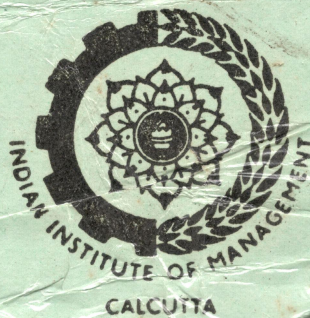


ANNUAL REPORT

1996-97



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027

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ANNUAL REPORT

1996-97



Indian Institute of Management Calcutta

Joka, Diamond Harbour Road

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Calcutta - 700 027

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYFIFTH ANNUAL REPORT (April 1, 1996 to March 31, 1997)

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 36th year on November 14, 1996. 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 3570 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 started a 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, 1997) is given in Annexure-1.

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 -- 3 year non-residential evening Post Graduate Programme in Business Management (PGDBM), replacing the 2 year non-residential evening Post Graduate Certificate Programme in General Management (PGCGM). (equivalent to MBA)

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 -- Centre for Rural Development Management
- D.2 -- Centre for Public Sector and Public Systems Management
- 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 33rd session of the Programme began in July 1996.

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 3570 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 minimum eligibility criterion is a Bachelor's Degree (in 10+2+3 systems) recognised by the Association of Indian Universities as eligible for Post Graduate studies or equivalent, with 50% aggregate marks (45% marks for SC/ST candidates) and minimum 50% aggregate marks (45% for SC/ST candidates) in anyone of the secondary/Higher Secondary Examination (or equivalent) held by any Board/University.

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) 33rd Post Graduate Programme (1996-98)

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 Chennai. The students were selected on the basis of performance in the interviews also. Annexure II gives information about the number interviewed and the number offered during the last 10 years.

A.1(3) Educational background of the 33rd Batch of Students

A study of the educational background of the students of the 33rd Session (1996-98), vide Annexure IV, reveals that 77% belonged to engineering stream and 23% 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) 34th Session of Post Graduate Programme (1997-99)

The Common Admission Test (CAT) for selecting students for the 34th session of the Post Graduate Programme (1997-99) commencing in June, 1997 was held on December 8, 1996, all over India, in 20 Centres.

The 7 examination centres at Bhubaneswar, Calcutta, Guwahati, Hyderabad, Jamshedpur, 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.

The Institute received and processed 9936 CAT applications from the candidates appearing for the CAT at the aforesaid 7 centres. 9225 candidates appeared for the test at these centres.

The total number of candidates appeared at all the 20 centres in the country were 35135, out of whom 31821 candidates had applied for PGDM in IIM Calcutta. 901 candidates (716 General; 120 SC; and 65 ST) were shortlisted for Interview and Group Discussion, vide Annexure III. 430 offers were made out of which 251 finally accepted and joined.

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 Sciences-I
Microeconomic Theory
Financial Accounting
Statistics-I
Indian Economic and
Political History

TERM-II

Behavioural Sciences-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

Strategic Management and
5 Optional Courses

TERM-V

Indian Legal System and
5 Optional Courses

TERM-VI

Management Games and
3 Optional Courses

In addition, the students are required to work on a project during the summer between the first and the second year of study. Summer Projects are meant for those students who have completed the First Year of the Post-Graduate Programme successfully. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the project report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. A list of Organizations where the Post-Graduate Programme students worked for their Summer Projects in May-June 1996 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. Students however are not allowed to take more than 6 optional courses in any one area of specialisation (out of 13 to be opted for). 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 1996-97, 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 1996-97

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	18.7.96	Shri Naresh Sethi Brand Manager, Wills ITC Ltd.	The Evolution of the Wills Brand & Sponsorship of The World Cup.
2.	19.7.96	Shri V. Padmanabhan Chief Manager - Eastern Region, Sriram Finance	Careers in Finance
3.	23.7.96	Shri Aatish Sanyal Information Technology Manager, The World Bank	MIS in World Bank
4.	8.8.96	Shri Russi Mody Chairman, Indian Airlines & Air India and Chairman MOBAR India Ltd.	Integration Versus decentra- lisation in Industrial Houses
5.	28.9.96	Dr. Partha S. Ghosh Management & Policy Consultant	What consultancies look for in in a Prospective Candidate.
6.	12.10.96	Shri Shiv Nadar CEO, HCL Group	Managing a Diversified Corporation
7.	18.12.96	Shri Milind Metkat P & G Manager (Logistics)	Supply Chain Management
8.	19.12.96	Shri Alok Singh P & G Manager (Communications)	Case Study - IT Requirements of Global Company.
9	11.1.97	Shri Raj Sujana, Director BAT	BAT Strategies in India
10.	17.1.97	Prof. P. K. Sen, University of Buffalo New York	Economic Foundations of Business Decisions
11.	24.1.97	Shri Vivek Chandra Sales Director, P&G	Emerging Channels
12.	31.1.97	Shri David A. Thomas CEO, P & G India	Efficient Consumers

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
13.	1.2.97	Shri S. Mukherjee Zonal Manager, ICICI	Infrastructure Finance
14.	6.2.97	Shri Lando Zappei Managing Partner Booz-Allen	Strategy Concepts
15.	11.2.97	Shri Kumaramangalam Birla	Pre Placement Talk about his organisation

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) for PGDM Programme
- ii) Chairman's Prize - For 1st Rank Holder for PGDM Programme
- iii) John Wynne Prize - For 1st Rank Holder for PGDM Programme

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) Donated by Dr. Subir Chowdhury , Director, IIMC,
Dr. Jogendra Kumar Chowdhury Gold Medal - For 1st Rank Holder for PGDCM Programme
Smt. Indira Chowdhury Gold Medal - For 2nd Rank Holder in PGDCM
- vii) B. S. Dua Memorial Prize for outstanding ability in leadership.
- viii) Damodar Valley Corporation Medal and Prize.
- ix) Glaxo Marketing Prize and Gold Medal (for best student in Marketing Area).
- x) Bengal Chamber of Commerce Medal (for excellence in Personnel Management and Industrial Relations).
- xi) HMM Scholarship (for excellence in Marketing). The student is selected through an Essay competition by the Marketing Group of the Institute.
- xii) Pawan Tyagi Prize (for the best Sportsman of the year).
- xiii) Spectrum communications A & M Prize.
- xiv) Exide Industries Award.
- xv) Nestle India Scholarship.
- xvi) Indus Services Award.
- xvii) Duncan Industries Award.
- xviii) ABC Limited Award.
- xix) Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies.
- xx) Calcutta Port Trust Award.
- xxi) Balmer Lawrie Award.
- xxii) HCL Marketing Scholarship.
- xxiii) S B Award for excellence in Marketing.
- xxiv) BOC India Scholarship.
- xxv) P.C. Chandra Gold Medal for the 1st and the 2nd Rank holders in PGDM

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) Hindustan Lever Limited (for one student).
- vi) India Carbon (for one student).
- vii) T.T. Krishnamachari Memorial Silver Jubilee Scholarship (for 2 students).
- viii) Dr. K. Nath Public Trust Scholarship (for 2 students).
- ix) Shriram Smarak Nidhi Scholarship.
- x) 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).
- xi) Citibank Leaders Students Excellence Award (2 students) and 1 MCM Scholarship.
- xii) Ramchandar Poddar Smarak Nidhi (for 1st Rank Holder in the first year).
- xiii) Standard Chartered Bank (for the 2nd Rank Holder in the first year).
- xiv) ITC Limited (Merit-cum-Means Scholarship for 2 students).
- xv) Procter & Gamble (Merit-cum-Means Scholarships for 2 students).
- xvi) M/s. P.D. Agarwal Foundation, Jaipur, PDAF-TCI loan scholarship amounting to Rs.32,000/- each to two students.

During the year, the Institute also arranged loans to 118 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 1996-97 is given in Annexure-VII.

A statement containing the Honour Roll of the 32nd Batch (1995-97) is given in Annexure-IX.

A.1(9) Fees and Expenses

The 33rd Batch of students (1996-98) are required to bear the following expenses :

Admission Fees	Rs. 1,000 (one time)
Tuition Fees	Rs.29,000 p.a.*
Accommodation Charges	Rs. 5,000 p.a.*
Association Fees	Rs. 200 p.a.
Course Materials Charges	Rs. 600 p.a.*
Computer Charges	Rs. 5,400 p.a.*
Library Fees	Rs. 4,800 p.a.*
Alumni Fees	Rs. 500 (one time)
Caution Deposit	Rs. 500 (one time)
Hostel/Mess Deposit	Rs. 1,500 (one time)
Mess Charges	
- Vegetarian	Rs. 800 p.m. (approx.)
- Non-Vegetarian	Rs. 850 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 members 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 fulfilment 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 Permanent Placement 1997 was highly successful as in the previous years. The salient features of the Placement are as follows :

- i) 187 students were placed this year for whom we received 208 offers. There were thus 21 job losses.
- ii) A larger number of companies were invited to share their requirement of jobs through the Pre-Placement Talks which started in the month of October '96. However, finally, 80 organisations participated in the week of the actual interview in the campus in Feb. '97 and, of them, 57 companies could have the chance to recruit the students. The sector-wise break up showed that there were 28 Multinational Companies, 24 Private Sector and 5 Public Sector Companies. The details of the students placed, organisationwise, are given in Annexure XII.
- iii) A lot of new companies participated in the Placement process viz. A. T. Kearney (consultancy); Credit Suisse First Boston; GE Capital (Financial Institutions); Whirlpool (Consumer Durables); Birla Management Services, etc. Details of such companies are given in Annexure XI.
- iv) The process of ranking of companies by the students, which is taken into account for the purpose of allotment of days for final interviews was totally computerised, using an in house developed software package.
- v) Marketing function attracted the maximum number of students (70), followed by Finance & Banking (54), Systems (29), Consultancy (18). Several leading Consultancy firms participated and they were favourites with the students both in terms of ranking and job preference. Details are given in Annexure XIV.

- vi) As in last year, this year also, Ramco Systems made the highest number of offers (18). This is followed by Maruti Udyog Ltd (14); Citibank (14); Arvind Mills/Anagram Finance (10); HCL Corporation (10); UTI (7); Asian Paints (6); Unilever Group (6); CRISIL(6); Mckinsey & Co. (5); Hongkong Bank (5); Times Bank (5); California Software (5); Arthur Andersen (4).
- vii) The average salary this showed an increase of 31.75% over the last year. The maximum salary has gone up to Rs 7,23,000 (from Rs. 6,50,000 for PGDM and Rs 6,00,000/- for PGDCM in 1996) and the minimum salary too is higher at Rs 1,20,000/- (compared to Rs. 84,000/- in 1996) for PGDM and Rs. 1, 59,700/- (compared to Rs. 90,200/- in 1996) for PGDCM students. 8 Students (6 belonging to PGDM and 2 PGDCM) got a pay of Rs. 7,23,000/- p.a each; 2 PGDM students got Rs 6,50,000/- p.a each and one PGDM student got Rs 6,25,000/-. Thus 11 students (9PGDM and 2 PGDCM) got a pay of more than Rs 6 lakhs p.a each (compared to 8 students last year). The salary distribution in the offers made this year is shown in Annexure XIII.
- viii) As in last 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-X and XIV.
- xi) The companies who wanted to come for taking interviews for recruiting students in the first 2 days of the campus recruitment period were charged Rs.80,000/-, 3rd to 5th days Rs.50,000/- and day 6 onwards, Rs.40,000/- and, in addition, they were charged Rs.15,000/- for each student joining them after recruitment.
- x) Summer Placement this year was good; the size of the 33rd Batch was larger at 286, compared to 187 of the 32nd Batch. The Summer Placement started in October'96 and completed by February'97. 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 a part of tradition, the Institute annually conducts a QDM (Quiz, Debate and Music) Cultural Festival in Calcutta. This Festival was conducted this year also at the Campus. The students host a National Business School Meet every year with an aim to increase inter-action among the various Business Schools all over the country. This year's meet was inaugurated by Shri Sunil K. Alagh, Managing Director, Britannia Industries Ltd. and attended by Executives of Companies based in Calcutta, besides 350 students from leading Business Schools in the country like IIM Bangalore, Faculty

of Management Studies, Delhi; Times School of Marketing, Delhi; Centre for Management Development, Modinagar; Symbiosis School of Management, Pune; Xavier Labour Relations Institute, Jamshedpur; Xavier Institute of Management, Bhubaneswar; etc. The Meet featured many events ranging from Music and Dance competitions to Management Games (on Marketing, Consultancy, Production, Forex and Stock Exchange) and Quizzes, Debates and Informals. It also featured concerts by professional artists in both classical and rock music. An interesting workshop on Advertising by HTA and a series of lectures and presentations by Arthur Anderson & Co. and other gave it a literary and entertainment value.

A.1(14).2. "OPTIONS 96", the annual Investment Fair conducted by the students of the Institute was held during Dec. 27-29, 1996. It was inaugurated by Dr. Ashok Ganguly, Chairman, ICI and a Member on the Board of Governors of this Institute. 25 of the leading Banks and Financial Institutions participated in the Fair. Director and some of the faculty members of the Institute and many students were present. The highlights of option '96 were - (1) Citibank IFMEX (a Foreign Exchange and Money Market Simulation Game). IFMEX had Corporate Teams and Teams consisting of Students from IIM Calcutta, (2) ICICI Corporate Quiz, based on National and International business affairs (3) the Stock Market Simulation Game for College Students, which attracted teams from IIM Calcutta and other business schools of Calcutta, (4) there was a colloquium by Shri Vijay Kamani on "Stock Market and role of SEBI" and (5) there was a Workshop on Valuation conducted by Price Waterhouse & Associates.

A.1.(15) Alumni Association

The Association consists of the Institute's alumni passing out of the Post-Graduate Programme and the Fellowship Programme as well as the Executive Development Programmes and the Extension Programmes. It serves as a meeting forum for them to keep in touch with each other and with the Institute. The Association is based in Calcutta and has its chapters in Bombay, Delhi, Bangalore and Madras. Efforts are being made to set up more chapters. The alumni help in course modifications and selection of incoming students.

The students and alumni quite often get together both formally, in seminars and lectures organized in collaboration with each other, as well as informally, at the Institute and at the latter's offices.

During 1996-97, the Association brought out an Alumni Directory and three Alumni Newsletters. 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

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) in 1994-95, the first in our country. This course integrates components of general and functional management with those of Information Technology.

The selection of students is done along with the PGDM through the Common Admission Test. The candidates opting for PGDCM, shortlisted on the basis of performance in CAT, would have to take an additional paper on Mathematics, of Bachelors Degree standards, the performance in which is also taken into consideration while selecting them for admission into the course, together other factors such as Group Discussion, Personal Interviews, etc. Out of 3925 applicants, 299 candidates were shortlisted for Interview and Group Discussions, which were held in the four metropolitan cities -Bombay, Calcutta, Delhi and Chennai. After the Interviews and Group Discussion, final offers were sent to 100 candidates.

The curriculum for this course is as follows :

A. First Year :

- | | | |
|----------|---|---|
| Term I | : | Economics I (Micro Economic Theory); Financial Accounting; Statistics I; Data Structure through C; 4GL & Software Tools; and Behavioural Sciences I. |
| Term II | : | Economics II (Macro Economics); Cost Accounting; Marketing Management; Statistics II; Computing Environment; DBMS; and Behavioural Sciences II. |
| Term III | : | Financial Management; Marketing Research; Personnel Management & Industrial Relations; Production Management; Operations Research; Foundations of Information Systems and Economics III (Indian Economics). |

B. Summer Project for two months in Industry.

C. Second Year :

Term IV : Strategic Management; Strategies for Information System Development; and four Elective Courses.

Term V : Indian Legal System; Software Project Management; Data Communications and Networking and three Elective Courses.

Term VI : Four Elective Courses.

Mix of Elective Courses : out of eleven Elective Courses, at least three must be in the area of Information Technology. Electives can also be chosen from areas such as Finance, Marketing, Strategic Management and Operations Management. 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.

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, Price Waterhouse, Ramco Systems, California Software and others have started specifically asking for profiles of PGDCM students.

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

Admission Fees	Rs. 1,000 (one time)
Tuition Fees	Rs.29,000 p.a.*
Accommodation Charges	Rs. 5,000 p.a.*
Course Materials	Rs. 600 p.a.*
Computer Charges	Rs. 5,400 p.a.*
Library Fees	Rs. 4,800 p.a.*
Students Association Fees	Rs. 200 p.a.
Alumni Fees	Rs. 500 (one time)
Caution Deposit	Rs. 500 (one time)
Hostel/Mess Deposit	Rs. 1,500 (one time)
Mess Charges	
- Vegetarian	Rs. 800 p.m. (approx.)
- Non-Vegetarian	Rs. 850 p.m. (approx.)

* Payable in 3 equal installments 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-emphasising 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 30 students who are at various phases of their course work/research in the Programme.

As of now 52 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. The candidates must also submit a Fellow Programme Application Form to the Fellow Programme Office of the Institute.

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. NRI/Foreign Students can apply for the Programme and would be guided by the Rules and Regulations for NRI/Foreign Students stipulated by the Institute.

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 inter-disciplinary 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 Examination 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.5000/- per annum, Students' Association Fee of Rs.200/- per year; Registration Fee of Rs.100/- per year

and Alumni Fee of Rs.500/- (one time), 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 next two 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 next two years. A student normally gets a maximum of 4 years Scholarship and contingency Grant. 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 teaching and 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 Strategic Management, 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 a compulsory non-credit course in Basic Mathematics or Statistics. However, students specialising in ORSA are exempted from the compulsory non-credit courses.

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

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

The Minimum Cumulative Grade Point Average (CGPA) standards required of every FP student for getting promotion to the 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.

Three students who completed all the requirements were awarded the title "**Fellow of IIMC**" at the Annual Convocation of the Institute held on 16.3.1996.

A.4. 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 were 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 was a non-residential course.

In designing and implementing this Programme, attempts were 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 had consistently been to develop such knowledge, skills and perspectives which would 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 was made more rigorous and allowed for a greater flexibility for the participant to plan his courses given the typical constraints he faced as a working executive.

The programme was upgraded, through restructuring, with the approval of AICTE, during 1994-95. The restructured programme, known as Post Graduate Diploma in Business

Management (PGDBM), is part time, like the Post Graduate Certificate Programme in General Management (PGCGM), and it has replaced totally PGCGM 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 which were being offered in PGCGM and Terms VIII-X, one course in each of the two chosen areas and one project), as against total 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 the 3rd Batch students of this programme are Rs.8000/- per Term, payable at the beginning of each Term. In addition to Rs.8000/- payable at the beginning of the 1st Term, the candidate would have to pay Rs.1000/- as Admission fee ; Rs.500/- as Alumni Fee and a Caution Deposit of Rs.500/- (all, same as for PGDM).

58 candidates belonging to the 3rd Batch were admitted in the 1st year of the Programme which started in June '96. 54 students, belonging to the 2nd Batch, got promoted to the 2nd year of the programme. 50 candidates, belonging to the 1st Batch, got promoted to the 3rd year of the Programme. 10 candidates, who had passed PGCGM from the Institute in the past, were admitted in the 3rd year direct, on the basis of their CGPA in PGCGM, taking the total number of students in the 3rd year to 60, which was the sanctioned strength. For admission of 4th Batch students in the 1st year, 295 applicants appeared in CAT '96 on December 8, 1996 out of whom 120 applicants have been shortlisted for interview in April '97.

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	1. Mathematics for Management 2. Principles of Economics 3. Organization Behaviour
Term II	1. Statistics for Management 2. Economic Development 3. Organizations Structure and Administration
Term III	1. Operations Research 2. Marketing Management 3. Financial and Cost Accounting
Term IV	1. Production Management 2. Marketing Research 3. Data Processing

Term V	1. Financial Management 2. Indian Social Structure 3. Evolution of the Indian Corporate Sector
Term VI	1. Personnel Management and Industrial Relations 2. Management Information Systems : The Strategic Dimension 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 focussed 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 preceeding 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.

For the 3rd year of the Programme, in future also, candidates possessing PGCGM from this Institute would also be admitted directly to the extent of vacancies available out of 60, after accommodating the students promoted from the 2nd year. Such admissions would continue till the list of PGCGM holders interested to pursue PGDBM gets exhausted.

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 and PGDBM 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 28 programmes were held with a total number of 346 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 1996-97, 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	19.05.96 to 23.06.96	25	S/Shri P. S. Dasgupta; Samir K. Sadhukhan
2.	Effective Management	28.08.96 to 28.09.96	40	Dr. Tridib Chakraborty Dr. Santwana Chaudhury

B.3. In-Company Training Programme

55 In-Company Training Programmes were held during the year at which there were in all 1370 participants (Annexure-XVI).

B.4. Training Programmes Sponsored by Government

During the year under review 7 Government Sponsored Training Programmes (4 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 1996-97, the research projects undertaken by the members of faculty and research staff under CMDS are given in Annexure-XVIII/XVIII A which indicate also Research Projects completed and those sanctioned during the year.

D. ACTIVITY CENTRES

D.1. Centre for 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 Sector and Public Systems Management

D.2.(1) Two renowned faculty members have been selected for this Centre and they are expected to join early next year. The Planning Commission have provided Rs 1 crore for the proper and effective functioning of this Centre.

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.5. Management Centre for Human Values

D.5.(1) This Centre now functions from its own building with unique holistic architecture, constructed in the campus with funds raised from Industry and Business. The main hall is dedicated to four great Indians namely, Mahatma Gandhi, Swami Vivekananda, Sri Aurobindo

and Gurudev Rabindranath Tagore. Sir Rata Tata Trust has donated funds for two Visiting Fellows (one Indian and one from abroad) for 3 years. Presently Prof. Samir Ranjan Chatterjee, Curtin University, Australia (from Nov '96 to April '97) and Dr. Elizabeth Nair, Senior Lecturer, Singapore University (from Jan '97 to April '97) are in MCHV under this arrangement. UTI and ACC have donated a chair each. Dr. B.K. Chatterjee joined as ACC Visiting Professor in Business Ethics in the Centre on 1.7.1996 for a period of 3 years. Efforts are on for selecting a person to hold the UTI Chair. ACC and Exide are meeting the expenses of two Research Fellows (Shri Sanjoy Mukherjee and Dr. Elankumaran). Bhilwara Textiles and Asea Brown Boveri sponsored one Annual Lecture each. Dr. Karan Singh delivered the 2nd Bhilwara Oration on 5.12.96 on the topic "The Many Dimensions of Management". The first Rabindranath Tagore Memorial Oration, sponsored by ABB Limited was delivered by Danah Zoher, Faculty Member of Oxford Brookes College, UK, on 9.1.97, on the topic "Servant Leader". MCHV conducted during the year, 3 MDPs and 23 in-company training programmes on "Management by Human Values - Indian Ethos". The 10th International Workshop on Management by Human Values conducted during Jan 6-11, 1997, had 49 participants including 19 from abroad. The workshop on Human Values conducted for SBI Officials during Feb 6-8, 1997 had 34 participants, all top officers of the Bank, including Chairman.

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. 21, Nos. 3 & 4 and Vol. 22, Nos. 1 & 2 combined) were published.

WORKING PAPERS

During the year, the Publications Division brought out 39 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 (Vol. VI) and the Directory of Organisations in Rural

Development (Vol. VII) edited by Professor Madhu S. Mishra.

Publications by Faculty and Research Staff of the Institute during 1995-96 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Thirtysecond Annual Convocation of the Institute was held on the 22nd March, 1997. The Chief Guest was His Excellency Shri K.V. Raghunath Reddy, Hon'ble Governor of West Bengal. Shri D. Bandyopadhyay, Chairman, Board of Governors of IIMC, presided over the function.

In this Convocation, 145 students [including 6 students from the earlier (31st) batch] received the Post Graduate Diploma in Management (PGDM); 45 students (2nd Batch) received the Post Graduate Diploma in Computer Aided Management (PGDCM); 1 student received the "Fellow of the Institute"; and 57 students (1st Batch) received the Post Graduate Diploma in Business Management (PGDBM). Details about the names, etc. of the recipients of these awards are given in Annexures XXIII, XXIV, XXV, and XXVI respectively. Annexure XXVII gives the Honour Roll of the Institute from the 1st to the 32nd Batch.

5. COMPUTER CENTRE

5.1. At present the Institute is having campuswide LAN with fibre optic/thick ethernet/thinethernet/UTP based network encompassing Teaching Blocks, Student's Hostels. Computer Centre MDP and Administrative Block.

Several Pentium based IBM servers and a RISC based RS/6000 server are available in the network. Network is protected by a Firewall on a Digital machine.

Pentium based servers are running under various environments viz, NOVELL, OS2 WARP, SCO/UNIX. RS/6000 runs under AIX.

SYBASE, ORACLE, DB2, Visual Age Development environment, SLAM II simulation software and Hyper Lindo LP model solver are provided on AIX.

A 64 KBPS radio link is available for INTERNET connectivity.

ERNET connectivity is available through dial up telephone line E-mail facilities are supported by ERNET.

100 Pentium based PCs and 53 486 based PCs are connected to the campuswide network.

Additional 60 Pentium based PCs will be connected to the network in the near future.

Power builder, developer/2000, designer/2000 are the front-end tools and Excelerator is the CASE tool.

The institute is in the process of procuring several other latest software packages which will enhance our computing capabilities.

We are in the process of installing EPABX system which will use Fibre Optic based communicating link within our campus. This will improve our communication facilities significantly.

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 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" (6 weeks), which was held during May 19 - June 26, 1996 at the City Office of the Institute, attended by twentyfive executives.

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

5.5. The Centre has a Class Room, equipped to project Computer output on to the screen, having a capacity to accommodate 50 students.

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. It is being extensively used by the students and the faculty.

6. SEMINARS/WORKSHOPS/CONFERENCES

- i) Prof. Andre Beteille of the Department of Sociology, Delhi School of Economics, recognised internationally as a leading authority on Social Stratification, conducted a seminar at the campus on 3.7.96 on "Pursuit of Equality in Indian Society".
- ii) Dr. Dipankar Raychaudhuri, Head, Systems Architecture Department, C&C Research Laboratory, NEC Ltd., Princeton University, USA gave a seminar talk on "Trends in computer Networking" at the campus on 14.8.96.
- iii) The Institute's faculty presented a seminar on the theme " Quantitative Aids in Decision Making and Management Information Systems" on the 7th October, 1996, at the campus, for the benefit of a team of senior officers from the Defence Services.

- iv) Dr. Anjan Chakraborti, University of California, Riverside, USA on a visit to India, presented a seminar at the campus on "Passive Re-evaluation of Capital : a Disaggregated Approach to Transition" on 4.10.96.
- v) Dr. Surendra Rajiv, Graduate School of Business, University of Chicago, on a visit to India, presented the following Seminars in the campus :
 - 31.10.96 Competitive strategies - Game Theoretic Perspective
 - 01.11.96 A Model of Brand Choice and Purchase Quantity Decision.
- vi) Prof. Jati K. Sengupta of the University of California at Santa Barbara, USA, and former Director of the Institute, presented the following Seminars :
 - 31.10.96 Exchange Rate Fluctuations - Causes and Cures
 - 01.11.96 New Approaches to Data Envelopment Analysis.
- vii) A one day workshop was organised on 9.2.97 at the campus on "Administrative Reforms for Good Governance" at the suggestion of the Ministry of Personnel, Govt. of India. Prof. Surendra Munshi, Sociology Group and Prof. Biju Paul Abraham, Environment Group were the Joint Workshop Coordinators.
- viii) Dr. R.Y. Cavana, Programme Director, Master of Management Studies in Decision Sciences, Faculty of Commerce & Administration, Victoria University of Wellington, delivered a Seminar on "Strategic Modelling for Competitive Advantage : A Case for Business Unit of Telecom (N.Z) Ltd." on 13.1.97 at the campus.
- ix) Dr. Gautam Chakraborty, Member of the Computer Science Faculty, University of Aizu, Japan, gave a research seminar on "Artificial Neural Networks : Recurrence Networks and Optimization" on 21.1.97 at the campus.
- x) Two internal academic seminars were held on :
 - a) Equilibrium Refinements and Recruiting Game, by Dr. Aniruddha Dasgupta, Visiting Associate Professor in Economics Group, on 15th and 24th Jan '97
 - b) Labour Intensity, Productivity Growth and Employment Generation in Indian Agriculture (1880-1990) by Dr. Sumit Guha, Professor, Environment Group, on 5.2.1997.
 - c) Voting Games by Prof. Nilotpal Chakravarti on 12 . 3.1997.
- xi) A Seminar on " Issues in the Emerging Economic Environment" was held in the Campus on 7.2.1997. Profs Amitava Bose and Alok Ray were the Joint Coordinators.
- xii) Prof. Tony Knight of the Henley Management College, UK, presented a seminar in the campus on 21.3.97 on "Information Technology in Management Education".

6.2 Details of the Seminars/Workshops/Conferences attended by the Faculty and Research Staff during the year are given in Annexure XX.

7. OTHER PROFESSIONAL ACTIVITIES

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

8. LIBRARY

8.1 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.

8.2 Besides its collection of 125000 volumes of books and Bound Serials and fairly large population of reports, microforms and AV materials, the Library holds over 400 current journals and some massive optical/electronic databases. During the year a total of 1500 books were taken into stock. Besides, 100 Summer Project reports and nearly 450 working papers/Occasional Papers from Institutes, both National and International have been added to the stock. Nearly 400 current journals and newspapers were subscribed to. 650 bound volumes were added to the stock. Besides, another 500 journals were procured through the full text journal database business periodicals on disc.

8.3 Library continued subscription to the various databases in different media.

Seminar/Conference :

8.4 During the year, the staff members participated at the 18th National Seminar of IASLIC held in Calcutta in December'96.

Library Modernisation :

8.5 Under the modernisation programme, several databases and full text journals were procured. These are -

- i) ABI-INFORM-Global Edition (1986-current). A Management Database on CD-ROM covering 1000 journals.
- ii) Business Periodicals on Disc-covering 500 full text journals on CD-ROM.
- iii) Financial Times (CD-ROM).
- iv) Asian Wall Street Journal (CD-ROM).
- v) Corporate Information on Magnetic Media (CIMM) : A Corporate database covering Indian Companies.

- vi) Value Added News Services (VANS) : A database of Indian News.
- vii) Libsys-a Library Management Software : In the first phase, the records of all books procured since 1990 and records of current journals have been converted to machine readable format.

Most of these databases are available on LAN. Installation of CD-ROM Network System has been completed during the year.

Resource Sharing :

8.6 Library continued sharing its resources with other Libraries, like other IIMs, NIBM, USIS Library etc. 22 external requests were attended to. On the other hand the Library procured six numbers of items from other Institutes. Besides, mutual exchange of information on various aspects between IIMC and other Institutes also took place.

Information Service

8.7 Throughout the year, the Library brought out the monthly current Awareness Bulletin "New additions"

Membership Service :

8.8 31 individuals and 1 institution enrolled for Library Membership.

9. CAMPUS DEVELOPMENT

9.1 The new hostel building constructed after converting the erstwhile Sick Bay, which has 30 rooms, is now being used as a Management Training Centre (MTC), at affordable cost for NGOs, Public Sector Companies and Government Organisations. The work related to i) Construction of 4th Students Hostel and ii) Extension of Lecture Gallery L-3 and L-4, were completed during the period.

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

10. DISTINGUISHED GUESTS AND VISITORS

- i) Shri K. R. Maheswari, Chief General Manager, State Bank of India, visited the Institute on 9.5.96 and presented a cheque for Rs.25 lakhs as their donation for MCHV.
- ii) Dr. Dominique Xardel, Professor at Group ESSEC, France, visited the Institute and presented a seminar on "Marketing Strategies in Europe" on the 9th August, 1996.
- iii) Dr. Abdur Rab, Director, Institute of Business Administration, University of Dhaka, and President, AMDISA, visited the campus on 24.9.96 and had discussion with Director, faculty members and students for getting an orientation on the Institute's programmes and facilities.
- iv) Dr. Terry Garrison, Director, Public Services, MBA and Head Tutor in International Management at the Henley Management College, UK, was in the Institute during September 29-October 9, 1996, under the Collaboration Agreement which the Institute have concluded with that College. During his stay, he had discussions with the Director, faculty and students, conducted a seminar on "Privatisation" at the campus and gave a talk at the British Council.
- v) Dr. R. Vasudevan, Scientist "G" & Director, Institute of Technology Management, Ministry of Defence (R & D), Mussoorie, visited the Institute during October 10-11, 1996 and had discussion with the Director regarding their proposal to conduct in their Institute a modular course in management for limited number of DRDO Scientists, in collaboration with IIMs.
- vi) Dr. K. P. K. Nair, Professor, University of Brunswick, Canada, visited our Institute during the last week of Oct'96 and gave a seminar on "Bi-criteria Approach and its Applications in Optimisation" on 30.10.96 at the campus.
- vii) Dr. P.J. Lavakare, Executive Director, US Educational Foundation in India, New Delhi, visited the Institute on 28.11.96; met Director and Faculty and addressed on "International Education in the Study Abroad Programme in India for American College and University Students".
- viii) Mr. Abul Ahsan, Vice-President, Independent University, Bangladesh, (IUB) visited the Institute in November, 1996 and had discussions with Director and some faculty regarding possible co-operation which our Institute can extend to help IUB to develop its MBA programme to a recognizable standard.

- ix) Dr. Anthony Lanyi, Director of Training and Applied Research, Institutional Reform and the Informal Sector (IRIS), University of Maryland at College Park, USA, visited the Institute on 18.11.96 and had discussions with the Director and some faculty in connection with the proposal of IRIS for undertaking collaborative research with the Institute in the focal area of "Infrastructure in the Indian Economy".
- x) Dr. P.L. Sanjeev Reddy, IAS, Secy. to Govt. of India and Director General, Indian Institute of Foreign Trade, visited the Institute on 29.11.96 and had discussions with the Director and some faculty.
- xi) Prof. Satyasadhan Chakraborty, Hon'ble Minister for Higher Education, Govt. of West Bengal, visited the Institute on 31.12.96 and had discussion with the Director and faculty members on "How IIM Calcutta can help in furthering the cause of education and development in West Bengal".
- xii) Ms. Nicole Wyrsh, First Secretary (Economics and Commerce), Embassy of Switzerland in India, New Delhi visited the Institute on 12th January, 1997.
- xiii) Dr. K. L. Chopra, Director, IIT Kharagpur visited the Institute on the 26th December, 1996 and had discussion with the Director and faculty members.
- xiv) Mr. Henry Mendelsohn, Information Resource Officer, USIS, New Delhi and Director of all the four American Center Libraries in India visited the Institute on 11.12.96 and had discussion with the Director and Librarian.

11. FACULTY ON LEAVE

- 1. Prof. Nalinaksha Bhattacharya (from 16.8.1994)
- 2. Prof. M.P. Vithal (from 11.7.1994)
- 3. Prof. Ranjit K. Sau (from 15.1.95)

12. FACULTY AND OTHER SENIOR OFFICERS RETIRED

- 1. Prof. Saila K. Ghosh, Professor
(w.e.f 31.05.96 AN)
- 2. Prof. N. K. Chandra, Professor
(w.e.f 31.05.96 AN)
- 3. Prof. Anil K. Sengupta, Professor
(w.e.f 28.2.97 AN)
- 4. Shri Dipak Dasgupta, Assistant Finance & Accounts Officer
(w.e.f 31.12.96 AN)

13. ACADEMIC ADMINISTRATION (As on 31.03.1997)

1. Coordinator, Post Graduate Programme & Fellowship
Prof. Madhu S. Mishra
2. Coordinator, Admissions
Prof. Bani K. Sinha
3. Chairman, Placement & Alumni
Prof. Madhu S. Mishra
4. Coordinator, Extension Programme & PGDBM/PGCGM
Prof. Rabin Ganguly
5. Coordinator, Computer Allocation & Installation Committee
Prof. M. N. Pal
6. Coordinator, Consultancy
Prof. N. Ramachandran
7. Coordinator, Publications & CMDS
Prof. Amit Jyoti Sen
8. Chairperson, Transport Advisory Committee
Prof. Madhu S. Mishra
9. Convenor, Centre for Studies in Public Enterprises
Vacant
10. Convenor, Centre for Project Management Studies
Vacant
11. Convenor, Centre for Rural Development Management Programme
Prof. Madhu S. Mishra
12. Convenor, Management Centre for Human Values
Prof. S.K. Chakraborty
13. Vice-Chairperson, Library Committee
Vacant
14. Editor, DECISION
Prof. Amit Jyoti Sen

15. Faculty Convenor
Prof. Anup K. Sinha
16. Convenor, IPC
Prof. M. N. Pal
17. Coordinator, Students and Campus Affairs Committee
Prof. Binod Kumar

14. GROUP COORDINATORS (AS ON 31.3.97)

- | | | | |
|----|-------------------------------|---|---------------------------|
| 1. | Economics | : | Prof. Alok Ray |
| 2. | Environment | : | Prof. Zainab Ahmed |
| 3. | Human Resources | : | Prof. D. Bhattacharya |
| 4. | Behavioural Sciences | : | Prof. Binod Kumar |
| 5. | Sociology | : | Prof. Madhu S. Mishra |
| 6. | Management Information System | : | Prof. Rahul Roy |
| 7. | Operations Management | : | Prof. Ashis K. Chatterjee |
| 8. | Regional Development | : | Prof. Annapurna Shaw |
| 9. | Strategic Management | : | Prof. Ranjan Das |

15. LIST OF FACULTY MEMBERS (AS ON 31.3.1997)

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)
Prof. Sunita Singh-Sengupta (Ms.), M.A.(Psy.)(Patna Univ.), Ph.D.(Patna Univ.)

ECONOMICS :

Prof. Ranjit K. Sau, M.A.(Jadavpur), Ph.D. (Wayne State)*
Prof. Amitava Bose, M.A.(Delhi), M.A., Ph.D.(Rochester)
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)
Prof. Sushil Khanna, B.Sc.(Allahabad), PGDM/Fellow(IIMC)

ENVIRONMENT :

Prof. Raghabendra Chattopadhyay, M.A.(Cal.), Ph.D.(ANU)
Prof. Zainab Ahmed, M.A., LL.B.(Cal.), LL.M., Ph.D.(London)
Prof. Sumit Guha, M.A.(His.)(JNU); Ph.D.(Cambridge Univ.)

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)*

Prof. Rahul Roy, B.Tech.(Mech.)(IIT Kharagpur); M.Tech.(System Engg. & Mgmt.)

(IIT Kharagpur); Ph.D.(IIT Kharagpur);

MARKETING

Prof. Ashok P. Arora, M.Sc., M.B.A.(Allahabad), Fellow in Management(IIMA)

Prof. Manas Das, M.Stat.(ISI)

Prof. Ramanuj Majumdar M.Stat.(ISI), Fellow (IIMC)

Prof. Sudas Roy, B.A.(Hons.)(Cal.), PGDM (IIMC)

Prof. Ashish K. Banerjee, PGDM(IIMC); Ph.D. (Calcutta)

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. 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.)

Prof. Swapan Bhattacharya, MBA (Jadavpur), Ph.D (Calcutta)

Prof. Saibal Chattopadhyay, M.Sc.(Stat.); Ph.D.(USA);

HUMAN RESOURCES DEVELOPMENT :

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)

Prof. Pradip K. Sett, M.Sc.(Phy.)(Calcutta); Fellow (IIMC)

REGIONAL DEVELOPMENT :

Prof. Rabin Ganguly, M.A.(Geo.)(Cal.), M.Reg.Plng., Ph.D.(Plng.)(IIT Kharagpur)

Prof.(Ms.) Annapurna Shaw, M.A.(JNU), Ph.D.(Illinois at Urban Champaign)

SOCIOLOGY :

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

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

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

STRATEGIC MANAGEMENT :

Prof. Ranjan Das, M.Sc.(Cal.); Fellow (IIMA);

MANAGEMENT CENTRE FOR HUMAN VALUES

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

LIBRARIAN

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

* (On Leave)

16. VISITING FACULTY

Prof. Mohan Agarwal, XLRI, Jamshedpur

Prof. Somprakash Bandyopadhyay, IIT, Bombay

Mr. R.C. Bhattacharya, CEO, Asiatic Oxygen, Calcutta

Prof. Asit K. Bose, Ex-faculty Member, IIM Calcutta

Dr. B. K. Chatterjee, Consultant, Calcutta

Prof. A.K. Chaudhuri, Ex-faculty Member, IIM Calcutta

Prof. Shankar De, School of Business, University of Wisconsin, Madison

Prof. S.D. Moitra, New Jersey, USA (full time)

Prof. James E. Nelson, University of Colorado at Boulder

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, Birla Eastern Limited, Calcutta
Prof. Subroto Sengupta, Management Consultant, Calcutta
Ms. Nandita Sen, Corporate Adviser, ITC Limited
Prof. Manab Thakur, School of Business & Admn. Sciences, California State
University, California
Prof. Biju P. Abraham (full time)
Prof. Pulak Kr. Das (full time)
Prof.(Ms.) Ujvala Rajadhyaksha (full time)
Prof. Prabal Ray Chaudhuri (full time)
Prof. Partha Sarathi Dasgupta (full time)
Prof. Uttam Kr. Sarkar (full time)

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\

18. ADMINISTRATION

Shri C.S. Ramanathan	:	Secretary to Board
Shri B.M. Bhattacharya	:	Finance & Accounts Officer
Shri Asoke Sen Gupta	:	Senior Administrative Officer
Shri Animesh Basu	:	Senior Administrative Officer (Acting)
Shri T.N. Naskar	:	Administrative Officer
Shri Joydeb De	:	Administrative Officer
Shri P. N. Bhattacharya	:	Executive Engineer
Shri S. K. Banerjee	:	Consultant, Engineering Division
Shri P.S. Guha	:	Deputy Librarian
Shri N.K. Chatterjee	:	Deputy Librarian
Shri S.N. Ghosh	:	Asstt. Finance & Accounts Officer
Shri Samarendra Nath Basu	:	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 45 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.

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 is on a visit to Henley for 3 months during March-May'97 and two faculty members from that College visited us (Dr. Terry Garrison, during Sept '96 -Oct '97, 1996 and Prof. Tony Knight, during March 17-23, 1997).

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

2.3.1 There were 2 students from Sweden and 2 students from Helsinki University, for a term in 1996-97.

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, Dr. B.K. Chatterjee, Visiting Professor, and 2 Research Fellows - 1 financed by ACC and one financed by UTI.

5. The Centre for Public Sector and Public Systems Management in the Institute would get strengthened when the two renowned faculty members who have been chosen for this Centre join early next year.

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. After the announcement of the new Economic Policy by the Govt. of India in June, 1991, the Ministry of Human Resource Development (Department of Education) introduced a revised pattern of funding for, among other, this Institute, under which the non Plan (Revenue) Grant for this Institute during the 8th Plan (i.e. upto 1996-97) was frozen at the 1991-92 level + 10%, which worked out to Rs 3.03 crores per annum. The Institutes were directed to augment their internal resources. To encourage savings and to build up the corpus, the Government agreed to give, in addition to the normal grant of Rs 3.03 crores, matching grant for the savings effected and transferred to the Endowment Fund. As a result of the efforts made to augment internal resources on one hand and to effect economy in expenditure on the other, fund to the extend of Rs 32.95 crores (including same matching grant receivable from the Govt.) could be built up in the Endowment Fund A/c as on 31.3.97.

8. The committee set up by the Ministry of HRD (Dept. of Education) to review the Revised Pattern of Funding introduced for the VIII Five Year Plan and to recommend its continuance or otherwise with or without modification, for the Ninth Plan submitted its report to the Govt. during the year. The decisions of the Govt. on the various recommendations of the Committee are awaited.

9. The Institute continues to play a major role in assisting Indian Industry, Banks, Financial Institutions and public organisations through studies and consultancies.

10. Library function has been computerised. There is an Intranet, connecting the four IIMs, donated by Digital Equipment Corporation. Powerful databases like ABI/INFORM, having abstracts of nearly 1000 reputed international journals of which 500 are in full text form are now available on-line. The Institute's library is a national asset. The library needs more resources to modernise, for further computerisation and acquisition of books and for construction of more space for storage. Adequate provision for this purpose would be proposed in the Ninth Plan.

11. There was a round of faculty recruitment after a lapse of 3 to 4 years, during the year. The present faculty strength is 66. It is proposed to have another round of recruitment next year to augment the strength further, so that all academic activities could be handled smoothly.

12. The committee set up by the Faculty of the Institute to review the Academic Administration submitted its report during the year. It is presently under consideration for implementation.

13. The Ninth Plan proposals of the Institute for submission to the Govt. are under formulation.

14. The Govt. of India in the Department of Economic Affairs, Govt. 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 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. The reaction of OECF, Japan to this proposal is awaited.

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1997**

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

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

II. Members :

A. Three nominees of the Central Government representing its Ministries

2. Secretary [Shri P. R. Dasgupta],
Ministry of Human Resource Development,
Department of Education,
Government of India,
Shastri Bhavan,
New Delhi - 110 001.
3. Financial Adviser [Shri S. Satyamoorthy]
Ministry of Human Resource Development,
Department of Education,
Government of India,
Shastri Bhavan,
New Delhi - 110 001.
4. Shri P.G. Mankad
Secretary to the Government of India,
Department of Industrial Dev. & Public Enterprises
Ministry of Industry
Udyog Bhavan
New Delhi - 110 0011.

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

5. Shri Manish Gupta
Higher Education Secretary,
Education Department,
Government of West Bengal,
Vikas Bhavan, Salt Lake City,
Calcutta - 700 091.
6. Shri P. Bhattacharya,
Project Director & Ex-officio Secretary
State Health Systems Development Project II
Department of Health & Family Welfare
Govt. of West Bengal,
GN-29, Sector V, Bidhan Nagar
Calcutta - 700 091.

ANNEXURE-I (Contd.)

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

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

D. A representative of the All India Management Association

8. Dr. Ram S. Tarneja
Mewar (Ground Floor)
40-A, Pedder Road
Bombay - 400 026.

E. A representative of the National Productivity Council of India

9. Shri S.S. Sharma,
Director General,
National Productivity Council,
Utpadakta Bhavan, Lodhi Road,
New Delhi - 110 003.

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

10. Shri C. K. Birla
Vice-Chairman
Hindustan Motors Limited
Prakash Deep Building
7, Tolstoy Marg
10th Floor
New Delhi 110 001.

11. Dr. Ashok S. Ganguly
Chairman
ICI India Limited
5, Malabar Court
B G Kher Marg
Malabar Hill
Mumbai - 400 006.

12. Dr. Biswajit Nag
(Ex-Director, IIT Bombay)
704, Prerana Apartments
POWAI
Mumbai - 400 076.

ANNEXURE-I (contd.)

13. Dr. Abhijit Sen
Co-Chairman
NICCO Corporation Limited,
NICCO House,
2, Hare Street,
Calcutta - 700 001.
14. Shri Uma Shankar Bhartia
Managing Director
Indian Glycol Ltd.
C-124, Okhla, Phase I
New Delhi - 110 020.
15. Prof. Abad Ahmad
Pro-Vice Chancellor
Delhi University
20, Cavalry Lines,
Delhi - 110 007.

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

16. Shri Aditya Kashyap,
Director,
MOBAR Group of Companies,
6th Floor, Jeevan Sudha Building,
42C, Chowringhee,
Calcutta - 700 071.
17. Shri Hemendra P. Barooah
B & A Plantations & Industries Limited
113, Park Street,
Calcutta - 700 016.
18. Shri Avijit Mazumdar
Chairman
TIL Limited,
Calcutta - 700 001.
19. Shri T. C. Dutt,
Election Commissioner,
State Election Commission,
18, Rowden Street
Calcutta - 700 019.
20. Shri K. L. Chugh,
N-79, Panchsheel Park,
New Delhi - 110 017.

ANNEXURE-I (contd.)

21. Mr. Rajive Kaul
Chairman
NICCO Corporation Limited
2, Hare Street
Calcutta - 700 001.

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

22. Dr. Bikram Sarkar
AD-301, Sector I
Salt Lake City,
Calcutta - 700 064.
23. Dr. Y.P. Rudrappa
Dr. Rudrappa's Hospital & Research Centre
13-A, Vivekanand Road
Yadavgiri
Mysore - 570 020.

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

24. Prof. V. Nagi Reddy,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.

25. Vacant

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 (1986-1998)

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
1986-88	8970	804 (08.8)	174 (01.7)
1987-89	10351	852 (08.2)	197 (01.8)
1988-90	9400	1001 (10.6)	250 (02.7)
1989-91	10560	1133 (10.7)	179 (01.7)
1990-92	8859	1056 (11.9)	133 (01.5)
1991-93	10850	772 (07.1)	132 (02.1)
1992-94	11433	856 (07.5)	217 (01.9)
1993-95	15615	1021 (06.5)	397 (02.5)
1994-96	25000	997 (03.9)	400 (01.6)
1995-97	25000	987 (03.9)	264 (01.1)
1996-97	32821	901 (2.75)	430 (1.31)

Post Graduate Diploma in Computer Aided Management(1994-1998)

1994-96	1871	120 (6.8)	29 (01.5)
1995-97	2402	205 (8.5)	65 (02.7)
1996-98	3925	299 (7.61)	100 (02.54)

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

ANNEXURE - III**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 34th SESSION OF PGP
1997-99**

Centre	General	S.C/S.T	Total
Bombay	271	50	321
Calcutta	144	24	168
Delhi	400	62	462
Chennai	268	48	316
Total	1083	184	1267

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1986-1998)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
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
1995-97	06 (03.8)	11 (06.9)	10 (06.3)	132 (83.0)	159
1996-98	22 (08.8)	17 (06.8)	18 (07.2)	192 (77.1)	249

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

ANNEXURE-V

**LIST OF ORGANISATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECTS IN MAY-JUNE 1996**

Sl. No.	Name of the Organization	No.of Students	Sl. No.	Name of Organization	No.of Students
01.	A. F. Ferguson & Co.	01	21.	ICFAI Securities Research	03
02.	Amitabh Bachchan Corp. Ltd.	03	22.	ICICI	01
03.	ANZ Grindlays Bank	08	23.	ICICI Securities	02
04.	Asian Paints (I) Ltd.	04	24.	Indian Aluminium Co. Ltd.	03
05.	American Express Bank	02	25.	ISPL (Gillette)	02
06.	Arthur Andersen & Co.	02	26.	Indian Space Research Orgn.	03
07.	Arvind Mills Ltd.	02	27.	ITC Limited	06
08.	Bank of America	02	28.	ITW Signode (I) Ltd.	04
09.	Beauty Cosmetics Ltd.	02	29.	J M Financial Services	01
10.	Blow Plast Limited	03	30.	Lakme Limited	01
11.	Cadbury India Limited	02	31.	Larsen & Toubro Limited	02
12.	California Software	05	32.	Lintas India Ltd.	01
13.	Chloride Industries	03	33.	Marico Industries Limited	03
14.	Citibank NA	10	34.	NOCIL	01
15.	Coats Viyella India Limited	04	35.	Nestle India Limited	04
16.	G E Capital India	01	36.	Philips India Limited	04
17.	Godrej & Boyce Mfg. Co.	06	37.	Price Waterhouse Associates	12
18.	Godrej G E Manufacturing Co.	02	38.	Prime Securities Limited	02
19.	Godrej Soaps Pvt. Ltd.	06	39.	Procter & Gamble	06
20.	H. R. Johnson (I) Ltd.	01	40.	RPG Enterprises	05

ANNEXURE V (Contd.)

Sl. No.	Name of the Organization	No.of Students	Sl. No.	Name of Organization	No.of Students
41.	Ramco Systems	05			
42.	Reliance Industries Limited	09			
43.	Reserve Bank of India	01			
44.	Ranbaxy Laboratories Ltd.	01			
45.	SBI Capital Markets	02			
46.	SBI Funds Management	01			
47.	SRF Finance	04			
48.	Seagram India	02			
49.	Shriram Industrial	03			
50.	Sony Entertainment Television	01			
51.	Southern Petrochemicals (SPIC)	02			
52.	Steel Authority of India	04			
53.	Tata Administrative Services	03			
54.	TECS	03			
55.	TISL	06			
56.	Tata Steel	04			
57.	Titan Industries Limited	04			
58.	Unilever Group of Comp.	09			

**LIST OF OPTIONAL COURSES OFFERED DURING 1996-97
FOR THE POST GRADUATE PROGRAMME**

Behavioural Sciences

1. Conflict & Negotiation
2. Management of Self in Organisation
3. Organisational Development I
4. Organisation Theory
5. Organisational Psychology
6. Research Methodology
7. Organisational Development II
8. Strategic Management and Corporate System
9. Organisational Structure & Design
10. Managing Strategically

Economics

1. Econometric Methods
2. International Economics
3. Demand Analysis and Forecasting
4. Economics of the Firm
5. Economics of Agriculture
6. Economics of Development
7. Management of the Economy
8. National Income and Accounting
9. Project Evaluation
10. Selected aspects of Macroeconomics
11. Transnational Corporation and International Economics

Environment

1. Company Law and Practices
2. Politics & Development
3. Business & Government
4. Problems of Development Administration
5. Public Administration and Public Policy
6. Evolution of Modern Business Groups and Enterprises in India
7. Evaluation and Problems of the Industrial Labour Force and Trade Unions in India
8. Labour Legislation in India
9. Perspective on Post Modernisation

Management Centre for Human Values

1. Managerial Effectiveness and Value Systems
2. Ethics in Management - Functions and Process

Centre for Studies in Public Enterprises Management

1. Public Enterprise Management and Policy

Human Resources

1. Human Resource Management : Policy and Strategy
2. Compensation Systems
3. Labour Relations in India
4. Labour Unions and Structural Adjustment
5. Management of Industrial Relations
6. Manpower Planning and Manpower Utilisation
7. Salary and Wage : Policy Administration
8. Strategic Planning and Human Resource Management

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 Accounting.
8. Advanced Financial Management
9. Management Accounting
10. Public Finance
11. Corporate Turnaround Management
12. Strategic Cost Management
13. Financial Statement Analysis
14. Accounting Policy
15. Corporate Disclosure Practices
16. Management of Foreign
17. Commercial Banking
18. Infrastructure and Options- Futures & SWAPS

Management Information Systems

1. Database Management Systems
2. Management Information Systems- the Strategic Dimension
3. Unix & C
4. Strategies for Information System Development
5. Selected Aspects of IT : AI, Expert Systems and Object Oriented Programming
6. Information Technology for Strategic Objectives - Planning & Implementation
7. Selected Aspects of Information Technology : OOPS and Networking
8. Artificial Intelligence and Expert Systems
9. Database : Current Topics and Applications
10. Software Project Management
11. Networking and Distribution Systems
12. Decision Support Systems
13. Data Structures and Algorithms
14. Large Scale System Modelling using System Dynamics
15. Object Oriented Programming & Systems
16. Artificial Intelligence & Programming

Marketing

1. Advanced Marketing Research
2. Sales & Distribution Management
3. Product Management
4. Consumer Behaviour
5. Industrial Marketing
6. Advanced Seminar in Product Management
7. Analytical Techniques in Marketing
8. Advertising Management
9. Marketing in Practice
10. International Marketing
11. Strategic Marketing
12. Advanced Industrial Marketing
13. Decision Models in Marketing
14. Marketing Theory and Contemporary Issues
15. Seminar on Agricultural Marketing
16. Demand Analysis and Forecasting
17. Marketing in Financial Services
18. Marketing Finance Interface.

Operations Management

1. Production and Inventory Control
2. Executive Decision & O.R.
3. Operations Research in Marketing
4. Materials Management
5. Advanced Product Management
6. Quality Management
7. Project Management
8. Corporate Modeling
9. Quantitative Models for Management
10. Applied Probability Models in Decision Making
11. Management Simulation
12. Industrial Statistics
13. Linear Programming
14. Management for R & D Innovations
15. Queueing Theory and Applications
16. Special topics in Production Management
17. Case in OR and Product Management
18. Management of International Operations
19. Management of Technology

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
5. Business Firm and the City - Linkages in Survival and Development
6. Economics of location and land use
7. Regional Planning Techniques and Plan Evaluation
8. Urbanisation and the Economy

ANNEXURE VI(Contd.)

Sociology

1. Rural Markets &
Agrarian Structure
2. Seminar on Entrepreneurship
3. Professional Management and
Indian Managers
4. Industry and Rural Society
5. Rural Development and Social Change
6. Social issues and Social Policy
7. Seminar on Development Problems
8. Sociological Perspectives on Planning
9. Qualitative Research

Strategic Management

1. Management of Service
Organisations
2. Strategic Repositioning &
Corporate Restructuring
3. Mergers & Acquisitions
4. International Management
5. Competitive Policy and Strategic
Analysis
6. Advanced Seminar in Strategic Management

ANNEXURE VII**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS
OF THE 32ND BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
ON 3RD SEPTEMBER, 1996 BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

<u>Reg. No.</u>	<u>Name of the Students</u>	<u>Name of the Prize</u>
266/32	Satya Prakash Ranjan	Foundation to Aid Industrial Recovery Scholarship (FAIR)
211/32	Arnab Sen	Standard Chartered Bank Prize
163/32	Ranjit Thomas Joseph	T.T. Krishnamachari Prize Central Bank of India Prize
165/32	Rohit Pande	T.T. Krishnamachari Prize
212/32	Atanu Lahiri	Sriram Smarak Nidhi Prize
139/32	V. Kanna	BPL Prize
159/32	Rajat Saxena	B.P. Poddar Prize
143/32	R. Jyotsna (Ms.)	B.P. Poddar Prize
264/32	Sanjay Gupta	Bank of America Prize
207/32	Anil Nambiar	Bank of America Prize
183/32	Suman Chaki	HLL Prize
284/32	V. Swaminathan	India Carbon Prize
166/32	N. Rukmani(Ms.)	India Carbon Prize
171/32	Sameer Madhav Pethe	India Carbon Prize
218/32	Dilip Kumar Agarwal	HLL Prize
130/32	P. Gunaranjan	Dr. K. Nath Public Trust Award
168/32	S. Venkatesh	Dr. K. Nath Public Trust Award
164/32	Rishi Mathur	Dr. K. Nath Public Trust Award
108/32	Anindya Sarkar	HLL Prize
273/32	Sudipta Kanti Halder	DVC Award

ANNEXURE VII(Contd.)

<u>Reg. No.</u>	<u>Name of the Students</u>	<u>Name of the Prize</u>
132/32	Harpreet J. Tibb	Citibank Leadership Award
153/32	P.N.S. Hema Malini	Citibank Leadership Award
110/32	Anjan Kumar Das	Citibank MCM Scholarship
265/32	Sanjeev Balhara	Citibank Research Award
106/32	Anandamoy Sahoo	ITC Award
215/32	Debashish Dey	ITC Award
275/32	Sunil Sharma	Procter & Gamble Award
190/32	Vineet Mishra	Procter & Gamble Award
460/02	Sunish Sharma	HCL Corporation Award
427/02	Harish Bansal	Institute Award
411/02	Arunima (Ms.)	Institute Award

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 32ND BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 22.3.97**

PGDM STUDENTS

Satya Prakash Ranjan 266/32	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) Name in the Institute's Honour Roll 7) P.C. Chandra Gold Medal
Arnab Sen 211/32	1) Dr.B.C. Roy Silver Medal 2) Dr.B.S. Dua Memorial Prize for 2nd rank holder 3) Bengal Chamber of Commerce Medal for outstanding proficiency in the field of Personnel Management & Industrial Relations 4) Name in the Institute's Honour Roll
Ranjit Thomas Joseph 163/32	1) Exide Award for Excellence to 3rd rank holder 2) Name in the Institute's Honour Roll
Sanjay Gupta 264/32	1) Nestle Scholarship for Leadership & Excellence to 4th rank holder 2) Name in the Institute's Honour Roll
Atanu Lahiri 212/32	1) TIL Ltd. 50th Anniversary Award to 5th rank holder 2) Name in the Institute's Honour Roll
Rohit Pande 165/32	1) Indus Services Award for 6th rank holder
V. Swaminathan 284/32	1) Duncan Industries Award for 7th rank holder 2) Bharat Chamber of Commerce Medal for most balanced & progressive outlook on Management Problems
Rajat Saxena 159/32	1) Duncan Industries Award for 7th rank holder
Pethe Sameer Madhav 171/32	1) Duncan Industries Award for 7th rank holder
Anurag Poddar 111/32	1) ABC Ltd. Award for 10th rank holder
P. Gunaranjan 130/32	1) ABC Ltd. Award for 10th rank holder
R. Jyotsna(Ms) 143/32	1) ABC Ltd. Award for 10th rank holder
Krishnan Sitaraman 235/32	1) Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies for 13th rank holder

ANNEXURE VIII(Contd.)

M. Krithika 236/32	1) Magunta Subharama Reddy Memorial Prize sponsored by Balaji Group of Companies for 13th rank holder
S. Venkatesh 168/32	1) Magunta Subharama Reddy Memorial Prize sponsored by Balaji Group of Companies for 13th rank holder
Suman Chaki 183/32	1) Calcutta Port Trust Award for 16th rank holder
V. Kanna 139/32	1) Calcutta Port Trust Award for 16th rank holder
Satyakanta Samal 176/32	1) Damodar Valley Corporation Medal and cash prize
Anil Nambiar 207/32	1) Balmer Lawrie Award for 19th rank holder
Rishi Mathur 164/32	1) Balmer Lawrie Award for 19th rank hold
G. Gayathri 129/32	1) CITIBANK Excellence Award for Academic Performance and Leadership
Alok Mehta 204/32	1) CITIBANK Excellence Award for Academic Performance and Leadership
Ramheube Echao Zeliang 162/32	1) CITIBANK Award - MCM Scholarship
R Srikrishna 251/32	1) Pawan Tyagi Prize for best sportsman of the year
K. Kishore 231/32	1) Dr. B.S. Dua Memorial Prize for Organisational Ability

PGDCM STUDENTS

Sunish Sharma 460/02	1) Dr. Jogendra Kumar Chowdhury Gold Medal for 1st rank holder in PGDCM 2) Name in the Institute's Honour Roll
Harish Bansal 427/02	1) Smt. Indira Chowdhury Gold Medal for 2nd rank holder in PGDCM 2) Name in the Institute's Honour Roll
Ashish Agarwal 412/02	1) Name in the Institute's Honour Roll
Namit Agarwal 436/02	1) Name in the Institute's Honour Roll
Bharathi Viswanathan 419/02	1) COMPAQ Award
Rahul Sharma 444/02	1) Dr. B.C. Roy Memorial Prize for most outstanding contribution to Campus life

ANNEXURE - IX**STATEMENT OF HONOUR ROLL OF THE 32ND BATCH OF PGDM
(1995-97)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
266/32	Satya Prakash Ranjan	8.29	1st
211/32	Arnab Sen	8.23	2nd
163/32	Ranjit Thomas Joseph	8.06	3rd
264/32	Sanjay Gupta	7.63	4th
212/32	Atanu Lahiri	7.51	5th

**STATEMENT OF HONOUR ROLL OF THE 2ND BATCH OF PGDCM
(1995-97)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
460/02	Sunish Sharma	7.97	1st
427/02	Harish Bansal	7.77	2nd
412/02	Ashish Agarwal	7.51	3rd
436/02	Namit Agarwal	7.51	3rd

ANNEXURE X

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION (Over Five Years 1993-97)

<u>PARTICULARS</u>	<u>PUBLIC</u>					<u>PRIVATE</u>					<u>TOTAL</u>				
	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
Permanent Placement	026	039	042	048	025	086	132	167	215	165	112	171	209	263	187
Summer Placement	019	017	018	014	024	108	165	251	179	231	127	182	269	193	255

PLACEMENT PROGRAMME : NATURE OF JOBS (over five years 1993-97)

Type of Organisation	1993	1994	1995	1996	1997
Banking /Finance	033	063	068	087	054
Consumer Products	029	043	047	050	034
Chemical/Pharma/Fertilizer	000	004	015	021	016
Engineering/Energy	009	020	006	014	004
Textile	002	001	002	002	011
Automobile	004	006	000	008	012
Computer/Systems	029	016	019	030	029
Consultancy	006	009	032	027	018
Advertising	000	009	003	006	002
Other Services	000	000	017	018	007
	—	—	—	—	—
	112	171	209	263	187
	—	—	—	—	—

ANNEXURE XI

PERMANENT PLACEMENT - 1997 COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME

<u>Sl.No.</u>	<u>Name of Organisation</u>	<u>Primary Business Area</u>
<u>Multinational Companies</u>		
1.	A T Kerney	Consultancy
2.	Credit Suisse First Boston	Financial Institution
3.	Whirlpool Corporation	Consumer Durables
4.	G E Capital	Financial Institution
<u>Indian Private Sector Banks</u>		
1.	Times Bank	Banking
<u>Private Sector Companies</u>		
1.	Birla Management Services	Diversified

ANNEXURE XII**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1997**

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
001.	234/32	P. Krishnan	ABN-AMRO Bank.
002	286/32	V. Viswanathan	ABN-AMRO Bank.
003.	167/32	S Gokulnathan	Amitabh Bachchan Corp. Ltd.
004.	451/02	Sanjay Kukreja	Arthur Andersen & Co.
005.	164/32	Rishi Mathur	Arthur Andersen & Co.
006.	165/32	Rohit Pande	Arthur Andersen & Co.
007.	266/32	Satya Prakash Ranjan	Arthur Andersen & Co.
008.	416/02	Avijit Roy	Arvind Mills Limited
009.	418/02	V V Balasubramanyam	Arvind Mills Limited
010.	420/02	Vishal V Bhave	Arvind Mills Limited
011.	446/02	Rohan V Prabhu	Arvind Mills Limited
012.	119/32	Chandra Vikash	Arvind Mills Limited
013.	122/32	Chittiz Kumar	Arvind Mills Limited
014.	147/32	Manish P Kumbhare	Arvind Mills Limited
015.	220/32	Chakradhar G Agraharam	Arvind Mills Limited
016.	231/32	K Kishore	Arvind Mills Limited
017.	252/32	Rahul Basu	Arvind Mills Limited
018.	114/32	B Muralikrishna	Asian Paints (India) Ltd.
019.	143/32	Pankaj S Kulkarni	Asian Paints (India) Ltd.
020.	180/32	Subhadeep Ghosh	Asian Paints (India) Ltd.
021.	210/32	Arghya Chakraborty	Asian Paints (India) Ltd.
022.	285/32	Vemuru A Anand	Asian Paints (India) Ltd.

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
023.	223/32	Gopal	Ashima Syntex Ltd.
024.	264/32	Sanjay Gupta	A.T. Kearney.
025.	218/32	Dilip K Agarwal	Balsara Hygiene Products Ltd.
026.	175/32	Sarit Guha	Balsara Hygiene Products Ltd.
027.	427/02	Harish Bansal	Bank of America
028.	445/02	Rajiv Kayath	Bank of America
029.	280/32	Tulika Khunnah	Bank of America
030.	111/32	Anurag Poddar	The Boston Consulting Group
031.	163/32	Ranjit Thomas Joseph	The Boston Consulting Group
032.	413/02	Ashish Kedia	Birla Management Services
033.	134/32	R. Jyotsna	Booz Allen & Hamilton
034.	126/32	Dimple Sidhar	Cadbury India Limited
035.	142/32	V Kashyap Anandarau	Cadbury India Limited
036.	115/32	Badrish D Kulhalli	Ceat Financial Services Ltd.
037.	153/32	P N S Hema Malini	Ceat Financial Services Ltd.
038.	436/02	Namit Agarwal	Citibank N A
039.	449/02	Sandhya Chari	Citibank N A
040.	130/32	P. Gunaranjan	Citibank N A
041.	146/32	Madhuri Bhuyana	Citibank N A
042.	166/32	N. Rukmani	Citibank N A
043.	185/32	Uma R Iyer	Citibank N A
044.	187/32	Vandana Shah	Citibank N A
045.	207/32	Anil Nambiar	Citibank N A

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
046.	261/32	Swapnil S Salunke	Citibank N A
047.	229/32	Joslin E Myrthong	Chaitra Leo Burnett
048.	232/32	Kamolika Gupta	Colgate-Palmolive India Ltd.
049.	246/32	Dhiren D Patel	Colgate-Palmolive India Ltd.
050.	250/32	R. Deepak	Colgate-Palmolive India Ltd.
051.	283/32	V Sriram	Colgate-Palmolive India Ltd.
052.	412/02	Ashish Agarwal	CRISIL
053.	459/02	Sunay S Mathure	CRISIL
054.	110/32	Anjan Kumar Das	CRISIL
055.	140/32	Kartik Niverthi	CRISIL
056.	284/32	V Swaminathan	CRISIL
057.	154/32	Prashant A. Gokhale	Credit Suisse First Boston
058.	168/32	S. Venkatesh	Credit Suisse First Boston
059.	157/32	Rahul Garg	California Software Co. Ltd.
060.	189/32	Vinod Kumar Venturi	California Software Co. Ltd.
061.	192/32	Avinash P Walimbe	California Software Co. Ltd.
062.	212/32	Atanu Lahiri	California Software Co. Ltd.
063.	292/32	R. Madhusudan	California Software Co. Ltd.
064.	123/32	Faiz A Currim	Deutsche Bank
065.	183/32	Suman Chaki	Deutsche Bank
066.	275/32	Sunil Sharma	Deutsche Bank
067.	448/02	Sandeep Kumar	DSP Merryll Lynch
068.	281/32	Unmesh Kulkarni	DSP Merryll Lynch

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
069.	228/32	Jogender Singh	Export Import Bank of India
070.	181/32	Sudiptendra N Haty	Export Import Bank of India
071.	138/32	Raveendra Kakallu	Galaxy Surfactants Ltd
072.	271/32	Shyam Kansal	Galaxy Surfactants Ltd
073.	131/32	HaraGopal Maddineni	Galaxy Surfactants Ltd
074.	294/32	Prasanna K Jena	Galaxy Surgactants Ltd.
075.	101/32	A R Kartik	G E Capital
076.	440/02	Prabash C Jha	Godrej Soaps Pvt. Ltd.
077.	117/32	Brajesh Kumar	Godrej Soaps Pvt. Ltd.
078.	161/32	Ramesh Pulidindi	Godrej Soaps Pvt. Ltd.
079.	244/32	Pankaj Kumar	Godrej Soaps Pvt. Ltd.
080.	431/02	Himanshu A Kshatriya	HCL Corporation
081.	462/02	Vinay Bansal	HCL Corporation
082.	103/32	Alok Shende	HCL Corporation
083.	150/32	Narayanan Ganesh	HCL Corporation
084.	152/32	Nilesh Manik Khalkho	HCL Corporation
085.	176/32	Satyakanta Samal	HCL Corporation
086.	240/32	Manojit Ray	HCL Corporation
087.	426/02	Gowri Thyagarajan	Hongkong & Shanghai Banking Corporation
088.	144/32	Lakshmi Moorthy	Hongkong & Shanghai Banking Corporation
089.	171/32	Sameer M Pethe	Hongkong & Shanghai Banking Corporation
090.	245/32	Paramita Gupta	Hongkong & Shanghai Banking Corporation
091.	159/32	Rajat Saxena	ICICI Securities & Finance Co.

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
092.	169/32	S G Shyamsundar	ICICI Securities & Finance Co.
093.	213/32	B Srinivas	ICICI Securities & Finance Co.
094.	108/32	Anindya Sarkar	ICICI Group
095.	415/02	Atanu Roy	ICI India Limited
096.	428/02	Hemant K Khurana	ICI India Limited
097.	455/02	Amey Narendra Saxena	ICI India Limited
098.	254/32	V Ramana Murthy	ICI India Limited
099.	421/02	D Sriramagopalan	Indian Express Group
100.	452/02	Santanu Mondal	Indian Express Group
101.	286/32	Vikram Chopra	Johnson & Johnson Limited
102.	407/02	Anindya Ghosh	J.K. Organisation
103.	263/32	Sandeep Sarkar	J.K. Organisation
104.	155/32	Pullakurthy Rahul	Lakme Limited
105.	238/32	M Venkata Swamy	Ammiratis Puris Lintas
106.	191/32	Vinod P Khedekar	Marubeni Corporation
107.	215/32	Debashis Dey	Marubeni Corporation
125.	272/32	Sudip Banerjee	Marubeni Corporation
108.	401/02	A R K Satya Srinivas	Maruti Udyog Limited
109.	404/32	Ajay Bansal	Maruti Udyog Limited
110.	450/32	Sandip Kumar Kundu	Maruti Udyog Limited
111.	118/32	Brotin Muhuri	Maruti Udyog Limited
112.	125/32	Niraj D Dewan	Maruti Udyog Limited
113.	136/32	K M Venkatesh	Maruti Udyog Limited

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
114.	158/32	Rahul Ghosh	Maruti Udyog Limited
115.	205/32	Amitava Dalal	Maruti Udyog Limited
116.	216/32	Debjit Sarkar	Maruti Udyog Limited
117.	235/32	Krishnan Sitaraman	Maruti Udyog Limited
118.	251/32	Srikrishna Rangarajan	Maruti Udyog Limited
119.	456/02	Shyam Hiraou	Maruti Udyog Limited
120.	411/02	Arumina	Mckinsey & Co.
121.	460/02	Sunish Sharma	Mckinsey & Co.
122.	139/32	V Kanna	Mckinsey & Co.
123.	186/32	Shankar N. Venkatachalam	Mckinsey & Co.
124.	211/32	Arnab Sen	Mckinsey & Co.
126.	206/32	Amol V Bargaje	Nestle India Limited
127.	241/32	Mayur R Bhargava	Nestle India Limited
128.	255/32	Rana Das	NOCIL
129.	406/02	Anantha P. Nayak	Procter & Gamble India Ltd.
130.	419/02	Bharathi Viswanathan	Procter & Gamble India Ltd.
131.	447/02	Roopa Nandini Madvesh	Procter & Gamble India Ltd.
132.	179/32	Shivprakash Nayar	Pepsico India Holdings
133.	249/32	Pritesh Talwar	Pepsico India Holdings
134.	277/32	Surojit Mukherjee	Philips India Limited
135.	282/32	V Aparna	Philips India Limited
136.	403/02	Abhijit Ray	Price Waterhouse Associates
137.	444/32	Rahul Sharma	Price Waterhouse Associates

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
138.	172/32	Sandeep Baid	Prime Securities Ltd.
139.	405/02	Alok Kalanee	Ramco Systems
140.	417/02	Balasubramanyam Mohan	Ramco Systems
141.	424/02	George Samuel	Ramco Systems
142.	429/02	Jasmeet Singh	Ramco Systems
143.	430/02	K Prabhakar	Ramoc Systems
144.	433/02	Kanwal Rai	Ramco Systems
145.	434/02	Mainak Sarkar	Ramco Systems
146.	435/02	Keshav Narsipur	Ramco Systems
147.	457/02	Anil E Sonavane	Ramco Systems
148.	135/32	K Anjani Madhavi	Ramco Systems
149.	173/32	Sanjay Kumar Sinha	Ramco Systems
150.	202/32	Abhijit S Chandel	Ramco Systems
151.	208/32	Anjana Susarla	Ramco Systems
152.	262/32	Sandeep Mohapatra	Ramco Systems
153.	273/32	Sudipto K Halder	Ramco Systems
154.	287/32	Venky Nayar	Ramco Systems
155.	293/32	Rajesh Malviya	Ramco Systems
156.	178/32	Shashank S Jogi	Smithkline Beecham Consumer Healthcare
157.	204/32	Alok Mehta	Smithkline Beecham Consumer Healthcare
158.	267/32	Sekhar Balachander	Smithkline Beecham Consumer Healthcare
159.	109/32	Aniruddha Roy	Times Bank
160.	174/32	Shruti R Sardeshmukh	Times Bank

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
161.	239/32	Malini Parmar	Times Bank
162.	260/32	V Sabitha	Times Bank
163.	268/32	Seshadri B Shankar	Times Bank
164.	124/32	Debashish Choudhury	Tata Steel
165.	156/32	Ramchandran Shiva Kumar	Tata Steel
166.	233/32	Kaushik K Paul	Tata Steel
167.	274/32	Sumanth Devara	Tata Steel
168.	137/32	K N Krishna Kishore	Tata Strategic Management Group
169.	236/32	Krithika Muthukrishnan	Tata Strategic Management Group
170.	265/32	Sanjeev Balhara	Tata Strategic Management Group
171.	463/02	Vivek Luthra	Titan Industries Limited
172.	278/32	Syed Shabbirul Haque	Titan Industries Limite
173.	190/32	Vineet Mishra	Union Bank of Switzerland
174.	276/32	Suranjan Mukherjee	Union Bank of Switzerland
175.	129/32	V Gayathri	Unilever Group of Companies
176.	132/32	Harpreet J Tibb	Unilever Group of Companies
177.	149/32	Balasubramanian N.	Unilever Group of Companies
178.	248/32	Prashant R Peres	Unilever Group of Companies
179.	256/32	Rini Dutta	Unilever Group of Companies
180.	458/02	Subhshis Paul	Unit Trust of India
181.	106/32	Anandamoy Sahoo	Unit Trust of India
182.	128/32	G B Haripriya	Unit Trust of India
183.	162/32	Ramheube Zeliang	Unit Trust of India

ANNEXURE XII

Sl.No.	Reg.No.	Name of the Students	Name of the Organization
184.	203/32	Ajay M Sarate	Unit Trust of India
185.	270/32	K Shasidhar Srinivas	Unit Trust of India
186.	290/32	Y Ramesh	Unit Trust of India
187.	104/32	Amish Tripathi	Whirlpool Corporation

ANNEXURE XIII

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1997

	<u>Annual Salary</u>	
	<u>PGDM</u>	<u>PGDCM</u>
Highest	Rs. 7,23,000	Rs. 7,23,000
Lowest	Rs. 1,20,000	Rs. 1,59,700
Average	Rs. 2,67,804	Rs. 2,63,944

ANNEXURE XIV**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 1997****CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES**

<u>Type of Industries</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Advertising	02	02
Banking & Finance	62	54
Information Technology	34	29
Consumer Products(FMCG)*	32	29
Consultancy	18	18
Industrial Goods	36	33
Media	03	03
Others Services	21	19
	<hr/>	<hr/>
Total	208	187
	<hr/>	<hr/>

*FMCG - Fast Moving Consumer Goods

Sectorwise job Offers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	28	25
Private Sector	180	162
	<hr/>	<hr/>
	208	187
	<hr/>	<hr/>

ANNEXURE XV**MANAGEMENT DEVELOPMENT PROGRAMMES 1996-97**

SI No.	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director</u>
1.	Internationalization of Enterprises	May 9-11 '96	8	Prof. Ranjan Das
2.	Manufacturing Competitiveness	June 5-7 '96	9	Prof. Ranjan Das
3.	Strategic Marketing	July 17-19 '96	14	Prof. Ranjan Das Prof. A.P. Arora
4.	Resettlement of Displaced People	Aug 5-9 '96	11	Prof. K.S. Mandal
5.	Achieving the Outstanding Performance	Aug 8-10 '96	8	Prof. Ranjan Das
6.	Strategic Management and Information Technology	Sept 5-7 '96	7	Prof. Ranjan Das
7.	Strategic Cost Management - A Functional Interface	Sept 16-18 '96	13	Prof. Mousumi Ghosh
8.	Workshop on Managerial Performance Review	Sept 19-21 '96	35	Prof. S.K. Chakraborty
9.	Human Resource Management for Non Personnel Executives	Sept 23-28 '96	8	Prof. Anil K. Sengupta
10.	General Management - Strategic Issues	Oct 14-18 '96	13	Prof. M. N. Pal
11.	Performance Appraisal and Counselling	Nov 5-7 '96	10	Prof. Anil Sengupta
12.	Strategic Management of Technology	Nov 14-16 '96	4	Prof. Ranjan Das Prof. S. Moitra
13.	Business Transformation	Nov 25-27 '96	6	Prof. P. K. Sett
14.	Management by Human Values 3rd Reinforcement Workshop	Dec 5-7 '96	9	Prof. S.K. Chakraborty
15.	Materials Management	Dec 9-13 '96	15	Prof. Ranjan Ghosh
16.	Strategic Branch Management	Dec 11-14 '96	39	Prof. Subrato Sengupta

ANNEXURE XV(Contd.)

Sl No.	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director</u>
17.	Project Management	Dec 16-20 '96	16	Prof. M.N. Pal Prof. B.K. Sinha
18.	Advanced Management Programme	Dec 16 '96 - Jan 1 '97	13	Prof. B.K. Sinha Prof. Ramanuj Majumdar
19.	10th International Workshop on Management by Human Values	Jan 5-11 '97	49	Prof. S.K. Chakraborty
20.	Total Quality Management	Jan 20-24 '97	9	Prof. B. Sarkar
21.	Enterprise-wide Networking	Jan 20-24 '97	8	Prof. Subir Bhattacharya
22.	Innovative Techniques in Manufacturing Management	Jan 27-29 '97	17	Prof. Ranjan Ghosh
23.	Competing through Quality A Programme on Marketing Services	Feb 3-5 '97	15	Prof. R.C. Bhattacharya
24.	Inventory Management	Feb 3-7 '97	6	Prof. M.N. Pal Prof. Ashis Chatterjee
25.	Managing Software Projects	Feb 6-8 '97	12	Prof. Rahul Roy
26.	Managing Change under Liberalised Scenario	Feb 10-14 '97	4	Prof. S.S. Sengupta (Ms)
27.	Strategic Management of Services	Feb 12-14 '97	7	Prof. Ranjan Das
28.	Product Management	Feb 17-20 '97	9	Prof. Ramanuj Majumder

ANNEXURE XVI

IN COMPANY TRAINING PROGRAMMES - 1996-97

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	Workshop on Human Values for Sr. Officers of RBI	April 15-17 '96	RBI, Bombay	20	Prof. S. K. Chakraborty
2.	Workshop on Human Values for Top Management of Jessop & Co. Ltd.	May 9-11 '96	Tata Hall	21	Prof. S. K. Chakraborty
3.	Workshop on Human Values for IFFCO Officers	May 16-21 '96	Kanala, Ahmedabad		Prof. S. K. Chakraborty
4.	Workshop on Human Values for top executives of Canara Bank	May 30-June 1 '96	Tata Hall	22	Prof. S. K. Chakraborty
5.	Strategic Cost Management - Production, Finance & Marketing Interface for ITW Signode Ltd.	May 9-11 '96	Hyderabad		Prof. Mousumi Ghosh Prof. H. Bhattacharya
6.	Specialised Management course for Management Trainees of SAIL	May 4-27 '96	Joka Campus		Prof. R. Majumdar
7.	Managerial Leadership and Team Effectiveness for M.N. Dastur & Co. Ltd.	May 16-18 '96	Dastur & Co's Calcutta Office		Prof. Binod Kumar
8.	Conflict Management for Larsen & Toubro Ltd.	May 7-9 '96	L & T's MDC at Khandala		Prof. B.N. Srivastava Prof. D.K. Lahiri
9.	Managerial Leadership and Team Effectiveness for M.N. Dastur & Co. Ltd.	June 13-15 '96	Dastur & Co Calcutta Office	30	Prof. Binod Kumar
10.	Resettlement of Displaced persons for Tata Steel	June 20-22 '96	Bhubaneswar	8	Prof. K. S. Mondal
11.	Seminar on Commercial Banking Strategies for Allahabad Bank	June 24-27 '96	Tata Hall	21	Prof. H. Bhattacharya
12.	Programme for Bharat Petroleum Corpn. Ltd.	June 28-30 '96	Tata Hall	28	Prof. S. K. Chakraborty

ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
13.	Seminar on Bank Marketing Management for Allahabad Bank	July 1-6 '96	Tata Hall	22	Prof. H. Bhattacharya
14.	Human Values Programme for Bengal Ambuja Cements	July 3-5 '96	Tata Hall	26	Prof. S. K. Chakraborty
15.	Human Values Programme for Bharat Petroleum Corpn.Ltd.	July 12-14 '96	Tata Hall	34	Prof. S. K. Chakraborty
16.	Management of foreign exchange programme for Allahabad Bank	July 15-20 '96	Tata Hall	19	Prof. H. Bhattacharya
17.	Programme on Credit Appraisal and Lending Decisions for Allahabad Bank	July 22-27 '96	Tata Hall	27	Prof. H. Bhattacharya
18.	Training Programme for Videsh Sanchar Nigam Ltd.	July 29 - Aug 3 ' 96	Tata Hall	20	Prof. Ranjan Ghosh
19.	Programme on Improving Managerial Effectiveness for Allahabad Bank	Aug 12-24 '96	Tata Hall	23	Prof. H. Bhattacharya
20.	Human Values Programme for Bengal Ambuja Group	Aug 28-30 '96	Tata Hall	23	Prof. S. K. Chakraborty
21.	Training Programme for engineers of HSCL (1st Batch)	Aug 20-28 '96	Tata Hall		Prof. Madhu S. Mishra
22.	Strategies for sustainable competitive advantage for NISIT Management Seminars Vishakapatnam	Aug 21 '96	Hotel Green Park Vizag	15	Prof. Sushil Khanna
23.	Human Values Workshop for Ganpati Greenfields Ltd.	July 2-7 '96	Tata Hall	27	Prof. S. K. Chakraborty
24.	Human Values Workshop for Yasada, Pune	July 16-18'96	Pune	24	Prof. S. K. Chakraborty
25.	Human Values Workshop for HAL Bangalore	Aug 13-14 '96	Bangalore	20	Prof. S. K. Chakraborty

ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
26.	Human Values Workshop for Telco, Jamshedpur	Aug 19-22 '96	Jamshedpur	17	Prof. S. K. Chakraborty
27.	Human Values Workshop for Ganpati Greenfields Ltd.	Aug 28-30 '96	Tata Hall	29	Prof. S. K. Chakraborty
28.	Programme on Conflict Management for L&T Officers	Aug 26-28 '96	Lonavala	20	Prof. B. N. Srivastava
29.	Strategic Management for Corporate Leadership for Murugappa Group.	Sept. 9-14 '96	Tata Hall	19	Prof. Sushil Khanna
30.	Training Programme for Engineers of HSCL	Setp. 9-17 '96	MTC, Joka	40	Prof. Madhu S. Mishra
31.	Leadership and Team Building Workshop for top Management of Bengal Ambuja Group	Sept. 13-14 '96	MCHV, Joka	18	Prof. S. K. Chakraborty
32.	Training programme for Engineers of HSCL	Sept. 19-27 '96	MTC, Joka	40	Prof. Madhu S. Mishra
33.	Programme on Human Values for Principals of Central Schools of Eastern Region	Sept. 25-26 '96	MCHV, Joka	20	Prof. S. K. Chakraborty
34.	Programme for CARE Officers from West Bengal & Orissa	Sept 30-Oct 6 '96	NTB, Joka	25	Prof. Madhu S. Mishra
35.	Workshop on Management by Human Values for IOB	Oct 3-5 '96	MCHV, Joka	24	Prof. S. K. Chakraborty
36.	Training Programme on Human Values	Oct 8 '96	Tata Mgmt. Training Centre	18	Prof. S. K. Chakraborty
37.	Econometrics - Demand Analysis and Forecasting for TISCO	Oct. 8-9 '96	Tata Centre		Prof. V. N. Reddy Prof. Sushil Khanna
38.	Production Management : Strategic Issues for Reckitt & Coleman Ltd.	Oct 31-Nov. 4 '96	Tata Hall	22	Prof. M.N. Pal

ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
39.	Contract Management, Bid Package Preparation and Arbitration for ONGC Officers	Nov. 4-8 '96	Tata Hall	39	Prof. Ranjan Ghosh
40.	Human Values Workshop for top managers of Allahabad Bank	Nov. 21-23 '96	MCHV	40	Prof. S. K. Chakraborty
41.	Human Values Workshop for Bureau of Policy Research & Development	Nov. 25-29 '96	MCHV	14	Prof. S.K. Chakraborty
42.	Bank Marketing for Bank of India Executives	Dec. 2-6 '96	Tata Hall	25	Prof. H. Bhattacharya Prof. Mousumi Ghosh
43.	Decision Making for Executives of ONGC	Dec. 2-6 '96	Tata Hall	37	Prof. Ranjan Ghosh Prof. Ashish Chatterjee
44.	Marketing Management for BRPL, Bongaigaon	Dec. 9-12 '96	Bongaigaon	30	Prof. Sudas Roy Prof. A. P. Arora
45.	Human Values Workshop for Duncan Group	Dec. 20-21 '96	Tata Hall	25	Prof. S. K. Chakraborty
46.	Training Programme on Commercial Banking Strategies for Executives of Allahabad Bank	Jan. 6-10 '97	Tata Hall	19	Prof. H. Bhattacharya
47.	Training Programme on Commercial Banking Strategies for Executives of Allahabad Bank	Jan. 14-17 '97	Tata Hall	15	Prof. H. Bhattacharya
48.	Managerial Leadership and Team Effectiveness for M.N. Dastur & Co. Ltd.	Jan 27-29 '97	Chennai	25	Prof. Binod Kumar
49.	Project Management for Executives of ONGC	Jan. 20-25'97	Harrington Mansion	25	Prof. Ranjan Ghosh

ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
50.	General Management with focus on Marketing for S.K. Birla Group of Companies	Jan. 12-25'97	Tata Hall	26	Prof. M. N. Pal
51.	Workshop on Human Values for Gujarat Ambuja Cement Ltd.	Jan 30-Feb 1 '97	Tata Hall	30	Prof. S. K. Chakraborty
52.	Workshop on Human Values for State Bank of India Officials	Feb.6-8 '97	Tata Hall	34	Prof. S. K. Chakraborty
53.	Workshop on Human Values for Health & Family Welfare Dept., Govt. of West Bengal	Feb.10-14 '97	Tata Hall	30	Prof. S. K. Chakraborty
54.	Effective communication and presentation skill for DVC Executives	Feb.18-21 '97	DVC Towers	25	Prof. Binod Kumar
55.	Financial Management for BRPL, Bongaigaon	Feb.12-20 '97	Bongaigaon	25	Prof. N. Ramachandran Prof. Purushottam Sen

ANNEXURE XVII

GOVT. SPONSORED TRAINING PROGRAMMES DURING 1996-97

For IAS Officers

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	General Management	Aug 19- Sept. 6 '96	Tata Hall	19	Prof. M. N. Pal
2.	Financial Management	July 22-26 '96	Tata Hall	19	Prof. N. K. Rao
3.	Managing under Adverse Environment	Sept. 23-27 '96	Tata Hall	14	Prof. Binod Kumar
4.	Managing under Adverse Environment	Sept. 30- Oct. 4 '96	Tata Hall	14	Prof. Binod Kumar
5.	Management Control Systems	Sept. 9-13 '96	Tata Hall	16	Prof. Ranjan Ghosh

For IFS Officers

6.	Management Information Systems in Forestry	July 8-12 '96	Tata Hall	20	Prof. S. D. Vaidya Prof. Rahul Roy
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Other Programmes

7.	Advanced Management Programme	Dec. 16- Jan. 1 '96	Tata Hall	13	Prof. B. K. Sinha Prof. R. Majumdar
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ANNEXURE XVIII**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 1996-97**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	A Study of Marketing Problems of Agriculture Produce in Sundarban Region of West Bengal	Prof. Sudas Roy Dr. Tarit Kumar Datta
2.	Contract Time and Length	Prof. Aniruddha Dasgupta
3.	Discrete Optimization Problems : Theoretic Models and their Applications	Prof. P. S. Dasgupta
4.	Pay Progression and Perception of Performance Appraisal and Reward System of R & D personnel in Indian Manufacturing Organisations	Prof. Pulak Das
5.	Liberalisation, R & D and Firm Structure.	Prof. Prabal Ray Chaudhuri

ANNEXURE XVIII A**RESEARCH PROJECTS UNDER CMDS (COMPLETED)
DURING 1996-97**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Making Sense of Post Modernisation	Prof. Saila K. Ghosh
2.	Interface between R & D and Production in Technology Firms	Prof. Ranjan Ghosh Prof. Soumya D. Moitra
3.	Constraint Satisfaction Techniques : Theory and Applications	Prof. Amitava Bagchi
4.	Public Sector Reforms in India	Prof. Alok Ray

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED
DURING 1996-97**

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Faculty Team</u>	<u>Project Status</u>
1.	Selection of candidates for Appointment to the post of Accounts Officers and Dy. Directors of Accounts for BSEB, Patna.	Prof. Binod Kumar	Completed
2.	Conjoint Analysis Study for Semi-Automatic Washing Machines for BPL Ltd, Bangalore.	Prof. A. P. Arora	Completed
3.	Utilisation of Human Resources in Central Coalfields.	Prof. M. N. Pal Prof. Santwana Chaudhuri	
4.	Project on unfolding of Economic Reforms in India for ITC Ltd.	Prof. Alok Ray Prof. Anup K. Sinha	Completed
5.	Project on District Level IEC (Communication/Audience Research) and Counselling plan to address the needs of adolescents, young parents and the unwed couples of Reproductive age group.	Prof. Kalyan Dutta Prof. A. P. Arora	Completed
6.	Project on Advisor to the Special Issue of "Brand Equity" for The Times of India Group	Prof. Ranjan Das	Completed
7.	Marketing Study for ACC Ltd, Kanpur.	Prof. A. P. Arora	Completed
8.	Economic Viability Analysis for some IJIRA developed technologies for Indian Jute Industries Research Association, Calcutta.	Prof. N. Ramachandran	
9.	Development of Integrated MIS in ICDP for Hoogly District Central Cooperative Bank Ltd.	Prof. Rahul Roy Prof. Samir Sadhukhan	Completed
10.	Simulation Study for Neyveli Lignite Corporation Ltd.	Prof. Bani K. Sinha	Completed
11.	Strategic Alliances for IBP Ltd.	Prof. Sushil Khanna Prof. Ranjan Das	Completed

ANNEXURE XIX(Contd.)

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Faculty Team</u>	<u>Project Status</u>
12.	Customer Satisfaction Survey of State Bank of India	Prof. Ranjan Das	Completed
13.	Advanced Management Programme Phase - I	Prof. Bani K. Sinha Prof. R. Majumdar	Completed
14.	Advanced Management Programme Phase - II	Prof. Bani K. Sinha	Completed
15.	A Study on the Socio-Economic Impact of the Recent District-based Mass Education Campaigns in Birbhum District, West Bengal	Prof. R. Chattopadhyay Prof. V. Nagi Reddy	On-going
16.	Econometrics Analysis of Consumer Panel Data of MARG	Prof. V. Nagi Reddy	
17.	Formulation of Promotion Policy and and Performance Review System for Executive Employees of MECON	Prof. Anil K. Sengupta Prof. P. K. Sett	
18.	Preparation of Notice Inviting Tender for Leasing of Logging Units for Oil and Natural Gas Corp. Ltd.	Prof. Ranjan Ghosh	Completed
19.	Preparation of Draft Perspective Plan of West Bengal: 1995 to 2001 A.D for West Bengal State Land Use Board.	Prof. Rabin Ganguly Prof. Madhu S. Mishra	On-going
20.	Analysis Risk for Transportation of Coal for South Eastern Railway	Prof. Ranjan Ghosh	Completed
21.	Corporate Re-structuring at Madras Refineries Ltd.	Prof. Sushil Khanna	Completed
22.	Customer Need Survey in Gariahat Zone for Allahabad Bank.	Prof. H. Bhattacharya Prof. Mousumi Ghosh	On going

**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 1996 - 1997**

1. Prof B N Srivastava

- a) Presented a paper on the "Pre-alliance imperatives : an exploratory study of strategic alliance partners in the U S and India" co-authored with Manab Thakur and Vijaya Gambhire at the Academy of Management Meeting, August 11-14, 1996 at Cincinnati, USA.

2. Prof Sunita Singh Sengupta

- a) A paper entitled "The Structure of Life and Work Values in Five Countries" was presented in the fifth International Conference on Work Values and Behaviour under the Symposium "Work Values and Behaviour: Research and Applications" at Canada on August 22-25, 1996.
- b) Lectured in the Workshop organised by Indian Oil Corporation Ltd., Barauni for JET Employees on Supervisory Skills and role management on 18th November, 1996.

3. Prof Ujvala Rajadhyaksha

- a) Participated as Speaker in Eastern Region Workshop on Policies for Women in the Ninth Plan organized by Centre for Studies in Social Sciences held on January 14-15, 1997 at Udayachal Guest House, Salt Lake, Calcutta-91.
- b) Participated in a Colloquium on Policy Analysis titled "Agricultural & Rural Reform : Institutions & Economic Policy" organized jointly by the Indian Institute of Management, Calcutta & the Centre for Institutional Reform & the Informal Sector (IRIS), held on January 21-22, 1997.

4. Prof Amitava Bose

- a) Participated as Speaker in the Economic Reforms, organised by the USIS, Puri, July 29-30, 1996.
- b) A paper titled "Rational Choice and the Price of Money" was presented at the 1996 South and South East Asia Meeting of the Econometric Society, Delhi School of Economics, December 28-30, 1996.
- c) Participated in the Seminar on "Lessons of Privatisations" organised jointly by IIMC and the British Council at IIMC, Joka, Oct 5, 1996
- d) Participated in a One-day Workshop on "Issues in the Emerging Economic Environment", February 7, 1997.

ANNEXURE XX(Contd.)

5. Prof Alok Ray

- a) Invited speaker in the Seminar on "Prospects of Trade and Foreign Investment in India" organised by USIS at Puri, Orissa, July 28-30, 1996.
- b) Invited speaker in the Round Table Seminar on "Reforms in Indian Education System" at the Indian Chamber of Commerce, Calcutta, August 27, 1996.
- c) Invited speaker in the Seminar on "Lessons of Privatization" organised by IIMC and the British Council at IIMC, Joka, October 5, 1996.
- d) Invited speaker in the Seminar on "WTO: Implications for India" organised by The International Chamber of Commerce, India, and The Indian Chamber of Commerce, Calcutta, at Hotel Taj Bengal, November 6, 1996.
- e) Invited speaker in the Conference on "Interaction on Education and Economic Transformation" organised by the Indian Chamber of Commerce, Calcutta, at Hotel Oberoi Grand, November 23, 1996.
- f) Discussant in the Conference on "Agricultural and Rural Reform: Institutions and Economic Policy" jointly organized by IIMC and the Centre for Institutional Reform and the Informal Sector (IRIS), University of Maryland, USA, at Park Hotel, Calcutta, January 21-22, 1997.
- g) Invited speaker in the Bangiya Arthaniti Parishad (Bengal Economic Association) Annual Conference at Burdwan University, Burdwan, February 15, 1997.

6. Prof V N Reddy

- a) On invitation, participated in the two day seminar on "Statistics as an Interface Inter Disciplinary Research : Methodology and Data Analysis" conducted by Survey Research and Data Analysis Centre (SURDAC) of the Indian Statistical Institute, Calcutta during February 7-8, 1997 and also chaired a Technical Session on "Statistics and Planning" on February 8, 1997.

7. Prof Anup K Sinha

- a) Participated as Speaker on "Strategic Aspects of Economics Reforms" in the National Conference on Environment Management held by the Department of Business Administration, University of Burdwan, February, 1997.
- b) Participated as a Discussant on "Structural Adjustment : Implications for the Indian Economy", in the National Seminar on New Economic Policy, Centre for Urban Economic Studies, Calcutta University, February, 1997.

8. Prof Aniruddha Dasgupta

- a) Lectured on "Options and Futures" at the Jadavpur University sponsored by the University Grants Commissions.

9. **Prof Biju Paul Abraham**

- a) Presented a paper titled "Defence Research, Defence Production and Civilian Industries: Indian and Australian Perspectives" at the India Australia Business Management Workshop on "Enterprise Management in the Asia Pacific Region : What is on the horizon for India and Australia", New Delhi, October 29-30, 1996.
- b) On invitation wrote a Background Paper on "Demilitarisation and Denuclearisation" for the Pakistan-India Peoples' Convention on Peace and Democracy, Calcutta, 28-31 December, 1996.
- c) Participated as a delegate in the "R&D India '97: An international Convention on "Developing Industry Foresight -- A Shared Vision", Calcutta, January 17-19, 1997.

10. **Prof Sumit Guha**

- a) Organised a Workshop on "The Demographic History of India" held at the Nehru Memorial Museum & Library on 10-11 January, 1997.

11. **Prof N Ramachandran**

- a) Participated in the deliberations of Pre Forum Engelberg Conference at Bangkok December 1996. Lead working group on "Financing of Human Resource Development".
- b) Participated in the dialogue between Asia and Europe on Economic Cooperation, organized by the School of Management of the Asian Institute of Technology, Bangkok. Acted as discussant on India background paper.

12. **Prof Shyamal K Ghosh**

- a) Presented a paper on the "Problems of Transition Economies" at the 24th General Conference of the International Association for Research in Income and Wealth held in Lillehammer, Norway, August 18-24, 1996.

13. **Prof Mousumi Ghosh**

- a) Presented a paper "Business Environment in 2000 AD" in the National Conference of the institute of Internal Auditors of India in August, 1996.

14. **Prof. Dipankar Mitra**

- a) Invited to participate in a seminar on "Water and Waste Water Management related to megalopolis and presented a technical paper on "Financial Management of Environmental Engineering Project".

15. **Prof Sudas Roy**

- a) Participated in the Industry Academia Interface Seminar on 25.1.1997 at Bombay and presented a paper on "Company as a Brand"

16. **Prof Amitava Bagchi**

- a) Attended the AAAI-96 conference of the American Association for Artificial Intelligence held during August 4-8, 1996 at Portland, Oregon, USA.
- b) Gave an invited seminar talk at Tohoku University, Sendai, Japan on July 29, 1996 and at the University of Aizu, Japan on July 31st and August 1st, 1996.

17. **Prof Partha S Dasgupta**

- a) A research paper entitled "Heuristic Research Algorithms for Channel Routing in VLSI Design" accepted at the International Conference on knowledge-Based Computing (KBCS-96) held at Mumbai, December, 1996.

18. **Prof Subir Bhattacharya**

- a) Presented a paper titled "Searching Game Trees under Memory Constraints" jointly with Prof A Bagchi at the 13th National Conference on Artificial Intelligence, Oregon, USA, August 4-8, 1996

19. **Prof Rahul Roy**

- a) Attended the 7th Conference of the System Dynamic Society of India and presented a paper "Dynamics of Depth Trap in an Organisation" written by Asish Agarwal, Rahul Roy and Sunish Sharma.

20. **Prof Anup K Sen**

- a) Attended a Conference on Knowledge Based Computer Systems (KBCS-96), Mumbai, December 16-18, 1996 and presented a paper titled "Effective Node Storing Strategies in Depth-First Branch-and-Bound".

21. **Prof Rabin Ganguly**

- a) Invited Paper on "Future Strategies for Developing New Urban Communities: An Exploration with reference to Indian Experience", presented in the 20th Annual Congress of the International Urban Development Association (INTA), the Netherlands, on "New Urban Communities: Past Experiences and Future Responses" held at Cairo, October 13-17, 1996.

22. **Prof Annapurna Shaw**

- a) Presented a paper entitled "Structural Adjustment and Metropolitan Restructuring in India" at the 28th International Geographical Congress held at The Hague, Netherlands from August 4 to August 10, 1996.
- b) Invited Discussant at the National seminar on "Gender and Employment in India: Trends, Pattern and Policy Implications" organized by the Institute of Economic Growth, Delhi and the Indian Society of Labour Economics and held in Delhi from December 18 to 20, 1996.

23. **Prof. Nilotpal Chakravarti**

- a) Participated and presented two papers at the Annual Convention of the Operations Research Society of India, held in Bombay in December 1996. Also chaired a session at the Convention.

24. **Prof. Sujit K. Basu**

- a) Delivered a talk entitled "An optimum Ordering Policy and its Estimation in a Two-Supplier Inventory Model with Uncertainty in Supplies" in a seminar of the Department of Mathematics & Statistics and Administrative Science, University of New Brunswick, Canada on June 14, 1996.
- b) Delivered an invited talk entitled "Estimation of change point in non-monotonic ageing models" at a seminar at the Department of Mathematics, Indian Institute of Technology, Bombay on November 29, 1996.
- c) Invited to deliver two talks at the Third Iranian Statistics Conference held at Tehran, Iran during July 2-4, 1996.
- d) Delivered a talk entitled "On optimum Strategies for Timing the Purchase of Stocks " at the College of Materials Management, Jabalpur on November 4, 1996.
- e) Delivered an invited talk entitled "Strategies for Timing the Purchase of a Stock" at the 84th Session of the Indian Science Congress Association held at Delhi during January 3-8, 1997
- f) Delivered a talk entitled "Application of Statistical Ideas in Purchasing Stocks" at the Maharishi Institute of Management, Jabalpur, on January 18, 1997.
- g) Delivered the keynote address and chaired a session at the National Seminar on Environment Management organized by the Department of Business Administration, Burdwan University, at Burdwan during February 3-5, 1997

25. **Prof. Debashish Bhattacharjee**

- a) Invited as Keynote Speaker at the 38th Annual Conference of the Indian Society of Labour Economics held at the V V Giri National Labour Institute, New Delhi, December 22-24, 1996. Spoke on the paper titled "Economic Liberalization, Democracy and Industrial Relations : India in a Comparative Perspective ".
- b) Invited Discussant at a Colloquium on Agriculture and Rural Reform : Institutions and Economic Policy", organized jointly by IIMC and IRIS, University of Maryland, Park Hotel, Calcutta, January 21-22, 1997.

26. **Prof. Pulak Das**

- a) Attended the conference on "Value for a Better World" organized by the Institute of International Social Development, Calcutta, in Mayapur, Nadia from 14th - 17th January, 1997 and was moderator in two panel discussions titled "Growth, Equity and Human Value" and "Resource Utilization and Environmental Protection".
- b) Participated in a NIPM Seminar titled "Benchmarking in Human Resources" on 4.3.97.
- c) Participated in a NIPM Seminar on "Benchmarking " at Hotel Hindustan International on 27.3.97.

27. **Prof. Surendra Munshi**

- a) Chaired the seminar presented by the Fulbright Senior Research Scholar Dr. Lee I. Schelsinger of the University of Michigan at Ann Arbor at the Indian Statistical Institute, Calcutta on July 10, 1996.
- b) Academic Coordinator of a one-day Workshop on "Trams in Big Cities", Max Mueller Bhavan, Calcutta, November 26, 1996.
- c) Participated as a panelist at Anthropological Survey of India, Calcutta on the issue of Ethnic Situation in Eastern Indian on November 28, 1996.
- d) Delivered a lecture on Social Inequality in the Refresher Course in Political Science for College and University Teachers at the Calcutta University on November 30, 1996.
- e) Delivered a lecture on "Cultural Relativism" in the Refresher Course on Social and Political Philosophy for College and University Teachers at the Jadavpur University, on December 14, 1996.
- f) Participated in an Indo-German Symposium on "Development : Old Myths and New Visions" at the Delhi University, December 17 & 18, 1996.
- g) Participated in an Indo-German Seminar on "Approaches to Development" at Max Mueller Bhavan, Calcutta, December 20 & 22, 1996.
- h) Delivered a lecture on "Qualitative Research in marketing" in the Refresher Course on Business Management for College and University Teachers at the Calcutta University on February 15, 1997.

28. **Prof. K. S. Mondal**

- a) Presented a paper titled "Innovations in Teaching Entrepreneurship to Management Students" at the Fourth Academic Conference of Association of Management Development Institutions in South Asia (AMDISA) held at Colombo, Sri Lanka during April 24-26, 1996.

29. **Prof. Prabal Ray Chaudhuri**

- a) Presented a paper titled "The Outside Option, Bargaining Skill and the Nash Bargaining Solution" at the VIth Annual Conference on Contemporary Issues in Development Economics, held at Jadavpur University during 13th - 14th December, 1996.
- b) Presented a paper titled "Generalised Assignment Models : With an Application to Technology Transfer" at the 1996 Meeting of the Econometric Society, South and South-East Asia Chapter, held at the Delhi School of Economics, from 28th-30th December, 1996.
- c) A paper titled "Bertrand Equilibrium with Free Entry" was presented at the Conference on Economic Theory and Development organised by the Centre for Economic Studies and Planning, Jawaharlal Nehru University, New Delhi, from 8.3.97 to 10.3.97.

30. **Prof. Sushil Khanna**

- a) Lectured at the Asia-Pacific Conference of Food Workers held at Lonavala, Dec 1996.
- b) Participated at the First Conference of "Strategic Management Forum of India" at IIM Lucknow, Jan 1997.

31. **Prof. Ranjan Das**

- a) Spoke at: the National Institute of Personnel Management, National Convention of Institute of Company Secretary, National Conference of All India Gas Manufacturers Association, Madras Management Association, Technology Seminar at IIM Ahmedabad.
- b) Participated in the Worldnet dialogue between India, USA and Bangladesh organised by USIS,
- c) Participated in a panel discussion on Union Budget, 1997. The observations and comments given by the panelist were put on the "Home Page" of Price Water House.

32. **Prof. S. K. Chakraborty**

- a) Guest of honour at the Valedictory Session of the Fifth Foundation Management Convention at Baroda, January 23, 1997.
- b) Gave 5 Seminars/Workshops in Stockholm during October 1996.
- c) Gave one Seminar at the Business For Life Conference in Scotland in October 1996.
- d) Gave one Seminar to the Faculty and the Doctoral students of Copenhagen Business School during October 1996.

33. **Dr. Samir Ranjan Chatterjee, Sir Ratan Tata Visiting Fellow**

- a) Presented a seminar on Management Education for the 21st. Century organised by the Vidyasagar College, Calcutta as a part of their Platinum Jubilee celebration programme.
- b) Delivered on invitation, an address to the staff and research students of University of Calcutta, Department of Commerce, on the topic, Business Education, in Asia on March 21, 1997.

34. **Shri Sanjay Mukherjee, ACC Research Fellow**

- a) Presented a paper on "Managerial Transformation for TQM : Indian Insights' at a Conference on "HRD Revisited : The Indian Ethos' organized by the Hyderabad Management Association April, 1996.
- b) Gave seminars on Human Relationships in Organizations & Indian Perspectives at School of Business, Stockholm University; Copenhagen Business School, Arhus Business School, Denmark, September, 1996.

35. **Smt. Krishna Lahiri, Research Assistant**

- a) Attended the Second World Congress for the Synthesis of Science and Religion sponsored by the Bhaktivedanta Institute of San Francisco and Mumbai held at Calcutta during January 9-12, 1997.
- b) Attended the Fourth Academic International on "History of Science from Ancient Period upto Modern Times" sponsored jointly by the Shiv Yogashram Research Institute and the Indian Association for Cultivation of Science, Jadavpur, Calcutta from January 31-February 2, 1997.

36. **Dr. Tridib Chakraborty, Research Assistant**

- a) Presented a paper and acted as Resource Person at the Round Table Discussion on "Business Process Reengineering" organised by the Institutions of Engineers (India), West Bengal State Chapter, on June, 1996.
- b) Delivered a talk on "Recent Trends in Indian Politics - Role of Religion" organised by Ekhono Samskriti under the auspices of Halisahar Municipality.

37. **Dr. (Mrs.) Santwana Chaudhuri, Research Assistant**

- a) Attended as an invited speaker the National Conference on "Future of Industrial Relation and Industrial Relations in Future" at SCOPE Convention Center, New Delhi, during April 2-4, 1996, organised by Indian Industrial Relations Association.
- b) Attended National Conference on "Emerging Trends in Human Resource Management and Industrial Relations in India" November 23-24, 1996, organised by the PG Dept. of the Industrial Relations and Personnel management, Berhampur University, Orissa.
- c) Attended the Annual Conference of the National Institute of Personnel Management, Calcutta Chapter on June 15, 1996.

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES OF THE FACULTY
AND RESEARCH STAFF OF THE INSTITUTE DURING 1996-97**

1. **Prof. B N Srivastava**

- a) Took sessions in the following MDPs:
 - i) Human Resource Management for Non-Personnel Executives (two sessions as faculty)
 - ii) Performance Appraisal and Counselling (two sessions as faculty)
 - iii) Business Transformation (two sessions as faculty)
 - iv) Inventory Management (one session as faculty)
 - v) Management of change under liberalized scenario (two sessions as faculty)
 - vi) Material Management (two sessions as faculty)
 - vii) Advanced Management Programme (two sessions as faculty)
- b) Took part in the following Government Sponsored Training Programmes:
 - i) Managing Under Adverse Environments (two sessions as faculty) conducted by Prof. Binod Kumar, Programme Director
 - ii) IAS Training Programme (two sessions as faculty) conducted by Prof. Binod Kumar as Programme Director.
- c) Took part in the following In-Company Programme:
 - i) Conflict Management for Larsen and Toubro Ltd. at Khandala during August 1996 as Joint Programme Director with Prof. D K Lahiri of ACME for three days. Participants 15
 - ii) Training Programme on Strategic Management of Change and Team Development for Faculty and Top Administrators of IIT Madras for 3 days during July, 1996 at IIT Madras jointly with ACME of Madras. No. of participants about 25
 - iii) Training programme on Strategic Management of Change and Team Development for Administrators and Officers of IIT Madras for 3 days during July, 1996 at IIT Madras jointly with ACME of Madras. No. of participants about 25
 - iv) Training Programme on Management of Change and Team Building for 3 days during October 1996 for Indian Institute of Petroleum jointly with ACME of Madras, no. of participants about 25.
 - v) Programme on Strategic Management of Joint Ventures for Oil and Petroleum Co. sponsored by IBP Co. Ltd. and Oil coordination committee Ministry of petroleum for 3 days in November 1996. Participated as faculty for half days at Bangalore. The programme was conducted by Prof Ranjan Das, and Prof. Sushil Khanna as Programme Director. No. of participants about 25.

ANNEXURE XXI(Contd.)

- vi) Training Programme on Materials Management for ONGC conducted by Prof. Ranjan Ghosh taught two sessions as faculty. No. of participants about 27.
- vii) About 16 programmes of 4 days duration on the topic of Productivity, Quality and Creativity for the staff of HPCL at Budge Budge during the entire year jointly with Prof. Ranjan Ghosh and Prof. B. Sarkar average no. of participants in each programme about 15.
- d) Invited as Expert for the Selection Committee meeting for selection of Assistant Professors, Associate Professors and Professors at IIT, Madras.
- e) Appointed Ph.D Thesis Examiner for Ph.D Thesis of Allahabad University.

2. Prof. Sunita Singh-Sengupta

- a) Programme Director, Management Development Programme on Managing Change Under Liberalised Scenario (Feb. 10-14, 1997 at Tata Hall, IIMC Campus)
- b) Lectured in the In-House programme on Managing Under Adverse Environment for Senior IAS Officers in the month of September 23-27 and 30th September to 4th October 1996 (at Tata Hall).
- c) Lectured in the In-House Programme of DVC's Senior Executives on Effective Communication and Presentation Skills (from 18-21st Feb., 1997) at DVC Tower, Ultadanga.
- d) Lectured on Time Management for the Leprosy Mission, Calcutta at Hotel Park on 17th Feb, 1997.
- e) Member of following professional bodies :
 - i) International Association of Cross Cultural Psychology, USA
 - ii) The Society for the Psychological Study of Social Issues, Michigan
 - iii) World Association for Dynamic Psychiatry, Germany
 - iv) Society for International Development, Rome.
 - v) Association for Social Engineering, Research and Training, India.
 - vi) Indian Institute of Public Administration, India
 - vii) National Academy of Psychology, India
 - viii) Indian Society for Labour Economics, India
 - ix) State Productivity Council, India
 - x) Member of a sub-committee on Quality System, HRD and Employee Involvement Confederation of Indian Industry - CII (Eastern Region).

3. **Prof. Ujvala Rajadhyaksha**

- a) Participated as a Faculty in :
 - i) IAS Officers Training Programme on "Managing under Adverse Environment" held during 30th September -4th October 1996 at Tata Hall, IIMC Campus.
 - ii) MDP on "Managing Change under Liberalised Scenario" held during Feb 10-14, 1996 at Tata Hall, IIMC Campus.
 - iii) MDP on "Strategic Management of Services" held on Feb 12-14, 1997 at Tata Hall, IIMC Campus.
 - iv) In-company Training Programme on "Effective Communication and Presentation Skills" for Damodar Valley Corporation held on February 18-21, 1997.
- b) Member of Academy of HRD, Hyderabad

4. **Prof. Amit Jyoti Sen**

- a) Lectured in the MDP conducted by Prof. Anil Sengupta
- b) Coordinator, CMDS; Henley-link
- c) Editor, DECISION
- d) Member, PGDBM Committee

5. **Prof. Leena Chatterjee**

- a) Took part in following MDPs:
 - i) Performance Appraisal and Counselling (Joint Programme Director) in November 1996
 - ii) Took a session in the MDP on Achieving Outstanding Performance directed by Prof Ranjan Das in August 1996.
 - iii) Took sessions in the MDP on Managing Change in the Liberalised Scenario directed by Prof Sunita Sing Sengupta in February 1997.
- b) Took part in following Government Sponsored Programme:
 - i) Took sessions in two IAS programmes on Managing Change in Adverse Environment directed by Prof Binod Kumar in September and October 1996.
 - ii) Took a session in the Advanced Management Programme directed by Profs Bani Sinha and Ramanuj Majumdar in December 1996.

ANNEXURE XXI(Contd.)

- c) Took part in following In-Company Programme:
- i) Took sessions on Understanding Self and Managing Interpersonal Relations in two programmes for Income Tax Officers conducted by the Institute of Direct Taxes, Rowland Road, on 4th July, and 23rd July 1996.
 - ii) Took 2 sessions in a programme for Managers of Allahabad Bank directed by Prof. H. Bhattacharya, on 13th August 1996 at Tata Hall.
 - iii) Took a half day module in a programme for organised by Engineers India Ltd at Oberoi Grand Hotel on 29th August 1996.
 - iv) Conducted a one day module for Castrol India on "Self Development and Interpersonal Skills" at Bombay on 11th September 1996.
 - v) Also conducted a similar module for Castrol India Ltd. at Madras on 30th January 1997.
 - vi) Took session in Prof Sushil Khanna's programme on Strategic Management for Corporate Leadership for the Muruguppa Group on 14th September, 1996.
 - vii) Took 4 sessions in an in-company programme on Decision Making organised for ONGC directed by Profs Ashis Chatterjee and Ranjan Ghosh from 2-6 December, 1996.
 - viii) Took a half day module on Team building for a programme organised by BOC India Ltd. for senior managers at Taj Bengal Hotel on 12th December 1996.
- d) Took a half day module on Psychological Testing for HRD Managers of the Turner Morrison Group at their Guest House in Calcutta on 24th December, 1996.

6. Prof. Amitava Bose

- a) Member, Publications and Academic Administration Committee
- b) Co-ordinator, University Exchange Programme Committee
- c) Member, Board of Directors, Bengal Waterproof Limited
- d) Visitor, Indian Statistical Institute, Calcutta

7. Prof. Alok Ray

- a) Took sessions on GATT, Trading Blocks, Economic Liberalisation in India and International Economics in various MDPs, IAS, AMP and other Training Programmes.
- b) Member, Library Committee and Internal Personnel Committee
- c) Joint Co-ordinator, Seminar on "Issues in the Emerging Economic Environment" at IIMC Campus.

ANNEXURE XXI(Contd.)

- d) Member, Technical Advisory Committee for Social Sciences Division of the Indian Statistical Institute
- e) External Expert, Selection Committee for Faculty in Economics and other related disciplines at the Indian Statistical Institute.
- f) Received the Panchanan Chakraborti Memorial Award for 1996-97, awarded by the Bangiya Arthaniti Parishad (Bengal Economic Association) "for excellence in teaching Economics over three decades".
- g) Completed a Consultancy Project for ITC Limited on "Unfolding of Economic Reforms in India: Slowdown in Economy and Reforms".

8. Prof. V. N. Reddy

- a) Member, Board of Governors, IIM Calcutta
- b) Member, Internal Personnel Committee (IPC)
- c) Conducted a two day in-company programme on "Economics Demand Analysis and Forecasting of Steel Consumption in India" for TISCO Officers at Tata Centre, Calcutta during October 8-9, 1996.
- d) Worked on following Consultancy Projects:
 - i) Bihar Education project
 - ii) Evaluation of total literacy campaigns in the three districts in Tripura
 - iii) Status evaluation of primary education in West Bengal
 - iv) Study on the socio-economic impact of the recent district based mass education campaigns in Birbhum district, West Bengal.
 - v) Econometric Study of panel data of MARG with a view to predict consumption of a specified cigarette brand.
- e) Other Professional Activities :
 - i) Refereed research papers for the journal SANKHYA.
 - ii) On invitation from the Chairman Tea Board Calcutta joint as a member of the working group-IV for studying prospects for World and Indian Tea markets on exports and domestic market strategies.

9. Prof. Anup K Sinha

- a) Joint Programme Director in the three week IAS Training on General Management August 19 - September 6, 1996 at Tata Hall.
- b) Took part as a faculty :
 - i) In MDP on Manufacturing Competitiveness, June 1996.

ANNEXURE XXI(Contd.)

- ii) In two programmes for Allahabad Bank, June & July 1996.
- iii) In MDP on Achieving Outstanding Performance, August 1996.
- v) In IAS Training Programme conducted by Prof. M.N. Pal and myself August 1996.
- iv) In three programmes for HSCL conducted by Prof. M. Mishra, September 1996.
- v) In programme for Health Sector Workers, conducted by Prof. M. Mishra, October 1996.
- vi) In MDP on Strategic Management, conducted by Prof. M.N. Pal, October 1996.
- vii) In programme for Reckitt and Coleman, conducted by Prof. M.N. Pal, October 1996.
- viii) In AMP conducted by Prof. B.K. Sinha and R. Majumdar, December 1996.
- ix) In programme for S.K. Birla Group, conducted by Prof. M.N. Pal, January 1997.
- x) In MDP on Service Sector Organizations, conducted by Prof. R. Das, February 1997.
- c) Completed a Consultancy Project for ITC Limited on Unfolding of Economic Reforms in India, jointly with Prof. Alok Ray.
- d) invited by All India Radio to participate in live Talk Show with Union Finance Minister on Union Budget on the night of the budget, July 1996.
- e) Invited by British Oxygen to take sessions in their in house MDP, at Hotel Taj Bengal, December 1996.
- f) Invited by Bengal National Chamber of Commerce and Industry to talk on Union Budget 1996, July 1996.
- g) Took sessions in UGC Refresher Course for College Teachers, Department of Economics, Jadavpur University, August 1996.
- h) Took sessions in UGC Refresher Course for College Teachers, University of Calcutta, Department of Economics, February 1997.
- i) Took sessions in UGC Refresher Course for College Teachers, Department of Economics, Jadavpur University, February, 1997.

10. Prof. Asim K. Pal

- a) Group Co-ordinator, MIS Group
- b) Member, PGP and FP, EP and PGDCM Committees
- c) External Thesis Examiner for two M.Tech. (Computer Science) students in ISI

ANNEXURE XXI(Contd.)

- d) Guided a number of B.Tech.(Computer Science) students from Jadavpur University for their summer projects in the area of Object Oriented Programming Concepts.
- e) External Expert in selection of Programmer and Senior Technical Assistant at ISI.

11. Prof. Amitava Bagchi

- a) Completed a CMDS Project titled "Constraint Satisfaction Techniques : Theory & Applications (1288/CMDS :CST:TA)
- b) Member, Internal Personnel Committee
- c) Member, Programme Committee, KBCS Conference, held in Bombay during December 14-16, 1996
- d) Membership of Professional Organisations :
 - i) Member, Board of Directors, Phoenix Software Ltd, Calcutta
 - ii) Member, Ph.D Committee in Computer Science, University of Calcutta
 - iii) Member, Editorial Board, VIVEK (an AI Journal published by NCST, Mumbai)
 - iv) Member, American Association for Artificial Intelligence (AAAI), USA
 - v) member, Association for Computing Machinery (ACM), USA
 - vi) Computer Society Affiliate, Institute of Electrical & Electronic Engineers (IEEE), USA

12. Prof. Partha S. Dasgupta

- a) Organized (with Shri S.K. Sadhukan) an extension Programme entitled 5-week's Intensive Course on Computer-Based Information Systems in April-May, 1996.
- b) Programme Director (jointly with Prof. Subir Bhattacharya) and Faculty in the Management Development Programme on "Enterprise-Wide Networking" during Jan 20-24, 1997
- c) Took a lecture session on Databases/MIS for B.Sc 3rd year students of Belur Ramakrishna Mission Vidyamandir (C.U)
- d) Acted as a Faculty guide for a student of final year M.Tech in Computer Science from the Indian Statistical Institute, Calcutta (May-June).
- e) Guest lecturer at the Dept. of Library and Information Science, Jadavpur University , on "Network Protocols and Services" (April, 1996)
- f) System Administration for the Unix Systems at the Computer Centre including the e-mail facility.
- g) Member, Purchase Committee and Home Page Committee
- h) Member, Institution of Electronics & Telecommunication Engineers (IETE).

13. **Prof. Subir Bhattacharya**

- a) Member, Thesis Advisory Committee of Shri Sakib Mondal.
- b) Examiner, Thesis submitted by Shri Diptesh Ghosh.
- c) Six hours on Networking in the Extension Programme "Computer Based Information Systems" (Prog. Directors : Shri S.K. Sadhukhan and Prof. P.S. Dasgupta)
- d) Programme Director (jointly with Shri Rahul Roy), Management Development Programme on "Managing Software Projects", Feb 6-9, 1997.
- e) Programme Director (jointly with Prof P.S. Dasgupta), Management Development Programme on "Enterprise-Wide Networking", Jan 20-24, 1997.

14. **Prof. Rahul Roy**

- a) Programme Director (jointly with Prof. S. D. Moitra) for IFS Training programme on "MIS in Forestry" during July 8-12, 1996 held at Tata Hall, IIMC Campus.
- b) Programme Director (jointly with Prof. S. Bhattacharya), MDP on "Managing Software Projects" during Feb 6-8, 97.
- c) Took sessions on:
 - i) "Organizational Impact of Networking" in the MDP on "Enterprise-wide Networking".
 - ii) "Computers for Executive Decision Support" in the In-Company Training programme on "General management for S.K. Birla Group of Companies"
 - iii) "Ingenuity in Inventory : A Case Study" in the MDP on "Inventory Management".
 - iv) "Computer Aided Project management" in the MDP on "Project Management".
 - v) "Computers Integrated manufacturing" in the In-Company programme on "Manufacturing Competitiveness" for Executives of Reckitt & Coleman.
 - vi) "Computers Aided Decision Making" in IAS training programme on "General Management".
 - vii) "Management Information Systems" in the Extension Programme "Computer Based Information Systems".
- d) Group Coordinator, MIS Group
- e) Chairman - IIMC Recreation Club
- f) Member, PGFP, Computer Purchase & Home Page Committees

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- g) Member - Evaluation Committee for "West Bengal Forestry Project - IN-2341, Hiring Individual Consultant for Development of Management & Geographical Information System"
- h) Member, Committee for Selection of Hardware for the Calcutta Municipal Corporation.
- i) Member, Committee for Selection of Senior Systems Analyst for RCC, Jadavpur.

15. Prof. Anup K Sen

- a) Taught in the Extension Programme on Computer Based Information Systems, May-June, 1996.
- b) Acted as a Research paper Referee for the following :
 - i) 10th International IEEE/ACM Conference on VLSI design.
 - ii) Conference on Knowledge Based Computer Systems, KBCS-96.
 - iii) Vivek, A Quaterly on Artificial Intelligence, NCST, Mumbai.
- c) Faculty in charge for a CAT examination Centre in Calcutta.
- d) Paper setter, A,B and C level examinations, DOEACC(a society under DOE), Feb-Mar, 1997.
- e) External Expert, M.Tech Thesis (Computer Science), Indian Statistical Institute, Calcutta, July, 1996 for 5 students.
- f) Representative of the Institute in the Committee for selection of Systems Personnel in the Calcutta Municipal Corporation.
- g) Member, PGDM/PGDCM Interview panel.

16. Prof. Ambujaksha Mahanti

- a) Worked as Jt. Programme Director along with Prof. Ranjan Das in an MDP on "IT & Strategic Management"
- b) Guided two students of the B.E(Computer Science) of the Jadavpur University in their summer projects last year.
- c) Nominated as a judge in the 6th Lok Adalat held during February 8 & 9, 1997 at the High Court of Calcutta.

17. Prof. Ashish K Banerjee

- a) Was Visiting Faculty at XIM Bhubaneswar, IBM Jadavpur University, IISWBM Calcutta University.

ANNEXURE XXI(Contd.)

- b) Took part in following MDPs :
 - i) Lectured on "Goal Setting" in the MDP on HRM, September 23-28, 1996.
 - ii) Lectured in Marketing and HRD areas in MDP on "General Management", October 14-18, 1996.
 - iii) Lectured in the MDP on "Performance Appraisal", Nov 5-7, 1996.
- c) Took part in the following Govt. sponsored programmes :
 - i) Lectured in IAS training programmes, September & October, 1996.
 - ii) Lectured on PMIR, OB & Marketing areas in the AMP (Advanced Management Programme), Dec 16-Jan 4, 1997.
 - iii) Lectured in IAS programme, Aug/Sept. 1996 in the OB area.
- d) Took part in the following In-Company programmes :
 - i) Conducted an In-Company Training programme for Indian Oil in OB & PMIR areas at Haldia
 - ii) Conducted an In-Company Training programme for executives of Indian Oil in Digboi in OB area.
 - iii) Conducted a Workshop for top Executives of Indian Oil on Strategic Management at Digboi
 - iv) Lectured in a programme for Tata Refractories Ltd in Marketing on Oct 5, 1996
 - v) Conducted a Workshop on Strategy and HRM for ABB Ltd. on Nov 17, 1996.
 - vi) Lectured in Marketing & PMIR for the General Management Programme conducted for Birla Eastern Ltd. in December 1996.
- e) Invited as Visiting Faculty by the Training Institute of Income Tax Deptt. on Aug 20 & Oct 1, 96 to speak to their executives on Self Development and Interpersonal skills.
- f) Conducted a Consultancy assignment for Techna Institute in connection with the BSc(Mgmt) programme of the University of London
- g) Conducted four workshops for XTEC Software for diagnosis of HRD problems for Top, Middle & Junior Executives.
- h) Conducted a Consultancy for Roller Flour Millers Federation of India to advise the industry on framing Marketing Policy for the 1990s.
- i) Examiner of Strategic management course of the Advanced Management Accountancy exam of ICWAI.
- j) Member, Board of Examiners of the Calcutta University.

18. **Prof. Sudas Roy**

- a) Took sessions in the MDP on "Strategic General Management" in September, 1996.
- b) Took sessions in Marketing in "Advanced Management Programme" December, 1996.
- c) Took part in the following in company training programmes:
 - i) Coordinated and taught in an In-Company programme for Tata Refractories Ltd. on 10.10.96 - venue: Tata Centre, Calcutta.
 - ii) Coordinated and conducted a Marketing Programme for BRPL from 9.12.96 to 12.12.96 at Bongaigaon, Assam.
 - iii) Taught in the Strategic management Programme for the Birla Industries Ltd. at IIMC Joka in January '97.
 - iv) Taught in the programme for Bank of India executives on "Customer Service" in January '97.
 - v) Taught in the Hindustan Steel Construction Ltd programme at NTB, IIMC Joka.
 - vi) Taught in the "SAIL" Marketing Programme in June, 1996 at IIMC Joka.
- d) Group Coordinator, Marketing Group
- e) Member of following Committees:
 - i) Extension Programme Committee.
 - ii) Internal Personnel Committee (IPC)
 - iii) PG & FP Committee
 - iv) CMDS Committee
 - v) IIMC Corpus Fund Investment Committee
 - vi) IIMC Internet - Homepage Committee (Convenor)
 - vii) Academic Administration Reforms Committee
 - viii) IIMC-European Agency Networking Committee
- f) Member, Board of Governors, West Bengal Book Board
- g) Member, Board of Studies of the MBA Programme of the Indian School of Mines, Dhanbad.
- h) Taught a Course on "Advertising & Promotion" in Kathmandu University, Kathmandu in May 1997.
- i) Taught a 3rd Year Optional Course in Marketing in the MBA Programme of the Jadavpur University between May 1996 - January 1997.
- j) Refereed two articles meant for publication in "Decision".

19. **Prof. Ramanuj Majumdar**

- a) Took part in the Advanced Management Programme and the MDP on Product Management
- b) Took a specialised Marketing Management Course for Steel Authority of India Ltd.
- c) Was invited to offer lectures at ACC Ltd., Federation of Indian Exporters, CAPEXIL. Applied Psychology Department, Calcutta University.

20. **Prof. Manas Das**

- a) Member, West Bengal State Marketing Board

21. **Prof. Ashok P. Arora**

- a) Codirected MDP on "Strategic Marketing"
- b) Taught in the In-Company training Programmes for Bank of India, Allahabad Bank, Birla Group of Companies, Murugappa Group and Bongaigaon Refineries Ltd.
- c) Did Consultancy Assignments for BPL Limited, ACC Limited and Government of India (IEC Study for Family Welfare Programme).
- d) Member, Advisory Board, National Stock Exchange of India Limited.
- e) Member, Academic Council, Wigan & Leigh College.

22. **Prof. Subrata Sengupta**

- a) Directed an MDP on "Strategic Brand Management".
- b) Was awarded the Premnarayan Award by the Advertising Agencies Association of India for outstanding contribution to Advertising on December 19, 1996.

23. **Prof. N. Ramachandran**

- a) Coordinator, Consultancy and Member, IPC and Admission Committee.
- b) Visiting Faculty at the School of Management, Asian Institute of Technology, Bangkok September - December Term.

24. **Prof. Syamal K. Ghosh**

- a) Completed a Consultancy Assignment (with Prof. Binod Kumar) connected with recruitment for Bihar State Electricity Board .

25. **Prof. Mousumi Ghosh**

- a) Programme Director "Strategic Cost Management - Production - Finance - Marketing Interface" for Executive of ITW Signode (I) Ltd., Hyderabad, July and August, 1996.
- b) Jt. Programme Director "Bank Marketing Seminar" for Executives of Bank of India in December 1996. Programme Faculty in several programmes of Allahabad Bank and other extension programmes and MDPs.
- c) Completed CMDS project "Stress and Strain in Internal Auditing".
- d) Member, Board of Governors and Chairperson, Publications Committee, Institute of Internal Auditors of India, Calcutta Chapter.
- e) Member, Board of Studies and Professional Development Committee, the Institute of Chartered Accountants of India - Eastern India Regional Centre

26. **Prof. Dipankar Mitra**

- a) Took sessions on "Foreign Currency Exposure Management in the MDP on Materials Management
- b) Took sessions on "Foreign Currency Exposure Management in India" in the Training Programme on "Contract Management, Bid Package Preparation and Arbitration" for Executives of ONGC Limited.
- c) Member, Placement Committee.

27. **Prof. N. K. Rao**

- a) Conducted the following programmes as Programme Director:
 - i) Financial Management for IFS Officers July 22 - 26, 1996
 - ii) Finance for Non-finance Executives of the IOCL at Barauni
- b) Taught in the following In-Company/MDPs:
 - i) Three Programmes for the Engineers of HSCL and CARE.
 - ii) One Programme for the executives of Reckitt and Coleman on "General Management".
 - iii) One Programme on "Material Management"
 - iv) "Advanced Management Programme"
- c) External Expert in the Faculty Selection Committee of the Business Schools of Manipur University and BHU
- d) External Examiner for the Ph.D. thesis in the area of Finance for two Universities in India and one in Nepal.

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28. Prof. K.K. Bhattacharya

- a) Group Coordinator, Finance and Control Group
- b) Member, PGP&FP and Extension Programme Committees

29. Prof. Biju Paul Abraham

- a) Participated as faculty in the General Management Programme for IAS Officers August 10 - September 6, 1996.
- b) Participated as faculty in the MDP on "Strategic Management of Technology".
- c) Member, IIMC Homepage Committee
- d) Joint Workshop Coordinator with Prof Surendra Munshi for workshop on "Administrative Reforms for Good Governance" held at Tata Hall, IIMC on 9 February, 1997.

30. Prof. Sumit Guha

- a) Associated Editor, The Indian Economic and Social History Review

31. Prof. Raghabendra Chattopadhyay

- a) Member, Ph.D/M.Phil/PG Committee in the Department of Economics; MBM and Commerce, Calcutta University
- b) Member, Ph.D/M.Phil/PG Committee, Department of Economics, Viswa Bharati and PG Committee Department of Economics, Jadavpur University
- c) Member, National Expert Group on Planning and Management, DPEP, New Delhi
- d) Member, General State Council on DPEP in Assam, Bihar, Orissa and West Bengal
- e) Member, Managing Committee, State Resource Centre, West Bengal
- f) Member, External Evaluation Committees of TLC/PLC in Bankura, Purulia and Calcutta

32. Prof. Zainab Ahmed

- a) Took sessions in Business Law at the School of Management Sciences, Tezpur University, March 25-29, 1997
- b) Took session in the MDP on Displacement and Resettlement
- c) Coordinator, Environment Group and Member, PGP&FP Committee
- d) Paper Setter, Examiner and Moderator, LL.M Degree, Calcutta University

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- e) Member, Ph.D Committee attached to the Faculty Council for Post Graduate Studies in Law, Calcutta University

33. Prof. Rabin Ganguly

- a) Was faculty for MDP on "Rehabilitation of Displaced Population", August 1997, in Tata Hall
- b) Was faculty for the In-Company Training Programme on Resettlement of Displaced People for Executives of the New Steel Plant of Tata Steel at Gopalpur Orissa, June 20-22, 1997
- c) Was faculty for the Training Programme for IAS Officers on General Management in Tata Hall, August-September, 1997
- d) Completed a Consultancy Assignment for Orissa Cement Limited on Organisational Structure, Job Evaluation and Executive Manpower Assessment
- e) Coordinator, PGDBM & EP Committee and Member, Internal Personnel Committee
- f) Member, Doctoral Research Committee, School of Planning and Architecture, New Delhi
- g) Member, Professional Standing Committee, Institute of Town Planners, Calcutta Chapter.
- h) Member, EKTA Ecological Foundation, Calcutta
- i) Assisted the Assam Institute of Management, Gauhati, in developing a course on Environment & Energy Management December, 1996
- j) Delivered an expert lecture on Urban Management and Role of Geography in the Academic Refresher Training Programme for College Faculty, conducted by the Academic Staff College, Calcutta University
- k) Member, Management Committee, Kendriya Vidyalaya, IIM Joka

34. Prof. Annapurna Shaw

- a) Group Coordinator, Regional Development Group
- b) Member, PGP&FP Committee
- c) Awarded the prestigious Fulbright Visiting Lecturer Grant for academic year 1997

35. Prof. Manabendra Nath Pal

- a) Was a Joint Programme Director for the MDPs on General Management: Strategic Issues, Project Management, Inventory Management
- b) Was Joint Programme Director for IAS Training Programme on General Management

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- c) Was Programme Director of the following in Company Training Programmes:
 - i) "Production Management : Strategic Issues" for the Managers and Production Executives of Reckitt & Coleman of India Ltd.
 - ii) "General Management with Focus on Marketing" for the Managers of S K Birla Group of industries
 - d) Faculty Member for Consultancy Projects of KRIBHCO, DPL, Coal India Limited
 - e) Convenor - IPC, Computer Purchase Committee, Computer Allocation Committee, Screening Committee for Recruiting Systems Manager, Senior Systems Analysts and Systems Analysts, Faculty Work Norm Committee
 - f) Joint Convenor - PGDCM
 - g) Member - Admission Committee
36. **Prof. Bani K. Sinha**
- a) Joint Programme Director - MDPs on General Management, Project Management; Advanced Management Programme
 - b) Completed the following Consultancy Assignments
 - i) Simulations Study for Neyveli Lignite Corporation Limited
 - ii) Simulations Study for Coal India Limited
 - iii) Team Member for Calcutta Municipal Corporation Study
 - c) Coordinator, Admissions
 - d) Taught at i) DVC Training Programme conducted by IISWBM and ii) CMDA Training Programme conducted by Administrative Training Institute, Govt. of West Bengal, Salt Lake
37. **Prof. Nilotpal Chakravarti**
- a) Chairperson, Consultancy Committee (till April 8, 1996)
 - b) Member, Computer Committee (till April 8, 1996)
 - c) Secretary, Executive Committee, ORSI, Calcutta Chapter
 - d) Member, Operations Research Society of America
 - e) Invited to Worcester Polytechnic Institute, Worcester, USA, for collaborative research, during July, 1996

- f) Refereed a paper for the Indian Journal of Pure and Applied Mathematics, published by the Indian National Science Academy

38. **Prof. Ranjan Ghosh**

- a) Programme Director for the following programmes:
- i) MDP on Materials Management, December 9-13, 1996
 - ii) MDP on Innovative Techniques in Manufacturing Management, January 27-29, 1997
 - iii) In-Company Training Programme on General Management for VSNL, July 29-August 3, 1996
 - iv) Training Programme on Management Control Systems for IAS Officers, September 9-13, 1996
 - v) In-Company Training Programme on Project Management for Indian Oil Corporation Limited (Assam Oil Division), July 22-24, 1996
 - vi) In-Company Training Programme on Materials Management for IOCL, August 20-22, 1996
 - vii) In-Company Training Programme on "Contract Management, Bid Package Preparation and Arbitration" for ONGC Limited Nov 4-8, 1996
 - viii) In-Company Training Programme on "Decision Making" for ONGC Limited, December 2-6, 1996.
 - ix) In-Company Training Programme on "Project Management" for ONGC Limited, January 20-25, 1997
- b) Course Faculty for the following programmes:
- i) MDP on Project Management
 - ii) In-Company Training Programme on Productivity, Quality and Creativity for HPCL Limited (Joint Programme Director)
 - iii) MDP on Inventory Management
 - iv) MDP on Strategic Cost Management-A Functional Interface
 - v) Training Programme on General Management for IAS Officers
 - vi) In-Company Training Programmes on General Management for Hindustan Steelworks Construction Limited
- c) Completed a CMDS Research Project on Interface between R&D and Production in Technology Firms
- d) Member of the study team for the Consultancy Project on Integrated Manpower Study for Haldia Refinery of IOCL
- e) Project Coordinator for the Consultancy Project on Preparation of Notice inviting tender for leasing of Logging Units for ONGC Limited
- f) Member, Extension Programme Committee and Library Committee
- g) Guest Faculty, programme on "Project Monitoring and Evaluation for Social Development Projects", Asian Institute of Technology, Bangkok, Thailand, June 10 to July 5, 1996

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- h) Member, Technology Committee, Confederation of Indian Industries
 - i) Member, Board of Studies, Indian Institute of Materials Management
39. **Prof. K. Dutta**
- a) Took sessions for the MDP on Materials Management December 9-13, 1996
40. **Prof. Ashis K Chatterjee**
- a) Joint Programme Director, MDPs on Manufacturing Competitiveness and Inventory Management and In-Company Training Programme on Decision Making for ONGC Limited
 - b) Took sessions in MDPs on Materials Management, Innovative Techniques in Manufacturing, IAS Training Programmes and In-Company Programme for Reckitt & Coleman
 - c) Group Coordinator, Operations Management Groups
41. **Prof. Sujit K. Basu**
- a) Coordinating Editor, DECISION
 - b) Expert in selection committee for recruitment of professors, readers, and lecturers, Calcutta University, Burdwan University, College of Materials Management, Jabalpur, University of Jabalpur, Bidhan Chandra Krishi Visva Vidyalaya. Was also invited by the Union Public Service Commission to act as an Adviser for interviewing candidates for the Indian Economic Service/Indian Statistical Service
 - c) Was examiner for the Ph.D thesis of a student of University of Pune.
 - d) Member of the Board of Research Studies in Business Administration, Burdwan University
 - e) Was an Expert for the Council of Scientific and Industrial Research in Assessing a Research Project
 - f) Reviewed a number of articles for Mathematical Reviews (USA) and Zentralblatt fur Mathematik (Germany)
 - g) Invited by the Indian Statistical Institute, Calcutta to deliver lectures on "Concepts of Non-Monotonic Ageing in Reliability" on March 27, 1997 in the Winter School in SQC & Reliability.
 - h) Continued as a Visiting Professor and taught 50% of the course entitled Applied Stochastic Processes in the M.Tech Programme of the Calcutta University.
 - i) Have been invited to visit the Department of Statistics, Punjab University for a period of two weeks as UGC Visiting Fellow

ANNEXURE XXI(Contd.)

- j) Appointed referee by the University of Pune for the paper entitled "An Algorithm for the Estimation of Minimal Cut/Path SSETS from Field Failure Data" for assessing its suitability for financial support requested for presentation in an international conference at Detroit, USA
- k) Visited the Department of Mathematics & Statistics, University of New Brunswick, Fredericton, New Brunswick, Canada, on invitation, for a period of six weeks in May -June 1996 and conducted research in scheduling and inventories
- l) Was associated with masters level examinations of Calcutta University, Burdwan University, Indian Statistical Institute
- m) Associated with the following organisations:
 - i) Member, Calcutta Statistical Association
 - ii) Member, International Statistical Institute, Amsterdam, Holland
 - iii) Fellow, West Bengal Academy of Science and Technology
 - iv) Member, Technical Advisory Committee for Division of Mathematical Statistics, Indian Statistical Institute.
 - v) Member, Board of Post Graduate Studies in Business Administration, Burdwan University
 - vi) Member, Editorial Board, Calcutta Statistical Association Bulletin.
 - vii) Reviewer, Mathematical Reviews (USA)
 - viii) Reviewer, Zentralblatt fur Mathematik (Germany)
 - ix) Convenor, Sectional Committee on Mathematical Sciences, West Bengal Academy of Science & Technology
 - x) Hony. Secretary/Vice-President, Executive Committee, Calcutta Branch of Operational Research Society of India.
 - xi) Member, Governing Council, Manipur Institute of Management Studies, Manipur University
 - xii) Visiting Scientist, Indian Statistical Institute
 - xiii) External Member, Staff Restructuring Committee, Indian Statistical Institute.
 - xiv) Member, Board of Courses and Studies, Department of Industrial Engineering and Management, Indian School of Mines, Dhanbad
 - xv) Member, Academic Advisory Committee, Faculty of Management Studies, College of Materials Management, Jabalpur
 - xvi) Co-Editor, SANKHYA - the Indian Journal of Statistics
- n) Nominated for biographical inclusion in the seventh Edition of the prestigious INTERNATIONAL DIRECTORY OF DISTINGUISHED LEADERSHIP to be published later in the year by the American Biographical Institute, Inc. USA.

42. **Prof. Anil K. Sengupta**

- a) Programme Director for the following MDPs on :
 - i) Human Resource Management for Non-Personnel Managers
 - ii) Performance Appraisal and Counselling (along with Prof. Leena Chatterjee)

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- b) Took Sessions in the following programmes:
 - i) MDPs on Project Management and on General Management
 - ii) Programme for IAS Officers on General Management
 - iii) Programme for IAS Officers on Management Control Systems
 - iv) In-company training programme for S.K. Birla Group of Industries.
- c) Took sessions in the Programme on Human Resource Development organised by Institute of Integrated Learning & Management , Calcutta and in the Training Programme for Trade Union Leaders organised by the Frederick Ebert Stiftung in Calcutta.
- d) Conducted a Research on the Farming System in Village Badri, Angra Block, Ranchi District in collaboration with DIVYAYAN K.V.K. Ramakrishna Mission Ranchi.
- e) Member, IPC & Admissions Committee

43. Prof. P. K. Sett

- a) Programme Director for an MDP on Business Transformation , Nov 25-27, 1996
- b) Took sessions in the following programmes:
 - i) MDP on HRM for Non-Personnel Executives
 - ii) MDP on General Management: Strategic Issues
 - iii) In-company programme on Production Management for Reckitt & Coleman of India
 - iv) Advanced Management Programme for Senior Level Executives of PSUs
 - v) In-Company training programme for S.K. Birla Group of Companies
 - vi) MDP on Innovative Technique in Manufacturing Management.
- c) Group Coordinator, PMIR Group
- d) Participated as Panel Speaker in the seminar on "Lessons of Privatisation" held at Tata Hall on 5.10.96.

44. **Prof. Debashish Bhattacharjee**

- a) Took sessions at the Advanced Management Programme for Senior Managers of PSUs at Tata Hall, Nov. 1996.
- b) Completed a Consultancy project for ITC Ltd. on "Wages and Productivity : Past, Present and Future".

45. **Prof. Pulak Das**

- a) Took sessions in the MDP on Human Resources Management for Non-Personnel Executives on Sept 24, 1996.
- b) Taught the MBA students of College of Materials Management, Jabalpur, October 1996.
- c) Received the "Indian Economic Association Medal" for 1995-96 from the Indian Institute of Science, Bangalore.

46. **Prof. Kalyan S. Mondal**

- a) Was Programme Director for the following programmes:
 - i) MDP on Resettlement of the Displaced People, Tata Hall, August 5-9, 1996
 - ii) In-Company Programme on Resettlement of Displaced People for Senior Executives of Tata Steel at Gopalpur, Orissa.
- b) Took a session on "Principles of Effective Management" in the induction course for Assistant Engineers organised by Road and Building Research Institute, Govt. of West Bengal, at D.H.Road, 24 Parganas(S), 24th Feb, 1997
- c) Member, Research Committee on Sociology of Agriculture and Food, of the International Sociological Association
- d) Council Member, Asian Rural Sociologist Association.

47. **Prof. Surendra Munshi**

- a) Programme Faculty for MDP on "Resettlement of Displaced People", August 1996.
- b) Chaired the seminar conducted by Professor Andre Beteille of the Delhi School of Economics at IIMC, July 3, 1996
- c) Chaired the seminar conducted by Fulbright Senior Research Scholar Dr. Lee I. Schelsinger of the University of Michigan at Ann Arbor at Indian Statistical Institute, Calcutta, July 10, 1996.

- d) Took part in the seminar on "Lessons of Privatisation" at IIMC, October 5, 1996 and acted as Commentator on the main presentation.
- e) Facilitator and moderator in the symposium on "Quality and Economy" organised by IIMC, PGDBM Association, Calcutta Club, October 19, 1996
- f) Member, Board of Moderators (Sociology), Indian Statistical Institute, Calcutta, October 30, 1996.
- g) Member, Expert Panel Review Committee for Post-Doctoral Research Scholar Grants for 1997-98 under the Fulbright Programme, USEFI, Calcutta.
- h) Member, Post Doctoral Evaluation Committee of the Free University of Berlin, Germany.
- i) Member, Internal Personnel Committee and PGDBM Committee
- j) Convenor, Academic Administration Review Committee and submitted the report on Sept 2, 1996
- k) Organised a "Workshop on Administrative Reforms for Good Governance" with Prof. Biju Paul Abraham in IIM Calcutta, Feb 9, 1997.

48. **Prof. Madhu S. Mishra**

- a) Programme Director for the following Programmes :
 - i) In company training programmes for HSCL during August 20-28, Sept 9-17 and Sept 19-27, 1996 at IIMC campus.
 - ii) In company programme for CARE Programme Officers, Sept 30-Oct 6, 1996 at IIMC Campus.
- b) Contact Programme in Health and Family Welfare Management through Distance Learning during Jan 2-7, 1997 at IIMC Campus.
- c) Organised a Workshop on Health and Family Welfare Management for Senior Health Administrators from Eastern and North Eastern Region States, Jan 10-12 & Jan 20-24, 1997 at IIMC campus, Joka.
- d) Completed the following consultancy assignments :
 - i) Organisation and Management of Non-Govt. organisations (NGOs) in Health & Family Welfare Services in the Indian States of Bihar and Uttar Pradesh
 - ii) Evaluation study of Unnayan, (An NGO) working for Urban Development Programmes in and around Calcutta (sponsored by NOVIE, North India Office)
 - iii) Marketing strategy for IRDP and DWCRA products in Eastern and North Eastern Region States. (sponsored by Ministry of Rural Development) Govt. of India, New Delhi.
 - iv) Study on Rural Electrification and its impact on Rural Development in West Bengal and Orissa (sponsored by REC, New Delhi).

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- e) Chairman - Centre for Management of Rural Development Programmes, Post Graduate & Fellow Programmes, Placement & Alumni, Transport Advisory Committee.
- f) Co-ordinator - Sociology Group & Govt. Training Programmes
- g) Member - Management Development Programmes Committee, Admissions Committee & Computer Committee
- h) Member, Board of Governors and Financial Controller, Child in Need Institute, (CINI), Calcutta
- i) Member, Board of Governors and Vice President, Calcutta Youth Self-Employment Centre (CYSEC), Calcutta
- j) Director, INDUSS Services Ltd., Calcutta
- k) Member, Governing Body and Executive Committee of Asian Workers Development Institute, Rourkela, Orissa.
- l) Member, Governing Body, CINI Moyna Development Association, Calcutta.
- m) President, Governing Body, Jeeveeka Development Society, Calcutta.
- n) President, SAHAYA, Calcutta.
- o) Member, Executive Committee of Indian Association of Social Sciences Institute in India, New Delhi.
- p) Member, Board of Governors, Population, Food & Development Research Institute, New Delhi
- q) Member, Board of Management Studies, Utkal University, Bhubaneswar & Sambalpur Universities.
- r) Member, Board of Governors, Regional Management Institute, Bhubaneswar, Orissa.
- s) Member, Governing Body, Indian Institute of Mass Communication, Delhi and Denkanal Centre in Orissa.
- t) Member, Board of Governors, National Institute of Health and Family Welfare, New Delhi
- u) Advisor, UPSC, New Delhi

49. Prof. Sushil Khanna

- a) Jt. Programme Director for the In-Company Training Programmes :
 - i) for Murugappa Group on "Strategic Management for Leadership"
 - ii) for Indo-Burma Petroleum Ltd. on " Strategic Alliances & Joint Ventures"

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- b) Took session in the MDPs on "Strategic Management of Technology" and "Strategic Cost Management".
- c) Took sessions in the In-company training programmes for "Allahabad Bank" and for Postal Dept. Managers.
- d) Completed Consultancy projects for IOC Ltd. on "Strategic Planning" and for IOCL in assistance for implementing the restructuring.

50. Prof. Ranjan Das

- a) Was Programme Director for Seven MDPs.
- b) Completed Consultancy projects for TISCO, WCPL, BOC, Exide Industries, Eicher Tractor, Balmer Lawrie, IBP Co., IOC Ltd. & Murugappa Group.
- c) Group Coordinator, Strategic Management Group
- d) Chairman, Marketing Sub-Committee, CII (Eastern Region) 1996-97.
- e) Director, Carter Pooler Engg. Co. Ltd. (A West Bengal Undertaking).
- f) Adviser to the Special Issue of "Brand Equity" published on 19.3.97.

51. Prof Sitangshu K Chakraborty

- a) Course Director for the following Programmes:
 - i) Managerial Performance Review, Remuneration and Reward: Human Values Perspectives as Course Director, held at MCHV during September 19-21, 1996
 - ii) Re-Inforcement Workshop on Human Values as Course Director held at MCHV during November 6-7, 1996
 - iii) International Workshop on Human Values held at MCHV during January 5-11, 1997
 - iv) In-House Workshop on Human Values for Jessop & Co. during May 9-11, 1996
 - v) In-House Workshop on Human Values for Bharat Petroleum Corporation Limited during June 28-30, 1996
 - vi) In-House Workshop on Human Values for Bharat Petroleum Corporation Limited during July 12-14, 1996
 - vii) In-House Workshop on Human Values for Yeswantrao Chavan Academy of Development Administration during July 17-18, 1996

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- viii) In-House Workshop on Human Values for Canara Bank during May 30, 1996 to June 1, 1996
 - ix) In-House Workshop on Human Values for Indian Overseas Bank during October 3-5, 1996
 - x) In-House Workshop on Human Values for Ganpati Greenfields Limited during July 3-5, 1996
 - xi) In-House Workshop on Human Values for Allahabad Bank during November 21-23, 1996
 - xii) In-House Workshop on Human Values for Bureau of Police Research & Development during November 24-29, 1996
 - xiii) In-House Workshop on Human Values for Gujarat Ambuja Cement Limited during January 30, 1997
 - xiv) In-House Workshop on Human Values for State Bank of India during February 6-8, 1997
 - xv) In-House Workshop on Human Values for Health & Family welfare Department, Government of West Bengal during February 10-14, 1997
 - xvi) In-House Workshop on Human Values for Health & Family Welfare Department, Government of West Bengal during March 2-6, 1997
 - xvii) In-House Workshop on Human Values for Punjab & Sind Bank during March 13-15, 1997
 - xviii) In-House Workshop on Human Values for Bankers Training College (Reserve Bank of India) during March 17-19, 1997
- b) Convenor-in-charge, Management Centre for Human Values

52. Prof. B.K. Chatterjee

- a) Took sessions and provided assistance in conducting the following programmes:
- i) Managerial Performance Review, Remuneration and Reward: Human Values Perspectives as Course Director, held at MCHV during September 19-21, 1996
 - ii) International Workshop on Human Values held at MCHV during January 5-11, 1997
 - iii) In-House Workshop on Human Values for Bharat Petroleum Corporation Limited during June 28-30, 1996
 - iv) In-House Workshop on Human Values for Ganpati Greenfields Limited during July 3-5, 1996
 - v) In-House Workshop on Human Values for Bharat Petroleum Corporation Limited during July 12-14, 1996

ANNEXURE XXI(Contd.)

- vi) In-House Workshop on Human Values for Indian Overseas Bank, October 3-5, 1996
- vii) In-House Workshop on Human Values for Allahabad Bank during November 21-23, 1996
- viii) In-House Workshop on Human Values for Bureau of Police Research & Development during November 24-29, 1996
- ix) In-House Workshop on Human Values for State Bank of India during February 6-8, 1997
- x) In-House Workshop on Human Values for Health & Family welfare Department, Government of West Bengal during February 10-14, 1997
- xi) In-House Workshop on Human Values for Health & Family Welfare Department, Government of West Bengal during March 2-6, 1997

53. Shri. S. Elankumaran, UTI Research Fellow

- a) Took sessions and assisted in the following training programmes :
 - i) In-House Workshop on Human Values for Allahabad Bank during November 21-23, 1996
 - ii) In-House Workshop on Human Values for Bureau of Police Research & Development during November 24-29, 1996
 - iii) Re-informant Workshop on Human Values during Dec 5-7, 1996.
 - iv) In-House Workshop on Human Values for Duncan Group during Dec 20-21, 1996.
 - v) International Workshop on Human Values at MCHV during January 5-11, 1997.

54. Shri. Sanjoy Mukherjee, ACC Research Fellow

- a) Assisted and took sessions in the following training programmes :
 - i) International Workshop on Human Values at MCHV during Jan 5-11, 1997
 - ii) In-House Workshop on Human Values for Jessop & Co. during May 9-11, 1996
 - iii) In-House Workshop on Human Values for Indian Overseas Bank during October 3-5, 1996
 - iv) In-House Workshop on Human Values for Allahabad Bank during November 21-23, 1996
 - v) In-House Workshop on Human Values for Bureau of Police Research & Development during November 24-29, 1996

55. Shri Samir Ranjan Chatterjee, Sir Ratan Tata Visiting Fellow

- a) Attended MCHV EDP programmes on Human Values as observer for different organisations.

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- b) Was invited for discussion on implementing Business Education Strategies by the Hon'ble Minister of Higher Education, Government of West Bengal.

56. Shri Lawrence Gomes, Research Assistant

- a) Compiled data for the project titled " Long Range Planning For Rural Electrification in Backward States" sponsored by REC, New Delhi.
- b) Conducted survey work and helped in preparing project report for the project "Evaluation of Tiljala Enterprise Zone Programme" sponsored by UBDA/TUP, USA.

57. Shri Prithwis Kumar Sana, Research Assistant

- a) Data analysis for the project titled " Long Range Planning For Rural Electrification in Backward States" sponsored by REC, New Delhi.
- b) Collected Data,Analysed and prepared a draft report for the project titled "Evaluation of Tiljala Enterprise Zone Programme" sponsored by United Bustee Development Association/TUP, USA.

58. Ms Krishna Lahiri, Research Assistant

- a) Participated in teaching on module (Decision Support Systems)in MIS-I, for the PGDM IInd Years.

59. Mrs. Shyamali Adhikari, Research Assistant

- a) Collection and compilation of detailed information of NGOs for preparation of Directories.
- b) Collection of reference for publication of Bibliography.

60. Shri Ajoy Rej, Research Assistant

- a) Completed compilation of data for the Project "Long Range Planning for Rural Electrification in Backward States", sponsored by REC, New Delhi.
- b) Completed the Bibliography on Rural Development Management Programme, Vol. 24 and also preparing the next volume of Bibliography on Rural Development Programme

61. Dr. Tarit Kumar Datta

- a) Conducting the research project entitled "A study of the Marketing Problems of Agricultural Produce in Sundarban Region in West Bengal" sponsored by the Government of India

62. Shri Akshoy K. Singha

- a) Completed the supervision of field survey in connection with the UNICEF funded project on "Status of Primary Education in West Bengal"

63. **Dr. Tridib Chakraborti**

- a) Took sessions in the Extension Programme on **EFFECTIVE MANAGEMENT** held during August-September at IIMC Annexe
- b) Sessions Corporate Planning Business Environment & Industrial Sociology at National Institute of Personnel Management, Calcutta
- c) Sessions on Social Psychology at the Department of Political Science, RBU, Calcutta
- d) Sessions on "Business Environment & the Planning Process" at BILAM, Calcutta
- e) Sessions on "Indian Social and Economic Problems" for RBI Officers Training Course, Calcutta
- f) Conducted 4th Extension Programme as Joint Programme Director on **EFFECTIVE MANAGEMENT** held during August-September at IIMC City Office
- g) Participated in the Seminar on "Agriculture and Rural Reform: Institution and Economic Policy" organised jointly by IIM Calcutta and TRIS, University of Maryland
- h) Member, Editorial Board and Desk Editor, **DECISION**
- j) M.A. Paper Setter & Examiner on Social Psychology, RBU, Calcutta
- k) Resource Person (MOU Cell) of DPE, New Delhi

64. **Dr. Santwana Chaudhuri**

- a) A programme for senior and middle level managers on **Quality Circle** in National Thermal Power Corporation, Eastern Regional Head Quarter at Patna in 18-19 April, 1996
- b) A programme for Middle and Senior level Executives on **Quality Circle** was organised by NTPC Northern Regional Head Quarter on 17th and 18th May 1996
- c) Guest faculty of Industrial Relations in Institute of Integrated learning in Management (IILM) in April-May, 1996
- d) Programme on "Managerial Effectiveness of Women Executives" in Western Coalfields of CIL Nagpur on 13-14th September, 1996
- e) Programme on Managing Skills of Housewives organised by NTPC Singrauli Super Thermal Power Station of February 10-11th, 1997
- f) Joint Programme Director of a Consultancy Research Project on 'Manpower Utilisation in Central Coalfields Ltd.' from November-March 1997
- g) Joint Programme Director of the Extension Programme on Effective Management held in Harrington Mansion Annexe from August 10 - September 28, 1996

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.96 TO 31.3.97**

1. Prof B N Srivastava

- a) Co authored a book "International Management: Concepts and Cases jointly with Dr. Manab Thakur and Dr. G Burton, Tata McGrawhill, New Delhi, 1997.
- b) Co authored a paper titled "The Pre Alliance Imperatives: An Exploratory Study of Strategic Alliance Partners in the US and India" with Manab Thakur and Vijaya Gambhire, Academy of Management Proceedings 1996.

2. Prof Sunita Singh Sengupta

- a) Authored a book titled "The Senior Manager Challenges and Coping Strategies, A P H Publishing House, New Delhi.
- b) Published a paper titled "Leadership A Style or An Influence Process" in the Indian Journal of Industrial Relations, January 1997 issue.
- c) Published an article titled "Industrial Deregulation and Human Resource Management" Udyog Pragati, Special Issue on Human Resource Management.

3. Prof Leena Chatterjee

- a) Have completed a paper titled Towards an Effective Performance Appraisal System.
- b) Have written a short article titled Creating Learning Organisations for the Newsletter brought out by the students of PGDBM.

4. Prof Amitava Bose

- a) Books: Issues in Economic Theory and Public Policy (joint editor with M K Rakshit and A K Sinha), Oxford University Press, February 1997.
- b) Articles: (a) "Relational Choice and Money", in Issues in Economic Theory and Public Policy, OUP February 1997.

5. Prof Alok Ray

Published the following articles:

- a) "Revenue Wine in Old Bottle: Interim Budget 1996-97" in The Telegraph, March 12, 1996.
- b) "India Waives the Rules" in The Telegraph, April 10, 1996.
- c) "Duty Calls When Aliens Invade" in The Telegraph, April 30, 1996.

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- d) "New Quid in Town: Pre-Review of Budget 1996-1997" in The Telegraph, July 18, 1996
 - e) "Staying with the Customs: Budget 1996-97" in The Telegraph, August 7, 1996.
 - f) "Tech it Like a Man" in The Telegraph, September 25, 1996.
 - g) "Nothing's the Grey Matter" in The Telegraph, September 25, 1996.
 - h) "When Bottomlines are Over the Top: The ITC Affair" in The Telegraph, December 18, 1996.
 - i) "Fast Track, hard Battles" in The Telegraph, December 31, 1996.
 - j) "Barriers to Technical Progress" in Business Line, March 4, 1996.
 - k) "Interim Budget 1996-97: Nothing to Do with Any thing" in Business Line, April 10, 1996.
 - l) "Why Run Scared of MNCs?" in Business Line, May 13, 1996.
 - m) "Should Consumer Goods Import be Liberalised? in Business Line, July 13, 1996
 - n) "Social Dumping: Free Trade vs. Fair Trade" in Business Line, September 20, 1996
 - o) "L'-Affairs ITC: The Larger Issues" in Business Line, December 12, 1996.
 - p) "Brain Drain: The Alternative View" in Business Line, January 18, 1997.
6. **Prof Anup Sinha**
- a) Book - "Issues in Economic Theory and Public Policy OUP 1997. Edited by Amitava Bose, Mihir Rakshit, Anup Sinha.
 - b) Monthly Column on Economic Affairs in India, INTERNET web site IBIS INDIA.
7. **Prof Aniruddha Dasgupta**
- a) Published a paper entitled "Bargaining Power and Contract Length" in the working paper series.
8. **Prof Amitava Bagchi**
- a) Graph search methods for non-order-preserving evaluation functions: applications to job sequencing problems (with Anup K. Sen), Artificial Intelligence Journal, Vol 86, 1996, pp 43-73.
 - b) Searching game trees under memory constraints (with Subir Bhattacharya), Proc AAAI-96, American Association for Artificial intelligence, Portland, Oregon, USA, August 1996, pp 222-227
 - c) Nonlinear Planning in the blocks world: a graphical approach (with S K Sadhukhan and A Mahanti), in Knowledge Based Computer Systems: Research and Applications (Eds: K R R Anjaneyulu et al), narosa, Delhi, December 1996, pp 443-454.

ANNEXURE XXII(Contd.)

- d) A simplified approach to then multiple resource-constrained project scheduling problem (with Terence Nazareth, Sanjay Verma and Subir Bhattacharya), IIMC Working Paper WPS-279/96, July 1996.
 - e) Searching game trees under memory constraints (with Subir Bhattacharya), IIMC Working Paper WPS-280/96, July 1996.
9. **Prof Rahul Roy**
- a) R&D Project Selection with Technological and Organisational Constraints-Co authored with Profs. Nilotpal Chakraborty and Soumyo D Moitra.
10. **Prof Anup K Sen**
- a) "Applicability of Transpose-and-Cache Branch-and-Bound Scheme to Some Single Machine Job Sequencing Problems" (with S.A. Mondal), WPS-286/97, Indian Institute of Management Calcutta, February 1997.
 - b) "Effective Node Storing Strategies in Depth-First Branch-and-Bound" (with S. A. Mondal) in Knowledge-Based Computer Systems: Research and Applications, Narosa, pp. 479-490, 1996.
 - c) "Graph-Search Method for No-Order-Preserving Evaluation Functions: Applications to job Sequencing Problems" (with A Bagchi), Artificial Intelligence, vol. 86, no. 1, pp. 43-73, 1996.
11. **Prof Ambujaksha Mahanti**
- a) Published a paper titled "Manufacturing Cell Formation by State Space Search" in Annals of Operations Research with Subrata Ghosh, Rakesh Nagi and Dana S Nau.
12. **Prof Sudas Roy**
- a) Published a Paper titled "Company as a Brand - Dimensions" in the ITC House Journal.
 - b) Published an article in Ananda Bazar Patrika titled "Employment Opportunity for Professionals".
13. **Prof Mousumi Ghosh**
- a) Published a case study titled "Oil and Mineral Excavating Company Limited in Vikalpa (IIMA's Publication).
14. **Prof Biju Paul Abraham**
- a) Published a paper on "Defence Research, Defence Production and Civilian Industries: Indian and Australian Perspectives" as a part of the proceedings of the Indo Australian Workshop on Enterprise Management in Asia Pacific Region and to be published in Australia.

15. **Prof Rabin Ganguly**

- a) "Economic Liberalization and Quality of Life: Challenges for Management", Co-authored Theme paper in Proceedings Liberalised Economy and Quality of Life: Challenges for Management. ed..Chowdhury S. & Barat N.. AIMS, 1996.
- b) "Support Systems for Environmental Management in India: A Critical Assessment" in Environment and Health in Developing Countries, ed.. Chatterji M. & Ganguly R. Ashish Publishers, New Delhi (Forthcoming)>

16. **Prof Nilotpal Chakravarti**

IIMC Working Papers:

- a) "A Study of Heuristics for Number Partitioning", (with D. Ghosh, (WPS 274-96).
- b) "R&D Project Selection with Technological and Organizational Constraints", (with S.D. Moitra and R. Roy). (WPS 275-96).
- c) "Easy Weighted Majority Games", (with A. Goel and T. Sastry), (WPS 287-97).

Published Articles:

- a) "LP Relaxation of the Two Dimensional Knapsack Problem with Box and GUB Constraints". (With A. Bagchi & N. Bhattacharyya), European Journal of Operational Research, 89, 1996, 609-617.

17. **Prof Sujit K Basu**

- a) Edited a book titled "Probability and its Applications Proceedings of the 4th ISTPA Annual Conference, Oxford University Press 1997, jointly with M C Bhattacharjee.
- b) Published a working paper titled "A Bound for the Renewal Function of a Process Driven by a Non Monitonic Life Distribution Function" jointly with M. Mitra in Working Paper Series WPS 276/96.
- c) Published a paper titled "On some Properties of the Bath Tub Failure Rate Family of Life Distributions" jointly with M. Mitra in the Micro Electronics and Reliability (Pergamon U K, 36 (1996), 679-684.
- d) Published a paper titled "Shock Models Leading to Non Monotonic Aging Classes of Life Distributions" jointly with M. Mitra in the Journal of Statistical Planning and Inference (Elsevier, USA) 55 (1996) 131-138.

18. **Prof Anil K Sengupta**

- a) Published an article in The Telegraph on Trade Unionism and Industrial Relations in the context of recent efforts of Economic Development in West Bengal.

19. **Prof. Debashish Bhattacharjee**

- a) Published a Research Paper titled "Economic Liberalization, Democracy and Industrial Relations : India in a Comparative Perspective " in the Indian Journal of Labour Economics, Vol. 39, (October - December, 1996)

20. **Prof. Pulak Das**

- a) Published an article titled "Pay of R & D Personnel in Manufacturing Organization : The Role of Organizational Reward System" in the Indian Journal of Industrial Relations, 31(4), 482-500
- b) "Organizational Reward as a tool to enhance pay satisfaction of R&D personnel in manufacturing organizations" published in Indian Journal of Social Work, Bombay.
- c) "Pay Satisfaction of R&D Personnel in Manufacturing Organizations : The Role of Career comparison process" published in The Journal of High Technology Management Research, Arizona, USA
- d) "Management of R&D personnel in Manufacturing Organizations : The Need for an Innovative performance recognition policy" published in The Manpower Journal, vol XXXII (3) Oct-Dec 1996, 1-10
- e) "Pay Satisfaction of R & D Personnel : Does Money Matter?" published in Productivity, vol 37(3), Oct-Dec, 1996, 454-463.

21. **Prof. Madhu S. Mishra**

- a) Directory of Voluntary Organizations in Rural Development, Volume Seven, 1996 IIMC Publication
- b) Bibliography on Rural Development Management, Volume Seven, 1996, IIMC Publication

22. **Prof. Kalyan Sankar Mondal**

- a) Contributed a chapter on Social Work Education in India in the "International Handbook on Social Work Education" edited by Thomas D. Watts, Doreen Elliott and Nazneen S. Mayadas and published by the Greenwood Press, Westport, CT, USA
- b) Paper entitled " A Note on Entrepreneurship to Management Students" has been published in the book "Innovations in Asian Management" edited by Dharni P. Sinha and published by Delta Publishing House, Delhi.

23. **Prof. Prabal Ray Chaudhuri**

- a) Published a paper titled " Dynamic Auditing" in the Keio Economic Studies.

ANNEXURE XXII(Contd.)

24. Prof. Sushil Khanna

- a) "Industrial Reforms and Corporate Restructuring in India" published in The Social Engineer, special issue on "Liberalisation and its Impact", Vol-5, No.2, July 1996.

25. Prof. Ranjan Das

- a) An article was published in the Journal of General Management (a refereed journal) in August 96.
- b) Published an article in the Special issue of "Brand Equity" on 19.3.97.

26. Prof. S. K. Chakraborty

- a) Edited Volume 2, No. 2 and Volume 3, No. 1 of the Journal of Human Values
- b) Edited and published the Research Monograph of Professor David J. Andrews, Professor G.P. Rao, Dr. A.N. Tripathi and Dr. Bengt Gustavsson

27. Shri S. Elankumaran, UTI Research Fellow

- a) Involved in publishing and co-editing MCHV Newsletter, January-March, 1997 issue.

28. Shri Sanjoy Mukherjee, ACC Research Fellow

- a) Member of the Editorial Board of Journal of Human Values - Vol.2, NO.1, Vol. 3, No.1
- b) Published & Co-edited MCHV Newsletter, April-June'96 & July-Dec'96.

29. Shri Prithwis Kumar Sana

- a) "Paschimbanga Palli Vidyutayer Mulyan" published in "Dhanadhanye" (Bengali edition of Yojana) July 1996.

30. Dr. Tarit Kumar Dutta

- a) Published a working paper titled "Regulated Markets in the Perception of Farm producers in West Bengal" in IIMC WPS 288/97
- b) Published a working paper titled "River Transportation in the Sundarban Region".

31. Shri Akshoy K. Singha

- a) "Liberalisation, Biotechnology and Third World Agriculture" published in DECISION Vol. 22, No.4
- b) "A Fool's Paradise : Bengal's Primary Education System " published in The Economic Times, Calcutta, March 21, 1997

32. **Dr. Tridib Chakraborty**

- a) "BPR : A Powerful Tool for Corporate Success and Survival" published in Kaeidoscope, March 1996, New Delhi.
- b) "Follow what Star" published in The Economic Times, August 1996.
- c) "Agenda for Success" published in The Economic Times, May 16, 1996.
- d) "There's more to pleasing the Boss then just saying Yes" published in The Statesman, March 1996
- e) "Teeming with teams : the company needs a common goal" published in The Statesman, June 1996.
- f) "Special Effects" published in The Economic Times, January 24, 1997
- g) "Managerial Accountability - The Conceptual Spadework" in The Hindu - Business Line, February 6, 1997
- h) "At the Conference Room : When a Meeting agrees to disagrees" published in The Statesman, Jan 15, 1997
- i) "Assertiveness : Essentially about saying straightforwardly" published The Statesman, Feb 5, 1997
- j) "Performance Evaluation in PSUs - Conceptual Spadework" published in Kaleidoscope, Feb 1997, New Delhi
- k) "An Exercise in Effective Leadership" published in Kaleidoscope, May 1996, New Delhi
- l) "Companies must realise the global market concept" published in Dateline Business, May 1996.

ANNEXURE XXIII

LIST OF GRADUATING STUDENTS (PGDM) - 1997

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	266/32	Satya Prakash Ranjan	8.29	1
2.	211/32	Arnab Sen	8.23	2
3.	163/32	Ranjit Thomas Joseph	8.06	3
4.	264/32	Sanjay Gupta	7.63	4
5.	212/32	Atanu Lahiri	7.51	5
6.	165/32	Rohit Pande	7.46	6
7.	284/32	V. Swaminathan	7.14	7
8.	159/32	Rajat Saxena	7.14	7
9.	171/32	Pethe Sameer Madhav	7.14	7
10.	111/32	Anurag Poddar	7.11	10
11.	130/32	Gunaranjan P	7.11	10
12.	134/32	Jyotsna R	7.11	10
13.	235/32	Krishnan Sitaraman	7.09	13
14.	236/32	Krithika M	7.09	13
15.	168/32	S. Ventakesh	7.09	13
16.	183/32	Suman Chaki	7.06	16
17.	139/32	V. Kanna	7.06	16
18.	176/32	Satyakanta Samal	7.03	18
19.	207/32	Anil Nambiar	7.00	19
20.	164/32	Rishi Mathur	7.00	19
21.	262/32	Sandeep Mahapatra	6.97	21
22.	166/32	Rukmani N	6.94	22
23.	265/32	Sanjeev Balhara	6.94	22
24.	106/32	Anandamoy Sahoo	6.91	24
25.	190/32	Vineet Mishra	6.89	25
26.	144/32	Moorthy Lakshmi Krishna	6.86	26
27.	108/32	Anindya Sarkar	6.83	27
28.	140/32	Kartik Niverthi	6.77	28
29.	218/32	Dilipkumar Agarwal	6.74	29
30.	280/32	Tulikaa Khunnah	6.71	30
31.	137/32	K.N. Krishna Kishore	6.71	30
32.	186/32	V. Shankar Narayanan	6.69	32
33.	213/32	B. Srinivas	6.66	33
34.	205/32	Amitava Dalal	6.63	34
35.	263/32	Sandeep Sarkar	6.63	34
36.	180/32	Subhadeep Ghosh	6.63	34
37.	118/32	Brotin Muhuri	6.60	37
38.	172/32	Sandeep Baid	6.60	37
39.	275/32	Sunil Sharma	6.51	39
40.	276/32	Suranjan Mukherjee	6.51	39
41.	285/32	Vemuru Ajay Anand	6.51	39
42.	192/32	Walimber Prasanna Avinash	6.51	39
43.	169/32	Shyam Sundar S.G	6.51	39
44.	110/32	Anjan Kumar Das	6.51	39
45.	185/32	Iyer Uma Ramchandran	6.49	45
46.	126/32	Dimple Sidhar	6.49	45

ANNEXURE XXIII(Contd.)

47.	248/32	Prashant Richard Peres	6.49	45
48.	123/32	Currim Faiz Ahmed	6.49	45
49.	290/32	Y. Ramesh	6.46	49
50.	114/32	B. Murali Krishna	6.46	49
51.	286/32	Venkatesh Vishwanathan	6.40	51
52.	132/32	Tibb Harpreet Jasjit	6.40	51
53.	149/32	N. Balasubramanian	6.37	53
54.	215/32	Debashis Dey	6.37	53
55.	178/32	Jogi Shashank Shamkant	6.37	53
56.	283/32	V. Sriram	6.31	56
57.	125/32	Dewan Niraj Dinanath	6.29	57
58.	233/32	Kaushik Kumar Paul	6.29	57
59.	181/32	Sudiptendra Nath Haty	6.26	59
60.	287/32	Venky Nayar	6.23	60
61.	208/32	Anjana Susarla	6.23	60
62.	187/32	Vandana Shah	6.23	60
63.	175/32	Sarit Guha	6.23	60
64.	154/32	Gokhale Prashant Achyut	6.20	64
65.	239/32	Malini Parmar	6.17	65
66.	246/32	Patel Dhiren Dineshbhai	6.17	65
67.	122/32	Chhitiz Kumar	6.17	65
68.	206/32	Amol Vishwanath Bargaje	6.14	68
69.	155/32	Rahul Pulkurthi	6.14	68
70.	104/32	Tripathi Amish Vinay	6.14	68
71.	234/32	Krishnan P	6.11	71
72.	101/32	A. R. Kartik	6.11	71
73.	249/32	Pritesh Talwar	6.11	71
74.	143/32	Pankaj Subhash Kulkarni	6.09	74
75.	129/32	V. Gayathri	6.09	74
76.	256/32	Rini Dutta	6.09	74
77.	158/32	Rahul Ghosh	6.06	77
78.	232/32	Kamolika Gupta	6.06	77
79.	273/32	Sudidpta Kanti haldar	6.06	77
80.	115/32	Kulhalli Badrish Damodar	6.03	80
81.	124/32	Debashish Choudhury	6.03	80
82.	292/32	R. Madhusudan	6.03	80
83.	240/32	Manojit Ray	5.97	83
84.	244/32	Pankaj Kumar	5.97	83
85.	150/32	N. Ganesh	5.94	85
86.	281/32	Umesh Narahar Kulkarni	5.94	85
87.	179/32	Shivprakash Nayar	5.94	85
88.	293/32	Rajesh Malviya	5.91	88
89.	270/32	Shasidhar Srinivas K	5.89	89
90.	216/32	Debjit Sarkar	5.86	90
91.	229/32	Joslin Ebhok Myrthong	5.86	90
92.	202/32	Abhijeet Singh Chandel	5.83	92
93.	245/32	Paramita Gupta	5.83	92
94.	250/32	Deepak R	5.83	92
95.	252/32	Rahul Basu	5.83	92
96.	261/32	Salunke Swapnil Shahaji	5.83	92
97.	274/32	Sumanth Devara	5.80	97
98.	277/32	Mukherjee S.R.P	5.80	97
99.	210/32	Arghya Chakravarty	5.80	97

ANNEXURE XXIII(Contd.)

100.	278/32	Syed Shabbirul Haque	5.74	100
101.	136/32	K.M. Venkatesh	5.71	101
102.	103/32	Alok Gangadhar Shende	5.71	101
103.	253/32	Rajeshkumar Madhusudanprasad J	5.71	101
104.	174/32	Sardeshmukh Shruti Ramchandra	5.69	104
105.	255/32	Rana Das	5.69	104
106.	153/32	P N S Hema Malini	5.63	106
107.	282/32	V. Aparna	5.63	106
108.	271/32	Shyam Kansal	5.63	106
109.	173/32	Sanjay Kumar Sinha	5.60	109
110.	267/32	Sekhar Balachander	5.57	110
111.	189/32	Vinod Kumar Veturi	5.57	110
112.	272/32	Sudip Banerjee	5.54	112
113.	162/32	Ramheube Echao Zeliang	5.51	113
114.	203/32	Ajay Mahadeorao Sarate	5.51	113
115.	152/32	Nilesh Manik Khalkho	5.51	113
116.	294/32	Prasanna Kumar Jena	5.51	113
117.	251/32	R. Srikrishna	5.51	113
118.	135/32	K. Anjani Madhavi	5.49	118
119.	146/32	Madhuri Bhuyan	5.46	119
120.	289/32	Vikram Chopra	5.46	119
121.	220/32	G.A. Chakradhar	5.40	121
122.	188/32	Venu Gopal Y	5.37	122
123.	128/32	G.B. Haripriya	5.37	122
124.	241/32	Mayur Rameshkumar Bhargava	5.34	124
125.	204/32	Alok Mehta	5.34	124
126.	156/32	R. Shiva Kumar	5.34	124
127.	260/32	V. Sabitha	5.34	124
128.	131/32	Hara Gopal Maddineni	5.31	128
129.	161/32	Ramesh Pulidindi	5.31	128
130.	231/32	K. Kishore	5.29	130
131.	117/32	Brajesh Kumar	5.17	131
132.	191/32	Khedekar Vinod Panditrao	5.17	131
133.	142/32	Kashyap Anandarau V	5.17	131
134.	109/32	Aniruddha Ray	5.17	131
135.	228/32	Jogender Singh	5.17	131
136.	147/32	Manish P. Kumbhare	5.14	136
137.	138/32	Kakollu Raveendra	5.14	136
138.	157/32	Rahul Garg	5.14	136
139.	238/32	M. Venkata Swamy	5.11	139
140.	167/32	S. Gokulnathan	5.09	140
141.	119/32	Chandra Vikash	5.09	140
142.	219/32	Siddhartha Parmanand Dongre	5.09	140
143.	254/32	Ramana Murthy V	5.09	140
144.	223/32	Gopal	5.06	144
145.	268/32	Seshadri Shankar B	5.03	145

ANNEXURE XXIV

LIST OF GRADUATING STUDENTS (PGDCM) 1997

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	460/02	Sunish Sharma	7.97	1
2.	427/02	Harish Bansal	7.77	2
3.	412/02	Ashish Agarwal	7.51	3
4.	436/02	Namit Agarwal	7.51	3
5.	411/02	Arunima	7.29	5
6.	445/02	Rajiv Kayath	7.14	6
7.	406/02	Anantha Padmanabha Nayak	7.00	7
8.	435/02	N.A. Keshav	6.97	8
9.	449/02	Sandhya Chari	6.91	9
10.	419/02	Bharathi Viswanathan	6.91	9
11.	448/02	Sandeep Kumar	6.86	11
12.	459/02	Sunay Subash Mathure	6.83	12
13.	428/02	Hemant Kumar Khurana	6.80	13
14.	417/02	Balasubramanyam M	6.80	13
15.	452/02	Santanu Mondal	6.71	15
16.	455/02	Saxena Amey Narendra	6.66	16
17.	431/02	Himanshukumar Ashvinbhai Kshat	6.46	17
18.	451/02	Sanjay Kukreja	6.43	18
19.	458/02	Subhashis Paul	6.43	18
20.	404/02	Ajay Bansal	6.34	20
21.	446/02	Rohan Prabhu	6.31	21
22.	416/02	Avijit Roy	6.29	22
23.	413/02	Ashish Kedia	6.20	23
24.	407/02	Anindya Ghosh	6.20	23
25.	405/02	Alok Kalanee	6.14	25
26.	415/02	Atanu Roy	6.14	25
27.	403/02	Abhijit Ray	6.11	27
28.	463/02	Vivek Luthra	6.09	28
29.	434/02	Mainak Sarkar	6.03	29
30.	447/02	Roopa Nandini Madvesh	5.91	30
31.	401/02	A.R.K. Satya Srinivas	5.91	30
32.	426/02	Gowri Thyagarajan	5.83	32
33.	424/02	George Samuel	5.80	33
34.	444/02	Rahul Sharma	5.80	33
35.	421/02	D. Sriramagopalan	5.77	35
36.	420/02	Vishal Vishnu Bhawe	5.66	36
37.	440/02	Prabhash Chandra Jha	5.63	37
38.	430/02	Prabhakar K	5.60	38
39.	450/02	Sandip Kumar Kundu	5.60	38
40.	456/02	Shyam Hiraou	5.54	40
41.	433/02	Kanwal Rai	5.51	41
42.	462/02	Vinay Bansal	5.49	42
43.	418/02	V.V. Balasubramanyam	5.46	43
44.	429/02	Jasmeet Singh	5.14	44
45.	457/02	Sonavane Anil Eknath	5.06	45

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 1997**

<u>Sl. No.</u>	<u>N a m e</u>	<u>Reg. No.</u>	<u>Specialisation</u>	<u>Area of Thesis Title</u>
1.	Vijaysinh S. Gambhire	FP/4/92	Behavioural Sciences	A Study of Formation and Management Strategic Alliances Between Indian and Foreign Firms

LIST OF GRADUATING STUDENTS (PGDBM) 1997

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	41/1	Suryadipta Datta	8.12	1
2.	27/1	Prakash Agarwala	7.19	2
3.	2/1	Arindam Mukherjee	6.87	3
4.	4/1	Anirudha Sinha	6.83	4
5.	13/1	Debasis Kumar Ganguly	6.83	4
6.	10/1	Barun Das	6.74	6
7.	34/1	Rajesh Kundu	6.70	7
8.	66/1	Anjan Sen	6.67	8
9.	69/1	Anindya Majumder	6.51	9
10.	47/1	Saptarshi Chandra	6.48	10
11.	6/1	Asoke Das Sharma	6.38	11
12.	30/1	Puneet Kumar Jain	6.35	12
13.	46/1	Somnath Goswami	6.35	12
14.	63/1	S. K. Chakrabarty	6.35	12
15.	14/1	Gautam Majumdar	6.32	15
16.	52/1	Prasenjit Kundu	6.29	16
17.	29/1	Partha Pratim Sarkar	6.25	17
18.	22/1	Kaushik Gunakar	6.22	18
19.	39/1	Sumitava Sengupta	6.22	18
20.	49/1	Tuhin Sarkar	6.19	20
21.	7/1	Amita Wadhwa (Ms)	6.12	21
22.	45/1	Sidhharta Pradhan	6.09	22
23.	18/1	Jayanta Chatterjee	6.06	23
24.	24/1	Mukesh Pandey	6.03	24
25.	70/1	Ranjan Sen	6.03	24
26.	11/1	Chandan Gupta	6.00	26
27.	21/1	Joy Ghosh	6.00	26
28.	12/1	Chandramouli Sarkar	5.93	28
29.	67/1	A. Bhattacharyya	5.80	29
30.	35/1	Shiuli Chatterjee (Ms)	5.77	30
31.	38/1	Sumit Kishore Saha	5.77	30
32.	36/1	Seema Sud (Ms)	5.70	32
33.	61/1	Arindam Sen	5.70	32
34.	17/1	Himanshu Garga	5.67	34
35.	8/1	Abhijit Mallik	5.64	35
36.	19/1	Jatin K. Dani	5.61	36
37.	68/1	T. Chattopadhyay	5.61	36
38.	44/1	Subhashis Chakraborty	5.58	38
39.	50/1	Vivek Kumar Malhotra	5.54	39
40.	53/1	Atanu Sarkar	5.48	40
41.	56/1	Sourov Roy	5.45	41
42.	28/1	Partha Basu	5.41	42
43.	15/1	Gautam Bhattacharyya	5.35	43
44.	43/1	Sabyasachi Gupta	5.35	43
45.	33/1	Rajib Singh Bhador	5.32	45

ANNEXURE - XXVI(Cont.)

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
46.	40/1	Sanjay Biswas	5.32	45
47.	26/1	Mrinmoy Panja	5.29	47
48.	31/1	Ravi Inder Singh	5.29	47
49.	42/1	Saibal Das	5.29	47
50.	48/1	Tamal Bandyopadhyay	5.29	47
51.	62/1	Chandan Basak	5.29	47
52.	1/1	Amit Chakraborty	5.22	52
53.	54/1	Sandip Dasgupta	5.22	52
54.	64/1	U.S. Roy	5.19	54
55.	32/1	Ranjan Dutta	5.09	55
56.	55/1	Francis V. Jacob	5.09	55
57.	9/1	Biswanath Dass	5.00	57

**LIST OF POST GRADUATE PROGRAMME STUDENTS IN THE HONOUR ROLL OF
INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
POST GRADUATE DIPLOMA IN MANAGEMENT
FROM 1ST BATCH TO 32nd BATCH**

1966

Mansinghka S.K.
Shankar G.
Mehta Anil
Khalid Najma

1967

Gupta R.C.
Metre R.K.
Vijayan K.
Krishnan S.A.
Kaldare D.S.
Jain R.C.

1968

Gangavane V.B.
Bader P.C.

1969

Jayaraman L.L.
Mahapatra S.
Srikant V.
Marwaha V.K.
Kumar V.S.
Batra K.L.
Agarwal S.K.

1970

Viswanathan P.
Gupta S.K.
Krishnamurthy S.
Srinivasan K.R.
Joshi S.S.
Apte P.G.
Bakaya M.
Gupta A.K.
Chatterjee P.K.

1971

Joshi Alok
Khan M.M.A.
George Thomas
Dutta B.K.
Srinivasan B.

1972

Raja Gopal S.I.
Rangan A.S.
Chandrasahsan R.
Narayan H.

1973

Dhakeshwar A.M.
Hajara S.S.
Malla Reddy K.

1974

Tandon Rajesh
Sen Abhijit
Handa A. C.
Vaidya C. K.
Goyal P. K.

1975

Nakhooda F.T.
Dhebar A.
Balakrishnan V.
Raman N.
Durgadas K.

1976

Devnath V.
Gupta P. K.
Desai Y.C.
Iyer S.

1977

Malik Pawan
Bansal Rakesh
Shrivastava R.
Rajagopal R.

1978

Gour P.K.
Srinivasan B.
Narasimhan R.
Patkar V.K.
Mathur Atul

1979

Padmanabhan R.
Viswanathan B.
Rao U. K.
Parameswaran M. G.
Srivastava P. K.
Mangal A. K.

1980

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.

**POST GRADUATE DIPLOMA IN MANAGEMENT
FROM 1ST BATCH TO 32nd BATCH**

1984

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

1985

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

1986

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

1987

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

1988

Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant

1989

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

1990

Manish Srivasta
P. Venkatesh

1991

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

1992

Rajat Gupta
Anurag Gupta
Arnab Mukherjee
Vipul Tuli
Amit Gupta

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

1996

Pranaya Chulet
Abhay Kumar Pandey
Pijush Rajkumar Garg
Balaji Rengachari
Partha Dey
Rajnarayan Balakrishnan

1997

Satya Prakash Ranjan
Arnab Sen
Ranjit Thomas Joseph
Sanjay Gupta
Atanu Lahiri

**POST GRADUATE DIPLOMA IN COMPUTER AIDED MANAGEMENT
1ST AND 2ND BATCH**

1996

Anup Kumar Gupta
Ananda Mohan Goel
Lade Harish
Sandip Kr. Banerjee

1997

Sunish Sharma
Harish Bansal
Ashish Agarwal
Namit Agarwal

Statement of Accounts

April 1, 1996 to March 31, 1997

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
1. CAPITAL FUND :						
A. GENERAL ACCOUNT						
I. Government of India						
As per last account	10,68,00,454.48					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>1,98,20,783.20</u>					
	12,66,21,237.68					
Less: Capital investment written off	<u>14,700.00</u>		12,66,06,537.68			
II. Government of West Bengal						
As per last account			<u>11,17,540.61</u>		12,77,24,078.29	
B. CAMPUS ACCOUNT						
I. Government of India						
As per last account	15,04,76,372.64					
Add: Grant received during the year transferred from Income & Expenditure A/c.	1,44,15,000.00		16,48,91,372.64			
II. Government of West Bengal						
As per last account			11,86,687.00			
III. Bank Building						
As per last account			<u>7,80,000.00</u>		16,68,58,059.64	
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. RESEARCH FUND - AICTE						
As per last account			74,18,054.67			
Add: Amount transferred from Income & Expenditure A/c.			<u>2,70,885.80</u>		76,88,940.47	

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1997**

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	23,47,39,804.62					
	Add: Addition during the year	<u>2,54,04,229.99</u>		26,01,44,034.61			
	Less: Adjustment for write-off during the year			<u>14,700.00</u>		26,01,29,334.61	
2.	<u>LOANS, ADVANCES AND OTHER RECEIVABLES</u>						
	<u>A. LOANS AND ADVANCES</u>						
	<u>I. PURCHASES AND SERVICES</u>						
	a. General Account	1,96,25,921.42					
	b. Construction Account	<u>1,73,937.73</u>		1,97,99,859.15			
	<u>II. Staff</u>			<u>43,91,775.33</u>		2,41,91,634.48	
	<u>B. OTHER RECEIVABLES</u>						
	I. Accounts Receivables			7,17,04,714.09			
	II. Deposit			71,754.72			
	III. Claim			491.40			
	IV. Consultancy			8,000.00			
	V. Government of West Bengal			5,68,201.85			
	VI. Accounts Receivable TDS (IT)			<u>3,64,451.00</u>		7,27,17,613.06	
3.	<u>INVESTMENT</u>						
	(As per schedule 'D')					19,23,62,561.00	
4.	<u>INVENTORY OF STORES</u>						
	I. General Account	<u>48,530.58</u>					
	II. Construction Account	<u>2,79,742.66</u>				3,28,273.24	
5.	<u>CASH & BANK BALANCES</u>						
	(As per schedule 'C')					95,90,134.91	

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
2. <u>ENDOWMENT FUND</u>						
As per last Account	13,57,51,853.43					
Less: Adjustment for excess transfer during the year 96-96		<u>2,74,878.37</u>	13,54,76,975.06			
Add. Addition during the year			50,40,924.60			
Add. Amount transferred from Income & Expenditure A/c.						
Matching Grant	5,74,43,000.00					
Savings	<u>6,13,45,395.86</u>		<u>11,87,88,395.86</u>			
			25,93,06,295.52			
Less: Expenditure during the year			<u>21,04,845.25</u>	25,72,01,450.27		
3. <u>MISCELLANEOUS FUNDS</u>					74,924.36	
4. <u>PROVIDENT FUND DEPOSIT</u>					92,365.22	
5. <u>CURRENT LIABILITIES</u>					75,62,877.46	
6. <u>PROJECT - IN - PROGRESS</u>					49,55,830.21	
9. <u>SUSPENSE</u>					1,97,042.38	
TOTAL					<u>57,93,31,214.90</u>	

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1997**

A S S E T S	Rs. P.	Rs. P.	Rs. P.
6. <u>AICTE</u>			
Fixed Assets (As per schedule 'E')			32,23,578.44
7. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u>			
Fixed Assets (As per schedule 'F')			1,45,94,756.60
8. <u>SUSPENSE</u>			21,93,328.56

TOTAL

57,93,31,214.90

**Sd/- Subir Chowdhury
Director**

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'A'

FIXED ASSETS 1996-97

Particulars	Net Block as on 1.4.96	Addition/ adjustment during the year 96-97	Gross Block as on 31.3.97	Receipt/ adjust ment during the year 96-97	Net Block as on 31.3.97
Land(inclgd Devpt.)	94,33,292.97	37,671.00	94,70,963.97	--	94,70,963.97
Buildings	11,58,94,559.38	1,10,96,223.66	12,69,90,783.04	--	12,69,90,783.04
Water Supply Installation	43,91,135.12	3,20,950.06	47,12,085.18	--	47,12,085.18
Electrical Installation	1,03,98,988.18	1,20,932.14	1,05,19,920.32	--	1,05,19,920.32
Boundary Wall	24,00,165.78	--	24,00,165.78	--	24,00,165.78
Roads, Drains & Culverts	54,41,034.97	5,396.00	54,46,430.97	--	54,46,430.97
Tubular Structure	20,21,629.96	50,897.00	20,72,526.96	--	20,72,526.96
Equipment & Tools	42,257.32	--	42,257.32	--	42,257.32
Sundry Structure & Work	13,51,509.42	--	13,51,509.42	--	13,51,509.42
Air Conditioning Plant	44,33,692.30	--	44,33,692.30	--	44,33,692.30
Office Equipment	1,97,69,032.23	14,89,575.00	2,12,58,607.23	14,700.00	2,12,43,907.23
Office Furniture	45,22,934.32	7,87,857.11	53,10,791.43	--	53,10,791.43
Motor Vehicle & Cycles	22,72,071.31	--	22,72,071.31	--	22,72,071.31
Library Books & Periodicals	3,52,00,494.60	74,86,815.032	4,26,87,309.62	--	4,26,87,309.62
Gift Books & Periodicals	3,131.00	--	3,131.00	--	3,131.00
Computer Centre	1,70,17,268.76	38,97,984.00	2,09,15,252.76	--	2,09,15,252.76
Equipment - PGDCM	--	1,17,778.00	1,17,778.00	--	1,17,778.00
Installation of Gas Line	28,829.00	1,09,929.00	1,38,758.00	--	1,38,758.00
Total:	23,47,39,804.62	2,54,04,229.99	26,01,44,034.61	14,700.00	26,01,29,334.61

Sd/- Samarendra Nath Basu
Asstt. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 1

Schedule of ENDOWMENT FUND as of 31.3.97

Sl. No.	Particulars	Amount	Amount	Amount
1.	<u>GENERAL ACCOUNTS</u> (Excess of Income Expenditure)			
	As per last account		9,12,61,259.86	
Less	Adjustment for excess transfer to the fund during 1995-96 (-)		<u>2,74,878.37</u>	
			9,09,86,381.49	
<u>Add</u>	Matching grant for 1995-96 from Govt. of India		5,74,43,000.00	
<u>Add</u>	Interest earned on Investment transferred from Income & Expenditure A/c	96,84,912.98		
<u>Add.</u>	Excess of Income over Expenditure transferred from Income and Expenditure A/c	<u>4,71,02,739.79</u>	20,52,17,034.26	
2.	<u>CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS</u>			
	As per last account		1,15,29,411.00	
<u>Add</u>	Interest earned on Investment	<u>18,84,705.00</u>	1,34,14,116.00	
3.	<u>DONATION FOR CAMPUS</u>			
	As per last account		44,65,501.42	
<u>Add</u>	Interest earned on Investment	<u>6,05,905.00</u>	50,71,406.42	
4.	<u>SCHOLARSHIP & PRIZES</u>			
	As per last account		6,15,141.00	
<u>Add</u>	Addition during year		45,171.60	
<u>Add</u>	Interest earned on Investment	88,261.19		
<u>Less</u>	Prizes & Scholarship Awarded	<u>58,420.00</u>	<u>29,841.19</u>	6,90,153.79

Schedule B (Contd.)

5. MANAGEMENT CENTRE FOR HUMAN VALUES

	As per last account (a + b)		2,78,80,540.15
	Donation upto 1995-96 (a)	2,77,77,990.00	
<u>Add</u>	Interest earned in Investment upto 1995-96	22,64,297.64	
<u>Less</u>	Expenditure upto 1995-96	<u>21,61,747.49</u>	
	(b)	1,02,550.15	
<u>Add</u>	Addition during the year	49,95,753.00	
<u>Add</u>	Interest earned on Investment	<u>19,78,871.90</u>	
			3,48,55,165.05
<u>Less</u>	Recurring expenditure during the year	<u>20,46,425.25</u>	
	<u>3,28,08,739.80</u>		
			<u>25,72,01,450.27</u>

Sd/-Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/-Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'C'

CASH AND BANK BALANCES AS ON 31.3.1997

A. GENERAL ACCOUNT

a. Cash-in Hand	49,097.17
b. <u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	1,96,073.42
Savings Account with SBI, Joka Branch	76,53,137.09
Current Account with SBI, Main Branch	83,580.61
Savings Account with SBI, Main Branch	47,153.18
Current Account with SBI, Joka Branch A/c. DECISION	14,356.70
Savings Account with SBI, Joka Branch A/c. IIMC Endowment Fund	500.00
Savings Account with Alipore Post Office	3,198.50
Savings Account with ICICI Banking Corporation	34,209.00

B. PETTY CASH :

Postage Petty Cash Franking	9,816.95
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C. CONSTRUCTION ACCOUNT

Cash-in-Hand	4,860.49
Current Account with SBI, Joka Branch	14,94,151.80

Total	95,90,134.91
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Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'D'

SCHEDULE OF INVESTMENT AS ON 31.3.1997

1.	Prize Fund Investment	2,000.00
2.	Scholarship Fund - Investment	6,09,000.00
3.	Term Deposit	56,89,616.00
4.	Investment - Donation Fund - MCHV	1,55,49,003.00
5.	Investment - Endowment Fund	17,05,12,942.00
	Total	<u>19,23,62,561.00</u>

Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule 'E'

SCHEDULE OF ASSETS ACQUIRED OUT OF AICTE GRANT

	AICTE Project	IIPC	Total
1. Equipment	30,18,504.00	91,502.00	31,10,006.00
2. Furniture	--	50,195.12	50,195.12
3. Technical Books	63,377.32		63,377.32
Total	30,81,881.32	1,41,697.12	32,23,578.44

Sd/ Samarendra Nath BASu
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
MANAGEMENT CENTRE FOR HUMAN VALUES

Schedule - 'F'

FIXED ASSETS AS ON 31.3.1997

1.	Building		
	As per last accounts	1,31,29,787.39	
Add.	Addition during the year	<u>5,42,699.00</u>	1,36,72,486.39
2.	Equipment		
	As per last accounts	3,06,503.68	
Add.	Addition during the year	<u>8,693.76</u>	3,15,197.44
3.	Periodicals		
	As per last accounts	70,429.00	
Add.	Addition during the year	<u>1,980.00</u>	72,409.00
4.	Books		
	As per last accounts	3,14,684.80	
Add.	Addition during the year	<u>1,68,997.47</u>	4,83,682.27
	Advance Periodicals		50,981.50
	Total		<u>1,45,94,756.60</u>

Sd/ Samarendra Nath Basu
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>		2,99,53,227.49
2. " <u>Provident Fund Contribution, Gratuity and Pension</u>		44,02,491.64
3. " <u>Travelling Expenses</u>		2,66,391.26
4. " <u>Leave Travel Concession</u>		2,39,299.00
5. " <u>Stationery and Printing</u>		3,21,948.71
6. " <u>Postage, Telegram and Telephones</u>		
i. Postage Expenses	59,821.35	
ii. Telephone Expenses	<u>8,43,497.75</u>	9,03,319.10
7. " <u>Motor Car Expenses</u>		
i. Petrol & Diesel	3,70,826.14	
ii. Repairs & Maintenance to Automobiles	<u>5,08,923.75</u>	8,79,749.89
8. " <u>Repairs, Renewals & General Maintenance</u>		3,35,248.77
9. " <u>Electricity & Water Charges</u>		28,13,124.22
10. " <u>Freight and Insurance</u>		77,450.00
11. " <u>Advertisement and Publicity</u>		10,990.76
12. " <u>Library Maintenance</u>		2,26,767.30
13. " <u>Binding</u>		19,982.00
14. " <u>Membership and Subscription</u>		19,777.00
15. " <u>Post Graduate Diploma in Management</u>		
i. Common Admission Test	16,51,381.50	
ii. Selection Test	3,68,952.29	
iii. Convocation	98,049.47	
iv. Direct Expenses	<u>9,35,604.70</u>	30,53,987.96
16. " <u>Post Graduate Diploma in Business Management</u>		9,17,812.55
17. " <u>Extension Programme</u>		<u>1,62,884.35</u>
18. " <u>Fellowship Programme</u>		8,91,318.59
19. " <u>Management Development Programme</u>	19,96,357.16	
20. " <u>Management Development Centre-Complex</u>	14,26,750.26	
21. " <u>Management Training Centre</u>	<u>1,901.00</u>	34,25,008.42
22. " <u>Consultancy and In-Company Training Programme</u>		1,04,94,811.79
23. " <u>Seminar and Conferences</u>		52,133.54
24. " <u>Placement Expenses</u>		5,88,838.80
25. " <u>Computer Centre Maintenance</u>		4,18,418.30
26. " <u>Medical Expenses</u>		16,27,371.22
27. " <u>Legal Expenses</u>		1,96,752.50
28. " <u>Board Meeting Expenses</u>		1,80,853.80
29. " <u>Entertainment Expenses</u>		42,579.35
30. " <u>Staff & Students' Health Centre</u>		1,50,000.00
31. " <u>Staff Welfare & Amenities</u>		57,330.30
32. " <u>Overtime and Honoraria</u>		3,67,270.30
33. " <u>Audit Fees</u>		87,680.00
34. " <u>Contingencies</u>		5,47,043.85
35. " <u>Campus Maintenance</u>		29,47,604.36
35. " <u>Guest House Expenses</u>		84,164.05
36. " <u>Alumni Activities Expenses</u>		37,906.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

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)			13,38,78,000.00
2. " <u>Grants-in-Aid</u>			
(Received from Government of India - for AICTE Projects)			4,50,000.00
3. " <u>Post Graduate Diploma in Management</u>			
i. Common Admission Test Fees	66,72,419.00		
ii. Admission Fees	2,95,332.00		
iii. Tuition Fees	1,06,91,000.00		
iv. Course Materials	2,36,000.00		
v. Library Fees	18,88,000.00		
vi. Lodging	19,67,600.00		
vii. Alumni Fees	1,33,000.00		
viii. Computer Fees	<u>21,24,000.00</u>		2,40,07,351.00
4. " <u>Post Graduate Diploma in Computer Management</u>			
i. Application Fees	11,54,310.50		
ii. Admission Fees	51,000.00		
iii. Tuition Fees	25,31,000.00		
iv. Lodging	4,75,100.00		
v. Course Materials	57,000.00		
vi. Computer Fees	5,12,800.00		
vii. Library Fees	4,56,200.00		
viii. Alumni Fees	<u>25,500.00</u>		52,62,910.50
5. " <u>Post Graduate Diploma in Business Management</u>			
i. Application Fees	62,400.00		
ii. Admission Fees	58,000.00		
iii. Term Fees	35,86,345.00		
iv. Alumni Fees	29,000.00		37,35,745.00
6. " <u>Fellowship Programme</u>			
i. Application Fees	53,985.00		
ii. Registration & Dissertation Fees	2,900.00		
iii. Lodging	70,300.00		
iv. Alumni Fees	<u>3,500.00</u>		1,30,685.00
7. " <u>Management Development Programme</u>	37,04,877.97		
8. " <u>MDP Complex Income</u>	52,38,040.00		
<u>Management Training Centre</u>	<u>74,160.00</u>		90,17,077.97
9. " <u>Extension Programme</u>			4,55,000.00
10. " <u>Consultancy & In-Company Training Programme</u>			1,78,56,756.20

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

EXPENDITURE	Rs.	P.	Rs.	P.
37. " <u>Rent, Rates and Taxes</u>				
Faculty Accommodation	1,96,400.00			
Less : Recoveries	<u>46,530.00</u>		<u>1,49,870.00</u>	
Sub-total (A)			6,69,51,407.17	
B. <u>PLAN</u>				
1. To <u>Faculty Development</u>			26,27,414.87	
2. " <u>Officers' Development</u>			11,117.00	
3. " <u>Staff Development</u>			50,424.40	
4. " <u>Faculty Participation in</u> <u>International Conferences</u>			6,88,860.34	
5. " <u>Centre for Management &</u> <u>Development Studies</u>			1,34,619.32	
6. " <u>Centre for Public Enterprise Studies</u>			14,838.00	
7. " <u>Special Programme on Rural Development</u>			78,068.71	
8. " <u>Preparation of Working Papers</u> <u>Newsletter & Decision</u>			21,789.00	
9. " <u>Computer Centre Infrastructure</u>			4,50,553.50	
10. " <u>Post Graduate Diploma in Computer Management</u>				
i. Pay & Allowances	15,31,444.51			
ii. Selection Test	2,01,895.20			
iii. Services & Supplies	<u>31,578.66</u>		<u>17,64,918.37</u>	
Sub - total (B)			<u>58,42,663.51</u>	
11. " <u>RESEARCH PROJECT - AICTE</u>				
i. Project Expenses	1,33,782.40			
ii. IIPC Expenses	<u>45,331.80</u>		<u>1,79,114.20</u>	
Sub - total (A + B + C)			7,29,73,184.88	
12. To : <u>EXCESS OF INCOME OVERF EXPENDITURE</u> <u>TRANSFERRED TO BALANCE SHEET</u>				
a. General Account	1,98,20,783.20			
b. Campus Account	1,44,15,000.00			
d. Research Fund - AICTE	2,70,885.80			
e. Endowment Fund				
i. Matching Grant	5,74,43,000.00			
ii. Savings	<u>6,13,45,395.86</u>	<u>11,87,88,395.86</u>	<u>15,32,95,064.86</u>	
		Total	<u>22,62,68,249.74</u>	

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

I N C O M E	Rs. P.	Rs. P.
11. " <u>Transport</u>		3,78,089.85
12. " <u>Furniture Rent</u>		48.00
13. " <u>Rent for Quarters</u>		1,26,341.66
14. " <u>Rent for Bank Building</u>		1,62,288.00
15. " <u>Interest on Advance for Cycles, Scooter & Motor Car</u>		73,759.90
16. " <u>Interest on Advance for House Building</u>		88,498.00
17. " <u>Sale of Text Books</u>		4,936.00
18. " <u>Subscription for DECISION</u>		16,255.00
19. " <u>CENTRE FOR MANAGEMENT & DEVELOPMENT STUDIES</u>		73,824.02
20. " <u>Guest House</u>		1,10,612.90
21. " <u>Seminar & Conference</u>		71,229.00
22. " <u>Placement</u>		63,85,500.00
23. " <u>Miscellaneous</u>		95,90,815.67
24. " <u>INTEREST ON ENDOWMENT FUND</u>		<u>1,22,63,784.17</u>
25. " <u>INTEREST ON ENDOWMENT FUND INVESTMENT-MCHV</u>		19,78,676.90
26. " <u>M C H V INCOME</u>		195.00
27. " <u>Rent for Faculty Accommodation</u> <u>Transferred to Government of West</u> <u>Bengal - As per Contra</u>		1,49,870.00
TOTAL		<u>22,62,68,249.74</u> =====

Sd/- Subir Chowdhury
Director

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
<hr/>		
To <u>Opening Balances :</u>		
To <u>GENERAL ACCOUNT</u>		
" Cash in Hand		95,344.10
" <u>Cash at Bank</u>		
Current A/c. with SBI, Main Branch	47,979.91	
Current A/c. with SBI, Joka Branch	2,80,811.56	
Current A/c. with SBI, Joka Branch A/c. DECISION	14,356.70	
Savings A/c. with SBI, Main Branch	2,43,344.68	
Savings A/c. with SBI, Joka Branch	59,07,069.12	
Savings A/c. with Alipore Post Office	3,198.12	
Savings A/c. with SBI, Joka Branch - IIMC Endowment Fund	500.00	
Savings a/c. ICICI Banking Corporation	<u>4,287.00</u>	65,01,547.47
" <u>Petty Cash :</u>		
Postage - Petty Cash Franking	13,656.45	
Imprest Fund - MCHV	<u>6,000.00</u>	19,656.45
To <u>CONSTRUCTION ACCOUNT</u>		
Cash in Hand	11,153.06	
Cash at Bank - Current A/c. with SBI, Joka Branch	<u>1,78,810.86</u>	1,89,963.92
To <u>Grant-in-Aid : Govt. of India</u>		6,43,00,000.00
To <u>Post Graduate Programme:</u>		
Common Admission Test Fees	66,71,119.00	
Admission Fees	2,94,332.00	
Course Materials	2,37,000.00	
Tuition Fees	1,07,30,000.00	
Computer Fees	21,33,000.00	
Library Fees	18,96,000.00	
Lodging	19,75,800.00	
Alumni Fees	<u>1,32,500.00</u>	2,40,69,751.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			2,18,92,375.96	
" Deposit Linked Insurance			28,105.00	
" Salary - Children Education Allowance			3,710.00	
" Leave Salary & Pension Contribution			32,941.00	
" Gratuity			12,89,472.60	
" Pension			28,05,665.76	
" Travelling Expenses			3,39,201.80	
" Leave Travel Concession			2,90,754.00	
" Stationery & Printing			6,32,745.71	
" Postage Expenses			8,142.85	
" Telephone Expenses			8,35,056.75	
" Motor Car Expens			7,95,538.56	
" Repairs & Renewals			1,95,183.90	
" Electricity & Water Charges			31,34,955.00	
" Freight & Insurance			77,450.00	
" Advertisement & Publicity			10,990.76	
" Library Maintenan			1,10,844.30	
" Binding			19,583.00	
" Membership & Subscription			19,777.00	
" PGP Services & Supply			8,31,341.56	
" Common Admission Test Expenses			16,32,526.80	
" Selection Test Expenses - PGP			3,98,254.30	
" Convocation			75,145.72	
" Selection Test - PGDCM			2,03,730.00	
" PGDBM Services & Supply			5,41,721.20	
" FP Services & Supply			7,80,600.79	
" MDP Services & Supply			11,58,718.29	
" M.D.P. - Complex Expenses			12,24,486.50	
" E.P. Service & Supply			1,30,402.25	
" PGCGM Services & Supply			25,108.46	
" Consultancy Project Expenses			25,02,844.39	
" Seminar & Conference Expenses			1,56,983.70	
" Placement Expenses			3,55,024.25	
" Computer Centre Maintenance			3,02,306.00	
" Medical Expenses			16,27,865.92	
" Legal Expenses			2,10,923.00	
" Board Meeting Expenses			1,22,021.10	
" Entertainment			38,619.90	
" Staff & Students' Health Centre			1,50,000.00	
" Overtime & Honoraria			3,65,424.30	
" Audit Fees			87,680.00	
" Contingencies			2,69,113.16	
" Campus Maintenance			6,66,617.25	
" Miscellaneous Expenses - Bank Charges			47,641.61	
" Guest House Expenses			86,568.85	
" Alumni Activities Expenses			45,986.00	
" Faculty Development			20,64,106.06	
" Officers' Development			4,177.00	
" Staff Development			49,024.40	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
<hr/>		
To <u>Post Graduate Diploma in Computer Management :</u>		
Application Fees	11,56,410.50	
Tuition Fees	25,06,000.00	
Lodging	4,70,300.00	
Course Materials	56,400.00	
Computer Fees	5,07,400.00	
Library Fees	<u>4,51,400.00</u>	
Alumni Fees	25,500.00	
Admission Fees	<u>51,000.00</u>	52,24,410.50
To <u>Fellowship Programme :</u>		
Registration & Dissertation Fees	1,100.00	
Application Fees	55,455.00	
Alumni Fees	<u>3,500.00</u>	60,055.00
To <u>Post Graduate Diploma in Business Management :</u>		
Application Fees	59,550.00	
Term Fees	34,49,345.00	
Admission Fees	58,000.00	
Alumni Fees	<u>29,000.00</u>	35,95,895.00
To Management Development Programme Income		37,37,026.97
To Management Development Programme Complex Income		25,83,400.00
To Extension Programme Income		4,48,000.00
To Consultancy Project Income		1,51,27,470.00
To Transport Income		19,365.00
To Rent for Quarters		12,112.50
To Rent for Bank Building		1,48,764.00
To Sale of Text Books		4,936.00
To Interest/Divident from C.P.F. Investment		46,90,254.52
To Subscription for DECISION		16,255.00
To Miscellaneous Income - Others		87,04,998.02
To Interest on House Building Advance		38,226.00
To Seminar & Conferences Income		1,21,229.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Faculty Participation in International Conferences			7,32,962.59	
" Staff Welfare & Amenities			58,186.30	
" Management Training Centre Expenses			1,901.00	
" Centre for Management & Development Studies			76,087.00	
" Preparation of Working paper, Newsletter & Decision			18,111.00	
" Special Programme on Rural Development			49,361.75	
" Centre for Studies in Public Enterprises Management			12,491.00	
" Computer Centre Infrastructure			4,46,251.00	
" Research Project Expenses - AICTE			1,53,358.80	
" Technical Books - AICTE			11,431.60	
" Equipment - AICTE Research Project			1,20,000.00	
" Equipment - MCHV			8,693.76	
" Books - MCHV			1,56,264.22	
" Advance periodicals - MCHV			50,981.50	
" Journal / Periodicals - MCHV			1,980.00	
" MCHV Expenses			13,06,464.54	
" MCHV Seminar & Workshop			2,577.00	
" Institute Industry Partnership Cell (IIPC) Expenses			16,022.00	
" Rent, Rates & Taxes			1,94,249.00	
" Suspense A/c.			2,68,360.00	
" Deposit Works A/c. Kendriya Vidyalaya			20,000.00	
" Equipment			52,963.00	
" Computer Centre			53,097.00	
" Furniture & Fixtures			2,57,112.25	
" Books			11,60,166.52	
" Books - PGDCM			2,26,553.59	
" Periodicals			240.00	
" Electricity Charges Recoverable			7,722.90	
" Telephone Charges Recoverable			60,999.00	
" Directors' Discretionary Fund Recoverable			13,130.00	
" Miscellaneous Charges Recoverable			100.00	
" Accounts Receivable			1,66,867.00	
" Accounts Receivable - Placement			100.00	
" IIMC Students' Association			1,02,174.00	
" Advance - House Building			2,55,656.00	
" Advance - Cycle			600.00	
" Advance - Motor Car & Scooter			47,800.00	
" Advance - Centre			1,04,000.00	
" Advance - Festival			1,75,560.00	
" Advance - Periodicals			25,46,070.25	
" Advance - Periodicals UNDP			3,96,783.59	
" Advance - Consultancy Project			7,46,300.00	
" Advance - Seminar			13,954.00	
" Advance - E P			25,000.00	
" Advance - Vendors			31,62,612.72	
" Advance - Personal			4,76,931.65	
" P F Payable			73,27,716.00	
" F F R A			42,210.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Placement Income		57,15,290.00
To Interest on Endowment Fund Investment - MCHV		15,26,328.00
To Interest on Endowment Fund Investment		1,13,90,483.10
To Management Training Centre Income		19,920.00
To MCHV Income		22,000.00
To DDFR		90.00
To Telephone Charge - Recoverable		88.00
To Miscellaneous Charge - Recoverable		34.50
To Accounts Receivable		4,33,76,516.00
To IIMC Students' Association		1,01,800.00
To Accounts Receivable Placement		17,18,100.00
To Advance - Vendors		1,439.00
To Advance - Personal		1,23,826.27
To Advance - Centre		1,260.00
To Advance - Festival		360.00
To Advance - Consultancy Project		81,122.56
To Advance - Seminar		2,040.00
To Advance - Extension Programme		1,612.70
To Advance - Motor Car & Scooter		52,900.00
To Term Deposit		19,46,59,912.00
To Investment - Endowment Fund		7,75,000.00
To Scholarship Fund Investment		2,00,000.00
To Accounts Payable		87,930.00
To Scholarship Donation Repayable		2,08,540.00
To Provident Fund Payable		20,95,000.00
To Donation and Prizes		3,16,620.00
To Donation Fund - MCHV		49,23,753.00
To F F R A		86.00
To Suspense Payable		54,300.00
To Deffered Revenue Income		16,000.00
To Advance - Periodicals		745.00
To Group Insurance Repayable		2,00,409.00
To Endowment Fund		7,000.00
To Earnest Deposit		5.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Scholarship Fund Investment			3,95,500.00	
" Term Deposit			16,14,29,486.00	
" Investment - Endowment Fund - MCHV			28,42,828.00	
" Investment - Endowment Fund			12,38,09,072.00	
" Suspense Payable			24,60,400.50	
" Scholarship Donation Repayable			2,03,040.00	
" Accounts Payable			97,85,749.60	
" Donation & Prizes			4,74,100.00	
" Donation Fund MCHV			465.00	
" Group Insurance Repayable			1,56,376.00	
" Endowment Fund			24,427.00	
" Earnest Deposit			7,23,180.00	
" Security Deposit			62,200.00	
" Suspense Revenue Stamps			2,113.00	
" L I C Clearing A/c.			5,37,861.14	
" Clearing A/c. IIMC Staff Co-Operative Credit Society Ltd.			25,69,223.75	
" Clearing A/c. Staff on Deputation			50,480.00	
" Clearing A/c. IIMC Community Welfare Society			10,334.00	
" Clearing A/c. IIMCEU Subscription			1,181.50	
" Clearing A/c. LIC - GSLI			2,71,075.00	
" P F Clearing			33,85,223.00	
" Liability for Income Tax			33,87,145.00	
" Liability for Income Tax - Contractor			1,08,733.00	
" Liability for Sales Tax			75,549.00	
" Liability for Professional Tax			2,17,463.00	
" Unpaid Salary			2,49,383.72	
" Unpaid O T & Honoraria			25,100.00	
" Course Materials - PGP			600.00	
" Tution Fees - PGP			24,000.00	
" Computer Fees - PGP			5,400.00	
" Library Fees - PGP			4,800.00	
" Lodging Fees - PGP			5,100.00	
" Application Fees - PGDCM			2,100.00	
" Application Fees - FP			170.00	
" Application Fees - PGDBM			150.00	
" Term Fees - PGDBM			7,000.00	
" Caution Deposit - PGP			82,350.00	
" Caution Deposit - PGDCM			6,800.00	
" Coughton Deposit - F P			500.00	
" Coughton Deposit- PGDBM			27,410.00	
" Transport Income			774.15	
" MDP Income			40,149.00	
" MDP Complex Income			24,467.00	
" Interest on Cycle, Motor Scooter Advance			36.00	
" Interest / Dividend from CPF investment			547.00	
" Misc. Income & Others			3,991.00	
" Placement Income			80,000.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Library Deposit		3,000.00
To Caution Deposit - PGP		1,26,500.00
To Caution Deposit - FP		4,000.00
To Caution Deposit - PGDCM		24,500.00
To Caution Deposit - PGDBM		34,500.00
To LIC Clearing		3,477.40
To Clearing Account LIC-GSLI		1,000.00
To Unpaid Salary		2,49,396.72
To Unpaid Overtime & Honoraria		24,600.00
To Salary		40,661.77
To P F Contribution		45,861.00
To Pension		150.00
To Travelling Expenses		9,737.60
To Leave Travel Concession Expenses		34,828.00
To Stationary & Printing		360.00
To Telephone Expenses		74,127.00
To Electricity & Water Charges		60,912.47
To Library Maintenance		35,508.50
To PGP Services & Supplies		2,231.00
To Common Admission Test Expenses		56,382.85
To Selection Test Expenses - PGP		66,339.80
To Convocation		1,307.25
To Selection Test - PGDCM		8,541.00
To PGDBM Services & Supplies		1,165.00
To FP Services & Supplies		1,515.00
To MDP Services & Supplies		57,171.94
To Consultancy Project Expenses		19,148.00
To Seminar and Conference Expenses		2,278.00
To Medical Expenses		178.70
To Staff Weelfare Aminities		856.00
To Alumni Activity Expenses		9,580.00
To Faculty Participation in International Conference		44,292.25

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

P A Y M E N T S		Amount	Amount
		Rs. P.	Rs. P.
By CONSTRUCTION ACCOUNT :			
" Hostel Building		65,93,601.60	
" Tubular Structure		50,897.00	
" Land		37,671.00	
" Instructional Building		8,22,842.00	
" Administrative Building		78,477.00	
" Residential building		29,39,878.36	
" Library Building		61,788.00	
" Water Supply Installation		3,20,950.06	
" Roads, Drains & Culverts		5,396.00	
" Electrical Installation		1,20,932.14	
" Teaching Block		5,99,636.70	
" Installation of Gasline		1,09,929.00	
" Campus Maintenance		22,21,424.54	
" Library Maintenance		98,933.00	
" Computer Centre Maintenance		99,037.00	
" Repairs & Renewals		1,31,026.87	
" MCHV Building		5,42,699.00	
" MCHV Expenses		1,45,395.00	
" Security Deposit		7,79,488.00	
" Misc. Deposit		31,400.00	
" Liability for I. Tax Contractor		2,89,712.00	
" Liability for Sale Tax		2,71,455.00	
" Bank Charges		750.00	
		<u>1,63,53,319.27</u>	
Less : Stock :		<u>37,584.64</u>	1,63,15,734.63
By Expenses out of Imprest Funds			
" Postage - Petty Cash Franking			2,43,839.50
" Imprest Fund - Transport		16,434.23	
" Imprest Fund - Maintenance		18,327.95	
" Imprest Fund - Library		5,139.80	
" Imprest Fund - Hostel Maintenance		6,619.40	
" Imprest Fund - Electricity & Water Supply		1,439.52	
" Imprest Fund - PGP		8,303.16	
" Imprest Fund - Admission		10,341.75	
" Imprest Fund - M D P		2,438.40	
" Imprest Fund - City Office		2,04,701.41	
" Imprest Fund - Computer Centre		3,637.50	
" Imprest Fund - MCHV		11,757.00	
" Imprest Fund - Cash		1,090.00	
" Imprest Fund - PGDCM		2,222.10	
" Imprest Fund - Purchase		<u>3,568.50</u>	2,96,020.72

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Center for Management & Development		
Studies		85,500.00
To Special Programme on Rural Development		13,794.50
To Research Project Expenses - AICTE		506.90
To MCHV Expenses		7,711.93
To MCHV Seminar & Workshop		50,000.00
To Suspense		88,800.00
To Deposit Works A/c. Kendriya Vidyalaya		20,000.00
To <u>Construction Account</u> :		
Electricity Charges	33,870.00	
Misc. Income	37,210.00	
Income Tax - Contractors	2,89,712.00	
Sales Tax	2,71,455.00	
Security Deposit	4,72,536.00	
Deposit Works A/c. Kendriya Vidyalaya	<u>20,000.00</u>	11,24,783.00

TOTAL

40,98,25,374.21
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Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1997

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By <u>Closing Balances</u> :				
" Cash in Hand				49,097.17
" <u>Cash at Bank</u>				
" Current A/c. with SBI, Main Branch		83,580.61		
" Current A/c. with SBI, Joka Branch		1,96,073.42		
" Current A/c. with SBI, Joka Branch, A/c. DECISION		14,356.70		
" Savings A/c. with SBI, Main Branch		47,153.18		
" Savings A/c. with SBI, Joka Branch		76,53,137.09		
" Savings A/c. with Alipore Post Office		3,198.50		
" Savings A/c. with SBI Joka Branch, IIMC Endowment Fund		500.00		
" Savings A/c. with ICICI Banking Corporation		<u>34,209.00</u>		80,32,208.50
By <u>Petty Cash</u>				
" Postage - Petty Cash Franking				9,816.95
By <u>CONSTRUCTION ACCOUNT</u>				
" Cash in Hand		4,860.49		
" Cash at Bank (Current A/c. with SBI, Joka Branch)		<u>14,94,151.80</u>		<u>14,99,012.29</u>
Total				<u>40,98,25,374.21</u> =====

Sd/- Subir Chowdhury
Director

Liabilities

Rs.

P.

Rs.

P.

Rs.

P.

Subscription

1,21,36,792.42

22,12,663.00

1,43,49,455.42

4,95,649.31

1,38,53,806.11

1,08,46,319.00

17,79,097.00

1,26,25,416.00

2,50,648.00

1,23,74,768.00

2,62,28,574.11

1,65,25,019.99

69.00

1,65,24,950.00

33,90,021.00

1,99,14,971.99

22,49,341.56

1,76,65,630.43

Total

4,38,94,204.54

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Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
FUND
AS AT 31ST MARCH, 1997**

<u>A s s e t s</u>	<u>Rs.</u>	<u>P.</u>	<u>Rs.</u>	<u>P.</u>	<u>Rs.</u>	<u>P.</u>
<u>P.F. Investment</u>						
As per last A/c.(95-96)	3,33,06,000.00					
Add : During the year	<u>1,14,10,000.00</u>		4,47,16,000.00			
Less : Encashment/Withdrawal			<u>26,45,000.00</u>		4,20,71,000.00	
<u>Contributory Provident Fund Loan</u>						
As per last Account (95-96)	6,11,238.00					
Add : Payment during the year	<u>3,70,100.00</u>		9,81,338.00			
Less : Recovered			<u>4,72,420.00</u>		5,08,918.00	
<u>General Provident Fund Loan</u>						
As per last Account (95-96)	5,82,798.00					
Add : Payment during the year	<u>7,92,000.00</u>		13,74,798.00			
Less : Recovered			<u>5,91,176.00</u>		7,83,622.00	
Bank Balance					5,30,664.54	

Total

4,38,94,204.54

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Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND INVESTMENT SCHEDULE SUMMARY OF PROVIDENT FUND INVESTMENT AS ON 31.3.97

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. @ 16% ICICI BONDS	Rs.	3,00,000
		B. @ 15.50% ICICI BONDS	Rs.	1,50,000
		C. @ 14% ICICI BONDS	Rs.	10,00,000
		D. @ 14% ICICI BONDS	Rs.	10,00,000
		E. @ 14% ICICI BONDS	Rs.	1,00,000
		F. @ 15.5% ICICI BONDS	Rs.	10,00,000
		G. @ 15.5% ICICI BONDS	Rs.	4,10,000
		H. @ 15.5% ICICI BONDS	Rs.	<u>50,00,000</u>
			Rs.	89,60,000
III.		<u>TOURISM FINANCE CORPORATION OF INDIA LIMITED</u>		
		@ 17% T F C I Bonds	Rs.	10,00,000
IV.		<u>NATIONAL THERMAL POWER CORPORATION LIMITED</u>		
		@ 16.50% N T P C Bonds	Rs.	4,00,000
V.		<u>UNIT TRUST OF INDIA</u>		
		Growing Corpus Growing Income Plan - 1994	Rs.	5,00,000
VI.		<u>THE INDUSTRIAL FINANCE CORPORATION OF INDIA LIMITED</u>		
	a.	@ 14.50% IFCI Bonds	Rs.	5,00,000
	b.	@ 16% IFCI Bonds	Rs.	13,00,000
	c.	@ 16% IFCI Bonds	Rs.	<u>2,00,000</u>
				20,00,000
VII.		<u>MAHANAGAR TELEPHONE NIGAM LIMITED</u>	Rs.	20,00,000
		@ 17% M T N L Bonds		
2.		<u>SPECIAL DEPOSIT ACCOUNT</u>		
		With the State Bank of India, 1, Strand Road, Calcutta - 700 001.	Rs.	1,50,11,000
3.		<u>FIVE YEAR TIME DEPOSIT A/C.</u>		
		With the Calcutta G.P.O.	Rs.	1,17,50,000

		Total Amount	Rs.	4,20,71,000
				=====

Sd/- Gopal Ch. Roy
U D A

Sd/- Prasanta Ghosh
Accountant

Sd/- Samarendra Nath Basu
Asstt. Finance & Accounts Officer

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

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

MEMORANDUM INCOME & EXPENDITURE FOR THE YEAR ENDED 31ST MARCH, 1997

EXPENDITURE	Rs.	P.	INCOME	Rs.	P.
Bank Charges	150.00		Interest Received from IIMC	45,22,407.00	
Interest on CPF Subscription	14,14,398.00				
Interest on Contribution	12,86,665.00				
Interest on GPF Subscription	18,21,194.00				
Total	45,22,407.00		Total	45,22,407.00	
	=====			=====	

Sd/- Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

RECEIPTS & PAYMENTS A/C. FOR THE YEAR ENDED 31ST MARCH, 1997.

RECEIPTS	Rs.	P.	PAYMENTS	Rs.	P.
Opening Bank Balance	47,90,149.41		IIMC CPF	7,23,157.31	
IIMC CPF	7,98,265.00		IIMC-GPF	22,37,691.56	
IIMC GPF	15,68,827.00		CPF Loan	3,70,100.00	
CPF Loan	4,49,280.00		GPF Loan	7,92,000.00	
GPF Loan	5,79,526.00		P.F. Receivable	48,60,829.02	
P.F. Receivable	92,93,395.02		P.F. Interest	1,06,10,000.00	
P.F. Investment	26,45,000.00		Bank Balance	5,30,664.54	
Total	2,01,24,442.43		Total	2,01,24,442.43	
	=====			=====	

Sd/- Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Subir Chowdhury
Director

AUDIT CERTIFICATE

I have examined the Receipt and Payment Accounts/Income and Expenditure Accounts for the year ended 31st March 1997 and the Balance Sheet as on 31st March, 1997 of the Indian Institute of Management Calcutta. I have obtained all the information and explanations that I have required, and subject to the observations in the appended Audit Report, I Certify, as a result of my audit, that in my opinion these accounts and Balance Sheet are properly drawn up so as to exhibit a true and fair view of the state of affairs of the Indian Institute of Management Calcutta according to the best of information and explanations given to me and as shown by the books of the organisation.

Place : Calcutta
Date : 05/12/1997

Sd/-
(BHARTI PRASAD)
Pr. Director of Audit
Central :: Calcutta

Audit Report on the Indian Institute of Management Calcutta for the year 1996-97

1. Introduction

1.1 The Indian Institute of Management, Calcutta (Institute), an autonomous organisation under the Ministry of Human Resource Development, Government of India, was established in 1961, as a society under the Societies Registration Act, 1860.

1.2 The Institute is financed mainly by grants from the Government of India. It has also its own sources of income from fees, consultancy, management development programmes, extension programmes, rent, royalty and sale proceeds of publication. Out of the total sanctioned grants of Rs 1343.28 lakh for 1996-97, the institute actually received Rs 656.78 lakh in 1996-97, leaving Rs 686.50 lakh being the amount receivable as at 31.3.97.

1.3 The annual accounts of the Institute have been audited under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The audit of the Institute has been entrusted to the Comptroller and Auditor General of India upto the year 1996-97.

2. Comments on Accounts

2.1 Despite repeated mention in earlier Audit Report for the years 1991-92, 1992-93 and 1993-94, the Asset Register maintained by the Institute in the proper format exhibited only those assets which were acquired by the Institute from 1990-91 onwards. Assets acquired prior to 1990-91 were not included in the said Register. As a result, the correctness of the figure shown in the Balance Sheet under "Fixed Asset" (Rs 2601.29 lakh) was not verifiable. The requisite extract of asset register under Rule 151(4) of the General Financial Rules was also not sent to the grant sanctioning authority.

2.2 Expenditure aggregating Rs 1.80 lakh being the cost of (i) maintenance of DG sets under the head "Electrical Installation" (Rs 0.61 lakh) (ii) repair and maintenance of water mains under the head "Water Mains" (Rs 0.45 lakh) (iii) electrical maintenance under the head "Electrical Installation" (Rs 0.71 lakh) and (iv) maintenance of weighing machines under the head "Inventory of Stores (Construction)" (Rs 0.02 lakh) were charged to "Capital Account" instead of "Revenue". This resulted in overstatement of "Assets" as well as "Excess of Income over Expenditure" to the extent of Rs 1.80 lakh. The Institute agreed to carry out necessary adjustments in the accounts of 1997-98.

2.3 The Balance Sheet exhibited Rs 198.00 lakh under the head "Loans and Advances" (Purchase and Services) which included the outstanding balance under the head "Advance Periodicals" for Rs 32.61 lakh, as against Rs 40.53 lakh shown in the records maintained by the Library Department of the Institute resulting in a difference of Rs 7.92 lakh, which needs reconciliation. The organisation agreed to reconcile the difference in 1997-98.

2.4 As per the Schedule to the Balance Sheet "Fixed Asset" valuing Rs 2601.29 lakh included Rs 1269.91 lakh towards "Buildings" which further included the value of the Computer Aided Management Central Building for Rs 16.54 lakh as against Rs 17.33 lakh exhibited in the Assets Register. The discrepancy of Rs 0.79 lakh needs reconciliation.

2.5 An amount of Rs 28.04 lakh (Advance Vendors Rs 22.53 lakh, Advance Periodicals (UNDP) Rs. 0.44 lakh) representing committed liabilities for the year 1996-97 was shown under the head "Loans and Advances" with Contra-Credit to "Accounts Payable" under the head "Current Liabilities" on the basis of purchase orders. As no transactions on these accounts had actually taken place during the year, the above adjustments resulted in over-statement of "Assets" as well as "Liabilities" to the extent of Rs 28.04 lakh. The amount of financial commitment pursuant to issue of purchase orders may at best be indicated below Balance Sheet by way of an informative note.

2.6 Although the expenditure under the programme "Post Graduate Diploma in Computer Management (PGDCM)" was charged to "Plan" the income of Rs 52.63 lakh earned from the above plan programme was booked under "Non-Plan" in the Income and Expenditure Account for the year 1996-97 resulting in over-exhibition of savings (i.e. Excess of Income over expenditure) under "Non-Plan" by Rs 52.63 lakh. The Institute stated (October 1997) that excepting some visiting and newly recruited faculty members, no separate infrastructure viz. Teachers, Officers, Staff, Class-room, Computers, Library, Hostel etc. exist for PGDCM students.

2.7 An amount of Rs 15.31 lakh was exhibited in the Income and Expenditure Account for the year 1996-97 as expenditure towards pay and allowances of the faculty under "Plan" programme Post Graduate Diploma in Computer Management (PGDCM), although no faculty had been actually engaged as per project proposal for such programmes. Pay and allowances actually paid to the faculty borne under "Non-Plan" was apportioned between "Plan" and "Non-Plan" on the basis of the number of students enrolled under "Plan" and "Non-Plan" programmes. As a result, the savings exhibited under "Non-Plan" or excess of income over expenditure was overstated by Rs 15.31 lakh. The Institute stated (October 1997) that for conducting PGDCM course visiting and New Faculty members, System Analysts specialised in the field of IT are recruited not only for teaching the students of PGDCM but also for the students of PGDM and their salary have been booked proportionately under Plan and Non-Plan.

2.8 As per the Statement of Accounts of the Endowment Fund, appended to the Annual Accounts for 1996-97, an amount of Rs 559.33 lakh was exhibited as receivable by the Fund. However, "Accounts Receivable" (Rs 717.05 lakh) as per Balance Sheet included Rs 398.07 lakh only pertaining to matching grants receivable by the Fund at the end of 1996-97. The Institute replied that the figure of Rs 559.33 lakh shown in the Statement of Accounts in respect of Endowment Fund is the balancing figure between assets and liabilities of the fund which has no relation with the figure included under "Accounts Receivable" in the Balance Sheet. The contention of the Institute is not acceptable since the Institute could not reconcile the difference of Rs 161.26 lakh (Rs 717.05 - 559.33 lakh).

2.9 As per the revised pattern of funding, the Institute was required to operate a separate bank account in the name "Endowment Fund". All contributions to the fund were required to be deposited in and all investments and transactions relating to Fund to be effected from the said bank account. Although the Institute opened a bank account on 12.8.94 but the said account remains inoperative from May 1995. All the transactions in respect of Endowment Fund were effected through the General Fund of the Institute. Due to non-operation of separate bank account for Endowment Fund, the correctness of the amount shown under "Endowment Fund" and "Endowment Fund Investment" in the Balance Sheet was not verifiable.

3. Bank Reconciliation

Bank reconciliation for the year 1996-97 in respect of the current account maintained by the Institute with the State Bank of India, Joka Branch, revealed that adjustment/settlement of discrepancies relating to past years were not yet settled. The position of Bank Reconciliation as on 31 March 1997 was as under :

	No. of items	Amount (Rs in lakhs)	Period to which it relates	Remarks
a) Debit shown in the Cash Book but not shown in the Bank Statement	166	17.85	1995-96 to 1996-97	Rs 304/- relates to 1995-96
b) Debit shown in the Bank Statement but not shown in the Cash Book	15	0.02	1996-97	-----
c) Credit shown in the Cash Book but not shown in the Bank Statement	247	19.69	1980-81 to 1996-97	Rs 0.01 lakh relates to 1980-81 and Rs 1.50 lakh relates to 1981-82 to 1995-96
d) Credit shown in the Bank Statement but not shown in Cash Book	3	0.15	1996-97	-----

The difference between the balances as per the Bank Statement and the Cash Book, as on 31st March, 1997, was Rs 1,71,233.25

Place : Calcutta
Date : 5.12.1997

Sd/-
(BHARTI PRASAD)
Principal Director of Audit
Central : Calcutta

**Comments of the Institute on the Audit Report of the
Principal Director of Audit, Central, Calcutta, 1996-97.**

1. Introduction

1.1 Confirmed

1.2 Confirmed

1.3 Confirmed

2. Comments on Accounts

2.1 A separate Assct Register for Assets acquired prior to 1990-91 exists which is, however, not in prescribed proforma and the same was shown to Audit every year. Each and every item of Assets acquired prior to 1990-91 was correctly recorded in the Asset Register. Hence, the doubt of Audit regarding correctness of the figure shown in the Balance Sheet is not tenable and hence not accepted. As no separate sanction is received for procurement of a particular asset the question of sending its extract does not arise.

2.2 Adjustment has already been made in the accounts for the year 1997-98.

2.3 Under reconciliation.

2.4 Under reconciliation.

2.5 This procedure is being folowed by the Institute since inception. However, the observation of audit in the last sentence is noted for future compliance.

2.6 Accounting of Application Fee, Tuition Fee etc. from one category of students under Plan and others under Non-Plan where infrastructure for conducting the course is similar, is improper and hence booking/charging these receipts under Non-Plan is correct. Contention of Audit "resulting in over exhibition of savings (i.e. excess of income over expenditure) under Non-Plan by Rs. 52.63 lakhs" is not tenable.

2.7 In view of the Institute's reply as reproduced by the audit in sub-para of this report observation of audit is not tenable.

2.8 Audit has not given any cognizance to our reply to draft audit report which was as under :

Rs 161.26 lakhs being uninvested amount of excess of income over expenditure for 1996-97 was receivable from the Institute's general fund as of 31.3.97. This amount has been invested during 1997-98.

2.9 Audit has ignored our reply to draft audit report which is reproduced below:

The incoming cheques of Endowment Fund are in the name of the Institute which are being deposited in the general account by crediting the Endowment Fund a/c. Similarly in respect of expenditure pertaining to the same bills are raised by the party in the name of the Institute and the Institute issues cheques to the party by debiting particular head of Endowment Fund a/cs. For each and every head of a/c pertaining to the Endowment Fund there are distinct and separate ledger folios from which the Endowment Fund a/c. has been compiled. These were shown to Audit. Even after examining these head of A/cs. how the Audit could not verify the correctness of the amount shown under Endowment Fund a/c. and Investment of Endowment Fund a/c. in the Balance Sheet is not clear to the Institute.

3. Bank Reconciliation

This has been taken up with the Bank authority for reconciliation.