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**INDIAN INSTITUTE OF MANAGEMENT**  
**BANGALORE**

Annual Report  
1976-77



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INDIAN INSTITUTE OF MANAGEMENT,  
BANGALORE.



ANNUAL REPORT  
AND  
STATEMENT OF ACCOUNTS  
FOR  
1976-77.





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INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

ANNUAL REPORT 1976-77

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THE BOARD OF GOVERNORS  
OF THE  
INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

APRIL 1, 1976 - MARCH 31, 1977

CHAIRMAN

Chairman appointed by Central Government

Shri T.A. PAI  
Minister for Industry  
New Delhi

up to February 9, 1977

Shri G.V.K. RAO  
Chief Secretary  
Government of Karnataka  
Bangalore

from February 9, 1977

Representatives of the Central Government nominated ex officio  
by the Ministry of Education and Social Welfare, Government  
of India

2 Shri G.C. BAVEJA  
Director-General  
Bureau of Public Enterprises  
New Delhi

from March 1977

3 Shri J.A. KALYANAKRISHNAN  
Financial Adviser  
Ministry of Education & Social  
Welfare

from October 1976

4 Shri P.C. NAYAK  
Joint Secretary  
Department of Industrial  
Development  
New Delhi

- 5 Shri PREM NATH  
 Financial Adviser  
 Ministry of Education &  
 Social Welfare up to September 1976
- 6 Shri H.S. SHAHANI  
 Joint Educational Adviser  
 Ministry of Education  
 New Delhi

Three representatives ex officio of the State Government of Karnataka to represent its concerned departments

- 7 Shri D.J. BALRAJ  
 Development Commissioner  
 Government of Karnataka  
 Bangalore
- 8 Shri P.R. NAYAK  
 Educational Commissioner  
 Government of Karnataka  
 Bangalore from October 1976
- 9 Shri T.R. SATISHCHANDRAN  
 Finance Commissioner  
 Government of Karnataka  
 Bangalore up to October 1976
- 10 Shri B.S. SRIKANTIAH  
 Education Commissioner  
 Government of Karnataka  
 Bangalore up to September 1976
- 11 Dr. H. NARASIMHAIAH  
 Vice Chancellor  
 Bangalore University  
 Bangalore ex officio

Representative of the All India Council for Technical Education

- 12 Prof. G.R. DAMODARAN  
 Dean, Post-graduate Studies  
 PSG College of Technology  
 Coimbatore

Four persons nominated by the Central Government to represent industry, Commerce, labour and other interests

- 13 Shri K.T. CHANDY  
Chairman  
Kerala State Industrial Development Corporation  
Trivandrum
- 14 Dr. S.M. PATIL  
Chairman & Managing Director  
Hindustan Machine Tools Ltd  
Bangalore
- 16 Dr. D.V.K. RAJU  
Chairman  
Biological Evans Ltd  
Bombay
- 16 Shri G. RAMANUJAM  
General Secretary  
Indian National Trade Union Congress  
Madras

Representative of the Karnataka Chamber of Commerce

- 17 Shri A KRISHNAMURTHI  
'Poorna'  
10-III Block, 9th Main  
Jayanagar  
Bangalore

Representative of the All India Management Association

- 18 Shri M.K. PANDURANGA SETTY  
Technical Director  
Krishna Industries (Private) Ltd  
19, Platform Road  
Bangalore

up to March 26, 1977

Representative of the National Productivity Council

- 19 Shri G.R. DALVI  
Executive Director  
National Productivity Council  
New Delhi

Two professors of the Institute nominated by the Chairman of the Board

- 20 Dr. M.N.V. NAIR  
Dean  
Indian Institute of Management  
Bangalore up to October 1976
- 21 Dr. S SUBBA RAO  
Dean  
IIM-B from November 1976
- 22 Dr. S. SUBRAMANIAM  
Dean  
IIM-B up to October 1976
- 23 Dr. M. RAMMOHAN RAO  
Dean  
IIM-B from November 1976

Four Members Co-opted by the Board of Governors

- 24 Shri M.V. ARUNACHALAM  
Chairman  
Tube Investments (India) Ltd  
'Tiam' House  
11/12, North Beach Road  
Madras
- 25 Shri P.J. FERNANDES  
Secretary  
Ministry of Chemicals & Fertilizers  
New Delhi
- 26 Shri V. KRISHNAMURTHY  
Chairman  
Bharat Heavy Electricals Ltd  
18-20, Kasturba Gandhi Marg  
New Delhi
- 27 Dr. A. RAMACHANDRAN  
Secretary  
Department of Science & Technology  
Technology Bhavan  
New Mehrauli Road  
New Delhi

Member Secretary of the Board ex officio

- 28 Prof. N.S. RAMASWAMY  
Director  
Indian Institute of Management  
Bangalore
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FINANCE COMMITTEE

Shri A. Krishnamurthi	Chairman
Shri J.A. Kalayanakrishnan	Member
Shri H.S. Shahani	Member
Shri T.R. Sathishchandran	Member
up to October 1976	
Shri P. Padmanabhan	Member
from November 1976	
Prof. N.S. Ramaswamy	Member-Secretary

FACULTY SELECTION COMMITTEE

Shri P.J. Fernandes	Chairman
Shri M.K. Panduranga Setty	Member
Dr. S.M. Patil	Member
Two experts from approved panel.	

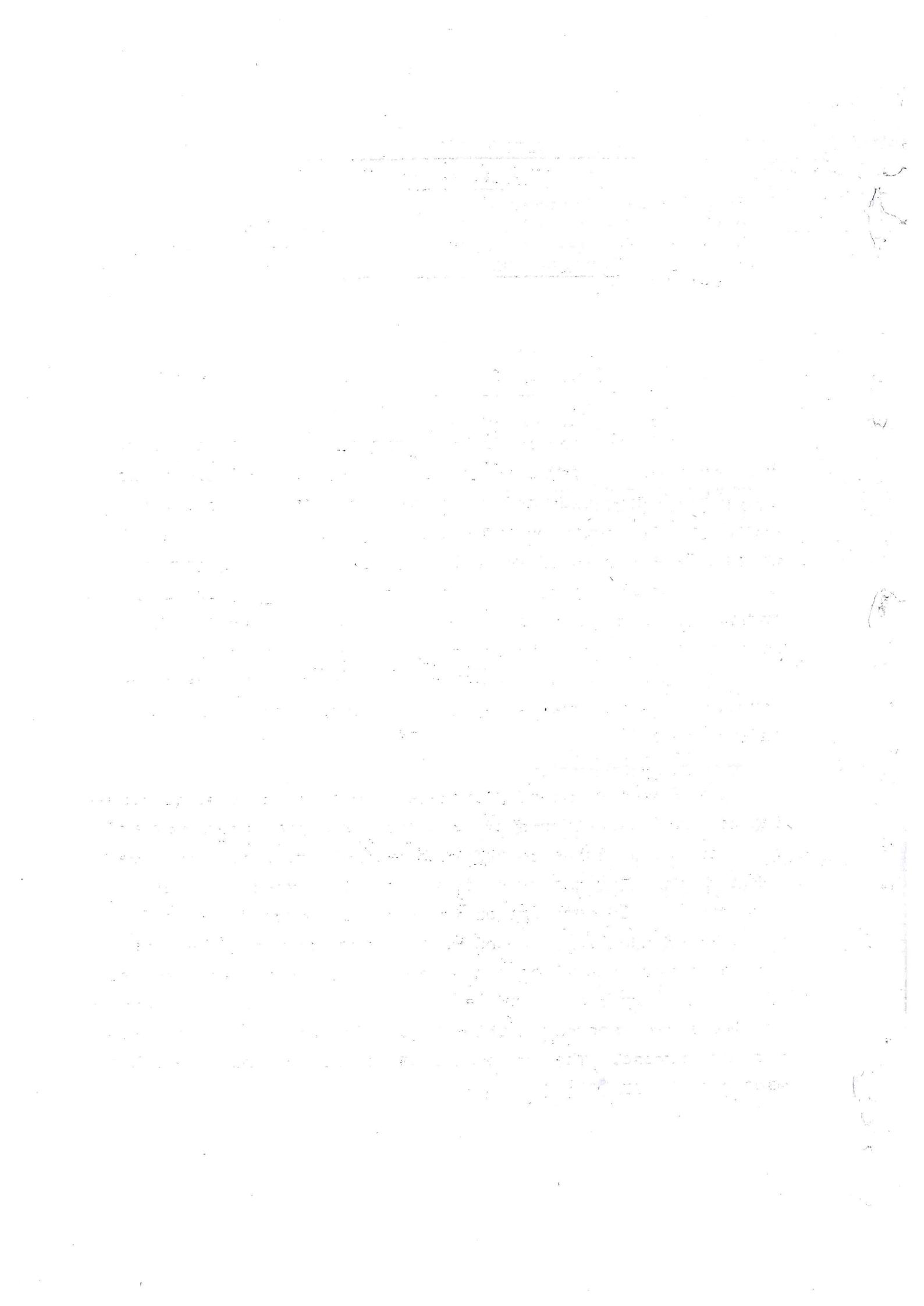
Prof. N.S. Ramaswamy	Secretary
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PERSONNEL COMMITTEE

Shri P.J. Fernandes	Chairman
Shri M.K. Panduranga Setty	Member
Dr. S.M. Patil	Member
Shri H.S. Shahani	Member
Shri J.A. Kalayanakrishnan	Member
Prof. N.S. Ramaswamy	Secretary

CAMPUS DEVELOPMENT COMMITTEE

Shri V. Krishnamurthy	Member
Shri H.S. Shahani	Member
Shri J.A. Kalayanakrishnan	Member
Shri D.J. Balaraj	Member
Shri M.K. Panduranga Setty	Member
Shri P.J. Fernandes	Co-opted
Dr. M.N.V. Nair	Member
up to October 1976	
Dr. S. Subba Rao	Member
from November 1976	
Prof. N.S. Ramaswamy	Secretary



INDIAN INSTITUTE OF MANAGEMENT,  
BANGALORE.

ANNUAL REPORT FOR 1976-77.

INTRODUCTION

The Indian Institute of Management was established by the Government of India at Bangalore early in 1972 under the Ministry of Education and Social Welfare. It was, however, formally inaugurated on Sunday, October 28, 1973. It was the third in the series of National Institutes of Management to be set up in the country but the first of its kind in south India. The intention was to provide education, training, research and consultancy in management disciplines at the national level; it was also hoped to improve such management competence as was available in the various sectors of the Indian economy.

2. The Government of Karnataka agreed at the time of founding to provide 100 acres of land for the permanent campus and a sum of Rs. 30 lakhs towards the preliminary expenditure on development. For the rest, it was resolved that the Central Government would meet the entire recurring expenditure and the bulk of the fixed expenditure on development. The site for the campus has since been chosen in the southern quadrant of Bangalore on the Bannerghatta Road. The State Government has initiated executive action to acquire the land identified for the purpose. The sum of Rs. 30 lakhs, too, has since been made over to IIM<sup>3</sup>.

3. The Institute is at present housed in a number of rented buildings in the south of Bangalore. The main building at 33, Langford Road, houses the class-rooms, the library, a reading room and some of the faculty and administrative offices.

#### OBJECTIVES AND PERSPECTIVES

##### Objectives

4. The Institute, an autonomous body, was registered on March 27, 1972 as a society in the title of "The Indian Institute of Management Bangalore Society," under the Mysore Societies Registration Act XVII of 1960. The objectives of the Institute are inter alia:

- (a) To provide professional training in management and related subjects to persons from industry, institutions and associations connected with industry and commerce as well as individuals to enable them competently to practise the profession of management and to instruct others in the practise thereof;
- (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 the publication of management literature;
- (d) To organise research in matters concerning the use of management techniques for improvements in productivity;
- (e) To co-operate with educational or other institutions with similar objectives in any part of the world and so that such collaborations in management education may be mutually beneficial; and

- (f) To provide consultancy services to industry as well as for agencies of government with a view to improving administration and productivity therein.

perspectives

5. The perspectives of IIMB have been evolved on the basis of analyses of the country's special needs in management skills of various kinds and are set forth below in summary.

6. The application of management science in India has been, till now, largely confined to business and industry, particularly to modern large-scale industry. There is an immediate need to take management not only to small industry but also to sectors other than business and industry.

7. Considering the present stage of the country's industrial development, it needs thousands of entrepreneur-managers who could create organizations and enterprises rather than managers with competence confined to the serving of existing companies. Those skills and attitudes which foster entrepreneurship should therefore receive primary emphasis in IIMB's management development programmes. Moreover, pre-experience programmes should be structured to produce technomanagers in each major sector of developmental activity rather than non-specialized or generalist managers.

8. The importance that the Institute attaches (and will continue to attach) to the role of public enterprise in the national economy is well understood. Management training in India continues to be oriented preferentially to the requirements of the private sector. IIMB proposes to fill this gap in supply and train managers additionally for the special needs of public enterprises.

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9. As the bulk of the country's population is engaged in agriculture, its need of management expertise in the agriculture and rural development sectors is vast. The IIM at Ahmedabad has done some pioneering work in such management training. If cognizance is taken of the size and diversity of enterprise in the rural sectors and of the fact that agricultural labour as well as others in the rural areas fall predominantly within the non-organized segments, the arrears in research and training become phenomenal. Here again, IIMB proposes to reduce the gaps in study and research by taking up those areas which form a natural complement to the work of related institutions in the country.

10. Other areas of development in which there exists great scope for the induction of scientific management are: irrigation, power, transportation, communication, education, health, public administration, etc. In the years to come, IIMB will lay special emphasis on developing meaningful know-how in these areas.

11. Hardly ten per cent of the work force belongs to the organized sector so that 90 per cent of the country's productive activity takes place in sectors which are still only partially organized, if at all. Even a marginal increase in the productivity of the non-organized sectors should entail significant gains for the national output. Here again, organization and management principles can be critical inputs in the accomplishment of objective, and IIMB hopes to pay special attention to the needs and potentialities of this sector.

12. The essence of our perspectives is social relevance which as conceived by us, would be deemed to be high when our programmes of education and research are oriented to meet the felt needs of progressively increasing groups of

people including the poor, the unemployed, the vulnerable, the under-privileged or the consumers for example: these groups constitute the large masses of our population. IIMB will endeavour to develop management principles and techniques as bearing specially on these groups. Such principles will necessarily, then, be different from traditional management science oriented towards a pure market economy.

MEETINGS OF BOARD OF GOVERNORS AND IIMB SOCIETY

13. During the period under review, the Board of Governors met on May 27, 1976; July 10, 1976; October 29, 1976 and March 26, 1977 and the IIMB Society, on July 10 and October 29, 1976.
14. Relevant statistical data indicating the progress of the Institute during the period 1972-77 are tabulated below:

PROGRESS: 1972-1977

Category	1972-73	1973-74	1974-75	1975-76	1976-77
a) MANUFACTURER					
Faculty	-	21	27	37	50
Research	-	6	17	21	34
Administrative, Technical and Supporting staff	8	50	110	217	230
b) FACILITIES					
Land (in acres)	-	-	-	-	15
Buildings (in sq. meters)	1230	1780	4020	6014	5878
Vehicles	-	2	6	11	12
Library:					
Books (number)	723	9885	12330	23226	32021
Periodicals	8	170	521	525	660
Circulation	-	-	5457	12320	22650
c) PROGRAMMES					
PGP: (number of students)	-	-	51	107	123
Tamil Nadu Teachers Training Programme	-	-	-	12	12
Fellowship	-	-	-	8	7
MDP:					
programme (number)	-	-	2	-	-
participants	-	-	-	15	12
OBP:					
Companies	-	-	-	340	221
Courses	-	-	-	-	5
Duration (in weeks)	-	-	-	-	11
Seminars	-	-	-	3	34
Research	-	-	-	3	30
Consultancy:					
Completed Projects (Number)	-	-	-	6	43
On-going	-	-	-	7	46
				11	10
				6	10

### PROGRAMMES AND ACTIVITIES

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

#### Academic Programmes:

##### (a) The Post-Graduate Programme

This two-year programme in management, oriented to the needs of the public sector, aims at developing in students knowledge, skills, attitudes and values appropriate to the public sector.

##### (b) The Fellowship Programme (Doctoral Level)

This is equivalent to a Ph.D. level programme. It aims at developing management teachers, researchers and policy personnel for sectors like Agriculture, Energy and Power, Transportation, Education, Health, Planning etc. In addition to two years of course work, each candidate is required, over a period of 1-2 years, to produce a dissertation on his or her subject of research.

##### (c) A Teacher Training programme for Tamil Nadu Government

A two-year programme, now being held for 12 officers of the Tamil Nadu Government, who are drawn from its Departments of Agriculture, Irrigation, Power and Transport, aims to train them for management teaching, research and consultancy in the projected Management Institute at Madras.

(d) Management Development Programmes

These short-term courses of one to two weeks' duration to cater to the needs of senior and middle-level managers in distinct areas and techniques of management.

(e) Organization-Based Programmes

These training programmes, intended for junior and middle-level managers, are tailor-made to meet the specific problems and needs of individual organizations.

(f) Sectoral Programmes

The Institute has also undertaken special programmes for the application of modern management concepts and techniques to new sectors like Agriculture, Plantation, Education, Health Administration, Transportation and Habitat, Energy and Power.

16. In addition to the above, the Institute also undertakes research and consultancy work in new sectors it has identified as well as in traditional ones. The progress achieved in educational and training programmes and other cognate activities during the year under report is detailed below:

THE POST-GRADUATE PROGRAMME

The first PGP-Batch: 1974-76

17. 48 students from the first batch of PGP students were awarded the Post-Graduate Diploma in Management at the convocation held on July 10, 1976. Prof. Narul Hassan, the then Union Minister for Education, delivered the convocation address.

As the Annual Report for the academic year ending in March 1976 was being sent to press last year, the placement of passing-out candidates was in progress. It is heartening for us to be able to state that, of the 48 graduating from this batch, 32 were placed in various public sector organizations all over the country; one of them obtained a job in the private sector. Nine students rejoined their jobs in public sector organizations on which they had a lien. Six who had shown interest in the working of the IDRC Project were offered project-tied appointments in IIMB itself.

The Second PGP-Batch: 1975-77

18. During the year under review, all the 57 students of the second batch went on to pursue project assignments in various public sector undertakings. It is worthwhile mentioning here that, thanks to constructive responses from, and the willing co-operation of, public sector undertakings both in the Centre and the States, the project placement turned out to be a success. Also, these organizations have spoken appreciatively of the work of IIMB's PGP students. The students of the second batch are due for graduation in JULY 1977. The convocation is scheduled for JULY 9, 1977.

19. Preparatory work for final placement and campus recruitment in respect of the second batch has now begun. The Institute mailed over 500 brochures to public sector organizations in general, enquiring if they would consider the recruitment of the successful PGP students from IIMB in their institutions. In addition, 400 senior executives of public sector undertakings were selectively addressed. A large number of responses and enquiries have started coming in. About 20 public sector undertakings have already announced

as of March 31, 1977, employment opportunities to IIMB graduates in their organizations. Over and above this, 30 private sector organizations have also evinced interest in taking IIMB students.

The Third PGP-Batch: 1976-78

20. Regular sessions commenced for the 67 students enrolled in this batch on July 19, 1976. The number includes 14 students from scheduled castes and scheduled tribes and seven girl students. Admission criteria had to be relaxed in the case of the SC/ST students as most of them were found to have problems in the use of English as a working language. The Institute arranged compensatory coaching for them in English by employing a part-time tutor. In the case of SC/ST students facing problems in completing the first year of the programme, special efforts are being made to enable them to complete the programme, if necessary, over an extended period of time.

21. In all, 3709 applications for admission were received for the 1976-78 Post-Graduate programme, 3358 were called for tests. Tests were conducted at seven centres and 611 were called for the final interview. The details of centre-wise analyses of the test and interviews are set forth at Appendix I. While students from previous batches invariably had work experience, this batch consists of fresh graduates also as can be seen from the admission profile at Appendix II. The schedule of courses intended for this batch is given in Appendix III.

Summer Project placement

22. As on March 31, 1977, 49 of the 51 students who were eligible for summer placement had been put down for a range of assignments with public sector organizations, both in the Centre and the States. One student from this batch had project placement in a private sector organization.

Fourth Batch PGP: 1977-79

23. In pursuance of a decision taken by the Government of India last year, the three Institutes of Management at Ahmedabad, Calcutta and Bangalore decided on a programme of joint admissions to the PGP. In a meeting of the Directors of the three IIMs held in Delhi in April 1976, the framework of a common admission test was discussed.

24. The notification announcing admissions for the 1977-79 PGP in the three Institutes appeared in newspapers all over the country on October 24, 1976. Common admission tests were held in 14 centres and IIMB was responsible for conducting the tests in Bangalore, Madras, Ernakulam and Hyderabad. A total of 10,053 candidates took the admission tests at 14 centres. At the four centres, where IIMB supervised the common entrance test, 3090 candidates were examined. In all, 4,454 completed applications for admission to the programme had earlier been received at the IIM in Bangalore.

25. The Institute plans to admit about 90 to 95 students for the fourth course to be held under the programme, of which number 20 per cent will be reserved for scheduled caste and scheduled tribe candidates.

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26. A total of 715 candidates were called for interview at seven centres between March 11 and April 8. As IIMB lays great emphasis on management in the public sector, public sector executives from the Bureau of Public Enterprises and the Standing Conference of Public Enterprises were invited to join the selection board and representatives co-opted for the purpose.

27. Centrewise analyses of candidates appearing for the tests and interviews are provided at Appendix IV.

#### A Review of the Post-Graduate Programme

28. In order to suggest improvements and modifications to the PGP curriculum in the light of the experience gained in the first three batches, a Committee was set up to study the existing curriculum and

- (a) suggest modifications and improvements in the structure of the programme, course content, sequencing, project term and other pertinent matters keeping in view the perspectives of the Institute;
- (b) review current student evaluation procedures and the criteria for promotion from the first to the second year and for the award of the Diploma and to suggest improvements;
- (c) review the present administrative set-up for the Post-Graduate Programme and suggest improvements if necessary;
- (d) review Institute performance in project and final placement and suggest ways and means of extending the area of, and improving procedures for such placements; and
- (e) study the implications of changes with respect to admissions policy.

29. The Committee has evolved a new curriculum, which will be placed before the faculty for approval. One of the features of the new curriculum requires students to work on a socially relevant project during the final term of the second year in addition to the summer project at the end of the first. The new curriculum now under consideration is summarized at Appendix V.

#### STUDENT ACTIVITIES AND WELFARE

30. Out of the 123 students who were undergoing the programme at the institute, 87 were given hostel accomodation. After due consideration of the problems faced by the lady students, the Institute has provided temporary living accommodation for some who were in need of it.

31. During 1976-77, various improvements were effected in hostel amenities: the kitchen was renovated; improvements made in the hygiene of the establishment; and proper arrangements made for security and for storage space. Flood-lights were installed to enable students to play volley ball at night. Besides, facilities for indoor games, such as table tennis, has been provided in the hostel premises. Students are also encouraged to play games like tennis, bridge, chess and cricket and engage in friendly competition with local teams.

32. During the year under review, a sports meet was organized at the Kanteerava Stadium. Students, members of administrative staff, research staff and faculty participated in the athletic events.

#### Inter-IIM meet

33. 32 students participated in the inter-IIM sports and athletic meet organized by the Indian Institute of

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Management, Calcutta in that city in January 1977. Intending competitors were coached for individual events and games such as volley ball, foot ball, basket ball, tennis and table tennis by the National Institute of Sports, Bangalore. Students also participated in a variety of extra-curricular events like plays, quiz programmes, concerts in both the Western and Indian style music as well as vocal and instrumental music.

34. Apart from the individual prizes won by the students, the Institute bagged the team shield for the best cultural performance at the Inter-IIM meet. The Man of the meet trophy also went to a student from IIMB.

35. Students also participated in competitive cultural meets organized by the Indian Institute of Science, Bangalore in February 1977. Both individual students and teams from IIMB won awards and prizes.

#### Publications by Students

36. The students of the Institute run their own magazine entitled Hocus of which two issues were brought out during 1976-77. In addition, a group of students have compiled and edited the project reports as part of their course work. They are planning to bring out these reports under the title "Management for Choice of Technology."

#### Book Bank

37. A Book Bank was organized by the students with Institute support. Students, alumni and faculty of the Institute have also donated books.

#### FELLOWSHIP PROGRAMME (DOCTORAL LEVEL)

38. The Board had earlier approved the starting of a Fellowship Programme, which is equivalent to the Ph.D. programme in Indian Universities. In its XI meeting held on December 22, 1975, the Board approved the admission of 12 students to

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the first Fellowship Programme commencing in January 1976. The concepts underlying the programme and its structure are outlined below in brief:

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

The course

40. As a departure from the normal Doctorate of Philosophy course in the Universities, 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 which might take another one to two years, depending upon the student and the nature of the subject. The Fellowship programme will be orientated to such sectors as Agriculture, Irrigation, Transport, Power, Health and Planning.

Stipends

41. Students will be eligible for a stipend of Rs. 400 to Rs. 500 per month.

42. The Fellowship programme is conducted on the same lines similar to programmes in the other two Institutes of Management, and generally, conforms to the relevant norms and conditions laid down by the University Grants Commission in the matter of eligibility, duration of course, etc. A more detailed description of the Fellowship programme is to be found at Appendix VI.

43. The Fellowship programme started on January 9, 1976, and eight students enrolled. These students fulfilled their course requirements along with the 12 trainees nominated by the Tamil Nadu Government for the Teacher Training programme which has been conducted by IIMB.

TEACHER TRAINING PROGRAMME FOR TAMIL NADU GOVERNMENT

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

45. For this purpose, a programme for training teachers/researchers from the State Government of Tamil Nadu was drawn up and scheduled for a two-year period. It included course of instruction and project work. Training has focused on the management input in the agriculture, irrigation, power and transport sectors. The participants were nominated from Tamil Nadu's Departments of Agriculture, Irrigation, Power and Transport, and they have had considerable work experience in these departments. A fee of Rs. 2 lakhs is to be paid by the Tamil Nadu Government to IIMB on account of the cost of training. In order to facilitate the sharing of physical facilities, to save on instruction and teacher inputs and also to diffuse the trainees' own experience in these sectors for the benefit of other members in the course, they were assigned to do their course work together with IIMB students working for their doctoral degree under the Fellowship Programme. The participants have so far made their own arrangements for lodging and board and boarding for which purpose, each trainee receives a stipend of Rs. 300 per month from the Tamil Nadu Government.

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46. This programme started on December 29, 1975 with a two-week orientation course. Regular classes commenced on January 19, 1976 at the same time as those for the Fellowship programme. By end of March 1977, the students from the Tamil Nadu Programme had all but completed their course and were ready to go out on their project work. This will consist of a project for practical study chosen in consultation with their parent department and will last approximately for three months after which period they will return to the Institute for a further spell of training lasting about three months. This time will be spent in the preparation of the project report, attending lectures in teaching and training methodology and on an all-India educational tour.

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

#### MANAGEMENT DEVELOPMENT PROGRAMMES (MDP)

48. Like other management institutes, IIMB offers short duration programmes of wide variety to practising managers and administrators. These programmes have been very useful to the Institute, too, for development of faculty, and have ensured for its member's exposure to, and communication with, practising managers.

49. A notable feature of this Institute's management development programmes is that participation is sought not only of managerial personnel from business and industry, but also

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from such other groups as entrepreneurs and owner-managers from small industry, administrators from government, functionaries in public utilities including municipal corporations and administrators of educational and research establishments.

50. Four kinds of programmes have so far been offered:

- (i) senior management programmes which have sought to discuss policy and long-range issues;
- (ii) sector-oriented programmes focusing on the unique problems that a particular sector or industry faces in a functional area;
- (iii) the technique-oriented programmes primarily meant for functional managers and administrators and focusing rather more on specific applications of management principles, techniques and skills;
- (iv) the broad-based programmes which examine the entire range of problems and issues in specified areas of organizational functioning.

51. During 1974-77, a total of 50 management development programmes were undertaken, attracting over 1000 participants from a wide variety of organizational settings. Programmes covered traditional areas such as management by objectives, management information systems, budget planning and control, maintenance management and finance for non-finance executives, as well as relatively unexplored areas like decision analysis, information systems in road transport undertakings, management of managers in Indian organizations and personnel administration for small and medium industry. As a matter of policy, faculty members with diverse work backgrounds and experience are involved in the teaching part of these programmes. During the year under report, 23 programmes were conducted and 428 participants were trained. The revenue accruing to IIMB aggregated to Rs.6.12 lakhs. The details of the programmes are set forth in Appendix VII

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ORGANIZATION-BASED PROGRAMMES

52. The organization-Based programmes run by IIMB represent a special category of Executive Development programmes and are designed specifically to suit the requirements of individual organizations. An organization or company is studied in detail before a programme is conducted for its benefit, and case materials are developed according to its problems and needs. Senior managers and functional specialists from within the organization are usually associated and offer support to the Institute faculty in the conduct of these programmes. Multi-tier programmes represent a variation on the general OBP theme and are generally run in the client's premises, if they are of short duration; otherwise, at the Institute.

53. To the Institute, these programmes provide an opportunity to gain first-hand knowledge of the climate and culture of the individual organizations, to develop case materials and to identify relevant projects for research. To the organization, these programmes are particularly useful because a critical mass of managers, which already possesses some measure of experience, is exposed to formal training in the relevant subjects at relatively low cost. The adoption and implementation, by the organization, of new ideas, concepts, methods and techniques, become easier in consequence and follow-up also becomes meaningful.

54. During 1974-76 a total of 23 such Organization-Based Programmes were conducted for the benefit of both private and public sector organizations as well as for public utilities and establishments of governments on such wide-ranging array of subjects as managerial effectiveness, operations research, production planning and control, the management of change, and corporate long-range planning.

55. In recent months, a series of OBPs relating to project planning, implementation and evaluation were undertaken for Government officials, and these were financed by grants from the Department of Personnel and Administrative Reforms, Government of India. These programmes were designed for specific sectors, such as Public Works, Health and Family planning, Irrigation, Agriculture, Industry, Power and Transportation.

56. During the year under report, a total of 23 programmes were conducted amounting to 43 programme weeks for the benefit of 658 participants.

57. A detailed account of these programmes is furnished in Appendix VIII; the following is a brief summary:

<u>Organization</u>	<u>Sector/Area</u>	<u>Number of programmes</u>
a. BHEL Trichy	Industry (Electrical)	10
b. ITI, Bangalore	Industry (Telephones)	1
c. BHEL, Bhopal	Industry (Electrical)	1
d. Directorate of Sugar, Karnataka Government	Industry (sugar)	1
e. DPAR, Cabinet Secretariat	Power & Health, Industry, Irrigation	3
f. UPASI	Agriculture	3
g. UIFG, Madras	Insurance	1 (3 batches)
h. NIC, Calcutta	Insurance	1 (2 batches)
i. Ministry of Education	Education (Management orientation)	1
j. Indian Society for Technical Education		1

The total revenue generated during the period was of the order of Rs. 7.92 lakhs. As can be seen, a majority of the programmes were conducted for the benefit of public sector organizations.

#### SECTORAL PROGRAMMES

58. In keeping with its perspectives, the Institute has endeavoured to extend the concept of management to areas neglected by management tradition as well as to others where contemporary management concepts and techniques have not permeated to the requisite degree or extent. The Institute has, therefore, decided to develop centres of teaching and research in agriculture, education, power and energy, population and health, transportation and habitat. In outlining the work in these sectors by the Centres the progress made during the year under review has been highlighted.

#### AGRICULTURAL AND RURAL DEVELOPMENT SECTOR

59. Those activities with which the Government (both the Central and State Governments) is actively involved in its planned programmes, such as agricultural policy, water management, forest management, rural development, have come in for research attention at the Centre for Agriculture and Rural Development (CARD). Teaching and training are also being actively pursued. Subjects covered during the year under review include: dairy development; agricultural marketing; water management; management of plantations; fisheries, and competing land uses with priority for agriculture.

60. A number of research and consultancy projects sponsored by the Government of India and State Governments were

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awarded to the Institute during 1976-77. A major consultancy project undertaken for the Ministry of Agriculture of the Government of India, which deserves particular mention, dealt with those aspects of structure and organization in rural development at the district level. The organization model evolved and recommended to the State Government for adoption is now ready for testing under real life conditions. Negotiations are under way for a further three-year project in which the tested model could be implemented in two districts under a scheme jointly sponsored by the Government of India and the Ford Foundation.

61. Water-shed planning which is an emergent approach to area and regional planning was taken up for research during the year under review. It is sponsored and financed by the Central DPAP division of the Union Ministry of Agriculture. The International Crop Research Institute for the semi-Arid Topics (ICRISAT) at Hyderabad has expressed interest in collaborating with IIMB on Tank Management under the overall water-shed planning approach being developed at the Centre. Another study which will facilitate the implementation of the DPAP programme in Dharmapuri district and help in evolving a feasible operational design has also begun.

62. A third pilot project initiated during the year under review, seeks to research cropping patterns and land use in agriculture with a view to optimizing both crop yields and animal husbandry production from given land areas in the State of Karnataka. Simply stated, the project seeks to maximize both kinds of yields obtained from mixed farming. A proposal on a water management study made by the sector has been accepted by the Tamil Nadu Government. The project is to start in June 1977 and refers to the command area of the

Lower Bhavani project. The Andhra Pradesh Government has also evinced interest in such a study to be conducted in the Nagarjunasagar area, and it is expected that the Andhra Pradesh Government will soon take a decision about funding the project. The State Farms Corporation has requested IIMB faculty to conduct a study in order to improve the productivity and profitability of the enterprise in one of their farms in south India.

63. The Scandinavian Institute for Administrative Research had earlier extended an invitation to IIMB to participate in their forest management workshop, and a faculty member was deputed for this purpose during the year under review.

64. This sector has already initiated a number of training programme for government officials in the Drought-Prone Areas programme as well as others for plantation managers in collaboration with the United Planters' Association of South India (UPASI). Specialization in agricultural management as part of the Institutes' post-Graduate and Fellowship programmes is being planned for.

#### POPULATION AND HEALTH MANAGEMENT SECTOR

65. The basic objectives of this sector are to contribute towards the growth of managerial man-power in order to meet the rapidly developing needs of the public, private and voluntary organizations engaged in the planning and the delivery of health care services and to contribute to the solution of associated management problems. It is also proposed to build up a body of literature on the management of health institutions. The work of the Centre for Population and Health Management (CPHM) will, in the years to come, bear substantially on population policies; population education and communication; the evaluation of health and population

programmes; and medical man-power planning and training; the development and the utilization of hospitals, health centres, public dispensaries, nursing homes and other medical institutions.

66. The following research projects were initiated during the review period:

- (a) A nationwide study of hospitals in India covering both private and public institutions was initiated to gather information on health planning and programmes, demographic data about hospitals and their health care coverage; organizational and operational problems; and the role of professional associations in hospital management in India. A report on the study will be prepared shortly.
- (b) At the initiative of the National Board of Examinations of the Indian Council of Medical Research, a study of professional man-power requirements - both general requirements in the health sector as well those in broad specialities - was initiated. Project proposals are under preparation and will be submitted to the Indian Council of Medical Research for funding.
- (c) A study of Functional Analyses of the Primary Health Centres with respect to effectiveness of their family planning services in Karnataka State. The project is being funded by the Family planning Foundation, New Delhi.
- (d) A study on the effectiveness of procurement and distribution of drugs in Karnataka State is nearing completion.

67. In collaboration with Dr. C.M. Francis, Dean, St. John's Medical College and Hospital several meetings of the principals of medical colleges in Karnataka State were organized by CPHM during the year under review. These meetings sought to gain an understanding of the problems of faculty development in

medical colleges including inter-institutional arrangements made in this regard; to develop innovative curricula for health professionals; study motivation for and adjustments to medical curricula in Scheduled Caste and Scheduled Tribe candidates.

#### EDUCATIONAL MANAGEMENT SECTOR

68. The Educational Management sector was established to facilitate the induction of management principles in educational institutions. Of necessity, this involves some training for educational administrators. Clearly, no single institution can take on the task of training all the administrators in the field. The sector plans therefore to train a few trainers so that they may in turn take up the task of training other educational administrators. This way, the sector hopes to spread the effects of its work in educational training, bringing into operation a kind of multiplier effect.

69. To make the job of training more meaningful, the members of the Education sector felt that it would be necessary to undertake research projects connected with the practical work of schools, colleges and universities. A research project to identify the factors contributing to inequality of educational opportunity was accordingly begun during the year under review. Data on caste, income, educational antecedents - that is to say, on the background generally - of students from prestigious educational institutions were collected. Other research projects under way are: job satisfaction of college lecturers; the attitude of teachers, students and administrators towards the existing system of education; a comparative study of administrative practices in different types of educational institutions in the matter of campus location, admissions and teacher and staff recruitment; and the relevance of the IIMB Post-Graduate curriculum to the man-power needs of Indian industry.

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70. In May 1976, a two-week programme on educational administration was arranged for the benefits of Heads of Engineering Colleges and Departments. A seminar was held in February 1977 to identify problem areas in Educational Administration, in which the Principals of 12 selected local colleges participated. Furthermore, two one-day seminars on "Teacher Motivation" and "Performance Budgeting" were held in February and March, 1977 respectively.

#### ENERGY AND POWER SECTOR

71. This sector seeks to evolve and provide management inputs for power boards and energy undertakings through education, training, research and consultancy programmes. It offers a specialization in Energy Management under the Fellowship Programme as well as under the Tamil Nadu Teacher Training Programme. Specialization in the power sector during the second year of the Post-Graduate Programme has also been planned for.

72. Following a one-day seminar on March 29, 1976, in which the Chairmen and Senior executives of Electricity Boards and industry participated, the sector published the papers and the proceedings of the seminar in book form; some follow-up action was also initiated at the same time. Research proposals for perspective planning of power production and on possible fiscal policies for Electricity Boards were submitted to the authorities. Members of the Sectors presented papers at the All India Top-Level Seminar

of the Institute of Engineers in December 1976 on such subjects as personnel Management, planning and Operations Research in the power sector.

73. A research project for determining the socio-economic cost of taking electricity for lighting every home in every village was taken up. Another research project to determine Energy Requirements and Intensities in the Indian Economy using the input-output analysis technique was commenced during the year under review.

#### TRANSPORTATION AND HABITAT SECTOR

74. The acquisition of management expertise in the transport sector has hitherto been neglected in this country. The setting up of a transportation sector in IIMB thus represents an attempt to close this gap.

75. During November 1976, a seminar for Top Management was conducted in collaboration with the Central Institute of Road Transport, Poona. Early in 1977, a Management Development Programme was held for senior managers of Road Transport Undertakings. This year specialization in transportation management was offered in the Fellowship Programme. Four of the Tamil Nadu Teacher trainees referred to earlier and one of the Institute's own Fellows are specializing in this sector.

76. The faculty of the Habitat sector are interested in Habitat and Human settlements and hope to gain a better understanding of the problems of human environment in its totality through concerted inter-disciplinary effort. Towards these objectives, studies are being initiated on settlement management and policy; housing; ecology and environment; habitat systems - urban, rural and regional - and land use and infra-structural systems; urban economics and population management. In Bangalore, during the early part of 1977, the Habitat Sector held a Management Development Programme on Housing and Environment.

77. The progress made during the year under review in respect of the current research projects is described below:

PERFORMANCE OF PUBLIC SECTOR ENTERPRISES IN ASIA

Development

78. This project is sponsored by the International Research Centre (IDRC) in Ottawa. The project Directors are:

N.S.Ramaswamy, Director, IIM-Bangalore; and  
Raj K. Nigam, Director, Bureau of Public Enterprises

In addition to India, seven Asian countries - Bangladesh, Pakistan, Sri Lanka, Phillipines, Thailand, South Korea and Nepal are participating.

79. The IDRC and the BPE of India have agreed that they will undertake joint research activities, analyse the working of the public sector in India, and make joint recommendations for improving its performance.

80. The study consists of:

1. Essaying an overview and assessing the performance of the country's public sector in its entirety.
2. Identifying specific goals for public enterprises.
3. Establishing criteria to measure the achievement of these goals.
4. Evaluating performance of a sample of public enterprises in the light of established goals and criteria; and
5. Making concrete policy recommendations for improving performance.

81. The study is in two parts - the MACRO and the MICRO.

During the year under consideration, the macro report was revised, and two new chapters were added. The first of these chapters is entitled "Indian Economy Since Independence" and the other, "Top

Management Structure". Some statistical data were amended. The third draft of the macro report was presented as the Pattaya Conference held in January 1977.

82. During the year under consideration, as part of the micro project, the collection of data from 31 units and analysis of the performance of 19 units were completed. The completed reports were sent to the concerned units for their comments.

83. The list of units covered by the data collection operation is set forth in Appendix-IX.

84. The Indian team attended the Kathmandu Conference in April 1976 and presented draft reports on the macro study, the methodology for the micro study and the application of the methodology to a single unit as a pilot study. The methodology adopted by India was found acceptable by many countries in the conference. At the Singapore Conference held in August 1976, two case studies one on the fertilizer industry and the other on the cement industry were presented, keeping in view the guidelines suggested at the Kathmandu Conference.

85. As per the guidelines set forth in the Singapore Conference, two cases for bilateral comparison, viz., the pharmaceutical and steel industries, and two cases for multilateral comparison viz., refineries and shipyards were presented. These cases were presented at the Pattaya Conference in January 1977.

86. The final report to be submitted at the Colombo Conference is being prepared. Before the November 1977 Conference at Colombo, the Institute hopes to come up with another Inter-Industry Comparative study confined, however, to India. The IDRC project is expected to be completed by December 1977.

BULLOCK CART MODERNIZATION PROJECT

87. On December 24, 1976, Director, IIMB, participated in a meeting of the Government of India's Inter-Ministry Steering Committee on the Bullock Cart in New Delhi. The meeting was convened by the Ministry of Shipping and Transport and was attended by representatives of the Ministries of Agriculture, Finance, Information and Broadcasting, the Department of Science and Technology, the Planning Commission, the ICAR and others concerned such as the Police, the CSIR, the CIRT, Dunlop (India) Limited, Firestone, etc. The Inter-Ministerial Committee formed a smaller group consisting of representatives from the Ministry of Shipping and Transport, CIRT, and the IIMB to consider and initiate action on measures necessary for implementing the various suggestions for modernization.

88. The project for the modernization and re-design of the traditional cart has been progressing well. In collaboration with the PSG College of Technology in Coimbatore, the Institute has developed prototypes and these are undergoing tests at IIT, Madras. The Institute's efforts in this regard have received publicity through national mass media. The present status of the project was outlined in an article which appeared in the Financial Express in December 1976. Dunlop (India) Limited had agreed to appoint a Design Engineer who will work at the Institute exclusively on re-design work.

89. Some time ago, the Department of Science and Technology awarded IIMB a research grant of Rs. 1,19,000 for this project. During the first half of the year, a preparatory survey was conducted and information collected on the dimensional details of bullock carts in Punjab, Haryana, Maharashtra, Karnataka, Kerala and Tamil Nadu. A report on the design aspect is being

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prepared and will be published together with preliminary socio-economic studies necessary for a countrywide survey. During the latter part of the year, IIMB participated in Krishi Mela, 1977, at New Delhi, where carts, models and photographs of bullock carts from all parts of the country were exhibited. By all accounts, the exhibits were very well received.

#### AGRICULTURAL LAND USE POLICY

90. A pilot project on a Policy for Land Use in Agriculture for the Southern Region of Karnataka State has been funded by the Indian Council of Agricultural Research. The objectives of this study are :

- (a) To identify the agro-climatic regions in the State of Karnataka;
- (b) To study the present cropping pattern and yields in those agro-climate regions; and
- (c) To optimize cropping patterns based on existing levels of technology.

91. The project included a survey of prevailing cropping patterns, soil characteristics, the estimate of ground water resources and of surface run-off, rainfall and the input & output characteristics of different crops as observed during crop cutting experiments. An optimum land use pattern is determined using mathematical programming techniques. A linear programming model for optimum land use has been developed for Southern Region of Karnataka. The results have been analysed and the final report is under preparation. It is proposed to extend this study to other Regions of Karnataka State initially and subsequently to other States in the Southern Region.

#### COIR INDUSTRY STUDY

92. The Government of India appointed a high level study team on Coir with Sri.B.Sivaraman, Member, Planning Commission as

Chairman. The team entrusted this study on employment and working conditions in the Coir Industry to the Indian Institute of Management, Bangalore. It was decided to confine the study to Kerala, since it was estimated that about 90 per cent of the employment benefit deriving from the manufacture of Coir products accrues in Kerala State. On the basis of information available with the Coir Board and its Statistics Department, six taluks were chosen for the survey. 600 households were covered on the basis of 100 households from each taluk. The research team visited all the survey villages to cross check the data.

93. Twenty unorganized units and a number of cooperatives manufacturing Coir products were simultaneously studied during the survey operations. No questionnaire was used for the latter study, but those actively associated with these segments of the Coir industry in the villages were interviewed in depth.

94. The data have been analysed and the final report on the study will be submitted shortly to the Government of India Study Team.

#### THE SOCIO POLITICS OF RURAL POVERTY

95. The project is sponsored by ICSSR. The project was to study the socio-politics of poverty in three selected regions of Karnataka.

96. The field work, data collection, and initial analysis of the project have been completed. An initial set of results were presented in three special lectures delivered at the University of Mysore. The University is publishing these lectures.

97. The final report is currently being written. It focusses upon the inter-relationship of social structure, production relations

and asset structure as they impinge upon poverty in rural Karnataka.

PILOT STUDIES

98. A number of pilot research studies have been undertaken by IIMB faculty. Project proposals arising from this work will be submitted to agencies, such as ICSSR and relevant Ministries of the Government of India for funding. Some of these research projects have found mention elsewhere in earlier sectoral reports.

COLLABORATION WITH EDUCATIONAL INSTITUTIONS IN THE U.K.

99. A preliminary research proposal has been prepared for possible collaboration with educational institutions as well as individuals in the U.K. IIMB hopes to collaborate actively with institutions and individuals in the United Kingdom, who have through their association with the various developing countries, acquired the necessary international perspectives and expertise; these could be of immense use in the future development of sectors at IIMB.

100. The basic objectives of the proposed collaboration are:

- Faculty development through exchange of visits;
- Ph.D. level training in India with brief visits to countries with similar problems and processes leading to better international experience and understanding.
- Development of necessary infra-structure to facilitate IIMB's entry into third-world countries so that by examining and understanding the problems of development in other developing countries, enrichment of IIMB faculty could be achieved. Horizons will be broadened and the various perceptions of world-wide development will become integrated. The problems so identified could be used to understand and interpret development in India.
- To develop an exhaustive IIMB Data Bank on rural development in developing countries.

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101. The Institute believes that the fulfilment of the objectives of collaboration could be best achieved through working on specific projects and programmes. Some of the projects for which collaboration proposals have been sent are as follows:

1. Impact of dairy development programmes on the weaker sections of the community.
2. Possibility of establishing forest based industries in rural areas.
3. Agricultural Land Use Policy.
4. Health Delivery Systems and the Effectiveness of Health Care Delivery Services to the Rural Poor.
5. Environmental Improvement programmes for Better Health.
6. Nutrition/Health Education for the Poor.
7. Rural Development and Electrification in India.
8. The Public Goods Component of a Minimum Standard of Living.
9. Social Marketing.
10. Rural Energy Needs and Bio-gas plants.

#### SPECIAL PROJECTS

102. As part of its effort to take management science to socially relevant areas, the Institute has undertaken specialized studies in rural development: the drought prone area programme, famine relief operations and salt distribution are examples.

#### MODERNIZATION OF THE BULLOCK CART

103. The modernization of bullock cart transportation in India is a significant and special project. Considering the fact that even today the bullock cart is used to move a major proportion of goods in this country--within the village, between one village

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and another, and between village and city. Any improvement in bullock cart design would mean a very significant rise in the efficiency of rural transportation. This study has, therefore, multi-dimensional significance. The objectives include re-design of the cart in order to augment earnings of the cart-owners and operators, reduce damage to the roads, reduce hardship to the animals, increase their draught power and the life span, and so on. Other aspects to be studied will include the financing of the purchase of improved carts and of the redesign of old ones through the banking system, extension work, the socio-economic environment in which bullock carts operate, large scale manufacture of chosen parts by institutions, rural transportation capacities including the role of the bullock cart and rival modes of transport, the effect of redesign and of the intensive use of animal drawn carts on employment, etc. It is envisaged that a number of proto-types adapted to a variety of soil and climatic conditions and uses will be evolved and tested under field conditions.

#### SOCIAL MARKETING

104. The fact was mentioned earlier that the Institute has been attempting to identify and investigate the various forces at work in the rural society which foster or impede the developmental processes. While the main thrust of many of these studies has been towards the provision of basic facilities and augmentation of the levels of rural living, an essential pre-requisite is the education of the rural populace so that they may accept these changes as a part of the developmental process. Elements of hygiene, medical care, technology, etc. have all to be delivered in a way that is acceptable to them and that does not at the same time disturb deep-rooted and natural affiliations. In fact, social marketing ideas have to be taken to the very door-step of the rural consumer of goods and services of urban origin.

VILLAGE ADOPTION SCHEME

105. The Institute has adopted Kenchankuppe village in Ramanagaram Taluk near Bangalore district for development as an experimental project. The emphasis of this pilot project will be on management of rural development with self-service orientation. It is proposed to develop an integrated rural development plan for this village. A farmer's club was organized with the help of youth in the village, with a view to facilitate interaction with faculty. The village has been visited by students as well as visitors to the Institute who showed interest in integrated rural development. One staff member of the Institute is located at the village to coordinate the activities.

PROGRAMME FOR WOMEN

106. The Institute recently conducted in Kannada a Management Appreciation Course for social workers. Research projects will be undertaken in the near future in Women's Entrepreneurship and Training Programme for socially and economically handicapped women.

CONSULTANCY

107. Since most faculty members are, as a matter of policy, involved in institution building (like forming centres of specialised study in the Institute), teaching and training programmes, the Institute has had to be selective in accepting consultancy assignments. For the most part, only those assignments which, it was thought, would contribute substantially to the Institute's teaching and training activities or would afford learning experience for its faculty, have been accepted.

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108. During the year under report, our consultancy services were availed of by the Central and State Governments and organizations both in the public and private sectors. The on-going and completed assignments are listed in Appendix-X. Brief particulars of the projects are summarized below.

CEMENT STUDY

109. The Government of India in the Ministry of Industry and Civil Supplies entrusted to IIMB the study of the problems of transportation of cement from factories to various consuming areas in the country. The detailed study which has been completed suggests marketing zones for the constituent factories of the cement industry. In addition, packing, bulk distribution of cement and the supply of coal to cement manufacturers are all dealt with.

110. A transportation-distribution model was devised to identify new marketing zones. This delineation of new market zones is an important feature of the whole exercise which was governed by the major objective of economizing of freight costs. The draft report has been submitted to the Cement Controller for study, and the report will be finalised as soon as the Controller's comments are received.

SALT DISTRIBUTION

111. Another assignment from the same Ministry appertained to the transportation and distribution of salt which is a mass consumption good. The draft report which has been submitted to the Ministry makes a number of recommendations for the improvements in the arrangements for its distribution within the country.

#### DRUG PROCUREMENT

112. The Government of Karnataka asked the Institute to study the present practices relating to drug procurement, supply and distribution in the state. A detailed report, which has been drawn up on the basis of a statewide survey, will be forwarded shortly to the State Government for its decision.

#### KARNATAKA STATE COOPERATIVE MARKETING FEDERATION LIMITED BANGALORE

113. During the year under review, the Institute agreed to undertake a study on the 'Organization and Structure' and 'Budget planning and Control' for the above mentioned federation. The study has recommended a functional type of organization and the Federation has already implemented some of the study team's recommendations. Two of the Institute's graduates have been employed by the Federation to assist its Managing Director.

#### CENTRAL ARECANUT MANUFACTURING AND PROCESSING CO-OPERATIVE SOCIETY LIMITED, BANGALORE

114. The Institute was requested to study the 'organization structure' and the 'Reporting System' for the society which has an annual turnover of Rs. 17 crores with expectations of reaching Rs. 15 crores over the next three years.

#### KARNATAKA HANDLOOM DEVELOPMENT CORPORATION, BANGALORE

115. The Institute undertook a study of the 'Organization structure' for the head office of this Corporation as well as of its project-level offices. The study, which has since been completed, proposes service rules for employment in the head office as well as an overall organization structure.

for the entire corporation. The study on project-site organization structure and reporting system is under progress.

ALAMPALLY ESTATE

116. In the light of the work done through the Management Orientation programme for UPASI in various districts, the proprietor of the Alampalli Estate requested the Institute to devise Cost Control Concepts for use in his Estate. An initial report was submitted and has been well received. The study was undertaken on a nominal cost basis.

TRIVANDRUM RUBBER WORKS

117. Though this unit of the Kerala State Industrial Enterprises Limited has been in existence for the past three decades, it has been incurring heavy losses. The Kerala Enterprises addressed the Institute through the IRCI in Calcutta for a study of the company's marketing potential and cost structure. The IIMB study seeks to enable the company to order its affairs better through improved control of management inputs and the restructuring of costs and finances.

ANAMALAI ROAD TRANSPORT

118. This small transport organization with its fleet of 20 vehicles moves tea from the producing estates to the consuming towns in Kerala and Tamil Nadu. In particular, the financial and inventory control systems and the scheduling of vehicle movements were studied and improved upon by IIMB.

KUDREMUKH IRON ORE COMPANY LIMITED

119. The Institute was asked to assist in the recruitment of management trainees, and this involved the development of written test as well as interview procedures for the company's

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recruitment programme. As the number of candidates who had applied was very large, the evaluation of the written examination was computerized. Interviews are to be held shortly following which a list of recommended candidates will be sent to the company.

#### STEEL AUTHORITY OF INDIA LIMITED

120. At the request of SAIL and as a part of the Institute's objective to involve itself in socially relevant sectors and activities, a proposal for a pilot study on a new concept of social marketing was sent to the Authority. IIM's social marketing values rest on the proposition that companies selling products to the rural areas should take on some measure of responsibility for rural development and provide know-how and organizational inputs in support of income and employment-generating activities in the rural areas. A pilot survey has been conducted to explore the scope, potential and feasibility of implementing this objective in a few selected villages. In particular, the study is intended to determine the consumption pattern of steel items in the rural areas.

#### VISITS ABROAD BY FACULTY

#### IDRC PROJECT

121. Professor N.S. Ramaswamy the Director, Prof. S. Shivaramu and Prof. S.K. Roy attended the IDRC Meeting at Kathmandu in April 76. At this meeting the Institute presented three reports on the Macro-Study, a Micro-Methodology, and the Application of the Methodology to a Single Unit as A Pilot Study. The methodology adopted by India was acceptable to many countries at the Conference. Professor S. Shivaramu also

attended the Singapore Conference of the IDRC and presented two studies on the Fertilizer and Cement Industries.

122. The Director, Prof. S Shivaramu and Mr. P.D. Deenadayalu attended the Pattaya Conference of the IDRC in January 77. At this Conference reports on the Macro-Study and a few Case Studies from India were presented.

PROFESSOR S K WARRIAR

123. Prof. Warriar visited a number of establishments, institutions and government departments connected with power generation, heavy industries, public enterprises, etc. during his visit to Rumania, Hungary, Yugoslavia, Czechoslovakia, the USSR, East and West Germany. He visited these countries to study the management practices in these countries. The highlights of his visits are briefly listed below.

124. In Rumania, Prof. Warriar held discussions with the Directors of the Ministry of Transport and Electricity and collected information of the transportation and energy sectors of the Rumanian economy. He also visited a number of industrial enterprises and training institutions in Bucharest, Brasov, Polestic and Pitusti.

125. In Hungary, he held discussions with the officials of O.V.K. the Management Development Centre at Budapest. He also visited the training centre of the Ministry of Heavy Industry at Ergostom as well as the biggest power-station in that country. He visited the International Centre for Public Enterprises at Lublijana and ISKRA in Yugoslavia and discussed matters of mutual interest with its officials. While in Czechoslovakia, he conferred with senior officials of the

Czech Electricity Board, the Directors of the Research Institute for Energy and of RIZENI, the country's Institute of Management. In the course of these visits, he collected much material of relevance for the development of the Energy Management Sector of the Institute.

PROFESSOR T P GOPALASWAMY

126. Prof. Gopalaswamy participated in the Workshop Seminar on Forest Management in Sweden. Arising from this seminar, followup seminars/workshops are being planned by the Government of India at Delhi and Hyderabad in collaboration with the Government of Sweden. Prof. Gopalaswamy is a member of the Committee concerned with the organization of the follow-up seminars.

SEMINARS

126-A. The following one day seminars were organized by the Institute during the year under review:

<u>Topic</u>	<u>Date</u>
1. Seminar on Educational Administration	3.2.1977
2. Teacher Motivation	27.2.1977
3. Training Programme for Women	19.3.1977
4. Social Marketing	22.3.1977
5. Performance Budgeting for College Principals	30.3.1977
6. Productivity in Road Transport Undertakings.	

126-B. The following seminars were conducted in the Institute by visitors to the Institute as well as its faculty:

<u>Topic</u>	<u>Date</u>	<u>Speaker</u>
1. Faculty Seminar	30.9.1976	Mr J.A.G.Cotes General Manager International Personnel Co- ordination I.C.I, <u>UNITED KINGDOM</u>
2. Faculty Seminar	4.12.1976	Dr P.N.Haksar The Then Deputy Chairman, Planning Commission <u>NEW DELHI</u>
3. Energy Modelling in United States	2.1.1977	Dr Leon S.Lasdon Case Western Reserve Univ. <u>U.S.A.</u>
4. The Changing Face of Multi-Nationals and India	11.1.1977	Dr Jagdish C. Sachdev Univ.of Manchester <u>UNITED KINGDOM</u>
5. Market Strategy in Corporate Planning	24.1.1977	Nicholas J.Walt London Business School <u>UNITED KINGDOM</u>

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| 6. Campus Development                               | 25.1.1977 | A.P.Kanvinde &<br>B.V.Doshi,<br>ARCHITECTS                               |
| 7. Rationality in<br>Decision Making                | 17.2.1977 | Dr D.J.Griffith<br>Reading University<br><u>UNITED KINGDOM</u>           |
| 8. Rural Development                                | 28.2.1977 | Dr Sanford<br>Overseas Development<br>Institute<br><u>UNITED KINGDOM</u> |
| 9. Group Technology                                 | 28.2.1977 | Dr G.A.B.Edwards   |
| 10. Consumption of Electric-<br>city in Rural Areas | 28.2.1977 | Dr Sengupta<br>Indian Institute<br>of Science<br><u>BANGALORE</u>        |
| 11. Programme of Practic-<br>ing Managers           | 31.3.1977 | Prof P.V.Ganesan<br><u>IIM-B</u>   |

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VISITORS

126-C. The following were among the important visitors to the Institute during the year under report:

	<u>Name</u>	<u>Date</u>	<u>Organization</u>
1.	R. P. Billimoria	April 22, 1976	Director (personnel) Steel Authority of India Ltd., New Delhi
2.	P. C. Nayak	April 25, 1976	Secretary, Industrial Development, Ministry of Industry, Government of India, New Delhi.
3.	Dr W. D. Lakshman	April 28-29, 1976	National Institute of Management, Colombo.
4.	D. S. Ratnaweera		
5.	N. D. Samarawickram		
6.	Dr. Pai Panandikar	May 3, 1976	Director, Centre for Policy Research, New Delhi
7.	G. Jagatpathi	June 14, 1976	Chairman, Damodar Valley Corpn.
8.	B. Sivaraman	June 15, 1976	Member, Planning Commission, New Delhi.
9.	Dr H. Benjamin Fisher	June 16, 1976	Regional planner, Ford Foundation, Indonesia.
10.	A. J. A. Peter	August 25, 1976	Director, Asian Institute of Motivation Dynamics, Kuala Lumpur, Malaysia.

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<u>Name</u>	<u>Date</u>	<u>Organization</u>
11. Prof M.R. Ramsay	Sept. 3, 1976	Polytechnical Institute, Singapore.
12. R.W. Horne	Sept. 20, 1976	ITU Expert on Training Methodology Attached to Telecom- munication Training Centre, New Delhi
13. David Palin	Sept. 21, 1976	Scandinavian Institute for Administrative Research, Swiss Inter- national Development Authority.
14. Gordon Sederstrom		
15. J.G.A. Cotes	Sept. 30, 1976	General Manager, International personnel Co-ordination, I.C.I., United Kingdom.
16. Prof. Fumio Okesha	Oct. 16-17, 1976	Professor and Director, Area Studies, Institute for Inter- national Studies, Japan.
17. Dr P.N. Haksar	Dec. 4, 1976	Deputy Chairman, Planning Commission, New Delhi.
18. Dr Staples		
19. Dr Kessinger	Jan. 9, 1977	Ford Foundation, New Delhi
20. Dr Kamla Chowdhury		
21. Dr N.C.B. Nath	Jan. 10, 1977	Director (Commercial) Steel Authority of India, New Delhi
22. Dr Nand Lal Joshi	Jan. 14, 1977	Chairman, Corporation Coordinat- ion Council, Kathmandu.

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	<u>Name</u>	<u>Date</u>	<u>Organization</u>
23.	Dr John HB Irving	Jan. 31, 1977	UNESCO Film & Television Institute.
24.	Dr Robert Graham Harrison	Feb. 7, 1977	Overseas Development Institute, United Kingdom
25.	Erza Kogan		
26.	Dr D.J.Griffith	Feb. 15, 1977	Reading University, United Kingdom.
27.	Dr Sanford	Feb. 28, 1977	Overseas Development Institute, United Kingdom.
28.	Dr. & Mrs. Soedjatmoko	Mar. 7, 1977	Trustee, Ford Foundation & Member, IDRC.
29.	Dr. Francis X Sutton	Mar. 7, 1977	Deputy Vice-president, Ford Foundation, International Division, New York.

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FACILITIES AND RESOURCES

FORD FOUNDATION ASSISTANCE

127. The grant of \$200,000 to the Institute by the Ford Foundation, New York for research and training in the management of transport and energy systems, which was to be utilized over a period of three years was mentioned in the IIMB report for 1975-76. The report also briefly touched on how the money was intended to be utilized. The Government of India had approved the Ford Foundation Grant permitting the IIMB to avail itself of these funds.

128. Dr.S.Subramaniam and Prof.S.K.Warriar, two members of the faculty, were extended partial support for visits abroad from the Ford Foundation funds. Early in 1976, Dr.S.Subramaniam was provided partial support to visit Centres for Transportation Management in the United States. Prof.S.K.Warriar was enabled in the same manner to visit East European Countries where he made a study of their electricity and power undertakings as well as cognate topics. Details of his visits have been mentioned earlier.

129. The Institute has come up with a preliminary plan for the utilization for the remaining portion of the funds. Some of the research staff, who want to go abroad for doctoral studies, will be partially supported through these grants provided their studies and research pertain to transportation and energy management.

130. The Director's study-cum-faculty recruitment tour of the USA, the UK and Canada was approved by the Board and he was scheduled to have set out on his tour in October 1976, but he was not able to leave until much later. It is hoped that the visit would

serve to attract Indian faculty from abroad in new sectors such as energy and transportation. Also, it is proposed to finalise linkages with such institutions abroad which have expertise in the management of sectoral activities.

#### LAND AND BUILDINGS

##### ACQUISITION OF LAND FOR PERMANENT CAMPUS

131. The Government of Karnataka has allotted 100 acres of land for the proposed IIMB Campus on the Bangalore-Bannerghatta Road and the site lies at a distance of about nine kilometers from the center of the city. The land acquisition proceedings for these 100 acres have now reached an advanced stage and 14 acres have already been handed over to the Institute. The Special Land Acquisition Officer is taking action on a top priority footing for enforcing the award in respect of the remaining 86 acres of land which is expected to be handed over to the Institute within a few months.

##### PRELIMINARY WORK AT IIMB CAMPUS

132. The Board, at its meeting held on 26.3.77 approved an estimate for the expenditure of Rs. 2 lakhs on the following preliminary works to be begun at the Institute Campus:

- (a) Fencing the proposed nursery to be located on the south-east part of the campus;
- (b) The construction of quarters for two malis;
- (c) The construction of an Horticultural Office and Stores;
- (d) The installation of pumping machinery and the construction of a pump-house to ensure supply of water for the nursery, the nursery office and the malis' quarters with associated pipe-line arrangements and a reservoir for the storage of water.

-: 50 :-

- (e) The construction of a temporary field office for the use of the Institute's engineering staff; &
- (f) Power supply connection to the nursery and the field office.

Action is being taken to obtain technical sanction for the detailed estimates as above, to call for tenders and start the works.

#### SHIFTING OF NURSERY FROM TEMPORARY PREMISES TO PERMANENT CAMPUS

133. It is proposed to shift the nursery plants now located at different temporary premises in the city to a location at site as approved by the Architects in their plans. The shifting is to commence immediately following the completion of the preliminary works at the nursery.

#### DESIGN OF CAMPUS BY ARCHITECTS

134. The Board has approved the appointment of M/s Kanvinde & Rai and M/s Stein, Doshi & Bhalla as Architects for the design and supervision of work on the IIMB Campus. An agreement to this effect has been signed by the Architects and the signature (on behalf of IIMB) of the Chairman of the Board of Governors is awaited. Meanwhile, the Architects have already held a number of discussions with the Institute and are working on a master plan for the Campus which is expected to be presented to the Board of Governors during their next meeting.

#### TEMPORARY PREMISES

135. A number of buildings have been rented in the Shanthinagar Area in the vicinity of the Main Building Complex in order to accomodate faculty, project and administrative offices, library and hostel facilities. The buildings hired by IIMB for housing

its various offices as on March 31, 1977 are listed in Appendix- XI.

#### LIBRARY

136. During the year under review, the library developed and expanded in quantity as well as in quality as could be seen from the statistical abstract at Appendix- XII. The following description highlights chosen features.

#### LIBRARY COLLECTION

137. The book collection has now risen to 32,021 including 2067 bound periodicals. The number of journals subscribed for is 660. A sum of about Rs. 6.98 lakhs was spent from the library budget on these collections.

#### AUDIO-VISUAL EQUIPMENT

138. The Library's Audio-Visual Section contains the following equipment which are used as teaching aids by the faculty - Overhead Projector, Tape Recorders, Sound Film Projector, Slide Projector and a Film Strip Projector.

139. The following equipment is used both by the faculty and students - a Microfilm Projector for reading Microfilms and a Microfiche Projector for reading Microfiches.

140. About 4458 sheets of Microfiche were added to the Library's existing files. Both the Microfiche readers in the library were acquired during the year under review. Much valuable reading material is now-a-days available in Microfiche form and our Microfiche files represent therefore, a valuable asset in the IIMB Library.

#### REPROGRAPHIC SECTION

141. This section was put to extensive use during the year under review. The rates charged to students and faculty are subsidized.

#### CIRCULATION

142. The number of readers using Library services has grown to 423 from 204 in the previous financial year. A total of 22,650 books were issued to borrowers during the year under review. The IIMB Library also lent 141 books to other institutions as Inter-Library Loan. In its turn, IIMB borrowed 302 books from other libraries for the use of its students and faculty members.

#### OTHER LIBRARY SERVICES

143. The faculty has been served by reprints from a number of journals utilizing INSDOC at New Delhi, a few other international units and IIMB's own reprographic section. In all, 165 reprints were added to the Institute's collection making up a total of 404.

#### PRESS CUTTINGS SERVICE

144. Approximately 7,800 press cuttings were made available to teaching and research faculty as well as to students.

#### LIBRARY PUBLICATIONS

145. PERIODICALS: Beginning from November 1976, a list of the latest additions to the Library is circulated every month to faculty and to other institutions as a reciprocal gesture in exchange for similar lists received from them.

146. SPECIAL PUBLICATIONS: The Library publishes and distributes the following literature and bibliographies to faculty and other institutions:

-: 53 :-

- (a) News Digests - 2 issues,
- (b) Bibliographies - 3 issues, and
- (c) A catalogue of journals in the Library.

#### VEHICLES

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

Type of Vehicle	Make	Number
Bus	Tata	1
Mini-Bus	Bajaj	1
Car	Ambassador	4
Jeep	Mahendra Diesel	1
Autorikshaw	Bajaj	1
Motor Cycles	Crusader & Jawa-Yezdi	2
Mopeds	Suvega	2

#### MANPOWER

#### FACULTY AND RESEARCH

148. The total strength of the faculty including the Director was 50, out of which 11 joined during the year under report, 2 are on long leave and 3 have resigned/left.

149. The strength of the Research Staff was 34, which includes 13 who joined during the year under report, 6 who resigned/left the Institute. There were a total of 26 Research Staff against projects which includes 14 who have joined during the year; 13 project tied Research Staff either resigned or left the Institute during the year under report.

150. The current list of faculty, research staff and officers in administration is appended in Appendix-XIII.

#### ADMINISTRATION

151. The number of administrative, technical and supporting personnel increased from 217 to 230 during the year.

#### DEANS

152. The Chairman of the Board of Governors has approved the appointment of the following as Deans for a period of two years effective from 1.11.1976:

1. Dr M.Rammohan Rao
2. Dr S.Subba Rao

They have also been appointed as Members of the Board of Governors for two years.

#### PROFESSIONAL ACTIVITIES AND PUBLICATIONS

153. As a means of developing professional knowledge in and affording experience for the faculty, individual members are permitted to participate in professional activity extra muros, such as programmes conducted by Universities, professional Bodies, seminars, Government Committees. 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 provided at Appendix-XIV. The publications by faculty and research staff are also listed in Appendix-XIV.

#### ACCOUNTS

154. The audited Balance Sheet and statement of Income and Expenditure as on March 31, 1977 as audited by Messrs Raos and Narasimhamurthy, Chartered Accountants, are setforth in Appendix-XV.

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\* APPENDICES  
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Appendix I

CENTERWISE ANALYSIS OF TESTS & INTERVIEWS FOR ADMISSION TO  
PGP 1976 - 78

Centre	Number Called for test	Number Called to interview	Number appear- ing at interview
Delhi	480	92	91
Bombay	293	78	75
Hyderabad	272	32	32
Kanpur	149	25	24
Calcutta	381	85	83
Madras	736	164	156
Bangalore	1047	135	129
Total:	3358	611	590

## Appendix II

### PROFILE OF STUDENTS ADMITTED TO PGP 1976-78

<u>Age</u>	Less than 25 years	..	47
	More than 25 years	..	19

### Educational Background

#### Engineering

Mechanical	16
Electrical	6
Electronics & Tele- communications	3
Chemical	2
Metallurgical	2
Other Engineering	3

#### Science

Physics	7
Chemistry	2
Zoology	3
Statistics	1
Agriculture	1
Combinations of Above	6

#### Arts

Commerce	6
Chartered Accountancy	1

#### Work Experience

More than 5 years	4
3 to 5 years	6
1 to 3 years	14
Less than 1 year	7
No experience	35

### Appendix III

#### SCHEDULE OF COURSES FOR PGP 1976 - 78

The schedule of courses prescribed for this batch is as follows:

##### Term I:

- \* Supplementary Basic Mathematics
- \* Basic Mathematics & Probability
- \* Individual & Group Behaviour in Organization
- \* Financial Accounting
- \* Effective Communication - I
- \* Economic Analysis

##### Term II:

- \* Effective Communication - II
- \* Productivity Techniques
- \* Organization Behaviour - II
- \* Principles of Management
- \* Marketing Management
- \* Statistical Methods

##### Term III:

- \* Management Information System & Computers
- \* Financial Management/Management Accounting
- \* Personnel Management
- \* Operation Management
- \* Operation Research

##### Term IV:

Project

##### Term V:

- \* Indian Industrial Scene & Choice of Technology
- \* Business Law
- \* Indian Society
- \* Indian Economic Development
- \* Industrial Relations

##### Term VI:

Specialization Stream	1
Specialization Stream	2
Specialization Stream	3
Elective	1
Elective	2

##### Term VII:

Corporate Planning and Perspectives	
Specialization Stream	4
Specialization Stream	5
Elective	3
Elective	4

contd..

Appendix IV

CENTREWISE ANALYSIS OF CANDIDATES CALLED FOR INTERVIEW

PGP 1977 - 79

Centre	Called for written test	Called for Interview
Delhi	480	92
Bombay	293	78
Hyderabad	272	32
Kanpur	149	25
Calcutta	381	85
Madras	736	164
Bangalore	1047	135
Total :	3358	611

## Appendix A V

### THE PROPOSED CURRICULUM FOR PGP 1977 - 79

#### Term I:

Organizational Behaviour - I  
Economics - I  
Probability & Statistics - I  
Marketing Management - I  
Management Accounting  
Effective Communication

#### Term II:

Organizational Behaviour - II  
Personnel Management  
Probability & Statistics - II  
Production & Operations Management  
Financial Management & Control  
Effective Communication

#### Term III:

Industrial Relations  
Economics - II  
Operations Research  
Production & Operations Management - II  
M I S & Computers  
Marketing Management - II  
Effective Communication

Organizational Summer Project: 12 weeks

#### Term IV:

Indian Society  
Five In-depth Courses

#### Term V:

Indian Economy  
Business Law  
Four Elective Courses

#### Term VI:

Seminar on Public Enterprise  
Management Policy  
Three Elective Courses

Social project: 8 weeks

Comprehensive viva voce examination.

## Appendix-VI

### FELLOWSHIP PROGRAMME IN MANAGEMENT

#### 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
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.

Appendix-VI (contd.)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

Appendix-VI (contd.)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.

Appendix-VI (contd.)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.

Appendix-VI (contd.)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.

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Appendix VII

MANAGEMENT DEVELOPMENT PROGRAMMES HELD FROM APRIL 1976 TO MARCH 1977.

<u>Serial Number</u>	<u>Title</u>	<u>Faculty Leader(s)</u>	<u>No. of Participants</u>	<u>Date</u>
1	Management Information System	PV Ganesan	16	22-24 April 1976
2	Corporate Long-Range Planning - I	S Ramaswamy & RP Iyer	19	26-28 April 1976
3	Performance Appraisal & Counselling	SK Roy & GK Valecha	10	24-30 May 1976
4	Corporate Long-Range Planning - II	S Ramaswamy & S Subramaniam	14	21-26 June 1976
5	Development in Organizational Training (Tier I & II)	V Padaki & GK Valecha	12	19-31 July 1976
6	Finance for Non-Finance Executives	S Rameswamy	33	27-31 July 1976
7	Industrial Marketing Management	KIK Rao & VK Unni	13	3-14 August 1976
8	Managing the Sales Force	KIK Rao & S Rameswamy	24	25-27 August 1976
9	Linear Programming Applications	AK Rao & R Ghosh	9	6-10 Sept. 1976
10	Participative Management	SK Warriar	24	Sept 30 - Oct 2, 1976
11	Materials Management	AK Rao & R Ghosh	24	13-18 October 1976
12	MBO & OD	SK Roy & S Subramaniam	23	25-31 October 1976
13	Assessment of Human Potentials	V Padaki & GK Valecha	11	8-20 November 1976

contd....

Appendix VII contd. .

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<u>Serial Number</u>	<u>Title</u>	<u>Faculty Leader(s)</u>	<u>No. of Participants</u>	<u>Date</u>
14	Stores & Inventory Control	S Ramaswamy & K Singh	36	24-29 Nov 1976
15	Export Marketing	PN Agarwala	25	1-6 December 1976
16	Managing the Sales Force - Tier II	KJK Rao & S Ramaswamy	13	3-8 January 1977
17	Total Quality Control	S Subba Rao & AK Rao	31	17-22 January 1977
18	Housing & Environment	B Bhasker Rao & KM Anantharamaiah	18	23-27 January 1977
19	Seminar on Operation Research & Computers	MR Rao & VB Kaujali	8	27-29 January 1977
20	Project Management	SK Warriar	25	January 30 <sup>th</sup> 6th Feb. 1977
21	Market Analysis in Project Evaluation	KJK Rao & S Ramaswamy	16	1-3 February 1977
22	Management of Road Transport Undertakings	PV Ganesan	8	2-12 February 1977
23	Management of Supervisory Personnel in Indian Organisations	SK Roy & SG Lele	16	23-27 February 1977

Appendix VIII

DETAILS OF ORGANIZATION-BASED PROGRAMMES HELD FROM APRIL 1976 TO MARCH 1977

Serial Number	Client Organization	Title of the Programme	Faculty Coordinators	Date	Number of Participants
1	United Planters Association of South India, Coonoor	Plantation Management	TP Gopalswamy	31 March - 4 April '76	20
2	Extension Education Institute, Ministry of Education, Government of India	Orientation Programme	NV Ratnam	20-30 April 1976	5
3	Indian Society for Technical Education	Management of Engineering Colleges	K Singhal	10-22 May, 1976	22
4	Bharat Heavy Electricals Ltd., Trichy	Management Training for Graduate Apprentices	GK Valecha	22 June - 10 July, '76	30
5	ITI, Bangalore	Managerial Effectiveness	SK Roy	12-14 July 1976	20
6	BHEL, Trichy	Mgt. Training for Graduate Apprentices	GK Valecha	19-July - 7 Aug. '76	30
7	BHEL, Trichy	-do-	GK Valecha	15 Aug - 4 Sept '76	24
8	BHEL, Bhopal	Management Training Programme	GK Valecha	23 Aug - 4 Sept '76	24

contd...

Appendix VIII contd.

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	1	2	3	4	5	6
9	Directorate of Sugar, Karnataka Government	Management of Sugar Industries	KLK Rao	2-8 Sept. 1976	27	
10	BHEL, Trichy	Management Training for Graduate Apprentices	RP Iyer	13 Sept. - 1 Oct. 1976	30	
11	BHEL, Trichy	Management Training for Graduate Apprentices	GK Valecha	11-30 Oct. 1976	32	
12	BHEL, Trichy	-do-	GK Valecha	8-27 Nov. 1976	32	
13	Department of Personnel and Administrative Reforms, New Delhi (DPAR)	Project Implementation & Evaluation (PIME) Industry	R Dhar VTD Balaraman VB Kaujalgji	6-24 Dec. 1976	25	
14	BHEL, Trichy	Management & Dynamics of Change (Tier I)	GK Valecha	13-17 Dec. 1976	17	
15	BHEL, Trichy	-do- (Tier II)	SG Lele	4-7 January 1977	12	
16	DPAR, New Delhi	PIME - Power	R Dhar VTD Balaraman VB Kaujalgji	3-22 Jan. 1977	21	
17	United Planters Association of South India	Plantation Management	TP Gopalaswamy	12-16 Jan. 1977	17	

contd... •

Appendix VIII contd...

1	2	3	4	5	6
18	BHEL, Trichy	Management & Dynamics of Change (Tier III)	GK Valecha	17-19 Feb. 1977	20
19	—do—	Materials Management	MK Bannerjee PV Ganesan	31 Jan — 4 Feb. '77	22
20	United India Fire and General Insurance Co. Madras	Management Perspectives	RP Iyer	19-21 Jan. 1977	70
21	DPLR, New Delhi	PIME-Irrigation	R Dhar VTD Balaraman VB Kaujhalgi	31 Jan — 19 Feb. '77	26
22	UPASI	Plantation Management	TP Gopalaswamy	2-6 March 1977	23
23	National Insurance Company, Calcutta	Management Perspectives	RD Iyer	10-12 March 1977	60



Appendix IX

UNITS FOR WHICH DATA COLLECTED

Serial Number	Name of Unit	Analysis under way	Analysis Completed
1	ITI		X
2	Modern Bakeries		X
3	Cochin Refineries		X
4	FCI		X
5	CCI (Kurkunta)		X
6	MSRTC		X
7	VISL		X
8	Hindusthan Shipyard		X
9	IDPL (Surgical Instruments Plant, Madras)		X
10	Neyveli Lignite Corporation		X
11	ECIL		X
12	NGEF		X
13	HEC (Ranchi)	X	
14	HMT (Bangalore)		X
15	HAL (Pimpri)		X
16	SCI (Bombay)		X
17	IOCL (Gujarat)	X	
18	Bokaro Steel Plant	X	
19	FACT (Travancore)		X
20	BHEL, Trichy	X	
21	Scooter India Limited		X
22	UPAIC		
23	DSIDC		
24	Indian Airlines	X	
25	TANSI, Madras	X	
26	Bharath Coking Coal Limited		X
27	MSSIDC		X
28	Eastern Coalfields		

contd..

Appendix IX contd..

Serial Number	Name of Unit	Analysis under way	Analysis Completed
29	Jessop and Company		
30	HSL, Rourkela	X	
31	Hutti Gold Mines Limited	X	
	Total ..	8	19

Appendix X

CONSULTANCY ASSIGNMENTS COMPLETED : 1976-77

ASSIGNMENTS COMPLETED

Serial Number	Organisation	Subject	Faculty
1	2	3	4
1	Ministry of Industry and Civil Supplies, Government of India, New Delhi	Coal and Cement Distribution	Ramaswamy NS Rao AK Rao MR Subba Rao S Ganesan PV Kalyan Singhal Kaujalgi VB Subramaniam S
2	Ministry of Industry and Civil Supplies, Government of India, New Delhi	Salt Distribution (draft report submitted)	Ramaswamy NS Subramaniam S Ramaswamy S
3	Ministry of Agriculture, New Delhi	Organisational Structure for Chittoor & Kolar	Ramaswamy NS Ratnam NV Roy SK
4	Government of Karnataka	Drug Procurement and Distribution (draft report submitted)	S Jagdish Rammohan RV
5	Government of Karnataka Handloom Development Corporation	Organisation study & control system	Subramaniam S Ramaswamy S
6	Karnataka State Marketing Federation	Organisational Structure and Financial Control	Gopalaswamy TP Ramaswamy S

contd..

Appendix X contd..

1	2	3	4
7	Kudremukh Iron Ore Co Ltd, Bangalore	Recruitment of Management Trainees	Ashok Sahni Bannerjee MK Chary SN Dhar R Ganesan PV Gopalaswamy TP Gosh B Gosh R Govindrajan OK Kaujalgi VB Lele SG Lingaraj BP Radhakrishnan V Ramaswamy S Rao AK Rao KLK Rao MR Shanmugham AV Valecha GK
8	New Government Electric Factory (N.G.E.F.)	Assessment of Training Needs	Roy SK
9	-do-	Recruitment	Ganesan PV Gosh R Lele SG Roy SK
10	Coromandel Fertilisers Ltd., Vishakapatnam	Organisational Development	Ganesan PV Iyer RP Lele SG Ramaswamy S Rao AK Roy SK Singhal K Subba Rao S Valecha GK
11	Wockhardt Pharmaceuticals, Bombay	Organisation & Systems	Ramaswamy S Roy SK Subramaniam S
12	Trivandrum Rubber Works	Organisation Study	Ramaswamy S Rao KLK Subramaniam S
13	Mantons (Bangalore) Ltd	Financial Assessment	Govnidrajan OK Ramaswamy S

contd...

Appendix X contd..

1	2	3	4
14	Annamalai Ropeways Co.	Cost Control and Performance Improvement	Balaraman VTD Ramaswamy S
15	Canara Bank	Criteria for Promotion	Iyer RP Lele SG Ramaswamy NS Ramaswamy S Subramaniam S
16	Greaves Foseco	Organisational Development	Roy SK
17	United India Fire and General Insurance	Assessment of Training Needs	Iyer RP Lele SG Rao MR Roy SK Valecha GK
18	National Insurance	Assessment of Training Needs	Iyer RP Lele SG Rao KLK Roy SK Valecha GK
19	Lucas-TVS Ltd	Application of Operations Research Techniques	Gosh R Rao AK
20	Southern Roadways Ltd, Madurai	Work Study Application	Govindrajan OK
21	Wansons India Ltd	Recruitment	Ganesan PV Roy SK
22	City Bnk, Madras	Market Survey & Evaluation of Assets	Valecha GK
23	Jairamdoss Udyog	Maintenance	Ganesan PV

contd..

Appendix-X (contd.)CONSULTANCY ASSIGNMENTS IN HANDASSIGNMENTS ON HAND

Serial Number	Organisation	Subject	Faculty
1	2	3	4
1	Central Arecanut Marketing Procurement Cooperative Society	Organisational Study of Procurement and Distribution Centres for Arecanut	Ramaswamy S Rao KLK Subramaniam S
2	Alampally Estate	Costing System for Plantations	Gopalaswamy TP Ramaswamy S
3	Government of Karnataka	Reorganisation at Directorate of Health	Sahni A
4	Karnataka Dairy Development Corp.	Application of PERT/ CPM	Balaraman VTD
5	B.H.E.L. Hyderabad	Action Learning Programme	Valecha GK
6	Dandeli Ferro Alloys Ltd, Bombay	Project Planning	Rao KLK
7	Clarion-McCann, Bombay	Advertising	Padaki V
8	I.A.E.C.	Corporate Planning	Ramaswamy S Rao KLK
9	Indian Petrochemical Industries, Bombay	Advertising	Padaki V

contd...&gt;

Appendix XI

BUILDINGS RENTED BY IIMB AS ON 31.3.1977: PARTICULARS

Serial Number	Address and purpose for which used	Carpet Area in sq.meters	Date of Occupation
1	33, Langford Road, Shanthinagar Class Rooms, Library, Stack/Reading Room, Faculty/Main Administrative Offices	1227	31.8.1972
2	18, Jayamahal Road Guest House	260	May 1973
3	23, Church Street Director's Residence-cum-Office & Nursery	322	June 1973
4	7, III Cross, I Block, Jayanagar Mysore Hindi Prachara Samithi Building, Students' Hostel A	485	10.7.1974
5	5, Sampangi Tank Road, 'Karat Building', IDRC Project Offices	344	19.7.1974
6	356, I Block, Jayanagar Students Hostel B	390	1.10.1974
7	2, Lavelle Road Data-processing and Library-processing	292	14.5.1975
8	11/2, Swasthi Cross, Lakshmi Road 'Parvatamma Building' (Faculty Offices, Girls' Hostel)	298	14.8.1975
9	5, Andree Road Faculty Office	597	10.12.1975
10	3, Andree Road Administrative Offices	250	22.12.1975
11	16, Andree Road Faculty and Admin. Offices	353	29.1.1976
12	34, Langford Road Students' Common Room, Coffec Room, Admin. Offices	307	3.4.1976
13	80, K.H. Road, 'Harikrupa' Faculty Offices	252	1.4.1976
14	Vacant Space behind 33, Langford Road 511 Parking Lot	511	18.2.1974

Appendix XII

LIBRARY ACTIVITIES: 1976-77

Serial Number	Item of Work	Quantity
<b>I      <u>LIBRARY COLLECTION</u></b>		
1	Number of books taken into stock	: 6,066
2	Number of bound volumes taken into stock	: 752
3	Number of reprints taken into stock	: 165
4	Number of presscuttings collected	: 7,800 (approximate)
<b>II     <u>CIRCULATION OF DOCUMENTS</u></b>		
1	Number of books issued	: 22,650
2	Number of books lent on Inter-Library Loan	: 141
3	Number of books borrowed on Inter-Library Loan	: 302
4	Number of reprints issued to the Faculty members	: 218
<b>III    <u>READERS</u></b>		
1	No. of readers enrolled at the Library	: 219
<b>IV    <u>SERVICES RENDERED</u></b>		
1	Number of Xerox copies made during the year	: 4,872

### Appendix-XIII

#### LIST OF FACULTY, RESEARCH AND ADMINISTRATION

1976-77

##### DIRECTOR

##### Date of Appointment

1. NS Ramaswamy B.Sc., B.E. (Madras)

4.6.73

##### FACULTY

###### PROFESSORS

2. MNV Nair, M.A., Ph.D. (Bombay)

25.6.73

Sociology, Economic Development, Planning,  
Trade Union Movement.

3. NV Raghuram M.A. (Carleton)

4.7.73  
to  
7.6.76

Health and Population Management,  
Policy Sciences.

4. SK Warriar, B.Sc., M.Tech. (Kharagpur), Fellow, N.P.C. 4.11.73

Production Management, Industrial Engineering,  
Personnel Management, Industrial Relations.

5. PV Ganesan, M.I.E., C.E., P.G.D.B.A. (Ahmedabad)

29.12.73

Production, Maintenance, Management Information  
Systems, Transport.

6. S Subramaniam, M.A. (Osmania), P.G.D.B.A. (Osmania) 1.2.74  
Ph.D. (Keil)

Marketing, Managerial Economics, Transportation,  
Corporate Planning.

7. NV Ratnam, M.Sc. (Agri) (Banaras H.U.), Ph.D. (Hawaii) 5.2.74

Agricultural Economics, Agricultural Resource  
Management, Rural Development.

8. RK Herlekar, M.Sc. (Agri) (Pune), Ph.D. (London) 8.2.74  
Mathematical Statistics and Operations Research.

9. S Subba Rao, B.Sc. (Hons), M.Sc. (Mysore), Ph.D. 3.9.74  
(Delhi)  
Operations Research, Transportation,  
Energy Management and Systems Analysis.

10. BP Lingaraj, B.E. (Mysore), M.S. (Kansas), Ph.D. (Pittsburgh) 25.9.74  
Operations Research, Systems.
11. S Ramaswamy, M.Com. (Bombay), A.C.W.A. (London) 1.10.74  
Member, Institute of Company Secretaries.  
Financial Management, Costing, Purchase,  
Management Control, Management Information  
Systems, Computers.
12. S Shivaramu, M.A. (Mysore), Dip-in-Social Sciences 1.9.75  
(Stockholm), Ph.D. (Upsala)  
Corporate Planning, Business Policy, Finance,  
Managerial Economics.
13. M Rammohan Rao, M.E. (Cornell), M.S. (Carnegie-Mellon) 1.9.75  
Ph.D. (Carnegie-Mellon)  
Operations Research, Computers, Applications in  
Production, Finance and Marketing.
14. RN Mitra, B.A. (Hons), M.A., Ph.D. (London) 10.11.75  
International Marketing, Rural Marketing,  
Agro Industries, Entrepreneurship.  
to  
8.8.76
15. KLK Rao, M.A. (Hons) (Mysore), Dip-in-International 4.12.75  
Marketing (Paris)  
Marketing, International Business.
16. R Dhar, M.A. (Gauhati), Ph.D. (Jadavpur) 2.2.76  
Planning Systems, Transportation Development,  
Banking.
17. PN Agarwala, B.A. (Oxford), M.B.A. (Harvard) 11.2.76  
(On deputation from Government of India, BPE)  
Export Marketing, International Business.
18. OK Govindrajan, B.Sc. (Madras), B.Sc. (Tech) (Madras) 15.4.76  
Production Management, Marketing Management,  
Personnel Administration and Engineering Management.
19. B Bhaskara Rao, B.Tech. (Madras), M.Tech. (Kharagpur) 1.5.76  
A.I.T.P.  
Planning, Urban and Environmental Systems.

20. Ashok K Sahni, M.A. (Punjab), M.B.A. (Delhi), Ph.D. (Case 17.8.76  
Industrial Psychology, Organization Theory, <sup>Western</sup> Personnel Family Counselling.
21. AV Shanmugam, M.A. (Mysore), Ph.D. (Illinois) 1.12.76  
Communication Policy, Planning and Research  
Family Planning Communication.

ASSOCIATE PROFESSORS

22. GK Valecha, M.A. (Bombay), Ph.D. (Ohio State) 1.10.73  
Industrial and Organizational Psychology,  
Group Dynamics, Counselling, Transactional Analysis.
23. AK Rao, M.A. (Andhra), P.G.D.S. (ISI), M.S. (Cleveland) 19.11.73  
Ph.D. (Case Western)  
Mathematical Programming, Inventory Control, Quantitative Methods, Statistical Quality Control.
24. PV George, M.A. (Bombay), Ph.D. (Bombay) 8.2.74  
Monetary Economics, Economic Development and Planning, Industrial Finance.
25. V Padaki, B.A. (Hons), M.A. (Madras), D.M. & S.P. (Ban- 29.4.74  
galore)  
Training and Development, Organizational Psychology, Consumer Behaviour Research.
26. SK Roy, M.A. (Patna) 21.6.74  
Industrial and Organizational Psychology,  
Management Training.
27. K Singhal, B.Tech. (Hons), M.B.A. (Kent State) 17.10.74  
D.B.A. (Kent State)  
Production and Logistics Management, Public Economics
28. Vatsala Nagarajan, B.Sc. (Madras), B.L. (Bangalore) 1.7.76  
M.B.A. (Rochester), P.G.D.S. (ISI), F.C.A. (India)  
Financial Management, Accounting, Security Analysis.  
(Assistant Professor from 1.2.74 to 30.6.76)
29. RP Iyer, M.Com. (Bombay), P.G.D.M. (Bombay), A.I.C.W.A. 3.9.75  
Investment and Financial Analysis, Management Accounting.

30. SG Lele, M.A. (Nagpur), Cert. in Demography. ✓ 9.10.75  
 Personnel Management, Organization, Social Change.

31. VB Kaujalgi, M.Tech. (Bombay), M.S. (Case Western),  
 Ph.D. (Bombay) 4.12.75  
 Computer Science, Data Processing, Operations  
 Research.

ASSISTANT PROFESSORS

32. B Jhunjhunwala, B.Sc. (Kanpur), M.S. (Florida),  
 Ph.D. (Florida) 9.7.73  
 Political Economy, Rural Development.

33. VTD Balaraman, M.E. (Madras), M.S. (Dayton) 19.11.73  
 Management Information Systems, Operational Management

34. \*K Ramakrishnan, B.E. (Madras), M.B.A. (Hawaii) 1.2.74  
 Marketing, Quantitative Methods, Management  
 Information Systems.

35. \*VK Unni, M.Com, M.B.A. (Atlanta), D.B.A. (Louisiana) 20.2.74  
 General Management, Marketing Management, Consumer  
 Behaviour and Operational Theory.

\*On Extra-ordinary leave for higher/studies in USA  
 with effect from 2.3.76 and 6.9.76 respectively.

36. V Vyasulu, B.A. (Hons), M.A. (Delhi), Ph.D. (Florida) 17.6.74  
 Public Economics, Social Change.

37. R Ghosh, B.Tech. (Kharagpur), M.S. (Stanford), M.S.  
 (Columbia), D.Sc. (Columbia) 23.4.75  
 to  
 Operations Research, Production, Management Infor-  
 mation Systems, Computer Systems. 30.5.77

38. Indira S. Rajaraman, B.A. (Hons), M.A. (Cornell),  
 Ph.D. (Cornell) 18.2.76  
 Applied Economics Research, Development Economics,  
 Economics of Energy.

39. KM Anantharamaiah, B.E. (Mysore), Dip.T.C.P. (Delhi)  
 Ph.D. (Birmingham) 23.3.76  
 Transportation Systems, Environmental Planning,  
 Simulation.

40. V Nagadevara, M.Sc.(Agri), Ph.D.(Iowa) 2.8.76  
 Agricultural Production Economics, Agricultural Resource Management.
41. MR Pejavar, B.Tech.(Bombay), M.S.(Montana) M.B.A. (California) 20.8.76  
 Production Management, Hospital Management.
42. SN Chary, M.Tech.(Bombay), M.S. and M.B.A.(Rhode Island) 13.9.76  
 Production and Organisational Management, Economics of Development.
43. MK Bannerjee, B.Sc.(Bombay), P.G.D.B.M.(Calcutta) 27.10.76  
 Production, Transportation, Public Administration, Public Policy.
44. B. Ghosh, B.Stat.(Hons),(ISI,Calcutta), M.Stat.(ISI Calcutta), Dip.in SQC and Allied Techniques(Calcutta) 14.12.76  
 Production Management and Health Management.
45. TP Gopalaswamy, B.Sc.(Agri) (Madras), M.Sc.(Agri), Ph.D.(IARI,Delhi) 15.2.77  
 Agricultural Economics, Rural Marketing, Regional Planning.  
 (Faculty Research Associate from 29.3.74 to 14.2.77)
46. K. Joseph Chacko, B.Sc.,M.Sc.(Trivandrum), P.G.D.M. (Industrial Administration) (IISc, B'llore) 14.2.77  
 Transportation Management.

FACULTY RESEARCH ASSOCIATES

47. V Radhakrishnan, B.A.(Hons), M.A.(Bombay) 14.9.73  
 Ph.D.(Bombay)  
 Research: Rural Development, Agricultural Marketing, Economics.
48. SR Bijoor, B.A., B.L., D.S.S.A., Dip. in Trg. Methodology (Turin) 2.3.74  
 Training: Industrial Relations, Marketing.
49. Jaspal Singh, M.A., D.Phil.(Cologne) 1.7.75  
 Industrial Relations, Social Sciences. to 5.7.76

RESEARCHRESEARCH FELLOWS

1. Mira Bhakru, B.A. (Hons), M.A. (Bombay), M.A. (Denver) 1.4.74  
International Relations, Economic Development.
2. RV Rammohan, B.E. (Madras), P.G.D.B.A. (Ahmedabad) 10.6.74  
Production and Operations Management, Quantitative Methods.
3. AM Dhareshwar, M.Sc., P.G.D.M. (Calcutta) 2.7.74  
Operations Research, Marketing, Public Systems, Management Education.
4. S. Jagadish, B.Sc., Grad.I.E.R.E. (London) 2.9.74  
P.G.D.B.A. (Ahmedabad)  
Systems Operations Management, Computers, Transportation.
5. RK Vijayasarathy, B.Sc., B.Pharm (Bangalore) 10.10.74  
M.B.A. (New York)  
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, Organizational Development.
7. SP Kumar, B.E. (Bangalore), P.G.D.M. (Calcutta) 3.1.75  
Financial Management, Distribution Management.
8. Puranjan Das, M.Sc., Ph.D. (Kalyani) 18.3.75  
to  
Diffusion and Adoption of Change, Agricultural Administration. 13.11.76
9. N Naganna, M.A. (Andhra), M.A. (Delhi), 26.6.75  
Cert. Res. Methodology (Pune), Ph.D.  
Policies and Planing, Industrial and Managerial Economics, Energy.
10. V Srinivasan, B.E., D.I.I.T., M.Tech. (Kharagpur) 10.1.76  
Industrial Dynamics, Large Scale Systems, Simulation, Systems Analysis.

11. N Roy, B.E., M.Tech. (Kharagpur) 10.1.76  
 Production Management, Transportation, to  
 Operations Research. 11.2.77
12. NSS Arokiaswamy, B.E. (Hons) (Elec.) (Madras), 19.5.76  
 Diploma in Electrical Engineering (F.I.E.)  
 Energy, Organisation, Management of Electricity Boards.
13. Malathi Somaiah, B.Com., B.Ed., M.Ed., (Bangalore) 28.7.76  
 Ph.D. (Edn) (Minnesota), Specialization in Education Education Administration, Statistics. (Kansas)
14. RK Singh, B.Sc. (Agri. Engg.) (Allahabad), 10.8.76  
 M.E. (A.I.Tech.) (Bangkok) to 31.1.77
15. KV Subramaniam, M.Sc. (Agri) (Andhra Pradesh) 12.8.76  
 Ph.D. (I.Agro.) to 23.9.76
16. KN Krishnaswamy, B.Sc. (Mysore), D.I.I.Sc. 1.9.76  
 (IISc, Bangalore)  
 Production Management, Materials Management.
17. H Kala, M.A. (Mysore), P.G.D.G. (Delhi) 16.9.76  
 Public Relations, Journalism, Advertising.
18. AP Elhance, B.Sc. (Hons) (London), M.A. 15.10.76  
 Operations Research.
19. CL Narasimhan, B.Sc., M.A. (Madras) 8.11.76  
 Rural Development.
20. G Venkatachalam, B.Sc., G.M.V.C. (Madras) 15.11.76  
 Animal Husbandry.
21. RV Narang, B.Tech. (Elec), M.S. (Industrial & Management Engineering) (Iowa) 23.12.76
22. KN Gopi, B.A. (Sagar), M.Sc. (Sagar), Ph.D. 3.1.77  
 Urban and Town Planning.
23. AY Narasimhan, B.Sc. (Osmania), B.E. (Elec) (Mysore) 10.1.77  
 M.B.A. (Illincis)  
 General Management, Financial Analysis & Marketing.

24. AVSS Murthy, B.E. (Mech.) (Osmania), M.Tech. (Kharagpur) 22.3.77  
Industrial Management.

RESEARCH ASSISTANTS

25. L Jayaprakash, B.E. (Mysore) 23.5.74  
Energy, Public Sector Management, Quantitative Methods.
26. V Srinivasan, M.A. (Mysore) 24.6.74  
Economic Theory, Regional Development, Industrial Economics, Quantitative Economics.
27. SP Hegde, M.Com. (Karnatak University) 2.8.74  
Finance, Management Accounting, Working Capital Management.  
(On Three year study leave in USA)
28. Y Kasiviswanadham, M.Sc. (Andhra) 5.2.75  
Econometrics, Stochastic Processes, Statistical Methodology in Social Science.
29. MV Vasuki, M.M.S. (Madras) 21.7.75  
(Research Fellow: Temporary - on ad-hoc basis) to 6.6.76  
Systems Analysis, Organisation and Methods, Management Information Systems.  
(Research Assistant from 7.6.76 to 24.1.77)
30. Malathi Chelvaraj, M.A. (Bangalore) 1.9.75  
Educational Sociology, Industrial Sociology. 1.3.76
31. M Sivaraman, B.Sc., M.S.W. (Trivandrum) 5.4.76  
Personnel Management, Industrial Relations.
32. Y Krishnaswamy, B.E. (Bangalore), D.I.E. (IISc.) 19.4.76  
Production Management, Materials Management.
33. B Alwin Prakash, M.A. (Kerala) 9.9.76  
Economics. to 12.11.76

TECHNICAL ASSISTANT

34. G NarayanaReddy 1.8.76

PROJECT-TIED APPOINTMENTSINTERNATIONAL DEVELOPMENT RESEARCH CENTRE, OTTAWA:  
RESEARCH PROJECT ON 'PERFORMANCE OF PUBLIC SECTOR'

1.	PD Deenadayalu, M.A., Fellow	5.8.75
2.	S Bhatnagar, B.A. (Hons), M.A., Fellow	29.8.75
3.	KV Sastry, M.A., Senior Fellow	1.9.75
4.	R Majumdar, M.Stat. (ISI, Calcutta) Fellow	10.10.75 to 31.12.76
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 to 28.2.77
7.	KN Krishnaswamy, B.Sc., D.I.I.Sc. Research Fellow	22.3.76
8.	P Balabhaskaran	6.8.76 to 31.1.77
9.	V Subramaniam Hon. Research Fellow	1.7.76 to 31.3.77
10.	KM Chadrasekhar Hon. Research Fellow	22.7.76
11.	CR Narayanaswamy Hon. Research Fellow	22.7.76
12.	George Verghese Hon. Research Fellow	16.7.76 to 11.2.77
13.	GK Nayar Nityananda (Technical Experts engaged on ad-hoc basis)	

THE FAMILY PLANNING FOUNDATION OF INDIA, RESEARCH PROJECT

1. PS Thimmaiah, M.A.  
Research Assistant

20.8.75

INDIAN COUNCIL OF SOCIAL SCIENCES RESEARCH PROJECT:

1. DS Chakrapani, B.A.  
Senior Research Assistant
2. VG Kammar  
Junior Research Assistant
3. Sudashivaiah, B.A.  
Junior Research Assistant
4. Chinnappa Nicholas  
Junior Research Assistant
5. Richard Christy  
Research Assistant

1.7.75  
to  
30.9.76

1.6.76  
to  
30.9.76

1.7.75  
to  
30.9.76

1.9.76  
to  
6.1.77

14.8.76  
to  
31.12.76

DHARMAPURI DAIRY DEVELOPMENT PROJECT

1. V Varadappa Chetty  
Technical Assistant
2. A Suryanarayana  
Technical Assistant
3. B Ambalavanam  
Technical Assistant

8.10.76

7.10.76

7.2.77  
to  
30.4.77

SOCIAL RESEARCH FOR UNORGANIZED SECTORS  
(FUNDED BY THE INSTITUTE)

1. Amjad Ahmed  
Research Assistant
2. BP Sanjay  
Research Assistant

1.2.77

1.2.77

CEMENT AND SALT PROJECT

1. K Krishna Mohan  
Research Assistant

8.9.76  
to  
7.10.76

LIBRARY

1. G Bhaktamitran, B.Sc., P.G. Dip-in-Librarianship (Madras), M.Lib.Sc. (Syracuse) Librarian 10.5.74
2. Chikkamallaiah, B.Sc., M.A. (Sociology), B.Lib.Sc. Assistant Librarian. 2.7.76

5

ADMINISTRATION

1. S Jayaraman Chief Administrative Officer 12.12.75
2. AS Keshavamurthy, B.E. (Civil Engg), M.I.E. Superintending Engineer. 25.5.73
3. KS Panikkar, M.A. (Banaras) Administrative Officer 2.2.74  
(On deputation from National Institute of Mental Health and Neuro Sciences) to 1.2.77
4. TS Natarajan, B.Com Accounts Officer 3.4.74
5. BN Murthy, B.Sc., B.Sc. (Hons), Dip-in-Economics Administrative Officer. 1.3.76
6. Cdr. K. Manjunath, B.Sc.D.I.B.M., NM IN. Administrative Officer. 8.1.76
7. Lt. Col. S. Nagasundaram, B.A. Administrative Officer. 8.1.77



PROFESSIONAL ACTIVITIES OF THE DIRECTOR - Appendix XIV

N. S. Ramaswamy

Director

- National Convention of Public sector Enterprises Delhi
  - Attended as Project Leader, the 2nd working Committee Meeting sponsored by the International Development Research Centre, Ottawa Kathmandu 13 to 24 Apr. 1976
  - Officers of the Karnataka State Road Transport Corporation, Bangalore Bangalore 26 April 1976
  - Public Sector Seminar on Public Sector Management Bombay 28 April 1976
  - Scientists participating in the Scientists conference, arranged by the National Aeronautical Laboratory, Bangalore, on appropriate Technology Bangalore 3 May 1976
  - Conference of the Round Table World Council on Social Relevance of Professions Bangalore 4 May 1976
  - Indian Society for Technical Education Seminar on Training gaps of the country Bangalore 10 May 1976
  - Selection Committee Meeting for Selection of Director for Central Institute of Road Transport - New Delhi New Delhi 11 May 1976
  - Participants of the Pilot Bakeries conference, sponsored by Modern Bakeries Bangalore 18 May 1976
  - Annual General Meeting of the Karnataka State Council for Science and Technology, Bangalore Bangalore 8 June 1976

- Addressed the students of the St. Joseph's College, Bangalore
  - Chartered Accountants of India Seminar held at Bangalore
  - Long Range Planning - Participants of M.D.P.
  - Participants of the Syndicate Bank Limited Conference, Bangalore
  - Meeting of the Design Committee for Bullock Cart arranged by the Syndicate Bank Limited, Bangalore
  - Gave inaugural address to the participants Engineer of BHEL
  - Inaugural Address to participants of Management Development Programme sponsored by the South India Electricity Board, Bangalore
  - Meeting of the Society for Prevention of Cruelty to Animals at Century Club, Bangalore
  - Seminar on Maintenance Management, sponsored by the National Productivity Council, Bangalore
  - Addressed the inaugural address of the staff Training College, Vijaya Bank Limited
  - Political Management to Political Workers
  - MES College Planning Forum
  - National Seminar on 'India's Economic Resurgence' sponsored by 'INDMARK' Editor and Publisher Prof. HNS Myer - Role of Management in Economic Development
  - Conference on Public Sector and Private Sector of Indian Industry at the Ecumenical Christian Centre, Whitefield
  - Participants of the Programme on Social Relevance organised by the Hindustan Organic Chemicals Rasayani
  - Participants of the programme arranged by the Tata Management Training Centre, Poona Management Education and Training
  - Meeting of the Association of Advertising Club, Bangalore, on social Relevance of Mass Media
- Bangalore  
12 June 1976
  - Bangalore  
16 June 1976
  - Bangalore  
21 June 1976
  - Bangalore  
22 June 1976
  - Bangalore  
11 July 1976
  - Bangalore  
12 July 1976
  - Bangalore  
14 July 1976
  - Bangalore  
26 July 1976
  - Bangalore  
27 July 1976
  - Bangalore  
29 July 1976
  - Bangalore  
30 July 1976
  - Bangalore  
30 July 1976
  - Bangalore  
15 August 1976
  - Whitefield  
Bangalore  
2 September 1976
  - Rasayani  
10 September 1976
  - Poona  
11 September 1976
  - Bangalore  
16 September 1976

- Association of Journalism and Management Studies at Trichur - Participants of Participants Journalism and Management
- Trichur 20 September 1976
- Jall Memorial Lecture of the University of Indore - Management Education
- Indore 5 October 1976
- Meeting to prepare the scheme for Institute of Management of the Chetana Institute of Management, Bombay
- Bombay 6 October 1976
- Meeting of the National Service Scheme sponsored by the Ministry of Education
- Bangalore 19 October 1976
- Meeting of the Convention Programme Committee for restructuring MBA at Madras University
- Madras 3 November 1976
- Addressed the students of Christ College on their college Day
- Bangalore 12 November 1976
- Symposium on Nehru's version of Socialism at Central College, Bangalore University
- Bangalore 13 November 1976
- Participants of the programme conducted by the Institute for Social and Economic Change, Bangalore - Rural Development
- Bangalore 16 November 1976
- Meeting of the Diamond Jubilee Celebrations of the Karnataka State Chambers of Commerce
- Bangalore 27 November 1976
- Students of Mount Carmel College, Bangalore on their Annual Convocation Day
- Bangalore 5 December 1976
- The New Graduates of RV College of Engineering Jayanagar on their College Day
- Bangalore 6 December 1976
- Platinum Jubilee Celebrations of the Nedungadi Bank, Calicut on the subject of Social Banking for Rural Development
- Calicut 11 December 1976
- Reorientation Course to Police Officers in the National Police Academy, Hyderabad
- Hyderabad 16 December
- Giants International Conference
- Bangalore 18 December 1976
- Gave Key note Address to the Federation of Karnataka State Conference on Commerce and Industry
- Bangalore 18 December 1976
- Addressed a second time the Giants International Conference
- Bangalore 19 December 1976
- Inauguration of Shri Shyala Yuvaka Raithara Sanga (Village Adoption Scheme) at Kenche Kuppe
- Kenche Kuppe 20 December 1976
- Bhavan's College of Mass Communication
- Bangalore 3 January 1977

- Gave talk for broadcast on All India Radio on Social Relevance and Mass Media Bangalore 19 January 1977
- Meeting in the Institution of Engineers on Population and Urban Development Bangalore 23 January 1977
- Addressed the Employees of the Vijaya Bank Bangalore 23 January 1977
- Social Welfare Programme sponsored by Ministry of Small Scale Industries Bangalore 31 January 1977
- Addressed the Employees of the Postal and Telegraph Department at Mysore Mysore 6 February 1977
- 19th National Convention on Capacity Management and Industrial Engineering by the Indian Institution of Industrial Engineering at Calcutta 13 February 1977  
organised
- SLN College students of Arts and Commerce on their College Day Bangalore 25 February 1977
- 27th Annual All India Conference of Indian Institute of Personnel Management sponsored by the National Productivity Council at Hotel Ashoka Bangalore 12 March 1977
- International Symposium on Social Political Cultural and other Factors promoting application of Science and Technology for Human Development Bangalore 21 March 1977

Member, Board of Directors: Indian Oil Corporation  
Gangavathi Sugars Limited  
BECO Engineering Company Limited  
Cochin Shipyard Limited  
Metallurgical and Engineering  
Consultants (I) Ltd.

Member, National Committee on Science and 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 Limited.

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Appendix-XIV

PROFESSIONAL ACTIVITIES OF THE FACULTY  
& RESEARCH FOR 1976-77

DR. ASHOK SAHNI

presented a invited paper on "Management Sciences Inputs to Medical Education" at the Sixteenth Annual Conference of the Indian Association for the Advancement of Medical Education, Chandigarh, March 12 and 13, 1977.

participated in a symposium on "community Based Medical Education Programme" organized by St. John's Medical College Alumni Association at Bangalore on 8.11.1976.

PROF. MK BANNERJEE

Guest Lecturer at Administrative Staff College.

Coordinator of the programme "Entrepreneur Development" in collaboration with TECSOK.

PROF. B. BHASKARA RAO

Participated in the Silver Jubilee Seminar of Institute of Two Planners, India, organised at Bangalore - Oct. 1976.

Attended seminar on "Technical Information Systems" organised by the International Council of Scientific Unions, Committee of Science and Technology in Developing Countries (COSTED) at Madras - March 1977.

Attended seminar on "Integrated Rural Development" organised by the International Council of Scientific Unions, Committee of Science and Technology in Developing Countries (COSTED) at Madras - March 1977.

Attended expert group meeting on "Urban Perspectives - 2001" organised by National Institute of Urban Affairs and the Town and Country Planning Organisation, Government of India at Delhi - July 15 & 16.

"Imbalances in the Growth Pattern of Class I Cities" - co-author published in the Economic Times, December 30, 1976 and January 1, 1977.

Appendix-XIV (contd.)

"Housing 2000 A.D. A Long-range Perspective for India", published in the seminar proceedings on "Population Explosion and Urban Development" organised by Bangalore International Cities' Relationship Organisation.

"Integrated Development for Urban Regions", paper published by the International Scientific Unions, Council on Science and Technology in Developing Countries.

"Research and Planning Inputs for Metropolitan Development Systems", paper presented at the Silver Jubilee Seminar of the ITTP held in October 1976. This paper is also published in the book "Technical Information Service for Developing Countries".

Delivered a lecture on "Population Explosion and Urban Development" at the seminar organised by Bangalore International Cities Relationship Organisation, 22 January 1977.

PROF. S. R. BIJOOR

Guest Lecturer at the Staff College of the State Bank of Mysore, YMCA, Social Welfare Advisory Board of the Government of Karnataka, National Safety Council, etc.

Appendix-XIV (contd.)

Attended Conferences organized by the Federation of Chambers of Commerce and Industries, Christ College, Bangalore University, Indian Institute of Personnel Management, etc.

Set question papers for the Rajendra Prasad Mass Media College and Bharatiya Vidya Bhavan on the subject of 'Personnel Management'.

Prepared a summary of Labour Laws to be published by the IIPM. Wrote a paper on Manpower Planning for Karnataka which was published by the Giants' Group of Bangalore.

Wrote a paper on the Progress of the Backward Classes published by the Rama Raja Kshatriya Seva Sangha.

PROF. PV GANESAN

The following cases are written:

1. Indiranagar Transport,
2. Vishwanath Transport,
3. Lamda Electronics,
4. Bus Maintenance Game,
5. Executive Game.

Examiner for Punjab University for their Masters Degree Programme, Institute of Engineers - IIIE.

Guest Lecturer for:

Fertilizers Association of India, Indian School of Mines, Dhanbad, Institute of Management Development, UP, Indian Society for Training & Development, HAL Staff College, Bureau of Public Enterprises, Bangalore University, Administrative Staff College of India.

"Professionalization of Management: Strategies, Processes and Programmes," paper presented at the International Conference at IIM Ahmedabad - Nov. 76.

PROF. B. GHOSH

Attended second annual conference organised by the Indian Association for the Study of Population - December 76.

Attended IV Data Base Seminar organised by the Indian Statistical Institute and four other organisations - Dec. 76.

Appendix-XIV (contd.)DR. GOPAL K VALECHA

Attended "Post-Doctoral Training in Sensitivity Training", a training programme organised by the Indian Society for Applied Behavioural Sciences.

"Experiential Learning", a paper presented at the VIII Annual Convention of Indian Society for Training & Development at Bombay, November 16, 1976.

"Empathy" a paper published in Journal of Indian Society for Applied Behavioural Science (ISABS), Vol.1, No.2, July 1976, pp. 45-46.

"participative style ... Is that your cup of Tea?", a paper published in the Journal of ISABS, Vol.2, Jan-July 77.

DR. T P GOPALASWAMY

"Effective Sales Management" - Talk given to Field Representatives of the Indian Farmers Fertilizer Co. Op. Ltd., in December 1976.

DR. INDIRA RAJARAMAN

"Data sources on income distribution in Bangladesh, India, Pakistan and Sri Lanka: An evaluation" - paper published in Review of Income and wealth (New Haven, Conn: International Association for Research in Income and wealth) Series 22, No.3, Sept. 1976.

"Forecasts for non-renewal resources" - Accepted for publication in Handbook of Futures Research (Greenwood), Jib Fowler, Ed.

"Growth and poverty in rural Punjab" - accepted for publication in Poverty and Landlessness in Rural Asia, Keith Griffin and A.R.Khan ed.

"On the socio-economic condition of women: the National Sample Survey and Labour Ministry Surveys" accepted for publication by the Indian Council of Science Research, New Delhi.

MR. S.JAGADISH

Developed a Management Game titled "Transit Co." based on a study of the materials management problem at KSRTC.

Presented a paper jointly with Prof. MK Bannerjee at the All India Materials Managers' Convention of 1977. (Title of the paper and date not known)

Appendix-XIV (contd.)

Guest Lecturer for the Materials Management course at St. Joseph's College of Business Administration.

DR. S. KRISHNASHAMY RAO

Guest Lecturer at St. John's Medical College.

PROF. SG LELE

Guest Lecturer for BHEL Hyderabad & Bangalore.

DR. N. NAGANNA

"Some Empirical observations on Mineral Economics in an Input-Output framework" accepted for publication in the Input-Output Conference volume of ANVESAK.

"Coal Resources: Planning and Management - A Behaviouristic Approach" accepted for publication in the Indian Economic Review.

DR. V. NAGADEVARA

"Risk Management in Agriculture" - paper presented at the seminar on "Management for Risk Bearing in Agriculture and Agro Based Industries", 5 Sept. 1976.

DR. M. RAMMOHAN RAO

The following papers were presented:-

Presented a paper on 'Multi-Region, Multi-Period Capacity Expansion Models: A Heuristic and A Special Case' at the 9th Annual Convention of the Operational Research Society of India held at IIT, Madras during December 20-22, 1976.

Presented a paper on 'On the Cutting Stock Problem' - in the Business Applications Section of the Computer Society of India, 12th Annual Convention held at Poona during January 9-12, 1977. Published in the Journal of the Computer Society of India, vol.7, No.1, December 1976, pp.35-39.

Awarded the first prize for the best paper presented in the Business Applications section.

Appendix-XIV (contd.)

Guest Lecturer for the courses run by HAL Staff College, University of Bangalore, Institute for Social and Economic Change.

Examiner for the University of Madras.

The following papers were published:-

'Optimal Capacity Expansion with Inventory', Operations Research, Vol. 24, No. 2, March-April 1976, pp. 291-300.

'An Algorithm for the Segregated Storage Problem, (co-author) Naval Research Logistics Quarterly, Vol. 23, No. 3, September 1976, pp. 407-420.

'Majority Decisions and Transitivity', (co-author), Management Science, Vol. 23, No. 2, October 1976, pp. 125-130.

'Bottleneck Linear Programming, (co-author), Mathematical Programming, December 1976.

PROF. KLK RAO

Paper presented on "Market Trends and Forecasting Future Business Environment" at the Sales Supervisors Conference convened by IAEC.

"Role of Industrial Organisations in Developing the Rural Sector" -- co-author Prof. RP Iyer, paper presented at the Social Marketing Seminar at the Institute - March 1977.

Gave a talk on "Marketing of horological products" at the HMT Sales Conference on watch sales.

Guest Lecturer for the course on "Development Banking" organised by Management Development Institute, Nov. 76.

Guest Lecturer for the programme on "Industrial Finance" organised Andhra Bank -- 30.12.76.

Gave a talk on "Commercial Evaluation" in the training programme of Administrative Reforms Commission at the Institute of Social and Economic Change, November 26, 1976.

"Consumer Protection and Stabilisation of Prices" - talk given at the All India Home Science Conference, Nov. 3, 1976.

DR. AK RAO

## Project

"Binary Programming Application to R & D Selection Problems", paper presented at the the annual conference of the Operations Research Society of India, December 1976.

Appendix-XIV (contd.)

Guest Lecturer for BHEL, Bangalore, Regional Engineering College, Trichy and Institute for Social and Economic Change.

DR. NV. RATNAM

"Marketing Strategies for Foodgrains in the Nineteen Eighties of this century." Paper presented at the symposium on strategies for storage Handling & processing of Foodgrains in the present context in Bangalore, 1976.

"The Relevance of Social Marketing to Rural Development" paper presented at the seminar on Social Marketing at IIM, Bangalore, March 1977.

Member, the Board of Studies, and the Board of Examiners for M.A., in Agricultural Marketing Management of University of Mysore.

Special Invitee on the committee for developing curriculum etc., for the Institute of Agricultural Administration and Management constituted by the University of Agricultural Sciences, Bangalore.

Delivered a lecture on "Relevance of Management in the Agricultural Education in India at the University of Agricultural Sciences, Hebbal.

Gave Seminar on Soil Classification and Land Use Pattern at the University of Agricultural Sciences, Hebbal.

DR. AV. SHANMUGAM

Member, Advisory Committee on Population Education, Ministry of Labour, Government of India.

Resource person at the ICSSR workshop on Research Methodology.

Delivered special talks on Social Research at the Department of Business Administration, Bangalore University.

participated as a member to evaluate the researches of the Film & Television Institute, Poona.

DR. S. SUBBA RAO

Member, Board of studies, (Statistics) Andhra University

Member, Board of studies, (Statistics) Bangalore University

Editor, OPSEARCH, Journal of the O.R. Society of India.

Appendix-XIV (contd)

Editor, Production Engineering

Guest Lecturer, Department of Statistics, Bangalore University, Fertilizer Association of India.

"Management Science Applications in Power Systems" presented at the Apex Seminar conducted by Institution of Engineers, New Delhi, December 1976 (co-authored).

"Transportation Policy and Technology for developing countries with Special Reference to India" - Proceedings of Inter-Society Conference on Transportation at Los Angeles, July 1976.

"A Special Case of Transportation" Accepted for Publication in Operations Research (co-author).

"Estimation of a Semi-Markov Process" OR & QM Area Report (co-author)

Dr S.SUBRAMANIAM

"Tea Marketing" published by the Consultative Committee of Planters Association and the United Planters Association of Southern India.

Member of the Board of Studies for Commerce, Bangalore University.

Member of the Board of Studies for Management Studies, Bangalore University.

Member of the Experts Committee constituted by Ministry of Education, Government of India, to study the working of Institute of Secretarial and Commerce Practice, Government of Tamil Nadu and Government of Karnataka.

Member of the Board of Editors of the International Journal "Resources Policy".

Member of the Committee to review Commerce Education and Curriculum of the Madras University constituted by the Vice-Chancellor of the University.

Guest Lecturer for the courses run by HAL Staff College, Hindustan Machine Tools Ltd., Indian Telephone Industries, Motor Industries Co. Ltd., Smith Kline & French Ltd.

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## APPENDIX XV

## INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

## BALANCE SHEET AS AT 31st MARCH 1977

1975-76		LIABILITIES		1976-77		1975-76		ASSETS		1976-77	
Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.	Rs.
5,07,697=35		I	CAPITAL FUND			56,76,296=45		I	FIXED ASSETS		
			Opening Balance	5,07,697=33					(As per Schedule 'A')		
			Less. Excess of Expenditure			2,11,844=78		II	CURRENT ASSETS, LOANS & ADVANCES		
25,00,000=00			over Income	3,72,244=67		1,35,452=66			(As per Schedule 'B')		
		II	ELIGIBLE GRANT: (for Non-Recurring Expenditure)			2,83,814=86		III	DEPOSITS		
			1 Government of Karnataka						(As per Schedule 'C')		
			Opening Balance	25,00,000=00							
			for the year	5,00,000=00							
		2	Government of India					IV	SUNDRY BALANCES		
			Opening Balance	37,14,000=00		7,35,000=00			Grant-in-aid receivable		
			for the year	18,00,000=00		62,461=93			Prepaid Expenses		
									Fees recoverable		
		III	DEPRECIATION RESERVE			85,14,000=00					
								V	CASH AND BANK BALANCES		
									Cash on hand		
2,05,434=00		IV	CURRENT LIABILITIES			4,878=59				9,189=02	
1,15,150=00			1 For expenses			5,29,841=88			Cash at Bank with		
32,011=34			2 For Advances (fees received						S.B.H.		
1,26,711=16			for MDI's Scheduled in 77-78)							11,10,850=86	
47,917=44			3 For Deposits								
			Sur. try Credit Balances			23,911=19					
						62,343=49					
						4,70,387=39					
		V	SPONSORED RESEARCH								
			(to the extent of on-going Projects)								
			Receipts			6,73,195=30					
			Less: Expenses			6,57,970=07					
						15,225=23					
		VI	CONSTITUENCY								
			(to the extent of ongoing assignments)								
			Receipts			1,54,539=28					
			Less: Income			66,309=55					
						88,229=73					
75,04,138=49			TOTAL			92,23,295=01			TOTAL		

- NOTES: 1. No depreciation has been provided for the year ended March 31, 1977.  
 2. As regards provident fund accounts, the entire deductions from salary towards employees' subscriptions together with Institute's contribution have been invested in Fixed deposits & Savings Bank A/C of the State Bank of India. The Balance Sheet and Revenue account prescribed under Rule 11 of Provident Fund rules, are under preparation separately for the entire period.

As per our report of even date  
 for EIOS & NARI STAFF, LIBRARY  
 CHARTERED ACCOUNTANTS

MS Ramaswamy  
 Sd/-  
 Director

S. Jayaraman  
 Sd/-  
 CHIEF ACCO. OFFICER

TS Natarajan  
 Sd/-  
 ACCOUNTS OFFICER

Bangalore  
 2nd September 1977



## SCHEDULES A, B &amp; C ATTACHED TO AND FORMING PART OF THE BALANCE SHEET AS AT 31st MARCH 1977

## SCHEDULE 'A': FIXED ASSETS

Particulars	Balance as on 1-4-1976	Additions during 1976-77	Balance as on 31-3-1977	1975-76 Rs.	1976-77 Rs.	Particulars	1976-77 Rs.	1976-77 Rs.
Library Books and Films	17,11,680=61	5,86,989=50	22,98,670=11	83,184=40	Motor Vehicle Advances	1,20,034=25		
Furniture, Fittings & Equipment	14,37,105=57	4,85,415=20	19,22,520=77	55,808=18	Advances for Expenses	1,50,532=91		
Improvements to Temporary premises	10,25,308=94	1,41,019=20	11,66,328=14	28,050=38	Sundry Debtors	7,021=58		
Research & Teaching Aids	7,31,068=60	2,47,531=22	9,78,599=82	7,182=53	C P F Loan	23,150=05		
Vehicle	4,42,034=30	1,95,671=20	6,37,705=50	1,690=00	Salary Advances	15,597=17		
Noise Control & Acoustics	3,12,357=60	-	3,12,357=60	2,100=00	Imprest Advances	390=00		
Land Development and New works in Campus	8,537=60	3,899=50	12,437=10	3,978=00	Festival Advances	2,650=00		
Telephones	8,203=23	-	8,203=23	971=24	Advances to N I T I E	5,539=00		
Total of Schedule 'A'	56,76,296=45	16,60,525=82	73,36,822=27	835=60	Leave Travel Advance	971=24		
				1,439=40	Cement on Stock	3,577=20		
					Amounts due from Provident Fund A/c			
					11,892=85			

## SCHEDULE 'C': DEPOSITS

Particulars	1975-76 Rs.	Particulars	1976-77 Rs.
Rent Deposits	1,18,696=18	Rent Deposits	1,34,816=50
Telephone Deposits	1,17,065=37	Deposits - General	1,61,065=37
Deposits with Rent Controller	28,803=56	Deposits with Rent Controller	30,350=81
Rotor Van Deposit	9,750=00		9,750=00
Postal Franking Imprest	1,405=75		254=90
Total of Schedule 'C'	2,83,814=36	Total of Schedule 'B'	2,11,844=78
			3,39,355=25

As per our report of even date  
for RACS & MARATHI MURTHY  
CHARTERED ACCOUNTANTS

Sd/-  
S. Jayaraman  
CHIEF ADM. OFFICER

Sd/-  
Mr. T. S. Sastri  
CHARTERED ACCOUNTANT

Sd/-  
PARTNER



APPENDIX XV

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31st MARCH 1977

EXPENDITURE		INCOME	
1975-76 Rs. Ps.	Particulars	1976-77 Rs. Ps.	Particulars
20,63,010=96	To Pay and Allowances	27,84,073=48	31,11,000=00
1,28,305=05	Institute's Contribution to C P F(1975-76)	1,31,484=00	By Grant from Government of India
1,73,50=11	Printing and Stationery	1,43,049=70	Income of EDPS & GSPs
2,62,723=52	Rent of Buildings	4,08,385=05	Income from PGP & Fellowships
49,935=27	Electricity and Water Charges	97,856=46	Application money received
2,000=00	Audit fees	2,000=00	Guest house hire receipts
1,03,821=10	Travelling Expenses	1,22,188=27	Miscellaneous Income (including interest on S.B.A/c - Rs.43,772=40)
5,630=73	Legal Expenses	6,770=00	Professional fees
1,16,797=83	Telephone & Telex Charges	1,54,451=37	Income from Consultancy
27,639=04	Postage and Telegrams	44,149=60	Income from Subsidised Seminars
43,171=70	Advertisement & Recruitment Expenses	53,990=22	Sponsored Scholarships
1,839=22	Guest house Running Charges	3,971=84	" Rent faculty Housing
10,760=20	Entertainment Expenses	14,758=48	96,760=41
38,213=17	Motor Vehicle Expenses	41,891=85	
21,963=03	Other Contingencies	28,040=96	Excess of Expenditure over Income carried down
5,353=93	Repairs & Maintenance to Furniture and Equipments	10,143=85	6,46,759=01
11,117=50	Consumables	11,036=54	
1,775=00	Society Membership	2,699=00	
2,53=00	Contribution to Staff Welfare	3,249=00	
2,53,144=21	Reimbursement of Medical Expenses	76,030=25	
10,377=17	Freight and Transport	9,923=98	
11,174=18	Garden Expenses	9,333=11	
12,553=21	Subscription to Periodicals	12,721=89	
7,726=15	Leave Travel Concession	10,219=97	
5,921=80	Uniforms	5,638=71	
31,59,260=95	Carried Forward ...	41,88,118=08	40,07,982=83



INDIAN INSTITUTE OF MANAGEMENT, KOLKATA  
INCOME AND EXPENDITURE ACCOUNT FOR THE FINANCIAL YEAR 1973-74

APPENDIX

S PCR our report of even date  
for RAOS & NARASIMHA MURTHY  
CHARTERED ACCOUNTANTS

Sd/-  
S. Jayaraman  
CHIEF ADDL. OFFICER  
ACCTS. NATARAJAN  
ACCOUNTS OFFICER

Bangalore.  
2nd September, 1977

THE LITTLE SWAN

Sd / -

