

# Annual Report

## 1978-79



**INDIAN INSTITUTE OF MANAGEMENT**

33, LANGFORD ROAD, BANGALORE 560 027

## ANNUAL REPORT 1978-79

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**INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE**

**ANNUAL REPORT 1978—79**

**I**

**GENERAL RESUME**

1.1 The Institute was able to register considerable progress during the year in its onward march to make management science socially relevant and nationally significant. An attempt is made in this Section briefly to indicate the highlights of the progress achieved.

1.2 **Social Involvement Projects:** For the first time during the year, all senior students of the Post-Graduate Programme were involved, during the winter break, in projects of social relevance, with a view to increasing among them an awareness of the environment in which they live and to evoke a sense of commitment towards the application of management concepts and techniques to fields hitherto neglected by management thinkers in the country. 38 such projects were undertaken during the year, either as individual projects or as group projects in the areas of rural development, cooperatives, small industry, care of the physically disabled, education, energy and transportation.

1.3 **Placements of Post-Graduate Programme (PGP) Students:** It is a matter of pride and satisfaction that all the 54 PGP *alumni* of the 1976-78 batch who passed out of the Institute during April 1978 have been found final placements. Out of them 32 were placed in public sector concerns.

1.4 **Executive Development Programme:** 48 Management Development Programmes lasting fifty weeks were conducted during the year in which 741 practising managers and administrators from Government, Public Sector and Private Sector participated,

incidentally generating a gross revenue of Rs. 14.40 lakhs as against Rs. 12.3 lakhs during 1977-78. The over-all rating of these programmes has been very satisfactory.

**1.5 Organisation Based Programmes:** The Institute also conducted 12 OBPs during the year extending over a period of 39 weeks. Eleven of them were for the Department of Personnel and Administrative Reforms. Special mention may be made of a seminar type of OBP organised for the Ministry of Defence in which 50 General Managers and Senior Officials of the Ordnance Factories under the Directorate of Defence Production participated.

**1.6 Research Activities:** There has been a spurt in the research activities undertaken during the year, both Institute-funded and those funded by outside agencies. Among the latter, special mention may be made of (i) "Modernisation of the Bullock-cart" funded by the Dept. of Science and Technology, (ii) "Socio-Economic survey of the Bullock-cart" funded by the Ministry of Shipping and Transport (iii) "Documentation studies of the Bullock-cart" funded by the Dept. of Science and Technology, (iv) "Study of Health Manpower in selected specialities—a perspective plan for Karnataka", funded by the Indian Council of Medical Research, (v) "Block Plan for Full Employment in seven blocks of Karnataka" funded by the State Government of Karnataka, and (vi) "Agricultural land use policy", funded by the Indian Council of Agricultural Research. An amount of Rs. 6 lakhs was received from outside agencies during the year to support the research activities sponsored by them.

**1.7 Consultancy assignments:** The Institute is happy to be able to chronicle the fulfilment of certain tasks of considerable national importance on the basis of "Consultancy assignments". The Institute submitted to the State Government of Karnataka on 29-12-1978 a seven volume Report for developing network and the monitoring system for the prestigious World Bank financed Upper Krishna project costing Rs. 280 crores. "Flood Moderation Studies for the Brahmaputra" is another significant task which is under way, assigned to the Institute by the Central Water Commission. Other noteworthy consultancy assignments include (i) "Potential and Absorption of Iron & Steel in Rural Areas", funded by the Steel Authority of India, (ii) "Social Development

Project in Dharmapuri District" (Tamil Nadu) for UNICEF, (iii) "Rural Road Planning for Ratnagiri District in Maharashtra" sponsored by the Rural Roads Committee of the Indian Roads Congress, and (iv) "A study of the working of the Uttar Pradesh State Electricity Board," sponsored by the U.P. Govt.

1.8 It is gratifying that the Institute's expertise is sought even for assignments outside India. The services of two faculty members are being spared to the National Small Industries Corporation for preparing a feasibility report for the Government of India in regard to the establishment of an Industrial Estate in Yemen, involving on-the-spot study in Yemen for about six to eight weeks.

1.9 **Development of internal resources:** The increased tempo of the varied activities undertaken by the Institute during the year generated an income of Rs. 38.51 lakhs—Rs. 5.51 lakhs in excess of the estimated figure of Rs. 33 lakhs. This is indicative of the growing acceptability of our perspectives and programmes by various Governmental agencies and client organisations.

1.10 **Campus Construction:** "*Guddali Pooja*" for the construction of the Institute's Permanent Campus on the Bangalore-Bannerghatta Road was performed on 27 November 1978 by the Chairman of the Board of Governors, Shri Govind Narain. Fair progress was achieved during the year in regard to construction of dormitories for 200 students and 70 staff quarters. The first phase of campus construction is expected to be concluded by July 1981.

1.11 It is a matter of great satisfaction that the Government of Karnataka resolved to acquire at their own cost an additional area of 50 acres of land adjacent to the 100 acre land already acquired for the Institute along the Bangalore-Bannerghatta Road and make it available to us for our permanent campus construction. Acquisition proceedings in this behalf have already been initiated. We are grateful to the Government of Karnataka for yet another generous gesture to promote the development of the Institute.

1.12 **Student Benevolent Fund:** In order to provide, in the initial stages, temporary loan assistance to students who are financially weak, a Student Benevolent Fund was raised during the year under the Chairmanship of Dean (Programmes).

**1.13 Seminars, Conferences, Workshops:** The Institute was involved during the year in the organisation of a number of important seminars, conferences, workshops and meets. Among these special mention may be made of the following:

- (i) A three-week workshop to improve project planning and implementation capabilities relating to fisheries development for 22 participants from 12 countries bordering the Indian Ocean, during November-December 1978, for the Food and Agriculture Organisation and the Swedish International Development Authority (SIDA) in collaboration with the Government of Karnataka.
- (ii) The Tenth Annual Conference of the Indian Association for Management Development and the Inter-University Council for Commerce Education and Research, on December 31, 1978 and 1 and 2 January 1979.
- (iii) The Annual Inter-IIM Meet between 26 and 28 January 1979.
- (iv) An International Conference on Energy and Environment between 11-14 January 1979, sponsored by a large number of Universities and research organisations throughout the world. Representatives from the Middle East, Europe, USA, Japan and India participated in the Conference.
- (v) The Eleventh Annual Convention of the Operational Research Society in India on 29 and 30 December 1978.

**1.14 IIM-B Reports:** The launching of a new periodical called "IIM-B Reports" is another significant step taken during the year to strengthen the communication system in regard to the varied, academic and professional activities between the Institute, the Faculty, and the *Alumni*. Beginning from October 1978, five issues of "IIM-B Reports" were brought out during the year under report.

**1.15 Regional Computer Centre:** An important step was taken by the Institute in the direction of establishing a well-equipped computing facility in Bangalore itself. A decision was taken to collaborate with the Technical Consultancy Services Organisation

of Karnataka (TECKSOK) and the Department of Electronics, Government of India in establishing a Regional Computer Centre in Bangalore to be managed by a registered society. It is proposed to acquire a third generation computer with best equipment and facilities regarding its hardware and software capability.

**1.16 Administrative measures:** The administrative set up was strengthened during the year by the creation of a new position of Dean in charge of administration. Service Rules and Recruitment and Promotion Rules were codified during the year. The Service Rules are now pending final approval by the Government of India.

**1.17 Retrospection:** From the above it can be seen that during the year 1978-79, the Institute has been able to register steady progress in many directions and that its training and research programmes have been well accepted and appreciated by Governmental and non-governmental agencies alike. At the same time, we are conscious of the imperative need to set our priorities and programmes aright. With the involvement of our faculty in diverse programmes with limited physical facilities, our inability to take up more activities as desired by several client organisations is obvious. We are giving top priority to the development of faculty to cater to our sectoral specialisations. Unfortunately, faculty strength could not be substantially augmented during the year for a variety of reasons, but we do hope to be able to do so before long. We are also engaged in a process of auditing our strengths and weaknesses, with the ultimate objective of improving the impact of our programmes in promoting management education in the country. This is a continuing task, in the achievement of which we are determined that there shall be no let up in our endeavours.

**MEETINGS OF BOARD OF GOVERNORS  
AND IIM-B SOCIETY**

2.1 During the period under review, the Board of Governors met on 28 August 1978, 30 September 1978 and 21 February 1979 and the IIM-B Society met on 28 August 1978 and 30 September 1978.

2.2 The Memorandum of Association of the Institute was amended during the year to provide for the inclusion of two more members on the Board of Governors of the Institute — one to represent the interests of the Scheduled Castes and the other to represent the interests of the Scheduled Tribes. The Government of India nominated Shri T. N. Narasimha Murthy, Chairman, Karnataka State Tourism Development Corporation and Dr. P. C. Horo, Hazari Bagh, Bihar to serve on the Board of Governors representing the interests of the Scheduled Castes and the Scheduled Tribes, respectively.

2.3 Shri K. R. Ramachandran, Dean (Administration) was appointed during the year as Secretary to the Board of Governors and to the IIM-B Society.

2.4 The composition of the Board of Governors as on 31 March 1979 has been furnished in Annexure I.

### III

#### PROGRESS AT A GLANCE: 1972-79

3. An attempt is made to present a bird's eye view of the progress achieved by the Institute ever since its inception in the Table given below:

	Category	1972-73	1973-74	1974-75	1975-76	1976-77	1977-78	1978-79
<b>(a) MANPOWER</b>	Faculty	—	21	27	37	50	59*	65*
	Research	—	6	17	21	34	34	29
	Admn., Tech. and supporting staff	8	50	110	217	230	233	234
<b>(b) FACILITIES</b>	Land (in acres) for Campus	—	77	154	275	314	326	328
	Buildings (in Sq.mts.)	1,230	1,780	4,020	6,014	5,878	7,267	10,000
	Vehicles	—	2	6	11	12	14	15
<b>(c) LIBRARY</b>	Books	723	9,885	12,330	23,226	32,021	40,000	43,290
	Periodicals	8	170	521	525	660	700	760
	Circulation	—	—	5,457	12,320	22,650	22,787	51,173

<b>(d) PROGRAMMES</b>	—	196	—	365	51	18	107	123	149	181
	Tamilnadu Teachers Training Programme Fellowship	—	16	—	16	—	12	12	12	—
MDP	—	—	—	—	—	—	125	142	173	205
Programmes (number)	—	2	—	15	—	12	23	45	48	—
Participants	—	—	—	340	—	221	428	774	741	—
<b>OBP</b>	—	—	—	—	—	—	—	—	—	—
Organisations	—	—	—	5	—	11	11	5	2	—
Courses	—	—	—	—	—	34	23	24	11	—
Duration (in weeks)	—	—	—	—	—	30	43	50	39	—
—	—	—	—	3	—	6	6	8	17	—
<b>(e) SEMINARS</b>	—	—	7	—	7	7	6	24	43	—
<b>(f) RESEARCH PROJECTS</b>	—	—	—	—	—	—	—	—	—	—
<b>(g) CONSULTANCY</b>	—	—	—	—	—	—	—	—	—	—
Completed Projects (No.)	—	—	—	—	11	4	7	43	18	—
Ongoing	—	—	—	—	6	10	10	20	28	—

\* Includes Dean (Admn.) and 4 on extraordinary leave.

**POST-GRADUATE PROGRAMME (PGP)****PGP 1976-78 (Third Batch)**

4.1 During the year under review, 56 students of PGP 1976-78 batch graduated from the Institute. All of them have been found satisfactory placements, 32 among them being in public sector units.

4.2 The Convocation for 1976-78 batch was held 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 was the Chief Guest who delivered the Convocation Address.

**PGP 1977-79 (Fourth Batch)****Social Involvement Projects**

4.3 A unique feature of this Post-Graduate Programme in Management introduced from the year is the involvement of all the senior students during the winter break, in projects which are of social relevance called "Social Involvement Projects". The objective is to increase an awareness of the environment and hopefully to commit the students toward application of management concepts and techniques to fields and problem areas in our country hitherto neglected by management thinkers. The Institute regards the social involvement projects as a vital and an organic element of the Post Graduate Programme in Management. 38 social involvement projects were undertaken, either as individual or as group projects by the current batch of PGP (1977-79) students. The projects were in the area of rural development, science and technology, cooperatives and small industry, communication, health, care of the physically disabled, education, energy, transportation and urban life. The project sites were spread over the length and breadth of the country, depending upon the area of the project and the students' conveniences. Some of the projects were getting either financial or organisational help from Institutions such as Social Work and Research Centre, Tilonia, Rajasthan; Gandhigram University, Madurai (T.N.). Canara Bank; National Small Industries Organisation; Karnataka State Council for Science and

Technology; Gandhi Ashram, Meerut; Press Commission, Government of India; St. John's Medical College, Bangalore; West Bengal Board of Secondary Education; Bombay Municipal Corporation and other Institutions. The field work, which began just before the winter vacation, was completed by 22 January 1979.

#### **Project Placement**

4.4 As part of the PGP curriculum, 92 students of PGP 1977-79 batch were placed in various organisations for one full term for undertaking project work. Among them, eighty undertook projects in public sector undertakings.

#### **Final Placement**

4.5 Final Placements were found for all the 90 students in the PGP Batch 1977-79, of whom 12 had been on study leave from their employers. 48 students have been placed in public sector organisations and the rest in private sector organisations.

#### **PGP 1978-80 (Fifth Batch)**

4.6 The fifth batch of PGP commenced its programme in July 1978 and has a total enrollment of 115 students, inclusive of 24 SC/ST students. Of these 115 students, 91 are in General PGP and 24 in Sectoral PGP. A remedial course of two month's duration in English and Basic Mathematics was conducted from May 1978 for SC/ST students. A refresher course in Mathematics was also conducted for those requiring it. A profile of the PGP students in this batch is given in Figure 1. (vide p. 11)

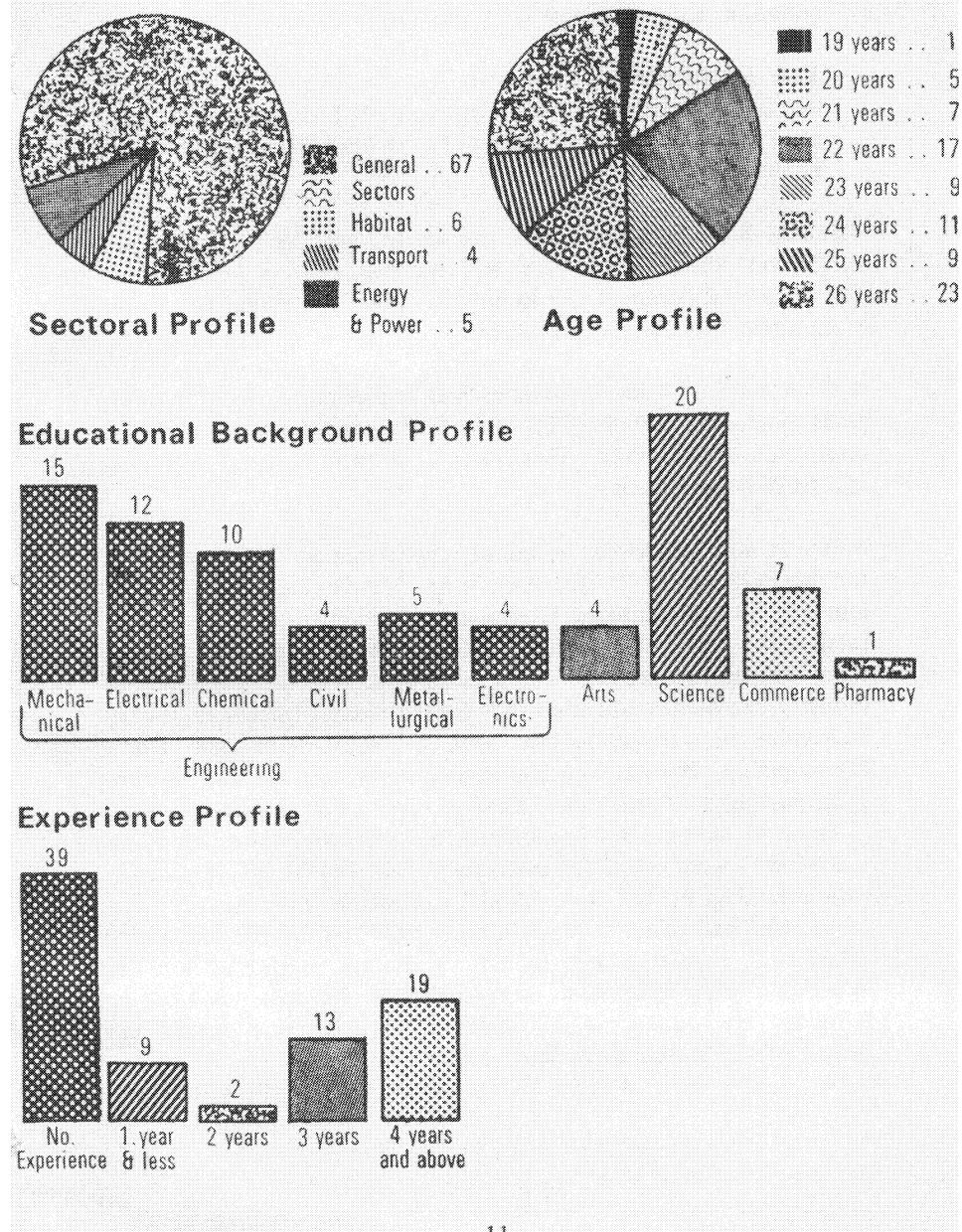
#### **Project Placement of 1978-80 batch (Fifth batch)**

4.7 Action was initiated to arrange Summer Project Placement in various public sector organisations in November 1978. All the students were placed, with most of them attached to public sector organisations. Those specialising in sectoral studies were also found appropriate sponsoring organisations.

#### **PGP batch 1979-81 (Sixth batch)**

**Admission Activities:** During the period of report, work on the Institute's 1979-81 admissions process began in conjunction with IIM-Ahmedabad and IIM-Calcutta. The IIM-B's responsibilities with respect to the common admission test were:

**FIGURE 1**  
**Profile of the PGP 1978-80**



- **Publication Activities:** The PGP and Fellowship catalogues were revised and published. PGP and Fellowship applications were also revised. In addition, our Institute, as in the past two years, was responsible for developing and printing of the common admission test and the test manual.
- **Test Administration Activities:** The Institute was responsible for administration of the common IIM admission Test at five centres namely, Bangalore, Coimbatore, Ernakulam, Hyderabad and Madras.

The IIM-B's Admission Committee for the year 1978-79 consisted of Dr. AV Shanmugam, Prof. RN Warriar, Prof. S Jagadish and Dr. Indira Rajaraman as Members. The Co-ordinator of the Committee was Dr. Ashok Sahni.

4.9 A total of 4,381 candidates had requested for PGP applications (including 223 SC/ST). But 3,771 candidates returned the completed applications. However, 3,711 took the test including 125 SC/ST candidates.

4.10 It was proposed to admit approximately 120 candidates for the PGP during the academic year 1979-80 (including 15% SC and 5% ST candidates). It was also decided to start a separate section for sectoral candidates from 1979-80. In other words, there will be two sections — one general section for business and industry candidates and the other for candidates interested in specialisation in various sectors such as Agriculture and Rural Development, Habitat and Environment, Population and Health, Transportation, Power and Energy, and other related sectors. Keeping in view the above requirements, 682 candidates (including 124 SC/ST) were called for interviews. All 124 SC/ST candidates who had taken the test were called for interview, with the exception of one who had taken zero mark in the test. Of the 682 candidates called, 612 including 111 SC/ST candidates, appeared for the interview. The interviews were held at Madras, Bangalore, Bombay, Hyderabad, Delhi, Calcutta and Kanpur during the period of 12 March to 2 April 1979.

## FELLOWSHIP PROGRAMME

5.1 There are 24 students in the Fellowship Programme at various stages of the Course Work. Sector-wise they are distributed thus:

Centre for Habitat and Environmental studies ..	2	Students
Power and Energy ..	7	,
Health & Population Management ..	5	„
Transportation ..	7	„
Agri. & Rural Development ..	2	„
Planning ..	1	„

5.2 Two students are in the final stages of their thesis work. Five of them are doing their comprehensive examinations; four have just completed their comprehensive examinations. About six more students are expected to join the programme commencing July 1979.

### **Admission (1978-79)**

5.3 Twelve Fellowships were available during the academic year 1978-79. It was decided that four candidates for each of the following three Sectors will be considered for admission:

1. Habitat and Environmental Studies
2. Population and Health Management
3. Power and Energy.

5.4 Due to limitation of fellowships, it was decided that no candidates should be admitted to the Agricultural Sector since candidates were admitted last year. For the Transportation Sector, it was decided that only sponsored and financially supported candidates should be considered for admission.

5.5 Actually sector-wise admissions for the Fellowship Programme during 1978-79 were as follows:

Transportation	..	2*
Power and Energy	..	5
Health	..	4
Habitat	..	2
		<hr/>
<b>TOTAL</b>	<b>..</b>	<b>13</b>
		<hr/>

\*One of the candidates admitted for the Transportation stream discontinued his studies later.

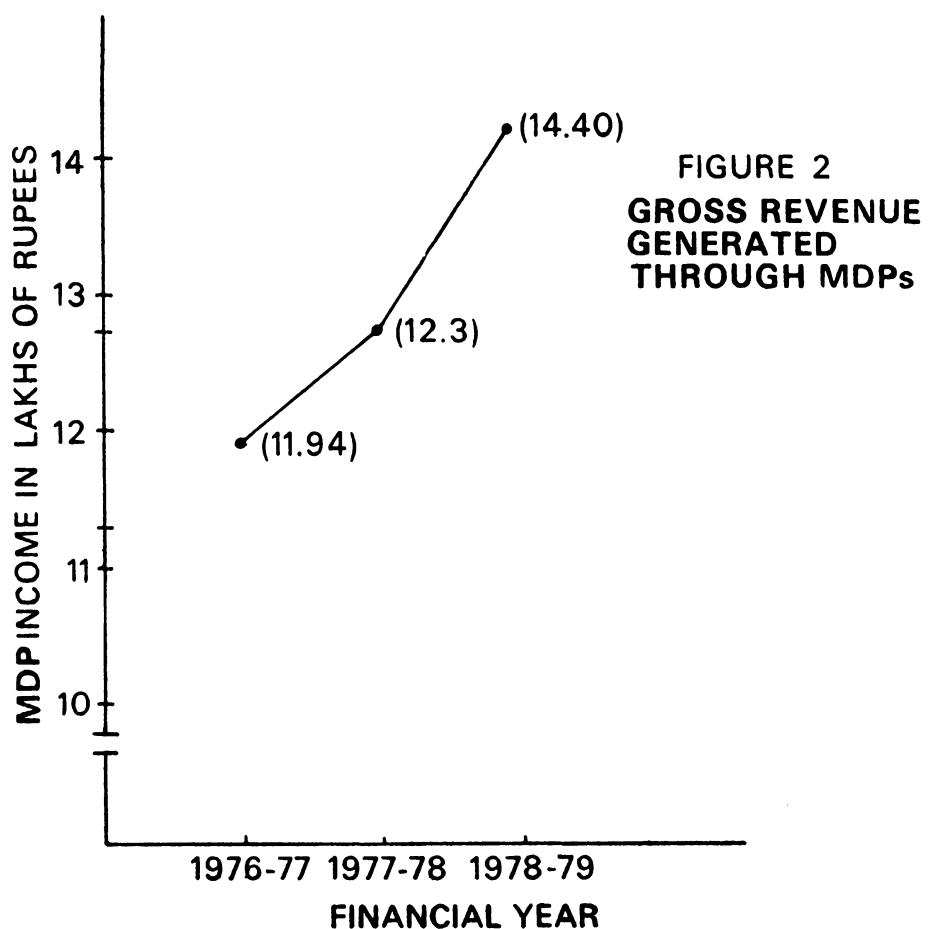
### MANAGEMENT DEVELOPMENT PROGRAMMES (MDP)

6.1 During the year under review, 48 Management Development Programmes (MDP) were conducted and 741 practising managers and administrators from Government, Public Sector and Private Sector participated in them. The frequency distribution of types of participants in various areas of MDPs conducted during April 1978 – March 1979, is shown in the following Table:

Management Area	No. of Programmes	Participation			Total
		Govt.	Public Sector	Private Sector	
1. Quantitative Methods OR/Computers	8	12	41	48	101
2. Production Management	9	7	70	59	136
3. Financial Management	7	26	40	54	120
4. Marketing Management	4	2	36	38	76
5. Human Relations OB & OD	5	6	38	27	71
6. Personnel Management & Industrial Relations	2	1	13	10	24
7. Sectoral Programmes	13	85	75	53	213
<b>TOTAL:</b> (April 1978–March 1979)	<b>48</b>	<b>139</b>	<b>313</b>	<b>289</b>	<b>741</b>

6.2 The 48 programmes conducted during the year April 1978 – March 1979, lasted approximately 50 MDP Weeks generating a gross revenue of Rs. 14.40 lakhs. During the corresponding period in the previous year, *viz.*, April 1977 – March 1978 the Institute conducted 45 MDPs lasting over 47 MDP weeks for

774 participants generating a gross revenue of Rs. 12.3 lakhs.  
(Vide Figure 2).



6.3 24 MDPs scheduled during April 1978 - March 1979, had to be postponed/cancelled for various reasons.

6.4 The MDPs have been very well received during the year under review. 96% of the participants rated the usefulness of the programmes as indicated in Figure 3 below:

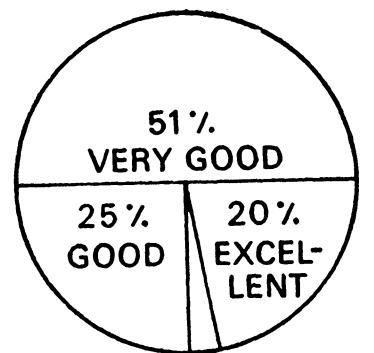


FIGURE 3  
FEED BACK ON MDPs

6.5 The individual MDPs conducted during April 1978 – March 1979 and their details are listed in Annexure II.

### ORGANISATION BASED PROGRAMMES (OBP)

7.1 During the reporting period, 12 Organisation Based Programmes (OBP) were conducted. 11 OBPs were conducted for the Department of Personnel and Administrative Reforms, (DPAR) Govt. of India. The remaining one OBP was conducted for the Directorate-General of Ordnance Factories, Department of Defence Production, Union Ministry of Defence.

7.2 During the year under report, the 11 OBPs conducted for the DPAR, accounted for 39 programme weeks for the benefit of 245 participating-officers and administrators from State and Central Governments, Electricity Boards, Transport Corporations, etc. These programmes were designed for specific sectors namely Health and Family Welfare, Industry, Power, Agriculture, Irrigation and Transport Public Works. A detailed account of OBPs conducted for DPAR is given in the following Table:

Programme	Period	Number of Participants	
1. PIME*- Road Transport	June 28 – July 18	3 wk	18
2. PIME*- Agriculture	July 5 – July 25	3 wk	13
3. PIME*-Industry	Aug. 2 – Aug. 22	3 wk	27
4. PIME*-Power	Aug. 2 – Aug. 22	3 wk	21
5. PIME*-Public Works	Sep. 8 – Sep. 28	3 wk	29
6. PIME*-Health and Family Welfare	Oct. 18 – Nov. 7	3 wk	12
7. PIME*-Irrigation	Nov. 8 – Nov. 28	3 wk	23
8. PIME*-Irrigation	Dec. 11 – Dec. 23	2 wk	25
9. Project Formulation and Implementation	Nov. 21 – Dec. 19	4 wk	17
10. Executive Development Programme I	Aug. 24 – Oct. 4	6 wk	31
11. Executive Development Programme II	Jan. 10 – Feb. 20 1979	6 wk 1979	29
		39 wk	245

\*Programme Implementation, Monitoring and Evaluation.

7.3 The OBP conducted for the Ministry of Defence was of a seminar type, for three days, for the General Managers of Ordnance Factories. 50 General Managers and Senior officials of the Directorate of Defence Production participated in the Programme.

**CONSULTANCY**

8.1 The IIM-B continued to undertake, during 1978-79, Consultancy assignments on various aspects relating to Management, Organisation Development, Personnel Management, Financial Management, Production Management, Materials Management, Marketing Management, Management Services evaluation studies and also sectoral management areas. The Consultancy activities of the Institute during the year ended 31 March 1979 were 18 assignments completed and 28 assignments in progress. Proposals were also initiated for 26 assignments. These assignments involved as many as 41 faculty members.

8.2 Some of the most relevant Consultancy assignments for the year were:

- FAO/SIDA Workshop on Fisheries
- Govt. of Karnataka Project on Developing Networks for Upper Krishna Project.
- Flood Moderation Studies for Bramhaputra for the Central Water Commission, New Delhi.
- SAIL Project on potential and absorption of Iron and Steel in Rural Area.
- Rural Road Planning for Ratnagiri district, sponsored by the Rural Road Committee of the Indian Roads Congress.
- Social Development Project in Dharmapuri District for UNICEF.

8.3 The gross income realised through consultancy assignments during the year amounted to Rs. 7.81 lakhs as compared to Rs. 2.86 lakhs during 1977-78.

8.4 The lists of (i) Consultancy assignments completed and in progress, (ii) assignments for which proposals were made during the year and (iii) assignments in respect of which preliminary negotiations with client organisations are in progress are furnished in Annexures III, IV and V respectively.

## RESEARCH

9.1 The tempo of research activities stepped up substantially during the reporting period. The types of research undertaken by the Institute are:

(a) **Policy Research** in respect of macro issues of national problems to help the formulation of future policies, and (b) **Applied Research** to develop the body of knowledge in Management Science areas to ascertain the status and role of management in various sectors of the economy and to develop case-studies at the unit level.

9.2 A total of 42 research projects were pursued during the reporting period. The research and research-related activities of the Institute during the year 1978-79 may be categorised for the sake of convenience as follows:

- (a) Institute funded research;
- (b) External funded studies and projects — institutional;
- (c) Individual involvement in research — with or without external funding;
- (d) The research component in consultancy projects;
- (e) The research component in the development and conduct of academic courses.

9.3 The position with regard to the various categories of research activities is indicated in the following Table:

Source of Fund	Project Status			Total
	Com- pleted	Under- way	Considera- tion	
A Institute	7	12	—	19
B External	4	5	1	10
C Individual	1	5	0	6
D Consultancy	1	3	0	4
E Academic	1	2	0	3
<b>TOTAL:</b>	<b>14</b>	<b>27</b>	<b>1</b>	<b>42</b>

9.4 Additional details regarding project titles, objectives of the research studies, etc., are furnished in Annexure VI.

**Library Collection**

10.1 The collection of Library material, as on 31 March 1979, rose to 43,290 including 2,470 bound periodicals and non-book library materials. The number of periodicals subscribed went up to 760. The number of reprints taken into stock and press cuttings collected was 902. The number of films and maps, as on 31 March 1979 was 557. During the reporting period, 6,527 books, 1,249 back volumes, 98 films and maps were added to the stock. In addition, 93 new periodicals were subscribed and 62 reprints were taken into stock during 1978-79.

**Circulation**

10.2 There were 556 library users during 1978-79, including the MDP and OBP participants. The number of books issued to readers was 51,173 and the number issued on inter-library loan basis was 208.

**Documentation Activities**

10.3 Documentation activities were systematised during the year for compiling bibliographies required by the faculty and students from time to time. Different types of services like 'Current Press Cutting Titles' (CPCT), 'Statistical Digest' 'News Digest', etc., continued to be rendered. In addition, during the reporting period, the Library started a "Recent Additions" list series.

**Reproductive Section**

10.4 During the period manually operated Xerox services continued to be rendered.

## DATA PROCESSING CENTRE (DPC)

11.1 The Centre with the existing facilities of Accounting Machine (IBM 447), Key Punching Machine (IBM-029), Verifier (IBM-056), Sorter (IBM-082), and ten Magnetic Tapes (2400' each) added the following items of equipment during the period of report:

- Collator (ICL-365/0)
- Reproducing Punch (IBM-514/521)
- Key to Tape Unit (Bulgaria EC-9002)
- Magnetic Tapes (2400' each 10 numbers)
- Magnetic Tapes (1200' each 10 numbers)
- Disc-Packs (ISO Timpex, Bulgaria, 2 numbers)
- Disc-Cartridge (ICL, 2 numbers)
- Hand Punchers (ICL Model 073/1, 4 numbers)
- Electric Key Punchers (ICL Model 173/1 4 numbers)

Ford Foundation has agreed to finance about \$ 25000 for a desk top calculator with programming and secondary storage facilities. Hewlett Packard Model HP 9845-B is identified in this connection. This will be useful for the immediate needs of students in Transportation and Power sectors. Director-General of Technical Development, New Delhi, has been approached for clearing the import of this item of equipment.

11.2 The Institute is also exploring the possibilities of setting up a joint Computer Centre with Technical Consultancy Services Organisation of Karnataka and Department of Electronics Govt. of India. Formal Government Order is expected to be issued shortly, after which a society called, "Regional Computer Centre, Bangalore" will be registered and formal contract for a third generation computer system will be signed.

11.3 As the existing space of 700 Sq.ft. is inadequate for DPC, it is proposed to shift the centre to a new building with 1600 Sq.ft. of floor space. The new building is in the vicinity of the present premises in Lavelle Road.

**MANPOWER AND ORGANISATION**

**A. FACULTY**

12.1 The total strength of the faculty as on 31 March 1979 was 58. Five new faculty joined the Institute during the year under report.

12.2 Besides, the Institute is providing infrastructure facilities to two noted social scientists Dr. MN Srinivas (who has been awarded a Senior Fellowship by the Homi Bhabha Foundation) and Prof. VLS Prakasa Rao, a Senior Fellow of the Indian Council of Social Science Research.

12.3 Dr. Finn Wiedersheim-Paul of Uppsala, Sweden served the Institute for about two months from 1 January 1979 as a "Guest Faculty" and assisted in giving courses on small business management.

12.4 There was, as usual, a great deal of decentralisation of management at the Institute through faculty participation in various activities of the Institute. Sixteen Faculty meetings were held during the year (including one Extra-ordinary Meeting) when policy matters relating to the academic activities of the Institute were discussed. Academic-administrative matters were co-ordinated by a Committee of Co-ordinators (consisting of Programme Co-ordinators and Activity Co-ordinators). The Committee of Co-ordinators held thirteen Meetings during the year under report.

12.5 The Institute received certain requests during the year for making available the services of some of its faculty. The services of Prof. SK Warriar were made available to the Kerala State Government for appointment as Managing Director, Kerala State Industrial Development Corporation for a period of two years. The services of Dr. Vinod Vyasulu were made available to the National Small Scale Industries Corporation for a period of two years from 6 January 1979 for appointment as Economic Adviser of the Corporation. Approval was accorded for sparing

the services of two faculty members (Prof. RP Iyer and Prof. PN Tirunarayana) to the National Small Scale Industries Corporation for preparing a feasibility report to the Government of India for the establishment of two Industrial Estates in Yemen. Approval was also accorded during the year to spare the services of Prof. KLK Rao and Prof. PN Agarwala to participate in a Workshop in Dublin to develop a course in International Marketing. Permission was accorded to Prof. BP Lingaraj to take up a faculty position in Washburn University, Topeka, Kansas, USA for the academic year 1978-79.

12.6 The members of the Faculty continued to participate in various professional activities such as seminars conducted by Universities and professional bodies. They also published a number of professional and scientific papers on subjects in which they have developed a certain expertise. A list of the more important papers contributed by the Faculty to various journals and periodicals during the year under report is furnished in Annexure VII.

#### **B. RESEARCH STAFF**

12.7 The total strength of research staff (Research Fellows and Research Assistants) as on 31 March 1979 was 24.

#### **C. ADMINISTRATIVE STAFF**

12.8 The number of administrative and supporting personnel increased from 230 to 234 during the year. An important addition to the administrative infrastructure was the creation of a position of Dean in charge of administration. Approval was also accorded during the year for the institution of a post of Financial Adviser to the Director, for a period of three years, to be filled through deputation of a Senior Deputy Accountant-General from the establishment of the Comptroller and Auditor General of India.

12.9 On the administrative side, draft Recruitment and Promotion Rules were finalised during the year, providing for a set procedure for recruitment and reasonable opportunities of promotion for those recruited at lower levels. A significant feature of the Recruitment and Promotion Rules is that recruitment of staff at lower levels is made only from among candidates sponsored

by the local Employment Exchange and open advertisement is resorted to only when suitable candidates are not available from the Employment Exchange. This is in keeping with the national policy of encouraging recruitment of local candidates for positions with low pay scales. Various administrative circulars issued from time to time were also codified during the year in the shape of "SERVICE RULES". The Service Rules are now awaiting final approval by the Government of India.

12.10 The constitution of a Joint Staff Council for non-academic administrative employees was another important step taken during the year for resolving staff problems. Two meetings of the Staff Council were held during the year under report.

12.11 The list of faculty, research staff and officers in administration is furnished in Annexure VIII.

**VISITS ABROAD BY FACULTY AND RESEARCH STAFF**

13.1 **Prof. NV Ratnam** participated in the Second Review Meeting of the "INPUTS" Project organised by the Resource Systems Institute, East-West Centre, Honolulu, USA, from 5 to 19 May 1978.

13.2 **Prof. B Ghosh** participated in the Sixth International Faculty Workshop on "Research in the Management of Population Programmes" jointly sponsored by the United Nations Fund for Population Activities, Population Council, New York and the University of North Carolina at Chapel Hill, USA from 28 May to 2 June 1978. He also visited certain Universities and Institutions in USA and UK to establish academic linkages.

13.3 **Prof. PN Agarwala** visited the United Kingdom during June and July 1978 at the invitation of the British Council to study nationalised industries in the United Kingdom. He also visited certain European Countries before his return.

13.4 **Prof. MR Rao** was away in the United States of America from June 26 to July 20, 1978 for the purpose of completing his research and other professional commitments at the University of Tennessee, Knoxville, USA. The visit was funded out of a grant from the Ford Foundation.

13.5 **Prof. BP Lingaraj** left for the United States in September 1978 to take up a teaching assignment at Washburn University, Topeka, Kansas USA. for the academic year 1978-79.

13.6 **Prof. NS Ramaswamy** visited Europe, United Kingdom, Canada and USA during the last quarter of 1978. He discussed the Institutes perspectives and programmes with several U.N. agencies like, FAO, UNIDO, ILO, UNESCO, I.C.P.E. and WHO, representatives of a number of Universities and Organisations like Ford Foundation, USAID and the World Bank. He also interviewed a number of prospective faculty.

13.7 **Dr. Malathi Somaiah**, Research Fellow, attended a seminar on "Employer, Selection for Employment, Manpower and Education" from 13 November to 15 December 1978 at Colombo, Sri Lanka at the invitation of the Institute of Development Studies (IDS), University of Sussex, England.

13.8 **Prof. S Shivaramu** attended the IDRC Internal Review Meeting on performance Evaluation of Public Enterprises Project held at Ottawa from 12 to 17 February 1979. On his way back he visited Uppsala University in Sweden and held discussions regarding future research collaborations between the Uppsala University and IIM-B.

13.9 **Prof. BK Chandrashekhar** was invited to participate in a ten day legal workshop on International Trade and Development at Colombo in February 1979. The workshop was jointly organised by the Marg Institute of Development Studies, Colombo, and International Centre for Law and Development, New York.

13.10 **Prof. V Ranganathan** left on 31 March 1979 on a two-month study tour visiting institutions concerned with energy management programmes in USA, UK, Denmark, Austria and Bangkok. The study tour was funded out of a grant made available by the Ford Foundation.

**PERMANENT CAMPUS**

**Land for the Campus**

14.1 Out of the 100 acres of land already sanctioned by the State Government of Karnataka for the permanent campus of the Institute along the Bangalore-Bannerghatta Road, the Special Land Acquisition Officer, Bangalore, has handed over a total area of 84 acres and 34 guntas. For the remaining 15 acres and 6 guntas, the Special Land Acquisition Officer is finalising the awards and the process of handing over the same is expected to be completed shortly.

14.2 It is a matter for deep satisfaction that during the year under report, the Government of Karnataka, *vide* G.O. No. ED 118 MUN 77 dated 29-12-78, sanctioned acquisition of additional 50 acres of land adjacent to the above 100 acres already sanctioned for the permanent campus of the Institute. The Special Land Acquisition Officer has been furnished with the details of Survey numbers with necessary Revenue Survey Map Extracts to initiate acquisition proceedings.

**Approval of BDA for the Master Plan**

14.3 The Bangalore Development Authority (BDA) has accorded approval to the Master Plan prepared by the Architects for the permanent campus of the Institute. In this connection an amount of Rs. 3,03,853/- was paid to the BDA towards supervision charges.

**Approval to Estimates and Plans to Campus**

14.4 The Campus Development Committee has accorded technical sanction to the detailed estimates for Dormitories and Housing as Indicated below:

- |  |    |                 |
|--|----|-----------------|
| (i) Dormitories for 200 students with<br>kitchen and dining blocks | .. | Rs. 51.05 lakhs |
| (ii) Housing - 70 units  | .. | Rs. 41.03 lakhs |

For the execution of these works, the lowest tenders of Messrs. Gina Engineering Company for first phase housing and Balaji Engineering Construction Company for the first phase dormitories, kitchen and dining blocks were accepted. Both these works are in progress.

14.5 The entire work of building the Campus is to be taken up in two phases. In the I Phase construction of dormitories to accommodate 200 students, staff houses of five types numbering 70, the administrative and academic blocks is being taken up. The remaining items of construction such as the MDP/OBP block, Auditorium, Library, Computer Block and others is scheduled under Phase II. Phase I work is scheduled to be completed by May 1981. This will mean that the new campus will be ready to start the 1981-82 academic programme with the incoming of the eighth batch of the PGP students. (1981-83).

14.6 The Board has already accorded approval to the first phase abstract estimate with sub-estimates for construction of the permanent campus of IIM-B.

#### **Guddalipooja**

14.7 A significant event of the year was the performance of *Guddalipooja* of the permanent campus on 27 November 1978 by Shri Govind Narain, Chairman of the Board of Governors who turned the first sod.

#### **Approval to tenders for Plumbing and Installations**

14.8 The Architects had furnished detailed tender documents for the following works:

- (i) Plumbing installation to Staff Housing, and Dormitories, Kitchen and Dining Block and External Services Phase-I.
- (ii) Electrical installations to Staff Housing and Dormitories, Kitchen, Dining Blocks and External Services Phase-II.

Accordingly, sealed tenders were invited from a panel of seven contractors for the electrical work and six contractors for the plumbing work. After scrutiny of the tenders received, the Board

at its meeting held on 21 February 1979 approved the lowest tenders as indicated below:

1. The work of plumbing installation to M/s. Kapoor and Company at their lowest tendered amount of Rs. 19.706 lakhs working out to 4.88% below the estimated rates.
2. The work of electrical installation to M/s. Power Engineering Company at their lowest tendered amount of Rs. 19.168 lakhs working out to 4.26% below the estimated rates.

Accordingly, the above firms executed necessary Agreements with the Institute and the works have also been started by them.

#### **Institutional Block—Academic and Administration Blocks**

14.9 The Architects have finalised the preliminary designs for the Academic and Administration Block and are on the job of working out detailed plans, estimates and tender documents. It is expected to initiate tender action for the above work during July–August 1979 and the work is expected to be commenced during September 1979.

#### **Minor Works**

14.10 Certain minor works were completed at the Campus site during the year. These include:

(i) Stores materials yard, (ii) Mali's quarters, (iii) Horticultural Office, (iv) fencing the nursery, (v) providing pumping machinery for the well at the nursery with necessary storage tanks and delivery pipeline and (vi) flood lighting of the nursery.

#### **Advance Action**

##### **Water Supply**

14.11 An amount of Rs. 5 lakhs is deposited with the Bangalore Water Supply Sewerage Board (BWSSB) for the supply of 1,70,000 gallons filtered water at campus at the ultimate stage. The matter has been followed up with the BWSSB so that our minimum requirement of filtered water to the campus at the time of commissioning of the I Phase is fulfilled.

### **Power Supply**

14.12 KEB has accorded sanction for the supply of 500 KVA power for the I Phase works to be utilised as follows:

300 KVA from 1-5-1980  
200 KVA from 1-8-1981

Further, as required by KEB, the Institute has paid an amount of Rs. 3,78,868 towards the cost of providing HT service main to the campus.

### **Sanitary Arrangements**

14.13 It is proposed to dispose the sewage from the campus to the BWSSB sewer line available at a distance of about 450 meters away from the campus site. The BWSSB has accorded sanction for the above proposal and as required by them an amount of Rs. 1,49,000/- has been paid to them towards the cost of linking. The same is expected to be ready by the time of I Phase works are completed.

### **Sinking of open well**

14.14 To augment the unfiltered water requirement and also for the immediate use for the construction works, the work of sinking one dug well at the site selected by the water supply Consultant of the Institute has been taken up and the same is expected to be completed shortly.

### **Telephones**

14.15 The Institute has applied for the installation of a 300 line PABX telephone exchange at the permanent campus. The matter has been followed further and necessary information required by the Telephones Department has been furnished. It is proposed to get a 100 line PABX at the time of commissioning of the I Phase works.

**VEHICLES**

15.1 The fleet strength of the Institute as on 31 March 1979 was as follows:

<i>Type of Vehicle</i>	<i>Make</i>	<i>Number</i>
Bus	Tata	2
Mini-Bus	Bajaj/Standard 20	2
Car	Ambassador	5
Jeep (with trailer)	Mahendra Diesel	1
Autorikshaw—3 Wheeler	Bajaj	1
Motor Cycle	Crusader & Jawa-Yezdi	2
Mopeds	Su Vega	2
<b>TOTAL:</b>		<b>15</b>

**M. D. C. Unit**

15.2 Approval was accorded during the year for the establishment of a Mobile Development Communication Unit involving a non-recurring expenditure not exceeding Rs. 1.75 lakhs and a recurring expenditure of Rs. 35,000/- towards maintenance of vehicle, appointment of Driver, Projectionist and an Extension Officer.

**VISITORS TO THE INSTITUTE**

16. The Institute was privileged to welcome a number of distinguished visitors during the year. Among them special mention may be made of the following:

- (i) Dr. DT Lakdawala,  
Deputy Chairman of the Planning Commission,  
New Delhi.
- (ii) Dr. Ajit S Bhalla,  
Director of Technology and Development Division,  
ILO, Geneva.
- (iii) Prof. Robert P Morgan,  
Technology and Human Affairs Division,  
Washington University, St. Louis, USA.
- (iv) Mr. Stanley Nyagah,  
Director of Personnel Management  
Nairobi.
- (v) Shri C Subramaniam,  
Member of Parliament.
- (vi) Mr. Pierre Amado,  
French Council for Scientific Research,  
Paris.
- (vii) Dr. Thomas Morva,  
Director the Research Institute of Hungarian National  
Planning Office accompanied by four others from Budapest.
- (viii) Shri RC Desai,  
Department of Technical Corporation,  
New York.
- (ix) Mr. MR Ramsay,  
School of Business Administration,  
South Australia.
- (x) Mr. Richard Mose,  
East West Centre,  
Honolulu, Hawaii.

- (xi) Mr. Magnaria,  
Chairman,  
National Chamber of Commerce and Industry,  
Nairobi.
- (xii) Mr. James K Karnga,  
Director of Industries,  
Kenya.
- (xiii) Mr. Edward W Ploman,  
Executive Director,  
International Institute of Communications,  
London.
- (xiv) Mr. Ali Mutazedi,  
Ministry of Interior Decentralisation Department,  
Tehran.
- (xv) Mr. Kubra Shaiha Jaofri,  
State Organization for Administration  
and Employment Affairs, Abudabi.
- (xvi) Mr. Abed Kasem,  
Civil Service Commission,  
Sudan.
- (xvii) Mr. Susilu Winasao,  
National Institute of Administration,  
Indonesia.
- (xviii) Mr. MG Samuel,  
Joint Secretary,  
Bangladesh Govt., Dacca.
- (xix) Mr. Dereje Bekele Tilahua,  
Fanta, Civil Service Commission  
Ethiopia.
- (xx) Mr. Eric Kotat,  
Director of Industrial Survey and Promotion Centre,  
Kenya.
- (xxi) Mr. T Scarlet Eienstein,  
University of Sussex, England.

- (xxii) **Mr. Anthony C Cunningham,**  
Director of Marketing Centre,  
University College, Dublin, Ireland.
- (xxiii) **Mr. Herman F. Karremar,**  
School of Business and Industrial  
Engineering Department,  
University of Wisconsin, U.S.A.

## **XVII**

### **ACCOUNTS**

17. The audited Balance Sheet and statement of Income and Expenditure for the Financial year 1978-79, as audited by M/s. Raos and Narasimhamurthy, Chartered Accountants are set forth in Annexure IX.

## ANNEXURE I

### THE BOARD OF GOVERNORS (As on 31 March 1979)

**CHAIRMAN**  
(Nominated by the Govt. of India)  
**Shri GOVIND NARAIN**  
Governor of Karnataka  
BANGALORE.

### MEMBERS

*Four representatives of the Central Governments: ex-officio nominees of the Departments of Finance, Education, Industry and Bureau of Public Enterprises.*

2. **Shri JA Kalyanakrishnan**  
Financial Adviser  
Ministry of Education & Social Welfare  
New Delhi
  3. **Dr. S Muthukumaran**  
Dy. Educational Adviser (T)  
Ministry of Education & S.W.  
New Delhi.
  4. **Shri PC Nayak**  
Joint Secretary  
Department of Industrial Development  
New Delhi
  5. **Shri TK Tikku**  
Adviser (Management)  
Bureau of Public Enterprises, Ministry of Finance,  
New Delhi
- Three representatives (ex-officio)  
of the Government of Karnataka*
6. **Shri R Anandakrishna**  
Development Commissioner  
Government of Karnataka, Bangalore.

7. Shri MK Venkateshan  
Finance Commissioner  
Government of Karnataka, Bangalore.

8. Shri CB D'Mello  
Education Commissioner  
Government of Karnataka, Bangalore

*Vice-Chancellor, University of Bangalore*

9. Shri TR Jayaraman

*Representative of the All India Council of  
Technical Education*

10. Shri V Isvaran, ICS (Retd.)  
Besant Nagar, Madras

*Four nominees of the Central Government to represent  
Industry, Commerce, Labour and other interests*

11. Dr. MS Swaminathan  
Secretary to Government of India  
Ministry of Agriculture & Irrigation  
Deptts. of Agriculture & Rural Devpt.  
New Delhi

12. Shri PK Sen  
76, Lansdowne Road  
Calcutta.

13. Shri G Ramanujam  
General Secretary  
Indian National Trade Union Congress (INTUC)  
Madras

14. Shri HS Shahani  
512, Sindh Cooperative Housing Society  
Ganesh Khund,  
Pune

*Representative of the Karnataka Chamber of Commerce*

15. Shri A Krishnamurthi  
19, III Block, 9th Main  
Jayanagar, Bangalore

*Representative of the All India Management Association*

16. Dr. TN Kapoor  
Chairman and Dean  
Department of Commerce and Business Management  
Punjab University  
Chandigarh

*Representative of the National Productivity Council*

17. Dr. M Krishnamoorthy  
Executive Director  
National Productivity Council  
Lodi Road, New Delhi

*Two nominees of the Govt. of India to represent  
Scheduled Castes and Scheduled Tribes*

18. Shri TN Narasimha Murthy  
MLC  
51, Karunapura, N R Mohalla  
Mysore.
19. Dr. PC Horo  
UGC Professor of History, PG Centre  
Sadanand Road, Hazari Bagh  
Bihar

*Two Professors of the Institute nominated by the Chairman*

20. Dr. RK Herlekar  
Dean, IIM-B
21. Prof. KLK Rao  
Dean, IIM-B

*Not more than four members coopted by the  
Board of Governors*

22. Shri V Krishnamurthy  
Secretary to Government of India  
Department of Heavy Industry  
New Delhi
23. Shri DD Sathe, ICS (Retd.)  
9, Wodehouse Road  
Bombay

24. **Shri SG Ramachandra**  
Vice Chairman  
Kirloskar Electrical Co. Ltd.  
Bangalore

25. **Prof. NS Ramaswamy**  
*Director*

*Secretary (ex-officio)*  
**Shri KR Ramachandran**  
Dean (Administration)

## **BOARD SUB-COMMITTEES**

### **Finance Committee:**

Shri MK Venkateshan (Chairman)  
Shri JA Kalyanakrishnan  
Shri A Krishnamurthi  
Shri SG Ramachandra  
Shri DD Sathe  
Shri HS Shahani  
Prof. NS Ramaswamy

### **Personnel Committee**

Shri R Anandakrishna (Chairman)  
Shri TR Jayaraman  
Shri JA Kalyanakrishnan  
Shri CB D'Mello  
Shri SG Ramachandra  
Shri G Ramanujam  
Shri HS Shahani  
Shri V Isvaran  
Prof. NS Ramaswamy

### **Campus Development Committee**

Shri N Lakshman Rau (Chairman)  
Shri R Anandakrishna  
Shri TR Jayaraman  
Shri JA Kalyanakrishnan  
Shri V Krishnamurthi  
Shri KC Reddy  
Prof. KLK Rao  
Prof. NS Ramaswamy  
The Superintending Engineer (CPWD)  
with jurisdiction over Bangalore.

**ANNEXURE II**

**List of Management Development Programmes conducted during April 1978 – March 1979**

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
1.	Marketing of Agricultural Inputs	TP Gopalaswamy	10-15 Apr Bangalore	11
2.	Managerial & Professional Unionism	SK Warriar SK Roy	16-20 Apr Madras	15
3.	Management Decision Making	RK Herlekar S Subba Rao	24-28 Apr Bangalore	14
4.	Production and Materials Planning and Control	SN Chary	25-28 Apr Bangalore	13
5.	Housing & Environment: Planning, Development & Management	B Bhaskara Rao KM Anantharamaiah	25-29 Apr Bangalore	17
6.	Management Information System	PV Ganesan	3-5 May Ooty	17

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
7.	Performance Appraisal with particular reference to Applications on Managerial Supervisory Levels	GK Valecha SK Roy	8-14 May Bangalore	19
8.	Investment & Credit Planning for Rural Development	R Dhar	22-27 May Bangalore	27
9.	Transport Systems & Settlement Structures	B Bhaskara Rao KM Anantharamaiah	25-29 May Bangalore	16
10.	Purchasing Management	KLK Rao S Ramaswamy	5-10 June Agra	19
11.	Futurology Workshop on Perspectives for India 2000 A.D.	B Bhaskara Rao SC Seth (NCERT)	12-16 June Bangalore	15
12.	Management of Managers in Indian Organisations	SK Roy	19-25 June Bangalore	22
13.	Accounting for Management Control	S Ramaswamy	26-30 June Madras	26

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
14.	Planning for Health and Family Welfare	SK Rao B Ghosh	15-19 May Bangalore	10
15.	A Marketing Programme for Sales Engineers	BN Thirunarayana KLK Rao	3-12 July Madras	27
16.	Capital Budgeting	Prasanna Chandra	10-15 July Bangalore	14
17.	Manpower Planning & OD in the Public Sector	A Sahni	3-6 July Srinagar	17
18.	Finance for Non-Finance Executives	S Ramaswamy	21-25 Aug Madras	32
19.	Inventory Management	AK Rao S Subba Rao	22-26 Aug Bangalore	14
20.	Productivity Approach to Industrial Relations	SK Warriar	24-30 Aug Madras	9

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
21.	'Management Science Application in Health & Family Welfare	SK Rao B Ghosh	4-9 Sept Bangalore	12
22.	Management of Road Transport	KS Pillai	11-16 Sept Bangalore	21
23.	Occupational and Mental Health in Industry	A Sahni	11-20 Sept Bangalore	18
24.	Managing the Sales Force	KLK Rao	Coonoor	13
25.	Improving Industrial Productivity	RV Gopalakrishnan	25-29 Sept Bangalore	13
26.	Maintenance Management	PV Ganesan	18- 29 Sept Bangalore	9
27.	Operations Research and Computers	VB Kaujalgi	3-7 Oct Bangalore	10

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
28.	Management of Hospitals and Health Care Delivery Institutions	A Sahni	9-18 Oct Bangalore	21
29.	Materials Management	PV Ganesan MK Bannerjee	16-27 Oct Bangalore	12
30.	Management Information Systems	PV Ganesan	6-10 Nov Bangalore	13
31.	Land Use Models and Environmental Systems	B Bhaskara Rao KM Anantharamaiah	15-18 Nov Bangalore	15
32.	MBO & OD	SK Roy	20-25 Nov Calcutta	8
33.	Production Management	SN Chary PV Ganesan	Nov 20-Dec 1 Bangalore	19
34.	Industrial Marketing Management	KLK Rao	Nov 27-Dec 2 Pune	25

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
35.	Spare Parts Management	PV Ganesan	4-8 Dec Bangalore	19
36.	Stores and Inventory Control	S Ramaswamy	4-8 Dec Bangalore	20
37.	Workshop on Behavioural Skill in Personnel Selection	SK Roy	5-9 Dec Bangalore	8
38.	Management of Medical Colleges	A Sahni	11-16 Dec Bangalore	15
39.	Computers for Non-Computer Executives	VB Kaujalgi	26-29 Dec Bangalore	6
40.	Budget Planning and Control	V Nagarajan RP Iyer	26-30 Dec Bangalore	9
41.	Effective Management	RP Iyer SG Lele	2-13 Jan Bangalore	20

Sl. No.	MDP Title	Faculty Leader/s	Date & Location	No. of participants
42.	Total Quality Control	AK Rao S Subba Rao	15–20 Jan Bangalore	16
43.	Cost Control and Cost Reduction	S Ramaswamy	15–20 Jan Pune	11
44.	Working Capital Management	RP Iyer	22–27 Jan Bangalore	8
45.	Management of Scientists and Engineers	A Sahni	12–17 Feb Bangalore	14
46.	Management of Textile Industry	OK Govindarajan	12–15 Feb Bombay	11
47.	Top Management Seminar on Transport Policy and Coordination	KS Pillai S Subramaniam	22–24 Feb Madras	9
48.	Organisation and Methods	OK Govindarajan SN Chary	26–28 Feb Bangalore	12

### ANNEXURE III

**Consultancy Assignments completed during the year April 1978 to  
March 1979 and in progress by 31 March 1979**

Sl.No.	Name of the Client	Assignment
1	2	3
<b>I. COMPLETED</b>		
1.	Alfred Herbert (India) Ltd. Bangalore	Study on managerial and organisational effectiveness
2.	Bharat Heavy Electricals Ltd., Tiruchi	Training inputs in production and General Management
3.	Bharat Heavy Electricals Ltd., Tiruchi	Workshop on "Improving Productivity"
4.	Bharat Heavy Electricals Ltd., Tiruchi	Seminar on 'Family Welfare'
5.	Central DPAP	Water Shed Planning in Kolar District
6.	Crompton Greaves Ltd.	Assessment for selection, performance appraisal and development of Managers.
7.	Food & Agriculture Organisation (FAO)/Sweden International Development Authority (SIDA)	Workshop on 'Fisheries Development, Planning, Project Preparation & Administration'.
8.	Greaves Fesco Ltd., Bombay	Organisational Development and Management by Objectives.
9.	Government of Karnataka	Network for Upper Krishna Project

Sl.No.	Name of the Client	Assignment
1	2	3
10.	International Instruments Pvt. Ltd., Bangalore	Training inputs for Improving Managerial/Supervisory Effectiveness
11.	Indian Airlines	Training Inputs
12.	Kirloskar Electric Co. Ltd., Bangalore	MBO Implementation
13.	Kerala Agro-Machinery Corporation Ltd., Cochin	Diagnostic Study and Preparation of Promotion Ladder.
14.	Nagarjunasagar Command Area Development Department	Water Management Study
15.	Oriental Fire & General Insurance Co. Ltd., New Delhi	Organisational Study and Training inputs at their Annual Conference
16.	Pioneer Textiles, Coimbatore	Techno-economic Study of Modernisation
17.	Reserve Bank of India, Bombay	Transactional Analysis
18.	Wockhardt Pharmaceuticals, Bombay	Organisational Development & Management by Objectives.
<b>II. IN PROGRESS</b>		
19.	Andhra Pradesh Dairy Development Corporation Ltd.	Market Product Strategy for Baby food, Butter and Cheese.
20.	Air India	Cargo Marketing and Development

Sl.No.	Name of the Client	Assignment
1	2	3
21.	Bharat Heavy Electricals Ltd., Control Equipment Division Bangalore	Study of rationalisation and modernisation of sto- rage facilities
22.	Central Water Commission New Delhi	Flood Moderation Studies for Bramhaputra Phase I: Simulation Model
23.	CORE Division Clarion Advertising Services Bombay	Marketing Research and Survey Research
24.	Government of Karnataka	Attitudinal Change in Secretariat
25.	Indian Agricultural Engi- neering Corporation Ltd.	Organisation Restructur- ing, Corporate Planning, Information reporting Sys- tems and Performance Eva- luation.
26.	Indian Petrochemicals Corporation Ltd.	Professional Training in- puts for Marketing Managers.
27.	Indian Space Research Organisation	Study on Economic theory for pricing spin-off tech- nologies
28.	Karnataka Dairy Develop- ment Corporation, Bangalore	Developing PERT Chart and other Management controls.
29.	Kerala Industrial Technical Consultancy Organisation Cochin	Selection of Entrepreneurs and their development
30.	Kerala Institute of Public Administration	Organisation of Manage- ment Education Services

Sl.No.	Name of the Client	Assignment
1	2	3
31.	Kodaikinal School	Preparing Policy Handbook, Organisational study of educational services and strategy of Implementation
32.	National Cooperative Marketing Federation Corporation New Delhi	Studies on Financial Management Systems, Delegations of Financial Powers & Organisation set-up in the States of Orissa & Kerala
33.	National Small Industries Corp., New Delhi	All India Survey on Small Industries and other studies
34.	National Transport Policy Committee, Planning Commission, New Delhi	Economic Evaluation of Operating Short-Haul Air Services
35.	Onam Agarbatti Co., Bangalore	Study of Organisation Structure, Marketing and Management Information Systems
36.	Premier Cable Co., Cochin	Arbitration
37.	Rural Roads Committee Indian Roads Congress	Rural Road Planning – Ratnagiri District
38.	Southern Roadways Madurai	Study on Road Rationalisation — minimisation of trip times and others.
39.	St. Martha's Hospital, Bangalore	Study on organisational Efficiency of the Hospital
40.	State Trading Corporation	Identification of training needs and design of training programmes for HO & Regional Offices

Sl.No.	Name of the Client	Assignment
1	2	3
41.	Steel Authority of India Ltd.	Potential and Absorption of Iron & Steel in Rural Areas
42.	Tarapur Atomic Power Project, Bombay	Professional Training inputs for operating personnel
43.	Technical Consultancy Organisation of Karnataka	Selection of Entrepreneurs
44.	UP State Electricity Board, Lucknow	Recruitment of Engineers
45.	UP State Electricity Board, Lucknow	Studies of the various aspects of the organisational structure and performance.
46.	UNICEF	Social Development Project - Dharmapuri District

#### ANNEXURE IV

**Consultancy Assignments for which Proposals were made during  
April 1978 – March 1979**

Sl.No.	Name of the Client	Assignment
1	2	3
1.	Administrative Training Institute, Mysore	Study of Training effectiveness
2.	All India Handicrafts Board, New Delhi	Extension of Technology to Rural Industries
3.	Bangalore Water Supply and Sewerage Board, Bangalore	Determining cost for supplying water from three different sources
4.	Bangalore Water Supply and Sewerage Board, Bangalore	Study of the organisational requirements on its being declared an “Industry” under the I.D. Act.
5.	Bharat Heavy Electricals Ltd., Tiruchi	Training inputs on Value Engineering
6.	Canara Bank, Bangalore	Scientific survey for the impact of schemes of credit assistance
7.	Chief Engineer, Roads & Bridges Administration, Govt. of Andhra Pradesh	Traffic Study: Rationalisation of traffic census and design of permanent traffic counting station
8.	Christian Medical College and Hospital, Vellore	A comprehensive study of the College and Hospital
9.	Director General, Ordnance Factories	Management Information System

Sl.No.	Name of the Client	Assignment
1	2	3
10.	Government of Gujarat	Professional training inputs on management of health and Family welfare
11.	Government of Karnataka	Composite Agricultural Extension Project: Networks
12.	Government of Karnataka	Sericulture Project of Karnataka: Networks
13.	Gujarat State Road Transport Corporation, Ahmedabad	Organisational study of Central Offices of GSRTC
14.	Hindustan Insecticides, New Delhi	Revision of Incentive Schemes
15.	J & K Horticultural Produce Marketing and Processing Corporation Ltd., Srinagar	Professional training inputs in sales and marketing
16.	Johnson & Johnson Ltd., Bombay	Managerial Job Evaluation
17.	Life Insurance Corporation of India, Bombay	Organisational appraisal and manpower planning and other studies
18.	MP State Prevention and Control of Water Pollution Board, Bhopal	Designing organisation and Systems of prevention and control of Water Pollution
19.	Mangalore Fertilisers and Chemicals Ltd.	Market Survey of their Products
20.	Ministry of Agriculture and Irrigation, New Delhi	Professional training inputs for Agro Industries Corporations

Sl.No.	Name of the Client	Assignment
1	2	3
21.	Madhya Pradesh State Road Transport Corpn., Bhopal	Professional training inputs on transport management
22.	National Projects Construction Corporation Ltd., New Delhi	Studies on suitable personnel policies, project monitoring, information system, performance appraisal and others.
23.	National Seeds Corporation, New Delhi	Seed Marketing Strategy and other studies
24.	Power Development Department, Kashmir	Re-organisation of Electricity Department
25.	Punjab Agro-Industries Corporation, Chandigarh	Preparation of Corporate Plan
26.	Visveswaraya Iron & Steel Ltd., Bhadravati	Training inputs

## ANNEXURE V

### Consultancy Assignments for which proposals are yet to be raised as on March 31, 1979.

Client	Assignment
1. Karnataka State Cooperative Spinning Mills Federation Ltd.	Market Survey for Mills.
2. Karnataka Textile Processing Cooperative Ltd., Dodda-ballapur	Feasibility study and preparation of a Project Report for a unit processing silk and synthetics at Doddaballapur
3. Karnataka Urban Water supply and Drainage Board, Bangalore	Water rates for domestic purposes and industrial use
4. Travancore-Cochin Chemicals Ltd.	Study for modernising Materials Management and Inventory Control practices

## ANNEXURE VI

### Research Activities at IIM-B During 1978-1979

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
85	1. Problems of Small Industries in Karnataka	To identify problem areas and bottlenecks related to the establishment of small scale industries in Karnataka and to seek possible remedial measures for streamlining the functioning of various agencies dealing with the development of small scale industries.	Institute funded	Completed Reported
	2. Economics of Vegetable Production and Marketing in Bangalore	To study (a) costs of cultivation and returns to growers, (b) present marketing practices and the problems in assembling storage and transportation, (c) the existing structure and performance of the markets, (d) the marketing cost components and spread between producers and consumers, and (e) the services rendered by middlemen.	Institute funded	Completed

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
3.	Cost of Electricity supply to the Rural Poor in Karnataka	To estimate the additional cost to the state for extending rural electricity supply to those sections that cannot now afford it.	Institute funded	Completed Reported
4.	A study of Cost Behaviour in Manufacturing	To study the cost-output relationship in manufacturing in a few, selected units and to thereby provide empirically derived data on the Indian manufacturing situation.	Institute funded	Completed
5.	Attitudes of students and teachers towards semester system	A study of perceptions and their impact on curricula, examinations and student-teacher relations.	Institute funded	Completed Reported
6.	Location of Universities in India	To explore relationships among location, faculty motivation, student achievement and organization climate.	Institute funded	Completed Reported
7.	Recruitment, evaluation and promotion in higher education	To study procedures and their rationale for academic staff in institutes of higher education.	Institute funded	Completed Reported

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
8.	Norms of Infrastructure facility in Secondary Educational institutions in Bangalore	To obtain physico-socio-economic profiles of secondary educational institutions.	Institute funded	Under way
9.	Railway Passenger Transport Mode Attributes and Estimate Demand Patterns	To estimate the mode attributes and the demand patterns.	Institute funded	Under way
10.	The management of nursery schools in Bangalore City	To study the operational and functional systems in nursery schools for possible generalisation towards improvements and reforms.	Institute funded	Under way
11.	Financing medical education in Karnataka State	A set of case studies of costs and financial analysis of selected institutions in Karnataka.	Institute funded	Under way
12.	Towards planning policy for Railways in the Southern region	A Pilot Study to explore benefits and costs of various alternatives in new routes in the Southern region.	Institute funded	Under way

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
13.	Demand for housing	A literature and bibliographic survey of approaches, methodologies and findings of housing demand forecasting studies.	Institute funded	Under way
14.	Study of Transport Organisation	Towards a data base for simulation and projection with input-output analysis.	Institute funded	Under way
15.	Management in Small Business	Case Studies of operations of small enterprises.	Institute funded	Under way
16.	Value System of the Indian Scientific Community	To explore the relationship if any between some value dimensions of Indian Scientists and the nature and organisation of R & D in India	Institute funded	Under way
17.	Impact of State Intervention Programmes in urban housing	A case study of the Tamilnadu Slum Clearance Board.	Institute funded	Under way

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
18.	Socio-economic Survey of energy plantations	Case studies towards policy in deforestation and afforestation.	Institute funded	Under way
19.	Conditions of working Women in Bangalore	An exploratory survey to study female manpower and employment in the context of urban change.	Institute funded	Under way
20.	Extraction from oil seeds in Karnataka	To make social cost benefit analysis of the prevalent alternatives of the crushing and extraction, and to examine possible improvements.	Karnataka State Council for Science & Technology (KSCST)	Completed Reported
21.	Technology Improvement in Non-Land-Based, Co-operative Economic activity in Rural Development	To explore alternative and appropriate technologies for rural development through co-operative economic activity.	KSCST	One phase completed Reported
22.	Modernization Bullock Cart	To fabricate and test prototypes of improvements.	Dept. of Science & Technology	Completed Reported

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
23.	Functional Analysis of Primary Health Centres	To study the structure, functions and activities of PHCs and to relate these to their effectiveness.	Family Planning Foundation New Delhi	Completed
24.	Socio-economic status of Artisans	An exploratory study in Gudibanda block towards policies and procedures of Institutional support for development.	IACC, Ministry of Industry	Completed Reported
25.	Agricultural Land Use Policy	Towards optimisation of cropping patterns with computerised data bank on productivities and costs of agro-climatic zones.	ICAR	Under way
26.	Socio-economic survey of the Bullock Cart — Southern Region	To gather the basic data needed for a systematic understanding of bullock cart transportation.	Ministry of Shipping & Transport G.O.I.	Under way

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
27.	Study of Health Manpower in Selected Specialities and Super Specialities — a perspective plan for Karnataka	To make (a) hospital-based morbidity and mortality analysis, (b) patient record analysis, (c) stock study of specialists and super specialists, (d) a doctor study and data bank centre.	Indian Council of Medical Research	Under way
28.	Documentation Studies of the Bullock Cart in India	To document the design and functional characteristics of the bullock cart in all parts of India.	Department of Science and Technology	Under way
29.	Updating Fuel Policy	To attempt an updating of the Fuel Policy Committee Report in the light of (a) the changed price of oil, and (b) an accent on rural energy consumption.	Ministry of Energy, G.O.I.	Under consideration
30.	Optimum allocation of Power cut of Industries	To allocate power to industries in period of shortage in such a way that production loss is minimised and layoffs avoided.	Individual	Completed

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
31.	Relative effects of Inter-Company and Incompany Management Development Programmes	To study the relative effectiveness of the two forms of training in relevance, transfer of learning and specific training objectives.	Individual	Under way
32.	History of Industrial Relations in India	To document and trace the developments in IR in the State.	Individual	Under way
33.	History of the Management Movement in India	To examine the post-independence developments and the nature of decision making that led to the institutionalisation Management in India.	Individual	Under way
34.	Input-Output Analysis for Energy Intensities	To (a) find a methodology based on input-output analysis for energy forecasting, (b) to attempt further modelling on energy, and (c) to estimate the cost of electricity in goods and services of the Indian economy.	Individual	Under way

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
35.	Harijan Farmers' Educational Aspirations for Children	To study the effectiveness of measures employed by the G.O.I. for extending educational facilities to SC and ST communities.	Individual	Under way
36.	Block Plan for Full Employment—Seven Blocks in Karnataka	To estimate employment and seasonal and year-round unemployment, and to study the prevailing pattern of resource utilization for employment generation possibilities.	Consultative Government of Karnataka	Completed
37.	Effects of MBO on Managerial Jobs	To examine the effects of the introduction of MBO on Managerial Job content in some Indian organisations.	Consultative 4 organisations	Under way
38.	Absorption of Iron and Steel in Rural Sector	To estimate the absorption potential of iron and steel in rural areas.	Consultative SAIL	Completed
39.	Diversification of Activity in Drought Prone Areas	To examine the feasibility of animal husbandry development in Dharmapuri District.	Consultative DPAP	Under way

Sl. No.	Project/Study Title	Objectives	Involvement Category	Progress Status
40.	Managing the Choice of Technology	To assess alternative/appropriate technologies for co-operative economic activity.	Academic Course on Indian Industrial Scene and Choice of Technology	Completed Reported
41.	Relevance of IIM-B PG curriculum to the job needs of industry	To follow-up alumni of IIM-B and to assess the relevance of the content and conduct of the Institute's courses in their job effectiveness and adjustment.	Academic, Alumni Association	Under way
42.	Dissertation research of the Institute's first batch of Fellowship Students in the Energy, Health, Habitat and Transportation Sectors.	Dissertation research of the Tamilnadu Government Teachers Training Programme students in Irrigation, Transportation and Energy.	Academic, from Fellowship programme	Under way

## ANNEXURE VII

### List of Publications/Reports brought out by the Faculty during the period 1 April 1978 to 31 March 1979.

Sl.No.	Name of Faculty	Title of Publication
1.	PN Agarwala	“India’s Export Strategy” Vikas Publishing House, New Delhi, June 1978.
2.	KM Anantharamaiah	“Traffic Management for Accident Reduction” Seminar on Road Accidents and Insurance claims, IIRT, Madras, July 1978.
3.	NSS Arokiaswamy	“Power Scene in India” URJA, New Delhi, January 1979. “Management of Energy for Rural Development” Energy Management (N.P.C. Journal), July-Sept. 1978. “Techno Economic Aspects in meeting Long Range Power needs of Karnataka” URJA, New Delhi, 13 May 1978. “Power Production Targets for the Sixth Plan — Prospects & challenges” Engineering Times, Calcutta, July 1978. “Functioning of State Electricity Boards” URJA, New Delhi, Jan. 1978.
4.	MK Bannerjee	“How Public Sector Undertakings can help develop rural Industries” KURUKSHETRA, August 1978.

Sl.No.	Name of Faculty	Title of Publication
5.	B Bhaskara Rao	<p>“Housing the Deprived &amp; Underprivileged—India’s Experience” — Long-Range Planning, Feb. 1979.</p> <p>“Systems Approach to Habitat Management” — Nagarlok, Urban Affairs Quarterly, IIPA.</p> <p>“Management and Organisation of Social Development Process in Rural Areas” (Co-authored with Prof. NV Ratnam) Seminar at National Institute of Rural Development.</p> <p>“Exercises on Alternatives and Development Plan Systems” — Background Paper for a National Seminar, ITPI, Roorkee.</p>
6.	R Dhar,	<p>“A full employment model of a regional economy of India with an empirical analysis of Bangalore District” (forthcoming in the Indian Journal of Regional Sciences). (Co-authors: MR Rao and V Srinivasan)</p> <p>“Input Output Analysis and its application in regional planning — a review” (forthcoming in the book “Concepts, Approaches and Quantitative Models in Regional Planning”, ed. R Bandyopadhyay and S Datta).</p>
7.	B Ghosh	<p>“Quantitative Methods in Management — Applications to Health &amp; Family Planning Programme”. <i>Management in Government</i> Vol. 10, No. 3.</p>

Sl.No.	Name of Faculty	Title of Publication
		“Family Planning Communication Policy in India — Implications of Research”. <i>Demography India</i> Vol. 6, No. 1 & 2.
		“Priorities for Research in the Management of Population Programmes” — An Invited paper presented at the Sixth International Faculty Workshop on “Research in the Management of Population Programmes”. UNC Chapel Hill, U.S.A. May-June, 1978.
		“Social Work Contribution to Population Programme Management” — A paper presented at the 4th Annual Conference of the Indian Association for the study of Population, New Delhi, March 1979.
		“Trends in the Morbidity of selected Diseases primarily affecting children — Karnataka 1966-1975” — A paper presented at the 4th Annual Conference of the Indian Association for the study of Population, New Delhi, March 1979. (Co-author R Raghavan).
8.	T Krishna Kumar	“An Application of a Multiple Regression Model of the poison process to the Murder Supply Equation”. Proceedings of the Business and Economic Statistics Section of the American Statistical Association, 1978.

Sl.No.	Name of Faculty	Title of Publication
9. V Nagadevara		“Economic Investment of Lining Project” — “Agricultural Engineering Today”, Indian Society of Agricultural Engineers, Vol.2, No. 6, Nov-Dec. 1978.
		“Credit and Relative Economic Efficiency” — Farm Science Monthly, Directorate of Agriculture, Tamil Nadu, Vol. V, January 1979, No. 10.
10. N Naganna		“Materials Planning at the Corporate Level: The case of Coal Mining Industry with a Demonstration Experience”. (Forthcoming in a book to be published by the Indian Institute of Management, Calcutta).
		“Perspectives for Coal Demand in the Southern Region: 1990” (Shortly to be published in URJA). (Co-author: S Subba Rao)
		“Energy Sources and Agriculture in India’s Economy”. (Forthcoming in a book on the Proceedings of the International Seminar on Energy and Environment in Developing Countries). (Co-author: S Subba Rao)
		“Environmental Impact of Coal Mining”. (Shortly to be published).

Sl.No.	Name of Faculty	Title of Publication
11. VAP Naik		<p>“The Role of Steel in Farm and Rural Home” — paper presented at the XVI Annual Convention of the Indian Society of Agricultural Engineers, Dec. 1978.</p> <p>“Improved Inserts for Country Type Bullock Carts” — paper presented at the XVI Annual Convention of the Indian Society of Agricultural Engineers, Dec. 1978.</p>
12. Prasanna Chandra		<p>“Financial Appraisal of Investments by State Electricity Boards — A Critique”, Lok Udyog, December 1978.</p> <p>“Impact of Corporate Debt on the Cost of Equity — A Critique”, The Chartered Accountant, December 1978.</p> <p>“Measurement of Costs &amp; Benefits of Capital Investments”, The Management Accountant, May 1978.</p>
13. I Rajaraman		<p>“Costs of Providing Electric Connections to Rural House holds”, URJA, Vol. III, Nos. 5 &amp; 6, April 1978, pp. 149–155. (Co-author S Subba Rao)</p> <p>“Forecasts of Non-renewable Resources”, Ed. Jib Fowles Handbook of Futures Research, (Westport, Conn. Greenwood</p>

Sl.No.	Name of Faculty	Title of Publication
		Press) 1978. (Co-author: S Subba Rao)
14. NS Ramaswamy		<p>A Compendium of Articles (Institute's publication), which includes:</p> <ul style="list-style-type: none"> <li>(a) The Bullock-cart: A case of appropriate Technology.</li> <li>(b) Modernizing the Bullock Cart: Techno-Economic Aspects.</li> <li>(c) The Management of Animal Energy Resources in India.</li> <li>(d) A note on the proposed Animal Energy Development Corporation.</li> <li>(e) Increasing Animal Productivity and Reducing Cruelty to Work-animals.</li> <li>(f) A note on Stunning and Slaughter.</li> </ul> <p>“Management Skills to the Hills” — Special Issue of UPASI, Feb. 1979.</p> <p>“Role of IE in the Economic Scene — Random Thoughts” — IIIE Journal, Feb. 1979.</p> <p>“Social Relevance of Professions — IIIE Journal, Oct. 1978.</p> <p>“Productivity and Economic Development” — IIIE Journal, May 1979.</p>

Sl.No.	Name of Faculty	Title of Publication
15.	S Ramaswamy	"Professional Management Content in Public Sector" — "Co-operation" Journal of Tamilnadu Cooperative Union, March 1979.
16.	V Ranganathan	"MBO Concepts for Purchase function" — Purchase Magazine, Oct. 1978.
		"Role of Management Accounting in Export Promotion" — Yojana; Nov. 1978.
17.	NV Ratnam	"An application of Cost Benefit Analysis to Rural Electrification" submitted to Journal of Public Economics, North Holland.
		"Forecasting Electricity Demand in Rural Areas" submitted to Sankhya (C), Calcutta.
		"Land as a Limiting Resources Option in Agricultural Policy for Optimal Land Use" paper presented at the Second INPUTS Review Workshop of the Resources System Institute, East West Centre, Honolulu, USA. (Co-author: MR Rao)
		"Decentralized Management of Rural Development: Implications of Technical Inputs and People's Participation for Organisation Structure". KURUKSHETRA, Feb. 1979.

Sl.No.	Name of Faculty	Title of Publication
		“Management of Social Development in Rural Areas”, GOI/ UNICEF Seminar on Applied Nutrition Programme, National Institute of Community Development, Hyderabad. (Co-author: B Bhaskara Rao)
		“Linear Programming Approach to Agricultural Land Use Policy in India”, Quantitative Planning and Control — volume dedicated to W. W. Cooper, Academic Press, New York (1979). (Co-author: MR Rao)
		“District Planning and Management of DPAP in Dharmapuri District: A study on Evaluation of V Plan Achievements and Agricultural Development Planning for VI Plan in the District”, A Study sponsored by Govt. of India (July 1978).
		“Management of Social Development: A Study on the Organisation for Management of Social Development in the Rural Areas”, sponsored by UNICEF (Jan. 1979). (Co-author: B Bhaskara Rao)
		“Land Use Pattern and Agricultural Policy: A Macro-level Approach to Resource Management in developing Economy” Interim report submitted to ICAR, Govt. of India (June 1978). (Co-authors: MR Rao and YK Viswanadham)

Sl.No.	Name of Faculty	Title of Publication
18.	AV Shanmugam	“Communication Infrastructure in Tamil Nadu” — Tamil Arasu, Aug. 1978.
19.	S Subramaniam	“Aspects of Rural Industrialisation”, Yojana, Dec. 1978.
		“Engineering Manpower Planning in an Airline” — Journal of Long Range Planning, UK, Oct. 1978.
		“Material Planning and Provisioning in an Airline” — International Journal of Physical Distribution Management, UK, Aug. 1978.
20.	A Sundar	“Materials Management for Economic and Efficient Implementation of Projects”, Indian Journal of Power and River Valley Development, Calcutta, Sept. 1978.
		“Optimal Expansion of Existing Urban Water Supply Systems”, Institution of Engineers (India) Journal of the Institution of Engineers (India), Calcutta, Vol. 59, Pt. ENI, Oct. 1978, pp. 25-27.
		“Economical Investment on Linking Projects” Agricultural Engineering Today, Indian Society of Agricultural Engineers, Vol.2, Nov-Dec. 1978, pp. 9-14.
		“Irrigation Project Evaluation : Deficiencies and Suggested Remedies”, International Symposium on Resource Engineering

Sl.No.	Name of Faculty	Title of Publication
		and Technology, IIT, Bombay, Jan. 1979.
		“Performance Evaluation of Irrigation Projects”, International Symposium on Resource Engineering and Technology, IIT, Bombay, Jan. 1979, (Co-author: Elumalai).
		“Evaluation of Pumped Storage Schemes”, International Symposium on Resource Engineering and Technology, IIT, Bombay, Jan. 1979. (Co-author: A. Ramanathan).
		“Systems Management of Water for Industry”, Journal of the Institution of Engineers (India). Vol. 59. Pt. C16, May 1979, pp. 394-396.
		“Network-Based Contracts for Effective Project Implementation”, All India Seminar on Construction Management, Madurai, March 1979. (Co-author: G. Elumalai).
21.	GK Valecha	“ABSENTEEISM - I: An Industrial Malady” INTEGRATED MANAGEMENT, Vol. XIII, No. 4, April 1978; pp. 5-9, (Co-author: SK Bhatia).
		“ABSENTEEISM - II: An Empirical Study of Factors Associated with it”, INTEGRATED MANAGEMENT, Vol. XIII, No. 4, April 1978, pp. 10-16. (Co-author: SK Bhatia).

## ANNEXURE VIII

### LIST OF FACULTY AND STAFF

**Prof. NS Ramaswamy**  
*Director*

#### AREAS

##### I. *Operations Research & Quantitative Methods*

RK Herlekar, M.Sc. (Poona), Ph.D. (London)  
Mathematical Statistics & Operations Research

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

AK Rao, M.A. (Andhra), P.G.D.S. (ISI), M.S. (Cleveland),  
Ph.D. (Case Western)  
Mathematical Programming, Inventory Control, Quantitative  
Methods, Statistical Quality Control

M Rammohan Rao. M.S. (Carnegie Mellon), Ph.D. (Carnegie  
Mellon)  
Operations Research, Computers, Application in Production,  
Finance and Marketing

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

##### II. *Production and Operations Management*

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

MK Banerjee, B.Sc. (Bombay), P.G.D.B.A. (Calcutta)  
Production, Transportation, Public Administration, Public Policy

SN Chary, M.Tech. (Bombay), M.S.M.B.A. (Rhode Island)  
Production & Organisational Management, Economics of Development

**PV Ganesan, M.I.E., C.E., P.G.D.B.A. (Ahmedabad)**  
Production, Maintenance, Management Information systems.  
Transport

**MR Gopalan, B.E. (Mech.), D.I.I.T. (Madras), Fellow IIM-A**  
Industrial Engineering, Production Management and Quantitative  
Techniques

**RV Gopalakrishnan, B.E. (Madras) Ph.D. (Glasgow)**  
Production, Productivity and General Management

**OK Govindrajan, B.Sc. (Madras), B.Sc. Tech. (Madras)**  
Production Management, Marketing Management, Personnel  
Administration and Engineering of Management

**S Jagadish, B.Sc. (Mysore), I.E.R.E. (London),**  
M.B.A. (Ahmedabad)  
Systems, Operations Management, Computers, Transportation

**BP Lingaraj, B.E. (Mysore), M.S. (Kansas), Ph.D. (Pittsburg)**  
Operations Research, Systems

**MR Pejavar, B.Tech. (Bombay), M.S. (Montana),**  
M.B.A. (California)  
Production Management, Hospital Management

### **III. Organisational Behaviour and Industrial Relations**

**SR Bijoor, B.A., B.L., D.S.S.A., DipTrg. Methodology (Turin)**  
Training, Industrial Relations, Marketing

**SG Lele, M.A. (Nagpur), Cert. Demography (Bombay)**  
Personnel Management, Organisation, Social Change

**SK Roy, M.A. (Patna)**  
Industrial and Organisational Psychology, Management Training

**GK Valecha, M.A. (Bombay), Ph.D. (Ohio State)**  
Industrial and Organisational Psychology, Group Dynamics  
Counselling, Transactional Analysis

**SK Warriar, B.Sc. (Kerala), M.Tech. (Kharagpur), Fellow N.P.C.**  
Production Management, Industrial Engineering, Personnel  
Management, Industrial Relations

**N Krishnaswamy, B.Sc. (Madras), D.S.W. (Calcutta),  
D.I.I.Sc. (IISc.)  
Personnel Management, Industrial Relations, Industrial Economics,  
Production Planning**

**IV. General Management**

**PN Agarwala, B.A. (Hons) (Oxford), M.B.A. (Harvard)  
Export Marketing, International Business**

**RP Iyer, M.Com. (Bombay), P.G.D.B.M. (Bombay), A.I.C.W.A.  
Investment & Financial Analysis, Management Accounting**

**S Prasanna Chandra, B.Com., M.B.A. (Osmania),  
Ph.D. (Osmania)  
Financial Management, Management Accounting**

**S Ramaswamy, M.Com.(Bombay), A.I.C.W.A., A.M.I.I.E.(Bombay)  
Financial Management, Costing, Purchase, Management Control,  
Management Information Systems & Computers**

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

**KLK Rao, M.A. (Mysore), Dip. Intl. Marketing (Paris)  
Marketing, International Business**

**PN Thirunarayana, B.Sc. (Mysore), B.E. (Mysore),  
P.G.D.M. (IIM-A)  
Marketing Management**

**Vatsala Nagarajan, B.Sc., (Madras), B.L. (Bangalore),  
M.B.A. (Rochester), P.G.D.S. (ISI), F.C.A. (India)  
Financial Management, Accounting, Security Analysis**

**S Shivaramu, M.A. (Mysore), Dip. S.Sc. (Stockholm),  
Ph.D. (Uppsala)  
Finance, International Business, Corporate Planning, Managerial  
Economics**

**S Subramaniam, M.A. (Osmania), D.P.A. (Osmania), Ph.D.(Kiel)  
Marketing, Managerial Economics, Transportation, Corporate  
Planning**

RN Warriar, M.A. (Kerala), M.Sc. (Tech.) (Manchester)  
Post-Graduate Cert. in Industrial Administration (Manchester)  
Marketing, Agriculture & Rural Development

**V. Economics & Social Sciences**

PG Apte, B.Tech. (IIT-Bombay), M.B.A. (IIM-C),  
Ph.D. (Columbia)  
Economics

BK Chandrashekhar, B.A., B.L. (Mysore), LL.M. (Leeds),  
D.Phil. (Oxford)  
Labour & Law, Civil Law, & Development Studies

R Dhar, M.A. (Gauhati), Ph.D. (Jadavpur)  
Planning Systems, Transport, Development Banking

PV George, M.A. (Bombay), Ph.D. (Bombay)  
Monetary Economics, Economic Development & Planning,  
Industrial Finance

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

MNV Nair, M.A. (Bombay), Ph.D. (Bombay)  
Sociology, Economic Development Planning, Trade Union  
Movement

Indira S. Rajaraman, M.A. (Cornell), Ph.D. (Cornell)  
Applied Economic Research, Development Economics, Economics  
of Energy

**SECTORS**

**I. Agriculture & Rural Development**

TP Gopalaswamy, M.Sc. (Delhi), Ph.D. (IARI, Delhi)  
Agricultural Economics, Rural Marketing & Regional Planning

VAP Naik, B.Tech. (Hons.) (Kharagpur), Dip. in A.M.&T (CSSR)  
P.G.D.I.M. (Cochin), F.I.E., M.I.S.A.E.,  
Agricultural Machinery Production Management, Agro Industries,  
Agricultural Engineering & Rural Development

V Nagadevara, M.Sc. (Agri), Ph.D. (Iowa)  
Agricultural Production Economics, Agricultural Resource Management

CL Narasimhan, M.A. (Madras)  
Economics, Education & Planning

NV Ratnam, M.Sc. (Agri), Ph.D. (Hawaii)  
Agricultural Resource Management, Rural Development

A Sundar, M.Sc. (Madras), Ph.D. (Texas)  
Water Resources Planning, Management Systems Analysis and Project Management

## II. *Transportation*

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

KS Pillai, B.E. (Mysore), M.Tech, (Kharagpur),  
Ph.D. (Birmingham)  
Transportation Management, Environmental Planning & Simulation

## III. *Habitat & Environmental Studies*

B Bhaskara Rao, B.Arch. (Madras), M.Tech. (Kharagpur),  
A.I.T.P.  
Planning, Housing, Urban & Rural Habitat Systems

T Krishnakumar, B.Sc. (Hons.) (Andhra), M.Sc. (Statt) (Calcutta)  
Ph.D. (Iowa)  
Economics, Statistics

V Padaki, M.A. (Madras), D.M.S.P. (Mysore)  
Training & Development, Organisational Psychology, Consumer Behaviour Research

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

**Subbarayan Prasanna, B.Sc. (Madras), B.Arch. (Hons) (Kharagpur), M.S. (Urban Planning) (Washington), D.Phil. (Washington) Planning, Housing, Urban & Rural Habitat Systems**

**IV. *Energy & Power***

**N Naganna, M.A. (Andhra), M.A., Ph.D. (Poona)  
Industrial Managerial Economics, Energy Policy and Planning**

**V Ranganathan, B.Tech. (IIT-Madras), Fellow IIM-A  
Economics, Energy Management**

**V. *Health & Population***

**A Sahni, M.A. (Punjab), M.B.A. (Delhi), Ph.D. (Case Western)  
Industrial Psychology, Organisation Theory,  
Personnel & Family Counselling**

**B Ghosh, B.Statt (Hons.) (Calcutta), M.Statt (Calcutta)  
Dip.in S.Q.C. & Allied Techniques (Calcutta)  
Production Management & Health Management**

**AV Shanmugam, M.A. (Mysore), Ph.D. (Illinois)  
Communication Policy, Planning and Research, Family Planning  
Communication**

**P Bhaskaran, M.A. (Indore), M.A. (Philippines), Dip.in advanced course in Advertising (Delhi), Dip.in Research Methodology(Delhi)  
Communication, Research Methods, Advertising & Rural Development**

**VI. *Education Management***

**J Bandyopadhyay, B.E., (Calcutta), M.Tech, Ph.D. (IIT-Kanpur)  
Management of Science & Technology, Science & Technology in International Development, History of Science & Technology**

**RESEARCH STAFF**

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Energy, Organisation, Management of Electricity Boards**

**AM Dhareshwar, M.Sc. (Bangalore), P.G.D.M. (Calcutta)**  
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**AP Elhance, B.Sc. (Hons.) (London), M.A. (Lancaster)**  
**Operations Research**

**T Girikumar, M.Tech. (IIT Kharagpur)**  
**Industrial Management**

**SP Hegde, M.Com. (Bangalore)**  
**Finance, Management Accounting, Working Capital Management**

**L Jayaprakash, B.E. (Mysore)**  
**Energy, Public Sector Management, Quantitative Methods**

**YG Jayaram, M.Sc. (Bangalore)**  
**Statistics & Operations Research**

**H Kala, M.A. (Mysore), P.G D J C (Delhi)**  
**Public Relations, Journalism, Advertising**

**Y Krishnaswamy, B.E. (Bangalore), Dip. I.E. (Bangalore)**  
**Production Management, Materials Management**

**C Malathi, M.A. (Bangalore)**  
**Educational Sociology, Industrial Sociology**

**K Malathi Somaiah, B.Com. (Bangalore), M.Ed. (Bangalore)**  
**Ph.D. (Minnesota)**  
**Education Administration, Statistics**

**Mira Bakhru, M.A. (Hons.), (Bombay), M.A. (Denver)**  
**Ph.D. (Denver)**  
**International Relations, Economic Development**

**AY Narasimham, B.Sc. (Osmania), B.E. (Mysore), M.B.A.(Illinois)**  
**General Management, Financial Analysis & Marketing**

**SK Rao, M.B.B.S. (Mysore), D.P.H. (Calcutta),**  
**M.P.H. (John Hopkins)**  
**Health Management, Education & Research**

**S Sampangiramaiah, M.A., B.L. (Bangalore), Ph.D. (Bangalore)**  
Industrial Sociology, Organisational Development, Industrial Relations

**M Sivaraman, B.Sc. (Kerala), M.S.W. (Kerala), Ph.D. (Kerala)**  
Personnel Management, Industrial Relations

**V Srinivasan, B.E. DIIT (Kharagpur), M.Tech. (Kharagpur)**  
Industrial Dynamics, Large Scale Systems Simulation, Systems Analysis

**V Srinivasan, M.A. (Mysore)**  
Economic Theory, Regional Development, Industrial Economics, Quantitative Economics

**RK Vijayasarathi, B.Sc. (Mysore), B.Pharm (Bangalore), M.B.A. (New York)**  
Marketing Management, International Business and Business Policy

**YK Viswanadham, M.Sc. (Andhra)**  
Econometrics, Stochastic Processes, Statistical Methodology in Social Sciences

#### **LIBRARY**

**G Bhaktamitran, P.G.D. Lib.Sc. M.S. (Syracuse)**  
Librarian

**Chikkamallaiah, B.Sc., B.Lib.Sc. (Mysore), M.A. (Karnataka), LL.B. (Bangalore)**  
Assistant Librarian

**AY Asundi, B.Sc., B.Lib.Sc. (Kerala), A.R.D. (Kerala)**  
Assistant Librarian

#### **ADMINISTRATION**

**KR Ramachandran**  
Dean, Administration

**Cdr. K Manjunath, NM IN (Retd.)**  
**Chief Administrative Officer**

**Lt. Col. S Nagasundaram (Retd.)**  
**Administrative Officer (Staff)**

**AS Keshavamurthy**  
**Superintending Engineer**

**TS Natarajan**  
**Administrative Officer (A)**

**K Mahalingaiah**  
**Horticulture Officer**

**RAOS AND NARASIMHAMURTHY  
CHARTERED ACCOUNTANTS**

Phone : 75021 pp

**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.

No. 548, Chickpet  
Bangalore-560053

Date: 22 Aug. 1979

**AUDITOR'S REPORT**

We have audited the annexed Balance Sheet of the Indian Institute of Management, Bangalore as at 31st March, 1979 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, 1979.
- 2) In the case of the Income and Expenditure account, the excess of expenditure over income for the year ended 31st March, 1979.

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

**for RAOS & NARASIMHAMURTHY  
CHARTERED ACCOUNTANTS**

Sd/-  
**G. S. GUNDU RAO**  
Partner

## **ANNEXURE**

## INDIAN INSTITUTE OF

**BALANCE SHEET AS AT**

1977-78 Rs.	LIABILITIES	1978-79 Rs. Ps.
	<b>I. CAPITAL FUND</b>	
12,69,321	Opening Balance 12,69,321.29 <i>Less: Excess of expenditure over income</i> 6,96,016.31	<hr/> 5,73,304.98
	<b>II. DEVELOPMENT GRANT</b> (for Non-recurring expenditure)	
30,00,000	1. <i>Government of Karnataka:</i> Opening Balance	30,00,000.00
84,78,000	2. <i>Government of India:</i> Opening Balance 84,78,000.00 For the Year 53,30,000.00	<hr/> 1,38,08,000.00
	<b>III. CURRENT LIABILITIES</b>	
3,02,703	1. For expenses 3,15,204.70	
40,918	2. For Deposits 78,499.61	
1,59,144	3. Sundry Credit Balances 1,15,596.51	
66,450	4. Fees received in advance 2,500.00	
	5. Amount due to CPF 1,16,883.90	<hr/> 6,28,684.72
4,03,132	<b>IV. SPONSORED RESEARCH</b> (to the extent of ongoing projects)	—
	<b>V. CONSULTANCY</b> (to the extent of ongoing assignments)	
1,43,616	Receipts 9,53,659.55 <i>Less: Expenses</i> 4,59,556.31	<hr/> 4,94,103.24
	<b>B/f</b>	

## MANAGEMENT, BANGALORE-27

31ST MARCH 1979

1977-78 Rs.	ASSETS	1978-79 Rs. Ps.
97,51,352	<b>I. FIXED ASSETS</b> (As per Schedule 'A')	1,54,94,388.86
3,95,971	<b>II. CURRENT ASSETS, LOANS AND ADVANCES</b> (As per Schedule 'B')	10,37,752.29
4,25,336	<b>III. DEPOSITS</b> (As per Schedule 'C')	4,81,511.23
76,723 35,100	<b>IV. SUNDRY BALANCES</b> 1. Prepaid Expenses 24,502.80 2. Fees Receivable 34,450.00 _____	58,952.80
14,456	<b>V. CASH AND BANK BALANCES</b> 1. Cash on hand 11,717.38 2. Cash at Bank with State Bank of Mysore	13,92,458.92
32,37,524	<b>VI. ONGOING SPONSORED RESEARCH PROJECTS</b> Expenses 10,16,882.52 <i>Less: Income</i> 9,15,480.22 _____	1,01,402.30
	B/f	

## INDIAN INSTITUTE OF

## BALANCE SHEET AS AT

1977-78 Rs.	LIABILITIES	1978-79 Rs. Ps.
	C/o	
73,178	<b>VI. CONSULTANCY SUSPENSE</b>	—
—	<b>VII. ONGOING EDPs</b>	
—	Receipts	1,56,937.77
—	<i>Less: Expenses</i>	82,846.93
		74,090.84
1,39,36,462	<b>TOTAL:</b>	1,85,78,183.78

NOTE: As regards Provident Fund accounts, the entire deductions from salary have been invested in Fixed Deposits, Post Office Time Deposits and Savings Account prescribed under Rule 11 of Provident Fund Rules, are under to contributory provident fund is awaited.

BANGALORE  
*Dated: 22nd August 1979*

Sd/-  
TS NATARAJAN  
*Adm. Officer (Accounts)*

Sd/-  
K MANJUNATH  
*Chief Adm. Officer*

**MANAGEMENT, BANGALORE-27**

**31ST MARCH 1979**

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1977-78 Rs.	ASSETS C/o	1978-79 Rs.      Ps.
1,39,36,462	TOTAL:	1,85,78,183.78

towards employees' subscriptions together with Institute's contribution Bank Accounts of the State Bank of India. The Balance Sheet and Revenue preparation separately for the entire period. Confirmation of balance due

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

Sd/-  
**NS RAMASWAMY**  
*Director*

Sd/-  
**GS GUNDU RAO**  
*Partner*

**INDIAN INSTITUTE OF**  
**INCOME AND EXPENDITURE ACCOUNT FOR**

1977-78 Rs.	EXPENDITURE	1978-79 Rs.      Ps.
33,80,695	<i>To Pay &amp; Allowances</i>	38,90,419.97
1,52,373	,, Institute's contribution to CPF	1,68,330.00
12,64,066	,, Expenditure on running EDPs	15,06,232.84
3,72,735	,, Expenditure on PGP & Fellowship	7,99,371.68
2,44,801	,, Expenditure on Consultancy	3,79,268.02
59,761	,, Expenditure on running subsidised seminars	1,13,538.73
2,93,677	,, Rent of Faculty Housing	3,15,942.23
—	,, Expenditure on Sponsored Research	79,488.09
2,73,139	,, Printing & Stationery	4,21,690.23
4,95,069	,, Rent of Buildings	5,83,183.94
1,13,448	,, Electricity & Water charges	1,16,610.88
3,000	,, Audit fees	3,750.00
1,26,841	,, Travelling expenses	1,45,980.84
6,250	,, Legal expenses	9,990.00
1,90,596	,, Telephone & Telex charges	2,03,132.03
65,238	,, Postage and Telegrams	69,516.65
26,863	,, Advertisement & Recruitment Expenditure	23,834.95
8,936	,, Guest House & Other charges	4,698.11
13,703	,, Entertainment expenses	15,703.40
	B/f	

**MANAGEMENT, BANGALORE-27**

**THE YEAR ENDED 31ST MARCH 1979**

<b>1977-78</b> <b>Rs.</b>	<b>INCOME</b>	<b>1978-79</b> <b>Rs. Ps.</b>
59,33,000	<i>By Recurring grant from Govt. of India</i>	52,42,435.00
18,32,084	,, Income from EDPs conducted	20,53,000.00
3,97,819	,, Income from PGP & Fellowship	5,69,244.85
2,86,609	,, Income from Consultancy	5,43,793.44
5,700	,, Income from subsidised seminars	65,252.14
58,604	,, Miscellaneous Income (including interest on Savings Bank A/c.)	75,316.51
1,29,153	,, Rent of Faculty Housing (Recoveries)	1,43,768.99
17,109	,, Guest House hire receipts	11,021.60
—	,, Income from Sponsored Research	85,595.00
—	,, Excess of expenditure over income carried to Balance Sheet	6,96,016.31
<b>86,60,158</b>	<b>B/f</b>	<b>94,85,443.84</b>

**INDIAN INSTITUTE OF**  
**INCOME AND EXPENDITURE ACCOUNT FOR**

1977-78	EXPENDITURE	1978-79
Rs.	C/o	Rs.      Ps.
61,443	<i>To</i> Motor Vehicle expenses	7,610.06
36,104	,, Other contingencies	53,744.74
21,065	,, Repairs & Maintenance to equipments, etc.	53,735.66
12,789	,, Consumables	19,693.65
3,777	,, Society Membership	3,789.00
2,953	,, Contribution to staff welfare fund	6,633.05
94,384	,, Reimbursement of Medical expenses	1,24,632.61
9,197	,, Freight and Transport	5,976.95
2,438	,, Garden expenses	3,239.25
19,415	,, Subscription to periodicals	33,150.20
20,623	,, Leave Travel Concession	72,081.27
654	,, Liveries to staff	36,690.57
25,197	,, Training & Deputation	47,278.62
3,413	,, Furniture hire charges	3,165.50
44,137	,, Research & Case Development	78,742.35
47,287	,, Maintenance of EDPs & Other equipments	47,905.53
2,377	,, Repairs to Buildings	23,056.04
6,579	,, Institute's publication & Bulletin	10,082.90
19,852	,, Agri-Expo exhibition expenses (net)	—
1,418	,, Bank charges	3,553.30
11,33,869	,, Excess of income over expenditure	—
86,60,158	TOTAL:	94,85,443.84

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

BANGALORE <i>Dated: 22nd August 1979</i>	Sd/- TS NATARAJAN <i>Adm. Officer (Accounts)</i>	Sd/- K MANJUNATH <i>Chief Adm. Officer</i>
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**MANAGEMENT BANGALORE-27**

**THE YEAR ENDED 31ST MARCH 1979**

<b>1977-78</b> Rs.	<b>INCOME</b> C/o	<b>1978-79</b> Rs. Ps.
		<b>TOTAL:</b>

Sd/-  
**NS RAMASWAMY**  
*Director*

Sd/-  
**GS GUNDU RAO**  
*Partner*

**INDIAN INSTITUTE OF**  
**SCHEDULES A, B & C ATTACHED TO AND FORMING PART OF THE**  
**SCHEDULE 'A' : FIXED ASSETS (GROSS BLOCK)**

<b>PARTICULARS</b>	<b>Balance as on 1-4-1978</b>		<b>Additions during 1978-79</b>		<b>Balance as on 31-3-1979</b>	
	<b>Rs.</b>	<b>Ps.</b>	<b>Rs.</b>	<b>Ps.</b>	<b>Rs.</b>	<b>Ps.</b>
1. Library Books & Films	30,06,413.12		8,26,556.59		38,32,969.71	
2. Furniture, Fittings & Equipments	25,54,507.37		3,80,743.35		29,35,250.72	
3. Improvement to temporary premises	12,34,327.20		2,78,183.15		15,12,510.35	
4. Research & Teaching aids	11,87,994.83		7,29,301.86		19,17,296.69	
5. Vehicles	7,22,913.70		55,117.17		7,78,030.85	
6. Noise Control & Acoustics	3,12,357.60		385.00		3,12,742.60	
7. Land Development & New Works in Campus	7,10,701.17		34,62,549.64		41,73,250.81	
8. Telephones (installation)	8,203.23		—		8,203.23	
9. Convocation Gowns	13,933.90		10,200.00		24,133.90	
<b>Total of Schedule 'A'</b>	<b>97,51,352.12</b>		<b>57,43,036.74</b>		<b>1,54,94,388.86</b>	

**SCHEDULE 'C' : DEPOSITS**

<b>1977-78</b> <b>Rs.</b>	<b>1978-79</b>	
	<b>Rs.</b>	<b>Ps.</b>
1,86,482	1. Rent Deposits	2,13,036.50
1,89,640	2. Telephone Deposits	2,12,710.37
38,662	3. Deposits General	43,313.81
10,100	4. Deposits with Rent Controller	9,450.00
452	5. Postal Franking Imprest	3,000.55
<b>4,25,336</b>	<b>Total Schedule 'C'</b>	<b>4,81,511.23</b>

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

<b>BANGALORE</b> <i>Dated: 22nd August 1979</i>	<b>Sd/-</b> <b>TS NATARAJAN</b> <i>Adm. Officer (Accounts)</i>	<b>Sd/-</b> <b>K MANJUNATH</b> <i>Chief Adm. Officer</i>
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**MANAGEMENT, BANGALORE-27**

**BALANCE SHEET AS AT 31ST MARCH 1979**

**SCHEDULE 'B' : CURRENT ASSETS, LOANS AND ADVANCES**

1977-78 Rs.	PARTICULARS	1978-79 Rs. Ps.
1,61,714	1. Motor Vehicle Advance	1,96,668.28
1,29,065	2. Advances for expenses	1,16,339.08
47,999	3. Sundry Debtors	1,95,352.27
17,711	4. Suspense Recoverable	19,823.12
2,540	5. Salary Advances	590.00
2,050	6. Imprest Advances	2,287.55
4,640	7. Festival Advance	27,310.00
10,607	8. Leave Travel (Concession) Advances	21,122.65
—	9. Sundry debit balances	5,449.56
—	10. Stock of Cement & Steel at site (at cost)	4,52,809.78
19,466	11. Amount due from Provident Fund	—
179	12. House Building Advance (Deputationist)	—
3,95,971	<b>TOTAL:</b>	<b>10,37,752.29</b>

Sd/-  
**NS RAMASWAMY**  
*Director*

Sd/-  
**GS GUNDU RAO**  
*Partner*