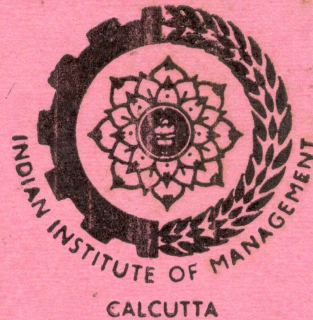


ANNUAL REPORT

1994-95



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027

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ANNUAL REPORT

1994-95



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
JOKA, DIAMOND HARBOUR ROAD,
Post Box No.16757, Alipore Post Office
Calcutta - 700 027.

I N D E X

1.	The Institute	1
2.	Society & the Board of Governors	1
3.	Objectives of the Institute	2
	A.1. Post-Graduate Programme in Management	3
	i) Admission	4
	ii) 31st Post-Graduate Programme (1994-96)	4
	iii) Educational Background of the 31st Batch of Students	4
	iv) Reservation for SC/ST candidates	5
	v) 32nd Post-Graduate Programme (1995-97)	5
	vi) Curriculum	5
	vii) Colloquia Series	6
	vii(A) Corporate Lecture Series	8
	viii) Financial Assistance, Scholarship & Prizes	9
	ix) Fees and Expenses	12
	x) System of Evaluation	12
	xi) The Passing Standard and the Diploma	12
	xii) Students' Participation	13
	xiii) Placement	13
	xiv) Extra Curricular Activities	15
	xv) Alumni Association	16
	A.2. Post-Graduate Programme in Computer Aided Management	17
	A.3 Fellowship Programme	19
	i) Admission	20
	ii) Programme Objectives	20
	iii) The Title	21
	iv) Ph.D. Recognition	21
	v) Eligibility for Admission	21
	vi) Outline of the Programme	22
	vii) Duration of the Programme	22
	viii) Fees	23
	ix) Financial Aid	23
	x) Residence	23
	xi) Placement	24
	xii) Course Requirements	24
	xiii) Summer Project	25

xiv)	System of Evaluation	25
xv)	The Comprehensive Qualifying Examination	25
xvi)	Evaluation of Thesis Proposal	26
xvii)	Thesis Examination Committee	26
A.4	Post-Graduate Certificate Course in General Management (PGCGM) and Post-Graduate Diploma in Business Management	26
i)	Programme Curriculum for PGDBM	27
ii)	Eligibility for Admission	29
iii)	Pedagogy	29
iv)	Alumni Association	30
B.	Training Programmes	30
i)	Management Development Programme	30
ii)	Extension Programmes	30
iii)	In-Company Training Programme	31
iv)	Training Programmes Sponsored by Government	31
C.	Research	31
i)	Centre for Management & Development Studies	31
D.	Activity Centres	
D1.	Programme in Rural Development	31
D2.	Centre for Studies in Public Enterprise Management (CSPEM)	32
D3.	Centre for Project Management	32
D4.	Centre for Studies and Research in Environment Management	32
D5.	Management Centre for Human Values	34
E.	Consultancy	34
F.	Publications	34
	Journal	34
	Working Papers	34

4.	Annual Convocation	35
5.	Computer Centre	35
6.	Seminars/Workshops/Conferences	37
7.	Other Professional Activities	38
8.	Library	38
9.	Campus Development	39
10.	Distinguished Guests and Visitors	40
11.	Faculty on Leave	40
12.	Faculty & other Senior Officers Retired	41
13.	Academic Administration	41
14.	Group Coordinators (As on 31.3.95)	42
15.	List of Faculty Members (As on 31.3.95)	43
16.	Visiting Faculty	45
17.	Honorary Distinguished Professors/Fellows	46
18.	Administration	46
19.	Future Plan	46
Annexure - I	List of Members of the Board of Governors as on March 31, 1995.	49
Annexure - II	PGP Admission 1986-96	53
Annexure - III	Candidates selected for Interview at different Centres for the 32nd Session of Post-Graduate Programme 1995-97	54
Annexure - IV	Educational background of PGP Students 1985-96	55

Annexure - V	List of Organisations where the PGP Students worked for their Summer Projects in May-June 1994	56
Annexure - VI	List of Optional Courses offered during 1994-95 for the Post-Graduate Programme	58
Annexure - VII	Details of Prizes Awarded to the 2nd year Students of the 30th Batch Post-Graduate Programme in Management on 19.8.94 based on their Performance in the 1st year	60
Annexure - VIII	Prizes awarded to Meritorious Students of the 30th Batch on completion of the 2-year PGP in Management at the Convocation held on 11-3-95	62
Annexure - IX	Statement of Honour Roll of 30th Batch and National Scholarship Holders ((1994-96)	63
Annexure - X	Placement Programme Sectoral Classification and Nature of Jobs over 5 years (1991-95)	64
Annexure - XI	Permanent Placement 1995 - Companies visiting the Campus for the first time	65
Annexure - XII	Details of the Permanent Placement, Organisationwise, during 1995.	66
Annexure - XIII	Salary Distribution of Permanent Placement 1995.	75
Annexure - XIV	Functional Areawise, classification of total job offers during the placement programme, 1995 and classification of job offers by type of industries.	76
Annexure - XV	Management Development Programmes 1994-95	77
Annexure - XVI	In-Company Training Programmes 1994-95	79
Annexure - XVII	Govt. Sponsored Training Programmes during 1994-95	81
Annexure - XVIII	Research Projects under CMDS (Sanctioned) during 1994-95	83

Annexure - XVIIIA	Research Projects under CMDS (Completed) during 1994-95	84
Annexure - XIX	Consultancy Projects undertaken/processed during 1994-95	85
Annexure - XX	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 1994-95	86
Annexure - XXI	Brief Account of other Professional Activities of the Faculty and Research Staff of the Institute during 1994-95	93
Annexure - XXII	Publication by the Faculty and Research Staff during the period from 1-4-94 to 31-3-95	118
Annexure - XXIII	List of Graduating Students - 1995	130
Annexure - XXIV	List of Students Awarded the Title of 'Fellow' in 1995	139
Annexure - XXV	List of Students who were awarded Post-Graduate Certificate in General Management at the 30th Convocation held on 11-3-95	140
Annexure - XXVI	List of Post-Graduate Programme Students in the Honour Roll of Indian Institute of Management Calcutta from 1st Batch to 30th Batch.	142
	Statement of Accounts (April 1, 1994 to March 31, 1995)	144

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYTHIRD ANNUAL REPORT (April 1, 1994 to March 31, 1995)

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 34th year on November 14, 1994. 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 3100 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. As a major effort in this direction, it has started from this year a new 2-year fully residential post graduate programme combining information technology and management, leading to the issue of Post Graduate Diploma in Computer Aided Management (PGDCM), equivalent to MBA. 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 part of the annual recurring and almost full non-recurring expenses of the Institute are provided by the Government of India.

A list of the members of the Society and the Board of Governors (as on March 31, 1995) 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 -- Post Graduate Programme in Computer Aided Management (equivalent to MBA)
- A.3 -- Fellowship Programme (equivalent to Ph.D.)
- A.4 -- Post Graduate Certificate Programme in General Management (PGCGM) (2-year non residential evening programme). Last Batch (14th) of students was admitted during the year. This Programme has been changed to a 3-year non residential evening post-graduate programme in Business Management (PGDBM) during the year (equivalent to MBA). Both the programmes are run together, as the subjects taught in the first 2 years are the same for both the programmes. No students would be admitted for PGCGM from the next Academic Year (1995-96).

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 31st session of the Programme began in July 1994.

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 3100 young managers have graduated from the Institute and are today occupying important positions.

A.1(1) Admission

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

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

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

and

- (ii) 50% marks in aggregate (45% for SC/ST candidates) in Bachelor's degree.

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

A.1(2) 31st Post Graduate Programme (1994-96)

Based on the performance in the Common Admission Test, 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. The students were selected on the basis of performance in the interviews also.

A.1(3) Educational background of the 31st Batch of Students

A study of the educational background of the students of the 31st Session (1994-96), who

are now in the second year reveals that 81.5% belonged to engineering stream and 18.5% 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.1(5) 32nd Session of Post Graduate Programme (1995-97)

The Common Admission Test (CAT) for selecting students for the 32nd session of the Post Graduate Programme (1995-97) commencing in June, 1995 was held on December 11, 1994 all over India in 19 Centres.

The 6 examination centres at Bhubaneswar, Calcutta, Guwahati, Hyderabad, Nagpur and Patna were under the control of IIMC.

The CAT (Written Test) was common for IIM Ahmedabad; IIM Bangalore; IIM Calcutta and IIM Lucknow.

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
Industrial Relations

Second Year

3 Compulsory Courses are offered in the Second Year :

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

In addition, the students are required to work on a project during the summer between the first and the second year of study. Summer Projects are meant for those students who have completed the First Year of the Post-Graduate Programme successfully. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the project report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. A list of Organizations where the Post-Graduate Programme students worked for their Summer Project in May-June 1994 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 1994-95. 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 1994-95

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	15.07.94	Shri R.C. Bhargava, CMD, Maruti Udyog	Drive to Excel : The Maruti Story
2.	12.08.94	Dr. Arjun Sengupta, Member Secretary, Planning Commission	Challenge of Economic Reforms

3.	22.08.94	Dr. Subhash Kamikar, ED, ICAAJ	Recent trends in Financial Management
4.	01.09.94	Prof. Tom Cannon, MD, MDE Services (UK) & Chairman, Gifford Ltd. (UK).	New Technologies & New Industries: the Challenges for Business
5.	10.11.94	Shri Arvind Jain, Director, Kaiser Aluminium & Chemical Corp., Texas (USA).	The World Aluminium Industry
6.	19.11.94	Panel discussion by - a) Sri A.N. Kolhatkar, Executive Director, Bombay Stock Exchange b) Sri Ravi Mohan, MD, CRISIL. c) Sri Bodhishawas Rai, Chairman-cum-M.D., Allahabad Bank. d) Sri Ajit Dey, Former President, Calcutta Stock Exchange e) Prof. A.P. Arora IIMC.	Will the Indian Markets evolve along the lines of the developed markets or will they acquire a character of their own.
7.	20.11.94	Shri Aditya Kashyap, MD, MOBAR Group.	Liberalisation and its impact on Indian Economy
8.	20.11.94	Shri Deepak Rudra, Chairman-cum-M.D., UCO Bank.	The future of Indian Capital Markets
9.	30.11.94	Shri U. Sengupta, Brooke Bond - Lipton	Developing New Brands
10.	2.12.94	Mr.H.J. Rensma President & CEO, Philips India	Corporate Turn around

11.	11.12.94	Mr. Stephen Wilberding M.D., Merrill Lynch India	India & International Capital Markets
12.	2.2.1995	Dr. Partha S. Ghosh International Manage- ment & Public Policy Consultant, Tokyo	Misuse of marketing and Repositioning it
13.	7.12.1995	Mr. Vijay Kamani Stock Broker	Capital Markets
14.	9.2.1995	Prof. Alok Ray IIMC	World Economic Events-94
15.	10.2.1995	Prof. Anup K. Sinha IIMC	Budget 1995 - Expectations

A.1(7)(A) : Corporate Lecture Series

The Institute arranged a Unilever sponsored Corporate Lecture Series for the students at the Campus. The series started on 25.9.94 and ended on 6.2.95 during which there were 12 lectures by different speakers on different topics. The details are as under :

<u>D a t e</u>		<u>S p e a k e r</u>	<u>S u b j e c t</u>
25.09.94		Mr. Eric Solberg, Peregrine India	Anatomy of International Fund Raising
27.11.94	a)	Mr. Vikram Saluja National Marketing Manager, P & G	International Marketing and Marketing Research in Brand Management
	b)	Mr. Shantanu Khosla, National Sales Manager, Procter & Gamble	
30.11.94		Mr. U. Sen Gupta, V.P. (Marketing), Brooke Bond-Lipton India	Developing New Brand Mixes
18.12.94		Mr. T.A. Sridharan, Executive Director, State Bank of India	Fund Raising

21.12.94	a) Mr. Joshipura, Regional Manager, HLL	Rural Sales & Distribution
	b) Mr. K.R. Chandrasekharan, Marketing & Sales Manager, Brooke Bond-Lipton India	
08.01.95	Mr. Srinivas, ICICI Securities	Emerging Instruments in the Financial Markets
20.01.95	Mr. Harish Manwani, Divisional Vice - President (Marketing), Hindustan Lever Limited	Managing Brand Equity
23.01.95	Mr. D. Shivkumar, Branch Manager (Madras), Brooke Bond-Lipton India	An Innovative Promotional Campaign
26.01.95	Mr. Lalit Sawhney, Head - Information Systems, Hindustan Lever Limited	I.T. in Marketing Information Systems & Supply Chain Management
01.02.95	Mr. B.V. Pradeep, Sr. Marketing Research Manager, Brooke Bond- Lipton India	Use of Market Research in Supporting Marketing Decisions
05.02.95	Mr. Andrew Bird, Marketing Manager, Brooke Bond-Lipton India	Relaunching Market Leaders - Kissan
06.02.95	Mr. Pramod Agarwal, Procter & Gamble	Corporate Finance - a Workshop

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

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

- i) Calcutta Management Association (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).
- xviii) M/s. P.D. Agarwal Foundation, Jaipur, sanctioned PDAF-TCI loan scholarship amounting to Rs.32,000/- each to two students.

During the year, the Institute also arranged loans to 53 needy students through Housing Development Finance Corporation Limited to enable them to meet the cost of educational expenses in the Institute.

A list of students who were awarded the above Scholarships during 1994-95 is given in Annexure-VII.

A statement containing the Honour Roll of the 30th Batch (1993-95) and National Scholarship Holders during 1994-95 is given in Annexure-IX.

A.1(9) Fees and Expenses

The 31st Batch of students (1994-96) are required to bear the following expenses :

Admission Fee	Rs. 500 (one time)
Tuition Fee	Rs.12,000 p.a.*
Accommodation Charges	Rs. 2,000 p.a.*
Association Fee	Rs. 200 p.a.
Course Materials Fee	Rs. 1,500 p.a.*
Computer Fee	Rs. 4,500 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.

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) Student's 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 1994-95 involved a stupendous task in view of the larger batch size of 211 students (compared to 1993-94 when the batch size was 181 students). Of these, two 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 1994-95 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 13th February, 1995, all the students got placed in five days time, during which 247 offers were made to 209 students by 52 companies. In view of this, 44 companies scheduled on the 6th day and onwards had to be informed about the unavailability of students.

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

- In the graduating batch, 132 students were fresh graduates while the remaining 81 (38%) had prior work experience ranging from 10 months to 126 months. Their academic background was predominantly technical with 172 Engineers (80.8%); 12 Commerce Graduates (5.6%); 12 Science Graduates (5.6%); and 17 Graduates (8%) from Humanities and other streams.
- 209 students availed of the placement service. Though the scheduled campus recruitment programme was from February 18 to February 26, 1995, all the 209 students received offers by the end of February 22, the fifth day.
- 44 companies could not participate in the placement programme due to the non availability of students beyond the fifth day.

- Out of 56 participating companies, 30 belonged to the private sector, 8 to the public sector and 18 were multinational corporations. Details in this regard are given in Annexures X and XII.
- Five new organisations visited the campus for the first time during this Placement Season. Details are in Annexure XI.
- 247 offers were made to 209 students in 5 days by 52 companies. 4 companies did not make any offers.
- Finance accounted for the maximum number of jobs offered (96) and accepted (79), followed by Marketing (85 offers - 70 accepted), Systems (26 offers - 23 accepted) and Consultancy (18 offers - 17 accepted). Banking, Advertising and Business Development were the other areas in which the students accepted the offers (22 offers - 20 accepted). Details are in Annexure XIV.
- The highest number of offers were made by Price Waterhouse Associates (they made 14 offers, 12 of which were accepted). The most prized offer was that of McKinsey, who selected 4 students and other notable offers included Procter & Gamble choosing 11 students, Asian Paints and CRISIL choosing 10 students each.
- The batch had 81 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.
- The average compensation packages this year showed a significant increase over those of the preceding years. The gross salaries ranged from Rs.84,000/- p.a. to Rs.5.00 lakhs p.a. The average gross salary this year was close to Rs.1,50,000/- p.a. as against Rs.1,00,000/- p.a. last year. The median salary, however, was Rs.1,40,000/- p.a. The increase in salary over the corresponding figures for last year was approximately 50%. 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 in 1993, TISCO donating Rs.1 lakh. This year Seagram and VST Industries were the sponsors.
- The companies who wanted to come for taking interviews for recruiting boys and girls in the first 2 days of the campus recruitment period were charged Rs.30,000/-, 3rd to 5th days Rs.20,000/- and, in addition, they were charged Rs.10,000/- for each student joining them after recruitment.

- Summer Placement this year was good despite the larger size of the 31st batch (289 students). The Summer Placement started in October'94 and complete by March'95. 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

A.1(14).1. 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. In literary and cultural activities, the students participate in various national competitions in debates, quizzes, music and other related activities. As apart 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.

A.1(14).2. The Investment Club of this Institute, a part of the IIMC Students Association, organised an Investment Fair - "Options - 1994" on the 19th and 20th November, 1994, at the Campus. The major features of this event were -

- a stock market simulation called Blue Chip, for students;
- a money and forex simulation called IFMEX for Corporates;
- a panel discussion;
- Guests lectures; and
- a Quiz on International Financial Markets for Corporates.

The panel discussion was on the 19th November, 1994, the theme of the discussion being - "will the Indian Markets evolve along the lines of the developed markets or will they acquire a character of their own." The panel consisted of -

- i) Shri A.N. Kolhatkar, Executive Director, Bombay Stock Exchange;
- ii) Shri Ravi Mohan, Managing Director, CRISIL and former Managing Director, OTCEI;
- iii) Shri Budhiswar Rai, Chairman-cum-Managing Director, Allahabad Bank and Chairman, Allbank Financial Services Limited and former Managing Director, SBI Fund Management;

- iv) Shri Ajit Dey, Member and former President of Calcutta Stock Exchange and Director, IFB Securities and Director, Cantor Capital, USA (Member NASDAQ).

Professor A.P. Arora, a faculty of the Institute, was the moderator. The panel discussion attracted a great deal of attention from the Media.

A.1(14).3. There were 3 Guest Lectures by eminent persons during the fair. The first lecture was on the 19th November, 1994 by Shri Deepak Nanda, Vice-President, Hinduja Finance, Bombay, the topic being "the future of Indian Capital Markets." The other two lectures were organised as a part of the Valedictory Function on 20th November, 1994, which was presided over by the Director, IIMC. The speakers were (a) Shri Deepak Rudra, IAS, Chairman-cum-Managing Director, UCO Bank who spoke on "Growth and Development of Financial Services in India" and Shri Aditya Kashyap, Director, MOBAR Group of Companies and a Member on IIMC Board, who spoke on "the opportunities for Indian Industry in the post liberalisation period."

A.1(14).4. Both the Stock Exchange and Moneys & Forex simulations were totally computerised and the trading was screen based. The Software for these simulations was designed and developed solely by the students, a commendable achievement by any standards. This is the first completely automated and screen based Moneys & Forex simulation ever organised by any management institute in the country which is a matter of pride for IIMC.

A.1(14).5. About a dozen corporates and roughly the same number of educational institutions participated in this fair.

A.1(14).6. Options' 94 is an attempt to reflect on our achievements in the money and capital markets in the context of the economic reforms with an aim to -

- promote an understanding of the sweeping changes in our money and capital markets among the student community - the managers of the future; and
- bring the industry and the academic together to discuss the key issues in the growth process to help to evolve the agenda for further integration of our capital markets with the global markets.

A.1.(15) Alumni Association

The Association consists of the Institute's alumni passing out 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.

A two-day Management Conference was organised in the Campus during August 20-21, 1994, to felicitate the first four batches of PGP students on completion of their 25 years of post graduation from the Institute. The meet aroused tremendous enthusiasm among the alumni as it was a unique occasion. 55 alumni of the first four batches joined the function with their spouses. Shri K.T. Chandy, Founder Director of the Institute, Shri Hiten Bhaya and Prof. R.P. Aiyar, Former Directors, Prof. Barun De, Prof. Gouranga Chattopadhyay, Prof. Kamini Adhikari, Prof. Dharni P. Sinha and Dr. M.B. Athreya, all former faculty members were present. The function had also the privilege of having the presence of Shri S.M. Datta, Chairman, Hindustan Lever and a member on our Board, Dr. Vinay Bharat-Ram, Chairman, DCM Group, Shri Avijit Mazumdar, Chairman, TIL Limited, and Padmashri Kiran Mazumdar, Chairman, Bio-con India Limited, Bangalore. Apart from felicitating the alumni and their spouses, the principal theme of the conference was to discuss "Changing Scenario of India and the World". There was also a Panel Discussion on the "Historic Mission of Indian MBAs and Contemporary Expectations". Each alumni with his wife present at the function was individually felicitated with a plaque momento and a participation certificate. This function was followed by cultural programme presented by the current students, which was well received. The function was on the whole a grand success and it is proposed to organise similar functions every alternate year. Prof. Ramanuj Majumdar, as Chairman (Alumni), coordinated the entire programme.

During 1994-95, 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. POST-GRADUATE PROGRAMME IN COMPUTER AIDED MANAGEMENT

There was a time when the Indian market had a majority of sellers who could sell any product with impunity knowing that the consumer had no choice. Nobody bothered about customer values, needs or wants. The aim was to sell, sell at any cost. Two magical words changed all that - Liberalization and Globalization. Suddenly the consumer was of paramount importance. Quality and competition was no longer something that just occurred abroad and the consumer now had a choice.

Businesses which have for so long operated in these conditions now have to face a host of foreign companies and MNCs who operate in terms of technology and services at a level far above the Indian context. The world is witnessing an unprecedented phenomenal growth in the fields of Information Technology and Communications. Deregulation, Globalization, fundamental breakthroughs in science and the strategic importance of Information Technology are blurring boundaries in a variety of industries.

Given this scenario of the business environment, Indian companies are rapidly trying to re-structure, re-engineer and re-organize themselves desperately in order to stay in the market. We are now standing at the verge of an Information revolution which will be so profound that existing industries - Education, Banking, Publishing, Tele-communications, Healthcare and others will be unrecognizably transformed. Technology is so pervasive that it is virtually meaningless to make distinction between Technology and Non-Technology businesses and industries - There are only Technology industries and this technology has now moved into the work-place, products and the market-place with astonishing speed and thoroughness. From being just a manager of people and resources today's managers need to manage Information Technology as well. Technology and its impact on Information services, communication and Networking are increasingly forcing more and more business-houses to look for a new breed of managers who can work effectively in this environment namely - the TECHNO-MBAs.

It is in response to this changing job requirements for managers in the use of IT, the management of information and the organizational requirements of management that the Indian Institute of Management Calcutta (IIMC) designed and started the Post-Graduate Diploma in Computer Aided Management (PGDCM) this year. This course integrates components of general and functional management with those of Information Technology.

In the first year of their study, students take up courses in Economics, Accounting, Behavioural Sciences, Statistics, Marketing, Personnel Management and Industrial Relations, Operations Research and Production Management. Other than this, they take up a few IT related courses like 4GL Software Tools, Data structures through C, Database Management Systems, Computing Environment, Foundations of Information Systems and Software Project Management. At the end of the first year, students do a summer project in function of their choice. In the second year the students take up courses in Strategic Management, Strategies for Information System Development, Indian Legal System, Data Communications and Networking, Software Project Management and choose from a list of electives. The electives may be from any area of functional management (such as Marketing, Finance, International Business, Strategic Management and Operation Management) and atleast three electives must be IT related. The IT related electives include Software Management and Marketing Databases, Artificial Intelligence and Information Systems for Management, Strategic Information Systems Development, DBTCA, Management Information Systems, OOPS, etc.

Twentynine students are in the first year of this Programme this year. The response to the course has been very encouraging and promising. Due to a smaller batch size there is a greater student - teacher interaction in the systems courses and the Programme has offered a fairly comprehensive coverage of various areas in management with special focus on IT. It has also offered ample opportunities to pursue interests other than IT which has made it more flexible.

The placements are common for both the PGDM and PGDCM students. Both can apply to any company and in any functional area. Along with PGDM students, PGDCM students also would be placed for Summer Training. Companies like Oracle, HCL-HP, Wipro and others have started specifically asking for profiles of PGDCM students. The first batch of PGDCM students will graduate in 1995-96 and they face a very promising job scene.

The students of the PGDCM programme are required to bear the following expenses :

Admission Fee	Rs. 500 (one time)
Tuition Fees	Rs.12,000 p.a.*
Accommodation Charges	Rs. 2,000 p.a.*
Course Materials	Rs. 1,500 p.a.*
Computer Charges	Rs.12,000 p.a.*
Library Fees	Rs. 7,200 p.a.*
Students Association Fee	Rs. 200 p.a.
Alumni Fees	Rs. 350 (one time)
Caution Deposit	Rs. 400 (one time)
Hostel/Mess Deposit	Rs. 1,500 (one time)

* Payable in 3 equal instalments at the beginning of each Term.

A.3. 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 twentyfifth 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 19 students who are at various phases of their course work/research in the Programme.

As of now 51 students have been awarded the title "Fellow of Indian Institute of Management". They are all gainfully employed in teaching, research, consultancy and other pursuits. Some have joined foreign universities for further studies.

A.3.(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.

A.3.(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.3.(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.3.(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.3.(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.3.(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.3.(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.3.(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.3.(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.3.(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.3.(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 the 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.3.(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.3.(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.3.(12) Course Requirements

A.3.(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.3.(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 the 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 of an advanced doctoral standard.

A.3.(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.3.(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.3.(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.3.(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.3.(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.

One student who completed all the requirements was awarded the title "**Fellow of IIMC**" in the Annual Convocation of the Institute held on 11.3.1995.

A.4. POST-GRADUATE CERTIFICATE IN GENERAL MANAGEMENT (PGCGM)/ POST GRADUATE DIPLOMA IN BUSINESS MANAGEMENT (PGDBM)

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.

39 students belonging to the 13th Batch were awarded "Post Graduate Certificate in General Management" in the Convocation held on 11.3.1995.

The programme was upgraded, through restructuring, with the approval of AICTE, during the year. The restructured programme, known as Post Graduate Diploma in Business Management (PGDBM), is part time, as the Post Graduate Certificate Programme in General Management (PGCGM), which PGDBM would totally replace from 1995-96 onwards. The duration of PGDBM is 3 years, as against 2 years in PGCGM. There are 10 Terms of 12 weeks each in the PGDBM programme (Terms I to VII, all Compulsory Courses presently being offered in PGCGM and Terms VIII-X, one course in each of the two chosen areas and one project), as against 7 Terms in PGCGM programme. PGDBM is recognised as equivalent to MBA, like the core PGDM Programme of the Institute. PGDM Programme is residential but PGDBM is non-residential.

The fees for PGDBM are Rs.5000/- per Term, payable at the beginning of each Term. In addition to Rs.5000/- payable at the beginning of the 1st Term, the candidate would have to pay Rs.500/- as Admission fee (the same as is being paid for PGCGM); Rs.350/- as Alumni Fee (new - same as for PGDM) and a Caution Deposit of Rs.400/- (against Rs.300/- being paid for PGCGM); same as for PGDM.

56 students were admitted for PGDBM which started in July 1994. In addition, 4 students were admitted for PGCGM (14th and last Batch). As the courses in the 1st 2years are same for both PGDBM and PGCGM, the classes for both PGDBM and PGCGM are held together.

A.4.(1) Programme Curriculum for PGDBM

In all, twentyone courses, one course in each of the two chosen areas 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 | <ol style="list-style-type: none">1. Mathematics for Management2. Principles of Economics3. Organizational Behaviour |
| Term II | <ol style="list-style-type: none">1. Statistics for Management2. Economic Development3. Organizational Structure and Administration |
| Term III | <ol style="list-style-type: none">1. Operations Research2. Marketing Management3. Financial and Cost Accounting |
| Term IV | <ol style="list-style-type: none">1. Production Management2. Marketing Research3. 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
- Term VIII**
- Course 1 in area 'A' *
 Course 1 in area 'B' *
 Project
- Term IX**
- Course 2 in area 'A' *
 Course 2 in area 'B' *
 Project
- Term X**
- Course 3 in area 'A' *
 Course 3 in area 'B' *
 Project

- NOTE :**
- 1.* In any given year, courses in only two areas (Say A and B) will be offered depending upon the interest of the majority of the second year students.
 2. Out of 6 courses to be offered during Terms VIII to X, 3 will be from one area (say area - A) while the remaining 3 will be from another (say area - B).
 3. Each Project which will be equivalent to 3 courses i.e. 9 credit will commence in Term VIII and continue through Term X under the supervision of a faculty member and will be regarded as specialised study and research in focused area of interest to the student concerned. At the end of Term VIII and IX, the Faculty Supervisor will assign a PASS (P) or FAIL (F) grade so as to effect a continuous monitoring of the work of the students; the final grade on the usual 9 point scale will be given by the Faculty Supervisor only after the completion of the work at the end of Term X based on a dissertation to be submitted by the concerned student on the work done over the preceding 3 Terms in the Project.

Essentially, therefore, a student would be required to attend 2 courses every Term so that he/she has adequate time to concentrate on the project work.

4. After completion of Term VII a student will have to complete requirements of Terms VIII - X within a span of 24 months. The students are normally required to take all the courses offered in the sequence outlined above. They have however the option to spread courses upto Term VII over a period not exceeding 3 years subject to the condition that such option may be exercised only after completion of the first three terms and with prior approval. Also a student will have the option of not registering for Terms VIII - X and in such case, he/she quits with his/her PGCGM.

A.4.(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.4.(3) 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.4.(4) 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 20 programmes were held with a total number of 381 participants. A list of the Programmes held is shown in (Annexure-XV).

B.2. 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 1994-95, 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	24.04.94 to 11.06.94	34	S/Shri Rahul Roy and Samir K. Sadhukhan
2.	Strategic Management	11.07.94 to 30.09.94	10	Prof. Syamal K. Ghosh
3.	Effective Management : New Dimensions	26.08.94 to 01.10.94	10	Dr. Tridib Chakraborty Dr Santwana Chowdhury

B.3. In-Company Training Programme

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

B.4. Training Programmes Sponsored by Government

During the year under review 8 Government Sponsored Training Programmes (2 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 1994-95, 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.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.

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 are to address the important global and the national concern for integrating critical environment dimensions in management of development as well as 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 Department of West Bengal and OECF of Japan is being finalised for training of manpower on environment management in the State. An International Conference on Environment & Health in Developing Countries was organised at the Campus, in collaboration with the State University of New York at Binghamton, New York, USA, during December 15-18, 1994, WHO, Geneva; The World Bank, Washington DC; UNDP, New York; School of Management and Institute of Global Cultural Studies, State University of New York, Binghamton; School of Public Health, John Hopkins University, Harvard University and other organisations cooperated in this effort.

D.4.(4) 75 leading Social Scientists, researchers, academics, professionals in Medical and Environmental Sciences, practitioners and activists, Government Planners, Administrators and Managers, NGOs etc. working in the real life Environment and Health participated in the Conference and deliberated on the following important themes :

- i) Sustainable Development, Environment and Health in Developing countries.
- ii) International Experiences on Policies and Strategies for Management of Environment & Health.
- iii) Population, Poverty, Environment and Health.
- iv) Air and Water Pollution and Health Hazards from Chemicals.
- v) Urban/Rural basic services and health and hygiene.
- vi) Socio-cultural Behavioural Impacts on Environment & Health.
- vii) Environment and Epidemiology.
- viii) Management of AIDS.
- ix) Participatory management of Environment & Health

D.4(5) The participants included 30 from abroad (USA, Kenya, South Africa, Nigeria, Sweden, England, Australia, Mexico, Brazil, Senegal, The Netherlands) and the rest (45) from India.

D.4(6) Nearly 80 papers were presented, which were by and large of high standard and well acclaimed. Prof. Rabin Ganguly and Prof. Manas Chatterjee, the Conference Organisers, are collaborating to bring out at least two edited Volumes on the papers contributed at the Conference.

D.4(7) The Conference deliberately avoided the release of any comprehensive Resolution as is the normal practice with such conference. It has instead set a time frame of 3 to 4 months within which the participants were to interact and coordinate between each other to formulate guidelines and policies meant for "Environmental and Health" related decision makers of the developing world. Following this, a Resolution paper would be issued and forwarded to the Governments of developing countries, international and UN Agencies and other concerned Groups.

D.4(8) The Conference was totally a self-financing event with the entire expenditure met from the prescribed registration fees.

D.4(9) The Conference, planned as one of the several world-wide follow up meetings since the 1992 UN Conference on "Environmental and development" at Rio-de-Janeiro, aimed at strengthening the global initiatives to ensure sustainable environmental protection and desirable health standards in the developing countries. For the Indian context, the meeting presented an important opportunity to articulate the problems related to Environment and Health and to collectively explore relevant policy alternatives and actions.

D.5. Management Centre for Human Values

D.5.(1) The Management Centre for Human Values (MCHV), which aims to enrich 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. It has made good progress and would be ready for occupation in a few months time. The donations received range from Rs.5 to Rs.25 lakhs offered by Sir Ratan Tata Memorial Trust, Coal India, Bhilwara, UTI, IOC, IPCL, Godrej & 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. An international Journal of Human Values is being published from this year. 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.

D.5.(2) Professor S.K. Chakraborty, Convenor of MCHV was given "The Best Teacher Award" by the Association of Indian Management Schools at their 6th Annual Management Education Convention held at the Management Development Institute, Gurgaon, during August 25-27, 1994.

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

Three issues of the journal, **DECISION** (Vol. 20, No. 4 and Vol.21, Nos. 1 and 2) were published.

WORKING PAPERS

During the year, Publications Division brought out 20 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 in a position to issue an increasing number of

Working Papers. The Division has 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.

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 (Vols.V & VI) and the Directory of Management on Rural Development (Vol.V) edited by Professor Madhu S. Mishra.

Publications by Faculty and Research Staff of the Institute during 1994-95 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Thirtieth Annual Convocation of the Institute was held on the 11th March, 1995. The Chief Guest was Dr. C. Rangarajan, Governor, Reserve Bank of India. Shri D. Bandyopadhyay, Chairman, Board of Governors of IIMC, presided over the function.

In this Convocation, 209 students of the Post Graduate Programme were awarded the Post Graduate Diploma. There were 177 boys and 32 girls among the graduating students. A list of such students is given in Annexure-XXIII. One Fellow student of the Institute was awarded the title "Fellow of IIMC".

Information about the student who got the 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 39 students (13th Batch - 1993-95) 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, Government of India, with assistance from UNDP, on 1.4.91. Computing 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 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 Computing 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 11, 1994, attended by thirtyfour executives.

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

5.5. The Centre has a class equipped with an Overhead Projector and PC Projector.

5.6. 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.

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

6. SEMINARS/WORKSHOPS/CONFERENCES

- i) Dr. Ansuman Bagchi, a faculty member at the Worcester Polytechnique Institute USA, delivered a lecture on "Diagnosing faculty Processors of massively parallel computing system" at the Campus on 29.7.94.
- ii) Dr. Jayabrata Ghosh, Associate Professor, Deptt. of MIS and Decision Sciences, University of Dayton, gave a seminar on "Maximum Diversity Problems" at the Campus on 5.8.94.
- iii) Dr. S. Kundu of the Deptt. of Computer Science, Louisiana State University, USA, as a Fulbright Visitor to the Institute, gave the following seminars :
 - a) Machine Learning, on 11.7.94;
 - b) Programmes Decision, Tress and Rules, on 18.7.94;
 - c) Fuzzy Rules, on 25.7.94; and
 - d) A Graph Theoretic Technique for analysing Rectangular Dissections, on 1.8.94.
- iv) Dr. Pallab Ranjan Paul of the University of Denver, USA, gave a seminar on "Product Bundling" at the Campus on 2.8.94.
- v) Dr. Rabi S. Bhagat, Professor of Organisational Behaviour and International Management at Memphis State University, Tennessee, USA, gave a seminar on "Coping with Stress" on 22.8.94.
- vi) Shri Arindam Banerji of State University of New York, Buffalo, gave a seminar on "Designing a Normative Retailer Pricing Model" in a "Promotion Intensive Environment" on 21.7.94 at the Campus.

- vii) Prof. Pinaki Chakraborti, Deptt. of Economics, North Bengal University, gave a seminar on "Technological Progress and Long Run Comparative Advantage".
- viii) Shri Saugata Mukherjee of Georgia Institute of Technology, Atlanta, USA, gave a seminar talk on "Interactive Information Visualisation" on 6.2.95 at the Campus.
- ix) Shri S.B. Budhiraja, President, Institute of Management Consultants of India, Bombay, gave a presentation on the activities of his Institute on 29.12.94.
- x) Dr. Abhijit Ghosh, Professor & Deputy Dean, New York University, USA, gave a seminar lecture on 20.12.94 on the "Role of Information Systems in Marketing : Current Trend".
- xi) Profs. Timothy Gantherat and Thu Jones, International Directors of Maharishi Corporate Development Programme, Holland, gave a seminar at the Campus on 7.2.95 on "Transcendental Meditation and Management with special reference to self development".
- xii) Prof. (Dr.) Hellmut Wollmann of Humboldt Universitaet, Berlin, gave a seminar on "Evaluation Research in Applied Social Sciences" at the Institute on 16.3.95. Dr. Hellmut is a Founding Member of the European Evaluation Society and at present a member of the Commission for the Study of Social and Political transition in East Germany. He is on the Editorial Board of "Leviathan" "Policy Sciences" and "Knowledge and Policy".
- xiii) Dr. Santanu Paul of University of Michigan, Ann Arbor, USA, gave a seminar talk on "The Design of Query Languages for Programme Databases" at the Institute on 24.3.95.
- xiv) The Institute played host to the 27th Convention of the Operational Research Society of India during December 20-22, 1994. The Convention was organised by the Operational Research Society of India in collaboration with the Institute. The proceedings were inaugurated by the Governor of West Bengal. The theme of the Conference was "OR and the Changing Environment".

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 123000 volumes of books and Bound Serials and fairly large population of reports, microforms and AV materials, the Library hold over 500 current journals

and some massive optical/electronic databases. During the year 850 books and 493 Nos. of bound volume of journals were added to its stock.

Database :

Library continued subscription to the CD-ROM product ABI/INFORM for the year. Acquisition formalities for several other databases, both foreign and India, were in process.

In-House Staff Development :

Several Officers and Senior Library Professionals attended a Workshop on "Human Values and Work Life" organised by the Institute during May 17-18, 1994.

Seminar/Conference :

During the year, the staff members participated in the 15th National Seminar of IASLIC at IIT, Bombay, during December 19-23, 1994.

Library Modernisation :

Procurement of a CD-ROM networking system on local area network was in progress. The revised version of MAITREYEE, the Library Management Package, was under installation.

Resource Sharing :

Library continued sharing resources with other Libraries, like other IIMs, NIBM etc.

Membership Service :

19 individuals and 5 institutions enrolled for Library Membership.

9. CAMPUS DEVELOPMENT

9.1. The work on super structure for the 10 storied Faculty Quarters is in progress. The building upto 5th floor which has been taken up in the first phase is expected to be completed by September 1995. The work on the building to accommodate the Management Centre for Human Values (MCHV), which will be financed with funds collected by way of donations from Public and Private Organisations, is in progress. The work on renovation of MDP Centre was completed during the year. The construction of a new 148 Bedded Students' Hostel has been taken in hand.

9.2. The Calcutta Telephones have completed the construction of the Exchange Building and the erection of a microwave tower in the area provided to them in the Campus. The Exchange has started functioning.

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.

9.4. A Memorandum of Understanding between IIMC and Kendriya Vidyalaya Sangathan for the transfer of 5 acres of land in the Campus on lease to them for setting up the Kendriya Vidyalaya was executed and registered on 5.5.94. In terms of this MOU, a deed for the transfer of land had also been executed.

10. DISTINGUISHED GUESTS AND VISITORS

- i) Prof. Jeffrey Sheehan and Jitendra V. Singh of Wharton School of the University of Pennsylvania, Philadelphia, USA, visited the Institute and gave a presentation about their school and shared their experience with curriculum change in their school in the last few years.
- ii) Prof. Dominique Xardel of Essec, France, visited the Institute on 28.6.94 and had discussion with Faculty.
- iii) A two member delegation from Germany (Mr. Gunther Schilling "Frankfurter Alegeime Zeitung" and Dr. (Mrs.) Monika Zimmermann, Editor-in-Chief "Dev Tegesspiegel" Berlin, visited the Institute on 21.2.95. They were the guests of the Govt. of India on tour to India covering India primarily from the economic angle for publication in their newspapers.
- iv) Dr. Mihir Desai, a Fulbright Scholar to India affiliated with the Delhi School of Economics and an MBA from Harvard Business School visited Campus during July 20-31, 1994 and presented seminar to PGP & FP students and Faculty on "how derivatives allow firms and financial institutions to manage the myriad risks they face in today's changing environment".
- v) Dr. Partha S. Ghosh, Internationally reputed Consultant based in Tokyo and Hony. Distinguished Fellow of this Institute visited Institute on 7.12.94 and had discussions with Director and Faculty.

11. FACULTY ON LEAVE

1. Prof. Anup K. Sen (upto 4.7.1994)
2. Prof. K.C. Bothra (full year)
3. Prof. Prajapati Trivedi (full year)
4. Prof. Nalinaksha Bhattacharya (from 16.8.1994)
5. Prof. M.P. Vithal (from 11.7.1994)
6. Prof. Ranjit K. Sau (from 15.1.95)

12. FACULTY AND OTHER SENIOR OFFICERS RETIRED

Shri S.R. Roy,
Administrative Officer (w.e.f. 31.1.1995)

13. ACADEMIC ADMINISTRATION

1. Chairman, Post Graduate Programme & Fellowship
Prof. Madhu S. Mishra
2. Chairman, Admissions
Prof. Manas Das
3. Chairman, Placement & Alumni
Prof. Ramanuj Majumdar
4. Chairman, Extension Programme & PGCGM
Prof. Syamal K. Ghosh
5. Chairman, Management Development Programme
Prof. M.N. Pal
6. Chairman, Computer Centre
Prof. Amitava Bagchi
7. Chairman, Consultancy
Prof. Bani K. Sinha
8. Chairman, Publications
Prof. Rahul Mukherjee
9. Chairman, Transport Advisory Committee
Prof. Madhu S. Mishra
10. Chairman, CMDS
Prof. Rahul Mukherjee
11. Convenor, Centre for Studies in Public Enterprises
Vacant
12. Convenor, Centre for Project Management Studies
Prof. Ranjan Ghosh
13. Convenor, Centre for Rural Development Management Programme
Prof. Madhu S. Mishra

14. **Convenor, Management Centre for Human Values**
Prof. S.K. Chakraborty
15. **Vice-Chairman, Library Committee**
Prof. Alok Ray
16. **Editor, DECISION**
Prof. Rahul Mukherjee
17. **Faculty Convenor**
Prof. H. Bhattacharya
18. **Convenor, IPC**
Prof. Ranjan Ghosh
19. **Provost**
Prof. Rabin Ganguly

14. GROUP COORDINATORS (AS ON 31.3.95)

- | | | | |
|----|--|---|---------------------------------|
| 1. | Economics | : | Prof. Anup K. Sinha |
| 2. | Environment | : | Prof. Raghavendra Chattopadhyay |
| 3. | Personnel Management
& 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. | Regional Development | : | Prof. Annapurna Shaw |
| 9. | Strategic Management | : | Prof. Sushil Khanna |

15. LIST OF FACULTY MEMBERS (AS ON 31.3.1995)

DIRECTOR

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

BEHAVIOURAL SCIENCES :

Prof. (Mrs.) Leena Chatterjee, M.A.(Delhi), Ph.D.(IIT, Kanpur)
Prof. Binod Kumar, M.A.(Patna), Ed.D.(Northern Illinois)
Prof. Amit Jyoti Sen, B.A.(Hons.)(Cambridge), Ph.D.(MIT)
Prof. B.N. Srivastava, M.A.(Lucknow), Ph.D.(IIT, Kanpur)

ECONOMICS :

Prof. Ranjit K. Sau, M.A.(Jadavpur), Ph.D. (Wayne State)
Prof. Amitava Bose, M.A.(Delhi), M.A., Ph.D.(Rochester)
Prof. Nirmal K. Chandra, B.A.(Cal.), M.Sc.(Econ.), Ph.D.(London)
Prof. Sudip Chaudhuri, M.A.(Cal.), Ph.D.(JNU)
Prof. Alok Ray, M.A.(Cal.), M.A., Ph.D.(Rochester)
Prof. V. Nagi Reddy, M.A.(Andhra), M.Stat., Ph.D.(ISI)
Prof. Anup K. Sinha, M.A.(Cal.), Ph.D.(Southern California)

ENVIRONMENT :

Prof. Raghendra 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.(MIT)
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 K. 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 (IIMA)

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 AND 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 Campaign)

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.

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

Prof. 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. HONORARY DISTINGUISHED PROFESSORS/FELLOWS

Prof. Amartya Sen, Lamont University Professor, Harvard University, USA
Prof. Suresh Srivastava, Weatherhead School of Management, Ohio, USA
Prof. Sumantra Ghoshal, London Business School, U.K.
Dr. Jati K. Sengupta, University of California, USA
Prof. J.K. Ghosh, President, International Statistical Institute.
Dr. Dipankar Chakravarti, College of Business & Public Administration,
The University of Arizona
Dr. Manas Chatterjee, Binghamton University, USA
Dr. Partha S. Ghosh, Consultant, Tokyo
Mr. Rajat Gupta, McKinsey & Company, Inc. Chicago
Dr. Deb Chatterji, Managing Director, The BOC Group, New Jersey, USA
Dr. Ashoke Ganguly, Director, Unilever Group, London

18. ADMINISTRATION

Shri B. Kar Gupta	:	Chief Administrative Officer (Acting)
Shri C.S. Ramanathan	:	Secretary to Board
Shri B.M. Bhattacharya	:	Finance & Accounts Officer
Shri Asoke Sen Gupta	:	Senior Administrative Officer
Shri S.B. Das	:	Executive Engineer
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

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; International 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.

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. The Institute has been privileged to have 7 world renowned academicians as its Hony. Distinguished Professors and 4 world renowned NRIs who have been highly successful in the Business World abroad as its Hony. Distinguished Fellows. Their names are given at page 46 of this Report. With their knowledge, experience and connections, they would, in the context of the current trend towards globalisation, help us in our activities to be a global player. They 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, whenever they come to India and could spare some time for the Institute.

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. One faculty member deputed under this Programme for an assignment with the Manchester Business School, U.K., for a period of about 6 months from January 1994 returned in June 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 March-May'95.

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

3. 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.

4. 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.

5. 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.
6. 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.
7. 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.
8. The Government 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. A scheme for financial support for the construction of a permanent building and facilities for the Environment Centre in the Campus and for meeting the recurring costs for the conduct of the Centre's activities has been drawn up and submitted to OECF, Japan.
9. The Institute continues to play a major role in assisting Indian Industry, Banks, financial institutions and public organisations through studies and consultancies.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1995**

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 M.C. Gupta,
Secretary to the Government of India,
Department of Industrial Development,
Public Enterprises & Company Affairs,
Udyog Bhavan,
New Delhi - 110 011.

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 - 700 091.
6. Dr. Pradeep Bhattacharya,
Director,
Administrative Training Institute,
Government of West Bengal,
Sector - III, FC Block, Salt Lake City,
Calcutta - 700 091.

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,
95, East Boring Canal Road,
Patna - 800 001.
11. Prof. A.K.N. Reddy,
President,
International Energy Institute,
25/5, Borebank Road,
Benson Town,
Bangalore - 560 046.
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.

F. A representative of the National Productivity Council of India

15. Shri P.G. Mankad,
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. Vacant
19. Vacant
20. Shri T. C. Dutt,
Election Commissioner,
State Election Commission,
18, Rowden Street
Calcutta - 700 019.
21. Shri K. L. Chugh,
Chairman,
I.T.C. Ltd.
Virginia House,
37, Chowringhee,
Calcutta - 700 071.

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

22. Dr. S. P. Kosta,
Vice-Chancellor,
Rani Durgavati Viswavidyalaya,
(Formerly University of Jabalpur),
Saraswati Vihar, Pachpedhi,
Jabalpur - 482 001.
23. Dr. Anuj K. Dhan,
E301, "Purvasa",
Ananda Lok Group Housing Colony,
Parpatganj, Mayur Vihar Phase I,
New Delhi - 110 091.

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. A.P. Arora,
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.

ANNEXURE II**POST GRADUATE PROGRAMME ADMISSIONS (1986-1996)**

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
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)
1994-96	25000	997 (3.9)	400 (1.6)

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

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 32ND SESSION OF PGP
1995-97**

Centre	General	S.C	S.T	Total
Bombay	184	35	17	236
Calcutta	122	23	11	156
Delhi	279	55	27	361
Madras	182	35	17	234
Total	767	148	72	987

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1985-1996)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
1985-87	18 (11.4)	10 (06.3)	12 (07.6)	112 (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
1994-96	20 (07.5)	15 (05.7)	14 (05.3)	215 (81.5)	264

Figures in parenthesis are percentages of the

**LIST OF ORGANISATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECTS IN MAY-JUNE 1994**

Sl. No.	Name of the Organization	No. of Students	Sl. No.	Name of Organization	No. of Students
01.	A. F. Ferguson & Co.	02	24.	H. R. Johnson (I) Ltd.	02
02.	ACC Limited	06	25.	Hindustan Thompson Asso.	01
03.	ANZ Grindlays Bank	08	26.	IFCI	01
04.	Asian Paints (I) Ltd.	04	27.	ICFAI Securities Research	40
05.	Bengal Chambers of Commerce	01	28.	ICICI	02
06.	Blow Plast Limited	04	29.	ICICI Securities	03
07.	Business Horizons Pvt. Ltd.	02	30.	IDBI	01
08.	Cadbury India Limited	01	31.	ITC Classic Finance	01
09.	California Software	05	32.	ITC Limited	06
10.	Chloride Industries	03	33.	ITW Signode (I) Ltd.	03
11.	Citibank	06	34.	India Securities Limited	01
12.	Clarion Advertising	01	35.	Indian Aluminium Co.	01
13.	Coats Viyella India Limited	02	36.	Indian Craft Village	01
14.	Colgate-Palmolive (I) Ltd.	02	37.	Indian Rayon Industries	01
15.	Countrywide Consumer	02	38.	Infosys Technologies	01
16.	Crompton Greaves	03	39.	Kotak Mahindra Finance Ltd.	05
17.	DSP Financial Consultants	01	40.	Lakme Limited	01
18.	Duncans Software Ltd.	02	41.	Larsen & Toubro Limited	01
19.	Export Import Bank	01	42.	Lintas India Ltd.	04
20.	Feedback Ventures	02	43.	MIRC Electronics Limited	04
21.	Godrej & Boyce Mfg. Co.	12	44.	Macmillan India Limited	01
22.	Godrej Soaps Pvt. Ltd.	04	45.	Marico Industries Limited	04
23.	Greaves Limited	01	46.	Marketing & Research	01

ANNEXURE V (Contd.)

Sl. No.	Name of the Organization	No. of Students	Sl. No.	Name of Organization	No. of Students
47.	Maruti Udyog Limited	02	71.	Tega India Limited	02
48.	NOCIL	01	72.	Titan Industries Limited	02
49.	Nestle India Limited	03	73.	Unileaver Group of Comp.	12
50.	Philips India Limited	07	74.	Unit Trust of India	01
51.	Price Waterhouse Associates	14	75.	Visaka Industries Limited	01
52.	Prime Securities Limited	02	76.	VCK Capital	01
53.	Procter & Gamble	03	77.	Wipro Corporation	05
54.	R. S. Software	04			
55.	RPG Enterprises	05			
56.	Rahul & Co.	03			
57.	Ramco Systems	05			
58.	Reckitt & Colman	01			
59.	Reliance Industries Limited	06			
60.	Reserve Bank of India	01			
61.	SBI Capital Markets	02			
62.	SBI Funds Management	03			
63.	SCICI Limited	01			
64.	SRF Finance	04			
65.	Seagram India	01			
66.	Shriram Industrial	06			
67.	SmithKline Beecham	01			
68.	TECS	02			
69.	TISL	06			
70.	Tata Tea Limited	01			

**LIST OF OPTIONAL COURSES OFFERED DURING 1994-95
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

1. Conflict & Negotiation
2. Management of Self in Organisation
3. Managing Strategically
4. Organisational Psychology
5. Organisation Structure and Design
6. Research Methodology
7. Organisation Development

Economics

1. Econometric Methods
2. International Economics
3. Demand Analysis and Forecasting
4. Economics of the Firm

Environment

1. Company Law and Practices
2. Politics of Development
3. Perspective of Post Modernism
4. Problems of Development Administration
5. Public Administration and Public Policy

Management Centre for Human Values

1. Ethics in Management Functions and Processes
2. Managerial Effectiveness and Human Values

Personnel Management and Industrial Relations

1. Human Resource Management : Policy and Strategy
2. Compensation Systems

Finance and Control

1. Management Control Systems
2. Working Capital Management
3. International Finance
4. Money and Capital Markets
5. Taxation in Business Decisions
6. Security Analysis & Portfolio Management
7. Corporate Financial Acctg.
8. Infrastructure Project Financing
9. Management Accounting
10. Commercial Banking
11. Management of Foreign Exchange
12. Strategic Cost Management
13. Corporate Disclosure Practices
14. Options, Futures & Swaps
15. Accounting Policy

Management Information Systems

1. Database Management Systems
2. MIS : The Strategic Dimension
3. Unix & C
4. Strategies for Information System Development
5. Large Scale System Modelling using System Dynamics
6. Object Oriented Programming and Systems
7. Select Aspects in Information Technology
8. Artificial Intelligence and Expert Systems
9. Database : Current Topics and Applications
10. Software Project Management
11. Data Communications and Networking
12. Artificial Intelligence Programming
13. Decision Support Systems
14. Data Structures and Algorithms

Marketing

1. Advanced Marketing Research
2. Sales & Distribution Management
3. Product Management
4. Consumer Behaviour
5. Industrial Marketing
6. Marketing of Financial Services
7. Marketing Finance Interface
8. Advertising Management
9. Marketing in Practice
10. International Marketing
11. Strategic Marketing
12. Advanced Industrial Marketing

Operations Management

1. Production and Inventory Control
2. Executive Decision & O.R.
3. Operations Research in Marketing
4. Materials Management
5. Management of International Operations
6. Quality Management
7. Project Management
8. Management of Technology
9. Quantitative Models for Management
10. Applied Problems/Models in Managerial Decision Making

Regional Development

1. Urban Management :
Issues and Strategies
2. Organisation for Multilevel Planning
3. Regional Development in India :
Structure, Process and Change
4. Environment Management :
Issues and Techniques

Sociology

1. Rural Marketing & Agricultural Structure
2. Seminar on Entrepreneurship
3. Professional Management and Indian Managers
4. Industry and Rural Society
5. Rural Development and Social Change
6. Qualitative Research
7. Seminar on Development Problems

Strategic Management

1. Management of Service Organisations
2. Strategic Repositioning & Corporate Restructuring
3. Managers & Acquisitions
4. International Management
5. Advanced Seminar in Strategic Management

ANNEXURE VII**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS
OF THE 30TH BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
ON 19TH AUGUST 1994 BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

<u>Reg. No.</u>	<u>Name of the Students</u>	<u>Name of the Prize</u>
141/30	Manish Bothra	Foundation to Aid Industrial Recovery Scholarship (FAIR)
287/30	Vipul Chandra	B.P. Poddar Merit Scholarship
380/30	V. Rakesh	T.T. Krishnamachari Silver Scholarship
329/30	Jammalamadaka V. Ramakant	Standard Chartered Bank Scholarship
330/30	Joseph R. Fernandes	BPL Prize
232/30	M. V. Ganesh	Sriram Smarak Nidhi Scholarship
265/30	Sandeep Achantani	India Carbon Scholarship
256/30	Rashi Vig (Ms.)	Citibank and T. T. Krishnamachari Silver Scholarship
144/30	Mukesh Khandelwal	Bank of America Scholarship
363/30	Shalabh Mohan	Bank of America Scholarship
186/30	Yogesh Upadhyaya	Hindustan Lever Scholarship and T.T. Krishnamachari Silver Scholarship
245/30	Niloy Laha	Hindustan Lever Scholarship and T.T. Krishnamachari Silver Scholarship
279/30	Sudhir Jain	Dr. K. Nath Public Trust Scholarship
147/30	Nitin Aggarwal	Dr. K. Nath Public Trust Scholarship

GLAXO MARKETING SCHOLARSHIP AND SILVER MEDAL :

141/30 Manish Bothra - For best performance in Marketing

CENTRAL BANK OF INDIA SCHOLARSHIP :

256/30 Rashi Vig (Ms.) - For best performance in Finance

PROCTER & GAMBLE PRIZE :

275/30 Soumitra Banerjee - For creditable academic performance
(Merit cum Means)

332/30 K. Sinduja (Ms.) - - Do -

ANNESURE VII (Contd.)

<u>Reg. No.</u>	<u>Name of the Students</u>	<u>Name of the Prize</u>
D. V. C. PRIZE :		
153/30	R. Ravindran	- For creditable academic performance
ITC PRIZE :		
210/30	Arindam Haldar	- For creditable academic performance (Merit cum Means)
347/30	Nirupama K. (Ms.)	- Do -
CITIBANK PRIZE :		
123/30	Bharucha Freddy Percy	- For leaders students excellence programme
329/30	Jammalamadaka V. Ramakant	- Do -
276/30	Subash V. N.	- Merit-cum-Means Prize
337/30	Karkera Kiranraj Karunakar	- Merit-cum-Means Prize
INDIAN ALUMINIUM PRIZE :		
328/30	Jaijit Bhattacharyya	- Merit-cum-Means
BENGAL CHAMBER OF COMMERCE SILVER MEDAL :		
287/30	Vipul Chandra	- For excellence in Personnel Management and Industrial Relations.
380/30	V. Rakesh	- Do -

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 30TH BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 11.3.95**

Manish Bothra (141/30)	:	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.
Vipul Chandra (287/30)	:	1) Dr. B. C. Roy Silver Medal 2) Dr. B.S. Dua Memorial Prize for 2nd rank holder 3) Citibank Excellence Award for Academic performance and leadership 4) Name in the Institute's Honour Roll
J. V. Ramakant (329/30)	:	1) Damodar Valley Corporation Prize 2) Name in the Institute's Honour Roll
V. Rakesh (380/30)	:	1) Name in the Institute's Honour Roll
Joseph R. Fernandes (330/30)	:	1) Name in the Institute's Honour Roll
Niloy Laha (245/30)	:	1) Citibank Award MOM Scholarship
Vivek Agarwal (184/30)	:	1) Dr. B.S. Dua Memorial Prize for Organisational ability
Lakshmanan Narayan (135/30)	:	1) Dr. B.C. Roy Memorial Prize for most outstanding contribution to Campus life.
George Mathew (224/30)	:	1) Pawan Tyagi Prize for best sportsman of the year
G. Prashanth Nayak (223/30)	:	1) Bharat Chamber of Commerce Medal for most balance and progressive outlook on Management Problems.
Arindam Halder (210/30)	:	1) Glaxo Marketing Scholar for best student in Marketing

**STATEMENT OF HONOUR ROLL OF THE 30TH BATCH
(1993-95)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
141/30	Manish Bothra	7.97	1st
287/30	Vipul Chandra	7.89	2nd
329/30	J.V. Ramakant	7.71	3rd
380/30	V. Rakesh	7.69	4th
330/30	Joseph R. Fernandes	7.63	5th

NATIONAL SCHOLARSHIP HOLDERS 1994-96

First Year	Batch - 31st	4 Students
Second Year	Batch - 30th	5 Students

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION
(Over Five Years 1991-95)

PARTICULARS	PUBLIC					PRIVATE					TOTAL				
	1991	1992	1993	1994	1995	1991	1992	1993	1994	1995	1991	1992	1993	1994	1995
Permanent Placement	037	028	026	039	042	119	087	086	132	167	156	115	112	171	209
Summer Placement	022	009	019	017	018	146	119	108	165	251	168	128	127	182	269

PLACEMENT PROGRAMME : NATURE OF JOBS
(over five years 1991-95)

Type of Organisation	1991	1992	1993	1994	1995
Banking /Finance	038	030	033	063	068
Consumer Products	038	026	029	043	047
Chemical/Pharma/Fertilizer	001	000	000	004	015
Engineering/Energy	020	017	009	020	006
Textile	003	003	002	001	002
Automobile	015	009	004	006	000
Computer/Systems	031	009	029	016	019
Consultancy	004	009	006	009	032
Advertising	004	002	000	009	003
Other Services	002	010	000	000	017
	—	—	—	—	—
	156	115	112	171	209
	—	—	—	—	—

**PERMANENT PLACEMENT - 1995
COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME**

<u>Sl.No.</u>	<u>Name of Organisation</u>	<u>Primary Business Area</u>
1.	Godrej GE	Consumer Products
2.	ICICI Securities	Finance
3.	Infosys Technologies	Systems
4.	Oracle Software	Systems
5.	Tata Strategic Management Group	Consultancy

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1995**

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
001.	349/30	P.N. Viswanathan	A.F. Ferguson & Co.	Consultancy
002.	105/30	Aniruddha Damkey	A.F. Ferguson & Co.	Consultancy
003.	143/30	Mohit Tripathi	A.F. Ferguson & Co.	Consultancy
004.	149/30	Pankaj Kumar Sharma	A.F. Ferguson & Co.	Consultancy
005.	236/30	Mahinsh Hedao	A.F. Ferguson & Co.	Consultancy
006.	331/30	Joseph Varghese	A.F. Ferguson & Co.	Consultancy
007.	269/30	Satya P.Bhavaraju	A.F. Ferguson & Co.	Consultancy
008.	108/30	Arnab Sengupta	ANZ Grindlays Bank	Marketing
009.	128/30	Jai Zende	ANZ Grindlays Bank	Marketing
010.	166/30	Sanjeet Kaur	ANZ Grindlays Bank	Finance
011.	187/30	Neha Zobalia	ANZ Grindlays Bank	Finance
012.	237/30	Manoj Sharma	ANZ Grindyals Bank	Marketing
013.	276/30	V.N. Subash	ANZ Grindlays Bank	Finance
014.	365/30	Shishir Vyas	ANZ Grindlays Bank	Marketing
015.	355/30	Rudraprasad Kundu	ANZ Grindlays Bank	Marketing
016.	328/30	Jaijit Bhattacharya	Arthur Andersen	Consulting
017.	127/30	Girish Tutakne	Arthur Andersen	Consulting
018.	161/30	S.S. Rajan	Arthur Andersen	Consulting
019.	235/30	Manish Sinha	Arthur Andersen	Consulting
020.	165/30	Nirav Sampat	Asian Paints (I) Ltd.	Systems
021.	324/30	Hariharan Krishnan	Asian Paints (I) Ltd.	Operations
022.	274/30	Shashank Shekhar	Asian Paints (I) Ltd.	Marketing

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
023.	205/30	Ananth Nayak	Asian Paints (I) Ltd.	Finance
024.	352/30	Rajesh Balachandran	Asian Paints (I) Ltd.	Systems
025.	168/30	Sourish Chaudhuri	Asian Paints (I) Ltd.	Systems
026.	106/30	Anuj Singh	Asian Paints (I) Ltd.	Marketing
027.	141/30	Manish Bothra	Bank of America	Banking
028.	279/30	Sudhir Jain	Bank of America	Banking
029.	202/30	Aditya Agrawal	Bank of America	Banking
030.	306/30	Amit Khattar	Bank of America	Banking
031.	209/30	Anuttaman Misra	Blow Plast Ltd.	Finance
032.	367/30	Siddhartha Mukherjee	Cadbury India Limited	Marketing
033.	142/30	Manu Parashar	Cadbury India Limited	Marketing
034.	332/30	K. Sinduja	Citibank N.A.	Finance
035.	171/30	Sudhir Goel	Citibank N.A.	Finance
036.	103/30	Alok Rastogi	Citibank N.A.	Finance
037.	315/30	Biju Potty	Citibank N.A.	Finance
038.	310/30	Aniruddha Paul	Citibank N.A.	Banking
039.	287/30	Vipul Chandra	Citibank N.A.	Finance
040.	256/30	Rashi Vig (Ms)	Citibank N.A.	Finance
041.	220/30	Deepak Sachdeva	Citicorp Overseas Software Ltd.	Systems
042.	263/30	Sameer Gupta	Coats Viyella India Ltd.	Marketing
043.	180/30	Vineesh Chadha	Coats Viyella India Ltd.	Marketing
044.	162/30	S. Shankar	Colgate-Palmolive (I) Ltd.	Finance
045.	109/30	Ashish Bhide	Colgate-Palmolive (I) Ltd.	Marketing
046.	248/30	Pranav Thakur	Colgate-Palmolive (I) Ltd.	Marketing

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
047.	210/30	Arindam Halidar	Colgate-Palmolive (I) Ltd.	Marketing
048.	140/30	Manish Kumar	Colgate-Palmolive (I) Ltd.	Finance
049.	160/30	Ritesh Maheshwari	CRISIL	Finance
050.	174/30	Sumit Kumar Gupta	CRISIL	Finance
051.	181/30	Vineet Dhamija	CRISIL	Finance
052.	186/30	Yogesh Upadhyaya	CRISIL	Finance
053.	234/30	Manish Kumar	CRISIL	Finance
054.	314/30	Meenal Bhosale (Ms)	CRISIL	Finance
055.	334/30	Navin Kalani	CRISIL	Finance
056.	343/30	Manish Agarwal	CRISIL	Finance
057.	378/30	Utpal Guha	CRISIL	Finance
058.	224/30	George Mathew	CRISIL	Finance
059.	203/30	Amar Kumar	DSP Financial Consultants Ltd.	Finance
060.	270/30	Saurabh Agrawal	DSP Financial Consultants Ltd.	Finance
061.	339/30	L.C.V. Raja	Essar Gujarat Limited	Marketing
062.	301/30	A.V. Venkat Raman	Essar Gujarat Limited	General
063.	318/30	Deven Kapoor	Essar Gujarat Limited	Finance
064.	226/30	K. Venkataraman	Essar Gujarat Limited	Finance
065.	351/30	Amitkumar Parmar	Export Import Bank of India	Finance
066.	312/30	Ashish Kumar Wahi	Export Import Bank of India	Finance
067.	278/30	Sudatta Mandal	Export Import Bank of India	Finance
068.	214/30	Avnit Kumar Arora	Export Import Bank of India	Finance
069.	118/30	Dhirendra Kumar Hota	Export Import Bank of India	Finance
070.	317/30	Deepak Malik	Feedback Ventures	General

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
071.	144/30	Mukesh Khandelwal	Feedback Ventures	General
072.	370/30	Suggu Kiran Kumar	Godrej & Boyce Mfg. Co. Ltd.	Finance
073.	116/30	Bibhash Biswas	Godrej & Boyce Mfg. Co. Ltd.	Marketing
074.	357/30	S. Suresh	Godrej & Boyce Mfg. Co. Ltd.	Marketing
075.	375/30	M. V. Surendrenath Reddy	Godrej & Boyce Mfg. Co. Ltd.	Marketing
076.	159/30	Ratish Kumar Nair	Godrej & Boyce Mfg. Co. Ltd.	Marketing
077.	277/30	Subrat Pani	Godrej GE	Marketing
078.	344/30	Mohd. Shoeb Aftab	Godrej GE	Marketing
079.	364/30	Shamik Nag	Godrej Soaps Pvt. Ltd.	Operations
080.	111/30	Abhijit Mandal	Godrej Soaps Pvt. Ltd.	Operations
081.	112/30	Baibhab Biswas	Godrej Soaps Pvt. Ltd.	Marketing
082.	183/30	Prashant Vitankar	Godrej Soaps Pvt. Ltd.	Marketing
083.	182/30	Vishal Gupta	HCL Ltd.	Marketing
084.	110/30	Ashish Kumar Gupta	HCL Ltd.	Marketing
085.	134/30	Kaushik Ghosh	HCL Ltd.	Marketing
086.	137/30	Leemon	HCL Ltd.	General
087.	169/30	R. Sriram	HCL Ltd.	Systems
088.	259/30	S. Ramachandran	HCL Ltd.	Systems
089.	268/30	Sandeep Kumar Kalra	HCL Ltd.	Marketing
090.	281/30	P. Sundararajan	HCL Ltd.	Systems
091.	164/30	Sai Vandana (Ms)	HCL Ltd.	Systems
092.	338/30	Ajit Ketkar	ICICI Ltd.	Finance
093.	368/30	Suchismita Satpathy (Ms)	ICICI Ltd.	Finance
094.	380/30	V. Rakesh	ICICI Ltd.	Finance

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
095.	354/30	S. Ravi	ICICI Ltd.	Finance
096.	347/30	Nirupama Kothandaraman (Ms)	ICICI Ltd.	Finance
097.	321/30	Gautam Samanta	ICICI Ltd.	Finance
098.	253/30	Rajesh Raman	ICICI Securities & Finance Co.	Finance
099.	148/30	Padmanabh Sinha	ICICI Securities & Finance Co.	Finance
100.	114/30	Bhupinder Singh Ahuja	ICICI Securities & Finance Co.	Systems
101.	104/30	Aniruddha Dange	ICICI Securities & Finance Co.	Finance
102.	206/30	Anupam Mittal	Infosys Technologies Ltd.	Systems
103.	231/30	M. V. Ramakrishnan	ITW Signode India Ltd.	Marketing
104.	131/30	K. Gopinath	Johnson & Johnson Limited	Marketing
105.	124/30	G. R. Ganapathy	Kotak Mahindra Finance Ltd.	Finance
106.	247/30	Pramadwathi Jandhyala	Kotak Mahindra Finance Ltd.	Finance
107.	366/30	Shivangi Nadkarni (Ms)	Kotak Mahindra Finance Ltd.	Marketing
108.	371/30	Sumeer Toteja	Kotak Mahindra Finance Ltd.	Marketing
109.	099/29	Subhra Ranjan Mishra	Kotak Mahindra Finance Ltd.	Marketing
110.	305/30	Amardeep Udeshi	Lintas India Limited	Advertising
111.	225/30	Harpreet Singh	Lintas India Limited	Advertising
112.	158/30	Randeep Rai Singh	Lintas India Limited	Advertising
113.	211/30	Aseem Mathur	Marico Industries Ltd.	Marketing
114.	373/30	Sunil Viswanathan	Marico Industries Ltd.	Finance
115.	147/30	Nitin Aggarwal	McKinsey & Company	Consulting
116.	330/30	Joseph Fernandes	McKinsey & Company	Consulting
117.	155/30	Rahul Sood	McKinsey & Company	Consulting
118.	329/30	J.V. Ramakant	McKinsey & Company	Consulting

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
119.	150/30	Pankaj M. Ukey	Nestle India Limited	Systems
120.	178/30	Vikas Ahuja	Nestle India Limited	Marketing
121.	285/30	Yogita Verma (Ms)	Nestle India Limited	Marketing
122.	345/30	Navneet Arora	Nestle India Limited	Finance
123.	361/30	Neela Saldanha (Ms)	Nestle India Limited	Marketing
124.	327/30	Jagdish Iyer	Peregrine Capital Limited	Marketing
125.	139/30	M.A. Suresh	Peregrine Capital Limited	Finance
126.	240/30	Milind Dalal	Philips India Limited	Marketing
127.	336/30	Sanjeev Kamble	Philips India Limited	Marketing
128.	233/30	Mahesh Kanago	Philips India Limited	Marketing
129.	271/30	Seema Abraham (Ms)	Philips India Limited	Marketing
130.	362/30	Sanjay Srivastava	Philips India Limited	Marketing
131.	102/30	Aditya Shankar Srivastava	Price Waterhouse Associates	Finance
132.	245/30	Niloy Laha	Price Waterhouse Associates	Systems
133.	172/30	Sujoy Banerjee	Price Waterhouse Associates	Finance
134.	005/90	Indraneel Banerjee	Price Waterhouse Associates	Systems
135.	348/30	P. Mahesh	Price Waterhouse Associates	Systems
136.	337/30	Kiranraj Karkera	Price Waterhouse Associates	Finance
137.	280/30	Sumana Ray (Ms)	Price Waterhouse Associates	Finance
138.	260/30	S. Srikanth	Price Waterhouse Associates	Finance
139.	246/30	Parthasarathi Ray	Price Waterhouse Associates	Systems
140.	242/30	Nalluri Srimouli	Price Waterhouse Associates	Systems
141.	216/30	Bhaskardipta Bhattacharjee	Price Waterhouse Associates	Systems
142.	177/30	Varun Gupta	Price Waterhouse Associates	Finance

ANNEXURE XII.(Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
143.	307/30	Amit Rajpal	Prime Securities Limited	Finance
144.	326/30	Indraneel Banerjee	Procter & Gamble India Ltd.	Marketing
145.	244/30	Ajit Nayak	Procter & Gamble India Ltd.	Marketing
146.	335/30	Prasad Kale	Procter & Gamble India Ltd.	Systems
147.	275/30	Soumitra Banerjee	Procter & Gamble India Ltd.	Operations
148.	175/30	Turlapati Satish	Procter & Gamble India Ltd.	Finance
149.	151/30	Vijay Patwardhan	Procter & Gamble India Ltd.	Operations
150.	123/30	Freddy Bharucha	Procter & Gamble India Ltd.	Marketing
151.	249/30	Rahul Mehrotra	Reckitt & Colman of India Ltd.	Marketing
152.	376/30	Tanuj Suri	Reckitt & Colman of India Ltd.	Marketing
153.	153/30	R. Ravindran	Reliance Industries Limited	Systems
154.	115/30	Sanjay Bibekar	Reliance Industries Limited	Finance
155.	204/30	Amitabh Mudaliar	Reliance Industries Limited	Marketing
156.	346/30	Niraj Joshi	Reliance Industries Limited	Operations
157.	341/30	Madhuchhanda (Ms)	Reliance Industries Limited	Finance
158.	333/30	K.S. Krishnan	Reliance Industries Limited	Marketing
159.	286/30	Vikram Bhalchandra	Reliance Industries Limited	Marketing
160.	138/30	Lilian Jessie Paul (Ms)	Reliance Industries Limited	Marketing
161.	201/30	Aditi Ghosh (Ms)	RPG Enterprises Limited	Marketing
162.	170/30	Subrata Roy	RPG Enterprises Limited	Finance
163.	350/30	Anand Parameswaran	RPG Enterprises Limited	Marketing
164.	264/30	Samir Garg	SBI Capital Markets Limited	Finance
165.	325/30	Harsh Gupta	SBI Capital Markets Limited	Finance
166.	266/30	Sandeep Chopra	SBI Capital Markets Limited	Finance

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
167.	222/30	Deepesh Pandey	SBI Fund Management Limited	Finance
168.	119/30	D. Rama Rao	SBI Fund Management Limited	Marketing
169.	117/30	Kedar Bijurkar	SBI Fund Management Limited	Marketing
170.	221/30	Deepak Sharma	SCICI Limited	Finance
171.	340/30	Lovekesh Dev	SICIC Limited	Finance
172.	125/30	S. Gayathri (Ms)	SCICI Limited	Finance
173.	156/30	Rajeev Arora	SCICI Limited	Finance
174.	120/30	Dwaipayan Bose	Seagram India Pvt. Ltd.	Operations
175.	218/30	Pallavi Deb Burman (Ms)	Seagram India Pvt. Ltd.	Marketing
176.	353/30	Rajnish Sapra	Shriram Financial Services Limited	Finance
177.	302/30	Abhishek Sharma	Shriram Financial Services Limited	Finance
178.	382/30	Vasudev J.	SRF Finance Limited	Finance
179.	179/30	Vinay Kumar Prasad	SRF Finance Limited	Finance
180.	184/30	Vivek Agarwal	SRF Finance Limited	Finance
181.	304/30	Ajit Goswami	Standard Chartered Bank	Banking
182.	363/30	Shalabh Mohan	Standard Chartered Bank	Finance
183.	223/30	Prashanth Nayak	Tata Administrative Services	General
184.	309/30	Aneek Vikram Das	Tata Information Systems Limited	Marketing
185.	212/30	Ashish Jasuja	Tata Information Systems Limited	Systems
186.	252/30	Rajeev Kabra	Tata Information Systems Limited	Marketing
187.	272/30	Shankha Ghose	Tata Information Systems Limited	Systems
188.	167/30	Sankarson Banerjee	Tata Information Systems Limited	Systems
189.	232/30	M.V. Ganesh	Tata Strategic Management Group	Consulting
190.	208/30	Anurag Dwivedi	Tata Strategic Management Group	Consulting

ANNEXURE XII (Contd.)

Sl.No.	Reg.No.	Name of the Students	Name of the Organization	Area
191.	356/30	S. Balamurugan	Titan Industries Limited	Marketing
192.	258/30	Rohit Lal	Titan Industries Limited	Marketing
193.	228/30	Kasina Sreenivasa Kumar	Titan Industries Limited	Systems
194.	113/30	Bhavdeep Singh	Titan Industries Limited	Marketing
195.	227/30	Kapil Sharma	Titan Industries Limited	Marketing
196.	261/30	Rahul Saighal	Unilever Group of Companies	Marketing
197.	207/30	Anurag Dahiya	Unilever Group of Companies	Marketing
198.	265/30	Sandeep Achantani	Unilever Group of Companies	Marketing
199.	369/30	Sudhir Singh	Unilever Group of Companies	Marketing
200.	383/30	Vikram Singh Grover	Unilever Group of Companies	Marketing
201.	163/30	Sachin Dalal	Unit Trust of India	Finance
202.	136/30	Lakyntina Lyngdoh (Ms)	Unit Trust of India	Finance
203.	283/30	Bhanuvilas Suryawanshi	Unit Trust of India	Finance
204.	319/30	E.N. Ashwin Kumar	Unit Trust of India	Finance
205.	323/30	Gyanlata Kojur (Ms)	Unit Trust of India	Finance
206.	230/30	Mathew Kurian	Unit Trust of India	Finance
207.	135/30	Lakshmanan Narayan	Wipro Corporation	Marketing
208.	157/30	Kunal Ramteke	Wipro Corporation	Marketing
209.	154/30	R. Raghuram	Wipro Corporation	Marketing

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1995

Annual Salary

Highest	Rs. 5,00,000
Lowest	Rs. 84,000
Average	Rs. 1,48,000

ANNEXURE XIV

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 1995**

<u>Functional Area</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Finance	96	79
Marketing	85	70
Systems	26	23
Consultancy	18	17
Operations	07	06
Banking	07	06
Advertising	03	03
Business Development	05	05
	<hr/>	<hr/>
	247	209
	<hr/>	<hr/>

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industries</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Advertising	03	03
Banking & Finance	81	68
Chemical/Pharmaceutical/Fertilisers	18	15
Computers/Systems	20	19
Consumer Products	58	47
Consultancy	35	32
Engineering/Energy	10	06
Textiles	04	02
Others Services	18	17
	<hr/>	<hr/>
Total	247	209
	<hr/>	<hr/>

Sectorwise Job Officers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	48	42
Private Sector	199	167
	<hr/>	<hr/>
	247	209
	<hr/>	<hr/>

MANAGEMENT DEVELOPMENT PROGRAMMES 1994-95

Sl. No.	Title of the Programme	Date	Venue	No. of Participants	Programme Director(s)
1.	Quantitative Decision-making in Financial Management	04-07-94 to 08-07-94	Tata Hall	12	Prof. N. Bhattacharya Prof. N. Chakravarti
2.	Total Quality Management	05-09-94 to 10-09-94	Tata Hall	14	Prof. B.Sarkar
3.	Software Project Management : Delivering reliable Software on time, whinin budget	12-09-94 to 17-09-94	Tata Hall	07	Prof. Subir Bhattacharya Dr. Rahul Roy
4.	Managerial Leadership and Conflict Resolution	07-09-94 to 14-09-94	Tata Hall	25	Prof. B.N. Srivastava
5.	Strategic Cost Management	19-09-94 to 21-09-94	Tata Hall	23	Prof Mousumi Ghosh
6.	Managerial Decision Making	26-09-94 to 30-09-94	Tata Hall	08	Prof. Ashish K. Chatterjee Prof. Leena Chatterjee
7.	Human Resource Management for Non-Personnel Exectuvies	26-09-94 to 30-09-94	Tata Hall	12	Prof. Anil K. Sengupta
8.	Project Management	03-10-94 to 07-10-94	Tata Hall	10	Prof. M.N. Pal Prof. Bani K. Sinha
9.	Credit appraisal and lending decisions	14-11-94 to 17-11-94	Tata Hall	24	Prof. H. Bhattacharya
10.	Materials Management	21-11-94 to 26-11-94	Tata Hall	14	Prof. Ranjan Ghosh
11.	Management by Human Values - A reinforcement workshop	18-11-94 to 19-11-94	Tata Hall	13	Prof. S.K. Chakraborty
12.	Negotiating your way to success	19-12-94 to 22-12-94	Tata Hall	30	Prof. B.N. Srivastava

MANAGEMENT DEVELOPMENT PROGRAMMES : 1994-95

<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.	General Management - Strategic Issue	02-01-95 to 07-01-95	Tata Hall	13	Prof. M.N. Pal
14.	Management by Human Values - Indian Insights	08-01-95 to 14-01-95	Tata Hall	48	Prof. S.K. Chakraborty
15.	Managing Brand Equity	18-01-95 to 21-01-95	Tata Hall	43	Prof. Subroto Sengupta
16.	The current Economic Scheme and Business Policy	03-02-95 to 05-02-95	Taj Bengal Calcutta	08	Prof. Alok Ray Prof. Amitava Bose
17.	Transactional Analysis and Managerial Effectiveness	06-02-95 to 09-02-95	Tata Hall	22	Prof. Binod Kumar
18.	Personal Growth and Group Development	06-02-95 to 10-02-95	Tata Hall	22	Prof. B.N. Srivastava
19.	Working Capital Management	13-02-95 to 18-02-95	Tata Hall	13	Prof. H. Bhattacharya
20.	Inventory Management	21-02-95 to 25-02-95	Tata Hall	20	Prof. Ashish K. Chatterjee Prof. M.N. Pal

IN COMPANY TRAINING PROGRAMMES: 1994-95

<u>Sl.No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>Programme Director(s)</u>
1.	Personal Growth and Team Building for VCK Share and Stock Broking Services Pvt. Ltd.	April 1-3, 1994.	Calcutta	Prof. Leena Chatterjee
2.	Marketing and Services for the Executives of VCK Share and Stock Broking Services Pvt. Ltd.	April, 1994	Calcutta	Prof. A.P. Arora
3.	Strategic Management for HCL-HP Ltd.	April, 1994	Tata Hall	Prof. Sushil Khanna Prof. A.P. Arora
4.	Skill-cum-Technology upgradation Programme (STUP) for Small Scale Entrepreneurs/Managers Sponsored by the Small Industries Development Bank of India (SIDBI)	May 30, 1994 to June 4, 1994	Tata Hall	Prof. Madhu S. Mishra
5.	Contract Management, Bid preparation and Arbitration for ONGC.	June 21-25, 1994	Tata Hall	Prof. Ranjan Ghosh
6.	Advanced Management Programme for Senior Executives of ECL-CIL.	August 7-18, 1994	Tata Hall	Prof. M. N. Pal

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.	Conflict management for Officers of Larsen & Toubro Limited.	August 17-19, 1994	L & T's Office at Bombay	Prof. B. N. Srivastava (jointly with Prof. D. K. Lahiri, Ex-faculty member of the Institute and now with ACME, Madras).
8.	Corporate Competitiveness – Update of Accounting and Financial Strategies, for the Institute of Chartered Accountants of India.	Sept. 26, 1994 to Oct. 1, 1994	Tata Hall	Prof. Mousumi Ghosh
9.	Contract Management, Bid preparation and Arbitration	Feb. 6-10, 1995	Calcutta	Prof. Ranjan Ghosh
10.	In-house Training Programme on personnel matters for non-personnel executives of the Bongaigaon Refinery & Petrochemicals Ltd., Bongaigaon (Assam).		Bongaigaon	Prof. Anil Sengupta

GOVT. SPONSORED TRAINING PROGRAMMES DURING 1994-95

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.	Managing under Adverse Environment	05-09-94 to 09-09-94	Tata Hall	27	Prof. Binod Kumar
2.	Management Concepts and Decision Making	07-11-94 to 26-11-94	Tata Hall	15	Prof. M. N. Pal Prof. Bani K. Sinha

FOR INDIAN FOREST SERVICE OFFICERS

1.	Project Identification, formulation, implementation monitoring and appraisal	22-08-94 to 26-08-94	Tata Hall	23	Prof. Rabin Ganguly
2.	Computer Applications in Forestry	05-12-94 to 23-12-94	Tata Hall	14	Prof. Subir Bhattacharya Dr. Rahul Roy
3.	Project Identification, Formulation, Implementation, Monitoring and appraisal	21-01-95 to 10-02-95	Tata Hall	10	Prof. M. N. Pal Prof. N. K. Rao
4.	Computer Applications in Forestry	20-02-95 to 24-02-95	Tata Hall	15	Prof. Subir Bhattacharya Dr. Rahul Roy

ANNEXURE XVII (Contd.)

Sl. No.	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director(s)</u>
<u>OTHER PROGRAMMES</u> (Sponsored by Deptt. of Public Enterprises)					
1.	Advanced Management Programme for top executives of Public Sector Undertakings	17-05-94 to 30-05-94	Tata Hall	23	Prof. Sudas Roy Prof. Binod Kumar
2.	Advance Management Programme for top executives of Public Sector Undertakings	18-02-95 to 09-03-95	Tata Hall	20	Prof. Anup K. Sinha Prof. M.N. Pal Prof. Ashish K. Chatterjee

ANNEXURE XVIII**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 1994-95**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Public Sector Reforms	Prof. Alok Ray
2.	Purchasing Power Parity : unequal exchange and industrialisation	Prof. R. K. Sau
3.	Labour and Entrepreneurship : A Study of Vehicle Repair Workshop on Diamond Harbour Road, Calcutta	Prof. Annapurna Shaw Prof. Debashish Bhattacharjee

**RESEARCH PROJECTS UNDER CMDS (COMPLETED)
DURING 1994-95**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Interpreting internal rate of return for generalised cash flows	Prof. Nalinaksha Bhattacharya
2.	Internal rate of return : An upper bound and an internal characterisation of uniqueness	Prof. Nalinaksha Bhattacharya
3.	Foreign capital in the Asia-Pacific Region : Trends, Problems and Prospects	Prof. Alok Ray
4.	Increasing Intra-Regional flows of investment and development finance to the developing ESCAP Region through Regional Economic Cooperation	Prof. Alok Ray
5.	Theoretical and Applied Statistics - III	Prof. Rahul Mukherjee
6.	A Case Study of Dynamics of Development	Prof. B. Mohanty and Prof. Madhu S. Mishra
7.	New Services Introduction Process : Case of Financial Services in India	Prof. Sanjeev Bhatt
8.	Employment Policies	Prof. A.N. Mathur
9.	An evaluative study of Regulated Markets in West Bengal : Concept and Implementation.	Prof. Sudas Roy and Dr. Tarit K. Dutta

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED
DURING 1994-95**

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Faculty Team</u>	<u>Project Status</u>
1.	Competitive Marketing Strategy, for M/s. Sree Leathers	Prof. Sudas Roy	Ongoing
2.	Inventory Control for Bells Controls Ltd.	Prof. Bani K. Sinha Prof. Syamal K. Ghosh Prof. S. K. Chatterjee Prof. Subir Bhattacharya	Completed
3.	Development of an Appraisal System for VCK for M/s. VCK Share & Stock Broking Services (P) Ltd.	Prof. Leena Chatterjee	Ongoing
4.	Management Study of BSF, sponsored by BSF	Prof. B. N. Srivastava Prof. Bani K. Sinha Prof. N. Ramachandran	Ongoing
5.	External Evaluation of the Total Literacy Campaign in the 3 Districts of Tripura, sponsored by Min. of HRD.	Prof. V. N. Reddy Prof. Saila Ghosh Prof. Sudip Chaudhuri Prof. R. Chattopadhyay	Ongoing
6.	Evaluation of Bihar Education Projects in Betiah & Chapra sponsored by Ministry of HRD.	Prof. R. Chattopadhyay Prof. V. N. Reddy Prof. Sudip Chaudhuri	Ongoing
7.	Unfolding of Economic Reforms in India : Trends & Prospects, sponsored by I.T.C.	Prof. Anup K. Sinha Prof. Alok Ray	Completed
8.	Study on Projection of Statewise Tea Consumption in India during 1995-2001, sponsored by Tea Board	Prof. V. N. Reddy Prof. Amitava Bose	Ongoing
9.	Management Audit of RRBs, sponsored by National Bank for Agricultural & Rural Development	Prof. K. K. Bhattacharya Prof. N. Ramachandran	Ongoing
10.	Developing Turn around Strategy, for M/s. Khaitan Paper Machines Limited.	Prof. Ranjan Das	Ongoing
11.	Total Literacy Campaign in Dumka District in Bihar, sponsored by Dy. Commissioner, Dumka, Bihar.	Prof. Madhu S. Mishra Prof. K. K. Bhattacharya	Ongoing
12.	Recruitment for West Bengal State Electricity Board	Prof. Bani K. Sinha Prof. M.N. Pal	Ongoing
13.	Strategic Plan for HRM Division of TISCO	Prof. Ranjan Das	Ongoing

**BRIEF ACCOUNT OF SEMINARS/WORKSHOPS/CONFERENCES
ARRANGED BY OUTSIDE AGENCIES, PARTICIPATED,
AND THE TALKS GIVEN/PAPERS PRESENTED THEREAT BY THE
FACULTY AND RESEARCH STAFF OF THE INSTITUTE
DURING 1994-95**

1. Prof. Binod Kumar
 - a) Gave a special invited lecture at the Indian Science Congress, January 1995 held at Jadavpur University, Calcutta on "Psychology for National Development".
 - b) Presented a paper titled "New Dimensions in Management Education" in a Conference of World Leaders in Holland organised by Maharishi Vedic University in January 1995.
 - c) Presented a paper titled "Strategic Planning and HRD" at a Conference organised at Asian Institute of Technology, Thailand in January 1995.
 - d) At a Seminar at AIT Centre at Hanoi, Vietnam, presented a paper "Human Resources Management for Developing Countries" on January 23, 1995.

2. Prof. Amitava Bose
 - a) Participated in the fourth Annual Conference on Contemporary Issues in Development Economics at Jadavpur University, on September, 2-3, 1994. He also Chaired a Session and acted as a Discussant for a paper.

3. Prof. Alok Ray
 - a) Invited to give a talk in a Seminar on "GATT Accord and its Impact of Indian Economy" in St. Xaviers College, Calcutta, on August 26th, 1994.
 - b) Invited to give a talk on "Changing face of Indo-US Economic Relations" in a Seminar on Indo-US Interactions in American Centre, Calcutta, on October 5, 1994.
 - c) Chaired a Session "Issues in International Trade" in the 4th Annual Conference on Contemporary Issues in Development Economics, at Jadavpur University, during September 2-3, 1994.
 - d) Invited to give a talk on "International Economic Developments, 1994" at the colloquia at IIMC on February 9, 1995.

4. Prof. Sudip Chaudhuri
 - a) Participated in a seminar on "GATT and Indian Industry" organised by Friedrich-Naumann-Stiftung, Germany and Entrepreneurship Development Institute, Ahmedabad in Delhi in November, 1994.

5. Prof. V.N. Reddy

- a) Presented a paper "Gross enrolment ratios, dropouts and non-enrolment ratios in India : Statewise analysis" at NIEPA, New Delhi, in September, 1994.
- b) Presented a paper "Universalisation of Primary Education in India" at the Indian Science Congress, Jadavpur University, Calcutta, in January, 1995.
- c) Participated in the workshop on "Methodology to evaluate Literacy Campaigns in India" organised by NIAE, New Delhi, April/May, 1994.
- d) Participated in the workshop on "Networking in Planning and Management of Education with Resource Institutions" organised jointly by NIAE and Ministry of HRD, Govt. of India, New Delhi, February 9-10, 1995.
- e) Participated in the workshop on "The Evaluation of the Literacy Campaigns in India" organised by State Resource Centre for Adult Education, West Bengal, on behalf of Directorate of Adult Education, Govt. of India, February 17 and 18, 1995.

6. Prof. Saila K. Ghosh

- a) Participated in the Workshop on "Evaluation of Literacy Campaigns" a National Workshop organised by DAE (GOI) & SRC (WB) on 17 & 18th February, 1995. Also took part in several Workshops and Seminars on the Total Literacy Campaigns.

7. Prof. R. Chattopadhyay

- a) Attended UNDP Workshop on research in areas related to development economics in CESS, Hyderabad.
- b) Attended an ODA-GOI-GOWB Workshop in Calcutta on DPEP in West Bengal.
- c) Attended GOI-EC Workshop in NCERT, Delhi on DPEP in M.P.
- d) Attended GOI-World Bank Workshop in NCERT on DPEP in Assam.
- e) Attended GOI-NIAE Workshop in NIEPA on evaluation methodology of Literacy Campaign in Delhi and Calcutta.

8. Prof. Syamal K. Ghosh.

- a) Delivered the Key note speech on "Accountants as Managers" at the National Conference of the Indian Accounting Association held at Calcutta on January 21 and 22, 1995.
- b) Presented a paper on "Financing of Urban Development" at the Seminar on Urban Development in Indian Metropolises organised by the Centre for Urban Economic Studies, Department of Economics, University of Calcutta, December 3 and 4, 1994.

9. Prof. Sanjeev Bhatt

- a) Presented a paper entitled "Globalization of Services : the developing country perspective" in 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 at Brussels during June 6-7, 1994.

10. Prof. S.K. Chakraborty

- a) Presented a paper on "Change and Development" at the IAAP Conference in Madrid in July 1994.
- b) Presented a Talk to the Board of Directors of Greaves Limited in Bombay and Orissa Cement Limited in Delhi on Human Values during November and December, 1994.

11. Prof. Subir Bhattacharya.

- a) Attended the ORSI - 1994 Convention organized by Operations Research Society of India held at IIM Calcutta during December 20-22, 1994.

12. Prof. Amitava Bagchi.

- a) Invited Speaker on "Blocks World Planning" at the Annual Convention of the Computer Society of India, on November 23, 1994.
- b) Chaired a Session on "OR & AI" at the Annual Convention of the Operational Research Society of India, held at the Joka Campus during December 20-22, 1994.

13. Prof. Bani K. Sinha

- a) Presented a paper titled "Optimal Replacement Times under Change in Purchasing Cost of Equipments" in APORS'94, Fukuoka, Japan.

14. Prof. Rahul Mukherjee

- a) Invited Speaker at the Annual Session of Indian Science Congress Association, in January, 1995 at Jadavpur University.
- b) Conducted UGC sponsored refresher course in Statistics in December, 1994 at Guwahati University.
- c) Conducted the Refresher course in Statistics in December, 1994 at ISI.
- d) Invited discussant at the Workshop on Linear Models in February, 1995 at ISI.

15. Prof. Sujit K. Basu

- a) Presented a seminar talk covering his recent work in the area of ordering strategies at the Centre for Applied Mathematics and Statistics, New Jersey Institute of Technology, University Heights, N.J., USA.
- b) Participated, on invitation, in the Second Iranian Statistics Conference held during September 7-9, 1994 at Ferdowsi University of Mashhad, Iran and presented two invited lectures entitled "An optimum ordering policy in a two supplier inventory model with random supplies" and "The L-class of life distributions".
- c) Presented a series of lectures (two) on applied stochastic processes and reliability theory in a refresher course organized for college and university teachers/research scholars by the Indian Statistical Institute, Calcutta.
- d) Presented a series of lectures (six) on applied stochastic processes in a refresher course organized for college and university teachers/research scholars by the Academic Staff College, Guwahati University.
- e) Presented a lecture on inventory models under uncertainty in supply in the first refresher course in management organized during December 1-20, 1994 for college and university teachers by the Academic Staff College, Calcutta University.
- f) Organized as the Secretary, Organizing Committee, the Twenty-seventh Annual Convention of the Operational Research Society of India held during December 20-22, 1994 at the IIMC Campus and contributed a paper on an inventory strategy in a two-supplier situation with uncertainties in supplies.
- g) Organized as the Secretary, Organizing Committee, the Second Triennial International Calcutta Symposium on Probability & Statistics held during December 30, 1994 - January 2, 1995.
- h) Organized as the Recorder of the Statistics Section of the Indian Science Congress Association, the sessions of the Statistics Section of the Congress held at Jadavpur University Campus during January 3-8, 1995 and presented, on invitation, a special lecture entitled "Ageing with Laplace order conserving survival under perfect repairs".
- i) On invitation, presented a seminar talk entitled "One period inventory models with supply uncertainties" at the Department of Agricultural Extension, Palli Siksha Bhavana, Visva-Bharati.

16. Prof. Nilotpal Chakravarti

- a) Gave an invited talk at Worcester Polytechnic Institute, Worcester, USA, in August 1994.
- b) Attended and presented two papers at the 15th International Symposium on Mathematical Programming held at Ann Arbor, USA, during August 15-19, 1994.
- c) Presented a paper at the 27th Annual Convention of the ORSI, held at IIM Calcutta during December 20-22, 1994. He was also the Joint Secretary of the Organising Committee of the Convention.

17. Prof. M.N. Pal
- a) Organized a two day Workshop on Multi-Criteria Group Decision Making Process in collaboration with C.I.I. in Calcutta during September 6-7, 1994.
18. Prof. Ranjan Ghosh.
- a) Presented a paper on "Sourcing Policy in Manufacturing Strategy and Long Term Competitiveness" in the Annual Conference of the Production and Operations Management Society held at Washington, D.C., USA, during October 8-11, 1994.
- b) Presented the paper on "Optimal and Heuristic Algorithms for some Special Types of Cutting Stock Problems" in the Joint Conference of the Operations Research Society of America and the Institute of Management Sciences on the theme of "Global Manufacturing in the 21st Century" held at Detroit, USA, during October 23-26, 1994.
19. Prof. Anil K. Sengupta
- a) Delivered the Key Note Address in the National Seminar entitled "Human Resource Development in the 2000 AD" organised by the PM&IR Department of Utkal University.
- b) Presented jointly with others a paper on "Human Dimensions of Liberalisation : The Task Ahead" for the 21st National Management Convention organised by the AIMA.
20. Prof. Debashish Bhattacharjee
- a) Invited Discussant on the theme of "Emerging Trends in Trade Unionism" at the 35th Annual Conference of the Indian Society of Labour Economics, held at Punjabi University, Patiala, during January 5-7, 1995.
21. Prof. Ajeet N. Mathur.
- a) Presented a paper titled "The Challenge of Management in Industrial Restructuring" at the International Conference on Structural Adjustment and Employment in Brussels, May 15-20, 1994.
- b) Presented a paper titled "The Improbability of Full Employment" at the International Conference on the Politics and Economics of the Global Employment, United Nations University, World Institute of Development Economics Research, Helsinki, June 17-18, 1994.
- c) Offered a Seminar on "Organisation Development and Top Management Styles" at Tampere University on October 24, 1994.
- d) Offered a Seminar at Tampere University on "Directions of Institutional Research" on 25.11.94.
- e) Presented the Keynote Paper on "Labour Market Flexibility titled : Holy Grail or Banquo's Ghost?" at the 36th Annual Conference of the Indian Society of Labour Economics at Patiala, January 5-8, 1995.
- f) Offered a Seminar on "Stress Management" to the Allahabad Management Association on January 10, 1995.

22. Prof. Rabin Ganguly.

- a) Organised as Conference Coordinator and chaired a Session in the International Conference on "Environment & Health in Developing Countries" in IIM Calcutta during December 15-18, 1994.
- b) Attended and presented a paper in the lecture series on "Calcutta & It's Environment" organised by the Centre for Built Environment, Calcutta, in September 1994. Also gave a talk on "Environmental Management in Regional Context of Calcutta".
- c) Presented a paper on "Institutional Framework for Environmental Management in India : A Critical Assessment" at the International Conference on "Environment & Health in Developing Countries" at IIM Calcutta during December 15-18, 1994.
- d) Presented an invited paper on "Management Framework for Regional Development : Some Emerging Issues" at the 43rd Annual Town and Country Planning Seminar on "Emerging Dimensions of Regional Development & Planning" organised by the Institute of Town Planners, India at Hyderabad, during January 30 - February 02, 1995.

23. Prof. K.S. Mandal

- a) Presented a paper entitled "Fallacy of Target Group Oriented Programme : The Case of IRDP" at the XXI All India Sociological Conference held at Jawaharlal Nehru University, New Delhi, during December 19-21, 1994.

24. Shri Debashis Chatterjee, Research Fellow, MCHV

- a) Attended Seminar on Human Values by Anuvrat Samity at Calcutta.
- b) As an invited speaker, addressed the students of NorthWestern University, Boston, USA in a Conference on "Globalisation and Indian Work Ethos".
- c) Addressed several Rotary International Conferences in Canada and USA on Economic Liberalisation in India.

25. Shri Sanjoy Mukherjee, Research Fellow, MCHV

- a) Acted as a facilitator in the International Workshop on "Management by Human Values" and the reinforcement workshop on "Management effectiveness and Human Values" conducted by Prof. S.K. Chakraborty.
- b) Delivered a lecture on Human Values in Management at a Quality Inspection Workshop at NABARAD-Calcutta.

26. Dr. R.P. Banerjee, Research Fellow, MCHV

- a) Attended two Workshops on "Management by Human Values" offered by MCHV, IIMC.
- b) Participated in the Annual Accounting Conference held in Calcutta during January 1995.

- c) Participated in the Annual Convention of Indian Accounting Association Research Foundation held in Calcutta during January 1995.

27. Shri P.S. Dasgupta, Systems Analyst

- a) Presented a paper entitled "Floorplan Generation and Optimization using AND-OR Graphs" at the International Conference on VLSI Design held in New Delhi during January 4-7, 1995.

28. Dr. Santwana Chaudhuri, Research Assistant

- a) Guest Speaker in a Regional Management Convention on "Women Managers and Entrepreneurs" organised by Bhubaneswar Management Association on 10.4.1994.
- b) Attended Annual Conference of National Institute of Personnel Management (Calcutta Chapter) on 24.6.94.
- c) Attended Annual Conference of WIPs (Women in Public Sectors) as Guest Faculty of WIPs on 12.2.1995.
- d) Attended on invitation the 14th Southern Bio-Medical Conference and presented a paper on "Occupational Health Care and Safety in Industrial Establishment - Status and Strategy in India".

29. Shri Tarit Dutta , Research Assistant

- a) Participated in a UGC Seminar on "Transforming Development Scenarios : Prospects and perspectives for tomorrow" on 30.3.1995, organised by Department of Economics, North Bengal University, Siliguri and presented a paper thereat entitled "Regulated Market and Farm producers in West Bengal".

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES OF THE
FACULTY AND RESEARCH STAFF OF THE INSTITUTE DURING 1994-95**

1. Dr. Subir Chowdhury, Director

- a) Gave a Guest Lecture at the School of Management, Pondicherry, on 8.4.94.
- b) Acted as a member of the Selection Committee for recruitment to the posts of Registrar and Controller of Examinations of the Bengal Engineering College.
- c) Chaired the second technical session on "Structural adjustment and employment - Minimising Social impact" in the Conference on "Economic Reforms : Implications on Industrial Relations and Employment Generation" organised by FICCI at Calcutta on 29.4.94.
- d) Chaired a Session in a Seminar on "Management under the changed Economic Scenario" organised by the Rotary Club of Calcutta - Inner city on 7.5.94 at Calcutta.
- e) Was a Guest Speaker on the topic "Environment Management and Development" in the "World Environment Day Celebration" organised by the Zoological Survey of India at Calcutta on 6.6.94.
- f) The President of India, in his capacity as the visitor of IGNOU has appointed Director as one of his nominees on the Selection Committee for appointment of teachers in the School of Management Studies of that University.
- g) Attended the Annual Conference of the Computer Society of India (CSI-94) held at Calcutta on 22.11.94 and delivered a lecture at its theme session, the theme this year being "Information Technology for Growth and Prosperity".
- h) Attended the National Management Convention - 1994 organised by the All India Management Association at Calcutta during September 26-27, 1994, the theme of the Convention being "Human Dimensions of Liberalisation : The Task Ahead". Participated in the Panel Discussion on 27.9.94 on "Human aspects of Liberalisation : An integrated approach". The theme paper for this convention was prepared by 4 faculty members of this Institute.
- i) Chaired a Technical Session at the National Convention of the Institute of Chartered Financial Analysts of India held at Hyderabad on 28.12.94.
- j) Participated in the Seminar organised by the IFMR, Madras, at New Delhi on 9.1.95 to present the findings of the US AID sponsored research project on "Financial Restructuring of Public Enterprises".
- k) Attended the meeting on "Networking with resource institutions" held at National Institute of Educational Planning and Administration, New Delhi, during February 9-10, 1995, on invitation from the Ministry of HRD.
- l) Was elected President of the Association of Indian Management Schools (AIMS) for the year August'94 - August'95.

- m) Participated, as President, AIMS, in the First International Network Meet held at Cleveland, Ohio, USA during December 13-15, 1994. The conference was hosted by the American Assembly of Collegiate Schools of Business, St. Louis, USA. The conference was designed to increase knowledge about each Association and their regional activities and to discuss prospects for greater collaboration and communication in future.
- n) 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) Member on the First National Board of Accreditation (NBA) constituted by AICTE to periodically conduct evaluation of Technical Institutions or Programmes.
 - v) Chairman of the Task Force set up by AICTE for considering Institutions and Programmes in Management Education for final approval of AICTE
 - vi) Co-opted member in the Council of Management of the All India Management Association to represent professional and individual members in the "Fellow" Grade.
 - vii) Vice-President, Executive Board, Association of Indian Management Schools (upto Aug'94).
 - viii) Member, Executive Committee, Calcutta Management Association.
 - ix) Member, Governing Body, Assam Institute of Management, Guwahati.
 - x) Member, Executive Council of the Indian Institute of Port Management, Calcutta.
 - xi) Member, Board of Governors, Indian Institute of Social Welfare and Business Management, Calcutta.
 - xii) Member, Board of Governors, Institute of Management Technology, Ghaziabad.
 - xiii) Member, Governing Body, Xavier Labour Relations Institute, Jamshedpur.
 - xiv) Member, Senate, Calcutta University (Ex-Officio).
 - xv) Member, Executive Committee, Calcutta Productivity Council.
 - xvi) Member, Board of Studies of Mechanical Engineering Department, Jadavpur University.
 - xvii) Member, Coal India Limited Apex Training Board.
 - xviii) Member, Governing Board, Indian Institute of Foreign Trade, New Delhi.

- xix) 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.
- xx) Invited to be one of the Vice-Presidents of Vivekananda Nidhi for 1994-95.
- xxi) Member of the Committee set up by the Computer Society of India to draft National Information Technology (IT) Policy.
- xxii) Nominated as a member in the Advisory Committee set up by IIT Bombay to give direction to the plans and programmes of its School of Management and also outline strategies for securing industry support to the school and its programmes.
- xxiii) Member of the Committee constituted by the National Council of Education, West Bengal for evaluation of the existing 3-year MBA Degree Course of the Institute of Business Management, Jadavpur University.

Shri K.T. Chandy, Founder Director of IIMC

He was given the "National Fellowship Award" for life long association in Management Development in the country, by the Association of Indian Management Schools, at its 6th Annual Management Education Convention held at Management Development Institute, Gurgaon, during August 25-27, 1994.

2. Prof. Leena Chatterjee

- (a) Took Sessions in the Advanced Management Programme, two IAS Programmes and in an MDP on "Training for Trainers", conducted by Prof. Binod Kumar.
- (b) Took Sessions in the following In-Company Training Programmes :
 - i) a session on Personal Growth and Team Building in the programme organised by VCK Share and Stock Broking Company Private Limited, in April 1994;
 - ii) a session on Training for Trainers in the programme organised by the National Insurance Company, in April 1994;
 - iii) sessions in General Management Programme for Coal India, on August 11, 1994;
 - iv) sessions in a programme organised for Dolphin Laboratories, in January 1995;
 - v) sessions in a programme organised for Senior Managers of HCL-HP in February 1995;
 - vi) design for two in-company training programmes on "Management of Change" and "Managerial leadership and personal effectiveness" submitted to Flakt India Limited, on request.

- (c) Set questions for IPSAR, Cuttack.

3. Prof. B. N. Srivastava

- (a) Member, Consultancy Committee

- (b) Participated as a Faculty in :

- i) MDP on "Total Quality Management"
- ii) MDP on "Human Resource Management"
- iii) Advanced Management Programme

- (c) Conducted the following In-Company Training Programmes :

- i) "conflict management" for L&T Limited at Khandala in August 1994;
- ii) "conflict management" for L&T Limited at Khandla in November 1994;
- iii) "conflict management" for L&T Limited at Madras in January 1995;
- iv) "managing strategically : issues and concerns" for L&T Limited in Bombay during January 1995;
- v) "managing strategically : issues and concerns" for L&T Limited in Madras during January 1995;
- vi) "negotiating skills" for L&T Limited in Calcutta in February 1995;
- vii) "negotiating skills and team building" for Indian Hard Metals Limited in Calcutta during August 1994;
- viii) "leadership and subordinate developments" for ONGC in Calcutta.
- ix) participated as a faculty in IAS Training Programmes.

4. Prof. Binod Kumar

- a) Chairman, Hindi Language Implementation Committee.
- b) Member, IPC, PG & FP, PGDCM, MDP and Placement Committees.
- c) Coordinator of B. S. Group
- d) Member of a 3-man Expert Committee for the Central Institute of Rural Electrification, Govt. of India.

- e) Member of the Board of Governors of COSMODE Research Centre, Hyderabad.
- f) Member of the Board of Human Resources Management, Power Grid Corporation of India.
- g) Life Member of Indian Science Congress.
- h) Member of National Academy of Psychologist (India).
- i) Member of International Council of Psychologist, USA.
- j) Member of the Board of Governors of Maharishi Institute of Management.
- k) Member of the Advisory Committee of Raja Park College of Management, Thailand.
- l) Chairman, International Council of Expansion of Maharishi University of Management for the whole world.
- m) Member of the Board of Directors and Expert Advisor, Global Consulting Group, Switzerland and USA.
- n) Examiner of two Ph.D. Thesis.
- o) Participated as a Faculty in MDPs and Training Programmes conducted by other faculty members.
- p) Guided 4 summer projects and did counselling to four students dealing with psychological problems.

5. Prof. Amit Jyoti Sen

- a) Member, Research & CMDS and Extension Programme Committees.
- b) Lectured to IAS Officers and High Court and District Court Judges, North Eastern States, organised by Assam Administrative Staff College, Guwahati.
- c) Director of Vans Information & Investor Services Limited.
- d) On visit to Henley College, U.K., from March '95 under the Exchange Programme with that college.
- e) Participated as a "Champion" at the Euro-India International Conference, held at New Delhi, during June 23-24, 1994.

6. Prof. Amitava Bose

- a) Member, Board of Governors, IIMC (upto December 28, 1994).
- b) Chairman, JCM, (upto December 28, 1994) and Convenor, Committee on Academic Issues.

- c) Member, Placement and Admissions Committees, Committee on Work Norms, Committee on Academic Administration.
- d) Member, Econometric Society.
- e) Visitor, Indian Statistical Institute, Calcutta on a regular basis (roughly once a week) for participating/conducting research seminars and workshops.
- f) Member, Board of Directors, Bengal Waterproof Ltd., Calcutta.
- g) Was the Joint Programme Director in the programme on "The Current Economic Scene and Business Policy" held at Calcutta during February 3-5, 1995.

7. Prof. V. N. Reddy

- a) Participated as a faculty in the MDP Workshop on "The Current Economic Scene and Business Policy" held in Calcutta during February 3-5, 1995.
- b) Member, Computer and Consultancy Committees.
- c) Member of External Evaluation Committee on Total Literacy Campaign in Nadia District, West Bengal.
- d) Member of "A Committee for Undertaking Studies Required Under West Bengal District Primary Education Programme (DPEP) for selected districts".
- e) Referred research papers for the Journals Sankhya and Decision.
- f) Participated on invitation in a seminar on "Financing Education for all" organised by National Institute of Educational Planning and Administration at New Delhi during September 5-7, 1994 and presented a paper.
- g) Participated on invitation in a Workshop on "Evaluation of Literacy Campaigns" organised by the Directorate of Adult Education, Ministry of HRD in collaboration with the Tata Institute of Social Science, Bombay, at New Delhi during 31.10.94 and 1.11.94.

8. Prof. Sudip Chaudhuri

- a) Member, Publications and CMDS Committee.
- b) Member, PGCGM and EP Committee (for a part of the year).
- c) Gave four lectures in the Research Training Programme of the Centre for Studies in Social Sciences, Calcutta, October, 1994.
- d) Participated as a "Champion" in the Euro-India International Conference, held at New Delhi, during June 23-24, 1994.

9. Prof. Alok Ray

- (a) Vice-Chairperson, Library Committee.
- (b) Member, Internal Personnel Committee.
- (c) Took a number of sessions in various MDPs, IAS and other Training Programmes.
- (d) Member of the Task Force to advise the All India Council for Technical Education (AICTE).
- (e) Member, Technical Advisory Committee for Social Sciences Division of the Indian Statistical Institute.
- (f) External Expert, Selection Committee for Research Fellowship in Economics at the Indian Statistical Institute.

10. Prof. R. Chattopadhyay

- a) Participated as a faculty in the IAS training programmes.
- b) Member, Computer, IPC and PGP Committees.
- c) Member, Ph.D., M.Phil. Committee in Calcutta University (Econ.) and Viswa Bharati.
- d) Member, P.G. Committee, Calcutta University (Econ. & MBM), Viswa Bharati and Jadavpur University (Econ.).
- e) Member, National Core Group, DPEP.
- f) Member, General Council on DPEP in Assam, Bihar and West Bengal.
- g) Nominated by the National Council of Educational Research and Training as a Member on their Research Advisory Committee to advise the Council of DPEP Research related activities.
- h) Nominated as a Member of the Assam Prathamik Shiksha Achari Parishath.

11. Prof.(Ms.) Zainab Ahmed

- a) Member, MDP Committee.
- b) Took session in the Extension Programme on Strategic Management.
- c) Examiner, Paper I LL.M. Examination, Calcutta University.
- d) Moderator, LL.M. Examination, Calcutta University.
- e) Member, Ph.D. Committee (Law), Calcutta University.

12. Prof. Saila K. Ghosh

- a) Member, PGDCM Committee.
- b) Represented the Institute on several External Evaluation Committees set up for the evaluation of Total Literacy and Post-Literacy Programmes in several districts of West Bengal.
- c) Member, Board of Studies of the M.Phil. Committee of the Deptt. of Political Science, Calcutta University.
- d) Member of the Advisory Committee of the West Bengal State Resource Centre (for Non-formal & Adult Education).
- e) Nominated as a member in the External Evaluation Committee set by the Govt. of West Bengal, Directorate of Mass Education Extension for Evaluation of Remediation course and first cycle of PLC.

13. Prof. Syamal K. Ghosh

- a) Chairman, Extension Programme (till November 1994).
- b) Participated as a faculty in the MDPs, Govt. sponsored programmes and In-Company training programmes held in IIM Calcutta.
- c) Participated in various meetings as a member of the Indian Association for Research in National Income and Wealth and as a member of the Indian Accounting Association.

14. Prof. Dipankar Mitra

- a) Participated as a Faculty in the following Training Programmes :
 - i) session on "Foreign Currency Exposure Management in India", in Management Development Programme on "Materials Management";
 - ii) sessions on "Perspectives on International Finance", in Management Development Programme on "Quantitative Decision Making in Financial Management";
 - iii) sessions on "International Finance" in Advanced Management Programme;
 - iv) sessions on "Money and Capital Market", in the Extension Programme on "Strategic Management";
 - v) sessions on "International Finance", in the Extension Programme on "Strategic Management".
- b) Member, Placement Committee.
- c) Reviewed papers for publication in Decision.
- d) Faculty Guide for five PGP students for their Summer Projects and Faculty Advisor for one PGCGM student for his Project Report.

15. Prof. Sudas Roy

- a) Convenor, Resource Mobilisation Committee for IIM Calcutta.
- b) Member, Placement, PGDCM; Tata Hall Upgradation; and Corpus Fund Committees; Member, PGDCM Curriculum Sub-committee and Convenor of PGDCM, Placement Sub-Committee.
- c) Participated, as faculty, in the following MDPs & Training Programmes :
 - i) sessions in the MDP on Strategic Management;
 - ii) sessions in the In-Company Training Programme for Coal India Limited;
 - iii) sessions in In-Company Training Programme for Forestry Officers, Govt. of India;
 - iv) sessions in three week IAS Training Programme;
 - v) sessions in In-Company Training Programme for Small Scale Entrepreneurs under SIDBI;
 - vi) sessions in In-Company Training Programme for CMC Executives.
 - vii) on invitation took a course on "Sales Management" at the Kathmandu University during March 19-26, 1995.
- d) Member, Governing Body, West Bengal Book Board.
- e) Visiting Professor at the Institute of Business Management, Jadavpur University.
- f) Guide for a Ph.D. candidate in Marketing of North Bengal University.
- g) Engaged in the preparation of a Fund Raising Brochure for mobilising resources for the Institute.

16. Prof. Ashok Pratap Arora

- a) Member, Board of Governors, IIM Calcutta.
- b) Member - Computer Committee.

17. Prof. Sanjeev Bhatt.

- a) Member, CMDS Committee.
- b) Acted, as Faculty, in the MDP of SIDBI.

18. Prof. S. K. Chakraborty

- a) Convenor, Management Centre for Human Values. As Convenor collected funds for the Centre from parties spread all over India; involved in continuous monitoring and coordination of construction of the building for the Centre; and involved in the grooming of 3 Research Fellows.

- b) Directed and conducted of fully residential workshop on "Management by Human Values", for Senior Managers from India and abroad.
- c) Conducted about 20 In-Company Programmes on Human Values in various organisations like RBI, IFFCO, TELCO, PARLE, IPCL, IOC etc.
- d) Conducted a reinforcement workshop on Human Values during November 17-19, 1994.
- e) Delivered lectures in various MDPs.
- f) Conducted a five week course on Human Values for Management Students at Stockholm Business School.
- g) Under the collaboration arrangement with the Stockholm University, visited that University twice during the year (first during May 22-30, 1994 and second during August 28-October 7, 1994) to give a course on "Management by Values".
- h) Participated in the 23rd International Congress of Applied Psychology, held in Madrid, Spain, during July 17-22, 1994.
- i) Participated in the finalization of a report on Social Audit of the Unit Trust of India.
- j) Conducted, along with MCHV Research Fellows, Modules on Values System for WBCS Officers at ATI, Salt Lake.
- k) Finalised a new course outline from MCHV for PGP students on "Ethics in Managerial Functions and Processes".

19. Prof. Asim K. Pal

- a) Took sessions in the following programmes :
 - i) in the seven week intensive course on Computer Based Information Systems, April-May, 1994, held at the City Office;
 - ii) in large number of MDPs and In-Company Training Programmes;
- b) Group Co-ordinator of the MIS Group.
- c) Member PGP and FP, EP Committees and Faculty Advisory Council, Library Committee of PGDCM, PGDCM Committee; Coordinator of the Course Curriculum Committee of PGDCM.
- d) External Thesis Advisor for a M.Tech. Computer Science Student of ISI.
- e) Involved in redesigning of the Post Graduate Three Year Diploma Programme of the Operations Research Society of India, Calcutta.
- f) Continued to be associated with the course material development Project in Data Structures and Algorithms for undergraduate engineering students undertaken by the Jadavpur University.

- g) Invited to join the team of experts to launch an MBA programme at the Indian School of Mines (ISM), Dhanbad.
 - h) Invited to meet the High Powered Committee to look into the problems of the National Library, Calcutta.
 - i) Guide for a number of B.Tech. (Computer Science) students of Jadavpur University for their Summer Projects.
 - j) Reviewed a couple of books/papers for Decision.
 - k) Member of a Research Project on Expert Systems funded by AICTE.
20. Prof. Subir Bhattacharya
- a) Convenor, PGDCM Computing Resources Sub-Committee.
 - b) Member, MDP and Computer Committees; Member, PGDCM Course Curriculum Sub-Committee; Member, PGDCM Admission Interview Team; Member, Organising Committee, ORSI-1994 Convention.
 - c) Member, IPC Committee for drafting promotion policy.
 - d) Participated as a faculty in -
 - i) Extension Programme on Computer Based Information Systems;
 - ii) MDP on "Managerial Decision Making" and on "Inventory Management";
 - iii) IFS programme on "Project Monitoring".
 - e) Faculty Guide for five PGP students for their Summer Projects and for Fellowship thesis of two FP Students.
21. Prof. Anup K. Sen
- a) Convenor, Technical Committee on Disposal of VAX 11/750 Computer System.
 - b) Convenor, PGDCM Library Sub-Committee.
 - c) Member, PGDCM Resource Allocation Sub-Committee
 - d) Took sessions in IFS Training Programmes.
 - e) Faculty Advisor for one F.P. student.
 - f) Faculty In-charge, Bhubaneswar Centre, PGDCM Admission Test.

22. Prof. Amitava Bagchi

- a) Chairman, Computer Centre.
- b) Member, IPC and Library Committees.
- c) Took sessions in various MDPs and Training Programmes.
- d) Member, Board of Directors, Phoenix Software Ltd., Calcutta.
- e) Member, Ph.D. Committee in Computer Science, University of Calcutta.
- f) Member, Editorial Board, VIVEK (AI journal published by NCST, Bombay).
- g) Member, American Association for Artificial Intelligence (AAAI), USA.
- h) Member, Association for Computing Machinery (ACM), USA.
- i) Computer Society Affiliate, Institute of Electrical & Electronic Engineers (IEEE), USA.
- j) Participated, on invitation, in a Ph.D. viva-voce examination of a student of ISI on 2.9.1994 at the ISI Office in Calcutta.
- k) Attended, on invitation, a meeting of the Knowledge Based Computer System (KBCS) Committee held at ISI, Calcutta on 2.9.1994.

23. Prof. Ashish K. Chatterjee

- a) Participated as a Faculty, in MDPs on Quantitative Decisions in "Finance & Materials Management", in AMP; in Training Programmes for IAS/IFS Officers; and in the In-company Training Programme for Coal India.

24. Prof. Ranjan Ghosh

- a) Participated as a faculty in the MDPs on "Total Quality Management", "Strategic Cost Management", "Managerial Decision Making", "Project Management", "Inventory Management"; in the Training Programmes for IAS/IFS Officers; in the AMP for Public Sector Executives; in the In-company Training Programmes sponsored by SIDBI; and in the Extension Programme on "Strategic Management".
- b) Convenor, Internal Personnel Committee; Group Coordinator, Operations Management Group; Member, PGP & FP Committee; Member, Placement & Alumni Committee.
- c) Member of the Technology Committee of the Confederation of Indian Industries (CII).
- d) Member of the Board of Studies of the Indian Institute of Materials Management.
- e) Member of the Selection Committee for recruitment/promotion of faculty in the OM Area at IIM Bangalore.

- f) Paper setter/Moderator/Examiner for various universities and professional societies.
- g) Member of the Interview Board for selecting a person for the post of GM (Systems) in Birla Technical Services.
- h) Offered advice to CMC Limited in regard to possible coding structures for Materials Management Computerization Project.
- i) Faculty Guide for 5 PGP students for their Summer Projects; for a Term Paper on "Mathematical Models in JIT and MRP" for a Fellowship student; and for a PGCGM student for his Project Report.
- j) Member of the Thesis Examination Committee of the Fellowship Dissertation entitled "A Simulation Study of an MRP Planned Job Shop".
- k) Convenor of the Comprehensive Qualifying Examination (CQE) Committee for Fellowship students majoring in Operations Management.
- l) On invitation from Maharishi Institute of Management (India), attended the inauguration of that Institute's Noida Campus in 1995. He had also been nominated a Member of their Board of Studies.
- m) Delivered Lecture on the topic "Inventory Management" in a Training Programme on "Materials Management", organised by the Institute of Coal Management, at Ranchi, during September 28-30, 1994.
- n) Delivered lectures on the topics of "Project Formulation" and "Project Execution" in a seminar on "Project Management", organised by RS Software India Limited, at Calcutta, during September 21-23, 1994.
- o) Addressed on 24.6.1994, on invitation, the participants of the Advanced Materials Management Programme organised by the Institute of Materials Management at Jamshedpur.
- p) Delivered, on invitation, lectures on the topics of "Vendor Development" and "Inventory Management" on 18.8.1994 in a Training Programme organised by Flakt India Limited at their plant in Maheshtala.

25. Prof. Sujit K. Basu

- a) Member in the PGDCM Committee of the Institute; and ICAR Review Committee.
- b) Member in the Board of Directors of the Calcutta Statistical Association.
- c) Member in the Board of Governors of the Indian Society for Productivity, Quality and Reliability.
- d) Member in the Board of Governors of the Institute.
- e) Member of the International Statistical Institute, Amsterdam (Holland).
- f) Fellow of the West Bengal Academy of Science and Technology.

- g) Member of the Indian Science Congress Association.
- h) Recorder, Section of Statistics, Indian Science Congress Association, 1994-96.
- i) Convenor, Sectional Committee on Mathematics, West Bengal Academy of Science and Technology.
- j) Member, Technical Advisory Committee, Division of Statistics and Mathematics, Indian Statistical Institute.
- k) Member, Technical Advisory Committee, Division of Applied Statistics, Surveys and Computing, Indian Statistical Institute.
- l) Member, Subject Matter Specialist, Board of Studies, Department of Agricultural Statistics, Bidhan Chandra Krishi Viswavidyalaya.
- m) External Member, Board of Post Graduate Studies in Statistics, University of Kalyani.
- n) Secretary, Executive Committee, Calcutta Branch of Operational Research Society of India.
- o) Member, Board of Post Graduate Studies in Business Administration, Burdwan University.
- p) Member, Research Board, Burdwan University.
- q) Member, Editorial Board, Calcutta Statistical Association Bulletin.
- r) Member, Executive Council, West Bengal Academy of Science and Technology.
- s) Reviewer, Mathematical Reviews (USA).
- t) Reviewer, Zentralblatt fur Mathematik (Germany).
- u) Examiner/Moderator at master's/doctoral levels for a number of universities.
- v) Visiting Professor, Indian Statistical Institute.
- w) Ph.D. Thesis Supervisor of a research scholar at the Indian Statistical Institute. He submitted his thesis in October, 1994.
- x) Editor, Journal of the Indian Society for Statistics & Probability.
- y) Member, Governing Council, Manipur Institute of Management Studies, Manipur University.
- z) Referee for international statistical journals.
- z.i) Acted as a member of the CSIR Committee for joint CSIR-JRF Examination in Mathematical Sciences.
- z.ii) Has been appointed an Editor of the proceedings of the Second Terminal International Calcutta Symposium on "Probability and Statistics" held during December 30, 1994 - January 2, 1995.

- z.iii) Offering a course entitled "Elements of Stochastic Processes" at ISI Calcutta.
- z.iv) Visited, on invitation, the Department of Mathematics, New Jersey Institute of Technology, University of Heights, Newark, NJ, USA as a Visiting Professor during end March-June, 1994.
- z.v) Has been appointed a UGC Visiting Fellow to the Department of Statistics, Punjab University, Chandigarh.
- z.vi) Attended the meetings held during October 17-18, 1994 in the CSIR Complex, NPL Campus, New Delhi, for evaluation of answer scripts in the Mathematical Sciences subject at the joint CSIR, UGC and ORF Examination.
- z.vii) Acted on invitation as Resource person in the second refresher course in Statistics of the Academic Staff College, Guwahati University, during November 10-12, 1994 and delivered 6 lectures in the area of Stochastic Processes.

26. Prof. Nilotpal Chakraborty

- a) Member of the EP Committee (till June 1994); Member of the Computer Committee.
- b) Joint Secretary & Treasurer of the Calcutta Chapter of the Operations Research Society of India.
- c) Member of the Operations Research Society of America.
- d) Member of the Thesis Advisory Committee of nine Fellowship students.
- e) Supervised Summer Projects of three students; also supervised the writing of one term paper.
- f) Invited to the University of Waterloo, Waterloo, Canada for collaborative Research during August 1994.

27. Prof. Rahul Mukherjee

- a) Chairman, CMDS & Publication Committee.
- b) Editor, Decision
- c) Convenor, International Seminar and Conference Committee.
- d) Member, Library Committee.
- e) Associate Editor of (a) journal of statistical planning and inference, North Holland, Amsterdam and (b) statistica sinica, academia sinica, Taipei.
- f) Served as a referee for journals like (a) Annals of Statistics, (b) Sankhya, (c) Annals of the Institute of Statistical Mathematics, (d) Journal of Statistical Research, (e) Pakistan Journal of Statistics, and so on.

- g) Member of the Indian Statistical Institute, the Indian Statistical Association and the Calcutta Statistical Association; elected a member of the Governing Council, ISI.
 - h) Visiting Professor in the Indian Statistical Institute.
 - i) Appointed to the Post Graduate Board of Studies in Statistics, University of Kalyani.
 - j) Attended, on invitation, a CSIR sponsored meeting (on the National Eligibility Test for the appointment of Research Fellows in Indian Universities and Institutions) held at Hyderabad during August 5-8, 1994.
28. Prof. Bani K. Sinha
- a) Chairman, Consultancy.
 - b) Professional Member, ORSI & Examiner of its Post Graduateship Examination in Operations Research.
29. Prof. M. N. Pal
- a) Participated as a faculty in the MDPs on "Quality Management", "Human Resource Management for Non-Personnel Executives", "Materials Management and Managerial Decision Making"; in the Extension Programmes on "General Management" and "Strategic Management"; in the Training Programme for IAS Officers on "Management Concepts and Decision Making"; in the Training Programme for IFS Officers on "Project Identification, Formulation, Implementation and Appraisal"; in the AMP for senior level executives of Public Sector Enterprises; and in six In-Company Training Programmes.
 - b) Chairman, MDP; Joint Convenor, PGDCM; Convenor, Computer Purchase Committee and Convenor, Faculty Work Load Norm Committee.
30. Prof. C. K. Mustafi
- a) Member, Admissions Committee.
31. Prof. Kalyan Dutta
- a) Participated as a Faculty in the MDP on "Materials Management".
32. Prof. Ajeet N. Mathur
- a) Guided four PGP students for their Summer Projects.
 - b) Guided Term Paper Course for two students.
 - c) Taught in a Module called "Introduction to International Business" at Tampere University and School of Business Administration, Finland.
 - d) Completed first part of the Research Study on "Industrial Restructuring and Labour in post-Maastricht Europe" based on field surveys in U.K., Belgium, Germany, Hungary.

- e) Developed a Case Study titled "Fina Oy" based on a Scandinavian Company.
- f) Group Coordinator, PMIR Group; Member, PGP Committee.
- g) Functioned as Convenor of PG & FP Academic Committee set up to propose changes in the design of the post graduate programme of the Institute.
- h) Professional Member, Indian Society for individual and Social Development; Director, Creative Services, Sankalp; Member, Calcutta Management Association; Member, National Institute of Personnel Management; Affiliate Member, Indian Psycho-Analytic Society.
- i) Life Member, Indian Society for Labour Economics and Indian Industrial Relations Association.
- j) Invited to become a member of the Finnish Management Association.

33. Prof. Debashis Bhattacharjee

- a) Participated as Faculty in MDPs on "HRM for Non-Personnel Executives" and "Current Economic scene and Business Policy" : in AMPs for senior Public Sector Managers on "Strategy"; in AMP for Senior Coal India Managers on "General Management"; in the Training Programme for IAS Officers on "Management Concept and Decision Making".
- b) Member, Library Committee and Committee set up to "Regularise and update the Tata Hall".

34. Prof. Anil K. Sengupta

- a) Participated, as a faculty, in the following MDPs/In-Company/Extension/Government Programmes:
 - i) AMP for Senior Level Executives of Public Sector Enterprises.
 - ii) AMP for Coal India Executives.
 - iii) Human Resource Aspects of Project Management.
 - iv) MDP on General Management : Strategic Issues.
 - v) Extension Programme on Strategic Management.
 - vi) Small Industries Development Board (SIDB) sponsored Training Programme.
 - vii) General Management Programme for IAS Officers, General Management Programme for Indian Forest Service Officers.
- b) Member, Admissions Committee; and one of the Sub-Committees of PGDCM Committee.
- c) Group Coordinator, PMIR (from time to time) and Convenor of the Conglomerate Group : SMBS and PMIR Groups.

- d) Guided four students for their Summer Projects; and guided one student of PGCGM for writing his Term Paper.
- e) Served on the Selection Committee set up by the Indian Institute of Social Welfare and Business Management, Calcutta, to interview some senior officers of Coal India for judging their suitability for induction in the Personnel and Administration Division, from other Divisions.
- f) Conduct a session on 7.12.94 for the participants at the Personnel Managers Conference organised by Bata India Limited at Calcutta.

35. Prof. Rabin Ganguly

- a) Was adviser for three PGP students for their Summer Projects.
- b) Participated as a Faculty and offered relevant inputs on "Environment Management" in the following Government sponsored programmes :
 - i) Training Programme on "General Management for IAS Officers - 1994".
 - ii) Training Programme for "Project Identification, Formulation, Monitoring and Appraisal" for IFS Officers, January 1995.
 - iii) Member, Placement Committee and IPC.
 - iv) Provost, Students Hostels.
 - v) Member, Doctoral Research Committee (DRC), School of Planning and Architecture, New Delhi.
 - vi) Member, Executive Council, Institute of Town Planners, India, Kharagpur Regional Chapter.
 - vii) Member, Study Group on "State Urbanisation Strategy", State Planning Board, Government of West Bengal.
 - viii) Paper setter and Examiner : Associateship Examination of the Institute of Town Planners, India.
 - ix) Was an invited participant at the Indo-British Wetland ELA Workshop organised by British Council, Calcutta, during March 1995.

36. Prof. (Ms.) Annapurna Shaw

- a) Group Coordinator, Regional Development Group.
- b) Member, Research and Publications Committee.
- c) Guided three students for their Summer Projects.

37. Prof. Kalyan Sankar Mandal

- a) Member, Admissions Committee.
- b) Life Member, Indian Sociological Society.
- c) Member, Research Committee on Sociology of Agriculture and Food, of the International Sociological Association.
- d) Organising Member, Asian Rural Sociologist Association.
- e) Participated as a Faculty in the Extension Programme sponsored by SIDBI.

38. Prof. Ranjan Das

- a) Participated as a Faculty in the Evening Programme in General Management; In-company Training Programme for Dolphin Lab and HCL-HP; Programme for IAS Officers; and MDP on General Management - Strategic Issues.

39. Dr. Ramprasad Banerjee (Research Fellow, MCHV)

- i) Nominated as a member of the Editorial Board in the Annual Journal of Human Values (to be Published by SAGE).
- ii) Completed In-Company Programme on "Managerial effectiveness and Human Values" for
 - a) Indian Farmers Fertilizers Coperative (IFFCO), Phulpur
 - b) Indian Oil Corporation (Guwahati Refinery)
 - c) Indian Oil Corporation: Assam Oil Division, Digboi
 - d) Telco, Jamshedpur (two programmes)
 - e) Administrative Training Institute (ATI), Government of West Bengal, Calcutta, for Fresh WBCS Entrants (two Programmes)
 - f) Indian Oil Corporation, Delhi and
 - g) Bardhman Spinning Mills, Ludhiana (One Programme)
- iii) Assisted Prof. S. K. Chakraborty, in conducting PGP-II Optional course on "Managerial effectiveness - Human Values and Business Ethics"
- iv) Acted as a Facilitator in (a) International MDP on "Management by Human Values" (b) Reinforcement workshop on "Managerial Effectiveness and Human Values" both conducted by Prof. S. K. Chakraborty in November, 1994.
- v) Completed Research Based papers on (a) individuality in the thoughts of Swamy Vivekananda (b) Stress Management through Indian Insights (c) Cases on (1) obsession with Human Values (2) Dilemma of the Manager Sadhak (3) Crests and Troughs of Human Values as held by Indian Managers.
- vi) Made Complete Analysis of the questionnaire on Human Values of 922 Manager, with other Research Fellows.

- vii) Conducted four weeks field research in TELCO.

40. Shri Debashis Chatterjee (Research Fellow)

- i) Conducted In-company Programmes on "Managerial Effectiveness and Human Values" for (a) Telco, Jamshedpur (two Programmes). (b) Indian Oil Corporation, Research and Development Department, Faridabad (One Programme), (c) Administrative Training Institute, Calcutta, for training of WBCS Officers (two programmes) (d) Indian Petro-Chemical Corporation, Ltd., Bombay (one programme).
- ii) Completed three research based papers on (a) Human Values and Management of Change : Indian Insights (Published) (b) Worship and Spirit of action and (c) Indian Work Ethos in the context of Globalisation.
- iii) Jointly completed questionnaire survey (on Human Values) of 922 Managers, along with the other Research Fellows.
- iv) Acted as a facilitator in two International MDPs on Human Values conducted by Prof. S.K. Chakraborty.
- v) Assisted Prof. S.K. Chakraborty in Student Evaluation and in conducting two courses for PGP-II Students.
- vi) Nominated for the award of the Pre-Doctoral Fulbright Scholarship for the academic year 1995-96 in the area of Human Values in Management
- vii) Nominated as member of the Editorial Board in the Journal of Human Values.

41. Shri Sanjoy Mukherjee (Research Fellow)

- i) Conducted In-Company Programmes on Managerial Effectiveness for (a) IFFCO, Phulpur (one programme) (b) IOC, Research and Development, Faridabad (one programme), (c) IOC, Assam Oil Division, Digboi (one programme) (d) ATI, Government of West Bengal (two programmes) for fresh WBCS Entrants (e) Employment Exchange Offices, Calcutta (f) Wheels Rent - A - Car, Bombay, (one programme) (g) Indian Oil Corporation, Baroda.
- ii) Assisted Prof. S. K. Chakraborty in conducting PGP-II Optional Course on "Managerial effectiveness - Human Values and Business Ethics".
- iii) Completed three Research Based papers on (a) Modern organisations : the Missing dimension of the subjective and (b) Values conflict in Indian managers : a Divided House or a Mind divided and (c) Total Quality Management (TQM) and Human Values.
- iv) Jointly completed questionnaire survey (on Ethics and Human Values in management) of 922 Managers across the country, with other Research Fellows.
- v) Published two issues of MCHV Newsletter.

- vi) Nominated as a member of the Editorial Board in the International Journal of Human Values (to be published by SAGE).

42. Dr. Rahul Roy (Sr. Systems Analyst)

- i) Taught a) 4 GL Software Tools (PGDCM - Term-I), jointly with Prof. S. Bhattacharya.
 b) Strategies for Information systems Development (PGDM/FP Term-V Elective and PGDCM Term-II compulsory combined), jointly with Prof. S. Bhattacharya.
 c) Software project Management (PGDM/FP Term -VI Elective and PGDCM Term-III compulsory combined), jointly with Prof. S. Bhattacharya.
 d) "Industrial Dynamics" in the PGP/FP Term-IV Elective course entitled "Production and Inventory control", coordinated by Prof. A. K. Chatterjee.
- ii) Guided four PGCGM students for their projects; guided one FP student for his Term Paper entitled "Software Project Dynamics".
- iii) Conducted a PC Appreciation Course for 30 employees of the Institute.
- iv) Took sessions in (a) IFS Training Programmes on "Project Identification, Formulation, Monitoring and Appraisal" and "General Management" and (b) MDPs on "Executive Decision Making" and "Inventory Management".
- v) Received Ph.D. in Engineering from IIT, Kharagpur on the basis of the dissertation entitled "A system Dynamics Frame work for modelling of Stochastic processes".
- vi) Member of the Computer Purchase Committee, Computer Consumable Purchase Committee; Committee for formulation of training for Dept. of Posts and PGDCM Resource Allocation Sub-Committee.
- vii) Provided technical support and guidance to the PGDCM Admissions Committee in Processing Admissions Data.
- viii) Formulated (along with Prof. S. D. Vaidya) a three tier training programme for the officers of the Deptt. of Transport, Govt. of West Bengal.
- ix) Guided two summer Trainees from Jadavpur University in developing a software for MDP office.

43. Shri P.S. Dasgupta (Systems Analyst)

- i) Taught a) in the course "UNIX & C" for the PGP-II students of 30th Batch (along with Prof. A. Bagchi) (b) in the course on "Artificial Intelligence" for Fellowship Programme students (Co-ordinator Prof. A. Mahanti) (c) DP Course for PGDBM/PGCGM students.
- ii) Took sessions in (a) IFS Training Programme and (b) in the 14-week Programme for Small Scale Industries.

ANNEXURE XXI (Cont.)

- iii) Working for Ph.D. in Computer Science at the University of Calcutta, under Prof. B.B. Bhattacharya of ISI Calcutta.
- iv) Submitted a research paper in December, 1994 entitled "Graph Search with negative Costs : Applications in VLSI" at the International Joint Conference on Artificial Intelligence.
- v) System Administration for the UNIX Systems at the Computer Centre including the e-Mail facility.
- vi) Attended a meeting of all the Network Administrators (e-Mail) at the VECC, Calcutta, on 9.2.95.
- vii) Guided two PGCGM students for their Projects.

44. Dr. Tridib Chakraborty (Research Assitant)

- i) Taught "Corporate Planning and Business Environment" at NIPM, Calcutta.
- ii) Taught "Social Psychology" at the Department of Political Sciences, Rabindra Bharati University (RBU), Calcutta.
- iii) Took Sessions on "Indian Economic and social Problems" in the Training Course for RBI Officers, held at RBI, Zonal Training Centre, Calcutta.
- iv) Conducted In-company Training programme on "Managerial Effectiveness" at NTPC, Farakka, during October 25-26, 1994 (jointly with Dr. Santwana Chaudhuri).
- v) Member of the Editorial Board, and Desk Editor "DECISION"
- vi) The paper setter and Examiner on "Social Psychology" for M.A. Examination of RBU.

45. Shri Lawrence Gomes (Research Assistant)

- i) Prepared Bibliography on Management of Rural Development - Vol.22.
- ii) Assisted Prof. M.S. Mishra, in the preparation of News Letter Entitled. "Grass Roots" under the Centre for Management of Rural Development Programme.
- iii) Prepared selected Bibliography on Small Scale Industries; also assisted Prof. M.S. Mishra to organise "Small Industries Management Assistants Programme", sponsored by Small Industries Development Bank of India (SIDBI).
- iv) Involved in the project entitled "Long Range Planning for Rural Electrification in backward states" sponsored by REC, New Delhi.

46. Shri Akshoy K. Singha (Research Assistant)

- i) Assisted Prof. N. K. Chandra in his Research Work.

47. Shri Arun Mukhopadhyay (Research Assistant)
- i) Engaged in Research on Indian Aluminium Industry.
48. Shri Ajoy Rej (Research Assistant)
- i) Collected Material for preparation of Selected Bibliography on Management of Rural Development (Vol. XXII & XXIII); for preparation of Selected Bibliography on Rural Electrification; and for News Letters related to Centre for Management of Rural Development Programme.
 - ii) Involved in the project entitled "Long Range Planning for Rural Electrification in Backward States", sponsored by REC, New Delhi.
 - iii) Assisted Prof. Mishra in "Small Industries Management Assistants Programme", sponsored by SIDBI.
49. Dr. Tarit Dutta (Research Assistant)
- i) Working as a Project Director in a CMDS sponsored Research Project on "Regulated Market in West Bengal".
 - ii) Involved in the AMP for Top Level Executives of Public Sector Undertakings in India, held during April-June, 1994.
 - iii) Completed the following two qualitative Research studies (non-CMDS).
 - a) Uruguay Round Negotiations of the GATT and
 - b) The World Trade organisation - its role, scope , prospects and limitations in Fostering Global Trade.
 - iv) Associated with the Consultancy Project for M/s. Sree Leathers.
 - v) Referee to the Indian Journal of agricultural Marketing, a National level journal on Agricultural Marketing Area.
 - vi) Life Member of the Indian Society of Agricultural Marketing and ex-member of the Executive Committee of the said Society.
50. Mrs. Mamata Dutta (Research Assistant)
- i) Engaged in the compilation and processing data in connection with the research study entitled "Mapping Rural Growth Centres in West Bengal".
 - ii) Assisted Prof. Annapurna Shaw in her Research work.

51. Shri Amal Kanta Saha (Research Assistant)

- i) Assisted Prof. Nalinaksha Bhattacharya in his research activities.

52. Mrs. Krishna Lahiri (Research Assistant)

- i) Attended various MIS courses, such as ITSO (Information Technology for Strategic Objectives), ITFS (Information Technology in Financial Services), for further enhancement and updation of her expertise in the MIS Area.
- ii) Involved in the (a) study on connectivity for Globalisation; compulsions and barriers (b) Literature Survey for a study of the Management of Modern Office Automation Technologies and (c) completion of a Literature Survey on the trends in Information Technologies - their Managerial Applications in expert systems, networks, distributed data base, computerised management and manufacturing, etc.

53. Mrs. Shyamali Adhikari (Research Assistant)

- i) Compilation of Data for Directory of Voluntary Organisations (Vol. XXV)
- ii) Compilation of Data for preparation of Bibliography on Rural Development Management (Vol. XXIII)
- iii) Involved in STUP Training Programme held during May-June, 94, in the preparation of Course Materials, daily monitoring, evaluation and co-ordination, etc.
- iv) Involved in the 14-weeks SIMAP Training programme sponsored by SIDBI.

53. Dr. Santwana Chaudhuri (Research Assistant)

- i) Assisted Profs. A. N. Mathur and A. K. Sengupta in their research work.
- ii) Conducted a programme on "Managerial Effectiveness of Women Executives in Coal India", at Ranchi during June 8-9, 1994.
- iii) Conducted a programme on "Managerial Effectiveness" for Executives of NTPC (Farakka), at Farakka, during October 26-27, 1994. (jointly with Dr. Tridib Chakraborty).
- iv) Was a Guest Speaker at the Regional Management Convention of Women Entrepreneurs and Managers, on 10.4.94, at Bhubaneswar.

54. Shri Prithwis Kumar Sana (Research Assistant)

- i) Assisted Prof. M. S. Mishra in "Skill-cum-Technology upgradation Programme" and "Small Industries Management Assistants Programme", both sponsored by SIDBI.
- ii) Prepared a selected Bibliography on Management of Small Scale Industry.

- iii) Collected Material for preparation of Selected Bibliography on Management of Rural Development (Vol.XXII).
- iv) Involved in the project entitled "Long Range Planning of Rural Electrification in backward states" sponsored by REC, New Delhi.
- v) Assisted Prof. Mishra, to bring out a News Letter on Rural Development.

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.94 TO 31.3.95**

1. Prof. Binod Kumar
Book titled :
 - a) Manipulative and Strategic Behaviour in Organisation : Games played therein.
2. Prof. Sudip Chaudhuri.
 - a) "Public Enterprises and Private Purposes", published in the Economic & Political Weekly, May 28, 1994.
3. Prof. Alok Ray.
 - a) Papers in refereed journals :
 - i) "Increasing Intra-regional resource Flows of Investment and Development Finance to the Developing ESCAP Region Through Regional Cooperation" in Economic Bulletin for Asia and the Pacific (United Nations), Vol. XLII, No.2, pp.53-70.
 - ii) "Foreign Capital in Asia-Pacific Region : Trends, Problems & Prospects" in Economic & Political Weekly, October 22, 1994, pp. 2829-36.
 - b) Articles in Newspapers and periodicals :
 - i) "Keeping Them in a Dump" The Telegraph, June 13, 1994.
 - ii) "Putting Governments Out of Business", The Telegraph, July 4, 1994.
 - iii) "Public Issues & Private Vices", The Telegraph, July 13, 1994.
 - iv) "Cut Cloth According to Quota", The Telegraph, November 11, 1994.
 - v) "Buying Goods, Lending Ear", The Telegraph, November 25, 1994.
 - vi) "Getting a yearful", The Telegraph, December 19, 1994.
 - vii) "Final Countdown", The Telegraph, February 21, 1995.
4. Prof. Amitava Bose.
 - a) "Arguing About Capital", Indian Economic Review, Vol. XXIX, No.1, 1994.
 - b) "How to Plan for Infinity", The Statesman, June 18, 1994.
 - c) 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. Syamal K. Ghosh.

Articles in National and International refereed journals.

- a) "The role of strategic value analysis in European Privatisation Decisions" (co-authored with Roger Mills), European Management Journal. vol.12, No.2, June 1994.
- b) "Privatisation" in the Journal of General Management, vol.20, No.1, Autumn, 1994.
- c) "On time use studies and their uses" in the Journal of Income and Wealth, vol. 15, No.2, July 1993 (released in September 1994).
- d) "Social Accounts for Urban-Centred Regions" by Mr. Karl A. Fox, Deptt. of Economic, IOWA State University, Ames, IOWA and Prof. Syamal K. Ghosh, published as Section-9 in the book on Urban Regional Economics, Social Systems Accounts and Eco-Behavioural Science-Selected Writing by Karl A Fox.

Articles in Newspapers/Periodicals.

- a) "Well-done stakes" : Review of the 1994-95 Budget Proposals - The Telegraph, Calcutta, March 6, 1994.

6. Prof. Sanjeev Bhatt

- a) "A Turn in Time" a paper published in Advertising and Marketing, 15th January, 1995.

7. Prof. S. K. Chakraborty.

- a) Book titled "Ethics in Management", Oxford University Press, 1995.
- b) Completed producing a translated version into English from Bengali of Rabindranath Tagore's essays on Human Values to be published by Wiley Eastern Limited.
- c) In the last stage of publication from the papers submitted at 1992 - review Seminar on Human Values in various organisations.

8. Prof. Asim K. Pal

- a) "Neural Network Simulation Techniques for Economic and Financial Modelling : Some Examples", Sidhartha Dash and A.K. Pal, International AI Workshop, IIM Workshop.

9. Prof. Subir Bhattacharya.

- a) Game tree search using QG* : an extension over QuickGame, Proc. Fourth National Seminar on Theoretical Computer Science, Kanpur, India, June 6-8, 1994, pp. 53-61.
- b) A General Framework for Minimax Search in Game Trees, Information Processing Letters, Subir Bhattacharya and A. Bagchi, vol. 52, 1994, pp. 295-301.

10. Prof. Anup K. Sen

- a) Searching Graphs with A* : Applications to Job Sequencing (with A. Bagchi), submitted to IEEE Transactions on Systems, Man and Cybernetics.
- b) Graph Search Application in VLSI design : Search Space with Negative Arc Costs (with P.S. Dasgupta, Bhargab B. Bhattacharya and Subhas C. Nandy), Proc. IJCAI-95.
- c) Graph-Search Method for Non-Order-Preserving Evaluation Functions : Applications to Job Sequencing Problems (with A. Bagchi). Submitted to Artificial Intelligence, under revision.

11. Prof. Amitava Bagchi.

- a) Searching Graphs with A* : Applications to Job Sequencing (with Anup Sen and R. Ramaswamy), submitted to IEEE Transactions on Systems, Man and Cybernetics.
- b) A General Framework for Minimax Search in Game Trees, Information Processing Letters, Subir Bhattacharya and A. Bagchi, vol. 52, 1994, pp. 295-301.

12. Prof. Rahul Mukherjee.Refereed publication.

- a) A search procedure using polychotomies for search linear models with positive error variance (1994, with K. Chatterjee), Statistics & Decisions 12, 91-103.
- b) Tests based on score statistics : Power properties and related results (1994, with C.R. Rao), Math. Methods of Statist. 3, 46-61.

- c) An application of Hadamard matrices for the construction of main effect plus two plans for 2ⁿ factorials (1994, with K. Chatterjee), *Utilitas math.* 45, 213-218.
- d) A optimal run orders with a linear trend (1994, with S. Sengupta). *Austral. J. Statist.* 36, 115-122.
- e) Comparison of tests in their original forms (1994). *Sankhya A* 56, 118-127.
- f) On existence of two symbol complete orthogonal arrays (1994, with S. Kageyama). *J. Combinatorial Theory A* 66, 176-181.
- g) Second order Pitman closeness and Pitman admissibility (1994, with J.K. Ghosh and P.K. Sen). *Ann. Statist.*, to appear.
- h) Higher order comparison of tests : A Bayesian route (1994, with J.K. Ghosh). In : *Essays on Probability and Statistics (in Honor of Professor A.K. Bhattacharyya, eds. S.P. Mukherjee et al)*, Presidency College, Calcutta, 92-101.
- i) On optimal designs with restricted circular string property (1995, with S. Huda and I.H. Khan). *Computational Statist. and Data Anal.* 19, 75-83.

13. Prof. Sujit K. Basu.

Books (Edited)

- a) *Essays on Probability and Statistics : Festschrift in Honour of Professor Anil Kumar Bhattacharyya Statistics* (Presidency College, Calcutta), 1994. (joint with A. Chaudhuri and S.P. Mukherjee).
- b) *Communications in Probability & its Applications*, in PRESS, Oxford University Press (1995). (joint with M.C. Bhattacharjee).

Working Papers.

- a) "Residual life time at great age" revisited, (joint with M.C. Bhattacharjee). *Research Report : CAMS-029*, New Jersey Institute of Technology.

- b) Ageing with Laplace order conserving survival under perfect repairs, (joint with M.C. Bhattacharjee). Research Report : CAMS-030, New Jersey Institute of Technology.

Papers in refereed journals .

- a) Nonparametric estimation of age and periodic replacement policies, (joint with D. Roy). Rep. Statist. Appl. Res. Un. Japan Sci. Engrs. JUSE, 40, No.3 (1993), 13-22.
- b) On a nonparametric family of life distributions and its dual, (joint with M. Mitra), J. Stat. Planning & Inference, 39 (1994), 385-397.
- c) Change point estimation in non-monotonic ageing models, (joint with M. Mitra), to appear in the Annals of Institute of Statistical Mathematics, Japan (1995/96).
- d) Characterizing the exponential law under Laplace order domination, (joint with M. Mitra and M.C. Bhattacharjee), accepted for publication, subject to revision, in the Calcutta Statistical Association Bulletin (1995).

Revised & Communicated

- a) On some properties of the bathtub failure rate family of life distributions, (joint with M. Mitra).
- b) Stock models leading to non-monotonic ageing classes of life distributions, (joint with M. Mitra).
- c) Characterizing the exponential law under Laplace order domination, (joint with M. Mitra and M.C. Bhattacharjee).

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).

14. Prof. Nilotpal Chakravarti.

- a) "Some results concerning post-infeasibility analysis", European Journal of Operational Research, 73, (1994), 139-143.
- b) "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).
- c) "LP Relaxation of the Two Dimensional Knapsack Problem with Box and GUB Constraints", (with A. Bagchi & N. Bhattacharyya) to appear in European Journal of Operations Research.
- d) "A relaxation of the Precedence Constrained Knapsack Problem" (with M.J. Best). Submitted to Mathematics of Operations Research.

15. Prof. Anil K. Sengupta.

- a) The Article entitled "Liberalisation, Globalisation and Participation : The Indian Case" has been accepted for publication by the Journal Productivity published by National Productivity Council, Delhi.
- b) Wrote a part of the background paper for the National Convention of the All India Management Association held at Calcutta in September, 1994.

16. Prof. Debashis Bhattacharjee.

- a) Paper entitled "Unions, Wages & Labour Markets in Indian Industry, 1960-1986 (Co-authored with T.D. Chaudhuri) published in The Journal of Development Studies, Vol. 30, No.2, 1994, pp. 443-465.
- b) Following two Research papers (Co-authored with T.D. Chaudhuri) published : Review.
 - i) "Modelling Trade Union Growth in India", The Indian Journal of Labour Economics, vol. 37, Jan.-March, 1994, pp. 67-72.
 - ii) A "Structural Model of Strikes and Wages in India, 1960-86", The Indian Journal of Industrial Relations, vol.30, October 1994, pp. 144-155.

- c) "Human Dimension of Liberalisation : The Task Ahead", (with Profs. S.K. Chakraborty, A.K. Sengupta & A.K. Sinha), Background paper, 21st National Management Convention, All India Management Association, Calcutta, September 1994.

17. Prof. Ajeet N. Mathur.

- Books. a) Chapter on "The Politics and Economics of Global Employment" in the book edited by Mihaly Simai, Zed Books, London, 1995.

Working Papers.

- a) Industrial Restructuring and Labour in Post Maastricht Europe, Working Paper Series, IIMC, 1994.
- b) Employment Security Industrial Relations and Labour Market Flexibility, Working Paper, University of Tampere, 1995

Papers in refereed journals.

- a) Managing a Nation - Who is In-Charge ? (Co-authored with Cynthia Van Hulle), in ASCI Journal of Management, Vol. 23(3), September 1994.
- b) "The Future of Unions" in Indian Journal and Social Work, Vol. LV, No.2, April 1994.
- c) "Labour Market Flexibility : Holy Grail or Banquo's Ghost ?" in Indian Journal of Labour Economics, Vol. 37 (4), 1994.

18. Prof. Rabin Ganguly.

- a) "Integrated Development of Small & Medium Towns in India" in Regional Science in Developing Countries, Macmillan, London
- b) Completed Book Reviews -
- a) For "PRODUCTIVITY", journal of NPC, New Delhi -
- i) "Redefining Conservation" by Pani N.

ii) "R & D in Indian Industry" by Beri G.C.

b) For "DECISION", journal of IIM Calcutta -

i) "Drought, Policy and politics" by Mathur and Jayal.

ii) "Development Management and Administration" by Roy, Sen & Ghosh.

19. Prof. Annapurna Shaw.

Journal Articles

- a) "Urban Growth and Land-Use Conflict in New Bombay" published in Bulletin of Concerned Asian Scholars (Colorado, USA), vol.26 No.3, in July-Sept. 1994.
- b) "The Informal Sector in Indian Manufacturing Activities : A Regional Study". The Indian Journal of Labour Economics. Vol. 37, No. 3, July-Sept. 1994.pp. 335-350
- c) "The Planning and Development of New Bombay, India" Modern Asian Studies (Cambridge University, England) (forthcoming).
- d) "Satellite Town Development in Asia : The Case of New Bombay, India" has been submitted to Urban Geography (Maryland, USA) (forthcoming).
- e) "The Role of Place and the Modern/Post Modern Debate" submitted to Economic and Political Weekly.

20. Prof. Kalyan Sankar Mandal.

- a) Contributed a chapter entitled "Social Work Education in India" for an International Publication, International Handbook on Social Work Education.

21. Prof. Ranjan Das

- a) Wrote two Cases - one on NICCO Corporation and the other on Dolphin Laboratories.

22. Dr. Rama Prosad Banerjee. (Research Fellow)

- a) Working Papers - one on Individuality and the other on Stress Management.
- b) Contributed a Book Review to The Journal of Human Values and International Journal to be published by SAGE.
- c) Contribute one long question-answer, to the MCHV New Letter in its issues of November, 1994 and February, 1995.

23. Shri Debashish Chatterjee. (Research Fellow)

- a) Completed following Working Papers :
 - i) Human Values and Management of Change
 - ii) Worship and the Spirit of Action
 - iii) Human Values and Indian Work Ethos in the Context of Globalisation.
 - iv) Principles and Practices of Recruitment in Indian Companies : The Human Values Dimension.

24. Shri Sanjoy Mukherjee. (Research Fellow).

- a) Contributed two self-contained chapters in Prof. S.K. Chakraborty's latest book "Ethics in Management : Vedantic Perspectives" published by Oxford University, Jan' 95.
- b) Completed the first working paper entitled: "Modern Organisations: The Missing Dimension of the Subjective".
- c) Working Paper on TQM and Human Values.

25. Dr. Rahul Roy, Sr. Systems Analyst

- a) System Dynamics Models for Problems of Reliability (with P.K.J. Mohapatra), accepted for publication in System Dynamics : An international Journal of Policy Modelling.

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

- a) "Understanding Entrepreneurial Spirit" in Financial Express, May 13, 1994
 b) "High Tech Reinforces Class Divisions" in Amrita Bazar Patrika, May 31, 1994.
 c) "Dehumanising Syndromes" in Financial Express, June 22, 1994.
 d) "Private Means" in The Telegraph, June 30, 1994
 e) "Roots of Alternative Technology" in Financial Express, July 31, 1994
 f) "Privatisation : A lot to Watch Out" in Financial Express, July 31, 1994.
 g) "Privatisation of Public Enterprises : Key Issues" in Economics Growth & Social Change, New Delhi, September, 1994.

Working Papers

- a) "Facing up to the Future - The Challenge of Change".

27. Shri Prithwis Kumar Sana, (Research Assistant)

- a) "Durnity oh Kayemi Swarther Sange Sanghat (in Bengali) - published in "Dhana Dhanye ", March ,94.
 b) "Antaheen Samasyar Gaveere" (in Bengali) published in "Dhana Dhanye", June 94.
 c) "Ek Natun yuger Bhor Dakshin Chabbis Pargana" (in Bengali) published in "Ganashakti" Dec 12, 94.

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

- a) Working Paper entitled "Structural Deterioration In Indian Agriculture - Three Years of New Economic Policy".

29. Dr. Tarit Kr. Dutta (Research Assistant)

Working Papers

- a) An Insight into the Financial Management of Regulated Markets in West Bengal.
- b) World Trade Organisation - A New Dimension in Global Trade.
- c) World Trade Organisation - Facing Rough Weather from the beginning.

Papers in refereed journals

- a) "Uruguay Round Negotiations of GATT, The Major Outcomes and Implications for Indian Agriculture published in VIEW (Voice of Indian Economy and World), Economic Analysis Group of University Students, Burdwan, 1994.
- b) "Impact of Seasonality on Marketing Efficiency of Agri-produce" published in Agricultural Situation in India, September/October, 1994, Ministry of Agriculture, Deptt. of Agricultural and Co-operation, Govt. of India.
- c) A critical study of the Financial Problems of the Regulated Markets in West Bengal, Agricultural Marketing, Oct-Dec, 1994, Vol. XXXVII, NO. 3, Dte. of Marketing Inspection, Ministry of Rural Development, Govt. of India.
- d) The papers titled -
 - i) Micro-Economic Analysis of Market Era of Regulated markets in West Bengal.
 - ii) A critical study of a financial problem of the regulated markets in West Bengal.

Have been submitted for publication in refereed journals.

- Book
- a) Book titled "Regulated Markets in West Bengal" (co-author Prof. Sudas Roy) (forthcoming)

Others

- a) The paper entitled "An Exploration on the Hinterland of Agricultural Market in West Bengal has been accepted for publication in DECISION.
- b) Two papers on World Trade Organisation in popular article form have been forwarded to the Economic Times, Calcutta and the Financial Times, Calcutta for publication.

30. Mrs. Shyamali Adhikari (Research Assistant)

- a) Working Papers on :
 - i) PRA on Rural Development Sector.
 - ii) Safe water and rural communities.

31. Dr. (Mrs.) Santwana Chaudhuri (Research Assistant)

- a) Published a review article of the Book "Collective Bargaining - Perspectives and Practices" in Decision Vol. 20, NO.3 July-September, 1993.
- b) Review of the book "Trends in Industrial Conflict in India" (1961-1967) published in "Industrial Relations".

32. Shri Prithwis Kumar Sana (Research Assistant)

- a) "Durnity oh Kayemi Swarther Sange Sanghat" (in Bengali) published in DHANADHANYE, March, 1994.
- b) "Antaheen Samsyar Gaveere" (in Bengali) published in DHANADHANYE, June-July, 1994.
- c) "EK Natur Yuger Bhore Dakshin Chabbis Pargana" (in Bengali) published in GANASAKTI dated 3.12.1994.

LIST OF GRADUATING STUDENTS - 1995

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	141/30	Manish Bothra	7.97	1
2.	287/30	Vipul Chandra	7.89	2
3.	329/30	J.V. Ramakant	7.71	3
4.	380/30	V. Rakesh	7.69	4
5.	330/30	Joseph R. Fernandes	7.63	5
6.	245/30	Niloy Laha	7.57	6
7.	212/30	Ashish P. Jusuja	7.49	7
8.	256/30	Rashi Vig	7.43	8
9.	272/30	Shankha Ghose	7.31	9
10.	265/30	Sandeep Achantani	7.31	9
11.	147/30	Nitin Aggarwal	7.29	11
12.	165/30	Sampat Nirav Jagdish	7.23	12
13.	332/30	Sinduja K.	7.17.	13
14.	253/30	Rajesh Raman	7.14	14
15.	202/30	Aditya Agrawal	7.09	15
16.	103/30	Alok Rastogi	7.06	16
17.	144/30	Mukesh Khandelwal	7.03	17
18.	310/30	Aniruddha Paul	7.03	17
19.	232/30	M.V. Ganesh	7.03	17
20.	328/30	Jaijit Bhattacharyya	7.00	20
21.	378/30	Utpal Guha	7.00	20

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
22.	234/30	Manish Kumar	6.94	22
23.	115/30	Bibekar Sanjay Dinkar	6.94	22
24.	368/30	Suchismita Satpathy	6.91	24
25.	208/30	Anurag Dwivedi	6.89	25
26.	222/30	Deepesh Pandey	6.89	25
27.	127/30	Girish Madhawa Tutakne	6.89	25
28.	363/30	Shalabh Mohan	6.89	25
29.	223/30	G. Prashanth Nayak	6.86	29
30.	161/30	Rajan S.S.	6.83	30
31.	174/30	Sumit Kumar Gupta	6.83	30
32.	186/30	Yogesh Upadhyaya	6.80	32
33.	207/30	Anurag Dahiya	6.80	32
34.	155/30	Rahul Sood	6.80	32
35.	203/30	Amar Kumar	6.77	35
36.	279/30	Sudhir Jain	6.74	36
37.	182/30	Vishal Gupta	6.74	36
38.	347/30	Nirupama Kothandaraman	6.74	36
39.	270/30	Saurabh Agrawal	6.69	39
40.	181/30	Vineet Dhamija	6.66	40
41.	151/30	Patwardhan Vijay P.	6.66	40
42.	235/30	Manish Sinha	6.66	40
43.	109/30	Bhinde Ashish Harish	6.66	40
44.	187/30	Zobalia Neha Dilip	6.63	44

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
45.	325/30	Harsh Gupta	6.63	44
46.	355/30	Rudraprasad Kundu	6.60	46
47.	104/30	Aniruddha S. Dange	6.60	46
48.	123/30	Freddy Percy Bharucha	6.57	48
49.	335/30	Prasad Bhalchandra Kale	6.57	48
50.	352/30	Rajesh Balachandran	6.57	48
51.	382/30	Vasudev N. Jagannath	6.57	48
52.	264/30	Samir Garg	6.57	48
53.	315/30	Biju P. Potty	6.54	53
54.	326/30	Indraneel Banerjee	6.54	53
55.	211/30	Aseem Mathur	6.54	53
56.	226/30	K. Venkataraman	6.54	53
57.	275/30	Soumitra Bandyopadhyay	6.51	57
58.	307/30	Amit Rajpal	6.51	57
59.	160/30	Ritesh Maheshwari	6.51	57
60.	172/30	Sujoy Banerjee	6.51	57
61.	138/30	Lilian Jessie Paul	6.51	57
62.	276/30	Subash V.N.	6.49	62
63.	266/30	Sandeep Chopra	6.49	62
64.	179/30	Vinay Kumar Prasad	6.46	64
65.	148/30	Padmanabh Sinha	6.46	64
66.	361/30	Saldanha Neela Angela	6.46	64
67.	139/30	Suresh M.A.	6.46	64
68.	120/30	Dwaipayana Bose	6.43	68

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
69.	317/30	Deepak Malik	6.43	68
70.	321/30	Gautam Samanta	6.43	68
71.	244/30	Ajit R. Nayak	6.43	68
72.	338/30	Ajit Digambar Ketkar	6.37	72
73.	348/30	P. Mahesh	6.37	72
74.	178/30	Vikas Ahuja	6.34	74
75.	143/30	Mohit Tripathi	6.34	74
76.	354/30	Ravi S.	6.34	74
77.	177/30	Varun Gupta	6.31	77
78.	210/30	Arindam Haldar	6.31	77
79.	221/30	Deepak Sharma	6.31	77
80.	171/30	Sudhir Naresh Goel	6.31	77
81.	285/30	Yogita Ashok Verma	6.29	81
82.	304/30	Ajit Goswami	6.29	81
83.	306/30	Amit Khattar	6.29	81
84.	213/30	Aswin Rajappa	6.29	81
85.	164/30	Sai Vandana	6.26	85
86.	327/30	Jagdish Natarajan Iyer	6.23	86
87.	340/30	Lovekesh Dev	6.23	86
88.	369/30	Sudhir Singh	6.23	86
89.	142/30	Manu Parashar	6.20	89
90.	337/30	Karkera Kiranraj Karunakar	6.17	90
91.	166/30	Sanjeet Kaur	6.17	90
92.	168/30	Sourish Chaudhuri	6.17	90

ANNEXURE XXIII (Contd.)

Sl. No.	Regn. No.	N a m e	CGPA	Rank
93.	324/30	Hariharan Krishnan	6.14	93
94.	334/30	Kalani Navin Bihari	6.14	93
95.	156/30	Rajeev Arora	6.14	93
96.	371/30	Sumcer Toteja	6.14	93
97.	373/30	Sunil Viswanathan	6.14	93
98.	376/30	Tanuj Suri	6.14	93
99.	248/30	Pranav Thakur	6.14	93
100.	201/30	Aditi Ghosh	6.11	100
101.	204/30	Amitabh Pushparaj M	6.11	100
102.	366/30	Shivangi S. Nadkarni	6.11	100
103.	247/30	Pramadwathi Jandhyala	6.11	100
104.	124/30	Ganapathy G.R.	6.09	104
105.	343/30	Manish Agarwal	6.09	104
106.	346/30	Niraj Joshi	6.09	104
107.	118/30	Dhirendra Kumar Hota	6.06	107
108.	365/30	Shishir Prasad Vyas	6.06	107
109.	345/30	Navneet Arora	6.06	107
110.	227/30	Kapil Sharma	6.06	107
111.	249/30	Rahul Mehrotra	6.06	107
112.	140/30	Manish Kumar	6.03	112
113.	184/30	Vivek Agarwal	6.03	112
114.	336/30	Sanjeev Maruti Kamble	6.03	112
115.	224/30	George Mathew	6.00	115
116.	169/30	Sriram R.	6.00	115

ANNEXURE XXIII (Contd.)

Sl. No.	Regn. No.	N a m e	CGPA	Rank
117.	375/30	Venkata S. N. Reddy M.	5.97	117
118.	351/30	Amit Sumantlal Parmar	5.97	117
119.	252/30	Rajeev Kabra	5.97	117
120.	114/30	Bhupinder Singh Ahuja	5.94	120
121.	318/30	Deven Kapoor	5.94	120
122.	246/30	Parthasarathi Ray	5.94	120
123.	383/30	Vikram Grover	5.91	123
124.	261/30	Rahul Saighal	5.91	123
125.	205/30	Ananth Vasanth Nayak	5.91	123
126.	277/30	Subrat Pani	5.89	126
127.	153/30	R. Ravindran	5.89	126
128.	341/30	Madhu Chhanda	5.86	128
129.	331/30	Joseph Varghese	5.86	128
130.	125/30	Gayathri Subramanyam	5.86	128
131.	108/30	Arnab Sengupta	5.83	131
132.	149/30	Pankaj Kumar Sharma	5.80	132
133.	302/30	Abhishek Sharma	5.80	132
134.	364/30	Shamik Nag	5.80	132
135.	225/30	Harpreet Singh	5.80	132
136.	110/30	Ashish Kumar Gupta	5.77	136
137.	344/30	Mohammad Shoeb Aftab	5.77	136
138.	350/30	Parameswaran Anand	5.77	136
139.	367/30	Siddhartha Mukherjee	5.77	136
140.	268/30	Sandeep Kumar Kalra	5.77	136

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
141.	242/30	Nalluri Srimouli	5.77	136
142.	255/30	Ranjan Kumar Majumdar	5.77	136
143.	170/30	Subrata Roy	5.77	136
144.	260/30	Srikanth S.	5.77	136
145.	175/30	Turlapati Satish R.	5.77	136
146.	286/30	Vikram Bhalchandra	5.74	146
147.	159/30	Ratish Kumar Nair	5.74	146
148.	116/30	Bibhash Biswas	5.71	148
149.	183/30	Vitankar Prashant M.	5.71	148
150.	353/30	Rajnish Sapra	5.69	150
151.	162/30	S. Shankar	5.69	150
152.	305/30	Amardeep Gul Udeshi	5.66	152
153.	150/30	Pankaj M. Ukey	5.66	152
154.	362/30	Sanjay Srivastava	5.66	152
155.	271/30	Seema C. Abraham	5.63	155
156.	280/30	Sumana Ray	5.63	155
157.	105/30	Anirudha G. Damkey	5.63	155
158.	180/30	Vineesh Surinder Chadha	5.60	158
159.	370/30	Kiran Kumar Suggu	5.60	158
160.	136/30	Lakyntina Lyngdoh	5.60	158
161.	333/30	Krishnan K.S.	5.57	161
162.	258/30	Rohit Lal	5.57	161
163.	356/30	Bala Murugan S.	5.57	161
164.	126/30	Gerard Selvam A.	5.54	164

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
165.	128/30	Jai M. Zende	5.54	164
166.	157/30	Kunal Asaram Ramteke	5.54	164
167.	259/30	Ramachandran S.	5.51	167
168.	214/30	Avnit Kaur Arora	5.51	167
169.	154/30	Raghuram R.	5.51	167
170.	134/30	Kaushik Ghosh	5.51	167
171.	274/30	Shashank Shekhar	5.49	171
172.	309/30	Aneek Vikram Das	5.49	171
173.	240/30	Sadashiv Milind Dalal	5.49	171
174.	339/30	Vivekananda Raja L.C.	5.46	174
175.	106/30	Anuj Singh	5.46	174
176.	349/30	P.N. Viswanathan	5.46	174
177.	218/30	Pallavi N. Debburman	5.43	177
178.	281/30	P. Sundarrajan	5.43	177
179.	312/30	Ashish Kumar Wahi	5.43	177
180.	135/30	Lakshmanan Narayan	5.43	177
181.	119/30	Domalapally Rama Rao	5.40	181
182.	263/30	Sameer Gupta	5.37	182
183.	323/30	Gyanlata Madhuri Kujur	5.37	182
184.	209/30	Anuttaman Misra	5.34	184
185.	131/30	K. Gopinath	5.34	184
186.	233/30	Mahesh Kanago	5.31	186
187.	319/30	E.N. Ashwin Kumar	5.31	186
188.	269/30	B. Satya Prakash	5.29	188

ANNEXURE XXIII (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
189.	230/30	Mathew Kurian	5.29	188
190.	301/30	A.V. Venkatraman	5.26	190
191.	236/30	Manish V. Hedao	5.26	190
192.	102/30	Aditya Shankar Srivastava	5.23	192
193.	216/30	Bhaskardipta Bhattacharjee	5.23	192
194.	314/30	Meenal V. Bhosale	5.23	192
195.	283/30	Bhanuvilas B. Suryawanshi	5.23	192
196.	228/30	Kasina Sreenivasa Kumar	5.20	196
197.	117/30	Kedar Anil Bijurkar	5.20	196
198.	137/30	Leemon	5.17	198
199.	231/30	Ramakrishnan M.V.	5.17	198
200.	158/30	Randeep Rai Singh	5.14	200
201.	206/30	Anupam Mittal	5.14	200
202.	357/30	S. Suresh	5.14	200
203.	167/30	Sankarson Banerjee	5.11	203
204.	111/30	Avhijit Mandal	5.11	203
205.	112/30	Baibhab Biswas	5.11	203
206.	113/30	Bhavdeep Singh	5.09	206
207.	308/30	Anand Menon	5.06	207
208.	237/30	Manoj Deepak Sharma	5.06	207
209.	220/30	Deepak Sachdeva	5.03	209

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 1995**

<u>Sl. No.</u>	<u>N a m e</u>	<u>Regn. No.</u>	<u>Area of Specialisation</u>	<u>Thesis Title</u>
1.	Shri V. Gopal	FP/2/83	Finance	Capital Structure and its Restructuring in Public Enterprises.

**LIST OF STUDENTS WHO WERE AWARDED POST GRADUATE CERTIFICATE
IN GENERAL MANAGEMENT AT THE 30TH CONVOCATION HELD ON 11.3.95**

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>Name of the Students</u>	<u>Rank</u>
01.	58/13	Suvasa C. Mahapatra	1
02.	41/13	Prasanta Bhattacha	2
03.	11/13	Arpan K. Khastagir	3
04.	46/13	Rakesh Gupta	4
05.	60/13	Yashwant Ruia	5
06.	51/13	Souvik Sarkar	6
07.	54/13	Sujata Sen Sharma	7
08.	15/13	C. G. Davis	8
09.	32/13	Kallol Choudhury	8
10.	03/13	Anil Errol Shipley	10
11.	17/13	Debdatta Maitra	11
12.	31/13	K.R. Subramaniam	11
13.	12/13	Arvind Gupta	13
14.	56/13	Supriyo Sinha	13
15.	19/13	Debasis Chanda	15
16.	39/13	Partha Pratim Sen	16
17.	40/13	Pinaki Ranjan Basu	17
18.	53/13	Sudip Bose	18
19.	24/13	Dipak Kumar Basak	19
20.	20/13	Debasis Saha	20

ANNEXURE XXV (Contd.)

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>Name of the Students</u>	<u>Rank</u>
21.	59/13	Tapas Chattopadhyaya	21
22.	18/13	Debadipta Sengupta	22
23.	38/13	Pallab K. Halder	23
24.	49/13	Shyan Dasgupta	24
25.	27/13	Govindaraju Jayant	25
26.	22/13	Debkumar Pal	26
27.	34/13	Minakshi Sarkar	27
28.	10/13	Arnab Sen	28
29.	33/13	Manoj K. Singhania	28
30.	57/13	Surendra Bhatia	30
31.	47/13	Renuka Khanna	31
32.	02/13	Amitava Ghosh	32
33.	28/13	Ila Ghosh Guha	33
34.	37/13	P. Bhanu Prakash	34
35.	16/13	Chandan Basak	35
36.	45/13	Rajat Ghosh	36
37.	07/13	Anupam Banerjee	37
38.	55/13	Sujoy Dutta	37
39.	14/13	Bhuvanendran Kamak	39

**LIST OF POST-GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FROM 1ST BATCH TO 30TH BATCH**

1966	1967	1968
Mansinghka 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. Chandrasenan 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

1995

Manish Bothra
 Vipul Chandra
 J.V. Ramakant
 V. Rakesh
 Joseph R. Fernandes

STATEMENT OF ACCOUNTS

APRIL 1, 1994 TO MARCH 31, 1995

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
1. CAPITAL FUND :						
A. GENERAL ACCOUNT						
I. <u>Government of India</u>						
As per last account	8,51,91,075.44					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>1,26,65,826.87</u>					
	9,78,56,902.31					
Less: Capital investment written off	<u>81,130.00</u>		9,77,75,772.31			
II. <u>Government of West Bengal</u>						
As per last account			<u>11,17,540.61</u>		9,88,93,312.92	
B. CAMPUS ACCOUNT						
I. <u>Government of India</u>						
As per last account	12,34,26,372.64					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>1,37,40,000.00</u>		13,71,66,372.64			
II. <u>Government of West Bengal</u>						
As per last account			11,86,687.00			
III. <u>Bank Building</u>						
As per last account	6,32,024.84					
Add: Addition during the year	<u>1,47,975.16</u>		<u>7,80,000.00</u>		13,91,33,059.64	
C. LIBRARY DEVELOPMENT						
As per last account					10,00,000.00	
D. FORD FOUNDATION						
As per last account					55,34,167.90	
E. U N D P						
As per last account					4,41,478.70	
F. AICTE						
					5,00,000.00	

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1995**

A S S E T S	Rs.	P.	Rs.	P.	Rs.	P.
1. <u>FIXED ASSETS</u>						
(As per Schedule 'A')						
As per last account	19,59,45,156.44					
Add : Addition during the year	<u>1,94,01,865.10</u>					
	21,53,47,021.54					
Less : Adjustment for write-off (Receipt/adjustment during the year 1994-95)	<u>81,130.00</u>				21,52,65,891.54	
2. <u>LOANS, ADVANCES AND OTHER RECEIVABLES</u>						
A. <u>LOANS AND ADVANCES</u>						
I. <u>PURCHASES AND SERVICES</u>						
a. General Account	1,55,86,619.65					
b. Construction Account	<u>1,14,103.73</u>		1,57,00,723.38			
II. <u>STAFF</u>			51,08,555.80			
B. <u>OTHER RECEIVABLES</u>						
I. Government of West Bengal	4,51,211.05					
II. Accounts Receivables	2,07,52,691.76					
III. Deposit	17,754.72					
IV. Claim	491.40					
V. Consultancy	<u>8,000.00</u>		<u>2,12,30,148.93</u>		4,20,39,428.11	
3. <u>INVESTMENT</u>						
(As per schedule 'C')						
					5,95,72,124.74	
4. <u>INVENTORY OF STORES</u>						
I. <u>General Account</u>			60,426.79			
II. <u>Construction Account</u>			<u>6,69,030.50</u>		7,29,457.29	

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
2. ENDOWMENT FUND						
a. Excess of income over expenditure (transferred from Income & Expenditure A/c.)						
As per last account	63,91,102.39					
Less : Adjustment for 1993-94	<u>27,30,000.00</u>					
	36,61,102.39					
Add : Matching Grant for 1993-94 from Govt. of India	36,61,000.00					
Add : Donation received during the year	200.00					
Add : Excess of Income over Expenditure during 1994-95 transferred from Income & Expenditure Account	2,53,53,364.10					
Add : Interest received during the year	<u>93,288.78</u>		3,27,68,955.27			
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						
As per last account	96,98,707.28					
Add : Addition during the year	1,00,09,837.00					
Add : Interest earned during the year	<u>4,45,700.71</u>					
	2,01,54,244.99					
Less : Recurring Expenditure	<u>3,08,331.80</u>		1,98,45,913.19			
e. Donation for Scholarships & Prizes			<u>2,11,000.00</u>		6,67,55,733.88	
3. MISCELLANEOUS FUNDS					31,99,924.36	
4. PROVIDENT FUND DEPOSIT					92,365.22	
5. CURRENT LIABILITIES					83,26,073.52	
6. PROJECT-IN-PROGRESS					<u>81,47,796.54</u>	
TOTAL					<u><u>33,20,23,912.68</u></u>	

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1995**

ASSETS	Rs.	P.	Rs.	P.	Rs.	P.
5. <u>SUSPENSE</u>					15.40.705.88	
6. <u>CASH & BANK BALANCES</u>						
(As per schedule 'B')					44.69,775.97	
7. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u>						
Fixed Assets						
(As per schedule 'D')					84.06.529.15	
TOTAL						<u>33,20,23,912.68</u>

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'A'

FIXED ASSETS 1994-95

Particulars	Net Block as on 1.4.94	Addition adjustment during the year 94-95	Gross Block as on 31.3.95	Receipt adjust ment during the year 94-95	Net Block as on 31.3.95
01. Land(inclgd Devpt.)	92,86,265.97	1,47,027.00	94,33,292.97	--	94,33,292.97
02. Buildings	8,96,33,370.09	1,34,90,974.29	10,31,24,344.38	--	10,31,24,344.38
03. Water Supply Installation	38,66,949.63	1,17,720.00	39,84,669.63	--	39,84,669.63
04. Electrical Installation	96,84,754.59	4,59,545.62	1,01,44,300.21	--	1,01,44,300.21
05. Boundary Wall	19,74,164.78	4,26,001.00	24,00,165.78	--	24,00,165.78
06. Roads, Drains & Culverts	54,13,359.97	27,675.00	54,41,034.97	--	54,41,034.97
07. Tubular Structure	19,83,891.96	16,769.00	20,00,660.96	--	20,00,660.96
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	1,62,40,049.39	25,05,888.66	1,87,45,938.05	--	1,87,45,938.05
12. Office Furniture	34,68,852.33	7,64,656.82	42,33,509.15	--	42,33,509.15
13. Motor Vehicle & Cycle	22,40,659.31	1,12,542.00	23,53,201.31	81,130.00	22,72,071.31
14. Library Books & Periodicals	2,97,72,060.62	8,65,984.71	3,06,38,045.33	--	3,06,38,045.33
15. Gift Books & Periodicals	3,131.00	--	3,131.00	--	3,131.00
16. Computer Centre	1,65,50,187.76	4,67,081.00	1,70,17,268.76	--	1,70,17,268.76
Total	<u>19,59,45,156.44</u>	<u>1,94,01,865.10</u>	<u>21,53,47,021.54</u>	<u>81,130.00</u>	<u>21,52,65,891.54</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		44,114.33
b.	<u>Cash-at-Bank</u>		
	Current Account with SBI, Joka Branch	2,73,599.80	
	Current Account with SBI, Main Branch	85,004.71	
	Savings Account with SBI, Joka Branch	39,26,295.77	
	Savings Account with SBI, Main Branch	70,342.18	
	Current Account with SBI, Joka Branch	14,356.70	
	A/c. DECISION		
	Current Account with SBI, Joka Branch	225.00	
	IIMC Endowment Fund		
	Savings Account with Alipore Post Office	<u>2,554.45</u>	43,72,378.61

B. CONSTRUCTION ACCOUNT

	Cash-in-Hand		2,174.23
	Cash-at-Bank		
	Current Account with SBI, Joka Branch		40,742.35

C. PETTY CASH

	Postage Petty Cash Franking	9,366.45	
	Imprest Fund - Library	500.00	
	Imprest Fund - Common Admission Test	<u>500.00</u>	10,366.45

	<u>44,69,775.97</u>
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Sd/ Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'C'

SCHEDULE OF INVESTMENT AS ON 31.3.95

1.	Prize Fund Investment	2,000.00
2.	Scholarship Fund - Investment	2,09,000.00
3.	Term Deposit	3,03,37,473.74
4.	Investment - Donation Fund - MCHV	1,14,32,641.00
5.	Investment - Endowment Fund	1,75,91,010.00
	Total	<u>5,95,72,124.74</u>

Sd/ Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
A/C. MANAGEMENT CENTRE FOR HUMAN VALUES
FIXED ASSETS AS ON 31.3.95

Schedule - 'D'

1.	Building	81,43,313.25
2.	Equipment	1,22,518.96
3.	Books	1,19,696.94
4.	Journals	21,000.00

	Total	<u>84,06,529.15</u>

Sd/ Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

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

EXPENDITURE	Rs.	P.	Rs.	P.
A. NON-PLAN				
1. To <u>Pay and Allowances</u>			2,59,11,427.67	
2. " <u>Provident Fund Contribution, Gratuity and Pension</u>			19,93,111.31	
3. " <u>Travelling Expenses</u>			1,56,334.45	
4. " <u>Leave Travel Concession</u>			7,43,390.30	
5. " <u>Stationery and Printing</u>			2,08,294.84	
6. " <u>Postage, Telegram and Telephones</u>				
i. Postage & Telegram	31,721.55			
ii. Telephones	<u>5,90,309.00</u>		6,22,030.55	
7. " <u>Motor Car Expenses</u>				
i. Petrol Oil	3,37,608.87			
ii. Maintenance & Repair to Automobiles	<u>2,63,751.15</u>		6,01,360.02	
8. " <u>Repairs, Renewals & General Maintenance</u>			3,15,029.30	
9. " <u>Electricity & Water Charges</u>			18,13,282.78	
10. " <u>Freight and Insurance</u>			71,484.00	
11. " <u>Advertisement and Publicity</u>			3,991.40	
12. " <u>Library Maintenance</u>			1,19,508.52	
13. " <u>Binding</u>			10,005.00	
14. " <u>Membership and Subscription</u>			5,115.20	
15. " <u>Post Graduate Programme</u>			26,94,056.35	
16. " <u>Post Graduate Diploma in Business Management</u>			3,67,231.83	
17. " <u>Post Graduate Certificate in General Management</u>			3,31,755.54	
18. " <u>Fellowship Programme</u>			5,57,016.07	
19. " <u>Management Development Programme</u>			19,40,075.95	
20. " <u>Extension Programme</u>			2,10,710.40	
21. " <u>Consultancy and In-Company Training Programme</u>			36,87,833.17	
22. " <u>Seminar and Conferences</u>			2,44,497.28	
23. " <u>Scholarship</u>			15,655.80	
24. " <u>Placement Expenses</u>			2,83,558.91	
25. " <u>Computer Centre Maintenance</u>			9,61,170.67	
26. " <u>Medical Expenses</u>			10,23,822.88	
27. " <u>Legal Expenses</u>			1,08,877.65	
28. " <u>Board Meeting Expenses</u>			79,934.80	
29. " <u>Entertainment Expenses</u>			31,704.83	
30. " <u>Staff & Students' Health Centre</u>			85,000.00	
31. " <u>Staff Welfare & Amenities</u>			1,12,793.85	
32. " <u>Overtime and Honoraria</u>			2,83,103.86	
33. " <u>Audit Fees</u>			1,36,585.00	
34. " <u>Contingencies</u>			5,01,676.66	
35. " <u>Campus Maintenance</u>			38,84,718.18	
36. " <u>Alumni Activities Expenses</u>			3,48,916.16	
37. " <u>Rent, Rates and Taxes</u>				
Faculty Accommodation	1,73,334.00			
Less Recoveries	<u>33,720.00</u>		<u>1,39,614.00</u>	
Sub-total (A)			<u>5,06,04,675.18</u>	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

I N C O M E	Rs.	P.	Rs.	P.
1. By <u>Grants-in-Aid</u> (Received from Government of India for both Plan & Non-Plan)			6,30,70,000.00	
2. " <u>Post Graduate Programme</u>			1,71,25,890.79	
3. " <u>Post Graduate Diploma in Computer Management</u>			35,59,550.00	
4. " <u>Fellowship Programme</u>			49,545.00	
5. " <u>Post Graduate Diploma in Business Management</u>			13,81,000.00	
6. " <u>Extension Programme</u>			4,39,800.00	
7. " <u>Post Graduate Certificate in General Management</u>			3,49,300.00	
8. " <u>Management Development Programme</u>			36,30,937.25	
9. " <u>MDP Complex Income</u>	35,12,264.00			
<u>Less : Complex Expenses</u>	<u>8,93,651.63</u>		26,18,612.37	
10. " <u>Consultancy & In-Company Training Programme</u>			61,71,921.74	
11. " <u>Transport</u>	3,82,998.55			
12. " <u>Subscription for Decision</u>			45,347.00	
13. " <u>Sale of Text Book</u>			3,783.00	
14. " <u>Royalty</u>			150.00	
15. " <u>Miscellaneous</u>			66,57,305.15	

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

EXPENDITURE	Rs.	P.	Rs.	P.
B. PLAN				
1. To <u>Faculty Development</u>			4,43,263.69	
2. " <u>Officers' Development</u>			7,825.65	
3. " <u>Staff Development</u>			6,232.20	
4. " <u>Faculty Participation in International Conferences</u>			4,91,430.25	
5. " <u>Centre for Management & Development Studies</u>			61,246.34	
6. " <u>Centre for Public Enterprise Studies</u>			5,960.46	
7. " <u>Special Programme on Rural Development</u>			70,588.39	
8. " <u>Preparation of Working Papers Newsletter & Decision</u>			53,483.37	
9. " <u>Computer Centre Infrastructure</u>			1,15,527.60	
10. " <u>Post Graduate Diploma in Computer Management</u>			<u>20,06,330.75</u>	
Sub - total (B)			<u>32,61,888.70</u>	
Sub - total (A + B)			5,38,66,563.88	
11. " <u>Grants-in-Aid Transferred to Balance Sheet :</u>				
<u>General Account</u>	1,26,65,826.87			
<u>Campus Account</u>	1,37,40,000.00			
<u>Endowment Fund</u>	<u>2,53,53,364.10</u>		<u>5,17,59,190.97</u>	
Total			<u>10,56,25,754.85</u>	

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

I N C O M E	Rs.	P.	Rs.	P.
16. " <u>Expenses for Faculty Accommodation</u> <u>Transferred to Government of West</u> <u>Bengal - As per Contra</u>			1,39,614.00	

TOTAL

10,56,25,754.85

Sd/- Subir Chowdhury
Director

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
<u>To Opening Balances :</u>				
<u>To 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
<u>To Postage - Petty Cash Franking</u>				
				17,149.75
<u>To CONSTRUCTION ACCOUNT</u>				
Cash in Hand				4,750.02
Cash at Bank				16,406.58
<u>To Grants-in-Aid : Govt. of India</u>				
				4,70,30,000.00
<u>To Post Graduate Programme:</u>				
Common Admission Test Fees	42,50,000.00			
Admission Fees	1,41,850.00			
Course Materials	6,60,600.00			
Tuition Fees	46,18,500.00			
Lodging Fees	7,44,020.00			
Computer Fees	17,28,200.00			
Library Fees	23,16,800.00			
Alumni Fees	<u>1,32,800.00</u>			1,45,92,770.00
<u>To Post Graduate Diploma in Computer Management :</u>				
Application Fees	25,63,200.00			
Admission Fees	15,000.00			
Tuition Fees	3,40,000.00			
Lodging Fees	56,625.00			
Course Materials	42,500.00			
Computer Fees	3,42,925.00			
Library Fees	<u>2,06,400.00</u>			35,66,650.00
<u>To Fellowship Programme :</u>				
Application Fees	33,375.00			
F.P. Registration & Dissertation Fees	<u>700.00</u>			34,075.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

P A Y M E N T S	Rs.	P.	Rs.	P.
By Salary			1,73,73,245.44	
" Leave Salary & Pension Contribution			570.00	
" Children Education Allowance			2,985.00	
" Gratuity			4,12,919.00	
" Pension			13,53,579.26	
" PGDCM Services & Supplies			5,62,638.26	
" Selection Test - PGDCM			2,63,778.45	
" Travelling Expenses			1,38,168.95	
" Leave Travel Concession			8,48,898.00	
" Stationery & Printing			4,63,747.45	
" Postage Expenses			2,483.00	
" Telephone Expenses			8,14,258.00	
" Motor Car Expenses			5,40,904.37	
" Repairs & Renewals			1,60,151.48	
" Electricity & Water Charges			19,54,847.83	
" Freight & Insurance			71,484.00	
" Advertisement & Publicity			3,974.40	
" Library Maintenance			1,00,546.71	
" Binding			9,805.00	
" Membership & Subscription			5,115.20	
" Post Graduate Programme Services & Supplies			9,84,037.80	
" Post Graduate Programme - Common Admission Test Expenses			10,75,388.20	
" Post Graduate Programme - Selection Test Expenses			2,12,059.05	
" Convocation Expenses			94,061.55	
" Fellowship Programme - Services & Supplies			5,17,369.82	
" M.D.P. - Services & Supplies			8,90,668.93	
" M.D.P. - Complex Expenses			8,70,003.84	
" Extension Programme - Services & Supplies			1,27,020.90	
" Post Graduate Certificate in General Management - Services & Supplies			2,07,439.36	
" Consultancy Project Expenses			33,83,699.01	
" Seminar & Academic Conferences			1,45,473.18	
" Scholarship - PGP			15,655.80	
" Placement Expenses			3,56,983.51	
" Medical Expenses			10,27,453.08	
" Legal Expenses			1,29,669.90	
" Selection Test - PGDBM			67,919.81	
" PGDBM Services & Supplies			1,86,200.90	
" Staff Welfare & Amenities			1,00,242.15	
" Computer Centre Maintenance			8,10,801.59	
" Overtime & Honoraria			2,81,895.86	
" Audit Fees			1,36,585.00	
" Contingencies			2,45,140.52	
" Maintenance of Campus			4,09,814.51	
" Miscellaneous Expenses - Bank Charges			49,311.53	
" Alumni Activities Expenses			2,39,345.30	
" Faculty Development			3,52,969.83	
" Board Meeting Expenses			38,209.05	
" Entertainment Expenses			28,203.13	
" Staff & Students' Health Centre			85,000.00	
" Officers' Development			1,900.00	
" Staff Development & Rationalisation			1,216.20	
" Centre for Management & Development Studies			37,499.66	

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To <u>Post Graduate Diploma in Business Management</u> :				
Application Fees	2,81,150.00			
Admission Fees	30,500.00			
Term Fees	10,75,000.00			
Library Fees	<u>24,100.00</u>		14,10,750.00	
To Management Development Programme Income			49,01,160.25	
To Management Development Programme Complex Income			15,26,830.60	
To Extension Programme Income			4,51,800.00	
To Post Graduate Certificate in General Management Income			3,49,300.00	
To Consultancy Project Income			1,18,17,226.42	
To Transport Income			8,533.00	
To Sale of Text Books			3,783.00	
To Royalty			150.00	
To Interest/Dividend from P.F. Investment			37,00,518.95	
To Subscription for Decision			45,547.00	
To Miscellaneous Income & Others			40,70,293.75	
To Miscellaneous Income - Laser Printing			325.00	
To Interest on Advance for House Building			424.00	
To Alumni Activities Income			3,22,300.00	
To Placement Income			19,20,560.00	
To Interest on Endowment Fund - MCHV			3,27,703.70	
To Interest on Endowment Fund Investment			1,66,993.83	
To Telephone Charges Recoverable			55,825.00	
To Miscellaneous Charges Recoverable			7,500.00	
To Accounts Receivable			1,03,31,504.65	
To IIMC Students' Association			1,10,940.00	
To Advance - Festival			660.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

P A Y M E N T S	Rs.	P.	Rs.	P.
" Faculty Participation in International Conferences			3,76,608.75	
" Preparation of Working Papers, News Letter & Decision			44,178.51	
" Special Programme on Rural Development			57,689.88	
" Centre for Public Enterprise Studies			4,251.00	
" Computer Centre Infrastructure			1,14,061.60	
" Management Centre for Human Values :				
Equipment			1,22,518.96	
Books			1,19,696.94	
Journals			21,000.00	
Seminar			24,000.00	
Expenses			2,46,202.57	
" Rent, Rates & Taxes			2,49,334.00	
" Equipment			4,07,243.80	
" Suspense			27.00	
" Furniture & Fixture			5,43,492.10	
" Computer Centre			39,202.50	
" Books			6,84,075.71	
" Periodicals			1,924.00	
" Library Development - Micro Forms			7,410.00	
" Electricity & Water Charges Recoverable			4,768.10	
" Telephone Charges Recoverable			88,225.00	
" Directors' Discretionary Fund Recoverable			9,600.00	
" Miscellaneous Charges Recoverable			1,215.00	
" Accounts Receivable			3,89,937.00	
" IIMC Students' Association			52,985.50	
" Computer Aided Management Centre			2,40,034.53	
" Advance - Festival			1,84,354.00	
" Advance - Flood Relief			28,000.00	
" Advance - Consultancy Project			8,40,800.00	
" Advance - Seminar			58,150.00	
" Advance - Extension Programme			64,000.00	
" Advance - Vendors			34,64,769.29	
" Advance - Personal			2,64,024.24	
" Advance - House Building			3,40,589.00	
" Advance - Periodicals			22,81,341.90	
" Advance - Cycle			5,590.50	
" Advance - Scooter & Motor Car			4,53,272.00	
" Advance - Centre			15,600.00	
" Scholarship Fund Investment			38,000.00	
" Term Deposit			10,72,31,351.00	
" Investment of Donation Fund - MCHV			2,53,82,562.07	
" Investment - Endowment Fund			69,12,500.00	
" Common Admission Test - 1992			34,168.35	
" Common Admission Test - 1993			14,94,027.71	
" Suspense Payable			17,79,771.91	
" Accounts Payable			8,65,482.56	
" Scholarship Donation Repayable			35,040.00	
" P.F. Payable			65,59,041.00	
" Fund for Recoverable Advance			43,357.00	
" Donations & Prizes			2,52,190.00	
" Donation Fund MCHV			1,065.00	
" Group Insurance Repayable			1,13,581.00	
" Security Deposit			1,07,000.00	

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To Advance - Consultancy Project			47,952.75	
To Advance - Seminar			3,340.00	
To Advance - Extension Programme			12,536.50	
To Advance - Vendors			23,113.00	
To Advance - Personal			59,895.90	
To Advance - Scooter & Motor Car			1,71,989.00	
To Advance - Centre			13,231.65	
To Scholarship Fund Investment			30,000.00	
To Term Deposit			8,27,79,632.00	
To Investment of Donation Fund Management Centre for Human Values			1,86,73,925.12	
To Common Admission Test 1993			10,00,000.00	
To Suspense Payable			840.00	
To Deferred Revenue Income			9,60,000.00	
To Accounts Payable			44,936.00	
To Scholarship Donation Repayable			50,340.00	
To Donation Fund - MCHV			1,01,64,927.59	
To Research Fund - AICTE			31,25,000.00	
To Group Insurance Repayable			1,15,897.00	
To Earnest Deposit			16,62,943.00	
To Security Deposit			30,000.00	
To Library Deposit			28,000.00	
To Caution Deposit - PGP			1,10,800.00	
To Caution Deposit - Fellowship Programme			1,000.00	
To Caution Deposit - PGCGM & PGDBM			1,500.00	
To Caution Deposit - PGDCM			12,000.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

P A Y M E N T S	Rs.	P.	Rs.	P.
" Earnest Deposit			20,000.00	
" Caution Deposit - Post Graduate Programme			46,600.00	
" Caution Deposit - PGCGM/PGDBM			12,470.00	
" Suspense Revenue Stamp			4,884.80	
" L I C Clearing			4,43,687.67	
" Clearing A/c. IIMC Staff Co-operative Credit Society Ltd.			19,62,399.83	
" Clearing A/c. Staff on Deputation			39,120.00	
" Clearing A/c. LIC Group Savings Linked Insurance			2,91,126.00	
" Provident Fund Clearing			37,20,737.00	
" Liability for Income Tax			20,05,081.00	
" Liability for Professional Tax			2,05,351.00	
" Clearing A/c. IIMC Staff Welfare Community			5,000.00	
" Liability for Income Tax - Contractor			1,04,131.00	
" Liability for Sales Tax			48,022.77	
" Unpaid Salary			1,25,286.02	
" Unpaid Overtime & Honoraria			45,702.80	
" Admission Fees - Post Graduate Programme			45.00	
" Course Materials - Post Graduate Programme			800.00	
" Tuition Fees - PGP			7,500.00	
" Computer Fees - PGP			1,600.00	
" Library Fees - PGP			3,200.00	
" Lodging Fees - PGP			1,200.00	
" Application Fees - PGDCM			13,350.00	
" Application Fees - Fellowship Programme			30.00	
" Application Fees - PGDBM			150.00	
" MDP Income			1,80,223.00	
" MDP Complex Income			115.70	
" Extension Programme - Income			12,000.00	
" Consultancy Project Income			2,26,993.00	
" Transport - Income			177.00	
" Rent for Quarters			101.25	
" Interest on Advance for Cycle, Scooter & Motor Car			545.75	
" Subscription for Decision			200.00	
" Misc. Income & Others			13,02,410.00	
" Misc. Income - Laser Printing			775.00	
" Interest on Advance for House Building			1,064.00	
" Alumni Activities Income			1,400.00	
" Placement Income			72,000.00	
" Caution Deposit - Fellowship Programme			400.00	
By CONSTRUCTION ACCOUNT :				
Land			1,47,027.00	
Hostel Buildings			35,60,878.00	
Residential Complex			75,98,455.00	
MDP Hostel Complex			14,437.00	
Hostel Building - PGDCM (Hospital Building)			10,10,930.00	
Water Supply Installation			1,17,720.00	
Electrical Installation			4,59,545.62	
Boundary Walls			4,26,001.00	
Roads, Drains & Culverts			27,675.00	
Tubular Structure			16,769.00	
Security Deposit			5,34,716.00	
Teaching Block			6,64,072.00	

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To Suspense - Revenue Stamp				2.00
To LIC Clearing				2,035.40
To Clearing Account - IIMC Co-op. Credit Society Ltd.				25.00
To Clearing Account LIC-GSLI				2,400.00
To PF Clearing				940.00
To Liability for Income Tax				50,469.00
To Unpaid Salary				1,27,524.52
To Unpaid Overtime & Honoraria				46,925.10
To Gratuity				20,900.00
To Pension				1,15,652.00
To Travelling Expenses				24,559.75
To Leave Travel Concession Expenses				94,719.00
To Stationary & Printing				395.00
To Telephone Expenses				78,491.00
To Electricity & Water Charges				12,195.68
To Library Maintenance				30,875.50
To Common Admission Test Expenses				17,107.56
To Selection Test Expenses				15,569.20
To PGDCM Services & Supplies				24,810.35
To MDP Services & Supplies				41,858.40
To Extension Programme Services & Supplies				1,405.00
To Consultancy Project Expenses				450.00
To Seminar and Conference Expenses				4,91,085.50
To Placement Expenses				1,48,932.00
To Medical Expenses				1,027.00
To Contingencies				197.00
To Alumni Activities Expenses				443.00
To Staff Development & Rationalisation				600.00
To Faculty Participation in International Conferences				6,374.00
To Centre for Management & Development Studies				23,500.00
To Govt. of West Bengal				1,97,766.00
To Suspense				1,58,100.00
To <u>Construction Account</u> :				
Security Deposit	10,82,202.00			
Misc. Income	53,090.00			
Misc. Deposit	15,688.00			
Liability for Income Tax	5,18,286.00			
Liability for Sales Tax	<u>4,39,366.00</u>			21,08,632.00
To PF Payable				23,00,000.00
To Donations & Prizes				2,01,512.00
To Convocation				834.00
To Selection Test - PGDCM				1,183.60
TOTAL				<u><u>24,26,06,810.29</u></u>

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1995

P A Y M E N T S	Rs.	P.	Rs.	P.
MCHV Building	69,32,213.00			
Campus Maintenance	34,59,247.55			
Repairs & Renewals	1,24,773.00			
Bank Charges	1,100.00			
Library Maintenance	47,479.55			
Computer Centre Maintenance	1,06,296.32			
Liability for Income Tax	5,18,286.00			
Liability for Sales Tax	4,39,366.00			
Guest House	<u>6,42,202.29</u>			
	2,68,49,189.33			
<u>Less</u>				
Stone Metal	6,461.00			
Stock	4,79,390.85			
Advance Vendors	<u>4,76,465.46</u>			
	9,62,317.31		2,58,86,872.02	
By <u>Expenses out of Imprest Funds</u>				
Postage - Petty Cash Franking	2,62,783.30			
Imprest Fund - Purchase & Transport	21,326.91			
Imprest Fund - Library	1,156.60			
Imprest Fund - Hostel Maintenance	6,871.70			
Imprest Fund - Electricity & Water Supply	859.80			
Imprest Fund - Placement	5,236.55			
Imprest Fund - PGP Office	4,734.91			
Imprest Fund - C A T	943.00			
Imprest Fund - M D P	500.00			
Imprest Fund - City Office	1,21,548.74			
Imprest Fund - Computer Centre	1,133.10			
Imprest Fund - MCHV	2,310.00			
Imprest Fund - General Administration	<u>17,223.30</u>		4,46,627.91	
By <u>Closing Balances :</u>				
Cash in Hand			44,114.33	
<u>Cash at Bank</u>				
Current A/c. with SBI, Main Branch	85,004.71			
Current A/c. with SBI, Joka Branch	2,73,599.80			
Current A/c. with SBI, Joka Branch, A/c. Decision	14,356.70			
Savings A/c. with SBI, Main Branch	70,342.18			
Savings A/c. with SBI, Joka Branch	39,26,295.77			
Savings A/c. with Alipore Post Office	2,554.45			
Savings A/c. with SBI Joka Branch, IIMC Endowment Fund	<u>225.00</u>		43,72,378.61	
By <u>Petty Cash</u>				
Postage Petty Cash Franking	9,366.45			
Imprest Fund - Library	500.00			
Imprest Fund - CAT	<u>500.00</u>		10,366.45	
By <u>CONSTRUCTION ACCOUNT</u>				
Cash in Hand	2,174.23			
<u>Cash at Bank</u>				
Current A/c. with SBI, Joka Branch	<u>40,742.35</u>		<u>42,916.58</u>	
Total			24,26,06,810.29	

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.(93-94)	89,19,987.81					
Less : Adjustment	<u>171.00</u>					
	89,19,816.81					
Add : During the year	<u>21,70,709.17</u>					
	1,10,90,525.98					
Less : Withdrawal	<u>3,08,574.16</u>		1,07,81,951.82			
<u>Contribution</u>						
As per last A/c.(93-94)	82,33,683.00					
Add : Addition during the year	<u>14,77,549.00</u>					
	97,11,232.00					
Less : Withdrawal	<u>1,47,681.00</u>		<u>95,63,551.00</u>		2,03,45,502.82	
<u>IIMC General Provident Fund</u>						
As per last A/c.	1,26,81,619.96					
Add : Addition during the year	<u>34,27,498.00</u>					
	1,61,09,117.96					
Less : Withdrawal	<u>7,99,964.14</u>				<u>1,53,09,153.82</u>	

	Total				<u>3,56,54,656.64</u>	

Sd/ Dipak Dasgupta
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
FUND
AS AT 31ST MARCH, 1995

A s s e t s	Rs.	P.	Rs.	P.	Rs.	P.
<u>P.F. Investment</u>						
As per last A/c.(93-94)	<u>2,59,04,000.00</u>		2,59,04,000.00			
Add : During the year	64,50,000.00					
Less : Encashment	<u>11,54,000.00</u>		<u>52,96,000.00</u>		3,12,00,000.00	
<u>Contributory Provident Fund Loan</u>						
As per last Account (93-94)	4,82,619.00					
Add : Payment during the year	<u>5,24,550.00</u>		10,07,169.00			
Less : Recovered			<u>4,61,873.00</u>		5,45,296.00	
<u>General Provident Fund Loan</u>						
As per last Account (93-94)	6,35,261.00					
Add : Payment during the year	<u>7,12,700.00</u>		13,47,961.00			
Less : Recovered			<u>6,38,971.00</u>		7,08,990.00	
Bank Balance					32,00,370.64	
	Total				<u>3,56,54,656.64</u>	

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND INVESTMENT SCHEDULE 1994-95

SUMMARY OF PROVIDENT FUND INVESTMENT AS ON 31.3.95

BONDS

1.	i.	<u>CENTRAL GOVT. SECURITIES</u> @ Rs.6.50% Govt. of India Loan Bond 2000 A.D.	4,50,000
	ii.	<u>THE INDUSTRIAL CREDIT AND INVESTMENT CORPORATION OF INDIA LIMITED</u>	
	A.	@ Rs. 16% ICICI BOND	3,00,000
	B.	@ Rs. 15.50% ICICI BOND	1,50,000
	C.	@ Rs. 14% ICICI BOND	10,00,000
III.		<u>TOURISM FINANCE CORPORATION OF INDIA LIMITED</u> @ Rs.17% Secured Redumable TFCI Bond	10,00,000
IV.		<u>NATIONAL THERMAL POWER CORPORATION LIMITED</u> @ Rs.16.50% NTPC Bond	4,00,000
V.		<u>UNIT TRUST OF INDIA</u> Growing Corpus Growing Income Plan - 1994	5,00,000
2.		<u>SPECIAL DEPOSIT A/C.</u> No. SBI - CAL - 44 With the State Bank of India, 1, Strand Road, Calcutta - 700 001.	1,77,00,000
3.		<u>FIVE YEAR TIME DEPOSIT A/C.</u> With the Calcutta G.P.O.	97,00,000
Total Amount Rs.			<u>3,12,00,000</u>

Sd/-
(D. K. Bhaumik)
Asst. Accountant

Sd/-
(Prasanta Ghosh)
Accountant

Sd/-
(Dipak Das Gupta)
Asstt. Finance &

Sd/
(B. M. Bhattacharya)
Finance & Accounts Officer

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**PROVIDENT FUND****RECEIPTS & PAYMENT A/C. FOR THE YEAR ENDED 31ST MARCH, 1995.**

RECEIPTS	Rs.	P.	PAYMENTS	Rs.	P.
Opening Bank Balance	28,13,410.77		IIMC CPF	4,53,883.16	
IIMC CPF	10,54,914.17		IIMC-GPF	7,71,214.14	
IIMC GPF	17,75,952.00		CPF Loan	5,24,550.00	
CPF Loan	4,45,536.00		GPF Loan	7,12,700.00	
GPF Loan	6,10,221.00		P.F. Receivable	39,20,588.95	
P.F. Receivable	58,79,272.95		P.F. Investment	41,50,000.00	
P.F. Investment	11,54,000.00		Bank Balance	32,00,370.64	
Total	<u>1,37,33,306.89</u>		Total	<u>1,37,33,306.89</u>	

Sd/- Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

TRIAL BALANCE 1994-95

DEBIT	Rs.	P.	CREDIT	Rs.	P.
P.F. Investment	3,12,00,000.00		IIMC CPF	2,03,45,502.82	
CPF Loan	5,45,296.00		IIMC GPF	1,53,09,153.82	
GPF Loan	7,08,990.00				
Bank	32,00,370.64				
	<u>3,56,54,656.64</u>			<u>3,56,54,656.64</u>	

Sd/- Dipak Dasgupta
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director