

# Annual Report

## 1980-81



**INDIAN INSTITUTE OF MANAGEMENT**

**33, LANGFORD ROAD, BANGALORE 560 027**

## OBJECTIVES

The Indian Institute of Management, Bangalore (IIM-B), was established in October 1973, by the Union Ministry of Education, Government of India, in cooperation with the Government of Karnataka.

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

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

- to impart management education,
- to provide professional training in management to persons from Public and Private Sectors,
- to conduct research and publish literature in management and related areas,
- to cooperate with educational and other institutions both in India and abroad,
- to provide consultancy services to industry and Government agencies.

These objectives are sought to be achieved in the broad perspective established by the following perceptions:

There is an immediate need:

- to take management to sectors other than business and industry,
- to provide managerial skills in specialised as well as general areas of developmental activities,
- to foster entrepreneurship in the country,
- to orient management education and training to private as well as public enterprises,
- 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 and transportation,
- to pay special attention to the needs and potentialities of the unorganized sectors.

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# INDIAN INSTITUTE OF MANAGEMENT BANGALORE

## ANNUAL REPORT 1980—81

### I GENERAL RESUME

Shri K. R. Ramachandran, Dean (Administration), officiated as the Director during the period of Prof. N. S. Ramaswamy's absence on leave from 1 April 1980 to 28 February 1981. Significant events of the year are briefly chronicled in this Section.

**Post-Graduate Programme:** The two-year Post-Graduate Programme (PGP) continued to be as popular as ever. For the 1980-82 batch, 122 students were admitted (including 21 belonging to Scheduled Castes/Scheduled Tribes), out of 5,500 who competed for admission. For the 1981-83 batch, the competition has been even more keen. From over 14,000 candidates who appeared for the Common Admission Test held in December 1980 for all the three IIMs put together, as many as 7,419 indicated their desire to be considered for admission to the IIM-B. The large number of applications received by the IIM-B is perhaps an index of the high degree of acceptability of our PGP.

During the year under report, three of our students won the third place in the "All India Competition for Young Professionals" organized by the All India Management Association. Our students also won the second place in the "Case Competition" conducted on an all-India basis by the IIM-B Alumni Association. In the annual Inter-IIM meet held at Ahmedabad during the year, our students bagged the pride of place in the prestigious "Management Game" event.

Placement again posed no problem for the PGP students of the 1978-80 batch. All the out-going students had received placements before the date of the Convocation.

Despite the keen competition for admission to our PGP, we have been running into certain perhaps man-made difficulties in attracting students for the sectoral streams which constitute our speciality. A PGP Review Committee was set up during

the year to undertake a comprehensive review of the programme and make appropriate recommendations, keeping in view our objective to extend the applications of Management Science beyond conventional business and industry.

**Fellowship Programmes:** A notable event of the year was the finalization of "Revised Policies and Procedures for the Fellowship Programme", which is comparable to the Ph.D. Programme in the University system. The adoption of "Revised Policies and Procedures" was based on the recommendations of an internal Faculty Committee, with some members co-opted from other leading institutions like the Indian Institute of Science, Bangalore.

There are twenty seven fellowship students at the Institute. The first successful candidate in the Fellowship Programme was awarded the Fellowship Diploma at the Convocation held on May 2, 1980. He has already found a placement as Joint Director in the Institute of Management in Government, Trivandrum earlier known as the Kerala Institute of Public Administration.

Another notable event of the year has been the commendable initiative taken by our Fellowship students in bringing out a Journal "*ABHIPRAYA*" to maximise their academic development from available resources in the Institute. Two issues have been brought out during the year under report.

**Executive Development Programmes:** Participation in our short-term executive development programmes for middle level managers (Management Development Programmes and Organisation-Based Programmes) was not as high during the year under report as in earlier years. This is causing us some concern. An internal committee has been set up to probe into this matter in depth and come forth with suggestions for making such modifications in our strategies as may be considered appropriate. It may, however, be noted that even with lower participation during the year as compared to previous years, IIM-B was still able to organize more programmes than the other two Institutes of Management in the country.

**Consultancy and Research Assignments:** A number of national and international organizations continued to avail themselves of the expertise in the Institute for undertaking various studies. The income realised through some of these assignments, undertaken

on a consultancy basis, reached the record figure of Rs. 12.81 lakhs during the year. In this connection, special mention may be made of the following assignments completed or taken up during the year:

- (i) A Project on "*Animal Energy Systems*" assigned to Prof. N.S. Ramaswamy, Director, on behalf of UN/FAO.
- (ii) *Survey of the performance of the Centre for Electronics and Design Technology (CEDT)* in Indian Institute of Science, Bangalore, on behalf of the Swiss Development Corporation.
- (iii) *Development of Management Information Systems* in the Ministry of Rural Development, Govt. of Bangladesh, on behalf of UNDP, New York.
- (iv) *Burma Rice Appraisal Mission*, on behalf of the Asian Development Bank.
- (v) *Locational Efficiency of Rural Service Delivery Systems* on behalf of the National Science Foundation, USA, in collaboration with the University of Iowa.
- (vi) *Socio-Economic aspects of Rural Roads in Ratnagiri District in Maharashtra* on behalf of the Ministry of Shipping & Transport, Govt. of India.
- (vii) *Social cost benefit study for the proposed Nhava Sheva Port* on behalf of the Bombay Port Trust.
- (viii) *Karnataka Tank Irrigation Project Development of Farmers' Organizations* on behalf of the Govt. of Karnataka and the World Bank.
- (ix) *Socio-economic study pertaining to the proposed Ganga-Brahmaputra Link Canal* on behalf of the Central Water Commission.
- (x) *Flood Moderation Studies in the Brahmaputra* on behalf of the Central Water Commission.
- (xi) *Commercial Broadcasting through Akashvani and Doordarshan* on behalf of the Ministry of Information & Broadcasting, Govt. of India.
- (xii) *Identification of Backward Areas in Andhra Pradesh*.
- (xiii) *Evaluation of Dais training in Karnataka and Maharashtra* on behalf of the UN Fund for population studies.

In addition to the above, several projects are being undertaken out of the Institute's own resources. Details regarding these are furnished in Annexure V.

The studies mentioned above are illustrative of the IIM-B's concern for and involvement in various development tasks with a view to achieving eventually a greater measure of managerial efficiency and consequent rise in productivity.

**Wamana:** A significant achievement of the year was the launching of a quarterly news letter on water management, called, "*WAMANA*" with financial support from the Ford Foundation. This news letter is expected to fulfil a felt need among all those interested in water management. The first issue of "*WAMANA*" was released in January 1981.

**Seminars and Conferences:** The Institute hosted as usual, a number of seminars and conferences during the year to promote professional interaction among peer-groups and sister institutions. Notable among them were:

- (i) International workshop on an *Alternative Approach for the Management of Research Development and Evaluation in Science and Technology* during June 1980.
- (ii) Thirteenth Regional Science Seminar on *Rural Development for Eradication of Rural Poverty* in collaboration with the Regional Science Association, India, during December 1980.
- (iii) Seminar on *Location-allocation Algorithms: Computer soft-ware and application of Rural services location planning* during January 1981.
- (iv) Inter-Regional Conference (Latin America, Asia, Africa) of experts on *Draught Animal Power* during February 1981.

**Faculty Development:** To facilitate faculty development in the IIM-B, two important decisions were taken during the year:

- (i) Offer of permanent appointment to Faculty holding regular positions wherever the evaluation of their performance during the initial five year period of contract appointment is adjudged to be satisfactory.
- (ii) Grant of Sabbatical leave for a year to permanent faculty for certain approved purposes. The Rules approved by the IIM-B Board of Governors in this behalf are awaiting formal clearance by the Govt. of India.



**CPF-cum-Gratuity Rules:** Approval was accorded during the year to a set of Rules called CPF-cum-Gratuity Rules providing for payment of gratuity also to the employees of the IIM-B in the event of superannuation or untimely death.

**Campus Construction:** Despite certain difficulties caused by the non-availability of cement for some time, fair progress was maintained in regard to construction works at the permanent campus of the Institute. The construction of the Dormitories Block and Housing is nearing completion. Construction of Faculty Block and Administrative Block is in brisk progress. Considerable progress has also been achieved in designing the Library Block in consultation with reputed experts in the field. The Institute is expected to occupy the new campus well before the end of the year 1981-82.

**Administrative Affairs:** An understanding was reached with the Indian Institute of Management Employees' Association during the year to ignore past disharmony and to embark on an era of harmony and understanding.

**IIMs Review Committee:** The Nanda Committee appointed by the Govt. of India to review the working of all the three IIMs in the country visited the IIM-B towards the end of August 1980. They had a series of discussions with the Deans and the Faculty, Student representatives, representatives of the Alumni, representatives of the employees and prominent industrialists who have been providing placements for our *alumni*. The receipt of the Report of the Committee is awaited.

**Important Visitors:** The Institute was privileged to receive many distinguished visitors during the year. Special mention may be made of the visit of Shri Jyothi Basu, Chief Minister of West Bengal, during Feb. 1981, when he gave a vivid picture of the educational policy sought to be pursued by the Govt. of West Bengal. Sir John Thompson, High Commissioner for the United Kingdom in India, also visited the Institute during Feb. 1981 and held useful discussions with the Faculty.

**Retrospections:** The emphasis during the year under review was on the consolidation of the progress achieved during the previous eight years rather than on exploring new avenues of development. The adoption of Revised Policies and Procedures for the

Fellowship Programme, the setting up of committees to look into our Post-Graduate and Executive Development Programmes and also streamline our administrative and accounting systems and procedures are indicative of our endeavours. However, the extension of the application of management science to hitherto neglected fields continues to remain the Institute's, foremost concern. This is a highly challenging task in the furtherance of which we seek to harness our energies with unabated zeal and vigour in the years to come.

## II BOARD OF GOVERNORS OF IIM-B

The composition of the Board is furnished in Annexure I.

Profs. Ranajit Dhar and N. Krishnaswamy were nominated on the Board by the Chairman of the Board for a two year term from 1st February 1981, under Rule 5 of the Institute's Memorandum of Association, *Vice* Profs. R. K. Herlekar and K.L.K. Rao whose term expired on 31st January 1981.

During the year 1980-81 the Board of Governors of the Institute met on the following dates: May 7, 1980, June 24, 1980, July 16, 1980, October 31, 1980 and February 13, 1981. IIM-B society met on May 7, 1980.

In the same period, the Sub-Committees of the Board met on the dates shown below:

- |                                 |               |
|---------------------------------|---------------|
| 1. Finance Committee            | June 23, 1980 |
| 2. Personnel Committee          | May 6, 1980   |
|                                 | Oct. 31, 1980 |
|                                 | June 23, 1980 |
|                                 | Feb. 13, 1981 |
| 3. Campus Development Committee | Jan. 8, 1981  |

### **III POST-GRADUATE PROGRAMME (PGP)**

122\* students were admitted for the two-year PGP 1980-82 batch. The rest did not report for admission. Among them, 21 belonged to scheduled castes/scheduled tribes. The selections were made from amongst 537 students who were interviewed at different centres in the country. The candidates for interview were selected on the basis of performance in a Common Admission Test for all the three IIMs. Among the candidates who took the Common Admission Test, 5,550 were interested in joining the IIM-B. Details about the admissions are furnished in Tables 1-3.

Our PGP students hail from all parts of the country. There is a distinct preponderance of graduates in Engineering among them. The profile of PGP students 1979-81 batch is furnished in Diagram I.

\* 12 of these students subsequently dropped out of the programme for personal reasons.

TABLE I: PGP Progress 1974-81

Programme/ Years	Number of Students												Re-admitted and comple- ted the course
	Admitted			Graduated			Dropped voluntarily			Dropped out due to deficiency in grades			
	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+	53+	3	—	3	—	3	3	—
					1*	1*							
1976-78	53	14	67	49+	3+	52+	1+	—	1	—	—	—	—
					3*	x*	4*						
1977-79	79	12+	91+	68+	18+	86+	7	2	9	—	1	1	8
			9*	30*	2*	5*							
1978-80	76	15	91	57+	7+	64+	11	—	11	—	9	9	—
				3*	1*	4*							
1979-81	69	14+	83+	—	—	—	—	—	—	—	—	—	7
		7*	7*										
1980-82	105	17+	122+	—	—	—	13	3	16	—	—	—	—
		4*	4*										
Total 1974-82	490	91	580	302	41	322	43	5	44	—	13	13	15

\* belongs to previous batch

**TABLE II: Profile of Post-Graduate & Fellowship Students between 1977-82**

	1977-79	1978-80	1979-81	1980-82
No. of students	97 (including 6 FPM students)	104 (including 13 FPM students)	86 (including 3 FPM students)	122
<b>Age</b>				
Less than 25 years	74	59	59	95
More than 25 years	23	45	27	27
<b>Educational Background</b>				
<b>Engineering</b>				
Civil	—	—	—	8
Aeronautical	—	—	—	1
Mechanical	19	21	12	38
Electrical	8	22	11	13
Electronics	13	5	7	8
Chemical	11	8	5	6
Metallurgy	6	4	3	4
Textile Technology	5	—	3	2
Arts	9	4	6	7
Science	15	27	20	23
Commerce	4	8	7	6
<b>Agriculture</b>				
(other fields of Engg).				
B V Sc	5	5	12	1
L L B	1	—	—	—
I C W A	1	—	—	—
<b>Work Experience</b>				
3 years & above	10	27	19	22
below 3 years	26	31	26	28
No experience	61	46	41	72

**TABLE III: Details of Admissions 1981-83 Batch**

No. of Test Applications received	5,550
No. called for Test	5,550
No. appeared for Test	4,465
No. of Institute Application forms issued	17,630
No. of Institute Applications received after filling	7,419
No. called for interview	590
No. appeared for interview	537

In the fifth batch of the PGP 1978-80, sixty eight students were awarded diplomas at a Convocation held on May 7, 1980. The Convocation address was delivered by Shri S. M. Patil (Ex-Chairman and Managing Director, HMT Limited) on the theme *Management Training in India*. All of them have been found placements in business/industry. In the sixth batch (1979-81), 51 completed the course in General Management and 27 with sectoral specializations. They were later awarded Diplomas of the Institute.

**PGP Review Committee:** In the light of the experience gained in administering the Post-Graduate Programme for over 7 years, it was felt necessary to undertake a thorough review of the programme with a view to making it more relevant to the managerial needs of the country. Of special concern is the need to extend the application of management science to fields other than conventional business and industry. This is by no means an easy task. A Review Committee was therefore set up to evaluate the programme in its entirety, spanning from admission to graduation, and to recommend appropriate strategies for future guidance. During the year, the Committee contacted different management institutions in India and abroad for information on their curriculum, etc. The *alumni* of the IIM-B have also been contacted for feedback on various aspects of the programme. The committee is expected to conclude its work by September 1981.

**Scholarships:** The following Scholarships were made available to PGP students during the year 1980-81

- (i) The Foundation to Aid Industrial Recovery (FAIR): One Scholarship of Rs. 300/- per month for a period of 10 months.
- (ii) The National Radio and Electricals Company Limited (NRELCO): One Scholarship of Rs. 300/- per month for a period of 10 months.

- (iii) **The State Trading Corporation of India Limited (STC):** Ten scholarships of Rs. 300/- per month for a period of 10 months. Out of that 5 for SC/ST and 5 for Non SC/ST.
- (iv) **The Hindustan Machine Tools Limited (HMT):** One Scholarship of Rs. 300/- per month for a period of 22 months for SC/ST students.
- (v) **Institute Merit-cum-Means Scholarship** of Rs. 125/- per month for 10 months plus tuition fee waiver.  
(The income limit for M-C-M Scholarship is Rs. 6,000 per annum).

**TABLE IV: Number of scholarships available and availed during 1980-81**

Sl. No.	Scholarships/Sponsors	No. of Scholarships	
		Available	Availed
1.	Institute Merit-cum-means Scholarships (M-C-M) II Year	19	16
2.	Institute Merit-cum-means Scholarships (M-C-M) I Year	28	22
3.	Foundation to Aid Industrial Recovery (FAIR)	1	1
4.	State Trading Corporation (STC)	10	10
5.	The National Radio & Electronics Company Limited (NELCO)	1	1
6.	The Hindustan Machine Tools Limited (HMT)	1	1

**Special Facilities for SC/ST Students:** Such of those SC/ST students whose family income is below Rs. 12,000/- per annum, are exempted from payment of the following fees:

- (a) Tuition fee of Rs. 500/- per annum.
- (b) Course materials fee of Rs. 300/- per annum.
- (c) Hostel Room Rent of Rs. 450/- per annum for students who are staying in the Institute Hostel.
- (d) Contribution for Student Welfare Fund of Rs. 40/- per annum.

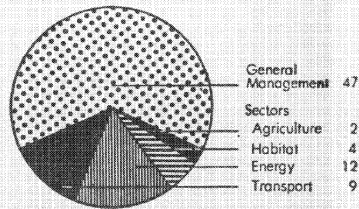
In addition, all SC/ST students are given a stipend of Rs. 150/- per month, subject to the condition that this cannot be combined with any other kind of scholarship.

**Alumni Scholarships:** A sum of Rs. 20,000/- was deposited with the State Bank of Mysore out of the Alumni funds for the



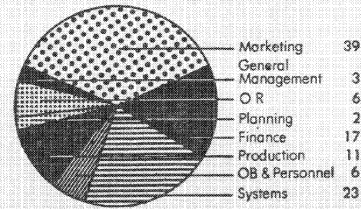
# **The Student Profile of the PGP 1979-81**

**Area - Sector Profile**

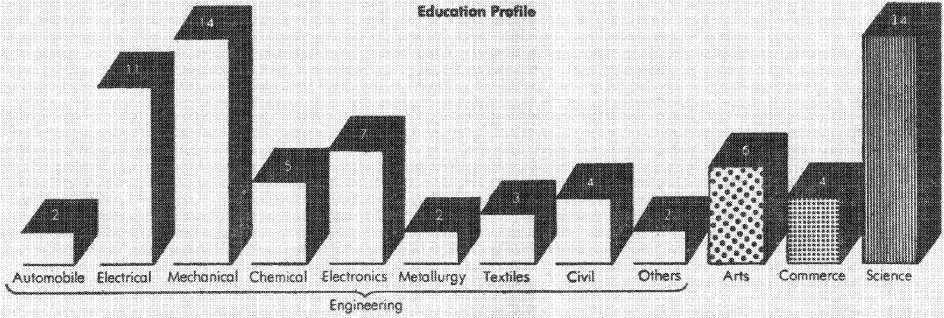


**Course Preference**

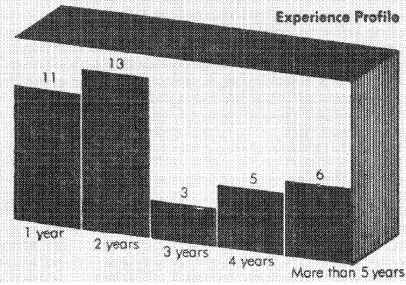
The following preferences have been compiled from the first and second preference of the students



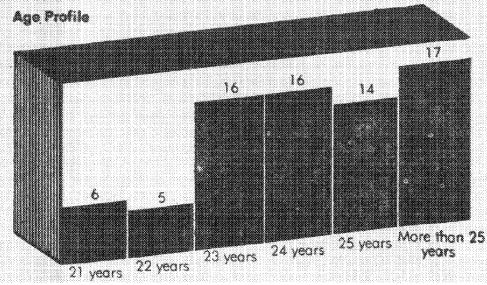
**Education Profile**



**Experience Profile**



**Age Profile**



next five years to serve for the purpose of giving loan-scholarships to PGP students. During 1980-81, six students were considered for the same.

**Placement activities:** The Placement Office is responsible for correspondence with organizations outside and any other co-ordination 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 the IIM-B and project placements for 12 weeks at the end of their first academic year. The work of the Placement Office is led by a Co-ordinator with the assistance of a Placement Committee consisting of three faculty members and four student representatives.

A placement brochure detailing the Campus Recruitment Programme and Procedure, and the students profile was brought out for the year 1980-81 for employment as well as summer placements. Final placement interviews were organized for 78 graduating students. project placements were arranged for 110 junior students.

The Institute contacted 245 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 good interest in recruiting students from the IIM-B. Quite a few organizations evinced a keen interest in the sectors of Transportation and Habitat. Though all the graduates in sector programmes could not obtain sectoral jobs, there is a potential market for sectoral students also in the giant private sector organisations.

Placement *per se* has not been a problem to the Institute so far. All 68 students of the 1978-80 batch were found final placements, twenty two among them in public sector organizations.

Efforts to find final placements in respect of the 1979-81 batch were initiated during the latter half of the year.

No difficulties are envisaged in regard to the final placement of all the successful candidates of the 1979-81 batch. The main problem is one of enthrusing public sector organizations to undertake campus recruitment of our graduates on a larger scale than at present.

#### **IV THE FELLOWSHIP PROGRAMME (FPM)**

The Fellowship Programme corresponds to the Ph.D. level programme in the University system. It aims at developing management teachers, researchers and policy personnel for various sectors like Agriculture, Transportation, Habitat, Health, and Energy. 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.

The Fellowship Programme was thoroughly reviewed during the year by a special committee consisting of some faculty members of the IIM-B with the participation of faculty members coopted from other leading institutions, such as the IISc., Bangalore. Pending such review, FPM holiday was given during the year. The report of the committee was discussed by the Faculty and "Revised Policies and Procedures for the Fellowship Programme" were approved during the year. Admissions for the year 1981-82 as per revised policies and procedures were under progress during the year. 139 candidates appeared for the Admission Test held during December 1980, out of whom 60 were selected for a further test and interview in April 1981. FPM committee was reconstituted in February 1981.

The current strength of students in the Fellowship Programme is 26, all of whom are working in the different sectors. Fellowship candidates who have completed their respective course work and the comprehensive examinations are already employed. They are, however, continuing to work on their dissertation.

Titles of dissertations which are being currently undertaken by the Fellowship students are furnished in Annexure II.

## **V MANAGEMENT DEVELOPMENT PROGRAMMES (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 organizational functioning.

During the year 1980-81, 30 Management Development Programmes were conducted over a period of 32 weeks involving the participation of 373 practising managers and administrators, as against 43 programmes involving the participation of 560 practising managers during 1979-80. Details of the programmes conducted are furnished in Annexure III.

Compared to the previous years, the response to the MDPs was less during 1980-81. An internal committee was set up during the year to go into this matter in depth and to recommend appropriate strategies for future guidance

The lower number of programmes and reduced participation during the year were apparently due to Government directives to Public sector organizations not to sponsor candidates for Seminars/Programmes, to achieve economy in expenditure. Since our nominations come from public sector to the extent of 50 per cent we could not achieve the nomination level of 1979-80.

For the ensuing year of 1981-82, 48 MDPs have been scheduled, and participation is expected to be substantially higher during the year under report.

## **VI ORGANIZATION-BASED PROGRAMMES (OBP)**

The Organization-Based Programmes are designed specifically to suit the training requirements of senior and middle level officers from individual organizations.

During the year 1980-81, twelve OBPs were conducted for 39 weeks involving 272 participants. Among these, nine programmes were sponsored by the Department of Personnel and Administrative Reforms (DPAR), Government of India, New Delhi for 34 weeks involving 210 participants. The other three programmes were sponsored by the Government of Tamil Nadu, Gujarat Electricity Board and Madras Metropolitan Development Authority. During 1979-80 sixteen OBPs had been conducted over a period of 58 weeks involving 854 participants. Out of these 854 participants, approximately 500 officers were sponsored by the Training Division, Ordnance Factories Board, Calcutta. List of the OBPs conducted during the year under report are furnished in Annexure IV.

## **VII RESEARCH**

Research activity at the Institute includes: (1) Institute funded projects, (2) Externally funded projects, and (3) Research through the Fellowship projects. Besides, many consultancy projects are also basically in the nature of research studies.

**Institute Funded Research:** 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. Ten projects were completed and 25 projects are on-going during the year under report. The detailed list is furnished in Annexure V.

**Externally Funded Research:** A number of research projects of national significance are under implementation in IIM-B for which funding is arranged by a number of sponsoring organizations. Brief details regarding these are furnished in Table V. Nine projects are on-going during the year under report.

**TABLE V: List of Externally Funded On-going Research Projects**

Sl. No.	TITLE	Faculty Co-ordinator
1.	<i>A Survey of the Secondary School environment in Bangalore Metropolis</i> -sponsored by the Government of Karnataka	B Bhaskar Rao N Naganna K M Anantharamaiah C L Narasimhan
2.	<i>Documentation Manual Project</i> – sponsored by the Department of Science and Technology, Government of India	N S Ramaswamy C L Narasimhan
3.	<i>Bullock Cart Design Project</i> – sponsored by the Ministry of Shipping and Transport, Government of India	N S Ramaswamy VAP Naik
4.	<i>Locational Efficiency of Rural Service Delivery Systems</i> – Sponsored by American Science Foundation in collaboration with the University of Iowa.	V K Tewari
5.	<i>Socio-economic Survey of Ganga Brahmaputra Link Canal</i> – Sponsored by the Central Water Commission	S Prasanna T Krishnakumar
6.	<i>Alternate Developments Policy Experiments in Koraput</i> – Sponsored by the ICSSR	Vinod Vyasulu
7.	<i>Evaluation of Dais Training in Karnataka and Maharashtra</i> – Sponsored by UN Fund for population studies	J C Bhatia
8.	<i>Health Management Training</i> – NIHFV	A V Shanmugam
9.	<i>Designing and Developing an Information system and related procedures</i> – Sponsored by Karnataka State Seeds Corporation Ltd.	V.T.D. Balaraman

## **VIII CONSULTANCY**

The IIM-B undertakes consultancy assignments on various aspects of Management and also on sectoral management areas. The total number of projects completed during the year was 20, while 22 projects are under way. Another 10 consultancy projects were initiated during the year and are under various stages of negotiation.

In providing services to public sector organizations and governmental agencies, the sectors took the lead in terms of the number of assignments.

A sum of Rs. 12.81 lakhs was realised during the year as consultancy fee, as compared to Rs. 8.31 lakhs received during 1979-80. About 55 per cent of the consultancy income is from sectoral programmes.

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



## **IX LIBRARY AND DATA PROCESSING CENTRE**

There have been substantial developments in the various sections of the Library during 1980-81. It has added 4,174 books bringing the stock of books to 53,662 as on date.

### **Reprographic Service**

An automatic plain paper copier known as Riche Dt 1500 F has been added to the Library to facilitate the academic community of the Institute. This facility is put to optimum use by the Faculty and Students

### **Special Library Grant**

A special library grant of \$ 30,000 from the Ford Foundation exclusively for the "Transportation" and "Energy" sectors assisted in the strengthening of these two disciplines in the Library.

### **Plan for Library Building in the Permanent Campus**

The plan of Library Building has been finalised and the architect has been advised to furnish the final plan along with estimates to be put up before the Board of Governors. Prior to arriving at the decision, many Libraries in Karnataka State were visited, and consultations made with the following two experts:

Mr. B S Kesavan (India)

Mr. G Thompson, Director of Libraries, London,  
(While he visited our Institute, sponsored by the  
British Council)

Mr. John Wolston, Director of Information, Science and Technology, I.D.R.C. Ottawa, Canada made a special visit to our Institute and evinced keen interest in the research and library activities of this Institute. He is planning to collaborate with this Institute in his efforts to build up a Data Bank on a global basis.

### **Exhibitions**

Among the books exhibitions conducted in the Institute, the most important one was the one held during the period November 14-20, 1980, in response to the call of the Indian Library Association as a part of the observance of the National Library Week.

### **Documentation**

Special issues and important articles are being brought to the notice of the Faculty/Research staff concerned through a service introduced, known as 'Special Issue Featuring Information'.

### **Data Processing Centre**

The Institute acquired during the year a Hewlett-Packard (hp 9845 B) Desk Top Computer. This computer became operational from the last week of Sept. 1980. The total cost of the computer is about Rs. 4-5 lakhs out of which about Rs. 2 lakhs came from the Ford Foundation Grant. It has already been used for about 800 hours during the last six months. This system will be expanded by adding a printer, a floppy disk drive, a cartridge drive and 100 K bytes memory. It is hoped that in the academic year 1981-82 this additional equipment will also become operational.

As the hp 9845 B has only BASIC Programming facility, another minicomputer WANG-VS has been selected as a good complementary system for the Institute activities. Two proposals to this effect have already been submitted to the Department of Electronics of the Government of India.

The Data Processing Centre (DPC) is now proving a big help to administration. Ready access to the addresses of select client organization groups can be had through the DPC at short notice. It is also being extensively used in admissions work.

## **X FORD FOUNDATION DEVELOPMENT ASSISTANCE**

The Ford Foundation had in December 1975 — earmarked a grant of \$200,000 in favour of the Institute for faculty development purposes in the Transportation and Energy Sectors. The period for the utilization of this assistance was extended during the year from December 5, 1980, to June 30, 1981.

Good progress was achieved during the year in the utilization of the Ford Foundation assistance. The salient details are furnished below:

- (i) One Hewlett-Packard Programmable Desk Top Computer costing \$ 25,000 was received during the year and commissioned for use. As already stated the equipment was used for 800 hours over a period of six months.
- (ii) Orders were placed for books and journals pertaining to Transportation and Energy Management worth \$ 30,000.
- (iii) Dr. GV Subba Rao, Chief of the Centre for Energy, Natural Resources and Transport, United Nations, New York, visited the IIM-B for nearly four weeks and held discussions with the Faculty of the Energy sector.
- (iv) Short term visits of eight to ten weeks duration for visiting reputed centres of Energy and Transportation Management abroad were undertaken by Profs. S Ramaswamy, N Naganna, RP Iyer, Ranjit Dhar, KS Pillai, KB Nair and S Jagadish.

## **XI CAMPUS DEVELOPMENT**

Construction works at the permanent campus site along the Bangalore-Bannerghatta Road were held up for about four months during the year owing to non-availability of cement. However, through the good offices of the Government of India, the position eased considerably during the later part of the year. The progress achieved during the year is briefly indicated below:

### **Dormitories, Kitchen and Dining Blocks**

About 80 per cent of the work has been completed. The construction is expected to be completed in all respects by December 1981. The construction is expected to cost about Rs. 46 lakhs (civil works) when completed.

### **Electrical Sub-stations**

The Karnataka Electricity Board has sanctioned 500 KVA power for the campus. The detailed plans for the sub-stations have been approved by the Electrical Inspectorate of the Government of Karnataka. The civil works for the construction of sub-stations 1 and 2 was taken up during the latter part of the year under report. It is expected to be completed by October 1981. The estimated cost is Rs. 5.35 lakhs.

### **Housing**

About 80 per cent of the work is completed. The construction is expected to be completed in all respects by December 1981. The construction is expected to cost about Rs. 38 lakhs (civil works) when completed.

### **Faculty Block**

This work was taken up for construction in December 1979, at a tender cost of Rs. 87 lakhs. About 40 per cent of the work is completed. The construction is expected to be completed in all respects by March 1982.

### **Administration Block**

This work was taken up for construction in December 1979, at a tender of Rs. 32.88 lakhs. About 45 per cent of the work is completed. The construction is expected to be completed in all respects by March 1982.

**Services**

Plumbing and Electrical Installation to staff housing Dormitory, Kitchen and Dining Blocks and institutional facility blocks and external services like laying water supply mains and Drainage lines are taken up at a tender cost of Rs. 60.00 lakhs. As and when civil works are progressed the services works are also done in co-ordination with civil works.

**Contingency Water Supply Plan**

As the Bangalore Water Supply and Sewerage Board is not in a position to supply water to the new campus till the commissioning of the Cauvery Water Supply Scheme Phase II, steps were taken to formulate a contingency water supply scheme to provide about 60,000 gallons of water per day in the new campus through ten bore-wells at a total cost of about Rs. 1 lakh. The sinking of bore-wells at the spot selected by the Department of Mines and Geology has been completed. About Rs. 80,000 has been spent on these works. Yield from all the borewells is about 1500 gph/well on an average.

**XII TRANSPORT**

The Institute has fourteen vehicles, three motor cycles and two mopeds. A Hindustan short wheel base bus chassis acquired for audio-visual unit for mass communication experimental projects is in the progress of finalization of tender for body building. Vehicle utilization slightly came down during the year in view of the economy enforced in using the Institute's vehicles. It has been observed that 60 per cent of the vehicle utilization come from the funded projects and the remaining 40 per cent is accounted towards Institute administration and PGP.

### **XIII RESEARCH PUBLICATIONS BY FACULTY AND RESEARCH STAFF**

As already observed, faculty and research staff of the Institute continued to remain engaged in various research activities during the year. They were also able to bring out a number of research publications. The more important among them is furnished in Annexure VII.

### **XIV STRENGTH OF FACULTY & RESEARCH STAFF**

During the year under report, the Institute Faculty was strengthened by the addition of Profs. JC Bhatia, Kalyani Gandhi, PS Rao and R Vaidyanathan.

The names of Faculty, Research Staff and Senior Administrative Personnel working in the Institute as on 31 March, 1981, are furnished in Annexure VIII.

## **XV VISITING FACULTY FROM ABROAD**

The Institute received a number of faculty from overseas, who spent 1-3 months in the IIM-B. They took part in several academic and research activities in the Institute. Their names and addresses are furnished below:

1. Mr. Michael L Mc Nulty  
Iowa University  
IOWA, U.S.A.
2. Mr Gerard Rushton  
Department of Geography  
The University of Iowa  
U.S.A.
3. Mr Lee D Dahringer  
Assistant Professor  
University of North Carolina  
U.S.A.
4. Mr Chandikota Subba Rao  
Chief, Energy Division  
Centre for Energy  
Natural Resources & Transport  
UN, New York, U.S.A.
5. Mr Peter S Penner  
Research Engineer  
Energy Research Group  
University of Illinois at Urbana Champaign  
U.S.A.
6. Dr. AV Subba Rao  
Associate Professor  
Faculty of Administration  
Ontario  
Canada

## **XVI VISITS ABROAD BY FACULTY**

During the year under report many faculty members had occasion to travel abroad on various professional assignments. Details regarding these are furnished below:

- 1 Profs PN Agarwala, Ranjit Dhar, VTD Balaraman, SG Lele and V Nagadevara visited Bangladesh during January 1981 in connection with an UN consultancy project on developing MIS for Rural Development in Bangladesh.
- 2 Dr N Naganna visited USA and UK from August 10, 1980, for a period of ten weeks visiting Centres of Energy Management.
- 3 Prof VK Tewari visited the University of Iowa for a period of 4 months from August to December 1980, in connection with the Research Project on Locational Efficiency of Rural Service Delivery systems in India and Nigeria.
- 4 Prof RP Iyer visited USA and UK for a period of ten weeks from October 25, 1980. He visited a number of institutions and organizations to study their energy and power management programme and make financial analysis in respect of energy industries.
- 5 Prof S Jagadish went on a study tour in USA and the Far-Eastern countries for a period of ten weeks from September 1, 1980, visiting centres of transport Management.
- 6 Dr Ranjit Dhar went on a study tour to USA and UK to study the transportation Programmes for a period of eight weeks from July 1, 1980.
- 7 Prof S. Ramaswamy visited UK, USA, Japan and Singapore during January-February 1981 to study some of the financial aspects related to Transportation Management and Transportation Organization.
- 8 Dr BK Chandrashekar visited UK for two weeks at the invitation of British Council to visit some selected Institutions and Universities in UK towards the end of March 1981.



## **XVII IMPORTANT VISITORS TO THE INSTITUTE**

The Institute was privileged to welcome a number of visitors. Messrs. AM Palkewala, Bashir Amani of Afghanistan, GV Ashar of IBM from New York, Nicklack of British High Commission, faculty members from Virginia Polytechnic Institute, Jati Sen Gupta, KR Kadiyala, C Sayed Shah from USA and others visited the Institute during the year. Details of the visitors are given in the Annexure IX

## **XVIII ACCOUNTS**

With effect from the financial year 1980-81, the audit of the accounts of the Institute has been vested with the Comptroller and Auditor General of India under Section 20 of the C & A G (duties powers & competence) Act of 1971.

The Balance Sheet for the year has been furnished in Annexure X

A substantial sum of (Rs. 30.67 lakhs) was remaining unspent at the end of the year under report, principally because of the set-back in construction work at the permanent campus site, owing to non-availability of cement for a period of about four months. The Government of India have been moved to permit the Institute to spend this unspent balance during 1981-82.

## **ANNEXURE I**

### **Members of Board of Governors**

**Shri Govind Narain**  
(Chairman, IIM-B)  
Governor of Karnataka  
Raj Bhavan  
BANGALORE.

**Shri SK Warrior**  
Financial Commissioner &  
Secretary, Govt. of Karnataka  
Vidhana Soudha  
BANGALORE.

**Dr MN Viswanathaiah**  
Vice Chancellor  
Bangalore University  
Jnana Bharathi  
BANGALORE.

**Shri SG Ramachandra**  
Senior Vice President  
Kirloskar Electric Company  
Limited  
BANGALORE.

**Shri PG Daftary**  
112, Highpoint  
45, Palace Road  
BANGALORE.

**Shri RA Naik**  
Development Commissioner &  
Spl. Secretary to Govt. of  
Karnataka, Vidhana Soudha  
BANGALORE.

**Shri TS Narayan Rao**  
Secretary to Govt. of  
Karnataka, Education & Youth  
Services Department  
Vidhana Soudha  
BANGALORE.

**Shri A Krishnamurthi**  
'Poorna'  
19, III Block  
9th Main, Jayanagar  
BANGALORE.

**Dr RP Shenoy**  
Director  
Electronics & Radar Develop-  
ment Establishment (LRDE)  
Highgrounds  
BANGALORE.

**Shri RN Chopra**  
Additional Secretary  
Dept. of Industrial Development  
Ministry of Industry  
Udyog Bhavan  
NEW DELHI.

**Shri SM Patankar**  
Adviser (Finance)  
Bureau of Public Enterprises  
Ministry of Finance  
Mayur Bhavan, 7th Floor  
NEW DELHI.

**Dr AN Saxena**  
Executive Director  
National Productivity Council  
Productivity House  
Lodi Road  
NEW DELHI.

**Dr Minoo D Daver**  
Vice Chairman &  
Managing Director  
The Tata Mills Ltd.  
Bombay House  
H M Street  
BOMBAY.

**Shri HS Shahani**  
512, Sindh Co-operative  
Housing Society Road  
No. 5, Ganesh Khund  
PUNE.

**Shri V Iswaran ICS (Retd)**  
S. 61, II Avenue St.  
Shanti Nagar  
MADRAS.

**Shri TN Narasimha Murthy**  
Advocate  
3, Prashanth Nivas  
Bannimantap Extension  
Bangalore Road  
MYSORE.

**Shri SC Varma**  
Secretary to Govt. of India  
Ministry of Rural Re-construction, Krishi Bhavan  
Dr. Rajendra Prasad Road  
NEW DELHI.

**Shri Sharu S Rangnekar**  
31, Neelamber  
37, G Deshmukh Marg  
BOMBAY.

**Shri DD Sathe ICS (Retd)**  
'Lalit'  
9, Wodehouse Road  
BOMBAY.

**Shri G Ramanujam**  
General Secretary  
Indian National Trade Union  
Congress (INTUC)  
45, Royapetta High Road  
MADRAS.

**Dr PC Horo**  
Sadanand Road  
Hazari Bagh  
BIHAR.

**Shri JA Kalyanakrishnan**  
Financial Adviser (Edn.)  
Ministry of Education &  
Culture, Shastri Bhavan  
NEW DELHI.

**Dr S Muthukumaran**  
Dy. Educational Adviser  
Ministry of Education &  
Culture, Shastri Bhavan  
NEW DELHI.

**Prof N Krishnawamy**  
IIM-B

**Prof Ranjit Dhar**  
IIM-B

**Prof NS Ramaswamy**  
Director  
IIM-B

## ANNEXURE II

### List of Dissertation Titles of Fellowship Students

Sl.No.	Name	Dissertation	Principle Guide
1	Radha Bai Armugam*	Management of Health and Family Welfare Activities of Primary Health Centres.	Ashok Sahani
2	Mukesh K Raizada	An Operational Model for Forecasting Energy Demand in India.	Ranjit Dhar
3	KS Ananthakrishna	Effect of Architectural and spatial Variables on the perception of Crowding.	Vijay Padaki
4	G Elumalai	Farm-Level Water Management for irrigated Dry crops under major irrigation projects – A Micro level Study in Tamil Nadu.	A Sundar
5	KR Venkatachalam	Planning & Management of Transport in the development of backward areas with a case study of Dharmapuri Dist. in Tamil Nadu.	Ranjit Dhar
6	A Ramanathan	A Methodology for power production Planning and allocation of shortages in Energy deficit hydrothermal systems.	S Subba Rao
7	P Vijayaraghavan	Rural Transportation – A need-based mobility strategy.	KM Anantharamaiah

Sl.No.	Name	Dissertation	Principle Guide
8	KR Trivedi	Supply, Demand & Product Planning of Milk and Milk Products under Dairy Co-operative System.	V Nagadevara
9	Mahesh Chand	On Performance appraisal of Road Transport undertaking in Planning – with special emphasis on KSRTC.	KS Pillai
10	R Srinivasan	Economic Feasibility & Marketing Potential for Short-Haul Air Services in India.	S Subramaniam
11	TP Benjamin	Critical factors in the development of dairying in Rural India. Relevance of Anand pattern-study in Karnataka.	NV Ratnam
12	Mario D'Souza	Evaluation of the amount appraisal systems and testing of a new system for nursing personnel.	Ashok Sahani
13	S Vidyanandam	Preventive Maintenance policies for Thermal Power Plants.	PS Dhruvarajan

\* Radha Bai Armugam has completed the dissertation successfully and has since been awarded the Fellowship Diploma.

### **ANNEXURE III**

#### **MDP Programmes Conducted From April 1980 – March 1981**

<b>Sl.No.</b>	<b>Name of the Programme</b>	<b>Faculty Leader(s)</b>
1	Forecasting Techniques for Management Planning	PS Dhruvarajan PG Apte
2	Top Management Effectiveness under Indian Conditions	SK Roy
3	Production & Materials Planning & Control	SN Chary VTD Balaraman
4	Management of Power Boards and Power Corporations	NSS Arokiaswamy
5	Marketing Programme for Sales Engineers	PN Thirunarayana
6	Effective Management – Tier II A Programme for Senior Managers	SG Lele RP Iyer
7	Management of Family Welfare	B Ghosh SK Rao
8	Operation Research and Computers	VB Kaujalgi
9	Managing Productivity	RV Gopalakrishnan
10	Effective Management Tier II A programme for Middle Level Managers	RP Iyer SG Lele
11	Traffic Management	KS Pillai KM Anantharamaiah
12	Planning for Health and Family Welfare	SK Rao B Ghosh
13	Marketing of Auto Ancillaries	PN Thirunarayana S Subramaniam
14	Development in Organizational Training	GK Valecha SG Lele
15	Systems Approach to Effective Management	S Jagadish VTD Balaraman
16	Management of Managers	SK Roy
17	Budget Planning and Control	RP Iyer V Nagarajan

<b>Sl.No.</b>	<b>Name of the Programme</b>	<b>Faculty Leader(s)</b>
18	Finance for Non-Finance Executives	RP Iyer V Nagarajan
19	Materials Management	MR Gopalan AK Rao
20	Personnel Management for Non-Personnel Executives	N Krishnaswamy SG Lele
21	Project Management	MR Gopalan
22	Management Decision Making	RK Herlekar
23	Managing the Sales Force	PN Thirunarayana
24	Management of Science Applications in Health & Family Welfare	B Ghosh SK Rao
25	Personnel Growth Laboratory for Managerial Effectiveness	SK Roy
26	Production Management	SN Chary
27	Management of Road Transport	S Subramaniam
28	Issues and Trends in Industrial Relations	N Krishnaswamy SG Lele
29	Organization & Methods	SN Chary
30	Total Quality Control	AK Rao

**ANNEXURE IV**  
**List of OBPs in 1980-81**

Sl.No.	Programme	Sponsor	Faculty Leader(s)
1	OBP/DPAR/Management of Public Utilities	Govt. of India DPAR, New Delhi	V Ranganathan
2	OBP/MMDA/In Company Training of Managers Project Formulation, Planning and Monitoring	Madras Metropolitan Development Authority, Madras	K Ramakrishna
3	OBP/GEB/Management of Power Boards	Gujarat Electricity Board, Baroda, Gujarat	NSS Arokiaswamy
4	OBP/DPAR/Management Development Programme	Govt. of India DPAR, New Delhi	HSK Murthy
5	OBP/DPAR/Financial Management	Govt. of India DPAR, New Delhi	Vatsala Nagarajan
6	OBP/DPAR/PIME/Power	Govt. of Tamil Nadu Madras	NSS Arokiaswamy
7	OBP/DPAR/Project Formulation & Implementation	Govt. of India DPAR, New Delhi	V Ranganathan
8	OBP/DPAR/Executive Development Programme	Govt. of India DPAR, New Delhi	RV Gopalakrishnan



Sl.No.	Programme	Sponsor	Faculty Leader(s)
9	OBP/DPAR/Management Information System	Govt. of India DPAR, New Delhi	VTD Balaraman
10	OBP/DPAR/Corporate Planning	Govt. of India DPAR, New Delhi	S Shivaramu
11	OBP/DPAR/Executive Development Programme	Govt. of India DPAR, New Delhi	SK Roy HSK Murthy
12	OBP/DPAR/Management Development Programme	Govt. of India DPAR, New Delhi	B Ghosh

# ANNEXURE V

## List of Institute Funded Research Projects Completed and On-going during 1980-81

Sl.No.	TITLE	Name/s of Researcher/s
1	*Management in Small Business	S Shivaramu
2	*State-intervention-share clearance	K Ramakrishnan
3	*Budgetary Process of governmental Programmes	MK Bannerjee
4	*Management of Nursery Schools	Malathi Somaiah
5	*Financing for Medical Education	Malathi Somaiah Vatsala Nagarajan
6	*Value System Indian Scientists	J Bandopadhyay
7	*Expenditure on Education	Malathi Somaiah
8	*Cost Behaviour in selected manufacturing units	Indira Rajaraman PG Apte
9	*Analysis of Mixed Traffic stream parameters	TV Ramanayya
10	Marketing of sheep products	S Shivaramu
11	Value of Indian Managers: The basis of progress	Frieda M Soracs
12	Interdependence between Appraisal/ Follow up activities of SFCS and performance of Assisted Industrial projects	Kumudini Baxi
13	A study of Institutional Buses in the metropolitan city of Bangalore	Mahesh Chand
14	Study of sick-industries in and around Bangalore	SR Bijoor
15	Rural Labour Markets	Indira Rajaraman
16	The Janata Housing Scheme	Mira Bakhru K Ramakrishnan
17	Inter-relationship between officers and clerical union	Kalyani Gandhi

\*indicates completion of the Project

Sl.No.	TITLE	Name/s of Researcher/s
18	Case study of Bangalore AIR Station	AV Shanmugam
19	Technical Institution Industry Co-operation	LS Chandrakant MK Bannerjee MNV Nair
20	Educational Aspirations of Harijan Parents	Malathi Venugopal
21	Productivity studies of Key Industries of Karnataka	K Rajalakshmi
22	Utility of 20 Point Programme	SR Bijoor
23	Export promotion of meat and meat products	RG Tagat TV Ramesh
24	Land use policy – Tamil Nadu (stage I) Karnataka (II)	NV Ratnam
25	Economic and Political aspects of farmers movement	BK Chandrashekar
26	Psychosomatic diseases in Rural population	Ashok Sahn
27	Transfer of Teachers does not serve an educational end	Malathi Venugopal
28	Health man power planning for PHC – A methodological investigations	B Ghosh
29	Entrepreneurising and growth of enterprises in Bangalore	S Shivaramu
30	Measurement of total factor productivity in Indian Industry	RV Gopalkrishnan K Rajalakshmi
31	Intermediate public transit system in Indian cities	Mahesh Chand
32	Drug price control policy	RK Vijayasarathy
33	Indian Managers as seen by their colleagues	GK Valecha
34	Life style of executives in state owned Banks	SR Bijoor
35	Indian Industries of inputs for communication media development	AV Shanmugam
36	Acceptance of authority in female managers organizational positions	Kalyani Gandhi

# ANNEXURE VI a

## List of Consultancy Projects Completed During 1980-81

Sl.No.	TITLE	Faculty
1	FACT, Udyogamandal	SG Lele GK Valecha
2	Kodaikanal School	AV Shanmugam
3	KIPA, Kerala	NS Ramaswamy
4	AIR Commercial Broadcasting	AV Shanmugam
5	DIC, Kerala	MNV Nair
6	Karnataka State Training for DHO's	Ashok Sahni
7	KLN Foundation Trust	Vatsala Nagarajan
8	KSCST	VTD Balaraman
9	VISL, Bhadravathi	N Krishnaswamy
10	Madura Coats	RV Gopalakrishnan
11	Study of Coconut as a source of vegetable oil	Shyamal Roy
12	Vikrant Tyres	KLK Rao RV Gopalakrishnan
13	Karnataka Agro-Industries Co-operatives	OK Govindarajan S Ramaswamy S Shivaramu
14	BHEL (Trichy)	GK Valecha
15	BHEL (Bangalore)	N Krishnaswamy GK Valecha
16	International Instruments	RV Gopalakrishnan
17	AIR India	S Subramaniam
18	Handicrafts (AIHB)	PS Dhruvarajan
19	Dhanalakshmi Bank	GK Valecha RP Iyer
20	Mettur Beadshell	S Ramaswamy KLK Rao
21	Karnataka Planters Association	S Subramaniam
22	Narmada Control Authority	A Sundar RN Warriar PS Rao

**ANNEXURE VI b**  
**List of On-going Consultancy Projects 1980-81**

<b>Sl.No.</b>	<b>Faculty</b>
1 Karnataka Health System Study	Ashok Sahani
2 BMRDA	KS Pillai KM Anantharamaiah B Bhaskara Rao Krishna Kumar NS Ramaswamy
3 Brahmaputra Project	A Sundar PS Rao
4 KSCST	VTD Balaraman
5 Rural Electrification	V Ranganathan NSS Arokiaswamy
6 UNDP, Bangladesh	PN Agarwala
7 AIR Commercial Broadcasting	AV Shanmugam
8 Rural Roads – Ratnagiri	KS Pillai
9 Water Use Efficiency – Nagarjuna Sagar Project	NV Ratnam V Nagadevara
10 Nhava – Sheva	KS Pillai
11 Location Allocation Algorithm	VK Tewari
12 Identification of backward areas of Andhra Pradesh	VK Tewari
13 Trysem	NV Ratnam
14 Karnataka Minor Irrigation	A Sundar

## **ANNEXURE VII**

### **List of Publications brought out by Faculty and Research Staff during 1980-81**

#### **1 ADNUR PRAKASH**

Method Approach for preparing a master plan for tourism development – Tourism Recreation Research, December 1980.

#### **2 AGARWALA PN**

1 Monograph on International trade, Norman Pattersons School of International Affairs, Carlton University, Ottawa, Canada in the UN task force on International Development.

2 A Monograph on public Enterprises and public Administrative Services, Brussels.

3 A Monograph on third world development and a paper on Economic Co-operation in the Indian Ocean Basin Countries to the Club of Rome and UNITAR, Conference at the Economic and Social Council.

#### **3 AROKIASWAMY NSS**

1 Ecology and Hydel Power Development URJA October 1980.

2 Energy for the Rural Poor-Capital August 1980.

3 Financial Ailments of Power-URJA Jan 1980.

4 Gearing up Thermal Plants Capital Annual Number 1980.

5 Management of Hydel Power-Energy Management January-March 1981.

6 Planning and Management of Commercial Energy Resources-Journal of Southern India, Chamber of Commerce and Industry, Madras, November 1980.

#### **4 BANDOPADHAYAY J**

1 Agricultural Economy of Kumaon Hills – Further comment – Economic and political weekly, Vol. XV, No. 23, June 1980. (Co-authored with V Shiva)

2 An Alternative Perspective to Science and Technology-  
Science Today, November 1980.

(Co-authored with V Shiva and K Seetharama)

3 Science and Technology in India - An Alternative Pers-  
pective - IFDA Dossier-20 Nov.-Dec. 1980.

(Co-authored with V Shiva and K Seetharama)

4 Quantity Vs. Quality in Science Studies Literature -  
Social Scientific, Vol. 8, No. 9, April 1980.

(Co-authored with V Shiva)

5 Socio-Ecological Impact of Development Project in  
Tehrigarhwal-Himalaya Man & Nature, Vol. 3, No. II,  
April 1980.

(Co-authored with V Shiva)

**5 BHATIA JC**

Inter-Spousal Communication and practice of Contraception  
in India - Journal of Family Welfare June 1980.

**6 BHASKAR RAO B, NAGANNA N, PRAKASH RAO VLS**

India Country study, Migration and Resettlement: Rural  
Urban Policies, 1980, U.N. Social Welfare and Development  
Centre for Asia and the Pacific, Manila.

**BHASKARA RAO B, NAGANNA N, GHOSH B &  
PAIVA PY**

An Overview of selected countries in Asia and the Pacific:  
Migration and Re-settlement, 1980, UN Social Welfare and  
Development Centre for Asia and the Pacific, Manila,  
Philippines (under publication.)

**BHASKAR RAO B AND NAGANNA N**

The environmental Impact of Migration - Remedial and  
Irreversible Effects, published in the book "Readings in  
Environment by UN Asia and Pacific Development Institute,  
Bangkok, 1980.

**5 GHOSH B**

1 Research Priorities - view from Academic Institutions:  
India - published in a book entitled. *Research on Manage-  
ment of population programmes* - A publication of the

department of Health Administration, University of North Carolina at Chapel Hill, U.S.A. 1980.

2 Migration and Re-settlement – An overview of selected countries in Escap Region – March-April 1980, SWDCAP UN Manila (Co-author).

**8 JAYACHANDRAN C**

Need for Social Marketing Approach in Butter and Ghee Industry. A pilot study of Bangalore Market, (Co-author Ramesh G Tagat) Indian Dairyman, Jan. 1981.

**9 JAYARAM YG**

1 Bayesian Analysis of Reliability in gumbel extreme value distribution – journal of the Institution of Engineers, Vol. 60, March 1980.

2 A study of the Behavioural Aspects of Rail Transport (Co-authored with V Srinivasan), Journal of Transport Management, October 1980.

**10 KRISHNAKUMAR T**

Management Decisions in Organizations – Some Methodological considerations–Abhipraya, Vol. 1, No. 2, August 1980.

**11 MAHESH CHAND**

1 Automobile Industry – Commerce, November 1980

2 Current Issues in Public Road Transport Management – Lokaudyog, August 1980.

3 Impact of Taxation on Public Transports Journal of Transport Management, March 1980.

4 On Estimation of Transportation Demand – Abhipraya, Vol. 1, No. 1, April 1980.

5 Paratransit System in Indian Cities – Indian Highways, February 1981.

6 Planning and Control of Motor Transport – Eastern Economist Annual Number, 1980.

7 A study on Present Supply and Demand of Autorikshaws in Bangalore – Indian Highways, Sep. 1980.

8 Traffic Projections for Karnataka State Road Transport Corporation – Journal of Transport Management, September 1980.



**12 RAJALAKSHMI K**

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**13 RAMASWAMY NS**

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**14 RATNAM NV**

1 Management Aspects of Land Use (with special reference to Disaster Preparedness in Agriculture) paper prepared for the workshop on Disaster preparedness and Land Use Boards – May 1980 for Ministry of Agriculture and Co-operation.

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**15 PRASANNA CHANDRA S**

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**16 SUNDAR A & RAO PS**

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**17 SUBRAMANIAM S**

1 Planning and Administration of Motor Transport in India – Indian Journal of Public Administration, January–March 1980. (Joint-Author)

2 Demand for Short Haul Air Services in India (Joint Author) forthcoming in O.R. in Transportation, North-Holland & Co.

3 M.B.O. in Fisheries Management – ‘Decision’, IIM-C Journal, Vol. 7, No. 1.

4 Planning & Administration of Motor Transport in India (Co-author Mahesh Chand) – Indian Journal of Public Administration, January–March 1980.

**18 VIJAYASARATHY RK**

- 1 A case study of consumers' opinion Survey for Dairy Products-Indian Journal of Marketing, Vol. 10, Nov. 9 May, 1980.
- 2 Consumer (Doctor) Motivation and Prescribing Habits - Indian Journal of Drugs and Pharmaceutical Industry, July-August 1980.
- 3 Role of Personal Selling in Pharmaceutical Industry - Journal of Marketing, Vol. 10, No. 8, April 1980.
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**19 VYASULU S**

- 1 Development made Easy - the Administrator's Hand Book - Co-author with VS Sethi Harsh, Economic and Political weekly, Vol. XV, No. 20, May 1980.
- 2 *Technological Choice in the Indian Environment*-Editor- Sterling Publishers, New Delhi, 1980.
- 3 Industrial Aspects of Economic Development - Abhipraya, Vol. 1, No. 3, December 1980.
- 4 A very special group of people-A comment (Co-authored with Mohan and Dinesh) Economic and Political Weekly, Vol. XVI, No. 7, February 1981.

**20 SAHANI A**

- 1 Management of Health - Institutions and Manpower Utilisation in India - World Hospitals, February 1980.
- 2 Evaluation of Medical Education for Primary Health Care - Indian Journal of Medical Education, September 1980.
- 3 Health for all by year 2000: Health Policy and Efficiency of Health care in India - Economic and Political Weekly, September 1980.
- 4 A comparison of the organization climates of Public and Private Hospitals, Health and Population - Perspectives and Issues (in press).

**FACULTY AND STAFF**

**Prof. NS Ramaswamy**  
(Director (on leave))

**KR Ramachandran**  
Officiating Director  
(Until 1-3-1981)

**AREAS**

**I. Operations Research and Quantitative Methods**

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

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

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

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

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

**II. Production and Operations Management**

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

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

**SN Chary, M.Tech. (Bombay), M.S., M.B.A. (Rhode  
Island)**  
Production and Operational Management, Economics of Development

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

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

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

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

**HSK Murthy, B.E. (Bangalore), M.B.A., Ph.D. (Lousiana)**  
Operations Management, Project Management, Systems and Simulation

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

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

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

**Kalyani Gandhi, M.A. (Ahmedabad), M.Ed., Ed.D.**  
**(Rutgers)**  
Industrial Relations, Personnel Management and Labour Education

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

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

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

**S Sampangiramaiah, M.A., B.L., Ph.D. (Bangalore)**

Industrial Sociology, Industrial Relations and Organizational Development

**GK Valecha, M.A. (Bombay), Ph.D. (Ohio State)**

Industrial and Organizational Psychology, Group Dynamics, Counselling and Transactional Analysis

**V. Economics and Social Sciences**

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

Economics

**J Bandopadhyay, B.E. (Calcutta), M.Tech., Ph.D. (Kanpur)**

Management of Science Technology, Science and Technology in International Development, History of Science & Technology

**BK Chandrasekhar, B.A., B.L. (Mysore), LL.M. (Leeds),  
D.Phil. (Oxford)**

Labour & Law, Civil Law, Law & Development Studies

**R Dhar, M.A. (Gauhati), Ph.D. (Jadavpur)**

Planning Systems, Transport & Development Banking

**PS Dhruvarajan, B.Sc. (Hons.), M.A. (Delhi),  
Ph.D. (North Western)**

Econometrics, Economic Theory, Planning Energy Economics & Transportation Economics

**PV George, M.A., Ph.D. (Bombay)**

Monetary Economics, Economic Development & Planning, Industrial Finance

**Indira S Rajaraman, M.A., Ph.D. (Cornell)**

Applied Economic Research, Development Economics & Economics of Energy

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

Sociology, Economic Development Planning & Trade Union Movement

**SECTORS**

**I. Agriculture & Rural Development**

**TP Gopalaswamy, M.Sc., Ph.D. (Delhi)**

Agricultural Economics, Rural Marketing & Regional Planning

**V Nagadevara, M.Sc. (Agri), Ph.D. (Iowa)**

Agricultural Production Economics & Agricultural & Resource Management

**VAP Naik, B.Tech. (Hons.) (Kharagpur), Dip. in A.M.&T. (CSSR), P-G.D.I.M. (Cochin), F.I.E., M.I.S.A.E.**

Agriculture Machinery Production Management, Agro Industries, Agricultural Engineering & Rural Development

**CL Narasimhan, M.A. (Madras)**

Economics, Education & Planning

**NV Ratnam, M.Sc. (Agri), Ph.D. (Hawaii)**

Agricultural Resource Management, Rural Development

**SK Warriar, B.Sc. (Kerala), M.Tech. (Kharagpur),  
Fellow N.P.C.**

Production Management, Industrial Engineering, Personnel Management & Industrial Relations

**C Jayachandran, M.A., Ph.D. (Madras)**

Marketing, International Business, Business Policy

#### **IV. General Management**

**PN Agarwala, B.A. (Hons.) (Oxford), M.B.A. (Harvard)**

Export Marketing and International Business

**RP Iyer, M.Com., P-G.D.B.M. (Bombay), A.I.C.W.A.**

Investment and Financial Analysis, Management Accounting

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

Financial Management & Management Accounting

**S Ramaswamy, M.Com. (Bombay), A.I.C.W.A.,  
AM.I.I.E. (Bombay)**

Financial Management, Management Control, Management Information Systems & Computers

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

Marketing & International Business

**S Shivaramu, M.A. (Mysore), Dip. S.Sc. (Stockholm),  
Ph.D. (Uppsala)**

Finance, International Business, Corporate Planning & Managerial Economics

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

**RG Tagat, B.A. (Hons.), M.A. (Mysore)**  
Marketing, International Business, Managerial Economics & Management Policy

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

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

**RN Warriar, M.A. (Kerala), M.Sc. (Tech) (Manchester)**  
Marketing, Agriculture & Rural Development

**R Vaidyanathan, M.Stat. (Calcutta), Fellow (IIM-C)**  
Finance and Control

**Shyamal Roy, M.A. (Calcutta), Ph.D. (Columbia)**  
Agriculture Economic Policy, Economic Development in Developing Countries

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

**P.S. Suryaprakash Rao, B.E. (Andhra), M.Tech., Ph.D. (Kanpur)**  
Water Resources Systems & Irrigation Management

## **II. Transportation**

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

**OK Govindarajan, B.Sc. (Madras), B.Sc. Tech. (Madras)**  
Marketing Management, Personnel Administration & Engineering of Management

**KS Pillai, B.E. (Mysore), M.Tech. (Kharagpur), Ph.D. (Birmingham)**  
Transportation Management, Traffic Flow Theory & Simulation

### **III. Habitat & Environment**

**B Bhaskara Rao**, B.Arch. (Madras), M.Tech. (IIT, Kharagpur), Fellow ITP

Human Settlement Management, Housing, Physical & Regional Planning

**T Krishnakumar**, B.Sc. (Hons.) (Andhra), M.Sc. (Calcutta), Ph.D. (Iowa)

Economics & Statistics

**V Padaki**, M.A. (Madras), D.M.S.P. (Mysore)

Training & Development, Organizational Psychology & Consumer Behaviour Research

**VK Tiwari**, B.Sc., M.A., Ph.D. (Delhi).

Regional aspects of Development & Settlement Systems

**V Vyasulu**, M.A. (Delhi), Ph.D. (Florida)

Political Economy & Social Change

**Subbarayan Prasanna**, B.Sc. (Madras), B.Arch. (Hons.) (Kharagpur), M.S., D.Phil. (Washington)

Planning, Housing, Urban & Rural Habitat Systems

### **IV. Energy & Power**

**NSS Arokiaswamy**, B.E. (Hons.) (Madras), F.I.E.

Energy, Organization & Management of Electricity Boards

**K Balakrishnan Nair**, M.Sc. (Madras), Ph.D. (Pennsylvania)

Fuel, Non Fuel Mineral Policy and Trade, Project Evaluation & Energy Economics

**N Naganna**, M.A. (Andhra), M.A., Ph.D. (Poona)

Industrial Managerial Economics & Energy Policy and Planning

**V Ranganathan**, B.Tech. (Madras), Fellow (IIM-A)

Economics & Energy Management

### **V. Health & Population**

**P Bhaskaran**, M.A. (Indore), M.A. (Philippines), Dip. in Advanced course in Advertising, Dip. in Research Methodology (Delhi)

Communication, Research Methods, Advertising & Rural Development



**B Ghosh, B.Stat. (Hons.), M.Stat. (Calcutta), Dip. in  
S.Q.C. & Allied Techniques (Calcutta)**

**Production Management & Health Management**

**A Sahni, M.A. (Punjab), M.B.A. (Delhi),  
Ph.D. (Case Western)**

**Health Policy Planning and Evaluation, Health Management , Mental Health,  
Health Institution Building.**

**AV Shanmugam, M.A. (Mysore), Ph.D. (Illinois)**

**Communication Policy, Planning and Research & Family Planning Communication**

**Jagdish C Bhatia, M.A. (Rajasthan), M.A., M.Ph.,  
Ph.D. (California)**

**Health and Population & Research Methodology**

**Honorary & Visiting Professors**

**LS Chandrakant, M.Sc. (Banaras), D.Sc. (Andhra),  
D.Sc. (Delhi), F.I.E. (India)**

**Educational Planning, Educational Management & Human Resources Development**

**VLS Prakash Rao, M.A. (Calcutta), D.Phil. (Calcutta)**

**Regional Planning, Urban Planning & Thematic Cartography**

**MN Srinivas, M.A., LL.B., Ph.D. (Bombay),  
D.Phil. (Oxon)**

**Sociology**

**KS Subramaniam, B.E. (Elec.) (Mysore)**

**Energy & Power Management**

**RESEARCH STAFF**

**AM Dhareshwar, M.Sc. (Bangalore), P-G.D.M. (Calcutta)**

**Operations Research, Marketing, Public Systems & Management Education**

**AP Elhance, B.Sc. (Hons.) (London), M.A. (Lancaster)**

**Operations Research**

**Frieda Martina Soares, B.A. (Madras), M.A. (Ohio)**

**Industrial Psychology**

**T Girikumar, M.Tech. (Kharagpur)**

**Industrial Management**

**L Jayaprakash, B.E. (Mysore)**

**Energy, Public Sector Management & Quantitative Methods**

**YG Jayaram, M.Sc. (Bangalore)**

**Statistics & Operations Research**

**H Kala, M.A. (Mysore), P-G.D.J.C. (Delhi)**

**Public Relations, Journalism & Advertising**

**Kumidini Baxi, M.A.**

**Industrial Economics & Development Banking**

**C Malathi Venugopal, M.A. (Bangalore)**

**Educational Sociology & Industrial Sociology**

**K Malathi Somaiah, B.Com., M.Ed. (Bangalore),**

**Ph.D. (Minnesota)**

**Education Administration & Statistics**

**Mira Bakhru, M.A. (Hons.) (Bombay), M.A., Ph.D.**

**(Denver)**

**International Relations & Economic Development**

**Mahesh Chand, M.Sc.**

**Transportation Management**

**AY Narasimhan, B.Sc. (Osmania), B.E. (Mysore),**

**M.B.A. (Illinois)**

**General Management Financial Analysis & Marketing**

**SN Narasimhan, B.Sc. (Hons.) (Bangalore), P-G.D.M.**

**(IIM-B)**

**International Business, Logistics & Inventory Management**

**Narendar Pani, M.A., M.Phil. (Delhi)**

**Land Reforms, Land Systems & Historical Evolution of Agriculture System**

**Prakash Adnur, M.Sc. (Dharwad), P-G.D.T. & C.P.(Delhi),  
M.Phil. (Kingston), Grad. Dip. Mgt. (Montreal)**

**Regional Planning, Tourism Planning & Tourism Market Research**

**Prasad V Tumuluri, B.E. (Andhra), M.S. (Ohio), M.S.  
(Michigan)**

**Transportation Planning**

**K Rajalakshmi, B.Sc. (Kerala), M.A., Ph.D. (Jodhpur)**

**Econometrics & Industrial Productivity**

**RV Ram Mohan, B.E. (Madras), P-G.D.B.A. (Ahmedabad)**

**Production & Operations Management & Quantitative Methods**

**M Siddappa, M.A. (Bangalore)**

**Economics**

**M Sivaraman, B.Sc. (Kerala), M.S.W., Ph.D. (Kerala)**

**Personnel Management & Industrial Relations**

**V Srinivasan, M.A. (Mysore)**

**Economic Theory, Regional Development, Industrial Economics, Quantitative Economics**

**ST Somasekhara Reddy, M.A. (Bangalore)**

**Non-formal education & Agricultural Labourers**

**RK Vijayasarithi, B.Sc. (Mysore), B.Pharm. (Bangalore),  
M.B.A. (New York)**

**Marketing Management, International Business and Business Policy**

**YK Viswanadham, M.Sc. (Andhra)**

**Econometrics, Stochastic Processes & Statistical Methodology in Social Sciences**

**Nira Ramachandran, M.A., M.Phil. (Delhi)**

**Regional & Urban Studies**

**TV Ramesh, M.V.Sc. (Madras)**

**Animal Systems and Management**

**LIBRARY**

**G Bhaktamitran, M.A. (Mysore), B.Sc., Dip. Lib. Sc.  
(Madras), M.L.Sc. (Syracuse)**

**Librarian**

**Chikkamallaiiah, B.Sc., B.Lib.Sc. (Mysore), M.A. (Hyderabad), M.A., LL.B. (Bangalore)**

Assistant Librarian

**AY Asundi, B.Sc., M.A., B.Lib.Sc. (Karnataka)**

ADR (INDOC)

Assistant Librarian

**ADMINISTRATION**

**Subbarayan Prasanna**

Dean, Administration

**U Ramachandra Rao**

Financial Adviser & Chief Accounts Officer

**Cdr. K. Manjunath, NMIN (Retd)**

Chief Administrative Officer

**AS Keshavamurthy**

Superintending Engineer till 31-7-80

**Srikantaraj Urs**

Officiating Superintending Engineer from 1-8-80

**S Srikant**

Administrative Officer (Staff)

**VS Gopinatha Rao**

Administrative Officer (Accounts)

**HV Hirannaiah**

Administrative Officer (General)

**TS Natarajan**

Administrative Officer (PGP)

**Lt.Col. S Nagasundaram (Retd)**

Administrative Officer (M) till 31-1-81

**SRL Kureel**

Administrative Officer (M) from 12-2-81

**K. Mahalingaiah**

Horticulture Officer

## **ANNEXURE IX**

### **Important Visitors to the Institute**

- 1 **AW Palkiwala**  
President  
Training Division  
Centre Office of Personnel of Administrative Reforms  
Kabul, Afganistan
- 2 **Bashir Amani**  
Director of Administrative Research & Cadre Control  
Office of the Personnel and Administrative Reforms  
Kabul, Afganistan
- 3 **GV Ashar**  
I.B.M.  
New York
- 4 **Nicklack**  
Library Officer  
British High Commission  
Delhi
- 5 **IS Krishna Rao**  
Acting Regional Librarian of British Council Division  
Madras
- 6 **A Group of Faculty Members from the Virginia Polytechnic  
Institute Group-1980**
- 7 **Jati Sen Gupta**  
Professor of Economics  
University of California  
Santa, Barbal K,  
U.S.A.
- 8 **Rella A Murray**  
School of Public Health  
University of North California  
U.S.A.
- 9 **KR Kadiyala**  
School of Management  
Purdue University  
U.S.A.

- 10 **C Sayed Shafi**  
Chief Planners Town and Country  
**Planning Organisation**  
New Delhi
- 11 **RY Thambe**  
Member-Secretary (Transport & Communication Board)  
Bombay Metropolitan Region Development Authority  
Bombay
- 12 **RP Singh**  
Director, Regional Centre  
Institute of Public Administration  
Lucknow
- 13 **Kalyan Dutta**  
Professor  
Indian Institute of Management  
Calcutta
- 14 **Arthur Getis**  
Professor  
Head of the Department of Geography  
University of Illinois  
U.S.A.
- 15 **Satish Saberwal**  
Professor of Sociology  
Jawaharlal Nehru University  
New Delhi
- 16 **Malcolm Slesser**  
Director  
Energy Studies Unit  
University of Strathclyde  
Glasgow  
Scotland
- 17 **YP Anjeya**  
Dept. of Quantitative Methods  
University of New Brunswick  
Canada
- 18 **Martin Schrage**  
Minister  
International Operation of Computer Signal Processing  
Inc., U.S.A.

- 19 Wahalarwatte  
Research Associate  
Sri Lanka Institute of Development-Administration  
Ceylon
- 20 Erik Baark  
Research Policy Institute  
University of Lund  
Sweden
- 21 Jyothi Basu  
Chief Minister  
West Bengal
- 22 Shemid Javed Burki  
Chief Policy Planning Development  
World Bank  
Washington
- 23 Iswar Dayal  
New Delhi
- 24 Donald M Hill  
General Manager  
Marketing & Product Development  
Open University Educational Enterprise Ltd.,  
Milton Keynes  
U.K.
- 25 Marie-Helene Prevo,  
French Foreign Trade Centre  
Paris
- 26 John Thompson  
British High Commissioner in India  
New Delhi
- 27 G Thompson  
Director of Library  
London
- 28 Arthur N Turner  
Harvard Business School  
Boston, U.S.A.

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## Statement of Accounts

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## INDIAN INSTITUTE OF

## BALANCE SHEET AS AT

1979-80 Rs.	LIABILITIES	1980-81 Rs.
	<b>I. CAPITAL FUND</b>	
2,27,658	Opening Balance 2,27,658	
	Less: Excess Expenditure over Income 1,99,245	28,413
	<b>II. DEVELOPMENT GRANT</b>	
	(for Non-Recurring Expenditure)	
30,00,000	(i) Government of Karnataka	30,00,000
	(ii) Government of India:	
2,53,08,000	Opening Balance 2,53,08,000	
	For the year 89,00,000	3,42,08,000
	<b>III. CURRENT LIABILITIES</b>	
	For Expenses 2,12,468	
	For Deposits 4,42,276	
7,81,387	Sundry Credit Balance 2,21,656	8,76,400
	<b>IV. SPONSORED RESEARCH</b>	
	(to the extent of 'ongoing project')	
	Receipts 10,80,038	
3,60,203	Less: Expenses 7,96,074	2,83,964
	<b>V. CONSULTANCY</b>	
	(to the extent of 'on going assignments')	
3,66,985	Receipts 7,91,972	
	Less: Expenses 2,97,632	4,94,340
3,00,44,233	B/f	3,88,91,117

# MANAGEMENT, BANGALORE-27

31st MARCH 1981

1979-80 Rs.	ASSETS	1980-81 Rs.
2,59,70,381	<b>I. FIXED ASSETS</b> (As per Schedule 'A')	3,32,01,648
7,27,945	<b>II. CURRENT ASSETS, LOANS &amp; ADVANCES</b> (As per Schedule 'B')	6,59,415
6,78,924	<b>III. DEPOSITS</b> (As per Schedule 'C')	6,99,391
92,255 43,000 735	<b>IV. SUNDRY BALANCES</b> Prepaid Expenses Fees Receivable Suspense	60,029 — —
	<b>V. GRANT-IN-AID RECEIVABLE</b> from Government of India	16,29,000
10,284 26,72,100	<b>VI. CASH &amp; BANK BALANCE</b> Cash on Hand Cash at Bank	18,087 27,41,204
3,01,95,624	B/f	3,90,08,774

# INDIAN INSTITUTE OF

## BALANCE SHEET AS AT

1979-80 Rs.	LIABILITIES	1980-81 Rs.
3,00,44,233	C/o	3,88,91,117
	<b>VI. ONGOING MANAGEMENT DEVELOPMENT PROGRAMMES</b>	
	Fees Received in Advance 18,800	
	Less: Expenses 9,109	
		9,691
	<b>VII. ORGANIZATION-BASED PROGRAMMES</b>	
	(to the extent of ongoing programmes)	
	Receipts 2,05,110	
	Less: Expenses 97,144	
1,51,391		1,07,966
3,01,95,624	TOTAL	3,90,08,774

*Note:* The above account is subject to audit.

BANGALORE Date: 29th September 1981	Sd/- VS GOPINATHA RAO Admn. Officer (Accounts)	Sd/- U RAMACHANDRA RAO Financial Adviser
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# MANAGEMENT, BANGALORE-27

31st MARCH 1981

1979-80 Rs.	ASSETS	1980-81 Rs.
3,01,95,624	C/o	3,90,08,774
3,01,95,624	TOTAL	3,90,08,774

Sd/-  
NS RAMASWAMY  
Director

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

1979-80 Rs.	EXPENDITURE	1980-81 Rs.
	<b>A. Pay and Allowances:</b>	
40,90,379	Pay and Allowances:	
	Plan 79,207	
	Non Plan 46,05,363	
		46,84,570
2,66,752	Institutes Contribution to CPF	2,48,000
	<b>B. Other Charges</b>	
	(i) <i>Academic:</i>	
8,80,719	Post Graduate and Fellowship Programmes	13,30,174
47,934		
11,28,301	Management Development Programmes	9,14,938
4,84,493	Organisation Based Programmes	3,44,414
5,03,192	Consultancy	16,64,070
72,222	Seminars-Subsidised	1,15,767
6,75,729	Sponsored Research	10,48,866
64,733	Case Development and Institute Research	1,23,577
45,744	Publication of Institute Brochure/Bulletin	40,587
48,598	Subscription to Periodicals	39,838
63,869	Deputation and Training	86,869
2,95,899	Rent of Faculty Housing	3,74,186
59,738	Maintenance of EDP and Other Equipments	70,108
	(ii) <i>Administration</i>	
7,87,031	Rent Rates and Taxes	10,00,469
1,46,017	Electricity and Water Charges	1,83,287
6,665	Guest House Expenses	8,849
15,084	Maintenance and Repairs of Buildings	24,895
26,167	Garden Expenses	1,110
1,39,855	Travel Expenses	36,572
1,25,258	Vehicle Expenses	1,69,614
8,367	Freight and Transport	2,048
70,195	Postage and Telegrams	58,408
2,62,470	Telephone and Telex Charges	3,11,652
4,10,595	Printing and Stationery	4,98,213
3,000	Audit Fees	3,000
17,009	Legal Charges	10,750
1,07,46,015	B/f	1,33,94,831

# MANAGEMENT, BANGALORE-27

THE YEAR ENDING 31st MARCH 1981

1979-80 Rs.	INCOME	1980-81 Rs.
68,40,000	Recurring Grant from Govt. of India	84,50,000
7,36,645	Income from Post Graduate and Fellowship Programmes	7,60,627
12,10,257	Income from Management Development Programmes	8,54,620
6,64,102	Income from Organisation Based Programmes	4,25,346
6,50,530	Income from Consultancy	17,28,208
16,362	Income from Subsidised Seminars	24,500
4,05,482	Income from Sponsored Research	11,08,232
1,49,768	Rent of Faculty Housing (Recoveries)	1,76,889
6,080	Guest House Hire Receipts	9,314
1,35,475	Miscellaneous Income (Including interest on Savings Bank A/c)	1,81,617
3,45,647	Excess of Expenditure over Income	1,99,245
1,11,60,348	B/f	1,39,18,598

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

1979-80 Rs.	EXPENDITURE	1980-81 Rs.
1,07,46,015	C/o	1,33,94,831
19,763	Entertainment	19,596
1,48,096	Reimbursement of Medical Expenses	1,24,286
4,340	Uniforms	7,660
20,318	Leave Travel Concession	28,437
13,015	Contribution to Staff Welfare	8,388
29,987	Advertisement and Recruitment Expenses	73,061
2,926	Society Membership	7,477
1,08,336	Other Contingencies	1,44,699
34,744	Repairs and Maintenance of Equipments & Furniture	77,418
958	Hire of Furniture	2,929
4,242	Bank Charges	3,729
27,608	Consumables	26,087
1,11,60,348	GRAND TOTAL:	1,39,18,598

BANGALORE  
Date: 29th September 1981

Sd/-  
VS GOPINATHA RAO  
Admn. Officer (Accounts)

Sd/-  
U RAMACHANDRA RAO  
Financial Adviser

# MANAGEMENT, BANGALORE-27

THE YEAR ENDING 31st MARCH 1981

1979-80 Rs.	INCOME	1980-81 Rs.
1,11,60,348	C/o	1,39,18,598
1,11,60,348	GRAND TOTAL:	1,39,18,598

Sd/-  
NS RAMASWAMY  
Director



# INDIAN INSTITUTE OF

## SCHEDULES A, B, & C ATTACHED TO AND FORMING PART OF THE

### SCHEDULE 'A': FIXED ASSETS

(GROSS BLOCK)

PARTICULARS	Balance as on 1-4-80		Additions during 1980-81		Balance as on 31-3-81	
	Rs.	Ps.	Rs.	Ps.	Rs.	Ps.
1. Land Development and New Works in Campus	1,29,19,873.	12	58,62,403.	12	1,87,82,276.	24
2. Noise Control and Accoustics	3,12,742.	60	—	—	3,12,742.	60
3. Furniture, Fittings & Equipments	33,51,238.	98	1,90,652.	69	35,41,891.	67
4. Improvement to temporary premises	17,10,648.	23	1,09,758.	13	18,20,406.	36
5. Library Books & Periodicals	46,88,505.	68	6,15,519.	74	53,04,025.	42
6. Vehicles	10,14,289.	18	39,932.	00	10,54,221.	18
7. Telephone Installation	8,203.	23	—	—	8,203.	23
8. Teaching & Research Aids	19,40,619.	14	4,13,001.	63	23,53,620.	77
9. Convocation Gowns	24,260.	30	—	—	24,260.	30
	2,59,70,380.	46	72,31,267.	31	3,32,01,647.	77

### SCHEDULE 'C': DEPOSITS

1979-80 Rs.	PARTICULARS	1980-81 Rs. Ps.
2,04,007	Rent Deposits	2,27,697. 50
2,28,140	Telephone Deposits	2,68,640. 37
45,578	Deposits General	47,645. 81
14,450	Deposits with Rent Controller	14,800. 00
2,893	Postal Franking Imprest	1,427. 40
1,83,856	Deposits with Regional Provident Fund Commissioner	1,39,179. 43
6,78,924	Total of Schedule 'C'	6,99,390. 51

BANGALORE  
Date: 29th September 1981

Sd/-  
VS GOPINATHA RAO  
Admn. Officer (Accounts)

Sd/-  
U RAMACHANDRA RAO  
Financial Adviser

# MANAGEMENT, BANGALORE-27

BALANCE SHEET AS AT 31st MARCH 1981

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

1979-80 Rs.	PARTICULARS	1980-81 Rs. Ps.
1,81,294	Motor Vehicle Advance	2,13,326.28
47,102	Advances for Expenses	25,086.91
3,14,080	Sundry Debtors	74,363.46
94,874	Sundry Debit Balances	1,30,242.97
23,971	Suspense Recoverable	36,072.72
390	Salary Advances	—
3,246	Imprest Advances	5,258.17
26,268	Festival Advance	28,510.00
20,720	Leave Travel (Concession) Advance	34,554.65
16,000	House Building Advance	1,12,000.00
7,27,945	Total of Schedule 'B'	6,59,415.16

Sd/-  
NS RAMASWAMY  
Director