

ANNUAL REPORT

1990-91



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
TWENTY-NINTH ANNUAL REPORT
(April 1, 1990 to March 31, 1991)

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 30th year on November 14, 1990. 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 2500 alumni are in position 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. 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 the 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 (as on March 31, 1991) 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 -- Management 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 27th session of the Programme began in July 1990 with 133 students from all over the country in the First Year and 158 students in the Second Year. The number of Schedule Caste and Schedule Tribe students in the First and Second Year were 26 and 31 respectively. There were a total of 15 girl students (including 2 S.T. students) in the First Year and 20 (including 2 S.C. and 1 S.T. students) in the Second Year. Although 133 students were admitted in the first year which included 5 belonging to the 26th Batch who were repeating their terms the strength came down subsequently to 130. 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 the 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 methods, 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 2500 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) 27th Post-Graduate Programme (1990-92)

A total of 8859 candidates applied for admission to the 27th session of Post-Graduate Programme commencing in July 1990 including 398 Scheduled Caste and 84 Scheduled Tribe candidates. Annexure II gives the details for the last 5 years.

Out of the 8859 applicants for admission, 1056 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 1056 candidates selected for personal interview, 152 candidates belonged to SC/ST community (Annexure III). Ultimately after going through the selection procedure a total of 133 students were admitted to the 27th Post-Graduate Programme.

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

A study of the educational background of the students selected for the 27th session (1990-92) reveals that 76.2% belonged to engineering stream and 23.8% 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/Tribes community and some relaxation in entry standard was extended to them as in the earlier years. A total of 482 applications for admission to the Programme (1990-92) was received from candidates belonging to SC/ST community. Out of this, 152 candidates were called for personal interview and finally 26 candidates joined the Post-Graduate Programme.

A.1(5) 28th Post-Graduate Programme (1991-93)

The Common Admission Test for selecting students for the 28th session of Post-Graduate Programme (1991-93) commencing in July 1991 was held on the 9th December 1990 all over India at 18 centres.

The six examination centres at (1) Bhubaneswar (2) Calcutta (3) Guwahati (4) Vijayawada (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 about 21,000. A total of 6082 candidates submitted applications for admission to the Institute. Out of this 363 candidates belonged to Scheduled Caste and 128 belonged to Scheduled Tribe community.

a. No. of candidates called for interview :

Total	General	SC+ST
771	658	113

b. No. of students joined were 156, (including 30 SC/ST students) out of which 16 dropped out subsequently. The number 156 included 8 students belonging to the 27th Batch who were repeating their term. There are 12 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 :

(First Year)

TERM-I	TERM-II	TERM-III
Application of Behavioural Science to Management Macro-economic Theory Financial Accounting Probability Theory and Elements of Statistical Analysis Mathematics (Qualifying) Indian Economic and Political History	Organisational Systems and individuals in the organisations Micro-economic Theory Cost Accounting Applied Statistical Inference Fundamentals of Computer Systems and Pascal Programming Principles of Marketing Management Indian Social Structure	Indian Economics-Trends in Growth and development Financial Management Elements of Marketing Research Fundamentals of Operations Research Production Management Personnel Management and Industrial Relations

Second Year

3 Compulsory Courses are offered in the Second Year :

TERM-IV	TERM-V	TERM-VI
Indian Legal System and 5 Optional Courses	Management Policy and 5 Optional Courses	Management Games and 3 Optional Courses

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 students work 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 Organisations where the Post-Graduate Programme students worked for their Summer Project in May-June 1990 is given in Annexure V.

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 Games are compulsory for the Second Year students. The list of optional courses offered in the Post-Graduate Programme is shown in Annexure VI.

During the academic year 1990-91, the different academic groups announced 22 compulsory courses and 65 optional/elective courses (26 in Term IV, 27 in Term V and 12 in Term VI) in various disciplines and areas.

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 1990-91. 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 1990-91 are as follows :

	<u>Date</u>	<u>Colloquia's Speaker</u>	<u>Topics</u>
1.	27.06.1990	Mr. Khokan Mookerji, General Manager (Marketing), I.T.C. Limited	Emerging trends in Marketing in 90's
2.	12.07.1990	Mr. Rajan Padukone, Chief Manager, Merchant Banking Director Grindlays Bank.	"Money Markets"
3.	08.08.1990	Mr. Hemal Kampani, Director Marketing, VCK Share & Stock Broking Pvt. Limited	Marketing Financial Services
4.	13.08.1990	Mr. Angshuman Chawdhury Chief Manager Investment Branch ANZ Grindlays Bank	Management of Surplus Cash
5.	26.10.1990	Mr. R. S. Pawar Managing Director NIIT	Information Technology for Strategic Advantage
6.	20.11.1990	Mr. Shankar Ghosh Executive Director Shriram Foods & Fertilizers Limited	Consumers of 90's & Organisational Changes

	<u>Date</u>	<u>Colloquia's Speaker</u>	<u>Topics</u>
7.	02.01.1991	Shri Siddharth Sen Vice-President (Marketing) Hindustan Lever Ltd.	New Economic Policy
8.	09.01.1991	Shri Gurucharan Das Chief Managing Director Procter & Gamble (I) Ltd.	Globalisation
9.	18.01.1991	Shri J. Rao Chief Executive Officer Citibank, N.A.	Globalisation of Trade
10.	23.01.1991	Shri Naaz Rovshen President UB Group (Liquor Div.)	Communication in Marketing

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 26th Batch who were awarded the prizes at the Convocation held on 16.3.1991 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 Ram S. Venkateswaran (63/26) for securing 1st Rank among the students of Post-Graduate Diploma in Management

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

Shri Ashish Kumar Sinha (118/26) for securing 2nd Rank among the students of Post-Graduate Diploma in Management.

3. **D.V.C. Medal and Prize**

Ms. Namita Oberoi (141/26) for securing 1st position among the girl students.

4. B.S. Dua Memorial Prize

Shri A. Rajagopal (61/26) for outstanding ability in leadership.

5. B.C. Roy Memorial Prize

Shri Dipen Kumar Seth (124/26) for most outstanding contribution to campus life.

6. Bharat Chamber of Commerce Prize

Shri Arjun Singh (116/26) for the most balanced and progressive outlook towards management problems.

7. Glaxo Marketing Prize & Medal

Shri Dabashis Ghoshal (28/26) for excellence in Marketing Courses.

8. HMM Prize

Peshwa Acharya (55/26) for excellence in Marketing Courses

9. Bengal Chamber of Commerce Prize

Shri Pankaj Bhargava for excellence in Personnel Management & Industrial Relations course.

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 scholar-ships 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.	Venketswaran Ram Seshan	63/26	B.P. Poddar
2.	Sinha, Ashish Kr.	118/26	B.P. Poddar
3.	Nigam Chandresh Kr.	121/26	Standard Chartered Bank
4.	Basu Surajit	92/26	Sriram Smarak Nidhi
5.	Narayan S.	142/26	T.T. Krishnamachari Silver Jubilee Scholarship
6.	Bhanderkar Ashwin	23/26	T.T. Krishnamachari Silver Jubilee Scholarship
7.	Mediratta Arvind	18/26	FAIR Scholarship
8.	Vedpuriswar A. Viswanathan	25/26	CITI Bank Scholarship

9.	Agarwal Sanjit	173/26	Bank of America Scholarship
10.	Gollapondi N. Nagaraju	140/26	Bank of America Scholarship
11.	Kumar Muneshi	138/26	Hindustan Lever Limited
12.	Singh Sanjeev	79/26	Indian Carbon
13.	Vas Eric Arvind Cyril	33/26	Business World
14.	Anand Samir	72/26	K. Nath Public Trust
15.	Singh Praneet	149/26	K. Nath Public Trust
16.	Prasad R.	150/26	K. Nath Public Trust
17.	Mullick Pushpashis	53/26	D.V.C. Scholarship (Best Student in SC/ST category)

B. SPECIALISATION PRIZES

1.	Singh Praneet	149/26	Glaxo Marketing Scholarship for excellence in Marketing Courses. and Central Bank of India Scholarship for excellence in Finance Course.
2.	Keshavan Laxman Iyyer	136/26	ITC Scholarship.

A statement containing the Honour Roll of the 26th Batch, SC/ST Scholarship, Merit-cum-Means Scholarship holders during 1990-91 is given in Annexure VII.

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) Sytem 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 1990-91 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 11 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 recurring organisations was high.

Some of the highlights of the placement programme were :

- A total of 198 offers were made to the batch of 156 students who sought placement services. These offers were made by 55 visiting companies. 44 of these were in private sector and 11 were in public sector. There was a good spread of students over various categories of organisations. The largest number of students were recruited by consumer products companies followed by the Banks and Financial Institutions. This year 37 students or 33.57% of the total batch joined the public sector, which is comparable to 29 or 22% who joined public sector in 1990. Details of placement, sectorwise and on the basis of nature of jobs, during the last 5 years are given in Annexure VIII. 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 have completed the PGDM in three years. It was heartening to note that of the 15 SC/ST candidates, 14 found jobs competing with the general candidates.
- There have been quite a few new additions of coveted organisations (details in Annexure-IX) who visited the campus this year for the first time and selected students in good numbers. Almost all organisations 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 Singapore \$33,800. This year there were as many as 49 students with work experience and all of them found jobs matching their expectation. 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. The average salary accepted this year was Rs. 4812/- as compared to the average salary of Rs. 4403/- in 1990. The salary distribution in the offers made this year is shown in (Annexure-XI).
- 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.
- There was a better spread of students within the various functional areas as compared to previous years. After a gap of five years, three students accepted offers in the Personnel function. The Functional areawise classification of job offers made to students is given (Annexure-XII).
- In the light of the decision taken by the Directors of the four IIMs, from this year, (i.e. 1991) the Placement Bureau charged a participation fee of Rs.2000/- per company participating in the Permanent Placement Programme.
- Summer Placement this year was also extremely satisfactory. 128 students (including a Fellowship student) were to be placed in this programme and despite the large size of the batch, all the students were placed without any difficulty. 118 students participated in the Summer Placement Programme while the other ten students chose to arrange for their own training. Students accepted offers from as many as 36 organisations. The projects offered were quite relevant and meaningful in terms of Summer Training objectives, and the overall students satisfaction with the summer Project offered was high.

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. The students host a National Business School Meet every year.

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 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 in 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 twentyfirst year and making steady progress. from the year 1980, the Fellow Programme has been offering opportunities for specialisation in Management and in various related disciplines.

At present there are 15 students who are at various phases of their coursework/research in the Programme. The break-up is given below :

Students in the course-work phase	7
Students in the Thesis phases	6
Thesis submitted by the students and under process of evaluation	1
Number of students recommended for the title "Fellow" in the 1991 Convocation	1

15

As of now 46 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

In 1990-91, the need to take the Research Orientation identification test(ROIT) in addition to Common Admission Test(CAT) for securing admission to Fellow Programme was dispensed with. There were 629 applications for admission to Fellow Programme, 558 taking the CAT examination, 41 were short listed and 29 appeared for the interview, 10 were selected and 4 joined, one has left. In 91-92, there were 629 applications, 523 took CAT, 40 were short listed, 25 came for interview, 10 were selected and 4 joined. Of these 4,2 have left the programme.

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 has 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 and minimum 50% aggregate marks at the Bachelors degree level. 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. In addition, all applicants must ensure that they have obtained minimum 50% aggregate marks in either the secondary or Higher Secondary examination (or equivalent) held by Board/University. Candidates who are otherwise eligible but are yet to complete their bachelors degree in engineering or masters degree in any relevant discipline can also apply. Such candidates, if selected, will be provisionally admitted provided they complete all requirements for obtaining the degree before 30th June. All applicants are required to take the Common Admission Test (CAT) of the Indian Institutes of Management. Announcement of the procedure for appearing in the Common Admission Test 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 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 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, if his/her cumulative grade point average (CGPA) is 6.00/9.00 and above or its equivalent. If his/her CGPA is less than 6.00/9.00 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 6.00/9.00 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 6.00/9.00 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 year 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 in 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.5000 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 the 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 Fellowship 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 student's area of specialisation.

Or

b) To undertake research work relevant to his area of specialisation. 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.

One student who completed all the requirements was awarded the title "Fellow of IIMC" in the annual convocation of the Institute held on 16.3.91.

**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 eight 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 1990-91, there were 57 students in PGCGM First Year (10th Batch) and 32 students of the 9th Batch (1989-91) and 1 student of the 8th Batch (1988-90), in all 33 students, in PGCGM Second Year. 41

students - 38 belonging to the 8th Batch (1988-90) and 3 belonging to the 7th Batch (1987-89), - were awarded the "Post Graduate Certificate in General Management" in April, 1990.

For selection of the 11th batch (1991-93) of PGCGM students, 103 candidates took the CAT examination and on the basis of their performance in this examination, 60 candidates were offered admission, out of which 57 joined finally.

There is a proposal to upgrade the evening programme to the level of the regular PGP and as an initial step it has been decided to make the Common Admission Test (CAT) compulsory for admission into the programme. This has already been introduced and students of the 11th batch (1991-93) were the first to get selected on this basis.

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. The area in which the work is intended to be done in the proposal for the project would require the approval of the faculty. 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. Management Policy

Term VII

1. Development Management
2. Indian Legal System
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 and with prior approval.

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, with minimum 50% aggregate marks;
- (ii) minimum 50% aggregate marks either in Secondary or Higher Secondary standard examination held by a Board/University;
- (iii) the applicant should be employed at the time of applying for admission to the programme; and
- (iv) 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 the Common Admission Test (CAT) and are selected for the Programme based on the following factors :

- (i) Performance in the CAT;
- (ii) Previous academic record of the candidate;
- (iii) Work experience; and
- (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) Pedagogy

Learning is considered as a two way process. Most courses require a high degree of participation and in some courses, participants will play an effective role in course design and development. Besides, lectures, cases based on live problems, management games and project work will form the important components of the pedagogy.

A.3.(5) 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 1990-91, the following Extension Programmes were conducted :

Sl. No.	Name of the Programme	Duration	No. of Participants	Project Directors
1.	Management of Small Enterprises for owner Entrepreneurs	16-10-90 to 24-11-90	19	Prof. Kamini Adhikari (assisted by internal faculty members and external experts)
2.	18th Extension Programme on General Management	27-11-90 to 07-03-91	15	Prof. V. Nagi Reddy and Prof. N. K. Rao

A.3.(6)

With a view to broadening the horizons of corporate management practices in the Indian Industries it has been decided to organise a series of talks by eminent executives and to publish such talks in the form of a book.

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 20 Programmes were held with a total number of about 400 participants. A list of the Programmes held is shown in Annexure-XIII.

B.2. In-Company Training Programme

Sixteen In-Company Training Programmes were held during the year (Annexure XIV).

B.3. Training Programmes Sponsored by Government

During the year under review 5 Government Sponsored Training Programmes (two for IAS officers) were conducted by the Institute (Annexure-XV).

B.4. Advanced Management Programme

The Institute conducted the Fourteenth Advanced Management Programme (AMP) for senior managers of the public enterprises, sponsored by the Bureau of Public Enterprises, during the year (8th October to 3rd November, 1990). The directing staff were Professor Ramaswamy P. Aiyar, Director, IIM Calcutta, Professor Prajapati Trivedi, STC Professor of Public Enterprises and Professor Gouranga Chattopadhyay, Behavioural Science Group of the Institute. There were 23 participants in the programme.

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.

The programme at the Institute provided to the participants meaningful and participative learning opportunities.

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 1990-91, the research projects undertaken by the members of faculty and research staff are given in Annexure XVI.

C.2 Centre for Rural Development Management Programme :

- C.2.(1) During the year 3 Volumes (Mimeo) - Volumes XV, XVI and XVII of Directory of Voluntary and other organisations in Rural Development Management and 3 volumes (mimeo) - Volumes XV, XVI and XVII of selected Bibliography on Rural Development Management, were compiled. Volumes III and IV of selected Bibliography on Rural Development Management and Volumes IV and V of Directory of Voluntary Organisations in Rural Development Management were in the Press for printing. Other documents brought out during the year were (a) Directory and Profile of CBOs and NGOs engaged in slum improvement programmes in Calcutta; (b) Directory of NGOs in Environmental Development in India and (c) Selected bibliography on Environmental Development in India.
- C.2.(2) One week training programme on Management of Rural Development for Executives of Voluntary organisations was held at Calcutta during July 9-14, 1990.
- C.2.(3) The third programme under the Three-tier Management Development Programme for Chief Executives of Lutheran World Service (LWS) from Nepal, Bangladesh and India was held during August 6-11, 1990.
- C.2.(4) UNIDO/UNDP sponsored Modular Training Programme for Entrepreneurs and Managers from 7 countries was organised at Calcutta towards the end of the year.
- C.2.(5) Research Project sponsored by ICOMP on community participation in health and population - A case study of CINI was completed.
- C.2.(6) Research Projects covering (a) Case Study on community participation sponsored by ICOMP, Malaysia; (b) international project on management effectiveness; (c) IDRC (Canada) project on poverty and development and (d) WHO Project on Distance Learning for District Health Officers in India were in hand.
- C.2.(7) It is proposed to conduct training programmes on Management of Rural Development and Management of Rural Health Services in 1991-92, as before.
- C.2.(8) The Centre continues to assist a number of voluntary organisations (Regional, National and International), Planning Commission, Technology Missions, State Planning Board, State Research Institute, Universities, Chambers of Commerce, State Governments, Corporations and other development agencies and Rural Financial Institutions by providing information, training/course materials, guidance in project planning, monitoring and evaluation and other management inputs.

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) The Centre continued to play a major role in helping the Government in 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.

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 1991-92, 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 XVII.

E. PUBLICATIONS

JOURNAL

DECISION, the Institute's quarterly journal containing articles on management thought, research and practice continued to be published during the year 1990-91. The journal has stepped into its seventeenth year of publication.

Three issues of DECISION, viz. Vol.16 No.4, April-June,1990. Vol.17.No.1, July-September,1990, Vol.17, No.2, October-December, 1990 have been published and another issue of Vol.17,No.3, January-March,1991 would come out very soon. The above mentioned issues contained articles and 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" has been published.

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 period under review, 24 working papers by the members of Faculty/Research staff were published. The production and distribution of working papers have been streamlined. The programme of exchanging working papers with other reputed Institutes/Universities was maintained apart from internal distribution. Working papers are now sent to about 100 Institutes/Universities in India and abroad.

BOOKS

During the year, an agreement was negotiated and signed with the Oxford University Press for publishing the book titled "Probability and its Applications" edited by Prof. Manish C. Bhattacharjee and Prof. Sujit Basu. The book is expected to be published soon.

Help to faculty members centres in their publication work continued. During the year the Bibliography on Management of Rural Development (Vol.II) edited by Prof. M.S. Mishra was brought out.

4. ANNUAL CONVOCATION

The twentyfifth and the twentysixth Annual Convocations of the Institute were held on the 29th April, 1990 and the 16th March, 1991, respectively. The Chief Guests were Dr. A. Vaidyanathan, the then member, Planning Commission for the twentyfifth and Prof. A. Buxi, Vice-Chancellor, Delhi University for the twentysixth convocations. Prof. I.S. Gulati, Chairman of the Board of Governors of IIMC presided over both the functions.

In the twentyfifth convocation 131 students of the Post Graduate Programme were awarded the Post Graduate Diploma. There were 118 boys and 13 girls among the graduating students. A list of such students is given in Annexure-XIX. Two Fellow students of the Institute were awarded the title "Fellow of IIMC".

In the twentysixth convocation, 158 students got the Post Graduate Diploma award (141 boys and 17 girls) and one, "Fellow of IIMC" award. Names of the students are given in Annexure XX.

The list of students who got Fellowship award in the two convocations, along with their dissertation titles, is shown in Annexure-XXI.

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 Publication 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 Computer 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.

The financial assistance from the Department of Electronics to the Centre has stopped from 1.4.1991. The Centre has now become a part of the Institute.

6. SEMINARS/WORKSHOPS/CONFERENCES

During the year 1990-91, the Institute organised a series of Seminars/Workshop/Conferences, etc. A few are mentioned below :

- i) The 3rd International Conference on Marketing and Development in Delhi, in collaboration with the University of Rhode Island, USA, during Jan. 4-7, 1991. This was inaugurated by the then Prime Minister, Mr. Chandrasekhar and the keynote address was delivered by Shri Subramanian Swamy, the then Commerce Minister. The conference had almost all the major academics in Marketing from different parts of the world. Professors Philip Kotler, Sidney Levy, Everett Rogers, T. Scarlett Epstein and Stanley Shapiro were some of the important delegates. There were about 200 paid participants from India.
- ii) Workshop on environment impact assessment (Indo-Dutch Project) during April 23-26, 1990.

- iii) Seminar on Statistical Theory and its applications during July 28-29,1990.
- iv) Workshop on Memorandum of Understanding (organised jointly with Dept. of Public Enterprises) at Gangtok, Sikkim (Nov. 19-21,1990); New Delhi (Nov.29-Dec.1,1990; and Jan 14-16,1991) Bangalore (Dec 6-8,1990); Bombay (Dec.13-15,1990), Calcutta (Dec 20-22,1990); and Cochin (Jan 29-31,1991)
- v) Dr. Subhasis Nag, Professor of Mathematics Indian Statistical Institute gave a talk (in the nature of popular exposition) on the topic "Management in the World of Sub Atomic Particles: String Theory" on 29.6.90.
- vi) Professor Rabi N. Kanungo, Prof. of Management at McGill University, USA, delivered seminars on 13-11.90 (on Role of Culture in Organisation) and 15-11-90 (on Empowerment Process).
- vii) Mr. K.R. Shah, Prof. of Statistics, University of Waterloo presented a seminar on "Choice of Optimality Criteria in Comparing Statistical Designs" on 7-12.90.
- viii) Mr. Robert M. Stern Professor of Economics, University of Michigan, Ann Arbor, delivered a talk on International Economics on 27.11.90.
- ix) Dr. Robert Neil Mestford, Professor of Operations Management and International Business, McLaren College of Business, University of San Francisco, California delivered seminars on January 13-15, 1991.
- x) Professor Tom Cannon, Director, Manchester School of Business, U. K. presented a seminar on 11-12-90 on "Some Aspects of International Marketing".

Seminars etc. organised by 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 and abroad. A brief account of such activities is provided below :

1. Prof. A. Adhikari

- a) Paper entitled "Scientific Goods and their Markets" presented at the XII world Congress of Sociology, Madrid (Spain) July, 1990.
- b) Co-organiser and Co-Chairperson of the session on "Women and the Economy" in the XII Congress of Sociology; Madrid (Spain), July 1990.
- c) Organiser and Chairperson of the Session on "The Sociology of the Science of Natural Resources" in the XIIth World Congress of Sociology, Madrid (Spain), July 1990.
- d) Paper on "Technology Transfer and Intellectual Property Rights" presented at the Process Engineering Design and Development Institute; Calcutta, May 3-5, 1990.

2. Prof. Zainab Ahmed

- a) Attended "National Conference on Women" held at Jadavpur University as member.

3. Prof. Sujit K. Basu

- a) Presented a paper on invitation in the **International Conference On Recent Developments In Probability & Statistics** held in New Delhi during December 22-24, 1990 under the joint auspices of the University of Delhi and the Indian Statistical Institute; also **CHAIRE**D a session in the same Conference;
- b) Presented a seminar talk on "**Non-parametric Estimation of Age and Periodic Replacement Policies**" at a luncheon meeting of Washington(D.C.) Chapter Of The American Statistical Association At Baltimore, Maryland.

4. Prof. Kunal Basu

- a) Delivered a talk on "**Transfer of Western Management Pedagogy to Developing Nations: An Exploratory Survey of South and South East Asian Management Facilities**" at the 3rd International Conference on Marketing and Development, January 4-7, 1991, at New Delhi.

Chaired a Session on Marketing of International Tourism at the above.

5. Prof. Sanjeev Bhatt

- a) Attended International Conference on Marketing and Development at New Delhi, January 4-7, 1991.

6. Prof. Amitava Bose

- a) Chaired a session and acted as discussant in conference on **approaches to issues in Development**, Centre for Economic Studies, Presidency College, Feb.16,1991.
- b) Chaired a Session in **DSA National Seminar on Physical and Financial Resources/Constraints in Regional Economic Development**, Centre for Regional Economic Studies, Jadavpur University, Mar.2-4,1991.

7. Prof. Nalinaksha Bhattacharyya

- a) Attended a Symposium on Capital Markets: Problem & Prospects in the '90s organised at the Bengal Chamber of Commerce and Industry auditorium on December 1, 1990.
- b) Attended a Management Development Programme on Portfolio Management at Indian Institute of Management, Ahmedabad from December 16-22, 1990.

8. Prof. Nilotpal Chakravarti

- a) Invited for presentation at the **TIMs - ORSA** conference, Las Vegas, May 1990
- b) Presented an invited talk at a workshop on Karmarkar's method held at the Dept, of Applied Mathematics, Calcutta University, on December 21, 1990.

8A. Prof. Gouranga Chattopadhyay

- a) Participated in a workshop to review the study of **Group Relations Training** all over the world, held in Spa, Belgium in August, 1990.
- b) Participated in a workshop for Leadership of ITC Ltd.

9. Prof. S.K. Chakraborty

- a) Conducted about 25 In-Company programmes on value systems in various organisations.

10. Prof. Ranajit Dasgupta

- a) Participated and contributed a paper entitled "**Plantation Labour in Colonial India**" to an International Conference/Workshop sponsored by Centre for Asian Studies, Amsterdam held in Amsterdam, The Netherlands during September 25-29,1990.
- b) Presented a seminar to the students of Department of Non-European History, Free University, Amsterdam on October 2, 1990
- c) Presented a seminar to the Faculty members and students of History Department, Erasmus University, Rotterdam, The Netherlands on October 4, 1990.

11. Prof. Rabin Ganguly

- a) Participated in seminar - Workshop on "**Conservation in the City Centre: Calcutta**", November 27, 1990, organised in Calcutta by the Indian Chamber of Commerce and Industries, and Indian Institute of Technology, Kharagpur.
- b) Participated in the National Annual Town and Country Planning Seminar on "**Metropolitan Decentralisation**" held in Calcutta, Jan. 8-10, 1991; presented a key paper (by invitation) on "**Metropolitan Decentralisation within Metropolitan Region: Issues and Strategies for Metropolitan Management**"

12. Prof. Saila K. Ghosh

- a) At the invitation of the Burdwan University, Deptt. of Political Science, gave a two hour seminar talk on interpreting Indian Politics in their UGC sponsored advance training programme.
- b) Chaired a seminar sponsored by the Deptt. of Political Science, Burdwan University. The Session was on "**Crisis of the Colonial State**".
- c) Presented on invitation; a Key-Note paper on "**Electoral Reforms**" sponsored by A.T.I. Government of West Bengal. This was held in the ATI Campus.
- d) Participated in and acted as the Rapporteur in the panel on Minority Government in a National Seminar held under the joint auspices of the All India Political Science Conference and the Department of Political Science, Calcutta University.

- e) At the invitation of the Calcutta University, gave a two-hour talk to the participants of their Academic Staff Training Programme on Management Principles & Educational Systems.

13. Prof. Subratash Ghosh

- a) Delivered Key Note Address in the following Conferences/Workshop :
- 1) Silver Jubilee Session and Annual Conference of National Institute of Personnel Management (Topic: Promotion of Work Ethics in West Bengal), July 7, 1990, at Taj Bengal Hotel, Calcutta.
 - 2) Workshop on Productivity and Wages, organised by Confederation of Engineering Industry (Eastern Region), on November 20, 1990, at Bengal Chamber of Commerce Building, Calcutta.

14. Prof. B.R.K. Kashyap

- a) Attended the Annual Conference of Indian Society for Probability and Statistics at IIT Bombay, December, 1990, wherein he chaired a session and gave an invited talk "On Some Compound Distributions and Their Use in Queueing Theory".
- b) Attended the Annual Conference of Indian Mathematical Society at South Gujarat University, Surat, December, 1990.
- c) Attended the Indian Science Congress at Indore, January 1991 and gave an invited talk "On Recent Work on Infinite Server Systems - A Review".
- d) Attended the National Symposium on "Modelling : Stochastic Process & O.R." at Kurukshetra University, Kurukshetra, March 1991, wherein he chaired two sessions and gave an invited talk on "Infinite Server Queueing Models - A brief Survey and Recent Results".

Prof. Sushil Khanna

- a) Presented a paper on "Trade Liberalisation and Interaction Debt: Recent Indian Experience" at 11th European Conference on Modern South Asia Studies, Amsterdam, July 1990.
- b) Participated in the panel discussion on "Planning & Industrial Strategy" at the Indian Social Science Conference. December 1990.

16. Prof. Rahul Mukherjee

- a) Delivered invited talks at (1) Ford Foundation sponsored Methodology Workshop on Experimental Design and Farming Systems Research (October 1990), (2) International Conference on Recent Developments in Probability and Statistics (December 1990), (3) Seminar on Problems of Large-scale Sample Surveys in India (December 1990), (4) Seminar on Linear Models and Design of Experiments (December 1990).

17. Prof. M.S. Mishra

- a) Participated in a seminar on Watershed Management and Ecological Development, Calcutta, April 10-12,1990.
- b) Attended a Research Seminar on Work opportunities for All-Issues in Policy, Strategy and Programmes, New Delhi, April 28-30,1990.
- c) Attended a Workshop on Private voluntary and NGOs in Health and Family Welfare, New Delhi, September 5-7 1990.
- d) Attended International Workshop/Training Programme on Modular Approaches to Managerial and Entrepreneurial Skill Development , Nov.19-Dec. 7,1990
- e) Attended Workshop on H.F.A. Leadership at Trivandrum, December 26-28 1990
- f) Attended workshop on Slum Improvement Programmes in India, New Delhi, Feb 18-22 1991.

18. Shri Asok Mukhopdhyay, Librarian

- a) Participated, on invitation, in the Workshop on Library and Information Centre Automation, University of Sains, Malaysia, Penang.Sponsored by IDRC.
- b) Lectured, on invitation, on Library Computerisation at Utkal University, Bhubaneswar and at Indira Gandhi Open University.

19. Prof. S. Munshi

- a) Participated in the XIIth World Congress of Sociology, Madrid, July 9-13, 1990.
- b) Participated in a Seminar on the Comparative Method held in Loccum, West Germany, October 22-25, 1990.
- c) Participated in a Seminar on "Cultural Identity and Transcultural Ethic" in Loccum, West Germany, October 1990.

20. Prof. Ajeet N. Mathur

- a) Awarded British Council Visitorship, 1990 to participate in an International Conference in the field of Applied Behavioural Science organised by the Tavistock Institute of Human Relations, London (March 29 - April 12, 1990).
- b) Invited as National Expert for India to present a paper titled "**Managerial Productivity: is it Measurable**"? at the International Symposium on Management Dynamism organised by the Asian Productivity Organisation, Tokyo at Retailing Jaya Malaysia, July 9 -11, 1990.
- c) Invited to the University of Strathclyde, Glasgow and Scottish Business School, Edinburgh and offered seminar on **Hiring and Firing Practices in Indian Industry**.

- d) Invited to the International Institute for Labour Studies, Geneva as UNDP Fellow in International Management, 1990 to present research findings on "Micro Economics Dimensions of Economic Restructuring and Industrial Relations in India" (May 9, 1990)
- e) Invited to ISF, Munich participated in a symposium on "Technology Diffusion and Labour Markets" (May 12, 1990)
- f) Invited to present a paper entitled "Industrial Restructuring and Union Power" at the Tri-partite International symposium on labour market Flexibility organised by ILO - ARTEP, New Delhi on July 14, 1990.

21. Prof. K.S. Mondal

- a) Submitted a paper entitled "The Myth of Target Group Oriented Rural Development" for the International Conference on "The Globalization of the Agricultural and Food Order" to be held in Colombia, Missouri(USA).

22. Prof. Asim K. Pal

- a) Presented a paper (jointly with A. Mahanti) "Worst-Case Time Complexity of IDA*" in the SCCC-10, the Tenth International Conference of the Chilean Computer Society, held during July 23-27, 1990, at Santiago de Chile.

23. Prof. N. Ramachandran

- a) Attended a 3 weeks programme on Modular Approaches to Entrepreneurship Development at the RVE, Maastricht, The Netherlands.
- b) Presented strategy for Indian Coffee Industry at the International Convocation on Coffee at Coonoor.
- c) Presented a paper on alternatives for Indian Coffee Industry at the annual convocation of Karnataka Planters Association.

24. Prof. V. Nagi Reddy

- a) Participated in the seminar on "Statistical Theory and Applications" organised jointly by Prof. S.K. Basu and Rahul Mukherjee at our Institute, July 28-29, 1990. Also chaired a session in the Seminar.
- b) Presented a paper (on invitation) on "A Note on Estimation of Engel Elasticity of Demand For Tea" in the seminar - The problems of large scale sample surveys. The seminars was organised by the Indian Statistical Institute, Calcutta, 26-27 December, 1990.
- c) Presented a research seminar on "Sectional Growth Rates of Indian Economy: 1980-81 to 1987-88", at the Institute during January-February 1991.

25. Prof. Alok Ray

- a) Presented a paper "Problems and Prospects of Trade in services for Developing Countries in 1990s" in the International Conference: Industrial & Trade Policies for the 90s held in Maastricht, The Netherlands, September 19-21, 1990.
- b) Chaired a seminar on International Technology Transfer at the National Seminar on Economic Theory organised by Jadavpur University, Feb. 23-24,1991.
- c) Participated (by invitation) in a seminar on Problems of the Indian Economy, organised by the Centre for Economic Studies, Presidency College, Feb 16-17 1991.

26. Prof. B. Sarkar

- a) Attended as a delegate in the National Conference on Quality & Reliability - 1990 at IIT Bombay during December 1990.

27. Prof. Anil K. Sengupta

- a) Delivered a talk on "Participative Management" at the Calcutta Management Association at their invitation on 31-10-90.

28. Prof. B.N. Srivastava

- a) Attended an International Conference on Applied Psychology, Kyoto, July 1990.

29. Prof. Annapurna Shaw

- a) Attended workshop on "Calcutta" organised by the Geography Dept. Calcutta University and Geographical Society of India at Ballygunge Science College, Calcutta in November 1990.
- b) Attended a four-day National Conference on "Women: Politics, Culture and Religion" organised by the National Association of Women's Studies, India and held at Jadavpur University, Calcutta during February 9-12,1991.
- c) Attended the Daniel Thorner Lecture delivered by Prof. M. Witcombe at the Indian Statistical Institute, Barrackpore, Calcutta on January 12 1991.

30. Prof. P. Trivedi

- a) Delivered a talk on "The Role of Performance Contracts in a Privatisation Strategy" in the International Workshop on Project Appraisal and Investment Management at the Harvard Institute for International Development, Harvard University, Cambridge, USA.
- b) Delivered a set of lectures entitled Recent Developments in Public Sector Management Policy: Lessons for Managing Small Scale Industries Development" at a 2-week International Training Programme on Essentials of Management for Entrepreneurs and Managers, sponsored by UNIDO in cooperation with UNDP, Calcutta on 30-3-91.

- c) Participated as a Resource Person in a 2-day Seminar on "Privatisation" organised jointly by Asian and Pacific Development Centre (APDC) and Institute of Public Enterprise, New Delhi, March 8-9,1991.
- d) Invited to be a member of Panel Discussion on "Relevance of Elitist Management Education in India" during the National Business School, Calcutta January 19, 1991.
- e) Designed and presented one-day Workshop on "Designing Appropriate Privatisation Strategies" at Managua, Nicaragua.
- f) Chaired a session entitled "Marketing Issues in Public Enterprises at the 3rd International Conference on Marketing and Development", organised jointly by IIM, Calcutta and the University of Rhode Island, New Delhi, January 4-7, 1991.
- g) Coordinated and acted as a Resource Person for four 1-day workshops on (a) Evaluation of the Quality of Corporate Planning Effort (b) Evaluation of Human Resource Management Effort (c) Evaluation of Research and Development effort (d) Evaluation of the Quality of the Marketing Effort. The purpose of these workshops was to develop meaningful and operational criteria relating to these aspects for inclusion in the MOUs for 1990-91.
- h) Produced a management film entitled "Public Enterprise Improvement: The MOU way" in association with Indira Gandhi National Open University. Researched and wrote the script as well as presented the programme for the video film.
- i) Invited by the World Bank, Washington, USA to present a seminar on "Recent Innovations in Public Enterprise Policy in India", August 29,1990 (Jointly with Shri Suresh Kumar, Secretary, Deptt. of Public Enterprises).

31. Prof. Sanjiv D. Vaidya

- a) Invited to give a lecture on "Information Technology and its Impact on Society" in a national Seminar on "Contemporary Development of Science and Technology and its Social Relevance" organised by Forum of Scientists Engineers and Technologists (FOSET) in September 1990.

32. Shri Poromesh Acharya (Research Assistant)

- a) Gave a talk, on invitation, to the students and teachers of Mrinalini Dutta College, Calcutta, on Education in Old Calcutta on April 5, 1990.
- b) Gave a talk on regional history of indigenous education to the students and faculty members of Deptt. of Education, University of Delhi, 1990.
- c) As a special invitee attended two meetings of the sub Committee on Access, Equity and Universalisation of the Committee for review of National Policy Education (Ramanathan Committee)held in Delhi July and August 90.
- d) Presented a paper on "When a Pen is Heavier than a Plough" in the seminar on Adult Literacy and Development, held in New Delhi from Nov. 20-22, 1990, organised by the India International Centre in collaboration with the Ministry of HRD, Govt. of India & UNESCO.

- e) Presented a paper on the evaluation of the Special Programme for Total Eradication of Illiteracy in Burdwan - in the sixth meeting of the Executive Committee of National Literacy Mission held on February 2, 1991 in Delhi.

33. Mrs. Santana Chaudhuri (Research Assistant)

- a) Gave a talk on "Harmonious Living with Trade Unions" in the seminar on Development Programme organised by the Engineering Staff College of India for Mid-Senior Level Executives in Calcutta on 24.5.90.

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 4826 books/bound periodicals has been made to its stock of over 1 lakh of such volumes (total collection is now about 1,15,000). 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 in-house 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. Further necessary physical facilities have been added enabling holding of seminars, exhibition and cultural performance etc. in it.

To support the library system, microprocessor has been introduced and CD-RDM data base is being installed to provide access to current management literature.

The Library has been actively involved in the following projects :

- i) Marketing project on utilisation of management information in India sponsored by IDRC.
- ii) CALIBNET project sponsored by NISSAT Deptt. of Scientific and Industrial Research for developing net work of Science/Technology Libraries in Calcutta.

During the year, the library staff members participated in (a) Annual Conference of the Indian Association of Special Libraries and Information Centres, Mysore and (b) Annual Conference of the Indian Library Association, Jodhpur.

8. CAMPUS DEVELOPMENT

Three major construction works are in hand, viz. Students' Hostel to accommodate 170 students; a new Lecture Hall to accommodate 60 faculty members also and Kitchen Staff Quarters for 48 staff. These were in progress during the year.

Five acres of land has been earmarked for the construction of permanent building for the Central School.

The electrical work for receiving the enhanced power supply (from 1000 KVA to 1400 KVA) is in progress.

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

9. DISTINGUISHED GUESTS AND VISITORS

During 1990-91, the following distinguished persons visited the Institute :

1. Shri Leikun Berhanu, Director of Consultancy and Ali Abamur, Head of Financial Management Consultancy of the Ethiopian Management Institute.
2. Mrs. Francoi's Ray, Director General, Group Essec, France under Indo-European Exchange Programme.
3. Prof. Norborne and Prof. (Mrs.) Norborne of the Management School of the Imperial College of Science & Technology, London.
4. Prof. Rabi N. Kanungo, Prof. of Management of McGill University, USA.
5. Prof. Robert M. Stern, Prof. of Economics, University of Michigan, USA.
6. Prof. K.R. Shah, Prof. of Statistics, University of Waterloo.
7. Prof. Manab Thakur, Professor, California State University, USA.
8. Dr. Robert Neil Meftord, Prof. of Operations Management and International Business, McLaren College of Business, University of San Francisco, California.
9. Dr. Subashis Nag, Professor of Mathematics, ISI.
10. Prof. Tom Cannon, Director, Manchester School of Business, UK.
11. Dr. Peter L.M. Heydemann; Scientific Counsellor and Mr. Louis B. Warrow, Economic Counsellor, both from U.S. Embassy in India.

10. FACULTY APPOINTMENT

The following members joined the faculty of the Institute during the year 1990-91:

1. Prof. Kunal Basu : Professor, Marketing Group
2. Prof. Subir Bhattacharya : Assistant Professor, MIS Group
3. Prof. Sanjiv Damodar Vaidya : Assistant Professor, MIS Group
4. Prof. Sanjiv Bhatt : Assistant Professor, Marketing Group

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 23.3.92.
3. Prof. V. Ananda Ram - on extra-ordinary leave from 6.6.89 to 5.6.91
4. Prof. A. Mahanti - on extra-ordinary leave for two years from 8.1.90.

12. ACADEMIC ADMINISTRATION

1. Chairman, Post-Graduate Programme : Prof. Shyamal K Ghosh
(upto November '90)
Prof. Sushil Khanna
2. Chairman, Fellowship : Prof. Ashis K Chatterjee
3. Chairman, Admission : Prof. Raghavendra Chattopadhyay
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. Satyesh C Chakraborty
10. Chairman, Centre for Studies
in Public Enterprise : Prof. Prajapati Trivedi
11. Chairman, Centre for
Project Management : Prof. Ranjan Ghosh

12. ACADEMIC ADMINISTRATION (Contd.)

- | | |
|--|-------------------------------|
| 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. Sudip Chaudhuri |
| 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. Nirmal K Chandra |
| 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/Prof. Sushil Khanna |
| 2. Environment | : Prof. (Ms.) Zainab Ahmed/
Prof. Indivar Kamtekar |
| 3. Personnel Management and
Industrial Relations | : Prof. Debashis Bhattacharjee |
| 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/Prof. D Mitra |
| 9. Marketing | : Prof. Manas Das |
| 10. Regional Development | : Prof. Rabin Ganguly |

14. LIST OF FACULTY MEMBERS AS ON 31.3.1991

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, Pilani), Fellow (IIMC)*
Prof. Anup Sen, M.Tech., (Cal.)
Prof. Subir Bhattacharya, M.Tech.
Prof. Sanjiv Damodar Vaidya, B.Tech., (Elect.), PGDM(IIMC)

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)
Prof. Sanjiv Bhatt, MMS(BITS)
Prof. Kunal Basu, B.M.E.(Jadavpur), M.S., Ph.D.(Florida)

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, MA.(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 Mukerjee, 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. Surandra 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 Asok Mukhopadhyay, M.A., Dip. Lib. Sc. (Calcutta)

RESEARCH FELLOW

Shri Bhubanesh Misra

* on leave

15. ADMINISTRATION

Shri Daniel Manoharan	:	Chief Administrative Officer
Shri C. S. Ramanathan	:	Secretary to 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 B. Kar Gupta	:	Senior Administrative Officer
Shri S. B. Das	:	Executive Engineer (Actg.)
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 T. N. Naskar	:	Administrative Officer
Shri Joydeb De	:	Administrative Officer (Actg)
Shri Sukumar Ghosh	:	Internal Auditor
Shri S. K. Banerjee	:	Assistant Engineer
Shri P. S. Guha	:	Deputy Librarian (Ofg.)
Shri N. K. Chatterjee	:	Deputy Librarian (Ofg.)
Shri S. B. Dey	:	Secretary to Director
Shri R. M. Aluni	:	Asstt. Finance & Accounts Officer
Shri S. N. Ghosh	:	Asstt. Finance & Accounts Officer
Dr. Srikanta Banerjee	:	Medical Consultant

16. FUTURE PLAN

1. Keeping in view the changes taking place in the international arena and the gradual opening up of the Indian Economy to global competition to improve India's International competitiveness, IIM Calcutta has launched special programme to suitably modify its courses to focus on international trends and issues. In order to develop new skills in the area of **International Management and International Business**. The Institute is :

- i) Participating in the UNDP sponsored programme to develop skills in the area of International Business, with emphasis on International Financial Management, International Marketing, Information System for International Operations Strategic Management, Comparative Management and Transfer of Technology.
- ii) Participating in a **European Economic Communities (EEC)** Programme to forge closer links with the management schools in Europe including joint research and case studies. This will help make IIM Calcutta as one focal point for research and training on the impact of European Economic Integration on the Indian Economy and devise strategies to deal with new challenges and opportunities.

The Institute also hosted the **Third International Conference on Marketing & Development** held at New Delhi on Jan 4 - 7, 1991.

2. The Institute's **Computer Aided Management Centre** has emerged as one of the India's leading centre in the area of Computer application. IIM Calcutta students are already playing a leading role in the country's march towards adoption of Information Technology to tackle different kinds of managerial problems. Set up with **UNDP and Department of Electronics (DOE)** assistance, it has a VAX-11/750 Computer with 14 terminals. IIM Calcutta's Computer Centre has in addition Work Stations, LAN and PCs.

CAM Centre has developed software for industry. An application software developed for Haldia Refineries is likely to be adopted for the other refineries in India.

3. The **Centre for Public Enterprises Management** has emerged as a major centre for understanding public sector reforms especially the use of MOUs to provide greater autonomy for Public Sector Enterprises in India. MOUs will be introduced in a majority of Public Enterprises soon. The Centre also participates in training of Senior Public Sector managers.

4. **Rural Development Centre:** Having worked as a clearing house for all publications relating to Rural Development in India, new projects are being undertaken to assess rural development efforts in order to suggest how these could be speeded up.

5. The Institute has been selected by **UNIDO** as a **Centre in South Asia** to train entrepreneurs, managers and government officials in the area of **Management for Entrepreneurs**. The first training programme was launched in March 1991 where participants from different Asian countries & India are expected to participate.

6. The Institute continues to play a major role in assisting Indian industry, banks, financial institutions and public organisations through studies and consultancies.

7. For the **Eighth Five Year Plan**, the Institute has expressed interest in working in the following areas :

- i) Management of Cooperatives
- ii) Management of Population problem
- iii) Management of health and nutrition
- iv) International Management

- v) Policy research
- vi) Technology management including manufacturing systems

8. 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.

9. Problems of women and weaker sections merit attention and a group at the Institute proposes to take this up during the Eighth Plan period.

10. 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.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1991**

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. Shri L.S. Narayanan, Financial Adviser,
Ministry of Human Resource Development (Deptt. of Education), Government of India,
Shastri Bhavan, New Delhi - 110 001.
3. Shri M. P. M. Kutty, Director
Ministry of Human Resource Development (Deptt. of Education), Government of India,
Shastri Bhavan, New Delhi - 110001.
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 Ashok Kapur, 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

Vacant.

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

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

F. A representative of the National Productivity Council of India

8. 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.

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

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

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

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

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

14. 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 Governors for two years.

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

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

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

17. 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.

POST-GRADUATE PROGRAMME ADMISSION (1985-1991)

Session	No. of Applications	No Interviewed	No Selected
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)
1989-91	8859	1056 (11.9)	133 (1.5)

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

ANNEXURE - III

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 27TH SESSION OF PGP
1990-92**

Centre	General	S. C.	S. T.	Total
Bombay	223	24	13	260
Madras	109	21	04	134
Calcutta	119	19	13	151
Delhi	306	14	07	327
Hyderabad	044	13	11	068
Bangalore	044	05	-	049
Lucknow	059	08	-	067
	904	104	48	1056

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1983-1992)**

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
1990-92	13 (10.0)	09 (06.9)	09 (06.9)	99 (76.2)	130

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

ANNEXURE - V

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1990**

Sl. No.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
01.	A. F. Ferguson & Co.	2	02.	American Express Bank, (TRS)	4
03.	ANZ Grindlays p.l.c.	1	04.	American Express Bank,	1
05.	Asian Paints (India) Ltd	3	06.	Bachmann Industries INC.	1
07.	Banque National De Paris	2	08.	Best & Crompton Engg. Ltd.	1
09.	Blow Plast Ltd.	1	10.	Brooke Bond India Ltd.	4
11.	C A R E	1	12.	Citicrop Software Overseas Limited.	3
13.	Canbank Financial Service	2	14.	Citibank, n.a.	19
15.	Crompton Greaves	1	16.	Export-Import Bank	2
17.	Food Specialities Ltd	1	18.	Godrej & Boyce Mfg.Co.	17
19.	Godrej Soaps Limited	2	20.	Hindustan Computer Ltd.	3
21.	HINDALCO	2	22.	Hindustan Lever Limited	5
23.	ICICI	1	24.	ICI Limited	1
25.	I.D.B.I.	1	26.	I.O.C.L.	2
27.	Indian Oil Limited	1	28.	I.S.R.O.	10
29.	I. T. C. Limited	10	30.	I.T.I.	1
31.	Indian Communication Network	2	32.	Lakme Limited	1
33.	Lintas Inida Limited	4	34.	Lipton India Limited	5
35.	Madras Castings	1	36.	Madura Coats Limited	1
37.	Maruti Udyog Limited	3	38.	Modi Xerox Limited	1

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1990**

Sl. No.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
39.	NABISCO, Singapore	1	40.	National Institute of Information Technology	5
41.	Ponds India Limited	2	42.	Price Waterhouse	1
43.	Procter & Gamble (I) Ltd.	3	44.	Steel Authority of India Limited	1
45.	S. C. I. C. I	1	46.	S. R. F. Limited	3
47.	S. B. Billimoria & Co.	1	48.	SBI Capital Market	3
49.	Shaw Wallace & Co.Ltd	1	50.	Shri Maruthi Export	1
51.	T. D. I. C. I	1	52.	Tata Economic Consultancy Services	1
53.	TELCO	3	54.	TISCO	2
55.	Tube Investments of India	1	56.	VCK Share & Stock Booking	1
57.	Voltas Limited	1	58.	WIPRO Information	2
59.	ZS Associates, Chicago	1			

**LIST OF OPTIONAL COURSES OFFERED DURING 1990-91
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

Organizational Development - I
Organization & the Individual
Organizational Development - II
Identity Roles & Interpersonal
Development
Management of Self in Organizations

Environment

Evolution of Modern Business
Groups & Enterprises in India
Problems of Development Administration
Public Administration & Public Policy
Business History

Finance and Control

Money & Capital Markets
Security Analysis & Portfolio Management
Taxation in Business Decisions
Management Accounting
Managerial Effectiveness & Value Systems
International Finance
Working Capital Management
Management Control Systems
Advanced Financial Management
Corporate Financial Accounting
Commercial Banking
Financial Statement Analysis
Corporate Disclosure Practices
Corporate Turn Around Management

Operations Management

Production & Inventory Control
Linear Programming
Project Management
Industrial Statistics
Queueing Theory & Applications
Executive Decisions &
Operations Research
Materials Management
Production Management
Decision Theory

Economics

Economics of Development
Econometric Methods
International Economics

Management Information Systems

Management Information Systems
Unix and C
Artificial Intelligenc & Expert Systems
Systems Analysis and Design
Data Structures and Algorithms
Artificial Intelligence Concepts
and Programming
Data Base Management Systems
Decision Support Systems
Networking & Distributed Systems

Marketing

Advanced Marketing Research
Strategic Marketing
Industrial Marketing
Product Management
Advertising Management
International Marketing
Consumer Behaviour
Sales and Distribution Management

Personnel Management

Manpower Planning and Manpower Utilization
Salary and Wage : Policy & Administration
Management of Industrial Relations
Labour, Multinationals & Public Policy
Labour Legislation in India
Strategic Planning and
Human Resource Management

Regional Development

Urbanisation & the Economy
Regional Development in India :
 Structure, Process & Change
Characteristics of the Development
 Organisation
Organisation for Multilevel Planning
Environmental Management Issues
 and Techniques
Development Management

Sociology

Industry and Rural Society
Social Issues and Social Policy
Rural Development & Social Change
Seminar on Entrepreneurship
Rural Markets and Agrarian Structure
Professional Management and Indian Managers

**STATEMENT OF HONOUR ROLL OF THE 26TH BATCH
AND VARIOUS SCHOLARSHIPS
(1990-91)**

Reg .No.	Name	CGPA	Rank
063/26	Ram S. Venkateswaran	7.63	1
118/26	Ashish Kumar Sinha	7.54	2
121/26	Chandresh Kumar Nigam	7.29	3
025/26	Ayalur Viswanathan V.	7.14	4
018/26	Arvind Mediratta	7.09	5

SC/ST Scholarship 1990-91

First Year	Batch - 27th	19 students
Second Year	Batch - 26th	12 students

Merit-cum-Means Scholarship 1990-91

First Year	Batch - 27th	1 students
Second Year	Batch - 26th	6 students

National Scholarship-holders 1990-91

First Year	Batch - 27th	8 students
Second Year	Batch - 26th	14 students

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION

PARTICULARS	PUBLIC					PRIVATE					TOTAL				
	1987	1988	1989	1990	1991	1987	1988	1989	1990	1991	1987	1988	1989	1990	1991
Permanent Placement	22	18	34	29	37	095	118	111	102	119	117	136	145	131	156
Summer Placement	16	27	21	22	9	135	134	120	146	119	151	161	141	168	128

PLACEMENT PROGRAMME :NATURE OF JOBS

Type of Organization	1987	1988	1989	1990	1991
Banking/Finance	023	019	024	026	038
Consumer Products	030	025	042	039	038
Chemical/Pharma/Fertilizer	007	021	006	004	001
Engineering/Energy	018	019	003	010	020
Textile	001	002	007	006	003
Automobile	010	004	006	005	015
Computer/Systems	021	033	032	026	031
Consultancy	001	005	010	006	004
Services	004	004	007	-	-
Advertising	002	004	003	004	004
Other Services	-	-	005	005	002
	-----	-----	-----	-----	-----
	117	136	145	131	156
	-----	-----	-----	-----	-----

PERMANENT PLACEMENT - 1991

COMPANIES VISITING CAMPUS FOR PERMANENT PLACEMENT
INTERVIEWS FOR THE FIRST TIME

1. Far East Computer Limited
2. Index Computing
3. Bank of Credit & Commerce International
(Overseas) Limited
4. MARICO Industries Limited
5. INDBANK Merchant Banking Services
6. Hindustan Office Products Limited
7. Ranbaxy Laboratories Limited
8. INCAB Industries
9. Garware-Wall Rope Limited
10. Escorts Leasing & Finance Limited
11. Grasim Industries Limited
12. Hindustan Thompson Associates Limited
13. Ogilvy & Mather
14. I.G.E. Electrical (India) Limited
15. TITAN Watches Limited

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1991**

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
001.	109/26	Amit Rastogi	A F Ferguson & Co.	Consultancy
002.	048/26	Krishnakumar Variar	ACC Limited	Marketing
003.	066/26	Ranjan Kumar	ACC Limited	Personnel
004.	158/26	Rajendra Baitha	ACC Limited	Marketing
005.	093/26	Umesh Chandra Verna	Asian Paints (I) Ltd.	Operations
006.	136/26	Kesavan Laxman Iyyer	Asian Paints (I) Ltd.	Marketing
007.	189/26	Sundara Raghavan R.	Asian Paints (I) Ltd.	Operations
008.	194/26	Venkata K.Reddy M.	Asian Paints (I) Ltd.	Operations
009.	035/26	Gaurav Arora	Blow Plast Limited	Marketing
010.	141/26	Namita Oberoi	Blow Plast Limited	Marketing
011.	154/26	Harikrishnan R.	Blow Plast Limited	Marketing
012.	015/26	Aravind R Dorairaj	Blue Star Limited	Marketing
013.	002/26	Abir Sengupta	CMC Limited	Systems
014.	036/26	Gautam Tripathi	CMC Limited	Marketing
015.	064/26	Ramesh Jandhyala	CMC Limited	Systems
016.	128/26	Guhapria Sundaram	CMC Limited	Marketing
017.	133/26	Jeffery W. Shabong	CMC Limited	Marketing
018.	185/26	Suhas Sudheer Deshpande	CMC Limited	Systems
019.	005/26	Akhil Maria	CITI Bank N.A.(CSG)	Marketing
020.	118/26	Ashish Kumar Sinha	CITI Bank N.A.(CSG)	Finance

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
021.	198/26	Vidyut Kapur	Citicrop Overseas Software Limited	Systems
022.	081/26	Santanu Santra	Digital Equipment (I) Ltd.	Systems
023.	100/26	Vijay Reddy Mulumudi	Digital Equipment (I) Ltd.	Systems
024.	052/26	Mihir Biswas	Eicher Goodearth Ltd.	Marketing
025.	095/26	Suresh V.	Eicher Goodearth Ltd.	Systems
026.	174/26	Santosh S. Valsalam	Eicher Goodearth Ltd.	Marketing
027.	187/26	Sujatha Subramaniam	Export-Import Bank of India	Finance
028.	192/26	Tanmoy Bhattacharya	Export-Import Bank of India	Finance
029.	030/26	Deepabh Jain	Godrej & Boyce Mfg. Co.	Marketing
030.	040/26	Joydeep Kumar Roy	Godrej & Boyce Mfg. Co.	Marketing
031.	065/26	Ramesh Krishnamurthi	Godrej & Boyce Mfg. Co.	Marketing
032.	111/26	Anuj Kumar	Godrej & Boyce Mfg. Co.	Marketing
033.	120/26	Atul Dikshit	Godrej & Boyce Mfg. Co.	Marketing
034.	134/26	Kantha Rao L Vundru	Godrej & Boyce Mfg. Co.	Operations
035.	150/26	Prasad R.	Godrej & Boyce Mfg. Co.	Marketing
036.	159/26	Sundeep N. Sheth	Godrej & Boyce Mfg. Co.	Systems
037.	191/26	T. Suresh	Godrej & Boyce Mfg. Co.	Marketing
038.	202/26	Vivek Agarwal	Godrej & Boyce Mfg. Co.	Marketing
039.	149/26	Praneet Singh	Godrej & Boyce Mfg. Co.	Marketing
040.	161/26	Ranjit Kabir Prasad	Godrej & Boyce Mfg. Co.	Marketing

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
041.	009/26	Anil Kumar Srinivasa	ANZ Grindlays Bank plc.	Banking
042.	041/26	Jaideep Sengupta	ANZ Grindlays Bank plc.	Banking
043.	116/26	Arjun Singh	ANZ Grindlays Bank plc.	Systems
044.	155/26	Ajeeth R. Narayan	ANZ Grindlays Bank plc.	Banking
045.	188/26	Sumit Dutta	ANZ Grindlays Bank plc.	Banking
046.	199/26	Vijyant Nath Khosla	ANZ Grindlays Bank plc.	Banking
047.	016/26	Arindam Das	HCL Limited	Marketing
048.	119/26	K. Ashok Kumar	HCL Limited	Marketing
049.	197/26	Venkatesh Ekambaram	HCL Limited	Marketing
050.	137/26	Madhurima Pande	HMM Limited	Marketing
051.	114/26	Anupam Dutta	Cadbury India Limited	Marketing
052.	038/26	Harish Doraiswamy	Unilever Group of Cos.	Marketing
053.	057/26	Priyadarshi Mishra	Uniliver Group of Cos.	Systems
054.	073/26	Samir Kumar Jain	Uniliver Group of Cos.	Marketing
055.	092/26	Surajit Basu	Uniliver Group of Cos.	Systems
056.	140/26	Neelamohan N.Gollapudi	Uniliver Group of Cos.	Finance
057.	151/26	Prateek Aggarwal	Uniliver Group of Cos.	Finance
058.	171/26	Sanjay Gupta	Uniliver Group of Cos.	Marketing
059.	180/26	Soumitra V. Agarwal	Hindustan Office Products Ltd.	Marketing
060.	022/26	Ashish K. M. Chauhan	I.D.B.I.	Finance

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
061.	054/26	Pankaj Khanduri	I.D.B.I.	Finance
062.	079/26	Sanjeev Singh	I.D.B.I.	Finance
063.	123/26	Dipan Bhattacharya	I.T.C. Limited	Systems
064.	183/26	Subhomoy Sengupta	I.T.C. Limited	Systems
065.	008/26	Anand Vasudevan	I.C.I.C.I. Limited	Finance
066.	072/26	Samir Anand	I.C.I.C.I. Limited	Finance
067.	082/26	Sarmila Choudhury	I.C.I.C.I. Limited	Finance
068.	090/26	Subhashree Sethuraman	I.C.I.C.I. Limited	Finance
069.	106/26	Akash Shantilal Shah	I.C.I.C.I. Limited	Finance
070.	142/26	Narayanan S.	I.C.I.C.I. Limited	Finance
071.	166/26	S. Srinivasan	I.C.I.C.I. Limited	Finance
072.	172/26	Sanjoy Kumar Sanyal	I.C.I.C.I. Limited	Finance
073.	026/26	Bidhan Chandra Biswas	Indian Airlines	Marketing
074.	024/26	Avijit Pal	Industrial Finance Corpn.	Finance
075.	181/26	H.N.Srinivasa Prasanna	Industrial Finance Corpn.	Finance
076.	007/26	Anand Abraham Paul	Lintas India Limited	Marketing
077.	098/26	Vatsala Mamgain	Lintas India Limited	Marketing
078.	200/26	Vikram Girish Doctor	Lintas India Limited	Marketing
079.	011/26	Anindya Palit	Madura Coats Limited	Marketing
080.	034/26	G. Krishnan Padmanabhan	Madura Coats Limited	Marketing

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
081.	012/26	Anshu Bharadwaj	Maruti Udyog Limited	Marketing
082.	047/26	Kevin Poppen	Maruti Udyog Limited	Systems
083.	062/26	Rajesh Maheshwari	Maruti Udyog Limited	Operations
084.	083/26	Satish Pulle	Maruti Udyog Limited	Operations
085.	175/26	Sarvanan S.	Maruti Udyog Limited	Operations
086.	196/26	Veeraraghavan Ramachandra	Maruti Udyog Limited	Operations
087.	089/26	Subhashis Das Gupta	N.O.C.I.L.	Marketing
088.	045/26	Suresh K.	N.I.I.T	Systems
089.	059/26	Ranganathan Gopalan	N.I.I.T	Systems
090.	097/26	Vasanthi Tangutur	N.I.I.T	Systems
091.	107/26	Alok Kumar Ojha	N.I.I.T	Systems
092.	112/26	Anuj Kumar Jain	N.I.I.T	Systems
093.	115/26	Arindam Sinha	N.I.I.T	Systems
094.	125/26	Ebi Abraham George	N.I.I.T	Marketing
095.	126/26	Rajan G.	N.I.I.T	Systems
096.	138/26	Mukesh Kumar	N.I.I.T	Systems
097.	163/26	Rohit Agarwal	N.I.I.T	Marketing
098.	179/26	Siddarth Agarwal	N.I.I.T	Systems
099.	186/26	Sujatha Babu	N.I.I.T	Systems
100.	165/26	S.P. Vijayaraghavan	Pertech Computers Ltd.	Marketing

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
101.	027/26	Debashis Bhattacharyya	Price Waterhouse	Consultancy
102.	145/26	Necrja Chawla	Price Waterhouse	Systems
103.	010/26	Anindita Basu	Procter & Gamble (I) Ltd.	Systems
104.	018/26	Arvind Mediratta	Procter & Gamble (I) Ltd.	Marketing
105.	019/26	Arvind Rangarajan T.C.A.	Procter & Gamble (I) Ltd.	Marketing
106.	055/26	Peshwa Acharya	Procter & Gamble (I) Ltd.	Marketing
107.	146/26	Nitin Sankar	ICIM (RPG Enterprises)	GeneralMgmt.
108.	132/26	Jayesh Pratapbhai Patel	Reliance Industries Ltd.	Finance
109.	028/26	Debashish Ghoshal	SBI Capital Markets Ltd.	Finance
110.	049/26	Lakshmi Sivakumaran	SBI Capital Markets Ltd.	Finance
111.	103/26	Ganesh A. R.	SBI Capital Markets Ltd.	Finance
112.	121/26	Chandresh Kumar Nigam	SBI Capital Markets Ltd.	Finance
113.	129/26	Harbir Singh Nat	SBI Capital Markets Ltd.	Finance
114.	051/26	Manjeri R. Ramachandran	Shaw Wallace & Co. Ltd.	Marketing
115.	156/26	V. Ramakrishnan	Shaw Wallace & Co. Ltd.	Marketing
116.	190/26	Sunil V. Wankhede	Shaw Wallace & Co. Ltd.	Marketing
117.	039/26	Himanshu Naharas	Standard Chartered Bank	Banking
118.	096/26	Vaishali Vinay Nigudkar	Standard Chartered Bank	Banking
119.	104/26	Aalok Bhan	Standard Chartered Bank	Banking
120.	195/26	Vandana Bhatnagar	Standard Chartered Bank	Banking

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
121.	033/26	Eric Arvind Vas	Tata Administrative Service	General Mgmt.
122.	014/26	Padala Appala Jagadesh	Tata Consultancy Services	Systems
123.	031/26	Deepak Pande	Titan Watches Limited	Finance
124.	058/26	Ramana Rao E. Kadari	Titan Watches Limited	Finance
125.	060/26	Rahul Kumar Guha	Titan Watches Limited	Marketing
126.	091/26	Sujata Balasubramanian	Titan Watches Limited	Finance
127.	160/26	Ganesh Ramamoorthy	Titan Watches Limited	Finance
128.	162/26	Ravichand Potluri	United Breweries Group	Finance
129.	169/26	Salilendu Sarkar	WIPRO Information Tech.	Marketing
130.	094/26	Urmila Lakshmanan	Index Computing	Systems
131.	025/26	Ayalur Viswanathan V.	T I S C O	General Mgmt.
132.	067/26	Ranjeet Pardeshi	T I S C O	General Mgmt.
133.	074/26	Sandeep Arora	T I S C O	General Mgmt.
134.	075/26	Sandeep Devendra Rajani	T I S C O	General Mgmt.
135.	157/26	Rajeev Gupta	T I S C O	General Mgmt.
136.	177/26	Sougato Ghosh	T I S C O	General Mgmt.
137.	201/26	Viren Malhotra	T I S C O	General Mgmt.
138.	069/26	Ray Shantanu Prasad	MARICO Industries Ltd.	Marketing
139.	088/26	Srikanth V.	MARICO Industries Ltd.	Marketing
140.	147/26	Pankaj Bhargava	MARICO Industries Ltd.	Personnel

ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
141.	182/26	Subhankar Nag Sarker	MARICO Industries Ltd.	Operations
142.	003/26	Aditya Bhattacharya	RPG Enterprises Limited	Marketing
143.	053/26	Nilesh Sharad Vaidya	RPG Enterprises Limited	Marketing
144.	086/26	Sivakumar D	RPG Enterprises limited	Operations
145.	124/26	Dipen Kumar Sheth	RPG Enterprises Limited	Operations
146.	167/26	Sachin Manahar Danave	RPG Enterprises Limited	Personnel
147.	173/26	Sanjiv Agarwal	RPG Enterprises Limited	Finance
148.	164/26	Ruchira Raghav	Hindustan Thompson Associates	Marketing
149.	017/26	Arun Kumar	Indbank Merchant Banking	Finance
150.	061/26	Rajagopal A.	Indbank Merchant Banking	Banking
151.	203/26	Vivek Jasuja	Indbank Merchant Banking	Banking
152.	204/26	Ravindra R. Bangar	Indbank Merchant Banking	Finance
153.	153/26	Puspasish Mallick	Far East Computers	Marketing
154.	168/26	Sadanand M. Marathe	Far East Computers	Systems
155.	063/26	Ram S. Venkateswaran	CITIBANK, N.A. (IBF)	Finance
156.	143/26	Naresh Kumar N.	CITIBANK, N.A. (IBF)	Finance

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1991

<u>Salary Range</u>	<u>Offered</u>	<u>Accepted</u>
Rs. 2200 - 2499/-	0	0
Rs. 2500 - 2799/-	0	0
Rs. 2800 - 3099/-	1	0
Rs. 3100 - 3399/-	5	3
Rs. 3400 - 3699/-	2	1
Rs. 3700 - 3999/-	12	12
Rs. 4000 - 4299/-	24	16
Rs. 4300 - 4599/-	29	25
Rs. 4600 - 4899/-	28	21
Rs. 4900 - 5199/-	14	11
Rs. 5200/- & above	83	67
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	198	156
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Average Salary

<u>Offered</u>	<u>Accepted</u>
4791	4312

ANNEXURE - XII

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOBS OFFERS
DURING THE PLACEMENT PROGRAMME, 1991**

<u>Functional Area</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Consultancy	5	2
Finance	42	34
Marketing	77	57
Operation	12	11
Systems	33	29
General Management	12	9
Personnel	4	3
Banking	12	11
Others	<u>1</u>	<u>--</u>
Total :	<u>198</u>	<u>156</u>

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industry</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Advertising	6	4
Automobile	17	15
Banking/Finance	45	38
Chemical	2	1
Computers/Systems	39	31
Consumer Products	47	38
Cosultancy	9	4
Engineering	25	20
Textiles	5	3
Other Services	<u>3</u>	<u>2</u>
Total :	198	156

Sectorwise Job Offers

Public Sector : 45

Private Sector : 153

Total : 198

MANAGEMENT DEVELOPMENT PROGRAMME - 1990-91

Sl.No.	Title of the Programme	Date	Venue	No.of Parti- cipants	Programme Director(s)
1.	Statutory obligations in Financial Management Consequential role Conflicts	23-04-90 to 26-04-90	Calcutta	16	Prof. Mousumi Ghosh
2.	Project Financing Strategies & Options	14-05-90 to 18-05-90	Calcutta	13	Prof. Dipankar Mitra
3.	Design and Development of Information Systems	04-06-90 to 09-06-90	Calcutta	11	Prof. Anup K Sen and Prof. K. V. Viswanathan
4.	Management Control Systems	06-08-90 to 09-08-90	Calcutta	22	Prof. M. P. Vithal and Prof. Brajraj Mohanty
5.	Human Resource Manage- ment for non-personnel executives	17-09-90 to 21-09-90	Goa	19	Prof. Anil K Sengupta
6.	Financial Appraisal and management of capital expenditure	08-10-90 to 12-10-90	Calcutta	21	Prof. N. Bhattacharya
7.	General Management	08-10-90 to 13-10-90	Kathmandu	19	Prof. M. N. Pal and Prof. Bani K Sinha
8.	Managerial Decision Making	29-10-90 to 02-11-90	Calcutta	23	Prof. A. K. Chatterjee and Prof. Leena Chatterjee

MANAGEMENT DEVELOPMENT PROGRAMME - 1990-91

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
9.	Labour Laws and Industrial Relations	12-11-90 to 16-11-90	Calcutta	13	Prof. Z. Ahmed and Prof. Saila K Ghosh
10.	Working Capital Management	03-12-90 to 08-12-90	Puri	20	Prof. H. Bhattacharya
11.	Authority, Organisation and leadership-Management of self in role	05-12-90 to 12-12-90	Varanasi	33	Prof. G. Chattopadhyay
12.	Managerial Leadership and Conflict Resolution	05-12-90 to 12-12-90	Bangalore	10	Prof. D. K. Lahiri and Prof. B.N.Srivastava
13.	Personal growth and group development	13-12-90 to 17-12-90	Bangalore	17	Prof. D. K. Lahiri
14.	Value Systems and managerial effectiveness - Indian insights	10-12-90 to 14-12-90	Calcutta	44	Prof. S.K.Chakraborty
15.	Emerging trends in Industrial relations	17-12-90 to 21-12-90	Calcutta	12	Prof. A. K. Sengupta
16.	Business Laws in the Business environment	21-01-91 to 25-01-91	Kathmandu	5	Prof. R.Chattopadhyay and Prof. Saila K. Ghosh
17.	Expert System for business decisions	28-01-91 to 02-02-91	Calcutta	12	Prof. Subir Bhattacharya and Prof. Sanjeev Vaidya

MANAGEMENT DEVELOPMENT PROGRAMME - 1990-91

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
18.	Foreign Currency financing and risk management	28-01-91 to 31-01-91	Calcutta	22	Prof. Dipankar Mitra
19.	Project Management	12-02-91 to 17-02-91	Calcutta	18	Prof. Ranjan Ghosh
20.	Time Management	21-02-91 to 23-02-91	Ooty	17	Prof. B. R. K. Kashyap

ANNEXURE - XIV

IN - COMPANY TRAINING PROGRAMMES : 1990-91

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
1.	Hindustan Fertilizer Corpn.	11-06-90 to 23-06-90	Calcutta	Prof. M. N. Pal
2.	Indian Oil Corporation (Assam Oil Division)	17-06-90 to 22-06-90	Digboi	Prof. B. N. Srivastava
3.	Training to the Management Trainees of Calcutta Port	25-06-90 to 29-06-90	Joka Calcutta	Prof. B. N. Srivastava
4.	Training Programme on Financial Management	02-07-90 to 09-07-90	Joka Calcutta	Prof. N K. Rao and Prof. M. P. Vithal
5.	Training Programme for Senior Executives of National Insurance Co. Ltd., Calcutta	19-06-90 (half-day) 26-07-90 to 31-07-90 (full days)	Calcutta	Prof. Ajeet N. Mathur
6.	CEAT Management Train- ing Programme on competi- tive Selling	22-08-90 to 25-08-90	Bangalore	Prof. Kunal Basu
7.	Training programme on Project Management for Central Coal Fields Ltd.	26-11-90 to 01-12-90	Ranchi	Prof. Ranjan Ghosh
8.	Role Analysis Workshops for "Classic Financial Services & Enterprises Ltd.	Oct.13,14 '90 and Nov.29-30 '90	Calcutta	Prof. Ajeet N Mathur
9.	UNIDO/UNDP Sponsored Modular Training Programme for Enterpre- neurs and Managers from 7 countries	27-03-91 to 09-04-91	Calcutta	Prof. M. S. Mishra and Prof. Surendra Munshi

ANNEXURE - XIV (Contd.)

IN - COMPANY TRAINING PROGRAMMES : 1990-91

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
10.	Training Programme on "Management of Rural Development" for executives of voluntary organisations	09-07-90 to 14-07-90	Calcutta	Prof. M. S. Mishra
11.	Programme on "Management of Gender differences	Sep.21-28, 1990	Bangalore	Prof. Ajeet N Mathur
12.	Training Programme for Human Resource Management for Senior Managers of TISCO.	Nov.12-16, 1990	Jamshedpur	Prof. Anil K. Sengupta
13.	Training Programme for Goodrick Tea (I) Ltd.	Jul.02-07, 1990	Jalpaiguri	Prof. B. N. Srivastava and Prof. D. K. Lahiri
14.	Training Programme for IOC, Marketing Division	Nov.01-02, 1990	Calcutta	Prof. B. N. Srivastava and Prof. D. K. Lahiri
15.	Training Programme for Air India	Nov.05-07, 1990	Bombay	Prof. B. N. Srivastava
16.	MDP for Chief Executives of Lutheran World Service		Calcutta	Prof. M. S. Mishra

**GOVERNMENT SPONSORED TRAINING PROGRAMMES
1990-91**

Sl.No.	Title of the Programme	Date	Venue	No.of Parti- cipants	Programme Director(s)
1.	Financial Management for IAS Officers (Level I)	19-11-90 to 23-11-90	Calcutta		Prof. N. K. Rao and Prof. M.P. Vithal
2.	Advance Management Programme for Senior Executives of the Public Sector	May-June, 1990			Prof. P. Trivedi
3.	Management Develop- ment Programme	07-01-91 to 25-01-91	Calcutta	26	Prof. M. N. Pal and Prof. B. K. Sinha
4.	Financial Management for IAS Officers (Level II)	11-02-91 to 15-02-91	Calcutta	22	Prof. Shyamal K Ghosh
5.	Public Enterprises performance Informa- tion Systems	21-03-91 to 22-03-91	Calcutta	74	Prof. P. Trivedi

RESEARCH PROJECTS UNDERTAKEN
DURING 1990-91

1. Prof. K. Adhikari
 - a) Research on "The Binding of Science and Industry and the Growth of Scientific Knowledge".
2. Prof. Amitava Bagchi
 - a) CMDS Project : THEORY & APPLICATIONS OF BEST-FIRST SEARCH (completed in October, 1990)
 - b) Guidance of Doctoral Thesis of Shri Subir Bhattacharya in the area of Computer Science entitled "A1 Search Techniques for Game Trees : Making effective use of available Memory and Processors", which Shri Subir Bhattacharya submitted to University of Calcutta in April, 1990.
3. Prof. Sujit K. Basu
 - a) Continued work on the statistical aspects of optimal maintenance policies;
 - b) Problems in areas like sampling theory, limit theorems of probability theory, reliability theory etc. are being explored.
4. Prof. Kunal Basu
 - a) "Pharmaceutical Marketing in Developing Nations".
 - b) "New Product Development in India : Managerial perception, Structures and Process"
 - c) "Rural Marketing in India : A Study of Panchayats and Co-operatives of Southern Bengal.
5. Prof. Subir Bhattacharya
 - a) Ph.D. Dissertation : A1 Search Techniques for Game Trees : Making Effective Use of Available Memory and Processors", Ph.D. Thesis in Computer Science submitted to University of Calcutta in April 1990.
 - b) CMDS Project entitled "THEORY AND APPLICATION OF BEST-FIRST SEARCH" in association with Prof. A. Bagchi and Prof. Anup Kumar Sen.
6. Prof. Amitava Bose
 - a) Project entitled "Money, Debt and Government Policy"
 - b) "Price-income Fluctuations and Agricultural shocks in a semi-industrialized Economy", IIMC Working Paper Series WPS-138(90), August'90.

7. Prof. Nalinaksha Bhattacharyya
 - a) "Capital Budgeting Decision in an Imperfect Capital Market"
8. Prof. Nilotpal Chakravarti
 - a) CMDS Project entitled "EFFICIENT ALGORITHMS FOR CERTAIN SPECIALLY STRUCTURED OPTIMIZATION PROBLEMS".
9. Prof. Satyesh Chakraborty
 - a) "Urban Social History of Calcutta" as a personal effort.
10. Prof. Ranjit Das Gupta
 - a) "Colonialism and Capitalist Plantations in India"
11. Prof. Kalyan Dutta
 - a) Doing theoretical research in the areas of Statistical Inference and Operations Research.
12. Prof. Rabin Ganguly
 - a) CMDS Research Project on "Process and Patterns of Urban Transformation along Metropolitan Periphery : An Investigation with reference to Calcutta Metropolitan Area"
13. Prof. Saila K Ghosh
 - a) Project on "Recent Developments in the Theories of the State"
 - b) GOI (HRD-Min. of Edcn) sponsored research project on "The Evaluation of Adult Education Programme in West Bengal" along with Shri Poromesh Acharya, Research Assistance, IIMC.
14. Prof. Mousumi Ghosh
 - a) Doing Ph. D. in Auditing in the Topic "Role Conflicts in Internal Auditing".
 - b) CMDS Project on "Stress and Strain in Internal Auditing"
15. Prof. Sushil Khanna
 - a) Project on "Diversification and Profitability in the Indian Corporate Sector"
 - b) A study on Non Tariff Barriers in EEC (on going)
 - c) A Case Study on Binary Fusion - Lastek Collaboration (completed.)

16. Prof. M. S. Mishra

- a) Case Study on "Community participation" sponsored by ICOMP MALAYASIA"
- b) International Project on Management Effectiveness
- c) IDRC project on Poverty and Development
- d) WHO Project on Distance Learning for District Health Officers in India.

17. Shri A. Mukhopadhyay, Librarian

- a) Marketing Project on Utilisation of Management Information in India sponsored by IDRC
- b) CALIBNET Project sponsored by NISSAT, Dept. of Scientific and Industrial Research for developing network of Science/Technology Libraries in Calcutta

18. Prof. S. Munshi

- a) Management Education in Comparative Perspective

19. Prof. Dipankar Mitra

- a) Reasons for the relative success of Fixed Deposit issues as opposed to Non-convertible Debenture Issues of Companies.
- b) Study and evaluation of instruments in the international Money and Capital markets providing innovative blends of financing, feasibility of access by Indian Corporate Sector as well as development of Similar instruments in Indian Markets.
- c) Study and evaluation of foreign exchange risk management mechanisms and feasibility of access by Indian borrowers.

20. Prof. C. K. Mustafi

- a) CMDS Project entitled "RESIDUAL LIFE FUNCTIONS AND ITS PROPERTIES"

21. Prof. Ajeet N Mathur

- a) "Case Studies of Personnel and Industrial Relations Policies and Practices in Indian Manufacturing Industry"
- b) "ILO Study on Labour Market Flexibility in India"

Prof. Ajeet N Mathur (Contd)

- c) Times Group Sponsored Research Study on Management of Industrial Adversity
- d) "Asian Productivity Organisation International Network Research on Measurement of Managerial Productivity"

22. Prof. K. S. Mandal

- a) Conducting a Study "Impact of Anti-Poverty Programme on Rural India", sponsored by the Indian Council of Social Science Research, New Delhi.
- b) Equitable Distribution of Irrigation Work : The Pani Panchayat Experiment.
- c) Operationalisation of Equality of Opportunity : The Indian Experience.

23. Prof. Asim K Pal

- a) "Heuristic Search Algorithm and AI applications" along with Prof. A. Mahanti, another member of the Project Team who is currently in the University of Maryland, USA

24. Prof. V. Nagi Reddy

Research work in progress :

- a) Global Tea Scenario 2001 AD
- b) Domestic Consumption and Production of Tea in India
- c) Sectoral Growth Rates of Indian Economy

25. Prof. Alok Ray

- a) Project entitled "Theory of Devaluation for Less Developed Economies".
- b) Project entitled "Infant Industry Argument of Protection".

26. Prof. Amit Jyoti Sen

- a) Project on Economic and Social Theories of organisation.

27. Prof. Anup Kumar Sen

- a) CMDS Project entitled Theory And Applications Of Best First Search (in association with Profs. A. Bagchi and Asim Pal)
- b) CMDS Project entitled Problem Solving Methods in Artificial Intelligence.

28. Prof. B. N. Srivastava

- a) CMDS Project on Basum Assumption - study continuing.
- b) Effect of Motivation and Self-efficacy on Academic Performances Analysis Stage.
- c) Motivation and Leadership Research - where the two converge - A Conceptual Model.
- d) Staying in Power - A conceptual model.

29. Prof. Sanjiv D. Vaidya

- a) Fellowship Dissertation : A Framework for Analyzing End User Computing Environments in Large Organizations" submitted to the IIMC in April 1990..

30. Prof. K. V. Viswanathan

- a) Project entitled "Theory and Application of Best First Search".

31. Prof. M. P. Vithal

- a) "MCS Practices in Indian Industry".

32. Shri Poromesh Acharya (Research Assistant)

- a) Project on evaluation of total eradication of Illiteracy Programme in West Bengal, sponsored and funded by the Dept. of Education, Ministry of HRD (in association with Prof. Saila K. Ghosh)
- b) Study on "Education System that emerged from within. A study of the Indigenous teaching Learning process in Bengal, sponsored and funded by UNESCO (completed)

33. Mrs. Santwana Chaudhuri (Research Assistant)

- a) Received Ph.D Degree in Business Management from University of Calcutta in March 1991. The topic was "Collective bargaining in Public Sector Manufacturing Industries in India.
- b) Research paper on "By partism in Indian Industry"
- c) Project on strategic management

CONSULTANCY UNDERTAKEN BY THE FACULTY MEMBERS
DURING 1990 - 91

1. Prof. Sujit K. Basu
 - a) Sundarban Development Project (completed).
 - b) Survey of Readymade Garment Industry in West Bengal (on going).
 - c) Assessment of Rural Development Efforts in West Bengal in Eastern India (to commence).
2. Prof. Nilotpal Chakraborty
 - a) Engaged in a consultancy project on behalf of World Bank and the West Bengal Forest Development Corporation.
3. Prof. Satyesh C. Chakraborty
 - a) Manpower Requirement for Integrated Shipshore Handling of Cargo at Haldia Dock Complex as the Team Leader.
 - b) Customers' Service Survey of the Public Sector Banks in West Bengal, commissioned by the Reserve Bank of India, as a member of the Team.
 - c) A Study on Environment Management in India, commissioned by South Asia Partnership (SAP), Canada & India as a Team Member.
 - d) Effectiveness of the Flood Protection Works for the Town of Dibrugarh, commissioned by the Central Water Board, Government of India, as a Team Member with the Consulting Engineering Services (India) Pvt. Ltd.
4. Prof. Gouranga Chattopadhyay
 - a) Developed and offered a new programme on Counselling Skill for BALMER LAWRIE & CO. LTD.
 - b) Offered a short consultancy project for NIPPON DENRO ISPAT LTD in looking at the nature of role confusion at senior level.
5. Prof. Sudip Chaudhuri
 - a) Survey of Powerloom Industry in West Bengal.
6. Prof. Manas Das
 - a) Project on Study of Forest Management and Marketing of Forest Produce including environmental considerations, assigned by the World Bank, Washington through World Bank, New Delhi.

7. Prof. Ranajit Das Gupta

- a) Member, Consultancy Team for the Project entitled "Consultancy Services for Conducting Demographic and Socio-Economic Studies for the Area in the Neighbourhood of Farakka STP".

8. Prof. Kalyan Dutta

- a) A member of the team working for the consultancy project with the PEERLESS FINANCE & GENERAL INVESTMENT CO. LTD.

9. Prof. Rabin Ganguly

- a) On "Formulation of Marketing Strategy for R & D Output for Central Building Research Institute (CBRI)"; a member of a team of four IIMC Faculty.
- b) On "Career Structure of Officers in Murmagao Port Trust" a member of a team of three IIMC Faculty.

10. Prof. Ranjan Ghosh

- a) Preparation of objective type questions and evaluation for the recruitment of Management Trainees for the CALCUTTA PORT TRUST.
- b) Preparation of objective type questions and evaluation for the recruitment of Management Trainees for MINING AND ALLIED MACHINERY CORPN. LTD.

11. Prof. Shyamal K Ghosh

- a) Rendered consultancy services for a World Bank Project on Forestry (along with Prof. Manas Das and Prof. Nilotpal Chakraborty).

12. Prof. Subratesh Ghosh

- a) Conducted as the Project Leader the Selection Test and Interview of candidates for post of Management Trainees in MINING & ALLIED MACHINERY CORPORATION LTD., Durgapur.
- b) Assessment of Manpower Requirement in General Cargo Berths of CPT-Haldia Dock Complex.

13. Prof. Mousumi Ghosh

- a) Associated with the project "Sample Survey of permanently and finally registered SSI Units in West Bengal to determine the incidence of Sickness (Interim report submitted in Feb '91).

14. Prof. B.R.K. Kashyap

- a) Was a member of the consultancy team for a diversification study for PEERLESS.

15. Prof. Sushil Khanna

- a) Study on the Powerloom Industry in West Bengal for Govt. of West Bengal.
- b) A Technology Assessment Survey of Film Equipment developed by Centre for Development of Imaging Technology.

16. Prof. M. S. Mishra

- a) Evaluation of IRDP in 2 Districts in West Bengal sponsored by Department of Planning & Development, Raj Bhawan, Govt. of West Bengal.
- b) Project completion Report (PCR) for IFAD-Assisted Sundarban Development Project, Govt. of West Bengal (with Prof. Sujit K. Basu).
- c) South Asia Partnership (SAP) Environmental Development Study (with Prof. S.C.Chakraborty).
- d) British High Commission, DDA/CMDA Slum Improvement Project.

17. Prof. Ajeet N Mathur

- a) Industrial Conflict Resolution for Hindustan Thompson Associates - Indian Market Research Bureau.
- b) Organisation Diagnosis and Strategic Planning for Organisation Development and Restructuring for Classic Financial Services and Enterprises Limited.
- c) Strategic Planning and Human Resource Management for Nalco Chemicals India Limited.
- d) HRD needs Identification for MODI XEROX Limited.
- e) Diagnostic Study for National Insurance Company Limited.
- f) Implication of New Labour Laws on Employee Relations for ITC Limited.
- g) Consulted (Free) for several social work organisations involved with development of social workers for promoting literacy, health and employment in Karnataka and West Bengal.

18. Prof. M. N. Pal

- a) Project Director for H.P.C.L., BBUNL and WBSEB projects.

19. Prof. N. Ramachandran

- a) Completed the report on Strategy for Indian Coffee Industry for United Planters Association of Southern India.

20. Prof. N. K. Rao

- a) Working in the consultancy team on the Land Oustee Survey for N.T.P.C..

21. Prof. V. Nagi Reddy

- a) Advised Tea Board on the export promotion of value added items of Indian Tea.

22. Prof. Alok Ray

- a) Marketing strategy for Indian Coffee, commissioned by the United Planters' Association of Southern India (UPASI).
- b) Survey of Readymade Garment Industry in West Bengal, commissioned by the Govt. of West Bengal.

23. Prof. Anil K Sengupta

- a) A member of Institute's team that completed the consultancy project on Customer Services in Nationalised Banks in West Bengal at the instance of the Reserve Bank of India. In addition to field-work was responsible for the entire data-processing work relating to the project.
- b) Consultancy Project for HPCL and BBUNL(in association with Profs. M.N. Pal and Bani K.Sinha.)

24. Prof. Anup Kumar Sen

- a) Co-consultant of Prof. R. Chattopadhyay for the N.T.P.C. project.

25. Prof. Bani K Sinha

- a) Conducted consultancy project for H.P.C.L and Bharat Bhari Udhdyog Nigam Limited.(in associaiton with Profs. M.N. Pal and Anil K. Sengupta)

26. Prof. Prajapati Trivedi

- i) Consultancy job for:
 - a) OIL to refine their management control system as well as their MOU for 1991-92.
 - b) Andrew Yule & Co. Ltd. to advise them on a performance evaluation system for their company.

Prof. Prajapati Trivedi (Contd.)

- c) Nuclear Power Corporation on certain aspects of their management control system.
 - d) M/s. Balmer Lawrie & Co. to explain and advise them on the design and implementation of their first MOU with Govt..
 - e) Videsh Sanchar Nigam on their performance evaluation and management control systems.
 - f) IBP - Balmer Lawrie Group of companies on the design and implementation of MOU.
- ii) Consultant to the Department of Public Enterprises, Govt. of India; also consultant to the Govt. of Nicaragua on Privatisation and Performance Improvement of Public Enterprises.

27. Prof. Debashish Bhattacharjee

- a) Coordinator of (a four-member faculty team) a Rs.4.5 lakh project for the National Thermal Power Corporation entitled 'Socio-economic & Demographic Studies for the area in the Farakka STPP Neighborhood' (report submitted September 1990).

LIST OF THE ARTICLES/RESEARCH PAPERS PUBLISHED BY THE
FACULTY AND RESEARCH STAFF DURING 1990-91

1. Prof. Kamini Adhikari

- a) "Social Progress of Research" in Nagpaul, P.S. (ed) Organisation and Sociology of Research, New Delhi : Wiley Eastern Ltd., 1991

2. Prof. Amitava Bagchi

- a) Anup K. Sen, A. Bachi and Bani K Sinha, "Admissible Search Methods for Minimum Penalty Sequencing of Jobs with Setup Times on One and Two Machines", accepted for presentation at the International Joint Conference on Artificial Intelligence (IJCAI-91) to be held at Sydney, Australia, August 24-30, 1991, and for publication in the Proceedings
- b) Subir Bhattacharya & A. Bagchi, "Unified Recursive Schemes for Search in Game Trees", IIMC Working Paper Series (WPS - 144(90))

3. Prof. Sujit K Basu

- a) Books : The editing (jointly with Prof. M.C. Bhattacharjee) of the Proceedings of the Second Annual Conference of the Indian Association for Theory of Probability and its Applications has been completed and the manuscript has been handed over to the publishers viz. the Oxford University Press.
- b) Articles : Continued to contributed to international journals; the following articles have either been published, or have been accepted for publication or are in the process of scrutiny :
- i) Optimum Ordering Policy in a Bicomponent Inventory Model : Statistical Aspects (Jointly with R. Mukherjee), IIMC Working Paper Series No. 114(1989); To appear in Calcutta Statistical Assn. Bulletin, 40(1990);
 - ii) Optimal Ordering Strategy under Risk and its Non-Parametric Estimation, (jointly with R. Mukherjee). To appear in American J. of Mathematical and Management Sciences (1991); IIMC Working Paper Series No. 118(1989)
 - iii) Asymptotic Normality of the Estimated Optimal Order Quantity for One-Period Inventories with Supply Uncertainty. (jointly with R. Mukherjee). Naval Research Logistics, 37(1990), 745-751
 - iv) Control of Location Parameters in a Multivariate Situation, (jointly with D. Roy). To appear in Rep. Statist. Appl. Res. Un. Japan Sci. Engrs, JUSE(1990);
 - v) Estimation of Age and Periodic Replacement Policies, (jointly with D. Roy). Submitted; IIMC Working Paper Series No. 130(1990); also presented in the International Conference "Recent Developments in Probability & Statistics" held in memory of Late Professor C.G.Khatri, Delhi University, 1990

Prof. Sujit K Basu (Contd.)

- vi) Inverse Sampling for Domain Estimation in a Stratified Population, (jointly with R. Mukherjee). Submitted (1990); also presented in the Symposium on Survey Sampling, Indian Statistical Institute, 1990

4. Prof. Kunal Basu

- a) "Humour in Advertising : The Moderate Prior Brand Evaluation", in The Job Marketing Research, Vol. XXVII, November.
- b) "Emerging Issues in International Marketing : An Asia - Pacific Perspective", in the Proceedings of the Annual Conference of the Academy of International Business Southeast Asia Region, Hong Kong, June, 1990.

5. Prof. Amit Bhaduri

- a) "Optimal Price adjustment under incomplete information" (with Josef Falkinger), European Economic Review, Sept., 1990
- b) "Unemployment and the real Wage : the Economic basis of Contesting ideologies" (with S. Marglin), Cambridge Journal of Economics, December, 1990.
- c) "Removing the External Constraints for demand management"; (with Egon Matizner), BancoLe Lavaró Quarterly, June, 1990.

6. Prof. Subir Bhattacharya

- a) "Unified recursive schemes for search in game trees", IIMC Working Paper Series WPS-44 (90); also submitted for publication in an international Journal.
- b) "A fast recursive variable-memory implementation of SSS*", accepted for presentation as a poster/demonstration at KBCS-90 Conference, Pune, India, December 13-15, 1990.
- c) "Parallel implementation of a new recursive game tree search algorithm on a hypercube architecture", accepted for presentation as a poster/demonstration at PARCOM-90 Conference, Pune, India, December 10-11, 1990.
- d) "A general framework for minimax game tree search algorithms" in preparation.

(All jointly with Prof. A. Bagchi)

7. Prof. Amitava Bose

- a) "Wage cuts and self-fulfilling beliefs" in Dutta et al (eds), Economic Theory and Policy, OUP 1990, pp.3-20.
- b) "The microeconomics of money", Artha Shastra, v9, No.1 (Sukhamoy Chakravarty) pp. 18-44.

8. Prof. Nalianaksha Bhattacharyya

- a) Published: "Cost of Capital for a Finance Company", Chartered Financial Analyst, Volume 5, No.1, July-August, 1990, pp 3-7.
- b) Submitted: "A Framework for Turnaround Management" invited paper for Workshop on "Revival of Sick Units with special reference to Small Scale Sector" to be organized by Utkal University. Also being published as a Working Paper.

9. Prof. Nilotpal Chakravatri

- a) Published: "Active set algorithms for isotonic regression; a unifying framework", (with M.J.Best), Mathematical Programming, August 1990.
- b) Accepted for Publication :
"An $O(n^2)$ active set method for solving a certain parametric quadratic program", (with M.J.Best), Journal of Optimization Theory & Applications.
- c) Submitted:
 - i) "Isotonic median regression for orders representable by rooted trees", (revised version), Naval Research Logistics.
 - ii) "Sensitivity analysis in isotonic regression", (revised version), Discrete Applied Mathematics.
 - iii) "Active set algorithms for isotonic regression II; arborescences", (with M.J.Best), Mathematical Programming.
 - iv) "Three approaches to post-infeasibility analysis", Midwest Decision Science Conference.
 - v) "Three approaches to post-infeasibility analysis", (WPS 147-90).

10. Prof. S. K. Chakraborty

- a) Completed the manuscript on MANAGEMENT BY VALUES - TOWARDS COLLECTIVE CONGRUANCE; the book is now being printed by the Oxford University Press, New Delhi.
- b) The proceedings of the 1987 National Conference at IIMC on Human Responses Development and Indian Ethos were published as a book titled "HUMAN RESPONSE DEVELOPMENT : TOWARDS TRANSFORMATION OF VALUES", by Wiley Eastern Limited, Delhi.

11. Prof. Satyesh C Chakraborty

- a) "Indian Ports : Problems of Management" in Ocean Yearbook (Annual Publication of the International Ocean Institute), Vol 8, ed. Borgess, Elisabeth Mann et al, Chicago University Press.
- b) "Calcutta in the Twentieth Century" in Calcutta : A Living City, Vol II, Ed. Chaudhury, S., Oxford University Press.
- c) "Extended metropolitan Areas of India" in Extended Metropolitan Areas of Asia, Ed. Ginsburg, Norton, University of Hawaii Press.
- d) "Glimpses of Pre Colonial Calcutta : 1690-1764", Working Paper of IIMC.

12. Prof. Ashis Kr. Chatterjee

- a) Submitted a paper on : Joint Economic-lot-size Model with Delivery in Sub-batches (Co-authored with R. Ravi) for publication, Currently Working on Production Distribution Systems.

13. Prof. Gouranga Chattopadhyay

- a) Organisational Culture published by Discovery Publishing House New Delhi, 1991.
- b) A volume of poems entitled A Daughter Happened to Me published by the Writers Workshop, Feb. 1991.
- c) "Tavistock Approach to understanding what happens in organisations" with Zahid H. Gangjee, Journal of Management and Labour Studies (in press).
- d) "HRD and Indian Cultures", Indian Management (in press).

13a. Prof. R. Chattopadhyay

- a) Article presented at the conference on Business History in December 1989 has been published in the Book on "Business and Politics : A Historical perspective" edited by Prof. D. Tripathi of IIM, Ahmedabad.
- b) Article presented at the Workshop organised by Prof. A. K. Bagchi, Director, CSSSC in March 1991.

13b. Prof. Sudip Chaudhuri

- a) Managing Economic Growth: Government intervention in Postwar Western Europe, June 1990.
- b) Government Intervention and capitalist growth, February 1991.

14 Prof. Ranajit Das Gupta

- a) "Labour and Working Class in Eastern India : Studies in Colonial History", K.P. Bagchi, Calcutta (forthcoming).
- b) "Economic, Society and Politics in Bengal : Jalpaiguri 1869-1947", Oxford University Press, Delhi (forthcoming).
- c) "Plantation Labour in Colonial India", IIMC Working Paper Series, September, 1990.
- d) "Jute Mill Workers General Strike 1929, IIMC Working Paper Series, September, 1990.

15. Prof. Rabin Ganguly

- a) "Development Planning for Calcutta Metropolis and Its Hinterland: A Holistic Approach", in Urban Management', Journal of the Institute of Local Government and Urban Studies, (ILGUS) Calcutta, July, 1990.
- b) "Some Critical issues Concerning the Emerging Challenges for Special Planning and the Planning Profession", in the "Journal of the Institute of Town Planners', India, January 1991 issue.
- c) "Urban Land Management in India : Problems, Practices and Possible Interventions", in Decision, IIMC Journal: Forthcoming in April-June, 1990, issue.
- d) "Development of Small and Medium Towns : A Review of Indian Experience with a case study of Gujarat State".
- e) Paper on "Managers Accountability to the State for Environmental Education".
- f) Paper on "Public Enterprises and Rural Development".
- g) Paper on "Metropolitan Decentralisation within Metropolitan Region : Issues and strategies for Metropolitan Management"
- h) Paper on "Procedural Aspects of Environmental impact Assessment (EIA) in India".

16. Prof. Shyamal K Ghosh

- a) "Measures may fuel inflation" the Business Standard, Calcutta 31.3.90.
- b) "Indian Railway - higher returns imperative", the Business Standard, Calcutta, 12-4-90.
- c) "Candid critique of succes and failure", the Business Standard, Calcutta, 24.6.90
- d) "Economic Planning - corrective to price system", the Business Standard, Calcutta, 19.7.90
- e) "Economic Planning - reform better than radical break", the Business Standard, Calcutta 20.7.90.
- f) Unit on "Inventory Management" prepared for the Management Programme offered by the Indira Gandhi National Open University, Sept., 1990.
- g) "Endemic hunger but no famine", the Business Standard, Calcutta, 9.9.90

17. Prof. Subratesh Ghosh

- a) Styles of Management in India, Japan and Socialist Countries, Oxford & IBH, New Delhi, 1990.
- b) Quality of Worklife and Sharing Gains of Higher Productivity, accepted for publication in the volume on "Quality of Worklife and Productivity" to be published by National Productivity Council containing papers read in the National Conference on Quality of Worklife and Productivity, held at New Delhi, November, 1990.
- c) Revised 3rd Edition of "Personnel Management" (published by Oxford & IBH, New Delhi, 1990).

18. Prof. B. R. K. Kashyap

- a) "On The GI/G/ ∞ SYSTEM" by L.Liu, B.R.K. Kashyap & J.G.C. Templeton, Journal of Applied Probability, Vol. 27, pp.671-683 (1990)

19. Prof. Madhu S. Mishra

- a) Selected Bibliography on Rural Development Management, Volume Three and Four, IIMC Publication (in press).
- b) Directory of Voluntary and other organisations in Rural Development Management , Volumes Four and Five, IIMC Publication (in press).
- c) Directory of Voluntary and other Organisations in Rural Development Management (Mimeo), Volumes XV, XVI and XVII.

Prof. Madhu S. Mishra (Contd.)

- d) A Selected Bibliography on Rural Development (Mimeo) Volumes, XV, XVI and XVII.
- e) Directory and Profile of CBOS and NGOs engaged in Slum Improvement Programmes in Calcutta.
- f) Directory of NGOs in Environmental Development in India.
- g) Selected Bibliography on Environmental Development in India.

20. Shri Asok Mukhopadhyay, Librarian

- a) Social Science Information system and information technology : Problems and Possibilities. In Social Science Information ed. by J.C. Binwal, et al. Vikas, 1990.

21. Prof. Rahul Mukherjee

Papers published :

- a) Comparison of tests in the multiparameter case I. A second order power. Journal of Multivariate Analysis (1990) 3, 17-30.
- b) Comparison of test in the multiparameter case II. A third order optimality property of Rao's test. Journal of Multivariate Analysis (1990) 33, 31-48.
- c) Almost saturated D-optimal main effect plans and allied results (with B. K. Sinha). Matrika (1990) 37, 301-307.
- d) Asymptotic normality of the estimated optimal order quantity for one-period inventories with supply uncertainty (with S.K. Basu). Naval Research Logistics (1990) 37, 745-751.
- e) Optimal estimation of finite population mean in the presence of linear trend (with S. Sengupta). Biometrika (1990) 77, 625-630.
- f) Robustness of group divisible designs (with S. Kageyama). Communications in Statistics - Theory and Methods (1990) 19, 3189-3203.
- g) Asymptotic optimality of double sampling plans employing generalized regression estimators (with A. Chaudhuri). Journal of Statistical Planning and Inference (1990) 26, 173-183.
- h) Fourth-order rotatable designs : A-optimal measures (with S. Huda). Statistics and Probability Letters (1990) 10, 111-117.
- i) Some optimality results on efficiency-balanced designs (with G.M.Saha). Sankhya Series B (1990), to appear.
- j) On incomplete block designs for symmetric parallel line assays (with S. Gupta). Australian Journal of Statistics (1990), to appear

Prof. Rahul Mukherjee (Contd.)Papers acceted for publications :

- k) Geometric construction of balanced block designs with nested rows and columns (with S. Gupta). Discrete Mathematics, to appear
- l) Q-designs for bio-assays (with S. Gupta). Computational Statistics and Data Analysis, to appear.
- m) Maximum Likelihood characterization of the von Mises-Fisher Matrix distribution (with S.Purkayastha). Sankhya Series A, to appear.
- n) Bartlett-type modification for Rao's efficient score statistic (with T.K. Chandra). Journal of Multivariate Analysis, to appear.
- o) A-optimal design measures for polynomial regression (with S. Huda). Pakistan Journal of Statistics, to appear
- p) A-optimal design measures with string property (with R. Saharay). Guarat Statistical Review (invited paper for the special volume in memory of Professor C.G.Khatri), to appear.
- q) Existence of a Bartlett-type modification for a conditional version of Rao's statistic. Journal of Quantitative Economics (invited paper for the special volume in honour of Professor C.R. Rao), to appear.
- r) Comparison between the conditional likelihood ratio and the usual likelihood ratio tests. Journal of the Royal Statistical Society Series B, to appear.
- s) On optimal trend free sampling designs (with S. Sengupta). Communications in Statistics - Theory and Methods, to appear.
- t) Bartlett-type adjustment for the conditional likelihood ratio statistic of Coz and Reid (with T.K. Chandra). Biometrika, to appear.

In addition to the above, sixteen papers on asymptotic theory, design of experiments and suvey sampling were submitted for pubnlication. Six more papers are presently being finalized for submission.

22. Prof. S. Munshi

- a) "On the possibility of comparison", an invited paper presented at a seminar on the comparative method held in Loccum, West Germany, October 22 to October 25, 1990
- b) "Considerations on Marx's Conception of Reality", an invited paper presented in Symposium I, Session 4, of the XIIth World Congress of Sociology, Madrid, July 9 to 13, 1990.

Prof. S. Munshi(Contd.)

- c) A review of S. C. Dube, Modernisation and Development : The Search for Alternative Paradigms, in Indian Journal of Social Science, Volume 3, Number 2, April-June 1990.
- d) "Social Formation and the Problem of Change", Science & Society, to appear in volume 55, Number 2, 1991.

23. Prof. Ajeet N. Mathur

- a) "Managerial Productivity : Is it Mesurable?" Sydenham Management Classics, 1991.
- b) Industrial Restructuring and Union Power, ILO-Artef, World Employment Programme, 1991.
- c) Employment Security In India, ILO, World Employment Programme, 1991 (forthcoming).

24. Prof. K. S. Mondal

- a) Equity-oriented Rural Development in India : Its Origin, Shaping and Consequences, in Sociology of Agriculture : Technology, Labour, Development and Social Classes in an International Perspective, 1990.
- b) Rural Poverty during 1970s and 1980s; An analysis of the impact of policy change in "Agricultural and Rural Economy in India", New Delhi (1990).
- c) "Towards Social Development", WPS-149(90) of IIMC (December 1990).
- d) Review of Book titled "Rural Development in Taiwan by J.S. Tomar, 1990", to appear in Indian Journal of Agricultural Economics.

25 Prof. Asim K. Pal

- a) An Algorithm for finding intersections of generalized polygons (with S.K. Sadhukan and Srimanta Pal), IIMC WPS-152(91).
- b) Massively Parallel Search for Approximate Optimization Problems (with A. Mahanti, C. Daniels, S. Ghosh and M. Evett), Proc. 6th Distributed Memory Computing Conference (DMCC6). Portland, Oregon, USA, April 28 - May 2, 1991 (to appear)
- c) AI Search for Minimum-Cost Set Cover and Multiple-Goal Plan Optimization Problems : Application to Planning, Manufacturing and Scheduling (with A. Mahanti, R.Karinthi and S.Ghosh). Proc. Fourth International Conference on Industrial and Engineering Applications of Artificial Intelligence and Expert Systems (IEA/AIE-91), Kauai, Hawaii, USA, June 2-5, 1991 (to appear)

Prof. Asim K. Pal (Contd.)

- e) Performance of A* and IDA* - A Worst-Case Analysis (with A. Mahanti, S. Ghosh, L.N. Kanal and D. S. Nau). Proc. ACM/IEEE Symposium on Applied Computing (91 (SAC-91), Kansas City, Missouri, USA, April 3-5, 1991.
- f) Performance of A* and IDA* - A Worst-Case Analysis (with A. Mahanti, S. Ghosh, L.N. Kanal and D.S.Nau), Technical Report UMIACS - TR-9--107 and CS-TR-2518, University of Maryland at College, Park (UMCP), USA.
- g) A1 Search for Minimum-Cost Set Cover and Multiple-Goal Plan Optimization Problems : Application to process Planning (with A. Mahanti, R. Karinthi and S. Ghosh), Tech. Report UMIACS - TR-90-125 & CS-TR-2540, University of Maryland at College Park (UMCP), USA.
- h) Algorithm for finding convex polygons of a given size as lower and upper bounds for a convex hull of N planner points (with S. K. Sadhukhan) - submitted for IIMC WPS in March 1991.

26. Prof. V. Nagi Reddy

- a) CCI's Role : A case study (jointly with Ratna Reddy) Yojana; October 16-31, 1990: pp. 29-32.
- b) On the Estimation of the Population Total of Bottom (TOP) p-percentiles of A Finite Population (jointly with J.S. Rao) forthcoming in Metron.

27. Prof. Alok Ray

- a) "The Theory of Devaluation for Less Developed Economics; Where Do We Stand?" in Economic Theory & Policy ed. Debraj Ray et al. (Oxford University Press).
- b) "Problems and prospects of Trade in Services for Developing Countries in 1990s", forthcoming in Economic and Political Weekly.

28. Prof. Biswanath Sarkar

- a) Paper published : Status of Quality Control in India - A Survey, Total Quality Management, Vol. 1, No.1.
- b) paper submitted - TQM-problems and prospects in India.

29. Prof. Anil K. Sengupta

- a) "Participative Work Culture in India : The Indian Experience" in A.D. Moddie (ed). The Concept of Work in Indian Society, Indian Institute of Advanced Studies, Shimla and Manohar Publications, New Delhi, 1990, pp 1-9.
- b) "New Generation of Organized Work-force in India: Implications for Managements and Trade Unions" in Indian Journal of Industrial Relations, Vol. 26, No.1, July 1990, pp. 1-14.

30. Prof. Anup Kumar Sen

- a) "Optimal Paths in Reliability Networks", M.R. Sundaresan, Bani K. Sinha and Anup K. Sen, OPSEARCH, Vol. 27. No.4, 1990, pp.273-282.
- b) "Admissible Search Methods for Minimum Penalty Sequencing on One and Two Machines of Jobs with Setup times", Anup K. Sen, A. Bagchi and Bani K. Sinha, submitted for publication.
- c) "For recursive formulations for best first search that allow controlled use of memory" with Prof. Amitava Bagchi.
- d) "A comparative assessment of difference approaches to heuristic search in networks(Extended abstracts) with Prof. Amitava Bagchi.

31. Prof. Prajapati Trivedi

- a) Memorandum of Understanding - Means to Weigh real corporate ability, Business Standard, Calcutta, March 27, 1991.
- b) MOU and Privatisation (Substitutes or complements), Business India, March 4-17, 1991.
- c) Institutional arrangement for designing and implementing MOU in Management in Govt. A journal of Administrative Reforms, Deptt. of Administrative Reforms and Public Grievances, New Delhi (forthcoming).
- d) performance evaluation - A silent Revolution: Economic Times, January 3, 1991.
- e) Determinants of Public Profitability : An Econometric Analysis, in Indian Journal of Public Enterprise, Allahabad University, Vol. 5, No.9, December 1990.
- f) MOU and the Korean Performance Evaluation System in the Journal of Institute of Public Enterprise Vol. 3, No.2, 1990 (Jointly with Suresh Kumar).
- g) Lack of Understanding of MOU, Economic and Political Weekly, Vol. XXV, No.47, November 24, 1990.

Prof. Prajapati Trivedi (Contd.)

- h) MOU and other Performance Improvement Systems : A Comparison in the Indian Journal of Public Administration Vol. XXXVI No.2, April-June 90.
- i) Administered price policy for Public Enterprises (Discussion that never took place), Economic and Political Weekly, May 26, 1990.
- j) Comparative Cost efficiency of Public and Private Enterprises : A case study of Indian Cement Industry in Applied Economics (forthcoming), Jointly with Prof. Babu Nahata, University of Louisville.
- k) "MOU : Methodological Issues relating to recent policy changes" : in Indian Management Quarterly Journal of the All India Management Association Vol. 29, No. 7, July, 1990.
- l) "Comparative performance Evaluation of Public and Private Enterprises : Further Evidence : Decision, Vol. XVII, No. 3 & 4, July-December, 1990.
- m) 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 (Jointly with Prof. Rajen Mukherje, Pennsylvania State University).
- n) "Managing Public Enterprises : Expert Bodies asked to Monitor Units, Business Standard, Calcutta, April 26, 1990.
- o) "So What is new with the MOU", Financial Express, Bombay, May 7, 1990.

32. Prof. M. P. Vithal

- a) Review of the book titled "Memorandum of Understanding" by P. Trivedi - submitted for publication in "Decision"

33. Prof. Debashish Bhattacharjee

- a) "Job Classification, Grading and Union Strategy," Indian Journal of Industrial Relations, Vol.26. No.1. July 1990. p.15-27.
- b) "Determinants of Bargaining Structure in India: OLS and Probit Estimates"(currently under journal review: IIMC Working Paper No.143-90).
- c) "Unions, Wages and Segmented Labour Markets in Indian Industry"[with Tamal Datta Chaudhuri] (currently under journal review).
- d) "Indian Trade Union Growth, 1962-1984" [with Tamal Datta Chaudhuri] (currently under journal review)

34. Shri Poromesh Acharya (Research Assistant)

- a) Article on Sekaler Kolkatar Siksha Jagat in Baromas (a Bengali Journal), March - April, 1990.
- b) Siksha-Kshetra Bamfront - Ekti Paryalochona (A review of Education in West Bengal during Left-Front Rule) in Aneek, (a Bengali Journal on November, 1990).
- c) Article on Education in Old Calcutta in the 1st Volume of Calcutta The Living City, published by Oxford University Press, 1990.
- d) Paper on "Politics of Popular Education "for the project on Terms of Political Discourse in India, Deptt. of Politics, University of York.

35. Dr. Tarit K Dutta (Research Assistant)

- a) Paper on "Some Issues concerning the functioning of some of the regulated markets in West Bengal" in the Working Paper Series of IIMC 151(91).

36. Shri A. C. Manna (Research Assistant)

- a) Working Paper on "To the realm of prosperity: A comparative study between India and China on Armament expenditure and food". - co-author Shri Akshay K. Sinha (Research Assistant).

ANNEXURE - XIX

LIST OF GRADUATING STUDENTS - 1990

Sl. No.	Regn.No.	N a m e	CGPA	Rank
1	028/25	Manish Srivastava	7.63	1
2	164/25	P. Venkatesh	7.00	2
3	001/25	Abon Mozunder	6.94	3
4	056/25	Rukmini Mitra (Miss)	6.91	4
5	087/25	Ajoy Hiro Chawla	6.91	4
6	063/25	Shalabh Kumar	6.91	4
7	062/25	Simi Kedia (Miss)	6.86	7
8	133/25	Raghuathan Venugopalan	6.80	8
9	088/25	Amitava Chaudhuri	6.80	8
10	051/25	Rajiv Srivastava	6.77	10
11	008/25	Bharat B. Rao	6.77	10
12	013/25	P. Dhileepan	6.77	10
13	143/25	Ravi R	6.74	13
14	029/25	Upasani Manisha S. (Miss)	6.71	14
15	041/25	Poonam Chawla (Miss)	6.66	15
16	147/25	Sandeep Saha	6.63	16
17	107/25	Ircena Pande (Miss)	6.60	17
18	075/25	Tarun Puri	6.60	17
19	083/25	Gupta Yukti Swarajyaprakash(Ms)	6.60	17
20	148/25	Sanjoy Sen	6.57	20

Sl. No.	Regn.No.	N a m e	CGPA	Rank
21	004/25	Anurag Saxena	6.51	21
22	141/25	Ramesh Krishnamurthy	6.51	21
23	073/25	Sudipta Gangopadhyay	6.51	21
24	017/25	G. Kannan	6.46	24
25	085/25	Abhay Johoray	6.43	25
26	165/25	P.K. Vijay Kumar	6.43	25
27	045/25	Priya Mukundan (Miss)	6.43	25
28	018/25	A.G. Giridharan	6.40	28
29	109/25	Jayanta Chatterjee	6.37	29
30	059/25	Sandip Sen	6.37	29
31	139/25	S. Raji Gayathri (Ms)	6.37	29
32	159/25	T. Srikanth	6.34	32
33	118/25	Parvathy Shivaramakrishnan(Ms)	6.34	32
34	161/25	Ullas Sharma	6.29	34
35	010/25	Debanjan Mitra	6.29	34
36	031/25	Manoj Sharma	6.29	34
37	092/25	Arindam Mukherjee	6.26	37
38	035/25	Nandagopal G.	6.26	37
39	070/25	Srinivasan V.	6.26	37
40	158/25	Supriya Prakash (Miss)	6.23	40
41	145/25	Sameer Garde	6.23	40
42	140/25	Ramesh Ganapathy Iyer	6.23	40
43	097/25	Ashwini Bakshi	6.23	40
44	080/25	Vishram Moreswar Naniwadekar	6.23	40

Contd. Annexure-XIX

Sl. No.	Regn.No.	N a m e	CGPA	Rank
45	123/25	Pradeep Dikshit	6.20	45
46	027/25	Manish Gupta	6.20	45
47	115/25	Mukul Sarkar	6.20	45
48	071/25	N.S.S.R.S.S. Sudhakar	6.17	48
49	047/25	Rajan Gupta	6.14	49
50	108/25	Jacob Mathew	6.14	49
51	054/25	Ravikumar B	6.14	49
52	127/25	Praveen Ashok Pathak	6.14	49
53	155/25	Sudheesh Venkatesh	6.14	49
54	019/25	Girish Kumar Mehta	6.11	54
55	022/25	Joseph Johnson	6.09	55
56	046/25	Puneet Bhatia	6.09	55
57	138/25	Rajendra Kumar	6.06	57
58	026/25	M.R. Sundaresan	6.06	57
59	152/25	Shankar K.	6.03	59
60	132/25	G. Raghuraman	6.03	59
61	044/25	Prem Chandra Shukla	6.00	61
62	104/25	Gautam Khanna	5.97	62
63	079/25	Vinod Kumar Giyal	5.97	62
64	103/25	Dinesh Kumar Patnaik	5.97	62
65	081/25	Vivek Kaul	5.94	65
66	096/25	Ashok Kapoor	5.94	65

Sl. No.	Regn.No.	N a m e	CGPA	Rank
67	137/25	Rege R.N.	5.91	67
68	042/25	K. Pramod	5.91	67
69	166/25	Viraraghavan S.	5.91	67
70	113/25	Manish Mehra	5.91	67
71	038/25	Naren Bhaskara Peddibhotla	5.91	67
72	119/25	Pankaj Gupta	5.89	72
73	131/25	Raghu B. Viswanath	5.89	72
74	160/25	Tushar Kanti Choudhury	5.89	72
75	105/25	Guruprasad H.B.	5.89	72
76	049/25	Rajesh V.L.	5.86	76
77	129/25	Priya Vrat	5.86	76
78	072/25	Sudhir Kumar Jha	5.83	78
79	003/25	Amugothu Sudhakarlal	5.80	79
80	060/25	Sanjay Jain	5.80	79
81	076/25	S. Vedalakshmi (Miss)	5.80	79
82	094/25	Arun Sirdeshmukh	5.80	79
83	058/25	Sandip Guha	5.74	83
84	005/25	Arupratan Chatterjee	5.71	84
85	134/25	Raghuram B. R.	5.69	85
86	149/25	Santhosh G.	5.66	86
87	146/25	Samindra Narayan Mitra	5.66	86
88	055/25	Ravishankar R.	5.66	86

Sl. No.	Regn.No.	N a m e	CGPA	Rank
89	157/25	Sunil Bharagava	5.63	89
90	036/25	Kulkarni Nandkishore S.	5.63	89
91	040/25	Peruvemba Sundaram Ravi	5.63	89
92	163/25	V. Venkatraman	5.60	92
93	011/25	Deepa Krishnan	5.60	92
94	162/25	Subash V.	5.60	92
95	015/25	Ebenezer Lyngwa	5.57	95
96	053/25	Ramesh Purushottam Nakhwa	5.57	95
97	052/25	Chintalacheruvu Ram Babu	5.57	95
98	016/25	G. Chakravarthy	5.57	95
99	142/25	Iyer Ramnath Narayan	5.49	99
100	066/25	M. Srinivasa Murthy	5.46	100
101	082/25	Yogesh Juneja	5.46	100
102	057/25	Sameer Singh	5.46	100
103	069/25	S. Mukund	5.46	100
104	030/25	Manoj Saxena	5.46	100
105	153/25	N. Subhash	5.46	100
106	014/25	Donald Phillips Wahlang	5.43	106
107	100/25	D. Barath	5.43	106
108	150/25	Sarbjeet Singh	5.43	106
109	167/25	Hema Suneetha Thommandru (Ms)	5.34	109
110	039/25	Suresh Kumar P.	5.34	109

Sl. No.	Regn.No.	N a m e	CGPA	Rank
111	068/25	Amnaganti Srikant	5.34	109
112	025/25	Krishnan Venkateswaran	5.34	109
113	151/25	Seema Nandanwar (Ms)	5.34	109
114	024/25	Koushik Dutta	5.29	114
115	084/25	Anbu Thirunavukkarasu R.	5.29	114
116	064/25	Rapaka Shashishekhhar Murthy	5.26	116
117	074/25	Suman Kalyan Mazumder	5.26	116
118	102/25	Cresswell Correa D.S.	5.26	116
119	116/25	N. Premkumar	5.23	119
120	120/25	P.S. Parasuram	5.20	120
121	091/25	Arasu V.R.K.T.	5.17	121
122	136/25	Raj Kumar Sharda	5.17	121
123	135/25	Vipparthi Rahul	5.17	121
124	034/25	Mohit Beotra	5.17	121
125	023/25	Kannan Yuvaraj	5.14	125
126	093/25	Arun Pranjivan Kanabar	5.14	125
127	095/25	Ashim Bhaumik	5.14	125
128	077/25	Venkatesh S.	5.06	128
129	118/24	Babu Shankar	5.06	
130	122/24	Chevula Nageswari (Ms)	5.00	
131	163/24	R Jagdish Kini	5.29	

ANNEXURE - XX

LIST OF GRADUATE STUDENTS 1991

Sl. No.	Regn.No.	N a m e	CGPA	Rank
1	063/26	Ram S. Venkateswaran	7.63	1
2	118/26	Ashish Kumar Sinha	7.54	2
3	121/26	Chandresh Kumar Nigam	7.29	3
4	025/26	Ayalur Viswanathan V.	7.14	4
5	018/26	Arvind Mediratta	7.09	5
6	072/26	Samir Anand	7.03	6
7	194/26	Venkata Krishna Reddy M.	7.00	7
8	092/26	Surajit Basu	6.97	8
9	171/26	Sanjay Gupta	6.94	9
10	028/26	Debasis Ghoshal	6.91	10
11	166/26	S. Srinivasan	6.91	10
12	136/26	Kesavan Laxman Iyyer	6.86	12
13	199/26	Vijyant Nath Khosla	6.86	12
14	023/26	Ashwin Bhandarkar	6.86	12
15	033/26	Vas Eric Arvind Cyril	6.86	12
16	075/26	Sandeep D. Rajani	6.83	16
17	151/26	Prateek Aggarwal	6.83	16
18	129/26	Harbir Singh Nat	6.74	18
19	057/26	Priyadarshi Mishra	6.74	18
20	153/26	Puspasish Mallick	6.74	18
21	079/26	Sanjeev Singh	6.74	18
22	142/26	S. Narayanan	6.71	22

Sl. No.	Regn.No.	N a m e	CGPA	Rank
23	173/26	Sanjiv Agarwal	6.69	23
24	149/26	Praneet Singh	6.66	24
25	161/26	Ranjit Kabir Prasad	6.66	24
26	156/26	V. Ramakrishnan	6.63	26
27	138/26	Mukesh Kumar Gupta	6.63	26
28	126/26	G. Rajan	6.60	28
29	201/26	Viren Malhotra	6.60	28
30	150/26	Prasad Rajasekharan	6.57	30
31	055/26	Peshwa Acharya	6.54	31
32	155/26	R. Ajeeth Narayan	6.51	32
33	011/26	Anindya Palit	6.51	32
34	180/26	Agrawal Soumitra Vivekchandra	6.49	34
35	053/26	Nilesh Sharad Vaidya	6.46	35
36	005/26	Akhil Maria	6.43	36
37	041/26	Jaideep Sengupta	6.43	36
38	140/26	Gollapudi Nagaraja Neela Mohan	6.43	36
39	115/26	Arindam Sinha	6.37	39
40	024/26	Avijit Pal	6.34	40
41	196/26	R. Veeraraghavan	6.34	40
42	147/26	Pankaj Bhargava	6.31	42
43	141/26	Namita Oberoi (Ms)	6.31	42
44	060/26	Rahul Kumar Guha	6.29	44

Sl. No.	Regn.No.	N a m e	CGPA	Rank
45	090/26	Sethuraman Subhashree(Ms)	6.29	44
46	114/26	Anupam Dutta	6.29	44
47	054/26	Pankaj Khanduri	6.29	44
48	182/26	Subbanker Nag Sarkar	6.26	48
49	008/26	Anand Vasudevan	6.26	48
50	172/26	Sanjoy Kumar Sanyal	6.26	48
51	074/26	Sandeep Arora	6.26	48
52	045/26	K. Suresh	6.26	48
53	183/26	Subhomoy Sengupta	6.23	53
54	103/26	Ganesh A.R.	6.23	53
55	039/26	Himanshu Nabaras	6.20	55
56	051/26	M.R. Ramachandran	6.20	55
57	073/26	Samir Kumar Jain	6.17	57
58	179/26	Siddarth Agarwal	6.17	57
59	120/26	Atul Dikshit	6.17	57
60	167/26	Danave Sachin Manobar	6.14	60
61	065/26	K. Ramesh	6.14	60
62	162/26	P. Ravi Chand	6.14	60
63	034/26	Thiru P. Gopalakrishnan	6.11	63
64	094/26	L. Urmila(Ms)	6.11	63
65	109/26	Amit Rastogi	6.11	63
66	040/26	Joydeep Kumar Roy	6.11	63

Sl. No.	Regn.No.	N a m e	CGPA	Rank
67	189/26	R. Sundara Raghavan	6.11	63
68	035/26	Gaurav Arora	6.09	68
69	143/26	N. Naresh Kumar	6.09	68
70	160/26	Ganesh R.	6.09	68
71	168/26	Marathe Sadanand Mahadeo	6.09	68
72	104/26	Aalok Bhan	6.09	68
73	174/26	Santhosh Sikhamoni Valsalam	6.06	73
74	098/26	Vatsala Mangain(Ms)	6.06	73
75	031/26	Pande Deepak	6.06	73
76	088/26	V. Srikanth	6.03	76
77	204/26	Ravindra Ramachandra Bangar	6.00	77
78	062/26	Rajesh Maheshwari	6.00	77
79	017/26	Arun Kumar	6.00	77
80	093/26	Umesh Chandra Verma	6.00	77
81	197/26	E. Venkatesh	5.97	81
82	187/26	Sujatha Subramaniam(Ms)	5.97	81
83	048/26	Krishnakumar Variar	5.97	81
84	007/26	Anand Abraham Paul	5.94	84
85	019/26	T.C.A. Arvind Rangarajan	5.94	84
86	137/26	Madhurima Pande(Ms)	5.94	84
87	100/26	Vijaya Reddy Mulumudi	5.91	87
88	036/26	Gautam Tripathi	5.91	87
89	203/26	Jasuja Vivek Moolchand	5.91	87

Sl. No.	Regn.No.	N a m e	CGPA	Rank
90	146/26	Nitin Sanker	5.91	87
91	027/26	Debashish Bhattacharyya	5.89	91
92	022/26	Ashishkumar Manilal Chauhan	5.89	91
93	096/26	Vaishali Vinaykumar Nigudkar(Ms)	5.89	91
94	059/26	Ranganathan Gopalan	5.86	94
95	124/26	Dipen Kumar Sheth	5.80	95
96	186/26	Sujatha B.(Ms)	5.80	95
97	081/26	Santanu Santra	5.80	95
98	195/26	Vandana Bhatnagar (Ms)	5.77	98
99	049/26	Lakshmi S.(Ms)	5.77	98
100	067/26	Ranjeet Pardeshi	5.77	98
101	165/26	S.P. Vijayaraghavan	5.77	98
102	030/26	Deepabh Jain	5.77	98
103	091/26	Sujata Balasubramanian(Ms)	5.74	103
104	112/26	Anuj Kumar Jain	5.74	103
105	192/26	Tanmoy Bhattacharjee	5.71	105
106	082/26	Sarmila Choudhury (Ms)	5.71	105
107	010/26	Anindita Basu (Ms)	5.69	107
108	154/26	R. Harikrishnan	5.69	107
109	089/26	Subhasish Das Gupta	5.69	107
110	116/26	Arjun Singh	5.69	107

Sl. No.	Regn.No.	N a m e	CGPA	Rank
111	200/26	Vikram Girish Doctor	5.69	107
112	158/26	Rajendra Baitha	5.69	107
113	132/26	Patel Jayesh Pratapbhai	5.66	113
114	038/26	Harish Doraiswamy	5.63	114
115	107/26	Alok Kumar Ohha	5.63	114
116	169/25	Salilendu Sarkar	5.63	114
117	198/26	Vidyut Kapur	5.60	117
118	202/26	Vivek Agarwal	5.60	117
119	111/26	Anuj Kumar	5.57	119
120	061/26	Rajagopal A.	5.57	119
121	191/26	T. Suresh	5.54	121
122	185/26	Suhas S. Deshpande	5.54	121
123	123/26	Dipan Bhattacharyya	5.49	123
124	097/26	Vasanthi Tangutur(Ms)	5.49	123
125	181/26	H.N. Sreenivasa Prasanna	5.46	125
126	164/26	Ruchira Raghav (Ms)	5.46	125
127	009/26	Anil Kumar Srinivasa	5.43	127
128	133/26	Jeffrey W Shabong	5.40	128
129	069/26	Ray Shantanu Prasad	5.40	128
130	052/26	Mihir Biswas	5.40	128
131	125/26	EBI A. George	5.40	128
132	003/26	Aditya Bhattacharyya	5.37	132

Sl. No.	Regn.No.	N a m e	CGPA	Rank
133	157/26	Rajeev Gupta	5.34	133
134	134/26	V Lakshmi Kantha Rao(Ms)	5.34	133
135	128/26	Guhapriya Sundaram(Ms)	5.34	133
136	188/26	Sumit Dutta	5.34	133
137	083/26	P. Satish	5.31	137
138	177/26	Saugata Ghosh	5.31	137
139	163/26	Rohit Agarwal	5.29	139
140	175/26	Saravanan S.	5.29	139
141	016/26	Arindam Das	5.29	139
142	064/26	Ramesh Jandhyala	5.26	142
143	106/26	Akash Shantilal Saha	5.26	142
144	012/26	Anshu Bharadwaj	5.23	144
145	145/26	Neerja(Ms)	5.23	144
146	119/26	Ashok Kumar K.	5.20	146
147	002/26	Abir Sengupta	5.20	146
148	086/26	D. Siva Kumar	5.17	148
149	058/26	Ramana Rao K.E.	5.17	148
150	014/26	Appla Jagadesh P	5.17	148
151	047/26	Kevin Poppen	5.11	151
152	020/25	Gopalakrishna Vittal		
153	065/25	P. Someswara Rao		
154	112/25	S. Kamlesh		

Sl. No.	Regn.No.	N a m e	CGPA	Rank
155	121/25	Pavan Sheel Bhatnagar		
156	122/25	Prabhakar R.		
157	154/25	Sudarsanam Vepa		
158	156/25	Sheth Sundeep N		

LIST OF STUDENTS AWARDED
THE TITLE OF 'FELLOW' IN 1990

Sl.No.	Name	Regn.No.	Area of Specialisation	Thesis Title
1.	Shri S.L. Morris	FP/7/78	Economics	Foreign Direct Investments from India: 1964-83.
2.	Shri Deepak Gianchandani	FP/9/81	Regional Development	Rail Freight and Regional inter dependence - A Study based on Commodity flows in India.

The Title 'Fellow' in 1991

1.	Shri Ajay Kalra	FP/5/80	Marketing	A descriptive model of Supplier Selection in an industrial purchase Situation - Four case studies of the Public Sector.
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LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 26TH BATCH.

<p>1966</p> <p>Mansinghka S.K. Shankar G. Mehta Anil Khalid Najma</p>	<p>1967</p> <p>Gupta, R. C. Metre R. K. Vijayan K. Krishnan S.A. Kaldare D.S Jain R.C.</p>	<p>1968</p> <p>Gangavane V. B. Bader P.C.</p>
<p>1969</p> <p>Jayaraman L.L. Mahapatra S. Srikant V. Marwaha V. K. Kumar V. S. Batra K. L. Agarwal S. K.</p>	<p>1970</p> <p>Viswanathan P. Gupta S. K. Krishnamurthy S. Srinivasan K. R. Joshi S. S. Apte P. G. Bakaya M. Gupta A. K. Chatterjee P. K.</p>	<p>1971</p> <p>Joshi Alok Khan M. M. A. George Thomas Dutta B. K. Srinivasan B.</p>
<p>1972</p> <p>Raja Gopal S. I. Rangan A. S. Chandrasahsan R. Narayan H.</p>	<p>1973</p> <p>Dhareshwar A. M. Hajara S. S. Malla Reddy K.</p>	<p>1974</p> <p>Tandon Rajesh Sen Abhijit Handa A. C. Vaidya C. K. Goyal P. K.</p>
<p>1975</p> <p>Nakhooda F. T. Dhebar A. Balakrishnan V. Raman N. Durgadas K.</p>	<p>1976</p> <p>Devnath V. Gupta P. K. Desai Y. C. Iyer S.</p>	<p>1977</p> <p>Malik Pawan Bansal Rakesh Shrivastava R. Rajagopal R.</p>
<p>1978</p> <p>Gour P. K. Srinivasan B. Narasimhan R. Patkar V. K. Mathur Atul</p>	<p>1979</p> <p>Padmanabhan R. Viswanathan B. Rao U. K. Parameswaran M. G. Srivastava P. K. Mangal A. K.</p>	<p>1980</p> <p>Chakraborty B. B. Ramaswamy Kannan Rao J. R. K. Padmanabhan S. Narain Ravindra Bawa Kapil</p>

ANNEXURE XXII (Contd.)

1981

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

1982

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

1983

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

1984

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

1985

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

1986

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

1987

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

1988

Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant

1989

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

1990

Manish Srivasta
P. Venkatesh

1991

Ram S Venkateswaran
Ashish Kumar Sinha
Chandresh Kumar Nigam
Ayalur Viswanathan Vedpuriswar
Arvind Mediratta

Statement of Accounts

(April 1, 1990 to March 31, 1991)

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) GOVERNMENT OF INDIA						
As per last account	5,34,33,476.84					
Add: Grant received during the year	<u>1,21,56,295.97</u>					
	6,55,89,772.81					
Less: Capital investment written off	<u>58,619.00</u>		6,55,31,153.81			
ii) GOVERNMENT OF WEST BENGAL						
As per last account			<u>11,17,530.61</u>		6,66,48,684.42	
B. CAMPUS ACCOUNT:						
i) GOVERNMENT OF INDIA						
As per last account	7,19,26,372.64					
Add: Grant received during the year	<u>1,00,00,000.00</u>		8,19,26,372.64			
ii) GOVERNMENT OF WEST BENGAL						
As per last account			11,86,687.00			
iii) DONATION						
As per last account			36,99,350.36			
iv) BANK BUILDING						
As per last account	2,12,364.81					
Add: addition during the year	<u>82,642.31</u>		<u>2,95,007.12</u>		8,71,07,417.12	
C. FORD FOUNDATION						
As per last account					55,34,167.90	
2. LOAN FOR BANK BUILDING					4,84,992.88	
3. ENGINEERING STORES					-----	
4. PRIZE FUND					1,000.00	
5. SCHOLARSHIP FUND					1,51,000.00	
6. MISCELLANEOUS FUND					43,619.63	
7. PROVIDENT FUND PAYABLE					1,24,972.85	
8. PROVIDENT FUND DEPOSIT					1,49,295.10	
9. CURRENT LIABILITIES					20,04,508.32	
10. PROJECT IN PROGRESS					43,91,805.58	
11. SUSPENSE					<u>2,06,419.09</u>	
	T O T A L :			Rs.	<u>16,68,47,882.89</u>	

Sd/- R. M. Aluni
Asst. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA
AT 31st MARCH, 1991

ASSETS	AMOUNT		Rs.		P.	
	Rs.	P.	Rs.	P.	Rs.	P.
1. FIXED ASSETS:						
(as per attached schedule)						
As per last account	12,09,93,944.11					
<u>Add: Addition during the year</u>	<u>1,39,76,523.46</u>		13,49,70,467.57			
<u>Less: Adjustment for write off</u>						
Receipt/adjustment during the year 1990-91			<u>79,587.71</u>		13,48,90,879.86	
2. LOANS, ADVANCES & OTHER RECEIVABLES:						
A. LOANS & ADVANCES:						
i) Purchases & Services:						
a) General Account	81,61,551.73					
b) Construction a/c.	<u>1,13,257.37</u>		82,74,809.10			
ii) Staff			45,15,239.28			
B. OTHER RECEIVABLES:						
i) Government of West Bengal	93,435.03					
ii) Accounts Receivable	7,40,920.40					
iii) Deposits	19,314.72					
iv) Claim	5,980.40					
v) Consultancy	<u>8,000.00</u>		<u>8,67,650.55</u>		1,36,57,698.93	
3. PRIZE FUND INVESTMENT:					1,000.00	
4. SCHOLARSHIP FUND INVESTMENT:					1,51,000.00	
5. TERM DEPOSIT					37,00,000.00	
6. INVENTORY OF STORES:						
i) General Account			87,869.79			
ii) Engineering Division						
a. Stone Metal	6,461.00					
b. Stock	<u>9,91,061.02</u>		<u>9,97,522.02</u>		10,85,391.81	
7. SUSPENSE RECEIVABLE:					14,538.00	
8. CASH AND BANK BALANCES						
(As per attached schedule)					1,33,47,374.29	
			TOTAL: Rs.		<u>16,68,47,882.89</u>	

Sd/- Daniel Manoharan
Chief Administrative Officer

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS 1990-91

(Amount in Rs.)

Sl. No.	Particulars	Net Block as on 31.3.90	Addition/adjustment during the year 90-91	Gross Block as on 31.3.91	Receipt/adjustment during the year 90-91	Net Block as on 31.3.91
1.	Land	71,59,207.97	4,81,419.00	76,40,626.97	-	76,40,626.97
2.	Buildings	4,91,60,098.75	66,04,459.19	5,57,64,557.94	-	5,57,64,557.94
3.	Water supply Installation	34,19,061.95	49,905.00	34,68,966.95	-	34,68,966.95
4.	Electrical Installation	52,54,827.00	12,97,761.96	65,52,588.96	-	65,52,588.96
5.	Air Conditioning Plant	44,15,084.30	18,608.00	44,33,692.30	-	44,33,692.30
6.	Boundary Walls	7,07,225.78	2,11,248.00	9,18,473.78	-	9,18,473.78
7.	Roads, Drains & Culverts	24,84,278.93	4,10,779.04	28,95,057.97	-	28,95,057.97
8.	Tubular Structure	11,47,800.96	2,83,482.00	14,31,282.96	-	14,31,282.96
9.	Equipments & Tools	42,257.32	-	42,257.32	-	42,257.32
10.	Sundry Structure and Works	13,20,712.42	30,797.00	13,51,509.42	-	13,51,509.42
11.	Office Equipment	1,12,52,507.11	5,85,301.69	1,18,37,808.80	513.00	1,18,37,295.80
12.	Office Furniture	25,07,657.65	1,39,076.00	26,46,733.65	-	26,46,733.65
13.	Library Books & Periodicals	2,03,08,782.85	31,39,966.42	2,34,48,749.27	79,074.71	2,33,69,674.56
14.	Motor Vehicles & Cycles	12,30,599.47	4,45,594.83	16,76,194.30	-	16,76,194.30
15.	Gift Books and Periodicals	3,131.00	-	3,131.00	-	3,131.00
16.	Computer Centre	1,05,80,710.65	2,78,125.33	1,08,58,835.98	-	1,08,58,835.98
	Total Rs.	12,09,93,944.11	1,39,76,523.46	13,49,70,467.57	79,587.71	13,48,90,879.86

Sd/- R.M. Aluni
Asst. Finance &
Accounts Officer

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

Sd/- Daniel Manoharan
Chief Administrative Officer

Sd/- Ramaswamy P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CASH AND BANK BALANCES AS ON 31.3.1991

PARTICULARS	AMOUNT	
	Rs.	P.
<u>1. Engineering Division Account</u>		
a. IIMC Construction Works Account, Current A/c with SBI, Joka Branch	2,24,979.99	
b. Cash in Hand	5,854.16	
<u>2. General Account</u>		
a. Current A/c with SBI, Calcutta Main Branch	65,723.17	
b. Current A/c with SBI, Joka Branch	31,683.64	
c. Savings A/c with SBI, Calcutta Main Branch	28,01,944.05	
d. Savings A/c with SBI, Joka Branch	97,32,470.10	
e. Current A/c with SBI, Joka Br. A/c. DECISION	14,356.70	
f. Savings Account with Post Office	4,29,981.95	
g. Cash in Hand	15,797.73	
h. <u>Petty Cash</u>		
i) Postage including Franking	Rs.12,455.05	
ii) Purchases and Services	<u>Rs.12,127.75</u>	24,582.80
Total : Rs.		<u>1,33,47,374.29</u>

Sd/-(R. M. Aluni)
Asst. Finance &
Accounts Officer

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

Sd/-(Daniel Manoharan)
Chief Administrative Officer

Sd/- (R. P. Aiyar)
Director

INDIAN INSTITUTE OF
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
A. NON-PLAN:				
1. To <u>Pay & Allowances</u>			1,91,33,615.77	
2. To <u>Provident Fund Contribution.</u>				
<u>Gratuity and Pension</u>			12,10,444.39	
3. To <u>Travelling Expenses</u>			1,17,647.47	
4. To <u>Leave Travel Concession</u>			4,83,009.36	
5. To <u>Stationery and Printing</u>			5,01,139.95	
6. To <u>Postage, Telegram & Telephones:</u>				
i) Postage and Telegram	36,140.50			
ii) Telephones	3,88,256.95		4,24,397.45	
7. To <u>Motor Car Expenses :</u>				
i) Petrol Oil	3,25,560.61			
ii) Maintenance & Repairs to automobiles	3,65,374.68		6,90,935.29	
8. To <u>Repairs and Renewals</u>			3,21,372.80	
9. To <u>Electricity Charges</u>			11,62,348.79	
10. To <u>Freight & Insurance</u>			50,333.00	
11. To <u>Advertisement & Publicity</u>			16,076.92	
12. To <u>Library Maintenance</u>			1,31,761.84	
13. To <u>Binding</u>			27,767.50	
14. To <u>Membership & Subscription</u>			2,852.00	
15. To <u>Post Graduate Programme:</u>				
i) Common Admission Test	2,74,845.32			
ii) Selection Test	2,55,456.93			
iii) Convocation	1,62,607.98			
iv) Programme Expenses	6,15,510.23		13,08,420.46	
16. To <u>Fellowship Programme</u>			2,79,311.75	
17. To <u>Management Development Programme</u>			23,87,146.96	
18. To <u>Extension Programme</u>			1,17,108.73	
19. To <u>Certificate in General Management</u>			3,46,339.94	
20. To <u>Consultancy & Incompany Training Programme</u>			42,23,722.47	
21. To <u>Seminar & Conferences</u>			97,565.87	
22. To <u>Scholarship</u>			76,835.40	
23. To <u>Placement Expenses</u>			1,76,370.52	
24. To <u>Computer Centre Maintenance</u>			---	

Contd....

MANAGEMENT CALCUTTA
THE YEAR ENDED 31st MARCH 1991

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>			2,75,60,704.03	
2. By <u>Post Graduate Programme:</u>				
i) Common Admn. Test Fees	4,11,124.43			
ii) Application Fees	5,13,675.00			
iii) Admission Fees	15,600.00			
iv) Tuition Fees	1,67,600.00			
v) Computer Fees	1,38,800.00			
vi) Lodging	1,54,200.00			
vii) Course Materials	<u>1,75,300.00</u>		15,76,299.43	
3. By <u>Fellowship Programme:</u>				
i) Application Fees	24,830.00			
ii) Regn.& Dissertation Fees	800.00			
iii) Lodging	<u>3,850.00</u>		29,480.00	
4. By <u>Management Development Programme</u>			24,83,730.00	
5. By <u>MDP Complex Income</u>	8,14,953.99			
Less : Expenses	<u>4,85,815.31</u>		3,29,138.68	
6. By <u>Extension Programme</u>			88,420.00	
7. By <u>Certificate in General Management</u>			3,63,375.00	
8. By <u>Consultancy & In-company Training Programme</u>			54,15,430.60	
9. By <u>Transport</u>			3,77,698.82	
10. By <u>Furniture Rent</u>			220.00	
11. By <u>Rent for Quarters</u>			84,990.99	
12. By <u>Interest on Cycle, Motor Car and Scooter Advance</u>			12,962.62	
13. By <u>Interest on Advance for Table Fan</u>			96.25	
14. By <u>Sale of Text Books</u>			10,273.00	
15. By <u>Royalty</u>			50.00	
16. By <u>Subscription for DECISION</u>			31,906.00	
17. By <u>Advertisement- Income DECISION</u>			1,350.00	
18. By <u>Interest on Advance for House Building</u>			28,126.00	
19. By <u>Placement Income</u>			1,14,000.00	

Contd....

INDIAN INSTITUTE
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
25. To <u>Medical Expenses</u>			9,37,178.85	
26. To <u>Legal Expenses</u>			54,349.80	
27. To <u>Board Meeting Expenses</u>			1,30,710.60	
28. To <u>Entertainment</u>			25,286.05	
29. To <u>Heath Centre</u>			65,000.00	
30. To <u>Staff Welfare & Amenities</u>			51,919.80	
31. To <u>Overtime & Honoraria</u>			4,37,289.88	
32. To <u>Audit Fees</u>			86,015.00	
33. To <u>Contingencies</u>			5,56,113.95	
34. To <u>Maintenance of Campus</u>			11,63,161.94	
35. To <u>Misc. Expenses - Bank charges</u>			27,794.85	
36. To <u>Alumni Activities</u>			1,401.55	
37. To <u>Rent, Rates & Taxes :</u>				
<u>Faculty Accommodation</u>	1,39,509.03			
<u>Less : Recoveries</u>	<u>46,074.00</u>		93,435.03	
Sub-Total (Non Plan):			<u>3,69,16,181.93</u>	
B. PLAN:				
1. To <u>Faculty Development</u>			4,09,073.77	
2. To <u>Officers' Development</u>			13,121.00	
3. To <u>Staff Development and rationalisation</u>			14,649.00	
4. To <u>Faculty Participation in International Conferences</u>			3,36,158.00	
5. To <u>Centre for Management & Development Studies</u>			1,48,373.95	
6. To <u>Centre for Public Enterprise Studies</u>			1,17,000.02	
7. To <u>Centre for International Management Education UNDP</u>			45,306.93	
8. To <u>Special Programme on Rural Development</u>			74,084.55	
9. To <u>Publication of Management Text Book & Literature</u>			45,000.00	
10. To <u>Publication of Working Papers, News Letter & Decision</u>			1,24,069.78	
11. To <u>Computer Centre Infrastructure</u>			<u>9,88,898.93</u>	
Sub-Total (Plan) :			23,15,735.93	
TOTAL:			<u>Rs.3,92,31,917.86</u>	

Sd/- R. M. Aluni
Asst. Finance & Accounts Officer

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

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To <u>Opening Balances :</u>				
<u>Cash in Hand</u>			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 Br. 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			
Maintenance(General)	400.00			
Library	500.00			
Transport	1,000.00			
Hostel Maintenance	500.00			
Electricity & Water Supply	700.00			
Placement	300.00			
Director's Office	100.00			
P.G.P. Office	1,000.00			
Commonn Admission Test	500.00			
Petty Purchase	500.00			
Medical	300.00			
Management Development Programme	500.00			
Holiday Home	200.00			
Delhi Office	500.00			
General Administration	500.00			
Personnel Section	500.00			
City Office	<u>5,000.00</u>		21,515.30	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1991

P A Y M E N T S	Amount		Amount	
	Rs.	P	Rs	P.
By Salary			1,30,55,822.58	
▪ Leave Salary & Pension Contribution			22,920.00	
▪ Children Education Allowance			5,130.00	
▪ Gratuity			1,64,363.01	
▪ Deposit Linked Insurance			6,263.00	
▪ Pension			4,37,885.30	
▪ Travelling Expenses			1,06,097.82	
▪ Leave Travel Concession			5,61,519.70	
▪ Printing & Stationary			6,29,196.99	
▪ Postage Expenses			1,593.00	
▪ Telephone Expenses			4,32,070.30	
▪ Motor Car Expenses			5,84,358.18	
▪ Repairs and Renewals			1,95,070.73	
▪ Electricity and Water Charges			12,55,233.56	
▪ Freight and Insurance			50,080.00	
▪ Advertisement and Publicity			16,076.92	
▪ Library Maintenance			1,30,999.84	
▪ Binding			27,767.50	
▪ Membership and Subscription			2,852.00	
▪ P.G.P. - Services and Supplies			4,82,557.95	
▪ P.G.P. - Common Admission Test Expenses			2,66,820.59	
▪ P.G.P. - Selection Test Expenses			2,72,295.74	
▪ Convocation Expenses			1,51,785.18	
▪ Fellowship Programme - Services & Supplies			2,62,751.15	
▪ M. D. P. - Services and Supplies			22,12,326.63	
▪ M. D. P. - Complex Expenses			4,68,101.31	
▪ Extension Programme - Services & Supplies			65,464.97	
▪ Post Graduate Certificate in General Management - Services & Supplies			2,19,113.03	
▪ Consultancy Project Expenses			9,77,646.89	

**INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR**

R E C E I P T S	A m o u n t Rs. P.	A m o u n t Rs. P
<u>CONSTRUCTION ACCOUNT</u>		
To Closing Balances		
<u>Cash in hand</u>	3,783.64	
<u>Cash at Bank :</u>		
Current A/c with SBI,Joka Br.	<u>3,69,844.84</u>	3,73,628.48
* Grant-in-Aid, Govt. of India		4,97,17,000.00
* Govt. of West Bengal		---
To <u>Post Graduate Programme :</u>		
i) Common Admission Test Fees	4,01,124.43	
ii) Application Fees	5,15,265.00	
iii) Admission Fees	15,800.00	
iv) Course Materials	1,75,900.00	
v) Tuition Fees	1,68,600.00	
vi) Computer Fees	1,34,600.00	
vii) Lodging	<u>1,54,500.00</u>	15,65,789.43
To <u>Fellowship Programme :</u>		
i) Application Fees	24,830.00	
ii) Registration and Dissertation Fees	<u>400.00</u>	25,230.00
* Management Development Prog.Income		25,78,730.00
* Management Development Programme - Complex Income		5,09,017.94
* Extension Programme Income		88,420.00
* Post Graduate Certificate in General Management Income		3,63,425.00
* Consultancy Project Income		58,56,711.93
* Transport Income		5,923.50
* Rent for Quarters		1,450.00
* Interest on Cycle, Scooter & Motor Car Advance		1,024.00
* Sale of Text Books		10,183.00
* Royalty		50.00
* Interest/Dividend from P.F.Investment		14,32,598.85
* Subscription for DECISION		25,146.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1991

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Seminar & Conferences Expenses			75,577.55	
" Post Graduate Programme - Scholarship			78,195.40	
" Placement Expenses			1,52,913.57	
" Medical Expenses			9,36,503.95	
" Legal Expenses			54,349.80	
" Board Meeting Expenses			91,150.78	
" Entertainment Expenses			23,560.30	
" Staff & Students' Health Centre			65,000.00	
" Staff Welfare & Amenities			49,753.90	
" Overtime & Honoraria			4,32,395.84	
" Audit Fees			86,015.00	
" Contingencies			4,99,539.90	
" Maintenance of Campus			2,42,737.38	
" Miscellaneous Expenses - Bank Charges			27,594.85	
" Alumni Activities			59.05	
" Faculty Development			1,12,365.19	
" Staff Development & Rationalisation			14,740.00	
" Faculty Participation in International Conferences			3,37,964.12	
" Centre for Management and Dev. Studies			1,35,025.55	
" Working Papers, News Letter & DECISION			1,09,900.68	
" Publication of Management Text Book & Literature			45,000.00	
" Special Programme on Rural Development			31,329.40	
" Centre for Public Enterprise Studies			73,017.60	
" Computer Centre Infrastructure			9,21,171.43	
" Centre for International Management Education - UNDP			36,134.37	
" Rent Rates and Taxes			1,39,509.03	
" Equipment			4,39,503.41	
" Computer Centre			2,53,857.68	
" Furniture and Fixture			1,78,876.00	
" Motor Vehicles and Cycles			17,160.00	
" Books			18,93,191.41	
" Periodicals			12,19,980.26	
" Electricity Charges Recoverable			4,175.06	
" Telephone Charges Recoverable			25,547.40	
" Director's Discretionary Fund Recoverable			14,450.00	
" Miscellaneous Charges Recoverable			2,300.00	
" Accounts Receivable			92,948.00	

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.
To Advertisement - Income DECISION			1,350.00	
" Miscellaneous Income - others			5,33,217.30	
" Interest on House Building Advance			15,843.00	
" Placement Income			1,14,000.00	
" Alumni Activities Income			7,000.00	
" Telephone Charges Recoverable			4,990.00	
" Director's Discretionary Fund - Recoverable			80.00	
" Accounts Receivable			23,05,141.00	
" IIMC Students Association			25,680.00	
" Computer Aided Management Centre			9,00,389.00	
" Advance - Festival			240.00	
" Advance - Consultancy Project			30,286.94	
" Advance - Seminar			3,491.00	
" Advance - Extension Programme			286.00	
" Advance - Vendors			2,521.51	
" Advance - Personal			54,536.39	
" Advance - House Building			46,670.00	
" Advance - Purchase			10,409.42	
" Advance - Scooter & Motro Car			15,202.00	
" Advance - Centre			19,326.29	
" Periodicals			1,766.26	
" Prize Fund Investment			1,000.00	
" Scholarship Fund Investment			21,000.00	
" P.F. Deposit			1,54,497.26	
" Accounts Payable			5,05,660.00	
" Scholarship Donation Repayable			70,185.00	
" Provident Fund Payable			20,34,078.46	
" Fund for Recoverable Advance			330.00	
" Director's Discretionary Fund			3,000.00	
" Donations and Prizes			1,15,528.97	
" Group Insurance Repayable			50,812.20	
" Earnest Deposit			6,000.00	
" Security Deposit			10,000.00	
" Library Deposit			1,000.00	
" Caution Deposit - Post Graduate Programme			63,200.00	
" Caution Deposit - Fellowship Programme			1,600.00	
" Caution Deposit Certificate in General Management			17,700.00	
" Suspense Revenue Stamp			0.20	
" Clearing A/c. IIMC Staff CCS Ltd.			2,788.35	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1991

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By IIMC Students' Association			9,642.65	
" Computer Aided Management Centre			14,42,481.28	
" Advance - Festival			1,14,000.00	
" Advance - Consultancy Projects			12,64,239.00	
" Advance - Seminar			23,330.00	
" Advance - Extension Programme			33,000.00	
" Advance - Vendors			53,18,637.48	
" Advance - Personal			1,79,070.02	
" Advance - House Building			8,07,813.00	
" Advance - Purchase			1,04,500.00	
" Advance - Cycle			16,400.00	
" Advance - Scooter & Motor Car			3,57,000.00	
" Advance - Table Fan			2,440.00	
" Advance - Centre			3,31,197.50	
" Prize Fund Investment			1,000.00	
" Scholarship Fund Investment			21,000.00	
" Term Deposit			37,00,000.00	
" Suspense Payable			8,20,544.00	
" Accounts Payable			33,64,144.80	
" Scholarship Donation Repayable			67,205.00	
" Provident Fund Payable			40,13,122.68	
" Fund for Recoverable Advance			35,164.00	
" Donations and Prizes			1,21,880.00	
" Group Insurance Repayable			24,973.96	
" Library Deposit			500.00	
" Caution Deposit - PGP			1,200.00	
" Caution Deposit - Certificate in General Management			15,900.00	
" Suspense Revenue Stamp			1,372.40	
" L.I.C. Clearing			1,98,526.98	
" Clearing A/c. IIMC Staff CCS Ltd.			12,91,333.52	
" Clearing A/c. Staff on Deputation			39,695.00	
" Clearing A/c. IIMCEU			1,788.50	
" Clearing A/c. L.I.C. Group Savings Linked Insurance Scheme			1,50,070.00	
" Provident Fund Clearing			25,63,155.00	
" Liability for Income Tax			13,52,239.00	
" Liability for Professional Tax			1,67,733.00	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
To Clearing A/c. IIMCEU			800.00	
" Clearing A/c. LIC Group Savings Linked Insurance Scheme			3,440.00	
" Provident Fund Clearing			7,757.00	
" Liability for Income Tax			4,582.00	
" Liability for Professional Tax			183.00	
" Unpaid Salary			2,78,302.27	
" Unpaid OT & Honoraria			65,408.31	
" Unpaid Miscellaneous			880.00	
" Salary			670.80	
" Travelling Expenses			9,908.20	
" Leave Travel Concession			54,172.00	
" Telephone Expenses			43,281.75	
" Electricity & Water Charges			17,172.85	
" Library Maintenance			40.00	
" Post Graduate Programme - Services & Supplies			3,000.00	
" Post Graduate Programme - Common Admission Test Expenses			37,257.07	
" Post Graduate Programme - Selection Test Expenses			37,072.61	
" Convocation Expenses			11,389.40	
" Fellowship Programme - Services & Supplies			1,663.00	
" Management Development Programme - Services & Supplies			81,186.92	
" P.G.C.G.M. - Services & Supplies			123.85	
" Consultancy Project Expenses			46,143.00	
" Medical Expenses			1,000.00	
" Board Meeting Expenses			968.00	
" Contingencies			2,020.00	
" Staff Development & Rationalisation			91.00	
" Faculty Participation in International Conferences			1,806.12	
" C.M.D.S.			7,13,855.20	
" Publication of Working Papers, Newsletter & DECISION			90.00	
" Rent, Rates and Taxes			14,684.00	
" Government of West Bengal			1,10,515.45	
" Suspense			2,05,742.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1991

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Unpaid Salary			2,68,273.04	
" Unpaid Overtime & Honoraria			66,968.33	
" Unpaid Miscellaneous			760.00	
" Application Fee - PGP			1,590.00	
" Course Materials - PGP			600.00	
" Tuition Fee - PGP			1,500.00	
" Lodging - PGP			900.00	
" M. D. P. - Income			96,000.00	
" M. D. P. - Complex Income			2,239.30	
" PGCGM - Income			50.00	
" Transport Income			1,509.58	
" Furniture Rent			84.00	
" Rent for Quarter			47.50	
" Interest on Cycle, Motor Car & Scooter Advance			254.74	
" Miscellaneous Income - Others			30,325.00	
" Admission Fee - PGP			200.00	

ENGINEERING DIVISION ACCOUNTS :

By Land	4,81,419.00
" Hostel Buildings	25,28,383.00
" Instructional Buildings	2,44,262.00
" Library Buildings	30,152.00
" Administrative Building	60,469.00
" Residential Buildings	18,54,276.19
" MDP Hostel Complex	3,41,468.00
" Generator Building	5,99,307.00
" CAM Centre Building	43,822.00
" Water Supply Installation	49,905.00
" Electrical Installation	12,97,761.96
" Boundary Walls	2,11,248.00
" Road, Drains & Culverts	4,10,779.04
" Tubular Structure	2,83,482.00
" Engineering Divn. Office	30,797.00
" Air Conditioning Plant (Library)	18,608.00

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	A m o u n t Rs. P.	A m o u n t Rs. P
<u>ENGINEERING DIVISION ACCOUNT :</u>		
To Advance - Vendors	25,283.19	
" Stock	4,39,515.75	
" Security Deposit	5,81,882.00	
" Miscellaneous Income	<u>26,639.29</u>	10,73,320.23

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH,1991

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
<u>ENGINEERING DIVISION ACCOUNT (Contd.)</u>				
By Teaching Block	9,02,320.00			
" Campus Maintenance	8,78,505.37			
" Motor Car Expenses	54,957.00			
" Repairs & Renewals	1,08,676.00			
" Computer Centre Infrastructure	60,000.00			
" Bank Charges	200.00			
" Security Deposit	<u>7,25,317.00</u>			1,12,16,114.56
<u>EXPENDITURE OUT OF IMPREST FUNDS :</u>				
By Postage Petty Cash Franking	1,91,060.25			
" Imprest Fund - Postage	10,454.55			
" Imprest Fund - Maintenance (General)	6,265.60			
" Imprest Fund - Library	1,373.65			
" Imprest Fund - Transport	25,641.74			
" Imprest Fund - Hostel Maintenance	7,836.15			
" Imprest Fund - Electricity & Water Supply	5,415.63			
" Imprest Fund - Director's Office	197.60			
" Imprest Fund - PGP Office	4,464.58			
" Imprest Fund - Common Admission Test	2,042.25			
" Imprest Fund - Petty Purchase	5,585.80			
" Imprest Fund - Medical	1,674.90			
" Imprest Fund - MDP Office	7,363.80			
" Imprest Fund - Delhi Office	500.00			
" Imprest Fund - General Administration	4,958.29			
" Imprest Fund - Personnel Section	789.90			
" Imprest Fund - City Office	71,639.85			
" Imprest Fund - City Office Maintenance	<u>2,120.62</u>			3,49,385.16
<u>CLOSING BALANCES :</u>				
By Cash-in-hand				15,797.73
" Cash at Bank :				
Current A/c. with SBI, Main Branch	65,723.17			
Current A/c. with SBI, Joka Branch	31,683.64			
Current A/c. with SBI, Joka Br.: A/c. DECISION	14,356.70			
Savings A/c. with SBI, Main Branch	<u>28,01,944.05</u>			

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	A m o u n t Rs. P.	A m o u n t Rs. P.
BROUGHT FORWARD		8,53,18,132.00

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8,53,18,132.00

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Sd/- R.M. Aluni
Asstt. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1991

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By <u>Closing Balances</u> : (Contd.)				
Savings A/c. with SBI, Joka Branch	97,32,470.10			
Savings A/c. with Alipore Post Office	<u>4,29,981.95</u>		1,30,76,159.61	
<u>Petty Cash</u> :				
Postage Petty Cash Franking	11,455.05			
Imprest Fund - Postage	1,000.00			
Imprest Fund - Maintenance (General)	500.00			
Imprest Fund - Library	500.00			
Imprest Fund - Transport	1,000.00			
Imprest Fund - Hostel Maintenance	500.00			
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 - Publication	500.00			
Imprest Fund - M. D. P. Office	500.00			
Imprest Fund - Holiday Home	200.00			
Imprest Fund - General Administration	227.75			
Imprest Fund - City Office	5,000.00			
Imprest Fund - City Office (Maintenance)	<u>500.00</u>		24,582.80	
<u>ENGINEERING DIVISION ACCOUNT</u> :				
By Closing Balances :				
Cash in Hand	5,854.16			
Current A/c. with SBI, Joka Branch	<u>2,24,979.99</u>		2,30,834.15	
			<u>8,53,18,132.00</u>	

Sd/- Daniel Manoharan
Chief Administrative Officer

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF

PROVIDENT
BALANCE SHEET AS

LIABILITIES	Amount		Amount		Amount	
	Rs.	P.	Rs.	P.	Rs.	P.
<u>IIMC CONTRIBUTORY PROVIDENT FUND :</u>						
<u>Subscription :</u>						
As per last A/c.(89-90)	43,74,685.90					
<u>Less: Adjustment</u>	<u>40.00</u>		43,74,645.90			
<u>Add : Addition during the Year</u>	<u>6,38,188.00</u>					
Interest	<u>4,90,447.00</u>		<u>11,28,635.00</u>			
			55,03,280.90			
<u>Less: Withdrawal</u>			<u>2,68,591.53</u>			
			52,34,689.37			
<u>Contribution :</u>						
As per Last A/c.	44,74,535.00					
<u>Add : Addition during the Year</u>	<u>4,19,035.00</u>					
Interest	<u>5,19,346.00</u>		<u>54,12,916.00</u>			
<u>Less: Withdrawal</u>			<u>1,57,158.00</u>			
			52,55,758.00		1,04,90,447.37	
<u>IIMC GENERAL PROVIDENT FUND :</u>						
As per last year A/c (89-90)	61,45,868.16					
<u>Add : Adjustment</u>	<u>22.00</u>		61,45,890.16			
<u>Add : Addition during the year</u>	<u>12,83,821.46</u>					
Interest	<u>7,29,269.00</u>		<u>20,13,090.46</u>			
<u>Less: Withdrawal</u>			81,58,980.62			
			<u>5,62,259.52</u>		75,96,721.10	
			TOTAL Rs.		1,80,87,168.47	

Sd/- R. M. Aluni
Asst. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA

FUND
AT 31ST. MARCH 1991

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	1,28,07,000.00					
<u>Less: Matured & Encashed during the Year</u>	<u>21,21,000.00</u>		1,06,86,000.00			
<u>Add : Investment during the Year</u>	<u>30,55,000.00</u>		1,37,41,000.00			
 <u>CONTRIBUTORY PROVIDENT FUND LOAN :</u>						
As per Last Yr. a/c.	3,29,295.00					
<u>Add : Payment during the Year</u>	<u>5,41,121.00</u>		<u>8,70,416.00</u>			
<u>Less: Loan recovered during the Year</u>			<u>3,30,725.00</u>		5,39,691.00	
 <u>GENERAL PROVIDENT FUND LOAN :</u>						
As per last Year A/c.	4,21,280.00					
<u>Add : Payment during the Year</u>	<u>4,13,118.00</u>		8,34,398.00			
<u>Less: Loan recovered during the Year</u>			<u>3,97,458.00</u>		4,36,940.00	
<u>P. F. Receivable</u>					1,22,044.85	
<u>Bank Balance</u>					32,47,492.62	
			TOTAL	Rs.	<u>1,80,87,168.47</u>	

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

Memorandum Income & Expenditure A/c. for the year ended 31.3.91

	<u>EXPENDITURE</u>				<u>INCOME</u>	
	Amount		Amount		Amount	
	Rs.	P.	Rs.	P.	Rs.	P.
To Interest on						
C.P.F.Subscription	4,90,447.00					
<u>Less: Adjustment</u>	<u>40.00</u>		4,90,407.00			
					16,16,999.15	
Interest on						
Contribution			5,19,346.00			
Interest on						
G.P.F.Subscription	7,29,269.00					
<u>Add : Adjustment</u>	<u>22.00</u>		<u>7,29,291.00</u>			
			Rs. 17,39,044.00		Rs. 17,39,044.00	

Sd/- R.M. Aluni
Asstt. Finance & Accounts Officer

Sd/- M.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 31.3.1991

	R E C E I P T S			P A Y M E N T S	
	Amount			Amount	
	Rs.	P.		Rs.	P.
Opening Bank Balance	13,55,523.84		IIMC - CPF	4,22,949.53	
IIMC - CPF	6,38,188.00		Investment	5,00,000.00	
IIMC - GPF	12,83,821.46		IIMC - GPF	5,21,209.52	
CPF - Loan	3,27,925.00		CPF - Loan	5,41,121.00	
GPF - Loan	3,56,408.00		GPF - Loan	4,13,118.00	
P. F. Receivable	29,93,428.29		P.F.Receivable	27,05,403.92	
P. F. Investment	13,96,000.00		Bank Balance	32,47,492.62	
	Rs.	83,51,294.59		Rs.	83,51,294.59
		=====			=====

Sd/- R. M. Aluni
Asst. Finance & Accounts Officer

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

Sd/- R. P. Aiyar
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE 1990-91

Summary of P.F. Investment as on 31.3.91

	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	73,05,000.00	
3. Five Year Time Deposit A/c. (No. TD 900 286) with Calcutta GPO	58,24,000.00	
TOTAL INVESTMENT :	<u>1,37,41,000.00</u>	

Sd/-D.K.Bhowmick
Asstt. Accountant

Sd/-Prasanta Ghosh
Accountant

Sd/-R.M. Aluni
Asstt. F & A O

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

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE
1990-91

<u>G. P. Note Nos.</u>	<u>Date of Issue</u>	<u>Date of Maturity</u>	<u>Dinomination (Rupees)</u>	<u>Amount (Rs)</u>
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(1) CENTRAL GOVT. SECURITIES Rs.6.50%
GOVT. OF INDIA LOAN BOND 2000 AD :

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	
	"	"	25,000	
	"	"	<u> </u>	<u>1,62,000</u>

Sd/- D. K. Bhowmick Sd/- R. M. Aluni
Asstt. Accountant Asstt. F.& Accounts Officer

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

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND INVESTMENT SCHEDULE 1990-91

(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	26,45,000
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	53,00,000
20.04.90	5,00,000	
22.05.90	1,65,000	
21.06.90	1,50,000	
07.07.90	1,50,000	
21.08.90	1,00,000	
14.09.90	1,00,000	
15.10.90	50,000	
21.11.90	1,00,000	
11.12.90	50,000	
25.01.91	3,40,000	
05.03.91	1,00,000	
22.03.91	2,00,000	73,05,000

Sd/- D.K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- R. M. Aluni
Asstt. F & A O

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

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND INVESTMENT SCHEDULE 1990-91

(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)	
5	30.04.85	30.04.90	2,00,000	
11	12.05.89	12.05.94	2,00,000	
12	16.05.89	16.05.94	1,25,000	
13	06.06.90/09.06.90	09.06.95	2,00,000	
9	07.07.87	07.07.92	10,00,000	
13	06.07.90/11.07.90	11.07.95	3,00,000	
7	05.08.86	05.08.91	5,00,000	
10	17.08.87	17.08.92	5,00,000	
12	30.08.89	30.08.94	79,000	
7	12.09.86	12.09.91	3,00,000	
11	20.09.88	20.09.93	7,00,000	
11	14.12.88	14.12.93	50,000	
7	27.12.85	27.12.90	5,96,000	
11	08.01.88	08.01.93	70,000	
8	26.02.87	26.02.92	3,00,000	
8	01.03.87	01.03.92	2,00,000	
6	23.03.86	23.03.91	1,75,000	
6	29.03.86	29.03.91	3,50,000	
6	29.03.86	29.03.91	8,00,000	
8	30.03.87	30.03.92	<u>7,50,000</u>	73,95,000

Less Encashment during the year :

30.04.90	Rs. 2,00,000	
27.12.90	Rs. 5,96,000	
23.03.91	Rs. 1,75,000	
29.03.91	Rs. 3,50,000	
29.03.91	<u>Rs. 8,00,000</u>	<u>21,21,000</u>

52,74,000

Add : Reinvestment during the year :

30.04.90	Rs. 2,00,000	
29.03.91	<u>Rs. 3,50,000</u>	<u>5,50,000</u>

Total : 58,24,000

Sd/- D. K. Bhowmick
Asstt. Accountant

Sd/- Prasanto Ghosh
Accountant

Sd/- R. M. Aluni
Asstt. F & A O

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