

# **ANNUAL REPORT**

## **1982-83**



**INDIAN INSTITUTE OF MANAGEMENT**  
**BANNERGHATTA ROAD, BANGALORE-560 076**

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## I. THE ACADEMIC PROGRAMMES

### 1.1 Introduction

This document purports to report on the programmes and activities of the Institute completed during the financial year 1982-83.

The major activities were focussed on the (1) Post-graduate Programme (PGP), The Fellowship Programme in Management (FPM), the Management Development Programme (MDP), the Organisation Based Programme (OBP), and Research & Consultancy (R & C).

The PGP continued to offer specialization in the various Sectors, also did the FPM. The OBPs were aimed at public organisations including industry, service and governmental bureaus. Research and Consultancy focussed on projects to aide in making policy decisions for public projects (National & State sponsored) substantially.

### 1.2 Post-graduate & Fellowship Programmes

The enrollment in the PGP during the year totalled 241, while that in the FPM was 32. All classes were held in the New Campus at Bannergatta Road. About one half of the students in the PGP and all the FPM students were accommodated in the dormitories of the New Campus. One rented hostel building with about 100 rooms is still being retained in town for accommodating the remaining students.

The number of students trained for graduation from the PGP during the year totalled 97. Of these 95 graduated at the Convocation of 1983. Two others are completing some make up work and are expected to graduate after due completion of the same. Of these 97 students 17 belonged to Scheduled Castes and Tribes. In FPM 5 students graduated.

### 1.3 Management Development & Organization Based Programmes

These are short term programmes run on an intercompany basis. A typical MDP lasts for 3 to 5 days; an OBP lasts for about 4

to 6 weeks. Several organisations including the Department of Personnel and Administrative Reforms of the Govt. of India, New Delhi, participated in the OBPs during the year. The total number of OBPs was ten, while the number of MDPs was thirty eight. The number of programmes, the average number of participants per programme, as well as the total revenue earned recorded an increase over the same for the previous year.

#### 1.4 Research & Consultancy

Small projects of financial budget of about Rs.5000=00 are sponsored from the Institute's funds, internally. Of those projects some 23 were completed during the year, and 25 new projects were sanctioned, afresh. The externally funded Research projects totalled to four during the year, while seven such projects were completed.

In Consultancy 25 new project were awarded to the Institute afresh. Fifteen others were completed during the year.

## II. SUPPORTING ACTIVITIES

#### 2.1 Admissions

The Admissions procedure consisted of, a Common Admissions Test (CAT) held jointly with the other two IIMs, an announcement of the academic background and experience of the candidates, followed by group and personal interviews.

#### 2.11 Post-graduate Programme Admissions

The Institute admits about 120 students each year to the PGP. The IIMs Review Committee (Nanda Committee) had recommended that the intake should be raised to 180 per year. Presently, the dormitory facilities in the Campus are inadequate to meet the needs of that load. As we develop more dormitory facilities we shall tend to reach that recommended intake of 180 students per year.

In the 1982-84 batch, about 190 students accepted the offer of admission. Of these, only 153 joined on July 1, 1982. At

the end of the Academic year 1982-83 only 132 students are on the toll. This is a recurring trend, and to compensate for this admissions are offered to more number of candidates than the number of seats available.

Announcement of the CAT was made in September and the tests were held in December in 17 centres all over India. IIMB administered these test in 5 centres in Southern India, as usual. Interviews were held in 7 centres, including Bombay, Delhi, Kanpur, Hyderabad, Calcutta, Madras and Bangalore, during March-April.

A total of about 8000 applications were received in 1982. The figure compared favourably with that for the other two Institutions. For the 1983-85 batch about 7600 applications were received.

#### 2.12 Fellowship Admissions

The Fellowship Admissions were held in parallel with the PGP admissions. The Fellowship candidates also take the Common Admissions Test. In 1982 about 240 candidates had appeared for Fellowship Admissions, while in 1983 only 144 candidates appeared. Out of this 147, additional tests in the Sector of specialization were given to 47 chosen candidates for the Fellowship Programme, pertaining to their respective field of interest, research aptitude, and the like. These tests are administered in IIMB along with the interview.

#### 2.2 Placement Activities

The IIMB assorts students in placing them for summer projects, social involvement projects, and employment after graduation. Details are brought out in the form of brochures which are mailed out to over 1000 organisations of the private sector, and the public sector. Eight batches of students have graduated from IIMB. Nearly six hundred graduates have been well placed in positions comparable with those occupied by graduates from the other IMMs.

## 2.21 Employment

Every year, placement operations start in January, and a majority of the students are well placed by the end of March. By Convocation time in April, almost all the graduates are placed. This year, 1982-83, more than a hundred organisations responded to the brochures with over two hundred openings. The salary range offered averaged between Rs.1450 to Rs.1900 per month, with a few exceptions on the very high side.

## 2.22 Summer Projects

The PGP curriculum requires every student to undertake a Summer Project of twelve weeks duration, during April through June, each year. More than a hundred organisations have made use of this programme in the past years. Students are paid stipends ranging from Rs.500 to Rs.1000 per month by these organisations during the Summer Projects; in addition they also reimburse the travel expenses to and from Bangalore.

The Summer Projects serve the purposes of imparting training to the students in a real world management situation, and of exposing the organisations to the new crop of students who would be graduating the next year. In addition, many innovative projects have been handled by the students outside the normal pale of the workday organizational routine.

## 2.23 Social Involvement Project

The Social Involvement Project (SIP) is a unique feature of the curriculum at IIMB. It extends over a period of three weeks at the end of the second year. The SIP provides an opportunity to the students to get involved in real life problems of the social environment, in addition to providing them a social value orientation, and an opportunity to apply management concepts and techniques unfamiliar, unorganized and unstructured segments of social activity.

The SIP is still in an experimental stage and is being improved, progressively.

### III. SUPPORTING FACILITIES

#### 3.1 Computer Facilities

An OR4 80 Computer system was acquired as approved by the Board. It has been installed in the New Campus in a temporary space. Eventually, this will be shifted to a permanent place to be constructed along with the Library building.

The Institute already has a small Hewlott Packard machine for experimental purposes. With the commencing of the OR4 80 system most of the learning efforts on computerized methods takes place within the Institute. Some major data processing jobs of a voluminous and specialized nature are still handled in the computer centres of the Indian Institute of Science, Bangalore, the Indian Institute of Technology, Madras and the like.

The present timings of the computer centre are restricted to are shift per day, averaging from 9.30 a.m to 8.00 p.m for six days a week. This is due to the temporary nature of power connections to the New Campus and its instrument supply.

#### 3.2 The Library

The Library was also moved to the New Campus and homed in temporary quarters. Regular activities of the Library, such as, acquisition of books, cataloguing and the like were retarded, considerably.

The total number of books acquired during the year was only 1,342. The number acquired of films, microfiche sheets, and maps recorded a higher 1,541. On the whole, students, faculty and staff made good use of the Library. An inter-library loans, the Institute loaned money books to other libraries than the number it borrowed.

### IV. CAMPUS DEVELOPMENT WORKS

The construction of the permanent Campus was started in October 1978 in accordance with the Master Plan approved by the Board of Governors, IIMB. The construction is being

undertaken in a phased manner. The first phase of construction was almost completed by the end of the fiscal year 1982-83. The following are the detailed items.

TABLE : Progress of Campus Construction in Phase I.

Sl. No.	Construction item	Area number of Sq.Ft.	To be used by	Total costs	Date of Comple
1.	Dorms, Kitchen Dining	60,780 Sq.Ft	Students/ PGP/Fellow- ship	Rs.49.34 lakhs	July 1 <sup>st</sup> occupie ship
2.	Staff Housing	Total 70 units			
	A type	18 nos x 488 sq.ft	Staff	Rs.40 lakhs	1982-83
	B type	18 nos x 584 sq.ft	Staff		Not occ pied y
	C type	12 nos x 888 sq.ft	Staff/ Faculty		Not occ pied y
	D type	12 nos x 1315 sq.ft	Faculty		Minor finish. remain
	E type	10 nos x 1675 sq.ft	Faculty		
3.	Admn. Block	39,710 sq.ft	Admn.	Rs.33.23 lacs Rs.21.38 lacs a ma spent upto shift March '83. basis	Occup on a shift basis
4.	Class Rooms & Faculty Block	Total 18 C.Rooms 8 nos x 20 capacity 6 no. x 40     " 4 nos x 60     " plus 3 Fac.Blocks for 72 members and 50 research other staff.	Students Faculty Steno- graphers Research Aides.	87 Lacs (spent upto basis March '83)	Occup on a shift basis
		Total 1,22,815 sq.ft.			
5.	Electrical substation.	2 buildings		Substation 5.35 lakhs are i equipment (4.5 lakhs use upto March '83)	

Sl. No. Construction item	Area number of Sq.Ft.	To be used by	Total costs	Date of Completion
6. Plumbing water supply works	Pipelines, pumphomes & overhead tanks on buildings	For Dormitories Housing	Rs.21.46 Rs.13.27 (upto March 83)	Temporary water supply from bore wells to Campus
7. Plumbing to institutional facilities blocks	Fittings pipelines overhead tanks on building blocks		Total Rs.7.07 lacs (upto March 83 is Rs.4 lacs)	Water supply connections have been made.
8. Overhead underground Reservoirs	To store & supply 1,75,000 gallons of water	For the entire Campus	Total Rs.24 lacs (upto March '83 Rs.15.3 lacs)	Under construction.
9. Contigence water supply sources.	Bore wells in Campus.		For present use until BWSSB supplies water after 1984	Total Rs.9 lacs (upto March '83 8.4 lacs) Water is being supplied from their borewells.
10. Electrification of housing, Dormitories, & external services		Students & staff residents.	Total Rs.22 lakhs (upto March '83 Rs.16.48 lacs)	Will be completed by end of '83.
11. Elect. installations to Institute facilities,		Adm. Classes Faculty offices	Total Rs. 12.82 lacs (upto March '83 - Rs.7.82 lacs).	
12. Barbednöre fencing	To secure rides and the rear. The front is secured by a compound wall.	3 rides of Campus	Total Rs.1.56 lacs (upto Mar '83 - Rs.1.34 lacs).	
13. Roads, paths & drains	Approach and circulation within		Total Rs.27.53 lacs (upto Mar '83 Rs.5.57	

Sl. No.	Construction item	Area number of Sq.Ft.	To be used by	Total costs	Date of Completi
14.	Built ins. in housing	Cup-boards & wardrobes	Staff residents	Rs.405 lacs (upto Mar'83 Rs.25 lacs)	In progr will be complete by the e of 1983.
15.	Built in Dormitories	Wardrobes in 208 rooms of the forms.		Total Rs.3 lacs	No progr problem with the Contracto
16.	Inter-commu- nication	Sharp intercom 36 lines	Admn & some faculty	Rs.1.05 lacs (upto Mar'83 in June Rs.0.5 lacs)	Completed 1983.

In the second phase several items have been contracted since March 1983 in the next fiscal year, more are being planned and processed.

## v. PERSONNEL & CHANGES DURING THE YEAR

### 5.1 Visitors to the Institute

Among the notable visits to the Institute during the year, mention may be made of Prof Paul P. Streeton, Director, Centre for Asian Development Studies, Boston University, Boston, USA, Mr. Anthony Elman, Assistant Director, Food Production and Rural Development of Commonwealth Secretariat, UK, Mr. PJ Fernandes, Adviser, Information Centre for Public Enterprises in Developing Countries, Yugoslavia, Dr. Glentworth, Mr. Halloween and Mr. Peter Collister of the British Council, UK, and Mrs. Anna Malhotra, Secretary, Ministry of Education of the Government of India. The complete list of visitors is at Annexure 7.9

### 5.2 Additions & Resignations

#### 5.21 Faculty

During the year under review, the following Faculty joined the Institute.

Dr. JD Singh, and Dr. BR Patil joined the Institute as Assistant Professor, Dr. Singh has since resigned to join ASCI, Hyderabad.

Shri Jagabandhu Acharya, Visiting Faculty, for one year completed his assignment and left.

The following eminent men were appointed as Honorary Faculty for a period of two years during the year:

#### S/Shri

PS Appu, former Director Lalbahadur Shastri National Academy of Administration, Mussoorie.

KR Srivatsa, former Vice-Chairman and President, Southern Petrochemicals Industries Corporation Ltd. (SPIC).

CS Swaminathan, former Secretary to Government of India, Ministry of Steel and Mines, Department of Mines.

MAS Rajan, former Adviser of Land Reforms, Government of Karnataka.

Prof Vijay Padaki who had been granted extraordinary leave for a period of two years to accept an outside assignment resigned from service after the expiry of the two-year period.

The list of Faculty in IIM-B as on 1st Oct 83 is at Appendix 7.10.

#### 5.22 Staff

Shri SRL Kureel, Administrative Officer, resigned to join ONGC. 4 Stenographers, 2 Upper Division Clerks, 4 Lower Division Clerks, 1 Purchase Assistant and one Projectionist have resigned during the year as they got better positions elsewhere. These posts have since been filled. The present staff position of IIM-B is at Annexure 7.11.

#### 5.3 Board Members

##### 5.31 Changes in Board Membership

The following changes in the membership of the Board have taken place during the period 82-83:

Shri V.Krishnamurthy, Chairman and Managing Director of Maruti Udyog Ltd, New Delhi, has taken over as the Chairman of the IIM-B Society and Board of Governors from January 83. Dr. Manmohan Singh, Financial Adviser (Education), Ministry of Education & Culture, Government of India, has been nominated as a member of the Board vice Shri JA Kalyanakrishnan, from November 82. Dr. DS Walia, Deputy Educational Adviser (Tech.), Ministry of Education & Culture, Government of India, has been nominated a member of the Board from July 82 vice Shri S.Vedantham. Shri G.Aswathanarayana, Secretary to Government, Education and Youth Services Department has been nominated a member of the Board from March 83 vice Shri AS Melkote. Shri MR Ramachandra, representative of the Karnataka Chamber of Commerce and Industry has been nominated a member of the Board vice Shri A.Krishnamurthy. Prof (Smt) Vatsala Nagarajan and Prof BK Chandrashekhar have been nominated as Faculty representatives of the Board vice Prof N.Krishnaswamy and Ranajit Dhar,

from March 83.

5.32 The latest list of Board member is at Annexure 7.12

Indian Institute of Management, Bangalore  
BALANCE SHEET AS AT 31ST MARCH 1983

1981 - 82 Rs.	LIABILITIES	1982 - 83 Rs.	1981 - 82 Rs.	ASSETS	1982 - 83 Rs.
		Ps.	Ps.		Ps.
	<b>I CAPITAL FUND</b>			<b>I FIXED ASSETS</b>	
1,94,718-69	A Opening Balance 11,94,718-69 <u>ADD</u> Excess of Income 18,33,86-31 over Expenditure	30,28,588-00	4,53,06,811-81	(As per Schedule 'A')	5,86,30,650-55
4,51,090-49	B Ford Foundation Grant Opening Balance 4,51,090-49 LESS Excess of Expen- diture over Income 2,111-21	4,48,979-28	7,77,947-41	II CURRENT ASSETS, LOANS & ADVANCES (As per Schedule 'B')	7,42,316-27
0,00,000-00	<b>II DEVELOPMENT GRANT</b>		5,68,744-37	<b>III DEPOSITS</b> (As per Schedule 'C')	9,37,178-80
7,99,245-32	1. Government of Karnataka Opening Balance	30,00,000-00		<b>IV GRANT-IN-AID RECEIVABLE</b>	
2,08,236-91	2. Government of India Opening Balance 4,47,99,245-32 For the year 1,16,41,114-21	5,64,40,359-53	7,65,000-00	1. Plan 20,24,000-00 2. Non Plan ... 3. Sponsored Research 10,00,000-00	30,24,000-00
4,72,848-00	<b>III CURRENT LIABILITIES</b>			<b>V CASH &amp; BANK BALANCES</b>	
1,59,204-14	1. For Expenses 1,09,146-49 2. For Deposits 8,61,966-07 3. Sundry Credit Balances		34,033-59	a) Cash on hand 18,840-57	
1,95,699-45	<b>IV ONGOING ASSIGNMENTS</b>			b) Cash at Bank : <u>State Bank of Mysore</u>	
6,74,739-78	A. SPONSORED RESEARCH Receipts 28,70,658-59 <u>LESS</u> Expenses 20,72,011-46	7,98,647-13	26,35,188-31	1) At Richmond Road Branch 07,98,941-36 ii) At Bilekahalli Branch 21,87,000-00	
1,37,846-74	B. CONSULTANCY Receipts 24,82,347-34 <u>LESS</u> Expenses 13,88,705-42	10,93,441-92	7,299-34	c) Ford Foundation Grant(\$522.47) With American Express International Banking Corporation, NEWYORK. 5,188-13	
1,395-31	C. ORGANISATION BASED PROGRAMMES Receipts 8,10,024-31 <u>LESS</u> Expenses 2,47,037-05	5,62,987-26			
	D. MANAGEMENT DEVELOPMENT PROGRAMMES Receipts ... <u>LESS</u> Expenses ...				
10,95024-83	<b>TOTAL</b>	6,63,44,115-68	5,10,95,024.83		6,63,44,115-68

Allore,  
September, '83. ADMINISTRATIVE OFFICER(ACCOUNTS)

K. MAJUNATH  
FINANCIAL ADVISER & C.A.O.

S. D. Dey  
PG DAFTARY  
DIRECTOR

V. KRISHNAMURTHY  
CHAIRMAN - IIMB.

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

SCHEDULES A, B & C ATTACHED TO AND FORMING PART OF THE BALANCE SHEET AS AT 31st MARCH, 1983.

SCHEDULE 'A' : FIXED ASSETS

SCHEDULE 'B' : CURRENT ASSETS, LOANS & ADVANCES

PARTICULARS	Balance as on 1-4-1982 Rs. Ps.	Additions dur- ing 1982 - 83 Rs. Ps.	Balance as on 31-3-1983 Rs. Ps.	1981 - 82 Rs. Ps.	PARTICULARS	1982 - 83 Rs. Ps.
Land Development and New Works in Campus	2,91,82,809-65	1,30,80,232-21	4,22,63,041-86	1,66,774-95	Motor Vehicles Advance	1,63,567-76
Noise Control and Acoustics	3,12,742-60	...	3,12,742-60	18,946-12	Advances	29,296-48
Furniture, Fittings and Equipments	37,75,510-41	1,78,111-69	39,53,622-10	99,162-66	Sundry Debtors	62,633-70
Improvements to Tem- porary Premises	18,45,161-46	5,979-12	18,51,052-58	36,072-72	Sundry Debit Balances	8,650-35
Library Books and Films	58,22,601-04	...	58,22,601-04	6,259-52	Suspense Recoverable	28,078-46
Vehicles	10,54,221-18	(-) 7,557-00	10,46,664-18	27,010-00	Imprest	7,259-52
Teaching & Research Aids	23,91,714-02	5,21,160-72	29,12,874-74	2,85,539-00	Festival Advance	28,870-00
Convocation Gowns	24,260-30	...	24,260-30	...	House Building Advance	4,12,251-00
<u>Ford Foundation Grant</u>					Salary advance	1,709-00
I) Library Books	2,41,291-15	...	2,41,291-15			
II) Teaching Aids	2,02,500-00	...	2,02,500-00			
<b>TOTAL OF SCHEDULE 'A'</b>	<b>4,48,52,811-81</b>	<b>1,37,85,483-74</b>	<b>5,86,30,650-55</b>	<b>7,77,947-41</b>	<b>TOTAL OF SCHEDULE 'B'</b>	<b>7,42,316-27</b>

SCHEDULE 'C' : DEPOSITS

1981 - 82 Rs. Ps.	PARTICULARS	1982 - 83 Rs. Ps.
2,94,638-00	Rent Deposits	1,39,466-00
2,63,425-37	Telephone Deposits	6,47,048-00
47,368-61	Deposits - General	86,314-81
15,000-00	PGP Prize Endowment Investment A/c.	25,000-00
8,000-00	Deposits with Rent Controller	10,425-00
21,104-20	Postal Franking Imprest	...
...	Deposit with K.E.B.	24,000-00
9,252-00	Water Deposits	8,924-00
<b>5,00,744-37</b>	<b>TOTAL OF SCHEDULE 'C'</b>	<b>9,37,178-00</b>

Bangalore,  
30th September, 1983

*C. Rao*  
V. KRISHNARAO  
ADMINISTRATIVE OFFICER (ACCOUNTS)

*K. Manjunath*  
K. MANJUNATH  
FINANCIAL ADVISER & C.A.O.

*S. G. S. Rao*  
S. G. S. RAO  
PG DEPARTMENT  
DIRECTOR

V. KRISHNAMURTHY  
CHAIRMAN - IIMB.

**INDIAN INSTITUTE OF MANAGEMENT, BANGALORE**

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1983

1981 - 82 Rs. • Ps.	EXPENDITURE	1982 - 83 Rs. Ps.	1981 - 82 Rs. Ps.	INCOME	1982 - 83 Rs. Ps.
	<b>A. Pay and Allowances</b>			By Recurring Grant from Govt. of India	
	Pay and Allowances				
2,59,299-92	Plan                   4,66,935-01			Plan                   8,82,885-79	
	Non Plan           56,43,613-80	61,10,548-81	99,21,754-68	Non Plan           96,30,000-00	1,05,12,885-79
2,52,260-00	Institute contribution to PF	2,50,000-00		"      Income from Post Graduate & Fellowship Programme	6,08,807-13
	<b>To B. Other Charges</b>		5,25,715-60		
	i) Academic			Management Development Programmes	22,97,014-43
1,84,049-96	(a) Library Books & Films - Plan	4,11,114-68	13,29,327-35		
	(b) Post Graduate & Fellowship Prog.	11,32,130-48			
9,96,199-55	" Management Development Progs.	16,91,217-36	2,46,594-50	" Organisation Based Programmes	3,17,662-20
2,31,522-85	" Organisation Based Programmes	2,38,625-29			
4,55,027-76	" Consultancy	11,38,120-06	7,27,193-69	" Consultancy	26,51,693-91
61,584-00	" Seminars - Subsidised	1,08,953-53		" Subsidised Seminars	15,351-20
22,000-50	" Sponsored Research	4,62,656-70		" Sponsored Research	4,72,786-37
	" Case Dev. & Institute Research		78,925-41		
	Plan                   4,836-10				
1,40,445-07	Non Plan           1,00,000-00	1,04,836-10	2,01,074-86	" Rent of Faculty Housing (Recoveries)	2,13,540-43
21,406-50	" Publication of Instt. Brochure/ Bulletin	18,252-41	11,382-65	" Guest House Hire Receipts	7,671-00
36,610-39	" Subscription to Periodicals	49,939-45			
1,63,753-48	" Deputation and Training	40,432-31	2,18,454-25	" Miscellaneous Income (Including interest on SB Account)	2,13,318-64
3,76,079-74	" Rent of Faculty Housing	4,35,687-43			
73,399-33	" Maintenance of EDP & Other Equipments	1,06,531-82	1,18,425-37	" Excess of Expenditure Over Income (Ford Foundation Grant)	2,111-21
	ii) Administration				
9,03,560-93	" Rent Rates and Taxes	7,78,256-11			
2,38,426-78	" Electricity & Water Charges	2,23,320-99			
7,001-36	" Guest House Expenses	12,394-55			
40,384-18	" Maintenance & Repairs to Bldgs.	19,913-46			
3,63,012-30	Carried Forward	1,33,32,931-54	1,34,08,167-23		1,73,12,842-31

1981 - 82 Rs. Rs.	EXPENDITURE	1982 - 83 Rs. Rs.	1981 - 82 Rs. Rs.	INCOME	1982 - 83 Rs. Rs.
1,05,63,012-30	Brought Forward	1,33,32,931-54	1,34,08,167-23	Brought Forward	1,73,12,842-31
78,710-17	To Travel Expenses	1,85,997-58			
58,788-22	" Vehicle Expenses	2,40,154-48			
3,987-21	" Freight and Transport	2,039-15			
58,053-64	" Postage and Telegrams	64,640-70			
3,47,909-59	" Telephone & Telex Charges	4,40,934-55			
4,36,969-21	" Printing & Stationery	1,70,696-73			
13,755-00	" Audit Fee	21,075-00			
9,668-50	" Legal Charges	16,600-00			
12,189-35	" Entertainment	17,203-50			
1,58,495-31	" Reimbursement of Medl. Expenses	2,54,128-86			
38,932-80	" Uniforms	13,515-57			
1,00,038-89	" Leave Travel Concessions	81,799-04			
18,251-36	" Staff Welfare Expenses	25,684-71			
16,921-46	" Advt. & Recruitment Expenses	39,545-73			
8,127-51	" Society Membership	6,721-00			
1,40,001-22	" Other Contingencies	2,13,237-55			
1,26,014-00	" Repairs & Maintenance of Equipments and Furniture	2,17,204-95			
1,367-00	" Hire of Furniture	27,649-55			
4,258-74	" Bank Charges	7,927-41			
54,410-02	" Consumables	99,245-40			
11,66,306-23	" Excess of Income over Expenditure	18,33,869-31			
1,34,08,167-23	GRAND TOTAL	1,73,12,842-31	1,34,08,167-23	GRAND TOTAL	1,73,12,842-31

Bangalore,  
30th September, 1983.

*C. Srinivas*  
VS GOPINATHA RAO  
ADMINISTRATIVE OFFICER ( ACCOUNTS )

*K. Manjunath*  
K. MANJUNATH  
FINANCIAL ADVISER & C.A.O.

*B. G. Datta*  
B. G. Datta  
PG DAPTARY  
DIRECTOR

V KRISHNAMURTHY  
V KRISHNAMURTHY  
CHAIRMAN - IIMB.

INDIAN INSTITUTE OF MANAGEMENT, MANGALORE  
RECEIPT & PAYMENT ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1983

(Figures in Rupees)

RECEIPTS	1982 - 83 Rs. Ps.	PAYMENTS	1982 - 83 Rs. Ps.
<u>Opening Balance</u>			
Cash on hand	34,033-59	To A. <u>Pay and Allowances</u> Pay and Allowances	61,07,707-20
Cash at Bank	36,35,188-31	'' Institute Contribution to PF	2,50,000-00
By <u>Grant from Govt. of India</u>		'' B. <u>Other Charges</u>	
A. Plan	1,05,00,000-00	1) <u>Academic</u> a) Library Books & Films b) Post Graduate & Fellowship Progs.	4,11,114-68 11,56,224-79
B. Non Plan	96,30,000-00	'' Management Development Programmes	16,56,612-67
By Income from Post Graduate & Fellowship Programme	6,32,901-44	'' Organisation Based Programmes	3,12,532-19
'' Management Development Programmes	22,61,014-43	'' Consultancy	12,02,409-34
'' Organisation Based Programmes	8,16,709-56	'' Seminars - Subsidised	1,08,983-53
'' Consultancy	33,34,685-30	'' Sponsored Research	8,76,990-92
'' Subsidised Seminars	15,352-00	'' Case Development & Institute Research	1,04,836-10
'' Sponsored Research	4,90,068-27	'' Publication of Instt. Brochure/Bulletin	18,252-41
'' Rent of Faculty Housing (Recoveries)	2,13,540-43	'' Subscription to Periodicals	49,939-45
'' Guest House Hire Receipts	7,671-00	'' Deputation and Training	40,432-31
'' Miscellaneous Income (including interest on SB Account)	1,92,169-34	'' Rent of Faculty Housing	4,35,687-43
'' Liabilities for Deposits	4,58,817-58	'' Maintenance of EDP & Other Equipments	1,06,531-82
'' Grant-in-aid Receivable Account	7,65,000-00	ii) <u>Administration</u>	
'' Refund of Loans / Advances	2,37,327-46	'' Rent Rates and Taxes	7,78,256-11
'' Staff Welfare Fund	6,070-00	'' Electricity and Water Charges	2,23,502-99
		'' Guest House Expenses	12,394-55
		'' Maintenance and Repairs to Buildings	19,913-46
		'' Travel Expenses	1,85,997-58
		'' Vehicle Expenses	2,40,154-48
		'' Freight and Transport	2,039-15
		'' Postage and Telegrams	43,524-70
		'' Telephone and Telex Charges	4,40,934-55
		'' Printing and Stationery	1,70,696-73
		'' Audit Fee	21,075-00
		'' Legal Charges	16,600-00
<b>Carried Forward</b>	<b>3,32,30,548-71</b>	<b>Carried Forward</b>	<b>1,49,93,344-14</b>

RECEIPTS	1982 - 83 Rs.      Rs.	PAYMENTS	1982 - 83 Rs.      Rs.
Brought Forward	3,32,30,548-71	Brought Forward To Entertainment " Reimbursement of Medical Expenses " Uniforms " Leave Travel Concessions " Staff Welfare Expenses " Advertisement and Recruitment Expenses " Society Membership " Other Contingencies " Repairs & Maintenance of Equipment & Furniture " Hire of Furniture " Bank Charges " Consumables " Advances for Purchases " Sundry Debtors " Imprest " Festival Advance " House Building Advance " Salary Advance " Deposits - General " PGP Prize Endowment Investment Account " Deposits with Rent Controller " Land Development and New Works in Campus " Furniture, Fittings and Equipments " Improvements to Temporary Premises " Teaching and Research Aids <u>Closing Balance: with State Bank of Mysore</u> " at Richmond Road      " cash " at Bilekhalli      " cash Cash on hand	" 1,49,93,344-14 " 7,203-86 2,54,128-86 13,515-57 81,799-64 28,684-71 39,545-73 6,721-00 2,13,237-55 2,17,264-95 27,649-55 4,870-70 99,245-46 10,170-36 2,53,148-16 1,000-00 1,860-64 1,27,012-00 1,319-80 38,969-00 10,000-00 2,425-10 1,30,80,232-21 1,78,111-69 6,679-02 3,23,160-72 07,98,941-36 23,87,000-00 18,840-57
GRAND TOTAL	3,32,30,548-71	GRAND TOTAL	3,32,30,548-71

S. Salores  
3/100 Bapuji Road, 63. ADMINISTRATIVE OFFICER (ACCOUNTS)

V. SUDHAKAR RAO  
MANJURIAN  
FINANCIAL ADVISER & C.A.O.

6.6 Days  
PG DRAFTY  
DIRECTOR

V. MALLINAHAN  
CHAIRMAN - IIMB.

## VII. APPENDICES

### 7.1 PGP Details

#### 7.11 Admissions

Admissions to the 2 year Post Graduate Programme which is recognised as equivalent to the master degree programme in Business Administration in the Universities System, continued to be competitive. More than 18,000 candidates took the Common Admissions Test (Common for Indian Institute's of Management, Ahmedabad, Bangalore, Calcutta) held during December 1982 all over the country. The details of the candidates who applied for the test and finally admitted for 1983-85 are given below:

TABLE I  
Applications

	1982-84	1983-85
1. No. of applications received in Bangalore	7,113	7,643
2. No. appeared for the Common Admissions Test (Centres controlled by IIMB)	5,547	4,890
3. No. called for interview (including 155 SC/ST)	783	863
4. No. appeared for interview at 7 centres all over the country (including 136 SC/ST)	721	785
5. No. of offer letters sent (including 49 SC/ST)	404	290
6. No. accepted the offer (including 31 SC/ST)	194	195

#### 7.12 Scholarships

Relevant information regarding availability of various scholarships in the Institute and the number of PGP students who actually availed these scholarships during 1982-83 is furnished in Table II.

TABLE II  
Scholarship awards

Sl. No.	Name of the Scholarship	No. of Scholarships available	No. of Scholarships available
1.	Merit-cum-means Scholarships	57	55
2.	MSIL Scholarships	2	2
3.	Govt. of India Scholarships to students from Bangladesh	2	2
4.	State Trading Corporation (STC) Scholarships	*10	*10 (5 for ST/ST 5 for Gen )
5.	North Eastern Council Scholarships to the students from Shillong (SC/ST)	3	3
6.	National Scholarship from Govt. of West Bengal	1	1
7.	National Council of Educa- tional Research & Training (New Delhi) - National Science Talent Search Scholarship	1	1
8.	National Scholarship from Govt. of Maharashtra	1	1
9.	National Scholarship from Directorate of Edn. Delhi	1	1

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:

- a) Exemption from payment of tuition fee of Rs.500 per annum.
- b) Exemption from course material fee of Rs.300 per annum.
- c) Exemption from Hostel Room Rent of Rs.450 per annum for students staying in the Institute Hostel.

- d) Exemption from contribution 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.

TABLE III

Statement showing the statewise break up of students in PGP 1982-84 batch

Sl. No.	Name of the State/Country	No. of Students
1.	Tamil Nadu	35
2.	Assam	01
3.	Maharashtra	19
4.	Uttar Pradesh	06
5.	<u>Bangladesh</u>	01
6.	Madhya Pradesh	03
7.	Haryana	01
8.	West Bengal	05
9.	Bihar	02
10.	Karnataka	15
11.	Andhra Pradesh	12
12.	Delhi (UT)	12
13.	Orissa	02
14.	Kerala	06
15.	Gujarat	05
16.	Rajasthan	02
17.	<u>Ceylon</u>	01
18.	Goa	02
Total		130

TABLE IV  
PGP Progress 1981-84

Programmes Year	Admitted			Graduated			Dropped Volun- tarily	Dropped out due to defi- ciency in Grades & admitted to next batch.	Student permitte to join in 1984. 86 batch
	Non SC/ ST	SC/ TO	Total	Non SC/ ST	SC/ ST	Total			
1981-83	118	17	135	80	15	95	36	02	02
1982-84	136	18	154	-	-	-	21	03	-

### 7.13 Convocation

The Seventh Annual Convocation of the Institute was held on 28 APR 82. Dr. Y.Nayudamma, Vice-chancellor, Jawaharl l Nehru University, delivered the Convocation address. 105 PGP students and 3 Fellowship students received their respective Diplomas at this Convocation.

### 7.2 The Fellowship Programme

The Fellowship Programme, which corresponds to the Ph.D. level programme of the University system is designed to train and develop Management teachers, researchers and policy personnel in various sectors like Agriculture, Transport, Health, Habitat and Energy.

The Fellowship Programme in this Institute was started during the academic year 1976-77. At the end of the year under report 5 candidates were awarded the Diploma and 5 others had completed all the requirements and were due to be awarded diploma in the ensuing Convocation. There were 32 students/candidates in various stages of the Programme. (Details given in Table I)

For admission to the FPM in this Institute a person has to go through 2 tests and an interview. First test being common with the PGP, the other test will be specially designed for the

Fellowship Programme applicants, followed by an Interview. The performance in all the three are considered for admitting a student to the Programme.

The Programme is offered in two phases, namely course work phase of two years duration and dissertation phase of about 18 to 24 months. The student will have to take comprehensive examination after completion of course work and before the dissertation phase, once an FPM student passes the comprehensive examination he will be known as FPM candidate.

Each student admitted to the programme is eligible for a Fellowship of Rs.600 to Rs.800 depending on one's qualification and experience. Apart from this, each student can claim reimbursement upto a limit of Rs.3000 per annum towards purchase of books, stationery, etc.

TABLE I  
Progress of FPM students (Batch Wise)

Year	Number Admitted	Completed Course Work	Passed Com. Exam	Thesis Proposed Presented	Disconti-nued	Awarded Diploma	On Rol
1976	10	10	10	9	2	6	2
1977	4	4	4	4	-	3	1
1978	12	12	11	6	2	1	9
1979	3	3	3	1	-	-	3
1980	Holiday Year						
1981	10	9	1	-	1	-	9
1982	9	-	-	-	1	-	8
Total	48	-	-	-	6	10	32

### 7.3 MDP Details

During the current financial year (1982-83), the Institute successfully organised and conducted 38 programmes, the details

of which are shown in TABLE III. Out of the 38 programmes conducted, 9 were Sectoral programmes and 29 were Functional Area programmes.

Table 1 gives the average participants per programme during 1982-83 compare with the previous 5 years. Table 2 gives the gross revenue from MDPs compare with the previous 5 years.

TABLE I  
Average Participants per Programme

Year	Number of Programmes	Number of Participants	Average Participants per Programme
1977-78	40	779	19
1978-79	48	721	15
1979-80	43	560	13
1980-81	29	393	13
1981-82	31	468	15
1982-83	39	733	18 (approx)

Gross revenue from the 38 programmes for the year came to Rs.23.64 lakhs, which again is the highest compared with the past 5 years. The yearwise breakdown is given in Table 2.

TABLE II  
Gross Revenue from MDPs

Year	No. of Programmes	Gross Revenue Rs. in lakhs
1977-78	45	14.98
1978-79	48	13.25
1979-80	43	13.48
1980-81	31	8.67
1981-82	31	12.71
1982-83	36	24.56

It may be noted that 739 senior executives and officials participated in the programme which would work out to approximately 20 per programme, which is the highest compared to the previous 5 years. Details are given in Table 3.

The net revenue after meeting all out of pocket expenses may be 25-30 per cent (approximately) of the gross revenue. We have also taken care to reduce expenses for advertisement, printing, etc.

Each programme is coordinated by a faculty leader and other faculty members also contribute to the programme. Success of the programme, to some extent, depends on the professional competence of the faculty as well as the amount of interest and effort he takes in making the programme a success. The names of faculty leaders who coordinated the programmes are given in Table 4.

Another noteworthy feature is a breakthrough in our International Programme sponsored by the Agency for International Development (AID). The Institute conducted a 12 week MDP for 15 "in-service officers of the Government of Nepal. The programme covered all functional areas as well as specialisation streams, as required by the AID and the Government of Nepal. The gross revenue was 2.8 lakhs. The programme was held in the city campus. The participants were housed in one of the buildings which was earlier used for faculty offices. It is proposed to run similar programmes in the city campus. As it was run in our own facility, the net revenue was more than 30 per cent.

It may also be noted that with too many institutions coming in and the higher hotel prices, there is a general declining trend in sponsorship to MDPs run by various institutions. In this context, the performance of IIMB is very significant.

TABLE III  
Programme Details

Programme	No. of Participants	Gross Revenue Rs.
<u>Sectoral Programmes</u>		
Management of Public Power Utilities (Energy)	11	21,500
Seminar on Planning for Health & Family Welfare Programme (Health)	13	
Management of Family Welfare Programme (Health)	7	40,800
Management and Policy Aspects in Mineral Resource Industries (Energy)	8	20,000
Dimensions of Environment & Policy Implications (Habitat)	20	29,400
Management of Development - Human Settlement & Transportation (Habitat)	10	24,800
Management of Development - Human Settlement and Housing (Habitat)	15	23,600
Planning & Management of Rural Development (Agriculture)	13	32,500
Management in Dairy Industry (Agriculture)	19	44,600
<u>Functional Areas</u>		
Management of Discipline in Industry (OB & IR)	28	
Personnel Management for Non-Personnel Executives (OB & IR)	9	1,11,500
Issues and Trends in Industrial Relations (OB & IR)	19	
Marketing of Power and Power Equipments (Marketing)	15	38,400
Top Management Organisation Leadership & Control in Public Sector (OB & IR)	28	84,000

Sl. No.	Programme	No. of parti- cipants	Gross Rev Rs
15.	Managing Productivity (Production and Operations)	19	
16.	Value Analysis/Value Engineering: A Workshop (Production & Operations)	29	1,20,000
17.	Personal Growth Laboratory for Managerial Effectiveness (OB & IR)	23	78,000
18.	Project Management (Production and Operations)	26	1,17,000
19.	Maintenance Management (Production and Operations)	12	48,000
20.	Project Management with Mini-Computers (Production & Operations) &	19	85,000
21.	Project Evaluation (Economics/Social Sciences)	23	52,000
22.	Marketing Programme for Branch Sales Managers (Marketing)	24	
23.	Marketing Programme for Sales Engineers (Marketing)	15	1,99,100
24.	Industrial Marketing Management (Marketing)	23	
25.	Managing Sales Force (Marketing)	18	53,000
26.	Project Appraisal (Economics and Social Sciences)	30	49,800
27.	Effective Management (OB & IR)	18	80,000
28.	Finance for Non-Finance Executives (Finance)	23	65,000
29.	Corporate Finance Management (Finance)	16	46,500
30.	Purchasing Management (Production and Operations)	26	
31.	Management Control (Finance)	16	
32.	Stores & Inventory Control (Finance)	38	4,47,000
33.	Management Information and Reporting System (Finance)	36	

Sl. No.	Programme	No. of participants	Gross Revenue Rs.
34.	Materials Management (Production and Operations)	19	42,700
35.	Organisation & Methods	19	55,400
36.	Budget Planning & Control	26	75,000
37.	Marketing of Vegetables	11	40,000
38.	General Management for Nepal Government Official (USAID)	15	2,75,000
	<b>Total</b>	<b>739</b>	<b>24,01,900</b>

## Tch E IV

Facultywise Contribution to MDP during 198

Rank	Faculty Leader/s	No. of Programmes	Participants	Group
1	1. <del>Sh</del>	2	20	
2	2. <del>Sh</del> akara Rao	3	45	
3	3. <del>Sh</del> Dhar	1	13	
4	4. <del>Sh</del> Sahni	1	28	
5	5. <del>Sh</del> galakrishnan	2	48	24 1,2
6	6. <del>Sh</del>	1	23	23 7
7	7. <del>Sh</del> palan	1	26	26 1,1
8	8. <del>Sh</del> Rajaraman	1	23	23 5
9	9. <del>Sh</del> anathan V	1	30	30 4
10	10. <del>Sh</del> Jayanathan & <del>Sh</del> ala Nagarajan	1	23	23 6
11	11. <del>Sh</del> Jayanathan & <del>Sh</del> ananna Chandra	1	16	16 46
12	12. <del>Sh</del> Nair & Subba Rao S	1	8	8 20
13	13. <del>Sh</del> Copalaswamy & <del>Sh</del> agadevara	1	19	19 4
14	14. <del>Sh</del> Balaraman	1	19	19 85
15	15. <del>Sh</del> Balaraman & SN Chary	1	12	12 4
16	16. C Jayachandran & NSS Arokiaswamy	1	15	15 30
17	17. NSS Arokiaswamy & N Krishnaswamy	1	11	11 2
18	18. N Krishnaswamy & SG Lele	3	56	19 1,1
19	19. PN Thirunarayana	2	47	24 1,54
20.	20. RK Vijayasarathy & PN Thirunarayana	1	15	15 45

No.	Faculty Leader/s	No. of Programmes	Participants	Participants per Programme	Gross Revenue Rs.
21.	RK Vijayasarathy	1	18	18	53,000
22.	SG Lele & RP Iyer	1	18	18	80,000
23.	S Ramaswamy	5	135	27	4,46,800
24.	SN Chary	1	19	19	55,400
25.	RP Iyer & Vatsala Nagarajan	1	26	26	75,000
26.	SR Bijoor	1	11	11	38,000
27.	Vatsala Nagarajan & C Jayachandran	1	15	15	2,75,000
<b>Total</b>		<b>38</b>	<b>739</b>	<b>407</b>	<b>23,57,000</b>

TABLE V

The regionwise representation in the programmes

	Nos.	Percentage
South	277	38
North	234	32
East	74	10
West	148	20
	733	100

TABLE VI

The number and percentage of participants

	Nos.	Percentage
Government	135	19
Public Sectors	367	50
Private Sectors	224	31
	726	100

#### 7.4 OBP Details

The Organisation Based Programmes (OBPs) are specifically designed to suit the training requirements of individual organisations. During the current financial year 1982-83 the Institute had organised the programmes for the following organisations:

1. Department of Personnel and Administrative Reforms (DPAR), New Delhi.
2. Department of Atomic Energy, Bombay
3. Bharat Heavy Electricals Limited, Bangalore
4. Mysore Paper Mills, Bhadravathi
5. Vikrant Tyres Limited, Bangalore
6. Kirloskar Electric Company, Bangalore
7. Neyveli Lignite Corporation, Neyveli
8. Dharshak Chemicals, Bangalore
9. Bharat Earth Movers Ltd.
10. Southern Regional Electricity Boards

During the current financial year DPAR had assigned two programmes of 7 weeks duration. Out of two programmes, one programme on PIME has been conducted during April-December 1982-83. The second programme of DPAR on Management Development was conducted during January 3-29, 83 at Bangalore. The Department of Atomic Energy, Bombay had requested the Institute to conduct two General Management Programmes during the period April to December. These two programmes were successfully conducted at Kalpakkam, Madras. Based on this feed-back the Department of Atomic Energy had requested the Institute to organise two more programmes during the January-February 1983 at Hyderabad.

Besides the programmes for DPAR and Department of Atomic Energy,

Institute also has successfully conducted programmes for the Corporate Sector Organisation (both public and private) during the year to meet their training needs.

During the financial year we have done about 29 weeks of OBPs for about 8 different organisations and total revenue is around Rs.4,00,000.

The details of the programmes, the sponsoring organisation, duration and revenue are shown in Table I.

TABLE I  
Programme Organization/Revenues

Organisation	Programme	Duration	Revenue (Rs.)
Department of Personnel & Administrative Reforms	PIME	3 weeks	30,000
Department of Atomic Energy	General Management (two programmes)	3 weeks	30,000
Bharat Heavy Electricals Limited	General Management	3 weeks	20,000
Mysore Paper Mills	Production Management	1/2 week	6,000
Vikrant Tyres	Marketing Programme	1 week	11,275
Kirloskar Electric Company	Marketing Programme	2 weeks	24,000
Neyveli Lignite Corporation	PIME	3 weeks	30,000
Dharshak Chemicals	Marketing Programme	1 week	7,500
Department of Personnel & Administrative Reforms	Management Development Programme	4 weeks	50,000
Department of Atomic Energy	General Management (two programmes)	3 1/2 weeks	70,000
Bharat Earth Movers Ltd.	General Management	2 weeks	25,000
Southern Regional Electricity Boards	General Management	2 weeks	75,000
Mysore Paper Mills	Production Management	1 week	20,000
		29 weeks	3,98,775

## 7.5 Research & Consultancy during 1982-83

The Institute undertakes several kinds of research and consultancy activities. Sometimes on the basis of request from different agencies, Institute undertakes specific studies. Besides, Institute also promotes research on various aspects where the Faculty members want to conduct some pilot studies. The number of projects approved and completed for the last four quarters of 1982-83 is given in the following table.

TABLE I  
Statement showing projects approved and completed for the year 1982-83

	I Quarter		II Quarter		III Quarter		IV Quarter		Total	
	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed	Approved	Completed
Institute	6	9	6	4	9	7	4	3	25	23
Sponsored	2	1	1	1	1	3	-	2	4	7
Consultancy	6	4	5	2	7	8	7	1	25	15
Publication	-	14	-	26	-	15	-	-		

It also includes the publications of Faculty members. The details about these projects are given in the progress reports attached (No.RP x, xi, xii & xiii). In the following paragraphs few highlights on sectorwise is given.

### 7.51 Card Sector

In agriculture and rural sector, a study was done on TRYSEM under IRD in Karnataka region. This was sponsored by the Ministry of Rural Development, Government of India, New Delhi. This study on concurrent evaluation of TRYSEM brings to the fore the lacunae in terms of the programme planning for rural development. Though the object of promoting self-employment among rural youth is laudable, implementation has been conceived purely on target principle on year to year basis.

The study covers qualitative analysis of the administrative structure responsibility for implementing the programme and evaluation of the programme and from the beneficiaries point a view.

NABARD had requested the Institute to evaluate their programme on minor irrigation schemes in Bangalore District. The study covered a sample of the NABARD financed dug wells in Bangalore District and their impact on the income and the cropping pattern of the area. It found that cropping intensity was increased and also had an impact on the employment of labour. It also highlighted the difficulties regarding the incomplete investment and the causes for the same.

Government of Karnataka has awarded a study on Karnataka tank irrigation project with World Bank assistance farmers organisation study. The main objective of the study is to develop, test, evaluate and evolve a systematic plan and procedure for organising the farmers to participate in tank irrigation management both at the planning and operational stages. This study has been initiated recently.

In addition to the above, several Institute sponsored projects have been undertaken such as agricultural land use in Tamil Nadu. This was a follow up of land use pattern and agriculture policy sponsored by ICAR. The objective of the study is to construct a regional model delineating the optimal cropping, pricing, marketing and research strategies across the States in the country. Institute undertook a pilot study on the socio-economic and behaviouralistic constraints of the farmers apart from the economic environment prevailing in the rural areas. There was also a preliminary study on the Government management of foodgrains supplies in India.

#### 7.5.2 Habitat Sector

In this sector, a study sponsored by ICSSR regarding residential housing policy in India: Some conceptual issues on potential areas of research has been completed. Sector has also initiated

to bring out an edited book on Indian cities ecological perspectives where in major metropolitan cities are taken for study. Besides this, there are several studies which are under progress such as Socio-economic Study of Ganga Brahmaputra Link Canal Project and Alternative Development Strategies for Koraput. A study sponsored by ICSSR on the metropolitan development authorities has been initiated. NMDC has sponsored an impact study of Bababudan Iron Ore Project.

#### 7.53 Transport Sector

In transport Sector second phase of district level planning of rural roads in Ratnagiri District has been completed. Recently two studies have been sponsored in the transport sector. One is regarding the feasibility of commuter rail lines in Ahmedabad and another in Bangalore. These are sponsored by Metropolitan Transport Project (Railways) Bombay and Metropolitan Railways, Madras. Institute is also undertaking a study on Vishakapatnam Transport and Traffic Survey for the Vishakapatnam Urban Development Authority. Similarly, the Ratnagiri East West Railway link is under study. This is sponsored by Ratnagiri resource regional plan division.

#### 7.54 Health Sector

In health sector, evaluation study of traditional birth attendance scheme in the State of Karnataka and Maharashtra has been completed. This is sponsored by Ministry of Health and Family Welfare, Government of India in collaboration with MIHFW. This study tried to prepare the profile of trained and untrained dais and also assess the training and performance of dais in two areas. There is another study sponsored by WHO regarding health management training programmes to strengthen the primary health care. The objective is to develop modules for training of different categories of health personnel and prepare a plan of action for implementation. This is under progress.

#### 7.55 Education Sector

In education sector, a preliminary study was done on the nature and effectiveness of sandwich courses as a link between

technical institutions and industrial co-operation in Indian setting. As follow-up of this study apprenticeship as a human resource development in Indian industries is being taken up. There are two other research studies in the education sector. They are the nature of governance of universities and relevance of education in job market.

#### 7.56 Energy Sector

Recently the Institute had conducted on rural energy consumption. Beijer Institute, Sweden has sponsored a project on the study of integrated electricity grid system in Southern India. A preliminary paper has been submitted and detail study is under progress. Besides, Institute has also initiated a study on futuristic energy demand by consumption 2025 in India as well as energy analysis, forecasting and planning models.

#### 7.57 Functional and Other Research

There are several studies in functional areas which Institute has undertaken. For instance, in marketing area, it has undertaken a study of marketing audit for BHEL and exploratory market research for AMCO, studying of marketing organisation for ALIMCO and also sales promotion study for ICSSR.

In finance area, a study on large enterprises, their corporate decision making and profitability is under study. In the area of OB & IR Area, a case study of industrial disputes and settlements is under progress, besides psychological and political implication, chronic unemployment among many graduates.

Institute has also undertaken many pilot study in the social relevance areas such as nature and problems of vegetable vendors and socio-economic conditions of construction workers, marketing of cattle in India, etc.

In international business, Institute has participated in International Seminar on "Global Reach of the Public Enterprises" sponsored by University of Illinois, USA and two papers

were submitted in that Seminar. Besides, faculty are actively involved in several seminars on multinationals.

#### 7.6 Admissions PGP

CAT/Interviews during 1982-83

TABLE I  
Details of Filled-in PGP Applications Received

	SC	ST	Total	Non- SC/ST	Total
No. of filled applications received	337	86	423	7,220	7,643

TABLE II  
Common Admission Test Details

Test Centre	Number Expected	No. took the test	No. of Absentees
Bangalore	1,455	1,150	305
Bombay	1,876	1,526	350
Coimbatore	489	413	76
Ernakulam	407	298	109
Madras	1,803	1,500	303
Candidates belonging to other centres controlled by IIM-A and IIM-C	-	3*	-
Total	6,030	4,890	1,143

\* 3 candidates took the test, one at Bangalore centre, one at Bombay and one at Ernakulam.

TABLE III  
Nos. Called for Interview

Sector	No. called for interview		
	SC/ST	Non- SC/ST	Total
General	121	661	782
Agriculture	11	4	15
Habitat	-	1	1
Health	-	1	1
Transportation	7	2	9
Power	16	39	55
<b>Total</b>	<b>155</b>	<b>708</b>	<b>863</b>

TABLE IV  
Academic Background of Candidates

Degree	General		Agriculture		Habitat		Transport		Power		Total		Grand Total
	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	
B.A.	-	4	-	2	-	-	-	1	1	1	1	8	9
B.Com.	-	5	-	-	-	1	-	1	-	-	-	1	7
B.Sc.	4	8	2	1	-	-	-	-	1	-	7	9	16
B.E.	9	43	1	1	-	-	2	2	1	20	13	66	79
B.Sc. (Engg)	1	4	-	-	-	-	-	-	-	-	1	4	5
B.Tech.	9	50	-	1	-	2	-	3	-	13	9	69	78
B.Pharma	-	1	-	-	-	-	-	-	-	-	-	1	1
Total	23	115	3	5	-	3	2	7	3	34	31	164	195

TABLE V  
Acader ic Institutions of Origin

University	General Management		Agriculture		Habitat		Transport		Power		Total		Grand Total
	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	
Agra	1	-	-	-	-	-	-	-	-	-	1	-	1
Andhra	-	3	-	-	-	-	-	-	-	-	-	3	3
Bangalore	1	4	1	1	-	-	-	-	1	1	3	-	9
BIT - Pilani	-	3	-	-	-	-	-	-	-	1	-	9	9
PU - IT	-	6	-	1	-	-	-	-	1	-	4	-	12
Bombay	-	10	-	-	-	-	-	-	1	-	1	-	12
Calcutta	-	2	-	-	-	-	-	-	-	-	2	-	4
Delhi	1	9	-	1	-	1	-	2	-	-	1	13	14
Gujarat	-	1	-	-	-	-	-	-	-	-	-	-	1
IIT - Bombay	3	5	-	-	-	-	-	-	1	-	2	3	11
- Delhi	-	10	-	-	-	-	-	-	-	-	-	-	10
- Kanpur	-	4	-	-	-	1	-	-	-	-	1	-	6
- Kharagpur	1	8	-	1	-	-	-	1	-	1	1	1	12
- Madras	5	9	-	-	-	-	-	-	-	-	5	5	14
Jadavpur	1	-	-	-	-	-	-	-	-	-	1	-	1
J N U	-	1	-	-	-	-	-	-	-	-	-	-	1
J & K	-	-	-	-	-	-	-	-	-	-	1	-	1
Kerala	-	2	-	-	-	-	-	-	-	-	-	-	2
Madras	5	15	-	1	-	-	1	-	2	4	8	20	28
Mysore	2	6	1	-	-	-	-	-	-	1	3	2	

TABLE V (contd.)

University	General Management		Agriculture		Habitat		Transport		Power		Total		Grand Total
	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	
Nagpur	-	-	-	-	-	-	-	-	-	2	-	2	2
Osmania	-	2	-	-	-	1	1	1	-	5	1	9	10
Poona	-	3	-	-	-	-	-	-	-	-	-	3	3
Roorkee	-	2	-	-	-	-	-	-	-	1	-	3	3
R.E.C. Trichy	-	2	1	-	-	-	-	-	-	-	1	2	3
Maharaja Sayajirao	1	1	-	-	-	-	-	-	-	1	1	2	3
Jabalpur	-	2	-	-	-	-	-	-	-	-	-	2	2
West Bengal	2	-	-	-	-	-	-	-	-	-	2	-	2
Total	23	115	3	5	-	3	2	7	3	34	31	164	195

TABLE VI  
Age Distribution of Candidates

Age	General		Agriculture		Habitat		Transport		Power		Total		Grand Total
	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	
Upto 20 years	-	1	-	1	-	1	-	-	-	3	-	6	6
20 - 21 years	2	17	-	1	-	1	-	2	-	4	2	25	27
22 - 23 years	11	40	1	-	-	-	2	3	1	16	15	59	74
24 - 25 years	2	35	-	-	-	1	-	1	1	7	3	44	47
26 - 30 years	3	18	2	1	-	-	-	1	-	4	5	24	29
31 years and above	5	4	-	2	-	-	-	-	1	-	6	6	12
Total	23	115	3	5	-	3	2	7	3	34	31	164	195

TABLE VII  
Experience of Candidates

Experience	General		Agriculture		Habitat		Transport		Power		Total		Grand Total
	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	SC/ST	Non-SC/ST	
No Experience	12	27	1	2	-	2	2	3	2	15	17	49	66
Less than 6 months	-	-	-	-	-	-	-	-	-	-	-	-	-
6 - 12 months	4	16	-	-	-	1	-	1	-	4	4	22	26
13- 24 months	1	36	-	-	-	-	-	1	-	7	1	44	45
25- 60 months	2	24	2	1	-	-	-	2	1	8	5	35	40
60 months and above	4	12	-	2	-	-	-	-	-	-	1	14	18
Total	23	115	3	5	-	3	2	7	3	34	31	164	195

TABLE VIII  
Fellowship Admissions 1983

Sector	Number of Filled Applications received	Number called for Interview
Agriculture	43	5
Habitat	25	9
Health	17	5
Transport	7	5
Power	55	23
<b>Total</b>	<b>147</b>	<b>47</b>

## 7.7 Placement Details

The Placement Committee for the academic year 1982-83 consisted of the following:

One Faculty Coordinator,

Four student representatives from the Second year, and

Two student representatives from the First year.

For the academic year 1982-83, the placement office had to organise final placement interviews for 96 students of our outgoing 8th Batch and summer project assignments for 140 students, (including 8 FPM) of the 9th Batch.

### 7.7.1 Campus Recruitment Programme (CRP)

I am happy to report that all the 96 PGP students of the outgoing 8th Batch have been suitably placed by end of March '83. This has been the earliest completion of CRP so far. Out of 153 organisations who responded to our CRP, 72 organisations - 17 from Public Sector and 55 from Private Sector - visited our campus and offered more than 116 placements.

86 students have accepted offers through CRP - 35 in Public Sector and 51 in Private Sector. Besides, one student is on sponsorship from DGOF, Government of India and 9 students are self-seeking, presumably in Private Sector. Hence the number of Public Sector jobs amounts to 36 (37.5%) and Private Sector to 60 (62.5%) - a definite reversal of trend over the previous year. Details of final placements are shown in Table III.

The CRP has been very brisk this year ever since we opened our doors for interviews on 9th January. Out of 72 visiting organisations (17 Public Sector and 55 Private Sector), as many as 13 organisations (3 Public Sector and 10 Private Sector) were newcomers.

We had restricted CRP interviews only on Sundays and Holidays during this period. I am glad to say that out of 72 organisations, 43 of them visited only on Sundays/Holidays and 29 on

working days, most of them in the afternoons. We also had a record number of 9 Organisations visiting us on Sunday the 6th February '83.

The feed-back from the visiting organisations has been very encouraging. Organisations such as M/s. Shipping Corporation, Metal Box, Asian Paints, Voltas, Hindustan Lever and Management Analysis & Projects have been extremely impressed by the standards of our students ("they are 'as good as'/'some even better than' Other IIMs"). Only M/s. Ranbaxy Laboratories remarked that our students had displayed adequate conceptual skills in Marketing, but application skills were 'wanting'. While there were no specific requests for sectoral students, 14 organisations which may be identified as Sectoral took 38 of our students - 17 from General and 21 from Sector (for details refer Table I).

Salaries of Freshers have also looked up this year. Voltas took Management Trainees at Rs.2,400 p.m. and Export-Import Bank of India Rs.2,000 p.m. The average gross pay for the Freshers improved this year to Rs.1,875 p.m. as against last year's average of Rs.1,550 p.m. The highest gross pay offered for an experienced candidate this year was Rs.3,500 p.m.

#### 7.72 Project Placement Programme (PPP)

The project placement activity for all the 140 students (including 8 FPM) of the 9th Batch was completed well in time by 25th March '83. 116 students were placed through PPP - 35 in Public Sector and 81 in Private Sector. Details of project placements, are shown in Table IV. 12 "sectoral organisations" took 46 of our students 16 from General and 30 from Sectors (for details please refer Table II). 3 students took up Summer Projects in the Small Scale Sector (Highest stipend of Sri Lanka Rs.4,000 p.m. was offered to a summer trainee by M/s. Citi Bank, Colombo). The average stipend this year was Rs.725 p.m. as against last year's Rs.700 p.m.

TABLE I  
Campus Recruitment Programme (CRP) : 1981-83

Category	Public Sector		Private Sector	
	Organisation	Students	Organisation	Students
General			Volta	4
(Business & Industry)	IPCL	3	Asian Paints	3
	BEMI		Metal Box	3
	EX-IM Bank	1	ORG Systems	3
	HMT	1	TAS	3
	ITI	1	Wipro Products	3
	Nepa Mills	1	Hinditron	2
	SICOM	1	HLL	2
			MMC	2
			Britannia Industries	1
			Escorts	1
			Forbes Forbes	1
			Gum Products	1
			Hoechst	1
			ICI	1
			Lucas TVS	1
			Microsense	1
			MICO	1
			McDowell Co.	1
			RHL	1
			Shaw Wallace	1
			Sundaram Clayton	1
Power & Energy	ONGC	5		
	BHEL	3		
	NTPC	3		
	BPCL	2		
	Balmer Lawrie	1		
Trans- portation	Maruti Udyog	5		
	Shipping Corpn.	3	Enfield India	1
Education (Research & Con.)	TECSOK	2	TCS	5
			MAP	4
			NIIT	2
			ORG Consultancy	1
Agriculture & Rural Dev.	NABARD	1		
	Total	35	Total	51

TABLE 11  
Project Placement Programme (PPP) : 1982-83

Category	Public Sector		Private Sector	
	Organisation	Students	Organisation	Students
General			Wipro Products	
(Business & Industry)	BHPV	2	Widia India Ltd.	
	GIIC	2	Brooke Bond	
	ITI	2	L & T	
	KSFC	2	Usha Martin Black	
	ECIL	1	Andhra Steels	
	HMT	1	MMC	
	IPCL	1	MMM	
	PNB	1	Magnesium Products	
			Microsense Computers	
			MICO	
			RHL	
			Sumac International	
			Sundaram Clayton	
			Balsara	
			BhadraChalam Paperboard	
			Bharat Forge	
			BDK Valves	
			Copper Alloys	
			Citi Bank	
			Fibre Foils	
			Graphite India	
			HLL	
			Jagatjit Cotton Textiles	
			Manindra Spicer Ltd.	
			McDowell Co	
			Rohtas Industries	
			Shriram Fabricks	
			Turmalia Electronics	
			T I & M Sales	
			Volta	
			Metal Box	
Power & Energy	NTPC	5	NOCL	
	BHEL	3	Kirloskar Electric	
	GEB	3		
	HPCL	3		
	ONGC	1		
Education (Research & Con.)	ISRO	5	TECS	
			AF Ferguson	
			Maini Indrl. Conslt.	
			Management Analysis	
			& Projects	

TABLE II (contd.)

Agriculture & Rural Dev.		ASSEFA	1
		Auro Food	1
		Deejay Hatecheries	1
		Vicon Ltd	2
Transportation	Maruti Udyog	Enfield TELCO	4 1
Total	35	Total	81

TABLE III  
Summary of Campus Recruitment Programme (CRP)

a) Total No. of Students	96	b) Areas of Final Placement at a Glance:	
i) Students accepted offer (Public Sector - 35 Private Sector - 51)	86	Marketing	35
ii) On Sponsorship	1	Systems & Computers	21
iii) Self Seeking	9	Finance	15
		Production & Projects	14
		Personnel	<u>1</u> 86

c) Salary Range at a Glance: (Average Pay : Rs.1,875 p.m.)

<u>Range</u>	<u>No. of Students</u>
Upto Rs.1500	2
Rs.1501 to 1600	6
Rs.1601 to 1700	8
Rs.1701 to 1800	18
Rs.1801 to 1900	2
Rs.1901 to 2000	34
Rs.2001 to 2400	12
Rs.2401 to 3000	3
Rs.3001 and above	1
	<u>—</u> 86

TABLE IV

Summary of Project Placement Programme (PPP)

a) Total No. of Students on PPP:	140	b) Areas of Project Placement at a Glance:	
Placed through PPP (Public Sector - 35 Private Sector - 81)	116	Marketing	56
		Miscellaneous & Personnel	19
Self Seeking (Public Sector - 3 Private Sector - 15)	18	Finance	16
		Systems	7
Sponsorship (Public Sector - 2 Private Sector - 1)	3	Computers	16
		Production & Projects	9
FRM Students	3*		<u>116</u>
c) Stipend Range at a Glance: (Average stipend of Rs.725 p.m.)			
Upto Rs.600	26		
Rs.601 to Rs.700	22		
Rs.701 to Rs.800	51		
Rs.801 to Rs.900	3		
Rs.901 to Rs.1,000	13		
Rs.1,000 and above	1		
	<u>116</u>		

\*have opted for alternate programmes as per the rules of FRM.

## 7.8 Library Statistics & Computer Facilities

## DOCUMENTATION SERVICES

### No. of Publications

- |   |   |   |
|---|---|---|
| a) Serial   |   |   |
| i) Recent Additions (monthly)                     | - | 2 |
| ii) Current press cutting titles<br>(fortnightly) | - | 4 |
| b) <u>Ad hoc publications such as:</u>            | - | 5 |

## Processing of Library materials

- |                                      |   |        |
|--------------------------------------|---|--------|
| a) No. of Reprints processed         | - | 100    |
| b) No. of Reprographic services      | - | 68,357 |
| c) No. of Press cuttings (CPCT)      | - | 2,000  |
| d) No. of microfische processed      | - | 2,000  |
| e) No. of films processed            | - | 4      |
| f) No. of Reference queries answered | - | 30     |

TABLE I

Sl. No.	Item of work	Quantity added	Grand Total
1.	<u>Library Collection</u>		
a)	No. of books	1,342	57,746
b)	No. of bound volumes (Jnl)	273	6,530
c)	No. of reprints	7	1,034
d)	No. of journals	3	670 (Appro)
e)	No. of films, microfiches, maps	1,541	10,259
2.	<u>Circulation</u>		
a)	No. of books issued	63,449	
b)	No. of books consulted	61,034	
c)	No. of books borrowed in inter- library loan	50	
d)	No. of books issued on inter- library loan	643	
e)	No. of readers		
i)	Faculty, Research, Technical Assistants & Project Assistants	97	
ii)	Deposits Borrowers	50	
iii)	Students	285	
iv)	Officers & Staff	305	
v)	MDP and OBP participants	500	
3.	<u>Budget</u>		
a)	Amount spent for books	Rs. 1,86,838.68	
b)	Amount spent for periodicals (current)	Rs. 2,53,728.25	
c)	Amount spent for back volumes	Rs. 15,729.00	
d)	Amount spent for binding of periodicals	Rs. 15,729.00	
e)	Amount spent for binding of books	Rs. 1,865.00	
f)	Amount spent for reprints	Rs. 120.00	
g)	Amount spent for Inst. membership	Rs. 1,867.55	

DATA PROCESSING CENTRE FOR THE  
PERIOD FROM 1ST APRIL TO 31ST MARCH 83

The Institute acquired the ORG-80 Computer System this year.  
The configuration is as follows:

CPU with 512 KB random access memory  
Eight Terminals  
One Console Workstation  
Three tape-drives (two 9-track and one 7-track)  
Two 80 MB Winchester disks  
One 600 LPM Printer  
One 600 CPM Card-reader  
Three Off-line Data Entry units

This configuration supports four higher level languages BASIC, COBOL, FORTRAN, PASCAL and a MAL (Macro Assembly Language). Other utilities like SORT, MERGE, COPY, etc., exist. A DBMS software package is also available.

At present, the Computer Centre operates in one shift from 10 a.m. to 4.30 p.m. To facilitate the use of computer by the students, the Institute is planning to extent the hours of operation. The Centre is supported by 4 programmers. A few application software packages are in the process of being developed which can be used by the students for their course work.

The desk top computer (HP-9845) is extensively used by faculty and students for their course work and research.

The other equipment at DPC like unit record machine, sorter, etc., are used for routine work.

Annexure 7.9

List of Visitors to the Institute

Overseas

- 1) Mr. Anthony Elman  
Assistant Director  
Food Production and Rural Development of Common  
Wealth Secretariat,  
UK.
- 2) Mr. PJ Fernandes  
Adviser, Information Centre for Public Enterprises  
in Developing Countries  
Yugoslavia.
- 3) Mr. Peter Collister  
Education Adviser  
British Council  
UK.
- 4) Mr. John Mellet  
Department of Education  
Ministry of Overseas Development  
UK.
- 5) Prof Paul P. Streeton  
Director  
Centre for Asian Development Studies  
Boston University  
Boston  
USA.
- 6) Dr. Jagdish N. Sheth  
Professor  
School of Business Administration  
University of Illinois  
USA.
- 7) Dr. Frank Kirkman  
Department of Management Studies  
University of Leeds  
UK.
- 8) Dr. Douglas T Wright  
President & Vice Chancellor  
University of WaterLoo  
Ontario  
Canada.
- 9) Dr. PA Lewis  
University of Birmingham  
UK.

- 10) Dr. AV Subba Rao  
Associate Professor  
University of Ottawa  
Canada.
- 11) Mr. Osman Farruk  
South Asis Projects  
Department of World Bank  
Geneva.
- 12) Dr. George Gouyer  
Overseas Development Administration  
London.
- 13) Dr. Peterwood  
Common Wealth Forestry Institute  
University of Oxford  
UK.
- 14) Director  
International Labour Organisation  
Geneva.
- 15) Dr. Glentworth  
British Council  
UK.
- 16) Mr. Halloween  
British Council  
UK.

National

- 1) Dr. MRS Chandra  
British Council  
Madras.
- 2) Smt. Shakuntala  
Deputy Educational Adviser  
Ministry of Education  
Shastry Bhavan  
New Delhi.
- 3) Mr. HV Kamath  
Ex-Editor, Illustrated Weekly of India  
Bombay.
- 4) Mr. KC Khanna  
Editor, Illustrated Weekly of India  
Bombay.
- 5) Shri M.Ramakrishnaiah  
Chairman  
National Bank for Agriculture and  
Rural Development  
Bombay.

- 6) Mrs. Priya Prakash  
Joint Secretary (Irrigation)  
Union Ministry of Irrigation  
New Delhi.
- 7) Dr. Mrs Patel  
Director  
Jambalal Bajaj Institute of Management  
Bomday.
- 8) Mrs. Anna Malhotra  
Secretary  
Ministry of Education  
New Delhi.
- 9) Shri V.S. Vyas  
Director  
Indian Institute of Management  
Ahmedabad.
- 10) Shri RP Aiyar  
Director  
Indian Institute of Management  
Calcutta.
- 11) Shri VKRV Rao  
Chairman  
Institute for Social & Economic Change  
Bangalore.

Appendix 7.10List of Faculty in IIM-B

Shri PG Daftary  
Director

1.

Professors

- |                            |                             |
|----------------------------|-----------------------------|
| 1. Anantharamaiah KM       | 33. Ghosh B                 |
| 2. Ashok K Sahni           | 34. Gopalakrishnan RV       |
| 3. Bhaskara Rao B (on EOL) | 35. Gopalaswamy TP          |
| 4. Bhatia JC               | 36. Indira Rajaraman        |
| 5. Chandrashekár BK        | 37. Iyer RP                 |
| 6. Dhar R                  | 38. Jayachandran C          |
| 7. Govindrajan OK          | 39. Nagadevara V            |
| 8. Herlekar RK             | 40. Nair KB                 |
| 9. Kaujalgi VB             | 41. Shyamal Roy             |
| 10. Krishna Kumar T        | 42. Tewari VK               |
| 11. Krishnaswamy N         | 43. Thirunarayana PN        |
| 12. Lele SG                | 44. Vinod Vyasulu           |
| 13. Nair MNV               |                             |
| 14. Pillai KS              | <u>Assistant Professors</u> |
| 15. Ramaswamy S            | 45. Apte PG                 |
| 16. Rao AK                 | 46. Bandyopadhyay J         |
| 17. Rao KLK                | 47. Bijoor SR               |
| 18. Rao MR                 | 48. Chary SN                |
| 19. Rao MSV                | 49. Gopalan MR              |
| 20. Rao PS                 | 50. Jagadish S              |
| 21. Ratnam NV              | 51. Kalyani Gandhi          |
| 22. Roy SK                 | 52. Malathi Somaiah         |
| 23. Shanmugam AV           | 53. Nagabhushana TS         |
| 24. Shiva Ramu S           | 54. Naganna N               |
| 25. Subbarayan Prasanna    | 55. Patil BR                |
| 26. Subba Rao S            | 56. Prasanna Chandra S      |
| 27. Subramaniam S          | 57. Ramanayya TV (on EOL)   |
| 28. Sundar A               | 58. Ranganathan V           |
| 29. Valecha GK             | 59. Sampangiramaiah S       |
| 30. Vatsala Nagarajan      | 60. Tagat RG                |
|                            | 61. Vaidyanathan R          |
| <u>Associate Professor</u> | 62. Vijayasarathy RK        |
| 31. Arokiaswamy NSS        |                             |
| 32. George PV              |                             |

Faculty Research Associate

- |                   |                     |
|-------------------|---------------------|
| 63. Bhaskaran P   | 69. Rajan MAS       |
| 64. Mira Bakhru   | 70. Srivatsa KR     |
| 65. Narasimman CL | 71. Subramaniam KS  |
|                   | 72. Swaminathan CS  |
|                   | 73. Zafar Futehally |

Honorary Faculty

- |                    |
|--------------------|
| 66. Appu PS        |
| 67. Chandrakant LS |
| 68. Murthy SS      |

Visiting Faculty

- |                |
|----------------|
| 74. Yalawar YB |
|----------------|

Deans : 1. Prof N.Krishnaswamy (Research)  
2. Dr S.Shiva Ramu (Programmes & Consultant)  
3. Dr Subbarayan Prasanna (Administration)

Chief Admn. Officer : Cdr K.Manjunath

Superintending Engineer : Shri DS Nagaraj

Librarian : Shri G.Bhaktamitran

Appendix 7.11STAFF POSITION AS ON 1ST OCT 83

Sl No.	Name of the post	Filled
1.	Secretary to Director	1
2.	Superintendent	10
3.	Photographer	1
4.	Artist/Draughtsman	1
5.	Stenographer (Sel Gr)	6
6.	Stenographer (Sr Gr)	23
7.	Stenographer (Jr Gr)	27
8.	Assistant	10
9.	Purchase Assistant	2
10.	Programmer	4
11.	Machine Operator	2
12.	Library Assistant Gr I	6
13.	Assistant Librarian Gr II	2
14.	Cashier	1
15.	Accountant	2
16.	UDC	17
17.	Receptionist	1
18.	Proor Reader	1
19.	Projectionist	1
20.	Machanic (AV Equipment)	2
21.	Library Assistant Gr II	3
22.	Key Punch Operator	3
23.	Internal Auditor	2
24.	Electrician	-
25.	Draughtsman	-
26.	Carpenter	1
27.	Automobile Mechanic	2
28.	Junior Engineer	2
29.	Plumber	2
30.	LDC/Typist	63
31.	Driver (Ord Gr I)	12
32.	Driver (Sel Gr)	3

Sl No.	Name of the post	Filled
33.	Library Attender	5
34.	Duplicator Operator (Sel Gr)	2
35.	Duplicator Operator (Ord Gr)	3
36.	Despatch Rider	1
37.	Sweeper	9
38.	Peon/Watchman	34
39.	Cleaner	-
40.	Mali	3
41.	Electrical Wireman	1
42.	Cook	-

WORK CHARGED ESTABLISHMENT

1.	Accountant	1
2.	LDC/Typist	2
3.	Maistry	1
4.	Garden Coolies	5
5.	Mali	2

## Appendix 7.12

### LIST OF MEMBERS OF THE BOARD OF IIM-B

#### CHAIRMAN:

KRISHNAMURTHY V  
Chairman & Managing Director  
Maruti Udyog Limited  
Hansalaya, 6th floor  
15, Barakhamba Road  
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