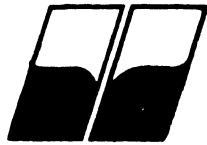


ANNUAL REPORT

1985-86



INDIAN INSTITUTE OF MANAGEMENT
BANNERGHATTA ROAD, BANGALORE-560 076

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

A N N U A L R E P O R T

1985 - 86

1.1 THE INSTITUTE:

The Indian Institute of Management, Bangalore (IIM-B) was established in October 1973, by the Union Ministry of Education, Government of India, in cooperation with the Government of Karnataka. The IIM-B is the third in the series of 4 national institutes of Management set up in the country at Calcutta, Ahmedabad and recently at Lucknow. The Institute aims at augmenting the management resources of the nation through programmes of teaching, training, research and other professional series.

In addition to meeting the needs of the Business and Industry sector, the Institute strives to enhance the effectiveness of the public systems in Agriculture and Rural Development, Education, Energy, Human Settlements and Environment, Population and Health and Transportation. As such, the academic programmes of the Institute are oriented towards developing human resources for managing business and industry, as well as, public and socially relevant sectors.

The major programmes and activities of the Institute are:

- a) Two-year Post-Graduate Programme in Management;
- b) Fellow Programme in Management;
- c) Executive Development Programmes;
- d) Research;
- e) Consultancy Services;
- f) Seminars and Workshops.

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

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- o o o -

The following members were nominated as members of the Board of Governors during the year under report:

Shri D Bandyopadhyay vice Shri R Gopalaswamy.

Shri A Bharat, Secretary, Govt of Karnataka,
Education and Youth Services Department vice
Shri G Asvathanarayana.

Shri Harbans Singh, Special Secretary and Director
General, BPE vice Shri C Venkataraman.

On the expiry of the tenure, the following ceased to be the members of the Board:

- | | |
|-------------------------|-------------------|
| 1. Dr A.N.Saxena | .. June 1985 |
| 2. Dr R.P.Shenoy | .. August 1985 |
| 3. Shri P.G.Daftary | .. August 1985 |
| 4. Shri Sharu Rangnekar | .. September 1985 |

Dr S.Shiva Ramu and Dr A.K.Rao, Professors of the Institute were nominated members of the Board from 16 OCT 85 vice Dr B.K.Chandrashekar and Prof (Smt) Vatsala Nagarajan.

Shri M.K.Venkateshan, Additional Chief Secretary, Government of Karnataka resigned from the membership of the Board of Governors in December 1985. The composition of the Board of Governors as on 31 MAR 86 is shown in ANNEXURE-II.

Meetings of Board of Governors

The Society met once during the year under report on 27 APR 85. The Board of Governors met thrice on 27 APR, 30 JUN and 3 DEC 85. The Executive Committee of the Board also met thrice during the year, on 10 JUN, 13 NOV 85 and 19 FEB 1986.

The Institute currently has about 60 Faculty in various disciplines including management of public systems.

The Institute 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.

1.2 THE CAMPUS

The Institute's Campus is located on a 100-acre plot of land at 10th K.M. on Bannerghatta Road at the southern outskirts of the Bangalore City. The construction work has been started in October 1978 on the land donated by the Government of Karnataka. The first phase of 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 additional dormitory blocks administrative block and Faculty and Staff quarters are nearing completion. The first stage work of Library and Computer complex is registering a steady progress, during the year under report. The details are at ANNEXURE - I.

1.3 DIRECTOR AND BOARD MEMBERS

Prof J.Philip, who has been appointed as Director of the Institute, took over charge on 15 APR 1985.

Curriculum

The Institute works on a Trimester System with the first term beginning in the first of July.

(iii) During the first year of the programme, students undergo a compulsory programme of 19 courses in functional areas of management and supporting disciplines such as behavioural sciences, economics and quantitative methods.

(iv) After completion of the III term, all students are required to work in an organisation for approximately 3 months on a summer project. The summer project leads to a project report which is evaluated.

The Curriculum for the second year consists of 8 compulsory courses and 9 advanced level courses in elective subjects. The students freely exercise their choice of electives from among functional areas of Management, as well as, in the ~~sectors viz.,~~ Agriculture and Rural Development, Energy, Human Settlements and Environment, Population and Health and Transportation.

Fellow Programme in Management

The Fellow Programme in Management is recognised as equivalent to Ph.D by the Association of Indian Universities. This programme provides for development of concepts and skills necessary for advanced research in management field. The graduates of this programme pursue careers in teaching and training institutions, as well as, in corporate bodies.

The programme consists of course work followed by a dissertation in management related to important sectors of the economy, like Business and Industry, Agriculture & Rural Development, Education, Energy, Health & Population, Transportation and Human Settlements and Environment.

Admissions

The advertisement for admission to PGP appeared in September 1985 and for FPM in December 1985. Of the 9,344 candidates who applied for PGP admission to IIM-B, 805 candidates (including 152 SC/ST) were called for the interview on the basis of the performance in the CAT and background. The interviews were held in 7 centres during the period between 22 MAR and 8 APR 86. Admissions offers were sent to 384 candidates. Of this, 168 candidates accepted the offer. The details of the candidates who applied for the test and called for the interview are in ANNEXURE - III and IV.

In the Fellowship Programme the total number of candidates enrolled was 10. The details relating to the number of applications received and number of candidates called for the test are given in ANNEXURE - V.

1.5 SUPPORTING FACILITIES

(a) Scholarships

The Institute offered Merit-cum-Means scholarship at the rate of Rs.170/- per month with the tuition fee waiver for 15 students of 1985-87 batch and 13 students of 1984-86. Besides the MCM scholarships, the following scholarships sponsored by the various organisations were also awarded.

- 1985-87 batch:
- 1) Foundation to Aid Industrial Recovery:
3 scholarships at the rate of Rs.260/- per month for 10 months.
 - 2) NCERT: 3 scholarships at the rate of Rs.2,400/- per student per year plus additional book grant of Rs.300/-.
 - 3) Post Matric scholarship: For only one SC/ST student (AP Government).

- 1984-86 batch:
- 1) MSIL: 2 scholarships at the rate of Rs.350/- per month for 10 months.
 - 2) Almuni Association: 2 scholarships at the rate of Rs.250/- per month for 10 months.
 - 3) Bank of America: 1 scholarship at the rate of Rs.350/- per month for 10 months.
 - 4) NCERT: 5 scholarships at the rate of Rs.2,400/- per year per student plus an additional book grant of Rs.300/- each.

Apart from the above scholarships, SC/ST candidates who are not in receipt of the other scholarships continued to enjoy the waiver of tuition fee, course material fee, students welfare fund and room rent etc. They were also in receipt of Rs.150/- per month as stipend.

b) Hostels

The Institute continued to maintain two self-contained hostels one at the Campus and the other at first block Jayanagar till September 1985. During September 1985 the students of Hostel 'A' at Jayanagar were also accommodated in the campus hostel. The mess facility in the hostel continued to be monitored by the Students' Mess Committee. Presently all the PGP & Fellowship students are housed in the Bannerghatta Campus Hostels; 80 hostel rooms were under construction during the year under report.

c) Library

The Institute Library provides book lending, reading room and reference services. During the year under report the collection of books went upto 86,607 including 8,449 back volumes. It has a good collection of Govt. Publications, technical reports, conference proceedings, annual reports, reports of public and private enterprises; the Academic and Scientific publications and the like. The Micro Film

Reader, Microtech Reader and the records increased the utility of the Library. The amount spent against Campus pro from the Library is as follows:

Books	.. Rs.3,14,326.00
Periodicals	.. Rs.1,10,605.00

The details relating to the statistical data regarding collection, circulation, budget are given in ANNEXURE - VI. We could mention the increase in cost of Books/Periodicals and used to enhance the library budget, also to enhance qualified literary staff - by "3". The new library building is under construction.

d) Computer Centre

ORG The DPC consists of the ORG 80 system with 8 terminals and 3 offline data entry systems with peripherals like tapedrives, card reader and printer.

The utilisation of the system has been over 80%. There were some problems with data entry systems and they have been resolved.

The major problem of the system has been that of software. There have been several hitches in this area and the Operating System has had to be updated regularly. As of now, version 3.1 of the O.S. has been loaded.

The second problem has been that of speed. In spite of a high utilisation, the efficiency has been low.

The Math Co-processor has now been added to the system but there are still several bugs in it which are yet to be resolved.

There are several large problems which can easily be solved by standard application packages, but, they cannot be tackled by ORG system.

H.P.: The Hewlett Packard desk top system is very useful in small scale software development and is being used extensively in its restricted sense.

PC's : The Institute has procured eleven Personal Computers manufactured by M/s HCL. This is expected to release some load on the ORG-80 and also cater to applications for which ORG-80 has not been helpful.

The terms of financial outlay: Roughly Rs.2.5 lakhs has been spent on maintenance of ORG-80 and Rs.36,000/- on the Unit Record System. The amount spent on the PCs has been Rs.6.2 lakhs.

Requirement of uninterrupted power supply units, voltage stabilisers and similar hardware requirements have been shelved for want of funds.

1.6 PLACEMENT

Final Placement of PGP and FPM Students

Out of the 96 students in the outgoing batch, there were three sponsored students and six students seeking jobs on their own. The remaining 87 students have been suitably placed through the CRP.

There were 122 organisations who had shown interest in participating in our CRP. 71 organisations participated - 11 (15%) from the Public and 60 (85%) from the Private Sectors - and offered Placements to 87 students - 10 (11%) in Public and 77 (89%) in Private Sector organisations.

There were 115 offers from 47 organisations - 16 (6 organisations) from Public and 99 (41 organisations) from Private Sectors.

There were 39 (45%) students placed in the area of Marketing followed by 19 (22%) in the area of Systems. 43 (49%) students were placed in the Western region followed by 26 (30%) in the Southern region.

The highest salary offer received this year was Rs.4,725/-p.m. plus perks. The overall average salary offered this year works out to Rs.2,860/- p.m. as compared to last year's Rs.2,543/-p.m. The average salary for the freshers worked out to Rs.2,580/- p.m.

Two students from the Fellow Programme in Management (one each from Transportation and Power and Energy Sectors) were also placed this year, in addition to the above - one each in Public Sector (BEL) and Private Sector (Arvind Mills) with an average salary of about Rs.3,000/- p.m.

This year the feedback from most of the organisations was quite encouraging, and they were happy with the performance of our students. This has been reflected in the fact that many organisations who used to have their selection at their head-quarters decided to give the result at the Campus itself, to ensure that the selected candidates were available to them. Quite a few interviews which were scheduled for last week of February and onwards had to be called off by the organisations due to the non-availability of students by that time.

mer Project Placement

There are 100 students in 12th batch (1985-87). There are three sponsored students and ten students have arranged projects on their own. The remaining 87 students are provided with projects through the PPP - 18 (21%) in Public Sector and 69 (79%) in 33 Private Sector Organisations. This year 12 organisations have given projects to our students for the first time.

There are 55 (63%) students working on projects in the areas of Marketing and 50 (58%) students are placed in the Southern region. The students are being paid a stipend ranging from Rs.650/- p.m. to Rs.1,200/- p.m. averaging to Rs.850/- p.m. as compared to last year's average of Rs.795/- p.m.

The details of the final and project placements are given in ANNEXURES VII AND VIII.

1.8 CONVOCATION

The tenth Annual Convocation of the Institute was held on 27 APR 1985. Dr.K.C.Pant, the then Union Minister of Education and Culture delivered the convocation address. 98 PGP students received their diplomas at the convocation.

1.9 MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

During the year 1985-86, 52 MDPs were scheduled. The Institute conducted 37 programmes. The details of the programmes, number of participants etc., are given in ANNEXURES IX AND IX (a).

Out of 37 programmes conducted, 33 were functional area programmes and 4 were sectoral programmes. The total revenue from these programmes for the year was a little over Rs.26,58,000/- approximately. This is the highest

revenue compared with the previous years. There were 642 senior and middle level executives and officials who participated in the programme during the year 1985-86. The comparative statistics of participants per programme since 1977-78 are given ANNEXURES IX (b) AND IX (c).

1.10 ORGANISATION BASED PROGRAMMES (OBPs)

During the year under report 35 programmes were conducted of the duration of 69 weeks compared to 20 OBPs of the duration of 54 weeks. The total revenue from OBPs was Rs.16,94,300/-. The Institute has conducted 4 programmes (3 to 8 weeks) for the Govt. of India, Ministry of Home Affairs, Department of Training and 4 programmes of the duration of 4 weeks for KEB. The details of the programme and the number of participants are given in ANNEXURE X.

1.11 RESEARCH AND CONSULTANCY

During 1985-86, the Institute initiated a number of research and consultancy projects supported by external agencies as well as through Institute funds. More than 15 projects undertaken during the year were supported by external agencies. Of these 3 projects are expected to be completed next year. The projects completed during the year included the following studies:

- (i) Manpower Planning and Irrigation Development in Tamil Nadu,
- (ii) Study on Electricity Boards of Karnataka and Kerala,
- (iii) Socio-economic Impact of Bababudan Iron-ore Mine.

Projects initiated during the year included Bagalkot Rehabilitation Studies and a study on the pros and cons of the 5 days work week for the Government of Karnataka.

A number of short term studies were also initiated with support from Institute research funds. Some of these studies are:

- (i) Causes of Industrial peace
- (ii) India's International Business Operation
- (iii) Indian borrowing on International Capital Markets in the eighties.

1.12 ACADEMIC ACTIVITIES OF AREAS/SECTORS

(i) Centre for International Management (CIM)

The Institute set up a Centre for International Management (CIM) in 1984. The focus of the Centre's activities is on issues and problems on international business of special relevance to India. However, it is expected that the output of the Centre will be of relevance to other developing countries as well.

The Centre is guided by an Advisory Committee consisting of professionals and practioners in International Management. Composition of the Advisory Committee is given in ANNEXURE - XI.

The Centre has initiated its activities in three major fields, viz.,

- a) international business
- b) comparative management systems and
- c) trade and investment

This involvement is in the nature of elective courses in the PGP curriculum, executive development programmes, seminars and workshops.

Endowment Chairs in CIM: Mr.C.S.Swaminathan, former Secretary, Ministry of Mining, Government of India, has accepted the SRC Chair and Mr.Praxy J.Fernandes, former Secretary, Ministry of Finance, Government of India and former UN Adviser to International Centre for Public Enterprises in Developing Countries (ICPE), Yugoslavia has accepted the MMTC Chair. Both have accepted US.

Five Year Project Document: The Institute has submitted a comprehensive proposal to UNDP through Ministry of Education for financing the activities of CIM for the next five years. This document has been processed by the Government and is under consideration by UNDP.

(ii) Centre for Computer Aided Management (CAM)

CAM Project is an UNDP-DOE sponsored research project. The memorandum of understanding was signed between DOE and IIM-B in January 1984. During 1985-86, major activities were concerned with setting up of the computer centre and starting the software development for some projects. During 1986-87, the main activity of Software Development should start with greater effort.

Physical Facilities of CAM: A modern computer centre with a 4th Generation Computer (VAX 11/750 from Digital Equipment Corporation, USA) will be set up at the city Campus (33, Langford Road). The formal clearance of this computer system was obtained in January 1986, from DOE. Total value of the computer is about Rs.27 lakhs. An agreement was signed between Director, IIM-B and Hinditron Computers (P) Ltd for installation, service. Another agreement was signed between Director and Digital Equipment Corporation, USA for the supply of the computer during the same time.

As this computer requires Export Licence from USA, the same is expected during August 1986. Meanwhile Custom Exemption is obtained from the Ministry of Human Resources Development, New Delhi. DOE has been supplied with all the standard forms so that they can get for the Institute Import Licence as per new policy of Government of India about import of computers.

A micro computer from Hindustan Computers Limited (called Busy Bee which is IBM-Clone) has been procured for the CAM Project. Use of this system will start from AUG '86.

A Xeroxing machine (RICOH FT 4060) was installed in NOV '84. It is being used by CAM and Institute inspite of unsatisfactory working of the machine.

CMC Ltd., completed Phase I of Infrastructure facility for the Computer Centre at the city campus at a cost of Rs.3.6 lakhs in March '86. Subsequently a contract for Phase II of the Infrastructure facility was signed between the Institute and CMC Ltd., on 21st February 1986 at a cost of Rs.9.47 lakhs which is expected to complete in time when the computer system is expected to arrive.

Research Projects: Initially about 19 Faculty members had proposed about 32 projects. Presently about 12 projects are taken up for software development which are under various stages of development. Initial reports are available for these projects. Each project is assigned to one project assistant who works under the guidance of a Faculty.

(v) Transportation

The Transportation Sector addressed itself to the task of offering 8 courses for PGP and two courses for Fellowship Programmes. During this year, one Fellowship student was awarded the Fellow title. Nine PGP students were awarded P.G. Diploma with Transportation as one of the specialisations.

The Faculty involved themselves in various Research/Consultancy assignments of national importance. Work was in progress on three on-going assignments.

(vi) Energy

Activities initiated to launch a I year Diploma Programme in Power Management for the practicing Executives of Power Organisations. 18 students graduated in the PGP programme with specialisation in Energy Sector. In the Fellow Programme of the sector, 3 students graduated in 1986. The following consultancy projects were started/in progress during the year:

- Projects:
- 1) Organisation study of Karnataka and Kerala Electricity Boards for Ministry of Energy, GOI Study completed report to be submitted.
 - 2) Wood Balance Study for the Department of Forest, Government of Karnataka - in progress.
 - 3) Economic Assessment of decentralised Energy Sources - for the Department of S & T, Government of Karnataka - started.

(vii) Education

In addition to the Study Conferences organised by the Centre for Management for Technical Education as during the earlier years, in collaboration with the University of Bangalore and the Directorate of collegiate Education, Karnataka a three - day workshop of selected Principals of Arts and Science College within the jurisdiction of the Bangalore University was organised during the month of March.

After the conduct of this programme requests for similar programmes have been received from other Universities (within Karnataka and outside). Given the necessary resources, the Institute would try to respond to most of the requests.

In the context of the draft national education policy document "Challenge of Education - A Future Perspective" brought out by the Government of India in the Ministry of Human Resource Development, an Apex National Seminar was held on Technical and Management Education to integrate rationally and pragmatically the recommendations that were made at the various Seminars held earlier in other parts of the country to facilitate preparation of a revised draft policy document. This Apex Seminar organised by the Institute during the month of November 1985 was inaugurated by Dr.LK Jha, Adviser to the Prime Minister and presided over by Prof.VKRV Rao, National Professor, and was attended by about 200 invited experts in the fields of technical education, management education, educational administration, public and private sector management, media representatives etc.

(viii) Health

During the year under review, the Health and Population Management Sector undertook a number of teaching, training, research and consultancy activities.

As a part of the regular teaching programme, the sector offered six FPM courses and 2 PGP courses. Under the WHO scheme for providing training in Health Management, two batches of medical professionals - one from Afghanistan for a period of one year and another from Sri Lanka for a period of three months - were given training. In collaboration with the India Population Project, three batches of the medical officers of Karnataka were given a three week training in Health Management. This programme is expected to continue for a few more years.

The sector Faculty also guided the research work of a scholar sponsored under the University of California Berkely professional programme in India. The sector had also offered an MDP on "Management of Primary Health Care Programmes". The Faculty members of the sector have taken up a major five year consultancy assignment in Karnataka viz., the Bagalkot Rehabilitation Programme.

AREAS

(i) Marketing

The area offered two marketing core courses for the first year and 7 elective courses for the second year PGP students. 6 MDPs were also conducted by the area members besides giving inputs in some other MDPs. The area members coordinated many OBPs and conducted many incompany programmes during the year. Besides, consultancy projects were taken

up and completed. They are:-

- (1) Study of Development of Ancillary Units from Mysore and Kolar Districts - sponsored by TECSOK
- (2) A study of Telephone Instruments in Bangalore - sponsored by Indian Telephone Industries, Bangalore
- (3) A Marketing Audit Strategy - sponsored by Bengal Lamps Limited, Bangalore

and

- (4) Dealer Development Audit - sponsored by TAFE

The Faculty of the area were actively involved in development of cases from consultancy/OBP assignments as well as participation in attending conferences, seminars and also on and administrative activities of the Institute.

(ii) Economics and Social Sciences (ESS)

The area taught 5 core courses, and 1 elective course to students in the post-Graduate Programme. Three consultancy projects were successfully completed, one resulting in a monograph published by the ILO. Two major research projects were completed, one resulting in a three volume monograph entitled "Essays on Bangalore", the other resulting in several papers. Ten papers were written by area Faculty of which three were published, four accepted for publication, and three submitted for publication. In addition, two booklength manuscripts were completed. The Faculty of the area were also involved in guidance of doctoral dissertations, and functioned as referees for academic journals, and as external examiners. Two members of the area rejoined the Institute after having been away, one on deputation to the Department of Electronics as Economic Adviser, one on sabbatical leave. One member was appointed as a member of the Legislative Council of Karnataka.

(iii) Finance and Control

The Finance and Control area offered 5 core courses as follows:

1. Three to 1st year PGP
2. One to 2nd year PGP and
3. One to FPM

The area also offered 6 elective courses as part of the concentration stream to the end year PGPs.

The area was involved in coordination of about one-third of the MDPs during the year under report and was directly responsible for about one-fourth. The Faculty had a substantial part in coordination and participation in a substantial number of Organisation Based Programmes.

A book entitled "Manager's Guide to Finance and Accounting" by Dr.S Prasanna Chandra was published during the year. Prof.R Vaidyanathan was awarded fulbright post-doctoral fellowship to visit the USA. Prof.R Vaidyanathan undertook studies in credit Rating Practices.

(iv) Quantitative Methods and Information Systems(QMIS)

The area (formerly known as OR & QM area) had an effective Faculty strength of 3 only during the year under review. Each of them was extensively involved in Institute related major activities like admissions, CAM Project, FPM review work etc. These Faculty conducted 10 courses for the PGP, another 2 PGP courses were organised with the services of two guest Faculty. The regular Faculty members also participated in ~~numerous academic programme~~ related activities as well. In addition, the Faculty participated in a number of MDPs and OBPs to a very significant extent. The regular Faculty members were also involved in research Projects under CAM, and participated in very few consultancy assignments.

(v) Production and Operations Management (POMA)

The area offered core courses in Production Management I & II and Management Information Systems(MIS) are also offered Elective courses in Materials Management, Seminar on Production Management, Production Planning and Control, Project Management and Quality and Maintenance.

1.13 STAFF WELFARE ACTIVITIES

a) IIM Employees' Credit Co-operative Society

The IIMECCS was started in June 1974 with a membership of only 78. During the year under report the membership remained 376. It remained as a 'A' Class Society in view of its excellent membership reaching during the year under review. The Institute is giving a free loan facility of Rs.1 lakh which is recoverable in 10 monthly instalments. The share capital of the Society grows from Rs.561/- in 1974-75 to Rs.1,68,180. The profit of the society is over Rs.82,623-46 during the year under report.

b) Departmental Canteen

The Departmental Canteen continue to run by a Committee consisting of representatives of the Management, Faculty and Staff. The working of the canteen was satisfactory during the year under report.

c) Transport Facility

The 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(SRC) organised trip to places of interest in Karnataka during December 1985. The family members of staff and faculty participated in the trip.

During January 1986, the SRC organised a "Humorous evening" for the members where Mr. YMN Murthy, Managing Director of International Chemicals and Biological Institute, is the Founder President of the Humour Club International gave an orable programme.

During March 1986, the SRC organised the Annual Sports & Cultural Competitions for the employees of the Institute. Marshal KM Cariappa distributed prizes for the winners various prizes at the competitions on 26 Mar 86.

Staff Relations

Staff relation during the year has been satisfactory and it has contributed to the achievements of the Institute's objectives and programmes.

1.14 OTHER MISCELLENIOUS ACTIVITIES

Visisting Faculty

- i) Prof. Ronald W Haughton of the University of Washington, Seattle, Washington joined as a Visiting Faculty on 15 Sep 85 for period of 9 months. He was affiliated to the organisation Behaviour and Industrial Relations(OB & IR) area.
- ii) Dr. Howard Erdman, Professor of the convernment in Dartmouth College, Hanour, New Hampshire, USA has appointed as Visiting Faculty for a period of 2-3 months between Octoover 85 and March 86, as affiliated to the Centre for Human Settlements and Environmental Studies (CHES) Sector.
- iii) Dr. HT Tillotson of University of Birmingham was been appointed as Visiting Faculty for a period of 3 weeks from 4 Sep 85 and was affiliated to the Transportation Sector.

Visits Abroad/Assignments

- 1) Dr.KM Anantharamaiah visited Bangkok in connection with the visiting faculty-ship of the area of Transport Planning at Asian Institute of Technology, Bangkok on deputation for a period of three months from 9 Sep 85.
- 2) Dr.KLK Rao was granted extension of EOL to continue his assignment as a Consultant at ICPE, Ljubjana, Yugoslavia upto 30 June 86.
- 3) Dr.MR Rao was granted EOL for accepting the visiting professorship at the Graduate School of Business Administration, New York University for a period of one year from June 85.
- 4) Dr.PS Rao was granted EOL for a period of one year from 4 June 85 to take up an assignment as Senior Systems Scientist at the International Irrigation Management Institute, Kandy, Sri Lanka.
- 5) Dr.S Subba Rao was sanctioned EOL for a period of one year from 15 September 86 to accept an assignment as Visiting Professor in the Department of Management and Systems, Washington State University, Pullman.
- 6) Mr.R Vaidyanathan visited USA in connection with his fulbright post-doctoral fellowship at University of Illinois, Urbana-Champaign, USA for a period of 4 months on deputation from 24 Feb 86.
- 7) Mr. J Bandyopadhyay was granted EOL from 9 Jan 84 to 24 Oct 85 to accept the assignment as Director in the Doon Valley Ecosystems Project, Dehradun.

Retirement/Resignations

On attaining the age of superannuation Prof.NS Ramaswamy, First Director of the Institute retired from service of the Institute on 31st March 86,AN.

Prof.B Bhaskara Rao, resigned from the services of the Institute from 31st March 86,AN.

Visitors

A list of distinguished visitors who visisted the Institute during the year under report is given at Annexure-XII.

Functionaries

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

City Office/Guest Houses

The Institute retained its City Office at 33 Langford Road, where organization based programme/trainings and seminars were held.

The Guest House, located at 16, Andree Road, Shantinagar, Bangalore was well utilised during the year.

In addition to that, there were two Guest Houses in the City to accommodate the Visisting Faculty. A Guest House was also run in the Campus for accommodating Visiting Faculty.

1	2	3	4
		RS.	
.	Installation of regular Telephone System (including B system)	7.00	All necessary civil and electrical works have been completed. P & T authorities are requested to take further action
	<u>Other Works</u>		
.	Construction of Roads Footpaths and Drainage Works in Campus	27.53	Works completed and is in use
17.	Construction of Built-in Cup boards in staff houses of Phase - I	4.05	The tendered Contractor has abandoned the work. Action is on hand to get the work completed through another agency
18.	Construction of Built-in Cup boards in Dormitories	2.80	The work is not being taken up for the time being
18.	Providing barbed wire fencing on 3 sides of the Campus	1.56	Work is completed and is in use
19.	Landscaping work including Horticultural works	6.00	In the programme work like developing lawn, flower beds planting of trees etc., are being taken up one after

I
II

ANNEXURES

PROGRESS ON CONSTRUCTION OF IIM-B CAMPUSI Phase Works

Sl. No.	Name of the works	Estimate or tendered Amount (in lakhs)	Stage of the work
1	2	3	4
<u>A Civil Works</u>		Rs.	
1.	Dormitories	60.72	The work is completed and is in use
2.	Staff Housing	54.50	The work is completed and is in use
3.	Administrative Block	32.40	The work is completed and is in use
4.	Class Room and Faculty Block	87.05	The work is completed and is in use
5.	Sub-station I and II	5.35	Work is completed and is in use
<u>B Water supply and sanitary works</u>			
6.	Plumbing installation to Dormitories and Staff Housing and external services in entire Campus	19.70	Work completed and serviced
7.	Plumbing installation in Institutional Facilities Block	7.07	Work completed and serviced
8.	Construction of Overhead and Underground Tanks	23.94	The works are completed. The overhead tank is in use
9.	Contingency water supply scheme in the Campus	9.56	Work completed and is in use
<u>C Electrical Works</u>			
10.	Electrification work in staff housing and in Dormitories (only internal)	24.59	Works completed and serviced
11.	Electrification in Campus (external)	15.00	Works completed and serviced
12.	Electrification work in Administrative Block, Class Rooms and Faculty Block	12.82	The work is completed and serviced
13.	Installation of Sharp Intercom Telephone System	1.26	The work is completed and serviced

1	2	3	4
		Rs.	
.	Installation of regular Telephone System (including A.B. system)	7.00	All necessary civil and electrical works have been completed. P & T authorities are requested to take further action
..	<u>Other Works</u>		
.	Construction of Roads Footpaths and Drainage works in Campus	27.53	Works completed and is in use
14.	Construction of Built-in Cup boards in staff houses of Phase - I	4.05	The tendered Contractor has abandoned the work. Action is on hand to get the work completed through another agency
15.	Construction of Built-in Cup boards in Dormitories	2.80	The work is not being taken up for the time being
16.	Providing barbed wire fencing on 3 sides of the Campus	1.56	Work is completed and is in use
17.	Landscaping work including Horticultural works	6.00	In the programme work like developing lawn, flower beds planting of trees etc., are being taken up one after

Sl. No.	Name of the works	Estimate or Tendered Amount (in lakhs)	Stage of the work
1	2	3	4
A	<u>Civil Works</u>	Rs.	
1.	Construction of front compound wall, guard room, etc.	21.70	Work completed and in use
2.	Construction of PABX and other buildings including Director's Block	22.00	Civil and Electrical works are completed. Air-conditioning work in progress
3.	Construction of Faculty Blocks 3 and 4	31.80	Work completed
4.	Construction of Dormitory Blocks 3 and 4	53.20	About 90% of the work completed. Balance work in progress
5.	Construction of Staff Quarters (Faculty Quarters)	101.62	About 80% of the work is completed and balance work is in progress
6.	Construction of I Stage Library and Computer Complex	214.00	About 10% of the work is completed. Basement floor work is in progress
B	<u>Water supply and Sanitary works</u>		
7.	Plumbing installation to Dormitories, P.B., Director's Block, Guard Room, etc.	6.20	About 90% of the work is completed and balance work is in progress
8.	Plumbing installation to staff housing (Faculty Quarters)	19.55	About 70% of the work completed. Balance work is in progress
9.	Plumbing installation to over head tank	1.76	Work is completed

1	2	3	4
		Rs.	
C	<u>Electrical Works</u>		
12.	Electrification work to Faculty Cluster-2, PABX, Director's Block, etc.	7.61	Work nearing completion
13.	Electrification work to Laboratories 3 and 4	3.71	About 80% of the work is completed. Balance work is in progress
14.	Electrification work in Staff Housing (Faculty Quarters)	11.45	About 60% of the work completed. Balance work is in progress

NOTE: The first and second phases of development works are estimated to cost about 1214 lakhs. First phase works are completed and are put into use. Some of the Second phase works are in advance stage of completion. In all about 700 lakhs have been spent so far on the Campus Development Works. In addition, to the remaining second phase works approved are being taken up according to the availability of funds. The works of (1) 170 capacity class room (2) A,B,C and D type of quarters, (3) one married students hostel block are proposed to be taken up on priority basis. Apart from these major developmental works, several minor works of improvements, additions and alterations works also been taken up and completed.

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7. Shri LS Narayanan
Financial Adviser (Education)
Ministry of Human Resource Development
(Department of Education)
Room No.109, 'C' Wing
Shastri Bhavan
NEW DELHI - 110 001
8. Shri MK Ramachandra
'Prashanth'
27, Bull Temple Road
BANGALORE - 560 004
9. Dr AK Rao
Professor
IIM-B
10. Shri B Ratnakar
Chairman & Managing Director
Canara Bank Head Office
J.C. Road
BANGALORE - 560 002
11. Shri M Sankaranarayanan
Finance Commissioner and
Secretary to Government
Government of Karnataka
Finance Department
Vidhana Soudha
BANGALORE - 560 001
12. Dr S Shankar Narayan
Vice-Chancellor
Bangalore University
Chandrabhatni
BANGALORE - 560 056
13. Dr C Shiva Ramu
Professor
IIM-B
14. Shri M Greenivasa Rao
Executive Director
United Breweries Limited
24, Grant Road
BANGALORE - 560 001
15. Prof. J Philip
Director
IIM-B

ANNEXURE - IIIDETAILS OF COMMON ADMISSION TEST (CAT)
HELD IN SEPTEMBER 19851986-88

Test Centres	Number Expected	Number Took the Test	Number of Absentees	% of Absence
Bangalore	1,733	1,371	362	21%
Bombay	2,185	1,803	382	17%
Coinbatore	533	455	78	15%
Ernakulam	727	536	191	26%
Madras	2,348	1,981	367	16%
Total	7,526	6,146	1,380	18%

ANNEXURE - IVPGP ADMISSIONS (1986-88)DETAILS OF CANDIDATES CALLED FOR INTERVIEW

Centres	No. called for interview			No. appeared for interview		
	Non SC/ST	SC/ST	Total	Non SC/ST	SC/ST	Total
Bangalore	60	15	75	54	14	68
Bombay	123	27	150	120	21	141
Calcutta	69	25	94	67	21	88
Delhi	182	18	200	166	14	180
Hyderabad	49	18	67	47	13	60
Kanpur	29	6	35	28	5	33
Madras	141	43	184	126	39	165
Total	653	152	805	608	127	735

FELLOWSHIP PROGRAMME ADMISSIONS - 1986

S. No.	Particulars	SC	ST	Total SC/ST	Non SC/ST	Total
1.	Requests received and prescribed applications issued	19	1	20	326	346
2.	Filed applications not returned by candidates	7	-	7	68	75
3.	Rejected	1	-	1	7	8
4.	Called for Test	12	1	13	256	271
5.	Appeared for Test	7	1	8	191	199
6.	Absentees	5	-	5	67	72
7.	Called for Interview	-	-	-	57	57
8.	Appeared for Interview	-	-	-	46	46
9.	Absentees	-	-	-	11	11
10.	Offers sent	-	-	-	15	15
11.	Acceptance received	-	-	-	12	12
12.	Enrolled	-	-	-	10	10

LIBRARYStatistics for the period April 1985 to March 1986GENERAL SECTION

Sl. No.	Item of work	Quantity added during the period	Quantity on the whole
I	<u>LIBRARY COLLECTION</u>		
	1. No. of books taken into stock	3,009	66,674
	2. No. of Microfiches added	42	10,376
	3. No. of Microfilms added	20	
	4. No. of sound films added	6	
	5. No. of Maps added	14	
	6. No. of charts added	2	
	7. No. of Bound volumes taken into stock	850	8,449
	8. No. of reprints taken into stock	60	1,108
	9. No. of New journals added	27	
II	<u>CIRCULATION</u>		
	1. No. of books issued	: 82,372	
	2. No. of books borrowed Inter Library Loan (ILL)	: 450	
	3. No. of books consulted	: 58,073	
	4. No. of Readers		
	<u>Category wise:</u>		
	1. Faculty and Research	: 80	Approx.
	2. Students	: 225	"
	3. Administrative Staff	: 360	"
	4. MDP participants	: 104	"
	5. Deposit borrowers	: 70	"

III BUDGET

		Rs.
1. Amount spent for books	:	2,69,175.00
2. Amount spent for periodicals	:	4,19,448.55.
3. Amount spent for back volumes	:	7,485.66.
4. Amount spent reprints	:	2,772.00
5. Amount spent Institution Membership	:	1,633.95
6. Amount spent Binding	:	19,642.00

Amount spent out of CAM Project for Library

Books	..	Rs.3,14,326.00
Periodicals	..	Rs.1,10,605.29

Placement Activities 1986

Name of the organisation	No. of Students	
	Final	Summer
1. Public Sector		
ICICI	2	-
CMC	2	-
Maruti Udyog Ltd.	3	-
Shipping Corporation of India	3	-
Bharath Heavy Electricals Ltd.	-	10
HMT	-	3
IFFCO	-	1
Indian Space Research Organisation	-	2
MMTC	-	2
	<u>10</u>	<u>16</u>
2. Private Sector		
Arvind Mills	1	4
COSL	1	1
Citibank	4	2
Hindustan Lever Ltd.	1	2
MICO	1	2
Nagarjuna Steels Ltd.	2	2
NIIT	6	2
NM Raiji & Co.	1	1
SB Billimoria & Co.	1	1
Sun aram Clayton Ltd.	6	6
Tata Economic Consultancy Service	2	3
Wipro Information Techn. Ltd.	2	3
AF Ferguson & Co.	1	-
Asian Paints Ltd.	5	-
Bank of America	2	-
Borroughs Wellcome Ltd.	1	-
British Physical Laboratories Ltd.	2	-
Bajaj Auto Ltd.	4	-
Computer Point	1	-
Forbes, Forbes, Campbell & Co.	2	-
Eureka Forbes Ltd.	1	-
Goodlass Nerolac Paints Ltd.	2	5
ITC Ltd.	1	-
IOCL	1	-
IMRB	1	-
Hindustan Cocoa Products Ltd.	2	-
Indian Hotels Co. Ltd.	2	-

contd....

Name of the Organisation	No. of Students	
	Final	Summer
Lohia Stralinger Ltd.	1	-
Metal Box (I) Ltd.	1	-
Nagarjuna Coated Tubes Ltd.	1	-
Nagarjuna Finance Ltd.	1	-
Mediffusion	1	-
Shaw Wallace & Co. Ltd.	2	-
Tata Consultancy Services	3	-
TELCO	2	-
Tata Burroughs Ltd.	6	-
UB Group	1	-
Raymond Woollen Industry	-	1
Tube Investments	-	2
CIT Alcatel	-	1
Ulka Advertising	-	1
Pradan	-	5
Godrej Boyce	-	1
Madras Cements	-	2
Grindlays Bank	-	1
IDM Ltd.	-	1
Maser Private Ltd.	-	1
MAA (South) Private Ltd.	-	1
Modi Xerox Ltd.	-	3
Lupin Laboratories	-	1
Johnson & Johnson	-	1
Bombay Oil Industries	-	1
Ballarpur Industries Ltd.	-	1
Tata Tea Ltd.	-	1
Widia (India) Ltd.	-	4
Usha Microprocess Controls	-	2
Indian Communications Network	-	2
Vysya Bank Ltd.	-	2
	77	69

Placement Activities 1986

Particulars	Number of Students	
	Final	Summer
<hr/>		
1. <u>At a glance</u>		
Total number of students	96	100
Sponsored students	3	3
Students self seeking	6	10
<u>Through Placement</u>		
Public sector	10 (11%)	18 (21%)
Private sector	77 (89%)	69 (79%)
	87 (100%)	87 (100%)
<hr/>		
2. <u>Functional Areawise Placement</u>		
Marketing	39 (45%)	55 (63%)
Systems	19 (22%)	10 (11%)
Production/Operation	8 (9%)	5 (6%)
Finance	12 (14%)	5 (6%)
Personnel	1 (1%)	5 (6%)
General Management	8 (9%)	7 (8%)
	87 (100%)	87 (100%)
<hr/>		
3. <u>Regionwise Placement</u>		
North	12 (14%)	20 (23%)
South	26 (30%)	50 (58%)
East	6 (7%)	2 (2%)
West	43 (49%)	15 (17%)
	87 (100%)	87 (100%)
<hr/>		
4. <u>Salary/Stipend Statistics (rupees per month)</u>		
	<u>Final Placement</u>	<u>Summer Placement</u>
Upto 2399	13 (15%)	Upto 699 1 (1%)
2400 - 2599	25 (28%)	700 - 799 35 (41%)
2600 - 2799	4 (5%)	800 - 899 23 (26%)
2800 - 2999	17 (20%)	900 - 999 2 (2%)
3000 - 3499	15 (17%)	1000 & above 26 (30%)
3500 - 3999	9 (10%)	
4000 & above	4 (5%)	
	87 (100%)	87 (100%)

ANNEXURE - IX

Facultywise MDPs conducted during 1985-86

Sl. No.	Faculty Leader/s	No. of pro-grammes	No. of partici-pants	Gross Revenue Rs.
1.	Asnok Sahni	2	39	1,69,500.00
2.	V Ranganathan	1	16	39,200.00
3.	PN Thirunarayana	3	59	1,95,500.00
4.	S Ramaswamy	4	81	2,28,500.00
5.	S Ramaswamy/RP Iyer	3	59	2,55,600.00
6.	Lafar Futehally/T Krishna Kumar	1	17	18,500.00
7.	S Ramaswamy/R Vaidyanathan	1	10	28,000.00
8.	KS Suoramanyam/V Ranganathan	1	16	56,000.00
9.	SN Chary	1	12	33,900.00
10.	N Krishnaswamy/S Sampangi-ramaiah	2	20	54,250.00
11.	JC Bhatia	1	8	17,250.00
12.	SG Lele/Kalyani Gandhi	2	47	2,01,050.00
13.	RK Vijaya Sarathy	3	52	1,63,500.00
14.	SK Roy	1	14	51,000.00
15.	MR Gopalan	2	29	1,38,400.00
16.	Prasanna Chandra	2	44	1,64,350.00
17.	N Krishnaswamy/NSS Arokiaswamy	1	10	29,000.00
18.	Malathi Somaiah	2	32	16,000.00
19.	J Philip	2	51	1,39,500.00
20.	SG Lele/RP Iyer	1	12	42,400.00
21.	AV Shanmugam/MR Gopalan	1	14	6,24,632.00

DETAILS OF MDPs CONDUCTED - 1985-86

Sl. No.	Programmes	No. of Participants	Gross Revenue Rs.
1.	Management of Hospital and Health Care Delivery Institutions	16	42,000.00
2.	Seventh Public Sector Management Seminar on Personal and Professional Development of the Chief Executives	23	1,17,500.00
3.	Nepal Government Officers Programme (USAID)	14	6,24,632.00
4.	Japanese Marketing	12	40,000.00
5.	Project Appraisal	16	39,200.00
6.	Finance for Non-Finance Executives	20	49,900.00
7.	General Management	18	1,12,600.00
8.	Workshop on Environmental Management	17	18,500.00
9.	Working Capital Management	10	28,000.00
10.	Management Perspectives in Power Organisations	16	56,000.00
11.	Management of Primary Health Care Programme	8	17,250.00
12.	PERT/CPM	12	33,900.00
13.	Stores and Inventory Control	25	70,200.00
14.	Strategic Marketing for Industrial Products	19	66,500.00
15.	Management of Discipline in Industry	9	22,500.00
16.	Human Relations in Management	16	65,150.00
17.	Management Information and Reporting System	17	58,300.00
18.	Strategic Marketing for Pharmaceutical Products	9	36,750.00
19.	Personal Growth Laboratory for Managerial Effectiveness	14	51,000.00
20.	Marketing Programme for Branch Sales Managers	28	89,000.00
21.	Project Management	19	96,400.00

- 2 -

S1. No.	Programmes	No. of Partici- pants	Gross Revenue Rs.
22.	Projects: Preparation, Appraisal and Implementation	24	69,600.00
23.	Purchasing and Materials Management	19	52,500.00
24.	Managing the Sales Force (Pharmaceutical Products)	15	49,000.00
25.	Planning and Monitoring for Educational Institutions	18	9,000.00
26.	Management of Public Power Utilities-A Programme for Senior Management	10	29,000.00
27.	Integrated Materials Management and Financial Control	10	42,000.00
28.	Managing the Sales Force (Consumer Products)	28	77,750.00
29.	Issues and Trends in Industrial Relations	11	31,750.00
30.	Achieving Corporate Excellence	26	1,17,000.00
31.	Budget Planning and Control	22	68,600.00
32.	Frontiers of Financial Management	20	74,750.00
33.	Corporate Long Range Planning	19	73,600.00
34.	Human Resources Management	31	1,35,900.00
35.	Human Relations in Colleges	14	7,000.00
36.	Effective Management	12	42,850.00
37.	Time Management	25	22,500.00
		642	26,58,202.00

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
1985-86	37	26.58

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)YEAR-WISE BREAK-UP OF AVERAGE PARTICIPANTS PER PROGRAMME

Year	Number of Programmes	Number of Participants	Average participants per programmes
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	738	20
1983-84	37	578	16
1984-85	35	519	15
1985-86	37	642	17.5

THE NUMBER AND PERCENTAGE OF PARTICIPANTS
FROM THE ORGANISATION WERE

	Nos.	Percentage
Government	16	15.58
Public Sector	243	37.85
Private Sector	279	43.46
Other Organisations	20	3.11
	<u>642</u>	<u>100.00</u>

ORGANISATION BASED PROGRAMMES - 1985-86

Sl. No.	Programme	Sponsoring Organisation	Duration	No. of participants
1.	Budget Planning and Control	Goa Shipyard Ltd., Goa	½ week	25
2.	General Management for the Officers	Central Provident	2 weeks	25
3.	General Management for IRAS Probationers,	IRAS Baroda	2 weeks	25
4.	General Management for Probationer Engineers	BEL	1½ weeks	25
5.	General Management for DAE Officers		1½ weeks	25
6.	Training Programme for KES Engineers (General Management)		4 weeks	30
7.	General Management for Trainees	BHEL	2 weeks	20
8.	General Management for Senior Engineers	BHEL	1 week	30
9.	General Management for Probationary Engineers	BEL	2 weeks	30
10.	Managerial Effectiveness BHEL Managers	BHEL	1 week	30
11.	MDP for Department of Personnel and Training, Govt of India		4 weeks	27
12.	Effective Management for IDBA Officers		1 week	25
13.	PFI for Department of Personnel and Training, Govt of India		3 weeks	27
14.	Managerial Effectiveness for BHEL, Central Division Officers	BHEL	½ week	25
15.	Corporate Long Range Planning	KSEPE Bangalore	½ week	25
16.	EDP for Senior Engineers	BHEL	1 week	25
17.	PM and IR for BHEL Officers	BHEL	1 week	25

Sl. No.	Programme	Sponsoring Organisation	Duration	To participant
18.	General Management for MMTC (DGM's)	MMTC	2 weeks	
19.	Training Programmes for KEB Engineers	KEB	4 weeks	
20.	Interpersonal Relations for BHEL Officers	BHEL	½ week	
21.	Managing Productivity for BHEL Officers	BHEL	1 week	
22.	PMIR for Non-personnel Executives	BEML	1 week	
23.	Training Programme for Senior IAS Officers	Deptt. of Personnel & Training G.O.I.	8 weeks	
24.	Training Programme for KEB Officers	KEB	4 weeks	
25.	Water Utilisation for Irrigation	WAPCO	2 weeks	
26.	General Management for MMTC Officers	MMTC	2 weeks	
27.	General Management for BHEL (Porcelain Division)	BHEL	½ week	
28.	General Management	BHEL	½ week	
29.	General Management	BHEL	½ week	
30.	General Management	BHEL	½ week	
31.	Training Programme for KEB Engineers	KEB	4 weeks	

List of Members of Centre for International Management (CIM)
Advisory Committee

Mr. G.W. Cunningham
General Director
Sonalys Bank
17, Mahatma Gandhi Road
BOMBAY - 400 023

Chairman
State Bank of India
General Office
Kandivli Road
BOMBAY - 400 021

Mr. V Krishnamurthy
Chairman
Steel Authority of India Ltd.
Integrated Office
Lodhi Road
NEW DELHI - 110 003

Mr. Kalyan Banerji
Chairman & Managing Director
Export-Import Bank of India
Post Bag 19969
Maker Chambers IV
Nariman Point
BOMBAY - 400 021

Mr. TV Mansukhan
Chairman & Managing Director
Hindustan Machine Tools Ltd.
36, Cunningham Road
BANGALORE - 560 052

Mr. T Prakash
Executive Director
The State Trading Corporation
of India Limited
Chandralok
36, Janpath
NEW DELHI - 110 001

Mr. SVS Raghavan
Chairman
The Minerals and Metals
Trading Corporation
of India Limited
Post Box 7051
Express Building
Bahadurshah Zafar Marg
NEW DELHI - 110 002

Mr. KK Rao
Chairman
Kudremukh Iron Ore Company
Limited
II Block, Koramangala
BANGALORE - 560 034

Mr. CS Samuel
President and Chief Executive
Brooke Bond India Limited
Mahalaxmi Chambers
9/2, Mahatma Gandhi Road
BANGALORE - 560 001

The Chairman
Indian Oil Corporation
Limited
Indionoil Bhavan
Janpath
NEW DELHI - 110 001

List of Centre for International Management (CIM) Members

Prof Ramesh G Tagat
(Coordinator)
Marketing Area

Prof J. Philip
Director

Dr. P.G. Apte
Economics and Social
Sciences Area

Dr. B.K. Chanurashekar
Economics and Social
Sciences Area

Dr. K.B. Nair
Energy Sector

Dr. A.V. Shanmugam
Health and Population Sector

Dr. S. Shiva Ramu
Marketing Area

Prof. Praxy J Fernandes
MMTC Chair Professor

Prof. C.S. Swaminathan
STC Chair Professor

Dr. S. Subramaniam
Marketing Area

Prof. P.N. Thirunarayana
Marketing Area

Dr. G.K. Valecha
Organisation Behaviour and
Industrial Relations Area

Prof. R.K. Vijaya Sarathy
Marketing Area

Dr. (Mrs) Indira Rajaraman
Economics and Social
Sciences Area

Dr. Vinod Wasulu
Economics and Social
Sciences Area

List of Visitors to the Institute during the year 1985-86

1. Mr. Caroline Beens
U.S. Chamber of Commerce
Washington, D.C.
2. Mr. Krishan Sondhi
Planning Commission
New Delhi
3. Mr. Krishna Chandra Pant
4. Adolfo Advainz
Embassy of Ecuador
C-103 Anand Neketan
New Delhi
5. Dr. V.K.R.V. Rao
Director
ISEC
Bangalore
6. Dr. Kapur
Secretary, Heavy Industry
Government of India
New Delhi
7. Mr. T.V. Mansukhani
Chairman & Managing Director
HMT Ltd.
Bangalore
8. Mr. Robert F Oxtermann
Professor
Dickinson University
N.S.
9. Mr. David J Optermann
Dickinson University
N.S.
10. Mr. Russell and Gloria Karp
4725 Independence Avenue
Riverdate
New York 10471 USA
11. Flc. Mshl. K.M. Cariappa
Bangalore

A P P E N D I C I E S

List of Faculty in IIM-B as on 31.3.86

Prof J Philip
Director

Professors

1. KM Anantharamaiah
2. Ashok Sahni
3. B Bhaskara Rao
4. JC Bhatia
5. BK Chandrashekar
6. PV George
7. TP Gopalaswamy
8. OK Govindrajan
9. RK Herlekar
10. RP Iyer
11. VB Kaujalgi
12. N Krishnaswamy
13. T Krishna Kumar
14. SG Lele
15. KB Nair
16. MNV Nair
17. KS Pillai
18. NVR Ram
19. NS Ramaswamy
20. S Ramaswamy
21. Ranajit Dhar
22. AK Rao
23. KKK Rao
24. MR Rao
25. PS Rao
26. NV Ratnam
27. SK Roy
28. AV Shanmugam
29. S Shiva Ramu
30. MS Srinivasan
31. Subbarayan Prasann
32. S Subba Rao
33. S Subramaniam
34. A Sundar
35. VK Tewari
36. GK Valecha
37. Vatsala Nagarajan

Associate Professor

38. PG Apte
39. P Bhaskaran
40. SN Chary
41. B Ghosh
42. MR Gopalan
43. Indira Rajaraman
44. S Jagadish
45. V Nagadevara
46. N Naganna

Associate Professors

47. S Prasanna Chandra
48. TV Ramanayya
49. V Ranganathan
50. S Sampangiramaiah
51. Shyamal Roy
52. RG Tagat
53. PN Thirunarayana
54. Vinod Vyasulu

Assistant Professors

55. J Bandyopadhyay
56. SR Bijoor
57. Kalyani Gandhi
58. Malathi Somaiah
59. Mira Bakhru
60. TS Nagabhushana
61. CL Narasimhan
62. BR Patil
63. R Vaidyanathan
64. RK Vijaya Sarathy
65. M Siddappa

Honorary Faculty

1. PS Appu
2. NSS Arokiaswamy
3. LS Chandrakant
4. NB Menon
5. MAS Rajan
6. SS Murthy
7. CVS Ratnam
8. KR Srivatsa
9. KS Subramaniam
10. Zafar Futehally

Visiting Faculty

1. Prof. Ronald W Haughton

NSS Coordinator (Training)

1. VN Bhide

STC Professor in
International Business

1. CS Swaminathan

List of Officers as on 31 March 1986

Name	Designation
1. Shri JN Ghosh	Chief Administrative Officer
2. Shri TS Natarajan	Senior Finance Officer
3. Smt G Bhaktamitran	Librarian
4. Smt DS Nagaraj	Superintending Engineer
5. Shri HV Hirannaiah	Administrative Officer (General)
6. Shri DR Ramadasaiah	Administrative Officer (MDF & OBP)
*7. Shri S Srikant	Administrative Officer (PGP)
8. Shri VS Gopinatha Rao	Administrative Officer (Staff)
9. Shri R Neelakantan	Administrative Officer (CAM)
10. Smt KN Srikantaraj Urs	Assistant Executive Engineer (on deputation)
11. Shri Chikkamallaiiah	Assistant Librarian
12. Shri K Mahalingam	Horticulture Officer
13. Major V Reddy (Retd.)	Security and Transport Officer (from 7.10.85 to 21.3.86)
14. Miss H Kala	Officer on Special Duty (Publications)
	and
	Administrative Officer (PGP) i/c

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

FUNCTIONARIES AS ON 31ST MARCH 1986**I DEANS**

- | | | |
|-----------------------|---|--------------------------------|
| 1. Prof S. Subba Rao | : | Dean (Academic Programmes) |
| 2. Prof. G.K. Valecha | : | Dean (External Programmes) |
| 3. Prof S.G. Lele | : | Dean (Coordination & Planning) |

II ACADEMIC COMMITTEE

- | | | |
|-------------------------------------|---|----------------------------|
| 1. Prof. S. Subba Rao | : | Dean (AP) - Chairman |
| 2. Prof. P.G. Apte | : | PGP Coordinator, Secretary |
| 3. Prof. K.M. Anantharamaiah | : | Member |
| 4. Prof. T.P. Gopalaswamy | : | Member |
| 5. Prof. R.K. Herlekar | : | Member |
| 6. Prof. Subbarayan
Prasanna | : | Member |
| 7. Prof. P.N. Thirunarayana | : | Member |
| 8. Deans | : | Invitees |
| 9. Two Students'
Representatives | : | Invitees |

III EXTERNAL PROGRAMMES COMMITTEE

- | | | |
|---------------------------|---|---|
| 1. Prof. G.K. Valecha | : | Dean (EP) - Chairman |
| 2. Prof. R. Vaidyanathan | : | OBP/Consultancy
Coordinator, Secretary |
| 3. Prof. K.B. Nair | : | Member |
| 4. Prof. Prasanna Chandra | : | Member |
| 5. Prof. S.K. Roy | : | Member |
| 6. Prof. A.V. Shanmugam | : | Member |
| 7. Prof. S. Subramaniam | : | Member |
| 8. Deans | : | Invitees |

- 2 -

IV PROGRAMMES/FUNCTIONS COORDINATORS

1. PGP : Prof. P.G. Apte
2. Admissions : Prof. A.K. Rao
3. Student Affairs : Prof. T.V. Ramanayya
4. Placement-Alumni : Prof. T.S. Nagabhushana
5. OBP/Consultancy : Prof. R. Vaidyanathan
(upto 24.2.86)
Prof. S. Subramaniam
(from 25.2.86)
6. Editor, IIM-3 Journal: Prof. T. Krishna Kumar

V AREA COORDINATORS

1. Finance & Control : Prof. Prasanna Chandra
2. Marketing : Prof. R.K. Vijaya Sarathy
3. MIS : Prof. R.K. Herlekar
4. ESS : Prof. P.V. George
5. OB & IR : Prof. Kalyani Gandhi
6. POM : Prof. M.R. Gopalan

VI SECTION/CENTRE COORDINATORS

1. CARD : Prof. Shyamal Roy
2. Centre for Health & Population Management: Prof. P. Bhaskaran
3. Transportation : Prof. T.V. Ramanayya
4. Centre for Human Settlements & Environmental Studies : Prof. V.K. Tewari
5. Energy & Power : Prof. V. Ranganathan
6. Education & Centre for Technical Education : Prof. M.S. Srinivasan
7. Centre for International Management : Prof. R.G. Tagat
8. Data Processing Centre (DPC) : Prof. S. Jagadish
9. Computer Aided Management (CAM) : Prof. V.B. Kauljagi

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DETAILS OF ESTABLISHMENT AS ON 31 MARCH 1986
(CATEGORY-WISE SANCTIONED 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 Officer	: 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/Draftsman	: 02
17. Programmer	: 04
18. Stenographer (Selection Grade)	: 06
19. Stenographer (Senior Grade)	: 30
20. Technical Assistants	: 04
21. Purchase Assistant	: 02
22. Assistant	: 11
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 (AV Equipment)	: 02
34. Library Assistant Grade-II	: 05
Total	: <u>301</u>

	B/F	: 301
35. Key Punch Operator	:	06
36. Internal Auditor	:	02
37. Electrician	:	01
38. Draughtsman	:	03
39. Duplicator Operator (Selection Grade):	:	03
40. Automobile Mechanic	:	02
41. Driver (Selection Grade)	:	03
42. Plumber	:	02
43. Carpenter	:	01
44. LDC/Typist	:	67
45. Mess Manager/Accountant	:	05
46. Driver	:	12
47. Library Attender	:	07
48. Duplicator Operator	:	03
49. Electrical Wireman	:	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>
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