



भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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# **ANNUAL REPORT 1979-80**



**INDIAN INSTITUTE OF MANAGEMENT**

33. Langford Road, Bangalore-560 027

Grams : MANAGEMENT

Telephone : 53361

Telex : 845 - 472

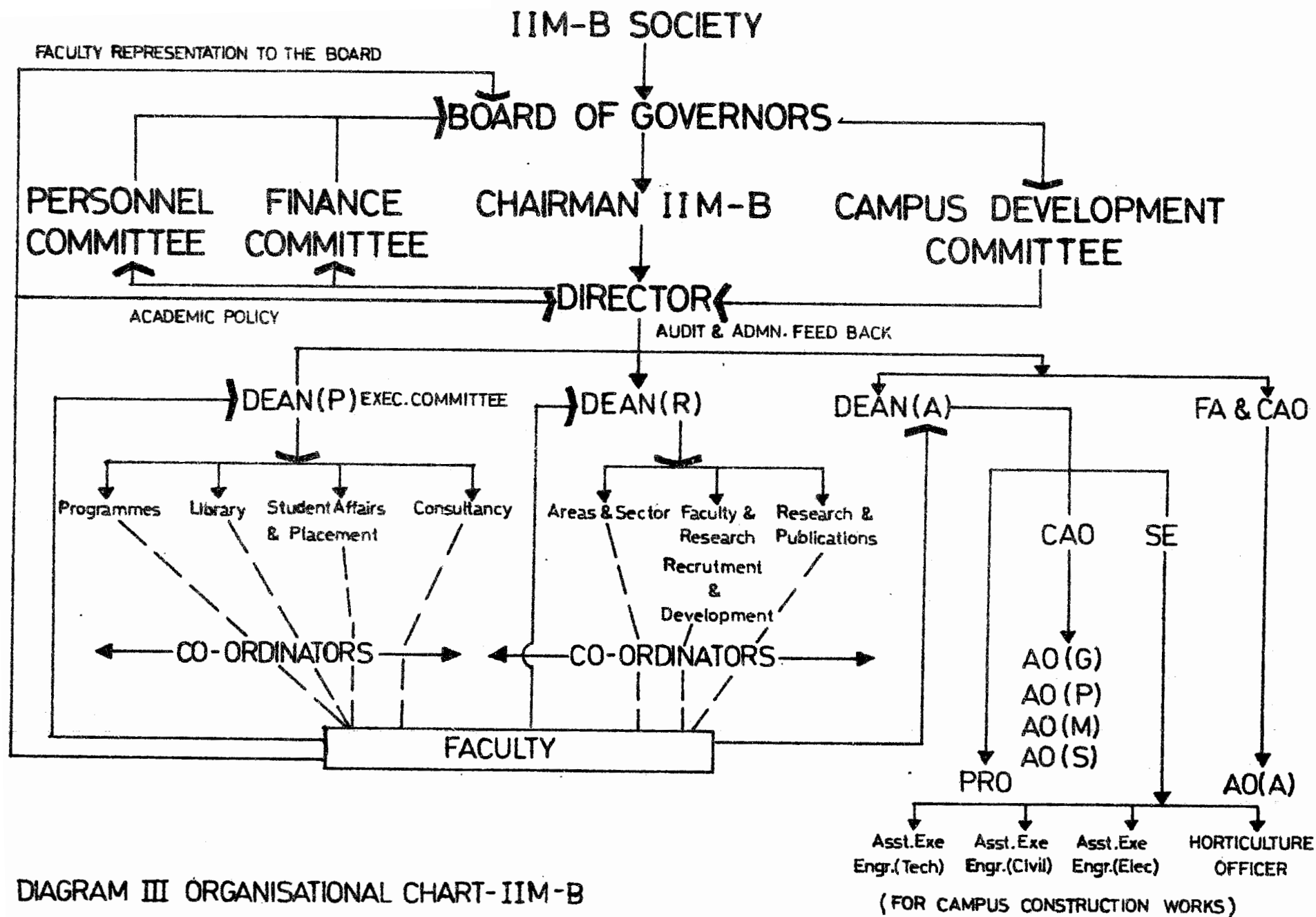
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## 1.00 INTRODUCTION

The Indian Institute of Management, Bangalore (IIM-B) was established in October 1973, by the Union Ministry of Education, Government of India, in co-operation with the Government of Karnataka. It is the third in the series of National Institutes of Management to be set up in the country, after Ahmedabad and Calcutta.

### 1.10 Objectives

The IIM-B is an autonomous body, registered as a Society under the Mysore Society Registration Act XVII of 1960.

The main objectives of the Institute as delineated by the Board are,

- (a) to impart management education,
- (b) to provide professional training in Management to persons from public and private sectors,
- (c) to conduct research and publish literature in management and related areas,
- (d) to cooperate with educational and other institutions both in India and abroad,
- (e) to provide consultancy services to industry and Government agencies.

### 1.20 Perspectives

The above objectives are sought to be achieved in the broad perspective established by the following perceptions. There is an immediate need,

- (1) to take management to sectors other than business and industry,
- (2) to provide managerial skills in specialized, as well as, general areas of developmental activities,

- (3) to foster entrepreneurship in the country,
- (4) to orient management education and training to private as well as public enterprises,
- (5) to take management expertise to the field of agriculture and rural development and extend management know-how to other areas of development such as irrigation, power, transportation, and so on,
- (6) to pay special attention to the needs and potentialities of unorganized sectors.

The essence of IIM-B perspectives is social relevance. As such, the Institute will endeavour to develop management principles and techniques for increasingly larger groups of people including the poor, the unemployed, the vulnerable and the under-privileged.

#### 1.30 Achievement highlights 1979-80

The Institute is now in its seventh year of operation. There were many achievements on the academic front this year. These included educational programmes, research efforts, and consultancy services.

#### 1.31 Academic Programmes

The fifth batch of students from the Post Graduate Programme (PGP) graduated as diploma holders of the Institute on 7th May 1980. The first graduate of the Fellowship programme also received his diploma on 7th May. Among PGP graduates, fifteen students specialized in the sectoral streams of Habitat, Energy and Transportation management. This has happened for the first time in the history of the Institute.

#### 1.32 Student efforts

This year our students were recipients of the top prizes in the essay competition conducted by the Indian Institute of Marketing and Vikas Publications on the theme of Marketing. Three students won the first prize in the All - India case competition organized by the Calcutta Management Association.

#### 1.33 Training Teachers

This year the Institute started training twenty teachers in management for the Kerala Institute of Public Administration at the request of Government of Kerala. The programme is expected to be completed by 1981.

#### 1.34 International assignments

Some important international assignments were also undertaken by the Institute during the year.

The Food and Agricultural Organisation of the United Nations has awarded a project on Animal Energy Systems to the Institute.

The United Nations Institute for Training and Research (UNITAR) has chosen our Institute, to work jointly with institutions in different parts of the world, for preparing a comprehensive document on the perspectives and policies for the New International Economic Order for the 1980s.

The UNESCO is availing the services of the Institute for the preparation of background papers, case studies and study material on Malaysian, Indonesian and Kenya's Broadcasting systems for use in training programmes to be conducted by the Asian Pacific Institute for Broadcasting Development in Kuala Lumpur, Malaysia.



The International Labour Organization (ILO) has awarded a research project for preparing textual material for a training/Consultancy Manual on the Management of Rural Development Projects.

Two faculty members of the Institute were involved in the preparation of a feasibility report in regard to the establishment of an industrial estate in Yemen.

The Institute is in the process of completing a study for the UNIDO on training as an instrument for transfer of technology among the developing countries, with special reference to India.

#### 1.35 Services to Government Organizations

The Institute has been awarded a number of assignments this year to conduct studies on behalf of several governmental and semi-governmental agencies within the country. Important among them are,

- (i) Flood moderation studies for the Brahmaputra, Phase I, on behalf of the Central Water Commission.
- (ii) Developing information system for the Department of Agriculture in Karnataka assigned by the Karnataka State Council for Science and Technology (KSCST)
- (iii) Feasibility study on the Mankund Panvel Railway Line sponsored by the Bombay Metropolitan Region Development Authority (BMRDA).
- (iv) A study on appropriate Technology for rural areas in Karnataka on behalf of the Karnataka State Council of Science and Technology (KSCST).
- (v) A project to design improvements to the bullock cart awarded by the Ministry of Shipping and Transport.

- (vi) Preparation of a manual on the operation of animal-drawn carts of traditional design in the country, to be published eventually by the Department of Science and Technology, Government of India.
- (vii) A socio-economic survey of rural transportation in the southern region funded by the Ministry of Shipping and Transport, Government of India.
- (viii) A scheme to computerize materials management of the Karnataka State Road Transport Corporation.

#### 1.36 Centre for Inter-Firm Comparison

The Centre for Inter-Firm Comparison was established during the year to facilitate greater efficiency in public sector management. The Centre not only makes comparisons among public sector enterprises, but also between public enterprises and private enterprises.

## 2.00 ACADEMIC PROGRAMMES & ORGANIZATION

### 2.10 Introduction

The Academic organization of the Institute consists of six Sectors and five Areas of subject interest. The Sectors include Energy & Power, Agriculture & Rural Development, Education, Health & Population management, Transportation, and Habitat & Environmental Studies; the Areas include Production and Operations Management, General Management, Operations Research & Quantitative Methods, Organizational Behaviour & Industrial Relations, and Economics and Social Sciences. The Sectors offer specialization stream courses to the Post Graduate Programme and specialization courses to the Fellowship Programme. They also participate in research, consultancy, short-term executive development programmes and other activities.

During the year 1979-80 the activities of the Sectors witnessed a significant rise. For the first time, sector specialization was offered as streams in the PGP programme. The Habitat, the Transportation, and the Energy Sectors took the lead in this direction. The Health, and the Education Sectors concentrated mainly on service programmes such as the executive development programmes, consultancy, and the like. The Health, the Education, and the Energy Sectors need additional faculty strength. Efforts are in progress to provide such additions.

### 2.20 The Post Graduate Programme

The two-year Post Graduate Programme (PGP) was divided into two sections this year for the incoming students, (i) PGP - general and (ii) PGP - Sectoral. It was carefully designed to equip students with comprehensive knowledge of management concepts, techniques and problems, in business and industry on the one hand, and in public organizations, on the other, respectively. The purpose of the curriculum is to develop

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skills which would help in dealing with problems characteristic of our environment, given the background of the value systems and norms of human perception in our society. Sectoral specialization courses were offered this year for the second year students. Some preparatory courses were also offered for Sectoral students in the first year in order to prepare them to undertake summer projects in the sector.

## 2.21 Course Structure

The integrated course structure consisted of case discussions, seminars, management games, group exercises and so on. The students as usual had the opportunity to interact with senior managers and trade union leaders who were invited from time to time to the Institute to participate in talks, discussions and seminars. Several visitors from public organizations, development agencies, and voluntary service organizations also visited the Institute in connection with the various courses.

The Post Graduate Programme consisted of five Phases of courses and project work.

The first phase comprised seventeen core courses (an equivalent of 60 credits) in various functional areas of management, economics, social sciences and business law.

Each credit involved an hour of classroom contact per week, supplemented by about two hours of work outside the classroom in the form of group discussions, field exercises, business game and projects.

The second phase consisted of a twelve week project undertaken by students at various organizations in the country where they

applied the concepts (studied) during the course of phase one. At the end, a comprehensive project report, guided and evaluated by a Faculty member, was furnished to the organization.

The project assignments served a three way purpose. From the organization's point of view, an outsider looked into the issues for which no regular managerial personnel could be detailed, due to lack of time; and, the project was seen as intermediate step in the selection process for recruiting our graduates for permanent jobs on completion of the course. Some of the students were later absorbed by the same Organisations where they did their summer projects. From the student's point of view, the projects provided an opportunity for the application of management concepts and skills to practical situations, comprehension of complex situations in organizational settings, information on areas of specialization for appropriate career choices. From the Institute's point of view the project assignments facilitated the review of student performance and helped obtain a feed-back from the organization. This would help tone up the programme.

In the third phase the students were given an option of undertaking five "in-depth" courses offered in various functional areas of general management and sectoral management in order to prepare themselves for specialization in the subjects of their choice. The fields of sectoral management were Transportation, Energy and Power, Habitat and Environment, Agriculture and Rural Development during the year.

The fourth phase required the students to opt for eight courses (an equivalent of 24 credits) from different specialization streams related to functional areas of management (in business

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and industry/sectors) in which they had taken "in-depth" courses in Phase III. Students could select either two concentration streams/in areas, each consisting of four courses, or, a single specialization stream of four courses along with four free electives in a Sector.

During phase five the students were required to undertake a project of social relevance for a period of eight weeks. This project involved a comprehensive study of a social problem, such as the pollution of environments, organization of rural education, and the like. This was the second batch of students who were required to undertake the Social Involvement Project.

The purpose of these projects, is to create awareness among the students, as well as to test the feasibility of using management techniques and methods to attain social objectives. These projects have been well received by the student and the prospective employers in general. An indicator of the success may be seen in the initiative taken by the IIM Calcutta who have expressed a desire to organize project work for their students on similar lines. The faculty member from IIMB who is in charge of these projects has been invited by IIM Calcutta to assist in their efforts on similar lines. The five phases are distributed into two years of three terms each.

#### 2.22 PGP in progress

In the fourth batch of the PGP (1977-79), ninety students were awarded their diplomas at a convocation held on 30th April, 1979. The convocation address was delivered by Dr. M.S. Swaminathan, currently Vice-chairman of the Planning Commission. All of them have been found placements in the business/industry organizations, forty-nine in the public sector and forty-one in the private sector.

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Out of ninetyone students who joined the fifth batch (1978-80), seventythree completed the course (58 in General Management and 15 with sectoral specialization streams). (68 among them, were later awarded Diplomas of the Institute) As already observed, this is the first time that students with sectoral specialization streams (Habitat, Energy and Transport) are graduating out of our Post-Graduate Programme.

Relevant statistical information regarding the Post-Graduate Programme, including admission details for the 1980-82 batch are furnished in Tables (1) to (7)

#### 2.23 PGP Review Committee

A Review Committee has been constituted to evaluate the Post-graduate Programme in its entirety. The Committee is mandated to review and evaluate the Programme in all its phases spanning from admission to graduation, as well as the aspects of Academic administration which impinge on the Programme.

Table (1) : PGP Progress 1974-81

Year	No. of students admitted			No. of students Graduated			No. of students who dropped voluntarily			Dropped out due to deficiency in Grades			Remitted and completed the course
	Non SC/ST	SC/ST	Total	Non SC/ST	SC/ST	Total	Non SC/ST	SC/ST	Total	Non SC/ST	SC/ST	Total	
1974-76	49	4	53	45	3	48	4	-	4	-	-	-	-
1975-77	59	4	63	50	3+ 1*	53+ 1*	3	-	3	-	-	-	-
1976-78	53	14	67	49+ 3*	3+ 1*	52+ 4*	1	-	1	-	-	-	-
1977-79	74	15+ 9*	89+ 9*	68+ 3*	10+ 2*	86+ 5*	5	-	5	-	1	1 left	9*
1978-80	76	15	91	57+ 3*	7+ 1*	64+ 4*	11	-	11	-	9	9	nil
1979-81	69	14+ 7*	83+ 7*	-	-	-	-	-	-	-	-	-	7

\* Belongs to previous batch

HBR/



Table (2) : Profile of Post Graduate students admitted  
in (77-79, 78-80 & 79-81)

	<u>1977-79</u>	<u>1978-80</u>	<u>1979-81</u>
No. of students	97 (including 5 FPM students)	73	86 (including 3 FPM students)
Age: Less than 25 years	63	36	59
More than 25 years	34	37	27

EDUCATIONAL BACKGROUND

Engineering:

Mechanical	15	14	12
Electrical	13	10	11
Electronics	5	6	7
Chemical	9	10	5
Metallurgy	8	5	3
Textile Technology	5	nil	3
Other fields of Engineering	5	3	12
Arts	11	3	6
Science	15	14	20
Commerce	7	8	7
Students with LLB Degree	3	nil	nil
Students with Intermediate ICWA	1	nil	nil

WORK EXPERIENCE

3 years and above	12	18	19
Below 3 years	25	20	26
No experience	60	35	41

Table (3) : Details of Admissions 1980 - 82

No. of Test Applications received	: 5,172
No. called for Test	: 5,039
No. appeared for Test	: 4,200
No. of Institute Applications issued	: 8,630
No. of Institute Applications received after filling	: 5,542
No. called for Interview	: 671
No. appeared for Interview	: 613

Table (4) : A c c e p t a n c e s

Batch	No. of admission offers sent	No. who accepted by remitting fee
I	176	112
II	90	47
III	15	6

Table(5) : No. of acceptances by Areas/Sectors

Areas/Sectors	Non SC/ST	SC/ST
General/Business	96	24
Agriculture	8	
Transportation	16	
Habitat	6	
Power	15	
Total	141	24
	165	

Table (6) : Centrewise distribution of Interviews for Admission to PGP

Centre	1979 - 81		1980 - 82	
	No. called for Interview	No. appeared for Interview	No. called for Interview	No. appeared for Interview
Bangalore	81	74	88	85
Bombay	142	123	120	107
Calcutta	77	64	65	61
Delhi	142	128	167	154
Hyderabad	44	37	48	46
Kanpur	52	47	38	35
Madras	144	139	145	125
Total	682	612	671	613

Table (7) : Academic background of students admitted to the Post Graduate Programme/Sectors 79 - 80

Qualification	General	SC/ST	Agri.	Habitat	Trans- port	Power
1. B.Sc., M.Sc., B.E., M.E.,	17	10	3 (SC/ST)	3	SC/ST 1 1 Gl.	7
2. B.A., M.A.,	1	2	-	-	2	-
3. B.Com., M.Com.,	-	2	-	-	-	-
4. B.Tech., M.Tech.,	20	4	-	1	3	4
5. Medicine	-	-	-	-	-	-

DETAILS OF SCHOLARSHIPS DURING 1979-80

1. The Foundation to Aid Industrial Recovery (FAIR)  
One Scholarship of Rs.300/- per month for a period of ten months, for a duration of three years.
2. The National Radio and Electricals Co.Ltd., (NEICO)  
One Scholarship of Rs.300/- per month for a period of ten months.
3. The State Trading Corporation of India Limited (STC)  
Ten Scholarships of Rs.300/- per month for a period of ten months. Out of that 5 for SC/ST and 5 for non SC/ST.
4. Steel Authority of India Limited (SAIL)  
Ten Scholarships of Rs.300/- per month for a period of 18 months. Out of that 5 SC/ST and 5 for non SC/ST.
5. Hindustan Aeronautics Limited (HAL)  
Shri SC Rathnam of FGP 78-80 was sponsored from HAL has been paid the following  
1978-79 Rs.125/- per month +  
Rs.500/- Tuition Fee  
1979-80 Rs.840/-
6. General Cultural Scholarship by Govt. of India, Ministry of Education and Social Welfare, New Delhi.  
One Scholarship of Rs.500/- per month plus Rs.200/- as book allowance.
7. Metallurgical & Engg. Consultants (India) Ltd (MELCON)  
An amount of Rs.300/- per month for 21 months, Every Year.
8. Post Metric Scholarship awarded by the respective State Governments for SC/STs.
9. Stipends to SC/STs at the rate of Rs 150/- per month as per the resolution of the Board at its meeting held on 5 Dec. 79.  
If family income does not exceed Rs.12,000/- per annum,

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the following fee will be exempted for SC/STs as per the above said resolution.

Tuition Fee	Rs. 500/-
Course Material	Rs. 300/-
Student Welfare fund	Rs. 40/-
Hostel Room Rent	Rs. 450/-

10. Merit-cum-Means Scholarship (IIMB)

Rs. 125/- per month for 10 months plus tuition fee waived.

PGP 1978-80      - Total No. of students 73  
                             18 Scholarships awarded

PGP 1979-81      - Total No. of students 92  
                             No. of Scholarships available  
                             23      No. awarded 11

( The income limit for MCM Scholarships Rs. 6,000/- per annum)

### 2.30 The Fellowship Programme

The Fellowship Programme is the Institute's equivalent of Ph.D. Programme. It aims at developing management teachers, researchers and policy personnel for various sectors like Agriculture, Transportation, Habitat and Health. The candidates have to undergo two years of course work initially and, are required to produce a dissertation in a chosen area of sectoral management.

### 2.31 Sector orientation

As the Fellowship programme is sector oriented, the Institute advertised separately for the programme from those of the other Indian Institutes of Management. The number of applicants to the programme was rather low and very few qualified for admission. Only three Fellowship stipends were, therefore, awarded during the academic year 1979-80. The sector-wise distribution of these stipends were as follows: two in Agriculture and Rural Development, and one in Habitat and Environmental studies.

### 2.32 Current strength

The current strength of students in the Fellowship programme is twenty eight, all of whom are working in the different sectors. The Institute's first graduate of the Fellowship programme was qualified for the Fellowship Diploma this year. Several other Fellowship candidates who have completed their respective course work and the comprehensive examinations are already employed. They are, however, continuing to work on their dissertations.

### 2.33 Review of curriculum

The Fellowship programme is being thoroughly reviewed by a special committee consisting of three faculty members of the IIM-B with participation coopted from Faculty members of other

leading Institutions, such as, the Indian Institute of Science, Bangalore, Because of the review of the entire Fellowship programme which is in progress, no admissions will be made to the Fellowship programme during the academic year 1980-81. After the review, a revised programme and curriculum are planned to be implemented with the admissions starting July 1981.

### 2.34 Fellowship Forum

The Fellowship students have started a Fellowship Forum in order to maximize their academic development from the available resources at the Institute. The Forum brought out during the year the maiden issue of their journal Abhipraya

### 2.35 Fellowship profile

The following table illustrates the Fellowship programme in its development stages, year by year, from admission to graduation.

Table (3): Progress of the Fellowship students 1975-80

1.	Year joined	1975	1976	1977	1978	1979	1980
2.	No. admitted	3	4	4TN	13	3	-
3.	No. left	-	-	-	1	-	-
4.	No. passed out	1	-	-	-	-	-
5.	No. Writing draft of thesis	1	-	-	-	-	-
6.	Defended thesis proposal	1	3	2 3TN	-	-	-
7.	Passed Comprehensive Exam.-	-	1	2	12	-	-
8.	Completed II Year	-	-	-	12	-	-
9.	Completed I year	-	-	-	-	3	-

TN stands for the Tamil Nadu Programmes

LIST OF DISSERTATION TITLES OF FELLOWSHIP STUDENTS

Name	Dissertation	Principal Guide
1. S Chidambara Iyer*	'Costing and Pricing of Electricity in India'	Dr. Indira Rajaraman
2. Radha Bai Armugam	'Management of Health and Family Welfare Activities of Primary Health Centres.'	Dr. Ashok Sahni
3. Mukesh K Raizada	'An Operational Model for Forecasting Energy Demand in India.'	Dr. Ranajit Dhar
4. KS Anantha Krishna	'Effect of Architectural and spatial Variables on the Perception of Crowding.'	Prof. Vijay Padaki
5. KR Venkatachalam	'Planning and Management of Transport in the development of backward areas - With a case study of Dharmapuri District in Tamil Nadu.'	Dr. Ranajit Dhar
6. Elumalai G	'Farm-Level Water Management for irrigated Dry crops under Major Irrigation projects - A Micro level, study in Tamil Nadu.'	Dr. A Sundar
7. A Ramanathan	'A Methodology for power Production Planning and Allocation of shortages in Energy deficit hydro-thermal systems.'	Dr. S Subba Rao
8. P Vijayaraghavan	'Rural Transportation- A need based mobility strategy.'	Dr. KM Anantha-ramaiah



9. KR Trivedi 'Supply, Demand and Product Planning of Milk and Milk Products Under Dairy Co-operative system.' Dr.V.Nagadevara
10. Mahesh Chand 'On Performance appraisal of Road Transport Undertaking in Planning- With special emphasis on KSRTC.' Dr. KS Pillai
11. R Srinivasan 'Economic Feasibility and Marketing Potential for Short-Haul Air Services in India.' Dr. S Subramaniam

\* S Chidambara Iyer has completed the dissertation successfully and has graduated from the Programme. All other are in progress.

Table (9) : Academic background of students admitted to Fellowship Programme 1979-80

	Qualification	Agriculture	Habitat
1	B.Sc., M.Sc., B.E., M.E.,	1	1
2	B.A., M.A.,	-	-
3	B.Com., M.Com.,	-	-
4	B.Tech., M.Tech.,	1	-
5	Medicine	-	-

#### 2.40 Placement

The Placement Office is responsible for correspondence with organizations, and any other coordination and liason work as may be required from time to time with a view to securing for our PGP students both final placements at the conclusion of their course in IIM-B and project placements for about twelve weeks at the end of their first academic year. The work of the Placement Office is let by a Coordinator with the assistance of a Placement Committee consisting of three faculty members and four student representatives.

A new placement brochure was brought out for the year 1979-80 for employment as well as summer placement. Final placement interviews were organized for seventy three graduating students. Projects placements were arranged for eighty three junior students.

The Institute contacted 215 public sector organizations. Some major public sector agencies like SAIL, the Banks, COAL-INDIA, AIR INDIA etc., expressed their inability to participate in the recruitment procedure. However, quite a number of other organizations responded favourably.

Many private sector units showed a good interest in recruiting students from IIM-B. Quite a few organizations evinced a keen interest in the areas of Transportation and Habitat, though not all the graduates in Sector programmes obtained sectoral jobs. There is a potential market for Sectoral students also in the giant private sectors organizations.

Placement per se has not been a problem to the Institute so far. In the end, ninety students of the 1977-79 batch were found final placements, forty eight among them in public sector organizations.

Efforts to find final placements in respect of the 1978-80 batch were initiated during the latter half of the year. The following figures give some idea of the steps undertaken in this behalf:

1. Number of Organisations contacted	550
2. Number of brochures sent to Organisations	1050
3. Number of openings secured for final placement (approximate)	200
4. Number of biodata of students sent to organizations.	263
5. Number of organisations which responded for final placements	70

No difficulties are envisaged in regard to the final placement of all the successful candidates of the 1978-80 batch. The main problem is one of enthrusing public sector organisations to undertake campus recruitment of our graduates on a larger scale than at present.

## 2.50 Management Development Programme (MDP)

The Institute continued to offer short duration programmes on a planned basis to practising managers and administrators.

The Institute looks for participation from managerial personnel not only from business and industry but also from emerging entrepreneurs, owner-managers of small industry, government administrators, functionaries from public utilities like Electricity Boards and administrators of educational and research establishments.

Four kinds of programmes have so far been offered : (1) Senior management programmes to discuss policy and long range issues; (2) Sector-oriented programmes focussing on unique problems that a particular sector or industry faces in a functional area; (3) Technique - oriented programmes for functional managers and administrators focussing on specific applications of management principles, techniques and skills; and (4) Broad-based programmes which examine the entire range of problems and issues in specified areas of organizational functioning.

During the year 1979-80, forty six management development programmes were conducted over a period 281 days involving the participation of 587 practising managers and administrators, as against 48 programmes involving the participation of 741 practising managers during 1978-79. The frequency distribution of the types of programmes, participation and fee received, is shown in Table(10).

The income generated through MDPs during the year is graphically prescribed in Figure I. Compared to the previous years, the response to the MDPs was less during 1979-80. The MDPs need to be strengthened in the coming years. Twenty one programmes planned earlier were cancelled due to inadequate nominations and other reasons. Two other MDPs which were not scheduled in the original calendar were conducted during the year. They

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were (1) Futurology workshop on urban perspectives, India - 2000 Housing & Management (sponsored by the Department of Science & Technology Govt. of India) and (2) Corporate Strategies and Financial Management. The sectoral programmes have shown a good record of progress and participation. The business and industry programmes have declined in this regard.

Table(10): Distribution of Management Development  
Programmes 1979-80

Management Area	No. of programmes	Participation				Total Fee Received Rs. lakhs
		Govt sector	Public sector	Private sector	Total	
1 Quantitative Methods OR/ Systems & Techniques	6	13	20	23	56	0.99
2 Production Management	9	17	34	61	112	2.31
3 Financial Management	8	6	29	61	96	2.04
4 Marketing Management	5	1	21	48	70	1.57
5 Personnel Management, Organisational Behaviour and Industrial Relations	4	5	24	22	51	0.82
6 Sectoral Programmes	11	100	24	51	175	2.75
Total	43	142	152	266	560	10.48

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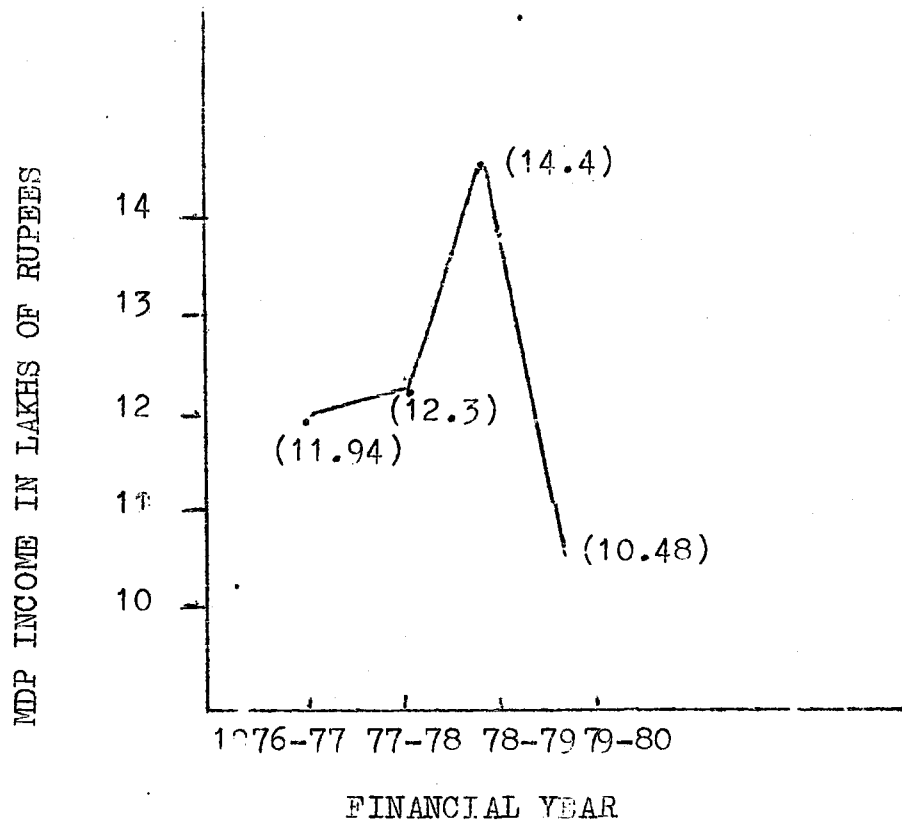


Figure (I) Gross Revenue generated through MDP

## 2.60 Organization Based Programme (OBP)

The Organization Based Programmes were essentially training programmes intended for junior and middle level managers to meet the specific needs of individual organizations. As per the Board's orders last year, they were mostly in the form of Training Consultancy assignments.

During the year 1979-80, sixteen OBPs were conducted for 58 weeks involving 854 participants. These include six Department of Personnel and Administrative Reforms (DPAR) Programmes for eighteen weeks involving 149 participants. During 1978-79, eleven OBPs had been conducted over a period of 39 programme weeks for the benefit of 245 participating officers. While the decline in participation in MDPs is a matter of some concern, the substantial increase in participation in OBPs, during the year under report - especially from Governmental and quasi-governmental agencies - is a matter for satisfaction.

The details of the programmes are indicated in Table (11)

Table(11):List of Organization Based Programmes  
Undertaken in 1979-80

Sl No	Programme	Sponsor	Duration in weeks	Date	Coordinator	No.of participants	Course fee received (Rs)
1	2	3	4	5	6	7	8
1	PIME/Agri-culture	Tamilnadu Govt.	3	16.4.79 to 28.4.80	V Nagadevara	22	27,000
2	PFIME/Power	Govt of Kerala-KIPA	4	16.4.79 to 12.5.79	VTD Balaraman	24	37,000
3	PFIME/Industry	"	4	4.6.79 to 30.6.79	MNV Nair	22	32,000

...

1	2	3	4	5	6	7	8
4	PFIME/Agri-culture	Govt of Kerala-KIPA	4	2.7.79 to 28.7.79	V Nandevvara	18	32,000
5	PFIME/Irrigation	"	4	6.8.79 to 1.9.79	A Sundar	25	32,000
6	Production Management	Ordinance Board	8	2.7.79 to 3.8.79 & 3.9.79 to 30.9.79	S Jagadish	500' Approx.	2,67,200
7	DPAR/EDP	GOI-DPAR	6	20.8.79 to 27.9.79	RV Gopala-krishnan	28	65,000
8	PIME/Irrigation	Govt. of Tamilnadu	3	18.9.79 to 6.10.79	A Sundar	21	27,000
9	PFIME/Public works	Govt. of Kerala-KIPA	4	8.10.79 to 3.11.79	SN Chary	22	32,000
10	DPAR/MDP-II	GOI - DPAR	4	26.11.79 to 22.12.79	MNV Nair	29	45,000
11	DPAR/Seminar on DIC	GOI - DPAR	1	26.11.79 to 28.11.79	S Shivaramu	32	8,000
12	PFIME/Health & Fam. welfare	Govt. of Kerala-KIPA	3	12.12.79 to 2.1.80	B Ghosh	25	27,000
13	DPAR/PFI-I	GOI - DPAR	3	21.1.80 to 8.2.80	OK Govind- rajan	19	30,000
14	PIME/Power	Govt of Tamilnadu	3	18.2.80 to 8.3.80	NSS Aroha- swamy	26	27,000
15	DPAR/Corporate Planning	GOI - DPAR	2	11.2.80 to 23.2.80	S Shivaramu	20	21,500
			58				854 7,09,700



## 2.70 Research

Research activity at the Institute takes place in a variety of ways. It includes, (1) Institute funded projects, (2) externally funded projects (3) Research through the Fellowship projects and (4) Research undertaken as a part of consultancy projects.

(1) Institute funded investigations : These are usually in the nature of pilot studies, of limited size and budget, and the Institute funding serves as seed money for the investigations to develop into more comprehensive projects.

(2) (a) Externally funded research - individual: The Institute receives grants on behalf of individual researchers (or a team) from funding agencies against project proposals prepared directly by the researchers concerned in line with their professional or academic interests.

(b) Externally funded research - institutional: The Institute is provided a grant by a funding agency or a collaborating institution for a specified area of research. In turn, members of the faculty most appropriate to undertake the research project are identified (individual or team) and the research is carried out for the Institute.

(3) Fellowship Programme : Pilot studies and theses projects are undertaken as requirements of the fellowship programme. These are organized around the Institute's sectoral programmes. A detailed list of dissertations is given separately under the section on the Fellowship programme.

(4) Research within consultancy: Some research activity is also undertaken within consultancy assignments. Research activities constitute the core of many a consultancy project assignment. These are treated under the section on consultancy because there is an element of professional fee payable to the Faculty investigators in the project.

Some effort is also being undertaken on the larger policy questions of integrating components of research into the activities of the Institute and the most suitable administrative/organizational measures to achieve the same.

Research investigations funded by the Institute to individual researchers and teams, currently under way, are listed below:

No	Title	Researcher/s
1.	Cost Behaviour in selected Manufacturing Units	Indira Rajaraman P.G. Apte
2.	Railway Passenger Transport Mode Patterns	V Srinivasan Y.G. Jayaram
3.	Management of Nursery Schools	Malathi Somaiah
4.	Educational Aspirations of Harijan Parents	Malathi Chelvaraj
5.	Financing Medical Education in Karnataka State	Vatsala Nagarajan Malathi Somaiah
6.	On the Formulation of Planning Policy for Railways in the Southern Region	K.S. Pillai
7.	Demand for Housing	T.Krishnakumar
8.	Analysis of Transport Organizations	K.M. Anantharamaiah VB Kaujalgi
9.	Small Business Management	S.Shivaramu et.al.,
10.	Value Systems of Indian Scientists	J.Bandopadhyay
11.	Impact of State Intervention Programme in Urban Housing - a case	K.Ramakrishna
12.	Socio-economic study of Energy Plantations	N.Naganna S.Subba Rao

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No	Title	Researcher/s
13.	Conditions of working Women in Bangalore	J.Bandopadhyay B.K.Chandrashekar
14.	Rural Labour Markets	Indira Rajaraman
15.	Budgeting Processes of Governmental Programmes	M.K.Bannerjee
16.	Case study of a Pilot Production Plant	VTD Balaraman
17.	Case study in Materials Requirements Planning	HSK Murthy
18.	Study of a New Township	K.Ramakrishnan
19.	The Janata Housing Scheme	Meera Pakhru K.Ramakrishnan
20.	Comparative study of Expenditure on Primary, Secondary and Higher Education	Malathi Somaiah K.Ramakrishnan

## 2.80 Consultancy

IIM-B undertakes consultancy assignments on various aspects of Management and also on sectoral Management areas. Broad-based categories of consultancy assignments completed and on going during the year are indicated in Table (12).

The total number of projects completed during the year were twenty two, while thirty two projects are under way. Another fifty three consultancy projects were initiated during the year and are under various stages of negotiation.

The providing services to public organizations and governmental agencies, the Sectors took the lead in terms of the number of assignments.

A sum of Rs.8.31 lakhs was received during the year as consultancy fee as compared to Rs.7.81 lakhs received during 1978-79.

Detailed lists of consultancy assignments completed during the year and those in progress are furnished in the Appendix.

Table (12): Broad - based categories of consultancy Assignments  
(Completed and on-going)

Management Area	No. of Assignments	Sponsor		
		Government	Public Sector	Private Sector
1. Quantitative methods OR/systems and techniques	2	-	1	1
2. Production Management	2	-	2	-
3. General Management	11	2	6	3
4. Marketing Management	2	-	2	-
5. Personnel Management Organisational Behaviour and Industrial Relations	13	-	8	5
6. Sectoral Programmes	21	13	7	1
	51	15	26	10

The number of assignments indicated in the Table exclude three retainerships

2.90 Ford Foundation Development Assistance

The Ford Foundation grant to the Institute for Faculty development purpose in the Transportation and Energy Sectors was available even during the current year. Faculty members were sponsored for visits abroad to centers of learning and research in these Sectors. The Ford Foundation allotted the funds to the Institute in U.S. Dollars and an account for the same was opened with the American Express International Bank in New York. The account is operated directly by the Institute.

Four of the Research Fellows in the Institute who have gone to the United States Universities for Doctoral studies are being provided partial assistance from this account. They are Messrs. Giri Kumar, Arun Elhance, Srinivasan, and Jaya Prakash.

Dr. T.R. Lakshmanan, who is on the Faculty of Boston University was supported from this account for a visit to IIMB. Professor V. Ranganathan of the Energy Sector at IIMB was also sponsored for a three month visit to East Asia and the United States to survey Energy policy research efforts in those parts of the World.

The Institute has ordered a Hewlett Packard programmable desk top calculator out of the Ford Foundation account. The machine is expected to arrive soon.

### 3.00 THE LIBRARY

In addition to the routine work of the Library, several activities were undertaken during the year 1979-80. These were distributed in the areas of Technical processing, development of reference and reading room facilities, documentation services, reproduction services and press clipping collection.

#### 3.10 Technical Processing

About 6300 books were classified and catalogued during the year. These books were procured during the year. In addition the entire backlog has been cleared. In other areas, ten thousand Bradma Plates were embossed, ninety thousand cards were printed and filed, and about six hundred maps and reprints were processed.

#### 3.20 Reference and Reading Room

A reference cum Reading room was started during the period. A separate collection of Government and Special Publications, Reference Books, Back Volumes of Periodicals and Institute's and IDRC Publication is maintained in this section. This provided additional facilities for those who wished to refer this collection exclusively. The users found this service point/facility more useful and demanding.

#### 3.30 Documentation Service

A plan for intensive Documentation Service, viz., Current Awareness Service, and a Manual SDI service is on the anvil. At present the Library brings a Recent Additions List, regularly.

Apart from this, the Library has built up a large Date Base of press information on selected topics of interest to us. The 'Current Press Cuttings Titles', a fortnightly, is brought out by the Library. This section has also compiled a 'News Digest on Accidents' two Reading Lists (1) Shipping

and Waterways and (2) International Business, in addition to a supplement the 'Guide to Reference Books.' It has also compiled a Bibliography of Reprints on energy and allied industries.

#### 3.40 Reproduction Service

The Library possesses, a manually operated Xerographic Machine. Facilities for providing xerographic copies of documentary sources are available. Proposal for acquiring an automatic Plain Paper copier was finalised and recommended for purchase.

The Library has also two microfiche readers of the portable type in its possession, to facilitate the users of Microfiche. Relevant statistics for the year under report are furnished in Table (13).



Table (13): Statistics for the Period 1979-80

Sl. No.	Item of Work	Quantity	
		During the year 1979 - 80	Total as on 31-3-80
A. <u>LIBRARY COLLECTION</u>			
1.	No. of books taken into stock	6,198	49,488
2.	No. of bound volumes taken into stock	916	4,635
3.	No. of press cuttings collected		
4.	No. of reprints taken into stock	90	785
5.	No. of new journals added	58	760
6.	No. of non-book materials added	73	630
B. <u>CIRCULATION</u>			
1.	No. of books issued	54,223	—
2.	No. of books lent on Inter-Library Loan	340	—
3.	No. of books borrowed on Library Loan	100	—
4.	No. of Readers:		
	a) Faculty and Research	40	64
	b) Deposit Borrowers	4	15
	c) Students	112	202
	d) Administrative staff	90	285
	e) MDP/OBP Participants	400	—
C. <u>BUDGET</u>			
1.	Amount spent for books and non-book materials (including an advance payment of Rs. 1,33,212.85 to Messrs. Higginbothams Ltd., Bangalore as per Bill No. M dated 26-3-1980)		Rs. 7,31,761.28
2.	Amount spent for Periodicals (Current subs.)		2,68,346.31
	Amount spent for Back volumes		12,671.30
	Amount spent for Reprints		35.40
	Amount spent for Institutional Membership		3,424.80
	Amount spent for Binding of Periodicals		16,515.20

#### 4.00 CAMPUS DEVELOPMENT

The development of the Campus entered a new phase during the year. A provision of Rs.85 lakhs had been made for the construction works programmed this year. Against that provision Rs.84.24 lakhs were spent during the financial year. The expenditure included those on works, purchase of steel and cement, architect's fees and travel, work charge establishment, salaries of site staff and horticulture.

Though the expenditure tally seems to show satisfactory progress, the actual work completed on site has lagged behind schedule by about four months. In the dormitories, dining and kitchen blocks, the due date for completion is June 80 per schedule. However, the contractors' expected date of completion is September 1980. In terms of the actual work completed this date is likely to be postponed further.

The work on housing has been in progress for the fifteen months prior to March 31, 1980. The measured progress of works on the site was recorded by the Superintending Engineers Office at seventy percent of the target on schedule. The works are scheduled to be completed by June 1980. However, a four month delay is estimated by the Engineer's Office.

The Karnataka Electricity Board has sanctioned 500 KVA of power for the Campus. The detailed plans for the sub-station have been approved by the Electrical Inspector of the Government of Karnataka.

The work on the Institutional facilities block was started in February 1980, even though the work order was given as early as December 28, 1979.

Preliminary design work has been initiated in regard to the Library and Computer Center buildings. Several students and faculty members have provided their inputs to this effort from the users point of view.

The work on services including water supply, sewerage, and power distribution is also showing slow progress. This has been due to the delays in the other building contracts, and the overall execution of works.

## 5.00 TRANSPORT

The Institute's fleet of motor vehicles increased to fourteen during the year 1979-80. A new Ambassador (petrol) car, a new Matador (diesel) minibus, were added to the inventory during the year.

Vehicle utilization during the year was high for the cars. The five cars on the general pool together registered 90,405 kilometres during the year. The corresponding figure for the two buses was 23,812 kilometres, for the three minibuses and the jeep the same was 56,137 kilometres. Further vehicle wise details are furnished in Table 14.

A Hindustan short wheel base Bus chassis was acquired during the year. Some plans are being prepared in order to decide on its development into an audio-visual unit for mass-communication experimental projects.

Table (14) : STATEMENT FOR KILOMETRES AND REPAIRS

From 1.4.79 to 31.3.80

Sl No	Make	Registration No	Kms done
1	Car Amb.	MEQ 5093	16,906
2	"	MEQ 7123	19,360
3	"	MEQ 5165	19,281
4	"	MEE 3068	13,600
5	"	MET 4159	21,258
6	"	MEJ 4409	-
7	Autorickshaw	MEE 4931	11,704
8	Jeep	MEE 2847	15,223
9	Minibus	MEA 4549	11,213
10	Van Std 20	MET 4998	26,669
11	Minibus	MEJ 5822	3,032
12	Bus TMB	MEE 760	12,575
13	Bus TMB	MEN 5660	11,237
14	Motor cycle	MEE 2827	11,560
15	Mopeds (2 Nos.)		

## 6.00 THE BOARD OF GOVERNORS OF IIMB

During the year 1979-80 the Board of Governors met on 30 April 1979, 4 September 1979, 5 December 1979, and 25th February 1980.

In the same period the sub-committees of the Board met on the dates shown below:

- |                                    |                   |
|------------------------------------|-------------------|
| (1) Finance Committee:             | 28 September 1979 |
|                                    | 4 December 1979   |
|                                    | 25 February 1980  |
| (2) Personnel Committee:           | 30 April 1979     |
|                                    | 3 September 1979  |
|                                    | 3 December 1979   |
|                                    | 25 February 1980  |
| (3) Campus Development Committee : | 3 November 1979   |
|                                    | 5 March 1980      |
|                                    | 15 March 1980     |
|                                    | 20 March 1980     |

Table (15) Composition of the Board of Governors

Sl. No.	Constitutency	Name and Address of Present incumbent members	Date of appointment and Tenure
1.	<u>Chairman</u> (appointed by the Central Government in consultation with the State Government).	Shri Govind Narain Governor of Karnataka	February 78 till 26-3-82
<u>Four representatives of the Central Government nominated by the Ministry of Education &amp; Culture to represent</u>			
2.	Ministry of Finance	Shri JA Kalpanakrishnan Financial Adviser Ministry of Education & Culture	October 1976 Ex-officio
3.	Ministry of Education.	Dr. S Muthukumaran Deputy Educational Adviser (T) Ministry of Education	January 1979 Ex-officio
4.	Department of Industrial Development.	Shri GV Ramakrishna Joint Secretary	June 1979 Ex-officio
5.	Bureau of Public Enterprises	Shri TK Tikku Adviser (Management) B.P.E.	February 1979 Ex-officio
<u>Three representatives of the Karnataka Government to represent the Department of:</u>			
6.	Development	(i) Shri R Anandkrishna Development Commissioner	Feb.78-Feb.80 Ex-officio
		(ii) Shri RA Naik	Feb. 80 -
7.	Finance	(i) Shri MK Venkateshan	Aug.77-Feb.80 Ex-officio
		(ii) Shri NK Prabhakara Rao Finance Commissioner	Feb. 1980 Ex-officio

- |     |  |                                |  |
|-----|--|--------------------------------|--|
| 8   | Education  | (i) Shri C.B.D'Mello           | Feb.78-Feb.80                          |
|     |  | (ii) Shri.S.Dorai Raju         | Feb.80-Mar.80                          |
|     |  | Education Commissioner         | Ex-officio                             |
|     |  | (iii) Shri G.Aswathanarayan    | April - 80 -                           |
| 9   | <u>Vice-Chancellor</u><br><u>Bangalore University</u>                                      | Shri TR Jayaraman              | Aug. 1977<br>Ex-officio                |
| 10. | <u>Representative of the</u><br><u>All India Council for</u><br><u>Technical Education</u> | Shri. V Isvaran,<br>ICS (Rtd.) | With effect<br>from Jan.'79<br>5 years |

Four persons nominated  
by the Central Government  
to represent various  
interests.:

- |    |   |  |   |
|----|---|--|---|
| 11 |   | Dr.MS Swaminathan<br>Secretary to Govt.<br>of India, Ministry<br>of Agriculture  | April 1979<br>to March'80(Appx.)<br>Ex-officio                            |
| 12 |   | Shri PK Sen<br>Calcutta  | with effect<br>from Jun 77-<br>March 1980.                                |
| 13 |   | Shri HS Shahani<br>(Rtd) Pune  | with effect<br>from Jan.79<br>5 years                                     |
| 14 |   | Shri G Ramanujam<br>General Secretary<br>INTUC, Madras   | with effect<br>from Jul 78<br>5 years.                                    |
| 15 | Representative of the<br>Chambers of Commerce,<br>Karnataka                 | Shri A Krishnamurthy<br>Poorna, 19, III Block<br>Jayanagar, Bangalore.   | Renominated<br>from March 77<br>5 years                                   |
| 16 | Representative of the<br>All India Management<br>Association,<br>New Delhi. | (i) Dr. J.N.Kapoor<br><br>(ii) Dr. Minoo D Davar<br>Vice Chairman &<br>Managing Director,<br>The Tata Mills Ltd.,<br>Bombay House<br>H.M.Street, Bombay. | April-77 to<br>October-79.<br><br>with effect<br>from Oct. 79<br>5 years. |

- 17 Representative of the National Productivity Council Dr.M Krishnamoorthy Executive Director National Productivity Council, Lodi Road New Delhi. April 1978 Ex-officio

Two representatives one each of Scheduled Caste and Scheduled Tribe, nominated by Government of India

- 18 Representative of Scheduled Caste Shri TN Narasimha Murthy, MLC 51, Manjunatha Niwas Karnapura, NR Mohalla Mysore - 570 007. with effect from Oct. 78 5 years

- 19 Representative of Scheduled Tribe Dr. P.C.Horo Sadanand Road Hazari Bagh Bihar - 825 301 with effect from Oct. '78 5 years

Two Professors of the Institute to be nominated by the Chairman of the Board for two years:

- 20 Prof. KLK Rao Dean, IIMB 1 Jan 1979 two years
- 21 Dr. RK Herlekar Dean, IIMB 1 Jan 1979 two years

Two members of the General Body of the Society to be elected for two years by the Members of the society contributing a sum of at least Rs. 25,000 each from amongst themselves

- 22 vacant
- 23 vacant



Not more than four  
members coopted by  
the Board of Governors

24	Shri DD Sathe, ICS (Rtd) 9, Wodehouse Road, Bombay.	with effect from Aug.1977 5 years
25	Shri SG Ramachandra Senior Vice President Kirloskar Electric Co., Limited, Bangalore.	with effect from Sept.78 5 years.
26	vacant	
27	vacant	
28	Director of the Institute Prof. NS Ramaswamy	June 1973- 31-3-1980 Ex-officio

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Secretary to Board of Governors

An official of the Institute  
nominated by the Board of  
Governors.

Shri KR Ramachandran  
IAS (Rtd.)  
Dean (Administration)  
June 1978  
Ex-officio

Finance Committee

- 1 (a) Shri MK Venkateshan till Feb 80
- (b) Shri NK Prabhakara Rao  
Financial Commissioner and  
Secretary, Govt. of Karnataka,  
Vidhana Soudha  
BANGALORE 560001.
- 2 Shri A Krishnamurthi  
Poorna, 19 III Block  
9th Main, Jayanagar  
BANGALORE 560011
- 3 Shri JA Kalyanakrishnan  
Financial Adviser (Education)  
Ministry of Education and  
S.W  
Shastri Bhavan,  
NEW DELHI 110001
- 4 Shri DD Sathe, ICS (Retd)  
'Lalit', 9 Wadehouse Road  
BOMBAY 400023
- 5 Dr S Muthukumaran  
Dy. Educational Adviser (T)  
Ministry of Education and  
S.W  
Shastri Bhavan  
NEW DELHI 110001
- 6 Shri SG Ramachandran  
Senior Vice President  
Kirloskar Electric Co. Ltd.  
BANGALORE 560055

Personnel Committee

- 1 (a) Shri R Anandakrishna till Feb 80
- (b) Shri RA Naik from Feb 80  
Development Commissioner  
and Spl. Secretary to  
Govt. of Karnataka, Vi-  
dhana Soudha  
BANGALORE 560001.
- 2 Shri TR Jayaraman  
Vice Chancellor  
Bangalore University  
Jnana Bharathi  
BANGALORE 560056
- 3 Shri Ja Kalyanakrishnan
- 4 Dr. S Muthukumaran
- 5 (a) Shri CB D'Mello-till Feb 80
- (b) Shri S Durai Raju-till Feb 80  
Education Commissioner  
and Secy. to Govt. of  
Karnataka  
Vidhana Soudha
- (c) G. Ashwatha Narayana  
from Feb 80
- 6 Shri G Ramanujam  
General Secretary INTUC  
45 Rayapetta High Road  
MADRAS 600014

7. Prof. NS Ramaswamy till 31.3.80  
Director IIMB
7. Shri V Isvaran, ICS (Retd.)  
T-57A 32nd Cross Street  
Besant Nagar  
MADRAS 600090
8. Shri SG Ramachandra  
Senior Vice President  
Kirloskar Electric  
Co. Ltd  
BANGALORE 560055
9. Shri TN Narasimha Murthy  
MLC  
51 Manjunatha Niwas  
Karnapura,  
NR Mohalla  
MYSORE 570007
10. Prof NS Ramaswamy till  
31.3.80 Director, IIMB

Campus Development Committee

1. Shri R Anandakrishna till  
Feb 80  
  
Shri RA Naik  
Development Commissioner &  
Spl. Secretary to Govt. of  
Karnataka, Vidhana Soudha  
BANGALORE 560001
2. Shri TR Jayaraman  
Vice Chancellor  
Bangalore University  
Jnana Bharathi  
BANGALORE 560056
3. Shri JA Kalyanakrishnan
4. Prof. KIK Rao
5. Prof. NS Ramaswamy  
  
Shri KC Reddy  
Chief Engineer (B&C)  
Karnataka PWD. New Public Offices  
KR Circle, Bangalore 56001

Co-opted Members

Chairman:  
Administrator  
Corporation of the City of  
Bangalore  
BANGALORE 560002

Smt. Nalini S Dhawan  
C/O Director  
Indian Institute of Science  
Campus  
BANGALORE 560012

6.10 Visitors to the Institute, 1979-80

1. Dr. Ram Malhotra 29 April 1979  
ESCAP, Bangkok, Thailand
2. Dr. MS Swaminathan 30 April 1979  
Secretary, Ministry of Agriculture  
and Irrigation, Govt. of India  
New Delhi
3. Prof. TN Madan 10 May 1979  
Member-Secretary  
ICSSR
4. Dr. N Shanmukha Rao 16 May 1979  
Vice-Chancellor  
Jawaharlal Nehru Technological  
University  
A.P. Hyderabad
5. Prof. GV Subba Rao 19 May 1979  
United Nations  
New York
6. Dr. JA Vora 30 July 1979  
St. Cloud State University  
Minnesota
7. Mr. Venkatakrishnan 24-25 Aug. 1979  
Director  
Town and Country Planning  
Govt. of Tamil Nadu
8. Mr. PG Ramachandran 24 Sept. 1979  
Consultant  
Canadian International  
Development Authority

9. Mr. GR Thierstein 25 Oct. 1979  
Principal Agricultural  
Engineer  
International Crops Research  
Institute for the Semi-Arid  
Tropics (ICRISAT), A.P.
10. Mr. Vlade Kreacic 23 Jan 1980  
Head of the Consultancy Services,  
International Centre for  
Public Enterprises in Developing  
Countries  
Ljubljana, Yugoslavia
11. Dr. Ruth Glass 22 Feb 1980  
Director, Centre for Urban  
Studies, University College,  
London.
12. Dr. Jagdish N Sheth 27 Feb 1980  
IBE Distinguished Professor and  
Research Scholar, College of  
Commerce & Business Admn.  
University of Illinois at Urbana-  
Champaign, USA
13. Dr. Terry Thomas 23 Feb 1980  
University of Warwick  
Coventry, England

## 7.00 FACULTY OF THE INSTITUTE

During the year 1979-80 the gross strength of Faculty was sixty seven. Of these, two Faculty members resigned during the year, Prof. P.V. Ganesan and Dr. Bharat Jhunjhunwala. Five others were away on Extra Ordinary Leave (EOL). They have taken teaching assignments abroad. Three Faculty members were assigned to work for different organizations within the country on deputation. Eight new members joined the Faculty during the year. Thus the strength of Faculty in residence was fifty seven members. A detailed listing by major Areas and Sectors is given below.

### Areas

#### I Operations Research and Quantitative Methods.

1. RK Herlekar, M.Sc. (Poona), Ph.D (London)  
Mathematical Statistics and Operations Research
2. VB Kaujalgi, M.Tech. (Bombay), M.S.(Case Western)  
Ph. D (Bombay)  
Computer Science, Data Processing, Operations Research.
3. 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
4. M Rammohan Rao, M.S. (Carnegie Mellon), Ph.D  
(Carnegie Mellon) (on E.O.L)  
Operations Research, Computers, Application in  
Production, Finance and Marketing
5. S Subba Rao, M.Sc (Mysore, Ph.D (Delhi) (on E.O.L)  
Operations Research, Transportation, Energy Management  
and Systems Analysis.

#### II Production and Operations Management

6. VTD Balaraman, M.E (Madras), M.S (Dayton)  
Management Information Systems, Operational Management
7. MK Banerjee, B.Sc (Bombay), P.G.D.B.A (Calcutta)  
Production, Transportation, Public Administration,  
Public Policy

8. SN Chary, M.Tech. (Bombay), M.S.M.B.A (Rhode Island)  
Production and Organisational Management, Economics  
of Development.
9. PV Ganesan, M.I.E., C.E., P.G.D.B.A (Ahmedabad)  
Production, Maintenance, Management Information Systems,  
Transport (Resigned)
- 10\* MR Gopalan, B.E (Mech), D.I.I.T. (Madras), Fellow, IIM-A  
Industrial Engineering, Production Management and  
Quantitative Techniques
11. RV Gopalakrishnan, B.E (Madras), Ph.D (Glasgow)  
Production, Productivity and General Management
12. OK Govindrajan, B.Sc (Madras), B.Sc (Tech) Madras)  
Production Management, Marketing Management,  
Personnel Administration and Engineering of Management
13. S. Jagdish, B.Sc. (Mysore), I.E.R.E. (London), M.B.A.  
(Ahmedabad)  
Systems, Operations Management, Computers, Transportation.
14. BP Lingaraj, B.E. (Mysore), M.S (Kansas), Ph.D  
(Pittsburgh) (on E.O.L) Operations Research Systems
15. MR Pejavar, B.Tech (Bombay) M.S (Montana)  
M.B.A (California) (On E.O.L)  
Production Management, Hospital Management
- 16.\* HSK Murthy, B.E (Bangalore) M.B.A (Louisiana) Ph.D.(L.S.U)  
Production Management, Habitat Operations.

### III Organisational Behaviour and Industrial Relations

17. SR Bijoor, B.A., B.L., D.S.S.A., Dip. Trg.  
Methodology (Turin)  
Training, Industrial Relations Marketing
18. SG Lele M.A (Nagpur), Cert. Demography (Bombay)  
Personnel Management, Organisation, Social Change
19. SK Roy, M.A (Patna)  
Industrial and Organisational Psychology, Management  
Training

\* Faculty who joined IIM-B after July 1979

20. GK Valecha, M.A (Bombay) Ph.D (Ohio State)  
Industrial and Organisational Psychology, Group  
Dynamics, Counselling, Transactional Analysis
21. SK Warriar, B.Sc. (Kerala), M.Tech. (Kharagpur)  
Fellow N.P.C (On deputation)  
Production Management, Industrial Engineering,  
Personnel Management, Industrial Relations.
22. N. Krishnaswamy, B.Sc. (Madras), D.S.W. (Calcutta),  
D.I.I.Sc. (IISc)  
Personnel Management, Industrial Relations,  
Industrial Economics, Production Planning
- \* S Sampaniramaiah, M.A., B.L., Ph.D (Bangalore)  
Industrial Sociology, Organisational Development  
Industrial Relations.

IV General Management

24. PN Agarwala, B.A (Hons) (Oxford), M.B.A. (Harvard)  
Export Marketing, International Business
25. RP Iyer, M.Com (Bombay) P.G.D.B.M (Bombay AICWA)  
Investment and Financial Analysis, Management Accounting
26. S Prasanna Chandra, B.Com., M.B.A (Osmania)  
Ph.D (Osmania) (on E.O.L)  
Financial Management, Management Accounting
27. 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 and Computers
28. K Ramakrishnan, B.E (Madras) M.B.A (Hawaii)  
Marketing, Quantitative Methods, Management Information  
Systems
29. KLR Rao, M.A (Mysore), Dip. Intl. Marketing (Paris )  
Marketing, International Business
30. PN Thirunarayana, B.Sc. (Mysore), B.E (Mysore)  
P.G.D.M (IIM-A)  
Marketing Management

\* Faculty who joined IIM-B after July 1979.



31. 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
32. S Shivaramu, M.A (Mysore), Dip. S.Sc (Stockholm)  
Ph.D (Uppsala)  
Finance, International Business, Corporate Planning  
Managerial Economics.
33. S Subramaniam, M.A.(Osmania), D.P.A (Osmania) Ph.D (Kiel)  
Marketing, Managerial Economics, Transportation,  
Corporate Planning
34. RN Warriar, M.A.(Kerala), M.Sc(Tech)(Manchester)  
Post-Graduate Cert. in Industrial Administration  
(Manchester)  
Marketing, Agriculture and Rural Development
35. \* RG Tagat, M.A.(Mysore)  
Marketing, Management Policy, Managerial Economics  
Faculty who joined IIM-B after July 1979.

V Economics and Social Sciences

36. PG Apte, B.Tech(IIT-Bombay), M.B.A (IIM-C), Ph.D(Columbia)  
Economics
37. BK Chandrasekhar, B.A., B.L (Mysore), LL.M (Leeds)  
D.Phill (Oxford)  
Labour and Law, Civil Law, Law and Development Studies
38. R Dhar, M.A (Gauhati) Ph.D (Jadavpur)  
Planning Systems, Transport, Development Banking
39. PV Georje, M.A (Bombay), Ph.D(Bombay)  
Monetary Economics, Economic Development and Planning,  
Industrial Finance.
40. B Jhunjhunwala, B.Sc., (Kanpur), M.S.(Florida)  
Ph.D(Florida) (Resigned)  
Political Economy, Rural Development

\* Faculty who joined IIM-B after July 1979.

41. MNV Nair, M.A (Bombay), Ph.D (Bombay)  
Sociology, Economic Development Planning,  
Trade Union Movement.
42. Indira S Rajaraman, M.A.(Cornell), Ph.D (Cornell)  
Applied Economic Research, Development Economics,  
Economics of Energy
43. PS Dhruvarajan, B.Sc (Hon) (Mysore), M.A (Delhi), M.S  
(Chicago), Ph.D (North Western University)

### Sectors

#### I Agriculture and Rural Development

44. TP Gopalaswamy, M.Sc.(Delhi), Ph.D (IARI, Delhi)  
Agricultural Economics, Rural Marketing and Regional  
Planning.
45. VAP Naik, B.Tech.(Hons) (Kharagpur), Dip. in A.M and T  
(CSSR), P.G.D.I.M.(Cochin), F.I.E., MISAI.,  
Agricultural Machinery Production Management, Agro  
Industries, Agricultural Engineering and Rural Development.
46. V Nagadevara, M.Sc., (Agri), Ph.D (Iowa)  
Agricultural Production Economics, Agricultural  
Resource Management
47. CL Narasimhan, M.A (Madras)  
Economics, Education and Planning
48. NV Ratnam, M.Sc (Agri); Ph.D (Hawaii)  
Agricultural Resource Management, Rural Development
49. A Sundar, M.Sc.(Madras), Ph.D (Texas)  
Water Resources Planning, Management Systems  
Analysis and Project Management

#### II. Transportation

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

51. KS Pillai, B.E.(Mysore), M.Tech (Kharagpur)  
Ph.D (Birmingham)  
Transportation Management, Environmental Planning  
and Simulation
52. TV Ramanayya, B.E.(Andhra), M.Tech.(Transportation)  
(Andhra)

III Habitat and Environmental Studies

53. B Bhaskara Rao, B.Arch.(Madras), M.Tech.(Kharagpur)  
A.I.T.P.  
Planning, Housing, Urban and Rural Habitat Systems
54. T Krishnakumar, B.Sc.(Hons)(Andhra), M.Sc.(Stat)  
(Calcutta), Ph.D (Iowa)  
Economics, Statistics
55. V Padaki, M.A., (Madras), D.M.S.P.(Mysore)  
Training and Development, Organizational psychology  
Consumer Behaviour Research
56. Vinod Vyasulu, M.A.(Delhi), Ph.D(Florida)  
Public Economics, Social Change (On deputation)
57. Subbarayan Prasanna, B.Sc.,(Madras), B.Arch.(Hons)  
(Kharagpur), M.U.P. (Washington) Ph.D (Washington)  
Urban Regional Planning and Design of Habitat Systems
58. \*VK Tewari, M.A., Ph.D (Delhi)  
Rural and Urban Habitat, Human Geography

IV Energy and Power

59. \*NSS Arokiaswamy, B.E.(Madras)  
Energy, Organisation, Management of Electricity  
Boards
60. N Naganna, M.A. (Andhra), M.A., Ph.D (Poona)  
Industrial Managerial Economics, Energy Policy and  
Planning
61. V Ranganathan, B.Tech. (IIT-Madras), Fellow IIM-A  
Economics, Energy Management

\*Faculty who joined IIM-B after July 1979

- \*K. Balakrishnan Nair, M.Sc., (Madras) Ph.D (Pennsylvania)  
Energy Management

• Health and Population

- A Sahni, M.A (Punjab), M.B.A (Delhi) Ph.D (Case Western)  
Industrial Psychology, Organisation Theory, Personnel  
and Family Counselling.
- B. Ghosh., B.Statt( Hons) (Calcutta), M.Statt( Calcutta)  
Dip. in S.Q.C. and Allied Techniques (Calcutta)  
Production Management and 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 and  
Rural Development

[ Education Management

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

10. Research Fellows

The gross strength of Research Fellows in the Institute was eighteen during the year 1979-80. Of these, three members resigned their, respective, positions. Five others left for studies abroad in Extra Ordinary Leave (EOL). One research Fellow position is occupied by the Public Relations officer of the Institute. Thus, the net strength of Research fellows was nine during the year. A detailed list is given below:

Faculty who joined IIM-B after July 1979.

1. AM Dhareshwar, M.Sc (Bangalore) P.G.D.M (Calcutta)  
Operations Research, Marketing, Public Systems,  
Management Education (on E O L)
2. AP Elhance, B.Sc (Hons) (London) M.A. (Lancaster)  
Operations Research (on E O L)
3. T Girikumar, M.Tech.(IIT Kharagpur)  
Industrial Management (E O L)
4. SP Hegde, M.Com (Bangalore)  
Finance, Management Accounting, Working Capital  
Management (Resigned on 5-12-79)
5. L Jayaprakash, B.E. (Mysore)  
Energy, Public Sector Management, Quantitative  
Methods (on E O L)
6. YG Jayaram, M.Sc. (Bangalore)  
Statistics and Operations Research
7. H Kala, M.A (Mysore) P.G.D.J.C.(Delhi)  
Public Relations, Journalism, Advertising. Public  
Relations Officer, IIM-B
8. Y Krishnaswamy, B.E.(Bangalore), Dip. I.E.(Bangalore)  
Production Management, Materials Management  
(Resigned on 16-8-79)
9. C Malathi, M.A.(Bangalore)  
Educational Sociology, Industrial Sociology
10. K Malathi Somaiah, B.Com(Bangalore) M.Ed.(Bangalore)  
Ph.D (Minnesota)  
Education Administration, Statistics.
11. Mira Pakhru, M.A (Hons) (Bombay), M.A. (Denver)  
Ph.D (Denver)  
International Relations, Economic Development
12. AY Narasimhan, B.Sc (Osmania) B.E. (Mysore) M.B.A.  
(Illinois) General Management, Financial Analysis and  
Marketing
13. SK Rao, M.B.B.S (Mysore), D.P.H. (Calcutta)  
M.P.H. (John Hopking) Officer on Special Duty, IIM-B  
Health Management, Education And Research.
14. M Sivaraman, B.Sc (Kerala) M.S.W(Kerala) Ph.D (Kerala)  
Person-al Management, Industrial Relations  
(On deputation)

15. V Srinivasan, B.E. DIIT (Kharagpur), M.Tech(Kharagpur)  
Industrial Dynamics, Large Scale Systems Simulation  
(Resigned on 24-9-79)
16. V Srinivasan, M.A (Mysore)  
Economic Theory, Regional Development, Industrial  
Economics, Quantitative Economics (on E O L)
17. RK Vijayasarithi, B.Sc., (Mysore), B.Pharm (Bangalore)  
M.B.A. (Network)  
Marketing Management, International Business and  
Business Policy.
18. YK Viswanadham, M.Sc. (Andhra)  
Econometrics, Stochastic Processes, Statistical  
Methodology in Social Sciences

#### 7.20 Library

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

Chikkamallaiiah, 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

#### 7.30 Administration

KR Ramachandran  
Dean, Administration

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

U Ramachandra Rao  
Financial Adviser and Chief Accounts Officer

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

AS Keshavamurthy  
Superintending Engineer

TS Natarajan  
Administrative Officer(Accounts)

K Mahalingaiah  
Horticulture Officer

HV Hirannaiah

Administrative Officer(Management Programmes)

VS Gopiratha Rao

Administrative Officer(Programmes)

S Srikant

Administrative Officer(General)

#### 7.40 Visiting Professors

The Institute continues to benefit by its association with Dr. M.N. Srinivas and Dr. V.L.S. Prakasa Rao. Office and secretarial facilities are provided to them by the Institute. During the year Dr. L.S.Chandrakant was made an Honorary Professor of Education by the Board on a similar basis.

While the Institute received a number of visiting faculty members and speakers from several organizations in India and abroad, there were four professors from the United States and one from Australia who visited the Institute for more than three months partaking in several academic and research activities. A detailed list is given below.

1. Prof VLS Prakasa Rao, ICSSR Senior Fellow in Human Geography, Urban Planning and Ecology
2. Prof.MN Srinivas Homi Bhabha Fellow in Sociology
3. Dr. LS Chandrakant Honorary Professor - Education

#### 7.50 Visiting Faculty from abroad

1. Dr. KR Rao, B.Sc.,(Banaras) PGD in Planning (Delhi)  
Ph.D (Pittsburg)  
Civil Engineer, Swindell Dressler Company,  
Pittsburgh, USA  
(3 July 1979 to 2 Sept. 1979)
2. Dr. James A Gentry  
Professor of Finance and Associate Dean,  
College of Commerce and Business Administration,  
University of Illionois at Urbana Champaign  
(15 Dec 1979 to 8 Feb 1980)

3. Dr. Lee D Dahringar

Assistant Professor of Business Administration,  
University of North Carolina, Greensboro,  
North Carolina.  
(11 Jan 1980 till date)

4. Dr.KM Srinivas

Asst. Professor of Management, Dept. of Management,  
University of Texas at Austin, College of Business  
Administration, Austin Texas 78712

5. Dr. R Jayaraman

Senior Lecturer, Sociology Department  
University of New England, New South Wales,  
Australia  
(Dec 1979 - Feb 1980)

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MDP PROGRAMMES CONDUCTED FROM APRIL 1979 TO MARCH 1980

APPENDIX I(a)

Sl. No.	Name of the Programme	Faculty Leaders	Dates & Venue	Participants			Zonal Wise					Sponsoring Agencies				Fees		Total Revenue
				R	NR	T	N	E	S	W	C	G	PS	PVT	O	R/NR		
1.	Management of Family Welfare	B Ghosh SK Rao	April 16-20 Harsha	4	9	13	-	-	1	12	-	7	3	-	3	Rs. 1300/- Rs. 1100/-	13,550	
2.	Corporate Long Range Planning	S Ramaswamy & S Subramaniam	April 16-21 Ashoka	8	4	12	-	4	6	2	-	-	5	5	2	Rs. 2500/- Rs. 2000/-	28,000	
3.	Production & Materials Planning & Control	SN Chary	April 17-20 East West	11	3	14	4	-	3	6	1	-	3	7	4	Rs. 1800/- Rs. 1500/-	24,300	
4.	Top Mgt. Effectiveness Under Indian Conditions	SK Roy	April 20-21 Ashoka	13	10	23	2	4	11	6	-	4	11	3	5	Rs. 1100/- 750/-	21,800	
5.	Investment & Credit Planning	R Dhar	April 24-28 East West	13	-	13	2	6	3	-	2	8	3	-	2	Rs. 1600/- Rs. 1400/-	20,800	
6.	Traffic Management	KM Anantharamaiah KS Pillai	April 24-28 Rama	17	2	19	4	2	7	1	5	14	-	-	5	Rs. 1400/- Rs. 1100/-	26,000	
7.	Sales & Distribution Management	S Ramaswamy S Subramaniam	May 7-12 Searook	12	1	13	1	1	6	4	1	-	4	7	2	Rs. 3000/- Rs. 2500/-	38,500	
8.	Management of Public Systems	MNV Nair MK Banerjee	May 7-12 Ashoka	5	3	8	3	1	3	-	1	6	-	1	1	Rs. 2250/- Rs. 1600/-	16,050	
9.	Management of Power Systems	S Subramaniam	June 11-16 Rama	17	1	18	3	5	3	6	1	15	2	1	-	Rs. 1600/- Rs. 1400/-	28,600	
10.	Purchasing Management	S Ramaswamy	June 11-16 Sudarsan	9	3	12	3	1	5	1	2	-	5	5	2	Rs. 2500/- Rs. 2000/-	28,500	
				109	36	145	22	24	48	38	13	54	36	29	26		2,46,100	

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## Appendix I(a) contd..

- 61 -

Sl. No.	Name of the Programme	Faculty Leader	Dates & Venue	Participants			Zonal Wise					Sponsoring Agencies				Fees R/M	Total Revenue
				R	NR	T	N	E	S	W	C	G	PS	PVT	O		
11.	Managing Value Improvement	RV Gopala-krishnana	June 18-21 Rama	109 4	36 3	145 7	22 -	24 3	48 3	38 1	13 -	54 1	36 5	29 1	26 -	Rs. 1600/- Rs. 1300/-	2,46,100 10,300
12.	Management Decision Making	RK Herlekar S S Rao	June 25-29 Chola	7	2	9	1	2	3	1	2	-	6	1	2	Rs. 2000/- Rs. 1600/-	17,200
13.	Futurology Workshop on Urban Perspectives India, 2000 - Housing & Management (Govt. of India Granted)	B Bhaskar Rao	July 11-14 West End	16	3	19	1	1	5	10	2	9	0	2	8	Rs. 1000/- Rs. 850/-	18,550 <u>19,000</u> 37,550
14.	Capital Budgeting	Prasanna Chandra	July 16-21 Rama	7	-	7	0	1	4	2	-	-	4	3	-	Rs. 1750/- Rs. 1400/-	12,250
15.	Effective Management A Programme for Senior Level Managers	RP Iyer	July 30-Aug 3, Ashoka	11	-	11	3	2	1	3	2	1	7	1	2	Rs. 2000/- Rs. 1500/-	22,000
16.	Stores & Inventory Control	S Ramaswamy	Aug 6-10 Rama	12	6	18	-	3	6	5	4	3	5	10	-	Rs. 2000/- Rs. 1500/-	33,000
17.	Performance Appraisal Systems	SK Roy CK Valecha	Aug 6-12 East-West	9	2	11	1	1	7	1	1	1	5	3	2	Rs. 1800/- Rs. 1500/-	19,200
18.	Marketing Programme for Sales Engineers	KIK Rao PN Thiru Narayana	Aug 6-15 Ashoka	18	-	18	1	2	7	8	-	-	-	16	2	Rs. 3000/- Rs. 2250/-	54,000
				193	52	245	29	39	84	69	24	69	68	66	42		4,51,600

.....3/-

Appendix I(a) contd...

Sl. No.	Name of the Programme	Faculty Leader	Dates & Venue	Participants			Zonal Wise					Sponsoring Agencies				Fees R/NR	Total Revenue
				R	NR	T	N	E	S	W	C	G	PS	PVT	O		
19.	Mgt.of Hospitals & Health Care Delivery Institutions	A Sahni	Aug. 13-22 East West	193 19	52 1	245 20	29 -	39 5	84 11	69 2	24 2	69 6	68 3	66 11	42 -	Rs. 2000/- Rs. 1600/-	4,51,600 39,600
20.	Effective Management for Middle Level Managers	RP Iyer SG Iele	Aug. 20-31 Rama	14	1	15	4	-	1	5	5	1	2	12	-	Rs. 2400/- Rs. 1900/-	35,500
21.	Marketing Productivity Analysis	PN Thiru-Narayana	Sept 24-28 EastWest	5	1	6	-	-	2	3	1	-	2	4	-	Rs. 2000/- Rs. 1500/-	11,500
22.	Finance for Non-Finance Executives	RP Iyer	Sept 24-29 Ashoka	17	2	19	6	-	6	2	5	1	3	11	4	Rs. 2200/- Rs. 1700/-	40,800
23.	Materials Management	AK Rao MR Gopalan	Oct.4-13 East West	10	2	12	7	-	4	1	-	2	5	5	-	Rs. 2500/- Rs. 2000/-	29,000
24.	Operation Research and Computers	VB Kaujalgi	Oct.8-12 Cauvery	7	1	8	5	-	1	2	-	1	2	5	-	Rs. 1500/- Rs. 1200/-	11,700
25.	Mgt.of Managers in Indian Organisation	SK Roy	Oct.8-13 Ashoka	6	3	9	2	-	6	1	-	-	5	4	-	Rs. 2250/- Rs. 1600/-	18,300
26.	Occupational & Mental Health in Industry	A Sahni	Oct.15-24 EastWest	12	2	14	5	-	6	3	-	4	4	6	-	Rs. 2000/- Rs. 1600/-	27,200
27.	Personal Selection Interviewing - A Work Shop on Behavioural Skills	SK Roy	Oct. 17-22 Searook Bombay	5	3	8	2	-	1	5	-	-	3	5	-	Rs. 3000/- Rs. 2500/-	22,500
				288	68	356	60	44	122	93	37	84	97	129	46		6,87,700

.....4/-

Appendix I(a) contd...

Sl. No.	Name of the Programme	Faculty Leader	Dates & Venue	Participants			Zonal Wise						Sponsoring Agencies				Fees E./NR Rs.	Total Revenue Rs
				R	NR	T	N	E	S	W	C	G	PS	PVT	C			
28.	Housing & Environment	B Bhaskar Rao & KM Anantha-ramaiah	Oct 30-Nov 3 Rama	288	68	356	60	44	122	93	37	84	97	129	46	1150/- 950/-	6,87,700	
				21	1	22	7	1	3	6	-	14	5	3	-		25,100	
29	Production Management	SN Chary	Nov 12-23 Rama	6	1	7	2	-	4	1	-	1	3	3	-	2750/- 2000/-	18,500	
30	Planning for Health & Family Welfare	B Ghosh SK Rao	Nov 12-16 Rama	6	7	13	2	-	9	2	-	9	3	1	-	1400/- 1100/-	16,100	
31	Budget Planning and Control	RP Iyer V Naga- rajan	Nov 19-24 Ashoka	15	2	17	6	-	6	5	-	-	7	10	-	2250/- 1600/-	36,950	
32	Managing the Sales Force	FN Thiru Narayana	Nov.19-24 Ashoka	11	3	14	1	2	6	5	-	1	6	7	-	2250/- 1600/-	29,550	
33	Project Management	MR Gopalan	Dec.3-8 Harsha	22	2	24	8	1	6	8	1	7	8	9	-	1800/- 1500/-	42,600	
34	Management of Medical Colleges	Ashok Sahni	Dec.10-15 East West	4	7	11	-	-	9	2	-	7	-	4	-	1600/- 1400/-	16,200	
35	Spare Parts Management	VTD Bala- raman	Dec.13-19 Rama	8	-	8	1	2	1	-	4	-	3	5	-	2000/- 1500/-	16,000	
36	Industrial Marketing Management	KLK Rao	Dec.17-22 TMTC, Pune	19	-	19	2	5	6	6	-	-	9	10	-	2500/- 2000/-	23,750	
				400	91	491	89	55	177	128	42	123	141	181	46		9,12,450	

Sl. No.	Name of the Programme	Faculty Leader	Dates & Venue	Participants		Zonal Wise								Sponsoring Agencies				Fees R/NR Rs.	Total Revenue Rs.
				R	NR	T	N	E	S	W	C	G	PS	Pvt	O				
37	Cost Control & Cost Reduction	S.Rama-swamy	Jan 7-11 1980 Sudarsan	400	91	491	89	55	77	128	42	123	141	181	45	2800/- 2200/-	9,12,450		
				6	-	6	3	1	-	2	-	1	-	5	-		16,800		
38	Total Quality Control	AK Rao	Jan 28-Feb Rama	2												1850/- 1500/-	21,500		
				10	2	12	4	2	5	1	-	4	-	-	-				
39	Improving Industrial Productivity	RV Gopala Krishnan	Jan 28-Feb Cauvery	3												2000/- 1500/-	22,000		
				8	4	12	1	-	8	3	-	1	4	7	-				
40	Corporate Strategies & Financial Management	James Gentry	Jan 30-Feb Ashoka	1												1500/- 1000/-	12,000		
				6	3	9	2	-	3	4	-	2	1	6	-				
41	Materials Requirement Planning	HSK Murthy	Feb 11-15 Harsha	6	1	7	2	-	3	2	-	1	2	4	-	2000/- 1500/-	13,500		
42	Management of Hospitals & Health Care Delivery Institutions	Ashok Jahni	Feb 11-20 East West	9	4	13	-	-	11	2	-	7	1	5	-	2000/- 1600/-	24,400		
43	Management of Textile Industry	OK Govind rajan	Feb 18-21 Ambassador Bombay	5	5	10	2	2	2	4	-	3	-	7	-	3000/- 2000/-	25,000		
				450	110	560	103	50	209	146	42	142	152	220	46		10,47,650		

APPENDIX I(b): MDP - PROGRAMMES CONDUCTED FROM APRIL 1979 TO MARCH 1980

Sl No	Name of the Programme	Dates & Venue	Fees Received	Fees Pending	Total Revenue
	<u>I. SECTORAL PROGRAMMES</u>				
	<u>Agricultural &amp; Rural Development</u>				
1	Investment & Credit Planning	April 24-28 East West	Rs. 20,800	Rs. ....	Rs. 20,800
	<u>ENERGY</u>				
2	Management of Power Systems	June 11-16 Rama	28,600	.....	28,600
	<u>HABITAT &amp; ENVIRONMENT</u>				
3	Futurology Workshop on Urban Perspectives India - 2000 Housing & Management (Govt. of India granted)	July 11-14 West End	18,550 19,000	.....	37,550
4	Housing & Environment	Oct 30 to Nov 3, Rama	25,100	.....	25,100
	<u>POPULATION &amp; HEALTH</u>				
5	Management of Family Welfare	April 16-20 Harsha	8,950	4,600	13,550
6	Management of Hospitals and Health Care Delivery Instns.	Aug 13-22 East West	37,600	2,000	39,600
7	Occupational & Mental Health in Industry	Oct 15-24 East West	27,200	.....	27,200
8	Planning for Health & Family welfare	Nov 12-16 Rama	10,600	5,500	16,100
			1,96,400	12,100	2,08,500

Sl No	Name of the Programme	Dates & Venue	Fees Received	Fees Pending	Total Revenue
9.	Management of Medical Colleges	Dec. 10-15 East West	1,96,400 Rs. 16,200	12,100 Rs. ....	2,08,500 Rs. 16,200
10.	Management of Hospitals & Health Care Delivery Institutions	Feb 11-20 East West	11,600	12,800	24,400
11.	<u>TRANSPORTATION</u> Traffic Management	April 24-28 Rama	26,000	.....	26,000
<u>II. PRODUCTION &amp; OPERATIONS MANAGEMENT</u>					
12.	Production & Materials Planning and Control	April 17-20 East West	24,300	.....	24,300
13.	Purchasing Management	June 11-16 Sudarsan Madras	28,500	.....	28,500
14.	Stores & Inventory Control	Aug 6-10 Rama	33,000	.....	33,000
15.	Materials Management	Oct 4-13 East West	29,000	.....	29,000
16.	Production Management	Nov 12-23 Rama	18,500	.....	18,500
17.	Project Management	Dec 3-8 Harsha	42,600	.....	42,600
18.	Spare Parts Management	Dec 13-19 Rama	16,000	.....	16,000
19.	Materials Requirement Planning	Feb 11-15 Harsha	11,500	2,000	13,500
20.	Management of Textile Industry	Feb 18-21 Nataraj Bombay	23,000	2,000	25,000
			4,75,600	28,900	5,05,500

Sl. No.	Name of the Programme	Date & Venue	Fees Received	Fees Pending	Total Revenue
	<u>III GENERAL &amp; FINANCE MGT</u>		Rs.		
21.	Corporate Long Range Planning	April 16-21 Ashoka	4,76,600 28,000	28,900 ---	5,05,500 28,000
22.	Capital Budgeting	July 16-21 Rama	12,250	---	12,250
23.	Effective Management: A Programme for Senior Level Managers	July 30 - Aug 3 Ashoka	22,000	---	22,000
24.	Effective Management for Middle Level Managers	Aug 20-31 Rama	35,500	---	35,500
25.	Finance for Non Finance Executives	Sept 24-29 Ashoka	40,300	---	40,800
26.	Budget Planning & Control	Nov 19-24 Ashoka	36,950	---	36,950
27.	Cost Control & Cost Reduction	Jan 7-11 Sudarsan, Madras	16,800	---	16,800
28.	Corporate Strategies & Financial Management	Jan 30-Feb 1 Ashoka	12,000	---	12,000
	<u>IV. MARKETING MANAGEMENT</u>				
29.	Sales & Distribution Mgt.	May 7-12 Searock, Bombay	38,500	---	38,500
30.	Marketing Programme for Sales Engineers	August 6-15 Ashoka	54,000	---	54,000
			7,73,400	28,900	8,02,300



Sl. No.	Name of the Programme	Dates & Venue	Fees Received	Fees Pending	Total Revenue
31	Marketing Productivity Analysis	Sept 24-28 East West	7,73,400 Rs.11,500	28,900 Rs.....	8,02,300 Rs 11,500
32	Managing the Sales Force	Nov 19-24 Hotel Ashoka	29,550	.....	29,550
33	Industrial Marketing Management	Dec 17-22 TMTC, PUNE	12,500	11,250	23,750
34	<u>V. ORGANISATIONAL BEHAVIOUR AND INDUSTRIAL RELATIONS</u> Top Management Effectiveness Under Indian Conditions	April 20-21 Hotel Ashoka	21,800	.....	21,800
35	Performance Appraisal Systems	Aug 6-12 East West	19,200	.....	19,200
36	Management of Managers in Indian Organisations	Oct 8-13 Hotel Ashoka	18,300	.....	18,300
37	Personnel Selection Interviewing: A Workshop on Behavioural Skills	Oct 17-22 Searock Bombay	22,500	.....	22,500
			9,08,750	40,150	9,48,900

Appendix I(b) contd...

Sl No	Name of the Programme	Dates & Venue	Fees Received	Fees Pending	Total Revenue
	VI. OPERATIONS RESEARCH, <u>SYSTEMS &amp; METHODS</u>		19,08,750	40,150	9,48,900
38	Management of Public Systems	May 7-12 Ashoka	Rs. 14,450	Rs.1,600	Rs. 16,050
39	Managing Value Improvement	June 18-21 Rama	10,300	.....	10,300
40.	Management Decision Making	June 25-29 Chola, Madras	17,200	.....	17,200
41.	Operations Research and Computers	Oct 8-12 Cauvery	10,500	1,200	11,700
42.	Total Quality Control	Jan 28 to Feb 2, Rama	19,650	1,850	21,500
43.	Improving Industrial Productivity	Jan 28 to Feb 3, Cauvery	22,000	.....	22,000
T O T A L			Rs.10,02,850	Rs.44,800	Rs.10,47,650

APPENDIX I(c): Programmes Scheduled but not conducted 1979-80

Programme	Faculty Leader/s	Remarks
<u>I Quantitative Methods</u>		
<u>OR/Systems and Techniques</u>		
1. Management Information and Systems		
2. A Seminar for Top Executives A Programme for Middle Level Managers	PV Ganesan  S Jagadish	Inadequate Nominations
3. Project Programming with Network Techniques	VTD Balaraman V Nagadevara	Inadequate nominations
4. Forecasting: A Workshop	VTD Balaraman V Nagadevara	Inadequate nominations
5. Linear Programming Applications	AK Rao	Inadequate nominations
6. Organisation and Methods Management	SN Chary OK Govindrajan	Inadequate nominations
<u>II Production Management</u>		
7. Works Management for Medium Sized Organisations	SG Lele SN Chary	Inadequate nominations
<u>III Financial Management</u>		
8. Accounting for Management Control	S Ramaswamy	Inadequate nominations
9. Working Capital Management	RP Iyer	Inadequate nominations

Appendix I(c) contd.....

Programme	Faculty Leader/s	Remarks
IV <u>Marketing Management</u>		
10. Implementation of Marketing Concept	KLK Rao PN Thirunarayana	Inadequate Nominations
V <u>Personnel Management OB &amp; Industrial Relations</u>		
11. Law and Industrial Relations: A Programme for Executives	BK Chandrashekar	Brochure not initiated by the faculty leader
12. Managing Scientists and Engineers	Ashok Sahni	Facul-ty Le- ader cance- lled MDP after getting the brochure printed.
VI. <u>Sectoral Programmes</u>		
13. Social Marketing Projects: Formulation & Implementation	RN Warriar	Inadequate Nominations
14. Communication for Rural Development	RN Warriar AV Shanmugam	Brochure not initiated by faculty leader.

Appendix I(c) Contd.....

Programme	Faculty Leader/s	Remarks
15. Human Settlement Structure: Planning and Management	B Bhaskara Rao	Faculty leader cancelled MDPs
16. Management of Urban Structure: Housing, Services and Transportation	B Bhaskara Rao KS Pillai	
17. Management of Rural Health Care Programmes	AV Shanmugam Ashok Sahni	Brochure not initiated by Faculty Leader
18. Management Sciences Application in Health and Family Welfare	SK Rao B Ghosh	Inadequate Nominations
19. Management of Road Transport	KS Pillai	Faculty leader cancelled the MDP
20. Transportation Systems & Settlement Structures	KM Anantharamaiah B Bhaskara Rao	" "
21. Transport Policy and Co-ordination: A seminar for Top Executives	KS Pillai S Subramaniam	" "

PS: As against these 21 MDPs scheduled but not run, two other MDPs unscheduled in the original calendar were run during the year.

1. Futurology Work shop on Urban Perspectives in India 2000 /Housing and Management	July 11-14	B Bhaskara Rao S C Seth.
2. Corporate Strategies & Financial Management	Jan 30 Feb 1	James Gentry

APPENDIX II(a): Consultancy Assignments Completed during 1979-80

Sl. No.	Name of the Organization	Assignment	Faculty leader
1.	Mangalore Chemicals & Fertilizers, Bangalore	Staff Recruitment	GK Valecha
2.	Crompton Greaves Ltd. Bombay	Designing and validation of Psychological test for recruitment	GK Valecha
3.	Smith Kline & French Ltd. Bangalore	Organisation Development	GK Valecha
4.	Karnataka Govt. Agricultural Department	Development of network for implementation of new agricultural extension Project	VTD Balaraman V Nagadevara
5.	NSIC, New Delhi	Industrial estate feasibility study-peoples Democratic Republic of South Yemen	RP Iyer PN Tirunaryana
6.	ISRO, Bangalore	i. Organisation environment and culture ii. Spin off benefit and subjects technology	Ashok Sahni PG Apte
7.	NCDC	i. Organisation and operations, Kerala State Cooperative Marketing Federation ii Orissa State Cooperatives Marketing Federation - Organisation and operation: study	S Ramaswamy KLK Rao TP Gopala swamy S Ramaswamy KLK Rao TP Gopala swamy
8.	FACT, Udyogamandal	Training Course Operational research	AK Rao S Subba-Rao
9.	Tharapur Atomic Power Station	Maintenance Management	PV Ganeshan SK Roy, SG Lele

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Appendix II(b) contd...

10. BHEL, Control Equipment Division, Bangalore	Storage facility study	PV Ganeshan
11. FAO/SIDA Workshop	Fishing	NV Ratnam TP Gopala- swamy NS Ramaswamy GK Valecha
12. UP State Electricity Board	Organisation and operation study	SK Warriar S Subba Rao V Rangana- than NSS Arokia- swamy
13. Kerala Technical Consulta- ncy Organisation	Staff Selection	Ashok Shani NS Ramaswamy
14. State Trading Corporation New Delhi	Staff Training	KLK Rao S Subramaniam
15. Govt. of India, Planning Commission	Short haul air ser- vices	S Subramaniam
16. Govt. of Inda	Study of State Forms Corporation, Raichur Jawalagere	V Nagadevara
17. IAEC, Bombay	Long range planning/ organisation structure	KLK Rao S Ramaswamy
18. SAIL, New Delhi	Consumption pattern of Iron&Steel - Rural Sector	KLK Rao VAP Naik BP Lingaraju TP Gopala- swamy NS Ramaswamy PV Ganeshan V Radhakrish- nan
19. Govt. of Karnataka, Deve- lopment Commissioner	Upper Krishna Irriga- tion Scheme	VTD Balaraman V Nagadevera OK Govinda- rajan A Sundar
20. UP State Electricity Board	Recruitment of Civil Engineers	OK Govinda- rajan A Sundar
21. CARE, Karnataka	Effective Communicat- ion Training Course	SG Lele GK Valecha S Jagadish PN Tirunara- yana
22. FACT, Alwaye	Incompany Training Programme	GK Valecha SG Lele

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APPENDIX II(b) Consultancy Assignments in Progress on March 31, 1980

- |     |   |   |
|-----|---|---|
| 1.  | Govt. of India, Dept. of Integrated Agriculture Planning Kolar Wastershed | NV Ratnam   |
| 2.  | Indian Petrochemicals Corporation Ltd., Baroda                            | Staff Training<br>V Padaki<br>KLK Rao<br>GK Valecha<br>PN Tirunara-<br>yana<br>S Ramaswamy  |
| 3.  | UNICEF  | Management of Social Development - Dharmapuri<br>NV Ratnam  |
| 4.  | Govt. of Andhra Pradesh Agriculture Department                            | Water use efficiency- Nagarjuna Project Area<br>NV Ratnam   |
| 5.  | Kerala State Agro Machinery Corporation Ltd.                              | Preparation of Promotion ladder and promotion policies<br>OK Govindarajan<br>SK Warriar   |
| 6.  | Govt. of India, Dept. of Agricultural                                     | Feasible Plan of Action 6th Plan under DPAR<br>NV Ratnam  |
| 7.  | Govt. of Tamil Nadu & Govt. of Karnataka                                  | Dharmapuri District Effective Communication for Rural Development<br>AV Shanmugam   |
| 8.  | Govt. of Karnataka Development Commissioner                               | Upper Krishna Irrigation scheme PERT - Monitoring & Updating<br>VTD Balaraman<br>V Nagadevara   |
| 9.  | TVS, Madurai  | i. Computerised MIS<br>MR Rao<br>ii. Determination shortest routes between stations<br>AK Rao<br>iii. Rationalising routes and opening new routes<br>iv. Route and transshipment pattern<br>v. Analysis of customer complaints. |
| 10. | TECSOK  | Training Programmes Series "EDP"<br>PN Tirunara-<br>yana  |
| 11. | Kerala Institute of Public Administration                                 | Retainership<br>NS Ramaswamy  |
| 12. | Govt. of Karnataka -AGID  | Study Attitudinal change<br>Ashok Sahni   |
| 13. | ONAM Agarbathi Company Bangalore  | Long Range Planning<br>V Nagarajan<br>RN Warriar  |
| 14. | AIR INDIA   | Retainership<br>S Subramaniam   |
| 15. | NSIC  | Retainership<br>K Ramakrishnan  |
| 16. | UPSEB   | Recruitment of Engineers<br>OK Govindarajan   |
| 17. | BMRDA   | Future Transport Needs<br>KS Pillai<br>Anantharaman<br>S Prasanna   |



Appendix II(b) contd...

18.	Kodaikanal School	Organisation Policy Study	AV Shanmugam
19.	Govt. of India, Central Water Commission	Brahmaputra Flood Moderation	A Sundar
20.	Govt. of Andhra Pradesh Roads & Bridges Dept.	1. Design, layout and installation of Traffic counting equipment	KS Pillai
		ii. Growth of Traffic Regional Model	
		iii. Traffic census - computer analysis planning	
21.	UNDP	Migration and Settlement Research/Workshop	B Bhaskara-Rao
22.	Kerala Govt. Industries Department	Evolving a methodology for issuing licences/permits etc. to entrepreneurs in Small Scale Industries	MNV Nair
23.	UNESCO Project	Communication Management	AV Shanmugam
24.	Oriental Fire & General Insurance Co. Ltd. New Delhi	Plan - Staff Development Centre	MNV Nair
25.	University of North Carolina, Dept. of Health Administration	Pop Case Project	B Ghosh
26.	Valcan - Laval Ltd.	Appraisal Systems	SK Roy
27.	Govt. of India - All India Handicrafts Board, New Delhi	1. Extension of Technology Mat Weaving, Lacquer Ware & Pottery	OK Govindarajan
		ii. Training Programmes in Business Enterprise for educated Sons & daughters of the craftsmen	PS Dhruvarajan
28.	Gujarat State Electricity Board	Incompany Training Programme	NSS Arokiya swamy
29.	Govt. of Karnataka	Training Programme for Hospital secretaries/ Assistants	Ashok Sahni
30.	MMDA	Incompany Training Programme for Managers	K Rama-krishnan
31.	Andhra Pradesh Dairy Development corporation	Market feasibility study for Vijaya Baby food	TP Gopala-swamy
32.	UPASI	Small growers of coffee and cardamom in Sakaleshpura area in Karnataka	TP Gopalaswamy S Ramaswamy

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APPENDIX II (C) : CONSULTANCY ASSIGNMENTS NEGOTIATED  
DURING 1979 - 80 BUT NOT CONTRACTED

1. Western Coal Fields, Nagpur	Incompany - MDP	SG Lele
2. Syndicate Bank, Manipal	Evaluation Farmers' Service Cooperatives	V Nagadevara
3. South Canara Dist. Central Cooperative Bank, Managalore	Staff Recruitment	V Nagarajan
4. Skylark, Bombay	Planning & Installing communication system International	AK Rao
5. Society for Development of Organizations, Paris	Project Activity	GK Valecha
6. KS Seetharamaiah & Sons, Bangalore	Organisation streamlining	RV Gopala krishnan
7. Textool Company, Coimbatore	Organisation Development	GK Valecha
8. Sandoz (I) Ltd.	Sales Staff Training	S Bigoor
9. Govt. of Karnataka, Stores Purchase Dept. Bangalore	Staff Training	MK Bannerjee
10. Regional Research Laboratory, Bhuvanewar	Workload and Man-power requirement	SN Chary
11. Periyar Vaigai Project, Madurai	Quality Control	OK Govindarajan
12. Oil India, New Delhi	Executive job evaluation	SN Chary
13. Orissa Industries, Rurkela	Materials Management	HSK Murthy
14. Mettur Beardsell Ltd. Madras	Training-Industrial Sales Force	KLK Rao
15. Mysore Paper Mills, Bhadravati	Incompany - EDP	KLK Rao
16. National Textile Corpn., New Delhi	Managers Training	MR Gopalan S Krishna-swamy Rao V Nagarajan
17. National Textile Corpn., Bangalore	Staff Recruitment	GK Valecha
18. NCDC, New Delhi	Distribution of Essential Commodities	KLK Rao

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Appendix II(c) contd....

19.	Karnataka Engineering Research Station, Mysore		Training Programmes	A Sundar
20.	Karnataka Chamber of Commerce, Hubli	B	Training Programmes	SR Bijoor
21.	Express Group of India Madras		Incompany Training Programmes	NS Ramaswamy
22.	RG Ispat Ltd., Jaipur		Incompany Training in Value Engineering	RV Gopala- Krishnan
23.	Govt. of India, Ministry of Broadcasting, New Delhi		Study Audience Research Unit	AV Shanmugam
24.	ISRO, Satellite Centre, Bangalore		Incompany Training	MR Gopalan VTD Balaraman
25.	Hindustan Motors (EME) Madras		Corporate Planning	KLK Rao NS Ramaswamy
26.	NTPC, Singrauli Power Project Saktinagar, Musapur		Incompany Training	NSS Arokia- swamy
27.	Guyana Transport Services Ltd., Georgetown, West Indies		Traffic/Transportation Management	KS Pillai
28.	Govt. of Karnataka, Dept of Fisheries		Socio-economic study fishermen	V Nagadevara
29.	Govt. of Karnataka, Education Department		University Books Translation	SR Bijoor
30.	Supdt. Engineer, Capital Project, Bhopal		Traffic Study	KS Pillai
31.	NTC. Bombay		Survey of Cotton Processing facilities	V Ranganathan
32.	Rubber Industries Association, Calcutta		Study of Conveyor belting Industry	PS Dhuruvara- jan
33.	BHEL, Bhopal		Eng. Graduates Training	HSK Murthy
34.	Andhra Paper Mills, Rajhamundhry		Incompany Training Management	GK Valecha
35.	HMT, Bangalore (MT Divsn.)		Industrial Sales Training	PN Thiru Narayana
36.	Academy of Administration Bhopal		Training in Irrigation & Water Management	A Sundar
37.	UNDP		Bangladesh Assignment	PN Agarwala

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Appendix II(c) contd...

38. Hyderabad Urban Development Authority, Hyderabad	Comprehensive Traffic & Transportation studies	KS Pillai
39. Assam Agricultural University, Jorhat	Organisation study	MR Gopalan
40. National Academy for Agricultural Research & Management (NAARM) Hyderabad	Inter-Institute Cooperation NAARM Faculty Development	NV Rathnam
41. Ordnance Factory, Aravankadu, Nilgiris	Incompany Management Training Programme	RV Gopala krishnan
42. FACT, Alwaye	Incompany Sales Training Programme	RN Warriar
43. University of IOWA,	Locational efficiency of Rural service delivery systems in India & Nigeria	VK Tewari
44. Rural Electrification Corpn. Ltd. New Delhi	Study of Electricity Tariff for Agricultural Sector	V Rangana than
45. Bombay Dyeing & Manufacturing Co., Bombay	Market Research, Advertisement & Sales Promotion	RG Tagat
46. BEL, Bangalore	Selection of Accountants	SK Roy
47. Maharashtra Water Supply & Sewerage Project	Incompany Training Programme	RN Warriar
48. Punjab Agro Industries	Corporate Plan	VAP Naik
49. KLN Foundation Trust	Short term Courses	V Nagarajan
50. Karnataka Agro Industries Corporation	Short & Long term courses on Corporate Planning	OK Govindrajan
51. Deviraya & Consulting	Beverage Industry	S Ramaswamy
52. State Trading Corporation	Disease free zones	KLK Rao
53. Tamil Nadu Khadi & Village Industries, Board	Organization study	S Ramaswamy

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भारतीय प्रबंध संस्थान बेंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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