

# Annual Report

**1981-82**



**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 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.

CONTENTS

- I Highlights
- II Board of Governors of IIM-B
- III Post Graduate Programme
- IV Fellowship Programme
- V Management Development Programmes
- VI Organisation Based Programmes
- VII Consultancy
- VIII Research and Publications
- IX Seminar, Workshop, Exhibitions
- X Strength of Faculty and Research Staff
- XI Visiting Faculty
- XII Visits abroad by IIM-B Faculty
- XIII Library
- XLV Data Processing Centre
- XV Campus Development
- XVI Transport
- XVII Important visitors
- XVIII Accounts
- XIX Ford Foundation Development Assistance

ANNEXURES

- I Composition of Board of Governors, IIM-B
- II List of Management Development Programme
- II(A) Faculty-wise contributions to MDPs
- III List of Organisation Based Programmes
- IV(A) List of Consultancy Assignments completed during 1981-82
- IV(B) List of On-going consulting programmes as on 31 March 1982
- V(A) List of Research Projects completed during 1981-82 out of IIM-B Funds
- V(B) List of On-going Research Projects out of IIM-B Funds
- V(C) List of Sponsored Research Projects completed during 1981-82
- V(D) List of On-going sponsored Research Projects
- VI List of Research and Professional Publications brought out by Faculty and Research Staff
- VII List of Faculty, Research and Administrative Staff
- VIII List of Important Visitors during 1981-82
- IX Balance Sheet and Income and Expenditure Statement
- X Balance Sheet and Income and Expenditure Statement of Ford Foundation Account

## I. GENERAL PROFILE

Dr. S. Venkateswaran, Andrashekar, Dean(Research), officiated as the Vice-Chancellor during the period of Prof NS Rama Swamy's absence on leave from 11th Nov 81 to 26th Jan 82. Significant events of the year are briefly chronicled in this Section.

Highlights

During the year 1981-82, the Institute continued to register steady progress on all fronts.

Post Graduate Programme: In regard to IIM-B's most popular two-year Post-Graduate Programme, for the first time in the 1982-84 batch, more students will be going in for specialisation in sectoral streams (which is a speciality of IIM-B) than in General Management. The anticipated ratio would be 40:60 in General Management and Sectoral Management. This is a very satisfactory trend as it takes us nearer realisation of our avowed perspectives.

Centre for International Management: The Institute's proposal to start a Centre for International Management with financial support from the United Nations' Development Programme (UNDP), which was being pursued from 1979-80, has at last been cleared for implementation both by the Government of India and by UNDP. The Institute is now engaged in working out the details of the structured programme for the proposed course in International Management. The course is expected to be offered to students from the academic year 1983-84. This would represent a significant milestone in the annals of IIM-B, adding a new international

dimension to its varied academic programmes

Management Development Programmes It is also ~~noticing~~ that the downward trend in regard to participation in our ~~Management~~ Development Programmes (MDPs) which caused us considerable concern during 1980-81, has been arrested. There was a 25% increase in the average number of participants per programme compared to the previous year. This, coupled with certain savings in operational costs, led to the generation of a sizable surplus revenue for the Institute during the year. The position is bound to improve further if an "MDP Complex" were to be set up by the Institute, in the context of rising hotel tarriffs.

Research and Consultancy: On the Research and Consultancy front, the Institute's contributions continued to be significant. Of special satisfaction in this context is the five-star ranking accorded to Prof. NS Ramaswamy's report on "Draught Animal Power" presented to the Food and Agriculture Organisation during 1980-81, by Earthscan, an Independent media information unit published by the International Institute for Environment and Development. The confidence which many national and international agencies have in IIM-B's professional and research capability is apparent from the number and nature of programmes assigned to it on consultancy basis or on sponsored research basis, year after year.

Non-organised Sector: IIM-B is conscious that the bulk of the nation's productive work is still being carried on by labour in the 'non-organised sector', and is eager to do its best for improving this sector. A good beginning was made during the year by the conduct of initial surveys of the conditions of work and living of hawkers, cobblers, construction workers, dhobis, self-employed electricians, plumbers and landless agricultural labour in limited localities. Further studies are necessary, both in urban and in rural areas, before positive recommendations could be made in regard to the organisational inputs necessary to compensate the labour in the non-organised sector for their lack of bargaining power. Efforts are being continued with this end in view.

Income generation: The Institute has been able to augment its income over the years slowly and steadily. During the year under report, the Institute was able to raise an income exceeding Rs.50 lakhs, (which works out to nearly 40% of its revenue expenditure) through its various income-generating programmes-notably Consultancy, Sponsored research and Executive Development Programmes (MDPs and OBPs). This is indicative of the growing confidence among client organisations in the quality of the programmes undertaken by IIM-B

Acquisition of Computer: A notable decision was taken during the year to strengthen the Institute's Data Processing Centre by going in for an ORG Computer.

The Computer is expected to be received by the end of December 1982.

Library Building Plans: Plans for a new building in the permanent campus of the Institute have also been formulated, after obtaining inputs from noted experts in the field. These are being processed for early sanction.

Inter-IIM Co-operation: In its efforts to promote management education, IIM-B has been seeking to co-operate with the sister Institutes in Ahmedabad and Calcutta right from its inception. The Heads of the three Institutes met once during the year under report, and resolved to meet again from time to time in future on regular basis. Problems common to all the three Institutes are discussed at these meetings. Among the several decisions taken by the Heads of the three Institutes, two seem to merit special mention. One has been the resolve to launch one or two common programmes each year with inputs from all the three Institutes. The other has been the agreement reached on a common strategy to move the Government of India to recognise the three Institutes of Management as institutions of national importance, through an Act of parliament, as recommended by the Nanda Committee.

Future Prospects: After a decade of vigorous functioning from many scattered buildings in the City of Bangalore, with all the attendant handicaps and inconveniences, IIM-B is looking forward to occupying its 100-acre permanent campus, hopefully during the academic year 1982-83. With the increased physical facilities that are being provided in the permanent campus, one may hope, with reasonable optimism and confidence, that IIM-B's impact on the growth of management education in the country will be substantially higher in the years to come. In any case, the IIM-B Society, its Board of Governors, Faculty and other staff are all pledged to apply themselves to this task with unremitting zeal and devotion.

## II BOARD OF GOVERNORS OF IIM-B

The composition of the Board is furnished in Annexure I.

Shri R Anahdakrishna assumed charge as Dean (Admn) and Secretary to the Board of Governors and IIM-B Society with effect from 1st July 1981.

During the Year under report, the Board held four meetings as indicated below:

31st Meeting	2 May 1981
32nd Meeting	1 Sep 1981
33rd Meeting	6 Jan 1982
34th Meeting	24 Mar 1982

The Board was, as usual, assisted by its Committees. The Personnel Committee of the Board met on 2 May 1981 and 1 Sept 1981. The Finance Committee met on 29 Aug 1981. The Campus Development Committee held two meetings during the year, one on 28 Aug 1981 and the other on 5 Jan 1982.

## III POST-GRADUATE PROGRAMME (PGP)

Admissions to the two-year Post-Graduate Programme, which is recognised as the equivalent of a Master's Degree programme in Business Administration in the Universities system, continued to be as competitive as ever. For the 1981-82 batch, over 14,000 candidates took the Common Admission Test (Common for the Institutes of Management Ahmedabad, Bangalore and Calcutta) held during Dec 1980. Among these, 7,419 candidates had sought admission in IIM-B. Based on their performance in the Common Admission Test, 590 among these were invited for an interview held at different centres in the country. 537 candidates actually appeared for the interview. 165 among them accepted the offer of admission and paid the initial deposit. Among them 107 candidates were admitted for the programme in General Management and the remaining

58 opted for the Sectoral Streams as indicated below:-

Agriculture and Rural Development	4
Habitat	12
Health & Population Management	2
Transportation	22
Power and Energy Management	18
	-----
	58

Out of 165 candidates who had paid the initial deposit, 135 reported for admission during July 1981. However, it is unfortunate that owing to substantial dropouts after initial admission, the strength of the 1981-83 PGP batch came down to 96 by the end of the first academic year 1981-82.

The Institute has been endeavouring from the beginning to induct managerial talent for public utilities and, with that end in view, has been trying its best to persuade students to go in for sectoral streams of specialisation. While processing admissions for the 82-84 batch, a deliberate attempt was made to offer admission in sectoral streams to a significant number of candidates who did well in the Common Admission Test held in December 1981 and in the subsequent interviews. It is hoped that the ratio of students for the programme in General Management and in Sectoral Streams would be about 40:60 in the 1982-84 batch. This promises to be a heartening break through in our efforts to give a sectoral slant to our Post-Graduate Programme.

Our PGP Students hail from all parts of the country. This is only to be expected in an institution which is truly national in its character. The State-wise break up of PGP Students in 1981-83 batch is furnished in Table I. It may be seen therefrom that one student from Bangladesh and one from Bhutan have also been admitted in this batch.

The Profile of PGP Students 1981-83 batch is furnished in Table II and in Diagram I. Students with Engineering background continue to preponderate among our student community. The over-all progress achieved in

the implementation of the Programme since 1974 may be seen in Table III.

Scholarships: Relevant information regarding availability of various scholarships in the Institute and the number of PGP students who actually availed these scholarships during 1981-82 is furnished below:

Name of scholarship	No.of Scholarships available	No.of scholarships availed
1. Means-cum-Merit Scholarships	49	36
2. MISL Scholarships	2	2
3. Govt. of India Scholarships to Students from Bangladesh	2	1
4. State Trading Corporation (STC) Scholarships	10*	10*
5. H.M.T. Scholarship	1	1
6. Assam Government Post-Matric Scholarship for SC/ST	2	2

\*5 of these are meant for students belonging to SC/ST.

Mysore Sales International Limited (MISL) instituted two new scholarships in IIM-B during the year, of the value of Rs.3500/- each to promote professional management in the country. The Scholarships are payable to students in II PGP course scoring the highest grade points in marketing and finance in the I year PGP course, provided the candidates' family income is less than Rs.18,000/- per annum.

The following special facilities for students belonging to scheduled castes and scheduled tribes whose family income is below Rs.12,000/- per annum were continued during the year under report:

Table I

STATEMENT SHOWING THE STATEWISE BREAK UP OF STUDENTS  
IN PGP 1981-83 BATCH

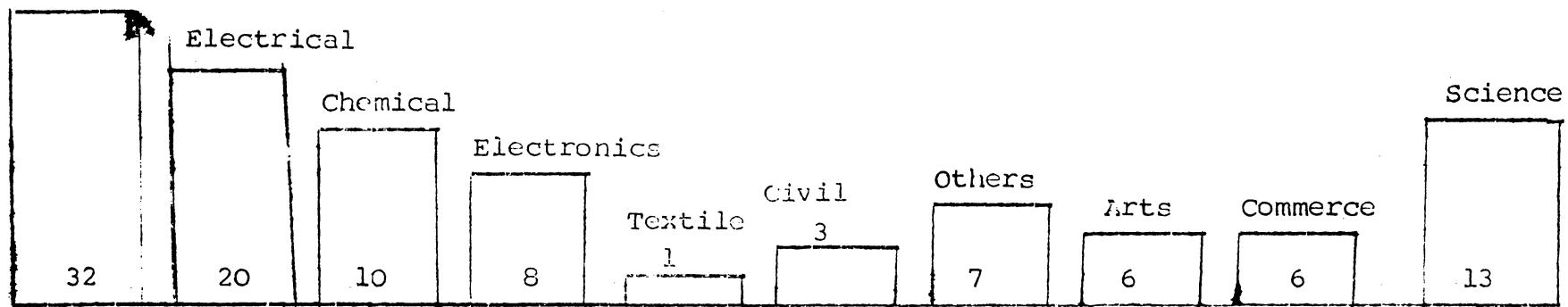
<u>Sl No.</u>	<u>Name of the State/Country</u>	<u>No. of students</u>
1.	Tamil Nadu	16
2.	Assam	1
3.	Maharashtra	18
4.	U.P.	6
5.	<u>Bangladesh</u>	1
6.	M.P.	1
7.	Haryana	1
8..	West Bengal	12
9.	Meghalaya	1
10	Bihar	3
11.	Karnataka	13
12.	A.P.	5
13.	Delhi (U.T)	9
14.	Orissa	1
15.	Kerala	2
16.	Gujarat	1
17.	Chandigarh (U.T)	1
18.	J & K	1
19.	<u>Bhutan</u>	1
20.	Rajasthan	2
	<b>Total</b>	<b>96</b>
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DIAGRAM I

PGP STUDENTS PROFILE - 1981-83 BATCH

Educational Background

Mechanical



Work Experience

No experience

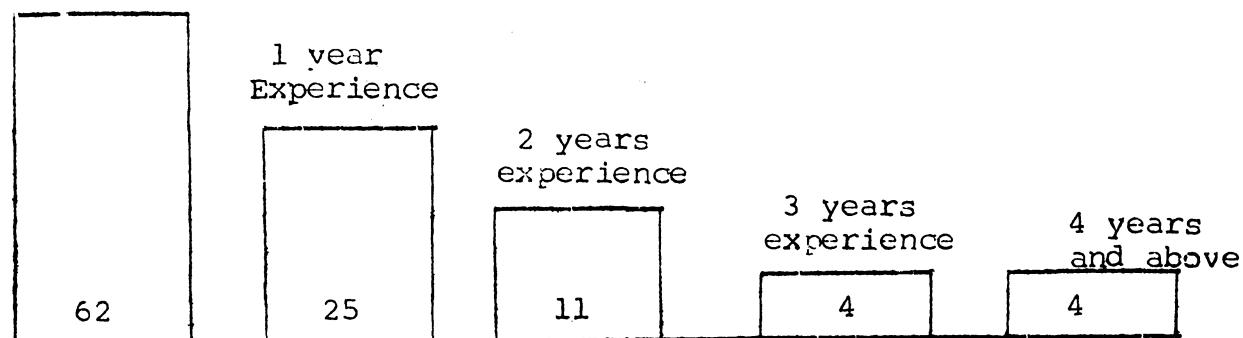


TABLE II  
Profile of Post-Graduate & Fellowship Students  
between 1977 - 83

No. of students	1977-79 (including 6 FPM students)	1978-80 (including) 13 FPM students)	1979-81 (including) 3 FPM students)	1980-82 - 122	1981-83 - 96
<u>Age</u>					
Less than 25 years	74	59	59	95	85
More than 25 years	23	45	27	27	11
<u>Educational Background</u>					
<u>Engineering</u>					
Civil	-	-	-	8	3
Aeronautical	-	-	-	1	-
Mechanical	19	21	12	38	32
Electrical	8	22	11	13	20
Electronics	13	5	7	8	8
Chemical	11	8	5	6	10
Others	6	4	3	4	7
Textile Technology	5	-	3	2	1
Arts	9	4	6	7	6
Science	15	27	20	23	13
Commerce	4	8	7	6	6
<u>Agriculture</u>					
(Other fields of Engg.)					
B V Sc	5	5	12	1	-
L L B	1	-	-	-	-
I C W A	1	-	-	-	-
<u>Work experience</u>					
3 years and above	10	27	19	22	9
below 3 years	26	31	26	28	31
No experience	61	46	41	72	55

TABLE III  
PGP Progress 1974-82

programme/ Years	Admitted			Graduated			Dropped voluntarily			Dropped out due to defi- ciency in grades			Re-admitted 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	53	3	-	3	-	3	3	-
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*	3*	2*	5*							
1978-80	76	15	91	57	7	64	11	-	11	-	9	9	-
				3*	1*	4*							
1979-81	69	14+	83+	-	-	-	-	-	-	-	-	-	7
1980-82	105	17+	122+	-	-	103	13	3	16	-	3	3	-
		4*	4*		2*		2**						
1981-83	118	17	135**				36	3	39				
Total 1974-83	608	97	705	272	41	313	81	8	89	-	16	16	15

\* belongs to previous batch

\*\* yet to fulfill requirements : 20

- (a) Exemption from payment of Tution fee of Rs.500/- per annum.
- (b) Exemption from Course material fee of Rs.30/- per annum
- (c) Exemption from Hostel Room Rent of Rs.450/- per annum for students staying in the Institute Hostel.
- (d) Exemption from contributions of Rs.40/- per annum for the Students' Welfare Fund.

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

#### Student Activities

IIM-B continues to remain on the top rung of performers in the cultural competitions organised by various institutions.

During the Year under report, IIM-B hosted the annual Inter-IIM meet, named IIM PULSE 81. The meet was inaugurated by Shri SG Ramachandra, Executive Vice-President of Kirloskar Electric Company. Dr VKRV Rao, Professor, Institute of Social and Economic Change delivered the valedictory address and Mrs Rao gave away the prizes. The teams from IIM-A and IIM-C were highly appreciative of the organisational arrangements made for the meet and presented IIM-B with special souvenirs to show their appreciation.

While the trophy for the best over-all performance was bagged by IIM-C, Shri Abhijit Biswas of IIM-B was named the "Man of the Meet". IIM-B also won the trophies for literary and cultural events.

Institute's annual cultural festival "Manifest 1982" was conducted during 19-21 Feb 1982. Torino, makers of soft drinks, had provided financial support for the festival and instituted cash prizes for the events.

After the occupation of the permanent Campus by the Institute, students' activities are bound to receive a fillip, because of increased physical facilities.

PGP Review Committee: The PGP Review Committee set up during 1980-81 to evaluate the programme in its entirety - spanning from admission to gradation - submitted its report during the year. The Report is under active consideration of the IIM-B Faculty. The Report is expected to be finalised by October 1982.

Convocation: The Sixth Annual Convocation of the Institute was held on 2nd May 1981. Dr Raja Ramanna, Scientific Adviser to the Defence Minister and Secretary, Department of Defence Research and Development, delivered the Convocation Address. The theme of his address was "Anguish of impossibility". His anguish was that while many big things are planned for the country, they seemed impossible of realisation in practice. He hoped that the impossibility is only transitory and that a new generation of dedicated men like the freedom fighters of the thirties might emerge to take the country forward.

83 PGP Students of 1979-81 batch and one Fellowship Student received their respective Diplomas at this Convocation.

Placements: All the students of 1979-81 batch had received placement offers from private and public sector organisations even before their graduation ceremony on 2 May 1981. The average salary was Rs.1500/- per month. The distribution of salary offered was as under:

	<u>Pay range</u>		<u>No.</u>
Rs.	1301-1400	-	19
	1401-1600	-	30
	1601-1800	-	19
	1801-2000	-	9
	2001-2500	-	8
	2500 and above	-	2
	Total	-	<u>87</u>

70 percent of the student accepted offers in private sector organisations.

Placements for 1980-82 batch were even better. The average salary offered to freshers was Rs.1550/- per month. 15 public sector and 68 private sector organisations sent representatives to IIM-B for Campus recruitment. The distribution of placements according to salary size - classes is as under:

Upto Rs. 15000 per annum:	24
Rs. 1501 to 1600 per month	16
Rs. 1601 to 1700	4
Rs. 1701 to 1800	11
Rs. 1801 to 1900	6
Rs. 1901 to 2000	4
Rs. 2001 to 2400	9
Rs. 2401 to 3000	6
Rs. 3000 and above	3

The following list quantifies the areawise distribution of placements:

Systems & Computers	31
Marketing	20
Finance	10
Production & Operations	9
Personnel	2
Miscellaneous & General	5

In all, only 22 students accepted placements in the public sector and the rest in the private sector.

Placement, as such, has never posed any problem to IIM-B at any time. The confidence that client organisations have in our alumni is indeed very pleasing. But there are two important issues which continue to cause us concern. They are (i) Comparative

lack of interest among public sector organisations in our campus recruitment, resulting in a majority of our alumni going in for placements in private sector organisations; and (ii) even candidates having sectoral streams of specialisation are, for the most part, going in for placements in conventional business/industry area only. There seem to be no easy solutions to either of these problems. For our part, we continue to ~~strive~~ to create among our alumni a bias in favour of public sector organisations and, more importantly, in favour of public utilities, where specialisations in sectoral streams would be an invaluable asset.

Special Programme for Kerala Officers:

The special training programme, which was initiated during 1980-81 for training 18 officers sponsored by the Government of Kerala, was completed successfully by the end of the year under report. It is gratifying to note that most of these officers would be joining as Faculty members in the Institute of Management started by the Government of Kerala, with Smt. Padma Ramachandran as Director. We wish to place on record our sincere thanks to the Government of Kerala for giving us an opportunity to train their officers. The state Government was highly co-operative at every ~~stage~~ throughout the two year period of this special training programme.

#### IV THE FELLOWSHIP PROGRAMME

The Fellowship Programme, which corresponds to the Ph.D level programme in the University system, seeks to develop management teachers, researchers and policy personnel for various Sectors like Agriculture, Transportation, Habitat, Health and Energy. The programme consists of two parts, viz., (a) Course work covering two academic years and (b) dissertation work spread over 1½ years to two years. The first batch of candidates for the programme was selected during the academic year 1976-77, with a sanctioned intake of twelve. Each candidate admitted to the programme is awarded a stipend of the value of Rs.500/- per month, during the first year, Rs.600/- per month during the second year and Rs.700/- per month during the third and subsequent years. Candidates with Post Graduate qualifications are eligible to receive Rs.100/- more at each stage. In addition, each Fellowship student is sanctioned an amount of Rs.1000/- for miscellaneous expenses connected with his studies.

After the "Fellowship Programme Holiday" during 1981-81, fresh admissions were made for twelve candidates during the year, of whom nine only joined (2 in Agriculture and Rural Development, 3 in Energy, 1 in Habitat, 1 in Health and 2 in Transportation). Details of yearwise and sectorwise admissions to the Programme are indicated in Table IV. Course material case studies and training material for the Fellowship Programme in Educational Planning and Administration are being developed by the Faculty and, hopefully, would be offered in the years to come.

Table IV

YEARWISE AND SECTORWISE ADMISSIONS TO FPM  
PROGRAMME

Year	Total Admitted	Sector				
		Agri.& RD	Energy	Habitat	Health	Transpn.
1976-77	8	2	2	1	1	2
1977-78	4	1	-	-	-	3
1978-79	12	-	4	2**	4	2***
1979-80	3	2	-	1	-	-
1980-81		FPM HOLIDAY				
1981-82	9	2	3	1	1	2

\*\* - Deputed

\*\*\* - 1 Dropped

Batchwise progress of students admitted for the Programme ever since its inception during 1976-77 is indicated in Table V.

Those candidates were cleared for receiving their Fellowship Diplomas during the year under report. Comprehensive examinations for 5 students (2 in Agriculture, 2 in Habitat and 1 in Health) were completed during the year. Public defence of Dissertation Thesis was presented by one candidate.

The Fellowship Forum formed by the students undergoing the Fellowship Programme continued to bring out their Journal "ABHIPRAYA" containing research articles of enduring interest.

TABLE V

PROGRESS OF FPM STUDENTS (BATCHWISE)

Year	Number admitted	Number obtained FPM Diploma	Completed final presentation	Completed Thesis proposal only	Completed comprehensive examination only	Completed two years course work only	Course work	Remarks
1976-77	8	2	1	4	1*	-	-	*Discontinued
1977-78	4	3	-	2	-	-	-	
1978-79	12	-	-	5	6+1*	-	1*	Discontinued
1979-80	3	-	-	-	3	-	-	
1980-81					F.P.M. HOLIDAY			
1981-82	9	-	-	-	-	-	9	
Total	36	5	1	11	9+2*	-	9+1*	

**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 and administrators of educational and research establishments.

During the year under report, the Institute successfully organised and conducted 31 programmes, the details of which are shown in Annexure II. All these programmes were co-ordinated by 17 Faculty Members as indicated in Annexure II A. Out of the 31 programmes conducted, 4 were Sectoral Programmes and 27 were Functional Programmes. The number of participants for the year totalled to 468, averaging about 15 participants per programme. This compares favourably with the number of participants and the average participant per programme during the year 1980-1981. The total number of participants for 1980-81 was 392 averaging about 12 participants per programme.

In terms of gross revenue, the MDPs realised Rs.12,71,100 during the year as against the budgetted figure of Rs.10,00,000. This again compares favourably with the achievement of the previous year when the gross revenue realised was only Rs.8,67,300.

The regionwise representation in the programmes was as follows:-

	<u>No.</u>	<u>Percentage</u>
South	205	44
North	80	17
East	37	8
West	146	31
	468	100
		---

The number and percentage of participants from the organisations were as under:

	<u>Nos.</u>	<u>Percentage</u>
Government	43	9
Public	213	45.5
Private	212	45.5
	<u>468</u>	<u>100.00</u>

It is significant that more than 50 percent of the participants hailed from Government and the Public Sector.

Participants' feed-back on the impact of these programmes is indicated in Diagram II.

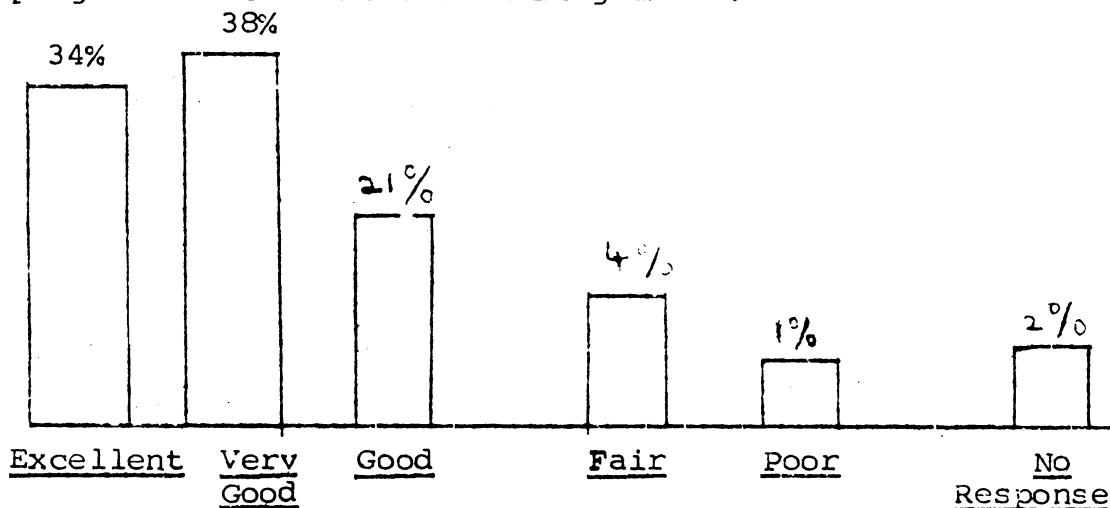


Diagram II - Participants' Feed-back on the MDPs during 1981-82

It is heartening to note that the Management Development Programme is again showing an upward trend, after the set back it had during 1980-81. Many concerted measures were taken to streamline the programme during the year. Programme costs were cut, notably under advertising. The Institute expects to add an MDP Complex in its permanent Campus. This is considered urgent and important, as hotel tariffs and taxes thereon have risen substantially of late.

Based on the improved trends noted during the year under report, 48 programmes have been planned for 1982-83 - 13 Sectoral and the remaining 35 under functional areas of management.

VI

ORGANISATION BASED PROGRAMMES (OBP)

The Organisation Based Programme (OBP) are specifically designed to suit the training requirements of individual organisations. During the year the Institute had organised programmes for the following organisations:

1. Department of Personnel and Administrative Reforms (DPAR), New Delhi.
2. Karnataka State Road Transport Corporation.
3. Indian Telephone Industries.
4. Bharat Heavy Electricals Limited.
5. Department of Atomic Energy.
6. Vikrant Tyres Limited.
7. Madura Coats Limited.
8. Amco Batteries.

The DPAR had assigned seven programmes to the Institute for the year under review. These were successfully conducted. Besides the seven programmes for DPAR, New Delhi the Administrative Training Institute\* in conducting a 3 week OBP for the Power Sector. This was sponsored by the DPAR, Karnataka State. In all, for the DPAR organisation the Institute conducted eight programmes during the year. These programmes accounted for 26 course weeks and benefitted 151 participants in all. The Institute received a grant-in-aid to the tune of Rs.2,52,000/- for conducting these programmes.

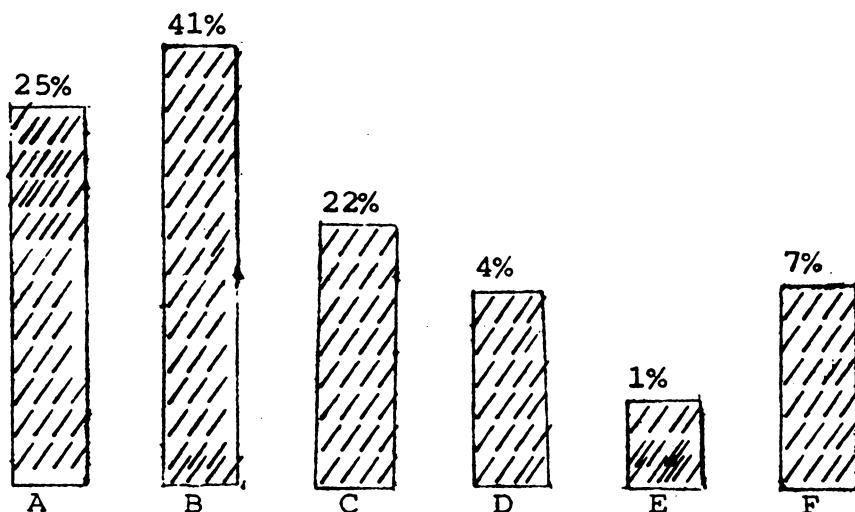
\* Mysore had also sought the help of the Institute.

Besides the DPAR OBPs, the Institute also conducted 11 more OBPs for a number of private and public sector organisations. The number of participants for the non-DPAR OBPs totalled to 247. The programmes were organised over a period of 13 course weeks. In all, the Institute successfully conducted 39 course weeks of OBPs benefitting 398 Officers and Managers during the year. Special mention may be made of a programme in General Management at the request of the Department of Atomic Energy for their Senior Scientists and Engineers. Annexure III gives a detailed statement of OBPs conducted during 1981-82.

The total revenue realised through organisation Based Programme during the year amounted to Rs.4,79,725/-.

Participants' feed-back on the impact of the OBPs conducted during the year is presented in Diagram III

OBP EVALUATION



A - Excellent, B - Very Good, C - Good, D - Fair  
E - Poor, F - No Response

Diagram III - Participants' feed-back on OBPs held during 1981-82

It is hoped that during the next financial year 1982-83 the Institute would be in a position to conduct about 30 weeks of Organisation Based Programmes both for DPAR and other public and Private sector organisations. The DPAR, New Delhi has assigned only one 3 week programme on PIME so far. For the year 1982-83 the other programmes have been given to State owned training Institutions by DPAR. Besides the DPAR OBPs, the Institute expects more programmes from the following organisation during the year 1982-83

1. Department of Atomic Energy
2. Kirloskar Electric Company
3. Mysore Paper Mills Limited
4. Bharat Heavy Electricals Limited
5. Madura Coats Limited
6. Vikrant Tyres Limited

## VII. CONSULTANCY

Members of IIM-B Faculty are permitted to engage themselves on Consultancy assignments for 52 days in a year. But all Consultancy assignments shall be institutional, and not personal to the Faculty concerned.

During the year under report, the Institute realised a record sum of Rs.18.08 lakhs for undertaking various consultancy assignments. Some of the prestigious assignments undertaken by the Institute on Consultancy basis are:

- i) Assignment from World Bank to present a paper essaying an integrated approach to the development of 'Draught Animal Power'.
- ii) Report on the Survey of the performance of the Centre for Electronics Design and Technology in the Indian Institute of Science, Bangalore, on behalf of the Swiss Development Corporation.
- iii) Techno-Economic Feasibility Survey Nava Sheva Sub Region.
- iv) Identification of backward areas in Andhra Pradesh.
- v) Social Cost benefit analysis of Nava Sheva Port Project.
- vi) A.I.R. Commercial Broadcasting.
- vii) A study of Coconut as a source of Vegetable Oil (World Bank)
- viii) Beijer Institute, Sweden - Feasibility of an Integrated Grid System for southern states.

Statements showing Consultancy assignments completed during the year under report and those which are on-going are furnished in Annexures IV 'A' and IV 'B' respectively.

## VII. RESEARCH AND PUBLICATIONS

The Institute continued to attach great importance to research efforts on the part of its Faculty. A statement showing research projects completed during the year out of the Institute's own funds has been furnished in Annexure V 'A'. Another statement indicating on-going research projects has been furnished in Annexure V 'B'. A perusal of these statements will reveal that the research effort of the Institute is geared to the needs of our developing economy touching upon vital programmes impinging on public welfare like (i) Janata Housing Scheme (ii) Social Forestry, (iii) Land Reforms, etc. The statements also bring out the wide coverage of the Institute's research programmes.

The Institute's expertise is also being availed by other organisations for undertaking research into special problems of importance. Details of such research projects completed during 1981-82 and which are on-going are indicated in Annexures V 'C' and V 'D' respectively.

The "Animal Energy Project", the largest to be entrusted to the Institute in terms of funding and scope, is pending clearance by the Commission for Additional Sources of Energy (CASE), on the basis of proposals submitted during the year under report.

The Documentation Manual of Animal drawn vehicles, consisting of photographs and engineering drawings of four or more representative designs from each state is under print and is expected to be published by December 1982.

Under the Bullock-Card redesign project, three prototypes were released during the year under report for field trials over periods of three to six months. They are: (1) 'YATRA' Carts (2) the 'MALNAD' Cart and (3) the 'KISSAN' Cart.

Twelve models of carts prepared from IIM-B scale drawing by the Department of Audio Visual Publicity, Government of India, a real cart designed by IIM-B and selected photographs taken by the IIM-B project team were shown at the Festival of India Exhibition in the South Kensington Museum in London which was inaugurated by the Prime Minister. It was a rare privilege for the Institute to participate in this important Exhibition.

A list of research and professional publication brought out by the Faculty and Research staff during the year under report is furnished in Annexure VI.

#### IX. SEMINARS, WORKSHOPS, EXHIBITIONS.

As usual, the Institute hosted a number of Seminars, Workshops etc., during the year under report. The following programmes merit special mention in this behalf:

- i) The Animal Energy Team of IIM-B participated in an All India Exhibition entitled 'Man and Animal-Partners in Progress' organised in collaboration with the Department of Advertising and Visual Publicity, Government of India. The Exhibition was inaugurated in Delhi on 7 NOV 1981 and is due to be extended to over 200 centres and presented in 14 different languages all over India.
- ii) A colloquium on Bangalore Development was organised on 30 NOV 1981 in collaboration with the Institute of Town Planners (Bangalore Regional Chapter) and the Indian Institute of World Culture, Bangalore.

iii) A five-day workshop on 'Value Analysis and Value Engineering' was held during the period AUG 18 - 22, 1981.

iv) A Two-day workshop on the Management of Environment was organised by IIM-B at Bangalore on 11 and 12 December 1981, in Collaboration with the centre for Education in International Management, Geneva and the International Labour Organisation. The workshop was coordinated by Dr. MG Royston of the ILO and Prof. B Bhaskar Rao of IIM-B.

X. STRENGTH OF FACULTY AND RESEARCH STAFF.

The Faculty Community in IIM-B was strengthened during the year under report by the appointment of the following members:

<u>Name</u>	<u>Rank</u>
1. Shri. MSV Rao (on deputation from the School of Planning and Architecture, New Delhi.)	Professor
2. Shri. Zafar Futehally	Hon. Professor
3. Dr. VK Bawa	ICSSR Fellow
4. Shri SS Murthy	Hon. Professor
5. Shri TS Nagabhushana	Asst. Professor
6. Dr. Malathi Somaiah	Asst. Professor
7. Dr. JD Singh	Asst. Professor
8. Shri RK Vijayasarathy	Faculty Research Associate
9. Dr. Mira Bakhru	Faculty Research Associate

On the other hand, Faculty strength was also depleted during the year as indicated below\*

<u>Name</u>	<u>Rank</u>	<u>Remarks</u>
1. Shri HSK Murthy	Asst. Professor	Resigned with effect from 4 JUL 1981.
2. Shri MK Bannerjee	Asst. Professor	Left on expiry of five-year contract on 26 OCT 1981.
3. Shri BP Lingaraj	Professor	Resigned from 31-8-1981
4. Shri MR Pejavar	Asst. Professor	Resigned from 19-9-1981

Prof. PN Agarwala who served in the Institute from February 1976 on deputation from the Bureau of Public Enterprises reverted to his parent department from March 1982.

Dr. LS Chandrakant: Hon. Professor, has been awarded the Commonwealth Foundation Lectureship for 1981 on the Planning and Management of the Technical and Vocational Educational System in Developing Countries. This is the first time an Indian expert has been selected for the award.

List of Faculty Research and Administrative Staff on the rolls of IIM-B may be seen in Annexure VII.

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\*We wish to place on record our profound sense of grief over the sad demise of our Prof. SK Warriar on 11 APRIL 1982.

## XI. VISITING FACULTY

The Institute was privileged to receive a number of eminent 'Visiting Faculty' during the year. The Visiting Faculty took part in many of the professional activities undertaken by the Institute and served to enrich the quality of the academic life in our Campus. Relevant details are furnished below:

- i) Prof. AV Subba Rao, Associate Professor and Co-ordinator, Human Resources Management Division, Department of Administration, University of Ottawa, Canada visited the Institute from February to July 1981 and participated in the programmes of the O.B and I. R. Area.
- ii) Dr. Rayindra Nanda, Director, Industrial Engineering Programme, Polytechnic Institute of New York, U.S.A. Worked in the Institute from 24th July 1981 to 28th February 1982 participated in the programmes of the POMA, U.R. and Q.M. and O.B. and I.R. Areas in the Institute.
- iii) Shri. Jagabandhu Acharya from the Administrative Staff College of India, Hyderabad, joined the Institute as 'Visiting Faculty' for a period of one year from 6 March 1982. His interests are Management of Population, Health Systems and Public Policy.
- iv) Dr. MR Bhagavan, Professor of Economics at the Stockholm School of Economics and now with the Beijer Institute in Stockholm of the Royal Society of Science, Sweden, worked in IIMB as Visiting Faculty during November and December of 1981, and

he hopes to forge research links between the Institute's faculty and Swedish scholars during his stay here. He will also utilize his stay at IIM-B to study the impact of India's rural energy crisis on the country's overall economic development and is collaborating on a research project entitled 'The Energy Crisis of the Broad Masses' with Dr. Vinod Vyasulu of IIM-B.

### XII. VISITS ABROAD BY IIM-B FACULTY

As part of its over-all policy to promote Faculty development, IIM-B provides facilities for its Faculty to work for some time in other sister institutions so that the experiences they gain through such assignments will become available to IIM-B on their return. During the year under report, the following Faculty from IIM-B took up such outside assignments.

- i) Prof. KLK Rao worked as Visiting Faculty in the University of Illinois, Urbana-Champaign, U.S.A. from 15 August 1981 to 9 April 1982.
- ii) Prof. RK Herlekar has joined the Department of Management of Marketing, Illinois State University, U.S.A., for a period of nine months from 10 August 1981.
- iii) Prof. VB Kaujalgi has joined the Department of Information Systems and Decision Sciences, California State University, Fresno, U.S.A., for a period of one year from 25 August 1981.

In addition, many members of the Faculty undertook short-term visits abroad to participate in Conferences/Seminars/Workshops and on study tours as per details furnished below:

- i) Prof. NS Ramaswamy, Director, participated in a Seminar on "Draught Animal Power" for World Bank in Washington during 19 - 31 October 1981. He presented a paper essaying an integrated approach to the development of "Draught Animal Power", which will eventually be incorporated in the World Bank's Projects.
- ii) Prof. KLK Rao and Prof. BK Chandrashekhar jointly visited UK, US and Europe under Ford Foundation Grant for 8 to 10 weeks to develop Energy and Transportation Sectors of the Institute and to establish linkages with the Universities and academic institutions in these countries.
- iii) Prof. BK Chandrashekhar participated in the programme sponsored by the International Centre for Law and Development (ICLD) held in Colombo, Sri Lanka on 12 - 13 February 1982.
- iv) Prof. SR Bijoor visited US, UK, Japan, Canada, and Holland during May - June 1981 under Ford Foundation Grant. He collected a mass of material during his study tour and is hoping to prepare a "Transportation Manual for India".
- v) Prof. GK Valecha attended a Seminar on an international programme for participants from developing countries sponsored by the Institute for International Studies and Training, Fujinomiyashi, Japan for about a month from 25th October to

22 November 1981. The seminar included lectures, case studies and discussions by Professors from developing countries and also visits to industries and Universities in Japan.

- vi) Dr. Nira Ramachandran Research Fellow also attended the Seminar sponsored by the Institute for International Studies and Training, Fujinomiyashi, Japan from 25th October to 22nd November 1981. She also attended a training course on "Improving the Urban Habitat: the design and execution of projects" from 7-2-82 to 19-3-82 in Colombo, Sri Lanka.
- vii) Prof. PN Agarwala visited Berlin for attending the West German Foundation Conference for International Economic Cooperation and Development held from 18 to 20 November 1981.
- iii) Prof. VK Tewari visited the Universities of Iowa, U.S.A., Ibadan, Nigeria, and the National Technical University, Athens, Greece, during September - October 1981, in connection with the location of rural services. The visit was funded by the National Science Foundation, U.S.A. while in U.S.A., Prof. Tewari was invited by the urban and Regional Economics Division of the World Bank, Washington for discussions on a collaborative research study of the Bangalore Market, based on his earlier work in Bangalore City.
- ix) Prof. MR Rao went to U.S.A. during February - May 1982 to complete his unfinished assignment with the New York University.

### XIII L I B R A R Y

As indicated in Table VI the total number of library materials reached the figure of 62,676 by the end of the year, excluding about 1,026 reprints and 8,717 audio visuals materials in the Library. The Library has grown considerably during this period, both quantitatively and qualitatively. This has resulted in acute dearth for space. It is hoped that this would be remedied with the shifting of the Library to the Permanent Campus.

Lending Section: There has been a general increase in all activities of the Circulation Section as evident from the figures provided in Table VI.

Reading Room: The Reading Room contains current periodicals and important textual reference books for students. This section is kept open until 7.00 p.m. to facilitate students. It is kept open on Sundays also.

Reference Section: This section contains reference books such as encyclopaedias, yearbooks, directories, Government Reports, and bound periodicals. Many scholars from sister institutions have also been seeking to avail the facility provided in this section in an increasing measure.

TABLE VI

LIBRARY STATISTICS FOR 1981-82

No.	Item of work	Quantity	Grand Total
1	<u>Library Collection</u>		
1.	No. of books taken into stock	2,797	56,419
2.	No. of bound volumes (Jnl) taken into stock	710	6,257
3.	No. of reprints taken into stock	75	1,026
4.	No. of journals added	34	670 Approx
5.	No. of films, Microfiches maps, added	7,357	8,717
2	<u>Circulation</u>		
1.	No. of books issued	55,712	
2.	No. of books lent on Inter-library Loan	534	
3.	No. of books borrowed in Inter- Library Loan	65	
4.	No. of readers:		
	A. Faculty & Research	118	
	B. Deposit Borrowers	40	
	C. Students	281	
	D. Admin. Staff	292	
	E. MDP & OBP Participants	480	
3.	<u>Budget</u>		
1.	Amount spent for books	3,57,586-44	
2.	Amount spent for periodicals (Current)	1,55,394-28	
3.	Amount spent for back volumes		
4.	Amount spent for binding of periodicals	5,403-00	

5. Amount spent for binding of books	2,990-00
6. Amount spent for reprints	
7. Amount spent for Inst. Membership	1,708-55

4. Documentation

1. No. of publications	
a) Serial: Recent Additions (Monthly)	8
Current Press Cutting (Fort Nightly)	20
b) Ad-hoc: Bibliographics and Reading Lists	10
2. No. of Reference Queries Answered	5 Approx.
3. No. of Microfilms Processed	
A) Microfiche	500
B) Films	4

5. Reprographic

No. of xerox copies taken	64,147
a) Officials:	
Outside	41,418
Internal	600 Approx.
b) Individuals	22,129
Xerographic services amount collected	
a) Individuals	Rs. 10,886-80
b) Official (Book Adjustments)	Rs. 13,462-00

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Documentation Section: One of the highlights in this section during the year under report is a publication brought out under the title, "Academic and Research Activities - A Biblioprofile". This publication lists the entire academic and research output of the Institute community arranged in various useful forms to facilitate quick retrieval. This publication is in great demand from institutions all over India.

Reprographic Section: From the statistics it could be seen that during the year under report 41,418 xerox copies has been considerably reduced for students and faculty to facilitate their academic activities. Rs. 10,886 and Rs. 13,462 have been realised from individuals and from official book adjustments respectively. It is an indication of the extent to which this section is used. It is found that with this single machine it will be difficult to cope with the increasing demand for reprographic services. Either an additional machine or a machine with a faster output may be needed before long.

Plan for the Library Building:

After careful consideration, a plan for the Library building in the permanent Campus has been drawn up. Steps were initiated to obtain competent sanction and approval for the plan.

XIV DATA PROCESSING CENTRE

Computer for the Institute:

The Institute planned for acquiring Computer System for its use in teaching, training and research and consultancy activities. A Computer Group, appointed by the Director, has compared various systems and recommended purchase of ORG-80 System for the Institute. This has been approved by the Board.

The Institute, has placed an order with the ORG Systems for the installation of ORG-80 System for the Institute with the following configuration:

Sl. No.	Feature No.	Description	Qty
1.	91-3001	ORG - 80 Computer System 128 KB/2FD/VDU/MUX	1
2.	92-3071	Additional 128 KB Memory for ORG-80	3
3.	92-3021	Disk Controller for ORG-80	1
4.	91-7351	Winchester Disk Drive 80 MB for ORG - 80	2
5.	92-3003	9 Track, NRZI, Magnetic Tape Drive Controller	1
6.	91-7502	9 Track, 45 ips, NRZI Magnetic Tape Drive	2
7.	92-3033	600 LPM Printer Controller	1
8.	91-6214	600 LFM Printer	1
9.	92-3041	Card Reader Controller for ORG - 80	1
10.	91-8001	Card Reader 600 cpm	1
11.	91-5111	VDU for ORG - 80	8
12.	91-1001	ORG-310 Data Entry System 16 KB/1 FD/VDU	3

The total cost of this configuration is Rs.27,44,990/-  
Computer will be installed by November/December, 1982.

As we do not have a building/site to house the Computer at our Campus, it is proposed to install the computer system at the Main Building. Steps are being taken to select the site and preparation of the same.

### Mini Computer

At Present the Institute has a Mini Computer a Hewlett Packer of Desk Top Computer (HP 9845 B) which is being used extensively by the faculty, research and PGP Students in their course work and research. The system is not optimally used because of shortage of Thermal paper which has got to be imported. Steps are being taken to purchase a line printer to be hooked to the HP System so that the output can be obtained easily.

The Data processing centre continues to provide a big help in administration including PGP admissions work.

### XV CAMPUS DEVELOPMENT

The preparation of plans, estimates and designs for the I phase construction works of the campus has been entrusted to the Architects, M/s Kanvinde & Rai, New Delhi and M/s Stein, Doshi & Bhalla, Ahmedabad. The Campus construction has been designed to meet the minimum needs of the Institute in respect of several activities. The Master Plan in general provides for Dormitories, Kitchen and Dining block, staff housing, Administration block, class rooms and Faculty block, MDP Block, Library etc.

The construction of the Campus has been tackled in a phased programme. The I Phase construction was planned for the period from 1978-81. As approved by the Board of Governors the I phase construction was taken up with a built up area of about 2,60,000 sft.

The I phase construction mainly consists of the following:

1) Dormitories, Kitchen & Dining Block for 208 Students

The value of the work is Rs. 49.78 lakhs as per the tender. The work was started during November 1978 and the targeted date of completion was 26.5.80. Due to several problems like settling the request of the contractors for price escalation, abandoning of the electrical work by electrical contractors, delay in the designing of the kitchen, appointment of kitchen consultant etc., the construction was delayed. Now about 95% of the work has been completed. The finishing items of works are in progress. It is expected to be completed in all respects by the end of September 1982. Three dormitory blocks have been occupied since July 1982.

2. Staff Housing - 70 Units:

The value of the work is Rs. 40.11 lakhs as per the tender. The work was started during November 1978. The targeted date of completion was 26.5.80. The work was delayed due to several problems like abandoning of the electrical work by the electrical contractors and delay in the settlement of price escalation requested by the contractors. The work is almost completed. Occupation of the quarters is being postponed for want of electricity.

3. Class Rooms & Faculty Block:

The value of the work is Rs. 87.04 lakhs as per the tender. The work was started during January 1980. The targeted date of completion was 6.9.81. The work was delayed due to delay in initial marking, non availability of cement, etc. The work is expected to be completed in all respects by March 1983. Class Room in cloister I have been occupied since July 1982.

4. Administration Block:

The value of work is Rs.32.23 lakhs. The work was started during January 1980 and the targetted date of completion was 6.3.81. The work was delayed due to several reasons like initial delay in marking, want of details from the Architects, non availability of cement etc. The work is expected to be completed in all respects by December 1982. However, a portion of the building was occupied in August 1982.

5. Services:

a) The service works like Plumbing installation, electrical installation and drainage to Staff Housing, Dormitories, kitchen and dining block, Administration block, Class rooms and Faculty blocks and external services have been taken up at a total cost of Rs.60 lakhs. These works are being done in co-ordination with civil works.

b) Electrical Sub-Station:

This work has been taken up at a tender cost of Rs.5.35 lakhs. The work was started in March 1981 and the work should have been completed by October 81. The balance works are nearing completion. Sub-Station No. 1 was commissioned on 8 July 1983.

c) Overhead and Underground Tanks:

The work was started during July 1981. The work should have been completed by January 1982. But due to several reasons the work was delayed. This work is expected to be completed in all respects by December 1982.

d) Contingency water supply scheme:

As the BWSSB was not in a position to supply water to

the new campus till 1985, action was taken to work out a contingency water supply scheme. Accordingly, 8 bore wells were sunk in addition to the 4 already sunk. The yield from the bore wells on an average is about 1500 gallons per hour. The laying of pipe lines and installation pump sets have been taken up at a total cost of Rs.9.55 lakhs. Two bore wells under this scheme have been commissioned and arrangements have been made to supply water to the dormitories and faculty block.

5. Construction of Roads, Pavements etc.

The above work was started during March 1982 at a tender cost of Rs.27.33 lakhs. The targetted date of completion is September 1982. But there was some delay in giving marking out by the site staff. This work is expected to be completed by March 1983.

\* \* \* \* \*

T R A N S P O R T

The Institute has fourteen vehicles, three motor cycles and two mopeds. There was no addition to our transport ~~fleet~~ during the year under report. But utilisation of the vehicles was more intensive during the year because of brisk construction work at the new Campus, for the supervision of which the Engineering staff had to make repeated visits to the work site day-in and day-out and also due to the increase of MDP/ OBP.

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### XVII. IMPORTANT VISITORS

The Institute was privileged to welcome many important visitors to the Institute during the year under report. Their names are furnished in Annexure VIII.

Dr. A.T Tillotson, from Department of Transportation and Environment Planning in the University of Birmingham in England, visited the Institute during the third week of July and held discussions with the Faculty in our Transportation Sector, with a view to collaborating in research and studies on the effects of transportation on environment traffic, management and transportation models.

Dr. Roy Johnson, Professor from the University of Leeds, visited the Institute during the second week of August to discuss the possibility of Exchange Programmes between the Institute and Leeds University in Production Management and Industrial Engineering.

Prof RP Iyer, Director IIM-C and Prof VS Vyas, Director II IIM-A visited IIM-B during August 1981 for discussing problems common to the three Institutes of Management.

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XVIII ACCOUNTS

The audit of the Institute's accounts for the year under report, which is to be undertaken by the Comptroller and Auditor General of India under S.20 of the C.&A.G. (Duties, Powers and Competence) Act of 1971, is under progress. Copies of the unaudited balance sheet as on 31 March 1982 and the Income and Expenditure Statement for the year 1981-82 have been furnished in Annexure IX.

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#### XIX. FORD FOUNDATION ASSISTANCE

The grant of ₹ 200,000/- sanctioned by the Ford Foundation during December 1975 for purposes of faculty development in the Energy and Transport Management Sectors was almost fully utilised during the year under report. This was rendered possible by the Ford Foundation generously agreeing to (1) certain reappropriations under minor heads of accounts, and (2) for extending the time till 30 June 1981 for the utilisation of the assistance. A sum of ₹ 13,316-52 was spent during the year on study tours undertaken by Professors KLK Rao, BK Chandra Shekar and SR Bijoor. We wish to place on record our sincere thanks to the Ford Foundation for their munificent grant to strengthen our Energy and Transportation Management Sectors, and for agreeing to extend the time for the utilisation of their assistance upto 30 June 1981.

The Ford Foundation caused an audit of the utilisation of their grant to IIM-B to be undertaken by Prof Iswar Dayal of the Indian Council of Social Science Research.

The Balance Sheet pertaining to the Ford Foundation Account as on 31 March 1982 along with the Income and Expenditure Statement for 1981-82 may be seen in Annexure X.

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ANNEXURE I

COMPOSITION OF THE BOARD OF GOVERNORS OF IIM-B.

Chairman : Shri. Govind Narain  
Governor of Karnataka\*

Members

1. Shri. CHOPRA RN  
Additional Secretary  
Ministry of Industry  
(Department of Industrial  
Development)  
Udyog Bhavan  
NEW DELHI - 110 001
2. Shri. DAFTARY PG  
112, Highpoint  
45, Palace Road  
Bangalore-560 001
3. Prof. HORO PC  
Sadanand Road  
Hazari Bagh  
Binar - 825 301
4. Shri. ISVARAN V, ICS (Retd)  
S-61, II Avenue  
Shastrinagar  
Madras - 600 020
5. Shri. MURALIDHARAN PG  
Financial Adviser  
Ministry of Education and Culture  
(Department of Education)  
New Delhi - 110 001
6. Prof. KRISHNASWAMY N  
Professor and  
Dean (Research)  
IIM-B  
Bangalore - 560 027
7. Shri. MELKOTE AS  
Secretary  
Education and Youth Services Department  
LIC Building  
6th Floor, Dr. Ambedkar Road  
Bangalore - 560 001

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Relinquished Office on the expiry of his term on  
24 April 1982.

8. Dr. MINOO D. DAVER  
13, 'Shreyas'  
180, Back Bay Reclamation  
Bombay - 400 020
9. Shri. NARASIMHA MURTHY TN M.L.C.  
Advocate  
3, Prashantha Nivas  
Bannimantap Extension  
Bangalore Road  
Mysore - 570 015
10. Shri. PITANKAR SM  
Adviser (Finance)  
Bureau of Public Enterprises  
Ministry of Finance  
Mayur Bhavan, 7th Floor  
New Delhi - 110 001
11. Shri. RAMACHANDRA MK  
'Prashanth'  
27, Bull Temple Road  
Bangalore - 560 004
12. Shri. RAMACHANDRA SG  
Executive Vice President  
Kirloskar Electric Co Ltd  
Malleeswaram West  
Bangalore - 560 055
13. Prof. RAMASWAMY NS  
Director  
IIMB  
Bangalore - 560 027
14. Shri. RAMANUJAM G  
General Secretary  
Indian National Trade Union  
Congress (INTUC)  
45, Royapettah High Road  
Madras - 600 014
15. Prof. RANAJIT DHAR  
Professor  
IIMB  
Bangalore - 560 027
16. Shri. SAXENA AN  
Executive Director  
National Productivity Council  
'Productivity House'  
Lodi Road  
New Delhi - 110 003

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17. Shri. SHARU S. RANGNEKAR  
31, Neelamber  
37, G Deshmukh Marg  
Bombay - 400 026
18. Shri. SHAHANI HS  
512, Sindh Co-operative  
Housing Society  
Aundh Pune - 411 007
19. Shri. SHENOY RP  
Director  
Electronics and Radar  
Development Establishment (LRDE)  
Highgrounds  
Bangalore-560 001
20. Shri. SREENIVASA RAO M  
Executive Director  
United Breweries Limited  
24, Grant Road  
Bangalore - 560 001
21. Shri. VARMA SC  
Secretary to Government of India  
Ministry of Rural Reconstruction  
Krishi Bavan  
Dr. Rajendra Prasad Road  
New Delhi - 110 001
22. Shri. VENKATESHAN MK  
Additional Chief Secretary  
Government of Karnataka  
Vidhana Soudha  
Bangalore-560 001
23. Prof. VISWANATHIAH MN  
Vice-Chancellor  
Bangalore University  
Bangalore-560 001
24. Shri. WALIA DS  
Deputy Educational Adviser (T)  
Ministry of Education and Culture  
(Department of Education)  
New Delhi-110 001
25. Shri. WARRIOR SK  
Secretary to Government  
Finance Department  
Vidhana Soudha  
Bangalore-560 001

SECRETARY

Shri. ANANDAKRISHNA R, IAS (Retd)  
Dean (Administration)  
IIM  
Bangalore - 560 027

ANNEXURE II

LIST OF MANAGEMENT DEVELOPMENT PROGRAMMES CONDUCTED DURING  
THE FINANCIAL YEAR 1981-82.

S1. No.	MDP	No. of Participants	Gross Revenue Rs.
1.	Management of Family Welfare	12	18,000
2.	Management Science Applications in Health and Family Welfare	14	26,900
3.	Management of Public Power Utilities	17	26,500
4.	Management of Hospitals and Health Care Delivery Institutions	23	57,000
5.	Manpower Planning and OD in Public Sector	12	36,000
6.	Top Management Effectiveness under Indian Conditions	14	19,500
7.	Personnel Growth Laboratory for Managerial Effectiveness	9	26,500
8.	Transactional Analysis and MBO	12	40,000
9.	Seminar on Production/Inventory Systems	11	20,700
10.	Marketing Programme for Branch Sales Managers	25	68,000
11.	Sales and Distribution Management	14	49,000
12.	Industrial Marketing Management	18	53,000
13.	Workshop on Management of Discipline	16	12,800
14.	Personnel Management for Non- Personnel Executives	13	38,500
15.	Issues and Trends in Industrial Relations	10	28,000
16.	Effective Management	13	46,800
17.	Systems Approach to Effective Management	7	16,300
18.	Managing Productivity	18	50,000
19.	Workshop on Value Analysis/Value Engineering	22	39,600
20.	Materials Management	15	66,000

contd...

21.	Project Management	15	51,500
22.	Production Management	19	74,500
23.	Organisation and Methods	13	24,400
24.	Finance for Non-Finance Executives	16	47,500
25.	Budget Planning and Control	10	29,000
26.	Costing Budgeting and Performance Feedback	19	53,500
27.	Purchasing Management	20	52,400
28.	Management Information and Reporting System	21	71,000
29.	Stores and Inventory Control	14	37,600
30.	General Management	13	68,600
31.	Annual Business Planning for Medium and Small Scale Industries	15	23,200
<hr/>			
	Total	468	12,71,100
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ANNEXURE "IIA"

FACULTYWISE CONTRIBUTIONS TO MANAGEMENT DEVELOPMENT PROGRAMMES  
DURING 1981-82

Sl. No.	Faculty	No. of Programmes	Participants	Revenue
1.	Prof. NSS Arokiaswamy/ Prof. N Krishnaswamy	1	17	Rs. 26,300
2.	Dr. Ashok Sahni	2	35	93,000
3.	Prof. VTD Balaraman/ Prof. S Jagadish	1	7	16,300
4.	Prof. MK Banerjee	1	11	20,700
5.	Prof. SN Chary	2	32	98,900
6.	Prof. B Ghosh	2	26	44,900
7.	Prof. RV Gopalakrishnan	2	40	89,600
8.	Prof. MR Gopalan	2	28	1,17,500
9.	Prof. RP Iyer/SG Lele	1	13	46,800
10.	Prof. SG Lele/ Prof. N Krishnaswamy	3	39	79,300
11.	Prof. S Ramaswamy*	6	102	3,06,300
12.	Prof. SK Roy***	3	35	86,000
13.	Dr. S Subramaniam	1	14	49,000
14.	Prof. PN Thirunarayana	2	43	1,21,000
15.	Prof. Vatsala Nagarajan**	2	26	76,500
		31	468	Rs. 12,71,100

\* One MDP conducted along with Prof. Ramesh Tagat on Annual Business Planning with 15 participants - Gross Revenue Rs.23,200/-

\*\* One MDP conducted along with Prof. R Vaidyanathan on FNFE with 16 participants - Gross Revenue Rs.47,500/-

\*\*\* One MDP conducted along with Dr. GK Valecha on TA & MBO with 12 participants - Gross Revenue Rs. 40,000/-

- 56 -  
ANNEXTURE III

ORGANISATION BASED PROGRAMMES DURING 1981-82

Sl. No.	Theme of Programme	Name of organisation	Faculty Co-ordi- nator	No. of Partici- pants	Amount of grant in- aid	Duration of programme
1	2	3	4	5	6	7
1.	Management of Public Utilities	DPAR	PG Apte	19	20,000	2 weeks
2.	Executive Development Programmes	DPAR	HSK Murthy	24	60,000	6 weeks
3.	Management Development Programme	DPAR	V Nagadevara	13	40,000	4 weeks
4.	Management Information System	DPAR	MR Gopalan	25	20,000	2 weeks
5.	Management Development Programme	DPAR	PS Rao	13	50,000	4 weeks
6.	PIME Power	DPAR	NSS Arokiaswamy SN Chary	16	12,000	3 weeks
7.	Management of Public Utilities	DPAR	SN Chary	11	20,000	2 weeks
8.	PIME	DPAR	S Subba Rao	30	30,000	3 weeks
9.	Marketing Programme for Area Sales Managers	Vikrant Tyres	KLK Rao PN Thirunarayana	19	17,000	1 week
10.	Management Development Programme	Madura Coats	RV Gopala- krishnan	27	1,14,225	3 weeks

1	2	3	4	5	6	7
11.	Traffic Management	KSRTC	SR Bijoor KM Anantharamaiah	23	20,000	1 week
12.	Finance for Non Finance Executives	AMCO Batteries	RP Iyer	24	5,000	2 1/2 days
13.	Traffic Management	KSRTC	SR Bijoor KM. Anantharamaiah	20	11,000	1 week
14.	Advanced Financial Management	ITI	Prasanna Chandra	15	5,000	3 days
15.	Management Development Programme	BHEL	KB Nair	20	15,000	2 weeks
16.	Finance for Non Finance Executives	ITI	Vatsala Nagarajan	25	5,000	3 days
17.	Finance for Non Finance Executives	AMCO Batteries	R Vaidyanathan	24	5,000	2 1/2 days
18.	General Management	Dept. of Atomic Energy	S Subba Rao N Krishnaswamy	25	15,000	8 days
19.	General Management	Dept. of Atomic Energy	RP Iyer	25	15,000	8 days
				398	4,79,725	39 weeks

ANNEXURE IV 'A'

LIST OF CONSULTANCY ASSIGNMENTS COMPLETED DURING 1981-82.

Sl. No.	Code No.	Title/Client	Faculty
1.	36178	Report on the Survey of the Performance of the Centre for Electronics Design and Technology in IITSc. Bangalore.	J Bandyopadhyay V Shiva S Krishnan
2.	36129	Flood Moderation in Brahmaputra sponsored by Central Water Commission	A Sunder
3.	36165	DHO's (Training) Government of Karnataka	Ashok Sahni MK Banerjee
4.		Karnataka Planters Association (Training)	S Subramaniam MNV Nair TP Gopalaswamy
5.	36196	A Study of Coconut as a source of vegetable oil (Sponsored by World Bank)	Shyamal Roy
6.		St. Martha's Hospital, Organisational and Professional Manpower Effectiveness Study.	Ashok Sahni
7.	36153	AIR: Commercial Broadcasting	AV Shanmugam
8.	36193	Social Cost Benefit Analysis of Nava Sheva Port Project - Interim Report	KS Pillai KM Anantharamaiah
9.	36133	Management and Organization of the Karnataka Health System	Ashok Sahni
10.	36182	District Level Planning of Rural Roads in Ratnagiri District (Maharashtra) Phase I report	KM Anantharamaiah KS Pillai Ranajit Dhar TV Ramanayya P Bhaskaran
11.	36208	BHEL - Demand Assessment in Energy Meters - Phase I	C Jayachandran S Subramaniam NSS Arokiaswamy

12.	36209	Aluminium Industries	RK Vijayasarathy
13.	36210	ITI - Training Programme	MR Gopalan
14.	36170	Electricity Tariff for Lift Irrigation pumpsets in Tamilnadu and Gujarat (Sponsored by the Rural Electrification Corporation of India)	NSS Arokiaswamy V Ranganathan
15.	36073	Pop-Case Project (sponsored by North Carolina University) Chapel Hill.	B Ghosh*
16.	36197	Identification of backward areas in Andhra Pradesh	VK Tewari
17.	36201	Farmers Participation in tank irrigation projects (draft report) (Sponsored by World Bank)	A Sunder PS Rao
18.	36205	Techno-economic feasibility survey in commuter line in Nava Sheva sub-region	KS Pillai
19.	36211	Working of COIR board showroom and sales depots	RG Tagat R Vaidyanathan
20.	36215	TCC Consultancy	SK Roy

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\*Accepted for distribution through the Inter-Collegiate  
case clearing house (ICCH) by the Harvard University  
Graduate School of Business Administration.

ANNEXURE IV "B"

Statement showing list of on-going Consultancy projects as on  
31 March 1982.

Sl. No.	Code No.	Title	Faculty
1.	36060	BMRDA - NHAVA SHEVA Project Feasibility Study	KS Pillai
2.	36133	A study on attitudinal change among civil servants-Government of Karnataka Ashok Sahni	
3.	36187	Bajaj Electricals	SK Roy PN Tirunarayana
4.	36188	Water use management	NV Ratnam V Nagadevara
5.	36194	Location-Allocation - Algorithm - American Science Foundation	VK Tewari
6.	36199	TRYSEM	NV Ratnam
7.	36202	Coir Board	RC Tagat
8.	36203	Harierupa Industries	VAP Naik
9.	36204	IDBI	VK Tewari
10.	36206	Sundaram Cl Ltd.,	PN Tirunarayana
11.	36207	BGML, KGF.	GK Valecha
12.	36212	BHEL	PN Tirunarayana
13.	36213	ARDC Bombay	TP Gopalaswamy V Nagadevara
14.	36214	Design of traffic system for the Vizagapatam Urban Development Authority	KS Pillai
15.	36215	OD Consultancy - Min. 500/- 20-25 days	PN Tirunarayana
16.	36217	DANIDA Project - Primary Health care Services in Tamilnadu	P Bhaskaran
17.	36218	Beijer Institute Sweden - Feasibility of an Integrated Grid System for Southern States.	S Subba Rao (PROJECT LEADER) PG Apte, KB Nair & KS Subramaniam

ANNEXURE V "A"

Statement showing the titles of the Research projects completed during 1981-82 out of IIM-B Funds.

Code No.	Title	Faculty
008	Profile of some transport organisations in India.	VB Kaujalgji KM Anantharamaiah
014	A micro study of the operation of rural labour markets in Karnataka (Phase I)	Indira Rajaraman
019	Distribution of Welfare : The People's Housing Scheme in Karnataka	Mira Bakhru
023	Land reforms in Karnataka	Narendra Pani
024	Rural Energy Consumption	V Ranganathan
028	Productivity studies of key industries of Karnataka	K Rajalakshmi PS Dhruvarajan
029	A study of Institutional Buses in Metropolitan City of Bangalore	Mahesh Chand
032	Evaluation of film distribution network in Karnataka (Kannada films)	RG Tagat
036	To determine the optimum land use in Karnataka for Ecological stable resources utilisation in the Energy Sector	J Bandyopadhyay V Shiva
038	Study of sick industries in and around Bangalore	SR Bijoor
039	Inter-dependence between appraisal/ Evaluation technique and industrial projects performance (KSFC)	Kumudini Bakshi
045	6 cases - Marketing Management	C Jayachandran
046	Population patterns and settlement hierarchy in the Malnad region	Nira Ramachandra
051	Tourism Development Plan for Mysore region	Prakash Adnur

ANNEXURE V "B"

Statement showing on-going Research projects funded by IIM-B.

Code No.	Title	Faculty
013	Conditions of working women	BK Chandrashekhar
022	Bottlenecks-Cashflow forecasting	RP Iyer
025	Governance of universities	Malathi Somaiah
027	Relevance of education Job market	Malathi Somaiah
030	Social cost benefit implications of Hosur industrial complex	RG Tagat C Jayachandran
035	Educational aspiration of Harijan parents	Malathi venugopal
047	3 cases in industrial disputes settlement	N Krishnaswamy
048	Study of judicial delay in Karnataka	BK Chandrashekhar
049	A study of organisations engaged in rural development in Karnataka	P Bhaskaran
053	Development of design vehicle standards	TV Ramanayya
055	Futuristic energy demand on consumption by 2025 in India	NSS Arokiaswamy
056	A study on newspaper advertisement	H Kala CL Narasimhan
058	Social audit of selected public sector units - ITI and HMT	Vinod Vyasulu T Krishna Kumar
062	Psychosomatic diseases in rural population	Ashok Sahni
063	Economic and political aspects of farmer's movement	BK Chandrashekhar
064	Land use policy - Tamil Nadu State I & II	NV Ratnam
065	Transfers of teachers does not serve an educational end	Malathi Venugopal
066	Health manpower planning for PHC - A methodological investigation	B Ghosh
070	Drug price control policy	PK Vijayasarathy
071	Indian Managers as seen by their Colleagues	GK Valecha
072	Operational procedures of SFCs and SIDs, industrial project performance	Kumundini Baxi
** 043 Identification of inhibiting factors in the development of Agricultural Organisation		STS Reddy

Code No No.	Title	Faculty
075	Acceptance of authority in female manager	Kalyani Gandhi
076	Assessment of primary health care needs of rural communities (Pilot study)	JC Bhatia
077	Impact of environment on rural land use	Nira Ramachandran
078	Role of R & D management	J Bandyopadhyay
080	Requirement of external information for a firm	VTD Balaraman
081	Vegetable Vendors	NS Ramaswamy SR Bijoor
082	Socio-economic conditions of construction workers	NS Ramaswamy SR Bijoor
083	Psychological and political implications of chronic unemployment among young Indians	SK Roy
084	India's food import policy and management of food-grains supplies	Shyamal Roy
086	Annotated bibliography of planning and management of metropolitan cities	VK Bawa
087	Marketing of cattle in southern India	TV Ramesh RG Tagat
088	Analysis of input substitution in selected manufacturing industries	PG Apte
089	Management style in Indian enterprises	V Nagarajan Mira Bakhru
090	The District Health Survey	P Bhaskaran
091	Theoretical models for regional impact analysis	T Krishna Kumar
092	Proposed survey of animals and carts	P Bhaskaran NS Ramaswamy AV Shanmugam VAP Naik
093	Management graduates as entrepreneurs	LS Chandrakant MNV Nair Mira Bakhru

Code No.	Title	Faculty
094	Structure of economic developments and its impact on transport in India	N Naganna TV Ramanayya
095	Study of the paper flow in the High-court of Karnataka	TS Nagabhushana SN Chary BK Chandrashekhar
096	A Systems analysis of information/communication infrastructure	AV Shanmugam
097	Inferior food grains in India on Statewise analysis	Shyamal Roy
098	A bureaucrat in a princely Mysore	Narendra Pani
099	Model for pricing and income policies	Ranajit Dhar MR Rao
100	Modification and testing of wasp package	MR Rao V Ranganathan
101	Replacement policy for BTS vehicles	AK Rao
102	Marketing of re-cycled products	KLK Rao RG Tagat

ANNEXURE V "C"

Statement showing sponsored Research Programmes completed  
during 1981-82

Code No.	Title	Faculty
25036	Structure of Secondary Educational Institutions in Bangalore.	B Bhaskar Rao N Naganna KM Anantharamaiah CL Narasimhan
-	Functional Analysis of the Primary Health Centres for Family Planning and Welfare Activities (Karnataka State)	Ashok Sahni
25050	"Role of Economic analysis in Policy on housing in India"	T Krishna Kumar
250260	Health manpower in selected specialities and super-specialities - A long term perspective for Karnataka.	Late Dr. S. Krishnaswamy Rao B Ghosh ICMR Sponsored.

ANNEXURE V "D"

Statement showing ongoing sponsored research programmes in IIM-B.

Code No.	Title	Faculty
25059	Ganga Brahmaputra link Canal Project Socio-economic study(Central Water Commission)	T. Krishnakumar
25060	ICRSR - Alternate Development Strategies in Koraput (Orissa State)	Vinod Vyasulu *
25061	National Institute of Health and Family Planning Title: Evaluation of dais-training in the States of Karnataka & Maharashtra	JC Bhatia
25063	Health Management Training	AV Shanmugam
25064	Design and Development of information System and related procedures for season demands for seeds in Karnataka (for Karnataka State Seeds Development Corporation)	VTD Balaraman
25065	Personality characteristics of successful entrepreneurs in India	Ashok Sahni
25066	Proposal for a comparative study of metropolitan development authorities in South India	B Bhaskar Rao
25067	Self image of KSFC (Phase III)	GK Valecha
25068	3 improved bullock carts	VAP Naik
25069	NTPC : I.O.C.	RG Tagat
25070	A study of rehabilitation project for the benefit of SC & ST	SR Bijoor Malathi Somaiah VTD Balaraman
25071	"IDBI : Entrepreneurship : Literature survey"	Ashok Sahni
25057	Locational efficiency of Rural Delivery Systems	VK Tewari
25046	Bullock cart redesign project	VAP Naik
25041	Documentation manual of animal drawn vehicles	NS Ramaswamy CL Narasimhan

This study is expected to lead to the establishment of an  
Extension Centre of IIM-B in Koraput.

ANNEXURE VI

LIST OF RESEARCH AND PROFESSIONAL PUBLICATION BROUGHT  
OUT BY FACULTY AND RESEARCH STAFF IN IIM-B DURING  
1980-81.

1. PG Apte

R Vaidyanathan

Excise rates and revenues - need  
for Government Industry  
Dialogue - ECONOMIC TIMES, 1, Feb 1982.

2. Prof. NSS Arokiaswamy

i) "Strategy for decentralised and  
renewable Energy"

- Institute of Engineers,  
August - 1981

ii) "Lift Irrigation at Low Cost  
joint farming is imperative"  
- Weekly Mail, Madras, August 1981.

iii) "Power Planning and project  
implementation" - Urja, October 1981.

iv) "Energy for the hungry millions  
- Financial Express, 26 Sep 1981.

v) Organisational aspects and our  
Boards - Urja Nov 1981.

3. J Bandyopadhyay

"Beyond the Firewood March"

- Financial Express, Sept 1, 2, 1981.

4. J Bandyopadhyay & V Shiva

"Alternatives for India.  
Western or Indigenous Science"  
- Science for the People  
March - April 1981

5. Frieda Soures, GK Valecha and  
Subha Venkataraman

"Value Systems of Indian Managers"  
the basis of progress"  
- Indian Management  
Delhi, Vol XX, No 10, October 1981

6. RV Gopalakrishnan

"The Imperative Role of value  
Engineering Team Approach in  
Improving Fleet Value" -  
Journal & Institutions of  
Engineers India)  
Vol 63

7. Indira Rajaraman

Little - Mirlees  
Accounting Prices -  
some anomalous  
aspects - unpublished monograph

8. Jagdish C Bhatia

"Why are our Rural Health  
Services so ineffectives ?"  
- Deccan Herald, 30 June 1981

9. C Jayachandran

- i) "Growth and diversification in  
Indian Industries"  
Financial Express  
July 7, 8, 1981
- ii) "Marketing Concept in small  
Business"  
Economic Times  
28 March 1981

10. C Jayachandran

Ramesh G Tagat

"The need for a social  
Marketing Approach in Butter and  
Ghee industry :  
a pilot study of the Bangalore  
Market"  
- Indian Dairyman

11. V Nagadevaya

- i) "Management of Strategy  
for Agricultural Research"  
- paper presented at a seminar  
on "Research Management",  
University of Agricultural  
Science, Bangalore.
- ii) "Computer in administration"  
- Research report sponsored by  
the Karnataka State Council for  
Science and Technology

12. Narendranani

"Land Reforms in Karnataka,  
I & II" Deccan Herald  
November 9 and 10, 1981

13. KS Pillai

"The effect of Traffic  
Workshop on the traffic  
management in the CBD of  
Hyderabad City"  
- CSIR

14. VLS Prakash Rao &  
Nira Ramachandran

"Social infra-structure  
development and urban population  
thresholds"

15. K Rajalakshmi

- i) "Productivity performance of some major industries of Rajasthan as compared to All India", Margin  
Vol XIII, No.2
- ii) Present Status of exports in Indian Economy - Southern Economist, 15 July 1981.

16. NS Ramaswamy

- i) "Draught Animal Power for the Third World" - Urja, July 1981
- ii) "Should India use ~~Bovine~~ Muscle Power ?" - Financial Express, 21 June 1981
- iii) "The Public Sector wage war"  
- Financial Express 6 June 1981
- iv) "The routs of rail mishaps"  
- Patriot, 4 July 1981
- v) "A fresh look at the Capitation Fee"  
- Renaissance 6 October 1981

17. NS Ramaswamy &  
CL Narasimhan

"Objectives, Policy and Options for additional energy in the third world"  
- Kurukshetra, 15 Feb 1982

18. AK Rao

"Components selection for optimization of reliability of a system" - All India Seminar on Energy Assurance and Reliability 17-18 August 1981

19. HC Saratchandran, C Shiva, &  
J Bandopadhyay

"Social Forestry towards more wood and no Food" - paper presented at a Trinational consultants Forum as Rural Energy crisis in Madras.

20. S Shivarao

- i) Designing Research Policy for public Enterprises
- ii) Improving public Enterprises through appraisal Training and management development -  
for Institute of Public Enterprise, Hyderabad.

21. Prof Shyamal Roy

i) "Use of coconut as a source of vegetable oil - Analysis of ~~trend~~ and prospects" - Research Report, \* IIM-B, May 1981 \* (ii) &

22. ST Somashkara Reddy

"Reservations for whose benefit?"  
Mainstream Vol XIX, No 5, 11 July 81.

23. K Srinivasan

Vinod Vyasulu

S Rajagopalan

"The Orissa Aluminium complex points toward a Debate"

Economic and Political Weekly  
5 Dec 1981

24. Subha Venkatraman

GK Valecha i) "Comparative Motivation pattern of public and private sector managers in India" - Managerial Psychology, vol. 2, No. 1, 1981  
ii "Values of Indian Managers" - Indian Management Journal of AIMA  
October 1981

25. Prof A Sundar &

Prof PS Rao i) "Farmer's Participation in Tank Irrigation Management - vols I & II"  
IIM-B, Feb 1982

\*(ii) "Food Strategies for Developed Countries"  
(iii) "Wheat imports : Pros and Cons"  
Hindu, 1 Sept 1981.

ii) "Farmer Participations in Water distribution & Maintenance of Minor Irrigation Tanks"- Proceedings of the workshop on Irrigation management - Gandhian Institute of studies, Rajghat, varanasi, July 1981.

26. RK Vijayasarthy

"The Historical Development of Market Research & its applications in the Indian context" - Seminar sponsored by Market Information & Systems, Bangalore, 5 July 1981

27. Vinod Vyasulu

i) The small and the large -  
From propaganda to debate -  
Economic and Political Weekly  
29 August 1981.

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ANNEXURE VII

LIST OF FACULTY, RESEARCH AND ADMINISTRATIVE STAFF IN IIM-E  
AS ON 1 AUGUST 1982

FACULTY

Director

Prof NS Ramaswamy

Professors

1. Anantharamaiah KM
2. Ashok K Sanni
3. Bhaskara Rao B
4. Bhatia JC
5. Chandrashekhar BK
6. Dhar R
7. Govindrajan OK
8. Herlekar RK (on EOL)
9. Kaujalgi VB (on EOL)
10. Krishnakumar T
11. Krishnaswamy N
12. Lele SG
13. Naik VAP
14. Nair MNV
15. Padaki V (on deputation)
16. Pillai KS
17. Prasanna S
18. Ramaswamy S
19. Rao AK
20. Rao YLK
21. Rao MR
22. Rao MSV

Professors

23. Rao PS
24. Ratnam NV
25. Roy SK
26. Shanmugam AV
27. Shivaramu S
28. Subramaniam S
29. Subba Rao S
30. Sundar A
31. Valecha GK
32. Vatsala Nagarajan

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ASSOCIATE PROFESSORS

1. Arokiswamy NSS
2. Balaraman VTD
3. George PV
4. Gopalakrishnan RV
5. Gopalaswamy TP
6. Ghosh B
7. Indira Rajaraman
8. Iyer RP
9. Jayachandran C
10. Nagadevara V
11. Nair KB
12. Shyamal Roy
13. Tewari VK
14. Thirunarayana PN
15. Vinod Vyasulu

ASSISTANT PROFESSORS

1. Apte PG
2. Bandyopadhyay J
3. Bijoor SR
4. Chary SN
5. Gopalan MR
6. Jagadish S
7. Kalyani Gandhi
8. Malathi Somaiah
9. Nagabhushana TS
10. Naganna N
11. Prasanna Chandra S
12. Ramanayya TV
13. Ranganathan V
14. Sampangiramaiah S
15. Singh JD
16. Tagat RG
17. Vaidyanathan R

Faculty Research Associate

1. Bhaskaran P
2. Mira Bakhru
3. Narasimhan CL
4. Vijayasarthathy RK

Honorary Professors

1. Chandrakant LS
2. Murthy SS
3. Subramaniam KS
4. Zafar Futhehally

Visiting Faculty

1. Jagabandhu Acharya

ICSSR Fellow

1. Bawa VK
2. Prakasa Rao VLS

Research Fellows

1. Arun P Flhance (on EOL)
2. Dhareshwar AM (on EOL)
3. Frieda Martina Soares
4. Girikumar T (on EOL)
5. Kasi Visvandam
6. Malathi Venugopal
7. Narasimham AY

8. Narendra Pani
9. Nira Ramachandran
10. Rajalakshmi K
11. Ramesh TV
12. Rammohan RV (on EOL)
13. Siddappa M
14. Somashekara I ~~sy~~ ST

OFFICERS IN ADMINISTRATION

S/Shri

1. Anandakrishna R	Dean (Administration)
2. Asundi AY	Assistant Librarian (G)
3. Bhaktamitran G	Librarian
4. Chikkamallaiah	Assistant Librarian (T)
5. Gopinatha Rao VS	Administrative Officer (A)
6. Hirannaiah HV	Administrative Officer (G)
7. Kala H	Officer on Special Duty (Publication)
8. Kureel SRL	Administrative Officer (M)
9. Mahalingam K	Horticulture Officer
10. Manjunath K	Chief Administrative Officer
11. Natarajan TS	Administrative Officer (P)
12. Ramaswamy C	Security & Transport Officer
13. Srikant S	Administrative Officer (S)
14. Srikantraj Urs KN	Assistant Executive Engineer
15. Suryakantharaj TN	Superintending Engineer

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LIST OF IMPORTANT VISITORS TO THE INSTITUTE DURING THE YEAR 1981-82

1. Mr. Ishwar Dayal  
Managing Consultant  
Vasanth Vihar  
New Delhi
2. Mr. B. Howard  
Public Enterprises Centre  
for Continual Education  
and  
The University of Kansas  
(USA)
3. Mr Mincif Dicobes  
Science Cinler Berlin  
Berlin, Germany
4. Mr. Dougles H Keare  
World Bank, Washington  
D.C.
5. Mr. William Drayton  
1200 North Nash Street  
Arlington, Virginia, USA  
703-527-6697
- 5a. Mr. Poonam Muthreja  
13, Jaipur Estate  
Nizamuddin East  
New Delhi - 110 013
6. Mr GR Dalvi  
B/517, New Friends Colony  
New Delhi - 110 013
7. Mr. Jyothi Gupta  
Ecole Superieme de Commsee  
de Paris  
79, Avenue de La Republique  
75011 - PARIS, FRANCE
8. Mr. Georges Hirsch  
Ecole Superieme de Commsee  
de Paris  
79, Avenue de La republique  
75011 - PARIS, FRANCE
9. Mr. Michael Royston  
Centre d' Etude, Industrielle  
Geneva

10. Mr. Honannes Harl  
New York University  
New York City  
100 Trinity Place, USA
11. Mr SK Sakhshz  
General Manager  
Indianoil  
Madras
12. Mr. CJ Perry  
World Bank  
55, Lodi Estate, New Delhi
13. Mr. Prakash Tondon  
Director General  
NCAER, Indraprastha Road  
New Delhi
14. Mr. Kurian Pampadi  
Chief Sub Editor  
Malayala Manorama  
Kottayam, Kerala
15. Mr. Satish Jha  
Chief & Research Financial Express  
Express Building,  
New Delhi
16. Mr. HK Gupta  
3353, Lakemoor Circle  
Olympia, Washington 98502, USA
17. Mr. K Khosla  
Acme Consultancy Services  
Private Limited  
Bombay Mutual Annexe  
Gulbond Street  
Fort, Bombay
18. Mr. Pravit Ruyabhorn  
NEA Ranal Rol Bangkok
19. UNDP, bue UN Plaza  
New York
20. Mr. CVS Ratnam  
ESCAP-RCTI, Bangalore

21. Mr. R. Krishnaswamy, IPS  
Commissioner of Training and Secretary  
P & A.R Tamil Nadu
22. Mr. S Srinivasan, IAS  
Director  
Anna Institute of Management  
Madras 600 028
23. Dr. AV Subba Rao  
Faculty of Administration  
University of Ottawa  
Ottawa, Canada (613) 231-2221
24. Mr. K. Krishna Moorthy  
Assistant Editor Hindu  
Madras
25. Mr. PS Narayana  
Bangalore - 560 003
26. Mr. GP CAPT s Venkataraman  
CIFOMSAT  
Airforce Technical College  
Jalahalli, Bangalore
27. Mr. W Kluft  
Royal Netherlands Embassy  
Shantipath, New Delhi
28. Mr. Roy S Johnson  
Department of Management Studies  
University of Leeds  
Leeds, U.K.
29. Mr. D Bap Reddy  
FAO Regional Office  
Bangkok, Thailand
30. Mr. MV Rajasekharan  
Asian Institute of  
Rural Development  
Bangalore - 560 001
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