

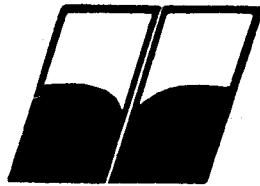


भारतीय प्रबंध संस्थान बैंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

IIMB Library

ANNUAL REPORT

1987-88



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

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

ANNUAL REPORT

1987-88

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INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

ANNUAL REPORT
1987-88

1.1 THE INSTITUTE

The Indian Institute of Management, Bangalore (IIMB), was established in October 1973, by the Union Ministry of Education in cooperation with the Government of Karnataka. It is the third in the series of national institutes of management set up in the country, after the ones in Calcutta and Ahmedabad. The Institute aims at augmenting the management resources of the nation through programmes of teaching, training and other professional services.

The Institute is governed by the IIMB Society (A Society registered under the State Law) and a Board of Governors comprising representatives of the Union Government, Government of Karnataka, the All India Council of Technical Education, Federation of Chamber of Commerce and Industry, All India Management Association, National Productivity Council and others. The Chairman of the Society and the Board is appointed by the Government of India.

The broad objectives of the Institute are:

- to impart management education;
- to provide professional training in management to persons from public and private sectors;
- to conduct research and publish literature in management and related areas;
- to cooperate with educational and other institutions both in India and abroad; and
- to provide consultancy services to industry and government agencies.

Consistent with the past, there have been laudable achievements in the Institute's educational programmes, research efforts and extension of consultancy services during the year under report.

1.2 BOARD OF GOVERNORS

Professors KM Anantharamaiah and KB Nair were nominated to the Board of Governors during the reporting year in place of Professors AK Rao and S Shiva Ramu whose terms expired. The composition of the Board of Governors as on 31st March 1988 is shown in Annexure I.

Meeting of the Society and Board of Governors

The Society met once during the year on the 16th April 1987. The Board of Governors met three times; on 16th April and 14th October during 1987 and on 18th February 1988. The Executive Committee of the Board also met three times on 30th June and 17th November during 1987 and on 5th February 1988.

1.3 THE CAMPUS

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

The Campus has been designed taking into consideration the needs of the Institute in its several activities. The Campus is designed and constructed by the Architects, Stein, Doshi and Bhalla, Ahmedabad and Kanvinde, Rai and Chowdhury, New Delhi. The works are taken up in a phased manner as per the Master Plan. The following first and second phase works were taken up, completed and are in use:

Phase 1

1. Construction of Staff Housing (70 units).

2. Construction of Dormitories, Kitchen and Dining Block for 208 students.
3. Institutional facility block.
4. Construction of overhead tank and underground tank.

Phase 2

1. Construction of front Compound Wall ... Rs.21.78 lakhs
2. PABX and other buildings ... Rs.18.97 lakhs
3. Faculty Block 3&4 ... Rs.31.50 lakhs
4. Dormitory 3&4 ... Rs.53.50 lakhs
5. Staff Quarters 'D' &'E' ... Rs.101.62 lakhs.

The constructional works in the Campus in progress during 1987-88 are as follows:

1. Construction of Library and Computer Complex work at a tender cost of Rs.215 lakhs. The expenditure booked so far is about Rs.80 lakhs. The other connected services are under progress so as to synchronise with the completion of civil works.
2. Construction of 44 units of Faculty Quarters have been completed by Civil Contractor. The plumbing work is also completed and only fixtures are to be fixed. The Electrical work is delayed due to a stay order from the Court. Action has been taken to resume the balance work. The approximate total expenditure on this work is Rs.115 lakhs.
3. On-going works of construction of PABX and other buildings including Director's Block was completed during 1987-88 along with other connected works. The Director occupied the new Block during April 1987.

The expenditure during 1987-88 on Campus works is Rs.150

4

lakhs (approximately). The detailed list of activities during the year 1987-88 are given in Annexure II.

1.4 ACADEMIC PROGRAMMES

The major academic programmes of the Institute are its two-year Post-Graduate Programme (PGP) and Fellow Programme in Management (FPM) which are subsidised by the Government of India. The Management Development Programmes (MDP), Organisation Based Programmes (OBP) and Research and Consultancy, which are income-generating activities, were also actively pursued during the year under report.

(a) Post-Graduate Programme in Management (PGP)

The PGP is a full time course of two years duration. The Programme is known for its very high educational standards. Graduates from all disciplines are eligible to apply. A total of 22½ per cent of seats are reserved for SC/ST candidates.

Admission to PGP is based on Common Admission Test (CAT) conducted at 18 centres and at 7 interview centres throughout the country.

A total of 125 students, including 18 SC/ST students, were enrolled for the programme, which started on the 1st July 1987.

The selection process for the 1988-90 academic year was started with the CAT held on 13th December 1987 in 18 centres. IIMB administered the test for 6,111 candidates in four centres (Bangalore, Madras, Coimbatore and Ernakulam). Nearly 12,000 candidates applied for admission to IIMB. A total of 823 candidates (including 104 SC and 26 ST) were called for Group Discussion and Personal Interviews. The interviews were held in 7 centres in the country during March 1988. Statistics relating to the CAT and interview are given in Annexure III.

(b) Fellow Programme in Management (FPM)

The FPM 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 Settlements and Environment.

Seven candidates were registered for the FPM during the current academic year (1987).

A total of 228 candidates (34 SC/ST) applied for the programme beginning 1988. 90 candidates appeared for the Common Admission Test and Research Aptitude Test in six centres on 13th December 1987. Statistics relating to the FPM 1988 is given in Annexure IV.

1.5 SUPPORTING FACILITIES(a) Scholarships

The Institute offered Merit Scholarship at the rate of Rs.170/- pm for 10 months together with tuition fee waiver for 29 students and one day-scholar at Rs.120/- pm for 10 months for 1986-88 batch and at Rs.170/- pm for 10 months for 30 students of 1987-89 batch. Besides the Merit Scholarship, the following scholarships sponsored by various organisations were also awarded:

1986-88 Batch - (II Year)

i)	Citi Bank	1 Scholarship @ Rs.350/- pm for 10 months
ii)	Bank of America	1 Scholarship @ Rs.350/- pm 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)	Nagarjuna Holdings, Hyderabad	1 Scholarship @ Rs.300/- pm for 10 months
vi)	Post-Metric Scholarship by Govt. of AP, Social Welfare Department	1 Scholarship @ Rs.170/- for 10 months
vii)	North Eastern Council, Shillong	2 Scholarships & Book Grant amounting to Rs.4,600/- and Rs.5,800/- for the year.
viii)	NCERT	2 Scholarships & Book Grant each amounting to Rs.300 each.
ix)	National Merit Scholarship (TVS Charity Scholarship)	1 Scholarship amounting to Rs.1,500/- for the year.

1987-89 Batch - (I Year)

i)	Foundation to Aid Industrial Recovery (FAIR)	3 Scholarships @ Rs.260/- pm for 10 months each (total amount Rs. 7,800).
ii)	NCERT	4 Scholarships & Book Grant amounting to Rs.2,700/- each excepting the book grant of Rs.300/- for one student.
iii)	North Eastern Region, Shillong	1 Scholarship @ Rs.7,200/- for the year.

(b) Hostels

Presently all the PGP and FPM students requiring hostel

accommodation are housed on the Bannerghatta Road Campus Hostel. About 240 students were staying in the hostel during the year under report. The mess facility in the Campus hostel continued to be organised by the Students' Mess Committee.

(c) Library

During 1987-88 Library added 2,570 books and 713 bound volumes of Periodicals to its collection bringing the total collection to about 95,000 volumes. The Library subscribes for about 750 journals including subscriptions to 27 new journals during the period. The cost of periodicals has increased over the years by 20 to 25% without corresponding increase in the budget provision. A careful review of the journal subscription was made in consultation with the faculty to economise journal subscription.

The Library also has a collection of 10,792 Microfilms, Slides, etc. It offers reference and lending facility through Inter-Library Loan System, and renders reprographic services to its clientele.

The permanent Library Building is under construction at present, and is unlikely to be ready for the next two years. The details relating to Library collection, circulation and budget are given in Annexure V.

(d) Students Activities: SA-87-88: A Retrospect

The academic year 1987-88 at the Institute will be remembered as one that saw the student community at its peak in their activity. Nexus '87 was conducted with much fanfare and drew a large crowd of around 7,000 making it India's one of the largest Consumer Fair.

SYGMA took an active role in Computer Training, with classes being held, the Hostel PC room functioned satisfactorily, providing some of the best computing facilities available to the student community

in India.

On the cultural front, SPICMACAY held a massively attended concert by MSG on Campus. The annual inter-Collegiate quiz was a 'thundering' success. The hostel acquired a VCP and a new TV to improve entertainment facilities. IIMB also participated in an inter-collegiate football tournament at IISc.

(c) Computer Centre

A significant feature of this year is the upgradation of the ORG 80 System by a new, versatile multi-user UNIX based 32 bit ORG Supermax Mini Computer System with 8 terminals. 22 PCs (10 PC XTs) were also added. Of these, 3 PCs are located at the Institute students' hostel for easy access to the students.

A Computer Manager was appointed in February 1988 to take charge of the Administration of the Computer Centre. The Computer Centre is working in two shifts to cater computing services to the students and faculty members.

Computer courses such as ORACLE Data Base Management System and Office Automation Packages were conducted for the benefit of the computer users and the secretarial staff of the Institute. Computerisation of several administrative information and the library activities are proposed to be undertaken based on both the PCs and the Supermax System. Preliminary work has been initiated for acquiring 20 PC XTs and ATs.

1.6 PLACEMENT ACTIVITIES

This year the Institute had the best season yet in so far as Placement Activities were concerned, both for permanent as well as Summer Placement. Nearly all the students were suitably placed by the middle of February 1988 itself.

There were 124 students in the current 13th batch for Permanent Placement and 120 students for Summer Placement. A total of 67 organisations visited our Campus, 13 from public and 54 from private sector, for the placement activity of 1987-88.

115 students including 2 Fellow Programme students sought campus placement facilities. The public sector absorbed 28 students while the private sector recruited 87 students. 42% of the students are placed in the area of Marketing followed by 21% in Systems, 15% in Finance, 11% in Production, 10% in Consultancy and 1% in Personnel.

This year the maximum salary offered was Rs.6,000/- pm and the minimum Rs.2,500/- pm. The average salary of this year was Rs.3,520/- pm compared to Rs.3,221/- pm in 1987 and Rs.2,860/- pm in 1986.

Multinational and Indian investment banks, well known industrial and consumer product companies, and large public corporations continued to show strong interest in the Institute's graduates. Among the public sector companies, mention should be made of NTPC, SCI, BPCL, Maruti Udyog, CMC, BHEL and IFFCO.

Summer Placement

All the 120 students were suitably placed in various organisations for summer projects. The average stipend given to these Summer Trainees this year was Rs.1,000/- pm plus travel cost.

1.7 CONVOCATION

The XII Annual Convocation of the Institute was held on 16th April 1987. Shri V Krishnamurthy, Chairman, Maruti Udyog and Member, Board of Governors IIMB, delivered the convocation address. 94 students of the Post-Graduate Programme and 2 students of the

Fellow Programme received their diplomas at the Convocation. Shri Rajeev KumarTulsysan was awarded Chairman's Gold Medal for Scholastic Merit.

1.8 MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

During the year 1987-88, 34 MDPs were conducted including 5 sectoral programmes. Details regarding yearwise programmes, number of participants and the revenue are furnished in the Annexures VI to IX. A sum of Rs.25.44 lakhs was received on this account for the year 1987-88.

1.9 ORGANISATION BASED PROGRAMMES (OBPs)

The thrust of organisation specific training continued to be on multilevel training covering senior, middle and junior level executives in an organisation. 12 such programmes were undertaken for a variety of organisations with a total budget of Rs.3,46,000. In all such programmes a pre-study component was built-in so that faculty members could interact with the organisation for preparation of background materials, develop an appreciation of issues and problems specific to the organisation etc.

Among the major organisations for which OBPs were conducted during the reporting year were WHO, MMTC, Government of Cuba, HMT, ONGC, Assam Staff College, Ordnance Factory, etc.

List of OBPs conducted from April 1987 to March 1988 is furnished in Annexure X.

1.10 CONSULTANCY

During the year 1987-88, 18 major studies with a cumulative budget of Rs.20,90,760 were undertaken. 6 studies were completed and reports submitted to client organisations. Negotiations for some

major projects such as Manpower Assessment for the State of Madhya Pradesh were also completed during this period. Details are given in Annexures XI and XII.

1.11 ACADEMIC ACTIVITIES OF AREAS/SECTORS

(a) Centre for International Management (CIM)

The CIM was formally set up at IIMB in 1984. Twelve faculty members are associated with this area. In addition, the Centre also has two Chairs donated by Minerals and Metals Trading Corporation of India Ltd. and State Trading Corporation of India Ltd.

Major areas of interests to the Centre are:

- i) International Business Strategies;
- ii) Comparative Management System;
- iii) International Monetary System and International Finance;
- iv) International Trade;
- v) Technology Transfer & Management; and
- vi) Japanese Management.

The Centre conducted following Workshops/Seminars which were well received:

- i) "Counter Trade - Practices & Opportunities" Seminar;
- ii) "Technology Management at the Enterprise Level" - Workshop;
- iii) "Operating in the International Environment" - Workshop; and
- iv) "Karnataka-Based Firms in International Business" - Seminar.

UNDP Project

The Indian Institute of Management, Bangalore, will be among four institutions of the country which will be involved in a new

project for the development of international management education sponsored by the United Nations Development Programme (UNDP).

The project aims at strengthening the ability of managers of Indian enterprises, both public and private, to operate effectively in an international setting to meet India's growing international business operations.

Institute's role will be to strengthen the academic processes, through research/case studies, exchange programmes, improving the data base and the like so that the Institute can play a leading role to facilitate and support the needs of Indian industry and Government.

(b) Computer Aided Management Centre (CAM Centre)

CAM Centre is fully operational at the City Campus, 33, Langford Road, Bangalore - 560 027. There are 2 Project Associates, 8 Project Assistants, with supporting administrative staff. The Centre's activities are overseen by a Technical Advisory Committee (TAC) which met thrice during the year.

Computing facility at the Centre consists of:

- i) A modern 4th Generation Super Mini Computer (VAX 11/750) is operational from 1st May 1987. It has 2 MB Memory and 650 MB disc space with 12 interactive terminals, a line printer, a magnetic tape 6 pen plotter, etc. The cost of the Computer is about Rs.27 lakhs.
- ii) 2 IBM Clone Rainbow Personal Computers are also operational;
- iii) 1 PC-AT, 1 PC-XT and 5 PCs have been installed by M/s. HCL, at a cost of about Rs.4 lakhs; and
- iv) A large number of software at a cost of about \$45,000 have been added recently.

User organisations have been identified to participate in the CAM projects. Some of the users are: IFFCO, HMT, RRI, KSFC, TECOSOK, NDRI, BTS, Department of Agriculture-Government of Karnataka,

etc. About 12 projects are under development with the involvement of user organisations. It is proposed to hold Seminars, Workshops and Training Programmes for the users in the year 1988-89.

Prof. J Emery, Wharton School of Management, University of Pennsylvania; Prof. E.A. Stehr, School of Business, New York University; Dr. V Sadagopan, Divisional Manager, IBM Corporation, USA and Prof. L Lasden, Management Science and Information Science Department, University of Texas, visited the Centre as UNDP Experts during this year.

Dr. PG Apte, Dr. V Nagadevara and Dr. AK Rao visited universities in USA under UNDP Fellowships. The remaining one Fellowship will be utilised during 1988-89.

CAM Centre has received Rs.82.87 lakhs as Grand-in-Aid from 1st January 1984 to 31st March 1988.

(c) Centre for Agriculture and Rural Development (CARD)

The Sector's involvement with PGP and Fellow Programmes continued. Two students of the CARD Sector completed their Fellow Programme requirements and will be receiving their diplomas in the next Convocation.

The Sector also offered two MDPs, one on 'Management in Dairy Industry' and another on 'Strategies for Rural Market', both of which were well received.

Sector members continued their active interests in research leading to publications and seminar participations. One of the faculty members presented an invited paper in the International Conference on Training and Development held in New Delhi.

(d) Centre for Human Settlements & Environmental Studies (CHES)

CHES places emphasis on multi-disciplinary approaches to the planning and management of human settlements with focus on management and policy issues related to Urban and Regional Planning, Housing, Locational Analysis, Regional Industrial Development and Environmental Impact. Research and consultancy studies completed by the Sector faculty during the year include: Impact of Rent Control on Housing Market, Urban Transportation and Urban Development Programmes in Five Year Plans. The Sector organised a seminar on 'Promotion and Management of Small Scale Industries in India'. One of the Sector members was invited by the World Bank, Washington, to work on a research paper on 'Costs and Benefits of Rent Control', visited USA during July-August 1987.

(e) Transportation Sector Activities

The Sector offered courses for PGP and Fellow Programme. One Fellowship student in the sector successfully completed the requirements for the award of FPM. Two other Fellowship students are in advanced stage of their dissertation work. All the five on-going consultancy projects are nearing completion. Work was initiated on a research project on the Development of Software in the field of Transportation under Emerging Areas of Technology. The Sector faculty published three research papers in different journals/symposia.

(f) Energy and Power

The Sector offered its courses for PGP and Fellowship as in previous years.

Negotiations with CIDA are in the final stages to conduct a twelve-week MDP for the executives in the power organisations in the Asian countries, viz., Thailand, Malaysia, Bangladesh, etc. This will be the first among the proposed long duration training pro-

rammes, with focus on sectoral management, to be offered by the Institute as per its plan of action.

Sector members participated in national and international conferences, carried out studies sponsored by international/national agencies. The 'Wood Balance Study' for Karnataka Government and the Assessment of Decentralised Energy Sources Study for Karnataka DST is in progress.

(g) Education Sector Activities

A conference of senior educational administrators on Management of Post-Secondary Education was organised by the Education Sector during April 4-5, 1987. Secretaries, Vice-Chancellors of various universities, Directors and Commissioners of Education of various States participated in the Conference.

During the period under report, the Sector faculty offered two MDPs - 'Planning & Monitoring for Educational Institutions' and 'Management of Autonomous Colleges' - both of which were well received.

Two courses were offered from the Education Sector for PGP and FPM. Following elective courses were also offered to PGP: 'Management of Education Systems' and 'Comparative Education System'. A course on 'Research Methodology' was also offered to FPM students.

The Sector is actively strengthening its externally funded research programmes and case studies. Two cases have been accepted for publication.

(h) Centre for Health and Population Management

During the year under review the Centre for Health and Population Management has offered an overview course on 'Health Service

Management' for the PGP students. This year one of the Fellow students from the Sector has completed his Fellow Programme. The Sector has decided to launch a 3-month 'Post-Graduate Certificate Course in Health Services Management' which is scheduled to start from 3rd Oct. 1988 and is oriented to practising Health Administrators and Medical Doctors.

The Sector had taken two WHO Fellows for training them on 'Economics of Health Services'. One each from Afghanistan and Bangladesh underwent a one year and three months course respectively.

The Sector had organised two MDPs during the year, viz. (i) Human Resources Management for Health Services, and (ii) Hospital Management. Apart from this, the Sector also conducted a two week OBP for the Senior Medical Officers of the Ordnance Factories, Calcutta.

The Sector members were also involved in three major research projects sponsored by ICMR, Ford Foundation and WHO entitled: (i) Field Trial of Billing Ovulation Method of Natural Family Planning, (ii) Contraceptive Use Dynamics, and (iii) Mothers Education and Child Survival, respectively.

Yet another consultancy project on 'Regional Perspectives on Health Manpower Management of EMRO and SEARO' was initiated. The Sector members published about 12 papers in various journals, which include papers such as 'Models for Project Requirements and Availability of Specialities and Super Specialities in Health Services', 'Issues in Health Manpower Management', etc.

Sector members also participated in National and International Workshops and Working Committee Meetings organised by the ICMR, WHO, etc.

(i) OBIR and PM Area

During the year under report, besides PGP teaching, the

members of the area conducted several MDPs. On request from the Karnataka State Bureau of Public Enterprises and the HMT Watch Factory at Tumkur, two OBPs on 'Personnel Management' were conducted. A consultation study was completed for the Karnataka Handloom Development Corporation, Bangalore, on Re-Classification of Workers and Jobs. The studies on 'Causes of Industrial Peace' initiated during 1986-87 were in the last stages of completion.

Members also continued their research and publications interests including a contribution to Employer-Worker Relations and Adjudication of Labour Disputes in India to the tenth LAWASIA Conference held at Kaulalampur.

(j) Marketing

During the year 1987-88, the Area offered two marketing courses for the first year and 9 elective courses for the second year PGP students. Seven MDPs were also conducted by the Area besides providing faculty inputs in MDPs offered by other Areas/Sectors. The members coordinated several OBPs and conducted many incompany programmes during the year. Also 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 organisations to participate in their training programmes and also their sales conferences.

The area has initiated several research projects during the year and the members attended prestigious seminars/conferences.

(k) Economics and Social Sciences (ESS)

In the year 1987-88, the Area offered five core courses as usual to PGP students besides electives. The Area members also taught two additional PGP core courses, one on 'Public Policy' and the other

on 'The Public Sector', and contributed to the teaching programmes of other Areas/Sectors of the Institute like Finance and CIM. Area members also functioned as principal guides, TASC members and faculty advisers for Fellow students. Research was done during the year on Prediction of Corporate Sickness, Industrial Scenarios for Bangalore, The impact of the New Panchayti Raj on Welfare Schemes in Karnataka, A Socio-Economic Study of IIM Graduates, Countertrade, A Study of Indian Exports by Destination - Specific Market Share, Demand Forecasting and Capacity Planning for the Textile Industry, A Study of Garment Exporters in Bangalore City, Alternate Development Strategies, and the Political Economy of Technological Choice. A large number of publications resulted in national and international journals, such as Economic and Political Weekly, the Indian Economic Journal, the Journal of Developing Areas, the Indian Journal of Labour Economics, and one book was published by Yatan Publishers. Papers were also presented at seminars and workshops. Members also contributed to refereeing of articles for the IIM-B Management Review, the Indian Economic Review and other national/international journals, and acted as external examiners for Bharathiar University, Coimbatore; Delhi University; etc. A member of the Area was elected to the Executive Council of the Indian Econometric Society.

(1) Finance and Control

In the PGP the Area offered 4 core courses, viz., Financial Accounting; Cost and Management Accounting; Corporate Finance and Management Policy.

Besides the core courses, the Area offered seven elective courses, viz., Working Capital Management; Project Appraisal; Advanced Management Accounting; Advanced Financial Management; International Finance; Tax Management; and Securities and Portfolio Management.

Two of the above elective courses were offered by faculty outside the Area.

The Area had a creditable performance as far as MDPs are concerned. The Area members offered 16 MDPs during 1987-88 constituting 40% of the programmes offered by the Institute. The programmes offered by the area attracted 389 participants out of a total MDP participation of 827 constituting 47% of the participants attracted by the Institute. We would consider this a significant achievement. The Area also coordinated an OBP for the Assam Administrative Staff Training College.

Faculty also played a significant part in consultancy and research projects.

(m) Production and Operations Management (POMA)

The following are some of the salient activities of the Area during 1987-88:

Courses on POM I, II, MIS & Computers, Materials Management, Project Management, Integrated Manufacturing Management were conducted for PGP students.

The Area also conducted 3 MDPs, viz., (i) Project Management; (ii) Case Studies in Technology Management; (iii) Decision Support Systems and also participated in a Seminar on 'Management of Excellence'.

During the year the Area published papers on 'Technology Manpower Planning', 'Plant Monitoring and Project Scheduling Under Uncertainty'.

The Area contributed significantly to an important external programme for the Managers from Industries in Cuba.

The Area conducted consultancy projects on Inventory Rationalisation for Indian Navy; and Evaluation of the Self-Employment Programme and an ongoing project on Management of Technology for ITI.

(n) Quantitative Methods and Information Systems (QMIS)

During the year, the Area conducted 3 core courses and 3 elective courses for PGP. The Faculty members were also heavily involved in important Institute's wide responsibilities such as coordinating CAM project, membership of Faculty Grievance and Performance Review Committees, membership of the BOG besides involvement in other committees such as Academic Committee, Admission Committee, etc.

The Area also had 2 visiting/guest faculty members to complement the Area faculty in conducting core and elective courses.

Faculty members, besides giving inputs in OBPs/MDPs coordinated by other faculty members, were also engaged in other professional/consultancy activities individually. The Area members conducted 2 MDPs on Management Decision Making and Decision Support Systems.

1.12 FINANCE AND ACCOUNTS

During the year under review, the Institute received a total grant-in-aid of Rs.334.80 lakhs from the Government of India, consisting of Rs.181.86 lakhs under PLAN and Rs.152.94 lakhs under NON-PLAN.

A sum of Rs.89.71 lakhs representing the unspent balance of grant-in-aid of Rs.1986-87 (Rs.59.94 lakhs under PLAN and Rs.29.77 lakhs under NON-PLAN) was also taken into account for meeting the financial commitments during 1987-88.

Thus, the total grant-in-aid that was available to the Institute during the year 1987-88 was of the order of Rs.424.51 lakhs consisting of Rs.241.80 lakhs under PLAN and Rs.182.71 lakhs under NON-PLAN.

Besides the above, the Institute also generated a gross income through its income generating activities such as MDPs, OBPs, sponsored Research and Consultancy assignments, etc. resulting in a total receipt of the order of Rs.92.73 lakhs.

As against this, the Institute had spent Rs.175.57 lakhs under PLAN and Rs.257.35 lakhs under NON-PLAN, leaving a balance of Rs.66.23 lakhs under PLAN and Rs.18.09 lakhs under NON-PLAN as unspent grant-in-aid to be utilised during 1988-89 with the permission of the Government of India. The figures are subject to Audit.

1.13 STAFF WELFARE ACTIVITIES(a) IIM Employees Credit Cooperative Society

The IIMECCS was started in June 1974 with a membership of just 78. It has steadily grown with its membership reaching 385 during the year under report. The Society is managed by a Board of Directors consisting of 10 elected members from among the employees and the functioning of the Society has been very encouraging since the beginning. It has remained an '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 around Rs.2,15,790 and the loan advanced to members is around Rs.14,25,840. The profit of the Society is around Rupees one lakh.

(b) Transport Facility

The transport facilities were continued to be provided to the faculty, students and staff of the Institute during the year for travel to and from campus.

(c) Staff Recreation Club

During the year, the members of the SRC gave a Cultural Programme in the AIR on invitation. SRC organised competitions for the children of the staff. Shri Balan Nambiar, a well-known international artist, was invited for judging the paintings made by the children and to award the prizes. Classical dances were also arranged for the children.

1.13 OTHER MISCELLANEOUS ACTIVITIES

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(a) Chair Professors

Prof. CS Swaminathan continued as STC Chair Professor of

International Business during the year under report.

Prof. PJ Fernandes, who was appointed as MMTC Chair Professor in International Business with effect from 1.6.1986, resigned with effect from 8.7.1987.

(b) Honorary Faculty

Dr. D Shankar Narayan, former Vice-Chancellor of Bangalore University joined as Honorary Faculty with effect from 3 April 1987.

Prof. TR Satish Chandran, former Chief Secretary, Govt. of Karnataka, joined as the Honorary Faculty with effect from 16 November 1987.

(c) Visiting Faculty

Dr. Krishna Prasad, Member of Technical Staff at AT & T Bell Laboratories, Holmdel, New Jersey, USA, joined as visiting faculty with effect from 1.1.1988.

(d) Appointments/Promotions

i) Smt. N Anuradha was promoted as Asst. Librarian Grade I with effect from 3.4.1987.

ii) Lt. Col. Sachidananda (Retd) who was appointed as Superintending Engineer joined duties on 3.12.1987.

iii) Shri RN Chandrasekhar joined as Assistant Engineer (Electrical) in the Institute on deputation from KEB on 13.1.1988.

iv) Shri SI Fazluddin who was appointed as Manager, Computer Centre, reported on 25.2.1988.

vi) Shri DS Nagaraj, former Superintending Engineer, was appointed as OSD upto 31.3.1988.

vii) Shri D Venkataramani, IAO on deputation from AG Karnataka, was absorbed as IAO from 1.10.1987.

(e) Repatriation

The services of Shri R Venkataraman, Accounts Officer on deputation from AG Tamil Nadu was repatriated with effect from 31.3.1987.

(f) Resignations

Prof. S Subba Rao, Professor, was deemed to have resigned with effect from 31.3.1987.

Shri LS Ganesh, Asst. Professor, Education Sector, resigned with effect from 15.6.1987.

Shri Madhukar Angur, Asst. Professor, Marketing Area, resigned with effect from 24.8.1987.

Shri J Bandhyopadhyay, Asst. Professor, resigned with effect from 31.8.1987.

(g) Expiry of Contract Period

The contract period expired in the case of the following with effect from the dates noted against each:

- i) Prof. KS Subramaniam, Hon Faculty - 31.5.1987
- ii) Prof. SS Murthy, Hon. Faculty - 31.5.1987
- iii) Prof. NB Menon, Hon. Faculty - 31.12.1987
- iv) Shri DS Nagaraj, SE - 31.12.1987
- v) Col. BK Ramakrishna (Retd.), OSD - 31.12.1987

(h) VISITS ABROAD

i) Visit to Cuba: Prof. J Philip and Prof. TS Nagabhushana visited Cuba from 4 through 16 May 1987 on the invitation from the Ministry of Basic Industries of Cuba received through the CIMCO International, New Delhi. They conducted two Executive Development Programmes under the auspices of Escusla Sup. de Cuadros (Cuban Management School) at Habana under the Ministry of Basic Industries.

The programme on General Management was conducted by Prof. Philip and on Maintenance Management by Prof. Nagabhushana. Each programme had 25 executive participants drawn from various production organisations under the Ministry of Basic Industries. The programme was inaugurated by the Indian Ambassador in Cuba and the valedictory address was delivered by the Minister incharge of the Basic Industries of the Government of Cuba. Prof. Philip also gave a talk on General Management to the officers in the Ministry of Basic Industries.

The programmes were well appreciated and a wealth of good-will was developed between IIMB and Cuban Management School at Habana. In recognition of this, a memorandum of understanding was signed between Prof. Philip, Director, IIMB and Ing. Arturo Navarro Vela, Director, Escusla Sup. de Cuadros for continued interaction and exchange between the two Institutes.

Ing. Arturo Navarro Vela, Director and Ms. Isabal, Vice-Director of Cuban Management School visited IIMB for a week in September/October 1987 and were very happy to be acquainted with our activities and looked forward to the continued exchange in the coming years.

ii) Prof. Vinod K Tewari, Professor and Dean (Coordination and Planning), visited USA on invitation by the World Bank, Washington, to work on a research paper on Costs and Works Control, Jul-Aug.

1987.

iii) Dr. AK Rao visited USA and Canada as an UNDP Fellow under CAM project for three months during September-November 1987. The main purpose of his visit was to get acquainted with the software developments in these countries. He spent six weeks at Case Western Reserve University, Cleveland, and 6 weeks at the University of New Brunswick, Fredericton. He also visited Universities of Toledo, Texas at Richardson, Milwaukee at Park Side, and Michigan at Ann. Arbour and delivered talks on vehicle scheduling problems.

iv) Prof. B Ghosh visited Geneva in November 1987 to participate in WHO Expert Committee on Health Manpower Management Systems.

iv) Prof. V Ranganathan visited Geneva and Tanzania for 5 weeks in May-June 1987 to study the power sector. His visit was sponsored by UNCTAD. Prof. Ranganathan was also sponsored by UN to participate in a symposia held in Sept. 1987 in Beijing, China.

(i) Functionaries

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

CITY OFFICE

The Institute continued to retain a part of the facilities at 33, Langford Road, for housing CAM project and Director's City Office.

GUEST HOUSE

Two Institute Guest Houses were continued to be maintained. One in the City and another in the Campus for accommodating visiting faculty/Institute guests.

ANNEXURE - I

List of Members of the Board of Governors as on 31.3.1988

CHAIRMAN

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

MEMBERS

1. Dr. KM Anantharamaiah
Professor
IIM - B
2. Shri Anuj Dhan
(Former Vice-Chancellor
Ranchi University)
Bishop's Lodge
P.B. NO. 1
RANCHI (Bihar)
3. Prof. Ashok Chandra
Educational Advisor (T)
Ministry of HRD
(Department of Education)
Room No. 217, 'C' Wing
Shastri Bhavan
NEW DELHI 110 001.
4. Shri A Bharat
Secretary
Education Department
Government of Karnataka
V Floor, Multistoried Bldg.
Dr. Ambedkar Road
BANGALORE 560 001.
5. Shri B.J. Chacko
Advocate
499, Chinmaya Mission Road
Indira Nagar
BANGALORE 560 038.
6. Shri Gurpreet Singh
Managing Director
Continental Devices (I) Ltd.
C-120, Naraina Industrial Area
NEW DELHI 110 028.
7. Shri A.V. Ganesan
Additional Secretary
Ministry of Industry
Department of Industrial
Development
Udyog Bhavan
NEW DELHI 110 011.
8. Shri V Krishnamurthy
Chairman
Steel Authority of India Ltd.
Ispat Bhavan
Lodi Road
NEW DELHI 110 003.
9. Shri A.L. Mudaliar
Management Consultant
Avanti
858, Poonamallee High Road
Kilpauk
MADRAS 600 010.
10. Dr. K.B. Nair
Professor
IIM - B
11. Dr. D.M. Nanjundappa
Vice-Chancellor
Bangalore University
Jnana Bharati
BANGALORE 560 056.
12. Shri L.S. Narayanan
Financial Adviser (Education)
Ministry of HRD
(Dept. of Education)
Room No. 109, 'C' Wing
Shastri Bhavan
NEW DELHI 110 001.

Annexure I Contd.

13. Shri KVK Raju
Chairman
Nagarjuna Group of
Industries
Nagarjuna Hills
HYDERABAD 500 482.
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 Co. Ltd.
II Block, Koramangala
BANGALORE 560 034.
16. Prof. Rasheeduddin Khan
162, New Campus
Jawaharlal Nehru University
New Mehrauli Road
NEW DELHI 110 067.
17. Shri B Ratnakar
Chairman & Managing Director
Canara Bank
Head Office, JC 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
Kasturba Nagar, Adyar
MADRAS 600 020.
20. Dr. G.K. Suri
Director
National Productivity Council
Utpadakata Bhavan
Lodi Road, Institutional Area
NEW DELHI 110 003.
21. Shri Suresh Kumar
Additional Secretary
Bureau of Public Enterprises
CGO Complex, Block No. 14
Lodi Road
NEW DELHI 110 003.
22. Shri Tallam Radhakrishna Setty
34, Surveyor Street
Basavanagudi
BANGALORE 560 004.
23. Prof. J Philip
Director
IIM - B

ANNEXURE - II

CONSTRUCTION WORKS IN PROGRESS AND
COMPLETED DURING 1988-88

S1. No.	Name of the works	Estimate or Tendered Amount (in lakhs)	Stage of work
------------	-------------------	--	---------------

CIVIL WORKS

1.	Construction of PABX and other buildings including completion of Director's Block	22.00	Work completed
2.	Construction of Faculty Quarters	101.62	Work completed
3.	Construction of I Stage Library, Computer Complex Block	215.00	Work of B Block base- ment floor is in progress. G Floor work in A Block is under progress.
4.	Construction of 170 capacity classrooms & corridor	59.50	Work under progress. Foundation nearing completion.
5.	Plumbing installation to Dormitories, PABX building, Director's Block, Guest Rooms	6.20	Work completed.
6.	Plumbing installation in Faculty Houses of II Phase	19.55	Work in progress.

ELECTRICAL WORKS

7.	Electrification work to Faculty Cluster - 2, PABX & Director's Block also to Guest Rooms	7.61	Work completed.
8.	Electrification works in Dormitory Block 3 & 4	3.71	Work completed.
9.	Electrification works in Staff House Phase-II	11.45	Work is delayed by court stay order. Stay being got vacated.
10.	Electrification of Library and Computer Complex	23.18	Work in progress.

ANNEXURE - III

COMMON ADMISSION TEST (CAT) - 1988-90

Post-Graduate Programme (PGP)

TEST

Centre	Candidates Expected	Candidates Appeared
Bangalore	2252	1690
Coimbatore	527	432
Ernakulam	764	590
Madras	2568	2079
TOTAL	6111	4782

INTERVIEW

	Candidates Expected	Candidates Appeared
Bangalore	77	72
Bombay	169	159
Calcutta	107	100
Delhi	226	216
Hyderabad	49	46
Lucknow	46	41
Madras	149	139
TOTAL	823	773

ANNEXURE - IV

FELLOW PROGRAMME IN MANAGEMENT - 1988

Centres	Aptitude Test		Interview only at Bangalore	
	Candidates Expected	Candidates Appeared	Candidates Expected	Candidates Appeared
Bangalore	34	20	23	14
Madras	24	19	-	-
Bombay	22	20	-	-
Delhi	28	21	-	-
Hyderabad	14	10	-	-
Total	122	90	23	14

ANNEXURE - V

LIBRARY
STATISTICS FOR THE PERIOD APRIL 1987 TO MARCH 1988
GENERAL SECTION

S1. No.	Item of work	Quantity added during the period	Quantity on the whole
I. LIBRARY COLLECTION:			
1.	No. of books taken into stock	2,484	73,145
2.	No. of non-book materials taken into stock (microfiches, micro-films, charts, etc.)	-	10,792
3.	No. of bound volumes taken into stock	713	9,896
4.	No. of reprints taken into stock	41	1,161
5.	No. of new journals added	29	-
II. CIRCULATION:			
1.	No. of books issued	27,555	-
2.	No. of books borrowed on Inter-Library Loan (ILL)	22	-
3.	No. of books consulted	63,593	-
4.	No. of visitors	16,190	-
5.	No. of outside users for reference	1,000	-
CATEGORYWISE			
1.	Faculty & Research	104	
2.	Students	290	
3.	Administration staff	378	
4.	MDP participants	827	
5.	Deposit borrowers	70	
III. BUDGET			
1.	Amount spent for books		Rs. 3,68,360.17
2.	Amount spent for periodicals		Rs. 6,48,605.58
3.	Amount spent for back volumes		Rs. 24,544.21
4.	Amount spent for reprints		Rs. 115.00
5.	Amount spent for films		Rs. 1,48,294.46
6.	Amount spent for institution membership		Rs. 6,209.50
7.	Amount spent for binding		Rs. 24,019.90

ANNEXURE - V (Contd.)

AMOUNT SPENT OUT OF CAM PROJECT FOR LIBRARY

Books	Rs. 24,792.90
Periodicals	Rs. 80,173.70

ANNEXURE - VI

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

Year	No. of Prog- rammes	No. of Parti- cipants	Average Participants Per Programme	Gross Revenue (Rs. in Lakhs)
1977-78	45	779	17	14.98
1978-79	48	741	15	13.25
1979-80	43	560	13	13.48
1980-81	31	393	12	8.67
1981-82	31	468	15	12.71
1982-83	38	738	20	24.56
1983-84	37	578	16	19.02
1984-85	35	519	15	19.21
1985-86	37	642	17.5	26.58
1986-87	25 *5	352 *147	499 16.6	15.69
1987-88	39	827	21.20	25.44

* IAS Officers Programme

ANNEXURE - VII

MANAGEMENT DEVELOPMENT PROGRAMMES CONDUCTED FOR THE YEAR
1987 - 1988 (APRIL TO MARCH)

Sl. No.	Name of the Programme	Faculty Leader/s	Dates & Venue	No. of Participants	Revenue Rs.
1	2	3	4	5	6
1.	Management of Hospitals and Health Care Delivery Institutions	Ashok Sahni	4-13 May 1987 IIM Campus Bangalore.	19	35,000
2.	Marketing Programme for Branch Sales Managers	PN Thirunarayana	11-15 Mary 1987	16	56,000
3.	Public Sector Management Seminar on Personal and Professional Development of Chief Executives in Public Sector	Ashok Sahni	25-30 May 1987	60	1,82,500
4.	Stores and Inventory Control	S Ramaswamy	22-25 June 1987 Harsha Hotel Bangalore	28	68,000
5.	Corporate Strategy for Managerial Skills	S Ramaswamy	13-14 July 1987 Hotel Ashok Bangalore	22	33,550
6.	Operating in International Market	Praxy J Fernandes RG Tagat CS Swaminathan	20-22 July 1987 Windsor Manor Bangalore	15	37,000
Total c/f				160	4,12,050

ANNEXURE - VII (Contd.)

1	2	3	4	5	6
7.	Human Resources Development for Health Services	Basu Ghosh	20-24 July 1987 Harsha Hotel Bangalore	7	16,100
8.	Management Decision Making	AK Rao Kalyani Gandhi	27-31 July 1987 Windsor Manor Bangalore	12	42,750
9.	Finance for Non-Finance Executives	RP Iyer	3-6 Aug 1987 Majorda, Goa	18	85,500
10.	Time Management	J Philip	7-8 Aug 1987 Taj Residency Bangalore	19	23,250
11.	Management in Dairy Industry	TP Gopalaswamy V Nagadevara	17-21 Aug 1987 Harsha Hotel Bangalore	16	42,000
12.	Planning & Monitoring for Educational Institutions	Malathi Somaiah	18-22 Aug 1987 IIM Campus Bangalore	13	16,000
13.	Seminar on Towards Excellence: Indian Corporate Experience	J Philip Prasanna Chandra	24-26 Aug 1987 Ashok Hotel Bangalore	31	73,400
14.	Budget Planning & Control	RP Iyer	2-5 Sept 1987 Ashok Hotel Bangalore	29	90,000
15.	Managing the Sales Force (Consumer Products)	RK Vijaya Sarathy	7-11 Sept 1987 Majorda, Goa	16	61,600
Total c/f				321	8,62,650

ANNEXURE VII (Contd.)

1	2	3	4	5	6
16.	Effective Management - A Programme for Senior Managers	SG Lele RP Iyer	10-15 Sept 1987 Majorda, Goa	35	1,87,500
17.	Purchasing & Materials Management	S Ramaswamy	21-24 Sept 1987 Harsha Hotel Bangalore	43	1,20,500
18.	Time Management - II	J Philip	9-10 Oct 1987 Taj Mahal Bombay	21	25,200
19.	Frontiers of Financial Management	Prasanna Chandra	12-16 Oct 1987 Majorda, Goa	22	1,04,000
20.	Managing the Sales Force (Pharmaceutical Products)	RK Vijaya Sarathy	12-16 Oct. 1987 Southern Star Ooty	16	50,500
21.	Management of Autonomous Colleges	S Nayana Taraq GK Valecha	26-30 Oct 1987 Ashraya Bangalore	29	24,150
22.	Strategic Marketing (Industrial Products)	PN Thirunarayana	25-28 Oct. 1987 Majorda, Goa	25	87,500
23.	Advertising Management for Marketing Professionals	P Bhaskaran	27-30 Oct 1987 Windsor Manor Bangalore	19	21,000
24.	Strategies for Rural Markets	TP Gopalaswamy PN Thirunarayana	11-14 Nov 1987 Holiday Inn Bangalore	11	41,900
Total c/f			531	15,24,900	

ANNEXURE - VII (Contd.)

1	2	3	4	5	6
25.	Financial Management for Marketing Executives	S Ramaswamy	16-19 Nov 1987 Holiday Inn Bangalore	17	48,100
26.	Cost Control & Cost Reduction	R Narayanaswamy RP Iyer	18-21 Nov 1987 Hotel Ashok Bangalore	21	60,600
27.	Top Management Seminar on Computers & Decision Support System	S Jagadish MR Rao	11-13 Nov 1987 Holiday Inn Bangalore	15	42,000
28.	Management Information & Reporting Systems	S Ramaswamy	23-26 Nov 1987 Hotel Ashok Bangalore	25	88,800
29.	Working Capital Management	R Vaidyanathan	9-12 Dec 1987 Harsha Hotel Bangalore	15	34,500
30.	Achieving Corporate Excellence	J Philip	14-19 Dec 1987 Oberoi Begmaloo Goa	18	1,24,200
31.	Seminar on Zero Base Budgeting	S Ramaswamy	14-15 Dec 1987 Holiday Inn Bangalore	18	26,600
32.	Projects: Preparation Appraisal & Implementation	Prasanna Chandra	4-9 Jan 1988 Hotel Ashok Bangalore	34	1,29,500
Total c/f			694	20,79,200	

ANNEXURE - VII (Contd.)

1	2	3	4	5	6
33.	Corporate Long Range Planning	RP Iyer S Shiva Ramu	6-9 Jan 1988 Holiday Inn Bangalore	16	60,500
34.	Strategic Marketing for Excellence (Pharmaceutical Products)	RK Vijaya Sarathy	18-21 Jan 1988 Windsor Manor Bangalore	16	53,500
35.	Human Resources Management - A Developmental Approach	SG Lele Kalyani Gandhi	28 Jan-2 Feb, 1988 Manjurun Mangalore	13	57,500
36.	Personal Growth Laboratory for Developing Managerial Effectiveness	SK Roy R Ravikumar	2-6 Feb 1988 Windsor Manor Bangalore	18	80,750
37.	Project Management	MR Gopalan	4-10 Feb 1988 Harsha Hotel Bangalore	18	77,000
38.	Credit Rating	R Vaidyanathan	11-12 Feb 1988 Holiday Inn Bangalore	15	54,600
39.	Leadership Development for Health Care Delivery Services	Ashok Sahni	18-19 Dec. 1987 Raj Hans New Delhi	37	81,000
TOTAL			827	25,44,050	

ANNEXURE VIII

FACULTYWISE MDPs CONDUCTED DURING 1987-88

S1. No.	Faculty Leader(s) (Profs.)	No. of Programmes	No. of Participants	Gross Revenue (Rs.)
1.	Ashok Sahni	3	111	2,98,500
2.	Basu Ghosh	1	7	16,100
3.	P Bhaskaran	1	9	21,000
4.	TP Gopalaswamy/ V Nagadevara	1	16	42,000
5.	TP Gopalaswamy/ PN Thirunarayana	1	13	41,900
6.	MR Gopalan	1	19	77,000
7.	RP Iyer	2	48	1,75,500
8.	S Jagadish/MR Rao	1	15	42,000
9.	Malathi Somaiah	1	13	16,000
10.	Nayana Tara/GK Valecha	1	29	24,150
11.	SG Lele/RP Iyer	1	35	1,87,500
12.	R Narayanaswamy/RP Iyer	1	21	60,600
13.	J Philip	3	58	1,72,650
14.	J Philip/Prasanna Chandra	1	31	73,400
15.	Prasanna Chandra	2	56	2,33,500
16.	Praxy J Fernandes/RG Tagat CS Swaminathan	1	15	37,000
17.	S Ramaswamy	6	153	3,85,550
18.	AK Rao/Kalyani Gandhi	1	12	42,750
19.	SK Roy/S Ravi Kumar	1	19	80,750
20.	S Shiva Ramu/RP Iyer	1	16	60,500
21.	PN Thirunarayana	2	41	1,43,500
22.	R Vaidyanathan	2	30	89,100
23.	RK Vijaya Sarathy	3	48	1,65,600
24.	SG Lele/Kalyani Gandhi	1	13	57,500
TOTAL		39	827	25,44,050

ANNEXURE - IX

NO. OF MDPs HELD DURING 1984-85, 85-86 & 86-87

Year	No. of MDPs Conducted	Total Number of Participants				Total
		Govt. Sector	Public	Private	Others	
1984-85	34	50	236	197	19	502
1985-86	37	100	243	279	35	657
1987-88	39	168	281	378	-	827

ANNEXURE - X

LIST OF ORGANISATION BASED PROGRAMMES CONDUCTED
DURING 1987-88

SL. NO.	Organisation/Faculty Leader	Duration	Revenue Rs.)
1.	Madras Fertilisers Ltd./ RK Vijaya Sarathy	1 week	35,000
2.	WHO/JC Bhatia	2 days	65,000
3.	CIMCO International, Delhi/ Prof. J Philip	1½ weeks	20,000
4.	Govt. of Cuba/Prof. J Philip		24,000
5.	KSBPE, Bangalore/BR Patil	2 days	5,250
6.	Assam Staff College/RP Iyer	5 days	17,500
7.	MMTC/RK Vijaya Sarathy	2 weeks	38,500
8.	HMT/BR Patil	4 days	18,000
9.	ONGC/Prof. J Philip	1 week	36,000
10.	Ordnance Factory - Ministry of Defence	2 weeks	73,525
11.	Prosperity Marketing Services/ RK Vijaya Sarathy	3 days	7,700
12.	Consolidated Coffee Ltd., Pollibetta/SG Lele	2 days	5,500

ANNEXURE - XI

CONSULTANCY PROJECTS UNDERTAKEN DURING EARLIER
YEAR(S) AND CONTINUING DURING THE YEAR

S1. No.	Name of the Project	Code	Faculty Leader(s) (Profs.)	Budget (Rs.)
1.	Wood Balance Study	36269	V Ranganathan	1,95,250
2.	Organisation Study of Semi-Conductor Complex Ltd.	36271	GK Valecha	38,500
3.	Bagalkot Project	36277	AV Shanmugam KM Anantharamaiah	11,87,760
4.	DST Karnataka	36284	V Ranganathan	1,45,000
5.	National Commission of Urbanisation	36285	VK Tewari	1,50,000
6.	TVS Suzuki Ltd.	36291	PN Thirunarayana	6,000
7.	ABC Paper Mills	36297	SG Lele	30,000
8.	Economic Determination of Fatigue Life of Fighter Aircrafts Study - NAL	36300	PG Apte Shyamal Roy MAS Rajan	96,250
9.	Developing a Perform- ance Appraisal Delivery & Use of Tech. in Telecom- unication Industry	36301	J Philip GK Valecha	1,32,000
10.	DIC Evaluation Study	36314	S Ramaswamy R Ravikumar	1,10,000
Total				20,90,760

ANNEXURE - XII

CONSULTANCY PROJECTS COMPLETED DURING
THE YEAR 1987-88

1.	ITI Bangalore	36293	GK Valecha	71,500
2.	Chief of Naval Staff, Min. of Defence - Delhi Inventory Management	36294	SN Chary MR Gopalan	1,05,000
3.	Evaluation of Self- Employment Scheme to Educated Unemployed Youth in Kolar Dist.	36298	SN Chary MR Gopalan	74,800
4.	Evaluation of the Work- ing of Offset Press & Transport Wing Attached to Health & Family Welfare Dept.	36304	TV Ramanayya N Naganna	25,000
5.	WHO Manpower Study	36305	B Ghosh	42,000
6.	ICFAI Hyderabad	36312	Prasanna Chandra	24,000
7.	Pharm Products, Madras	36315	RK Vijaya Sarathy	12,500
		Total		3,54,800

K. P. RAO & CO.

CHARTERED ACCOUNTANTS

54, CHAMARAJA ROAD,
FORT MOHALLA,
MYSORE-570 004.

ANNEXURE XIII

MYSORE :

G. D. RAMA RAO

TELEPHONE: 25607

BANGALORE :

K. P. RAO
D. SURYANARAYANA
SADASHIV RAO
K. VISHWANATH

Your Ref:

Our Ref:

**AUDIT REPORT TO THE MEMBERS OF THE
INDIAN INSTITUTE OF MANAGEMENT, BANGALORE**

We have audited the attached Balance Sheet as at 31st March 1988 and the Income and Expenditure Account for the year ended on that date of the INDIAN INSTITUTE OF MANAGEMENT, BANGALORE and report that:

1. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
2. The Balance Sheet and Income and Expenditure Account dealt with by this Report are in agreement with the books of account.
2. Subject to the observations in the appended audit report of even date, in our opinion and to the best of our information and according to the explanations given to us, the Balance Sheet and the Income and Expenditure account give a true and fair view:
 - a) In case of the Balance Sheet, of the state of affairs of the Institute as at 31st March 1988.
 - b) In the case of the Income and Expenditure account, of the excess of Expenditure over Income for the year ended on that date.

PLACE: BANGALORE
DATE: 22.12.1988.



K. P. RAO & CO.,
CHARTERED ACCOUNTANTS
G. D. RAMA RAO
PARTNER

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE - 560076.

BALANCE SHEET AS AT 31st MARCH, 1988.

ANNEXURE XIII

1985-87	CAPITAL AND LIABILITIES	1987-88	1986-87	PROPERTY AND ASSETS	1987-88
38,11,189.35	I CAPITAL FUND A Opening Balance 38,11,189.35 Less excess of exp. over income 14,95,353.33	23,15,836.02	10,62,66,541.41	I FIXED ASSETS (as per schedule 'A')	12,03,14,550.64
4,43,791.15	B Ford Foundation Grant	4,43,791.15	20,37,744.81	II CURRENT ASSETS, LOANS & ADVANCES (As per schedule 'B')	29,70,839.14
67,95,000.00	II DEVELOPMENT GRANT A Govt. of Karnataka	67,95,000.00	9,68,060.58	III DEPOSITS (As per schedule 'C')	32,37,067.22
10,60,79,782.19	B Govt. of India Opening Balance 10,60,79,782.19 For the year 1,81,86,135.30	12,42,65,917.49	1,23,855.29	IV ON GOING PROJECTS Organisation Based Programme
5,51,175.72	III CURRENT LIABILITIES A Outstanding Liabilities	14,45,572.37	44,385.12	V CASH AND BANK BALANCES	
3,32,957.20	B For Deposits	6,43,221.56		A Cash on hand	12,274.30
13,99,638.79	C Sundry Credit Balances	19,17,401.03		B With State Bank of Mysore	
31,50,594.70	IV ONGOING PROJECTS A SPONSORED RESEARCH	1,27,62,640.64	25,467.10	1) Richmond Road Branch	25,467.10
5,78,747.51	Expenditure 97,28,969.65	30,33,670.99	88,07,419.65	ii) Campus Branch Grant A/c S/B 400	94,38,985.61
	B CONSULTANCY Income 39,24,853.69	7,80,394.81	34,99,005.67	iii) Campus Branch CONxSPR 999	36,83,026.73
	Expenditure 31,44,458.88		13,70,396.98	iv) Campus Branch OBP x MLP S/B 1000	21,81,097.38
	C ORGANISATION BASED PROGRAMME Income 2,96,296.35				
	Expenditure 1,70,319.85	1,25,976.50			
	D MANAGEMENT DEVELOPMENT PROGRAMME Income 97,636.20				
	Expenditure 1,110.00	96,526.20			
12,31,42,876.61	GRAND TOTAL	14,18,63,308.12	12,31,42,876.61	GRAND TOTAL	14,18,63,308.12

This is the BALANCE SHEET referred to in our report of date for KP RAO & COMPANY
Chartered Accountants

BANGALORE:
DATE: 22.12.1988.

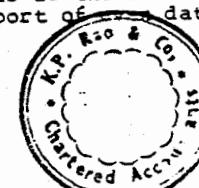
(R CHANDRASEKHARA RAO)
ACCOUNTS OFFICER

(TS NATARAJAN)
SR. FINANCE
OFFICER

(D VENKATARAMANI)
INTERNAL AUDIT
OFFICER

(J PHILIP)
DIRECTOR

(ABID HUSSAIN)
CHAIRMAN, BOG.



(G.D. RAMA RAO)
PARTNER.

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE.

ANNEXURE XIII CONTD.

SCHEDULES A, B & C ATTACHED TO AND FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH, 1988.

SCHEDULE 'A' FIXED ASSETS

SCHEDULE 'B' ASSETS, LOANS & ADVANCES

PARTICULARS	Opening Balance as on 1.4.87	Addition During the year	Balance as on 31.3.1988	1986-1987	PARTICULARS	1987-88
1. Land Development and New Works in Campus.						
a) Cost of land	37,95,000.00	-	37,95,000.00	24,260.30	Convocation gowns	24,260.30
b) Cost of Works	7,65,75,173.32	1,07,43,387.66	8,73,18,560.98	5,841.00	Postal Franking Imprest	4,887.41
c) Improvement to Temp. Premise	22,01,731.39	(-) 4,798.87	21,96,932.52			
2. Noise Control & Acoustics	3,12,742.60	-	3,12,742.60	57,946.00	Festival Advance	56,156.00
3. Furniture fittings & Eqpts.	56,42,096.45	11,73,948.00	68,16,044.45	11,664.92	Imprest Account	12,226.32
4. Library books and films.	85,66,560.40	10,19,680.83	95,86,241.23	1,66,976.00	Vehicle Advance	4,66,633.08
5. Vehicles	16,58,305.38	(-) 1,28,030.82	15,30,274.56	9,75,234.00	House Building Advance	15,90,768.75
6. Teaching & Research Aids	70,71,140.72	12,43,822.43	83,14,963.15	2,375.00	Salary advance	2,375.00
7. Ford Foundation Grant				1,39,699.89	Sundry Debtors	1,39,699.89
i) Library books	2,41,291.15	-	2,41,291.15	2,50,403.41	Miscellaneous Advances	2,63,430.22
ii) Teaching Aids	2,02,500.00	-	2,02,500.00	4,03,344.29	Sundry Debit Balances	4,10,402.17
TOTAL SCHEDULE 'A'	10,62,66,541.41	1,40,48,009.23	12,03,14,550.64	20,37,744.81	TOTAL OF SCHEDULE 'B'	29,70,839.14

SCHEDULE 'C' : DEPOSITS

1986-87	PARTICULARS	1987-88
75,346.17	Rent Deposits	74,146.17
6,46,898.00	Telephone Deposits	10,37,173.00
77,014.81	Deposits General	12,61,174.81
1,17,267.60	Campus Deposits	7,44,795.77
7,874.00	Water Deposits	7,874.00
38,660.00	PGP Prize Investment Fund	68,371.15
5,000.00	PGP Deposits (INCLUDING SAC)	43,532.32
9,68,060.58	TOTAL SCHEDULE 'C'	32,37,067.22

BANGALORE:
DATED: 22.12.1988.(R CHANDRASEKHARA RAO)
ACCOUNTS OFFICER(TS NARAYAN)
SENIOR FINANCE
OFFICER(D VENKATARAMANI)
INTERNAL AUDIT
OFFICER(J PHILIP)
DIRECTOR(ABID HUSSAIN)
CHAIRMAN, BOG.

For K. P. RAO & CO.
CHARTERED ACCOUNTANTS
G. D. RAMA RAO
PARTNER

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE - 560076.

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDING 31ST MARCH, 1988.

ANNEXURE XIII CONTD.,,

1986-87	EXPENDITURE	1987-88	1986-87	INCOME	1987-88
1,01,00,559.40	To Pay and allowance Non Plan 1,15,19,220.83 Plan 1,93,864.70		1,69,08,000.00	By Grant in aid from Govt. of India Plan 1,93,864.70 Non plan 1,51,00,000.00 PGP & Fellowship Programme	
2,22,444.00	To Institute Contribution to PF	1,17,13,085.53	2,26,872.00	OBP	1,52,93,864.70
36,470.00	" EWF Contribution	38,160.00	12,43,567.05	MDP	22,89,770.13
	<u>OTHER CHARGES</u>		28,43,789.96	Consultancy & Professional Activity	17,07,625.21
	(i) <u>Academic</u>		20,74,421.67	Sponsored Research	30,27,729.34
13,35,513.12	To PGP/Fellowship programme	26,00,573.35	92,856.00	Subsidised seminars	11,09,714.51
10,16,412.97	" Organised Based Programme	17,26,430.25	43,415.65	Faculty Housing (Rent recd.)	6,57,862.23
17,94,690.93	" Management Development Programme	25,44,581.89	1,33,699.60	Institute Quarters (Rent recd.)	1,16,303.25
28,60,371.16	" Consultancy	6,47,709.13	89,712.59	Guest house hire receipt	90,346.17
1,79,073.06	" Seminars subsidised	8,655.10	64,749.77	Miscellaneous Income	29,420.90
12,354.55	" Sponsored Research	6,66,816.73	4,82,458.50		2,49,272.20
34,621.86	" Case development & Inst. Research	1,11,990.66			
4,970.80	" Publication of Inst. Brochure/ Bulletin	1,427.50			
93,017.47	" Subscription to periodicals	76,500.45			
53,251.77	" Deputation & Training	27,591.66			
2,19,877.34	" Rent of faculty housing	1,28,689.86			
2,77,546.20	" Maintenance of EDP & Other Eqpts.	3,46,029.11			
1,17,524.86	" Faculty book allowance	1,31,662.40			
9,600.00	" Society membership	13,825.00			
	(ii) <u>ADMINISTRATION</u>				
2,02,583.15	To Rent rates and taxes	1,10,723.03			
6,06,767.38	" Electricity & Water charges	7,18,028.34			
26,314.50	" Guest house expenses	32,818.51			
2,98,304.70	" Maintenance & repairs to bldgs.	3,00,531.81			
76,031.54	" Subsidy to departmental canteen	1,25,011.52			
1,95,78,300.76	Carried forward	2,22,97,713.83	2,47,99,722.09		2,45,66,908.64

This is the I & E ACCOUNT referred to in our report of even date

BANGALORE:
DATED: 22.12.1988.

R Chandrasekhar Rao
(R CHANDRASEKHARA RAO) (TS NATARAJAN)
ACCOUNTS OFFICER SR. FINANCE OFFICER

D Venkataramani
(D VENKATARAMANI) INTERNAL AUDIT OFFICER

(ABID HUSSAIN)
CHAIRMAN, BOG.

for K P RAO & COMPANY
Chartered Accountants



G Rama Rao
(G RAMA RAO)
PARTNER

ANNEXURE XIII CONTD.....

- 2 -

1986-87	EXPENDITURE	1987-88	1987-88	INCOME	1987-88
1,95,78,300.76	Brought Forward	2,22,97,713.83	2,47,99,722.09	Brought Forward	2,45,66,908.64
3,23,324.88	To Travel expenses	2,01,977.25			
5,19,771.38	▪ Vehicle expenses	4,04,178.89			
28,215.20	▪ Freight & Transport	17,237.46			
58,334.78	▪ Postage & telegram	52,915.24			
4,71,695.56	▪ Telephone & telex charges	6,34,453.45			
4,18,039.24	▪ Printing and stationery	4,15,525.14			
20,000.00	▪ Audit fees	29,297.50			
15,000.00	▪ Legal charges	72,725.00			
15,644.75	▪ Entertainment expenses	4,844.50			
4,03,421.88	▪ Medical reimbursement	5,73,752.18			
1,57,845.25	▪ Leave travel concession	68,686.74			
94,191.35	▪ Staff welfare expenses	40,275.76			
2,21,051.23	▪ Advertisement & Recruitment exps.	1,38,514.19			
3,66,701.85	▪ Other contingencies	4,45,586.81			
2,28,119.63	▪ Repairs to furniture & eqpts.	2,01,006.00			
32,042.00	▪ Garden expenses	22,902.28			
3,86,897.93	▪ Consumables	1,37,904.71			
17,253.61	▪ Uniforms	88,837.04			
19,458.66	▪ IIMB Journal	52,270.04			
1,10,049.41	▪ Loss on sale of vehicles	1,13,090.00			
20,950.25	▪ Loss of library books written off	48,567.96			
12,93,412.49	▪ Excess of income over expenditure		Excess of expenditure over income	14,95,353.33
2,47,99,722.09	GRAND TOTAL	2,60,62,261.97	2,47,99,722.09	GRAND TOTAL:	2,60,62,261.97

This is the I & E ACCOUNT referred to in our report of even date

BANGALORE:
DATE: 22.12.1988.

Chandrasekara Rao
(R CHANDRASEKHARA RAO)
ACCOUNTS OFFICER

Subrahmanyam
(D SUBRAHMANYAM)
SR. FINANCE
OFFICER

D Venkataraman
(D VENKATARAMANI)
INTERNAL AUDIT
OFFICER

J Philip
(J PHILIP)
DIRECTOR

Abid Hussain
(ABID HUSSAIN)
CHAIRMAN, BOG

for KP RAO & COMPANY
Chartered Accountants

G K Ravula
(GD RAMA RAO)
PARTNER



ANNEXURE - XIV

FUNCTIONARIES AS ON 31ST MARCH 1988

1. Post-Graduate Programme : Prof. TS Nagabhushana
(includes Students' Affairs)
2. Research & Consultancy : Prof. Shyamal Roy
3. OBP & Consultancy : Prof. R Vaidyanthan
(upto January 1988)
Prof. PG Apte
(from January 1988 onwards)
4. Admissions (PGP & Fellow) : Prof. KB Nair
5. Placement & Alumni : Prof. PG Apte
6. Editor, IIMB Journal : Prof. B Ghosh

AREA COORDINATORS

1. Finance & Control : Prof. RP Iyer
2. Marketing : Prof. RK Vijaya Sarathy
3. QMIS : Prof. RK Herlekar
4. ESS : Prof. Indira Rajaraman
5. OB & IR : Prof. BR Patil
6. POMA : Prof. SN Chary

SECTOR/CENTRE COORDINATORS

1. CARD : Prof. TP Gopalaswamy
2. CH & PM : Prof. P Bhaskaran
3. Transportation : Prof. TV Ramanayya
4. CHES : Prof. Vinod K Tewari, Dean (CP)
5. Energy & Power : Prof. N Naganna
6. Education & Centre for Technical Education : Prof. (Mrs.) Nayana Tara
7. Centre for International Management : Prof. GK Valecha
8. CAM : Prof. VB Kaujalgi
9. DPC : Prof. S Jagadish

A P P E N D I C E S

APPENDIX - I

LIST OF FACULTY IN IIMB AS ON 31.3.1988

Prof. J Philip
Director

Professors

1. KM Anantharamaiah
2. Ashok Sahni
3. JC Bhatia
4. BK Chandrashekhar
5. PV George
6. TP Gopalaswamy
7. RK Herlekar
8. Indira Rajaraman
9. RP Iyer
10. VB Kaujalgi
11. SG Lele
12. KB Nair
13. MNV Nair
14. V Nagadevara
15. KS Pillai
16. Prasanna Chandra
17. S Ramaswamy
18. Ranajit Dhar
19. AK Rao
20. NV Ratnam
21. SK Roy
22. AV Shanmugam
23. S Shiva Ramu
24. Shyamal Roy
25. Subbarayan Prasanna
26. VK Tewari
27. PN Thirunarayana
28. GK Valecha
29. (Mrs.) Vatsala Nagarajan

Associate Professors

30. PG Apte
31. P Bhaskaran
32. SN Chary
33. B Ghosh
34. MR Gopalan
35. S Jagadish
36. Kalyani Gandhi

Associate Professors (Contd)

37. N Naganna
38. TV Ramanayya
39. V Ranganathan
40. S Sampangiramaiah
41. RG Tagat
42. R Vaidyanathan
43. RK Vijaya Sarathy
44. Vinod Vyasulu

Assistant Professors

45. SR Bijoor
46. Malathi Somaiah
47. Meera Bakhru
48. AV Muthukrishnan
49. S Nayana Tara
50. R Narayanaswamy
51. TS Nagabhushana
52. BR Patil
53. R Ravi Kumar

Faculty Research Associate

54. M Siddappa

Honorary Faculty

1. CVS Ratnam
2. D Shankar Narayan
3. RN Haldipur
4. TR Satish Chandran

Visiting Faculty

1. Krishna Prasad

STC Professor in International Business

1. CS Swaminathan

APPENDIX - II

List of Officers as on 31st March 1988

Name	Designation
1. Shri TS Natarajan	Chief Administrative Officer
2. Shri Chikkamallaiah	Librarian
3. Lt. Col. KS Sachidananda	Superintending Engineer
4. Shri HV Hirannaiah	Administrative Officer (SS)
5. Shri DR Ramadasaiah	Administrative Officer (MDP & OBP)
6. Shri VS Gopinatha Rao	Administrative Officer (PGP)
7. Shri S Srikant	Administrative Officer (S&P)
8. Shri GY Suhas	Personnel Manager
9. Shri R Chandrasekhar Rao	Accounts Officer
10. Smt. N Anuradha	Assistant Librarian Gr. I
11. Shri D Venkataramani	Internal Audit Officer
12. Lt. Col. G Lakshman Singh	Security & Transport Officer
13. Shri K Mahalingam	Horticulture Officer
14. Miss H Kala	Administrative Officer (G)
15. Shri DS Nagaraj	Officer on Special Duty
16. Shri HV Suryanarayananappa	Asst. Executive Engineer (Civil)
17. Shri SI Fazzuluddin	Manager - Computer Centre

On Deputation from PWD, Govt. of Karnataka

18. Shri T Shankar	Assistant Engineer
19. Shri KC Umashankar	Assistant Engineer
20. Shri BG Srinivasa Murthy	Assistant Engineer

On Deputation from KEB

21. Shri S Gopalakrishna Shanbogue	Asst. Executive Engineer (Elec.)
22. Shri RN Chandrashekhar	Assistant Engineer (Electrical)

55



भारतीय प्रबंध संस्थान बैंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

.....END.