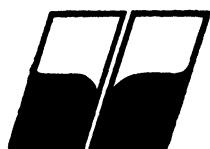


ANNUAL REPORT

1984-85



INDIAN INSTITUTE OF MANAGEMENT
BANNERGHATTA ROAD, BANGALORE-560 076

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

ANNUAL REPORT

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INDEX

		Page No. APPENDICES
1. THE INSTITUTE	1 - 2	
2. THE CAMPUS	2	I
3. GOVERNANCE	3	II
4. POST GRADUATE PROGRAMME	3 - 4	III - IV
5. FELLOWSHIP PROGRAMME	5	V
6. SUPPORTING FACILITIES	5 - 7	VI
7. PLACEMENT	7 - 8	
8. STUDENTS ACTIVITIES	8 - 9	
9. CONVOCATION	9	
10. MANAGEMENT DEVELOPMENT PROGR. MUL.	9 - 10	VII - X
11. ORGANIZATION BASED PROGP. MUL.	10 - 11	XI
12. RESEARCH AND CONSULTANCY	11 - 12	XII
13. CENTRE FOR COMPUTER AIDED MANAGEMENT	13	
14. SECTORAL ACTIVITIES	13 - 14	
15. AREA ACTIVITIES	15 - 16	
16. FINANCE AND ACCOUNTS	16 - 17	XIII
17. STAFF WELFARE ACTIVITIES	17 - 19	
18. VISITORS AND VISITING FACULTY	19 - 21	XIV
19. FUNCTIONARIES	21	XV
20. CITY OFFICE / GUEST HOUSES	21	

ANNEXURE - I : LIST OF FACULTY

ANNEXURE - II : LIST OF OFFICERS

ANNEXURE - III : DATA ON ESTABLISHMENT

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INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

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1. THE INSTITUTE :

The Indian Institute of Management, Bangalore (IIM-B) was established in October 1973, by the Union Ministry of Education in cooperation with the Government of Karnataka. It is the third in the series of national institutes of management set up in the country, after the ones in Calcutta and Ahmedabad. The fourth one has recently come up at Lucknow. These Institutes of Management were established to further the cause of professionalism in management in the country.

This being an autonomous institution, its affairs are governed by the IIM-B Society (A Society registered under the State Law) and a Board of Governors comprising representatives of the Union Government and of the 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 the Board is appointed by the Government of India.

The main thrust of the Institute's academic and research activities is focussed on providing higher management education and professional training in relevant disciplines. In addition, the Institute is engaged in publication of management literature, provision of consultancy services to government, industry and other agencies.

The essence of IIM-B perspectives is 'social relevance'. Consistent with the past, there have been laudable achievements

in the Institute's educational programmes, research efforts, extension of consultancy services, during the year under report.

2. THE CAMPUS :

Currently the Institute's campus is situated on a 100-acre plot of land at 10th K.M. on Bannerghatta Road, close to 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 institutional blocks, dormitories and 70 staff houses have been completed and occupied. The second phase of construction activities consisting of several institutional facilities and staff houses, which started during the year 1983-84, registered steady progress. Details are at APPENDIX - I.

3. GOVERNANCE :

Mr.V.Krishnamurthy, Chairman and Managing Director of M/s. Maruthi Udyog Limited was the Chairman of the Society and the Board of Governors till 31st August 1984. He was succeeded by Shri.Abid Hussain, Member, Planning Commission, who is currently the Chairman of the Society and the Board. In the absence of a permanent Director being in position, Prof.N.Krishnaswamy, the then seniormost Dean, acted as the Director during the year under report.

Composition of the Board as on 31st March 1985 was as shown in APPENDIX - II.

MEETINGS OF GOVERNING BODIES:

The Society met once during the year under report on 16th April 1984. The Board met twice, on 16th April 1984 and on 22nd August 1984. The Executive Committee of the Board also met twice during the year under report.

The following changes took place in the composition of the Board during the year 1984-85.

- i) Shri.Mohinder Singh was nominated as Member of the Board in April 1984 vice Shri.M.Subramanian, Additional Secretary, Union Ministry of Rural Development.
- ii) Prof.Ashok Chandra, Educational Adviser (T), Union Ministry of Education was nominated Member of the Board in September 1984 vice Dr.D.S.Walia.
- iii) Shri.P.Murari, Additional Secretary, Union Ministry of Industry, was nominated Member of the Board in September 1984 vice Shri.R.N.Chopra.
- iv) Shri.L.S.Narayanan, Financial Adviser, Union Ministry of Education, was nominated Member of the Board in March 1985 vice Shri.Manmohan Singh.

4. POST GRADUATE PROGRAMME :

The principal academic activity of the Institute is the Post Graduate Programme in Management. Specialization offered in this Programme were in Sectors like Transportation, Energy and Power, Environmental Studies, Population and Health, and Agriculture and Rural Development and Areas like Production and Operations Management, Operations Research and Quantitative Methods, Organizational Behaviour and Industrial Relations, Economics and Social Sciences, Marketing, and Finance and Control.

The curriculum seeks to inculcate entrepreneurial values and promote functional skills. In order to meet the instructional needs and trigger innovative effort at specialisation in sectors, centres of studies have been established within the Institute.

a) ADMISSIONS :

An advertisement for Post Graduate Programme and Fellowship Programme was issued in all leading newspapers on September 1984. 19,778 candidates applied for the COMMON ADMISSIONS TEST (CAT). The Common Admissions Test was administered on 16th December 1984. The details relating to the number of students who took the test at different test centres are given in APPENDIX - III.

9,497 candidates had applied for Admissions to the Institute's PGP and 132 candidates for the Fellowship Programme. On the basis of the written test and considering the background, 819 candidates including SC/ST were called for interview. The details of the candidates who applied for the test and finally admitted for 1985-87 are given below:

	<u>1984-86</u>	<u>1985-87</u>
1. No. of applications received in IIM-B	8,752	9,497
2. No. appeared for CAT (Centres controlled by IIM-B)	5,466	5,996
3. No. called for interview	741	819
4. No. appeared for interview at 7 centres all over the country	619	719
5. No. of offer letters sent	345	364
6. No. accepted the offer	152	139

Finally 107 candidates joined the Institute. The details regarding the number of candidates who actually appeared for the interview is given in APPENDIX - IV.

5. FELLOWSHIP PROGRAMME :

An advertisement was also issued inviting applications for admission to the programme. 132 candidates appeared for the test. Out of 8 candidates who were called for interview, two finally succeeded in getting the offer. Details are given in APPENDIX - V.

6. SUPPORTING FACILITIES :

a) SCHOLARSHIPS :

The Institute offers Merit-cum-Means Scholarship of Rs.170/- per month with the tuition fee waiver for 25% of the total number of students enrolled for PGP. During 1984-85 a total of 51 such scholarships were awarded. Besides, scholarships were also awarded by the following organizations.

1. Bank of America	1 student of 1983-84
2. Mysore Sales Interna- tional Limited	2 students of 1983-85 (in Finance and Marketing Area)
3. State Trading Cor- poration	8 students of 1983-85 (including 5 SC/ST students)
4. FAIR	3 students of 1983-85 on merit
5. NCERT	6 students of 1984-86.

As in the past the SC/ST students who were not recipients of other scholarships, continued to enjoy waiver of tuition fee, course material fee, contribution to SWF and room rent (for hostel residents). They were also in receipt of stipend of Rs.150/- per month from the Institute.

b) HOSTELS:

The Institute continued to maintain two self-contained hostels, one at the campus and the other at I-Block Jayanagar. The resident students are accommodated in the well-equipped hostels, where mess facilities are monitored by the students Mess Committee of the respective hostels.

c) LIBRARY :

The Institute's Library which is currently housed in the Northern wing of the Administrative Block, provides book-lending, reading room and reference services. During the year under report, the collection of books went upto 82294 titles including 7599 back volumes of periodicals. It has a good collection of government publications, technical reports and conferences proceedings, annual reports and reports of public and private enterprises, academic and scientific publications. It has been possible for the library to obtain and supply reprints of articles at short notices through INSDDC, British Council and direct contacts with information centres abroad. Micro-film reader, microfiche reader, projectors and recorders increase the utility of the Library. Documentation services like Current Awareness Service, Press Cutting Service, Bibliography Service and Reference Service make the spectrum of Library activity complete. The details relating to the statistical data regarding collection, circulation, budget are given in APPENDIX - VI.

d) COMPUTER CENTRE:

The Centre consists of 512K size ORG-80 System which operates in the multiprogramming mode. Installation of the system, which began two years ago, is now under full utilization. The system is under extensive use for PGP and FPM work.

Functioning of the operating system has improved since installation and a numerical processor has now been added which is expected to result in improved performance in terms of time utilization.

Projects have been undertaken to develop systems to handle payrolls, financial account, research and consultancy accounting, PF accounting, and library circulation counter accounting. The computer centre is also assisting in processing data relating to PGP admissions.

The Centre also has a HP 9450 desk top computer, which is used mainly by Research Fellows and Faculty members for Software Development. It is proposed to expand its capability by adding a disk and a printer.

7. PLACEMENT :

a) FINAL :

During the year under report, there were 102 students in out-going 10th batch for final placement and 97 students in the first year (including one from FPM) in the 11th batch for summer placement. All the graduates were suitably placed. The average salary was about Rs.2,000/- per month. The final data relating to placement are given below:

P A R T I C U L A R S	NO. OF STUDENTS		
	FINAL	SUMMER	TOTAL
Total number of students	102	97	199
Students Placed:			
a) Public Sector	19	30	49
b) Private Sector	63	53	116
Sponsored Students	08	02	10
Students not seeking placement	12	12	24

During the year under report, 82 organizations participated in the Campus Recruitment Programme. Out of these, 14 were from the Public Sector and 68 from Private Sector Organizations. 82 students were offered placement in Public Sector and 19 students in Private Sector organizations.

<u>AREA-WISE PLACEMENT</u>	<u>FINAL</u>	<u>SUMMER</u>
Marketing	34	48
Systems	17	8
Production/Operation	13	5
Finance	9	19
Personnel	-	1
General Management	9	2
 T O T A L	 82	 83

b) SUMMER :

83 students were provided with project facilities through placement. Out of the remaining 14 students, 2 had sponsorships and 12 sought projects on their own. The students were paid stipends ranging from Rs.600/- to Rs.1200/- per month.

41 organizations visited the campus for selection of students for the projects. Of these 30 were placed in the public sector and 53 in private sector organizations.

8. STUDENTS ACTIVITIES :

The Institute hosted during October 1984 the 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'.

Our students participated in a number of inter-collegiate Quizzes, Just-A-Minute Programmes, Elocution Competitions etc organized by various educational institutions in Bangalore.

The students won the prestigious San Gupta Memorial Trophy and many other prizes during these inter-collegiate competitions. The students also participated in other cultural activities which included hystrionics, music, skits, etc.

9. CONVOCATION :

The 9th Annual Convocation of the Institute was held on 10th April 1984. Shri.T.S.Satish Chandran, IAS, Chief Secretary to the Government of Karnataka, delivered the Convocation address, 127 PGP students and 2 Fellowship students received their respective diplomas at the Convocation.

10. MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs) :

MDPs serve the twin objective of imparting management knowledge to executives from industries and governmental organizations and of establishing links with practising professionals for the purpose of collecting cases focussing on real life situations. We conduct a large number of MDPs 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, the exceptions being 12-week-long USAID sponsored programmes.

The MDPs are currently held in hotels for want of suitable facilities at the campus. Once the MDP complex is ready (which is likely to take 2-3 years for completion of construction), it would help save substantial expenditure, which will augment Institute revenues.

During the year under review, the performance of the Institute with respect to MDPs was satisfactory in terms of

the number of programmes offered and the gross revenue generated from these programmes. 35 Programmes were organized and a gross revenue of Rs.19,20,950 - one of the highest in recent years - was generated. The year-wise break-down of gross revenue from the MDPs and of participants are given in APPENDIX - VII & VIIA.

530 senior and middle level executives and officials participated in the programmes which worked out to 15 participants per programme, the details whereof are given in APPENDIX - VIII. The names of faculty leaders who coordinated programmes and the gross revenue earned therefrom are given at APPENDIX - IX. Details of MDPs conducted during the year under report are given in APPENDIX - X.

Besides MDPs, 8 Seminars, including the International Seminar on Export Group Marketing on Public Enterprises and Marketing in Developing Countries and the National Seminar on Imported Technology in Public Enterprises in India, were held during the year under report.

11. ORGANIZATION BASED PROGRAMMES (OBPs) :

The Organization Based Programmes (OBPs) are specifically designed to suit the training requirements of individual organizations. During the year 1984-85, 20 OBPs were conducted, the details of which are available in APPENDIX - XI. The total programmes' duration rose to roughly 54 weeks as against 30 weeks of 19 programmes during 1983-84. The total revenue

rose to Rs.8 lakhs as compared to Rs.3.95 lakhs of 1983-84.

12. RESEARCH AND CONSULTANCY :

a) RESEARCH :

i) EXTERNALLY FUNDED RESEARCH :

During 1984-85, the Institute initiated a large number of short-term research projects and undertook several long-term research assignments. Totally, 12 research projects, including 5 externally funded projects were undertaken by various faculty members during 1984-85. It is worth mentioning here that the Institute was awarded a project on "STUDIES ON MATERNAL MORTALITY" by World Health Organization (WHO) and another project on "ENERGY CONSERVATION IN AGRICULTURAL PUMPSETS" by Tata Energy Research Institute (TERI), New Delhi. Currently, the Institute has more than 50 research assignments.

ii) INSTITUTE FUNDED RESEARCH

The Faculty of the Institute undertook short-term research projects on varied aspects of management. The said money for these projects was provided by the Institute and normally the amount is limited to Rs.5,000/- per project because of fund restrictions. During the period under review, 11 such projects received funding internally. Though many projects spilled over to next financial year, four of them were completed.

b) CONSULTANCY :

Requests were received from a number of public sector and private sector organizations to carry out specific consultancy assignments on varied topics. During 1984-85, the Institute was awarded 12 projects generating a gross revenue of about Rs.14 lakhs. Some of the assignments undertaken were:-

- a) A Management Study of Karnataka and Kerala Electricity Boards;
- b) Manpower Planning for Irrigation Development in Tamilnadu under Irrigation on Management Training Programme (USAID Project); and
- c) Preparation of a State of the Art Report on Draught Animal Power in India.

During the year, projects worth about Rs.5 lakhs were executed and final reports submitted to client organizations. Currently, the Institute is having 34 active projects in its files.

The number of days of consultancy done by faculty members ranged from 0-62 days; with two faculty exceeding 52 days of consultancy. The average consultancy days per faculty works out to approximately 9 days. The Consultancy days logged includes OBP activities also.

The Institute is striving to

- *strengthen the research endeavours of the faculty
- *emphasise case development as an important professional activity
- *improve the quantity and quality of consultancy assignments (work)
- *seek international recognition for its research projects
- *launch a professional journal
- *pay greater attention to research in sectors which are vital to the national economy.

13. CENTER FOR COMPUTER AIDED MANAGEMENT:

This sponsored project is funded jointly by the Department of Electronics, Government of India and the UNDP. The prime concern of the centre has been to develop appropriate software for improved management services, to provide a scientific base for coordination of systems activities all over the country and develop facilities for effective utilisation of modern computer technology in management systems.

The total outlay on the project is about Rs.40 lakhs and it runs for four years.

14. SECTORAL ACTIVITIES:

a) CENTRE FOR AGRICULTURE AND RURAL DEVELOPMENT (CARD):

The Centre for Agriculture and Rural Development conducted one training programme for Irrigation and Power Engineers (WAPCOS). One training programme was also conducted on Irrigation Management for the officials from Tamilnadu. A Consultancy Project for NABARD was completed and report submitted during the year. Another one on Tribal Development Programme was in progress at the end of the year under report. A Study on Manpower Planning for the Irrigation Department in Tamilnadu was undertaken during the year and a MDP on Management in Dairy Industries was conducted.

b) CENTRE FOR HUMAN SETTLEMENTS AND ENVIRONMENTAL STUDIES (CHES):

The Sector had 9 PGP students and 4 fellowship students specialising in the stream. 8 courses of study for PGP students, 2 courses for fellowship students and one short-term training programme were organized during the year. The Sector took up work on 6 research and consultancy assignments, including the Institute-sponsored ones, of which one was completed. A number of research papers and reports were published/presented.

c) TRANSPORTATION SECTOR :

The Transportation Sector addressed itself to the task of offering courses for PGP and Fellowship Programmes. The faculty involved themselves in various consultancy and research assignments of national importance. The first phase of the collaborative research with the University of Birmingham came to a fruitful conclusion and the second phase of the programme was on. Work was in progress on the four on-going assignments.

d) ENERGY SECTOR :

The major concern of the Energy Sector as usual was centered around its Post Graduate Programme and Fellowship Programmes. 32 PGP students qualified for the award of Diploma during the year under review and 30 students were enrolled for the 1984-85 batch. The Sector conducted 3 MDPs and 4 OBPs. 8 publications were also brought out during the year under report.

e) HEALTH SECTOR :

The Health Sector engaged itself in a number of teaching, training, research and consultancy activities during the year. The Sector offered six FPM and two PGP courses. In addition, training in health management was provided to WHO Fellows from developing countries. The Sector Faculty also guided the research work of a scholar sponsored under the University of California Berkely Professional Studies Programme in India. An MDP on 'Management of Primary Health Care Programmes' and an OBP on 'MIS for Health Services' sponsored by the Ministry of Health, Government of India were conducted. The research activities of the Sector included working on a project sponsored by WHO. Consultancy services were provided to the MP Government for setting up of an Institute of Health Management. The Sector faculty published half a dozen papers in professional journals.

15. AREA ACTIVITIES :

a) THE FINANCE AND CONTROL AREA :

The Finance and Control Area offered 4 core courses and 7 elective courses in PGP and 1 core course in the FPM. The area was involved in about one-third of the MDPs during the year under report and was directly responsible for about one-fourth of the MDPs.

Several OBPs were conducted during the year and the faculty of the Area provided substantial inputs in OBPs conducted by other areas. A seminar on "Divisional Performance Appraisal" organised.

A comprehensive text book entitled 'FINANCIAL MANAGEMENT' (Theory and Practice) written by Dr. Prasanna Chandra was published by Tata McGraw Hill. Another book of the same author entitled 'MANAGER'S GUIDE TO FINANCE AND ACCOUNTING' was completed. Prof. R. Vaidyanathan completed a research project on the 'ROLE OF UNINCORPORATED ENTERPRISES IN THE INDIAN ECONOMY'.

b) PRODUCTION AND OPERATIONS MANAGEMENT AREA (POMA) :

The Faculty offered 2 Production core courses for the first year and 5 stream courses for the second year PGP students. 3 MDPs were also conducted, besides co-ordinating an officers programme for Nepal Government. The Area members co-ordinated 5 OBPs and participated in other OBPs of the Institute. 2 Consultancy assignments were completed during the year under report and several case studies and research projects were also undertaken. The Faculty of the Area were actively involved in developing software packages under the UNDP Computer-Aided Management Programme.

c) MARKETING AREA :

Apart from the regular PGP activity, 4 MDPs and a few OBPs were conducted in the Marketing Area during the year. 2 Consultancy Projects, viz "STUDY OF DEVELOPMENT OF ANCILLIARY UNITS FROM MYSORE DISTRICT AND KOLAR DISTRICT" and "A STUDY OF TELEPHONE INSTRUMENTS IN BANGALORE" sponsored by TECSOK, Department of Industries and Commerce, Government of Karnataka and the Indian Telephone Industries respectively, were taken up.

d) ECONOMICS AND SOCIAL SCIENCES AREA (ESS) :

The Area offered 5 core courses and 2 elective course as part of the Post-Graduate teaching. Three of the six research papers prepared by the members of the Area were published during the year. One project entitled "PRODUCTIVITY AND TECHNOLOGICAL CHANGE IN PUBLIC SECTOR TRANSPORT EQUIPMENT INDUSTRY IN INDIA" was completed, while two research works were in progress at the end of the year. The faculty of the Area were involved in several conferences, seminars and workshops organized by various agencies, notable among them being the Government of Karnataka. They also actively participated in various academic and administrative activities.

e) OPERATIONS RESEARCH AND QUANTITATIVE RESEARCH (OR & QM) :

The Area carried out, in totality, the following work during the year: 13 Area courses for the PGP and conducted/participated in 3 other sector PGP/FPM courses. In addition, the faculty participated in a number of MDPs and OBPs. The Area also carried out/participated in 3 major research projects, both sponsored and Institute's own under CAM Project. Some of the Area Faculty were also associated in some consultancy assignments.

16. FINANCE AND ACCOUNTS :

During the year under review, the Institute received a total grant-in-aid of Rs.227.45 lakhs from the Government of India, consisting of Rs.110.00 lakhs under PLAN and Rs.117.45 lakhs under NON-PLAN.

A sum of Rs.20.57 lakhs representing the unspent balance of grant-in-aid of 1983-84 (Rs.6.70 lakhs under PLAN and Rs.13.87 lakhs) under NON-PLAN) was also utilised by the Institute for meeting its financial commitments during 1984-85.

Thus, the total grant-in-aid that was available to the Institute during the year 1984-85 was of the order of Rs.248.02 lakhs consisting of Rs.116.70 lakhs under PLAN and Rs.131.32 lakhs under NON-PLAN.

Besides the above, the Institute also generated a gross income of Rs.43.90 lakhs through its income generating activities such as MDPs, OBPs, Sponsored Research and Consultancy assignments resulting in a total receipt of the order of Rs.291.92 lakhs.

As against this, the Institute had spent Rs.114.96 lakhs under PLAN and Rs.169.33 lakhs under NON-PLAN, leaving a balance of Rs.1.74 lakhs under PLAN and Rs.5.89 lakhs under NON-PLAN as unspent grant-in-aid to be utilised during 1985-86 with the permission of the Government of India.

The Annual Accounts for 1984-85 duly audited by the Accountant General of Karnataka are placed in APPENDIX-XIII. The Audit report and certificate are awaited from the Accountant General in Karnataka.

17. STAFF WELFARE ACTIVITIES :

a) IIM EMPLOYEES' CREDIT CO-OPERATIVE SOCIETY :

The IIM Employees' Credit Co-operative Society was started in June 1974 with a membership of 78. It remained upgraded as 'A' class Society in view of its exemplary performance with membership reaching 379 during the year under review. The Institute has been offering an interest free advance facility of Rs.1 lakh which is recoverable in equal monthly instalments. The share capital of the Society rose from Rs.561/- in 1974-75 to Rs.1,39,470. The profit of the Society rose from Rs.635 in 1974-75 to Rs.48,533 in '85.

The amount of loan disbursed during the year under review was of the volume of Rs.10,04,600 lakhs.

b) DEPARTMENTAL CANTEEN :

The Departmental Canteen continues to be run by a Committee consisting of the representatives of the Management, faculty and staff. The Institute has been offering a subsidy of 70% on the wages of the staff employed in the canteen and the necessary capital assets have been provided free by the Institute.

c) TRANSPORT FACILITY :

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

d) STAFF RECREATION CLUB :

The Staff Recreation Club has been organizing sports, cultural, and recreational activities in the Institute regularly. The regular televiewing facility, in-door and out-door games and the recreational facilities made available under the aegis of the Staff Recreation Club continued to be well utilized by the staff and occasionally by the students also, during the year under report. An athletics, sports and cultural meet was conducted for the benefit of members of the Club in April 1984 in which connection a valedictory function and a prize distribution ceremony were also held. Members of the staff also put up a grand cultural show as part of this programme.

e) STAFF RELATIONS :

The management and the employees continued to have a good report during the year under report, as a result of which it was possible to achieve significant progress in accomplishing the Institute's objectives.

f) GENERAL WELFARE :

The Institute has since implemented the Revised Employees' Welfare Fund Scheme as part of a package of welfare measures stated for implementation. Quarters were allotted to the faculty and staff under the broad guidelines set by the Committee, which was constituted for the purpose. The services of horticulture staff and hostel staff were regularised during the year under report.

18. VISITORS AND VISITING FACULTY :

a) VISITORS :

Dr. David Solomons from U.S.A., Prof J.W. Glendenning from UK, Prof. James E. Leader from US Embassy, Prof. Syed Hashim Ali, Vice-Chancellor of Osmania University, Hyderabad, Mrs. S. Grewal, Secretary, Education and Culture, Prof. Ishwar Dayal, Director, Indian Institute of Management, Lucknow, Mr. Michael Booth of the British High Commission, Mr. Ajit Banerjee of United Nations (Development and Administration Division), Mr. A.P. Satena, Department of Personnel and Administrative Reforms, New Delhi, Mr. Merihum Dagil from British Council Division, Madras and Mr. Alan Malay from British Council Division, Madras were among the notable visitors during the year. All of them had a word of praise for the Campus and the activities of the Institute. The list of visitors is at APPENDIX-XIV.

b) VISITING FACULTY :

Dr. V. Setty Pendakur of the University of British Columbia, Canada joined as Visiting Professor on 15 OCT 84 for a period of 2 months. He was affiliated to the Transport Sector. Prof. J.W. Glendenning was also a Visiting Faculty from UK who was with us for a period of five months.

c) VISITS ABROAD/ASSIGNMENTS :

Dr. B.K. Chandrashekhar visited Paris to attend a Conference for a week in August-September 1984.

Dr.V.K.Tewari visited Washington in connection with the Bangalore Housing Study Project for a week in August 1984.

Prof R.V.Gopalakrishnan visited USA to participate in an International Silver Jubilee Conference of the Society of American Value Engineers (SAVE) in May 1984.

Prof.N.Krishnaswamy visited UK for 3-4 weeks in April-May 1984 under the Academic Links and the Interchange Scheme of the British Council.

Prof.M.N.V.Nair was deputed to Bharathiar University for organizing the School of Management and Entrepreneur Development for a period of two years from July 1984.

Prof.K.M.Anantharamaiah visited United Kingdom for five months in May-October 1984 in connection with the Academic Links and Interchange Scheme (ALIS).

Prof.K.S.Pillai visited the UK for three months during June-August 1984 in connection with the research study on the Subsidy Policy in Urban Transportation System.

Dr.Ranajit Dhar was deputed to Department of Electronics as Economic Adviser for a period of two years.

Prof.Vinod Vyasulu was granted EOL for a period of two years from October 1984 for taking up an assignment as Professor at Xavier Labour Relations Institute (XLRI) Jamshedpur, Bihar.

d) RESIGNATIONS / DEPUTATIONS / REPATRIATIONS :

Dr.R.V.Gopalakrishnan resigned in September 1984.

Shri.S.Srikant, Administrative Officer was deputed to take up appointment as Registrar of National Board of Examinations, New Delhi for a period of two years from October 1984.

The services of Dr.M.S.V.Rao of the Transport Sector were, upon repatriation, placed at the disposal of his parent office, the School of Planning and Architecture, New Delhi.

19. **FUNCTIONARIES :**

The names of various functionaries who shouldered administrative and academic responsibilities during the year under review are given in APPENDIX-XV.

20. **CITY OFFICE / GUEST HOUSE :**

The Institute retained its City Office at 33, Langford Road, where Organization Based Programme/Trainings and Seminars were held.

A Guest House, located at 16, Andree Road, Shantinagar, Bangalore, which accommodated about 20 programme participants was well utilised during the year.

In addition to that, there were two Guest Houses in the City to accommodate the Visiting Faculty. A Guest House was also run in the Campus for accommodating Visiting Faculty, which doubled up as a Conference Office on important occasions.



APPENDIX - IPROGRESS ON CONSTRUCTION OF IIM-B - CAMPUSI Phase Works

Sl. No.	Name of the works	Estimate or tendered Amount (in lakhs)	Stage of the work
A. Civil Works			
1.	Dormitories	60.72 (Revised Estimate)	The work has been completed and occupied and in use. Claims to be settled
2.	Staff Housing	54.50 (Revised Estimate)	The work - completed. Final claims are to be settled
3.	Administration Block	32.40	Work completed, occupied and in use
4.	Class Room and Faculty	87.04 (Revised Estimate)	Work completed, occupied and in use. Final claims to be settled
5.	Sub-station I and II	5.35	Work completed, occupied and in use
B. Water supply and Sanitary Works			
6.	Plumbing installation in Dormitories and staff houses and external services works in entire Campus	19.70 (T)	Works completed, and serviced
7.	Plumbing installation work in institutional facilities block	7.07	Work completed and serviced
8.	Construction of Overhead and Underground Tanks	43.44 (T)	works are completed and the overhead tank is in use
9.	Contingency water supply scheme in Campus	9.56	All necessary works were taken up departmentally and completed in all respects

Sl. No.	Name of the works	Estimate or Tendered Amount (in lakhs)	Stage of the work
C. Electrical Works			
10.	Electrification works in Dormitories and staff housing (only internal)	8.00	Works are all completed and serviced
11.	Electrification works in Campus (External)	15.00	Work completed and serviced
12.	Electrification work in administration block, class room and Faculty block	12.82	The work has been completed and in service
13.	Installation of Sharp Intercom Telephone system	1.26	The work completed and in service
14.	Installation of regular Telephone system (including PABX system)	7.00	All necessary civil and electrical works have completed. P & T authorities to take up their works
D. Other Works			
15.	Construction of Roads, footpath orainage works	27.53	First stage works completed
16.	Construction of Built-in-cupboards in staff houses of I Phase	4.05	The tendered agency has abandoned the work after partly done. Action is being taken to complete the balance works as per rules
17.	Construction of Ward- robes in Dormitory rooms	3.00	Work stopped for the time being
18.	Providing Barbed wire fencing on the 3 sides of the Campus	1.56	Work completed
19.	Landscaping work including Horticulture works	6.00	In the programme works like developing lawns, flower beds, in some areas and planting of trees in the Campus area has been taken up and developed. Other such developmental works are being taken up one after the other

II Phase Works

Sl. No.	Name of the works	Estimate or Tendered Amount (in lakhs)	Stage of the work
A. Civil Works			
1.	Construction of front compound wall, Main Gate, approaches guest room etc.	21.70	Works completed. Final claims to be settled
2.	Construction of PBX and other buildings including completion of Director's Block	22.00	About 80% of the work completed. Balance works are in progress
3.	Construction of Faculty Block No.3 and 4	31.80	About 80% of the work completed
4.	Construction of Dormitory Blocks 3 & 4	13.20	About 60% of the work completed and the balance works are in progress
5.	Construction of Faculty quarters	101.62	About 60% of the work have been completed. Balance works are in progress and works started/in progress
6.	Construction of I Stage Library, Computer complex block	215.00	Works started/in progress
B. Water Supply and Sanitary Works			
7.	Plumbing installation to Dormitories, PBX building, Director's Block, Guest rooms	6.20	About 60% of the work completed. And the balance works are in progress
8.	Plumbing installation in Faculty houses of II Phase	19.55	Works in progress
9.	Plumbing installation to Over head tank	1.76	Work completed
C. Electrical Works			
10.	Electrification work to Faculty Cluster - 2, PBX and Director's Block also to Guest rooms	7.61	Work in progress along with the civil works

- 4 -

Sl. No.	Name of the works	Estimate or Tendered Amount (in lakhs)	Stage of work
11.	Electrification works in Dormitory Block 3 and 4	3.71	Work in progress along with the civil works
12.	Electrification works in Staff Houses	11.45	Work is in progress along with the civil works

NOTE:

The first and second phases of campus development works are estimated to cost about Rs.1214.00 lakhs. First phase works are completed. And some of the second phase works are in advanced stage of construction. In all, about 600 lakhs have been spent so far on the campus development works.

In addition, the remaining second phase works approved are being taken up as and when sufficient funds are available. Apart from these major development works several minor works of improvement, additions and alterations have also been taken up and completed.

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List of members of the Board of Governors, IIM-B
(as on 31st March 65)

Chairman

Shri Jib Hussain
Member
Planning Commission
Yojana Bhawan
Parliament Street
NEW DELHI - 110 001

Members

1. Prof Ashok Chandra
Educational Adviser (T)
Government of India
Ministry of Education & Culture
(Department of Education)
Room No.217, 'C' Wing
Shastri Bhawan
NEW DELHI - 110 001
2. Shri G Asvathamarayam
Secretary to Government
Education and Youth Services Department
6th Floor, Visweswariah Centre (Ministry)
Dr Ambedkar Road
BANGALORE - 560 001
3. Shri PG Daftary
112, Highpoint
45, Palace Road
BANGALORE - 560 001
4. Dr BK Chandrashekhar (upto 13.3.85)
Professor
IIM-B
5. Shri R Gopalaswamy
Secretary (D)
Ministry of Rural Development
Government of India
Krishi Bhawan
Dr Rajendra Prasad Road
NEW DELHI - 110 001
6. Shri K D Gupta
Director (Personnel)
NTPC, 62-63 Skipper House
Kneenu Place
NEW DELHI - 110 015
7. Shri P Murari
Additional Secretary
Government of India
Ministry Industry
(Department of Industrial Development)
Myog Bhawan
NEW DELHI - 110 001

- 2 -

8. Shri LS Narayanan
Financial Adviser (Education)
Government of India
Ministry of Education & Culture
(Department of Education)
Room No.109, 'C' Wing
Sastri Bhavan
NEW DELHI - 110 001
9. Shri MK RamaChandra
'Prashanth'
27, Bull Temple Road
BANGALORE - 560 004
10. Shri S. Ratanlalkar
Chairman & Managing Director
Canara Bank Head Office
J.C. Road
BANGALORE - 560 002
11. Shri A. N. Saxena
Executive Director
National Productivity Council
'Productivity House'
Lalbagh Road
NEW DELHI - 110 003
12. Shri M. Sankaranarayanan
Finance Commissioner and
Secretary to Government
Government of Karnataka
Finance Department
Vidhana Soudha
BANGALORE - 560 001
13. Dr D. Shankar Narayan
Vice-Chancellor
Bangalore University
'Jnana Bharathi'
BANGALORE - 560 056
14. Shri Sharu S. Kangnekar
31, Neelamber
37, G. Deshmukh Marg
MUMBAI - 400 026
15. Shri A. P. Sinenoy
Director
Electronics & Radar Development
Establishment (L.D.E.)
HighGrounds
BANGALORE - 560 001

- 3 -

16. Shri M Sreenivasa Rao
Executive Director
United Breweries Limited
24, Grant Road
BANGALORE - 560 001
17. Prof (Mrs) Vatsala Nagarajan (upto 13.3.85)
IIM-B
18. Shri C Venkataraman
Special Secretary and
Director General
Bureau of Public Enterprises
C.G.O. Complex, Block No.14
Lodhi Road
NEW DELHI - 110 003
19. Shri MK Venkateshan
Additional Chief Secretary
Government of Karnataka
Vidhana Soudha
BANGALORE - 560 001
20. Prof N Krishnaswamy
Acting Director
IIM-B

APPENDIX - III
DETAILS OF COMMON ADMISSION TEST (CAT)
HELD ON 16 DEC '84

1985-87

Test Centres	Number Inspected	Number Took the Test	Number of Absentees	% of Absentees
Bangalore	1,836	1,450	388	21%
Bombay	2,371	1,966	365	16%
Coimbatore	506	424	64	17%
Ernakulam	569	441	128	22%
Madras	2,022	1,693	329	16%
Total	7,310	5,996	1,314	18%

APPENDIX - IV

PGP ADMISSIONS
CANDIDATES CALLED FOR INTERVIEW
SECTOR-WISE BREAK-UP (1st choice)

1985-87

SECTOR	SC	ST	Total SC/ST	Non-SC/ST	Total
General	94	28	122	632	754
Agriculture & Rural Development	3	1	4	3	7
Energy	9	3	12	24	36
Health & Population	1	-	1	8	9
Human Settlements	1	-	1	-	1
Transportation	4	1	5	7	12
Total	112	33	145	67	819

APPENDIX - V

NUMBER OF FELLOWSHIP APPLICATION ISSUED-SC/ST-22 + NON SC/ST-208= TOTAL 230 NOS.

SECTOR	NO. OF FILLED APPLICATION RECEIVED	NO. OF TESTIMONY	NO. CALLED FOR INTERVIEW	NO. APPEARED FOR INTERVIEW	NO. OF OFFER LETTER SENT	NO. NOTIFIED THE OFFER	NUMBER ENROLLED
AGRI-CULTURE	43	41	-	-	-	-	-
ENERGY	63	61	6	2	2	1	-
HEALTH	10	8	-	-	-	-	-
HUMAN SETTLEMENT	14	13	-	-	-	-	-
TRANSPORTATION	9	9	2	-	-	-	-
TOTAL	139	132	8	2	2	1	NIL

APPENDIX - VILIBRARYStatistics for the period April 1984 to March 1985GENERAL SECTION

Sl. No.	Item of work	Quantity added during the year	Quantity on the whole
I. LIBRARY COLLECTION			
1.	No. of books taken into stock	7,1	63,355
2.	No. of bound journals taken into stock	1	7,590
3.	No. of reprints taken into stock	12	1,048
4.	No. of new journals added	12	700 approx.
5.	No. of microfiches added	4	
6.	No. of maps and atlas added	12	
7.	No. of cassettes/sound films	5	
8.	No. of slides added/microfilms	3	10,292
9.	No. of miscellaneous - non-book material (psychological test material, technical drawings, etc.)	-	
II. CIRCULATION			
1.	No. of books issued (including back volumes and journals)	: 1,89,938	
2.	No. of books lent on interlibrary loan	: 656	
3.	No. of books borrowed on interlibrary loan	: 400	
4.	No. of readers:		
	Category A: Faculty & Research	91	
	B: Deposit borrowers	95	
	C: Students	220 approx.	
	D: Admin. Staff	341	
	E: I.D.P participants	600 "	
5.	No. of books/journals consulted	: 1,39,945	

- 2 -

III. BUDGET

Amount spent for books	:	3,22,510.00
Amount spent for periodicals (current subscription)	:	3,43,103.05
Amount spent for back volume of periodicals	:	-
Amount spent for binding	:	2,700.00

TECHNICAL SECTION

Documentation Services
Number of Publications

a) Serial

i) Recent additions (monthly)	:	3
ii) CPCT (fortnightly)	:	3

b) Adhoc publications such as

i) Guide to information sources	:	
ii) World Bank depository list (March 1984)	:	2
iii) Students projects bibliography (under preparation)	:	1

c) Processing of Library materials

i) No. of reprints processed	:	50
ii) No. of films processed	:	4
iii) No. of reference queries answered	:	20

LITERARY

Its book-wealth went upto 82,294 titles (including 7,599 back volumes of periodicals).

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APPENDIX - VII

GROSS REVENUE FROM MDPs

Year	Number 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
1984-85	35	19.21

APPENDIX VII A

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs) -
1984-85

YEAR-WISE BREAK-UP OF PARTICIPANTS PER PROGRAMME

Year	Number of Programmes	Number 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
1984-85	35	519	15

APPENDIX - VIII

THE NUMBER AND PERCENTAGE OF PARTICIPANTS
FROM THE ORGANISATION WERE:

	Nos.	Percentage
Government	50	9.76
Public Sector	252	45.70
Private Sector	197	38.47
Other Organisations	31	6.07
	530	100.00

Facultywise MDPs conducted during 1984-85

Sl No	Faculty Leader/s	No.of prog- raimes	No.of parti- cipants	Gross Revenue Rs.
1	TP Gopalaswamy	1	12	2,50,000.00
2	Indira Rajaraman	1	17	20,300.00
3	Ashok Sahni	2	58	1,88,000.00
4	PN Thirunarayana	2	28	1,00,900.00
5.	V Ranganathan	1	18	30,000.00
6	S Ramaswamy	3	47	1,31,600.00
7	S Ramaswamy/RP Iyer	4	70	2,87,400.00
8	RV Gopalakrishnan	1	14	58,000.00
9	SG Lele/RP Iyer	1	28	1,03,500.00
10	SG Lele/Kalyani Gandhi	3	43	1,51,800.00
11.	SN Chary	1	17	39,000.00
12	TP Gopalaswamy/V Nagadevara	1	11	29,000.00
13	RK Vijayasarathy	2	35	1,12,250.00
14	Prasanna Chandra	1	23	84,550.00
15	Prasanna Chandra/R Vaidyanathan	1	18	65,600.00
16	S Ramaswamy/R Vaidyanathan	2	28	76,050.00
17	MR Gopalan	1	12	60,000.00
18	Malathi Somaiah	2	23	11,500.00
19	N Krishnaswamy/NSS Arokiaswamy	1	8	20,800.00
20	JC Bhatia	1	8	15,500.00
21	PN Thirunarayana/GK Valecha	1	7	25,000.00
22	S Subba Rao/TS Nagabhushana	1	9	30,000.00
23	N Krishnaswamy/S Sampangiramaiah	1	8	30,000.00

DETAILS OF MDPs CONDUCTED - 1984-85

Sl No.	Programme	No. of Participants	Gross Revenue Rs.
1	MDP for Nepal Government Officers (12 weeks Programmes) (TPG)	12	2,50,000.00
2	Project Evaluation (IR)	7	20,300.00
3	Marketing Programme for Branch Sales Manager (PNT)	15	45,000.00
4	Personal and Professional Devt. of Senior Managers (AS)	27	1,17,000.00
5	Project Appraisal (VR)	18	30,000.00
6	Finance for Non-Finance Executives (SR/RPI)	15	50,500.00
7	General Management (SR/RPI)	20	1,24,000.00
8	Productivity Management (RVG)	14	58,000.00
9	Stores and Inventory Control (SR)	18	49,000.00
10	Effective Management (SGL/RPI)	26	1,03,500.00
11	PERT/CPM (SNC)	17	39,000.00
12	Management in Dairy Industry (TPG/VN)	11	29,200.00
13	Strategic Marketing for Pharmaceutical Products (RKV)	15	50,250.00
14	Human Relations in Management (SGL/KG)	16	56,000.00
15	Projects: Preparation, Appraisal and Implementation (PS)	23	84,550.00
16	Finance for Non-Finance Executives (SR/RV)	15	50,250.00
17	Project Management (M.G)	12	60,000.00
18	Management Information & Reporting System (SR)	22	62,500.00
19	Working Capital Management (SR/RV)	13	25,800.00
20	Planning and Monitoring for Educational Institutions (MS)	11	5,500.00
21	Training Techniques for Managers (SGL/KG)	12	36,800.00

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Sl. No.	Programme	No.of Partici- pants	Gross Revenue Rs.
22	Management of Public Utilities (NK/NSSA)	8	20,800.00
23	Purchasing Management (SR)	7	20,100.00
24	Management of Primary Health Care Programme (JCB)	8	15,500.00
25	Japanese Corporation (P.I.T/GKV)	7	25,000.00
26	Management of Crisis (SR/TSN)	9	30,000.00
27	Corporate Long Range Planning (SR/RPI)	10	30,400.00
28	Industrial Marketing Management (PNT)	13	55,900.00
29	Budget Planning and Control (SR/RPI)	25	82,500.00
30	Managing the Sales Force (RKV)	20	62,000.00
31	Issues and Trends in Industrial Relations (RK/SS)	8	30,000.00
32	Human Relations in Colleges (MS)	12	6,000.00
33	Corporate Financial Management (PC/RV)	18	65,600.00
34	Human Resources Management - A Developmental Approach (SGL/KG)	15	59,000.00
35	Delegation of Powers and Role of Chief Executives in the Public Sector (AS)	17	70,500.00
			19,20,950.00

ORGANISATION B. D. PROGRAMMES - 1984-85

Sl No	Programme	Sponsoring Organisation	Duration
1.	Training Programme on General Management for Assistant Engineers (Gr I Officers)	BEL, Bangalore	3 weeks
2.	Programme on General Management	BEL, Bangalore	4 weeks (two batches)
3.	Programme on General Management	CPRI, Bangalore	1 week
4.	Programme on General Management	BTEL, Bangalore	2 weeks
5.	Programme on Management Training for Top Finance Executives	Gujarat Electricity Board, Baroda	1 week
6.	Programme on General Management Engineer Trainees	BTEL, Bangalore	2 weeks
7.	Programme on Managerial Effectiveness for Executives	BTEL, Bangalore	1 week
8.	Programme on General Management for Probationary Engineers	BEL, Bangalore	2 weeks
9.	Programme on Management Development Programme	DPR, Ministry of Officers, Govt of India, New Delhi	3 weeks
10.	Programme on Internal Faculty Development for DST	DST	1 week
11.	Programme on Managerial Effectiveness for Managers	BTEL, Bangalore	1 week
12.	Programme on Effective Management for Officers	BEL	1 week
13.	Programme on Managerial Productivity	BTEL	1 week

Sl No	Programme	Sponsoring Organisation	Duration
14.	Programme on Management Development Programme for Senior Officers of TPF	Employees' Provident Fund Organisation	2 weeks
15.	Programme on Management Techniques for Mater Resources Utilisation	TA-DOU	3 weeks
16.	Programme on Management Development Programme	DR, Ministry of Home Affairs, Govt of India	4 weeks
17.	Improving Productivity for Ordnance Factory	Ordnance Factory	1 week
18.	Training Programme for I.R.S Practitioners		1 week
19.	General Management for Engineers	Mysore Electricity Board, Bangalore	5 weeks

INTERNALLY INSTITUTE FUNDED AGRICULTURAL PROJECTS

Completed:

1. Wages and Labour Supply : Rural Labour in India
2. Education and Job Market
3. New Dimensions in the Evaluation of Health Care Services
4. Technological Progress and Productivity Changes in Public Sector Transport Equipment Industry in India

Projects awarded:

1. Impact of Japanese Collaboration on Financial Management
2. A Management Study of Public Sector Health Care Services in the Rural South India
3. A Study of Mismanagement of Public Funds as a result of Existing Superfluous Legal Incentives and Ordinances in the Karnataka State
4. Structural Changes in the Composition of Costs in the Coal Mining Industry
5. Transportation Planning and its Relation with Economic Development
6. Community Financing of Rural Health Service
7. Survey of Financial Management Practices in Large Business Undertakings
8. A Micro-study on the Operation of the Rural Labour Markets in Karnataka
9. Productivity growth, demand for labour and investment changes in major manufacturing industries of Karnataka
10. Causes of Industrial Peace
11. India's International Business Operation : "An Appraisal of Strategic and Organizational Issues"

Externally Funded Research Projects

Completed:

1. Project Reformulation of CWCOCO Cocoa Based Product
2. Inter-regional Consultative Meeting on Strengthening of Health Manpower Management systems
3. Health & Family Welfare Project - Madhya Pradesh
4. Additional Manpower required for Capacity Expansion and FCCU Project
5. Evaluation of Dugwell Scheme in Bangalore District
6. Socio-Economic and Environmental Impact of Ganga-Brahmaputra Link Canal

- 2 -

Projects Awarded:

1. Energy Conservation in Agricultural Pumps etc
2. Evaluation of Integrated Tribal Development in Karnataka
3. Bangalore Housing Market
4. W.O: Causes of Maternal Deaths
5. S&T Personnel in higher Salaried Group involved in Public Sector Undertakings

CONSULTANCY PROJECTS

Completed: (in 84-85)

1. Rationalization and Reorganization of Telecommunication Staff Cycles of the P&T Department
2. Systems Studies for Planning of the Narasagara Complex (Interim Report)
3. Programme for amalgamation Group
4. Evaluation of Rehabilitation Programme in Central Cooperative Banks - NBARD

Projects Awarded (in 84-85)

1. Conduct of Common Entrance Examination for the I Year Diploma - IHMCT&AN
2. Exploratory Telephone Users' Survey - ITI
3. Preparation of a State of Art Report on Draught Animal Power in India
4. Manpower Planning for Irrigation Development in Tamil Nadu - Under Irrigation Management Training Programme (U3-ID Project)
5. A Study of Maharashtra & Karnataka State Electricity Boards
6. Danida Health & Family Welfare Project, Bhopal (MP)
7. OD & Team Building at Grindwell Norton Ltd.
8. TEJSOK : Survey of Kolar and Narsar in t.i.
9. MBA Test for Kousali Institute of Manager & Studies
10. Food Balance Study for Government of Karnataka
11. Research Guidance : I.I.O
12. Organization Study for Semiconductor Com 1 ~ Ltd.

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List of Visitors to the Institute
during 1984-85

1. Mr. M.L. Chandra Keerthi
Commissioner for Labour
Bangalore
2. Mr. J.W. Glendinning
Harfield Polytechnic
U.K.
3. Mr. James S Leader
US Embassy
New Delhi
" "
Mr. V Srinivasan
4. Mr. Michael J. Cox
Southern Asia Department
Oxfam, London
5. Mr. M. Nagarajan
Director
Avinash Institute of Management
Madras
6. Mr. Baldev Pasricha
Ex Chairman, I.F.C.I.
and Member Board of Governors M.D.I.
S-211, G.K. II
New Delhi
7. Mr. Syed Hashim Ali
Vice-Chancellor
Osmania University
Hyderabad
8. Mrs. S. Grewal
Secretary Education & Culture
Government of India
New Delhi
9. Prof Ishwar Dayal
Indian Institute of Management
Lucknow
10. Mr. MG Diwan
Director (ORM/CP)
LIC of India
Bombay
11. Mr. Giloert Levin
Fulcrum Foundation
55 Lodi Estate
New Delhi

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- 2 -

12. Mr. Bennett F. Baron
Population Council
P.O. Box 11-128
Bangkok
Thailand
13. Dr. TP Chawla
Consultant
Planning Commission
14. Mr. Brimal Sen
Ex Director
International Educational
Consultation
New Delhi
15. Mr. M Subramanian
Secretary
Civil Supplies
Government of India
16. Mr. Vidyashidhi Dalmia
Dalmia House
27 Akbar Road
New Delhi
17. Mr. Michael Booth
British High Commission
British Council Division
Madras
18. Mr. Daniel F. Waterman
US Consulate General
Madras
19. Mr. Harry G. Barnes
Ambassador of the
United States to India
20. Mr. Robert Gilberg
US Embassy
New Delhi
21. Mr. Waris Rafheed Kidwai
Secretary General
SCOPE
New Delhi
22. Mr. YP Kapoor
Director
BPE, Ministry of Finance
23. Mr. Abid Hussain
Member
Planning Commission
New Delhi

24. Mr. MK Pandhe
Secretary CITU
6 Talkatora Road
New Delhi
25. Mr. RKA Subramanyam
Director General
Gandhi Labour Institute
Ahmedabad
26. Mr. DGR Bebban
University of East Anglia U.K.
c/o British Council
New Delhi
27. Mr. Roger Uney
Templeton College
Oxford
28. Mr. Kevin Dolonan
British Council
London
29. Mr. F Muhammad
United Nations
New York
30. Mr. Ajit Banerjee
United Nations
Development Administration Division
New York
31. Mr. AP Saxena
Department of Personnel A & R
New Delhi
32. Mr. S Sampath Narayanan
Accountant General (Audit)
Karnataka, Bangalore
33. Mr. Albert Cochive
The British Council
London
34. Mr. T Lakshminarayanan
Director
Anna Institute of Management
Madras
35. Mr. Marwin Dagil
The British Council
London
36. Mr. Alan Malay
British Council Division
Madras
37. Dr. Elenworth
TETOC Group, British Council, London
38. Dr. David Solomons
Wharton School, U.S....

APPENDIX - XV

FUNCTIONARIES AS ON 31st MARCH 1985

I	<u>AREA CO-ORDINATORS:</u>	<u>Professors</u>
1.	Production & Operations Management (POM)	.. SN Chary
2.	Operations Research & Quantitative Methods (OR&QM)	.. S Subba Rao
3.	Organisational Behaviour & Industrial Relations (OB&IR)	.. S Srinivasarao
4.	Economics & Social Sciences (ESS)	.. PV George
5.	Marketing	.. P.V. Thirunavayana
6.	Finance & Control	.. S Prasanna Chandra
II	<u>SECTOR CO-ORDINATORS</u>	
1.	Energy & Power	.. K B Nair
2.	Agriculture & Rural Development	.. P S Rao
3.	Health & Population Management	.. JC Bhatia
4.	Education	.. Malathi Somiah
5.	Transportation	.. KM Nantharamaiah
6.	Centre for Human Settlements & Environmental Studies	.. T Krishna Kumar
7.	Centre for International Management	.. S Subramanian
III	<u>PROGRAMME CO-ORDINATORS</u>	
1.	Post Graduate Programme (PGP)	.. PC Apte
2.	Fellowship Programme	.. N Nagalatha
3.	Management Development & Organisation Based Programmes	.. J S Iyer
4.	Research & Consultancy	.. MR Gopalan
IV	<u>OTHER ACTIVITIES' CO-ORDINATORS</u>	
1.	Admissions	.. VK Rao
2.	Alumni Affairs	.. S Jagadish
3.	Placement & SIPS	.. T V Nagashri Nama
4.	Students Affairs	.. TV Ramanayya
5.	Data Processing Centre (DPC)	.. VB Kaujilgi
6.	Library	.. RK Vijaya Sarathy

Annexure - I

List of Faculty in IIM-B as on 31.3.85

Prof N Krishnaswamy
Acting Director

Professors

1. KM Anantharamaiah
2. Ashok Sanni
3. B Bhaskara Rao
4. JC Bhatia
5. BK Chandrashekhar
6. OK Govindarajan
7. RK Herlekar
8. VB Kaujalgiri
9. T Krishnam Kumar
10. SG Lele
11. MNV Nair
12. KS Pillai
13. NS RamaSwamy
14. S RamaSwamy
15. Radhakrishnan
16. RK Rao
17. KLR Rao
18. MR Rao
19. PS Rao
20. NV Ratnam
21. SK Roy
22. AV Shanmugam
23. S Shiva Kumar
24. Subbarayan Prasanna
25. S Subba Rao
26. S Subramaniam
27. A Sundar
28. GK Valecha
29. Vatsala Nagarajan

Associate Professors

30. PG Apte
31. P Bhaskaran
32. SN Chary
33. PV George
34. B Ghosh
35. TP Gopalaswamy
36. MR Gopalan
37. Inciraj Rajaraman
38. AP Iyer
39. S Jagannath
40. C Jayachandran
41. V Nagadevara
42. N Naganna
43. KB Nair
44. S Prasanna Chandra
45. V Ranganathan

Associate Professors (contd.)

46. Shyamal Roy
47. VK Tewari
48. DV Thirunarayana
49. Vinod Vyasulu

Assistant Professors

50. J Bandyoobazar
51. S. Bijoor
52. Kalyani Banerji
53. Malathi Banerji
54. Mira Bakshi
55. TS Nagabhusanam
56. CL Narasimhan
57. B. Patil
58. TV Ramanayya
59. S Sampangiranaiah
60. KG Tagat
61. R Vaidyanathan
62. RK Vijaya Sirathy

Honorary Faculty

1. PS Kapu
2. NSS Arokiaswamy
3. LS Chandrasekant
4. NB Menon
5. MAS Rajan
6. SS Murthy
7. CVS Rathnam
8. KR Srivatsa
9. KS Subramaniam
10. CS Swami Iitnam
11. Zafar Futehally

VIS Coordinator (Training)

1. VI Bhide

Pool Officer, IITM CSI, New Delhi

1. N Brij Bhushan

DEAN:

1. Dr AV Shanmugam
Dean(Administration)
2. Prof A. K. Venkateswamy
Dean(Research)
3. Prof S. S. Swamy
Dean(Programmes)

List of Officers as on 31 March 1985

Name	Designation
1. Shri KK Veerappa	Chief Administrative Officer i/c and Officer on Special Duty
2. Shri TS Natarajan	Senior Finance Officer
3. Shri G Bhaktamitran	Librarian
4. Shri DS Nagaraj	Superintending Engineer
5. Shri HV Mirannaiah	Administrative Officer (General)
6. Shri DK Ramadasian	Administrative Officer (MDP & OBP)
*7. Shri S Srikant	Administrative Officer (PGP)
8. Shri VS Gopinatha Rao	Administrative Officer (Staff)
9. Shri KV Srikantraj Urs	Assistant Executive Engineer (on Deputation)
10. Shri Chikkamallaiah	Assistant Librarian
11. Dr AY Asundi	Assistant Librarian
12. Shri K Manalingam	Horticultural Officer
13. Miss H Kala	Officer on Special Duty (Publications)
	and
	Administrative Officer (PGP) i/c

*on deputation wef 12.10.84 as Registrar (Administration)
in National Board of Examinations, New Delhi

DETAILS OF ESTABLISHMENT AS ON 31 MARCH 1985
(CATEGORY-WISE SANCTION & STRENGTH)

1. Director	:	01
2. Faculty (Professors, Associate Professors & Assistant Professors)	:	100
3. Chief Administrative Officer	:	01
4. Superintending Engineer	:	01
5. Senior Finance Officer	:	01
6. Librarian	:	01
7. Administrative Officers	.	05
8. Assistant Librarian Grade-I	:	02
9. Horticulture Officer	:	01
10. Research Fellows	:	31
11. Secretary to Director	:	01
12. Research Assistants	:	19
13. Superintendents	.	10
14. Photographer	:	01
15. Assistant Librarian Grade-II	:	02
16. Artist/Draughtsman	:	02
17. Programmer	:	04
18. Stenographer (Selection Grade)	:	06
19. Stenographer (Senior Grade)	:	30
20. Technical Assistants	:	04
21. Assistant	.	11
22. Purchase Assistant	:	02
23. Machine Operator	.	04
24. Library Assistant Grade-I	.	08
25. Junior Engineer		02
26. Cashier	:	01
27. Accountant	:	02
28. Stenographer (Junior Grade)	.	20
29. UDC	:	17
30. Receptionist	.	02
31. Proof Reader	:	01
32. Projectionist	:	01
33. Mechanic (A.V Equipment)	:	02
34. Library Assistant Grade-II	:	05
Total	:	<u>301</u> 2

- 2 -

	3/F	:	301
35.	Key Punch Operator	:	06
36.	Internal Auditor	:	14
37.	Electrician	:	1
38.	Draughtsman	:	0
39.	Duplicator Operator (Selection Grade)	:	05
40.	Automobile Mechanic	:	02
41.	Driver (Selection Grade)	:	03
42.	Plumber	:	04
43.	Carpenter	:	01
44.	LDC/Typist	:	57
45.	Mess Manager/Accountant	:	05
46.	Driver	:	12
47.	Library Attender	:	07
48.	Duplicator Operator	:	03
49.	Electrical Fireman	:	01
50.	Despatch Rider	:	01
51.	Peon/Watchman	:	64
52.	Sweeper	:	26
53.	Cleaner	:	02
54.	Mali	:	15
55.	Cook	:	04
56.	Mess Helper	:	14
	Grand Total	:	<u>545</u>

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

BALANCE SHEET AS AT 31ST MARCH, 1985

44

1983 - 84 Rs.	CAPITAL & LIABILITIES	1984 - 85 Rs.	1983 - 84 Rs.	PROPERTY & ASSETS	1984 - 85 Rs.
	I CAPITAL FUND			I FIXED ASSETS	
17,80,141	A. Opening Balance 17,80,140.87 Less Excess of expenditure over income 3,57,169.42	14,22,971.45	6,67,61,331	(As per Schedule 'A')	3,26,97,537.28
4,43,791	B. Ford Foundation Grant Opening Balance	4,43,791.15	24,07,612	II CURRENT ASSETS, LOANS & ADVANCES (As per Schedule 'B')	18,92,022.59
30,00,000	III DEVELOPMENT GRANT A. Government of Karnataka Opening Balance 30,00,000.00 Add value of Campus Land 37,95,000.00	67,95,000.00	8,70,165	III DEPOSITS (As per Schedule 'C')	8,08,664.90
6,57,59,017	B. Government of India Opening Balance 6,57,59,017.00 For the year 1,06,26,765.19	7,63,85,782.19	21,72,000	IV GRANT IN AID RECEIVABLE A. Plan 18,00,000 B. Non Plan 1,22,000	19,22,000.00
75,210	III CURRENT LIABILITIES		...	V ORGANISATION BASED PROGS. (ON GOING) Expenses 7,79,662.20 Less Receipts 7,43,457.14	36,205.06
11,07,937	A. Outstanding Liabilities 11,94,140.00				
2,24,181	B. For Deposits 14,92,322.52				
7,020	C. Sundry Credit Balance 5,25,485.83				
	D. Suspense (General) ...		1,648	VI CASH & BANK BALANCES	
6,22,437	IV ONGOING ASSIGNMENTS A. Sponsored Research Receipts 57,55,317.59 Less Expenses 23,09,691.09	34,45,626.50	2,04,380	A. Cash on hand 27,869.62	
11,12,223	B. Consultancy Receipts 42,44,369.61 Less Expenses 32,92,720.90	9,51,648.71	18,29,600	B. With State Bank of Mysore	
1,14,779	C. Organisation Based Programmes	1) Richmond Rd. Branch (Grant A/c.) 9,139.15 2) Campus Branch (Grant A/c.) 2,02,367.75 3) Account No. 999 (Con. GRANT A/c.) 50,60,862.00 4) Account No. 1000 (MDP & ODP) 100.00	
7,42,46,736	TOTAL	9,26,56,768.35	7,42,46,736	TOTAL	9,26,56,768.35

BANGALORE
Date : 12.9.85

R. Rangarao
RS RANGARAO
INTERNAL AUDITOR

(T.S. MURTI)
SENIOR FINANCE OFFICER

(J. PHILIP)
DIRECTOR

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

SCHEDULES A, B, & C ATTACHED TO AND FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1985

45

SCHEDULE 'A' : FIXED ASSETS

SCHEDULE 'B' : CURRENT ASSETS, LOANS & ADVANCES

PARTICULARS	Opening Balance as on 31.3.1984		Additions During 1984 - 85	Balance as on 31.3.1985	1983 - 84	PARTICULARS	1984 - 85
	Rs.	Rs.					
1. Land & Development and New Works in Campus:					1,33,688.81	Motor Vehicle Advance	1,17,618.00
A. Cost of Land			37,95,000.00	37,95,000.00	1,06,996.79	Advances (Miscellaneous)	1,06,996.79
B. Cost of Works	4,64,25,288.06		1,06,30,594.33	5,70,55,882.39	62,633.70	Sundry Debtors	62,633.70
2. Noise Control & Acoustics	3,12,742.60		...	3,12,742.60	1,05,058.92	Sundry Debit Balances	2,44,470.07
3. Furniture, Pittings & Equipments	42,88,199.30		1,39,778.86	44,27,978.16	28,078.46	Suspense Recoverable	28,078.46
4. Improvements to Temporary Premises	18,74,973.86		2,897.75	18,77,871.61	3,79,506.00	House Building	6,71,606.00
5. Library Books & Films	66,63,934.30		5,85,427.91	72,49,362.21	7,259.52	Imprest	6,349.90
6. Vehicles	12,28,702.31		6,09,107.43	18,37,809.74	24,260.30	Convocation Gowns	24,260.30
7. Teaching & Research Aids	55,23,699.61		1,73,399.81	56,97,099.42	35,270.00	Festival Advance	27,240.00
8. FORD FOUNDATION GRANT					1,709.00	Salary Advance	2,375.00
i) Library Books	2,41,291.15		...	2,41,291.15	11,89,000.00	Committ on Stock	1,12,351.80
ii) Teaching Aids	2,02,500.00		...	2,02,500.00	4,29,000.00	Steel on Stock	4,88,042.57
TOTAL OF SCHEDULE 'A'	6,67,61,331.19		1,59,36,206.09	8,26,97,537.28	24,07,612.40	TOTAL OF SCHEDULE 'B'	18,92,022.59

SCHEDULE 'C' : DEPOSITS

1983 - 84	1984 - 85
Rs.	Rs.
81,633.09	Rent Deposits
6,47,048.00	Telephone Deposits
86,314.81	Deposit General
36,000.00	PGP Prime Endowment A/c.
10,425.00	Deposit with Rent Controller
8,744.00	Water Deposits
8,70,164.90	TOTAL OF SCHEDULE 'C'
	8,08,664.90

R. D. Ravishankar
(R. D. RAVISHANKAR)
INTERNAL AUDITOR

D
(T. S. Natarajan)
SENIOR FINANCE OFFICER

Om M
(J. Phillips)
DIRECTOR

RECEIPTS		1984 - 85 Rs. Pa.	PAYMENTS		1984 - 85 Rs. Pa.
Brought Forward	...	3,53,76,350.88	Brought Forward	...	1,90,79,25 2.09
	...		10 Entertainment	...	3,805.71
			.. Reimbursement of Medical Expenses		3,23,599.97
			.. Uniforms		91,716.73
			.. Leave Travel Concessions		38,546.49
			.. Staff Welfare Expenses		30,865.56
			.. Advertisement & Recruitment Expenses		51,531.35
			.. Society Membership		12,300.00
			.. Other Contingencies		3,37,631.39
			.. Repairs & Maintenance of Bqts. & Furniture		1,14,114.77
			.. Hire of Furniture		40.00
			.. Bank Charges		5,130.05
			.. Consumables		2,22,940.16
			.. Subsidy to Departmental Canteen		64,457.71
			.. Sundry Debtors		1,35,721.79
			.. Miscellaneous Advance		94,849.10
			.. House Building Advance		2,92,100.00
			.. Salary Advance		666.00
			.. Refund of Deposits		11,970.75
			.. Land Development & New Works in Campus		84,12,988.70
			.. Furniture, Fittings & Equipments		1,39,778.86
			.. Improvements to Temporary Premises		2,897.75
			.. Vehicles		6,09,107.43
			<u>CLOSING BALANCE</u>		
			.. A. <u>Cash on Hand</u>		27,869.62
			.. B. <u>With State Bank of Mysore</u>		
			1) Richmond Rd. Branch (Grant Account)		9,139.15
			ii) Campus Branch (Grant Account)		2,02,367.75
			iii) Account No. 999 (Cons. & Spec. Research A/c.)		50,60,862.00
			iv) Account No. 1000 (MDP & CRP)		100.00
GRAND TOTAL		3,53,76,350.88	GRAND TOTAL		3,53,76,350.88

INDIAN INSTITUTE OF MANAGEMENT, BROWNSVILLE
RECEIPT & PAYMENT ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1985

48
(Figures in Rupees)

RECEIPTS		1984 - 85	PAYMENTS		1984 - 85
		Rs.	Rs.		Rs.
OPENING BALANCE			TO	A. PAY & ALLOWANCES	
Cash on Hand		1,648.79		Pay & Allowances	
Cash at Bank		20,33,980.00		PLAN	3,73,234.81
BY	Recurring Grant from GOVERNMENT OF INDIA			NON PLAN	69,22,707.26
A. PLAN		92,00,000.00		Institute Contribution to PF	72,95,942.07
B. NON PLAN		1,16,23,000.00		Employee's Welfare Fund Contribution	2,75,000.00
C. GRANT IN AID RECEIVABLE ACCOUNT		21,72,000.00		B. OTHER CHARGES	24,487.00
.. Income from Post Graduate & Fellowship Programmes		3,75,525.54		1) Academic	
.. Management Development Programmes		20,34,072.00		a) Library Books & Films	5,35,427.91
.. Organisation Based Programmes		7,80,207.14		b) Post Graduate & Fellowship Programmes	16,24,575.97
.. Consultancy		20,35,420.01		.. Management Development Programmes	16,95,215.86
.. Subsidised Seminars		1,16,119.12		.. Organisation Based Programmes	8,95,650.50
.. Sponsored Research		38,61,678.67		.. Consultancy	19,03,625.18
.. Rent of Faculty Housing (Recoveries)		1,76,708.37		.. Seminars - Subsidised	2,32,559.95
.. Rent of Institute Quarters		71,045.26		.. Sponsored Research	11,18,248.24
.. Guest House Hire Receipts		1,275.00		.. Case Development & Institute Research	67,104.18
.. Deposits		3,34,413.05		.. Publication of Institute Brochure/Bulletin	799.00
.. Miscellaneous Income (including interest on SB A/c.)		2,01,280.10		.. Subscription to Periodicals	41,343.77
.. Sundry Creditors		2,71,897.02		.. Deputation and Training	54,667.60
.. Refund / Recovery / Deposits / Advances		86,090.81		.. Rent of Faculty Housing	2,90,853.02
..				.. Maintenance of IIP & Other Equipments	4,10,882.92
..				.. Teaching and Research Aids	1,73,399.81
..				II) Administration	
..				.. Rent Rates & Taxes	3,12,732.01
..				.. Electricity and Water Charges	3,38,068.66
..				.. Guest House Expenses	10,011.51
..				.. Maintenance and Repairs to Buildings	44,362.78
..				.. Travel Expenses	2,36,724.99
..				.. Vehicle Expenses	4,67,136.44
..				.. Freight and Transport	12,661.22
..				.. Postage & Telegrams	22,596.92
..				.. Telephone & Telex Charges	5,38,126.92
..				.. Printing & Stationery	2,85,943.66
..				.. Audit Fee	59,470.00
..				.. Legal Charges	21,634.00
Carried F/W		3,53,76,350.88		Carried F/W	1,90,79,252.09

R. P. Rangarajan
R. P. RANGARAJAN

(TS MALARAJAN)
SENIOR FINANCE OFFICER

J. Philip
J. PHILIP
DIRECTOR

1983 - 84 Rs. Rs.	EXPENDITURE	1984 - 85 Rs. Rs.	1983 - 84 Rs. Rs.	INCOME	1984 - 85 Rs. Rs.
1,60,85,538.66	Brought Forward	1,39,88,674.31	1,87,38,013.86	Brought Forward	1,68,66,190.64
2,34,977.34	20 Travel Expenses	2,36,724.99			
1,84,054.38	'' Vehicle Expenses	4,67,136.44			
31,529.35	'' Freight and Transport	12,661.22			
93,731.85	'' Postage and Telegrams	22,596.92			
3,78,811.20	'' Telephone and Telex Charges	5,38,126.92			
4,23,672.56	'' Printing & Stationery	2,85,943.66			
38,095.00	'' Audit Fee	59,470.00			
13,854.60	'' Legal Charges	21,634.00			
10,085.33	'' Entertainment	3,805.71			
3,20,359.24	'' Reimbursement of Medl. Expenses	3,23,599.97			
26,747.17	'' Uniforms	91,716.73			
38,414.29	'' Leave Travel Concessions	38,546.49			
84,299.13	'' Staff Welfare Expenses	30,865.56			
32,835.85	'' Advertisement & Recruitment Expenses	51,531.35			
7,894.00	'' Society Membership	12,300.00			
3,47,452.70	'' Other Contingencies	3,37,631.39			
1,36,010.57	'' Repairs & Maintenance of Equipments & Furniture	1,14,114.77			
6,450.00	'' Hire of Furniture	40.00			
5,139.30	'' Bank Charges	5,130.05			
2,32,873.21	'' Consumables	2,22,940.16			
5,188.13	OUT OF FORD FOUNDATION GRANT	...			
1,87,38,013.86	GRAND TOTAL	1,68,66,190.64	1,87,38,013.86	GRAND TOTAL	1,68,66,190.64

RANGAORE
Date : 1.1.85

R.P. Rangashetty
(MS RANGASHETTY)
INTERNAL AUDITOR

T.S. Narayana
(T.S. NARAYANA)
SENIOR FINANCE OFFICER

J. Phillips
(J. PHILLIPS)
DIRECTOR
May

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

46

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

1983 - 84 Rs. Rs.	EXPENDITURE	1984 - 85 Rs. Rs.	1983 - 84 Rs. Rs.	INCOME	1984 - 85 Rs. Rs.
68,87,968.63	TO A. PAY & ALLOWANCES			BY RECURRING Grant from Govt. of India	
68,87,968.63	'' Pay & Allowances			PLAN 3,73,234.81	
	PLAN 3,73,234.81			NON PLAN 1,17,45,000.00	
	NON PLAN 69,22,707.26	72,95,942.07			1,21,18,234.81
2,80,368.75	'' Institute Contribution to PF	2,75,000.00			
...	'' Employee's Welfare Fund Contba.	24,487.00			
	B. OTHER CHARGES				
	i. Academic				
17,47,571.77	'' Post Graduate Fellowship Prog.	16,24,575.97			
8,44,787.11	'' Organisation Based Programmes	1,23,277.45			
18,31,729.96	'' Management Development Prog.	16,95,215.86			
13,30,244.13	'' Consultancy	6,35,213.32			
1,61,539.35	'' Seminars - Subsidised	2,32,559.95			
11,02,243.39	'' Sponsored Research	4,08,119.53			
2,08,864.83	'' Case Dev. & Institute Research	67,104.18			
10,825.55	'' Publication of Institute Brochure / Bulletin	799.00			
53,281.09	'' Subscription to Periodicals	41,343.77			
62,760.30	'' Deputation & Training	64,667.60			
3,58,912.67	'' Rent of Faculty Housing	2,90,853.02			
1,38,052.47	'' Maintenance of EDP & Other Equipments	4,10,882.92			
	ii. Administration				
6,10,624.64	'' Rent rates and Taxes	3,42,732.01			
3,05,824.89	'' Electricity & Water Charges	3,38,068.66			
19,905.57	'' Guest House Expenses	10,011.51			
73,737.47	'' Maintenance & Repairs to Bldgs.	44,362.78			
54,296.09	'' Departmental Canteen (IIM - B)	64,457.71			
1,60,85,538.66	TOTAL C/F	1,39,89,674.31	1,87,38,013.86	TOTAL C/F	1,08,68,190.64

BANGALORE
Date 8/12/93


(R. RANGASWAMY)
INTERNAL AUDITOR



(T. M. NARAYANA)
SENIOR FINANCE OFFICER



(J. PILLAI)
DIRECTOR