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INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

ANNUAL REPORT - 1973-1974

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INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ANNUAL REPORT - 1973-74

PREAMBLE : 1972-73

INTRODUCTION

1. The Indian Institute of Management, Bangalore, was established by the Government of India in early 1972, under the Ministry of Education and Social Welfare, to provide education, training, research and consultancy in management services at the national level with a view to improving the managerial competence in the various sectors of the Indian economy.

OBJECTIVES

2. The Institute was established with the following objectives:-

- (a) To provide professional training in management and related subjects to persons from Industry, institutions and associations connected with industry and commerce, and individuals, to enable them to practice competently the profession of Management and to instruct others in the practise of Management.
- (b) To select and prepare a cadre of young persons for careers in Management.
- (c) To meet the needs of Industry and Commerce in respect of upto-date information on Management through research and publication of management literature.
- (d) To organise research into matters concerning the use of management techniques for improvement in productivity.

- (e) To co-operate with educational or other institutions in any part of the world having similar objectives, in such a manner as may be mutually beneficial in the field of management education.
- (f) To provide consultancy services to industry and government agencies with a view to improving administration and productivity.

SOCIETY and GOVERNING BODY

3. Registration of Society: The Institute is an autonomous body, which was registered on 27 March 1972 as a Society, titled, The Indian Institute of Management Bangalore Society, under the Mysore Societies Registration Act XVII of 1960. The constitution and list of first Members of the Society are given below:-

Chairman - appointed by the Central Government.

- (1) Hon'ble Shri T.A. Pai
(the then Chairman, Life Insurance Corporation of India, and later, Union Minister of Railways and currently, Union Minister of Industry and Civil Supplies).

Nominated Members:

- (a) Four representatives of the Central Government, appointed by the Ministry of Education and Social Welfare.
- (2) Shri S.D. Nargolwala,
Additional Secretary (E.A. & E), Ministry of Finance, New Delhi.
- (3) Dr. L.S. Chandrakant,
Educational Adviser (Tech), Ministry of Education and Social Welfare, New Delhi.
- (4) Shri N.J. Kamath,
Joint Secretary, Ministry of Industrial Development, New Delhi.
- (5) Shri A.N. Banerjee,
Additional Secretary and Director General, Bureau of Public Enterprises,
7th Floor, Mayur Bhavan, Connaught Circus, New Delhi.

(b) Three representatives of the State Government representing concerned Departments:

- (6) Shri G.V.K. Rao,
Development Commissioner and Special Secretary to the Government of Mysore (Karnataka).
 - (7) Shri Mani Narayanaswamy,
Secretary to the Government of Mysore, Finance Department, Vidhana Soudha, Bangalore-1.
 - (8) Shri Samuel Appaji,
Secretary to the Government of Mysore, Education and Youth Services Department, Vidhana Soudha, Bangalore-1.
- (c) Vice Chancellor, Bangalore University:
- (9) Dr. T.K. Tukol.
 - (d) Representative of the All India Council of Technical Education:
- (10) Prof. G.R. Damodaran,
Dean, Post-Graduate Studies, P.S.G. College of Technology, Coimbatore-4.
- (e) Four persons nominated by the Central Government to represent industry, commerce, labour and other interests:
- (11) Shri K.T. Chandy,
Chairman, Kerala State Industrial Development Corporation; P.B.No.105, Vellayambalam, Trivandrum-1.
 - (12) Dr. S.M. Patil,
Chairman and Managing Director, Hindustan Machine Tools Ltd., Bangalore.
 - (13) Dr. D.V.K. Raju,
Biological Evans Ltd., Das Chambers, 25, Dalal Street, Bombay-1.
 - (14) Shri G. Ramanujam,
General Secretary, Indian National Trade Union Congress, 2/44, Royapettah High Road, Madras-14.

(f) A representative of the Mysore Chamber of Commerce:

(15) Shri A. Krishnamurthi,
Poorna, 19, III Block, Jayanagar,
Bangalore-11.

(g) A representative of the All India Management Association:

(16) Shri M.K. Panduranga Setty,
Technical Director, Krishna Industries
Pvt.Ltd., 19, Platform Road, Bangalore-23.

(h) A representative of the National Productivity Council of India:

(17) Dr. G.R. Dalvi,
Executive Director, National Productivity
Council, 38, Golf Links, New Delhi-3.

(j) Two Professors of the Institute
nominated by the Chairman:

(18-19) -

(k) Co-opted Members: Not more than four
members co-opted by the Board of
Governors:

(20-23) -

(l) Ex-Officio Member: Director of the
Institute:

(24) -

(m) Donor Members:

(25) Any person or organisation contributing
a sum of at least Rs.25,000-00 in one or
more instalments but within a period of
five years.

Secretary: An officer of the Institute will work
as the ex-officio Secretary to the
Society.

4. Board of Governors: The direction, management
and control of the Institute is vested in the Governing

body of the Society (Board of Governors), consisting of 26 members, comprised of representatives from the Central Government, State Government, Industry, Commerce, professional organisations, etc. The composition of the Board of Governors and the list of first members of the Board are given below:-

- (1) Chairman - appointed by the Central Government. Shri T.A. Pai
- (2-5) Four representatives of the Central Government, nominated by the Ministry of Education and Social Welfare (Finance, Education & S.W., Industrial Development and B.P.E.)
 2. Sri S.D. Nargolwala, Ministry of Finance.
 3. Dr. L.S. Chandrakant, Ministry of Education and S.W.
 4. Sri N.J. Kamath, Ministry of Industrial Development.
 5. Sri A.N. Banerjee, Director General, Bureau of Public Enterprises.
- (6-8) Three representatives of the State Government to represent the concerned Departments.
 6. Sri G.V.K. Rao, Development Commissioner.
 7. Sri Mani Narayanaswamy, Secretary, Finance Dept.
 8. Sri Samuel Appaji, Secretary, Education & Youth Services Dept.
- (9) Vice Chancellor, Bangalore University 9. Dr. T.K. Tukul
- (10) Representative of the All India Council for Technical Education. 10. Prof. G.R. Damodaran, P.S.G. College of Technology, Coimbatore-4.
- (11-14) Four persons nominated by the Central Government to represent Industry, Commerce, Labour and other interests.
 11. Sri K.T. Chandy
 12. Dr. S.M. Patil.
 13. Sri D.V.K. Raju.
 14. Sri G. Ramanujam.

- (15) A representative of the Mysore Chamber of Commerce. 15. Sri A. Krishnamurthi.
- (16) A representative of the All India Management Association. 16. Sri M.K. Panduranga Setty.
- (17) A representative of the National Productivity Council of India. 17. Dr. G.R. Dalvi.
- (18-19) Two Professors of the Institute to be nominated by the Chairman for two years. -
- (20-21) Two members of the General Body of the Society, elected for two years by Donor Members. -
- (22-25) Not more than four members co-opted by the Board of Governors. -
- (26) Director of the Institute (ex-Officio Member) -

Secretary: An officer of the Institute will work as the ex-officio Secretary to the Board of Governors.

The following additional members joined the Board of Governors during the period under review (1972-73):

- (18) Dr. V.K.R.V. Rao Co-opted by the Board, May 1972

The following members joined the Board in replacement of others:

- Sri A.B. Chandiramani, Joint Education Adviser (T), Ministry of Education, New Delhi in place of Sri L.S. Chandrakant (Retd.) Jan., 1973.
- Dr. H. Narasimhaiah, Vice-Chancellor, Bangalore University. in place of Dr. T.K. Tukol, Jan., 1973.

FACILITIES AND RESOURCES

CAMPUS and TEMPORARY PREMISES

5. Location: The Institute was located at Bangalore, in the State of Mysore (now Karnataka) at the request of the State Government. In consideration of this, the State Government has accepted the commitment to provide 100 acres of land free of cost and an amount of Rs.30 lakhs towards developmental expenditure during the Fourth Plan period. The Central Government will meet the entire recurring expenditure of the Institute and also the bulk of capital developmental expenditure. It is expected that an outlay of about three crore rupees will be made in the next few years by the Central Government.

6. Campus Land: Action for obtaining land for the Institute's permanent campus had been initiated by the State Government. The land in the vicinity of the Bangalore University at Kengeri had been inspected by the Divisional Commissioner, Bangalore, Secretary to the Education Department and the Registrar, Bangalore University. It was recommended that an area of about 126 acres of land in Survey number 42 of Malathahalli Bangalore South Taluk, may be ear-marked for the Institute. Out of this land, about 99 acres were in the possession of private parties, and were required to be acquired. The State Government released an amount of Rs.10 lakhs to the Bangalore University to initiate acquisition proceedings in respect of this land. The Board of Governors has, however, taking all factors like the need for interface with industry, cost of providing infra-structure etc., decided that the suggested site was not suitable and requested the Government to select an alternative site in consultation with the Institute.

7. Temporary Premises: Pending the allotment of suitable land and construction of permanent campus, interim arrangements have been made for the Institute's activities. The building occupied by the St. Joseph's College of Commerce, situated at the junction of Langford and Andree Roads, at 33, Langford Road, Shantinagar, Bangalore 27, has been taken on lease to accommodate the Institute temporarily. The terms of the lease were as follows:

- (a) Rent .. Rs.2,950-00 per mensem
- (b) Period .. Initially for a period of two years with effect from 31 August 1972, subject to extension by mutual consent on expiry of the initial contracted period of lease.

8. The building has a floor area of 13,200 sq.ft. in two floors, and consists of six large-sized class rooms, one large auditorium, a larger room for library and four office rooms. The quadrangle area has large shady trees and sufficient space to put up temporary sheds for additional class/office rooms, if necessary.

9. The Institute was established in this building in September 1972. Till that time, the requirements of the Institute in the matter of establishment, i.e., office space, equipment and stationery, clerical assistance, etc., were being met from the Government of Mysore at Vidhana Soudha.

10. Banking and Finance: The Institute opened its banking account on 5 April 1972, with the State Bank of Mysore, Vidhana Veedhi Branch, with the approval of the Government of India. The account was opened with the initial grant of Rs.10 lakhs released by the Government of Mysore. The Central Government released a sum of Rs.1,00,000 (1 lakh) as recurring grant-in-aid in August 1972. The account was initially operated by Shri G. Asvathanarayan, Deputy Secretary, Planning Department, Government of Mysore, until the appointment of Shri S.R. Vijay as Administrative Officer in July 1972.

11. Man-power: Initially, the requirements of the Institute in the matter of establishment facilities, were being met by the Government of Mysore. In its second and third meetings held on 28 April 1972 and 20 October 1972, the Board of Governors approved the creation of the following essential posts and to make appointments thereto.

TABLE - 1

Designation	Number	Scale of pay	Remarks
Director	One	Rs.2000-100-2500 p.m. plus a Personal Pay not exceeding Rs.750/- p.m. and free, furnished residential accommodation.	***

*** This has been fixed on the same lines as the Directors of IIM-C and IIM-A, subject to Government approval.

TABLE - 2
Administrative Staff

Designation	Number	Scale of pay (old) Rs.
Administrative Officer	1 (one)	1100-50-1500
Programme and Planning Officer	1 (one)	700-50-1250
Finance and Accounts Officer	1 (one)	590-30-830-35-900
Accountant	1 (one)	210-10-290-15-320-EB-15-425
Assistants	2 (two)	210-10-290-15-320-EB-15-425
Stenographers (S.G.)	1 (one)	210-10-270-15-300-EB-15-450-EB-20-530
Stenographers (O.G.)	1 (one)	210-10-290-15-320-EB-15-425
Library Assistants	2 (two)	210-10-290-15-320-EB-15-425
Driver	1 (one)	110-3-131-4-139
Messenger	1 (one)	70-1-80-1-85
Watchman	1 (one)	70-1-80-1-85
Gardener	1 (one)	70-1-80-1-85
Sweeper	1 (one)	70-1-80-1-85

TABLE - 3
Cadre of Faculty/Research Staff/Librarian

Cadre	Scale of pay (old)
<u>FACULTY</u>	
Professor (Senior Scale)	1600-100-1800 plus special pay upto Rs.500/-p.m.
Professor (Ordinary Scale)	1100-50-1300-60-1600
Associate Professor Assistant Professor/ Faculty Research Associate	700-50-1250
<u>RESEARCH</u>	
Research Associate	400-40-800-50-950
Research Assistant	325-15-475-EB-20-575
<u>LIBRARIAN</u>	
	700-50-1250

12. It was also decided by the Board that the post of Director should be widely advertised in the national newspapers and a Selection Committee consisting of Shri T.A. Pai (Chairman), Sarvashri GVK Rao (Member), T.K. Tukol (Member), Dr. L.S. Chandrakant (Member), N.P. Sen (Expert) and Dr. Ravi Mathai (Expert), was constituted to make the final selection. For the post of Administrative Officer, it was decided to request the State Government to depute a suitable IAS Officer on Foreign Service.

13. Administrative Officer: The Government of Mysore, at the request of the Board of Governors, deputed Shri S.R. Vijay, IAS, Director of Youth Services, for service with the Institute as Administrative Officer. He assumed charge on 24 July 1972. Immediately afterwards, he conducted an orientation-cum-study visit to the Indian Institute of Management, Ahmedabad. The functions of the Secretary to the Board of Governors were performed by the Administrative Officer.

14. Director: From among the 79 applications received for the post of Director, the Selection Committee called 7 persons for interview on 12 July 1972. Out of the candidates interviewed the names of the undermentioned two applicants were submitted, in the order of merit, to the Board for final selection:-

- (1) Prof. N.S. Ramaswamy
- (2) Mr. M.S. Padmanabhan

In the third Board Meeting held on 20th October 1972, the Board approved the selection of Prof. N.S. Ramaswamy, Director, National Institute for Training in Industrial Engineering, (NITIE) Bombay, and recommended to the Government his appointment as Director of IIM-Bangalore. The Central Government approved the appointment on the following terms:-

- (a) Salary: Rs.2500-00 in the scale of Rs.2000-100-2500 plus a Personal Pay of Rs.750-00 p.m.
- (b) Accommodation: Free, furnished accommodation as per Central Government rules.
- (c) Allowances: As per Central Government rules.

The Board of Governors of NITIE, Bombay, approved that Prof. N.S. Ramaswamy may attend to the matters of IIM-Bangalore concurrently while holding the Directorship of NITIE till such time as a suitable relief was appointed at NITIE. The Board of Governors of IIM-Bangalore also approved this arrangement. Prof. N.S. Ramaswamy, Director-Designate, accordingly, has been attending to the work of the Institute since February 1973.

15. Necessary arrangements were initiated for the recruitment of faculty by advertisements in all leading national newspapers and giving wide publicity among the Indian faculty abroad. A committee for the selection of faculty has been constituted by the Chairman, Board of Governors.

16. Administrative staff: The following staff joined the Institute during the period under report (1972-73):

Administrative Officer	.. 1	On deputation from Government of Karnataka
Library Asst. Gr.I	.. 1	
Accountant	.. 1	On deputation from A.G.'s Office.
Sr. Stenographer	.. 1	
U.D.C.	.. 2	
Class IV	.. 2	

17. Library: In the first phase of the establishment of the library, racks and furniture worth Rs.10,000 were purchased. Orders were placed for about 3000 books and 71 periodicals, out of which 723 books and 8 periodicals were received. Two posts of Library Assistants were sanctioned initially. A total outlay of Rs.65000 was expended during the year towards furniture, books and periodicals.

18. Transport: The Mysore Government has allotted one Ambassador car out of their quota. This is expected to be delivered in May 1973.

19. Rules and Regulations: A retired Deputy Secretary of the Government of Mysore has been appointed on an honorarium basis, to prepare an analysis of service rules and bye-laws obtaining in similar institutes and to advise on the formulation of appropriate service rules and regulations for the Institute.

BUDGET

20. The preliminary estimates of recurring and non-recurring expenditure for the financial year 1972-73 were approved by the Board in its second meeting held on 28th April 1972. Subsequently, revised estimates for 1972-73 and estimates for 1973-74 were submitted to the Government of India. As against the revised estimate of Rs.3,82,719/- for 1972-73 submitted by the Institute, the Ministry of Finance has sanctioned Rs.2,87,600/- for recurring and non-recurring expenditure. The actual expenditure for this period amounted to Rs.1,34,754-15. For the year 1973-74, as against the Institute's original estimate of Rs.70,53,790/- for both recurring and non-recurring expenditure, the Ministry of Finance has sanctioned Rs.17,00,000/-.

21. Details of the estimates submitted by the Institute and sanctioned by the Government and actuals for 1972-73 and estimates for 1973-74 are given in the following tables:

TABLE - 4

Budget Estimates for 1972-73 & Actuals

Particulars	<u>REVISED</u>	<u>REVISED</u>	Actuals
	as proposed by the Insti- tute	as approved by the Finance Ministry	
	Rs.	Rs.	Rs.
	<u>RECURRING</u>		
Total Salaries	33,560-00	33,210-00	12,941-93
Allowance & Honoraria	21,759-00	25,000-00	8,879-78
Travelling Expenses including TA/DA for Board Members etc.	5,000-00	7,000-00	5,111-55
Contingencies	2,000-00	2,000-00	2,859-47
Stationery	3,000-00	3,000-00	1,494-58
Postage	500-00	500-00	670-00
Recruitment expenses	10,000-00	10,000-00	9,677-40
Rent	30,000-00	30,000-00	20,650-00
General Printing	2,000-00	2,000-00	87-00
Audit Fees	1,000-00	1,000-00	-
Telephones	3,600-00	3,600-00	1,049-35
Garden	1,000-00	1,000-00	929-27
Total of Recurring including salaries	1,13,419-00	1,18,310-00 or 1,18,300-00	64,350-33
	<u>NON-RECURRING</u>		
Campus development including awards for designs	10,000-00	10,000-00	8,627-15
Furniture & Office equipment	1,00,000-00	50,000-00	20,742-88
Alterations to tempo- rary premises	26,000-00	26,000-00	182-00
Library Books	1,00,000-00	50,000-00	40,279-79
Telephones	9,300-00	9,300-00	572-00
Car	24,000-00	24,000-00	nil
Total of Non-Recur- ring	2,69,300-00	1,69,300-00	70,403-82
GRAND TOTAL	3,82,719-00	2,87,600-00	1,34,754-15
	Net Saving : <u>1,52,855-85</u>		

TABLE - 5

Budget Estimates for 1973-74

Particulars	ORIGINAL	ORIGINAL	ORIGINAL
	as proposed by the Insti- tute	as approved by the Educa- tion Ministry	as approved by the Finan- ce Ministry
	Rs.	Rs.	Rs.
<u>TOTAL RECURRING EXPENDITURE</u>			
Salaries & other expenses	7,56,790-00	7,06,415-00	7,06,415-00
Courses & Programmes	7,47,000-00	7,47,000-00	2,93,585-00
Total:	15,03,790-00	14,53,415-00	10,00,000-00
<u>NON-RECURRING EXPENDITURE</u>			
Campus Development (Construction, etc)	50,00,000-00	20,00,000-00	4,35,000-00
Furniture & Office equipment	1,20,000-00	50,000-00	50,000-00
Improvements to Temporary Premises	20,000-00	5,000-00	5,000-00
Library Books	3,00,000-00	1,00,000-00	1,00,000-00
Telephones	25,000-00	25,000-00	25,000-00
Mini-Bus	60,000-00	60,000-00	60,000-00
Teaching Aids	25,000-00	25,000-00	25,000-00
Total:	55,50,000-00	22,65,000-00	7,00,000-00
<u>ABSTRACT</u>			
Recurring Expenditure	15,03,790-00	14,53,415-00	10,00,000-00
Non-Recurring Expenses	55,50,000-00	22,65,000-00	7,00,000-00
TOTAL:	70,53,790-00	37,18,415-00	17,00,000-00

MEETINGS OF THE SOCIETY and BOARD OF GOVERNORS

22. The first meeting of the IIM-Bangalore Society was held on 27th March 1972. The meeting resolved to file the Memorandum of Association and Rules of the Society with the Registrar of Societies, Bangalore. A copy of the Memorandum of Association and Rules is enclosed at Appendix 'A'.

23. During the year under report the Board of Governors met at Vidhana Soudha, Committee Room on 27th March 1972, 28th April 1972 and 20th October 1972.

24. In the second Board meeting held on 28th April 1972, the Board co-opted Prof. VKRV Rao as a member.

25. In the third Board meeting held on 20th October 1972, the Board set up a Finance Committee with the following composition:

1. Shri A. Krishnamurthi Chairman
2. Additional Secretary (EA & E), Member
Ministry of Finance, Govern-
ment of India, New Delhi.
3. A representative of the
Ministry of Education,
New Delhi.
4. Secretary, Finance Department,
Government of Mysore.
5. Director, IIM-B. Ex-officio
Member/Secretary.

The Committee however could not meet during the period under review (1972-73).

26. A Selection Committee for the Selection of Faculty was constituted by the Chairman in March, 1973. The composition of the Committee is as follows:

1. Chairman, Board of
Governors Chairman
2. Sri GVK Rao (Board Member) Member
3. Sri MK Panduranga Setty
(Board Member)

- | | |
|-------------|---------------------------------|
| 4. Director | Ex-officio Member/
Secretary |
| 5. Member | Two experts |
| 6. Member | |

The Committee was scheduled to meet at Bombay on 21st April 1974 and at Bangalore on 14th May 1975 to interview and select core faculty.

VISITORS

27. Dr. & Mrs. Alfred De Grazia, Professor, New York University visited the Institute at its temporary premises at the invitation of the Institute. Dr. Grazia made valuable suggestions regarding the setting up of the Library and the proposed programmes of the Institute. The visit was sponsored by the United States Information Service. A get-together was arranged by the Institute at which the visitors met the local members of the Board of Governors and academicians interested in the Institute.

ANNUAL REPORT : 1973-1974

INTRODUCTION.

28. In the preceding year, all the developmental efforts were directed towards setting up and consolidating, as quickly as possible, the physical facilities for the early commencement of the academic functions of the Institute. However, as faculty was not recruited and also due to the lack of adequate facilities like class rooms and equipment, such academic activities could not be started in 1972.

29. While a decision on the location of the permanent campus site was yet to be reached, temporary accommodation for the Institute has been leased at reasonable rentals, and a nucleus of administrative and secretarial staff has been recruited and assembled, and offices and library have been set up within a short period. Steps have been taken for the formulation of rules and regulations, code of conduct, etc.

30. The Director has been selected, and he has been attending to the Institute work from February 1973, while holding concurrent charge as Director of the National Institute for Training in Industrial Engineering, (NITIE) Bombay. From June 1974, he formally took charge as Director. A task force consisting of faculty and administrative staff from NITIE, experienced in developmental activities, has been set up under the guidance of the Director-designate (and with the approval of the NITIE Board) to help the Institute in the expeditious execution of developmental work. The task force has already started working on aspects such as, programme, planning, curriculum, campus development, faculty manual, rules and regulations, library development etc.,

INAUGURATION

31. The Prime Minister of India, Smt. Indira Gandhi, formally inaugurated the Institute, and the Chief Minister of Karnataka, Shri Devaraj Urs, presided over the function, on Sunday, 28 October 1973, at the Ravindra Kalakshetra, Bangalore, in the presence of a large gathering of industrialists, academicians, officials and distinguished citizens. Shri T.A. Pai, Chairman of the Board, welcomed the Prime Minister. The Prime Minister commended the objectives and perspectives of the Institute and appreciated the proposed programmes. The Chief Minister stressed the need for faculty and research study in respect of

sericulture in Karnataka. The Prime Minister's inaugural address is given at Appendix 'B'.

PERSPECTIVES

32. One of the earliest tasks undertaken by the Director-designate was to define the perspectives of the Institute. The perspectives as given out at the inaugural function are also contained in Appendix 'B'.

33. In order to develop the Institute into a national institution of high standards, capable of playing a vital role in the economic and social development of the country, it was essential, at the outset, to assess and determine the type of management education, training and research that the Institute should undertake to accelerate the tempo of economic development, in keeping with current social objectives. In view of the inputs in management education already made by the various management institutions over the past decade, the primary aim of the Institute is to play a complementary and supplementary role in the management education, research, training and consultancy in the various hitherto unexplored and neglected sectors of social and economic life of the country.

34. Management is relevant to all spheres of human endeavour as management activity is inherent in the achievement of every task or objective. Thus, management concepts and techniques are equally applicable to all our economic and social activities - be it agriculture, animal husbandry, food distribution, power generation and distribution, building construction, irrigation, transportation and communication, mass media, defence services, police services, public administration and so on. But, so far in this country, management organisation, systems and techniques have been applied mainly in the business and industrial sector, such as engineering, electronics, chemical and pharmaceutical industry. Other vital sectors of economy such as agriculture, public health, public administration, infrastructure facilities, and the like, have been largely ignored by the promoters of management education. Production sectors - both industry and agriculture - depend heavily on facilities such as transportation, communication, irrigation, power, credit, etc., Thus, there exists vast scope for the application of modern management techniques in these areas. The task, therefore, is, firstly, to create an awareness of the potentialities of modern management techniques among these hitherto neglected areas, and secondly, to cater to their needs. It is appreciated that the magnitude of the task is beyond

the capacity of one institution to achieve in the foreseeable future. However, the Institute will endeavour, as far as possible with the resources at its disposal, to take modern management to these neglected areas. With this broad objective in view, the Institute's programmes and activities will be oriented mainly to the problems of the following sectors.

(a) Public Sector

35. The public sector has assumed great importance as a major promoter of economic development in the country. However, the managerial needs of the public sector have not been adequately met, and the poor performance of the sector in the past has been attributed to weakness in the management structure. Graduates of management training institutions have not been joining the public sector. Any attempt at improvement of public sector operations will, in turn, also benefit other sectors of national economy, like infrastructure, banking, insurance, etc., because of the various linkages. The potentialities of modern management in the public sector are enormous. Hence, several of the programmes of the Institute will be specially oriented to the specific requirements of public sector undertakings regarding managerial education, training and research.

(b) Agriculture and agro-based operations

36. Agriculture is the mainstay of India's economy, as about four-fifths of the population depends on agriculture and allied activities, and roughly one-half of the national income is generated from this sector. Admittedly, there are limitations to what modern management could achieve in the agriculture sector, on account of the large number of small farmers involved. Yet, there are a large number of activities related to agriculture, such as financing, irrigation, distribution of fertilizers, seeds, pesticides, etc., as well as assembling, storage, transportation and marketing of the agricultural products, where application of management techniques could vastly improve efficiency and reduce wastage. The Institute, therefore, plans to conduct several programmes in research and training in these areas, which will also include dairying, fisheries and plantations, and integrated rural development programmes.

(c) Construction, housing, etc

37. It has been estimated that 25% of the investment in each Five Year Plan goes towards construction of various kinds - buildings, factories, bridges, roads, dams, etc. Here is a vital area in which application of management science can contribute towards expeditious implementation of projects by shortening the gestation period and facilitating the use of the right materials and design. In house construction also, management concepts have not yet found a place. The Institute proposes to run special programmes for the construction and housing sectors.

(d) Public Utilities

38. Power generation and distribution, transportation, communication, water supply and sewerage, and the like, contribute directly to the development of manufacturing, mining, agriculture and industrial sectors. The organisation and managerial systems of the public utilities have been traditionally set up on governmental patterns. Generally, professional management, as conceived in the business and industrial sector, is not practised in the utilities. The Institute proposes to conduct a variety of short and long programmes for technocrats, scientists and officials to enable them to run the utilities on modern lines.

(e) Education, Health and Hospital administration

39. Educational institutions in the country today do not appear to be tuned to the requirements of the various sectors of the economy in regard to specific skills and know-how expected in educated personnel for specific jobs. This has resulted in a large number of educated unemployed on whom the society has made huge investments.

40. From the management point of view, a hospital is similar to any other business enterprise. Activities such as procurement, handling, storage, and distribution of medicines, information system, catering, management of personnel in a hospital are equally amenable to improvement and increased efficiency under the application of modern management concepts. At present hospitals are administered like any other government department with attended low efficiency. The same is true of the family planning programmes.

41. The Institute's programmes will, therefore, include programmes for educational administration, health and hospital management. A corollary of this is to devise institution-building programmes to equip the heads and faculty of educational institutions to re-orient the education and training programmes to the felt needs of the nation.

(f) Public Administration

42. In view of the Government's involvement, directly and indirectly, in the economic activities of the country and its consequent socialistic policies, the administrative organisation and systems of the Government, which were originally conceived for regulatory functions, maintenance of law and order and revenue collection, have assumed a new role. The need has arisen to suitably modify the organisational structure and systems and the expertise of the Civil Services to enable them to satisfactorily cope with their new roles and responsibilities in effecting economic and social prosperity in the country. The Institute proposes to conduct special programmes for imparting appropriate training to the Civil Services at all levels. In the immediate event, local and State level administrations will be considered by the Institute.

(g) Planning and Implementation

43. It has been said that our planning is good in conception and design, but weak in implementation. This is generally due to lack of appropriate skills and techniques, in the traditionally bureaucratic machinery entrusted with the implementation responsibility. The Institute hopes to make a useful contribution to impart managerial skills to the personnel involved at the Central, State and District levels to execute development projects in a more efficient manner.

(h) Entrepreneurial Development

44. Entrepreneurial development on a large scale will go a long way in combating the problem of educated unemployment, by helping to create self-employment on a substantial scale. It may also lead eventually to a

technological mix which would facilitate optimum utilisation of human resources. It could also develop into a countervailing force against industrial concentration, thereby protecting the interest of consumers and the society. At present many small entrepreneurs, who are generally managers and owners turned into one, fail to make a success of even worthwhile schemes, in spite of support from the State and its agencies. This is mainly due to lack of the necessary skills and technical know-how. The large number of infant mortality of small enterprises, in turn, creates a demoralising effect on potential entrepreneurs.

45. The inculcation of the required managerial skills and know-how in young men who have the potentialities, to help them with the preparation of feasible industrial projects and to generate interest among the financial institutions in such projects, are a challenging task. The Institute proposes to explore the possibilities of conducting graduate programmes to achieve this objective.

(j) Management Training for Teachers in engineering, techno-institutions and other professional bodies

46. One of the endeavours of the Institute will be to introduce management component into other professions as it is believed that such jobs could be better accomplished through management inputs. This can be achieved by providing management teachers to the universities, Institutes of Technology, professional training institutions, which are engaged in preparing young men for careers in engineering, science, agriculture, medicine, law, etc. However, the availability of qualified management teachers is negligible. The Institute proposes to devote some programmes for the training of management teachers.

(k) Political Processes and Organisation

47. With Government assuming a dominant role in economic activities, political processes and institutions have a vital role in directing and controlling the economy. To accelerate the process of industrialization the political apparatus should have better appreciation of modern science and technology as well as management patterns, just as management experts should be conscious of the importance of political problems, in a democratic set-up. The Institute proposes to run programmes,

will prepare personnel for careers in political processes, trade union leadership and as assistants to decision makers, political leaders and chief executives. This would, of course, need development of course materials and teachers and acceptance from political leadership.

(l) Applied Research and Course Materials

48. While there is an acute scarcity of indigenous course materials, text books, teaching aids, etc., for training in general management education, the availability of such material in respect of many special areas is critical. From the management point of view, not much information is available in respect of areas, such as, transportation, communications, irrigation, power, education, health, public administration, etc. The Institute intends to establish a research and consultancy division which will go into the applied research and consultancy service aspects of such infrastructure activities of public sector enterprises and non-manufacturing concerns in order to generate sufficient literature and teaching materials on the one hand, and to improve the skills of the faculty on the other.

(m) Policy research

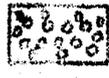
49. There has been little research study of the implications of public policies and the causes for their failure or success. Management, being a multi-disciplinary profession, has the necessary skills to serve as a link between technology, economics and social sciences, professions and the environment. Adequate policy research into such issues have not been undertaken by management institutes. It is, therefore, intended to have a policy research division which will largely engage itself in macro issues.

Analysis

50. The above analysis of the objectives, perspectives and proposed activities of the Institute is based on the fact that the bulk of the management training inputs, so far, has gone into the business and industrial sector, where it has achieved a certain level of efficiency and acceptance. Whereas, very little has been done in other equally relevant sectors of economy and social sciences. This is best illustrated in the diagram given below:



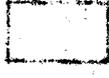
a great deal



a certain amount



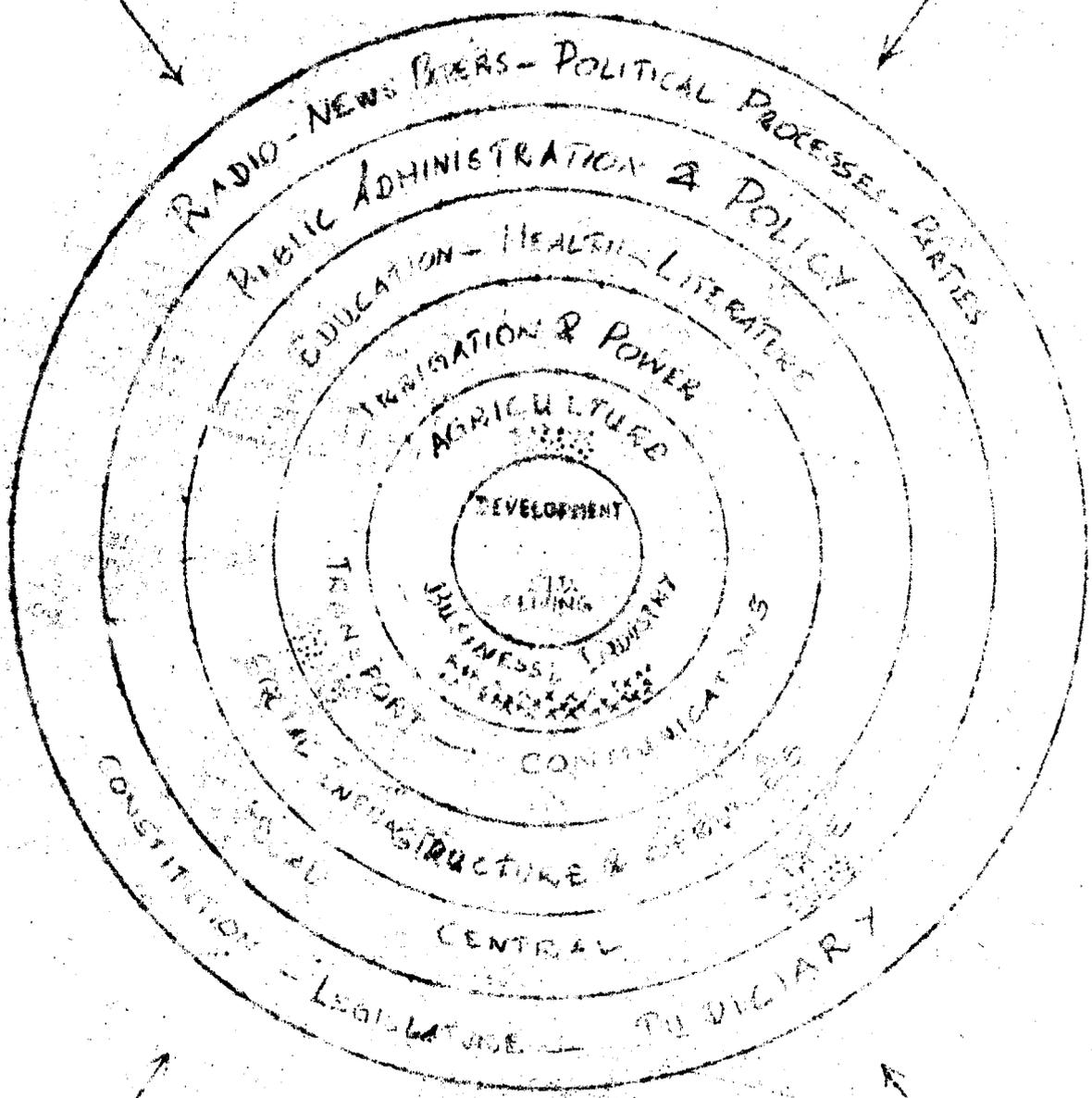
a little bit



nil

IDEOLOGY

IDEOLOGY



IIM-B IDEOLOGY

IDEOLOGY

Programmes

51. To implement the above perspectives, the various types of programmes that the Institute plans to undertake in the long run, as it develops, are given below:

(a) Educational Programmes

- (i) Post-Graduate Programme in management for the business and industrial sector, Agriculture, Infra-structure facilities, Public Utilities, etc.
- (ii) Post-Graduate Programme for development administration, District Planning and Management.
- (iii) Doctoral Programme.

(b) Training Programmes

- (i) Training of trainers.
- (ii) Short courses, seminars and conferences for the various sectors.
- (iii) Special programmes for organisations such as transport undertakings, urban services, hospitals, shipping, educational institutions etc.
- (iv) Continuing education programmes for in-service personnel - part-time and full-time.
- (v) Extension programmes in specific techniques, areas etc.
- (vi) Correspondence Courses and Programmed Instruction.
- (vii) Organisation based programmes to suit specific requirements of various industries and organisations.

(c) Applied Research and Course Material Development

(d) Consultancy Division

(e) Publications Division

(f) Policy Research Division

(g) Computer based management information services

(h) Urban Development Centre

Conclusion

(a) Organisation

52. A number of variables have to be taken into account when considering as to how best to organise the activities of the Institute. In many cases, it will be necessary to break new grounds, which, in turn, means experimentation. The variables that have to be considered are:-

- (i) Conventional areas, disciplines, groups, such as quantitative methods, industrial engineering, financial management, production management, behavioural sciences, industrial relations, economics, social sciences.
- (ii) Different types of programmes for different areas.
- (iii) Specialisation in many sectors.

53. Such diverse activities are bound to create problems of organisation and personnel. It may become necessary to divide programmes into divisions or centres and to establish campuses/centres in different places, each catering to a particular sector or area, such as transportation, agriculture, business and industry, education, health services, etc. Some of the faculty will have involvements in more than one division/centre while some others will function only in the main educational programmes.

(b) Priorities and Resource Allocation

54. Admittedly, many of the above activities are new to this country, and the Institute cannot realistically hope to start all these programmes in the immediate future. Hence, social relevance will determine the priority and resource allocation, while availability of faculty and acceptance from the sectors concerned will determine the ability to run the programmes. The following guidelines have been laid down in fixing priorities

- (i) Sectors into which management concepts and techniques have not yet permeated.
- (ii) Complement and supplement the efforts and activities of other management training institutions.

- (iii) Develop management trainers and teachers
- (iv) State and Urban administration.
- (v) Introduction of management-consciousness in political processes, public administration, public utilities and services and agriculture.

A broad, tentative schedule of programmes and activities envisaged for the period 1974-1980 is enclosed at Appendix 'C'.

55. Lastly, to postulate that the Institute will get involved in all these activities, as enunciated above, will appear to be ambitious or wishful thinking. The above aims, perspectives and programmes, have been given in detail, as an indication of the ideals and goals and the direction in which the Institute should be developed in the course of the next ten years. It does not, however, necessarily mean that the Institute will, in fact, be in a position to get involved in all these areas. In the immediate event, the Institute will get into such unexplored sectors in which adequate know-how and faculty are available and are accepted by the concerned sectors. In the ultimate analysis, the execution and success of all these programmes will depend upon the extent to which it is possible to assemble the right type of motivated manpower and appropriate physical facilities, not to mention knowledgeable support from the environment.

BOARD OF GOVERNORS AND BOARD MEETINGS

56. The list of Board of Governors as on 1 April 1973 is given below:-

- | | |
|----------------------------|------------------------------------|
| 1. Shri T.A. Pai | .. Chairman |
| 2. Shri S.D. Nargolwala | .. Member, vacated
October 1973 |
| 3. Shri A.B. Chandiramani | |
| 4. Shri N.J. Kamath | |
| 5. Shri A.N. Banerjee | |
| 6. Shri G.V.K. Rao | |
| 7. Shri Mani Narayanaswamy | .. Vacated, June 1973 |
| 8. Shri Samuel Appaji | |
| 9. Dr. H. Narasimhaiah | |
| 10. Shri G.R. Damodaran | |
| 11. Shri K.T. Chandy | |
| 12. Dr. S.M. Patil | |
| 13. Shri D.V.K. Raju | |
| 14. Shri G. Ramanujam | |

15. Shri A. Krishnamurthi
16. Shri M.K. Panduranga Setty
17. Dr. G.R. Dalvi
18. Dr. V.K.R.V. Rao - Resigned, August 1973

The following additional members joined the Board during the year under review (1973-74):

19. Dr. L.S. Chandrakant
Director
Institute of Applied
Manpower Research
New Delhi. - Co-opted Member,
May 1973.
20. Shri V. Krishnamurthy
Chairman
Bharat Heavy Electricals
Limited, New Delhi. - Co-opted Member,
May 1973
21. Prof N.S. Ramaswamy
Director
Indian Institute of
Management
Bangalore. - Ex-Officio
Member
4 June 1973
22. Shri M.V. Arunachalam
Tiam House
11/2, North Beach Road
Madras-1. - Co-opted
Member, November
1973

The following members joined the Board during the year under review, in replacement of others:-

- Shri T.P. Satishchandran
Finance Commissioner and
Secretary, Finance Department
Government of Mysore - June 1973
vice Shri Mani
Narayananaswamy
resigned on
transfer.
- Shri S. Venkataraman,
Joint Secretary (E.A.&E)
Ministry of Finance
Room No.47, South Block
New Delhi-11 - October 1973,
vice Shri S.D.
Nargolwala

The Board of Directors met on 17 May 1973, 9 August 1973 and 22 November 1973.

FACILITIES AND RESOURCES

MANPOWER

(a) Faculty

57. Early in 1973, advertisements for faculty and research positions, were published in several national English newspapers. Notices were inserted in the news bulletins of the Indian High Commissions at London and Ottawa and the Indian Embassy at Washington. Indian teachers and students in about 30 foreign universities were also informed of the faculty opportunities. During the visit of the Director-designate to the U.S.A/U.K. during late 1972, he interviewed a number of prospective candidates.

58. A Selection Committee consisting of the following members, was constituted to screen the applications, interview and select suitable candidates, initially for the core faculty:

- | | | |
|---|----|--------------------------------|
| (i) Chairman, Board of Governors | .. | Chairman |
| (ii) Shri GVK Rao, Board Member | .. | Member |
| (iii) Shri MK Panduranga Setty,
Board Member | .. | " |
| (iv) Director | .. | Ex-Officio
Member-Secretary |
| (v) Expert from the approved | .. | Two experts -
Members |
| (vi) Expert panel | .. | |

The Committee met at Bombay on 21 April 1973. Subsequently, the Chairman, Board of Governors and Shri G.V.K. Rao withdrew from the membership of the Selection Committee and the committee was reconstituted by the Board of Governors as follows:-

- | | | |
|---|----|--------------------------------|
| (i) Dr. L.S. Chandrakant, Board Member | .. | Chairman |
| (ii) Dr. S.M. Patil, Board Member | .. | Member |
| (iii) Shri M.K. Panduranga Setty,
Board Member | .. | Member |
| (iv) Director | .. | Ex-Officio
Member-Secretary |
| (v) Expert from the approved | .. | Expert
Members |
| (vi) Expert panel | .. | |

The Committee met at Bangalore/^{on} 15 May, 2nd, 3rd, 10th, and 13 September 1973, and 12-13 January 1974. Details of the

various analyses of the applications received and processed, candidates who were interviewed, selected and joined the Institute, are given below:

Analysis of applications

TABLE - 6

List of newspapers in which advertisements were published:

The Hindu, Madras
The Times of India, Ahmedabad and Bombay
The Statesman, Delhi and Calcutta
Indian Express, Bangalore
Deccan Herald, Bangalore

TABLE - 7

	<u>Indian</u>	<u>Foreign</u>
Applications received	450	100
Applications screened for immediate requirements	108	50 (Interviewed by D-D abroad)
Applications reserved for long term requirements	200	
Applications rejected	142	
	<hr/> 450	

* Reasons for rejection: No/inadequate experience, Poor/insufficient qualification. Not related to the areas relevant to the Institute Lack/inadequate experience in industry or research/ Surplus in area.

TABLE - 8

Area-wise classification of applications received and screened

Screened		Total received	
1. Behavioural Science	23	Of Industrial Psychology	40
2. Economic & Public Administration	25		90
3. Finance and Accounts	14		36
4. General Management	5		80
5. Marketing and Sales	7		30
6. Mathematics, O.R.	14		70
7. MIS and computer	4		20
8. Production Management	16		32
		Others	52
	<u>107</u>		<u>450</u>

TABLE - 9

Applications received region-wise
(as per address given in application)

Andhra Pradesh	..	40	Kerala	..	28
Assam	..	2	Madhya Pradesh	..	2
Bihar	..	19	Maharashtra	..	83
Union territories	..	26	Mysore	..	60
Delhi	..	20	Tamil Nadu	..	40
Gujarat	..	30	Uttar Pradesh	..	20
Haryana & Punjab	..	10	West Bengal	..	70
<u>TOTAL : 450</u>					

TABLE - 10

Analysis of career, experience and qualifications

Industry and Government	... 140	With Ph.D.	100
Teaching and Research	... 262	Without Ph.D.	350
Without any experience	... 48		
	<u>Total:</u>	<u>450</u>	<u>450</u>

TABLE - 11

Analysis of selections

Candidates called for interview	Present/ interviewed	Selected	Rejected	Joined	Declined/ uncertain/ to join later
---------------------------------	----------------------	----------	----------	--------	------------------------------------

INDIA BASED

62	50	35	15	20*	15
----	----	----	----	-----	----

FOREIGN BASED

50	34	34	..	6*	28
----	----	----	----	----	----

(Interviewed by D-D abroad) (Considered by S.C.)

26*

* Joined in 1973-74 ... 18 (I)

3 (F)

Joined in 1974-75 2 (I)

3 (F)

59. The strength of the faculty during the year was 21, and that of the research staff, was 6. Most of them joined the Institute towards the end of the year. An area-wise break up of the faculty is given below:

TABLE - 12

Grade	Production Industrial Engineering	Marketing	Finance & Accounting	Personnel Indust Relations O.B.	Economics/ Sociology	Agriculture	Health Adm. Public Adm. T	O.R. Maths Scatt.	General Management Policy	
Professors	1	1	-	1	2	1	1	1	-	8
Associate Professors	-	-	-	1	1	-	-	-	1	4
Assistant Professors	1	1	1	-	1	2	-	1	2	9
										21

(b) Administrative Officer

60. Sri S.R. Vijay, I.A.S., who was working as Administrative Officer on deputation from the Government of Mysore, since 24 July 1972, was required to revert to the State service, in his career interests, and accordingly, he left the Institute on 10 July 1973. Subsequently, the post of Administrative Officer was advertised in the newspapers. From among 86 applications received, 14 were called for interview. Sri S.L. Miralay was finally selected. He joined the institute on 1 January 1974. During the interim period, Dr. M.N.V. Nair performed the functions of the Administrative Officer and Secretary.

(c) Librarian

61. The post of Librarian was advertised in the national newspapers. Out of 37 applications received, 11M-9 candidates were interviewed by the Selection Committee on 13 November 1973. Shri Gana Bhaktamitran who was

working at the Indian Institute of Management, Calcutta, as Librarian was selected. He joined in May 1974.

(d) Legal Adviser

62. Shri S.G. Sundaraswamy, Retired Advocate General, Government of Mysore, was engaged as the Legal Adviser for the Institute in March 1974.

(e) Medical Officer

63. Dr. H.C.A. Waheed, M.R.C.P.(Eng), practising Physician, has been engaged as part-time Medical Officer for the Institute in March 1974.

64. The following administrative staff joined the Institute during the period under report:

Chief Adm. Officer	.. 1
Administrative Officers (G)	.. 2
Administrative Officer (P)	.. 1
Superintending Engineer	.. 1
Superintendent	.. 1
Stenographers	.. 9
Assistants	.. 3
Library Assistant	.. 1
Draftsman	.. 1
Cashier	.. 1
Upper Division Clerks	.. 2
Lower Division Clerks	.. 11
Accounts Clerks	.. 2
Class IV	.. 14

A list of faculty, research staff and administration as on 31 March 1974 is enclosed at appendix - 'D'.

CAMPUS AND TEMPORARY PREMISES

(a) Campus

65. The Board of Governors in its Fourth Meeting held on 17 May 1973, considered afresh, in all its

aspects, the suitability and implications of establishing the permanent campus of the Institute at the proposed site near the Bangalore University at Kengeri (para-6). After detailed discussion, at length, of the advantages and disadvantages of selecting this site, the Board finally came to the firm conclusion that the Kengeri land was not suitable for the Institute and that possibilities of obtaining more suitable, alternative land, in or near the City, should be examined.

66. Accordingly, the availability of several other alternative sites is being explored with the authorities concerned. Some of the sites under consideration are - Military land at Munireddypalyam (Hebbal), Mattadahalli village site and Bangalore Palace gardens.

(b) Temporary Premises

67. The Institute is at present located in the St. Joseph's College building at comparatively low rentals. The building is not an ideal location for the Institute activities and programmes as due to its proximity to two main roads on two sides, it is very noisy and consequently unsuitable for holding classes and programmes. Efforts are being made to secure suitable additional buildings. In the 4th meeting of the Board of Governors held on 17th May 1973, the Board approved that, in the event of other suitable buildings not becoming available, a portion of the existing building may be air-conditioned to accommodate the class and/conference rooms. In view of the low rate of rentals, it was estimated that the expenditure on air-conditioning was economically feasible.

68. The following buildings were held by the Institute during the year:

TABLE 13

<u>Premises</u>	<u>Carpet Area</u> <u>Sq.ft.</u>	<u>Rent</u> <u>Rs.</u>	<u>Date</u>
(i) No.33, Langford Road, Bangalore-27. (Main Offices)	13,200	2,950/-	31-8-1972
(ii) No.23, Church Street, Bangalore. (Director's Office-cum-Residence).	3,140	1,800/-	July 1973
(iii) 18, Jayamahar Road (Guest House)	2,800	2,000/-	May 1973

LIBRARY

69. During the period under review, further progress has been made in the expansion of the library facilities. Shri G.W. Bhaktamitran, formerly Librarian, Indian Institute of Management, Calcutta, was appointed as Librarian. He has been assisting the Institute for some months in the planning and development of the Institute. He took over as Librarian in May 1974. The following books, journals, equipment and teaching aids were purchased for the library during the year:

TABLE - 14
LIST OF LIBRARY BOOKS/AIDS

Items	1972-1973		1973-1974	
	No.	Cost Rs.	No.	Cost Rs.
Books	723	57,915-95	9,162	3,61,412-33
Periodicals Current	8	8,018-80	162	69,917-36
Periodicals Back Volumes			263	58,859-30
Films			17	20,000-00

RULES AND REGULATIONS

70. Rules and regulations pertaining to the following matters of administration and faculty have been approved by the Board during the year:

- (i) Consultancy rules for faculty and Director;
- (ii) Tenure of appointments for faculty and staff;
- (iii) Residential accommodation for faculty & staff;
- (iv) T.A. for faculty recruited abroad;
- (v) Selection and appointment of faculty;
- (vi) Delegation of powers by the Board of Governors;

- (vii) T.A. for Staff;
- (viii) Contributory Provident Fund;
- (ix) Medical benefits; and
- (x) Appointment orders for faculty and staff.

PROGRAMMES

POST GRADUATE PROGRAMME

71. Normally it takes a minimum period of two years to launch a two year Post-Graduate Programme. However, in view of the great expectations aroused about the Institute, it was decided to take preliminary steps to inaugurate the programme in 1974 itself.

72. The Board of Governors in the 6th meeting held on 22 November 1973, discussed at length the various aspects such as duration, structure of programmes, type of students, etc., for the first academic programme of the Institute. After much discussion, it was decided that in view of the limited time available, the Institute should go ahead with the preliminary work in consultation with the chief executives of interested public sector undertakings to start a two-year post graduate programme in July 1974 specifically structured for the managerial training requirements of the public sector.

73. Accordingly, several consultations were held with the chief executives of a few public sector undertakings, the Director General, Bureau of Public Enterprises (BPE), the Chairman of the Standing Committee on Public Sector Enterprises (SCOPE), the Secretaries in the economic ministries and other experts in the field. A survey was also conducted by the faculty by submitting questionnaires to executives and professionals in public sector enterprises, graduates of the other two Institutes of Management employed in the public sector and holding seminars to assess the short and long term needs and demands for management education programmes which will best serve the needs of the public sector.

74. In the light of the information gleaned from these discussions and surveys, it became apparent that there was a case for running a special two-year programme exclusively for public sector undertakings and that the

prime requirement of managerial input in this sector was in the field of industrial management with specialisations in production, cost-reduction, industrial relations and management services. It was, therefore, decided to conduct a two-year programme in industrial management. Taking into account the limited time available for development of case and background material, the need to ensure a homogenous group of students to facilitate high conversion efficiency, limited availability of class rooms, hostel accommodation, etc, it was decided that the first programme of post-graduate studies will be structured exclusively for engineer graduates with a minimum of 1-2 years experience and that admissions will be restricted to about 40-50 students. Advertisements were, accordingly, released in prominent national newspapers during December 1973, inviting applications for admission. Action committees for the preparation of selection procedure, curriculum, programme of studies, etc. have been formed and all-out efforts have been made with a view to inaugurating the first post-graduate programme of the Institute in September/October 1974.

75. Besides the two year post-graduate programme, the Institute also decided to launch Management Development Programmes of short duration and Organisation Based Programmes tailor made to the requirements of individual companies.

MANAGEMENT DEVELOPMENT PROGRAMME

76. The following programmes were held during the year under report:

(i) Management by Objectives

The Institute inaugurated its academic activities with a programme of "Workshop of Management by Objectives" for Public Sector Undertakings. In view of the importance given to the public sector in the perspectives of the Institute, this first programme of the Institute was a workshop specifically beamed for senior-level executives of the Public Sector. The programme was held in Hotel Ashoka, Bangalore, from 2-6 September 1973. It was inaugurated by Dr. L.S. Chandrakant and presided over by Shri G.V.K. Rao. The faculty included, Prof. N.S. Ramaswamy,

- (vii) T.A. for Staff;
- (viii) Contributory Provident Fund;
- (ix) Medical benefits; and
- (x) Appointment orders for faculty and staff.

PROGRAMMES

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73. Accordingly, several consultations were held with the chief executives of a few public sector undertakings, the Director General, Bureau of Public Enterprises (BPE), the Chairman of the Standing Committee on Public Sector Enterprises (SCOPE), the Secretaries in the economic ministries and other experts in the field. A survey was also conducted by the faculty by submitting questionnaires to executives and professionals in public sector enterprises, graduates of the other two Institutes of Management employed in the public sector and holding seminars to assess the short and long term needs and demands for management education programmes which will best serve the needs of the public sector.

74. In the light of the information gleaned from these discussions and surveys, it became apparent that there was a case for running a special two-year programme exclusively for public sector undertakings and that the

CONSULTANCY

81. The Board of Governors have approved that the Institute may adopt the rules and norms for the acceptance of consultancy assignments, as laid down by the Government. As almost all the faculty are engaged in institution-building activities, very little consultancy work is being accepted by the Institute. The policy is that only such assignments as are of significant value to the programmes of the Institute will be undertaken.

82. A consultancy co-ordination committee consisting of the following faculty has been formed to guide and control consultancy activities:

Prof. S. Subramaniam - Co-ordinator;
Professors NVR Ram, SK Warriar, NV Ratnam,
GK Valecha, PV Ganesan, VTD Balaraman,
AK Chakravarty (Members).

83. The following institutions have requested for our consultancy services during the period under report: United Planters Association of South India; Consultative Committee of the Plantation Association; Ministry of Commerce, Government of India, Mysore Agro Industries Corporation, Mysore Paper Mills, Fertilizers and Chemicals, Travancore, Limited, Bank of Baroda, Bangalore, Bank of Madurai, Madurai, Tamil Nadu Electricity Board in

RESEARCH

84. The Institute is at present engaged in the following research studies:

<u>Subject</u>	<u>Faculty</u>
(i) Inter-State Inter-dependence for development	N.S. Ram P.V. Georaswamy V. Radhakrishnan
(ii) Working of controls in India	M.N.V. N.V. R. Nair T.P. Ratnam Gopalaswamy
(iii) Non-organised small entrepreneurial sector	N.S. S. S. Ramaswamy Subramaniam
(iv) Techno-economic investigation of Bullock Cart transportation	N.S. S. S. Ramaswamy Subramaniam V. Radhakrishnan

Prof. Y.S. Satyamurti, Dr. S. Subramaniam, Sri S.S. Rangnekar, Sri J. Philip, Sri P.K. Narayanaswamy, Sri P.K. Parthasarathi, and Dr. L.S. Kanodia. 24 representatives from Industry participated in the programme.

(ii) Advanced Production Management

77. A programme on 'Advanced Production Management' was conducted from 8 - 19 January 1974 in collaboration with the All India Management Association. 11 senior level executives from public and private sectors took part in the programme. Prof. S.K. Warriar was the Co-ordinator of the programme.

78. The following Committee has been formed to co-ordinate and oversee Management Development Programmes:

Programmes:

Prof. P.V. Ganesan (Co-ordinator)

Prof. M.N.V. Nair

Prof. N.V. Raghu Ram

Prof. S. Subramaniam

Prof. V.K. Unni

Prof. G.K. Valecha

Prof. Vatsala Nagarajan

Prof. S.K. Warriar

SEMINARS

79. In order to get an idea of the structure of social organisation in the rural sector and its impact on the development process, a Seminar on 'Rural Social Organisations' was held at Bangalore on 29-30 March 1974. 30 representatives from different parts of South India and Prof. A.R. Desai, Head of the Department of Sociology, Bombay University, attended the seminar. All the faculty members of the Institute took part in the deliberations. The seminar helped in exposing the faculty to the realities of Indian life and to gain an understanding of the rural organisational structure and the special problems of rural India. Prof. B. Jhunjhunwala was the co-ordinator of the Seminar.

80. Two other seminars were held - one at Bombay and one at Bangalore - to enable the faculty to better understand the needs and problems of public sector. Executive Services of public sector undertakings took part in the Management seminars.

- | | |
|-----------------------------------|-----------------------------------|
| (v) Medical Education | N.S. Ramaswamy
N.V.R. Ram |
| (vi) Technical Education | N.S. Ramaswamy
K. Ramakrishnan |
| (vii) Structure of Indian Economy | B. Jhunjhunwala |

CASE DEVELOPMENT

85. A Case Development Committee with Prof N.V.R. Ram as co-ordinator has been constituted. Three faculty members have visited Bharat Heavy Electricals Ltd, Tiruchirapalli for collection of case leads.

PROFESSIONAL ACTIVITIES OF FACULTY

86. With a view to improving the professional standing of faculty members, the Board of Governors has approved the participation of individual faculty members in professional activities outside the Institute, such as, programmes of Universities, professional organisations, government committees, study groups, seminars and conferences, etc. These activities are undertaken with the prior approval of the Director and subject to the availability of the faculty member from Institute duties. A list of such activities undertaken by the faculty during the period under report is given in Appendix 'E'.

87. Director's Visit to the U.S.A. At the invitation of the Midwest University Consortium for International Activities, the Director visited the United States of America from 10 June to 4 July 1973. The invitation was to attend a conference on Institution Building and Development at the Indiana University. Over 30 scholars from ten universities participated in the conference. The Director's contribution was by way of his experience in institution-building and the proposed perspectives of the Institute. It was suggested in the conference that a research project on institution building with the experience of IIM-Bangalore as a case study should be of help in testing the theoretical framework and strategies evolved in the conference.

88. The Director also attended the annual conference on technical education organised by the American Society of Engineering Education. In addition, he visited six American Universities and agencies such as the United Nations, Engineering Council for Professional Development, Technical Assistance Division of British Government.

89. The visit was of great professional value to the Institute as it gave an opportunity to discuss institution-building concepts with opposite numbers, to establish contacts and future linkages, and to interview prospective candidates for faculty positions in the Institute.

BUDGET

90. The Government of India imposed certain economies in the expenditure of the Institute for the year 1973-74. The Budget allotment has been reduced to Rs 10 lakhs, against the Institute's original requirement of Rs 28.22 for both recurring and non-recurring expenditure. In view of this drastic cut, it has been decided to limit the recurring expenditure to Rs 10 lakhs, while for the non-recurring expenditure, it was proposed to utilise the grant of Rs 12.50 lakhs received from the Mysore (Karnataka) Government for development expenditure.

91. The details of actual expenditure for 1972-73, estimates and actuals for 1973-74 and estimates for 1974-75, are given in the following table.

Table - 15

Budget Estimates and Actuals: 1972-73-74-75

Particulars	Actuals 72-73 ②	Estimates 73-74			Actuals 73-74 *	Estimate 74-75 +
		Original	Revised	Sanctioned		
(in lakhs)						
<u>RECURRING</u>						
Pay and Allowances	24,601.69	10.55	4.35	-	3.50	16.27
Other Charges	43,963.67	7.62	5.75	-	5.35	12.00
Total	68,565.36	18.17	10.10	-	8.85	28.27
Less Income	-	-	0.72	-	0.82	4.89
<u>Total</u>						
Recurring	68,565.36	18.17	9.38	10.00	8.03	23.38
Non Recurring	68,469.03	10.05	12.56	7.00	12.30	18.54
<u>GRAND TOTAL</u>	1,37,034.39	28.22	21.94	17.00 %	20.33	41.92

Notes: ② Audited figures. This supersedes the figures given in the last column of Table 4.

* Subject to audit

% Subsequently limited to Rs 10 lakhs

+ Approved by the Finance Ministry

Summary:

	<u>1972-73</u>	<u>1973-1974</u>
Budget Grant	2,88,000.00	10.00 lakhs
Expenditure	1,37,034.39	20.33
Net saving(-)	<u>1,50,965.61</u>	
Additional(+)		10.33 (Met from State Government grants)

ACCOUNTS

92. The accounts for 1972-73 have been audited. Copies of the following statements of accounts are enclosed at Appendix 'F'.

- (a) Receipts and Payments Accounts.
- (b) Income and Expenditure Account.
- (c) Balance Sheet as on 31-3-1973
- (d) Audit Report.

93. Copies of the audited statements of accounts for the year 1973-74 will be forwarded separately.

....

THE FOLLOWING IS A TENTATIVE SCHEDULE OF PROGRAMMES AND ACTIVITIES WHICH ARE ENVISAGED BY THE INSTITUTE.

Programmes/ActivitiesPreliminary work				Programmes/ Activities in Operation
	1974	1975	1976	1977-80	
A Business and Industry					
i) Applied Research and Consultancy>	_____	_____	_____	_____
ii) Management Development Programme (Short duration programmes of one to four weeks for managers employed in private and public sector)	_____	_____	_____	_____	_____>
iii) Post Graduate Programme (Two-years fullfledged residential programme of studies.)>	_____	_____	_____	_____>
iv) Evening Programme (For individuals who are already in managerial positions. About 12 modules of 10 weeks each will constitute a comprehensive programme in management Studies.)>	_____	_____	_____	_____>
v) Entrepreneurial Training (A programme for inculcation and development of entrepreneurial behaviour)>	_____	_____	_____	_____
B Agriculture and Agro-based Programmes					
i) Applied Research and Consultation.>	_____	_____	_____	_____>

Programmes/Activities	1974	1975	1976	1977-80
B ii) Short courses for agriculture, finance officers of commercial banks, state level and district level administrators of agricultural programmes, and others>		—————>	
iii) Post-Graduate Programmes>		—————>	
C <u>Utilities: Power, Water, Transportation, Communication, etc.</u>				
i) Applied Research and Consultancy>		—————>	
ii) Short Courses for employees of State Electricity Board, the public works department, post and telegraph department, public transport, etc.>		—————>	
iii) Post-Graduate Programmes>		—————>	
D <u>Services: Education, Health, Family Planning, etc.</u>				
i) Applied Research>		—————>	
ii) Short courses for teachers and hospital staff>		—————>	
iii) Trainers programme for teachers in management (Universities)>		—————>	

.contd..

Programmes/Activities	1974	1975	1976	1977-80
E <u>Planning: Area Development and District Administration</u>				
i) Research>	—————>		
ii) Short courses for civil servants and administrators at State and local levels	—————>		
iii) Long duration courses>	—————>		
F <u>Urban Studies</u>				
i) Preliminary work and promotional seminars	—————	—————>		
ii) Research>	—————>		
iii) Short courses for employees of City Improvement Trust Boards and Municipalities, etc.>	—————>		
G <u>Computer-Based Management Information Services Centre</u>				
i) Preliminary work and promotional seminars>	—————>		
ii) Acquisition of Computer System>	—————>		
iii) Applied Research, Consultancy and Training>	—————>		

..contd..

Programmes/Activities . . .

1974

1975

1976

1977-80

H Organisation-Based Programmes

Tailor-made to meet the specific needs of particular organization.



I Consultancy Division

i) By individual faculty



ii) Institutional Consultancy as a separate division



iii) Consultancy Training for development of management consultants



J Doctoral Programme

To prepare scholars to serve as faculty, professional consultants and researchers in various areas of management



K Policy Research

To conduct application-oriented research studies and inter-disciplinary research on macro issues



L Regional Extension Centres/Compuses

To cater to regional requirements with specialisations



M Political Management

Promotional seminars and conferences for Corporators, Legislators, Parliamentarians and Trade Union Leaders



NOTE: Some of the programmes and activities are expected to grow and mature into advanced centres of study. Activities and programmes under B, C, and E are envisaged to lead to centres in agricultural studies, utilities and services; and urban studies respectively. Activities and programmes under items G, H and I will lead to a full-fledged applied research and consultancy division. An outline of such a growth is given below:

I AGRICULTURAL STUDIES CENTRE: This will be an outgrowth of items listed under B.

B Agriculture and Agro-Based Programmes

- i) Applied Research and Consultation
- ii) Short courses for agriculture, finance officers of commercial banks, state level and district level administrators of agricultural programmes and others.
- iii) Post-Graduate Programmes.

II UTILITIES AND SERVICES CENTRE: This will develop as a result of programmes and activities under C and D

C Utilities: Power, Water, Transportation, Communication, etc.

- i) Applied Research and Consultancy.
- ii) Short courses for employees of State Electricity Board, the Public Works Department, Post and Telegraph Department, public transport etc.
- iii) Post-Graduate Programme.

Services: Education, Health, Family Planning, etc.

- i) Applied Research.
- ii) Short Courses for teachers and hospital staff.
- iii) Trainers Programme for teachers in management (Universities).

III URBAN STUDIES CENTRE: This will grow as a result of programme and activities under Item F.

F. Urban Studies

- i) Preliminary work and promotional seminars.
- ii) Research.
- iii) Short courses for employees of City Improvement Boards and Municipalities, etc.

IV APPLIED RESEARCH AND CONSULTANCY DIVISION: It will be on the basis of the maturing of the programmes and activities under items G, H and I.

G. Computer-Based Management Information Service Centre.

- i) Preliminary work and promotional seminars
- ii) Acquisition of Computer system.
- iii) Applied Research, Consultancy and training

H. Organisation-Based Programmes.

- i) Tailor-made to meet the specific needs of particular organisation.

I. Consultancy Division

- i) By individual faculty
- ii) Institutional consultancy as a separate division.
- iii) Consultancy training for development of management consultants.

APPENDIX 'D'
(Paragraph 64)

LIST OF FACULTY, RESEARCH STAFF AND ADMINISTRATION
1973 - 74

Sl No	Name	Qualifications	Post	Date of joining	Area
	<u>Director</u> Ramaswamy NS				
	<u>FACULTY</u>	B.Sc., B.E.		4-6-73	
1	Nair MNV	B.A., M.A., Ph.D (Bombay)	Professor	25.6-73	Sociology
2	Ram NVR	B.A., M.A., M. (Carleton) D.Sc., (Luxemburg)	Professor	4.7.73	Public Admn/Health Admn
3	Jhunjhunwala F	B.Sc., M.Sc., (Florida) Ph.D (Florida)	Asst. Professor	9.7.73	Agricultural Economics
4	Radhakrishnan V	B.A., (Hons) M.A., Ph.D. (Bombay)	Faculty Research Associate	14.9.73	Economics
5	Valecha GK	B.A., M.A., Ph.D., (Ohio)	Associate Prof.	1.10.73	Industrial Psychology
6	Warriar SK	B.Sc., M.Tech. (Kharagpur)	Professor	4.11.73	Industrial Engg.
7	Balaraman VID	M.E., M.S (Dayton)	Assistant Professor	9.11.73	Industrial Engg.
8	Rao AK	M.A., M.S. (Case Western) Ph.D (Case Western)	Associate Professor	19.11.73	Operations Research/ Quantitative Methods
9	Prabhakar AS	B.Com., M.A. (Pennsylvania) Ph.D. (Pennsylvania)	Associate Professor	1.12.73	General Management/ Policy
10	Ganesan TV	Diploma in Elec. Engg. P.G.D.B.A (Ahmedabad)	Professor	29.12.73	Production
11	Subramaniam S	M.A., P.G.D.B.A. Ph.D. (Heil)	Professor	1.2.1974	Economics/ Transportation

Sl. No.	Name	Qualifications	Post & Scale (Rs.)	Date of joining	Area
12.	Smt. Nagarajan, V	B.Sc., A.C.A. B.L., M.B.A. (Rochester)	Associate Professor	1-2-74	Finance/ Accounts
13.	Ramakrishnan, K	B.E., M.B.A. (Hawaii)	Asst. Prof.	1-2-74	Marketing
14.	Ratnam, NV	B.Sc., M.Sc., Ph.D. (Hawaii)	Professor	5-2-74	Agricultural Economics
15.	Herlekar, RK	B.Sc., M.Sc., Ph.D. (London)	Professor	8-2-74	Mathematical Staff.
16.	George, PV	M.A., Ph.D. (Bombay)	Associate Professor	8-2-74	Economics
17.	Chakravarty, AK	B.Sc., M.Sc., (London) Ph.D. (London)	Asst. Prof.	15-2-74	Operations Research
18.	Unni, VK	B.Com., M.Com., M.B.A. (Atlanta), D.B.A. (Louisiana Tech.)	Asst. Prof.	20-2-74	General Management.
19.	Bijoor, SR	B.A., B.L., Dip. in Trg. Methodology (Turin)	Faculty Research Associate	2-3-74	General Management/ Policy.
20.	Choudhury, MK	B.A. (Hons), M.Sc. (Berlin), Ph.D. (Berlin) D.Sc. (Berlin)	Professor	25-3-74	Economics
21.	Gopaldaswamy, TP	B.Sc., M.Sc., Ph.D. (Delhi)	Faculty Research Associate	29-3-74	Agricultural Economics

Research Staff

Sl. No.	Name	Qualifications	Date of joining	Area
---------	------	----------------	-----------------	------

Research Fellows

1.	Ramesh, VN	B.Sc.(Hons), M.Sc., M.S. (Case Instt. of Tech.), M.S. (North Carolina)	15-1-74	Operations Research
2.	Kumaraiah, V	M.A., D.M.S.P. (Bangalore)	1-3-74	Health Admn.
3.	Sawant, ST	B.A., M.A., Ph.D. (Bombay)	14-3-74	Economics
4.	Joseph, T	B.A.(Hons), P.G.D.B.A. (Ahmedabad)	19-3-74	Marketing/OB

Research Assistants

5.	Pandya Abha	B.A.(Hons), M.A.(Delhi)	17-1-74	Sociology
6.	Miss Chalvara, M	B.A., M.A., (B'lore)	4-3-74	OB

Administration
(Officers of IIM-B)

1.	Miralay, SL Chief Adm. Officer	B.Sc., Univ of Madras B.S. (Bus. Adm. Calif. Berkeley)	1-1-1974	
2.	Panikkar, KS Adm. Officer-G	B.A.(Kerala), M.A.(Psychology), Banaras Hindu Univ.	2-2-1974	
3.	Swaminathan, A	M.A. (Econ), Madras Univ.	11-9-1973	
4.	Sunita, AW Adm. Officer-P	B.A.(Econ), Univ. of Madras	11-2-1974	
5.	Keshavamurthy, AS	B.E. (Civil Engg), MIE	25-5-1973	

FACULTY PROFESSIONAL ACTIVITIES

(a) Seminars and Programmes attended by Faculty

The following seminars and programmes were attended by the faculty:

- (i) World Productivity Congress, Bombay, December 1973.
Prof. N.S. Ramaswamy, Director, and five faculty members.
- (ii) Meeting of Public Sector Executives, Bombay.
Prof. N.S. Ramaswamy.
- (iii) Annual function of the Computer Society of India.
Two faculty members.
- (iv) Management inputs in the Engineering Degree Curriculum held at I.I.T. Madras and a Paper entitled 'Management inputs in the Engineering Degree Curriculum as Systems Approach' was read.
Two faculty members.
- (v) Seminar on 'Industrial Psychology' organised by the Institute of Public Enterprises, Hyderabad, held at Hotel Ashoka, Madras.
Prof. G.K. Valecha.

(b) Professional Activities of Faculty

- (i) Director -(Prof. N.S. Ramaswamy)
 - Chairman of the International Conference of 'World Congress on Productivity' at Bombay on 9 December 1973, and attended the conference from 9-15 December 1973.
 - Addressed the Rotary District Conference, Madras on 29 December 1973, on 'Quality of Life'.
 - Addressed Rotary organisations at Bangalore and Madras.

- Addressed a group of international audience in the Management Wing, Department of Personnel, Government of India, New Delhi, 11 January 1974 - 'Management Expectations on Management Services'.
- Lecture on 'Management Development for Engineers and Technologists' under the Maharaja of Travancore Curzon Endowment Lectures, Madras, 28 January 1974.
- Chief Guest at the Productivity Day of the Salem Productivity Council, Salem, 12 February 1974.
- Addressed 'Safety Conference', Bombay - 2 March 1974.
- Addressed Conference on 'Humanisation in Industry' and Conference of Urban Development Centre, Bombay, 3 March 1974.
- Addressed the Theme Session of the Computer Society of India Convention, Madras, 4 March 1974.
- Inaugural Address of the Seminar on 'Management Input', Under-Graduate Engineering Curriculum, Madras, 12 March 1974.
- Theme Address at the Seminar of Public Sector Executive Association, Cochin, 31 March 1975.

(ii) Prof. N.V.R. Ram

- Addressed senior executives of the Bharat Heavy Electricals, Tiruchirapally (Trichy) on 'Management by Objectives'.
- A lecture on 'Systems on Management in Family Planning, Bureau of Economics, Government of Karnataka.

(iii) Prof. G.K. Valecha

- Talk on 'the role of super ordinate goals in establishing peace', Karnataka United Nations Association, Bangalore, 12 January 1974.
- Talk on 'Motivation' to Accountant Trainees (Senior) Canara Bank, Bangalore, 5 March 1974.

(iv) Prof. B. Jhunjhunwala

- Lecture on 'Labour Economics and Industrial Development', Department of Social Work, Central College, Bangalore.

-3-

(v) Prof. M.N.V. Nair

- Delivered lectures at:-

The Department of Social Work,
University of Bangalore,
Symposium by the Students Union,
Bangalore University,
Bangalore United Nations Association.

- Presented papers on -

'Impact of Government Policies on Rural
Development' at the programme of Rural
Elites and Development organised by the
IIM-B.

- 'Relevance of Government Controls' at
the Seminar organised by the Centre for
Social Studies, Madras.

(vi) Prof. S.K.Warriar

- Director of Heavy Engineering Corporation,
appointed by the Government of India.

- Appointed as one-man Court of Inquiry by
the Government of Kerala to enquire into a
dispute between the Kerala State Electricity
Board and its executive employees.

- Nominated by Government of India as its
representative on the Governing Council
of the Thiagarajar School of Management,
Tamil Nadu.

- Chairman of two Boards of Examinations of
the University of Cochin, for post-graduate
Diploma in Industrial Management and
Labour and for M.B.A. as well as for the
M.Com., and B.B.A. Examinations of the
University of Calicut.

- Chairman, Board of Examination for the
Graduateship Examination of the Indian
Institution of Industrial Management.

- National Vice-Chairman of the Institute of
Industrial Engineering.

- Convener, Coordination Committee, Indian
Productivity Science Organisations, World
Congress, Bombay, December 1973.

(vii) Prof S. Subramaniam

- Attended a meeting of the University Grants Commission to formulate a training programme in General Management for Administrators in Universities.
- Attended a meeting of the Board of the All India Council of Technical Education for Management Studies.

(c) Research papers published by faculty:

(i) Prof. N.V.R. Ram

- 'Indo-Canadian Trade Prospects' - Financial Express.
- 'Indian Commercial Officers Abroad'
- 'What is wrong with Family Planning' Economic Times.

(As a result of this, Prof. Ram was invited to hold discussions with the Deputy Minister for Health and Family Planning, Government of India).

(ii) Prof. G.K. Valecha

- 'An abbreviated measure of internal, external locus of control' - Journal of Personality Assessment.
- Research activity for the development of the personality scale related to motivation, with a view to developing a specific scale in keeping with the social, cultural and psychological life in India.

(iii) Prof. S. Subramaniam

- A review paper on current state of poverty studies and directions to be taken in future.

(iv) Prof. B. Shunjunwala

- 'Hypothetical Compensation - Is it Relevant?', Indian Economic Journal, Jan-March 1974.
- 'Kaldor-Hicks-Scitovszky Criteria' - a Post-mortem'. Southern Economic Journal, January 1974.
- 'Role of Rural Elite' - Preliminary meetings of the Seminar on Rural Social Organisation and the Developmental Process, Bangalore, March 1974.

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

RECEIPTS AND PAYMENTS ACCOUNT FOR THE PERIOD ENDED 31ST MARCH 1973

APPENDIX 'F'
(Paragraph-92)

RECEIPTS	AMOUNT		PAYMENTS	AMOUNT	
	Rs.	ps.		Rs.	ps.
Development Grant (Government of Karnataka)	10,00,000.00		By Rent		20,650.00
Operating Grant in aid (Government of India)	1,00,000.00		" Salary and Establishments		20,150.71
Interest on Fixed Deposit		24,035.25	" Telephone and Postage Charges		2,892.60
Income-tax deducted at source from Salaries		679.00	" Travelling and Conveyance Expenses		4,550.40
			" Printing and Stationery		1,996.27
			" Maintenance of Garden and Repairs to Rented Building		1,588.22
			" Advertising Charges		9,425.40
			" Miscellaneous Expenses		2,860.78
			" Travelling Advance		421.00
			" Salary Advances		2,350.00
			" Purchase of Library Books	40,226.45	
			" Typewriters	3,656.39	
			" Duplicator	9,973.80	
			" Weights and Scale	499.70	
			" Electric Fans	918.00	
			" Furnitures and Fittings	6,194.69	
			" Fixed Deposits with State Bank of Mysore, Vidhana Veedhi Branch.		61,469.03
			" Lands (Cost of Survey)		9,50,000.00
			" Balance b/d		7,000.00
			Cash on Hand	78.74	
			Cash at Bank	39,281.10	
					39,359.84
TOTAL:		<u>11,24,714.25</u>	TOTAL		<u>11,24,714.25</u>

Sd/-
Administrative Officer

Sd/-
Chartered Accountant

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST MARCH 1973

Page-2

EXPENDITURE	AMOUNT		INCOME	AMOUNT	
	Rs.	ps.		Rs.	ps.
Salary and Establishments	24,601.69		By Recurring Grant in Aid	1,00,000.00	
Rent	20,650.00		" Add: Grant Receivable	1,88,000.00	2,88,000.00
Telephone and Postage Charges	2,892.60		" Interest on Fixed Deposit (Actual Receipts)		24,035.25
Travelling and Conveyance Expenses	4,550.40				
Printing and Stationery	1,996.27				
Maintenance and Replacements	1,588.22				
Advertisement Charges	9,425.40				
Miscellaneous Expenses	2,860.78				
Depreciation	2,806.00				
Excess of Income over expenditure transferred to Capital Fund .		2,40,663.89			
TOTAL:		<u>3,12,035.25</u>	TOTAL:		<u>3,12,035.25</u>

As per my separate report of even date.

Sd/-
Administrative Officer

Sd/-
Chartered Accountant

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

BALANCE SHEET AS AT 31ST MARCH 1973

Page-3

CAPITAL FUND AND LIABILITIES		AMOUNT		ASSETS		AMOUNT		
FUND:	Rs.	ps.	Rs.	ps.	Rs.	ps.	Rs.	ps.
of Income over liture			2,40,663.89		Cash in Hand			78.74
ment Grant ment of Karnataka)			10,00,000.00		Cash at Bank			39,281.10
<u>ADING LIABILITIES:</u>					Fixed Deposit with State Bank of Mysore			9,50,000.00
ary and Establishment ome-tax deducted at	4,450.98				Recurring Grants Receivable			1,88,000.00
	<u>679.00</u>		5,129.98		<u>ADVANCES:</u>			
					Salary Advance	2,350.00		
					Travelling Allowance Advance	421.00		
					Library Books			2,771.00
					Typewriter	3,656.39		40,226.45
					Less: Depreciation @ 15%	<u>549.00</u>		3,107.39
					Duplicator	9,973.80		
					Less: Depreciation @ 15%	<u>1,496.00</u>		8,477.80
					Weights and Scale	499.70		
					Less: Depreciation @ 10%	<u>50.00</u>		449.70
					Electric Fans	918.00		
					Less: Depreciation @ 10%	<u>92.00</u>		826.00
					Furniture and Fittings	6,194.69		
					Less: Depreciation @ 10%	<u>619.00</u>		5,575.69
					Lands - Cost of Survey			7,000.00
TOTAL:			<u>12,45,793.87</u>		TOTAL:			<u>12,45,793.87</u>

Sd/-
Administrative Officer

Sd/-
Chartered Accountant

Ent

Page-4

Phone: 70694

A.R. Narasimha Murthy
Chartered Accountant

2nd Floor, UCO Bank Building
Kempegowda Road
Bangalore - 560 009

March 14, 1974

AUDIT REPORT

I have audited the annexed Balance Sheet of the Indian Institute of Management, Bangalore as at 31st March 1973, and the Income and Expenditure Account for the year ended that date. I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

In my opinion and to the best of my information and according to explanations given to me the said accounts give a true and fair view:

- 1) In the case of the Balance Sheet, of the state of the Institute's affairs as at the end of its financial yearnamely 31st March 1973.
- 2) In the case of the Income and Expenditure account, the income of the year ended 31st March 1973.

In my opinion proper books of accounts have been maintained by the Institute as required by law.

Sd/-
(A.R. Narasimhamurthy)
Chartered Accountant

"COPY"

INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

ANNUAL REPORT - 1974-75

115 M.

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INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ANNUAL REPORT - 1974-75

INTRODUCTION

The Indian Institute of Management, Bangalore, was established by the Government of India, under the Ministry of Education and Social Welfare, in early 1972, to provide education, research and consultancy in management services at the national level with a view to improving the managerial competence in the various sectors of the Indian economy. It is the third in the series of national Institutes of Management and the first of its kind in South India. The Institute was formally inaugurated by the Prime Minister on 28 October 1973; the Chief Minister, Karnataka, presided over the function.

2. In consideration of having established the Institute at Bangalore, the Government of Karnataka has agreed to provide 100 acres of land free of cost for the establishment of the permanent Institute campus, and an amount of Rs.30 lakhs towards initial developmental expenditure during the Fourth Plan period. A sum of Rs.25 lakhs has been released so far during the period 1972-75. The Central Government will meet the entire recurring expenditure and the bulk of capital developmental expenditure.

OBJECTIVES AND PERSPECTIVES

OBJECTIVES:

3. The Institute is an autonomous body, which was registered on 27 March 1972 as a Society, titled, "The Indian Institute of Management Bangalore Society, under the Mysore Societies

Registration Act XVII of 1960." The objectives of the Institute, inter alia, are:

- (a) To provide professional training in management and related subjects to persons from Industry, Institutions and associations connected with industry and commerce and individuals, to enable them to practise competently the profession of Management and to instruct others in the practise of management.
- (b) To select and prepare a cadre of young persons for careers in Management.
- (c) To meet the needs of Industry and Commerce in respect of up-to-date information on Management through research and publication of management literature.
- (d) To provide research and consultancy services to industry and government agencies with a view to improving administration and productivity.
- (e) To co-operate with educational or other institutions in any part of the world having similar objectives, for mutual benefit in the field of management education.

PERSPECTIVES:

4. The development of professional management in India has taken rapid strides in the past decade. There are a large number of management training institutions and departments of management studies in Universities. It is estimated that about a thousand management graduates are trained in a year. However, the demand for trained managers are increasing every year. In view of the inputs in management education already made by the various management institutions, the primary aim of the Institute is to play a complementary and supplementary role in management education, research, training and consultancy in the various hitherto unexplored and neglected sectors of social and economic life of the country.

5. Management is relevant to all spheres of human endeavour as management activity is inherent in the achievement of every task or objective. Thus, management concepts and techniques are equally applicable to all our economic and social activities, be it agriculture, animal husbandry, food distribution, power generation and distribution, building construction, irrigation, transportation and communication, mass media, defence services, police services, public administration and so on. But so far, in this country, management organisation, systems and techniques have been applied mainly in the business and industrial sector, such as engineering. Other vital sectors of economy, such as agriculture, public health, public administration, infra-structure, and the like have been largely ignored. Production sectors - both industry and commerce - depend heavily on facilities such as transportation, communication, irrigation, power, credit, etc. Thus, there exists a vast scope for the application of modern management techniques in these areas. The task, therefore, is firstly, to create an awareness of the potentialities of modern management techniques among these hitherto neglected areas, and secondly, to cater to their needs. It is appreciated that the magnitude of the task is beyond the capacity of one institution to achieve in the foreseeable future. However, the Institute will endeavour, as far as possible with the resources at its disposal, to take modern management to these neglected areas. With this broad objective in view, the Institute's programmes and activities will be oriented mainly to the managerial needs and problems of the following sectors.

- (a) Public Sector Enterprises in Business and Industry.
- (b) Agriculture and agro-based operations.
- (c) Public Utilities and infra-structure Services:
 - (i) Power and Energy Management;
 - (ii) Transportation, Communication, Water Supply and Sewerage, and other Utilities;

PROGRESS : 1972-1975

7. Statistical data on the progress of the Institute during 1972-1975 is given below:

Item	1972- 1973	1973- 1974	1974- 1975
(a) <u>Manpower:</u>			
Faculty ..	-	21	27
Research ..	-	6	17
Administration:			
Officers ..	1	5	2
Staff ..	7	45	108
Total ..	8	77	154
(b) <u>Programmes:</u>			
Post-Graduate Programme (two year)	-	-	51
Management Development Programmes	-	2	15
Organisation Based Programmes	-	-	5
Seminars ..	-	3	3
Consultancy Projects:			
Completed ..	-	-	11
On-going ...	-	-	6
Research:			
Completed ..	-	-	5
On-going ..	-	7	7
Case Collected ..	-	-	16
(c) <u>Facilities:</u>			
Land			
Buildings (sq.ft.)	13,200	19,140	43,222
Library:			
Books ..	723	9,885	12,330
Periodicals ..	8	170	521
Circulation ..	-	-	5,457
Users ..	-	-	321
(d) <u>Budget:</u> (in lakhs)			
Grant ..	2.88	10.00	41.92
Income ..	-	0.82	4.84
Expenditure ..	1.37	20.33	42.12

10.33 met
from State
Govt. grants

PROGRAMMES AND ACTIVITIES

POST GRADUATE PROGRAMME : 1974-1976

8. All resources have been mobilised to start the first post-graduate programme in July 1974. With the increased input of faculty and staff towards the end of 1973-1974, the preliminary work to inaugurate the first post-graduate programme in July 1974, gathered momentum. The possibility of running a special programme to cater to the managerial training requirements of the public sector was discussed with the chief executives of a few public sector enterprises, the Director General Bureau of Public Enterprises (BPE), the Chairman of the Standing Committee on Public Sector Enterprises (SCOPE), and Secretaries in the Economic Ministries of the Central Government. A survey was also conducted by the faculty among executives and professionals in public sector enterprises and other experts in the field, by means of questionnaire and seminars, to assess the short and long term needs and demands for management graduates in the public sector, and also to determine the structure and content of the management education programmes which will best serve the needs of the public sector.

9. In the light of the information gleaned from these discussions and surveys, it became apparent that there was a case for running a special two-year programme for public sector undertakings and that the prime requirement of managerial input in this sector was in the field of industrial management with specialisations in production, cost reduction, industrial relations and management services. It was, therefore, decided to conduct a two-year programme in industrial management. Taking into consideration the limited time available for development of case and background material, the need to ensure a homogenous group of students to facilitate high conversion efficiency, limited availability of class rooms, hostel accommodation, etc., it was decided that admissions to the first programme starting in 1974 will be limited exclusively to about 50 engineer graduates with a minimum of one year experience.

(a) Admissions

10. A comprehensive selection procedure based on quality of applications, written tests, aptitude,

intelligence, general knowledge, etc., group discussions and interview, was evolved. The procedure provided for giving special consideration to applicants belonging to scheduled caste/tribe. It was also decided that candidates with a special interest in joining public sector enterprises only should be selected for this programme. A copy of the advertisement released in the national newspapers in January 1973, inviting applications, and a note giving the objectives and criteria for selection of candidates, are given in Appendix 'B'.

11. In response to the advertisements, 595 applications were received. Selection tests were held at Bangalore, Bombay, Calcutta and Delhi during May 1974. Representatives of public sector and professionals were associated in the selection tests at each centre. Due to the nation-wide rail strike during that period, the selection schedule had to be extended, to enable those candidates who could not take the tests earlier to attend a supplementary test at Bangalore during June 1974. This resulted in delay in the finalisation of selections and postponement of the date of commencement of the programme. Final selections were completed in August 1974.

12. Out of 595 applicants, 369 candidates appeared for interviews and 106 candidates, including 6 belonging to the scheduled castes, were selected. Offers of admissions were initially issued to the top 50 successful candidates. As a few candidates did not accept the offers, additional offers were made to candidates in the waiting list. A total of 75 offers were made, out of which 53 students, including 5 SC, registered for the course in October 1974. One student dropped out during the first term due to extreme compassionate domestic reasons and one SC student dropped out at the beginning of the second term, to join another organisation. Thus the current strength of the programme is 51, including 4 SC. Some salient features of the candidates, which have emerged from a computer analysis of the data provided in the applications and an analysis of the registered students (52) are given in Appendix 'C'.

(b) Programme of Studies

13. The curriculum and term structure for the first two year post-graduate programme in industrial management has been formulated after in-depth discussions with professional managers in public sector enterprises, management graduates of other management institutes

employed in public sector enterprises, and discussions amongst the faculty, to identify the values, skills, attitudes and special aspects required in public sector enterprises and the manner in which such aspects are to be inculcated in the course. The curriculum, therefore, highlights the role of the public sector in the economic and social development of the country and the courses have been so formulated as to expose the young engineer graduates not only to all facets of industrial management, but also to lay stress on specific areas related to production, to development of competence in techniques-skills with stress on relational/conceptual skills, social and behavioural sciences to better appreciate the manager's operational environment, and a project work in industry to gain practical experience in the application of management science and techniques to live problems. The term programme is based on a quarter system, with the two-year period consisting of six quarters of which one will be devoted to project work. The project work will be mostly done in public sector enterprises.

14. The orientation and induction course for the students of the first post graduate programme, 1974-76, started on Saturday, 12 October 1974, in the class rooms of the Institute's temporary premises at 33, Langford Road. The regular classes started on Monday, 21 October 1974. The first term finished at the end of January 1975 and the second term at the end of April 1975. The six weeks' summer recess will begin on 1 May 1975 and some of the students are expected to take up company-based summer placements. Students of the first programme will graduate in September 1976.

(c) Financial Assistance

(i) Government Scholarships

15. The Government of India has authorised the payment of scholarships on merit-cum-need basis, to 25% of the student strength, in line with the practice followed in the other Institutes of Management. The Institute has awarded these scholarships to 13 students including 4 SC. Being the first year, the awards were based on need as it was felt that merit can be judged only later by assessing their performance in the class rooms. In the second year, merit and need will be taken into account for awarding scholarships.

16. A case was taken up with the government for the award of scholarships to all those students who have not received any financial assistance from other sources. This, however, has not been approved.

(ii) Sponsorships by Public Sector

17. Since the programme was specifically structured to meet the managerial requirements of the public sector, and in view of the anticipated placement of graduating students in the public sector, a great deal of support was expected from the public sector, by way of sponsorship and/or other forms of financial assistance. The Institute communicated with a number of public sector organisations with specific requests for giving some form of financial assistance to the students, by recruiting the students to their managerial cadre or giving stipends, scholarships or salaries. The context in which these requests were made have also been explained. Most of the students have been holding jobs carrying salaries in the range of Rs.800-1200 p.m. and they had to resign them in order to join the course. One of the conditions for admission to the course was that graduating students should join public sector establishments. It is worth mentioning here that the Director General, Bureau of Public Enterprises, the Chairman Standing Committee of Public enterprises and the Ministry of Petroleum have written to public sector undertakings recommending consideration of financial aid to the students of the course.

18. In spite of all these efforts, the response has not been encouraging. The following scholarships have been received from the public sector so far.

- Steel Authority of India Limited (SAIL)

3 stipends of Rs.500/- each per month, preferably to SC/ST students, if available.

In addition, 7 constituent units have been requested to offer 1 stipend each.

- Hindustan Aeronautics Limited (HAL)

2 stipends of Rs.500/- each per month for 2 years.

- National Mineral Development Corporation Limited (NMDC)

2 scholarships of Rs.7,200/- each, to be awarded one, on merit and the other, to a scheduled caste/tribe student.

- Hindustan Machine Tools Limited (HMT)

Has sponsored two candidates.

- Bharat Heavy Electricals Limited, Hyderabad - 2(Two)

- Bharat Heavy Plates and Vessels | Sponsored
| one candidate
| each.

- Vikram Sarabhai Space Centre

(iii) Concessions to SC/ST students

19. In line with the practice followed in other similar Institutes, special considerations are extended to SC/ST students. In addition to the normal government stipend of Rs.250/- p.m. and relaxation in admission standards, the Board of Governors has approved (in its 8th Board Meeting held on 9 December 1974) the exemption of SC/ST students from payment of Tuition fees, 50% of hostel room rent and contribution to welfare fund.

(d) Second Post Graduate Programme:
1975-77

20. Preliminary work for the second post-graduate programme, 1975-77, has been initiated. In view of the inadequate response from the public sector for the first programme, various alternatives for the second course were discussed with professionals and executives in the public sector. It was suggested that the poor response from the public sector, might have been, possibly, due to the inability in communicating the scope and utility of the programme. It was generally felt that, in keeping with the perspectives of the Institute, the second programme also should be specially oriented to the public sector and that the policy could be reviewed for the third batch, 1976-78.

21. A change from the first programme has been effected in the matter of eligibility and course content. It has been decided that a bachelor's degree will be the minimum qualification, with work experience of one year for engineer graduates and post graduates and two years for other graduates (the first programme was exclusively for engineer graduates). Admissions will be restricted to about 60-65 students.

22. Press announcement inviting applications have been released in December 1974 and till the end of March 1975, 770 applications have been received. Selections are expected to be completed by May-June 1975, and the course is expected to start in September/October 1975.

EXECUTIVE DEVELOPMENT PROGRAMMES (EDP)

23. The primary aim of the executive development programme is to develop managerial skills in executives. These programmes, in addition, serve the purpose of establishing contacts with the industry for the mutual benefit of the industry and the Institute. Two kinds of EDP are run by the Institute:

(a) Management Development Programmes (MDP)

(b) Organisation Based Programmes (OBP)

24. Management Development Programmes are designed to develop managerial skills in senior executives. Besides, these programmes also create opportunities for case leads, student placement, faculty interaction and feed back, and for projecting the perspectives and programmes of the Institute amongst the major organisations in the country.

25. During the period under report, 15 M.D.Ps. were conducted. They were held in hotels as the Institute do not have the required physical facilities. A total of 200 senior executives from large, medium and small organisations of public and private sectors participated in the programmes. A few officials from the Karnataka Government attended the programmes. Details of these 15 programmes are given below.

MANAGEMENT DEVELOPMENT PROGRAMMES : 1974-75

Sl. No.	Title	Faculty Leader	No. of participants	Location, Date and Fees
1	2	3	4	5
1.	Maintenance Management	P.V. Ganesan	15	Hotel Ashoka, Bangalore; 20 May - 1 June 1974 Rs.2500/-
2.	Productivity approach to Industrial Relations	S.K. Warriar	13	Hotel Ashoka 28 Oct to 9 Nov 74 Rs.2500/-
3.	Operations Research	A.K. Rao	12	Hassan Motel, Hassan; Hotel Harsha, B'lore 15-27 July 1974 Rs.2500/-
4.	Materials Management	P.V. Ganesan A.K. Chakravarty	15	Hotel Ashoka, Bangalore 5-17 Aug 1974 Rs.2500/-
5.	Trade Union Leadership in India	S.K. Warriar	30 Trade Union Leaders	Hotel Harsha; 19-24 Aug. 1974

1	2	3	4	5
6.	Management Information Systems	VTD Balaraman	14	Hotel Savoy, Oottacamund 23-28 Sep 74 Rs.1500/-
7.	Personnel Selection Assessing Human Potentials	G.K. Valecha Vijay Padaki S.K. Roy	27	Ecumenical Christian Centre Whitefield: 30 Sep- 05 Oct. 1974 Rs.975/-
8.	Production Management	P.V. Ganesan	13	Hotel Savoy, Oottacamund 7-9 October Rs.2500/-
9.	Productivity Approach to Industrial Relations	S.K. Warriar	12	Hotel Ashoka, B'lor 28 Oct-09 Nov 1974 Rs.2500/-
10.	Total Quality Control	A.K. Rao	8	Hotel Harsha, B'lor 28 Oct-9 Nov. 1974 Rs.2000/-
11.	Management of Managers	S.K. Roy	14	Hotel Bangalore International 4-10 November 1974 Rs.1500/-
12.	Finance for Non-Finance Executives	Vatsala Nagarajan S. Ramaswamy	18	Hotel Harsha, Bangalore 18-23 November Rs.1250/-
13.	Top Management Seminar on Management by Objectives	S. Subramaniam N.V.R. Ram S.K. Roy	13	Hotel Ashoka 26-30 Nov 1974 Rs.2000/-
14.	Top Management Seminar on Organisational Development	Charles B.Handy (London School of Business) S.Subramaniam S.K. Roy	23	Hotel Ashoka, B'lor 25-26 January 1975 Rs.650/-
15.	Maintenance Management	P.V. Ganesan	113	West End Hotel 10-22 March 1975 Rs.2500/-

26. Future Programmes: In keeping with our perspectives, the Institute proposes to give a new direction to our programmes for 1975-76. Subject to acceptance from the sectors concerned and the availability of necessary skills and materials, it is our intention to conduct programmes exclusively tailored to the requirements of vital sectors like transportation, energy, health, education, power, management of drought prone area programmes, etc. The schedule of proposed Management Development Programmes announced for the year 75-76 is enclosed at Appendix 'D'.

27. Organisation Based Programmes are programmes designed to meet the specific requirements of individual public sector enterprises. The Institute may claim to be unique in this respect as no other management training institutions (except perhaps NITIE, Bombay) in the country is known to have undertaken such programmes. Though other programmes are useful to the participating individuals, the implementation of the acquired skills and know-how in their parent organisations, generally meets with resistance from colleagues and superiors who have not attended such programmes. The uniqueness of the organisation based programmes is that, a critical mass of executives, professionals and specialists from all levels in a particular organisation attend a specific programme based on the problems of that organisation. They thus acquire a common identity and a commitment to implement the knowledge gained during the course.

28. An additional advantage to the Institute is that the faculty gains knowledge of the specific features of each organisation, which in turn, helps in case development and, sometimes, leads to consultancy. Such programmes are normally accepted on a selective basis. The following Organisation Based Programmes have been conducted during the period under report.

(a) Bharat Heavy Electricals Limited
Tiruchirapalli (Trichy)

24 Engineer graduate apprentices participated at Tiruchirapalli from 30 September 1974 to 9 November 1974.

(b) Electronic Corporation of India Ltd (ECIL)
Hyderabad

Middle Management Personnel of ECIL participated at Hyderabad during August, September and October 1974.

(c) Bharat Heavy Electricals Limited (BHEL)
Bhopal

8 Middle Management personnel of BHEL, Bhopal were in the Institute from 30 September to 9 November 1974, during which period they attended part of the BHEL Trichy programme (a) above and did library work and plant assignments.

(d) Hindustan Aeronautics Limited (HAL)
Bangalore

Organisation Development, and Management by Objectives at the premises of the Company.

(e) Bharat Heavy Electricals Limited, (BHEL)
Hyderabad

Management Development Programme at the premises of the company.

29. Future Programmes: In response to requests received, detailed proposals for the conduct of Organisation Based Programmes during 1975-76 have been submitted to various organisations. The following Organisation Based Programmes are proposed to be held during 1975-76:

- (a) Bharat Heavy Electricals Limited (BHEL)
Bhopal, for Management trainees - May-June '75.

- 1974-75
- (b) Bharat Heavy Electricals Limited (BHEL) Hyderabad.
 - (c) Mysore Iron and Steel Ltd., Bhadravati.
 - (d) Bharat Heavy Plates and Vessels Ltd., Vishakapatnam.
 - (e) Indian Telephone Industries, Bangalore.
 - (f) Fertilisers and Chemicals Ltd., Alwaye.
 - (g) New Government Electric Factory, Bangalore.
 - (g) Drought Prone Area Programme Division, Ministry of Agriculture.

SEMINARS

30. Details of seminars conducted during the period under report are given below.

- (a) Management Science and Urban Development
Organised by the Institute in collaboration with the City Improvement Trust Board on 25 April 1974, at Vidhana Soudha, Bangalore.

Objective: To discuss problems of urban development and application of management science techniques to solve such problems.

Participants: About 400 delegates consisting of State Ministers, Mayors, Legislators, Municipal Councillors, government officials, Heads of urban services such as water, power, transport, industrialists and experts in the field of urban development. Shri D Devaraj Urs, Chief Minister of Karnataka, inaugurated the function, and Shri D.K. Naikar, Minister of Law and Municipal Administration presided.

Faculty: N.S. Ramaswamy, S. Subramaniam, and N.V.R. Ram.

Guest

Speakers: Sarvashri Charles Correa, Rame Gowda, Nanjundappa, Rashmi Mayur, V.D. Desai, Sharu Rangnekar, I.M. Magdum. Mari Gowda, Mr Arthur Row, Dr Kamla Chowdhry, etc.

(b) Seminar on Plantation Management

Organised by the Institute in collaboration with the United Planters Association of South India (UPASI), at Coonoor in September 1974.

Objective: Application of management science to plantation industry.

Participants: About 300 delegates including leading planters and professionals.

Faculty: N.S. Ramaswamy, S. Subramaniam, S.K. Warriar and N.V. Ratnam.

As follow up action on the recommendations of the seminar, a questionnaire for eliciting technical and research needs of the plantation has been finalised by the Institute and administered to the plantations. Based on the feed back from this proposals for District seminars and consultancy for plantation management will be evolved.

(c) Rural Social Organisation and Development Process

Organised in the village of Ayyandur, Tamil Nadu, from 24-27 October 1974. A unique programme, being first of its kind to be held in a village.

Objective: To familiarise the faculty and participants with the organisational problems of rural India, and to obtain valuable feed-back for future use in the structure and conduct of proposed programmes in district administration development.

Participants: Economists, sociologists and experts in the field of rural social organisations.

Faculty: B. Jhunjunwala, Vinod Vyasulu, K. Ramakrishnan, A.K. Chakravarty, K. Singhal and a few Research Fellows.

Guest Speakers: Dr. S. Naqvi and Prof. Manorama Savoor

(d) Seminars by faculty and visitors

<u>Faculty</u>	<u>Subject</u>
G.K. Valecha	- Rationale regarding various admission criteria Sensitivity training
S. Subramaniam	- On Poverty Studies
N.S. Ramaswamy	- Perspectives of Public Sector
V. Vyasulu	- Intellectual approach to teaching
A.K. Rao	- Curriculum
M.N.V. Nair	- A non-psychologist approach to selection methods
Vatsala Nagarajan	- On Post Graduate Programmes
A.K. Rao	- Tobacco Crop Estimation

<u>Visitors</u>	<u>Subject</u>
Arun Kumar	- Regulation of water and dam design through operations research technique
S. Naqvi	- Economic Backwardness and Caste
Eric Frank	- Management Education
R.C. Mascarenhas	- Policy Making and Co-ordination of Public Enterprises in India
G. Ramanujam	- Indian Trade Union Movement
P.J. Fernandes	- Perspectives of Public Sector
A.R. Desai	- Problems of Development
D. Aurora	- Drought Prone Area Programme
K.V. Raghunatha Reddy	- Labour Relations
S.R. Mohan Das	- Trade Union
R.K. Sinha	- Working of Estimates Committee in Parliament
Justice J.L.Nain Dr. H.K. Paranjpe Members of Monopoly Commission	- Working of Monopolist Committee
S. Paul	- Post-Graduate Education Management
M.V. Pylee	- Management Education
Dr. P.R. Brahmananda	- Inflation
K.T. Chandy	-
Dr. M.S. Muthanna	-

SECTOR BASED PROGRAMMES

31. A unique feature of the Institute's perspectives envisages the application of modern management concepts and techniques to the hitherto neglected sectors, such as agricultural industry, transport, energy, health administration, etc. The Institute has constituted faculty groups with competence and knowledge in these sectors. These groups are currently engaged in collecting data regarding investment, employment technology, working efficiency, effectiveness, geographical spread, etc., in respect of each sector. Gradually, it is contemplated to initiate research work to gain an insight into the problems of these sectors and gain background material, which will form the nucleus for conducting short and long duration programmes and policy research projects in each of these sectors. The following sectoral groups have been formed at present:

- | | | |
|------------------------------|----|--------------------------|
| (a) Agriculture | .. | Coordinator: N.V. Ratnam |
| (b) Transport | .. | P.V. Ganesan |
| (c) Energy | .. | A.K. Chakravarty |
| (d) Health
Administration | | NV.R. Ram |

RESEARCH

32. Research is an important aspect of the Institute's programmes. The types of research undertaken by the Institute are: policy research in respect of macro issues of national problems to help in the formulation of future policies, and applied research to develop the body of knowledge in management science areas, to ascertain the status and role of management in various sectors of economy and to develop case leads at unit level.

33. Some faculty members who are primarily research workers, concentrate on policy and applied research. Others, who are mainly teachers, are interested in research in their respective fields. Research programmes are arranged accordingly by a Research Committee. Institutional support is provided to individual faculty members to submit research proposals to funding agencies and also to develop material in their respective fields to enhance their professional standing. Details of research studies completed and research in progress during the period under report are given below.

(a) Research Completed

(i) Techno-Economics of Bullock-Cart Transportation

N.S. Ramaswamy, P.V. George,
T.P. Gopalaswamy, V. Radhakrishnan

34. A pilot project conducted by the Institute to study the techno-economic aspects involved in improving the design of the bullock cart with a view to increasing the speed and carrying capacity, reduce wear and tear of the roads, minimise the burden and cruelty to the animals and to assess the impact on the rural economy resulting from such improved means of rural transport. The P.S.G. College of Technology, Coimbatore has initiated work for evolving a new design for the bullock cart. As a result of the study, a project proposal has been prepared and submitted to the Government (Department of Science & Technology)/ funding agencies to study the proposals for conducting an all-India project for evolving new designs for the bullock cart, including harness, yoke, wheels, etc and to assess the socio-economic factors involved in the introduction of a new design for an improved means of rural transport. This pilot study has evoked considerable interest in the Press and among the public.

(ii) Problems of Public Accountability
M.N.V. Nair, Miss Meera Bhakru

35. In view of the importance given to management in public sector, this research was undertaken by the Institute to examine current practices of public accountability in the light of experience gained in other countries and the problems it raises in regard to industrial and managerial efficiency. The study has been completed and the report is under preparation.

(iii) Diagnosis of Medical Education
N.V. Raghu Ram

36. To examine the present system of medical education in the country with particular reference to the provision of health services to the general public, the type of doctors required, the curriculum

content and duration of medical education required to produce the right type of doctors to meet the Indian conditions and situations; the role of regulatory agencies like Central and State Governments in the medical educational systems; and the institutional barriers inhibiting the functioning of a Doctor. The study attempts to make a comparison of medical education facilities available in other countries and to find solutions to the problems of the health care needs of the country. Data collection and processing have been completed. Analysis is in progress.

(iv) Inter-State Interdependence for Development

N.S. Ramaswamy, M.N.V. Nair, P.V. George,
V. Radhakrishnan

37. The development processes during the past two decades have generated social tensions, regional imbalances, wide disparities in income and disproportionate distribution of the fruits of development. The Institute undertook a study of the various issues involved in the pattern of development, with a view to locating the reasons for the regional imbalances, the nature and dimensions of economic interdependence of the States in the development process, to analyse the causes for the social and economic tensions accompanying development, and to suggest remedial measures. The study has been completed and report is under preparation.

(v) A Study of Controls - Cement, Food grains, Fertilizers, Iron and Steel, Automobiles

M.N.V. Nair, P.V. George, V. Radhakrishnan,
N.V. Ratnam, T.P. Gopalaswamy.

38. A study of the working of Government controls with reference to the administrative organisation, distribution systems and assessment of the actual beneficiaries of the controls, evaluation of benefit-costs of controls with a view to devising policy alternatives. Studies on cement and fertilisers have been completed.

(b) Research in Progress

(i) Funded Projects

(1) Investigation of the Rural Structure in India

B. Jhunjhunwala

39. A research study on this subject has been submitted to the Indian Council of Social Sciences Research. This has resulted in a project being assigned to the Institute.

(2) Public Sector Project

Sponsor: International Development Research Centre, Ottawa.

N.S. Ramaswamy and others

40. The Bureau of Public Sector Enterprises sponsored the Director of the Institute among others to attend a Conference on Research in Public Sector Enterprises held at Singapore from 11-17 November 1974. The conference was organised by the International Development Research Centre, Ottawa and was attended by delegates from ten Asian Countries, The United Nations, The Ford Foundation and others. As a result of this conference, the Institute has been assigned two research projects on public sector enterprises, to be completed within two years. In view of the importance of public sector in the Institute's perspectives, this assignment has prestigious significance to the Institute. Preliminary work on the projects, details of which are given below, have already started. The project will be conducted by the Institute in collaboration with the Bureau of Public Enterprises.

- (a) 'An Overview of the Public Sector in India and their Linkages with the Economy'. A concrete analysis on the public sector in India, to cover its history, centres of economy, inputs and outputs, linkages with other countries, self-reliance, objectives and goals and the extent to which these have been accomplished.

- (b) 'Public Sector Performance and Management Development'. A unit level study of a cross-section of public sector enterprises representing large and small units from different industries, such as engineering, chemicals, etc.

41. Funds: The total cost is estimated at Rs.12 lakhs, to be funded by: the IDRC, Rs.3 lakhs; the BPE, Rs.5 lakhs and public sector enterprises, Rs.4 lakhs.

(ii) Government sponsored

Drought Prone Area Programme

Ministry of Agriculture - DPAP Division

N.V. Ratnam, M.N.V. Nair, N.V.R. Ram,
T.P. Gopalaswamy, V. Radhakrishnan
A.K. Chakravarti, N.S. Ramaswamy,
S. Subramaniam.

Funds allotted: Rs.98,000/-

42. As the result of a project proposal submitted to the Drought Prone Area Programme Division of the Ministry of Agriculture, a project has been assigned to the Institute by the Advisory Committee on Research on Drought Prone Area Programme, to study the different organisational patterns followed by State Governments in implementing the drought prone area programmes of the Central Government. The study will attempt to locate weaknesses in existing patterns of organisation and the linkages with other districts and secretariats of State Governments, and to suggest means of improving operational efficiency.

43. The Districts of Kolar in Karnataka and Chittoor in Andhra Pradesh have been selected for conducting the studies. Preliminary studies in Kolar District has commenced in February, 1975 and contacts have been established through Development Departments concerned.

44. Training Programme for the various officials concerned has been finalised in consultation with the University of Agricultural Sciences and the first session will be held in May/June 1975.

45. At the request of the A.P. Government the study for the District of Chittoor will be taken up in June 1975 and training programme for the concerned officials will commence at that time.

46. Being an inter-disciplinary project, faculty from different fields such as agriculture, management, operations research, systems administration, etc., have participated in the research study. The material gained from this study will be used for structuring and conducting courses on the management of DPAP programmes for concerned Government officials and specialists. It is also expected that this study will lead to research in designing a management information system for continuous monitoring of DPAP activities.

(iii) Institute's projects

(1) Agricultural Policy (Land use)

N.V. Ratnam, A.K. Chakravarti, Kasi Viswanath.

47. A research study aimed at better utilisation of land resources in Karnataka State and its implications in the pricing of agricultural commodities and credit policies. A pilot study on the land use policy in the State was undertaken by the Institute and a project proposal has been submitted to the ICAR. Pending approval and funding by the ICAR, the Institute has been collecting and compiling the data. Demarcation of 41 agro-climatic zones in the State has been completed. It is proposed to use the National Commission data on soil and water resources and cropping pattern at taluk level to develop a linear programming model for computer analysis.

(2) Computerised Management Game

A.K. Chakravarty, V.N. Ramesh.

48. A study to incorporate all important and relevant decisions that public sector company has to make to improve quality, increase capacity, introduce new markets for existing products and new products into markets and to set up new plants. Case data is being collected from H.A.L and B.H.E.L.

(3) Construction of a New Personality Scale

G.K. Valecha

49. Different scales are being used currently for comparative statistics, standardisation of norms for assessment of personality for purposes of selection, counselling and training. A detailed study in different organisations - industry and colleges, has been undertaken to evolve a new personality scale which will have greater relevance and value to Indian conditions.

(4) Bench Mark Survey

50. ICAR has requested the Institute to undertake a Bench Mark Survey for its village development schemes proposed by the National Commission in Agriculture. The work is on hand and the project proposal will be submitted shortly.

CASE DEVELOPMENT

51. The collection of cases on Indian experience is an important element in the preparation of teaching materials for the various training programmes. The case development activity is expected to gather momentum from 1975-76 onwards. Professors S. Subramaniam and V.K. Unni are co-ordinating the case development activity. A list of cases prepared by the faculty and research staff during the period under report is given below.

<u>Name of the case</u>	<u>Case Writer/s</u>	<u>Area</u>
1 SAFCO	Dr. S. Subramaniam	Marketing
2 Raja & Company	-do-	-do-
3 Globe Inter- national Company	-do-	-do-
4 Sandow Textile Co.	-do-	-do-

<u>Name of the Case</u>	<u>Case Writer/s</u>	<u>Area</u>
5 Anand State Housing	Prof.VTD Balaraman	Linear Programming
6 Welders' Strike Notice at ADP	Dr. GK Valecha and Mr. Joseph	OB, Industrial relations
7 Hindustan Multi-products Ltd.	Mr. CK Sharma	Business policy
8 Agricultural Inputs Ltd.	-do-	OB, Industrial Relations
9 Hindustan Peters Ltd.	Sri M.T. Paul	Management Information System
10 Bharat Clutch Plates Ltd. (A)	Sri SP Kumar	Finance
11 Bharat Clutch Plates Ltd. (B)	-do-	-do-
12 Bharat Clutch Plates Ltd. (C)	-do-	-do-
13 Maharani Engineering Co.	Sri S Jagadish & Jayaprakash	Production Planning
14 Kalimatha Industries Ltd.	Sri SR Acharya	Finance
15 Durga Engineering Works Ltd.	Sri SR Acharya	Finance
16 Central Supplies Authority	Sri S Jagadish & Jayaprakash	Procurement and Distribution System

CONSULTANCY

52. Consultancy assignments keep the faculty in touch with the world of practising management, thereby enabling them to understand better, the management processes and problems on the one hand and to extend the benefits of management skills and techniques to solve the specific problems faced by the managers of the organisations. Consultancy is, thus, a mutually beneficial process for both the faculty and the industry.

53. As a general rule, the Institute accepts only a limited number of assignments due to the involvement of the faculty in institution-building activities, which take up most of their time. A committee consisting of the following members administers the consultancy activities of the Institute: Prof. S. Ramaswamy, (Chairman), Profs. P.V. George, S. Subba Rao and S.K. Warriar, (Members). Details of the consultancy assignments undertaken by the Institute during the period under report are given below:

Consultancy Assignments

Organisation	Assignment	Faculty	Fees Rs.
(a) <u>Assignments completed</u>			
(i) The Indian Tea Association (sponsored by the Ministries of Commerce & Foreign Trade)	To make recommendations for improving the marketing and promotional activities, prices and exports. Report submitted to Min. of Comm. on 30 Jan. 75.	S. Subramaniam	10,000/-
(ii) CARE, Bangalore	A preliminary study in Tumkur District to evolve proposals for a detailed study of the "Nutritional Systems of the Population".	NVR Ram TP Gopaldaswamy NV Ratnam	3,600/-
(iii) Bank of Madurai Ltd., Madurai	To advise on "Selection Methods and Appraisal Systems" 28 Feb-1 Mar 75.	GK Valecha	1,200/-
(iv) Bhoruka Steel Ltd. Bangalore	Problem Dimensioning on Management Accounting Information System.	S Ramaswamy	1,300/-
(b) <u>Proposals submitted</u>			
(v) Kamini Tubes Ltd. Bombay	Costing System	S Ramaswamy	20,000/-
(vi) Abbot Laboratories (I) Bombay	Financial Control System	S Ramaswamy	18,000/-

Organisation	Assignment	Faculty	Fees Rs.
(vii) Binny's Ltd., Bangalore.	Information and Control System and work-load assess- ment	SK Warriar BP Lingaraj Kalyan Singhal	72,000/-
(viii) Suri & Nayar Ltd., Bangalore	Information Model	VTD Balaraman	2,000/-
(ix) Ministry of Industry & Civil Supplies	Cement Production and distribution (preliminary con- sultancy proposal submitted to Min. of Industry & Civil Supplies & Min. of Industrial Development in Jan. 1975)	S Subramaniam S Subba Rao NS Ramaswamy	2,00,000/-
(x) Coromandel Fertilizers Ltd. Vishakapatnam	Organisational Development	SK Roy	18,000/-
(xi) Syndicate Bank, Manipal	Organisational Development	SK Roy	..
	<u>(c) Assignments in progress</u>		
(xii) Tamil Nadu Electricity Board, Madras.	Industrial Relations	NS Ramaswamy SK Warriar VTD Balaraman	7,490/-
(xiii) Kerala Elec- tricity Board, Trivandrum	Industrial Relations	SK Warriar	400/- (per day)
(xiv) Wockardt Pharma- ceuticals Ltd., Bombay.	Organisational Development	SK Roy	1,900/-
(xv) Government of Karnataka	Management of Collec- tion of tax arrears - Sales Tax	S Ramaswamy TP Gopalaswamy VTD Balaraman PV Ganesan VK Unni	6,000/-
(xvi) Government of Karnataka	Drug administration - a study on the present practices - relating to procure- ment, supply and dis- tribution of drugs to hospitals by medical stores.	NVR Ram VTD Balaraman RK Vijaya- sarathy	
(xvii) FACT Alwaye	Manpower assessment	SK Warriar	

(PROFESSIONAL ACTIVITIES OF FACULTY)

54. As a means of developing the professional knowledge and experience of the faculty, the Board of Governors has approved the participation of individual faculty members in professional activities such as, programmes conducted by Universities, professional bodies, seminars and conferences, Government committees, study groups, etc. These activities are undertaken with the prior approval of the Director and subject to availability of faculty from Institute duties. A list of such activities undertaken by the Faculty during the period under report is given in Appendix 'E'.

FACILITIES AND RESOURCES

Technical Assistance - Ford Foundation

55. In the Seventh Meeting of the Board of Governors held on 14 May 1974, the Board approved that the Institute may approach the Ford Foundation for funding support in certain specified areas of the Institute's programmes. The Director was authorised to initiate necessary action in the matter in accordance with Government rules and policies.

56. Accordingly, discussions were held with the Ministry of Education and the Department of Economic Affairs. A proposal for technical assistance for a total value of \$ 1,250,000 for the next five years in the areas of faculty development, study tours, doctoral programmes abroad, visits of foreign technical experts to the Institute, teaching aids and library materials, was submitted to the Ford Foundation, New Delhi, in January 1975. The Ford Foundation has intimated their acceptance to give assistance of \$ 200,000 for 3 years for management of public utilities, transport and power. Further action in this matter is being progressed with the concerned departments of the Government.

Campus and Temporary Premises

57. Land for permanent Campus. Consequent on the rejection of the land at Kengeri by the Board of Governors, the possibility of acquiring various alternative sites in and near the the city have been examined. In addition to Kengeri, two other suitable

areas are under consideration at present and the State Government has been requested to expedite the allotment of a suitable land.

58. Temporary premises: During the period under report, the Institute has acquired some new buildings for hostel accommodation of the students of the first post-graduate programme, faculty and administrative offices. The lease of the existing temporary premises of the Institute, 33, Langford Road, which expired on 31 August 1974, has been renewed after protracted negotiations with the owners, for a further period of 3 years at the enhanced rent of Rs.5,000/- p.m. The list of buildings hired by the Institute as on 31 March 1975 is enclosed at Appendix 'F'.

59. Faculty: In spite of the large number of applications for faculty positions, adequate number of suitably qualified candidates in areas and disciplines required by the Institute was not forthcoming. Further, out of the 70 candidates selected, only 21 (including 3 from abroad) had joined the Institute during the previous year. Therefore, further applications for faculty positions were called for. Two Selection Committee meetings were held during the year. Out of about 150 applications, 33 candidates (7 foreign based) were interviewed and 19 (2 foreign based) candidates were selected. 3 candidates out of this and five from previous selections have joined during the year. The total strength of the faculty during the year was 29, including 8 joined and 3 left during the year. The strength of Research staff was 18 excluding 10 who left during the year.

60. Administration: The following administrative

staff joined/left the Institute during the period under report:

Administrative Staff Position
1974-75

Posts	Joined 1974-75	Resigned	Position as on 31 March 75
Chief Administrative Officer	-	1	-
Administrative Officer (G)	-	-	2
Administrative Officer (P)	-	1	-
Accounts Officer	1	-	1
Librarian	1	-	1
Superintending Engineer	-	-	1
Secretary to Director	1	-	1
Superintendents	5	1	5
Stenographers	20	2	28
Assistants	1	-	2
Library Assistants	2	-	5
Draftsmen	-	1	-
Cashier	-	-	1
Junior Engineer	1	-	2
Accountant	-	-	1
U.D.C.	-	-	6
L.D.C.	20	2	26
Electrician	1	-	1
Receptionist	3	2	1
Drivers	1	-	4
Duplicator Operators	2	-	2
Class IV	7	4	15
	<u>66</u>	<u>14</u>	<u>105</u>

61. A list of faculty, research and administration staff as on 31 March 1975 is enclosed at Appendix. 'G'.

62. Deans. In the 7th meeting of the Board of Governors held on 14 May 1974, the Board approved the selection of two members of the faculty for appointment as Deans. By means of faculty peer rating, the undermentioned were selected as Deans:

Dr. S. Subramaniam
Dr. M.N.V. Nair

The Chairman approved the appointment of the above faculty members as Deans for a period of one year from 1 November 1974.

Library

63. The activities of the library progressed satisfactorily during the year. An experienced Librarian was appointed on 10 May 1974 and the Library was formally inaugurated on 21 October 1974. The number of books and periodicals accessioned and amount spent during the period 1972-75 are given below:-

PARTICULARS	1972 - 73		1973 - 74		1974 - 75	
	No.	Cost	No.	Cost	No.	Cost
		Rs. Ps.	Rs. Ps.	Rs. Ps.	Rs. Ps.	
Books	723	57,945-95	9,162	3,61,412-33	8,445	3,93,128-25
Periodicals (Current)	8	8,018-80	162	69,917-36	351	70,231-59
Total		65,964-75		4,31,329-69		4,63,359-84

Rules and Regulations.

64. Rules and Regulations in respect of the under-mentioned subjects were approved by the Board of Governors in the meetings held during the year.

7th Board Meeting - 14 May 1974

(a) Rates of charges for use of own/Institute's vehicles.

8th Board Meeting - 9 December 1974

(b) Staff Welfare Fund

(c) T.A/D.A. Rules

(d) Medical Benefits - reimbursement of Medical Expenses.

Vehicles

65. The Institute has the following vehicles on charge as on 31 March 1975.

Car (Ambassador)	..	3
Mini Bus	..	1
Motor Cycle	..	1
Suvega	..	2
Tata Chassis for Bus	..	1

VISITORS

66. The following persons visited the Institute during the period under report:

<u>Visitor's Name</u>	<u>Address</u>
Air Chief Marshal P C Lal	Chairman, Indian Airlines Corporation.
Dr. K.G. Churchill	Asst. Educational Adviser, British High Commission, Madras.
Shri S.P. Godrej	Managing Director, Godrej & Company, Bombay.
IIM-B Dr. Eric Frank	Professor, University of Bath, United Kingdom.

Mr. A.L. Tylor	General Manager, I.B.M. Delhi.
Shri K.V. Raghunatha Reddy	Union Minister of State, Labour & Employment.
Shri M.D. Shivananjappa	Chairman & Managing Director, Mysore State Industrial Investment & Financial Corporation Ltd., 36, Cunningham Road, Bangalore.
Prof. Arthur F. Gould	Lehigh University, U.S.A.
Prof. Charles Handy	London School of Business, London.
Mr. Jon Sigurdson	Scandinavian Institute of Asian Studies, Denmark.
Shri Mallikarjunaswamy M	Minister of Education, Karnataka.
Mr. P.L. Tandon	Chairman, Punjab National Bank, New Delhi

BUDGET

67. Government of India vide their letter No.19-43/74-, T.5 dated 26th June 1974 approved a budget provision of Rs.52,40,000 for the year 1974-75 for the Institute as follows:

	<u>Plan</u> Rs	<u>Non-Plan</u> Rs	<u>Total</u> Rs
Recurring	16,05,000	10,45,000	26,50,000
Non-Recurring (other than Buildings)	15,90,000	-	15,90,000
Non-Recurring	10,00,000	-	10,00,000
	<u>41,95,000</u>	<u>10,45,000</u>	<u>52,40,000</u>

68. However, the total amount of Rs.52.40 lakhs was later reduced to Rs.41.92 lakhs vide Government's letter No.F.19-43/74-T.5 dated 18th January 1975 consisting of the following:

	<u>Plan</u> Rs	<u>Non-Plan</u> Rs	<u>Total</u> Rs
Recurring	16,00,000	12,92,000	28,92,000
Non-Recurring (Other than Buildings)	13,00,000	-	13,00,000
	<u>29,00,000</u>	<u>12,92,000</u>	<u>41,92,000</u>

Thus, a sum of Rs.10.48 lakhs was cut and the total expenditure of the Institute for 1974-75 had to be restricted to Rs.41.92 lakhs. Efforts were made to reduce the expenditure to that level which was more or less accomplished. However, it may be seen that the total expenditure during that year has been in excess of the total budgetted amount of Rs.41.92 lakhs, by about Rs.1.5 lakhs, which has been met from the Karnataka Government Grant. The excess of 1.5 lakhs as could be seen from the figures, falls under the Head 'Other Charges' for which originally the Institute provided a sum of Rs.14 lakhs which was cut by the Finance Committee to an overall amount of Rs.12 lakhs without any specific ceiling on each item composing the 'Other Charges'.

69. Revised Estimates and Actuals for 1974-75 and budget Estimates for 1975-76 are given below:

Head of Account	Revised Estimates 74-75 as approved by the Finance Committee	Actuals 1974-75	Budget Estimates 1975-76
	(Amount in lakhs)		
<u>RECURRING</u>			
Pay and Allowances	16.27	16.35	24.41
Other Charges	12.00	13.50	20.22
Total	28.27	29.85	44.63
Less Income	4.89	4.96	7.42
Total Recurring	23.38	24.89	37.21
Non-Recurring	18.54	18.67	24.65
Grand Total	41.92	43.56	61.86

NOTE: 1) The accounts for 1974-75 are yet to be audited by the Accountant General, Karnataka and as such the figures given above under Actuals for 1974-75 are subject to audit.

2) The Budget Estimates for 1975-76 are as approved by the Finance Committee of the Board of Governors.

Board of Governors - 1 April 1974

1. Shri T.A. Pai
2. Shri S. Venkataraman
3. Shri A.B. Chandiramani .. Vacated on transfer - Sepv 74
4. Shri N.J. Karat .. -do- - June 74
5. Shri A.N. Banerjee .. -do- - May 74
6. Shri G.V.K. Rao .. -do- - July 74
7. Shri T.R. Satishchandran
8. Shri Samuel Appaji .. -do- - Nov. 74
9. Dr. H. Narasimhaiah
10. Shri G.R. Damodaram
11. Shri K.T. Chandy
12. Dr. S.M. Patil
13. Shri D.V.K. Raju
14. Shri D. Ramanujam
15. Shri A. Krishnamurthi
16. Shri M.K. Panduranga Setty
17. Dr. G.R. Dalvi
18. Dr. L.S. Chandrakant .. Resigned on transfer - January 75
19. Shri V. Krishnamurthi
20. Shri M.V. Arunachalam
21. Prof N.S. Ramaswamy

Changes 74-75

Additional Members

22. Dr. S. Subramaniam, Dean .. 1 November 74
23. Dr. MNV Nair, Dean .. 1 November 74

Replacements 74-75

- Shri P.J. Fernandes,
Director General,
Bureau of Public
Enterprises
(now Secretary,
Dept. of Fertiliser &
Chemicals, Ministry
of Petroleum &
Fertiliser) .. vice Shri A.N. Banerji
transferred - May 74
- Shri D.K. Saxena,
Jt. Secretary, Min.
of Indl. Devpt., .. vice Shri W.J. Kamath
- June 74
- Shri H.S. Shahani,
Jt. Edn. Advisor(T)
Shastri Bhavan,
New Delhi-1. .. vice Shri A.B. Chandra-
mani - Sep. 74
- Shri D.J. Balaraj,
Dev. Commr. & Special
Secretary, Government
of Karnataka .. vice Shri G.V.K. Rao,
transferred - July 74
- Shri A.S. Srikantiah,
Commissioner of Edn.
and Secy. to Govt.
Edn. & Youth Service .. vice Shri Samuel Appaji
transferred - Nov. 74
- Dr. A. Ramachandran,
Secretary, Department
of Science and Technology
Government of India
Technology Bhavan
New Mehrauli Road
New Delhi - 29 .. Co-opted member in the
vacancy of Dr. L.S.
Chandrakant, resigned
on transfer - March 75

Advertisement for Two Year Post-Graduate
Programme in Industrial Management
commencing August '74

1. Public Sector plays a key role in the development of our country and there is a felt urgent need for increased professional managerial input into the operation of Public Sector enterprises. To meet part of this need, the Indian Institute of Management, Bangalore, is offering:

A SPECIAL PROGRAMME

To Prepare Engineers For Careers in Industrial
Management In Public Sector Enterprises

2. The programme has been formulated in terms of perspectives, structure, content, orientation, project work, etc. to meet the specific requirements of Public sector enterprises. While the programme will broadly cover the various facets of industrial management, emphasis will be given to production, industrial relations, control systems and productivity services. About 40 candidates will be admitted to the programme.

3. Those below 28 years of age holding a good Engineering Degree (by Jan. 74) only need applv. Preference will be given to those having 1 to 3 years of industrial experience.

4. All those eligible for financial assistance will be provided with stipends or loans. Those making use of stipends from Public Sector undertakings participating in this special programme will have to execute a bond to serve them for a certain period of time.

5. Please give the following types of particulars - in categories and sequence as below - in duplicate - typewritten in double space on standard paper of size 29 cm x 23 cm.

I. Name - Date and place of Birth - Marital
Status - Height - Weight

II. Present and Permanent addresses

- III. Father's/Guardian's name, address and profession - Total family income.
- IV. Academic background: Marks, Grades and years of passing matriculation or equivalent examinations as well as of Second and Final Years of Engineering Degrees. Give names of Institutions, fields of specialisations, academic distinctions, etc.
- V. Work experience: Organisation - Duration - Nature of work Responsibilities and achievements - Emoluments.
- VI. Names and addresses of two referees not related to you, but who are intimately aware of your educational and/or work proficiency.
- VII. An essay of about 1000 words on the role of Public Sector in the development of our country.

6. In addition, write about 500 words - in your own hand - on your career objectives and personal plans and pursuits.

7. Certificates and testimonials MUST be produced ONLY at the time of interview.

8. Applications will be evaluated and applicants who fulfill the requirements of the programme will be called for written tests in Feb/March 1974 at various centres. Those who are deemed qualified based on evaluation of the application and the test performance will be called for group discussions and interview.

9. 20 per cent of seats are reserved for Scheduled Caste/Schedule Tribe candidates meeting admission standards. If you qualify, enclose a valid certificate.

10. The completed application together with passport size photo, two self-addressed postcards and a crossed Postal Order for Rs.5/- (no fee for SC/ST) enclosed in an envelope superscribed "Post Graduate Programme" to be sent to the following address, so as to reach before Feb. 20, 1974.

INDIAN INSTITUTE OF MANAGEMENT
4 Langford Road, P.B. No.2720
Bangalore - 560 027

Telephone: 51084

IIM-Belegrams: MANA GEMENT

PGP Selection

1. In order that the system to be adopted at Indian Institute of Management, Bangalore should compare well with the systems prevalent at other similar Institutions of repute, individuals directly and intimately connected with the selection of PGP students in management at the following Institutes were contacted:

- 1) IIMA; 2) NITIE; 3) Jammalal Bajaj Institute of Management Studies, University of Bombay.

2. An attempt was made to understand the details and rationale of the selection procedures at the various Institutions. A comparative study was made. With the input provided by the selection procedures at the various Institutes, the selection committee had more than a dozen meetings, in order that we may evolve a suitable system of selection which would have a high probability of ensuring us of obtaining the right kind of candidates on the basis of objective criteria. There were several discussions which we had with various professional experts in the field of selection, especially PGP students e.g. such persons as Dr. KK Anand, Dr. Kamala Choudhry and Prof. Malathi Bolar who have been very intimately connected with the selection procedures of candidates at Management Institutes.

3. There was also a great deal of discussion as to what kind of candidates we wanted for our Institute, specially in view of the orientation, perspective and philosophy of our Institute of providing management input in the public sector and being concerned with the problems of the society and the nation at large, rather than of organisations in the private sector. The concensus was that we needed students who had sufficient awareness and consciousness of the social problems existing in our society and the role which management science can play in dealing with some of the problems of the society.

4. A comprehensive and detailed programme of selection which is, as far as possible, operationalised in objective terms is summarised as follows:-

A candidate would be selected on the basis of the following criteria:-

(a) Academic background: His past academic achievements would consist of his academic performance at the following examinations:

- (i) S.S.C. or equivalent
- (ii) 2nd year Engineering
- (iii) His final year Engineering.

(b) Extra-curricular activities: Participation and involvement in extra-curricular activities during his academic career.

(c) Experience: Experience is viewed from 2 angles:

- (i) quantity and
- (ii) quality - of experience.

(d) Group discussion: In group discussion, qualities related to analytical ability, social ability and such other factors would be assessed.

Note: For purposes of group discussion, to the extent feasible, individuals would be classified into different groups on the basis of such factors as rural-urban background, differences in socio-economic level, etc.

(e) Scholastic aptitude test: Various factors such as numerical aptitude, logic, verbal ability, analytical ability, etc. would be assessed. An individual would also be administered a written comprehension test of English. Scores obtained in the written English comprehension test would be taken into account to judge if an individual has the required minimum ability of comprehension in English language. But, no weight or extra points would be

-43-

given for the individual's performance in English comprehension.

(f) Interview: The interview would be concerned with such aspects of the individual - as maturity, general knowledge, analytical ability and social consciousness. A summary of the criteria of selection is as under:-

- (i) Academic Record
- (ii) Extra-Curricular activities
- (iii) Experience (Quantity)
Experience (Quality - judged by Interview)
- (iv) Group Discussions
- (v) Scholastic Aptitude Test
- (vi) Interview

No individual would be rejected on the basis of any particular criterion alone, except on two grounds -

- (i) in case his comprehension, written as well as oral is of a very defficient nature, so as not to come up to a minimum standard, and
- (ii) in case an individual significantly lacks appreciation and awareness of the problems and issues facing our society.

Barring these two points, there is no minimum cut-off score which an individual has to obtain on any of the criteria mentioned above to theoretically qualify for admission to the programme.

Analysis of applications received
from students of PGP

	<u>Number</u>	<u>Percentage</u>
(a) Total number of applications received ..	595	
(b) Total number of applications processed ..	530	
(c) Applications incomplete in vital information ..	27	5.0
(d) Applications from SC/St ..	8	1.5
(e) Married applicants ..	53	10.0
(f) Sponsored candidates ..	12	2.3
(g) Not completed B.E. (unqualified)	21	4.0
(h) With Post-graduate degree ..	24	4.5
(i) Pursuing post-graduate degree ..	18	3.4

<u>Two Year P.G.P.</u> <u>1974-76</u>	<u>Applications</u>	
	<u>Received</u>	<u>Processed</u>
	595 (including 8 SC)	530 (7 SC)

2.	<u>Candidates</u>			
	<u>Inter-viewed</u>	<u>Selected</u>	<u>Joined</u>	<u>Dropped out</u>
	369 (6 SC)	106 (including 6 SC)	53 (including 5 SC)	2

Region-wise analysis of candidates - 1974-76

Applications analysed : 521

North	..	59	(12%)
South	..	315	(65%)
East	..	39	(8.1%)
West	..	44	(8.5%)
Central	..	32	(6.4%)

Academic Performance

Applications analysed : Matriculation .. 439
B.E. .. 385

Matriculation

Engineering

Below 50% ..	21	(4.7)	Below 55% ..	28	(7.2)
51% to 70% ..	257	(68)	56% to 75% ..	294	(80)
Over 70% ..	161	(37)	Over 75% ..	63	(16.3)

INSTITUTES OF GRADUATION (480)

(a) IITs & IISc	72	15 %
Regional Engineering Colleges	69	14
Other Engg. Colleges	333	69
Foreign Degrees	3	1
Others (AMIE etc.)	3	1
	480	

(b) Branch of Engineering

(434)

Mechanical	187	43
Electrical	98	22.6
Chemical	52	12.
Metallurgy	31	7.1
Electronics	27	6.2
Civil	17	4.
Others	22	5.1
	434	

Work Experience (459)

Income (391)

(a) Less than 12 months	207	(45%)
1-2 years	93	(20%)
2-5 years	142	(31%)
Over 5 years	17	(14%)

(b) Income

Below 250	126	(32.2)
250-500	83	(21.2)
500-750	100	(25.5)
750-1000	62	(15.9)
1000-1250	19	(4.9)
Over 1250	1	(0.3)
	391	

Some salient features of the applicants and students for the first two-year post-graduate programme, 1974-76, are given below:-

Candidates Interviewed

Bombay	247
Delhi	44
Calcutta	34
Bangalore	44
Total	369
Selected	106
Joined	53

Age of students

Upto 25	25 - 28	Above 28	Total
25	24	3	52

Experienced

Unemployed

1 Yr.	1-3 Yrs.	3-5 Yrs.	Over 5 Yrs.
9	25	13	2

3

Background of students - 1974 - 76

<u>Public Sector</u>	<u>Educational Institutions</u>	<u>Central/State Undertakings</u>	<u>Private</u>	<u>Total</u>
20	3	7	22	52

Disciplines

Mechanical	28
Electrical/ Electronic	15
Civil	2
Metallurgy	2
Aero	1
Auto	1
Textile	1
Chemical	2

52

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE
Management Development Programmes, 1975-76

<u>A Senior Management Seminars</u>	Probable Dates and Location	Faculty Leader
Budget Planning and control	5-7 May 1975 Bangalore	S Ramaswamy
Management Information Systems	1-3 October 1975 Ooty	PV Ganesan
Corporate Long-Range Planning	27-30 October 1975 Ooty	J Bhattacharjee
Decision Analysis	24-28 November 1975 Bangalore	S Subba Rao & AK Rao
New Perspectives in Industrial Relations	1-5 December 1975 Bangalore	SK Warriar
Management by Objectives	15-20 December 1975 Bangalore	S Subramaniam & SK Roy
<u>B Sector Oriented Programmes</u>		
Management Information Systems for Road Transport Undertakings	4-9 August 1975 Bangalore	VTD Balaraman
Personnel Administration for Small and Medium Industries	15-17 September 1975 Bangalore	V Padaki
Production Management for Process Industries	10-12 November 1975 Bangalore	K Singhal
Energy Management	20-26 February 1976 Bangalore	S Subba Rao & AK Chakravarty
Maintenance Management for Road Transport Undertakings	1-13 March 1976 Ooty	PV Ganesan
Materials Management for Road Transport Undertakings	12-18 April 1976 Bangalore	BP Lingaraj
Mgmt. of Educational Institutions	March 1976	NS Ramaswamy
<u>C Technique-Oriented Programmes</u>		
Maintenance Management	3-15 March 1975 Bangalore	PV Ganesan
Budget Planning and Control	7-13 May 1975 Ooty	S Ramaswamy
Sales and Distribution Management	18-23 August 1975 Ooty	S Ramaswamy & S Subramaniam
Wage Administration and Executive Compensation	22-28 September 1975 Bangalore	SK Warriar & SK Roy

Finance for Non-Finance Executives	20-24 October 1975 Bangalore	V Nagarajan S Ramaswamy
Working Capital Management	9-13 December 1975 Bangalore	S Ramaswamy
Cost Reduction	2-8 January 1976 Bangalore	S Ramaswamy
Project Management	12-18 January 1976 Bangalore	SK Warriar VTD Balaraman
Workshop on Group Processes and Training Techniques	2-8 February 1976 Bangalore	GK Valecha
Performance Appraisal and Counselling	2-8 April 1976 Ooty	SK Roy & GK Valecha
Operations Research Applications	24-28 April 1976 Ooty	AK Rao & S Subba Rao
 <u>D Broad-Based Programmes</u>		
Management of human Resources and Industrial Relations	July 1975 Bangalore	SK Warriar
The Management of Managers	15-28 March 1976 Ooty	SK Roy

PROFESSIONAL ACTIVITIES OF FACULTY

N.S. Ramaswamy - Director

1. Addressed the B.M.S. College of Commerce Association and other local college audiences at Bangalore.
2. Attended the Committee Meeting 'Management for University Registrars' organised by the University Grants Commission at Delhi.
3. Attended, as Advisor, the Parliamentary Committee on 'Passenger Reservations and Booking' at Delhi.
4. Addressed inaugural session of the Seminar on Management Science and Urban Development organised by the Institute in collaboration with the City Improvement Trust Board.
5. Delivered the valadictory address at the Fifth ISTD Convention held at Bangalore on 27 April 1974.
6. Advisor Committee of Indian Institute of Applied Manpower Research - 31 May 1974.
7. Selection Committee Meeting, HAL Bangalore, 4 June 1974.
8. Informal Meeting - Air Cdr Upot of Institute of Defence Management, Hyderabad, 5 June 1974.
9. Address at Rotary Club, Lavelle Road, Bangalore 25 June 1974.
10. National Wage Policy at Trichur, 29 June 1974.
11. First Asian Symposium at Mysore, 1 July to 4 July 1974.
12. Railway Consultative Committee, Delhi, 8-9 July 1974.
13. Workshop on Supervisory Manpower at Bangalore, 4 August 1974.
14. Institute of Marketing Management, Madras, 24 August 74.
15. Bureau of Public Enterprises Meeting, Bangalore, 26 August 1974.

16. Rotary Club (South) Bangalore, Hotel Kamadhenu, 27 August 1974.
17. Speech at Indian Institute of Science, Bangalore on 'Techno-Economic Aspect of Bullock Cart' 27 August 1974.
18. Fertiliser Corporation of India, Seminar at Bangalore on 'Specialised Training Programme on Logistics of Fertiliser Distribution', 2 Sep 1974.
19. New Government Electric Factory, Bangalore; 'Managerial Perspectives for Developing Economy' 13 September 1974.
20. City Head Masters' Conference, Madras, 14 September 1974.
21. Mysore Education Society College, Address on 'Management and Indian Economy'.
22. Indo-American Society, Madras. 25 September 1974.
23. Urban Development Seminar, Calcutta, 26-27 Sep 1974.
24. ISTD Get Together, Airlines, 1 October 1974.
25. School of Automation. Indian Institute of Science. Talk on "Application of Management Concepts in Economic Development and Administration - IIIIE Programme, 22 October 1974.
26. NITIE Alumni Conference - 21 October 1974.
27. Attended Conference of Asian Countries sponsored by International Development Centre, Ottawa, on Public Sector Enterprises 9-17 November 1974.
28. Addressed a seminar on Science and Technology, Indian Institute of Science, 11 January 1975.
29. Addressed the Science convention, Visveswariah Museum, 18 January 1975.
30. National seminar on Wage Policy and Productivity National Productivity Council, 24 January 1975.

31. Panel discussion on High Technology, Institution of Electronics and Electrical Commission (IEEC) 6 February 1975.
32. Member of Committee for selection procedure, Ministry of Education, 15 February 1975.
33. Member of Selection Committee, Institute of Applied Manpower Research, 15 February 1975.
34. Member, Committee on Common Admission Tests, Ministry of Education, New Delhi.
35. Addressed a panel of Air Force Officers, in a programme for the Institute of Defence Studies, 6 February 1975.
36. Addressed a seminar on Profitability and Public Sector, Inter-Media Publicity Committee, 22 Mar 75.
37. Addressed the convention of Indian Institution of Industrial Engineers, 29 March 1975 and 28 April 1975.
38. Member Board of Directors, Indo Nippon Precision Bearing Co., till March 1975.
39. Member Board of Directors, Indian Oil Company, nominated by Government of India.
40. Member, Board of Directors, Gangavathi Sugars Ltd., Nominated by Industrial Development Bank of India.
41. Member, National Committee on Science & Technology, Technical Sub-Group on Management, Panel on Futurology.

Prof. P.V. Ganesan

1. PWD Training Institute, Krishnarajasagar, 25 July 74.
2. Selection Committee of Mysore Power Corporation, April 1974.
3. Air Force Training Institute, Bangalore.
4. The Lions Club, Jayamahal. Talk on 'Management'.
5. ISTD Science, Course on Business Game. Talk on 'Systems Approach'.
6. Executive Committee of ISTD, Bangalore Chapter.
7. Tata Electric Companies Training Programme; Workshop and Policy Group. Talks for two days on 'Maintenance Policies and Management Inspection Systems', Poona.
8. Binny's Management Development on 'Management Information Systems'.
9. The Dalmia Cement Company on Management Information Systems.
10. Studied the Cement Distribution Problems of Dalmia Cement.
11. - Paper Setter/Examiner for South Gujarat University, Cochin University, Calicut University, Mysore University, Indian Institution of Industrial Engineers.

Prof. B. Jhunjhunwala

1. The First Asian Symposium on Regional Planning and National Development, Mysore. 1-5 July 1974.
2. Seminar on Inflation and Economic Development organised by Federation of Karnataka Chamber of Commerce and Industry, 13 July, 1974.
3. The Annual Meeting of the Council of Ecumenical Christian Centre, Whitefield on "Economic Situation in the country", 27 July 1974.
4. The Seminar on 'Regional Development and Planning' at Mysore.
5. The Workers' Centre, Bangalore, on 'Development in the Framework of the Indian Constitution'.
6. The Inner Wheel Club of Bangalore North, 'Mothers and Daughters'.
7. A seminar on 'Education in India and People' at IIT Kanpur and presented a paper. 14-16 Sept. 74.

Prof. M.N.V. Nair

1. A seminar on 'Problems of Plan Implementation' at Centre for Social Research, Madras, 1 Feb 1974.
2. A seminar organised by the Institute for Socialist Education, New Delhi., 17-18, July 1974.
3. The seminar on 'Church and the Social Justice' at Ecumenical Christian Centre, Whitefield; 11-13 September 1974.
4. Two sessions at H.A.L. Staff College, Bangalore, for the Officers Training Programme.
5. The National College, Bangalore.
6. The First Asian Symposium on Regional Planning and National Development organised by the Institute of Development Studies, University of Mysore, July 74. Submitted a paper along with Prof. P.V. George on 'Some Aspects of Regional Development in India'.
7. The Training Programme on Packaging at Central Food Technological Research Institute, Mysore.
8. A training programme for International Youths organised by the Catholic Action Group, on 'Current Economic Situation'.
9. A seminar at the Redemption Society.
10. The Training Programme organised by the University of Agricultural Sciences for DADP Officers.
11. St. Olaf Global Semester Programme Students at the Ecumenical Christian Centre, Whitefield.

Prof. N.V.R. Ram

1. Binny Management Training Centre, on 'Management by Objectives'.
2. The Rotary Club Bangalore East, on 'No Cost Management Reforms'.
3. Indian Medical Association, on Reforms in Medical Education.
4. Participated in panel of discussion at the Bangalore Medical College, on 'Status of Medical Education in India'.

5. Binny Mills Training College, for a session in their Management Development Course.

Articles published

- "The Laws of Bureaucratic Business", The Hindu, 23 September 1974.
- "The Year of the Population Bureaucracy", Imprint, December 1974.
- "The Principle of Non-responsibility", Imprint, May 1975.

Lectures:

'Management of Population', Indian Institute of Science, April 1975.

Key Note Address, World Population Conference, Dandeli, December 1974.

Joint Secretary, Indian Institute of Public Administration, Karnataka Branch.

Member, Committee on Health Economics of the Indian Council of Medical Research, New Delhi.

Member, International Advisory Board, Association for Voluntary Sterilisation, New York.

Member, Group on Futurology, National Council of Science and Technology, New Delhi.

Book:

'Management and Population', 1975.

Prof. S.K. Roy

1. AIMA Programme on Selection and Interviewing Techniques, Poona, July 1974.
2. ECIL Hyderabad, in-company programme of Effective Management, July 1974.
3. Management Association, Madura Mills, Madurai, on New Directions in Organisational Communication, Aug. 74.

Published a paper on 'Can Management Education Change Managerial Elitism?' in the Special issue of Indian Management, March 1975.

Prof. S. Subramaniam

Paragraph 54

1. Institution of Engineers, 'Management Development', June 1974.
2. U.G.C. Meeting on Programmes for University Administration, May 74.
3. The Rotary Club on Relevance of Marketing in Indian conditions, June 1974.
4. The All India Management Association Programme, on Effective Distribution; June 1974.
5. The All India Radio, on Rural Electrification, June 1974.
6. The Selection Committee of PSG College of Technology for recruiting Professors in Management, June 1974.
7. The All India Management Seminar on Corporate Planning, July 1974.
8. Seminar on the Role of Packaging in Marketing conducted by the Indian Institute of Packaging, July 1974.
9. Finalised the Report on 'Tea Marketing' and submitted to UPASI.
10. HMT Bangalore, on Management Programme.
11. U.P.A.S.I., Coonoor. A seminar on 'Plantation'.
12. Defence Services Staff College, Wellington, September 1974.
13. Fertiliser Association of India, on 'Fertiliser Marketing and Distribution'.
14. The University of Agricultural Sciences, Hebbal on 'Area Development'.
15. Karnataka State Cooperative Union, study on 'Loan Appraisals Systems and Project Feasibility Studies'.
16. A case study for Binny's Management Development Programme on 'Marketing Planning and Corporate Planning'.

Prof V.K. Unni

1. ISTD, Review Session, June 1974.
2. Senior Air Force Officers, Air Force Station, Bangalore; Management Studies Programme, June 1974.
3. HMT, Purchase Managers Conference.
4. Canara Bank Staff Training College, Rural Branch Management Programme.

Prof G.K. Valecha

1. Talk on "Motivational factors in work performance" to the Officers of the Directorate of Inspection Electronics (CIL) Government of India, Ministry of Defence, Bangalore on 5 April 1974.
2. Indian Society for Applied Behavioural Sciences at Bangalore, June 1974.
3. The seminar on 'Psychological factors in Economic Development' arranged by USIS Madras, August 1974.
4. Lectures and discussions at the Police Training College, Chennapatna, July 18, 1974.
5. The Directorate General of Inspection, Ministry of Defence, on 'Science based Management'.
6. Internship programmes in Applied Behavioural Science, 1-15 June 1974.
7. Inaugurated a 3 month programme for about 30 Supervisors and other Functionaries of the Mount Carmel Order meeting at Mangalore. Also conducted two day Programme for the group consisting of seminars and lectures on Motivation, Communication, Human Relations, Implementation of Change, etc. September 1974
8. Conducted a one day Programme at Mount St Joseph's, Bannerghatta Road, Bangalore for 30 Professors and Principals of Christian Colleges in South India, November 1974.
9. Participated and held 4 sessions in the M.D.P. conducted for Chief Officers of the Municipalities of Maharashtra organised by All India Institute of Local Self Government, Bombay.

11. Completed the pilot study of the research project of Construction of a Personality Scale. The main study is in progress and is expected to be completed in about a couple of months.

Lectures

Six sessions on Communication, Leadership and problems of Municipalities for Chief Officers of the Municipalities of Maharashtra, organised by All India Institute of Local Self Government, Bombay, January 1975.

Two day seminars/lectures to faculty members of South Indian Colleges organised by St Xavier's Board of Higher Education at Calicut and Dhyanashram.

- Valedictory address on 'Achieving excellence in our work and life' to the members of the Mechanical Engineering Association, PES College of Engineering University of Mysore, at Mandya, 25 April 1975.
- 'Lecture on Motivation, Communication', St Joseph's College of Business Administration, 27 & 29 June 1975; and, Nijalingappa College, 4 July 1975.

Research

- A research proposal for developing a new personality scale on Internal-External Locus of Control of our Environment

Monogram on the Role of Participation and Feedback in Management by Objectives presented at the National Convention of the Indian Institution of Industrial Engineering, 31 May 1975.

Prof. Vatsala Nagarajan

1. A seminar on 'Costing Methods' in the study group of the International Association of Internal Auditors, July 1974.

Prof. S.K. Warriar

1. A member of the Selection Board for Industrial Engineers in BEL, 31 May 1974.
2. Indian Society of Applied Behavioural Science, Bangalore, 7 Jun 74.

3. Member of the Selection Board for Industrial Engineering Manager in HAL, Bangalore, 13-14 Jun 74.
4. Performance Assessment at the Air Force Staff College, Jalahalli, 18 June 1974.
5. Structured the one year diploma course in Personnel Management of Bangalore University, June-July 1974.
6. Presented paper on National Wage Policy in a symposium at Trichur in June 1974.
7. Talk on Professional Management as a Force for Social Change and Economic Growth in the Institution of Engineers Hall on 8 August.
8. Helped the University of Agricultural Sciences, Bangalore to design the management inputs in a training programme for officers of Dryland Projects in India, July 1974.
9. Participated in a seminar on Wage Ordinances conducted by the Indian Institute of Personnel Management, 15 August 1974.
10. Participated in Materials Management Seminar of the Purchase Managers' Conference in HMT, 23 August 1974.
11. Presented a paper in the Plenary Session and gave a talk at the concluding session of the Southern Regional Conference of Indian Institute of Personnel Management at Cochin. The theme of the conference was 'National Wage Policy'.
12. The Indian Institute of Personnel Management, Cochin, Southern Regional Conference, 'Productivity Guidelines to Wage Negotiations', 15-17 September 1974.
13. The Indian Institute of Personnel Management, Karnataka Branch, 'National Wage Policy', 15-17 Sep 74.
14. The meeting of the Expert Committee appointed by the Ministry of Education, Government of India to consider the recognition of the 'Graduateship Examination of the Indian Institution of Industrial Engineering, as a special invitee, in the capacity of the Chairman, Board of Examinations of IIIE, 2nd November 1974.

15. Member of the Selection Board for the Personnel Manager post in the BEL, 21-28 October and 27 November 1974.
16. A lecture on 'Personnel Management and Industrial Relations' to the Post-Graduate Diploma Course of the Bangalore University.
17. Two lectures on 'Concept and Measurement of Efficiency' and 'Feasibility Studies' to the participants of the DPAP Training Programme of the University of Agricultural Sciences, Bangalore, 4 October 1974.
18. Discussions with the representatives of L.I.C. Higher Grade Assistants Association on their scheme of 'Merit Rating' to enable them to evolve suggestions for modifying the scheme, 31 August, 13, 20 and 23 September and 5 October 1974.
19. A Panel Discussion with 41 Higher Grade Assistants of the L.I.C. on Management subjects along with Dr S. Subramaniam, Prof S.K. Roy, Dr G.K. Valecha and Prof. S. Ramaswamy, 16 November 1974.

Prof. Vinod Vyasulu

- Lecture on 'Politics of Foreign Aid', students of Youths' Open Forum, 2 March 1975.
- Paper Published:
 - 'Towards a Paradigm of Under-development: A Challenge for Future Research', Indian Economic Journal, September 1974.
 - 'Notes on the 1975 Budget' (Kannada), Sawalu, March 1975.
 - 'On the Concept of Development', The Guardian, 22 and 29 May 1975.

Prof. P.V. George

- Member, examination committee for viva voce, Ph.D candidate, Indian Institute of Science, April 1975.
- Member, paper setter/examination committee M.A. (Economics), Karnataka University, April 75.

Prof. B.P. Lingaraj

Research publications:

- 'A PERT type Approach for Demand and Cost Forecasting', Industrial Management, September 1974.
- Certainty Equivalent of Chance Constraint if the Random Variable is uniformly Distributed' Communicals in Statistics, October 1974.
- An Optimization Model for Determining Headways for Transit Routes', National Technical Information Service, U.S.A.
- 'Simulation of Regional Population Trends', Computers and Urban Society, 1975.
- 'A Hierarchical Tree Approach for Assessing the risk level of a Demand Forecase', Industrial Management, February 1975.
- Recent Advances in Facility Design Method, Modern Management, April 1975.
- Certainty Equivalent of a Chance Constraint if the Random Variable Follows a Gamma Distribution, Sankhya, May 1975.

Prof. V. Padaki

Member, Advisory Committee of I.C.S.S.R. for compiling, editing and publishing a book.

Psychological testing and interviews for personnel selection, Larsen & Toubro and Syndicate Bank.

Prof. S. Subba Rao

Lectures:

- "Decision Analysis and some Practical OR Applications", Regional Engineering College, Warangal
- IIM-B Programmes and Perspectives', Statistics Department, Andhra University.

External Examiner

- MBA examination, Cochin University.
- Ph.D thesis, Department of Mathematics, IIT Madras
- Ph.D thesis, Dibrugarh University.

T.P. Gopaldaswamy

Papers:

- 'Technological Change and Marketable Surplus',
Agricultural Marketing, October 1974.
- 'Economics of Pineapple Cultivation under different
densities', Indian Journal of Horticulture, March 75.

S. Ramaswamy

- Examiner in 'Costing and Accounting', D.I.E. exami-
nation, Bombay University.

Kalyan Singhal

- Attended a seminar on 'Management Education in
India', organised by All India Management Association,
Poona.
- Observer, at a programme on 'Administration of
Polytechnic Institutes', Bhopal.

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PARTICULARS OF BUILDINGS

S1. No.	Details of Buildings	Carpet Area	Rent P.M.	Date of Occupation (a) & Period of Lease (b)	REMARKS
1	2	3	4	5	6
		Sq.ft.	Rs.		
1.	Main Building 33, Langford Road Bangalore-27	13,200	Rs. 2950 upto 31-8-74 Rs. 5000 from 1-9-1974	(a) 31-8-1972 (b) 3 years from 1-9-74	
2.	Guest House 18, Jayamahar Road Bangalore - 6	2,798	Rs. 2000	31-5-74	
3.	Hostel 'A' Jayanagar Bangalore - 11	5,220	Rs. 2000	(a) 10-7-1974 (b) 5 years	
4.	Karat Building Sampangi Tank Road Bangalore - 25	3,696	Rs. 1500	(a) 19-7-1974 (b) 5 years	
5.	Parvatamma Building 5, Swasthi Cross Lakshmi Road Bangalore - 27	3,200	Rs. 2500	(a) 14-8-1974 (b) Leased from 15-8-1974	
6.	Hostel 'B' Jayanagar Bangalore - 11	4,196	Rs. 1900	(a) 1-10-1974 (b) 5 years	

1	2	3	4	5	6
7.	Director's Office-cum-Residence 23, Church Street Bangalore - 11	3,462	Rs.1800	June 1973	
8.	No.32, Langford Road Bangalore - 27	1,458	Rs.375	* (a) 10-12-1974 (b) Month to month basis	
9.	BTC - (Upstairs) 35/3, Langford Road Bangalore - 27	975	Rs.750	(a) 1-4-1975 (b) 3 years from 1-4-1975	Vacated on 17-7-1975 since we got Lavelle Road building
10.	Vacant space behind the Institute's Main Building	5,500	Rs.200	(a) 18-2-1974 (b) 4 years ending 31-8-1978	

PARTICULARS OF BUILDINGS

Sl. No.	Details of Buildings	Carpet Area	Rent P.M.	Date of Occupation (a) & Period of Lease (b)	REMARKS
1	2	3	4	5	6
		Sq.ft.	Rs.		
1.	Main Building 33, Langford Road Bangalore-27	13,200	Rs.2950 upto 31-8-74 Rs.5000 from 1-9-1974	(a) 31-8-1972 (b) 3 years from 1-9-74	
2.	Guest House 18, Jayamahal Road Bangalore - 6	2,798	Rs.2000	31-5-74	
3.	Hostel 'A' Jayanagar Bangalore - 11	5,220	Rs.2000	(a) 10-7-1974 (b) 5 years	
4.	Karat Building Sampangi Tank Road Bangalore - 25	3,696	Rs.1500	(a) 19-7-1974 (b) 5 years	
5.	Parvatamma Building 5, Swasthi Cross Lakshmi Road Bangalore - 27	3,200	Rs.2500	(a) 14-8-1974 (b) Leased from 15-8-1974	
6.	Hostel 'B' Jayanagar Bangalore - 11	4,196	Rs.1900	(a) 1-10-1974 (b) 5 years	

LIST OF FACULTY, RESEARCH STAFF AND ADMINISTRATION1974 - 75

Sl. No.	Name	Qualifications	Post	Date of joining	Area
<u>Director</u>					
1	NS Ramaswamy	B.Sc., B.E.		4-6-73	
<u>FACULTY</u>					
1	MNV Nair	B.A., M.A., Ph.D (Bombay)	Professor	25-6-73	Sociology
2	NVR Ram	B.A., M.A., M.A (Carleton) D.Sc., (Luxem- berg)	Professor	4-7-73	Public Admm/Health Admm
3	B Jhun Jhunwala	B.Sc., M.Sc., (Florida) Ph.D (Florida)	Asst. Professor	9-7-73	Agricul- tural Economics
4	V Radhakrishnan	B.A., (Hons) M.A., Ph.D. (Bombay)	Faculty Research Associate	14-9-73	Economics
5	GK Valecha	B.A., M.A., Ph.D., (Ohio)	Associate Professor	1-10-73	Industrial Psychology
6	SK Warriar	B.Sc., M.Tech. (Kharagpur)	Professor	4-11-73	Industrial Engg.
7	VTD Balaraman	M.E., M.S. (Dayton)	Assistant Professor	19-11-73	Industrial Engg.
8	AK Rao	M.A., M.S. (Case Wes- tern) Ph.D (Case Western)	Associate Professor	19-11-73	Operations Research/ Quantita- tive Methods
9	PV Ganesan	Diploma in Elec. Engg. P.G.D.B.A. (Ahmedabad)	Professor	29-12-73	Produc- tion
10	S Subramaniam	M.A., P.G.D. B.A. Ph.D. (Keil)	Professor	1-2-74	Economics/ Transpor- tation

Sl. No.	Name	Qualifications	Post	Date of joining	Area
11	Smt. V Nagara Jan	B.Sc., A.C.A. B.L., M.B.A. (Rochester)	Associate Professor	1-2-74	Finance/ Accounts
12	K Ramakrishnan *	B.E., M.B.A. (Hawaii)	Assistant Professor	1-2-74	Marketing
13	NV Ratnam	B.Sc., M.Sc., Ph.D. (Hawaii)	Professor	5-2-74	Agricultural Economics
14	RK Herlekar	B.Sc., M.Sc., Ph.D. (London)	Professor	8-2-74	Mathematical, Staff
15	PV George	M.A., Ph.D. (Bombay)	Associate Professor	8-2-74	Economics
16	AK Chakravarty	B.Sc., M.Sc., (London) Ph.D. (London)	Assistant Professor	15-2-74	Operations Research
17	VK Unni	B.Com., M.Com. M.B.A. (Atlanta), D.B.A. (Louisiana Tech.)	Assistant Professor	20-2-74	General Management
18	SR Bijoor	B.A., B.L., Dip. in Trg. Methodology (Turin)	Faculty Research Associate	2-3-74	General Management/ Policy
19	TP Gopaldaswamy	B.Sc., M.Sc., Ph.D. (Delhi)	Faculty Research Associate	29-3-74	Agricultural Economics
20	V Padaki	B.A. (Hons) M.A. (Madras) D.M. & S.P. (Bangalore)	Associate Professor	29-4-74	Organisa- tional Be- haviour
21	V Vyasulu	B.A. (Hons) M.A., Ph.D. (Florida)	Assistant Professor	17-6-74	Economics

Sl. No.	Name	Qualifications	Post	Date of joining	Area
22	SK Roy	B.A., M.A., (Patna)	Associate Professor	21-6-74	Organisational Behaviour
23	S Subb Rao	B.Sc. (Hons) M.Sc., Ph.D. (Delhi)	Professor	3-9-74	Operations Research
24	BP Lingaraj	B.E., M.S. (Kansas) Ph.D. (Pittsburgh)	Professor	25-9-74	Operations Research
25	S Ramaswamy	B.Com., M.Com., A.C.W.A. (London) Member - Institute of Company Secretaries	Professor	1-10-74	Finance
26	K Singhal	B.Tech (Hons) M.B.A. (Kent State Univ) D.B.A. (Kent State Univ)	Associate Professor	17-10-74	Production

Note: The following faculty left the Institute during the period under report:

1. A.S. Prabhakar
Associate Professor 17-6-74 for higher studies in USA
2. M.K. Choudhury
Professor 5-9-74 Resigned to establish own Institute
3. J. Bhattacharjee
Joined on 15-1-75
Resigned on 31-5-75
- *4. K. Ramakrishnan
Assistant Professor 2-3-75 On extraordinary leave for higher studies in USA

Research Staff

Sl. No.	Name	Qualifications	Date of joining	Area
<u>RESEARCH FELLOW</u>				
1	VN Ramesh	B.Sc. (Hons), M.Sc., M.S. (Case Instt. of Tech.) M.S. (North Carolina)	15-1-74	Operations Research
2	Mira Bakhru	B.A. (Hons) M.A., (Bombay) M.A., (Denver)	1-4-74	Sociology
3	CK Sharma	B.Tech, PGDBA (Ahmedabad)	29-4-74 (1 yr contract)	Marketing
4	RV Rammohan	B.E., PGDBA (Ahmedabad)	12-6-74	Industrial Engg.
5	AM Dhareshwar	B.Sc., M.Sc., PGDM (Calcutta)	2-7-74	Operations Research
6	S Jagdish	B.Sc., Grad. IERE., PGDBA (Ahmedabad)	2-9-74	M.I.S./Prod- uction
7	RK Vijayasathy	B.Sc., B.Pharm., M.B.A. (Greenvale)	15-10-74	Marketing
8	S Sampangiramah	B.A., B.L., M.A., Ph.D. (Bangalore)	11-11-74	Sociology
9	SP Kumar	B.E., PGDBA	3-1-75	Finance/ Marketing
10	P Das	B.Sc., M.Sc., Ph.D.	18-3-75	Agricultural Economics

Sl. No.	Name	Qualifications	Date of joining	Area
<u>RESEARCH ASSISTANTS</u>				
1	L Jayaprakash	B.E.,	23-5-74	Production
2	Thomas Mathew	B.A., M.A.,	1-6-74	Economics
3	Mrs S Sridhar	B.A., M.A.,	5-6-74	Psychology/ Organisational Behaviour
4	V Srinivasan	B.A., M.A.,	24-6-74	Economics
5	SP Hegde	B.Com., M.Com.,	2-8-74	Finance
6	K Vishvanadham	B.Sc., M.Sc.,	5-2-75	Statistics
7				

TECHNICAL ASSISTANTS

1	Malathi Chelvaraj	B.A., M.A.,	15-1-75	Psychology
2	PD Deenadayalu	B.A., M.A.,	5-8-74	Economics

The following Research Staff Joined/left the Institute during the period under report.

RESEARCH FELLOW

	Date	<u>Joined</u>	
		<u>Resigned</u>	
1	V Kumaraiah	<u>1-3-74</u>	<u>20-9-74</u>
2	BR Baliga	<u>1-7-74</u>	<u>1-9-74</u>
3	SR Acharya	<u>3-6-74</u>	<u>12-10-74</u>
4	ST Sawant	<u>14-3-74</u>	<u>1-11-74</u>
5	MT Paul	<u>28-3-74</u>	<u>28-2-75</u>
IIM-B	T Jose ph	<u>19-3-74</u>	<u>19-3-75</u>

RESEARCH ASSISTANTS

	Date	Joined Resigned	
1 Mrs A Pandya		<u>17-1-74</u> <u>9-5-74</u>	116
2 Malathy Chelvaraj		<u>4-3-74</u> <u>4-7-74</u> (Term Expired)	
3 DK Narayan Rao		<u>10-8-74</u> <u>30-11-74</u>	

TECHNICAL ASSISTANTS

1 V.B. Mandagopal	<u>16-9-74</u> <u>16-3-75</u> (Expiry of Contract)
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<u>Administration</u> (Officers of IIM-B)	Qualifications	Date of joining
1 KS Panikkar Adm. Officer-G	B.A.(Kerala), M.A.(Psychology), Banaras Hindu Univ.	2-2-1974
2 AS Keshavamurthy Suptd. Engineer	B.E. (Civil Engg), MIE	25-5-1973
3 GW Baktamitran Librarian	B.Sc. Madras Univ. Post Graduate Diploma in Librarianship (Madras Univ.) M.Sc., (Lib.Sc.), Syracuse Univ.	10-5-1974
4 TS Natarajan Accounts Officer	B.Com., Madras Univ.	3-4-1974

The following officers left the Institute during the period under report:

	Date	Joined Resigned
1 SL Mirlay Chief Adm. Officer		<u>1-1-1974</u> <u>18-12-1974</u>
2 AW Sunita Adm. Officer (Programmes)		<u>11-2-1974</u> <u>4-1-1975</u>
3 A Swaminathan Officer on Special Duty		<u>11-9-1973</u> <u>10-1-1975</u> (Term expired)

INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ANNUAL REPORT - 1975-76

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INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

ANNUAL REPORT 1975-76

INTRODUCTION

The Indian Institute of Management, Bangalore, was established by the Government of India, under the Ministry of Education and Social Welfare, in early 1972, to provide education, training, research and consultancy in management fields at the national level with a view to improving the managerial competence in the various sectors of the Indian economy. It is the third in the series of national Institutes of Management, and the first of its kind in South India. Prof N.S. Ramaswamy, the Director, joined the Institute in June 1973. The Institute was formally inaugurated by the Prime Minister on Sunday the 28th October 1973.

2. In consideration of having established the Institute at Bangalore, the Government of Karnataka has agreed to provide 100 acres of land free of cost for the establishment of the campus, and an amount of Rs.30 lakhs towards initial developmental expenditure. The Central Government will meet the entire recurring expenditure and the bulk of capital developmental expenditure. The site for the campus has now been identified in the southern quadrant of the city, and the State Government has initiated action to acquire the required land. A sum of Rs.30 lakhs has been released by the State Government towards initial developmental expenditure.

3. The Institute is administered by a Board of Governors; Shri T.A. Pai, Minister of Industry and Civil Supplies, is the Chairman of the Board. The members consist of representatives of Central and State Governments, Business, Industry, Commerce, professional organisations, etc. The Institute is at present housed in hired buildings in the southern area of the city. The main building is in 33, Langford Road, which houses the class rooms, library, reading room, main offices and some of the senior faculty's offices.

OBJECTIVES AND PERSPECTIVES

OBJECTIVES

4. The Institute is an autonomous body, which was registered on 27 March 1972 as a Society, titled, "The Indian Institute of Management Bangalore Society, under the

Mysore Societies Registration Act XVII of 1960." The objectives of the Institute, inter alia, are:

- (a) To provide professional training in management and related subjects to persons from Industry, Institutions and associations connected with industry and commerce and individuals, to enable them to practise competently the profession of Management and to instruct others in the practise of management.
- (b) To select and prepare a cadre of young persons for careers in Management.
- (c) To meet the needs of Industry and Commerce in respect of up-to-date information on Management through research and publication of management literature.
- (d) To organise research into matters concerning the use of management techniques for improvement in productivity.
- (e) To co-operate with educational or other institutions in any part of the world having similar objectives in such a manner as may be mutually beneficial in the field of management education.
- (f) To provide consultancy services to industry and government agencies with a view to improving administration and productivity.

PERSPECTIVES

5. Over the last two decades, management education and training has made tremendous progress in India. Today, the other two institutes of management and thirty universities are running post-graduate level programmes. Besides, some of the Institutes of Technology, National Institute for Training in Industrial Engineering, the Administrative Staff College, National Institute of Bank Management, Institute of Defence Management, Institute of

Financial Management and Research, Management Development Institute, Small Industry Extension Training Institute, the All India Management Association, the National Productivity Council and numerous other professional and private organisations are offering short term and long term courses in management.

6. The perspectives of the Institute are (a) to be complementary and supplementary to the work of the other agencies, (b) to enter important sectors of the economy which have been hitherto neglected, (c) to take management to socially relevant sectors, (d) to work in areas of mass social significance, etc. Thus, to some extent, the Institute has tried to make a departure from the traditional management education and training, which has been, in the past, largely oriented to the business and industrial sectors. Pursuant to this perspective, the Institute gives a great deal of importance to agriculture and rural development. Further, the Institute attaches tremendous importance to public sector in the larger sense - to include not only business and manufacturing enterprises of Central and State governments and Local Bodies, but also to utilities and services. In the latter areas the Institute has initiated programmes on management of transportation, energy, power, education, health, family planning, etc. Efforts are also being made to work in areas such as planning at national, regional and urban levels. Studies of social significance to the masses include projects such as modernisation of bullock-cart transportation, salt distribution, drought prone area programmes, village study of socio-economic poverty.

BOARD OF GOVERNORS

6. During the period under report, the Board of Governors met on 9th August 1975 and 22nd December 1975. The list of Board of Governors is given at Appendix A .

-4-

PROGRESS : 1972-1976

7. Statistical data on the progress of the Institute during the period 1972-76 is given below:

Item	1972- 1973	1973- 1974	1974- 1975	1975- 1976
(a) <u>Manpower</u>				
Faculty	.. -	21	27	37
Research	.. -	6	17	21
Administrative, Technical and Supporting staff	.. 8	50	110	217
Total	8	77	154	275
(b) <u>Programmes</u>				
PGP (students)	.. -	-	51	107
Fellowship (students)	.. -	-	-	20
MDP				
Programmes	.. -	2	15	12
Participants	.. -	-	340	221
Participant weeks	.. -	-	-	220
OBP				
Companies	.. -	-	5	11
Courses	.. -	-	-	34
Course weeks	.. -	-	-	30
Seminars	.. -	3	3	6
Research	.. -	7	7	7
Consultancy Projects				
Completed	.. -	-	11	4
On-going	.. -	-	6	10
(c) <u>Facilities</u>				
Land	.. -	-	-	-
Buildings (Sq.Mtr.)	.. 1230	1780	4020	6014
Vehicles	.. -	2	6	11
Library:				
Books	.. 723	9885	12330	23226
Periodicals	.. 8	170	521	525
Circulation	.. -	-	5457	12320
Users	.. -	-	321	580

PROGRAMMES AND ACTIVITIES

8. The objectives of the Institute aim at augmenting the management resources of the country through teaching, training, research and extension programmes. In the furtherance of this aim, the Institute has made a departure from traditional programmes which are mostly oriented to the business and industrial sectors. The Institute's approach in this respect is somewhat significant in that its programmes are oriented to meet the managerial training needs of the public sector (including industrial enterprises, transport and power undertaking, irrigation, education, and health management) and other socially relevant sectors like agriculture and rural development.

9. Currently, the following educational and training programmes are conducted at the Institute:

Academic Programmes

- (a) Post Graduate Programme. A two-year post-graduate programme in management, oriented to public sector. The aim of this programme is to develop in the students suitable knowledge, skills, attitudes and values appropriate to public sector.
- (b) Fellowship Programme (Doctoral level). This is equivalent to a Ph.D level programme. It aims to develop management teachers, researchers, and policy personnel for sectors like, Agriculture, Energy and Power, Transportation Education, Health and Planning, etc. The programme consists of two years' course work, followed by a dissertation/project work lasting 1-2 years.
- (c) Teacher Training Programme for Tamil Nadu Government. A two-year programme for 12 officers of the Tamil Nadu Government drawn from the departments of Agriculture, Irrigation, Power and Transport. The aim of the programme is to develop these trainees as management teachers, researchers and consultants for the proposed State Government-sponsored Management Institute at Madras.

(Note: The course work for the Fellowship Programme and the Tamil Nadu Teacher Training programme will be carried out jointly).

- (d) Management Development Programme. Short-term courses of one to two weeks' duration to cater to the needs of senior and middle level managers in the various fields and techniques of management.
- (e) Organisation Based Programme. In-house programmes for training junior and middle level managers. These programmes are tailor-made to suit the specific problems and needs of individual organisations.
- (f) Sector Based Programme. The Institute has also undertaken special programmes for the application of modern management concepts and techniques in new sectors like agriculture (DPAP, Plantation) Health Administration, Transportation, Energy and Power, etc.

10. Apart from the above-mentioned educational and training programmes, the Institute has also undertaken research and consultancy work in traditional as well as new sectors. Details of the progress of educational and training programmes and other activities during the year under report are given below.

POST GRADUATE PROGRAMME (PGP)

First Batch 1974-76

11. The first post graduate programme of the Institute commenced in October 1974. The course work and final examinations will be completed by the end of June 1976, and the successful students will be awarded Certificates of Diploma at a Convocation to be held on the 10th of July 1976. 51 students (including 4 SC/ST) registered for this course; the current strength is 49 (including 4 SC/ST). All the students in this course are engineering graduates with a minimum of one year's previous work experience.

12. The course content for this batch is oriented towards industrial management to suit the requirements of Public Sector. A profile of the students and the curriculum completed during the course are given below:

Profile of students of first PGP

Age:		
	Less than 25 years	.. 22
	Between 25 and 30 years	.. 27
		<u>49</u>

Educational Background (Engineering):

Mechanical	..	27
Electrical	..	10
Electronics	..	6
Chemical	..	2
Metallurgy	..	2
Textile	..	1
Aeronautics	..	<u>1</u>
		<u>49</u>

Work Experience:

More than 2 years	..	27
Less than 2 years	..	20
No experience	..	<u>2</u>
		<u>49</u>

Salary Drawn:

Over Rs.1,000/-	..	24
Between Rs.750/- and Rs.1000/-	..	15
Less than Rs.750/-	..	<u>10</u>
		<u>49</u>

Schedule of Courses

There are six terms, each of twelve weeks duration. The penultimate term is project work in a public sector organisation. The schedule of courses **in each** term is given below:

Term-I

- Economic Analysis.
- Organizational Behaviour-Individual in Organization and Inter-personal Effectiveness.
- Quantitative Methods.
- Principles of Management and Industrial Engineering.
- Managerial Accounting.
- Effective Communication I.

Term-II

Theory of Economic Development.
Problems of Indian Economic Development.
Organisational Behaviour, Group Behaviour,
Organisational Effectiveness and Environment.
Statistical Methods.
Production Planning and Control.
Financial Management.

Term-III

Indian Environment-Social and Political
Framework.
Indian Environment-Legal and Administrative
Framework.
Personnel Management.
Operations Research.
Materials and Quality Management.
Effective Communication II.

Term-IV

Managerial Economics.
Industrial Relations.
Maintenance Management and Reliability
Studies.
Marketing Management.
Management Information Systems.
Elective Course { Project Management
 { Managerial Effectiveness

Term-V

Project Work in public sector organisation work.

Term-VI

Core.
Perspectives and Policies.
Project Critique
4 Elective Courses, out of the following:-
- Management Controls.
- Advanced Management Information Systems.
- Market Research.
- Systems and Simulation.
- Sales and Distribution Management.
- Decision Analysis.

- Industrial Marketing.
- Operations Research in Production, Planning and Control.
- Management by Objectives and Organisational Development.

13. PGP Seminars. Four seminars were conducted at Delhi, Ranchi, Calcutta and Bangalore during March 1976 (the fifth seminar was held in April at Bombay) with the following objectives:

- (a) To consult the Chief and Senior Executives of public sector undertakings about the public sector orientation of our Post-Graduate Programme and to seek their suggestions regarding the course structure and content.
- (b) To make known to the public sector our Post-Graduate Programme in order to facilitate permanent job placements.
- (c) To seek support from public sector for project placements, stipends and scholarships, case materials, and so on. The opportunity was also used to discuss the perspectives of the Institute.

(A more detailed report is given under 'Seminars' - paragraphs 42-43)

At the time of writing this report, placement work has already started and it is hoped that all students will be placed in the public sector.

Second Batch : 1975-76

14. The second two-year Post-Graduate Programme commenced on 10 September 1975, and the students will be completing the first year of course work in June 1976. Out of 82 students declared eligible for admission, 60 students only were admitted (due to constraints of physical facilities)*. There are 4 female students and 4 SC/ST students. While the first batch consisted of only engineering graduates, the students of the second batch are drawn from other disciplines as well. They have a minimum of one year's work experience. The orientation continues to be for public sector, but specialisations, such as finance and marketing, are also offered in addition to industrial management subjects. Some statistical information about this batch is

given below:

Number of applications received .. 770

Number of applications which fulfilled all eligibility criteria, and were called up for tests/ interviews .. 562

Progressive screening-in of candidates at the four Centres.

Test Centre	Called	Appeared for written tests	Group Inter-viewed after written tests	Offered Admission
Calcutta May 3-5	66	44	31	06
Delhi May 7-9	79	57	35	12
Bombay May 11-14	121	80	60	24
Bangalore May 24-25	296	216	154	40
Total	562	397	280	82

Note: The centre-wise distribution of candidates is not an estimate of the "region-wise" representation of candidates.

Educational background

Disciplines	Candidates selected	Students joined
Engineering	56	40
Science	19	14
Arts and Commerce	7	6
	82	60

Third Batch 1976-78

15. The third two-year post graduate programme 1976-78 is scheduled to commence in July 1976, thus synchronising the admission with the normal academic calendar. In keeping with the perspectives of the Institute, this course will also be specifically oriented to the public sector. However, unlike the previous two programmes, admission to the third PGP will be open to graduates of all disciplines, and the eligibility criteria of work experience has been removed. Thus, fresh graduates (i.e. those passing out in 1976) will also be eligible for admission to the programme. Additional specialisation streams in agriculture, rural development, transportation, education, health, etc., will be offered in the course. In the case of SC/ST candidates, relaxation in the matter of application fee and selection/admission procedures, as per government directives on the subject, will be observed.

16. About 4,500 applications (including 50 from SC/ST) have been received. Out of this 3,500 applicants fulfilled all eligibility criteria. These candidates are being called up for tests/interviews at Seven centres (Delhi, Bombay, Calcutta, Kanpur, Hyderabad, Madras and Bangalore) during April - June 1976. The final list of selected candidates will be announced by mid-June 1976.

FELLOWSHIP PROGRAMME (Doctoral level)

17. The Board had earlier approved the starting of the Fellowship Programme, equivalent to Ph.D./D.Sc., level. In the XI Board Meeting held on 22 December 1975, the Board approved the admission of 12 students for the first Fellowship Programme commencing in January 1976.

18. The concepts and structure of the programme in brief are:

The programme is meant to develop teachers, researchers and policy personnel particularly with sectoral specialisations in fields such as Agriculture, Irrigation, Transport, Power, Planning and Health.

Eligibility. Bachelor's degree in Engineering or Master's degree or equivalent in other fields.

Course. As a departure from the normal university system of Ph.D, the Institute's Fellowship Programme will consist of two years of course work ending in a comprehensive examination. This will be followed by a dissertation/project work which might take another 1 to 2 years, depending upon the student and the nature of the subject. The Fellowship Programme will be oriented to sectors such as, Agriculture, Irrigation, Transport, Power, Health, Area Development, Regional Planning.

Stipends. Students will be eligible for a stipend of Rs.400-500 p.m. as approved by the Government.

19. This programme is being conducted on the same lines as similar programmes of the other two Institutes of Management, and generally, is in conformity with the norms and conditions laid down by the University Grants Commission, in the matter of eligibility, duration of course, etc. A detailed note on the Fellowship Programme giving the concepts, perspectives, eligibility, course work, etc., is enclosed at Appendix B .

20. The First Fellowship Programme started on 19th January 1976, with 8 students (including 2 female students). Four more students are expected to join the programme in July 1976. These students will carry out their course work along with the 12 trainees of the Teacher Training programme being conducted by the Institute for the nominees of the Tamil Nadu Government.

TEACHER TRAINING PROGRAMME FOR TAMIL NADU GOVERNMENT

21. At the request of the Tamil Nadu Government, the Board had approved that the Institute may assist the Government of Tamil Nadu to train their officials to provide a nucleus faculty for the Institute of Management which the State Government proposes to establish at Madras.

22. Accordingly, the Institute has scheduled a two-year teacher/researcher training programme for the officials of the Tamil Nadu State Government. This training will be in the management of agriculture, irrigation, power and transport sectors. The programme will consist of only two years course work. The participants of the programme are nominated from the State Government's Departments of Agriculture, Irrigation, Power and Transport, and have a number of years experience in these departments. In order to facilitate sharing of physical facilities and to save teacher inputs, and also to benefit from the trainees' experience in these sectors, the course work of this programme is being conducted along with the first Fellowship Programme. 12 trainees (three each from the Tamil Nadu State Government Departments of Agriculture, Irrigation, Power and Transport) have been nominated by the Tamil Nadu Government, who have agreed to pay a sum of Rs.2 lakhs towards course fees and course materials. The participants will make their own arrangements for lodging and boarding for which a stipend of Rs.300 p.m. per head has been sanctioned by the State Government.

23. This programme started on the 29th of December 1975 with a two-week orientation course. The regular classes started on the 19th January 1976, along with the first Fellowship Programme.

24. The first Fellowship Programme and the two-year Teacher Training Programme were formally inaugurated on 22 January 1976 by Shri P. Sabanayagam, the then Chief Secretary of the Tamil Nadu Government. Shri GVK Rao, Chief Secretary of Karnataka Government, presided over the function.

MANAGEMENT DEVELOPMENT PROGRAMMES (MDP)

25. During the year under report, the following Management Development Programmes were conducted. These programmes were designed to develop managerial concepts, skills and techniques in senior and middle level executives in public and private organisations.

Sl. No.	Title	Faculty Leader	No. of participants	Date
1.	Top Management Seminar on Budget Planning & Control	S Ramaswamy	18	5-7 May 1975
2.	Budget Planning & Control	S Ramaswamy	20	7-13 July 1975
3.	Sales & Distribution Management	S Subramaniam S Ramaswamy	13	18-23 Aug. 1975
4.	Finance for Non-Finance Executives	S Ramaswamy	23	20-24 Oct. 1975
5.	Decision Making: Concepts Analysis & Techniques	S Subba Rao AK Rao	12	24-28 Nov. 1975
6.	Working Capital Management	S Ramaswamy	13	9-13 Dec. 1975
7.	Cost Reduction	S Ramaswamy	12	2-8 Jan. 1976
8.	Project Management	VTD Balaraman SK Warriar	24	12-18 Jan. 1976
9.	Management Science and Health Administration	NVR Ram	23	2-5 Feb. 1976
10.	Management of Managers	SK Roy	14	23-28 Feb. 1976
11.	Developments in Organisational Training	V Padaki GK Valecha	12	1-13 Mar. 1976
12.	Trade Union Workshop on Meaningful Participation	SK Warriar	37	20-26 Mar. 1976

26. Organisation Based Programme is a special feature of the Institute. The main objective of this programme is to improve the managerial competence of a single organisation through supporting the in-house programmes of specific organisations. This is also partly to meet the general criticism that programmes run on inter-company basis are not relevant to individual organisations. The special aspect of this programme is that a study of the problems and needs of the organisations in the specific functional areas is made before the course is structured.

During the year under report, programmes were run for the public sector organisations as shown below:

Sl. No.	Client Organisation	Title of Programme	Participants	Period & Place	Faculty Coordinator
1.	New Government Electric Factory Bangalore	Management Development	25 Chiefs of Departments	17-26 Apr 75	VK Unni
2.	"	Management Development	29 Chiefs of Departments	17-26 July 1975	VK Unni
3.	Bharat Heavy Electricals Ltd Bhopal	Management Training	40 Engineer Graduates Apprentices	5-31 May 75, IIM-Bangalore	SK Warriar
4.	Indian Telephone Industries, Bangalore	Management Training and Development	30 Top and Senior Managers	13 July 75	NS Ramaswamy
5.	"	Management Information System	20 Managers	28-29 Sep 75	VK Unni
6.	"	Materials Management	24 Managers	20-25 Oct 75	VK Unni AK Rao
7.	"	Group Dynamics	18 Managers	17-20 Nov 75	VK Unni GK Valecha
8.	"	Managerial Effectiveness	13 Managers	27-28 Nov 75	VK Unni SK Roy
9.	"	Sensitivity Training	22 Senior Managers	18-19 Dec 75	VK Unni GK Valecha
10.	"	Budgetary Control & Costing System	16 Managers	22-27 Dec 75	VK Unni S Ramaswamy
11.	"	Quality Management	20 Managers	27-31 Jan 76	VK Unni BP Lingaraj

Sl. No.	Client Organisation	Title of Programme	Participants	Period & Place	Faculty Coordinator
12.	Bharat Heavy Electricals Ltd Tiruchirappalli	Management Training	28 Engineer Graduates Apprentices	28 July-6 Sep 75 Bangalore	GK Valecha
13.	"	Management Training	20 Engineer Graduates Apprentices	29 Sep-15 Nov 75 Bangalore	GK Valecha
14.	UPASI Coonoor	Plantation Management	25 Estate Managers	18-22 Aug 75, Anamalais	NV Ratnam
15.	"	Plantation Management	23 Estate Managers	8-12 Feb 75 Kerala	TP Gopala-Vandiperiyar swamy
16.	"	Plantation Management	20 Estate Managers	31 Mar-4 Apr 75 Coonoor	TP Gopala-swamy
17.	DPAP Division Ministry of Agriculture DPAP Programme	Management Organisation	30 State Level Heads of DPAP Depts.	10-14 Sep 75	NV Ratnam
18.	DPAP Division Ministry of Agriculture In-company Programme	Management Training Programme	25 DPAP District Officers	University of Agricultural Sciences	"
19.	Hindustan Aeronautics Ltd. B'lore	Inventory Control	18 Managers	16-29 Oct 75	VK Unni BP Lingaraj
20.	"	Training for Trainers	12 Managers	16 Feb-6 March 76	SK Warriar
21.	Tamil Nadu State Road Transport Corporation	Transport Management	30 Depot Managers	8-20 Dec 75, Coimbatore	PV Ganesan
22.	Indian Oil Corporation Bombay	Operations Research	25 Managers	2-28 Feb 76, Bangalore	MR Rao Ranjan Ghosh
23.	Hindustan Machine Tools Ltd., B'lore	Organisational Behaviour	21 Middle Managers	July 75	Vijay Padaki
24.	Indian Airlines		31 Senior Managers	28 Sep-4 Oct 75 Bangalore	SK Warriar

SECTOR BASED PROGRAMMES

27. In keeping with its declared perspectives, the Institute has been endeavouring to get involved in sectors where management concepts and techniques have not permeated to the required extent, such as agriculture, energy, transport, health, etc. Accordingly, in the previous year, the Institute had constituted faculty groups with experience in these fields to form the nucleus for organising and developing the activities in these new sectors. Their initial efforts were largely on collection of data and background material for teaching, training and research, establishing contacts in these new fields to gain insight into the problems of these new sectors. Additional faculty with adequate interest and experience in these new fields have helped to strengthen the organisation and develop such activities. Some of the major events in the new sectors during the year under report are given below:

(a) Agricultural and Rural Development Sector

Sector Committee Chairman - NV Ratnam

28. The Institute's activities in this area are complementary to the work done in the Indian Institute of Management, Ahmedabad. A major breakthrough in our interest in the development of the socially relevant aspects of the agricultural sector is our involvement in Drought Prone Area Programmes of the Union Ministry of Agriculture and State Governments.

Drought Prone Area Programme (DPAP)

29. Research. The Institute is conducting a research project funded by the DPAP Division of the Ministry of Agriculture for a study of the organisational structure of the management of the drought prone area programme in the districts of Kolar (Karnataka) and Chittoor (Andhra Pradesh). The field work has been completed during the year under report and the interim report is under preparation.

30. Training Programmes. The Institute has been collaborating with the University of Agricultural Sciences in a series of programmes for the training of the officers of the DPAP. A number of faculty contributed in providing the inputs for the management areas of these programmes.

31. Seminars. A five day workshop seminar was organised by the Institute for the State Level Heads of Departments at Bangalore from 10-14 September 1975. The programme was sponsored by the DPAP Division of the Ministry of Agriculture. Hon'ble Shri Shah Nawaz Khan, Minister of State for Agriculture, inaugurated the programme and Shri G.V.K. Rao, Chief Secretary, Karnataka, presided. Shri B. Shivaraman, Member, Planning Commission, addressed the valedictory function. State level Heads and Secretaries of Departments of Agriculture, Animal Husbandry, Forests, Irrigation, and Cooperation, from the States of Madhya Pradesh, Gujarat, Maharashtra, Andhra Pradesh, Tamil Nadu and Karnataka participated in the programme. The main objectives of the seminar were: (a) to review the planning processes at the District and State levels using Resource Analysis and Watershed Planning methods; (b) to review the role of management in multi-level organisations and introduction of organisation development frame work for effective implementation of the DPAP; and (c) to draw up future programme of action. The seminar was highly successful and request for conducting similar programmes in the northern region has been received.

32. Watershed Planning for DPAP. A consultancy project for evolving a methodology for Watershed Planning for the DPAP has been undertaken in collaboration with the Rural Development Department of the State Government.

33. Other programmes in this sector are:

- (i) Agricultural Land Use Policy. A pilot research study of the Agricultural Land Use Policy for the State Government, aimed at better utilisation of land resources in the State. Identification of agro-climatic zones and yield data for important crops in these zones have been completed. Computer analysis of the data is now in progress.
- (ii) Foodgrains Distribution. A study of the impact of government policy and controls on foodgrains has been completed. A research paper "Allocative Efficiency on Market Mechanism under Control - A case of foodgrains Marketing" was jointly authored by Profs. N.V. Ratnam and T.P. Gopalaswamy and is being published in the Economic and Political Weekly.

(iii) Financing of Dry Farming Technology.

A study of the various factors relating to the financing of the dry farming technology has been undertaken by the Institute. The study aims to identify the characteristics of progressive farming in the rainfed agriculture situation. The analysis is based on the Secondary data generated from villages in the Bellary District of Karnataka. Computer Analysis of the data collected has been completed and a draft report is under preparation.

(b) Transportation Sector

Sector Committee Chairman - P.V. Ganesan

34. The main activity in this sector so far has been the collection of data and preparation of course material for the specialisation stream in the Fellowship and Tamil Nadu Teacher Training Programmes. A study of the local road transport undertaking has been undertaken.

35. Discussions have been held with the Acting Director, Central Institute of Road Transport, Pune, and many areas of collaboration in the fields of research, consultancy and training programmes have been identified, and are being followed up.

36. An Organisation Based Programme for all road transport undertakings in Tamil Nadu was conducted at Coimbatore in December 1975. Two more programmes for the Tamil Nadu State Road Transport Corporation have been scheduled to be held in May-July 1976.

37. Two research projects - one, for the 'selection of prime movers for railways' and the other, on 'scheduling and planning' for the Bangalore Division of the Karnataka State Road Transport have been undertaken by the sector faculty.

(c) Energy and Power Management Sector

Sector Committee Chairman - S. Subba Rao

38. A group of interested faculty and research staff has been formed to arrange suitable education and training programmes in this sector. Specialisation streams in this sector are being offered in the current Fellowship and Tamil Nadu Faculty Development Programmes and in future Post-Graduate Programmes.

39. To explore ways and means by which the various programmes of the Institute can make useful contribution for the development of this sector, and to assist the faculty in structuring the specialisation course, a one-day seminar was held at Bangalore on 20 March 1976. The seminar was inaugurated by Shri S. Varadan, Commissioner and Secretary, P.W.D & Electricity Department, Government of Karnataka. About 50 representatives from 7 Electricity Boards and other power generation and distribution agencies in the country participated in the programme. Chairmen of 7 State Electricity Boards were among the participants. The seminar turned out to be a great success. Valuable information was exchanged and useful personal contacts were established for future development. The data collected is being evaluated, and proceedings are being prepared.

(d) Health Sector

Sector Committee Chairman - N.V. Raghu Ram

40. A Management Development Programme on Management Science and Health Administration was held at Bangalore from 2-5 February 1976. Twentythree top level hospital and health administrators from different parts of the country participated in the programme. The feed back evaluation was very encouraging and request for conducting similar programmes in other areas has been received from the participants.

(e) Education

Sector Committee Chairman - Kalyan Singhal

41. The first training programme in this sector is an Organisation Based Programme for the Principals of Engineering Colleges, scheduled to be held in May 1976. The programme is sponsored by the Indian Society for Technical Education (ISTE).

SEMINARS

42. In collaboration with the Bureau of Public Enterprises (BPE) and the Standing Conference of Public Enterprises (SCOPE), five seminars were organised during March and April 1976. Chief Executives and Executives in charge of personnel and management training of public enterprises, and representatives of Central and State Governments participated in these seminars. Details of the seminars are given below:

- (i) New Delhi. The seminar was held on 6 March 1976, at the Vigyan Bhavan. It was inaugurated by Shri A C George, Minister of State, Ministry of Industry and Civil Supplies; Shri P J Fernandes, Secretary, Department of Fertilizers and Chemicals and Dr Raj K Nigam of BPE presided over the sessions. Over 50 representatives, including Chief Executives, participated in the seminar.
- (ii) Ranchi. The seminar was held on 10 March 1976, at the NIFT Auditorium. It was inaugurated by Shri Mantosh Sondhi, Secretary, Department of Heavy Industry. Maj.Gen.KM Kini, Chairman, Heavy Engineering Corporation Ltd., Shri Ranchor Prasad, Vice-Chairman, Bihar Planning Board and Prof J Philip, Principal, HSL Management Training Institute, chaired sessions. Over 70 representatives from public sector organisations participated in the seminar.
- (iii) Calcutta. The seminar was held on 15 March 1976, at the Park Hotel, Calcutta. It was inaugurated by Shri B R Gupta, Chief Secretary, West Bengal. Shri Hiten Bhaya, Chairman, Hindustan Steel Ltd., Shri D K Dhaon, Chairman, Hindustan Copper Ltd., Rear Admiral Krishan Dev, Garden Reach Workshops, and Shri Jagatpathy, Chairman, Damodar Valley Corporation, chaired the sessions. Over 50 representatives from public sector organisations participated in the seminar.
- (iv) Bangalore. The seminar was held on 26 March 1976 at the Institution of Engineers. Shri M Rama Brahman, Chairman, Madras Refineries, inaugurated the seminar. Shri GVK Rao, Chief Secretary, Karnataka, addressed the participants. Dr SM Patil, Chairman and Managing Director, Hindustan Machine Tools, delivered the key-note address. Over 60 representatives from public sector organisations participated in the seminar.
- (v) Bombay. The seminar was held on 28 April 1976 at the Worli Dairy Auditorium. It was inaugurated by Shri Rajni Patel, President, Bombay Pradesh Congress Committee. Shri S Krishnaswami, Chairman and Managing Director, Hindustan Petroleum and Bharat Refineries, Mr M R Kolhatkar, Managing Director, Maharashtra State Financial Corporation, addressed the seminar. Over 60 representatives from public sector organisations participated in the seminar.

43. The objective of these seminars was to check the response of the public sector to our public sector-oriented Post Graduate Programme, and also to evaluate the matching between the managerial manpower skill required in the public sector and the corresponding curriculum required in the Institute to develop the appropriate knowledge, skills, attitudes and values. The consensus of the seminar was that the Institute should continue with the public sector perspectives and Post Graduate Programme. The participants not only confirmed the need for such an approach in preparing the public sector managers, but also made a number of suggestions to improve the Institute's programmes. The more important of these recommendations are given below:

- greater accent should be placed on the socio-cultural aspects in designing the course content so that the public sector managers understand the Indian environment better.
- Course content should be so tailored that it meets more the immediate needs of the student and the public sector rather than the long term requirements.
- participation and interaction between teachers on the one hand and practising managers in public sector on the other must gain considerable momentum, if public sector oriented training programmes are to become practicable.
- while greater emphasis is being given to develop junior managers, there is need for preparing senior managers in public sector as well in management aids and techniques. Specially designed short courses ranging from 3-6 months may be planned to meet such requirements. These courses can be organisation-based or function-based.
- greater attention needs to be paid for areas like agriculture, rural development, mining, health, etc., and special courses need to be devised so that management inputs can be effectively used in these sectors.
- Management courses have been repeatedly called 'elitist'; there is a need for making it mass based.

The feed back information is being evaluated with a view to implementing the suggestions in the future programmes of the Institute.

44. A seminar on Energy and Power Management for the Chief Executives of electricity undertakings in the Southern States was held at Bangalore on 29 March 1976. A detailed report is given under Sectoral Programmes (Paragraph 39).

RESEARCH

45. Progress in respect of the current research projects is given below.

(i) Performance of Public Sector Enterprises in Asia

Sponsor: International Development Research Centre (IDRC) Ottawa

Funds : Rs.12 lakhs - to be provided by IDRC (3 lakhs), Bureau of Public Enterprises (5 lakhs) and Public Sector Organisations in India (4 lakhs)

Period : two years

Project Directors

for N.S. Ramaswamy, Director, IIM-Bangalore
India : Raj K. Nigam, Director, B.P.E.

46. In addition to India, seven Asian countries (Bangladesh, Pakistan, Sri Lanka, Philippines, Thailand, South Korea and Nepal) are participating in this project.

47. Background. The first workshop of this project took place at Kuala Lumpur in March 1974. A meeting of the project co-ordinators was held at Singapore in November 1974 where concepts and methodology for the following projects were finalised:

- (a) An overview of Public Sector and their linkages with economy : an analysis of public sector covering its history, goals, importance of and sharing in the economy, organisation and controls, linkages, overall performance, etc. This forms the Macro project.
- (b) Performance at unit level, covering physical, financial, organisational and social performance. This forms the Micro project.

For purposes of international comparison, common guidelines were evolved with flexibility to accommodate special features of individual countries. The project for India is conducted by the Institute in collaboration with the Bureau of Public Enterprises. A number of faculty are assisting in this project. Professors PV George and S Shivaramu are working fulltime on the Macro project. Professors S Ramaswamy and SK Roy are working on the physical performance and organisational aspects, respectively, of the micro project. In addition, full-time technical experts and field research workers have been recruited to work on this project. Assistance from other individuals and institutions have also been obtained. In view of the public sector orientation of the Institute, this assignment has professional importance and will bring in prestige to the Institute.

48. During the early part of the year under report, work on the macro project was carried out. The first working meeting of the participating countries was held at Seoul, South Korea, from 21-27 September 1975. India was represented by Prof N.S. Ramaswamy (IIM-B) and Dr. Raj K. Nigam (BPE). The first draft report on the progress of the Macro project was presented at this meeting. The Indian team's report was highly appreciated and our research team headed by Prof PV George was complimented by the participants.

49. During the second half of the period under report, work on the Micro project has been undertaken. 31 units have been identified for studies. Questionnaires have been designed and tested to assess the physical, financial, organisational and social performances of these units.

50. The second appraisal meeting of the working committee of the participating countries is scheduled to be held at Kathmandu, Nepal, from 18 to 24 April 1976. In this meeting final draft of the Macro report and preliminary reports on the micro methodology, and application to a single unit will be presented.
(Note: This meeting has since been concluded).

(ii) Bullock Cart Transportation

Project Leader : N.S. Ramaswamy
Research Team : T.P. Gopaldaswamy
 V. Radhakrishnan

IIM-B 51. Background. The Institute had conducted a pilot study of the techno-economic aspects involved in improving

the design of the bullock cart to increase its economic viability and to reduce the cruelty to the animals. The study revealed that there was considerable scope for improvement in the system of bullock cart transportation in the country both in its impact on the rural economy and on humanitarian grounds. A proposal was submitted to the Department of Science and Technology to provide funds to conduct an all-India research study for evolving new designs for the bullock cart and its component parts and to assess the techno-socio-aspects involved in the introduction of an improved version of the cart. The published reports of our pilot study have evoked considerable interest in the country.

52. The Department of Science and Technology has allotted Rs.1.19 lakhs to prepare improved designs and make prototypes of the revised designs. The Institute is in touch with technical institutions and work on the redesign is in progress. A techno-economic study of two districts in Tamil Nadu (Coimbatore and Tiruchirapalli) has been completed.

(iii) A Village Study of Socio Politics of Rural Poverty.

Sponsor : Indian Council of Social Sciences Research (ICSSR)
Funds : Rs.50,000 allotted by sponsor
Project
Coordinator : B Jhunjhunwala

53. Background. A pilot study of the Rural Structure in India was submitted to the ICSSR for funding in 1973. The ICSSR sponsored the project for 'A Village Study of the Socio-Politics of Rural Poverty'. The objective of the research is to study the rural structure in order to understand the rural mechanics which perpetuate poverty in the villages and to assess the impact of government policies on the villages.

54. Work on the project was initiated in February 1975. Initially, one State was taken up for study to facilitate easy communications amongst the investigators through common language. Investigation in six districts of Karnataka was started by research assistants who were specially trained in the methodology of participatory observation and sent to live in the villages. At present the study

continues satisfactorily in three villages. The project leader has visited all the villages under study. An exhaustive questionnaire to facilitate collection of data within the participatory observation technique has been prepared and useful data has been collected from three villages in Karnataka. The field work is likely to continue till December 1976 and the final report is expected to be ready by February 1977.

55. A number of pilot research studies have been undertaken by the faculty. Some of them will be submitted to agencies such as ICSSR for funding.

CONSULTANCY

56. Since most of the faculty members are involved in institution building activities, teaching and training programmes, as a policy, the Institute has been selective in accepting consultancy assignments. Wherever it was felt that the assignments would contribute substantially to the teaching and training activities of the Institute or that they would be of programme learning experience for the faculty, the Institute has taken up such consultancy assignments.

57. During the year under report, our consultancy services were availed of by Central and State Governments and organisations in public and private sectors. Brief particulars of some of the assignments completed and ongoing during the year under report are given below:

(a) Assignments completed

<u>Organisation</u>	<u>Area</u>	<u>Faculty</u>
(1) Tamil Nadu Electricity Board	Industrial Relations	SK Warriar
(2) Kerala State Electricity Board	Industrial Relations	SK Warriar
(3) Government of Karnataka	Management of Collection of Sales Tax Arrears	S Ramaswamy
IIM-B(4) New Government Electric Factory, Bangalore	Selection of Engineers	SK Roy

58. The following assignments have been taken up during the year under report.

Coal and Cement Distribution

59. Government of India, Ministry of Industry and Civil Supplies, have given an assignment to the Institute, which involves a study of the problems of transportation of coal to cement factories and cement from factories to the consuming centres. A sum of Rs.1.5 lakhs has been sanctioned for the project. Work on this project is in progress and an interim report has been submitted to the Ministry.

Salt Distribution

60. The Ministry of Industry has given another assignment to study the problems of transportation and distribution of salt. This project is being conducted concurrently with the study on cement distribution. We have undertaken this work at a fee of Rs.57,000/-.

Karnataka Dairy Development Corporation

61. The State Government have commissioned the Institute to prepare a report for the application of PERT/CPM techniques to the Karnataka Dairy Development Corporation being established in the State sector, with financial support from the World Bank. Being a State Government assignment, the normal professional fees are not being charged for this project. The State Government have sanctioned a sum of Rs.35,000 to meet the working expenses. The first report showing the various activities in the development of the Corporation in the form of a PERT chart has been made out and submitted to the Corporation.

Study on Drug Procurement and Distribution in Karnataka

62. Another assignment from the State Government is to study the present practices relating to the procurement, supply and distribution of drugs in the State of Karnataka. The State Government have sanctioned Rs.15,400 towards working expenses only. The work on the project will be taken in hand after the summer vacation.

The Karnataka State Cooperative Marketing Federation

63. This is the apex federation engaged in the marketing of agricultural products on a cooperative basis, with a turnover of Rs.70 crores. The assignment is on the introduction of financial control systems, and will be of benefit to the Institute in assessing the working of a cooperative organisation. The fee for the assignment is Rs.20,000.

Coromandal Fertilizers Ltd., Vishakapatnam

64. This is a major assignment from the private sector on the organisational development of the company. This involves a study of the managerial and organisational problems and conducting appropriate training courses, thus combining diagnosis, training, problem solving and implementation. The fee for this assignment is Rs.1 lakh. Work on this assignment has been temporarily held up due to the company being shut down at present.

Wockhardt Pharmaceuticals

65. This is an assignment to study the organisation and systems, manpower planning and development for the company's expansion programme and to suggest a detailed systems design for all the functional areas. The fee for this assignment is Rs.90,000.

Mantons (Bangalore) Ltd.

66. This assignment is to study materials control and finance functions in the context of (small scale sector) company's growth and expansion. Fee for the assignment is Rs.20,000. Our initial report on stores organisation, layout and control has been accepted by the company. Further work has been temporarily postponed at the request of the company.

Anamalai Ropeway Company

67. This is a small scale transport organisation with a fleet of about 20 vehicles for transporting tea from the estates to towns in Tamil Nadu and Kerala. The assignment is on financial inventory control systems. The assignment is expected to be of benefit to the Institute in the development of its transportation sector. The fee for the assignment is Rs.7,500.

ACTION LEARNING PROGRAMME

68. The Bureau of Public Enterprises (Ministry of Finance) has initiated a training programme for senior public sector executives, called 'Action Learning Programme'. The Institute is one of the academic institutions, along with the Institute of Management at Ahmedabad, Administrative Staff College at Hyderabad and the University of Delhi, providing academic input to the programme.

69. The Action Learning Programme is being led by Prof. R.W. Revans, an international management consultant of the U.K., who has pioneered this new method of managerial training successfully in other countries. Essentially, the Action Learning Programme is based on two main principles:

- that a manager learns more through solving problems in real life situations, rather than through class room lectures;
- that an outside practising professional is capable of seeing things in a better perspective than those inside it, and therefore, is more capable of perceiving and diagnosing problems.

70. Eleven public sector undertakings are participating in this project. Each unit gives one "Fellow" and receives one "Fellow". These "Fellows" have been assigned problems by the receiving organisations; and they are expected to diagnose the problems and suggest solutions in the course of the next few months.

71. As an adjunct to the exercise, academic institutions have been given the role of providing some inputs by way of training in management sciences, counselling "Fellows", project selection, help during the process of problem solving etc. They also act as conference leaders and monitors when "Fellows" get together periodically to exchange experiences.

72. Prof. R.W. Revans visited the Institute and some of our faculty members have actively involved themselves in the project. Possibilities of introducing and incorporating features of Action Learning

Programme in our student project work are being explored. The programme is being supported by the Council for Technical Education and Training for Overseas Countries of the Overseas Development Ministry of the British Government. Prof. Eric Newbigging Prof. Jack Butterworth, Mr. Graham Pound and others visited the Institute in this connection.

VISITS TO FOREIGN COUNTRIES BY THE FACULTY

(a) Director's visit to the U.K.

73. At the invitation of the Manchester Business School, (MBS), Manchester, U.K., and the London Graduate School of Business, (LBS), U.K., the Director visited the United Kingdom from 7-30 June 1975. The visit was funded by the Council for Technical Education and Training for Overseas Countries, (TETOC), which is an agency of the Overseas Development Ministry, (ODM), of the British Government to provide technical assistance to developing countries. The visit was sponsored in the context of TETOC's interest in establishing collaborative linkages between universities/management education institutions in Britain and the Institute. Prof. Eric Newbigging of TETOC, Prof. Charles B. Handy of LBS and Prof. Tom Lupton of the MBS had visited the Institute earlier and had expressed appreciation of our perspectives and programmes in developing management education in new sectors such as agriculture, transportation, energy, education, health, rural development, etc. As a sequel to these visits, it is understood that Prof. Eric Newbigging of TETOC has proposed to his Government a scheme for exchange of information and for conducting training and joint research projects between similar institutions in Britain and the Indian Institute of Management, Bangalore.

74. The invitation from the Manchester Business School was to attend a major European International Conference held at the School from 8-11 June 1975 under the auspices of the European Foundation for Management Development and thereafter, to spend a few days with the MBS and other institutions for discussions and exchange of ideas for mutual benefit. This gave an opportunity to the Director to meet several leading people in the industrial and academic fields from all over the Continent. These

contacts will help to develop collaborations and cooperation with institutions in Europe in the future, if and when found beneficial to the IIM-B. The opportunity was also utilised advantageously to visit a number of universities and institutions in U.K. under the aegis of TETOC. A list of some of the Institutions visited and subjects discussed is given below.

Brunnel University	..	Education and Health Management
London University	..	Education
Institute of Development Studies, Sussex University	..	Health Management
British Transport Staff College	..	Transport Management
East Anglia University	..	Rural Development
Reading University	..	Rural Development
Birmingham University	..	General and Transport
Lancaster University	..	Health
Manchester University	..	Education, Health and Public Sector
London Business School	..	Public Sector
Prof. R.W. Revans	..	Action Learning Programme
Dr. Charles B. Handy London Business School	..	Public Sector
Prof. Eric Newbigging TETOC	..	Foreign Technical Assistance
Officials of the Overseas Development Ministry	..	Informal discussion on a proposal to support the Institute for an exchange programme of faculty.

75. The visit was approved by the Board of Governors and the Government of India. All expenses in connection with the visit (travel and subsistence) were met by the sponsors - the Manchester Business School and the Council for TETOC.

(b) Director's visit to Seoul, South Korea

76. At the invitation of the International Development Research Centres, (IDRC), Ottawa, (the sponsor of the International project on public sector in Asia), the Director visited Seoul, South Korea to attend the first working committee meeting of the participants of the project. The meeting was hosted by the Korean Development Institute, a planning body for the South Korean Government. It was held at Seoul from 21-27 September 1975. The Indian team was represented by Prof. N.S. Ramaswamy, Director, IIM-B and Dr. Raj K. Nigam, Director, Bureau of Public Enterprises who are the co-leaders of the project for India. (See paragraphs 45-50).

77. On the conclusion of the meeting, the Director visited Manila and Bangkok also to study the progress of the IDRC project in those countries. The period of his visit abroad was from 19 September to 5 October 1975. The visit was approved by the Board of Governors and Government of India. All expenses in connection with the visit were met by the IDRC, Ottawa.

(c) Dr. S. Subramaniam's visit to U.S.A. and U.K.

78. Dr. S. Subramaniam, Dean and Member of the Board of Governors, was awarded an advanced post-Doctoral Research Fellowship (Visiting Fellowship) in the U.S.A. for a period of five months from mid-September 1975. This fellowship was sponsored by the United States Educational Foundation in India and the Council for International Exchange of Scholars, Washington. The Fellowship was for teaching, training and research study in transportation management at the internationally renowned Transportation Centre of the Northwestern University, Illinois (Chicago). All expenses in connection with this assignment were met by the sponsoring authority.

79. On completion of the Visiting Fellowship, Dr. S. Subramaniam spent about ten days in the USA to visit institutions where teaching and training in the management of transportation and Power are conducted. En route to India, he spent about ten days in the U.K. to visit some of the Universities/institutions with which collaborative linkages are expected to be established.

80. Dr. S. Subramaniam's visit to the U.S.A. and U.K. was approved by the Board of Governors and the Government of India. He was away from the Institute from 12 September 1975 to 28 February 1976.

INSTITUTE DAY - 1975

81. The Institute Day was celebrated on the 27th of October, the day on which the Prime Minister inaugurated the Institute in 1973. The function was presided over by Shri M.K. Panduranga Setty, Member, Board of Governors. A 'carnival' and a cultural programme were put up by the students and staff of the Institute.

VISITORS

82. Names of some important visitors to the Institute during the year, are given below:

Name	Date	Address/remarks
1. Mr. Noel J. Floate	6 Sep 75	Overseas Service Unit. Royal Institute of Public Administration
2. Shri Arabindo Ray	11 Sep 75	Chairman, G.K.W., Calcutta (Addressed the students)
3. Dr. Michel Petit	17 Sep 75	Ford Foundation, New Delhi.
4. Dr. Herbert H. Stoeverer	17 Sep 75	Oregon State University Corvallis, Oregon USA
5. Mr. S.M. Diaz	9 Oct 75	Director, National Police Academy, Hyderabad

Name	Date	Address/remarks
6. Prof. R.W. Revans	10 Oct 75 29 Oct 75	Management Consultant, U.K. Leader, Action Learning Programme for Public Sector
7. Prof. Eric Newbigging	29 Oct 75	Council for TETOC, London
8. Prof. Jack Butterworth	29 Oct 75	University of Leeds, U.K.
9. Mr. Graham Pound	29 Oct 75	General Electric Company, U.K.
10. Mr. Elkana Mr. Krafft Mr. Greenewald Mr. Loup Mr. Albrecht	20 Nov 75	Members of the World Bank Team of Review Mission for DPAP activities
11. Prof. N.P. Sen	25 Nov 75	Principal, Administrative Staff College of India, Hyderabad
12. Dr. L.S. Chandra- kant	4 Dec 75	Director, Colombo Plan Staff College for Technical Education, Singapore.
13. Shri P. Sabanayagam	22 Jan 76	Chief Secretary, Tamil Nadu (inaugurated the Fellowship and Tamil nadu Teachers Training Programme)
14. Mr. K.J. Davey	22 Jan 76	Associate Director, Institute of Local Govt. Studies, Birmingham University, U.K. (Sponsored by Ford Foundation)

Name	Date	Address/remarks
15. Hon'ble Shri Devi Das Thakur	25 Jan 76	Minister of Transport & Finance, J & K
16. Brig. B.N. Upadhyaya	27 Jan 76	Heavy Engineering Corporation, Ranchi
17. Mrs. Sarojani Abraham	3 Feb 76	U.N.E.F., New Delhi (Addressed Students/Faculty)
18. Prof. Abraham Kalpan	9 Feb 76	Prof. & Social Scientist UAS (Addressed Students/Faculty)
19. Prof. Fumio Okesha	16-17 Oct 76	Professor and Director Area Studies, Institute for International Studies, Japan
20. Dr. Sadik Toksoz	18 Feb 76	Ford Foundation, New Delhi
21. Dr. L. Watson	19 Feb 76	Principal Lecturer & Director of Studies in Education Management Sheffield Polytechnic U.K. (Sponsored by British Council, Madras)
22. Mr. P. Jones	19 Feb 76	Assistant Education Adviser, British Council, Madras
23. Prof. Mary Sisson	23 Feb 76	Cambridge University, U.K. (Addressed Students/Faculty)
24. Mr. David Pasteur	22-24 Mar 76	Institute of Local Govt. Studies, University of Birmingham, U.K. (Sponsored by Ford Foundation)
25. Mr. Laurence Stifel	26-27 Mar 76	Secretary, Rockefeller Foundation, New York (Sponsored by Ford Foundation)

FACILITIES AND RESOURCES

TECHNICAL ASSISTANCE : FORD FOUNDATION

83. It was mentioned in the last Annual Report that the Ford Foundation had expressed interest in assisting the Institute in the development of Centres for the management of transportation, power and public utilities. The Ford Foundation, New York, has since approved the grant of \$ 200,000 to the Institute for research and training in management of transportation and energy systems for a period of three years. The Funds will be utilised as per the approved, broadly estimated budget given below:

<u>Item</u>	<u>(Amount in \$)</u>	
Faculty development:		
Partial support for post graduate training abroad	\$ 60,000	
Short-term study and travel abroad, including faculty recruitment	<u>\$ 60,000</u>	\$ 120,000
Short-term visiting professors and specialists from abroad and from within India		\$ 25,000
Books, journals, and films, including research assistance		\$ 30,000
Equipment and teaching aids for research and training		\$ 25,000
		<hr/>
Total		<u>\$ 200,000</u>

84. The Government of India, Ministry of Finance, Department of Economic Affairs, has given approval to the Ford Foundation's grant vide D.O. letter No.12/33/75-TCM of 6 November 1975. The details of programmes for the best utilisation of this fund are being worked out. The grant will be operated by the Ford Foundation's office in New Delhi.

LAND AND BUILDINGS

(a) Campus Land

85. In consideration of having established the Institute at Bangalore, the State Government is committed to provide 100 acres of land free of cost for the permanent campus. The land originally allotted at Kengeri (about 15 kms. from the city) was found unsuitable by the Board of Governors for our purpose from various points of view. Two other sites located nearer to the city (i.e., Bannerghatta Road site and Mattadahalli site) were found more suitable. The State Government requested the Board of Governors to examine in detail the relative merits and suitability of these three sites, i.e. Kengeri (University Campus site), Bannerghatta site and Mattadahalli site and to give its recommendation regarding the relative suitability of the sites. A sub committee of the Board consisting of three Board Members and the Chief Secretary of the State Government examined the matter in great detail from all aspects, and reported to the Board that the site on the Bannerghatta Road, in the southern quadrant of the city, is the most suitable of the three available sites. This recommendation was accepted by the Board of Governors and the State Government.

86. The selected site on the Bannerghatta Road is about 9 k.m. from the centre of the City, and has a frontage of about 1000 m. on the main road. It has a fairly flat terrain. The advantages of this site over the other two (University campus and Mattadahalli) sites are:

- It is closer to the city; it is on the main road.
- Its communicability with the city is better.
- It has residential accommodation close-by (Jayanagar)
- It lies in the southern quadrant of the city, where schools, colleges, medical facilities, social amenities, etc. are available within easy reach.

87. The State Government has initiated action to acquire 100 acres of land in the area selected by the Institute on the Bannerghatta Road. The State Government has accorded priority to this matter. It is expected that the land will be acquired and handed over to the Institute in the next few months.

(b) Temporary Premises

88. To meet the increasing requirements of space to cater for the increase in students, programmes, manpower, equipment and stores, it became necessary to acquire additional buildings. A few buildings have been hired in the Shantinagar area near the main Institute complex to accommodate faculty, project administrative offices, library and hostel facilities. A list of hired buildings as on 31 March 1976 is enclosed at Appendix C .

LIBRARY

89. Expansion of the library facilities continued to be satisfactory during the period under report. In spite of limitations of space, adequate facilities have been provided. A building on the Lavelle Road has been taken on lease exclusively for processing orders and receipt of books.

90. Gifts. Gifts of valuable books have been received from the British High Commission, Madras (worth about Rs 28,000); from the USIS Library, Madras (worth about Rs 3,000); and from Prof Srinivas, University of Regina, Canada and his colleagues (worth about Rs 5,000)

91. Library Collection. The current status of books, periodicals and publications, equipment and teaching aids, is given below.

- (i) Books accessioned - 23,226 (of which 1,295 are bound volumes)
- (ii) Journals subscribed- 525
- (iii) Other publications: A number of annual reports of various public and private enterprises, project reports, seminar papers, conference proceedings and technical pamphlets have been received.
- (iv) Non-book, audio-visual materials like Micro films, film strips and slides, recorded tapes, sound films, maps, charts, psychological test materials, etc., appropriate to the needs of the Institute, are being assembled.

92. Equipments and Teaching Aids. The audio-visual equipments provided as teaching aids are: Slide Projector, Film Strip Projector, Tape Recorder and Cassettes, 16 mm Sound Film Projector, Overhead Projector, Micro film reader, a Panaprint machine and an attachable off-print machine for repro-graphic work.

93. Library Services. The following special services are provided: Procurement of reprints of articles from magazines by arrangement with INSDOC, Delhi and Xerox Company in London and Michigan; Preparation of Bibliographies; Maintenance of press cuttings; Inter-library loans of books not available in our library, from a net-work of libraries in and outside Bangalore.

94. Circulation. An average of 150 readers make use of the library facilities during a day. This includes students of post graduate and fellowship programmes, participants of MDP and OBP, faculty, research and administrative staff. A total of 12,320 books have been issued during period under report.

VEHICLES

95. The Institute has the following vehicles on charge as on 31 March 1976.

Type of Vehicle	Make of Vehicle	Quantity
Bus	Tata	1
Mini-bus (Matador)	Bajaj	1
Car	Ambassador	4
Jeep	Mahendra Diesel	1
Autorikshaw	Bajaj	1
Motor cycles	Jawa-Yezdi .. 1)	2
	Crusader .. 1)	
		Suvega
Tricycle		1
Bicycle		13

MANPOWER

96. Faculty and Research. The total strength of the faculty, including the Director, was 40, out of which 13 joined during the year, two are on long leave and one has resigned. The strength of the Research Staff was 24, including five who have joined and seven who have left during the year.

97. Administration The number of administrative, technical and supporting staff increased to 217 during the year.

98. The current list of faculty, research staff and officers in administration is enclosed at Appendix D.

99. Deans. The Chairman, Board of Governors, has approved the extension of the tenure of the undermentioned Deans for a further period of one year from 1 November 1975. They will also continue to be Members of the Board of Governors during this period.

Dr S. Subramaniam
Dr M.N.V. Nair

Dr R.K. Herlekar, Chairman Post Graduate Programme, was acting Dean and Member of the Board of Governors during the period 15 September 1975 to 29 February 1976 in place of Dr S. Subramaniam who was away in USA on a Visiting Fellowship.

PROFESSIONAL ACTIVITIES OF THE FACULTY

100. As a means of developing the professional knowledge and experience of the faculty, individual members of the faculty are permitted to participate in professional activities such as programmes conducted by Universities, professional bodies, seminars, government committees, etc. Such activities are undertaken with the prior approval of the Director and subject to the availability of faculty from Institute duties. A list of such activities undertaken by some of the faculty during the period under report is given in Appendix E.

ACCOUNTS

BUDGET

101. Revised Estimates and Actuals for 1975-76 and Budget Estimates for 76-77, are given in Appendix F.

STATEMENT OF ACCOUNTS

102. Statements of Accounts and Balance Sheets for the Financial Years 1973-74 and 1974-75 are enclosed at Appendix G.

APPENDIX

Board of Governors - 1 April 1975

- | | |
|--------------------------------|--|
| 1. Shri T.A. Pai | .. Chairman |
| 2. Shri S. Venkataraman | .. Vacated on transfer -
July 1975 |
| 3. Shri H.S. Shahani | .. Vacated - March 1975 |
| 4. Shri D.K. Saxena | .. Vacated on transfer -
August 1975 (now a co-
opted Member in existing
vacancy) |
| 5. Shri P.J. Fernandes | |
| 6. Shri D.J. Balaraj | |
| 7. Shri T.R. Satischandran | |
| 8. Shri B.S. Srikantiah | |
| 9. Dr. H. Narasimhaiah | |
| 10. Shri G.R. Damodaran | |
| 11. Shri K.T. Reddy | |
| 12. Dr. S.M. Patil | |
| 13. Dr. D.V.K. Raju | |
| 14. Shri G. Ramasujam | |
| 15. Shri A. Krishnamurthi | |
| 16. Shri M.K. Panduranga Setty | |
| 17. Dr. G.R. Dalvi | |
| 18. Dr. S. Subramaniam | .. Vacated from 15 September
1975 to 29 February 1976
while Visiting Professor
in USA |
| 19. Dr. M.N.V. Nair | |
| 20. Shri V. Krishnamurthi | |
| 21. Shri M.V. Arunachalam | |
| 22. Dr. A. Ramachandran | |
| 23. Prof. N.S. Ramaswamy | .. Director, Member Secretary |

Changes during 1975-76

- | | |
|--|---|
| Smt. R.M. Shroff,
Financial Adviser, Ministry of
Education & SW | .. Vice Shri S. Venkataraman
- August 1975 |
| Shri Premnath,
Joint Secretary, Financial
Adviser (Works & Housing),
(Financial Adviser, Ministry of
Education & SW) | .. Vice Smt. R.M. Shroff -
November 1975 |
| Shri P.C. Nayak,
Joint Secretary, Department of
Industrial Development. | .. Vice Shri D.K. Saxena -
March 1975 |
| Shri P.J. Fernandes,
Secretary, Department of Fertilizers
& Chemicals, Ministry of Petroleum
& Chemicals. | .. Co-opted Member in
existing vacancy -
August 1975 |
| Dr. R.K. Herlekar,
Dean, IIM-Bangalore | .. Vice Dr. S. Subramaniam
from 15 September 1975 to
29 February 1976 |

FELLOWSHIP PROGRAMME IN MANAGEMENT
Commencing in January 1976

THE INSTITUTE

The third Indian Institute of Management, located in Bangalore, was inaugurated in October 1973, by the Prime Minister, Mrs. Indira Gandhi. The Government of Karnataka supported the Government of India to establish the Institute. The activities of the Institute, in keeping with its objectives, are aimed towards the enrichment of the Nation's management of resources through programmes of study, training, research and extension services.

Being a new Institute, IIM-B does not as yet have a campus of its own. It has leased premises in the Langford Town, Shanthinagar area, centrally situated in Bangalore, where the classrooms, the library and the general administrative services are located. The temporary hostel (for men) is situated in Jayanagar, about two kilometers away. The library has a substantial budget, but the acquisition is necessarily gradual and at present it is modestly equipped. In the near future the Institute hopes to acquire land for its campus building activity.

THE FELLOWSHIP PROGRAMME

Candidates admitted to the Fellowship Programme in Management will commence work at the end of the second week of January 1976.

PUBLIC SECTOR ORIENTATION

IIM-B is oriented to the developmental needs of the Public Sector and the related socially relevant sectors such as Agriculture (including Animal Husbandry, Forestry and Rural Development), Transportation, Energy, Education, Planning, Health and Population.

IIM-B's Public Sector orientation arises out of a conviction of the tremendous need to extend management education to the alternate sectors and must not be misconstrued as being opposed to the objectives of the private sector.

ELIGIBILITY

1. Consistently good academic record with:
 - A Bachelor's Degree in Engineering or its equivalent
 - or
 - A Master's Degree in any field, or its equivalent

Candidates should have acquired the above minimum qualification by December 1, 1975.

2. A minimum facility in mathematics to take the courses in the Programme

The courses in the Programme include subjects which use mathematical techniques. While a formal college course in mathematics is not an admission requirement, candidates will be expected to be familiar with:

 - Concept of function and functional relationship;
 - Elements of linear and non-linear functions and their graphical representation;
 - Simultaneous linear equations and their solutions;
 - Elements of differentiation and integration and their application.

SELECTION

After an initial screening on the basis of the academic record and qualifications, eligible candidates will have to appear for written tests and personal interviews at one of the test centres in India. Candidates must produce the original and a true copy of all the appropriate certificates at the time of tests and interviews.

In all matters relating to admissions, the decision of the Institute's authorities will be final. No correspondence will be entertained from candidates regarding non-selection.

DURATION

The Fellowship Programme is a full time programme. It will normally take three to four years depending upon the background of the student at the time of entrance.

CURRICULUM

The programme is divided into three phases. An outline of the curriculum during the various phases is as follows:

First Phase: During the first phase of the programme, there will be compulsory courses in the basic disciplines of economics, social sciences, behavioural sciences and quantitative methods, as well as in the functional areas of management such as production, finance, personnel and marketing. The required courses during this phase are:

1. Management Concepts and Language:
 - a. Principles of Management
 - b. Effective Communication
 - c. Organizational Behaviour
2. Economics:
 - a. Economic Analysis to cover micro as well as macro aspects
 - b. Economics of Planning and Development
 - c. Management and Evaluation of Projects
3. Tools and Techniques of Management:
 - a. Quantitative Methods - I
 - b. Quantitative Methods - II
 - c. Management Information Systems and Computers
4. Functional Areas of Management:
 - a. Marketing Management
 - b. Personnel Management and Industrial Relations
 - c. Accounting and Finance - I
 - d. Accounting and Finance - II
 - e. Productivity and Operations Management
5. A course on Research Methodology

A student who has prior academic credit for any one or more of the above courses may be able to waive some of them. A student is expected to take 5 courses in each term. A typical term would consist of 12 weeks of instruction and 1 week of break.

Second Phase: Following the successful completion of the required courses, each student would specialize in one of the following sectors:

1. Agriculture (including Animal Husbandry, Forestry and Rural Development)
2. Transportation
3. Energy
4. Education
5. Planning
6. Health and Population

The courses during the second phase of the programme would be designed on an individual basis for each student. These courses would be primarily in the field of specialization and the supporting areas. At the end of the second phase, each student has to pass a comprehensive examination. The examination which may be in two parts - written and oral - would test the depth of knowledge of the student in his field of specialization.

Third phase: After passing the comprehensive examination, the student will be admitted to the candidacy of the fellowship. During this phase, a student has to write a thesis of doctoral standard involving original research work related to some area of management in his field of specialisation. Successful defence of the thesis would complete all the requirements of the Fellowship Programme.

DIPLOMA

On successful completion of the programme, the student will be awarded the title of Fellow in Management of the Indian Institute of Management, Bangalore. It is similar to the one awarded by the two other Institutes of Management at Ahmedabad and Calcutta.

HOSTEL FACILITIES

Improvised hostel facilities are available to a limited number of students desiring such facilities. Those who can make their own living arrangements are encouraged to do so. Lady students must make their own residential arrangements.

EXPENSES

(a) Amounts payable to IIM-Bangalore:

Tuition fee	Rs.500 per year
Course Material	Rs.300 per year
Student Welfare	Rs. 40 per year
Hostel Room Rent	Rs.480 per year

(The tuition fee is subject to revision)

Deposits (refundable):

Caution (General)	Rs.100
Caution (Hostel)	Rs. 50
Mess	Rs.250

(b) Estimated Personal Expenses:

Mess	Rs.2500 per year
Books	Rs. 500 per year

The estimates above do not include other personal expenses such as those of clothing, laundry, local travel and recreation.

FACILITIES FOR MEDICAL ATTENTION

A general practitioner is available for consultation to the students staying in the hostel. These students do not have to pay any fee for their medical consultation. However the expenses for medicines, tests, specialist charges, hospital and such other expenses have to be borne by the students themselves.

Students not staying in the hostel must make their own arrangements for medical attention.

FINANCIAL AID

Four scholarships of value ranging from Rs.400 to Rs.500 per month are available for each financial year. Subject to satisfactory performance, the scholarship is renewable each year up to a maximum of four years. The scholarship amount in third and fourth years may be increased by Rs.100 depending upon the performance of the student.

An Institute Committee will review the performance of each candidate periodically. The scholarship may be discontinued or suspended at any time during the programme in cases such as unsatisfactory performance, misconduct, non-attendance of classes, etc.

PARTICULARS OF HIRED BUILDINGS

Sl. No.	Particulars	Carpet Area	Rent p.m.	Date of occupation
		Sq.m Sq.ft		
1.	33, Langford Road Shantinagar (Class Rooms, Library Stack/Reading Room, Faculty/main administra- tive offices)	<u>1227</u> 13,200	Rs. - 5,000/-	- 31-8-1972
2.	18, Jayamahar Road (Guest House)	<u>260</u> 2,798	2,000/-	May 1973
3.	23, Church Street (Director's Residence- cum-Office & Nursery)	<u>322</u> 3,462	1,800/-	June 1973
4.	7, III Cross, I Block Jayanagar -"Mysore Hindi Prachara Samithi Building" (Students' Hostel 'A')	<u>485</u> 5,220	2,000/-	10-7-1974
5.	5, Sampangi Tank Road "Karnat Building" (IDRC Project offices)	<u>344</u> 3,606	1,500/-	19-7-1974
6.	356, I Block, Jayanagar (Students Hostel 'B')	<u>390</u> 4,196	1,900/-	1-10-1974
7.	32, Langford Road (Not occupied due to court case)	<u>136</u> 1,458	375/-	10-12-1974
8.	11/2, Swasthi Cross Lakshmi Road "Parvathamma Building" (Faculty Offices)	<u>298</u> 3,200	2,500/-	14-8-1975
9.	2, Lavelle Road (Data Processing & Library Processing)	<u>292</u> 3,142	1,125/-	14-5-1975
10.	5, Andree Road (Faculty Offices)	<u>587</u> 6,311	5,350/-	10-12-1975

PARTICULARS OF BUILDINGS

Sl. No.	Particulars	Carpet Area	Rent p.m.	Date of occupation
		Sq.m Sq.ft		
			Rs.	
11.	3, Andree Road (Faculty & Admn. Offices)	<u>250</u> 2,692	3,000/-	22-12-1975
12.	16, Andree Road (Faculty and Admin. offices and part OBP hostel)	<u>353</u> 3,800	3,040/-	29-1-1976
13.	34, Langford Road (Students' common room coffee room and admin. offices.)	<u>307</u> 3,307	1,400/-	3-4-1976
14.	80, K.H. Road "Harikrupa" (Placement and programme offices)	<u>252</u> 2,713	2,350/-	1-4-1976
15.	Vacant space behind 33, Langford Road (Parking lot)	<u>511</u> 5,500	200/-	18-2-1974

LIST OF FACULTY, RESEARCH STAFF AND ADMINISTRATION1975-76DIRECTOR

1. NS Ramaswamy, B.Sc., B.E. (Madras) 4-6-73

FACULTYProfessors

2. MNV Nair, M.A., Ph.D. (Bombay), 25-6-73
Sociology, Economic Development.
3. NV Raghu Ram, M.A.(Carleton), D.Sc. 4-7-73
(Luxembourg)
Health and Population Management,
Policy Sciences.
4. SK Warriar, B.Sc., M.Tech (Kharagpur), 4-11-73
Productivity, Industrial Engineering,
Personnel Management, Industrial Relations.
5. PV Ganesan, Dip. in Electrical Engineering, 29-12-73
P.G.D.B.A. (Ahmedabad),
Production, Maintenance, Management
Information Systems.
6. S Subramaniam, M.A., P.G.D.B.A. 1-2-74
Ph.D. (Keil),
Marketing, Managerial Economics,
Transportation, Corporate Planning.
7. NV Ratnam, M.Sc., Ph.D. (Hawaii), 5-2-74
Agricultural Economics, Agricultural
Resource Management.
8. RK Herlekar, M.Sc., Ph.D. (London), 8-2-74
Mathematical Statistics and Operations
Research.
9. S Subba Rao, B.Sc. (Hons), M.Sc., Ph.D. (Delhi), 3-9-74
Operations Research, Transportation, Energy
Management and Health Care Delivery.
10. BP Lingaraj, B.E., M.S. (Kansas) 25-9-74
Ph.D. (Pittsburgh),
Operations Research, Systems.

- | | |
|---|----------|
| 11. S Ramaswamy, M.Com., A.I.C.W.A. (London),
Member, Institute of Company Secretaries.
Financial Management, Costing, Purchase,
Management Control. | 1-10-74 |
| 12. S Shivaramu, M.A., Dip. in Social Sciences,
Ph.D. (Upsala),
Corporate Planning, Business Policy,
Marketing. | 1-9-75 |
| 13. MR Rao, M.E., Ph.D. (Carnegie Mellon),
Operations Research, Transportation. | 1-9-75 |
| 14. RN Mitra, B.A. (Hons), M.A., Ph.D. (London),
International Marketing, Rural Marketing,
Agro Industries, Entrepreneurship. | 10-11-75 |
| 15. KLK Rao, M.A. (Mysore),
Marketing, International Business. | 4-12-75 |
| 16. R Dhar, M.A., Ph.D. (Jadhavpur),
Regional Planning, Transportation. | 2-2-76 |
| 17. PN Agarwala, B.A. (Oxford), M.B.A. (Harvard),
(On deputation from Govt. of India, BPE)
Marketing. | 11-2-76 |

Associate Professors

- | | |
|--|----------|
| 18. GK Valecha, M.A., Ph.D. (Ohio),
Industrial and Organizational Psychology,
Group Dynamics, Counselling. | 1-10-73 |
| 19. AK Rao, M.A., M.S. (Case Western),
Ph.D. (Case Western),
Statistics, Operations Research, Cash Flow
Analysis. | 19-11-73 |
| 20. PV George, M.A., Ph.D. (Bombay),
Research: Price and Wage Behaviour,
Industrial Finance. | 8-2-74 |

21. V Padaki, B.A. (Hons), M.A. (Madras), 29-4-74
D.M. & S.P. (Bangalore)
Training & Development, Organizational
Psychology, Consumer Behaviour Research
22. SK Roy, M.A.(Patna) 21-6-74
Industrial and Organizational Psychology,
Management Training.
23. K Singhal, B.Tech (Hons), M.B.A. (Kent 17-10-74
State Univ), D.B.A. (Kent State Univ.)
Production Management, Public Economics.
24. RP Iyer, M.Com., P.G.D.M.(Bombay), A.I.C.W.A. 3-9-75
Investment and Financial Analysis,
Management Accounting.
25. SG Lele, M.A., 9-10-75
Personnel Management, Organization,
Social Change.
26. VB Kaujalgi, M.Tech., M.S. (Case Instt. of 4-12-75
Tech. Ph.D. (Bombay),
Computer Science, Hospital Management,
Operations Research.
- Assistant Professors
27. B Jhunjhunwala, M.Sc. (Florida), 9-7-73
Ph.D. (Florida),
Political Economy.
28. VTD Balaraman, M.F., M.S. (Dayton), 19-11-73
Management Information Systems.
29. VK Unni, M.Com., M.B.A. (Atlanta), 20-2-74
D.B.A. (Louisiana),
General Management, Marketing.
30. V Vyasulu, B.A.(Hons), M.A., Ph.D. (Florida), 17-6-74
Public Economics, Social Change.

31. Ranjan Ghosh, M.S. (Stanford), M.S. (Columbia), Ph.D. (Columbia),
Operations Research, Production, Management Information Systems. 23-4-75
32. Mrs. Indira Rajaraman, B.A. (Hons), M.A., Ph.D. (Cornell),
Applied Economics, Development. 18-2-76
33. M Anantharamaiah, B.E. (Mysore), Ph.D. (Birmingham),
Transportation, Environmental Planning. 23-3-76

Faculty Research Associates

34. V Radhakrishnan, B.A. (Hons), M.A., Ph.D. (Bombay),
Research: Rural Development, Agricultural Economics. 14-9-73
35. SR Bijoor, B.A., B.L., Dip. in Trg. Methodology (Turin),
Training: Industrial Relations, Marketing. 2-3-74
36. TP Gopaldaswamy, M.Sc., Ph.D. (Delhi),
Agricultural Economics, Rural Marketing, Economics. 29-3-74
37. Jaspal Singh, M.A., D.Phil. (Cologne)
Industrial Relations, Social Sciences. 1-7-75

Note: The following faculty left the Institute during the period under report:

K. Ramakrishnan, Asst. Professor,	Date of joining .. 1-2-74 On extraordinary leave for higher studies in USA .. 2-3-75
Vatsala Nagarajan, Associate Professor,	Date of joining .. 1-2-74 On extraordinary leave .. 16-6-75
AK Chakravarti, Asst. Professor,	Date of joining .. 15-2-74 Resigned to take up an appointment in Malaysia .. 16-2-76

RESEARCH STAFFResearch Fellows

1. Mira Bakhru, B.A. (Hons), M.A.(Bombay), M.A. (Denver) 1-4-74
Comparative Politics, Economic Development.
2. RV Rammohan, B.E., PGDBA (Ahmedabad) 12-6-74
Production, Quantitative Methods.
3. AM Dhareshwar, M.Sc., PGDM (Calcutta) 2-7-74
Operations Research, Marketing, Public Systems, Management Education.
4. S Jagadish, B.Sc., Grad. IERE., PGDBA (Ahmedabad). 2-9-74
Systems Operations Management, Computers.
5. RK Vijayasathy, B.Sc., B.Pharm., MBA (Greenvale) 10-10-74
Marketing, Export, Sales and Distribution, Market Research, Advertising.
6. S Sampangiramaiah, M.A., B.L., Ph.D. (Bangalore). 11-11-74
Industrial Sociology, Industrial Relations.
7. SP Kumar, B.E., PGDM (Calcutta) 3-1-75
Financial Analysis, Valuation of Shares, Investment Analysis, Cost Benefit Analysis, Project Feasibility.
8. Puranjan Das, M.Sc., Ph.D., (Kalyani) 18-3-75
Diffusion and Adoption of Change, Agricultural Administration.
9. N Naganna, M.A.(Andhra), M.A.(Delhi), Ph.D., 26-6-75
Managerial Economics, Industrial Economics.
10. V Srinivasan, B.E., DIIT, M.Tech.(Kharagpur), 10-1-76
Industrial Dynamics, Large Scale Systems Simulation, System Analysis.
11. N Roy, B.E., M.Tech., 10-1-76
Production Management, Transportation, Operations Research.

Research Assistants

12. L Jayaprakash, B.F., 23-5-74
Energy, Public Sector Management,
Inventory Control.
13. V Srinivasan, M.A., 24-6-74
Economic Theory, Economic Development,
Labour Economics, Econometrics.
14. SP Hegde, M.Com., 2-8-74
Finance, Management Accounting, Working
Capital Management.
15. Y Kasi Vishvanadhan, M.Sc., 5-2-75
Econometrics, Stochastic Processes,
Statistical Methodology in Social
Science.
16. MV Vasuki, M.M.S. (Madras) 21-7-75
Research Fellow (Temporary on adhoc
basis)
Systems Analysis, Organisation and
Methods,
Management Information Systems.
17. Malathi Chelvaraj, M.A., 1-9-75
Educational Sociology, Industrial
Sociology.

Technical Assistants

18. Malathi Chelvaraj, M.A., 15-7-74 to
31-8-75
19. PD Deenadayalu, M.A., 5-8-74 to
4-8-75

Note: The following Research Staff joined/left the
Institute during the period under report:

<u>Research Fellows</u>	Date	<u>Joined</u> <u>Resigned</u>
1. VN Ramesh		<u>15-1-74</u> <u>20-6-75</u>
2. CK Sharma		<u>29-4-74</u> <u>29-4-75</u>
3. Subash Durlabji		<u>23-6-75</u> <u>24-8-75</u>

Research Assistants

1. Thomas Mathew 1-6-74
29-5-75
2. Sandhya Sridhar 5-6-74
10-6-75

PROJECTS-TIED APPOINTMENTSInternational Development Research Centre,
Ottawa, Research Project on 'Performance of
Public Sector'

- | | | |
|-----|---|---------------------------|
| 1. | ED Deenadayalu, M.A., (Econ) (Bangalore)
Fellow. | 5-8-75 |
| 2. | S Bhatnagar, B.A. (Hons) (Delhi),
M.A. (Econ) (Delhi)
Fellow | 29-8-75 |
| 3. | KV Sastry, M.A., (Economics & Statistics),
(Delhi),
Senior Fellow | 1-9-75 |
| 4. | R Majumdar, M.Stat. ISI (Calcutta)
Fellow | 1-10-75 |
| 5. | A Ramachandran, M.Stat. ISI (Calcutta)
Fellow | 1-10-75 |
| 6. | Hoimonti Ganguly, B.A., D.S.S.A.
Technical Assistant | 12-12-75 |
| 7. | KN Krishnaswamy, B.Sc., (Mysore), D.I.I.Sc.,
Research Fellow | 22-3-76 |
| 8. | R Tagat
Senior Fellow | 8-11-75 to
1-3-76 |
| 9. | GK Nayar | Technical experts engaged |
| 10. | Nityananda | on adhoc basis |

The Family Planning Foundation of India
Research ProjectFunctional Analysis of Primary Health Centre

- | | | |
|----|---|-----------------------|
| 1. | PS Thimmaiah, M.A. (Econ), (Bangalore).
Research Assistant | 20-8-75 |
| 2. | MV Chikkajjappa,
Research Assistant | 21-8-75 to
1-12-75 |

Indian Council of Social Sciences Research
Project A Village Study of Socio-Politics
of Rural Poverty

- | | | |
|----|---|----------------------|
| 1. | DS Chakrapani
Senior Research Assistant | 1-7-75 |
| 2. | VG Kammar
Senior Research Assistant | 1-7-75 to
31-3-76 |
| 3. | Sadashivaiah
Junior Research Assistant | 1-7-75 |
| 4. | SV Sreeram Reddy
Junior Research Assistant | 1-7-75 to
31-3-76 |
| 5. | G Veeraiah
Junior Research Assistant | 1-7-75 to
30-9-75 |

Cement/Salt Study

- | | | |
|----|--------------------------------------|-----------------------|
| 1. | N Roy
Research Fellow | 10-7-75 to
10-1-76 |
| 2. | V Srinivasan
Research Fellow | 12-7-75 to
10-1-76 |
| 3. | D Das
Research Fellow | 10-7-75 to
9-12-75 |
| 4. | RV Bindu Madhavan
Research Fellow | 21-7-75 to
4-11-75 |
| 5. | S Venkatasubramaniam | 1-8-75 to
22-1-76 |

LIBRARIAN

- | | |
|--|---------|
| G Bhaktamitran, Post Graduate Dip. in
Librarianship (Madras), M.Sc.,
(Lib.Sc.,) (Syracuse) | 10-5-74 |
|--|---------|

ADMINISTRATION

- | | | |
|----|--|----------|
| 1. | S Jayaraman
Chief Administrative Officer | 12-12-75 |
| 2. | KS Panikkar, M.A. (Banaras), on
deputation from National Institute
of Mental Health and Neuro Sciences
Administrative Officer (General) | 2-2-74 |
| 3. | Cdr K Manjunath, NM, IN
Administrative Officer (PGP) | 8-1-76 |
| 4. | BN Murthy
Administrative Officer (Research/
Consultancy/Publications) | 1-3-76 |
| 5. | AS Keshavamurthy, B.E. (Civil Engg.), MIE
Superintending Engineer | 25-5-73 |
| 6. | TS Natarajan, B.Com., (Madras),
Accounts Officer | 3-4-74 |

Note: The following officers left the Institute during the period under report:

- | | Date | <u>Joined</u>
<u>Resigned</u> |
|----|--|----------------------------------|
| 1. | Lt Col SP Dutta
Administrative Officer (RCP) | <u>4-12-75</u>
<u>1-3-76</u> |
| 2. | Lt Col KV Suryanarayana
Administrative Officer (MDP/OBP/
Services) | <u>15-1-76</u>
<u>14-4-76</u> |

PROFESSIONAL ACTIVITIES OF THE FACULTY

N.S. Ramaswamy
Director

Addressed:-

- A special convention of the Madras Management Association - "New Directions to Technical and Management Education" Madras, 22 Aug 75
- All India Management Association's 16 Advanced Management Programme - "Productivity and Economic Development" Srinagar, 27 Aug 75
- Institute of Public Enterprises - "Management in Public Sector" Hyderabad, 4 Sep 75
- Senior Defence Service Officers, Institute of Defence Management - "Management for Defence Personnel" Hyderabad, 4 Sep 75
- Ecumenical Christian Centre, - "National Purposes and Goals" Whitefield 7 Sep 75
- Institute of Applied Manpower Research, Advanced Management Programme - "Management Development and Economic Growth" Srinagar 6 Oct 75
- Convention of Teachers of Rashtriya Vidyalaya, Central Board of Secondary Education Bangalore 23 Oct 75
- Seminar on Tandon Committee Report on RBI; Chaired a Session and presented a paper on Implications of Tandon Committee Recommendations and steps for implementation. Baroda 31 Oct 75
- International conference on Human Resources Development, organised by Indian Society for Trade and Development; "New Frontiers in Training" New Delhi 18 Nov 75
- Indian Institute of Public Administration's Programme; "Industrial Management" Pondichery 27-28 Dec 75

- Indian Science Congress -
"Modernisation of Bullock Cart
Transportation" Waltair 4 Jan 76
 - Conference of Karnataka State
Journalists - "Comments on Journalism
by a Non-Journalist" Davangere 24 Jan 76
 - All India Federation of Working Jour-
nalists' convention - "Comments on
Journalism by a Non-Journalist" Bangalore 7 Feb 76
 - Rotary District Conference - "Social
Relevance of Professions" Bangalore 14 Feb 76
 - P & T Officers' Conference -
"Management System" Bangalore 22 Mar 76
- Member, Board of Directors; - Indian Oil Corporation
- Gangavathi Sugars Ltd
- Beco Engineering Co. Ltd
- Cochin Shipyard Ltd
- Member, Committee on Common Admission Tests,
Ministry of Education;
- National Committee on Science &
Technology, Technical Sub-Group on
Management, Panel on Futurology.
 - Finance Committee, Visvesvaraya Industrial
and Technological Museum
 - Committee to review the role of Humanities
and social Sciences Department of
IIT Madras
 - Karnataka State Council for Science and
Technology
- Part-time Member, Audit Board for review and
appraisal of performance of Hindustan
Steel Ltd.

Ranjan Ghosh

- Attended Research Conference on Management at Ahmedabad from 3-4 October 1975 and presented a paper on 'Project Scheduling with Probabilistic Activity Durations'.

B.P. Lingaraj

- Conducted a Workshop in Quantitative Methods at University of Calicut, from 17-19 July 1975.

Vinod Vyasulu

- Visited Latin American countries from July-October 1975 to undertake research studies for ICSSR Project on 'Dependent Development as a Process of Underdevelopment'.

N.V. Ratnam

- Appointed as an expert member of the Selection Panel for the Food Institute Programmes of the East-West Centre at the USEFI, New Delhi.

Papers published

TP Gopaldaswamy

- 'Impact of Area under High Yielding varieties on Marketable Surplus in West Godavari District' Agricultural Situation in India Vol XXX, No.2 May 1975.

B. Jhunjhunwala

- 'The Parliamentary System as a Stabilization Mechanism', Sap, May 1975.
- 'Hinduism and Marxism, Odanadi, November 1975.

B.P. Lingaraj

- 'Optimising Facility Design', Omega, 3-6 December 1975.
- 'A Chance Constrained Programming Approach to Capacity Planning if the Random variable is Exponentially Distributed', Industrial Engineering News, 4,8, August 1975.
- 'Optimal Headways for Transit Systems', Omega, 3,4, August 1975.
- 'Fitting a Standard Continuous Distribution to Univariate Data', Industrial Engineering and Management, 10,4, Oct-Dec 1975.
- 'A Logical Approach to Capacity Planning', Integrated Management, Dec. 1975.
- Presented a paper on 'Risk in Plant Planning; A Logical Approach; at the IIIE National Convention, May 1975.

Vinod Vyasulu

- 'Untested Assumptions in Family Planning Programme' Economic Times, 9 September 1975.
- 'The Doctors that India Needs', Times of India, 10-August 1975 and Medical Practitioner, Sep 1975.
- 'Towards an Alternate Technology; India International Centre Quarterly, Vol.3, No.1, January 1976.
- 'On the concept of Development', The Guardian, May 1975.

Revised Estimates and Actuals for 1975-76 and Budget
Estimates for 76-77.

(Figures in lakhs of Rs.)

Head of Account	Revised Estimates for 1975-76	Actuals 75-76	Budget Estimates for 1976-77
I Recurring Expenditure			
a. Pay and Allowances	19.84	20.63	26.50
b. Other charges	20.27	22.76	24.61
Total Recurring	40.11	43.39	51.11
II Non-Recurring	24.14	24.97	29.00
Total:	64.25	68.36	80.11
<u>Less:</u>			
III Income	9.00	12.79	10.83
Total Grant Requirement	55.25	55.57	69.28

*Figures are subject to audit

The Non-Plan and Plan distribution of the Budget Requirement

	<u>Revised Estimates 1975-76</u>			<u>Budget Estimates for 1976-77</u>		
	Non-Plan	Plan	Total	Non-Plan	Plan	Total
<u>Recurring Expenditure</u>						
A. Pay and Allowances	16.03	3.81	19.84	16.83	9.67	26.50
B. Other charges	-	20.27	20.27	-	24.61	24.61
Total Recurring	16.03	24.08	40.11	16.83	34.28	51.11
Non-Recurring Expenditure	-	24.14	24.14	-	29.00	29.00
Total Expenditure	16.03	48.22	64.25	16.83	63.28	80.11
<u>Less Income</u>	-	9.00	9.00	-	10.83	10.83
Total Grant Requirement	16.03	39.22	55.25	16.83	52.45	69.28

RAOS & NARASIMHA MURTHY
CHARTERED ACCOUNTANTS

PARTNERS:

Phone: 75021 (Extn.)

D.V. LAKSHMANA RAO, B.Sc., F.C.A.
G.S. GUNDU RAO, F.C.A., A.I.C.W.A.
C.N. SUBBA RAO, B.A.(Hons), F.C.A.

No.548, 1st Floor,
Chickpet,
Bangalore 560 053.

8th July 1976

AUDITOR'S REPORT

We have audited the annexed Balance Sheet of the Indian Institute of Management, Bangalore, as at 31st March 1974 and the Income and Expenditure Account for the year ended that date. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.

In our opinion and to the best of our information and according to the explanations given to us the said accounts give a true and fair view:-

- (a) In the case of the Balance Sheet, the state of the Institute's affairs as at the end of its financial year namely 31st March 1974.
- (b) In the case of Income and expenditure account, the income of the year ended 31st March 1974.

In our opinion, proper books of accounts have been maintained by the Institute as required by us.

for RAOS & NARASIMHA MURTHY
CHARTERED ACCOUNTANTS

Sd/-
(G.S. GUNDU RAO)
PARTNER



भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

.....END.