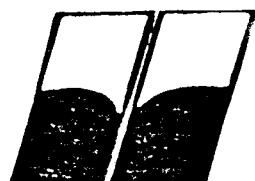




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INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

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**ANNUAL REPORT  
AND  
AUDITED STATEMENTS OF ACCOUNTS  
FOR THE YEAR 1988-89**



**INDIAN INSTITUTE OF MANAGEMENT  
Bannerghatta Road, Bangalore - 560 076**

**ANNUAL REPORT  
1988 - 89**

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

**ANNUAL REPORT**

**1988-89**

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INDIAN INSTITUTE OF MANAGEMENT

BANGALORE

ANNUAL REPORT

1988-89

I THE INSTITUTE

The Indian Institute of Management, Bangalore, (IIMB) was established in October 1973 by the Government of India (in the then 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 Mysore Societies Registration Act 1960) and a Board of Governors comprising representatives of the Government of India, Government of Karnataka, the All India Council of Technical Education, Federation of Chambers 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. Currently the Chairman of the Board is Shri Abid Hussain, Member, Planning Commission.

The broad objectives of the Institute are :

- to impart management education;
- to provide professional training in management to persons from Industry, Institutions and bodies and associations connected with industry and commerce;
- to conduct research and publish literature in management disciplines and allied areas;
- to cooperate with educational and other institutions in India and abroad; and
- to provide consultancy services to industry and government agencies.

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

#### Meeting of the Society and Board of Governors

The Society met once during the year, on 14 April 1988. The Board of Governors met four times -- on 14 April 1988, 23 June 1988, 29 October 1988 and 6 March 1989. The Executive Committee of the Board met three times -- on 10 June 1988, 22 September 1988 and 17 January 1989.

#### Board of Governors

Prof. N.R. Sheth, Director, IIM Ahmedabad, was nominated to the Board of Governors during the year in place of Shri B Ratnakar whose membership term expired. The composition of the Board of Governors as on 31 March 1989 is given in Annexure I.

## II THE CAMPUS

The Institute's Campus is located on Bannerghatta Road in the southern part of the city. The well laid out and beautifully landscaped hundred-acre campus with its unique architecture is regarded as one of the best campuses in the country. The Campus is designed by Architects, Stein, Doshi & Bhalla, Ahmedabad, and Kanvinde, Rai & Choudhury, New Delhi. The works are taken up in a phased manner as per the Master Plan.

The following construction works were in progress during the period :

- a) Library and Computer Block : Tender Cost : Rs.214.82 lakh. Expenditure incurred so far, including during the year, is approximately Rs.100 lakh. The site preparation for the Computer Centre, which is in the basement of 'B' block of the complex was awarded to Computer Maintenance Corporation (a Government of India undertaking) on a turnkey basis at an approximate cost of Rs.32.73 lakh. The Computer Centre was inaugurated by Shri Abid Hussain, Chairman, Board of Governors of the Institute, on 11 April 1989.
- b) Executive Block (formerly known as married students' dormitory) : Tender Cost : Rs.36.77 lakh. It can accommodate 52 participants. It will house participants to various MDP and some of the special educational programs. The work is in progress and is expected to be completed by the end of 1989.
- c) Dormitory Block No.8 : Tender Cost : Rs.35.93 lakh. It can accommodate 40 students. The work is in progress and is expected to be completed by April 1990.
- d) Phase II housing : This contains 44 'D' & 'E<sub>1</sub>' type quarters. Civil construction is complete.

The total expenditure during the period under review on on-going construction work was Rs.96.23 lakh. The particulars of the construction work under progress during the period is given in Annexure II.

### III ACADEMIC PROGRAMMES

The major academic programmes of the Institute are its two-year Post-Graduate Programme (PGP) and Fellow Programme in Management (FPM). 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.

#### 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 who meet the eligibility requirements are eligible to apply. Fifteen percent of seats are reserved for SC and 7½ per cent seats are reserved for ST candidates.

Admission to PGP is based on the Common Admission Test (CAT) of the IIMs, personal interview, group discussion, academic achievements and work experience.

A total of 168 students, including 9 SC and 2 ST students, were enrolled for the programme, which started on 1 July 1988.

Prior to this year, the student intake used to be about 120. Consequent to the increase in students intake, the number of class sections have been increased from 2 to 3 with about 55 students in each section.

The selection process for the 1989-91 batch started with the CAT held on 11 December 1988 in 18 centres. IIMB administered the test for 7112 candidates in five centres (Bangalore, Madras, Hyderabad, Tiruchirapalli and Ernakulam). Nearly 13,300 candidates applied for admission to IIMB. A total of 897 candidates (including 130 SC and 44 ST) were called for group discussion and personal interviews. The interviews of the candidates were held in 7 centres during March 1989. Statistics relating to the CAT and interviews are given in Annexure III.

#### Scholarships

The Institute offered Merit Scholarships at the rate of Rs.300/- pm for 10 months, together with tuition fee waiver, for 28 students of 1987-89 batch and 40 students of 1988-90 batch. Besides the Merit Scholarship, the following scholarships sponsored by various organisations were also awarded :

1987-89 batch (II year)

|   |  |   |  |
|---|--|---|--|
| 1 | Citi Bank                                      | : | 1 Scholarship at<br>Rs.350/- pm for 10<br>months                                 |
| 2 | MSIL   | : | 2 Scholarships at<br>Rs.350/- pm for 10<br>months                                |
| 3 | Alumni Association                             | : | 2 Scholarships at<br>Rs.250/- pm for 10months                                    |
| 4 | North Eastern<br>Council, Shillong             | : | 1 scholarship and book<br>grant amounting to<br>Rs.600/- pm                      |
| 5 | NCERT  | : | 4 scholarships and book<br>grant amounting to<br>Rs.2,700/- each for<br>one year |
| 6 | Directorate of Collegiate<br>Education, Madras | : | 1 scholarship at Rs.1530/-<br>per annum  |
| 7 | Shri Brihad Bharatiya Samaj<br>Bombay          | : | 1 scholarship of Rs.1,000/-<br>per annum   |

1988-90 batch (1 year)

|   |   |   |  |
|---|---|---|--|
| 1 | Foundation to Aid<br>Industrial Recovery (FAIR) | : | 3 scholarships at Rs.260/-<br>pm for 10 months each<br>(total amount Rs.7,800/-) |
| 2 | NCERT   | : | 4 scholarships and book<br>grant amount to Rs.2,700/-<br>each                    |
| 3 | Directorate of<br>Education, New Delhi          | : | 1 scholarship at Rs.2,350/-<br>for 10 months                                     |

Distinguished Speaker Series

During the year under review a new lecture series for the benefit of students and faculty was initiated. Chief Executives of Public Sector and Private Sector industries were invited to share their experiences and thoughts on current management issues with students and

faculty. Mr. SP Acharya, former Chairman and Managing Director of Shaw Wallace, Capt. S Prabhala, Chairman and Managing Director of BEL, Mr. UDN Rao, Chairman and Managing Director of ITI, Mr. Vijay Mallaya, Chairman of UB Group, and Mr. CS Samuel, President of Brooke Bond India Limited, participated in this lecture series. This lecture series proved to be a great success and provided a forum for the students to listen to and interact with leaders from industry.

#### 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.

Eligible applicants are required to appear for Common Admission Test and Research Aptitude Test. Based on their performance in the Tests, candidates are interviewed at Bangalore.

Five candidates were registered for the FPM during the academic year 1988.

Five candidates received the award of 'FELLOW' during the year 1988-89. The topics of dissertations are listed below:

"A Critical Appraisal of Rent Control in Bangalore City"

"Local Level Management of a Rural Anti-Poverty Programme - A Case Study of the Employment Guarantee Scheme of Maharashtra"

"Fertilizer Market in Haryana - A Micro-Level Study of Components and Influencing Variables"

"Wagon Management on Indian Railways - With Special Reference to Wagon Utilisation"

"Organizational Effectiveness in the Promotion of Decentralised Renewable Energy to Rural Areas : A Case Study of Bio-Gas Programme in Karnataka"

A total of 274 candidates (37 SC/ST) applied for the programme beginning in July 1989. One hundred and forty four appeared for the Research Aptitude Test in six centres on 11 December 1988. Statistics relating to the FPM 1989 is given in Annexure IV.

#### IV TRAINING PROGRAMMES AND SEMINARS

##### Management Development Programmes

The year under review was an year of satisfactory growth in Management Development Programmes. In terms of total number of programmes organised as well as the total revenue earned by the Institute, the year turned out to be the very best in nearly a decade. Overall indices of performances are very gratifying including the qualitative improvement in programmes. In all, 39 MDPs were conducted with an average participation of 18 per programme, earning a revenue of Rs.30.94 lakh. The total participation was 692. The total number of participants got reduced due to cancellation of flights specially from September 1988 to January 1989. Against registered nominations, we lost about 70 who could not participate in the programmes due to non-availability and cancellation of flights. 7 of the 39 successful Management Development Programmes are related to Sectoral Management, an area which has not been very encouraging in the past to such programmes. Out of 7 sectoral programmes one programme was an international programme on "Regional Power Management" where we had 13 international participants from Bangla Desh, Malaysia, Thailand and Sri Lanka. The programme was funded by CIDA. The Institute received a remittance of C\$ 69035 in respect of 13 international participants. The year-wise break up of MDPs is given in Annexure V.

Organization Based Programmes

Our objective in OBPs during the current year was to involve ourselves in multi level training in select organisations so that professionally it would be far more beneficial to the organisations while providing a better and indepth understanding of organisation specific management issues and problems to the faculty involved in these programmes. During the year under review we had conducted 28 weeks of Organisation Based Programmes. Out of this 28 weeks programmes, 9 weeks programme related to the programmes for IAS officers sponsored by the Department of Personnel and Training, New Delhi. Some of the major organisations for whom we have conducted OBPs during the year are :

**Oil and Natural Gas Commission**

**Karnataka Co-operative Milk Federation**

**FACT**

**BHEL**

**Ministry of Defence - Gun and Shell Factory Hospital**

**Kerala Centre for Christian Higher Education**

**Consolidated Coffee Ltd.**

The total income earned through OBP is approximately Rs.13.50 lakh.

Seminars

A National Conference on Policy Implications and Management Education was organised by the Institute from 28-30 April 1988. It brought together 60 heads of management institutions and university departments, besides leading management experts from industry, business and government. One of the outcomes of this Conference was the setting up of a Network of Management Schools with the name Association of Indian Management Schools (AIMS).

A National level seminar on "Small Scale Industries and the National Economy" was organised during November 27-29, 1988 at Bangalore. Over 80 participants from all over the country and the Federal Republic of Germany deliberated on the role of SSI in the National Economy. The proceedings of the Seminar have been documented in the form of a report.

Another seminar on "Opportunities in International Business" was organized by the Institute on December 24, 1988. About 50 delegates attended this seminar.

## **V RESEARCH AND CONSULTANCY ACTIVITIES**

### **Research Projects**

Ten externally funded research projects and 2 Institute funded research projects were started during the year 1988-89. They are :

|    | <u>Project Title</u>   | <u>Funding Agency</u>                             |
|----|--|---|
| 1  | Project on Small and Medium Firms in Indian Industry                                       | ICRIER, New Delhi                                 |
| 2  | Determinants of Contraceptive Use Dynamics   | WHO, Switzerland                                  |
| 3  | Evaluation of Adult Education Programme in Karnataka                                       | Ministry of HRD, New Delhi                        |
| 4  | A Study of Corporate Turn-around in FACT   | FACT, Kerala                                      |
| 5  | An Assessment of Status of Vocationalisation Programme in the States and Union Territories | Planning Commission, New Delhi                    |
| 6  | Research and Development Effort in Higher Educational Institutions                         | Planning Commission, New Delhi                    |
| 7  | Financial Management of Indian Universities  | NIEPA, New Delhi                                  |
| 8  | Accounting for Leases in India - A Research Study  | SBI Capital Markets Limited, Bombay               |
| 9  | Effect of Maternal Education on Child Survival   | Ford Foundation, New York                         |
| 10 | Decision Support System for Improving Locational Efficiency of Service Systems             | National Science Foundation Washington, D.C., USA |
| 11 | India's Export Performance   | IIM-B   |
| 12 | Analytical Study of Management Education in Southern Region                                | IIM-B   |

The following three research projects were completed during the year.

1. Role of Attitude in Buyer Behaviour
2. Small Scale Industries Growth and Success
3. A Study of Maternal Mortality in Ananthpur District

#### Case Workshop

A case workshop was organised during the year in two modules for the Institute Faculty and other Faculty participants from universities :

I Module - 5 - 8 October 1988

II Module - 2 - 4 January 1989

#### Consultancy

At present there are 17 ongoing projects for a variety of organizations. These projects involve diverse areas of expertise such as Manpower Assessment for Agriculture, R & D Management, Development of Performance Appraisal, WHO Managerial Performance Study, Rural Transportation Studies for Ministry of Surface Transport, Evaluation of Self-employment, etc. Sponsors of these projects include State and Central Government agencies, public enterprises and private sector enterprises. A distinguishing feature of our consultancy activity is that majority of the projects that have been done and are being carried out are in the infrastructural sectors of the economy and in public systems. Some of the major ongoing projects are :

Economic Determination of Fatigue Life of Fighter Aircrafts  
- Study NAL.

Study of S&T Personnel in the Higher groups employed in the Industrial sector in the States of Gujarat, Maharashtra and Goa.

Manpower Assessment for the State of MP in the field of Agriculture.

WHO Managerial Performance Study.

Rural Transportation Studies for Ministry of Surface Transport.

Evaluation of Self-Employment.

Rehabilitation of Bagalkot Township Project, Phase II.

In addition to these projects, the Institute has completed 9 consultancy studies during the year. The list of assignments completed are shown below :

- 1 DIC Evaluation Study
- 2 Pharm Products Pvt. Ltd.
- 3 MIS for KSFC
- 4 Chief of Naval Staff, Ministry of Defence, Delhi
- 5 Inventory Management
- 6 Evaluation of Self-Employment Scheme to Educated Unemployed youth in Kolar District.
- 7 ICFAI, Hyderabad
- 8 National Commission of Urbanisation
- 9 MIS for KSFC
- 10 TVS Suzuki Limited
- 11 Developing a Performance Appraisal System for Mahanagar Telephone Nigam Limited

## VI SUPPORTING FACILITIES

### Library

The Library added 3622 books and 564 bound volumes during 1988-89, bringing the total collection to about 99,000 volumes, including 10821 Micro Films/Fisches/Films etc.

The Library subscribed for about 600 journals, including subscriptions to 27 new journals during the period.

The Library brings out Recent Additions, Current Press Clippings, and Current Contents IIMB, regularly. It also renders reprographic services to all its clients.

The Library offers reference and lending facilities to the Faculty, researchers and students of the Institute, as also to research scholars, Government officials, and other organizations on inter-Library loan system.

To accommodate the increased collections, additional space was added to Library and this facilitated better seating arrangements and services.

The permanent Library building is under construction.

The details relating to Library collection, circulation and budget are given in Annexure VI.

Computer Centre

The Computer Centre of the Institute provides computing services and facilities to the faculty and students and staff. Computing facilities are available in two major areas - Unix System and the PCs. In addition the VAX system of CAM Centre are also available for academic work. The Unix System consists of a super mini ORG SUPERMAX 32 bit multiuser Computer System with 8 terminals and a fast line printer. 59 IBM PCs/XTs/ATs are installed in various locations of the Institute. The PC Systems are inter-linked in two groups by LAN.

During the period under review, steps were taken for effective system utilisation and minimum down time.

The System Support and other production activities were carried out on UNIX based machine of the Institute during the current year.

Training Courses were conducted to enable the students to orient themselves towards the use of both the UNIX and the PC-DOS systems. Special orientation were also given to faculty and staff members to induce the former to develop more computer oriented courses and the latter to familiarise themselves with a computer environment.

The ORACLE DBMS has been upgraded in the ORG System. The packages such as OPTIMA, CRITICA, GKS Package and PC Emulation have also been installed in the UNIX machine.

Three PC/ATs, eighteen PC/XTs, 18 LX800 printers and 3 Sujatha Printers besides, Software packages such as HTPM, PROJECT, INSTAPLAN, PCFOCUS, Tubro series and Microsoft series compiler packages were added to the PC System facilities.

#### Hostel

All the PGP and FPM students requiring campus accommodation are housed in the hostels in the Campus. About 275 students were staying in the hostel during the year under report. The mess facility in the hostel continued to be organised by the Students' Mess Committee.

#### VII STUDENTS ACTIVITIES

The year 1988-89 witnessed student activities on a larger scale, both on academic and extracurricular front.

The biggest consumer fair of India, Nexus '88 was organised by the students. The fair achieved a new height with 7,000 respondents and use of 60 personal computers for collection of responses.

Syigma, the committee of students for computer related activities, organised courses for students on MS-DOS, Lotus 1-2-3, dBase III and Turbo Pascal.

A panel discussion on Central Budget for 1989-90 was organised by students. The panel members were invited from both industrial and academic fields.

The students also organised and participated in various inter-collegiate cultural events. The IIM-Bangalore students won the team championship for literary events on seven out of nine occasions. The theatre group of students staged plays in the city.

The SPICMACAY organised a lecture by Dr.M.Balamurali Krishna on Karnatic Music. It also organised a performance by noted flute player, Dr.N.Ramani.

#### **VIII PLACEMENT ACTIVITIES**

The placement of the graduates continued to maintain excellent progress. Over a hundred companies evinced interest in participating in the Placement Programme. A total number of 59 companies selected 110 students for permanent placement and 165 students for summer placement.

A new feature of this year's placement programme was the holding of pre-placement presentations of selected companies commencing from 1 November 1988. These presentations were held to facilitate the students to learn about organisations, and plan their career goals. Out of the 59 organisations which visited the campus, 10 were from Public Sector and 49 from Private Sector. The public sector absorbed 24 students while the private sector absorbed 86 students. 48% of the students were placed in the area of Marketing followed by 30% in Finance, 11% in Systems, 7% in Production/Materials, and 4% in Consultancy.

This year the maximum salary offered was Rs.7,100/- per month and the minimum Rs.2,950/- per month. The average salary was Rs.3,800/- as compared to Rs.3,520/- in 1983 and Rs.3,221/- in 1987.

Multinational and Indian Investment banks, well-known industrial and consumer product companies, and large public sector corporations continued to show keen interest in the summer placement of Institute's students. Among the public sector companies mention should be made of Maruti Udyog, CMC, SAIL, IPCL, STC and NMIT. All the 160 students were suitably placed in various organisations for summer of 1987. The average stipend given this year is Rs.1,200/- per month.

#### IX CONVOCATION

The XIII Annual Convocation of the Institute was held on 14 April 1988. Shri P Shiv Shankar, Union Minister for Planning and Programme Implementation, delivered the Convocation Address. 120 students of the Post-Graduate Programme and 5 students of the Fellow Programme received their diplomas at the Convocation. Kum. Jayashree Nagarajan was awarded Chairman's Gold Medal for Scholastic Merit.

X ACADEMIC ACTIVITIES OF AREAS / SECTORSCentre for International Management (CIM)

The UNDP project on International Management Education commenced from August 1988 with the signing of the project between the Government of India and the UNDP. The programme involves three other institutions - the Indian Institute of Foreign Trade, the International Management Institute in New Delhi, and Indian Institute of Management, Calcutta. The academic coordinator of the project is from the Institute. Under the project, faculty members of CIM will proceed abroad on fellowship for periods varying from three to six weeks, and expert consultants from abroad will visit the Institute. The objectives of the programme are to strengthen the teaching, research and training programmes in International Management.

The CIM had offered five elective courses to PGP students during the year.

Computer Aided Management Centre

The academic year 1988-89 was very important for this research project. UNDP funding formally ended in December 1988. Hence there was an evaluation by UNDP Mission in January 1989. A number of software development projects were completed in their present versions and presented to UNDP Mission. The Centre has done well compared with other three CAM Centres set up by DOE and UNDP funding. The funding from DOE will continue upto March 1990.

The main computer system VAX 11/750 was working in perfect condition during the period. The CAM Centre used 1 PC AT, 1 PC XT and 5 PCs (which were upgraded to PC XT in February 1989) for development of various CAM Projects depending upon the users' requirement and advice given by the faculty associated with the project.

The CAM Centre is being administered by a Technical Advisory Committee (TAC) as per the Memorandum of Understanding signed between the Institute and DOE. This Committee meets periodically for guiding the activities of the Centre. The technical plan approved by this committee was used to implement this project.

CAM Centre has assisted a number of users for various CAM Projects which were completed during this period. Some of the important users are HMT, IFFCO, KSFC, TECSOK, NDRI, Department of Agriculture (Government of Karnataka), BTS, Karnataka State Agro Corn Products Limited, Planning Department (Karnataka Government) etc. All these users were associated with the CAM Project right from the beginning and most of them were present when the formal evaluation took place when the UNDP Mission visited in January 1989. Some of the users have got the CAM software for their use in their organization.

About 14 CAM projects were completed for various users.

Six UNDP experts visited this Centre during the past 3 years. The 6th UNDP expert visited during the year. Two faculty members Prof Ranajit Dhar and Prof S Jagadish, went on UNDP Fellowship to various places of excellence as UNDP Fellows during this year. Until now, 6 UNDP Fellows have visited places abroad.

The Centre received Rs.82.87 lakh from the DOE upto 1 April 1988 and a further amount of Rs.15.00 lakh during the period 1 April 1988 to 30 March 1989.

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

The Centre offered several courses for the PGP and Fellow students, and conducted MDPs during the year. Sector members were involved in Manpower Study for Madhya Pradesh Irrigation Department which is a two-year assignment.

The Sector is in touch with the Commonwealth Secretariat for conducting a Workshop on Agricultural Management for Permanent Secretaries and Directors of Agriculture in Asia-Pacific regions. The acceptance of this proposal is awaited.

#### Energy Sector

The sector offered courses in support of the Post-Graduate Program and Fellow Program. A three-month Regional Management Program in Power Sector with International participants from South Asian Countries was organised. The sector also organised 2 OBPs (1) An 8-week program on Industrial Economics for ONGC (2) A 2-week General Management Programme for Senior Officers of Karnataka Electricity

Board. Sector faculty guided Fellow students at various stages of dissertation work.

#### Education Sector

The sector members offered courses in support of Post-Graduate Programme. The sector members completed several research projects in such areas as "Assessment of Vocationalisation Programmes in the States and Union Territories", "Research and Development Efforts in Higher Education Institutions", "Evaluation of Adult Education Programmes in Karnataka", "Financial Management of Indian Universities", etc.

The members also organized/actively participated in a number of seminars of national importance, developed cases and presented/published several papers in seminars/journals in India.

#### Centre for Health and Population Management

The Sector conducted the first ever three-month certificate course in Health Services Management during October-December 1988. Fourteen participants received the certificates in the course.

Besides offering courses for PGP, the Sector also organised two MDPs during the year : 1) "Improving Health Services Efficiency and Effectiveness" and 2) "Management Training for Medical Officers of Ordnance Factories".

Work on the three research projects sponsored by ICMR, Ford Foundation and W.H.O. were continued in the year. (The projects are: "Determinants of Contraceptive Use Dynamics", "Mother's Education and Child Survival" and "Field Trial of Billings' Evaluation Method of Natural Family Planning").

The Sector members participated in National and International workshops, conferences and working committee meetings.

#### Centre for Human Settlements and Environmental Studies

In the year 1988-89, major activities of the faculty members of the sector included PGP teaching, research, consultancy and organization of seminars.

A research study on "Success and Failure of Small Scale Industries" funded by KSFC was in progress during the year. A research proposal on "Decision Support System for Improving Locational Efficiency of Service Systems" was approved and funded by Government of India and the National Science Foundation, USA and activities on the project have been commenced.

A consultancy project for the National Commission on Urbanisation was completed. The project resulted in three research papers on Urban Transport, Rent Control and Urban Development Policy.

### Transportation Sector

The first certificate Programme in Transportation Management was organised during 1 March to 31 May 1989. This three-month programme had 14 participants including three from the Governments of Zambia, Malawi and Sri Lanka. Indian organisations who had sponsored candidates were ONGC, RITES, CMDA, School of Planning etc.

Based on the experience gained from this first programme, a second one is being planned for January-April 1990.

### OBIR & PM Area

The area conducted courses in PGP, organised MDPs and provided faculty support to the MDPs and OBPs conducted by other Areas/Sectors.

The following consultancy projects/assignments were in progress during the period under review :

- 1 Introducing Performance Appraisal System for Madras Cements Limited;
- 2 Organizational Culture in Indian Telephone Industries, Bangalore;
- 3 Manpower Assessment in Irrigated Agriculture in Madhya Pradesh;
- 4 Goal setting and Performance Appraisal for PSI Data Systems; and
- 5 Keonics - Organizational Development.

Members of the area continued their research and publications work including one book and 13 articles and 5 case studies.

### Marketing

The area offered two compulsory courses for the first year PGP students and 9 elective courses for the final year students. Services of guest faculty from industry were used in teaching the courses. This helped increase the level of interaction between the Institute and the industry. It also helped the students relate the classroom learning to the current practices in industry.

The Area conducted MDPs, and OBPs and provided teaching inputs in the MDPs and OBPs conducted by other areas and sectors.

Based on their research and consultancy experience, the members published 4 articles in wellknown journals in the field, written 6 cases based on their practical experience and took part in national/international seminars and presented lead papers in them.

### Economics and Social Sciences (ESS)

The Area offered five courses as usual to PGP students besides the electives. The Area members also taught courses on "International Finance", and "International Economics", and 2 courses in Fellowship Programme. They also functioned as TASC and TREC members and Faculty Advisers for Fellowship students.

The following research work were carried out by the Area faculty during the period :

- 1 A Consistency Model for India's Eighth and Ninth Plans, IIM-B Review June-December 1988.
- 2 An optimising Model for India's Eighth and Ninth Plans, (under publication).
- 3 A Multiregional Model for India's Eighth Plan with Analysis of basic needs (a preliminary draft).
- 4 Dynamics of Federal Bargaining: A Case Study, Intellectual Book House, 1988.
- 5 Management Education and Social Change: A Case Study of IIM Graduates, Ongoing Research Project.

#### Finance and Control

The Area conducted 3 compulsory courses and seven elective to the PGP students, conducted several MDPs and continued its Research and Consultancy Activities.

#### Production and Operations Management (POMA)

The Area conducted a course in the first and second years of the PGP; it also conducted MDPs, and continued its Research and Consultancy Activities, and participated in OBPs, and training programme for IAS officers.

#### Quantitative Methods and Information System (QMIS)

The Area conducted courses in the Post-Graduate Programme, including the DBMS course with the main DBMS software as ORACLE on SUPERMAX computer for the first time.

The Area had two visiting faculty to complement the Area faculty in conducting core and elective courses. They were: Dr Krishna Prasad from AT & T, USA, and Dr MR Rao from New York University, USA.

Dr R Sadananda, Asian Institute of Technology, Bangkok, gave a Seminar in July 1989 on Experts System in Management.

Three members of the Area shouldered the responsibilities such as Dean (AP), Co-ordinator (CAM Centre), and Co-ordinator of the QMIS Area.

#### Centre for Small Business Management

The Centre for Small Business Management had organised a national level seminar on the Role of Small Industries in the National Economy in collaboration with Konrad Adenauer Stiftung and Max Mueller Bhavan in Nov 1988. Resource persons for this seminar included specialists from Federal Republic of Germany.

During the year under review the Centre had undertaken a research study for Karnataka State Finance Corporation to identify the factors responsible for the success and failure of small business in Karnataka. This study was sponsored by the Karnataka State Finance Corporation. A study of the Karnataka State Small Industries Development Corporation as a development agent of Small Scale Industries in Karnataka, was also initiated.

Centre for Public Enterprises Management

The Institute has recently constituted a new Centre for Public Enterprises Management. This is an inter-disciplinary Faculty group who are actively interested in issues concerning Public Enterprises Management. The main idea of the group is to contribute to teaching and research in Public Enterprises Management and also to generate interest in the students in the management of this sector. The Centre in addition to handling the teaching of Public Enterprises Management course and related courses such as public policy, has taken up a number of research projects of value in the field. Some of the projects are :

- 1) Long Range Planning in Public Enterprises
- 2) Turn-around of FACT
- 3) An organization in Transition - A Study of MRL
- 4) Human Resources Development in Public Enterprises.

These studies are expected to be of general value to public enterprises as a whole.

Bharat Electronics Limited had donated a Chair Professorship in Public Enterprises Management at the Institute. The Institute is in the process of filling this position.

## XI FINANCE AND ACCOUNTS

During the year under review, the Institute received a total grant-in-aid of Rs.299.17 lakh from the Government of India, consisting of Rs.108.65 lakh under PLAN and Rs.190.52 lakh under NON-PLAN.

A sum of Rs.125.80 lakh representing the unspent balance of grant-in-aid of 1987-88 (Rs.83.27 lakh under PLAN and Rs.42.53 lakh under NON-PLAN) was also taken into account for meeting the financial commitments during 1988-89.

Besides the above, the Institute also generated a gross income through its income generating activities such as Tuition fees, course fees from MDPs and OBPs, sponsored Research and Consultancy assignments, etc. resulting in a total receipt of the order of Rs.93.21 lakh.

Thus the total amount that was available to the Institute for carrying out its activities during the year 1988-89 was of the order of Rs.518.18 lakh consisting of Rs.191.92 lakh under PLAN and Rs.326.26 lakh under NON-PLAN.

As against this, the Institute had spent a total amount of Rs.405.96 lakh, consisting of Rs.138.67 lakh under PLAN and Rs.267.29 lakh under NON-PLAN, leaving an unspent balance of Rs.112.22 lakh consisting of Rs.53.25 lakh under PLAN and Rs.58.97 lakh under NON-PLAN as on 31-3-1989, to be utilised during 1989-90 with the permission of the Government of India.

## XII OTHER ACTIVITIES

### Alumni Activities

The Bangalore Chapter held regular monthly meetings, and organised activities such as screening of short films, lectures by guest speakers, and interaction with the batches on Campus, etc.

New Chapters were set up in Delhi, Bombay and Pune. The Director, Prof J Philip, and the Alumni Co-ordinator, Prof Kalyani Gandhi, participated in the inauguration of these chapters. These chapters are organising regular meetings.

As part of the celebrations of the fifteenth Foundation Day of the Institute, the Alumni Association organised a National Seminar on 28 October 1988. The theme of the Seminar was "Three decades of Management Education in India - Retrospect and Prospect". Over 200 persons -- prominent leaders of business, academicians, IIM Alumni in senior executive positions, management consultants, practising managers, civil servants, journalists and students -- attended the Seminar. A souvenir was released to mark the occasion.

The Seminar was followed by two days of celebrations organised by the Institute, including a case competition for the Alumni, a debating competition for the students of IIM-B and cultural programmes, besides the Foundation Day lecture by Prof. M Narasimham, Professor Emeritus, ASCI, Hyderabad, on "Manager and the changing corporate scene in India".

Honorary Faculty

Prof SP Acharya, formerly Chairman and Managing Director, Shaw Wallace Group, joined the Institute as Honorary Faculty with effect from 1 September 1988.

Visiting Faculty

During the year under review two visiting faculty members were appointed in the QMIS area for periods indicated below :

|    |   |  |
|----|---|--|
| 1  | Dr. Krishna Prasad                                    | from 1 January 1988 to<br>30 November 1988 |
| 2  | Dr. MR Rao  | from 3 January 1989 to<br>31 May 1989      |
| 3. | <u>Prof. Hem Jain<br/>Foundation Day Celebrations</u> | University of Brunswick, Canada            |

The 15th year of the foundation of the Institute was celebrated on October 28 and 29, 1988. The highlight of the celebration was the Foundation Day lecture organized on 29 October 1988, delivered by Prof AM Narasimham, Professor Emeritus, ASCI, Hyderabad, on the topic "The Professional Manager and the Changing Corporate Scene in India" which was attended by a distinguished gathering of invitees, faculty and students. As a part of these activities, the Alumni Association organized a seminar on "Three Decades of Management Education in India - Retrospect and Prospect". Distinguished academicians, industrialists and senior alumni participated in the discussions. A quiz competition for Alumni was also organized. Cultural

and literary activities by students and staff marked the occasion. The Institute also awarded mementos to all faculty and staff members who completed 15 years as on that day.

Organised for the first time in the Institute to mark the 15th Foundation Day, it is expected that the Foundation Day lecture series will be continued hereafter as a regular feature of the Institute activities.

Felicitation Function in Honour of Prof VKRV Rao

Prof VKRV Rao, whose contribution to the field of Economics and Social Sciences and building up of national institutions is well known nationally, was honoured by the Institute on 16 July 1988 on the occasion of his 80th birthday. The Institute organized a special function on the occasion which was presided over by His Excellency, Shri P Venkatasubbaiah, Governor of Karnataka. The function was well attended.

XIII PERSONNEL AND ADMINISTRATION

Appointment

The following appointments were made during the period under review :

|         |   |                 |
|---------|---|-----------------|
| B Ghosh | Professor<br>Health Sector<br>(formerly Associate<br>Professor in the<br>Institute) | 31 October 1988 |
|---------|---|-----------------|

|                     |  |                 |
|---------------------|--|-----------------|
| Mrs Malathi Somaiah | Associate Professor<br>Education Sector<br>(formerly Assistant Professor in the Institute)           | 31 October 1988 |
| TS Nagabnushana     | Associate Professor<br>Operations Management Area<br>(formerly Assistant Professor in the Institute) | 31 October 1988 |
| Premchander         | Assistant Professor<br>Finance area  | 5 December 1988 |
| PG Apte             | Professor<br>Economics and Social Sciences Area<br>(formerly Associate Professor in the Institute)   | 23 January 1989 |
| C Manohar Reddy     | Assistant Professor<br>Organisational Behaviour and Industrial Relations Area                        | 31 March 1989   |

Deputation

Shri S Nagaraj, on deputation from KPWD, joined the Institute as Assistant Executive Engineer (Civil) on 5 January 1989.

Shri S Sankaranarayanan, on deputation from Indian Institute of Mass Communication, New Delhi, joined the Institute as Chief Administrative Officer on 10 February 1989.

Promotion

Smt Theresa Williams was promoted as Assistant Librarian Grade I with effect from 8 August 1988.

Resignation

The following faculty/officers resigned from the Institute with effect from the dates mentioned against their names :

|   |                   |
|---|-------------------|
| Ashok Sahni<br>Professor                            | 30 June 1988      |
| Vinod Vyasulu<br>Associate Professor                | 30 June 1988      |
| AV Muthukrishnan<br>Assistant Professor             | 20 July 1988      |
| RP Iyer<br>Professor                                | 5 September 1988  |
| NV Ratnam<br>Professor                              | 14 September 1988 |
| Lt. Col. KS Sachidananda<br>Superintending Engineer | 30 November 1988  |

Voluntary Retirement

Prof KS Pillai, Professor, voluntarily retired with effect from 15 July 1988.

### Expiry of contract

The following faculty ceased to be in service in the Institute on the expiry of the period of contract with effect from the dates given against their names:

Prof CVS Ratnam 31 May 1989  
Honorary Faculty

### Visits abroad

At the invitation of the Max Mueller Bhavan, the Director, Prof. J. Philip, visited the Federal Republic of Germany (FRG) for three weeks from 2 May 1988 to acquaint himself with the growth and functioning of Management Education and Training, and HRD systems in FRG.

The Director also visited the Business Schools in Europe, Canada, USA and Japan during the month of November 1988 under the UNDP project on International Management Education. During this visit the Director explored the possibilities of collaborative arrangements with various institutions in the countries visited.

Prof RG Tagat participated in the International Expert Group Meeting on the "Globalising Public Enterprises: Relevance and prospects", in Maastricht, The Netherlands, during 27-29 November 1988 organised by RVB & KPE and presented a paper titled "Public Enterprises South-South Framework possible International Business Typologies".

Prof Ranajit Dhar visited MIT, USA, as an UNDP Fellow under CAM Project during 7 February to 7 May 1989. The main purpose of his visit was to acquaint himself with the latest developments in the area of large systems modelling relating to construction of regional and multiregional input-output models along with the development of appropriate software for the models used at the special

programmes for Urban and Regional Studies (SPURS) for developing countries of the Department of Urban Studies and Planning, M.I.T., USA.

#### Functionaries

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

List of Faculty and Officers are given in Annexures VIII & IX.

#### XIV CONCLUSION

The year under review has seen progress and satisfaction in all the major areas of activity at the Institute. Particular mention may be made in the increase in the intake of PGP students from 120 to 160 and the starting of 3-month long Management Development Programmes in key sectors such as Energy, Transportation and Health. A firm and effective start was also made in increasing the competence of the Institute in International Management Education.

ANNEXURE - I

List of Members of the Board of Governors as on 31.3.1989

CHAIRMAN

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

MEMBERS

1. Dr. KM Anantharamaiah  
Professor  
IIM-B
2. Anuj Kumar Dhan  
(Former Vice-Chancellor)  
Ranchi University  
Bishop's Lodge  
P.B. No.1  
RANCHI (Bihar)
3. Prof. Ashoka Chandra  
Educational Adviser (T)  
Ministry of HRD  
(Department of Education)  
Room No.217, 'C' Wing  
Shastri Bhavan  
NEW DELHI - 110 001
4. Shri B.K. Bhattacharya  
Commissioner and Secretary  
Government of Karnataka  
Education Department  
Sachivalaya - II  
Room No.546, Multistoried Building  
Dr. Ambedkar Road  
BANGALORE - 560 001
5. Shri B.J. Chacko  
Advocate-Tax & Management  
Consultant  
499, Chinmaya Mission Road  
Indiranagar  
BANGALORE - 560 038
6. Shri A.V. Ganesan  
Additional Secretary  
Ministry of Industry  
Department of Industrial  
Development  
Udyog Bhavan  
NEW DELHI - 110 011
7. Shri C. Gopal Reddy  
Secretary to Government  
Government of Karnataka  
Finance Department  
Vidhana Soudha  
BANGALORE - 560 001
8. Shri Gurpreet Singh  
Managing Director  
Continental Device (I) Limited  
C-120, Naraina Industrial Area  
NEW DELHI - 110 028
9. Shri V. Krishnamurthy  
Chairman  
Steel Authority of India Limited  
Ispat Bhavan  
Lodi Road  
NEW DELHI - 110 003
10. Shri A.L. Mudaliar  
Management Consultant  
'Avanti'  
858, Poonamallee High Road  
Kilpauk  
MADRAS - 600 010

ANNEXURE - I

11. Dr. K.B. Nair  
Professor  
IIM-B

12. Shri L.S. Narayanan  
Financial Adviser (Education)  
Ministry of HRD  
(Department of Education)  
Room No.109, 'C' Wing  
Shastri Bhavan  
NEW DELHI - 110 001

13. Prof C.N.R. Rao.  
Director  
Indian Institute of Science  
Malleswaram  
BANGALORE - 560 012

14. Shri K.V.K. Raju  
Chairman  
Nagarjuna Fertilizers and  
Chemicals Limited  
Nagarjuna Hills  
HYDERABAD - 500 482

15. Dr. Ram S Tarneja  
Managing Director  
Times of India  
Dadabhai Naoroji Road  
BOMBAY - 400 001

16. Prof Rasheeduddin Khan  
162, New Campus  
Jawaharlal Nehru University  
New Mehrauli Road  
NEW DELHI - 110 067

17. Dr. N.R. Sheth  
Director  
Indian Institute of Management  
Vastrapur  
AHMEDABAD - 380 015

18. Shri Suresh Kumar  
Additional Secretary  
Bureau of Public Enterprises  
C.G.O. Complex, Block No. 14  
Lodi Road  
NEW DELHI - 110 003

19. Dr. G.K. Suri  
Director General  
National Productivity Council  
Utpadakata Bhavan  
Lodi Road  
NEW DELHI - 110 003

20. Shri Tallam Radhakrishna Setty  
34, Surveyor Street  
Basavanagudi  
BANGALORE - 560 004

21. Prof J. Philip  
Director  
Indian Institute of Management  
BANGALORE - 560 076

CONSTRUCTION WORKS IN PROGRESS/ COMPLETED

DURING 1988-89

| SL.<br>NO. | NAME OF THE WORKS | TENDERED<br>AMOUNT<br>(IN LAKH)<br>OF Rs. | STAGE OF WORK |
|------------|-------------------|---|---------------|
| 1          | 2                 | 3   | 4             |

CIVIL WORKS

|   |   |        |  |
|---|---|--------|--|
| 1 | Construction of I Stage Library, Computer Complex Block | 214.82 | Work of 'B' Block basement floor completed. Ground work in 'A' Block completed and balance work started. |
| 2 | Construction of 170 capacity classroom and corridor     | 56.60  | Work under progress  |
| 3 | Plumbing installation in Faculty houses of II Phase     | 19.55  | Work under progress  |
| 4 | Married Student Block (Executive Block)                 | 36.77  | Work under progress  |
| 5 | Dormitory No.8  | 35.93  | Work under progress  |
| 6 | Electrification work in Staff Housing Phase II          | 9.58   | Work is delayed by Court stay order. Stay vacated. Balance work under progress by another agency.        |
| 7 | Electrification of Library and Computer Complex         | 23.17  | Work in progress   |
| 8 | Turnkey site preparation for Computer Centre            | 32.73  | Work completed except for minor work.  |
| 9 | Plumbing works to Library and Computer Block            | 11.60  | Work to be re-tendered.  |

Annexure II (contd.)

=====

1 2 3 4

5

6

=====

10 Construction of Compound  
Wall on northeastern side 4.50 Work under progress

MISCELLANEOUS WORKS

1 Supply, installation and  
commissioning of 1000 ltr.  
capacity solar heating  
system to Dormitory 'E'  
Block 0.78 Work completed

2 Provision of premix  
carpeting to roads at  
IIM-B 0.52 Work completed

3 Provision of asphalting  
of roads near SBM at  
IIM-B Campus 0.36 Work completed

=====

ANNEXURE - III

COMMON ADMISSION TEST (CAT) - 1989-91

Post-Graduate Programme (PGP)

TEST

| Sl.<br>No.   | Name of the<br>Test Centre | No. called<br>for test | No. Appeared<br>for test |
|--------------|----------------------------|------------------------|--------------------------|
| 1.           | Bangalore                  | 2457                   | 1911                     |
| 2.           | Ernakulam                  | 749                    | 565                      |
| 3.           | Hyderabad                  | 2457                   | 1955                     |
| 4.           | Madras                     | 2609                   | 2234                     |
| 5.           | Trichy                     | 520                    | 447                      |
| <b>Total</b> |                            | <b>8792</b>            | <b>7112</b>              |

INTERVIEW

| Sl.<br>No.   | Name of the<br>Interview<br>Centres | No. called<br>for interview | No. Appeared<br>for interview |
|--------------|-------------------------------------|-----------------------------|-------------------------------|
| 1.           | Bangalore                           | 88                          | 84                            |
| 2.           | Bombay                              | 158                         | 149                           |
| 3.           | Calcutta                            | 152                         | 151                           |
| 4.           | Delhi                               | 235                         | 225                           |
| 5.           | Hyderabad                           | 60                          | 58                            |
| 6.           | Lucknow                             | 67                          | 58                            |
| 7.           | Madras                              | 137                         | 128                           |
| <b>Total</b> |                                     | <b>897</b>                  | <b>853</b>                    |

ANNEXURE - IV

FELLOW PROGRAMME IN MANAGEMENT

RESEARCH APTITUDE TEST - 1988  
(FOR 1989 BATCH)

| Sl.<br>No. | Name of the<br>Test Centre | No. of<br>Candidates<br>Expected | No. of<br>Candidates<br>Appeared |
|------------|----------------------------|----------------------------------|----------------------------------|
| 1.         | Bangalore                  | 65                               | 37                               |
| 2.         | Bombay                     | 51                               | 24                               |
| 3.         | Calcutta                   | 44                               | 23                               |
| 4.         | Delhi                      | 41                               | 24                               |
| 5.         | Hyderabad                  | 25                               | 13                               |
| 6.         | Madras                     | 48                               | 23                               |
| Total.     |                            | 274                              | 144                              |

FPM INTERVIEWS - 1989 BATCH

(Interview held only at Bangalore)

No. of Candidates  
Called for Interview : 19

No. of Candidates  
Appeared for Interview : 14

ANNEXURE - V(A)

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

| Year    | No. of Programmes | No. of Participants | Average Participants per Programme | Gross Revenue (Rs. in lakh) |
|---------|-------------------|---------------------|------------------------------------|-----------------------------|
| 1977-78 | 45                | 779                 | 17                                 | 14.98                       |
| 1978-79 | 48                | 741                 | 15                                 | 13.25                       |
| 1979-80 | 43                | 560                 | 13                                 | 13.48                       |
| 1980-81 | 29                | 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 | 34                | 519                 | 15                                 | 19.21                       |
| 1985-86 | 37                | 642                 | 17.5                               | 26.58                       |
| 1986-87 | 25<br>+ 5 (IAS)   | 352<br>147 499      | 16.6                               | 15.69                       |
| 1987-88 | 39                | 827                 | 21.20                              | 25.44                       |
| 1988-89 | 39                | 692                 | 18                                 | 30.94                       |

MANAGEMENT DEVELOPMENT PROGRAMME CONDUCTED FROM APRIL 1988 TO MARCH 1989

| Sl.<br>No. | Name of the Programme                                   | Faculty Leader/s             | Date & Venue                                      | No. of<br>Participants | Revenue<br>Rs. |
|------------|---|------------------------------|---|------------------------|----------------|
| 1          | 2   | 3                            | 4   | 5                      | 6              |
| 1.         | Case Studies in Management of Technology                | CVS Ratnam<br>MR Gopalan     | 12-15 April 1988<br>Hotel Ashok, Bangalore        | 11                     | 38,000         |
| 2.         | Workshop on Management of Discipline in Industries (NR) | S Sampangiramaiah<br>SG Lele | 7-8 July 1988<br>Holiday Inn, Bangalore           | 14                     | 18,000         |
| 3.         | Finance for Non-Finance Executives                      | S Ramaswamy                  | 11-14 July 1988<br>Hotel Fidalgo, Goa             | 30                     | 1,29,000       |
| 4.         | Management of Autonomous Colleges (NR)                  | GK Valecha<br>S Nayana Tara  | 18-22 July 1988, Hotel Ashraya, Bangalore         | 16                     | 12,000         |
| 5.         | Personal Growth Lab for Managerial Effectiveness        | SK Roy<br>R Ravi Kumar       | 18-22 July 1988<br>Hotel Ashok, Bangalore         | 13                     | 62,750         |
| 6.         | Stores and Inventory Control                            | S Ramaswamy                  | 25-28 July 1988<br>Harsha Hotel, Bangalore        | 23                     | 73,000         |
| 7.         | Budget Planning & Control                               | RP Iyer<br>Vatsala Nagarajan | 17-20 August 1988<br>Hotel Ashok, Bangalore       | 19                     | 72,250         |
| 8.         | Corporate Strategic Planning                            | RP Iyer<br>S Shiva Ramu      | 29 August to 1 September 1988, Hotel Fidalgo, Goa | 16                     | 76,000         |
| 9.         | Improving Health Services, Efficiency & Effectiveness   | JC Bhaitia                   | 22-26 August 1988<br>Harsha Hotel, Bangalore      | 18                     | 51,000         |
| 10.        | Human Resources Management-A Development Approach       | SG Lele<br>Kalyani Gandhi    | 1-6 September 1988<br>Ooty                        | 27                     | 1,28,250       |

contd..

ANNEXURE - V(B) (contd.)

| 1   | 2  | 3                             | 4  | 5  | 6        |
|-----|--|-------------------------------|--|----|----------|
| 11. | Financial Management for Marketing Executives      | R Vaidyanathan<br>S Ramaswamy | 7-10 September 1988<br>Hotel Fidalgo, Goa            | 10 | 37,000   |
| 12. | Effective Management                               | SG Lele<br>RP Iyer            | 19-23 September 1988<br>Majorda Beach Resort,<br>Goa | 20 | 95,000   |
| 13. | Time Management                                    | J Philip                      | 28-29 September 1988<br>Chola Sheraton, Madras       | 25 | 25,800   |
| 14. | Computerised Project Management                    | S Jagadish<br>V Nagadevara    | 20-23 September, 1988<br>Hotel Ashok, Bangalore      | 21 | 65,000   |
| 15. | Women Executives- Opportunities and Challenges     | Kalyani Gandhi                | 19-21 September<br>Ashraya, Bangalore                | 14 | 26,250   |
| 16. | Project Appraisal                                  | V Ranganathan                 | 3-6 October 1988<br>Fernhill Palace, Ooty            | 10 | 40,000   |
| 17. | Purchasing & Materials Management                  | S Ramaswamy                   | 10-13 October 1988<br>Harsha Hotel, Bangalore        | 38 | 1,32,800 |
| 18. | Managing the Sales Force (Pharmaceutical Products) | RK Vijaya Sarathy             | 17-21 October 1988<br>Hotel Fidalgo, Goa             | 18 | 67,500   |
| 19. | Frontiers of Financial Management                  | Prasanna Chandra              | 25-29 October 1988<br>Majorda Beach Resort, Goa      | 21 | 1,01,000 |
| 20. | Planning & Monitoring in Educational Institutions  | Malathi Somaiah               | 24-28 October 1988<br>IIM Campus                     | 16 | 18,000   |

contd...

| 1   | 2   | 3                             | 4  | 5  | 6        |
|-----|---|-------------------------------|--|----|----------|
| 21. | Regional Power Management (CIDA)                  | S Ramaswamy<br>N Naganna      | 13 June to 2 September 1988<br>Harsha Hotel, Bangalore | 15 | 7,70,218 |
| 22. | Computer Applications in Institutional Management | S Nayana Tara<br>S Jagadish   | 21-25 November 1988<br>Ashraya, Bangalore              | 13 | 13,000   |
| 23. | Managing the Sales Force (Consumer Products)      | RK Vijaya Sarathy             | 14-18 November 1988<br>Fernhill Place, Ooty            | 17 | 61,000   |
| 24. | General Management                                | S Ramaswamy<br>TP Gopalaswamy | 14-26 November 1988<br>Harsha Hotel, Bangalore         | 17 | 1,11,250 |
| 25. | Management of Working Capital                     | R Vaidyanathan                | 16-19 November 1988<br>Ashraya, Bangalore              | 24 | 66,000   |
| 26. | Strategic Management of Production & Operations   | TS Nagabhushana               | 17-19 November 1988<br>Hotel Ashok, Bangalore          | 8  | 20,500   |
| 27. | Management Information & Reporting Systems        | S Ramaswamy                   | 21-24 November 1988<br>Hotel Ashok, Bangalore          | 11 | 50,600   |
| 28. | Cost Control & Cost Reduction                     | R Narayanaswamy               | 23-26 November 1988<br>Holiday Inn, Bangalore          | 15 | 53,500   |
| 29. | Personnel Management for Non Personnel Executives | SG Lele<br>BR Patil           | 24-29 November 1988<br>Hotel Fidalgo, Goa              | 15 | 72,100   |
| 30. | Personal Growth Lab for Managerial Effectiveness  | SK Roy<br>R Ravi Kumar        | 5-9 December 1988<br>Hotel Ashok, Bangalore            | 13 | 67,900   |

contd...

| 1   | 2  | 3                                   | 4   | 5   | 6         |
|-----|--|-------------------------------------|---|-----|-----------|
| 31. | Productivity Improvement through Positive Industrial Relations | S Sampangiramaiah<br>BR Patil       | 6-9 December 1988<br>Ashraya, Bangalore                 | 21  | 58,500    |
| 32. | Productivity Management  | SN Chary                            | 7-9 December 1988<br>Hotel Ashok, Bangalore             | 12  | 39,000    |
| 33. | Seminar on Zero Base Budgeting                                 | S Ramaswamy                         | 12-13 December 1988<br>Hotel Harsha, Bangalore          | 17  | 29,750    |
| 34. | Achieving Corporate Excellence                                 | J Philip<br>Prasanna Chandra        | 12-17 December 1988<br>Hotel Ashok, Bangalore           | 16  | 1,01,500  |
| 35. | Strategic Marketing Effectiveness(Consumer Products)           | RK Vijaya Sarathy                   | 19-22 December 1988<br>Hotel Ashok, Bangalore           | 11  | 63,000    |
| 36. | Project Management   | MR Gopalan                          | 19-24 December 1988<br>Harsha Hotel, Bangalore          | 1   | 46,500    |
| 37. | Projects: Preparation, Appraisal & Financing                   | Prasanna Chandra                    | 2-5 January 1989<br>Hotel Ashok, Bangalore              | 3   | 1,02,300  |
| 38. | Management of University Systems                               | Malathi Somaiah<br>D Shankarnarayan | 9-13 January 1989<br>IIM Campus                         | 2   | 25,000    |
| 39. | Human Relations in Management                                  | SG Lele<br>Kalyani Gandhi           | 19-24 January<br>Hotel Cauvery Continental<br>Bangalore | 21  | 73,500    |
|     |  |                                     |   | 692 | 30,93,718 |

ANNEXURE - V(C)

**NO. OF MDPs HELD DURING 1985-86, 86-87 & 1988-89**

---

| Year    | No. of MDPs<br>Conducted | Total Number of Participants |        |         | Total  |     |
|---------|--------------------------|------------------------------|--------|---------|--------|-----|
|         |                          | Govt.<br>Sector              | Public | Private | Others |     |
| 1984-85 | 34                       | 67                           | 236    | 197     | 19     | 519 |
| 1985-86 | 37                       | 100                          | 243    | 279     | 35     | 657 |
| 1986-87 | 25                       | 95                           | 135    | 182     | -      | 416 |
| 1987-88 | 39                       | 168                          | 281    | 378     | -      | 827 |
| 1988-89 | 39                       | 90                           | 254    | 333     | 15     | 692 |

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ANNEXURE -VI

LIBRARY

STATISTICS FOR THE PERIOD APRIL 1988 TO MARCH 1989  
GENERAL SECTION

| Sl.<br>No.                    | Item of work   | Quantity<br>added<br>during<br>the<br>period | Quantity<br>on the<br>whole |
|-------------------------------|--|--|-----------------------------|
| <b>I. LIBRARY COLLECTION:</b> |  |  |                             |
| 1.                            | No. of books taken into stock  | 3,622  | 76,767                      |
| 2.                            | No. of non-book materials taken into stock (microfiches, microfilms charts etc.) | 30   | 10,821                      |
| 3.                            | No. of bound volumes taken into stock  | 564  | 10,568                      |
| 4.                            | No. of reprints taken into stock   | 69   | 1,243                       |
| 5.                            | No. of new Journals added  | 27   | 600                         |
| <b>II. CIRCULATION</b>        |  |  |                             |
| 1.                            | No. of books issued  | 42,738                                       |                             |
| 2.                            | No. of books borrowed on Inter Library Loan                                      | 12   |                             |
| 3.                            | No. of books issued on ILL   | 633  |                             |
| 4.                            | No. of books consulted   | 78,574                                       |                             |
| 5.                            | No. of visitors  | 27,837                                       |                             |
| 6.                            | No. of outside users for reference   | 4,882  |                             |
| <b>CATEGORYWISE</b>           |  |  |                             |
| 1.                            | Faculty & Research   | 60   |                             |
| 2.                            | Students   | 300  |                             |
| 3.                            | Admission Staff  | 253  |                             |
| 4.                            | MDP participants   | 150  |                             |
| 5.                            | Deposit borrowers  | 90   |                             |
| <b>III. BUDGET</b>            |  |  |                             |
| 1.                            | Amount spent for books   |  | Rs. 6,67,081.16             |
| 2.                            | Amount spent for periodicals   |  | Rs. 5,16,730.02             |
| 3.                            | Amount spent for back Volumes  |  | Rs. 5,600.00                |
| 4.                            | Amount spent for reprints  |  | Rs. 692.00                  |
| 5.                            | Amount spent for films   |  | Rs. 77,802.00               |
| 6.                            | Amount spent for Institutional Membership  |  | Rs. 3,099.00                |
| 7.                            | Amount spent for binding   |  | Rs. 13,926.87               |

ANNEXURE -VI (Contd.)AMOUNT SPENT OUT OF CAM PROJECT FOR LIBRARY

|             |               |
|-------------|---------------|
| Books       | Rs. 40,713.00 |
| Periodicals | Rs. 10,256.60 |

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ANNEXURE - VII

FUNCTIONARIES AS ON 31ST MARCH 1989 .

PROGRAMME COORDINATORS

|   |                         |   |                             |
|---|-------------------------|---|-----------------------------|
| 1 | Admissions              | : | Prof KB Nair                |
| 2 | Post-Graduate Programme | : | Prof RK Vijaya Sarathy      |
| 3 | Fellow-Programme        | : | Prof Shyamal Roy            |
| 4 | OBP/Consultancy         | : | Prof PG Apte                |
| 5 | IIM-B Journal           | : | Prof (Mrs) Indira Rajaraman |
| 6 | Placement & Alumni      | : | Prof (Mrs) Kalyani Gandhi   |

AREA COORDINATORS

|   |   |   |                     |
|---|---|---|---------------------|
| 1 | Economics & Social Sciences   | : | Prof Ranajit Dhar   |
| 2 | Marketing   | : | Prof P Bhaskaran    |
| 3 | Quantitative Methods and Information Systems                        | : | Prof R.K. Mirekar   |
| 4 | Production & Operations Management                                  | : | Prof SN Chary       |
| 5 | Finance   | : | Prof R Vaidyanathan |
| 6 | Organisation Behaviour, Personnel Management & Industrial Relations | : | BR Patil            |

SECTOR/CENTRE COORDINATORS

|    |  |   |                        |
|----|--|---|------------------------|
| 1  | CARD                                     | : | Prof TP Gopalaswamy    |
| 2  | CHES                                     | : | Prof VK Tewari         |
| 3  | Energy                                   | : | Prof N Naganna         |
| 4  | Transportation                           | : | Prof KM Anantharamaiah |
| 5  | Education                                | : | Prof Malathi Somaiah   |
| 6  | Health                                   | : | Prof B Ghosh           |
| 7  | Centre for International Management :    | : | Prof GK Valecha        |
| 8  | Centre for Small Business Management     | : | Prof S Ramaswamy       |
| 9  | Centre for Public Enterprises Management | : | Prof J Philip          |
| 10 | Computer-Aided Management Centre :       | : | Prof VB Kaujalg        |

LIST OF FACULTY IN IIMB AS ON 31 MARCH 1989

Prof J Philip  
Director

Professors

- 1 KM Anantharamaiah
- 2 PG Apte
- 3 JC Bhatia
- 4 BK Chandrashekhar
- 5 PV George
- 6 B Ghosh
- 7 TP Gopalaswamy
- 8 RK Herlekar
- 9 Indira Rajaraman
- 10 VB Kaujalgi
- 11 SG Lele
- 12 KB Nair
- 13 MNV Nair
- 14 V Nagadevara
- 15 Prasanna Chandra
- 16 S Ramaswamy
- 17 Ranajit Dhar
- 18 AK Rao
- 19 SK Roy
- 20 AV Shanmugam
- 21 S Shiva Ramu
- 22 Shyama! Roy
- 23 Subbarayan Prasanna
- 24 VK Tewari
- 25 PN Thirunarayana
- 26 GK Valecha
- 27 Vatsala Nagarajan

Associate Professors

- 28 P Bhaskaran
- 29 SN Chary
- 30 MR Gopalan
- 31 S Jagadish
- 32 Kalyani Gandhi
- 33 Malathi Somaiah
- 34 TS Nagabhushana
- 35 N Naganna
- 36 TV Ramanayya
- 37 V Ranganathan
- 38 S Sampangiramaiah
- 39 RG Tagat
- 40 R Vaidyanathan
- 41 RK Vijaya Sarathy

Assistant Professors

- 42 SR Bijoor
- 43 C Manohar Reddy
- 44 Mira Bakhru
- 45 S Nayana Tara
- 46 R Narayanaswamy
- 47 BR Patil
- 48 R Ravi Kumar
- 49 Premchander

Faculty Research Associate

- 50 M Siddappa

Honorary Faculty

- 1 SP Acharya
- 2 RN Haldipur
- 3 D Shankar Narayan

ANNEXURE - IX

List of Officers as on 31st March 1989

|    | Name                      | Designation                        |
|----|---------------------------|------------------------------------|
| 1  | Shri S Sankaranarayanan   | Chief Administrative Officer       |
| 2  | Shri TS Natarajan         | Senior Finance Officer             |
| 3  | Shri GY Suhas             | Personnel Manager                  |
| 4  | Shri Chikkamallaiah       | Librarian                          |
| 5  | Shri SI Fazzuluddin       | Manager - Computer Centre          |
| 6  | Shri HV Hirannaiah        | Administrative Officer (SS)        |
| 7  | Shri DR Ramadasaiah       | Administrative Officer (MDP & OBP) |
| 8  | Shri VS Gopinatha Rao     | Administrative Officer (PGP)       |
| 9  | Shri S Srikant            | Administrative Officer (S&P)       |
| 10 | Miss H Kala               | Administrative Officer (G)         |
| 11 | Lt. Col. G Lakshman Singh | Security & Transport Officer       |
| 12 | Smt N Anuradha            | Assistant Librarian Grade I        |
| 13 | Smt Theresa Williams      | Assistant Librarian Grade I        |
| 14 | Shri K Mahalingam         | Horticulture Officer               |
| 15 | Shri R Chandrasekhara Rao | Accounts Officer                   |
| 16 | Shri D Venkataramani      | Internal Audit Officer             |
| 17 | Shri R Neelakantan        | Administrative Officer (CAM)       |

On Deputation from PWD, Government of Karnataka

|    |                          |                                      |
|----|--------------------------|--------------------------------------|
| 18 | Shri S Nagaraj           | Assistant Executive Engineer (Civil) |
| 19 | Shri BG Srinivasa Murthy | Assistant Engineer                   |

On Deputation from KEB

|    |                                |   |
|----|--------------------------------|---|
| 20 | Shri S Gopalakrishna Shanbogue | Assistant Executive Engineer (Electrical) |
| 21 | Shri RN Chandrashekhar         | Assistant Engineer (Electrical)           |

**AUDITED STATEMENTS OF ACCOUNTS  
1988 - 89**

## INDIAN INSTITUTE OF MANAGEMENT, BANGALORE

BALANCESHEET AS AT 31ST MARCH 1989

| 1987-88         | CAPITAL AND LIABILITIES                         | 1988-89         | 1987-88         | PROPERTY AND ASSETS                          | 1988-89         |
|-----------------|---|-----------------|-----------------|--|-----------------|
| 23,15,836.02    | <b>I CAPITAL FUND</b>                           |                 | 12,03,14,550.64 | <b>I FIXED ASSETS</b>                        |                 |
|                 | A. Opening Balance 23,15,836.02                 |                 |                 | (As per Schedule 'A')                        | 12,71,37,797.14 |
|                 | ADD Excess of<br>income over expn. 16,44,158.11 | 39,59,994.13    |                 |  |                 |
| 4,43,791.15     | B. Ford Foundation Grant                        | 4,43,791.15     | 29,70,839.14    | <b>II CURRENT ASSETS, LOANS&amp;ADVANCES</b> |                 |
|                 |   |                 |                 | (As per Schedule 'B')                        | 92,06,766.05    |
| 67,95,000.00    | <b>II DEVELOPMENT GRANT</b>                     | 67,95,000.00    | 32,37,067.22    | <b>III DEPOSITS</b>                          |                 |
|                 | A. Government of Karnataka                      |                 |                 | (As per Schedule 'C')                        | 38,44,782.50    |
| 12,42,65,917.49 | B. Govt. of INDIA                               |                 |                 | <b>IV. GRANT-IN-AID RECEIVABLE</b>           | 53,27,000.00    |
|                 | Opening Balance 12,42,65,917.49                 |                 |                 |  |                 |
|                 | For the year 1,06,65,295.95                     | 3,49,31,213.44  |                 |  |                 |
|                 | <b>III CURRENT LIABILITIES</b>                  |                 |                 | <b>V CASH &amp; BANK BALANCES</b>            |                 |
| 14,45,572.37    | A. Outstanding Liabilities                      | 16,28,158.66    |                 | A. Cash on hand                              | 23,033.75       |
| 6,43,221.56     | B. For deposits                                 | 5,34,430.58     | 12,274.30       |  |                 |
| 19,17,401.03    | C. Sundry credit balances                       | 12,22,641.92    |                 | B. WITH STATE BANK OF MYSORE                 |                 |
|                 | <b>IV ONGOING PROJECTS</b>                      |                 |                 | a. Richmond Road Branch                      | ...             |
| 30,33,670.99    | A. Sponsored Research                           |                 | 25,467.10       | b. Campus Br. SB Account 400                 | 16,45,619.51    |
|                 | Income 1,56,71,794.21                           |                 |                 | c. Campus Br. SB Account 999                 | 42,82,624.35    |
|                 | Expenditure 1,24,90,081.64                      | 31,81,712.57    | 94,38,985.61    | d. Campus Br. SB Account 1000                | 29,63,083.50    |
| 7,80,394.81     | B. Consultancy                                  |                 | 36,83,026.73    |  |                 |
|                 | Income 32,31,236.86                             |                 |                 |  |                 |
|                 | Expenditure 18,75,991.01                        | 13,55,245.85    | 21,81,097.38    |  |                 |
| 1,25,976.50     | C. Organisation Based Programme                 |                 |                 |  |                 |
|                 | Income 5,98,044.40                              |                 |                 |  |                 |
|                 | Expenditure 2,19,525.90                         | 3,78,518.50     |                 |  |                 |
| 00,000.00       | D. Management Development Programme             | ---             |                 |  |                 |
| 14,18,63,308.12 | <b>GRAND TOTAL</b>                              | 15,44,30,706.80 | 14,18,63,308.12 | <b>GRAND TOTAL</b>                           | 15,44,30,706.80 |

BANGALORE: Sd/- (R CHANDRASEKARA RAO)  
 ACCOUNTS OFFICER  
 Sd/- (TS NATARAJAN)  
 SR. FINANCE OFFICER  
 Sd/- (D VENKATARAMANI)  
 INTERNAL AUDIT OFFICER  
 Sd/- (S SANKARANARAYANAN)  
 CHIEF ADMINISTRATIVE OFFICER  
 Sd/- (J PHILIP)  
 DIRECTOR  
 Sd/- (ABID HUSSAIN)  
 CHAIRMAN, BOG

AUDIT CERTIFICATE

(\*\*)

I have examined the ~~receipts & expenditure~~  
Accounts/Income and Expenditure Accounts/Profit and  
Loss Account for the year ended 31st March 1989  
and the Balance Sheet as on 31st March 1989 of  
Indian Institute of Management, Bangalore

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I have obtained all the information and explanations  
that I have required, and subject to the observations  
(\*\*) in the appended Audit Report, I certify, as a result  
of my audit, that in my opinion these accounts and  
Balance Sheet are properly drawn up so as to exhibit  
a true and fair view of the state of affairs of the  
Indian Institute of Management, Bangalore

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according to the best of information and explanations  
given to me and as shown by the books of the organi-  
sation.

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*Subba Rao*

Place: BANGALORE

ACCOUNTANT GENERAL  
(AUDIT)-I

Date : <sup>15</sup> October 1989

(\*\*) To be read with the letter No. AG(AU) I/Reports/R8/89-90/133-134  
dated 12th January 1990 of the AG, Karnataka addressed to the  
Secretary, Ministry of HRD, New Delhi.

INDIAN INSTITUTE OF MANAGEMENT, BANGALORE.

SCHEDULE A, B & C ATTACHED TO AN<sup>1</sup> FORMING PART OF THE BALANCE SHEET AS AT 31ST MARCH 1989.

SCHEDULE 'A' FIXED ASSETS

| PARTICULARS  | Opening Bal. as on 31.3.1988 | Additional dur-<br>ing the year | Balance as on 31.3.1989 | 1987-88      | PARTICULARS               | 1988-89      |
|--|------------------------------|---------------------------------|-------------------------|--------------|---------------------------|--------------|
| <u>Land Development &amp; New Works In Campus.</u> |                              |                                 |                         |              |                           |              |
| a) Cost of Land                                    | 37,95,000.00                 | 42,23,618.50                    | 50,18,618.50            | 24,260.30    | Convocation Gowns         | 24,260.30    |
| b) Cost of Works                                   | 8,73,18,560.98               | 28,54,679.13                    | 9,01,72,405.11          | 4,887.41     | Postal & Franking Imprest | 3,945.21     |
| c) Improvement to Temp. Premises                   | 21,96,932.52                 | -                               | 21,96,932.52            | 56,156.00    | Festival Advance          | 37,364.90    |
| Noise Control & Acoustics                          | 3,12,742.60                  | -                               | 3,12,742.60             | 12,226.32    | Imprest Account           | 13,602.62    |
| Furniture, Fittings & Eqpts.                       | 68,16,044.45                 | 8,53,097.05                     | 76,69,141.50            | 4,66,633.08  | Vehicle Advance           | 10,01,325.30 |
| Library Books & Films                              | 95,86,241.23                 | 11,09,371.69                    | 1,06,95,612.92          | 15,90,768.75 | House Building Advance    | 19,40,276.75 |
| Vehicles   | 15,30,274.56                 | (-) 346.47                      | 15,29,928.09            | 2,375.00     | Salary Advance            | 2,375.00     |
| Teaching & Research Aids                           | 83,14,963.15                 | 7,82,826.60                     | 90,97,789.75            | 1,39,699.89  | Sundry Debtors            | 1,41,369.89  |
| <u>Ford Foundation Grant:</u>                      |                              |                                 |                         |              |                           |              |
| i) Library Books                                   | 2,41,291.15                  | -                               | 2,41,291.15             | 2,63,430.22  | Mobilisation Advance      | 55,44,165.00 |
| ii) Teaching Aids                                  | 2,02,500.00                  | -                               | 2,02,500.00             | 4,10,402.17  | Miscellaneous Advance     | 4,22,733.52  |
| Total Schedule 'A'                                 | 12,03,14,550.64              | 66,23,246.50                    | 12,71,37,797.14         | 29,70,839.14 | Sundry Debit Balances     | 75,345.56    |
|  |                              |                                 |                         |              | Total Schedule 'B'        | 92,06,766.05 |

SCHEDULE 'C' DEPOSITS

| 1987-88      | PARTICULARS                   | 1988-89      |
|--------------|-------------------------------|--------------|
| 74,146.17    | Rent Deposit                  | 66,068.42    |
| 10,37,173.00 | Telephone Deposits            | 18,40,563.00 |
| 12,61,174.81 | Deposits General              | 12,60,690.81 |
| 7,44,795.77  | Campus Deposits               | 6,19,534.77  |
| 7,874.00     | Water Deposits                | 6,660.00     |
| 68,371.15    | PGP Prize Investment Fund     | 51,265.50    |
| 43,522.22    | PGP Deposits (including Fund) |              |
| 32,37,067.22 | Total Schedule 'C'            | 38,44,782.50 |

Sd/-

BANGALORE:

(R CHANDRASEKARA RAO)  
ACCOUNTS OFFICER

Sd/-

(TS NATARAJAN)  
SR. FINACE  
OFFICER

Sd/-

(D VENKATARAMANI)  
INTERNAL AUDIT  
OFFICER

Sd/-

(S SANKARANARAYANAN)  
CHIEF ADMINISTRATIVE  
OFFICER

Sd/-

(J PHILIP)  
DIRECTOR

Sd/-

(ABID HUSSAIN)  
CHAIRMAN, BOG

| 1987-88        | EXPENDITURE  | 1988-89        | 1987-88        | INCOME  | 1988-89        |
|----------------|--|----------------|----------------|---|----------------|
| 1,17,13,085.53 | To <u>Pay &amp; Allowance</u><br>Non Plan 1,25,09,479.27<br>Plan 1,99,704.05 | 1,27,09,183.32 | 1,52,93,864.70 | By <u>Grant-in-Aid, Govt. of India</u><br>Non Plan 1,90,52,000.00<br>Plan 1,99,704.05 | 1,92,51,704.05 |
| 2,26,872.00    | " Institute Contribution to PF   | 2,02,866.00    | 22,89,770.13   | " PEP & Fellowship Program  | 14,11,983.00   |
| 38,160.00      | " EWP Contribution   | 36,190.00      | 17,07,625.21   | " Organisation Based Program  | 8,17,263.76    |
|                | <u>OTHER CHARGES</u>   |                | 30,27,729.34   | " Management Dev. Program   | 36,87,072.91   |
|                | 1) <u>Academic</u>   |                | 11,09,714.51   | " Consultancy & Prof. Activity  | 27,39,465.05   |
| 26,00,573.35   | " PGP/Fellowship Program   | 14,77,824.38   | 6,52,862.23    | " Sponsored Research  | ....           |
| 17,26,430.25   | " Organisation Based Program   | 7,98,157.91    | 1,16,303.25    | " Faculty Housing (rent recd.)  | 75,282.10      |
| 25,44,581.89   | " Management Development Program   | 30,80,398.29   | 90,346.17      | " Inst. Quarter's (rent recd.)  | 71,532.40      |
| 6,47,709.13    | " Consultancy  | 23,26,612.13   | 29,420.90      | " Guest House Hire Receipt  | 23,090.00      |
| 8,655.10       | " Seminar Subsidised   | 12,693.30      | 2,49,272.20    | " Miscellaneous Income  | 4,95,266.94    |
| 6,66,816.73    | " Sponsored Research   | ....           |                |   |                |
| 1,11,990.66    | " Case Dev. & Inst. Research   | 2,12,878.90    |                |   |                |
| 1,427.50       | " Publication of Inst. Brochures & Bulletin                                  | 9,715.00       |                |   |                |
| 76,500.45      | " Subscription to Periodicals  | 71,770.85      |                |   |                |
| 27,591.66      | " Deputation & Training  | 10,140.50      |                |   |                |
| 1,28,689.86    | " Rent of Faculty Housing  | 1,00,290.05    |                |   |                |
| 3,46,029.11    | " Maintenance of EDP & Expts.  | 3,94,196.11    |                |   |                |
| 1,31,662.40    | " Faculty Book Allowance   | 1,20,561.72    |                |   |                |
| 13,825.00      | " Society Membership   | 27,900.00      |                |   |                |
|                | <u>ii) Administration</u>  |                |                |   |                |
| 1,10,723.03    | " Rent, Rates & Taxes  | 1,19,385.76    |                |   |                |
| 7,18,028.34    | " Electricity & Water Charges  | 6,54,680.75    |                |   |                |
| 32,818.51      | " Guest House Expenses   | 30,497.30      |                |   |                |
| 3,00,531.81    | " Maintenance & Repairs to Bldgs   | 4,21,461.48    |                |   |                |
| 1,25,011.52    | " Subsidy to Dep'tl. Committee   | 1,30,440.93    |                |   |                |
| 2,22,97,713.83 | C/P  | 2,29,47,814.68 | 2,45,66,908.64 | C/P   | 2,85,72,660.21 |

BANGALORE:

8d/-  
(R.CHANDRASEKHARA RAO)  
ACCOUNTS OFFICER8d/-  
(S. MATARAJAN)  
S.M. FINANCE  
OFFICER8d/-  
(D.VENKATARAMANI)  
INTERNAL AUDIT  
OFFICER8d/-  
(S.SANKARANARAYANAN)  
CHIEF ADMINISTRA-  
TIVE OFFICER8d/-  
(J.PHILIP)  
DIRECTOR  
8d/-  
(ABID HUSSAIN)  
CHAIRMAN, BOG.

| 1987-88        | EXPENDITURE                                       | 1988-89        | 1987-88        | INCOME                            | 1988-89        |
|----------------|---|----------------|----------------|-----------------------------------|----------------|
| 2,22,97,713.83 | B/P   | 2,29,47,814.68 | 2,45,66,908.64 | B/P                               | 2,85,72,660.21 |
| 2,01,977.25    | To Travel Expenses                                | 2,73,375.90    |                |                                   |                |
| 4,04,178.89    | • Vehicle Expenses                                | 4,38,014.87    |                |                                   |                |
| 17,237.46      | • Freight & Transport                             | 12,841.20      |                |                                   |                |
| 52,915.24      | • Postage & Telegram                              | 72,245.95      |                |                                   |                |
| 6,34,453.45    | • Telephone & Telex Charges                       | 5,47,787.15    |                |                                   |                |
| 4,15,525.14    | • Printing & Stationery                           | 2,90,077.05    |                |                                   |                |
| 29,297.50      | • Audit Fees                                      | 50,000.00      |                |                                   |                |
| 72,725.00      | • Legal Charges                                   | 1,03,860.00    |                |                                   |                |
| 4,844.50       | • Entertainment Expenses                          | 6,984.05       |                |                                   |                |
| 5,73,752.18    | • Medical Reimbursement                           | 5,91,361.41    |                |                                   |                |
| 68,686.74      | • Leave Travel Concession                         | 1,13,262.59    |                |                                   |                |
| 40,275.76      | • Staff Welfare Expenses                          | 1,15,012.58    |                |                                   |                |
| 1,38,514.19    | • Advertisement & Recruitment Exp.                | 1,56,743.45    |                |                                   |                |
| 4,45,586.81    | • Other Contingencies                             | 4,31,217.12    |                |                                   |                |
| 2,01,006.00    | • Repairs & Maintenance to Furniture & Equipments | 3,90,784.41    |                |                                   |                |
| 22,902.28      | • Garden Expenses                                 | 27,200.80      |                |                                   |                |
| 1,37,904.71    | • Consumables                                     | 2,15,344.91    |                |                                   |                |
| 88,837.04      | • Uniforms  | 85,892.89      |                |                                   |                |
| 52,270.04      | • IIMB Journal                                    | 58,681.09      |                |                                   |                |
| 1,13,090.00    | • Loss on Sale of Vehicles                        | ....           |                |                                   |                |
| 48,567.96      | • Loss on Library Books Written Off               | ....           |                |                                   |                |
| .....          | Excess of Income Over Expenditure                 | 16,44,158.11   | 14,95,353.33   | Excess of Expenditure over Income | ....           |
| 2,60,62,261.97 | Grand Totals:                                     | 2,85,72,660.21 | 2,60,62,261.97 | Grand Totals:                     | 2,85,72,660.21 |

BANGALORE: **8d/-** (H.CHANDRASEKHARA RAO) **8d/-** (T.S.NATARAJAN) **8d/-** (D.VENKATARAMANI) **8d/-** (S.SANKARANARAYANAN) **8d/-** (J.PHILLIP) **8d/-** (ABID HUSSAIN)  
 ACCOUNTS OFFICER SM. FINANCE INTERNAL AUDIT CHIEF ADMINISTRATIVE DIRECTOR CHAIRMAN, BOG.  
 OFFICER OFFICER OFFICER OFFICER

| RECEIPTS  | 1988-89        | PAYMENTS                                       | 1988-89        |
|---|----------------|--|----------------|
| <u>OPENING BALANCE</u>                            |                |  |                |
| Cash on hand                                      | 12,274.30      | To A. <u>Pay &amp; Allowances</u>              |                |
| Cash at Bank                                      | 1,53,28,576.82 | Plan 1,99,704.05                               |                |
| By Recurring Grant from GOI                       |                | Non Plan 1,25,09,479.28                        | 1,27,09,183.32 |
| A Plan  | 80,38,000.00   | Institute's Contribution to PF                 | 2,02,866.00    |
| B Non Plan  | 1,65,52,000.00 | Employees Welfare Fund Contribution            | 36,190.00      |
| By Income from PGP & Fellowship Progms.           | 14,11,983.00   | B. <u>Other Charges</u>                        |                |
| Management Development Programme                  | 35,90,546.71   | i) <u>Academic</u>                             |                |
| Organisation Based Programme                      | 11,19,011.81   | a) Library Books & Films 11,09,371.69          |                |
| Consultancy                                       | 20,45,848.22   | b) PGP & Fellowship Expenses 14,77,824.38      |                |
| Sponsored Research                                | 29,09,153.57   | Management Development Programmes 30,80,398.29 |                |
| Rent of Faculty Housing                           | 75,282.10      | Organisation Based Programmes 8,47,363.96      |                |
| Rent of Institute Quarters                        | 71,532.40      | Consultancy 10,58,144.26                       |                |
| Guest House Receipts                              | 23,090.00      | Subsidised Seminars 12,693.30                  |                |
| Misc. Income (including interest on SB Accounts). | 4,95,266.94    | Sponsored Research 27,61,111.99                |                |
| Refund/Recovery/Deposits/Advances                 | 3,54,789.91    | Case Devt. & Institute Research 2,12,878.90    |                |
| Sale of vehicles                                  | 346.47         | Publication of Institute Brochure 9,715.00     |                |
| Outstanding Liabilities                           | 1,82,586.29    | Subscription to Periodicals 71,770.85          |                |
|   |                | Deputation & Training 10,140.50                |                |
|   |                | Rent of Faculty Housing 1,00,290.05            |                |
|   |                | Maintenance of EDP & Other Eqpts. 3,94,196.11  |                |
|   |                | Research & Teaching Aids 7,82,826.60           |                |
|   |                | Faculty Book Allowance 1,20,561.72             |                |
|   |                | Society Membership 27,900.00                   |                |
|   |                | ii) <u>Administration</u>                      |                |
|   |                | Rent, Rates & Taxes 1,19,385.76                |                |
|   |                | Electricity & Water Charges 6,54,680.75        |                |
|   |                | Guest House Expenses 30,497.30                 |                |
|   |                | Maintenance to Bldgs. 4,21,461.48              |                |
|   |                | Travel expenses 2,73,375.90                    |                |
|   |                | Vehicle Expenses 4,38,014.87                   |                |
|   |                | Freight & Transport 12,841.20                  |                |
|   |                | Postage & Telegrams 72,245.95                  |                |
|   |                | Telephone & Telex 5,47,787.15                  |                |
|   |                | Printing & Stationery 2,90,077.05              |                |
|   |                | Audit Fee 50,000.00                            |                |
| C/F   | 5,22,10,288.54 | C/F  | 2,79,35,794.33 |

BANGALORE:  
Sd/-  
(R CHANDRASEKARA RAO)

Sd/-  
(TS NATARAJAN)  
ACCOUNTS OFFICER

Sd/-  
(D VENKATARAMANI)  
SR. FINANCE  
OFFICER.

Sd/-  
(S SANKARANARAYANAN)  
INTERNAL AUDIT  
OFFICER.

Sd/-  
(J PHILIP)  
DIRECTOR  
CHIEF ADMINISTRATIVE  
OFFICER.

Sd/-  
(Abid Hussain)  
Chairman, BOG.

| RECEIPTS        | 1988-89          | PAYMENTS                                      | 1988-89            |
|-----------------|------------------|---|--------------------|
| Brought Forward | Rs. 22,10,288.54 | Brought Forward                               | Rs. 2,79,35,794.33 |
|                 |                  | To Legal Charges                              | 1,03,860.00        |
|                 |                  | Entertainment Expenses                        | 6,984.05           |
|                 |                  | Reimbursement of Medical Expenses             | 5,91,361.41        |
|                 |                  | Uniforms                                      | 85,892.89          |
|                 |                  | Leave Travel Concession                       | 1,13,262.59        |
|                 |                  | Staff Welfare Expenses                        | 1,15,012.58        |
|                 |                  | Advertisement & Recruitment Expenses          | 1,56,743.45        |
|                 |                  | Other contingencies                           | 4,31,217.12        |
|                 |                  | Repair & Maintenance to Furniture & Equipment | 3,90,784.41        |
|                 |                  | Mobilisation Advance                          | 55,44,165.00       |
|                 |                  | Consumables                                   | 2,15,344.91        |
|                 |                  | Subsidy to Departmental Canteen               | 1,30,410.93        |
|                 |                  | Sundry Debtors                                | 1,670.00           |
|                 |                  | Miscellaneous Advance                         | 1,59,303.30        |
|                 |                  | House Building Advance                        | 3,49,510.00        |
|                 |                  | Deposits Schedule 'C'                         | 6,07,715.28        |
|                 |                  | Deposits                                      | 1,08,790.98        |
|                 |                  | Imprest                                       | 1,376.30           |
|                 |                  | Vehicle Advance                               | 5,34,692.22        |
|                 |                  | IIMB Journal                                  | 58,681.09          |
|                 |                  | Land Development & New Work in Campus         | 40,78,297.63       |
|                 |                  | Furniture, Fittings & Equipment               | 8,53,097.05        |
|                 |                  | Garden Expenses                               | 27,200.80          |
|                 |                  | Sundry Credit Balances                        | 6,94,759.11        |
|                 |                  | <u>CLOSING BALANCE</u>                        |                    |
|                 |                  | Cash on Hand                                  | 23,031.75          |
|                 |                  | WITH STATE BANK OF MYSORE (BILEKAHALLI)       |                    |
|                 |                  | A) SB Account No.600                          | 10,63,419.51       |
|                 |                  | B) SB Account No.999                          | 42,82,624.35       |
|                 |                  | C) SB Account No.1000                         | 29,63,083.50       |
| GRAND TOTAL:    | Rs. 22,10,288.54 | GRAND TOTAL:                                  | Rs. 22,10,288.54   |

BANGALORE:

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(R.CHANDRASEKHARA RAO)  
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Sd/-  
(D.VENKATARAMANI)  
INTERNAL AUDIT  
OFFICER

Sd/-  
(S.SANKARANARAYANAN)  
CHIEF ADMINISTRA-  
TIVE OFFICER

Sd/-  
(J.PHILIP)  
DIRECTOR

Sd/-  
(ABID HUSSAIN)  
CHAIRMAN, BOG.



भारतीय प्रबंध संस्थान बैंगलूर  
INDIAN INSTITUTE OF MANAGEMENT  
BANGALORE

.....END.