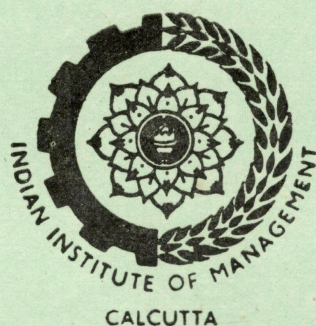


ANNUAL REPORT

1992-93



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, POST BOX NO. : 16757

ALIPORE POST OFFICE, CALCUTTA-700 027

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
THIRTYFIRST ANNUAL REPORT
(April 1, 1992 to March 31, 1993)

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 32nd year on November 14, 1992. 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 2700 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, 1993) 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 practicing 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.
- D.5** -- Management Centre for Human Values

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 29th session of the Programme began in July 1992 with 219 students from all over the country in the First Year and 123 students in the Second Year. The number of Schedule Caste and Schedule Tribe students in the First and Second Year were 47 and 12 respectively. There were a total of 16 girl students (including 5 SC/ST students) in the First Year and 11 students in the Second Year. Although 219 students were admitted in the first year which included 7 belonging to the 28th Batch who were repeating their terms the strength came down subsequently to 208 (at the end of 3rd term). 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 2700 young managers have graduated from the Institute and are today occupying important positions.

A.1(1) Admission

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

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

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

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

A.1(2) 29th Post-Graduate Programme (1992-94)

A total of 11433 candidates applied for admission to the 29th session of Post-Graduate Programme commencing in July 1992 including 586 Scheduled Caste and 120 Scheduled Tribe candidates. Annexure II gives the details for the last 8 years.

Out of the 11433 applicants for admission, 856 candidates were invited for personal interview by a panel consisting of faculty members of the Institute, experts from Industry and Government and alumni at six interview centres all over India. Out of the 856 candidates selected for personal interview, 161 candidates belonged to SC/ST community. Ultimately after going through the selection procedure a total of 212 students were admitted to the 29th Post-Graduate Programme.

A.1(3) Educational background of the 29th Batch of students

A study of the educational background of the students of the 29th session (1992-94), who are now in the second year reveals that 90.4% belonged to engineering stream and 9.6% belonged to non-engineering stream (Annexure IV).

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

22.5% seats of the Post-Graduate Programme are reserved for candidates belonging to Scheduled Caste/Tribes community and some relaxation in entry standard was extended to them as in the earlier years. A total of 706 applications for admission to the Programme (1992-94) was received from

candidates belonging to SC/ST community. Out of this, 161 candidates were called for personal interview and finally 46 candidates joined the Post-Graduate Programme.

A.1(5) 30th Post-Graduate Programme (1993-95)

The Common Admission Test for selecting students for the 30th session of Post-Graduate Programme (1993-95) commencing in July 1993 was held on the 31st January 1993 all over India at 19 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 5339 Candidates.

The CAT (written test) was common for IIM Ahmedabad, IIM Bangalore, IIM Lucknow and IIM Calcutta. The number of candidates appeared at the Common Admission Test all over India were 17,521. A total of 15615 candidates (including 4G-MAT) submitted applications for admission to IIM Calcutta. Out of this 584 candidates belonged to Scheduled Caste and 140 belonged to Scheduled Tribe community.

a. No. of candidates called for interview :

Total	General	SC+ST
1021	820	201

(Centrewise details are in Annexure III)

b. No. of students joined were 242, (including 48 SC/ST students) out of which 5 dropped out subsequently. The number 242 included 12 students belonging to the 29th 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 System (Term IV), Management Policy (Term V) and Management Games (Term VI) are also compulsory courses for all the students. The termwise break up of the courses offered is given below:

(First Year)

TERM-I

Mathematics (Qualifying)
Behavioural Science-I
Economics-I
Financial Accounting
Statistics-I
Indian Economics and
Political History

TERM-II

Behavioural Science-II
Cost Accounting
Data Processing
Economics-II
Indian Social Structure
Marketing Management
Statistics-II

TERM-III

Economics-III
Financial Management
Marketing Management
Operations Research
Personnel Management and
Industrial Relations
Production Management

Second Year

3 Compulsory Courses are offered in the Second Year :

TERM-IV

Indian Legal System and
5 Optional Courses

TERM-V

Management Policy and
5 Optional Courses

TERM-VI

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 1992 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 practicing 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 1992-93. 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 1992-93 are as follows :

<u>Sl.No.</u>	<u>Date</u>	<u>Colloquia's Speaker</u>	<u>Topics</u>
1.	20-08-1992	Dr. G. Goswami General Manager, IDBI	Development Banking: A perspective.
2.	12-10-1992	Prof. Manu Shah, Member Commerce Council of India	A Managerial Perspective of Consumerism
3.	Dec. '92	Shri P.C. Sen C M D, Peerless General Finance	Management: Eithics and Ethos.
4.	Dec. '92	i) Shri Ajit Dey, President: Calcutta Stock Exchange : : ii) Shri Hemal Kampani : Chairman, VCK Share and : Capital :	The Stock Exchange and Capital Markets
5.	Dec. '92	i) Shri P.K. Dutta : M.D. (Designate), BATA : ii) Shri Angshuman Choudhury: Chief RH, ANZ Grindlays : iii) Shri George Stepharos : Vice President, INDAL : iv) Prof. Sushil Khanna :	The Indian Multinational: Dream of Reality
6.	18-01-1993	Shri Sharu Ranganekar Management Consultant	Effective Management and Traits of Successful Managers.
7.	04-03-1993	i) Prof. Anup K. Sinha, IIMC ii) Prof. Alok Roy, IIMC iii) Shri A. Choudhury Chief R.H., ANZ Grindlays iv) Shri R.N. Ray, Partner Price Waterhouse v) Dr. Amiya Bagchi, Eminent Economist and Director, Centre for Studies in Social Sciences	Union Budget 1993-94 Implication for the Economy.

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) as a part of the budget grant which is frozen now at 1991-92 level 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 and VIII.

A statement containing the Honour Roll of the 28th Batch, SC/ST Scholarship, Merit-cum-Means Scholarship holders during 1992-93 is given in Annexure IX.

A.1.(9)

Fees and Expenses

The students are generally required to bear the following expenses :

Admission Fee	Rs. 100/- (one time)
Tuition Fee	Rs. 6000/- p.a.*
Accommodation Charges	Rs. 600/- p.a.*
Association Fee	Rs. 150/- p.a.
Course Materials Fee	Rs. 600/- p.a.*
Computer Fee	Rs. 1200/- p.a.*
Library Fee	Rs. 3600/- p.a.*
Alumni Fee	Rs. 350/- (one time)
Caution Deposit	Rs. 400/- (one time)
Mess Deposit	Rs. 1500/- (one time)
Mess Charges	
- (Vegetarian)	Rs. 600/- p.m.(approx.)
- (Non-Vegetarian)	Rs. 650/- p.m.(approx.)

* payable in 3 equal installments at the beginning of each term.

A.1.(10) System of Evaluation

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

A.1.(11) 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). There are now four students in the 3rd year belonging to the 28th Batch, under this scheme. 8 students belonging to the 29th Batch opted for the scheme.

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.(12) 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.(13) Placement

The Placement Programme of 1992-93 was better than in previous years both in terms of quality of job offers as well as the speed at which the students were placed. While the official calendar of campus visits for 9 active placement days, all the students except three got placed in 5 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 118 students, 116 students availed of placement service. One student opted out of placement as he wanted to start his own enterprise, while the other student did not avail of the placement service due to being on study leave.
- A total of 135 offers were made to the students who sought placement service. These offers were made by 38 visiting companies (30 from the private sectors and 8 from the public sector). Details in this regard are given in Annexure XII.
- Categories of organisations which did substantial recruiting included consumer product companies and financial institutions. The largest number of students viz. 33 were recruited by banking/finance companies followed by 29 each by computers/systems companies and consumer marketing organisations.
- This year 26 students or 23.2% of the total batch joined the public sector. In 1992, 28 students or 25% of the batch did so. Students' interest in Public Sector companies and Financial Institutions has been increasing over the past few years. This year eight such companies were scheduled in the first week of Placement. Details of placement sectorwise and on the basis of nature of jobs during the last five years are given in Annexure X.
- 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 placed within the first 5 days of placement in good companies.
- Two new organisations visited the campus for the first time this placement season vide Annexure XI.
- There were 35 students with work experience and all of them were able to secure suitable offers commensurate with their experience.
- There has been an increase in the starting salary over the last year. The average salary accepted this year has been Rs. 6332/- as compared to the average salary of Rs. 5800/- in 1992. As in the previous two years the highest salary was offered by McKinsey which was Rupees Two lakhs per annum. The salary distribution in this offers made this year is shown in Annexure XIII.

- This year there has been a better spread of students over various functional areas. Even in the personnel function there were job acceptances which in most years did not find any taker from the side of the students. The functional and areawise classification of job offers made to students is given in Annexure XIV.

The company participation fee of Rs. 2000/- which was introduced last year was changed dramatically this year. The Companies were given four options and some companies like ICICI opted to go in for a Placement Club option for five years by paying a lump sum amount of Rs.1.75 Lakhs. The Unilever Group of companies have paid Rs. Two lakhs. Most other companies agreed to give Rs. 10,000/- as a fixed charge for the first four days and Rs. 5000/- for participation in the next four days. They also agreed to pay an amount of Rs. 6000/- per student actually joining them.

- Summer Placement this year has not been very satisfactory mainly because of the large batch size. A total batch of 182 students had to be placed for Summer Training as opposed to about 125 students last year. Some companies dropped out of Placement due to the disturbances during the Ayodhya crisis, the riots in Bombay and the Indian Airlines strike. Students have accepted offers from as many as 73 organisations. The projects offered are quite relevant in terms of summer training objectives, and the overall students' satisfaction with the summer projects offered is high.

A.1.(14) 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.(15) 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.

Efforts are on to expand and update the alumni data base by establishing contact with chapter heads as well as individual alumni. The basic data base structure has been developed. The Delhi chapter of the Alumni Association has brought out a fairly up-to-date Alumni Directory which is being put to use to update the Institute's Alumni Directory.

A.1(16)

For the first time, foreign language courses in French and German were introduced for the students during the year, with the help of Alliance Francaise and Max Muller Bhavan

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 twentythird 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 13 students who are at various phases of their coursework/research in the Programme.

As of now 48 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 July '92, there were 388 applications. 365 took the examination. Based on the results 68 candidates were called for interview; 39 candidates appeared in the interview, 8 were selected and offers sent and 4 joined . For the programme which would commence in July '93, 367 applications were received out of which 330 took the test. A total of 60 candidates [including 4 PGDM Holders (who need not appear in the CAT)] were called for interview which was scheduled for early April '93.

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 13.3.93.

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 practicing 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.

57 students were admitted in June '92 in the first year of the course (12th Batch - 1992-94). Out of which 13 were asked to withdraw in Sept. '92 as they could not maintain 60% attendance, bringing down the number to 44. There were further withdrawals and the number stood at 38 at the end of the year. There were also 35 students who were in the second year of the course (30 belonging to the 11th Batch (1991-93); 4 belonging to the 10th Batch (1990-92); and 1 belonging to the 9th Batch (1989-91). They were awarded "Post Graduate Certificate in General Management" in the Convocation held on 13.3.93.

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 and 57 were admitted.

For selection of the 13th Batch (1993-95) of PGCGM Students, 149 qualifying applications were received; 96 were called for personal interview and 60 candidates were selected and offers 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 7th term also from this year. Prior to this, fee for 6 terms also @ Rs.1400/- per term was being levied.

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 1992-93, the following Extension Programmes were conducted :

Sl. No.	Name of the Programme	Duration	No. of Participants	Project Directors
1.	Computer Based Information System	03-05-92 to 21-06-92	51	Prof. Subir Bhattacharya Jt. Director Shri Samir Kr. Sadhukhan
2.	General Management	21-11-92 to 12-02-93	16	Prof. N. K. Rao Prof. Leena Chatterjee

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 practicing 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 practicing 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 18 Programmes were held with a total number of 222 participants. A list of the Programmes held is shown in Annexure-XV

B.2. In-Company Training Programme

17 In-Company Training Programmes were held during the year (Annexure XVI).

B.3. Training Programmes Sponsored by Government

During the year under review 7 Government Sponsored Training Programmes (5 for IAS officers) were conducted by the Institute (Annexure-XVII).

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 1992-93, the research projects undertaken by the members of faculty and research staff under CMDS are given in Annexure XVIII 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.1.(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. Case study on community participation sponsored by ICOMP, Malaysia (ongoing)
2. International Project on Management Effectiveness (completed)
3. WHO/NIHFW Project on Organisation and Management of Health Programmes in Vaishali District in Bihar (on going)
4. WHO Project on Distance Learning for District health Officers in India (on going)
5. Evaluation of IRDP in 2 districts in West Bengal sponsored by the Department of Planning & Development, Raj Bhawan, Govt. of West Bengal (on going)
6. Marketing Strategy for IRDP Products in Eastern and North Eastern Region States, Ministry of Rural Development, Govt. of India (on going)
7. International Development Research Centre (IRDC) project on Assessment of Rural Development efforts in West Bengal.

D.2. Centre for Studies in Public Enterprise 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.

The Centre is playing a major role in helping the Government shape its current policy towards public enterprises. It is working actively with the Department of Public Enterprises in designing and implementing Government's policy on MOU between public enterprises and the Government. 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.

D.2.(2) The centre has engaged itself in the following activities during the year 1992-93:

I. The activities of the centre are given exposure at the following international forums :

- * Seminar on Management Control Issues in Public Enterprise Management and Policy : The Indian Experience, Nijenrode University, The Netherland, February 1993.
- * Seminar on Public Enterprise Management and Policy for Performance Improvement : The Indian Experience, Public Management Club, ESADE, Barcelona, Spain, March 1993.

II. Consultancy projects :

Two major seminar cum workshops were held in "Corporate Planning" for the senior executives of Coal India Ltd. in May 1992 and March 1993.

III. Publications :

- Menu of Financial Indicators used in MOUs, Economic and Political Weekly, May 1992.
- The Privatisation Dilemma, The Economic Times, December 1992.
- Key Issues in Public enterprise Management and Policy, Decision, December 1992.

IV. Research project :

Internalization of MOUs - On going. Preliminary survey has been conducted.

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

E.1. 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.

E.2. A list of the consultancy assignments completed/on-going during the year is shown in Annexure XIX.

F. PUBLICATIONS

JOURNAL

Three issues of the journal, **DECISION** (Vol.18 No.4; Vol.19 Nos. 1 & 2) were published. Another issue (Vol. 19, Nos. 3 & 4) combining the said Nos. (period July-Dec. '92) is expected to be published soon. The above mentioned issues contain 22 articles and 5 Book Reviews.

WORKING PAPERS

During the year, Publications Division brought out 15 Working Papers authored by the members of Faculty/Research Staff. With the streamlining of the production and distribution of Working Papers, the Publications Division is able to issue an increasing number of Working Papers. The Division 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 brought out the Bibliography on Management of Rural Development (Volume IV). The next volume of this Bibliography (Vol.V) and the Directory of Management on Rural Development (Vol. V) edited by Professor Madhu S. Mishra are in the pipeline.

Publication by Faculty and Research Staff of the Institute during 1992-93 are given in Annexure-XXII

4. ANNUAL CONVOCATION

The twentyeighth Annual Convocation of the Institute was held on the 13 March, 1993. The Chief Guest was Shri Sadan C. Dutt, Chairman and Managing Director, Development Consultants Ltd., Calcutta. Shri D. Bandyopadhyay, Chairman of the Board of Governors of IIMC, presided over the function.

In this convocation 119 students of the Post Graduate Programme were awarded the Post Graduate Diploma. There were 112 boys and 7 girls among the graduating students. A list of such students is given in Annexure-XXIII. One Fellow student of the Institute was 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 XXIV.

Post Graduate Certificate in General Management was also awarded to 35 students (30 of the 11th Batch -1991-93; 4 of the 10th Batch - 1990-92 and 1 of the 9th Batch - 1989-91) in this Convocation. Details are given in Annexure XXV.

5. COMPUTER CENTRE

5.1 The Institute took over the Computer Aided Management (CAM) Centre, which was financed by the Department 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 work. Details of the Computing resources available with the Centre now are -

1. Landmark 4860 of AT&T Unix 5.3.2 Operating System with 15 terminals connected with SUN Network in a network.

Software supports :

Language Compilers : C, Pascal, Fortran, Lisp & Prolog
Scientific Computation packages and PC compatible packages such as Foxbase (Dbase), Lotus and Wordstar

2. VAX-11/750 of VMS 5.4 Ultrix (Unix) Operating System with 14 terminals (monochrome, color and graphics), Digitizer and color copier.

Software supports :

Language Compilers : Pascal, Fortran, Cobol, C & Lips
Statistical - Minitab, Simulation - GPSS, Slam
LP - Gino, XMP and Graphics - RGL, IGL

3. SUN Workstation of Sunos (Unix) Operating System with an ethernet network of two Sun 3/60 and four Sun 3/50 systems with high resolution 19" mono/color graphics monitor connected with Landmark in a network

Software supports :

Language Compilers : C, Pascal, Prolog, Lisp & Fortran
Graphics and other public utilities.

- 4A. An ethernet LAN of Novel Netware 3.10 Operating System with connecting 50 nodes (PCs) spread in the ground and first floor labs in the Computer Centre, B and C Block Labs, Faculty and Technical Staff rooms in the first floor of Computer Centre, first floor class room of Computer Centre, PGP and FP offices and a few faculty rooms in A/B/C Blocks.

Software Supports : Almost all PC packages are available.

- 4B. An ethernet LAN (Novel Netware 3.11) connecting 30 nodes (PCs) spread in the three students' Hostels.

Software Supports : Almost all PC packages are available.

- 4C. Both the LANs are interconnected with Desk Top Publishing, TI OMNILASER with scanning facility and 2 HP Laserjet IIP printers.

5. 22 PC/ATs (intel 80286) and 130 PC/XTs

6. Databases : Unify 2000 with Accell on Landmark. RDBMS on VAX, Sybase on SUN and Ingres 6.2 on Landmark.

5.2 Besides the Computer Centre Committee which is headed by a Chairman (a faculty of the Institute), there are highly specialised and experienced professionals [Senior Systems Analyst (one) and Systems Analyst (two)] to look after the activities of the Centre. They are assisted by trained teaching personnel [Programmer (one) and Data Processing Assistants (six)].

5.3 The Centre organised computer awareness programme on PC packages, running over a twelve week period, for IIM Calcutta staff members. The same programme would be repeated for the remaining staff members who are willing to learn about computers.

5.4 The Computer resources are put to extensive use by the students and the faculty (for their teaching courses and the training programmes). The computing and technical manpower resources of the Centre were extensively used in the MDP on "Unix and C" (2 weeks) and in the intensive course on "Computer Based Information Systems" (7 weeks).

5.5 The Centre is assisting the Institute Library and the Accounts to computerise its operations.

- 5.6 The Centre has a class equipped with an overhead projector and PC Projector.
- 5.7 IIMC is the first academic Institute in the country which has got a full fledged Computer Centre in the students Hostels. The entire installation is run and managed by the students themselves.

6. SEMINARS/WORKSHOPS/CONFERENCES

1. Prof. Mancur Olson conducted a Seminar in the Computer Centre on 27.5.92 on "A Collective Choice and Institutional Approach to Economic Development".
2. Prof. Asani Sarkar, University of Illinois conducted a Seminar on "Should Brokers Trade" on 28.7.92 in the Campus.
3. Prof. Basudev Chaudhuri, University of Paris conducted a Seminar on "Interest Groups and Theory of Rent Seeking" on 28.7.92 in the Campus.
4. Prof. Manish C. Bhattacharjee, Dept. of Mathematics, New Jersey Institute of Technology, USA, presented Seminars on (i) "Waiting Time, Shock Models and Pollaczek - Khintehine Formula" on 31.7.92 (ii) "Aging Renewal Process characterisation of the Exponential Distribution" on 7.8.92..
5. Dr. Alladi Venkatesh, Associate Professor Management, Graduate School of Management, University of California, Irvine, conducted 2 seminars one, on 11.11.92 on "Post Modernism and Changing Face of the Consumer Culture" and the other, on 12.11.92, on "New Concepts, Methods and the Development of Marketing Paradigm".
6. Prof. Sankar De, Visiting Professor of the Institute, held a Seminar on 23.11.92 on "Managerial Reaction to take over Bids: A theory of Strategic Resistance".
7. Prof. P.K. Sen, Visiting Professor of the Institute, held a Seminar on 25.11.92 on "Project Evaluation and Control in Decentralised Firms: Is Capital Rationing always Optional".
8. Prof. Gerry Jackson, Prof. of Strategic Management, Cronfield School of Management, UK, presented a Seminar on "Managing Strategic Change" on 27.11.92.
9. Dr. Soumyo D Moitra, Member of the Technical Staff, Bell Communications Research, USA, presented a Seminar on "Optimal timing of New Product Introduction" on 30.11.92
10. Prof. Claude Marcovitz, a reputed French Scholar on Indian Economic and Political History presented a Seminar on "Business and Industry in Bombay and Calcutta during the colonial period - a comparative study", on 2.12.92
11. Shri Sarosh J. Ghandy, Resident Director, TELCO, Jamshedpur, inaugurated a Seminar on Human Values on 5.12.92 in the Campus at which Valedictory address was given by Shri Hiten Bhaya, former Director of the Institute and present member of the Institute.

12. Prof. Manab Thakur, Prof. of Strategic Management, California State University, Fresno, California and Visiting Professor of Behavioural Sciences Group of the Institute presented a Seminar on "Future Research in Strategic Management" in the Campus on 16.12.92
13. Dr. Biswanath Datta, Professor of Mathematical Science, Northern Illinois University, USA, presented Seminars on 22.12.92 and 24.12.92 at the Campus on "Recent Developments in the area of Large Scale and Parallel Computing and their Applications in Optimisation and other areas".
14. Dr. D. Mukhopadhyay, currently working in the Systems and Architecture Laboratory, Bell Communications Research, New Jersey, USA, gave a Seminar talk on 8.1.93 on "An Architecture to Support inter-operability in a distributed environment" at the Campus.
15. Prof. G.A. Cohen Chichelle Prof. of Social and Political Theory, University of Oxford, gave a Seminar on 8.1.93 on "Equality, Market and Private Property" at the Campus.
16. Dr. Avinash Kumar Verma of the University of Massachusetts, Amherst, gave a Seminar talk on 14.1.93 at the Campus on "Pricing of Demand Deposits and Transaction Services by Commercial Banks."
17. Prof. Dipesh Chakraborty. Alumnus and a former faculty member of the Institute and at present Director, Ashworth Centre for Social Theory, University of Melbourne, gave a Seminar talk on 12.1.93 at the Campus on "the Subject of Law and Dialogical Narratives: Politics over Bengal Widowhood".
18. A list of Seminar/Workshop/Conferences held by outside agencies during the year, in which our Faculty/Research Staff participated, is given in Annexure XX.

7. OTHER PROFESSIONAL ACTIVITIES

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

8. LIBRARY

B.C. Roy Memorial Library, the learning resource centre of the Institute, was developed initially with a liberal Ford Grant and has grown through the last three decades into a major management Library in South Asia.

Besides its collection of 120000 volumes of books and Bound Serials and a fairly large population of reports, microforms and AV materials, the Library holds over 600 current journals and some massive optical/electronic databases. During the year 1024 books and 1024 volumes of bound Journals have been added to its stock.

Database :

Apart from ABI/INFORM CD-ROM database this year the following electronic databases have been installed :

1. CCOD Electronic Database containing bibliographic references of articles appeared in the recent issues of over 1200 serials in the field of Behavioural and Social Sciences including Management.
2. AMDISA Union Catalogue of Serials containing holding data of select management libraries in India, Sri Lanka, Bangladesh and Pakistan.

Projects :

1. The Library participated in the IDRC sponsored project on Utilization of Management Information.
2. It completed AMDISA sponsored project for developing a Union Catalogue of Serials.
3. Ms. Deborah Abraham of Brookline Public Library completed her project on computer applications in the Library under the Fellow Programme of the American Library Association.

Staff Development :

Partha Subir Guha underwent training in Unix Operation System organised by INSDOC.

S/Shri. Asit Kumar Chatterjee, Parthasarathi Chattopadhyay, and Priyabrata Sengupta participated in the course on "Computer-aided Library & Information System organised by IASLIC.

Shri Partha Subir Guha and Smt. Papia Chakraborty underwent training in UNIX System organised by Wipro Infotech.

Shri Basudeb Saha, Smt. Subhra Dutta, Putul Mukherjee and Sharmila Paul underwent training in CDS/ISIS Retrieval System organised by INSDOC.

Shri A. Mukhopadhyay participated in the Management Development Programme on "Unix & C".

Seminar/Conference :

During the year staff members participated in the following conferences :

1. IFLA International Conference 1992 held at New Delhi.
2. National Meet on Indian MARC Data creation, Integration and Compatibility Issues during 20-21 July, 1992 held at New Delhi.

3. National Meet on "CD-ROM and On-line facilities in India" held during 16-17 July, 1992 at New Delhi.

4. 38th ILA Conference at Bhubaneswar during 21-24 November, 1992.

5. IASLIC 15th National Seminar at Annamalainagar during December 26-29, 1992.

Library Automation :

The Library system is now under the process of computerization with the support of the application software "Maitreyee" developed by CMC Ltd., on a 80486 system recently installed in the Library. As a participant of CALIBNET - the first bibliographic network in the country - the Library is being geared to access external databases on line.

Membership Extension :

The Library being an integrated part of the national resource of information extends its membership to the external scholars and business and industrial houses.

9. CAMPUS DEVELOPMENT

9.1 Three major construction works were in hand, viz. 170 bedded Students' Hostel, New Teaching Block and Quarters for Group 'D' Employees. Out of these three, only one was in progress at the beginning of the year. The work in the remaining two was lying suspended since Aug. '91 as the contractor's demand for escalation could not be agreed to. 90 rooms in the Students' Hostel were ready by June '92 and the entire building was ready by the end of the year. Some modification in the Kitchen and the dining hall in this Hostel was also carried out. For the other two works, fresh contracts were concluded, after terminating the contract with the earlier contractor amicably (to avoid litigation and consequent delay in the completion of the works), in Oct. '92. Since then, the work in these two buildings has picked up. The buildings are expected to be ready by the 3rd Quarter of 1993-94.

9.2 Besides these three buildings, contract was concluded for pile foundation for a 10 storey Faculty Quarter (4 storey would be completed under Phase I). Work started during the year and expected to be completed towards the end of second Quarter of 1993-94. Work on the superstructure would be initiated in 1993-94 if funds position was satisfactory.

9.3 Besides the above the Engineering Division took up the following items of works under their direct supervision :

- i) Addition of fairly big class room in the MDP Complex.
- ii) Addition of one Storey to C and F Quarters and addition of a small room to 'D' type Quarters.
- iii) Development of site with earthfilling for a building to accommodate the newly started Management Centre for Human Values.

All these were in progress during the year.

9.4 The Engineering Division also attended to work relating to repairs and maintenance of buildings, water mains and electrical installation (including air conditioning and refrigeration equipment) inside the campus and maintenance of the city hired flats and the city office at Harrington Mansion.

10. DISTINGUISHED GUESTS AND VISITORS

1. Shri S.M. Datta, Chairman, Hindustan Lever Ltd. and Member on the Board of Governors of the Institute, on 12.5.92. Had discussion with Faculty and conducted a meeting on research and rural development activities.
2. Dr. Jurge von Muralt, Director, Enterprise and Cooperative Development Deptt., ILO, Geneva, on 9.7.92 and had discussion with Director.
3. A five member Russian Business Delegation visited the Institute on 7.9.92 and had discussion with Director and faculty.
4. Shri S.M. Kamal, Director, Human Resources, Bangladesh Export-Import Company Ltd., Dhaka, on 14.12.92 and had discussion with Director.
5. Mr. T. Suzuki and Mr. A. Noda both of Electric Power Development Company Ltd., Japan, on 24.11.92 and had discussion with Director.
6. Mr. Dong Fureng, Leading Chinese Economist and Member of the Chinese People's Congress, on 16.2.93 and had a meeting with Director and faculty.
7. Prof. Suresh Raj Sharma, Vice-Chancellor, Kathmandu University, during January 18-19, 1993, and had discussion with Director to explore possibility of institutional relationship with IIMC.
8. Ms. Nancy J. Powell, US Consul General, Calcutta, on 12.2.93 and had discussion with Director and faculty.

11. FACULTY ON LEAVE

- 1) Prof. Amitava Bagchi (Full year)
- 2) Prof. Ambujaksha Mahanti (from 1.4.92 to 24.9.92)
- 3) Prof. Anup Sen (2 Years from 24.8.92)
- 4) Prof. Amit Bhaduri (2 Years from 14.11.92)
- 5) Prof. K.C. Bothra (2 Years from 1.1.93)
- 6) Prof. Prajapati Trivedi

12. FACULTY AND OTHER SENIOR OFFICERS RETIRED

- 1) Prof. Kamini Adhikari (30.11.92)
- 2) Prof. B.R.K. Kashyap (30.6.92)
- 3) Prof. Ranajit Das Gupta (31.3.92)
- 4) Prof. Dilip K. Lahiri
(Voluntary Retirement with effect from 3.2.93 F.N.)
- 5) Prof. Subrathesh Ghosh
(With effect from 31.12.92 on expiry of period of re-employment)

13. FACULTY and other SENIOR OFFICERS RESIGNED/SERVICES TERMINATED

- 1) Prof. Brajraj Mohanty (Lien terminated on 31.10.92 AN)
- 2) Prof. K.V. Viswanathan (resigned w.e.f.1.6.92 FN)
- 3) Shri Daniel Manoharan, Chief Administrative Officer
(Services terminated w.e.f. 11.6.92)

14. ACADEMIC ADMINISTRATION

- | | | | |
|----|---|---|---------------------------|
| 1. | Chairman, Post Graduate Programme | : | Prof. N. Ramachandran |
| 2. | Chairperson, Fellowship | : | Prof. Annapurna Shaw |
| 3. | Chairman, Admission | : | Prof. Sujit K. Basu |
| 4. | Chairman, Placement | : | Prof. Sudas Roy |
| 5. | Chairman, Extension Programme
& PGCGM | : | Prof. Sujit K. Basu |
| 6. | Chairperson, Management Dev.
Programme | : | Prof. Zainab Ahmed |
| 7. | Chairman, Computer Centre | : | Prof. Subir Bhattacharyya |
| 8. | Chairman, Consultancy | : | Prof. M.S. Mishra |

14. ACADEMIC ADMINISTRATION(Contd.)

9.	Chairman, Publications	:	Prof. Rahul Mukherjee
10.	Chairman, Transport, Adv.Committee	:	Prof. M.S. Mishra
11.	Chairman, C M D S	:	Prof. Sudip Choudhuri
12.	Chairman, Centre for Studies in Public Enterprises	:	Vacant
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
7.	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 COORDINATORS

1.	Economics	:	Prof. Anup K. Sinha
2.	Environment	:	Prof. Saila K. Ghosh
3.	Personnel Management and Industrial Relations	:	Prof. Debashish Bhattacharjee
4.	Behavioural Sciences	:	Prof. Binod Kumar
5.	Sociology	:	Prof. Surendra Munshi
6.	Management Information Systems	:	Prof. Sanjiv D. Vaidya
7.	Operations Management	:	Prof. Ranjan Ghosh

15. GROUP COORDINATORS(Contd.)

8.	Finance & Control	:	Prof. K.K. Bhattacharya
9.	Marketing	:	Prof. Manas Das
10.	Regional Development	:	Prof. Rabin Ganguly
11.	Strategic Management	:	Prof. Sushil Khanna

16. LIST OF FACULTY MEMBERS AS 31.3.1993

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.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.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.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.N.Krishna Rao, M.A.,M.Sc.(Andhra)
Prof.N.Ramachandran, M.Com.(Kerala), Fellow(IIMC)
Prof.Hrshikes 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.)
Prof.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 Management (IIMA)
Prof.Kalyan Dutta, M.Sc.(Cal.), Ph.D.(North Carolina)
Prof.Ranjan Ghosh, B.Tech.(IIT,Kharagpur), M.S.(Stanford), M.S.,Sc.D (Columbia)
Prof.Chandan K.Mustafi, M.Sc.(Cal.), Ph.D.(Columbia)
Prof.Manabendra N.Pal, M.M.E.(Jadavpur), Fellow(IIMC), Ph.D.(Engg.)(Cal)
Prof.Biswanath Sarkar, M.Sc.(Cal.), M.Stat.(ISI), Ph.D.(Cal.)
Prof.Bani K.Sinha, M.Sc.(Delhi), Ph.D.(Pennsylvania)
Prof.Nilotpal Chakravarti, M.Math., Ph.D.(Waterloo)
Prof.Rahul Mukherjee, M.Sc.(in Stat.), Ph.D.(in Stat.)(Cal.)

PERSONNEL MANAGEMENT & INDUSTRIAL RELATIONS:

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. 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. 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 Mandal, B.A. (Hons.), M.A. (Burdwan), Ph.D. (IIT Bombay)

STRATEGIC MANAGEMENT:

Prof. Sushil Khanna, B.Sc. (Allahabad), PGDM/Fellow (IIMC)

PUBLIC ENTERPRISES CENTRE:

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

MANAGEMENT CENTRE FOR HUMAN VALUES:

Prof. Sitangshu K. Chakraborty, M.Com. (Cal.), Ph.D. (Liverpool), ICWAI

LIBRARIAN:

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

RESEARCH FELLOW:

Shri Bhubanesh Misra

* on leave

@ on assignment as Visiting Faculty in Europe under EICEP
from October 1992 to 30.6.93

17. ADMINISTRATION

Shri C.S. Ramanathan	:	Secretary to Board
Shri M.K. Bhattacharjee	:	Finance & Accounts Officer
Shri Asoke Sen Gupta	:	Senior Administrative Officer
Shri B. Kar Gupta	:	Senior Administrative Officer
Shri Sudhangsu Dutta	:	Senior Administrative Officer
Shri S.B. Das	:	Executive Engineer (Actg.)
Shri S.R. Roy	:	Administrative Officer
Shri P.K. Bhattacharjee	:	Administrative Officer
Shri Animesh Basu	:	Administrative Officer
Shri T.N. Naskar	:	Administrative Officer
Shri Joydeb De	:	Administrative Officer
Shri S.K. Banerjee	:	Assistant Engineer
Shri P.S. Guha	:	Deputy Librarian(Oftg.)
Shri N.K. Chatterjee	:	Deputy Librarian(Oftg.)
Shri S.B. Dey	:	Consultant (Board Office)
Shri Dipak Das Gupta	:	Asstt. Finance & Accounts Officer(Actg.)
Shri S.N. Ghosh	:	Asstt. Finance & Accounts Officer
Shri Anil Kumar Roy	:	Internal Auditor
Dr. Srikanta Banerjee	:	Medical Consultant

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

9. Professor K.R.S. Murthy : Member
Director
Indian Institute of Management Bangalore
Bangalore.
10. Shri M.P.M. Kutty : 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 submitted its report to the Govt. of India in the Ministry of HRD in July'92. The Ministry set up in Sept'92 an Empowered Committee under the Chairmanship of Shri S.V.Giri, Education Secretary, to process expeditiously the Report and recommendations. The Committee is to consider the Report and recommendations of the committee and to decide the modalities and action to be taken for implementation of the recommendations indicating the time frame.

3. The Empowered committee's decisions are 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. New courses and training programme are being designed with this in view .

The Institute is also participating in a **Euro-India Cooperation and Exchange Programme (EICEP)** to forge closer links with the management schools in Europe including joint research and case studies. Two faculty members of this Institute have been deputed during this year to work as Visiting Professors in the Universities in Europe participating in the programme for a period of 9 months from October 1992.

2. The Institute's **Computer Centre** has emerged as one of the leading centres in the country 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 Enterprise 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. 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 developmental 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**.

6. A new Management Centre for Study of Human Values has been set up in the Institute which is unique.

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

8. During the VIII Plan, the Institute propose to upgrade the Quality of its Core programmes (PGDM, FP, PGCGM, MDPs, Research Training and consultancy) and enhance and modify the curricula to support the liberalised economy, with courses and programmes on International Management, Total Quality Management, Strategic Management, New Financial Instruments, Foreign Exchange Management, Management of Acquisition, Divestment and Mergers, Management of Change, Management of Technology etc. Setting up of the following six new centres (in addition to the centres already established which would be strengthened) during the VIII Plan is envisaged.

- i) Centre for International Management
- ii) Centre for Public Systems Management

- iii) Centre for Energy and Environment
- iv) Centre for Total Quality Management
- v) Centre for Entrepreneurship and Innovation
- vi) Centre for Information Technology Management.

9. Total requirement of funds during the VIII Plan is estimated at about Rs.17-18 crores, against which the allocation available is Rs.8.75 crores. There would be need to enhance the VIII Plan allocation for the Institute to complete the projects, for which request has already been made to the Ministry of HRD.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1993**

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

1. Shri D. Bandyopadhyay, IAS(Retd.)

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. Dr. D.K. Sharma, Deputy Educational Adviser(T)
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. Dr. J.S. Juneja, Chairman,
National Small Industries Corpn.Ltd.,
Laghu Udyog Bhavan, Okhla Industrial Estate,
New Delhi 110 020.

F. A representative of the National Productivity Council of India

15. Shri S. Ghosh, Director General, National Productivity
Council, Productivity House, Lodi Road,
New Delhi - 110003.

ANNEXURE-I

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. Shri K.L. Chugh, Chairman
I.T.C. Ltd.
Virginia House
37, Chowringhee, Calcutta 700 071.

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

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

**26. 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.**

POST-GRADUATE PROGRAMME ADMISSION (1985-1992)

Session	No. of Applications	No Interviewed	No Offered
1985-87	8289	868 (10.5)	158 (1.9)
1986-88	8970	804 (8.8)	174 (1.7)
1987-89	10351	852 (8.2)	197 (1.8)
1988-90	9400	1001 (10.6)	250 (2.7)
1989-91	10560	1133 (10.7)	179 (1.7)
1990-92	8859	1056 (11.9)	133 (1.5)
1991-93	10850	772 (7.1)	132 (2.1)
1992-94	11433	856 (7.5)	217 (1.9)

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

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 30TH SESSION OF PGP
1993-95**

Centre	General	S. C.	S. T.	Total
Bombay	204	45	16	265
Madras	119	22	24	165
Calcutta	344	35	26	405
Delhi	149	25	8	182
New Jersey U.S.A.	4	-	-	4
	820	127	74	1021

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

Year	Background				Total
	Arts or Law	Science	Commerce	Engineering	
1983-85	16 (10.7)	12 (08.1)	12 (08.1)	109 (73.1)	149
1984-86	15 (10.1)	17 (11.9)	18 (11.8)	98 (66.2)	148
1985-87	18 (11.4)	10 (06.3)	12 (07.6)	118 (74.7)	158
1986-88	08 (04.6)	14 (08.0)	16 (09.2)	136 (78.2)	174
1987-89	09 (05.4)	06 (03.6)	10 (05.9)	143 (85.1)	168
1988-90	06 (03.6)	12 (07.1)	10 (05.9)	141 (83.4)	169
1989-91	11 (06.1)	08 (04.5)	09 (05.0)	151 (84.4)	179
1990-92	13 (10.0)	09 (06.9)	09 (06.9)	99 (76.2)	130
1991-93	10 (06.7)	06 (04.1)	09 (06.1)	123 (83.1)	148
1992-94	6 (03.4)	5 (02.8)	6 (03.4)	160 (90.4)	177

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 1992**

Sl. No.	Name of Organisation	No. of students	Sl. No.	Name of Organisation	No. of students
01.	ANZ Grindlays Bank	5	02.	Aristocrat Marketing Ltd.	3
03.	Asian Paints (I) Ltd.	2	04.	Bajranglall M. Prasad, Share Broker	2
05.	Mr. Arvind Vijh, Comp. Guide	1	06.	Blow Plast Ltd.	1
07.	Brooke Bond India Ltd.	1	08.	C O S L	1
09.	C E A T (Glass Fibre Div.)	1	10.	C E S C Ltd.	1
11.	C M C Ltd.	2	12.	C R I S I L	1
13.	Citibank N.A.	9	14.	Essar Shipping Ltd.	1
15.	Essar Stena Ltd.	1	16.	Godrej & Boyce Mfg. Co.	11
17.	Grindwell Norton Ltd.	2	18.	Harison Malayalam Ltd.	2
19.	Hindustan Lever Ltd.	10	20.	I S R O	1
21.	I.I.M.C.	1	22.	I.T.C. Ltd.	7
23.	I. T. W. Signode India Ltd.	3	24.	Indbank - Merchant Banking	2
25.	K E C International	1	26.	Kotak Mahindra Finance	1
27.	Lakme	1	28.	Larsen & Toubro Ltd.	1
29.	Lintas India Ltd.	4	30.	Lipton India Ltd.	2
31.	Madura Coats	2	32.	Marico Industries Ltd.	2
33.	Chartered Bank	2	34.	Modi Xerox	1
35.	Motor Industries Ltd.	1	36.	NOCIL	1
37.	NPTC	3	38.	NIIT	3
39.	Philips Carbon Black Ltd.	1	40.	Ponds India Ltd.	1
41.	Price Waterhouse	1	42.	Procter & Gamble (I) Ltd.	4
43.	Raychem Technologies	1	44.	Reckit & Colman of India	1
45.	S.B. Billimoria	1	46.	SBI Capital Markets	3
47.	SCICI	1	48.	SRF Ltd.	4
49.	Shaw Wallace & Co. Ltd.	1	50.	Shriram Pistons-Rings Ltd.	1
51.	Standard Chartered Bank	1	52.	TISCO	2
53.	Tata Tea Ltd.	1	54.	Tetra-pak India (Pvt.) Ltd.	2
55.	UTI	2	56.	VCK Capital Market	1
57.	Wockhardt Ltd.	2			

Total (From Sl.1 to Sl.57) : 127

**LIST OF OPTIONAL COURSES OFFERED DURING 1992-93
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

- BS 211 Organizational Psychology
BS 218 Organization Development - I
BS 220 Organizational Theory

Environment

- EN 201 Indian Legal System (Compulsory)
EN 211 Public Administration
and Public Policy
EN 217 Problems of Development
Administration
EN 222 Communication & Development
EN 218 Politics of Development
EN 216 Business & Government
EN 223 Post Modern Perspective

Management Information Systems

- MI 213 Data Structure & Algorithms
MI 211 Management Information Systems
MI 224 Artificial Intelligence
MI 216 Unix and C
MI 214 Data-base Management Systems
MI 222 Strategies for Information
Systems Development
MI 219 Networking and Distribution Systems
MI 227 Strategic Management for
Information Technology
MI 226 Expert Systems & Object
Oriented Programming
MI 225 Data Base Application

Operations Management

- OM 225 Materials Management
OM 222 Production and Inventory Control
OM 228 Project Management
OM 231 Quantitative Models
for Management
OM 221 Cases in OR & Production
Management

Economics

- EC 211 International Economics
EC 221 Econometric Methods
EC 219 Economics of the Firm
EC 222 Demand Analysis and Forecasting
EC 219 Economics Development

Sociology

- SO 211 Rural Development & Social Change
SO 241 Seminar on Entrepreneurship
SO 212 Rural Markets and Agrarian Structure
SO 219 Professional Management & Indian
Managers
SO 243 Industry and Rural Society

Finance and Control

- FI 216 Taxation in Business Decisions
FI 224 International Finance
FI 214 Management Accounting
FI 222 Advanced Financial Management
FI 213 Advanced Cost Accounting
FI 245 Public Finance
FI 211 Corporate Financial Accounting
FI 244 Corporate Turnaround Management
FI 212 Accounting Policy
FI 225 Financial Statement Analysis
FI 217 Security Analysis and
Portfolio Management
FI 221 Working Capital Management
FI 215 Money and Capital Markets

Marketing

- MK 212 Sales and Distribution Management
MK 218 Product Management
MK 221 Industrial Marketing
MK 216 International Marketing
MK 214 Consumer Behaviour
MK 211 Advertising Management

Operations Management (cont.)

- OM 213 Executive Decision & O.R.
- OM 230 Applied Probability Models in
Managerial Decision Making
- OM 201 Management Game (Compulsory)

Regional Development

- RD 214 Regional Development in India:
Structure, Process and Change
- RD 211 Urbanization and the Economy
- RD 227 Business Firm and the City:
Linkages in Survival
and Development
- RD 229 Environment Management Issues
and Techniques

Personnel Management & Industrial Relations

- PM 220 Manpower and Manpower Utilization
- PM 214 Management of Industrial Relations
- PM 210 Human Resource Management Policy
and Strategy
- PM 222 Labour Unions & Structural Adjustment
- PM 212 Salary & Wage : Policy & Administration
- PM 218 Labour Legislation in India

Strategic Management

- SM 201 Management Policy
- SM 213 Diversification & Financial Strategy
- SM 211 Competitiveness, Manufacturing
Strategy & Cost Analysis
- SM 212 Mergers & Acquisitions

ANNEXURE VII

**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS OF THE
28TH BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
IN AUGUST 1992, BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

- | | |
|--------------------------------|---|
| 1. Shri Deepak Kumar Singh | B.P. Poddar Merit Scholar. |
| 2. Shri Michael Jude Fernandes | Standard Chartered Bank
Scholarship also Central Bank of
India Scholarship for best student
in Finance. |
| 3. Shri Aman Deep Singh | T.T. Krishnamachari Memorial
Silver Jubilee Scholarship. |
| 4. Shri Manish Mahajan | Sriram Smarak Nidhi Scholarship.

Glaxo Marketing Scholarship and
Silver Medal for Best Student in
Marketing. |
| 5. Shri Kartik Jain | T.T. Krishnamachari Memorial
Silver Jubilee Scholarship. |
| 6. Shri T.S. Murali | Foundation to Aid Industrial
Recovery Scholarship (FAIR). |
| 7. Shri Dipankar Choudhury | Bank of America Scholarship. |
| 8. Shri Balaji P.B. | Bank of America Scholarship. |
| 9. Shri Suresh Vasudevan | Hindustan Lever Scholarship. |
| 10. Shri R. Niranjan | CITI Bank Scholarship. |
| 11. Shri Mukesh Jain | CITI Bank Scholarship and
Business World Scholarship. |
| 12. Shri S. Krishna | India Carbon Scholarship and
Business World Scholarship. |
| 13. Shri Rajev Shukla | Dr. K.Nath Public Trust
Scholarship. |
| 14. Shri Suneet Johar | Dr. K.Nath Public Trust
Scholarship |

ANNEXURE VI (Contd.)

- | | |
|--|---|
| 15. Shri Munish Pahwa | I T C Prize for Creditable Performance (Merit-cum-Means) |
| 16. Shri Sadanand Satya Narayanan | Merit-cum-Means Scholarship from Procter & Gamble. |
| 17. Shri Pratap T. P. | Merit-cum-Means Scholarship from Procter & Gamble. |
| 18. Shri Kallol Sen | DVC prize for Creditable Academic Performance. |

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 28TH BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 13.3.93**

Shri Deepak Kumar Singh (111/28)	:	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 Manish Mahajan (131/28)	:	1) Dr. B.C. Roy Silver Medal. 2) Name in the Institute's Honour Roll.
Shri Michael Jude Fernandes (133/28)	:	1) DVC Prize 2) Name in the Institute's Honour Roll.
Shri Suresh Vasudevan (85/28)	:	1) Name in the Institute's Honour Roll. 2) New B.S. Dua Memorial Prize.
Shri Aman Deep Singh (004/27)	:	1) Name in the Institute's Honour Roll. 2) New B.S. Dua Memorial Prize.
Shri Vissa Balagopal (193/28)	:	B.S. Dua Memorial Prize for Organizational ability.
Shri M.A. Parthasarathy (30/28)	:	Dr. B.C. Roy Memorial Prize for most outstanding contribution to Campus life.
Shri P.B. Balaji (142/27)	:	Bharat Chamber of Commerce Medal for most balanced and Progressive outlook on Management problems.
Shri Sunil Alaric D'Souza (173/28)	:	Glaxo Marketing Scholar Award HMM Award for excellence in Marketing

ANNEXURE VIII(cont.)

In the Annual Report for 1991-92, Shri Manoj Nagnath Hundekari was wrongly shown as the recipient of Bharat Chamber of Commerce Medal for most balanced and progressive outlook on management problems for that year. The correct position for that year is as follows :

**Shri Naresh K. Gurbaxani
(111/27) : Bharat Chamber of Commerce
Medal for most balanced
and progressive outlook
on management problems.**

**Shri Manoj Nagnath Hundekari
(030/27) : Bengal Chamber of Commerce
Medal for excellence in
PMIR Course.**

ANNEXURE IX

**STATEMENT OF HONOUR ROLL OF THE 28TH BATCH
AND VARIOUS SCHOLARSHIPS
(1991-93)**

Reg .No.	Name	CGPA	Rank
111/28	Deepak Kumar Singh	7.69	1st
131/28	Manish Mahajan	7.49	2nd
133/28	Michael Jude Fernandes	7.43	3rd
085/28	Suresh Vasudevan	7.37	4th
098/28	Aman Deep Singh	7.37	5th

SC/ST Scholarship 1992-94

First Year	Batch - 29th	39 students
Second Year	Batch - 28th	12 students

Merit-cum-Means Scholarship 1992-94

First Year	Batch - 29th	6 students
Second Year	Batch - 28th	9 students

National Scholarship-holders 1992-94

First Year	Batch - 29th	12 students
Second Year	Batch - 28th	12 students

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION

(Over Five years 1989-1993)

PARTICULARS	PUBLIC					PRIVATE					TOTAL				
	1989	1990	1991	1992	1993	1989	1990	1991	1992	1993	1989	1990	1991	1992	1993
Permament Placement	34	29	37	28	26	111	102	119	87	86	145	131	156	115	112
Summer Placement	21	22	9	19	17	120	146	119	108	165	141	168	128	127	182

PLACEMENT PROGRAMME :NATURE OF JOBS

Type of Organization	1989	1990	1991	1992	1993
Banking/Finance	024	026	038	030	33
Consumer Products	042	039	038	026	29
Chemical/Pharma/Fertilizer	006	004	001	0	0
Engineering/Energy	003	010	020	017	09
Textile	007	006	003	003	02
Automobile	006	005	015	009	04
Computer/Systems	032	026	031	009	29
Consultancy	010	006	004	009	06
Services	007	-	-	-	-
Advertising	003	004	004	002	-
Other Services	005	005	002	010	-
	----	----	----	----	----
	145	131	156	115	112
	----	----	----	----	----

PERMANENT PLACEMENT - 1993
COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME

Name of Organisation	Primary Business Area
1. Deutsche Bank	Banking/Finance
2. Tata Information Systems Ltd.	Systems.

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1993**

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
001.	005/28	Akash Maiti	A F Ferguson & Co.	Consultancy
002.	080/28	Sudhir Grover	Arthur Andrsen	Consultancy
003.	069/28	S.Sathya Narayanan	Asian Paints (India) Ltd.	Systems
004.	072/28	Sanjeev K. Patel	Asian Paints (India) Ltd.	Marketing
005.	098/28	Aman Deep Singh	Asian Paints (India) Ltd.	Finance
006.	152/28	R. Arun Kumar	Asian Paints (India) Ltd.	Marketing
007.	163/28	Sammer M. Usgaonkar	Asian Paints (India) Ltd.	Operations
008.	179/28	V. V. Subramanian	Asian Paints (India) Ltd.	Operations
009.	068/28	Seshan Ramakrishnan	Blowplast Limited	Marketing
010.	016/28	Daman Singh	C.M.C. Limited	Systems
011.	123/28	Krishnan Ramani	C.M.C. Limited	Systems
012.	148/28	Prashant Prabhakar Kamat	C.M.C. Limited	Marketing
013.	181/28	Vijaykumar Palandurkar	C.M.C. Limited	Marketing
014.	007/28	Ananda Bhoumik	CRISIL	Finance
015.	105/28	Bikash Saha	CRISIL	Finance
016.	055/28	R. Sridhar	Citicorp Overseas Software Ltd.	Systems
017.	059/28	Rajesh V. Surya	Citicorp Overseas Software Ltd.	Systems
018.	119/28	Gurpeet Singh	Citicorp Overseas Software Ltd.	Systems
019.	147/28	Prasenjit Mandal	Citicorp Overseas Software Ltd.	Systems
020.	160/28	S. Srikanth	Citicorp Overseas Software Ltd.	Systems

ANNEXURE - XII (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
021.	021/28	Jai Rajpal	Deutsche Bank	Finance
022.	070/28	Saket Misra	Deutsche Bank	Finance/Mktg.
023.	009/28	Arindam Das	Export-Import Bank of India	Finance
024.	088/28	Tomberlin Wansewett	Export-Import Bank of India	Finance
025.	113/28	Dipankar Basu	Export-Import Bank of India	Finance
026.	155/28	Rajev Chalisgaonkar	Export-Import Bank of India	Finance
027.	082/28	Suneet Johar	Nestle India Ltd.	Finance
028.	131/28	Manish Mahajan	ANZ Grindlays Bank P L C	Finance
029.	140/28	Nalin Avadesh Kumar	ANZ Grindlays Bank P L C	Finance
030.	034/28	Manish Nigam	HCL-HP Ltd.	Marketing
031.	067/28	Rupan Khosla	HCL-HP Ltd.	Personnel
032.	122/28	Jose Philip	HCL-HP Ltd.	Systems
033.	143/28	Panday Shailesh Madhukar	HCL-HP Ltd.	Marketing
034.	127/28	Kartik Jain	Cadbury India Ltd.	Marketing
035.	029/28	M. Ravindra Nath	Unilever Group of Companies	Marketing
036.	099/28	Anurag Srivastava	Unilever Group of Companies	Operations
037.	108/28	Chandan Deep Singh	Unilever Group of Companies	Marketing
038.	132/28	Manreet Sodhi	Unilever Group of Companies	Marketing
039.	142/28	P.B. Balaji	Unilever Group of Companies	Operations
040.	156/28	Rajev Shukla	Unilever Group of Companies	Marketing

ANNEXURE XII(Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
041.	169/28	Shraman Jha	Unilever Group of Companies	Marketing
042.	173/28	Sunil Alaric D'Souza	Unilever Group of Companies	Marketing
043.	183/28	Vissa Balagopal	Unilever Group of Companies	Finance
044.	010/28	Arunabh Das Sharma	I T C Ltd.	Marketing
045.	038/28	Murali R. Nair	I T C Ltd.	Marketing
046.	057/28	Rahul Sinha	I T C Ltd.	Exports
047.	094/28	Ajey Mehta	I T C Ltd.	Marketing
048.	006/28	Alok Kumar Agarwal	I C I C I Ltd.	Finance
049.	024/28	Joshi Prashant Prakash	I C I C I Ltd.	Finance
050.	035/28	Manish Singhai	I C I C I Ltd.	Finance
051.	042/28	Neelu Pilani (Ms)	I C I C I Ltd.	Finance
052.	050/28	Prasanna Someshwar	I C I C I Ltd.	Finance
053.	166/28	Sanjiva Kumar Singh	I C I C I Ltd.	Finance
054.	079/28	Srikrishna R.	Lakme Ltd.	Marketing
055.	049/28	Pranab Majumdar	Madura Coats Ltd.	Operations
056.	100/28	B. Radhesh	Madura Coats Ltd.	Marketing
057.	023/28	Jishnu Mullik	Price Waterhouse	Consultancy
058.	161/28	Sachen Dey Banota	Price Waterhouse	Consultancy
059.	137/28	Murali B.	Procter & Gamble India Ltd.	Marketing
060.	115/28	Gaurav Jain	Rackitt & Colman of India Ltd.	Marketing

ANNEXURE - XII (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
061.	011/28	Ashutosh Sinha	S B I Capital Markets Ltd.	Finance
062.	037/28	Mukesh Jain	S B I Capital Markets Ltd.	Finance
063.	084/28	Suraj Srinivasan	S B I Capital Markets Ltd.	Finance
064.	086/28	Suryanarayana Krishna	S B I Capital Markets Ltd.	Finance
065.	008/28	Anustup Dutta	Titan Watches Ltd.	Marketing
066.	028/28	Kuvelker Nikhil Yeshwant	Titan Watches Ltd.	Operations
067.	051/28	Pratap P.T.	Wipro Information Technology	Marketing
068.	128/28	Kaushik Mukherjee	Wipro Information Technology	Systems
069.	178/28	V. Ravi	Wipro Information Technology	Marketing
070.	135/28	Munish Bharat	The Tata Iron & Steel Co. Ltd.	Marketing
071.	153/28	R. Ravindran	The Tata Iron & Steel Co. Ltd.	Marketing
072.	164/28	Sanchita Ghoshroy	The Tata Iron & Steel Co. Ltd.	Marketing
073.	175/28	Sushmita Chanda	The Tata Iron & Steel Co. Ltd.	Purchase
074.	046/28	P. Shobha (Ms)	RPS Enterprises Ltd.	General Mgmt.
075.	056/28	R.V. Sastry	RPS Enterprises Ltd.	General Mgmt.
076.	107/28	Biswashis Gantayet	RPS Enterprises Ltd.	General Mgmt.
077.	154/28	Rahul Bhalchandra	RPS Enterprises Ltd.	General Mgmt.
078.	114/28	Dipankar Choudhury	Indbank Merchant Banking	Finance
079.	075/28	Sharad Mohan	Citibank N.A.	Marketing
080.	087/28	T.S. Murali	Citibank N.A.	Finance

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
081.	091/28	Vijay Sivaraman	Citibank N.A.	System
082.	111/28	Deepak Kumar Singh	Citibank N.A.	Finance
083.	134/28	Moomal Mehta	Citibank N.A.	Marketing
084.	085/28	Suresh Vasudevan	Mckinsey & Co.	Consultancy
085.	133/28	Michael Jude Fernandes	Mckinsey & Co.	General Mgmt.
086.	002/28	Aashish P. Vernekar	Unit Trust of India	Finance
087.	004/28	Ahsan Ali Kurabadwala	Unit Trust of India	Finance
088.	033/28	Manish Kumar	Unit Trust of India	Finance
089.	170/28	Sonal Shah	Unit Trust of India	
090.	003/28	Abhijit Basak	Kotak Mahindra Finance Ltd.	Finance
091.	063/28	Randhir Singh Kochhar	Kotak Mahindra Finance Ltd.	Finance
092.	066/28	Ruby Prakash R. Toppo	Powergrid Corpn of India Ltd.	General Mgmt.
093.	040/28	Namit Sharma	Philips India Ltd.	Marketing
094.	092/28	Vikas Varma	Philips India Ltd.	Marketing
095.	126/28	Kanekar Santosh Suresh	Philips India Ltd.	Marketing
096.	136/28	Munish Pahwa	Philips India Ltd.	Marketing
097.	159/28	Rohit Kansal	Philips India Ltd.	Marketing
098.	167/28	Shama Rajiva Rao	Philips India Ltd.	Marketing
099.	013/28	B. Ramesh	Tata Information Systems Ltd.	Systems
100.	022/28	Nilesh J. Jasani	Tata Information Systems Ltd.	Systems

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Student	Name of the Organization	Area
101.	030/28	M.A. Parthasarathy	Tata Information Systems Ltd.	Marketing
102.	039/28	N.B. Sundar	Tata Information Systems Ltd.	Marketing
103.	052/28	Priya Mathew (Ms)	Tata Information Systems Ltd.	Marketing
104.	093/28	Vinod Aachi	Tata Information Systems Ltd.	Systems
105.	124/28	K.S. Raghunandana	Tata Information Systems Ltd.	Systems
106.	125/28	Kallol Sen	Tata Information Systems Ltd.	Systems
107.	146/28	Pradeep Nair	Tata Information Systems Ltd.	Marketing
108.	044/28	Kishore S. Ochani	ITW Signode Ltd.	Marketing
109.	054/29	R. Rakesh Neunaha	ITW Signode Ltd.	General Mgmt.
110.	112/28	Devashish Banerjee	ITW Signode Ltd.	Marketing
111.	145/28	Parijat Biswas	ITW Signode Ltd.	Marketing
112.	032/28	Manish Gupta	Ceat Financial Services	Finance

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1993

<u>Salary Range</u>	<u>Offered</u>	<u>Accepted</u>
< 3999	00	00
4000 - 4299	00	00
4300 - 4599	05	05
4600 - 4899	00	00
4900 - 5199	11	07
5200 - 5499	06	06
5500 - 5799	07	07
5800 - 6099	11	07
6100 - 6399	16	15
6400 - 6699	03	02
6700 and above	76	63
	-----	-----
	135	112
	-----	-----

Average Salary

<u>Offered</u>	<u>Accepted</u>
6333	6332

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME, 1993**

<u>Functional Area</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Finance	26	20
Operations	6	6
Personnel	1	1
Systems	21	16
Banking	12	12
Marketing	51	43
Consultancy	7	5
Others	9	9
	---	---
Total :	<u>135</u>	<u>112</u>

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industry</u>	<u>No. of Offers</u>	<u>Number Accepted</u>
Advertising	-	-
Automobile	4	4
Banking/Finance	36	33
Chemical	0	0
Computers/Systems	36	29
Consumer Products	36	29
Consultancy	9	6
Engineering	12	9
Textiles	2	2
Other Services	-	-
Total :	<u>135</u>	<u>112</u>

Sectorwise Job Offers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector :	32	26
Private Sector :	<u>103</u>	<u>86</u>
	<u>135</u>	<u>112</u>

MANAGEMENT DEVELOPMENT PROGRAMMES - 1992-93

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
1.	Finance for Non-Finance Executive	23-05-92 to 29-05-92	Visakhapatnam	7	Prof. N.K. Rao and Prof. M.P. Vithal
2.	Strategic Marketing in India	15-06-92 to 19-06-92	Tata Hall	15	Prof. Ramanuj Mazumdar
3.	Materials Management	20-07-92 to 25-07-92	Tata Hall	14	Prof. Ranjan Ghosh
4.	Restructuring of the Indian Economy : Managerial Challenges	22-07-92 to 25-07-92	Kathmandu	19	Prof. A.N. Mathur and Prof. Anup Sinha
5.	Human Resource Management for Non-Pers. Executives	28-09-92 to 02-10-92	Tata Hall	10	Prof. Anil K. Sengupta
6.	Managerial Leadership & Conflict Resolution	12-10-92 to 19-10-92	Goa	7	Prof. B.N. Srivastava
7.	Credit Appraisal & Lending Decision	12-10-92 to 14-10-92	Tata Hall	14	Prof. H. Bhattacharya
8.	Managerial Decision Making	19-10-92 to 23-10-92	Tata Hall	14	Prof. Leena Chatterjee and Prof. Ashis Chatterjee
9.	General Management	02-11-92 to 07-11-92	Tata Hall	6	Prof. M.N. Pal and Prof. Bani K. Sinha

ANNEXURE XV(Contd.)

MANAGEMENT DEVELOPMENT PROGRAMME - 1992-93

Sl.No.	Title of the Programme	Date	Venue	No.of Parti- cipants	Programme Director(s)
10.	Negotiating Your Way to Success(Calcutta)	26-11-92 to 28-11-92	Tata Hall	9	Prof. Manab Thakur and Prof. B.N. Srivastava
11.	Emerging Trend in Industrial Relations	01-12-92 to 05-12-92	Tata Hall	10	Prof. Anil K. Sengupta and Prof. D. Bhattacharjee
12.	Managing Strategically: Why & How	21-12-92 to 24-12-92	Tata Hall	6	Prof. Manab Thakur and Prof. B.N. Srivastava
13.	Project Management	21-12-92 to 26-12-92	Tata Hall	10	Prof. M.N. Pal and Prof. B.K. Sinha
14.	Total Quality Management	22-02-93 to 26-02-93	Tata Hall	6	Prof. B. Sarkar
15.	Effective Cost Control and Management	20-01-93 to 22-01-93	Tata Hall	6	Prof. Mousumi Ghosh and Prof. H. Bhattacharya
16.	Value Systems & Managerial Effectiveness: Indian Insights	24-01-93 to 28-01-93	Tata Hall	49	Prof. S.K. Chakraborty
17.	Working Capital Management	01-02-93 to 06-02-93	Tata Hall	14	Prof. H. Bhattacharya
18.	Unix & C	15-02-93 to 27-02-93	Tata Hall	6	Prof. Subir Bhattacharya and Prof. P.S. Dasgupta

IN - COMPANY TRAINING PROGRAMMES : 1992-93

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
1.	Training Programme for for General Managers of Tata Tea Ltd.	Apr. 06, 1992 to Apr. 10, 1992	Tata Hall	Prof. N. Ramachandran
2.	Strategic Management – Challenge and Change for Modi Xerox	Aug. 02, 1992 to Aug. 14, 1992	Tata Hall	Prof. Anup K. Sinha
3.	Training Programme on "Project Management" for Officers of Ganga Action Plan	Aug. 17, 1992 to Aug. 22, 1992	Tata Hall	Prof. Bani K. Sinha and Prof. M.N. Pal
4.	Materials Management for Indian Metals & Ferro Alloys Ltd.	Sept.14, 1992 to Sept.16, 1992	Bhubaneswar	Prof. Ranjan Ghosh
5.	Bid Package Preparation for ONGC	Sept.21, 1992 to Sept.25, 1992	Tata Hall	Prof. Ranjan Ghosh
6.	Decision Making - Non Stressful way for Senior Management level Officers of Coal India	Oct. 21 to Oct. 23, 1992	Tata Hall	Prof. Binod Kumar
7.	Managing Adverse Environment for Top Management of CIL	Oct. 30, 1992 to Nov. 01, 1992	Tata Hall	Prof. Binod Kumar
8.	4th Advance Training Programme for Senior Officers of Peerless	Nov. 11, 1992 to Nov. 15, 1992	Tata Hall	Prof. Dilip K. Lahiri
9.	Organisation Culture and Development for Managers of ONGC	Nov. 16, 1992 to Nov. 18, 1992	Tata Hall	Prof. B.N. Srivastava
10.	Credit Appraisal and Lending Decisions for Officers of Orissa Cements	Nov. 23, 1992 to Nov. 25, 1992	Rajgangpur (Orissa)	Prof. H. Bhattacharya

ANNEXURE XVI (Contd.)

IN - COMPANY TRAINING PROGRAMMES : 1992-93

Sl.No.	Title of the Programme	Date	Venue	Programme Director(s)
11.	Plantation Management of India for Middle and Assistant Managers of Institute of Plantation Management of India	Dec. 07, 1992 to Dec. 11, 1992	Tata Hall	Prof. Bani K. Sinha and Prof. M.N. Pal
12.	Restructuring of Indian Economy : Management Challenges for Senior Managers of ITC	Dec. 09, 1992 to Dec. 11, 1992	Tata Hall	Prof. Anup K. Sinha
13.	Training Programme on "General Management" for Senior Executives of ONGC	Jan. 18, 1993 to Feb. 05, 1993	Tata Hall	Prof. M.N. Pal and Prof. Bani K. Sinha
14.	Training Programme for Senior Managers of ITC on "Restructuring of the Indian Economy - Managerial Challenges	Feb. 04, 1993 to Feb. 06, 1993	Tollygunje Club Calcutta	Prof. Anup K. Sinha and Prof. Amitava Bose
15.	Training Programmes for Institution of Plantation Management of India	Feb. 22-26, 1993 and Mar. 04-06, 1993	Tata Hall	Prof. M.N. Pal and Prof. Bani K. Sinha
16.	Training Programme on "Selection and Interview" for Assambrook	Mar. 20, 1993 to Mar. 21, 1993	Company premises in Calcutta	Prof. Leena Chatterjee
17.	Training Programme on "Computerised Demand Forecasting, Indenting Procurement and Inventory Control" for ONGC	Mar. 16, 1993 to Mar. 20, 1993	Tata Hall	Prof. Ranjan Ghosh

**GOVT. SPONSORED TRAINING PROGRAMMES
DURING 1992-93**

FOR IAS OFFICERS

Sl.No.	Title of the Programme	Date	Venue	No.of Participants	Programme Director(s)
1.	Middle Level Programme (3 weeks)	06-07-92 to 24-07-92	Tata Hall	14	Prof. M.S. Mishra
2.	Middle Level Programme (3 Weeks)	07-09-92 to 25-09-92	"	11	Prof. M.N. Pal and Prof. Bani K. Sinha
3.	Financial Management (Basic) (1 week)	07-12-92 to 11-12-93	"	19	Prof. N.K. Rao
4.	Financial Management (Advanced) (1 week)	14-12-92 to 18-12-92	"	4	Prof. Shyamal Ghosh
5.	Management Control System	04-01-93 to 08-01-93	"	14	Prof. N. Ramachandran

FOR INDIAN FOREST SERVICE OFFICERS

1.	Financial Management for Forestry Sector	06-07-92 to 10-07-92	Tata Hall	25	Prof. N.K. Rao
2.	Project Identification, Formulation, Appraisal and Monitoring	18-01-93 to 22-01-93	"	17	Prof. N.K. Rao

**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 1992-93**

Sl.No.	Title of Project	Project Director(s)
01.	Design and Analysis of Algorithms in Data Structure and Computational Geometry	Prof. Asim K. Pal
02.	Further Studies on Residual Life Function	Prof. C. K. Mustafi
03.	Capital Budgeting Decision in an Imperfect Market with Focus on East of Capital	Prof. N. Bhattacharya
04.	Analysis of New Heuristic for Hard Optimisation problems	Prof. N. Chakraborty
05.	The Roll of Foreign Capital in the Asia Pacific Region : Trends, Problems and Prospects	Prof. Alok Ray
06.	Structural Adjustment in the Indian Economy	Prof. R. K. Sau
07.	Growth and Prospects of Tea Industry in India : Region/Districtwise Statistical Analysis	Prof. V. N. Reddy
08.	Patterns of Industrialisation : Phase-II	Prof. N. K. Chandra
09.	Merchant Banking under SEBI Guidelines	Prof. S. Khanna Prof. Sankar De
10.	Making Sense of Post Modernism	Prof. Sailo K. Ghosh
11.	Regulated Markets in West Bengal	Prof. Sudas Roy Shri Tarit K. Dutta

**RESEARCH PROJECTS UNDER CMDS COMPLETED
DURING 1992-93**

Sl.No.	Title Projects	Project Director(s)
01.	Prediction of Corporate Failure	Prof. V. N. Reddy Prof. N. Ramachandran
02.	An Evaluate Study of Regulated Market in West Bengal	Prof. Sudas Roy
03.	Problems of Education of the Weaker Section of our Society	Prof. Sailo K. Ghosh Prof. P. Acharyya
04.	Trade, Industrialisation and Agrarian Changes	Prof. N. K. Chandra
05.	Occupational Structure in India and its changes, 1872-1981	Prof. R. Chattopadhyay
06.	Inter-State Inequalities in the Per Capita Income and the Per Capita Consumer Expenditure in India	Prof. V. N. Reddy
07.	Financial Strategies for Industrial Growth in India	Prof. H. Bhattacharyya
08.	Pattern of Industrialisation	Prof. N. K. Chandra
09.	Development of Efficient Algorithms for Problems Involving viable Upper Bounds	Prof. N. Chakraborty
10.	The Macroeconomics of Contesting Political Ideologies	Prof. Amit Bhaduri
11.	Industrialisation : Landscape Change and Unequal Development : The case of Maharastra Industrial Development Corpn.	Prof. Annapurna Shaw
12.	Unions and the Politics of Production in India	Prof. D. Bhattacharjee
13.	Stress and Strain in Internal Auditing	Prof. Mousumi Ghosh
14.	Colonialism and the Nature of Capitalist Plantations	Prof. Ranajit Dasgupta

ANNEXURE XVIII A(Contd.)

Sl.No.	Title Projects	Project Director(s)
15.	Management Control System Practices in Selected Indian Enterprises - Grant Reg.	Prof. M. P. Vithal
16.	Heuristic Search Algorithms and AI Application	Prof. Asim K. Pal
17.	Infant Industry Argument for Protection	Prof. Alok Roy
18.	Conference on Quantitative Approaches in Managerial Decision (Phase-I)	Prof. Sujit K. Basu Prof. N. Chakravorti Prof. Rahul Mukherjee
19.	Improvement of Quality of Working Life of the Micro-Level in India : Possibilities Problems	Prof. Subratesh Ghosh
20.	Government and Unproductive Private Gain	Prof. Sudip Chaudhuri
21.	Trade Deficit and Budget Deficit (Phase-I)	Prof. R. K. Sau

CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED
DURING 1992-93

Sl.No.	Projects Title	Faculty Team	Project Status
1.	Study of Building up of a Library, Sponsored by The Statesman Ltd.	Mr. Ashok Mukhopadhyay	Ongoing
2.	O & M Study of the Clearing & Forwarding Deptt. of Coal India Ltd., Sponsored by Coal India Ltd.	Prof. Ashish Chatterjee Prof. Anil K. Sengupta Prof. M.N. Pal Prof. B. Sarkar	Ongoing
3.	Upgrading of MBA Programme, Sponsored by P.S. Govindaswamy Naidu & Sons' Charities	Prof. Sudas Roy Prof. Manas Das	Completed
4.	Corporate Planning, Sponsored by Coal India Ltd.	Prof. M.P. Vithal Prof. P. Trivedi	Ongoing
5.	Management Study, Sponsored by Fire Gas Kiln (I) Ltd.	Prof. M.N. Pal Prof. Bani K. Sinha	Completed
6.	Preparation of Sales Policy Manual, sponsored by Coal India Ltd.	Prof. Ramanuj Majumdar	Ongoing
7.	Marketing Strategy for IRDP Products in the North-Eastern States, sponsored by Ministry of Rural Development, Govt. of India.	Prof. Madhu S. Mishra Prof. Sanjeev Bhatt	Ongoing
8.	Strategic Plan for Restructuring of the Company, sponsored by M/s. GMB Ceramic Ltd.	Prof. Sushil Khanna Prof. P.K. Sen	Ongoing
9.	Recruitment, Sponsored by Calcutta Port Trust	Prof. Ranjan Ghosh Prof. Kalyan Dutta	Completed
10.	Survey of the Status of Primary Basic Education in Assam, Phase-I and Phase-II, sponsored by Deptt. of Education, Govt. of Assam	Prof. R. Chattopadhyay Prof. V.N. Reddy Prof. Sudip Chaudhuri	Ongoing
11.	Utilisation of Fly-Ash of Kolaghat Thermal Power Station - Phase-I, sponsored by Electric Power Development Co. Ltd. (Tokyo, Japan)	Prof. M.N. Pal Prof. Sudas Roy Prof. N.K. Rao (co-opted members Prof. C.K. Mustafi Prof. Bani K. Sinha)	Ongoing

ANNEXURE XIX (Contd.)

Sl.No.	Projects Title	Faculty Team	Project Status
12.	Recruitment, Sponsored by Bihar State Electricity Board	Prof. Binod Kumar Prof. Bani K. Sinha Prof. Shyamal K. Ghosh	Ongoing
13.	Recruitment, Sponsored by Bharat Bhari Udyog Nigam Ltd.	Prof. M.N. Pal Prof. Bani K. Sinha	Ongoing
14.	To examine the Viability of Different Functions and Modify the Operations/Functions, Sponsored by Central Inland Water Transport Corporation	Prof. N.K. Rao	Ongoing
15.	Recruitment, Sponsored by West Bengal State Electricity Board	Prof. M.N. Pal	Completed
16.	Study for Restructuring of the Post Graduate Diploma in Business Management, sponsored by Birla Institute of Liberal Arts & Management Sciences	Prof. Sudas Roy	Ongoing
17.	Preparing a Financial Plan (Free Consultancy), Sponsored by New Tobacco Co.	Prof. Sushil Khanna Prof. P.K. Sen	Ongoing
18.	Designing Training Programme, Sponsored by Calcutta Stock Exch.	Prof. A.P. Arora	Ongoing
19.	Organisational Study, Sponsored by Daloitte Haskins & Salls	Prof. K.K. Bhattacharya	Ongoing

**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 1992-93**

1. Prof. Amitava Bose
 - a) Addressed a Seminar on "Speculative Bubbles" at the Economic Research Institute, I.S.I., Calcutta in June, 1992.
 - b) Participated in a Seminar on "Will Liberalisation Work in the Indian Economy ? Indian and American Perspectives", held at the American Centre, October, 23, 1992.

2. Prof. N.K. Chandra
 - a) Organised the Indo-French Seminar in "Economics", with the participation of about 12 Indian and 6 French Economists; financed by the Indian Council of Social Science Research (ICSSR) and hosted by the Institute of Public Enterprises at Hyderabad; 19-21, April, 1992.
 - b) Participated and presented a paper on "TRIPS And TRIMS in the Context of Changing Technology" at a seminar on Dunkel Draft on GATT Reforms, organised by JNU and the National Working Groups on the Patents Act, New Delhi (April 92).
 - c) Participated in the Conference on "India and the European Republics of the former USSR", organised by the Indira Gandhi National Centre for the Arts at New Delhi (4-5, Feb, '93) and presented a paper on "India's Rouble Trade and Debt".
 - d) Participated in the International Convention on "Peoples approach to GATT Negotiations", organised by the National Working Group on the Patents Act New Delhi ;and presented a paper on "Industrial Subsidies in Developing Countries and the Dunkel Draft" (18-20 Feb, '93).
 - e) Prepared a paper on "Land Reforms, Economic Growth and Ecologically Sustainable Agriculture; Brief Notes for the National Workshop on the "Socio-economic impact of Land Reforms" held at Santiniketan (14-16, Jan, '93).

3. Prof. Alok Ray
 - a) Invited to participate in the National Seminar on "Structural Imbalances in the Indian Economy" held during Nov. 13-14, 1992 at the Institute of Financial Management and Research at Madras.
 - b) Invited to participate in the National Seminar on "Will Economic Liberalisation Work in India" ? at USIS, Calcutta, on 23.10.92.
 - c) "Foreign Capital in the Asia-Pacific Region: Trends, Problems and Prospects" accepted for presentation at the 1992 India and South East Asia Meetings of the Econometric Society, held in the Indira Gandhi Institute of Development Research at Bombay, Dec. 19-21, 1992.

4. Prof. V.N. Reddy

- a) A Note on "Estimation of Engel Elasticity of Demand for Tea" to appear in the proceedings of the seminar on Large Scale Sample Surveys in India.

5. Prof. R. Chattopadhyay

Represented the Institute in the Workshop on "Education in Eastern India", organised by the Ministry of Human Resource Development in the Institute Campus.

6. Prof. M.P. Vithal

As a visiting Professor at University of Bielefeld, Germany under the Euro-India Cooperation Exchange Programme during Oct. '92 - June '93, conducted the following Seminars in Germany.

- i) "Management Education in India", Oct 13, 1992, at University of Bielefeld.
- ii) "Critical Success Factors" - Nov '92 at University of Bielefeld.
- iii) "Management Control Issues in Public Enterprise Management and Policy; The Indian Experience", Nijenrode University, the Netherlands, Feb. '93.
- iv) "Public Enterprise Management and Policy for Performance Improvement : The Indian Experience", Public Management Club, ESADE, Barcelona, Spain, Mar. '93.

7. Prof. Rahul Mukherjee

Visited, on invitation, the Mathematical Research Institute, Berkeley, USA to participate at a Seminar on "Design of Experiments".

8. Prof. Ranjan Ghosh

Delivered a talk on "Management of Spare parts, on invitation, in the Eastern India Regional Conference of the Indian Institute of Materials Management, held at Rourkela on 27.2.93

9. Prof. Rabin Ganguly

Silver Jubilee International Conference of the Regional Science Association of India, at IIT, Kharagpur, December 7-19, 1992. Presented a paper on "Support Systems for urban Environmental Management in India - a critical assessment".

10. Prof. Madhu S. Mishra

- a) Seminar on "Role of NGOs in Rural Development Programmes", Govt. of India, New Delhi, May 25-27, 1992
- b) Workshop on "Panchayati Raj in West Bengal", Sept. 16-17, 1992, ISS (New Delhi) and SIP (Kalyani), Calcutta
- c) Seminar on people's participation in Health & Family Welfare Programme Management, Nov. 26-29, 1992, Min. of Health & Family Welfare, Government of India, New Delhi.
- d) Indo-British Workshop on Bio-diversity, Wetland Eco System, Issues and options, Feb. 8-9, 1993, British Commission, Calcutta.
- e) Conference on Foreign Direct Investment, Technology Transfer and Quality Management, March 9-10, 1993, FICCI(New Delhi)/BCC(Calcutta)

11. Prof. Surendra Munshi

Attended a Seminar on "Sustainable Development and Environment" jointly sponsored by ICSSR, New Delhi and Institute of Development Studies, Jaipur, in Jaipur, Jan.4-5, 1993.

12. Prof. K. S. Mandal

- a) Awarded Association of Management Development Institutions in South Asia (AMDISA) Fellowship for presenting a paper "Equity Oriented Rural Development and the Pani Panchayat experience" at the 2nd Academic Conference of AMDISA held at Kathmandu, Nepal during May 4-6, 1992
- b) Presented a paper "Ameliorating Poverty in the Market Economy : The case of India" at the VII World Congress of Rural Sociology held at Pennsylvania University, University Park, USA, during Aug. 11-16, 1992.

13. Prof. S. K. Chakraborty

Presented an invited paper on "Management Accounting" at the 14th World Congress held in Washington D.C.

14. Prof. Ashok Pratap Arora

- a) Submitted a paper titled "Consumer Marketing : The Blind Spot of network Approach at the 8th International Marketing and Purchasing Conference, held during Sept. 3-5, 1993 at Lyon, France
- b) Chaired Sessions and presented paper on "The market in India : New opportunities" in a conference organised by ISSAED, SDA Bocconi and Camera di Commercio Italo-Indiana at Milan, Italy, during June '92.

15. Prof. Manas Das

Attended a Govt. of India Seminar on "Refrigeration and Control and its impact on perishables Marketing" and presented a paper thereat.

16. Prof. Sujit Basu

- a) Presented two invited papers entitled "BFR family of life distributions" and "Optimum ordering policy under supply uncertainties: Statistical aspects" as a main speaker in the Twenty-Third Annual Iranian Mathematical Conference (1992), Bakhtaran, Iran
- b) Delivered an invited lecture entitled "Probability Statistics & Library Management" at the General Conference of the International Federation of Library Associations/Institutions (IFLA), Aug. 30 - Sept. 5, 1992, New Delhi
- c) Delivered an invited address entitled "Statistics in Managerial Decision Making" in the 1st Burdwan Conference in Applicational Statistics, Burdwan University, February 5-6, 1993.

17. Shri A. Mukhopadhyay, Librarian

- a) Participated in the IFLA International Conference 1992, New Delhi
- b) Papers presented -
 - i) "Effect of computerisation on LIS personal" presented at the S.R.Ranganathan Birth Centenary Seminar, Calcutta University
 - ii) "Impact of IT on Library education and curriculum paper", on invitation, in the British Council's Seminar on Library Education and curriculum Development
 - iii) "Changing pattern of Bibliographic Network and some Indian Experiments" at the Raja Rammohan Roy Library Foundation Seminar on "Library movement in India : Problems and Prospect"

BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES
OF THE FACULTY AND RESEARCH STAFF OF THE INSTITUTE
DURING 1992-93

1. Prof. Leena Chatterjee

- a) Took sessions in a training programme on "Managerial Decision Making" conducted by the National Institute of Personnel Management for Blue Star on 12-13, Feb, 1993.
- b) Member of Placement, Fellowship and Extension Programme Committees of the Institute.

2. Prof. Amit Jyoti Sen

- a) Taught course "Organisational Design Theory" in Trisakti University, Jakarta, Indonesia, in Oct.'92.
- b) Visiting Professor, Nijenrode University, Netherlands as part of Euro-India Cooperation and Exchange Programme (EICEP) from 1-4-92 to 30-6-92.

3. Prof. B.N. Srivastava

- a) Thesis Adviser to Shri Jayesh Ranjan for Fellowship Thesis.
- b) Lectured in the following MDPs :
 - i) "Managerial Decision Making" directed by Profs. Asish Chatterjee and Leena Chatterjee.
 - ii) "Total Quality Management" directed by Prof. B. Sarkar.
 - iii) "Human Resource Management" directed by Prof. Anil K. Sengupta
 - iv) In-company Training programme for CIL on "Managing under Adverse Environment" directed by Prof. Binod Kumar.
 - v) IAS programme directed by Prof. Manab Pal and Prof. Bani K. Sinha.
 - vi) Tea Planters Associations' programme directed by Prof. Manab Pal and Prof. Bani K. Sinha.
- c) Member of the Consultancy Committee of the Institute.
- d) Taught Course on Organisation Structure and Design at XLRI, Jamshedpur.
- e) Delivered a few lectures at Jabalpur University.

4. Prof. Amitava Bose

- a) CMDS Project : Money, Debt and Govt. Policy.
- b) Faculty in the In-company Training programme for Modi Xerox on "Strategic Management" - August '92.
- c) Joint Programme Director and Faculty in ITC programme on "Restructuring of the Indian Economy".
- d) Member, Board of Governors, IIMC; also of Internal Personnel Committee, PGCGM and Placement Committees of the Institute and of two ad hoc committees appointed by Director of the Institute and Convenor of IPC.
- e) Member, Board of Directors, Bengal Waterproof Ltd., Calcutta.
- f) Visitor, I.S.I., Calcutta (Thursday).

5. Prof. N.K. Chandra

- a) CMDS Project on "Patterns of Industrialisation".
- b) Member of the Selection Committee to appoint fellows in Economics at the Centre for Studies in Social Sciences, Calcutta (4-11-92).
- c) Member of the Selection Committee for Associate Professor in Soviet Studies at JNU, New Delhi (15-3-93).
- d) Participated as a discussant in the Panel on "Economic Liberalism" at the Annual meeting of the Bangiya Arthaniti Parishad (13-2-93).

6. Prof. Sudip Chaudhuri

- a) Completed the Research Project on "Government and Unproductive Private Gain".
- b) Chairman of CMDS Committee and Member of the Publication Committee, both of the Institute.

7. Prof. V.N. Reddy

- a) Member, Board of Governors, IIMC (till 10-11-1992).
- b) Member, Computer Committee of the Institute.
- c) Participated as a member and Coordinator in various other committees and tasks assigned by the Director.

8. Prof. Anup K. Sinha

- a) Joint Programme Director for the MDP on "Restructuring of the Indian Economy: Managerial Challenges"
- b) Participated as a faculty in a number of MDPs and In-company training programmes offered by other faculty members.

9. Prof. R. Chattopadhyay

- a) Participated as a faculty in the MDPs and EPs conducted by faculty members of the Institute.
- b) Research working on "Problems of Development Strategies in Education and Health".
- c) Member of Library, Publication and Computer committees of the Institute.
- d) Special invitee, Admission Committee.
- e) Chairman, Publication (Acting), during Aug. '92 to June '93.
- f) Member :
 - i) National Commission on District Primary Education Planning (DPEP).
 - ii) State Level Core Group, DPEP, Govt. of Assam.
- g) Member of the Board of Examinees for Ph.D., M.Phil and M.Sc. (Econ.) in Calcutta University and in M.Sc. (Econ.) in Jadavpur University.

10. Prof. Saila K. Ghosh

- a) Worked on the new optional courses for PGP II viz. (i) Communication for Development and (ii) Post Modern Perspectives. These would be offered in the Academic Session 1993-94.
- b) Was associated as faculty in 3 IAS Training Programmes.
- c) Handled, on invitation, two sessions for trainee officers at Barrackpore Police Training College.
- d) Continued to remain a member of the M.Phil Board of Studies in Political Science, Calcutta University.
- e) Member, Board of Studies in Sociology, Burdwan University.
- f) On invitation from the Kalyani University, gave a seminar to the participants of the UGC sponsored reorientation programme for under graduate and post graduate teachers in Sociology in Eastern and North Eastern States.
- g) Visited several Universities in USA and UK and gave two seminars, one in the Department of Public Administration and the other in the Centre for Studies and Research in Higher Education, both at the Pennsylvania State University.

- b) Evaluated theses for Burdwan and Calcutta University.
- i) Acted as a Group Coordinator, Environment Group and Member, PGP, F.P., and I.P. Committees of the Institute.

11. Prof. Zainab Ahmed

- a) Participated as a Faculty in the MDP organised by Prof. Leena Chatterjee and Prof. N.K. Rao.
- b) Faculty Guide to 3 students for their Summer Projects.
- c) Chairperson, MDP Committee of the Institute.
- d) Continued to be a member of the Ph.D. Committee attached to the Faculty Council for P.G. studies in Law, Calcutta University.
- e) Paper setter and examiner for LL.M. Examination 1992, Calcutta University (Paper I & II) and Sambalpur University (Orissa) (Paper I).

12. Prof. Shyamal K. Ghosh

- a) Participated as a faculty in the IAS and IFS programmes conducted by other faculty members during the year.

13. Prof. N.K. Rao

- a) Joint Programme Director for the Extension Programme on General Management.
- b) Participated as a faculty in the following training programmes :
 - i) IAS Officers Programme on "Financial Management " (Advanced).
 - ii) Advanced Financial Management for Senior Executives of SAIL at MTI Ranchi.
 - iii) Senior Management Programme for Plantation Industry.
 - iv) Programme for Executives of Ganga Action Plans.
 - v) Programme for Executives of ONGC.
 - vi) MDP on "Management Decision Making".
 - vii) MDP on "Project Management".
- c) Thesis Adviser for Shri V. Gopal on "Capital Structure and Re-Structure of Public Sector Enterprises".
- d) Referred 2 papers for "DECISION" and one for Administrative Staff College of India's Journal.

- e) Reviewed two books for "DECISION".
- f) Member, EP, PGCGM, MDP Committees of the Institute.
- g) Hony. Director, Bell Remedies, Hyderabad.
- h) Member, Academic Council, Calcutta Chapter Advisor, Coordinator of Week end Workshops of the Institute of Chartered Financial Analyst of India.

14. Prof. Dipankar Mitra

- a) Faculty guide for 2 students for their Summer Projects on "Corporate Finance" (ANZ Grindlays Bank) and "Correlation of Financial ratios with CRISIL Ratings". (CRISIL)
- b) Faculty advisor for two PGCGM students doing their Project Reports (equivalent to a course)
- c) Participated as a Faculty for two IAS Training Programmes conducted by other faculty members
- d) Two proposals, one on "Regulatory Mechanism of the Capital Market : A Comparative Study of the USA and India" and the other on "Capital Markets and Financial Strategy : The Emerging Scenario" prepared along with Prof. Shyamal K. Ghosh and submitted for USAID - Govt. of India Technical Assistance and support projects
- e) Member of Thesis Advisory Committee for a Fellowship Student
- f) Member, CMDS and Placement Committees of the Institute
- g) Member, Indo-US Research Project Committee
- h) Reviewed a paper for publication in the "DECISION".

15. Prof. N. Bhattacharya

- a) Conducted a Seminar on "Strategic marketing for financial services" for Peerless General Finance and Investment Co. Ltd. on 19.9.92
- b) Guided projects of PGCGM students (one, a Empirical Study of modern portfolio Theory in Indian Markets and the other, Bank Lending - a critical appraisal)
- c) Guided two PGP students in their Summer projects (Financial rehabilitation of sick public sector units and securitization of Hire Purchase rentals)
- d) Took the following sessions in the IAS Training Programme on Financial Management (Advanced) organised by other faculty members in December 1992
 - i) Computer applications in Financial Management
 - ii) Working capital Management
 - iii) Security Analysis and Portfolio Management

- e) Took part in the conduct of Common Admission Test (Jan '93) and in the interview of the candidates selected for PGP on the basis of the results in that Test
- f) Reviewed the following four papers for DECISION :
 - i) Day of the week pattern in the Indian Stock Market
 - ii) A note on the risk reduction under Markowitz Portfolio Theory
 - iii) A General Model describing the behavioural adjustment of Firm's Working Capital Ratios to the Industry Average
 - iv) The Lev and Schwartz Model for Human Resource Accounting System and the use of appropriate Discount Rate
- g) Invited by the Institute of Chartered Financial Analysts -
 - i) to comment on the proposed National Clearing and Depository System
 - ii) to be a member in the Panel discussion in their Programme on Security Analysis and Portfolio Management
- h) On request from the Sambalpur University, evaluated the paper on "Advanced Financial Management" for their MBA (Part II) Examination.

16. Prof. M. P. Vithal

- a) As a visiting Professor at the University of Bielefeld, Germany under EICEP during October '92 - June '93
 - i) launched a research study on state of the art of Management Control System practices in the European enterprises with the help of European Foundation for Management Development, Brussels
 - ii) conducted the field work for a case study on Multi Media Aided Case approach at Dr. August Oetker Nahrung Smittel KG, Germany
- b) Was a Joint Programme Director with Prof. N. K. Rao for the Training Programme "Finance for non-finance Executives", held at Visakhapatnam during May 26-30, 1992
- c) Was a Joint Programme Director with Prof. Madhu S. Mishra in the IAS Training Programme on "General Management", July 6-26, 1992
- d) Provided research guidance to two Summer Projects and twelve Projects on Management Control Systems
- e) Acting Chairman, Centre for Studies in Public Enterprise Management (June-Sept.'92)
- f) Invited speaker in the training programme for Chief Executives of State Level Public Enterprises organised by the J&K Govt., Institute of Management and Public Administration at Jammu

- g) Organised workshops under the Coal India Project on Corporate Planning for Senior Executives May 31, 1992

17. Prof. Ambujaskha Mahanti

- a) From 1.4.92 to 24.9.92, worked as a visiting Associate Professor at the University of Maryland, College Park, USA
- b) Participated as a faculty in the training programme on "Computer Based Information Systems" and the IAS Training Programme held during the period from 25.9.92 to 31.3.93
- c) Guided two students from ISI, Calcutta in their Summer Projects for M. Tech.(Computer Science) Studies
- d) Participated in the Committees constituted by the Director to look into issues related to the Computer Centre

18. Prof. Asim K. Pal

- a) Guided two students in their Summer Projects
- b) Member of the Thesis Advisory Committee for a fellowship students in the minor area CQE in MIS; Guided another Fellowship student in the Project on "IIMC Database" in his major area written CQE
- c) Participated as a faculty in the Training Programmes conducted by other faculty members
- d) MIS group representative in the Internal Personnel Committee of the Institute
- e) As a member of the Computer Centre Committee, was involved in several of the Centre's activities including procurement of a number of hardware and software items of the Centre
- f) Was external Thesis Examiner for a few M.Tech. in Computer Science students in ISI
- g) Offered a few classes in Database to participants of a Computer Course at the O.R.Society of India
- h) Continued to be associated with the course material development project on Data Structure and Algorithms for under-graduate students undertaken at the Jadavpur University.

19. Prof. Subir Bhattacharya

- a) Guided three students in their Summer Projects
- b) Guided Shri Terena Nazareth in his Fellowship thesis in the area of "Resource constraint project scheduling problem"
- c) Participated as Faculty in the MDP entitled "Managerial Decision Making" and in the Extension Programme on "General Management" conducted by other faculty members

- d) Chairman, Computer Centre, Convenor, Computer Purchase Committee 1992; Member, MDP Committee; Member Admission Committee; and Chairman IIMC ERC
- e) Taken regular classes on "Systems Programming" for the Second Year MBA students of the University of Calcutta.

20. Prof. S. D. Vaidya

- a) Thesis advisor for a Fellow Programme Student and Member of the Thesis Advisory Committee for another Fellow Programme Student
- b) Conducted written CQE for a Fellow Programme student and member of the oral CQE Committee for another FP student
- c) Chairman, Alumni activities; Coordinator MIS Group; Member of the PGP; FP and EP Committees; Member, Special Committee on new MDPs for promising executives; Member, Institute Computerisation Committee
- d) Conducted CAT interviews in Bombay for the 1993-95 PGP Session.

21. Prof. Ashok Pratrap Arora

- a) Was a visiting Professor till June '92 in SDA Bocconi, University of Bocconi, Italy under EICEP. While in Italy, taught at SDA Bocconi, University of Torino and International Management Business Institute at Trieste in their International Management Programmes. Also wrote a case on Olivetti's Marketing entry Strategy into India
- b) Completed a "Sales Promotion via Conjoint Analysis" for M/s. Henkel India
- c) Continued working as a Board Member, Calcutta Stock Exchange
- d) Designed a new training programme on "Stock Market Operations and Management" for the Calcutta Stock Exchange.

22. Prof. Manas Das

- a) Guided four students in their Summer Projects
- b) Invited by the Assam Agricultural University Jorhat, as an examiner to evaluate two theses and to conduct the viva voce
- c) Attended several meetings of the West Bengal State Marketing Board as its member
- d) Lectured, on invitation, on "Cooperative Management in the training programmes conducted by the West Bengal Cooperative Union
- e) Group Coordinator, Marketing Group; Member Admissions and IPC

- f) Completed the following Research Projects during the year :
1. Identification of Global Markets and Product Planning for Exports
 2. Personal Selling Models - A Review
 3. Mutual Funds Industry in India
 4. A study of Media Planning Models
 5. Designing and Evaluation of Social Marketing Communication Programmes
 6. Optimal Salesforce Size Determination Models
 7. Market Oriented Strategic Planning Models
 8. Brand Loyalty Measures
 9. Impact of Foreign Collaboration on Indian Computer Industry
 10. Simulation of Media Schedules
 11. Direct Mail Response Modelling and Measurement
 12. Measures of Brand Equity - Case Studies on Surf and Rin
 13. The Role of Promotion and Advertising in Pharmaceutical Industry
 14. To Define and Conceptualize A Model on Brand Equity
 15. Marketing Decision Models - A Review
 16. Testing of Marketing Decision Models and Measurements
 17. Information Processing Habits of Indian Managers
 18. Brand Awareness and Buying Behaviour of Colour Television Sets
 19. LPG Distribution in Calcutta - An Evaluation
 20. Specific Reasons for Maruti Becoming the Market Leader
 21. Consumer Acceptance of Composite Containers in Eastern India
 22. Women's Attitude Towards Mother's Milk
 23. Consumer Behaviour in Domestic Paints Industry
 24. Indian Market for Recorders - An Overview

25. TELCO's Tata Estate-A Pre-Launch Market Survey
 26. Attitude Towards Total Quality Management in the Indian Engineering Industry
 27. Dynamics of Retail Trade in Pharmaceutical Marketing
 28. Impact of Disintegration of USSR on Indian Exports-Policies and Strategies
 29. The Calcutta Metro Rail Project-Reasons for Delay in Completion and Impact
- g) Completed the following Marketing course projects :
1. Future Horizon of Quartz Wrist Watch Market
 2. Market Research on Demand Analysis of SLR Cameras in India
 3. Consumer Perception of Toilet Soaps
 4. Consumer Survey on Refrigerator
 5. Survey on After-Sales Service and Maintenance-Consumer Durables
 6. Market Potential for Refined Mustard Oil in Small Consumer Packs and Bulk Packs in West Bengal with Special Reference to Calcutta
 7. The Television Market - A Market Research Study
 8. Market Research on General Business Magazines
 9. Customer Perception of HMV Versus Competition in the Audio Cassette Industries
 10. Supplement to the Report on the Calcutta Metro Rail
 11. Perspective on Housing and Auto Finance
 12. Courier Service Industry
 13. Consumer Saving Habits of Urban Individuals
 14. Market Potential for Direct Reduced Iron (DRI) in India
 15. Effectiveness of Refrigerator Advertisements
 16. The Illustrated Weekly of India - A Market Research Project
 17. Identifying a Niche for a New Watch and the Product Features
 18. Nestle Chocolates - A Consumer Profile Study
 19. Market Survey on Computer Peripherals Market in Eastern Region

20. Market Potential of Ceiling Fans
21. Assessment of Market for Aluminium Cans for Packing Beverages and Beer
22. Market for Grease Lubricants in India
23. Assessment of Market Potential for Two Line Telephone System
24. Megabyte Business and Communication Centres
25. Consumer Perception and Attitude Study - Packet Tea
26. Opinion on Domestic Airline Travellers about Indian Airlines Services and Scope for Improvement
27. Proposal for Launching an Air Taxi Service from Calcutta

23. Prof. Sudas Roy

- a) Conducted a full course on "Marketing Management" for 60 students of the Institute of Business Management at Jadavpur University during April-December '92
- b) Started guiding the Ph.D Thesis in Marketing of a faculty member of North Bengal University
- c) Provided teaching inputs in a number of MDPs and IAS Training Programmes
- d) Participated as faculty in the In-company Training Programmes of ONGC, SAIL, BATA and Institute of Plantation Management
- e) Continued as Chairman Placement. Got a revised fee structure for placement successfully implemented which would raise income from placement substantially
- f) Member, Admissions, CMDS and Consultancy Committees of the Institute
- g) Prepared two Brochures for the Institute and set question papers.

24. Prof. Sujit Basu

- a) Guiding a Fellowship Student for his dissertation
- b) Participated as a Programme Faculty in the Modi Xerox In-Company Training Programme and in the Extension Programme on General Management
- c) Continued to do research work on "Statistical aspects of optimal Maintenance policies" and explored problems in areas like sampling theory, limit theorems of probability theory, reliability theory, etc.
- d) Chairman, EP & PGCGM Committee (since November, 1992); Chairman Admissions Committee

- e) Member : Library Committee; Coordinating Editor: DECISION
- f) Government Committees: Member, ICAR Review Committee
- g) Board of Directors : Member, Calcutta Statistical Association
- h) Work for Professional Associations/Sister Institutions :
 - i) Member, Technical Advisory Committee for Applied Statistics, Surveys and Computing, Indian Statistical Institute
 - ii) Member, Technical Advisory Committee, Division of Statistics and Mathematics, Indian Statistical Institute
 - iii) Member, Subject Matter Specialist, Board of Studies, Department of Agricultural Statistics, Bidhan Chandra Krishi Viswavidyalaya
 - iv) Member, Board of Studies in Agricultural Extension, Agricultural Economics and Agricultural Statistics, Visva Bharati, Santiniketan
 - v) External Member, Board of Post-Graduate Studies in Statistics, University of Kalyani
 - vi) Secretary, Executive Committee, Calcutta Branch of Operational Research Society of India
 - vii) Member, Board of Post-Graduate Studies in Business Administration, Burdwan University
 - viii) Member, Research Board, Burdwan University
 - ix) Member, Editorial Board, Calcutta Statistical Association Bulletin
 - x) Fellow West Bengal Academy of Science and Technology
 - xi) Convenor, Sectional Committee on Mathematics, West Bengal Academy of Science and Technology
 - xii) Reviewer, Mathematical Reviews (USA)
 - xiii) Reviewer, Zentralblatt fur Mathematik (Germany)
 - xiv) Examiner/Moderator for a number of universities; also, occasionally appointed doctoral thesis examiner for some universities
 - xv) Visiting Scientist, Indian Statistical Institute
 - xvi) 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

xvii) Member, Expert Committee, AICTE (Western Region)

xviii) Editor, Journal of the Indian Society for Statistics and Probability

xix) Member, Governing Council, Manipur Institute of Management Studies, Manipur University

xx) Acted as a referee for statistical journals

xxi) Acted as a member of the CSIR Committee for Joint CSIR-JRF Examination in Mathematical Sciences.

25. Prof. Mousumi Ghosh

Participated as a faculty in the IAS Training Programmes conducted during the year.

26. Prof. Rahul Mukherjee

- a) Visiting Professor-Cum-Senior Scientists in the Centre for Multivariate Analysis, Pennsylvania State University, University Park, Pennsylvania, USA during Aug 92 - Feb 93.
- b) Continued as Editor, Decision; Associated Editor, Journal of Statistical Planning and Inference (an International Journal from North Holland Publishing Company, Amsterdam Chairman Publications Committee and Member, CMDS Committee of the Institute.
- c) Served as a referee for journals like (i) Sankhya (ii) Journal of Statistical Planning and Inference (iii) Statistical Sinica (iv) Biometrika (v) Metrika and (vi) Ars Combinatio.

27. Prof. A.K. Chatterjee

- a) Conducted Sessions (i) on Materials Management and General Management in MDPs, (ii) on Inventory Control, Decision making, Productivity etc. in the In-Company Training Programmes for ONGC, IMFA, Institute of Plantation Management and (iii) on Production Planning in Extension Programme, organised by other faculty members.
- b) Conducting research on two production - inventory related problems.
- c) Member, CMDS, MDP and Alumni Committees of the Institute.
- d) Took sessions for a programme conducted by the National Institute of Personnel Management for Blue Star, on invitation.
- e) Invited to act as Paper setter and Examiner for a course by the Jadavpur University.
- f) Participated as a member of the Written and Oral Examination Committee (qualifying) for a Fellow Programme Student.

28. Prof. Kalyan Dutta

- a) Took session in an In-company Training Programme for ONGC, conducted by Prof. R. Ghosh.

- b) Completed a question paper setting and paper correction project for Calcutta Port Trust, along with Prof. N.K. Rao, as the Project Coordinator.

29. Prof. Ranjan Ghosh

- a) Guided four PGP Students in their Summer Projects and two PGCGM Students in their projects.
- b) Participating faculty in 3 MDPs (on "Managerial Decision Making", "Project Management" and "Total Quality Management"); in the Training Programmes for IAS Officers on "Management Concepts and Decision Making" and IFS Officers on "Project Formulation, Monitoring and Appraisal"; in 2 In-Company Training Programmes (for officers of Ganga Action Plan and for ONGC), and in One Extension Programme on "General Management".
- c) Was Faculty Leader for the CMDS sponsored research project on "Planning and Scheduling in Flexible Manufacturing System".
- d) Group Coordinator, Operations Management Group, Member on the Board of Governors of the Institute, Member, PGP, MDP (till Oct'92) and IPC Committees; Member of the Committee for designing and implementing programme for post experience sponsored students;
- e) Chaired the panel of judges for the All India Young Materials Manager Competition organised by the Indian Institute of Material Management at Calcutta on 12.11.92.
- f) Delivered lectures to students of the MBA Programme of Jabalpur University.
- g) Paper Setter/Examiner/Moderator for various universities and professional societies.
- h) Member of the Board of Studies of the Business Administration Programme, Utkal University.
- i) Member of the Technology Committee of the Confederation of Indian Industry.

30. Prof. C.K. Mustafi

- a) Member, I.P.C.
- b) Acted as examiner of comprehensive oral examination of a Fellowship Student.
- c) Acted as a member of the Editorial Committee of Quality Management Division of ISI.

31. Prof. M.N. Pal

- a) Guided four PGP Students in their Summer Projects.
- b) Was Co-Director for two MDPs (General Management and Project Management); one programme for IAS Officers; two programmes for Institution of Plantation Management; one programme for officers of Ganga Action Plan; and one programme for ONGC. Also acted as participating faculty in many other programmes directed by other faculty members; including one Extension Programme (for 14 weeks).

- c) Was IPC Convenor; Member of Consultancy Committee; Member of Work load assessment Committee; and Member, Post Graduate Programme Review Committee.

32. Prof. B.Sarkar

- a) Completed the consultancy work on "Material Management in Haldia Complex" and the Consultancy work "Clearing and forwarding at Calcutta Port" was in hand.
- b) Member, Editorial Board of DECISION.
- c) Worked as a Member of the International Editorial Board of the Journal "Total Quality Management."

33. Prof. Bani K. Sinha

- a) Guided a Fellowship Student in his Thesis and four PGP Students in their Summer Projects.
- b) Programme Co-Director for (i) two MDPs (General Management and Project Management); (ii) One programme for IAS officers; (iii) two programmes for Institution of Plantation Management (iv) one programme for officers of Ganga Action Plan and (v) one programme for officers of ONGC.
- c) Was participating faculty for many other programmes directed by other faculty members, including one Extension Programme (for 14 weeks).
- d) Member of Fellowship Committee.

34. Prof. Nilotpal Chakravarti

- a) Was Thesis Advisor for a Fellowship Student.
- b) Invited presentations -
 - i) Talk at Worcester Polytechnic Institute, Worcester (15-6-92).
 - ii) Talk at North Dakota University, Fargo (8-6-92).
 - iii) Talk at McGill University, Montreal (1-6-92).
- c) Participated in conducting the CAT and the PGP Selection interviews.
- d) Vice-Chairperson of the Library Committee, Member of Admissions, Computer and Publications Committees of the Institute.
- e) Refereed a paper for the International Journal "Computational Statistics & Data Analysis".
- f) Member of the Executive Committee of the Calcutta Chapter of the Operations Research Society of India.
- g) Member of the Operations Research Society of America.

35. Prof. Anil Sengupta

- a) Acted as Co-Director and taught a part of the MDP course on "Emerging trends in Industrial Relations".
- b) Taught in the following programmes
 - i) IAS programme held in July'92
 - ii) Modi Xerox programme held in Aug'92.
 - iii) Project Management held in Aug'92.
 - iv) IAS Programme in Sept'92.
 - v) General Extension Programme held in Nov'92.
 - vi) Project Management held in Feb'93.
 - vii) ONGC Programme held in Feb'93.
 - viii) Plantation Managers' Programme (for Senior and Middle Level Managers) held in Feb'93 and Mar'93.
- c) Delivered three lectures in the area of "Personnel Management & Industrial Relations" during March 5-6, 1993 at the Department of Labour Welfare, Utkal University, as a part of the Golden Jubilee Celebration Year lecture series of the University.
- d) Gave expert comment on a research proposal submitted to ICSSR.
- e) Member of IPC, Fellowship, CMDS, Publication and Consultancy Committees of the Institute.

36. Prof. Ajeet N. Mathur

- a) Completed a consultancy on "Strategic Management and Organisation Development".
- b) Advised the Govt. of India on "Industrial Restructuring and the National Renewal Fund" in the Context of the World Bank - Asian Development Bank credit for Industrial Sector Adjustment.
- c) Started a research project on "Enterprise restructuring and industrial relations in Post-Maastricht Europe", in collaboration with the International Confederation of Free Trade Unions, the European Community and UNICE, the European Employees' Union.
- d) Started a research project on "Foreign Reserve of Belgian Companies in India (with Prof. Venglen).
- e) Participated in teaching as EICEP visiting Professor at K.U Leuven, Belgium in the following courses

- i) Micro Economics
- ii) Human Resource Management
- iii) International Management
- iv) Management problems in Developing Countries.
- f) Worked on developing a new PGP Elective on "International Management".
- g) Developed two case studies

37. Prof. Debashish Bhattacharjee

- a) Guided for the project work of a PGCGM Student.
- b) Taught at the "General Management" Extension Programme.
- c) Joint Director of MDP - "Emerging Trends in Industrial relations", offered at Tata Hall, Dec 1-5, 1992.
- d) Took classes at the following training programmes :
 - i) "Human Resources Management for non-Personnel Executives", 28-9-92
 - ii) At the Modi Xerox In-Company Training Programme on "Strategic Management", 11-8-92.
 - iii) At the ITC in-Company Training Programme on 'Economic Restructuring', 2-2-93.
- e) Faculty Convenor; Member Admissions, PGP (as Group Coordinator) and Library Committees of the Institute.
- f) Member of the Special Committee appointed by Director to refurbish and update the Tata Hall.
- g) Member of the Special Committee to look into the question of NRI and foreign students.

38. Prof. Rabin Ganguly

- a) Advisor to two PGP Students in their Summer projects.
- b) Was programme faculty in the following MDPs/In-Company Training Programmes:
 - i) Training Programme on "Financial Management" for IFS Officers - June'92
 - ii) Training Programme on "Project Identification, Formulation, Monitoring and Appraisal" for IFS Officers - Jan'93.
 - iii) Training programme on "General Management" for ONGC Executives, Jan-Feb'93.
 - iv) Training Programme on "General Management" for Plantation Executives - Feb'93.

- v) **Training Programme on "Advanced Management" for Senior Plantation Executives - Mar'93**
 - c) **Member, Admissions, IPC and Consultancy Committees of the Institute**
 - d) **Member, Doctoral Research Committee (DRC), School of Planning & Architecture (Deemed to be University), New Delhi.**
 - e) **Programme faculty: taught in Sessions on "Support Systems for Environmental Management" and Environmental Impact Assessment" in an EDP of the Institute of Port Management, Calcutta.**
 - f) **Member, Professional Sub-Committee of the Institute of Town Planners, India, Kharagpur Regional Chapter.**
 - g) **Member, Study Group on "State Urbanisation Strategy", State Planning Board, Govt. of West Bengal.**
39. **Prof. Annapurna Shaw**
- a) **Guided 3 PGP students in their summer projects.**
 - b) **Working in a proposal entitled "Rural non-Agricultural employment in India : Structure and Rural Urban Linkages".**
 - c) **Group Coordinator, Regional Development Group and Chairperson, Fellow programme**
 - d) **Prepared and wrote the "Fellow Programme Review Report". This was submitted to the Faculty of the Institute. The recommendations regarding minimum GPA for passing from the 1st to the 2nd year of the programme and provision of some funds (upper limit Rs.5000) for presentation of papers by students at international conferences held abroad were accepted.**
 - e) **Informal advisor to a Ph.D. Student of Erasmus University, Amsterdam. The student's field Work was done in Calcutta during 1991.**
 - f) **Manuscript reader for in-house journal "Decision".**
40. **Prof. Madhu S. Mishra**
- a) **Programme Faculty in the following training programmes.**
 - i) **Project Management and Community participation in rural Water and Waste Management Aug 26-27, 1992, AIHPH, Calcutta.**
 - ii) **Development of entrepreneurship in West Bengal, Sept 23-25, 1992, NISBUD, New Delhi and R.K. Mission Narendrapur, Calcutta.**
 - iii) **One week distance learning programme for medical officers from Eastern and North Eastern Regoin States : Dec 30, 1992 - Jan 3, 1993, CINI, Calcutta.**

- b) Chairman, Consultancy Committee, Group representative, IPC; Chairman, Centre for Management of Rural Development Programme; Member, MDP Committee; Coordinator, Govt. Training Programmes; Chairman, Transport Advisory Committee (all in-house committees).
- c) External assignments
- i) Member, Governing Body of CINI, Calcutta.
 - ii) Member, Board of Governors and Vice President of CYSEC, Calcutta.
 - iii) Member, Board of Governors of Regional Management Institute, Bhubaneswar
 - iv) Director - INDUS Services Limited, Calcutta.
 - v) Member - Governing Body and Executive Committee of Asian Workers' Development Institute, Rourkela.
 - vi) Member - Board of Governors of Population, Food and Development Research Institute, New Delhi.
 - vii) Member - Health Management, Training Consortium, NIHFW, New Delhi.
 - viii) Vice-Chairman - Executive Committee, Indian Association of Social Science Institute, New Delhi.
 - ix) Member - Board of Management Studies, Utkal University, Bhubaneswar.
 - x) Member - Community Development Medicinal Board, Calcutta.
 - xi) Member - Local Advisory Board, Bank of America, Bombay
 - xii) Member - Board of Management Studies, Berhampur University.
 - xiii) M.Phil/Ph.D. Thesis Examiner:-
 Delhi University
 Berhampur University
 Utkal University.
 - xiv) Member - Governing Body, SDM Institute of Management Development, Mysore, Karnataka.
 - xv) Member - Executive Committee, Society for Applied Research in Humanities, New Delhi.

41. Prof. Surendra Munshi

- a) Supervised the Summer Project of 3 PGP students
- b) Programme faculty in
 - i) Training Programme for IAS Officers - Programme Director, Prof. M.S. Mishra.
 - ii) Extension Programme on "General Management" - Programme Directors, Profs. N.K. Rao and Leena Chatterjee.
- c) Taught in the Refresher Course in Sociology, Academic Staff College, Calcutta University, Cal (2.3.93).
- d) Coordinator, Sociology Group; Members, PGP and Fellowship Committees of the Institute.
- e) Member in the following Bodies :
 - i) Member, National Editorial Board, ICSSR Journal of Abstracts in Sociology and Social Anthropology.
 - ii) Advisory Board 'de Grauter Studies in International Management Organisation and Policy Analysis'. He is one of the two Indian Members on this Board, which is internationally constituted.
 - iii) Governing Board, Sardar Patel Institute of Social and Economic Research, Ahmedabad.
 - iv) Research Committee on the History of Sociology, International Sociological Association.
 - v) Standing Committee on Publication Grants, ICSSR, New Delhi.
 - vi) Committee for Course Formulation in Sociology, Jadavpur University.
- e) Referee, ICSSR for the grant of Fellowships, etc.
- f) Referee, Sage Publications.

42. Prof. K.S. Mandal

- a) Supervised a PGCGM student for his project work on "Impact of industry on rural Society".
- b) Work on ICSSR, New Delhi, sponsored research project " Impact of Anti-poverty programmes on rural India" is nearing completion.
- c) A Member of the consultancy team working on a proposal for "Status evaluation of Total literacy campaigns as part of National Literacy Mission.

- d) Member, PGP Admission's Selection Team for Bombay and Calcutta.
- e) Referee, South Asian Journal of Management, Referee - "DECISION" (in-house magazine).
- f) Member, Research Committee on Sociology of Agriculture and Food of the International Sociological Association.
- g) Organising Member, Asian Rural Sociologist Association.

43. Prof. Sushil Khanna

- a) Participated as a faculty in the MDPs on "Restructuring the Economy" and "Strategic Marketing" and the IAS and several In-Company Training Programmes
- b) Joint Director of the In-Company Programme on "Strategic Management" for Modi Xerox
- c) Completed study on "Technology and Market Assessment for Film Equipment" for Centre for Development of Imaging Technology
- d) Initiated work on "Strategic Plan to restructure sanitary ware unit" for GMB Ceramics Ltd.
- e) Served on "Strategic Planning Board" of LML Ltd.
- f) Member, Executive Council, Indian People's Human Right Commission.

44. Prof. S. K. Chakraborty

- a) Raising of funds through donation from Indian Industries for the Management Centre for Human Values being set up in the Institute
- b) Offered an invited course on "Management by Values" to PGP-II students at IIM Bangalore
- c) Offered about 25 in-house Workshop on "Management by Values" in Companies like Godrej & Boyce, TELCO,SRF, IOC, etc.
- d) Finalised the selection of two ACC Research Fellows for the Management Centre for Human Values of the Institute.

45. Shri A. Mukhopadhyay, Librarian

- a) Member :
 - i) Technical Advisory Committee for Library, ISI
 - ii) Library Computerisation Committee, Kalyani University
 - iii) Calibnet Standardisation Committee and Calibnet Coordination Committee

- b) Paper Setter and examiner for INSDOC Associateship Examination
- c) Project Coordinator for AMDISA Project on "Union Catalogue of Serials holding of management Libraries in South Asia"

46. Shri Rahul Roy

- a) Looked after the technical administration of the Computer Centre
- b) Supervised the installation of LAN for 3 Students Hostels
- c) Participated actively in the proceedings of -
 - i) Computer Centre Committee
 - ii) Computer Purchase Committee
 - iii) Tender Committee for Comprehensive Maintenance Contract
 - iv) UPS Purchase Committee
- d) Consultancy :
 - i) Conducted feasibility study on development of a project management software for EMC Ltd. and Report submitted
 - ii) Conducted a feasibility study on providing a total IT solution to Calcutta Telephones and Report submitted to them
- e) Conducted session in PGP and PGCGM courses on Data Processing
- f) Conducted sessions -
 - i) in the training programmes on "project management" for DGET personnel
 - ii) in the Extension programmes on "Computer based information systems" and "General Management"
 - iii) in the training programme for IAS officers
 - iv) in the MDP on "Unix & C"
 - v) in the course on "Data Base Management Systems" conducted by IIPM
- g) Carried out work on some studies on modelling stochastic processes with System Dynamics towards a Ph.D at IIT Kharagpur. Writing of theses is under way.

47. Shri Samir Kr. Sadhukhan

a) Teaching, Training and Programme Direction :

- i) Taught a part of the DP course for PGP-I students. (Total number of lecture hours is 20 in two sections)
- ii) Taught one half of the Data Processing course for PGCGM students (Total number of lecture hours is about 20)
- iii) Assisted students of PGP-II on Sybase DBMS in Data Base Management System Course.
- iv) Offered sessions on "dBASE-III Plus" to a Training Programme for ONGC officers (Prog. Director : Prof. M. N. Pal)
- v) Currently conducting a staff Training Programme on PC and PC packages to IIMC staff. The programme duration is about three to four months (3 hours per week). The topic to be covered are PC, DOS, LAN, dBASE-III Plus, LOTUS-123 and WORDPERFECT.
- vi) Directed (Jointly with Prof. Subir Bhattacharyya) and taught "Extension Programme on Intensive Course in Computer Based Information Systems" (May 3 - June 21, 1992)
- vii) Project guidance in PGCPGM. Supervised the project of Shri Anuj Kr. Shahi (Regn.No. 8/11) and Abvijit Gupta (Regn.no.16/11)

b) Administrative :

- i) Looked after the day-to-day operations of Computer Centre on a number of occasions when Sri Rahul Roy was absent
- ii) Supervised the installation of LAN in three student hostels.
- iii) Supervising the installation of LAN for Faculty blocks and Computer Centre

c) Member :

Computer consumable purchase committee. Computer Maintenance Contract Retender Committee

d) Software Development :

Developed programmes for generating a large number of statistical report on a consultancy project (under UNICEF) on Primary Education of Assam. The project team includes Prof. Raghavendra Chattopadhyaya, Prof. Sudip Chowdhury, Prof. V. N. Reddy

e) External Teaching :

- i) Taught DBMS and dBASE-III Plus to IIPM Calcutta
- ii) Taught DOS and dBASE-III Plus to ORSI Calcutta.

48. Shri P. S. Dasgupta, System Analyst

- a) Technical Support for the Computer Centre machines and Software
 - i) Totally involved in troubleshooting activities, system administration and support of software packages on LandMark 4860 and SUN Workstation
 - ii) Involved in certain purchase related issues for Unix platforms
- b) PGP and PGCGM teaching :
 - i) 18 hours of lecture on "Unix and C" for PGP 28th Batch in V term
 - ii) About 10 hours of lecture on DBMS for PGP 28th Batch in VI term and involved in DBMS project guidance
 - iii) Guided a project for PGCGM student of 11th batch
- c) Consultancy and software development for external agencies
 - Conducted a preliminary feasibility study for Calcutta Telephones (along with Shri Rahul Roy, Sr. System Analyst)
- d) Teaching in EP/MDP
 - i) Taught in three lecture sessions on dBASE-III+ in a MDP in October, 1992
 - ii) One lecture session on Lotus 1-2-3 for ONGC officers during January, 1993
 - iii) Taught in one theoretical session and guided students for projects in the Extension Programme on Computer Based Information Systems held in the Computer Centre during May-June, 1992
 - iv) Joint Director (with Prof. Subir Bhattacharya) of the MDP on Unix and C during February 15-27, 1993. Also took about 22 hours of lecture in the MDP
- e) Others : several administrative tasks including -
 - i) Inspecting HCL machines of the Institute to prepare a status report
 - ii) Preparing a report on Computer availability at IIM Calcutta for International Computer Directory
 - iii) Preparing report on Computer Centre resources against some query from UCLA, USA.

49. Dr. Bubanes Mishra

- a) Continuing with the special Research Project on "A study of the Management Structure of the Indian Tea Industries from the Colonial Era to recent time"

- b) In-charge as Editor, for the volumes on "Railway Construction in India: 1850-1947" and for "Documents on Tea Plantation Industry: 1835-1947", from Aug.'92, from grants from "Indian Council of Historical Research", New Delhi.

50. Dr. Tridib Chakarborty, Senior Research Staff

- a) Delivered an invited lecture on "Various aspects of Indian Social and Economic problems" for RBI officers Training Course held at RBI Zonal Training Centre, Calcutta (1.4.92)
- b) Acted as External Head Examiner for the B.A./B.Sc (Calcutta University) Social Science Examination, 1992.
- c) Acted as Programme Coordinator for one Workshop on "Corporate Planning in Coal India" held on 31.5.92 at Tata Hall, IIMC Campus.

51. Dr. Santwana Chowdhury, Research Assistant

- a) Faculty and Programme Director of the Programme for Senior Executives in "Management of Industrial Relations - Emerging Trends" in Grand Hotel, organised by the National Institute of Personnel Management
- b) Guest Faculty in an In-Company Programme on "Leadership Skill for Senior Executives" for officers of ONGC (SRBC) at Sibsagar during Nov. 9-11, 1992
- c) Programme Director and Faculty for a programme on "Decision Making and Management of Change" held at Park Hotel for Blue Star Ltd., Calcutta, during Feb. 10-11, 1992
- d) Programme Coordinator for a Workshop on "Memorandum of Understanding and HRD Strategies Implementation" organised by NIPM in collaboration with Bureau of Public Enterprises, Govt of India, at Taj Bengal, during May 28-29, 1992

PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.92 TO 31.3.93

1. Prof. R. K. Sau

a) Research papers

- i) "Making of the payments CRISIS", Economic and Political Weekly 27(33), Aug. 15,1992
- ii) "Cost of Stabilising the Economy", Economic and Political Weekly (forthcoming)
- iii) "Exchange rate dynamics, Case of Dollar", Economic & Political Weekly (forthcoming)
- iv) "On the Theory of Consumer-class-led Growth", Economic & Political Weekly (forthcoming)
- v) "The monetary approach to the balance of payments and the IMF model of Financial Programming" (unpublished)
- vi) "Surveys, investment and Exchange rate dynamics: A model of near chaos". Journal of Foreign Exchange and International Finance (forthcoming)

b) Book Working on a book "Stabilisation and Growth : Some aspects of Liberalisation"

2. Prof. Amitava Bose

- a) Price-Income Fluctuations and Agricultural Stocks in a semi-industrialised Economy, Ch.1 of B. Dutta et al(eds.) Theoretical issues in Development Economics, OUP 1993
- b) Growth, Inflation and Excess Capacity in a Dual Economy, Ch.14 of K. Basu & P Nayak (eds.) Development Policy and Economic Theory, OUP 1992
- c) Monetary Equilibrium in an overlapping Generations Model with productive capital, with D. Ray (Boston Univ.). Forthcoming in "Economic Theory", Springer Verlag
- d) Pareto Optimality and Productive efficiency in the Overlapping Generations Model, with K. Basu, M. Majumdar and T. Mitra (eds.): Capital, Investment and Development : Essays in memory of Sukhamoy Chakravarty, Basil Blackwell 1993 (forthcoming).

3. Prof. N. K. Chandra

- a) Alternatives in Soviet History, Seminar no. 393 (May, 1992)
- b) Desher Shilpavittir Sarbanash Deke Ana Haache (in Bengali), Ganashakti (May, 1992) reprinted in the Book Arthanaitik Necti Prasange Abhimat, Ganashakti.
- c) Bukharin, alternative to Stalin : industrialisation Without Forced collectivisation : Journal of Peasant Studies (Oct.'92)

- d) Was the collapse of the CPSU inevitable ? A polemical essay, Economic and Political Weekly, 30-1-93.
- e) Prepared an invited paper on "Capitalist Development and the Crisis in the Indian Polity" for a volume to be edited by Dr. Pablo Casanova Centre for inter disciplinary Studies, Universidad Nacional Autonoma de Mexico, Mexico, (Feb. '93).

4. Prof. Alok Roy

- a) "Chimera of convertibility" in the Telegraph (2-9-1992)
- b) "Isolating the Saffron Virus" in the Telegraph (20-1-93)
- c) "Easy Come, Easy Go : Budget 1993" in the Telegraph (23-2-93)

5. Prof. Shyamal K. Ghosh

- a) "The new Industrial Policy: Global Perspectives" in a volume on ISO 9000 and Indian Business Environment being published by the Calcutta University (Ca. 1993).
- b) "A tiger in your backyard" in the Financial Express, Calcutta, Bombay, Delhi and Madras Editions (15-4-92)
- c) "Money and Capital Markets - regulations need to be streamlined" - in the Business Standard, Calcutta, Oct. 15, 1992
- d) "Money and Capital Markets - Watch dog should plug loopholes" in the Business Standard, Calcutta (16-10-92)
- e) "Limping along" in the Financial Express Survey 1993; The East, Calcutta, Bombay, Delhi, Madras (5-2-93)
- f) "Free and caring - (Preview) Budget 1993-94" in the Telegraph, Calcutta (26-2-93)
- g) "Improving the data base of the unorganised sector" accepted for publication in the Journal of Income and Wealth, Ca. 1993.

6. Prof. Hrishikes Bhattacharya

- a) "Some Aspects of Entropy in Economic process" jointly with Dr. Aambika Ghosh, Ex-Senior Professor of Economics, Jadavpur University, Calcutta

7. Prof. Nalinaksha Bhattacharya

- a) "Some Theoretical Problems of Investment Appraisal - A Review" in the DECISION, Vol. 19, No.1 Jan-Mar '92
- b) "Life after Scam : Some guidelines for future action" accepted for publication in Chartered Financial Analyst

8. Prof. Mousumi Ghosh

The following working papers published under IIMC Working Paper Series :

- i) Status of Internal Audit Function in Indian Corporate Sector and role of Accounting Education
- ii) Importance of Internal Audit Report
- iii) Audit Manual
- iv) Audit Committee (Being published)

9. Prof. M. P. Vithal

- a) Management Control Models in conditions of organisational Discontinuity (Jt. author - Prof. Subhash Sharma) - Decision Vol. 19 No. 1
- b) "Menu of Financial Indicators used in MOUs" in Economic and Political Weekly - May '92 and as a Working Paper Series of the Institute (Jt. author - Prof. P. Trivedi)
- c) Risk Return Theory - An overview for investors - Strategy - Vol I, No II, Nov.'92 - (Jt. author - R.R. Bangar)
- d) "Evaluating Information Systems - a suggested Frame work", as a Working Paper Series of the Institute.

10. Prof. Asim K. Pal

- a) "Performance of A* under Inadmissible Heuristics - A Probabilistic Analysis" by A. Mahanti, A.K. Pal and C. Davis (submitted for publication)
- b) "Performance IDA* on trees and graphs" by A. Mahanti, S. Ghosh, P.S. Nau, A. K. Pal and L N Kanal Proc. AAAI-92, San Jose, California, USA, July 13-17, 1992
- c) "Performance of Limited Memory Search Algorithms : A Theoretical-cum-Empirical Analysis" by A. Mahanti, S. Ghosh, D. S. Nau, A.K.Pal and L N Kanal, to appear in the A.I. Journal.

11. Prof. Subir Bhattacharya

- a) "Computer aided process planning in an Indian Refinery" (with Shri Rahul Roy), in the Journal for information Science and Technology, Vol.2 No.1, Oct.'92
- b) Quick game : A compromise between pure Depth-first and pure Best-first Game Tree Search Strategies (with Prof. A. Bagchi) Proc. IWAR-92 Conference on Automated Reasoning, Beijing, July 13-16, 1992
- c) A Breadth-first Search Scheme to solve the resource constrained project scheduling problem" (with Terence Nazareth) Proc. IFIP 93 on Systems Modelling and optimization, Compiegne, France, July 5-9, 1993

- d) "A Fast Recursive Variable - memory implementation of SSS*" (with Prof. A. Bagchi) accepted for publication in "Information Processing Letters".

12. Prof. Ramanuj Majumdar

- a) Book titled "Product Management in India" published by Prentice Hall of India
- b) Submitted a manuscript of a book titled "Strategic Marketing in India" to the Prentice Hall of India for publication .

13. Prof. Sanjeev Bhatt

- a) Completed a book titled "Financial Sector Innovations". This is slated for publication in Dec.'93.
- b) Article on "New Brand Successes in eighties in India" (due for publication)
- c) Written a Case titled "Operation Harvest".

14. Prof. Sujit Basu

- a) Books :

Completed 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); the materials are in the press and the volumes are expected to come out by June, 1993

- b) Articles :

(b1) Accepted for publication

- (i) Interrelationships between certain notions of non-monotonic ageing, (joint with M. Mitra). Recent Developments in Probability and Statistics: Proceedings of the First International Triennial Calcutta Symposium on Probability & Statistics (Narosa Publishing House) (1993).
- (ii) On inverse sampling for domain estimation in a stratified population, (joint with R. Mukerjee). Proceedings of the Symposium on Survey Sampling, Indian Statistical Institute, (1993).
- (iii) Probability, Statistics and Library Management, Global Trends in Library and Information Science, IFLA (1993).
- (iv) Inverse sampling for domain estimation in a stratified population, (joint with R. Mukherjee). Australian J. Statist. (1993)

- (b2) Revised & communicated
- (v) Estimation of age and periodic replacement policies. (joint with D. Roy).
 - (vi) Inverse sampling for domain estimation in a stratified population. (joint with R. Mukerjee).
 - (vii) An optimum ordering policy for components of bicomponent products in situations with uncertainty in supply.
- (viii) On a nonparametric family of life distributions and its dual. (joint with M. Mitra).
- (ix) On some properties of the BFR family of life distributions. (joint with M. Mitra).
- (b3) 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).
 - (xii) Shock model formulations of life distributions with nonmonotonic ageing.

15. Prof. Rahul Mukherjee

A. Papers published :

(some of the papers mentioned below were indicated also in the report for (1991-92) as "accepted for publication"; they were actually published in 1992-93).

1. Bayesian and frequentist Bartlett corrections for likelihood ratio and conditional likelihood ratio tests (1992, with J.K. Ghosh). *Journal of the Royal Statistical Society, Series B* 54, 867-875.
2. Efficiency of connected binary block designs when a single observation is unavailable (1992, with S. Ghosh and S. Kageyama). *Annals of the Institute of Statistical Mathematics* 44, 593-603.
3. Optimal spatial sampling plans in the presence of linear trend (1992, with S. Sengupta). *Journal of Statistical Planning and Inference* 33, 285-293.
4. Maximum likelihood characterization of von Mises-Fisher matrix distribution (1992, with S. Purkayastha). *Sankhya, Series A* 54, 123-127.
5. Parametric orthogonality and a Bartlett-type modification for Rao's statistic in the presence of a nuisance parameter (1992). *Statistics & Probability Letters* 13, 397-400.

6. Conditional likelihood and power: Higher-order asymptotics (1992). Proceedings of the Royal Society, London, Series A 438, 433-446.
 7. Non-informative prior (1992, with J.K. Ghosh). In: Bayesian Statistics 4 (J.M. Bernardo et al eds.), pp. 195-210, Oxford University Press.
 8. Search designs for searching several three-factor interactions in general factorials (1992, with K. Chatterjee), Utilitas Mathematics 42, 181-191.
 9. On the admissibility of some sequential confidence intervals for the normal mean (1992, with M. Ghosh). Sequential Analysis 11, 289-298.
 10. Comparison between the conditional likelihood ratio and the usual likelihood ratio tests (1992). Journal of the Royal Statistical Society, Series B 54, 189-194.
 11. Further results on optimal designs with circular string property (1992, with S. Huda). Journal of Statistical Planning and Inference 33, 403-411.
 12. E-optimal minimally connected block designs under mixed effects model (1992, with K.R. Shah and B.K. Sinha). Metrika 39, 359-364.
 13. Search designs for estimating main effects and searching several two-factor interactions in general factorials (1993, with K. Chatterjee). Journal of Statistical Planning and Inference 35, 131-138.
 14. Some optimal sampling designs in the presence of polynomial trends (1993, with S. Sengupta). Communications in Statistics - Theory and Methods 22, 207-218.
16. Prof. C. K. Mustafi
- A paper titled "Confidence Bands for Residual Percentiles from Censored Observations" has been completed, based on the research on "Further studies on residual life function (a CMDS project) and awaiting publication.
17. Prof. B. Sarkar
- "Ergonomics and Quality" in Working Paper Series of the Institute.
18. Prof. Bani K. Sinha
- Sent one paper to Journal of Operational Research, UK for review.
19. Prof. Nilotpal Chakravorti
- Publications in International Journals.
- i) "An $O(n^2)$ active set method for solving a certain parametric quadratic programme" (with M.J. Best), Journal of Optimization Theory and Applications, 72, 2,1992, 213-214.

- ii) "Isotonic median regression for orders representable by rooted trees" *Naval Research Logistic* 39, 1992, 599-611.
- iii) "Sensitivity Analysis in Isotonic regression" *Discrete Applied Mathematics* (to appear).
- iv) "Some results concerning Post infeasibility analysis" *European Journal of Operations Research* (accepted for publication).

20. Prof. Anil K. Sengupta

- i) Revised the Working Paper on "Trends in Industrial Conflict in India (1961 to 1987) and the Government Policy", which has been accepted for publication as a booklet by the Fredrich Ebert Foundation India.
- ii) Wrote a position paper on "Industrial Relations Policy and Law for Changing Environment" reflecting the Academicians' perspectives and approaches to industrial policies and law, at the invitation from the Indian Institute of Management Bangalore.

21. Prof. Ajeet N. Mathur

- i) Published a book titled "Labour Institutions and Economic Development", Fredrich Ebert Foundation, March '93.
- ii) Completed a paper for ILO on "The Experience of tripartite Consultation during India's Structural Adjustment 1990-92" to be published in *International Labour Review*, Vol. 33, No. 3 (forth coming)
- iii) Completed a CMDS Research Project on "Management of Industrial Adversity" and produced a Working Paper "The exit Policy Controversy", IIMC Working Paper Series.
- iv) Published a paper "Technology Transfers and Organisation Development in Productivity" (Oct.-Dec., '93 -Forth coming).
- v) Published a paper "Employment Security and Labour Market Flexibility: Separating facts from folklore" in *Indian Journal of Labour Economics* (special issue) 1993.

22. Prof. D. Bhattacharjee

- i) Paper entitled "Unions, Wages and Labour Markets in Indian Industry 1960-1986", co-authored with T.D. Chaudhuri, accepted for publication in the *Journal of Development Studies* (forth coming April '94).
- ii) Two papers currently being revised for publication (co-authored with T.D. Chaudhuri) "Indian Trade Union Growth "1960-1986" and "Real Wages, Unions and Urban Development in India 1960-1986".

23. Prof. Rabin Ganguly

"Integrated development of Small and Medium town: an assessment of Indian experience" a paper sent for publication in "Regional Studies", UK.

24. Prof. Annapurna Shaw

- a) "The Planning & Development of New Bombay, India" submitted for publication to *Modern Asian Studies* (Cambridge University, England) - Oct. '92.

The same article has appeared in the In-House Working Paper Series.

- b) "Urban Growth and Land-use Conflict: the case of Bombay" - submitted for publication in the *Economic and Political weekly Bombay*, Sept. '92.
- c) "The Structure of Industrial Employment in the Rural Areas of four districts in West Bengal" - submitted for publication to the *Annals of the National Association of Geographers, India (New Delhi)* - Jan. '93.

This paper was first presented at the 14th Indian Geography Conference in Jaipur during Dec. 27-29, 1992.

25. Prof. Madhu S. Mishra

- a) Selected Bibliography on Rural Development Management, Vols four and five, IIMC Publication.
- b) Directory of Voluntary and other organisations in Rural Development Management Vol. Five, IIMC Publication.
- c) Directory of Voluntary and other organisations in Rural Management (Mimeo), Vols XVIII, XIX and XX.
- d) A selected Bibliography on Rural Development Management (Mimeo) Vols XVIII, XIX and XX.

26. Prof. K.S. Mandal

- a) A paper entitled "Equity Oriented Rural Development and the Pani-Panchayat Experiment" has been published in an edited book (ed. B.L. Maheswari) - *Innovations in Management for Development*, pub: Tata MacGraw Hill, New Delhi (1992).
- b) Published an article "Pani Panchayat" A model for growth with equity in the *Financial Express* (all editions) of 16th May, 1992.

27. Prof. Sushil Khanna

- i) Working Paper "Merchant Banking under SEBI guidelines (jointly with S. De).
- ii) "Structural Adjustment Programme - International experience" Annual No. *FRONTIER*, Oct. '92.

28. Shri Rahul Roy, Senior System Analyst

- a) Computer aided process planning in an Indian Refinery (Jointly with Prof. Subir Bhattacharya), Journal of Information Science Technology, Vol. 2 No.1 Oct.'92
- b) A system Dynamics based methodology for numerically solving Transient behaviour of Queuing Systems (Jointly with Prof. P.K.J.; Mahapatra of IIT Kharagpur) accepted for presentation in the 1993 System Dynamics Conference Mexico City July 19-23, 1993.

29. Shri Samir K. Sadhukhan, System Analyst

A paper entitled "A Geographic information System on a VAX platform", accepted in ICC-92 Conference (Dec'92) - Co-author Shri P. S. Dasgupta.

30. Shri P. S. Dasgupta, System Analyst

- a) Acceptance and publication of paper -
 - i) Empirical Studies of some Branch and Bound algorithms for the Travelling Salesman problem-AMSE 92, Calcutta, Dec'92
 - ii) A Geographical information System on VAX platform (Co-author Shri Samir Kr. Sadhukhan).

31. Shri Akshoy K. Singha, Research Assistant

- a) Working Paper titled "An Essay on Social Justice" (coauthor A.C. Manna) in the In-House Working Paper Series, Jan. '93.
- b) The following 3 articles have been drafted for publication :
 - i) A Survey on measurement of inequality.
 - ii) Concentration of land holdings in India.
 - iii) New Economic Policy and Agricultural Reform.

32. Dr. T.K. Datta, Research Assistant

- a) Regulated markets in West Bengal : Farmer's Hope and the Reality" in the In-House Working Paper Series.
- b) "Trade in Regulated Environment" in the In-House Working Paper Series.
- c) Following 3 papers have been sent for publication.
 - i) An exploration on the hinterland of Agricultural Markets in West Bengal.
 - ii) "Issues concerning Market Area" and "Notified Commodities of regulated markets in West Bengal"

iii) "Impact of Seasonality on Marketing Efficiency of Agricultural Produce".

33. Dr. Tridib Chakraborty, Senior Research Assistant

a) Articles :

- i) "Key issues in Public Enterprise Management and Policy" in DECISION Vol. 19, Nos. 3 & 4, 1992.
- ii) "The Privatisation Dilemma" in the Economic Times, Dec. '92.
- iii) "Inflation - A Growing Myth" in Dateline Business, Jan. '93.
- iv) "Secrecy Keeps Swiss Banking Industry Healthy and Fat" in Dateline Business, Feb. '93.

b) Reviews

- i) A Grammar of Public Enterprises in DECISION Vol. 19, No. 1, 1992.

34. Dr. Santwana Choudhuri, Research Assistant

- a) Monograph on "Quality Circle - Indian experience", published by National Institute of Personnel Management, Calcutta Chapter, Feb. '93.
- b) Article on "How Golden are Golden Handshakes" in the Economic Times, 17.9.92.
- c) Working Paper on "Golden Handshakes in Public Sector Enterprises" in IIMC Working Paper Series, Feb. '93.

35. Shri Arun Mukhopadhyay, Research Assistant

- a) "Private Power - Statics and Dynamics (Published in IIMC Working Paper Series).
- b) Development of Indian Aluminium Industry prior to National Planning in 1951.
- c) "Capacity Creation, in expansion and plant size of Indian Aluminium Industry".

LIST OF GRADUATING STUDENTS - 1993

Sl. No.	Regn.No.	N a m e	CGPA	Rank
1.	111/28	Deepak Kumar Singh	7.69	1
2.	131/28	Manish Mahajan	7.49	2
3.	133/28	Michael Jude Fernandes	7.43	3
4.	085/28	Suresh Vasudevan	7.37	4
5.	098/28	Aman Deep Singh	7.37	4
6.	127/28	Kartik Jain	7.23	6
7.	037/28	Mukesh Jain	7.20	7
8.	156/28	Rajev Shukla	7.17	7
9.	173/28	Sunil Alaric D'Souza	7.17	9
10.	006/28	Alok Kumar Agarwal	7.06	10
11.	087/28	T. S. Murali	7.03	11
12.	114/28	Dipankar Choudhury	7.00	12
13.	105/28	Bikash Saha	6.91	13
14.	024/28	Joshi Prashant Prakash	6.91	13
15.	084/28	Suraj Srinivasan	6.91	15
16.	142/28	Balaji P.B.	6.89	16
17.	082/28	Suneet Johar	6.89	16
18.	086/28	S. Krishna	6.86	18
19.	151/28	R. Niranjan	6.83	19
20.	063/28	Randhir Singh Kochhar	6.80	20

ANNEXURE XXIII (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
21.	123/28	Ramani K.	6.77	21
22.	035/28	Manish Singhal	6.77	21
23.	022/28	Nilesh Surendrarai Jasani	6.77	21
24.	057/28	Rahul Sinha	6.71	24
25.	011/28	Ashutosh Sinha	6.71	24
26.	077/28	Sooraj Dhawan	6.71	24
27.	050/28	Prasanna Someshwar	6.69	27
28.	029/28	Mantena Ravindranath	6.69	27
29.	177/28	Vikram Narayanan Nair	6.69	27
30.	093/28	Vinod Aachi	6.66	30
31.	080/28	Sudhir Grover	6.63	31
32.	004/28	Ashan Ali Kurabadwala	6.63	33
33.	013/28	B. Ramesh	6.60	33
34.	009/28	Arindam Das	6.54	34
35.	069/28	Sadanand Sathya Narayanan	6.54	34
36.	152/28	Arun Kumar R.	6.55	34
37.	033/28	Manish Kumar	6.51	37
38.	021/28	Jai Rajpal	6.51	37
39.	143/28	Shaliesh Madhukar Panday	6.49	39
40.	166/28	Sanjiva Kumar Singh	6.49	39
41.	003/28	Abhijit Basak	6.46	41
42.	163/28	Sameer Meghashyam Usgaonkar	6.43	42
43.	183/28	Balgopal Vissa	6.43	42
44.	042/28	Neelu Pilania (Ms)	6.40	44

ANNEXURE XXIII (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
45.	115/28	Gaurav Jain	6.37	45
46.	091/28	Vijay Sivaraman	6.37	45
47.	099/28	Anurag Srivastava	6.37	45
48.	113/28	Dipankar Basu	6.34	48
49.	034/28	Manish Nigam	6.34	48
50.	147/28	Prasenjit Mandal	6.34	48
51.	072/28	Sanjeev Patel	6.34	48
52.	005/28	Akash Maiti	6.31	52
53.	137/28	Murali Gopalan	6.31	54
54.	002/28	Aashish Padmakar Vernekar	6.29	54
55.	124/28	K.S. Raghunandana	6.26	55
56.	032/28	Manish Gupta	6.23	56
57.	075/28	Sharad Mohan	6.23	56
58.	160/28	Srikanth Sivaramakrishnan	6.23	56
59.	148/28	Prashant Prabhakar Kamat	6.23	56
60.	125/28	Kallol Sen	6.20	60
61.	040/28	Namit Sharma	6.20	60
62.	007/28	Ananda Bhoumik	6.20	60
63.	140/28	Nalin Avadhesh Kumar	6.20	60
64.	161/28	Sachen Dev Banota	6.17	64
65.	070/28	Saket Misra	6.14	65
66.	126/28	Santosh Suresh Kanekar	6.14	65

ANNEXURE XXIII (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
67.	055/28	R. Sridhar	6.11	67
68.	136/28	Munish Pahwa	6.11	67
69.	038/28	Murali Rajasekharan Nair	6.11	67
70.	028/28	Nikhil Yeshwant Kuvelker	6.06	70
71.	134/28	Moomal Mehta (Ms)	6.06	70
72.	107/28	Biswashis Gantayet	6.03	72
73.	068/28	Seshan Ramakrishnan	6.03	72
74.	094/28	Ajey Mehta	6.03	72
75.	146/28	Pradeep Nair	6.00	75
76.	092/28	Vikash Verma	6.00	75
77.	104/28	Bhavani Ramaswamy (Ms)	5.97	77
78.	049/28	Pranab Majumder	5.97	77
79.	154/28	Rahul Bhalchandra	5.97	77
80.	056/28	Rachakonda V. Sastry	5.94	80
81.	179/28	V.V. Subramanian	5.94	80
82.	149/28	Priti Kapur (Ms)	5.91	82
83.	170/28	Sonal Shah	5.89	83
84.	108/28	Chandan Deep Singh	5.89	83
85.	128/28	Kaushik Mukherjee	5.89	83
86.	051/28	Pratap P. Thoppil	5.86	86
87.	132/28	Manreet Sodhi (Ms)	5.86	86
88.	059/28	Rajesh V. Surya	5.80	88

ANNMEXURE XXIII (Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
89.	088/28	Tomberlin Wanswett	5.77	89
90.	159/28	Robit Kansal	5.77	89
91.	155/28	Rajeev Chalisgaonkar	5.71	91
92.	164/28	Sanchita Ghoshroy	5.69	92
93.	112/28	Devashish Banerjee	5.66	93
94.	052/28	Priya Mathew (Ms)	5.66	93
95.	175/28	Sushmita Chanda (Ms)	5.63	95
96.	008/28	Anustup Dutta	5.63	95
97.	039/28	N.B. Sundar	5.60	97
98.	167/28	Rajiv Shama Rao	5.57	98
99.	079/28	Srikrishna R.	5.57	98
100.	046/28	Punukollu Shobha (Ms)	5.54	100
101.	067/28	Rupan Khosla	5.54	100
102.	100/28	B. Radhesh	5.51	102
103.	122/28	Jose Philip	5.51	102
104.	054/28	Rakesh R. Neunana	5.1	102
105.	010/28	Arunabh Das Sharma	5.51	102
106.	030/28	M.A. Parthasarathy	5.51	102
107.	066/28	Ruby Prakash Raymond Toppa	5.49	107
108.	178/28	V. Ravi	5.40	108
109.	145/28	Parijat Biswas	5.31	109
110.	169/28	Sharman Jha	5.31	109

ANNXURE XXIII (Contd)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
111.	044/28	Kishor Sajan Ochani	5.29	111
112.	016/28	Daman Singh	5.29	111
113.	047/28	Parvathy Leela Nair	5.29	111
114.	135/28	Munish Bharat	5.26	114
115.	184/28	Jacob Jeorge	5.21	115
116.	153/28	R. Ravindran	5.20	116
117.	119/28	Gurpreet Singh	5.17	117
118.	023/28	Jishnu Mullick	5.14	118
119.	181/28	Vijay Kumar Palandurkar	5.09	119

ANNEXURE XXIV

**LIST OF STUDENTS AWARDED
THE TITLE OF 'FELLOW' IN 1993**

Sl.No.	Name	Regn.No.	Area of Specialisation	Thesis Title
1.	Shri Hemant Kumar Manuj	FP/3/88	Finance & Control	An evaluation of the Statistical properties of Financial Ratios.

**LIST OF STUDENTS WHO WERE AWARDED POST GRADUATE CERTIFICATE
IN GENERAL MANAGEMENT AT THE 28TH CONVOCATION
HELD ON 13.3.93**

Sl. No.	Regn.No.	N a m e	CGPA	Rank
A. STUDENTS OF SESSION - 11TH				
1.	01/11	Abhijit Bose	5.50	18
2.	03/11	Amitava Sengupta	5.27	24
3.	04/11	Amlan Ghosh	5.81	10
4.	05/11	Anirban Dasgupta	6.09	5
5.	06/11	Anjan Sen	6.54	3
6.	14/11	Asok Kumar Chattopadhyay	5.90	8
7.	15/11	Asok Kumar De	5.72	12
8.	16/11	Avijit Gupta	5.45	20
9.	17/11	Basudev Gangopadhyay	6.40	4
10.	18/11	Basudev Saha	5.54	16
11.	19/11	Chandan Kumar Maji	5.09	30
12.	20/11	Chandana Banerjee (Ms)	5.40	21
13.	24/11	Ganesh Debmoulik	7.27	1
14.	26/11	K. Janaradhana Reddy	5.22	26
15.	27/11	Karra Bhaskara Rao	5.95	7
16.	28/11	M. Ravindra Babu	5.54	16
17.	29/11	Manish Tripathi	5.68	13
18.	32/11	P.S. Gopal	5.90	8
19.	34/11	Partha Dasgupta	5.27	24
20.	35/11	Partha Kundu	5.81	10

ANNEXURE XXV(Contd.)

Sl. No.	Regn.No.	N a m e	CGPA	Rank
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A. STUDENTS OF SESSION - 11TH(Cont.)

21.	37/11	Raghuvccr Karan Prakash	6.77	2
22.	43/11	Sanjay Bir	6.04	6
23.	44/11	Sanjay Ghosh	5.13	29
24.	45/11	Sanjay Kar	5.18	28
25.	46/11	Sanjib Basu	5.22	26
26.	49/11	Subrata Das	5.63	14
27.	50/11	Subrata Ghosh	5.36	23
28.	51/11	Sucharita Bose (Ms)	5.40	21
29.	52/11	Sudeb Ganguly	5.63	14
30.	55/11	Ushakant Parekh	5.50	18

B. STUDENTS OF SESSION - 10TH

31.	11/10	Pradyut Kumar Das	5.22	
32.	15/10	Debajit Kumar Ghosh	6.00	
33.	38/10	Ravi Ranganathan	5.04	
34.	53/10	Vasan S. Sampath	5.63	

C. STUDENTS OF SESSION - 9TH

35.	22/09	Utpal Guha	5.00	
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LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 28TH BATCH.

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

ANNEXURE XXVI (Contd.)

1981

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

1982

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

1983

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

1984

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

1985

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

1986

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

1987

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

1988

Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant

1989

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

1990

Manish Srivasta
P. Venkatesh

1991

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

1992

Rajat Gupta
Anurag Gupta
Arnab Mukherjee
Vipul Tuli
Amit Gupta

1993

Dipak Kumar Singh
Manish Mahajan
Michael Jude Fernandes
Suresh Vasudevan
Aman Deep Singh

Statement of Accounts

(April 1, 1992 to March 31, 1993)

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
1. CAPITAL FUND:						
A. GENERAL ACCOUNT						
I. Government of India						
As per last account	7,26,12,094.50					
<u>Add: Addition by adjustment</u>		785.00				
<u>Add: Grant received during the year transferred from Income & Expenditure A/c.</u>		<u>60,47,594.57</u>				
		7,86,60,474.07				
<u>Less: Capital investment written off</u>		<u>1,73,447.88</u>		7,84,87,026.19		
II. Government of West Bengal						
As per last account				<u>11,17,530.61</u>		7,96,04,556.80
B. CAMPUS ACCOUNT						
I. Government of India						
As per last account	9,19,26,372.64					
<u>Add: Grant received during the year transferred from Income & Expenditure A/c.</u>		<u>1,40,00,000.00</u>		10,59,26,372.64		
II. Government of West Bengal						
As per last account				11,86,687.00		
III. Donation						
As per last account	36,99,350.36					
<u>Add: Addition during the year</u>		<u>2,30,515.06</u>		39,29,865.42		
IV. Bank Building						
As per last account	3,90,765.35					
<u>Add: Addition during the year</u>		<u>1,15,333.49</u>		<u>5,06,098.84</u>		11,15,49,023.90
C. FORD FOUNDATION						
As per last account						55,34,167.90
D. U N D P						4,41,478.70
2. DONATION FUND-MANAGEMENT CENTRE FOR HUMAN VALUES						
				22,25,000.00		
<u>Add: Interest earned during the year</u>				<u>31,884.92</u>		
				22,56,884.92		
<u>Less: Expenses made during the year</u>				<u>17,055.80</u>		22,39,829.12
3. LOAN FOR BANK BUILDING						2,73,901.16
4. PRIZE FUND						2,000.00
5. SCHOLARSHIP FUND						2,09,000.00
6. MISCELLANEOUS FUNDS						48,297.83
7. PROVIDENT FUND DEPOSIT						92,365.22
8. CURRENT LIABILITIES						1,06,62,217.77
9. PROJECT-IN-PROGRESS						48,51,697.82
10. SUSPENSE						<u>2,21,581.13</u>
				TOTAL :		<u>21,57,30,117.35</u>

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

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

MANAGEMENT CALCUTTA
AT 31ST MARCH, 1993

ASSETS	Amount		Amount		Amount	
	Rs.	P.	Rs.	P.	Rs.	P.
1. FIXED ASSETS						
(As per attached Schedule 'A')						
As per last account	15,33,67,454.44					
Add: Addition during the year	<u>2,01,68,859.27</u>		17,35,36,313.71			
Less: Adjustment for write-off Receipts/ Adjustment during the year			<u>1,81,491.29</u>		17,33,54,822.42	
1a. MANAGEMENT CENTRE FOR HUMAN VALUES						
BUILDING (Preliminary Expenditure)						32,818.00
2. LOANS, ADVANCES AND OTHER RECEIVABLES						
A. LOANS AND ADVANCES						
I. PURCHASES & SERVICES						
a. General Accounts	80,49,017.67					
b. Construction Accounts	1,13,260.79					
II. Staff	<u>49,44,543.99</u>		1,31,06,822.45			
B. OTHER RECEIVABLES						
I. Government of West Bengal	3,64,101.05					
II. Accounts Receivables	2,04,492.08					
III. Deposit	18,314.72					
IV. Claims	5,980.40					
V. Consultancy	<u>8,000.00</u>		<u>6,00,888.25</u>		1,37,07,710.70	
3. PRIZE FUND INVESTMENT						2,000.00
4. SCHOLARSHIP FUND INVESTMENT						2,01,000.00
5. TERM DEPOSIT						2,19,00,000.00
6. DONATION FUND : MANAGEMENT CENTRE FOR HUMAN VALUES INVESTMENT						21,81,635.61
7. INVENTORY OF STORES						
I. General Account			20,822.43			
II. Construction account						
a. Stone Metal	6,461.00					
b. Stock	<u>57,646.58</u>		<u>64,107.58</u>		84,930.01	
8. CASH AND BANK BALANCES						
(As per attached schedule 'B')						42,65,200.61
			TOTAL :		<u>21,57,30,117.35</u>	

Sd/- Subir Chowdhury
(Director)

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS 1992-93

Schedule 'A'

PARTICULARS	Net Block as on 01-04-92	Addition/ Adjustment during the year 1992-93	Gross Block as on 31-03-93	Receipts/ adjustment during the year 1992-93	Net Block as on 31-03-93
01. Land (including Development)	79,52,041.97	10,13,800.00	89,65,841.97		89,65,841.97
02. Building	6,01,51,950.94	1,43,77,357.35	7,45,29,308.29		7,45,29,308.29
03. Water Supply Installation	35,57,796.95	1,45,443.00	37,03,239.95		37,03,239.95
04. Electrical Installation	84,53,826.73	8,84,702.28	93,38,529.01		93,38,529.01
05. Boundary Walls	13,39,102.78	3,46,103.00	16,85,205.78		16,85,205.78
06. Roads, Drains & Culverts	45,12,709.97	6,03,380.00	51,16,089.97		51,16,089.97
07. Tubular Structure	19,32,124.96	36,474.00	19,68,598.96		19,68,598.96
08. Equipment & Tools	42,257.32	-	42,257.32		42,257.32
09. Sundry Structure & Works	13,51,509.42	-	13,51,509.42		13,51,509.42
10. Air Conditioning Plants	44,33,692.30	-	44,33,692.30		44,33,692.30
11. Office Equipment	1,49,98,296.26	7,17,669.36	1,57,15,965.62		1,57,15,965.62
12. Office Furniture	28,06,473.75	4,25,196.14	32,31,669.89		32,31,669.89
13. Motor Vehicles & Cycles	22,56,840.24	-	22,56,840.24	1,71,183.18	20,85,657.06
14. Library Books & Periodicals	2,54,86,366.17	7,72,662.40	2,62,59,028.57	10,308.11	2,62,48,720.46
15. Gifts Books & Periodicals	3,131.00	-	3,131.00		3,131.00
16. Computer Centre	<u>1,40,89,333.68</u>	<u>8,46,071.74</u>	<u>1,49,35,405.42</u>		<u>1,49,35,405.42</u>
TOTAL :	<u>15,33,67,454.44</u>	<u>2,01,68,859.27</u>	<u>17,35,36,313.71</u>	<u>1,81,491.29</u>	<u>17,35,54,822.42</u>

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'B'

CASH AND BANK BALANCES AS ON 31.3.93

A. GENERAL ACCOUNT

Current A/c. with SBI, Main Branch	3,083.23	
Current A/c. with SBI, Joka Branch	80,380.96	
Current A/c. with SBI, Joka Branch A/c.DECISION	14,356.70	
Savings A/c. with SBI, Main Branch	1,94,716.55	
Savings A/c. with SBI, Joka Branch	30,78,263.61	
Savings A/c. with Alipore Post Office	<u>4,055.05</u>	36,74,856.10
Cash-in-Hand		61,481.47

B. CONSTRUCTION ACCOUNT

Current A/c. with SBI, Joka Branch	4,93,256.67	
Cash-in-Hand	<u>8,128.57</u>	5,01,385.24

C. PETTY CASH

Postage including Franking	21,017.05	
Purchases & Services	<u>6,460.75</u>	<u>27,477.80</u>
		<u>42,65,200.61</u>

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount		Amount	
	Rs.	P.	Rs.	P.
A. NON-PLAN:				
1. To <u>Pay & Allowances</u>			2,25,17,252.10	
2. To <u>Provident Fund Contribution. Gratuity & Pension</u>			22,31,323.01	
3. To <u>Travelling Expenses</u>			59,026.80	
4. To <u>Leave Travel Concession</u>			2,65,689.85	
5. To <u>Stationery and Printing</u>			4,14,625.96	
6. To <u>Postage, Telegram & Telephones:</u>				
i) Postage and Telegram	37,013.85			
ii) Telephones	4,96,731.37		5,33,745.22	
7. To <u>Motor Car Expenses :</u>				
i) Petrol Oil	3,06,108.21			
ii) Maintenance & Repairs to Automobiles	4,17,315.27		7,23,423.48	
8. To <u>Repairs and Renewals</u>			1,91,264.75	
9. To <u>Electricity and Water Charges</u>			13,43,405.46	
10. To <u>Freight & Insurance</u>			73,635.00	
11. To <u>Advertisement & Publicity</u>			38,297.35	
12. To <u>Library Maintenance</u>			2,32,254.72	
13. To <u>Binding</u>			19,336.50	
14. To <u>Membership & Subscription</u>			9,275.00	
15. To <u>Post Graduate Programme:</u>				
i) Common Admission Test	8,58,115.01			
ii) Selection Test	97,611.24			
iii) Convocation	1,13,298.05			
iv) Programme Expenses	6,06,154.34		16,75,178.64	
16. To <u>Fellowship Programme</u>			2,94,259.20	
17. To <u>Management Development Programme</u>			11,73,733.77	
18. To <u>Extension Programme</u>			1,55,086.78	
19. To <u>Certificate in General Management</u>			3,33,374.37	
20. To <u>Consultancy & Incompany Training Programme</u>			21,76,308.67	
21. To <u>Seminar & Conferences</u>			54,387.15	
22. To <u>Scholarship</u>			64,410.80	
23. To <u>Placement Expenses</u>			1,88,999.89	
24. To <u>Medical Expenses</u>			10,44,850.49	
25. To <u>Legal Expenses</u>			47,638.30	
26. To <u>Board Meeting Expenses</u>			1,09,962.92	
27. To <u>Entertainment</u>			31,863.66	
28. To <u>Health Centre</u>			1,50,000.00	
29. To <u>Staff Welfare & Amenities</u>			68,641.35	
30. To <u>Overtime & Honoraria</u>			3,58,507.15	
31. To <u>Audit Fees</u>			1,49,360.00	
32. To <u>Contingencies</u>			4,74,399.21	
33. To <u>Campus Maintenance</u>			11,61,395.56	
34. To <u>Alumni Activities</u>			546.50	

C/O.

3,83,85,459.61

I N C O M E	Amount		Amount	
	Rs.	P.	Rs.	P.
1. By <u>GRANT RECEIVED FOR PLAN AND NON-PLAN FROM GOVERNMENT OF INDIA :</u>				
PLAN	2,00,00,000.00			
NON-PLAN	<u>2,73,00,000.00</u>		4,73,00,000.00	
2. By <u>Post Graduate Programme:</u>				
i) Common Admn. Test Fees	9,19,600.00			
ii) Application Fees	265.00			
iii) Admission Fees	22,800.00			
iv) Tuition Fees	17,89,000.00			
v) Computer Fees	3,45,200.00			
vi) Course Materials	2,02,100.00			
vii) Library Fees	7,81,200.00			
viii) Alumni Fees	81,550.00			
ix) Lodging	<u>1,74,800.00</u>		43,16,515.00	
3. By <u>Fellowship Programme:</u>				
i) Application Fees	23,520.00			
ii) Regn.& Dissertation Fees	1,200.00			
iii) Lodging	<u>3,650.00</u>		28,370.00	
4. By <u>Management Development Programme</u>			18,33,350.00	
5. By <u>MDP Complex Income</u>	16,29,516.90			
Less : Expenses	<u>5,68,227.94</u>		10,61,288.96	
6. By <u>Extension Programme</u>			3,25,500.00	
7. By <u>Certificate in General Management</u>			4,89,879.00	
8. By <u>Consultancy & In-company Training Programme</u>			32,15,947.00	
9. By <u>Transport</u>			2,21,448.66	
10. By <u>Furniture Rent</u>			64.00	
11. By <u>Rent for Quarters</u>			83,565.15	
12. By <u>Interest on Advance for Cycle, Motor Car & Scooter</u>			25,055.40	
13. By <u>Interest on Advance for House Building</u>			69,039.00	
14. By <u>Interest on Advance for Table Fan</u>			27.50	
15. By <u>Sale of Text Books</u>			3,793.00	
16. By <u>Subscription for DECISION</u>			36,757.00	
17. By <u>Placement Income</u>			4,61,000.00	
18. By <u>Miscellaneous Income</u>				
i) Laser Printing	8,169.30			
ii) Others	<u>13,78,255.99</u>		13,86,425.49	
19. By <u>Expenses for Faculty Accommodation</u>				
Transferred to Government of West Bengal as per Contra			<u>1,66,335.85</u>	
		C/O.	6,10,24,360.01	

INDIAN INSTITUTE
INCOME AND EXPENDITURE ACCOUNT FOR

EXPENDITURE	Amount Rs. P.	Amount Rs. P.
	BROUGHT FORWARD	3,83,85,459.61
35. To <u>Miscellaneous Expenses - Bank Charges</u>		15,777.75
36. To <u>Rent, Rates and Taxes</u> :		
Faculty Accommodation	2,12,092.75	
<u>Less: Recoveries</u>	<u>45,757.90</u>	<u>1,66,334.85</u>
	SUB-TOTAL(A)	<u>3,85,67,572.21</u>
B. PLAN:		
1. To <u>Faculty Development</u>		7,81,706.94
2. To <u>Officers' Development</u>		46,466.50
3. To <u>Staff Development</u>		2,33,370.30
4. To <u>Faculty Participation in International Conferences</u>		1,91,127.44
5. To <u>Centre for Management & Development Studies</u>		1,27,024.21
6. To <u>Centre for Public Enterprise Studies</u>		24,264.95
7. To <u>Centre for International Management Education - UNDP</u>		14,149.95
8. To <u>Special Programme on Rural Development</u>		1,00,949.89
9. To <u>Publication of Management Text Books & Literature</u>		1,17,000.00
10. To <u>Publication of Working Papers, Newsletter and DECISION</u>		1,45,799.00
11. To <u>Computer Centre Infrastructure</u>		<u>6,27,334.05</u>
	SUB-TOTAL(B)	<u>24,09,193.23</u>
	SUB-TOTAL (A+B)	4,09,76,765.44
GRANT-TRANSFERRED TO BALANCE SHEET & CAPITALISED :		
GENERAL ACCOUNT	60,47,594.57	
CAMPUS ACCOUNT	<u>1,40,00,000.00</u>	<u>2,00,47,594.57</u>
	TOTAL :	<u>6,10,24,360.01</u>

Sd/- Dipak Dasgupta
Asst. Finance & Accounts Officer

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

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To <u>Opening Balances :GENERAL ACCOUNT</u>		
<u>Cash in - Hand :</u>		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	<u>4,51,481.00</u>	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 - Electricity & Water	500.00	
Imprest Fund - Placement	80.00	
Imprest Fund - Director's Office	100.00	
Imprest Fund - PGP Office	97.36	
Imprest Fund - Security	144.85	
Imprest Fund - CAT	500.00	
Imprest Fund - Petty Purchase	6.30	
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	87.10	
Imprest Fund - City Office	2,500.40	
Imprest Fund - City Office Maintenance	500.00	
Imprest Fund - Board Office	500.00	
Imprest Fund - Computer Centre	<u>1,000.00</u>	17,077.41
To <u>CONSTRUCTION ACCOUNT</u>		
Cash - in hand	1,200.78	
Cash - at Bank	<u>4,67,966.23</u>	4,69,167.01
To <u>Grant-in-aid - Govt.of India</u>		
		4,73,00,000.00
To <u>Post Graduate Programme :</u>		
Common Adm. Test - PGP	9,19,600.00	
Application Fees - PGP	240.00	
Admission Fees - PGP	4,67,800.00	
Course Materials - PGP	1,54,900.00	
Tuition Fees - PGP	18,15,000.00	
Lodging Fees - PGP	1,36,800.00	
Computer Fees - PGP	2,50,900.00	
Library Fees - PGP	<u>5,00,400.00</u>	42,45,640.00
	C/O.	<u>6,14,21,206.30</u>

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST. MARCH 1993

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			1,37,65,093.92	
" Salary - Children Education Allowance			1,680.00	
" Leave Salary & Pension Contribution			10,413.30	
" Provident Fund Contribution			10,954.50	
" Gratuity			5,48,922.66	
" Deposit Linked Insurance			27,940.00	
" Pension			9,95,949.00	
" Travelling Expenses			61,998.35	
" Leave Travel Concession			3,26,655.10	
" Stationery and Printing			5,14,458.63	
" Postage Expenses			811.00	
" Telephone Expenses			5,38,505.50	
" Motor Car Expenses			5,82,572.93	
" Repairs & Renewals			51,169.65	
" Electricity & Water Charges			14,87,200.05	
" Freight and Insurance			73,635.00	
" Advertisement and Publicity			38,297.35	
" Library Maintenance			1,46,548.14	
" Binding			19,336.50	
" Membership and Subscription			9,275.00	
" PGP S & S			4,89,215.43	
" PGP CAT Expenses			8,37,876.28	
" PGP Selection Test Expenses			94,226.50	
" Convocation			1,11,420.66	
" F.P. S. & S.			2,74,954.20	
" M.D.P. S. & S.			8,75,707.53	
" M.D.P. Complex Expenses			5,31,348.54	
" E.P. S. & S.			1,16,451.83	
" P.G.C.G.M. Expenses			2,01,229.10	
" Consultancy Project Expenses			9,53,729.38	
" Seminar & Conference Expenses			24,758.15	
" PGP Scholarship			65,600.00	
" Placement Expenses			1,63,664.30	
" Medical Expenses			10,46,199.44	
" Legal Expenses			45,870.30	
" Board Meeting Expenses			65,328.42	
" Entertainment			21,317.20	
" Staff Health Centre			75,000.00	
" Staff Welfare & Amenities			1,43,241.35	
" O.T. & Honorarium			3,58,791.48	
" Audit Fee			1,49,360.00	
" Contingencies			1,83,414.26	
" Misc. Expenses - Bank Charges			15,527.75	
" Campus Maintenance			2,38,000.12	
" Faculty Development			<u>6,01,161.60</u>	

C/o. 2,68,94,810.40

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
	B/F.	6,14,21,206.30
To Fellowship Programme :		
Application Fees - Fellow Programme	23,620.00	
Fellow Programme Registration Fees	<u>700.00</u>	24,320.00
To M.D.P. Income		18,50,350.00
" M.D.P. Complex Income		10,57,108.40
" Extension Programme Income		3,25,500.00
" P.G.C.G.M. Income		4,89,879.00
" Consultancy Project Income		56,91,523.00
" Transport Income		2,950.00
" Sale of Text Books		3,793.00
" Interest Divident from P.F. Investment		22,53,344.49
" Subscription for DECISION		33,468.00
" Misc. Income & Others		14,20,513.37
" Misc. Income - Laser Printing		7,427.50
" Alumni Activities Income		47,000.00
" Placement Income		6,03,000.00
" B o o k s		1,460.00
" Periodicals		975.00
" Electricity Charges - Recoverable		631.00
" D. D. F. R. Advance		50.00
" Accounts Receivable		43,51,962.00
" IIMC Students' Association		80,340.00
" Computer Aided Management Centre		5,26,557.97
" Advance - Festival		640.00
" Advance - Periodical		160.00
" Advance - Consultancy Project		51,697.51
" Advance - Seminar		12,370.80
" Advance - Extension Programme		495.15
" Advance - Vendors		4,985.62
" Advance - Personal		19,564.79
" Advance - Purchase		860.68
" Advance - P.G.P.		710.00
" Advance - Common Admission Test		91.93
" Advance - Centre		9,761.25
" Term Deposit		1,80,60,000.00
" Investment of Donation Fund - Management Centre for Human Values		12,00,000.00
" Common Admission Test 1992		95,21,582.00
" Deferred Revenue Income		7,000.00
" Accounts Payable		32,275.00
" Scholarship Donation Repayable		89,466.00
" P. F. Payable		37,84,733.69
" F. F. R. Advance		667.00
" Director's Discretionary Fund		2,618.00
" Donation and Prizes		<u>1,22,413.00</u>
	C/o.	11,31,15,451.45

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST. MARCH 1993

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/f.	2,68,94,810.40	
By Officers' Development				3,691.50
Staff Development & Rationalisation				6,929.10
Faculty Participation in International Conferences				1,91,180.60
Centre for Management and Development Studies				1,83,430.41
Publication of Management Text Books				1,17,000.00
Preparation of Working Paper, Newsletter & DECISION				1,32,446.20
Special Programme on Rural Development				77,670.89
Centre for Public Enterprise Studies				28,408.10
Computer Centre Infrastructure				5,19,160.10
Centre for International Management Education - UNDP				12,918.95
Management Centre for Human Values				4,445.15
Rent, Rates and Taxes				1,99,782.15
Suspense				2,135.00
Equipment				1,66,579.25
Computer Centre				2,59,600.24
Furniture and Fixture				19,908.74
B o o k s				7,29,237.29
Periodicals				375.00
Library Development - Micro Forms				2,829.50
Electricity Charges Recoverable				7,312.43
Telephone Charges Recoverable				56,187.10
Director's Discretionary Fund Recoverable				7,450.00
Miscellaneous Charges Recoverable				2,798.40
Accounts Receivable				87,580.00
IIMC Students' Association				55,810.00
Computer Aided Mangement Centre				3,14,675.36
Advance - Festival				1,98,760.00
Advance - Flood				9,000.00
Advance - Periodicals				24,83,031.89
Advance - Consultancy Project				5,21,010.76
Advance - Seminar				26,250.00
Advance - Extension Programme				30,000.00
Advance - Vendors				15,75,262.52
Advance - Personal				1,07,307.30
Advance - House Building				6,12,354.00
Advance - Purchase				2,000.00
Advance - Cycle				18,616.00
Advance - Scooter & Motor Car				3,20,000.00
Advance - Table Fan				400.00
Advance - Centre				28,706.00
Prize Fund Investment				1,000.00
Term Deposit				3,29,60,000.00
Investment of Donation Fund Mgmt. Centre for Human Values				33,81,635.61
P.F. Deposit				13,467.47
Common Admission Test '92				27,00,000.00
Suspense Payable				11,51,950.00
		C/o.	7,62,25,103.41	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
	B/f.	11,31,15,451.45
To		
Donation for Campus		11,75,000.00
Donation fund for Management Centre for Human Values		10,81,884.92
Scholarship Fund		8,000.00
Prize Fund		1,000.00
Group Insurance Repayable		96,843.00
Earnest Deposit		86,120.00
Security Deposit		36,705.00
Library Deposit		59,750.00
Caution Deposit - PGP		72,750.00
Caution Deposit - F.P.		2,000.00
Caution Deposit - PGCGM		18,300.00
Clearing A/c. - L.T.C.- G.S.L.I.		4,200.00
Liability for Income Tax		20.00
Unpaid Salary		2,89,266.13
Unpaid O.T. & Hon.		60,389.26
Salary		3,202.60
Pension		67.00
Travelling Expenses		3,592.55
L.T.C. Expenses		44,599.88
Postage Expenses		90.00
Telephone Expenses		41,679.90
Motor Car Expenss		1,621.00
Electricity & Water Charges		33,550.48
P.G.P. S.& S.		2,193.70
PGP CAT Expenses		25,370.74
PGP Selection Test Expenses		11,103.77
Convocation		876.00
M.D.P. S.& S.		51,456.82
E.P. S.& S.		666.50
PGCGM Expenses		1,851.00
Consultancy Project Expenses		8,440.80
P.G.P. Scholarship		1,189.20
Medical Expenses		1,755.00
Board Meeting Expenses		130.00
Faculty Development		7,399.80
Faculty Participation in International Conference		53.16
Centre for Management & Development Studies		35,341.00
Centre for Project Management Studies		1,000.00
Centre for Public Enterprise Studies		9,594.00
Computer Centre Infrastructure		740.00
Centre for International Mgmt. Eductation - UNDP		3,28,498.70
Rent, Rates & Taxes		2,193.00
Suspense		<u>2,00,000.00</u>
	C/o.	11,69,25,936.36

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST. MARCH 1993

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/f.	7,62,25,103.41	
By	Accounts Payable		31,59,641.04	
	Scholarship Donation Repayable		96,966.00	
	P. F. Payable		68,68,129.97	
	F. F. R. A.		43,136.00	
	Donation & Prizes		1,10,370.00	
	Group Insurance Repayable		89,156.85	
	Earnest Deposit		28,152.00	
	Security Deposit		20,000.00	
	Library Deposit		250.00	
	Caution Deposit-P.G.P.		3,850.00	
	Caution Deposit-P.G.C.G.M.		12,125.00	
	Suspense Revenue Stamps		1,063.80	
	L.I.C. Clearing		3,04,837.95	
	Clearing A/c. IIMC Staff Co.Op. Cr. Society		15,55,791.35	
	Clearing A/c. IIMCEU Subscription		2,168.00	
	Clearing A/c. L.I.C. - G.S.L.I.		2,76,002.50	
	P.F. Clearing		43,70,572.00	
	Liability for Income Tax		15,60,125.00	
	Liability for Income Tax - Contractor		7,344.40	
	Liability for Profession Tax		1,82,437.00	
	Unpaid Salary		2,89,420.73	
	Unpaid O.T. & Honoraria		59,962.36	
	Application Fees - PGP		75.00	
	Admission Fees - PGP		1,100.00	
	Course Materials - PGP		1,400.00	
	Tuition Fees - PGP		33,200.00	
	Computer Fees - PGP		2,600.00	
	Library Fees - PGP		8,400.00	
	Lodging Fees - PGP		1,000.00	
	Alumni Fees - PGP		2,100.00	
	Application Fees - F.P.		100.00	
	M.D.P. Income		17,000.00	
	Consultancy Project Income		24,822.00	
	Transport Income		1,097.50	
	Rent for Quarters		9,249.75	
	Interest on Cycles, Motor, Scooters		36.00	
	Subscription for DECISION		191.00	
	Misc. Income & Others		354.00	
	Misc. Income - Laser Printing		283.00	
	Interest on House Building Advance		411.00	
	Placement Income		<u>2,000.00</u>	
		C/o.	9,53,72,044.61	

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/f.	11,69,25,936.36	
To <u>Construction Accounts :</u>				
S t o c k	5,64,129.19			
Security Deposit	8,83,419.00			
Miscellaneous Income	46,959.00			
Liability for Income Tax	2,18,512.00			
Liability for Sales Tax	67,995.00			
Electricity Charges	4,740.00			
Miscellaneous Deposit	95,431.00			
Advance Vendors	<u>5,92,296.54</u>		24,73,481.73	
		C/o.	<u>11,93,99,418.09</u>	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST. MARCH 1993

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/f.		9,53,72,044.61
By <u>Construction Accounts :</u>				
L a n d	10,13,800.00			
Hostel Buildings	40,33,895.35			
Instructional Buildings	18,412.00			
Residential Buildings	74,55,153.80			
MDP Hostel Complex	3,18,287.00			
Water Supply Installation	1,45,443.00			
Electrical Installation	8,84,702.28			
Boundary Walls	3,46,103.00			
Roads, Drains & Culverts	6,03,380.00			
Teaching Block	25,51,609.20			
Tubular Structure	36,474.00			
Campus Maintenance	9,01,631.92			
Motor Car Expenses	8,733.00			
Library Maintenance	84,884.00			
Computer Centre - Infrastructure	88,110.95			
Repairs & Renewals	1,21,269.00			
Security Deposit	4,51,369.00			
Misc. Deposit	58,431.00			
Liability for Income Tax	2,18,512.00			
Liability for Sales Tax	67,995.00			
Bank Charges	250.00			
				1,94,08,445.50
Mgmt. Centre for Human Values				32,818.00
<u>Expenses out of Imprest Fund :</u>				
Postage - Petty Cash Franking	1,66,838.85			
Imprest Fund - Postage	2,219.30			
Imprest Fund - Maintenance General	701.10			
Imprest Fund - Library	1,752.15			
Imprest Fund - Transport	5,656.20			
Imprest Fund - Hostel Maintenance	5,072.60			
Imprest Fund - Electricity & Water	428.10			
Imprest Fund - Placement	4,106.05			
Imprest Fund - Director's Office	47.50			
Imprest Fund - P.G.P. Office	9,985.45			
Imprest Fund - Security Office	499.70			
Imprest Fund - CAT Office	2,448.26			
Imprest Fund - Petty Purchase	500.00			
Imprest Fund - Medical	300.00			
Imprest Fund - Publication	495.00			
Imprest Fund - M.D.P.	1,155.00			
Imprest Fund - General Administration	14,325.65			
Imprest Fund - City Office	83,812.47			
Imprest Fund - City Office Maintenance	849.25			
Imprest Fund - Computer Centre	4,546.25			
Imprest Fund - Purchase & Transport	15,190.49			
				3,20,929.37
		C.o.		11,51,34,217.48

INDIAN INSTITUTE OF
RECEIPTS AND PAYMENTS ACCOUNTS FOR

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.

B/A. 11,93,99,418.09

Total : 11,93,99,418.09

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST. MARCH 1993

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
		B/f.		11,51,34,217.48
By <u>Closing Balances :</u>				
Cash - in-hand				61,481.47
<u>Cash - at Bank</u>				
Current a/c. with SBI, Main Branch	3,083.23			
Current a/c. with SBI, Joka Branch	80,380.96			
Current a/c. with SBI, Joka Branch a/c. 'DECISION'	14,356.70			
Savings a/c. with SBI, Main Branch	4,94,716.55			
Savings a/c. with SBI, Joka Branch	30,78,263.61			
Savings a/c. with Alipore Post Office	<u>4,055.05</u>			36,74,856.10
<u>Petty Cash :</u>				
Postage Petty Cash Franking	21.017.05			
Imprest Fund - Library	207.50			
Imprest Fund - Hostel Maintenance	495.00			
Imprest Fund - Placement	500.00			
Imprest Fund - PGP Office	308.40			
Imprest Fund - Electricity & Water	500.00			
Imprest Fund - CAT	500.00			
Imprest Fund - General Administration	729.90			
Imprest Fund - City Office	2,336.75			
Imprest Fund - Computer Centre	500.00			
Imprest Fund - Purchase & Transport	<u>383.20</u>			27,477.80
<u>Construction Account :</u>				
Cash-in-hand	8,128.57			
Cash-at-Bank	<u>4,93,256.67</u>			<u>5,01,385.24</u>
			Total :	<u>11,93,99,418.09</u>

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CAM CENTRE ACCOUNT
BALANCE SHEET AS AT 31ST MARCH, 1993

LIABILITIES	AMOUNT	AMOUNT	ASSETS	AMOUNT	AMOUNT
<u>CAPITAL FUND</u>			<u>1. FIXED ASSETS</u>		
<u>GENERAL ACCOUNT</u>			as per last account		67,49,790.11
Govt. of India (under Cash A/c.)	67,49,790.11				
<u>Assets-UNDP</u>			<u>2. GIFT ASSETS-UNDP</u>		
(as per contra)			(as per last a/c.)		50,10,249.14
(as per last A/c.)	<u>50,10,249.14</u>	1,17,60,039.25			
<u>CURRENT LIABILITIES</u>		1,40,565.03	<u>3. ADVANCES & OTHER RECEIVABLES</u>		
			Advance-Periodicals	3,366.52	
			Accounts Receivable	215.45	
			Deposit	<u>1,000.00</u>	4,581.97
			<u>4. INVENTORY OF STORES</u>		
			Central Stores		35,805.48
			<u>5. EXCESS OF EXPENDITURE OVER INCOME</u>		
			upto 1990-91	55,840.58	
			<u>Add:</u> Excess during		
			1991-92	<u>52,931.79</u>	
				1,08,772.37	
			<u>Less:</u> Excess of income		
			over expenditure		
			during 1992-93		
			transferred from		
			Memorandum Income		
			& Expenditure	<u>8,594.79</u>	1,00,177.58
			<u>6. CASH & BANK BALANCES</u>		
			Cash-in-hand		-
			Cash-at-bank		-
			Current A/c.with SBI,Joka		-
			Savings A/c.with SBI,Joka		-
		<u>1,19,00,604.28</u>			<u>1,19,00,604.28</u>

P. K. Dasgupta
Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CAM CENTRE ACCOUNT

MEMORANDUM INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED
31ST MARCH, 1993

EXPENDITURE	AMOUNT	I N C O M E	AMOUNT
To Bank Charges	25.00	By Miscellaneous Income	8,619.79
To Excess of Income over expenditure transferred to Balance Sheet	<u>8,594.79</u>		—
TOTAL :	<u>8,619.79</u>		TOTAL : <u>8,619.79</u>

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CAM CENTRE ACCOUNT

RECEIPTS & PAYMENTS ACCOUNT FOR THE YEAR ENDED 31ST MARCH, 1993

RECEIPTS	AMOUNT	PAYMENTS	AMOUNT
To <u>Opening Balances</u> :		By Accounts Payable	5,26,557.97
Cash in Hand	-	By Bank Charges	25.00
<u>Cash at Bank</u> :		By <u>Closing Balances</u> :	
Current A/c. with SBI, Joka Br.	767.27	Cash-in-hand	-
Savings A/c. with SBI, Joka Br	5,17,195.91	<u>Cash at Bank</u> :	
Miscellaneous Income	8,619.79	Current A/c. with SBI, Joka Br.	-
		Savings A/c. with SBI, Joka Br.	-
TOTAL :	<u>5,26,582.97</u>	TOTAL :	<u>5,26,582.97</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 - 1992-93

D E B I T	Rs. P.	C R E D I T	Rs. P.
P.F. Investment	2,03,54,000.00	IIMC - CPF	1,40,26,662.74
CPF Loan	6,04,255.00	IIMC - GPF	1,06,81,667.62
GPF Loan	7,15,567.00		
B a n k	<u>30,34,508.36</u>		<u> </u>
	<u>2,47,08,330.36</u>		<u>2,47,08,330.36</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

MEMORANDUM INCOME & EXPENDITURE FOR THE YEAR ENDED 31ST MARCH, 1993

EXPENDITURE	Rs. P.	INCOME	Rs. P.
Interest on CPF Subscription	6,86,535.00	Interest Received from IIMC	24,54,120.00
Interest on Contribution	7,29,981.00		
Interest on GPF Subscription	10,37,604.00		
	<u>24,54,120.00</u>		<u>24,54,120.00</u>

Sd/-Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

RECEIPTS & PAYMENT A/C. FOR THE YEAR ENDED 31ST MARCH, 1993

R E C E I P T S	Rs. P.	P A Y M E N T S	Rs. P.
Opening Bank Balance	26,85,158.14	IIMC - CPF	12,97,175.39
IIMC - CPF	12,45,696.00	IIMC - GPF	11,43,506.67
IIMC - GPF	21,04,534.00	CPF Loan	5,92,660.00
CPF - Loan	4,92,169.00	GPF Loan	6,79,305.00
GPF - Loan	5,54,202.00	P.F. Receivable	41,71,700.00
P.F. Receivable	36,55,096.96	P.F. Investment	8,00,000.00
P.F. Investment	9,82,000.00	Bank Balance	30,34,508.36
	<u>1,17,18,856.10</u>		<u>1,17,18,856.10</u>

Sd/-Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

Sd/-Subir Chowdhury
Director

**INDIAN INSTITUTE OF
PROVIDENT
BALANCE SHEET AS AT**

LIABILITIES	Amount Rs. P.	Amount Rs. P.	Amount Rs. P.
<u>IIMC Contributory Provident Fund :</u>			
<u>Subscription</u>			
As per last a/c. (1991-92))	<u>60,74,914.13</u>	60,74,914.13	
<u>Add : Addition during the year</u>	12,45,696.00		
Interest	<u>6,86,535.00</u>	<u>19,32,231.00</u>	
		80,07,145.13	
<u>Less : Withdrawal</u>		<u>9,04,940.39</u>	
		71,02,204.74	
 <u>Contribution</u>			
As per last a/c. (1991-92)	<u>62,09,506.00</u>	62,09,506.00	
<u>Add : Addition during the year</u>	3,78,206.00		
Interest	<u>7,29,981.00</u>	<u>11,08,187.00</u>	
		73,17,693.00	
<u>Less : Withdrawal</u>		<u>3,93,235.00</u>	
		69,24,458.00	1,40,26,662.74
 <u>IIMC General Provident Fund</u>			
As per last a/c. (1991-92)	86,89,312.29		
<u>Less: Adjustment</u>	<u>1,776.00</u>	86,87,536.29	
<u>Add : Addition during the year</u>	21,04,534.00		
Interest	<u>10,37,604.00</u>	<u>31,42,138.00</u>	
		1,18,29,674.29	
<u>Less : Withdrawal</u>		<u>11,48,006.67</u>	1,06,81,667.62
			<u>2,47,08,330.36</u>

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

MANAGEMENT CALCUTTA
FUND
31ST. MARCH 1993.

A S S E T S	Amount Rs. P.	Amount Rs. P.	Amount Rs. P.
<u>P. F. Investment</u>			
As per last A/c. (1991-92)	1,69,36,000.00		
<u>Less : Encashment</u>	<u>24,82,000.00</u>	1,44,54,000.00	
<u>Add : Re-investment</u>	15,00,000.00		
<u>Add : Investment during the year</u>	<u>44,00,000.00</u>	<u>59,00,000.00</u>	2,03,54,000.00
 <u>Contributory Provident Fund Loan</u>			
As per last A/c. (1991-92)	5,04,764.00		
<u>Add : payment during the year</u>	<u>5,92,660.00</u>	10,97,424.00	
<u>Less : Loan recovered</u>		<u>4,93,169.00</u>	6,04,255.00
 <u>General Provident Fund Loan</u>			
As per last A/c.(1991-92)	5,94,964.00		
<u>Add : Adjustment during the year</u>	<u>6,79,305.00</u>	12,74,269.00	
<u>Less : Loan recovered</u>		<u>5,58,702.00</u>	7,15,567.00
 Bank Balance			<u>30,34,508.00</u>
			 <u>2,47,08,330.36</u>

Sd/- Subir Chowdhury
Director