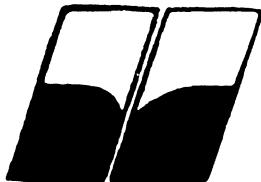


ANNUAL REPORT

1983-84



INDIAN INSTITUTE OF MANAGEMENT
BANNERGHATTA ROAD, BANGALORE-560 076

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INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

ANNUAL REPORT : 1983-84

1. THE INSTITUTE

1.1.0. Introduction:

Indian Institute of Management, Bangalore, the third National Institute in the country, was established under the aegis of the Union Ministry of Education and Social Welfare in October 1973, the other two being located in Ahmedabad and Calcutta. The fourth one has just been established in Lucknow, in the northern region.

1.1.1. The Institute being an autonomous body, its governance is looked after by the IIM-B Society (a Society registered under the State law) and a Board of Governors comprising of representatives of the Union and the State Government of Karnataka, the All India Council of Technical Education, Karnataka Chamber of Commerce, All India Management Association, National Productivity Council and others. The Chairman of the Society and Board is appointed by the Government of India.

1.1.2. The Institute imparts management education, provides professional training in management to persons from public and private sectors and conducts research. It also publishes management literature and provides consultancy services to industry and other agencies including the Government. It maintains contact with Universities and educational institutions in India and abroad and cooperates with their academic and professional programmes through exchanges.

1.1.3. The essence of IIM-B perspectives is 'social relevance'. Consistent with the past, there were laudable achievements in the Institute's educational programmes, research efforts and consultancy services, during the year under review.

1.2.0. The Campus:

1.2.1. Institute's Campus is located on a 100-acre plot of land at 10th kilometre on the Bannerghatta Road at the southern outskirts of the Bangalore City. The construction work having started in October 1978 on the land donated by the State Government of Karnataka, the first phase segment comprising a major portion of the administrative block, the faculty and instructional blocks, dormitories and 70 staff houses have been completed and occupied. The Campus thus has now assumed importance as the premier seat of Institute's activities. The second phase of the construction started during the year under report and has been in progress (details at Appendix-II).

2. DIRECTOR AND BOARD MEMBERS

2.1.0 Prof. N.S. Ramaswamy who had been the Director of the Institute since its inception, went on an year's sabbatical leave during the year. Mr. P.G. Daftary, one of the Board Members looked after the duties of the Director between 8.8.1983 and 28.11.1983. Prof. N. Krishnaswamy, Dean(Research) took over as acting Director on 29.11.1983. List of Board Members as on 31.3.1984 is given in Appendix I.

2.1.1. Board Meetings:

2.1.2. During the year under review, three Board Meetings were held on 26.4.1983, 22.7.1983 and 25.11.1983.

2.1.3. During the above period, the following changes took place in the composition of the Board:-

- i) Shri C. Venkataraman, Special Secretary and Director General, Bureau of Public Enterprises has been nominated as the Board member from June 1983 vice Shri P.K. Basu;
- ii) Shri M. Shankaranarayanan, Finance Commissioner & Secretary to Government of Karnataka has been nominated as a Member of the Board from July 1983 vice Shri S.K. Warrior;
- iii) Dr. D Shankar Narayan, Vice-Chancellor, Bangalore University has been nominated as the Board Member from July 1983 vice Dr. M.N. Viswanathaiah;
- iv) Shri M. Subramanian, Additional Secretary, Ministry of Rural Development has been nominated as a member of the Board from July 1983 vice Shri S.C. Varma;
- v) Shri B. Ratnakar, Chairman & Managing Director, Canara Bank has been nominated as the Board member from December 1983 vice Shri S.G. Ramachandra.

3. ACADEMIC PROGRAMME

3.0.1. The major emphasis of the Institute's academic exercises rests on its Post Graduate Programme (PGP) and the Fellowship Programme (FPM), the other academic efforts being the Management Development Programme (MDP), Organisation Based Programme (OBP) Research and Consultancy.

3.0.2. In the two-year Post Graduate Programme, which is the prime activity of the Institute, specialisations are offered in sectors like Education, Transportation, Energy and Power, Human Settlement and Environment, Population and Health, Agriculture and Rural Development. The curriculum seeks to inculcate entrepreneurial values and promote functional skills. In order to meet the instructional needs and promote innovative efforts at specialisations in sectors, centres of studies have been established within the Institute. The stress here lies on self learning, case discussions and assignments.

3.1 .0. Admission to PGP:

3.1.1 Admission of students to PGP will be after successful completion of the Common Admission Test (CAT), held jointly, in important centres all over India, with the other two IIMs, and an assessment of academic background, experience and performance in group discussion and personal interviews. The normal student-intake per course is 120, which is likely to be raised to 180 in terms of Nanda (IIM Review) Committee recommendations, once the hostel facilities are fully set up.

3.1.2. More than 16,000 candidates took the Common Admission Test (Common for Indian Institute's of Management, Ahmedabad, Bangalore and Calcutta) held during December 1983 all over the country. The details of the candidates who applied for

for the test and finally admitted for 1983-85/^{batch} are given below:-

	<u>Applications</u>		<u>Batches</u>	
	1983-85	1984-86		
1. No. of applications received in Bangalore	7643	8752		
2. No. appeared for the Common Admissions Test (Centres controlled by IIMB)	4890	5466		
3. No. called for interview	863 (165+708)	741 (136+605)		
4. No. appeared for interview at 7 centres all over the country	785 (136+649)	619 (110+509)		
5. No. of offer letters sent	290 (49 +241)	345 (58 +287)		
6. No. accepted the offer	195 (31 +164)	152 (24 +128)		

3.1.3. The statistical details about admission to the 1983-85 courses are provided in Appendices III to VII.

3.1.4. The Institute received 19,749 requests for Common Admissions Test (CAT) Bulletin including 1,425 from SC/ST candidates, besides 7,643 filled-in applications for PGP and 1,684 for FPM. It handled 6,688 candidates (being the highest number among IIMs) at the CAT held in 5 centres viz., Bangalore, Bombay, Coimbatore, Ernakulam and Madras falling under IIM-B's jurisdiction.

3.1.5. Admission was offered for PGP in the 1983-85 batch to 290 candidates, of whom 195 accepted and 105 joined.

3.2.0. Admission to Fellowship Programme:

3.2.1. Admission to Fellowship Programme, which corresponds to a Ph.D. level programme in a University set up, is based on an interview, career analysis and general and sectoral tests besides a pass in the CAT, administered to the candidates. The sectoral specialisations are the same as in PGP and the Programme is administered by a Fellowship Committee. Those sponsored by organisations and others are eligible to be admitted. The minimum qualification required is either a second class Master's Degree in Science, Humanities, Medicine, Pharmacy, etc., or a Bachelor's degree in professional courses like Engineering, Agriculture, etc. The total intake capacity of the FPM currently is 100 i.e., maximum of 20 per sector, the minimum thereof being 5.

3.2.2. Of the 15 candidates selected for admission to FPM in the 1983 batch, only 6 joined the programme. But at the end of the year, only 3 candidates remained on the rolls being distributed in Habitat, Power and Health Sectors. At the end of the year under report, there were in all, 33 students working for the Fellowship programme at different levels. Three students were declared successful for award of the Fellowship Diploma. CAT for Fellowship Programme in December '83 for 1984 batch attracted 161 candidates.

3.3.0. Supporting Facilities:

a) Scholarships:

3.3.1. The Institute offers merit-cum-means scholarship of Rs.170/- per month and tuition fee waiver for 25% of the students enrolled for PGP. During 1983-84, a total of 59 such scholarships were awarded. Besides this, 10 State Trading Corporation

Scholarships, 3 MSIL Scholarships, 2 North Eastern Council Scholarships (meant for students from Shillong - SC/ST), one National Scholarship from the Government of Bangla Desh and 3 National Scholarships were also awarded.

3.2. As in the past years, during 1983-84 also, such SC/ST students as were not recipients of other scholarships, enjoyed waiver of tuition fee, course material fee, contribution to SWF and room rent (hostel) besides receiving a stipend of Rs.150/- per month from the Institute. These waivers and stipends continued to be inapplicable to such SC/ST students who availed of the Home Ministry's Social Scholarships for Post Metric studies.

Hostels:

3.3. The Institute maintains two self-contained hostels, one at the Campus and the other in I Block, Jayanagar. All the resident students are accommodated in these well-equipped hostels, where mess facilities are monitored by local students' Mess Committees.

) Library:

3.4. The Institute's library, which is currently housed in the northern wing of the Administrative Block, provides lending, reading room and reference services. During the year under review, its book-wealth went upto 76,000 titles (including 7034 back volumes of periodicals) with the addition of 2783 books and 1060 volume of bound periodicals. A special feature is that it has a good collection of government publications, technical reports and papers, conference proceedings, annual reports of public and private enterprises, scientific and academic publications. It has been possible for the Library to obtain and supply reprints of articles at short notice.

through INSDDC, British Council and direct contacts with information centres abroad. It also provides photocopying service and audio-visual support through microfilm reader, microfiche reader, projectors and recorders. Documentation services like Current Awareness Service, Press Cutting Service, Bibliography Service and Reference Service make the spectrum of Library activity complete. Statistical data, inter alia, of collection, circulation, budget are furnished in Appendix IX.

d) Computer:

3.3.5. The ORG 80 computer system, installed last year, became fully operational during the year under report and it is being harnessed for tackling all kinds of data processing jobs, including voluminous and specialised ones. The computer centre functions daily between 8.00 AM and 8.00 PM.

3.3.6. The emphasis during the year was mainly on improving the performance of ORG-80 Computer System and its applications. The main users of the computer have been the PGP and Fellowship students for course work, and others for research applications. Time selling was also done in a limited way to external users on nominal charges. The following applications have been successfully transferred from the Unit Record Machine to the Computer System:-

- a) Pay Roll Accounting
- b) Mailing List Processing
- c) Faculty Evaluation
- d) PGP and Fellowship Admissions' Processing.

Further, during the year, an Isolation Transformer and a Voltage Stabilizer were added to improve the System's performance.

c. Placement:

.3.7 The Institute assorts students in placing them for Summer Projects, Social Involvement Projects and employment after graduation. Till 1983-84, 750 graduates having already been well placed, the placement activities for the year under report commenced with 160 organisations responding to the request with over 200 openings. Almost all the graduates found good placements with salaries ranging from Rs.1,875/- per month to Rs.4,000/- per month which showed an appreciation of over Rs.300/-, at the minimum. The final data of placement are compiled here below:

Particulars	<u>Students on placement</u>		Total
	Final	Summer	
I No. of students	128	108	236
II a) Students placed through Placement Programme	105	99	204
i) Public Sector	37 (35%)	24 (24%)	61
ii) Private Sector	68 (65%)	75 (76%)	143
b) Students sponsored	5	9	14
c) Students self seeking	18	-	18
	<hr/>	<hr/>	<hr/>
Total :	128	108	236

Areawise Placement

1. Marketing	43	48	91
2. Systems	22	20	42
3. Production & Operations	17	06	23
4. Finance	10	09	19
5. Personnel	03	01	04
6. General Management	10	15	25
	<hr/>	<hr/>	<hr/>
	105	99	204

3.3.8. Summer Project

The PGP curriculum requires every student to undertake a Summer Project of 12 weeks duration during the summer vacation. All the 140 students got this project placement during the year under report both in private and public sectors. The stipends offered averaged at Rs.725/- per month to the majority, while the one placed in City Bank of Colombo, Sri Lanka, got Rs.4,000/- per month.

3.3.9. Social Involvement Project:(SIP)

The SIP, which provides the students with an opportunity to apply the latest techniques and concepts learnt by them to the rarely familiar segments of the society, is undertaken by II year students at the commencement of the V and VI terms. This provides the management training with the much-needed "Social relevance" content.

3.4. Students Activities:

3.4.1 The Institute hosted their yearly Inter IIM Meet in which students from both IIM-Calcutta and IIM-Ahmedabad participated. On this occasion, the students' Association brought out a magazine entitled "IMBIBE".

3.4.2 The cultural activities in which our students actually participated during the year included among others, Music, Quiz, Debate, Elocution, Skits, etc.

3.5. Convocation:

The Eighth Annual Convocation of the Institute was held on 26th April 1983. Dr. G.R. Damodaran, former Vice-Chancellor, University of Madras and Director, PSG Institutions, Coimbatore, delivered the convocation address. 95 PGP students and five Fellowship students received their respective Diplomas at this Convocation.

4.1

MANAGEMENT DEVELOPMENT PROGRAMMES (MDP)

4.1.1 MDPs are run on intercompany basis, wherein executives from public and private sectors as well as government nominees participate. The programmes are in various functional areas of management as well as in Sectors other than business/industry. Typically, the programmes are of one to two weeks duration.

4.1.2 The Institute is presently running these programmes in 3 star and 5 star hotels. Due to sharp increase in hotel rates every year (approx. by 30 per cent) the market is unable to sustain proportionate increase in fees for the programmes. Incidentally, the Board has decided that the Institute should proceed with the construction of MDP complex as early as possible. The conceptual drawings of the MDP complex are now under preparation. However, it will take at least two/three years from now on to complete the construction of the MDP complex in the campus and until then the MDPs will continue to be conducted in hotels as hitherto before.

4.1.3 Inspite of all the handicaps, the Institute has been progressively improving its performance with regard to the MDP participation - both in terms of participation week, participants per programme as well as gross revenue. During the current financial year (1983-84) the Institute had successfully organized and conducted 37 programmes. Out of the 37 programmes conducted, 9 were Sectoral programmes and 28 were Functional Area programmes.

4.1.4 Gross revenue from the 37 programmes for the year came to Rs.19,02,000/- which again is the highest compared with the previous six years except 1982-83. The yearwise breakdown of gross revenue from the MDPs are given in Appendix X.

4.1.5 585 senior and middle level executives and officials participated in the programmes which worked out to approximately 16 participants per programme. This again is the next highest compared with the previous six years. The names of faculty leaders who coordinated programmes for the year 1983-84/are given in Appendix XI. /along with the yearwise average participation

4.1.6 Another noteworthy feature during the period is a breakthrough in our International Programme sponsored by the USAID for the second time in succession. The Institute conducted a 12-week Management Development Programme for 13 'in-service' officers of the Government of Nepal. The gross revenue from this programme would be about 3.18 lakhs and the programme is being conducted at 33 Langford Road. The participants are housed in one of the buildings which was earlier used for faculty offices. The Institute will be running similar programmes for other organisations in the City campus. The net revenue from this programme to the Institute would be about 1.20 lakhs.

4.1.7 The regionwise and sectorwise representation in the programmes are given in Appendix XII.

4.2 ORGANISATION BASED PROGRAMMES (OBP)

4.2.1 OBPs are specially designed to suit the training requirements of individual organisations. During the financial year 1983-84, OBPs were conducted on behalf of the following organisations :

- a) Department of Personnel & Administrative Reforms (DPAR), New Delhi
- b) Department of Atomic Energy, Bombay
- c) Bharat Earth Movers Ltd., Bangalore
- d) Ordnance Factories
- e) H M T Limited
- f) Tamilnadu Mercantile Bank, Tuticorin

- g) Bharat Heavy Electricals Ltd., Bangalore
- h) Mysore Paper Mills Ltd., Bhadravathi
- i) Vikrant Tyres, Bangalore
- j) Walchandnagar Industries Ltd.

4.2.2 During the current financial year DPAR had given us one programme of 4 weeks duration. The Institute conducted two programmes of 8 days duration on 'Project Management' as well as one week programme on 'Effective Management' for two batches totalling to 120 participants for the Department of Atomic Energy, Bombay.

The Institute conducted about 30 weeks of OBPs for about dozen organisations and the total revenue from the OBPs would be around 4 lakhs.

The details of the programmes, the sponsoring organization, duration and revenue from OBPs are shown in Appendix XIII.

.3

RESEARCH AND CONSULTANCY

3.1 There are about 35 Institute-funded research projects, 40 externally funded consultancy projects, and 15 externally funded research projects currently ongoing in the Institute. The Institute had provided grants ranging from Rs.2,000/- to Rs.10,000/- to faculty members for preliminary studies on research topics in their respective fields. Three-fourths of the ongoing research and consultancy projects are on the sectoral management aspects related to Agriculture, Energy, Transportation, Human Settlements, Health, and Education.

4.3.2 The externally sponsored research and consultancy projects have been funded by a number of national and international agencies like various departments of the Government

of India, the State Governments, Indian Railways, Industrial Development Bank of India, NABARD, Narmada Sagar Development Authority, Central Silk Board, the World Bank, the USAID, the World Health Organisation and the UNDP. The grants range from Rs.10,000/- to more than Rs. one crore. Most grants are in the range of Rs.50,000/- to Rs.400,000/-. Some of the projects completed during 1983-84 include Techno-Economic Feasibility Study for Rapid Transit System for Bangalore, Locational Efficiency of Rural Services, Health and Family Welfare Scheme, Evaluation Study of Minor Irrigation Scheme, and Exploratory Research on Marketing. Some of the important projects recently taken up by the Institute are Computer Aided Management Programme (Department of Electronics, Government of India), Demand for Housing (World Bank), Evaluation of Rehabilitation Programme of Central Cooperative Banks (NABARD).

4.3.3 Further grants are expected from USAID for a project on Irrigation Management, and UNDP for Centre for International Management. A list of process handled by the Institute is given in Appendix XIV.

4.4.1 CENTRE FOR INTERNATIONAL MANAGEMENT is sought to be established in IIM-B with institutional linkages with IIM-C, IIFT, New Delhi, and International Management Institute, New Delhi. A project report prepared for the purpose by IIM-B is in the advanced stage of consideration by the Government of India. The Centre seeks to provide, *inter alia*, exchange facilities that institutions provide for acquiring greater specialisations in relevant areas of International Management. The State Trading Corporation (STC) and the Minerals and Metals Trading Corporation (MMTC) have funded a Chair each with a grant of Rs.1 lakh per year for five years besides assurance of an annual grant of Rs.50,000/- for holding workshops and seminars. A beginning was made by holding seminars, one in collaboration with the Illinois University, USA, and another with ICP, Yugoslavia. Introduction of a full-fledged elective stream entitled "Inter-

national Management" in the PGP course for 1985-87 session, a workshop on "India's Commercial and Business Interests" for the ESCAP region and an MDP on "Japanese Marketing Management" have been planned.

4.2 CENTRE FOR COMPUTER AIDED MANAGEMENT. The Department of Electronics, Government of India have awarded a prestigious research project "Computer Aided Management" (CAM) under the UNDP scheme. The budget for this project which is to last for 4 years is estimated at Rs.40 lakhs. Improvement in the standards of management techniques is sought to be brought out through this project.

SECTORAL ACTIVITIES

1 Agriculture and Rural Development Sector conducted our training programmes during the year under review which consisted of a 10-week 'Irrigation Management Course' for Government officers under the auspices of the Ford Foundation, an MDP on Management of Dairy Industry, a 12-week training programme for officers of Nepal Government and the 4-week course on Irrigation Management for Managers from Commonwealth countries (Commonwealth Secretariat and Ford Foundation Funds). The Sector also undertook four research projects and published one book and three papers. In addition to handling a seminar and 7 consultancy assignments, it also brought out WAMANA (Water Management) newsletters at regular intervals.

4.0.2 The Centre for Human Settlements and Environmental Studies (Habitat Sector) has had nine PGP students and 4 Fellowship students specialising in the stream. 8 courses of study and 5 Social Involvement Projects for the benefit of PGP students, 2 courses for Fellowship students and one short-term training programme were conducted during the year.

The Secor continued its work on 12 research and consultancy assignments including the 3 Institute-sponsored ones of which 5 were completed. 12 books/papers were also published.

5.0.3 Health Sector. Besides handling the regular academic training and research programmes, the Health Sector organised a training programme and completed a research programme for DANIDA. It also published 11 papers and provided professional support to five seminars and workshops.

5.0.4 Transportation Sector. The Transportation Sector addressed itself to the task of offering courses for PGP and Fellowship programmes, commenced one major consultancy work in collaboration with the University of Birmingham, UK and completed another one. Work was in progress on the three other on-going assignments.

5.0.5 Education Sector. Two MDPs and one seminar were conducted by the Education Sector. Three research reports were put out and an admission test was designed and administered for the MBA programme of Calicut University. The Centre for Technical Education of the Sector held several seminars.

5.0.6 Energy Sector. The major concern of the Energy Sector as usual being centered around its Post-Graduate and Fellowship programmes. 33 PGP students qualified for award of the diploma during the year under review and 21 were enrolled for the 1983-84 batch. The Sector continues to sustain interest among the new entrants. Of the 7 students in the Fellowship programme, one was awarded the diploma upon successful completion of the programme. The Sector conducted two MDPs and two OBPs and discussions were initiated with the Electricity Boards for launching a comprehensive academic programme meant for senior engineers. The faculty members of the Sector attended the International Energy Conference and conducted a National Seminar on

Renewable Energy in collaboration with the Department of Science/Technology. Six publications were also brought/and out during the period under review, besides several papers presented at various seminars.

O

AREA ACTIVITIES

0.1 Apart from the academic support extended to the PGP and Fellowship programme, the Production and Operations Management (POMA) area conducted 8 MDPs and 20 OBPs. Research work of 2 ongoing projects continued to maintain sustained progress, as it was the case with the two other consultancy assignments.

0.2 The Finance and Control area provide 5 core courses and seven electives for the PGP and one core course for Fellowship programme. The faculty of the area were involved in 35 per cent of the MDPs during the year under review and were directly responsible for 25 per cent of MDPs. Inputs were provided to OBPs also. Three research papers/project reports were worked out besides holding a seminar. The faculty were involved in seminars organised by outside agencies. Three consultancy projects were also completed during the year. A comprehensive text book entitled "Financial Management: Theory and Practice" was completed by Dr. Prasanna Chandra of the area. Dr. Yalaguresh B Yalawar from the School of Business Administration, Dalhousie University, Canada, came in as a Visiting Faculty and was associated with a number of research projects in the Institute.

0.3 The Operations Research and Quantitative Methods (ORQM) area was involved in one MDP and a training programme. Three papers/technical reports were also presented.

0.4 The Economics and Social Sciences area gave 10 courses of study for PGP and FPM and also provided inputs

for MDPs and OBPs. Several research and consultancy projects were also undertaken during the year under review.

7.0

WORKSHOPS/SEMINARS/CONFERENCES

7.0.1 An international meet on strengthening of health, power management systems was organised under the co-sponsorship of WHO in which 18 delegates from 15 different South Asian Region participated.

7.0.2 In collaboration with the University of Illinois, USA, an "International Seminar on Public Sector Enterprises and International Business" also was held for which delegates from USA, Yugoslavia, Canada, UK, Singapore, Australia and South East African countries took part.

7.0.3 An expert group meeting on "Marketing in Public Enterprises in Developing Countries" was also held with the Yugoslav-based International Centre for Public Enterprises in Developing Countries.

7.0.4 A four-week International Course for Irrigation Managers in collaboration with the Commonwealth Secretariat was conducted by the Institute during this period.

7.0.5 Another workshop on "Law in the Application of Bio-Technology in Agriculture in Developing Countries" was held in collaboration with the International Centre for Law and Development, New York.

8.0

FINANCE AND ACCOUNTS

8.0.1 During the year under review, the Institute received a total grant-in-aid of Rs.198.92 lakhs from the Government of India, consisting of Rs.97.87 lakhs under the Plan and Rs.101.05 lakhs under Non-Plan.

A sum of Rs.23.27 lakhs representing the unspent balance of grant-in-aid of 1982-83 (Rs.7.13 lakhs under Plan and Rs.16.14 lakhs under Non-Plan) was also permitted to be utilised by the Institute for meeting its financial commitments during 1983-84.

3 Thus, the total grant-in-aid that was available to the Institute during the year 1983-84 was of the order of Rs.105 lakhs under Plan and Rs.117.19 lakhs under Non-Plan.

4 The Institute generated a gross income of Rs.78.95 lakhs through its income generating activities such as MDPs, DBPs, sponsored research and consultancy assignments.

5 The Institute spent Rs.98.30 lakhs under Plan and Rs.182.27 lakhs under Non-Plan leaving a balance of 6.70 lakhs under Plan and Rs.13.87 lakhs under Non-Plan as unspent grant-in-aid to be utilised during 1984-85 with the permission of the Government of India.

6 The Annual Accounts for 1983-84 duly audited by the Accountant General of Karnataka are placed in the Appendix XV..

STAFF WELFARE ACTIVITIES

0.1 IIM Employees Credit Cooperative Society (IIMCCS)

IIMCCS which was started in June 1974 with a membership of 78 was upgraded as 'A' class Society in view of its exemplary performance with its membership raising to 328 during the year under review.

0.2 The Institute has been offering an interest free advance facility of Rs.one lakh which is recoverable in 10 monthly equal instalments. While the share capital rose from Rs.561/- in 1974-75 to Rs.100,740/-, the profit

rose from Rs.635/- in 1974-75 to Rs.34,912/- in 1984. The amount of loan disbursed during the period under review was of the volume of Rs.6.22 lakhs.

9.0.3 Departmental Canteen

The Departmental Canteen which is being run by a committee comprising representatives of the management, faculty and staff, was commissioned in May 1983. The Institute has been offering a subsidy of 70% on the wages of the staff employed in the canteen, including the capital assets, which have been provided free by the Institute.

9.0.4 Transport Facility

Subsidised transport facilities have been provided to the faculty, students and staff of the Institute and is being monitored by a committee consisting of representatives of faculty, management and staff.

9.0.5 Staff Recreation Club (SRC)

The SRC of the Institute hosted an Inter-IIM sports, athletic and cultural meet between 21-23 June 1983 in which the staff from the other two IIMs, viz., IIM-C and IIM-A, took part. The SRC has been organising a regular tele-viewing facility, indoor and outdoor games, cultural and recreational activities.

9-0.6 Staff Relations

The Management and the Employees' Association initiated the process of negotiations in respect of the latter's demands during the period under review. The process of negotiations took place at various levels of Management. This has created a sense of confidence between the employees and the Management. It has been agreed between both the

sides that they will work together to achieve better productivity in the years to come.

VISITORS AND VISITING FACULTY

Visitors

10.01 Among the notable visitors to the Institute during the year, mention may be made of Dr. Glentworth of British Council; Madam Madeline of Harvard University; Prof. David Chambers of London Business School; Prof. Llyod and Rudolph and Prof. Susanne Hoeber Rudolph of University of Chicago, USA; Ms. Carolyn N. Elliott of Ford Foundation, and Dr. Alexi from WHO. A separate list of Visitors is at Appendix XVI.

Visiting Faculty

10.02 Dr. Chandrashekhar Das, Professor of Management Science, Department of Finance and Management Science, College of Commerce, Sas Katoon, Canada, as visiting joined IIM-B on 15.2.1984. He was affiliated to the ORQM Area.

10.03 Dr. Arvind Khilnani from the Department of Engineering, Economic Systems, Terman Engineering Centre, Stanford University, joined IIM-B as a visiting faculty on 11.1.1984. He was affiliated to ORQM Area.

10.04 Dr. Yalaguresh B. Yalawar, Associate Professor of Finance, School of Business Administration, Dalhousie University, Halifax, Canada, had been appointed as a visiting faculty in the area of Finance Management for a period of one year from 14.6.1983.

11.0. Visits Abroad/Assignments/Resignations

- (i) Dr. Ranajit Dhar was deputed to the Department of Electronics as Economic Adviser for two years.
- (ii) Dr. J Bandyopadhyay has taken up the UNESCO sponsored 'Doon Valley Project' at Dehra Dun.
- (iii) Dr. B Ghosh was appointed as WHO consultant to the Government of Somalia.
- (iv) Dr. C Jayachandran took up a faculty assignment under the USEFI scheme in the University of Pennsylvania.
- (v) Dr. MR Rao went to New York as a Visiting Faculty.
- (vi) Dr. TV Ramanayya went to Birmingham University on deputation for a study on Computer Packages.
- (vii) Dr. S Sundar and Dr. PS Rao visited the South African countries in connection with an international course.
- (viii) Prof. V Ranganathan was deputed to Harvard University, USA, for 9 months' educational programme.
- (ix) Prof. MR Gopalan was deputed to the Birmingham University, UK, to undergo an M.Sc. course.
- (x) Prof. VTD Balaraman, Associate Professor, resigned in June 1983.

12.0. FUNCTIONARIES

The names of various functionaries who held administrative and academic responsibilities during the year under review are given below :

Area Coordinators

1. Production & Operations Management (POMA)
2. Operations Research & Quantitative Methods
3. Organisational Behaviour & Industrial Relations
4. Economics & Social Sciences
5. Marketing
6. Finance & Control

Professors

SN Chary
S Subba Rao
S Sampangiramaiah
Ranajit Dhar
KLK Rao
RP Iyer

Sector Coordinators

1. Energy & Power
2. Agriculture & Rural Development
3. Health & Population Management
4. Education
5. Transportation
6. Human Settlement and Environmental Studies

KB Nair

PS Rao

JC Bhatia

Malathi Somaiah

MSV Rao

T Krishnakumar

Programme Coordinators

1. Post-Graduate Programme
2. Management Development & Organisation Based Programme
3. Research & Consultancy
4. Fellowship Programme (FPM)

PG Apte

S Ramaswamy

VK Tewari

KS Pillai

Other Activities Coordinators

1. Admissions & Alumni Affairs
2. Placements & SIPS

GK Valecha

RV Gopalakrishnan

3. Students Affairs	Shyamal Roy
4. Data Processing Centre	VB Kaujalgi
5. Library	RK Vijayasarathy

12.0.1 List of faculty members and officers who were on rolls as on 31.3.1984 is furnished in **Appendix XVII**.

13.0. City Office/Guest House

13.0.1 The Institute retained its City Office at 33, Langford Road, where organisation-based trainings and seminars are also being held.

13.0.2 A guest house to accommodate about 20 participants of MDPs/OBPs was opened at 16 Andree Road, Shantinagar, Bangalore.

CAMPUS DEVELOPMENT WORKS

The details of the Campus Construction work which has been taken up in a phased manner is furnished below.

The details highlighted are major aspects such as Area utilised, type of occupants, total estimated cost involved etc.....

PROGRESS OF CAMPUS CONSTRUCTION

Construction item	Area in Sq.ft.	To be used by	Total estimate or tender cost Rs. in lakhs	Stage of completion
2	3	4	5	6
<u>Phase Works</u>				
Accommodation and Kitchen Dining Block	60,780 sft.	Students/PGP/Fellow/ship.	49.34	Completed and occupied since July '82.

1.	2	3	4	5	6
2.	Staff and Faculty houses.	Total 70 units			
	A type (18Nos.)	18 x 488 sft.	Staff		
	B type (18Nos.)	18 x 584 "	Staff		
	C type (12Nos.)	12 x 888 "	Staff/ Faculty	40.00	completed and occupied
	D type (12Nos.)	12 x 1315 "			
	E type (10Nos.)	10 x 1675 "	Faculty		
3.	Administrative Block	39,710 sft.	Admin.	33.23	completed and occu being us
4.	Class Rooms and Faculty Block	Total 18 C. Rooms. 8 x 20 capacity 6 x 40 capacity 4 x 60 capacity plus 3 Faculty Blocks for 72 members and 50 Research and other staff.	Students Faculty Steno- graphers Research Aides.	87.00	occupied
5.	Electrical Sub-stations	Two buildings	Sub-station equipments	5.35	Comple- and are use.
6.	Plumbing and Water supply works for Housing and Dormitories and External work.		For Dormi- tories and Housing.	21.46	Works complet and serviced
7.	Plumbing work in Institutional Facilities Block		By Staff, Faculty and Students	7.07	Works complet and ser
8.	Overhead and Underground Reservoirs	To store and supply 1,75,000 gallons of water,	For the entire campus	24.00	Works complet Only C. is re used.

2	3	4	5	6
Contingencies water supply work.		For present use of entire campus until BWSSB supplies water after 1985.	9.43	Scheme completed and service.
Electrification work in housing dormitories and the external services.		Students and staff residents.	22.26	Completed except some minor item and service given
Electrical insta- llations to Institutional Facilities.		For Admini- stration Class and Faculty Officers etc.	12.82	Works completed and service given.
Barbed wire Fencing.	To secure sides and the rear. The front is secured by a compound wall.	For the beni- fit of all in campus.	1.56	Work completed.
Roads, footpaths and drains etc.,	Approach and circulation within campus.	By all in the campus.	27.53	Work in progress.
Built in cup- boards in housing.		Staff Residents.	4.05	Work is incomple- ted.
Inter-com facilities.	Sharp inter- com 36 lines.	Admin. & some Faculty.	1.05	Completed in June 1983.

(B)

PROGRESS OF CAMPUS CONSTRUCTION IN PHASE II

1	2	3	4	5	6
1.	Front Compound Wall.		For the benefit of all in the campus.	21.69 (Up to end of March '84 13.80)	Wor. pro.
2.	PABX and other connected buildings including Director's Block	6,700 sft.	F Director Secretariat and housing PABX exchange Stores Dept.	18.92 (Up to end of March '84 3.62)	Wor. pro.
3.	Construction of Faculty Block 3 and 4.	26,000 sft.	Faculty	31.80 (Up to March '84 6.76)	W : pr
4.	Construction of Dormitories Block 3 and 4.	36,000 sft.	Students	53.21 (Up to March '84 11.78)	W : pr
5.	Faculty Quarters (E type 20, and D type 24)	82,000 sft.	Faculty	100.01 (Up to March '84 13.50)	W : pr
6.	Plumbing installation to Over-head Tank.			1.76 (Up to March '84 0.90)	W : pr

In addition to the above works which are in progress, it is proposed to take up several other works costing about Rs.582.00 lakhs like I stage Library and Computer Block costing Rs.183.00 lakhs, an 17 capacity Class Room costing Rs.46.00 lakhs, I stage of M.D.P. Block, Multi-purpose Hall, Community Facilities works, Married Students Dormitory and some Staff Quarters. These works will be taken up for construction on need base and priority and depending on the availability of funds from Government of India.

So far up to end of March 1984 an expenditure of Rs.461.00 lakhs has incurred on campus construction programme.

Appendix II

LIST OF MEMBERS OF THE BOARD
OF IIM-B AS ON 31.3.1984

Chairman

Krishnamurthy V
Chairman & Managing Director
Maruti Udyog Limited
Hansalays, 6th Floor
15, Barakhamba Road
New Delhi 110 001.

Members

1. Asvathanarayan G
Secretary to Government
Education & Youth
Services Department
6th Floor, Viswesvariah
Centre (Mini)
Dr. Ambedkar Road
Bangalore 560 001.
2. Chandrasekhar BK
Professor, IIM-B
3. Chopra RN
Additional Secretary
Ministry of Industry
(Department of Industrial
Development)
Udyog Bhavan
New Delhi 110 001.
4. Gupta RD
General Manager
Balmer Lawrie & Co. Ltd.
Allahabad Bank Building
17, Parliament Street
New Delhi 110 001.
5. Manmohan Singh
Financial Adviser (Edn)
Government of India
Ministry of Education
& Culture
(Department of Education)
New Delhi 110 001.
6. Ramachandra MK
'Prashanth'
27, Bull Temple Road
Bangalore 560 004.
7. Saxena AN
Executive Director
National Productivity Council
'Productivity House'
Lodi Road
New Delhi 110 003.
8. Sharu S Rangnekar
31, Neelamber
37, G Deshmukh Marg
Bombay 400 026
9. Shenoy RP
Director
Electronics & Radar Develop-
ment Establishment (LRDE)
High Grounds
Bangalore 560 001.
10. Sreeramana Rao M
Executive Director
United Breweries Ltd.
24, Grant Road
Bangalore 560 001.
11. M Subramaniam
Additional Secretary
Ministry of Rural
Development
Krishi Bhavan
Dr. Rajendra Prasad Road
New Delhi 110 001.
12. Ratnakar B
Chairman & Managing Director
Canara Bank
Head Office, JC Road
Bangalore 560 002.

- 13. Vatsala Nagaraj :
Professor
IIM-B
- 14. Venkataraman C
Special Secretary &
Director General
Bureau of Public
Enterprises
Block No. 14.
Lodi Road
New Delhi 110 003.
- 15. Venkateshan MK
Additional Chief
Secretary
Government of
Karnataka
Vidhana Soudha
Bangalore 560 001.
- 16. Walia DS
Deputy Educational
Advisor (T)
Ministry of Education &
Culture
(Dept. of Education)
Government of India
New Delhi 110 001.
- 17. Sankaranarayanan M
Finance Commissioner &
Secretary to Govt.
Government of Karnataka
Vidhana Soudha
Bangalore 560 001.
- 18. Shankar Narayan D
Vice Chancellor
Bangalore University
Bangalore 560 001.
- 19. Daftary PG
112 High Point
45 Palace Road
Bangalore 560 001.
- 20. Krishnaswamy N
Director
IIM-B
- 21. Shanmugam AV
Dean (Administration)
IIM-B

APPENDIX-IIIADMISSION - 1983-85INTERVIEW DETAILS

Centre	No. Called for Interview					No. Appeared for Interview					Interview Date
	SC	ST	Total SC/ST	Non SC/ST	Total	SC	ST	Total SC/ST	Non SC/ST	Total	
Bangalore	15	2	17	56	73	15	2	17	55	72	21-22 Mar 83
Bombay	18	6	24	173	197	15	5	20	162	182	25-28 Mar 83
Calcutta	8	3	11	82	93	7	3	10	72	82	30 Mar-2 Apr 83
.. Delhi	22	2	24	149	173	15	2	17	141	158	30 Mar-2 Apr 83
.. Hyderabad	21	1	22	76	98	20	1	21	65	86	25-28 Mar 83
.. Kanpur	8	1	9	51	60	6	1	7	48	55	4-6 Apr 83
Madras	41	7	48	121	169	39	5	44	106	150	3-6 Apr 83
Total	133	22	155	708	863	117	19	136	649	785	

PGP Admissions 1983-85

Table - III (b)

Interview Details & Details of Candidates
Accepted the Offer of Admission

SC/ST & Non-SC/ST

Sector	No. called for interview			No. appeared for interview			No. of offer Letters sent*			No. accepted the Offer & paid the initial deposit		
	SC/ST	Non-SC/ST	Total	SC/ST	Non-SC/ST	Total	SC/ST	Non-SC/ST	Total	SC/ST	Non-SC/ST	Total
General	121	661	782	108	602	710	26	168	194	23	115	133
Agriculture	11	4	15	10	4	14	4	6	10	3	5	8
Habitat	-	1	1	-	1	1	1	7	8	-	3	3
Health	--	1	1	--	1	1	--	--	--	--	--	--
Transportation	7	2	9	6	2	8	5	11	16	2	7	9
Power	16	39	55	12	39	51	13	49	62	3	34	37
Total	155	708	863	136	649	785	49	241	290	31	164	195

*Including II Choice - Sector

Appendix-II(b)
PCP Admissions 83-85

Table - III (a)
Interview Details & Details of Candidates
Accepted the Offer of Admission
SC/ST

Sector	No. called for interview			No. appeared for interview			No. of offer letters sent*			No. accepted the offer & paid the initial deposit		
	SC	ST	Total	SC	ST	Total	SC	ST	Total	SC	ST	Total
General	106	14	120	94	14	108	24	2	26	21	2	23
Agriculture	10	1	11	9	1	10	3	1	4	3	-	3
Habitat	-	-	-	-	-	-	1	-	1	-	-	-
Transportation	5	3	8	5	1	6	2	3	5	-	2	2
Power	12	4	16	9	3	12	8	5	13	1	2	3
Total	133	22	155	117	19	136	38	11	49	25	6	31

*Including II Choice - Sector

APPENDIX-IV

NUMBER OF STUDENTS ENROLLED - 1983-85 BATCH

Sector	Non SC/ST	SC	ST	Total	SC/ST	Grand Total
General	66 *	13	1	14		80
Agriculture	3	3 £	-	3		6
Habitat	2	-	-	-		2
Transportation	4	1 @	2	3		7
Poverty	20	1	-	1		21
Total	95	18	3	21		116

* Includes one Student enrolled in 1982 discontinued and rejoined on medical grounds

(Repeater (1982-84 Batch)

£ Includes one repeater student (1982-84 Batch)

APPENDIX- V

Admissions 1983

Table - VIII

Fellowship 1983

Sector	No. of Filled Applications received	No. called for Interview	No. appeared for Interview	No. of offer letters sent	No. accepted the offers & paid the Initial Deposit
Agriculture	43	5	3	3	3
Habitat	25	9	5	3	2
Health	17	5	3	3	2
Transport	7	5	1	1	-
Power	55	23	14	4	4
Total	147	47	26	14	11

ADMISSION DETAILS - 1984-86

No. of CBT Bulletin Issued:

Non SC/ST	18,248	
SC/ST	1,425	19,749

No. of filled Institute
Applications received

Non SC/ST	8,297	
SC/ST	455	8,752

Admissions 1984-86Test Details

Test Centre	No. Expected	No. Appeared
Bangalore	1,668	1,319
Bombay	2,036	1,701
Coimbatore	496	406
Ernakulam	492	356
Madras	2,006	1,714
Total	6,698	5,496

ADMISSION - 1984-86INTERVIEW DETAILSCENTRE WISE

Centre	No. Called for Interview				
	SC/ST			Non SC/ST	Total
	SC	ST	Total		
Bangalore	14	5	19	40	59
Bombay	19	3	22	132	154
Calcutta	20	6	26	58	84
Delhi	13	4	17	159	176
Hyderabad	15	3	18	30	48
Kanpur	8	1	9	41	50
Madras	22	3	25	145	170
Total	111	25	136	605	741

LIBRARY

Statistics for the Period April 1983 to
February 1984

GENERAL SECTION

Sl. No.	Item of work	Quantity added dur- ing the period	Quantity on the whole
I. LIBRARY COLLECTION			
1.	No. of books taken into stock	2,298	60,277
2.	No. of bound journals taken into stock	1,060	7,590
3.	No. of reprints taken into stock	2	1,036
4.	No. of new journals added	92	740
5.	No. of microfiches added	1)	
6.	No. of maps and atlas added) 1)	
7.	No. of cassettes/sound films	9)	
8.	No. of slides added/ microfilms	5)	10,275
9.	No. of miscellaneous - non-book material (psycho- logical test material, technical drawings, etc.)	-)	
II. CIRCULATION			
1.	No. of books issued (including back volumes and journals)		1,70,727
2.	No. of books lent on inter- library loan		320
3.	No. of books borrowed on inter- library loan		450

1	2	3	4
<hr/>			
4.	No. of readers :		
	Category A : Faculty & Research		81
	B : Deposit borrowers		71
	C : Students		271
	D : Admin. staff		297
	E : MDP participants		554
5.	No. of books/journals consulted		1,75,830
III.	<u>BUDGET</u>		
	Amount spent for books		1,21,743.83
	Amount spent for periodicals (current subscription)		1,85,732.40
	Amount spent for back volume of periodicals		
	Amount spent for binding		10,119.00
<hr/>			

TECHNICAL SECTION:

Documentation Services

Number of Publications

a) Serial

i) Recent additions (monthly)	2
ii) CPCT (fortnightly)	8

b) Adhoc publications such as : 5+2

Bibliographies 3

Reading list 2

Guide to information sources

World Bank depository list (March 1984) 1

Students projects bibliography
(under preparation) (1974-1982) 1

c) Processing of library materials

i) No. of reprints processed	100
ii) No. of reprographic services (including "public sector" seminar paper)	2,00,000
iii) No. of press cuttings (CPCT) (cuttings approx. per month)	250
iv) No. of microfiche processed	2,000
v) No. of films processed	6
vi) No. of reference queries answered	40

APPENDIX-X

DETAILS OF MDFs CONDUCTED DURING 1987-84

Sl. No.	Programme	No. of Participants	Gross Revenue Rs.
1.	Management of Public Power Utilities (NSS/NK)	12	33,600
2.	Top Management Seminar on Family Welfare (BG)	7	10,500
3.	Management of Hospitals and Health Care Delivery Institutions (AS)	14	44,600
4.	Management of Dairy Industry (TPG/VN)	11	28,000
5.	Workshop on Social Programme Management (BG)	7	1,650
6.	Planning & Monitoring of Educational Institutions (MS/SJ)	27	6,750
7.	Improving Health Services Management (BG)	11	26,500
8.	8th Course on Management of Hospitals (AS)	18	56,000
9.	Personal and Professional Development of the Chief Executives (AS)	11	56,500
10.	Costing Budgeting & Performance Feedback (SR)	10	30,000
11.	Marketing Programme for Branch Sales Managers (PNT)	17	58,700
12.	Purchasing Management (SR)	16	49,600
13.	Productivity Management (RVG)	19	79,500
14.	Management of Discipline in Industry (NK/SS)	12	18,000
15.	Materials Management (SR)	15	51,100
16.	Stores and Inventory Control (SR)	20	59,000

APPENDIX-X (Contd.)

Sl. No.	Programme	No. of Participants	Gross Revenue Rs.
17.	Effective Management (SGL/RPI)	16	57,200
18.	Personnel Management for Non- Personnel Executives (SGL/NK)	8	26,400
19.	Management Information and Reporting System (SR)	19	68,250
20.	Projects: Preparation Appraisal and Implementation (PC)	20	67,000
21.	Finance for Non-Finance Executives (SR/RV)	28	98,000
22.	Total Quality Control (AKR/SS)	8	28,000
23.	Value Management Team Approach - A Workshop (RVG)	21	68,700
24.	Strategic Marketing for Pharmaceutical Products (RKV)	12	42,000
25.	Working Capital Management (SR/RV)	23	39,400
26.	Effective Communications for Managers (SGL/SJ)	7	23,300
27.	Personal Growth Laboratory for Managerial Effectiveness (SKR)	20	73,500
28.	Managing Sales Force (Pharma- ceutical Products) (RKV)	20	60,000
29.	Japanese Management Styles and Marketing Strategies (GKV/PNT)	16	54,000
30.	Marketing of Power Equipments and Auxiliaries (CJ/NSSA)	11	24,800
31.	Human Relations in Colleges (MS/KG)	25	6,250
32.	Marketing of Industrial Products (PNT).	9	27,500
33.	Budget Planning & Control (SR/RPI)	18	69,000

APPENDIX-X (Contd.)

Sl. No.	Programme	No. of Participants	Gross Revn. Rs.
34.	Corporate Financial Management (PC/RV)	24	82,000
35.	Human Resources Management (SGL/KG)	10	37,500
36.	Workshop on Environment Management (ZF)	23	21,500
37.	Management Development Programme for Nepal Government Officials (TPG/VN)	13	3,18,560
Total		578	19,02,000

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	38	24.56
1983-84	37	19.02

APPENDIX - XIFacultywise MDPs conducted during 1983-84

Sl. No.	Faculty Leader/s	No. of Programmes	Participants	Gross Rs.
1.	Ashok Sahni	3	43	1,57,100
2.	PN Thirunarayana	2	26	86,200
3.	RV Gopalakrishnan	2	40	1,48,200
4.	B Chosh	3	25	38,650
5.	TS Nagabhushan	1	15	51,100
6.	RK Vijayasarathi	2	32	1,02,000
7.	S Ramaswamy	4	65	2,06,800
8.	S Ramaswamy and R Vaidyanathan	2	51	1,37,400
9.	S Ramaswamy and RP Iyer	1	18	69,000
10.	N Krishnaswamy and NSS Arokiaswamy	1	12	33,000
11.	N Krishnaswamy and S Sampangiramaiah	1	12	18,000
12.	N. Krishnaswamy and SG Lele	1	8	26,400
13.	TP Gopalaswamy and V Nagadevara	2	24	3,46,500
14.	SG Lele and RP Iyer	1	16	57,200
15.	SG Lele and S Jagadish	1	7	23,300
16.	SG Lele and Kalyani Gandhi	1	10	37,500
17.	Prasanna Chandra	1	20	67,000
18.	SK Roy	1	20	73,500
19.	AK Rao and S Subba Rao	1	8	28,000
20.	GK Valecha and PN Thirunarayana	1	16	54,000

Sl. No.	Faculty Leader/s	No. of Programmes	Participants	Gross Revenue Rs.
21.	Malathi Somaiah and S Jagadish	1	27	6,750
22.	Malathi Somaiah and Kalyani Gandhi	1	25	6,250
23.	Prasanna Chandra and R Vaidyanathan	1	24	82,000
24.	C Jayachandran and NSS Arokiaswamy	1	11	24,800
25.	Zafer Fatehally	1	23	21,500
Total		37	578	19,02,000

Average Participants Per Programme

Year	No. of Programmes	No. of Participants	Average Participants Per Programme
1977-78	45	779	17
1978-79	48	741	15
1979-80	43	560	13
1980-81	31	393	12
1981-82	31	468	15
1982-83	38	739	20
1983-84	37	578	16

APPENDIX-XII

The regionwise representation in the programmes:

	Nos.	Percentage
South	258	45
North	159	25
East	41	9
West	100	17
Central	7	2
International (Nepal)	13	2
	578	100

The number and percentage of participants from the organisation were:

	Nos.	Percentage
Government	99	17
Public Sectors	216	37
Private Sectors	263	46
	578	100

ORGANISATION BASED PROGRAMMES

(1983-84)

Organisation	Programme	Duration	Revenue (Rs.)
Department of Atomic Energy, Bombay	Effective Management	1 week	21,000
Department of Atomic Energy, Hyderabad	Project Management	1½ weeks	23,158
Department of Atomic Energy, Kalpakkam	Project Management	1½ weeks	22,081
Tharat Earth Movers Ltd., Bangalore	General Management	2 weeks	25,500
Pharat Earth Movers Ltd., Bangalore	Marketing Program for Jr. Executives	1 week	12,925
Department of Personnel & Admin. Reforms	Management Development Programme	4 weeks	50,000
Ordnance Factory	DGOF: Regional Productivity Seminars	2 weeks	60,000
H M T	Programme for Sales Super-visors/Dealers	1 week	12,100
Tamilnadu Mercantile Bank, Tuticorin	Problem Dimension Seminar	1 week	5,000
Bharat Heavy Electricals Ltd., Bangalore	General Management	2 weeks	15,583
Bharat Heavy Electricals Ltd., Bangalore	General Management	2 weeks	15,000
Mysore Paper Mills Ltd., Bhadravathi	Production & Maintenance Management	1 week	16,000
M P M, Bhadravathi	Effective Management	1 week	15,200
M P M, Bhadravathi	Effective Management	1 week	15,200
M P M, Bhadravathi	Effective Management	1 week	15,200
M P M, Bhadravathi	Effective Management	1 week	15,200

APPENDIX-XIII (Contd.)

Organisation	Programme	Duration	Revenue (Rs.)
Vikrant Tyres Ltd., Bangalore	Finance & Personal Growth Laboratory	1 week	18,150
Vikrant Tyres Ltd., Bangalore	Marketing Programme	1 week	12,500
Walchandnagar Industries, Walchandnagar	Japanese Management	1/2 week	5,000
		30 weeks	3,94,084

I. INTERNALLY FUNDED PROJECTS

	Title	Faculty
<u>Projects Completed</u>		
	Governance of Universities in Karnataka (Draft)	Malathi Somaia
	Education and Job Market	Malathi Somaia
	Development of Design Vehicle Standards	TV Ramanayya
	Animals and Carts in Karnataka: A Survey at Siddaganga Cattle Fair	P Bhaskaran VAP Naik AV Shanmugam NS Ramaswamy
1)	State Enterprises in Karnataka: An Introduction to State Intervention	S Shiva Ramu
2)	State Enterprises in Karnataka: Company Profiles	
	Futuristic Energy Demand on Consumption by 2025 in India	NSS Arokiaswamy
	Health Manpower Planning for PHC - A Methodological Investigation	B Ghosh
	Drug Price Control Policy	RK Vijayasaratnam
	Assessment of Primary Health Care Needs of Rural Communities	JC Bhatia
	Requirement of External Information for a Firm	VTD Balaraman
	Inferior Foodgrains in India on Statewise Analysis	Shyamal Roy
	Energy Analysis, Forecasting and Planning Models	S Subba Rao N Naganna

Contd.

Title	Faculty
Social Cost Benefit Impli-cations of Hosur Industrial Complex on Bangalore City	C Jayachandran RG Tagat
Social Audit of Selected Public Sector Units - ITI & HMT	Vinod Vyasulu T Krishnakumar
Model for Pricing and Income Policies	Ranajit Dhar MR Rao
Public Distribution System - A Comparative Study of Southern States	C Jayachandran JD Singh P Bhaskaran AY Narasimham
a. A Model of Corporate Decision Making	PG Apte R Vaidyanathan
b. Profitability Growth and Size of Manufacturing Firms	
Role of R&D Management in the Export Strategy for Indian Engineering Industry	J Bandyopadhyay
Collective Bargaining Practices in Coimbatore Region	BR Patil

Projects Awarded

Study of Traffic Flow, Causes for Accidents	OK Govindarajan
Collective Bargaining Practices in Coimbatore Region	BR Patil
Unionisation Among White Collar and Professional Employees	BR Patil N Krishnaswamy S Sampangiramaiah
Survey of Financial Management Practices in Bangalore Based Firms	Prasanna Chandra
Management of Primary Schools	Malathi Somaiah
Grid System Management	SS Murthy

Contd.

Title	Faculty
An Assessment of the Vocational Education Programme	Malathi Somaiah
Technology and Development Strategies (in collaboration with IIMA)	Vinod Vyasulu
Survey of Production and Marketing of Mangoes	NS Ramaswamy ST Somashekara Rao
Land-Use Pattern in North Taluk of Bangalore District	Zafar Futehally ST Somashekara Rao
Role of Traditional Medical Practitioners in Primary Health Care	JC Bhatia
A Sugar Policy for India and an Analysis of Recent Trends in Foodgrains in India	Shyamal Roy
State Enterprises in Karnataka: Behavioural Aspects	S Shiva Ramu
Development of a File of Common Stocks Monthly Returns and the Test of Bombay Stock Market Efficiency	Y Yalawar
Industrial Relations in Small Scale Industries	BR Patil
Case Studies on the Use of Inventory Models in Indian Industries	S Jagadish
A Need for a Retirement Policy	Malathi Venugopal
Technological Progress and Productivity Changes in a Few Public Sector Transportation Equipment Industries	K Rajalakshmi
Market Prospects for Solar Water Heaters in Karnataka	S Subba Rao

Contd.

APPENDIX-XIV (Contd.)

Title	Faculty
Impact of Japanese Collaboration on Indian Management	GK Valecha
Socio-Economic and Environmental Impact of an Irrigation-cum- Navigational Canal	T Krishnakumar

RESEARCH & CONSULTANCYAPRIL 1983-MARCH 1984**II. EXTERNALLY FUNDED PROJECTS**

	<u>Title</u>	<u>Faculty</u>
<u>Projects Completed</u>		
	Locational Efficiency in Rural Services	VK Tewari
	Water Use Management on Farm Level in Nagarjuna Sagar Left Bank Command Area	NV Ratnam V Nagadevara
	VUDA - Vizag Metropolitan Region (Partial)	KS Pillai KM Anantharamiah TV Ramanayya
	An Integrated Approach Towards the Implementation of Health and Family Welfare Scheme (Danida)	P Bhaskaran
	Travel-Demand Projections and SCBA of Suburban Railway System in Ahmedabad (Phase I)	KS Pillai
	Inputs for a Corporate Plan (Draft submitted to KSSIDC)	Vinod Vyasulu
	Pre-Feasibility Study for Kholapur-Ratnagiri Railway Link	Ranajit Dhar
	Exploratory Research on Marketing (AMCO)	PN Thirunaray C Jayachandra
	IBP Co. Ltd.	PN Thirunaray
	MTP (R), Madras	MSV Rao
	Semiconductor Complex Ltd.	GK Valecha
	Programme for Amalgamations Group	PN Thirunaray
	Study of Feasibility of Science & Technology Complexes Under Indian Conditions	J Bandyopadhyay
	Setting up a Marketing Organisation	C Jayachandra
	Admission Test for MBA Programme - Calicut University	Malathi Somaiah

Title	Faculty
Project Reformulation of CAMPCO Cocoa Based Products	KLK Rao R Vaidyanathan RG Tagat
Inter-Regional Consultative Meeting on Strengthening of Health Man- power Management Systems	JC Bhatia
Additional Manpower Required for Capacity Expansion and FCCU Project	TS Nagabhushana
Evaluation of Dugwell Scheme in Bangalore District	TPopalaswamy V Nagadevara

Projects Awarded

Techo-Economic Feasibility Studies of Solar Energy System for Process Industries and Drying of Agricult- ural Crops	S Subba Rao/ Thomas, IISc.
Centre for Management Development for Technical Institutions	LS Chandrakant NS Ramaswamy MNV Nair
Manufacture of Proto-type Bullock Cart - Kissan Cart	OK Govindarajan
Land Use Plan for the Bangalore North District	Zafar Futehally
Computer Aided Management Programme	VB Kaujalgi
'Inred Programme' -FAIR	KLK Rao Ramesh G Tagat
Project Reformation of CAMPCO	KLK Rao R Vaidyanathan RG Tagat
Study on Credit for Small Industry in District Credit Plan (financed with additional grant)	VK Tewari
Semiconductor Complex Ltd. (further- ded with additional grants)	CK Valecha

Title	Faculty
Programme for Amalgamations Group	PN Thirunarayana
Inter-Regional Consultative Meeting on Strengthening of Health Manpower Management Systems	JC Bhatia
DANIDA Assisted Health Care Project- JC Bhatia Madhya Pradesh	
Evaluation of Rehabilitation Programme of Central Cooperative Banks	RP Iyer
Additional Manpower Required for Capacity Expansion and FCCU Projects	TS Nagabhushana
Admission Test for MBA Programme- Calicut University	Malathi Somaiah
Organizational Development (Accumax Limited)	GK Valecha
Demand Forecast for Silk Fabrics	MNV Nair
Advance Licencing Scheme	MNV Nair

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

BALANCE SHEET AS AT 31ST MARCH, 1984

1982 - 83 Rs. Rs.	LIABILITIES	1983 - 84 Rs. Rs.	1982 - 83 Rs. Rs.	ASSETS	1983 - 84 Rs. Rs.
30,28,588.00	I CAPITAL FUND A. Opening Balance 30,28,588.00 <u>LESS</u> adjustments during the year 9,83,806.97 <u>LESS</u> excess of expenditure over income 2,64,640.16		5,86,30,650.55	I FIXED ASSETS (As per Schedule 'A')	6,67,61,331.19
4,48,979.28	B. FORD FOUNDATION GRANT Opening Balance 4,48,979.28 <u>LESS</u> excess of expenditure over income, inclusive of amt. surrendered (Rs. 2,953.88) 5,188.13	17,80,140.87	7,42,316.27	II CURRENT ASSETS, LOANS & ADVANCES (As per Schedule 'B')	24,07,612.40
30,00,000.00	II DEVELOPMENT GRANT 1. Govt. of Karnataka Opening Balance 30,00,000.00	30,00,000.00	9,37,178.80	III DEPOSITS (As per Schedule 'C')	8,70,164.90
5,64,40,359.53	2. Government of India Opening Balance 5,64,40,359.53 For the year 93,18,557.47	6,57,59,017.00	30,24,000.00	IV GRANT-IN-AID RECEIVABLE 1. PLAN ... 2. NON PLAN 21,72,000.00	21,72,000.00
1,09,146.49	III CURRENT LIABILITIES 1. Outstanding Liabilities 75,210.48 2. For Deposits 11,07,936.58 3. Sundry Credit Balances 2,24,181.06 4. Suspense General 7,020.07		18,840.57	V CASH & BANK BALANCES a) Cash on hand 1,647.79 b) Cash at Bank : (State Bank of Mysore) i) Richmond Road Branch 2,04,399.83 ii) Bilekahalli Branch 18,29,600.17	
6,61,966.07					
...					
...					
7,98,647.13	IV ONGOING ASSIGNMENTS A. SPONSORED RESEARCH Receipts 22,21,999.39 <u>LESS</u> Expenses 15,99,562.38	6,22,437.01		c) FORD FOUNDATION GRANT with American Express International Banking Corporation, NEW YORK.	
10,93,441.92	B. CONSULTANCY Receipts 31,36,532.15 <u>LESS</u> Expenses 20,24,308.94	11,12,223.21			
5,62,987.26	C. ORGANISATION BASED PROGRAMMES Receipts 1,22,068.00 <u>LESS</u> Expenses 7,289.15	1,14,778.85			
6,63,44,115.68	T O T A L	7,42,46,736.28	5,63,44,115.68	T O T A L	7,42,46,736.28

BANGALORE,

(T.S. NATARAJAN)

Shri Hiro Shroff
Communication Officer

(A.V. SHANMUGAM)

(N. KRISHNASWAMY)

(ABID QUSSAI)

INDIA INSTITUTE OF MANAGEMENT, BANGALORE
INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1984

1982 - 83 Rs.	EXPENDITURE	1983 - 84		1982 - 83		INCOME	1983 - 84 Rs.
		Rs.	Rs.	Rs.	Rs.		
	TO: A. PAY & ALLOWANCES					BY Recurring Grant from Government of India	
	Pay and Allowances					"	
61,10,546.81	PLAF	4,66,342.53				PLAF	4,66,342.53
2,50,000.00	MOK PLAF	6,05,620.10	66,87,966.63	1,05,12,885.75		MOK PLAF	1,01,05,006.00
	II Institute Contribution to F.Y		2,00,360.75	6,06,807.13		II Income from Post Graduate & Fellowship Programmes	10,94,831.81
	B. OTHER CHARGES					"	
	i) Academic			3,17,662.20		II Organisation Based Programmes	11,83,613.69
11,32,130.48	Post Graduate Fellowship Prog.	17,47,571.77		21,57,014.43		II Management Development Prog.	20,53,821.74
2,36,625.29	Organisation Based Programmes	6,44,767.11		26,51,693.91		II Consultancy	20,87,255.80
16,91,217.36	Management Development Prog.	16,31,725.96		15,351.20		II Subsidised Seminars	59,846.08
11,36,120.06	Consultancy	11,36,244.12		4,72,786.37		II Sponsored Research	10,15,304.57
1,06,953.53	Seminars - Subsidised	1,61,539.35		2,13,540.63		II Rent of Faculty Housing (Recoveries)	1,10,252.95
4,62,656.70	Sponsored Research	11,02,243.39				"	
1,04,836.10	Case Development & Institute Research	2,08,864.83				II Guest Lecture / Receipts	3,794.65
18,252.41	Publication of Institute Brochure / Bulletin	10,625.55		7,671.00		II Miscellaneous Income (including interest on SI A/c.)	1,86,119.75
49,939.45	Subscription to periodicals	50,201.05		2,11,218.64		II Excess of Expenditure over Income (Ford Foundation Grant) including amt. surrendered (Rs. 1,00,000/-)	5,185.12
40,432.31	Deputation and Training	6,2760.30		2,111.21		II Excess of Expenditure over Income	2,64,640.16
4,35,687.43	Rent of Faculty Housing	3,50,912.67					
1,04,531.02	Maintenance of EDF & Other Equipments	1,34,074.47		...			
4,11,114.68	Library books & Tapes - PLAF	...					
	ii) Administration						
7,78,256.11	Rent rates and taxes	6,10,624.64					
2,21,320.99	Electricity and Water Charges	3,05,824.89					
12,394.55	Guest House Expenses	19,905.57					
19,913.46	Maintenance and Repairs to Buildings	75,737.47					
...	Departmental Canteen (IIIM-S)	54,296.09					
	Carried Forward	1,60,85,536.66				Carried Forward	1,87,36,013.86

BANGALORE,
23.10.1984

Reddy —
(T.S. REDDY)
ADMINISTRATION OFFICER (ACCOUNTS)

A. J. S.
(A. V. SHAFIQUAH)
(M.A.C.)

W. J.
(V. KRISHNAIAH)
DIRECTOR

C.
(ABID MUSSAID)
CHAIRMAN-IIIM

1982 - 83 Rs. No.	EXPENDITURE	1983 - 84		1982 - 83 Rs. No.	INCOME	1983 - 84 Rs. No.	
		Rs.	Rs.			Rs.	Rs.
	Brought Forward	1,60,85,538.66			Brought Forward		1,87,38,013.86
1,85,997.56	TO Travel Expenses	2,34,577.34					
2,40,154.46	'' Vehicle Expenses	1,84,054.38					
2,039.15	'' Freight and Transport	31,529.35					
64,640.70	'' Postage and Telegrams	93,731.85					
4,40,934.55	'' Telephone & Telex Charges	3,78,811.20					
1,70,696.73	'' Printing and Stationery	4,23,672.56					
21,075.00	'' Audit Fee	38,095.00					
16,600.00	'' Legal Charges	13,854.60					
17,203.56	'' Entertainment	10,085.33					
2,54,128.86	'' Reimbursement of Medical Expenses	3,20,359.24					
13,515.57	'' Uniforms	26,747.17					
81,759.04	'' Leave Travel Concessions	38,414.29					
25,684.71	'' Staff Welfare Expenses	84,299.13					
39,545.71	'' Advertisement & Recruitment Exp.	32,835.85					
6,721.00	'' Society Membership	7,894.00					
2,13,237.55	'' Other Contingencies	3,47,452.70					
2,17,284.95	'' Repairs and Maintenance of Equipments and Furniture	1,36,010.57					
27,640.55	'' Hire of Furniture	6,450.00					
7,927.41	'' Bank Charges	5,139.30					
99,245.40	'' Consumables	2,32,873.21					
	<u>OUT OF FORD FOUNDATION GRANT</u>						
	'' Bank Charges	2,234.25					
	'' Amount surrendered to Ford Foundation	<u>2,953.88</u>	5,188.13				
18,33,869.31	'' Excess of Income over Expenditure		...				
	GRAND TOTAL	1,67,38,013.86			GRAND TOTAL		1,87,38,013.86

BANGALORE,
23.10.1984

(T.S. NATARAJA)
ADMINISTRATIVE OFFICER(ACCOUNTS)

(A.V. SHRIMOGI)
DEAN (A)

(M. KRISHNASWAMY)
DIRECTOR

(ABID MUSSAIN)
CHAIRMAN-IIIMB.

RECEIPTS		1983 - 84
		Rs.
<u>OPENING BALANCE</u>		
	Cash on hand	18,840.40
	Cash at Bank	29,85,444.31
<u>Ex: Recurring Grant from GOVERNMENT OF INDIA</u>		
A.	PLAN	97,94,000.00
b.	NON PLAN	79,30,000.00
C.	Grant-in-aid receivable account	30,24,000.00
"	Income from Post Graduate & Fellowship Programme	10,94,831.80
"	Management Development Programmes	20,51,822.70
"	Organisation Based Programmes	4,95,657.30
"	Consultancy	15,91,640.60
"	Subsidised Seminars	50,640.00
"	Sponsored Research	2,60,645.70
"	Rent of Faculty Housing (Recoveries)	2,10,252.90
"	Guest House Hire Receipts	3,704.60
"	Miscellaneous Income (including interest on SB A/c.)	1,41,521.30
"	Barody Creditors	6,314.30
"	Refund / Recovery - Deposits / Advances	4,84,878.15
"	Expense	19.90
Carried Forward		3,03,68,008.26

PAYMENTS		1983 - 84
		Rs. Pts.
A. PAY & ALLOWANCES		
Pay and Allowances		
PLAN	6,66,342.53	
NON PLAN	<u>64,19,625.10</u>	<u>65,07,966.67</u>
Institute Contribution to PF		<u>5,62,575.81</u>
B. OTHER CHARGES		
 1) Academic		
a) Library books & Films	4,30,218.58	
b) Post Graduate & Fellowship Programme	17,47,571.77	
Management Development Programmes	17,74,269.31	
Organisation Based Programmes	6,05,039.21	
Consultancy	19,60,769.30	
Seminars - Subsidised	1,61,539.35	
Sponsored Research	6,29,794.31	
Case Development & Institute Research	2,06,864.83	
Publication of Instt. Brochure/Bulletin	10,825.55	
Subscription to Periodicals	53,281.09	
Permitation and Training	61,760.30	
Rent of Faculty Housing	3,58,912.67	
Maintenance of EDP & Other Equipments	1,36,052.47	
Teaching and Research Aids	26,10,824.87	
 2) Administration		
Rent Rates and Taxes	6,10,624.64	
Electricity and Water Charges	3,05,824.89	
Guest House Expenses	19,905.57	
Maintenance and Repairs to Buildings	75,737.47	
Travel Expenses	2,34,977.34	
Vehicle Expenses	1,84,054.38	
Freight and Transport	31,529.35	
Postage and Telegrams	93,721.85	
Telephone & Telex Charges	3,75,811.20	
Printing and Stationery	4,21,672.56	
Audit Fee	38,095.00	
Legal Charges	12,854.60	
Carried Forward		2,06,20,104.84

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SIR MUSSAIN
CHAIRMAN - I.A.M.B.

RECEIPTS	1983 - 84		PAYMENTS	1983 - 84	
	Rs.	Ps.		Rs.	Ps.
Brought Forward	3,03,68,008.28	Brought Forward	...
			
				2,06,20,104.84	
				1,0,645.33	
				3,20,359.24	
				26,747.17	
				38,414.29	
				66,549.13	
				32,835.85	
				7,894.00	
				3,47,452.70	
				1,36,010.57	
				6,450.00	
				5,139.30	
				1,52,573.21	
				56,296.09	
				1,05,756.53	
				6,400.00	
				750.00	
				6,439.43	
				11,000.00	
				57,56,246.20	
				3,34,577.20	
				23,921.28	
				1,82,038.13	
			<u>Closing Balance</u>		
			Cash at Richmond Road Bank	2,04,379.83	
			Cash at Bilekhalli Bank	18,29,600.17	
			Cash on hand	1,648.79	
GRAND TOTAL	3,03,68,008.28		GRAND TOTAL	3,03,68,008.28	

BANGALORE,
23.10.1984

(T.S. NATARAJAN)
ADMINISTRATIVE OFFICER (ACCOUNTS)

(A.V. SHAIKH(SAM))
DLAN (A)

(N. KRISHNASWAMY)
DIRECTOR

(ABID MUSSAIN)
CHAIRMAN-IIMB.

VISITORS TO THE INSTITUTE DURING THE YEAR
1983-84

Prof. Morris Weisz
Ex Labour Advisor
American Embassy

Prof. Harish Jain
Dr. Kannago
Canada

Mr. Pais
Dean, National Institute of Labour
New Delhi

Dr. Glentworth & Mr. Holohan
Management Advisors in TETOC, BC

Miss Madeline H Delona
Harvard University
Harvard, USA

Prof. David Chambers
London Business School
London

Prof. George Hersch & Prof. Jyothi Gupta
ESCAP, Paris

Prof. Norman Uphoff
Cornell University

Prof. Lakshmanan
USA

Mr. Frederic Fourgeau
France

Prof. Lloyd I. Rudolph
Professor of Political Science
Chairman, Public Affairs Programme
University of Chicago

Prof. Sussanne Hoeber Rudolph
Professor of Political Science
Director, South Asia Language and Area Center
University of Chicago, USA

Ms. Carolyn Elliott
Ford Foundation

Shri Hiro Shroff
Communication Officer
Bank of America
Bombay Branch

Mr. TR Sabharwal
Agency for International Development
American Embassy, New Delhi

Prof. Andrew Dunsire
National University of Singapore

Mr. Nean Francois Poncet
Coordinator
Management Development Branch
ILO, Geneva

Dr. P Fulop
Director
Division of Health Manpower Development
WHO, Geneva

Dr. Dev Ray
Chief Scientist
Health Manpower Planning Management
WHO, Geneva

Dr. Topo Harsono
Fellowship Officer
WHO, New Delhi

Dr. AA Fisher
Regional Advisor
Family Planning Research
The Population Council
South East Asia Office
Bangkok, Thailand

Dr. BL Donald
Registrar
United Medical Enterprise Ltd.
London

Dr. John Wyn Owen
Director
United Medical Enterprise Ltd.
London

Dr. D White
Coordinator of Overseas Programme
Health Services Management Centre
University of Birmingham
Birmingham, UK

Mr. MS Shantiah
British Council Division
Madras

APPENDIX-XVI (contd.)

Mr. Harold L. Gilmore
Head & Professor
Division of Business Administration
The Pennsylvania State University, USA

Mr. John Wyn Owen & Dr. Brian, UK

Mr. TK Rao
Environmental Health Research & Testing
Inc. of Research Triangle Park
NC 27709

Prof. HC Jain
Faculty of Business
Personnel & Industrial Relations Area
McMaster University, Canada

Dr. Amrit Baruah
Leadership Development and Community Organisation
Socialist, Montgomery County Government
Maryland

Mr. William Clive
Officer-in-charge of Energy Statistics
Unit of UN, New York

Dr. Don White
British Council

Mr. Tamas Fulop
Professor and Head of Department
Director, Division of Health & Manpower Development
WHO

Mr. Alan Norton
Editor, Financial Resources for Economic Development
Birmingham

Mr. MN Venkateshan & Dr. Lowdermilk
USAID

LIST OF FACULTY AS ON 31 MARCH 1984

Directors: 1) Prof. NS Ramaswamy upto 7.8.1983
 2) Shri PG Daftary from 8.8.1983 to 28.11.1983
 3) Prof. N Krishnaswamy from 29.11.1983 till date

Professors

1. Anantharamaiah KM
2. Ashok K Sahni
3. Bhaskara Rao B (on EOL)
4. Bhatia JC
5. Chandrashekhar BK
6. Dhar R
7. Govindrajan OK
8. Herlekar RK
9. Kaujalgi VB
10. Krishnakumar T.
11. Krishnaswamy N
12. Lele SG
13. Nair MNV
14. Pillai KS
15. Ramaswamy S
16. Rao AK
17. Rao KLK
18. Rao MR
19. Rao PS
20. Ratnam NV
21. Roy SK
22. Shanmugam AV
23. Shiva Ramu S
24. Subbarayan Prasanna
25. Subba Rao S
26. Subramaniam S
27. Sundar A
28. Valecha GK
29. Vatsala Nagarajan

Associate Professors

30. George P V
31. Ghosh B
32. Gopalakrishnan RV
33. Gopalaswamy TP
34. Indira Rajaraman
35. Iyer RP
36. Jayachandran C
37. Nagadevara V
38. Nair KB
39. Shyamal Roy
40. Tewari VK
41. Thirunarayana PN
42. Vinod Vyasulu

Assistant Professors

43. Apte PG
44. Bandyopadhyay J
45. Bijoor SR
46. Chary SN
47. Gopalan MR
48. Jagadish S
49. Kalyani Gandhi
50. Malathi Somaiah
51. Nagabhushana TS
52. Naganna N
53. Patil BR
54. Prasanna Chandra S
55. Ramanayya TV (on EOL)
56. Ranganathan V
57. Sampangiramaiah S
58. Tagat RG
59. Vaidyanathan R
60. Vijayasarathy RK

Faculty Research Associate

61. Bhaskaran P
62. Mira Bakhru
63. Narasimhan CL

Honorary Faculty

64. Appu PS
65. Chandrakant LS
66. Murthy SS
67. Rajan MAS
68. Srivatsa KR
69. Subramaniam KS
70. Swaminathan CS
71. Zafar Futehally
72. Arokiaswamy NSS

Visiting Faculty

73. Yalawar YB
74. Arvind Khilnani

Deans

1. Prof. N Krishnaswamy (Research)
2. Dr. S Shiva Ramu (Programmes & Consultancy)
3. Dr. AV Shanmugam (Administration)

LIST OF OFFICERS AS ON 31 MARCH 1984

Sl. No.	Name	Designation
1.	Cdr. K Manjunath	Chief Administrative Officer
2.	Shri TS Natarajan	Administrative Officer (Accounts)
3.	Shri HV Hirannaiah	Administrative Officer (General)
4.	Shri DR Ramadasiah	Administrative Officer (M)
5.	Shri VS Gopinatha Rao	Administrative Officer (P)
6.	Shri S Srikanth	Administrative Officer (Staff)
7.	Shri DS Nagaraj	Superintending Engineer
8.	Shri KN Srikantaraaja Urs	Asst. Executive Engineer (on Deputation)
9.	Shri G Bhaktamitran	Librarian
10.	Shri Chikamallaiah	Asst. Librarian
11.	Shri AY Asundi	Asst. Librarian
12.	Shri K Mahalingam	Horticultural Officer
13.	Miss H Kala	Officer on Special Duty (Publications)