

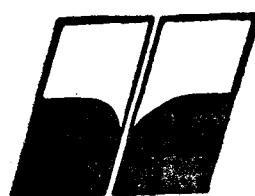


भारतीय प्रबंध संस्थान बैंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

IIMB Library

# **ANNUAL REPORT**

## **1986-87**



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

**INDIAN INSTITUTE OF MANAGEMENT, BANGALORE**

**ANNUAL REPORT**

**1986 - 87**

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ANNUAL REPORT  
1986-87

**1.1 THE INSTITUTE:**

The Indian Institute of Management, Bangalore (IIM-B) is the third National Institute of Management, established by the then Union Ministry of Education and Social Welfare in OCT 1973, in co-operation with the Government of Karnataka. The Institute is an autonomous body and its governance is looked after by the IIMB Society (A Society registered in the State of Karnataka) and the Board of Governors comprising of representatives of the Union Government, the State Government of Karnataka, All India Council of Technical Education, The Federation of Chamber of Commerce and Industry, All India Management Association, National Productivity Council and others. The Chairman of the Society and the Board of Governors are appointed by the Government of India.

The Institute's academic and research activities are focussed on providing higher education and professional training in management disciplines.

The main 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) Conducting Seminars and Workshops;

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

**1.2 THE CAMPUS:**

The Institute's Campus is located on 100 acres of land at 10th KM on Bangalore - Bannerghatta Road.

The campus has been designed taking into consideration the needs of the Institute in its several activities. For the construction of the campus a Master Plan was prepared

and the works were taken up in a phased manner. The estimated cost of first and second phases of work is approximately Rs.1,214 lakhs. The first phase of work is completed and are put into use. The second phase works are either completed or are in progress as detailed in the Annexure I. Apart from the major development works, several minor works of improvement, additions and alterations have also been taken up and completed. In all, about Rs.700 lakhs have been spent, so far, on the campus development works.

### 1.3 BOARD OF GOVERNORS:

The membership of the IIM-B Board of Governors underwent major changes during the year under review. Thirteen new members were appointed to the Board while five members who completed their tenure retired. The Board, has constituted an Executive Committee to act on behalf of the Board during the interim when the Board is unable to meet. This Committee is a Sub-Committee of the Board.

The following members were nominated as members of the Board of Governors.

1. Shri Anuj Dhan  
(Former Vice-Chancellor of Ranchi University)  
Subash International  
New Delhi.
2. Shri B.J.Chacko  
Member (R & A)  
Ministry of Finance  
(Department of Revenue)  
Central Board of Direct Taxes  
New Delhi.
3. Shri A.V.Ganesan  
Additional Secretary  
Ministry of Industry  
Department of Industrial Development  
New Delhi.
4. Shri V.Krishnamurthy  
Chairman  
Steel Authority of India Limited  
New Delhi - 110-003.

5. Shri A.L.Mudaliar  
Management Consultant  
Avanti  
Madras.
6. Dr.D.M.Nanjundappa  
Vice-Chancellor  
Bangalore University  
Bangalore.
7. Prof C.N.R.Rao  
Director  
Indian Institute of Science  
Bangalore.
8. Shri K.K.Rao  
Chairman & Managing Director  
Kudremukh Iron Ore Company  
Bangalore.
9. Prof Rasheeduddin Khan  
Professor of Political Science  
Jawaharlal Nehru University  
New Delhi.
10. Shri K.V.K.Raju  
Chairman  
Nagarjuna Group of Industries  
Nagarjuna Hills  
Hyderabad.
11. Shri Suresh Kumar  
Additional Secretary  
Bureau of Public Enterprises  
New Delhi.
12. Dr M.Santappa  
(Former Vice-Chancellor of Madras University)  
Adyar,  
Madras.
13. Dr.G.K.Suri  
Director General  
National Productivity Council  
New Delhi.

The following ceased to be the members of the Board  
during the year under report:

1. Shri D.Bandhopadhyay,  
Secretary (R & D)  
Ministry of Rural Development  
Govt of India

2. Shri R.D.Gupta  
Director (Personnel)  
National Thermal Power Corporation
3. Shri P.Murari  
Additional Secretary  
Ministry of Industry  
Govt of India
4. Dr.D.Shankar Narayan,  
Former Vice-Chancellor of Bangalore University  
Bangalore
5. Shri M Sreenivasa Rao  
Executive Director  
United Breweries  
Bangalore

The composition of the Board of Governors as on 31 MAR 87 is shown in Annexure II.

#### Meetings of the Society and Board of Governors

The Society met once during the year under report on 11 APR 86. The Board of Governors met thrice, on 11 APR 86, 21 NOV 86 and 16 FEB 87. The Executive Committee of the Board also met four times during the year, ie: 25 JUL 86, 8 SEP 86, 12 JAN 87 and 19 MAR 87.

#### 1.4 ACADEMIC PROGRAMMES:

The major emphasis of the Institute's academic programmes are its two-year Post Graduate Programme (PGP) and Fellow Programme (FPM). The Management Development Programmes (MDP), Organisation Based Programmes (OBP) and Research & Consultancy are also actively pursued.

#### POST GRADUATE PROGRAMME IN MANAGEMENT

The Post Graduate Programme in Management is a full time course of 2 years' duration. The programme is known for its very high educational standards. Graduates in all disciplines are eligible to apply. A total of 22½ per cent of seats are reserved for Scheduled Caste/Scheduled Tribe candidates.

## 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 and Rural Development, Education, Energy, Health and Population, Transportation and Human Settlement and Environment.

### Admissions:

The admission to PGP and FPM are based on written aptitude tests and interviews, conducted nationally.

### Post Graduate Programme

A total of 138 (including 26 SC/ST and 1 foreign national) students enrolled for the programme, which started on 25 JUN 86.

The selection process for the 1987-89 academic year was started with the Common Admission Test (CAT) held on 21 DEC 1986 in 16 centres. IIM-B administered the test for 6275 candidates in five centres (Bangalore, Bombay, Madras, Coimbatore and Ernakulam). Nearly 10,000 candidates applied for admission to IIM-B. A total of 781 (including 116 SC and 28 ST) were called for interview. The interviews were held in 7 centres in the country during March 1987. Statistics relating to the Common admission test and interview are given in Annexure III.

### Fellow Programme

10 candidates registered for the Fellow Programme (1986) during the current academic year.

A total of 371 candidates (74 SC & 13 ST) applied for

the programme beginning 1987. 166 candidates appeared for the Common Admission Test and Research Aptitude Test in five centres on 21 DEC 86. Statistics relating to the FPM 1987 is given in Annexure IV.

## 1.5 SUPPORTING FACILITIES

### (a) Scholarships

The Institute offered Merit-cum-Means (MCM) Scholarship at the rate of Rs.170/- per month for 10 months together with tuition fee waiver for 15 students of 1985-87 batch and 8 students of 1986-88 batch. Besides the MCM scholarships, the following scholarships sponsored by various organisations were also awarded:

#### 1985-87 batch -(II Year)

- i) City Bank - One scholarship @ Rs.350 PM for 10 months.
- ii) Bank of America - One scholarship @ Rs.350/- per month for 10 months.
- iii) MSIL - 2 scholarships @ Rs.350/- PM for 10 months.
- iv) Alumni Association - 2 scholarships @ Rs.250/- PM for 10 months.
- v) Post matric scholarship by Govt of Andhra Pradesh Social Welfare Department - One scholarship @ Rs.414/- per month for 10 months.
- vi) North Eastern Council, Shillong - One scholarship and book grant amounting to Rs.5,800/- for the year.
- vii) NCERT - 4 scholarships and Book grant each amounting to Rs.270/- each.
- viii) National Merit Scholarship - one scholarship amounting to Rs.1440/- for the year.

#### 1986-88 batch - (I Year)

Foundation to Aid Industrial Recovery (FAIR) - 3 scholarships @ Rs.260/- per month for 10 months each (total amount Rs.7,800/-).

Post Matric Scholarship for SC/ST by Social Welfare Department, Govt of AP - one scholarship @ Rs.2790/- for the year.

NCERT scholarship - 3 scholarships and book grant amounting to Rs.2,700/- each.

b) Hostels

The mess facility in the Campus hostel continued to be maintained by the Students' Mess Committee. 2 new blocks consisting of 88 rooms was completed and taken over. Presently all the PGP & FPM students desiring hostel accommodation are housed in the Bannerghatta Campus hostel. About 240 students were staying in the hostel during the year under report.

c) Library

The Institute Library holds a large collection of about 92,000 Books and Bound Volumes of periodicals, besides a good collection of Government Publications, technical reports, conference proceedings, annual reports of public and private enterprises, academic and scientific publications, Institute students' project reports and dissertations, faculty publications and the like. During 1986-87 the Library added 5,269 volumes, including 732 bound volumes of periodicals, in its collection. The library contributes to 900 journals, which includes an addition of 45 new journals, during the period.

The Library also has a collection of 10756 microfilms, slides etc. It is planned to strengthen the non-book materials collection and Library services. A photocopying machine has now been installed to improve Library services.

Apart from the Institute Faculty, researchers and students, the Library offers reference and lending facility to external research scholars, Govt. officials and other organizations on inter Library Loan System.

The permanent Library building is under construction at present. The completion of this building is a priority work during this construction phase. The details relating to Library collection, circulation and budget are given in Annexure V.

d) Students Activities 1986-87 - A Retrospect

The academic year 1986-87 at the Institute will be remembered as one that saw the student community at its peak in their activity. The students activity diary listed quite a few firsts, with NEXUS, the Consumer Fair being the high point. NEXUS was conceptualised, planned and organised by the students. The two-day fair was an enormous success and was a singular demonstration of the organisational capability of the students. Its success and the enthusiasm it generated can be seen from the fact that NEXUS will be an annual event hereafter.

If NEXUS demonstrated the student interest in market research, SYGMA (Systems Interest Group in Management), revealed the student interest in systems theory by organising guest lectures/seminars to augment their class room learning with practical and experiential inputs. A large percentage of students benefitted meaningfully from these seminars and guest lectures held and the hands on experience on personal computers. A computer room has been opened in the hostel with three personal computers which are available round the clock to any student desirous of working on computer-based assignments and/or learning new soft-ware packages.

The concept of "Students Amenities Centre" has long been on the agenda. It fructified this year, when a room in the hostel was converted into a handy store dispensing essential items of regular use. The patronage it receives from the student community is encouraging. A newly constructed TV room and common room provides a more relaxed atmosphere for their extra curricular activities. Improvements have also been made in regard to facilities for outdoor games.

e) Computer Centre

The Computer Centre of the Institute started with an IBM Unit Recorder followed by a Desk Top Computer made by Hewlett Packard. All course work and research work requiring large scale use of computers were carried out by hiring time on facilities available outside.

The first upgrading of the Centre came with the purchase of a 16 bit micro processor based computer made by ORG at the end of 1982. This considerably enhanced computing facilities for class work and data processing in general. The Institute since added 22 PCs, inter-linked through local area net-work. An Apricot PC was also gifted to the Institute by Birmingham University in connection with development of the Transportation Centre.

It is proposed further to replace the 16-bit system with a 32 bit system using a Unix Operating System. This, together with the PCs, is then expected to cater to a variety of requirements. Further facilities are planned in the form of multi-processing capacities, optical input devices, colour graphic plotters etc., supported by appropriate software packages.

The utilisation of the system is on an average over 80%.

1.6 PLACEMENT

Final Placement of PGP and FPM students

Out of the 94 students in the outgoing batch, there were six sponsored students and the remaining 88 students were suitably placed through the Campus Recruitment Programme (CRP).

Fifty organisations participated in our CRP - 16 from the Public Sector and 34 from the Private Sector and 18 students were placed in Public Sector and 70 in Private Sector organisations.

Thirty six (40.90%) students placed in the area of Marketing; 16 (18.19%) in the area of systems; 5 (5.68%) in the area of Production/Operations; 16 (18.19%) in the area of Finance and 15 (17.04%) in the General Management area. Thirteen students were placed in the Northern region, 31 in the Southern region, 8 in the Eastern region and 36 in the Western region.

The feed back from most of the organisations was encouraging. Many organisations who used to have their selection rounds at their head-quarters decided to give the result in the Campus itself, which is a measure of the demand for the Institute graduates. Quite a few interviews which were scheduled for the second week of March had to be called off.

#### Summer Project Placement

Excluding 3 sponsored students a total of 130 students (1986-88 batch) sought summer placement. Twenty one students were placed in the Public Sector and 106 students were placed in the Private Sector. Three students took their summer project work in the Institute itself.

Seven public sector organisations and 54 private sector organisations participated in the summer placement programme.

#### 1.7 CONVOCATION

The 11th Annual Convocation of the Institute was held on 16th April 1986. Shri P. Chidambaram, Union Minister of State for Public Grievances and Pension delivered the Convocation address. Ninety six students of the Post Graduate Programme and 6 students of the Fellow Programme received their Diplomas at the Convocation.

1.8

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

During the year 1986-87 we had scheduled 45 Management Development Programmes and conducted 25 programmes. Details regarding yearwise programmes, number of participants and revenue received are furnished in the Annexures VI to X. A sum of Rs.14.51 lakhs was received on this account for the year 1986-87. Out of 25 programmes 4 were Sectoral Programmes. In addition, the Institute also conducted five refresher programmes for IAS Officers, sponsored by DPAR, New Delhi.

1.9

ORGANISATION BASED PROGRAMMES (OBPs)

Our objective in OBPs during the year 1986-87 was to involve ourselves in organisations at different levels so that professionally it would be beneficial to the organisation. This implies that the programme for middle, senior and top management has to be conducted and Faculty focus has to be more in terms of specific needs of the organisation. For this purpose a pre-study for organisation based programmes was insisted for the Faculty members to interact with the officials of the organisation for preparation of the background materials, time schedule etc. The revenue generated from 21 Organisation Based Programmes was nearly Rs.8,22,000/-.

Some of the major organisations for which we have conducted OBPs during the year 1986-87 are KEB, MMTC, IRAS, SAIL, FACT, IDBI etc. List of organisation based programmes conducted from April 1986 to March 1987 are furnished in Annexure XI.

1.10

CONSULTANCY

During the year 1986-87, 21 major studies with a cumulative budget of 17.5 lakhs were initiated. Nine major studies initiated in the earlier year/years with an aggregate budget of nearly Rs.25 lakhs were continued during the period. Also during the year 9 studies were

completed for which reports were submitted to the client organisations.

Some of the major studies initiated during the year pertains to the Study of Work-week for the Government of Karnataka which was used by Government of Karnataka for its policy decision. An evaluation study for the Police Department was also submitted to the Government of Karnataka. A study on the Krishna Basin River Water System has been initiated for INTACH. Studies have been initiated for the Ramco Group based in Madras, as well as, for Indian Telephone Industries in Bangalore. On the request of Naval Headquarters, Delhi a study has been initiated by our Faculty members, on the inventory management in Navy. Consultancy studies initiated and undertaken are in Annexures XII and XIII.

#### 1.11 ACADEMIC ACTIVITIES OF AREAS/SECTORS

##### 1) Centre for International Management (CIM):

The CIM Sector offered the following electives for the PGP:

1. The International Economy
2. International Business
3. International Marketing
4. Japanese Management

In addition, CIM in collaboration with the International Association of State Trading Corporations of Developing Countries (ASTRO), Ljubljana, Yugoslavia, organised a three-day Seminar on 'Counter-Trade: Practices and Opportunities' during October 16-18, 1986 at Bangalore. This seminar was sponsored by State Trading Corporation of India Limited (STC) and the Minerals and Metals Trading Corporation of India Limited (MMTC).

Forty two participants from 22 organisations from both public and private sectors besides, International participants, participated in this seminar.

Prof Praxy Fernandes accepted Institute's invitation to hold the MMTC Chair Professorship in International Business at CIM, and Prof C.S. Swaminathan, continued to hold the STC Chair Professorship in International Business.

## 2) Computer Aided Management Centre (CAM)

The main objective of the Computer Aided Management Centre (CAM) is to promote fuller utilization of resources and manpower in the organized sectors of the economy through improvement in the standards of management techniques. The objectives of the centre are:

- a) To carry out Research and Development on Operations Research and Quantitative Techniques
- b) To train specialists in CAM who will form nucleus for further activities
- c) To establish training/education facilities for CAM, develop a package training program in CAM, and conduct a program for systems managers/engineers of middle and senior level
- d) CAM software exchange to enhance quality of management in the developing countries

Under the agreement between Government of India and UNDP (IND/82/050/A/01031 dated 20 June 1983), UNDP has agreed for the financial assistance of \$ 1,280,000. (about Rs.128 lakhs) and the Government of India contribution of Rs.125 lakhs to set up the four centres of "Computer Aided Management" at IIM, Calcutta, IIM, Ahmedabad, ASCI, Hyderabad and IIM Bangalore.

In December 1986, Chairman, Department of Electronics Government of India, allocated additional grant of Rs.4 lakhs for buying suitable combination of AT, XT and PCs for CAM Centre. Orders have been placed for the same.

VAX 11/750, a fourth generation Computer along with its peripherals arrived during January 1987 and the installation work is being carried out by M/s Hinditron Computers Private Limited, Bangalore.

Prof James Emery, Chairperson, Decision Sciences Department, Wharton School of Management, University of Pennsylvania, USA visited the CAM Centre from 12 to 17 JAN 1987 as UNDP Expert. Also the exchange programme under this scheme was initiated.

Mr Y Kasi Viswanadham, Research Fellow went to Graduate School of Business, University of Texas, Austin from 14 JAN '86 to 10 MAY '86 as UNDP Fellow.

Dr V Nagadevara, Faculty went to Sloan School of Management, MIT, USA as UNDP Fellow (Feb. '87 - May '87).

Facilities in the CAM Centre were increased with the addition of a Xeroxing Machine RICOH Model (FT 4060) and by placing orders with SONY Corporation, Japan, for a universal video projector at a cost of \$ 9,284.

### 3) Centre for Agriculture and Rural Development (CARD)

In addition to offering courses to PGP and Fellow students, the sector conducted a Management Development Programme for the Officers of the Indian Administrative Service on Agriculture and Rural Management in February 1987. The Sector has also conducted a study on Agricultural Policy and Land Use. The final report is under preparation. The Sector members also published a number of research articles in leading journals.

4) Centre for Human Settlements and Environmental Studies (CHES)

The Centre for Human Settlements and Environmental Studies places emphasis on multi-disciplinary approaches to the planning and management of human settlements. The teaching, research, training and consultancy activities of the Centre have focus on the management and policy issues related to Urban and Regional Planning, Housing, Locational Analysis, Regional Industrial Development and Environmental Impact. The sector faculty offered a set of courses to PGP students for specialization in Human Settlements Management during 1986-87. Research studies completed by the senior faculty during the year include: Impact of Rent Control on Housing Market, Small Industry under District Credit Plan, Application of Location Allocation Models for Rural Service Planning.

5) Transportation

The Sector offered five PGP courses during the year under report. Four Fellowship students are being guided by the faculty and all the students are in the advanced stage of their thesis work. Five consultancy projects were on-going. A new project on the development of software in the Emerging Areas was awarded by the Ministry of Human Resources Development. The Collaborative research between IIM and University of Birmingham came to a fruitful end. The British Council, through University of Birmingham, has gifted an ACT Apricot F2 Microcomputer to the Institute for easy exchange of software between the two institutions. The Sector Faculty published/presented five research papers in various journals/symposia.

## 6) Energy

The Management study of Kerala & Karnataka Electricity Boards was completed and report submitted to Ministry of Energy.

The Wood balance study for Karnataka Forest Department and the Assessment of Decentralized Energy Sources study for Karnataka DST is in progress.

Sector offered its courses for PGP & Fellowship as in previous years and conducted 3 modules of training for KEB (2 for junior levels and 1 for senior level).

A major effort made to mount the one-year programme for sponsored candidates from Power Organisations did not materialise due to lack of sponsorship. This programme is now under review and it is planned to relaunch in a modified form.

## 7) Education

During the year under review, the Education Sector offered 2 MDPs besides conducting two study conferences for selected Principals of Arts and Science Colleges affiliated to Bangalore and Mysore ~~universities~~ conducting a Programme outside Bangalore was a significant departure from the usual practice. The Education Sector offered a programme for Lady Doak College at Madurai in March 1987.

Yet another milestone in the activities undertaken was the holding of a conference of Senior Educational Administrators of Post-Secondary Education during the month of April 1987. The Conference organised by IIMB, Education Sector was inaugurated by Dr. D.M.Nanjundappa, Vice-Chancellor, Bangalore University, Bangalore. The conference was organised especially to focus attention of various aspects of management of education in the wake of the National Policy on Education. The conference was also attended by Shri J.Veeraraghavan, Secretary to the Government of India in the Ministry of HRD.

#### 8) Centre for Health & Population Management

The centre for Health and Population Management, during the year under review, undertook three OBPs, each of three weeks duration, in order to train the Medical Officers of Karnataka. These programmes were sponsored by the India Population Project.

Under the Management Development Programme, the centre conducted three MDPs and two batches of WHO, Fellowship training programmes. In addition to these, it also conducted an MDP for the senior IAS Officers. It was sponsored by the Government of India under the DPAR scheme.

The members of the centre were also involved in the Research and Consultancy Programmes. The two major projects they have undertaken this year include the ICMR projects on "Field Trial of Billings Ovulation Method of Natural Family Planning" and the longitudinal study of the "Bagalkot Rehabilitation Programmes" funded by the Government of Karnataka.

In the past, there has been some effort on the part of the Institute and the Health Science Management Centre, University of Birmingham to have a formal collaboration in order to pursue some programmes of common interest. This year we have revived these efforts and the details are being worked out. It appears that "The Network Enhancement in Health Management Training in Developing Countries", for which already there is funding from Kellogg could be one of the areas of our joint activity.

The centre also organised a seminar on "India's Population Policy" for the Faculty and the Students. Dr. K. Srinivasan, Director, International Institute for Population Sciences delivered the lecture.

Some of the important visitors of the Centre include Dr. Bosko Popovic, WHO Representative to India, a team from the World Bank headed by Dr. Richard Cambridge, and Dr. D.K. White, Health Science Management Centre, Birmingham.

#### 9) Organisational Behaviour and Industrial Relations (OBIR)

During 1986-87, besides regular PGP teaching, two Research Projects on Causes of Industrial Peace under Collective Bargaining with the initiative of Prof. Donald W. Haughton were commended during the year under report, in Indian Telephone Industries, Bangalore and Mahindra & Mahindra Automotive Division, Bombay. Prof N. Krishnaswamy and Dr. S. Sampangiramaiah were in charge of the study in ITI, and the data collection was in progress. Prof G.K. Valecha and Dr. B.R. Patil have jointly taken up the study in Mahindra & Mahindra Automotive Division from January 1987. The data collection was completed by March 31, 1987. Subsequently, the processing of the data is in progress.

#### 10) Marketing

During the year under review, the Area offered two marketing courses for the first year and 7 elective courses for the second year PGP students. Three MDPs were also conducted by the Area besides contributing in some other MDPs. The Area member coordinated many OBPs and conducted many incompany programmes during the year. Besides, a few consultancy projects were taken up and completed.

The Faculty of the area were actively involved in development of cases based on their consultancy and incompany training programmes. The members were also invited by a large number of organisations to participate in their training programmes and also sales conferences.

The Area has undertaken three research projects during the year:

- i) 1987 Survey of Marketing Research in India
- ii) Multinational Corporations and Indian Pharmaceutical Industry
- iii) A Survey towards Marketing Practices, Consumerism and Government Regulations.

The Area also had a visiting Faculty Shri Madhav Saigal (Southern Illinois University) from US for a term.

#### 11) Economics and Social Sciences (ESS)

In the year 1986-87, Area Members taught as usual 5 core courses to both sections of PGP students. Members also contributed towards the teaching programmes of the Transport Sector, the Finance Area, and the Centre for International Management. Area members also functioned as principal guides and TASC members for students in the energy and agriculture sectors; on Ph.D dissertation in the habitat sector was completed under guidance of an Area member.

The research effort by members of the area resulted in publications in the IIMB Management Review, and in other national and international journals including Economic and Political Weekly, and the Journal of Futures Markets. Papers were presented at the annual meeting of the International Economic Association, and at other national/international conferences. An Institute - wide Seminar Series was conducted, with 4 external and 5 Institute speakers. Finally, members continued to perform professional services towards the large community as referees for national/international journals, and as Examiners for other academic institutions.

12) Finance and Control

The Finance and Control offered 4 core courses which is as follows:

1. Financial and Accounting
2. Cost and Management Accounting
3. Corporate Finance
- and
4. Management Policy

The Area also offered '6' elective courses as part of the concentration stream to the final PGP students. The area participated in about 1/3 of the MDP offered during the year and contributed to about 40% of the participation. The Faculty had a substantial part in co-ordination and participation in other MDPs and organisation Based Programmes of the Institute.

13) Quantitative Methods and Information Systems (QMIS)

During the year, the Area had 3 regular full time Faculty members. These regular Faculty members, between them, conducted 3 core courses and 3 elective courses. Also, these regular Faculty members were individually heavily involved in important Institute wide responsibilities such as coordinating CAM project, membership of Faculty Grievance & Performance Review Committees, membership of the BOG besides involvement in other Committees such as Academic Committee, Admission Committee, etc.

This resource of regular members was augmented by a complement of 3 visiting/guest faculty members and, additionally, one Institute's faculty member outside the Area to help conducting of the remaining 3 core courses and 3 elective courses.

The regular faculty members participated in some OBPs/MDPs coordinated by other Institute faculty members

and also were engaged in other professional/consultancy activities individually. The area members could not however launch/conduct MDP, for want of adequate preparation time and Faculty resources.

14) Production and Operations Management (POMA)

The Production and Operations Management Area (POMA) performed the following activities during the academic year 1986-87:

MDPs

1. Case Studies in Management of Technology  
23-25 October 1986 - Dr. M.R. Gopalan and Dr. C.V.S. Ratnam - Bangalore - No. of participants - 13
2. Production Management, November 1986 - Prof S.N. Chary

OBPs

1. Organisation Based Programme for Karnataka Electricity Boards, FEB 1987, Bangalore - Prof S. Jagadish

1.12 STAFF WELFARE ACTIVITIES

a) IIM Credit Co-operative Society

The IIMECCS was started in June 1974 with a membership of just 78. It has steadily grown with its membership reaching 384 during the year under report. The Society is managed by a Board consisting of 10 elected members amongst the Employees and the functioning of the Society has been very encouraging since the beginning. It has remained as a 'A' Class Society in view of its excellent performance for the past several years. The Institute is giving an interest free loan facility of Rupees One lakh which is recoverable in 10 monthly instalments. The share capital stood at Rs. 2,14,280 and the loan advanced to members is Rs. 12,35,970. The profit of the Society is around Rupees One Lakh during the year under report.

b) Departmental Canteen

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

c) Transport Facility

The Transport facilities were continued to be provided to the Faculty, Students and Staff of the Institute during the year under report.

d) Staff Recreation Club

During the year under report, the Staff Recreation Club (SRC) at the Institute arranged several programmes for the members.

During December 1986, the SRC organised 'PURANDARA THYAGARAJA NAMANA DAY' wherein many persons spoke on the occasion about Thyagaraja and Purandaradasaru.

Coaching classes are being arranged for those children of the employees interested in learning Bharathnatyam twice a week, under the banner of SRC.

SRC organised friendly matches in table tennis.

SRC has plans to bring out a quarterly cultural magazine in which articles, poems etc., written by the members will be published. It has plans to conduct regular picnics to historic places of interest. As usual, the annual sports & cultural competitions will be conducted during the years.

1.13 OTHER MISCELLANEOUS ACTIVITIES

a) Chair Professors

Prof P.J.Fernandes as MMTC Professor in International Business w.e.f 1.6.1986.

b) Honorary Faculty

Prof R.N.Haldipur joined as Honorary Faculty  
w.e.f 1.12.1986.

c) Faculty

The following new Faculty (Assistant Professors)  
joined during the year:

Sl.No.	Name	Date	Area/Sector
1.	Dr(Mrs) S Nayana Tara	05.06.86	Education
2.	Dr R.Ravi Kumar	12.06.86	OBIR
3.	Dr L.S.Ganesh	16.07.86	Education
4.	Shri R Narayanaswamy	01.09.86	Finance
5.	Shri Madhukar G Angur	12.09.86	Marketing
6.	Dr A.V.Muthukrishnan	07.11.86	OBIR

d) Visiting Faculty

1. Dr.Madhav N Segal, Professor of Marketing and Marketing Research, Department of Marketing of Business, Southern Illinois University at Edwardsville, Illinois, USA joined as Visiting Faculty on 12.9.86 for a period of 5 months. He was affiliated to the Marketing Area.

2. Dr.M.R.Rao (Former Professor, IIM-B) joined as Visiting Faculty w.e.f. 1.7.1986.

3. Prof.Ronald W Haugton of the University of Washington, Seattle, Washington joined as a Visiting Faculty on 15 September 1985 for a period of 9 months. Prof Haughton again joined the Institute as a Visiting Faculty for a month from 11 October 1986 to 15 November 1986. He was affiliated to the Organisational Behaviour and Industrial Relations (OB & IR) Area.

e) Appointment

1. Shri D. Venkataramani joined as Internal Audit Officer w.e.f. 1.9.1986 on deputation from A.G. Karnataka, Bangalore.

2. Shri R. Venkataraman, joined as Administrative Officer (Accounts) w.e.f. 24.11.1986 on deputation from A.G. Tamil Nadu, Pondicherry.

3. Shri T.S. Natarajan, took charge as Chief Administrative Officer w.e.f. 8.12.1986.

4. Shri Chikkamallaiah took charge as Librarian w.e.f. 1.12.1986.

5. Shri G.Y. Suhas joined as Personnel Manager w.e.f. 29.1.1987.

6. Lt. Col. G. Lakshman Singh joined as Security and Transport Officer w.e.f. 28.7.1986 (Temporary).

7. Col. B.K. Ramakrishna joined as Officer on Special Duty (Staff Officer to the Director) w.e.f. 12.5.1986 (Temporary).

f) Retirement

1. Shri G. Bhaktamitran, Librarian on 30.9.1986.

2. Prof O.K. Govindrajan, Professor on 30.9.1986.

3. Prof C.L. Narasimhan, Assistant Professor on 31.8.1986.

g) Resignation

1. Dr. P.S. Rao, Professor resigned from the services w.e.f. 3.7.1986.

2. Prof K.L.K. Rao, Professor resigned from the services w.e.f. 30.6.1986.

3. Dr. M.R. Rao, Professor resigned from the services w.e.f. 25.6.1986.

4. Dr. S. Subramaniam, Professor resigned from the services w.e.f. 23.7.1986.

5. Prof.P.S.Appu, Honorary Faculty resigned from the services w.e.f 31.10.1986.
6. Dr.T.Krishna Kumar, Professor resigned from the services w.e.f 16.12.1986.
7. Dr.S.Subba Rao, Professor deemed to have resigned w.e.f 31.3.1987.

h) Contract Expired

1. Dr.A.Sundar, Professor on 8.7.1986.

i) Expired

1. Dr.N.V.Raghu Ram, Professor on 11.5.1986.

2. Prof.N.Krishnaswamy on 30.3.1987.

j) Visits Abroad

1. Prof J.Philip, Director visited Britain for 3 weeks in May-June 1986 under the Visistership Programme of British Council to visit some of the British Universities with good management departments, business schools and other institutions to study the latest developments in the field of management education and for exploring the possibility of collaboration and other projects of mutual advantage.
2. Dr.T.V.Ramanayya visited University of Birmingham, UK in connection with the II Phase of collaborative research project with University of Birmingham for a period of 3 months from 4.6.1986.
3. Dr.N.Naganna visited Bangkok in connection with the Visiting Faculty member in the Energy Technology Division, Asian Institute of Technology, Bangkok for a period of 4 months from 1.9.1986.

4. Dr.V.Nagadevara visited Alfred Sloan School of Management, Cambridge, USA, from 1st February to 25th May 1987 in connection with CAM Advanced Study in Computers part of the UNDP Fellowship.
5. Dr.P.G.Apte visited Centre for Econometric and Decision Sciences, College of Flourida, Gainesville, USA from 1st Jan to 30th April 1987 in connection with CAM advanced study in Computers part of the UNDP Fellowship.

k) Functionaries

The names of various functionaries who shouldred administrative responsibilities during the year under review are given in Annexure XIV.

City Office

The Institute retained part of the City Office for housing CAM Project and Director's Office.

Guest House

Two Guest Houses are maintained one in the City and one in the Campus for accommodating the Visiting Faculty.

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**ANNEXURES**

## PROGRESS ON CONSTRUCTION OF IIM-B CAMPUS

## I. PHASE WORKS

Name of the works	Estimate or tendered amount (in lakhs)	Stage of the work
<b>A CIVIL WORKS</b>		
1. Dormitories	60.72	The work has been completed and occupied and in use. Claims to be settled.
2. Staff Housing	54.50	The work completed. Final claims are to be settled.
3. Administration Block	32.40	The work completed, occupied and in use.
4. Class Room and Faculty	87.04	Work completed, occupied and in use. Final claims to be settled.
5. Sub-station I & II	5.35	Work completed, occupied and in use.
<b>B WATER SUPPLY &amp; SANITARY WORKS</b>		
6. Plumbing Installation in Dormitories and Staff Houses and external services works in entire Campus	19.70	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	23.94	Works are completed and the overhead tank is in use.
9. Contingency water supply scheme in Campus	9.56	Work completed and serviced.

**C. ELECTRICAL WORKS**

10. Electrification works in Dormitories & Staff Housing (only Internal)	8.00	Work completed and serviced.
11. Electrification works in Campus (External)	15.00	Work completed and serviced.
12. Electrification work in Administration Block, Class Room & Faculty Block	12.82	Work completed and serviced.
13. Installation of sharp Intercom Telephone System	1.26	Work completed.
14. Installation of regular Telephone System (including PABX system)	7.00	Civil & Electrical works are completed. P & T authorities are to take up their works.

**OTHER WORKS**

15. Construction of Roads footpath, drainage works	27.53	First stage work completed and put in to use.
16. Construction of built in Cup-boards in Staff Houses of I Phase	4.05	Work is nearing completion.
17. Construction of wardrobes in Dormitory Rooms	3.00	Work deferred for the present.
18. Providing barbed wire fencing on the sides of the Campus	1.56	Work completed.
19. Landscaping work including Horticulture works	6.00	Works like developing lawns, flower beds, planting of trees is taken up and completed.

ANNEXURE - I (CONT'D.)

II PHASE WORKS

Category of the works	Estimate or tendered amount ( in lakhs )	stage of the work
<b>WORKS</b>		
1. Construction of front end wall, main gate, Annex Guard Room	21.70	Work completed
2. Construction of PABX and other buildings including completion of Director's Block	22.00	Work completed
3. Construction of Faculty Block No.3 & 4	31.80	Work nearly completed
4. Construction of Dormitory Blocks 3 & 4	53.20	Work nearing completion
5. Construction of Faculty Quarters	101.62	about 80% of the work is completed. The remaining work is in progress
6. Construction of I stage Library, Computer Complex Block	215.00	Work of basement floor is in progress
<b>WATER SUPPLY &amp; SANITARY WORKS</b>		
7. Plumbing installation to Dormitories, PABX building, Director's Block, Guest Rooms	6.20	Work nearing completion
8. Plumbing Installation in Faculty Houses of II Phase	19.55	Work in progress
9. Plumbing Installation to Over-head Tank	1.76	Work completed

.... 2

**ANNEXURE - I : (CONTD..)**

**- 2 -**

Name of the works	Estimate or tendered amount (in lakhs)	Stage of the work
<b>C. ELECTRICAL WORKS</b>		
10. Electrification work to Faculty Cluster-2, PABX and Director's Block also to Guest Rooms	7.61	Work in prog
11. Electrification works in Dormitory Block 3 & 4	3.71	Work nearing completion
12. Electrification work in Staff Houses	11.45	Work is delayed by the contractor. Necessary action is being taken to expedite progress

List of members of the Board of Governors, IIM-B

CHAIRMAN

Shri Abid Hussain  
Member  
Planning Commission  
Yojana Bhavan  
Parliament Street  
NEW DELHI - 110 001

Members

1. Shri Anuj Dhan  
(Former Vice-Chancellor  
Ranchi University)  
Subash International  
D-125, Defence Colony  
NEW DELHI - 110 024
2. Prof Ashoka Chandra  
Educational Adviser (T)  
Ministry of HRD  
(Department of Education)  
Room No.21/, 'C' Wing  
Shastri Bhavan  
NEW DELHI - 110 001
3. Shri A. Bharat  
Secretary-I  
V Floor, Multistored Building  
Dr. Ambedkar Road  
BANGALORE - 560 001
4. Shri B.J. Chacko  
Member (R & A)  
Ministry of Finance  
(Department of Revenue)  
Central Board of Direct Taxes  
NEW DELHI
5. Shri A.V. Ganesan  
Additional Secretary  
Ministry of Industry  
(Department of Industrial Development  
NEW DELHI
6. Shri R.D. Gupta  
R-3, Green Park Extension  
NEW DELHI - 110 016

List of members of the Board of Governors, IIM-BCHAIRMAN

Shri Abid Hussain  
 Member  
 Planning Commission  
 Yojana Bhavan  
 Parliament Street  
 NEW DELHI - 110 001

Members

1. Shri Anuj Dhan  
 (Former Vice-Chancellor  
 Ranchi University)  
 Subash International  
 D-125, Defence Colony  
 NEW DELHI - 110 024
2. Prof Ashoka Chandra  
 Educational Adviser (T)  
 Ministry of HRD  
 (Department of Education)  
 Room No.21/, 'C' Wing  
 Shastri Bhavan  
 NEW DELHI - 110 001
3. Shri A. Bharat  
 Secretary-I  
 V Floor, Multi-storied Building  
 Dr. Ambedkar Road  
 BANGALORE - 560 001
4. Shri B.J. Chacko  
 Member (R & A)  
 Ministry of Finance  
 (Department of Revenue)  
 Central Board of Direct Taxes  
 NEW DELHI
5. Shri A.V. Ganesan  
 Additional Secretary  
 Ministry of Industry  
 (Department of Industrial Development)  
 NEW DELHI
6. Shri R.D. Gupta  
 R-3, Green Park Extension  
 NEW DELHI - 110 016

- 2 -

7. Shri V. Krishnamurthy  
Chairman  
Steel Authority of India Limited  
Ispat Bhavan  
Lodi Road  
NEW DELHI - 110003
8. Shri A.L. Mudaliar  
Management Consultant  
Avanti  
858, Poonanamallee High Road  
Kilpauk  
MADRAS - 600 010
9. Dr. D.M. Nanjundappa  
Vice-Chancellor  
Bangalore University  
'Jnana Bharathi'  
BANGALORE - 560 056
10. Shri L.S. Narayanan  
Financial Adviser (Education)  
Ministry of HRD  
(Department of Education)  
Room No.109, 'C' Wing  
Shastri Bhavan  
NEW DELHI - 110 001
11. Shri K.V.K. Raju  
Chairman  
Nagarjuna Group of Industries  
Nagarjuna Hills  
HYDERABAD
12. Shri M.K. Ramachandra  
'Prashanth'  
27, Bull Temple Road  
BANGALORE - 560 004
13. Dr. A.K. Rao  
Professor  
IIM-B
14. Prof C.N.R. Rao  
Director  
Indian Institute of Science  
Malleswaram  
BANGALORE - 560 012
15. Shri K.K. Rao  
Chairman-cum-Managing Director  
Kudremukh Iron Ore Company  
H Block, Koramangala  
BANGALORE - 560 034

- 3 -

16. Prof Rasheeduddin Khan  
Professor of Political science  
Jawaharlal Nehru University  
NEW DELHI
17. Shri B. Ratnakar  
Chairman & Managing Director  
Canara Bank Head Office  
J.C. Road  
BANGALORE - 560 002
18. Shri M. Sankaranarayanan  
Commissioner and Secretary-I  
Finance Department  
Government of Karnataka  
Vidhana Soudha  
BANGALORE - 560 001
19. Dr. M. Santappa  
(Former Vice-Chancellor  
Madras University)  
No.73, Third Main Road  
Kasturi Ba Nagar  
Adyar, Madras - 600 020
20. Dr. S. Shiva Ramu  
Professor  
IIM-B
21. Dr. G.K. Suri  
Director General  
National Productivity Council  
Utpadakata Bhavan  
Lodi Road, Institutional Area  
NEW DELHI - 110 003
22. Shri Suresh Kumar  
Additional Secretary  
Bureau of Public Enterprises  
C.G.O. Complex, Block No.14  
Lodi Road  
NEW DELHI - 110 003
23. Prof J. Philip  
Director  
IIM-B

COMMON ADMISSION TEST (CAT) - 1987-89GRADUATE PROGRAMME (PGP)TEST

Centres	Candidates Expected	Candidates Appeared
alore	1830	1501
ay	2229	1848
batore	416	341
akulam	783	585
ras	2349	1992
rs	-	8
<b>Total</b>	<b>7607</b>	<b>6275</b>

INTERVIEW

Centres	Candidates Expected	Candidates Appeared
alore	62	55
ay	136	128
utta	105	97
ai	221	211
arabad	74	72
now	38	32
as	145	136
<b>Total</b>	<b>781</b>	<b>731</b>

ANNEXURE - IV

FELLOW PROGRAMME IN MANAGEMENT - 1987

Centres	Aptitude Test		Interview only at Bangalore	
	Candidates Expected	Candidates Appeared	Candidates Expected	Candidates Appeared
Bangalore	81	62	36	23
Madras	48	38	-	-
Bombay	31	25	-	-
Delhi	26	22	-	-
Calcutta	24	19	-	-
<b>Total</b>	<b>210</b>	<b>166</b>	<b>36</b>	<b>23</b>

LIBRARYStatistics for the period April 1986 to March 1987GENERAL SECTION

Sl. No.	Item of work	Quantity added during the period	Quantity on the whole
---------	--------------	----------------------------------	-----------------------

I LIBRARY COLLECTION:

1. No. of books taken into stock	4,019	70,715
2. No. of non-book materials taken into stock (microfiches, micro films, sound films, charts etc.)	380	10,756
3. No. of bound volumes taken into stock	732	9,286
4. No. of reprints taken into stock	10	1,119
5. No. of new journals added	45	

II CIRCULATION:

1. No. of books issued	20,198
2. No. of books borrowed Inter Library loan (ILL)	179
3. No. of books consulted	42,885
4. No. of visitors	20,518
5. No. of outside users for reference	90

Category wise:

1. Faculty and Research	103
2. Students	262
3. Administration Staff	357
4. M.D.P. Participants	61
5. Deposit borrowers	145

III BUDGET:

1. Amount spent for books	Rs. 4,58,232.00
2. Amount spent for periodicals	Rs. 3,90,596.09
3. Amount spent for back volumes	Rs. 6,284.52
4. Amount spent for reprints	Rs. 24.00
5. Amount spent for institution membership	Rs. 4,670.00
6. Amount spent for binding	Rs. 15,796.00

Amount spent out of CAM Project for Library

Books	..	Rs. 1,28,700.00
Periodicals	..	Rs. 53,039.60

ANNEXURE - VI

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
1986-87	25	14.51

ANNEXURE - VII

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

YEAR-WISE BREAK-UP AVERAGE 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	738	20
1983-84	37	578	16
1984-85	35	519	15
1985-86	37	642	17.5
1986-87	25	416	18.84

ANNEXURE - VIII

The number and percentage of participants organisation-wise  
(MDPs)

	Nos.	Percentage
Government	95	22.83
Public sector	139	33.41
Private Sector	182	43.26
	<b>416</b>	

Facultywise MDPs conducted during 1986-87

Sl. No.	Faculty Leader/s	No. of Pro- grammes	No. of Participants	Gross Revenue Rs.
1.	Ashok Sanhi	1	12	52,500
2.	S.N. Chary	1	15	70,000
3.	L.S. Ganesh	1	17	34,000
4.	B. Ghosh	1	9	21,000
5.	S.G. Lele/Kalyani Gandhi	2	28	1,35,250
6.	M.R. Gopalan/C.V.S. Ratnam	1	12	48,000
7.	S.G. Lele/R.P. Iyer	1	9	62,500
8.	R.P. Iyer/Vatsala Nagarajan	2	39	1,90,000
9.	R.P. Iyer/J. Philip	1	11	49,000
10.	R.P. Iyer/R. Vaidyanathan	1	19	41,500
11.	M.R. Gopalan/C.V.S. Ratnam	1	12	48,000
12.	Malathi Somaiah	1	10	7,500
13.	Madhav N. Segal	1	23	86,250
14.	S.S. Murthy/G.K. Valecha	1	16	33,750
15.	S. Nayana Tara	1	12	12,000
16.	J. Philip	3	67	81,200
17.	J. Philip/G.K. Valecha	1	26	1,54,000
18.	S. Prasanna Chandra	2	47	1,83,000
19.	V. Ranganathan	1	12	66,000
20.	R.K. Vijaya Sarathy	2	32	1,27,250

**ANNEXURE -**

**Details of MDPs conducted - 1986-87**

Sl. No.	Programmes	No. of participants	Gross Revenue Rs.
1.	Projects: Preparation Appraisal and Implementation	22	82,500
2.	Time Management	19	25,000
3.	Human Relations in Management	9	45,000
4.	Effective Management: A Programme for Senior Managers	9	58,500
5.	Finance for Non-Finance Executives	25	1,34,500
6.	Case Studies in Management Technology	12	48,000
7.	Management the Sales Force (Consumer Products)	17	68,000
8.	Planning & Monitoring for Educational Institutions	10	7,500
9.	Time Management	21	33,100
10.	Production Management	15	70,000
11.	Management of Power Grid System- Senior Level	16	33,750
12.	Achieving Corporate Excellence	26	1,54,000
13.	Budget Planning & Control	14	56,250
14.	Managing the Sales Force (Pharmaceutical Products)	15	59,250
15.	New Frontiers in Financial Management	25	1,00,500
16.	Corporate Long Range Planning	11	49,000
17.	Human Resources Management - A Developmental Approach	19	90,250
18.	Working Capital Management	19	41,500
19.	8th Public Sector Seminar on Decentralisation & Delegation of Powers	12	52,500
20.	Office Management for Educational Administrators	12	12,000
21.	Management of Science Application in Health & Family Welfare	9	21,000
22.	Marketing Research for Decision Makers	23	86,250
23.	Project Appraisal	12	66,000
24.	Use of Computers in Educational Institutions	17	34,000
25.	Time Management	27	23,100
		416	14,51,450

ANNEXURE - XI

LIST OF ORGANISATION BASED PROGRAMMES CONDUCTED DURING 1986-87

Sl. No.	Sponsoring Organisation/Faculty Leader	Duration	Revenue Rs.
1.	CBSE, Bangalore Prof (Mrs) Malathi Somaiah	1½ weeks	27,500
2.	IRAS Profs S. Ramaswamy & R.P. Iyer	2 weeks	18,500
3.	FACT Profs S. Subramaniam & T.P. Gopalaswamy	1 week	13,750
4.	KSB Pumps Prof P.N. Thirunarayana	½ week	5,500
5.	MICO Prof P.N. Thirunarayana	½ week	5,000
6.	MMTC Prof R.K. Vijayasarathy	2 weeks	38,500
7.	IND Suzuki Prof P.N. Thirunarayana	½ week	6,000
8.	MMTC Prof R.G. Tagat	2 weeks	38,500
9.	Medical Officer (Govt. of Karnataka) Prof A.V. Shanmugam	2 weeks	49,000
10.	SAIL, Bombay Profs J.Philip & (Mrs) Kalyani Gandhi	1½ weeks	34,100
11.	Medical Officer (Govt. of Karnataka) Prof R.K. Vijayasarathy	2 weeks	49,000
12.	KEB Prof V. Ranganathan	5 weeks	1,25,000
13.	MMTC, Bangalore Prof R. Ravi Kumar	2 weeks	38,500
14.	Medical Officers (Govt. of Karnataka) Prof J.C. Bhatia	2 weeks	49,000
15.	East India Pharmaceutical Works, Calcutta Prof R.K. Vijayasarathy	1½ weeks	8,800

ANNEXURE - XI (CONTD.)

Sl. No.	Sponsoring Organisation/Faculty Leader	Duration	Revenue Rs.
16.	KEB Prof S.S. Murthy	2 weeks	60,000
17.	KEB Prof S. Jagadish	5 weeks	1,25,000
18.	World Health Organisation CFTRI, Mysore Prof J.C. Bhatia	½ week	65,000
19.	IDBI, Pune Profs S.G. Lele & R. Vaidyanathan	½ week	18,150
20.	FACT Profs G.K. Valecha, J. Philip & P.N. Thirunarayana	½ week	8,800
21.	MMTC, Bangalore Prof R. Narayanaswamy	1½ weeks	27,500
		Total	8,22,000

THE FOLLOWING ARE THE CONSULTANCY PROJECTS COMPLETED DURING  
THE YEAR 1986-87

	Profs.	
1. Management Study for Karnataka Electricity Board	K.B. Nair	3,20,000
2. ABC Paper Mills	S.G. Lele	5,000
3. Bengal Lamps Pvt. Ltd.	P.N. Thirunarayana	11,000
4. CBSE Study	Malathi Somaiah	27,500
5. Work Week (Govt. of Karnataka)	R.K. Herlekar	2,20,000
6. TAFE	B.R. Patil	
	P.N. Thirunarayana	25,000
7. Job Evaluation Aspects of Constabulary & Sub- inspectors of Police Department (Govt. of Karnataka)	T.S. Nagabhushana	5,500
	S.N. Chary	
8. PERT-CPM Studies Bagalkot	A.V. Shanmugam	8,580
9. Karnataka Agro Corpn. Products Ltd., Bangalore	M.R. Gopalan	17,500

ANNEXURE - XIII

CONSULTANCY PROJECTS UNDERTAKEN DURING EARLIER YEAR/YEARS  
AND CONTINUING DURING THE YEAR

Sl. No.	Name of the Project	Code No.	Faculty Leader(s) Profs.	Budget 4,39,000
1.	VUDA	36214	K.S. Pillai K.M. Anantharamaiah T.V. Ramanayya	4,39,000
2.	Karnataka Tank Irrigation Project Phase II	36230	S.Shivaramu P. Bhaskaran Shyamal Roy R.G. Tagat	5,13,400
3.	Scope-Management of Tech. Transfer	36245	R.G. Tagat	75,000
4.	OB & Team Building for Grindwell Norton Limited	36266	G.K. Valecha	27,500
5.	Wood Balance Study	36269	S. Subba Rao V. Ranganathan	1,95,250
6.	Organisation Study of Semi-Conductor Complex Limited	36271	G.K. Valecha	38,500
7.	Bagalkot Project	36277	A.V. Shanmugam	11,87,760
Total				24,76,410

FUNCTIONARIES AS ON 31ST MARCH 1987

I DEANS

1. Prof G.K. Valecha : Dean (Academic Programmes)
2. Prof Subbarayan Prasanna : Dean (Coordination & Planning)
3. Prof S.G. Lele : Dean (External Programmes)

II Programmes/Functions Coordinators

1. Post-Graduate Programme : Prof T.S. Nagabhushana
2. Fellowship, Research and Case Development : Prof V.K. Tewari
3. OBP and Consultancy : Prof R. Vaidyanathan
4. Admissions (PGP & Fellowship) : Prof K.B. Nair
5. Placement & Alumni : Prof P.G. Apte
6. Student Affairs : Prof V. Nagadevara
7. Editor, IIM-B Journal : Prof B. Ghosh

III AREA Coordinators

1. Finance & Control : Prof R.P. Iyer
2. Marketing : Prof R.K. Vijaya Sarathy
3. QMIS : Prof R.K. Herlekar
4. ESS : Prof Indira Rajaraman
5. OB & IR : Prof Kalyani Gandhi
6. POMA : Prof M.R. Gopalan

IV SECTOR/CENTRE Coordinators

1. CARD : Prof Shyamal Roy
2. CH & PM : Prof P. Bhaskaran
3. Transportation : Prof T.V. Ramanayya
4. CHES : Prof Subbarayan Prasanna
5. Energy & Power : Prof V. Ranganathan
6. Education and Centre for Technical Education : Prof M.S. Srinivasan
7. Centre for International Management : Prof R.G. Tagat
8. CAM : Prof V.B. Kaujalgi
9. DPC : Prof S. Jagadish

APPENDICES

List of Faculty in IIM-B as on 31.3.1987

Prof J. Philip  
Director

Professor

1. K.M. Anantharamaiah
2. Ashok Sahni
3. J.C. Bhatia
4. B.K. Chandrashekaran
5. P.V. George
6. T.P. Gopalaswamy
7. R.K. Herlekar
8. Indira Rajaraman
9. R.P. Iyer
10. V.B. Kaujalgi
11. S.G. Lele
12. K.B. Nair
13. M.N.V. Nair
14. V. Nagadevara
15. K.S. Pillai
16. S. Prasanna Chandra
17. S. Ramaswamy
18. Ranajit Dhar
19. A.K. Rao
20. N.V. Ratnam
21. S.K. Roy
22. A.V. Shanmugam
23. S. Shiva Ramu
24. M.S. Srinivasan
25. Shyamal Roy
26. Subbarayan Prasanna
27. S. Subba Rao
28. V.K. Tewari
29. P.N. Thirunarayana
30. G.K. Valecha
31. Vatsala Nagarajan

Assistant Professors

47. J. Bandyopadhyay
48. S.R. Bijoor
49. L.S. Ganesh
50. Malathi Somaiah
51. Madhukar G Angur
52. Mira Bakhru
53. A.V. Muthukrishnan
54. S. Nayana Tara
55. R. Narayanaswamy
56. T.S. Nagabhushana
57. B.R. Patil
58. R. Ravi Kumar

Faculty Research Associate

59. M. Siddappa

Honorary Faculty

1. N.B. Menon
2. S.S. Mutrhy
3. C.V.S. Rathnam
4. K.S. Subramaniam
5. R.N. Haldipur

Visiting Faculty

1. M.R. Rao

Associate Professors

32. P.G. Apte
33. P. Bhaskaran
34. S.N. Chary
35. B. Ghosh
36. M.R. Gopalan
37. S. Jagadish
38. Kalyani Gandhi
39. N. Naganna
40. T.V. Ramanayya
41. V. Ranganathan
42. S. Sampangiramaiah
43. R.G. Tagat
44. R. Vaidyanathan
45. R.K. Vijaya Sarathy
46. Vinod Vyasulu

STC Professor in International Business

1. C.S. Swaminathan

MMTC Professor in International Business

1. P.J. Fernandes

APPENDIX - II

List of Officers as on 31 March 1987

Name	Designation
1. Shri T.S. Natarajan	Chief Administrative Officer
2. Shri Chikkamallaiah	Librarian
3. Shri D.S. Nagaraj	Superintending Engineer
4. Shri H.V. Hirannaiah	Administrative Officer (General)
5. Shri D.R. Ramadasaiah	Administrative Officer (MDP & OBP)
6. Shri V.S. Gopinatha Rao	Administrative Officer (staff)
*7. Shri S. Srikant	Administrative Officer (PGP)
8. Shri R. Neelakantan	Administrative Officer (CAM)
9. Shri G.Y. Suhas	Personnel Manager
10. Shri R. Venkataraman (on deputation from A.G. Tamil Nadu, Pondicherry)	Accounts Officer
11. Shri D. Venkataràmani (on deputation from A.G. Karnataka)	Internal Audit Officer
12. Lt. Col. G. Lakshman Singh	Security & Transport Officer
13. Shri K. Mahalingam	Horticulture Officer
14. Miss H. Kala	Administrative Officer (PGP) i/c
15. Col. B.K. Ramakrishna	Officer on special Duty (staff Officer)
<u>On deputation from PWD, Govt. of Karnataka</u>	
16. Shri C. Jayakrishnappa	Assistant Executive Engineer
17. Shri H.V. Suryanarayananappa	Assistant Executive Engineer
18. Shri T. Shankar	Assistant Engineer
19. Shri B.G. Srinivasa Murthy	Assistant Engineer
20. Shri K.C. Umashankar	Assistant Engineer
<u>On deputation from KEB</u>	
21. Shri S. Gopalakrishna Shanbogue	Assistant Executive Engineer (Electrical)



भारतीय प्रबंध संस्थान बैंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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