

INDIAN INSTITUTE OF MANAGEMENT

**PERSPECTIVES
AND
ACTIVITIES**



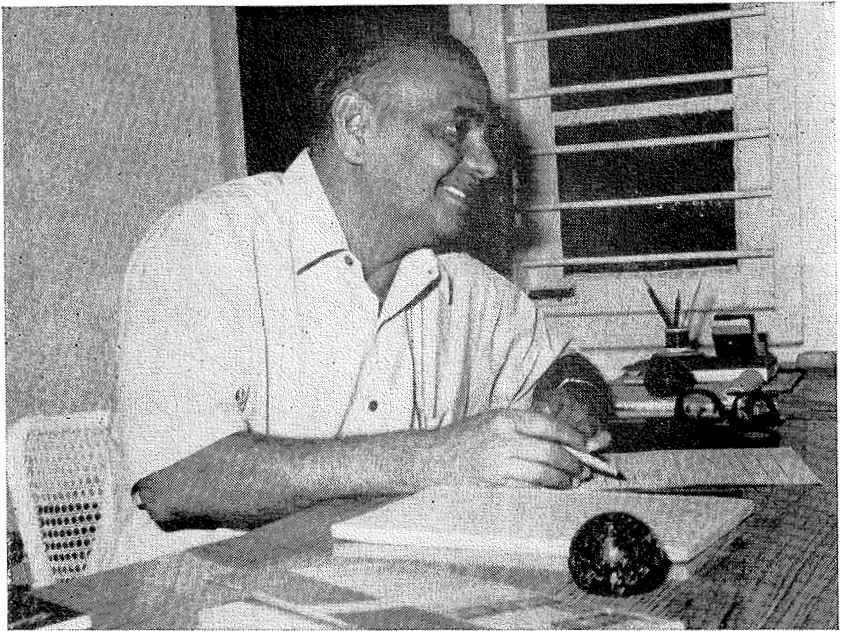
BANGALORE



His Excellency
SHRI GOVIND NARAIN
Governor of Karnataka
Chairman, IIM-B

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Prof. NS RAMASWAMY
Director, IIM-B

I. THE INSTITUTE

THE PERSPECTIVES

The Indian Institute of Management, Bangalore (IIM-B) was established in 1973 by the Government of India, through the Ministry of Education and Social Welfare, in co-operation with the Government of Karnataka. This is the third in the chain of four national Institutes of Management and the first of its kind in the southern part of the country.

The essence of IIM-B perspectives is social relevance which, as conceived by us, would be deemed to be high when the Institute's programmes of education and research are oriented to meet the ultimate needs of the masses. It is the endeavour of IIM-B to develop and propagate the philosophy, art and science of management with high social relevance as different from traditional management science oriented towards a pure market economy.

Till the 70's, the application of management science in India was largely confined to the business and industrial sector, particularly the large scale, modern industries. With the multi-faceted development of industries—small, medium and large scale, and the growth of agriculture and agro-based industries, there arose an immediate need to take management not only to the small scale sector but also to sectors other than business and industry.

THE SPECTRUM

The various developmental activities in the country called for techno-managers instead of generalist managers. Adequate management skills were available in India for over a decade and a half in respect of managing business and industry operations. There was however a dearth of entrepreneur-managers, with entrepreneurial content in terms of skills and attitudes, to create organisations and enterprises.

The emergence of mammoth public sector industries and their phenomenal growth during the past ten years has also brought about sharp awareness for the need to prepare trained managers for the special

needs of public enterprises. Other areas of developmental activities like irrigation, power, transportation, communication, education, health, public administration, etc. also threw open tremendous scope for introduction of scientific management.

Against this background, IIM-B started about five years ago with the clearly defined objectives of developing personnel with aptitudes to apply management science to the hitherto neglected sectors. During the span of the past five years, IIM-B has gone on to translate this blue-print into vital activities. Such as :

- A two year Post-Graduate Programme in Management with sectoral specialization
- The Fellowship Programme
- Teacher Training and Development Programme
- Management Development Programme
- Organisation Based Programmes
- Research and Publications
- Management Consultancy Services
- Special Purpose Seminars and Workshops
- Sectoral Programmes relating to
 - Transportation
 - Agriculture and Rural Development
 - Population and Health Management
 - Education Management
 - Habitat and Environment and
 - Power and Energy

As a part of fulfilling its social relevance objective, the Institute lays special emphasis on studying/analysing the management aspects in respect of

- Non-Organised Sector
- Small Scale Industries
- Project Management
- Appropriate Technology

- International Management
- Computers
- Planning and
- Communications

RESEARCH AND PUBLICATIONS

The Institute lays great stress on research projects. The emphasis is on inter-disciplinary methodology, social relevance and topicalities. Many research studies have been undertaken with special relevance to Public Sector performance, Public systems, Informal and Unorganised sectors, Transportation, Energy and Power and Socio-Economic aspects of Rural Development.

A quarterly journal is being released during the current year, each issue relating to a topical theme or a specific problem area. The bulletin generates debate relating to the management in the unorganised sector, management in the public sector, public utilities and application of quantitative methods in management. Several articles and publications by the Institute faculty are available on diverse management topics such as public accountability, material elitism, the role of achievement motivation, training in entrepreneurial development, etc. A selected list of publications of the faculty is given in Annexure I.

INSTITUTE LIBRARY

Within the past 5 years, the library has grown to possess over 40,000 titles and is subscribing to over 700 periodicals. A sizeable collection of Government publications, technical papers, seminar and conference proceedings, etc. are also available. The classification system followed is the one evolved by the London School of Business Studies. Attached to the library is also an audio-visual section provided with microfilms, microstrips, microfiche and a rich collection of films, slides, etc.

DATA PROCESSING CENTRE

The Institute has a small Data Processing Centre, and is also exploring the possibilities of setting up a Joint Computer Centre in collaboration

with Technical Consultancy Services Organisation of Karnataka and Computer Maintenance Corporation of India.

FACULTY AND RESEARCH STAFF

The total strength of the faculty is 55, assisted by a research staff of 36 and with 233 administration, technical and supporting personnel. (See Annexure-II)

BOARD AND THE CAMPUS

The IIM-B is administered by a Board of Governors which includes representatives from Industry, the Central Government, the Karnataka Government, Trade Union Organisations and Academic Institutions. A permanent campus is coming up on a 100 acre plot on the Bannerghatta Road, Bangalore.

II. PROGRAMMES AND ACTIVITIES

THE POST-GRADUATE PROGRAMME

The two year Post-Graduate Programme M.B.A. level is designed to prepare students for management career in public sector undertakings and Government. The programme also provides opportunities for specialisation in the second year in sectors such as agriculture, transportation, power, health and education.

Students go through courses in social sciences covering the Indian environment and socio-political framework of economic development; courses in behavioural sciences, personnel management and industrial relations. Studies in quantitative methods, operations management, business law, effective communications are part of the curriculum, besides elective subjects from the various functional areas of management.

Three batches have already passed through the Institute ; fourth and fifth batches are in position. Annual intake for Post-Graduates Programme is about 100 candidates.

FELLOWSHIP IN MANAGEMENT

This is equivalent to a Ph.D. level programme. And aims to develop management teachers, researchers and policy personnel for sectors like agriculture, energy, power, planning, transportation, health, etc. The programme is structured in two phases and consists of two years' course work followed by a dissertation/project work lasting 1 to 2 years. Annual intake of candidates is around 10 to 15 numbers.

MANAGEMENT DEVELOPMENT PROGRAMMES

These are short-term courses of one or two weeks' duration to cater to the needs of senior and middle level practising managers as a means of continuing education. The courses are varied—broad-based, as well as specifics: senior management programmes on policy and long range issues; sector-oriented programmes; programmes on specific management applications and skills; and broad-based programmes covering the whole gamut of management issue in a particular area.

The IIM-B has so far conducted over 150 such MDPs' where over 2000 executives from public and private sector organisations have participated.



An MDP in progress

ORGANISATION BASED PROGRAMMES

A special category of the Executive Development Programme at IIM-B is the Organisation Based Programme, designed specifically to suit the requirements of individual organisations. Studies of the organisation are undertaken before a programme is conducted and case materials are developed based on the company's problems and needs. Senior managers and functional specialists from within the organisation are usually associated with these programmes as support to the Institute faculty. Multi-tier programmes of this type have also been undertaken. These programmes are generally run in the client's premises, if they are of short duration; otherwise, at the Institute.

Till date, over 140 weeks of Organisation Based Programmes have been undertaken both for private and public sector organisations, as well as for the public utilities and Government establishments.

SECTORAL PROGRAMMES

The IIM-B has decided to extend the concept of management to areas that had traditionally been neglected by scientific management. In keeping with this objective, the Institute has undertaken to develop six centres of Teaching and Research in the sectors of agriculture, education, energy, planning, population and health, and transportation. The work done so far in these sectors is outlined below :

Agriculture and Rural Development

Extensive work has been undertaken in the agriculture and rural development sector covering areas like agricultural policy, water management, forest management, dairy development, fisheries, plantations, agricultural management, etc. The Government has assigned to the IIM-B the study of organisational structure for rural development at district levels. Training programmes for officials of the Drought Prone Area Development Authority and in plantations have been initiated. The sector will be conducting a special programme in Fisheries Development and Management for an International Group sponsored by FAO and SIDA.

Transportation

The IIM-B initiated activities in this sector through an Organisation Based Programme for the Branch Managers of the Tamil Nadu Government's Transport Undertaking. In collaboration with the Central Institute of Road Transport, a top management seminar was also conducted. For senior managers of road transport undertakings management development programmes were organised. A large research project on rural road networks is being negotiated with the Indian Road Congress. The Institute is also examining upon a request from Planning Commission the feasibility of establishing a third airline for feeder traffic in the country.

Power and Energy

To bring about management inputs to power boards and energy undertakings in the country the Institute has initiated programmes of teaching, research and consultancy. Besides offering specialisation on Energy Management in the Fellowship Programme, IIM-B

has introduced a power sector specialisation in the second year of the post-graduate programme. A seminar on Power and Energy Management was conducted and attended by Chairmen and Chief Executives of various State Electricity Boards. An Organisation Based Programme on management by objectives was undertaken for a State electricity board. A two week Management Development Programme on management of power systems and two Organisation Based Programmes have been organised. Consultancy assignments have been undertaken for three electricity boards and various research projects have been initiated on aspects such as problems of rural electrification, materials management of power boards, utilisation of coal resources, etc.



Concluding Session of Seminar on Power & Energy

Population and Health

Towards developing managerial manpower for the growing needs of public, private and voluntary health care services, the Institute has embarked on various programmes. Management development programmes for the officials of hospitals and health delivery institutions are being conducted. Training at the Ph.D. level for hospital admini-

stration, population and health management has also been undertaken. Various studies and surveys on professional manpower requirements, administrative problems and resources of small, medium and large hospitals and on effective implementation of health programmes at district levels have also been organised. The Institute is also planning for a top-level Seminar on Management of Medical Colleges in the country.

Habitat and Environment

The aim of the sector is to develop management talents pinpointed towards understanding of the complexities of the human and environmental problems in their totality. The activities include specialisation streams in post-graduate programmes, fellowship programmes, MDPs' and OBPs' on specific areas and problems, and research and consultancy projects. Specific areas selected for study are settlement management and policy, housing, ecology and environment, habitat systems, land-use and infrastructural systems, and urban economics and population migration.

Education Management

This sector aims at the development of management inputs for educational institutions. Various training programmes have been undertaken related to professional and university education. A survey has been undertaken on the problems faced by administrators of professional institutes and affiliated colleges. Seminars have been conducted for the heads of engineering and affiliated colleges on problems of teacher motivation and performance budgeting. The research projects underway in this sector include: factors contributing to inequality of educational opportunities, job satisfaction of college lecturers, attitudes of teachers, students and administrators towards the present pattern of education, college autonomy, etc.

MANAGEMENT CONSULTANCY SERVICES

The IIM - B has so far undertaken consultancy assignments on various aspects relating to management : organisational development, personnel services, financial management, production management,

materials management, marketing management, management services, evaluation studies, etc. The consultancy services of the IIM-B cover a very wide spectrum typical of the Indian scene. Ranging from agriculture, animal husbandry, automobile manufacturing, banks, insurance, dairy, handloom development corporations, light industry, sports, transport institutions to salt distribution, cement distribution and co-operative marketing. Over 65 projects have been completed so far and on hand are another 45 projects.

III. RESEARCH

True to its mission of developing management skills of high social relevance, the Institute has embarked on several research projects. Some of the projects under progress are :

THE SOCIO-ECONOMIC SURVEY OF THE BULLOCK CART

The socio-economic survey of the bullock cart transportation covering seven states and two union territories comprising Andhra Pradesh, Tamil Nadu, Karnataka, Kerala, Maharashtra, Madhya Pradesh, Orissa, Pondicherry and Goa is sanctioned by the Ministry of Shipping and Transport, Government of India.

The survey is now in progress. The basic data for constructing the indices of development of these areas for selecting the sample, has been completed. Preparation of necessary schedules for collecting the village information and that of the bullock cart from the individual cart owners have also been completed. The Project is expected to be completed by June 1979.

INPUT-OUTPUT ANALYSIS TO DETERMINE ENERGY INTENSITIES

A research project by a faculty member and some of the students of the Fellowship Programme in the Energy Sector was undertaken to make use of Input-Output techniques to determine the cost of electricity in goods and services of the Indian economy. The project also tried to find a methodology based on Input-Output analysis for energy forecasting, and build further models for energy modelling. The analysis was made by using the published data of the Planning Commission and the preliminary results are available in the form of a report.

STUDY ON THE ABSORPTION POTENTIAL OF IRON AND STEEL ITEMS IN THE RURAL SECTOR

At the instance of Steel Authority of India Ltd., the Institute has undertaken a Research Study on the Absorption Potential of Iron and Steel Items in the Rural Sector. The team has made field visits to elicit information on the types of tools/implements being used in the rural areas and to explore the possibilities of delivering improved skills within the reach of the rural people for improving their quality and standard of living.

The main emphasis from the Institute's part on this study is transfer of appropriate technology to the rural areas for improving the quality of life of the rural people. Questionnaires have been designed and are being administered to elicit information on the types of materials used for the tools/implements, their longevity and the method of improving the existing tools. The project is expected to be finalised by the end of 1978.

BLOCK PLAN FOR FULL EMPLOYMENT IN KARNATAKA

Upon a request from the Government of Karnataka, a team of seven faculty members have undertaken a preliminary study of the preparation of block plans for full employment for seven blocks in Karnataka State. The blocks studied were Nelamangala and Kanakapura of Bangalore district, Malur and Gudibanda of Kolar district, Sandur and Kudligi of Bellary district and Sringeri of Chickmagalur district.

This study covered essentially two main aspects. First, an investigation was made to estimate employment and seasonal and year-round unemployment in the block. This was done by conducting a primary employment survey of the area. The second aspect of the study covers the analysis of the present pattern of resource utilisation, possibilities of future development, the level of demands and identification of feasible projects/programmes along with the cost involved and employment generation possibilities.

The main objective of the study was to provide the State Government a framework for preparing a phased programme of employment generation for each of the blocks with the target of achieving full employment in about the next ten years' time.

The preliminary reports were submitted to the State Government in the second week of March 1978.

STUDY OF HEALTH MANPOWER IN SELECTED SPECIALITIES AND SUPER SPECIALITIES : A PERSPECTIVE PLAN FOR KARNATAKA

The project is funded by the Indian Council of Medical Research, New Delhi. The study is in progress in the following areas :

Hospital based morbidity and mortality studies through analysis

Patient record analysis

Stock study of specialists and super specialists through questionnaires

Doctor study and data bank activity and library work.

The first item has been completed with reference to Bangalore based hospitals, giving coverage to 23 specialities. The information collected has been translated to hospital study schedule and coded to lend itself for tabulation and analysis.

Regarding the other three items, the questionnaire for study of 'Doctor-Profile' has been perfected and sent out and the returns are being received.

A 'Formal' questionnaire for interviewing specialist doctors has been drafted and issued to selected specialists and super specialists for 'pre-testing'.

PERFORMANCE OF PUBLIC ENTERPRISES IN ASIA

The IIM-B at the instance of the International Development Research Centre, Ottawa, had undertaken a research assignment relating to the "Performance of Public Sector Enterprises in the Asian countries". The study embraced 8 South Asian countries viz., India, Bangla Desh, Pakistan, Sri Lanka, Nepal, Philippines, Thailand and South Korea and IIM-B was responsible for the Indian study.

The project was taken up in collaboration with the Bureau of Public Enterprises, Ministry of Finance, Government of India. The scope of the study included :

- Public sector working
- Identifying their goals specifically
- Establishing the criteria to measure how far these goals have been achieved
- Evaluating the performance of selected public enterprises and
- Making concrete policy recommendations to improve their performance.

The Reports on Micro and Macro level studies have already been submitted to the IDRC in three volumes. These reports are now under the consideration of IDRC and they are expected to be published shortly.

Annexure I

SELECTED RESEARCH PUBLICATIONS

Arza K. Rao, "On the Linear Complementarity Problem" Management Science vol 22. No. 4 December 1975.

P. N. Agarwala, India's export strategy, under publication.

B. Bhaskara Rao, Housing 2000 AD : A long range perspective for India, Proceedings of seminar on "Population Explosion and Urban Development".

B. Bhaskara Rao, Integrated development for urban regions, accepted for publication by International Scientific Unions, Council on Science and Technology in Developing Countries.

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Indira Rajaraman, On the socio-economic condition of women : The national sample survey and labour ministry surveys, accepted by Indian Council of Social Science Research for monograph publication.

Indira Rajaraman, Non-renewable resources : A review of long-term projections, Futures, June 1976.

Indira Rajaraman, Data sources on income distribution in Bangla Desh, India, Pakistan and Sri Lanka : An evaluation, Review of Income and Wealth, September 1976.

Indira Rajaraman, Growth and poverty in rural Punjab 1960-61 to 1970-71, In K. Griffin and R. R. Khan (eds.) Poverty and Landlessness in Rural Asia, forthcoming.

S. P. Kumar, Long-term plan for Indian shipping, Long Range planning, December 1976.

B. P. Lingaraj, A value-theoretic procedure for specifying the risk level in planning plant capacity, AIDS proceedings, November 1973. Co-author.

B. P. Lingaraj, A logical approach to capacity planning. Integrated Management, December 1975.

B. P. Lingaraj et al., An optimization model for determining roadways for transit routes, Transportation Planning and Technology, 1974.

B. P. Lingaraj, Certainty equivalent of a chance constraint if the random variable follows a gamma distribution, *Sankhya* 1974. Co-author.

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N. Naganna, Input structure through time : The case of coal mining industry, *Arthavijnana*, accepted for publication.

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V. Padaki, On the environment and social issues, under publication by ICSSR as part of a survey of research in psychology. Co-author.

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V. Padaki and Vinod Vyasulu, Towards an environmental psychology published in the chapter "On the Environment and Social Issues" in Uday Pareek (ed.) *Second Survey of Research in psychology*, forthcoming, ICSSR.

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N. S. Ramaswamy and V. Radhakrishnan, *Banking in Rural Development—1976*.

M. R. Rao, On the cutting stock problem, *Journal of the Computer Society of India*, December 1976.

S. Shiva Ramu, *Multi-national firms : Strategies and environment*, S. Chand & Co., 1977.

S. Subba Rao, Transportation policy and technology for developing countries with special reference to India, published in proceedings of Inter Society Conference on Transportation at Los Angeles, 1976.

S. Subba Rao, A special case of transportation, accepted for publication in Operations Research. Co-author.

G. K. Valecha, "Empathy", Journal of Indian Society for Applied Behavioural Science (ISABS) Vol. 1, No. 2, July 1976.

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Vinod Vyasulu, More on planning for freedom, accepted for publication in Management Science. Co-author.

Vinod Vyasulu, The paradox of static change: Lectures and underdevelopment, forthcoming. Sterling Publishers, New Delhi. Being published in Kannada by Vikasa Prakasan, Mysore.

S. K. Warriar, Participative decision in Industry, Integrated Management, 1975.

S. K. Warriar, Personnel policy in the social context of unemployment, IIPM Annual Conference proceedings, March 1977.

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