Ph.D. (Case Western Reserve)

S. Trilochan Sastry
PG.D.M. (IIMA)
Ph.D. (MIT)

R. Sridharan
Ph.D. (Carnegie-Mellon)

Devanath Tirupati
Ph.D. (MIT)

Arabinda Tripathy
Ph.D. (LSE)

Public Systems Group

Dileep V. Mavalankar
M.D. (Gujarat)
Dr. Public Health (Johns Hopkins)

Saumen Majumdar
Ph.D. (IGIDR, Bombay)

Prem Pangotra
Ph.D. (Wisconsin)

G. Raghuram
Ph.D. (North Western)

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

Ravi Matthai Centre for Educational Innovation

Brij Kothari
Ph.D. (Cornell)

Rajeev Sharma
Ph.D. (Allahabad)

P. G. Vijaya Sherry Chand
PG.D.M. (IIMA)
Ph.D. (Gujarat)

R. G. Nambiar
Ph.D. (MSU, Baroda)
MMTC Ambedkar Chair Professor of International Trade
and Management

ADMINISTRATION

Ravi Acharya
M.A. (Bangalore)
Manager, MDA

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

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

T. Kameshwaran
B.Com. (Gujarat)
Programmes Officer

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

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

R. Pandurangan
B.Com. (Delhi)
Programmes Officer, FPM

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

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

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

T. I. Paul
B.Com. (Gujarat)
Programmes Officer

A. Sethunathan Nair
B.A. (Sp.) (Gujarat)
Materials Reproduction Officer

V. K. S. Nair
B.Com. (Gujarat)
House Keeping Officer

K. M. Raghavan
AICWA
Finance and Accounts Officer

Rita T. Rama Rao
M.Sc. (MSU)
Head, Computer Centre

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

P. S. Seshadri
M.A. (Rajasthan)
Editorial Associate

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

P. N. Shah
Dip. in Elec. Engg.
Electrical Engineer

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

Revathi Srinivasan
M.A. (Mysore)
Editorial Associate

Harendra Vadher
B.E. (Hons.) Civil (SPU)
Executive Engineer

Library

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

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

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

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

G. J. Trivedi
M.A., M.Lib. & I.Sc.
Assistant Librarian

Research Staff

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

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

Ketan Bhatt
M.Sc. (Bombay)

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

Shruti Dave
M.Com. (Bombay)

Madalsa Gandhi
M.A. (Gujarat)

Sunil Kumar Garg
M.Sc. (Udaipur)
Dip. in Fin. Mgt.
Dip. in Management (IGNOU)

Sonal Kureshi
M.B.A., LL.B. (Gujarat)

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

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

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

Mohan Paliwal
M.Com. (Gujarat)
PGD Comp. Science (Guj. Vidyapith)

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

Shweta Parikh
M.B.A., Ph.D. (Gujarat)

D. S. Parmar
Ph.D. (Gujarat)

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

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

Gita Ranchan
M.A. (Delhi)

Philip Thomas
PG. Dip. Bus. Admn. (IIMA)

Preeti Vyas
M.B.A., Ph.D. (Gujarat)