

12

1978-79

वार्षिक रिपोर्ट
**Annual
Report**



indian institute of management calcutta

ANNUAL REPORT

FOR THE PERIOD
APRIL 1, 1978 TO MARCH 31, 1979



indian institute of management calcutta

ORGANISATION

The Indian Institute of Management Calcutta was set-up in 1961 by the Government of India with the assistance of Alfred P. Sloan School of Management of the Massachusetts Institute of Technology, the Government of West Bengal, the Ford Foundation and the business community with a view to meet the growing need of professional managerial manpower, through formal educational programmes, training programmes and the advancement of management sciences through research and consultancy. The Institute is administered by a Board of Governors on behalf of the Indian Institute of Management Calcutta, Society.

Society and the Governing Body

During the period under review the tenure of Sarbashri D. K. Guha, P. V. Shenoi, K. T. Chandu, Dr. Mohd. Fazal, R. R. Kamani, M. M. Sabharwal, P. K. Mukherjee, G. R. Dalvi, M. A. Wadud Khan, A. N. Haksar, Sookamal Kanti Ghosh, Prof. A. K. Chaudhuri and Prof. R. P. Aiyar ended.

The membership of the Society and the Board of Governors as on 31st March 1979 was as follows :

1. Shri A. L. Dias — Chairman
 2. Shri K. N. Mookherjee — Vice-Chairman
 3. Shri H. S. Shahani
 4. Shri J. A. Kalyankrishnan
 5. Shri Bazle Karim
 6. Shri P. C. Banerjee
 7. Shri J. C. Sengupta
 8. Dr. Y. K. Alagh
 9. Shri R. H. Mody
 10. Dr. Vinay Bharat Ram
 11. Prof. Ravi J. Matthai
 12. Shri Bhaskar Mitter
 13. Shri Prem Pandhi
 14. Shri Nicholas Ray
 15. Shri M. Krishnamoorthy
 16. Shri V. K. Kunjan
 17. Dr. (Mrs.) Renu Probha Momin Burdoloi
 18. Prof. Ashok K. Agarwal
 19. Dr. (Mrs.) Kamini Adhikari
 20. Shri H. Bhaya — Director
- Shri D. C. Bhattacharyya — Secretary

Since its establishment, the Institute has developed the following activities.

1. Post Graduate Programme
2. Fellowship Programme
3. Executive Development and In-company Training Programmes
4. Extension Programmes
5. Research Programmes
6. Consultancy Services

POST GRADUATE PROGRAMME

The Post Graduate Programme in Management of the Institute which started in 1964 is its core academic activity and a great deal depends on the quality of the students who are admitted to the programme. The students are therefore chosen on the basis of a rigorous selection process.

Admission Procedure

Applications are invited by advertisement in all the national dailies in September/

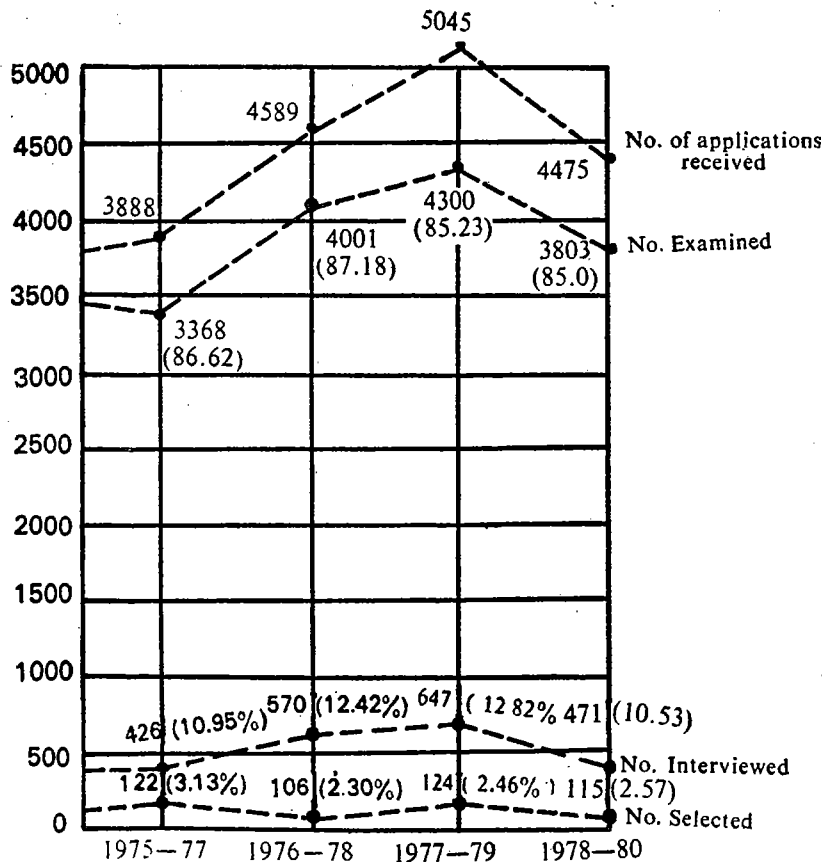


CHART 1 :
Post Graduate Programme
Admission : 1975-80

October. Applicants are tested for their aptitude in management studies through an admission test programme organised jointly by all the three IIMs. The test is conducted at various centres in India on a specific date in December/January. The candidates are then selected and interviewed by a panel consisting of faculty members, representatives from industry and Government and ex-students (alumni) at various interview centres.

It will not be out of place to mention here that the number of candidates who applied to the combined test in all the three Institutes of Management declined this year from 12,727 to 9,620 (23.5%). But one can not draw any inference at this stage and in any case it does not make much difference to the final entry because compared to 543 candidates who were selected for interview last year, 614 candidates have been selected this year.

The final selection for admission is made entirely on the basis of merit. The only constraint being the number of seats available for residential accommodation. However, norms are relaxed for candidates from Scheduled Caste/Tribes for whom seats are reserved.

Over the years the pattern appears to be 85% of the applicants are allowed to take the test, about 10 to 12% qualify for interview and 2 to 3% are finally selected. (Appendix—1). Increase of residential facilities to accommodate all our PGP and Fellowship students and a modest increase our intake of PGP is a pressing need. This will be taken up in the next financial year on priority basis.

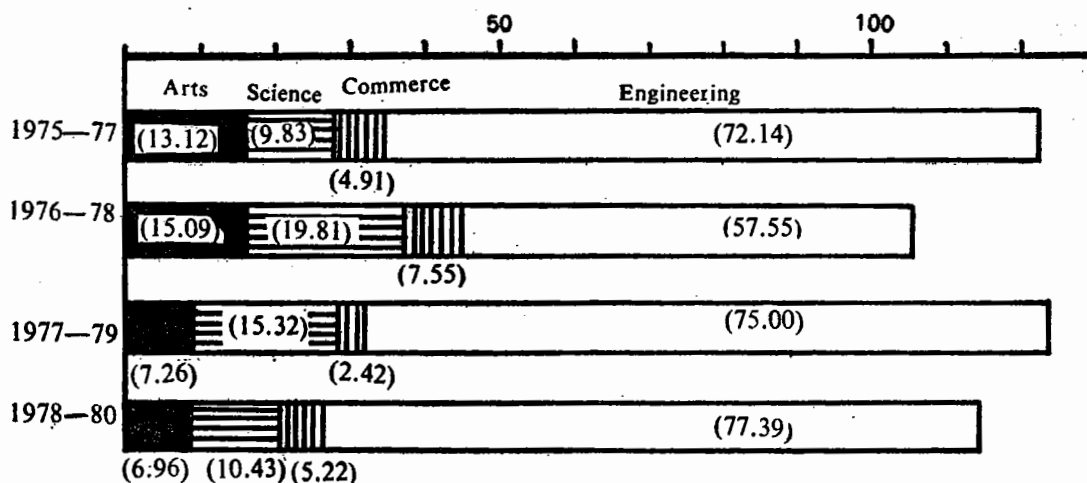


CHART 2 : Disciplinary Backgrounds of PGP Students Admitted : 1975—80

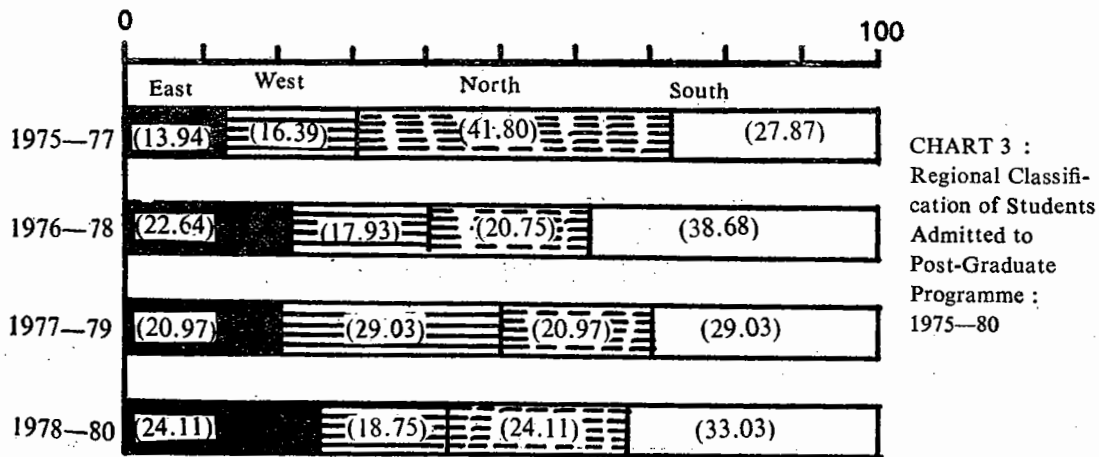
Educational & Regional Classification of Selected Candidates

The trend which had been noticed in earlier years i.e. the preponderance of students with engineering background continued in the year under review. During the period

1978-79 (*Appendix--2*) their percentage increased from 75%, as reported last, to 77.39% and to that extent intake from other disciplines like Science, Commerce and Humanities was less.

The break-up of the student population by regions as given in *Appendix--3* is a clear indication that the course still attracts young and talented students from all over the country.

In consideration of the national policy, special effort was made to increase the opportunities of management education to the Scheduled Caste/Tribe candidates. Thus admissions were made for the full quota. Pre-entry orientation courses were also arranged. Much more needs to be done, however, to overcome the basic educational and economic constraints as increasing the numbers merely to fulfil the quota has its attendant problems.



The Curriculum

In the first year, the students are introduced to the underlying disciplines of modern management which includes Mathematics, Statistics, Economics, Finance, Behavioural Sciences, Indian Socio-economic and Political History, Personnel Management, Marketing, Operations Management and Production Management.

In the second year, the students learn more about decision making, management policy and the complexities of the Indian business scene. The wide range of courses offered in different functional areas allows each student to develop a programme of learning according to his perception of his career interests. In addition to thirteen elective courses each student covers three compulsory courses in the second year : Indian Legal System, Management Game and Management Policy which are essential for developing a basic orientation towards the selection of major policy issues facing the organisation in the complex Indian environment. A synoptic list of the subjects in their sequential order is given in *Appendix--4*.

Between the first and second year, students are provided with the opportunity of

applying management techniques in an eight-week summer assignment with an organisation. The summer assignment is an essential part of the curriculum and is aimed at exposing students to the realities of the industrial and business world. A list of organisations who had offered summer training opportunities to our students in May—June '78 is given in *Appendix—5*. We are grateful to them for the opportunities given to our students.

As reported last year, we are reviewing the curriculum for the Post Graduate Programme taking into account also the views expressed by the students and a 'stream' concept namely, general management, developmental management, and systems management is being developed. This will afford opportunity of more in-depth learning.

Scholarships & Financial Assistance

Scholarships and financial assistance are of the following types :

1. Government of India's merit-cum-means scholarship of Rs. 125/- per month + waiver of tuition fee is given to a maximum of 25% of the students. In addition scheduled caste/tribe candidates were also provided scholarship awarded by the Govt. plus waiver of tuition fee.
2. There are several scholarships based solely on merit. During the period under review, a few more new Industrial Scholarships were offered. In 1978-79, altogether 14 students were offered the Industrial Scholarship on the basis of their performance at the end of the first year as against eight students as reported last. The names of the various Industrial Scholarships were as follows :
 1. Hindustan Lever Ltd.,
 2. Dunlop India Ltd.,
 3. Shriram Smarak Nidhi
 4. Dr. K. Nath Public Trust (*for 3 students*)
 5. Bank of America
 6. American Refrigerator Co.,
 7. Glaxo Laboratories (I) Ltd., (*for 2 students*)
 8. India Carbon
 9. FAIR
 10. Central Bank of India
 11. Damodar Valley Corporation
3. Quite a few meritorious second year students were also appointed as student tutors for different courses from time to time at a suitable stipend in return.

The need for augmenting financial assistance to students belonging to Scheduled Caste/Tribe has been felt especially as some of them may need one extra academic year.

FELLOWSHIP PROGRAMME

The Fellowship Programme is in its 9th year of operations. The average intake in terms of admission per year during these eight years has been around 7.4. During the initial years the number of drop-outs, mostly due to failure to satisfy the course requirements of the programme was very large and only of late, such cases have been substantially reduced. Thus the average number of drop-outs per year during the period 1971-74 works out at 5, whereas the corresponding figure for 1975-78 is less than 2. Over the whole period of eight years 1971-78, the effective number of students in the Fellowship Programme (excluding drop-outs) is 32, which gives an annual average of 4.

The Fellowship Programme offers an opportunity for the advanced study and research in the different fields of management. It has been primarily designed to equip students for careers in teaching, research, consultancy, and specialist staff positions, in industrial and other organisations.

The Programme is of 3 years duration and within these period the candidate is expected to acquire a breadth of knowledge, specialisation in a chosen area, knowledge of areas allied to the fields of specialisation and familiarity with research methods. His studies culminate in the form of a thesis. When a student completes all the requirements, he is awarded the title of Fellow of the Indian Institute of Management Calcutta, which has been recognised by the Association of Indian Universities as equivalent to Ph. D. in Management. Some improvement in the Curricula are also being introduced. Thus the emphasis in both the academic programmes of the Institute is now shifting towards a more rigorous use of the high capabilities of both the faculty and the students.

Out of the effective number of 32 students during the period 1971-78, 11 students successfully completed the programme. The breakdown of areas of specialisation is--6 in Operations Management, 3 in Economics, 1 each in Finance & Control and Behavioural Sciences. Recently, there has been an influx of applications in Marketing and Personnel Management & Industrial Relations. Though the intake has been proportionately much smaller, it is expected that in the next two years, we shall turn out a few students with Marketing and PMIR as their areas of specialisation.

Financial Assistance

Fellowship students are provided financial assistance at the rate given below :

<i>Category</i>	<i>Rate</i>
Students with M.B.A., ME., M. Tech.	Rs. 500 per month for the first two years and Rs. 600 per month for the next two years.
Students with M.A., M.Sc., or M. Stat. with two years experience.	Same as above
Students with M.A., M.Sc., or M. Stat. without experience	Rs. 400 per month for the first two years and Rs. 500 per month for the next two years.

PLACEMENT

In the matter of placement of the students of the Institute, our experience has been encouraging. In the last fifteen years we have sent out 1166 graduates as professional managers, mostly in the corporate sector of industry where they have steadily distinguished themselves.

During the period under review 157 organisations showed interest and finally 104 organisations visited the campus and interviewed the students for summer as well as permanent placement as against 165 organisations who showed interest and 98 organisations who visited campus in the year 1977-78. In 1977-78 the percentage of permanent placement in the private sector was 77.8% and summer placement in the private sector was 67.3%. In 1978-79 the percentage of permanent placement in the private sector was 92.3% and summer placement in the private sector was 68.0%.

Intake of industrial organisations in the public sector in permanent placement was 20.0% and summer placement was 28.7% in 1977-78. In 1978-79, the percentage of permanent placement in the public sector was 5.5% and summer placement in the public

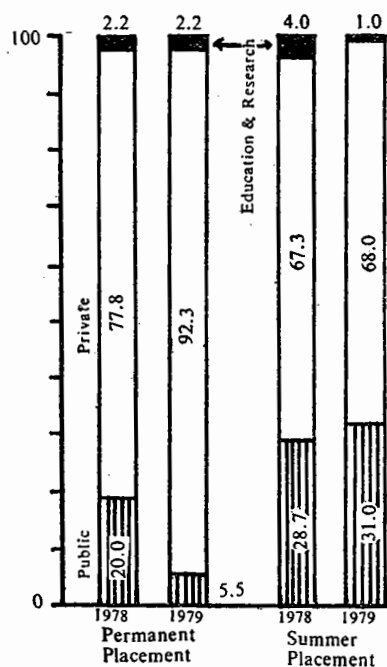


CHART 4 : Sectorwise Classification of Permanent & Summer Placement : 1978-79

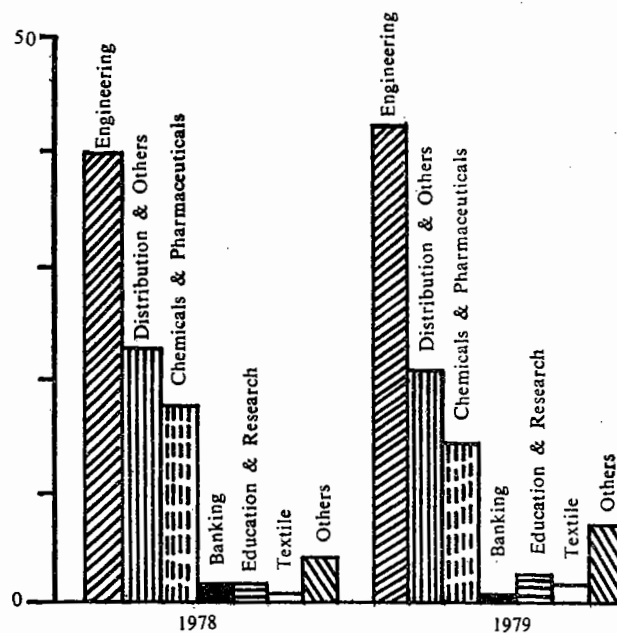


CHART 5 : Classification by Type of Industries Employing Post Graduate Students : 1978-79

sector was 31.0%. The lower intake in the public sector is due to the fact that they do not generally do campus recruitment but recruit by public advertisement at all times throughout the year. The salary offered to the Institute's graduates is still in the upward direction.

In 1978-79 the average salary was Rs. 1300/- as against Rs. 1274/- offered during the year 1977-78. Appendix 7 lists the sectoral and industrial classification for both summer and permanent placement. Appendix 8 provides the salary range offered to the Institute's graduates during the period under review.

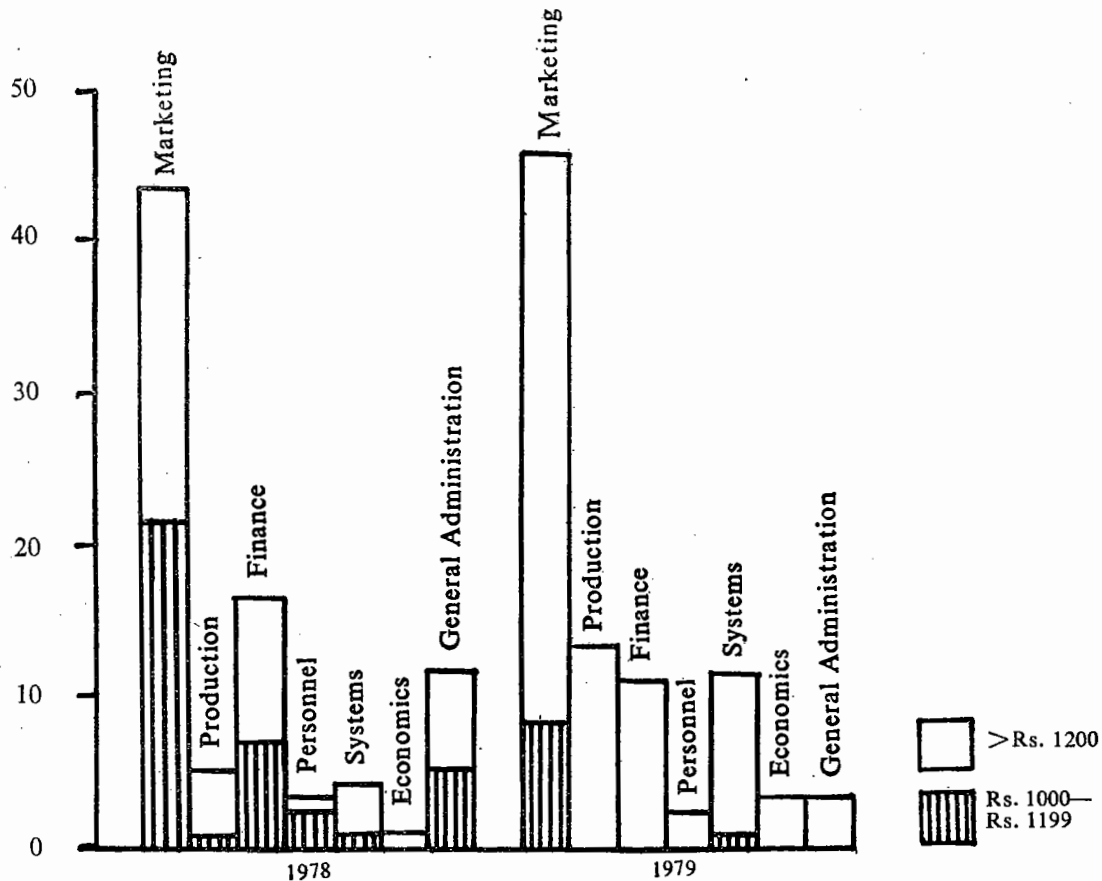


CHART 6 : Areawise Salary Range Offered to Students : 1978-79

EXECUTIVE DEVELOPMENT PROGRAMMES

During the year 1978-79 the Institute conducted 12 Executive Development Programmes involving a participation of 241 executives, as against 312 in similar programmes held in the year 1977-78. Out of the 241 participants, 146 were from public sector and 95 from private sector organisations. Appendix 9 lists the programmes held in 1978-79 indicating the regionwise and the sectorwise participation.

It may be noted that the Institute conducted lesser number of Executive Development Programmes than last year but they were larger in size. At the same time the Institute also undertook programmes in other sectors e.g. Management Development Programmes for Central Government Officials on behalf of Dept. of Personnel, Ministry of Home Affairs,

Cooperative Organisations, District Industry Centre Officials, Defence Personnel etc. The demand from this sector is growing but the lack of suitable accommodation is a constraint. Hotel accommodation is increasingly expensive and uneconomic. A residential block for conducting such programmes has been included in the Campus Development Programme.

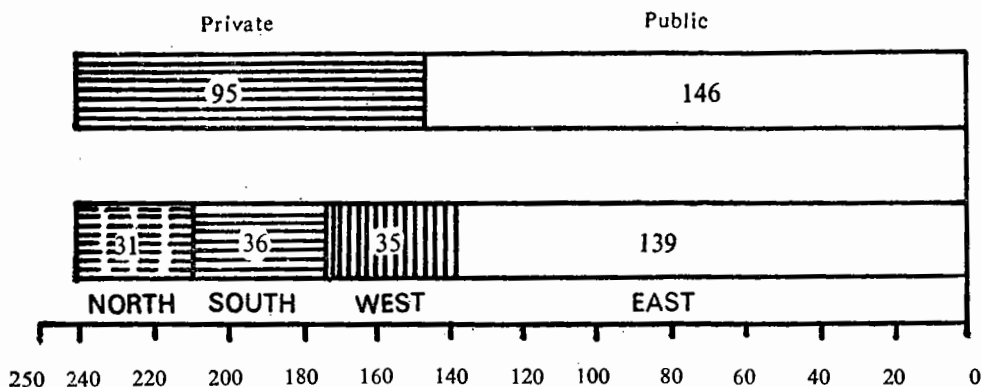


CHART 7 : Participation in Executive Development Programmes — Regionwise & Sectorwise Breakdown : 1978-79

Further, during the year under review 139 (57.5%), out of 241 participants participated in the EDP, are from Eastern Region. The Institute is also developing some collaborative training programmes. During 1978-79 the Institute conducted training programmes in collaboration with the Institute of Banking and with the Tea Industry. From current year the Institute is organising courses for the Assam Government and hope to do so for Manipur and meet other demands from this region. The Institute is also collaborating with the Administrative Staff Training College in Bihar.

Like previous years Institute also organised a series of training programmes for both public and private sector organisations. A list of In-company Training Programmes conducted during the year 1978-79 is appended to the report (Appendix — 10).

EXTENSION PROGRAMMES

The Extension Programmes are conducted in the evening at the Institute's annexe in the city. The objective is to familiarise junior and middle level executives with basic managerial skills and concepts. The extension programmes continued to be extremely popular and we are now examining whether they can be integrated in modular forms leading to a diploma.

During the year under review, the Institute offered four Extension Programmes as against seven conducted in the year 1977-78. Altogether 100 participants participated in the various programmes as compared to 214 participants participated in the year 1977-78. This year due to unprecedented flood situation in the country activities were disrupted for nearly a month. The academic blocks of the Institute was utilised as the shelter place of the flood affected people of the locality. Thus arrangements for some of the programmes

which attracted larger participation last year could not be organised. A list of programmes indicating the number of participants participated is given in Appendix—11.

OTHER ACTIVITIES

Consistent with the national emphasis on less organised sectors of the economy considerable exploratory work was done for activities in these sectors including the cooperative sector, rural banking, rural development work by different agencies. The activities range over surveys, evaluation, research studies, training and participation. A collaborative arrangements have been made with the Rural Development Centre of the I.I.T. Kharagpur. These are now taking shape during the current year and this activity will now need augmenting of academic resources.

The Institute had also initiated similar approach with Visva Bharati, with the Agricultural University at Kalyani but these have not yet taken a concrete shape. The Institute is also taking part in rural services and training programmes organised by voluntary organisations. During the year the Institute initiated a Project on block level integrated planning for intensive development in 6 eastern region states with the assistance of UNICEF. Another Socio Economic Survey project for integrated rural development at Bundwan Block, Purulia, West Bengal with the assistance of a voluntary organisation and a Rural Market Survey for one Backward Block in the State of West Bengal in collaboration with the National Productivity Council.

It is expected that time will come when the Institute will have to open a Small Extension Centre in rural areas as a base for carrying out these studies of interest and relevance to the country.

RESEARCH AND PUBLICATIONS

The research activity of the Institute is coordinated centrally by the Centre for Management and Development Studies which was set up in April 1976 for administering research activities funded by the Institute. In addition, research projects are also undertaken with the assistance of outside agencies. Research activities at the Institute have assumed a very great importance. The entire research projects of the Institute can be grouped in the following areas.

1. Industrial Development
2. Management Philosophy
3. Management Education Evaluation
4. Methodological Aspects
5. Socio-Economic Development
6. Historical Aspect
7. Management of Social Institutions
8. Regional Development
9. Management of Technology
10. International Trade

A wide variety and range of projects were undertaken such as, Role of Petrochemicals

in the Indian industrialisation process with special reference to Haldia Complex, a series of case studies of Small Scale Production Units, Agrarian Change in the peasant organisation, Evaluation of Management of examination systems at the Calcutta University, Transmission loss minimisation by optimal location of generators and Studies on Commodity flow through Indian Railways.

During the year under this report, 13 new projects were undertaken and there were 18 on-going projects from the previous years. 9 projects were completed during the year. All these projects were sponsored by the CMDS. Besides, five projects were also undertaken with the assistance of outside agencies.

During the year the Institute also hosted the Third National Seminar on Management Research which was attended by 86 participants from all the institutions engaged in management research. The need for exchange of information and a data bank for work carried out in the Management field in the country was strongly emphasised.

Institute also undertook a project entitled "Workers' self-management and participation as a factor of social change and economic progress in developing countries". About ten developing countries including India are participating in this project which is being constituted by the International Centre for Public Enterprises, Ljubljana, Yugoslavia. The project has been divided into three broad phases: The first phase which has completed recently, involved a study of the growth and development of the self-management and participative movement in these countries on the basis of the different secondary sources. The second phase which will be launched shortly, will involve empirical research — studies of actual cases highlighting the problems and processes of the participative and self-management institutions in operation in each country. A Methodological framework for guiding this phase of research and which includes a common case of research questions has been developed. The third phase will be launched after the second phase is over. This will include cross-national comparisons. This will allow us to draw certain generalisation regarding the movement in developing countries.

Besides undertaking research work, CMDS also provided information to the following external public agencies about the current and continuing projects at the Institute.

1. Ministry of Education and Social Welfare (Dept. of Education), Govt. of India, New Delhi.
2. Department of Science and Technology, Govt. of India, New Delhi.
3. National Cooperative Union of India, New Delhi.
4. Indian Council of Social Science and Research (ICSSR), New Delhi.
5. Indian Statistical Institute, Calcutta.

A report on the researches undertaken during the period 1978-79 as well as from previous years is given in Appendix—12. Appendix—13 lists down the projects undertaken with the assistance of outside agencies.

PUBLICATIONS

Research publications in the Institute takes place in three forms :—

- i) Working Papers
- ii) The Journal — DECISION
- iii) Research Reports

Working Papers

The objective of the Working Paper Series is to provide for quick dissemination of research work done by the academic community of the Institute and thereby reduce the gap between the completion of particular work and its publication. The circulation of a work under the cover of the Institute Working Paper Series is not a substitute for its publication, rather, an intention to facilitate it.

Such work can be in any discipline/area of activity in the Institute and may have been developed from any relevant context of work, including consultancy. Three working papers were published during the year listed in Appendix 13.

Decision

In the year 1978-79 four issues of DECISION were brought out containing 38 articles as against 28 articles brought out during the year 1977-78. Out of 38 articles published, 15 articles were contributed by the Institute faculty and Research staff. The balance 23 articles came from outside. There were special issues on Industrial Sickness in India and Industrial Labour in a Developing Economy. For details of the articles published during the period 1978-79 please refer to Appendix—14.

Research Reports

CMDS have already started preparation and preservation of research reports. During the year 1978-79 they have processed 18 such reports. Most of them are in the form of Mimeo. Some of them have also been published in some reputed journals. (Appendix—15).

CONSULTANCY

There was a marked increase in consultancy assignments during 1977-78 compared to 1976-77 and this level was further increased in the year 1978-79. The variety and the territories widened appreciably. The Institute has been engaged as a consultant on a retainer basis for the Calcutta Metropolitan Development Authority for identifying and organising their training needs and a similar proposal is under consideration for the Calcutta Municipal Corporation. This is consistent with our desire to seek consultancy in areas we have identified as of interest from the Institute's point of view.

During the year 1978-79 the total number of consultancy assignments undertaken by the Institute is 38. The details of the consultancy assignments undertaken are reported in *Appendix—16*.

SEMINARS

Seminars organised by the Institute can be classified under the following heads :

1. Internal Seminars
2. External Seminars
3. Thematic Series Programmes
4. Workshops

During the year a series of Seminars and Workshops were held. At the request of the Asian & Pacific Development Centre (APDAC), the Institute for the second time conducted a four-week UN Workshop on Planning & Control Systems in Public Sector Enterprises for an international group consisting of participants from 15 Asian countries at New Delhi. In collaboration with the Centre for Workers' Self-Management, Belgrade, the Institute also conducted an Indo-Yugoslav Symposium on Workers' Participation in Decision Making in India and Workers' Self-Management in Yugoslavia at New Delhi. The Institute also hosted a Workshop on Research Methodology for the Second Phase of International Research Project on 'Workers' Self Management & Participation in Decision Making as a factor of Social Change & Economic Progress in Developing Countries', for international participants.

The details of the Seminars are given in *Appendix—17*.

FACULTY & RESEARCH STAFF

The last annual report listed the faculty as of 31st March, 1978. Since then there is no addition in the faculty strength except that some of them who were on leave for further development, have rejoined the services of the Institute. However, a large number of research staff joined in the research division of the Institute, to assist the faculty members in carrying out the research work. Recruitment action was taken to fill up the vacant faculty posts.

During the year ten faculty members went abroad under the faculty development programmes to obtain a suitable mixture of disciplinary and experience backgrounds for the teaching of management subjects, blending scholarship with practical experience. The effort has been to achieve a truly inter-disciplinary approach to management problems, both through team teaching and research and by deliberate avoidance of formal departmentalisation.

Besides taking part in research, consultancy and various other training programmes including PGP & Fellowship, the faculty members are also contributing in the form of papers, articles and books for development of management science. A list of publications is given in Appendix—18. In addition faculty members are also participating in various seminars, training programmes, workshop sessions, organised by the Institute as well as by outside agencies. Since the list will be quite heavy no attempt has been made to include that in this report. Mention however, should be made that a significant numbers of faculty members are on the Board of Directors of various public sector organisations and also Council members of various educational bodies. A list of faculty members as on 31st March 1979 is given in Appendix—19.

FOREIGN DEPUTATIONS ASSIGNMENTS

Prof. M. C. Bhattacharjee was invited by the National Research Council of Canada to join the Post Doctoral Fellowship Programme of the Council.

Prof. Pradeep K. Kakkar was invited to attend the International Marketing Conference in United States. He was also invited by the University of California, Los Angels for a short term teaching assignment.

Prof. Suren Munshi was invited by the Bielefeld University, Department of Sociology, West Germany to join the Faculty of Sociology.

Prof. B.R.K. Kashyap was invited by the University of Victoria, Canada to undertake Post Doctoral Research Work.

Prof. Nirmal Chandra was invited by Ecole des Hantes, Etudes en Sciences Sociales, Paris for a short term teaching assignment. Prof. Chandra was also invited to attend the Seminar on the New International Economic Order sponsored by the CEESTEM, Mexico and UNITAR, Mexico.

On an invitation from Keio University, Tokyo, Japan, Professor Sujit Basu visited the Mathematics Department to work as Research Associate for a period of six weeks.

Prof. Binod Kumar visited the University of California (Berkeley) and Harvard for advanced training in the area of Management of Education Systems and also for collection of data for a Research Project. "Cross National Study of Managerial Issues in Centres of Higher Education".

Prof. Dilip K. Lahiri visited the National Training Laboratories, Bethel, Maine, USA to participate in NTL's Advanced Professional Development Programme.

Prof. K. Swaminathan visited the University of Michigan, USA for participating in a Seminar and for his professional development and also for his ongoing research project.

Shri Hiten Bhaya, Director of the Institute was invited as a member of the Expert Group to design and moderate a Workshop on Management of Transfer & Development of Technology in Public Enterprises in Developing Countries at Ljubljana, Yugoslavia organised by UNIDO and International Centre for Public Enterprises in Developing Countries.

Shri K. K. Chaudhuri, Research Fellow was invited by the International Sociological Association to participate in the 9th World Congress of Sociology held in the University of Uppasala, Sweden.

FACULTY LEAVE & RESIGNATIONS

Prof. V. Nagi Reddy was granted extension of leave to enable him to complete his assignment of Post-Doctoral Research Fellow in the Commonwealth Scientific and Industrial Research Organisation, Canberra, Australia.

Prof. Satyesh Chakraborty was granted leave for a period of one year to accept the assignment as Co-director of a research project on "Food Systems and Society" under the Public Enterprises Centre for Continuing Education and UN Research Institute for Social Development, Geneva.

Prof. Amit Sen Gupta was granted leave for a period of one year to join industry to work in the field of Marketing.

Prof. Zahid H. Gangjee was granted leave for a period of one year to join Administrative Staff College of India, Hyderabad.

Prof. Shyamal K. Ghosh was granted extension of leave to complete his assignments in Iowa State University, USA

Prof. Alok Ray and Prof. Kiron C. Bothra rejoined their services of the Institute after completion of their terms of assignment.

DISTINGUISHED GUESTS AND VISITORS

A large number of distinguished visitors visited the campus during the year 1978-79. The visitors representing the Government were — Dr. N. K. Sengupta, Secretary, Department of Information, Publicity & Culture (including Youth Organisation), Govt. of West Bengal ; Rear Admiral Subimal Mookherjee, AVSM, Chairman, Naval Expert Committee, Naval Headquarters, New Delhi ; Shri K. Ramunni Menon, Special Secretary to Govt. and Member, Board of Revenue, Department of Personnel & Administrative Reforms, Govt. of Kerala ; Brigadier B. P. Upasami, Director, Institute of Defence Management, Secunderabad.

Like previous years the Institute's faculty members also received guests from various educational Institutes in India and abroad. During the year under review the visitors visited the Institute campus are — Prof. T. Ratho, Vice-Chancellor, Berhampur University ; Dr. S. M. Das Gupta, Director, NITIE ; Shri N. P. Sen, Principal, Administrative Staff College of India, Hyderabad ; Prof. W. Gordon Lawrence, Tavistock Institute of Human Relations, London ; Prof. Derek S. Pugh, London Graduate School of Business Studies, U. K. ; Mr. Mwapachu, Chairman, Institute of Development Management, Tanzania ; Shri Serajul Islam and Shri Nasirul Huq, Chairman & Member, Bangladesh National Committee on Training, Bangladesh ; Shri W. R. Knight, Director, Educational Services, Bradford, England.

The representatives of the international organisations visited the Institute are — Prof. Myron Weiner, The Ford Foundation, New Delhi ; Dr. Garth Glentworth, ODM's Adviser in Management and Public Administration ; Mr. Dick Alford, British High Commissioner's Management Specialist, New Delhi ; Shri Prem Pandhi, Chairman, Cadbury Fry (India) Ltd., Bombay ; Shri Armando Pinell Siles and William M. Gilmartin of World Bank, Washington ; Shri Biman Sen, UN Consultant in Educational Planning in the Asian countries ; Shri V. F. Thompson, Regional Director, PA International Management Consultant Ltd., International Development Division, Berks, London ; and Senior Personnel Adviser, British American Tobacco Co., Mill Bank.

LIBRARY

Bidhan Chandra Roy Memorial Library is the centre of the Institute's academic activities. It has been designed to meet the requirements of the Institute's research and teaching programmes.

The total size of the Library collection is now 69,890 volumes including periodicals, of which 3,801 volumes have been added during 1978-79. The Library subscribes 825 current titles of serials. Its microform unit has been enriched with new acquisition of a large number of micro-films and micro-fiches of various statistical reports and backruns of serials and further equipped with a gift of 4-microfich readers. The Library has also received a gift of the BLLD Photo coupons which would facilitate procurement of Xerox copies and micro-forms of documents available in British Libraries to satisfy research needs.

During the year under review the reprographic unit has processed about 600 different requests. To meet the increasing demand for documentation service, an effective Information Retrieval System OCCI is being installed.

The Library offers its services not only to the Institute community but also to the outside scholars by extending reading room facilities and through inter-library loan system. However the Library services cannot become fully effective until the permanent building is completed.

CAMPUS CONSTRUCTIONS

As reported last, the construction of 2 Nos. three-storied three-roomed buildings comprising of 6 flats of 600 sft. and 2 Nos. 3 storied 2 roomed buildings comprising of 6 flats of 400 sft. area each were completed. In addition, construction of additional 12 Nos. 400 sft. and 6 Nos. 600 sft. flats were also taken up and almost completed. Besides, 4 units of menial quarters were also completed during the year under review.

During this period one 4" x 8" dia tubewell was sunk and a 63 KVP Generator set was installed. Construction of a children's park for the children of the residential quarters has also been completed.

Construction of (a) Administrative Building and (b) Library Building is in progress and is expected to be completed within the next financial year 1979-80.

SALIENT ACCOUNTS.

The Institute is grateful to the Government of India for their financial support. The actual expenditure for the year 1978-79 and budget estimate for 1979-80 as approved by the Ministry of Education are given below :

GOVERNMENT GRANT

	Actual Expenditure 1978-79	Budget Estimate as approved by the Ministry of Education for 1979-80
(a) Non-recurring	Rs. 53,68,000	Rs. 51,79,000
(b) Recurring	Rs. 38,30,000	Rs. 48,00,000
Total	Rs. 91,98,000	Rs. 99,79,000

In addition the Institute also earned a substantial amount from consultancy, training and other self-financing activities. The gross Income from these items in 1978-79 is Rs. 13,69,000.00

A P P E N D I X

APPENDIX—1

POST-GRADUATE PROGRAMME—ADMISSION
(1975—80)

Session	No. of applications received	No. Examined	No. Interviewed	No. Selected
1975—77	3888	3368 (86.62)	426 (10.95)	122 (3.13)
1976—78	4589	4001 (87.18)	570 (12.42)	106 (2.30)
1977—79	5045	4300 (85.23)	647 (12.82)	124 (2.46)
1978—80 (Admitted in July 1978)	4475	3803 (85.0)	471 (10.53)	115 (2.57)

Figures in parenthesis are in percentages of the number of applications received for each academic year.

APPENDIX—2

EDUCATIONAL BACKGROUND OF STUDENTS
(1975—80)

Background Year	Arts	Science	Commerce & Law	Engineering	Total enrolled
1975—77	16 (13.12)	12 (9.83)	6 (4.91)	88 (72.14)	122
1976—78	16 (15.09)	21 (19.81)	8 (7.55)	61 (57.55)	106
1977—79	9 (7.26)	19 (15.32)	3 (2.42)	93 (75.00)	124
1978—80	8 (6.96)	12 (10.43)	6 (5.22)	89 (77.39)	115

Figures in parenthesis are in percentages of the number of students enrolled.

APPENDIX—3

REGIONWISE BREAK-DOWN OF STUDENT BODY
(1975—80)

Year	Number of Students registered by Region				Total number of students registered
	East	West	North	South	
1975—77	17 (13.94)	20 (16.39)	51 (41.80)	34 (27.87)	122
1976—78	24 (22.64)	19 (17.93)	22 (20.75)	41 (38.68)	106
1977—79	26 (20.97)	36 (29.03)	26 (20.97)	36 (29.03)	124
1978—80	27 (24.11)	21 (18.75)	27 (24.11)	37 (33.03)	112

Figures in parenthesis are the percentages of the total number of students registered in each academic year.

APPENDIX—4

COURSES OFFERED DURING THE ACADEMIC YEAR 1978—79

FIRST YEAR

Term—I

Behavioural Sciences—I
Economics—I
Select Aspect of History and Political Systems
Financial Accounting
Mathematics (Qualifying)
Statistics—I

Term—II

Behavioural Sciences—II

Economics—II
Finance—II
Data Processing
Marketing
Statistics—II

Term—III

Operations Research
Marketing Research—I
Production Management
Finance—III
Economics—III
Personnel Management

SECOND YEAR

Term—IV

Indian Legal System*
Executive Decision & O.R.
Critical Path Analysis
Managerial Applications & Statistics
Materials Management
System Analysis & Design
Computer Programming
Advanced Marketing Research
Advertising Management
Marketing Information Systems
Management Control Systems
Security Analysis & Portfolio Management
Corporate Financial Accounting
Management of the Economy
Planning Techniques
International Economics
Marxian Economics
Seminar on Administrative Practices
Advanced Personnel Management
Management Development &
Manpower Planning
Sales & Distribution Management
Organisation Development—I

Term—V

Management Policy*
Organizational Psychology
Organisational Design
Multi-national Corporation &
International Trade
Labour & Trade Unions in India
Project Evaluation
Management Accounting
Organisation Development II

Money & Capital Market
Taxation
International Marketing
Rural & Agricultural Marketing
Product Management
Quantitative Models in Marketing
Management Information Systems—I
Special Topics on Computers
Labour Legislations in India
Salary & Wage Administration
Cases in O.R. & Production Management
Production & Inventory Control
Maintenance Management
Corporate Modelling
Rural Development & Social Change

Term—VI

Management Game*
Organization Development—III
Research Methodology
Business Enterprise & the Govt. of India
Corporate Planning & MBO
Working Capital in Management
Advanced Financial Management
Consumer Behaviour
Advanced Studies in Marketing & Special
Topics in Marketing
Industrial Marketing
Management Information Systems—II
Simulation
Special Studies in Industrial Engineering
Industrial Purchasing
Advanced Studies in Industrial Relations
Comparative Industrial Management
Computers & Management
Economics of the Firm
Managerial Economics

*Compulsory

APPENDIX—5

LIST OF ORGANISATIONS WHERE STUDENTS WORKED DURING
MAY—JUNE 1978

Sl. No.	Name of Organisation	No. of Students	Sl. No.	Name of Organisation	No. of Students
1.	Andhra Pradesh Indus. Dev. Corpn.	1	30.	India Foils Ltd.	1
2.	Automotive Corporate Services	2	31.	IDL Chemicals Ltd.	1
3.	Associated Cement Cos. Ltd.	1	32.	International Crop Research	
4.	Atlas Copco (I) Ltd.	1		Institute for the Semi-Arid Tropics	1
5.	Air India	1	33.	Indian Petrochemical Corpn. Ltd.	1
6.	Bharat Earth Movers Ltd.	1	34.	IIMC	3
7.	Bengal Waterproof Works	2	35.	Management Services	1
8.	British Paints (I) Ltd.	3	36.	Motor Industries Co. Ltd.	1
9.	Balmer Lawrie & Co. Ltd.	2	37.	The Metal Box Co. (I) Ltd.	3
10.	Blue Star Ltd.	1	38.	Mukand Iron & Steel Works Ltd.	4
11.	Bharat Heavy Electricals Ltd.	4	39.	Maini Precision Products Pvt. Ltd.	1
12.	Bhartia Cutler Hammer Ltd.	1	40.	Larsen & Toubro Ltd.	1
13.	Central Bank of India	1	41.	National Thermal Power Corpn.	2
14.	Crompton Greaves Ltd.	2	42.	Needle Industries (I) Ltd.	1
15.	Dunlop (I) Ltd.	1	43.	Price, Waterhouse & Peat Co.	2
16.	Duncan Brothers & Co. Ltd.	1	44.	Redifussion Advertising Pvt. Ltd.	1
17.	Debsons Pvt. Ltd.	1	45.	Sandoz India Ltd.	2
18.	E.I.D. Parry	2	46.	State Trading Corpn.	1
19.	Electronics Corpn. (I) Ltd.	1	47.	Shaw Wallace & Co. Ltd.	2
20.	The Fertilisers & Chemicals Travancore Ltd.	1	48.	Tata Exports Ltd.	1
21.	Glaxo Laboratories (I) Ltd.	1	49.	Tata Oil Mills Co. Ltd.	1
22.	Godrej & Boyce Mfg. Co. (P) Ltd.	6	50.	Tega India Ltd.	3
23.	Grindwell Norton Ltd.	4	51.	Tata Engineering & Locomotive Co. Ltd.	1
24.	Grindlays Bank	2	52.	Tata Economic Consultancy Services	4
25.	Hindustan Lever Ltd.	1	53.	Tribeni Tissues Ltd.	1
26.	Hindustan Petroleum Corpn. Ltd.	7	54.	Usha Martin Black (Wire Ropes) Ltd.	1
27.	Hindustan Machine Tools	6	55.	Voltas Ltd.	1
28.	Indian Overseas Bank	1			
29.	ITC Ltd.	3			

FINANCIAL ASSISTANCE

GOVERNMENT OF INDIA

Year	Number
1974—76	21
1975—77	17
1976—78	10+6 (SC/ST)
1977—79	23+8 (SC/ST)
1978—80	14+16 (SC/ST)

INDUSTRIAL SCHOLARSHIPS

<i>Name</i>	<i>Year of Inception</i>	<i>Amount</i>
Hindustan Lever Ltd.	1966	5000·00
Dunlop (I) Ltd.	1967	2800·00
Shriram Smarak Nidhi	1969	7200·00
Dr. K. Nath Public Trust (for three students)	1969	3600·00
American Refrigerator Co.	1973	3500·00
India Carbon	1976	3500·00
Glaxo Laboratories (I) Ltd. (for two students)	1977	3000·00
Bank of America	1977	3600·00
FAIR	1979	6000·00
Central Bank of India	1979	2700·00
Damodar Valley Corporation	1979	1800·00 (SC/ST)

APPENDIX--7

SECTORAL CLASSIFICATION OF EMPLOYING ORGANISATIONS
OF POST-GRADUATE STUDENTS
(1978--79)

Programme	Sector				Education & Research		Total	
	Public		Private		1978	1979	1978	1979
	1978	1979	1978	1979				
Permanent Placement	18	5	70	84	2	2	90	91*
Percentage	20.0	5.5	77.8	92.3	2.2	2.2	100.0	100.0
Summer Placement	29	32	68	70	4	1	101	103
Percentage	28.7	31.0	67.3	68.0	4.0	1.0	100.0	100.0

*Number of graduating students 98. Figures show students placed as on 31.3.1979.

CLASSIFICATION BY TYPE OF INDUSTRIES EMPLOYING
POST-GRADUATE PROGRAMME STUDENTS
(1978--79)

Type of Industries	Number of students placed	
	1978	1979*
Engineering	40	42
Distribution	23	21
Chemicals & Pharmaceuticals	18	15
Banking	2	1
Education & Research	2	3
Textile	1	2
Others / Not known	4	7

*Figures show the number of students placed as on 31.3.1979.

APPENDIX—8

SALARY RANGE OBTAINED BY STUDENTS GRADUATED : AREAWISE
1978—79

Functional areas	Salary Range	Number obtaining the salary			
		Rs. 1000—Rs. 1199		Rs. 1200 and above	
		1978	1979	1978	1979
Marketing		22	8	22	38
Production		1	—	4	13
Finance		7	—	15	11
Personnel		2	—	1	2
Systems		1	1	3	11
Economics		—	—	1	3
General Administration		5	—	6	3

SALARY RANGE OBTAINED BY STUDENTS GRADUATED
1978—79

Year	Salary Range	Rs. 1000—1199	Rs. 1200 and above	Average Salary (Approx) Rs.
1978		38	52	1274
1979		9	82	1300

APPENDIX—9

EXECUTIVE DEVELOPMENT PROGRAMMES
(APRIL 1978 — MARCH 1979)

Sl. No.	Programmes	Dates	Region-wise participation				Total Number of Participants	Sector-wise participation	
			East	West	South	North		Public	Private
1.	Management Science — Applications in Industry	August 21-26, 1978	6	3	2	0	11	5	6
2.	Total Quality Control	September 4-6, 1978	7	3	5	8	23	7	16
3.	Marketing for Bank Executives	September 11-16, 1978	6	—	2	—	8	5	3
4.	Project Management — Evaluation, Planning and Control	September 25-30, 1978	5	2	—	6	13	10	3
5.	Managerial Leadership and Conflict Resolution	October 19-28, 1978	32	8	5	2	47	23	24
6.	Corporate Financial Management	October 23-28, 1978	8	1	5	2	16	12	4
7.	Effective Decision Making	November 20-25, 1978	8	4	4	3	19	14	5
8.	Industrial Purchasing	December 4-9, 1978	5	4	5	2	16	7	9
9.	Industrial Engineering and Operations Management	December 20-28, 1978	5	—	4	2	11	10	1
10.	Labour Laws for Executives	January 8-12, 1979	15	6	1	2	24	12	12
11.	Management Development and Manpower Planning	January 15-19, 1979	12	4	2	4	22	17	5
12.	Modern Management Practices for Tea Industry	February 12-16, 1979	30	—	1	—	31	22	9
T O T A L			139	35	36	31	241	146	95

IN-COMPANY TRAINING PROGRAMMES UNDERTAKEN
BY THE INSTITUTE -- 1978-79

Name of the Organisation	Programmes	Faculty Members Engaged
Bharat Heavy Electricals Ltd.	Training Programmes for BHEL Graduate Engineers	G. Chattopadhyay & K. Swaminathan
Dunlop (I) Ltd.	Marketing Management at Calcutta, Delhi, Madras & Bombay.	Amit Sengupta & Pradeep Kakkar
Steel Authority of India Ltd.	Marketing Management	Amit Sengupta & Pradeep Kakkar
Coal India Ltd.	Personnel Management Course for Eastern Region	G. Chattopadhyay
Fertiliser India (P & D) Ltd., Sindri	Workers' Participation in Management	Subrathesh Ghosh, K. C. Sethi and Anil Sengupta
Hindustan Fertiliser Corpn. Ltd.	Materials Management Programme for Haldia Division.	J. Ezekiel, Ranjan Ghosh Bani K. Sinha
Bokaro Steel Ltd.	Value Analysis	S. K. Chakraborty
	Management by Objectives	S. K. Chakraborty
	Value Analysis	G. Chattopadhyay
Tax Training Institute	Programme for Income Tax Asst. Commissioners & Income Tax Officers	G. Chattopadhyay
National Cooperative Development Corporation	Special Training Programme for the Chief Executives of different Marketing Federation at State level	K. K. Bhattacharya (Co-ordinator)
Govt. of India (Deptt. of Personnel & Administrative Reforms, New Delhi)	1st & 2nd Management Development Programme for Central Govt. Administrators.	K. K. Bhattacharya C. K. Mustafi (Joint Programme Directors)

Name of the Organisation	Programmes	Faculty Members Engaged
Heavy Engineering Corpn.	Management Development Programme	K. K. Bhattacharya
Machinery Manufacturers Corpn. Ltd.	Finance for Non-Financial Executives	S. K. Chakraborty N. K. Rao, P. K. Sen & K. K. Bhattacharya
Bangladesh Employer's Association, Dacca	Corporate Planning and Management by Objectives	S. K. Chakraborty

APPENDIX—11

EXTENSION PROGRAMMES (1978-79)

Sl. No.	Programme and Dates	No. of Participants
1.	General Management (April 17—July 22, 1978)	34
2.	Industrial Purchasing (October 30—December 1, 1978)	17
3.	Financial Management (November 27, 1978—January 8, 1979)	28
4.	Materials Management (March 5—April 13, 1979)	21

RESEARCH PROJECTS IN PROGRESS AND/OR COMPLETED AS ON
31st OF MARCH, 1979

<i>Project Leader(s)</i>	<i>Title of the Project</i>
A. LIST OF PROJECTS COMPLETED DURING 1978-79	
Kamini Adhikari	Follow-up Study of Extension Programme on Management of Small Enterprises.
Satyesh Chakraborty	Net Work of Commodity Flow.
Manas Das	A Study on the possible Anti-Competitive Effects of Advertising.
Manas Das	Developing a Marketing Decision Model suited to Indian Conditions through an Econometric Approach.
Ruby Roy Dholakia	Assessing the Marketing Effectiveness for Family Planning Programme in Orissa.
Surendra Munshi	Regional Identity and Disparity of Growth : An Empirical Study in North Bengal.
R. K. Sau	(i) International Flow of Technology. (ii) Export-Let Growth : India's Experience
R. Sen	Regional Control Effectiveness on Mineral Resources.

B. LIST OF ON-GOING RESEARCH PROJECTS OF THE PREVIOUS YEARS

<i>Project Leader(s)</i>	<i>Title of the Project</i>	<i>Date of Commencement</i>	<i>Expected Completion date</i>
Kamini Adhikari	Indigenous and Immigrant Entrepreneurs in the Industrial Corporate Sector in W. Bengal.	25.11.76	March 1980
Ashok K. Agarwal	MIS for Small-Scale Industries	30.4.76	March 1980
Amitava Bagchi	Computer and Job-Shop Scheduling	24.2.78	August 1981
Sujit Basu	Choice of Sample Design for Estimating the Frequency Distribution	20.1.78	November 1979
Asit K. Bose & Saira K. Ghosh	Law and Politics of Land Reforms (2nd Phase)	1.12.75	August 1979

<i>Project Leader</i>	<i>Title of the Project</i>	<i>Date of Commencement</i>	<i>Expected Completion Date</i>
N. K. Chandra & Sudip Chaudhuri	Financing Aspects of Foreign Firms.	1.4.78	September 1979
S. K. Chakraborty	Models and Concepts of Management : The Indian Ethos.	30.12.77	December 1980
*Ruby Roy Dholakia & Rupali Gupta	Perceptions, Attitudes and Buying Behaviour of Young Children.	11.2.77	—
Pradcep Kakkar & Amit Sengupta	Consumer Information Processing Strategies	12.5.77	December 1979
Pradeep Kakkar, N. Dholakia & Amit Sengupta	Formulation of Export Strategies in Developing Countries.	13.5.77	December 1979
*B. R. K. Kashyap	An Equiry with the use of O.R. in Decision Making in Industries.	25.2.76	—
*B. R. K. Kashyap	Application of Special Functions in Queuing Theory	21.12.76	—
Binod Kumar & Swaraj Bando-padhyay	Students' Participation in the Management of Education Systems	8.3.77	November 1980
C. K. Mustafi	Statistical Method in Managerial Decisions (Book)	9.9.77	July 1970
P. K. Sen	Management of Sick Industries	8.12.77	June 1981
Amit Sengupta & Pradeep Kakkar	EDP—Survey	10.8.77	December 1979
K. C. Sethi	Workers' Self-Management and Participation in Decision Making : A factor of Social Change and Economic Progress in Developing Countries.	14.12.76	April 1979
R. Vaidyanathan	A Study of Financial Management Style of Large Industrial Houses in India	7.4.77	March 1980

C. LIST OF PROJECTS STARTED DURING 1978-79

Kamini Adhikari	Case Studies of Small Scale Production in Industry (Phase—1)	18.1.79	December 1979
-----------------	--	---------	---------------

<i>Project Leader(s)</i>	<i>Title of the Project</i>	<i>Date of Commencement</i>	<i>Expected Completion Date</i>
K. K. Bhattacharya, B. Mohanty & N. Ramachandran	A Study of Government Accounting System	4.4.79	July 1981
Sanat Bose	Genesis of Industrial Working Class in Eastern India (Phase—1)	24.4.78	December 1980
Satyesh Chakraborty	Studies on Commodity Flow through Indian Railways (Phase—IV)	30.1.79	December 1979
Satyesh Chakraborty & A.K. Mukhopadhyay	Data Indexing : Regional Development Studies — Organization & Dissemination of Bibliographical Information Pertaining to the Manifold aspects of Policy Making, Planning, Programming, Financing and Management.	17.1.79	November 1979
N. K. Chandra	Agrarian Change and Peasant Organisation (Phase—III)	13.6.78	June 1980
N. K. Chandra & Sushil Khanna	Role of Petro-Chemicals in the Indian Industrialization Process with special reference to Haldia Petro-Chemical Complex	28.4.78	December 1979
Subhendu Das	Transmission Loss Minimization by Optimal Location of Generators.	2.9.78	December 1979
Subratesh Ghosh	Manpower Planning in Public Sector Undertakings in the Steel Industry in West Bengal.	2.12.78	April 1980
R. K. Sau	Utilization of Land and Surplus by the Rural Rich	24.10.78	March 1980
Amit J. Sen, M. N. Pal & Saila K. Ghosh	Evaluation of the Management of Examination System at the Calcutta University	15.3.79	August 1979
Anil K. Sengupta & Saila K. Ghosh	West Bengal Trade Unions : An IIMC Data Bank Project of 1965-76 (Phase—II).	1.6.78	October 1979
Satyesh Chakraborty	Organisational Myths	3.2.79	October 1979

Faculty member currently abroad.

APPENDIX—13

RESEARCH PROJECTS UNDERTAKEN WITH THE ASSISTANCE OF
OUTSIDE AGENCIES

Nature of the Project	Project Leader	Status
1. Development Planning Law	Tapanendra Chandra Sen	Ongoing
2. Problems of Education of the Weaker Section of the Rural Community in West Bengal	Poromesh Acharya	Ongoing
3. Management of Rural Development : An Analysis of Planning, Monitoring & Evaluation of Development Programmes in Three Districts of West Bengal.	Madhu S. Mishra	Ongoing
4. Problems & Prospects of Small Scale Enterprises : Case Studies of selected units drawn from the participants of small enterprises.	Madhu S. Mishra	Ongoing
5. Profile of small-scale/Rural Industries in the Districts of eastern and north-eastern region States : A follow up Study through the assistance of the DIC Training Programme participants.	Madhu S. Mishra	Ongoing

INSTITUTE PUBLICATIONS — 1978-79

DECISION

Sl. No.	Article	Author	Published in
1.	Workers' Participation—An Approach	S. C. Mookherji	Vol. 5 No. 2
2.	Incentives and Mail Survey Response Rates — A Note	D. D. Karopady	
3.	Application of Erlang Loss Method in Selecting Vehicle Fleet Size : A Case Study	K. M. Mital, S. K. Jamadagneya & Y. K. Singh	
4.	Management Training for Government Administrators	S. K. Chakraborty & T. B. Padma Prabha	
5.	An Evaluation of the Programme of Students Selection Employed by IIMC	P. V. R. Murthy	
6.	Indian Industry and the Management Graduate : Viewpoints & Suggested Action Steps	Zahid H. Gangjee	
7.	A Study of Application Blanks as a Predictor of Work-Efficiency	Maya Deb	
8.	Note on Equity Participation by the State Government for Development of Entrepreneurs for Small Industries and Business	S. C. Ghosal	
9.	Cancellation of Trade Unions and its Implications : The Case of West Bengal	Saila K. Ghosh & Anil K. Sengupta	Vol. 5 No. 3
10.	Workers and Trade Unions in an Industrial Centre of West Bengal	Anil K. Sengupta	
11.	Labour Force and Labour Relations in Small Enterprises at Adityapur Industrial Area : A Case Study	Subrathesh Ghosh	
12.	Workers' Participation and Industrial Relations in India : Some Reflections	Krishan C. Sethi	
13.	Labour Participation in Management	Gouranga P. Chattopadhyay	
14.	Industrial Labour and Trade Unionism in Developing Societies : A Late Critique of Walter Galenson	Anju Luther	

Sl. No.	Article	Author	Published in
15.	Normative Aspects of the Dynamics of the Operating Cycle	T. V. S. Ramamohan Rao & Arun K. Dua	Vol. 5 No. 4
16.	Professional Management—A point of View	Prafull Goradia	
17.	Some Aspects of Marginal Decision Making	Winston Headley	
18.	Predicting Risk Taking for Electrical Appliances	J. Rajaretnam	
19.	A Practical Approach Towards Executive Manpower Planning	S. P. Lavakare	
20.	Statistical Techniques Applied to Intra-Industry Analysis	K. M. Chandrasekaran C. R. Narayana Swamy A. Ramachandran & V. Srinivasan	
21.	Managing the Financial Aspects of Research and Development — A Pilot Study	S. K. Chakraborty	
22.	Role of Probability in Decision Making	Pran Nath	
23.	Industrial Sickness in India — A Few Leading Thoughts	R. V. Raman	Vol. 6 No. 1
24.	Some Aspects of the Problem of Industrial Sickness — A Note	S. Kumarasundaram	
25.	Towards a National Policy Framework for Combating Industrial Sickness	S. K. Chakraborty	
26.	Experience of Commercial Banks in Financing Sick Industrial Undertakings	Premjit Singh	
27.	An Empirical Model to Predict Corporate Failure	P. V. Satyanarayana	
28.	Sickness in Industries — Eradication at the Incipient Stage	O. P. Berry	
29.	Rehabilitation of Sick Units — an Operational Framework	Samir Gati Roy & Ashoke Banerjee	
30.	Sickness in Indian Industries	B. K. Agrawal	
31.	Marketing Inputs for Sick Industries	Pradeep Kakkar	

Sl. No.	Articles	Author	Published in
32.	Industrial Sickness and Rehabilitation — Towards a Viable Approach	S. L. N. Simha	Vol. 6 No. 1
33.	Trend Analysis of Financial Ratios and Forecast of Company Sickness	P. K. Sen	
34.	Some Aspects of Policy Concerning Sick Units	M. R. Shroff	
35.	Sickness in Small Sector	T. M. Nagarajan	
36.	Sickness in Industry — The Role of the Reserve Bank of India	A. K. Bhuchar	
37.	Sick Industries and Taxation	Sukumar Bhattacharya	
38.	Sickness in Indian Industry : Causes, Symptoms and Cure	P. Chattopadhyay	

WORKING PAPER SERIES

No. 23 — “The Identity of the East African Manager : Some Implications for Management Education” — Gouranga P. Chattopadhyay.

No. 24 — “Multivariate Process Control — A different Approach” — Dilip Roy

No. 25 — “Husband Wife differences in risk perception and risk taking” — J. Rajaretnam.

PAPERS, REPORTS AND PUBLICATIONS BASED ON RESEARCH
SUPPORTED BY CMDS

-
- | | |
|---|---|
| <p>Kamini Adhikari
N. K. Chandra
K. K. Chaudhuri
S. Khanna
M. S. Mishra
S. Munshi &
S. C. Panja</p> | <p>Management of Small Enterprises : Cases and Profiles for Training Programmes (Mimeo Report)</p> |
| <p>Satyesh Chakraborty</p> | <p>Studies on the Network of Commodity Flow :</p> <ul style="list-style-type: none"> (i) Some Observations on the Structure of a Trading Economy (ii) Vegetable Trading in Rural Markets (iii) Institution of Mokams (iv) On the Vegetable Markets of Calcutta (v) Realities of Vegetables in Calcutta (vi) The Functional Nodes in Retail Vegetable Trade in Calcutta (vii) The Producers of Vegetable (viii) The Wholesale Vegetable Market of Calcutta (All Mimeo Reports) |
| <p>N. K. Chandra</p> | <ul style="list-style-type: none"> (i) "Some Strategic Questions of Industrialization in the Third World with special reference to India," — Paper Presented at the Mexico Project Meeting on Progress in the Establishment of the New International Economic Order : Obstacles and Opportunities, January 1979. (Mimeo Report). (ii) "Industrialization and the Left Movement : On Several Questions of Strategy in West Bengal" (Part I—III, published in <i>Social Scientist</i>, 73-74, 75-76, 1978). |
| <p>Ruby Roy Dholakia</p> | <p>Assessing the Marketing Effectiveness of the Family Planning Programme in Orissa. (Mimeo Report.)</p> |
| <p>Surendra Munshi</p> | <ul style="list-style-type: none"> (i) The Tamangs of Darjeeling :
Part—I : A Study of Social Identity
Part—II : Organized Expression of the Ethnic Identity (Accepted for Publication in <i>Journal of the Indian Anthropological Society</i>). |

Ranjit Sau

- (ii) "National Language Policy and the case for Nepali"
(Awaiting publication in EPW)
- (iii) "Political Unification of Nepal : Towards a Reinterpretation. (Typed Report)
- (i) *Unequal Exchange, Imperialiam and Underdevelopment : An Essay on the Political Economy of World Capitalism*
Calcutta, Oxford University Press, 1978
- (ii) Export-Led Growth : India's Experience. (Mimeo)
- (iii) "Growth, Employment and the Removal of Poverty : Some Issues of Rural Development". Paper Presented at the Seminar on Rural Development, Dept. of Economics, North Eastern Hill University, Shillong, April, 1978.

APPENDIX—16

CONSULTANCY PROJECTS UNDERTAKEN DURING 1978—79

Client	Nature of Project	Faculty Members engaged in
Andrew Yule	Develop budgeting, Information Systems, Pricing Policies, Product Mix etc. of their Belting Division at Kalyani.	K. K. Bhattacharyya P. K. Sen S. K. Chakraborty
Bharat Ophthalmic Glass Ltd.	Techno Economic investigation for their proposed project for manufacture of ophthalmic glass.	Manas Das
Bombay Metropolitan Regional Development Authority	Role and the function of MRDA & structure of the top level Managers.	Satyesh Chakraborty
Bangladesh Tobacco Co.	Diagnostic Study	G. Chattopadhyay
Central Bank of India	Organisations Structure & Performance Appraisal	S. K. Chakraborty
Crescent Dyes & Chemicals	Forecasting Project	Amit Sengupta & Pradeep Kakkar
Containers & Closures Ltd.	Job Evaluation & Formulation of Promotion Policy.	Ashok K. Agarwal Ranjan Ghosh & K. C. Sethi
CMDA	Identification of the Training Needs	Satyesh Chakraborty B. Chakraborty
Dunlop India Ltd.	Team Building & Development Programs with emphasis on Attitudinal changes.	G. Chattopadhyay as Process Consultant
Directorate of Cottage & Small Scale Industry, Govt. of West Bengal.	Periodic Marketing Survey of Selected Industry in the Small Scale Sector, West Bengal.	Chitta Mitra
Directorate of Small Scale Industry, Govt. of West Bengal	Marketing Problems of Small Scale Industry in West Bengal : A periodic study of selected products.	Madhu S. Mishra Chitta Mitra Manas Das
EID Parry	Organisation Study	R. P. Aiyar
Fertiliser Corporation of India Ltd. Durgapur.	Labour Motivation	Subratesh Ghosh

Client	Nature of Project	Faculty Members engaged in
Hindustan Machine Tools Ltd.	a) Review of last year's training programme & next year's Programme Planning and (b) Strategy Planning meeting for Tumkur Watch Factory Project.	G. Chattopadhyay
Hindustan Motors Ltd.	System Study	R. P. Aiyar
I T C Ltd.	O. D. Consultant for on-going organization development activities.	G. Chattopadhyay
Industrial Reconstruction Corporation of India.	Management Information Systems of IRCI.	R. P. Aiyar P. K. Sen Pradeep Kakkar Bani Sinha Ashok K. Agarwal Manab Pal
International Foundation for Development Activities (IFDA)	Policy oriented Report on "India's development Strategy : Crisis & Conflict" under the Project entitled "A United Nations Development Strategy for the 80s & beyond".	R. K. Sau
Lutheran World Services	Socio Economic Survey of Bundwan Block, Purulia, West Bengal, for Integrated Rural Development.	Madhu S. Mishra
Modern Bakeries	Determination of Standard cost of Bread.	Pradeep Kakkar
National Cooperative Development Corpn.	Financial Management & Management Information Systems of the Punjab State Cooperative Supply & Marketing Federation Ltd.	S. K. Chakraborty K. K. Bhattacharyya Brojaraj Mohanty N. K. Rao
National Cooperative Development Corpn.	Financial Management Systems of West Bengal State Cooperative Marketing Federation Ltd.	N. K. Rao K. K. Bhattacharya & R. Vaidyanathan
National Cooperative Development Corpn Ltd.	Financial Management of Assam Cooperative Marketing Federation.	K. K. Bhattacharya S. K. Chakraborty Brojaraj Mohanty & R. Vaidyanathan
National Productivity Council	Rural Marketing Survey for one Backward Block in the State of West Bengal.	Kiron C. Bothra

Client	Nature of Project	Faculty Members engaged in
National Cooperative Development Corpn.	Organisation structure & Managerial Man-power at West Bengal State Cooperative Marketing Federation	Subratesh Ghosh K. K. Bhattacharya & N. K. Rao
Steel Authority of India Ltd.	Enquiry into the "Circumstances leading to the Work Stoppage in the R & C Laboratory & Steel Melting Shop of Alloy Steel Plant of SAIL at Durgapur.	Subratesh Ghosh & M. N. Pal
Techno Electric Eng. Co. Ltd.	Project Planning & Control Systems	Ashok K. Agarwal
Techno Electric Eng. Co. Ltd.	Preparation of Feasibility Report for three Industrial Product Groups.	Amit Sengupta & P. K. Sen
Tata Finlay Ltd.	Organisation Structure, Information Systems etc. of their various Tea Divisions.	S. K. Chakraborty & Subratesh Ghosh
Tribeni Tissues Ltd.	Job Evaluation & Manning for their Unit at Tribeni	Ashok K. Agarwal M. N. Pal & B. K. Sinha
Tata Finlay Ltd.	A study of Organisation Structure & related matters.	Subratesh Ghosh S. K. Chakraborty
United Commercial Bank	Organisation Structure of UCO Bank.	S. K. Chakraborty
Union Carbide	Advertising Effectiveness Measurement study on Silver Eveready: Phase I— Bench Marketing Study.	Manas K. Das
UNICEF	Block level Integrated Planning for intensive Development Project in 6 eastern region States.	Madhu S. Mishra
West Bengal Industrial Development Corpn.	Indepth Market Survey for the Haldia Petro Chemical Complex.	Amit Sengupta & Pradeep Kakkar
West Bengal Development Corporation	Market Survey of Automobile Tyres growth.	Chitta Mitra
World Bank	Economic Evaluation of Market Development in West Bengal.	Chitta Mitra Manas Das & Amit Sengupta

SEMINARS HELD DURING THE YEAR 1978-79

Name of the Speaker	Seminar on
A. INTERNAL SEMINARS	
Prof. Sanat Bose	Parties & Politics in Indian Trade Unions
Prof. Saila K. Ghosh	Nation & State in a colonial situation
Prof. Satyesh Chakraborty & Prof. Pulin K. Garg	Nature of Man
Prof. Sanat Bose	Trade Union Movement in India — its formative period
B. EXTERNAL SEMINARS	
Shri S. N. Devadasan Personnel Manager Machinery Manufacturers Corpn.	Rights & Obligations of the Union/Association — Welfare Measures
Dr. M. B. Suryanaryanan Eastern Michigan University	Pareto Optimization — Second best solution, applications
Prof. Rabin Ganguly School of Planning, Ahmedabad	(1) Disparities in Development : the Case for Regional Planning in India (2) Regional Development : the Concept Frame (3) Review of Regional Planning Practices in India (4) The Tasks for Regional Planning in India (5) Organisational Issues in Regional Planning in India
Dr. Arunabha Bagchi Twente University of Technology Netherlands	(1) Basic Concept of Dynamic System (2) Basic Principles of Stochastic Control Derivation of Bellman's equation—special case (3) Portfolio Problem in Finance as Stochastic Control with prescribed information (4) Adaptive Control—Bayesian Approach, Application to stopping problems (5) Stochastic control with incomplete observation (6) Adaptive Control Systems

Name of the Speaker	Seminar on
C. THEMATIC SEMINARS	
Centre for Management Development Services	National Seminar on Management Research
Prof. Binod Kumar & Shri D. C. Bhattacharyya	Management Development for Educational Administrations
IIMC & Association of Company Secretaries	Financial Management for Company Secretary, Executives & Advisers

D. WORKSHOPS

1. In collaboration with the Asian & Pacific Development Centre (APDAC) conducted a four-week UN Workshop on *Planning & Control Systems in Public Sector Enterprises* at New Delhi under the joint directorship of Professors R. P. Aiyar & S. K. Chakraborty.
2. The Institute in collaboration with the Centre for Workers' Self-Management, Belgrade conducted an Indo-Yugoslav Symposium on Workers' Participation in Yugoslavia at New Delhi. Prof. K. C. Sethi coordinated this Symposium.
3. Institute hosted the Workshop on Research Methodology for the Second Phase of International Research Project on "Workers' Self-Management & Participation in Decision Making as a factor of Social Change & Economic Progress in Developing Country" in Calcutta. Prof. K. C. Sethi coordinated this Workshop.
4. Prof. S. K. Chakraborty along with Prof. P. K. Sen conducted a Workshop on the rejuvenation of Sick Industries.
5. Prof. Madhu S. Mishra conducted a National Seminar on Training for Entrepreneurship & Workshop under the sponsorship of Skills for Progress, India.
6. Prof. Mishra also conducted an Workshop on Approaches to Development under sponsorship of Lutheran World Services and a Workshop on Role of Voluntary Agencies in Rural Development under the sponsorship of PADY/Govt. of West Bengal.

PUBLICATIONS OF THE FACULTY & RESEARCH STAFF

Paromesh Acharya	Indigenous Vernacular Education in Pre-British Era : Tradition and Problems	<i>Economic & Political Weekly.</i>
Ajit K. Biswas	Management Science in Theory and Practice	<i>Economic & Political Weekly,</i> March 30, 1979
	Strategy Planning in a Mixed Economy	<i>Patriot,</i> March 30, 1979
	Marx After Sraffa	Accepted for publication in <i>Economic & Political Weekly.</i>
	Rent Theory in Workshop in Classical Political Economy	Presented paper at Jawharlal Nehru University.
Amitava Bagchi with J. K. Roy	On V-optimal Trees	Accepted for publication in <i>SIAM Journal on Computing.</i>
	On Generating Optimal Digital Search Trees	--do--
	Bounds on Cost Ratios of Optimal Trees	Published in the Proceedings of the Symposium on Graph Theory (editor—Dr. A. R. Rao), Macmillan Co., 1979.
Sujit Basu & Dr. M. Maejima (Keio University)	An Lp Version of the Local Limit Theorem for Densities	<i>Keio Mathematical Seminar Report (Japan) 1979.</i>
Sujit Basu	A Non-uniform Rate of Convergence in a local limit theorem	Mathematical Proceedings of the Cambridge Philosophical Society, Vol. 84, 1978
Sujit Basu & Dr. M. Maejima (Keio University)	“An Improved Local Limit Theorem Concerning Variables in the Domain of Normal Attraction of a Stable Law Index α , $1 < \alpha < 2$ ”	Presented at the National Symposium on Queues, Inventory & Reliability, held at Annamalai University.
Amitava Bose	Investment Allocation	<i>Arthaniti</i> , 1978
M. C. Bhattacharyya	“Applications of Maximal Hitting Time Policies in Markov Chains Under Optional Transistors in optimization in Statistics.”	Accepted for publication in Proceedings of the 2nd International Symposium on Optimization in Statistics—J. S. Rustogi (Ed) — Academic Press 1979.

- Asymtotic Gains for Optimal Procurement of Services Accepted for publication in *Journal of Mathematical Physical Sciences*.
- K. K. Chaudhuri Underdeveloped Concepts and the Sociology of Development : An Empirical Verification of the Concept of Weaker Section in Indian Agriculture." Presented at the 9th World Congress of Sociology, held in Uppasala, Sweden, August 1978.
- "Social Recruitment of Rural Trader Entrepreneurs : A Case Study". Presented at the 10th International Congress of Anthropological & Ethnological Sciences held in New Delhi, December, 1978.
- S. K. Chakraborty Managerial Appraisal & Development (Book) Macmillan, 1978
- Management by Objectives & Man in the organisation *Journal Management by Objectives*, London, Vol. VI No. 2
- Restructuring the capital structure of Public Enterprises -- A Note *Lok Udyog*, December 1978
- New Perspectives in Management Accounting (Book) Macmillan, 1978
- G. Chattopadhyay Workers' Participation in Management Presented paper at the Seminar organised by Indo-German Society, Calcutta.
- Saila Ghosh The Politics of Basic Education. *Journal of Gandhian Studies* 1978.
- Sushil Khanna Marxian Crisis Theory Monograph
- Investment Behaviour of Transnational Corporations & Third World. Paper presented at Indian Economic Conference, August, 1978.
- Capital & Finance in Industrial Revolution : Lessons for the Third World. *Economic & Political Weekly*, Nov. 1978
- Investment Behaviour of Cigarette Industry. Jointly with R. Vaidyanathan — accepted for publication in *Sankhya*.
- B. Mohanty Management Control Systems : Implementation and Administration (Book). Macmillan & Co., 1978.

S. Munshi	On Criticism in Marxist Method	<i>Social Scientist</i> , Vol. 6 No.10, May, 1978
Madhu S. Mishra	A Directory of Voluntary & other organisations in Rural / Urban Development Vol. I (eastern region)	Published (IIMC)
	DIC & Promotion of Cottage & Small Scale rural industries — Few observations	Accepted for publication in <i>Yojana</i>
	Agricultural Modernisation & Social Change.	Accepted for publication by Development Studies.
M. N. Pal	Redundancy optimisation through Simplex Pattern Search.	Published in IEEE Transactions & Reliability, June 1978
Alok Roy	Gains from Trade & Size of a Country II.	Accepted for publication in <i>Journal of International Economics</i> .
	Smuggling, Import objective & Optimum Tax Structure.	<i>Quarterly Journal of Economics</i> , August, 1978.
	On the Welfare Significance of Nominal & Effective Rates of Protection.	Accepted for publication in <i>Australian Economic Papers</i> .
Ranajit Sau	Unequal Exchange, Imperialism & Underdevelopment : An Essay on the Political Economy of World Capitalism. (Book)	Oxford University Press, 1978
	Trade, Capital & Under-development : Towards A Marxian Theory. (Book)	Oxford University Press (forthcoming).
K. C. Sethi	Functioning in Practice of Workers' Publication Schemes within undertakings in India.	Monographs completed for ILO.

FACULTY & ADMINISTRATION

DIRECTOR :

Hiten Bhaya, M.A. (Patna)

FACULTY :

Kamini Adhikari (Mrs.), M.A., M.S.S. (The Hague) ; Ph.D. (Lucknow)
Sociology.

Ashok K. Agarwal, B. Sc., B.E. (Pilani), M.S., Ph.D. (Minnesota)
Management Information Systems

Ramaswamy P. Aiyar, B.Sc. Engg. (B.H.U.), Msc., Ph.D. (Loughborough)
Management Information Systems

Amitava Bagchi, M. Tech. (Cal), Sc. D. (M.I.T.)
Computer Science and Management Information Systems

Sujit K. Basu, M.Sc. (Cal), Ph.D. (North Carolina)
Probability & Statistics

*Manish C. Bhattacharjee, M.Sc. (Cal), Ph.D. (Berkeley, California)
Statistics & Operations Research

K. K. Bhattacharyya, M.Com (Cal), A.C.A. (New Delhi)
Finance & Accounting

Ajit K. Biswas, M.A. (Cal.), A.M. (Boston)
Economics

Asit Kr. Bose, M.A., LL.B. (Cal), LL.M., Ph.D. (London)
Law

Sanat Kr. Bose, M.Sc., M.A. (Cal)
Economic History

Amitava Bose, M.A. (Econ.) (Delhi), M.A., Ph.D, (Rochester)
Economics

K. C. Bothra, B.Com., LL.B. (Cal), PGDM (IIMC)
Marketing

*Satyesh Chakraborty, M.A. (Cal.), Ph.D. (London School of Econ. & Pol. Sc.)
Economic Geography, Urbanization & Regional Development

S. K. Chakraborty, M.Com. (Cal.), Ph.D. (Liverpool), A.I.C.W.A.
Finance & Accounting.

N. K. Chandra, B.A. (Hons.) (Cal.), M.Sc. (Econ.), Ph.D. (London)
Economics

Gouranga Chattopadhyay, M.Sc., D.Phil (Cal), F.R.A.I (London)
Group Dynamics, Organisational Development, Behavioural Sciences

- A. K. Chaudhuri, M.Sc., D.Sc. (Cal.)
Operations Research and Production Management
- Manas Kr. Das, M. Stat (ISI)
Marketing
- Subhendu Das, B.E.E., M.Tech (Elect.) Ph.D. (IIT, Kanpur)
Control System Theory & System Analysis & Synthesis
- *Ruby Roy Dholakia (Mrs.), B.S., M.B.A. (Berkeley, California),
Ph.D. (North Western)
Marketing
- Kalyan Dutta, M.Sc. (Cal.), Ph.D. (North Carolina)
Statistics & Operations Research
- **Joseph Ezekiel, I.M.P.
Materials Management and Executive Communication
- *Zahid H. Gangjee, M.Sc. (Cal.)
Behavioural Sciences
- *Shyamal K. Ghosh, M.Com.(Cal.), A.M.B.I.M. (London), I.O.M.I.M.
Inst. A.M. (Kent)
Finance & Accounting
- Subratesh Ghosh, M.A. (Econ.), D. Phil (Cal.)
Labour Economics, Manpower Planning & Studies in Small Industries
- Ranjan Ghosh, B. Tech (IIT, Kharagpur), M.S. (Standford),
M.S., Sc.D. (Columbia)
Operations Management
- *Pradeep Kakkar, PGDM (IIMC), Ph.D. (California)
Marketing
- *B. R. K. Kashyap, M.A. (Punjab), Ph.D. (Jodhpur)
Operations Research & Production Management
- Binod Kumar, M.A. (Patna), Ed.D. (Northern Illinois)
Organisational Behaviour, Psychology and Public Management
- Dilip K. Lahiri, M.Sc. (Cal.)
Behavioural Sciences
- Madhu S. Mishra, M.A. (Econ.), M. Litt. (Sociology) (Delhi)
Sociology
- Chitta Mitra, M.A. (Cal.)
Marketing & Market Research
- Brojaraj Mohanty, M. Com., Fellow in Management (IIMA)
Finance & Control
- Surendra Munshi, M.A. (Agra)
Sociology

Chandan K. Mustafi, M.Sc. (Cal.), Ph.D. (Columbia)
Statistics, Mathematical Programming and Application of Operations Research
Techniques in Finance & Marketing

Manabendra N. Pal, M.M.E. (Jadavpur), Fellow in Management (IIMC)
Operations Management & Management Information Systems

N. K. Rao, M.A., M.Sc. (Andhra)
Finance and Control

Alok Ray, M.A. (Econ.), Ph.D. (Rochester)
Economics

*V. Nagi Reddy, M.A. (Andhra), M. Stat., Ph.D. (I.S.I)
Econometrics

Biswanath Sarkar, M.Sc. (Cal), M.Stat. (I.S.I), Ph.D. (Cal.)
Quantitative Methods

Ranjit K. Sau, M.A. (Jadavpur), Ph.D. (Wayne State)
Economics

Amit Jyoti Sen, B.A. (Hons.) (Cal.) M.S. (M.I.T.)
Organisational Behaviour & Management of Education

Prodyot K. Sen, B.Tech. (IIT) PGDM (IIMC)
Finance & Control

*Amit Sengupta B.A. (Cal.), PGDM (IIMC)
Marketing

Anil K. Sengupta, M.Sc., Ph.D. (Cal.)
Social Anthropology

Krishan C. Sethi, M.A. (Delhi), D.Sc. (Zagreb)
Personnel, Industrial Relations, Workers' Participation in Management and
Organisation

Bani K. Sinha, M.Sc. (Delhi), Ph.D. (Pennsylvania)
Operations Research

Krishna Swaminathan, M.A. (Psychology), M.A. (Philosophy), LL.B., (Benaras)
M.A., Ph.D. (Michigan)

R Vaidyanathan, M. Stat., Fellow in Management (IIMC)
Finance & Statistics

LIBRARIAN :

Ashok Mukhopadhyay, M.A., Diploma in Library Science

* On leave

** Visiting

ACADEMIC ADMINISTRATION :

Krishna Swaminathan	Chairman, Post-Graduate Programme
Ajit K. Biswas	Chairman, Fellowship Programme
P. K. Sen	Chairman, Placement
K. K. Bhattacharyya	Chairman, Executive Dev. Programme
Bani K. Sinha	Chairman, Extension Programme
Dilip K. Lahiri	Chairman, Admissions
Sujit K. Basu	Chairman, Publications
A. K. Chaudhuri	Chairman, C.M.D.S.
S. K. Chakraborty	Editor, Decision
B. Mohanty	Provost

GROUP CO-ORDINATORS :

M. N. Pal	Coordinator, O. M. Group
R. Vaidyanathan	Coordinator, Finance & Control Group
Amitava Bose	Coordinator, Economics Group
Amit Jyoti Sen	Coordinator, Behavioural Science Group
Manas Das	Coordinator, Marketing Group
Saila K. Ghosh	Coordinator, Environment Group
Amitava Bagchi	Coordinator, MIS Group
Madhu S. Mishra	Coordinator, Sociology Group
Satyesh Chakraborty	Coordinator, Regional Development Group
Anil K. Sengupta	Coordinator, Personnel Management & Industrial Relations Group

ADMINISTRATION :

D. C. Bhattacharyya	Chief Administrative Officer
S. C. Dasgupta	Administrative Officer (Genl. Admn.)
Dipak Chatterjee	Administrative Officer (PGP & FP)
C. P. Massey	Administrative Officer (EDP)
Asoke Sen Gupta	Administrative Officer (Placement & Publications)
N. K. Chatterjee	Accounts Officer
Sukumar Ghosh	Internal Auditor
A. K. Guha Thakurta	Executive Engineer

PRINTED AT PRESSCO
1/27, PRINCE GULAM MD. RD.
CALCUTTA-700026 PH. 46-4541
