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Annual Report

1977-78



Indian Institute of Management
Bangalore

THE BOARD OF GOVERNORS
OF THE
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

APRIL 1, 1977 - MARCH 31, 1978

CHAIRMAN
(appointed by Central Government)

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

Upto July 1977

Shri B. Sivaraman, ICS (Retd.)
Member, Planning Commission
New Delhi

July 1977 to
February 1978

Shri Govind Narain
Governor of Karnataka
Bangalore

From February 1978

MEMBERS

Four representatives of the Central Government; ex-officio nominees of the Departments of Finance, Education Industry and Bureau of Public Enterprises.

1. Shri J. A. Kalayanakrishnan
Financial Adviser
Ministry of Education & S W
New Delhi
3. Shri H. S. Shahani
Joint Educational Adviser (T)
Ministry of Education & S W
New Delhi
4. Shri P. C. Nayak
Joint Secretary
Department of Industrial Development
New Delhi.
5. Shri G. C. Baveja
Director General
Bureau of Public Enterprises
New Delhi

Three representatives (ex-officio) of the State Government of Karnataka to represent concerned Departments

6.	Shri D. J. Balraj Development Commissioner Government of Karnataka Bangalore	Upto January 1978
	Shri R. Anandakrishna Development Commissioner Government of Karnataka Bangalore	from February 1978
7.	Shri P. Padmanabha Finance Commissioner Government of Karnataka Bangalore	Upto August 1977
	Shri M. K. Venkateshan Finance Commissioner Government of Karnataka Bangalore	from August 1977
8.	Shri P. R. Nayak Education Secretary Government of Karnataka Bangalore	Upto February 1978
	Shri C. R. D'Mello Education Secretary Government of Karnataka Bangalore	from February 1978

Representative of the All India Management Association

9. Dr. T. N. Kapoor
Professor & Head
Department of Commerce & Business Management
Punjab University
Chandigarh

Four Nominees of the Central Government to represent Industry, Commerce, Labour and other interests.

10. Shri P. J. Fernandes
Secretary
Finance, Ministry of Finance
New Delhi from July 1977
11. Shri P. K. Sen
76 Lansdowne Road
Calcutta from June 1977
12. Shri G. V. K. Rao
Secretary
Department of Agriculture & Rural Development
Ministry of Agriculture
New Delhi from July 1977

Representative of the Karnataka Chamber of Commerce

13. Shri V. Krishnamurthi
'Poorna'
19, IIIrd Block, 9th main, Jayanagar,
Bangalore

from March 1972
Renominated March 1977

Vice-Chancellor, Bangalore University (ex-officio)

14. Dr. H. Narasimhaiah
Shri T. R. Jayaraman

Upto August 1977
from August 1977

Representative of the All India Council for Technical Education

15. Shri Mantosh Sondhi
Secretary
Ministry of Steel & Mines
New Delhi

from June 1977

Representative of National Productivity Council

16. Dr. G. R. Dalvi
Executive Director
National Productivity Council
New Delhi

The Professors of the Institute nominated by the Chairman of the Board

17. Dr. S. Subba Rao
Dean, IIMB

18. Dr. M. Rammohan Rao
Dean, IIMB

Four members co-opted by the Board of Governors

19. Shri P. J. Fernandes
Secretary, Ministry of Chemicals & Fertilisers
New Delhi

Upto July 1977

Shri D. D. Sathe, ICS (Retd)
'Lalit', 9 Wodehouse Road
Bombay

from August 1977

20. Shri V. Krishnamurthy
Secretary
Department of Heavy Industry
Ministry of Industry
New Delhi

21. Dr. A. Ramachandran
Secretary
Department of Science & Technology
New Delhi

22. Sri M. V. Arunachalam
Chairman
Tube Investments (I) Ltd
TIAM House
Madras

Upto September 1977

Member Secretary of the Board (ex-officio)

23. Prof. N. S. Ramaswamy
Director
Indian Institute of Management
Bangalore

FINANCE COMMITTEE

Shri A. Krishnamurthi	Chairman
Shri J. A. Kalyanakrishnan	Member (Ex-officio)
Shri H. S. Shahani	Member "
Shri P. Padmanabha (upto August 77)	Member "
Shri M. K. Venkateshan (from August 77)	Member
Prof. N. S. Ramaswamy	Member-Secretary

PERSONNEL-CUM-SELECTION COMMITTEE

Shri P. J. Fernandes	Chairman
Shri A. Krishnamurthi	Member
Shri J. A. Kalyanakrishnan	Member (Ex-officio)
Shri H. S. Shahani	Member "
Shri D. J. Balraj (upto January 1978)	Member "
Shri R. Anandakrishna (from February 1978)	Member "
Shri P. R. Nayak (upto February 1978)	Member "
Shri C. B. D'Mello (from February 1978)	Member "
Prof. N. S. Ramaswamy	Member-Secretary

CAMPUS DEVELOPMENT COMMITTEE

Shri P. J. Fernandes	Member
Shri V. Krishnamurthy	Member (Ex-officio)
Shri H. S. Shahani	Member "
Shri J. A. Kalyanakrishnan	Member "
Shri D. J. Balraj	Member "
Shri R. Anandakrishna	Member "
Dr. S. Subba Rao	Member "
Prof. N. S. Ramaswamy	Member-Secretary

Co-opted Members

Shri N. Lakshman Rau Administrator Bangalore City Corporation Bangalore	Member (Ex-officio)
Shri K. C. Reddy Chief Engineer, PWD Karnataka	Member (Ex-officio)
Smt. S. Dhawan	

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

ANNUAL REPORT FOR 1977-78

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 formally inaugurated on Sunday, 28 October 1973. It is the third in the series of National Institutes of Management to be set up in the country and the first of its kind in South India. The objectives in setting up the Institute are to provide education, training, research and consultancy in management disciplines at the national level. It is also hoped to improve such management competence as is 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. The Central Government would meet the entire recurring expenditure and the bulk of the capital expenditure on development. A 100 acre 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 and major portion of the land has been handed over to the Institute. The sum of Rs.30 lakhs, too has been made over to IIMB.

3. The Institute is at present housed in a number of rented buildings in the southern area of the city. The main building at 33 Langford Road houses the class-rooms, the library, a reading room and a few 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 '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 practice the profession of management and to instruct others in the practice 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 co-operate with educational or other institutions with similar objectives in any part of the world so that such collaborations in management education may be mutually beneficial and
- e. 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 summarised below.

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 entre-

preneur-managers who could create organisations 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 techno-managers in each major sector of developmental activities rather than non-specialised 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 education and 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.

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 cognisance 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-organised 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 management know-how in these areas.

11. Hardly, ten per cent of the work force belongs to the organised sector so that 90 per cent of the country's productive activity takes place in sectors which are still only partially organised, if at all. Even a marginal increase in the productivity of the non-organised sectors should entail significant gains for the national output. Here again, organisation and management principles can be critical inputs in the accomplishment of objectives and IIMB hopes to pay special attention to the needs and potentialites 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 underprivileged or the consumers who constitute large masses of our population. IIMB will endeavour to develop management principles and techniques as bearing specially on these groups.

Meetings of Board of Governors and IIMB Society

13. During the period under review, the Board of Governors met on 9 July 1977, 14 September 1977 10 December 1977 and 27 March 1978 and the IIMB Society met on 9 July 1977.

14. Relevant statistical data indicating the progress of the Institute during the period 1972-78 are tabulated below:

PROGRESS: 1972-78

Category	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78
a MANPOWER						
Faculty	—	21	27	37	50	59*
Research	—	6	17	21	34	34
Admn., Technical and supporting staff	8	50	110	217	230	233
b FACILITIES						
Land (in acres) for campus	—	—	—	—	15	64
Buildings (in sq. meters)	1230	1780	4020	6014	5878	7267
Vehicles	—	2	6	11	12	14
<i>Library</i>						
Books	723	9885	12330	23226	32021	40000
Periodicals	8	170	521	525	660	700
Circulation	—	—	5457	12320	22650	22787
c PROGRAMMES						
PGP (No. of students)	—	—	51	107	123	149
Tamil Nadu Teachers	—	—	—	—	—	—
Training Programme	—	—	—	12	12	12
Fellowship	—	—	—	8	7	12
<i>MDP</i>						
Programmes (number)	—	2	15	12	23	45
Participants	—	—	340	221	428	774
<i>OBP</i>						
Organisations	—	—	5	11	11	5
Courses	—	—	—	34	23	24
Duration (in weeks)	—	—	—	30	43	50
Seminars	—	—	3	6	6	8
Research	—	7	7	7	6	24
<i>Consultancy</i>						
Completed Projects (No.)	—	—	11	4	7	43
Ongoing	—	—	6	10	10	20

*Includes 2 Visiting Professors and 5 on extraordinary leave during the year.

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 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 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 in a chosen area of Sectoral Management.

c. *A Teachers Training Programme for Tamil Nadu Government*

A two-year programme, now concluded for 12 officers of the Tamil Nadu Government who are drawn from its Departments of Agriculture, Irrigation, Power and Transport. They were trained for management teaching, research and consultancy for the proposed Tamil Nadu Management Institute at Madras.

d. *Management Development Programmes*

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

e. *Organisation Based Programmes*

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

f. *Sectoral Programmes*

The Institute has also undertaken special programmes for the application of modern management concepts and techniques to sectors like, Agriculture, Plantation, Education,

Health Administration, Transportation, Habitat and Energy and Power. Specialisation courses and programmes in the PGP have also been worked out.

16. In addition to the above, the Institute also undertakes research and consultancy work in new sectors it has identified as well as in the 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

PGP Batch 1975-77

17. During the year under review, 53 students out of 57 students of PGP 1975-77 batch graduated from the Institute. 4 of the students were required to undergo additional courses to complete the passing requirements of the courses. 52 students were suitably placed by July 1977. Out of these 32 were placed in public sector organisations.

18. The Convocation for 1975-77 batch was held on July 9, 1977. Dr. P. C. Chunder, Hon'ble Minister of Education and Social Welfare was the Chief Guest and delivered the Convocation Address.

PGP Batch 1976-78

Project Placement

19. As part of the PGP Curriculum, the students of PGP 1976-78 batch were required to undertake project work in public sector organisations for one full term. Out of a batch of 67, 51 were placed in public sector organisations and one in a private sector organisation and the rest did not qualify for project placement.

Final Placement

20. The Institute initiated action for campus recruitment programme as early as November 1977. Over 750 brochures were mailed to about 551 public sector organisations in the State and Central Sectors. As on 31 March 1978, 35 students had been made firm offers by various organisations; out of which 22 were in the public sector and 13 in the private sector.

21. Preparation for Convocation for the 1976-78 batch is going on, which scheduled on 14 April 1978. Shri K. T. Chandy, Chairman and Managing Director of Kerala State Industrial Development Corporation and Deputy Chairman of Kerala State Planning Board will be the Chief Guest.

PGP Batch 1977-79

22. This batch commenced its programme on 18 July 1977 and has 97 students on the roll. Among these 14 belong to Scheduled Castes/Scheduled Tribes. A remedial course of two months' duration in English and Basic Mathematics was conducted from 16 May 1977 for SC/ST students. A refresher course in Mathematics for 8 days was also conducted for those requiring it. A profile of the PGP students admitted in this batch is given in Appendix I.

Project Placement

23. Action was initiated to arrange project placement in various public sector organisations in November 1977. As on 31 March 1978, out of 97 students (including 5 Fellowship students) 48 had been placed in various organisations. 40 of them in public sector and 8 in Private sector. Placements for the rest are under way and it is expected that by 17th April when project term starts, they will all be placed.

PGP Batch 1978-80

Admission Activities

24. Like last year, part of the admission activities of the Institute were carried out jointly by the three Institutes of Management. Keeping in view the joint admission arrangements, IIMB was responsible for printing of the common admission test manual as well as test booklets. The announcement for common admission test appeared on 2 and 9 October 1977 in eight major national dailies. The common admission tests were held on 1st January 1978 at fifteen testing centres throughout India. Information regarding the number of candidates interviewed is furnished in Appendix-II.

25. A total of 13871 test application forms were sent and 11,287 filled-in test application forms were received by the three Institutes. 8902 candidates took the test. IIMB was responsible for testing at four southern centres - Bangalore, Ernakulam, Hyderabad and Madras. 3478 candidates took the test at these centres. 4836 requests for application or admission were received by IIMB. This included 165 from SC/ST candidates. A total of 776 candidates were called for interview. All the interviews were expected to be completed by middle of April 1978. In order to have a better selection of candidates, help from several executives of public sector organisations as well as the Alumini of IIMB was sought in the interview process. There was an overwhelming support from the organisations. The academic background

of candidates admitted for the 1978-80 batch are given in Appendix-III.

25A. The proposed curriculum for PGP 1978-80 batch is given in Appendix-IV.

FELLOWSHIP PROGRAMME

26. Currently, there are 12 students in the Fellowship Programme who were admitted during the last three years. One student successfully completed comprehensive examination, defended the thesis proposal and is in the process of completing the thesis in the Energy Management Sector. A few others are in varying stages of completing their course work, comprehensive examination etc.

Admissions

27. Since the Fellowship programme at our Institute is sector-oriented, the three Institutes advertised separately for the programme. The announcement for the Fellowship programme of IIMB appeared on 9 October 1977.

89 candidates applied for the programme; out of which 83 took the test and 44 were called for interviews.

28. Only 12 Fellowships were available for this year. Accordingly, it was decided that admissions will be limited to four candidates for each of the three sectors: Habitat and Environmental studies; population and Health Management, Power and Energy. Due to limitation of Fellowships, it was decided that no candidates will be admitted to the Agriculture Sector. For the Transportation Sector, only organisationally sponsored and financially supported candidates will be considered for admission.

STUDENT ACTIVITIES

29. At the Second All-India Students' Seminar on Computer Application in Engineering, organised by the Institution of Engineers (India) in Bangalore on 18-19, February 1978, the following papers were presented by IIMB Students, (1) Computer Applications in Energy Sector in India by Sri Mukesh Raizada and Arvind Sathi, (2) Use and Abuses of Computers by Shri Mahesh Chand and Shri Arvind Sathi.

30. The IIMB Students' Association organised a Cultural Festival, 'MANIFEST 78' on 10, 11 and 12 February 1978 in which teams from different colleges in Bangalore participated. The students of the

Institute participated in various social and cultural meets at different educational institutions in Bangalore. They also participated in second Inter-IIM meet held at Ahmedabad distinguished themselves in various events.

Scholarships for students

31. During the year under review, scholarships for PGP students were arranged from various public sector organisations in the country. 3 public sector organisations offered one scholarship each of Rs.300 per month for 21 months. One organisation offered 2 scholarships of Rs.500 each per month for 21 months. Besides, action was initiated for 4 scholarships for SC/ST students of a value of Rs.300 each per month for 21 months.

Hostel Facilities

32. With the increase in the intake of students for the 1977-79 batch, one more hostel was added in VIII Block Jayanagar. The 1978-80 batch will have a strength of about 110 students. By 31 March 1978 planned efforts were made to obtain premises and arrange for physical facilities to meet the increased demand on hostels, class-rooms etc.

Residential Accommodation for Women Students

33. During the academic year, hostel accommodation was not available to lady students. However, arrangements were made to provide them with accommodation in one of the buildings used by the Institute.

Prizes and Medals

34. For outstanding performance by students of 1976-78 batch prizes and medals were offered by Glaxo Marketing Division, Indian Oil Corporation, Bharat Petroleum Ltd., Indian Petro-Chemicals Ltd., Hindustan Petroleum Ltd. and TVS Ltd.

Photography Club

35. A Photography Club 'PHOCUS' was started with facilities for developing and printing. Students have taken a lot of interest in the PHOCUS activities. A dark room was set up in Hostel A.

Publications

36. The students of the Institute also published periodically a House Publication 'HOCUS'. Besides, the students are in the process of bringing out a publication entitled 'Choice of Alternate Technology' based on the projects they undertook as part of a course in the PGP.

TEACHER TRAINING PROGRAMME FOR TAMIL NADU GOVERNMENT

37. During the year under review, the participants of the training programme having completed successfully the course requirements proceeded on an educational tour of important educational institutions in the country, from 25 September 1977 to 8 November 1977. The participants were expected to study: (1) historical background; (2) reasons for the establishment of the institution, (3) the structure of the institution visited and (4) its progress. The trainees were required to submit a report on an institution of their choice. The list of the institutions visited by them is given below:

1. Central Institute of Road Transport, Pune.
2. Railway Staff College, Vadadora.
3. National Institute for Training in Industrial Engineering, Bombay.
4. Indian Institute of Management, Ahmedabad.
5. Indian Agricultural Research Institute, Delhi.
6. Forest Research Institute, Dehra Dun.
7. Indian Military Academy, Dehra Dun.
8. Indian Institute of Management, Calcutta.
9. National Institute of Community Development, Hyderabad.
10. Administrative Staff College of India, Hyderabad.

38. It was decided to award a suitably worded diploma to the trainees in the programme, which would reflect the special nature of this programme. The diploma would be given at the PGP convocation scheduled for 14 April 1978.

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPS)

39. IIMB offers short duration programmes of a 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 faculty to get exposed to and communicate with practising managers.

40. 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 from such other groups as entrepreneurs and owner-managers from small industry, administrators from government, functionaries in public utilities like road transport corpora-

tions and electricity boards and administrators of educational and research establishments.

41. 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 organisational functioning.

42. During the year under review, 45 management development programmes were conducted attracting over 774 participants from a wide variety of organisational settings. Programmes covered traditional areas such as management by objectives, management information systems, maintenance management and finance for non-finance executives as well as relatively unexplored areas like decision analysis, investment and credit planning, management of hospitals and health delivery institutions, management of power systems, productivity bargaining, participatory management, occupational and mental health in industry etc. The revenue accruing to IIMB aggregated to Rs. 11.94 lakhs. The details of the programmes are set forth in Appendix V.

Organisation Based Programmes (OBPs)

43. The Organisation-based programmes run by IIMB represent a special category of Executive Development Programmes and are designed specifically to suit the requirements of individual organisations. An organisation or company is studied in detail before a programme is conducted for its benefit, and detailed teaching materials like cases are developed according to its problems and needs. Senior managers and functional specialists from within the organisation are usually associated and offer support to the Institute faculty in conducting 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.

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

45. During 1977-78, a total of 24 such organisation-based programmes were conducted for the benefit of both private and public sector organisations. A notable feature of this year's programmes are that 12 OBPs were conducted for the Department of Personnel and Administrative Reforms of Government of India relating to project implementation, monitoring and evaluation in various sectors. The participants in these programmes are officers and administrators from State and Central Governments, electricity boards, transport corporations etc. These programmes were designed for specific sectors such as Health and Family Welfare, Agriculture, Public Works, Industry and Power.

46. During the year under report the 24 programmes conducted accounted for 50 programme weeks for the benefit of 632 participants. A detailed account of these programmes is furnished in Appendix-VI. The total revenue generated during the period was of the order of Rs.5.74 lakhs.

SECTORAL PROGRAMMES

Centre for Population and Health Management

47. The basic objectives of this Centre are to contribute towards the growth of managerial manpower in order to meet the rapidly developing needs of the public, private and voluntary organisations engaged in the planning of the delivery of health care services and to contribute to the solution of associated management problems. The Centre also proposes to build up a body of literature on the management of health institutions. The work of the Centre will, in the years to come, bear substantially on population policies; population education and communication; evaluation of health and population programmes; medical manpower planning and training; training of health and population administration personnel, administration of hospitals, health centres, public dispensaries, nursing homes and other medical institutions. At present the

Centre's activities are: (i) Teaching and Training (ii) Seminars and Conferences (iii) Research and Consultation (iv) Institutional Linkages and Centre Development and (v) Professional activities.

48. A programme leading to specialisation in the second year of the Post Graduate Programme in Health and Population Management has been developed. Eight courses will be offered leading to specialisation in this field.

49. There is currently one student who is at the dissertation stage of the Fellowship programme. For the coming year, 4 candidates will be admitted to the Fellowship programme under the Centre.

50. To make behavioural sciences and health management inputs into the medical education curriculum at St. John's Medical College, Bangalore two courses (1) Medical Professionals: Personal and professional Development and (2) Health Management, have been developed by Dr. Ashok Sahni.

51. During the year under report the Centre offered two short training programmes (OBPs) of three weeks' duration each on Project Implementation, Monitoring and Evaluation in Health and Family Welfare. The Centre also offered the following MDPS:

- * Management of Hospitals and Health Care Delivery Institutions - 2 Programmes
- * Communication Leadership and Motivation for Family Welfare Programmes in Rural Areas.
- * Management Science Applications to Health and Family Welfare.
- * Occupational and Mental Health in Industry.

52. The Centre is actively engaged in research and Consultancy. 8 research projects are under various stages of progression. Brief reports on some of these projects are given under 'Research'.

53. For the purpose of development of the Centre, institutional linkages have been established with Voluntary Health Association of India, United Nations Asian and Pacific Development Institute, Bangkok, etc.

Centre for Transportation Studies

54. Considering the vast resources invested and planned to be pumped into this Sector of the economy the volume of employment and its national significance, the Institute feels that there exists considerable scope to bring modern management concepts, tools, techniques

into various aspects of Transportation Sector such as transport planning, transport material management, investment options and decisions, organisational development and impact of environment on transportation policies. With this in the background, the Institute has established a Centre for Transportation Studies.

55. During the year under report, two faculty members joined the Transportation Sector- Dr. K. S. Pillai and Dr. P.S. Dhruvarajan.

56. In the Post-Graduate Programme specialisation courses in transportation will be offered for the PGP 1978-80 batch. The Curriculum design has been finalised. At least 5 candidates will be admitted for the specialisation courses.

57. Under the Fellowship Programme there are four students in the first year of the Programme. The necessary specialisation courses and teaching material have been developed during the year.

58. In collaboration with the Habitat Sector, the following MDPs were offered during the year.

- * Land use Models and Infrastructural Systems.
- * Housing and Environment.
- * Management of Road Transport.

59. A research proposal for establishing a School of Accident Research at IIMB was submitted to the Department of Science and Technology, Government of India for financial support. A proposal to carry out comprehensive traffic and transportation studies for Hyderabad City was submitted to Hyderabad Urban Development Authority. The services of Dr. K. S. Pillai a member of the Sector have been requested by M/s Dalal Consultants, Bombay for their World Bank Project.

60. Faculty of the Centre have presented papers and attended a number of seminars and conferences. Dr. K. M. Anantharamaiah, Co-ordinator of the Centre visited USA, UK, Canada and Germany to acquaint with the activities of the Transportation Centres abroad.

Centre for Habitat and Environmental Studies (CHES)

61. The Centre for Habitat and Environmental Studies plans to make concerted and inter-disciplinary efforts for gaining a better understanding of the complexities of the problems of human environment in their totality. Human settlements are dynamic systems created and sustained for achieving the ultimate goals of human happiness. In contemporary societies, it is not uncommon for rapid growth of

settlements to be characterised by a degeneration in the quality of life through a deterioration of environment. Towards the general objectives above, the activities of CHES will be focused on six major areas: Ecology and Environment, Habitat Systems, Housing, Land Use and Infrastructure Systems; Settlement Management and Policy, Urban Economics and Population Movement.

62. The Centre has programmes to actively involve in the teaching of Post-Graduate and Fellowship Programmes. For PGP a specialisation stream on Habitat and Environment is proposed to be given to the students. Further the Centre has proposed a two to three semester course on 'Public Utilities Infrastructure - Planning and Management'. The aspects of this Course has been discussed with the officials of the Ministry of Works and Housing, Government of India. This course is designed to be an inter-sectoral activity.

63. During the year the Centre offered two MDPs on 'Housing and Environment', 'Land Use Models and Environmental Infra-structure Systems.' A course on Transportation Systems and Settlement Structure is scheduled in the month of May 1978. In collaboration with the Department of Science and Technology, a workshop on 'Futurology on Perspectives for India 2000 AD- Planning and Management' is scheduled in the month of June 1978. For both these programmes, the necessary preparations were made during the year.

64. The Centre has been active in research. As many as 11 projects and proposals were underway during the year. Some of these are Institute sponsored projects and some are proposals submitted to the various Departments of the Government of Karnataka, Planning Commission, Department of Science and Technology, Indian Council for Social Science Research and other bodies. Some of the areas of the research interest of the Centre are:

- * Environmental Development on Arterial Road System in Bangalore City.
- * Integrated Tribal Development in Coorg district.
- * Habitat Structures, Level and their Environmental, Social and Economic patterns.
- * Technological Environment in Rural Habitat.
- * Comparative Study on Metropolitan Development Authority.

65. The Director National Building Organisation has requested the Centre to organise a regional seminar and a workshop on Construction Management. The details have been worked out and sent to National Building Organisation. The Director, National Institute of Urban Affairs, Ministry of Works and Housing has requested the Institute for a research collaboration. Consent of the Institute has been communicated to them.

66. The Centre is in correspondence with Asian Institute of Technology, Bangkok, United Nations Centre for Regional Development, Nagoya, Japan and the Ministry of Works and Housing, Government of India, to establish inter-institutional linkages and collaboration.

Centre for Agriculture and Rural Development

67. 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.

68. The members of the Centre have participated in the teaching and training programmes of the Institute. Under Fellowship Programme two of the students are in the course work stage. Five regular courses were offered in the Fellowship programme. These apart, reading courses were offered to the students on Dairy Management, Irrigation and Water Management, Ground water Resources Management and Development, and Multi-purpose Reservoir Water Management. In PGP, the Centre offered a free elective on 'Rural Marketing'.

69. A number of training programmes were offered by the Faculty of the Centre under OBP and MDP. Five OBPs were conducted by the members of the Centre; Two programmes on Agriculture, one programme on Irrigation, a programme for the district level officers of the DPAP and a Management Exposure programme for the Plantation Managers on behalf of United Planters Association of South India. Two MDPs on: (1) Top Management Seminar on Rural Marketing and (2) Marketing of Agricultural Inputs were offered during the year.

70. The faculty of the Centre were involved in three research projects: (1) Pilot project on Land Use Policy, (2) Feasibility of Animal Husbandry Development in Dharmapuri District, (3) Water Use Efficiency in Lower Bhavani Sagar Command Area.

71. The members of the Centre were associated with the following consultancy projects of the Institute:

- * Diagnostic Study on the Management of Dairy Development under IDA assisted DPAP in Bijapur district.
- * Feasibility Study of Management of DPAP in Dharmapuri District for Central DPAP division.
- * Watershed planning Project in Kolar District for Central DPAP division.
- * FAO/SIDA Workshop on Fisheries Project Management for the Indian Ocean Countries.
- * Manpower Requirements for Karnataka Agro-Industries Corporation Ltd.
- * Organisation for Social Development- a project sponsored by UNICEF.
- * Water Use Efficiency Study in Nagarjunasagar command Area for Government of Andhra Pradesh.

72. The members of the Centre have published various articles and attended important meetings and conferences.

Centre for Energy Management

73. The Centre for Energy Management is intended to meet the growing managerial requirements of the Power and Energy Sector which plays a very important role as the facilitator of industrialisation of the economy and modernisation of the Society. The centre is Multi-disciplinary in nature and draws faculty from engineering disciplines, operations research, systems analysis, statistics, economics and human relations. The objectives of the Centre are:

- * to meet the management development needs of the power and energy sector with its multiplier effect on other sectors of the economy.
- * to provide relevant management training inputs at various levels in different functional areas to Power Boards, Power Corporations Energy Undertakings, etc.
- * to undertake research studies and consultancy project with a view to develop case studies and policy papers regarding special problems

74. connected with the management of energy related organisations

- * to develop trained managerial manpower for the power and energy sector through sector-based 3-year Fellowship programme and 2 year post-Graduate Programme.
- * to add to the core of knowledge on management of power and energy systems through total integration of environmental, organisational and technological aspects.

74. The sector finalised outlines for seven courses in the PGP for Energy Sector specialisation and selected five related courses to offer a package of 12 courses for the second year specialisation to the 1978-80 PGP batch. For the 1977-79 batch, a few specialisation courses are being offered.

75. The Project Reports of Tamil Nadu Faculty Training Programme students in the Energy Sector were presented on 19 December 1977. Two Fellowship students have completed the course work and the comprehensive examinations. One of them is in an advanced stage of his thesis.

76. The second three-week organisation-based programme on Project Implementation, Monitoring and Evaluation of Power Projects sponsored by DPAR was conducted from 6-25 February 1978. Twenty two participants representing various electricity boards and other agencies participated in the programme.

77. The members of the Energy Sector conducted studies on (1) Rational Allocation of Power-cut to the Industries in Karnataka at the request of the Director of Industries, Govt. of Karnataka; (2) Cost of Providing Electric Connections to Rural Households; (3) Input-Output Analysis to Determine Energy Intensities, and a few others. Several articles have been published by the faculty of the Centre.

Education Management Sector

78. The Education 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 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.

79. Five research projects of the sector in different stages of completion are given below:

- * Relevance of IIMB Post-Graduate curriculum to the Job Needs of Industry.
- * A Study of Campus Location.
- * College Administration: A study of the Motivation of Teachers and Students.
- * Norms in the Secondary Educational Institutions in Bangalore.
- * Patterns of Social interactions in Kenchan-kuppe.

Some of these projects are given under 'Research'.

80. The Sector Organised the first National Service Scheme training and orientation programme for 32 NSS Officers of Karnataka State from May 23 to June 3, 1977. The venue of the programme was University of Agricultural Sciences, Bangalore. The Programme had a mix of lectures, panel discussions, camping, field visits and films. Well-known educationalists from Bangalore provided faculty inputs.

Alumni Association

81. With the present batch of PGP due to graduate in April 1978, there will be nearly 150 alumni of the PGP of the Institute. In addition there are more than a couple of thousand individuals who have participated in the Institute's training programmes. To keep this large community of alumni informed of the Institute's progress, programmes and activities, and also make them feel part of and contribute to the growth of the institute's, it was decided to organise an Alumni Association.

82. A steering Committee to work on the formation of Alumni Association was appointed in November 1977. The Committee was represented by members from the Faculty, Research, Administration and students. The Committee worked on preparing the constitution. Copies of the proposed constitution were sent to the alumni (PGP, OBP and MDP participants) for comments and suggestions.

83. The Committee is proposing to have the first General Body meeting of the Alumni Association on 14th April 1978. The Constitution will be adopted during this meeting and office bearers elected.

RESEARCH

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

PERFORMANCE OF PUBLIC SECTOR ENTERPRISES IN ASIA

85. This was the final year for the completion of the project. We have been able to meet the schedule of IDRC in completing the following reports:

- a. Bi-national Inter-firm Comparison on fertiliser industry.
- b. Bi-national Inter-firm Comparison on cement industry.
- c. Policies, Control and performance of Public enterprises in India.

These reports were submitted to IDRC Colombo conference in November 1977. Further, a report on 'Financial Analysis of Public Enterprises' has been prepared. In these reports the methodology of computerising data on public enterprises and certain statistical methods like factor analysis and discriminant analysis have been given. Besieds, the data on public enterprises was recorded on magnetic tapes which are available at the Data Centre for further use and analysis.

EXTRACTION OF OIL FROM OIL SEEDS IN KARNATAKA STATE

86. In July 1977, the Karnataka State Council for Science and Technology proposed the appointment of a Working Group to study the problem of 'Extraction of oil from oil seeds in Karnataka'. The primary task in which the Study Team involved itself was to make a social cost benefit analysis of the various methods of oil crushing prevalent in the State, (a) oil expellers (b) power-driven ghanies and (c) bullock-driven ghanies. Based on its findings, the Study Team has made recommendations on the following points: (1) Production of groundnut in the State, (2) interface between extraction of oil and its distribution and (3) the development of processing facilities in the State.

A STUDY OF THE KHADI AND VILLAGE INDUSTRIES COMMISSION-ITS INVESTMENT PATTERN AND ORGANISATIONAL EFFECTIVENESS

87. In December 1977 Industrial Policy Statement of the Government, it was stated that the main thrust of the new industrial policy will be on effective promotion of cottage and small-scale industries widely dispersed in rural areas and small towns. It is the policy of the Government of India that whatever

can be produced by small and cottage industries must only be produced.' Government of India further envisages that the Khadi and Village Industries Commission (KVIC) should act as a catalyst of economic change, since the functioning of the Commission embraced industries which have sprung up from peculiarly Indian economic, geographic and even cultural means.

88. The Project proposes to study the following features of KVIC's activities:

- a. Allocation of funds for various village industries during the Sixth Five Year Plan period.
- b. A social-cost benefit analysis of two village industries which are currently being supported by the Commission - 'village leather' and 'non-edible oil and soap'.
- c. Examining the present organisational effectiveness of the Commission and its capability in being able to achieve Plan targets.

TECHNOLOGY IMPROVEMENT IN NON-LAND BASED CO-OPERATIVE ECONOMIC ACTIVITIES IN BIDADI HOBLI

89. This is a Research project sponsored by the Karnataka State Council for Science and Technology. The Project was initiated in early 1977 and approved towards the end of 1977. Even before it was sanctioned some ground work was begun via student projects. Since then (a) efforts were made to locate and employ project staff, (b) a village was selected for study (c) rapport was established with the village and a pre-test conducted of the questionnaire and (d) two PGP students undertook summer projects.

90. The initial reports would be available by the end of 1978.

THE SOCIO-ECONOMIC SURVEY OF THE BULLOCK CART

91. The socio-economic survey of the bullock cart in the southern region is sanctioned by the Ministry of Shipping and Transport, Government of India. The Southern region comprises of the States of Andhra Pradesh, Tamilnadu, Karnataka, Kerala, Maharashtra, Madhya Pradesh, Orissa and also the Union Territories of Pondicherry and Goa.

92. The survey is now in progress. The basic data for constructing the indices of development of these areas for selecting the sample, has been completed. Preparation of necessary schedules for collecting the village information and that of the bullock-cart from the individual cart owners have also been completed. The next stage of data collection will begin by the end of July 1978.

STUDY ON THE ABSORPTION POTENTIAL OF IRON AND STEEL ITEMS IN THE RURAL SECTOR

93. At the instance of Steel Authority of India Ltd., the Institute has undertaken a Research Study on the Absorption Potential of Iron and Steel items in the rural sector. This project has been taken up by the Institute during the month of December 1977. The team had made field visits to elicit information on the type of tool/implements being used in the rural areas and to explore the possibilities of delivering improved skills within the reach of the rural people for improving their quality and standard of living.

94. The main emphasis from the Institute's part on this study is transfer of appropriate technology to the rural areas for improving the quality of life of the rural people. Questionnaires have been designed and are being administered to elicit information on the types of material used for the tool/implement, its longevity and the method of improving the existing tools.

95. The project is expected to be finalised by August 1978 and a final report will be submitted to SAIL.

BLOCK PLAN FOR FULL EMPLOYMENT IN KARNATAKA

96. On request from the Government of Karnataka, a team of seven faculty members conducted a preliminary study of the preparation of block plans for full employment for seven blocks of Karnataka State. The blocks studied were Nelamangala and Kanakapura of Bangalore District, Malur and Gudibanda of Kolar District, Sandur and Kudligi of Bellary District and Sringeri of Chickmagalur District.

97. This study covered essentially two main aspects. Firstly, an investigation was made to estimate employment and seasonal and year-round unemployment in the block. This was done by conducting a primary employment survey of the area. The second aspect of the study covers the analysis of the present pattern of resource utilisation, possibilities of future

development, the level of demands and identification of feasible projects/programmes along with the cost involved and employment generation possibilities.

98. The main objective of the study was to provide the State Government a framework for preparing a phased programme of employment generation for each of the blocks with the target of achieving full employment within the next ten years' time.

99. The preliminary reports were submitted to the State Government in the second week of March 1978.

STUDY OF HEALTH MANPOWER IN SELECTED SPECIALITIES AND SUPER SPECIALITIES A PERSPECTIVE PLAN FOR KARNATAKA

100. The project is funded by the Indian Council of Medical Research, New Delhi. The study is in progress in the following areas:

- * Hospital based morbidity and mortality studies through analysis.
- * Patient record analysis.
- * Stock study of specialists and super specialists through questionnaire.
- * Doctor study and data bank activity and library work.

101. The first item has been completed with reference to Bangalore based hospitals, giving coverage of 23 specialities. The information collected has been translated to hospital study schedule and coded to lend itself for tabulation and analysis.

102. Regarding other three items questionnaire for study of 'Doctor-Profile' has been perfected and sent out and the returns being received.

103. 'Formal' questionnaire for interviewing specialist doctors has been drafted and issued to selected specialists and super specialists for 'pre-testing'.

STUDY OF THE FUNCTIONAL ANALYSIS OF THE PRIMARY HEALTH CENTRES

104. There are approximately 5400 primary health centres operating in the 396 districts in India. Apart from the health services, the primary health centres provide also family planning, maternal and child health services. Keeping in view the importance of family planning and family welfare toward socio-economic development of India and particularly keeping in view the urgent need for family planning and the improvement of maternal and child health, the primary health centres are required and play a crucial role in the nation's health care delivery system.

105. At the request and with the financial support of the Family Planning Foundation, New Delhi, a research study has been undertaken to make an analysis of the structure, functions and activities of the Primary Health Centres which influence the delivery of family welfare services.

106. In consultation with the Directorate of Health Services in Karnataka, six Primary health centres in Tumkur district were selected for the purpose. Three of the six are effective - productive, whereas the other three are ineffective - unproductive, with respect to delivery of family welfare services. Data has been gathered through discussions with staff of the six primary health centres, their perceptions, their duties and responsibilities etc. A report will be ready by July 1978.

EFFECTS OF M.B.O. ON MANAGERIAL JOBS IN INDIAN ORGANISATIONS

107. This project examines the effects of the introduction of MBO (Management by Objective) on managerial jobs in four Indian organisations in terms of the proportion of (i) prescribed too many discretionary elements (ii) perceived clarity of jobs (iii) performance/reward linkage and (iv) delegated authority. The four organisations in question introduced MBO as a formal, organisation-wide change. Differential effects of MBO on decision making and policy making managerial jobs on the one hand, and the operating jobs on the other are examined.

RELATIVE EFFECTS OF INTER-COMPANY AND IN-COMPANY MANAGEMENT DEVELOPMENT PROGRAMMES

108. This survey seeks to collect the responses of about 600 managers in private and public sector organisations relating to the relative efficacy of inter-company and in-company management development activities on the criteria of relevance, transfer of learning etc. Attempt is also made to determine whether the two forms of management training are more or less suitable for specific areas of learning.

INDUSTRIAL RELATIONS IN KARNATAKA— HISTORY

109. A comprehensive documented history of Industrial Relations in Karnataka to bring out the nature of industrial relations system in the erstwhile Mysore State (1937-1956) and the present Karnataka State (1956-1976) is being prepared. In addition other factors like: (i) trade union activities in Karnataka

(ii) consensus among the various trade unions on industrial disputes in spite of their different political background are being dealt with.

FEASIBILITY OF ANIMAL HUSBANDRY DEVELOPMENT IN DHARMAPURI DISTRICT

110. This is a project sponsored and funded by the Central DPAP Division, Department of Rural Development, Government of India.

111. The project focuses on the need for diversification of activities in Drought Prone Areas like Dharmapuri District of Tamil Nadu. By diversification it is meant that other activities like animal husbandry, sericulture, horticulture, etc. to be taken up apart from the traditional crop husbandry. The study examines the scope for Animal Husbandry Development in the district.

112. On completion of the project, a project report has been prepared. The report puts forth two schemes for artificial insemination programme and green fodder cultivation. These two activities, if followed with veterinary health care, would enhance the milk production considerably which in turn will improve the economic status of the farmers. The report also covers the feasibility of sheep development, the bullock power availability and utilisation.

OPTIMAL ALLOCATION OF POWER CUT TO INDUSTRIES

113. The objective of the study was to allocate power to industries in such a way that production loss was minimised and lay offs were avoided. Applying the ABC analysis, the study concluded that: (a) All LT industries could be exempted from power cut and the burden be transferred to HT industries. (b) Apply 100% power cut to the aluminium plant on the argument that the average value of production lost per unit of electricity in aluminium is much smaller than the marginal value of production lost in other LT industries.

PROPOSAL TO UPDATE FUEL POLICY COMMITTEE REPORT

114. A proposal was made to the Ministry of Energy, Government of India for funding, a study which aims to update the Fuel Policy Committee Report in the light of :

- a. changed price of oil, and
- b. with accent on the rural energy consumption.

COST OF PROVIDING ELECTRIC CONNECTIONS TO RURAL HOUSEHOLDS

115. A small research project was conducted by two faculty of the Energy Sector to look into the possibilities of giving Janata domestic connections for rural households. A small field survey was conducted for this study in some of the rural areas adjoining Bangalore. A sample of 32 villages were selected in five taluks of Bangalore - Channapatna, Anekal, Tumkur, Kolar, Mulbagal. From the research conducted it seems possible to give a Janata domestic connection in rural areas at a capital cost of Rs. 297 per structure if it is to be provided with only one light point and one plug outlet. This would make for an expenditure per village of the order of Rs. 20,000 or thereabouts. An interesting finding of the study was that only 26% of all huts in the villages were found suitable for electrification.

INPUT-OUTPUT ANALYSIS TO DETERMINE ENERGY INTENSITIES

116. A research project by a faculty member and some of the students of the Fellowship Programme in the Energy Sector was undertaken to make use of Input-output techniques to determine the cost of electricity in goods and services of the Indian economy. The project also tried (i) to find a methodology based on input-output analysis for energy forecasting and (ii) to build further models for energy modeling. The analysis was made by using the published data of the Planning Commission and the preliminary results are available in a report.

RELEVANCE OF IIMB POST GRADUATE CURRICULUM TO THE JOB NEEDS OF INDUSTRY

118. The project was taken up to study the relevance of management education offered at IIMB to the job needs of industry. The study also analyses the nature of adjustment problems which the graduates face in industry. The population of the study include the employed graduates of the first PGP batch. The project is likely to bring to light the problems faced by IIMB graduates in industry and also the extent to which the graduates are in a position to practically put to use their educational training. The questionnaires elicit information on the degree of encouragement for utilising knowledge gained through management education; the extent to which rules and procedures in industry restrict effective adoption of management techniques, and adequacy of curriculum,

project work for maximum effectiveness, desirable and essential educational background and experience.

COLLEGE ADMINISTRATION: A STUDY OF THE MOTIVATION OF TEACHERS AND STUDENTS

118. Two seminars held with the Principals and Teachers indicated that one of the most immediate problems in the under-graduate education was lack of motivation on the part of students and teachers. Questionnaires have been designed to test the following hypothesis: Students accept passively what the University, College and Teachers offer them; most students prefer job oriented education to general education; students from non-elite colleges have given more thought to what they will be doing after collegiate education; teachers are usually in a position to devote more than the designated time to develop the students' interest and also in their own professional development.

119. Data has been collected from teachers. The data from students is being collected.

PATTERNS OF SOCIAL INTERACTIONS IN KENCHANKUPPE

120. The Education Sector started preparing a booklet on the effects of education and other institutions on the social patterns of a rural setting. The village chosen was Kenchankuppe. Data was collected regarding the history of the village, major institutions of the village, current practices and trends, level of literacy, impact of education and politics on the life styles of the rural folk, occupational patterns, class and caste structures. A report is under preparation.

HARIJAN FATHERS' EDUCATIONAL ASPIRATIONS FOR THEIR CHILDREN

121. The study was undertaken to review the effectiveness of the incentives provided by Government for educating the Scheduled Caste and Tribe children by trying to elicit information on the gap between the aspirations of the parents and level of literacy of their children. It is hoped that the study will also indicate why certain measures adopted have failed to bring more children into the fold of literacy.

PROBLEMS OF SMALL SCALE INDUSTRIES IN KARNATAKA

122. The objective of this research project is to identify problem areas and bottlenecks related to the establishment of small scale industries in Karnataka and make possible suggestions for streamlining the functioning of various agencies dealing with small-scale industries, such as Karnataka State Finance

Corporation, Karnataka State Industries Development Corporation, and Karnataka Industrial Area Development Board. The collection of information and data involves close interaction and personal discussions with the various agencies and small scale entrepreneurs in the State. The questionnaire method is used to elicit information from entrepreneurs. The information sought relates to the functions, organisations, procedures and facilities of the agencies as well as background of entrepreneurs and the small scale industries. Case histories of small scale industries are also collected.

BEEDI WORKERS AND VEGETABLE GROWERS — UNORGANISED SECTOR

123. The Institute conducted a study of the needs and problems of the Beedi workers in parts of South Kanara district. The Tobacco Board has taken interest in this study and they have asked whether a similar study for the beedi-tobacco growers can be conducted. Recommendations to the State Government in this regard have been made.

124. At the instance of the Chief Minister of Karnataka, the Institute conducted a study on vegetable growing and vegetable marketing in and around Bangalore. The findings have been sent to the Chief Minister.

SPCECIAL PROJECTS

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

MODERNISATION OF BULLOCK CART

126. The first project in the series, funded by the Department of Science and Technology in 1976 is now complete and a project report is ready for submission to the concerned research panel of the Department. When that report is approved, the three prototypes built under that project as well as two experimental test prototypes will be handed over to them in fulfilment of IIMB obligations.

127. The IIMB has also submitted project proposals for the fabrication of six test prototypes for use in the rural areas. It is expected to be funded by the Inter-Ministerial Steering Group on the Bullock-cart of which the Ministry of Shipping and Transport, the DST, CSIR, ICAR, CRRI, Ministry of Agriculture, and the Ministry of Finance etc. are members. IIMB has plans for the fabrication of 24

prototypes for use under various considerations of soil, climate, cultural preference and freight specificity under a second project of the overall bullock-cart Modernisation Programme.

128. The Government of India has decided to publish a Documentation Manual on the Operations of Animal-drawn Carts of traditional design in the country (as well as locally effected improvements) in all their bewildering and fascinating variety. Parameters like demand for carting services in town and village, road facilities and the facilities for the manufacture, maintenance and repair would be documented with the help of engineering drawings and photographs. IIMB has been entrusted the task of preparing this manual for the DST, who, when it is ready and approved, are expected to publish it on behalf of the Government of India in collaboration with the Economic and Social Commission for Asia and the Pacific (ESCAP). In a subsequent phase, ESCAP will collect similar information from five countries of the South Asian region.

VILLAGE ADOPTION SCHEME (Kenchanakuppe Village)

129. During the year under report, efforts were made to organise the youth and farmers of the village so as to enable them to take part in the constructive programmes. The Youth Club organised by the Institute conducted adult education classes and provided library, a sports club and a first aid programme. The necessary funds in running these programmes were raised by hiring out mulberry rearing frames (Chandrika) to the farmers.

130. A two-day NSS Camp was organised in the village with the help of the Education Sector of the Institute. During the camp the foundation work of the new school building was completed. A bore-well has been sunk in the village to solve the acute drinking water problem faced by the villagers, especially the Harijans with the Institute's initiative. Efforts are now being made to obtain sanction for the construction of an overhead tank and laying the pipelines.

131. Efforts are under way to conduct a survey of underground water resources and providing irrigation facilities to the Harijan farmers with the help of Small Farmers Development Agency.

THE BULLOCK-CART MODERNISATION EXHIBITION

132. The Institute was asked to put up a pavilion on the Modernisation of the Bullock-cart theme in the

Agri-Expo 77 exhibition conducted by the Trade Fair Authority of India between November 13 to 14 December 1977. At short notice, the Institute put up 7 improved test prototypes of animal drawn carts and improved assemblies of axle, bearing wheel, yoke and harness. Some prototypes used wood or steel exclusively and others combined both these materials in order to effect an unprecedented reduction in tareweight which alone will serve to improve the efficiency of operations by at least 200 per cent.

133. The exhibits included 200 exhibition-size photographs, depicting animal-drawn cart operations from many parts of the country on such themes as cruelty to animals and damage caused to roads by defective cart designs. The pictures also afforded an idea of the road conditions and nature of freight for which the bullock-cart was being preferentially used. The stories of the animal-drawn cart and the work animal told in about 200 free-hand drawings with captions in Hindi and English was perhaps a novel feature of the exhibition. They were commended by many as good audio-visual material for the education of unlettered adult cartmen. The exhibition was visited by a modestly estimated 8 lakh persons including prominent officials of the Government, design engineers, cart users, Ministers of Central and State Governments and farmers. The visitors book contains highly motivated and interested comments on the exhibitions, the display and their quality. Altogether it was a very favourably commented display which sought to propagate suitable cart designs and attitudes.

CONSULTANCY

134. The Consultancy activities of the Institute during the year ended 31st March 1978 were 48 in which 43 faculty members participated. Some 32 proposals were made, out of which 14 have matured and assignments were completed. 4 proposals have not materialised and 14 are still under negotiations.

135. A summary of the Consultancy activities of the Institute is as under:

<i>Sl. No.</i>	<i>Details</i>	<i>Consultancy</i>
1	Activities completed	43
2	Activities in Progress	20
3	Activities initiated during the year	32
4	Proposals under negotiation	14

The consultancy assignments completed during the year and in progress are given in Appendix VII.

VISITS ABROAD BY FACULTY

IDRC project

136. Prof. N S Ramaswamy the Director and Dr. S Shivaramu visited Sri Lanka during 17-21 November 1977 to be present at the meeting of the IDRC on the project 'performance of Public Sector Enterprises in Asia'. Following papers were presented in this seminar:

Bi-national Comparison Study on Fertilizer.
Bi-national Comparison Study on Cement.
Policies, Control and Performance of Public Enterprises in India.

In this seminar complete review was made of the progress of the project. The IDRC Project is likely to come to an end very shortly.

Prof N S Ramaswamy

137. Prof. N S Ramaswamy, Director, visted United States of America, Canada and United Kingdom from 12 May to 21 June 1977. During his visit he identified and visited educational institutions where training and research in management of transportation and energy sectors are being carried out. He also

studied the concepts and practices in regard to the above two sectors with a view to adapting the same to Indian conditions and to evolve suitable curriculum and research projects in IIMB. He was also able to locate and discuss with experts in these two sectors, who could visit the Institute for helping in faculty development at IIM-B. Further, he explored possibilities for faculty exchange programmes, joint research programmes, faculty placement (for Ph.D) etc. Part of his mission was to locate and interview faculty with experience in the above two sectors for employment in the Institute and in this he was highly successful and he had made selection of nearly 30 prospective faculty.

Prof K M Anantharamaiah

138. Prof. K M Anantharamaiah, Cordinator, Transportation Sector visited USA, UK and Canada between 15 January and 11 April 1978. The main idea of his visit was to contact different universities, Transportation centres and Transportation departments with a view to find out the latest research that is going on in this field and to find out the possibility of faculty exchange, training of some of our faculty in advanced fields, collection of information regarding Post-Graduate Programme etc.

SEMINARS

139. The following seminars were organised in the Institute during the year under review :

<i>Topic</i>	<i>Date</i>	<i>Organised by</i>
1. Structures in Combinatorial Optimization	15-18 June 1977	Dr A K Rao & Dr S Subba Rao
2. Management Inputs for Film Industry & Social Relevance of Film Medium	16 Sept 1977	Dr A V Shanmugam
3. Continuity Seminar on Film Communication and Management Development	Oct 1977	Dr A V Shanmugam
4. Technological Choice in Indian Environment	10-12 Oct 1977	Dr V Vyasulu
5. Social Aspects of Medical Education in India	17-19 Nov 1977	Dr Ashok Sahni
6. Seminar on Bullock-cart	12 Dec 1977	Dr A V Shanmugam
7. Value Engineering for Modernisation of Bullock-cart	6-10 Mar 1978	Prof O K Govindrajan & Sri N A Sirsi
8. Land Use Policy	20 Mar 1978	Dr N V Ratnam

140. The following seminars were conducted in the Institute by visitors to the Institute:

<i>Topic</i>	<i>Date</i>	<i>Speaker</i>
1. Intermediate and Appropriate Technology	9-4-1977	Prof G F Reynolds, Univ. of Reading, U K
2. Energy Systems Management	12-4-1977	Prof C M Buckley, U K
3. Energy	30-5-1977	Sri R V Subrahmaniam Secretary, Ministry of Energy, Govt. of India
4. Heresies About Social Science Research	22-6-1977	Dr R J H Chambers, Univ. of Sussex UK
5. Recent Developments in Health Admin. in US	22-7-1977	Dr Sagar C Jain Univ. of North Carolina, USA
6. A Production Function for Management	23-9-1977	Dr Martin J Beckman Rutgers University, USA
7. Habitat and Transfer of Technology	18-11-1977	Mr M A Rebairo Brazil
8. New International Economic Order	20-12-1977	Dr McBain Lancaster University, UK
9. International Marketing	13-1-1978	Dr Jagdish C Seth, Univ. of Illinois at Urbana, USA
10. Current Practices in Organisation Development	20-1-1978	Dr Bernard Bass Univ. of New York, USA
11. Simulation Model for Airport Terminal Planning	2-2-1978	Mr. P Jayant, Dy. Director, Air India Bombay
12. Public Policy	3-2-1978	Dr Ivan Illich
13. Analysing Problems of Urban Bus Operations in the UK	3-3-1978	Dr Ivan Jenkins

FACILITIES AND RESOURCES

Ford Foundation Assistance

141. The Ford Foundation made a grant for IIMB for research and training in Transportation and Energy Systems. The grant of \$ 2,00,000 was made available for a period of three years.

142. Prof N S Ramaswamy, Director and Dr K M Anantharmaiah, Coordinator, Transportation Sector visited USA, Canada and UK respectively from 12th May to 21 June 1977 and 15 January to 11th April 1978. A summarised report about their visit has been given under 'Visits Abroad by Faculty'.

143. Two of the research staff of the Institute, Mr. Ashok M Dhareshwar and Mr L Jayaprakash have been provided partial support for executing graduate studies in the field of Transportation and Energy Management at Stanford University and University of Pittsburgh.

LAND AND BUILDING

Land Acquisition

144. The Government of Karnataka is acquiring about 100 acres of land for the permanent campus of IIMB between the 6th and 7th miles of Bangalore-Bannerghatta Road. The acquisition proceedings are in the final stage. As on 31st March 1978, 63 acres and 23 guntas of land had been handed over to the Institute. For the balance of 36 acres of land, the Special Land Acquisition Officer has already written awards and sent them to competent authority for approval. After approval, the land will be handed over to the Institute.

145. As the present 100 acres of land allotted by the Government is inadequate to accommodate the Institute's ultimate needs, a request has been made to the Government for grant of additional 50 acres of land adjoining the 100 acres of land. The Chief Secretary to the Government of Karnataka has also

visited the site in connection with the above request. The matter is now under the active consideration of the Government.

Preliminary Work at Campus

146. The Board has approved an estimate of Rs.2 lakh for the following preliminary works:

- * Construction of Mali's quarters
- * Construction of Horticultural Office
- * Providing fencing all round the nursery area
- * Providing and installing the pumping machinery to the well at nursery with necessary storage tanks and delivery pipelines.
- * Construction of temporary field office
- * Formation of deviation road at the Southern edge of the campus land.
- * Necessary water supply arrangements to the above offices and quarters.
- * Necessary electrical power supply to the above offices and quarters with yard lighting

The above works have been taken up and completed.

147. Construction of a Store shed and materials yard at a cost of Rs. 30,000/- has been taken up and completed.

Agreement with the Architects

148. The Board has approved the consortium of M/s Kanvinde & Rai and M/s Stein, Doshi & Bhalla as the Architects for design work of permanent campus. An agreement has been entered into with the Architects for this purpose. The Architects have already started working on the design of the campus and the progress achieved is indicated below:

DESIGN OF CAMPUS

Master Plan

149. The Board has approved the initial concept of Master Plan prepared by the Architects. The Architects have started working out the detailed designs, estimates and tender schedule of the different components of the scheme.

I Phase Work

150. The entire work of Campus is proposed to be taken up in two phases. In the I phase it is proposed to construct dormitories accommodating 200 students; staff housing of 5 types numbering 70, the administrative and academic blocks. The Architects are working out the detailed plans and cost estimates.

Dormitories Block

151. The detailed designs of dormitories inclusive of kitchen and dining, have been prepared by the Architects and approved by the Institute. The Architects are now preparing the detailed estimates and tender documents and the tenders are expected to be called for shortly.

Housing Blocks

152. The following 5 types of housing designs prepared by the Architects have been approved by the Institute and 70 houses are proposed to be constructed as per details given below:

Type A	350 sq.ft	18 Nos.
B	550 sq.ft	18 Nos.
C	850 sq.ft	12 Nos.
D	1280 sq.ft	12 Nos.
E	1630 sq.ft	10 Nos.
Total:		70 Nos.

The Architects are working out the detailed estimates and tender documents for the above constructions.

Administration, Academic Blocks and other Amenities

153. The Architects are working out the designs of the administration, academic blocks and other amenities, and it is expected that the tenders will be called for by the end of 1978.

GENERAL

Appointment of Site Engineer

154. As per the agreements entered into with the Architects the constant supervision of the Project lies with the Architects. Action has already been taken by the Architects for appointing a Site Engineer with the approval of the Institute.

Soil Investigation work

155. At the request of the Architects, the soil at the Campus site has been got tested through Indian Institute of Science and the test results furnished to Architects.

Water Supply and Electricity arrangements

156. After obtaining the approximate requirements of water supply and power for the proposed campus from the Architects, necessary follow-up action has been taken by the Institute to approach the Bangalore Water Supply & Sewerage Board (BWS&SB) and Karnataka Electricity Board (KEB) for the arrangement of the above supplies. As per the requirements,

initial deposits to the BWS & SB and KEB have also been remitted.

157. Action has also been taken to sink two borewells at the Campus site to augment unfiltered water.

Approval of Master Plan

158. The Architects have submitted the Master Plan for the sanction of the Bangalore Development Authority (BDA) and approval of BDA is expected soon. The necessary formalities required by the Institute in this behalf have also been attended to.

Temporary Premises

159. A number of buildings have been rented in the Shaantinagar area in the vicinity of the Main Building complex in order to accommodate faculty, project and administrative offices, library and hostel facilities. The buildings hired by IIMB for housing its various offices as on 31 March 1978 are listed Appendix VIII.

LIBRARY

160. 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 IX. The following description highlights the development of the Library.

Library collection

161. The collection of library material has risen to 40,000 including 2,470 bound periodicals and non-book library materials. The number of periodicals subscribed has gone up to 700. The number of reprints taken into stock and press cuttings collected is 840.

Circulation

162. The number of readers has risen to 706 including the MDP and OBP participants. The number of books issued to our readers is 22,787 and number issued on inter-library loan is 140.

Documentation Activities

163. During the period the documentation activities have been systematised for compiling bibliographies required by the faculty and students from time to time. Different types of services like 'Current Press Cutting Titles' (CPC), 'Statistical Digest', 'News Digest' etc. have been started.

Reprographic Section

164. During the period approximately 4,455 copies have been taken.

Audio-Visual Equipments

165. The Audio-Visual Section contains the following equipments which are used as teaching aids by the faculty:

	Numbers
* Tape recorders Spool Type	- 3
* Tape-recorders Cassette	- 4
* Amplifiers	- 6
* Column Speakers	- 10
* Box Speakers	- 6
* Microphones	- 10
* PA System Horn Speakers	- 2
* 16 mm projectors	- 3
* Overhead projectors	- 6
* Slide projectors	- 3
* Closed Circuit Television Systems	1
* Epidio Scope	- 1
* Micro-film reader, Micro-film with cassettes	- 1 each
* 8 mm Movie Projector	- 1

166. The Institute has about 122, 16 mm films on various subjects. Besides this, we have about dozen micro film strips with pre-recorded cassette tapes.

DATA PROCESSING CENTRE

167. The Data Processing Centre (DPC) has the following facilities:

- * Accounting Machine (IBM 447)
- * Key punching Machine (IBM 029)
- * Verifier (IBM 059)
- * Sorter (IBM 82)

In addition, the following equipments have been ordered for procurement:

- * Magnetic Tapes
- * Collator from ICL
- * Reproducing punch from IBM
- * 2 Disc packs
- * 4 hand punching Machines and 4 Electric Key punching Machines.

168. The DPC has been used for the following important activities of the Institute:

- * pay slips; Monthly pay slips for all employees of the Institute, are being printed by DPC.

- * Macro Report of the Accounts Department: All cash transactions from April 1977 to March 1978 have been coded and punched on the cards.
- * It is proposed to use the facility for processing MDP and OBP evaluations in the future

Acquisition of Computer system

169. The Institute is exploring the possibilities of setting up a Joint Computer Centre with Technical Consultancy Services organisations of Karnataka (TECSOK) and Computer Maintenance Corporation (CMC). Our requirement of the computer systems along with the requirements of TECSOK has been sent to CMC. Computer Maintenance Corporation will prepare the Project Report including their own requirements.

VEHICLES

170. The Institute has the following vehicle on charge as on 31 March 1978.

Type of Vehicle	Make	Number
Bus	Tata	2
Mini-Bus	Bajaj	1
Car	Ambassador	5
Jeep (with trailer)	Mahendra Diesel	1
Autorickshaw	Bajaj	1
Motor Cycles	Crusader & Jawa-Yezdi	2
Mopeds	Su Vega	2
		—
	Total	14
		—

MANPOWER

Faculty and Research

171. The total strength of faculty including Director was 59. 15 joined during the year under report out of which 3 were Visiting Professors.

172. The strength of Research Staff was 34. There were 13 project tied research staff.

173. The current list of faculty, research staff and Officers in the administration is given in Appendix X.

Administration

174. The number of administrative, technical and supporting personnel increased from 230 to 233 during the year.

PROFESSIONAL ACTIVITIES AND PUBLICATIONS

175. As a means of developing professional knowledge in and affording experience for faculty, individual members are permitted to participate in professional activities, such as programmes, conducted by Universities, professional bodies seminars Government committees etc. Such activities are undertaken with prior approval of the Director and subject to the availability of faculty from Institute duties.

ACCOUNTS

176. The audited Balance-Sheet and statement of Income and Expenditure as on 31st March 1978 as audited by Messers Raos and Narasimha-murthy, Chartered Accountants, are set forth in Appendix XI.



APPENDICES

APPENDIX I

**PROFILE OF POST GRADUATE STUDENTS
OF 1977-79 BATCH**

Number of Students 97 (including 5 Fellowship students)

Age: Less than 25 years 63
More than 25 years 34

Educational Background

Engineering:

* Mechanical 15
* Electrical 13
* Electronics 5
* Chemical 9
* Metallurgy 8
* Textile Technology 5
* Other fields of Engineering 5
Arts 11
Science 15
Commerce 7
Students with LLB degree 3
Students with Intermediate ICWA 1

Work Experience

3 years and above 12
Below 3 years 25
No experience 60

APPENDIX II

**CENTREWISE ANALYSIS OF INTERVIEWS FOR
ADMISSION TO PGP 1978-80 BATCH**

Centre	Called for Interview	Number of candidates appeared for Interview
Madras	157	143
Bangalore	84	77
Hyderabad	44	37
Bombay	178	166
Delhi	185	159
Kanpur	70	62
Calcutta	57	47
TOTAL ...	775	691

APPENDIX III

ACADEMIC BACKGROUND OF CANDIDATES SELECTED FOR ADMISSION TO PGP 1978-80 BATCH AND THE FELLOWSHIP

Qualification	Post Graduate Programme Sectors						Fellowship Programme			
	General	SC/ST	Habitat	Transportation	Power	Habitat	Transportation	Power	Health	
1. B.Sc, M.Sc, B.E., M.E.,	31	16	2	4	6	-	1	3	2	
2. B.A., M.A.,	1	1	1	1	-	1	-	-	-	
3. B.Com., M.Com.	5	3	2	1	-	-	1	-	-	
4. B.Tech., M.Tech.	32	2	2	2	3	1	-	2	-	
5. Medicine	-	-	-	-	-	-	-	-	2	
Total	69	22	7	8	9	2	2	5	4	

SCHEDULE OF COURSES FOR PGP 1978-80

The schedule of courses prescribed for PGP 1978-80 batch is as follows:

Term I

- * Marketing Management-I
- * Management Accounting
- * Economics-I
- * Organisational Behaviour-I
- * Probability and Statistics-I
- * Effective Communication-I

Term II

- * Organisational Behaviour-II
- * Financial Management and Control
- * Personnel Management
- * Production and Operations Management-I
- * Probability and Statistics-II
- * Effective Communication-II

Term III

- * MIS & Computers
- * Industrial Relations

- * Production & Operations Management-I
- * Marketing Management-II
- * Economics-II
- * Operations Research
- * Effective Communication-III

Term IV

- * Organisation Project

Term V

- * Indian Society
- * Five in-depth courses

Term VI

- * Indian Economy
- * Business Law
- * Four Elective Courses

Term VII

- * Seminar on Public Enterprises
- * Management Policy
- * Three Elective Courses.

**MANAGEMENT DEVELOPMENT PROGRAMMES HELD FROM APRIL 1977
TO MARCH 1978**

Sl No.	Title	Faculty Leaders (s)	No. of participants	Date
(1)	(2)	(3)	(4)	(5)
1	Management Information Systems	PV Ganesan	12	7-9 April 1977
2	Export Marketing	PN Agarwala	21	18-23 April 1977
3	Management Decision Making	RK Herlekar & S Subba Rao	15	25-29 April 1977
4	Investment and Credit Planning	Ranajit Dhar	12	1-7 May 1977
5	Housing & Environment: Planning, Development & Management	B Bhaskara Rao & KM Anantharamaiah	22	2-6 May 1977
6	Accounting for Management Control	S Ramaswamy	18	9-13 May 1977
7	Marketing of Agricultural Inputs	TP Gopalaswamy & V Radhakrishnan	21	16-21 May 1977
8	Production & Materials Planning & Control	MK Bannerjee & SN Chary	12	16-19 May 1977
9	Management of Managers in Indian Organisations	SK Roy	8	23 May-3 June 1977
10	Management of Hospital & Health Delivery Institutions	Ashok Sahni	18	13-18 June 1977
11	Management of Power Systems	SK Warriar & S Subba Rao	18	13-23 June 1977
12	Purchasing Management	KLK Rao & S Ramaswamy	15	20-24 June 1977
13	Performance Appraisal and Counselling	SK Roy & GK Valecha	17	30 June-6 July 1977
14	Working Capital Management	S Ramaswamy	14	25-29 July 1977
15	Management Science Application in Health and Family Welfare	B Ghosh R Pejavar & SK Rao	15	29 August-1 Sept 1977
16	Finance for Non-Finance Executives	S Ramaswamy	28	5-9 September 1977
17	Productivity Bargaining	SK Warriar	17	8-12 September 1977
18	Assessment of Human Potentials	V Padaki & GK Valecha	12	12-24 September 1977
19	Linear Programming Applications	MR Rao & AK Rao	10	19-23 September 1977
20	Maintenance Management	PV Ganesan	12	19-30 September 1977
21	Managing the Sales Force	KLK Rao & S Ramaswamy	13	26 September-1 October 1977
22	Works Management for Medium Sized Organisations	SN Chary & SG Lele	11	3-8 October 1977
23	Management Information System	PV Ganesan	18	4-8 October 1977
24	Industrial Marketing Management	KLK Rao	25	24-29 October 1977

(1)	(2)	(3)	(4)	(5)
25	Occupational and Mental Health in Industry	Ashok Sahni	18	24-29 October 1977
26	Materials Management	PV Ganesan	18	24 October-4 Nov 1977
27	Workshop on Meaningful Participation in Management	SK Warriar	42	3-7 November 1977
28	Export Marketing	PN Agarwala	15	14-17 November 1977
29	Corporate Long Range Planning	S Ramaswamy & S Subramaniam	17	14-19 November 1977
30	Management by Objectives & OD	SK Roy & S Subramaniam	15	21-27 November 1977
31	Market Analysis & Project Appraisal	KLK Rao & S Ramaswamy	18	26-30 November 1977
32	Production Management	PV Ganesan	22	28 November-9 December 1977
33	Land Use Models & Infrastructure Systems: Planning spatial Organisation and Settlements	B Bhaskara Rao & KM Anantharamaiah	17	30 November-3 December 1977
34	Purposive Marketing Research	V Padaki & GK Valecha	10	5-9 December 1977
35	Stores & Inventory Control	S Ramaswamy	17	5-9 December 1977
36	Management of Public Systems	MNV Nair & S Ramaswamy	10	12-16 December 1977
37	Managing Scientists & Engineers	Ashok Sahni	16	12-17 December 1977
38	Budget Planning & Control	Vatsala Nagarajan	24	19-24 December 1977
39	Rural Marketing	TP Gopalaswamy	13	29-31 December 1977
40	Project Management	SK Warriar	34	9-15 Janauary 1978
41	Strategic Marketing in a Changing Environment	KLK Rao	16	10-12 January 1978
42	Cost Control & Cost Reduction	S Ramaswamy	13	16-21 January 1978
43	Total Quality Control	AK Rao & S Subba Rao	19	23-28 January 1978
44	Management of Hospitals & Health Care Delivery Institutions	Ashok Sahni	21	6-15 February 1978
45	Export Marketing	PN Agarwala	14	20-24 March 1978

APPENDIX VI

DETAILS OF ORGANISATION BASED PROGRAMMES HELD FROM
APRIL 1977 TO MARCH 1978

Sl No. (1)	Client Organisation (2)	Faculty Coordinators (3)	Date (4)	No. of Participants (5)
1	Department of Personnel & Administrative Reforms- Health & Family Welfare	Ashok Sahni	11-30 April 1977	22
2	Bharat Heavy Electricals Ltd. Hyderabad - I	S Ramaswamy	18-30 April 1977	30
3	BHEL., Hyderabad - II	S Ramaswamy	9-21 May 1977	25
4	BHEL Hyderabad - III	S Ramaswamy	6-18 June 1977	29
5	Department of personnel & Admve Reforms (DPAR) - Training for District officers in Karnataka	NV Ratnam	27 June - 2 July 1977	25
6	DPAR (project - Implementation & Monitoring) - Agriculture	V Nagadevara	4-23 July 1977	21
7	DPAR (Project Implementation & Monitoring) - Public Works	SN Chary	1-20 August 1977	26
8	United India Fire & General Insurance company (UIFGC), Madurai	RP Iyer	22-23 July 1977	36
9	UIFG, Calcutta	RP Iyer	5-6 August 1977	27
10	UIFG, Bangalore	RP Iyer	19-20 August 1977	37
11	United Planters Association of South India - Plantation Management	TP Gopalaswamy	16-20 August 1977	15
12	UIFG, Lucknow	RP Iyer	12-13 September 1977	22
13	DPAR (Project Implementation & Monitoring) - Industry	RV Gopalakrishnan	26 Sept- 15 Oct 1977	14
14	DPAR (Project Implementation & Monitoring) - Agriculture	V Nagadevara	26 Sept- 15 Oct 1977	29
15	DPAR (Project Implementation & Monitoring) - Health & Family welfare	B Ghosh	17 Oct- 5 Nov 1977	13
16	UIFG, Chandigarh	RP Iyer	3-4 Sept 1977	26
17	UIFG, Baroda	RP Iyer	26-27 Sept 1977	34
18	DPAR (Project Implementation & Monitoring - Irrigation	A Sundar	14 Nov- 3 Dec 1977	16
19	DPAR (Project Implementation & Monitoring) - Irrigation	A Sundar	29 Dec- 11 Jan 1978	22
20	DPAR-PIME - Project Formulation & Implementation	R Dhar	9 January- 4 February 1978	20
21	DPAR-PIME - Executive Development Programme	PG Apte	9 January- 18 February 1978	16
22	DPAR- (Project Implementation & Monitoring) - power	SK Warriar	6-25 Feb 1978	22
23	DPAR-PIME - (Project Formulation & Implementation)	R N Warriar	6 March - 1 April 1978	25
24	UIFG, Agra	RP Iyer	14-15 March 1978	80

BUILDINGS RENTED BY IIMB AS ON 31 MARCH 1978 PARTICULARS

Sl No	Address and purpose for which used	Carpet Area in Sq. mtrs.	Date of occupation
1	33 Langford Road, Shantinagar -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 and nursery	322	June 1973
4	7 III Cross, I Block Jayanagar Mysore Hindi Prachar Samithi Building Students' Hostel 'A'	485	10-7-1975
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, Laxmi Road, 'Paravathamma Building' -Faculty Offices, Ladies Hostel	298	14-8-1975
9	5 Andree Road -Faculty Offices	597	10-12-1975
10	3 Andree Road -Administrative Offices	250	22-12-1975
11	16 Andree Road -Faculty Offices	353	29-1-1976
12	34 Langford Road - Students Common Room, Coffee Room, Admin. offices	307	3-4-1976
13	80 KH Road 'Hari Krupa' -Faculty Offices	252	1-4-1976
14	201 Indira Nagar -Faculty Hostel	262	16-5-1977
15	293 8th Block, 39th Cross Jayanagar -Students' Hostel 'C'	587	17-5-1977
16	85 K H Road -Library Offices	372	13-9-1977
17	29 Promenade Road - Students' Hostel 'D'	669	29-3-1978

**STATISTICAL INFORMATION ABOUT LIBRARY OF IIMB
FOR THE PERIOD APRIL 1977 TO MARCH 1978**

Amount spent for Books	Rs. 4,28,800
Amount spent for periodicals	Rs. 2,43,900
	<hr/>
TOTAL	Rs. 6,72,700
	<hr/>

1. Library Collection

No. of books added	6,733
No. of back-volumes added	403
No. of reprints added	232
No. of non-book materials added	150
	<hr/>
	7,518
	<hr/>
No. of new Journals added	81
Total No. of Journals subscribed	700
Total No. of books	36,234
Total No. of back volumes	2,470
Total No. of Reprints	840
Total No. of Non-book materials	456
	<hr/>
TOTAL NO. OF DOCUMENTS AS ON 31-3-1978	40,000
	<hr/>

2. Circulation

Total No. of books issued	22,787
Total No. of books issued on Inter-Library loans	140

3. No. of Readers

Faculty and Research	102
Students	172
Adm. Staff	231
MDP/OPP participants	200
	<hr/>
TOTAL	706
	<hr/>

4. Services rendered

No. of Photocopies taken —	
External	6,372
Internal	777
	<hr/>
	7,149
	<hr/>

LIST OF FACULTY, RESEARCH AND OFFICERS IN ADMINISTRATION

DIRECTOR

Date of Appointment

1. NS Ramaswamy, B.Sc., B.E. (Madras) 4-6-1973

FACULTY

Professors

2. ✓ MNV Nair, M.A., Ph.D (Bombay)	25-6-1973
3. ✓ SK Warriar, B.Sc., M.Tech (Kharagpur) Fellow, NPC	4-11-1973
4. ✓ PV Ganesan, M.I.E., C.E., PGDBA (Ahmedabad)	29-12-1973
5. ✓ S Subramaniam, M.A. (Osmania), PGDBA (Osmania) Ph.D (Keil)	1-2-1974
6. ✓ NV Ratnam, M.Sc. (Agri) (Banaras Hindu Univ.), Ph.D (Hawaii)	5-2-1974
7. ✓ RK Herlekar, M.Sc. (Agri) (Pune), Ph.D (London)	8-2-1974
8. ✓ S Subba Rao, B.Sc. (Hons), M.Sc. (Mysore), Ph.D (Delhi)	3-9-1974
9. ✓ BP Lingaraj, B.E. (Mysore), M.S. (Kansas), Ph.D (Pittsburgh)	25-9-1974
10. ✓ S Ramaswamy, M.Com (Bombay), ACWA (London) Member, Institute of Company Secretaries	1-10-1974
11. ✓ S Shivaramu, M.A. (Mysore), Dip-in-Social Sciences (Stockhom), Ph.D (Upsala)	1-9-1975
12. ✓ M Rammohan Rao, M.E. (Cornell), M.S (Carnegie Mellon) Ph.D (Carnegie-Mellon)	1-9-1975
13. ✓ KLK Rao, M.A (Hons) (Mysore), Dip-in-international Marketing (Paris)	4-12-1975
14. ✓ R Dhar, M.A. (Gauhati), Ph.D (Jadhavpur)	2-2-1976
15. ✓ PN Agarwala, B.A (Oxford), M.B.A (Harvard) (on deputation from Govt of India, BPE)	15-4-1976
17. ✓ B Bhaskara Rao, B.Tech (Madras), M.Tech (Kharagpur) A.I.T.P	1-5-1976
18. ✓ Ashok Sahni, M.A (Punjab), M.B.A (Delhi), Ph.D (Case Western)	17-8-1976
19. ✓ AV Shanmugam, M.A (Mysore), Ph.D. (Illinois)	1-12-1976
20. ✓ RN Warriar, M.A, (Hons), Kerala), M.Sc (Manchester), Post Graduate Dip. in personnel Management (Manchester)	13-7-1977
21. ✓ BK Chandrasekhar, B.A (Mysore), B.L. (Mysore), LL.M (Leeds), D. phil (Oxford)	25-7-1977
22. ✓ PS Dhruvarajan, B.Sc (Hons) (Mysore), M.A (Maths) (Delhi) M.S (Chicago), Ph.D (North Western) Visiting professor	26-7-1977
23. ✓ KPK Nair (Visiting Professor)	34-8-1977

Associate Professors

24. ✓ GK Valecha, MA (Bombay), Ph.D (Ohio State)	1-10-1973
25. ✓ AK Rao, M.A (Andhra), P.G.D.S. (ISI), M.S. (Cleveland), Ph.D. (Case Western)	19-11-1973
26. ✓ PV George, M.A (Bombay), Ph.D (Bombay) (ON EXTRAORDINARY LEAVE)	8-2-1974
27. ✓ V Padaki, B.A (Hons), M.A (Madras), D.M & S.P. (Bangalore)	29-4-1974
28. ✓ SK Roy, M.A (Patna)	21-6-1974
29. ✓ K Singhal, B.Tech (Hons), M.B.A (Kent State), D.B.A (Kent State) (ON EXTRAORDINARY LEAVE)	17-10-1974

30.	✓ Vatsala Nagarajan B.Sc, (Madras), B.L. (Bangalore), M.B.A (Rochester), P.G.D.S. (ISI), F.C. A. (India)	1-7-1975
31.	✓ RP Iyer, M.Com (Bombay), P.G.D.M (Bombay) A.I.C.W.A	3-9-1975
32.	SG Lele, M.A (Nagpur), Cert. in Demography	9-10-1975
33.	VB Kaujalgi, M.Tech (Bombay), M.S. (Case Western), Ph.D (Bombay)	4-12-1975
34.	✓ A Sundar, B.Sc, (Engg) (Banaras Hindu University) M.Sc. (Engg) (Madras), Ph.D (Texas)	9-7-1977
35.	✓ VAP Naik, B.Sc., (Madras), B.Tech (Kharagpur), P.G.Dip in Industrial Mgt. (Cochin), Diploma 'Specialist in Agricultural Machineries & Tractors' (Czechoslovakia) (ON DEPUTATION from Kerala Agro Industries Corpn.)	20-11-1977

Assistant Professors

36.	✓ B Jhunjunwala B.Sc (Kanpur), M.S (Florida) Ph.D (Florida) (ON EXTRAORDINARY LEAVE)	9-7-1973
37.	✓ VTD Balaraman, M.E. (Madras), M.S. (Dayton)	19-11-1973
38.	✓ K Ramakrishnan, B.E. (Madras, MBA (Hawaii) (ON EXTRAORDINARY LEAVE)	1-2-1974
39.	✓ VK Unni, M.Com, M.B.A. (Atlanta), DBA (Louisiana) (ON EXTRAORDINARY LEAVE) -resigned	20-2-1974 to 5-9-1977
40.	✓ V Vyasulu, B.A (Hons), M.A. (Delhi) Ph.D. (Florida)	17-6-1974
41.	Indira Rajaraman, B.A (Hons), M.A (Cornell), Ph.D. (Cornell)	18-2-1976
42.	KM Anantharamaiah, B.E. (Mysore), Dip T.C.P. (Delhi), Ph.D. (Birmingham)	23-3-1976
43.	V Nagadevara, M.Sc (Agri) Ph.D (Iowa)	2-8-1976
44.	✓ MR Pejavar, B.Tech (Bombay), M.S. (Montana), M.B.A. (California)	20-8-1976
45.	✓ SN Chary, M.Tech (Bombay), M.S. and M.B.A (California)	13-9-1976
46.	✓ MK Bannerjee, B.Sc. (Bombay), P.G.D.B.M. (Calcutta)	27-10-1976
47.	B. Ghosh, B. Stat (Hons) (ISI, Calcutta), M. Stat. (ISI, Calcutta), Dip. in SOC and Allied Techniques (Calcutta)	14-12-1976
48.	TP Gopalaswamy B.Sc. (Agri) (Madras), M.Sc (Agri), Ph.D (IARI, Delhi)	15-2-1977
49.	PN Thirunarayana, B.Sc. (Mysore) B.E. (Mysore) PGDM (IIMA)	14-4-1977
50.	✓ RV Gopalakrishnan, B.E. (Madras), Ph.D (Glasgow, UK)	3-6-1977
51.	V Ranganathan, B. Tech (IIT Madras), Fellow (IIMA)	28-6-1977
52.	✓ RK Gupta, M.Sc., PGDM (IIMC), M.S. (Rochester) Ph.D (Rochester) (VISITING PROFESSOR)	10-9-1977
53.	PG Apte, B.Tech (Bombay), PGDM (IIMC) Ph.D (Columbia)	22-9-1977
54.	S Prasanna Chandra, M. Com. M.B.A (Osmania Univ.) Ph.D (Osmania Univ)	1-10-1977
55.	✓ J Bandhopadhyay, B.E., M.Tech., Ph.D. (Kanpur)	23-2-1978

Faculty Research Associates

56.	✓ V Radhakrishnan, B.A (Hons), M.A. (Bombay) Ph. D (Bombay) (ON DEPUTATION TO KERALA AGRICULTURE UNIV.)	14-9-1973
57.	✓ S.R. Bijoor B.A.B.L. DSSA Diploma in Trg. Methodology (TURIN)	2-3-1974
58.	✓ CL Narasimhan, B.Sc., M.A. (Econ)	1-4-1977
59.	P. Bhaskaran, B.Sc., M.A. (Soc), M.A. (Com) Univ. of Phillipines, Dip in Research Methodology.	1-6-1977

APPENDIX X (contd.)

RESEARCH

Research Fellows

1. Mira Bakhru, B.A (Hons), M.A. (Bombay) M.A. (Denver) F	1-4-1974
2. RV Rammohan, B.E. (Madras), PGDBA (IIMA) ✗	12-6-1974
3. AM Dhareshwar, M.Sc. PGDM (IIMC) ↗ (ON EXTRAORDINARY LEAVE for higher Studies)	2-7-1974
4. S Jagadish, B.Sc., Grad. IERE (London), PGDBA (IIMA) ↗	2-9-1974
5. RK Vijayasarathy, B.Sc., B.Pharma (Bangalore) MBA (New York) ↗	10-10-1974
6. S Sampangiramaiah. M.A., B.L. Ph.D. (Bangalore) F	11-1-1974
7. S P Kumar, B.E. (Bangalore), PGDM (Calcutta) ✗	3-1-1975
8. N Naganna, M.A. (Andhra), M.A. (Delhi), Cert. Research Methodology, F (Pune), Ph.D. (Pune)	26-6-1975
9. V Srinivasan., B.E., DIIT, M.Tech (Kharagpur) ↗	10-1-1976
10. NSS Arokiaswamy, B.E. (Hons) (Elec) (Madras), Dip in Elec Engg (FIE) ↗	19-5-1976
11. Malathi Somaiah, B.Com., B.Ed., M-Ed., (Bangalore), Ph.D. (Edn) F (Minnesota),	28-7-1976
12. KN Krishnaswamy, B.Sc. (Mysore) ., D.I.I.Sc. (IISc., Bangalore) ↗	1-9-1976 to 30-9-1977
13. H Kala, M.A. (Mysore), PGDJ (Delhi) ↗ (ON DEPUTATION FROM ICAR)	16-9-1976
14. AP Elhance, B.Sc (Hons) (London) ., M.A. ↗	15-10-1976
15. G Venkatachalam B.Sc. GMVC (Madras) ↗	15-11-1976
16. RV Narang, B.Tech (Elec), M.S (Iowa) ↗	23-12-1976 to 10-6-1977
17. KN Gopi, B.A. (Sagar), M.Sc. (Sagar) Ph.D. (Delhi) ↗ (ON EXTRAORDINARY LEAVE)	3-1-1977
18. AY Narasimham, B.Sc., (Osmania) B.E. (Elec) (Mysore), MBA (II Linois) ↗	10-1-1977
19. AVS Murthy, B.E. (Mech) (Osmania), M.Tech (Kharagpur) ↗	22-3-1977 to 31-8-1977
20. KM Chandrasekar, B.Tech (Madras), PGDM (IIMB) ↗	22-4-1977
21. CR Narayanaswamy B.E (Mech) PGDM (IIMB) ↗	22-4-1977
22. T Girikumar, B.Tech (Osmania) M.Tech (Kharagpur) ↗	1-6-1977
23. Raman Mahadevan, B.A. (Hons), M.A. (Delhi), M. Phil, ↗	2-8-1977
24. V Srinivasan B.A. M.A. (Econ) (Mysore) ↗	1-9-1977
25. SP Hegde, M.Com (Karnataka Univ) (ON EXTRAORDINARY LEAVE for higher studies) ↗	2-8-1974
26. Y Kasiviswanadham, M.Sc., (Andhra) ↗	5-2-1975
27. Malathi Chelvaraj, M.A. (Bangalore) ↗	1-3-1976
28. M Sivaraman, B.Sc., M.S.W. (Trivandrum) ↗	5-4-1976
29. Y Krishnaswamy, B.E. (Bangalore, DIE (IISC) ↗	19-4-1976
30. YG Jayaram, B. Sc. (Bangalore, M.Sc (Stat) ↗	15-4-1977
31. PS Thimmaiah, M.A. (Econ Bangalore) ✗	20-5-1977
32. A Ramachandran, B.Sc., M.Stat (ISI, Calcutta) ↗	1-10-1977 to 23-3-1978

Technical Assistants

33. G Narayana Reddy ↗	1-8-1976
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APPENDIX X (contd)

PROJECT TIED APPOINTMENT

International Development Research Centre, Ottawa.

1. PD Deenadayalu, M.A. Fellow	5-8-1975
2. S Bhatnagar, B.A. (Hons)., M.A. Fellow	29-8-1975
3. KV Sastry M.A. Sr. Fellow	1-9-1975
4. GK Nayar (Technical Expert engaged on <i>ad-hoc</i> basis)	

Dharmapuri Dairy Development Project

1. V Varadappa Chetty, Tech. Assistant	8-10-1976 to 30-4-1977
2. A Suryanarayana, Tech. Assistant	7-10-1976 to 30-4-1977

Project Feasible Plan of Action in DPAP in Dharmapuri

1. BR Satish Chandra, M.Sc., M.S., Tech. Assistant,	5-4-1977 to 27-9-1977
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Social Research for Unorganised Sector (funded by IIMB)

1. Anjad Ahmed, M.Sc., M.S., Tech. Assistant	1-2-1977
2. BP Sanjay, M.Sc., M.S., Tech. Assistant	1-2-1977

Evaluation of Training Programme for Women & ICMR Project

1. Mythri N Sirsi, M.A., Research Fellow	16-5-1977
2. NS Krishnakumari, M.A., Research Fellow	16-5-1977

ICMR PROJECT

1. BS Venkatasamanna, M.B.B.S., D.P.H., Project Research Associate	17-2-1978
2. Sudha Raju, B.Sc., M.S.W., Sr Research Fellow	17-2-1978

LIBRARY

1. G. Bhaktamitran, B.Sc. P.G. Dip. in Librarianship (Madras). M.Lib.sc (Syracuse) Librarian	10-5-1974
2. Chikkamallaiah B.Sc., M.A. (Sociology) B.Lib. Sci., Asst. Librarian	2-7-1976
3. M. S. Sridhar, M.Sc., M.Lib.Sc.. Asst. Librarian	1-6-1977

ADMINISTRATION

1. S Jayaraman, Chief Administrative Officer	12-12-1975
2. AS Keshavamurthy, B.E. (Civil Engg), M.I.E. Superintending Engineer.	25-5-1973
3. TS Natarajan, B.Com Admn. Officer (A)	3-4-1974
4. BN Murthy, B.Sc. (Hons), Dip in Econ. Adm. Officer (G)	1-3-1976
5. Cdr. K. Manjunath, B.Sc., D.I.B.M., NMIN Admn. Officer (P)	8-1-1976
6. Lt. Col. S. Nagasundaram, B.A. Admn. Officer (S)	8-1-1977
7. Lt. Col Issac John, Admn. Officer (M)	23-4-1977 & 22-4-78

INDIAN INSTITUTE OF
BALANCE SHEET AS

1976-77 Rs.	LIABILITIES	1977-78 Rs. Ps.
1,35,453	I CAPITAL FUND Opening Balance 1,35,452.66 <i>Add: Excess of Income over Expenditure</i> 11,33,868.63 _____	12,69,321.29
30.00,000	II DEVELOPMENT GRANT (for Non-Recurring Expenditure) 1 <u>Government of Karnataka</u> Opening Balance 30,00,000.00 For the year nil _____	30,00,000.00
55,14,000	2 <u>Government of India</u> Opening Balance 55,14,000.00 For the year 29,64,000.00 _____	84,78,000.00
3,39,583 23,911 62,343 44,550	III CURRENT LIABILITIES 1 For Expenses 3,02,702.51 2 For Deposits 40,918.19 3 Sundry Credit Balances 1,59,144.24 4 Fees received in advance 66,450.00 _____	5,69,214.94
15,225	IV SPONSORED RESEARCH (to the extent of 'on going' Projects) Receipts 7,46,035.18 <i>Less: Expenses</i> 3,42,903.06 _____	4,03,132.12
88,230	V CONSULTANCY (to the extent of 'on-going' assignments) Receipts 2,34,880.00 <i>Less: Expenses</i> 91,264.31 _____	1,43,615.69
—	VI CONSULTANCY SUSPENSE _____	73,177.83
92,23,295	TOTAL	139,36,461.87

NOTE : As regards Provident fund accounts, the entire deductions from salary towards employees' subscriptions together with Institute's contribution have been invested in Fixed Deposits and Savings Bank A/c at 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.

Bangalore
24th August 1978

Sd/-
T S NATARAJAN
Adm. Officer (Accounts)

Sd/-
S JAYARAMAN
Chief Adm. Officer

MANAGEMENT, BANGALORE
AT 31ST MARCH 1978

APPENDIX XI

1976-77 Rs.	ASSETS	1977-78 Rs. P.
73,36,822	I FIXED ASSETS (As per Schedule 'A')	97,51,352.12
3,39,356	II CURRENT ASSETS, LOANS AND ADVANCES (As per Schedule 'B')	3,95,970.60
3,36,247	III DEPOSITS (As per Schedule 'C')	4,25,335.68
84,580	IV SUNDY BALANCES	76,723.11
6,250	1 Prepaid Expenses	35,100.00
9,189	2 Fees Receivable	
11,10,851	V CASH AND BANK BALANCES	14,456.29
	1 Cash on hand	
	2 Cash at Bank with State Bank of Mysore.	32,37,524.07
92,23,295	TOTAL	139,36,461.87

As per our report of even date
for RAOS & NARASIMHA MURTHY
CHARTERED ACCOUNTANTS

Sd/-
N S RAMASWAMY
Director

Sd/-
G S GUNDU RAO
Partner

INDIAN INSTITUTE OF
SCHEDULES A, B & C ATTACHED TO AND FORMING PART OF

SCHEDULE "A" : FIXED ASSETS

(GROSS BLOCK)

Particulars	Balance as on 1—4—1977		Additions during 1977—78		Balance as on 31—3—1978	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
1 Library Books & Films ...	22,98,670	11	7,07,743	01	30,06,413	12
2 Furniture, Fittings and Equipments...	19,22,520	77	6,31,986	60	25,54,507	37
3 Improvement to temporary premises	11,66,328	14	67,999	06	12,34,327	20
4 Research and Teaching Aids ...	9,78,599	82	2,09,395	01	11,87,994	83
5 Vehicles ...	6,37,705	50	85,208	20	7,22,913	70
6 Noise control and Acoustics ...	3,12,357	60	—	—	3,12,357	60
7 Land Development and New works in Campus ...	12,437	10	6,98,264	07	7,10,701	17
8 Telephones (installation) ...	8,203	23	—	—	8,203	23
9 Convocation Gowns ...	—	—	13,933	90	13,933	90
Total of Schedule "A" ...	73,36,822	27	24,14,529	85	97,51,352	12

SCHEDULE "C" : DEPOSITS

1976 — 77 Rs. Ps.	P A R T I C U L A R S	1977 — 78 Rs. Ps.
1,34,816 50	1 Rent Deposits	1,86,481 50
1,61,065 37	2 Telephone Deposits	1,89,640 37
30,359 81	3 Deposits General	38,661 81
9,750 00	4 Deposits with Rent Controller	10,100 00
254 90	5 Postal Franking Imprest	452 00
3,36,246 58	Total of Schedule "C"	4,25,335 68

Bangalore
24th August 1978

Sd/-
T S NATARAJAN
Adm. Officer (Accounts)

Sd/-
S JAYARAMAN
Chief Adm. Officer

MANAGEMENT : BANGALORE

THE BALANCE SHEET AS AT 31st MARCH 1978

SCHEDULE "B" : CURRENT ASSETS, LOANS AND ADVANCES

1976 — 77 Rs. Ps.	P A R T I C U L A R S	1977 — 78 Rs. Ps.
1,20,034 25	1 Motor Vehicle Advances	1,61,713 92
1,50,532 91	2 Advances for expenses	1,29,064 55
7,992 82	3 Sundry Debtors	47,998 62
23,150 05	4 C. P. F. Loan	—
13,597 17	5 Suspense Recoverable	17,711 32
390 00	6 Salary Advances	2,540 15
2,650 00	7 Imprest Advance	2,050 00
5,539 00	8 Festival Advance	4,640 00
3,577 20	9 Leave Travel (Concession) Advances	10,607 44
11,892 85	10 Amount due from Provident Fund A/c	19,465 60
—	11 House Building Advances (Deputationists)	179 00
3,39,356 25	Total of Schedule "B"	3,95,970 60

As per our report of even date
for RAOS & NARASIMHA MURTHY
Chartered Accountants

Sd/-
N S RAMASWAMY
Director

Sd/-
G S GUNDU RAO
Partner

INDIAN INSTITUTE OF
INCOME AND EXPENDITURE ACCOUNT

1976-77 Rs.	EXPENDITURE	1977-78 Rs. Ps.
27,84,073	To Pay & Allowances	33,80,695 29
1,31,484	,, Institute's Contribution to C. P. F.	1,52,373 00
1,43,050	,, Printing & Stationery	2,73,139 16
4,08,385	,, Rent of Buildings	4,95,068 97
97,856	,, Electricity & Water charges	1,13,447 79
2,000	,, Audit Fees	3,000 00
1,22,188	,, Travelling Expenses	1,26,841 34
6,770	,, Legal Expenses	6,250 00
1,54,452	,, Telephone & Telex charges	1,90,595 64
44,150	,, Postage & Telegrams	65,237 94
53,990	,, Advertisement & Recruitment Expenses	26,863 28
3,972	,, Guest House other charges	8,936 14
14,758	,, Entertainment expenses	13,703 27
41,892	,, Motor Vehicle expenses	61,443 30
28,041	,, Other Contingencies	36,103 75
10,144	,, Repairs & Maintenance to equipments etc.	21,064 69
11,037	,, Consumables	12,789 39
2,699	,, Society Membership	3,777 00
3,249	,, Contribution to Staff Welfare Fund	2,953 44
76,030	,, Reimbursement of Medical Expenses	94,384 40
9,924	,, Freight & Transport	9,197 01
9,333	,, Garden Expenses	2,438 48
12,782	,, Subscription to Periodicals	19,415 21
10,220	,, Leave Travel Concession	20,623 10
5,639	,, Liveries to Staff	654 05
24,539	,, Training & Deputation	25,190 68
42,12,657	C/O	51,66,186 32

MANAGEMENT, BANGALORE

FOR THE YEAR ENDED 31ST MARCH 1978

1976-77 Rs.	INCOME	1977-78 Rs. Ps.
36,50,000	By Recurring grant from Government of India	59,33,000 00
9,35,690	,, Income from EDPs conducted	18,32,084 12
2,67,402	,, Income PGP & Fellowship	3,97,818 85
2,82,911	,, Income from Consultancy	2,86,608 85
1,68,843	,, Income from Subsidised Seminars	5,700 00
52,944	,, Miscellaneous Income (including interest on Savings Bank Account)	57,262 55
96,760	,, Rent of Faculty Housing (Recoveries)	1,29,153 52
2,477	,, Application monies received	1,421 00
10,453	,, Guest House hire receipts	17,109 25
2,417	,, Income from Professional Activities	—
6,48,759	., Excess of Expenditure over Income carried to Balance Sheet.	—
61,18,656	C/O	86,60,158 14

**INDIAN INSTITUTE OF
INCOME AND EXPENDITURE ACCOUNT**

1976-77 Rs.	EXPENDITURE	1977-78 Rs. Ps.
42,12,657	B/F	51,66,186 32
13,980	To Furniture hire charges	3,413 00
7,85,427	,, Expenditure on running EDPs	12,64,066 30
66,733	,, Expenditure on running subsidised seminars	59,761 22
5,15,414	,, Expenditure on PGP & Fellowship	3,72,735 39
2,45,658	,, Rent of Faculty Housing	2,93,676 64
21,319	,, Research & Case Development	44,137 14
28,946	,, Maintenance of EDP & Other Equipments	47,287 01
1,852	,, Repairs to Buildings	2,376 68
2,25,762	,, Expenditure on Consultancy	2,44,800 99
—	,, Institute's publication & Bulletin	6,578 75
—	,, Agri-Expo exhibition expenses (Net)	19,851 92
908	,, Bank Charges	1,418 15
—	,, Excess of Income over Expenditure carried to Balance Sheet	11,33,868 63
61,18,656	TOTAL	86,60,158 14

Bangalore
24th August 1978

Sd/-
T S NATARAJAN
Adm. Officer (Accounts)

Sd/-
S JAYARAMAN
Chief Adm. Officer

MANAGEMENT, BANGALORE
FOR THE YEAR ENDED 31st MARCH 1978 (Continued)

1976-77 Rs.	INCOME	1977-78 Rs. Ps.
61,18,656	B/F	86,60,158 14
61,18,656	TOTAL	86,60,158 14

As per our report of even date
for RAOS & NARASIMHA MURTHY
Chartered Accountants

Sd/-
N S RAMASWAMY
Director

Sd/-
G S GUNDU RAO
Partner

RAOS AND NARASIMHAMURTHY
CHARTERED ACCOUNTANTS

PARTNERS :

DV Lakshmana Rao, B.Sc., F.C.A.
GS Gundu Rao, F.C.A., A.I.C.W.A.
CN Subba Rao, B.A. (Hons.), F.C.A.

Phone : 75021 PP.
No. 548, Chickpet
Bangalore - 560 053

Date : 24 Aug. 1978

AUDITOR'S REPORT

We have audited the annexed Balance Sheet of the Indian Institute of Management, Bangalore as at 31st March 1978 and the Income and Expenditure Account for the year ended that date. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.

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

- (1) In the case of the Balance sheet, the state of the Institute's affairs as at the end of its financial year namely 31st March 1978.
- (2) In the case of the Income and Expenditure account, the excess of income over expenditure for the year ended 31st March 1978.

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

for RAOS & NARASIMHA MURTHY
CHARTERED ACCOUNTANTS

Sd/-
GS GUNDU RAO
Partner

50