

SPEECH OF THE CHAIRMAN, BOARD OF GOVERNORS,
INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
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BY
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Professor Nurul Hasan, distinguished guests, ladies and gentlemen:

It gives me great pleasure to welcome you all to the 9th Annual Convocation of this Institute. I am particularly grateful to you, Professor Hasan, that in spite of your busy and demanding schedules you acceded to our request to grace this occasion and bless the entry of our graduates into the world of practice. In a very real sense, your life is a veritable essay in the service of education and academic pursuits. Sir, restructuring of the educational system is the key to the nation's material progress. In this context I welcome your recent emphasis on regulated admissions to the institutions of higher learning and development of professional education. These and other contemplated reforms in the educational system, I hope, would make our education a meaningful and effective instrument for economic development. You combine in yourself the remarkable perception of the academician and an effective manager. Thus it is but appropriate that you should address these young men and women who fortified by their educational experience at the Institute are now about to enter the managerial system to make their own humble contribution to the task of economic development.

Sir, the record of this Institute during the last twelve years of its existence is a modest proof of your own belief that a purposive educational programme can harness unutilised and hidden potential to

achieve societal goals. Through our Post-Graduate Programme, the ninth batch of which would be passing out today and the Programme for Management in Agriculture which would be producing the fourth batch of graduates, we have made a humble contribution to the managerial manpower in the country. These graduates have been employed in various kinds of industry and agriculture based undertakings both in the private and public sectors, and their activities are bound to bring about, in due course, a professional approach to managerial tasks which is an imperative of the day. Through our Management Development Programmes we have tried to refurbish and update the professional resources of a large number of executives, who are already in the operating systems, again both in the public and the private sectors. With a view to creating a multiplier effect on the management education we have collaborated in developing management departments in various universities and have organised on a regular basis special programmes for the benefit of university teachers. Our doctoral level programme established in 1971 and known as Fellow Programme in Management has further augmented our efforts to provide for indigenous facilities for teacher development so as to reduce the dependence of our educational institutions on foreign training. The first graduate of this Programme, is passing out today and I am glad that you Sir, an outstanding teacher and researcher yourself are with us on this unique occasion.

These activities are pretty well established and the recognition of our efforts in these spheres is a source of inspiration to us. However, it is incumbent on us to expand our existing programmes and initiate new ones in order to meet the growing managerial manpower

need not only in the industrial and agricultural sectors alone but also in other spheres of national endeavours where scarce means are to be allocated among various ends. In this context we have already started work on the management problems of family planning programme and management of educational systems and very soon we wish to launch a comprehensive research on the problems of rural development. Also we wish to increase the intake for our various degree type programmes and increase the number of management development programmes. These plans for consolidation and expansion would demand greater manpower resources and physical facilities. Our immediate needs in this context are pressing indeed. Specifically we must construct our kitchen-dining complex and thus improve the existing arrangements. We must build more houses for the administrative and subordinate staff, and establish a management development centre so that we can hold most of our management development programmes on the campus. We cannot afford any further delay in these matters without stultifying the growth of the Institute. And delay would be inevitable if we do not have funds.

Your Ministry, Sir, has always been most helpful to us in our activities. We are grateful to you personally for the kind of encouragement and support you have given us. However, the drastic cut in our budget this year has entirely upset our schemes. That the axe has fallen less seriously on us is only a source of negative satisfaction because what we had asked for was the barest minimum. May I appeal to you, Sir, to use your good offices to provide such resources without which our already difficult problems would become almost insurmountable. While we do appreciate the difficulties of the government I believe that no problem is too difficult to be solved. I also appeal to all other

friends and well-wishers of management education in the country including the industrial and business establishments to come forward with more generous assistance than in the past at a time when our resource situation is perhaps the most acute.

"Ladies and gentlemen, at the annual convocation we put our products in the market and present our record of service for social scrutiny. It is appropriate on this occasion to remember those who have rendered valuable service to our organisation. In this context, I would like to recall the services of Professor Louis I. Kahn, our consulting architect, who recently passed away in New York City on his way back from the Institute to his home town in Philadelphia. Professor Kahn enjoyed a unique status among the world architects and his loss is irreparable indeed. He has given us a complex which is unique for its facilities and architectural beauty, a complex which in his own words is a "house of inspiration to learn, to think, to question and to express." It is difficult for us to express our gratitude to Professor Kahn for his contribution and express our grief on his sad demise. I also recall the services of Professor B.K. Hegde who died in harness at the young age of 43 while teaching a class in our 3-Tier Programme at Agra. During the ten years of his association with the Institute, Professor Hegde contributed greatly to the building of our educational programmes particularly the 3-Tier and the Post-Graduate Programmes. In his death the Institute has lost a senior, and learned professor and a loving person.

Before I close, I would like to take this opportunity to give a piece of advice to the young men and women who are leaving the calm, and congenial atmosphere of the campus to enter a new world which is

rough and uncertain. I have some experience of and acquaintance with the environment in which you, my young friends, have been called upon to play your role. While your learning at the Institute would certainly stand you in good stead you must remember that your learning does not end at the point of graduation. It is only the beginning. Even experience based class-room learning which you have achieved, is no substitute for experience in the field. I do hope that you would use your experience in the field to supplement the tools, techniques, and concepts you have learnt. In doing so you will need all the strength of character, the geniality of temperament and sensitivity to environment and the feelings of those with whom you have to work. You will need flexibility along with the courage of your convictions, humility along with the force of your personality, and ability to appreciate other view points along with the capacity to sell your own. I call upon you to use these virtues to the best of your advantage. Those who have graduated before you have already built a fine record of which we are proud. I do hope that you will not only maintain their tradition but also improve upon it.

Once again, Professor Hasan, ladies and gentlemen, may I welcome you to our ninth convocation.

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