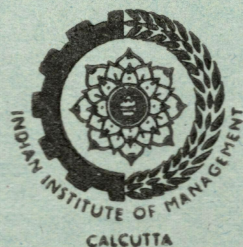


ANNUAL REPORT

1989-90



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
TWENTY-EIGHTH ANNUAL REPORT
(April 1, 1989 to March 31, 1990)

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 29th year on November 14, 1989. 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, which incidentally is the 5th year of the Seventh Five Year Plan (1985-90). The Institute continued to focus its research and training activities on Public Enterprises, Project Management and Environment Management for which separate activity centres exist. 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 1989-90 (as on March 31, 1990) 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 Enterprises 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 26th session of the Programme began in July 1989 with 179 students from all over the country in the First Year and 138 students in the Second Year. The number of the Scheduled Caste and Scheduled Tribe students in the First and Second Year were 31 and 22 respectively. There were a total of 20 girl students (including 2 S.C. and 1 S.T. students) in the First Year and 15 (including 2 S.C. and 1 S.T. students) in the Second Year. Although 179 students were admitted, in the first year, the strength came down subsequently to 158. This drop was 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 exciting 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) 26th Post-Graduate Programme (1989-91)

A total of 10,560 candidates applied for admission to the 26th session of Post-Graduate Programme commencing in July 1989 including 418 Scheduled Caste and 123 Scheduled Tribe candidates. Annexure II gives the details for the last 5 years.

Out of the 10,560 applicants for admission, 1133 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. Out of the 1133 candidates selected for personal interview, 179 candidates belonged to SC/ST community (Annexure III). Ultimately after going through the selection procedure a total of 179 students were admitted to the 26th Post-Graduate Programme.

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

A study of the educational background of the students selected for the 26th session (1989-91) reveals that 84.4% belonged to engineering stream and 15.6% 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 541 applications for admission to the Programme (1989-91) was received from candidates belonging to SC/ST community. Out of this, 179 candidates were called for personal interview and finally 31 candidates joined the Post-Graduate Programme.

A.1.(5) 27th Post-Graduate Programme (1990-92)

The Common Admission Test for selecting students for the 27th session of Post-Graduate Programme (1990-92) commencing in July 1990 was held on 11th December 1989 all over India at 18 centres.

The six examination centres at (1) Bhubaneswar (2) Calcutta (3) Guwahati (4) Vijawayada (5) Nagpur and (6) 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 18,183. A total of 8859 candidates submitted applications for admission to the Institute. Out of this, 398 candidates belonged to Scheduled Caste and 84 belonged to Scheduled Tribe community.

a. No. of candidates called for interview :

Total	General	SC+ST
1056	904	152

b. No. of students joined were 133, (including 26 SC/ST Students) out of which 2 dropped out subsequently. There are 11 girl students (including two belonging to ST).

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 1989 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 1989-90, the different academic groups announced 22 compulsory courses and 68 optional/elective courses (26 in Term IV, 28 in Term V and 14 in Term VI) in various disciplines and areas.

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

- | | | | |
|----|--|---|---------------|
| 1. | Labour, Multinational
and Public Policy | - | PMIR Group |
| 2. | Networking & Distributed
Systems | - | MIS Group |
| 3. | Commercial Banking | - | Finance Group |
| 4. | Corporate Disclosure
Practices | - | Finance Group |

- | | | | |
|----|----------------------------------|---|-----------------|
| 5. | Corporate Turn Around Management | - | Finance Group |
| 6. | Industry and Rural Society | - | Sociology Group |
| 7. | Social Issue & Social Policy | - | Sociology 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 1989-90. 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. Cresswell D Correa, 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 1989-90 are as follows :

- | | | |
|----------------------|---|---|
| Mr. Russi Modi | - | TISCO, Jamshedpur. |
| Mr. Hardeep Singh | - | Executive Director, Polar International Limited. |
| Mr. Z. H. Gangjee | - | Chief of Management Development, I.T.C. Ltd. |
| Mr. Dilip Khandelwal | - | President, Calcutta Stock Exchange |
| Mr. Rajagopalan | - | General Manager, Hindustan Ciba-Geigy Ltd. |
| Mr. N. K. Mukherjee | - | Executive Assistant to Chairman, ITC Ltd. |
| Mr. S. Bagchi | - | Manager (Sales & Support), WIPRO Information Technology Limited |
| Mr. M. R. Chhabria | - | Chairman, Dunlop India Limited |
| Mr. Ashok Mitra | - | Economist and Politician |
| Mr. Palat Achutan | - | CITI Bank |
| Mr. Pratik Basu | - | General Manager, Lintas India Ltd. |
| Mr. Khokan Mukherjee | - | General Manager, ITC Limited |

- Mr. Rajan Padukone - Chief Manager, Gindlays Bank
- Mr. Hemal Kampani - Director(Marketing), VCK Shares & Stock Broking Private Limited.

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 organisations and the Institute for awards to students at the end of the second year according to predetermined criteria. The students belonging to the 25th Batch who would be awarded the Scholarships at the Convocation to be held in April '90 are also given below :

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

Shri Manish Srivastava (28/25) for securing 1st Rank among the students of Post-Graduate Diploma in Management.

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

Shri P. Venkatesh (164/25) for securing 2nd Rank among the students of Post-Graduate Diploma in Management.

3. D. V. C. Medal and Prize

Ms. Rukmini Mitra (56/25) for securing 1st position among the girl students.

4. B. S. Dua Memorial Prize

Shri Sudheesh Venkatesh (155/25) for outstanding ability in leadership.

5. B. C. Roy Memorial Prize

Shri Dinesh K. Patnaik (103/25) for most outstanding contribution to campus life.

6. **Bharat Chamber of Commerce Prize**

Shri Ajoy Chawla (87/25) for the most balanced and progressive outlook towards management problems.

7. **Glaxo Marketing Prize & Medal**

Shri Sanjoy Sen (148/25) for excellence in Marketing Courses.

8. **HMM Prize**

Shri Anurag Saxena (4/25) for excellence in Marketing.

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 :

A. GENERAL PROFICIENCY

<u>Sl.No.</u>	<u>N a m e</u>	<u>Reg.No.</u>	<u>Name of the Scholarship</u>
1.	Manish Srivastava	28/25	B. P. Poddar (Rs. 11,000)
2.	Abon Mazumdar	1/25	Standard Chartered Bank (Rs.10,000)
3.	Shalabh Kumar	63/25	T.T. Krishnamachari Silver Jubilee (Rs. 13,500) and Sriram Smarak Nidhi (Rs.7,200) - Rs. 6,900/- each
4.	Rukmini Mitra (Miss)	56/25	
5.	Venkatesh Panchapakesan	164/25	
6.	Raghunathan Venugopalan	133/25	I.T.C. (Rs. 6,000)
7.	Ajoy Hiro Chawla	81/25	FAIR (Rs. 6,000/-) and Hindustan Lever (Rs. 5,000/-) Rs. 5,000/- each
8.	Ramesh Krishnamurthy	141/25	
9.	K. Pramod	42/25	Bank of America (Rs. 3,600/-)
10.	Manoj Sharma	31/25	India Carbon (Rs. 3,500/-)
11.	Amitava Chaudhuri	88/25	Business World (Rs. 3,000/-) and Dr. K.Nath Public Trust (Rs.1200) Rs. 2,100/- each
12.	Simi Kedia (Miss)	62/25	
13.	P. Dhileepan	13/25	Dr. K. Nath Public Trust (Rs.1200)
14.	P. K. Vijay Kumar	165/25	Dr. K. Nath Public Trust (Rs.1200)
15.	Rajendra Kumar	138/25	DVC Prize (Best student in SC/ST category) (Rs. 2,000/-).

B. SPECIALISATION PRIZES

- | | | |
|----------------------------|--------|--|
| 1. P. K. Vijay Kumar | 165/25 | Glaxo Marketing Scholarship (Rs.1500 and Silver Medal) for excellence in Marketing Courses |
| 2. Venkatesh Panchapakesan | 164/25 | Central Bank of India Scholarship (Rs.3600) for excellence in Finance Course. Rs. 1200/- each. |
| 3. T. Srikanth | 159/25 | |
| 4. S. Raji Gayathri (Miss) | 139/25 | |

A statement containing the Honour Roll of the 25th Batch, SC/ST Scholarship, Merit-cum-Means Scholarship holders during 1989-90 is 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.400/- p.a.
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 of 1989-90 was excellent, both in terms of the quality of jobs offered as well as the speed with which the students were placed. All the students were placed within exactly 12 active Placement days. Most of the students secured the kind of jobs they wanted and the level of satisfaction on part of the students as well as the recruiting organisation was high.

Some of the highlights of the placement programme were :

- A total of 164 offers were made to a batch of 131 students who sought placement services. These offers were made by 57 visiting companies. 45 of these were in private sector and 12 were in public sector.
- There was a good spread of students over various types of organisations. This year 29 students or 22% of the total batch joined the public sector, which is comparable to 34 or 23% who joined public sector in 1989. Details of the placement, sectorwise and on the basis of nature of jobs, during the last 5 years are given in Annexure VII. Another important feature is that the students from Scheduled Caste/Tribes were also placed in very good jobs. The same had been the case with students who are completing the PGDM in three years. It was heartening to note that of the 22 SC/ST candidates, 19 found jobs competing with the general candidates.

- There have been quite a few new additions of coveted organisations who visited the campus this year for the first time and selected students in good numbers. Almost all organisations, including Madura Coats, HMM, Cadburys and Godrej Soaps made final offers in campus itself. Names of the organisations are given in Annexure X.
- Students with work-experience were able to get good offers commensurate with their qualifications. The highest offer was for a job with a salary of Rs.90,480/- per annum. This year there were as many as 44 students with work experience and all of them found jobs matching their expectations. However, it should be noted that they were offered better terms and conditions only in cases where the recruiting organisations felt that their experience was relevant. There had been an increase in the starting salary over the last year and the average salary this year was Rs.4403/- as compared to the average salary of Rs.3526/- in 1989. (see Annexure VIII for details.)
- The problem of having to make selections out of a small number of students was as acute as ever and was faced by the companies coming towards the end of the programme. Detailed 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.
- The functional areawise, sectorwise and industrywise classification of job offers made to students in 1990 is given in Annexure IX.
- Summer Placement this year was also extremely satisfactory. 155 students (including a Fellowship student) participated in this programme and despite the large size of the batch, all the students were placed without any difficulty. Students accepted offers from as many as 47 organisations. The projects offered were quite relevant and meaningful in term of Summer Training objectives.

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 which was held in November '89. Several colleges from Calcutta, IIM Bangalore and XLRI participated. As in the previous year, the students hosted a National Business School Meet this year also (in February '90) at which 9 top Business Schools of the country participated.

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 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 twentieth 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 13 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	4
Students in the Thesis phases	4
Thesis submitted by the students and under process of evaluation	3
Number of students to be recommended for the title "Fellow" in the 1989 Convocation	<u>2</u> <u>13</u>

As of now 43 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 324 applications for admission to the Fellow Programme in 1989-90, A separate test ROIT (Research Orientation Identification Test), was conducted in addition to CAT (Common Admission Test). 265 candidates took the examination. 33 candidates were called for interview on the basis of the test, for final selection. Offers of admission were made to 7 candidates out of which 2 candidates joined the Programme.

For admission to Fellow Programme in the session 1990-91, we received 394 applications (about 20% increase over the last year). 299 candidates took the ROIT and CAT Tests, based on the performance in which 42 candidates have been shortlisted for interviews which would be held in April 1990.

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.

A.2.(2)(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 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 rates 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 work 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.

Two students who completed all the requirements were awarded the title "Fellow of IIMC" during the year 1989-90.

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 700 071. 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 1989-90, there were 57 students in PGCGM First Year (9th Batch) and 38 students of the 8th batch (1988-90) and 3 students of the 7th batch (1987-89), in all 41 students in the PGCGM Second Year. Based on the performance till the end of 7th term, it is expected that all the 41 students now in the second year would qualify to be awarded the "Post-Graduate Certificate in General Management" in April 1990. One student of the 1988-90, (8th batch) has been permitted to repeat with 1989-91 (9th batch) of students to complete the requirements.

For selection of the 10th batch (1990-92) of PGCGM students, an admission test was held. A total of 470 applications were received and 288 candidates sat for the written test. Out of these, a total of 96 candidates were shortlisted for interview. Sixtyfour candidates were offered admission in PGCGM out of which 58 joined finally.

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 Department 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 1989-90, one Extension Programme on General Management was offered in which there were 21 participants.

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 organizations 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 15 Programmes were held with a total number of 290 participants. A list of the Programmes held is shown in Annexure XI.

B.2. In-Company Training Programme

Twenty-three In-Company Training Programmes were held during the year 1989-90 (Annexure XI).

B.3. Training Programmes Sponsored by Government

During the year under review 10 Government Sponsored Training Programmes for IAS officers were conducted by the Institute. There were a total of 228 participants (Annexure XII).

B.4. Advance Management Programme

The Institute conducted the Thirteenth Advanced Management Programme (AMP) for senior managers of the public enterprises, sponsored by the Bureau of Public Enterprises, during the year. The directing staff were Professor Ramaswamy P. Aiyar, Director, IIM Calcutta, Professor K. K. Bhattacharya of the Finance and Control Group and Professor M. N. Pal of the Operations Management Group of the Institute. There were 30 nominations, out of which 28 participated in the programme.

The Programme was of 4 weeks duration from the 8th May, 1989 to the 2nd June, 1989, which was followed by a week's study tour to Italy from the 5th to 11th November, 1989, with an itinerary involving visits to the three major holding companies in that country.

The Programme was designed with a general management orientation with special emphasis at corporate level, policy making issues and decision areas. The programme also laid stress on the role of computers as support for Management Information Systems and development of decision support systems.

While the programme at the Institute provided to the participants meaningful and participative learning opportunities, the study tour to Italy provided to them ample opportunities to interact with a wide cross section of policy makers and senior managers of public systems.

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 1989-90, 10 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.

Five projects have been completed during the year. A list of completed research projects during 1989-90 is given in Annexure XIV. At the end of 1989-90, there were 23 on-going research projects, details of which are given in Annexure XIVA.

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) Residual Life Function and its Properties:

Prof. Chandan K. Mustafi

The idea of residual life is of interest in biometry, actuarial studies, reliability management and social sciences. Given that a particular phenomenon has been observed to survive upto a certain time, a study of the remaining life will be made in the proposed research. The study will be focussed on the stochastic processes generated from the estimated parameters of the residual life distribution, thereby extending the studies published earlier. The duration of the project is from 1.4.89 to 30.6.90.

C.1(2) Determinants of Contract outcome:

A Profit Analysis of negotiated settlements in India :

Prof. Debashish Bhattacharya

The nature, scope and coverage of the collective bargaining agreement in the India Urban Labour Relations System have undergone considerable change during the last decade. Specifically, a controversy exists in the contemporary literature as to whether the state has increased or decreased its intervention in the determination of collective bargaining outcomes. It becomes theoretically and empirically important to specify factors that either increase or decrease the probability of state intervention during contract negotiations. These questions are also relevant to policy makers of Government, Industry and Labour. The research aims to achieve this objective. The duration of the project is one year from 1.4.89.

C.1(3) Identity and Coping Strategy - The dilemma of Working Women : Prof. Leena Chatterjee

In the course of a little more than the past one decade, a number of books, articles and research studies have dealt with the theme of the role of Working Women and their impact on Indian Society. Most of the writings have examined and analysed the issue from a Sociological perspective. Such studies have contributed greatly to our understanding of the external pressures that Working Women face in taking up various roles that often come in conflict with one another e.g. the role of a wife/mother and the work role. The aim of the proposed research is to build on some of the important issues raised in these articles and to examine the psychological impact these pressures have on the psyche and Coping Styles of Working Women. The duration of the project is 3 years from April, 1989 to March, 1992.

C.1(4) Patterns of Industrialisation : Prof. N. K. Chandra

This Research Project is in continuation of the earlier Research Project on "Trade Industrialisation and Agrarian Changes" which had already been completed. The basic idea is to explore different aspects of inter-related changes in Agriculture, Industry and Foreign Trade in the initial phases of industrialisation in countries with alternative Socio-economic systems. For the purpose of this project, attention would be confined to India, USSR, China, Japan and the two Koreas. The duration of the Project is 3 years from 1.9.89.

C.1(5) Development of efficient algorithms for problem involving variable upper bounds : Prof. Nilotpal Chakraborty

The Project aims at designing efficient algorithms for solving optimisation problems involving variable upper bounds. The problems arise in a great variety of application areas. The project may lead to the development of Software to implement these algorithms. Even though the project is primarily theoretical in nature, it is likely to lead to results of significant practical importance. The duration of the project is one year from 1.11.89.

C.1(6) Basic assumption of Managers : A determinant of Managerial behaviour: Prof. B. N. Srivastava

This project aims at developing a theoretical model of integrating the concepts of basic assumptions about nature of man as a determinant of managerial behaviour by identifying the various correlates and empirically testing their relationship.

C.1(7) The Macro-economics of contesting political ideologies : Prof. Amit Bhaduri

It intends to make use of macro-economic analysis as basis for understanding different economic policy postures and ideologies. The project will examine the situation obtaining in advanced capitalist countries, in the first phase, to be followed

by examination of the issue concerning socio-democracy and then to the situations related to under-developed capitalism.

**C.1(8) Industrialisation : Landscape change and unequal development:
The case of the Maharashtra Industrial Development Corporation:
Prof. Annapurna Shaw**

The purpose of the study is to analyze the role of the Maharashtra Industrial Development Corporation as an agent of landscape change and economic/social transformation within Maharashtra.

**C.1(9) Unions and the Politics of Production in Western India :
Prof. Debashis Bhattacharya**

The objective of this project is to examine the relationship between the processes to unionisation, labour markets and bargaining in Western India. It will also examine how these processes had been seen by citizens in urban Maharashtra.

**C.1(10) Foreign Collaboration in the India State Industrial Sector :
Prof. Nirmal K. Chandra & Shri Bernard D'Mello**

The objectives of the project are (i) an analysis of the nature, scope and effect of foreign collaboration in the Public Industrial Sector including the experiences of local R&D design and engineering etc. of building an indigenous technological capability by import substituting technology and (ii) a comparative study of technological development in the Chinese, Indian and South Korean Steel Industries (1953-85).

C.2 Centre for Rural Development Management Programmes:

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

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

C.2(3) One week Training Programme on Management of Rural Development for Executives of Voluntary Organizations was held during July 10-16, 1989 in Calcutta with 32 participants from 8 States.

C.2(4) Two Training Programmes of One Week's duration for 38 Chief Executives of Lutheran World Service from Nepal, Bangladesh and India on Management of Rural Development Programmes were held at Calcutta during September 11-16, 1989 and February 19-24, 1990.

C.2(5) Three meetings of Rural Development Standing Committee were held in August, October and December 1989, at Calcutta.

C.2(6) Research project sponsored by ICOMP on Community Participation in health and population - A case study of CINI, is on-going and is expected to be completed soon.

C.2(7) A study on Role of Voluntary Organizations in Rural Development in the eastern region states has been initiated and the field work is planned to be conducted during July-December, 1990.

C.2(8) It is proposed to conduct three one-week Training Programmes on Management of Rural Health Services during June 1990 at Joka Campus for 105 District and State level Officers of the Department of Health & Family Welfare, Govt. of West Bengal and Govt of Orissa.

C.2(9) It is proposed to conduct three one-week Training Programme on Management of Rural Health Services during July 16 and August 20, 1990 for 105 medical officers from IPP IV districts in West Bengal at Harrington Mansion.

C.2(10) The Research proposals on Rural Poverty and Development (IRDC, Canada) and Distance Learning for District level health officials in India (WHO, Geneva) are expected to be cleared soon and these two projects would be initiated during 1990-91.

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), Planning Commission, Technology Missions, State Planning Board, State Research Institutes, Universities, Chambers of Commerce, State Govt. Departments, Corporations and other development agencies, Rural Financial Institutes in providing information supports training/course materials, guidance in Project Planning, monitoring and evaluation and other management inputs for effective implementation of different programmes and specific projects.

C.3. Centre for Studies in Public Enterprises Management

C.3(1) The Board of Governors of this 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 Enterprises Management has been set up.

C.3(2) In 1989-90 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's 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.

C.3(3) 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 relating to MOUs.

C.3(4) In 1990-91, the Centre will continue its efforts by undertaking the necessary research, training and seminars to sustain this momentum.

C.4. Centre for Project Management

The Centre for Project Management 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 in the 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

JOURNAL

DECISION, the Institute's quarterly journal containing articles on management thought, research and practice, continued to be published during the year 1989-90. The journal has stepped in its sixteenth year of publication.

Three issues of DECISION, viz. Vol.16, No.2, April-June, 1989, No.3, July-September, 1989, No.4, October-December, 1989 have been published and another issue of Vol.17, No.1, January-March, 1990 will be coming out very soon. The above mentioned issues contained 21 articles and 8 books Reviews. Most of the articles were from external contributors. Some of the authors were from Universities abroad. Most of the Book Reviews have been contributed by the internal members of faculty. A special number on "Public Enterprise Management" combining Nos. 2&3, Vol.17, April-September, 1990 is under preparation.

We are getting a good number of subscribers to DECISION through the process of distribution to the respective participants of Management Development Programmes. This being a priced publication, the costs involved in distributing the journal to individual participants are credited to our Publication's Accounts debiting the concerned Programmes. The recently introduced practice of advertising

DECISION in Economic and Political Weekly has also resulted in an increase in subscription.

The exchange programme of advertisement with Labour and Society (Journal of International Institute of Labour Studies, Geneva), IIMB Management Review, Indian Institute of Management Bangalore and Vikalpa (Journal of Indian Institute of Management Ahmedabad) continued during the year.

WORKING PAPERS

During the year under review 18 Working Papers by the Members of Faculty/Research Staff have been published. We have also been able to maintain an exchange programme of Working Papers with reputed Institutes/Universities both in India and abroad. At present this Division brings out about 200 copies of each Working paper and in turn, Institutes/Organizations under exchange programme are sending their Working Papers to us. In this process the WPS get a wider circulation.

BOOKS

We are in the process of bringing out Bibliography (Vol.II) on Management of Rural Development by Prof. Madhu S. Mishra. We shall also start work very soon with regard to bringing out Directory of Organisations in Rural Development (Vol.IV) by Prof. Madhu S. Mishra.

4. ANNUAL CONVOCATION

The twenty-fourth Annual Convocation of the Institute was held on 29th April, 1989. Hon'ble Vice-President of India, Dr. Shankar Dayal Sharma, was the Chief Guest. Dr. P. K. Basu, Chairman of the Board of Governors of IIMC, presided over the function.

147 students of the Post-Graduate Programme were awarded the Post-Graduate Diploma in Management. There were 139 boys and 8 girls amongst the graduating students. A list of the graduating students is appended in Annexure XVII.

Four 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), with the objective of promoting the development of applications software in India in the area of Industry-Oriented Management Techniques. Infrastructural facilities, such as office space and administrative manpower were provided by IIMC. The CAM Centre has a team of

experienced computer professionals whose primary responsibility is to develop project software for industrial applications; they also participate in teaching and research. They are helped and guided in their work by the faculty members belonging to the Management Information Systems (MIS) Group of IIMC. The technical and administrative activities of the Centre are supervised by a project Coordinator, who is a senior member of the IIMC faculty.

Computing resources located at the Centre include a VAX 11/750 Supermini Computer with 14 terminals, some having colour monitors and high resolution graphics capabilities; a cluster of six SUN workstations, some supporting colour graphics; 11 PC/XT and one PC/AT; and a desk top publishing system equipped with a laser printer that belongs to the Publications Section of IIMC. Very recently a Local Area Network (LAN) has been installed which connects about 50 PCs located all over the campus. A PC Room on the first floor with 10 LAN-connected PCs has recently been opened to users.

The CAM Centre Library has an extensive collection of books and journals on Computers and Information Systems. The Centre also has a class room that can accommodate around 30 persons; this room has been provided with a PC and a video projection system.

The Centre has been successful to a great extent in fulfilling its objective of developing decision support software for the Indian public sector industry. The List of clients includes Indian Oil Corporation, Bharat Pumps and Compressors, Survey of India, etc. Some of the software developed by the Centre are already in daily use. UNDP assistance to the CAM Project terminated on December 31, 1988; the DoE is continuing its support till March 1991.

During the year under review a number of eminent scholars visited the Centre. Prof. Dana S. Nau of the University of Maryland, U.S.A., gave a series of lectures on the applications of Artificial Intelligence to Computer Aided Design and Manufacturing; Prof. Sukumar Ghosh of the University of IOWA, U.S.A., gave a talk on Self-Stabilizing Distributed Computer Systems. In addition, a series of seminars by Sri P.S. Dasgupta, Systems Analyst, on Logic in Artificial Intelligence, was initiated; these seminars are still continuing. Sri Subir Bhattacharya, Senior Systems Analyst, was awarded a three-month Fellowship by UNDP in October 1989 to work in a research project at the Department of Computer Science, University of Minnesota, under the guidance of Prof. Vipin Kumar. He subsequently submitted his Ph.D. thesis to the University of Calcutta and joined the MIS Group as an Assistant Professor. Prof. Amitava Bagchi presented two papers at the International Joint Conference on Artificial Intelligence (IJCAI-89) at Detroit, U.S.A. during August 1989. On February 24, 1990 a national seminar on the CAM Project was organized at IIM Ahmedabad where representatives of the Centre made presentations on the projects.

6. SEMINARS/WORKSHOPS/CONFERENCES

During the year 1989-90 the Institute organized a series of Seminars/Workshops/Conferences. A few are mentioned below :

1. Workshop on Memorandum of Understanding during May 21-23, 1989.
2. Workshop on Trade Union Effectiveness during December 4-5, 1989.
3. Workshop on Public Enterprises Policy during December 7-9, 1989.
4. Prof. Debraj Roy, Planning Unit of Indian Statistical Units, Delhi Centre gave a seminar on equality and incentive on 8.11.1989.
5. Prof. Malcom Harper, Professor of Enterprise Development and Head Enterprise Group of Cranfield Business School of Management, England gave a seminar talk on "Sick Industries : should they be dead industries".
6. Dr. S. Ghoshal, INSEAD, Fountainblean, Paris, presented 2 seminars on Statagic Management for International Operations in August '89.
7. Prof. R. N. Kanungo, McGill University, Montreal, Canada, presented a seminar in August '89. on Leadership Issues in Cross Cultural Organisations.
8. Dr. J. Filella, Director, ESADE, Barcelona, Spain, presented a Seminar in August '89 on Management issues and practices in Europe.

Seminars etc. organised 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. Prof. Kamini Adhikari

i) Contributed a paper at the International Conference on "The Organisational and Social Interfaces of Science", organised by the International Sociological Associations and the European Association of Science and Technology at Veszprem, Hungary, during July 24-23, 1989.

ii) Attended the 3rd National Conference on "Women in Entrepreneurship and the Service Sector", organised by the All India Management Association Task Force on Women in Management and

Madras Management Association, at Madras during February 2, 1990.

iii) Speaker in the Seminar on "Calcutta 300 - Women of Today" organised by the Calcutta Chamber of Commerce and Swadhikar at Calcutta on February 17, 1990.

2. Prof. Amitava Bagchi

Presented 2 research papers at the International Joint Conference on Artificial Intelligence (IJCAI-89) held at Detroit, USA, during August 20-25, 1989 and also gave invited seminars at the University of Illinois at Urbana Champaign and the University of Iowa at Iowa City.

3. Prof. Sujit K. Basu

i) Delivered a invited talk entitled "Optional ordering policy in a bi-component inventory model : Statistical aspects" in the Prof. Harikinkar Nandi Memorial International Symposium held in December '89 at the Calcutta University.

ii) Delivered a series of seminar lectures on "Limit Theorems in Statistics" at the Deptt. of Mathematics and Statistics, University of Maryland, Baltimore country campus, USA.

iii) Delivered a seminar lecture entitled "large sample properties of the estimated optimum order quantity for one period inventories with supply uncertainty" at the Centre for Applied Mathematics and Statistics, Deptt. of Mathematics, New Jersey, Institute of Technology, USA.

iv) Delivered a series of lectures on Probability Theory in the UGC sponsored Refresher Course in Statistics organised by the ISI, Calcutta.

v) Delivered a series of lectures on probability models at the Indian Society for Productivity, Quality and Reliability.

4. Prof. Debashis Bhattacharya

i) Presented "The Choice of Bargaining Structure for Unions and Management" at the Regional Meeting of the Operational Research Society of India, Calcutta, in April '89.

ii) Presented "Job Classification, Grading and Union Strategy : The Case of Greater Bombay" at the Conference on "Industrial Relations - The Coming Decade" Shri Ram Centre, New Delhi, August 10-12, 1989.

iii) Presented "Unions, Management and Bargaining in Greater Bombay" at the IIMC Faculty Seminar on 8.9.89.

5. Prof. Amitava Bose

i) Presented the key note paper, on invitation, entitled "The Macroeconomics of Money, Reflections on the General Equilibrium approach" at the 10th Annual Conference of the Bengal Economic Association, Burdwan University, held on the 17th February, 1990.

ii) Chaired the Session for "Decentralised Decision making" at the International Seminar on Economic Growth in Developing countries and the quality of life held in the Jadavpur University on the 13th/14th January, 1990.

iii) Discussant for D. Mookherjee "The Economicw of Enforcement" Fourth Conference on Economic development, Presidency College, Calcutta, February 23-25, 1990.

iv) Participated in Seminar on "Choices and Constraints in Indian Agriculture and Industry" Centre for Studies in the Social Sciences, Calcutta, February 28, 1990 and March 1, 1990.

v) Chaired two discussion sessions on "Post-Keynesian Economics" Academic Staff College, JNU, September 11, 1989.

6. Prof. Amit Bhaduri

i) Delivered a lecture, on invitation, at the Joan Robinson Memorial Lecture, 1990, organised by the Centre for Development Studies, Trivandrum on the 21 & 22 February 1990.

ii) Delivered a political economy lecture in the Economics Department of the Harvard University on the 12th March, 1990 and invited lectures at the Universities of Bologna and Pavia, Italy, in March 1990.

7. Prof. N. Bhattacharyya

Attended a seminar on "Corporate Leverage and Financial Restructuring" by Prof. Edward I. Altman.

8. Prof. Nilotpal Chakravarti

i) Presented an invited Colloquia address at ISI, Calcutta on 5.3.1990.

ii) Invited to present a paper at a sponsored session at the TIMSORSA Conference in Las Vegas, May 7-9, 1990.

9. Prof. Satyesh C. Chakraborty

i) Delivered the key note address at the Annual Conference of the Institute of Indian Geographers, Bangalore.

ii) Delivered a special lecture on Resource Appraisal for Environment Management at the Department of Environmental Sciences, University of Pune.

iii) Delivered a special lecture on Urban Hierarchy order and community movement in India at Geography Deptt., University of Bombay.

10. Prof. N. K. Chandra

i) Delivered a lecture on "Foreign Capital and Industrialisation in India" in the Development of South Asian Studies, University of Cambridge on the 26th April, 1989.

ii) Presented a paper on "Planning and Foreign Investment in India" at the Seminar on the State and Development Planning in India, School of Oriental and African Studies, University of London, 24-29 April, 1989.

iii) Delivered an invited talk on "Economic Crisis in India" at the Social Scientist Seminar, Kerala Bhavan, New Delhi, on 8.8.89.

iv) Delivered an invited talk on "Economic factors in communalism" at the Indian Council of Historical Research Seminar on Communalism Nehru Memorial Museum, New Delhi on 27.3.90.

11. Prof. R. Chattopadhyay

i) Presented a paper on "Jawaharlal Nehru and the emergence of Indian Planning" at the South Asia Workshop held in Melbourne, during December 7-9, 1989 and another paper on "From Bombay to Avadi : The Indian Bourgeoisie and Nehruvian Planning" at the Nehru Centenary Seminar held in Sydney, during December 12-15, 1989.

ii) Chaired a session in the Sub-altern Conference III held in Calcutta in December, 1989.

12. Prof. Manas Das

i) Chaired a session and presented a paper at the National Workshop on Post Harvest Management of Fruits and Vegetables organised by the Directorate of Marketing and Inspection, Ministry of Agriculture at Nagpur in March, 1990.

ii) Attended the Eastern Zonal Meeting on Food Processing Industries convened by the Union Secretary, Ministry of Food Processing at Calcutta and made a presentation of the Institute's recommendations on the Commercial Fruit Processing possibilities in West Bengal based on the study the Institute had carried out.

iii) Attended the International Seminar on Curriculum Development for International Management Education at Bangalore and presented the Institute's current procedures and future plans for offering courses

in the area of International Marketing and International Negotiation.

13. Prof. Ranjit Das Gupta

Invited for participation in, and Contribution of paper to, an International Workshop on "capitalist Plantations in Colonial Asia" sponsored by Centre for Asian Studies, Amsterdam, to be held in Amsterdam during September 27-29, 1990.

14. Prof. Shymal K. Ghosh

i) Chaired the session on "GDP Spectrum - Problems and Prospects" at the 32nd Conference of Cost and Management Accountants held at Grand Hotel, Calcutta, during February 9-11, 1990.

ii) Participated in the Annual Conference of the Indian Association for Research in National Income and Wealth, Calcutta, February 8-10, 1990.

iii) Participated in a Symposium on the Status paper on Indian Railways organised in Calcutta by S.E. Rly. on 9.3.90.

15. Prof. Subrathesh Ghosh

Chaired the session on Wages, Employment and process in the National Seminar on Industrial Relations : The Coming Decade" organised by the Shri Ram Centre for Industrial Relations at New Delhi during August 10-12, 1989, and presented a paper titled "Trends of Collective Bargaining in India" in another Session of the same seminar.

16. Prof. Mousumi Ghosh

i) Taken sessions in Programme for Welfare Officers of Tea Plantations organised by the Assam Institute of Management and Accountancy at Guwahati.

ii) Attended an all India Seminar on Internal Auditing organised by the Institute of Chartered Accountants at Udaipur in December 1989.

17. Prof. Indivar Kamtekar

i) Gave a seminar titled "Reinterpreting the 1940s" at the Political Science Deptt., Burdwan University on the 26th March, 1990.

ii) Invited to sub-altern studies conference on "Power Religion and the Community" in Calcutta during December 23-25, 1989.

18. Prof. Ramanuj Majumdar

Presented a paper titled "Contemporary Issues and Environmental

factors Affecting Marketing Operations in India" at the National Seminar on "Marketing Challenges in the Nineties", organised by the Delhi School of Economics.

19. Prof. Madhu S. Mishra

Participated in -

i) Workshop on management of Health & Family Welfare services, Dacca, Bangladesh, July 24-29, 1989.

ii) National Seminar on appropriate technology and Rural Development, New Delhi, August 25-27, 1989.

iii) Workshop on Management and Capability Development of NGOs, R. K. Mission, Narendrapur, September 28-30, 1989.

iv) Workshop on Private Voluntary and NGOs in Health & Family Welfare, NIHF/World Bank, New Delhi, November 1-3, 1989.

v) International Workshop on Micro-Enterprise development and ICUN Workshop on Environment, Lahore, Pakistan, December 11-18, 1989.

vi) Workshop on Dynamics of Employment and Poverty in Bihar, Patna, February 5-7, 1990.

vii) Seminar on science and Technology in Rural development, Calcutta, February 28 - March 2, 1990.

20. Prof. S Munshi

i) "The Sociology of Aging in Comparative Perspective", Indian International Centre, New Delhi, October 23-25, 1989.

ii) State and Society in Europe and India, Nehru Memorial Museum and Library, New Delhi, March 5 to 9, 1989; contributed a paper "On the Possibility of Comparison", and chaired a session.

iii) Invited to contribute a paper to the first symposium of the World Congress of Sociology, Madrid, July 1990.

iv) "Max Weber", Central Questions', Geottingen, June 6, 1989.

21. Prof. Ajeet N. Mathur

Attended a Working Conference "Authority, Leadership and Organisation" organised by the Tavistock Institute of Human Relation in U.K. from March 29 to April 12, 1990.

22. Prof. K. S. Mondal

Invited to present a paper entitled "Introducing Technology to Small Farms : Lessons from Community Irrigation in India" included in the sociology of Agriculture Programme of the XII World Congress of Sociology to be held in Madrid (Spain) during July 9-13, 1990.

23. Prof. Alok Ray

i) Chaired a session on "International Trade Theory" in the International Seminar on "Trade, Development and Quality of Life", organised by Jadavpur University during January 13-14, 1990.

ii) Participated (by invitation) in a seminar on the Problems of the Indian Economy, organised by the Centre for Studies in Social sciences, Calcutta, February 28 to March 1, 1990.

24. Prof. Sudas Roy

Attended as an invited key note speaker in a seminar on "Marketing Trends and Challenges in the 90's" held in March 1990.

25. Prof. B. Sarkar

Organised Case Development Workshop in the Dacca University under the Association of Management Development Institutions in South Asia (ADMISA), during July 2-11, 1989.

26. Prof. Anil K. Sengupta

Contributed a paper on "New Generation of organised Work force : Implications for Management and Trade Unions" at the National Seminar on "Industrial Relations - the coming decade" organised by the Sriram Centre for Industrial Relations & Human Resources during August 10-12, 1989.

27. Prof. B. N. Srivastava

Presented seminars on Behavioural Science at A. N. Sinha Institute of Social Studies, Patna and the Allahabad University.

28. Prof. K. V. Viswanathan

i) Delivered seminars in the Business School at New York University and at the University of Michigan at Ann Arbor on "Algorithms for Constrained Rectangular Guillotine Knapsack Problems" in May 1989.

ii) Attended the National conference on Computer Aided Management held at IIM Ahmedabad on February 24, 1990.

iii) Attended the annual convention of the Computer Society of India held at Bangalore in September 1989.

29. Prof. Prajapati Trivedi

i) Programme Director for an "International Workshop on Memorandum of Understanding" for public enterprise chief executives and their counterparts from administrative ministries, March 6-10, 1989.

ii) Member of the Directing Staff of the "Advance Management Programme for Senior Executives of the Public Sector", organised in collaboration with the Bureau of Public Enterprises, Government of India May-June, 1989.

iii) Organised a one day workshop on "Public Enterprise Performance Evaluation and MOUs: Relevance for State-Level Public Enterprises", in collaboration with the Government of Jammu and Kashmir, June 9, 1989.

iv) Visited Boston as a member of a Technical Group set up by the Government of India to examine the possibility of procuring a software for public enterprise performance evaluation.

v) Chaired a meeting on "The Current Status of MOU Policy in India", organised by Eastern Region Public Enterprise Group (ERPEG), November 4, 1989.

vi) Invited as a resource person to a seminar organised by the Institute of Public Enterprise on the Andhra Pradesh Government White Paper on public enterprises, Hyderabad, 1989.

vii) Presented a paper entitled, "Public Enterprise Performance Improvement and Holding Companies : A Case Study of Bharat Bhari Udyog Nigam Limited" at the International Seminar on Holding Companies, New Delhi, April 1989, organised by International Centre for Public Enterprises, Ljubljana, Yugoslavia in collaboration with the Bureau of Public Enterprises and Commonwealth Secretariat.

viii) Delivered a lecture on "Management Policy and Practices in the Public Sector", in the Executive Development Programme organised by Hindustan Paper Corporation Ltd., May 23, 1989, Calcutta.

ix) Invited by the University of Illinois, Dekalb, USA, to be on the Dissertation Committee of a Ph. D. scholar in the Deptt. of Political Science.

x) Delivered a lecture on "Design and Implementation of Performance Contracts between Public Enterprises and Governments - The MOU Experience in India", at the World Bank, Washington, USA, August 29, 1989.

xi) Delivered a lecture on "Macroeconomic Theory and the American Economy" to the 200 MPA students at the Kennedy School of Government, Harvard University, USA.

xii) Presented a paper on "MOU Versus Contrat Du Plan" at the Indo-French Seminar on Control Systems for Public Enterprises, organised by Bureau of Public Enterprises in collaboration with the International Institute for Public Administration, Paris, France, in New Delhi, September 25-26, 1989.

xiii) Delivered a talk on "International Experience with Public Enterprise performance Evaluation", in the workshop on Public Enterprise Performance Evaluation, organised by Management Development Institute, Gurgaon, October 5, 1989.

xiv) Taught several sessions on various aspects of PEPIS (Public Enterprise Performance Information Systems) during a workshop on PEPIS organised by IIMC in collaboration with CMC Limited, a public enterprise in the field of information technology, Calcutta, February 2-7, 1990.

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. During the year an addition of 5025 books/bound periodicals has been made to its stock of over 1 lakh of such volumes. The library boasts of a rich collection of micro documents including pamphlets, reports and monographs apart from its special collection of Corporate Reports, Serials, Government Publications, microforms and films. About 750 periodicals are being subscribed to currently.

The Library has a Central air conditioning system and has its inhouse reprographic facility to support readers' service.

During the year, the Library has further strengthened its audio-visual resources by procuring educational films and video cassettes. The Auditorium of the Library which is also air conditioned under the centrally air conditioned system has been equipped with seating accommodation for 100 viewers.

8. CAMPUS DEVELOPMENT

The following works have been completed during the year 1989-90:

- a) Construction of 2 rooms on either side of the front portion of the Ramanujan Hall, Central Block, each measuring 5m x 6m.
- b) Improvement of toilets in the remaining 43 rooms in the MDP Hostel. The work of improvement in the 19 rooms taken up last year was also completed.

- c) External electrification along the boundary of the campus. Work of filling for land development spilled over from 1988-89.
- d) Concrete piling work for the three major buildings i.e. Teaching Block for 50 faculty members, Hostel Building for 170 Students and Kitchen Staff quarters for 48 members. The super structure of the above three buildings is in progress. The work is undertaken under the supervision of M/s. Rites-Sengupta Associates.

Besides the above, repairs and maintenance of buildings, roads, water mains and electrical installations (including air conditioning and refrigeration equipments) inside the campus and maintenance of city hired flats, were undertaken round the year.

9. DISTINGUISHED GUESTS & VISITORS

During 1989-90, the following distinguished persons visited the Institute :

1. Prof. Graig Hickmen, an American Management Expert.
2. Prof. Yvo Dirickx of Ku Leuven, a member of the European Business Schools Team.
3. Dr. Rabi Kanungo, Professor, McGill University, Canada.
4. Dr. Sumanta Ghoshal, Associated Professor of Business Polity, INSEAO, Paris, France.
5. Dr. J. Filella, Director, ESSADE, Barcelona, Spain.
6. William Westondorf, Vice President, General Manager, Plastics Business Group, General Electric.
7. Masa Murakami, Vice President, Compensation, Intl. Empl., Rel., Human Resources, Sony.
8. Fernando Pinto De Moura, Vice President, Banco Chase Manhattan, Chase Manhattan.
9. Masahika Dtsuka, Director, Prof. Dev. Planning, Otsuka, American Inc., Otsuka.
10. David Perston, Manager, Planning Information Systems, A T & T.
11. Prof. Debraj Ray, Planning Unit, Indian Statistical Institute (Delhi Centre).
12. Shri Chandra Bandara, Minister of State for Public Administration of Sri Lanka.

13. Shri Somasundaram, Additional Secretary, Srilankan Ministry of Public Administration.
14. Shri K. Kamalgoda, Director, Post-Graduate Institute of Management, Sri Lanka.
15. Prof. Malcom Harper, Professor of Enterprise Development and Head Enterprise Group of Cranfield Business School of Management.
16. Prof. S. Kreuzeur, Chief of the USIS in Calcutta. .
17. Prof. Dana S. Nau, University of Maryland, USA.
18. Prof. Sukumar Ghosh, University of IOWA, USA

10. FACULTY APPOINTMENT

The following members joined the faculty of the Institute during the year 1989-90 :

- | | | |
|----|--------------------------------|--------------------------------|
| 1. | Prof. Amit Bhaduri | : Professor |
| 2. | Prof. Robin Ganguly | : Professor |
| 3. | Prof. Rahul Mukerjee | : Professor |
| 4. | Prof. Nalinaksha Bhattacharyya | : Assistant Professor |
| 5. | Prof. (Mrs.) Mousumi Ghosh | : Assistant Professor |
| 6. | Prof. Indivar Kamtekar | : Assistant Professor |
| 7. | Prof. (Mrs.) Annapurna Shaw | : Assistant Professor |
| 8. | Prof. M. Panduranga Vithal | : Assistant Professor |
| 9. | Shri Bernard D'Mello | : Visiting Professorial Fellow |

11. FACULTY ON LEAVE

1. Prof. Ranjit K. Sau - on extra-ordinary leave from 23.8.89 to 31.8.90.
2. Prof. Brajaraj Mohanty - on extra-ordinary leave from 24.3.90 to 23.3.91
3. Prof. V. Anand Ram - on extra-ordinary leave from 6.6.89 to 5.6.91
4. Prof. A. Mahanti - on extra-ordinary leave for one year from 8.1.90.

12. ACADEMIC ADMINISTRATION

1. Chairman, Post-Graduate Programme : Prof. Shyamal K Ghosh
2. Chairman, Fellowship : Prof. Ashis K Chatterjee
3. Chairman, Admission : Prof. Raghabendra Chatopadhyay
4. Chairman, Placement : Prof. (Mrs.) Leena Chatterjee
5. Chairman, Extension Programme : Prof. N. K. Rao
6. Chairman, Management Dev. Programme : Prof. Gouranga Chattopadhyay
7. Chairman, Data Processing Centre : Prof. Asim K Pal
8. Chairman, Consultancy : Prof. Manabendra N Pal
9. Chairman, Centre for Management
Development Studies : Prof. Alok Ray
10. Chairman, Centre for Studies
in Public Enterprise : Prof. Prajapati 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. Ranajit Das Gupta
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 Bhattacharya
19. Internal Personnel
Committee Convenor : Prof. Bani K. Sinha
20. Chairman, Alumni : Prof. Sushil Khanna
21. Provost : Prof. M. P. Vithal

13. GROUP COORDINATORS

- | | |
|--|--------------------------------|
| 1. Economics | : Prof. Alok Ray |
| 2. Environment | : Prof.(Ms.) Zainab Ahmed |
| 3. Personnel Management and Industrial Relations | : Prof. Debashis Bhattacharya |
| 4. Behavioural Sciences | : Prof.(Mrs.) Leena Chatterjee |
| 5. Sociology | : Prof. Surendra Munshi |
| 6. Management Information System | : Prof. Subir Bhattacharya |
| 7. Operations Management | : Prof. Ranjan Ghosh |
| 8. Finance & Control | : Prof. S. K. Chakraborty |
| 9. Marketing | : Prof. Manas Das |
| 10. Regional Development | : Prof. Robin Ganguly |

14. LIST OF FACULTY MEMBERS AS ON 31.3.1990

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)

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)
Prof. Amit Bhaduri, Ph.D. (Cambridge)

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)
Prof. Indivar Kamtekar, M.A.(JNU), Ph.D.(Cambridge)

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)
Prof. Nalinaksha Bhattacharyya, AMIE, CEI, PGDM(IIMB)
Prof. Mousumi Ghosh, M.Com.(Cal), ICWA, ACA
Prof. M. Panduranga Vithal, B.Com.(Hons.), M.Com., Ph.D.(Delhi)

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.(Jadavpur), 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)
Prof. Nilotpal Chakraborty, M.Math., Ph.D.(Waterloo)
Prof. Rahul Mukherjee, M.Sc.(in Stat.), Ph.D.(in Stat.)(Cal.)

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.)
Prof. Rabin Ganguly, M.A.(Geo.)(Cal.), M.Reg.Plng., Ph.D(Plng.)
(IIT, Kharagpur)
Prof. Annapurna Shaw (Ms), M.A.(JNU), Ph.D.(Illinois at Urbana Champaign)

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)

Prof. Kalyan Sankar Mondal, B.A.(Hons.), M.A.(Burdwan), Ph.D.(IIT
Bombay)

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.

15. ADMINISTRATION

Shri C. S. Ramanathan	:	Secretary to the Board
Shri M. K. Bhattacharjee	:	Finance & Accounts Officer
Shri Sushil Chakraborty	:	Officer on Special Duty
Shri Asoke Sen Gupta	:	Senior Administrative Officer
Shri Dipak Chatterjee	:	Senior Administrative Officer
Shri Muralidhar Basu	:	Executive Engineer
Shri B. Kar Gupta	:	Administrative Officer
Shri S. R. Roy	:	Administrative Officer
Shri Amal Kr. Basu	:	Administrative Officer
Shri S. Dutta	:	Administrative Officer
Shri P. K. Bhattacharjee	:	Administrative Officer
Shri Animesh Basu	:	Administrative Officer
Shri A. B. Sen	:	Administrative Officer
Shri Sukumar Ghosh	:	Internal Auditor
Shri S. B. Das	:	Assistant Engineer
Shri S. K. Banerjee	:	Assistant Engineer
Shri P. S. Guha	:	Dy. Librarian (Ofgt.)
Shri N. K. Chatterjee	:	Dy. Librarian (Ofgt.)
Shri Ranjit Mukherjee	:	Officer on Special Duty (Library)
Shri S. B. Dey	:	Secretary to Director
Shri R. M. Aluni	:	Accounts Officer
Dr. Srikanta Banerjee	:	Medical Consultant

16. 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 include IIMC. This project is already under way and by 1991, many faculty members, who have expressed interest in this project would have visited a number of business schools in US, Europe, Japan and North America and many experts from these countries would have visited IIMC to participate in seminars and workshops, etc.

The Government has approved a programme of Cooperation and Exchange between the Management Training Institutions in India and similar Institutions in EEC countries. A Memorandum of Understanding was concluded during the year between the Government of India and the European Commission for this purpose.

The objective of the programme is to develop a faculty group with thorough knowledge and experience of the management education system in EEC countries and of management methods and practices in European companies. The aim is to develop lasting institutional links in management education.

It provides for visit of 20 Indian participants (upto 10 each year) for the aggregate duration of 180 man months. The programme is essentially for a period of 2 years, but is likely to be extended.

IIM Calcutta is one of the 7 Institutions participating in this programme. The European Institutions involved are -

- i) Bielefeld University, Bielefeld, Federal Republic of Germany.
- ii) ESSADE, Barcelona, Spain.
- iii) INSEAD, Fontainebleau or ESSEC, Cergy-Pontoise, France.
- iv) K. U. Leuven, Belgium.
- v) London Business School, U.K.
- vi) Rotterdam School of Management, Erasmus University, The Netherlands.
- vii) SDA Bocconi University, Milan, Italy.

The first batch of Indian participants under the programme, which left for the European Institutions during the year, included two faculty members of this Institute.

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 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.

ANNEXURE-I

LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1990

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

1. **Chairman** : Prof. I. S. Gulati, Vice Chairman, Kerala State Planning Board, Pattom, Trivandrum - 695 004

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, Secretary to the Government of India
Department of Public Enterprises, Ministry of Programme
Implementation, "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
Education Department, Government of West Bengal, Writers' Buildings,
Calcutta - 700 001.

6. Shri Mainak Bose, Director, Administrative Training Institute, Government
of West Bengal, Sector - III, Salt Lake City, Calcutta 700 064

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.

All vacant and yet to be nominated.

E. A representative of the All India Management Association

8. Shri Bansi Dhar, Chairman & Sr. Mg. Director,
DCM Limited, 27, Sardar Patel Marg,
New Delhi - 110 021.

ANNEXURE-I(contd.)

F. A representative of the National Productivity Council of India

9. 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.

10. Shri Bhaskar Mitter,
7/1, Queen's Park, Ballygunge, Calcutta - 700 019.

11. Shri A. B. Das Gupta,
Member West Bengal State Planning Board, 6, Camac Street, Calcutta - 700 016.

12. Shri J. N. Sapru, Chairman,
ITC Ltd. Virginia House, 37, Chowringhee, Calcutta - 700 071.

13. Dr. Dharni P. Sinha, Principal, Administrative Staff College of India, Bella Vista, Hyderabad - 500 049.

14. Shri M. P. Narayanan, Chairman, Coal India Limited
Coal Bhavan, 10, Netaji Subhas Road, Calcutta 700 001.

15. Dr. R.N. Sharma, Managing Director,
Tinplates Co. of India Limited,
Jamshedpur

H. Two nominees of the Central Government belonging to Scheduled Castes and Scheduled Tribes.

All vacant and yet to be nominated.

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

16. Prof. H. Bhattacharya,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, Post Box No. 16757,
P.O. Alipore, Calcutta 700 027.

17. Prof. Amitava Bose,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, Post Box No. 16757,
P.O. Alipore, Calcutta 700 027.
(upto 30.11.1989)

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

18. 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 :

Shri C. S. Ramanathan,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road, P.Box No. 16757,
P.O. Alipore, Calcutta - 700 027.

**

Dr. P. K. Basu
Former Secretary to the Government of India,
Ministry of Programme Implementation,
Sardar Patel Bhavan, New Delhi 110 001
(upto 28.2.1990)

ANNEXURE - II

POST-GRADUATE PROGRAMME ADMISSION (1984-1990)

Session	No. of Applications	No. Interviewed	No. Selected
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)
1988-90	9400	1133 (12.1)	250 (2.7)

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

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 26TH SESSION OF PGP
1989-91**

Centre	General	S. C.	S. T.	Total
Bombay	171	27	13	211
Madras	140	21	06	167
Calcutta	151	30	22	203
Delhi	295	15	03	313
Hyderabad	049	23	06	078
Bangalore	064	08	01	073
Lucknow	084	01	03	088
	954	125	54	1133

ANNEXURE - IV

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1983-1991)**

Year	Background				Total
	Arts or Law	Science	Commerce	Engineering	
1983-85	16 (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
1989-91	11 (06.1)	08 (04.5)	09 (05.0)	151 (84.4)	179

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

ANNEXURE - IV(A)

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1989**

Sl.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
01.	A. F. Ferguson & Co.	1	02.	American Express Bank, Bombay	1
03.	Associated Cement Co. Limited.	1	04.	American Express Bank, Calcutta.	4
05.	American Express Bank, New Delhi	1	06.	Banque National De Paris	2
07.	Berger Paints India Ltd	1	08.	Bharat Heavy Electricals Limited	1
09.	Blow Plast Ltd.	1	10.	Business Services Group	1
11.	Can Bank Financial Services, Madras	1	12.	Can Bank Financial Services, Calcutta	1
13.	CITI Bank, Calcutta	5	14.	CITI Bank, Bombay	7
15.	CITI Bank, Madras	1	16.	CITI Bank, New Delhi	4
17.	C. M. C. Limited	2	18.	Cosl (CITI Group)	1
19.	Export Import Bank	1	20.	Godrej Boyce Mfg. Co., Calcutta	1
21.	Godrej Boyce Mfg. Co., Bombay	3	22.	Godrej Boyce Mfg. Co., Delhi.	1
23.	Grindlays Bank	3	24.	Grindwell Norton Ltd., Bombay	1
25.	Grindwell Norton Ltd., Bangalore	1	26.	Hindustan Coco Products	1
27.	Hindustan Lever Ltd.	2	28.	Hindustan Motor Ltd.	1
29.	I.E.L., Calcutta	1	30.	I.E.L., Madras	1
31.	I.T.C. Ltd., Guwahati	1	32.	I.T.C. Ltd., Calcutta	6
33.	I.T.C.Ltd.,Visakhapatnam	1	34.	I.T.C. Ltd., Bangalore	4
35.	I.T.C.Ltd.,Secunderabad	1	36.	I.T.C. Ltd., Bombay	1
37.	I.T.C. Ltd., New Delhi	1	38.	I.D.B.I.	1

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1989**

Sl.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
39.	I.S.R.O., Bangalore	4	40.	I.S.R.O., Ahmedabad	1
41.	Indian Organic Chemicals, New Delhi	1	42.	Indian Organic Chemicals, Bangalore	3
43.	Indian Organic Chemicals, Bombay	1	44.	Indian Petro Chemicals Ltd.	1
45.	IIM Calcutta	1	46.	Kirloskar Brothers Ltd.	1
47.	Lakme India Ltd.	1	48.	Lintas India Ltd.	1
49.	Lipton India Ltd.	2	50.	Lucas TVS	1
51.	Maruti Udyog Ltd.	3	52.	Modi Xerox Ltd.	1
53.	Modi Xerox Ltd., Calcutta	1	54.	Motor Industries Co. Ltd., Bangalaoe	1
55.	Motor Industries Co.Ltd.,Nasik	1	56.	Nagarjuna Finance Ltd.	1
57.	NIIT, Calcutta	3	58.	NIIT, Madras	1
59.	NIIT, Bombay	1	60.	NIIT Insoft Office	1
61.	Ogilvy Benson & Mather	1	62.	Pertech Computers Ltd.	4
63.	Piller Romac Co.	1	64.	Ponds India Ltd.	2
65.	Premier Instrument & Construction Ltd.	1	66.	Procter & Gamble (I) Ltd.	3
67.	Reckitt & Colman (I) Ltd.	2	68.	S. B. Billimoria & Co., Calcutta	1
69.	S. B. Billimoria & Co., Bombay	1	70.	S. B. Billinoria & Co., Bangalore	1
71.	SBI Capital Markets Ltd., Bombay	3	72.	SBI Capital Markets Ltd., Calcutta	1
73.	Shri Ram Fibres Ltd., New Delhi	4	74.	Shri Ram Fibres Ltd., Trichy	1

ANNEXURE - IV(A)(Contd.)

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1989**

Sl.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
75.	STC Ltd., Madras	1	76.	STC Ltd., Hyderabad	1
77.	STC Ltd., Calcutta	1	78.	T. Publisher Pvt. Ltd.	1
79.	T.T. Krishnamachari & Co.	2	80.	TATA Unisy Ltd.	2
81.	TDICI	1	82.	Telco Ltd., Jamshedpur	2
83.	Telco Ltd., Calcutta	2	84.	VST Industries Ltd.	1
85.	Vargivan C. Mampani	1	86.	Wipro Limited	1

ANNEXURE - V

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

Behavioural Sciences

Organization & the Individual
Identity Roles & Inter-
personnel Development
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 System-I
Management Information System-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 : An Introduction

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 Planning
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
Queuing 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

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 Principles of Water Mgmt.

ANNEXURE - VI

STATEMENT OF HONOUR ROLL OF THE 25TH BATCH
AND VARIOUS SCHOLARSHIPS

Reg .No.	Name	CGPA	Rank
028/25	Manish Srivastava	7.63	1st
164/25	P. Venkatesh	7.00	2nd

SC/ST Scholarship 1989-90

First Year	Batch - 26th	19 students
Second Year	Batch - 25th	15 students

Merit-cum-Means Scholarship 1989-90

First Year	Batch - 26th	10 students
Second Year	Batch - 25th	09 students

National Scholarship-holders 1989-90

First Year	Batch - 26th	14 students
Second Year	Batch - 25th	05 students

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION

PARTICULARS	P U B L I C					P R I V A T E					T O T A L				
	1986	1987	1988	1989	1990	1986	1987	1988	1989	1990	1986	1987	1988	1989	1990
Permanent Placement	11	22	18	34	29	107	095	118	111	102	118	117	138	145	131
Summer Placement	13	16	27	21	22	106	135	134	120	146	119	151	161	141	168

PLACEMENT PROGRAMME :NATURE OF JOBS

Type of Organization	1986	1987	1988	1989	1990
Banking/Finance	010	023	019	024	026
Consumer Products	015	030	025	042	039
Chemical/Pharma/Fertilizer	018	007	021	006	004
Engineering/Energy	016	018	019	003	010
Textile	006	001	002	007	006
Automobile	016	010	004	006	005
Computer/Systems	022	021	033	032	026
Consultancy	003	001	005	010	006
Services	007	004	004	007	-
Advertising	005	002	004	003	004
Other Services	-	-	-	005	005
	118	117	136	145	131

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1990

<u>Salary Range</u>	<u>Offered</u>	<u>Accepted</u>
Rs. 2200 - 2499/-	0	0
Rs. 2500 - 2799/-	0	0
Rs. 2800 - 3099/-	4	4
Rs. 3100 - 3399/-	1	1
Rs. 3400 - 3699/-	13	9
Rs. 3700 - 3999/-	36	32
Rs. 4000 - 4299/-	20	14
Rs. 4300 - 4599/-	34	27
Rs. 4600 - 4899/-	8	5
Rs. 4900 - 5199/-	18	13
Rs. 5200/- and >	30	26
	-----	-----
	164	131
	-----	-----

Average Salary

<u>Offered</u>	<u>Accepted</u>
4411	4403

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOBS OFFERS
DURING THE PLACEMENT PROGRAMME, 1990**

<u>Functional Area</u>	<u>No. of offers</u>
Consultancy	10
Finance	33
Marketing	73
Operation	10
Systems	29
Genl. Management	9

	164

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industry</u>	<u>No. of Offers</u>
Advertising	7
Automobile	9
Banking/Finance	31
Chemical	7
Computers/Systems	27
Consumer Products	51
Consultancy	10
Engineering	10
Textiles	6
Other Services	<u>6</u>
	<u>164</u>

Sectorwise Job Offers

Public Sector	33
Private Sector	<u>131</u>
Total :	164

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1990**

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
001.	071/25	N.S.S.R.S.S. Sudhakar	A F Ferguson & Co.	Consultancy
002.	038/25	Nareb B, Peddibhotla	Asian Paints (I) Ltd.	Marketing
003.	069/25	Srinivas Mukund	Asian Paints (I) Ltd.	Systems
004.	091/25	Arasu V.R.K.T.	Asian Paints (I) Ltd.	Operations
005.	155/25	Sudheesh Venkatesh	Asian Paints (I) Ltd.	Marketing
006.	129/25	Priya Vrat	Bank of America	Marketing
007.	053/25	Ramesh P. Nakhwa	Blow Plast Limited	Marketing
008.	153/25	Nanduri Subhash	Blow Plast Limited	Marketing
009.	003/25	Aaugothu Sudhakarlal	CMC Limited	Systems
010.	015/25	Ebenezer Lynqua	CMC Limited	Marketing
011.	058/25	Sandip Guha	CMC Limited	Marketing
012.	074/25	Suman Kalyan Mazumdar	CMC Limited	Systems
013.	080/25	Vishran M.Namiwadekar	CMC Limited	Systems
014.	076/25	S. Vedalakshmi	CMC Limited	Systems
015.	118/25	Parvathy S.	CMC Limited	Systems
016.	138/25	Rajendra Kumar	CMC Limited	Systems
017.	039/25	Suresh Kumar	Canbank Financial Services Ltd.	Finance
018.	001/25	Abon Mozumdar	CITI Bank N.A.	Finance
019.	004/25	Anurag Saxena	CITI Bank N.A.	Marketing
020.	008/25	Bharat Rao	CITI Bank N.A.	Marketing
021.	059/25	Sandip Sen	CITI Bank N.A.	Finance
022.	062/25	Simi Kedia	CITI Bank N.A.	Finance
023.	083/25	Yukti Gupta	CITI Bank N.A.	Systems

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
024.	085/25	Abhay Johorey	CITI Bank N.A.	Marketing
025.	127/25	Praveen Pathak	CITI Bank N.A.	Systems
026.	140/25	Ramesh G. Iyer	CITI Bank N.A.	Systems
027.	148/25	Sanjoy Sen	CITI Bank N.A.	Marketing
028.	030/25	Manoj Saxena	CITI Corpn. Overseas Software Limited	Systems
029.	072/25	Sudhir Kumar Jha	CITI Corpn. Overseas Software Limited	Systems
030.	100/25	Barath Doraiswamy	CITI Corpn. Overseas Software Limited	Systems
031.	154/25	Sudarsanam Vepa	Export Import Bank of India	Finance
032.	029/25	Manisha S. Upasani	Food Specialities Ltd.	Finance
033.	105/25	Guruprasad B.H.	Food Specialities Ltd.	Finance
034.	107/25	Ireena Pande	Food Specialities Ltd.	Marketing
035.	145/25	Sameer Garde	Food Specialities Ltd.	Marketing
036.	025/25	Krishnan Venkeswaran	Godrej & Boyce Mfg.Co.Ltd.	Marketing
037.	160/25	Tushar K Chowdhury	Godrej & Boyce Mfg.Co. Ltd.	Marketing
038.	162/25	V. Subash	Godrej Soaps (P) Ltd.	Marketing
039.	166/25	Viraraghavan S.	Godrej Soaps (P) Ltd.	Oerations
040.	035/25	Nandagopal G.	ANZ Grindlays Bank PLC	Marketing
041.	044/25	Prem Chandra Shukla	ANZ Grindlays Bank PLC	Marketing
042.	131/25	Raghu B. Viswanath	HMM Limited	Marketing
043.	055/25	Arupratan Chatterjee	Cadbury India Limited	Marketing
044.	017/25	G. Kannan	Uniliver Group of Companies	Marketing
045.	018/25	A. G. Giridharan	Uniliver Group of Companies	Finance
046.	020/25	Gopal Vittal	Uniliver Group of Companies	Marketing

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
047.	026/25	M. R. Sundaresan	Unilever Group of Companies	Operations
048.	051/25	Rajiv Srivastava	Unilever Group of Companies	Systems
049.	055/25	R. Ravishankar	Unilever Group of Companies	Operations
050.	056/25	Rukmini Mitra	Unilever Group of Companies	Marketing
051.	063/25	Shalabh Kumar	Unilever Group of Companies	Marketing
052.	075/25	Tarun Puri	Unilever Group of Companies	Marketing
053.	139/25	Raji Gayatri S.	Unilever Group of Companies	Finance
054.	141/25	Ramesh Krishnamurthy	Unilever Group of Companies	Operations
055.	073/25	Sudipta Gangopadhyay	IDBI	Finance
056.	013/25	P. Dhileepan	ITC Limited	Finance
057.	045/25	Priya Mukundan	ITC Limited	Systems
058.	049/25	Rajesh V. L.	ITC Limited	Marketing
059.	097/25	Ashwini Bakshi	ITC Limited	Marketing
060.	133/25	Raghunathan V.	ITC Limited	Finance
061.	134/25	Raghuram B. R.	ITC Limited	Systems
062.	164/25	Venkatesh Panchapagesan	ICI India Limited	Finance
063.	046/25	Puneet Bhatia	ICICI Limited	Finance
064.	054/25	B. Ravikumar	ICICI Limited	Finance
065.	070/25	V. Srinivasan	ICICI Limited	Finance
066.	158/25	Supriya Prakash	ICICI Limited	Finance
067.	052/25	Rambabu Ch.	Indian Airlines	Marketing
068.	068/25	Amnaganti Srikant	Indian Airlines	Operations
069.	168/25	Nageswari Chevula	Indian Airlines	Operations
070.	116/25	N. Premkumar	Indian Petrochemicals Corpn.	Marketing
071.	122/25	R. Prabahar	Industrial Finance Corpn.	Finance

ANNEXURE-X (Contd)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
072.	016/25	Ganti Chakravarthy	Indian Organic Chemicals Ltd.	Marketing
073.	011/25	Deepa Krishnan	Lakme Limited	Marketing
074.	022/25	Joseph Johnson	Lintas India Limited	Marketing
075.	034/25	Mohit Beotra	Lintas India Limited	Marketing
076.	057/25	Sameer Singh	Lintas India Limited	Marketing
077.	060/25	Sanjay Jain	Lintas India Limited	Marketing
078.	094/25	Arun Sirdeshmukh	Madura Coats Limited	Marketing
079.	137/25	Rajeev Narayan Rege	Madura Coats Limited	Marketing
080.	088/25	Amitav Chaudhuri	Maruti Udyog Limited	Operations
081.	102/25	Cresswell D.S.Correa	Maruti Udyog Limited	Marketing
082.	161/25	Ullas Sharma	Maruti Udyog Limited	Systems
083.	147/25	Sandeep Saha	NOCIL	Marketing
084.	006/25	Ashok Kapoor	NIIT	Systems
085.	028/25	Manish Srivastava	NIIT	Systems
086.	040/25	Peruvenba S Ravi	NIIT	Systems
087.	047/25	Rajan Gupta	NIIT	Systems
088.	081/25	Vivek Kaul	NIIT	Systems
089.	135/25	Rahul Vipparthi	NIIT	Systems
090.	150/25	Sarbjeet Singh Dawra	NIIT	Marketing
091.	151/25	Seema Nandanwar	NIIT	Systems
092.	167/25	Hema Suneetha Thomandru	NIIT	Marketing
093.	065/25	P. Someshwara Rao	Pertech Computers Ltd.	Marketing
094.	113/25	Manish Mehra	Pertech Computers Ltd.	Marketing
095.	136/25	Raj Kumar Sharda	Pertech Computers Ltd.	Marketing
096.	024/25	Koushik Dutta	Price Waterhouse	Consultancy
097.	095/25	Ashim Bhaumik	Price Waterhouse	Consultancy

ANNEXURE -X (Contd)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
098.	108/25	Jacob Mathew	Price Waterhouse	Consultancy
099.	163/25	V. Venkataraman	Price Waterhouse	Consultancy
100.	041/25	Poonam Chawla	Procter & Gamble India Ltd.	Marketing
101.	23/25	Yuvaraj Kannan	SRF Limited	Operations
102.	036/25	Nandakishore S.Kulkarni	SRF Limited	Marketing
103.	123/25	Pradeep Dikshit	SRF Limited	Finance
104.	157/25	Sunil Bhargava	SRF Limited	Marketing
105.	093/25	Arun P. Kanabar	SB Billimoria & Co.	Consultancy
106.	115/25	Mukul Sarkar	SBI Capital Markets Ltd.	Finance
107.	132/25	G. Raghuraman	SBI Capital Markets Ltd.	Finance
108.	142/25	Ramanath Narayan Iyer	SBI Capital Markets Ltd.	Finance
109.	143/25	R. Ravi	SBI Capital Markets Ltd.	Finance
110.	159/25	T. Srikanth	SBI Capital Markets Ltd.	Finance
111.	010/25	Debanjan Mitra	Shaw Wallace & Co. Ltd.	Marketing
112.	014/25	Donald Phillips Wahlang	Shaw Wallace & Co. Ltd.	Marketing
113.	079/25	Vinod Kumar Goyal	Shaw Wallace & Co. Ltd.	Marketing
114.	112/25	Kamalesh Subramaniam	Shaw Wallace & Co. Ltd.	Marketing
115.	084/25	Anbu Thirunavikkarasu	Steel Authority of India	Finance
116.	087/25	Ajoy Hiro Chawla	Tata Admin. Service	General Mgmt.
117.	103/25	Dinesh Kumar Patnaik	Tata Admin. Service	General Mgmt.
118.	064/25	Shashi Shekhar Rapaka	United Breweries GR.	Marketing
119.	042/25	Pramod K.	Wipro Information Tech.	Marketing
120.	149/25	Santhosh G.	Wipro Information Tech.	Marketing
121.	152/25	Shankar K.	Wipro Information Tech.	Marketing
122.	077/25	Venkatesh Santhana	Tata Iron & Steel Co.	General Mgmt.
123.	092/25	Arindam Mukherjee	Tata Iron & Steel Co.	General Mgmt.

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
124.	109/25	Jayanta Chatterjee	Tata Iron & Steel Co.	General Mgmt.
125.	119/25	Pankaj Gupta	Tata Iron & Steel Co.	General Mgmt.
126.	120/25	P. S. Parasuram	Tata Iron & Steel Co.	General Mgmt.
127.	146/25	Samindra N. Mitra	Tata Iron & Steel Co.	General Mgmt.
128.	165/25	P. K. Vijay Kumar	Tata Iron & Steel Co.	General Mgmt.
129.	019/25	Girish Kumar Mehta	RPG Enterprises Ltd.	Finance
130.	104/25	Gautam Khanna	RPG Enterprises Ltd.	Marketing
131.	066/25	M. Srinivasa Murthy	Crompton Greaves Ltd.	Marketing

MANAGEMENT DEVELOPMENT PROGRAMMES - 1989-90

Sl. No.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
1.	Training Methodology & Skills (Level-I)	15.05.89 to 20.05.89	Mysore	11	Prof. V. Anand Ram
2.	Time Management	22.05.89 to 24.05.89	Simla	11	Prof. B.R.K. Kashyap
3.	Workshop on negotiating Skills and Techniques	07.06.89 to 10.06.89	Varanasi	25	Prof. Ajeet N. Mathur
4.	Working Capital Management	19.06.89 to 24.06.89	Calcutta	20	Prof. H. Bhattacharya
5.	Strategic Planning & Human Resource Management	02.08.89 to 06.08.89	Goa	15	Prof. Ajeet N. Mathur
6.	Human Resource Mgmt. for non-personnel executives	11.09.89 to 16.09.89	Jaipur	18	Prof. Anil K. Sengupta
7.	Managerial Decision Making	23.10.89 to 27.10.89	Calcutta	25	Prof. A. K. Chatterjee Prof. Leena Chatterjee
8.	Workshop on MOUs	17.10.89 to 19.10.89	Srinagar	30	Prof. Prajapati Trivedi
9.	Authority, Organisation & Leadership : Mgmt. in Self in Role	05.12.89 to 12.12.89	Varanasi	20	Prof. G. Chattopadhyay
10.	Managerial Leadership and conflict Resolution	05.12.89 to 12.12.89	Jaipur	16	Prof. D. K. Lahiri Prof. B. N. Srivastava
11.	Emerging Trend in Industrial Relation	11.12.89 to 15.12.89	Calcutta	14	Prof. Anil K. Sengupta

ANNEXURE -XI(Contd)

Sl. NO.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
12.	Managerial Effectiveness and Value Systems - Indian Insights	18.12.89 to 22.12.89	Calcutta	38	Prof. S.K. Chakraborty
13.	Quality Management	15.01.90 to 20.01.90	Goa	22	Prof. B. Sarkar
14.	Emerging Organisation through effective mgmt.of change	15.01.90 to 20.01.90	Goa	17	Prof. Binod Kumar
15.	Communication and Transactional analysis of organisational effectiveness	05.02.90 to 10.02.90	Jaipur	8	Prof. Binod Kumar

IN-COMPANY TRAINING PROGRAMMES - 1989-90

Sl. No.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
1.	Managerial Leadership & Organisational change (for Peerless)	21.04.89 to 25.04.89	Calcutta	12	Prof. D.K.Lahiri Prof. K.K.Bhattacharyya
2.	3rd MCA Teachers' Training Programme MCATPPE-3	21.04.89 to 03.06.89	Calcutta		Prof. Asim Pal
3.	Managerial Leadership & Organisational change (for Peerless)	13.05.89 to 17.05.89	Madras	20	Prof. K.K.Bhattacharya
4.	Non-residential training programme for the Officers of ONGC	03.07.89 to 08.07.89	Calcutta		Prof. N. Ramachandran Prof. B. N. Srivastava
5.	3rd Training Prog. for Jr. Officers of Peerless	14.07.89 to 18.07.89	Bombay		Prof. D. K. Lahiri Prof. K.K.Bhattacharya
6.	Non-residential training programme for the Officers of ONGC	07.08.89 to 12.08.89	Calcutta		Prof. N. Ramachandran Prof. B. N. Srivastava
7.	4th Training Prog. for Jr. Officers of Peerless	09.08.89 to 13.08.89	New Delhi		Prof. K.K.Bhattacharyya Prof. D.K.Lahiri
8.	In-Company Training Programme for Senior Executives of MECON	27.08.89 to 31.8.89	Ranchi		Prof. B. Mohanty Prof. R. P. Aiyar Prof. H. Bhattacharyya Prof. Binod Kumar
9.	Non-residential training programme for Officers of ONGC	04.09.89 to 09.09.89	Calcutta		Prof. N. Ramachandran Prof. B. N. Srivastava
10.	4th Training Programme for Jr. Officers of Peerless	11.09.89 to 16.09.89	Calcutta		Prof. K. K. Bhattacharyya Prof. D. K. Lahiri Prof. B. N. Srivastava
11.	Workshop on Management of Rural Health Services, sponsored by Govt. of West Bengal	11.09.89 to 16.09.89	Calcutta	23	Prof. M. S. Mishra

ANNEXURE - XI(Contd)

Sl. No.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
12.	Project on identifications of Development Management Training Programme for Senior Executives of Lutheran World Services (LWS) in India, Nepal and Bangladesh	18.09.89 to 23.09.89	Calcutta		Prof. M. S. Mishra
13.	IFS Officers Training Programme on "General Management"	19.09.89 to 24.09.89	Calcutta	11	Prof. N. K. Rao Prof. Ranajit Dasgupta
14.	4th In-Company Training Prog. for Peerless General Finance & Investment Co. Ltd.	09.08.89 to 13.08.89	New Delhi		Prof. K. K. Bhattacharyya Prof. D. K. Lahiri
15.	5th In-Company Training Programme for Peerless General Finance and Investment Co. Ltd.	21.09.89 to 25.09.89	Calcutta		Prof. K. K. Bhattacharyya Prof. D. K. Lahiri
16.	Managerial Leadership and organisational change (for Peerless)	18.10.89 to 23.10.89	Delhi	12	Prof. D. K. Lahiri Prof. K. K. Bhattacharyya
17.	6th In-Company Training Programme of Jr. Officers of Peerless General Finance and Investment Ltd.	18.10.89 to 23.10.89	Calcutta		Prof. A. P. Arora Prof. K. K. Bhattacharyya Prof. H. Bhattacharya Prof. S. C. Chakraborty Prof. Anit K. Sengupta
18.	7th In-Company Training Programme for Jr. Officers of Peerless	10.11.89 to 14.11.89	Guwahati		Prof. K. K. Bhattacharyya Prof. D. K. Lahiri
19.	Fourth Level Refresher Course	13.11.89 to 18.11.89	Calcutta	16	Prof. N. Ramachandran
20.	Fourth Level Refresher Course	20.11.89 to 25.11.89	Calcutta	18	Prof. N. Ramachandran

ANNEXURE - XI(Contd)

Sl. No.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
21.	All India Radio and Doordarshan Programme	04.12.90 to 22.12.90	Calcutta	12	Prof. M. N. Pal
22.	Training Programme on Memorandum of understanding	07.12.89 to 08.12.89	HEC Ranchi		Prof. Prajapati Trivedi
23.	In-Company Training Programme on "Finance for Non-financial Officers" of Ordanance factory	11.12.89 to 30.12.89	Jammu		Prof. N. Ramachandran
24.	Fourth Level Refresher Course	01.01.90 to 06.01.90	Calcutta	25	Prof. N. Ramchandran
25.	8th In-Company Training for Peerless	06.01.90 to 10.01.90	Madras		Prof. K. K. Bhattacharyya
26.	Fourth Level Refresher Course	08.01.90 to 13.01.90	Calcutta	19	Prof. N. Ramachandran
27.	Managerial Leadership and Organisational change (for Peerless)	09.01.90 to 13.01.90	Calcutta	18	Prof. D. K. Lahiri Prof. K. K. Bhattacharyya
28.	General Management Programme for ONGC	29.01.90 to 03.02.90	Calcutta	20	Prof. B. N. Srivastava Prof. N. Ramachandran
29.	General Management Programme for ONGC	19.02.90 to 24.02.90	Calcutta	14	Prof. B. N. Srivastava
30.	Training Programme of Assam Institute of Management and Accountancy	26.02.90 to 28.02.90	Guwahati		Prof. B. Mohanty
31.	General Management Programme for ONGC	12.03.90 to 17.03.90	Calcutta	16	Prof. B. N. Srivastava
32.	General Management Programme for Indian Forest Service Officers	19.03.90 to 24.03.90	Calcutta	17	Prof. N. K. Rao Prof. Annapurma Shaw

ANNEXURE - XI(Contd)

Sl. No.	Title of the Programme	Date	Venue	No. of participants	Programme Director(s)
33.	Workshop on Management of Rural Health Services				Prof. M. S. Mishra
34.	IPS Officers Training Programme				Prof. N. Ramachandran Prof. B. N. Srivastava
35.	In company Training Programme for Jr. Officers of AIR Doordarshan				Prof. M. N. Pal
36.	Non-residential training Programme for Officers of ONGC				Prof. B. N. Srivastava Prof. N. Ramachandran
37	Non-residential Training Prog. of IAS Officers on "Management of State Level Enterprises(Level-I)		Calcutta		Prof. N. Ramachandran

**GOVERNMENT SPONSORED TRAINING PROGRAMMES
FOR THE IAS OFFICERS 1989-90**

Sl. No.	Title of the Programme	Date	No. of participants	Programme Director(s)
1.	Management of State Enterprises (Level-I)	03.04.89 to 08.04.89	18	Prof. Prajapati Trivedi
2.	Management Concept and Decision Making	03.07.89 to 29.07.89	17	Prof. V. N. Reddy Prof. A. K. Chatterjee
3.	Management of Environment	07.08.89 to 12.08.89	24	Prof. S. C. Chakraborty
4.	Management of Environment	04.09.89 to 09.09.89	25	Prof. S. C. Chakraborty
5.	Management of State Enterprises (Level-I)	16.10.89 to 21.10.89	29	Prof. N. Ramachandran
6.	Management of State Enterprises (Level-II)	01.01.90 to 06.01.90	19	Prof. V. N. Reddy Prof. N. Ramachandran
7.	Management of State Enterprises (Level-I)	08.01.90 to 13.01.90	20	Prof. Prajapati Trivedi
8.	Management Control Systems	15.01.90 to 20.01.90	27	Prof. B. Mohanty Prof. H. Bhattacharya
9.	Management of State Level Public Enterprises (Level-III)	22.01.90 to 27.01.90	33	Prof. V. N. Reddy Prof. N. Ramachandran
10.	Management Concepts and Decision Making	07.02.90 to 03.03.90	16	Prof. M. N. Pal Prof. B. K. Sinha

ANNEXURE - XIII

RESEARCH PROJECTS SANCTIONED DURING THE YEAR
1989-90 UNDER CMDS

Sl. No.	Project Director(s)	Title
1.	Chandan K. Mustafi	Residual Life Function and its Properties
2.	Debashis Bhattacharya	Determinants of Contract outcome : Profit Analysis of Negotiated Settlements in India
3.	Leena Chatterjee	Identity and Coping Strategy - The Dilema of the Working Women.
4.	Nirmal K. Chandra	Patterns of Industrialization
5.	Nilotpal Chakraborty	Development of efficient algorithms for problems involving variable upper bounds.
6.	B. N. Srivastava	Basic Assumptions of Managers : A Determinant of Managerial Behaviour.
7.	Amit Bhaduri	The Macroeconomics of Contesting Political Ideologies.
8.	Annapurna Shaw	Industrilization, Landscape change and Unequal Development : The Case of the Maharashtra Industrial Development Corporation.
9.	Debashis Bhattacharya	Unions and the Politics of Production in Western India.
10.	N. K. Chandra & Bernard D'Mello	Foreign Collaboration in the Indian State Industrial Sector.

ANNEXURE - XIV**RESEARCH PROJECTS COMPLETED DURING 1989-90 UNDER CMDS**

Sl.No.	Project Director(s)	Title
1.	Ranajit Dasgupta	Social Conflicts and Social Tension in a West Bengal District under British Rule.
2.	Sudip Chaudhuri	Industrial performance in India in the Post-Independence period - Phase-II.
3.	Subrathesh Ghosh	Styles of Man-Management : A comparative Study of India, Japan and The Socialist Countries.
4.	Sujit K. Basu	One period Inventory Models in Situations with Uncertainty in Supply.
5.	R. K. Sau	The Rate of Profit in India's Industry.

RESEARCH PROJECTS ON-GOING DURING 1989-90 UNDER CMDS

Sl.No.	Project Director(s)	Title
1.	K. K. Bhattacharyya & N. Ramachandran	A Study of Government Accounting Systems.
2.	B. Mohanty	Corporate Planning in India.
3.	N. K. Rao	Development of Comprehensive Case Study on a Rural Development Scheme.
4.	V. N. Reddy & N. Ramachandran	Prediction of Corporate Failure.
5.	Sudas Roy	An Evaluation study of regulated markets in West Bengal - Concept and Implementation.
6.	Saila K. Ghosh & Paromesh Acharya	Problems of Education of the Weaker Section of our Society.
7.	Ranjan Ghosh	Planning and Scheduling in Flexible Manufacturing Systems.
8.	N. K. Chandra	Trade Industrialization and Agrarian Changes.
9.	R. P. Aiyar, Asish Chatterjee B. Mohanty V. Anand Ram	A Comparative Study of Successful and Unsuccessful Companies in Public and Private Sectors in India.
10.	Ashok P. Arora	Market Scanning through Conjoint Analysis Techniques.
11.	Satyesh C. Chakraborty	Changes in the Patterns of Crop Combination Regions in India.
12.	Raghabendra Chattopadhyay	Occupational Structure in India and its changes, 1872-1981.
13.	Amitava Bagchi	Theory and Applications of Best First Search.
14.	Amitava Bose	The Dynamics of a Monetary Economy.
15.	Alok Roy	The Theory of Devaluation for Less Developed Economics.
16.	Asim K. Pal	Design and Analysis of Data Structure Algorithms with Special emphasis to Computational Geometry.
17.	Ambujaksha Mahanti	Analysis of Search (Algorithms) in Heuristic Approach.

ANNEXURE - XIVA(Contd)

Sl.No.	Project Director(s)	Title
18.	Dilip K. Lahiri	Perceived Strength Weaknesses, Role-stress and Coping Mechanism of Critical Variables in Model of Organisational Diagnosis in a Public Sector Enterprise.
19.	V. N. Reddy	Inter-State Inequalities in the percapita income and the percapita consumer expenditure in India.
20.	Hrishikes Bhattacharya	Financial Strategies for Industrial Growth in India.
21.	Ajeet N. Mathur	Employment Policies and Practices in the context of Industrial Restructuring : Case Studies of Indian Experience.
22.	M. S. Mishra & B. Mohanty	Impact of Rural Development Programme - A Study of Three Villages.
23.	Bhubanesh Misra	Special Research Programme (A Study of Management Structure of the Indian Tea Industry from Colonial Era to Recent Times).

**CONSULTANCY ASSIGNMENTS UNDERTAKEN
BETWEEN 1.4.89 AND 31.3.1990**

Sl. No.	Name of the Projects	Project Team
1.	APEDA Consultancy Project	Prof. K. C. Bothra Prof. Sudas Roy Prof. Manas Das
2.	Market Survey on Asbestos Roofing Sheets for Sree Digvijoy Cement	Prof. Manas Das
3.	Identification of Training Needs and Rural Development Management Training programmes for Sr. Officers of Buthem World Services (BWS) in India and Bangladesh	Prof. M. S. Mishra
4.	Manpower Requirements in Peerless General Finance and Investments	Prof. Subrathesh Ghosh Prof. Anil K. Sengupta
5.	To study the need of a nodal organisation for promotion of diversified products, (Ministry of Textiles, Govt. of India).	Prof. K. C. Bothra
6.	Survey of Readymade Garments Industry in West Bengal	Prof. Alok Roy Prof. Sujit K. Bosu Prof. H. Bhattacharya
7.	Consultancy Service for Consulting Engineers Services (India)	Prof. Satyesh C. Chakraborty
8.	Recruitment Test for West Bengal Financial Corporation	Prof. M. N. Pal Prof. B. Sarkar
9.	Recruitment of Management Trainees of Bharat Bhari Udyog Nigam Ltd.	Prof. B. K. Sinha Prof. M. N. Pal
10.	Customer Service Survey of Public Sector Banks in West Bengal (RBI Project)	Prof. A. P. Arora Prof. K. K. Bhattacharya Prof. H. Bhattacharya Prof. S. C. Chakraborty Prof. Anil K. Sengupta
11.	Industrial Development Corporation of Orissa Ltd. in selecting the Executive Trainee (Marketing)	Prof. A. P. Arora
12.	Setting of Qestion Papers of Calcutta Port Trust	Prof. Ranjan Ghosh

ANNEXURE-XV (contd)

Sl. No.	Name of the Projects	Project Team
13.	Study relating to diversification of Peerless General Finance and Investments Co. Ltd.	Prof. B. Mohanty Prof. B. R. K. Kashyap Prof. N. Ramchandran Prof. Kalyan Dutta Prof. Ramanuj Majumdar
14.	For conducting Demographic and Socio Economic Studies at the neighbourhood of Farakka (NTPC)	Prof. D. Bhattacharya Prof. R. Chattopadhyay Prof. N. K. Rao Prof. R. Dasgupta
15.	Evaluation of Adult Education Programme in West Bengal, Ministry of Human Resource Development	Prof. Saila K. Ghosh Prof. P. Acharya
16.	Youth Asian Partnership (SAP) on Environmental Development Study	Prof. M. S. Mishra Prof. Satyesh C. Chakraborty
17.	Indo-Dutch Workshop on Environmental Impact assessment for Water Resource Development Project	Prof. Satyesh C. Chakraborty
18.	A Study on Industrial Development policies to accelerate Industrial Growth in North Bengal on behalf of the IDBI	Prof. Sushil Khanna Prof. Sudip Chaudhuri Pro. R. Chattopadhyay

**LIST OF ARTICLES/RESEARCH PAPERS PUBLISHED BY THE
FACULTY AND RESEARCH STAFF DURING 1989-90**

Sl.No.	Author	Articles/Research Papers
1.	Prof. Kamini Adhikari	i) "Producing knowledge about natural resources" : The case of scientific Research on Rice in India, in E. Crawford (Ed) : Application of centre Periphery theories to science Development.
2.	Prof. Zainab Ahmed	"The Limited Estate in Hindu Law" the North Bengal University Law Journal.
3.	Prof. R. P. Aiyar	"Human Resource Development issues related to Technology change" in Information Technology for Development, Volume 4 No.2, (1989), Oxford University Press.
4.	Amitava Bagchi	<p>i) "Searching game trees in parallel using SSS" (with Prof. Subir Bhattacharya). Proc. International conference on Artificial Intelligence (IJCAI-89), Aug, 1989, pp.42-47.</p> <p>ii) "Fast recursive formulations for best first search that allow controlled use of memory" (with Prof. Anup K Sen) Proc. IJCAI, Aug '89, pp.297-302</p> <p>iii) "A comparative assessment of different approaches to heuristic search in Networks (Extended Abstract)" (with prof. Anup K. Sen). Prof. A. K. Chowdhury Commemoration Symposium on Circuits, Systems and Computers, University of Calcutta, Feb '90, pp. AS-1 to AS-4.</p> <p>v) "Constraint Satisfaction Algorithms : an empirical study based on a prototype course scheduling problem (extended abstract)" (with Shri P.S. Das Gupta). Prof. A. K. Chowdhury Commemoration Symposium on Circuits, Systems and Computers, University of Calcutta, Feb '90, pp. PSD-1 to PSD-3.</p>
5.	Prof. Sujit K. Basu	<p>i) "Control of dispersion parameters in a multivariate situation" (with Shri D. Roy). Rep. Statist. Appl. Un. Japan Sci. Engrs. JUSE 36(1989), pp. 22-32.</p> <p>ii) "A functional limit theorem for attraction to weiner measure : the case of stationary phi-mixing random variables with infinite variance" (with Shri D. Roy) : Yokohama math. J. 37(1989).</p>

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
	Prof. Sujit K. Basu (contd)	<ul style="list-style-type: none"> iii) "Asymtotic normality of the estimated optimal order quantity for one period inventories with supply uncertainty" (with Shri R. Mukherjee) : Naval Research Logistics. iv) "Estimation of age and periodic replacement policies". (with D. Roy) - to be published shortly. v) "Control of location parameters in a multivariate situation" (with D.Roy) - to be published shortly.
6.	Prof. Debashish Bhattacharya	<ul style="list-style-type: none"> i) "The evolution of unionism and Labour Market Structure : The case of Bombay Textile Mills 1947-1985" : Economic & Political weekly, Review of Management & Industry, May 27, 1989, M67 - M76. ii) "Job classification, Grading and Union Strategy : An empirical analysis of plant level contracts from Greater Bombay" in S. P. Ahluwalia (ed.) Industrial Relations in coming Decade, New Delhi - SSRC. iii) "Review of K. C. Agarwal's Casual Workers of Kanpur" in Decision, Vol. 16, April-June, 1989.
7.	Prof. Amitava Bose	<ul style="list-style-type: none"> i) "Monetary equilibrium in an overlapping generations model with productive capital : Existence and efficiency results". [Jointly with D. Roy (ISI, Delhi),], Dec.'89. Issued as 'WPS-131(90), Mar'90, IIMC working paper series. ii) "Growth, Inflation and excess capacity in a dual economy", Oct'89. Forthcoming in Basu and Nayak (ed.) : Development policy and Economic Theory, Oxford University Press. iii) "The Macro-economics of Money : Reflections on the General Equilibrium Approach", January, 1990, Forthcoming as IIMC working paper and in Artha Shastra. iv) "Some remarks on infrastructure" Aug.'89.

ANNEXURE -XVI (Contd)

Sl.No.	Author	Article/Research Papers
8.	Prof. Amit Bhaduri	<ul style="list-style-type: none"> i) "Profit Squeeze and Keynesian Theory" (coauthored with S.A. Marglin) in the Golden Age of Capitalism : reinterpreting the post war experience (edited by stephen Marglin and Juliet schor), Clarendon Press, 1990. ii) "Optimal price adjustment under imperfect information" (coauthored with Josef Falkinger): European Economic Review, 1990 (Sept/Dec. Issue : in press). iii) "Real wage and unemployment : The economic basis of contesting political ideologies" (coauthored with S.A. Marglin), Cambridge Journal of Economics (Forthcoming). iv) "Setting budgetary policies in a macro framework", Times of India, New Delhi, Tuesday, March 13, 1990.
9.	Prof. Nilotpal Chakravarti	<ul style="list-style-type: none"> i) "Bounded Isotonic Median Regression", computational statistics and Data Analysis 8, 1989, 135-142. ii) "Stability of linearly constrained quadratic programs". Journal of Optimisation Theory of Applications, 64, 1, 1990. iii) "An $O(n)$ active set method for solving a certain parametric quadratic programme" Journal of optimisation Theory and Applications (to be published).
10.	Prof. Satyesh C.Chakraborty	<ul style="list-style-type: none"> i) "Indian Ports : Problems of Management" in Ocean Year Book Vol.8, Chicago University Press (to be released shortly). ii) "Extended Metropolitan Areas : their relevance in understanding Indian Urbanisation in Extended Metropolis in Asian Urbanisation" : University of Hawaii Press (to be released shortly). iii) "Commodity movement by Indian Railways and urban Hierarchic order" in Essays in Honour of Prof. Norton S. Ginsburg, University of Georgia press (to be published shortly).

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
11.	Prof. N. K. Chandra	"Crisis in China : End of socialism" Economic & Political Weekly 18th Nov'89, an earlier version (in Bengali), Anushtup, October, 1989.
12.	Prof. Ashis K. Chatterjee	<ul style="list-style-type: none"> i) "Multi-attribute choice Behaviour Models - a note on two modifications and extensions" (along with Prof. C. K. Mustafi). Asia Pacific Journal of O.R. Vol. 6, No.2. ii) "Joint economic lot size model with delivery in sub-batches" (alongwith Shri R. Ravi). Submitted for publication in Opsearch. iii) "Indianisation of the ILO Book on Work Study" (jointly with Prof. M. N. Pal and S. K. Mukherjee)
13.	Prof. Leena Chatterjee	"Citizenship values in India today" (with Prof. G. Chattopadhyay). Published in Growth Vol.16 No.1 & 2, Apr.-Sep.'88.
14.	Prof. G. Chattopadhyay	<ul style="list-style-type: none"> i) "The Illusion that was India" IIMC Working Paper Series, WPS. 117(89), June, 1989. ii) "Hierarchy and Modern Organisations : Strange Bedfellows" IIMC Working Paper Series, WPs - 122(89), Nov '89. iii) "Industrial sickness : A Psychodynamic Interpretation" originally published in 1984 reprinted in the House journal of the Tavistock Institute of Human Relations, London.
15	Prof. Ranajit Das Gupta	<ul style="list-style-type: none"> i) "Industrial Change in colonial Bengal" in Adhir Chakravarti, (ed.) Aspects of Socio-Economic changes and Political awakening in Bengal, Education Dept, Govt. of West Bengal, 1989. ii) "Oraon Labour Agitation : Duars in Jalpaiguri District 1915-1916". Economic & Political Weekly, Sept. 30, 1989. iii) "Wage labour in Eastern India : Studies in Colonial History" K. P. Bagchi & Co., Calcutta (to be published).

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
16.	Prof. Shyamal K. Ghosh	<ul style="list-style-type: none"> i) "Economic Development in the Eastern Region" (in Bengali), Desh Calcutta, 4.11.89. ii) "A note on valuation and verification of inventories" in Progress in Inventory Research.
17.	Prof. Subratesh Ghosh	<ul style="list-style-type: none"> i) "Trusteeship in Industry : Gandhiji's dream and contemporary reality" Indian Journal of Industrial Relations, Vol. 25(1), July, 1989. ii) "Linking wages with productivity in the public sector of India", in Suri G. K. and Monga R. K.(eds), : Linking wages with productivity, New Delhi, NPC 1989. iii) Personnel Management" revised 3rd edition, Oxford & IBH Publishing House. iv) "Style of Man-Management in India, Japan and Socialist countries". Oxford & IBH Publishing House.
18.	Prof. Mousumi Ghosh	<ul style="list-style-type: none"> i) "Credit control through Age Analysis" in the Management Accountant, Feb '90 issue. ii) Developed a case titled "Oil Authority Ltd." in the area of financial procedures and systems.
19.	Prof. Binod Kumar	<ul style="list-style-type: none"> i) "Problems and prospects of Indian Multi-nationals expanding business abroad, especially to the third world countries" (to be published shortly). ii) "Comparative Analysis of Personality Blocks of Indian Managers Working in India, US and Canada" (to be published shortly).
20.	Prof. Indivar Kamtekar	<ul style="list-style-type: none"> i) "What caused the Quit India Movement" (to be published shortly). ii) "Communal Riots in India 1945-47" (to be published shortly).
21.	Prof. Ajeet N. Mathur	"Micro Economic Dimensions of industrial restructuring and industrial relations in India" (to be published).

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
22.	Prof. Ramanuj Mazumdar	"Marketing Research" Wiley Eastern [to be published].
23.	Prof. Rahul Mukerjee	<ul style="list-style-type: none"> i) Research level monograph, coauthored with Gupta, S. on "A calculus for Factorial Arrangements", Lecture Notes in Statistics Vol.59. Springer-verlag, West Berlin. ii) "Q designs for biossays"(with S. Gupta): Computational Statistics and Data Analysis. iii) "Asymtotic normality of the estimated optimal order quantity for one period inventories with supply uncertainty" (with S. K. Basu) : Naval Research Logistics. iv) "Geometric construction of balanced block design with rested rows and columns" (with S. Gupta) : Discrete Mathematics. v) "On incomplete Block designs for symmetric parallel line assays" (with S. Gupta) : Australian Journal of Statistics. vi) "Almost Saturated D-Optimal main effect plans and allied results" (B. K. Sinha) : Metrika. vii) "Robustness of group divisible designs" (with S. Kageyama) - Communications in Statistics - Theory and Methods.
24.	Prof. Madhu S. Mishra	<ul style="list-style-type: none"> i) "Selected Bibliography on Rural Development Management", Vols.III & IV - IIMC Publication. ii) "Directory of voluntary and other organisations in Rural Development Management" (Mimeo), Vols. XIII,XIV and XV. iii) "A selected Bibliography on Rural Development Management" (Mimeo), Vols. XIII,XIV and XV.
25.	Prof. S. Munshi	<ul style="list-style-type: none"> i) "Max Weber, der soziologe" in Soziolo-gische Revue, Vol. 3, July '89. ii) Book review, Novbert wiley (ed.) The Marx-Weber Debate, 1987 in Contributions to Indian Sociology 23, 2(1989).

Eastern

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
26.	Prof. C. K. Mustafi	"Work convergence of Residual Median Process for Dependent or Randomly Censored Samples" : Communications in Statistics Vol.18, No.8 (1989) (USA)
27.	Prof. Dipankar Mitra	"Alternative Financial Instruments Evaluation and role in capital widening process" (with Prof. N. K. Rao) : the Indian Journal of Finance & Research (to be published).
28.	Prof. Kalyan Sankar Mondal	<ul style="list-style-type: none"> i) "American Influence on Social work education in India", in Economic and Political Weekly, Vol. XXIV No.49, Dec. 9, 1989. ii) "Rural Poverty - Impact of policy changes in Southern Economist, Vol.28, No. 13 & 14, Nov.1 & 15, 1989. iii) "Equality oriented Rural Development in India - Its origins, Shaping and Consequences", Alessandro Bonanno (ed.) Sociology of Agriculture : Technology, Labour, Development and Social classes in an international perspective. Concept, New Delhi (forthcoming).
29.	Prof. Asim K. Pal	<ul style="list-style-type: none"> i) "On some of observations on IDA Proceedings" Prof. A. K. Chaudhury commemoration symposium on Circuits, Systems and Computers, University of Calcutta, Feb'90. (Coauthor : Prof. A. Mohanti). ii) "An algorithm for finding intersections of generalised polygons" - some proceedings as in (i) above. (Coauthors S K Sadhukhan and S Pal).
30.	Prof. V. N. Reddy	<ul style="list-style-type: none"> i) "Small growers and cooperative tea factories in Nilgiris" in Economic and Political Weekly, Review of Agriculture, Sept-30, 1989, A-145 - A-151 (with Prof. Sharit K. Bhowmik). ii) "Socio-Economic study of small growers of tea in Nilgiri District", IIMC working paper series WPs 115(89) (with Prof. Sharit K. Bhowmik). iii) "On the estimation of the population total of bottom P Percentile of a finite population" IIMC working paper series WPs 124(89) (with Prof. T.J. Rao of University of California, Santa Barbara).

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
31.	Prof. Alok Ray	<ul style="list-style-type: none"> i) "Theory of Devaluation for less developed economies : Where do we Stand" (forthcoming) in Essays in Honour of Prof. Dipak Banerjee (Oxford University Press). ii) "Blessings of Floating: an IMF view" in International Journal of Development Banking No. 1, 1989. iii) "Prospects of export of services from India" (Mimeographed).
32.	Prof. B. Sarkar	<ul style="list-style-type: none"> i) "Status of quality control in Indian Industries - a survey" Total Quality Management Vol.I No. 1 1990. ii) "Some adaptive production inventory systems" (to be published)
33.	Prof. B. N. Srivastava	<ul style="list-style-type: none"> i) "Basic assumptions as inter Terminant of Managerial Behaviour" IIMC Working Paper Series. ii) Developed a diagnostic instrument for basic assumption skill for measuring basic assumptions about nature of man, work and organisation.
34.	Prof. N. Bhattacharyya	<ul style="list-style-type: none"> i) A case study titled "Hindustan Steel Tubes Ltd. - a case of turn around strategy" in IIMB - Management Review, Vol.4 No.2, Jul - Dec '89. ii) Working paper titled "Interpreting internal Rate of Return". iii) Article on "Cost of capital for a Finance Company" in Chartered Financial Analysis.
35.	Prof. Annapurna Shaw	<ul style="list-style-type: none"> i) "Fertility and child spacing among the Urban poor in a Third World city, the case of Calcutta, India " Human Ecology, 16:3 (1988), 329-342. ii) Linkages of large scale, small scale and informal scetor Industries : a study of Thana - Belapur" Economic and Political Weekly, Vol.25. Veb 17-24, 1990 : M17-M22. iii) "Reply : Against Repetitive Literature Surveys" Economic and Political Weekly, (forthcoming) 1990.

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
36.	Prof. P. Trivedi	<ul style="list-style-type: none">i) Memorandum of Understanding : An Approach to Public Enterprise Performance Improvement. International Management Publishers.ii) "Memorandum of Understanding and the Korean Performance Evaluation System." IPE Journal. Hyderabad. (forthcoming).iii) Institutional Arrangement for Designing and Implementing Memoranda of Understanding. Management in Government. New Delhi. (forthcoming).iv) Memorandum of Understanding and Other Performance Improvement Systems, Public Enterprise. Quarterly Journal of International Centre for Public Enterprises, Ljubljana, Yugoslavia.v) "Memorandum of Understanding : Methodological Issues Relating to Recent Policy Changes," Indian Management, Quarterly Journal of the All India Management Association, July, 1990.vi) "Comparative performance Evaluation of Public and Private Enterprises : Further Evidence". Decision, Vol. XIII. No. 4, Dec.'90 (forthcoming).vii) "Comparative Impact of Monetary Incentives on the Productivity in Public and Private Enterprises: A Case Study of the Indian Economy, Indian Journal of Industrial Relations, July 1989. (Jointly with Prof. Rajen Mookerjee from Pennsylvania State Univ.)viii) "Managing Government-Public Enterprise Relations "Business Standard, Calcutta, June, 1990.ix) "So what's New With the MOU", Financial Express, Bombay, June 1990.x) "Memorandum of Understanding : A Case Study of the Indian Airlines Experience," (Mimeo), June 1989, (Jointly with Suresh Kumar, Additional Secretary, Bureau of Public Enterprises).

ANNEXURE -XVI (Contd)

Sl.No.	Author	Articles/Research Papers
	Prof. P. Trivedi (Contd)	xi) "Performance Evaluation System for Memoranda of Understanding", Economic and Political Weekly, May 1989. Also reprinted in : Institute of Public Enterprise Journal. Hyderabad, June, 1989.
37.	Prof. K. V. Viswanathan	"Best first Search methods for rectangular cutting Stock problems" : (with Prof. A. Bagchi) in Operations Research (to be published).
38.	Prof. M. P. Vithal	"NCERT Text Book on Accounting for Class XII Part-I (Joint Author) .

ANNEXURE-XVII

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
1.	184/24	Sanjay Sachdeva	7.89	1
2.	026/24	Devendra Kumar Sharma	7.63	2
3.	069/24	Rajiv Garg	7.40	3
4.	005/24	Alkesh Gulab Wadhvani	7.34	4
5.	110/24	Anand Mukherji	7.31	5
6.	144/24	Moharikar Sugosh Vasant	7.29	6
7.	012/24	Anupam Chatterjee	7.26	7
8.	169/24	Rajan Khanna	7.23	8
9.	030/24	Hari Baskaran	7.20	9
10.	164/24	R. Ganesh	7.20	9
11.	082/24	Shankar Mukherji	7.20	9
12.	070/24	Rajiv Vij	7.14	12
13.	059/24	Padma Subramanian(Miss)	7.09	13
14.	038/24	Krishnan Vijay	7.09	13
15.	021/24	Bhaskar Basu	7.06	15
16.	119/24	Bulchandani M.Jethanand	7.06	15
17.	083/24	Sirgaokar Shilpa P.(Miss)	7.03	17
18.	135/24	Kalyan Bandopadhyay	7.00	18
19.	008/24	Amit Roy	6.94	19
20.	004/24	Alganandan Balaraman	6.91	20
21.	048/24	Mohan Natarajan	6.91	20
22.	067/24	Rajbhushan Buddhiraju	6.89	22
23.	193/24	Sunil Garg	6.89	22

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
24.	190/24	Sidesh Kaul	6.89	22
25.	098/24	Vinita Mehta (Miss)	6.89	25
26.	112/24	Anindya Mukherji	6.89	25
27.	171/24	Rajesh Kr. Girilal Jain	6.83	27
28.	101/24	A. Kathir Kama Nathan	6.83	27
29.	196/24	V. Vasantha Kumar	6.77	29
30.	177/24	S. Naren	6.77	29
31.	055/24	Neeta Bharadwaj (Miss)	6.74	31
32.	054/24	Naveen Bhutani	6.74	31
33.	128/24	Dhruv Singhal	6.69	33
34.	086/24	Sumant Sinha	6.66	34
35.	126/24	Deepak S. Rao	6.66	34
36.	174/24	Ranjan Rangalal Banerjee	6.63	36
37.	183/24	Sanjai Matai	6.60	37
38.	029/24	G. Hari Narayan	6.60	37
39.	147/24	N. Giri Kumar	6.57	39
40.	113/24	Anjan Deb Ghosh	6.54	40
41.	092/24	V. Kumar	6.54	40
42.	154/24	P. H. Raghunath	6.54	40
43.	036/24	Kalyan Shankar Basu	6.51	43
44.	081/24	Shailaja R. Bhat (Miss)	6.46	44
45.	166/24	R. Rajan	6.46	44
46.	116/24	Asish K. Rath	6.46	44

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
47.	167/24	Raghunandan S.	6.46	44
48.	063/24	Punyamurthla Sumanth	6.46	44
49.	003/24	Ajay Singhal	6.43	49
50.	089/24	Tapodyuti Bose	6.40	50
51.	137/24	Kirti Gupta (Miss)	6.40	50
52.	034/24	Jaideep Poddar	6.40	50
53.	162/24	Puneet Narang	6.37	53
54.	153/24	P.A.Ananthanarayanan	6.34	54
55.	138/24	Kumar Naval Bir	6.34	54
56.	117/24	Atal Agarwal	6.31	56
57.	032/24	Harish Kumar Agarwal	6.31	56
58.	015/24	Atul Behari	6.31	56
59.	121/24	Chandra Kant	6.31	56
60.	160/24	Prasenjit Sen	6.31	56
61.	149/24	Nitin Nagesh Pai	6.26	61
62.	148/24	N.S. Balasubramanian	6.23	62
63.	033/24	Jai Dev C. K.	6.23	62
64.	017/24	Atul Jain	6.23	62
65.	103/24	Ajay Shankar Kala	6.20	65
66.	075/24	Sanal Kumar M.	6.20	65
67.	053/24	Naresh Kumar Sethi	6.20	65
68.	099/24	Vinod Nambiar	6.17	68
69.	123/24	Chittaranjan Sinha	6.09	69

ANNEXURE-XVII(Contd)

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
70.	141/24	Madhu Anand (Miss)	6.06	70
71.	035/24	K.V.Sai Chandrasekhar	6.06	70
72.	145/24	Mukul Mathur	6.06	70
73.	158/24	Pralay Mondal	6.06	70
74.	155/24	P. Vijay Sarathy	6.06	70
75.	179/24	Saivendranath Kayal	6.03	75
76.	014/24	Ashoketaru Sengupta	6.03	75
77.	132/24	Hemant Malik	6.00	77
78.	109/24	Anand Vadapalli	6.00	77
79.	097/24	Vikrant Anant Gadgil	5.97	79
80.	146/24	Muralidhar Menon	5.97	79
81.	065/24	Radhika Srinivasan(Miss)	5.94	81
82.	011/24	Anirudh Bagchi	5.91	82
83.	124/24	Christopher Charles Doyle	5.91	82
84.	114/24	Ashish Gupta	5.91	82
85.	060/24	Padmaja Neelakantan(Miss)	5.89	85
86.	165/24	R. Janardhanan	5.86	86
87.	019/24	B. Jayaraman	5.86	86
88.	180/24	Samaresh Priyadarshi	5.86	86
89.	115/24	Dhruva Purkayastha	5.83	89
90.	189/24	Shubha S. (Miss)	5.80	90
91.	058/24	P. Vinod Kumar	5.80	90
92.	031/24	Harish Badami	5.77	92

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
93.	016/24	Atul Bhatt	5.77	92
94.	185/24	Sanjoy Mukherjee	5.77	92
95.	127/24	Dhara V. Sivaramakrishna	5.77	92
96.	170/24	Rajat Garg	5.74	96
97.	010/24	Anil Nath	5.71	97
98.	072/24	R. Mukundan Unni	5.71	97
99.	151/24	P. Anirudh	5.69	99
100.	039/24	Laxmi Narayan Naik	5.69	99
101.	077/24	Sandeep Kumar Sharma	5.69	99
102.	056/24	Ojha Gautam	5.63	102
103.	104/24	Ajay Vijaysingh Shirke	5.60	103
104.	142/24	Md. Asif Mubeenuddin	5.57	104
105.	096/24	Vijay P. Wadhwa	5.57	104
106.	139/24	M. Kalyanaraman	5.54	106
107.	192/24	Suchet Narain	5.54	106
108.	095/24	V. V. Raja Sekhar	5.54	106
109.	090/24	Thiruvayipati V. Rao	5.54	106
110.	129/24	Dileep Samuel	5.54	106
111.	025/24	Deepak Seth	5.54	106
112.	161/24	Prata Bhaskara Srinivas	5.54	106
113.	133/24	Irwin Besant Raj	5.51	113
114.	168/24	Rahul Bhargava	5.46	114
115.	062/24	Prabha Sadasivan (Misw)	5.46	114

ANNEXURE-XVII(Contd)

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
116.	111/24	Anirudh Kumar Haldar	5.43	116
117.	022/24	C. P. Sriram	5.43	116
118.	125/24	D.V.V.L.Narsimha Rao	5.40	118
119.	074/24	Salil Kumar Sahu	5.40	118
120.	080/24	Sarat Chandra V.B.	5.40	118
121.	071/24	Rakesh Dinger	5.37	121
122.	175/24	Ravi Raina	5.37	121
123.	182/24	Sanjay Kumar Mondal	5.34	123
124.	064/24	R.P. Nandkumar	5.34	123
125.	020/24	Balachandran R.	5.34	123
126.	043/24	Madabhushi M. Krishna	5.31	126
127.	046/24	Maruthi Prasad Tangirala	5.29	127
128.	061/24	Pandit Santosh Kashinath	5.26	128
129.	088/24	Sunit Saraswat	5.26	128
130.	136/24	Kiran Ramanna Kowshik	5.23	130
131.	087/24	Sunil Bhagavan, M	5.23	130
132.	186/24	Sankar R	5.23	130
133.	002/24	Abhijit Som	5.23	130
134.	037/24	Krishnan Adhikari	5.11	134
135.	198/24	Vinay Sambare	5.11	134
136.	091/24	Utpal Wailong	5.09	136
137.	024/24	Dayal Alka (Miss)	5.06	137
138.	050/24	N. Krishnan	5.06	137

ANNEXURE-XVII(Contd)

LIST OF GRADUATING STUDENTS IN 1989

Sl.No.	Reg.No.	N a m e	CGPA	Rank
139.	140/24	M. Mehar Pramod	5.03	139
140.	001/24	A. Srikanth	5.03	139
141.	191/24	Subodh Biswas	5.00	141
142.	051/24	N. Srikanthan	5.00	141
143.	170/23	Debabrata Ranajit Ray	6.29	---
144.	083/23	Indriyajit Sethi	5.14	---
145.	072/23	Raote S. Gajanan	5.09	---
146.	182/23	Simak S. Niranjana	5.08	---
147.	127/23	Irusan Perarasu	5.00	---

**LIST OF STUDENTS AWARDED
THE TITLE 'FELLOW' IN 1989**

Sl.No.	N a m e	Reg. No.	Area of Specialization	Thesis Title
1.	Shri C. R. Pratap	FP/10/76	Operations Research	Optimal and Heuristic Algorithms for a Special type of Two Dimensional cutting stock problem.
2.	Shri K.V.Viswanathan	FP/08/78	Operations Management	New Algorithms for constrained rectangular Gullotine knap-sack Problems.
3.	Shri H. S. Johar	FP/04/80	Management Information Systems	A Sybematic Frame work for Decision Support Systems with an application for shop scheduling
4.	Shri P. K. Sett	FP/01/83	Personnel Management	Effect of leadership Style and subordinates non-task achievement on leader's attribution of subordinate's poor performance.

ANNEXURE-XIX

LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL
OF INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 25th 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.

ANNEXURE-XIX (Contd)

1976

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

1978

Gour P. K.
Srinivasan B.
Narasimhan 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.

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.

ANNEXURE XIX (Contd)

1988

**Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant**

1990

**Manish Srivastava
P. Venkatesh**

1989

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

Statement of Accounts

(April 1, 1989 to March 31, 1990)

INDIAN INSTITUTE OF
BALANCE SHEET AS

LIABILITIES	A M O U N T					
	Rs.	P.	Rs.	P.	Rs.	P.
1. CAPITAL FUND:						
A. GENERAL ACCOUNT:						
i) <u>GOVERNMENT OF INDIA</u>						
As per last account	4,38,11,538.09					
<u>Add: Grant received during the year</u>	<u>74,24,722.35</u>					
	5,12,36,260.44					
<u>Add: Excess of Income over expenditure transferred from Income & Expenditure a/c.</u>	<u>24,38,696.00</u>					
	5,36,74,956.44					
<u>Less: Capital investment write off</u>	<u>2,41,479.60</u>		5,34,33,476.84			
ii) <u>GOVERNMENT OF WEST BENGAL</u>						
As per last account			<u>11,17,530.61</u>		5,45,51,007.45	
B. CAMPUS ACCOUNT:						
i) <u>GOVERNMENT OF INDIA</u>						
As per last account	6,16,79,372.64					
<u>Add: Grant received during the year</u>	<u>1,02,47,000.00</u>		7,19,26,372.64			
ii) <u>GOVERNMENT OF WEST BENGAL</u>						
As per last account			11,86,687.00			
iii) <u>DONATION</u>						
As per last account	35,74,350.36					
<u>Add: Addition during the year</u>	<u>1,25,000.00</u>		36,99,350.36			
iv) <u>BANK BUILDING</u>						
As per last account			<u>2,12,364.81</u>		7,70,24,774.81	
C. FORD FOUNDATION						
As per last account	58,75,476.24					
<u>Less: Refund of unspent balance</u>	<u>2,03,905.50</u>		56,71,570.74			
<u>Less: Capital investment write-off</u>			<u>1,37,402.84</u>		55,34,167.90	
2. <u>LOAN FOR BANK BUILDING</u>					5,67,635.19	
3. <u>ENGINEERING STORES</u>					-----	
4. <u>PRIZE FUND</u>					1,000.00	
5. <u>SCHOLARSHIP FUND</u>					1,51,000.00	
6. <u>MISCELLANEOUS FUND</u>					40,619.63	
7. <u>PROVIDENT FUND PAYABLE</u>					81,990.22	
8. <u>CURRENT LIABILITIES</u>					50,49,143.60	
9. <u>PROJECT IN PROGRESS</u>					23,80,554.43	
10. <u>SUSPENSE</u>					<u>578.69</u>	
T O T A L :					Rs.	14,53,82,471.92

Sd/- R. M. Aluni
Accounts Officer

Sd/- M. K. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31st MARCH, 1990**

A S S E T S	A M O U N T		Rs.	P.	Rs.	P.
	Rs.	P.				
1. FIXED ASSETS:						
(as per attached schedule)						
As per last account	10,05,03,735.57					
Add: Addition during the year	<u>2,08,74,364.34</u>		12,13,78,099.91			
Less: Adjustment for write off Receipt/adjustment during the year 1989-90			<u>3,84,155.80</u>		12,09,93,944.11	
2. LOANS, ADVANCES & OTHER RECEIVABLES:						
A. LOANS & ADVANCES:						
i) Purchases & Services:						
a) General Account	29,48,518.07					
b) Construction a/c.	<u>1,38,540.56</u>		30,87,058.63			
ii) Staff			39,32,412.62			
B. OTHER RECEIVABLES:						
i) Government of West Bengal	1,10,515.45					
ii) Accounts Receivable	23,92,086.56					
iii) Deposits	19,314.72					
iv) Claim	5,980.40					
v) Consultancy	<u>8,000.00</u>		<u>25,35,897.13</u>		95,55,368.38	
3. PRIZE FUND INVESTMENT:						
					1,000.00	
4. SCHOLARSHIP FUND INVESTMENT:						
					1,51,000.00	
5. INVENTORY OF STORES:						
i) General Account			69,701.59			
ii) Engineering Division						
a. Stone Metal	6,461.00					
b. Stock	<u>14,30,576.77</u>		<u>14,37,037.77</u>		15,06,739.36	
6. SUSPENSE RECEIVABLE:						
					16,320.30	
7. CASH AND BANK BALANCES						
(As per attached schedule)					1,31,58,099.77	
			T O T A L :	Rs.	<u>14,53,82,471.92</u>	

Sd/- R. P. Aiyar)
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS 1989-90

Sl. No.	Particulars	Net Block as on 31.3.89	Addition/adjustment during the year 89-90	Gross Block as on 31.3.90	Receipt/adjustment during the year 89-90	Net Block as on 31.3.90
1.	Land	56,64,795.97	14,94,412.00	71,59,207.97	-	71,59,207.97
2.	Buildings	4,11,59,692.65	80,00,406.10	4,91,60,098.75	-	4,91,60,098.75
3.	Water supply Installation	33,93,417.95	25,644.00	34,19,061.95	-	34,19,061.95
4.	Electrical Installation	46,54,842.60	5,99,984.40	52,54,827.00	-	52,54,827.00
5.	Air Conditioning Plant	41,81,673.30	2,33,411.00	44,15,084.30	-	44,15,084.30
6.	Boundary Walls	6,18,991.78	88,234.00	7,07,225.78	-	7,07,225.78
7.	Roads, Drains & Culverts	24,84,278.93	-	24,84,278.93	-	24,84,278.93
8.	Tubular Structure	9,44,158.96	2,03,642.00	11,47,800.96	-	11,47,800.96
9.	Equipments & Tools	42,257.32	-	42,257.32	-	42,257.32
10.	Sundry Structure and Works	14,66,355.52	(-)1,45,643.10	13,20,712.42	-	13,20,712.42
11.	Office Equipment & Furniture	1,24,82,757.61	14,66,969.00	1,39,49,726.61	1,89,561.85	1,37,60,164.76
12.	Library Books & Periodicals	1,74,03,178.62	29,11,205.14	2,03,14,383.76	5,600.91	2,03,08,782.85
13.	Motor Vehicles & Cycles	14,07,968.51	11,624.00	14,19,592.51	1,88,993.04	12,30,599.47
14.	Gift Books and Periodicals	3,131.00	-	3,131.00	-	3,131.00
15.	Computer Centre	45,96,234.85	59,84,475.80	1,05,80,710.65	-	1,05,80,710.65
Total	Rs.	10,05,03,735.57	2,08,74,364.34	12,13,78,099.91	3,84,155.80	12,09,93,944.11

Sd/- R.M. Aluni
Accounts OfficerSd/- M. K. Bhattacharya
Finance & Accounts OfficerSd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CASH AND BANK BALANCES AS ON 31.3.1990

SCHEDULE-B

PARTICULARS	AMOUNT Rs. P.
<u>Engineering Division</u>	
a. IIMC Construction Works Account, Current A/c with SBI, Joka Branch	3,69,344.34
b. Cash in Hand	3,783.64
<u>General Account</u>	
a. Current A/c with SBI, Calcutta Main Br.	15,242.87
b. Current A/c with SBI, Joka Br.	11,975.48
c. Savings A/c with SBI, Calcutta Main Br.	2,63,317.63
d. Savings A/c with SBI, Joka Br.	1,20,16,183.28
e. Current A/c with SBI, Joka Br. A/c. DECISION	14,356.70
f. Savings Account with Post Office	4,09,506.65
g. Cash in Hand	32,373.38
<u>h. Petty Cash</u>	
i) Postage including Franking	8,515.30
ii) Purchases and Services	13,000.00
Total : Rs.	1,31,58,099.77

Sd/-(R. M. Aluni)
Accounts Officer

Sd/-(M. K. Bhattacharya)
Finance & Accounts Officer

Sd/-(R. P. Asyar)
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	83,31,163.50			
ii) Non-Academic	<u>57,35,774.82</u>		1,40,66,938.32	
2. To <u>Provident Fund Contribution, Gratuity and Pension</u>				6,56,562.13
3. To <u>Travelling Expenses</u>				1,78,519.27
4. To <u>Leave Travel Concession</u>				2,26,607.34
5. To <u>Stationery and Printing</u>				3,46,572.27
6. To <u>Postage, Telegram & Telephones:</u>				
i) Postage and Telegram		34,531.10		
ii) Telephones	<u>3,49,669.15</u>		3,84,200.25	
7. To <u>Motor Car Expenses :</u>				
i) Petrol Oil	2,63,959.51			
ii) Maintenance & Repairs to automobiles	<u>3,85,710.71</u>		6,49,670.22	
8. To <u>Repairs and Renewals</u>				2,27,234.81
9. To <u>Electricity Charges</u>				11,05,318.33
10. To <u>Freight & Insurance</u>				42,777.00
11. To <u>Advertisement & Publicity</u>				71,776.98
12. To <u>Library Maintenance</u>				1,42,548.85
13. To <u>Binding</u>				24,166.00
14. To <u>Membership & Subscription</u>				1,855.00
15. To <u>Post Graduate Programme:</u>				
i) Common Admission Test	3,43,962.55			
ii) Selection Test	1,03,685.40			
iii) Convocation	67,204.99			
iv) Programme Expenses	<u>5,50,836.26</u>		10,65,689.20	
16. To <u>Fellowship Programme</u>				4,36,102.07
17. To <u>Management Development Programme</u>				15,76,878.40
18. To <u>Extension Programme</u>				60,297.89
19. To <u>Certificate in General Management</u>				3,41,383.36
20. To <u>Consultancy & Incompany Training Programme</u>				22,16,158.71
				2,38,21,256.40
CARRIED OVER				

MANAGEMENT CALCUTTA
THE YEAR ENDED 31st MARCH 1990

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>			2,39,08,277.65	
2. By <u>Post Graduate Programme:</u>				
i) Common Admn. Test Fees	6,49,026.85			
ii) Application Fees	2,68,792.00			
iii) Admission Fees	19,900.00			
iv) Tuition Fees	1,83,400.00			
v) Computer Fees	1,46,000.00			
vi) Lodging	1,53,000.00			
vii) Course Materials	<u>1,78,300.00</u>		15,98,418.85	
3. By <u>Fellowship Programme:</u>				
i) Application Fees	16,965.00			
ii) Regn. & Dissertation Fees	1,200.00			
iii) Lodging	<u>4,550.00</u>		22,715.00	
4. By <u>Management Development Programme</u>			18,65,745.97	
5. By <u>MDP Complex Income</u>	10,49,437.60			
<u>Less: Expenses</u>	<u>5,65,273.69</u>		4,84,163.91	
6. By <u>Extension Programme</u>			75,950.00	
7. By <u>Certificate in General Management</u>			3,84,382.00	
8. By <u>Consultancy & In-company Training Programme</u>			30,17,297.90	
9. By <u>Transport</u>			3,87,719.00	
10. By <u>Furniture Rent</u>			576.00	
11. By <u>Rent for Quarters</u>			77,147.63	
12. By <u>Interest on Cycle, Motor Car and Scooter Advance</u>			13,875.58	
13. By <u>Interest on Advance for Table Fan</u>			13.75	
14. By <u>Sale of Text Books</u>			10,465.50	
15. By <u>Royalty</u>			650.00	
16. By <u>Subscription for DECISION</u>			28,302.50	
17. By <u>Advertisement- Income DECISION</u>			2,700.00	
18. By <u>Interest on Advance for House Building</u>			32,674.63	
			CARRIED OVER	<u>3,19,11,075.87</u>

**INDIAN INSTITUTE
INCOME AND EXPENDITURE ACCOUNT FOR**

EXPENDITURE	Amount Rs.	P.	Amount Rs.	P.
BROUGHT FORWARD			2,38,21,256.40	
21. To <u>Seminar & Conferences</u>			76,625.64	
22. To <u>Placement Expenses</u>			1,59,228.34	
23. To <u>Computer Centre Maintenance</u>			2,016.60	
24. To <u>Medical Expenses</u>			8,11,898.65	
25. To <u>Legal Expenses</u>			1,10,834.75	
26. To <u>Board Meeting Expenses</u>			1,39,373.13	
27. To <u>Entertainment</u>			28,973.80	
28. To <u>Heath Centre</u>			55,000.00	
29. To <u>Staff Welfare & Amenities</u>			49,569.20	
30. To <u>Overtime & Honoraria</u>			3,69,006.68	
31. To <u>Audit Fees</u>			85,450.00	
32. To <u>Contingencies</u>			6,66,713.82	
33. To <u>Maintenance of Campus</u>			12,73,686.22	
34. To <u>Scholarship</u>			85,181.80	
35. To <u>Alumni Activities</u>			3,797.47	
36. To <u>Rent, Rates & Taxes :</u>				
<u>Faculty Accommodation</u>	1,44,885.45			
<u>Less : Recoveries</u>	<u>34,370.00</u>		1,10,515.45	
			<u>Sub-Total:</u>	<u>2,78,49,127.95</u>
B. PLAN:				
1. To <u>Faculty Development</u>			17,13,741.85	
2. To <u>Officers' Development</u>			2,84,095.00	
3. To <u>Staff Development</u>			12,51,664.00	
4. To <u>Faculty Participation in International Conferences</u>			1,16,244.70	
5. To <u>Centre for Management & Development Studies</u>			4,59,051.47	
6. To <u>Centre for International Management</u>			25,424.65	
7. To <u>Centre for Public Enterprise Studies</u>			2,19,171.27	
8. To <u>Special Programme on Rural Development</u>			1,97,533.25	
9. To <u>Management Text Book & Literature</u>			---	
10. To <u>Working Paper, News Letter & Decision</u>			2,13,546.28	
11. To <u>Computer Centre Infrastructure</u>			<u>4,32,985.58</u>	
			<u>Sub-Total:</u>	<u>49,13,458.05</u>
			<u>Sub-Total:</u>	<u>3,27,62,586.00</u>
12. To <u>Excess of Income Over Expenditure Transferred to Balance Sheet</u>				24,38,696.00
			<u>Total :</u>	<u>3,52,01,282.00</u>

Sd/- R. M. Aluni
Accounts Officer

Sd/- M. K. Bhattacharya
Finance & Accounts Officer

OF MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH 1990

I N C O M E	Amount		Amount	
	Rs.	P.	Rs.	P.
	BROUGHT FORWARD		3,19,11,075.87	
19. By <u>Miscellaneous</u>			7,40,994.68	
20. by <u>Refund of Contribution (Pension Optees)</u>			24,38,696.00	
21. By <u>Transferred to Govt of West Bengal - Expenses for Accommodation of Faculty As per Contra</u>			1,10,515.45	

Total Rs. 3,52,01,287.00
=====

Sd/- Ramaswany P. Aiyar
Director

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
To Opening Balances :				
<u>Cash in Hand</u>			47,501.01	
<u>Cash at Bank :</u>				
Current A/c with SBI, New York Br	1,64,776.69			
Current A/c with SBI, Calcutta Main Branch				
A/c Ford Foundation ...	39,128.81			
Current A/c with SBI,				
Main Branch ...	27,299.90			
Current A/c with SBI, Joka Br.	54,340.60			
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.	1,31,000.55			
Savings A/c with SBI, Joka Br.	65,23,134.43			
Savings A/c with Alipore P.O	<u>3,90,006.35</u>		73,48,357.38	
 <u>Petty Cash :</u>				
Postage Petty Cash Franking	8,744.15			
<u>Imprest Fund -</u>				
Postage	500.00			
Maintenance(General)	400.00			
Library	500.00			
Transport	500.00			
Hostel Maintenance	250.00			
Elec. & 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			
Management Development Programme	500.00			
Holiday Home	200.00			
Delhi Office	500.00			
CARRIED OVER	16,315.55		73,95,858.39	

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		73,95,858.39
To <u>Opening Balance (Contd.)</u>	16,315.55	
Imprest Fund - Genl. Admn.	500.00	
Imprest Fund - Personnel Section.	500.00	
Imprest Fund - City Office	<u>5,000.00</u>	22,315.55
ENGINEERING DIVISION ACCOUNT :		
To <u>Opening Balance :</u>		
<u>Cash in hand</u>	137.48	
<u>Cash at Bank :</u>		
Current A/c with SBI, Joka Br.	<u>1,34,797.67</u>	1,34,935.15
" Grant-in-Aid, Govt. of India		3,94,45,000.00
" Govt. of West Bengal		1,11,232.96
" Refund of Contribution (Pension Optees)		24,38,696.00
To <u>Post Graduate Programme :</u>		
i) Common Admission Test Fees	6,49,026.85	
ii) Application Fees	2,51,392.00	
iii) Admission Fees	19,900.00	
iv) Course Materials	1,78,300.00	
v) Tuition Fees	1,81,400.00	
vi) Computer Fees	1,46,000.00	
vii) Lodging	<u>1,50,600.00</u>	15,76,618.85
To <u>Fellowship Programme :</u>		
i) Application Fees	16,965.00	
ii) Registration and Dissertation Fees	<u>500.00</u>	17,465.00
" Management Development Prog. Income		19,43,000.00
" Management Development Programme - Complex Income		5,60,017.50
" Extension Programme Income		75,950.00
" Certificate in General Management Income		3,84,382.00
" Consultancy Project Income		66,58,475.84
" Transport Income		3,850.50
" Rent for Quarters		1,740.00
CARRIED OVER		6,07,69,537.74

MANAGEMENT CALCUTTA.
THE YEAR ENDED 31ST MARCH,1990

P A Y M E N T S	Amount	
	Rs.	P.
BROUGHT FORWARD	2,32,40,186.97	
By Seminar & Conferences Expenses	49,320.94	
- Scholarship	89,601.80	
- Placement Expenses	1,26,630.64	
- Medical Expenses	8,10,859.20	
- Legal Expenses	1,12,214.75	
- Board Meeting Expenses	1,20,112.18	
- Entertainment	25,564.25	
- Staff & Students' Health Centre	55,000.00	
- Staff Welfare & Amenities	46,960.30	
- Overtime & Honoraria	3,66,948.00	
- Audit Fees	85,450.00	
- Contingencies	4,13,229.07	
- Maintenance of Campus	1,97,116.88	
- Miscellaneous Expenses - Bank Charges	16,146.50	
- Alumni Activities	3,069.32	
- Faculty Development	76,857.70	
- Staff Devvelopment	4,850.00	
- Faculty Participation in International Conferences	1,22,074.00	
- Centre for Management and Dev. Studies	3,19,820.90	
- Working Papers, News Letter & DECISION	1,98,580.30	
- Special Programme on Rural Development	1,51,139.65	
- Centre for Public Enterprise Studies	1,98,032.87	
- Computer Centre Infrastructure	4,09,284.58	
- Centre for International Management Education - UNDP	21,016.99	
- Rent Rates and Taxes	1,44,813.70	
- Equipment	61,505.82	
- Computer Centre	27,131.00	
- Furniture and Fixture	1,65,341.56	
- Motor Vehicles and Cycles	5,319.00	
CARRIED OVER	2,76,64,179.86	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			6,07,69,537.74	
To Interest on Cycle, Motor Car & Scooter Advance			5,115.70	
" Sale of Text Book			10,465.50	
" Royalty			650.00	
" Interest/Dividend from CPF Investment			13,36,918.53	
" Subscription for DECISION			28,302.50	
" Advertisement - Income DECISION			2,700.00	
" Miscellaneous Income			6,20,754.18	
" Interest on House Building Advance			6,080.00	
" Electricity Charges Recoverable			27.93	
" Director's Discretionary Fund - Recoverable			25.00	
" Accounts Receivable			5,66,457.26	
" IIMC Students Association			27,280.00	
" Computer Aided Management Centre			24,25,937.13	
" Advance - Festival			240.00	
" Advance - Flood			21.00	
" Advance - Consultancy Project			63,605.83	
" Advance - Seminar			6,223.90	
" Advance - Management Development Programme			40.00	
" Advance - Vendors			1,91,219.25	
" Advance - Personal			80,181.37	
" Advance - House Building			4,985.00	
" Advance - Purchase			12,453.28	
" Advance - Cycle			321.00	
" Advance - Motor Car & Scooter			47,755.00	
" Advance - Centre			9,667.86	
" Accounts Payable			5,394.00	
" Scholarship Donation Repayable			1,00,772.00	
" P. F. Payable			35,19,158.00	
" Fund for Recoverable Advance			522.00	
" Donations and Prizes			90,610.00	
CARRIED OVER			6,99,33,570.96	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1990

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			2,76,64,179.86	
By Books			17,34,919.21	
" Periodicals			11,67,214.27	
" Electric Charges Recoverable			3,874.51	
" Telephone Charges Recoverable - Staff			19,171.90	
" Director's Discretionary Fund - Recoverable			9,010.00	
" Miscellaneous charges Recoverable			2,230.00	
" Accounts Recoverable			60,543.00	
" IIMC Students' Association			435.80	
" Computer Aided Management Centre			22,27,879.07	
" Advance - Festival			1,26,200.00	
" Advance - Consultancy Projects			8,59,600.00	
" Advance - Seminar			15,500.00	
" Advance - Extension Programme			5,000.00	
" Advance - Vendors			6,85,304.32	
" Advance - Personal			1,57,243.44	
" Advance - House Building			7,08,337.00	
" Advance - Purchase			1,35,705.00	
" Advance - Cycle			8,000.00	
" Advance - Scooter & Motor Car			3,59,150.00	
" Advance - Table Fan			1,200.00	
" Advance - Centre			1,06,300.00	
" Advance - Flood			51.00	
" Suspense Payable			7,58,269.00	
" Accounts Payable			5,505.70	
" Scholarship Donation Repayable			96,042.00	
" P. F. Payable			35,19,158.00	
" Fund for Recoverable Advance			39,119.00	
" Donations and Prizes			85,041.50	
" Group Insurance Repayable			23,262.20	
" Caution Deposit - PGP			2,500.00	
" Caution Deposit - Fellowship Programme			600.00	
" Mess Deposit - PGP			56,404.00	
" Caution Deposit - PGCGM			16,091.60	
CARRIED OVER			4,06,59,041.38	

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			6,99,33,520.96	
To Donation for Campus			1,25,000.00	
" Group Insurance Repayable			23,262.20	
" Earnest Deposit			30,000.00	
" Caution Deposit - PGP			79,600.00	
" Caution Deposit - Fellowship Programme			800.00	
" Mess Deposit - PGP			56,404.00	
" Caution Deposit - PGCGM			17,400.00	
" Clearing A/c. LIC-GSLI			1,760.00	
" Liability for Income Tax			11,363.00	
" Liability for Professional Tax			1,279.00	
" Unpaid Salary			2,99,064.77	
" Unpaid OT & Honoraria			52,587.86	
" Salary Academic			644.10	
" Salary Non-Academic			2,555.95	
" Travelling Expenses			8,249.68	
" Leave Travel Concession			23,151.60	
" Telephone Expenses			15,548.25	
" Motor Car Expenses			1,852.10	
" Electricity & Water Charges			9,163.01	
" Post Graduate Programme - Services & Supplies			499.80	
" Post Graduate Programme - Common Admission Test Expenses			20,339.03	
" Post Graduate Programme - Selection Test Expenses			41,711.12	
" Convocation			2,270.72	
" Fellowship Programme - Services & Supplies			6,495.44	
" Management Development Programme - Services & Supplies			27,090.32	
" Management Development Programme - Complex Expenses			0.50	
" Extension Programme - Services & Supplies			100.00	
" Post Graduate Certificate in General Management			2,692.46	
" Consultancy Project Expenses			3,902.00	
" Seminar & Conferences Expenses			300.00	
" Placement Expenses			4,677.25	

CARRIED OVER			7,08,03,091.72	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1990

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			4,06,59,041.38	
By Suspense Revenue Stamp			1,349.40	
- Life Insurance Corporation - Clearing			1,59,370.56	
- Clearing A/c - IIMC Staff C.C.S.Ltd.			11,24,129.86	
- Clearing A/c - Staff on Deputation			26,640.00	
- Clearing A/c - IIMC Employees' Union Subscription			1,745.50	
- Clearing A/c - L.I.C. GSLI			1,44,380.00	
- Provident Fund - Clearing			23,27,305.50	
- Liability for Income Tax			12,40,387.00	
- Liability for Professional Tax			1,45,799.00	
- Unpaid Salary			2,88,506.32	
- Unpaid Overtime & Honoraria			49,738.25	
- Management Development Programme - Income			78,691.13	
- Consultancy Project Income			5,980.50	
- Transport Income			1,267.75	
- Rent for Quarters			1,119.67	
- Interest on Cycle, Motor Car & Scooter Advance			0.05	
- Miscellaneous Income - Others			50.00	
- Capital Fund - Ford Foundation			2,03,905.50	
<u>ENGINEERING DIVISION ACCOUNTS :</u>				
By Land	14,94,412.00			
- Hostel Buildings	28,75,847.00			
- Instructional Buildings	1,61,385.00			
- Administrative Building	16,015.00			
- Residential Buildings	17,89,456.00			
- MDP Complex	8,10,901.00			
- Library Building	1,32,389.00			
- Boundary Walls	88,234.00			
- Water Supply Installation	25,644.00			
- Electrical Installation	5,99,984.40			
CARRIED OVER			79,94,267.40	4,64,59,407.37

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount Rs. P.	Amount Rs. P.
BROUGHT FORWARD		7,08,03,091.72
To Medical Expenses		279.25
* Legal Expenses		1,630.00
* Board Meeting Expenses		15,449.30
* Overtime and Honoraria		244.00
* Faculty Participation in International Conferences		67,101.30
* Centre for Management & Development Studies		12,309.00
* Centre for Public Enterprise Studies		33,100.00
<u>ENGINEERING DIVISION ACCOUNT :</u>		
To Security Deposit	7,24,475.00	
* Miscellaneous Income	32,617.80	
* CAM Centre Building	21,837.00	
* Hospital Building	8,297.00	
* Advance - Vendors	9,72,416.57	
* Architects' Fees	2,30,356.10	19,89,999.47
CARRIED OVER		7,29,23,204.04

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1990

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD	79,94,267.40		4,64,59,407.37	
<u>ENGINEERING DIVISION ACCOUNT (Contd.)</u>				
By Teaching Block	22,44,547.10			
- Tubular Structure	2,03,642.00			
- Computer Centre Infrastructure	23,701.00			
- Engineering Division Office	84,713.00			
- Air Conditioning Plant - Library	37,518.00			
- Air Conditioning Plant - CAM Centre	1,95,893.00			
- Stock	6,95,253.01			
- Security Deposit	4,75,960.00			
- Campus Maintenance	10,50,536.63			
- Motor Car Expenses	45,275.00		1,30,51,306.14	
<u>EXPENDITURE OUT OF IMPREST FUNDS :</u>				
By Postage Petty Cash Franking	1,06,228.85			
- Imprest Fund - Postage	11,442.75			
- Imprest Fund - Maintenance (General)	10,663.70			
- Imprest Fund - Library	2,115.98			
- Imprest Fund - Transport	13,663.44			
- Imprest Fund - Hostel Maintenance	5,880.15			
- Imprest Fund - Electricity & Water Supply	6,915.86			
- Imprest Fund - Director's Office	80.15			
- Imprest Fund - PGP Office	3,855.08			
- Imprest Fund - Common Admission Test	2,498.13			
- Imprest Fund - Petty Purchase	7,731.22			
- Imprest Fund - Medical	1,719.95			
CARRIED OVER	1,72,795.26		5,95,10,713.51	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD			7,29,23,204.04	

=====
7,29,23,204.04
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Sd/- R.M. Aluni
Accounts Officer

Sd/- M. K. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1990

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
BROUGHT FORWARD	1,72,795.26		5,95,10,713.51	
<u>EXPENDITURE OUT OF IMPREST FUNDS (Contd.)</u>				
By Imprest Fund - Publication	1,973.16			
" Imprest Fund - Management Development Programme	8,153.00			
" Imprest Fund - General Administration	2,661.94			
" Imprest Fund - Personnel Section	1,474.15			
" Imprest Fund - City Office	<u>67,333.25</u>		2,54,390.76	
By <u>Closing Balances</u> :				
Cash in Hand			32,373.38	
<u>Cash at Bank</u> :				
Current A/c. with SBI, Main Branch	15,242.87			
Current A/c. with SBI, Joka Branch	11,975.48			
Current A/c. with SBI, Joka Branch A/c. DECISION	14,356.70			
Savings A/c. with SBI, Main Branch	2,63,317.63			
Savings A/c. with SBI, Joka Branch	1,20,16,183.28			
Savings A/c. with Alipore Post Office	<u>4,09,506.65</u>		1,27,30,582.61	
<u>Petty Cash</u> :				
Postage Petty Cash Franking	7,515.30			
Imprest Fund - Postage	1,000.00			
Imprest Fund - Maintenance (General)	400.00			
Imprest Fund - Library	500.00			
Imprest Fund - Transport	1,000.00			
Imprest Fund - Hostel Maintenance	500.00			
Imprest Fund - Electricity & Water Supply	700.00			
Imprest Fund - Placement	300.00			
Imprest Fund - Director's Office	100.00			
Imprest Fund - PGP Office	1,000.00			
Imprest Fund - Common Admission Test	500.00			
Imprest Fund - Petty Purchase	500.00			
Imprest Fund - Medical	300.00			
Imprest Fund - Management Development Programme	500.00			
Imprest Fund - Holiday Home	200.00			
Imprest Fund - Delhi Office	500.00			
Imprest Fund - General Administration	500.00			
Imprest Fund - Personnel Section	500.00			
Imprest Fund - City Office	<u>5,000.00</u>		21,515.30	
<u>ENGINEERING DIVISION ACCOUNT :</u>				
By <u>Closing Balances</u> :				
Cash in Hand	3,783.64			
Current A/c. with SBI, Joka Branch	<u>3,69,844.84</u>		3,73,628.48	
			<u><u>7,29,23,204.04</u></u>	

Sd/- R. 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.	57,37,394.19		
<u>Add : Adjustment</u>	<u>555.00</u>	57,37,949.19	
<u>Add : Addition during the Year</u>	<u>10,49,136.80</u>		
Interest	<u>6,83,897.00</u>	<u>17,33,033.80</u>	
		74,70,982.99	
<u>Less: Withdrawal</u>	<u>1,95,163.70</u>		
<u>Add : Transfer to GPF</u>	<u>29,01,133.39</u>	<u>30,96,297.09</u>	
		<u>43,74,685.90</u>	
<u>Contribution :</u>			
As per Last A/c.	60,54,216.00		
<u>Add : Addition during the Year</u>	<u>4,58,679.00</u>		
Interest	<u>4,16,850.00</u>	69,29,745.00	
<u>Less: Withdrawal</u>	<u>16,514.00</u>		
<u>Add : Refund to Employer</u>	<u>24,38,696.00</u>	<u>24,55,210.00</u>	
		<u>44,74,535.00</u>	
			88,49,220.90
<u>IIMC GENERAL PROVIDENT FUND :</u>			
As per last year A/c	27,45,655.11		
<u>Less: Adjustment</u>	<u>160.00</u>	27,45,495.11	
<u>Add : Addition during the year</u>	<u>6,93,397.70</u>		
Interest	3,28,345.00		
Transfer from CPF	<u>29,01,133.39</u>	<u>39,22,876.09</u>	
		66,68,371.20	
<u>Less: Withdrawal</u>		<u>5,22,503.04</u>	61,45,868.16
		TOTAL Rs.	<u>1,49,95,039.06</u>

Sd/- R. M. Ahuni
Accounts Officer

Sd/- M.K. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA

FUND

AT 31ST. MARCH 1990

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	1,18,48,700.00					
<u>Less:</u> Matured & Encashed during the Year	<u>21,00,700.00</u>		97,48,000.00			
<u>Add :</u> during the Year	28,55,000.00					
Re-investment	1,25,000.00					
	<u>79,000.00</u>		<u>30,59,000.00</u>			1,28,07,000.00
<u>CONTRIBUTORY PROVIDENT FUND LOAN :</u>						
As per Last Yr. a/c.	4,10,555.00					
<u>Less:</u> Transfer to GPF	<u>1,91,697.00</u>	2,18,858.00				
<u>Add :</u> Payment during the Year	<u>5,23,663.00</u>		7,42,521.00			
<u>Less:</u> Loan recovered during the Year			<u>4,13,226.00</u>			3,29,295.00
<u>GENERAL PROVIDENT FUND LOAN :</u>						
As per last a/c.	2,28,174.00					
<u>Add :</u> Transfer from CPF	<u>1,91,697.00</u>	4,19,871.00				
<u>Add :</u> Payment during the Year	<u>1,97,200.00</u>		6,17,071.00			
<u>Less:</u> Loan recovered during the Year			<u>1,95,791.00</u>			4,21,280.00
<u>P. F. Receivable</u>						81,990.22
<u>Bank Balance</u>						13,55,523.84
			TOTAL	Rs.	<u>1,49,95,089.06</u>	

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

Income & Expenditure A/c. for the year ended 31.3.90

	EXPENDITURE				INCOME	
	Amount		Amount		Amount	
	Rs.	P.	Rs.	P.	Rs.	P.
To Interest on C.P.F.Subscription	6,83,897.00					
Add: Adjustment	555.00					
	-----		6,84,452.00			
Interest on Contribution			4,16,850.00			
Interest on G.P.F.Subscription	3,28,345.00					
Less: Adjustment	160.00					
	-----		3,28,185.00			
			14,29,487.00			
			=====			
					13,47,496.78	
						81,990.22
						=====
						14,29,487.00
						=====

Sd/- R. M. Aluni
Accounts Officer

Sd/- K.K.Bhattacharya
Finance & Accounts Officer

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND

Receipts and Payments A/c. for the year ended 31.3.1990

R E C E I P T S	Amount Rs. P.	P A Y M E N T S	Amount Rs. P.
Opeining Bank Balance	19,80,002.23	IIMC - CPF	26,43,873.70
IIMC - CPF	10,49,136.80	Investment	2,00,000.00
IIMC - GPF	6,93,397.70	IIMC - GPF	5,13,095.04
CPF - Loan	4,06,726.00	CPF - Loan	5,23,663.00
GPF - Loan	1,86,383.00	GPF - Loan	1,97,200.00
P. F. Receivable	30,35,035.13	P.F.Receivable	38,14,025.28
P. F. Investment	18,96,700.00	Bank Balance	13,55,523.84
	Rs. 92,47,380.86		Rs. 92,47,380.86

Sd/- R. M. Aluni
Accounts Officer

Sd/- M.K. Bhattacharya
Finance & Accounts Officer

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

TRIAL BALANCE 1989-1990

<u>Dr.</u>	Rs.	P.	<u>Cr.</u>	Rs.	P.
P. F. Investment	1,28,07,000.00		IIMC - CPF	88,49,220.90	
C.P.F. Loan	3,29,295.00		IIMC - GPF	61,45,868.16	
G.P.F. Loan	4,21,280.00				
P. F. Receivable	81,990.22				
Bank	13,55,523.84				
Total :	<u>1,49,95,089.06</u>			<u>1,49,95,089.06</u>	

Sd/- R. M. Aluni
Accounts Officer

Sd/- M. K. Bhattacharya
Finance & Accounts Officer

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE 1989-90

Summary of P.F. Investment as on 31.3.90

	Rs.	P.
1. Central Govt. Securities @ Rs.6.50% Govt. of India Loan Bond 2000 A.D.	4,50,000.00	
2. State Govt. Securities @ Rs.6.75% Andhra Pradesh Loan Bond 1992	1,62,000.00	
3. Special Deposit A/c. (No.SBI-CAL- 44) with State Bank of India 1, Strand Road, Calcutta 700 001	53,00,000.00	
3. Five Year Time Deposit A/c. (No. TD 900 286) with Calcutta GPO	68,95,000.00	

TOTAL INVESTMENT : 1,28,07,000.00

Sd/-D.K.Bhowmick
Asstt. Accountant

Sd/-Prasanta Ghosh
Accountant

Sd/-R.M. Alumi
Accounts Officer

Sd/-M.K. Bhattacharya
Finance & Accounts Officer

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE
1989-90**

<u>G. P. Note Nos.</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Denomination (Rupees)</u>	
(1) <u>CENTRAL GOVT. SECURITIES Rs.6.50%</u> <u>GOVT. OF INDIA LOAN BOND 2000 AD :</u>				
CA002 183	01.01.1977	01.01.2000	25,000	
184	"	"	25,000	
185	"	"	25,000	
186	"	"	25,000	
187	"	"	25,000	
188	"	"	25,000	
189	"	"	25,000	
190	"	"	25,000	
191	"	"	25,000	
192	"	"	25,000	
193	"	"	25,000	
194	"	"	25,000	
195	"	"	25,000	
196	"	"	25,000	
197	"	"	25,000	
198	"	"	25,000	
199	"	"	25,000	
200	"	"	<u>25,000</u>	<u>4,50,000</u>

(2) @ Rs.6.75% ANDHRA PRADESH LOAN BOND - 1992

CA000 43	03.03.1981	02.03.1992	62,000	
	"	"	25,000	
	"	"	25,000	
	"	"	25,000	
	"	"	<u>25,000</u>	<u>1,62,000</u>

Securities matured and encashed

Central Govt. Securities (1989)	4,80,000	
State Govt. Securities (1989)	<u>3,66,700</u>	8,46,700
<u>Less : Withdrawal on maturity</u>	4,80,000	
	<u>3,66,700</u>	<u>8,46,700</u>

Sd/- D. K. Bhowmick
Asstt. Accountant

Sd/- R. M. Aluni
Accounts Officer

Sd/- M. K. Bhattacharya
Finance and Accounts Officer

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE 1989-90

(3) SPECIAL DEPOSIT A/C, SBI-CAL 44
WITH STATE BANK OF INDIA
1, STRAND ROAD, CALCUTTA 700 001

<u>Date of Deposit</u>	<u>Amount of Deposit</u> (Rupees)
10.11.78	5,50,000
16.06.79	1,03,000
31.03.80	2,00,000
29.12.80	2,47,000
20.04.81	1,25,000
23.09.87	2,00,000
29.10.87	90,000
01.12.87	1,00,000
30.12.87	50,000
28.01.88	1,50,000
07.10.88	2,45,000
22.11.88	1,00,000
09.12.88	1,00,000
18.01.89	1,25,000
17.02.89	1,30,000
07.03.89	1,30,000
07.04.89	1,30,000
12.05.89	1,35,000
08.06.89	5,00,000
13.07.89	1,25,000
14.08.89	1,40,000
19.09.89	1,40,000
20.10.89	1,45,000
17.11.89	3,45,000
06.12.89	1,50,000
10.01.90	1,45,000
15.02.90	7,00,000
Total :	<u><u>53,00,000</u></u>

Sd/- D. K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- R. M. Aluni
Accounts Officer

Sd/- M.K. Bhattacharya
Finance and Accounts Officer

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE 1989-90

(4) TIME DEPOSIT WITH CALCUTTA GPO FOR 5 YEARS
A/C. NO. TD 900286

Book No.	Date of Investment	Date of Maturity	Invested Amount (Rs)	
4.	12.01.85	11.01.90	2,50,000	Encashed
5.	30.08.84	29.08.89	79,000	Re-invested on maturity
5.	16.05.84/22.01.85	15.05.89	1,25,000	
5.	14.03.85/20.03.85	13.03.90	2,50,000	Encashed
5.	30.04.85/21.05.85	29.04.90	2,00,000	
6.	21.03.86/29.03.86	20.03.91	3,50,000	
6.	21.03.86/29.3.86	20.03.91	8,00,000	
6.	18.03.86/29.03.86	17.03.91	1,75,000	
7.	23.12.85/29.03.86	22.12.90	5,96,000	
7.	05.08.86/11.08.86	04.08.91	5,00,000	
7.	12.09.86/01.10.86	11.09.91	3,00,000	
8.	26.02.87/03.03.87	25.02.92	3,00,000	
8.	01.03.87/10.03.87	28.02.92	2,00,000	
8.	30.03.87/16.04.87	29.03.92	7,50,000	
9.	07.07.87	06.07.92	10,00,000	
10.	17.08.87	16.08.92	5,00,000	
11.	08.01.88	07.01.93	70,000	
11.	20.09.88	19.09.93	7,00,000	
11.	14.12.88/28.12.88	13.12.93	50,000	
12.	11.05.89	11.05.94	2,00,000	
			73,95,000	
	<u>Less Encashment during the year :</u>		7,04,000	
			66,91,000	
	<u>Add : Reinvestment</u>			
12.	16.05.89	15.05.94	1,25,000	
12.	30.08.89	29.08.94	79,000	
		Total :	68,95,000	
	Five Year Term Deposit with SBI, Joka Br.	Rs.	5,50,000	
	<u>Less : Withdrawal on maturity</u>	Rs.	5,50,000	
	Balance :		Nil	

Sd/- D. K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- R. M. Ajani
Accounts Officer

Sd/- M. K. Bhattacharya
Finance & Accounts Officer