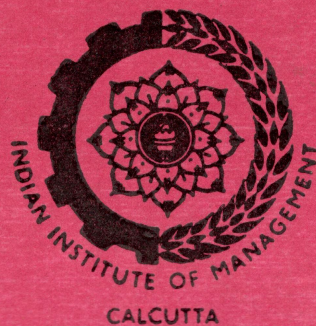


# **ANNUAL REPORT**

**1991-92**



**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**

**JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027**

**Post Box No. : 16757 Alipore Post Office**



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**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**  
**THIRTIETH ANNUAL REPORT**  
**(April 1, 1991 to March 31, 1992)**

**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 31st year on November 14, 1991. 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 2600 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, Environment Management and Rural Development 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, 1992) 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. It has developed the following programmes as instruments for achieving the objectives :

#### **A. Teaching Programmes :**

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

#### **B. Training Programmes :**

- B.1 -- Management Development Programmes
- B.2 -- Extension Programmes
- B.3 -- In-Company Training Programmes (Sponsored)
- B.4 -- Training Programmes for Government Officers.

#### **C. Research :**

- C.1 -- Centre for Management and Development Studies

#### **D. Activity Centres :**

- D.1 -- Programme in Rural Development
- D.2 -- Centre for Public Enterprises Studies
- D.3 -- Centre for Project Management Studies
- D.4 -- Centre for Environment Management.

#### **E. Consultancy.**

#### **F. 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 28th session of the Programme began in June 1991 with 156 students from all over the country in the First Year and 115 students in the Second Year. The number of Schedule Caste and Schedule Tribe students in the First and Second Year were 30 and 14 respectively. There were a total of 12 girl students (including 1 S.T. student) in the First Year and 12 (including 2 S.T. students) in the Second Year. Although 156 students were admitted in the first year which included 8 belonging to the 27th Batch who were repeating their terms the strength came down subsequently to 134. 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 2600 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 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) 28th Post-Graduate Programme (1991-93)**

A total of 6082 candidates applied for admission to the 28th session of Post-Graduate Programme commencing in June 1991 including 363 Scheduled Caste and 128 Scheduled Tribe candidates. Annexure II gives the details for the last 7 years.

Out of the 6082 applicants for admission, 772 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 772 candidates selected for personal interview, 113 candidates belonged to SC/ST community. Ultimately after going through the selection procedure a total of 156 students were admitted to the 28th Post-Graduate Programme.

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

A study of the educational background of the students selected for the 28th session (1991-93) reveals that 83.1% belonged to engineering stream and 16.9% 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 491 applications for admission to the Programme (1991-93) was received from candidates belonging to SC/ST community. Out of this, 113 candidates were called for personal interview and finally 30 candidates joined the Post-Graduate Programme.

**A.1(5) 29th Post-Graduate Programme (1992-94)**

The Common Admission Test for selecting students for the 29th session of Post-Graduate Programme (1992-94) commencing in July 1992 was held on the 8th December 1991 all over India at 18 centres.

The five examination centres at (1) Calcutta (2) Bhubaneswar (3) Guwahati (4) Hyderabad and (5) Patna were controlled by IIMC, which catered to a total of 7455 Candidates.

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 were 24,594. A total of 11436 candidates submitted applications for admission to the Institute. Out of this 586 candidates belonged to Scheduled Caste and 120 belonged to Scheduled Tribe community.

**a. No. of candidates called for interview :**

Total	General	SC+ST
856	695	161

(Centrewise details are in Annexure III)

- b. No. of students joined were 219, (including 46 SC/ST students) out of which 6 dropped out subsequently. The number 219 included 6 students belonging to the 28th Batch who were repeating their term.

#### **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. Courses are arranged on the basis of minimum of 30 contact hours spread over a quarter. The first year courses covered by Terms I to III are compulsory for all the students. During the second year Indian Legal Systems (Term IV), Management Policy (Term V) and Management Game (Term VI) are also compulsory courses for all the students. The termwise break up of the courses offered is given below :

##### **(First Year)**

<b>TERM-I</b>	<b>TERM-II</b>	<b>TERM-III</b>
Mathematics (Qualifying)	Behavioural Science-II	Economics-III
Behavioural Science-I	Cost Accounting	Financial Management
Economics-I	Data Processing	Marketing Management
Financial Accounting	Economics-II	Operations Research
Statistics-I	Indian Social Structure	Personnel Management and
Indian Economics and	Marketing Management	Industrial Relations
Political History	Statistics-II	Production Management

##### **Second Year**

3 Compulsory Courses are offered in the Second Year :

<b>TERM-IV</b>	<b>TERM-V</b>	<b>TERM-VI</b>
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 1991 is given in Annexure V.

In the Second Year, for interested students, specialization packages are available in Systems and Operations Management. As already indicated above, 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.

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 1991-92. 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.

The speakers who participated in the IIMC COLLOQUIA SERIES 1991-92 are as follows :

<u>Sl.No.</u>	<u>Date</u>	<u>Colloquia's Speaker</u>	<u>Topics</u>
1.	16.07.1991	Dr. Ashok Mitra, Former Finance Minister West Bengal.	The Nation and the Economy
2.	31.07.1991	Shri Russi Modi, Chairman & Managing Director, TISCO	Irrelevance of an MBA Education
3.	06.08.1991	Dr. Abhijit Sen, Managing Director, NICCO Group of Industries & President, Bengal Chamber of Commerce	Budget and NIP
4.	20.08.91	Shri Sunanda K. Dutta Roy, Editor, The Statesman	Current Affairs
5.	14.11.91	Shri Brahm Vasudeva	Passing the Baton : from me to you
6.	24.11.91	Shri J. V. Shetty	Financial Reforms, etc.
7.	19.01.92	Shri R. N. Malhotra	Financial Policy : Past and Present strategies desired
8.	14.02.92	Shri Angshuman Chowdhury	Banking Sector and Banking Reforms in India
9.	17.02.92	Prof. George E. Pinches	Mergers and Acquisitions, LBOs.

#### **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. 3,000/- per annum in addition to the 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 for the same.

The following scholarships/prizes have been donated by several organisations for awards to graduating students after completing the 2-year programme according to various criteria :

1.        1.        **Dr. B.C. Roy Gold Medal**
2.        **Chairman's Prize**
3.        **John Wynne Prize**
4.        **Dr. K. Nath Public Trust Gold Medal**
5.        **Bharat Chamber of Commerce Medal**
6.        **B. S. Dua Memorial Prize**
7.        **D.V.C. Medal and Prize**
8.        **Glaxo Marketing Prize and Gold Medal**
9.        **Bengal Chamber of Commerce Medal**
10.       **HMM Scholarship**

In addition some scholarships are donated by the following organisations for awarding to students in the second year on the basis of merit at the end of the first year :

1.        **Bank of America**
2.        **Central Bank of India**
3.        **D.V.C. (Best S.C./S.T. Student)**
4.        **FAIR (Foundation to Aid Industrial Recovery)**
5.        **Glaxo Laboratories India Ltd.**
6.        **Hindustan Lever Limited**
7.        **India Carbon Limited**
8.        **I.T.C. Ltd.**
9.        **T.T. Krishnamachari Silver Jubilee Scholarship**
10.       **Dr. K. Nath Public Trust**
11.       **Shriram Smarak Nidhi**
12.       **CITI Bank**

13. **Business World**
14. **Ramachandar Poddar Smarak Nidhi**
15. **Standard Chartered Bank**
16. **Procter & Gamble**

Names of the students who were awarded these prizes and scholarships are given in Annexure VII(A) and VII(B).

A statement containing the Honour Roll of the 27th Batch, SC/ST Scholarship, Merit-cum-Means Scholarship holders during 1991-92 is given in Annexure VII(C).

#### **A.1.(8) 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. 600/- p.m.(approx.)
- (Non-Vegetarian)	Rs. 650/- p.m.(approx.)

#### **A.1.(9) Sytstem 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.

For the Weaker Section of the Students, effective from the 28th Batch (1991-93), a Slow Paced Scheme (SPS) has been introduced. A student having Grade Point Average (GPA) less than 3.40 at the end of Term I is transferred to the SPS. A Student under this scheme is required to fulfil the requirements for the Post Graduate Diploma in Management within 36 months of his admission to the Programme (as against the normal period of 24 months).

Those who successfully complete the 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, 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.

Every student is a member of the Students' Association, which has a President, General Secretary and Treasurer. Students themselves, through their elected representatives, organise Mess, Sports, Colloquia, Debates and Quizzes, Music and other social activities.

#### **A.1.(12) Placement**

The Placement Programme of 1991-92 was excellent, both in terms of the quality of jobs offered as well as the speed at which the students were placed. While the Placement Programme was for 9 active placement days, all the students got placed in 7 days time, which was a record. Most of the students secured the kind of jobs they wanted and the level of satisfaction on the part of the students as well as the recruiting organisations was high.

Some of the highlights of the placement programme were :

- Out of a batch of 114 students, 107 students availed of placement service. Four students opted out of placement as they wanted to start their own enterprises, while three others did not avail of the placement service due to personal reasons.
- A total of 133 offers were made to 107 students who sought placement services. These offers were made by 46 visiting companies (35 from the private sectors and 11 from the public sector). Details in this regard are given in Annexure X.
- 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.
- Consumer product companies and financial institutions did substantial recruiting (26 by the former

and 30 by the latter, representing 52.3% of the total students placed).

- 28 students (26.2% of the students placed) joined the public sector. Students' interest in the public sector companies and financial institutions has been increasing over the past few years. This year, seven such companies were scheduled for interviewing the students in the campus in the first week of placement. Details of placement, sectorwise, and on the basis of nature of jobs during the last 5 years are given in Annexure VIII.
- A heartening feature of the placement programme over the last two years has been the placement of SC/ST candidates in highly preferred companies in competition with the general candidates. This year also was no exception. All 13 SC/ST students got placement within the first 6 days of placement in good companies. This included some students who completed their PGDM in 3 years (as against the normal period of 2 years).
- 15 new organisations visited Institute for the first time during this placement season (details in Annexure IX). A significant break through this year was the visit by M/s. McKinsey & Co. Inc., the world's leading management consulting firm from New York to recruit students from the campus. Three students got job offers from this company. This is a good beginning to what may prove to be the emergence of IIMC as a campus for recruitment by international companies. Another notable first time visitor was the US based break fast cereal giant viz. M/s. Kellogg's Inc. who were about to start manufacturing operation in India.
- There were 35 students with work experience and all of them were able to secure suitable offers commensurate with their experience.
- The average monthly salary accepted this year was Rs. 5800 as compared to the average salary of Rs. 4812 in 1991. The highest salary was offered by McKinsey which was the rupee equivalent of US \$15000 for a posting in Bombay. The salary distribution in the offers made this year is shown in Annexure XI.
- There was better spread of students over various functional areas, this year. Even in the personnel function, there was job acceptance which in most years in the past did not find any takers from the side of the students. The functional and areawise classification of job offers made to students is given in Annexure XII.
- The company participation fee of Rs. 2000/- which was introduced in 1991 was charged this year also.
- Summer Placement also was extremely satisfactory and it was possible to find summer projects for all the 1st year students who sought Institute's placement service, in 7 days time. Out of a total batch of 129 students, 122 students participated in this programme while the other 7 students chose to arrange for their training themselves. Students accepted offers from as many as 37 organisations. The projects offered were quite relevant in terms of Summer Training objectives, and the overall students satisfaction with the Summer Projects 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 Fellowship 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.

The Calcutta chapter of IIMC Alumni Association in collaboration with the Institute organised a seminar on "The future of financial services" at the Oberoi Grand Hotel on 12.8.91. The key note address was delivered by Shri N. Vagul, Chairman, IDBI. Eminent scholars from India and abroad, including alumni of the Institute, participated in the seminar. The seminar attracted a large number of corporate executives and was a great success.

### **A.2. FELLOWSHIP 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 twentysecond 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 11 students who are at various phases of their coursework/research in the Programme.

As of now 47 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 1991-92, 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. For the programme which commenced in June '91, there were 629 applications. 523 took the examination (CAT); 40 were short listed out of which 25 came for interview; 10 were selected and 4 joined. Out of 4 candidates 2 since left and the remaining 2 continued with the studies. For the programme which would commence in June '92, 388 applications were received out of which 365 took the test. A total of 56 candidates were called for interview which was scheduled for 6th and 7th April '92.

#### **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, 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 14.3.92.

#### **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 1991-92, there were 46 students in PGCGM First Year (11th Batch - 1991-93) and 34 students in PGCGM Second Year (10th batch 1990-92). 30 students - 28 belonging to the 10th Batch and 2 belonging to the 9th Batch (1989-91), - were awarded "Post Graduate Certificate in General Management" in the Convocation held on 14.3.92.

For selection of the 12th batch (1992-94) of PGCGM students, 195 applications were received; 110 persons were called for interview and 65 offers were sent.

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 be screened for selection based on their performance in the CAT.

### **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 1991-92, the following Extension Programmes were conducted :

Sl. No.	Name of the Programme	Duration	No. of Participants	Project Directors
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1.	Quality Management	18-06-91 to 27-07-91	17	Prof. B. Sarkar
2.	Financial Management	26-12-91 to 04-02-92	32	Prof. Shyamal K. Ghosh Prof. N. Bhattacharyya

#### 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.

#### A.3.(7)

The students body have formed a PGCGM Alumni Association.

### 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 17 Programmes were held with a total number of 272 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 11 Government Sponsored Training Programmes (five for IAS officers) were conducted by the Institute (Annexure-XV).

**C. RESEARCH**

**Centre for Management and Development Studies:**

**C.1.** 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.

**C.2.** During 1991-92, the research projects undertaken by the members of faculty and research staff are given in Annexure XVI which indicates also Research Projects completed and those sanctioned during the year.

**D. ACTIVITY CENTRES**

**D.1 Programme in Rural Development**

**D.1.(1)** The main objective of this Centre is to examine the relevance and applicability of management concepts and systems to the rural sector with a dual purpose of improving managerial practices and acquiring greater understanding of the working of rural organisations.

**D.2.(2)** Details of the Research/Consultancy Projects undertaken and course materials prepared by the Centre and other activities of the Centre during the year are given below :

**I. Research/Consultancy Projects :**

1. Socio-Economic Study of 40 Villages around Campus (on-going)
2. Household Survey of Village Chakdari for IDRC Project on Assessment of Rural Development Efforts sponsored by IDRC, New Delhi
3. Evaluation of IRDP in 24 Parganas (South) and Howrah Districts sponsored by the Government of West Bengal (completed).

4. Community Participation through Mahila Mandals in CINI Villages sponsored by ICOMP Malaysia (on-going).
5. Directory of NGOs and CBOs in selected Wards in CMDA area sponsored by British High Commission, New Delhi (completed).
6. Role of NGOs in Development in Eastern Region States (on-going)

## **II. Course Materials prepared for Workshops/Training Programmes :**

1. Rural Development Management Programmes for Non-Government Organisations, Calcutta.
2. Health for All and Leadership Workshops for Health and Family Welfare Officers from Eastern and North-Eastern Region States at Imphal, Manipur and Patna, Bihar.
3. One-Week/Two-Week Health Management Workshops for Senior Officers (Level-I and Level-II) from 12 Eastern Region States and Bihar State, at Calcutta.

## **III. Others :**

1. Complimentary copies of Directory of Organisations, Volume XVII and Volume XVIII mailed to 442 organisations and Bibliographies mailed to 237 organisations.
2. The mailing list of 2430 Non-Government organisations and 780 Government organisations was made up-to-date and computerised.
3. Research Staff participated in Workshops/Seminars at Patna/Calcutta sponsored by the Government of India/WHO.
4. A Directory of Organisations engaged in Environment Development in India was compiled for Government of India, sponsored by SAP, New Delhi.
5. A Bibliography on Environment Management in India was compiled for SAP, New Delhi.
6. Two PGP-II optional courses on "Rural Development and Social Change" and "Rural Markets and Agrarian Structure" were offered by Professor M. S. Mishra based on the secondary and primary data collected by RDPMC. Further these inputs were used in PGP-I and PGCGM course on "Indian Social Structure".
7. Exchange of published materials/Study Reports/Directory/Bibliography on Rural Development Management with International Organisations and with Central Government, State Governments Training and Research Institutions, Universities, Voluntary Organisations in Eastern and North-Eastern Region for dissemination of knowledge and experiences was undertaken on regular basis.
8. Necessary correspondence and discussions with Ministry of Science and Technology, Environment and Forests, Government of India and IDBI, have been made to initiate activities for appropriate technology and rural entrepreneurship development Programmes in near future.
9. Ministry of Health and Family Welfare, Government of India has identified IIMC for Rural Health Services Management training, research and evaluation and Distance Learning Programmes in Eastern and North-Eastern Region states similar to the arrangement we have with Ministry of Agriculture, Department of Rural Development, since 1989-90.

10. Preparatory work to launch a News Letter on Rural Development Management in Eastern Region, few case studies on Management of Rural Organisations, Development Activities and programmes, Research studies on impact of land reforms and panchayati raj in West Bengal and a Workshop on Science, Technology and Rural Development to be held next year, has been undertaken.

## **D.2. Centre for Studies in Public Enterprises Management (CSPem)**

**D.2.(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 Enterprise Management has been set up at the Institute.

In 1991-92 the Centre played a major role in helping the Government shape its current policy towards public enterprises. It worked actively with the Department of Public Enterprises in designing and implementing Government's policy on MOU between public enterprises and the 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 the Indian Public Sector. By most accounts, the Centre has made a great deal of progress towards this goal.

The CSPem played a major role in conducting the MOU Training programmes all over India. As a result, 128 enterprises have already signed the MOU with the Government and another 100 enterprises would be signing very soon. In addition, the CSPem has conducted In-Company Training Programme for Bharat Petroleum Corp'n. Ltd. and Shipping Corporation of India Ltd., where 50 executives each attended the programme.

In 1991-92 Centre continued its self efforts by undertaking the necessary research, training and seminar to sustain this momentum. 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.

## **D.3. Centre for Project Management**

**D.3(1)** The Centre for Project Management has been set up to carry out research and conduct training programme 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.3(2)** A number of training programmes were conducted on project management. An Elective course in project management was offered in the Post Graduate Programme.

## **E. 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 completed/on-going during the year is shown in Annexure XVII.

## **F. PUBLICATIONS**

### **JOURNAL**

One issue of the journal, **DECISION** (Vol. 18, No.2) was published. Another issue (Vol. 18, Nos. 3 & 4) combining the said Nos. is expected to be published soon. The above mentioned issues contain 10 articles and 4 Book Reviews.

### **WORKING PAPERS**

During the year, Publications Division brought out 18 Working Papers authored by the members of Faculty/Research Staff. With the streamlining of the production and distribution of Working Papers, the Publications Division was able to issue an increased number of Working Papers during the period. We have also been maintaining the programme of exchanging Working Papers with other reputed Institutes/Universities. Apart from internal distribution, the Working Papers are now being sent to about 100 Institutes/Universities in India and abroad.

### **BOOKS**

The publications Division has negotiated a signed agreement with Oxford University Press for publishing a book titled "Probability & its Applications" jointly edited by Professor Manish C. Bhattacharjee & Professor Sujit K. Basu. The book is expected to be published soon.

The Publication Division also assists faculty members/Centres in their publication work. During the year under review, the Publications Division has already brought out the Bibliography on Management of Rural Development (Volume II & III) and the Directory of Management on Rural Development (Vol. IV) edited by Professor Madhu S. Mishra.

Publication by Faculty and Research Staff of the Institute during 1991-92 are given in Annexure-XX

## **4. ANNUAL CONVOCATION**

The twentyseventh Annual Convocation of the Institute was held on the 14 March, 1992. The Chief Guest was Dr. Bimal Jalan, Chairman, Economic Advisory Council to the Prime Minister. Prof. I.S. Gulati, former Chairman of the Board of Governors of IIMC, presided over the function.

In this convocation 114 students of the Post Graduate Programme were awarded the Post Graduate Diploma. There were 101 boys and 13 girls among the graduating students. A list of such students is given in Annexure-XXI. One Fellow student of the Institute were awarded the title "Fellow of IIMC".

Information about the student who got Fellowship award in the convocation, along with his dissertation title, is given in Annexure XXII.

Post Graduate Certificate in General Management was also awarded to 28 students of the 10th Batch (1991-92) and 2 students of the 9th Batch (1989-92) in this Convocation. Details are given in Annexure XXIII.

## **5. COMPUTER CENTRE**

The Institute took over the Computer Aided Management (CAM) Centre financed by the Deptt. of Electronics, with assistance from UNDP, on 1.4.91. Computer resources available in this Centre and those available in the Institute outside this Centre have all been brought together and the combined resources are available for the students and the faculty for their studies and research work. The Computer Centre now has the following main computing resources.

- i) VAX 11/750 mini computer system with colour monitors and graphics facilities.
- ii) 3 Sun 3/60 and 3 Sun 3/50 workstation connected in a net work.
- iii) 150 PC-XTs/PC-ATs and 3 LAN Servers, linked together.
- iv) Desk top publishing system with an optical scanner and three laser printers. A few P.Cs are also available in the Students Hostels.

## **6.1 SEMINARS/WORKSHOPS/CONFERENCES**

**6.1(1)** During the year, IIMC, in collaboration with the Observer Research Foundation, New Delhi, organised a National Seminar on "Restructuring Indian Economy" on the 17th and 18th January, 1992, at Joka Campus. This was Inaugurated by Shri Jyoti Basu, Chief Minister of West Bengal and the key note address was delivered by Shri Man Mohan Singh, Union Finance Minister. Prof. Ashim Dasgupta, Finance Minister of West Bengal, Prof. P.N Dhar, Prof. Y.K. Alagh, Prof. Raja Chelliah, Shri R.K. Malhotra, former RBI Governor, Shri R.K. Mishra, Chairman, Observer Research Foundation and a number of other distinguished academics, administrators, Trade Union Leaders and Managers were present. Inaugural Session was followed by a session on "Structural adjustment", a session on "Labour Policy" and a session on "Privatisation". Shri P. Chidambaram, the then Union Commerce Minister was the Chief Guest at the Valedictory Session. There was frank and productive exchange of views on the various problems thrown up as a result of the new Economic Policy of the Central Government.

**6.1(2)** Dr. P. Seren, Associate Professor of International Finance Katholieke University Belgium visited Institute as a consultant under UNDP sponsored International Management Education Programme and presented Seminars on (i) evidence of PPP in the short run (ii) Exchange rate volatility, International Trade and Value of exporting firm (iv) Foreign exchange as an option on traded goods.

**6.1(3)** Dr. Y.D.Euh, Professor of Finance and International Business, Korea University, Seoul visited the Institute during Aug 10-14, 1991 under the same programme and presented Seminars on (i) Financial Reforms in Korea and (ii) internationalisation of Korean Capital Markets.

**6.1(4)** Dr. Y.L. Park, Professor of Economics, Korea University was also in the Institute with Dr. Euh, under the same programme and presented Seminar on "Korea's export led growth strategies and development economics".

**6.1(5)** Dr. Susan P. Douglas, Professor of Marketing and International Business, New York University, New York,

was in the Institute under the said Programme during Aug. 22-26, 1991 and presented Seminars on (i) Trends in International Marketing Research and (ii) Entry Strategies for Europe, 1992.

**6.1(6)** Dr. P.K. Sen, Associate Professor of Accounting, Haas School of Business, Berkeley, USA, another consultant under the UNDP sponsored programme was in the Institute from 20.7.91 to 14.8.91 and presented Seminars on (i) International Market for Auditing and Accounting Services and (ii) Corporate disclosures and MNCs.

**6.1(7)** Dr. Suresh M. Sundaresan, Professor, Graduate School of Business, Columbia University, New York, was in the Institute under the Programme in Aug '91 and presented Seminars on (i) Risk analysis (ii) options and futures markets (iii) Pension fund asset allocation and optional retirement incentives and (iv) regulating financial services industry; lessons from West and a Blue Print for Indian Capital Markets.

**6.1(8)** Dr. John McMillan, Professor, Graduate School of International Relations and Pacific Studies, University of California, USA, visited the Institute as Consultant under the Programme in Nov '91 and presented Seminars on (i) Do Trade Blocks foster open trades and (ii) The economics of Section 301 : A game theoretic guide.

**6.1(9)** Dr. D.K. Mitra, visiting Consultant gave Seminars on (i) International Competitiveness of nations and (ii) Penetrating international markets in 90s.

**6.1(10)** Dr. Neil Frazer, Dept. of School Policy, University of Edburg visited the Institute as Consultant and offered Seminars on (i) a model of Parliamentary decision making and (ii) a democratic industrial relations angle.

**6.1(11)** Dr. John C. Camillus, Professor of Business Administration, University of Pittsburgh, USA, was in the Institute as Consultant and offered a Seminar on "Strategic vision : Creating and Sustaining Competitive Corporation.

**6.1(12)** Dr. Dipankar Chakravarti, Professor, Department Marketing, Karl Eller Graduate School of Management, University of Arizona, USA visited the Institute as a consultant and spoke on "The development of Augmented Products Bundles" and offered a number of Seminars.

**6.1(13)** Prof. Sris Chatterjee, Asst. Professor, Fordham University, USA, visiting the Institute as UNDP Consultant in Nov. '91 and gave a Seminar on "Effect of Bankruptcy Probability on Leverages - A Direct Test".

**6.1(14)** The Institute faculty members and research staff were involved in giving talks and participating in Seminars/Workshops/Conferences arranged by outside agencies. A brief account of such activities is provided in Annexure XVIII.

## **6.2 OTHER PROFESSIONAL ACTIVITIES**

A Brief account of Other Professional Activities of the Faculty and Research Staff is given in Annexure-XIX.

## **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 2428 books/bound periodicals has been made to its stock of over 1 lakh of such volumes (total collection is now about 1,17,611). 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 606



periodicals are being subscribed to, currently.

The most important acquisition for the Library during the year was the ABI/INFORM CD-ROM data base of Management literature which was installed for the first time in India.

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

### **Networking and Resource Sharing**

The Library has been granted membership for participation in CALIBNET, the metropolitan library network, sponsored by NISSAT.

During the year, it participated in IDRC sponsored project on utilisation of management information

### **Development Programme**

Conducted workshop on CDS/ISIS retrieval system in collaboration with the Indian Association of Special Libraries and information Centres.

### **ALO Fellow Programme**

Ms. Deborah Abraham of Brookline Public Library undertook projects in the area of library computerization under the Fellow Programme of the American Library Association.

### **Staff Development**

- 1) Sri Ananta Kr. Dey, Asstt. Librarian, went to the City University, London, during the year under the Technical Cooperation Training Programme of the British Government for 1991-92 to participate in a one-year Library and Information Science Course, leading to issue of M.Phil Degree.
- 2) Smt. Manika Basu Roy Chowdhury, Sr. Library Assistant, Sri Chanchal Pal, Assistant Librarian, Smt. Ruma Ghosh, Assistant Librarian, Sri Haripada Chakraborty, Library Assistant and Smt. Papia Chakraborty, Library Assistant underwent training in CDS/ISIS retrieval System organised jointly by IIMC and IASLIC.

### **Seminar/Conference**

During the year library staff members participated in the following conferences :

- 1) 37th All india Conference in Madras during December 4-7, 1991.
- 2) 38th All India Conference in Kurukshetra during December 26-29, 1991.

## 8. CAMPUS DEVELOPMENT

Out of the three major construction works which were in hand, viz. 170 bedded students' Hostel, New Teaching Block and 48 Quarters for Group 'D' employees, the work in the students' hostel alone progressed satisfactorily, while the work in the other two buildings remained suspended since 1.6.91, as the contractor stopped the work, demanding substantial escalation in cost on account of inflation specially due to Gulf War. 90 rooms in the students' Hostel were expected to be ready by June '92 before the next academic session started, enabling intake of more students. In regard to the other 2 buildings, the contracts were terminated amicably (to avoid litigation) on 19.2.92. Action to call for fresh tenders was initiated.

Besides the above 3 buildings, the Engineering Division took up the following items of work under their direct supervision :

- |      |  |               |
|------|--|---------------|
| i)   | construction of water bound macadam road | - completed.  |
| ii)  | special repairing work of campus roads   | - in progress |
| iii) | development of site with earth filling   | - in progress |
| iv)  | installation of 500 KVA Transformer      | - in progress |

They also attended to work relating to repairs and maintenance of buildings, water mains and electrical installations (including air conditioning and refrigeration equipment) inside the campus and maintenance of city hired flats.

## 9. DISTINGUISHED GUESTS AND VISITORS

The following persons visited the Institute during the period :

1. Dr. J. K. Sengupta, Professor of Economics and Operation Research, University of California, Sante Barbare (Former Director of the Institute) gave four seminar talks during September, 1991.
2. Ms. Pamela Cox, the Principal Author of 1991 India Country "Economic Memorandum - Agriculture" gave a talk in the Conference Room in the Campus on 11.7.1991.
3. Dr. A.K.M.Rafiquzzaman, Director General, National Institute of Population Research and Training (NIPORT), Dhaka, Bangladesh on 16.10.91 as guest of WHO. He had come to India to participate in the SAARC Workshop held at New Delhi.
4. Shri Russi Modi, Chairman-cum-Managing Director, TISCO on 31.7.91 to address a Colloquia Session.
5. A European Study Team from EFMD (European Foundation for Management Development) comprising Profs. Kistner (BIELEFELD), Payne (MANCHESTER BUSINESS SCHOOL AND MONTANA (ESADE) and MME Petrella, EFMD, Brussels, visited the Institute on 26.7.91 and had discussions with faculty Prof. Kistner gave a series of Seminars/Lectures during December 7-18, 1991.
6. Prof. Gaba, Coordinator at Insead of the Euro-India Exchange and Cooperation Programme on 29.7.91 for discussions with faculty members who were interested in the Euro-India Programme.

7. Dr. Paul De Blot of the Netherlands Schools of Business, Stratweg, Netherlands, visited Institute during January 8-10, 1992 and had discussions with Director and faculty members. He gave a seminar on 10.1.92 on "Cultural Implications of Transfer of Technology".
8. A 5-member Chinese delegation visited the Institute on the 22nd January, 1992.
9. Mr. Peter Reay, formerly Personnel Director, Cadbury visited the Institute on 5.2.92 and shared the experience of Cadbury with reference to Personnel Management and Change, with the faculty members.
10. Dr. Anupam Puri, Senior Partner, McKinsey & Company, visited the Institute during January 5-6, 1992, for interaction with faculty members, specially Chairman, Placement Programme.
11. Mr. Jean Louis Scaringella, Director of one of the French Higher Schools of Commerce & Management visited the Institute on 4.2.92 to interact with our faculty and students. He delivered a lecture on "Management Education in Europe - The French Model", on that day.
12. Prof. Amitava Mitra, Auburn University, Alabama, USA presented a seminar on "An Integrated Multicriteria Model for Warrents Cost Estimation and Production" on 20.12.91.
13. Dr. Suresh P. Sethi, General Motor Research Professor of Operations Management, Faculty of Management, University of Toronto visited the Institute and gave a seminar on "Hierarchical Controls of Manufacturing Systems" on 10.1.92.
14. Prof. C.S. Sankar of Auburn University, USA (An alumnus of this Institute - 8th Batch), gave a seminar on "Use of Management Information Systems & O.R. in US Business" on 9.1.92. He spoke mainly on his experience with organisations like AT & T.
15. Dr. Tapas K. Sarkar, Professor of Statistics and Operations Research, Victoria University of Wellington, New Zealand, presented a seminar on "Computer Generation of Gamma Variates".
16. Dr. L. Guha of the University of Queensland, Australia presented a seminar on "Pricing Strategies on Utility Management" on 19.2.92.
17. Prof. George E. Pinches, School of Business, University of Kansas offered a Seminar on "Exchange offers and Capital Structure" on 20.2.92.
18. Prof. Farook C. Contractor, Fulbright visiting Professor in India delivered lectures on "Strategic alliance and Joint Ventures" on 19.3.92 and "The Global Finance and Economic Environment for companies" on 20.3.92
19. Dr. J.N.D. Gupte, Professor of Management Science, Ball State University, U.S.A. gave two seminar talks on "Open Problems in Scheduling" on August 13, 1991.

#### **10. FACULTY AND OTHER SENIOR APPOINTMENTS**

- 1) Dr. Subir Chowdhury, Director (with effect from 3.2.92)
- 2) Prof. Anup K. Sinha joined the Institute in the Economics Group as Associate Professor, with effect from 1.4.91

### **11. FACULTY ON LEAVE**

- 1) Prof. Amitava Bagchi (2 years from 1.9.91)
- 2) Prof. Brajaraj Mohanty (from 23.3.90)
- 3) Prof. V. Ananda Ram (from 6.6.89 to 5.6.91)
- 4) Prof. Ambujaksha Mahanti (from 7.1.90 to 28.9.92)
- 5) Prof. Binod Kumar (from 15.5.90 to 6.5.92)
- 6) Prof. K.V. Viswanathan (from 1.6.91)

### **12. FACULTY AND OTHER SENIOR OFFICERS RETIRED**

- 1) Prof. R. P. Aiyar, Director  
(Voluntary retirement with effect from 3.2.92)
- 2) Prof. Gouranga Chattopadhyay (30.6.91)
- 3) Prof. Satyesh Chakraborty (31.10.91)

### **13. FACULTY RESIGNED**

- 1) Prof. V. Ananda Ram (6.6.91)
- 2) Prof. Indivar Kamtekar (30.6.91)
- 3) Prof. Kunal Basu (31.10.91)

### **14. ACADEMIC ADMINISTRATION**

- |     |   |   |                           |
|-----|---|---|---------------------------|
| 1.  | Chairman, Post Graduate Programme         | : | Prof. N. Ramachandran     |
| 2.  | Chairperson, Fellowship                   | : | Prof. Annapurna Shaw      |
| 3.  | Chairman, Admission                       | : | Prof. Dilip K. Lahiri     |
| 4.  | Chairman, Placement                       | : | Prof. Sudas Roy           |
| 5.  | Chairman, Extension Programme<br>& PGCGM  | : | Prof. Sujit K. Basu       |
| 6.  | Chairperson, Management Dev.<br>Programme | : | Prof. Zainab Ahmed        |
| 7.  | Chairman, Computer Centre                 | : | Prof. Subir Bhattacharyya |
| 8.  | Chairman, Consultancy                     | : | Prof. M.S. Mishra         |
| 9.  | Chairman, Publications                    | : | Prof. Rahul Mukherjee     |
| 10. | Chairman, Transport, Adv.Committee        | : | Prof. M.S. Mishra         |

#### **14. ACADEMIC ADMINISTRATION (Contd.)**

11.	Chairman, C M D S	:	Prof. Anup K. Sen
12.	Chairman, Centre for Studies in Public Enterprises	:	Prof. P. Trivedi
13.	Chairman, Centre for Rural Dev. Management Programme	:	Prof. M.S. Mishra
14.	Chairman, Centre for Project Management Studies	:	Prof. Ranjan Ghosh
15.	Vice-Chairman, Library Committee	:	Prof. Nilotpal Chakraborty
16.	Editor - DECISION	:	Prof. Rahul Mukherjee
17.	Faculty Convenor	:	Prof. D. Bhattacharjee
18.	Convenor, Internal Personnel Committee	:	Prof. M.N. Pal
19.	Chairman, Alumni	:	Prof. Sanjiv D. Vaidya
20.	Provost	:	Prof. Sanjeev Bhatt

#### **15. GROUP COORDINATOR**

1.	Economics	:	Prof. Ranjit K. Sau
2.	Environment	:	Prof. Zainab Ahmed
3.	Personnel Management and Industrial Relations	:	Prof. Anil K. Sen Gupta
4.	Behavioural Sciences	:	Prof. Dilip K. Lahiri
5.	Sociology	:	Prof. Surendra Munshi
6.	Management Information Systems	:	Prof. Sanjiv D. Vaidya
7.	Operations Management	:	Prof. Ranjan Ghosh
8.	Finance & Control	:	Prof. Dipankar Mitra
9.	Marketing	:	Prof. Sanjiv Bhatt
10.	Regional Development	:	Prof. Rabin Ganguly

## 16. LIST OF FACULTY MEMBERS AS ON 31.3.1992

**DIRECTOR :** Dr. Subir Chowdhury, B.Tech.(Hons.)(Mech.);M.Tech.in Industrial Engg.,(IIT Kharagpur),  
Ph.D. in Ind. Admin., (Manchester, UK.)

### BEHAVIOURAL SCIENCES:

Prof.(Mrs.) Leena Chatterjee, M.A.(Delhi), Ph.D.(IIT,Kanpur)  
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.), M.Sc.(Econ.),Ph.D.(London)  
Prof.Sudip Chaudhuri, M.A.(Cal.), Ph.D.(JNU)  
Prof.Sushil Khanna, B.Sc.(Allahabad), 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,Ph.D.(ISI)  
Prof.Amit Bhaduri, Ph.D.(Cambridge)  
Prof.Anup K Sinha, M.A.(Cal.), Ph.D.(Southern California)

### ENVIRONMENT:

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

### FINANCE AND CONTROL:

Prof.Kamal K Bhattacharya, M.Com.,(Cal.), F.C.A.(New Delhi)  
Prof.Sitangshu K Chakraborty, M.Com.(Cal.), Ph.D.(Liverpool),I.C.W.A.I.  
Prof.Syamal 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.),(Cal.), PGD(Computer Sc.),(ISI), D.Sc.(Cal.)\*  
Prof.Asim K.Pal, M.Stat., P.G.Diploma (Computer Sc.),(ISI), Ph.D.(Cal.)

## **MANAGEMENT INFORMATION SYSTEMS:(Contd.)**

Prof.K.V.Viswanathan,MMS(BITS,Pilani),Fellow(IIMC)\*

Pror.Anup Sen,M.Tech., Ph.D.(Cal)

Prof.Subir Bhattacharya,M.Tech., Ph.D.(Cal)

Prof.Sanjiv Damodar Vaidya, B.Tech.,(Elect.), (IIT,Bombay), PGDM,Fellow,(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.Sanjeev Bhatt, MMS(BITS), Fellow in Management (IIMC)

## **OPERATIONS MANAGEMENT:**

Prof.Sujit K.Basu, M.Sc.(Cal.), Ph.D.(North Carolina)

Prof.Ashis K.Chatterjee, B.E.(Mech.), (Jadavpur), Fellow in Managment (IIMA)

Prof.Kalyan Dutta, M.Sc.(Cal.), Ph.D.(North Carolina)

Prof.Ranjan Ghosh, B.Tech.(IIT,Kharagpur), M.S.(Stanford), M.S.,Sc.D (Columbia)

Prof.B.R.K.Kashyap, M.A.(Punjab), Ph.D.(Jodhpur)

Prof.Chandan K.Mustafi, M.Sc.(Cal.), Ph.D.(Columbia)

Prof.Manabendra N.Pal, M.M.E.(Jadavpur), Fellow(IIMC), Ph.D.(Engg.)(Cal)

Prof.Biswanath Sarkar, M.Sc.(Cal.), M.Stat.(ISI), Ph.D.(Cal.)

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

Prof.Nilotpall Chakravarti, 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.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 Urban Champaign)

## **SOCIOLOGY:**

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

Prof.Madhu S.Mishra, M.A.(Econ.), M.Litt.(Sociology), Ph.D.(D.S.E.)

Prof.Surendra Munshi, M.A.(Agra), Dr.Soz wiss(Bielefeld)

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



**PUBLIC ENTERPRISES CENTRE:**

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

**LIBRARIAN:**

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

**RESEARCH FELLOW:**

Shri Bhubanesh Misra

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\* on leave

## **17. ADMINISTRATION**

<b>Shri Daniel Manoharan</b>	<b>:</b>	<b>Chief Administrative Officer</b>
<b>Shri C.S. Ramanathan</b>	<b>:</b>	<b>Secretary to Board</b>
<b>Shri M.K. Bhattacharjee</b>	<b>:</b>	<b>Finance &amp; Accounts Officer</b>
<b>Shri Sushil Chakraborty</b>	<b>:</b>	<b>Officer on Special Duty</b>
<b>Shri Asoke Sen Gupta</b>	<b>:</b>	<b>Senior Administrative Officer</b>
<b>Shri Dipak Chatterjee</b>	<b>:</b>	<b>Senior Administrative Officer</b>
<b>Shri B. Kar Gupta</b>	<b>:</b>	<b>Senior Administrative Officer</b>
<b>Shri S.B. Das</b>	<b>:</b>	<b>Executive Engineer (Actg.)</b>
<b>Shri S.R. Roy</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri Amal Kr. Basu</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri S. Dutta</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri P.K. Bhattacharjee</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri Animesh Basu</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri T.N. Naskar</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri Joydeb De</b>	<b>:</b>	<b>Administrative Officer</b>
<b>Shri S.K. Banerjee</b>	<b>:</b>	<b>Assistant Engineer</b>
<b>Shri P.S. Guha</b>	<b>:</b>	<b>Deputy Librarian(Ofg.)</b>
<b>Shri N.K. Chatterjee</b>	<b>:</b>	<b>Deputy Librarian(Ofg.)</b>
<b>Shri S.B. Dey</b>	<b>:</b>	<b>Secretary to Director</b>
<b>Shri Dipak Das Gupta</b>	<b>:</b>	<b>Asstt. Finance &amp; Accounts Officer(Actg.)</b>
<b>Shri S.N. Ghosh</b>	<b>:</b>	<b>Asstt. Finance &amp; Accounts Officer</b>
<b>Dr. Srikanta Banerjee</b>	<b>:</b>	<b>Medical Consultant</b>

## 18. REVIEW OF THE FUNCTIONING OF IIMs

Government of India in the Ministry of HRD set up a Committee in May'91 to review the functioning of the four Indian Institutes of Management (Calcutta, Ahmedabad, Bangalore, and Lucknow) with the following composition and terms of reference.

### Composition

- |    |  |   |          |
|----|--|---|----------|
| 1. | Dr. V. Kurien<br>Chairman, National Dairy Development<br>Board, Anand.   | : | Chairman |
| 2. | Shri Satyam G. Pitroda<br>Advisor to the Prime Minister on<br>Technology Missions, Prime Minister's<br>Office, South Block, New Delhi. | : | Member   |
| 3. | Dr. Kamala Chowdhury<br>Chairperson<br>All India Board of Management Educaion<br>AICTE, New Delhi.                                     | : | Member   |
| 4. | Shri Y.B. Yugandhar<br>Director, Lal Bahadur Shastri National<br>Academy of Administration, Mussorie.                                  | : | Member   |
| 5. | Dr. M. Santappa<br>Former Vice Chancellor<br>Madras University, Madras.  | : | Member   |
| 6. | Shri S.M. Datta<br>Chairman<br>Hindustan Lever Ltd.<br>165/166, Backbay Reclamation<br>Bombay.   | : | Member   |
| 7. | Shri Sanjit Roy<br>Social Work and Research Centre<br>Village Tilonia, Dist Ajmer  | : | Member   |
| 8. | Professor V.S. Vyas<br>Director<br>Institute of Development Studies<br>Jaipur.   | : | Member   |
| 9. | Professor K.R.S. Murthy<br>Director<br>Indian Institute of Management Bangalore<br>Bangalore.  | : | Member   |

10. Shri M.P.M. Kuttu : Member-Secretary  
Director  
Department of Education  
Ministry of Human Resource Development  
New Delhi.

**Terms of Reference**

- i) To review the present status of the IIMs in fulfillment of their objectives as Centres of excellence in management education and research.
  - ii) To assess the overall impact of the Institutes on the Training of high level management personnel for the development of the Country.
  - iii) To make recommendations regarding reorganisation of IIMs with a view to better serving the Country's economic and social development needs.
  - iv) To suggest measures for making the Institutes more cost effective and less dependent on government grants.
  - v) To review the management structure of the IIMs and to suggest necessary changes therein and other measures for realising the recommendations of the Committee.
  - vi) To report on any other aspects that are relevant to overall effective and efficient functioning of these Institutes.
2. The Committee's report is awaited.

## 19. 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 continued to participate during the year 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. This Programme came to an end on 31.12.91. Under the Programme eleven faculty members received Fellowships for training and Study abroad for periods ranging from 4 to 6 weeks, during the year. UNDP also supported the visit to the Institute of 11 consultants who were mainly senior and renowned Management Experts and Teachers. The Visiting Consultants helped in the development of several courses in the area of International Management and participated in Seminars. The Programme was extremely fruitful and has helped in the designing of new courses and training programmes.

The Institute is also 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.

2. The Institute's **Computer 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.

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. 128 public enterprises have already signed the MOUs with the Govt. 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, this centre proposes to undertake new projects 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 and the second programme is scheduled in Sept 1992 where participants from 12 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. A centre for Studies on Indian Management Culture and Values is proposed for establishment in the Institute Campus which would be the first of its kind in a management institution.

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. The major contribution of IIMC in the above mentioned areas would be in training and research.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS  
AS ON MARCH 31, 1992**

**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 S. K. Banerjee, 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  
Ministry of Industry, Udyog Bhavan, New Delhi - 110001.

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

5. Shri D. Bhattacharya, Higher Education Secretary  
Education Department, Government of West Bengal, Writers' Buildings, Calcutta-700 001.
6. Shri P Chowdhuri, Director, Administrative Training Institute, Government of West Bengal, Sector - III, Salt Lake City, Calcutta 700 064

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

7. Dr. S. A. A. Alvi, Additional Secretary,  
AICTE and Joint Educational Adviser,  
Deptt. of Education, New Delhi.



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

8. Dr. Subroto Ganguly, Executive Vice Chairman and Managing Director,  
The Associated Cement Companies Ltd.,  
Cement House, 121, Maharshi Karve Road,  
Bombay 400 020.
9. Dr. F. A. Mehta, Chairman,  
Forbes Group, Forbes Building,  
C.Rai Marg, Bombay 400 001.
10. Prof. Pradhan H. Prasad,  
A. N. Sinha Institute of Social Studies  
Patna 800 001.
11. Prof. A. K. N. Reddy,  
Department of Management Studies,  
Indian Institute of Science,  
Bangalore 560 012.
12. Shri Anand Darbari, Chairman-cum-Managing Director,  
Cement Corpn. of India Ltd.  
CCI House, 87, Nehru Place, New Delhi 110 019.
13. Shri D. N. Ghosh, Chairman,  
Pieco Electronics and Electricals Ltd.,  
'Hindustan Times Building' (7th Floor),  
18/20, Kasturba Gandhi Marg, New Delhi 110 001.

E. A representative of the All India Management Association

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

F. A representative of the National Productivity Council of India

15. Dr. G.K. Suri, Director General, National Productivity  
Council, Productivity House, Lodi Road,  
New Delhi - 110003.

G. Not more than 6 members co-opted by the Governing Body as a whole.

16. Shri S. M. Datta, Chairman,  
Hindustan Lever Ltd.,  
Hindustan Lever House,  
Bombay Reclamation, Bombay 400020.
17. Shri Aditya Kashyap, Sr. Executive Director (Commercial),  
The Tata Iron & Steel Co. Ltd.,  
Jamshedpur 831 001.
18. Shri Hiten Bhaya  
C-80, Malaviya Nagar, New Delhi 110 017.
19. Dr. A. Vaidyanathan, Director,  
Madras Institute of Development Studies,  
79, 2nd Main Road, G. Nagar, Madras 600 020.
20. Shri T. C. Dutt, Chairman,  
West Bengal Industrial Development Corporation,  
5, Council House Street (3rd Floor), Calcutta 700 001.
21. Vacant.

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

22. Dr. S. P. Kosta, Vice Chancellor,  
Rani Durgavati Viswavidyalaya (Formerly University of Jabbalpur),  
Saraswati Vihar, Jabbalpur 482 001.
23. Dr. Anuj K. Dhan, Chief Administrator,  
Cambridge School, Tatisilwai, Ranchi 835 103.

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

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

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

26. Dr. Subir Chowdhury, 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.

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## POST-GRADUATE PROGRAMME ADMISSION (1985-1993)

Session	No. of Applications	No Interviewed	No Offered
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	10560	1133 (10.7)	179
1990-92	8859	1056 (11.9)	133 (1.5)
1991-93	6082	771 (12.6)	132 (2.1)

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 29TH SESSION OF PGP  
1992-94**

Centre	General	S. C.	S. T.	Total
Bombay	166	29	10	205
Madras	89	17	1	107
Calcutta	86	23	16	125
Delhi	232	15	15	262
Hyderabad	34	15	6	55
Bangalore	47	7	3	57
Lucknow	41	4	-	45
	695	110	51	856

**EDUCATIONAL BACKGROUND OF PGP STUDENTS  
( 1983-1993 )**

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
1991-93	10 (06.7)	06 (04.1)	09 (06.1)	123 (83.1)	148

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

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS  
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1991**

Sl. No.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
01.	ANZ Grindlays p.l.c.	5	02.	Arthur Andersen	1
03.	Asian Paints (I) Ltd.	2	04.	B C C I	4
05.	Bank of America	2	06.	Blue Star Ltd.	2
07.	Brooke Bond India Ltd.	1	08.	CINI	1
09.	C O S L	1	10.	Cadbury India Ltd.	1
11.	Citibank (CSG)	9	12.	Citibank (IBF)	4
13.	Garware Wall Ropes Ltd.	1	14.	Godfrey Philips India Ltd.	1
15.	Godrej & Boyce Mfg. Co.	11	16.	HCL	1
17.	Harrison Malayalam Ltd.	3	18.	Hindustan Lever Ltd.	4
19.	Hindustan Thompson	2	20.	Hong Kong Bank	1
21.	I.D.B.I.	1	22.	I.O.C.L.	1
23.	I. T. C. Limited	9	24.	Indbank - MBS	3
25.	Indian Oxygen Ltd.	2	26.	J.C.T. Electronics Ltd.	1
27.	Karnataka Telecables Ltd.	1	28.	Lakme Limited	1
29.	Lintas India	5	30.	Lipton India Ltd.	2
31.	MICO	1	32.	Madura Coats	2
33.	Maruti Udyog Limited	2	34.	NIIT	2
35.	Ogilvy & Mather	3	36.	Pertech Computers Ltd.	1
37.	Planning Commission (NIC)	1	38.	Procter & Gamble (I) Ltd.	7



**ANNEXURE - V(Contd.)**

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS  
WORKED FOR THEIR SUMMER PROJECT IN MAY-JUNE 1991**

Sl. No.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
39	RPG Enterprises	2	40	CEAT Ltd. - RPG Enterprises	1
41	Raychem Technologies Pvt.	1	42.	Reliance Industries	1
43.	Royal International Co.	1	44.	SBI Capitals Markets	3
45.	T E C S	1	46.	TELCO	2
47.	TIMKEN	1	48.	TISCO	2
49.	VCK Share & Stock Broking	1			

**ANNEXURE - VI**

**LIST OF OPTIONAL COURSES OFFERED DURING 1991-92  
FOR THE POST GRADUATE PROGRAMME**

**Behavioural Sciences**

Organisation & the Individual:  
Project work  
Organisational Development - I  
Organisational Communication  
Organisational Development - II  
Management of Self in Organisation

**Environment**

Indian Legal System (Compulsory)  
Public Administration & Public Policy

**Finance and Control**

Money & Capital Markets  
Security Analysis & Portfolio Management  
Public Finance  
Management Accounting  
Working Capital Management  
Management Control Systems  
Advanced Financial Management

**Personnel Management &  
Industrial Relations**

Manpower Planning and Manpower  
Utilisation  
Salary and Wage : Policy &  
Administration  
Labour Multinationals and  
Public Policy

**Economics**

International Economics  
Econometric Methods  
Economics of the Firm  
Demand Analysis & Forecasting  
Economic Development

**Management Information Systems**

Data Structure & Algorithms  
Management Information Systems  
Artificial Intelligence & Expert Systems  
Unix and C  
Strategies for Information Systems Development  
Artificial Intelligence concepts & 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  
Decision Models in Marketing  
Sales & Distribution Management  
Advanced Seminar in Product Management

**ANNEXURE - VI(Contd.)**

**Operations Management**

Production & Inventory Control  
Linear Programming  
Project Management  
Industrial Statistics  
Queueing Theory & Applications  
Executive Decisions &  
    Operation Research  
Materials Management  
Applied Probability Models in  
    Managerial Decision Making

**Regional Development**

Regional Development in India:  
    Structure, Process & Change  
Urbanisation and the Economy  
Business Firm and the City :  
    Linkage in Survival & Development  
Organisation for Multi-level Planning  
Regional Planning Techniques and  
    Plan Evaluation

**Sociology**

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

**ANNEXURE VII(A)**

**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS OF THE  
27TH BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT  
IN AUGUST 1991, BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

- |  |  |
|--|--|
| 1. Shri Arnab Mukherjee<br>(011/27)          | B.P. Poddar Merit Scholar.   |
| 2. Shri Rajat Gupta<br>(123/27)              | Standard Chartered Bank<br>Scholarship.                                |
| 3. Shri Arijit Chowdhury<br>(010/27)         | Sriram Smarak Nidhi<br>Scholarship.                                    |
| 4. Shri Anurag Gupta<br>(009/27)             | T.T. Krishnamachari Memorial<br>Silver Jubilee Scholarship.            |
| 5. Shri Vipul Tuli<br>(075/27)               | T.T. Krishnamachari Memorial<br>Silver Jubilee Scholarship.            |
| 6. Shri Gautam Arvind Gupta<br>(094/27)      | Foundation to Aid Industrial<br>Recovery Scholarship (FAIR).           |
| 7. Shri Jaideep Arora<br>(025/27)            | Bank of America Scholarship.   |
| 8. Shri Amit Gupta<br>(004/27)               | CITI Bank Scholarship.   |
| 9. Shri Sanjeeb Kumar Patra<br>(058/27)      | Hindustan Lever Scholarship.   |
| 10. Shri Ananda Chakravorty<br>(006/27)      | Bank of America Scholarship.   |
| 11. Shri Santosh Chandra Saksena<br>(059/27) | India Carbon Scholarship.<br>Dr. K. Nath Public Trust<br>Scholarship.  |
| 12. Shri Abhay Baijal<br>(001/27)            | Business World Scholarship.<br>Dr. K.Nath Public Trust<br>Scholarship. |
| 13. Shri Devanhalli Gopal<br>(020/27)        | Business World Scholarship.<br>Dr. K.Nath Public Trust<br>Scholarship  |
| 14. Shri Debashish Dutta Gupta<br>(018/27)   | Business World Scholarship.<br>Dr. K.Nath Public Trust<br>Scholarship. |

ANNEXURE VII(A) (Contd.)

- |   |  |
|---|--|
| 15. Shri Rageev Kumar Tyagi<br>(124/27) | Business World Scholarship.<br>Dr. K.Nath Public Trust<br>Scholarship. |
| 16. Manoj Roy Choudhury<br>(038/27)     | I.T.C. Prize   |
| 17. Shri Naveen Das<br>(040/27)         | D.V.C. Prize   |

**B. Specialisation Prize**

- |   |   |
|---|---|
| 1. Shri Vipul Tuli<br>(075/27)              | Glaxo Marketing and Silver<br>Medal for best student in<br>Marketing. |
| 2. Shri Rajat Gupta<br>(123/27)             | Central Bank of India<br>Scholarship for best student<br>in Finance.  |
| 3. Shri Hundekari Neelesh Arun<br>(096/27)  | Procter & Gamble Ltd.   |
| 4. Shri Zoeb Hatimbhoy Baxamuse<br>(158/27) | Procter & Gamble Ltd.   |

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 27TH BATCH  
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT  
AT THE CONVOCATION HELD ON 14.3.92**

**Shri Rajat Gupta  
(123/27)**

- : 1) Dr. B.C. Roy Gold Medal  
2) Chairman's Prize  
3) John Wyne Prize  
4) C.M.A. Prize  
5) Dr. K. Nath Public Trust  
God Medal for Highest  
Distinction.  
6) Name in the Institute's  
Honour Roll.

**Shri Anurag Gupta  
(009/27)**

- 1) Dr. B.C. Roy Silver Medal.  
2) Name in the Institute's  
Honour Roll.

**Shri Arnab Mukherjee  
(011/27)**

- 1) Name in the Institute's  
Honour Roll.  
2) D.V.C. Prize

**Shri Vipul Tuli  
(075/27)**

- 1) Name in the Institute's  
Honour Roll.  
2) Glaxo Marketing Scholar award.

**Shri Amit Gupta  
(004/27)**

- 1) Name in the Institute's  
Honour Roll.

**Shri Iyer Sekhar Ganapathy  
(097/27)**

- 1) B.S. Dua Memorial Prize for  
Organizational ability.

**Shri R. Rajagopal  
(121/27)**

- 1) Dr. B.C. Roy Memorial Prize  
for most  
outstanding contribution to  
Campus life.

**Shri Manoj Nagnath Hundekari  
(030/27)**

- 1) Bharat Chamber of Commerce  
Medal for most balanced and  
Progressive outlook on  
Management problems.

**STATEMENT OF HONOUR ROLL OF THE 27TH BATCH  
AND VARIOUS SCHOLARSHIPS  
(1990-92)**

Reg .No.	Name	CGPA	Rank
123/27	Rajat Gupta	7.91	1st
009/27	Anurag Gupta	7.71	2nd
011/27	Arnab Mukherjee	7.66	3rd
075/27	Vipul Tuli	7.46	4th
004/27	Amit Gupta	7.40	5th

SC/ST Scholarship 1991-93

First Year	Batch - 28th	12 students
Second Year	Batch - 27th	19 students

Merit-cum-Means Scholarship 1991-93

First Year	Batch - 28th	6 students
Second Year	Batch - 27th	1 student

National Scholarship-holders 1991-93

First Year	Batch - 28th	17 students
Second Year	Batch - 27th	08 students

# ANNEXURE VIII

## **PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION** (Over Five years 1988-1992)

<b><u>PARTICULARS</u></b>	<b><u>PUBLIC</u></b>					<b><u>PRIVATE</u></b>					<b><u>TOTAL</u></b>				
	<b><u>1988</u></b>	<b><u>1989</u></b>	<b><u>1990</u></b>	<b><u>1991</u></b>	<b><u>1992</u></b>	<b><u>1988</u></b>	<b><u>1989</u></b>	<b><u>1990</u></b>	<b><u>1991</u></b>	<b><u>1992</u></b>	<b><u>1988</u></b>	<b><u>1989</u></b>	<b><u>1990</u></b>	<b><u>1991</u></b>	<b><u>1992</u></b>
Permanent Placement	18	34	29	37	28	118	111	102	119	87	136	145	131	156	107
Summer Placement	27	21	22	9	19	134	120	146	119	106	161	141	168	128	125

## **PLACEMENT PROGRAMME :NATURE OF JOBS**

<b>Type of Organization</b>	<b>1988</b>	<b>1989</b>	<b>1990</b>	<b>1991</b>	<b>1992</b>
Banking/Finance	019	024	026	038	30
Consumer Products	025	042	039	038	26
Chemical/Pharma/Fertilizer	021	006	004	001	0
Engineering/Energy	019	003	010	020	17
Textile	002	007	006	003	3
Automobile	004	006	005	015	9
Computer/Systems	033	032	026	031	9
Consultancy	005	010	006	004	9
Services	004	007	-	-	-
Advertising	004	003	004	004	2
Other Services		005	005	002	10
	----	----	----	----	----
	136	145	131	156	115
	----	----	----	----	----



PERMANENT PLACEMENT - 1992  
COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME

Name of Organisation	Primary Business Area
Apple Industries	Information Tech. Financial Services
Aristocrat	Moulded Luggage
CRISIL	Credit Rating Services
Essar Gujarat	Engineering
First Leasing	Financial Services
Goodlass Nerolac	Chemicals/Paints
Hawkins Cookers Limited	Consumer Durables
Kellogg's India Limited	Food Products
Kotak Mahindra Finance Limited	Financial Services
McKinsey & Company, Inc.	Consultancy
Philips India	Consumer Durables (Elec.)
SBI Factors & Commercial Services	Financial Services
SCICI	Financial Institution
Securities Exchange Board of India	Regulator Body
Unit Trust of India	Financial Institution

**DETAILS OF THE PERMANENT PLACEMENT  
ORGANISATIONWISE DURING 1992**

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
001.	009/27	Anurag Gupta	A F Ferguson & Co.	Consultancy
002.	092/27	Ajit M. Dusankar	A F Ferguson & Co.	Consultancy
003.	114/27	P. Anita (Ms)	A F Ferguson & Co.	Consultancy
004.	095/27	Gautam Mukherjee	Asian Paints (India) Ltd.	Marketing
005.	102/27	K. Anand	Asian Paints (India) Ltd.	Systems
006.	152/27	Usha Krishnaswamy (Ms)	Asian Paints (India) Ltd.	Systems
007.	046/27	Prateek Indwar	Bank of America	Banking
008.	124/27	Rajeev Kumar Tyagi	Blowplast Limited	Systems
009.	130/27	Hari Krishnan Srinivasan	CMC Limited	Marketing
010.	001/27	Abhay Baijal	CRISIL	Finance
011.	154/27	Venkataraman S.	CRISIL	Finance
012.	039/27	Nataraj N. V.	COSL	Systems
013.	101/27	K. Vijay Kumar	COSL	Systems
014.	115/27	Parth S. Chandra	COSL	Systems
015.	119/27	R. Minakshi (Ms)	COSL	Systems
016.	126/27	Ramesh Srinivasan	COSL	Systems
017.	084/27	Asim Patel	Eicher Goodearth Limited	Marketing
018.	014/27	Balakrishnan Menon	Nestle India Limited	Systems
019.	149/27	Swati Gupta (Ms)	Nestle India Limited	Marketing
020.	012/27	Ashish Kathuria	Goodrej & Boyce Mfg. Co. Ltd.	Marketing

## ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
021.	034/27	Manish Rastogi	Godrej & Boyce Mfg. Co. Ltd.	Marketing
022.	040/27	Naveen Das	Godrej & Boyce Mfg. Co. Ltd.	Marketing
023.	064/27	Siddhartha S. Mondal	Godrej & Boyce Mfg. Co. Ltd.	Marketing
024.	074/27	Vinoy Kumar	Godrej & Boyce Mfg. Co. Ltd.	Marketing
025.	111/27	Naresh Kumar Gurbuxani	Godrej & Boyce Mfg. Co. Ltd.	Operations
026.	140/27	Sheppard B. Lyngdoh	Godrej & Boyce Mfg. Co. Ltd.	Systems
027.	067/27	Sudeep Yadav	ANZ Grindlays Bank PLC	Banking
028.	078/27	Vivek Kaushal	ANZ Grindlays Bank PLC	Banking
029.	100/27	Bhavani K. (Ms.)	ANZ Grindlays Bank PLC	Banking
030.	143/27	Sonya Mehta	ANZ Grindlays Bank PLC	Banking
031.	007/27	Anindya Chatterjee	HCL-HP Limited	Marketing
032.	015/27	Kartik Balasubramanian	Unilever Group	Operations
033.	053/27	S.R. Sounderraman	Unilever Group	Finance
034.	116/27	Pratik R. Pota	Unilever Group	Marketing
035.	131/27	Soundari S. Gopalan (Ms.)	Unilever Group	Finance
036.	148/27	Suparna Mitra (Ms.)	Unilever Group	Marketing
037.	087/27	Utpal Kr. Brahma	I.T.C. Limited	Marketing
038.	147/27	Sumit J. Sirsikar	I.T.C. Limited	Marketing
039.	004/27	Amit Gupta	ICICI Limited	Finance
040.	006/27	Ananda Chakravorty	ICICI Limited	Finance

**ANNEXURE X (Contd.)**

<b>SLNo.</b>	<b>Reg.No.</b>	<b>Name of the Student</b>	<b>Name of the Organization</b>	<b>Area</b>
041.	025/27	Jaideep Arora	ICICI Limited	Finance
042.	022/27	Gaurav Singh Bhandari	IFCI	Finance
043.	108/27	Manish Bhatnagar	Lakme Limited	Marketing
044.	047/27	Priyadarshini Narendra(Ms)	Lintas: India Limited	Marketing
045.	121/27	R. Rajagopal	Lintas: India Limited	Marketing
046.	026/27	Jaigopal V.	Madura Coats Limited	Marketing
047.	054/27	S. Sankar	Madura Coats Limited	Marketing
048.	083/27	Ashesh Mukherjee	Madura Coats Limited	Marketing
049.	096/27	Neelesh Arun Hundekari	Maruti Udyog Limited	Personnel
050.	105/27	Lala C.S. Das	Maruti Udyog Limited	Marketing
051.	106/27	Madhavan M. R.	Maruti Udyog Limited	Operations
052.	125/27	Rajesh Singh	Maruti Udyog Limited	Operations
053.	023/27	Gayatri P. Vasudeva (Ms.)	Procter & Gamble India Ltd.	Marketing
054.	059/27	Saurabh Chandra Saksena	Procter & Gamble India Ltd.	Finance
055.	062/27	Shashank D. Shastri	Procter & Gamble India Ltd.	Finance
056.	139/27	Shantanu Bhanja	Reckitt & Colman	Marketing
057.	093/27	Srikanth G.	S.B. Billimoria & Co.	Finance
058.	010/27	Arijit Chaudhuri	S.B.I. Capital Markets Ltd.	Finance
059.	038/27	Manoj Roy Chowdhury	S.B.I. Capital Markets Ltd.	Finance
060.	058/27	Sanjeeb Kumar Patra	S.B.I. Capital Markets Ltd.	Finance

## ANNEXURE - X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
061.	094/27	Gautam Arvind Gupte	S.B.I. Capital Markets Ltd.	Finance
062.	016/27	Bharathram Thothadri	Tata Administrative Service	General Management
063.	052/27	Rohit N. Jaisingh	Tata Administrative Service	General Management
064.	144/27	Subrata Saha	Tata Consultancy Services	Consultancy
065.	156/27	Vikram Achanta	Tata Consultancy Services	Consultancy
066.	042/27	P.S. Suresh	Titan Watches Limited	Finance
067.	044/27	Phanindranath K.	United Breweries Group	Finance
068.	032/27	Madhusudhan Madaswamy	Tisco	Operations
069.	045/27	Prabal Bhowmick	Tisco	Finance
070.	103/27	Gautam K	Tisco	Operations
071.	127/27	Ravi Kumar Gupta	Tisco	Marketing
072.	013/27	Ashish Khosla	Marico Industries Ltd.	Marketing
073.	019/27	Deepak Somaya	RPG Enterprises Limited	Marketing
074.	049/27	Rahul Nair	RPG Enterprises Limited	Finance
075.	055/27	Samir Sinha	RPG Enterprises Limited	Finance
076.	061/27	Senthil M	RPG Enterprises Limited	Marketing
077.	086/27	Bimal Kishore Giri	SEBI	Finance
078.	200/27	H.K. Manuj	SEBI	Finance
079.	037/27	Dhawal Kiranraj Mehta	Ind Bank Merchant Banking	Finance
080.	118/27	Promeet Ghosh	Ind Bank Merchant Banking	Finance

**ANNEXURE X (Contd.)**

<b>SL.No.</b>	<b>Reg.No.</b>	<b>Name of the Student</b>	<b>Name of the Organization</b>	<b>Area</b>
081.	155/27	Vikash Saraf	Ind Bank Merchant Banking	Finance
082.	011/27	Arnab Mukherjea	CITI Bank, N.A.	Systems
083.	018/27	Debashish Dutta Gupta	CITI Bank, N.A.	Finance
084.	107/27	Mani Rangarajan	CITI Bank, N.A.	Finance
085.	050/27	Rangaramanujan, A.V.	Arranged placement on their own without availing of Institute's Placement services.	
086.	057/27	Sanjeev Kumar Agarwala		
087.	060/27	Savitha V.(Ms.)		
088.	063/27	Shivali Khanna (Ms.)		
089.	065/27	Srivats Srinivasan		
090.	069/27	Sumit Bagaria		
091.	113/27	Nitin Chhabra		
092.	136/27	Sanjay Jain		
093.	008/27	Anupam Sahay	Mckinsey & Co.	Consultancy
094.	075/27	Vipul Tuli	Mckinsey & Co.	Consultancy
095.	123/27	Rajat Gupta	Mckinsey & Co.	Consultancy
096.	002/27	Aditya Behari	Unit Trust of India	Finance
097.	081/27	Anindya Das Gupta	Unit Trust of India	Finance
098.	091/27	Md. Onn Dohadwalla	Unit Trust of India	Finance
099.	097/27	Iyer Shekhar Gannapathy	Unit Trust of India	Marketing
100.	158/27	Zoeb W. Baxamusa	Nagarjuna Signode Ltd.	Marketing

## ANNEXURE X (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
101.	048/27	Rahul Kumar	SBI Factors	Finance
102.	079/27	Rajiv B. Warrior	Essar Gujarat Ltd.	Finance
103.	122/27	Rahul Mathur	Essar Gujarat Limited	Finance
104.	020/27	Gopal Devanahalli	Kotak Mahindra Finance	Finance
105.	035/27	Riddhi H.Mankad (Ms.)	Kotak Mahindra Finance	Finance
106.	027/27	Jaideep Mukherjee	Aristocrat	Marketing
107.	029/27	Monikandan M.S.	Aristocrat	Marketing
108.	104/27	Kapu Srinivas Rao	Aristocrat	Marketing
109.	036/27	Manoj N. Hundekari	Hawkins Cookers Limited	Personnel
110.	066/27	Subhadip Dutta Chowdhury	Hawkins Cookers Limited	Marketing
111.	031/27	Madhivanan Balakrishnan	Goodlass Nerolac Limited	Marketing
112.	145/27	Sudhakar M. Parate	NPTC	General Management
113.	150/27	S.M. Mohammed Ibrahim	NPTC	General Management
114.	159/27	Shailendra Mohan	NPTC	General Management
115.	134/27	Sanjay Gajmer	Philips India Limited	Marketing

## ANNEXURE XI

**SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1992**

<u>Salary Range</u>	<u>Offered</u>	<u>Accepted</u>
< 3999	01	01
4000 - 4299	04	02
4300 - 4599	13	06
4600 - 4899	05	05
4900 - 5199	15	13
5200 - 5499	10	10
5500 - 5799	25	17
5800 - 6099	15	15
6100 - 6399	11	09
6400 - 6699	06	04
6700 and above	28	25
Salary not available	08	
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	141	107
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**Average Salary**

<u>Offered</u>	<u>Accepted</u>
5726	5800



**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS  
DURING THE PLACEMENT PROGRAMME, 1992**

<u>Functional Area</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Finance	43	37
Operations	8	6
Personnel	3	2
Systems	12	12
Banking	9	5
Marketing	50	40
Consultancy	11	8
General Management	5	5
Others	---	---
Total :	<u>141</u>	<u>115</u>

**CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES**

<u>Type of Industry</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Advertising	2	2
Automobile	15	9
Banking/Finance	35	30
Chemical	0	0
Computers/Systems	9	9
Consumer Products	35	26
Cosultancy	13	9
Engineering	19	17
Textiles	3	3
Other Services	<u>10</u>	<u>10</u>
Total :	<u>141</u>	<u>115</u>

Sectorwise Job Offers

Public Sector : 29

Private Sector : 104

## MANAGEMENT DEVELOPMENT PROGRAMMES - 1991-92

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
1.	Innovative Approaches to Human Resource Management	16-07-91 to 21-07-91	Calcutta	17	Prof. S. Ghosh
2.	Authority Organisation and Leadership : Management of Self in Role	22-08-91 to 29-08-91	Varanasi	31	Prof. G. Chottopadhyay
3.	Marketing Research for Greater Insights	02-09-91 to 07-09-91	Calcutta	11	Prof. Sanjiv Bhatt
4.	Working Capital Management	02-09-91 to 07-09-91	Kathmandu	17	Prof. Hrishikesh Bhattacharyya
5.	Managerial Leadership and Conflict Resolution	18-09-91 to 25-09-91	Kathmandu	07	Prof. Dilip K. Lahiri
6.	Human Resource Management for Non Personnel Executives	23-09-91 to 27-09-91	Goa	19	Prof. Anil K. Sengupta
7.	Total Quality Management	14-10-91 to 18-10-91	Kathmandu	07	Prof. Biswanath Sarkar
8.	Managerial Decision Making	28-10-91 to 01-11-91	Calcutta	14	Prof. Ashish Chatterjee and Prof. Leena Chatterjee
9.	General Management	23-12-91 to 28-12-91	Kathmandu	14	Prof. M. N. Pal and Prof. Bani K. Sinha

## MANAGEMENT DEVELOPMENT PROGRAMME - 1991-92

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
10.	Personal Growth and Group Development	16-12-91 to 20-12-91	Calcutta	37	Prof. Dilip K. Lahiri
11.	Strategic Planning & Human Resource Management	18-12-91 to 21-12-91	Varanasi	19	Prof. Ajeet N. Mathur
12.	Managerial Effectiveness and Value Systems : Indian Insights	13-01-92 to 17-01-92	Calcutta	29	Prof. S. K. Chakraborty
13.	Management Control Systems	20-01-92 to 23-01-92	Vizag	10	Prof. M. P. Vithal
14.	Emerging Trends in Industrial Relations	17-02-92 to 21-02-92	Calcutta	10	Prof. Anil K. Sengupta and Prof. Debashish Bhattacharyya
15.	Time Management	20-02-92 to 22-02-92	Bangalore	06	Prof. B. R. K. Kashyap
16.	Conflicts in Financial Management	24-02-92 to 27-02-92	Calcutta	18	Prof. Mousumi Ghosh
17.	Quantitative Techniques for Managerial Decisions	24-02-92 to 29-02-92	Jaipur	06	Prof. B. R. K. Kashyap

## IN - COMPANY TRAINING PROGRAMMES : 1991-92

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
1.	Essential Management for Entrepreneurs and Managers	Mar. 27,1991 to Apr. 9,1991	Tata Hall	Prof. Madhu S. Mishra
2.	General Management for ANZ Grindlays Bank	April '91 (6 days programme)		Prof. Leena Chatterjee
3.	Managerial Effectiveness for Middle Level Executives of IOC (Assam Divn.),Digboi	Jun. 17-21, 1991	Digboi	Prof. B. N. Srivastava Prof. D. K. Lahiri
4.	Vender Development and Vender Evaluation for ONGC	Jul. 22-26, 1991	Tata Hall	Prof. Ranjan Ghosh
5.	MDP for Modi Xerox Ltd.	Jul. 28,1991 to Aug. 10,1991	Tata Hall	Prof. Ajeet N. Mathur
6.	Inventory Management for Nippon Denro Ispat Ltd.	Aug. 22-23, 1991	Nagpore	Prof. Ranjan Ghosh
7.	Demand, Forecasting,Inten-ting, Procurement and Inven-tory Control for ONGC	Sep. 23,1991 to Oct. 03,1991	Tata Hall	Prof. Ranjan Ghosh
8.	Memorandum of Under-standing for Shipping Corpn. of India	Oct. 10,1991	Bombay	Prof. P. Trivedi
9.	Memorandum of Under-standing for Bharat Petroleum Corpn. Ltd.	Oct. 12,1991	Bombay	Prof. P. Trivedi
10.	Distance Learning Programme for Medical Officers from Eastern and North Eastern Region States (Sponsored by WHO/NIHFW)	Nov. 26-30 1991	CINI Calcutta	Prof. Madhu S. Mishra
11.	Memorandum of Under-standing for Indian Petrochemicals Corpn. Ltd., Vadodara	Dec. 21,1991	Vadodara	Prof. P. Trivedi

## IN - COMPANY TRAINING PROGRAMMES : 1990-91

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
12.	Two Training Programmes on Organisation Development Programme for Peerless Managers/Officers	Jan. 7-11,1992 and Feb. 10-15,1992	Tata Hall	Prof. K. K. Bhattacharya Prof. Dilip K. Lahiri Prof. B. N. Srivastava
13.	Training Programme for Nippon Denro Ispat Ltd.	Jan. 17-20,1992	Nagpur	Prof. H. Bhattacharya
14.	Two Training Programmes on Project Management sponsord by DGET, Ministry of Labour, Govt. of India.	Feb. 3-14,1992 and Mar. 2-13,1992	Tata Hall	Prof. Ranjan Ghosh
15.	Management of change for MSTC's Managers	Feb. 3-8, 1992	Tata Hall	Prof. Dilip K. Lahiri Prof. B. N. Srivastava
16.	Managerial Decision Making for Nippon Denro Ispat Ltd.	Feb. 28-29, 1992	Nagpur	Prof. Ashis Chatterjee Prof. Leena Chatterjee

**GOVT. SPONSORED TRAINING PROGRAMMES  
DURING 1991-92**

**FOR IAS OFFICERS**

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
1.	Management of State Enterprises	29-07-91 to 02-08-91	Tata Hall	21	Prof. Kunal Basu
2.	Management Control Systems	19-08-91 to 23-08-91	Tata Hall	18	Prof. M. P. Vithal
3.	Project Management	02-09-91 to 20-09-91	Tata Hall	12	Prof. Ranjan Ghosh
4.	Management of State Enterprise	23-09-91 to 27-09-91	Tata Hall	17	Prof. Sanjiv Bhatt
5.	Financial Management - Level I	11-11-91 to 15-11-91	Tata Hall	16	Prof. N. K. Rao
6.	Management Control Systems	27-01-92 to 31-01-92		27	Prof. M. P. Vithal

**FOR INDIAN FOREST SERVICE OFFICERS**

1.	General Management	25-11-91 to 29-11-91	Tata Hall	22	Prof. N. K. Rao and Prof. Rabin Ganguly
2.	General Management	20-01-92 to 24-01-92	Tata Hall	20	Prof. N. K. Rao and Prof. Rabin Ganguly

**FOR INDIAN DEFENCE ACCOUNTS SERVICE OFFICERS**

1.	Three in-service refresher courses for Sr. Accounts Executives (Non Residential)	Jan. 20-25,'92 Feb. 10-15,'92 and Feb. 17-22,'92	Tatal Hall	NA	Prof. N. Ramachandran
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RESEARCH PROJECTS UNDER CMDS (ON-GOING)  
DURING 1991-92

Sl.No.	Project Director(s)	T i t l e
1.	Prof. K. K. Bhattacharyya Prof. N. Ramachandran	A study of Government Accounting Systems
2.	Prof. B. Mohanty	Corporate Planning in India.
3.	Prof. N. K. Rao	Development of Comprehensive Case Study on a Rural Development Scheme.
4.	Prof. V Nagi Reddy Prof. N. Ramachandran	Prediction of Corporate Failure.
5.	Prof. Sudas Roy	An Evaluation Study of regulated Markets in West Bengal - Concept and Implementation.
6.	Prof. Saila K. Ghosh Shri. Poromesh Acharya	Problems of Education of the Weaker Sections of our Society.
7.	Prof. Ranjan Ghosh	Planning and Scheduling in Flexible Manufacturing Systems.
8.	Prof. N. K. Chandra	1. Trade Industrialisation and Agrarian Changes. 2. Patterns of Industrialisation.
9.	Prof. Ashok P. Arora	Market Scanning through Conjoint Analysis Techniques.
10.	Prof. Satyesh C. Chakraborty	1. Changes in the Patterns of Crop Combination Regions in India. 2. Workshop on "India and The Indian Ocean : Historical Perspective".
11.	Prof. Raghabendra Chattopadhyay	Occupational Structure in India and its Changes, 1879-1981.
12.	Prof. Asim Pal	Design and Analysis of Data Structures Algorithms with Special Emphasis to Computational Geometry.  Heuristic Search Algorithm and AI Application.

ANNEXURE XVI(Contd)

Sl.No.	Project Director(s)	T i t l e
13.	Prof. Ambujaksha Mahanti	Analysis of Search (Algorithms) in Heuristic Approach.
14.	Prof. Dilip K. Lahiri	Perceived Strength Weaknesses, Rolestress and coping mechanism or critical variables in model of organisational diagnosis in a Public Sector Enterprise.
15.	Prof. V. Nagi Reddy	Inter-State Inequalities in the percapita income and the per capital consumer expenditure in India.
16.	Prof. Hrishikesh Bhattacharyya	Financial Strategies for Industrial Growth in India.
17.	Prof. Ajeet N. Mathur	Employment Policies and Practices in the context of Industrial Restructuring - Case Studies of Indian Experience.
18.	Prof. Madhu S. Mishra Prof. B. Mohanty	Impact of Rural Development Programme - A Study of of Three Villages.
19.	Shri. Bhubanesh Mishra	Special Research Programme ( A Study of Management Structure of the Indian Tea Industry from Colonial Era to Recent Times).
20.	Prof. Leena Chatterjee	Identity and coping strategy - The Dilemma of the Working Women.
21.	Prof. Nilotpal Chakraborty	Development of Efficient Algorithms for Problems Involving Variables Upper Bounds.
22.	Prof. B. N. Srivastava	Basic Assumption of Managers : A Determinant of Managerial Behaviour.
23.	Prof. Amit Bhaduri	The Macroeconomics of Contesting Political Ideologies.
24.	Prof. Annapurna Shaw	Industrialisation, Landscape change and unequal Development : The Case of the Maharashtra Industrial Development Corporation.
25.	Prof. Debasish Bhattacharjee	Unions and the Politics of Production in Western India.



Sl.No.	Project Director(s)	T i t l e
26.	Prof. Mousumi Ghosh	Stress and Strain in Internal Auditing.
27.	Prof. Ranajit Dasgupta	Colonialism and the Nature of Capitalist Plantations.
28.	Prof. Amitava Bose	Money, Debt and Government Policy.
29.	Prof. M. P. Vithal	Management Control System Practices in Selected Indian Enterprises - Grant Reg.
30.	Prof. Alok Ray	Infant Industry Argument for Protection.
31.	Prof. Rabin Ganguly	Process and Patterns of Urban Transformation along Metropolitan periphery : An investigation with reference to Calcutta Metropolitan Area.
32.	Prof. Hrishikesh Bhattacharyya Prof. M. P. Vithal Prof. Mousumi Ghosh	National Conference on Accounting, Finance and Audit - Year 2000.
33.	Prof. Sujit K. Basu Prof. Nilotpal Chakravarti Prof. Rahul Mukherjee	First International Conference on Quantitative Approaches in Managerial Decision.

RESEARCH PROJECTS UNDER CMDS COMPLETED  
DURING 1991-92

Sl.No.	Projects Director(s)	T i t l e
1.	Prof. C. K. Mustafi	Residual Life Function and its prospective.
2.	Prof. N. K. Chandra and Prof. Bernard D'Mello	Foreign Collaboration in the Indian State Industrial Sector.
3.	Prof. Saila K. Ghosh	Perspectives on State Theory.
4.	Prof. Rahul Mukherjee	Theoretical and Applied Statistics.
5.	Prof. Sujit K. Basu	Quantitative Approaches in Managerial Decision.
6.	Prof. Satyesh C. Chakraborty	Indo-Dutch Workshop on Environment Impact Assessment for Water Resources Development Projects.
7.	Prof. Ranajit Dasgupta	Colonialism and the nature of capitalist plantations.

RESEARCH PROJECTS UNDER CMDS SANCTIONED DURING 1991-92

Sl.No.	Project Director(s)	Title
1.	Prof. Nalinaksha Bhattacharya	--- Capital Budgeting Decision in an Imperfect Capital Market
2.	Prof. Subratesh Ghosh	--- Improvement of Quality of Working Life at the Micro-level in India : Possibilities and Problems
3.	Prof. Sudip Chaudhuri	--- Government and Unproductive Private Gain.
4.	Prof. Amitava Bagchi Prof. Anup Sen Prof. Subir Bhattacharya	--- Problem Solving Methods in Artificial Intelligence.
5.	Prof. Saila K. Ghosh	--- Organization Theory and Critical Sociology.
6.	Prof. Zainab Ahmed	--- The Uphill Journey -- A study of the Entitlement of Females under Section 14 of the Hindu Succession Act.
7.	Prof. Sanjeev Bhatt	--- New Services Evaluation Process.
8.	Prof. R.K. Sau	--- Trade Deficit and Budget Deficit.
9.	Prof. B. Sarkar	--- Preparation of a manuscript of a Book Titled - Total Quality Management.
10.	Prof. Rahul Mukherjee	--- Theoretical Applied Statistics (PH II).
11.	Prof. Sushil Khanna Prof. N. Bhattacharyya	--- Purchase of DATA BANK on economic Performance of major items in India.

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED  
DURING 1991-92**

Sl.No.	Projects Title	Faculty Team	Project Status
1.	Project on Environmental Development Study, sponsored by (SAP) South Asian Partnership	Prof. Madhu S. Mishra Prof. Satyesh C. Chakraborty	Completed
2.	Project on Assessment of Rural Development Efforts in West Bengal, sponsored by I.R.D.C	Prof. Madhu S. Mishra Prof. Sujit K. Basu Prof. Ramaswamy P. Aiyar	On-going
3.	Project on Sample Survey of Permanently & Finally registered SSI Units in West Bengal to determine incidence of sickness : Sponsored by Government of West Bengal.	Prof. H. Bhattacharyya Prof. Mousumi Ghosh	Completed
4.	Project on Preparation of a directory of organisation active in development of selected slum areas in Calcutta, sponsored by ODA, British High Commission, New Delhi.	Prof. Madhu S. Mishra	Completed
5.	Project on Coffee Industry in India sponsored by UPASI of Southern India.	Prof. N. Ramachandran Prof. Alok Ray	Completed
6.	Project on Forest Produce Marketing assigned/sponsored by The World Bank, Washington	Prof. Manas Das Prof. Shyamal K. Ghosh Prof. Nilotpal Chakraborty	
7.	Project on Technology & Market Assessment on Film Equipment sponsored by Centre for Development of Imaging Technology, Trivandrum	Prof. Sushil Khanna	
8.	Project on Recruitment of Engineers/Management Trainees sponsored by Bharat Bhari Udyog Nigam Ltd., Calcutta	Prof. M. N. Pal Prof. Bani K. Sinha	Completed

## ANNEXURE XVII (Contd.)

Sl.No.	Projects Title	Faculty Team	Project Status
9.	Project on Review of Joint Venture projects in Egypt sponsored by Tea Trading Corporation of India Ltd., Calcutta.	Prof. Manas Das Prof. Shyamal K. Ghosh	
10.	Project on Qestion papers setting for the post of Trainee Station Supervisor/Jr. Supervisors sponsored by West Bengal State Electricity Board, Calcutta.	Prof. M. N. Pal Prof. Bani K. Sinha	Completed
11.	Project on "Revision of Incentive Shemes", sponsored by Haldia Dock Complex, Calcutta	Prof. Satyesh C. Chakraborty Prof. Rabin Ganguly Prof. M. P. Vithal	Completed
12.	Project on Materials Management & manning for Haldia Dock Complex, sponsored by Calcutta Port Turst, Calcutta.	Prof. Ranjan Ghosh Prof. B. Sarkar Prof. Sanjib D. Vaidya	Completed
13.	Project on Fair Valuation of Goodwill, sponsored by M/s. P. Sen & Co., Calcutta	Prof. K. K. Bhattacharya	
14.	Project on Customer Service Survey among Public Sector Banks, sponsored by United Bank of India, Calcutta	Prof. A. P. Arora Prof. A. K. Sengupta Prof. Satyesh C. Chakraborty Prof. K. K. Bhattacharya	Completed
15.	Project on setting of question papers and evaluation of tests, for recruitment of management trainees, sponsored by Calcutta Port Trust, Calcutta.	Prof. Ranjan Ghosh Prof. Kalyan Dutta	Completed
16.	Project on setting of question papers for the post of Statistical Assistant, sponsored by West Bengal State Electricity Board, Calcutta.	Prof. Rahul Mukherjee Prof. Sujit Basu Prof. Kalyan Dutta	Completed
17.	Project on the Impact of Indirect Tax Rate Structure on Economic Development, sponsored by ITC Ltd., Calcutta.	Prof. Ajeet N. Mathur	Ongoing

## ANNEXURE XVII (Contd.)

Sl.No.	Projects Title	Faculty Team	Project Status
18.	Project on Corporate Planning and its Subsidiaries and formulation of a Corporate Plan sponsored by Coal India Ltd., Calcutta.	Prof. M. P. Vithal Prof. R. P. Aiyar Prof. P. Trivedi	Agreement signed on 16.01.92
19.	Survey of readymade garment industry in West Bengal.	Prof. Sujit K. Basu	On-going
20.	Survey of Powerloom industry in West Bengal.	Prof. Sudip Chowdhury	Completed

**BRIEF ACCOUNT OF SEMINARS/WORKSHOPS/CONFERENCES  
ARRANGED BY OUTSIDE AGENCIES, PARTICIPATED,  
AND THE TALKS GIVEN/PAPERS PRESENTED THEREAT BY THE  
FACULTY AND RESEARCH STAFF OF THE INSTITUTE  
DURING 1991-92**

**1. Prof. K. Adhikari**

- a) Chairperson, Technical Session II of the Indian Institute of Management Calcutta Alumni Association, 2nd Annual Seminar "The Future of Financial Services in India", August 12, 1991
- b) Participant in the Calcutta Tercentenary Seminar of the Calcutta University on Science and National Development.

**2. Prof. Zainab Ahmed**

Attended a workshop on Indian Ocean : Geopolitical perspective, organised by Prof. Satyesh C. Chakraborty and sponsored by Indian Oceanic Society in September, 1991

**3. Prof. Subir Bhattacharya**

Attended ICC - 91 Conference held at Hyderabad during Dec. 26-29, 1991 and presented a paper entitled "Computer aided process Planning in an Indian Refinery".

**4. Prof. Sujit K. Basu**

- a) Secretary, Organizing Committee, First International Triennial Calcutta Symposium on Probability & Statistics; (Organized by the Calcutta Statistical Association and Department of Statistics, Calcutta University, December 27, 1991-January 1, 1992.
- b) Presented a paper entitled "Inter-relationships between certain notions of non-monotonic ageing" in the above Symposium.

**5. Prof. Nalinaksha Bhattacharyya**

- a) Attended a seminar on Future of Financial Services in India organised by the Indian Institute of Management Calcutta Alumni Association.
- b) Presented a paper on "A Framework for Turnaround Management" at the National Workshop on Revival of Sick Units with special reference to Small Sector; organized by the Utkal University.
- c) Attended a seminar on OR in Development Planning organised by Operational Research Society of India.

#### **6. Prof. Nilotpal Chakravarti**

Presented a paper at the Operations Research Society of India Annual convention, held in Bangalore, December 26-28, 1991. Chaired a session at the same conference.

#### **7. Prof. Raghabendra Chattopadhyay**

- a) Participated in a three-day workshop on Economic and Political History of Colonial India held at the Centre for Studies in Social Sciences, Calcutta (CSSSC) in June, 1991. The workshop was organised by Prof. Amiya K. Bagchi, Director, CSSSC, Prof. S. Bhattacharya, the then Dean of Social Sciences, JNU and Prof. Tapan Roy Chaudhuri of Oxford University. Contributed a paper on 'Occupational structure and its changes in India, 1900-1951 in this Workshop.
- b) Attend another workshop on 'Issues in the new economic policy' at CSSC, in September 1991, on invitation.
- c) Attended a workshop on "Indian Ocean, a geopolitical perspective", organised by Prof. Satyesh C. Chakraborty and chaired a session in the workshop.
- d) Attended a workshop on "devaluation and IMF loan", organised by Prof. Anup K. Sinha of the Economics Group, IIMC, in August 1991.

#### **8. Prof. Ranajit Das Gupta**

- a) Participated and acted as a discussant on a Centre for Studies in Social Sciences, Calcutta sponsored Workshop on 'Aspects of Adoption of Micro-electronics-based Technologies in India with special reference to Labour Market and Labour Response' during 9-11 October, 1991.
- b) Presented a paper entitled 'Peasant-Miners and Resistance' to the Indian History Congress, Delhi Session, February 1992.

#### **9. Prof. Rabin Ganguly**

- a) Indo-Dutch Collaboration one-week Workshop cum-Training Programme on "Environmental Impact Assessment" sponsored by the Ministry of Environment & Forest, Govt. of India during Mar 23-28, 1992
- b) Participated in the one-day Workshop on "Legacy of History of the Indian Ocean" organised by the Society for Indian Ocean Studies, Calcutta Chapter, on July 13, 1991, in IIMC.
- c) Participated as an invited expert in the one-day Seminar on "A Perspective Plan for Calcutta - 2001" Organised by the State Planning Board, Govt. of West Bengal and the Institute of Local Government and Urban Studies, West Bengal on 17.9.91 at Calcutta.

#### **10. Prof. Sushil Khanna**

- a) Presented a paper on 'Information and Strategic Management' at the VANS India Seminar at Bombay on September 23, 1991.



- b) Commentator at the workshop on 'The Adaptation of Microelectronics Based Technologies in India with special reference to Labour Markets and Labour Response at the Centre for Studies in Social Science and Research, October 9-11,1991.

**11. Prof. Ramanuj Majumdar**

Offered a seminar in the London Business School, University of Mainz and Netherland International Institute of Management, Masstricht.

**12. Prof. Kalyan Sankar Mandal**

- a) Submitted a paper "Equity Oriented Rural Development and the Pani Panchayat Experiment" for the 2nd Conference of Association of Management Development Institutions in South Asia to be held in Kathmandu in May 4-6,1992.
- b) Submitted a paper "Ameliorating Poverty in the Market Economy : The Case of India" for the VIIth World Congress of Rural Sociology to be held at Penn State University, in August 11-16,1992.

**13. Prof. Madhu M. Mishra**

- a) UNIDO/UNDP International Workshop/Training Programme on Modular Approaches to Managerial and Entrepreneurial Skill Development/Advanced General Management for Entrepreneurs and Managers held at Malaysian Institute of Management, Kuala Lumpur, Malaysia during 19th April -14th May,1991.
- b) Workshop on NGO's and Rural Development: During July 25-27,1991 at New Delhi organised by CAPART and Development of Rural Development, Government of India.
- c) Workshop on Environment and Development; During August 21-23,1991, at New Delhi organised by the Ministry of Environment, UNDP, CES, New Delhi.
- d) National Seminar on Shelter and the living environment; October 4-5,1991 at Calcutta organised by UNCHS and Centre for Human Settlement International Calcutta.
- e) One 5-day Seminar and one 12-day Work shop on Management of Health and Family Welfare Services for Secretaries, Directors and other Senior Programme officers from North and North Eastern Region States during Nov. 18-22, 1991, and Dec. 30, 1991 to Jan. 10, 1992 respectively at Tata Hall. This was sponsored by WHO and the Ministry of Health and Family Welfare, Govt. of India under the aegis of the National Consortium of Institutions for Health and Family Welfare Management

**14. Prof. Surendra Munshi**

Participated in two international seminars on the issue of 'Cultural Identity and Transcultural Ethic' held by Evangelische Academic, Loccum, West Germany, during April 25-28,1991 and later during October 3-6,1991. In October, presented on invitation a key paper at the seminar : 'India: The Past and the Future'.

**15. Prof. V.N. Reddy**

Delivered a talk on 'Applications of regression, Factor Analysis and Discriminant Analysis in Finance' in the two-day workshop : 'Applications of quantitative techniques in Finance' conducted by Calcutta Operations Research Society during October 1991.

**16. Prof. Sudas Roy**

a) Attended the concluding Seminar of all Indo-EEC project participants for 1990-91 at Brussels in June and presented the results of his studies in the seminar.

b) Presented a seminar on his work on European Food Industry to the faculty at SDA Bocconi, Milan.

**17. Prof. Ranjit K. Sau**

Participated in the National Seminar on Restructuring Indian Economy, sponsored jointly by IIMC and Observer Research Foundation, January, 1992.

**18. Prof. Anup Kumar Sen**

Presented a paper titled "Admissible search methods for minimum penalty sequencing of jobs with setup times on one and two machines (co-author : A. Bagchi and Bani K. Sinha) at the 12th International Joint Conference on Artificial Intelligence (IJCAI91), Sydney, Australia, August 24-30, 1991.

**19. Prof. Annapurna Shaw**

Participated in the Conference on "Indian Ocean: Geo-Political and Historical Perspectives" organized by the Indian Oceanic Society at IIM-C in September, 1991.

**20. Prof. Anup K. Sinha**

a) "The IMF's Stabilization Package and Indian Monetary Policy" at a Workshop on the New Economic Policy at the Centre for Studies in the Social Sciences, Calcutta.

b) "The Economics of Drug Abuse : Management of Demand and Supply" in the session on Business and Industry's Approach to the Drug Problem, in COMBAT International Conference on Drug Abuse, organized by Indian Chamber of Commerce, Calcutta.

c) "Economic Development: The New Agenda" in the National Symposium on International Interference and Democratic Development in South Asia, organised by the Netaji Institute for Asian Studies, Calcutta.

d) "Fiscal Policy : A Macroeconomic Perspective" in the Conference on Economic Council of the Institute of Cost and Works Accountants, Calcutta.

21. **Prof. Prajapati Trivedi**

- a) Organised a workshop entitled, "Current Issues in Public Enterprise Management." on November 18-20,1991 at Ootacamund, Tamil Nadu, Conducted several session on Privatisation, Performance Contracts, Expert Committees on Public Enterprises and practical aspects of public enterprise management.
- b) Conducted two sessions on "Performance Contract as a Management Control System", at the International Workshop on Budgeting in Public Sector organised by the Harvard Institute for International Development, Harvard University, Cambridge, USA.
- c) Delivered a talk on "The Role of Performance Contracts in a Privatisation Strategy," in the International Workshop on Project Appraisal and Investment Management, Harvard Institute for International Development, Harvard University, USA.
- d) Academic Coordinator for a 3-day "Advanced Workshop on Memorandum of Understanding," organised in collaboration with the Department of Public Enterprises, Ministry of Programme Implementation, Government of India, SCOPE Convention Centre, New Delhi, June 14-16,1991. In this workshop around 55 MOUs were analysed and a report prepared on each one of these MOUs for the final consideration of the ATF and HPC.

22. **Prof. M.P. Vithal**

Organized a Seminar on A New Paradigm of Management by Prof. Subhash Sharma of the Institute of Rural Management, Anand, on December 5,1991.

23. **Dr. Tarit Kumar Dutta, Research Assistant**

Participated in the 3rd International Conference on Marketing and Development held in January 1991 and discussed a paper on "Regulated Markets in Inda and West Bengal (Co author Prof. Sudas Roy).

BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES  
OF THE FACULTY AND RESEARCH STAFF OF THE INSTITUTE  
DURING 1991-92

1. Prof. K. Adhikari

i) Member :

- a) Editorial Board for (i) journal of Entrepreneurship (2) Indian Journal of Psychometry and (3) Decision.
- b) Executive Boards of the Research Committeis of the International Sociological Association on
  - 1) Economy and Societs (1981-1994)
  - 2) Sociology of Science and Technology
- c) Expert Panel for faculty review of the
  - 1) National Institute of Science, Technology and Development Studies (unit of CSIR) New Delhi, for the area : Management of R & D
  - 2) Indian Statistical Institute, Calcutta, for the area of Sociology.
- d) Fellowship Committee and Admissions Committee (Part of the year) of the Institute.

ii) Examiner, Research Fellowship Proposal under the ICCSR Research Fellowship Programme.

2. Prof. Zainab Ahmed

- i) Guided 2 students (27th Batch) in their PGP Summer Projects.
- ii) Chairperson, MDP; Group Coordinator, Environment Group (since July '91) and a member of the PGP Committee of the Institute.
- iii) Collecting material to offer a New Course in PGP and to conduct an MDP and an Extension Programme, all in the area of Business Laws in the Business Environment, jointly with Prof. R. Chattopadhyay.

3. Prof. Sujit K Basu

- i) Participated as a Programme faculty in the incompany training programme organised for Modi Xerox in Tata Hall during July 28 - Aug. 10, 1991.
- ii) As a part of Research work continued work on the statistical aspects of optimal maintenance policies and explored problems in areas like Sampling theory, limit theorems of probability theory, reliability theory etc.

iii) Chairman, E.P. and PGCCGM (since Nov. '91) and Member, Admission Committee, EP & PGCCGM (upto Oct. '91), Library Committee, some of the enquiry committees set up by the Director, Task Force on Environmental studies etc., of the Institute.  
on activities.

- iv)
- a) Member, ICAR Review Committee.
  - b) Member, Board of Director, Central Statistical Association.
  - c) Work for professional Association/sister institutions.
  - d) Member, Technical Advisory Committee for Applied Statistics, Survey and Computing, Indian Statistical Institute
  - e) Member, Technical Advisory Committee, Division of Statistics and Mathematics, Indian Statistical Institute.
  - f) Member, Subject Matter Specialist, Board of Studies, Department of Agricultural Statistics, Bidhan Chandra Krishi Viswavidyalaya.
  - g) Member, Board of Studies in Agrucultural Extension, Agricultural Economics & Agricultural Statistics, Visva Bharati, Santiniketan.
  - h) External Member, Board of Post-Graduate Studies in Statistics, University of Kalyani.
  - i) Member, Vidyalaya Management Committee, IIMC Kendriya Vidyalaya.
  - j) Secretary, Executive Committee, Calcutta Branch of Operational Research Society of India.
  - k) Member, Board of Post-Graduate Studies in Business Administration, Burdwan University.
  - l) Member, Editorial Board, Calcutta Statistical Association Bulletin.
  - m) Fellow, West Bengal Academy of Science and Technology.
  - n) Convener, Sectional Committee on Mathematics, West Bengal Academy of Science and Technology.
  - o) Reviewer, Mathematical Reviews (USA).
  - p) Reviewer, Zentralblatt fur Mathematik (Germany)
  - q) Examiner/Moderator for a number of universities: also, occasionally appointed doctoral thesis examiner for some universities.
  - r) Visiting Scientist. Indian Statistical Institute.
  - s) Other Teaching Engagements: Currently teaching a course in the M.Stat Programme at the Indian Statistical Institute. Calcutta. Also, presently guiding a research scholar at the Indian Statistical Institute as his Ph.D. thesis supervisor.

- t) Member, Expert Committee, AICTE (Western Region).
- u) Participating Faculty Member, UGC Refresher Course for College Teachers organized by the Indian Statistical Institute.
- v) Invited as a keynote speaker in the First International Seminar on Asymptotic Methods in Probability Theory & Mathematical Statistics (April, 1991), Dresden, Germany.
- w) Invited as a main speaker in the Twenty-Third Annual Iranian Mathematical Conference (1992), Bakhtaran, Iran.
- x) Elected an ordinary member of the International Statistical Institute in 1991.
- y) Invited to present a talk on the use of statistics in library management at the General Conference of International Federation of Librarians' Associations to be held in New Delhi during August 30-September 5, 1992.

#### 4. Prof. Debasis Bhattacharjee

- i) Coordinator of a four-member faculty team for a project for NTPC entitled "Socio-economic and Demographic studies in the neighbourhood of Farakka Super Thermal Power Project". The report was submitted on oct. '91.
- ii) PMIR Group Coordinator (till 25-11-91); Faculty convenor (from 13-1-92); member, Admissions Committee (1991-92) and Member Library Committee (1991-92), of the Institute.
- iii) Visited Columbia University in New York; World Bank office in Washington D.C. and I.L.O. Geneva, Switzerland during the period from 27-11-91 to 10-1-92 under Fellowship provided under UNDP assisted Govt. of India Project on International Management Education.

#### 5. Prof. Nalinaksha Bhattacharyya

- i) Associated Member of the Institution of Engineers (India).
- ii) Member of the Academic Council of the Indian Management Academy, Hyderabad.
- iii) Participated as a Programme Faculty in the in-company training programme organised for DGET, Mini. of Labour, Govt. of India (Prof. Ranjan Ghosh, Programme Director) during Feb 3-14, 1992.
- iv) Participated as a Programme Faculty in the following Govt. Sponsored Training Programmes for IAS Officers.
  - a) on Financial Management for Level I Officers, Coordinated by Prof. N.K. Rao as Programme Director during Nov. 11-15, 1991.
  - b) On Management Control Systems coordinated by Prof. M.P. Vithal as Programme Director during Aug. 19-23, 1991.
  - c) Management of State Enterprise conducted by Prof. Sanjiv Bhatt as Programme Director during Sept. 23-27, 1991.

- v) Guided 4 students of the 27th Batch of PGDM for their Summer Project.
- vi) Took part in conducting the Common Admission Test and admissions interview.

#### 6. Prof. Subir Bhattacharya

- i) Coordinator, MIS Group (till 3-11-91); Member, PGP Committee (till 3-11-91), Member, CAM Centre Library Committee (till Nov. '91); Member Computer Committee (till 31-10-91); Chairman, Computer Centre (from 1-11-91); Member, MDP Committee, all of the Institute.
- ii) Participated extensively in the admissions process of the Institute in terms of interviewing.
- iii) Taking classes on System Programming for Second year MBA Students of the Calcutta University since July 91.
- iv) Member, Board of Examiners, Business Management Department, Calcutta University.
- v) Member of the Interview Panel for Selecting EDP Manager in a foreign bank.
- vi) Evaluated 3 summer projects (27th Batch) and guided term papers for 2 students (27th Batch), one on "Benchmarking of statistical packages for marketing association" and the other on "Network maintenance between P.C. and Workstations"

#### 7. Prof. Amitava Bose

- i) Participated as a Programme Faculty in the Incompany Training Programme organised for Modi Xerox Ltd. during July 28-Aug. 10, 1991 (Programme Director: Prof. Ajit Mathur)
- ii) Gave a two part talk on Game theory with incomplete information entitled "Sequential Equilibrium" at the Indian Statistical Institute, Calcutta, in June '91.
- iii) Conducted two sessions for teachers of Economics at the Economics Dept., Calcutta University on "Macroeconomics and Money".
- iv) Member, Admissions Committee (upto Sept. '91); Member, Placement Committee and Extension Programme Committee of the Institute was a member of the Academic Regulations Committee of the PGP and of the Enquiry Committee set up by the Director and Faculty on the questions of eligibility for admission to PGP.
- v) Visiting Scientist, Indian Statistical Institute, Calcutta (once a week).
- vi) Member, Board of Director, Bengal Waterproof Ltd., Calcutta.

#### 8. Prof. Nilotpal Chakraborty

- i) Member of the Operations Research Society of America/India.
- ii) Participated in conducting CAT and selection interview.

iii) Member of the Computer Purchase Committee. 1991; Library Committee; Admission Committee; Computer Committee and Publications Committee of the Institute.

iv) Refereed papers for the journal "DECISION".

**9. Prof. A.K. Chatterjee**

i) Participated as a Programme Faculty in the

a) in-company training programme on "Demand, Forecasting, intending Procurement and Inventory Control for ONGC" conducted by Prof. Ranjan Ghosh during Sept. 23-Oct. 3, 1991; and

b) IAS Training Programme on "Project Management" conducted by Prof. Ranjan Ghosh during Sept. 2-20, 1991.

ii) Member, CMDS, MDP and Alumni Committee of the Institute.

iii) Member, IGNOU to be in their expert committees on course designs for Project Management and OR Courses. Contributed units on Integer and DP for their OR Courses.

iv) Took a few sessions on Analysis of Manufacturing Systems for SCAs at IRI MEE, on invitation.

v) Evaluated a M.Tech Thesis for Jadavpur University (Production Engineering Dept.), on invitation.

vi) Paper setting and evaluation of Material Management course for Burdwan University.

vii) Invited by NIPM, Calcutta Chapter to take a few sessions on Industrial Engineering.

viii) Refereed for OPSEARCH and DECISION.

**10. Prof. Leela Chatterjee**

i) Participated as a Programme Faculty in an IAS Programme and two programmes for officers of the Indian Forest Service (held in Nov. '91 and Jan. '92)

ii) Served as Resource Person on Qualitative Research Techniques for a Workshop at the Child in Need Institute, in April '91, on invitation.

iii) Took classes on Industrial Psychology at the IRIMEE, Jamalpur, in Feb. '92 on invitation.

iv) Chairperson of the Placement Committee (till Oct. '91), Coordinator of the Behavioural Science Group (till Aug. '91); Acting Chairperson, PGP (from May to July '91); Member of Placement Committee, PGCCGM and EP Committee and Fellowship Committee of the Institute.

**11. Prof. Raghabendra Chattopadhyay**

i) Participated as a Programme Faculty in a number of MDPs, IAS and IFS training programmes coordinated/directed by other Faculty members.



- ii) Guest Faculty for M.A. (Economics), in the Deptt. of Economics, Calcutta University (till Dec. '91).
- iii) Member, Board of Studies, M.Phil (Economics), Calcutta University since 1990 Batch.
- iv) Member, Post Graduate Board of Studies, Calcutta University (Economics Deptt.)
- v) Member, Board of Examiners, M.A.(Econ.), Jadavpur University.

**12. Prof. Sudip Chaudhuri**

Visited Belgium, USA and South Korea (June-Aug. '91) under the UNDP Project of International Management Education.

**13. Prof. Ranajit Das Gupta**

- i) Participated as a Programme Faculty in the training programme for I.F.S. officers on "General Management" in Jan. '92.
- ii) Examiner of a thesis paper from JNU.
- iii) Refereed a paper for International Review of Social History, Amsterdam, The Netherlands.
- iv) Member, Editorial Advisory Board, Science and People, Delhi.
- v) Member, Executive Committee, Joshi-Adhikari Institute for Social Studies, West Bengal Committee.
- vi) Member, Editorial Board, Parichaya, a leading Bengali Literary - Cultural monthly.

**14. Prof. Kalyan Dutta**

- i) Participated as a programme faculty in the in-company training programme conducted for ONGC by Prof. Ranjan Ghosh during Sept. 23-Oct. 10, 1991.

**15. Prof. Rabin Ganguly**

- i) Was Summer Project Advisor to two students on Projects in Marketing and term project Advisor to one student on a Project in Rural Development.
- ii) Coordinator, Regional Development Group and representative of the Regional Development Group in the PGP Committee of the Institute. Member, Admission Committee, IPC and Consultancy Committee of the Institute and Chairperson, Executive Committee of the Indian Institute of Management Calcutta Employees' Recreation Club.
- iii) Paper setter and Examiner, 'Urban Geography' paper of M.A./M.Sc. Examination in Geography of Burdwan University, 1991.

iv) **Examiner of Dissertations :**

- a) In Regional Planning of M.A./M.Sc. Examination in Geography of the Calcutta University.
- b) of M.Tech. Programme in Urban and Regional Planning of IIT, Kharagpur (1991-92).
- v) Member, Professional Sub-committee of the 'Institute of Town Planners, India, Kharagpur Chapter.
- vi) Member, Educational Standing Committee, National Council of the Institute of Town Planners, India.
- vii) Completed as the Principal Researcher, a recent investigative report on "The Town and Country Planning in West Bengal: Emerging needs and organisational imperatives" for interaction with the Department of Urban Development, Govt. of West Bengal.

16. Prof. Mousumi Ghosh

- i) In association with Prof. H. Bhattacharya took training programmes for the following organisations.
  - a) NICCO Ltd., Calcutta ... Finance for non-Finance Executives
  - b) Nippon Denro Ispat Ltd., Nagpur ... Finance for non-Finance Executives
  - c) Nippon Denro Ispat Ltd., Nagpur ... Effective Cost Control
  - d) Indian Metal & Ferro Alloys, Bhubaneswar Working Capital Management
- ii) Participated as programme faculty in the
  - a) in company training programme conducted for Modi Xerox Ltd. by Prof. Ajit Mathur during July 28-Aug 10, 1991
  - b) Extension Programme in Financial Management, jointly conducted by Prof. Shyamal K. Ghosh and N. Bhattacharya during Dec. 26, 1991-Feb. 4, 1992
  - c) IAS programme on Management Control Systems conducted by Prof. Vithal.
  - d) MDP on Working Capital Management conducted by Prof. H. Bhattacharya in Kathmandu during Sept. 18-25, 1991.
- iii) a) Was a speaker of the Institute of Chartered Accountants of India on "Published Accounts: Do they Serve the users needs";  
b) At the All India Police Public Seminar on "Media and the Police - A problem of role conflicts ?"
- iv) Working on a book on Auditing.

17. Prof. Ranjan Ghosh

- i) Was guide for two students for their PGP Summer Project and for one student for his term paper in PGCGM

ii) Participated as a Programme Faculty -

- A. in the training programme for IAS officers on
    - a) "Management of State Enterprise", conducted by Prof. Kunal Basu and
    - b) "Management Control Systems" conducted by Prof. Vithal;
  - B. in the Seminar-cum-Training programme on "Health Management" for Government officers conducted by Prof. Madhu S. Mishra; and
  - C. in the two Extension Programmes one on Quality Management (Programme Director: Prof. B. Sarkar)
- iii) Visited Columbia University, USA on a four-week fellowship under the UNDP assisted project on International Management Education to undertake a study on the theme of "Technology Strategy and International Operations". Presented a seminar talk at this University.
- iv) Group Coordinator of the Operation Management Group; Member of the PGP and MDP committee of the Institute and Faculty Representative to the Board of Governors (since Nov. '91)
- v) Member of the Course Committee of the National Management Programme being conducted by the MDI, Gurgaon, in collaboration with the IIMs.
- vi) External Expert for selection of faculty in (a) the Indian Institute of Management Bangalore and (b) Department of Business Administration Utkal University.
- vii) Secretary of the Operational Research Society of India (till Dec. '91)
- viii) Member of the Board of Studies of
  - (a) the Business Administration Programme, Utkal University and
  - (b) the Indian Institute of Materials Management and Operational Research Society of India.
- ix) Paper Setter/Examiner/Moderator for various universities and professional societies.
- x) Delivered lectures at Flakt India Ltd. and the Indian Institute of Materials Management.

18. Prof. Saila K Ghosh

- i) Guided two students in their PGP Summer Project; two students in their PGP term papers (one V term and one VI term) and one student in his PGCGM Project assignment.
- ii) Developing a new course in the area of Development Communication.
- iii) Guided a Fellowship Student attached to the B.S. Group for his Summer Project assignment. Was one of the examiners for his cumulative qualifying examination and is now one of his thesis advisors.
- iv) Member of the Post Graduate Board of Studies for M.Phil (Political Science), Calcutta University; has

recently appointed as a Member of the Post Graduate Board of Studies for M.Phil (Philosophy) in the same university.

- v) On visit to USA and UK from 15-3-92 on invitations received from the Deptt. of Administration/Political Science of the Pennsylvania State University, USA and the Centre for Indian Studies, University of Hull, U.K.

19. Prof. Subratesh Ghosh

- i) Participated as a Programme Faculty in the 12-day Workshop on Management of Health and Family Welfare Services conducted by the Institute at Tata Hall during Dec. 30, 1991 to Jan. 10, 1992.
- ii) Delivered lectures in MDP on Emerging Trends of Industrial Relations at IIMC (Feb. '92)
- iii) Participated as a Panelist in a Television Panel Discussion on "Population and Manpower: Problems and Prospects (in Bengali)-Telecast on July 29, 1991 from Doordarshan, Calcutta Centre.

20. Prof. Sushil Khanna

- i) Participated as a Programme Faculty in the training programme on (a) Strategic Management-Challenge and Change (July-Aug. '91) (b) Management of Health and Family Welfare programmes for Senior Officers (Nov. 18-22, 1991) and (c) Management of State Enterprises for IAS officer (Sept. 23-27, 1991)
- ii) Case study titled "Binary Fusion-Lastek: an international joint venture", jointly with Prof. Piet Sercu of Katholieke University, Belgium.
- iii) Work on project titled "The Diversification and Economic Performance in the Indian Industry".
- iv) Paper on "India's Debt Crisis" presented at the Centre for Studies in Social Science Research Calcutta, in Aug. '91. Response at the Centre Oct. 8-11, 1991.
- v) Chairman, PGP (till Nov. 1, 1991); member of the Publications Committee; Coordinator in the Institute for UNDP programme on International Management Education. till the programme was over on 31.2.91.
- vi) Examiner for the thesis "Role of multinational Corporation in Indian Industry from JNU, New Delhi.

21. Prof. Ramanuj Mazumdar

- i) Was in the University Bielefeld, Germany as a visiting Professor Oct. '90-June '91 under the Indo-EEC Exchange Programme.
- ii) Presented a paper titled "Factors of Success in the Indian Market" in the annual conference of the Marketing Professors of German Universities held in Koln during Feb. 2-3, 1991.
- iii) Visited the Sloan School of Business, MIT, Boston Harvard Business School; University of California, Berkeley and Berlin University during Oct. 6-Nov. 26, 1991 under the UNDP sponsored International Management Education Programme.

22. Prof. K.S. Mandal

- i) Participated as Programme Faculty in the 12-day Workshop on Management of Health and Family Welfare for Senior Health Administrators conducted by the Institute during Dec. 30, 1991 to Jan. 10, 1992.
- ii) Conducting a research project on "Impact of anti-poverty programmes on rural India", sponsored by the Indian Council of Social Sciences, New Delhi.
- iii) Completed a comparative study of community irrigation under Govt. (in West Bengal) and voluntary sector (in Maharashtra).
- iv) Member, PGP Admission Selection team for Calcutta and Lucknow and Faculty-in-Charge for conducting CAT at Patna.
- v) Member, Appointment Sub-committee Kendriya Vidyalaya (IIMC Joka) Management Committee.
- vi) Member, Research Committee of Sociology of Agriculture and Food of the International Sociological Association.
- vii) Organising Member, Asian Rural Sociologist Association.

23. Prof. Ajeet N Mathur

- i) Part of Inter-Ministerial Working Group on Industrial Restructuring to evolve Exit Policy in the context of Economic Reforms, in the Planning Commission.
- ii) Invited by the Finance Minister to participate in the pre-budget meetings and completed position paper on Economic Restructuring and Tax Reforms.
- iii) Prepared the country monograph for ILO on Labour-Market Flexibility in India.
- iv) Completed a survey on Managerial Productivity in India as part of the first ever international project on Managerial Productivity, functioning as India's National Expert with APO, Tokyo.
- v) Designed a new MDP "Strategic Management: Challenge and Change" as a two week residential programme for senior executives.
- vi) Authored the first book (of the World Employment Programme) on Industrial Restructuring Developing Methodology and Empirically testing it in India- now the model for similar studies in other countries.

24. Prof. Madhu S Mishra

- i) Engaged in research projects on
  - a) Case study on community participation sponsored by ICOMP, Malaysia (ongoing)
  - b) International project on management effectiveness.
  - c) Organisation and management of Health Directorate, Govt. of Bihar (ongoing)

- d) Distance learning for District Health Offices in Indian (ongoing)
- ii) Engaged in the following consultancy projects :
  - a) Evaluation of IRDP in 2 Districts in West Bengal sponsored by the Deptt. of Planning and Development, Govt. of West Bengal.
  - b) Project completion report (PCR) for IFAD Assisted Sundarban Development Project, Govt. of West Bengal.
- iii) Organised the following training programmes sponsored by WHO/NIHFW, as Programme Director
  - a) Management of Rural Development for executives of Voluntary Organisations during Aug. 5-9, 1991 at Calcutta
  - b) Leadership Development Workshop for State Level Health and Family Welfare Officers from Eastern and North Eastern Region States during Sept. 25-29, 1991, at Imphal.
  - c) Leadership Development Workshop for District Level Health and Family Welfare Officers from Eastern and North Eastern Region States during Sept. 30-Oct. 3, 1991 at Imphal.
  - d) Leadership Development Workshop for State Level Officers from Bihar state during Dec. 13-16, 1991 at A.N. Sinha Institute, Patna.
  - e) Leadership Development Workshop for Principals of Medical College HFWTCS and ANM Training centres in Bihar during Dec. 17-20, 1991 at Patna.
  - f) Health Management training programme for District Level Health and Family Welfare offices from Bihar during Jan. 19-31, 1992 at Tata Hall.
- iv) Chairman, Consultancy Committee, Group Representative in IPC; Coordinator, Rural Development Management Programme; Member, MDP Committee; Coordinator, Government Training Programme; and Chairman Transport Advisory Committee of the Institute.
- v) a) Member :
  - 1) Governing Body of CINI, Calcutta
  - 2) Board of Governors and Vice-President, CYSEC, Calcutta
  - 3) Board of Governors, Regional Management Institute, Bhubaneswar
  - 4) Governing Body and Executive Committee of Asian Workers' Development Institute, Rourkela
  - 5) Board of Governors, Population, Food and Development Research Institute, New Delhi.
  - 6) Health Management Training Consortium, NIHFW, New Delhi
  - 7) Board of Management Studies, Utkal University, Bhubaneswar
  - 8) Community Development Medicinal Board, Calcutta

- 9) Local Advisory Board, Bank of America, Bombay
- 10) Board of Management Studies, Berhampur University.
- b) Director, INDUSS Services Ltd., Calcutta
- c) Vice Chairman, Executive Committee Indian Association of Social Sciences Institute, New Delhi.
- d) M.Phil/Ph.D. Thesis examiner for Delhi/Berhampur/Utkal Universities

25. Prof. Dipankar Mitra

- i) Faculty Guide for 3 students (27th Batch) doing their Summer Project (PGDM) and one student doing his Project Report for PGCCGM
- ii) CQE evaluation of one Fellowship student
- iii) Participated as a Programme Faculty in the Extension Training Programme on Financial Management held during Dec. 26, 1991 to Feb. 4, 1992 and in two in-service refresher courses for Senior Accounts and IOFS Executives
- iv) Coordinator, Finance & Control Group (till 31-1-92); Member, PGP Committee (till 31-1-92); Member, Thesis Advisory Committee for a Fellowship Student; Member, CMDS Committee; and Faculty representative at a Test Centre for CAT, 1991
- v) Invited for a seminar on Emerging Issues for Corporate Treasurers

26. Prof. Rahul Mukherjee

- i) Editor, IIMC Journal "DECISION"
- ii) Associate Editor of the Journal of Statistical Planning and Inference, and international journal published by the North-Holland Publishing Company, Amsterdam.
- iii) Served as a referee for journals like :
  - a) Journal of Statistical Planning & Inference
  - b) Sankhya
  - c) Journal of the Indian Statistical Association
  - d) Metrika
  - e) Journal of the Indian Society for Agricultural Statistics etc.
- iv) Chairman, Publications Committee and a member of CMDS both of the Institute

27. Shri A. Mikhopadhyay

- i) Presented a paper on "Library Application Software: Maitreyee" in the exposition of the Calibnet Software organised by NISSAT, DSIR, at Technology Bhawan, New Delhi, July 17-18, 1991
- ii) Presented a paper on "Information Software: its impact on Society" at the seminar on Needs, Demand, and Motivations in the sources of Information" at USIS on 18-11-1991.
- iii) Presented a paper on "Central Database and the Host" at the Indo-British meet on Networking held during Jan. 14-15, 1992 at India International Centre, New Delhi.
- iv) Was the Programme Director in the Workshop on CDS/ISIS - Information Retrieval Systems organised jointly by IIMC and IASLIC under the sponsorship of DSIR
- v) Was the Conference Director at the Thematic Session of 17th All India Conference of IASLIC held in Krukshetra in Dec. '91
- vi) Member :
  - a) Library Advisory Committee, Kalyani University
  - b) Library Technical Advisory Committee, ISC
  - c) Coordination Committee and Standardisation Committee, CALIBNET Project appointed by NISSAT, DSIR

28. Prof. Surendra Munshi

- i) Participated as a programme faculty
  - a) in the training programme on "Project Management" for IAS officers conducted by Prof. Ranjan Ghosh during Sept. 2-20, 1991
  - b) in the MDP for Health and Family Welfare officers from Bihar State, conducted by Prof. M.S. Mishra during Jan. 19-31, 1992
- ii) Work on the revision of his book "Language, Creativity and Identity in India" is under progress
  - d) Completed the revision of his paper "Considerations on Marx's conception of Reality" an invited paper presented in Symposium I, Session IV of the XII World Congress of Sociology, Madrid, July 9-13, 1990, to appear in a book to be published by Sage London.

29. Prof. C K Mustafi

- i) Acted as a member of the Editorial Committee of the SQC and OR Unit of ISI
- ii) Acted as a referee of "Sankhya" to ascertain the publishability of articles submitted to that journal
- iii) Acted as a paper setter and an examiner of the optimal paper "Theory of Games and Decisions" in the Diploma Course on Operations Research offered by the Operational Research Society of



India.

30. Prof. Asim K Pal

- i) Was one of the interviewers for the CQE viva-voce examination of one Fellowship Student
- ii) Chairman, Computer Cell; member Consultancy Committee; Member, CMDS Committee (all the three, upto 31-10-'91); Member, CAM Centre Library Committee (till Feb. '91); Member, IPC (as MIS Group representatives); Member, Computer Centre, all of the Institute
- iii) Involved in CAT Examination for PGP Admission
- iv) As a member of one of the Teams in a collaborative project sponsored by the Government of India and a foreign agency for preparing standard text and teaching materials for B.Tech course, being implemented by Prof. D. Ghoshdastidar of Jadavpur University Computer Science and Engineering Deptt., was involved in preparing such texts/materials for Data Structure and Algorithms

31. Prof. M N Pal

- i) Participated as a programme faculty in the following training programmes
  - a) 1) For ONGC in July and Sept '91 by Prof. Ranjan Ghosh
  - 2) On Essential Management for Entrepreneurs and Managers by Prof. Madhu S Mishra during March 27-April 10, 1991
  - b) Programme on General Management for IFS officers conducted by Profs. N.K. Rao and Rabin Ganguly during Jan 20-24, 1992
  - c) 12 day Workshop on Management of Health and Family Welfare Services for Senior Govt. Officers conducted by Prof. Madhu S. Mishra during Dec. 30, 1991 to Jan. 10, 1992
  - d) Programme on Project Management for IAS Officers conducted by Prof. Ranjan Ghosh during Sept. 2-20, 1991
  - e) Programme on Project Management for Central Govt. Officers organised during Mar 2-13, 1992
- ii) Taught Operations Research for MCA students of Jadavpur University in 1991
- iii) Chairman, Consultancy Committee (upto Nov. '91); Convenor IPC (from Dec. '91); Member Consultancy Committee (from Dec. '91); Member Committee on New Academic Regulations - all of the Institute.

32. Prof. N K Rao

- i) Participated as a Programme Faculty in the following training programmes :
  - a) On Management Control Systems for IAS officers conducted by Prof. Vithal during Aug. 19-

23, 1991 and Jan 27-31, 1992

- b) On Project Management for IAS officers conducted by Prof. Ranjan Ghosh during Sept. 2-20, 1991
  - c) MDP on Management Control Systems conducted by Prof. Vithal at Vizag during Jan. 20-23, 1992
  - d) MDP on Managerial Decision Making conducted by Profs. Ashish Chatterjee and Leena Chatterjee during Oct. 28, 1991 to Nov. 1, 1991
  - e) Extension Programme on Financial Management conducted jointly by Profs. Shyamal K Ghosh and N. Bhattacharyya during Dec. 26, 1991 to Feb. 4, 1992
- ii) Completed the consultancy project for NTPC
  - iii) Member of Extension Programme and MDP Committees of the Institute

33. Prof. V N Reddy

- i) Member, Admissions Committee; Extension Programme Committee (till Sept. '91)
- ii) Faculty representative on IIMC Board
- iii) Refereed papers for Journal "Decision" and "Nature"

34. Prof. Sudas Roy

- i) Was a visiting professor at SDA Bocconi, Milan during Oct. '90-Jan. '91 under the Indo-EEC Exchange programme. During the course of this period, he completed the following reports and submitted them to EFMD Brussels.
  - a) A study of the European Food Industry in Post 92 Europe
  - b) "Delmonte Food Ltd" - a case study of Marketing Strategy
  - c) "A tour report", covering 9 months of his stay at SDA Bocconi
  - d) A set of research proposals for further follow up work in India
  - e) Preparation of new course proposals in the area of International Marketing and Business for short duration training programmes and for PGP.

He is finalising a working paper on the report at (a) above for release through IIMC publication 'DECISION'.

- ii) While he was serving as visiting professor, he visited the following establishments for gathering data for case writing purposes.
  - a) European Commission Headquarters - Brussels

- b) "Eurostat" office, Luxemburg
  - c) "Group Essel" Business School - Cergy Pontoisse France
  - d) Indian Trade Mission, Brussels
  - e) Indian Tea Board, London
  - f) International Trade Centre, Geneva
  - g) UNCTAD, Geneva
  - h) GATT Secretariat, Geneva
  - i) Delmonte Foods Company, Milan
- iii) Participated as a Programme Faculty in two IAS Training Programmes; two MDP and two In-company training programmes
  - iv) Completed the consultancy assignment for Tea Board on "Export Promotion of Value added tea and prepared two project proposals for submission to intended clients
  - v) A project proposal on market and techno-economic feasibility of fly ash based products, submitted to Electric Power Development Corporation, Tokyo
  - vi) A proposal for organisational restructuring and renewal submitted to Hooghly Docking and Engineering Company
  - vii) Taught (a) marketing concepts and strategies and (b) market segmentation and marketing at the programmes organised by Institute of Plantation Management Calcutta/SAIL
  - viii) In collaboration with Dr. Abhijit Ghosh of New York University, working out a joint research proposal in the area of "comparative Marketing Channel" to be submitted to North American Association of Indian Marketing Educators for funding support.
  - ix) Chairman, Placement Committee; Member, CMDS Committee, Consultancy Committee, Alumni Activities Committee and Admission Committee, of the Institute.

35. Prof. Anup Kumar Sen

- i) Guided one PGP student in his Term Paper and 2 PGP students in their Summer Projects
- ii) Faculty Advisor to one Fellowship student
- iii) Chairman, CMDS Committee (since Nov. '91); Member, Publication Committee, Placement Committee (since Nov. '91); Admissions Committee (till Nov. '91); all of the Institute. Also, a member of the Inter IIMs CAT Committee together with Chairman Admission
- iv) Taught a 25 hour course on "Artificial Intelligence" at Calcutta University to B.Tech. students in computer science (March-May '91)

- v) Member, Board of Examiners, Computer Science, Calcutta University
- vi) External Examiner, B.Tech. Seminar Examination, Computer Science, Calcutta University, 1991
- vii) Acted as a co-consultant to Prof. R. Chattopadhyay for the NTPC consultancy project.

36. Prof. Anil K Sengupta

- i) Participated as a programme faculty in the following training programmes :
  - a) MDP on "Innovative Approaches to HRD held in Tata Hall in July 1991 (Programme Director : Prof. S. Ghosh)
  - b) MDP on "Strategic Planning and HR Management" held in Varanasi in Dec. '91 (Programme Director : Prof. A.N. Mathur)
  - c) MDP on "General Management" held in Kathmandu
  - d) In-company training programme organised for Modi Xerox in Aug. '91 in Tata Hall (Programme Director : A.N. Mathur)
  - e) Three Refresher Courses organised for IDAS officers in Jan.-Feb. '92 in the Tata Hall (Programme Director : Prof. N. Ramachandran)
- ii) Delivered a lecture on "Trade Unionism and its impact on Management of Industrial Relations" in one EDP in National Institute of Bank Management, Pune, on invitation
- iii) Acted as an expert at the invitation of ICSSR New Delhi in evaluating a research proposal submitted to ICSSR for grant.
- iv) Acted as an examiner for a Ph.D. Thesis submitted to the Deptt. of Sociology, Delhi University
- v) Acted as a member of the Expert Committee appointed by AICTE for recognition of the part-time P.G. Diploma course run by the Institute of Professional Studies and Research, Cuttack
- vi) Member, Admissions Committee; CMDS Committee; Publications Committee; Consultancy Committee; IPC and Group Coordinator PMIR Group - all of the Institute.

37. Prof. Annapurna Shaw

- i) Adviser to two PGP students for their Summer Projects.
- ii) Acted as a local academic advisor to a Dutch Student doing his Ph.D. at the Centre for Asian Studies, University of Amsterdam. He was in Calcutta for field work from Feb. '91 to Dec. '91
- iii) A manuscript entitled "The Planning and Reality of New Bombay Maharashtra" submitted to the Annals of the Association of American Geographers for publication
- iv) Chairperson, Fellowship Committee of the Institute.

- v) An F.P. Review Committee Report was submitted for being placed before the Board.
- vi) Visited IIM-Ahmedabad to find out how they organise their Fellowship Programme. Prepared a document outlining changes in the selection procedure, evaluation procedure and course structure of the Institute Fellowship programme based on IIM-A experience.
- vii) Conducted PGP interview in Delhi Feb 26-March 1, 1992

38. Prof. Anup K Sinha

- i) Participated as a programme faculty in the following training programmes :
  - a) "Management of State Enterprises" for IAS officers, conducted by Prof. Sanjiv Bhatt during Sept. 23-27, 1991
  - b) MDP on "Emerging Trends in Industrial Relations" conducted jointly by Profs. Anil Sengupta and D. Bhattacharjee during Feb. 17-21, 1992
- ii) Conducted two sessions on "Effective Demand" at the Refresher course for College teachers organised by the Department of Economics, Calcutta University.
- iii) Conducted four sessions on "Money Supply and Monetary Policy" in the officers Training Programme at SBI Staff Training College, Calcutta
- iv) Conducted four sessions on "Money Supply in a Credit Constrained Economy" at the Research Training Programme organised by the Centre for Studies in the Social Sciences, Calcutta.
- v) Conducted a two-day lecture series on "International Trade and Finance" at the Indian Railways Institute of Mechanical and Electrical Engineers, Jamalpur, Bihar.
- vi) Invited to the RBI Governor's meeting with economists to discuss India's Trade and Exchange Rate Policies.
- vii) Referred for Journal of Public Economics, North Holland Press
- viii) Did evaluation of the Thesis titled "The Structure of Silk Production in early Colonial Bengal : 1770-1833 by Shri Bhaskar Mukhopadhyay, submitted to Calcutta University
- ix) Organised a one-day seminar on India and the IMF: Macro-economic implications" at IIMC, jointly with Prof. V.N. Reddy
- x) Member, FP Committee of the Institute
- xi) Visiting faculty (Honorary), Centre for Economic Studies, Presidency College, Calcutta (once a week).

39. Prof. Bani K Sinha

- i) Participated as a programme faculty in (a) incompany training programme for ONGC and (b) IAS training programme on project management, both conducted by Prof. Ranjan Ghosh
- ii) Convenor, IPC (upto Nov. '91) and Member Fellowship Committee, of the Institute.

40. Prof. B N Srivastava

- i) Participated as a programme faculty in the (a) MDP on "Management Decision Making" conducted by Prof. Ashis Chatterjee and Leena Chatterjee in the Tata Hall during Oct. 28-Nov. 1, 1991. (b) 3 In-company training programmes and (c) one training programme for IAS officers
- ii) Visited various Universities in USA under UNDP sponsored International Management Study programme.

41. Prof. P Trivedi

- i) Visiting faculty, The Kennedy School of Government, Harvard University, USA. Taught Applied Micro-economics in the MPA Summer programme.
- ii) Delivered a talk on "Aspect of New Public Enterprise Policy: Disinvestment and MOUs," during the Nineteenth Advanced Management Programme at Administrative Staff College of India, Hyderabad, February 14, 1992
- iii) Delivered a lecture to the students of MBA (in Public Enterprise) at the Institute of Public Enterprise, Osmania University Campus, Hyderabad, February 12, 1992
- iv) Coordinated and taught several sessions in the "Training Programme on Memorandum of Understanding," organised jointly by IIM Calcutta and Department of Public Enterprises, SCOPE, New Delhi, February 5-7, 1992.
- v) Coordinated and taught several sessions in the "Training Programme on Memorandum of Understanding," organised jointly by IIM Calcutta and Department of Public Enterprises, Hotel Gateway, Banjara Hills, Hyderabad, February 11-13, 1992
- vi) Delivered a talk on "MOUs and Public Sector Unionism" during a MDP entitled, "Emerging Trends in Industrial Relations," at Tata Hall, IIM Campus, Calcutta, February 20, 1992.
- vii) Delivered two lectures entitled, "Making Public Policy for Public Enterprises: Issues in Implementation of MOU and Privatisation," during the one-week IAS Training Programme on Management Control Systems, Calcutta, January 27-28, 1992
- viii) Invited as resource person and presented a paper entitled, "Privatisation Matrix: Ideological versus Technocratic Approach to Privatisation," at the National Seminar on Restructuring Indian Economy, Calcutta, January 17-18, 1992
- ix) Delived a talk on "Options for Improving Public Enterprise Performance: Privatisation Versus Memorandum of Understanding," in the Development Issues Seminar organised by the Mason Program at the John F. Kennedy School of Government, Harvard University, Cambridge, USA.

- x) Delivered a talk on "Accelerating Entrepreneurship-Manager's Role," at the Annual Management Conference of the Calcutta Management Association entitled, "NATIONAL TURNAROUND -- THE MANAGER'S ROLE," March 13-14, 1992, Taj Bengal, Calcutta.
- xi) Organised an In-company Training Programme on Memorandum of Understanding for the Trade Fair Authority of India at Pragati Bhavan, Pragati Maidan, New Delhi, February 8, 1992
- xii) Invited as a resource person for the National Seminar on "Reform and Privatisation in State Level Public Enterprises: Strategies and Techniques," organised jointly by the Planning Commission and the Institute of Public Enterprise, January 24-25, 1992, New Delhi.
- xiii) Delivered three lectures on: Disinvestment of Public Enterprise Shares," "Comparative Efficiency of Public and Private Enterprises" and "Memorandum of Understanding" during the Management of Public Sector programme organised by the Institute of Secretariat Training and Management, New Delhi on January 9, 1992
- xiv) Conducted a one-day seminar entitled, "Seminario de Contratos de Rendimiento Bolivia Y La Experiencia Mundial (Performance Contracts in Bolivia and International Experience)," in December 19, 1991, in collaboration with the Ministry of Planning, Government of Bolivia in La Paz
- xv) Invited by the Tanzanian Association of Parastatal Organizations as a resource person for their symposium on "Commercialization of Parastatals in Tanzania," on December, 5, 1991 in Dar es Salaam
- xvi) Consultant for Metal Scrap Trading Corporation on methods of translating their Memorandum of Understanding (MOU) to internal(sub) MOUs within the corporation, Calcutta, November 2, 1991
- xvii) Conducted two sessions on Privatisation and Performance Contracts as Complimentary Strategies in the International workshop entitled, "Privatisation Management and Implementation," organised by INTRADOS in Washington from September 9-20, 1991
- xviii) Member of the Ad-hoc Task Force for advising the High Power Committee on Memorandum of Understanding. Attended several meetings to fine tune the MOU policy as well as vet the MOUs for 1992-93
- xix) Member of the Standing Committee on Memorandum of Understanding appointed by the Government of India
- xx) Chairman, Centre for Studies in Public Enterprise Management

#### 42. Prof. Sanjiv Vaidya

- i) Guided one Fellowship student for his term paper in MIS and 3 PGCGM students in their term papers.
- ii) Chairman, Alumni Activities; Member-Fellowship Committee, E.P. Committee and P.G.P. Committee; Group Coordinator MIS Group, Member of the sub-committee of the Faculty Committee on Academic Regulations.
- iii) Conducted CAT in Hyderabad for the 1992-94 session of the PGP

- iv) Conducted at the Jadavpur University a two-term course (60 lectures) in MIS for final year students of their M.C.A. programme.

**43. Prof. M P Vithal**

- i) Carried out research studies on the following :
  - a) Evaluation of TCOs of IDBI
  - b) Designing of Bank clearing system
  - c) Computerised MIS in a Bank
  - d) Testing of market efficiency theories for investor behaviour
  - e) Management control of projects - a case study of L & T
  - f) Corporate disclosure practices of foreign banks
  - g) A model of corporate social reporting
  - h) Corporate disclosure practices of financial institution
- ii) Advanced workshop on MOU - organised in collaboration with DPE - June 1991 - Resource Faculty (CSPEM)
- iii) Current issues in Public Enterprise Management and Policy - November 1991 - Resource Faculty (CSPEM)
- iv) Leadership in Shastras - December 1991 - Chaired the technical discussion session Leadership in Vedas, Shrutis and Smritis
- v) Observer - National Seminar on RESTRUCTURING INDIAN ECONOMY organized by IIMC & Observer Research Foundation on Jan. 17 & 18, 1992
- vi) Co-directed an in-company Training Programme on Finance for Non-Finance Executives for NICCO during April 25-27, 1991
- vii) Delivered a session on Financial Aspects on Materials Management on July 22, 1991 in the In-company Training Programme for ONGC on Vendor Development and Vendor Evaluation
- viii) Delivered sessions on Management Accounting and Management Control in the In-company Training Programme for Finance for Non-Finance Executives of SAIL at MTI, Ranchi on July 29th and 30th, 1991
- ix) Delivered sessions on Financial Statement Analysis and Budgetary Control Systems and Case Discussions in the One-week Training Programme for IAS Officers on Financial Management (Level I) organized by Prof. N.K. Rao in November 1991.
- x) Delivered sessions on Organisational Restructuring for Management Control and Policy of Memorandum of Understanding in the one-week training programme for IAS Officers on



Management of State Level Public Enterprises in Sept. 1991

- xi) Two papers sent for Publications; Two under preparation and Three chapters of the forthcoming book completed
- xii) Attended the Workshop on Managerial Effectiveness and Values System : Indian Insights at Tata Hall in January '92
- xiii) Invited to deliver a series of lectures on corporate Disclosure Practices and Changes in Accounting Policies at Faculty of Business Administration, Utkal University, April 1991
- xiv) Revision of Incentive Schemes at the HDC and Corporate Planning in Coal India.
- xv) Acting Chairman - CSPEM from June-October, 1991, Provost (upto December 1991); Member, Campus Affairs Committee, PGP Committee, Standing Committee on Students' Discipline.

25. Sri Poromesh Acharya, Research Assistant

- i) Attended on invitation a workshop on evaluation of Bihar Education Project held in Patna on 13th and 14th February 1992 organised by the A.N. Sinha Institute of Social Studies, Patna, and chaired the session on the 2nd day.
- ii) Attended a meeting of educational historians held on 22nd February, 92 at the India International Centre, New Delhi.
- iii) Presented a paper on indigenous Education and Brahminical Hegemony in Bengal at the conference on "Purpose of Education and Information" organised by the Centre of South Asian Studies, SOAS, University of London, held in London from 16 to 18 December 1991. The paper has been included in the volume to be published shortly from London.
- iv) Completed a study on "Education System from within -- A study of the Indigenous Teaching Learning Process in Bengal", sponsored and funded by UNESCO. The first report has been presented to the UNESCO.
- v) Contributed a paper on "Politics of Popular Education to one of the volumes to be published shortly by the Oxford University Press and edited by Prof. T.V. Sathiyamurthy of the University of York. The volumes are the outcome of the project on Terms of Political Discourse in India organised by the Centre for Contemporary Indian Politics, University of York.
- vi) On invitation by the Vice Chancellor, Visva-Bharati University, participated in a seminar on the "Role of University in the Mass Literacy Programme" held on 7th February 1992 on the occasion of Maghmela at Sriniketan, Birbhum.
- vii) Gave a lecture on "Limits of the 19th Century enlightenment in Bengal" at Shri Vidyasagar College, Birbhum
- viii) Gave three talks on the "Problems of education in India" at the Academic Staff College, Calcutta University.
- ix) Published a paper on Sarbojonin Badhyatamulak Prathamik Shiksha-O-Sakharatar Samasya in the September 1991 issue of the Bengali journal, Protikshan.

- x) Gave a lecture on "Vidyasagar and 19th Century enlightenment in Bengal" at the Vidyasagar Death Century Celebration, organised by the Dept of Education, University of Calcutta.
  
- xi) Member of -
  - a) the Indian Council of Historical Research, New Delhi.
  - b) the Contingency Grant Committee of the ICHR.
  - c) the Executive Committee of the National Literacy Mission Authority, Govt. of India.
  - d) the Education Commission, West Bengal.
  - e) the National Advisory Committee to advise on improving the quality of learning while reducing the burden on school students' (set up by Ministry of HRD, Govt. of India).
  - f) the Consultant to Total Literacy Campaign, Govt. of India.

PUBLICATION BY THE FACULTY AND RESEARCH STAFF  
DURING THE PERIOD FROM 1.4.91 TO 31.3.92

1. Prof. Kamini Adhikari

- a) "Producing knowledge about Natural Resources: the case of Scientific Research on Rice in India," Social Science Information (SAGE, London), 30, 3 (1991). pp. 445-470
- b) "Scientific Goods and Their Markets," Sociological Bulletin (in press).
- c) Book Review: Nirmala Banerjee (ed.), Indian Women in a Changing Industrial Scenario, Indo-Dutch Studies on Development Alternatives - 5, New Delhi, Sage Publications Pvt, Ltd., 1991, in Decision Vol.. 18, No. 3&4, 1991 (in press).
- d) Invited Paper under preparation : "The Social Base of Post-Independence Industrial Entrepreneurs in West Bengal : Indications from an Empirical Study", Journal of Entrepreneurship. 1,2 (1992).

2. Prof. Sujit K Basu

a) **Books:**

Currently editing (a) Communications in Probability and Statistics: Proceedings of the 4th ISTPA Annual Conference (Cambridge University Press) and (b) Recent Developments in Probability and Statistics: Proceedings of the First International Triennial Calcutta Symposium on Probability & Statistics (Narosa Publishing House);

b) **Articles:**

(b1) Published

- (i) Optimum ordering policy in a bicomponent inventory model: statistical aspects, (joint with R. Mukherjee). Calcutta Statistical Assn. Bulletin. 30(1991). 229-243.
- (ii) Control of location parameters in a multivariate situation, (joint with D. Roy), Rep. Statist, Appl. Res. Un, Japan Sci. Engrs. JUSE, 38(1991), 10-18.

(b2) Accepted for publication

- (iii) Optimal ordering strategy under risk and its non-parametric estimation, (joint with R. Mukherjee). To appear in American J. of Mathematical & Management Sciences (1992).

(b3) Revised & Communicated

- (iv) Estimation of age and periodic replacement policies, (joint with D. Roy).
- (v) Inverse sampling for domain estimation in a stratified population, (joint with R. Mukerjee).
- (vi) An optimum ordering policy concerning one-period inventories of components of bicomponent products in situations with uncertainty in supply.

(b4) Communicated

- (vii) On some properties of the BFR family of life distributions, (jointly with M. Mitra).
- (viii) Interrelationships between certain notions of non-monotonic ageing (Jointly with M. Mitra).
- (ix) A new non-parametric class of life distributions (Jointly with M. Mitra).

(b5) Under preparation

- (x) A functional limit theorem for attraction to a stable measure; the case of stationary weakly dependent random variables. (Joint with D. Roy).
- (xi) Paired and multiple comparison aspects of survival data, (jointly with B.K. Sinha and A. Dewanji).

3. Prof. Debasish Bhattacharjee

- a) Determinants of Bargaining Structure in India : OLS and Probit Estimates (currently under journal review : IIMC Working Paper Series No. 143-90).
- b) Unions, Wages and Segmented Labour Markets in Indian Industry [with Tamal Data Chaudhuri] (currently under journal review : to be released shortly as an IIMC Working Paper).
- c) Indian Trade Union Growth, 1962-1984 [with Tamal Data Chaudhuri] (currently under journal review : to be released shortly as an IIMC Working Paper).

4. Prof. Nalinaksha Bhattacharyya

- a) A paper titled "Interpreting Internal Rate of Return" in the Journal of Mathematical Economics.
- b) A paper titled "Some Theoretical Problems of Investment Appraisal - A Review" in Decision

5. Prof. Subir Bhattacharya

- i) Computer aided process planning in an Indian Refinery (with Shri Rahul Roy) - selected for publication in the Journal for Information Science and Technology.
- ii) A fast recursive variable memory implementation of SSS (with Prof. A. Bagchi) - submitted for publication.
- iii) A generalised recursive scheme for search in Game Trees (with Prof. A. Bagchi) - submitted for publication.
- iv) Quickgame : A compromise between pure depth-first and pure Best first game tree search Strategies (with Prof. A. Bagchi) - submitted for publication.
- v) Quickgame : An alternative to Alpha-Beta under preparation (with prof. A. Bagchi and Shri K. Suresh).

6. Prof. Amitava Bose

- i) IIMC Working Paper on "Pair to optimality and Productive efficiency in the overlapping Generation Model" (No.WPS - 162/91, dt. Sept.'91).
- ii) IIMC Working Paper on "Efficient Monetary Equilibrium in the OCG Model The Leontief case", jointly with Shri Debraj Roy (Boston University) (No.WPS-167/91, dt. Nov.'91).

7. Prof. Nilotpal Chakravarti

A) Published/Accepted for publication :

- a) "An  $O(n^2)$  active set method for solving a certain parametric quadratic program", (with M.J. Best), Journal of Optimization Theory & Applications.
- b) "Isotonic median regression for orders representable by rooted trees", Naval Research Logistics.
- c) "Sensitivity analysis in isotonic regression", Discrete Applied Mathematics.

B) Submitted :

"Three approaches to post-infeasibility analysis", European Journal of Operations Research.

C) Working Paper :

A new look at a greedy algorithm for solving a class of convex programming problems" (WPS 166-91).

8. Prof. A.K. Chatterjee

- a) Joint Economic Lot-size Model with delivery in sub-batches, OPSEARCH, Vol. 28, No.2, June 1991. (Co-authored with R. Ravi).

- b) Indian version of the ILO book on Work Study (Co-authored with Prof. M.N. Pal & S.K. Mukherjee). Oxford IBH.

9. Prof. Ranajit Das Gupta

(a) Books:

- (i) Economy, Society and Politics in Bengal : Jalpaiguri 1869-1947. Oxford University Press, Delhi (forthcoming).
- (ii) Labour and Working Class in Eastern India, K.P. Bagchi & Co., Calcutta, forthcoming.

(b) Articles:

- (i) 'The Jute General Strike of 1929', Calcutta Historical Journal.
- (ii) 'Plantation Labour in Colonial India', Journal of Peasant Studies, Vol. 20, 1992. (forthcoming).
- (iii) 'The Labouring Population of Calcutta' (forthcoming).

10. Prof. Rabin Ganguly :

- a) "Urban Land Management in India : Problems, Practices and possible interventions in Decision, IIMC Journal, Vol 18. No.1, Jan-Mar '91.
- b) "Role of Small and Medium Towns in Integrating Rural - Urban Development in IASI; Quarterly, Indian Association of Social Science Institutions, Vol.10. No. 1, July-Sept '91.

11. Prof. Saila K. Ghosh

- a) One chapter on the completed CMDS project on "Perspectives on State theory" has been published in the Institute's working paper series. The same paper has been taken for publication for a forthcoming volume to be published jointly by the Department of Political Science and the Department of Sociology, Burdwan University.
- b) Prepared a paper on Electoral Reforms at the invitation of the West Bengal Chapter of the Indian Institute of Public Administration.
- c) Prepared the first draft of another paper entitled "In Search of Feasible Alternatives: Prospects of Indian Polity".
- d) Prepared two case studies in association with Mr. S. Ghosh, IAS.
- e) Was also associated with Shri Poromesh Acharya, Research Assistant of the Institute, in the Evaluation of the Adult and Non-formal Education programmes in West Bengal till the programme was superseded by the Total Literacy Programme.

- f) Prepared two book reviews -- one for the IIMC Journal "DECISION" and another for "Society and Change". One has already been published; the other has been taken for publication. Reviewing another book for "DECISION".

12. Prof. Subratesh Ghosh

- a) Quality of Working Life and Sharing Gains of Higher Productivity, in Suri, G.K., Singh, Ajit, and Akhtar, S.A. (eds.). Quality of work Life and Productivity, New Delhi, National Productivity Council, 1991.
- b) Alternatives to Exit Policy, Financial Express, Calcutta Edition, 19 February, 1992. (Also published in all other editions of Financial Express issued from other centers in India).
- c) Sharing Gains of Productivity and Motivation, - accepted for publication in the Special Issue on Managing Productivity (1992) of Productivity Journal (National Productivity Council).

13. Prof. Sushil Khanna

- a) Paper on "India's Debt Crises" (Mimeo).
- b) Information and Strategic Management - the Emerging Scenario in India (Mimeo)
- c) International Trade and the Debt crises : India in the 80s (forthcoming in Social Scientists)

14. Prof. Ramanuj Majumdar

- i) Book on Marketing Research - Text Applications and Case Studies, published by Wiley Eastern Ltd. in Sept.'91.
- ii) Book on "Product Management in India" has been accepted for publication by Prentice Hall of India Ltd.

15. Prof. Kalyan Sankar Mondal

- a) Communicated a paper entitled "Social Work and Development" to Economic and Political Weekly.
- b) Communicated an article 'Pani Panchayat -- A Model for Growth with equity' to Financial Express for its proposed monthly feature in contemporary research on socio-economic issues.

16. Prof. Madhu S. Mishra

- a) Selected Bibliography on Rural Development Management, Volumes Three and Four, IIMC Publication.

- b) Directory of Voluntary and other organisations in rural Development Management, Volumes Four, IIMC Publications.
- c) Directory of Voluntary and other Organisations in rural Development Management (Mimeo), Volumes XVII, XVIII.
- d) A selected Bibliography on Rural Development Management (Mimeo) Volumes XVII and XVIII.

17. Prof. Dipankar Mitra

- a) Paper entitled "ALTERNATIVE FINANCIAL INSTRUMENTS : EVALUATION AND ROLE IN CAPITAL WIDENING PROCESS" co-authored with Prof. N.K. Rao was published in the maiden issue of the journal : Indian Journal of Finance and Research of the Indian Financial Management Association.

18. Prof. Rahul Mukherjee

- a) Geometric construction of balanced block designs with nested rows and columns (with S. Gupta). Discrete Mathematics (1991) 91, 105-108.
- b) Q-designs for bioassays (with S. Gupta). Computational statistics and Data Analysis (1991) II, 345-350.
- c) A-optimal design measures for polynomial regression (with S. Huda). Pakistan Journal of Statistics, Series A (1991) 7, 47-52.
- d) Bartlett-type adjustment for the conditional likelihood ratio statistic of Cox and Reid (with T.K. Chandra). Biometrika (1991) 78 365-372.
- e) Characterization of priors under which Bayesian and frequentist Bartlett corrections are equivalent in the multiparameter case (with J.K. Ghosh). Journal of Multivariate Analysis (1991) 38, 385-393.
- f) Improvement in Stein's procedure using a random confidence coefficient (with J.K. Ghosh). Calcutta Statistical Association Bulletin (Professor H.K. Nandi Memorial Volume) (1991) 40, 145-152.
- g) Optimum ordering policy in a bicomponent inventory model: statistical aspects (with S.K. Basu). Calcutta Statistical Association Bulletin (Professor H.K. Nandi Memorial Volume) (1991) 40, 229-243.
- h) Existence of a Bartlett-type modification for a conditional version of Rao's statistic. Journal of Quantitative Economics (special volume in honour of Professor C.R. Rao) (1991) 7, 231-238.
- i) Maximum likelihood characterization of the von Mises-Fisher matrix distribution (with S. Purkayastha). Sankhya, Series A, accepted for publication.
- j) Comparison between the conditional likelihood ratio and the usual likelihood ratio tests. Journal of the Royal Statistical Society, Series B, accepted for publication.



- k) Bayesian and frequentist Bartlett corrections for likelihood ratio and conditional likelihood ratio tests (with J.K. Ghosh). *Journal of the Royal Statistical Society, Series B*, accepted for publication.
- l) Parametric orthogonality and a Bartlett-type adjustment for Rao's statistic in the presence of a nuisance parameter. *Statistics and probability letters*, accepted for publication.
- m) Efficiency of connected binary block designs when a single observation is unavailable (with S. Ghosh and S. Kageyama). *Annals of the Institute of Statistical Mathematics*, accepted for publication.
- n) Two-and multi-stage selection procedures for Weibull populations (with S.K. Bhandari). *Journal of Statistical Planning and inference*, accepted for publication.
- o) Further results on optimal designs with circular string property (with S. Huda). *Journal of statistical Planning and Inference*, accepted for publication.
- p) Optimal spatial sampling plans in the presence of linear trend (with S. Sengupta). *Journal of statistical Planning and inference*, accepted for publication.
- q) Non-Informative prior (with J.K.Ghosh). *Bayesian Statistics 4*, accepted for publication.
- r) A combinatorial characterization for regularity in single replicate factorial designs (with M. Bose). *Journal of Combinatorics, information & System Sciences*, accepted for publication.
- s) Optimal ordering strategy under risk and its nonparametric estimation (with S.K. Basu). *American Journal of Mathematical and management Sciences*, accepted for publication.

B. Papers submitted

- a) In addition to those mentioned in a above, 15 papers were submitted to various journals for possible publication. Ten of these papers are currently under revision for eventual publication in journals like (i) *Proceedings of the Royal Society, Series A (Mathematical and physical Sciences)*, (ii) *Annals of the institute of Statistical Mathematics*, (iii) *Metrika*, (iv) *Communications in statistics*, (v) *Journal of Combinatorics, Information & system Sciences*, (vi) *Utilitas Mathematic*, and so on. The referee reports on the remaining five papers are yet to be received.

19. Prof. A. Mukhopadhyay, Librarian

"Experimental Design of a bibliographic data base with variable structure and field strength for dBASE III application" : *IASLIC Bulletin* 36(2) 1991, 69-76.

20. Shri Partha Subir Guha, Deputy Librarian

"Library coanservation", in association with Shri Kalyan Kr. Mukhopadhyay, *Information Research Academy Calcutta*, 1991.

21. Prof. Surendra Munshi

- a) 'Social Formation and the Problem of change', *Science & Society*, Summer 1991, Vol. 55, No.2, 175-96.

- b) 'India: The Past of the Future', presented at Evangelische Akademie, Loccum, West Germany, during April 25 to 28, 1991.

22. Prof. C. K. Mustafi

- a) The medium absolute deviation of residual life data and weak convergence of a related Stochastic process Published in journal of Statistical planning and inference 27(1991) 231-236(USA).
- b) Note on the covariance Kerner of the Residual Mean and Residual Median Process.
- c) Weak convergence of a residual Medium Processes in dependent or randomly censored samples.

23. Prof. Asim K. Pal

- a) 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.
- b) AI search for minimum-cost set cover and multiple-goal plan optimization problems : Application to planning, manufacturing and scheduling (with A. Mahanti, R. Karintbi 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.
- c) 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, Missouri, USA, April 3-5, 1991.
- d) Search with limited horizon (with A. Mahanti), submitted.
- e) A new admissible search algorithm for networks (with A. Mohanti), accepted in AAAI-92 conference.
- f) Algorithm for finding convex polygons of a given size as lower and upper bounds for a convex hull of N planer points (with S. K. Sadhukhan), IIMC WPS - 157(91), May 1991. Revision in progress.
- g) Algorithm for finding convex polygons of a given size as lower and upper bounds for a convex hull of N points in 3-D space (with S. K. Sadhukhan) - work in progress.
- h) Linear time average case algorithm for convex hull construction, work in progress.
- i) An algebraic solution for finding constrained integer approximation to planer intersection, work in progress.
- j) A modification to A\* using heuristics for arc-cost (with S.K. Sadhukhan), work in progress.

24. Prof. M.N. Pal

- a) Completed a paper on "Planning Production Targets of an Automobile Manufacturing System : A Multiprogramming Approach", for sending to IFORS'93 Triennial Conference to be held in Portugal, 1993.
- b) Published the Indian version of the ILO Book on Work Study, Oxford & IBH, 1991.
- c) Visited New York University and University of San Francisco as UNDP Fellow and prepared two new course outlines, two research directions, one paper as indicated in (a) above.
- d) M. Tech Thesis Advisor for Production Engineering Department of Jadavpur University.

25. Prof. Alok Ray

- a) "The Theory of Devaluation for Less Developed Economies" in Economic Theory and Policy ed. B. Dutta et. al. (Oxford University Press, 1990).
- b) "The Infant Industry Argument for Protection: Theory, Policy Implications and Practice" in Essays in Economic Analysis and Policy ed. D. Banerjee (Oxford University Press, 1991).
- c) "Increasing Intra-regional Resource Flows in the ESCAP Region" (mimco) - a research paper completed for ESCAP, United Nations.

26. Prof.V.N. Reddy

- a) "GLOBAL TEA SCENARIO - 2001 AD" EPW, November 30, 1991; M - 145 to 151.
- b) Note on Estimation of Dummy Explanatory Variables method in regression (jointly with Prof. Rahul Mukherjee).
- c) Disaggregate empirical analysis of demand for and supply of consumer goods in India (in progress).
- d) Sectoral growth rates of Indian Economy (in progress).

27. Prof. Sudas Roy

Working paper on "Regulated Agricultural Markets in West Bengal (in association with Dr. Tarit Kr. Dutta).

28. Prof. R.K. Sau

- a) "Transfer payments and capital flows in a neoclassical growth model", presented in the 66th Annual Conference of the Western Economic association, Seattle, WA, USA. June, 1991 (co-author: R. Roy. University of Toledo, Ohio, USA).

- b) "Some aspects of stabilization programme: a superior alternative to devaluation", Economic and Political Weekly. XXVI(45). November, 1991.
- c) "Profit and Investment in a high-interest rate open economy: the case of India", to be published in Essays in Honour of Professor A.K. Dasgupta.
- d) "Profits, interest and trade in Keynes Ricardian Perspective" Economia Internationale (forthcoming).
- e) "Financial programming for stabilization: some notes on the IMF model", Economic and Political Weekly (forthcoming).
- f) "Comparative hysteresis in innovation: Japan and the United States", presented in the Third International Conference on the Management of Technology, University of Miami, Florida, USA. February, 1992 (co-author : R. Roy).
- g) "Review of Growth, Distribution, and Uneven Development by A.K. Dutt", Economic Development and Cultural Change (forthcoming).

29. Prof. Anup Kumar Sen

- a) "Admissible search methods for minimum penalty sequencing of jobs with setup times on one and two machines" (with A. Bagchi and Bani K. sinha), Proc. IJCAL-91, Sydney, Aug. 1991, pp. 178 - 183, 1991.
- b) Corrections to "Optimal Paths in Reliability Networks (with M.R. Sundaresan and Bani K. Sinha), OPSEARCH.. Vol. 28, No.4, 1991. pp. 291 - 297.
- c) "Single-Machine Scheduling as a Graph Search Problem with Path-Dependent Arc Costs" (with Ram Kumar Ramaswamy), submitted for publication.
- d) "Graph Search Algorithm GREC for NON Order - Preserving Evaluation Functions", submitted for publication.
- e) "Average-Case Analysis of Best-First Search: Directed Acyclic Graphs" (with A. Bagchi), submitted for publication.

30. Prof. Anil Kr. Sengupta

Written a paper on 'Trends in Industrial Conflict in India (1967-87) and Government Policy' being brought out as a IIMC Working Paper.

31. Prof. Anup K. Sinha

- a) "The Economics of Drug Abuse: Management of Demand and Supply" forthcoming in the Conference Proceedings Volume of Combat.
- b) "Economic development: the New Agenda." Forthcoming in the Journal of Asian Studies.

- c) "In Search of New Institutions and Processes" The Telegraph, Calcutta.
- f) "Great Expectations of Reform" The Telegraph. Calcutta.

32. Prof. Bani K. Sinha

- a) Published one paper in OPSEARCH.
- b) Published one paper in the proceedings of IJCAL Conference 1992.
- c) Visited MIT and New York University as UNDP Fellow and prepared two new course outlines, three research directions, and preparing one paper.

33. Prof. B.N. Srivastava

- a) A paper on "Basic Assumption and Strategic Leadership" - Working Paper Series, IIMC
- b) A paper on "Achievements speak louder than expectancy and efficacy - A Study of MBA students" - paper being revised for publication purposes.
- c) Working on a paper on the theme of "Staying in power - the concepts of durability of power".
- d) Working on a paper on "An integrated model of leadership and motivation".

34. Prof. Prajapati Trivedi

Books:

- a) **A Critique of Public Enterprise Policy**, International Management Publishers, New Delhi, January 1992.
- b) **Applied Microeconomics for Public Policy makers: A Provisional Text**, International Management Publishers, New Delhi, June 1991. This book has been adopted as a text for all sections of micro-economics in the master of Public Administration (MPA) Summer Program at the John F. Kennedy School of Government, Harvard university.

Papers:

- a) "Will the MOU System Work, **Financial Express**, Calcutta, Friday, March 13, 1992.
- b) "A Menu of Financial Indicators for MOUs: An Exercise in Clarification," Working Paper Series, Indian Institute of Management, March 1992 (Jointly with M.P. Vithal).
- c) "Privatisation: From Rhetoric to Reality,; **The Economic Times**, New Delhi, June 19, 1991.
- d) "What was that, Anyway?: Will Financial Writers Speak up?: **Business and Political Observer**, Bombay, June 11, 1991.

- e) "Getting Indian Airlines to Fly High, **Financial Express**, Bombay, April 5, 1991.
- f) "Memorandum of Understanding: Means to Weigh Real Corporate ability, **Business Standard**, Calcutta, March 27, 1991.
- g) "MOU and Privatisation (Substitutes of Complements), **Business India**, March 4 - 17, 1991.
- h) "Institutional Arrangement for Designing and Implementing Memoranda of Understanding", **Management in Government**, A Journal of Administrative Reforms, Department of Administrative Reforms and Public Grievances, New Delhi.
- i) "Liberalisation of Information : A necessary condition for the success of Reforms".
- j) Text Book on Privatisation.
- k) Working of the Public Enterprises Selection Board.
- l) Disinvestment of Public Enterprises in India : comparisons and contrasts with international experience.
- m) Public Enterprises Survey : An evaluation of its usefulness.

35. Prof. Sanjiv D. Vaidya

**End User Computing - an Indian Perspective** accepted by the Indian Computing Congress for their ICC-91 conference held at Hyderabad, India from December 26, 1991 to December 29, 1991.

36. Sri Rahul Roy

- a) System Dynamics Models for Markov Processes with Prof. P.K.J. Mohapatra (Dept. of IE & M, IIT Kharagpur) - Published in the supplementary Proceedings of the Seventh International System Dynamics Conference, Bangkok, September 1991.
- b) Computer Aided Process Planning in an Indian Refinery with Prof. Subir Bhattacharya - Seldcted for publication in the Journal of Information Science and Technology, Tata-Mcgraw Hill Book Co.

37. Sri Partha Das Gupta

- a) A Fault detection algorithm based on Ginnerg's Possible world approach, AMSE-91, Louisina U.S.A., October 1991.
- b) An approach to the design of parallel algorithms for Minimum Spanning Tree, communicated to a journal (Co-author : Srimanta Pal)
- c) Empirical studies of some Branch and Bound algorithms for the Travelling Salesman Problem, work in progress.
- d) A CSP formulation of the problem of channel routing in VLSI circuits, work in progress.

38. Dr. Tarit Kumar Dutta

Papers entitled "Development of Regulated Market System in India with an evaluative study of regulated markets in West Bengal", published in the Proceedings of the 3rd International Conference on Marketing and Development held at New Delhi in January 1992.

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## LIST OF GRADUATING STUDENTS - 1992

Sl. No.	Regn.No.	N a m e	CGPA	Rank
1.	123/27	Rajat Gupta	7.91	1
2.	009/27	Anurag Gupta	7.71	2
3.	011/27	Arnab Mukherjee	7.66	3
4.	075/27	Vipul Tuli	7.46	4
5.	004/27	Amit Gupta	7.40	5
6.	010/27	Arijit Chowdhury	7.34	6
7.	025/27	Jaidcep Arora	7.06	7
8.	125/27	Rajesh Singh	7.06	7
9.	094/27	Gautam Arvind Gupte	7.03	9
10.	001/27	Abhay Baijal	7.00	10
11.	124/27	Rajeev Kr. Tyagi	6.97	11
12.	058/27	Sanjeeb Kumar Patra	6.94	12
13.	059/27	Saurabh Chandra Saksena	6.91	13
14.	020/27	Devanahalli Gopal	6.89	14
15.	052/27	Rohit N. Jaisingh	6.89	14
16.	095/27	Gautam Mukherjee	6.83	16
17.	045/27	Prabal Bhowmick	6.83	16
18.	074/27	Vinoy Kumar	6.80	18
19.	038/27	Monoj Roy Chowdhury	6.80	18
20.	012/27	Ashish Kathuria	6.74	20



## ANNEXURE XXI (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
21.	018/27	Debashish Dutta Gupta	6.74	20
22.	116/27	Pratik Rashmikanth Pota	6.69	22
23.	006/27	Ananda Chakravorty	6.66	23
24.	139/27	Santanu Bhanja	6.60	24
25.	148/27	Suparna Mitra (Ms.)	6.60	24
26.	103/27	K. Gautam	6.57	26
27.	115/27	Parth S. Chandra	6.57	26
28.	108/27	Manish Bhatnagar	6.51	28
29.	053/27	S. R. Sounderraman	6.51	28
30.	155/27	Vikash Saraf	6.51	28
31.	081/27	Anindya Dasgupta	6.51	28
32.	057/27	Sanjeev Kumar Agarwala	6.46	32
33.	091/27	Mohammed onn Dohadwalla	6.37	33
34.	100/27	K. Bhavani (Ms.)	6.37	33
35.	067/27	Sudeep Yadav	6.37	33
36.	106/27	Madhavan M. R.	6.34	36
37.	039/27	Nataraj N. V.	6.34	36
38.	008/27	Anupam Sahay	6.31	38
39.	019/27	Deepak Somaya	6.26	39
40.	136/27	Sanjay Jain	6.26	39
41.	002/27	Aditya Behari	6.23	41
42.	026/27	Jaigopal V.	6.23	41
43.	054/27	S. Sankar	6.23	41
44.	015/27	Balasubramanian Kartik	6.23	41

## ANNEXURE XXI (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
45.	078/27	Vivek Kaushal	6.23	41
46.	092/27	Ajitkumar Madhav Dusankar	6.20	46
47.	086/27	Bimal Kishor Giri	6.20	46
48.	107/27	Mani Rangarajan	6.17	48
49.	046/27	Prateek Indwar	6.14	49
50.	158/27	Zoeb Hatimbhoy Baxamusa	6.14	49
51.	036/27	Hundekari Manoj Nagnath	6.14	49
52.	127/27	Ravi Kumar Gupta	6.09	52
53.	154/27	Venkataraman S.	6.09	52
54.	069/27	Sumit Bagaria	6.09	52
55.	016/27	Bharathram Thothadri	6.09	52
56.	013/27	Ashish Khosla	6.06	56
57.	065/27	Srivats Srinivasan	6.06	56
58.	083/27	Ashesh Mukherjee	6.06	56
59.	023/27	Gayatri Ballavi Vasudeva (Ms.)	6.03	59
60.	118/27	Promeet Ghosh	6.03	59
61.	122/27	Rahul Mathur	6.03	59
62.	126/27	Ramesh Srinivasan	6.03	59
63.	037/27	Dhawal Kiranraj Mehta	6.03	59
64.	102/27	K. Anand	6.00	64
65.	055/27	Samir Sinha	5.94	65
66.	149/27	Swati Gupta (Ms.)	5.94	65

## ANNEXURE XXI (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
67.	150/27	Syed Mahaboob Mohmed Ibrahim	5.91	67
68.	035/27	Mankad Riddhi Harkant (Ms.)	5.91	67
69.	096/27	Hundekari Neelesh Arun	5.89	69
70.	105/27	Lala Chandrashekhar Das	5.89	69
71.	119/27	R. Minakshi (Ms.)	5.86	71
72.	131/27	S. Soundari (Ms.)	5.86	71
73.	114/27	P. Anita (Ms.)	5.83	73
74.	044/27	Phanindranath K.	5.80	74
75.	111/27	Naresh Kumar Gurbuxani	5.80	74
76.	034/27	Manish Rastogi	5.80	74
77.	032/27	M. Madhusoodhan	5.77	77
78.	062/27	Shastri Shashank Dhansukh	5.74	78
79.	027/27	Jaydeep Mukherjee	5.71	79
80.	022/27	Gaurav Singh Bhandari	5.69	80
81.	147/27	Sumit Jagdish Sirsikar	5.66	81
82.	050/27	Rangaramanujan, A. V.	5.63	82
83.	113/27	Nitin Chhabra	5.63	82
84.	130/27	S. Hari Krishnan	5.60	84
85.	060/27	Savitha V (Ms.)	5.54	85
86.	042/27	P. S. Suresh	5.51	86
87.	063/27	Shivali Khanna (Ms.)	5.51	86
88.	031/27	Madhivanan Balakrishnan	5.51	86

## ANNMEXURE XXI (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
89.	048/27	Rahul Kumar	5.49	89
90.	121/27	R. Rajagopal	5.49	89
91.	040/27	Naveen Das	5.46	91
92.	066/27	Subhadip Dutta Choudhury	5.46	91
93.	093/27	G. Srikanth	5.34	93
94.	097/27	Iyer Shekhar Ganapathy	5.34	93
95.	049/27	Rahul Nair	5.34	93
96.	152/27	Usha Krishnaswamy (Ms.)	5.31	96
97.	014/27	Balakrishnan Menon	5.26	97
98.	143/27	Sonya Mehta (Ms.)	5.26	97
99.	104/27	Kapu Srinivasa Rao	5.23	99
100.	145/27	Sudhakar Mahadeorao Parate	5.20	100
101.	047/27	Narendra Priyadarshini (Ms.)	5.20	100
102.	156/27	Vikram Achanta	5.20	100
103.	064/27	Siddhartha Shankar Mondal	5.17	103
104.	101/27	K. Vijay Kumar	5.14	104
105.	007/27	Anindya Chatterjee	5.14	104
106.	134/27	Sanjay Gajamer	5.14	104
107.	084/27	Asim Patel	5.14	104
108.	087/27	Utpal Kumar Brahma	5.11	108
109.	061/27	Senthil, M.	5.03	109
110.	029/27	M. S. Monikandan	5.00	110

ANNXURE XXI (Contd)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
111.	026/26	Bidhan Chandra Biswas		
112.	015/26	Dorairaj Aravind Rajkumar		
113.	066/26	Ranjan Kumar		
114.	095/26	V. Suresh		
115.	190/26	Wankhede Sunil Vasantao		

LIST OF STUDENTS AWARDED  
THE TITLE OF 'FELLOW' IN 1992

Sl.No.	Name	Regn.No.	Area of Specialisation	Thesis Title
1.	Shri Sanjiv Damodar Vaidya	(FP/2/84)	Management Information Systems	A Frame work for Analysing End User Computing Environments in Large Organisations.

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**LIST OF STUDENTS WHO WERE AWARDED POST GRADUATE CERTIFICATE  
IN GENERAL MANAGEMENT AT THE 27TH CONVOCATION  
HELD ON 14.3.92**

Sl. No.	Regn.No.	N a m e	CGPA	Rank
1.	02/10	Mrinal Kumar Bandyopadhyay	6.95	1
2.	20/10	Ajay Kapoor	6.95	1
3.	04/10	Partha Biswas	6.63	3
4.	06/10	Debashish Bhattacharyya	6.50	4
5.	54/10	Himendranath Tagore	6.45	5
6.	21/10	Parakh Krishen	6.22	6
7.	24/10	Sudhir Kumar Lodha	6.13	7
8.	34/10	Sumit Kumar Nag	6.13	7
9.	16/10	Sibasish Ghosh	6.04	9
10.	27/10	Anindya Mazumder	6.04	9
11.	29/10	Kaushik Mitra	6.00	11
12.	07/10	Alok Kumar Bhadra	5.90	12
13.	09/10	Indranuj Choudhury	5.86	13
14.	08/10	Arup Chatterjee	5.72	14
15.	44/10	Debabrata Samaddar	5.72	14
16.	50/10	G. Jaishanker	5.72	14
17.	37/10	Dipankar Pal	5.68	17
18.	33/10	Sandip Mukhopadhyay	5.63	18
19.	52/10	Krishnan Sadanandan	5.59	19
20.	41/10	Parthaasis Ram	5.54	20

## ANNEXURE XXIII(Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
21.	46/10	Santanu Sur	5.31	21
22.	49/10	Anurag Sharma	5.31	21
23.	13/10	Arindam Das	5.27	23
24.	35/10	Avijit Neogy	5.27	23
25.	17/10	Alok Gupta	5.18	25
26.	26/10	Prabal Mukhopadhyay	5.18	25
27.	45/10	Satchidananda Sarangi	5.18	25
28.	40/10	Prithwi Kanta Roy	5.00	28
29.	20/09	Suprotik Ghose	6.68	
30.	30/09	Arun Mani	6.36	



LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF  
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA  
FROM 1ST BATCH TO 27TH BATCH.

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

ANNEXURE XXIV (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  
Wadhwani Alkesh Gulal  
Mukherjee Ananda

1990

Manish Srivasta  
P. Venkatesh

1991

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

1992

Rajat Gupta  
Anurag Gupta  
Arnab Mukherjee  
Vipul Tuli  
Amit Gupta

**Statement of Accounts**

**(April 1, 1991 to March 31, 1992)**

LIABILITIES	AMOUNT		Rs.	P.	Rs.	P.
	Rs.	P.				
1. <u>CAPITAL FUND:</u>						
A. <u>GENERAL ACCOUNT:</u>						
i) <u>GOVERNMENT OF INDIA</u>						
As per last account	6,55,31,153.81					
Add: Grant received during the year	<u>70,82,295.22</u>					
	7,26,13,449.03					
Less: Capital investment written off	<u>1,354.53</u>		7,26,12,094.50			
ii) <u>GOVERNMENT OF WEST BENGAL</u>						
As per last account			<u>11,17,530.61</u>		7,37,29,625.11	
B. <u>CAMPUS ACCOUNT:</u>						
i) <u>GOVERNMENT OF INDIA</u>						
As per last account	8,19,26,372.64					
Add: Grant received during the year	<u>1,00,00,000.00</u>		9,19,26,372.64			
ii) <u>GOVERNMENT OF WEST BENGAL</u>						
As per last account			11,86,687.00			
iii) <u>DONATION</u>						
As per last account			36,99,350.36			
iv) <u>BANK BUILDING</u>						
As per last account	2,95,007.12					
Add: addition during the year	<u>95,758.23</u>		<u>3,90,765.35</u>		9,72,03,175.35	
C. <u>FORD FOUNDATION ACCOUNT</u>						
As per last account					55,34,167.90	
2. <u>LOAN FOR BANK BUILDING</u>					3,89,234.65	
3. <u>PRIZE FUND</u>					1,000.00	
4. <u>SCHOLARSHIP FUND</u>					2,01,000.00	
5. <u>MISCELLANEOUS FUNDS</u>					43,619.63	
6. <u>PROVIDENT FUND PAYABLE</u>					2,52,846.28	
7. <u>PROVIDENT FUND DEPOSIT</u>					1,05,832.69	
8. <u>CURRENT LIABILITIES</u>					60,25,224.30	
9. <u>PROJECT IN PROGRESS</u>					43,32,442.90	
10. <u>SUSPENSE</u>					2,201.13	
			C/o.		18,78,20,369.94	

MANAGEMENT CALCUTTA  
AT 31ST M A R C H, 1992

A S S E T S	A M O U N T		Rs.	P.	Rs.	P.
	Rs.	P.				
<b>1. <u>FIXED ASSETS:</u></b>						
(as per attached schedule)						
As per last account	13,48,90,879.86					
<u>Add:</u> Addition during the year	<u>1,84,86,352.62</u>		15,33,77,237.48			
<u>Less:</u> Adjustment for write off						
Receipt/adjustment during the year 1991-92			<u>9,783.04</u>		15,33,67,454.44	
<b>2. <u>LOANS, ADVANCES &amp; OTHER RECEIVABLES:</u></b>						
<b>A. <u>LOANS &amp; ADVANCES:</u></b>						
i) <u>Purchases &amp; Services:</u>						
a) General Account	60,82,501.99					
b) Construction a/c.	7,05,557.33					
ii) Staff	<u>47,03,263.86</u>		1,14,91,323.18			
<b>B. <u>OTHER RECEIVABLES:</u></b>						
i) Government of West Bengal			1,97,766.20			
ii) Accounts Receivable			49,58,611.08			
iii) Deposits			19,314.72			
iv) Claim			5,980.40			
v) Consultancy			<u>8,000.00</u>		<u>1,66,80,995.58</u>	
<b>3. <u>PRIZE FUND INVESTMENT:</u></b>					1,000.00	
<b>4. <u>SCHOLARSHIP FUND INVESTMENT:</u></b>					2,01,000.00	
<b>5. <u>TERM DEPOSIT</u></b>					70,00,000.00	
<b>6. <u>INVENTORY OF STORES:</u></b>						
i) General Account			61,810.37			
ii) <u>Construction Account</u>						
a. Stone Metal	6,461.00					
b. Stock	<u>6,21,775.77</u>		<u>6,28,236.77</u>		6,90,047.14	
<b>7. <u>SUSPENSE RECEIVABLE:</u></b>					4,306.48	
<b>8. <u>CASH AND BANK BALANCES</u></b>						
(As per attached schedule)					<u>98,75,566.30</u>	
			C/O.		<u>18,78,20,369.94</u>	

INDIAN INSTITUTE OF  
BALANCE SHEET AT

LIABILITIES	Rs.		P.		AMOUNT		Rs.		P.	
					B/F.		18,78,20,369.94			
<b>11. <u>COMPUTER AIDED MANAGEMENT CENTRE ACCOUNT</u></b>										
<b><u>CAPITAL FUND</u></b>										
<b>a) <u>GENERAL ACCOUNT</u></b>										
<b><u>GOVERNMENT OF INDIA</u></b>										
As per last account					67,49,790.11					
<b>b) <u>GIFT ASSETS (UNDP)</u></b>										
(As per contra)										
(As per last account)					<u>50,10,249.14</u>		1,17,60,039.25			
<b>12. <u>CURRENT LIABILITIES</u></b>										
(as per schedule)							6,67,123.00			
<b>TOTAL :</b>							<b>20,02,47,532.19</b>			

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA  
AT 31ST M A R C H, 1992

A S S E T S	Rs.	P.	A M O U N T		Rs.	P.
			Rs.	P.		
			B/F.		18,78,20,369.94	
<u>COMPUTER AIDED MANAGEMENT CENTRE</u>						
1. <u>FIXED ASSETS</u>						
(as per attached schedule)						
As per last account					67,49,790.11	
2. <u>GIFT ASSETS (UNDP)</u>						
(as per schedule)						
As per last account					50,10,249.14	
3. <u>ADVANCES AND OTHER RECEIVABLES</u>						
i. Advance for periodicals & journals			3,366.52			
ii. Accounts Receivables			215.45			
iii. Deposit			<u>1,000.00</u>		4,581.97	
4. <u>INVENTORY OF STORES</u>						
Central Stores					35,805.48	
5. <u>EXCESS OF EXPENDITURE OVER INCOME</u>						
UPTO 1990-91			55,840.58			
Add : Excess during 1991-92			<u>52,931.79</u>		1,08,772.37	
6. <u>CASH AND BANK BALANCES</u>						
Cash in hand :			--			
<u>Cash at Bank :</u>						
Current a/c. with SBI, Joka Branch			767.27			
Savings a/c. with SBI, Joka Branch			<u>5,17,195.91</u>		5,17,963.18	
					<u>20,02,47,532.19</u>	

Sd/- Daniel Manoharan  
Chief Administrative Officer

Sd/- Subir Chowdhury  
Director

INDIAN INSTITUTE OF  
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
<b>A. NON-PLAN:</b>				
1. To <u>Pay &amp; Allowances</u>			2,02,27,592.82	
2. To <u>Provident Fund Contribution. Gratuity &amp; Pension</u>			19,09,895.73	
3. To <u>Travelling Expenses</u>			1,30,974.79	
4. To <u>Leave Travel Concession</u>			2,90,858.25	
5. To <u>Stationery and Printing</u>			6,17,886.56	
6. To <u>Postage, Telegram &amp; Telephones:</u>				
i) Postage and Telegram	41,525.42			
ii) Telephones	6,04,630.05		6,46,155.47	
7. To <u>Motor Car Expenses :</u>				
i) Petrol Oil	4,36,006.12			
ii) Maintenance & Repairs to Automobiles	5,19,837.72		9,55,843.84	
8. To <u>Repairs and Renewals</u>			2,74,496.79	
9. To <u>Electricity and Water Charges</u>			11,67,222.94	
10. To <u>Freight &amp; Insurance</u>			50,106.00	
11. To <u>Advertisement &amp; Publicity</u>			1,07,464.35	
12. To <u>Library Maintenance</u>			2,53,796.40	
13. To <u>Binding</u>			17,381.25	
14. To <u>Membership &amp; Subscription</u>			3,042.00	
15. To <u>Post Graduate Programme:</u>				
i) Common Admission Test	6,18,770.81			
ii) Selection Test	2,19,885.33			
iii) Convocation	59,691.88			
iv) Programme Expenses	6,57,679.31		15,56,027.33	
16. To <u>Fellowship Programme</u>			3,39,735.97	
17. To <u>Management Development Programme</u>			23,42,438.05	
18. To <u>Extension Programme</u>			1,12,751.70	
19. To <u>Certificate in General Management</u>			4,11,977.52	
20. To <u>Consultancy &amp; Incompany Training Programme</u>			33,19,082.20	
21. To <u>Seminar &amp; Conferences</u>			1,15,600.30	
22. To <u>Scholarship</u>			61,573.20	
23. To <u>Placement Expenses</u>			1,52,963.04	
24. To <u>Medical Expenses</u>			10,18,523.92	
	C/O.		3,60,83,390.42	



MANAGEMENT CALCUTTA  
THE YEAR ENDED 31st MARCH 1992

I N C O M E	Amount		Amount	
	Rs.	P.	Rs.	P.
1. By <u>RECURRING GRANT (NON-PLAN &amp; PLAN)</u> <u>RECEIVED FROM GOVERNMENT OF INDIA</u>			3,07,49,704.78	
2. By <u>Post Graduate Programme:</u>				
i) Common Admn. Test Fees	2,20,000.00			
ii) Application Fees	6,54,999.00			
iii) Admission Fees	17,500.00			
iv) Tuition Fees	1,18,500.00			
v) Computer Fees	1,25,400.00			
vi) Lodging	1,46,000.00			
vii) Course Materials	<u>1,58,600.00</u>		14,40,999.00	
3. By <u>Fellowship Programme:</u>				
i) Application Fees	20,715.00			
ii) Regn.& Dissertation Fees	1,000.00			
iii) Lodging	<u>4,300.00</u>		26,015.00	
4. By <u>Management Development Programme</u>			25,23,950.00	
5. By <u>MDP Complex Income</u>	12,00,066.10			
<u>Less : Expenses</u>	<u>4,85,015.95</u>		7,15,050.15	
6. By <u>Extension Programme</u>			1,44,330.00	
7. By <u>Certificate in General Management</u>			4,37,578.00	
8. By <u>Consultancy &amp; In-company</u> <u>Training Programme</u>			40,89,584.66	
9. By <u>Transport</u>			3,37,795.40	
10. By <u>Furniture Rent</u>			104.00	
11. By <u>Rent for Quarters</u>			86,171.27	
12. By <u>Interest on Cycle, Motor Car</u> <u>and Scooter Advance</u>			41,632.20	
		C/O.	4,05,92,914.46	

Contd....

INDIAN INSTITUTE  
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/F.	3,60,83,390.42	
25. To <u>Legal Expenses</u>			75,956.50	
26. To <u>Board Meeting Expenses</u>			1,26,400.18	
27. To <u>Entertainment</u>			37,510.62	
28. To <u>Heath Centre</u>			65,000.00	
29. To <u>Staff Welfare &amp; Amenities</u>			66,917.80	
30. To <u>Overtime &amp; Honoraria</u>			7,22,428.41	
31. To <u>Audit Fees</u>			53,100.00	
32. To <u>Contingencies</u>			6,00,394.88	
33. To <u>Maintenance of Campus</u>			9,76,005.19	
34. To <u>Misc. Expenses - Bank charges</u>			18,428.90	
35. To <u>Alumni Activities</u>			983.00	
36. To <u>Rent, Rates &amp; Taxes :</u>				
<u>Faculty Accommodation</u>	1,42,094.17			
<u>Less : Recoveries</u>	<u>37,763.00</u>		<u>1,04,331.17</u>	
			3,89,30,847.07	
<b>B. <u>PLAN:</u></b>				
1. To <u>Faculty Development</u>			7,10,103.34	
2. To <u>Officers' Development</u>			55,329.60	
3. To <u>Staff Development</u>			1,84,486.95	
4. To <u>Faculty Participation in International Conferences</u>			2,20,660.00	
5. To <u>Centre for Management &amp; Development Studies</u>			1,95,846.91	
6. To <u>Centre for Public Enterprise Studies</u>			1,37,819.60	
7. To <u>Centre for Environment Management</u>			5,183.00	
8. To <u>Centre for International Management Education - UNDP</u>			1,24,990.24	
9. To <u>Special Programme on Rural Development</u>			1,99,038.28	
10. To <u>Publication of Working Papers,</u> <u>Newsletter and Decision</u>			1,55,818.06	
11. To <u>Computer Centre Infrastructure</u>			<u>13,23,012.95</u>	
			33,12,288.93	
			<u>4,22,43,136.00</u>	
		<b>TOTAL:</b>		

Sd/- Dipak Dasgupta  
Asst. Finance & Accounts Officer

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

## INCOME

Amount	
Rs.	P.

4,05,92,914.46

- TOTAL

**4,22,43,136.00**

**Sd/- Subir Chowdhury**  
**Director**



INDIAN INSTITUTE OF MANAGEMENT CLACUTTA

COMPUTER AIDED MANAGEMENT CENTRE

MEMORANDUM INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31ST. MARCH 1992.

<u>EXPENDITURE</u>		<u>Rs. P.</u>	<u>INCOME</u>	<u>Rs. P.</u>
To	Stationary and Printing	26,218.28	By Miscellaneous Income	14,162.53
To	Contingencies	1,989.52	By Excess of Expendi- ture over income Trans- ferred to Balance Sheet	52,931.79
To	Computer Centre Infrastructure	38,861.52		
To	Bank Charges	25.00		
		<u>67,094.32</u>		<u>67,094.32</u>

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

Sd/- Daniel Manoharan  
Chief Administrative Officer

Sd/- Subir Chowdhury  
Director

## RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	AMOUNT		AMOUNT	
	RS.	P.	RS.	P.
To	<u>Opening Balance :</u>			
	<u>GENERAL ACCOUNT</u>			
	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 Branch			
	a/c. DECISION	14,356.70		
	Savings a/c. with SBI, Main Branch	28,01,944.05		
	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 - CAT	500.00		
	Imprest Fund - Petty Purchase	500.00		
	Imprest Fund - Medical	300.00		
	Imprest Fund - Publication	500.00		
	Imprest Fund - MDP 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
To	<u>CONSTRUCTION ACCOUNT</u>			
	Cash - in hand	5,854.16		
	Cash - at Bank			
	Current a/c. with SBI, Joka Branch	<u>2,24,979.99</u>		2,30,834.15
	<u>CAM CENTRE ACCOUNT</u>			
	Cash - in hand			
	Cash - at Bank			
	Current a/c. with SBI, Joka Branch	4,83,792.27		
	Savings a/c. with SBI, Joka Branch	<u>20,033.38</u>		5,03,825.65
	C/O.			1,38,51,199.94

MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T R S. P.	A M O U N T R S. P.
By	Salary		1,32,41,594.03
	Leave Salary & Pension Contribution		19,965.25
	Children Education Allowance		3,834.00
	Provident Fund Contribution		33.00
	Gratuity		3,65,480.84
	Deposit Linked Insurance		6,646.00
	Pension		9,27,858.35
	Travelling Expenses		1,03,161.70
	Leave Travel Concession		3,44,552.92
	Stationery and Printing		7,79,615.99
	Postage Expenses		791.20
	Telephone Expenses		7,13,628.20
	Motor Car Expenses		7,76,722.38
	Repairs & Renewals		1,26,963.76
	Electricity & Water Charges		13,59,384.00
	Freight and Insurance		50,106.00
	Advertisement and Publicity		1,07,464.35
	Library Maintenance		2,14,000.10
	Binding		17,281.25
	Membership and Subscription		3,042.00
	Post Graduate Programme Services & Supplies		5,12,010.88
	Post Graduate Programme - Common Admission Test Expenses		6,03,614.34
	Post Graduate Programme - Selection Test Expenses		2,63,859.02
	Convocation Expenses		57,614.73
	C/O.		2,05,99,224.29

INDIAN INSTITUTE OF  
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS		A M O U N T R S. P.	A M O U N T R S. P.
	B/F.		1,38,51,199.94
To	Grant - in - Aid Govt. of India		4,35,70,000.00
	<u>Post Graduate Programme :</u>		
	Common Admission Test Fees	2,00,000.00	
	Application Fees	6,55,159.00	
	Admission Fees	17,600.00	
	Course Materials	1,58,800.00	
	Tuition Fees	1,22,600.00	
	Lodging	1,46,000.00	
	Computer Fees	<u>1,25,400.00</u>	14,25,559.00
	<u>Fellowship Programme :</u>		
	Application Fees	20,715.00	
	Registration & Dissertation Fees	<u>400.00</u>	21,115.00
	Management Development Programme Income		24,24,022.00
	M. D. P. Complex Income		8,03,309.60
	Extension Programme Income		1,45,310.00
	Post Graduate Certificate in General Management Income		4,37,328.00
	Consultancy Project Income		45,25,037.47
	Transport Income		6,821.00
	Furniture Rent		---
	Rent for Quarters		290.00
	Interest on Advance for Cycle, Scooter and Motor Car		17,930.00
	Interest on Advance for Table Fan		---
	Sale of Text Books		4,357.00
	Royalty		125.00
	Interest/Dividend from P.F. Investment		18,10,055.75
	Subscription for 'DECISION'		25,192.00
	Advertisement Income - 'DECISION'		2,700.00
	Miscellaneous Income - Others		11,86,399.05
	C/O.		7,02,56,750.81



# MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T RS. P.	A M O U N T RS. P.
	B/F.		2,05,99,224.29
By	Fellowship Programme - Services & Supplies		3,18,685.91
	Management Development Programme - Services & Supplies		20,92,149.45
	Management Development Programme - Complex Expenses		4,13,302.75
	Extension Programme - Services & Supplies		73,876.38
	Post Graduate Certificate in General Management Services & Supplies		2,75,493.95
	Consultancy Project Expenses		10,95,285.57
	Seminar & Academic Conferences		88,977.60
	Scholarship		62,083.00
	Placement Expenses		1,30,391.94
	Medical Expenses		10,19,070.72
	Legal Expenses		70,952.00
	Staff & Students' Health Centre		65,000.00
	Staff Welfare & Amenities		59,618.80
	Overtime & Honoraria		7,16,497.41
	Audit Fees		53,100.00
	Contingencies		4,01,471.48
	Maintenance of Campus		3,22,914.58
	Miscellaneous Expenses - Bank Charges		16,533.40
	Alumni Activities		796.00
	Faculty Development		5,41,649.55
	Board Meeting Expenses		71,295.10
	Entertainment Expenses		28,795.05
	Officers' Development		7,634.10
	C/O.		2,85,24,798.03

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.
B/F.				7,02,56,750.81	
To	Miscellaneous Income - Laser Printing			115.00	
	Interest on Advance for House Building			22,304.72	
	Placement Income			78,000.00	
	Alumni Activities Income			---	
	C M D S Income			2,000.00	
	Equipment				
	Computer Centre				
	Furniture and Fixture				
	Motor Vehicles and Cycles				
	Books			212.25	
	Periodicals			6,791.90	
	Telephone Charges Recoverable			4,846.00	
	Miscellaneous Charges Recoverable			---	
	Director's Discretionary Fund Recoverable			460.00	
	Accounts Receivable			1,74,166.62	
	Suspense Receivable			---	
	IIMC Students' Association			31,840.00	
	Computer Aided Management Centre			---	
	Advance Festival			360.00	
	Advance Flood Relief			---	
	Advance Consultancy Project			49,910.01	
	Advance Seminar			8,633.25	
	Advance Management Development Programme			---	
C/O.				7,06,36,390.56	

## MANAGEMENT CALCUITA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T R S. P.	A M O U N T R S. P.
	B/F.		2,85,24,798.03
By	Staff Development & Rationalisation		27,989.20
	Faculty Participation in International Conferences		2,20,660.00
	Centre for Management and Development Studies		4,99,198.47
	Preparation of Working Papers, News Letter & 'DECISION'		1,41,822.77
	Special Programme on Rural Development		1,53,717.76
	Centre for Public Enterprise Studies		1,00,546.45
	Centre for Project Management Studies		---
	Centre for Environment Management		183.00
	Computer Centre Infrastructure		11,36,023.75
	Centre for International Management Education - UNDP		1,33,415.83
	Rent, Rates and Taxes		1,41,868.17
	Equipment		4,46,560.30
	Computer Centre		10,53,080.75
	Furniture and Fixture		12,225.60
	Motor Vehicles & Cycles		36,635.80
	Books		14,34,600.76
	Periodicals		14,05,150.84
	Library Development - Micro Forms		1,35,135.00
	Electricity & Water Charges Recoverable		5,164.50
	Telephone Charges Recoverable		40,176.20
	Director's Discretionary Fund Recoverable		18,750.00
	Miscellaneous Charges Recoverable		2,798.50
	Accounts Receivable		1,52,407.50
	C/O.		3,58,22,910.18

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	Advance Extension Programme			6,003.65	
	Advance Vendors			27,00,819.22	
	Advance Personal			65,811.80	
	Advance House Building			8,400.00	
	Advance Purchase			19,590.86	
	Advance Cycle			---	
	Advance Scooter & Motor Car			1,04,800.00	
	Advance Table Fan			---	
	Advance Centre			24,766.20	
	Advance Canteen			---	
	Term Deposit			77,00,000.00	
	Accounts Payable			48,113.99	
	Scholarship Donation Repayable			82,494.00	
	P. F. Payable			46,31,052.15	
	Fund for Recoverable Advance			361.00	
	Scholarship Fund			50,000.00	
	Donations and Prizes			1,07,898.00	
	Group Insurance Repayable			34,801.10	
	Security Deposit			38,500.00	
	Library Deposit			2,000.00	
	Caution Deposit P.G.P.			70,400.00	
	Caution Deposit F. P.			1,600.00	
	Caution Deposit PGCGM			17,900.00	
	Clearing Account - L.I.C./Group Savings Linked Insurance			2,000.00	
	C/O.			8,63,53,702.53	

MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T RS. P.	A M O U N T RS. P.
	B/F.		3,58,22,910.18
By	IIMC Students' Association		43,815.20
	Computer Aided Management Centre		2,62,038.55
	Advance - Festival		1,17,900.00
	Advance - Flood Relief		21,080.00
	Advance - Consultancy Project		7,14,206.00
	Advance - Seminar		34,160.00
	Advance - Extension Programme		29,000.00
	Advance - Vendors		6,03,311.81
	Advance - Personal		1,80,215.00
	Advance - House Building		4,53,389.00
	Advance - Purchase		1,14,360.00
	Advance - Cycle		27,632.50
	Advance - Scooter & Motor Car		5,01,000.00
	Advance - Table Fan		3,600.00
	Advance - Centre		2,24,500.00
	Advance - IIMC Staff Canteen		5,750.00
	Scholarship Fund - Investment		50,000.00
	Term Deposit		1,10,00,000.00
	Suspense Payable		10,35,121.75
	Accounts Payable		15,07,980.45
	Scholarship Donation Repayable		69,294.00
	P. F. Payable		69,19,972.85
	Fund for Recoverable Advance		43,691.00
	Donations and Prizes		1,09,813.00
	Group Insurance Repayable		36,592.65
	C/O.		5,99,31,333.94

INDIAN INSTITUTE OF  
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS		AMOUNT		AMOUNT	
		RS.	P.	RS.	P.
To	Provident Fund Clearing			93,795.48	
	Liability for Income Tax			3,320.00	
	Liability for Professional Tax			12.00	
	Unpaid Salary			3,24,689.88	
	Unpaid Overtime & Honoraria			1,44,111.97	
	Salary			5,600.00	
	Travelling Expenses			16,162.90	
	Leave Travel Concession			29,513.30	
	Stationery and Printing			1,145.00	
	Telephone Expenses			1,30,027.00	
	Motor Car Expenses			168.00	
	Repairs and Renewals			3,000.00	
	Electricity and Water Charges			52,500.22	
	Post Graduate Programme Services & Supplies			8,197.85	
	Common Admission Test Expenses			43,980.18	
	Selection Test Expenses			44,524.60	
	Convocation Expenses			8,615.65	
	Management Development Programme Services and Supplies			1,20,865.17	
	Post Graduate Certificate in General Management Services & Supplies			1,329.50	
	Consultancy Project Expenses			5,821.10	
	Seminar and Academic Conferences			5,100.00	
	Scholarship			509.80	
	Placement Expenses			65.00	
	Medical Expenses			1,500.00	
	C/O.			8,73,98,257.13	

## MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T RS. P.	A M O U N T RS. P.
B/F.			5,99,31,333.94
By	Security Deposit		51,930.00
	Caution Deposit - Post Graduate Programme		1,200.00
	Caution Deposit - Post Graduate Certificate in General Management		14,100.00
	Suspense Revenue Stamp		1,308.40
	L.I.C. Clearing		2,28,826.10
	Clearing a/c. IIMC Staff Co-op. Cr. Soc. Ltd.		13,28,063.50
	Clearing a/c. Staff on Deputation		9,900.00
	Clearing a/c. LIC Group Savings Linked Insurance		1,65,873.50
	Provident Fund Clearing		32,63,580.48
	Liability for Income Tax		12,23,131.00
	Liability for Professional Tax		1,79,342.00
	Unpaid Salary		2,72,774.34
	Unpaid Overtime & Honoraria		1,44,875.07
	Unpaid Miscellaneous		60.00
	Clearing a/c. IIMC Employees' Union Subscription		2,611.50
	Application Fees - P.G.P.		160.00
	Admission Fees - Post Graduate Programme		100.00
	Course Materials - Post Graduate Programme		200.00
	Tuition Fees - Post Graduate Programme		4,100.00
	Management Development Programme - Income		11,900.00
	Extension Programme - Income		6,000.00
	Consultancy Project - Income		4,000.00
	Transport - Income		1,929.00
	Furniture Rent		216.00
	C/O.		6,68,47,514.83

INDIAN INSTITUTE OF  
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS		AMOUNT		AMOUNT	
		RS.	P.	RS.	P.
	B/F.			8,73,98,257.13	
To	Board Meeting Expenses			2,641.02	
	Contingencies			1,036.00	
	Campus Maintenance			6,828.00	
	Centre for Management Development Studies			3,89,638.10	
	Preparation of Working Papers, News Letter and 'DECISION'			100.00	
	Centre for Public Enterprises Studies			5,074.00	
	Centre for International Management Education - UNDP			2,54,020.00	
	Rent, Rates and Taxes			8,433.00	
To	<u>CONSTRUCTION ACCOUNT :</u>				
	Stock	3,69,285.25			
	Security Deposit	5,85,017.00			
	Miscellaneous Income	<u>25,419.00</u>		9,79,721.25	
	<u>CAM CENTRE ACCOUNT :</u>				
	Miscellaneous Income			14,162.53	
	C/O.			8,90,59,911.03	



## MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T	A M O U N T
		RS. P.	RS. P.
B/F.			6,68,47,514.83
By	Interest on Advance for Cycle, Scooter & Motor Car		193.50
	Subscription for 'DECISION'		100.00
	Interest on House Building Advance		1,021.80
	Placement Income		8,000.00
	Suspense		217.00
By	<u>CONSTRUCTION ACCOUNT :</u>		
	Land	3,11,415.00	
	Hostel Buildings	32,34,265.00	
	Instructional Buildings	1,34,900.00	
	Library Building	31,410.00	
	Administrative Building	88,500.00	
	Residential Buildings	7,43,701.00	
	M.D.P. Hostel Buildings	62,374.00	
	Generator Building	35,993.00	
	Water Supply Installation	88,830.00	
	Electrical Installation	19,01,237.77	
	Boundry Walls	4,20,629.00	
	Roads, Drains and Culverts	16,17,652.00	
	Tubular Structure	5,00,842.00	
	Bank Building	35,052.00	
	Teaching Block	21,198.00	
	Advance Vendors	5,92,299.96	
	Security Deposit	5,66,419.00	
	Campus Maintenance	6,28,802.66	
	Motor Car Expenses	58,691.00	
	Repairs and Renewals	1,39,292.00	
	Library Maintenance	39,009.30	
	Bank Charges	1,895.50	
	Computer Centre Infrastructure	1,86,980.20	1,14,41,388.39
By	<u>Expenses out of Imprest Funds :</u>		
	Postage Petty - Cash Franking	1,98,599.15	
	Imprest Fund - Postage	10,528.30	
	Imprest Fund - Maintenance - General	7,873.37	
	Imprest Fund - Library	2,378.50	
	Imprest Fund - Transport	21,889.00	
	Imprest Fund - Hostel Maintenance	11,584.10	
	Imprest Fund - Electric & Water	776.39	
	Imprest Fund - Placement	6,052.50	
	Imprest Fund - PGP Office	5,439.94	
	Imprest Fund - Security Office	355.15	
	Imprest Fund - C A T	2,362.00	
	Imprest Fund - Petty Purchase	3,683.60	
	C/O.		7,82,98,435.52

INDIAN INSTITUTE OF  
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	AMOUNT RS. P.	AMOUNT RS. P.
B/F.		8,90,59,911.03

C/O.	8,90,59,911.03
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## MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T		A M O U N T	
		R S. P.		R S. P.	
		B/F.		7,82,98,435.52	
By	Imprest Fund - Publication	2,727.05			
	Imprest Fund - M. D. P.	989.00			
	Imprest Fund - General Administration	4,453.50			
	Imprest Fund - Medical	1,404.55			
	Imprest Fund - City Office	74,862.68			
	Imprest Fund - City Office Maintenance	4,490.55			
	Imprest Fund - Board Office	435.00			
	Imprest Fund - Computer Centre	7,036.70		3,67,921.03	
<u>Closing Balance :</u>					
	Cash - in hand			49,118.54	
<u>Cash - at Bank</u>					
	Current a/c. with SBI, Main Branch	18,043.78			
	Current a/c. with SBI, Joka Branch	69,131.85			
	Current a/c. with SBI, Joka Branch a/c. 'DECISION'	14,356.70			
	Savings a/c. with SBI, Main Branch	5,80,445.55			
	Savings a/c. with SBI, Joka Branch	82,06,744.46			
	Savings a/c. with Alipore Post Office	4,51,481.00		93,40,203.34	
<u>Petty Cash :</u>					
	Postage Petty Cash Franking	7,855.90			
	Imprest Fund - Postage	1,000.00			
	Imprest Fund - Maintenance - General	16.40			
	Imprest Fund - Library	353.10			
	Imprest Fund - Transport	13.00			
	Imprest Fund - Hostel Maintenance	323.00			
	Imprest Fund - Placement	80.00			
	Imprest Fund - Director's Office	100.00			
	Imprest Fund - C A T	500.00			
	Imprest Fund - Petty Purchase	6.30			
	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	87.10			
	Imprest Fund - City Office	2,500.00			
	Imprest Fund - City Office Maintenance	500.00			
	Imprest Fund - Electricity & Water	500.00			
	Imprest Fund - Security	144.85			
	Imprest Fund - Board Office	500.00			
	Imprest Fund - Computer Centre	1,000.00			
	Imprest Fund - PGP Office	97.36		17,077.41	
		C/O.		8,80,72,755.84	

INDIAN INSTITUTE OF  
RECEIPTS AND PAYMENTS ACCOUNTS FOR

RECEIPTS	AMOUNT RS. P.	AMOUNT RS. P.
B/F.		8,90,59,911.03

TOTAL:

8,90,59,911.03

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

## MANAGEMENT CALCUTTA

THE YEAR ENDED 31ST. MARCH 1992

P A Y M E N T S		A M O U N T R S. P.	A M O U N T R S. P.
	B/F.		8,80,72,755.84
By	<u>CONSTRUCTION ACCOUNT :</u>		
	Cash - in hand	1,200.78	
	<u>Cash - at Bank :</u>		
	Current a/c. with SBI, Joka Branch	<u>4,67,966.23</u>	4,69,167.01
By	<u>C A M CENTRE ACCOUNT :</u>		
	Bank Charges	25.00	
	<u>Closing Balance :</u>		
	<u>Cash - at Bank</u>		
	Current a/c. with SBI, Joka Branch	767.27	
	Savings a/c. with SBI, Joka Branch	<u>5,17,195.91</u>	<u>5,17,988.18</u>
	T O T A L :		<u>8,90,59,911.03</u>

Sd/- Daniel Manoharan  
Chief Administrative Officer

Sd/- Subir Chowdhury  
Director

BALANCE SHEET AS AT

<u>LIABILITIES</u>	<u>Amount</u> <u>Rs. P.</u>	<u>Amount</u> <u>Rs. P.</u>	<u>Amount</u> <u>Rs. P.</u>
<u>IIMC Contributory Provident Fund :</u>			
<u>Subscription</u>			
As per last a/c. (1990-91)	<u>52,34,689.37</u>	52,34,689.37	
<u>Add : Addition during the year</u>	<u>7,40,746.00</u>		
Interest	<u>5,73,725.00</u>	<u>13,14,471.00</u>	
		65,49,160.37	
<u>Less : Withdrawal</u>		<u>4,74,246.24</u>	
		60,74,914.13	
<u>Contribution</u>			
As per last a/c. (1990-91)	52,55,758.00		
<u>Add : Adjustment (Net)</u>	<u>4,136.00</u>	<u>52,59,894.00</u>	
<u>Add : Addition during the year</u>	<u>3,82,036.00</u>		
Interest	<u>6,20,825.00</u>	<u>10,02,861.00</u>	
		62,62,755.00	
<u>Less : Withdrawal</u>	<u>37,315.00</u>		
Transfer to GPF	<u>15,934.00</u>	<u>53,249.00</u>	
		62,09,506.00	1,22,84,420.13
<u>IIMC General Provident Fund</u>			
As per last a/c. (1990-91)	75,96,721.10		
<u>Add : Adjustment</u>	<u>33.00</u>	75,96,754.10	
<u>Add : Addition during the year</u>	<u>17,32,867.00</u>		
Interest	<u>8,58,764.00</u>	<u>25,91,631.00</u>	
		1,01,88,385.10	
<u>Less : Withdrawal</u>		<u>14,99,072.81</u>	<u>86,89,312.29</u>
		TOTAL :	<u>2,09,73,732.42</u>

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer(1)

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

MANAGEMENT CALCUTTA  
FUND

31ST. MARCH 1992.

<u>A S S E T S</u>	<u>Amount</u> Rs. P.	<u>Amount</u> Rs. P.	<u>Amount</u> Rs. P.
<u>P. F. Investment</u>			
As per last A/c. (1990-91)	1,37,41,000.00		
<u>Less : Encashment</u>	<u>13,00,000.00</u>	1,24,41,000.00	
<u>Add : Investment during the year</u>		<u>44,95,000.00</u>	1,69,36,000.00
<u>Contributory Provident Fund Loan</u>			
As per last A/c. (1990-91)	5,39,691.00		
<u>Add : payment during the year</u>	<u>4,19,620.00</u>	9,59,311.00	
<u>Less : Loan recovered</u>	<u>4,52,337.00</u>		
<u>Add : Adjustment</u>	<u>2,210.00</u>	<u>4,54,547.00</u>	5,04,764.00
<u>General Provident Fund Loan</u>			
As per last A/c.(1990-91)	4,36,940.00		
<u>Add : Adjustment during the year</u>	<u>2,210.00</u>		
	<u>4,39,150.00</u>		
<u>Add : Payment during the year</u>	<u>6,09,559.00</u>	10,48,709.00	
<u>Less : Loan recovered</u>	<u>4,36,645.00</u>		
<u>Add : Adjustment</u>	<u>17,100.00</u>	<u>4,53,745.00</u>	5,94,964.00
P. F. Receivable			2,52,846.28
Bank Balance			26,85,158.14
		<b>TOTAL:</b>	<u>2,09,73,732.42</u>

Sd/- Subir Chowdhury  
Director

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## PROVIDENT FUND

### MEMORANDUM INCOME & EXPENDITURE A/C. FOR THE YEAR ENDED 31.3.92

<u>EXPENDITURE</u>	<u>Rs. P.</u>	<u>INCOME</u>	<u>Rs. P.</u>
Interest on CPF Subscription	5,73,725.00	Interest received from IIMC	18,00,500.72
Interest on Contribution	6,20,825.00	Interest Receivable	2,52,846.28
Interest on GPF Subscription	8,58,797.00		
	<u>20,53,347.00</u>		<u>20,53,347.00</u>

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury  
Director



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

RECEIPTS & PAYMENTS A/C. FOR THE YEAR ENDED 31.3.92

<u>RECEIPTS</u>	<u>Rs. P.</u>	<u>PAYMENTS</u>	<u>Rs. P.</u>
Opening Bank Balance	32,47,492.62	IIMC - CPF	5,11,561.24
IIMC - CPF	7,38,873.00	IIMC - GPF	14,81,972.81
IIMC - GPF	17,18,806.00	CPF - Loan	4,19,620.00
CPF - Loan	4,52,337.00	GPF - Loan	6,09,559.00
GPF - Loan	4,36,645.00	P.F.Receivable	52,60,710.22
P.F. Receivable	35,74,427.79	Bank Balance	26,85,158.14
P.F. Investment	8,00,000.00		
	<u>Rs. 1,09,68,581.41</u>		<u>Rs. 1,09,68,581.41</u>

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury  
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

TRIAL BALANCE - 1991-92

<u>DEBIT</u>	<u>Rs. P.</u>	<u>CREDIT</u>	<u>Rs. P.</u>
P. F. Investment	1,69,36,000.00	IIMC - CPF	1,22,84,420.13
CPF Loan	5,04,764.00	IIMC - GPF	86,89,312.29
GPF Loan	5,94,964.00		
P.F. Receivable	2,52,846.28		
Bank	26,85,158.14		
	-----		-----
	2,09,73,732.42		2,09,73,732.42
	-----		-----

Sd/- Dipak Dasgupta  
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury  
Director