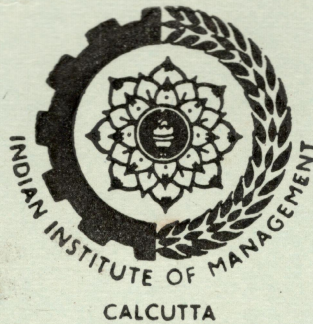


ANNUAL REPORT

1993-94



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYSECOND ANNUAL REPORT (April 1, 1993 to March 31, 1994)

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. Cooperating 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 33rd year on November 14, 1993. 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 2990 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 the 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, 1994) 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 Studies and Research in 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 30th session of the Programme began in July 1993 with 242 students from all over the country in the First Year and 212 students in the Second Year. The number of Schedule Caste and Schedule Tribe students in the First and Second Year were 48 and 30 respectively. There were a total of 26 girl students (including 9 SC/ST students) in the First Year and 22 students in the Second Year. Although 242 students were admitted in the first year which included 15 belonging to the 29th Batch, who were repeating their terms, the strength came down subsequently to 225 (at the end of the III 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. The main thrust is to imbibe a sense of strategic outlook to management problems in the students; to develop in them a global view of economic, technological, cultural and political environment of the business; to help them to acquire ability to face uncertainties and challenges of a global economy with great amount of flexibility. 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 full-time 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 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 to 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 2990 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.

1.1(2) 30th Post Graduate Programme (1993-95)

A total of 15615 candidates applied for admission to the 30th Session of Post Graduate Programme commencing in June'93, including 724 Scheduled Castes and Scheduled Tribes candidates.

Out of 15615 applicants for admission, 1021 candidates were called for personal interviews and group discussions by a panel consisting of faculty members of the Institute, experts from Industry and Government and alumni at 4 metropolitan cities of the country namely, Bombay, Calcutta, Delhi and Madras. Out of 1021 candidates selected for personal interview, 199 candidates belonged to SC/ST community. Ultimately, after going through the selection procedure, a total number of 242 students were admitted into the 30th Session of the Post Graduate Programme.

A.1(3) Educational background of the 30th Batch of Students

A study of the educational background of the students of the 30th Session (1993-95), who are now in the second year reveals that 82.7% belonged to engineering stream and 17.3% belonged to non-engineering stream.

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

22.5% seats of the Post Graduate Programme are reserved for candidates belonging to Scheduled Castes/Tribes community and same relaxation in entry standard was extended to them as in the earlier years. A total of 724 applications for admission to the Programme (1993-95) was received from candidates belonging to SC/ST community. Out of this 199 candidates were called for personal interview and in all 43 candidates joined the Programme.

A.1(5) 31st Session of Post Graduate Programme (1994-96)

The Common Admission Test (CAT) for selecting students for the 31st session of the Post Graduate Programme (1994-96) commencing in June, 1994 was held on December 12, 1993 all over India in 19 Centres.

The 5 examination centres at Bhubaneswar, Calcutta, Guwahati, Nagpur and Patna were under the control of IIMC, which catered to a total of 4665 candidates.

The CAT (Written Test) was common for IIM Ahmedabad; IIM Bangalore; IIM Calcutta and IIM Lucknow. The number of candidates appeared at the CAT all over India were about 25,100.

- a) No. of candidates called for interviews : 996

General	SC/ST	Total
818	178	996

- b) No. of students who joined in IIM Calcutta were 274 (including 54 SC/ST), out of which 5 dropped out subsequently. The number 274 includes 11 students belonging to the 30th Batch who were repeating their 1st year 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, 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
Microeconomic Theory
Financial Accounting
Statistics-I
Indian Economic and
Political History

TERM-II

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

TERM-III

Indian Economics
Financial Management
Marketing Research
Operations Research
Production Management
Personnel Management and
Industrial Relations

Second Year

3 Compulsory Courses are offered in the Second Year :

TERM-IV

Strategic Management and
5 Optional Courses

TERM-V

Indian Legal System 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 1993 is given in Annexure-V.

The Institute does not offer any specialisation package. However, it is possible for the students to choose optional courses with concentration in areas of their choice in their second year, keeping in view the current requirements for specialisation/ concentration for placement purposes. As already indicated above, the courses, Strategic Management, Indian Legal System 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 1993-94. 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.

Details of Colloquia Series 1993-94

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	7.7.93	Dr. Ruby Roy Dholakia Professor of Marketing, University of Rhode Island, USA	Marketing Information Technology
2.	20.7.93	Mr. Anand Mundkur Vice-President (Gases) Indian Oxygen Limited	Relevance of the MBA programme in the present day business context
		Mrs. Jayashree Mundkur Classical Dancer	
		Mr. Anjan Raichaudhuri CEO, Business Horizons	
		Mr. A.R. Kohli Management Consultant	
		Mr. Steven Godinho Manager - Imports, TISCO	
		Prof. Sushil Khanna IIMC Faculty (Moderator)	

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
3.	23.7.93	Dr. Nigel Harris Development Economist, University College, London University	Economic Reforms and Urban Management
4.	20.8.93	Dr. Deepak Nayyar Ex-Chief Economic Adviser Ministry of Finance Govt. of India	Indian Economy : Stabilisation, Structural Adjustments and Liberalisation
5.	20.9.93	Dr. Emil Herbolzheimer ESAE, Spain	"Globalisation - The EEC Perspective"
6.	22.9.93	Mr. Manab Bose Director - HRD General Electric, India Mr. Pete Cuzzo Project Manager Corporate Mgmt.Dev. General Electric, USA Mr. Carl A Jackson Manager General Electric Management Development Institute	The Company - Businesses Management Philosophy - International Operations - Indian Joint Ventures - University relations in USA and India
7.	29.9.93	Mr. Tapan Mitra Managing Director, Indian Aluminium Co.	World Aluminium Industry India's Strategies and Management Orientation
8.	4.11.93	Mr. J. Narayan Managing Director Shaw Wallace & Co.	"Marketing Stinks - The neglect of social aspects in Marketing"
9.	5.11.93	Mr. J.J. Irani Mg. Director, TISCO	"Indian Industry - Post Liberalisation"
10.	7.12.93	Mr. S.A. Dave Chairman, UTI	"UTI & Stock Markets - Future trends"

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
11.	21.12.93	Mr. J.N. Sapro Former Chairman, ITC & Chairman, IOL Ltd. Coats India Citibank Advisory Board	Management in the 21st Century
12.	22.12.93	Mr. Ashok Soota President, Wipro Infotech	"Management of Change"
13.	4.1.94	Dr. M.B. Athreya Management Consultant	"How to achieve Global competitiveness"
14.	5.1.94	Swami Jayapataka Director, ISKON Insl. Mayapur Project	"Management, Communication and Vedanta"
15.	8.2.94	Dr. Kiran Seth Professor, IIT Delhi	"An intuitive approach to Operations Research"
16.	12.2.94	Dr. Kenneth Goodpaster Professor, Univ. of St. Thomas, Minnesota, USA	"Does a Corporation have a conscience?"
17.	12.2.94	Dr. Micheal J. Evers Dean, Univ. of St. Thomas, Minnesota, USA	"Management Education and Globalisation"
18.	17.2.94	Mr. Avijit Mazumdar Chairman & Managing Director TIL Ltd.	"Integrating Indian Economy with Global Strategic Approach"
19.	9.3.94	Dr. Kaushik Basu Delhi School of Economics Dr. Sukumar Bhattacharya Tax Consultant Dr. Ajeet N. Mathur Professor, IIMC Dr. Anup K. Sinha Professor, IIMC	Union Budget - 1994 : Implications for the Economy

There were the following "Guest Speakers" during the year :

1.	22.8.93	Shri Sumit Guha Tata Tea	Globalisation of Indian Industry and Case of Tata
2.	23.8.93	Shri Amit Sengupta Export Consultant	Marketing Strategies of Japanese and Far Eastern Countries
3.	26.8.93	Shri Gautam Chakraborty Hindustan Lever, Bombay	Export Strategies for Indian Products, with special Relevance to Unilever
4.	29.11.93	Shri Anjan Sen	Working Capital Management
5.	8.1.94	Shri Venkataraman Financial Controller Modi Xerox Ltd.	Competitiveness, Manu- facturing Strategy and Cost Analysis

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

The Institute provided during the year financial assistance to 68 students (including 61 SC/ST students) enrolled in the Post Graduate Programme (both first and second year). The assistance is of the value of Rs.170/- per month per student for 10 months in the academic year (or Rs.1700/- per annum), in addition to the full remission of tuition fees (for SC/ST students, room rent also) for the year. There were 5 students who were getting the NCERT Scholarship (Rs.1500/- per year). Besides, 53 meritorious students studying in the 2nd year worked as tutors for the 1st year students in different subjects during the year for which they were paid some stipend.

The Institute awards the following prizes to the meritorious students :

- i) B.C. Roy Memorial Medals (Gold for 1st Rank Holder and Silver for 2nd Rank Holder).
- ii) Chairman's Prize - For 1st Rank Holder.
- iii) John Wynne Prize - For 1st Rank Holder.

The following Scholarships/Prizes have been donated by several organisations for awarding to the students according to various criteria at the Annual Convocation:

- i) Calcutta Management Association Prize (for 1st Rank Holder).
- ii) Citibank Excellence and Research awards for 2 students who achieve the highest level of academic excellence, originality, creativity, communication skills and leadership and for one student on the basis of Merit-cum-Means.

In addition, there is a separate award from the Citibank for the best research paper from student of either first or second year.

- iii) IIMC Alumni Association Loan Scholarship for 3 students on the basis of good academic record, contribution to IIMC extra curricular activities and financial need.
- iv) Dr. K. Nath Public Trust Gold Medal (for highest distinction - 1st Rank Holder).
- v) Bharat Chamber of Commerce Prize (for the most balanced and progressive outlook towards management problems).
- vi) B.S. Dua Memorial Prize for outstanding ability in leadership.
- vii) Damodar Valley Corporation Medal and Prize.
- viii) Glaxo Marketing Prize and Gold Medal (for best student in Marketing Area).
- ix) Bengal Chamber of Commerce Medal (for excellence in Personnel Management and Industrial Relations).
- x) HMM Scholarship (for excellence in Marketing). The student is selected through an Essay competition by the Marketing Group of the Institute.
- xi) Pawan Tyagi Prize (for the best Sportsman of the year).
- xii) Spectrum communications A & M Prize.

The list of students who were awarded the above Scholarships/Prizes/Medals is given in Annexure-VIII.

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

- i) Bank of America (for 2 students).
- ii) Central Bank of India (one, for the student with the highest CGPA in the Finance Courses).

- iii) Damodar Valley Corporation (for the best SC/ST student).
- iv) Foundation to Aid Industrial Recovery (FAIR).
- v) Glaxo Marketing Scholarship : a Silver Medal and a Cash Prize (for the best student in the Marketing Courses).
- vi) Hindustan Lever Limited (for one student).
- vii) India Carbon (for one student).
- viii) T.T. Krishnamachari Memorial Silver Jubilee Scholarship (for 2 students).
- ix) Dr. K. Nath Public Trust Scholarship (for 2 students).
- x) Shriram Smarak Nidhi Scholarship.
- xi) Citibank (for 2 students who achieve the highest level of academic performance, competence, originality, creativity, communication skills and leadership and for one student on the basis of Merit-cum-Means).
- xii) Business World (for one student).
- xiii) Ramchandar Poddar Smarak Nidhi (for 1st Rank Holder in the first year).
- xiv) Standard Chartered Bank (for the 2nd Rank Holder in the first year).
- xv) ITC Limited (Merit-cum-Means Scholarship for one student).
- xvi) Procter & Gamble (Merit-cum-Means Scholarships for 2 students).
- xvii) Indian Aluminium Company (for one student).

The Institute is also exploring possibilities of arranging loans to needy students from banks and other financial institutions.

A list of students who were awarded the above Scholarships during 1993-94 is given in Annexure-VII.

A statement containing the Honour Roll of the 29th Batch SC/ST Scholarship, Merit-cum-Means Scholarship Holders during 1993-94 is given in Annexure-IX.

A.1(9) Fees and Expenses

The students (30th Batch) are required to bear the following expenses :

Admission Fee	Rs. 500 (one time)
Tuition Fee	Rs. 7,500 p.a.*
Accommodation Charges	Rs. 1,200 p.a.*
Association Fee	Rs. 150 p.a.
Course Materials Fee	Rs. 1,200 p.a.*
Computer Fee	Rs. 2,400 p.a.*
Library Fee	Rs. 4,800 p.a.*
Alumni Fee	Rs. 350 (one time)
Caution Deposit	Rs. 400 (one time)
Mess Deposit	Rs. 1,500 (one time)
Mess Charges	
- Vegetarian	Rs. 750 p.m. (approx.)
- Non-Vegetarian	Rs. 800 p.m. (approx.)

* payable in 3 equal instalments 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.

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 1993-94 involved a stupendous task in view of the larger batch size of 181 students (compared to 1992-93 when the batch size was 118 students). These, ten students did not avail of the placement services due to domestic and personal problems, prior agreements with their sponsors to the Post-Graduate Programme, etc. The challenge of placing a larger batch was faced through inviting as many organisations as possible to participate in the campus interviews and trying to satisfy the varied requirements of the different employers as well as the aspirations of the students. With this objective, plans and programmes were drawn up meticulously and proper strategies evolved so that all students could find their final placement.

The Placement Programme of 1993-94 was more successful than in any other previous year in terms of number of offers received, the profile of the companies which participated and the quality of jobs offered. While the official calendar of campus recruitment was for 9 consecutive days from the 19th February, 1994, all the students except one got placed in six days time, during which 196 offers were made to 170 students by 54 companies. The one student left out also got placed on the 7th day. In view of this, 14 companies scheduled on the 8th day and onwards had to be informed about the unavailability of students.

Some of the highlights of this year's placement are given below :

- Out of the batch of 181 students, 171 students availed of the placement service. A total of 197 offers were made to the students by 55 companies, out of which 44 (80%) belonged to the Private Sector. Details in this regard are given in Annexure-XII.
- The categories of organisations which participated in the Placement Programme were more in number than in the past and represented a wide variation of business interests. There were 15 Consumer Products Companies, 19 Banks and

Financial Institutions, 4 Consultancy Firms, 6 Industrial Goods Manufacturers, 5 Computer Manufacturers and Software Companies, 2 Pharmaceutical Companies and 4 Miscellaneous industries (in all 55 companies).

- The highest number of offers were made by ICICI (they selected 12 students). The most prized offer was that of McKinsey, who selected 4 students and other notable offers included HCL-HP and ITW Signode choosing 7 students each, Maruti and Ogilvey & Mather taking 6 students each, Standard Chartered Bank, ITC Classic, Procter & Gamble and Asian Paints each taking 5 students, Seagram and Unilever Group selected 4 students.
- Another interesting trend of this year's placement was the acceptance of record number of jobs (63) in the Banks (19) and Financial Institutions (44), despite the fact that students of this Institute predominantly have an engineering background.
- The batch had 19 SC/ST candidates. It is heartening to note that all of them were easily placed despite facing intense competition from their fellow students belonging to the general category.
- Ten new organisations visited the campus for the first time during this Placement Season. Details in this regard are given in Annexure-XI.
- The batch had 63 students with prior work experience. Employers had suitably rewarded those students for their experience through offering higher remuneration and/or giving lesser probation period in their initial offers.
- As before, a larger number of students accepted the job offers from the Private Sector. Only 39 (about 23%) students were absorbed by the Public Sector. However, there was a significant increase in the acceptance of jobs in the Public Sector Companies like ICICI, Exim Bank, IDBI, UTI, SBI Mutual Fund, SBI Capital Markets etc. It was also to be noted that the highest number of jobs (12) were made by ICICI. Details of placement, sectorwise, functional areawise and on the basis of nature of jobs during the last 5 years are given in Annexure-X.
- There has been a remarkable increase in the starting salary. This year, the salary range was from Rs.52,800/- p.a. to Rs.3,20,000/- p.a. The highest salary (Rs.3,20,000/-) was for jobs in McKinsey. The average salary accepted this year has been Rs.1,00,624/- p.a., as compared to the average salary of Rs.74,892/- p.a. last year (an increase of 25%). The salary distribution in the offers made this year is shown in Annexure-XIII.
- This year there has been a better spread of students over various functional areas. The functional and areawise classification of job offers made to the students is given in Annexure-XIV.

- Another notable feature had been the corporate sponsorship of the Placement Brochure. The practice was started last year with TISCO donating Rs.1 lakh. ITW Signode were the sponsors this year (partly).
- The companies who wanted to come for taking interviews for recruiting boys in the first 4 days of the campus recruitment period were charged, as in 1992-93, Rs.10,000/- and, in addition, they were charged Rs.6,000/- for each student joining them after recruitment. For companies wanting to come for taking interviews after 4th day were charged Rs.5,000/- and, in addition, they were to pay Rs.6,000/- for each student so recruited, joining them.
- Summer Placement this year was good despite the larger size of the 30th batch (225 students). The Summer Placement started in November'93 and completed by March'94. Students accepted offers for placement from as many as 63 companies. The projects offered were quite relevant in terms of Summer Training objectives and overall students' satisfaction with the Summer Projects offered was high.

A.1(14) Extra Curricular Activities

Excellent opportunities for extra-curricular development forms an integral 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. The Hiking Club organised treks to Sandak-phu, Dzongri (Sikkim) and Nepal during the year. In literary and cultural activities, the students participate in various national competitions in debates, quizzes, music and other related activities. As a part of tradition, the Institute annually conducts a QDM (Quiz, Debate and Music) Cultural Festival in Calcutta. This Festival was conducted this year also at the Campus. The students host a National Business School Meet every year with an aim to increase inter action among the various Business Schools all over the country. This year's meet was held at the Campus during January 7-10, 1994, which was inaugurated by Shri K.L. Chugh, Chairman, ITC and a Member on the Board of Governors of the Institute. Teams from IIM Ahmedabad, IIM Lucknow, XLRI, Jamshedpur XIM, Bhubaneswar, Symbiosis, TSM and Birla Institute of Management, Ranchi, took part in a variety of events. A panel discussion on the "Entry of MNCs" was also held on this occasion.

1.1(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 helps 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.

During 1993-94, stress was laid to update the alumni database and make it as comprehensive as possible. Besides the formal activities conducted by the various chapters, a loan fund was also formed for the purpose of partially meeting the fee expenditure of some students. This loan is awarded on Merit-cum-Means basis. All efforts are made to have greater interaction between IIMC and its alumni through series of activities.

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 two decades 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 have identified our Institute's goals and objectives afresh in the context of the changing environment. We find that the demand and expectations from a national institute like ours, pioneers in the field of management education, have grown beyond the boundaries of the familiar corporate industrial sector. Management problems must be viewed against the background of national attempts at economic restructuring and globalisation of Indian business. The implications of the broad macro-economic policy changes must filter into our business strategies and management policy formulation. At the same time there is an urgent need to improve the infrastructure leading to better quality of life. This means an improvement or upgradation of public systems dealing with the management of energy, environment, communication and information technology, health, education and transport. Thus, we can no longer confine ourselves within the limits of our initial activities. Our Doctoral Programme in management education must reflect these new concerns.

In this context we have 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 kind of talent which must be brought in for the enrichment of Management Sciences as a full fledged discipline.

Our primary aim is to encourage a whole generation of academics in the field, but it is also of enormous 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 which was started from the 1971 academic session, is now in its twentyfourth 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 21 students who are at various phases of their course work/research in the Programme.

As of now 50 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'93, there were 367 applications. 330 took the examination. Based on the results 56 + 4 (PGDM) candidates were called for interview; 32 candidates appeared in the interview, 13 were selected and offers sent and 9 (3 in the 2nd year and 6 in the 1st year) joined. For the programme which would commence in July'94, 464 applications were received, out of which 291 took the test. A total of 62 candidates [including 2 PGDM holders (who need not appear in the CAT) were called for interview which was scheduled for early April 1994.

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 & Systems 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 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. For SC/ST candidates, the eligibility conditions are relaxed. 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. He can apply directly in the prescribed Fellow Programme Application Form. After submission of the application form, the selection procedure regarding such candidates will be identical to that of other candidates. 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. Waivers may be granted from particular courses to suitably qualified candidates on the basis of their prior proficiency. On satisfactory completion of the course work with the requisite CGPA, a Comprehensive Qualifying Examination (CQE) is held. After qualifying in the CQE, the student is required to submit his/her dissertation proposal to an interdisciplinary Thesis Advisory Committee consisting of thesis supervisors and two other faculty members. Finally, the student writes the dissertation which is evaluated by a Thesis Examination Committee (including external experts) and the student publicly defends his dissertation before the 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.2000/- per annum, Students' Association Fee of Rs.200/- per year and Registration Fee of Rs.100/- per year, are compulsory. A Caution Deposit of Rs.500/-, 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/her Caution Deposit.

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

The Institute reserves the right to charge any other fees upon the students or to increase the rate of any fee which may be considered necessary for meeting the expenses incurred on them, after giving due notice.

A.2.(9) Financial Aid

A student is awarded a scholarship, which ranges from Rs.1800/- to Rs.2500/- p.m. 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 grant, 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 paid 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 a maximum of 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) Course Requirements

A.2.(12)(i) Fellow Programme in Management

First Year : 15 credit courses and a non-credit course, all being compulsory.

Second Year : 7 credit courses in the major area; 5 credit courses in the minor area; and 1 credit course in Management Policy, plus a report on Summer Vacation project/research work which is treated as equivalent to 2 credit courses (total 15 courses).

A.2.(12)(ii) Fellow Programme in Related Disciplines

First Year : 3 compulsory credit courses, namely, Statistics I; Statistics II and Data Processing; 9 credit courses in major area; 3 credit courses in the minor area; and 1 compulsory non-credit course in Basic Mathematics or Statistics.

Second Year : 13 credit courses (of which at least 9 should be from the major area) and a report on Summer Vacation project/research work, which is treated as equivalent to 2 credit courses (total 15 courses).

For those exempted from the first year of course work, the second year requirements are :

Three compulsory credit courses, namely, Statistics I, Statistics II and Data Processing, 9 credit courses in the major area and 3 credit courses in the minor area.

A student from either of the Fellow Programme streams can choose any of the management areas or any one of the related disciplines as his/her major field.

The Programmes have been so designed that all the first year courses as well as minor area courses in the second year are of a post-graduate level. Most of these will be offered to both the Fellow and the Post Graduate Programme students. However, all the second year major area courses will be an advanced doctoral standard.

A.2.(13) 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 Programme 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/her area of specialisation. This should be done in consultation with the Faculty Adviser and the student must inform the Fellowship Chairman accordingly.

Subsequent summer terms are to be devoted to the student's own research work.

A.2.(14) System of Evaluation

Students' performance in course is graded on a 9-point scale as follows:

A+	=	9
A	=	8
A-	=	7
B+	=	6
B	=	5
B-	=	4
C+	=	3
F	=	Fail.

A minimum of B- is required for passing a credit course and a minimum of C+ in a non-credit course.

Minimum Cumulative Grade Point Average (CGPA) standards required of every FP student for getting promotion to 2nd year is 5.00/9.00 at the end of the Third Term.

The maximum number of failures allowed in anyone term would be two and of them at least one must be in a non-credit course. No permanent failures are allowed in the 2nd year. Further, no permanent failures are allowed in a specialised course. A student not maintaining these standards would be required to withdraw from the Programme.

A.2.(15) 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/she will not be allowed to continue in the Programme.

A.2.(16) 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 Fellow Programme Committee.

A.2.(17) 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 of 4 examiners through comprehensive reports, there will be a public defence of the thesis in the presence of the Thesis Examination Committee and other faculty members and interested persons. Persons outside the Thesis Examination Committee can ask questions but not evaluate the thesis.

Two students who completed all the requirements were awarded the title "**Fellow of IIMC**" in the Annual Convocation of the Institute held on 12.3.1994.

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. to 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 in conducting this course, 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.

59 students were admitted in June '93 in the first year of the course (13th Batch - 1993-95). Due to withdrawals on account of inability to maintain 60% attendance and for personal reasons, the number stood at 42 at the end of the year. There were also 42 students who were in the second year of the course [35 belonging to the 12th Batch (1992-94); 6 belonging to the 11th Batch (1991-93); and 1 belonging to the 10th Batch (1990-92)]. 40 students in the second year were awarded "Post Graduate Certificate in General Management" in the Convocation held on 12.3.94.

For selection of the 13th Batch (1993-95) of PGCGM students, 159 applications were received; 96 persons were called for interview and 60 offers were sent and 59 were admitted.

There is a proposal to upgrade the 2-year Evening Programme (7 Terms) to 3-year Evening Programme (10 Terms) and to get recognition to it as equivalent to MBA, which proposal is under reference to the All India Council for Technical Education for approval. It is expected that with AICTE's approval, the upgraded programme could be started from the next academic session commencing from June 1994. The 2-year Programme for the 14th Batch (1994-96), which incidentally would be the last batch after introduction of the upgraded programme, would also be run simultaneously with the upgraded programme from the next academic session commencing from June '94, if there are students opting for this (PGCGM) programme. From 1995 onwards there would not be any more recruitment for the PGCGM Programme.

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.

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 vital 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 1993-94, the following Extension Programmes were conducted:

<u>Sl. No.</u>	<u>Name of the Programme</u>	<u>Duration</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	Computer Based Information System	24.04.93 to 19.06.93	48	S/Shri Rahul Roy and Samir K. Sadhukhan
2.	Effective Management in the Changing Scenario	30.11.93 to 11.01.94	10	Dr. Tridib Chakraborty Dr. (Mrs.) Santwana Chaudhuri

A.3(6) Alumni Association

The ex-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 25 Programmes were held with a total number of 457 participants. A list of the Programmes held is shown in (Annexure-XV)

B.2 In-Company Training Programme

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

B.3 Training Programmes Sponsored by Government

During the year under review 12 Government Sponsored Training Programmes (17 for IAS Officers) were conducted by the Institute (Annexure-XVII)

C. RESEARCH

C.1 Centre for Management and Development Studies

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

C.2 During 1993-94, 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 Management

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. WHO/NIHFW Project on organisation and Management of health programmes in Vaishali Distt. in Bihar (on-going).
2. Evaluation of IRDP in 2 districts in West Bengal sponsored by the Department of Planning & Development, Raj Bhawan, Govt. of West Bengal (on-going).
3. Marketing Strategy for IRDP Products in Eastern and North Eastern Region States, Ministry of Rural Development, Govt. of India (on-going).
4. International Development Research Centre (IRDC) Project on Assessment of Rural Development efforts in West Bengal.
5. Community awareness, environment and health education in Madras Metropolitan Area, sponsored by World Bank/Consulting Engineering Services, Calcutta.
6. Long range planning for Rural Electrification in four backward States : Bihar, U.P., Orissa and West Bengal sponsored by Rural Electrification Corporation, New Delhi.

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. Consultancy Projects :

"The Corporate Planning for Coal India" project was completed.

II. Research Project :

- i) Internalization of MOUs - on-going.
- ii) MBA students bias against Public Sector (Pilot study has been completed).
- iii) Post privatisation experience in British Industries.

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.

D.4. Centre for Studies & Research in Environment Management

D.4(1) IIMC has taken initiatives to set up a Centre for Studies & Research in Environment management. The objectives of this Centre is to address the important global and the national concern for integrating critical environmental dimensions in management of development as well as all consolidate over time academic, research and training efforts in this realm.

D.4(2) Activities already being conducted include elective course on Environment Management in the Post Graduate Programme and, several training programmes on critical issues in environmental protection, control and assessment.

D.4(3) Besides, a major long-term collaborative effort with the Environment & Forest Dept of West Bengal and, OECF of Japan is being finalised for training of manpower in environment management in the state. An International Conference on Environment & Health in Developing Countries is being organised in December 1994.

D.5. Management Centre for Human Values.

The Management Centre for Human Values' (MCHV), which aims to enriching ethical and human values consciousness utilizing classical psycho-philosophical concepts and methods, is being constructed within the campus with generous donations from a large number of organizations. They range from Rs.5 to Rs.25 lacs offered by Coal India, Bhilwara, UTI, IOC, IPCL, Godrej and Boyce, Greaves Cotton and so on. The total cost is estimated to be Rs.3.50 crores -- Rs.1.50 crores capital cost and Rs.2.00 crores corpus fund. The MCHV has three Research Fellows (supported by industry) and one Professor. Plans to publish an international Journal of Human Values from 1995 have been completed. Members of the MCHV offer every year nearly 30 in-house Workshops throughout India. Two annual Workshops are also conducted at IIM-C campus, with some international participants also. An Alumni Association of past participants in these Workshops has been formed. The Association is publishing a quarterly MCHV Newsletter. Three books in the field of human values are in different stages of publication. A comprehensive all-India survey research on value orientation is now on.

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 consultancy assignments completed/on-going during the year is shown in Annexure-XIX.

F. PUBLICATIONS

JOURNAL

Four issues of the journal, **DECISION** (Vol. 19, Nos. 3 and 4 combined, Vol. 20, Nos. 1, 2 and 3) were published.

WORKING PAPERS

During the year, Publications Division brought out 21 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 Publication Division has negotiated with Oxford University Press for publishing a book titled "Probability and its Applications" jointly edited by Professor Manish C. Bhattacharjee & Professor Sujit K. Basu. The book is awaiting publication.

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 (Vol. IV). The next volumes of this Bibliography (Vol. V and VI) 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 1993-94 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Twentyninth Annual Convocation of the Institute was held on the 12th March, 1994. The Chief Guest was Shri Pranab Mukherjee, Union Commerce Minister and Deputy Chairman, Planning Commission, Shri D. Bandyopadhyay, Chairman of the Board of Governors of IIMC, presided over the function.

In this convocation, 181 students of the Post Graduate Programme were awarded the Post Graduate Diploma. There were 170 boys and 11 girls among the graduating students. A list of such students is given in Annexure-XXIII. Two Fellow students of the Institute were awarded the title "Fellow of IIMC".

Information about the students 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 40 students (33 of the 12th Batch - 1992-94; 6 of the 11th Batch - 1991-93 and 1 of the 10th Batch - 1990-92) 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, List & 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 technical personnel [Programmer (one) and Data Processing Assistants (six)].

5.3 The Centre organised two computer awareness programme on PC packages, running over a twelve week period, for IIM Calcutta Staff Members.

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 intensive course on "Computer Based Information Systems" (7 weeks), which was held during April 24 - June 19, 1993, attended by fortyeight executives.

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.

5.8 E-Mail service has been started from March, 1994 which has enabled the Institute to have access to all places across the globe.

6. SEMINARS/WORKSHOPS/CONFERENCES

1. The British Council Division, jointly with IIMC, organised a two-day Seminar on "Economic Reforms : Their Impact on Urban Infrastructure" during July 23-24, 1993, at the Library Auditorium in the Institute Campus at Joka.
2. A Seminar on the 'New Economic Policy" was organised at the Institute Campus at Joka during August 19-21, 1993, by Profs. N.K. Chandra and Sudip Chaudhuri of the Institute.
3. Prof. Rajiv Sachdeva, Florida International University visited the Institute during August 10-12, 1993 and held a Seminar on 11.8.93.
4. Prof. Paresh Chattopadhyay, University of Quebec, Canada; gave a Seminar on "Double existence of Capital" on 3.9.1993 at the Campus.
5. Dr. Jati K. Sengupta, Professor of Economics and Operations Research, University of California, Santa Barbara, USA, and former Director of the Institute gave the following Seminars :

<u>Date</u>	<u>Topics</u>
4.10.93	New applications of information theory in Operations Research
7.10.93	A critical review of new growth theory and economic development
11.10.93	Capital market volatility and mean variance efficiency
13.10.93	Applying data envelopment analysis in Dynamic Systems

6. Dr. Geoffrey Poitras, Professor, Faculty of Business Administration, Simon Fraser University, Canada, presented a Seminar on "Public Choice, Government Debt Management and the minimisation of interests costs" on 3.9.93 in the Campus.
7. Shri Mukul Deoras, Marketing Manager, Hindustan Lever Ltd., Bombay, conducted a Seminar on "New Product Development and Introduction" in the Campus on 2.9.93.
8. Mr. Roger Oldcorn, Member of the Faculty, Henley Management College, U.K., gave a talk on "Developing effective Managers for tomorrow's World" in the Seminar on "Strategies for Globalisation" organised in the Campus on 8.12.93.
9. Dr. Subhrajit Guhathakurta, Institute of Urban and Regional Development, University of California, Berkeley, presented a Seminar on "a reassessment of India's Small industry policies" on 11.1.1994 at the Campus.
10. Prof. Bhaskar Jyoti Das, Department of Management, Purdue University, USA, gave a Seminar on "Demand Fluctuations and Firm Heterogeneity" on 13.1.1994 at the Campus.
11. An International Workshop on "Artificial Intelligence" was organised at the Campus during March 4-5, 1994, by the Institute. IITs, IIMs, ISI and other Institutes of national importance were actively involved in this. Prof. L.N. Kanal, University of Maryland at College Park, USA, delivered the Keynote Address.

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 management Library in South Asia.

Besides its collection of 122000 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 1204 books and 476 volumes of bound Journals have been added to its stock.

Database :

Apart from ABI/INFORM CD-ROM database, this year, the Library is installing a workstation equipped with Multi-user CD-ROM access supports. Acquisition of electronic databases a) PREDICAST FS Index plus text and b) Social Science Citation Index is in progress.

Projects :

A team of Library professionals of the Institute under the leadership of Shri P.S. Guha, Deputy Librarian, completed the Project of "Union Catalogue of Serials on Management".

Staff Development :

Smt. Papiya Chakraborty is undergoing Master in Library Science Course at Jadavpur University, on study leave.

S/Shri P.S. Guha, Basudeb Saha and Asit Chatterjee and Smt. Subhra Dutta attended the Workshop on "Team Building and Managerial Effectiveness" organised by the Institute at the Campus during January 28-30, 1994 for the Officers of the Institute. Prof. Binod Kumar, Behavioural Sciences Group of the Institute was the Programme Director.

S/Smt. Subhra Dutta, Putul Mukherjee, Ruma Ghosh, Papiya Chakraborty, Sharmila Pal and Debjani Roy and S/Shri P.B. Sengupta, Ashit Chatterjee, P.S. Chattopadhyay, Chanchal Pal and Haripada Chakraborty underwent practical training programme on "Maitreyee" package conducted by CMC at R.C.C., Jadavpur during April, 1993.

S/Shri Ashit Chatterjee and Biswajit Saha attended the in-house Computer awareness training organised by the Institute.

Seminar/Conference :

During the year, staff members participated in the following Conferences/Workshops :

1. 39th ILA Conference at Bangalore during January 7-10, 1994.
2. IASLIC 15th National Seminar at Mesra, Ranchi, during December 26-29, 1993.
3. IDRC Workshop on Management Information for Product Design and Test Marketing during November 27 - December 1, 1993.
4. IDRC International Workshop on Research for Product Design and Test Marketing of Management Information Product and Services during February 14-17, 1994.

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 which were in hand, viz. 170-bedded 3rd Students' Hostel, a 4-storied New Teaching Block having a capacity to accommodate 46 Nos. of faculty members, 23 Nos. of Stenographers and containing 4 Nos. big and 7 Nos. Small Conference Rooms and Group 'D' Staff Quarters containing 48 flats, were completed in all respects during the year. After completing the pile foundation work for the 10 storied Faculty Quarters, work on the superstructure was started. This work is in full swing. The building upto 5th floor which has been taken up in the first phase is expected to be completed by May, 1995. The foundation work of the building to accommodate the Management Centre for Human Values(MCHU), which will be financed with funds collected by way of donations from Public and Private Organisations, is in progress. The construction of a big hall measuring 89' x 28' over the front portion of the Ground Floor of the MDP Hostel, with provision for sound proof folding partition in the hall and air cooling arrangement with split-type air-conditioners has been completed. Similarly, the addition of a floor over the existing 2-floors in 'F' and 'C' type Staff Quarters was completed and the additional flats so constructed, allotted to the employees. The work for renovation and modernisation of the facilities available at the Management Development Centre (Tata Hall) has been taken in hand and is being executed without dislocating the day to day activities in the Centre. The work is expected to be completed by September 1994.

9.2 The Calcutta Telephones have been given 10,000 sq.ft. of land inside the Campus for the establishment of an Electronic Exchange, with a microwave tower. They have taken up the construction of the building, which is in progress.

9.3 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. Mr. John Cairns of the Canadian International Development Agency visited the Institute during May 2-5, 1993, to carry out an evaluation of the CIDA sponsored "Management for Change Programme" projects, taken up in association with the Association of Indian Management Schools (AIMS).
2. Mr. David Krocke, Cultural Affairs Officer of the U.S. Embassy in India and Chairman of the Fulbright Programme in India, along with Mr. David Andresen, Deputy Cultural Affairs Officer visited the Institute on 12.5.93 to find out the effectiveness of the Fulbright Programme with respect to the Institute.

3. Mr. Eric Smith, an expert on International Law and Economics and Currently, Executive Director and General Counsel to the International Intellectual Property Alliance (IIPA) in USA visited the Institute on 1.10.1993 and discussed at an informal meeting in the Campus the subject "International Copyright Protection: Current Development & Issues".
4. Prof. Emil Herbolzheimer, ESAE, Spain, visited the Institute during September 19-20, 1993.

11. FACULTY ON LEAVE

- 1) Prof. Amitava Bagchi (upto 1-7-1993)
- 2) Prof. Anup Sen (full year)
- 3) Prof. Amit Bhaduri (full year)
- 4) Prof. K. C. Bothra (full year)
- 5) Prof. Prajapati Trivedi (full year)

12. FACULTY AND OTHER SENIOR OFFICERS RETIRED

Shri Sudhangshu Dutta
Senior Administrative Officer (w.e.f. 31.1.94)

13. ACADEMIC ADMINISTRATION

1. Chairman, Post Graduate Programme :
Prof. N. Ramachandran (till 21.12.93)
Prof. Madhu S. Mishra (from 22.12.93)
2. Chairperson, Fellowship
Prof. Annapurna Shaw (till 21.12.93)
Prof. Madhu S. Mishra (from 22.12.93)
3. Chairman, Admissions
Prof. Sujit K. Basu (till 21.12.93)
Prof. Manas Das (from 22.12.93)
4. Chairman, Placement
Prof. Sudas Roy (till 21.12.93)
Prof. Ramanuj Majumdar (from 22.12.93)
5. Chairman, Extension Programme & PGCGM
Prof. Sujit K. Basu (till 18.1.94)
Prof. Syamal K. Ghosh (from 19.1.94)

6. Chairperson, Management Development Programme
Prof. Zainab Ahmed (till 9.1.94)
Prof. M. N. Pal (from 10.1.94)
7. Chairman, Computer Centre
Prof. Subir Bhattacharyya (till 21.12.93)
Prof. Amitava Bagchi (from 22.12.93)
8. Chairman, Consultancy
Prof. Madhu S. Mishra (till 30.1.94)
Prof. Bani K. Sinha (from 31.1.94)
9. Chairman, Publications
Prof. Rahul Mukerjee
10. Chairman, Transport Advisory Committee
Prof. Madhu S. Mishra
11. Chairman, CMDS
Prof. Sudip Chaudhuri (till 21.12.93)
Prof. Rahul Mukherjee (from 22.12.93)
12. Chairman, Centre for Studies in Public Enterprises
Vacant (till
13. Chairman, Centre for Rural Development Management Programme
Prof. Madhu S. Mishra
14. Chairman, Centre for Project Management Studies
Prof. Ranjan Ghosh
15. Vice-Chairman, Library Committee
Prof. Nilotpal Chakraborty (till 21.12.93)
Prof. Alok Ray (from 22.12.93)
16. Editor, DECISION
Prof. Rahul Mukerjee
17. Faculty Convenor
Prof. D. Bhattacharjee (till 9.2.94)
Prof. H. Bhattacharya (from 10.2.94)
18. Convenor, IPC
Prof. M.N. Pal (till 21.12.93)
Prof. Ranjan Ghosh (from 22.12.93)

19. Chairman, Alumni
Prof. Sanjiv D. Vaidya (till 21.12.93)
Prof. Ramanuj Majumdar (from 22.12.93)
20. Provost
Prof. Sanjeev Bhatt (till 9.1.94)
Prof. Rabin Ganguly (from 10.1.94)

14. GROUP COORDINATORS (AS ON 31.3.94)

- | | | | |
|-----|--|---|---------------------------------|
| 1. | Economics | : | Prof. Anup K. Sinha |
| 2. | Environment | : | Prof. Raghavendra Chattopadhyay |
| 3. | Personnel Management
and Industrial Relations | : | Prof. Ajeet N. Mathur |
| 4. | Behavioural Sciences | : | Prof. Binod Kumar |
| 5. | Sociology | : | Prof. Madhu S. Mishra |
| 6. | Management Information
System | : | Prof. Asim K. Pal |
| 7. | Operations Management | : | Prof. Ranjan Ghosh |
| 8. | Finance & Control | : | Prof. N. Ramachandran |
| 9. | Marketing | : | Prof. Manas Das |
| 10. | Regional Development | : | Prof. Annapurna Shaw |
| 11. | Strategic Management | : | Prof. Sushil Khanna |

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

15. LIST OF FACULTY MEMBERS (AS ON 31.3.1994)

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.(Rechester)
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. Hrishikes Bhattacharya, M.Com., LL.B., B.A.(Cal.), Ph.D.(Jadavpur),
CAIIB(Bombay), CAIB(London), P.G.D.Bk.M.(NIBM, Bombay)
Prof. Dipankar Mitra, M.Sc., LL.B.(Cal.), M.B.A.(Finance)(Univ. of Pittsburgh)
Prof. Nalinaksha Bhattacharyya, AMIE, CEI, PGDM(IIMB)
Prof. Mousumi Ghosh, M.Com.(Cal.), ICWA, ACA
Prof. M. Punduranga 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.), 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. 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. (Ms.) Annapurna Shaw, 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 :

Ms. Swati Bhattacharyya, B.Sc., B.Lib.Sc., Assoc. D.I.Sc.

* On leave.

@ On an assignment with Manchester Business School, U.K., under EICEP upto 3.7.94

16. VISITING FACULTY

Prof. Somprakash Bandyopadhyay, IIT, Bombay
Mr. R. C. Bhattacharya, Hindustan Gas & Industries Ltd., Calcutta
Prof. Asit K. Bose, Ex-faculty Member, IIM Calcutta
Prof. A. K. Chaudhuri, Ex-faculty Member, IIM Calcutta
Prof. Shankar De, School of Business, University of Wisconsin, Madison
Mr. Vinod Kumar Kothari, Chartered Accountant, Calcutta
Prof. D. K. Lahiri, Ex-faculty Member, IIM Calcutta
Prof. C. D. Menon, Management Consultant, Hyderabad
Prof. S. D. Moitra, New Jersey, USA.
Prof. B. Sarkar, Ex-faculty Member, IIM Calcutta
Mr. Anjan Sen, ANZ Grindlays Bank, Calcutta
Prof. P. K. Sen, University of New York, New York
Mr. Purshottam Sen, Chloride India Limited, Calcutta
Prof. Subroto Sengupta, Management Consultant, Calcutta
Prof. Manab Thakur, School of Business & Admn. Sciences, California State
University, California
Mr. Anjan Roy Chowdhury, Managing Director, Business Horizon, Calcutta

In addition to visiting faculty, a large number of guest faculty are invited from industries, public sector enterprises, financial institutions, government and non-government organisations to deliver special lectures in different courses.

17. ADMINISTRATION

Shri H. N. Ray	: Chief Administrative Officer
Shri C. S. Ramanathan	: Secretary to Board
Shri Asoke Sen Gupta	: Senior Administrative Officer
Shri B. Kar Gupta	: 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
Shri N. K. Chatterjee	: Deputy Librarian
Shri Dipak Das Gupta	: Asstt. Finance & Accounts Officer
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 1991 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, National Dairy Development Board, Anand. |
| 2. | Shri Satyen G. Pitroda | Member
Advisor to the Prime Minister on Technology Missions, Prime Minister's Office, South Block, New Delhi. |
| 3. | Dr. Kamla 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 Limited
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. |
| 10. | Shri M. P. M. Kuty | 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 on 25.9.92 an Empowered Committee under the Chairmanship of the Secretary, Department of Education to consider the various recommendations made by the Review Committee and to decide the modalities and actions to be taken for implementation of the recommendations. The recommendations of the Empowered Committee as approved by the Minister of Human Resources Development had been received from the Ministry in February'94 and are under implementation.

19. FUTURE PLAN

1.1. 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 programmes to suitably modify its courses to focus on international trends and issues. Our PGDM curriculum includes, among others, International Economics; International Finance; Money and Capital Markets; Information Technology for Strategic Objectives; Inter-national Marketing; Strategic Marketing; Technology Management; Quality Management; Labour, Unions and Structural Adjustments; Environment Management; Industry and Rural Society; International Management; Mergers & Acquisitions; Competitiveness; Manufacturing Strategy and Cost Analysis; and Diversification and Financial Strategy. Similarly, stress is laid on globalisation/liberalisation issues in the Training Programmes conducted; Seminars, Conferences and Workshops organised; Books and Institute's Working Paper Series brought out by the faculty etc. To help the students to get international exposure, the Institute sponsored participation by 2 students of the Institute in the International Business School Meet held during March 3-8, 1994 at McGill Business School, Montreal, Canada.

1.2. Efforts would continue to be made to upgrade further the quality of the Institute's core programmes (Teaching, Research, Training and Consultancy) to help to face the challenges arising out of the liberalisation/globalisation of the Indian Economy.

1.3. Dr. Manas Chatterjee, Professor in the School of Management, University of Binghamton, New York, USA, has been appointed as an Honorary Distinguished Visiting Professor in the Regional Development Group of the Institute for a period of 5 years from 1994. No remuneration would be paid to him, but as and when he comes and stays in the campus, Institute would provide him with local hospitality. With his worldwide connections with Universities, Research Institutions, Government Organisations etc., he would, in the context of the current trend towards globalisation, help us in our activities to be a global player. He would help us in organising International Conferences, offer Research Seminars for the Institute Faculty Members, address the students in colloquia meets and participate in the senior level specialised MDPs. At present he is collaborating with the Institute in organising an International Conference on Environment & Health in the Developing Countries at the Campus during December 15-18,

1994. It is proposed to offer Hony. Distinguished Professorship of the Institute to more such renowned NRIs holding very high positions in well known academic institutions abroad and also Hony. Distinguished Fellows of the Institute to NRIs who have been highly successful in the Business World abroad.

2.1. The Institute is one of the participants in the Euro-India Cooperation and Exchange Programme (EICEP) to forge closer links with the Management Schools in Europe including joint research and case studies. During the year, one faculty member was deputed under this Programme for an assignment with the Manchester Business School, U.K., for a period of about 6 months from January 1994.

2.2. The Institute has a collaboration arrangement with the College of Management, Henley on Thames, U.K., which is funded by the British Council. Under this, one faculty member visited Henley for 3 months during May-July 1993.

2.3. The Institute also has an Exchange Programme with the Stockholm University, Sweden.

3.1. The Institute's Computer Centre has emerged as one of the leading Centres 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.

3.2. A new two-year full time residential Post Graduate Programme in Computer Aided Management (PGDCM), integrating Management and Computer Science is proposed to be started from the next academic year commencing from June 1994. Approval of the AICTE has been sought.

4. The two-year evening Post Graduate Certificate Programme in General Management (PGCGM) is proposed to be restructured under which course content would get changed and the duration of the programme would get extended by one year (i.e. from 2 years to 3 years). It awaits the approval of the All India Council for Technical Education for granting recognition to it as MBA equivalent. It is hoped to start the restructured programme, with AICTE's approval, from the next Academic Year commencing from June 1994.

5. The Institute has been doing pioneering work in the area of Management of Human Values for the past about 2 decades. The aim is to develop Indian Ethos in Management, linking values with our cultural heritage. A Management Centre for Human Values is in operation with Prof. S.K. Chakraborty as Coordinator and 3 Research Fellows, 2 financed by ACC and one financed by Chloride. A separate building in the Campus to accommodate the Centre is under construction with donations from Public and Private Sector organisations. The amount of donations received upto the end of the year was Rs.96.75 lakhs and more funds are being received.

6. The Centre for Public Enterprises Management in the Institute is proposed to be strengthened with assistance from the Government of India to conduct Studies of Restructuring and enhancement of efficiency of Public Enterprises and Public Systems.
7. The Institute has been selected by UNIDO as a Centre in South Asia to train entrepreneurs, managers and Govt. officials in the area of Management for Entrepreneurs.
8. There is a proposal for the establishment of a National Centre for Research in Materials Management in the Campus, as a joint venture of IIMC and the Indian Institute of Materials Management (IIMM). IIMC would provide land for the Centre in the Campus, while IIMM would provide the funding to meet capital as well as operating costs.
9. The Govt. of India in the Department of Economic Affairs, Government of West Bengal and the Overseas Economic Cooperation Fund (OECF) of Japan have agreed to include IIM Calcutta by name as a Nodal Centre in the OECF initiative for training personnel of the West Bengal Pollution Control Board and of the State Industrial Sector for building up a cadre of trained personnel for proper management of industrial pollution and waste hazards in the West Bengal State on a sustained basis. For this purpose, a Centre for Studies and Training in Environmental Management is proposed to be established in the Institute. A scheme in this regard has been drawn up and submitted to OECF, Japan, for financial support for the construction of a permanent building and facilities for the Centre in the Campus and for meeting the recurring costs for the conduct of the Centre's activities.
10. The Institute proposes to hold an International Conference on "Environment and Health in Developing Countries" at the Campus during December 15-16, 1994 in collaboration with Prof. Manas Chatterjee, School of Management, Binghamton University, New York. It is expected that 50 International delegates and 100-150 Indian delegates would participate in this event.
11. The Institute continues to play a major role in assisting Indian Industry, banks, financial institutions and public organisations through studies and consultancies.
12. The Govt. of India have introduced a revised pattern of funding, among others, for this Institute, under which the Govt., apart from providing 10% extra grant each year under "Non Plan" upto 31.3.97, over and above the grant given in 1992-93, would provide assistance in building up an "Endowment Fund" by way of additional grant matching with the savings effected by the Institute each year and credited to that fund. Under this arrangement, the Institute would enjoy greater autonomy in its administration.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1994**

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. Additional Secretary [Shri Y. N. Chaturvedi],
Ministry of Human Resource Development,
Department of Education,
Government of India,
Shastri Bhavan,
New Delhi - 110 001.
3. Financial Adviser [Ms. Sujata Chauhan] or his/her nominee.
Ministry of Human Resource Development,
Department of Education,
Government of India,
Shastri Bhavan,
New Delhi - 110 001.
4. Shri Surinder Singh,
Secretary to the Government of India,
Ministry of Industry,
Udyog Bhavan,
New Delhi - 110 001.

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

5. Shri D. Bhattacharya,
Higher Education Secretary,
Education Department,
Government of West Bengal,
Vikas Bhavan, Salt Lake City,
Calcutta - 700 064.
6. Dr. U. K. Roy,
Director,
Administrative Training Institute,
Government of West Bengal,
Sector - III, Salt Lake City,
Calcutta - 700 064.

ANNEXURE-I (Contd.)

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

7. Prof. T. N. Kapoor,
Vice-Chancellor,
Punjab University,
Chandigarh - 160 014.

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. Shri C. K. Birla,
Vice-Chairman,
Hindustan Motors Ltd.,
Prakash Deep Building,
7, Tolstoy Marg,
New Delhi - 110 001.
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 Corporation of India Ltd.
CCI House, 87, Nehru Place,
New Delhi - 110 019.
13. Shri D. N. Ghosh,
206, Sarvapriya Apartments,
Sarvapriya Vihar,
New Delhi - 110 016.

E. A representative of the All India Management Association

14. Dr. J. S. Juneja,
Chairman,
National Small Industries Corporation Ltd.
Laghu Udyog Bhavan,
Okhla Industrial Estate,
New Delhi - 110 020.

ANNEXURE-I (contd.)

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 - 110 003.

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 - 400 020.
17. Shri Aditya Kashyap,
Director,
MOBAR Group of Companies,
6th Floor, Jeevan Sudha Building,
42C, Chowringhee,
Calcutta - 700 071.
18. Shri Hiten Bhaya
Sector C, Pocket 4,
House No.4090, Vasant Kunj,
New Delhi - 110 070.
19. Dr. A. Vaidyanathan,
Emeritus Professor,
Madras Institute of Development Studies,
79, 2nd Main Road, Gandhi 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.

ANNEXURE-I (contd.)

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 Jabalpur),
Saraswati Vihar, Pachpedhi,
Jabalpur - 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. Sujit K. Basu,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.
25. Prof. Amitava Bose,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
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,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.

Secretary to the Board of Governors

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

POST-GRADUATE PROGRAMME ADMISSIONS (1985-1994)

Session	No. of Applications	No. Interviewed	No. Offered
1985-87	8289	868 (10.5)	158 (1.9)
1986-88	8970	804 (08.8)	174 (1.7)
1987-89	10351	852 (08.2)	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)
1993-95	15615	1021 (6.5)	397 (2.5)

Figures in parenthesis are percentage of the number of applications received for the Session

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 31ST SESSION OF PGP
1994-96**

Centre	General	S.C.	S.T.	Total
Bombay	225	23	15	263
Calcutta	107	26	32	165
Delhi	313	31	14	358
Madras	173	33	4	210
Total	818	113	65	996

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1984-1993)**

Year	Background				Total
	Arts or Law	Science	Commerce	Engineering	
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	06 (03.4)	05 (02.8)	06 (03.4)	160 (90.4)	177
1993-95	15 (06.2)	11 (04.5)	16 (06.6)	200 (82.7)	242

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

ANNEXURE - V

**LIST OF ORGANIZATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECTS IN MAY-JUNE 1993**

Sl. No.	Name of the Organization	No. of students	Sl. No.	Name of the Organization	No. of students
01.	A.F. Ferguson & Co.	1	02.	ACC Ltd.	5
03.	ANZ Grindlays Bank	4	04.	Apple Industries	2
05.	Asian Paints (I) Ltd.	5	06.	Balmer Lawrie & Co. Ltd.	2
07.	Bata India Ltd.	1	08.	Blowplast Ltd.	5
09.	Brooke Bond India Ltd.	2	10.	Business Horizon	3
11.	C-DAC	1	12.	C O S L	3
13.	CRISIL	1	14.	Cadbury India Ltd.	2
15.	Calcutta Stock Exchange	2	16.	Ceat Financial Services	1
17.	Ceat Ltd. (RPG Group)	2	18.	Citibank N.A.	15
19.	Dunlop India Ltd.	1	20.	Feedback Ventures	1
21.	Fulford India Ltd.	1	22.	GEC-Alsthom India Ltd.	1
23.	GEC-Alsthom Level	1	24.	Garware Wall Ropes Ltd.	2
25.	Godrej & Boyce Mfg. Co.	1	26.	Hindalco Industries Ltd.	1
27.	Hindustan Lever	12	28.	Hindustan Motors Ltd.	1
29.	ICI Ltd.	5	30.	ICICI	3
31.	IDBI	1	32.	ITC - Welcomgroup	1
33.	ITC Ltd.	5	34.	ITW-Signode India Ltd.	2
35.	Indbank Merchant Banking	2	36.	REC International Ltd.	2
37.	Kotak Mahindra Finance	1	38.	Lakme Ltd.	1
39.	Larsen & Toubro Ltd.	3	40.	Lintas : India	4
41.	Lipton India Ltd.	7	42.	MICO	3
43.	Madura Coats Ltd.	2	44.	Marico Industries Ltd.	2
45.	Maruti Udyog Ltd.	1	46.	NOCIL	1
47.	Philips India	2	48.	Powergrid Corporation	3
49.	Price Waterhouse	4	50.	Procter & Gamble (I) Ltd.	3
51.	RPG Enterprises	2	52.	Rane (Madras) Ltd.	1
53.	Reckitt & Colman India	2	54.	Regency Ceramics	1

ANNEXURE - V (Contd.)

Sl. No.	Name of the Organization	No. of students	Sl. No.	Name of the Organization	No. of students
55.	SBI Capital Markets Ltd.	2	56.	SCICI	2
57.	SPIC	1	58.	SRF Ltd.	4
59.	Sanpaolo Hambro Nicco	1	60.	Seacrust Aquaculture Ltd.	1
61.	TECS	5	62.	TISCO	2
63.	Tega India Ltd.	3	64.	The Vyasya Bank Ltd.	1
65.	Times of India	4	66.	Titan Watches Ltd.	2
67.	Union Carbide India Ltd.	3	68.	Unit Trust of India	1
69.	VCK Capital Market	2	70.	Vardhman Spinning Mills	2
71.	Vardhman Leasing Services	1	72.	Wipro Infotech Ltd.	1
73.	Wipro Ltd.	1			

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**LIST OF OPTIONAL COURSES OFFERED DURING 1993-94
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

1. Organization Psychology
2. Organization Development - I
3. Organization Development - II
4. Research Methodology
5. Management of Self in Organisation

Environment

1. Public Administration and Public Policy (PAPP)
2. Problems of Development Administration

Management Information Systems

1. Data Structure & Algorithms
2. Management Information Systems
3. Artificial Intelligence
4. Unix and C
5. Data-Base Management Systems
6. Strategies for Information Technology
7. Information Technology for Strategic Objectives
8. Select aspects of Information Technology
9. Data Base : Current Topics and Applications
10. Soft Ware Project Management

Operations Management

1. Materials Management
2. Production and Inventory Control(PIC)
3. Project Management
4. Quantitative Models for Management
5. Cases in OR & Production Management
6. Executive Decision & O.R. (EDOR)
7. Applied Probability Models in Managerial Decision Making
8. Quality Management
9. O.R. in Marketing
10. Management of Research and Development Innovations

Economics

1. International Economics
2. Econometrics Methods
3. Economics of the Firm
4. Demand Analysis and Forecasting
5. Economics of Development

Sociology

1. Seminar on Entrepreneurship
2. Rural Markets and Agrarian Structure

Finance and Control

1. Taxation in Business Decisions
2. International Finance
3. Management Accounting
4. Advanced Financial Management (AFM)
5. Working Capital Management (WCM)
6. Public Finance
7. Security Analysis and Portfolio Management (SAPM)
8. Management Control System
9. Money and the Capital Market.

Marketing

1. Sales and Distribution Mgmt.(SADMAN)
2. Product Management
3. Industrial Marketing
4. International Marketing
5. Consumer Behaviour
6. Advertising Management
7. Strategic Marketing

Regional Development

1. Regional Development in India
2. Urbanization and the Economy
3. Environment Management-Issues and Techniques

Management Centre for Human Values

1. Management Effectiveness

Centre for Public Enterprises Study

1. Public Enterprise Management and Policy

Personnel Management & Industrial Relations

1. Human Resource Management
2. Human Resource Management Policy and Strategy
3. Labour Unions & Structural Adjustment
4. Strategic Planning and Human Resource Management

Strategic Management

1. Competitive Policy and Strategic Cost Analysis
2. Mergers & Acquisitions and Divestment
3. International Management

**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS
OF THE 29TH BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
ON 29TH SEPTEMBER, 1993 BASED ON THEIR PERFORMANCE
IN THE 1ST YEAR**

<u>Reg. No.</u>	<u>Name of the Student</u>	<u>Name of the Prize</u>
195/29	Rajesh Singhal	Foundation to Aid Industrial Recovery Scholarship (FAIR)
036/29	Kedar Anil Wagle	B.P. Poddar Merit Scholarship
009/29	Asheesh Kumar Gupta	Standard Chartered Bank Scholarship
113/29	Vikramaaditya	T.T. Krishnamachari Silver Scholarship
131/29	Ashwin Suresh Bhawe	Sriram Smarak Nidhi Scholarship
073/29	Rajesh Dhadiwal	India Carbon Scholarship
215/29	V.S. Narayanankutty	Bank of America Scholarship
132/29	Atul Kumar Khetarpal	Bank of America Scholarship
165/29	Kislay Kumar Kanth	Hindustan Lever Scholarship & T.T. Krishnamachari Silver Scholarship
032/29	Jitin Goyal	Hindustan Lever Scholarship & T.T. Krishnamachari Silver Scholarship
128/29	Apurva Varma	Citibank Scholarship
238/29	Akshay Mishra	Citibank Scholarship
088/29	Sanjay Saraf	Dr. K. Nath Public Trust Scholarship
026/29	Haresh Chawla	Dr. K. Nath Public Trust Scholarship
233/29	Vineet Anurag	Dr. K. Nath Public Trust Scholarship

ANNEXURE VII (Contd.)

<u>Reg. No.</u>	<u>Name of the Student</u>	<u>Name of the Prize</u>
GLAXO MARKETING SCHOLARSHIP AND SILVER MEDAL :		
195/29	Rajesh Singhal	- For best student in Marketing
<u>CENTRAL BANK OF INDIA SCHOLARSHIP :</u>		
039/29	K.C. Reddy	- For best student in Finance
<u>I.T.C. PRIZE :</u>		
095/29	Shyamal Karmakar	- For creditable Academic performance (Merit-cum-Means)
<u>PROCTER & GAMBLE PRIZE :</u>		
095/29	Shyamal Karmakar	- For creditable Academic performance
076/29	Rekh Raj Pareek	
<u>D.V.C. PRIZE :</u>		
205/29	Sanjay Ramdas Dongre	- For creditable Academic performance

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 29TH BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 12.3.1994**

Vikramaaditya (113/29)	:	1) Dr. B.C. Roy Gold Medal 2) Chairman's Prize 3) John Wynne Prize 4) Calcutta Management Association Prize 5) Dr. K. Nath Public Trust Gold Medal for highest distinction 6) Citibank Excellence Award for Academic performance and leadership 7) Name in the Institute's Honour Roll
Kedar Anil Wagle (036/29)	:	1) Dr. B.S. Dua Memorial Prize for 2nd rank holder 2) Dr. B.C. Roy Silver Medal 3) Name in the Institute's Honour Roll
Asheesh Kumar Gupta (009/29)	:	1) Damodar Valley Corporation Prize 2) Bharat Chamber of Commerce Medal for most balanced and progressive outlook on Management Problems 3) Name in the Institute's Honour Roll
Rajesh Singhal (195/29)	:	1) Citibank Excellence Award for Academic performance and leadership 2) Name in the Institute's Honour Roll
Ashwin Suresh Bhawe (131/29)	:	1) Citibank Award for the best Research Paper in the Institute 2) Name in the Institute's Honour Roll
S. Narasimhan (201/29)	:	1) Citibank Award for the best Research Paper in the Institute
Ramashish Ray (196/29)	:	1) Dr. B.S. Dua Memorial Prize for Organizational ability
V.S. Subramanian (227/29)	:	1) Dr. B.C. Roy Memorial Prize for most outstanding contribution to Campus life
Vivek Mohan Dikshit (118/29)	:	1) Pawan Tyagi Prize for best Sportsman of the year
Kanchan Arvind Joglekar (162/29)	:	1) IIMC Alumni Association Prize for consistent and good academic record and contribution to IIMC extra-curricular activities
Neelesh V. Wagle (235/29)	:	1) IIMC Alumni Association Prize for consistent and good academic record and contribution to IIMC extra-curricular activities
Sukanto Aich (217/29)	:	1) IIMC Alumni Association Prize for consistent and good academic record and contribution to IIMC extra-curricular activities
Manoj Thomas (054/29)	:	1) HMM Award for Excellence in Marketing
Neeraj Kr. Jindal (180/29)	:	1) Glaxo Marketing Scholar for best student in Marketing

**STATEMENT OF HONOUR ROLL OF THE 29TH BATCH
AND VARIOUS SCHOLARSHIPS
(1992-94)**

<u>Reg. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
113/29	Vikramaditya	7.80	1st
036/29	Kedar Anil Wagle	7.71	2nd
009/29	Asheesh Kumar Gupta	7.66	3rd
195/29	Rajesh Singhal	7.49	4th
131/29	Ashwin Suresh Bhawe	7.43	5th

SC/ST SCHOLARSHIP 1993-95

First Year	Batch - 30th	46 students
Second Year	Batch - 29th	15 students

MERIT-CUM-MEANS SCHOLARSHIP 1993-95

Second Year	Batch - 29th	7 students
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NATIONAL SCHOLARSHIP HOLDERS 1993-95

First Year	Batch - 30th	5 students
Second Year	Batch - 29th	12 students

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION
(Over Five Years 1990-94)

<u>PARTICULARS</u>	<u>PUBLIC</u>					<u>PRIVATE</u>					<u>TOTAL</u>				
	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1990</u>	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>
Permanent Placement	029	037	028	026	039	102	119	087	086	132	131	156	115	112	171
Summer Placement	022	009	019	017	026	146	119	108	165	189	168	128	127	182	215

PLACEMENT PROGRAMME : NATURE OF JOBS
(over five years 1990-94)

Type of Organisation	1990	1991	1992	1993	1994
Banking /Finance	026	038	030	033	063
Consumer Products	039	038	026	029	043
Chemical/Pharma/Fertilizer	004	001	000	000	004
Engineering/Energy	010	020	017	009	020
Textile	006	003	003	002	001
Automobile	005	015	009	004	006
Computer/Systems	026	031	009	029	016
Consultancy	006	004	009	006	009
Advertising	004	004	002	000	009
Other Services	005	002	010	000	000
	—	—	—	—	—
	131	156	115	112	171
	—	—	—	—	—

**PERMANENT PLACEMENT - 1994
COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME**

<u>Sl.No.</u>	<u>Name of Organisation</u>	<u>Primary Business Area</u>
1.	Alliance Capital	Finance
2.	SBI Funds Management	Finance
3.	Seagram India	Consumer Products
4.	ITC Classic Financial	Finance
5.	Johnson & Johnson	Consumer Products
6.	Reliance Industries	Textiles
7.	Shriram Industrial	Textiles
8.	DSP Financial	Finance
9.	Escorts Financial	Finance
10.	Ramco Systems	Computer/Systems.

Note : Pfizer (Pharmaceutical) and Colgate-Palmolive (Consumer Products) participated in the Campus Recruitment after a long gap of 15 years.

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1994**

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
001.	036/29	Kedar Anil Wagle	Alliance Capital	Finance
002.	170/29	Deepak Gopal Malkani	Arthur Andersen	Consultancy
003.	089/29	Satyavrath Krishnaswamy	Arthur Andersen	Consultancy
004.	015/29	Deepak Aggarwal	Asian Paints (India) Ltd.	Marketing
005.	168/29	Mandayam Osuri Laxman	Asian Paints (India) Ltd.	Operations
006.	189/29	Pradipta P. Saha	Asian Paints (India) Ltd.	Operations
007.	104/29	Vamsi Mohan Venkata Thati	Asian Paints (India) Ltd.	Marketing
008.	234/29	Vivek Sharma	Asian Paints (India) Ltd.	Marketing
009.	132/29	Atul Kumar Khetarpal	Bank of America	Finance
010.	064/29	Pawan Kumar Gupta	Bank of America	Finance
011.	013/29	Debashish Sinha	Banque National De' Paris	Finance
012.	142/29	R. Eshwaran	Blowplast Limited	Production
013.	203/29	Saikat Chowdhury	Blowplast Limited	Marketing
014.	082/29	Sameer Shukla	Blowplast Limited	Marketing
015.	040/29	Kunche Narayana Rao	CMC Limited	Marketing
016.	096/29	Sidhartha Dash	CMC Limited	Finance
017.	212/29	Srikrishna R.	CMC Limited	Marketing
018.	151/29	Gyanchand S. Harlalka	CRISIL	Finance
019.	077/29	Rohit Dhir	CRISIL	Finance
020.	091/29	Sayan Das	CRISIL	Finance
021.	032/29	Jitin Goyal	Citibank, NA	Finance
022.	062/29	Srinath P.	Citibank, NA	Finance
023.	113/29	Vikramaaditya	Citibank, NA	Finance

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
024.	171/29	Manish Chandra Gupta	Citicorp Overseas Software Ltd.	Systems
025.	090/29	Sauparna Sarkar	Citicorp Overseas Software Ltd.	Systems
026.	210/29	Shyam C. Kurien	Citicorp Overseas Software Ltd.	Systems
027.	001/29	Abhijit Belapurkar	Citicorp Overseas Software Ltd.	Systems
028.	148/29	H. Ananthanarayanan	Coats Viyella India Ltd.	Marketing
029.	073/29	Rajesh Dhadiwal	Colgate-Palmolive (India) Ltd.	Marketing
030.	232/29	Vijayalakshmi Alwan	Colgate-Palmolive (India) Ltd.	Marketing
031.	112/29	Vikram Bhaskar Rao	Colgate-Palmolive (India) Ltd.	Finance
032.	130/29	Ashutosh Prasad	Crompton Greaves Limited	Marketing
033.	152/29	Inderlal Singh Chettri	Crompton Greaves Limited	Marketing
034.	228/29	Vemula Durgaprasad	Crompton Greaves Limited	Marketing
035.	165/29	Kislay Kumar Kanth	DSP Financial Consultants Ltd.	Finance
036.	008/29	Arup Kumar Rakshit	Deutsche Bank	Finance
037.	192/29	Rahul Chawla	Deutsche Bank	Finance
038.	222/29	Uday Narain	Deutsche Bank	Finance
039.	003/29	Akash Gupta	Escorts Financial Services Ltd.	Finance
040.	097/29	Sreedhar Pothukuchi	Escorts Financial Services Ltd.	Finance
041.	061/28	Ramendranath Mandal	Export Import Bank of India	Finance
042.	220/29	Throvagunta Sridhar	Export Import Bank of India	Finance
043.	093/29	Shalini Dhawan (Ms.)	Feedback Management Services	General
044.	119/29	Natarajan Algappan	Garware-Wall Ropes Limited	Marketing
045.	004/29	Akash Malik	Godrej & Boyce Mfg. Co. Ltd.	Marketing
046.	066/29	Potluri Sridhar	Godrej & Boyce Mfg. Co. Ltd.	Operations
047.	213/29	Subir Ghosh	Godrej & Boyce Mfg. Co. Ltd.	Marketing
048.	154/29	Sekhar Reddy	Godrej Soaps Pvt. Ltd.	Marketing

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
049.	125/29	Alok Gupta	HCL-HP Limited	Marketing
050.	021/29	George Thomas	HCL-HP Limited	Marketing
051.	059/29	Neelotpal	HCL-HP Limited	Systems
052.	080/29	S. Venkatraman	HCL-HP Limited	Systems
053.	084/29	Sandeep P. Pendharkar	HCL-HP Limited	Marketing
054.	216/29	Sugato Guha	HCL-HP Limited	Sales
055.	217/29	Sukanat Aich	HCL-HP Limited	Marketing
056.	238/29	Akshay Mishra	ICICI Limited	Finance
057.	016/29	Deepak Mehta	ICICI Limited	Finance
058.	162/29	Kanchan Arvind Joglekar	ICICI Limited	Finance
059.	056/29	Milind Mukund Joshi	ICICI Limited	Finance
060.	235/29	Neelesh V. Wagle	ICICI Limited	Finance
061.	061/29	Nitin Jain	ICICI Limited	Finance
062.	049/29	P. Murlidhar Maiya	ICICI Limited	Finance
063.	074/29	Rajesh P. Agarwal	ICICI Limited	Finance
064.	195/29	Rajesh Singhal	ICICI Limited	Finance
065.	200/29	Ronojit Mukherjee	ICICI Limited	Finance
066.	201/29	Shobana Narasimhan (Ms.)	ICICI Limited	Finance
067.	106/29	Umesh Bhaskar Mahajan	ICICI Limited	Finance
068.	038/29	Kommer C. Reddy	ITC Classic Finance Ltd.	Finance
069.	068/29	Prasoon Dayal	ITC Classic Finance Ltd.	Finance
070.	039/29	Sarang Anil Kulkarni	ITC Classic Finance Ltd.	Finance
071.	233/29	Vineet Anurag	ITC Classic Finance Ltd.	Finance
072.	118/29	Vivek Mohan Dikshit	ITC Classic Finance Ltd.	Finance
073.	123/29	Anupam Agrawal	ITW Signode Limited	Marketing

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
074.	017/29	Dhiraj Kumar Sinha	ITW Signode Limited	Marketing
075.	018/29	Doma Sai	ITW Signode Limited	Marketing
076.	035/29	Kapil Khanduja	ITW Signode Limited	Marketing
077.	043/29	Laxmi Narasimhan K.	ITW Signode Limited	Marketing
078.	181/29	Partha S. Chakravorty	ITW Signode Limited	Marketing
079.	169/29	Ravi Shankar Tennety	ITW Signode Limited	Marketing
080.	143/29	Ahad Fazal	Industrial Dev. Bank of India	Finance
081.	191/29	Ramachandran Deepak	Industrial Dev. Bank of India	Finance
082.	204/29	Sandeep Jain	Industrial Dev. Bank of India	Finance
083.	153/29	Jagdishwar Toppo	Industrial Finance Corporation	Finance
084.	031/29	Jishnu Changkakoti	Johnson & Johnson Limited	Marketing
085.	110/29	Vikas Chandra Srivastava	Johnson & Johnson Limited	Marketing
086.	159/29	K. Saravana basker	Kotak Mahindra Finance Ltd.	Finance
087.	161/29	Kamal Hingorani	Kotak Mahindra Finance Ltd.	Finance
088.	033/29	Srividya K.	Kotak Mahindra Finance Ltd.	Marketing
089.	101/29	Sukesh Kumar Patro	Kotak Mahindra Finance Ltd.	Finance
090.	117/29	Vivek Batra	Kotak Mahindra Finance Ltd.	Marketing
091.	138/29	Clayton Bruce Jones	Lintas India Limited	Advertising
092.	150/29	Harihar Narayanswamy	Lintas India Limited	Advertising
093.	166/29	Krishna Nagaraj	Lintas India Limited	Advertising
094.	147/29	Atul Krishna Gopal	Marico Industries Ltd.	Marketing
095.	088/29	Sanjay Saraf	Marico Industries Ltd.	Finance
096.	218/29	T. N. Ganesh	Marico Industries Ltd.	Marketing
097.	054/29	Manoj Kumar Thomas	Marico Industries Ltd.	Marketing
098.	006/29	Anshuman Tripathy	Maruti Udyog Limited	Operations

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
099.	178/29	Narayan Sundaram Iyer	Maruti Udyog Limited	Marketing
100.	186/29	Partha Biswas	Maruti Udyog Limited	Marketing
101.	201/29	S. Narasimhan	Maruti Udyog Limited	Operations
102.	171/28	Subhasis Sarkar	Maruti Udyog Limited	Marketing
103.	116/29	Vinod Anjan Tete	Maruti Udyog Limited	Marketing
104.	128/29	Apurva Varma	McKinsey & Co.	Consultancy
105.	009/29	Asheesh Kumar Gupta	McKinsey & Co.	Consultancy
106.	131/29	Ashwin Suresh	McKinsey & Co.	Consultancy
107.	144/29	Gaurav Jain	McKinsey & Co.	Consultancy
108.	045/29	Madhav Joshi	Nestle India Limited	Marketing
109.	069/29	Praveen Arora	Nestle India Limited	Finance
110.	010/29	Attota V. Surender	Ogilvy & Mather	Advertising
111.	140/29	Debraj Tripathy	Ogilvy & Mather	Advertising
112.	176/29	Krishnaswami Narayanan	Ogilvy & Mather	Advertising
113.	047/29	Madhur Ratnakar Kaup	Ogilvy & Mather	Advertising
114.	044/29	Vasudha Murugesan (Ms.)	Ogilvy & Mather	Advertising
115.	107/29	Vemuri Arun Kumar	Ogilvy & Mather	Advertising
116.	149/29	H. K. Madhukar	Pfizer Limited	Marketing
117.	057/29	N. Viswanathan	Pfizer Limited	Marketing
118.	126/29	Amit Kumar Singh	Philips India Limited	Marketing
119.	174/29	Mathew Job	Philips India Limited	Marketing
120.	196/29	Ramashish Ray	Philips India Limited	Marketing
121.	012/28	Hari Babuji B.	Powergrid Corpn. of India Ltd.	HRM
122.	002/29	Agnimitra Biswas	Price Waterhouse Associates	Systems
123.	014/29	Debasish Mahapatro	Price Waterhouse Associates	Finance

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
124.	026/29	Haresh Chawla	Procter & Gamble India Ltd.	Marketing
125.	063/29	P.V.V. Srinivasa Rao	Procter & Gamble India Ltd.	Marketing
126.	086/29	Sanjay Kumar A. Singh	Procter & Gamble India Ltd.	Systems
127.	156/29	Sekhar Krishnamoorthy	Procter & Gamble India Ltd.	Marketing
128.	100/29	Sudha Balasubrahmanyam	Procter & Gamble India Ltd.	Marketing
129.	135/29	Bhaskar Som	RPG Enterprises Limited	Finance
130.	050/29	Makrand Dekhane	RPG Enterprises Limited	Marketing
131.	206/29	Sanjeev Kumar Prasad	RPG Enterprises Limited	Finance
132.	058/29	Telidevara Narasinga Rao	RPG Enterprises Limited	Marketing
133.	051/29	Manik Sarkar	Ramco Systems	Systems
134.	001/28	A. Ananth	Ranbaxy India Limited	Marketing
135.	065/29	Phani Mohan Thotakura	Ranbaxy India Limited	Marketing
136.	121/29	Aditya Sehgal	Reckitt & Colman of India Ltd.	Marketing
137.	053/29	Manish Kumar Maheshwari	Reckitt & Colman of India Ltd.	Marketing
138.	005/29	Anand Narayanan	SBI Capital Markets Ltd.	Finance
139.	179/29	Neeraj Garg	SBI Capital Markets Ltd.	Finance
140.	102/29	Sumit Paliwal	SBI Capital Markets Ltd.	Finance
141.	176/29	Akila Narayanan	SBI Funds Management Ltd.	Finance
142.	042/29	Lakshman Easwaran	SBI Funds Management Ltd.	Finance
143.	180/29	Neeraj Kumar Jindal	SCICI Limited	Finance
144.	067/29	Pramod P.R. Rao	SCICI Limited	Finance
145.	076/29	Rekh Raj Pareek	SCICI Limited	Finance
146.	111/29	Vikas Harish Dabral	SCICI Limited	Finance
147.	239/29	Milan Rao	Seagram India Pvt. Limited	Marketing
148.	194/29	Rajesh Kumar	Seagram India Pvt. Limited	Marketing

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
149.	085/29	Sandeep Sharma	Seagram India Pvt. Limited	Marketing
150.	227/29	V.S. Subramanian	Seagram India Pvt. Limited	Marketing
151.	037/29	Kishore G.	Shriram Industrial Enterprises	Finance
152.	181/29	Neeraj N. Agarwal	Shriram Industrial Enterprises	Finance
153.	185/29	Pankaj Chawla	Shriram Industrial Enterprises	Finance
154.	223/29	Uddipan Prasad Bagchi	Shriram Industrial Enterprises	Finance
155.	020/29	Geeta Rajamani (Ms.)	Standard Chartered Bank	Finance
156.	071/29	Prathibha Ramanathan (Ms.)	Standard Chartered Bank	Finance
157.	070/29	Puja Vohra (Ms.)	Standard Chartered Bank	Marketing
158.	083/29	Samir Chawla	Standard Chartered Bank	Finance
159.	207/29	Santonu Jana	Standard Chartered Bank	Finance
160.	024/29	Gopal Rangachary	Titan Industries Limited	Operations
161.	209/29	Shrikant Shrinivas Bhat	Titan Industries Limited	Marketing
162.	120/29	Abraham Mathai	Unilever Group of Companies	Operations
163.	028/29	Hema Parameswaran (Ms.)	Unilever Group of Companies	Commercial
164.	155/29	Raghava K. Rao	Unilever Group of Companies	Commercial
165.	215/29	Sudhir N. Variyar	Unilever Group of Companies	Finance
166.	133/29	Avnish Prakash Jain	Unit Trust of India	Finance
167.	030/29	Jaideep Goswami	Unit Trust of India	Finance
168.	177/29	Raghuram Nidigal	Unit Trust of India	Finance
169.	205/29	Sanjay Ramdas Dongre	Unit Trust of India	Finance
170.	095/29	Shymal Karmakar	Unit Trust of India	Finance
171.	157/29	Venkatesh K.	Wipro Corporation	Marketing

ANNEXURE XIII

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1994

Annual Salary

Highest	Rs. 3,20,000
Lowest	Rs. 52,800
Average	Rs. 1,00,624

ANNEXURE XIV

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 1994**

<u>Functional Area</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Finance	66	56
Operations	07	07
Personnel	02	01
Systems	14	09
Banking	18	16
Marketing	71	63
Consultancy	06	06
Advertising	09	09
Others	04	04
	<u>197</u>	<u>171</u>

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industry</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Advertising	09	09
Automobile	06	06
Banking and Finance	68	63
Chemical/Pharmaceutical/Fertilisers	04	04
Computers/Systems	19	16
Consumer Products	54	43
Consultancy	09	09
Engineering/Energy	25	20
Textiles	03	01
Other Services	--	--
Total	<u>197</u>	<u>171</u>

Sector-wise job Offers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	44	39
Private Sector	153	132
Total	<u>197</u>	<u>171</u>

MANAGEMENT DEVELOPMENT PROGRAMMES 1993-94

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
1.	Strategic Marketing in India	21-06 93 to 24-06-93	Tata Hall	14	Prof. Ramanuj Majumdar
2.	Quantitative Decision Making in Financial Management	02-08 93 to 07-08 93	Tata Hall	11	Prof. N. Bhattacharya Prof. N. Chakraborty
3.	Effective Cost Control and Management	06-09 93 to 08-09-93	Tata Hall	31	Prof. Mousumi Ghosh
4.	Total Quality Management	06-09-93 to 11-09 93	Tata Hall	06	Prof. B. Sarkar
5.	New Product Introduction Strategies for Success	13-09 93 to 16-09-93	Tata Hall	17	Prof. Sanjeev Bhatt
6.	Managerial Leadership and Conflict Resolution	22-09-93 to 29-09-93	Tata Hall	13	Prof. B. N. Srivastava
7.	Credit Appraisal and Lending Decisions	04-10-93 to 07-10-93	Tata Hall	15	Prof. H. Bhattacharya
8.	Human Resources Management for Non-Personnel Executives	04-10-93 to 08-10-93	Tata Hall	13	Prof. Anil K. Sengupta
9.	Restructuring the Indian Economy	07-10-93 to 10-10-93	Kathmandu	19	Prof. Sudip Chowdhury Prof. V. N. Reddy
10.	General Management	25-10-93 to 30-10-93	Tata Hall	17	Prof. M.N. Pal Prof. B.K. Sinha
11.	Managerial Decision Making	08-11-93 to 10-11-93	Tata Hall	10	Prof. Leena Chatterjee Prof. Ashish Chatterjee
12.	Environmental Management	15-11-93 to	Tata Hall	05	Prof. Rabin Ganguly

MANAGEMENT DEVELOPMENT PROGRAMMES : 1993-94

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
13.	Emerging Trends in Industrial Relations	06-12-93 to 10-12-93	Tata Hall	07	Prof. D. Bhattacharjee Prof. Anil K. Sengupta
14.	Project Management	13-12-93 to 18-12-93	Tata Hall	09	Prof. M.N. Pal Prof. Bani K. Sinha
15.	Health and Family Welfare Policy and Programme Management for Senior Central and State Health Administrators	27-12-93 to 07-01-94	Tata Hall	21	Prof. Madhu S. Mishra
16.	Negotiating your way to Success	03-01-94 to 06-01-94	Tata Hall	17	Prof. B.N. Srivastava
17.	Working Capital Management Strategies Techniques and Financing	03-01-94 to 08-01-94	Tata Hall	15	Prof. H. Bhattacharya
18.	Management by Values : Indian Insights	09-01-94 to 15-01-94	Tata Hall	45	Prof. S. K. Chakraborty
19.	Emerging Dimensions of Accounting & Finances : The Task before the Managers	24-01-94 to 25-01-94	Library Auditorium Joka Campus	19	Prof. Shyamal K. Ghosh Prof. Bhabhatosh Banerjee (Calcutta University)
20.	Team Building and Managerial Effectiveness for Institute Officers	28-01-94 to 30-01-94	Tata Hall	48	Prof. Binod Kumar
21.	Managing Strategically Why and How ?	24-01-94 to 27-01-94	Tata Hall	17	Prof. B.N. Srivastava
22.	Managing the Brand : its Equity	10-02-94 to 12-02-94	Tata Hall	49	Prof. Subroto Sengupta Visiting Professor

MANAGEMENT DEVELOPMENT PROGRAMMES : 1993-94

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
23.	Training for Trainers	14-02-94 to 18-02-94	Tata Hall	16	Prof. Binod Kumar
24.	International Markets - Entry Strategies	25-02-94 to 27-02-94	Tata Hall	17	Prof. Ramanuj Majumdar
25.	Strategic Control Systems	07-03-94 to 10-03-94	Tata Hall	06	Prof. M. P. Vithal

IN COMPANY TRAINING PROGRAMMES: 1993-94

<u>Sl.No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>Programme Director(s)</u>
1.	Training Programme on Improving inter personal effectiveness for Philips India Ltd.	30-08-93 to 31-08-93	Salt Lake City Factory	Prof. Leena Chatterjee
2.	Training Programme for Senior Executives of UCO Bank on "Improving Managerial Effectiveness"	13-09-93 to 25-09-93 and 29-11-93 to 11-12-93	Tata Hall	Prof. H. Bhattacharya
3.	Training Programme on "Cost Reduction and Fund Management" for M/s. Crompton Greaves Limited	15-10-93 to 17-10-93	Bombay	Prof. H. Bhattacharya
4.	"Bid preparation and Contract Management" for ONGC	06-12-93 to 10-12-93	Tata Hall	Prof. Ranjan Ghosh
5.	Series of Lectures for IOL Officers	07-12-93 to 09-12-93 and 13-12-93 to 15-12-93	Indian Oil Management Academy, Haldia	Prof. Binod Kumar
6.	Finance for Non-Finance Executives for Birla Technical Services Officers	17-12-93 to 18-12-93	11, Dr. U Brahmachari Street Calcutta	Prof. N. Ramachandran

ANNEXURE XVI (Contd.)

<u>Sl.No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>Programme Director(s)</u>
7.	Skill-cum-Technology upgradation Programme for Entrepreneurs for Pharmaceutical and Plastic Manufacturing Units, Small Industries Development Bank of India, Eastern Regional Office, Calcutta.	18-03-94 to 23-03-94	Joka Campus	Prof. Madhu S. Mishra
8.	"Managerial Leadership" for DVC Officers	19-01-94 to 21-01-94	Calcutta	Prof. Binod Kumar
9.	Managerial and Organisational Effectiveness for REC, New Delhi.	03-01-94 to 05-01-94 and 07-02-94 to 09-02-94	New Delhi	Prof. Binod Kumar
10.	"Global Economic Scenario" for M/s. Penden Cement Authority Ltd., Bhutan	16-02-94 to 18-02-94	Gomfu, Bhutan	Prof. V. N. Reddy Prof. Sushil Khanna Prof. Sudip Chowdhury Prof. Alok Ray
11.	"Negotiating Skills" for CMC Limited.	24-02-94	Tata Hall	Prof. Ajeet Mathur
12.	Distance Learning Programme for Medical Officers from Eastern and North Eastern Region States	17-12-93 to 22-12-93	CINI Calcutta	Prof. Madhu S. Mishra

GOVT. SPONSORED TRAINING PROGRAMMES DURING 1993-94**FOR IAS OFFICERS**

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
1.	Management of State Enterprises - Level I	05-07-93 to 09-07-93	Tata Hall	23	Prof. M. S. Mishra
2.	Management of State Enterprises - Middle Level	02-08-93 to 20-08-93	Tata Hall	04	Prof. M. S. Mishra
3.	Managing under Adverse Environment	30-08-93 to 03-09-93	Tata Hall	16	Prof. Binod Kumar
4.	Management Concepts and Decision Making - Middle Level	22-11-93 to 10-12-93	Tata Hall	11	Prof. M. N. Pal Prof. C. K. Mustafi
5.	Restructuring of Indian Economy	06-12-93 to 10-12-93	Tata Hall	22	Prof. Sudip Chaudhuri
6.	Restructuring of Indian Economy	13-12-93 to 17-12-93	Tata Hall	25	Prof. Sudip Chaudhuri
7.	Information Technology in Government	31-01-94 to 04-02-94	Tata Hall	33	Prof. Sanjiv Vaidya

FOR INDIAN FOREST SERVICE OFFICERS

1.	Computer Application in Forestry	30-08-93 to 03-09-93	Tata Hall	25	Prof. Subir Bhattacharya Shri Rahul Roy
2.	Computer Application in Forestry	13-09-93 to 17-09-93	Tata Hall	25	Prof. Subir Bhattacharya Shri Rahul Roy
3.	Project Identification, Formulation, Monitoring and Appraisal	17-01-94 to 04-02-94	Tata Hall		Prof. M. N. Pal Prof. N. K. Rao

OTHER PROGRAMMES

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
1.	Perspectives in Environmental Management (sponsored by the Ministry of Environment & Forest, GOI)	14-06-93 to 23-06-93	Tata Hall		Prof. Rabin Ganguly
2.	Advance Management Programme for Sr. Leval Public Sector Executives sponsored by the Deptt. of Public Enterprises.	03-03-94 to 04-04-94	Tata Hall	12	Prof. Binod Kumar Prof. Sudas Roy

**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 1993-94**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Artificial Intelligence Methods for Combinational Problems	Prof. Subir Bhattacharya Shri Rahul Roy
2.	Theoretical and Applied Statistics (Phase III)	Prof. Rahul Mukherjee
3.	The Need for Government Regulation	Prof. Sudip Chaudhuri
4.	Academic Motivation and Performances : Testing the effects of Expectency, Efficiency and Goal Setting on Performance	Prof. B. N. Srivastava
5.	Audit Conflict Model	Prof. Mousumi Ghosh
6.	Purchasing Power Parity, Unequal Exchange and Industrialisation	Prof. R. K. Sau
7.	Constrainst Satisfaction Techniques : Theory and Applications.	Prof. Amitava Bagchi Prof. Asim Pal Prof. Subir Bhattacharya Shri P. S. Dasgupta

**RESEARCH PROJECTS UNDER CMDS (COMPLETED)
DURING 1993-94**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Problem Solving Methods in Artificial Intelligence	Prof. Amitava Bagchi Prof. Anup Sen Prof. Subir Bhattacharya
2.	Basic Assumption of Managers : A Determinant of Managerial Behaviours	Prof. B. N. Srivastava
3.	Organisation Theory and Critical Sociology	Prof. Saila K. Ghosh
4.	Market Scanning Through Conjoint Analysis Techniques	Prof. A. P. Arora
5.	Structural Adjustment in the Indian Economy	Prof. R. K. Sau
6.	Theoretical Applied Statistics	Prof. Rahul Mukherjee
7.	Money, Debt. and Govt. Policy	Prof. Amitava Bose
8.	Seminar on "New Economic Policy"	Prof. N. K. Chandra Prof. Sudip Chaudhuri

**ON GOING RESEARCH PROJECTS UNDER CENTRE FOR
MANAGEMENT AND DEVELOPMENT STUDIES (CMDS) AS ON 31.3.94**

Sl.No.	Title	Project Director(s)
1.	A Study of Government Accounting	Prof. K. K. Bhattacharyya Prof. N. Ramachandran Prof. B. Mohanty
2.	Study of Organisation and Financial Management of Indian Railways	Prof. K. K. Bhattacharyya
3.	Corporate Planning in India	Prof. B. Mohanty
4.	Impact of Rural Development Programme - A Study of three Villages	Prof. Madhu S. Mishra Prof. B. Mohanty
5.	Development of Comprehensive Case Study on a Rural Development Scheme	Prof. N. K. Rao
6.	Regulated Markets in West Bengal	Prof. Sudas Roy Dr. Tarit K. Datta
7.	Planning and Scheduling in Flexible Manufacturing Systems	Prof. Ranjan Ghosh
8.	Market Scanning through Conjoint Analysis Technique	Prof. A. P. Arora
9.	Changes in the Patterns of Crop Combination in India.	Prof. S. C. Chakraborty
10.	Analysis of Search (Algorithms) in Heuristic Approach.	Prof. Ambuj Mahanti
11.	Perceived strength weaknesses and coping mechanism or critical variables in model of organisational diagnosis in a public sector enterprise.	Prof. Dilip K. Lahiri
12.	Employment Policies and Practices in the context of Industrial Structuring : Case Studies of Indian Experience.	Prof. Ajeet N. Mathur
13.	Basic assumption of managers - A determinant of managerial behaviour	Prof. B. N. Srivastava
14.	Crisis in states of India	Prof. Indivar Kamtekar

ANNEXURE XVIII B (Contd.)

Sl.No.	Title	Project Director(s)
15.	Money, Debt and Govt. Policy	Prof. Amitava Bose
16.	Process and Patterns of Urban Transformation along Metropolitan Periphery : An Investigation with reference to Calcutta Metropolitan Area.	Prof. Rabin Ganguly
17.	Government and Unproductive Private gain	Prof. Sudip Chowdhury
18.	Problem Solving methods in artificial intelligence	Prof. A. Bagchi
19.	The Uphill Journey - A Study of the Entitlement of Females under Section 14 of the Hindu Succession Act.	Prof. Zainab Ahmed
20.	New Services Evaluation Process	Prof. Sanjeev Bhatt
21.	Diversity and Economic Performance	Prof. Sushil Khanna
22.	Growth and Prospects of Tea Industry in India : Region/Districtwise Statistical Analysis.	Prof. V. N. Reddy
23.	Merchant Banking under SEBI Guidelines	Prof. Sushil Khanna Prof. Sankar De
24.	Making sense of post-modernism	Prof. Saila K. Ghosh

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED
DURING 1993-94**

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Faculty Team</u>	<u>Project Status</u>
1.	Recruitment, sponsored by Calcutta Port Trust.	Prof. Ranjan Ghosh	Completed
2.	Market Research in the Marketing Area for their ensuing Cement Unit, sponsored by Larsen & Toubro Limited.	Prof. A. P. Arora	Completed
3.	Organisational Study (last year's project 1992-93, sponsored by Northern Coalfields Limited)	Prof. B. N. Srivastava Prof. Anil K. Sengupta	Completed
4.	Study on Demand for Cement in India, sponsored by A.C.C.	Prof. V. N. Reddy Prof. Sushil Khanna	Ongoing
5.	Utilisation of Fly-Ash of Kolaghat Thermal Power Station in Phase-II, sponsored by Electric Power Development Co. Ltd.(Tokyo, Japan)	Prof. M. N. Pal Prof. Sudas Roy Prof. N. K. Rao Prof. C. K. Mustafi Prof. Bani K. Sinha	Completed
6.	Materials Management sponsored by ONGC	Prof. Ranjan Ghosh	Completed
7.	Designing of Specific Segment Training, sponsored by Calcutta Stock Exchange Association Ltd.	Prof. A. P. Arora	Completed
8.	Study of Organisational Structure sponsored by Orissa Cement Ltd.	Prof. Binod Kumar Prof. Rabin Ganguly Prof. Amit Jyoti Sen	Completed
9.	Current trends in the Indian Economy sponsored by ITC Ltd.	Prof. Anup Sinha Prof. Alok Ray.	
10.	Employee Motivation Programme sponsored by Delta Industries Ltd., Calcutta.	Prof. Anil K. Sengupta Prof. M. N. Pal	Ongoing
11.	Long Range Planning for Rural Electrification in Backward States sponsored by Rural Electrification Corporation.	Prof. Madhu S. Mishra	Ongoing
12.	Pilot Study on Total Literacy Campaign sponsored by Ministry of Human Resource Development	Prof. V. N. Reddy Prof. R. Chattopadhyay	Ongoing
13.	Community Awareness, Environment and Health Education in Madras Metropolitan Area sponsored by Consulting Engineering Services (India) Pvt. Ltd., Calcutta.	Prof. Madhu S. Mishra	Completed
14.	Assessment of Training needs sponsored by M/s. HCL - Hewlett Packard Limited.	Prof. A. P. Arora Prof. Sushil Khanna	Completed

**BRIEF ACCOUNT OF SEMINARS/WORKSHOPS/CONFERENCES
ARRANGED BY OUTSIDE AGENCIES, PARTICIPATED,
AND THE TALKS GIVEN/PAPERS PRESENTED THEREAT BY THE
FACULTY AND RESEARCH STAFF OF THE INSTITUTE
DURING 1993-94**

1. Prof. Binod Kumar
 - a) Chaired a very prestigious seminar at USIS where speakers were from India and United States on Management of Library and Information System.
 - b) Organised and chaired a one day workshop on Leadership and Team Building for the Rotary Club.
2. Prof. Ranjit K. Sau
 - a) "Political Economics of World Capitalism", Invited lectures at the Department of Political Science, Calcutta University, March, 1994.
3. Prof. N.K. Chandra
 - a) Participated at the International Colloquium organised by the Institut des Sciences Mathematiques et Economiques Appliquees at Paris, 25-27 May and presented a paper on "State Intervention and Economic Liberalism in India, 1950-80"
 - b) Participated and presented a paper on "Free Trade or Planning for Global Full Employment - An Indian Perspective" to the International Colloquium on "Planning for Global Full Employment organised by University of Guadalajara, Mexico, during 26-30 July, 1993.
 - c) Participated at the Seminar on New Economic Policy at the IIMC, 19-21 August, 1993 and prepared a paper, "The New Economic Policy, Stagnation and De-industrialisation"
 - d) "Legality of the New Industrial Policy", talk at the workshop organised by the FOSET (Forum of Scientists, Engineers and Technologists), at the Calcutta Information Centre on 27 August, 1993.
 - e) India's Ability to Capture the Benefits of R&D, paper presented to the CSIR - CSIRO Workshop on "Development of Process of Priority setting in CSIR" held at NISTADS, New Delhi on 29 Oct. 1993.
 - f) Political Economy of India in the South Asian context, paper presented at the seminar on World Today: Conditions and Alternatives, held at the Universitaria Nacional Autonomia de Mexico (UNAM), 6-17 December, 1993
 - g) "Transnationalisation or A world with Full Employment?", paper presented to the International Colloquium on Full Employment: Its National, European and Global Dimensions, organised in Paris, 9-11 February 1994, by the Institut Syndical d' Etudes et de Recherches Economiques et Sociales.

4. Prof. Amitava Bose

- a) Participated in the P. C. Mahalanobis Centenary Conference on Planning & Economic Policy in India, June 29, 30 & July 1, 1993, held at the Indian Statistical Institute, Calcutta. Presented an invited paper and acted as a discussant.
- b) Presented a paper entitled " The Liberalization Debate : Some Careless Mistakes ", in the seminar on New Economic Policy held at IIMC on August 19-21, 1993.
- c) Invited to participate in a workshop on Social Norms, Institutional Structures and Development Policy, February 25-27, 1994 at the Indira Gandhi Institute of Development Research, Bombay and will present a paper on "Some Assertions Regarding Liberalization".

5. Prof. Sudip Chaudhuri

- a) Joint Programme Director for CMDs assisted seminar on the New Economic Policy, IIMC, August 19-21, 1993 and presented a paper "The Regulation of the TNCs and the New Economic Policy".

6. Prof. Alok Ray

- a) Invited to participate and present a paper "Trade Policy Reform in India" in The Asian Seminar on Trade Policy Reform, organised by World Bank/UNDP/ICRIER at New Delhi, March 29-31, 1993.
- b) Invited to participate in the Workshop on "Economic Policy since Independence in India" at the West Bengal State Planning Board, April 23, 1993.
- c) Invited to speak in a seminar on "Central Budget and its impact on Indian Economy" at Indian Association (Bharat Sabha) on April 30, 1993.
- d) Invited to participate and present a paper "External Sector Liberalisation in India" in the Conference on Planning and Economic Policy in India at the Indian Statistical Institute, Calcutta, June 29-July 1, 1993.
- e) Invited to present a paper "External Sector Liberalisation in India" in the Seminar on New Economic Policy at IIMC, August 19-21, 1993.
- f) Invited to talk in a Seminar on "Dunkel Draft and the Third World " at Calcutta University on January 5, 1994.
- g) Invited to give a Seminar talk on "GATT : Implications for India" at the Indian Statistical Institute, Calcutta, January 12, 1994.
- h) Invited to present a paper "Socialism, Markets, and Democracy" in a Seminar on Future of Marxian Economics organised by the Max Mueller Bhavan, Calcutta on January 29, 1994.

7. Prof. V.N. Reddy

- a) Participated on invitation in the two-day workshop on review of "Total Literacy Campaign" organised by Ministry of Human Resource Development in New Delhi during September 15-16, 1993.

- b) Participated on invitation in the 3-day UNDP Workshop on "Access to and financing of Education in India" organised by Prof. T.N. Krishnan at ISEC, Bangalore during September 28-30, 1993.
8. Prof. A.K. Sinha
- a) Co-ordinator of Seminar on "Structural Reforms and Urban Change", joint collaboration of IIMC with British Council, Calcutta.
 - b) Paper on "State and Economic Transformation" for Indira Gandhi Institute of Development Research, Bombay.
9. Prof. Saila K. Ghosh
- a) Gave a seminar at Xavier Institute of Management Bhubaneswar on Human Rights after Globalization.
 - b) Gave a seminar at Utkal University (Department of Political Science) at Bhubaneswar on "The Philosophical Bases of Modernism".
10. Prof. R. Chattopadhyay
- a) Attended a number of Seminars and Conferences and Workshops, held in the Institute, Centre for Studies in Social Sciences Calcutta (CSSSC), NCERT, Delhi and Centre for Urban Economic Studies, Calcutta University (CUES).
 - b) Chaired a session in the conference on Urban Changes, Census 1991, held by the CUES.
11. Prof. Shyamal K. Ghosh.
- a) Delivered a talk on "Changes needed to facilitate the process of liberalisation" at the Symposium on the "Impact of Private Sector Mutual Funds and Foreign Institutional Investors on the Indian Capital Market" organised by CRB Capital Markets Ltd. at Calcutta, March 6, 1993.
 - b) Delivered a faculty seminar on "Emerging Trends in the Indian Economy" and another on the "Nineties and Beyond " and overview of the economy in the United Kingdom at Henley Management College, England, between April and June 1993.
 - c) Chaired the Inaugural and the first Technical session in the Workshop on Stress Management organised by the Chartered Institute of Management Accountants at Calcutta, September 25, 1993.
 - d) Co-Chairman, Manufacturing Technology Seminar on "World-Class manufacturing in India- Sharpening the competitive edge" organised by the Indo-British Partnership Initiative at Bombay, November 16, 1993.
 - e) Delivered a talk on "Privatisation " under auspices of British Council, Calcutta, October 1, 1993.
 - f) Acted as a Commentator for the sessions on "Globalisation and Capital Markets - the International Perspectives" at the second International Accounting Conference of the Indian Accounting Association Research Foundation in Calcutta, January 23, 1994.

12. Prof. Mousumi Ghosh.

- a) Lecture at Conference of EIRC of the Institute of Cost & Works Accountants of India on Cost Control in a Free Economy.
- b) Seminar at Tripura University on "Strategic Cost Management".

13. Prof. Nalinaksha Bhattacharya.

- a) Presented a paper titled "On a variant of the Knapsack Problem Arising in a Steel Rolling Mill in India" (jointly with Prof. N. Chakravarti and Prof. A. Bagchi) at The International Federation of Operational Research Societies (IFORS) Conference held at Lisbon from July 12-16, 1993.
- b) Gave a talk on "Globalization - The Financial Angle" in a seminar on strategies for Globalization at IIMC.
- c) Invited by Indian Institute of Social Welfare and Business Management for a talk on Theoretical Aspects of Capital Budgeting on March 3, 1994.

14. Prof. M.P. Vithal.

- a) Took part in Faculty Seminar on "Euro India Cooperation Exchange Programme : Some Issues" at XLRI, Jamshedpur.
- b) Participated as Rapporteur for the 2nd National Seminar on 5th round of Wage Negotiations - organised by SCOPE in Dec 93.
- c) Participated as Rapporteur for the Seminar on Total Quality Management for Chief Executives of Public Sector Enterprises- organised by SCOPE & British Council in Feb. 94.
- d) Participated as Observer in the Workshop on Total Quality Management- organised by SCOPE & British Council in Feb 94.

15. Prof. N. Ramachandran.

- a) Made a presentation strategy for facing challenges from the Environment at the Seminar on "Challenges of Management Education in the 90's and Beyond" at Hyderabad.
- b) Invited to deliver talks at the School of Management, Pondicherry University.

16. Prof. Manas Das.

- a) Participated by invitation in the XIth International Seminar on New Policy for Fragrance & Flavours Industry in April, 1993 and presented the following paper: " A Strategic Marketing Approach to Formulating New Policy on Fragrance & Flavours Marketing".
- b) Was invited by the Central Glass & Ceramic Research Institute (Council of Scientific & Industrial Research) in July 1993 and delivered an illustrated talk on "Business Development & Marketing Strategies".

- c) Invited by the State Institute of Rural Development , Government of Madhya Pradesh and National Institute of Rural Development, Hyderabad and delivered illustrated talks on "Genesis of Rural Marketing in India".
 - d) Invited by the Indian Social Science Academy in their XVIIth International Congress and presented a paper titled "Management Science Education - A Critical Review".
 - e) Invited by the internationally reputed voluntary agency titled ASSEFA in February 1994 and delivered a lecture on " The role of Agricultural Marketing on Sustainable Development".
17. Prof. Sanjeev Bhatt.
- a) Presented a paper titled "Globalization of Services : the developing country perspective accepted for presentation at the International conference on "The Globalization of Services : Implications for Organizational Strategy" organized jointly by European Institute for Advanced Studies in Management and Duke University, USA (June 6-7, 1994 at Brussels).
 - b) Delivered a talk to SAIL management trainees of Central Management Organization on Marketing Orientation in August, 1993.
 - c) Delivered three lectures in the Programme on Marketing Management conducted by All India Management Association (Nov.-Dec., 1993.)
18. Prof. S.K. Chakraborty.
- a) Delivered two lectures at the Golden Jubilee Conference of the Institute of Cost and Works Accountants of India in January 1994.
 - b) Presented a paper at the EFMD Conference at Barcelona on Human Values in June, 1993.
19. Prof. Subir Bhattacharya.
- a) Delivered an invited talk on " Artificial Intelligence" in Threshold 21, a Conference held during November 1993 at Chandigarh.
 - b) Participated as Member, Programme Committee at International Workshop on Artificial Intelligence" during March, 1994.
20. Prof. Amitava Bagchi.
- a) Chaired the International Workshop on Artificial Intelligence sponsored by IIMC and the United State Educational Foundation in India (USEFI), during March 1994.
21. Prof. Asim K. Pal
- a) Presented a paper entitled "Neural Network Simulation Technique for Economic and Financial Modelling : Some Examples" (jointly with Siddhartha Dash) at the International Artificial Intelligence Workshop held in Campus during March 4-5, 94.

22. Prof. Ranjan Ghosh.

- a) Presented a paper on "Restructuring of Manufacturing" in the Annual Management Convention on Restructuring Strategy for Performance Improvement, organised by AIMS at Trivandrum during August 25-27, 1993.
- b) Participated in the Conference on the Theme " In Search of the Asian Manager : Preparing to compete in the 21st Century" organised by ITC at Bangalore during August 20-21, 1993.

23. Prof. Sujit K. Basu.

- a) Presented an invited paper entitled "Shock models leading to non-monotonic ageing classes of life distributions" (jointly with M. Mitra) in the Workshop on Reliability and Survival Analysis to be held at Indian Statistical Institute, Calcutta during February 28-March 4, 1994 and also chaired a session in this Workshop.

24. Prof. B. Sarkar.

- a) Paper presented in IABD (International Academy of Business Disciplines) held at New Orleans, USA on Total Quality Management.
- b) Paper presented on Total Quality Management at the Golden Jubilee Convention of the Institute of Cost and Works Accountants of India.
- c) Attended a Two-day Seminar on Total Quality Management organised by British Deputy High Commission.

25. Prof. N. Chakraborty.

- a) Gave an invited talk at Worcester Polytechnic Institute, Worcester, USA in June, 1993.
- b) Co-authored a paper and presented it at the IFORS Triennial Conference held in Lisbon during July 12-16, 1993.

26. Prof. Rahul Mukherjee.

- a) Presented an invited paper entitled "On posterior credible sets based on the score statistic" (co-author: C.R. Rao) at a National Seminar on Statistics and Probability held at the University of Poona in December 1993.
- b) Participated at a conference on Sample Surveys, held at the Indian Statistical Institute, Calcutta as an invited discussant.

27. Prof. Ajeet N. Mathur.

- a) Paper titled "Managing a Nation : Who is In-Charge? (with Professor Cynthia Van Hulle) presented at K. U. Leuven, June 11, 1993.
- b) First version of paper titled "Foreign Presence of Belgian Companies-the case of India" presented at the European Foundation for Management Development Seminar, Brussels, June 21, 1993.

ANNEXURE XX (Contd.)

- c) Offered a seminar at University of California at Berkeley "Institutional Heritage and Choice in Economic Restructuring : Separating Folk from Folklore, September 23, 1993.
 - d) Offered a seminar on "Industrial Restructuring and Exit Policy at Centre for South Asian Studies, University of California, Berkeley November 18, 1993.
 - e) Gave a lecture titled " The Challenge of Industrial Restructuring " at the Rotary Club of Central Calcutta on February 10, 1994.
 - f) Talk to Indian Oxygen Ltd Managers - 15th February 1994 on "Industrial Relations - Global Scenario".
 - g) IIMC Colloquia series " Industrial Restructuring : Managerial Challenges ", February 7, 1994.
28. Prof. Debashish Bhattacharjee.
- a) Invited to moderate a closing debate on "A World Class India : Organisational Challenges" organised by Calcutta Management Association at Taj Bengal on March 20, 1993.
 - b) Invited to chair a session on "Capacity to Pay to the National Seminar on the Fifth Round of Wage Negotiations in the Public Sector : Issues & Implications " organised by SCOPE at the Hindustan International Hotel on June 15 , 1993.
29. Prof. Rabin Ganguly.
- a) Delivered an invited Talk on "Environment Policy in India "at the Commemorative Seminar on World Environment Day at Zoological Survey of India Headquarters, Calcutta on June 3, 1993.
 - b) Acted a Discussant in Session I and presented invited comments on the issue in Session II at the Seminar on "Economic Reforms : their Impact on Urban Infrastructure", IIMC- British Council Sponsored during July 23-24, 1993.
 - c) Participated in the Workshop on "Urban Planning in the Context of Constitution (Amendment) Act, 1992, organised by Institute of Town Planners India, Kharagpur Regional Chapter, at Kalamandir Calcutta on October 20, 199.
 - d) Presented an invited paper on "Planning for Sustainable Development in Hill Areas : A Re-defined Approach " at the 42nd Annual Town and Country Planning Seminar on "Planning and Development of Hill Areas" organised by the Institute of Town Planners, India at Coimbatore, January 3-5, 1994.
 - e) Radio Talk on "Ganga Action Plan", All India Radio, Calcutta, August 27, 1993.
30. Prof. Annapurna Shaw.
- a) Participate at the Workshop on Employment Security and EAS in India to be held at the Centre for Development Studies, Trivandrum, during March 11-12, 1994.

31. Prof. Surendra Munshi.
 - a) Participated on invitation in an international seminar titled "Towards an Agenda for Cultural Exchange", Lonawala, March 21 to 24, 1994 organised by the Max Mueller Bhavan, New Delhi.
32. Prof. Kalyan Sankar Mondal.
 - a) To present a paper entitled "Globalization of Agriculture and Rural Entrepreneurship Development in India " in a seminar on "Current Research in Indian Entrepreneurship" held at the Entrepreneurship Development Institute of India, Ahmedabad during 29-31 March, 1994.
33. Prof. Sushil Khanna.
 - a) Presented paper "Deregulation & Competition : Anatomy of Rent Seeking Behaviour in Indian Corporate Sector"
34. Shri. Rama Prosad Banerjee. (Research Fellow)
 - a) International Workshop on : "Emerging dimensions of accounting in developing countries", January 1994, conducted by Prof. B. Banerjee, Indian Accounting Association, at the Taj Bengal Hotel, Calcutta.
 - b) Participated in In-house MDP on Human Values conducted by Prof S. K. Chakraborty at Parle Food Products, Bombay and Telco, Jamshedpur during December, 1993.
35. Shri. Debashis Chatterjee. (Research Fellow)
 - a) Participated in the JRD Tata Oration on Business Ethics at XLRI, Jamshedpur
36. Shri. Sanjoy Mukherjee. (Research Fellow)
 - a) Participated in Annual Conference on Moral Values on December 5, 1993 organised by Anuvrat Samity.
 - b) Participated in the JRD Tata Oration on Business Ethics at XLRI, Jamshedpur.
 - c) Working on a paper entitled "Towards a World view of Organisational Transformation : Vedantic Insights", for a symposium to be held in Malaysia.
37. Shri. Partha Sarathi Dasgupta. (Systems Analyst.)
 - a) Presented a paper at the International Computing Congress - 93 held in December 1993 at Hyderabad.
 - b) Attended the VLSI Design - 94, Conference (IEEE/ACM sponsored) held in Calcutta during January 5-8, 1994.
 - c) Presented research paper entitled "VLSI Floor Plan Design Using AI Techniques" at the International Workshop on Artificial Intelligence held at the Campus during March 4-5, 1994.

38. Shri. Samir K. Sadhukan . (Systems Analyst.)
 - a) A paper entitled " A Heuristic Approach to EBW planning & Feedback Arc-Set Problems" was submitted to International Workshop on Artificial Intelligence. (co-author Prof. A. Mahanti).
39. Shri. A. C. Manna. (Research Assistant)
 - a) Attended a Seminar on Mandal Commission organised by "Nao-Joan Sabha", a Voluntary Youth Forum.
 - b) Attended a Seminar on Dunkel Draft organised by a Voluntary organisation - Kishan Sabha.
 - c) Attended a seminar on New Economic Policy organised by "Chathra Disha", a periodical Group.
40. Dr. Tridib Chakraborty. (Research Assistant).
 - a) Invited to participate in the seminar and Workshop on Total Quality Management organised by the British Council and SCOPE, New Delhi.
41. Shri. Arun Mukhopadhyay. (Research Assistant)
 - a) Attended a seminar organised by National Institute of Rural Development, Hyderabad on Rural Marketing held at Jabalpur, M.P and presented a paper entitled "Bheraghat Hat - Appearance and Implications "
42. Ms. Krishna Lahiri. (Research Assistant)
 - a) Attended the International Workshop on Artificial Intelligence conducted in the Institute during March 4-5, 1994.
43. Dr. Santwana Chadhuri (Research Assistant)
 - a) Delivered a lecture on Case Studies on Productivity Agreements in a one- day Seminar on D.A. Wages Escalation and Productivity Agreements in Park Hotel organised by NIPM, Calcutta Chapter.
 - b) Attended the Annual Conference of National Institute of Personnel Management.

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES OF THE
FACULTY AND RESEARCH STAFF OF THE INSTITUTE DURING 1993-94**

1. Dr. Subir Chowdhury, Director

- (1) participated, as a member, in the meeting on 16.4.93 of the Selection Committee constituted by Jammalal Bajaj Institute of Management Studies, University of Bombay, Bombay, for the Selection of Reader (Marketing/Operations) for that Institute.
- (2) participated in a Debate on the motion "A World Class India is a Myth" organised by the Calcutta Management Association at the G.D. Birla Sabhagar, Calcutta, on the 14th May, 1993.
- (3) participated in a Seminar on "Productivity" organised by BHEL at Calcutta on 27.5.93.
- (4) presided over a function to celebrate the National Public Relations Day, organised by the Public Relations Society of India (Calcutta Chapter) at the Great Eastern Hotel, Calcutta on 21.4.1993.
- (5) Sat as a member of the Selection Committee for the posts of Professors and Assistant Professors at the Indian Institute of Social Welfare and Business Management during April/May, 1993.
- (6) participated in the "1993 Global Management Development Forum" held in Barcelona, Spain during the period June 13-16, 1993 with financial assistance from the Canadian Consortium of Management Schools.
- (7) attended the 5th Annual Convention of the Association of Indian Management Schools (AIMS) held in Trivandrum during August 25-27, 1993 and chaired a Panel Session on "Case Competitions"
- (8) As a member of the Team of Consultants appointed by the Ministry of External Affairs, Govt. of India to provide technical assistance to the Govt. of Sri Lanka for the establishment of an Institute of Technology and Management on the lines of the Indian Institutes of Technology and the Indian Institutes of Management, visited Sri Lanka along with other members of the Team during Nov. 6-12, 1993 and submitted a report to the Govt. of India.
- (9) delivered a talk in the Workshop on "Strategic Management" organised by the Association of Indian Management Schools (AIMS) at Visakhapatnam during Jan. 12-13, 1994.
- (10) participated in the Panel Discussion on "A Regional Approach for the Jute Sector ; Management, Marketing and HRD" organised by the Textile Institute (Calcutta Section) on 15.1.94 at Calcutta.
- (11) delivered the valedictory address in the Second International Accounting Conference organised by the Indian Accounting Association and Research Foundation, Deptt. of Commerce, Calcutta University, during Jan.22-23, 1994.
- (12) Chaired the Third Technical Session on the theme "Managing quality and costs" in the Golden Jubilee Convention of the Institute of Cost and Works Accountants of India (Eastern India Regional Council) on "Globalisation - Challenges ahead - Tasks before Cost and Management Accountants" held at Calcutta during Jan. 29-30, 1994.

- (13) delivered the Foundation Day Lecture of the Assam Institute of Management on 12.2.94 at Guwahati.
- (14) participated in a Seminar on "Total Quality Management" organised by SCOPE and the British Council at Taj Bengal, Calcutta during Feb. 21-22, 1994.
- (15) Part time Director/Member, Board of Governors of outside organisations
- i) Director, WEBEL Informatics Limited, Calcutta
 - ii) Member, All India Board of Management Studies of the All India Council for Technical Education.
 - iii) Member, Eastern Regional Committee of the All India Council for Technical Education
 - iv) Chairman of the Task Force set up by AICTE for considering Institutions and Programmes in Management Education for final approval of AICTE
 - v) Co-opted member in the Council of Management of the All India Management Association.
 - vi) Vice-President, Executive Board, Association of Indian Management Schools.
 - vii) Member, Executive Committee, Calcutta Management Association.
 - viii) Member, Governing Body, Assam Institute of Management, Guwahati.
 - ix) Member, Executive Council of Indian Institute of Port Management, Calcutta.
 - x) Member, Board of Governors, Indian Institute of Social Welfare and Business Management, Calcutta.
 - xi) Member, Board of Governors, Institute of Management Technology, Ghaziabad.
 - xii) Member, Governing Body, Xavier Labour Relations Institute, Jamshedpur.
 - xiii) Member, Senate, Calcutta University (Ex-Officio).
 - xiv) Member, Executive Committee, Calcutta Productivity Council.
 - xv) Member, Board of Studies of Mechanical Engineering Department, Jadavpur University.
 - xvi) Member, Coal India Limited Apex Training Board.
 - xvii) Member, Governing Board, Indian Institute of Foreign Trade, New Delhi.
 - xviii) Member, National Management Programme (NMP) Advisory Committee set up by the Deptt. of Personnel & Training, Govt. of India and initiated by the Management Development Institute.

2. Prof. Leena Chatterjee

- (1) Member of Placement, Extension Programme and Fellowship Committees of the Institute.
- (2) Participated as a Faculty in :
 - a) programme organised by CPWD (April, 1993).
 - b) MDP on "Training for Trainers" held in Tata Hall (14-18 February, 1994).
 - c) Extension Programme on "Effective Management in the Changing Scenario" held in the City Office (Nov. 30 - Jan. 11, 1994)
 - d) IAS Programme "Managing under Adverse Environment" held at Tata Hall (April 30 - Sept. 9, 1993)
 - e) Training Programmes for Senior Executives of UCO Bank on "Improving Managerial Effectiveness" held at Tata Hall (Sept. and Nov., 1993)
- (3) Set questions on Organisational Behaviour for IPSAR, Cuttack.

3. Prof. B. N. Srivastava

- (1) Member of Consultancy Committee
- (2) Participated as a Faculty in :
 - a) MDP on "Total Quality Management" (Sept. 6-9, 1993).
 - b) MDP on "Training for Trainers" (Feb. 14 - 18, 1993).
- (3) Conducted jointly with Prof. Dilip K. Lahiri (a former faculty of this Institute) of the Academy for Management Excellence, Madras, 3-day workshop on " Conflict Management" for Senior Level Managers of M/s. Larsen and Toubro Ltd., (Jan. 27-29, 1994).
- (4) Conducted a session on "Matrix Organisation - concept and process" for Indian Oxygen Ltd. at Calcutta on 7.2.94.
- (5) Research Case Study on "Peerless in India", jointly with Prof. Manab Thakur.

4. Prof. Binod Kumar

- (1) Chairman, Hindi Language Implementation Committee.
- (2) Member, IPC, PGP & FP, MDP and Placement Committees.
- (3) Participated as faculty in a number of MDPs and Govt. sponsored programmes conducted in the Institute.
- (4) Coordinator of B. S. Group

ANNEXURE XXI (Contd.)

- (5) Member of the UGC Expert Committee for evaluation of Centre for Advanced Studies in Psychology of Allahabad University.
- (6) Member of a 3-man High Powered Committee for Central Institute of Rural Electrification, Hyderabad.
- (7) Member of Selection Committee of University of Guwahati, BIT-Ranchi, etc. on faculty recruitment.
- (8) Member of the Committee on 'VISION WEBEL' of the West Bengal Electronics Industry Development Corporation Ltd.

5. Prof. N. K. Chandra

- (1) Evaluation of the Ph.D. dissertation 'India's Foreign Trade Policies and the Development of Textile Industry'. by Mr. Shiyi Uchi Kawa for J. Nehru University, New Delhi, in January, 1994.

6. Prof. Amitava Bose

- (1) Member, Board of Governors, IIMC.
- (2) Member. PGCGM Committee, Placement and Admission Committees, Committee on Work Norms.
- (3) Convenor of an adhoc committee on Board matters and one man Enquiry Committee on Board matter, Joint Consultative Committee
- (4) Participated as a faculty in
 - i) IAS training programmes on Restructuring of Indian Economy" (Dec.6 - 10, 1993 and Dec. 13-17, 1993)
 - ii) Extension Programme on "Effective Management in the Changing Scenario" (Nov. - Dec., 1993)
- (5) Member, Econometric Society.
- (6) Visitor, Indian Statistical Institute, Calcutta on a regular basis (roughly once a week) for participating/conducting research seminars and workshops.
- (7) Member, Board of Directors, Bengal Waterproof Ltd., Calcutta.

7. Prof. Sudip Chaudhuri

- (1) Member, Publications Committee (upto 21.12.93)
- (2) Member. PGCGM and EP Committee and Publications and CMDS Committee.
- (3) Chairman, CMDS Committee (upto 21.12.93).

8. Prof. Alok Ray

- (1) Vice-Chairperson, Library Committee.
- (2) Member, Internal Personnel Committee & CMDs
- (4) Member of the Task Force to advise the All India Council for Technical Education (AICTE).
- (5) Participated as faculty in various MDP, IAS and other training programmes.

9. Prof. V. N. Reddy

- (1) Participated as a faculty in IAS training programmes on "Restructuring the Indian Economy (Dec.. 1993)
- (2) Member, Consultancy Project on "Status of Primary Education in Assam - Phase II".
- (3) Member of Admission, Computer Centre and Consultancy Committees.
- (4) Refereed papers for the journals SANKHYA, EPW and DECISION.
- (5) Evaluated a Monograph for D.Litt in Economics.

10. Prof. A. K. Sinha

- (1) Participated as a faculty in a number of MDP, In-Company Training Programmes, IAS Programmes (12 in all).
- (2) Coordinator, Economics Group.
- (3) Member, PGP and FP Committee
- (4) Convenor, Tata Hall Renovation Committee.

11. Prof. Saila K. Ghosh

- (1) Developed a new course on "Perspectives on Post-Modernism" to be offered in the sixth term in the next academic year.
- (2) Participated as faculty in the IAS training programmes conducted in the Institute during this year.
- (3) Faculty Guide of three PGP Students for their Summer Projects
- (4) Member, PGCGM Committee.
- (5) Examined a Ph.D thesis in Sociology and two M.Phil dissertations. Took the viva for another M. Phil. dissertation.
- (6) Member M.Phil Board of Studies in Political Science, Calcutta University.
- (7) At the invitation of the Public Service Commission, Government of Orissa, visited Cuttack to enable the OPSC to select Professors in Political Science.

12. Prof.(Ms.) Zainab Ahmed

- (1) Chairperson, MDP (upto Dec., 1993)
- (2) Member, Committee for the Renovation of MDP.
- (3) Convenor, Sub-Committee for the Marketing of MDPs.
- (4) Member, Ph.D. Committee attached to the Faculty Council for Post Graduate Studies in Law, Calcutta University.
- (5) Paper setter and Examiner, Paper I LL.M. Examination 1994, Calcutta University.
- (6) 2nd Examiner, paper II, LL.M. Examination, 1994, Calcutta University.
- (7) Moderated Papers I, II, III, and IV, LL.M. Examination, 1994, Calcutta University.

13. Prof. R. Chattopadhyay

- (1) Participated as a faculty in a few MDP and IAS training programmes.
- (2) Member, Board of Examiners, M.Sc.(Econ.) & M.B.M. Calcutta University.
- (3) Member, National Working Group on DPEP formed by the Dept. of Education, Ministry of HRD, and State Core Group on DPEP formed by the Govt. of Assam during the year.

14. Prof. Shyamal K. Ghosh

- (1) Participated as a faculty in the MDPs, Govt. sponsored programmes and In-Company training programmes held in Calcutta.
- (2) Chairman, Extension Programme
- (3) Active in professional bodies such as the Indian Association for Research in National Income and Wealth, and the Indian Accounting Association.
- (4) Co-ordinated the Management Development Programme entitled "Emerging Dimensions of Accounting and Finances".
- (5) Participating faculty on virtually all programmes offered in Calcutta (IAS Training Programmes, Tailor-made Programmes for Companies, (MDPs).

15. Prof. N.K. Rao

- (1) Acted as a member of the MDP and E.P. Committees.
- (2) Currently the Group's nominee in the MDP and Library Committee
- (3) Member of the Faculty Work Norms Committee Constituted by the Director
- (4) Member of the Academic Council of the Institute of Chartered Financial Analysts of India.

ANNEXURE XXI (Contd.)

- (5) Member of the Consultancy team on the Marketing study for Kolaghat Thermal Power Station Fly-Ash Utilization Project. Successfully completed phase I of the study and Phase II is nearing completion.
- (6) Invited by the School of Management of Kathmandu University, Nepal to teach Financial Management Course to their students and train their faculty in the same.
- (7) Invited by the Indian Institute of Port Management to take sessions in the Financial and Social Cost Benefit Analysis in their forthcoming Training Programme in March, 1994.
- (8) Principal Thesis Advisor for one FP student in his Fellowship Thesis on 'Capital Structure and Restructuring of Public Sector Enterprises in India', Draft Report submitted and in the process of finalization.
- (9) Acted as an External Examiner for the Ph.D Thesis on 'Mutual Funds in India', an evaluation submitted to the Dept. of Management Studies, Benaras Hindu University.
- (10) Acted as an External referee to an article sent for publication in the ASCI Journal.
- (11) Participated as a Faculty in many Programmes conducted by the Institute.

16. Prof. Dipankar Mitra

- (1) Participated as a Faculty on International Finance in a MDP on Quantitative Decision Making in Financial Management and in the Advanced Management Programme (March 1994).
- (2) Member, CMDS Committee (till 21.12.93) and Placement Committee.
- (3) Member, Indo-US Research Project Committee.
- (4) Faculty Guide of four PGP students for their Summer Projects and two PGCGM students for their Project Reports.

17. Prof. Hrishikesh Bhattacharya

- (1) Attended, as a member, the Academic Advisory Council meeting of the North-Eastern Institute of Bank Management at Guwahati on 23.4.94
- (2) Acted as an Examiner, on invitation, to conduct the viva voce examination of a Ph.D. Student of the Calcutta University.
- (3) Appointed as a member of the Editorial Board of the Journal of Entrepreneurship. This is a refereed journal organised by the Centre for Entrepreneurship Management, IIM, Ahmedabad and published by the Sage Publication, New Delhi.
- (4) Appointed as a member of the panel for review and evaluation for faculty promotion, of the National Institute of Bank Management, Pune.
- (5) Participated, on invitation, as a faculty in the In-house training programme of Modi-Xerox arranged at the Management Development Institute (MDI), Gurgaon, on 30.12.93

- (6) Delivered a lecture on "Banking Sector Reforms - the Rationale, process and implication". to the PGDM students on 14.2.1994.
- (7) Conducted a three-day workshop during March 21-23, 1994 at the Keonjhar Factory of the Orissa Sponge Iron Ltd, along with Prof. Mousumi Ghosh.

18. Prof. Mousumi Ghosh

- (1) Participated as a Faculty in :
 1. MDP on "Working Capital Management" (Jan., 1994) and "Credit Appraisal and Lending Decisions" (Oct., 1993).
 3. In-Company Training Programmes for Crompton Greaves Limited (Oct., 1993) and UCO Bank (Sept. and Nov., 1993)
- (2) Member, Board of Directors, Bien Artiven Ltd, Calcutta; Ph.D. Committee, Tripura University; Board of Studies, The Institute of Chartered Accountants of India; South Calcutta Chartered Accountants Association.

19. Prof. Nalinaksha Bhattacharya

- (1) Participated as a Faculty on Portfolio Management in the MDP on Managing Strategically - Why and How (Jan., 1994).
- (2) Faculty Guide of three PGP students for their Summer Projects and two PGCGM for their Project Reports.
- (3) Reviewed four papers for Decision.
- (4) Invited by the Institute of Chartered Financial Analysts to comment on Academic Council for their Program on Personal Financial Management.

20. Prof. M. P. Vithal

- (1) Till 13.3.93, was EICEP Visiting Professor at University of Bielefeld. Germany.
- (2) Participated as a faculty in the MDPs on
 - i) Effective Management (Dec., 1993)
 - ii) Project Management (Dec., 1993)
 - iii) Programme Management for Health Administrators (Dec., 1993)
 - iv) IAS Programme on General Management (August, 1993)
 - v) Project Appraisal for IFS Officers (Jan., 1994)
 - vi) Advanced Management Programme for SAIL held at their Management Training Institute, Ranchi in Feb, 1994.

- (3) Convenor - Centre for Studies in Public Enterprise Management.
- (4) Life Member - Indian Institute of Public Administration and Computer Society of India.
- (5) Member - Adhoc Task Force of Government of India, Ministry of Industry, Department of Public Enterprises.

21. Prof. N. Ramachandran

- (1) Member, Advisory Committee on CFA-MBA Joint Programme of CFAI.
- (2) Chairperson Thesis Evaluation Committee, Cochin University of Science and Technology.
- (3) PGP Chairperson (till December, 1993)
- (4) Coordinator, F & C Group.
- (5) Member, Admissions, IPC, PGP & FP Committees.
- (6) Directed a programme for the Birla Technical Services.
- (7) Participated as faculty in the Training Program for Forest Officers.

22. Prof. Ashok Pratap Arora

- (1) Member - Computers Committee.
- (2) Invited to join the Board of Calcutta Stock Exchange.
- (3) Participated as a faculty in the MDP on 'Product Policy and Management' (Sept., 1993) and 'Managing Brands and its Equity' (Feb., 1994).
- (4) Taught in the programme on "Stock Market Operations and Management" organised by Calcutta Stock Exchange.

23. Prof. Manas Das

- (1) Chairman, Admissions
- (2) Group Coordinator, Marketing
- (3) Member, PGP & FP Committee, Extension Programmes Committee, Faculty Advisory Council and PGP Admissions Team for 1993.
- (4) Visiting Professor, Indian Institute of Social Welfare & Business Management, University of Calcutta.
- (5) Paper Setter and Examiner of MBA Degree Programme, IISWBM, University of Calcutta.

- (6) Member, West Bengal State Marketing Board.
- (7) Member, Marketing Committee of WEBEL Group of Industries.
- (8) Referee for Quarterly Journal titled "Agricultural Marketing", published by Directorate of Marketing & Inspection, Government of India.
- (9) Completed the following Marketing Projects during the year :
 - i) Effective Marketing of Financial Services
 - ii) Scenario For Leather Exports and Strategies for Export of Finished Leather Goods.
 - iii) Speciality Lubricants Market - New Dimensions.
 - iv) Popular Scaps - The Indian Perspective.
 - v) Medical Electronics market (X-Ray Machines & ECG Machines).
 - vi) Water Purifier Industry - A Review.
 - vii) Washing Machines - A Market Structure Study.
 - viii) 100 CC Motor Cycles Market - An Update.
 - ix) Market Research on Low Tension Switchgear Products.
 - x) Upmarket Shirts Market - Latest Trends.
 - xi) Consumer Banking : A Marketing Perspective.
 - xii) Marketing Strategies of India Tyre Industry.
 - xiii) Refrigerator Market in India-New Transformation.
 - xiv) Office Automation in India and its Impact on Efficiency.
 - xv) A Market Study of Car Engine Oils from New Entrants.
 - xvi) A Study of the Dry Cell Industry - Baseline Indicators.
 - xvii) The Watch Industry & Degree of Competition.
 - xviii) Changes in Shaving Blades Market Due to New Entrants.
 - xix) The Edible Oils Market Structure Study.
 - xx) Pharmaceuticals Industry Profile Research.
 - xxi) Premium Soaps Market Segmentation.
 - xxii) Determining the Optimum Product Mix in Computer Industry.

24. Prof. Ramanuj Majumdar

- (1) Participated as faculty in the MDP on 'New Product Development' (Sept. 1993) and on "Managing Strategically" (Jan. 1994)
- (2) Chairman. Placement

25. Prof. Sudas Roy

- (1) Was Member of CMDS, Consultancy. Admission, Tata Hall Upgradation and Alumni Activities Committees.
- (2) Chairman. Placement (upto 21.12.93)
Member, IPC, Placement & Alumni Activities Committees.
- (3) Participated as faculty in the following MDP's & Training Programmes.
 - i) General Management (Oct. 1993), Strategic Marketing (June, 1993) Strategic Control System (March, 1994))
 - ii) General Management Concepts & Decisions - IAS (Nov.-Dec., 1993)
 - iii) Restructuring of the Indian Economy - IAS (Dec., 1993)
 - iv) Project Implementation & Formulation - IFS Programme (Jan. - Feb., 1993)
- (4) Taught a full course on "Consumer Behaviour & Product Policy" to the 3rd year students of the Institute of Business Management, Jadavpur University.
- (5) Invited to talk to the marketing executives of Bata India Ltd. on 'Product Strategy'.
- (6) Expert guide for the Ph.D. work 'Consumer Involvement in Buying Decisions' of a faculty member of the North Bengal University.
- (7) Member of the thesis advisory committee of a 2nd year F.P. student.
- (8) Invited by the Governor of West Bengal to be a member of the Governing Body of the West Bengal Book Board.
- (9) Member, CAT questions construction committee.

26. Prof. Sanjeev Bhatt.

- (1) Participated as faculty in the IAS training programme on Managing State Enterprises
- (2) Member, MDP, EP and FP Committees (Jan-Dec, 1993).
- (3) Provost, Students Hostels (Jan-Dec, 1993).

- (4) Completed research projects "VFM orientation in developed countries" during EICEP fellowship at Manchester Business School and on "New Product Introduction" by Procter & Gamble India Ltd.
- (5) Ongoing research projects "Retailing Systems in Developing countries" in collaboration with Manchester Business School, UK and "Competitive Advantage in Services : the case of India".

27. Prof. S. K. Chakraborty

- (1) Took about 20 In-house Programmes on "Management by Values" in different Companies all over India.
- (2) Writing of two papers is in hand
 - one for Madrid Conference of IAAP
 - other for Institute of Noetic Sciences, California.
- (3) Involved fully in setting up of the Management Centre for Human Values.

28. Prof. Subir Bhattacharya

- (1) Participated as a faculty in
 - a) Extension Programme on Computer Based Information Systems (April - June, 1993)
 - b) MDP on "Managerial Decision Making" (Nov. 1993) and on "Training for Trainers" (Feb. 1994).
 - c) IAS programme "IT for Government" (Jan.-Feb. 1994)
- (2) Faculty Guide for five PGP students for their Summer Projects and Fellowship thesis of one FP Student.
- (3) Chairman, Computer Centre and IIMCERC
- (4) Member, Computer Purchase, MDP, Admissions, Computer Committees.
- (5) Acted as an expert in the Interview Board of Braithwaite & Co. for selection of Head of the Department, E.D.P.
- (6) Guided the summer project of a student from Indian Statistical Institute.
- (7) Member, Thesis Advisory Committee of two FP students.

29. Prof. Asim K. Pal

- (1) Participated as a faculty in the MDPs/Extension Programmes offered by MIS Group

- (2) Faculty Guide for two PGP students for their Summer Project and one FP student for his Fellowship Thesis
- (3) Group Co-ordinator of the MIS Group,
- (4) Member PGP and FP, EP Committees and Faculty Advisory Council, Sub-Committee for Library Modernisation and CD-ROM of Computer Purchase Committee.
- (5) Member of Computer Centre Committee and I.P.C. till November, 1993.
- (6) Member of Thesis Advisory Committee of one FP student.
- (7) Involved substantially in the Eight Weeks Intensive Course on Computer Based Information Systems.
- (8) External Thesis Examiner for a few M. Tech in Computer Science Students in the Indian Statistical Institute.
- (9) Offered Classes in Databases to participants of a Computer course at the Operations Research Society of India, Calcutta.
- (10) Continued to be associated with the course material development Project in Data Structures and Algorithms for undergraduate engineering students under taken by the Jadavpur University.
- (11) Paper Setter and Examiner of a paper in the B.E. at Shibpur B.E. College.

30. Prof. Amitava Bagchi

- (1) He rejoined duty after completion of teaching assignment at New Jersey Institute of Technology, U.S.A. in July, 93
- (2) Participated as a faculty in two IAS training programmes.
- (3) Chairman, Computer Centre
- (4) Member, IPC and Library Committees.
- (5) Member, Board of Directors, Phoenix Software Ltd., Calcutta
- (6) Member, Ph.D Committee in Computer Science, University of Calcutta
- (7) Member, of VISION Committee, WEBEL. Calcutta
- (8) Member, American Association for Artificial Intelligence and Association for Computing Machinery, (USA).

31. Prof. Sanjeev Vaidya

- (1) Participated as faculty in :
 - i) the 3-week I.A.S. Officers training programme (Nov. - Dec., 1993).

- ii) the training programme on Health Management (Jan. , 1994).
 - iii) the 3-week I.F.S. training programme (Jan. - Feb., 1994)
 - iv) the Extension Programme on Computer Based Information Systems (April - June, 1994)
 - v) the M.D.P. on Total Quality Management (Sept., 1993)
 - vi) the M.D.P. on Project Management (Dec., 1993)
 - vii) the M.D.P. on Environment Management (Nov., 1993)
 - viii) the training programme for O.N.G.C. Personnel on 'Bid Preparation and Contract Management'
 - ix) the Extension Programme on 'Effective Management' in the Changing Scenario (Nov., 93 - Jan., 94)
- (2) Faculty Guide to six PGCGM students in their term paper and guiding one FP student in his doctoral thesis.
 - (3) Chairman, Alumni Activities, till December 22, 1993
 - (4) Member, Fellow Programme Committee (upto Dec.22, 93) and Extension Programme Committee (upto January 1994).
 - (5) Group Coordinator, MIS and Member, PGP Committee till November 1993
 - (6) Member, Placement and Alumni Committee and Admissions Committee since January, 1994
 - (7) Conducted admissions interviews in Bombay and Calcutta for the 1993-94 session of the PGP.
 - (8) Conducted admissions interviews in Calcutta for the 1993-94 session of the P.G.C.G.M.
 - (9) Carried out a pre-publication review of a chapter on 'Information Systems and Organisations' in the third edition of the book 'Management Information Systems' by Laudon and Laudon, published by Maxwell Macmillan Inc.
 - (10) Attended a programme on 'Stock Exchange Operations and Management' conducted by the Calcutta Stock Exchange Association Ltd.

32. Prof. A.K. Chatterjee

- (1) Participated as faculty in (a) the MDP on "Quantitative Decision Making in Financial Management " (Sept., 1993), (b) training programme for IAS/IFS Officers and (c) In-company training programme for ONGC (Dec., 93)
- (2) Member-MDP, CMDS and Alumni Activity Committees
- (3) Member-Thesis Advisory Committees of 2 FP students in ORSA.

- (4) Guided a student for his **PGCGM** Project.
- (5) Took some session on Industrial Engineering at **NIPM**.
- (6) Approached by **ORSI** to participate in discussion on their syllabus.
- (7) Interviewed **PGP** Candidates during March, 1994 along with other faculty members.

33. Prof. Ranjan Ghosh

- (1) Participated as faculty in
 - a) MDP on **TQM** (Sept., 93). **Project Management** (Dec., 93) and **Programme Management for Health Administrators** (Dec., 93 - Jan., 94)
 - b) Programme for **IAS Officers** on "Management Concepts and Decision Making (Nov - Dec, 1993)
 - c) Programme for **IFS Officers** on **Project Appraisal** (Jan. - Feb. , 1994)
 - d) **Advanced Management Programme** for "Top Management Personnel of Public Sector Undertaking (March, 94)
- (2) Faculty Guide for four **PGP** students for their Summer Projects and one Fellowship Student for term paper on "Just-In-Time Systems"
- (3) Member-IIMC Board of Governors (till November, 1993).
- (4) Group Co-ordinator, **Operations Management Group**.
- (5) Chairman, Joint Consultative Machinery (till November, 1993).
- (6) Chairman, Internal Personnel Committee (since December, 1993).
- (7) Member-**PGP & Fellowship Committee**. **IPC**, **Placement & Alumni** -(since December, 1993) Committees.
- (8) Member-Panel of Judges for the "All India Young Materials Manager Competition" organised by the Indian Institute of Materials Management at Calcutta.
- (9) Member of the Board of Studies of Indian Institute of Materials Management.
- (10) Paper Setter/Moderator/Examiner for various Universities and Professional Societies.
- (11) Member of the Technology Committee of the Confederation of Indian Industry.
- (12) Lectured in Programmes organised by Indian Institute of Materials Management and Central Staff Training and Research Institute, Government of India.
- (13) Delivered a talk on "Technology and Process Management in the workshop on "Technology Management" organised by the Indian Institute of Chemical Engineers at Calcutta (March 25-26, 1994)

34. Prof. Sujit K. Basu

- (1) Nominated as a Faculty Representative on the Board of Governors, IIMC. Accordingly, presently an ex-officio member of Joint Consultative Machinery.
- (2) Participated as a faculty in (a) MDP on "Quantitative Decision Making on Financial Management (Aug., 93) and (b) Extension Programme on "Effective Management in the Changing Scenario" (Nov., 93 - Jan., 94)
- (3) Supervised a dissertation work of one FP student who completed and submitted the same in June, 1993.
- (4) Chairman. EP & PGCGM Committee (till January, 1994) and Admissions Committee (till December, 1993).
- (5) Member, Library Committee (till December, 1993).
- (6) Co-ordinating Editor, Decision.
- (7) Have been invited to visit the Department of Mathematics, New Jersey Institute of Technology, N.J., U.S.A. during spring semester.
- (8) Other Professional Activities :
 - a) Government Committees : Member, ICAR Review Committee.
 - b) Board of Directors : Member, Calcutta Statistical Association.
 - c) Important Assignments for Professional Associations/Sister Institutions.
 - (i) Recorded, Section of Statistics, Indian Science Congress Association. 1994-96.
 - (ii) Convener, Sectional Committee on Mathematics, West Bengal Academy of Science and Technology.
 - (iii) Member, Technical Advisory Committee, Division of Statistics and Mathematics, Indian Statistical Institute.
 - (iv) Member, Subject Matter Specialist, Board of Studies, Department of Agricultural Statistics, Bidhan Chandra Krishi Viswavidyalaya.
 - (v) Member, Board of Studies in Agricultural Extension, Agricultural Economics & Agricultural Statistics, Visva Bharati, Santiniketan.
 - (vi) External Member, Board of Post-Graduate Studies in Statistics, University of Kalyani.
 - (vii) Secretary, Executive Committee, Calcutta Branch of Operational Research Society of India.
 - (viii) Member, Board of Post-Graduate Studies in Business Administration, Burdwan University.

- (ix) Member, Research Board, Burdwan University.
- (x) Member, Editorial Board, Calcutta Statistical Association Bulletin.
- (xi) Member, Executive Council, West Bengal Academy of Science and Technology.
- (xii) Reviewer, Mathematical Reviews (USA).
- (xiii) Reviewer, Zentralblatt fur Mathematik (Germany).
- (xiv) Examiner/Moderator at Master's/Doctoral levels for a number of universities.
- (xv) Visiting Professor, Indian Statistical Institute.
- (xvi) Ph.D. Thesis Supervisor of a research scholar at the Indian Statistical Institute. He is expected to submit his thesis in June, 1994.
- (xvii) Editor, Journal of the Indian Society for Statistics & Probability.
- (xviii) Member, Governing Council, Manipur Institute of Management Studies, Manipur University.
- (xix) Referee for international statistical journals.
- (xx) Acted as a member of the CSIR Committee for Joint CSIR-JRF Examination in Mathematical Sciences.

d) Membership/Fellowship of other professional bodies :

- (i) Member- International Statistical institute, Amsterdam.
- (ii) Fellow - West Bengal Academy of Science and Technology.
- (iii) Member - Indian Science Congress Association.
- (iv) Member - Calcutta Statistical Association.

35. Prof. B. Sarkar

- (1) Retd. on 30.9.93, appointed as a Visiting Faculty from 1.10.93.
- (2) Participated as faculty in many MDPs and In-Company Training Programmes.

36. Prof.N.Chakraborty

- (1) Faculty Guide for five PGP students for their Summer Projects.
- (2) Vice-Chairman, Library Committee (till end of 1993).
- (3) Member, Admission and Publications Committee (till 21.12.93) and FP and Computer Committee.

- (4) Faculty-in-charge of Patna Centre of CAT
- (5) Member, Thesis Advisory Committee of a F.P. Student and Thesis Evaluation Committee of another F.P. Student
- (6) Thesis Advisor of one FP Student who submitted his thesis on 10.11.93.
- (7) Invited to University of Waterloo, Canada for collaborative research during Summer of 1993
- (8) Member, Executive Committee of the Calcutta Chapter of the Operation Research Society of India. Since January, 1994, Jt. Secretary and Treasurer of this body.
- (9) Member, Operations Research Society of America.
- (10) Refereed papers for the International Journals "Computational Statistics & S. Data Analysis", "Communications in Statistics", the National Journal, "Opsearch" and the Institute's Journal "Decision".

37. Prof. Rahul Mukherjee

- (1) Chairman, Publication (till 21.12.93) and CMDS & Publication (from Dec.93) Committees.
- (2) Editor, Decision
- (3) Member, CMDS and Library Committees.
- (6) Continued as an Associate Editor of the following Journals :
 - a) Journal of Statistical Planning and Inference (publisher - North-Holland, Amsterdam, editorial headquarters at Colorado State University, USA)
 - b) Statistica Sinica (Publisher - Academia Sinica, Taipei, editorial headquarters at University of Michigan, USA)
- (7) Served as a referee for journals like Sankhya, Journal of the Indian Statistical Association, Metrika, Statistica Sinica, Biometrics and Annals of Statistics.
- (8) Continued as a Visiting Faculty with the Indian Statistical Institute and the University of Calcutta.
- (9) Continued as a member of the Indian Statistical Institute and the Calcutta Statistical Association.
- (10) Was a Visiting Professor at the Department of Statistics and Actuarial Science, University of Waterloo, Canada.

38. Prof. Bani K. Sinha

- (1) Participated as faculty in programmes directed by other faculty members.
- (2) Faculty Guide for four PGP students for their Summer Projects and one FP student for his thesis.
- (3) Member, Fellowship Committee.
- (4) Chairperson, Consultancy.

39. Prof. M. N. Pal

- (1) Participated as a faculty in a number of programmes directed by other faculty members.
- (2) Faculty Guide for three PGP students for their Summer Projects.
- (3) Chairperson, MDP and Computer Purchase Committees.
- (4) Convenor, IPC
- (5) Member, Consultancy and Work Norms Committees.

40. Prof. C. K. Mustafi

- (1) Member, Admissions Committee.
- (2) Acted as a member of the Editorial Committee of Quality Management Division of Indian Statistical Institute.

41. Prof. Ajeet N. Mathur

- (1) Till 30.6.93, he was Visiting Professor at K.U. Leuven under EICEP Programme.
- (2) Taught during this assignment, the course Intermediate Business Economics (with Prof. Reinhilde Veuglers) apart from other courses in the Post Graduate Programme.
- (3) Participated as a faculty in the MDP on "Emerging Trends in Industrial Relations" (Dec 93)
- (4) Group Co-ordinator, Personnel Management and Industrial Relations.
- (5) Member, PGP Committee.
- (6) Professional Member, Indian Society for Individual and Social Development.
- (7) Director, Creative Services, Sankalp.
- (8) Member, Calcutta Management Association and National Institute of Personnel Management
- (9) Affiliate Member, Indian Psycho-analytic Society.
- (10) As a recipient of the Senior Fullbright Award in Development Economics, Visited the World Institute for Development Economics and Research (United Nations University) at Helsinki during Aug 26-31, 1993 and the University of California, Berkeley during Sept 1 - Nov 30, 1993.
- (11) Involved with Faculty Evaluation for promotions from Assistant Professor to Professor at Department of Management Studies, Indian Institute of Science, Bangalore.
- (12) Refereed three papers for the 4th International Conference on Management of Technology - University of Miami, Feb., 94 and refereed five other papers for different international journals.

- (13) Researched and completed case studies on "Managing a Business in Europe" and "The Festionogg Railway".
- (14) The case studies on "Challenge of Industrial Restructuring in Post-Mostricht Europe and Employment Policy and Practice in India" are in progress.

42. Prof. Debashis Bhattacharjee

- (1) Participated as Faculty in :
 - a) MDP on Human Resources Management for Non-Personnel Executives (Oct., 93)
 - b) IAS Programme on "Management Concepts and Decision Making (Dec., 93) and "Restructuring of Indian Economy" (Dec., 93)
 - c) Extension Programme on "Effective Management in the Changing Scenario" (Nov., 93 - Jan., 94)
- (2) Faculty Convenor
- (3) Member - Admissions and Library Committees.
- (4) Member - PGP Committee as PMIR Group Co-ordinator
- (5) Member - Special Committee appointed by the Director to refurbish and update the Tata Hall.

43. Prof. Anil K. Sengupta

- (1) Participated as a faculty in :
 - a) MDP on "Project Management (Dec, 93)
 - b) "Project Appraisal" for IFS Officers (Jan-Feb, 94)
 - c) "Management of State Enterprises" (Aug 93) and "Managing under Adverse Environment (Sept., 93), both for IAS Officers.
 - d) the Extension Programme on "Effective Management in the Changing Scenario" (Nov., 93 - Jan., 94)
 - e) the In-company traning programme for UCO Bank (Sept., 93)
- (2) Convenor, Conglomerate Group of Behavioural Sciences, Strategic Management and PM & IR Groups.
- (3) Member, Faculty Advisory Council.
- (4) Taught in two M.D.Ps organised by the Central Staff Training and Research Institute, GOI.

- (5) Contributed a chapter on "Organisational Structure and Human Resource Requirements" in the Consultancy Project on "Fly-ash Utilisation" sponsored by the Japanese.
- (6) Helped Mazagaon Docks, Bombay in selection of Engineer Trainings.
- (7) Took some classes on Personnel Management in the MBA Programme of the Jabalpur University.
- (8) In-Charge of Common Admission Test in the Bhubaneswar Centre.

44. Prof. Rabin Ganguly

- (1) Participated as a faculty in :
 - a) MDP on "General Management" (Oct., 93)
 - b) IAS training programmes on (i) "Management of State Enterprises" (Aug, 93) and (ii) "Management Concepts and Decision Making" (Nov, 93)
 - c) IFS training programmes on (i) "Computer Application in Forestry" (July and Sept. 93) and (ii) "Project Appraisal" (Jan., 94)
 - d) Advanced Management Programme sponsored by Deptt. of Public Enterprises. (March, 94)
- (2) Member, Admissions Committee, Consultancy Committee, Internal Personnel Committee, Placement Committee.
- (3) Provost, Student's Hostels.
- (4) Member, Doctoral Research Committee (DRC), School of Planning and Architecture (Deemed to be University). New Delhi.
- (5) Programme Faculty : Police Training College of Govt. of West Bengal at Barrackpore, Taught on 'Environmental Management'.
- (6) Member : Executive Council; Institute of Town Planners, India, Kharagpur Regional Chapter.
- (7) Convenor : Professional Sub-Committee, Institute of Town Planners, India, Kharagpur Regional Chapter.
- (8) Member : Study Group on 'State Urbanisation Strategy', State Planning Board, Govt. of West Bengal.
- (9) Programme Faculty for Advance Refresher Course, Dept. of Political science, Calcutta University, to conduct session on 'Public Administration and Environmental Management'
- (10) Member : Committee to Review the Management and Administrative Procedures at School of Planning & Architecture, New Delhi.
- (11) Research Project on "Process and Patterns of Urban Transformation along metropolitan periphery : An investigation with reference to Calcutta Metropolitan Area (Under completion).

45. Prof. (Ms.) Annapurna Shaw

- (1) Faculty Guide for four PGP students for their Summer Projects.
- (2) Group Co-ordinator, Regional Development
- (3) Chairperson : Fellow Programme till end of November, 1993.

46. Prof. Kalyan Sankar Mondal

- (1) Participated as faculty in MDP on "Programme Management for Health Administrators" (Dec., 93 - Jan., 94).
- (2) Member, Admissions Committee
- (3) Member, Research Committee on Sociology of Agriculture and Food, of the International Sociological Association.
- (4) Organising Member, Asian Rural Sociologist Association.
- (5) Referee, Artha Vijnana (Journal of the Gokhale Institute of Politics & Economics)
- (6) Served as a judge for the 6th Youth Parliament Competition for the Kendriya Vidyalayas of Eastern Region, held at Kendriya Vidyalaya, Joka.
- (7) Contributed a chapter on "Social Work Education in India" for "International Hand Book on Social Work Education" to be published by Greenwood Press Westport, CT, USA.

47. Prof. Madhu S. Mishra

- (1) Chairman - Consultancy (till 4.2.94), Transport Advisory, PGP/FP Committees.
- (2) Group Representative - IPC
- (3) Chairman - Centre for Management of Rural Development Programme.
- (4) Co-ordinator - Government Training Programme.
- (5) Member - MDP, Admissions and Library Committees.
- (6) Group Co-ordinator, Sociology Group
- (7) Convenor, Sociology, RD and Environment Group
- (8) Member - Faculty Advisory Council

- (9) Member - Governing Body of CINI, Calcutta
- (10) Member - Board of Governors and Secretary of CYSEC, Calcutta
- (11) Governing Body, National Institute of Health & Family Welfare, Government of India, New Delhi
- (12) Director - INDUS Services Limited, Calcutta
- (13) Member - Governing Body and Executive Committee of Asian Workers' Development Institute, Rourkela.
- (14) Member - Board of Governors of Population, Food and Development Research Institute, New Delhi.
- (15) Member - Health Management Training Consortium, NIHFV, New Delhi
- (16) Vice-Chairman - Executive Committee, Indian Association of Social Science Institute, New Delhi.
- (17) Member - Board of Management Studies, Utkal University, Bhubaneswar.
- (18) Member - Regional Advisory Board, Small Industries Development Bank of India (SIDBI) Bombay.
- (19) Member - Local Advisory Board, Bank of America, Bombay.
- (20) Member - Board of Management Studies, Berhampur University.
- (21) M.Phil/Ph.D. Thesis Examiner :-
 Delhi University
 Berhampur University
 Utkal University
- (22) Member - Governing Body, SDM Institute of Management Development, Mysore, Karnataka.
- (23) Member - Executive Committee, Society for Applied Research in Humanities, New Delhi.

48. Prof. Surendra Munshi.

- (1) Member, Governing Body, Sardar Patel Institute of Economic and Social Research, Ahmedabad.
- (2) Member, Advisory Board, de Gruyter Studies in International Management, Organisation and Policy Analysis, Berlin and New York.
- (3) Lectured to the executives of ABB on "Obtaining a High Performance Environment" in their TQM training programme, Puri, April 19-20, 1993.

49. Prof. Sushil Khanna

- (1) Participated as a faculty in
 - a) MDP on Restructuring the Indian Economy (Oct., 93), "Strategic Marketing in India" (June, 93), "General Management" (Oct., 93), "Managing Strategically" (Jan., 94), "Emerging Trends in Industrial Relations" (Dec., 93)
 - b) IAS Programmes on Restructuring the Indian Economy (Dec., 93).
 - c) Some In-Company Training Programmes and Forest Officers Programmes.
- (2) Member, "Strategy Board", M/s. LML Limited.
- (3) Member, Executive Council, "Indian People's Human Rights Commission".

50. Ramaprasad Banerjee (Research Fellow, MCHV)

- (1) Joined MCHV on 1.11.93 as Exide Research Fellow.
- (2) Long Term Research being carried on "Human Values in Information Management" (Proposed by Unit Trust of India)
- (3) Short term Research done on 'Individuality and Team Work - the concept of Swami Vivekananda'.
- (4) Short term Research Project undertaken on 'Medical ethics in India with particular reference to West Bengal'.
- (5) Presented a seminar at the MCHV, IIMC on "Individuality in the thoughts Vivekananda - its relevance to team work in organisations".
- (6) Presented a seminar at the MCHV, IIMC on "Human Values in the Macro World is necessary for values in the micro world".
- (7) Attended an International Workshop on : Management by Values : Indian Insights "Conducted by Prof. S.K. Chakraborty, IIMC at Tata Hall, IIMC.
- (8) Besides all this activities study in the Core area of Human Values is been continuously pursued.

51. Debashis Chatterjee (Research Fellow)

- (1) Joined MCHV on 5.7.93 as ACC Research Fellow.
- (2) Assisted Prof. S. K. Chakraborty on three In-house programmes on "Management by Values" conducted in different companies.

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- (3) Presented Intra-Departmental seminars on the subjects "Human Values and Management of Change : An Indian Perspective" and "Workshop and the Spirit of Action".
- (4) Preparation of course materials, invigilation work and evaluation of answer script for Prof. S. K. Chakraborty's course for PGP II students.
- (5) Field work on Total Quality Management in Telco, Jamshedpur.
- (6) Case study preparation, questionnaire analysis and research work for classroom inputs on Human Values Programmes.
- (7) Co-contributed to a conference papers on Human Values by Anuvrat Samity along with my colleagues in MCHV.
- (8) Participated in International MDP on Human Values at IIMC.

52. Sanjoy Mukherjee (Research Fellow)

- (1) Joined MCHV on 1.4.93 as ACC Research Fellow.
- (2) Assisted Prof. S. K. Chakraborty in seven In-house programmes on "Management by Values" conducted in different companies.
- (3) Assisted Prof. S. K. Chakraborty in teaching for PGP II students.
- (4) Designed full questionnaire for administration during Values - System Workshops under the guidance of Prof. S. K. Chakraborty.
- (5) Prepared Report for Hindustan Cables Limited highlighting top management perceptions on ethico-moral issues in management.
- (6) started field work on Total Quality Management in Telco to explore the human values dimension.
- (7) Working on an on-going basis on questionnaire analysis and research as well as case-study preparation for values-system programmes/workshops.
- (8) Participated in International MDP on Management by values at IIMC.

53. Rahul Roy (Sr.Systems Analyst)

- (1) Taught (a) "Data Processing" in the fourth term PGDM Course
(b) "System Dynamics" in OM Group selections course "Production and Inventory Control"
(c) "Strategies for Information Systems Development"

- (d) Software Project Management (jointly with Prof. Subir Bhattacharya)
- (2) Member-Computers, Computers Purchase, Computer Consumable Purchase, Institute Computerization Committees and Library Modernization Sub-Committee
- (4) Member-Organizing Committee for the AI Workshop
- (5) Delivered lectures in following programmes:-
 - a) IFS training programme on Project Identification, Formulation, Monitoring and Appraisal (Jan. - Feb. 94).
 - b) IAS training programme on Management Concepts and Decision Making (Nov. -Dec., 93)
- (6) Conducted a PC appreciation course for thirty employees of the Institute.

54. P.S.Dasgupta (Systems Analyst)

- (1) Took classes in (a) extension programme on "Intensive Course on Computer Based Information System" (April - June, 1993) and (b) two programmes on "Computer Application in Forestry" for IFS Officers (Aug. - Sept. 93)
- (2) Guide for two PGCGM students for their project reports.
- (3) Member-Purchase Committee
- (4) System Administration for the Unix Systems at the Computer Centre.
- (5) Currently working on a problem in "Inherent non-slicibility for floor planning" (with Prof. A. Bagchi).
- (6) Co-ordinator for the essential installation at IIM Calcutta.
- (7) Taught Unix and C in different courses at the Operational Research Society of India, Calcutta.

55. Samir Kr.Sadhukhan (Systems Analyst)

- (1) Membership of the following committees:-
 - a) Computer Consumable Purchase Committee
 - b) Computer Purchase Committee
 - c) Wang Disposal Committee

- (2) Supervised the installation of LAN for Faculty blocks and bridging with Computer Centre LAN
- (3) Conducted a Staff Training Programme on PC and PC packages to IIMC Staff. The programme duration was about four months. The topics covered were PC, DOS, LAN, DBASE III PLUS, LOTUS, WORDPERFECT.
- (4) Developed a number of programmes for generating a large number of statistical reports on a consultancy project (under UNICEF) on Primary Education of Assam.
- (5) Participated in training programme for IAS Officers on Information Technology in Government.

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

- (1) Taught "Industrial and Labour Economics at IISW & BM (Indian Institute of Social Welfare and Business Management) Diploma Course.
- (2) Taught the above subject at National Institute of Personnel Management (NIPM), Diploma Course.

57. Dr. Tridib Chakraborty (Research Assistant)

- (1) Taught "Corporate Planning & Business Environment" at NIPM, Calcutta
- (2) Taught "Social Psychology" to Post Graduate Students at Rabindra Bharati University (RBU), Calcutta.
- (3) Taught "Social & Economic Background of the 20th Century" to English M.Phil Students at RBU, Calcutta.
- (4) Desk Editor, Decision.
- (5) External Head Examiner B.A./B.Sc. Social Sc. Examination, Calcutta University.
- (6) M.A. Paper Setter & Examiner on Social Psychology, RBU Calcutta.
- (7) Took five sessions on "Indian Social and Economic Problems" for RBI Officers training course held at RBI Zonal Training Centre, Calcutta.

58. Shri Lawrence Gomes (Research Assistant)

- (1) Re-drafted the project report entitled "Concurrent Evaluation and Impact Study of HRDP in Howrah district of West Bengal.

ANNEXURE XXI (Contd.)

- (2) Compilation of Statistical data related to the project entitled "Assessment of Rural Development Efforts in West Bengal". Sponsored by International Development Research Centre, New Delhi.
 - (3) Preparation of "Bibliography on Management of Rural Development". (Cyclostyle - Volume - XXI).
 - (4) Preparation of "Directory of Voluntary & Other Organisations in Rural Development". (Cyclo Style Volume - XXI).
 - (5) Assisted for publication of "Bibliography on Management of Rural Development". (Printed Volume - VI).
59. Shri Akshoy Kr. Singha (Research Assistant)
- (1) Delivered two lectures to DPM students at Indian Institute of Personnel Management Calcutta on "USE OF STATISTICS IN SOCIAL RESEARCH".
60. Shri Arun Mukhopadhyay (Research Assistant)
- (1) Completed the following research studies :-
 - a) Development of Global Aluminium Industry.
 - b) Semi - fabrication Activities of Indian Aluminium Industry.
 - (2) Carrying on following studies :-
 - a) Perspective for promotion of Industrial consumption of Aluminium.
 - b) Aluminium Intensity of GDP in India.
61. Mrs. Mamata Dutta (Research Assistant)
- (1) Engaged in the research study entitled, 'Identifying and Mapping Rural Growth Centres in West Bengal', with reference to Howrah, Jalpaiguri and Darjeeling Districts.
62. Shri Ajoy Rej (Research Assistant)
- (1) Compiled and analysed the statistical data related to the project entitled 'Assessment of Rural Development Efforts in West Bengal', sponsored by IDRC, New Delhi.
 - (2) Finalised the project report entitled 'Evaluation Study on the Impact of Integrated Rural Development Programme' {Howrah & 24-parganas(South) Districts} in guidance and consultation with Prof. M.S. Mishra.
 - (3) Prepare the code design for personal interviewers, compiled and analysed the data of the project entitled 'Study on Organisation and Management of Health and Family Welfare in Selected States/Districts in India' sponsored by WHO/NIHFW, New Delhi.

63. Dr. Tarit Dutta (Research Assistant)

- (1) Working on a Project entitled 'Regulated Markets in West Bengal.
- (2) Involved with the consultancy projects :-
 - a) Kolaghat Thermal Power Station Fly-Ash Utilisation Project (Phase - I).
 - b) Marketing Strategy for Cement in India.
- (3) Currently, associated with the Phase-II part of the Kolaghat Thermal Power Station Fly-Ash Utilisation Project.
- (4) Referee to the Indian Journal of Agricultural Marketing, a national level journal on agricultural marketing.
- (5) Life member, Indian Society of Agricultural Marketing

64. Shri Amal Kanta Saha (Research Assistant)

- (1) Rendered services in all projects and training programmes organised by Centre for Studies and Public Enterprise Management.
- (2) Assisted Prof. Nalinaksha Bhattacharya in research activity and evaluating the students of PGCGM Course in the areas, Security and Port folio Management and Working Capital Management
- (3) Successfully completed the Eight Weeks Extension Programme on "Computer Based Information System" organised by IIM Calcutta.
- (4) Papers entitled "Education - Motivation towards population control". (under preparation)

65. Mrs. Shyamali Adikary (Research Assistant)

- (1) Prepared Directory of Voluntary and other organisations. Volume XXI, XXII, XXIII.
- (2) Collected data for preparation of selected Bibliography on Management of Rural Development, Volume - XX, XXI.
- (3) Assisted Prof. Madhu S. Mishra, Programme Director in following programmes :
 - a) One week training programme on Management of State Enterprise for IAS officers.
 - b) One week seminar on Health and Family Welfare Policy and Programme Management for Senior Central and state Officers.
 - c) Two week workshop for Senior Central and State Health Administrators from Eastern and North Eastern Region States on Health and Family Welfare Policy and Programme Management.

ANNEXURE XXI (Contd.)

- (4) Prepared a Documentation on PRA (Participatory Rural Appraisal) Exercise for Hooghly District on Water System.
- (5) Attending In-House Computer awareness programmes.

66. Ms. Krishna Lahiri (Research Assistant)

- (1) Presently working on two projects :-
 - a) A literature survey for trends in Information Technologies - their Managerial Applications.
 - b) A study of the Management of the Modern Office Automation Technologies.
- (2) Assisted the Programme Directors for the Extension Programme on Computer Based Information Systems and for PC awareness programmes for Institute Community.

67. Dr. Santwana Chaudhuri (Research Assistant)

- (1) Acted as Joint Programme Director in the Extension Programme on 'Effective Management in the Changing Scenario' in IIM Calcutta from Nov. 30 & Jan. 11, 1991
- (2) Programme Co-ordinator and Faculty of the In-Company Training Programme on Decision - Making and Management of Change for Blue Star Limited on Feb.12-13, 1994.
- (3) Delivered a talk on In-Company Management Development Programme of Park Hotel on 'Small Group Participation' on June 4, 1993.
- (4) Acted as faculty for the Diploma Programme on 'Industrial Relations and Personnel Management' in State Labour Institute on June 15, 93.
- (5) Programme Director and Faculty for the training programme on 'Managerial Effectiveness of Women Executives in ONGC on August 12-13, 1993.
- (6) Conducted two In-Company Programmes on 'Enhancement of Managing Skills of Women' in Jayashree Textiles from Nov. 22-23, 1993 and Jan. 15-18, 1994.
- (7) Chairperson of Diploma in Personnel Management (DPM of NIPM).
- (8) Executive Member of National Council of NIPM.
- (9) Acted as Faculty for two sessions in PGCGM II on "Collective Bargaining and Quality Circles".

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.93 TO 31.3.94**

1. Prof. Binod Kumar

Books titled :

- a) Manipulative and Strategic Behaviour in Organisation : Games played therein.
- b) Transactional analysis and managerial effectiveness : Indian Experience.

2. Prof. R.K. Sau

- a) "Costs of Stabilising the Economy", Economic and Political Weekly 28(15), April 10, 1993.
- b) "Exchange Rate Dynamics", Economic and Political Weekly 28(26), June 26, 1993.
- c) "Savings, Investment and Exchange Rate Dynamics: A model of Near-Chaos", Journal of Foreign Exchange and International Finance 7(1), June 1993.
- d) "The Monetary Approach to the Balance of Payments and the IMF Model of Financial Programming", International Journal of Systems Science (forth coming).
- e) "Purchasing Power Parity, Unequal Exchange and Foreign Direct Investment", Economic and Political Weekly 28(37), September 11, 1993.
- f) "Foreign Direct Investment, Portfolio Investment, and Macroeconomic Stability", Economic and Political Weekly (forth coming).
- g) "Will the Show Go on?", The Telegraph, January 15, 1994.

3. Prof. N.K. Chandra

- a) "Russia's Sinking Economy - External Dimensions", Economic and Political Weekly, 15 May, 1993.
- b) "India's Rouble Debt and the Depreciating Rouble", Economic and Political Weekly, July 3, 1993.
- c) "Industrial R&D in Developing Countries and the Dunkel Draft", Economic and Political Weekly, 27 Nov, 1993.
- d) "The Political Economy of Consumer Subsidies in the U.S.S.R", (November 1993) submitted for a volume to be edited by D. Nayyar.
- e) "Planning and Foreign Investment in Indian Manufacturing " in T. J. Byres (ed), State and Development Planning in India, Oxford University Press, Delhi, 1993.

4. Prof. Amitava Bose

- a) "Monetary Equilibrium in an Overlapping Generations Model with Productive Capital", with D. Ray (Boston Univ.). Published in Economic Theory, Springer Verlag, V. 3, 697-716, 1993.

- b) "Pareto Optimality and Productive Efficiency in the Overlapping Generations Model". Published in K. Basu, M. Majumdar & T. Mitra (eds.), Capital, Investment and Development : Essays in memory of Sukhamoy Chakravarty, Basil Blackwell, December, 1993.
 - c) "The Liberalization Debate : Some Careless Mistakes", Published in Economic and Political Weekly, June 31, 1993.
 - d) Editing two volumes of essays, jointly with Professors M. K. Rakshit and A.K. Sinha to honour Prof. T. Majumdar and the late Prof. N. Sen.
5. Prof. Sudip Chaudhuri.
- a) "Dunkel Draft on Drug Patents : Background and Implications", published in the Economic & Political Weekly, September 4, 1993.
6. Prof. Alok Ray.
- a) "Reflections on External Sector Liberalisation in India" in The Economic & Political Weekly, October 2, 1993.
 - b) "Licence for Chauvinism", The Telegraph, May 13, 1993.
 - c) "Errors in Proofreading", The Telegraph, July 1, 1993.
 - d) "Classroom Decapitation", The Telegraph, July 27, 1993.
 - e) "Primitive Rites in the Halls of Learning ", The Telegraph, August 2, 1993.
 - f) "Good Bye Sam, Hello Samurai", The Telegraph, September 6, 1993.
 - g) "Bending at Will", The Telegraph, September 15, 1993.
 - h) "Equal Portions of Pain", The Telegraph, December 12, 1993.
 - i) "When Seeing is Believing", The Telegraph, December 21, 1993.
 - j) "Sweet Pills of Truth", The Telegraph, January 11, 1994.
 - k) "Receiving End of the Revolution - Budget 1994-95", The Telegraph, February 8, 1994.
7. Prof. A.K. Sinha.
- a) Editing two volumes, " Issues in Economic Theory and Policy" and "Issues in Economic Development", jointly with Prof. Amitava Bose and Prof. M. Rakshit of ISI, Calcutta.
8. Prof. Saila K. Ghosh.
- a) Working on a paper on "Organization Theory from a Post-Modern Perspective" to be submitted for publication when completed.
9. Prof. Shyamal K. Ghosh.
- Articles in refereed journals.
- a) "The Role of Shareholders Value Analysis in Corporate Acquisition Decisions" (Co-authored with Roger W. Mills) in the Indian Journal of Accounting , Volume XXIV, December, 1993.

ANNEXURE XXII (Cont.)

- b) "Time-use Studies for Improving the Databases" accepted for publication in the Journal of Income and Wealth, New Delhi - 1994.
- c) "Strategic Value Analysis and Privatisation Decisions" (Co-authored with Roger W. Mills) accepted for publication in the European Management Journalca.1994.

Articles in Newspapers/Periodicals.

- a) "Free and Caring" - Preview, Budget 1993-94, The Telegraph, Calcutta, February 26, 1993.
- b) "Jingle of big Change" - Review, Budget 1993-94, The Telegraph, Calcutta, March 12, 1993.
- c) "Revolution in Capital", The Telegraph, Calcutta, April 24, 1993.
- d) "Sub-continent of Reform", The Telegraph, Calcutta, May 18, 1993.
- e) "Union Jack of all trades, master of some", The Telegraph, Calcutta, July 16, 1993.
- f) "Either divest or die", The Telegraph, Calcutta, August 4, 1993.
- g) "Sing a song of growth", The Telegraph, Calcutta, November 23, 1993.
- h) "Budget : 1994-95 - Revving up for take off", The Telegraph, Calcutta, January 31, 1994.
- i) "The Changing Times" in Samatat, Calcutta (in Bengali), volume 98, September - December 1993.
- j) "Money" in Pranab, Calcutta, November 1993. (in Bengali).

10. Prof. N.K. Rao.

- a) Made two book reviews for DECISION.

11. Prof. Dipankar Mitra.

- a) Reviewed two papers for publication in DECISION.

12. Prof. Mousumi Ghosh.

Published Papers.

- a) "Audit Manual", The Management Accountant, June 1993, The Institute of Costs & Works Accountants of India.
- b) "Audit committees", The Chartered Secretary, September 1993, The Institute of Company Secretaries of India.
- c) "Status of Internal Audit Function in Indian Corporate Sector and the Role of Accounting Education", Economic and Political Weekly, Nov. 1993, Vol. 28, Nol. 48.
- d) "Company Audit - The Problem of Interaction", Business Standard, 13th October. 1993.
- e) "Conflicts in the Audit Environment"- accepted "DECISION", IIMC.

Working papers/Unpublished papers.

- a) "Status of Internal Audit Function in Indian Corporate Sector and Role of Accounting Education
- b) "Importance of the Internal Audit Report", WPS-197(93), Indian Institute of Management Calcutta.

- c) "Audit Manual", 199(93), Indian Institute of Management Calcutta.
 - d) "Audit Committee", WPS 199(93), Indian Institute of Management Calcutta, (since published).
 - e) "Just in time - An idealistic model ? ", WPS 211(93), Indian Institute of Management Calcutta.
 - f) "Dilution of Audit Committees - the purpose defeated ?"
 - g) "The Changing Profile of Internal Audit Service Market - Need for New Strategies".
13. Prof. Nalinaksha Bhattacharya.
- a) Reviewed the book "Stock Exchange trading in India - Agenda for Reform by L. C. Gupta for DECISION".
 - b) Currently preparing two working papers.
14. Prof. M. P. Vithal
- a) Working paper on "Designing Strategic Control Systems for a Non-Profit Venture : A case study of EICEP".
 - b) Frameworks for Management Control Systems : A Review in the DECISION in the forthcoming issue.
15. Prof. Ramanuj Majumdar.
- a) The manuscript of the book titled "Marketing Strategies in India" has been accepted for publication by The Allied Publishers, New Delhi.
 - b) Developed some innovative topics for next edition of the book on "Product Management " in the light of new economic policies and emerging new scenario of the Indian market.
 - c) Finished writing some cases and now developing the methodological section for the second edition of the book titled "Marketing Research in India" to be published by The Wiley Eastern.
 - d) Writing a book titled "International Market Entry: A perspective from Indian Marketeers".
 - e) Preparing a manuscript of a book titled "Marketing strategies of MNCs & Large Business Houses in India".
16. Prof. S. K. Chakraborty.
- a) Completed a manuscript on "Ethics In Management - Vedantic Perspectives". This has been sent to Oxford University Press for publications.
 - b) Three Books are in press with Oxford University Press and SAGE Publications Limited.
17. Prof. Subir Bhattacharya.
- a) Gen Game : A tunable mix of depth-first and best-first strategies when searching game trees, Subir Bhattacharya and A. Bagchi, Proc. Third National Seminar on Theoretical Computer Science, Kharagpur, , June 16 - 18, 1993, pp 387-396.

- b) A Faster alternative to SSS* with extension to variable memory,(co-author Prof.A. Bagchi), Information Processing Letters, Issue 4, vol 47, pp 209-214.
 - c) A General Framework for Minimax Search in Game Trees,(co-author Prof. A. Bagchi), submitted.
 - d) Fast optimal search schemes for the multiple resource constrained project scheduling problem, with T. Nazareth and Prof. A. Bagchi, submitted.
 - e) Game tree search using QG* : an extension over QuickGame, submitted.
18. Prof. Amitava Bagchi.
- a) Best - First Search Methods for Constrained Two-Dimensional cutting Stock Problems (with K. V. Vishwanathan), Operations Research, vol. 41, no.4, July-August, 1993, pp 768-776.
 - b) A Faster Alternative to SSS* with Extension to Variable memory(with Subir Bhattacharya), Information Processing Letter, vol. 47, 1993, pp 209-214.
19. Prof. Sujit K. Basu.
- Books (Edited)
- a) Probability and Statistics : Proceedings of the First International Triennial Calcutta Symposium on Probability & Statistics (Narosa Publishing House); November, 1993. (Jointly with B.K. Sinha)
 - b) Communications in Probability and Statistics : Proceedings of the 4th ISTPA Annual Conference (Cambridge University Press) to appear. (Jointly with M. C. Bhattacharjee).
- Working Papers.
- a) Shock models leading to non-monotonic ageing classes of life distributions, (joint with M. Mitra), 1993.
 - b) On some properties of the \mathcal{L} - class of life distributions, (jointly with M. Mitra) 1994.
 - c) An optimum ordering policy and its estimation in a two-supplier inventory model with uncertainty in supplies, (jointly with M. Mitra), 1993.
 - d) Change point estimation in non-monotonic ageing models, (jointly with M. Mitra), 1993.
- Papers in refereed journals.
- a) Interrelationships between certain notions of non-monotonic ageing, (jointly with M. Mitra). Recent Developments in Probability and Statistics : Proceedings of the First International Triennial Calcutta Symposium on Probability & Statistics (Narosa Publishing House) 1993, 14-19.
 - b) Optimal ordering strategy under risk and its non-parametric estimation, (joint with R. Mukherjee). American Journal of Mathematical & Management Sciences, 13 ,1993.
 - c) Inverse sampling for domain estimation in a stratified population, (joint with R. Mukherjee). Australian Journal of Statistics, 35, 1993, 293-302.

ANNEXURE XXII (Cont.)

- d) An optimum ordering policy for components of bicomponent products in situations with uncertainty in supply. Rep. Statist. Appl. Res. Un. Japan Sci. Engrs. JUSE, B-Section, 39, 1992, 21-29.
- e) On inverse sampling for domain estimation in a stratified population. (joint with R. Mukherjee). Proceedings of the Symposium on Survey Sampling, Indian Statistical Institute, 1993, Eds. A Dewanji & A.K. Adhikari, 3-6.
- f) Probability, Statistics and Library Management. To appear in Global Trends in Library and Information Science, IFLA 1993.
- g) On a nonparametric family of life distributions and its dual. (jointly with M. Mitra). To appear in J. Stat. Planning & Inference, 1994.

Revised & Communicated

- a) Estimation of age and periodic replacement policies. (jointly with D. Roy).
- b) On some properties of the BFR family of life distributions. (jointly with M. Mitra).

Under preparation.

- a) A functional limit theorem for attraction to a stable measure : the case of stationary weakly dependent random variables. (joint with D. Roy).
- b) Paired and multiple comparison aspects of survival data. (jointly with B. K. Sinha and A. Dewanji).
- c) "Residual life time at great age" revisited. (jointly with M. C. Bhattacharjee).

Article in a Magazine.

- a) Adhyapak Prasanta Chandra Mahalanobis : Janmashatabarshe Shraddhargha. (an article in Bengali) Special Memorial Publication of the Murshidabad Zilla Bignan Parishad.

20. Prof. B. Sarkar

- a) Implementing Total Quality Management a Route through Ergonomics, 1993. Proceedings Vol.- 1, The International Academy of Business Disciplines. New Orleans, Louisiana, April 8-11, 1993.

21. Prof. N. Chakraborty.

Working Papers.

- a) "LT Relaxation of the Two Dimensional Knapsack Problem with Box and GUB Constraints", WPS - 206(93). (with A. Bagchi & N. Bhattacharya).

Publications in International Journals.

- a) "Sensitivity analysis in isotonic regression", Discrete Applied Mathematics. 45, 1993, 183-196.

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- b) "Some results concerning post-infeasibility analysis", European Journal of Operational Research, to appear.
- c) "A new look at a greedy algorithm for solving a class of convex programming problems", INFOR-the Journal of the Canadian Operational Research Society.(Accepted for Publication, subject to Revision).
- d) "LP Relaxation of the Two Dimensional Knapsack Problem with Box and GUB Constraints", (with A. Bagchi & N. Bhattacharyya). Submitted to the European Journal of Operational Research.
- e) "Algorithms for isotonic Regression; Directed Tree Orders". (With M. J. Best). Submitted to Computational Statistics & Data Analysis.

22. Prof. Rahul Mukherjee.

Refereed publication.

- a) Second-order minimaxity under squared and absolute deviation loss(1993, with J. K. Ghosh) in Statistics and Probability-A Raghu Raj Bahadur Festschrift (J.K. Ghosh et al eds.), pp. 233-243, Wiley Eastern , New Delhi.
- b) Comparison between the locally most mean power unbiased and Rao's tests in the multiparameter case (1993, with A. Sengupta). Journal of Multivariate Analysis 45, 9-24.
- c) On the admissibility of some sequential confidence intervals for the negative exponential location parameter(1993, with N. Mukhopadhyay). Sequential Analysis 12, 289-295.
- d) Inverse sampling for domain estimation in a stratified population (1993, with S.K. Basu). Australian Journal of Statistics 35, 293-302.
- e) On priors that match posterior and frequentist distribution functions (1993, with J.K. Ghosh). Canadian Journal of Statistics 21, 89-96.
- f) Rao's score test : Recent asymptotic results (1993). In : Handbook of Statistics. Volume II (G.S. Maddala et al eds.), pp. 363-379, North Holland, Amsterdam.
- g) Frequentist validity of highest posterior density regions in multiparameter case(1993). Annals of the Institute of Statistical Mathematics 45, 759-771.
- h) Optimal ordering strategy under risk and its non-parametric estimation (1993, with S.K. Basu). American Journal of Mathematical and Management Sciences, to appear.
- i) Construction of regular, single-replicate two-factor designs(1994, with A.M. Dean). Journal of Statistical Planning and Inference 38, 89-104.
- j) Adjusted versus conditional likelihood : Power properties and Bartlett-type adjustment (1994, with J.K. Ghosh). Journal of the Royal Statistical Society, Series B 56, 185-188.

23. Prof. C.K. Mustafi.

- a) Operations Research Methods and Practice(Second Edition) : Book Published by Wiley Eastern.

24. Prof. Bani K. Sinha.

- a) Submitted one paper to "Journal of Operations Research", U.K. for Review.

25. Prof. Ajeet N. Mathur.

- Books. a) Labour Institution and Economic Development, An FES Publication, 1993.

Working Papers.

- a) The Exit Policy Controversy, WP 208(92). IIMC Working Paper Series, September, 1993.
- b) Managing a Nation - Who is In-Charge ? (Co-authored with Prof Cynthia Van Hulle). Working Paper - NR 9318, Working Paper Series, K. U. Leuven. 1993.
- c) Foreign Presence of Belgian Companies : the case of India (Co-authored with Prof. Reinhilde Veuglers), Working Paper NR 9327, Working Paper Series, K.U. Leuven.
- d) "Market for Political Control" (with Prof. Cynthia Van Hulle of K. U. Leuven) circulated as Working Paper NR 9318, of K.U. Leuven.

Papers in refereed journals.

- a) International Labour Review. 1993. Vol. 132, No. 3 titled "The Experience of Structural Adjustment in India, 1990-1992".

26. Prof. Debashis Bhattacharjee.

- a) Paper entitled "Unions, Wages & Labour Markets in Indian Industry, 1960-1986 (Co-authored with T.D. Chaudhuri) published in the The Journal of Development Studies, Vol. 30, No.2, 1994. Pp. 443-465.
- b) Following three Research papers (Co-authored with T.D. Chaudhuri) currently under journal Review.
 - i) "Modelling Trade Union Growth in India"
 - ii) "Strikes and Wages in India, 1960-86"
 - iii) "Real Wages and Unemployment in Indian Industry, 1960-86"

27. Prof. Anil K. Sengupta.

- a) The booklet entitled "Trends in Industrial Conflict in India (1961 to 87)" published by Friedrich Ebert Stiftung, New Delhi, September 1993.

28. Prof. Rabin Ganguly.

- a) "Managing a Livable Environment in Urban India : Need for a Commitment" in Planners Newsletter, Kharagpur Regional Chapter of Institute of Town Planners, India, June 1993.
- b) "Institutional Realm for Urban Environmental Management in India : Some Imperatives". Paper accepted for publication in a book being edited by Prof. Manas Chatterjee, School of Management, Binghamton University, New York and to be published by Macmillan Co., London.

29. Prof. Madhu S. Mishra.

- a) Selected Bibliography on Rural Development Management, Volumes Five, IIMC publication.
- b) Directory of Voluntary and Other organisations in Rural Development Management, Volumes Five, IIMC Publications.
- c) Directory of Voluntary and other organisations in Rural Development Management (Mimeo), Volumes XX, XXI, and XXII.
- d) A Selected Bibliography on Rural Development Management (Mimeo) Volumes XX, XXI, XXII.

30. Prof. Annapurna Shaw.Journal Articles

- a) "Structure of Industrial Employment in the Rural Areas around Calcutta" Annals of the National Association of Geographers, India (New Delhi) Vol. 13, No. 1, June 1993. Pp 1-17.(in print).
- b) "The Planning and Development of New Bombay, India" has been accepted for publication by Modern Asian Studies (Cambridge University, England) in January 1994. (forthcoming).
- c) "Urban Growth and Land-Use Conflict: The Case of New Bombay" has been accepted for publication by Bulletin of Concerned Asian Scholars (Colorado, USA) in January 1994.(forthcoming)
- d) "Satellite Town Development in Asia : The Case of New Bombay, India" has been submitted to Urban Geography (Maryland, USA) in Oct. 1993. (Submitted).

31. Prof. Sushil Khanna.

- a) Paper "Merchant Banking Under SEBI Guidelines", jointly with S. De, (Forthcoming in Economic & Political Weekly).
- b) "Structural Adjustment Programme and Indian Agriculture " Annual No : FRONTIER, Oct 1993.

32. Shri. Rama Prosad Banerjee. (Research Fellow)

- a) Working Paper on "Individuality in the thoughts of Swami Vivekananda - its relevance to teamwork in organisations- is in the publishing pipeline of MCHV-IIMC.
- b) Papers submitted to the Co-ordinator MCHV on :
 - i) Ethical Dimensions in Sikhism.
 - ii) Ethical Dimensions in Sufism.
- c) Contributed to a paper on "Human Values" published by the Anuvrat Samity, under co-authorship with Prof. S.K. Chhakraborty, Mr S. Mukherjee and Mr. D. Chatterjee.

33. Shri. Debashish Chatterjee. (Research Fellow)

- a) Printed a working paper entitled "Human Values & Management of Change : An Indian Perspective", by the publications department of IIMC.
- b) Second Working paper "Workshop & the Spirit of Action" due for publication.

34. Shri. Sanjoy Mukherjee. (Research Fellow).

- a) Completed the first working paper entitled: "Modern Organisations: The Missing Dimensions of the Subjective".
- b) Working on a second paper entitled " TQM- Future Trends : From Techniques to Man".
- c) Co-contributed along with colleagues in MCHV to Conference paper on "Moral Values : Essential for Ideal Democracy and National Prosperity ". organised by Anuvrat Samity.

35. Shri. Samir K. Sadhukan. (System Analyst).

- a) A paper entitled "An improved algorithm for Elementary Blocks-World Planning " submitted to AAAI - 94. (Co-author Prof. A. Mahanti).

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

- a) IIMC Working paper : An Essay on
 - i) Social Justice
 - ii) The same paper has been published in a Hindi periodical, "Barg Sangharsa".
- b) Dunkel Draft : What and Why (in Bengali), published in a Bengali periodical "Lok Hitaishi".
- c) What is New Economic Policy ? (in Bengali). published in a Bengali periodical, "Chhatra Disha"
- d) A note on Panchayat Accounts in "Lok Hitaishi"
- e) Working paper on "Dunkel Draft" and a book on "Indian Social Hierarchy. from antiquity to the present" (under preparation).

37. Dr. Tridib Chakraborty (Research Assistant)Articles :

- a) Management : Workers perception in Dateline Business.
- b) Coping with Stress in Dateline Business.
- c) PSUs : Towards a Better Future.
- d) Reforming PSUs : The MOU Culture.

Reviews :

- a) The Indian Manager still in search of a style in DECISION.
- b) Industrial Relations - Emerging Issue in Industrial Relations.

38. Shri. Prithwis Kumar Sana (Research Assistant)

- a) "Unnayan Prokolpe Janaganer Ansograhan" (in Bengali) - published in "Dhana Dhanye ", June ,93.
- b) "Bharater Sisu-Sramik Samasya" (in Bengali) published in "Dhana Dhanye", Nov 93.

39. Shri. Akshoy Kr. Singha (Research Assistant).

- a) Working paper entitled "Agricultural Reforms in the New Economic Policy" (WP - 205/93) June 93.

ANNEXURE XXII (Contd.)

- b) Winds of Change - Agriculture I. The Business Standard, Calcutta, August 26, 93.
- c) "Markets Limits Reform's Success" - The Business Standard, Calcutta, August 27, 93.
- d) Articles i) Abolition of Agricultural Registration under structural adjustment programme and ii) comparing two equal inequalities, both under preparation.
40. Dr. Tarit Kr. Dutta (Research Assistant)
- Working Papers
- a) Market Information in Agricultural Marketing, No. WPS - 202 (93), May, 1993.
- b) Developing an Efficient Rural Transport System, No. WPS -213 (93), December, 1993.
- Papers in refereed journals - forwarded for publication
- a) "An exploration on the Hinterland of Agricultural Markets in West Bengal" in DECISION.
- b) "Impact of Seasonality on Marketing Efficiency of Agri-produce" in Agricultural Situation in India.
- c) "A Micro-Economic Analysis of Market Area of Regulated Markets in West Bengal" in Indian Journal of Marketing.
- Articles in Newspapers
- a) "Agricultural Marketing - I . Importance of Information", Business Standard, Oct 11, 93.
- b) "Agricultural Marketing - II, The Neglected Area", Business Standard, Oct 12, 93.
- Book a) Book titled "Regulated Markets in West Bengal" (co-author Prof. Sudas Roy) under preparation.
41. Shri. Arun Mukhopadhyay (Research Assistant)
- Articles in Newspapers
- a) "Power Sector - I, The Question of Efficiency", Business Standard, Sept 16, 93.
- b) "Power Sector - II, Problems of Restructuring", Business Standard, Sept 17, 93.
42. Shri Ajoy Rej (Research Assistant)
- a) Prepared the Bibliography on Management of Rural Development (Vol. VI)
- b) Edited the Directory of Voluntary and other Organisations in Rural Development (Vol. XXI) and selected Bibliography on Management of Rural Development (Vol. XXI).
43. Dr. (Mrs.) Santwana Chaudhuri (Research Assistant)
- a) Written an article on "Role of Human Resource Management for Effective Implementation of Memorandum of Understanding" in Personnel Today, Oct-Dec, 93.
- b) "HRD Application Through Small Group Participative Activities - Published in Industrial Relations- Annual Conference number, Aug- Sept 93.

LIST OF GRADUATING STUDENTS - 1994

Sl.No.	Regn. No.	N a m e	CGPA	Rank
1.	113/29	Vikramaaditya	7.80	1
2.	036/29	Kedar Anil Wagle	7.71	2
3.	009/29	Asheesh Kumar Gupta	7.66	3
4.	195/29	Rajesh Singhal	7.49	4
5.	131/29	Ashwin Suresh Bhawe	7.43	5
6.	073/29	Rajesh Dhadiwal	7.34	6
7.	238/29	Akshay Mishra	7.26	7
8.	162/29	Kanchan Arvind Joglekar	7.20	8
9.	180/29	Neeraj Kumar Jindal	7.20	8
10.	026/29	Haresh Chawla	7.20	8
11.	032/29	Jitin Goyal	7.17	11
12.	215/29	V. Sudhir Narayanankutty	7.06	12
13.	204/29	Sandeep Jain	7.03	13
14.	128/29	Apurva Varma	7.00	14
15.	165/29	Kislay Kumar Kanth	6.94	15
16.	144/29	Gaurav Jain	6.94	15
17.	088/29	Sanjay Saraf	6.91	17
18.	106/29	Umesh Bhaskar Mahajan	6.89	18
19.	001/29	Abhijit Belapurkar	6.86	19
20.	132/29	Atul Kumar Khetarpal	6.86	19
21.	095/29	Shyamal Karmakar	6.83	21
22.	233/29	Vineet Anurag	6.83	21
23.	133/29	Avnish Prakash Jain	6.83	21
24.	179/29	Neeraj Garg	6.80	24
25.	005/29	Anand Narayanan	6.74	25
26.	148/29	H. Ananthanarayanan	6.74	25
27.	084/29	Pendharkar Sandeep Prakash	6.69	27
28.	080/29	S. Venkatraman	6.69	27

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Sl.No.	Regn. No.	N a m e	CGPA	Rank
29.	223/29	Uddipan Prasad Bagchi	6.66	29
30.	016/29	Deepak Mehta	6.66	29
31.	069/29	Praveen Arora	6.66	29
32.	038/29	Chakradhar Reddy	6.66	29
33.	174/29	Mathew Job	6.60	33
34.	207/29	Santonu Jana	6.60	33
35.	102/29	Sumit Paliwal	6.60	33
36.	006/29	Tripathy Anshuman	6.60	33
37.	013/29	Debashish Sinha	6.57	37
38.	235/29	Wagle Neelesh Vivekanand	6.57	37
39.	060/29	Netaji Shankar Chintala	6.57	37
40.	205/29	Dongre Sanjay Ramdas	6.54	40
41.	087/29	Sanjay S. Sahasrabudhe	6.51	41
42.	061/29	Nitin Jain	6.51	41
43.	077/29	Rohit Dhir	6.51	41
44.	042/29	Lakshman Easwaran	6.51	41
45.	020/29	Geeta Rajamani	6.49	45
46.	168/29	M. O. Laxman	6.49	45
47.	217/29	Sukanta Aich	6.49	45
48.	177/29	Raghuram	6.46	48
49.	054/29	Manoj Kumar Thomas	6.46	48
50.	234/29	Vivek Sharma	6.46	48
51.	063/29	Veera Venkata Srinivasa Rao	6.46	48
52.	064/29	Pawan Kumar Gupta	6.46	48
53.	093/29	Shalini Dhawan	6.43	53
54.	194/29	Rajesh Kumar	6.43	53
55.	200/29	Ronojit Mukherjee	6.43	53
56.	218/29	T.N. Ganesh	6.43	53
57.	156/29	Sekhar K.	6.43	53
58.	176/29	Akila N.	6.40	58
59.	089/29	K. Satyavrath	6.40	58

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Sl.No.	Regn. No.	N a m e	CGPA	Rank
60.	201/29	S. Narasimhan	6.40	58
61.	155/29	Raghava Kandola Rao	6.40	58
62.	170/29	Malkani Deepak Gopal	6.37	62
63.	056/29	Milind Mukund Joshi	6.37	62
64.	059/29	Neelotpal	6.37	62
65.	120/29	Abraham Mathai	6.37	62
66.	017/29	Dhiraj Kumar Sinha	6.37	62
67.	171/29	Gupta Manish Chandra	6.34	67
68.	159/29	Saravana Baskar K.	6.34	67
69.	024/29	Gopal Rangachary	6.31	69
70.	203/29	Saikat Chowdhury	6.29	70
71.	212/29	Srikrishna R.	6.29	70
72.	119/29	A. Natarajan	6.29	70
73.	015/29	Deepak Aggarwal	6.29	70
74.	008/29	Arup Kumar Rakshit	6.29	70
75.	074/29	Rajesh P. Agarwal	6.29	70
76.	206/29	Sanjeev Kumar Prasad	6.26	76
77.	213/29	Subir Ghosh	6.26	76
78.	058/29	Talidevara N. Rao	6.26	76
79.	147/29	Gopal Atul Krishna	6.26	76
80.	076/29	Rekh Raj Pareek	6.23	80
81.	086/29	Sanjay Kumar A. Singh	6.20	81
82.	210/29	Shyam C. Kurien	6.17	82
83.	090/29	Sauparna Sarkar	6.14	83
84.	192/29	Rahul Chawla	6.14	83
85.	083/29	Samir Chawla	6.14	83
86.	114/29	Vineet Malik	6.11	86
87.	151/29	Gyanchand S. Harlalka	6.11	86
88.	189/29	Pradipta Prasun Saha	6.09	88
89.	112/29	Vikram Bhaskar Rao	6.09	88
90.	127/29	Anupam Agrawal	6.09	88

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Sl.No.	Regn. No.	N a m e	CGPA	Rank
91.	100/29	Sudha Balasubrahmaniyan	6.06	91
92.	030/29	Jaideep Goswami	6.06	91
93.	050/29	Makrand Dekhane	6.03	93
94.	209/29	Shrikant S. Bhat	6.03	93
95.	039/29	Kulkarni Sarang Anil	6.00	95
96.	091/29	Sayan Das	6.00	95
97.	222/29	Uday Narain	6.00	95
98.	111/29	Vikas Harish Dabral	6.00	95
99.	018/29	Doma Sai	6.00	95
100.	161/29	Kamal Hingorani	6.00	95
101.	057/29	Nagarajan Viswanathan	5.94	101
102.	002/29	Agnimitra Biswas	5.94	101
103.	067/29	Pramod P.R.	5.94	101
104.	085/29	Sandeep Sharma	5.91	104
105.	143/29	Fazal Ahmad	5.91	104
106.	104/29	T.V. Vamsi Mohan	5.89	106
107.	185/29	Pankaj Chawla	5.86	107
108.	071/29	Prathibha R.	5.86	107
109.	216/29	Sugato Guha	5.83	109
110.	094/29	Shobana N.	5.83	109
111.	070/29	Puja Vohra	5.83	109
112.	065/29	T. Phani Mohan	5.77	112
113.	140/29	Debraj Tripathy	5.77	112
114.	101/29	Sukesh Kumar Patro	5.74	114
115.	062/29	P. Srinath	5.74	114
116.	103/29	Swarnendu G. Ghosh	5.74	114
117.	004/29	Akash Malik	5.71	117
118.	068/29	Prasoon Dayal	5.71	117
119.	028/29	Hema Parameswaran	5.71	117
120.	181/29	Neeraj N. Agrawal	5.69	120
121.	109/29	Vibhuti Bhushan	5.69	120
122.	031/29	Jishnu Changkakoti	5.69	120

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Sl.No.	Regn. No.	N a m e	CGPA	Rank
123.	239/29	Milan Rao	5.69	120
124.	082/29	Sameer Shukla	5.69	120
125.	138/29	Clayton Bruce Jones	5.66	125
126.	130/29	Ashutosh Prasad	5.66	125
127.	043/29	Laxmi Narasimhan K.	5.66	125
128.	186/29	Partha Biswas	5.66	125
129.	037/29	Kishore G.	5.63	129
130.	096/29	Sidhartha Dash	5.63	129
131.	035/29	Kapil Khanduja	5.63	129
132.	227/29	V.S. Subramanian	5.63	129
133.	153/29	Jagdishwar Toppo	5.57	133
134.	021/29	George Thomas	5.57	133
135.	232/29	Vijayalakshmi Alwan	5.57	133
136.	097/29	Sreedhar Pothukuchi	5.54	136
137.	053/29	Manish Kumar	5.54	136
138.	142/29	Eswar R.	5.54	136
139.	125/29	Alok Gupta	5.54	136
140.	196/29	Ramashish Ray	5.54	136
141.	121/29	Aditya Sehgal	5.51	141
142.	033/29	Srividya K.	5.51	141
143.	045/29	Madhav Joshi	5.51	141
144.	187/29	Partha S. Chakravorty	5.51	141
145.	116/29	Vinod Anjan Tete	5.49	145
146.	044/29	Vasudha M.	5.49	145
147.	145/29	Goutam Mandal	5.49	145
148.	003/29	Akash Gupta	5.46	148
149.	066/29	Potluri Sridhar	5.46	148
150.	150/29	Harihar Narayanaswamy	5.46	148
151.	149/29	H.K. Madhukar	5.46	148
152.	228/29	Durga Prasad V.	5.43	152
153.	178/29	Narayan Sundaram Iyer	5.43	152
154.	135/29	Bhaskar Som	5.43	152

ANNEXURE XXIII (Contd.)

Sl.No.	Regn. No.	N a m e	CGPA	Rank
155.	117/29	Vivek Batra	5.43	152
156.	137/29	Chetan Pal	5.37	156
157.	126/29	Amit Kumar Singh	5.34	157
158.	110/29	Vikas Chandra Srivastava	5.34	157
159.	040/29	Kunche Narayana Rao	5.31	159
160.	152/29	Inderlal Singh Chettri	5.29	160
161.	049/29	Maiya Murlidhar P.	5.29	160
162.	191/29	R. Deepak	5.26	162
163.	099/29	Subhra Ranjan Mishra	5.26	162
164.	047/29	Kaup Madhur Ratnakar	5.23	164
165.	160/29	K.T. Jithendran	5.20	165
166.	010/29	A.V. Surender	5.17	166
167.	166/29	Krishna Nagaraja	5.14	167
168.	118/29	Vivek Mohan Dikshit	5.11	168
169.	199/29	Ravi Tennety	5.11	168
170.	198/29	Ravi Chandran	5.11	168
171.	107/29	Arun Kumar V.	5.11	168
172.	154/29	J.V. Sekhar Reddy	5.09	172
173.	220/29	T. Sridhar	5.09	172
174.	014/29	Debasish Mahapatra	5.03	174
175.	051/29	Manik Sarkar	5.00	175
176.	158/29	K. Narayanan	5.00	175
177.	157/29	Venkatesh K.	5.00	175
178.	171/28	Subhasis Sarkar		
179.	061/28	Ramendra Nath Mandal		
180.	012/28	B. Hari Bapuji		
181.	001/28	A. Ananth		

ANNEXURE XXIV

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 1994**

Sl.No.	N a m e	Reg. No.	Area of specialisation	Thesis Title
1.	Shri Pritibhushan Sinha	FP/4/88	ORSA	Manpower Planning for Management: A method
2.	Shri Ramkumar Ramaswamy	FP/3/90	ORSA	Sensitivity Analysis in combinatorial optimisation

**LIST OF STUDENTS WHO WERE AWARDED POST GRADUATE CERTIFICATE
IN GENERAL MANAGEMENT AT THE 29TH CONVOCATION HELD ON 12.3.94**

Sl.No.	Reg. No.	Name of the students	Rank
A.	<u>Students of Session - 12th</u>		
1.	1/12	Abhishek Jec	9
2.	3/12	Amitabha Biswas	7
3.	4/12	Arup Kumar Raha	30
4.	5/12	Arindam Sen	16
5.	6/12	Ashish Bhugra	26
6.	7/12	Ashoke Ghosh	14
7.	12/12	B. Sridhar	25
8.	15/12	D. Sankararaman	15
9.	17/12	Indraneel Bhattacharyya	12
10.	18/12	Indu Bala Khattar	22
11.	20/12	Jaijeet Chakravorty	29
12.	22/12	Kushal Ghosh	03
13.	24/12	K. Ramachandran	19
14.	25/12	K. Sankaralingam	11
15.	26/12	Lubna Huq	18
16.	30/12	Oisharya Mukherjee	21
17.	32/12	Partha Raychaudhuri	24
18.	33/12	Prakash Kumar Pattanayak	30
19.	34/12	Pradip Kumar Sen	02
20.	37/12	Shubhatosh Banerjee	05

ANNEXURE XXV (Contd.)

Sl.No.	Reg. No.	Name of the students	Rank
21.	38/12	Soumen Chatterjee	30
22.	39/12	Santanu Raychaudhuri	28
23.	40/12	Subash Chandra	12
24.	42/12	Supriya Das	27
25.	46/12	Sukanta Ghosh	20
26.	48/12	Susan Mitra	10
27.	49/12	Shilbhadra Mukherji	06
28.	51/12	Sanjay Sinha	23
29.	52/12	Surajit Sarkar	08
30.	53/12	Supriyo Sengupta	03
31.	54/12	Swati Sengupta	01
32.	55/12	Sandeep Thakur	16
33.	60/12	Dipankar Ghosh	33
B. <u>Students of Session - 11th</u>			
34.	2/11	Ajay Kumar Udgirkar	
35.	8/11	Anuj Kumar Shahi	
36.	9/11	Anupama Gupta	
37.	13/11	Asish Sengupta	
38.	40/11	Rohit Arora	
39.	53/11	Swapan Kumar Pal	
C. <u>Student of Session - 10th</u>			
40.	48/10	Sanjay Kumar Sinha	

**LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 29TH BATCH**

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

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 J. Fernandes
 Suresh Vasudevan
 Aman Deep Singh

1994

Vikramaditya
 Kedar Anil Wagle
 Asheesh Kumar Gupta
 Rajesh Singhal
 Ashwin Suresh Bhawe

Statement of Accounts
(April 1, 1993 to March 31, 1994)

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES					
	Rs.	P.	Rs.	P.	Rs.
1. CAPITAL FUND :					
A. GENERAL ACCOUNT					
I. Government of India					
As per last account	7,84,87,026.19				
Add : Addition by adjustment	59,510.00				
Add : Grant received during the year transferred from Income & Expenditure A/c.	<u>79,70,771.73</u>				
	8,65,17,307.92				
Less : Capital investment written off	<u>13,26,232.48</u>		8,51,91,075.44		
II. Government of West Bengal					
As per last account	11,17,530.61				
Add : Addition during the year	<u>10.00</u>		11,17,540.61		8,63,08,616.05
B. CAMPUS ACCOUNT					
I. Government of India					
As per last account	10,59,26,372.64				
Add : Grant received during the year transferred from Income & Expenditure A/c.	<u>1,75,00,000.00</u>		12,34,26,372.64		
II. Government of West Bengal					
As per last account			<u>11,86,687.00</u>		12,46,13,059.64
III. Bank Building					
As per last account	5,06,098.84				
Add : Addition during the year	<u>1,25,926.00</u>		6,32,024.84		
C. LIBRARY DEVELOPMENT			<u>10,00,000.00</u>		16,32,024.84
D. FORD FOUNDATION					
As per last account					55,34,167.90
E. U N D P					
As per last account					4,41,478.70
2. LOAN FOR BANK BUILDING					1,47,975.16

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1994**

A S S E T S						
	Rs.	P.	Rs.	P.	Rs.	P.
<u>FIXED ASSETS</u>						
(As per attached schedule 'A')						
As per last account	17,33,54,822.42					
Add : Addition during the year	<u>2,39,31,585.09</u>		19,72,86,407.51			
Less : Adjustment for write-off (Receipt/adjustment during the year 1993-94)			<u>13,41,251.07</u>		19,59,45,156.44	
<u>LOANS, ADVANCES AND OTHER RECEIVABLES</u>						
A. <u>LOANS AND ADVANCES</u>						
I. <u>PURCHASES AND SERVICES</u>						
a. General Account	1,01,88,942.37					
b. Construction Account	5,90,569.19					
II. <u>STAFF</u>	<u>53,45,215.07</u>		1,61,24,726.63			
B. <u>OTHER RECEIVABLES</u>						
I. Government of West Bengal	5,09,363.05					
II. Accounts Receivables	1,30,43,263.03					
III. Deposit	17,654.72					
IV. Claim	491.40					
V. Consultancy	<u>8,000.00</u>		<u>1,35,78,772.20</u>		2,97,03,498.83	
3. <u>INVESTMENT</u>						
(As per schedule 'C')					2,14,91,268.79	
4. <u>INVENTORY OF STORES</u>						
I. <u>General Account</u>			2,18,536.97			
II. <u>Construction Account</u>						
a. Stone Metal	6,461.00					
b. Stock	<u>3,98,421.35</u>		<u>4,04,882.35</u>		6,23,419.32	
5. <u>SUSPENSE</u>						
					15,51,577.75	
6. <u>CASH & BANK BALANCES</u>						
(As per attached schedule 'B')					1,03,79,391.07	

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES		Rs.	P.	Rs.	P.	Rs.	P.
3. <u>ENDOWMENT FUND</u>							
a. Excess of income over expenditure (transferred from Income &) Expenditure A/c.)				63,91,102.39			
b. Grants-in-aid for Establishment of a Centre for Study of Restructuring and Enhancement of Efficiency of Public Enterprises and systems				1,00,00,000.00			
c. Donation for Campus				39,29,865.42			
d. Donation for Management Centre for Human Values	98.64,686.13						
Less : Expenditure (Recurring)	<u>1,65,978.85</u>			96,98,707.28			
e. Donation for Scholarships & Prizes				<u>2,11,000.00</u>		3,02,30,675.09	
4. <u>MISCELLANEOUS FUNDS</u>						79,097.83	
5. <u>PROVIDENT FUND DEPOSIT</u>						92,365.22	
6. <u>CURRENT LIABILITIES</u>						71,63,586.17	
7. <u>PROJECT-IN-PROGRESS</u>						54,12,365.85	
TOTAL						<u>26,16,55,412.45</u>	

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1994**

A S S E T S		Rs.	P.	Rs.	P.	Rs.	P.
7. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u>							
a. Building (Preliminary Expenditure)		32,818.00					
As per last account							
Add : Addition during the year		11,78,282.25		12,11,100.25			
b. Stock				7,50,000.00		19,61,100.25	
TOTAL						<u>26,16,55,412.45</u>	

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'A'

FIXED ASSETS 1993-94

Particulars	Net Block as on 1.4.93	Addition adjustment during the year 93-94	Gross Block as on 31.3.94	Receipt adjust ment during the year 93-94	Net Block as on 31.3.94
01. Land	89,65,841.97	3,20,424.00	92,86,265.97	--	92,86,265.97
02. Buildings	7,45,29,308.29	1,51,04,061.80	8,96,33,370.09	--	8,96,33,370.09
03. Water Supply Installation	37,03,239.95	1,63,709.68	38,66,949.63	--	38,66,949.63
04. Electrical Installation	93,38,529.01	3,46,225.58	96,84,754.59	--	96,84,754.59
05. Boundary Wall	16,85,205.78	2,88,959.00	19,74,164.78	--	19,74,164.78
06. Roads, Drains & Culverts	51,16,089.97	2,97,270.00	54,13,359.97	--	54,13,359.97
07. Tubular Structure	19,68,598.96	15,293.00	19,83,891.96	--	19,83,891.96
08. Equipment & Tools	42,257.32	--	42,257.32	--	42,257.32
09. Sundry Structure & Work	13,51,509.42	--	13,51,509.42	--	13,51,509.42
10. Air Conditioning Plant	44,33,692.30	--	44,33,692.30	--	44,33,692.30
11. Office Equipment	1,57,15,965.62	5,24,083.77	1,62,40,049.39	--	1,62,40,049.39
12. Office Furniture	32,31,669.89	2,37,182.44	34,68,852.33	--	34,68,852.33
13. Motor Vehicle & Cycle	20,85,657.06	2,25,270.90	23,10,927.96	70,268.65	22,40,659.31
14. Library Books & Periodicals	2,62,48,720.46	35,48,638.96	2,97,97,359.42	25,298.80	2,97,72,060.62
15. Gift Books & Periodicals	3,131.00	--	3,131.00	--	3,131.00
16. Computer Centre	1,49,35,405.42	28,60,465.96	1,77,95,871.38	12,45,683.62	1,65,50,187.76
Total	<u>17,33,54,822.42</u>	<u>2,39,31,585.09</u>	<u>19,72,86,407.51</u>	<u>13,41,251.07</u>	<u>19,59,45,156.44</u>

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'B'

CASH AND BANK BALANCES

A. GENERAL ACCOUNT

a. Cash-in Hand		17,971.37
b. Cash-at-Bank		
Current Account with SBI, Joka Branch	1,39,504.57	
Savings Account with SBI, Joka Branch	80,70,625.45	
Current Account with SBI, Joka Branch	14,356.70	
A/c. DECISION		
Current Account with SBI, Main Branch	1,214.13	
Savings Account with SBI, Main Branch	20,94,858.05	
Savings Account with Alipore Post Office	<u>2,554.45</u>	1,03,23,113.35

B. CONSTRUCTION ACCOUNT

Cash-in-Hand		4,750.02
Cash-at-Bank		
Current Account with SBI, Joka Branch	<u>16,406.58</u>	16,406.58

C. PETTY CASH

17,149.75

Total

1,03,79,391.07

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Office

Sd/- B. M. Bhattacharya
Finance & Accounts Office

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'C'

SCHEDULE OF INVESTMENT AS ON 31.3.94

1.	Prize Fund Investment	2,000.00
2.	Scholarship Fund Investment	2,01,000.00
3.	Term Deposit	1,75,00,000.00
4.	Management Centre for Human Values	37,88,268.79
Total		<u>2,14,91,268.79</u>

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Office

Sd/- B. M. Bhattacharya
Finance & Accounts Office

Sd/- Subir Chowdhury
Director

INCOME & EXPENDITURE ACCOUNTS

&

RECEIPTS AND PAYMENTS ACCOUNTS

**INDIAN INSTITUTE OF
INCOME & EXPENDITURE ACCOUNTS FOR**

EXPENDITURE	Rs. P.	Rs. P.
A. NON-PLAN		
1. To <u>Pay and Allowances</u>		2,43,48,845.35
2. " <u>Provident Fund Contribution,</u> <u>Gratuity and Pension</u>		28,12,141.35
3. " <u>Travelling Expenses</u>		85,762.86
4. " <u>Leave Travel Concession</u>		3,07,704.90
5. " <u>Stationery and Printing</u>		3,03,030.81
6. " <u>Postage, Telegram and Telephones</u>		
i. Postage & Telegram	40,634.30	
ii. Telephones	<u>5,72,403.00</u>	6,13,037.30
7. " <u>Motor Car Expenses</u>		
i. Petrol Oil	2,86,894.03	
ii. Maintenance & Repair to Automobiles	<u>2,97,580.47</u>	5,84,474.50
8. " <u>Repairs, Renewals & General Maintenance</u>		2,25,874.70
9. " <u>Electricity & Water Charges</u>		15,09,490.11
10. " <u>Freight and Insurance</u>		54,202.00
11. " <u>Advertisement and Publicity</u>		1,03,797.68
12. " <u>Library Maintenance</u>		2,66,371.15
13. " <u>Binding</u>		13,710.00
14. " <u>Membership and Subscription</u>		3,000.00
15. " <u>Post Graduate Programme</u>		
i. Common Admission Test	5,72,860.83	
ii. Selection Test	2,56,983.69	
iii. Convocation	1,14,452.53	
iv. Programme Expenses	<u>7,39,896.92</u>	16,84,193.97
16. " <u>Fellowship Programme</u>		4,37,102.65
17. " <u>Management Development Programme</u>		19,45,942.80
18. " <u>Extension Programme</u>		1,63,597.37
19. " <u>Post Graduate Certificate in General Management</u>		4,06,653.04
20. " <u>Consultancy and In-Company Training Programme</u>		57,83,738.50
21. " <u>Seminar and Academic Conferences</u>		2,31,940.02
22. " <u>Scholarship</u>		75,464.80
23. " <u>Placement Expenses</u>		2,54,899.32
24. " <u>Medical Expenses</u>		9,77,140.97
25. " <u>Legal Expenses</u>		1,24,291.50
26. " <u>Board Meeting Expenses</u>		1,02,649.72
27. " <u>Entertainment Expenses</u>		30,747.25
28. " <u>Computer Centre Maintenance</u>		11,67,424.45
29. " <u>Staff Welfare and Amenities</u>		48,597.75
30. " <u>Overtime and Honoraria</u>		2,47,997.16
31. " <u>Audit Fees</u>		85,935.00
32. " <u>Contingencies</u>		4,90,399.69
33. " <u>Campus Maintenance</u>		27,63,539.14
34. " <u>Alumni Activities</u>		4,798.00
35. " <u>Rent, Rates and Taxes</u>		
Faculty Accommodation	1,98,175.65	
Less Recoveries	<u>52,913.65</u>	<u>1,45,262.00</u>
Sub-total		<u>4,84,03,757.81</u>

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

I N C O M E		Rs.	P.	Rs.	P.
1.	By <u>Grant-in-Aid</u> (Received from Government of India for both Plan & Non-Plan)			5,45,30,000.00	
2.	" <u>Post Graduate Programme</u>				
	i. Common Admission Test Fees	28,82,434.15			
	ii. Library Fees	17,76,400.00			
	iii. Admission Fees	1,21,500.00			
	iv. Tuition Fees	23,47,900.00			
	v. Computer Fees	7,84,000.00			
	vi. Lodging	3,28,800.00			
	vii. Course Materials	3,90,900.00			
	viii. Alumni Fees	85,050.00		87,16,984.15	
3.	" <u>Fellowship Programme</u>				
	i. Application Fees	29,420.00			
	ii. Registration & Dissertation Fees	2,800.00			
	iii. Lodging	10,200.00		42,420.00	
4.	" <u>Management Development Programme</u>			32,22,701.00	
5.	" <u>MDP Complex Income</u>	27,59,786.10			
	Less : Complex Expenses	<u>9,46,802.01</u>		18,12,984.09	
6.	" <u>Extension Programme</u>			3,38,000.00	
7.	" <u>Post Graduate Certificate in General Management</u>			7,15,925.00	
8.	" <u>Consultancy & In-Company Training Programme</u>			86,02,711.80	
9.	" <u>Transport</u>			3,32,051.81	
10.	" <u>Furniture Rent</u>			48.00	
11.	" <u>Rent for Quaters</u>			91,296.48	
12.	" <u>Interest on Advance for Cycle, Motor Car and Scooter</u>			47,894.80	
13.	" <u>Interest on Advance for Table Fan</u>			82.50	
14.	" <u>Sale of Text Book</u>			3,047.00	
15.	" <u>Subscription for Decision</u>			68,869.00	
16.	" <u>Interest on Advance for House Building</u>			56,201.00	

**INDIAN INSTITUTE OF
INCOME & EXPENDITURE ACCOUNTS FOR**

EXPENDITURE	Rs.	P.	Rs.	P.
B. <u>PLAN</u>				
1. To <u>Faculty Development</u>			3,10,697.05	
2. " <u>Officers' Development</u>			800.00	
3. " <u>Staff Development & Rationalisation</u>			62,180.25	
4. " <u>Faculty Participation in International Conferences</u>			97,971.00	
5. " <u>Centre for Management & Development Studies</u>			92,689.72	
6. " <u>Centre for Public Enterprise Studies</u>			11,234.03	
7. " <u>Special Programme on Rural Development</u>			1,04,792.47	
8. " <u>Preparation of Working Papers Newsletter & Decision</u>			1,02,358.78	
9. " <u>Computer Centre Infrastructure</u>			<u>2,39,625.94</u>	
Sub - total			<u>10,21,449.24</u>	
Sub - total (A + B)			4,94,25,207.05	
10. " <u>Grant Transferred to Balance Sheet :</u>				
General Account	79,70,771.73			
Campus Account	1,75,00,000.00			
Library Development	10,00,000.00			
Endowment Fund	<u>63,91,102.39</u>		<u>3,28,61,874.12</u>	
Total			<u>8,22,87,081.17</u>	

Sd/ Dipak Dasgupta
Asslt. Finance & Accounts Officer

Sd/ M. K. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

I N C O M E		Rs.	P.	Rs.	P.
17. "	<u>Placement Income</u>			11,04,000.00	
18. "	<u>Miscellaneous Income</u>			24,56,602.54	
19. "	<u>Expenses for Faculty Accommodation</u> <u>Transferred to Government of West Bengal -</u> <u>As per Contra</u>				1,45,262.00

TOTAL

8,22,87,081.17

Sd/- Subir Chowdhury
Director

**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>		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 - Transport & Purchase	383.20	
Imprest Fund - Hostel Maintenance	495.00	
Imprest Fund - Placement	500.00	
Imprest Fund - PGP Office	308.40	
Imprest Fund - CAT	500.00	
Imprest Fund - Gen. Admn.	729.90	
Imprest Fund - City Office	2,336.75	
Imprest Fund - Computer Centre	500.00	
Imprest Fund - Electricity & Water Supply	<u>500.00</u>	27,477.80
To <u>CONSTRUCTION ACCOUNT</u>		
Cash in Hand		8,128.57
<u>Cash at Bank</u>		
Current A/c. with SBI Joka Branch		4,93,256.67
To <u>Grants-in-Aid Govt. of India</u>		5,18,00,000.00
To <u>Post Graduate Programme</u>		
Admission Fees	3,500.00	
Course Materials	2,94,600.00	
Tuition Fees	35,09,800.00	
Lodging	2,51,800.00	
Computer Fees	5,92,000.00	
Library Fees	13,92,400.00	
Alumni Fees	<u>2,450.00</u>	60,46,550.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			1,45,68,754.03	
" Children Education Allowance			2,730.00	
" Gratuity			3,53,921.70	
" Deposit Linked Insurance			32,539.50	
" Pension			11,08,182.03	
" Travelling Expenses			87,921.56	
" Leave Travel Concession			3,84,862.55	
" Stationery & Printing			6,31,821.83	
" Postage Expenses			933.40	
" Telephone Expenses			6,34,816.00	
" Motor Car Expenses			4,63,099.79	
" Repairs & Renewals			74,258.70	
" Electricity & Water Charges			16,64,023.50	
" Freight & Insurance			53,566.00	
" Advertisement & Publicity			1,03,797.68	
" Library Maintenance			1,41,917.35	
" Binding			13,710.00	
" Membership & Subscription			3,000.00	
" Post Graduate Programme Services & Supplies			5,11,224.90	
" Post Graduate Programme - Common Admission Test Expenses			5,61,205.69	
" Post Graduate Programme - Selection Test Expenses			2,07,113.06	
" Convocation Expenses			90,432.62	
" Fellowship Programme - Services & Supplies			3,99,847.65	
" M.D.P. - Services & Supplies			11,74,982.58	
" M.D.P. - Complex Expenses			8,39,359.83	
" Extension Programme - Services & Supplies			1,06,563.77	
" Post Graduate Certificate in General Management - Services & Supplies			2,09,284.16	
" Consultancy Project Expenses			7,22,102.64	
" Seminar & Conferences			1,31,396.95	
" Scholarship			78,864.20	
" Placement Expenses			2,43,049.52	
" Medical Expenses			9,64,490.43	
" Legal Expenses			1,02,434.85	
" Board Meeting Expenses			61,750.45	
" Entertainment			19,633.50	
" Staff Welfare & Amenities			48,597.75	
" Overtime & Honoraria			2,47,132.56	
" Audit Fees			85,935.00	
" Contingencies			2,43,767.02	
" Maintenance of Campus			3,24,694.60	
" Miscellaneous Expenses - Bank Charges			23,943.56	
" Alumni Activities			1,565.00	
" Faculty Development			4,59,572.46	
" Officers' Development			800.00	
" Staff Development & Rationalisation			25,738.00	
" Faculty Participation in International Conferences			2,05,973.00	
" Centre for Management & Development Studies			66,240.96	
" Preparation of Working Papers, News Letter & Decision			74,241.62	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
<u>To Fellowship Programme</u>		
Application Fees	29,430.00	
Registration & Dissertation Fees	<u>2,300.00</u>	31,730.00
 To Management Development Programme Income		32,25,745.00
To Management Development Programme Complex Income		15,14,395.10
To Extension Programme Income		3,25,000.00
To Post Graduate Certificate in General Management Income		7,15,630.00
To Consultancy Project Income		69,99,221.00
To Transport Income		9,661.50
To Interest on Advance for Cycle Scooter & Motor Car		3,178.00
To Sale of Text Books		3,047.00
To Interest/Divident from P.F. Investment		21,41,033.58
To Subscription for Decision		68,209.00
 To Miscellaneous Income & Others		10,22,008.86
To Miscellaneous Income - Laser Printing		3,455.00
To Miscellaneous Income - Computer Centre		600.00
 To Interest on Advance for House Building		33,413.00
To Placement Income		10,24,000.00
To Books		100.00
To Periodicals		2,197.05
To Electricity & Water Charges Recoverable		776.97
To Telephone Charges Recoverable		32,770.00
To Miscellaneous Charges Recoverable		9,068.35
To Accounts Receivable		2,00,162.00
To IIMC Students' Association		43,070.00
To Advance - Festival		180.00
To Advance - Periodicals		1,17,854.02
To Advance - Consultancy Project		54,465.43
To Advance - Seminar		9,995.00
To Advance - Extension Programme		6,725.10
To Advance - Vendors		43,024.00
To Advance - Personal		41,729.70
To Advance - House Buildings		12,895.00
To Advance - Purchase		1,479.20
To Advance - Scooter & Motor Car		8,000.00
To Advance - Centre		4,000.00
To Scholarship Fund Investment		1,22,000.00
To Deposit		990.00
To Term Deposit		6,99,00,000.00
 To Investment of Donation Fund Management Centre for Human Values		1,80,63,286.54
 To Common Admission Test 1993		1,19,56,670.00
 To Accounts Payable		79,740.00
To Scholarship Donation Repayable		96,173.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Special Programme on Rural Development			91,958.67	
" Centre for Public Enterprise Studies			4,832.03	
" Computer Centre Infrastructure			11,79,098.89	
" Centre for International Management Education - UNDP			1,277.00	
" Management Centre for Human Values Expenses			1,54,935.03	
" Rent, Rates & Taxes			1,77,237.00	
" Suspense			16,25,652.26	
" Equipment			39,730.00	
" Computer Centre			2,83,485.00	
" Furniture & Fixture			37,182.44	
" Books			5,31,304.29	
" Periodicals			84,530.00	
" Library Development - Micro Forms			4,202.50	
" Electricity & Water Charges Recoverable			4,956.50	
" Telephone Charges Recoverable			77,613.00	
" Directors' Discretionary Fund Recoverable			9,760.00	
" Miscellaneous Charges Recoverable			9,370.00	
" Accounts Receivable			2,85,983.00	
" IIMC Students' Association			62,571.00	
" Computer Aided Management Centre			3,27,128.05	
" Advance - Festival			1,91,880.00	
" Advance - Periodicals			20,23,848.55	
" Advance - Consultancy Project			4,91,750.00	
" Advance - Seminar			55,100.00	
" Advance - Extension Programme			41,501.92	
" Advance - Vendors			66,06,215.64	
" Advance - Personal			3,04,693.40	
" Advance - House Building			7,26,385.00	
" Advance - Purchase			2,150.00	
" Advance - Cycle			7,800.00	
" Advance - Scooter & Motor Car			2,80,785.00	
" Advance - Table Fan			2,000.00	
" Advance - Centre			43,000.00	
" Scholarship Fund - Investment			1,22,000.00	
" Deposit			1,980.00	
" Term Deposit			6,55,00,000.00	
" Investment of Donation Fund - MCHV			1,96,69,919.72	
" Common Admission Test - 1992			39,03,532.00	
" Common Admission Test - 1993			89,41,500.00	
" Suspense Payable			11,40,455.00	
" Accounts Payable			8,40,023.73	
" Scholarship Donation Repayable			61,550.00	
" P.F. Payable			41,55,391.00	
" Fund for Recoverable Advance			42,066.00	
" Donations & Prizes			1,64,970.00	
" Donation Fund MCHV			5,00,000.00	
" Group Insurance Repayable			25,665.00	
" Earnest Deposit			43,466.00	
" Security Deposit			24,376.00	
" Caution Deposit -				

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To P.F. Payable		7,00,000.00
To Reserve Fund		12,24,875.43
To Fund for Recoverable Advance		110.00
To Donation and Prizes		2,38,244.00
To Donation Fund - Management Centre for Human Values		81,85,377.01
To Group Insurance Repayable		13,404.00
To Security Deposit		1,18,000.00
To Library Deposit		26,000.00
To Caution Deposit - PGP		3,200.00
To Caution Deposit - Fellowship Programme		4,000.00
To Caution Deposit - PGCGM		1,500.00
To LIC Clearing		29,861.64
To Clearing Account LIC-GSLI		1,500.00
To PF Clearing		22,502.00
To Liability for Income Tax		539.00
To Unpaid Salary		1,76,885.38
To Unpaid Overtime & Honoraria		36,376.75
To Salary		28,295.00
To Travelling Expenses		8,767.40
To Leave Travel Concession Expenses		52,004.15
To Stationary & Printing		1,183.00
To Telephone Expenses		38,161.00
To Motor Car Expenses		750.00
To Repair & Renewal		460.00
To Electricity & Water Charges		31,836.23
To Library Maintenance		6,505.50
To PGP Services & Supplies		1,117.45
To Common Admission Test Expenses		13,650.20
To Selection Test Expenses		54,266.70
To Convocation		878.74
To MDP Services & Supplies		20,745.16
To MDP Complex Expenses		4,654.00
To Consultancy Project Expenses		18,839.00
To Seminar and Conference		32,420.00
To Scholarship Post Graduate Programme		509.40
To Medical Expenses		130.00
To Contingencies		3,617.18
To Misc. Expenses Bank Charges		24.00
To Faculty Development		8,500.00
To Staff Development & Rationalisation		593.00
To Faculty Participation in International Conferences		1,10,118.00
To Centre for Management & Development Studies		36,000.00
To Computer Centre Infrastructure		325.00
To Centre for International Management Education - UNDP		1,277.00
To Management Centre for Human Values Expenses		757.00
To Rent, Rates and Taxes		5,868.00
To Suspense		40,413.38

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
Post Graduate Programme			9,200.00	
" Caution Deposit - Post Graduate Programme in General Management			18,155.00	
" Suspense Revenue Stamp			1,230.00	
" L I C Clearing			4,20,809.20	
" Clearing A/c. IIMC Staff Co-operative Credit Society Ltd.			17,12,816.70	
" Clearing A/c. Staff on Deputation			22,120.00	
" Clearing A/c. IIMC Employees' Union Subscription			328.00	
" Clearing A/c. LIC Group Savings Linked Insurance			2,95,175.00	
" Provident Fund Clearing			44,66,697.00	
" Liability for Income Tax			16,21,804.00	
" Liability for Income Tax - Contractor			42,254.00	
" Liability for Professional Tax			1,85,742.00	
" Unpaid Salary			1,77,671.18	
" Unpaid Overtime & Honoraria			37,268.50	
" Tuition Fees - PGP			87,500.00	
" Lodging Fees - PGP			1,200.00	
" Application Fees - Fellowship Programme			10.00	
" MDP Income			12,016.00	
" Consultancy Project Income			24,286.68	
" Extension Programme - Income			11,000.00	
" Transport - Income			867.26	
" Interest on Advance for Cycle, Scooter & Motor Car			1,600.00	
" Subscription for Decision			200.00	
" Misc. Income - Others			30,871.50	
" Misc. Income - Laser Printing			18.00	
" Interest on Advance for House Building			897.00	
" Placement Income			20,000.00	
By <u>CONSTRUCTION ACCOUNT</u>				
Land	3,20,424.00			
Hostel Buildings	10,845.00			
Administrative Buildings	33,916.00			
Library Building	88,516.00			
Residential Buildings	79,43,786.80			
MDP Complex	11,97,477.00			
Water Supply Installation	1,63,709.68			
Electrical Installation	3,46,225.58			
Boundary Walls	2,88,959.00			
Roads, Drains & Culverts	2,97,270.00			
Tubular Structure	15,293.00			
Advance Vendors	4,77,308.40			
Security Deposit	7,19,560.00			
Stock	3,40,774.77			
Teaching Block	59,00,282.00			
Computer Centre Maintenance	1,08,224.50			
Campus Maintenance	24,35,142.46			
Repairs & Renewals	1,19,422.00			
Library Maintenance	92,287.30			

RECEIPTS

Amount	
Rs.	P.

17,29,599.10

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MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1994

P A Y M E N T S		Amount Rs. P.	Amount Rs. P.
Bank Charges		425.00	
Contingencies		167.00	
Misc. Deposit		44,500.00	
Liability for Income Tax		4,92,085.00	
Liability for Sales Tax		<u>4,15,706.00</u>	
		2,18,52,306.49	
<u>Less</u>			
Instructional Building	5,166.00		
Hostel Buildings	<u>65,595.00</u>	<u>70,761.00</u>	2,17,81,545.49
By <u>Management Centre for Human Values</u>			
Building		11,78,282.25	
Stock		<u>7,50,000.00</u>	19,28,282.25
By <u>Expenses out of Imprest Funds</u>			
Postage - Petty Cash Franking		1,68,867.30	
Imprest Fund - Purchase & Transport		20,892.29	
Imprest Fund - General Administration		17,896.77	
Imprest Fund - Library		1,629.70	
Imprest Fund - Hostel Maintenance		5,241.00	
Imprest Fund - Electricity & Water Supply		495.76	
Imprest Fund - Placement		5,481.30	
Imprest Fund - PGP Office		16,764.03	
Imprest Fund - C A T		2,226.40	
Imprest Fund - M D P		500.00	
Imprest Fund - City Office		96,566.51	
Imprest Fund - Computer Centre		2,663.15	
Imprest Fund - Postage		<u>844.20</u>	3,40,068.41
By <u>Closing Balances :</u>			
<u>General Account</u>			
Cash in Hand			17,971.37
<u>Cash at Bank</u>			
Current A/c. with SBI, Main Branch		1,214.13	
Current A/c. with SBI, Joka Branch		1,39,504.57	
Current A/c. with SBI, Joka Branch, A/c. Decision		14,356.70	
Savings A/c. with SBI, Main Branch		20,94,858.05	
Savings A/c. with SBI, Joka Branch		80,70,625.45	
Savings A/c. with Alipore Post Office		<u>2,554.45</u>	1,03,23,113.35
By <u>Petty Cash</u>			
Postage Petty Cash Franking			17,149.75
By <u>CONSTRUCTION ACCOUNT</u>			
Cash in Hand		4,750.02	
<u>Cash at Bank</u>			
Current A/c. with SBI, Joka Branch		<u>16,406.58</u>	21,156.60
		Total	19,30,93,268.81

Sd/- Subir Chowdhury
Director

PROVIDENT FUND ACCOUNTS

DEBIT	Rs.	P.	CREDIT	Rs.	P.
P.F. Investment	2,59,04,000.00		IIMC CPF	1,71,53,670.81	
CPF Loan	4,82,619.00		IIMC GPF	1,26,81,619.96	
GPF Loan	6,35,261.00				
Bank	28,13,410.77				
	<u>2,98,35,290.77</u>			<u>2,98,35,290.77</u>	

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

MEMORANDUM INCOME & EXPENDITURE FOR THE YEAR ENDED 31ST MARCH, 1994

EXPENDITURE	Rs.	P.	INCOME	Rs.	P.
Interest on CPF Subscription	8,29,951.00		Interest Received from IIMC	28,99,536.00	
Interest on Contribution	8,18,899.00				
Interest on GPF Subscription	12,50,686.00				
	<u>28,99,536.00</u>			<u>28,99,536.00</u>	

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/- B.M. Bhattacharjee
Finance & Accounts Officer

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

RECEIPTS & PAYMENT A/C. FOR THE YEAR ENDED 31ST MARCH, 1994.

RECEIPTS	Rs.	P.	PAYMENTS	Rs.	P.
Opening Bank Balance	30,34,508.36		IIMC CPF	4,66,714.93	
IIMC CPF	13,90,518.00		IIMC-GPF	12,40,626.66	
IIMC GPF	19,96,511.00		CPF Loan	3,76,555.00	
CPF Loan	4,98,191.00		GPF Loan	5,61,450.00	
GPF Loan	6,35,138.00		P.F. Receivable	9,30,133.90	
P.F. Receivable	43,64,024.90		P.F. Investment	55,50,000.00	
			Bank Balance	38,13,410.77	
Total	<u>1,19,38,891.26</u>		Total	<u>1,19,38,891.26</u>	

Sd/- Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/- B.M. Bhattacharjee
Finance & Accounts Officer

Sd/- Subir Chowdhury
Director

**INDIAN INSTITUTE OF
PROVIDENT
BALANCE SHEET**

Liabilities	Rs.	P.	Rs.	P.	Rs.	P.
<u>IIMC Contributory Provident Fund :</u>						
<u>Subscription</u>						
As per last A/c.(92-93)	<u>71,02,204.74</u>		71,02,204.74			
Add : Addition during the year	13,86,076.00					
Interest	<u>8,29,951.00</u>					
	22,16,027.00					
Less : Withdrawal	<u>3,98,243.93</u>		<u>18,17,783.07</u>			
			89,19,987.81			
<u>Contribution</u>						
As per last A/c.(92-93)	<u>69,24,458.00</u>		69,24,458.00			
Add : Addition during the year	5,58,797.00					
Interest	<u>8,18,899.00</u>					
	13,77,696.00					
Less : Withdrawal	<u>68,471.00</u>		<u>13,09,225.00</u>			
			82,33,683.00		1,71,53,670.81	
<u>IIMC General Provident Fund</u>						
As per last A/c.(92-93)	<u>1,06,81,667.62</u>		1,06,81,667.62			
Add : Addition during the year	19,96,511.00					
Interest	<u>12,50,686.00</u>					
	32,47,197.00					
Less : Withdrawal	<u>12,47,244.66</u>		<u>19,99,952.34</u>		<u>1,26,81,619.96</u>	
	Total				<u>2,98,35,290.77</u>	

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

Assets	Rs.	P.	Rs.	P.	Rs.	P.
<u>P.F. Investment</u>						
As per last A/c.(92-93)			2,03,54,000.00			
Add : Investment during the year			<u>55,50,000.00</u>		2,59,04,000.00	
 <u>Contributory Provident Fund</u>						
As per last Account (92-93)	6,04,225.00					
Add : Payment during the year	<u>3,76,555.00</u>		9,80,810.00			
Less : Recovered			<u>4,98,191.00</u>		4,82,619.00	
 <u>General Provident Fund Loan</u>						
As per last Account (92-93)	7,15,567.00					
Add : Payment during the year	<u>5,61,450.00</u>		12,77,017.00			
Less : Loan Recovered			<u>6,41,756.00</u>		6,35,261.00	
Bank Balance					28,13,410.77	
Total					<u>2,98,35,290.77</u>	

Sd/- Subir Chowdhury
Director