

ANNUAL REPORT

1988-89



**indian institute of
management calcutta**

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

TWENTY-SEVENTH ANNUAL REPORT

(April 1, 1988 to March 31, 1989)

1. THE INSTITUTE

The Indian Institute of Management Calcutta (IIMC) was the first national Institute established by the Government of India in 1961 to spearhead professional management in Indian industry, business and government. Co-operating with the Government of India in this effort were the Alfred P. Sloan School of Management of Massachusetts Institute of Technology, the Government of West Bengal, the Ford Foundation and the business community. It now forms an integral part of the Government of India's efforts to promote professional management in India. IIMC moved into its 28th year on November 14, 1988. During this period it has grown from strength to strength and is today playing a major role in the task of improving management practices in India. More than 2000 alumni are in positions of strategic importance in industry today - in India as well as abroad. In addition, a large number of senior managers from Indian industry and Government have had the benefit of interaction with IIMC through its Executive Development Programmes, Extension Programmes and Consultancy assignments. The Institute attaches great importance to research which is devoted to problems of management, and those of development. Indeed, management of development is a major focus of the Institute's range of activities.

One more year of fruitful activities has been completed. During the Seventh Plan (1985-91) the Institute has decided to focus its research and training activities on Public Enterprises, Project Management and Environment Management. Separate Centres for these activities have been set up. Another area in which the Institute has been working and will continue its endeavour with greater emphasis is in the use of computers for solving management problems. Information on the different activities of the Institute and the efforts it has continued to make to ensure the maintenance of high standards of performance are provided in this report.

2. SOCIETY AND THE BOARD OF GOVERNORS

The Institute was constituted on November 14, 1961 as a Society under the Societies' Registration Act. It is administered by a Board of Governors. The Chairman of the Board is appointed by the Government of India in consultation with the Government of West Bengal. Other members of the Board include nominees of the Central and State Governments, representatives from constituencies like education, commerce, industry, labour and other interests. The Director of the Institute and two nominees of the Institute's Faculty are also members of the Board of Governors. A substantial part of the annual recurring and non-recurring expenses of the Institute is provided by the Government of India.

A list of members of the Society and the Board of Governors during the year 1988-89 as on March 31, 1989 is given in Annexure I.

3. OBJECTIVES OF THE INSTITUTE

The objectives of the Institute are :

- * To direct the education and development of young men and women along

specific lines so as to match the management needs of industrial and other types of organizations.

- * To establish an infrastructure which would provide practising managers with the opportunity to acquaint themselves with management concepts, techniques and research.
- * To establish a rapport between management scientists and industrial decision-makers through consultancy and training programmes aimed at facilitating problem solving in organization.
- * To build a Centre of Advanced Management providing opportunities for innovative research and promoting the development of indigenous literature on management.

Since its establishment, the Institute has been channelizing all efforts and resources to accomplish its objectives through the following programmes.

A. Teaching Programmes :

- A.1 -- Post Graduate Programme in Management (equivalent to M.B.A.)
- A.2 -- Fellow Programme (equivalent to Ph.D.)
- A.3 -- Post Graduate Certificate in General Management.

B. Training Programmes :

- B.1 -- Executive Development Programmes
- B.2 -- Extension Programmes
- B.3 -- In-Company Training Programmes
- B.4 -- Training Programmes for Government Officers.

C. Research :

- C.1 -- Centre for Management and Development Studies
- C.2 -- Programme in Rural Development
- C.3 -- Centre for Public Enterprise Studies
- C.4 -- Centre for Project Management Studies
- C.5 -- Centre for Environment Management.

D. Consultancy.

E. Publications.

A.1. POST GRADUATE PROGRAMME IN MANAGEMENT

The two-year Post Graduate Programme in Management is a full-time residential course for graduates from all disciplines. The 25th session of the

Programme began in July 1988 with 167 students from all over the country in the First Year and 156 students in the Second Year. The number of the Scheduled Caste and Scheduled Tribe students in the First and Second Year were 15 and 28 respectively. There were a total of 13 girl students in the First Year and 13 in the Second Year. Although 167 students were admitted, the present strength in the First Year is 142. This drop has been caused by withdrawals during the middle of the programme.

The Post Graduate Programme (PGP) of the Institute is designed for students desiring to embark upon careers in management, who are willing and able to devote two complete academic years in pursuing studies in management education. Students from all over India continue to be attracted to the Programme. It is the core activity of the Institute designed to meet the challenges of rapid changes in our society. The students are continually encouraged to deal with unstructured situations and evolve solutions to complex problems. To provide a basis for this approach to learning, the First Year of the Programme is devoted to developing a working knowledge of Economic Principles, Principles of Organisation and Behaviour, Financial and Accounting Systems and Quantitative Methods for solution of management problems.

The academic year at the Institute is divided into three terms each consisting of about twelve working weeks. The Programme requires six terms of full-time work. Due to the nature of the learning process which requires a fulltime involvement rather than just the attendance in classes, the Programme is entirely residential. The students are continuously graded, not only on their performance in the examinations but also on class participation, home assignments, projects, presentations, etc. In the First Year, all the courses are compulsory. In the Second Year, the students are allowed a choice of 13 electives over three terms along with three compulsory courses. In the summer between the First and Second Year, the students are expected to gain practical experience through related employment. Apart from helping the students to supplement their academic knowledge through practical exposure, this aids them in their selection of Second Year electives.

The Institute's faculty use many different pedagogical tools to facilitate learning. The Institute believes that the method of instruction for maximising learning varies from course to course and so uses varying proportions of the case study method, lectures, group exercises and project work.

The students after completing the Diploma at the Institute have fairly long careers ahead. The period covering the next few years in our country will see rapid changes and the Institute's educational programme should take these into account in its courses. The teaching programmes of the Institute are, therefore, designed to help the students develop a base from which they continue to learn. The programme stresses conceptual and analytical reasoning while providing students with the knowledge of the current state of business and the decision models used by managers today.

More than 2000 young managers have graduated from the Institute and are today occupying important positions.

A.1.(1) Admission

Students are admitted to the Post-Graduate Programme on the basis of their interests, aptitude and capacity for undergoing a rigorous programme of study in management sciences as indicated by previous academic records, scores in the admission test, performance in group discussions and interview, and also work experience.

The applicants should hold at least a Bachelor's degree in any field including arts, physical sciences, commerce, engineering and the social sciences, or professional diploma considered equivalent to a Bachelor's degree, with the following minimum requirements :

- (i) 50% marks (45% for SC/ST candidates) in SSC or SSLC, High School, Higher Secondary or Senior Cambridge or Recognised School Terminal Examination of any Board/University. Where 10+2 system is followed candidates must have 50% marks (45% for SC/ST candidates) in aggregate in any one of the examinations either at the end of 10th year or at the end of the plus two phase;

and

- (ii) 50% marks in aggregate (45% for SC/ST candidates) in Bachelor's degree.

One of the methods of judging the fitness of a candidate to the Programme is the Common Admission Test (CAT) administered jointly by Indian Institutes of Management at Ahmedabad, Bangalore, Calcutta and Lucknow.

A.1.(2) 25th Post-Graduate Programme (1988-90)

A total of 9446 candidates applied for admission to the 25th session of Post-Graduate Programme commencing in July 1988 including 410 Scheduled Caste and 118 Scheduled Tribe candidates. Annexure II gives the details for the last 5 years.

Out of the 9446 applicants for admission, 1001 candidates were invited for personal interview by a panel consisting of faculty members of the Institute, experts from Industry and Government and alumni at different interview centres all over India (Annexure III). Out of the 1001 candidates selected for personal interview, 136 candidates belonged to SC/ST community. Ultimately after going through the selection procedure a total of 169 students were admitted to the 25th Post-Graduate Programme.

A.1.(3) Educational background of the selected students

A study of the educational background of the students selected for the 25th session (1988-90) reveals that 83.4% belonged to engineering stream and 16.6% belonged to non-engineering stream (Annexure IV).

A.1.(4) Reservation for SC/ST candidates

22.5% seats of the Post-Graduate Programme are reserved for candidates belonging to Scheduled Caste/Tribe community and some relaxation in entry standard was extended to them as in earlier years. A total of 528 applications for admission to the Programme (1988-90) was received from candidates belonging to SC/ST community. Out of this, 136 candidates were called for personal interview and finally 24 candidates joined the Post-Graduate Programme.

A.1.(5) 26th Post-Graduate Programme (1989-91)

The Common Admission Test for selecting students for the 26th session of Post-Graduate Programme (1989-91) commencing in July 1989 was held on 11th December 1988 all over India at 18 centres.

The seven examination centres at (1) Bhubaneswar (2) Calcutta (3) Guwahati (4) Vijawayada (5) Lucknow (6) Nagpur and (7) Patna were controlled by IIMC.

The written admission test was common for IIM Ahmedabad, IIM Bangalore, IIM Lucknow and IIM Calcutta. The number of candidates appeared at the Common Admission Test was 19,699. A total of 10560 candidates submitted applications for admission to the Institute. Out of this, 418 candidates belonged to Scheduled Caste and 123 belonged to Scheduled Tribe community.

a. No. of candidates called for interview :

Total	General	SC+ST
1133	954	179

b. Stabilised student-strength aimed at : 150

A.1.(6) Curriculum

For the Post-Graduate Programme, the principal fields of study include economics, statistics, operations research, behavioural sciences, sociology, history and law, economic, social and political environment of enterprises, applied fields of marketing, production, finance, personnel management, labour relations, materials management, information systems, management policy, organizational communication and decision-making, managerial accounting and control and regional development. The termwise break-up of course offered is given below :

Term I

Behavioural Science I
Economics I, Economics II
Statistics I, Indian Economic
and Political History
Mathematics (Qualifying)

Term II

Behavioural Science II
Economics II, Finance II
Statistics II
Data Processing
Marketing Management
and
Indian Social Structure

Term III

Economics III, Finance III
Marketing Research
Operations Research
Personnel Management and
Industrial Relations
Production Management
Planning Techniques

Term IV

Indian Legal System
and
5 Optionals

Term V

Management Policy
and
5 Optionals

Term VI

Management Game
and
3 Optionals

In addition, the students are required to work on a project during the summer between the first and the second year of study. Summer Projects are meant for those students who have completed the First Year of the Post-Graduate Programme

successfully. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May - June working on a project specified by an employer, and to submit a report to the sponsoring authority. The student works under the guidance of a faculty member who finally evaluates the project report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. A list of Organizations where the Post-Graduate Programme students worked for their Summer Project in May-June 1988 is given in Annexure IV(A).

In the Second Year, for interested students, specialization packages are available in two streams, viz. (i) Development Studies and (ii) Systems and Operations Management. The courses, Indian Legal System, Management Policy and Management Game are compulsory for the Second Year students. The list of optional courses offered in the Post-Graduate Programme (under review) are shown in Annexure V.

During the academic year 1988-89, the different academic groups announced Twentytwo compulsory courses and 44 optional/elective courses (16 in Term IV, 13 in Term V and 15 in Term VI) in various disciplines and areas.

The following courses were added to curriculum for the first time.

1. Professional Management : Sociology Group
and Indian Managers
2. Sociological Perspective : Sociology Group
of Industrial Labour
3. Rural Base for Urban : Regional Development
Economy Group

As in previous years this year also a number of senior practising managers were invited to supplement the efforts of the Institute faculty, as visiting faculty, to expose the students to real life problems.

A.1.(7) Colloquia Series

The series was immensely successful in achieving its objectives in the year 1988-89. A large number of leading professionals from industry and corporate circles shared their views and experiences with the students and the faculty members of IIMC on a wide range of topics in management. Mr. Rajesh Jain, Colloquia Secretary was particularly instrumental in popularising the Colloquia series and successfully organizing a large number of talks and lectures.

The speakers who participated in the IIMC COLLOQUIA SERIES - 1988-89 are as follows :

D. R. Pendse	Economic Adviser Tata Industries, Bombay
M. R. Maya	Executive Director Bombay Stock Exchange
Helen Anchan	Associate Media Director Lintas (India) Ltd., Bombay

Swami Ranganathananda	Vice President of the Ramkrishna Mission
Kuldip Nayar	Eminent Journalist
Alyque Padamsee	Chief Executive Lintas (India) Ltd.
C. Y. Pal	Chairman & Managing Director Hindustan Cocoa Products Ltd. (Cadbury's), Bombay
Alok Joshi	Hindustan Lever Ltd., Bombay
Sharyu Daftary	Managing Director Bharat Radiators, Bombay
Viren J. Shah	Alternate President, ASSOCHAM & Chairman & Managing Director Mukund Iron & Steel Ltd.
Pratik Basu	Branch Director Lintas (India) Ltd., Calcutta
Lala Bansidhar	Chairman & Sr.Managing Director DCM Group
A. H. Tobaccowala	Chairman Voltas (India) Ltd.

A.1.(8) Financial Assistance, Scholarship and Prizes

The Institute provides financial assistance to more than 25% of the students enrolled in the Post-Graduate Programme every year. The assistance comes mainly from two sources: Government of India funds (on merit-cum-means basis), and scholarships awarded by Companies and Trusts. The Government assistance is of the value of Rs. 1,700/- per annum in addition to full remission of tuition fees for the year. Besides, meritorious students studying in the Second Year, work as tutors for First Year students and are paid a stipend.

Each Scheduled Caste/Scheduled Tribe student admitted to the Programme is eligible for a stipend of Rs. 1,700/- per annum besides waiver of tuition fees and accommodation charges.

The following scholarships/prizes have been donated by different organisation and the Institute for awards to students at the end of the second year according to predetermined criteria -

1. - **Dr. B. C. Roy Gold Medal**
- **Chairman's Prize**
- **John Wynne Prize**
- **C. M. A. Prize**
- **Dr. K. Nath Public Trust Gold Medal,**

were awarded to **Sanjay Sachdeva (184/24)** for securing 1st Rank among the students of Post-Graduate Diploma in Management.

2. - **Dr. B. C. Roy Silver Medal**

was awarded to **Devendra Kr. Sharma (26/24)** for securing 2nd Rank among the students of Post-Graduate Diploma in Management.

3. - **H.M.M. Prize**

was awarded to **Hari Baskaran (30/24)** for excellence in Marketing.

4. - **Glaxo Prize and Medal**

was awarded to **Sidhesh Kaul (190/24)** for Glaxo Marketing Scholar award.

5. - **Damodar Valley Corporation Medal**

was awarded to **(Ms) Padma Subramanian (59/24)** for securing 1st position among the girl students in PGDM.

In addition, scholarships are given every year by the following organizations on the basis of merit at the end of the First Year. Names of those who were awarded the scholarships are shown below :

1. **B.P. Poddar Merit Scholarship (Rs.10,000)** was awarded to **Sanjay Sachdeva (184/24)**, who secured 1st Rank.
2. **Sriram Smarak Nidhi & FAIR Scholarships (Rs.7,200 and Rs.6,000/- respectively)** were awarded to **Rajiv Garg(069/24)** and **Devendra Kumar Sharma (026/24) @ Rs.6,600/-** each for securing 2nd Rank.
3. **I. T. C. Ltd. Scholarship (Rs.6,000)** was awarded to **Sughosh V. Moharikar (144/24)**, who secured 4th Rank.
4. **CITIBANK Scholarship (Rs.5,000)** was awarded to **Ananda Mukherji (110/24)**, who secured 5th Rank.
5. **Hindustan Lever Scholarship (Rs.5,000)** was awarded to **Ranjan Khanna (169/24)**, who secured 6th Rank.
6. **Bank of America Scholarship (Rs.3,600)** was awarded to **Jethanand M. Bulchandani (119/24)**, who secured 7th Rank.
7. **Indian Carbon and Business World Scholarships (Rs.3,500 and Rs.3,000 respectively)** were awarded to **Rajiv Vij (070/24)** and **Alkesh Gulab Wadhvani (005/24) @ Rs.3,250/-** each for securing 8th Rank.
8. **T. T. Krishnamachari Silver Jubilee Scholarship (Rs.13,500)** was awarded to **Anjan Deb Ghosh (113/24)**, **Hari Baskaran (030/24)**, **Anupam Chatterjee (012/24)**, **A. Kathir Kamanathan (101/24)** and **Bhaskar Basu (021/24) @ Rs.2,700/-** each for securing 10th Rank.
9. **Dr. K. Nath Public Trust Scholarship (Rs.3,600)** was awarded to **Naveen Bhutani (054/24)**, **Shankar Mukherjee (082/24)**, **Mohan Natarajan (048/24)** and **Vinita Mehta(Miss) (098/24) @ Rs.900/-** each for securing 15th Rank.
10. **Damodar Valley Corporation Scholarship (Rs.2,000)** was awarded to **Saivendra Nath Kayal (179/24)** who secured best marks in SC/ST category.

In addition to the existing 64 scholarships a few new scholarships have been instituted for PGP students during the academic year. One such scholarship, offered by an alumnus, is meant for a student coming from a rural background. ITC also wants to have an ITC Scholar' at IIMC for a really needy student. In addition, Hindustan Petroleum wishes to sponsor a candidate for the Post-Graduate Programme. There are also the North Eastern Council Scholarships.

A statement containing the Honour Roll of the 23rd Batch, SC/ST Scholarship, Merit-cum-Means Scholarship holders and various prize winners are given in Annexure VI.

A.1.(8).1 Fees and Expenses

The students are generally required to bear the following expenses:

Admission Fee	Rs.100/-
Tuition Fee	Rs.500/- p.a.
Accommodation Charges	Rs.600/- p.a.
Caution Deposit	Rs.250/-
Association Fee	Rs. 80/- p.a.
Course Materials Fee	Rs.600/- p.a.
Computer Fee	Rs.500/- p.a.
Mess charges - (Vegetarian)	Rs.350/- p.m.(approx.)
(Non-Vegetarian)	Rs.400/- p.m.(approx.)

A.1.(9) System of Evaluation

Students are evaluated on the basis of examinations, reports, take home assignments, term papers, class performance, seminars, regular tests, surprise quizzes and oral examinations as determined by the faculty member concerned. Sometimes, in courses involving group methods of teaching, students play a major role in grading each other.

A.1.(10) The Passing Standard and the Diploma

Marks under the grade-point system are used in evaluating a student's performance in each term and in the two-year Programme as a whole.

To graduate, a student must obtain an average of at least 5.0 in all courses, taken on credit in the Post-Graduate Programme. Generally, in order to be promoted to the Second Year, a student should obtain an average of at least 4.5 at the end of the third term. A student who achieves an average of less than 4.5 at the end of the third term may sometimes be permitted to continue, subject to satisfactory fulfillment of conditions stipulated by the Faculty according to the merits of the case. However, a student once admitted must fulfil all requirements

for the Diploma within three academic years.

Those who successfully complete the two-year Programme are awarded the Post-Graduate Diploma in Management (PGDM), which has been recognised as equivalent to a Master's degree in Business Administration by the Ministry of Education, Government of India, by the Association of Indian Universities (formerly the Inter-University Board of India and Ceylon,) and foreign Universities who have admitted our students into their doctoral programmes.

A.1.(11) Students' Participation

IIMC has been in the forefront in allowing students participation in activities which are student related. Elected student representatives sit on the PGP Committee, Fellow Programme Committee, Placement Committee, Library Committee etc. along with faculty and administration and help to decide on vital policy matters.

Students elect their representatives for colloquia, magazine, games and social activities. Every student is a member of the Students' Association, which has a President, General Secretary and Treasurer. Students run their own Mess and sometimes raise resources for their activities and programmes.

A.1.(12) Placement

The Placement Programme in 1988-89 was very successful, both in terms of the speed with which students were placed as well as quality of jobs offered. All the students were found jobs in exactly 12 active placement days. Most of the students secured the kind of jobs they wanted, and the level of satisfaction, on the part of both organisi as well as the students was high.

Some of the highlights of the placement programme (1988-89) are :

- * A total of 180 offers were made to a batch of whom 145 sought placement services.
- * There was a good spread of students over various types of organization. 111 accepted private Sector jobs and 34 accepted Public Sector jobs. (See Annexure VIII for details). The name of Organizations are appended in Annexure - X.
- * Students who were repeating a year were placed in very good jobs. This also happened with students from scheduled castes/tribes.
- * Students with work-experience had many good offers coming their way. The highest offer was a salary of Rs. 5,500/- per month.
- * The average salary this year was a little over Rs.3,526/- per month which was an improvement over the past years' averages which were Rs.3,200/- in 1988, Rs.2,700/- in 1987, Rs.2,650/- in 1986 and Rs.2,200/- in 1985 (See Annexure-IX for details)
- * Summer Placement was also extremely satisfactory. All the students were placed by the first week of March. The projects offered were also quite relevant and meaningful in terms of summer training objectives. One problem that was faced with summer placement this year and must be looked into, concerns the linking of permanent placement with summer training by certain organi.This puts pressure on the long established practice of not allowing the students any choice regarding summer placement.

- * Another problem this year was with the companies coming at the tailend of the placement season when there were very few candidates left from the original list of applicants. However, elaborate communications were maintained with Companies to keep them abreast of the number of candidates still available and they were given the option of calling students to their offices. However, it is difficult to completely eliminate such situations.

Functional areawise classification and classification by type of industries of total job offers made are provided in Annexures VII to IX.

A.1.(13) Extra Curricular Activities

Excellent opportunities for extra curricular development form an important part of the traditions and facilities of the institute. The students run extra curricular clubs in photography, hiking, investment simulation, film appreciation and sports. Football, Basketball, Tennis, Cricket, Hockey, Badminton, Carrom, Table Tennis, Chess and Bridge are regularly played on Campus. In literary and cultural activities, the students participate in various national competitions in debates, quizzes, music and other related activities. As a part of tradition, the Institute annually conducts a QDM (Quiz, Debate and Music) cultural festival in Calcutta. This year the students hosted a Business School Meet.

A.1.(14) Alumni Association

The Association consists of the Institute's alumni passing out of the Post-Graduate Programme and the Fellow Programme as well as the Executive Development Programmes and the Extension Programmes. It serves as a meeting forum for them to keep in touch with each other and with the Institute. The Association is based in Calcutta and has its chapters in Bombay, Delhi Bangalore and Madras. Efforts are being made to set up more chapters. The alumni help in course modifications and selection of incoming students. The Board of Governors of the Institute has an Alumni nominated by the Government of India as a member.

The students and alumni quite often get together both formally, in seminars and lectures organized in collaboration with each other, as well as informally at the Institute and at the latter's offices.

A.2. FELLOW PROGRAMME

Within few years of conducting the Post-Graduate Programme in Management it became evident that neither training nor education in management sciences and practices can remain effective unless its knowledge base is continuously expanded and enriched mainly through research. There were other compulsions also. The need for analysing the experience of management in the Indian environment was strongly felt and urged by many. There was also a large expansion programme for management education in the universities and the need for competent faculty was growing.

All these compulsions continue to exist even to this day. Meanwhile we have had about a decade's experience in running our Doctoral level Programme which is known as the Fellow Programme of the Indian Institute of Management Calcutta. This experience has included a stage of early experimentation, gradual consolidation and a recent review.

We identified our Institute's goals and objectives afresh in the context of the

changing environment, two decades after the Institute came into being. We did find that the demand and expectations from a national institute like ours, pioneers in the field of management education, had grown beyond the boundaries of the familiar corporate industrial sector. Management problems of the environment in which corporate industries worked, such as, public systems and other infrastructural systems also demanded attention, and we could no longer confine ourselves within the limits of our initial activities.

In this context we redefined our objectives for the Fellow Programme, re-emphasised the need for our Institute as a parent institute for nurturing young researchers and potential academics in management sciences.

Management sciences are essentially derived through application of techniques of observation, analysis and conceptualisation, from the basic disciplines in the social sciences, quantitative sciences and the behavioural sciences, apart from the applied aspects of management in the functional fields of production, marketing, finance, etc.

This multi-disciplinary content of management sciences is in fact the strength and raison d'être of IIMC. Therefore, as a result of our review, we have completely restructured our Fellow Programme allowing specialisation in all branches of management sciences including the basic disciplines.

We are convinced that the recognition of the basic strength and origin of management sciences is crucial at this stage of development of the study of management of India. We hope our new curricula will attract and interest the right kind of student.

Our primary aim is to encourage a whole generation of academics in the field, but it is also a benefit to industry and the Government, at corporate and policy-making levels, where expertise of a type which combines a perception of the broader linkages along with an intimate knowledge of functions at the operational level is necessary.

The Fellow Programme is now in its nineteenth year and making steady progress. From the year 1980, the Fellow Programme has been offering opportunities for specialization in Management and in various related disciplines.

At present there are 16 students who are at various phases of their course-work/research in the Programme.

The break-up is given below :

Students in the course-work phase	5
Students in the Thesis phases	5
Thesis submitted by the students and under process of evaluation	2
Number of students to be recommended for the title "Fellow" in the 1989 Convocation	4
	<u>16</u>

As of now 39 students have been awarded the title "Fellow of Indian Institute of Management Calcutta". They are all gainfully employed in teaching,

research, consultancy and other pursuits. Some have joined foreign universities for further studies.

A.2.(1) Admission

We received 345 applications for admission to the Fellow Programme in 1988-89, and strictly on the basis of the screening guidelines, 19 candidates were called for interviews for final selection. Offers of admission were made to 6 candidates and out of which 4 candidates joined the Programme.

For admission to FP in the session 1989-90, we received 324 applications. A separate test, ROIT was conducted in addition to the CAT.

A.2.(2) Programme Objectives

The Fellow Programme is a full-time doctoral level programme in different fields of Management as well as in various disciplines and areas related to Management. The objective of the programme is to prepare students for careers in teaching and research in management or in the related disciplines and also for positions requiring continued advanced research and consultancy experience.

A.2.(2) (i) The Fellow Programme in Management offers specialization in the following areas :

- (i) Behavioural Sciences
- (ii) Finance and Control
- (iii) Management Information Systems
- (iv) Marketing
- (v) Operations Management
- (vi) Personnel Management and Industrial Relations.

(ii) Besides Fellow Programme in Management, there are six other Fellow Programmes in pure disciplines related to management, namely:

- a) Economics
- b) Mathematics for Management
- c) Operations Research & System Analysis
- d) Regional Development
- e) Sociology
- f) Statistics

A.2.(3) The Title

The title "**Fellow of the Indian Institute of Management Calcutta**" is awarded to the students on successful completion of the Programme.

A.2.(4) Ph. D. Recognition

The Fellowship in Management and the Fellowship in the six areas related to Management are recognised as being equivalent to a Ph.D. by the Association of Indian Universities. The Government of India also have recognised the Fellowship in Management of this Institute as equivalent to Ph.D. degree in management of a recognised Indian University.

A.2.(5) Eligibility for Admission

The applicant must possess a post-graduate degree in management or equivalent professional qualification or a post-graduate degree in any other discipline and must have secured at least 55% marks or its equivalent. Graduates in engineering, that is, with B.Tech. or B.E. degree, may also apply, provided they have secured a first class or its equivalent. All applicants are required to take the Common Admission Test (CAT) of the Indian Institutes of Management and a Research Orientation Identification Test (ROIT). Announcement of the procedure for appearing in the Common Admission Test and ROIT is made in leading newspapers in September every year for admission into the programme beginning in July, the next year.

Those who qualify in the CAT and ROIT and who meet the eligibility criteria set above are called for interview around the middle of April. Candidates are first interviewed by the faculty of the area to which they are applying. Those who qualify in the first round are then interviewed by the Fellow Programme (FP) Committee which makes the final selection. Applicants are informed of the decision around the last week of April. A PGDM holder of any of the Indian Institutes of Management, who wishes to enter the Fellow Programme, need not take the CAT, but he/she must take the ROIT if his/her cumulative grade point average (CGPA) is 6.00 and above or its equivalent. If his/her CGPA is less than 6.00 he should take the written test and go through the admission procedure like any other candidate. Graduates of the four IIMs applying for the Fellow Programme in Management (FPM), who have a CGPA of 6.00 and above (or its equivalent) are also automatically eligible for direct admission to the 2nd year of the Fellow Programme. Applicants with the equivalent of a PGDM from any of the universities with a CGPA of 6.00 or equivalent, may request direct admission to the second year and this may be granted at the discretion of the Fellow Programme Committee. Students with a Master's degree or more, in any of the pure discipline areas, can also be admitted directly to the 2nd year of Fellow Programme in that area.

A.2.(6) Outline of the Programme

The programme consists of course work followed by a dissertation. The course work phase is of two years duration covering six terms. A waiver may be granted from the first year to suitably qualified candidates. On satisfactory completion of course work, a Comprehensive Qualifying Examination (CQE) is held. After qualifying in the CQE, the student is required to submit his dissertation proposal to an interdisciplinary Thesis Advisory Committee consisting of a thesis supervisor and two other faculty members. The student finally defends his dissertation before a Thesis Evaluation Committee.

A.2.(7) Duration of the Programme

The normal duration of the programme is four years for those who enter the first year and three years for those who enter in the second year. Two years are spent on course work and two years on dissertation. Students who join in the second year spend only one year on course work. For various reasons some students require more than two years to complete the dissertation. Students are therefore allowed to continue upto four years after course work, upon reports of satisfactory progress from the Thesis Adviser. However, there is a time limit of eight years for the completion, from the year of entry, and beyond which only under very exceptional circumstances will a student be allowed extension. Every student admitted to the Fellow Programme is placed under the guidance of an Academic Adviser to

help him to organize his academic programme, specially in the selection of optional courses during the first two years.

A.2.(8) Fees

No tuition fee is charged. However, the charges for Hostel Room rent @ Rs.200/- per Term, Students' Association fee of Rs.80/- per year and Registration fee @ Rs.100/- per year, are compulsory. A caution deposit of Rs.400/-, which is refundable under certain conditions after completion of the programme, is payable by the student on acceptance of the offer of admission.

A student who prefers to drop out voluntarily from the programme or is required to leave the Programme under F.P. rules will forfeit his caution Deposit.

In addition, a dissertation fee of Rs.200/- is payable at the time of submission of the dissertation.

A.2.(9) Financial Aid

A student is awarded a scholarship, which ranges from Rs.1800 to Rs.2500 per month. In addition there is a contingency grant of Rs.3700 per year payable under the rules of the Fellow Programme. If the student's research work in connection with the dissertation involves extended field work and hence substantial expenditure not covered by the contingency, ad-hoc research grants are awarded depending on merit of the case.

The rate of scholarships are as follows :

Students with M.B.A., M.E., M.Tech., and M.Phil or B.Tech., B.E., M.A., M.Sc., or M.Stat., with two years work experience are awarded Rs.2400/- per month for the first two years and Rs.2500/- per month for the subsequent years.

Students with B.E., B.Tech., M.A., M.Sc., and M.Stat., with less than two years experience are paid Rs.1800/- per month for the first two years and then Rs.2100/- per month for subsequent years. A student normally gets 4 years scholarship and contingency fund. A student can also have an extension for a period of one year at the end of 4 years on the basis of his research ability recommended by the Institute, for completion of the programme.

A.2.(10) Residence

Students are generally required to stay on the Campus for which hostel accommodation is provided. The Institute has no arrangement of housing accommodation for married students with their spouses.

A.2.(11) Placement

Placement facilities are available to all Fellow students who have successfully completed the Programme requirements.

The Institute encourages Fellow students to take up assignments which offer opportunities for research.

A.2.(12) Summer Project

Between April and June of the first year, students who are promoted to the second year are provided with two options :

a) To work on a specific management problem in a private or public sector organisation under the guidance of a faculty member. Permission to do this is granted by the Fellow-Chairman on the recommendation of his Faculty Adviser. The summer project should be directly related to the students' area of specialization.

Or

b) To undertake research work relevant to his area of specialization. This should be done in consultation with the Faculty Adviser, and the student must inform the Fellowship Chairman accordingly.

A.2.(13) The Comprehensive Qualifying Examination

The Comprehensive Qualifying Examination(CQE) consists of a written examination in two parts covering the candidate's major and minor areas and is followed by an oral examination. If any student leaves the Institute before completing the CQE and Thesis proposal defence, he will not be allowed to continue in the Programme.

A.2.(14) Evaluation of Thesis Proposal

On successful completion of the Comprehensive Qualifying Examination (both written and oral) the students are allowed to start work on their thesis. The thesis proposal will have to be evaluated and approved by the student's Thesis Advisory Committee which will forward its recommendation to the Fellowship Committee.

A.2.(15) Thesis Examination Committee

The thesis is to be evaluated by the members of a Thesis Examination Committee consisting of two internal and two external examiners.

Unanimous acceptance of the thesis by 4 thesis examiners is required. If the thesis is rejected by more than one examiner, then the thesis has to be resubmitted. If the thesis is rejected by only one examiner, then the opinion of a fifth examiner will be sought whose decision will be final.

The student can resubmit his thesis only once. After unanimous acceptance by the examiners through comprehensive reports, there will be a public defence of the thesis in presence of the Thesis Examination Committee and other faculty members and interested persons.

Three students who completed all the requirements were awarded the title "Fellow of IIMC" during the year 1988-89.

A.3. POST-GRADUATE CERTIFICATE COURSE IN GENERAL MANAGEMENT (PGCGM)

Responding to the ever increasing demand for a well-designed comprehensive programme in Management from practising managers in the city of Calcutta and around, IIMC started a Two-Year Evening Programme leading to the Post-Graduate Certificate in General Management in 1981. Classes are held thrice a week on alternate days from 6 p.m. - 9 p.m at the Institute's city office at 8, Ho-Chi-Minh Sarani, Calcutta 700071. It is a non-residential course.

In designing and implementing this Programme, attempts have been made to combine the experience based strength of the participants with the conceptual rigour of inputs drawn from a comprehensive set of management disciplines. The focus has consistently been to develop such knowledge, skills and perspectives which will enable these candidates to become effective managers and be prepared to assume higher responsibilities. Based on the experience of the seven successive batches of students, the project work has been made more rigorous and allowed for a greater flexibility for the participant to plan his courses given the typical constraints he faces as a working executive.

During the year 1988-89, there were 58 students in PGCGM First Year and Thirtynine students in the PGCGM Second Year. Based on the performance till the end of 6th term, it is expected that about 40 students will qualify to be awarded the "Post-Graduate Certificate in General Management" in April 1989. Five students of the 1987-89 are permitted to repeat with 1988-90 batch of students to complete the requirements.

For selection of the 9th batch (1989-91) of PGCGM students, an admission test was held. A total of 479 applications were received and 336 candidates sat for the written test. Out of these, a total of 126 candidates were shortlisted for interview. Finally, 54 candidates have been offered admission in PGCGM.

A.3.(1) Programme Curriculum

In all, twentyone courses and a project (equivalent to one course load) based on a problem pertaining to the organisation in which the candidate is working, comprise the curriculum. A proposal for the project would need approval of the faculty in the area in which the work is intended to be done. The termwise break-up of courses offered is given below :

Term I

1. Mathematics for Management
2. Principles of Economics
3. Organizational Behaviour

Term II

1. Statistics for Management
2. Economic Development
3. Organizational Structure and Administration

Term III

1. Operations Research
2. Marketing Management
3. Financial and Cost Accounting

Term IV

1. Production Management
2. Marketing Research
3. Data Processing

Term V

1. Financial Management
2. Indian Social Structure
3. Evolution of the Indian Corporate Sector

Term VI

1. Personnel Management and Industrial Relations
2. Management Information Systems
3. Indian Legal System

Term VII

1. Development Management
2. Corporate Policy
3. Management Game

The candidates are normally required to take all the courses offered in the sequence as outlined above. However, they have the option of spreading these over a period not exceeding three years subject to the condition that such option may be exercised only after completion of the first three terms.

A.3.(2) Eligibility for Admission

The candidates for admission to the Programme should satisfy the following criteria :

(i) The applicant must hold at least a Bachelor's degree in any discipline or a professional qualification recognised as equivalent to a Bachelor's degree by the Ministry of Education, Government of India.

(ii) The applicant should be employed at the time of applying for admission to the Programme.

(iii) The applicant should have held Executive/Supervisory position in Business/Industry/ Government for a minimum period of two years after graduation.

The eligible candidates are required to appear at an admission test and are selected for the Programme based on the following factors :

- (i) Scores secured in the Written Test
- (ii) Previous academic record of the candidate
- (iii) Work experience

- (iv) Aptitude, ability and interest to pursue management studies as revealed in the interview.

A.3.(3) Fees

A fee of Rs. 1,400/- per term per participant is charged for the first six terms.

A.3.(4) Extension Programmes

Extension Programmes generally aim at imparting basic managerial concepts and skills with a view to improving the participants' effectiveness in their functional areas.

During 1988-89 three Extension Programmes were offered in (1) Personnel Management and Industrial Relations (PMIR) - 6 weeks, (2) General Management (GM) - 12 weeks, and (3) First Extension Programme in Business & Labour Laws (BLL) - 6 weeks. There were a total of 72 participants, in the above three programmes (GM - 38, PMIR - 22 and BLL - 12), Certificates were awarded to the participants on completion of the programmes as follows : GM - 34, PMIR - 22 and BLL - 12.

B. TRAINING PROGRAMMES

An important objective of the Institute is to provide practising managers and administrators at different levels in industry and government an opportunity to equip themselves with knowledge in the field of management, to improve the problem-solving ability and to develop their decision-making skills and managerial competence. The Institute, therefore, conducts a wide variety of training programmes which include executive and management development programmes, workshops, seminars and conferences as well as programmes sponsored by various Departments and Agencies of the Central and State Governments, local governing bodies and organizations both in the public sector and in the private sector. All these training programmes can be classified broadly into two categories :

I. Management Development Programmes (MDPs), [called earlier as Executive Development Programmes (EDPs)] are initiated by the Institute itself and offered to practising managers and administrators on intercompany basis as a means for continuing education in the field of management. MDPs are not designed for a specific organization per se; they are, by and large, given a somewhat broad focus so that executives from more than one organization can participate meaningfully in such programmes. A few of these programmes are offered in collaboration with other organization such as professional societies and government agencies.

II. Sponsored Training Programmes, which are organized by the Institute in response to request from client organizations to conduct such programmes. Most of these programmes are designed specifically to suit the training requirements of individual organizations.

B.1. Management Development Programme

During the year under review 18 Programme were held with a total number of 240 participants. A list of the Programmes held is shown in Annexure XI.

B.2. In-Company Training Programme

One-week In-Company Training Programmes for Senior Officers were held during the year 1988-89 with 157 participants (annexure XI).

B.3. Training Programmes Sponsored by Government

During the year under review 5 Government Sponsored Training Programmes for IAS officers were conducted by the Institute. There were a total of 107 participants (Annexure XII).

C. RESEARCH

Centre for Management and Development Studies:

The Centre for Management and Development Studies (CMDS) plays a coordinating role in the promotion of research activities at the Institute. Apart from sponsoring research projects, the CMDS also finances seminars, workshops and can provide seed-money for externally sponsored/funded research projects channelled through the Institute.

During 1988-89, 13 new research projects have been undertaken by the members of faculty and research staff with the CMDS support. The list is given in Annexure XIII.

Six projects have been completed during the year. A list of completed research projects during 1988-89 is given in Annexure - XIV.

Researches funded by CMDS may broadly be classified into

- Basic research, and
- empirical/field studies

A brief description of the research projects sanctioned during the year is given below :

C.1.(1) Occupational structure in India and its changes, 1972-1981 - Raghavendra Chattopadhyay

The aim of the project is to study the changes in the occupational structure in India both at the aggregate and at the provincial level. This is related to the study of the process of industrialization/de-industrialization in India.

In the project, a comprehensive study of the changes in the occupational structure in India will be made. For this purposes, the regional characteristics of the changes will also be studied by analysing available data on occupation for the whole of India and then for some of the important provinces including, Bengal, Bombay and Madras. The period under consideration is 1872-1981, the entire census period upto date in India. This should throw new light on the process of industrialization during the last hundred years in India.

**3.1.(2) Information Technology in Indian Organization :
Adoption process and Impacts - Hardeep Singh Johar**

Computers and other kinds of Information Technology (IT) have been an integral part of business organizations in the west since the 1950's. The process by which organizations have adopted various types of Information Technology, and the impact of IT on organizations has been studied extensively. The western experience is well documented. The adoption process has been characterized by a steady movement from batch to on-line to end-user and distributed computing systems fueled mainly by technological changes.

On the other hand, the Indian experience is poorly documented. This is likely to be different because of the differences in the manner in which IT has been made available to organization, in the socio-economic environment or in the cultural environment. The Indian experience has been characterized by discrete technology changes, and by a relatively short life (a decade). In many organizations the adoption process has meant a direct move from a low level of IT to the relatively higher level of online and end-user/distributed computing.

In order to adequately prepare tomorrow's manager for his/her role in business organizations it is essential that the IT adoption process and the impacts of IT be clearly understood and documented.

The purpose of this study is to understand the process of adoption of IT by business organizations and to study the impact of IT on different facets of the organizations. The immediate objective is to develop case studies on the experiences of organizations which have gone in for extensive computerization. This would help clarify the important variables in the IT adoption process and the dimensions of IT impacts, and would also provide useful classroom teaching material.

**3.1.(3) Theory and Applications of Best First Search
- Amitava Bagchi**

Search techniques play a very important role in the solution of problems that arise in computer related areas. The project proposes to do the following :

i) In recent year, parallel and distributed computing systems have become readily available to users. It would be possible to implement search methods more efficiently on computer systems that allow parallel and distributed implementations. The study proposes to develop new detailed formulations of network and game-tree search algorithms for use in parallel and distributed environments.

ii) Recently, an exact and efficient best-first search procedure has been developed for a variant of the constrained rectangular cutting stock problem. The crucial factor in the application of best-first techniques to O.R. problems is the choice of the heuristic estimate function. An appropriate choice can drastically reduce the running time without sacrificing the quality of the solution. The study proposes to scrutinize other variants of the cutting stock and related problems to find useful applications of best-first search.

**3.1.(4) The Dynamics of a Monetary Economy
- Amitava Bose**

The central parts of monetary economics cannot be studied adequately in the framework most frequently employed in this area, viz., the Keynesian framework of short period equilibrium. In particular, a number of well-known policy prescriptions

implicitly adopt the short period framework even when the questions addressed do not justify its use. Accordingly the proposed project will address questions in monetary economics using different notions of equilibrium over time. In the context of dynamic monetary equilibrium, there are two outstanding analytical challenges. The first relates to an approximate theory of expectations formation. Short period equilibrium analysis begins by begging this question since it is customary to assume that expectations regarding the future are given. At the other extreme lies the Rational Expectations Hypothesis (REH) which is an acceptable theory for long run equilibrium. The trouble with REH is that its use has so long been confined to models that are otherwise unacceptable (e.g., models of full employment equilibrium) and its potentialities in respect of more acceptable monetary models, has remained unexplored. The present project proposes to study money-using, unemployment-prone economies that can be subjected to some variant of a general REH.

The second challenge relates to the existence and efficiency of what has been called "monetary equilibrium" in the context of an infinite horizon model. (Money cannot have a positive value in finite horizon models). In respect of these questions it should be noted that the very definition of monetary equilibrium is open to question, and the proposed study also hopes to provide a more acceptable alternative definition.

The study will be conducted at an abstract level, but the ultimate purpose is to generate more useful conventions in the applied area of monetary policy.

**C.1.(5) The Theory of Devaluation of Less Developed Economies
- Alok Roy**

The question of devaluing the external value of the currency is one of most intensely debated issues in public policy discussions. On the one hand, the IMF and the World Bank advocate devaluation as an important component of their recommended policy package for LDCs. The traditional theory of devaluation, whatever be the approach (elasticity, absorption or monetary), is built, explicitly or implicitly, in terms of models of advanced industrial economies. The aim of the present project is to investigate to what extent this theory is applicable to less developed economies (LDEs) which are generally considered to have different structural characteristics. Though some work has been done in this area in recent years, there does not exist any survey of such developments. The present paper attempts to bring together the major lessons that can perhaps be learnt from the literature (traditional or otherwise) from the point of view of LDEs like India.

**C.1.(6) Design and Analysis of Data Structures Algorithms with
Special emphasis to Computational Geometry - Asim Kumar Pal**

Data structures continue to play a very important role in various computer algorithms. Design of algorithms to solve an application usually involves one or more data structures. Their use in the algorithm can be justified only by analyzing the performance of the algorithm in the worst and the average case. Computational geometry techniques are being more and more applied to diverse areas. These include automated cartography, integrated geographic/geologic information system, V.L.S.I. 3D/2D graphics, etc. For most of these problems, the size of the input is so large, that data structures may be complex for efficiency purposes.

**C.1.(7) Analysis of Search (Algorithms) in Heuristic Approach
- Ambujaksha Mahanti**

Heuristic search algorithms are generally used under two different formulations: Networks, and AND/OR Graphs. The major objective in this project is to study the performance of some new efficient algorithms. Broad outline of the study is as follows :

- a. To explore the possibility of designing some new algorithms for solving AND/OR graph search problems under the general "inadmissible" heuristics.
- b. To find an algorithm which can solve (at least partially) the AND/OR graph search without duplication of cost.
- c. To improve upon the existing algorithms for searching Networks.
- d. To study the average case performance of the Network search algorithms.

C.1.(8) Perceived Strength-Weaknesses, Role-Stress and Coping mechanism as critical variables in model of organizational diagnosis in a Public Sector Enterprise - Dillip K. Lahiri

This research proposal aims to study the relationship among such variables as managerial perceptions of organizational strength-weaknesses, role-stress experienced by managers and their coping mechanism to deal with role-stress.

Specifically, the objectives of this research study are :

1. Is there any pattern of organizational role stress being experienced by managerial personnel in an organization? If the pattern of role stress is fairly consistent, to what extent the role stress data could be used for diagnostic purpose in any organizational change programme?
2. Secondly, coping mechanism of managers experiencing role-stress could as well be employed as an organizational diagnostic measure.

In this study, an attempt would be made to examine the nature of relationship, if any, that might exist between a manager's felt stress and his/her coping style or styles of such stress.

3. The third objective of the present study is to focus on the organizational strengths and weaknesses data as perceived by managers and its relationships, if any, with role-stress and coping styles.

Finally, these variable: role-stress and coping mechanism, and perceived strengths and weaknesses of organization could be linked in a conceptual model of organizational diagnosis.

It is expected that public sector enterprises (PSEs) as strategic organizations, particularly in core sectors like energy, power, oil, etc., would show a profile of inter-relatedness among these variables. These variables could, therefore, be linked in a diagnostic model in designing intervention strategies for organization improvement in PSEs.

**C.1.(9) One-Period Inventory Models in Situations with Uncertainty in Supply -
- Sujit K. Basu**

This project proposes to undertake investigations of mostly theoretical nature into certain issues relating to management of one-period inventories in situations where both supply of materials as well as corresponding demands are stochastic in nature. The proposed models will be examined from the point of view of statistical inference as well.

More specifically, an attempt will be made to develop optimum inventory model concerning multiple products under various conditions relating to the demand and supply of these. It is also proposed to explore if the optimum order quantity in a single product inventory situation can be suitably estimated or not, in absence of complete information relating to concerned parameters and demand as well as supply distribution functions; obviously, it will be required to prove optimality of the proposed estimators in order to make them acceptable for practical applications.

C.1.(10) The Rate of Profit in India's Industry - Ranjit K. Sau

It is known what the rate of profit has been falling in the major capitalist countries like Britain, France, Germany, Japan and the United States.

India is not a fully capitalist economy; there are substantial non-capitalist segments in it. Yet it is also a fact that India has a relatively large private sector. It is, therefore, not an idle question to ask: what has happened to the rate of profit in India's industry, while, we know, it has been falling abroad? The question provides the main theme of this project.

The proposed study intends to explore the matter first at the theoretical level.

At the empirical level, it is essentially a matter of computation.

C.1.(11) Levels of Living and inequalities in the percapita income and percapita consumer expenditure between the States in India - V. N. Reddy

One of the distinct feature of our Economic Planning in India is emphasizing on Economic growth with social justice. The proposed study would like to examine this important aspect by studying the following with the help of relevant data for the selected years between 1960-61 and 1984-85 :

- i) levels of living across various income groups between the States in India,
- ii) inequalities in the percapita income and percapita total consumer expenditure (and also of percapita consumer expenditure on selected commodities/commodity groups under consumer non-durables, durables and services) between the States in India, and
- iii) determinants of percapita total consumer expenditure (and also of percapita consumer expenditure on selected commodities/commodity groups under consumer non-durables, durables and services) between the States in India.

**C.1.(12) Financial Strategies for Industrial Growth in India -
- Hrishikes Bhattacharya**

The Study Group to frame guidelines for followup of bank credit, popularly known as Tandon Group, commented in its introduction to the report submitted in 1975 that "Indian industry has not always made the best use of resources few borrowers planned their resource mobilisation and credit disbursal".

The proposed research will examine the strategies followed by various industry group during the decade following Tandon Group's recommendations in 1975. In doing so it will examine :

- a. movement of all components of current assets and current liabilities to determine the dominant trend and its implications.
- b. the trend in the movement of net Working Capital during the decade and its implications.
- c. a comparative study of (a) and (b) between public sector and private sector.
- d. examining the operating and financial strength of industry groups.
- e. examining the sources of net Working Capital and their impact on the industry and Capital market

C.1.(13) Employment Policies and Practices in the context of Industrial Restructuring : Case Studies of Indian Experience - Ajeet N. Mathur

The objective of this research study is to study the role and functioning of interest groups with regard to restructuring in enterprises in India to understand how, and in what circumstances, employment policies and practices are shaped and how these may vary with different degrees of unionism, different degrees of product market competition and differences in form and structure of enterprise.

The study proposed will involve a case study approach to collection of data from enterprises together with interviews of employers, employees, trade union officials and government officials in relation to these enterprises. The study will document and assess the industrial restructuring process in about 18 selected enterprises in manufacturing and services during the period 1980 to 1988. The assessment of the impact will cover changes in employment and wages and other significant aspects of structure, systems and processes associated with the enterprises. Enterprises in the sample will include cases where there are no unions, other cases where there are unit level unions and also cases where there are national unions functioning. Case will be taken in drawing the sample to include enterprises in competitive product market situations as well as oligopoly.

C.2. Centre for Rural Development Management Programmes:

C.2.(1) During the year 2 volumes (mimeo) each of "Directory of Organizations in Rural Development" and "Selected Bibliography on Rural Development Management" have been compiled.

C.1.(2) Two Volumes of Selected Bibliography on Rural Development (based on mimeo volumes V to IX to XIII with 13630 entries) have been processed for printing and are expected to be out soon.

C.1.(3) One week Training Programme on Management of Rural Development for Executives of Voluntary Organization was held during July 11-16, 1988 in Calcutta with 28 participants (5 from eastern region).

C.1.(4) Rapid Rural Assessment Study on Shrimp Fry Catchers in selected districts in West Bengal, sponsored by FAO/Bay of Bengal Programme (BOBP) in collaboration with Directorate of Fisheries, Govt. of West Bengal was conducted during July-December, 1988 and the final report was submitted February 1989.

C.2.(5) A study on Rural of Voluntary Organization in Rural Development in the eastern region states has been initiated and the field work is planned to be conducted during July-December, 1989.

C.2.(6) Two weeks International Workshop on Health Management and Primary Health Case sponsored by German Technical Co-operation (GTZ) and National Institute of Population Research and Training (NIPORT), Dhaka, Bangladesh was conducted during January 9-21, 1989 at IIMC MDP Complex in which 21 Officers from Department of Health and Family Planning, Bangladesh and 4 from West Bengal, participated.

C.2.(7) A proposal to conduct three Training Programmes of one-week's duration for 35 Chief Executives of Lutheran World Service working in 6 countries at Calcutta (Sept. '89), Dhaka (Dec. '89) and Kathmandu (Feb. '90) on Management of Rural Development Programme has been finalised.

C.2.(8) It is proposed to conduct an one-week Training Programme on Management of Rural Health Services during June 5-10, 1989 at IIMC MDP Complex for 35 District and State level Officers of the Department of Health & Family Welfare, Govt. of West Bengal and Govt. of Orissa.

C.2.(9) A proposal for Evaluation of the Adult Education Programme in the State of West Bengal for a period of 5 years under National Literacy Mission, sponsored by Department of Education, Ministry of HRD, Govt. of India has been accepted.

Besides, inputs from different activities under RDMP have been used in offering PGP/FP courses in the Institute, Training Programmes, Seminars and Workshops conducted and participated by Faculty and Research Staff. We have also assisted a number of Voluntary Organizations (Regional, National and International), State Research Institutes, Universities, Chambers of Commerce, State Govt. departments, Corporations and other development agencies, Rural Financial Institutes in providing training/course materials, guidance in Project Planning, Monitoring and evaluation and other management inputs for effective implementation of different projects.

C.3. Centre for Studies in Public Enterprise Management

The Institute has identified public enterprise as a key research area. To promote research and training in this key area of national importance a Centre for Studies in Public Enterprise Management has been operating since 1985.

In 1988 the Centre played a major role in helping the Government shape its current policy towards public enterprises. It worked actively with the Bureau of Public Enterprise in designing and implementing Government policy of MOU between public enterprise and Government. The Centre was involved in several research projects, training programmes and workshops dealing with public enterprise management and policy. The major objective of this work is to ultimately improve

the efficiency of Indian Public sector. By most accounts, the Centre has made a great deal of progress towards this goal. According to one estimate, if all these efforts can improve the efficiency of public sector even by 5%, the benefit to the national exchequer would be approximately Rs.3,000 crores.

A Committee of Secretaries to the Government of India headed by the Cabinet Secretary has accorded the Centre a nodal role in research and training related to MOUs.

C.3.(a) Arranged the following Monograph Lectures and supervised their publication:

- Dr. Malcolm Adiseshiah
- Sir Christopher Foster

C.3.(b) Initiated the formation of "Eastern Region Public Enterprise Group(ERPEG)". It is an association of public enterprise Chief Executives of Eastern India.

A day seminar on MOUs was organized under its auspices. The main speaker was Mr. Francois Etori, Principal Economist, World Bank.

C.3.(c) Organized a half day Symposium on "Realities of Managing Public Enterprises". It was attended by Senior Public Enterprise Managers and PGP-II students in November, 1988.

C.3.(d) Published a Newsletter with the objective of bridging the gap between practising managers of public enterprises and academia.

C.3.(e) Created data based on public enterprise at the Centre as well as the State level PES.

C.3.(f) Organized an International Workshop on MOUs in Collaboration with BPE.

C.3.(g) Conducted following MDPs. :

1. Four-week IAS Training Programme on Public Enterprise Management and Policy.
2. Four-week General Managers Course on Public Enterprise Management and Policy.

C.4. Centre for Project Management

The Project Management Centre has been set up to carry out research and conduct training programmes in the area of project management with a focus on the following themes:

- * Issues related to project implementation in India.
- * Long-term and short-term guidelines on the policy as well as procedures to be adopted for effective implementation of projects from conception to commissioning.

D. CONSULTANCY

Besides the on-going consultancy assignments undertaken for public and private sector organizations, a number of new consultancy assignments were taken up by the Institute on behalf of different organizations - both in the public as well as private sector. The demand for the Institute's consultancy services has been increasing. Consultancy requests are also coming from non-conventional sectors.

A list of the consultancy assignments initiated by the Institute during the year is shown in Annexure - XV.

E. PUBLICATIONS

E.(1) Journal : DECISION

Our Institute publishes a quarterly journal entitled 'DECISION', now in its 15th year of publication. It contains articles on management thoughts, research and practices.

Because of its growing popularity, the increasing number of articles are being received for publication from external contributors. Through exchange programme we are receiving advertisements from many organization like Labour and Society (Journal of International Institute for Labour Studies, Geneva), Indian Management (Journal of All India Management Association), Vikalpa (Journal of Indian Institute of Management, Ahmedabad) and Indian Journal of Industrial Relations (Journal of Shri Ram Centre for Industrial Relations, Delhi).

During the year under review, four issues of Decision containing 26 articles and 4(four) Book reviews are brought out. of these, 23 articles were contributed by external authors and 3 from internal faculty members. Amongst the 35 contributing authors including joint authors, 33 contributors are external and the number of internal authors are two. The Book Reviews have mostly been contributed by the internal faculty members.

E.(2) Working Papers

During the year under report Nine Working Papers contributed by our Institute's faculty members and research staff have been published. The Institute has launched an exchange programme of Working Papers with 60 other Institutes/-Universities both in India and abroad. We have also exchange programme of Working Papers with reputed research organization abroad such as World Institute for Development Economics Research, United Nations University located at Helsinki.

E.(3) Books

The Institute published the following Monographs during the year 1988-89 by outside authors:

- a) Public Enterprises in India: Their Genesis & Perspective by R. C.Dutt (Monograph Series No.1)
- b) Open System Logic for Public Enterprises by Nitish De. (Monograph Series No.2)

- c) **Industrial Relations in Public Enterprises in India: Retrospect and Prospect** by Bagaram Tulpule. (Monograph Series No.3)
- d) **Privatisation and State Enterprises** by Malcolm S. Adiseshiah. (Monograph Series No.4)

4. ANNUAL CONVOCATION

The twenty-third Annual Convocation of the Institute was held on 16th April, 1988. Shri Satyen Gangaram Pitroda, Advisor to the Prime Minister on Technology Mission and Chairman Centre for Development of Telematics, Govt. of India was the Chief Guest. Dr. P. K. Basu, Chairman of the Board of Governors of IIMC, presided over the function.

141 students of the Post-Graduate Programme were awarded the Post-Graduate Diploma in Management. There were 130 boys and 11 girls amongst the graduating students. A list of the graduating students is appended in Annexure XVII.

Three Fellow students of the Institute were awarded the title 'Fellow of IIMC' at the Convocation. A list of the students along with their dissertation titles is shown in Annexure XVIII.

5. COMPUTER AIDED MANAGEMENT (CAM) CENTRE

The Computer Aided Management (CAM) Centre was established in March 1984 with funds from the Department of Electronics (DoE), Government of India, and the United Nations Development Programme (UNDP). Infrastructural facilities like building, manpower, etc., were provided by IIMC. The technical and administrative activities of the Centre are supervised by a Project Coordinator, who is a senior member of the IIMC faculty. There is a team of computer professionals and a complement of administrative staff. Most faculty members belonging to the Management Information Systems Group also participate in the activities of the Centre. Computing resources include a VAX 11/750 Supermini Computer with 14 terminals, some of which have colour monitors and/or high resolution graphics capabilities. In addition, there are 11 PC/XT and one PC/AT. Currently the Centre houses a desk top publishing system (including a Laser Printer) belonging to the Publication Division of IIMC. The CAMC library has an extensive collection of books and journals on Computers and Information Systems.

The Centre has been successful to a great extent in fulfilling its objective of developing applications of software for the Indian public sector industry. For example, software has been developed for Haldia Refinery of Indian Oil Corporation, Bharat Pumps & Compressors Ltd., and Survey of India; some of it is already in actual use. UNDP assistance to the CAM Project has terminated on December 31, 1988; the DoE is continuing its support till March 1990. A detailed evaluation of the CAM Project was completed recently by a team of UNDP experts led by Mr. D. F. Costello.

During the year under review, Mr. Peter Hopkyns and Mr. I. Pokorny from UNDP's New York Office inspected the Centre; Dr. Amitava Bagchi presented a

paper at the AAI-88 Conference at St. Paul, U.S.A., and lectured at various U.S. Universities during August-September 1988; and under the UNDP Fellowship Programme, Prof. Asim K. Pal visited the Massachusetts Institute of Technology, and Prof. K. V. Viswanathan visited the University of Texas at Austin.

6. SEMINARS/WORKSHOPS/CONFERENCES

During the year 1988-89 the Institute organized a series of Seminars/Workshops/Conferences. A few are mentioned below :

1. **Dr. Amitabha Chattopadhyay**, Assistant Professor gave a seminar on - **Information and Music In Commercials - Effect on an elderly sample.**
2. **Professor Thomas R. De Gregori**, Professor of Economics, University of Houston, Texas, gave a seminar entitled - **Appropriate Technology for Development.**
3. **Professor Sanjay Banerjee**, Department of Economics, York University, Canada, gave a seminar on **Anticipatory Inflation and Capital Mobility.**
4. **Dr. Barry Ruback**, Professor, Georgia State University, Atlanta, gave a seminar on **Computer Analysis of Group Conversation.**
5. **Dr. Jai B. P. Sinha**, Professor of Social Psychology, A.N.S. University of Social Studies, Patna, gave a talk on **Power in Public Sector Organization.**
6. **Professor Jack Butterworth**, former Director of the Business School in Leeds University, gave a seminar on **Strategic Planning Issues connected with Public Enterprises.**
7. **Dr. Jouko Paunio**, Professor of Economics at the University of Helsinki, gave a seminar on **Instability and Slow Growth in Europe.**
8. **Professor S. Shukla**, Delhi University, gave a talk entitled **Current Problems in Indian Higher Education.**
9. **Dr. Asoke Basu**, Department of Sociology and Social Services, California State University, Hayward, California, USA, gave talk on **Living and Learning : Educational Rights of the Third World.**
10. **Professor Nikhilesh Dholakia**, gave a seminar on **Product Management.**
11. **Professor (Mrs.) Rubi Roy Dholakia**, gave a seminar on **Marketing of Technology and Services.**
12. **Professor Craig Hickman**, an American Management Expert, gave a talk on **Learning How to Create Excellence in Organization.**
13. **Shri Sarbajit Sengupta**, Department of Economics, University of Southern California, U.S.A., gave a seminar on **Buying or Buying Out : Vertical Integration Under Asymmetric Information.**

Seminar Organized by the outside agencies :

In addition, the Institute faculty members were also involved in giving talks and participating in Seminars/Workshops/Conferences, etc., arranged by outside agencies both in India as well as abroad. A brief account of such activities is provided below :

1. Professor Raghendra Chatopadhyay :

i) Contributed a paper on invitation in a seminar on **The Shape of a Colonial Economy etc.** (Workshop - I) in the Centre for Studies in Social Sciences Calcutta held in July 1988.

ii) Contributed a paper on invitation in Workshop - II of the above-mentioned seminar series held in March 1989 at Jawaharlal Nehru University. The paper will be published as a chapter of a forthcoming book based on the contributions of the seminar series. The book will contain another chapter written jointly by him with Professor K. Bagchi & others.

iii) Contributed a paper on invitation in a seminar on **Business & Politics: A Historical Perspective** in IIMA in March 1989. The paper is going to be published as a part of a book by the organiser of the seminar.

2. Professor Sudip Chaudhuri :

Presented a paper - **Bengal Chemical 1881-1977 : Growth and decline of an indigenous enterprise** (National Workshop on Sick Industries Syndrome in India, Ahmedabad, May, 1988).

3. Professor Alok Roy :

Presented a seminar on **Economic Liberalisation in India** at the World Bank Resident Mission, New Delhi, on December 7, 1988.

4. Professor V. N. Reddy :

Delivered a talk on **Problems of Measurement of economic growth, income distribution and poverty**, at the Department of Economics, Osmania University during May 1988.

5. Professor G. Chattopadhyay :

i) In collaboration with Aikya (Bangalore) and the Foundation (Paris) offered a working conference entitled **Authority for Faith** with participation from both religious and lay people who manage religious institutions.

ii) Consulted (free) for a workshop organized by Sakti (Bangalore) in exploring problems around gender relationships for slum dwellers and tribals.

iii) Offered a two-day workshop to ITC's multidivision programme (Bangalore) on psychological and sociological (Indian) context of leadership.

iv) Offered a two-day workshop on exploring personnel potentialities for TISCO. A 14-hour video film has been made, which is now being edited down to about 2.5 hours by a professional film-maker.

v) Gave a seminar on parental interventions in value of formation for managers under the sponsorship of Confederation of Engineering Industry, Calcutta. The idea was to examine the area of home management by managers.

vi) Presented a paper and chaired two sessions by invitation at the first international symposium on Group Relations Contributions to Social and Political Issues, held at Oxford, sponsored jointly by the Tavistock Institute of Human Relation, London and the A.K. Rice Institute, Washington DC.

vii) On the Staff, by invitation, of the Working Conference on Authority, Organization and Leadership at the Leicester University, sponsored by the Tavistock Institute of Human Relations.

6. Professor Binod Kumar :

i) Lectured in a seminar on Management and Indian Values organized by AN Sinha Institute, Patna.

ii) Presented research paper on "Education Management and Training for Effective Transformation" in the International Seminar on Training and Development organized by ISTD, New Delhi.

iii) Participated in a National Workshop on Memorandum of Understanding jointly sponsored by Bureau of Public Enterprises and the I.I.M.Calcutta. Chaired a session where presentation of Management of Change were by the participants from Korea, Pakistan, Bangladesh and U.S.A.

7. Professor Neelu Sancheti :

Organized a Seminar on Current Problems in Indian Higher Education. Professor S. Sukla from Delhi University was the key resource person.

8. Professor Sujit K. Basu :

i) Delivered an invited talk entitled **An Optimum Ordering Policy Concerning One-Period Inventories of Components of Bicomponent Products in Situations with Uncertainty in Supply** in the Raj Chandra Bose Symposium on Probability, Statistics and Design of Experiments, December 27-30, 1988, New Delhi.

ii) Delivered an invited talk entitled **Teaching of Mathematics - Need for Reorientation and Restructuring** in the Inservice Training Programme for Primary Teachers of KVS, Calcutta Region, held at IIMC during May 9-23, 1988.

iii) Invited to give a talk in the 76th Indian Science Congress.

9. Professor B. R. K. Kashyap :

Invited to give a talk and chair a session at the Symposium on Stochastic Processes and Related Areas at M.D. University, Rohtak (Haryana), March 1989.

10. Professor Amitava Bagchi :

Attended the annual conference of the American Association for Artificial Intelligence (AAAI-88), August 20-26, 1988, St. Paul, U.S.A. Also gave invited

talks at the following U.S. Universities :

University of Iowa
Georgia Institute of Technology
University of Texas at Austin.

11. Professor A. Mahanti :

i) Participated in a symposium organised by Asian Productivity Organization held during March 6-10, 1988 at the Prince Hotel, Tokyo.

ii) Participated in a seminar on **Computer Application to Health Care and Health Administration** held in Jaipur from December 12-17, 1988.

12. Professor Kamini Adhikari :

Women's Studies and Research in the Emerging Indian Scenario (March 1989, Calcutta University) - Chairperson of Session on Women in Society and Economy.

13. Professor Madhu S. Mishra :

i) Workshop on Planning, Implementation and Management of Rural Water Supply Projects in North Eastern States, UNICEF/AIIHPH, Calcutta , June 9-14, 1988.

ii) Workshop on Agrometeorological information for Planning and operation in Agriculture, Calcutta, August 22-26, 1988.

iii) Country Workshop on New Approaches in Management of Health and Family Welfare Services, Govt. of Bangladesh and GTZ Dhaka, October 16-25, 1988.

iv) International Seminar on Waste Water Reclamation and reusage for aquaculture, ESCAP/UNDP/World Bank, Calcutta, December 6-9, 1988.

v) FAO/BOBP Workshop on Fisheries Development, New Delhi, Dec. 19-22, 1988, in South East Asia, Madras.

vi) ICOMP/NIPORT Regional Workshop on Population Training Institute's Management for South Central and East Asia at BARD, Comilla, Bangladesh, February 7-18, 1989.

14. Professor S. Munshi :

Participated in a Workshop on the **State and Society** at the Hague, April 25-26, 1988 under the Indo-Dutch Programme on Alternatives in Development (IDPAD) organized to contribute towards the preparation of a workplan for the third phase (1989-1993) of the programme.

15. Professor Satyesh C. Chakraborty :

Seminars, Conferences, etc. -

i) At University of Rhode Island - School of Business, on **Informal Sector Economy of India** - April 1989, Kingston, RI, USA

ii) At Brown University : On the Metropolis of Calcutta, April, 1988
Providence, RI, USA.

iii) At Woodshole Oceanographic Institution - on India's Ocean Policy,
Fallmonth, Mass, USA.

iv) At East West Centre - On Extended Metropolitan Areas of India,
September, 1988, Honolulu, Hawaii, USA.

v) At Raja Narendra Khan Women's College on Academic & responsi-
bilities for Eco-development, November, 1988, Midnapur, West Bengal.

vi) At Victoria Memorial Hall, Keynote address on Research on Calcutta,
December, 1988, Calcutta, West Bengal.

vii) At the Tenth Indian Geography Congress, delivered the Presidential
Address, Mysore, Karnataka.

viii) At Rotary Club of Central Calcutta on Business Community &
Tercentenary of Calcutta, January 1989, at New Kelinworth Hotel, Calcutta.

ix) At Golden Jubilee Celebration of Lady Brabourne College on
Alternate Approaches to Environment Management, March 1989, Calcutta.

x) At Department of History, Calcutta University - Keynote address on
Calcutta as an Agenda for Research, March 1989, Calcutta.

xi) At Calcutta University Womens Studies Research Centre - Sessional
Chairman, March 1989, Calcutta.

xii) Workshop on Urban Community Development for Calcutta at British
Council, March 1989.

16. Professor Ranajit Das Gupta :

i) Presented a paper entitled **Some Aspects of Trends in Agrarian
Economy of India** to a Seminar on **Changes in India's Agricultural Economy**
sponsored by Joshi-Adhikari Institute of Social Studies, New Delhi on Dec. 16-17,
1988.

ii) Gave a talk on **Calcutta's Labour Poor** to a Workshop on **Calcutta
: an agenda for research** sponsored by History Department, Calcutta University on
March 18, 1989.

17. Professor Ajeet N Mathur :

i) Attended on invitation the HRD Network National Seminar 'Towards
Organization Effectiveness through HRD' at New Delhi February 9-11, 1989 and
presented a paper entitled "HRD in India:By whom, For whom ?".

ii) Directed a two-day Workshop on campus (Jan 5-6, 1989) to provide
opportunity to PGP students to reflect on the experience of participating in a
selection process for employment.

iii) Participated on invitation in the 'Careers Seminar' organized by
Loreto College, Calcutta on January 23, 1989.

iv) Participated on invitation in the International Conference on Technology and Labour market organised by ILO-ICSSR and presented a paper entitled 'Technology Diffusion and the Indian Labour Market : Barriers and Gateways'.

v) Participated on invitation in the national seminar on Technology, productivity and Industrial Relations organised by the Sriram Centre for Industrial Relations and Human Resources and presented a paper entitled 'Green Signals' Red Flags and White Elephants'.

vi) Participated as facilitator at the Workshop on Industrial Relations organised by IBP Co. Limited.

vii) Conference on audio-visual aids for Personnel and Industrial Relations, Indira Gandhi National Open University, New Delhi.

18. Professor R. P. Aiyar :

Participated in the Expert Group Members organised by the Commonwealth Secretariat on Management of Technological Change in Cambridge University between June 26 to July 1, 1988 and presented a paper on HRD issues and Management of Technological Change.

7. LIBRARY

The B.C. Roy Memorial Library is now looked upon as an integral part of our national resources of learning in the field of management and allied disciplines. An addition of 4,400 has been made to its stock of over 1 lakh volumes of books and bound serials. The library boasts a rich collection of micro documents including pamphlets, reports and monographs apart from its special collections of Corporate Reports, Serials, Government Publications, microforms and films. About 900 serials titles are being subscribed to currently.

The Library has its in-house reprographic facility to support readers' service. Central Air Conditioning System has been installed in the Library during the year under review.

8. CAMPUS DEVELOPMENT

The following works have been completed during the year 1988-89.

1. Air Conditioning of the 1st Floor of CAM Centre has been completed.
2. Earth-work in filling of land development work - about 50% of the total work is complete. Monsoon has started. Hence the balance 50% of the work is to be done in the coming year.
3. Installation of a 500 KVA transformer. All the materials have been procured. Only sanction of enhanced load from WBSEB is awaited. It is expected that all the works will be completed by July 1989.
4. Installation of Personal Computers (PC) for Instructional buildings along with Room Air Conditioners is completed including laying of cables, etc.

5. Improvement of toilets in the MDP Hostel has been taken up only for 19 rooms.
6. A sum of Rs. 7.86 lakhs has been deposited with WBSEB for enhancement of power supply.
7. A Faculty building consisting of 8 flats in 1st and 2nd floor and car parking space and servant quarters in the ground floor has been completed. Flats have also been allotted to various Faculty members.
8. Water bound macadam road along with boundary of the Campus has been completed.
9. Outfall sewer line about 2000 ft. in length with 3 ft. dia. hume pipes has been completed.

Besides the above works, repairs and maintenance of buildings, roads inside the Campus are being carried out round the year. M/s. Rites-Sengupta Associates have been asked to start the following buildings :

- a. Teaching Block for 50 Faculty Offices.
- b. Hostel building for 170 students
- c. Kitchen Staff Quarters for 48 members.

9. DISTINGUISHED GUESTS & VISITORS

During 1988-89, the following distinguished persons visited the Institute :

1. **Dr. S. Gourlay** of University of London.
2. **Dr. Barry Ruback**, Professor, Georgia State University, Atlanta for resending a few seminars.
3. **Dr. Georges Hagglund**, Chairman, Dept. of Labour Education, University of Wisconsin, Madison to present a seminar on "Trends in Collective Bargaining in the U.S."
4. **Dr. James P. Dorian** of the Resource Systems Institute, East-West Centre, Honolulu, Hawaii, USA for discussion on the Mineral Economy of Asia with special reference to India and China.
5. **Dr. Robert Slaney**, Associate Professor of Counseling Psychology, Pennsylvania University to deliver lecture on Counseling Psychology.
6. **Russian Delegation.**
7. **Mr. A.N.D. Haksar**, Secretary, Ministry of External Affairs, New Delhi.
8. **Professor Geoff Walsham**, Management Studies Group, Department of Engineering, University of Cambridge, U.K.
9. **Mr. Manish Bhel**, Secretary(Personnel).

10. **Professor Jack Butterworth**, Director, Leeds Business School, U.K. to deliver a talk on "Strategic Planning Issues connected with Public Enterprises".
11. **Mr. Donald F. Costello**, President, Costello & Associates, Nebraska.
12. **Professor Craig Hickman**, American Management Expert to give a talk on "Learning How to Create Excellence in Organization".
13. **Dr. W. John Brennan** of Canadian Business Schools.
14. **Dr. David Zussman**, Deans of Canadian Business Schools.

10. FACULTY APPOINTMENT

The following members joined the faculty of the Institute during the year 1988-89 :

1. **Prof. Neelu Sanchiti**, Assistant Professor, Behavioural Science
2. **Prof. Dipankar Mitra**, Professor, Finance and Control
3. **Prof. Anup Sen**, Assistant Professor, Management Information Systems
4. **Prof. Debashis Bhattacharjee**, Assistant Professor, Personnel Management & Industrial Relations
5. **Prof. Ajeet N. Mathur**, Professor. Personnel Mgmt. & Industrial Relations
6. **Mr. Ashok Mukhopadhyay**, Librarian

11. FACULTY LEAVE

1. **Prof. Bani K. Sinha** :

Prof. Sinha was on extra ordinary leave during August 18, 1988 to May 31, 1989. He went to U.S.A. in August, 1988 and rejoined the Institute on 1.6.89

12. FACULTY RESIGNATIONS

1. **Prof. Hardeep Singh Johar** : August 22, 1988
2. **Prof. Dipesh Chakraborty** : December 1, 1988

13. ACADEMIC ADMINISTRATION

1. **Chairman, Post-Graduate Programme** : Prof. Ranjan Ghosh
2. **Chairman, Fellowship** : Prof. B.N. Srivastava
3. **Chairman, Admission** : Prof. V. Nagi Reddy & Prof. V. Anand Ram
4. **Chairman, Placement** : Prof. Sudas Roy
5. **Chairman, Extension Programme** : Prof. N. Ramachandran
6. **Chairman, Management Development Programme** : Prof. K.K. Bhattacharya
7. **Chairman, Data Processing Centre** : Prof. Amitava Bagchi
8. **Chairman, Consultancy** : Prof. Anil K. Sen Gupta
9. **Chairman, Centre for Management Development Studies** : Prof. Alok Ray
10. **Chairman, Centre for Studies in Public Enterprise** : Prof. Projapati Trivedi
11. **Chairman, Centre for Project Management** : Prof. Ranjan Ghosh
12. **Chairman, Centre for Rural Dev. Mgmt. Prog.** : Prof. Madhu S. Mishra
13. **Chairman, Centre for Environment Mgmt.** : Prof. Satyesh C. Chakraborty
14. **Chairman, Publications** : Prof. Sushil Khanna
15. **Chairman, Transport Advisory Committee** : Prof. Kalyan Dutta
16. **Vice Chairman, Library Committee** : Prof. Amit Jyoti Sen
17. **Editor - DECISION** : Prof. Ranajit Das Gupta
18. **Faculty Convenor** : Prof. Hrishikes Bhattacharyya (Actg.)
19. **Internal Personnel Committee Convenor** : Prof. Bani K. Sinha/
Prof. Saila K Ghosh (Acting)

14. GROUP COORDINATORS

- | | |
|---|--|
| 1. Economics | : Prof. Amitava Bose &
Prof. Ranjit K. Sau |
| 2. Environment | : Prof. Raghendra Chattopadhyay |
| 3. Personnel Management &
Industrial Relations | : Prof. Anil K. Sen Gupta &
Prof. Ajeet N. Mathur |
| 4. Behavioural Sciences | : Prof. Amit Jyoti Sen |
| 5. Sociology | : Prof. M. S. Mishra &
Prof.(Mrs.) K. Adhikari |
| 6. Management Information
Systems | : Prof. K. V. Viswanathan |
| 7. Operations Management | : Prof. B. Sarkar &
Prof. Kalyan Dutta |
| 8. Finance & Control | : Prof. B. Mohanty |
| 9. Marketing | : Prof. Manas Das |
| 10. Regional Development | : Prof. Ranajit Das Gupta |

15. LIST OF FACULTY MEMBERS AS ON 31.3.1989

DIRECTOR: Prof. Ramaswamy P. Aiyar, B.Sc.Engg.(B.H.U.),
M.Sc., Ph.D. (Loughborough University of Technology)

BEHAVIOURAL SCIENCES:

Prof. V. Anand Ram, B.Sc., M.B.A., Fellow in Management (IIMA)
Prof. (Mrs.) Leena Chatterjee, M.A.(Delhi), Ph.D.(IIT,Kanpur)
Prof. Gouranga P.Chattopadhyay,M.Sc., D.Phil(Cal.),F.R.A.I(London)
Prof. Binod Kumar, M.A. (Patna), Ed.D. (Northern Illinois)
Prof. Dilip K. Lahiri, M.Sc.(Cal.)
Prof. Amit Jyoti Sen, B.A.(Hons.) (Cambridge),Ph.D.(MIT)
Prof. B.N. Srivastava, M.A. (Lucknow), Ph.D.(IIT,Kanpur)
Prof. Neelu Sanchiti (Mrs.), B.A.(Hons. in Edn.) (C.U.),
P.G. Aca. in Edn., Ph.D.(London)

ECONOMICS

Prof. Ranjit K. Sau, M.A.(Jadavpur), Ph.D.(Wayne State)
Prof. Amitava Bose, M.A. (Delhi), M.A., Ph.D. (Rochester)
Prof. Nirmal K. Chandra, B.A.(Cal.), Ph.D.(London)
Prof. Sudip Chaudhuri, M.A.(Cal.), Ph.D.(JNU)
Prof. Sushil Khanna, P.G.D.M., Fellow (IIMC)
Prof. Alok Ray, M.A.(Cal.), M.A., Ph.D.(Rochester)
Prof. V. Nagi Reddy, M.A.(Andhra), M.Stat.(ISI),Ph.D. (ISI)

ENVIRONMENT

Prof. Raghavendra Chattopadhyay, M.A.(Cal.),Ph.D.(ANU)
Prof. Saila K. Ghosh, M.A.,Ph.D.(Cal.)
Prof. Zainab Ahmed, M.A.(Cal.),LL.B.(Cal.), LL.M.(London), Ph.D.(London)

FINANCE AND CONTROL

Prof. Kamal K. Bhattacharya, M.Com.(Cal.), F.C.A.(New Delhi)
Prof. Sitangshu K.Chakraborty, M.Com.(Cal.),Ph.D.(Liverpool), I.C.W.A.I.
Prof. Shyamal K. Ghosh, M.Com.(Cal.), A.M.B., I.M.(London), I.O.M.I.M.Instt.,
A.M.(Kent), Ph.D.(IOWA)
Prof. B. Mohanty, M.Com.(Utkal), Fellow in Management(IIMA)
Prof. N. Krishna Rao, M.A., M.Sc.(Andhra)
Prof. N. Ramachandran, M.Com.(Kerala), Fellow (IIMC)
Prof. Hrishikes Bhattacharya, M.Com., LL.B., B.A.(Cal.), Ph.D.(Jadavpur), CAIIB
(Bombay), CAIB (London), P.G.D.Bk.M (NIBM, Bombay)
Prof. Dipankar Mitra, M.Sc., LL.B.(Cal), M.B.A.(Finance)(Univ. of Pittsburgh)

MANAGEMENT INFORMATION SYSTEMS

Prof. Amitava Bagchi, M.Tech.(Cal.),Sc.D.(M.I.T.)
Prof. Ambujaksha Mahanti, M.Sc.(Stat.), M.Sc.(Computer Sc.)(Cal.) D.Sc.(Cal.)
Prof. Asim K. Pal, M.Stat.,P.G.Diploma (Computer Sc., ISI) Ph.D.(Cal.)
Prof. K.V. Viswanathan, MMS (BITS, Milani), Fellow (IIMC)
Prof. Anup Sen, M.Tech.(Cal)

MARKETING

Prof. Ashok. P. Arora, M.Sc., M.B.A. (Allahabad), Fellow in Management (IIMA)
Prof. Kiran C. Bothra, B.Com, LL.B.(Cal.), PGDM(IIMC)
Prof. Manas Das, M.Stat. (ISI)
Prof. Ramanuj Majumdar, M.Stat.(ISI), Fellow (IIMC)
Prof. Sudas Roy, B.A.(Hons.),(Cal.), PGDM(IIMC)

OPERATIONS MANAGEMENT

Prof. Sujit K. Basu, M.Sc.(Cal.), Ph.D.(North Carolina)
Prof. Ashis K. Chatterjee, B.E.(Mech.) (Jadavpur), Fellow in Management (IIMA)
Prof. Kalyan Dutta, M.Sc.(Cal.), Ph.D.(North Carolina)
Prof. Ranjan Ghosh, B.Tech.(IIT,Kharagpur), M.S.(Stanford), M.S., Sc.D (Columbia)
Prof. B.R.K. Kashyap, M.A. (Punjab), Ph.D. (Jodhpur)
Prof. Chandan K. Mustafi, M.Sc.(Cal.), Ph.D. (Columbia)
Prof. Manabendra N. Pal, M.M.E.(Jadabpur), Fellow (IIMC), Ph.D.(Engg.)(Cal.)
Prof. Biswanath Sarkar, M.Sc.(Cal.), M.Stat.(ISI),Ph.D.(Cal.)
Prof. Bani K. Sinha, M.Sc.(Delhi), Ph.D. (Pennsylvania)

PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS

Prof. Subrathesh Ghosh, M.A., D.Phil (Cal.)
Prof. Anil K. Sengupta, M.Sc., Ph.D.(Cal.)
Prof. Ajeet N. Mathur, B.A.(Hons.)(Delhi), PGDM(IIMC),Ph.D(IISc.)
Prof. Debashish Bhattacharjee, M.A.(Econ)(JNU), M.A. Ph.D.(Illinois)

REGIONAL DEVELOPMENT

Prof. Satyesh Chakraborty, M.A.(Cal.),Ph.D.(L.S.E.)
Prof. Ranajit Das Gupta, M.A.(Cal.)

SOCIOLOGY

Prof. (Mrs.) Kamini Adhikari, M.A.,M.S.S.(The Hague), Ph.D.(Lucknow)
Prof. Madhu S. Mishra, M.A.(Econ.), M.Litt.(Sociology),Ph.D.(D.S.E.)
Prof. Surendra Munshi, M.A.(Agra), Dr. Soz wiss (Bielefeld)

PUBLIC ENTERPRISES CENTRE

Prof. Prajapati Trivedi, M.Sc.(Econ.)(London), M.A.D.E., Ph.D.(Boston), STC
Professor of Public Enterprises

LIBRARIAN

Shri Ashok Mukhopadhyay, M.A., Dip. Lib. Sc.(Calcutta)

RESEARCH FELLOW

Shri Bhubanesh Misra.

16. ADMINISTRATION

1. **Air Commodore R.S. Sudhakaran,**
Chief Administrative Officer VM(Retd.)
2. **Shri N. N. Chaudhuri,** Finance & Accounts Officer
3. **Shri Sushil Chakraborty,** Officer on Special Duty
4. **Shri Asoke Sen Gupta,** Senior Administrative Officer
5. **Shri Dipak Chatterjee,** Senior Administrative Officer
6. **Shri Murulidhar Basu,** Executive Engineer
7. **Shri B. Kar Gupta,** Administrative Officer
8. **Shri S. R. Roy,** Administrative Officer
9. **Shri Amal Kr. Bose,** Administrative Officer
10. **Shri S. Dutta,** Administrative Officer
11. **Shri P. K. Bhattacharjee,** Administrative Officer
12. **Shri Animesh Basu,** Administrative Officer
13. **Shri A. B. Sen,** Administrative Officer
14. **Shri Sukumar Ghose,** Internal Auditor
15. **Shri S. B. Das,** Assistant Engineer
16. **Shri S. K. Banerjee,** Assistant Engineer
17. **Shri P. S. Guha,** Dy. Librarian (Oftg.)
18. **Shri N. K. Chatterjee,** Dy. Librarian (Oftg.)
19. **Shri Ranjit Mukherjee,** Officer on Spl. Duty (Lib.)
20. **Shri S. B. Dey,** Secretary to Director
21. **Shri R. M. Aluni,** Accounts Officer
22. **Dr. Srikanta Banerjee,** Medical Consultant

17. FUTURE PLAN

During the last Five-Year Plan it was proposed to establish an International Management Education Centre for students of developing countries which we hope will be cleared soon by the Government. The Institute is also involved in the UNDP Project on International Management Education. This project is basically aimed at building expertise in the area of International Management in 4 Indian Institutions which includes IIMC. This project is already under way and by 1991, many faculty members, who have expressed interest in this project will have visited a number of business schools in US, Europe, Japan and North America, will be visiting IIMC to participate in seminars and workshops, etc.

For the Eighth Five-Year Plan the Institute has expressed interest in working in the following areas :

1. Management of Cooperatives
2. Management of Population Problems
3. Management of Health and Nutrition
4. International Management
5. Policy Research
6. Technology Management including Manufacturing systems.

Another area which is important is the development of values. IIMC has already done considerable work and many training programmes, conducted by the Institute cover issues of HRD which have emerged from the work of Indian scholars and philosophers.

The problems of women and weaker sections merit attention and a group at the Institute proposes to take this up during the next plan period.

However, on the basis of the what is indicated in the Eighth Five-Year Plan documents, IIMC will choose one or two of the above areas for emphasis. The major contribution of IIMC in the above mentioned areas will be in training and research.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1989**

**I. Chairman : Appointed by the Central Government in consultation with the
State Government**

1. Chairman : Dr. P. K. Basu, Secretary to the Government of India,
Ministry of Programme Implementation, Sardar Patel Bhavan,
New Delhi - 110 001.

II. Members :

**A. Three nominees of the Central Government
representing its Ministries**

2. Professor Ashoka Chandra, Educational Adviser (Tech)
Ministry of Human Resource Development (Deptt. of Education)
Government of India, Shastri Bhavan, New Delhi - 110001.
3. Shri L.S. Narayanan, Financial Adviser, Ministry of Human
Resource Development (Deptt. of Education)
Govt. of India, Shastri Bhavan, New Delhi - 110 001.
4. Shri Suresh Kumar, Additional Secretary & Director General
Bureau of Public Enterprises, Deptt. of Public Enterprises, Ministry
of Industry, Govt. of India "Public Enterprises Bhavan"
Lodi Road, New Delhi - 110 003.

**B. Two nominees of the State Government representing its concerned
Departments**

5. Shri A.K. Chatterje, Higher Education Secretary
Government of West Bengal, Education Department,
Writers' Buildings, Calcutta - 700 001.
6. Shri Mainak Bose, Director, Administrative Training Institute
Government of West Bengal,

C. A representative of the All - India Council for Technical Education

7. Shri A.L. Mudaliar, "Avanti"
858, Poonamallee High Road, Kilpauk, Madras - 600 010.

**D. Six Members nominated by the Central Government in consultation with
the State Government to represent Commerce, Industry, Labour and other
interests**

8. Shri Jahar Sengupta, Chairman, ICI Ltd., ICI House,
34, Chowringhee Road, Calcutta - 700 071.
9. Shri Sudhir Jalan, Chairman, Bells Controls Limited,
21, Camac Street, Calcutta - 700 016.
10. Shri Subhas Subberwal, Managing Director, Jenson & Nicholson (I)
Ltd., 225, Acharya Jagadish Bose Road, Calcutta-700 020.

11. Shri M. M. Sabharwal, Chairman, Bata India Ltd.,
S-37, Panchasheel Park, New Delhi - 100017
12. Dr. M.L. Vishin, Managing Director,
Orissa Drugs & Chemicals Ltd., 93, Suryanagar,
Bhubaneswar - 751 003, Orissa.
13. Col. S. P. Wahi, Chairman, Oil & Natural Gas Commission,
Tel Bhavan, Dehra Dun - 248 003., Uttar Pradesh.
- E. A representative of the All India Management Association
14. Shri Bansi Dhar, Chairman & Sr. Mg. Director, DCM
Limited, 27, Sardar Patel Marg, New Delhi - 110 021.
- F. A representative of the National Productivity Council of India
15. Dr. G.K. Suri, Director General, National Productivity
Council, Productivity House, Lodi Road, New Delhi - 110003.
- G. Not more than 6 members co-opted by the Governing Body as a whole.
16. Shri Bhaskar Mitter,
7/1, Queen's Park, Ballygunge, Calcutta - 700 019.
17. Shri A. B. Das Gupta,
Member West Bengal State Planning Board,
6, Camac Street, Calcutta - 700 016.
18. Shri J. N. Sapru, Chairman,
ITC Ltd. Virginia House
37, Chowringhee, Calcutta - 700 071.
19. Dr. Dharni P. Sinha, Principal, Administrative Staff College of India,
Bella Vista, Hyderabad - 500 049.
20. Shri R. S. Misra, Chairman, Hindustan Copper Ltd.,
8, Camac Street, Calcutta - 700 017.
21. Dr. R.N. Sharma, Chairman & Managing Director,
Tinplate Co. of India Limited, Calcutta
- H. Two nominees of the Central Government belonging to Scheduled Castes
and Scheduled Tribes.
22. Dr. M. Santappa, INSA Senior Scientist, Anna University,
Madras-600025.
23. Dr. Anuj K. Dhan, Korrah, Hazaribagh, Bihar.

I. Two Professors of the Institute to be nominated by the Chairman of the Board of Governors for two years.

24. Prof. H. Bhattacharya, Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, Post Box No.16757,
P.O. Alipore, Calcutta - 700 027. [From 9.8.1988]

Prof. K. K. Bhattacharya, Indian Institute of Management Calcutta
Joka, Diamond Harbour Road, Post Box No.16757,
P.O. Alipore, Calcutta - 700 027. [Upto 7.8.1988]

25. Prof. Amitava Bose, Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, Post Box No.16757,
P.O. Alipore, Calcutta - 700 027

J. Director of the Institute (Ex-Officio Member)

26. Prof. Ramaswamy P. Aiyar, Director
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, P.Box No. 16757,P.O. Alipore,
Calcutta - 700 027.

Secretary to the Board of Governors :

Air Commodore R. S. Sudhakaran,
Chief Administrative Officer, Indian Institute of Management
Calcutta, Diamond Harbour Road, P.Box No. 16757,
P.O. Alipore, Calcutta - 700 027.

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POST-GRADUATE PROGRAMME ADMISSION (1983-1988)

Session	No. of Applications	No. of Interviewed	No. of Selected
1983-85	7395	827 (11.2)	150 (2.0)
1984-86	7793	713 (09.1)	148 (1.9)
1985-87	8828	860 (09.7)	158 (1.7)
1986-88	8970	804 (08.8)	174 (1.7)
1987-89	10351	852 (08.2)	197 (1.8)

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

ANNEXURE - III**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 25TH SESSION OF PGP
1988-89**

Centre	General	S. C.	S. T.	Total
Bombay	183	11	10	204
Madras	129	20	04	153
Calcutta	122	20	08	150
Delhi	279	27	07	313
Hyderabad	047	08	04	059
Bangalore	044	10	01	055
Lucknow	063	04	--	067
	867	100	34	1001

ANNEXURE - IV

EDUCATIONAL BACKGROUND OF PGP STUDENTS

(1983 -1988)

Year	Background				Total
	Arts or Law	Science	Commerce	Engineering	
1983-85	10 (10.7)	12 (08.1)	12 (08.1)	109 (73.1)	149
1984-86	15 (10.1)	17 (11.9)	18 (11.8)	98 (66.2)	148
1985-87	18 (11.4)	10 (06.3)	12 (07.6)	118 (74.7)	158
1986-88	08 (04.6)	14 (08.0)	16 (09.2)	136 (78.2)	174
1987-89	09 (05.4)	06 (03.6)	10 (05.9)	143 (85.1)	168
1988-90	06 (03.6)	12 (07.1)	10 (05.9)	141 (83.4)	169

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

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1988**

Sl.	Name of Organization	No. of students	Sl. No.	Name of Organisation	No. of students
01.	American Express Bank, Bombay	4	02.	American Express Bank, Calcutta	1
03.	American Express Bank, New Delhi	5	04.	Apollo Hospitals Enterprise Madras	3
05.	Asian Paints (I) Ltd., Bombay	1	06.	Asian Chemical Compound, Bombay	1
07.	Bank of America, Bombay	1	08.	Bank of Credit & Commercial International, Switzerland	1
09.	CITIBANK, Bombay	11	10.	CITIBANK, New Delhi	2
11.	City Corpn. Overseas Software Ltd., Bombay	2	12.	CARL SCHENCK, West Germany	1
13.	Cochin Shipyard Ltd., Cochin	1	14.	CMC Ltd., New Delhi	1
15.	Dataquest, New Delhi	1	16.	Dharamsi Morarji Chemical Co. Ltd., Bombay	2
17.	E. I. D Parry (I) Ltd., Madras	1	18.	Corporate Treasurer	1
19.	Grindlays Bank, Calcutta	1	20.	Grindlays Bank, Bombay	3
21.	Grindwell Norton Ltd., Madras	1	22.	Gujrat Normada Vally Fertilizers Co. Ltd., Gujrat	1
23.	Hindustan Lever Ltd, Bombay	3	24.	MHH Ltd., New Delhi	2
25.	Hindustan Thompson Associates Ltd., Calcutta	2	26.	Indian Organic Chemical Ltd., Bombay	1
27.	Indian Institute of Management Calcutta	2	28.	Indian Communication Network Ltd., New Delhi	2
29.	Indian Farmers Fertilizers Co-op. Ltd., New Delhi	1	30.	Indian Sewing Machine Co. Ltd., Bombay	1
31.	ITC Ltd., Calcutta	2	32.	ITC Ltd., Bangalore	1

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1987**

Sl.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
33.	Indian Oxygen Ltd., Calcutta	1	34.	I.E.L. Ltd., Calcutta	1
35.	Industrial Dev. Bank of India, Calcutta	2	36.	H.C.L. Ltd., Bombay	1
37.	Himalaya House, New Delhi	1	38.	Keventer Agro Pvt. Ltd., Calcutta	3
39.	Modi Xerox Ltd., New Delhi	1	40.	Madura Coats Ltd., Bombay	1
41.	Maruti Udyog Ltd., New Delhi	3	42.	National Thermal Power Corporation.	3
43.	National Inst. of Informa- tion Technology, New Delhi	4	44.	Pertech Computers Ltd., New Delhi	2
45.	Pond's (India) Ltd., Madras	4	46.	Richardson Hindustan Ltd., Bombay	5
47.	Shri Ram Fibres Ltd., New Delhi	7	48.	Steel Authority of India Ltd., New Delhi	2
49.	Standard Chartered Bank Calcutta	2	50.	Southern Petro Chemicals Indus- trial Corpn., Madras	1
51.	S.T.P. Ltd., Calcutta	2	52.	Sundaram Clayton Ltd., Madras	5
53.	Tata Economic Consultancy Service, New Delhi	1	54.	Tata Economic Consultancy Bombay	4
55.	TELCO, Jamshedpur	1	56.	TELCO, Calcutta	1
57.	TISCO, Jamshedpur	1	58.	TISCO, Calcutta	1
59.	Tube Investment of India Ltd., Madras	1	60.	Technology Transfer & Indus- try Corpn., Bangalore	7
61.	TVS - Electronics Pvt. Ltd., Bangalore	1	62.	TVS - Suzuki Ltd., Bangalore	4
63.	Ulka Advertising Pvt. Ltd., Calcutta	2	64.	Wipro Information Techno- logy, Bangalore	3
65.	Madura Coats Ltd., Cal.	2			

**LIST OF OPTIONAL COURSES OFFERED DURING THE YEAR
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

Organization & the Individual
Identity Roles & Inter-
personnel Dev.
Strategic Management and
Corporate System
Research Methodology
Organizational Communication
Organizational Psychology
Organizational Development
Organizational Structure & Design
Organizational Theories
Written Analysis & Communication
Mgmt. of Self in Organization

Environment

Indian Econ. & Political History
Labour Legislation in India
Company Law & Practices
Evolution of Modern Business
Groups & Enterprises in India
Evolution & Problems of the
Industrial Labour Force and
Trade Unions in India
Public Administration and
Public Policy
Problems of Development Admin.
Framework of Corporate
Growth in India.

Finance and Control

Cost Accounting (Fin.-II)
Financial Mgmt. (Fin.-III)
Management Control System
Corporate Financial Accounting
Advanced Financial Accounting
Advanced Cost Accounting
Management Accounting
Money & Capital Markets
Taxation in Business Decision
Security Analysis and
Portfolio Management
Structure & Systems for
Planning and Control
Working Capital Management
Advanced Financial Management

Economics

Management of the Economy
International Economics
National Income & Accounting
Project Evaluation
Transnational Corporations &
the International Economics
Selected Aspects of Macro-
economics
Economics of Agriculture
Economics of Socialism
Economics of The Firm
Econometric Methods
Demand Analysis & Forecasting
Economics of Development
Planning Techniques

Management Information Systems

System Analysis & Design
Management Information Systems-I
Management Information Systems-II
Data Structure & Algorithms
Database Management Systems
Operating Systems
Artificial Intelligence & Expert Systems
Systems Programming
Selected Topics in Computers
Decision Support Systems-Project

Marketing

Advanced Marketing Research
Advertising Management
Sales & Distribution Management
Consumer Behaviour
International Marketing
Product Management
Demand Analysis & Forecasting
Industrial Marketing
Analytical Techniques in Marketing
Marketing Theory & Contemporary Issues
Advanced Seminar in Product Mgmt.
Seminar on Agricultural Marketing
Strategic Marketing
Decision Models in Marketing

Finance and Control (Contd.)

Management by Objectives &
Corporate Planning
Financial Statement Analysis
Managerial Effectiveness :
The Indian Ethos
National Income Accounting and
Social Accounting
Institutional Finance

Personnel Management &
Industrial Relations

Personnel Policy & Practices
Salary & Wage Policy Admn.
Labour Legislation in India
Mgmt. of Industrial Relations
Organization Design for
Effective Mgmt. of Personnel
& Industrial Relations
Participative Management
Employee Training & Mgmt. Dev.
Manpower Pnning. & Manpower
Utilisation

Sociology

Sociology of Development
Rural Dev. & Social Change
Rural Markets & Agrarian Structure
Social Research : Tools & Techniques
Industrialization & Labour
Organisational Theories and
Applications
Comparative Industrial Mgmt.
Sociological Perspective on Pnng.
Seminar on Dev. Problems
Seminar on Entrepreneurship
Studies

Operations Management

Industrial Statistics
Managerial Applications of Statistics
Linear Programming
Executive Decisions & O.R.
Critical Path Analysis
Reliability and Maintenance
Special Studies in Industrial Engg.
Simulation
Queueing Theory & Applications
O.R. in Marketing
Advanced Production Management
Cases in O.R. and Production Mgmt.
Production & Inventory Control
Special Topics in Production Mgmt.
Materials Management
Corporate Modelling
Applied Decision Theory in India
Project Management

Regional Development

An Introduction to the Theory of
Urbanisation
Urbanisation and the Economy
The Concept of Territorial
Production Complex
Political Eco. Urbanisation
Characteristics of Dev. Orgn.
Organization for Multilevel Pnng.
Legal Instruments for Pnng. & Dev.
Regional Dev. in India :
Structure, Processess & change
Economics of Location & land use
Regional Pnng. Techniques and
Plan Evaluation
Regions and Regionalism
Spatial Base of Economy
Culture & Planning
City as a Human Ecological System
Business Firm and the City
Linkages in Survival & Development.
Territorial Division of Labour
Pattern of Development & Orientation
Environment Management
Issues & Techniques (Tutorial Style)
Basic Principls of Water Mgmt.

**STATEMENT OF HONOUR ROLL OF THE 23RD BATCH
AND VARIOUS SCHOLARSHIPS
(1987-89)**

Reg .No.	Name	CGPA	Rank
025/23	Gande, Amarender	7.80	1st
073/23	Rathi, Rajesh	7.69	2nd
139/23	Kumar, Ashish	7.54	2nd
100/23	Venkatanathan, R	7.51	4th
031/23	Gupta, Hemant	7.43	5th

SC/ST Scholarship 1988-89

First Year	Batch - 25th	25 students
Second Year	Batch - 24th	09 students

Merit-cum-Means Scholarship 1988-89

First Year	Batch - 25th	04 students
Second Year	Batch - 24th	04 students

National Scholarship-holder 1988-89

First Year	Batch - 25th	04 students
Second Year	Batch - 24th	14 students

**LIST OF STUDENTS WHO RECEIVED VARIOUS PRIZES
IN THE PRIZE DISTRIBUTION FUNCTION, 1988
AND ALSO A STATEMENT CONCERNING VARIOUS
SCHOLARSHIPS AWARDED TO STUDENTS**

Sl.No.	Name of the Prize	Name of Students & Award Secured
01.	B.P. Poddar	Sanjay Schdeva 1st Position
02.	Sriram Smarak Nidhi	Rajiv Garg 2nd Position
03.	Sriram Smarak Nidhi	Devendra Kumar Sharma 2nd Position
04.	I.T.C.	Sughosh V. Moharikar 4th Position
05.	CITIBANK	Ananda Mukherjee 5th Position
06.	Hindustan Lever	Rajan Khanna 6th Position
07.	Bank of America	J.M. Bulchandani 7th Position
08.	India Carbon	Rajiv Vij 8th Position
09.	India Carbon	Alkesh Gulab Wadhvani 8th Position
10.	T.T. Krishnamachari	Anjan Deb Ghosh 10th Position
11.	T.T. Krishnamachari	Hari Baskaran 10th Position
12.	T.T. Krishnamachari	Anupam Chatterjee 10th Position
13.	T.T. Krishnamachari	A.K.Kama Nathan 10th Position

ANNEXURE-VI (Contd)

Sl.No.	Name of the Prize	Name of Students & Award Secured
14.	T.T. Krishnamachari	Bhaskar Basu 10th Position
15.	Dr. K. Nath Public Trust	Naveen Bhutani 15th Position
16.	Dr. K. Nath Public Trust	Shankar Mukherjee 15th Position
17.	Dr. K. Nath Public Trust	Mohan Natarajan 15th Position
18.	Dr. K. Nath Public Trust	Vinit Metha (Miss) 15th Position
19.	D. V. C. Prize (Best student in SC/ST Category)	Saivendranath Kayal For Creditable Performance

SPECIALIZATION PRIZES

01.	Glaxo Marketing Scholarship	Rajan Khanna Excellence in Mktg Courses
02.	Central Bank of India Scholarship	Rajiv Garg Excellence in Fin. Courses
03.	Central Bank of India Scholarship	Sunil Garg Excellence in Fin. Courses
04.	Central Bank of India Scholarship	N. Girish Kumar Excellence in Fin. Courses.

ANNEXURE-VII

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION

Particulars	PUBLIC				PRIVATE				TOTAL			
	1986	1987	1988	1989	1986	1987	1988	1989	1986	1987	1988	1989
Permanent Placement	11	22	18	34	107	095	118	111	118	117	138	145
Summer Placement	13	16	27	21	106	135	134	120	119	151	161	141

PLACEMENT PROGRAMME : NATURE OF JOBS

Type of Organization	1986	1987	1988	1989
Banking/Finance	010	023	019	024
Consumer Products	015	030	025	042
Chemical/Pharma/Fertilizer	018	007	021	006
Engineering/Energy	016	018	019	003
Textile	006	001	002	007
Automobile	016	010	004	006
Computer/Systems	022	021	033	032
Consultancy	003	001	005	010
Services	007	004	004	007
Advertising	005	002	004	003
Development Agency	--	--	--	003
Office Equipment	--	--	--	001
Cement Industry	--	--	--	001
	118	117	136	145

PLACEMENT BUREAU 1988

Salary Range Obtained By The Graduating Class Of 1988

<u>Salary Range</u>	<u>Job Offers</u>	<u>Jobs Accepted</u>
Rs. 2200 - 2499/-	3	3
Rs. 2500 - 2799/-	22	18
Rs. 2800 - 3099/-	36	30
Rs. 3100 - 3399/-	10	9
Rs. 3400 - 3699/-	43	31
Rs. 3700 - 3999/-	30	26
Rs. 4000 - 4299/-	9	7
Rs. 4300 - 4599/-	10	9
Rs. 4600 - 4899/-	1	1
Rs. 4900 - 5199/-	3	3
Rs. 5200/- and above	13	8
	----- 161 -----	----- 136 -----

Sectorwise Classification Of Offers

Public Sector	Private Sector
39	141

Regionwise Classification

East	West	North	South
27	83	47	23

Average Salary (Approx.) Rs.3526/-

**FUNCTIONAL AREAWISE CLASSIFICATION
OF TOTAL JOB OFFERS**

<u>Functional Area</u>	<u>No. of Students</u>
Consultancy	10
Finance	21
Marketing	69
Production	1
Rural Development	3
Projects	--
Systems	33
Genl. Management	9
Advertising	4
Commercial	9
Banking	21

	180

CLASSIFICATION BY TYPE OF INDUSTRIES

<u>Type of Industry</u>	<u>No. of Students</u>
Banking	31
Chemicals/Fertilizers	8
Computers**	42
Consumer Products	48
Consultancy	14
Engineering	7
Advertising	3
Textile	7
Automobile	7
Phamaceuticals	-
Services	7
Development Agency	3
Office Equipment	2
Cement Industry	1

	161

**including Computer Consultancy and Sales services.

ANNEXURE - X**LIST OF ORGANIZATIONS WHERE STUDENTS HAVE
ACCEPTED THEIR EMPLOYMENT**

Sl.No.	Name of the Student	Name of the Organization
1.	Gitanjali Chatterjee (Mrs.)	A. F. Ferguson & Company
2.	S. Padmanabhan	Asian Paints (I) Limited
3.	T. Pradhan	Asian Paints (I) Limited
4.	D. K. Gode	Asian Paints (I) Limited
5.	Rajesh Rathi	Asian Paints (I) Limited
6.	Mr. V. D. Chandola	Associated Cement Co. Ltd.
7.	Joy Ghosh	Associated Cement Co. Ltd.
8.	Rahul Gupta	Bajaj Auto Limited
9.	P. Deva Prasad	Bajaj Auto Limited
10.	A. Priyadashi	Bajaj Auto Limited
11.	Smarjit Saha	Bajaj Auto Limited
12.	Sandeep Bhalla	Bank of America
13.	Sanjoy Mukherjee	Bharat Heavy Electricas Ltd.
14.	Shekhar Mulati	Blow Plast India Limited
15.	Rakesh Kumar	Britannia Industries Limited
16.	Swapna Hannover (Ms.)	CITI Bank
17.	R. Venkatanathan	CITI Bank
18.	Amarender Gupta	CITI Bank
19.	Arvind S. Rao	CITI Bank
20.	Shivram V.	CITI Bank
21.	Sudipto Ghatak	CITI Bank
22.	V. K. Vora	CITI Bank
23.	Rakesh Chandra	Citicorp Overseas Software Ltd.
24.	J. C. Deosthale	Food Specialities Limited
25.	Somesh Khanna	Food Specialities Limited

ANNEXURE - X (Contd.)

Sl.No.	Name of the Student	Name of the Organization
26.	D. K. Agarwal	Forbes Forbes Campbell & Co. Ltd.
27.	S. Lokeshwar	Forbes Forbes Campbell & Co. Ltd.
28.	Sangita Kataria(Ms.)	Grindlays Bank p.l.c.
29.	R. Ravichandran	Godrej Boyce Mfg. Co. Pvt. Ltd.
30.	C. Srinivas	Godrej Boyce Mfg. Co. Pvt. Ltd.
31.	Naresh Victor	Godrej Boyce Mfg. Co. Pvt. Ltd.
32.	R. Venkatesh	Godrej Boyce Mfg. Co. Pvt. Ltd.
33.	R. Suri	Hindustan Computers Limited
34.	Sharad Upadhaya	Hindustan Computers Limited
35.	Gopi Kallayil	Hindustan Computers Limited
36.	Rajsekhar Roy	Hindustan Computers Limited
37.	Gulraj Bhatia	Hindustan Cocoa Products Ltd.
38.	T. R. Srinivasan	Hindustan Lever Limited
39.	Vineet Taneja	Hindustan Lever Limited
40.	Indriyajit Sethi	Hindustan Thompson Associates
41.	Anurag Mehta	ITC Limited
42.	Viveka Subramaniam(Ms.)	ITC Limited
43.	S. Sengupta	ITC Limited
44.	John Sequeira	ITC Limited
45.	H. S. Grewal	ITC Limited
46.	B. R. Kalyanraman	Industrial Credit & Invt. Corpn (I)
47.	B. Murali	Industrial Credit & Invt. Corpn (I)
48.	Maya Nayak (Ms.)	Industrial Credit & Invt. Corpn (I)
49.	K. Ravindra	Industrial Credit & Invt. Corpn (I)
50.	Mir Ali Raza	IEL Limited

ANNEXURE - XX (Contd.)

Sl.No.	Name of the Student	Name of the Organization
51.	D. Waghani	IEL Limited
52.	K. N. Sivasubramanian	Industrial Deve. Bank of India
53.	C. Sukumar	Indian Communications Network Ltd.
54.	Subrato Guha	Indian Communications Network Ltd.
55.	P. Srinivas Sastry	Indian Organic Chemicals Limited
56.	N. Medhekar	Indian Organic Chemicals Limited
57.	D. S. Shenoy	Indian Organic Chemicals Limited
58.	S. R. Jog	Indian Organic Chemicals Limited
59.	D. Roy	Indian Organic Chemicals Limited
60.	S. P. Singh	Indian Farmers & Fertilizers Cop. Ltd.
61.	Arun Dalal	Indian Farmers & Fertilizers Cop. Ltd.
62.	Ch. Sundara Rao	Indian Farmers & Fertilizers Cop. Ltd.
63.	S. Jagannath	Indian Farmers & Fertilizers Cop. Ltd.
64.	Chandradeep Mitra	Lintas (India) Limited
65.	Sandipan Deb	Lintas (India) Limited
66.	Shovon Chowdhury	Lintas (India) Limited
67.	Sunil Gokhale	Madura Coats Limited
68.	R. Sivashankar	Madura Coats Limited
69.	Gita Avtar	Maruti Udyog Limited
70.	Sudipto Basu	Maruti Udyog Limited
71.	K. P. Ramesh	National Instt. of Inf. Technology
71.	Hemant Gupta	National Instt. of Inf. Technology
72.	K. Vasant Kumar	National Instt. of Inf. Technology
73.	Arvind Sankaran	National Instt. of Inf. Technology
74.	B. Ashok Kumar	National Instt. of Inf. Technology
75.	Mr. Rajat Sen	National Instt. of Inf. Technology

ANNEXURE - XX(Contd.)

Sl.No.	Name of the Student	Name of the Organization
76.	Karthik S.	National Instt. of Inf. Technology
77.	N. Swaminathan	National Instt. of Inf. Technology
78.	B. Venkataramana	National Instt. of Inf. Technology
79.	Rohit Jain	National Instt. of Inf. Technology
80.	Ashish Kumar	National Instt. of Inf. Technology
81.	Amitabha Das	National Instt. of Inf. Technology
82.	Kelvin Fernandes	National Instt. of Inf. Technology
83.	R. V. Kulkarni	National Instt. of Inf. Technology
84.	Sarita Vasudevan (Ms.)	National Instt. of Inf. Technology
85.	Aparna Mittal (Ms.)	National Instt. of Inf. Technology
86.	P. Siva Kumar	National Instt. of Inf. Technology
87.	Siva Kumar	National Instt. of Inf. Technology
88.	D. P. Austin	National Instt. of Inf. Technology
89.	S. Ramesh	National Instt. of Inf. Technology
90.	Arun Kumar Dey	National Instt. of Inf. Technology
91.	I. Perarasu	National Instt. of Inf. Technology
92.	Vivek Mathur	Pond's (India) Limited
93.	K. K. Rajesh	Pond's (India) Limited
94.	Ananth Raman	Pond's (India) Limited
95.	S. S. Adyanathaya	Pond's (India) Limited
96.	N. E. Anand	Pertech Computers Limited
97.	Chaitanya	Pertech Computers Limited
98.	N. Biswas	Pertech Computers Limited
99.	Satish Jayadhandran	Pertech Computers Limited
100.	Vijayabaskar V.	Pertech Computers Limited

ANNEXURE - XX(Contd.)

Sl.No.	Name of the Student	Name of the Organization
101.	A. K. Sinha Roy	Richardson Hindustan Limited
102.	W. M. Wabgaonkar	Richardson Hindustan Limited
103.	A. Khamgaonkar	Richardson Hindustan Limited
104.	Vikram Sakhuja	Richardson Hindustan Limited
105.	Vikram Mehta	Reckitt Colman of India Limited
106.	Sujit Guha	Shaw Wallace & Co. Limited
107.	Sandeep Gupta	Shaw Wallace & Co. Limited
108.	V. Ashok	The Shipping Corpn. of (I) Ltd.
109.	Vandana Verma (Ms.)	Shri Ram Fibres Limited
110.	Arijit Chatterjee	Shri Ram Fibres Limited
111.	N. Venkatesh	Shri Ram Fibres Limited
112.	P. Chaurey	Shri Ram Fibres Limited
113.	Abhay Chaturvedi	Sundaram Clayton
114.	Joydeep Nandy	Sundaram Clayton
115.	B. N. N. Murthy	Sundaram Clayton
116.	S. Ravi	SBI Capital Markets
117.	Kaushik Poddar	SBI Capital Markets
118.	S. Ramesh	Standard Chartered Bank
119.	R. Rangaraj	Standard Chartered Bank
120.	V. K. Rao	Standard Chartered Bank
121.	Paul Anthony	Tata Administrative Service
122.	Hasnen Varawalla	Tata Administrative Service
123.	A. Mahajan	Tata Administrative Service
124.	Abhijit Biswas	Tata Iron & Steel Co. Ltd.
125.	D. Bose	Tata Iron & Steel Co. Ltd.

ANNEXURE - XX(Contd.)

Sl.No.	Name of the Student	Name of the Organization
126.	T. V. Narendran	Tata Iron & Steel Co. Ltd.
127.	T. N. Hari	Tata Iron & Steel Co. Ltd.
128.	Geetha Ramaiyer (Ms.)	T. T. Krishmachari & Co.
129.	M. Sarvanan	Tata Consultancy Services
130.	M. Kancharla	Tata Consultancy Services
131.	Kala Sivasubramanian (Ms.)	Tata Consultancy Services
132.	A. K. Bari	Tata Economic Consultancy Services
133.	Ashok Ghosh	Union Carbide Limited
134.	V. M. Karandikar	Wipro Information Technology Ltd.
135.	S. Shyam	Wipro Information Technology Ltd.
136.	Srinivas M. Rao	Wipro Information Technology Ltd.

MANAGEMENT DEVELOPMENT PROGRAMMES

Sl.	Title of announced Training Prog.	Date	Venue	Programme Director(s)	No.of participants
1.	Project Planning Prog. in Pharmaceutical Marketing	Apr. 4-8, 1988	Kathmandu	Profs. Sushil Khanna and Sudip Chaudhury	7
2.	Finance for Non-Finance Executives	Apr. 25-29 1988	Kathmandu	Prof. N. Ramachandran	8
3.	Materials Management	May 2-7, 1988	Srinagar	Prof. Ranjan Ghosh	6
4.	Advanced Marketing Research	May 2-7, 1988	Nainital	Prof. Ashok P. Arora	6
5.	Managerial Decision Making	May 16-20 1988	Kathmandu	Prof. Ashish Chatterjee	12
6.	Management of Health Services	May 23-27 1988	Kathmandu	Prof. Kalyan Dutta	7
7.	General Managers Course on Public Enterprise Management and Policy	May 30-June 24, 1988	Calcutta	Prof. Prajapati Trivedi	18
8.	Quality Management	Jun 6-11, 1988	Kathmandu	Prof. Biswanath Sarkar	7
9.	Working Capital	Jun 6-11, 1988	Gangtok	Profs. K. K. Bhattacharya and Hrishikes Bhattacharya	15
10.	Emerging Concept & Approaches for Effective Resource Mgmt.	Jul 12-16, 1988	Calcutta	Prof. Subrathesh Ghosh	13
11.	Human Resource Management for Non-Personnel Executives	Sep. 5-9, 1988	Jaipur	Prof. Anil Sengupta	19
12.	Managerial Leadership & Conflict Resolution	Oct. 12-21, 1988	Jaipur	Profs.D. K. Lahiri & B.N. Srivastava	10

ANNEXURE - XI (Contd.)

IN-COMPANY TRAINING PROGRAMMES

Sl.	Title of announced Training Prog.	Date	Venue	Programme Director(s)	No.of Participants
1.	Senior Officers of All India Radio and Duradarshan	Aug. 22-Sep. 10, 1988	Tata Hall I.I.M.C	Profs. K. K. Bhattacharya & M. N. Pal	19
2.	Fourth Level Refresher Course	Sep.19-24 1988	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & N. Ramachandran	19
3.	Fourth Level Refresher Course	Sep.26-Oct. 1, 1988	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & N. Ramachandran	18
4.	Fourth Level Refresher Course	Oct.31-Nov.5,	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & N. Ramachandran	19
5.	Managerial Leadership and Organization change. The Pearlless General Finance & Investment Co. Ltd.	Nov.12-20 1988	Tata Hall I.I.M.C	Prof. D. K. Lahiri	12
6.	Managerial Leadership and & Organization change. The Pearlless General Finance & Investment Co. Ltd.	Dec.10-18 1988	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & D. K. Lahiri	11
7.	Management of Public Distribn. System	Nov.28-Dec. 2, 1988	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & M. N. Pal	29
8.	Management of Public Distribn. System	Dec. 5-9 1988	Tata Hall I.I.M.C.	Profs. K. K. Bhattacharya & M. N. Pal	

**GOVERNMENT SPONSORED TRAINING PROGRAMMES
FOR THE IAS OFFICERS**

Sl.	Title of announced Training Programmes	Date	Programme Director(s)	No. of participants
1.	Industrial Policy Planning and Development	Apr.25-30 1988	Prof. Sushil Khanna Prof. Sudip Chaudhury	22
2.	Industrial Policy Planning and Development	May 2-7 1988	Prof. Sushil Khanna Prof. Sudip Chaudhury	16
3.	Public Distribution System	Aug.8-13 1988	Prof. Ranajit Dasgupta	32
4.	Management Concept and Decision Making	Sep.12- Oct.8, 1988	Prof. Saila K. Ghosh Prof. R.Chattapadhyay	9
5.	Management Concept and Decision Making	Jan.23- Feb.18,	Prof. K.K.Bhattacharya Prof. M. N. Pal	28

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ANNEXURE - XIII

RESEARCH PROJECTS SANCTIONED DURING THE YEAR 1988-89
UNDER CMDS

Sl.No.	Project Director(s)	Title
01.	Raghabendra Chattopadhyay	Occupational Structure in India and its Changes, 1972-81.
02.	Hardeep Singh Johar	Information Technology in Indian Organization : Adoption process and impacts
03.	Amitava Bagchi	Theory and Applications of Best First Search
04.	Amitava Bose	The Dynamics of Monetary Economy
05.	Alok Ray	The Theory of Devaluation for Less Developed Economics
06.	Asim Kumar Pal	Design and Analysis of Data Structures Algorithms with Special emphasis to Computational Geometry.
07.	Ambujaksha Mahanti	Analysis of Search (Algorithms) in Heuristic Approach.
08.	Dilip Kumar Lahiri	Perceived Strength weaknesses, Role-stress and coping mechanism of critical variables in model of organization diagnosis in a Public Sector Enterprise.
09.	Sujit K. Basu	One period inventory Model in Situations with Uncertainty in Supply.
10.	Ranjit K. Sau	The Rate of Profit in India's Industry.
11.	V. N. Reddy	Levels of Living and inequalities in the percapita income and percapita consumer expenditure between the States in India.
12.	Hrishikes Bhattacharya	Financial Strategies for Industrial Growth in India.
13.	Ajeet N. Mathur	Employment Policies and Practices in the context of Industrial Restructuring : Case Studies of Indian Experience.

RESEARCH PROJECT COMPLETED DURING 1988-89 UNDER CMDS

Sl.No.	Project Director(s)	Title
01.	Prof. Amitava Bose	Money and Investment
02.	Prof. B. Sarkar	Quality Control in Indian Industry
03.	Prof. Alok Roy	Economic Liberalisation in India : Consequences and Implication for Policy
04.	Prof. Ranjit K. Sau	International Debt Problems
05.	Prof. C. K. Mustafi	A Probabilistic Study of the Residual Life Function
06.	Sri Bhubanesh Mishra	The Structure and Evolution of the Indian Tea Industry 1914-1948

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**CONSULTANCY ASSIGNMENTS UNDERTAKEN
BETWEEN 1.4.1988 & 31.3.1989**

Sl. No.	T i t l e	Project Team
01.	"Study of working of the West Bengal Govt. Co-operative Milk Producers' Federation Ltd. and its affiliated Milk Producers Unions"	Prof. B. N. Srivastava B. Mohanty
02.	"Training Need of Personnel in the All India Hospitals Post-Partum Programme", Uttar Pradesh	Prof. A. P. Arora Prof. Kalyan Dutta Prof. A. Mahanti
03.	"Marketing Study of Inland Water Transport" for M/s. India Steamship Co. Ltd.	Prof. A. P. Arora Prof. A. Mahanti Prof. K. Dutta
04.	"A Study on Industrial Development Policies to accelerate industrial growth in North Bengal"	Prof. Sudip Chaudhuri
05.	"Survey of Powerloom Industry in West Bengal" for Directorate of Textile, Govt. of W. B.	Prof. Sudip Chaudhuri, Sushil Khanna
06.	Advising Tea Board " On Export Promotion of Value Added items of Indian Tea"	Prof. V.N.Reddy Sudas Roy and Subrato Sengupta
07.	"Recruitment of Technical Trainees" for M/s. Simplex Concrete Piles India Ltd."	Prof. Binod Kumar
08.	"Selection of Junior Executives" for M.A.M.C	Prof. Binod Kumar
09.	"Evaluation of Training Effectiveness of the Junior Executive Dev. Programme" of Indian Oil Corporation.	Prof. Binod Kumar
10.	"Precaution of Rehabilitation of Mineral Area", Govt. of Madhya Pradesh.	Prof. Binod Kumar
11.	"Training related Needs for Implementation of MOU's".	Prof. Neelu Sancheti

ANNEXURE - XV (Contd.)

Sl.No.	Title	Project Team
12.	"Personnel Effectiveness and Behavioural Science for Marketing Executives " of Coal India Ltd.	Prof. D. K. Lahiri
13.	"Selection Test for Officers' Selection", for Hindustan Petroleum Corpn. Ltd.	Prof. D. K. Lahiri Ranjan Ghosh
14.	"Programme for Senior Management for managing change" for Peerless.	Prof. D. K. Lahiri
15.	"Organizational Development and Organizational Roles" - Senior Level Management Allahabad Bank Staff Training Institute (Cal).	Prof. D. K. Lahiri
16.	IFAD assisted "Sundarban Development Project	Prof. Sujit K. Basu Prof. Madhu S.Mishra
17.	Study on "Linkage of IISCO Units with SAIL".	Prof. Ranjan Ghosh N. K. Rao and B. Mohanty
18.	Evaluation of IRDP in 2 Districts sponsored by Dept. of Planning & Development, Govt. of West Bengal.	Prof. Madhu S.Mishra
19.	"Study on Shrimpfry catchers in selected districts" in West Bengal, sponsored by FAC/BORP Madras and Directorate of Fisheries, Govt. of W. B.	Prof. Madhu S.Mishra
20.	CINI/PVOH Project Planning: Monitoring & Evaluation: sponsored by Ministry of Health & Family Planning and USAID, New Delhi.	Prof. Madhu S.Mishra
21.	A Base line survey of Demographic Profile Health and Family Welfare status of population in 5 districts in West Bengal for IPP IV sponsored by Dept. of Health & Family Welfare, Govt. of West Bengal.	Prof. Madhu S.Mishra Prof. Kalyan Dutta Prof. Sujit K. Basu

ANNEXURE - XV (Contd.)

Sl.No.	T i t l e	Project Team
22.	Study the organisation and training needs of Agricultural Irrigation Directorate of Govt. of West Bengal.	Prof. Satyesh C. Chakraborty
23.	"Manpower Requirements in Industrial Reconstruction Bank of India".	Prof. Subratesh Ghosh
24.	"Human Resource Policies and Practices for business Growth and Strategic Planning" in Blue Star Limited.	Prof. Ajeet N. Mathur
25.	Recruitment of Management & Engineering Trainees for Bharat Bhasi Udyog Nigam Ltd. (Govt. of India Undertaking)	Prof. M. N. Pal and Prof.K.K.Bhattacharya

**LIST OF ARTICLES/RESEARCH PAPERS PUBLISHED BY THE
FACULTY AND RESEARCH STAFF DURING 1988-89**

Sl.No.	Author	Article/Research Paper
01.	S. K. Chakraborty	<u>Foundations of Managerial Work - Contributions from Indian Thought</u> : CMDS research support. <u>Managerial Effectiveness & Quality of Workfile</u> . Published by Tata McGraw Hill.
03.	Saila K. Ghosh	<u>"Bharate Nirbachani Byabasthan Sanskar"</u> . Electoral Reforms in India.
04.	Ramanuj Majumdar	<u>Marketing Research - Text, Applications & Case Studies</u> . under process of the publisher.
05.	R. Chattopadhyay	<u>Liaquat Ali Khan's Budget of 1947-48 : The Tryst with Destiny</u> '. Social Scientist, June-July 1988. Article in the Nehru Centenary <u>Pull-Out</u> of Ananda Bazar Patrika in November 1988.
07.	Zainab Ahmed	<u>Whither Article 44 of the Indian Constitution</u> ", North Bengal University Law Review.
08.	Amitava Bose	<u>Wage Cuts : their consequences in a Keynesian model with beliefs</u> ", IIMC Working Paper Series WPS-107(88), May 1988.
09.	Amitava Bose	<u>Short period equilibrium in a less developed economy</u> , published as ch.2 in M.K. Rakshit (ed), Studies in the macroeconomics of developing countries, Oxford University Press, Delhi, 1989.
10.	N.K. Chandra	<u>Education in China</u> , Economic & Political Weekly, Annual Number, May 1987. <u>Contemporary China</u> , Frontier, 25 April, 2 May and 9 May, 1987.

- N.K.Chandra (Contd) National and Local Level Planning : China, the USSR and India. in Ashok Mitra (Ed). China : Issues in Development, Tulika, New Delhi, 1988.
- Debt-Equity Swaps : New Way out of International Debt Crisis?. Economic & Political Weekly, 26 March,1988.
11. Alok Ray Theory of Devaluation for Less Developed Economies : Where do we stand (forthcoming in Essays in Honour of Prof. Dipak Banerjee, to be published by Oxford University Press.) Continuity and Adjustment in Business Standard, December 31, 1988.
12. Ranjit K. Sau Proposed International Debt Facility, Economic and Political Weekly, January 28,1989.
13. Sushil Khanna Rural Development and Anti Poverty Programmes : An Evaluation of New Orthodoxy, published in A.D. Pant (ed), Planning & Rural Poor, Thinkers Library, Allahabad.
- The New Business Class, Ideology & State : The Making of a New Consensus in SOUTH ASIA (Australia), Vol.X No.2, 1987,(Published in October 1988).
14. A. Chatterjee Linear Programming in Rationalising Wage Structures in Organization (with Prof. C. K.Mustafi) Opsearch Vol. 25, June 1988.
- Multi-Attribute Choice Behavior Models A Note on Two Modifications and Extensions (with Prof. C. K. Mustafi) to appear in Asia - Pacific Journal of Operations Research 1989.
15. B.R.K.Kashyap An Introduction to Queueing Theory along with M. L. Chaudhury, in April, 1988.
16. C. K. Mustafi Operations Research Methods and Practise, published by Weley Eastern, New Delhi, December, 1988.
- Linear Programming in Rationalising Wage Structures in Organization, jointly with A. K. Chatterjee, Opsearch Volume 25,No.2,June, '88.
17. Shyamal K. Ghosh Business Failure-I :Solution proveselusive; Business Standard Calcutta, July 1988.
- Business Failure-II : Onus on management, Business Standard, Calcutta, July 1988.

- S.K.Ghosh (Contd) Socio-economic development in Eastern and Northeastern India in Rural Development in Eastern & North-Eastern India ed. M.Mishra, IIMC: 1988.
- Pre-budget Survey : Bold, even unsavoury steps needed. Business Standard, Calcutta, March 1989.
- Post-budget Analysis : Hopes raised, chances missed. Business Standard, Calcutta, March 1989.
18. N. K. Rao Stock Market Efficiency and Price Behaviour : The Indian Experience. Anmol Publication, New Delhi. (Ed : O.P. Gupta).
19. Amitava Bagchi An exact best-first search procedure for the constrained rectangular guillotine knapsack (with K. V. Viswanathan), Proc. AAAI-88, St. Paul, Minn., U.S.A., August 20-26, 1988, pp. 145-149.
20. Kamini Adhikari BOOK-REVIEW: K.B. Suri (Ed) Small Scale Enterprises in Industrial Development, New Delhi : Sage Publications, 1988 in Decision, 15(2) April-June 1988.
21. Madhu S. Mishra Directory of Voluntary and other Organization in Rural Development Volume THREE, IIMC Publication.
- Rural Development in Eastern and North Eastern India, IIMC Publication.
- Selected Bibliography on Rural Development Management, Volume 3, IIMC Publication.
- Directory of Voluntary and other Organization in Rural Development Management (Mimeo), Volume XII and XIII.
22. S. Munshi Max Weber on India: An Introductory Critique, Contribution to Indian Sociology, Vol.22, No.1, 1988.
- Review of Detlef Kantowsky (ed.), Recent Research on Max Weber, in Contributions to Indian Sociology, Vol.22, No.1, 1988.
23. S.C.Chakraborty Territorial Division of Labour & its Implications on Regional Development in India in Renewable Resources for Regional Development: Indian and Soviet Experiences, Ed. by Moonis Raza, 1988.

24. S.C.Chakraborty (Contd.) Support System for Environment Management in India in K. V. Sundaran (Ed), Essays in Honour of R. P. Misra, 1988.
- Dynamism in Environment Management : its relevance in understanding the importance of Conflict Resolution in DECISION, 1988.
25. Ranajit Dasgupta Evaluation of the Calcutta Working Class 1880s-1929: Some Aspects and Problems (A Synoptic Note) in D. K. Banerjee (ed.), Marx and His Legacy: A Centennial Appraisal, K. P. Bagchi & Co., Calcutta, 1988.
- Sarkari Bantan Bybasthar Kayekti Dik (Some Aspects of Public Distribution System), Kalantar, Autumn No. 1988.
- Soviet Deshe Samajtantrik Nabayaner Pratishruti O Samasya (Promise and Problems of Socialist Revival in Soviet Union), Oarucgatya (a Bengali monthly), Dec. 1988.
- Review Article Significance of Non-Subaltern Mediation, The Indian Historical Review, Vol. XII.
26. Subratash Ghosh The Indian Style of Man Management - The Past Evidence, Personnel Today, Vol. 9(3), October-December, 1988.
- Industrial Conflicts in (Contd.) India:Trends and Feature, DECISION, Vol.XIV(1), January-March, 1988.
- Linking Wages with Productivity in the Public Sector of India : Achievements, possibilities and problems, in the Seminar papers of the National Tripartite Seminar on Linking Wages with Productivity, National Productivity Council, New Delhi, 1988.
- Wages Criteria in Collective Agreements in India, Productivity, January-March, 1989.
27. Ajeet N. Mathur Impact of structural change on Employment and Wages - The Employees' Perspective in 'Employment and Structural change in Indian Industries : A Trade Union View Point' ILO-ARTEP, 1989.
- Effects of Legal and Contractual Regulations on Employment in Indian Industry in 'Restructuring, Employment and Industrial Relations; Adjustment, Issues in Asian Industries' edited by Gus Edgren, ILO-ARTEP, 1989.

Ajeet N.Mathur (Contd.) HRD in India: By Whom, For Whom? in 'Towards Organization Effectiveness through HRD' published by the National HRD Network, 1989.

27. Hrishikesh
Bhattacharya

Towards a Theory of Value of Capital Goods-
A Techno-economic approach in Economic &
Political Weekly, November 26,1988.

How to Read a Balance Sheet (ILO), First Indian Edition, 1989, by Oxford & IBH Publishing Co.(P) Ltd., New Delhi.

Nity Nithur Dwanda Second Part, Yugamadhya (A Bengali Novel) by Anandadhara Publications, Calcutta.

REVIEW ARTICLES

Bank and Customers - A behavioural analysis in DECISION, January-March, 1989.

Controlling Corporate sickness in DECISION, July-October, 1988.

28. Poromesh Acharya

Is Macaulay Still Our Qur? in EPW of May 28, 1988.

In Search of Alternatives in Primary Education in the journal of Education and Social Change, published by the Indian Institute of Education, April-June 1988.

Books:

Published a book on the History of Indigenous Education in Bengal named Banglar Deshaja Shikshadhara, Anustup, Calcutta, 1989.

Two Case Studies:

a) Reforms of Language Text-Books at the Primary Level of Education in West Bengal

b) Position of English in School Education in West Bengal have been included in the Second Volume of Studies in Educational Reforms in India edited by P.R. Panchamukri, Himalaya Publishing House, Bombay, Delhi, 1989.

29. Tridib Chakrabarty

Managers in the Public Sector - Crisis of Identity published in book entitled Human Resource Development in a Changing Environment edited by Ravishankar Mishra & Sharma, Dhruv and Deep Books, Bombay, 1989.

ANNEXURE - XVII

LIST OF GRADUATING STUDENTS IN 1988

Sl.No.	Regn. No.	Name	Rank
1.	025/23	Gande, Amarender	1
2.	073/23	Rathi, Rajesh	2
3.	139/23	Kumar, Ashish	3
4.	100/23	Venkatanathan, R	4
5.	031/23	Gupta, Hemant	5
6.	045/23	Mathur, Vivek	6
7.	116/23	Chatterjee, G. (Mrs.)	7
8.	030/23	Guha, Sujit	8
9.	097/23	Taneja, Vineet	9
10.	108/23	Basu, Sudipta	10
11.	076/23	Ravindra, K	10
12.	079/23	Sakhuja, Vikram	12
13.	122/23	Ghatak, Sudipta	12
14.	109/23	Bhalla, Sandeep	14
15.	103/23	Adyanthaya, Shyamsunder	15
16.	194/23	Hasnen, Y. Varawalla	16
17.	202/23	Wabgonkar, V. M.	16
18.	117/23	Chaturvedi, Abhay	18
19.	002/23	Ananth, Raman	18
20.	027/23	Gode, Dhananjay K.	18
21.	203/23	Waghani, D. P.	21
22.	102/23	Victor, Naresh	21
23.	184/23	Sivakumar, P.	23
24.	055/23	Nayak, Maya (Miss)	24
25.	107/23	Balaraman, Murali	25

ANNEXURE - XVII (Contd)

Sl.No.	Regn. No.	Name	Rank
26.	159/23	Poddar, Kaushik	26
27.	195/23	Venkararamana, B.	27
28.	058/23	Priyadarshi, A.	27
29.	006/23	Bhatia, G. Tekchand	27
30.	082/23	Sequeira, J. F.	27
31.	137/23	Krishna Kumar, R.	31
32.	105/23	Anthony, P. P.	32
33.	041/23	Kumar, B. Ashok	32
34.	043/23	Mahajan, Anuj A.	34
35.	037/23	Karandikar, V. M.	35
36.	028/23	Gokhale, S. S.	36
37.	078/23	Roy, Rajshekhar	36
38.	084/23	Shivram, V.	38
39.	144/23	Mehta, Anurag	39
40.	169/23	Ravi, S.	39
41.	152/23	Nandy, Joydeep	41
42.	014/23	Chaurey, Parag	41
43.	179/23	Shenoy, D. Shekar	43
44.	188/23	Srinivasan, T. R.	44
45.	038/23	Khanna, Somesh	44
46.	163/23	Ramesh, S.	44
47.	126/23	Gupta, Rahul	47
48.	029/23	Gopinath, K. N.	47
49.	010/23	Bose, Dibyendu	47
50.	086/23	Sinha Roy, A. K.	50

ANNEXURE - XVII (Contd)

Sl.No.	Regn. No.	Name	Rank
51.	180/23	Shivashankar, R.	50
52.	048/23	Mittal, Aparna P. (Miss)	52
53.	191/23	Swaminathan, N.	52
54.	042/23	Kumar, Rakesh	52
55.	104/23	Aggarwal, D. K.	52
56.	021/23	David, P. Austin	52
57.	120/23	Dey, Arun Kumar	52
58.	018/23	Chowdhury, Shovon	58
59.	123/23	Ghose, Ashok	59
60.	032/23	Hari, T. Narashimha	59
61.	164/23	Rangraj, R.	59
62.	173/23	Sastry, P. Srinivasa	59
63.	035/23	Kalyanaraman, B. R.	59
64.	161/23	Ramaiyer, Geetha (Miss)	64
65.	129/23	Jain, Rohit	64
66.	012/23	Chandola, V. Dinesh	66
67.	131/23	Jog, Sudesh Ramesh	66
68.	068/23	Rao, Arvind S.	66
69.	201/23	Vohra, Vineet Krishan	69
70.	140/23	Lokeshwar, Sachin S.	69
71.	153/23	Narendran, T. V.	69
72.	162/23	Ramesh, K. P.	72
73.	071/23	Rao, Vadhindran K.	72
74.	145/23	Mehta, Vikram	72
75.	198/23	Venkatesh, R.	75

ANNEXURE - XVII (Contd)

Sl.No.	Regn. No.	Name	Rank
76.	174/23	Satish, J.	75
77.	070/23	Rao, Srinivasan N.	77
78.	101/23	Venkatesh, N.	77
79.	178/23	Shekhar, L. Mullatti	77
80.	024/23	Deosthale, J. C.	80
81.	143/23	Medhekar, N. S.	80
82.	138/23	Krishnaswamy, V. K.	82
83.	089/23	Sankaran, Arvind	82
84.	095/23	Suri, Rajneesh	82
85.	020/23	Dattarey, K. Avinash	85
86.	004/23	Avtar, V.	86
87.	051/23	Narasimha Murthy, B. N.	87
88.	081/23	Sen, Rajat	87
89.	075/23	Ravichandran, R.	87
90.	134/23	Karthik, S.	87
91.	135/23	Kataria, Sangita (Miss)	87
92.	056/23	Padmanabhan, S.	92
93.	183/23	Siva Subramanian, K. N.	92
94.	061/23	Pradhan, T. Kishore	92
95.	193/23	Upadhyay, Sharad	95
96.	146/23	Mir Ali, Raza	96
97.	186/23	Sivasubramanian, Kala(Miss)	96
98.	050/23	Muthuswamy, S.	98
99.	008/23	Biswas, Subrata	98
100.	013/23	Chandra, Rakesh	98

NNNEXURE - XVII (Contd)

Sl.No.	Regn. No.	Name	Rank
101.	128/23	Gupta, Sandeep	98
102.	049/23	Mukherjee, Sanjoy	102
103.	007/23	Biswas, Avijit	103
104.	175/23	Sengupta, S. S.	103
105.	023/23	Deb, S. Hrishikesh	105
106.	092/23	Subramanian, Viveka (Miss)	105
107.	026/23	Garewal H. Singh	105
108.	112/23	Chaitanya	105
109.	005/23	Bari, Ajoy Kumar	105
110.	200/23	Verma, Vandana (Miss)	110
111.	001/23	Anand, N. Easwar	111
112.	181/23	Shyam, S.	111
113.	124/23	Ghosh, Joy	113
114.	033/23	Honavar, Swapna (Miss)	114
115.	121/23	Fernandes, K. Paul	115
116.	067/23	Ramesh, S.	116
117.	015/23	Cheedi, Srinivas	116
118.	093/23	Vijay Bhaskar, V.	116
119.	190/23	Subramanyan, R.	119
120.	147/23	Mitra, Chandradeep	120
121.	171/23	Saha, Samarajit	121
122.	099/23	Vasudevan, Sarita (Miss)	122
123.	118/23	Dalal, Arun R.	123
124.	003/23	Ashok, V.	123
125.	087/23	Sreenivasan, J.	123

ANNEXURE - XVII (Contd)

Sl.No.	Regn. No.	Name	Rank
126.	011/23	Biswas, Nilanjan	126
127.	185/23	Sivarajan, G.	127
128.	125/23	Guha, Subrata	127
129.	019/23	Das, Amitabha	129
130.	016/23	Chelliah, Sukumar	130
131.	074/23	Kulkarni, R. V.	131
132.	165/23	Rao, C. Sundara	132
133.	057/23	Parekh, Mani Baro	133
134.	114/23	Chatterjee, Arijit	134
135.	206/23	Kancharala, Mohan	135
136.	205/23	Deva Prasad, P.	136.

Graduating Students from 22nd Batch:

137.	029/22	Krishnaprasad, K. S.
138.	031/22	Lynogodh, Kamwapan
139.	137/22	Mallik, Subrajit
140.	160/22	Saha, Sushmita (Miss)
141.	174/22	Verma, Arun (posthumus)

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**LIST OF STUDENTS AWARDED
THE TITLE 'FELLOW' IN 1988**

Sl. No.	N a m e	Reg. No.	Area	Thesis Title
1.	Barnard CD'Mello	FP/3/80	Economics	F o r e i g n Collaboration in the Public Sector Steel Industry.
2.	Prashun Kr. Dutta	FP/7/81 Control	Finance	Financial & Performance of Industrial Project An Ex-Post Evaluation of the Ex-Ante Values of Project Parameters.
3.	Sanjay Banerji	FP/5/83	Operation	Simulation of a Management Coal Handling Plant.

**LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL
OF INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 24th BATCH.**

1966

Mansinghka S. K.
Shankar G.
Mehta Anil
Khalid Najma

1967

Gupta R. C.
Metre R. K.
Vijayan K.
Krishnan S. A.
Katdare D. S.
Jain R. C.

1968

Gangavane V. B.
Bader P. C.

1969

Jayaraman L. L.
Mahapatra S.
Srikanth V.
Marwaha V. K.
Kumar V. S.
Batra K. L.
Agarwal S. K.

1970

Viswanathan P.
Gupta S. K.
Krishnamurthy S.
Srinivasan K. R.
Joshi S. S.
Apte P. G.
Bakaya M.
Gupta A. K.
Chatterjee P. K.

1971

Joshi Alok
Khan M. M. A.
George Thomas
Dutta B. K.
Srinivasan B.

1972

Raja Gopal S. I.
Rangan A. S.
Chandrasahsan R.
Narayan H.

1973

Dhadeshwar A. M.
Hajara S. S.
Malla Reddy K.

1974

Tandon Rajesh
Sen Abhijit
Handa A. C.
Vaidya C. K.
Goyal P. K.

1975

Nakhoda F. T.
Dhebar A.
Balakrishnan V.
Raman N.
Durgadas K.

1976

Devnath V.
Gupta P. K.
Desai Y. C.
Iyer S.

1978

Gour P. K.
Srinivasan B.
Narashiman R.
Patkar V. K.
Mathur Atul

1980

Chakraborty B. B.
Ramaswamy Kannan
Rao J. R. K.
Padmanabhan S.
Narain Ravindra
Bawa Kapil

1982

Bandopadhyay S.
Ram V. S.
Sriram Dasu
Arora Charu
Nedungadi P. P.
Viswanathan U.

1984

Rajadhyaksha Indira
Chandrasekaran K. R.
Chandramouli A. N.
Chandran K.
Kumar Surendra

1986

Viswanathan Sanker Narayan
Narasimhan Srinath
Venkateswaran Harishanker
Garle Vivek Yashwant
Porwar Ashwini Kumar
Raghunathan S.

1988

Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant

1977

Malik Pawan
Bansal Rakesh
Shrivastava R.
Rajagopal R.

1979

Padmanabhan R.
Viswanathan B.
Rao U. K.
Parameswaran M. G.
Srivastava P. K.
Mangal A. K.

1981

Trivedi S. S.
Mehra Pradeep
Saini H. S.
Mukhopadhyay T.
Seth Sharat

1983

Giridharan P. S.
Panda A. K.
Kini V. A.
Kannan S.
Napate P. B. R.

1985

Arora Samir Chandra
Banerjee Shantanu
Bhattacharya Kaushik
Goel Sunita
Kalita Jukti Kumar
Sastri Srikant

1987

Mohanbir Sawhney
Agarwal Rajesh Kumar
Geetha R.
Mahajan Vini
Harish H. B.

1989

Sachdeva Sanjay
Sharma Devendra Kumar
Garg Rajiv
Wadhvani Alkesh Gulal
Mukherjee Ananda

Statement of Accounts

(April 1, 1988 to March 31, 1989)

INDIAN INSTITUTE OF
BALANCE SHEET AS

L I A B I L I T I E S			A M O U N T			
	Rs.	P.	Rs.	P.	Rs.	P.
1. CAPITAL FUND:						
A. GENERAL ACCOUNT:						
i) GOVERNMENT OF INDIA						
As per last account	3,96,00,352.32					
<u>Add: Grant received during the year ..</u>	<u>29,34,804.54</u>					
	4,25,35,156.86					
<u>Add: Excess of Income over expenditure transferred from Income & Expenditure a/c.</u>	<u>13,37,217.00</u>					
	4,38,72,373.86					
<u>Less: Capital investment write off</u>	<u>60,835.77</u>		4,38,11,538.09			
ii) GOVERNMENT OF WEST BENGAL						
As per last account			<u>11,17,530.61</u>		4,49,29,068.70	
B. CAMPUS ACCOUNT:						
i) GOVERNMENT OF INDIA						
As per last account	5,16,79,372.64					
<u>Add: Grant received during the year</u>	<u>1,00,00,000.00</u>		6,16,79,372.64			
ii) GOVERNMENT OF WEST BENGAL						
As per last account			11,86,687.00			
iii) DONATION						
			35,74,350.36			
iv) BANK BUILDING						
			<u>1,41,167.67</u>		6,65,81,577.67	
C. FORD FOUNDATION						
As per last account					58,75,476.24	
2. LOAN FOR BANK BUILDING						
					6,38,832.33	
3. ENGINEERING STORES						
4. PRIZE FUND						
					1,000.00	
5. SCHOLARSHIP FUND						
					1,51,000.00	
6. MISCELLANEOUS FUNDS						
					40,619.63	
7. PROVIDENT FUND PAYABLE						
					69,834.07	
CARRIED OVER Rs.					<u>11,82,87,408.64</u>	

MANAGEMENT CALCUTTA
AT 31st MARCH, 1989

A S S E T S	R s .		A M O U N T		R s .	
		P .	R s .	P .	R s .	P .
1. FIXED ASSETS: (as per attached schedule)						
As per last account	8,47,73,737.47					
<u>Add:</u> Addition during the year	<u>1,58,29,963.42</u>		10,06,03,700.89			
<u>Less:</u> Adjustment for write off Receipt/ adjustment during 1988-89			<u>99,965.32</u>		10,05,03,735.57	
2. LOAN,ADVANCE & OTHER RECEIVABLES:						
A. LOANS & ADVANCES:						
i) <u>Government of West Bengal</u>	1,11,232.97					
ii) <u>Purchases & Services:</u>						
a) General Account	67,99,433.60					
b) Construction a/c.	11,10,957.13					
iii) Staff	<u>34,25,575.98</u>		1,14,47,199.68			
B. OTHER RECEIVABLES:						
i) Accounts Receivable	3,89,940.16					
ii) Deposits	19,314.72					
iii) Claim	5,980.40					
iv) Consultancy Projects	<u>8,000.00</u>		<u>4,23,235.28</u>		1,18,70,434.96	
3. PRIZE FUND INVESTMENT:					1,000.00	
4. SCHOLARSHIP FUND INVESTMENT:					1,51,000.00	
5. INVENTORY OF STORES:						
i) General Account			52,573.77			
ii) Engineering Division (Stone Metal)	6,461.00					
Stock	<u>7,35,323.76</u>		<u>7,41,784.76</u>		7,94,358.53	
6. SUSPENSE RECEIVABLE:					16,320.30	
7. S U S P E N S E:					--	
CARRIED OVER Rs.					11,33,36,849.36	

INDIAN INSTITUTE OF
BALANCE SHEET AS

LIABILITIES	A M O U N T	
	Rs.	P.
BROUGHT FORWARD	11,82,87,408.64	
8. <u>CURRENT LIABILITIES:</u>	18,21,670.89	
9. <u>PROJECT-IN-PROGRESS:</u>	7,80,300.23	
10. <u>SUSPENSE</u>	578.69	
T O T A L	Rs.	<u><u>12,08,89,958.45</u></u>

Sd/- R. M. Aluni
Accounts Officer

Sd/- N. N. Chaudhury
Finance and Accounts Officer

MANAGEMENT CALCUTTA
AT 31st MARCH, 1989

ASSETS	AMOUNT							
	Rs.	P.	Rs.	P.	Rs.	P.		
							BROUGHT FORWARD	11,33,36,849.36
8. CASH AND BANK BALANCES :								
(As per attached Schedules)								75,53,109.09
							TOTAL	Rs. 12,08,89,958.45

Sd/- R.S. Sudhakaran
Chief Administrative Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS

Sl. No.	Particulars	Net Block as on 31.3.88	Addition/ adjustment during the year 88-89	Gross Block as on 31.3.89	Receipt/ adjustment during the year 88-89	Net Block as on 31.3.88
1.	Land	45,98,988.97	10,65,807.00	56,64,795.97	-	56,64,795.97
2.	Buildings	3,78,82,097.33	32,77,595.32	4,11,59,692.65	-	4,11,59,692.65
3.	Water supply Installation	32,15,376.03	1,78,041.92	33,93,417.95	-	33,93,417.95
4.	Electrical Installation	29,80,988.01	16,73,854.59	46,54,842.60	-	46,54,842.60
5.	Air Conditioning Plant (Library)	23,37,560.00	18,44,113.30	41,81,673.30	-	41,81,673.30
6.	Boundary Walls	6,20,045.78	-	6,20,045.78	1,054.00	6,18,991.78
7.	Roads, Drains & Culverts	23,86,564.93	97,714.00	24,84,278.93	-	24,84,278.93
8.	Tubular Structure	7,34,297.96	2,09,861.00	9,44,158.96	-	9,44,158.96
9.	Equipment & Tools	42,257.32	-	42,257.32	-	42,257.32
10.	Sundry Structure and Works	14,25,117.39	41,238.13	14,66,355.52	-	14,66,355.52
11.	Office Equipment & Furniture	98,13,120.84	26,70,136.27	1,24,83,257.11	499.50	1,24,82,757.61
12.	Library Books & Periodicals	1,45,91,193.25	28,51,553.49	1,74,42,746.74	39,568.12	1,74,03,178.62
13.	Motor Vehicles & Cycles	13,10,182.21	1,56,630.00	14,66,812.21	58,843.70	14,07,968.51
14.	Gift Books and Periodicals	3,131.00	-	3,131.00	-	3,131.00
15.	Computer Centre	28,32,816.45	17,63,418.40	45,96,234.85	-	45,96,234.85
	Total	8,47,73,737.47	1,58,29,963.42	10,06,03,700.89	99,965.32	10,05,03,735.66

Sd/- R.M. Aluni
Accounts OfficerSd/- N.N. Chaudhuri
Finance & Accounts OfficerSd/- R.S. Sudhakaran
Chief Administrative OfficerSd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CASH AND BANK BALANCES AS ON 31.3.1989

P A R T I C U L A R S	A M O U N T
	Rs. P.
<u>Ford Foundation A/c.</u>	
Current A/c with SBI, New York Branch	1,64,776.69
Current A/c with SBI, Calcutta Main Br.	39,128.81
<u>Engineering Division</u>	
Campus Development Fund A/c.	
Current A/c with SBI, Calcutta Main Br.	---
IIMC Construction Works A/c.	
Current A/c with SBI, Joka Br.	1,34,797.67
Cash in Hand	137.48
<u>General Account</u>	
Current A/c with SBI, Calcutta Main Br.	27,299.90
Current A/c with SBI, Joka Br.	54,340.60
Savings A/c with SBI, Calcutta Main Br.	1,31,000.55
Savings A/c with SBI, Joka Br.	65,23,134.43
IIMC A/c Decision -	
Current A/c with SBI, Joka	14,256.70
IIMC A/c Consultancy -	
Current A/c with SBI, Calcutta Main Br.	4,413.35
Savings A/c with Alipore Post Office	3,90,006.35
Cash in Hand	47,501.01
<u>Petty Cash</u>	
i) Postage including Franking	9,244.15
ii) Purchase and Services	13,071.40
Total :	Rs: <u>75,53,109.09</u>

Sd/- R.M. Aluni Sd/- N.N. Chaudhuri Sd/- R.S. Sudhakaran
Accounts Officer Finance & Accounts Officer Chief Administrative Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
A. NON-PLAN:				
1. To <u>Pay & Allowances</u>				
i) Academic	67,16,144.55			
ii) Non-Academic	<u>47,71,082.13</u>		1,14,87,226.68	
2. To <u>Provident Fund Contribution, Gratuity and Pension</u>				10,13,908.21
3. To <u>Travelling Expenses</u>				1,61,918.67
4. To <u>Leave Travel Concession</u>				2,05,812.80
5. To <u>Stationery and Printing</u>				3,92,002.37
6. To <u>Postage, Telegram & Telephones:</u>				
i) Postage and Telegram		37,683.40		
ii) Telephones	<u>2,68,847.25</u>		3,06,530.65	
7. To <u>Motor Car Expenses :</u>				
i) Petrol Oil		2,22,786.12		
ii) Maintenance & Repairs to automobiles	<u>3,09,954.05</u>		5,32,740.17	
8. To <u>Repairs and Renewals</u>				2,98,113.76
9. To <u>Electricity Charges</u>				6,89,028.57
10. To <u>Freight & Insurance</u>				42,894.00
11. To <u>Advertisement & Publicity</u>				1,10,507.40
12. To <u>Library Maintenance</u>				1,01,921.60
13. To <u>Binding</u>				15,969.50
14. To <u>Membership & Subscription</u>				12,074.86
15. To <u>Post Graduate Programme:</u>				
i) Common Admission Test	3,93,695.67			
ii) Selection Test	1,06,049.94			
iii) Convocation	77,553.59			
iv) Programme Expenses	<u>5,74,731.19</u>		11,52,030.39	
16. To <u>Fellowship Programme</u>				2,61,921.99
17. To <u>Management Development Programme</u>				14,73,715.64
18. To <u>Extension Programme</u>				2,20,662.36
19. To <u>Certificate in General Management</u>				2,68,352.15
20. To <u>Consultancy & Incompany Training Programme</u>				33,07,913.01
CARRIED OVER				2,20,55,244.78

MANAGEMENT CALCUTTA
THE YEAR ENDED 31st MARCH 1989

I N C O M E	Amount		Amount	
	Rs.	P.	Rs.	P.
1. By <u>RECURRING GRANT (NON-PLAN & PLAN RECEIVED FROM GOVERNMENT OF INDIA)</u>	1,90,15,195.46			
2. By <u>Post Graduate Programme:</u>				
i) Common Admn. Test Fees	2,91,801.85			
ii) Application Fees	3,20,481.00			
iii) Admission Fees	18,900.00			
iv) Tuition Fees	1,27,400.00			
v) Computer Fees	1,37,100.00			
vi) Lodging	1,52,200.00			
vii) Course Materials	<u>1,78,500.00</u>		12,26,382.85	
3. By <u>Fellowship Programme:</u>				
i) Application Fees	12,941.00			
ii) Regn. & Dissertation Fees	1,300.00			
iii) Lodging	<u>3,950.00</u>		18,191.00	
4. By <u>Management Development Programme</u>	17,61,418.10			
5. By <u>MDP Complex Income</u>	7,47,767.63			
<u>Less : Expenses</u>	<u>4,16,479.91</u>		3,31,287.72	
6. By <u>Extension Programme</u>			3,83,960.00	
7. By <u>Certificate in General Management</u>	4,04,692.70			
8. By <u>Consultancy & In-company Training Programme</u>			40,74,296.21	
9. By <u>Transport</u>			2,68,456.26	
10. By <u>Furniture Rent</u>			1,221.10	
11. By <u>Rent for Quarters</u>			61,409.39	
12. By <u>Interest on Cycle, Motor Car and Scooter Advance</u>			10,132.80	
13. By <u>Interest on Table Fan Advance</u>			123.75	
14. By <u>Sale of Text Books</u>			4,176.50	
15. By <u>Royalty</u>			457.71	
CARRIED OVER	2,75,61,401.55			

INDIAN INSTITUTE
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount Rs.	P.	Amount Rs.	P.
BROUGHT FORWARD			2,20,55,244.78	
21. To <u>Seminar & Conferences</u>			42,718.44	
22. To <u>Placement Expenses</u>			1,33,138.46	
23. To <u>Computer Centre Maintenance</u>			60,000.00	
24. To <u>Medical Expenses</u>			6,85,313.87	
25. To <u>Legal Expenses</u>			1,03,725.00	
26. To <u>Board Meeting Expenses</u>			1,59,303.46	
27. To <u>Entertainment</u>			21,084.95	
28. To <u>Heath Centre</u>			40,000.00	
29. To <u>Staff Welfare & Amenities</u>			53,492.54	
30. To <u>Overtime & Honoraria</u>			2,52,146.29	
31. To <u>Audit Fees</u>			-	
32. To <u>Contingencies</u>			3,91,913.36	
33. To <u>Maintenance of Campus</u>			10,12,784.50	
34. To <u>Scholarship</u>			84,828.80	
35. To <u>Alumni Activities</u>			1,012.00	
36. To <u>Rent, Rates & Taxes</u>				
<u>Faculty Accommodation</u>	1,48,197.69			
<u>Less : Recoveries</u>	<u>36,964.73</u>		<u>1,11,232.96</u>	
Sub-Total:			<u>2,52,07,939.41</u>	
B. PLAN:				
1. To <u>Faculty Development</u>			8,27,734.73	
2. To <u>Officers' Development</u>			2,27,108.40	
3. To <u>Staff Development</u>			14,46,465.22	
4. To <u>Faculty Participation in International Conferences</u>			75,476.97	
5. To <u>Centre for Management & Development Studies</u>			3,31,853.51	
6. To <u>Centre for Project Management Studies</u>			-	
7. To <u>Centre for Public Enterprise Studies</u>			1,73,230.09	
8. To <u>Special Programme on Rural Development</u>			1,84,810.37	
9. To <u>Management Text Book & Literature</u>			300.00	
10. To <u>Working Paper, News Letter & Decision</u>			73,446.40	
11. To <u>Computer Centre Infrastructure</u>			3,11,031.39	
Sub-Total:			<u>36,51,457.08</u>	
Sub-Total:			<u>2,88,59,396.49</u>	
12. To <u>Excess of Income Over Expenditure Transferred to Balance Sheet</u>			13,37,217.00	
Total :			<u><u>3,01,96,613.49</u></u>	

Sd/- R. M. Aluni
Accounts Officer

Sd/- N. N. Chaudhuri
Finance & Accounts Officer

OF MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH 1989

I N C O M E	Amount Rs. P.	Amount Rs. P.
BROUGHT FORWARD		2,75,61,401.55
16. By <u>Subscription for Decision</u>		35,010.19
17. By <u>Interest on House Building advance</u>		8,098.00
18. By <u>Miscellaneous</u>		11,43,653.79
19. By <u>Refund of Contribution (Pension Optees)</u>		13,37,217.00
20. By <u>Transferred to Government of West Bengal :</u> <u>Expenses for accommodation of Faculty as per contra</u>		1,11,232.96
		<u><u>3,01,96,613.49</u></u>

Sd/- R. S. Sudhakaran
Chief Administrative Officer

Sd/- Ramaswany P. Aiyar
Director

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount Rs. P.	Amount Rs. P.
To Opening Balances :		
<u>Cash in Hand</u>		14,605.15
<u>Cash at Bank :</u>		
Current A/c with SBI, New York Br	1,64,776.69	
Current A/c with SBI, Calcutta A/c Ford Foundation ...	39,128.81	
Current A/c. with SBI, Calcutta Main Branch ...	59,800.11	
Current A/c with SBI, Joka Br.	32,895.09	
Current A/c with SBI, Joka Br. A/c. Decision ...	14,256.70	
Current A/c with SBI, Main Br. A/c Consultancy ...	4,413.35	
Savings A/c with SBI Main Br.	4,56,569.17	
Savings A/c with SBI, Joka Br.	1,33,52,645.28	
Savings A/c with Alipore P.O	3,00,060.35	
Current A/c with Bank of Baroda	<u>614.00</u>	1,44,25,159.55
 <u>Petty Cash :</u>		
Postage Petty Cash Franking	7,180.00	
Imprest Fund -		
Postage	500.00	
Maintenance(General)	400.00	
Maintenance(Campus)	500.00	
Library	500.00	
Transport	500.00	
Hostel Maintenance	250.00	
Elec.& Water Supply	53.36	
Placement	29.80	
Director's Office	100.00	
Consultancy Project-DHHNER	0.40	
Consultancy Project-L.W.S.	300.00	
Consultancy Project 367/PMS:WB	200.00	
Extension Programme	500.00	
P.G.P. Office	1,000.00	
Certificate in General Management	500.00	
Commonn Admission Test	500.00	
Petty Purchase	500.00	
Medical	300.00	
 CARRIED OVER	13,813.56	1,44,39,764.70

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1989

P A Y M E N T S	Amount		Amount	
	Rs.	P	Rs.	P.
By Salary Academic			51,89,818.01	
" Salary Non-Academic			39,80,100.73	
" Leave Salary & Pension Contribution			10,678.00	
" Children Education Allowance	3,990.00			
" Provident Fund Contribution			--	
" Gratuity			2,05,732.61	
" Deposit Linked Insurance			10,000.00	
" Pension			1,80,453.99	
" Travelling Expenses			1,38,579.60	
" Leave Travel Concession			2,82,809.60	
" Stationery & Printing			4,08,636.45	
" Postage Expenses			1,265.50	
" Telephone Expenses			2,99,735.00	
" Motor Car Expenses			4,63,906.90	
" Repairs and Renewals			2,73,929.19	
" Electricity and Water Charges			8,41,426.50	
" Freight and Insurance			42,894.00	
" Advertisement and Publicity			1,10,507.40	
" Library Maintenance			1,01,762.60	
" Binding			15,723.00	
" Membership and Subscription			12,074.86	
" P.G.P. - Services and Supplies			5,18,535.93	
" P.G.P. - Common Admission Test Expenses	1,48,659.09			
" P.G.P. - Selection Test Expenses			1,18,831.21	
" Convocation			57,575.45	
" Fellowship Programme - Services & Supplies	2,21,734.94			
" M. D. P. - Services and Supplies			11,68,497.40	
" M. D. P. - Complex Expenses			2,70,011.60	
" Extension Programme - Services & Supplies	2,00,217.09			
" Certificate in General Management - Services & Supplies	1,96,339.82			
" Consultancy Project Expenses			7,68,698.20	
" Seminar & Conferences Expenses			47,473.43	
" Scholarship			84,828.80	

CARRIED OVER

1,63,75,426.90

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	A m o u n t Rs. P.	A m o u n t Rs. P.
BROUGHT FORWARD	13,813.56	1,44,39,764.70
To <u>Opening Balance (Contd.)</u>		
Imprest Fund - Publication	200.00	
Imprest Fund - E. D. P.	500.00	
Imprest Fund - Holiday Home	200.00	
Imprest Fund - Genl. Admn.	<u>500.00</u>	15,213.56
To IIMC Savings Bank		500.36
ENGINEERING DIVISION :		
<u>Cash in hand</u>	296.47	
<u>Cash at Bank :</u>		
Current A/c with SBI,Joka Br.	3,25,799.93	
Current A/c with SBI Main Br.	<u>3,307.10</u>	3,29,50,000.00
" Grant-in-Aid, Govt. of India		3,19,50,000.00
" Grant-in-Aid, Govt. of West Bengal		92,941.00
To <u>Post Graduate Programme :</u>		
i) Common Admission Test Fees	2,91,801.85	
ii) Application Fees	3,20,746.00	
iii) Admission Fees	18,900.00	
iv) Course Materials	1,78,600.00	
v) Tuition Fees	1,27,400.00	
vi) Computer Fees	1,37,100.00	
vii) Lodging	<u>1,52,200.00</u>	12,26,747.85
To <u>Fellowship Programme Income:</u>		
i) Application Fees	13,016.00	
ii) Registration and Dissertation Fees	<u>1,000.00</u>	14,016.00
To Furniture Rent		520.00
" Management Development Prog. Income		18,15,527.15
" Management Development Programme - Complex Income		3,47,942.00
" Extension Programme Income		3,81,160.00
" Certificate in General Management Income		4,04,692.70
" Consultancy Project Income		29,71,640.24
" Transport Income		6,531.20
" Interest on Advance for Cycle/Scooter		1,857.00
CARRIED OVER		<u>5,39,98,457.26</u>

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1989

P A Y M E N T S	Amount	
	Rs.	P.
BROUGHT FORWARD	1,63,75,426.90	
By Placement Expenses	1,00,995.16	
" Computer Centre Maintenance	60,000.00	
" Medical Expenses	6,72,197.90	
" Legal Expenses	98,903.00	
" Board Meeting Expenses	1,33,336.06	
" Entertainment	17,377.60	
" Staff & Students' Health Centre	40,000.00	
" Staff Welfare & Amenities	48,175.20	
" Overtime & Honoraria	2,48,449.86	
" Contingencies	2,26,360.81	
" Maintenance of Campus	2,45,174.15	
" Miscellaneous Expenses - Bank Charges	8,294.80	
" Alumni Activities	12.80	
" Washing Allowances	2,955.00	
" Faculty Development	60,390.88	
" Officers' Development	3,217.70	
" Staff Dev. and Rationalisation	130.00	
" Faculty Participation in International Conferences	1,37,825.27	
" Staff Centeen	79,293.48	
" Students' Mess	2,80,458.14	
" Centre for Management and Development Studies	2,63,104.60	
" Centre for Project Mgt. Studies	-	
" Management Text Book & Literature	300.00	
" Working paper, News Letter and Decision	64,518.75	
" Special Programme on Rural Development	1,39,689.49	
" Centre for Public Enterprise Studies	1,41,291.53	
" Computer Centre Infrastructure	3,04,767.39	
" Rent, Rates and Taxes	1,47,471.99	
CARRIED OVER	1,99,00,118.46	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	A m o u n t		A m o u n t	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			5,39,98,457.26	
To Rent for Quarters			1,885.00	
" Sale of Text Book			1,656.50	
" Royalty			457.71	
" Interest/Dividend from CPF Investment			9,29,258.21	
" Subscription for Decision			32,602.98	
" Miscellaneous Income - Others			10,08,548.40	
" Refund of Contribution (Pension Opptees)			13,37,217.00	
" Interest on Adv. for House Building			----	
" Books			----	
" Periodicals			21,033.73	
" Electricity & Water Charges Recoverable			467.08	
" Telephone charges Recoverable - Staff			----	
" Director's Discretionary Fund - Recoverable			540.00	
" Misc. Charges Recoverable -Staff			2,193.73	
" Accounts Receivable			5,80,095.01	
" IIMC Students Association			25,800.00	
" Computer Aided Management Centre			12,12,353.94	
" Advance - Scotter & Motor Car			5,700.00	
" Advance - Festival			360.00	
" Advance - Flood			122.00	
" Advance - Consultancy Project			28,846.12	
" Advance - In-company Programme			291.00	
" Advance - Research project			50.00	
" Advance - Seminar			3,237.69	
" Advance - Vendors			5,413.19	
" Advance - Medical			10.50	
" Advance - Personal			15,105.04	
" Advance - House Building			2,800.00	
" Advance - Purchase			6,305.32	
" Advance - Convocation			88.30	
" Advance - Centre			2,604.26	
" Suspense Payable			30.00	
CARRIED OVER			5,92,23,529.97	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			1,99,00,118.46	
By Equipment			1,92,926.69	
" Computer Centre			88,636.80	
" Furniture & Fixture			1,51,378.20	
" Books			15,01,157.00	
" Periodicals			13,20,359.87	
" Motor Vehicles			1,52,004.00	
" Electricity & Water				
Charges Recoverable			3,834.80	
" Telephone Charges Recoverable - Staff			13,314.50	
" Director's Discretionary Fund - Recoverable			9,900.00	
" Miscellaneous charges Recoverable - Staff			2,036.40	
Accounts Receivable			1,06,915.00	
" IIMC Students' Association			1,248.05	
" Computer Aided Management Centre			6,69,455.97	
" Advance - Festival			1,32,160.00	
" Advance - Flood			21.00	
" Advance - Consultancy Project			5,87,000.00	
" Advance - Seminar			10,595.87	
" Advance - Vendors			72,86,809.86	
" Advance - Personal			1,21,145.76	
" Advance - House Building			8,59,758.00	
" Advance - Purchase			1,12,770.00	
" Advance - Cycle			18,928.00	
" Advance - Scooter & Motor Car			6,58,056.00	
" Advance - Table Fan			800.00	
" Advance - Centre			62,550.00	
" Suspense Payable			6,00,879.44	
CARRIED OVER			3,45,64,759.67	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	A m o u n t		A m o u n t	
	R s.	P.	R s.	P
BROUGHT FORWARD			5,92,23,529.97	
To Accounts Payable			15,09,338.00	
" Scholarship Donation Payable			1,01,442.00	
" P. F. Payable			8,30,000.00	
" Donation and Prizes			88,494.00	
" Group Insurance Payable			83,110.84	
" Earnest Deposit			10,000.00	
" Security Deposit			49,930.00	
" Library Deposit			500.00	
" Caution Deposit - PGP			69,400.00	
" Caution Deposit - F.P.			1,600.00	
" Mess Deposit - PGP			3,27,367.58	
" Caution Deposit - CGM			17,600.00	
" L.I.C. Clearing			320.00	
" Provident Fund - Clearing			151.00	
" Liability for Professional Tax			95.00	
" Unpaid Salary			2,42,645.76	
" Unpaid Overtime & Honoraria			23,998.61	
" Unpaid Miscellaneous			1,215.00	
" Salary Academic			1,500.00	
" Salary Non-Academic			93.80	
" Pension			2.00	
" Travelling Expenses			16,316.90	
" Leave Travel Concession			35,544.30	
" Stationery & Printing			----	
" Postage Expenses			----	
" Telephone Expenses			29,652.75	
" Motor Car Expenses			5,154.00	
" Deposit			34,100.00	
" Electricity & Water Charges			759.65	
" Post Graduate Programme : Services and Supplies			4,390.38	

CARRIED OVER

6,27,08,251.84

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			3,45,64,759.67	
By Accounts Payable			22,03,209.88	
" Scholarship Donation Repayable			89,940.00	
" P.F. Payable			25,30,000.00	
" Fund for Recoverable Advance			43,595.00	
" Donation and Prizes			89,400.00	
" Group Insurance Linked Savings Fund			192.75	
" Group Insurance Repayable			1,01,999.16	
" Group Insurance Linked Savings Intt. Fund			39.80	
" Earnest Deposit			80,000.00	
" Security Deposit			27,500.00	
" Library Deposit			1,000.00	
" Caution Deposit - PGP			3,150.00	
" Caution Deposit - F.P.			200.00	
" Mess Deposit - P.G.P.			3,27,365.24	
" Caution Deposit - CGM			7,600.00	
" Suspense Revenue Stamp			1,267.00	
" Life Insurance Corporation - Clearing			1,32,261.32	
" Clearing A/c - IIMC Staff C.C.S.Ltd.			10,38,173.87	
" Clearing A/c - Staff on Deputation			3,934.00	
" Clearing A/c - IIMC Employees' Union Subscription			2,351.50	
" Clearing A/c - L.I.C. Group Savings Linked Insurance Scheme			1,39,620.00	
" Provident Fund - Clearing			17,60,035.59	
" Liability for Income Tax			7,80,268.00	
" Liability for Professional Tax			1,00,612.00	
" Unpaid Salary			2,39,643.26	
" Unpaid Overtime & Honoraria			23,594.98	
" Unpaid Miscellaneous			1,170.00	
" Application Fee - Post Graduate Programme			280.00	
" Course Materials -Post Graduate Programme			100.00	
" Application Fee - Fellowship Programme			75.00	
" Management Development Programme - Income			22,791.50	
" M. D. P. Complex Income			169.00	

CARRIED OVER -----
4,43,16,298.52

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	A m o u n t R s. P.	A m o u n t R s. P
BROUGHT FORWARD		6,27,08,251.84
To Common Admission Test Expenses		9,788.09
" PGP - Selection Test Expenses		29,746.32
" Convocation Expenses		3,744.14
" Fellowship Programme - Services & Supplies		5,038.10
" M.D.P. - Services & Supplies		28,097.93
" M.D.P. - Complex Expenses		140.00
" Extension Programme - Services & Supplies		7,632.15
" PGCGM - Services & Supplies		4,636.80
" Consultancy Project Expenses		18,369.66
" Seminar & Conferences Expenses		2,730.50
" Placement Expenses		580.55
" Medical Expenses		220.65
" Board Meeting Expenses		14,305.40
" Staff Welfare & Amenities		----
" Contingencies		3.00
" Miscellaneous Expenses - Bank Charges		28.00
" Faculty Development		400.00
" Officers Development		218.50
" Staff Development & Rationalisation		120.00
" Faculty Participation in International Conferences		1,348.30
" Centre for Management & Development Studies		22,100.82
" Centre for Project Management Studies		180.00
" Working Papers, Newsletter & Decision		50.00
" Centre for Public Enterprise Studies		385.00
" Rent, Rates and Taxes		3,311.23
" Suspense		10,939.61
 ENGINEERING DIVISION ACCOUNT :		
" Security Deposit	5,51,473.00	
" Miscellaneous Income	24,466.00	
" Boundary Walls	1,054.00	
" Library Building	24,318.00	
" Stone Metal	<u>97,714.00</u>	<u>6,99,025.00</u>

CARRIED OVER

6,35,71,391.59

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			4,43,16,298.52	
By Extension Programme - Income			---	
" Certificate in General Mgmt. - Income			---	
" Consultancy Project Income			7,500.00	
" Transport Income			191.25	
" Furniture Rent			21.10	
" Interest on Advance for Cycle, Motor Car & Scooter			92.54	
" Interest on Advance for Table Fan			13.75	
" Subscription for Decision			172.79	
" Miscellaneous Income - Others			1,933.36	
" Suspense			10,117.83	
" Suspense Additional D.A.			371.00	
<u>ENGINEERING DIVISION ACCOUNT :</u>				
" Land	10,65,807.00			
" Hostel Buildings	3,05,489.97			
" Instructional Buildings	1,26,045.00			
" Administrative Building	3,05,227.00			
" Residential Buildings	22,29,816.00			
" MDP Complex	1,07,147.00			
" Generator Building	32.00			
" CAM Centre Building	2,28,156.35			
" Water Supply Installation	1,78,041.92			
" Electrical Installation	16,73,854.59			
" Road, Drains & Culverts	97,714.00			
" Tubular Structure	2,09,861.00			
" Play Ground	2,000.00			
" Engineering Division Office	2,750.00			
" Architects' Fees	36,488.13			
" Air Conditioning Plant - Library	3,33,090.00			
" Air Conditioning Plant - CAM Centre	15,11,023.30			
" Stock	10,69,752.48			
" Security Deposit	4,04,252.00			
CARRIED OVER	98,86,547.74		4,43,36,712.14	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	A m o u n t		A m o u n t	
	Rs.	P.	Rs.	P.

BROUGHT FORWARD 6,35,71,391.59

CARRIED OVER 6,35,71,391.59

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD	98,86,547.74		4,43,36,712.14	
<u>ENGINEERING DIVISION ACCOUNT</u> (contd.)				
By Misc. Expenses-Bank Charges		4,741.50		
" Advance - Vendors		7,70,286.00		
" Campus Maintenance		7,41,093.01		
" Motor Car Expenses		32,696.00		
" Legal Expenses		<u>4,822.00</u>	1,14,40,186.25	
" <u>Expenditure Out of Imprest Fund</u>				
" Postage Petty Cash Franking	1,08,435.85			
" Imprest Fund - Postage	10,221.00			
" Imprest Fund - Maintenance(General)	10,825.35			
" Imprest Fund - Maintenance(Campus)	675.31			
" Imprest Fund - Library	2,146.77			
" Imprest Fund - Transport	20,090.99			
" Imprest Fund - Hostel Maintenance	4,555.40			
" Imprest Fund - Electricity & Water	6,268.25			
" Imprest Fund - Placement	546.95			
" Imprest Fund - Director's Office	293.50			
" Imprest Fund - Extension Programme	4,977.76			
" Imprest Fund - PGP Office	9,210.39			
" Imprest Fund - PGCGM	6,769.58			
" Imprest Fund - Common Admn. Test	3,217.38			
" Imprest Fund - Petty Purchase	18,415.08			
" Imprest Fund - Medical	1,018.85			
" Imprest Fund - Publication	1,799.15			
" Imprest Fund - E.D.P.	2,931.93			
" Imprest Fund - General Admin.	1,133.64			
" Imprest Fund - Personnel Section	433.30			
" Imprest Fund - City Office	<u>27,407.68</u>		<u>2,41,384.11</u>	
CARRIED OVER			5,60,18,282.50	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	A m o u n t		A m o u n t	
	R s .	P .	R s .	P
BROUGHT FORWARD			6,35,71,391.59	

CARRIED OVER

Rs. 6,35,71,391.59

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			5,60,18,282.50	
By Closing Balances				
<u>Cash in hand</u>			47,501.01	
<u>Cash at Bank :</u>				
<u>Current a/c. -</u>				
with SBI, New York Br.	1,64,776.69			
with SBI Main Br.				
A/c. Ford Foundation	39,128.81			
with SBI Main Br.	27,299.90			
with SBI, Joka Br	54,340.60			
with SBI, Joka Br				
A/c. Decision	14,256.70			
with SBI Main Br.				
A/c. Consultancy	4,413.35			
<u>Savings a/c. -</u>				
with SBI Main Br.	1,31,000.55			
with SBI Joka Br.	65,23,134.43			
with Alipore Post Office	<u>3,90,006.35</u>		73,48,357.38	
<u>Petty Cash :</u>				
Postage Petty Cash Franking	8,744.15			
Imprest Fund -				
Postage	500.00			
Maintenance (General)	400.00			
Maintenance (Campus)	----			
Library	500.00			
Transport	500.00			
Hostel Maintenance	250.00			
Electricity & Water Supply	700.00			
Placement	300.00			
Director's Office	100.00			
Extension Programme	321.40			
P.G.P. Office	1,000.00			
Common Admission Test	500.00			
Petty Purchase	500.00			
Medical	300.00			
Publication	500.00			
E. D. P.	500.00			
Holiday Home	200.00			
Delhi Office	500.00			
CARRIED OVER			----- 16,315.55	----- 6,34,14,140.89

INDIAN INSTITUTE
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			6,35,71,391.59	

TOTAL :

Rs. 6,35,71,391.59

Sd/- R. M. Aluni
Accounts Officer

Sd/- N. N. Chaudhuri
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1989

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD		16,315.55	6,34,14,140.89	
<u>Closing Balances (Contd.)</u>				
Imprest Fund -				
General Administration		500.00		
Personnel Section		500.00		
City Office		<u>5,000.00</u>	22,315.55	
<u>ENGINEERING DIVISION ACCOUNT</u>				
Closing Balances :				
Cash in Hand		137.43		
Current a/c. with SBI Joka Branch		<u>1,34,797.67</u>	<u>1,34,935.15</u>	

TOTAL :

Rs. 6,35,71,391.59

Sd/- R. S. Sudhakaran
Chief Administrative Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF
PROVIDENT

BALANCE SHEET AS

LIABILITIES	Amount Rs. P.	Amount Rs. P.	Amount Rs. P.
<u>IIMC CONTRIBUTORY PROVIDENT FUND :</u>			
<u>Subscription :</u>			
As per last A/c.	56,12,251.62		
<u>Less:</u> Adjustment	527.00		
	-----	56,11,724.62	
<u>Add:</u> Addition during the Yr	8,68,955.76		
Interest	5,39,415.00		
	-----	14,08,370.76	
		70,20,095.38	
Transfer to CPF	10,52,375.79		
<u>Less:</u> Final Withdrawal	2,30,325.40		
	-----	12,82,701.19	
		57,37,394.19	
<u>Contribution :</u>			
As per Last A/c.	64,08,369.70		
<u>Add:</u> Adjustment	3.00		
	-----	64,08,372.70	
<u>Add:</u> Addition during the Yr	5,48,258.00		
Interest	5,77,166.00		
	-----	11,25,424.00	
		75,33,796.70	
<u>Less:</u> Final withdrawal	1,42,363.70		
<u>Less:</u> Transfer to IIMC - (Pension Optees)	13,37,217.00		
	-----	14,79,580.70	
		60,54,216.00	1,17,91,610.19
<u>IIMC GENERAL PROVIDENT FUND :</u>			
As per last year A/c	9,45,487.90		
<u>Add:</u> Transfer from C.P.F.	10,52,375.79		
	-----	19,97,863.69	
<u>Add:</u> Adjustment	982.00		
	-----	19,96,881.69	
<u>Add:</u> Addition during the Yr	6,42,296.14		
Interest	2,49,932.00		
	-----	8,92,228.14	
		28,89,109.83	
<u>Less:</u> Withdrawal		1,43,454.72	27,45,655.11
		-----	-----
		TOTAL Rs.	1,45,37,265.30

Sd/- R. M. Aluni
Accounts Officer

Sd/- N. N. Chaudhuri
Finance & Accounts Officer

MANAGEMENT CALCUTTA
FUND

AT 31ST. MARCH 1989

A S S E T S	Amount		Amount		Amount	
	Rs.	P.	Rs.	P.	Rs.	P.
<u>P. F. INVESTMENT:</u>						
As per last year A/c	1,03,18,700.00					
Less: Matured & Encashed during the Yr.	50,000.00					

	1,02,68,700.00					
Add : during the Yr.	15,80,000.00					
	-----					1,18,48,700.00
<u>CONTRIBUTORY PROVIDENT FUND LOAN :</u>						
As per Last Yr. a/c	4,94,770.00					
Less: Trans fer to C.P.F	1,00,659.00					

	3,94,111.00					
Add:Payment during the yr	3,68,424.00		7,62,535.00			
Less: Loan recovered during the yr			3,51,980.00			4,10,555.00
<u>GENERAL PROVIDENT FUND LOAN :</u>						
As per last a/c.	88,876.00					
Add : Transfer from CPF	1,00,659.00		1,89,535.00			
Add: Payment during the Yr			2,01,551.00		3,91,086.00	
Less: Loan recovered during the Yr.					1,62,912.00	2,28,174.00
P. F. Receivable						69,834.07
Bank Balance						19,80,002.23

			TOTAL	Rs.		1,45,37,265.30

Sd/- R. S. Sudhakaran
Chief Administrative Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

Memorandum Income & Expenditure A/c. for the year ended 31.3.89

<u>EXPENDITURE</u>	Amount		Amount		<u>INCOME</u>	Amount	
	Rs.	P.	Rs.	P.		Rs.	P.
To Interest on C.P.F.Subs. <u>Less: Adjustment</u>	5,39,415.00				Interest Received from IIMC	12,95,172.93	
	527.00		5,38,888.00				
Interest on Contribution <u>Add: Adjustment</u>	5,77,166.00				Interest receivable	69,834.07	
	3.00		5,77,169.00				
Interest on G.P.F. <u>Add: Adjustment</u>	2,49,932.00						
	982.00		2,48,950.00				
			Rs: 13,65,007.00				
					Rs: 13,65,007.00		

Sd/- R. M. Aluni
Accounts Officer

Sd/- N.N.Chaudhuri
Finance & Accounts
Officer

Sd/-R.S.Sudhakaran
Chief Administrative
Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

Receipts and Payments A/c. for the year ended 31.3.1989

R E C E I P T S	Amount Rs. P.	P A Y M E N T S	Amount Rs. P.
Opening Bank Balance	20,66,649.33	IIMC - CPF	16,68,804.30
IIMC - CPF	7,29,652.00	Investment	7,00,000.00
IIMC - GPF	5,90,279.38	IIMC - GPF	1,39,988.22
CPF - Loan	3,21,460.00	CPF Loan	3,68,424.00
GPF - Loan	1,59,975.00	GPF Loan	2,01,551.00
PF Receivable	26,55,545.91	PF Receivable	14,51,814.96
P. F. Adjustment	151.59	PF Adjustment	12,213.20
		CPF Arrear Pay	385.80
		GPF Arrear Pay	529.50
		Bank Balance	19,80,002.23
	Rs. <u>65,23,713.21</u>		Rs. <u>65,23,713.21</u>

Sd/- R. M. Aluni
Accounts Officer

Sd/- N.N.Chaudhuri
Finance & Accounts
Officer

Sd/-R.S.Sudhakaran
Chief Administrative
Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONTRIBUTORY PROVIDENT FUND FOR THE YEAR 1988-89

Summary of P.F. Investment as on 31.3.89

	Rs.	P.	Rs.	P.
A. <u>Central Govt. Securities :</u>				
i. @ 6.25% Govt. of India Loan Bond 1989 A.D.	4,80,000.00			
ii. @ 6.50% Govt. of India Loan Bond 2000 A.D.	<u>4,50,000.00</u>		9,30,000.00	
B. <u>State Govt. Securities :</u>				
i. @ 6.50% West Bengal Loan Bond 1989	3,66,700.00			
ii. @ 6.75% Andhra Pradesh Loan Bond 1992	<u>1,62,000.00</u>		5,28,700.00	
C. Special Deposit A/c. (No.SBI/Cnl-44) with State Bank of India 1, Strand Road, Calcutta-700 001.				
	26,45,000.00			
D. Five Year Time Deposit A/c. (No. TD 900 286) with Calcutta G.P.O.				
	71,95,000.00			
E. Five Year Term Deposit with State Bank of India IIM Joka Branch				
			5,50,000.00	
			<u>1,18,48,700.00</u>	

Sd/- D. K. Bhowmick
28.4.89
Asstt. Accountant

Sd/- Prasanto Ghosh
28.4.89
Accountant

Sd/- N. N. Chaudhuri
28.4.89
Finance & Accounts Officer

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONTRIBUTORY PROVIDENT FUND
1988-89

Schedule of P.F. Investment as on 31.3.89

A. CENTRAL GOVT. SECURITIES:

i) 6.25% Govt. of India Loan Bond 1989

G.P.Note Nos.	Date of Issue	Date of Maturity	Denomination	
-----	-----	-----	-----	
CA 000168	25.12.80	24.12.89	25,000.00	
169	"	"	25,000.00	
170	"	"	25,000.00	
171	"	"	25,000.00	
172	"	"	25,000.00	
173	"	"	25,000.00	
174	"	"	25,000.00	
175	"	"	25,000.00	
176	"	"	25,000.00	
177	"	"	25,000.00	
178	"	"	25,000.00	
179	"	"	25,000.00	
180	"	"	25,000.00	
181	"	"	25,000.00	
182	"	"	25,000.00	
183	"	"	5,000.00	
191	"	"	1,00,000.00	
			-----	4,80,000.00

ii) @ 6.50% Govt. of India Loan Bonds 2000 AD

CA 002183	01.01.77	01.01.2000	25,000.00	
184	"	"	25,000.00	
185	"	"	25,000.00	
186	"	"	25,000.00	
187	"	"	25,000.00	
188	"	"	25,000.00	
189	"	"	25,000.00	
190	"	"	25,000.00	
191	"	"	25,000.00	
192	"	"	25,000.00	
193	"	"	25,000.00	
194	"	"	25,000.00	
195	"	"	25,000.00	
196	"	"	25,000.00	
197	"	"	25,000.00	
198	"	"	25,000.00	
199	"	"	25,000.00	
200	"	"	25,000.00	
			-----	<u>4,50,000.00</u>

"A" 9,30,000.00

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONTRIBUTORY PROVIDENT FUND
1988-89**

Schedule of P.F. Investment as on 31.3.89

B. STATE GOVT. SECURITIES

i) @ 6.50% West Bengal Loan Bond 1989

GP.Notes Nos.	Date of Issue	Date of Matu- rity	Deno- mination	
CA 000173	01.09.79	30.08.89	1,00,000.00	
174	"	"	1,00,000.00	
148	"	"	25,000.00	
149	"	"	25,000.00	
116	"	"	10,000.00	
103	"	"	5,000.00	
078	"	"	1,000.00	
080	"	"	1,000.00	
057	"	"	500.00	
042	"	"	100.00	
043	"	"	100.00	
1269	"	"	98,000.00	
079	"	"	1,000.00	
			3,66,700.00	

ii) @ 6.75% Andhra Pradesh Loan Bond 1992

CA 000043	03.03.81	02.03.92	62,000.00	
	"	"	25,000.00	
	"	"	25,000.00	
	"	"	25,000.00	
	"	"	25,000.00	
			1,62,000.00	
			5,28,700.00	

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CONTRIBUTORY PROVIDENT FUND
1988-89

Schedule of P.F. Investment as on 31.3.89

C. SPECIAL DEPOSIT WITH S.B.I.

1, Strand Road,
Calcutta 700 001.

In A/c. No. SBI/Cal-44

Date of Deposit -----	Amount -----	
10.11.78	5,50,000.00	
16.06.79	1,03,000.00	
31.03.80	2,00,000.00	
29.12.80	2,47,000.00	
20.04.81	1,25,000.00	
23.09.87	2,00,000.00	
29.10.87	90,000.00	
01.12.87	1,00,000.00	
30.12.87	50,000.00	
28.01.88	1,50,000.00	
07.10.88	2,45,000.00	
22.11.88	1,00,000.00	
09.12.88	1,00,000.00	
18.01.89	1,25,000.00	
17.02.89	1,30,000.00	
07.03.89	1,30,000.00	
	-----	26,45,000.00

Sd/- D.K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- N. N. Chowdhuri
Finance & Accounts Officer

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONTRIBUTORY PROVIDENT FUND 1988-89**

Schedule of P.F. Investment as on 31.3.89

D. TIME DEPOSIT WITH GPO CALCUTTA FOR 5 YEARS IN A/C No. TD 900286

Book No.	Date of Investment -----	Date of Maturity -----	Investment Amount -----
04	<u>12.01.85</u>	11.01.90	2,50,000.00
05	30.08.84	29.08.89	79,000.00
05	<u>16.05.84</u> <u>22.01.85</u>	15.05.89	1,25,000.00
05	<u>14.03.85</u> <u>20.03.85</u>	<u>13.03.90</u>	2,50,000.00
05	<u>30.04.85</u> <u>21.05.85</u>	29.04.90	2,00,000.00
06	<u>21.03.86</u> <u>29.03.86</u>	20.03.91	3,50,000.00
06	<u>21.03.86</u> <u>29.03.86</u>	20.03.91	8,00,000.00
06	<u>18.03.86</u> <u>29.03.86</u>	17.03.91	1,75,000.00
07	<u>23.12.85</u> <u>29.03.86</u>	22.12.90	5,96,000.00
07	<u>05.08.86</u> <u>11.08.86</u>	04.08.91	5,00,000.00
07	<u>12.09.86</u> <u>01.10.86</u>	11.09.91	3,00,000.00
08	<u>26.02.87</u> <u>03.03.87</u>	25.02.92	3,00,000.00
08	<u>01.03.87</u> <u>10.03.87</u>	28.02.92	2,00,000.00
08	<u>30.03.87</u> <u>16.04.87</u>	29.03.92	<u>7,50,000.00</u>
09	07.07.87	06.07.92	10,00,000.00
10	17.08.87	16.08.92	5,00,000.00
11	08.01.88	07.01.93	70,000.00
11	20.09.88	19.09.93	70,00,000.00
11	<u>14.12.88</u> <u>28.12.88</u>	13.12.93	50,000.00
		"D"	<u>71,95,000.00</u>

E. FIVE YEARS TERM DEPOSIT WITH SBI - JOKA

<u>Dt. of Investment</u>	<u>T.D.Receipt No.</u>	<u>Dt. of Maturity</u>	<u>Amt of Investment</u>
14.01.85	U 152576	13.01.90	5,50,000.00

Sd/- D. K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- N. N. Chowdhuri
Finance and Accounts Officer