

ANNUAL REPORT

1997-98



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

JOKA, DIAMOND HARBOUR ROAD, CALCUTTA-700027

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYFIFTH ANNUAL REPORT (April 1, 1997 to March 31, 1998)

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 37th year on November 14, 1997. 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 3750 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-I.

3. OBJECTIVES OF THE INSTITUTE

The objectives of the Institute are :

- * To direct the education and development of young men and women along specific lines so as to match the management needs of industrial and other types of organizations.
- * To establish an infrastructure which would provide practicing managers with the opportunity to acquaint themselves with management concepts, techniques and research.
- * To establish a rapport between management scientists and industrial decision-makers through consultancy and training programmes aimed at facilitating problem solving in organization.
- * To build a Centre of Advanced Management providing opportunities for innovative research and promoting the development of indigenous literature on management.

Since its establishment, the Institute has been channelizing all efforts and resources to accomplish its objectives.

It has developed the following programmes as instruments for achieving the objectives :

A. Teaching Programmes :

- A.1 -- Post Graduate Programme in Management (equivalent to M.B.A.)
- A.2 -- Post Graduate Programme in Computer Aided Management (equivalent to MBA)
- A.3 -- Fellowship Programme (equivalent to Ph.D.)
- A.4 -- 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 34th session of the Programme began in July 1997.

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 3750 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, Lucknow and the newly started IIMs at Kozhikode and Indore.

A.1(2) 34th Post Graduate Programme (1997-98)

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 34th Batch of Students

A study of the educational background of the students of the 34th Session (1997-99), vide Annexure IV, reveals that 90% belonged to engineering stream and 10% 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) 35th Session of Post Graduate Programme (1998-2000)

The Common Admission Test (CAT) for selecting students for the 35th session of the Post Graduate Programme (1998-2000) commencing in June, 1998 was held on December 14, 1997, 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; IIM Lucknow; IIM Kozhikode and IIM Indore.

The Institute received and processed 9841 CAT applications from the candidates appearing for the CAT at the aforesaid 7 centres.

The total number of candidates appeared at all the 20 centres in the country were 38497, out of whom 34507 candidates had applied for PGDM in IIM Calcutta. 991 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 1998 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 1997-98, 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.	11.7.97	Shri Vijay Kamani Member, National Stock Exchange/ Calcutta Stock Exchange.	Is Stock Exchange Boom Real?
2.	04.8.97	Dr. Abhijit Banerjee Professor of Economics MIT, USA	Industrialisation in Third World.
3.	20.8.97	Ms. Daphne Holt Bristol Business School UK	Management Decision Making

- | | | | |
|-----|----------|--|--|
| 4. | 22.8.97 | Mr. Jacob Kurien
Vice President (Mktg.)
Titan Industries Ltd.
Bangalore. | Brands - Dogs or Dinosaur |
| 5. | 24.9.97 | Mr. Sugato Banerjee
Associate Accounts Director
Hindustan Thompson Associates | Advertising - A Complete
Prospective |
| 6. | 22.10.97 | Mr. Kabir Seth
General Manager - Marketing
Tata Steel Cement | Marketing Strategies for Tata
Steel Cement. |
| 7. | 05.11.97 | Mr. M. Robertson
Chief Executive
The Tollygunje Club Ltd. | Managing Indian Companies
Abroad |
| 8. | 11.11.97 | Mr. N.J. Jhaveri
Director
Kotak Mahindra Finance Ltd. | Recent Changes in Financial
Sector |
| 9. | 24.12.97 | Mr. Partho Dutta Gupta
Regional Manager (East)
Cadbury India Limited | Marketing in the Changing
Scenario |
| | | Ms. Jayshree Mohanka
General Manager
Jenson & Nicholson | |
| 10. | 02.01.98 | Mr. Sandeep Shastry
Standard Chartered Bank | Opportunities in Financing |
| | | Mr. Padmanabhan
G E Capital | |
| 11. | 04.01.98 | Mr. Subhas Mohanti
Chief Financial Editor
The Economic Times. | The Future of the Stock Market |

12.	23.01.98	Mr. D. K. Gandhi Vice President (HR) Ispat Industries Ltd.	Business Organisation and the Recruitment Process.
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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 , Ex-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) BPL Award.

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 33rd Batch PGDM and 3rd Batch PGDCM (1995-97) is given in Annexure-IX.

A.1(9) Fees and Expenses

The 34th Batch of students (1997-99) are required to bear the following expenses :

Admission Fees	Rs. 2,000 (one time)
Tuition Fees	Rs.34,000 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 1998 was highly successful as in the previous years. The salient features of the Placement are as follows :

- i) 257 students were placed this year for whom we received 285 offers. There were thus 32 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 '97. However, finally, 75 organisations participated in the week of the actual interview in the campus in Feb. '98. The sector-wise break up showed that there were 33 Multinational Companies, 32 Private Sector and 10 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. Duetsche Morgan Grenfell, Mitchell Madision Group, Deloitte & Touche, Ernst & Young (all consulting); Olam International (Trading); Tata Interactive Systems (IT); Corn Products Company (FMCG); Anand Group (Trading); Reliance Telecom & Modi Xerox (both industrial goods); Mahindra & Mahindra (automobiles) and Mitsubishi Chemicals (projects). 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) Information Technology sector attracted the maximum number of students (57), followed by Consultancies (40), Consumer Durables (38), FMCG (35), Financial Institutions & Banks (52), Industrial Goods (16). 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) The average salary this year showed an increase of 28% over the last year. The maximum salary has gone up to Rs 28,00,000 (from Rs. 7,23,000 for PGDM and PGDCM in 1997) and the minimum salary too is higher at Rs 1,24,000/- for PGDM and PGDCM students. 29 students got pay of Rs 5 lakhs and higher, 74 in the range of Rs 3-5lakhs, 42 in the range of Rs 2.5-3 lakhs, 61 in the range of Rs 2-2.5 lakhs and 51 students got salaries between 1.5-2 lakhs. The salary distribution in the offers made this year is shown in Annexure XIII.
- vii) 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.
- viii) The companies who wanted to come for taking interviews for recruiting students on the first day of the campus recruitment period were charged Rs.80,000/-, 2nd day Rs 60,000, 3rd day Rs 50,000 and 4th day onwards Rs.40,000/- and in addition, they were charged Rs.15,000/- for each student joining them after recruitment.
- ix) Summer Placement this year was good; the size of the 34th Batch was larger at 321, compared to 287 of the 33rd Batch. The Summer Placement started in October'97 and was completed by February'98. 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 was the ninth version of this festival. This event was graced by leading colleges like Faculty of Management Studies, Delhi; Xavier Labour Relations Institute, Jamshedpur; Times School of Marketing, Delhi; NITIE, Mumbai; Delhi School of Communication, Delhi; and various other institutions and colleges from both within Calcutta and outside. The meet had students pitting their wits against each other in management games, case presentations, Bazaar-the advertising game, the stock exchange game, the M&A game, the

FOREX game and many more. Aiming at mixing business with pleasure, the meet had other attractions like quiz, debates, JAM, choreography and a fashion show. This year meet was unique as it managed to get extensive corporate support.

A.1(14).2. "OPTIONS 98", the annual Investment Fair conducted by the students of the Institute was held during 3rd and 4th January, 1998. A general quiz, a screen based bourse game and an online FOREX game were on offer. The festival attempted to increase industry-institute interaction in an informal atmosphere.

A.1(14).3 A paper presentation titled "Shastrarth '98" was started for the first time in IIMC. It was positioned as an exposition of new intellectual thought inspired by the age-old Indian philosophy. It included panel discussion on contemporary issues by Industry captains. By drawing about 80 entries from as many as 20 management institutions, in the functional areas of systems, marketing, finance and strategy it had the honour of becoming the largest contest in the country in the very first year of its existence. This 2-day event was applauded by the participating students, academia, industry and media alike as an intellectual summit for tomorrow's corporate leaders.

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 1997-98, 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 1760 applicants, 232 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. 2,000 (one time)
Tuition Fees	Rs.34,000 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 56 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 4th Batch students of this programme are Rs.9000/- per Term, payable at the beginning of each Term. In addition to Rs.9000/- payable at the beginning of the 1st Term, the candidate would have to pay Rs.2000/- as Admission fee ; Rs.500/- as Alumni Fee and a Caution Deposit of Rs.500/- (all, same as for PGDM).

56 candidates belonging to the 4th Batch were admitted in the 1st year of the Programme which started in June '97. 4 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 5th Batch students in the 1st year, 233 applicants appeared in CAT '97 on December 14, 1997 out of whom 60 applicants were offered a place.

A.4.(1) Programme Curriculum for PGDBM

In all, twentyone courses, one course in each of the two chosen areas and a project (equivalent to one course load) based on a problem pertaining to the organisation in which the candidate is working, comprise the curriculum. The area in which the work is intended to be done in the proposal for the project would require the approval of the faculty. The termwise break-up of courses offered is given below :

Term I	<ol style="list-style-type: none">1. Mathematics for Management2. Principles of Economics3. Organization Behaviour
Term II	<ol style="list-style-type: none">1. Statistics for Management2. Economic Development3. Organizations Structure and Administration
Term III	<ol style="list-style-type: none">1. Operations Research2. Marketing Management3. Financial and Cost Accounting
Term IV	<ol style="list-style-type: none">1. Production Management2. Marketing Research3. Data Processing
Term V	<ol style="list-style-type: none">1. Financial Management2. Indian Social Structure3. Evolution of the Indian Corporate Sector
Term VI	<ol style="list-style-type: none">1. Personnel Management and Industrial Relations2. Management Information Systems : The Strategic Dimension3. Management Policy
Term VII	<ol style="list-style-type: none">1. Development Management2. Indian Legal System3. 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 preceding 3 Terms in the Project.

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

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

A.4.(2) Eligibility for Admission

The candidates for admission to the Programme should satisfy the following criteria :

- i) the applicant must hold at least a Bachelor's degree in any discipline or a professional qualification recognised as equivalent to a Bachelor's degree by the Department of Education, Government of India, with minimum 50% aggregate marks;
- ii) minimum 50% aggregate marks either in Secondary or Higher Secondary standard examination held by a Board/University;

- iii) the applicant should be employed at the time of applying for admission to the programme; and
- iv) the applicant should have held Executive/Supervisory position in Business/Industry/Government for a minimum period of two years after graduation.

The eligible candidates are required to appear at the Common Admission Test (CAT) and are selected for the Programme based on the following factors :

- i) Performance in the CAT;
- ii) Previous academic record of the candidate;
- iii) Work experience; and
- iv) Aptitude, ability and interest to pursue management studies as revealed in the interview.

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 29 programmes were held with a total number of 459 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 1997-98, 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.	Effective Management	28.8.1997 to 04.10.1997	37	Dr. Tridib Chakraborti Dr. Santwana Chaudhuri

B.3. In-Company Training Programme

35 In-Company Training Programmes were held during the year at which there were in all 890 participants (Annexure-XVI).

B.4. Training Programmes Sponsored by Government

During the year under review 5 Government Sponsored Training Programmes (all 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 1997-98, the research projects undertaken by the members of faculty and research staff under CMDS are given in Annexure-XVIII.

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) A renowned faculty member have joined this Centre. 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. 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. Prof. R. K. Dasgupta gave the Swami Vivekananda Memorial Oration on 19.9.97 and the Mahatma Gandhi Memorial Oration was given by Dr. Kamala Chowdhury on 17.10.97. The Rabindranath Tagore Memorial Lecture was given by Mr. C. R. Irani, Editor, The Statesman on "Managing Power in Independent India" on 8.1.98. Besides organising such orations and lectures, the Centre also conducts workshops/classes for outside participants.

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 1997-98 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Thirtythird Annual Convocation of the Institute was held on the 7th March, 1998. The Chief Guest was Prof. Jayanta K. Ghosh, Jawaharlal Nehru Professor, Indian Statistical Institute. Dr. Subrata Ganguly, Chairman, Board of Governors of IIMC, presided over the function.

In this Convocation, 223 students received the Post Graduate Diploma in Management (PGDM); 44 students (3rd Batch) received the Post Graduate Diploma in Computer Aided Management (PGDCM); 4 students received the "Fellow of the Institute"; and 58 students (2nd 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 33rd 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 have installed an EPABX system using 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).

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. The Institute has also got connected to INTERNET, a superhighway of information and knowlege. The Institute's homepage can accessed at www.iimcal.ac.in.

6. SEMINARS/WORKSHOPS/CONFERENCES

- a) The following internal seminars were held under the programme started by the Economics Group of the Institute recently for better academic exchange amongst our faculty:
- i) "Efficiency based Decision Rules for Production Planning and Control", by Shri C. Krishna Kumar on April 16, 1997.
 - ii) "The Political Economy of a firm's internal wage policy" by Prof. Debashish Bhattacharjee on April 24, 1997.
 - iii) "Optional pricing and facility provision in a Queue : The case of a riverine port" by Prof. Aniruddha Dasgupta on April 30, 1997.
- b) Prof. S. Kannan, University of Michigan, Ann Arbor, gave a Seminar on "Operational Origins of the Cost of Complexity with Fixed Assets" in the Campus on 26.6.97.
- c) Dr. Indrajit Ray, University of York, U.K. gave a seminar on "Slot Allocation : Competition Between Firms when Consumers are boundedly rational" in the Campus on 4.8.97.
- d) Dr. Abhijit Banerjee, Professor of Economics, MIT, USA, gave a seminar on "The Informational Approach to Political Economy" in the Campus on 18.8.97.
- e) Dr. Subhabrata Sen, Distinguished Member of the Technical Staff, Bell Communication Research, USA, gave a seminar on "Applications of Operations Research in Telecommunication" in the Campus on 21.8.97.
- f) The Institute, in collaboration with Max Mueller Bhavan, Calcutta, organised an International Seminar on "Gandhi and India" at Max Meuller Bhavan, during Nov 26-27, 1997. The aim was to take an objective view of Gandhi's personality, his historical role and his contemporary relevance, on the occasion of the fiftieth anniversary of independence of India and Gandhi's death. The Seminar attempted an assessment with an open mind beyond dogmatic stands and parochial and sectarian views, raising questions and attempting to provide fresh answers as far as possible. The participants included Prof. Budhadeva Bhattacharya, Prof. D. P. Chattopadhyay, Prof. Arun Das Gupta, Prof. Ashin Das Gupta, Prof. Amlan Dutta, Prof. Dr. Theodor Ebert, Prof. Minoru Kasai, Prof. Mukund Lath, Prof. Fatima Meer, Prof. D. R. Nagaraj, Prof. B. R. Nanda, Prof. Nandu Ram, Prof. Sibnarayan Roy, Prof. Ramashray Ray, Pof. Gene Sharp and Prof. Ramjee Singh. Prof. Surendra Munshi, Sociology Group of our Institute was the Academic Coordinator.
- g) Dr. J. K. Sengupta, Professor of Economics and Operations Research, University of California, USA, conducted the following Seminars in the Campus:
- i) "Analysing Managerial Efficiency by DEA Models" on 17.11.1997

- ii) "International Volatility in Foreign Exchange Markets" on 19.11.1997. "
- h) Shri Murali Srinivasan, Manager (Trg. & Devpt.), Standard Chartered Bank, Mumbai, gave a seminar at the campus on the 20th Nov '97.
- i) Seminar by Dr. Margaret Boden, Professor of Philosophy and Psychology, University of Sussex on "Dimensions of Creativity" on 9.12.1997 at the campus.
- j) Seminar by Dr. Sudipto Bhattacharya, Professor, Economics and Finance, London School of Economics, on "Bargaining and Sharing Knowledge" on 30.12.97 at the campus.
- k) Seminar by Dr. Alex Callinicos, Professor of Political Science, University of York on "Post Modernism and its Critique" on 14.1.1998 at the Campus.
- l) The Institute organised the Golden Jubilee Lecture by Mr. Swaminathan S.A. Aiyar, Consulting Editor, The Economic Times, at MCHV, on 5.2.1998.
- m) Seminar by Prof. Anju Seth of the University of Illinois, Urbana-Champaign on "Corporate Governance in the International Context" on 2.1.1998.
- n) Talk by Dr. Kaushik Chowdhury of the National Institute of Public Finance and Policy on "Long Run Real Exchange Rates and the Oil Prices" on 7.1.98.
- o) Tagore Memorial Lecture by Mr. C. R. Irani, Editor, The Statesman on "Managing Power in Independent India" on 8.1.98 at MCHV.
- p) Mr. Bimal Giri, Manager, National Securities Depository Limited, Mumbai, visited the Institute during Januar 2-3, 1998 and made presentation to the students on "Scripless trading and its impact on the Capital Markets".
- q) Prof. Mukul Mazumdar, Cornell University, who is a leading figure in Economic Theory and an acknowledged expert in Dynamic Economics, gave a Seminar at the Campus on 11.12.1997.
- r) Mr. A. Nath Srivastava, Founder and President of the Manufacturing Diagnostics Group Inc., Boston, USA, delivered a talk on "Manufacturing Systems for the 21st Century" at the Campus on 2.12.1997.
- s) Prof. B. Khumawalia, Houston University, USA, visited the Institute on 1.12.98 and delivered two talks on the topics "An Empirical Comparison of Table Search, Simulated Annealing and Genetic Algorithms for Facilities Location Problem" and "Best MPC : Practices : A Comparative Analysis".
- t) Shri J. K. Banerji of the Lal Bahadur Shastri Academy of Administration, Mussorie, addressed a Seminar on "Good Nutritional Thinking in Action - An Integral Aspect of Healthy Management" at the Campus on 27.1.98.

- u) Dr. D. Khushari from Rutgers University, USA, currently a Visiting Professor in the Institute (short term) gave a talk on 15.1.98 at the campus on "Finding Confidence Bound using two stage data".
- v) Dr. Sugata Dasgupta, Deptt. of Economics, MIT and Deptt. of Political Science, Michigan State University, gave a Seminar on "Rigidities of the Electoral System" at the Campus on 12.1.98.
- w) Dr. Anne Chappuis of the University of Rouen and Head of "Decision Graphics", a private consulting firm spoke on "Geographical Management Information Systems and Data Mining as an Aid for Decision" on 5.1.98.
- x) Dr. Manishi Roy, a Psychological Anthropologist and Jungian Psychotherapist with a private practice in Marion, Massachusetts spoke on "Psychology and the Business World : balancing the Masculine and the Feminine" on 17.12.97 at the campus.
- y) Dr. Arunava Mukherjee, Professor in the University of Florida, USA, delivered a talk on 18.2.98 at the campus on "Identification of the Parameters by the Distribution of the Minimum".
- z) The United States Educational Foundation in India (USEFI), jointly with MCHV, organised in the MCHV Auditorium, a Seminar on "The Tradition of Non-Violence: the American Experience and the Gandhian" on 27.2.98. The Speakers were Prof. Michael True, Fulbright Visiting Professor, and Prof. Amlan Dutta.

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 21st All India Library Conference of IASLIC, held at Tamil Nadu Agriculture University during Dec 26-29, 1997 and presented a paper titled "Information Superhighway : its impact on Library and Information Services"

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 32 individuals and 8 institutions enrolled for Library Membership.

9. CAMPUS DEVELOPMENT

9.1 The following new projects were taken up for implementations :

- i) an indoor sports facility with two Badminton Courts and one Multi-Gym.
- ii) a swimming pool with all facilities.
- iii) construction of 24 Quarters for married students.

9.2 All the Lecture Galleries have been airconditioned. Further completed works include :

- i) Construction of a recreation room for the students staying in the Tagore Hall and its Extension.
- ii) Construction of space for Car Parking at the MDP, and installation of 300 KVA L.T. Power Capacitor 10 stage automatic power factor connection Control Panel.

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) Dr. Raja Ram Panda of Japan Foundation visited the Institute on 8.4.97 and had discussion with Director.
- ii) Dr. Christopher Bern Brock of IBM Global Campus visited the Institute on 16.4.97 and had discussion with Director and Faculty on collaboration.
- iii) Shri Gaurav Swarup, President, Indian Chamber of Commerce and Shri Nasif Arif, Secretary General, Indian Chamber of Commerce, visited the campus on 30.4.97 to offer a Chair Professorship on Business History to IIMC on the occasion of the 50th anniversary of India's Independence.

- iv) Mrs. D. Sur, Australian Consulate, Bombay, visited the Institute on 7.5.97 for a discussion with the Director about the various activities of the Institute.
- v) ODA Team visited the Institute on 22.5.97 and had discussion with the Director about the Health Management activities of the Institute.
- vi) Dr. Kenneth Hoadley, ex-Dean of Arthur D. Little School of Management, USA, visited the Institute on 26.5.97 and had discussions with the Director.
- vii) Shri M. Jasimuddin from the Commonwealth Secretariat visited the Campus on 10.6.97 and had discussions about the possibilities of joint programmes with the Commonwealth Secretariat.
- ix) (Ms.) Dominique Raymond from Switzerland visited campus (including MCHV) during July 16-17, 1997. (the request came through CII, New Delhi).
- x) Mr. Priantha Seresinhe, Group Human Resources Director, The Maharaja Organisation Ltd., Colombo, Sri Lanka, met the Director on 24.10.97 at Hotel Taj Bengal.
- xi) Dr. Heinrich Dieckmann, new German Ambassador to India, while on a visit to Calcutta during Nov 23-25, 1997 visited the Institute on 24.11.97 and had discussions with the Director and faculty.
- xii) Prof. Christine Ennew, School of Management & Finance, University of Nottingham, Nottingham, UK, visited the Institute on 13.11.97 and gave a seminar.
- xiii) Prof. Jyoti Gupta, Dean of the School of Management, Asian Institute of Technology, Bangkok, visited the Institute during Nov 22-25, 1997 and had discussions with the Director on possible areas of collaboration.
- xiv) Mr. John Sedlins of the Fulbright Office in Washington DC, who looks after Fulbright Academic Exchanges for North Africa, the Middle East and South Asia visited the Institute on 9.2.8 and had discussions with the Director and Faculty.
- xv) Mr. K. T. Chandy, Founder Director of the Institute visited the Institute on 21.1.98 and had discussions with the Director and Faculty.
- xvi) Mr. Alex Schumacher, Director, International Programme, Otto Beisheim Graduate School of Management, Germany, visited the Institute during February 8-10, 1998 to explore the possibility of exchange programmes with our Institute.

11. FACULTY ON LEAVE

1. Prof. Nalinaksha Bhattacharya
2. Prof. A. P. Arora
3. Prof. Sujit K. Basu

12. FACULTY AND OTHER SENIOR OFFICERS RETIRED/RESIGNED

1. Prof. Ajeet N. Mathur
2. Prof. Ramprasad Sengupta
3. Prof. M.P. Vithal
4. Prof. Ranjeet K. Sau
5. Prof. Anil Sengupta

13. ACADEMIC ADMINISTRATION (As on 31.03.1998)

1. Chairman, Post Graduate Programme & Fellowship
Prof. Nilotpal Chakravarti
2. Chairman, Fellowship
Prof. Anup K. Sinha
3. Chairman, Admissions
Prof. V. N. Reddy
4. Chairman, Placement & Alumni
Prof. B. N. Srivastava
5. Chairman, Extension Programme & PGDBM/PGCGM
Prof. Rabin Ganguly
6. Chairman, Computer Allocation & Installation Committee
Prof. Raghendra Chattopadhyay
7. Chairman, Consultancy & Management Development Programmes
Prof. Subir Bhattacharyya
8. Chairman, Publications & CMDS
Prof. Anup K. Sinha
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-Chairman, Library Committee
Prof. S. Munshi
14. Editor, DECISION
Prof. Anup K. Sinha
15. Faculty Convenor
Prof. Anup K. Sinha
16. Convenor, IPC
Prof. Asim K. Pal
17. Provost
Prof. Saibal Chattopadhyay

14. GROUP COORDINATORS (AS ON 31.3.98)

- | | | | |
|----|-------------------------------|---|-----------------------------|
| 1. | Economics | : | Prof. Sudip Chaudhuri |
| 2. | Environment | : | Prof. Sumit Guha |
| 3. | Human Resources | : | Prof. P. K. Sett |
| 4. | Behavioural Sciences | : | Prof. Sunita Singh Sengupta |
| 5. | Sociology | : | Prof. Madhu S. Mishra |
| 6. | Management Information System | : | Prof. Rahul Roy |
| 7. | Operations Management | : | Prof. Nilotpal Chakravarti |
| 8. | Regional Development | : | Prof. Annapurna Shaw |
| 9. | Strategic Management | : | Prof. Ranjan Das |

15. LIST OF FACULTY MEMBERS (AS ON 31.3.1998)

DIRECTOR

Prof. Amitava Bose,
M.A.(Delhi), M.A.,Ph.D.(Rochester)

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. 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. Raghendra 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

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

HUMAN RESOURCES :

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. 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

Dr. Deb Chatterji, Managing Director, The BOC Group, New Jersey, USA

Dr. Ashoke Ganguly, Chairman, ICI India Ltd.

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 T. T. Mukhopadhyay	:	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

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 1998**

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

1. Dr. Subrata Ganguly, Vice Chairman, ACC Ltd.

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 Sudhir Nath]
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
Chief Secretary,
Government of West Bengal,
Writers Building
Calcutta - 700 001.
6. Shri P. Bhattacharya,
Secretary
Refugee Relief & Rehabilitation Dept.
Govt. of West Bengal,
Calcutta - 700 001.

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

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

ANNEXURE-I (Contd.)

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.
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. **Dr. Bansidhar Panda**
Chairman & Managing Director
Indian Metals & Ferro Alloys
IMFA Building, Bhumikhal
P.O - Rasulgarh
Bhubhaneswar - 751 010

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

ANNEXURE-I (contd.)

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. Amitava Bagchi
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.
25. Prof. B. N. Srivastava
Indian Institute of Management Calcutta
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.

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

26. Prof. Amitava Bose
Director,
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.

Secretary to the Board of Governors

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

POST GRADUATE PROGRAMME ADMISSIONS (1987-1999)

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
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)
1996-98	32821	901 (2.75)	430 (1.31)
1997-99	39932	1267 (3.17)	468 (1.17)

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 (7.6)	100 (2.5)
1997-99	7629	418 (5.47)	102 (1.33)

Figures in parenthesis are percentage of the

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 35th SESSION OF PGP
1998-2000**

Centre	General	S.C/S.T	Total
Bombay	189	50	239
Calcutta	101	39	140
Delhi	289	55	344
Chennai	210	58	268
Total	789	202	991

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1987-1999)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
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
1997-99	9 (04.0)	7 (03.0)	7 (03.0)	214 (90.0)	237

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

**LIST OF ORGANISATIONS WHERE THE PGP STUDENTS
WORKED FOR THEIR SUMMER PROJECTS IN MAY-JUNE 1998**

Sl. No.	Name of the Organization	No.of Students	Sl. No.	Name of Organization	No.of Students
01.	AP Diary Dev. Corp. Ltd.	04	22.	Colgate Palmolive (I) Ltd.	02
02.	ABN Amro Bank.	03	23.	Corn Products Company Ltd.	01
03.	ACC Ltd.	03	24.	Credit Suisse First Boston	02
04.	ANZ Grindlays Bank	10	25.	CRISIL	03
05.	Anand Corp. Serv. Ltd.	03	26.	Deutsche Morgan Grenfell	01
06.	Asian Paints (I) Ltd.	03	27.	Ernst & Young	03
07.	American Express Bank	01	28.	Escort Leasing & Fin. Ltd.	01
08.	Arthur Andersen & Co.	02	29.	Fisher Rosemount India.	02
09.	Avco Fin. Serv. Ltd.	01	30.	Galaxy Surfactants	02
10.	Bank of America	03	31.	G E Capital India	01
11.	Bank of Baroda	03	32.	Global Synergies Ltd.	02
12.	Barclays Bank PLC	01	33.	Godrej & Boyce Mfg. Co.	02
13.	Bennett Coleman & Co.	07	34.	Godrej G E Manufacturing Co.	02
14.	Blow Plast Limited	02	35.	Godrej Pilsbury	01
15.	Booz Allen & Hamilton	02	36.	Godrej Soaps Pvt. Ltd.	07
16.	British Oxygen Company	02	37.	Good Year	01
17.	C-DOT (Telecom Technology)	02	38.	Hero Honda Motors	09
18.	Citizen Cooperative Bank	01	39.	Hindusthan Gas & Industries	02
19.	Cadbury India Limited	02	40.	Hindusthan Thompson Associates	02
20.	Chloride Industries	01	41.	Hongkong Bank	05
21.	Citibank NA	10	42.	IBP Caltex Ltd.	02

Sl. No.	Name of the Organization	No. of Students	Sl. No.	Name of Organization	No. of Students
43.	ICI India Ltd.	05	67.	Monsanto Chemicals	02
44.	ICICI Banking Corp. Ltd.	04	68.	Mudra Communications Ltd.	02
45.	ICICI Group	10	69.	NOCIL	01
46.	IL & FS	01	70.	Nestle India Limited	02
47.	Indian Aluminium Co. Ltd.	02	71.	Oil & Natural Gas Corp. Ltd.	04
48.	Indian Market Research Bureau	01	72.	Olam International	03
49.	Indian Oil Corp. Ltd.	05	73.	Pepsico India Holdings	01
50.	Indian Revenue Service	01	74.	Philips India Limited	04
51.	Industrial Finance Corpn.	02	75.	Price Waterhouse Associates	17
52.	Infosys Technologies Ltd.	01	76.	Procter & Gamble	08
53.	ITC Bhadrachalam	01	77.	RPG Enterprises	04
54.	ITC Ltd.	06	78.	Ramco Systems	05
55.	ITW Signode Ltd.	03	79.	Reliance Industries Limited	03
56.	J M Financial Services	01	80.	Reliance Telecom	18
57.	Johnson & Johnson Ltd.	02	81.	Reserve Bank of India	02
58.	KPMG Peat Marwick	05	82.	Ranbaxy Laboratories Ltd.	03
59.	Lakme Limited	01	83.	Reckitt & Coleman	01
60.	Larsen & Toubro Limited	04	84.	Seagram India	03
61.	Mahindra & Mahindra Ltd.	06	85.	Smithkline Beecham	06
62.	Marico Industries Limited	03	86.	Southern Petrochemicals (SPIC)	01
63.	Maruti Udyog Ltd.	03	87.	Standard Chartered Bank	03
64.	Microland Ltd.	03	88.	Star TV-News Television India	01
65.	MIRC Electronics Ltd.	04	89.	Steel Authority of India	04
66.	Modi Xerox Ltd.	02	90.	Tata Administrative Services	04

ANNEXURE-V(Contd.)

Sl. No.	Name of the Organization	No.of Students	Sl. No.	Name of Organization	No.of Students
91.	Tata Interactive Systems	03			
92.	Tata Steel	07			
93.	The Ananda Bazar Patrika Ltd.	03			
94.	Unilever Group of Comp.	15			
95.	Unit Trust of India	02			
96.	Whirlpool Corporation	02			
97.	Wipro Corporation	02			

**LIST OF OPTIONAL COURSES OFFERED DURING 1997-98
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. Queuing 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

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 33RD BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
ON 29 AUGUST, 1997 BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

<u>Name of the Students</u>	<u>Name of the Prize</u>
Prashant Gupta	Agarwal Charitable Trust & Central Bank of India Specialization Prize in Finance
Ashish Goel	Standard Chartered Bank Award
S. Jairam	FAIR Prize
Rahul Chowdhuri	T.T. Krishnamachary Prize
Aseem Agarwal	FAIR & T.T. Krishnamachary Prize
Nitin Kohli	Sriram Smarak Nidhi Award
Sriram Shrinivasan	BPL Prize
Hemant Narang	Bank of America & T T Krishnamachary Prize
Sagato Mukherjee	B.P. Poddar Award
Sumit Babulal Gupta	B.P. Poddar Award
Rajiv Ahuja	HLL Award
Meera Subramanian(Ms)	Bank of America Prize
Amit Khanna	Bank of America Prize
Anuj Chabra	Dr. K. Nath Public Trust Award
Rahul Mittal	Dr. K. Nath Public Trust Award
Tejinderpal Singh Miglani	Dr. K. Nath Public Trust Award
Tayi Sreeram	India Carbon Prize
Puneet Pamnani	India Carbon Prize
Raman Sibal	India Carbon Prize

<u>Name of the Students</u>	<u>Name of the Prize</u>
Krishnakumar Vaidyanathan	India Carbon Prize
Kiran Kumar Jain	India Carbon Prize
Senthilkumar H.	India Carbon Prize
Mohit Gupta	CITIBANK
G. Sundarraman	CITIBANK
Srikumar Girija V. Menon	CITIBANK
Saurav Bhattacharyya	ITC Prize
Abhishek Bhatia	ITC Prize
Pravin Moreshwar Dudhe	DVC Award
Saurabh Tripathi	HCL Corporation Prize
Amit Govind Goankar	Agarwal Charitable Trust Award
Soumya Dutta	Institute's Prize

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 33RD BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 07.3.98**

PGDM STUDENTS

Prashant Gupta (123/33)	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 for highest distinction
	6)	Name in the Institute's Honour Roll
	7)	P.C. Chandra Medal
Rahul Chowdhuri (313/33)	1)	Dr. B.C. Roy Silver Medal
	2)	Dr. B.S. Dua Memorial Prize for 2nd rank holder
	3)	Name in the Institute's Honour Roll
	4)	P.C. Chandra Medal
Sriram Srinivasan (175/33)	1)	Exide Award for Excellence to 3rd rank holder
	2)	Name in the Institute's Honour Roll
Aseem Agarwal (103/33)	1)	TIL Scholarship for 4th rank holder
	2)	Name in the Institute's Honour Roll
S. Jairam (131/33)	1)	Nestle India Award to 5th rank holder
	2)	Name in the Institute's Honour Roll
Ashish Goel (229/33)	1)	Indus Industries Award for 6th rank holder
Hemant Narang (262/33)	1)	Duncan Award for 7th rank holder
Raman Sibal (276/33)	1)	ABC Award for 8th rank holder
Krishnakumar Vaidyanathan (183/33)	1)	ABC Award for 8th rank holder
Amit Khanna (331/33)	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Company for 10th rank holder
Rajiv Ahuja (302/33)	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Company for 11th rank holder
Anuj Chandra (308/33)	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Company for 11th rank holder
Gaurav Deepak (315/33)	1)	Balmer Lawrie Award for 13th rank holder
Tejinderpal Singh Miglani (257/33)	1)	Balmer Lawrie Award for 13th rank holder

Rahul Mittal (145/33)	1) 2)	Balmer Lawrie Award for 15th rank holder CITIBANK Research Award
Sagatgo Mukherjee (147/33)	1)	Calcutta Port Trust Award for 16th rank holder
Gupta Sumit Babulal (128/33)	1)	Calcutta Port Trust Award for 16th rank holder
Sujata Ghosh (322/33)	1)	Calcutta Port Trust Award for 18th rank holder
Sujai Raina (356/33)	1) 2)	Calcutta Port Trust Award for 18th rank holder HCL Marketing Scholarship
Senthilkumar H (361/33)	1) 2)	DVC Medal & Scholarship for 20th rank holder CITIBANK Research Award
Shibasheesh Chakraborty (114/33)	1)	CITIBANK Leadership Award
Vivek Sunder (375/33)	1)	CITIBANK Leadership Award
M. Ramalingam (357/33)	1)	CITIBANK MCM Scholarship
Jasjyot T. Singh (365/33)	1)	B.S. Dua Memorial Prize for Organisational Ability
Rohit Bhandari (206/33)	1)	Dr.BC Roy Memorial Prize for outstanding contribution to campus life.
Alok Dugar (224/33)	1) 2)	Bharat Chamber of Commerce Medal for the most balanced and progressive outlook on management problems Appreciation Prize for contribution for creation of IIMC Homepage
Sriram Kumaraswami (371/33)	1)	Pawan Tyagi Prize for the best sportsman of the year 1997

Prizes/Award for PGDCM Students

Saurabh Tripathi (445/03)	1) 2) 3)	IIMC Gold Medal for 1st rank holder in PGDCM Dr. Jogendra Kumar Chowdhury Gold Medal Name in the Institute's Honour Roll
Gaonkar Amit Govind (413/03)	1) 2)	Smt. Indira Chowdhury Gold Medal for 2nd rank holder in PGDCM Name in the Institute's Honour Roll
Soumyo Dutta (412/03)	1) 2)	ACC Prize for 3rd rank holder Name in the Institute's Honour Roll
Nagnur Milind Madhav (430/03)	1)	COMPAQ Award

ANNEXURE - IX**STATEMENT OF HONOUR ROLL OF THE 33RD BATCH OF PGDM
(1996-98)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
125/33	Prashant Gupta	8.34	1
313/33	Rahul Chowdhuri	7.97	2
175/33	Sriram Shrinivasan	7.74	3
103/33	Aseem Agrawal	7.69	4
131/33	S Jairam	7.60	5

**STATEMENT OF HONOUR ROLL OF THE 3RD BATCH OF PGDCM
(1996-98)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
445/03	Saurabh Tripathi	8.11	1
413/03	Goankar Amit Govind	7.80	2
412/03	Soumyo Dutta	7.71	3

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION
(Over Five Years 1994-98)

PARTICULARS	PUBLIC					PRIVATE					TOTAL				
	1994	1995	1996	1997	1998	1994	1995	1996	1997	1998	1994	1995	1996	1997	1998
Permanent Placement	039	042	048	025	037	132	167	215	165	220	171	209	263	187	257
Summer Placement	017	018	014	024	038	165	251	179	231	297	182	269	193	255	325

PLACEMENT PROGRAMME : NATURE OF JOBS
(over five years 1994-98)

Type of Organisation	1994	1995	1996	1997	1998
Banking /Finance	063	068	087	054	052
Consumer Products	043	047	050	034	073
Chemical/Pharma/Fertilizer	004	015	021	016	002
Engineering/Energy	020	006	014	004	003
Textile	001	002	002	011	003
Automobile	006	000	008	012	008
Computer/Systems	016	019	030	029	057
Consultancy	009	032	027	018	040
Advertising	009	003	006	002	006
Other Services	000	017	018	007	013
	—	—	—	—	—
	171	209	263	187	257
	—	—	—	—	—

ANNEXURE XI

PERMANENT PLACEMENT - 1998 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.	Deutsche Morgan Grenfell	Consultancy
2.	Mitchell Madison Group	Consultancy
3.	Deloitte and Touche Consulting	Consultancy
4.	Ernst & Young	Consultancy
5.	Olam International	Trading
6.	Mitsubishi Chemicals	Projects
<u>Indian Private Sector Companies</u>		
1.	Tata Interactive Systems	Information Technology
2.	Corn Products Company Ltd.	FMCG
3.	Anand Group	Trading
4.	Reliance Telecom	Industrial Goods
5.	Modi Xerox Ltd.	Industrial Goods
6.	Mahindra & Mahindra Ltd.	Automobiles

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 1998**

Reg.No.	Name of the Student	Name of the Organization
33-109	Vikas Bali	A. T. Kearney, Inc.
33-107	Bivek Anand	A.F. Ferguson & Company
33-133	Indrajit Jhala	A.F. Ferguson & Company
33-249	Sanjiv C. Lochan	A.F. Ferguson & Company
33-315	Gaurav Deepak	A.F. Ferguson & Company
33-389	Maneesh Mohan	A.F. Ferguson & Company
33-135	Kale Jagdish P.	ABN Amro Bank N.V
33-288	Brinda Murty (Ms)	ABN Amro Bank N.V
33-108	Anand K	Ammirati Puris Lintas (Lintas India Limited)
33-118	Devesh Rai Gadegawalia	Ammirati Puris Lintas (Lintas India Limited)
33-264	Suchita Panda (Ms)	Ammirati Puris Lintas (Lintas India Limited)
33-216	Dinesh Ch. Biswas	Anand Group
03-447	Shailesh Venkatesh	ANZ Grindlays Bank Limited
33-159	Meenal Prasad (Ms)	ANZ Grindlays Bank Limited
33-257	T.P.S. Miglani	ANZ Grindlays Bank Limited
33-311	Manish Chhalani	ANZ Grindlays Bank Limited
33-325	Kiran K. Jain	ANZ Grindlays Bank Limited
33-387	Radhika Mayur Vyas (Ms)	ANZ Grindlays Bank Limited
33-106	Bijumohan A.T.	Arthur Andersen
33-136	Aditya Kaura	Arthur Andersen
33-175	Sriram Shrinivasan	Arthur Andersen
33-319	Utpal Dutta	Arthur Andersen
33-138	Kotla Rakesh	Ashima Syntex Limited
03-437	Suresh Ramu	Asian Paints (I) Limited
33-155	Deepanshu Pandita	Asian Paints (I) Limited
33-248	Lenka J. Naidu	Asian Paints (I) Limited
33-343	Sanjeev Moghe	Asian Paints (I) Limited
33-363	Saujanya Shrivastava	Asian Paints (I) Limited
33-308	Anuj Chabra	Bank of America
33-120	Shinjit Ghosh	Banque Nationale De Paris
33-171	Vijay Sarma	Birla Management Centre
33-286	Vaishnav Prashant Somesh	Blow Plast Limited

ANNEXURE XII(Contd.)

Reg.No.	Name of the Student	Name of the Organization
33-384	Gaurav Varshney	Blow Plast Limited
03-403	Agarwal Neeraj	Booz Allen & Hamilton
33-263	Puneet Pamnani	Booz Allen & Hamilton
03-448	Anshuman Verma	Cadbury India Limited
33-238	Amit Madhav Joshi	Cadbury India Limited
03-412	Soumyo Dutta	Citibank N.A.
03-414	Soumya Ghosal	Citibank N.A.
03-431	Harish Natarajan	Citibank N.A.
03-438	Ratikanta Sahu	Citibank N.A.
33-103	Aseem Agrawal	Citibank N.A.
33-132	Sanjay Jethwani	Citibank N.A.
33-178	Srinivas R. Nivarty	Citibank N.A.
33-188	Krishna Venugopal (Ms)	Citibank N.A.
33-227	C. Ganesh Kumar	Citibank N.A.
33-283	Vaibhav Tewari	Citibank N.A.
33-324	Prashant S. Hampihalikar	Citibank N.A.
33-332	Nitin Kohli	Citibank N.A.
33-345	Samiksha Nanda (Ms)	Citibank N.A.
33-356	Sujai Raina	Citibank N.A.
03-423	Harish Kumar	Coats Viyella India Ltd
33-181	Baljindar Singh Uppal	Coats Viyella India Ltd
33-140	Kislay Kumar	Corn Products Company India Limited
33-370	A.Sandeep Sreedharan	Corn Products Company India Limited
03-405	S.A. Arun	Deloitte & Touche Consulting Group LLC
03-406	Tanmay Bandyopadhyay	Deloitte & Touche Consulting Group LLC
03-449	Sandeep Walia	Deloitte & Touche Consulting Group LLC
33-137	Keshavan Subramanian	Deloitte & Touche Consulting Group LLC
33-139	Krishna Kumar K	Deloitte & Touche Consulting Group LLC
33-271	Subhendu Sahu	Deloitte & Touche Consulting Group LLC
33-372	P.Srinivas	Deloitte & Touche Consulting Group LLC
33-374	Amit Sudan	Deloitte & Touche Consulting Group LLC
33-379	Sreeram Tayi	Deloitte & Touche Consulting Group LLC
33-123	Aniruddh Gupta	Deutsche Morgan Grenfell
33-151	Nitin Nath	Deutsche Morgan Grenfell
03-446	Turaga Venkata Sridhar	Ernst & Young Pvt. Limited

Reg.No.	Name of the Student	Name of the Organization
33-272	Rupali Saluja (Ms)	Ernst & Young Pvt. Limited
33-302	Rajiv Ahuja	Ernst & Young Pvt. Limited
33-360	Anish K. Sarkar	Ernst & Young Pvt. Limited
33-365	Jasjyot T. Singh	Ernst & Young Pvt. Limited
33-381	H A Tulapurkar	Ernst & Young Pvt. Limited
33-217	Nilanjan Biswas	Godrej Soaps Limited
33-237	Jaideep A. Nair	Godrej Soaps Limited
33-354	Udayraj V.P.	Godrej Soaps Limited
03-402	Dheeraj Agarwal	Godrej-GE Appliances Ltd.
33-247	Lalit Kumar	Godrej-GE Appliances Ltd.
33-277	Vinay K. Singh	Godrej-GE Appliances Ltd.
33-339	Mamatha T (Ms)	Godrej-GE Appliances Ltd.
03-415	Gobi Shankar Thangaraj	HCL Corporation Limited
03-427	Anindya Mitra	HCL Corporation Limited
03-433	Ashish Prabhakar Paunika	HCL Corporation Limited
03-440	Ritesh Raj Saxena	HCL Corporation Limited
33-104	Nilesh O. Agarwal	HCL Corporation Limited
33-110	Sumit Banerjee	HCL Corporation Limited
33-122	Shubhradeep Guha	HCL Corporation Limited
33-153	Suresh E. Prabhala	HCL Corporation Limited
33-167	Rishanlang Rynjah	HCL Corporation Limited
33-174	Asheesh Sharma	HCL Corporation Limited
33-206	Pankaj B. Agarwal	HCL Corporation Limited
33-230	Gopalakrishnan R.	HCL Corporation Limited
33-233	Ranjan Goyal	HCL Corporation Limited
33-253	Jaikumar Mani	HCL Corporation Limited
33-260	Vikram P. Mulye	HCL Corporation Limited
33-274	Arjun Avtar Sethi	HCL Corporation Limited
33-321	Anindya Ghosh	HCL Corporation Limited
33-326	Pankaj P. Jathar	HCL Corporation Limited
33-333	Alok	HCL Corporation Limited
33-346	Vishal Narayan	HCL Corporation Limited
33-385	Nimish S. Vasishta	HCL Corporation Limited
33-317	Pravin M. Dudhe	Hero Honda Motors
33-146	Amit Mohta	Hindustan Lever Limited

ANNEXURE XII(Contd.)

Reg.No.	Name of the Student	Name of the Organization
33-337	Madhukar I.B.	Hindustan Lever Limited
33-349	Neeraj Gupta	Hindustan Lever Limited
33-252	Dipankar Mondal	Hindustan Petroleum Corpn.Limited
03-407	Sujit Kumar Basu	Hindustan Thompson Associates ✓
33-314	Vishal R. Dalal	Hindustan Thompson Associates
33-366	Priya Singh (Ms)	Hindustan Thompson Associates
03-428	Mohit Mittal	ICI India Limited <
33-186	Ron Vergis	ICI India Limited
33-215	Rana Bhattacharjee	ICI India Limited
33-371	Sriram Kumaraswami	ICI India Limited
33-128	Sumit Babulal Gupta	ICICI
33-141	Karthik S. Mahadevan	ICICI
33-145	Rahul Mittal	ICICI
33-147	Sagato Mukherjee	ICICI
33-229	Ashish Goel	ICICI
33-262	Hemant Narang	ICICI
33-279	Meera Subramanian(Ms)	ICICI
33-148	Lakshmiah B.Naidu	ICICI Banking Corporation
33-309	Rect Narain Chaudhuri	ICICI Banking Corporation
33-316	Deepak T. Ananth	ICICI Banking Corporation
33-152	Rajinder Nath	Indian Airlines
33-163	Rajesh Ranjan	Indian Airlines
33-270	Rakesh Kumar Roy	Indian Airlines
33-327	Karun K. Kak	Indian Airlines
33-307	Saurabh Bhattacharyya	Indian Express Newspapers (Bombay)
33-378	Prashant Tandon	Indian Express Newspapers (Bombay)
33-129	Vikas Gupta	Indian Market Research Bureau
03-420	Pradeep Kumar Jain	Industrial Development Bank of India ✓
33-268	Nanik Ramchandani	Industrial Development Bank of India
33-289	Ashwin B. Shetty	Industrial Development Bank of India
03-408	Vishal Bhatnagar	Infosys Technologies Ltd. ✓
03-409	Narayana B Puranika	Infosys Technologies Ltd. ✓
03-413	Amit Govind Gaonkar	Infosys Technologies Ltd. ✓
03-417	Komal Kumar Jain	Infosys Technologies Ltd. ✓
03-424	Kamal Maggon	Infosys Technologies Ltd. ✓
03-434	Niranjan Prasad	Infosys Technologies Ltd. ✓

Reg.No.	Name of the Student	Name of the Organization
03-451	Arun Raghavapudi	Infosys Technologies Ltd. ✓
33-126	Rekha Gupta (Ms)	Infosys Technologies Ltd.
33-127	Somesh Gupta	Infosys Technologies Ltd.
33-142	Dipanjan Majumder	Infosys Technologies Ltd.
33-144	Abhishek Mitra	Infosys Technologies Ltd.
33-162	Saurav De Purkayastha	Infosys Technologies Ltd.
33-170	Santhanakrishnan, S	Infosys Technologies Ltd.
33-207	Rajeev Agrawal	Infosys Technologies Ltd.
33-218	Pradipto Biswas	Infosys Technologies Ltd.
33-234	Harshavardhana B.G.	Infosys Technologies Ltd.
33-250	Madhu N. Kizhepat	Infosys Technologies Ltd.
33-266	Lokesh Prasad	Infosys Technologies Ltd.
33-388	Anil Hiranman Wagde	Infosys Technologies Ltd.
33-369	Indranil Som	ITW Signode India Limited
33-338	Ashutosh Malik	J.K. Organisation
33-355	Prasad Vankadari	J.K. Organisation
33-219	Gaurav P.S. Brar	Johnson & Johnson Limited
33-273	Vaibhav Saran	Johnson & Johnson Limited
33-285	Parth Udia	Johnson & Johnson Limited
33-161	Praveen K. Murmu	Mahindra & Mahindra Ltd.
03-401	Minal Agarwal	Marico Industries Limited ✓
33-214	Anoop G. Bhat	Marico Industries Limited
33-156	Sandeep S. Pangal	Marubeni India Pvt. Limited
33-330	Md. Khalid Atahar Khan	Marubeni India Pvt. Limited
03-429	Nirav Pramod Modi	Maruti Udyog Limited ✓
33-210	Rathindra Basu	Maruti Udyog Limited
33-243	Milind K. Katare	Maruti Udyog Limited
33-245	Amit Kumar	Maruti Udyog Limited
33-255	Rajeev N. Menon	Maruti Udyog Limited
33-301	Manav Aggarwal	Maruti Udyog Limited
33-335	Vikas Kumar	Maruti Udyog Limited
03-411	Prithwiraj Chowdhury	McKinsey & Company, Inc. ✓
33-125	Prashant Gupta	McKinsey & Company, Inc.
33-183	Krishnakumar V	McKinsey & Company, Inc.
33-331	Amit Khanna	McKinsey & Company, Inc.
03-432	Somnath Neogi	Microland Limited ✓

ANNEXURE XII(Contd.)

Reg.No.	Name of the Student	Name of the Organization
03-444	Srinivas Shankar	Microland Limited ✓
33-209	Banoth Praveen Kumar	Microland Limited
33-220	Sonali Chandra (Ms)	Microland Limited
33-269	Ravichandra Babu	Microland Limited
33-111	Bibhas Basumatary	MIRC Electronics Ltd.
33-115	Kanishka Das Gupta	MIRC Electronics Ltd.
33-160	Prasanna Mada	MIRC Electronics Ltd.
33-184	B.V. Venkata Raghava	MIRC Electronics Ltd.
33-208	Arikeri Sivaprasad	MIRC Electronics Ltd.
33-241	Kalluri K. Chandra	MIRC Electronics Ltd.
33-281	Mutyala Suresh Babu	MIRC Electronics Ltd.
33-303	S. Anand	MIRC Electronics Ltd.
33-362	Sharon F. Lamare (Ms)	MIRC Electronics Ltd.
33-351	Arvind Pandit	Mitchell Madison Group
33-305	Suraj Basumatary	Mitsubishi Chemical Corporation PTA India Corp. Pvt. Ltd.
33-231	Harpreet Grewal	Modi Xerox Ltd.
33-259	Mohit	Modi Xerox Ltd.
33-383	Aruna S Vengarai (Ms)	Modi Xerox Ltd.
33-121	Gopalakrishnan N	Monsanto Enterprises Pvt. Limited
33-336	Aditi Kumaria (Ms)	Nestle India Limited
03-442	Shashwat Sharma	Nexgen Information Solution Pvt Ltd ✓
33-265	Vishal P. Pasari	Nexgen Information Solution Pvt Ltd
33-386	Krupakar V Singampally	Nexgen Information Solution Pvt Ltd
03-421	Krishna Manishi	Oil & Natural Gas Corporation Ltd. ✓
33-143	Tapati S. Mondal (Ms)	Oil & Natural Gas Corporation Ltd.
33-376	Sunildatt Kunale	Oil & Natural Gas Corporation Ltd.
33-364	Dushyant J. Singh	Olam International
33-124	Mohit Gupta	Pepsico Holdings India Limited
33-154	Sameer K. Venkata P.	Pepsico Holdings India Limited
33-213	Bharath S. N.	Pepsico Holdings India Limited
33-173	Mandar B. Satpute	Philips India Limited
33-102	Aditya S. Agarwal	Power Finance Corporation Ltd.
33-242	Rana Kar	Power Finance Corporation Ltd.
33-105	Azizul Akbar	Price Waterhouse Associates
33-187	K. Vijay Anand	Price Waterhouse Associates
03-419	Manish Jain	Procter & Gamble India Limited ✓

ANNEXURE XII(Contd.)

Reg.No.	Name of the Student	Name of the Organization
33-150	Saurabh T. Nandi	Procter & Gamble India Limited
33-221	Kanishka Das	Procter & Gamble India Limited
33-280	G. Sundarraman	Procter & Gamble India Limited
33-359	Ramya Santhanam (Ms)	Procter & Gamble India Limited
33-375	Vivek Sunder	Procter & Gamble India Limited
03-404	Anand Natraj V	Ramco Systems ✓
03-416	M. Govindarajan	Ramco Systems ✓
33-101	Abhinav Anand	Ramco Systems
33-176	Srikanth V. Canchi	Ramco Systems
33-232	Manish Gupta	Ramco Systems
33-357	Ramalingam M	Ramco Systems
33-380	D. Thirumalai Nambi	Ramco Systems
33-329	Karthik P.R	Ranbaxy Laboratories Limited
33-368	Mahesh J. Sogal	Ranbaxy Laboratories Limited
33-117	Cyril A. Fernandes	Reliance Telecom
33-342	Bibhudev Misra	Reliance Telecom
33-358	Avik Saha	Reliance Telecom
03-430	Milind Madhav Nagnur	SBI Capital Markets Limited ✓
33-201	Bobby Abraham	SBI Capital Markets Limited
33-261	Pushpraj S. Nadar	SBI Capital Markets Limited
33-287	A. Vasanth	SBI Capital Markets Limited
33-172	Veerappa Satish	Seagram Manufacturing Pvt Limited
33-182	Kanchan Gowri V (Ms)	Seagram Manufacturing Pvt Limited
33-112	Abhishek Bhatia	SmithKline Beecham
33-114	Shibasheesh Chakraborty	SmithKline Beecham
33-177	Srinivas M. Idimadakala	SmithKline Beecham
33-180	Akhil Tayal	SmithKline Beecham
33-131	S. Jairam	Standard Chartered Bank
33-226	G. Ravi Shanker	Standard Chartered Bank
33-254	Rajesh Manwani	Standard Chartered Bank
33-367	Sudip Singh	Tata Administrative Service
33-256	Sreekumar G. Menon	Tata Interactive Systems Limited
33-312	Sucharita Choudhury (Ms)	Tata Interactive Systems Limited
33-113	Maharshi B. Chakrabarti	Tata Iron & Steel Company Limited
33-164	Nilanjan Ray	Tata Iron & Steel Company Limited
33-224	Alok Dugar	Tata Iron & Steel Company Limited

ANNEXURE XII(Contd.)

Reg.No.	Name of the Student	Name of the Organization
FP593	C. Krishna Kumar	Tata Iron & Steel Company Limited
33-225	Indraneel Dutt	Tata Strategic Management Group
33-322	Sujata Ghosh (Ms)	Tata Strategic Management Group
33-361	H. Senthil Kumar	Tata Strategic Management Group
03-445	Saurabh Tripathi	The Boston Consulting Group ✓
33-258	Ganesh Mohan	The Boston Consulting Group
33-313	Rahul Chowdhri	The Boston Consulting Group
33-306	Rohit Bhandari	The Hongkong & Shanghai Banking Corporation
33-320	Rohit Garg	The Hongkong & Shanghai Banking Corporation
33-212	Pushkar J. Bhadani	Unit Trust of India
33-328	Madan Karnani	Unit Trust of India

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1998

	<u>Annual Salary</u>	
	<u>PGDM</u>	<u>PGDCM</u>
Highest	Rs.28,00,000	Rs.24,00,000
Lowest	Rs.1,24,200	Rs.1,24,200
Average	Rs.3,05,547	Rs.3,32,018

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 1998**

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industries</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Advertising	06	06
Banking & Finance	57	52
Information Technology	65	57
Consumer Products(FMCG)*	80	73
Consultancy	40	40
Industrial Goods	20	16
Media	03	03
Others Services	14	10
	<hr/>	<hr/>
Total	285	257
	<hr/>	<hr/>

*FMCG - Fast Moving Consumer Goods

Sectorwise job Offiers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	38	37
Private Sector	247	220
	<hr/>	<hr/>
	285	257
	<hr/>	<hr/>

MANAGEMENT DEVELOPMENT PROGRAMMES 1997-98

Sl No.	Title of the Programme	Date	No. of Participants	Programme Director
1.	Successful Implementation of Strategy and annual Plan	Apr. 21-22 1997	13	Prof. Ranjan Das
2.	Industry Structure and Competitive Strategy	May 12-14 1997	8	Prof. Ranjan Das
3.	Manufacturing Competitiveness	May 20-22 1997	10	Prof. Ranjan Das
4.	Management of Professionals	June 2-6 1997	7	Prof. Pulak Das
5.	Managers and Acquisitions	June 11-16 1997	15	Prof. Ranjan Das
6.	Strategic Marketing	July 10-12 1997	17	Prof. Ranjan Das
7.	Achieving Outstanding Performance	Aug. 7-9 1997	14	Prof. Ranjan Das
8.	Focussing IT and HRD for Managing Change	Sept. 11-13 1997	09	Prof. Ranjan Das
9.	Management Performance 1997	Sept. 18-20	34	Prof. S.K. Chakraborty
10.	Recent Advances in Inventory Management	Sept. 22-26 1997	11	Prof. M.N. Pal Prof. A.K. Chatterjee
11.	Emerging Issues in Technology Sourcing and Development	Sept. 25-27 1997	09	Prof. S.D. Moitra Prof. Biju P. Abraham
12.	General Management with focus on Strategic Issues	Nov. 3-7 1997	11	Prof. M.N. Pal Prof. B.K. Sinha
13.	Differentiation and Niche Strategies	Nov. 3-6 1997	08	Prof. R. Majumdar
14.	Human Resource Management for Non-Personnel Executives	Nov. 3-7 1997	15	Prof. P.K. Sett

ANNEXURE XV

Sl No.	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director</u>
15.	Strategic Management and Company Finances	Nov. 13-15 1997	09	Prof. Ranjan Das
16.	Communication and Presentation Skills	Nov. 17-21 1997	26	Prof. Binod Kumar
17.	Managing Scientists and Technologists	Nov. 12-21 1997	09	Prof. Pulak Das
18.	Industrial Marketing Strategy	Nov. 17-19 1997	16	Prof. R.C. Bhattacharya
19.	Management Information System	Nov. 27-29 1997	08	Prof. Rahul Roy
20.	Strategic Brand Management	Dec. 11-14 1997	43	Prof. S. Sengupta
21.	Project Management	Dec. 15-19 1997	14	Prof. M.N. Pal Prof. Bani K. Sinha
22.	Women in Management	Dec. 15-17 1997	11	Prof. U. Rajadhyaksha
23.	Internet Multimedia and Emerging Business Trends	Dec. 19-21 1997	9	Prof. U. Sarkar
24.	Management by Human Values	Jan. 4-10 1998	56	Prof. S.K. Chakraborty
25.	Negotiating Your Way to Success	Jan. 12-15 1998	17	Prof. B.N. Srivastava
26.	Managerial Leadership and Team Effectiveness	Jan. 27-31 1998	30	Prof. Binod Kumar
27.	Managerial Leadership and Conflict Resolution	Feb. 2-9 1998	10	Prof. B.N. Srivastava
28.	Adding Customer Value A programme on Marketing	Feb. 2-4 1998	13	Prof. R.C. Bhattacharya
29.	Technology Management at Company Level	Feb. 12-14 1998	7	Prof. Ranjan Das Prof. S.D. Moitra

IN COMPANY TRAINING PROGRAMMES - 1997-98

<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.	3rd Human Values Workshop on Orientation for Health and Family Welfare Deptt. Govt. of India	Apr. 17-11 1997	MCHV	39	Prof. S.K. Chakraborty
2.	Human Values Programme for Bank of Maharashtra	Apr. 14-16 1997	Pune	20	Prof. S.K. Chakraborty
3.	Human Values Programme for Yeshwant Rao Academy of Development Administration	Apr. 17-18 1997	Pune	20	Prof. S.K. Chakraborty
4.	Human Values Programme for Reserve Bank of India	Apr. 21-23 1997	Bombay	25	Prof. S.K. Chakraborty Prof. B.K. Chatterjee
5.	Human Values Workshop for Bengal Ambuja, Ganapati Greenfields.	Apr.30 May 1 1997	MCHV	24	Prof. S.K. Chakraborty
6.	4th Human Values Workshop for Health & Family Welfare Deptt., Govt. of West Bengal	May 5-9 1997	MCHV	37	Prof. S.K. Chakraborty
7.	"Improving Managerial Effectiveness" for the Managers of Allahabad	Apr.21-May17 1997 (4 Programmes on different dates)	Great Eastern Hotel	100	Prof. H. Bhattacharya Prof. Mousumi Ghosh
8.	Specialised marketing Management Programme for SAIL Management Trainee	May 9-30 1997	Joka Campus	8	Prof. R. Majumdar
9.	Management Development Workshop for Senior State Level Health Administrators for 12 Eastern & North Eastern Region(Sponsored by WHO/NIH&FW, New Delhi)	May 5-7 1997	Joka Campus	24	Prof. M.S. Mishra

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>
10.	Management Development Workshop on Health and Family Welfare Management for Senior level Health Administrators from 12 Eastern and North Eastern States (sponsored by WHO/NIH&FW, New Delhi)	May 15-19 1997	Joka Campus	38	Prof. M.S. Mishra
11.	Training Programmes for Executives of Allahabad Bank	June 23- July 12 1997	Tata Hall	26	Prof. H. Bhattacharya
12.	- do -	July 14- Aug. 2 1997	-do-	25	- do -
13.	- do -	Aug 25- Sept.13 1997	-do-	25	- do -
14.	Achieving Managerial Excellence through Self and Role Effectiveness for SQL Star International Ltd.	June 5-8 1997	Hyderabad		Prof. Binod Kumar
15.	- do -	July 3-7 1997	New Delhi		- do -
16.	Human Values Workshop for State Bank of India	June 16-18 1997	Tata Hall	30	Prof. S.K. Chakraborty
	Human Values Workshop for IFFCO Managers	July 2-5 1997	Tata Hall/ MCHV	30	- do -
17.	Human Values Workshop for State Bank of India	Jul. 14-16 1997	-do-	30	-do-
18.	Human Values Workshop for SREI-International Group of Top Management	Aug 4-8 1997	-do-	25	-do-

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>
19.	Human Values Workshop for Bengal Ambuja Group	Aug. 10-12 1997	-do-	22	-do-
20.	Human Values Workshop for Sr.Managers of IOCL, New Delhi	Sept 8-10 1997	New Delhi	20	Prof. S.K. Chakraborty Prof. B.K. Chatterjee
21.	Workshop on Human Values for SBI Officers	Sept. 14-16 1997	MCHV	29	Prof. S.K. Chakraborty Prof. B.K. Chatterjee
22.	Strategic Management for Corporate Leadership (for Murugappa Group)	Sept. 28- Oct.6, 1997	Tata Hall	14	Prof. Sushil Khaanna Prof. Ranjan Das
23.	Workshop on Managerial Leadership Development for Officers of Hind Motors	Sept 30- Oct.2, 1997	HMTC	25	Prof. Binod Kumar
24.	Advanced Management Programme on General Management: Strategic Issues for Sr.Managers & Vice Presidents of S K Birla Group of Companies	Oct. 3-15 1997	Tata Hall	24	Prof. M.N. Pal
25.	Workshop on Human Values for Ganapati Greenfields Ltd.	Oct. 4-6 1997	Tata Hall	26	Prof. S.K. Chakraborty Prof. B.K. Chatterjee
26.	Programme on MDP for Executives of R S Software India	Oct 16-18 1997	Tata Hall	29	Prof. Binod Kumar
27.	Workshop on Human Values for SBI Top Management	Oct 20-22 1997	MCHV	23	Prof. S.K. Chakraborty Prof. B.K. Chatterjee
28.	Managerial Effectiveness and Human Values for Gujarat Ambuja Cement Ltd.	Oct.10- Nov 12 1997	MCHV	27	Prof. S.K. Chakraborty
29.	Programme on Contract Bid Package Preparation and Arbitration, for ONGC Officers	Nov 8-12 1997	Tata Hall	10	Prof. Ranjan Das

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>
30.	Management by Human Values (for Officers of Punjab & Sind Bank)	Dec. 8-10 1997	Tata Hall	21	Prof. S.K. Chakraborty
31.	Concepts and Strategic Issues in General Management for Senior Executives of S K Birla Group of Companies	Dec 20-21 1997	Tata Hall	24	Prof. M.N. Pal
32.	Achieving Managerial Excellence through self & role effectiveness for SQL Star International Limited	Dec 12-13 1997	Calcutta	25	Prof. Binod Kumar
33.	- do -	Jan. 24-25 1998	Bhubaneswar	25	Prof. Binod Kumar
34.	MDP for Rajasthan Institute of Cooperative Education and Management	Dec. 16-20 1997	Jaipur	25	Prof. Binod Kumar
35.	Understanding and Implementation of Environment Management System for DVC and Management	Dec. 9-11 1997	DVC Towers Calcutta	25	Prof. Rabin Ganguly

ANNEXURE XVII**GOVT. SPONSORED TRAINING PROGRAMMES DURING 1997-98****For IAS Officers**

Sl. No.	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	Management information Systems in Forestry for IFS Officers	July 21-25 1997	Tata Hall	12	Prof. Rahul Roy
2.	Training Programme for Senior Level IAS Officers	Aug. 12-Sept. 5 1997	Tata Hall	7	Prof. M.N. Pal
3.	Programme on General Management for middle level officers	Sept. 8-26 1997	Tata Hall	07	Prof. M.S. Mishra
4.	Management Control System	Oct 13-17 1997	Tata Hall	08	Prof. Ranjan Ghosh
5.	Managing under adverse environment	Oct 20-24 1997	Tata	15	Prof. Binod Kumar

**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 1997-98**

Sl.No.	Title of Project	Project Director(s)
1.	Restructuring of Research and Development Services in the Central Government - An evaluation of pay and Performance Reward System	Dr. Pulak Das
2.	Examination of the nature of work-family Conflict and coping strategies of Dual Career Couples	Prof. U. Rajadhyaksha
3.	Corporate restructuring in India 1991-1997 and updating of the Data Bank on Mergers & Acquisitions	Prof. Sushil Khanna
4.	Models of innovation performance	Prof. S.D. Moitra
5.	A Study of the Institutions and practices Governing the Forest Environment in India from C 1200 CE to the present.	Prof. Sumit Guha
6.	Various Robust Tests using weighted likelihood estimation	Prof. Sahadeb Sarkar
7.	Statistical inference using sequential and Multi stage methodologies	Prof. Saibal Chattopadhyay
8.	Design and Development of Approximation Algorithm for Tree Search	Prof. Uttam Kumar Sarkar
9.	Theoretical and Applied Statistics - Phase V	Prof. Rahul Mukherjee
10.	Towards a Career Resilient Workforce: An Exploratory Study	Prof. Sunita Singh Sengupta
11.	Economics of Business Policy	Dr. Anindya Sen
12.	Socio Economic Status of the out-of-school children in Rural West Bengal	Prof. V.N. Reddy Prof. R. Chattopadhyay
13.	The Structure of the Pharmaceutical industries in India	Prof. Sudip Chaudhuri
14.	Inducing Performance in Queue via Prices: The Case of Riverine Port. (old project, not included in the earlier Director's Report submitted on 17.9.1997)	Prof. Anirudda Dasgupta

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED
DURING 1997-98**

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
1.	Analysis risk for transportation of Coal	Eastern Rly Garden Reach, Calcutta	Prof. Ranjan Ghosh Prof. S.D. Moitra
2.	Corporate Restructuring at Madras Refineries	Madras Refineries Ltd.	Prof. Sushil Khanna
3.	Customer need survey in Gariahat Zone for Allahabad Bank	Allahabad Bank	Prof. H. Bhattacharya Prof. Mousumi Ghosh
4.	Brief study of the NGO Sector to identify possibilities of Collaboration	OXFAM International	Prof. Sushil Khanna
5.	Organisational Audit & Assessment of Training needs.	Murugappa Group	Prof. Sushil Khanna
6.	Comprehensive Assessment of a diversification strategy.	M/s. Descon Ltd.	Prof. Ambuj Mahanti
7.	Recruitment of Accounts	Tenughat Vidyut Nigam Limited.	Prof. N. Ramachandran
8.	Unfolding Economic Reforms in India	ITC Ltd.	Prof. Alok Ray Prof. Anup K Sinha
9.	Enternal Evaluation of Total Literacy Campaign in Roopnagar Distt., Punjab	Govt. of Punjab	Prof. V.N. Reddy Prof. R. Chattopadhyay
10.	Analysis of Risk in the transpotation of coal for Bina Power Supply Corporation	Bina Power Supply Corporation	Prof. Ranjan Ghosh Prof. S.D. Moitra
11.	Market Entry Strategy for Carrier Corporation U S	Carrier Corporation	Prof. Sudas Roy
12.	Study of National Test House	National Test House	Prof. N. Ramachandran

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
13.	Workshop on Human Values	Bharat Petroleum Corporation	Prof. S.K. Chakraborty
14.	Developing a Dealer based Channel	Coal India Ltd.	Prof. Sudas Roy Prof. Bani K. Sinha Prof. N. Ramachandran
15.	Evaluation of State Resources Centres	Govt. of Orissa & Govt. of Bihar	Prof. V.N. Reddy Prof. R. Chattopadhyay
16.	Rules and Regulations	The Management Institute	Prof. H. Bhattacharya Prof. Mousumi Ghosh

**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 1997 - 1998**

Prof. Vidyanand Jha

- (a) Participated in two chapter meetings of Sumedhas - a professional association of Behavioural Scientists.
- (b) Participated in a conference on 'Doctoral Education in Management in India' at IIM Ahmedabad during March 20-21, 1998.

Prof. K. Unnikrishnan Nair

- (a) Participated in a conference on "Doctoral Education in Management in India" held at IIM Ahmedabad during 20-21 March, 1998.

Prof. Sunita Singh Sengupta

- (a) Participated in the International Conference on Corporate Culture for High Productivity organised by Development Academy of Phillipines and sponsored by Asian Productivity Organisation from July 29-31, 1997 at Manila.
- (b) Presented a paper in the VIIIth Congress of National Academy of Psychology organised by the Centre of Advanced Study in Psychology, Utkal University, Bhubaneswar during December 18-20, 1997.

Prof. B. N. Srivastava

- (a) Participated in the two day workshop on Pedagogy conducted by Department of Psychology, Allahabad University.
- (b) Participated in the conference of Delhi Management Association at Delhi.

Prof. Sudip Chowdhury

- (a) Presented a paper at the National Seminar on 'Present Trends & Future Prospects of Drug Industry in India' during January 29-30, 1998 at New Delhi.

Prof. Alok Ray

- (a) Invited to the seminar on 'Joint Ventures in India - Problems & Prospects' organised by USIS and The Indian Chamber of Commerce Calcutta, August 22, 1997.
- (b) Participated by invitation in the seminar on Gandhi and India organised by IIM Calcutta at Max Mueller Bhavan Calcutta, November 26-29, 1997.
- (c) Invited to participate in the seminar on Thai Economic Crisis : Lessons for India at the Centre for Studies in Social Sciences Calcutta, January 01, 1998.
- (d) Participated in the seminar on 'South-East Asian Economic Crisis : Impact on the Indian Economy' organised by The Indian Chamber of Commerce Calcutta, February 10, 1998.

ANNEXURE XX(Contd.)

- (e) Invited speaker on 'Capital Account Convertibility in the Indian Context' in the Annual Conference of Bangiya Arthaniti Parishad (Bengal Economic Association) at Calcutta, February 15, 1998.

Prof. V. N. Reddy

- (a) On invitation presented a paper on 'Non-Enrolment and Drop Out of Children in the Age Group 7 to 14 years - An Inter-State Analysis' at the Centre for Studies in Social Sciences Calcutta, October 1997.

Prof. Anup K. Sinha

- (a) Invited talk on Measures of Economic Development at the UNICEF Conference on Progress of Nations, Calcutta, November, 1997.
- (b) Participated as a Panelist in the International Symposium on Applied Ethics in Management held from February 19-21, 1998 at IIM Calcutta.

Prof. Sushil Khanna

- (a) Participated and lectured in the conference on Economics & Strategic Management at Indira Gandhi Institute of Development Studies, Bombay.

Prof. Biju Paul Abraham

- (a) Participated as a Rapporteur for the four day seminar on Gandhi and India organised by IIM Calcutta and Max Mueller Bhavan, Calcutta from November 26-29, 1997.
- (b) Participated in the Faculty Seminar by Prof. Sudipto Bhattacharya of the London School of Economics on Bergaining & Sharing Knowledge on 30th December, 1997.
- (c) Participated in the Faculty Seminar by Prof. Anju Seth of the University of Illinois, Urbana - Champaign on 'Corporate Governence in the International Context' on January 02, 1998.
- (d) Participated in the seminar by Miss. Anne Chappuis on 'Computer Imaging and Visual Data Mining in Geographical Information Systems' on January 05, 1998.
- (e) Participated in the Faculty Seminar by Dr. Kaushik Chowdhury of the National Institute of Public Finance and Policy on 'Long Run Real Exchange Rates and the Oil Prices' on January 07, 1998.
- (f) Participated in the Tagore Memorial Lecture by Mr. C. R. Irani, Editor-in-Chief, The Statesman, on 'Managing Power in Independent India' on January 08, 1998.
- (g) Attended the faculty seminar given by Alex Callinicos, Professor of Political Science, University of York on Post Modernism and its Critique, 14 January, 1998 at IIM Calcutta.

Prof. Raghavendra Chattopadhyay

- (a) Attended the Regional Workshops on Evaluation Strategies of TLC & PLC organised by DAE (GOI) in Delhi, Chandigarh and Mysore as a National Resource Person.

Prof. Sumit Guha

- (a) Organised and participated in the Workshop on Religious Pluralism in Multicultural Societies jointly organised by IIM Calcutta and USEFI on April 15, 1997.

Prof. N. Ramachandran

- (a) Presented a paper of Financial Evaluation of New Technologies at IJIRA.

Prof. Syamal K. Ghosh

- (a) Participated in the Experts & Course Writers Conference organised by the Indira Gandhi National Open University.

Prof. Pulak Das

- (a) Given a Seminar titled "Career of Scientists : Dual ladder : Ifs and Buts" at Vikram Sarabhai Space Centre at Trivandrum on December 12, 1997.
- (b) Participated and presented a paper titled "Inter-Organizational Mobility and Career growth of Engineers in In-House R&D in Manufacturing Organizations" at the International Conference on Management of Technology, organised by the Department of Management Studies, IIT Delhi on during 21-24 December, 1997.

Prof. Ajeet N Mathur

- (a) Participated as invitee, in the Video conference on EAST-WEST co-operation in management education organised by the Plekhanov Academy, Moscow, May 1997.
- (b) Participated as invitee in a Video conference as Member, Board of Accreditation, European Business Schools to evaluate the MBA programs of Finland.
- (c) Participated as invitee in the UNU-WIDER conference network on complex humanitarian emergencies, April, 1997.
- (d) Offered a seminar on Asian Business at the Turku School of Economics and Business Administration, January 1998.
- (e) Directed the National Group Relations Conference of Finland in Mikkeli, April, 1997.
- (f) Facilitated a workshop on International Business Negotiating at the University of Tampere, June 1997.
- (g) Invited by FINTRA to offer a seminar on India as a Business Area.

Prof. Ramanuj Majumdar

- (a) Presented a paper titled "Impact of Marketing on QUALITY OF LIFE in the First International Conference on "QUALITY OF LIFE" held at Charlotte, North Carolina, USA during Nov 20-23rd, 1997.
- (b) On invitation, presented a paper on "Marketing of Electronic Products" on February 6, 1998 in the National Workshop on Industrial Design at National Institute of Design, Ahmedabad, held during Feb 3-7, 1998.

Prof. Sudas Roy

- (a) On invitation, presented a paper on "Globalization and Marketing Practices in the SAARC countries" at the All Nepal Management Convention held during 23-24 March, 1998.

Prof. Manas Das

- (a) Participated in the Annual Conference of the Indian Society of Agricultural Marketing, Chennai, September 1997.

Prof. Asim K. Pal

- (a) Participated in the International Conference on Recent Advances in Statistics and Probability, organized by the Indian Statistical Institute and the Bernoulli Society for Mathematical Statistics and Probability, Calcutta, December 29, 1997 - January 1, 1998.

Prof. Amitava Bagchi

- (a) Invited Talks on Artificial Intelligence and Expert Systems : Recent Applications to Business and Industry, Annual Convention of the Computer Society of India (CSI - 97), November 13 - 16, 1997, Ahmedabad.
- (b) Invited Talks on AI-Based Methods : Selected Applications, International Conference on Computers and Devices for Communication, January 13 - 17, 1998, Calcutta.
- (c) Invited Talks on Artificial Intelligence : Past, Present and Future, M N Roy Memorial Lecture, Department of Applied Physics, University of Calcutta, January 17, 1998.

Prof. B. K. Chatterjee, ACC Visiting Professor

- (a) Delivered a Keynote Address at National Seminar on Human Resource Management in June 1997 at Visakhapatnam.

Prof. S. K. Chakraborty

- (a) Presented an Invited paper on "Consciousness and Ethics" at the Annual Conference of Australian Association of Applied and Professional Ethics, Melbourne University, September 1997.
- (b) Presented a Seminar on 'Indian Ethos' at Curtin Business School, Perth, September 1997.
- (c) Presented a Seminar on 'Ethics' to Doctoral Students at Stockholm University Business School, May 1997.

Prof. Soumya D. Moitra

- (a) Gave a Presentation on the R & D Production Interface at the Operations Management Workshop at IIM Ahmedabad, December 27-28, 1997.
- (b) Attended and Presented a paper at the INFORMS Telecom Conference, March 08 - 11, 1998.

Prof. Sahadeb Sarkar

- (a) Presented a contributed paper on 'Negative Exponential Disparity Based Family of Goodness - of - Fit Tests for Multinomial Models' in the Third International Triennial Calcutta Symposium held at Department of Statistics, Calcutta University, during December 26 - 28, 1997.
- (b) Chaired a session of contributed papers on 'Repeated Measures, Time Series and Econometrics' at the International Conference on Recent Advances in Statistics and Probability, held at ISI Calcutta during December 29, 1997 - January 01, 1998.

Prof. Ranjan Ghosh

- (a) Presented a paper on "Application of Data Envelopment Analysis in the Coal Sector" in the Annual conference of the Mining, Geological and Metallurgical Institute of India held during July 24-26, 1997.
- (b) Presented a paper on "Application of Data Envelopment Analysis in Coal Mines" in the Annual Convention of the Operational Research Society of India held during December 22-24, 1997.
- (c) Chaired a session on "JIT Production Systems" in the Workshop on "JIT Materials Management" organized by the Indian Institute of Social Welfare and Business Management during September 12-13, 1997.

Prof. Nilotpal Chakravarti

- (a) Presented an invited survey paper on "Sensitivity Analysis in Discrete Optimization " at the International Symposium on Mathematical Programming, Lussanne, August 1997.
- (b) Presented a paper on "Sensitivity Analysis in Discrete Optimization" at the Econometrics Institute, Erasmus University, Rotterdam, August 1997.
- (c) Presented a paper and chaired a session at the Operational Research Society of India Conference, Jamshedpur, December 1997.

Prof. Saibal Chattopadhyay

- (a) 'International Conference on Statistical Inference, Combinatorics and Related Areas', Benaras Hindu University, Varanasi, Dec. 18-21, 1997. Presented an invited paper titled "Simultaneous Estimation of Proportions in a Finite Population".

Prof. J. Bandyopadhyay

- (a) Presented a plenary lecture at the Indian Science Congress Session in Hyderabad during 03-07 January, 1998.
- (b) Participated in the two day symposium held in New Delhi during January 20-21, 1998 on the report entitled "Freshwater for India's Children and Nature" of which I am a co-author.

Prof. Rabin Ganguly

- (a) Participated and presented an invited talk on "Environmental Management in the context of Regional Planning & Development" in the Seminar on "Environment and Society" organised by the Indo-British Scholars Association (IBSA), November 22, 1997 at the British Council, Calcutta.

ANNEXURE XX(Contd.)

- (b) Participated and presented an invited talk on "Environment Management : Some Basic Approaches" in a Workshop on "Environmental Pollution and Our Responsibility", July 6, 1997, arranged by the Joka Organisation for Protection of Environment and Development (JOKA-OPED).

Prof. Kalyan Sankar Mondal

- (a) Presented a paper entitled 'Limits of Poverty Alleviation through Target Group Approach' at the XXIV All India Sociological Conference held at Osmania University, Hyderabad, during 22 - 24 December, 1997.

Prof. Surendra Munshi

- (a) Academic Coordinator of an International Seminar on 'Gandhi and India' organised at Max Mueller Bhavan, November 26 - 29, 1997.
- (b) Panel Speaker in discussion on the Solution of Transportation Problems of Calcutta organised by American Society of Civil Engineers - India Section at Jadavpur University on January 15, 1998.
- (c) Panel Speaker in the International Symposium on Applied Ethics in Management, February 19 - 21, 1998 in the section on Ethics in Industry - Government Interface - Responsibilities of Politicians and Beurocrats.

Prof. Ranjan Das

- (a) Presented a paper on Direction on Strategy Research in IGIDR, Mumbai in August, 1997.
- (b) Presented a paper on Institution Building at Dhaka, Bangladesh in October, 1997.
- (c) Spoke at the Technology Workshop Management at IIM Ahmedabad and Pune (organised by CII and DSRI).

Prof. Prabal Roy Chowdhury

- (a) Presented a paper titled 'Learning by doing and Dynamic Incentives for Joint Product Development' at the UGC National Conference organised by Burdwan University from 25 - 26 July, 1997.
- (b) Presented a series of five Seminars at the Centre for Studies in Social Sciences, Calcutta on 'Game Theory and Economic Applications' in June - July, 1997.
- (c) Participated in the VIIth Annual Conference on Development Economics held at Jadavpur University in December, 1997 and presented a paper.

Shri Kulbhushan Chand, Sr. Systems Analyst

- (a) Visited the Gateway 97, a multimedia expo for gaining knowledge about the latest trends in multimedia.
- (b) Attended Seminar-cum-Workshop on Web by Planetasia for how to gain by going on INTERNATE.

Dr. Tridib Chakraborti, Research Assistant

- (a) Attended the Workshop on 'State Level Public Enterprises' (acted as resource Person) organised jointly by CAG and NCAER, New Delhi, May, 1997.
- (b) Delivered a talk on management Styles - Practices at EILM Calcutta on January 20, 1998.

- (c) Attended the seminar cum workshop 'Industry - Academic Interface' held at Science City, February 3, 1998.

Dr. Santwana Chaudhuri, Research Assistant

- (a) Workshop on 'Employee Involvement' organised by Indian Chamber of Commerce on September 3, 1997 at Calcutta.
- (b) Speaker of a seminar organised by personnel and I R department of Burdwan University on 'Changing Perspective of Personnel Management in the Era of Liberalisation' at their Burdwan Campus on May 6, 1997.

Shri Akshoy K. Singha, Research Assistant

- (a) Papers presented at the 'National Conference on Impact of Biotechnology and Modern Horticulture on Rural Development', held at Jadavpur University on November 20 - 22, 1997.
- (b) Paper presented at the 'National Seminar on Common School System', organised by the NCERT, held at NCERT Campus, New Delhi on January 22 - 23, 1998.

Dr. Tarit Kumar Dutta, Research Assistant

- (a) Delivered and invited a lecture at the National Seminar on 'Environment and Development' held at Asutosh Memorial Hall, Calcutta on 17th June, 1997 organised by Ganatantrik Nagarik Samity, Howrah.
- (b) Presented a paper on 'Environment Pollution and our Responsibility' in the seminar organised by JOKA - OPED on 6th July, 1997.
- (c) Delivered a lecture at the seminar on 'Social Forestry : A Need for Social Safety' held on 14th September, 1997, organised by JOKA OPED.

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES OF THE FACULTY
AND RESEARCH STAFF OF THE INSTITUTE DURING 1997-98**

Prof. Vidyanand Jha

- (a) Lectured in the following MDPs:
- i) on Managing Under Adverse Environment for senior IAS Officers held from 20-24 October, 1997.
 - ii) on HR Management for Non-Personnel Executives held from 3-7 November, 1997.
 - iii) on Communication and Presentation skills held from 17-21 November 1997.
 - iv) on Managing Information Systems held from 27-29 November, 1997.
 - v) Advanced Management Programme held from 1-20 December 1997.
 - vi) on Managerial Leadership and Team Effectiveness held from 27-31 January 1998.
 - vii) on Business Transformation held from 16-19 February, 1998
 - viii) on Computer Assisted Managerial Decision Making held during 23-26 February, 1998.
- (b) Lectured in the following programmes organised by other organisations and In-company training programmes:
- i) on IR and IR Laws held at XLRI, Jamshedpur from 17-22 November, 1997.
 - ii) at the Executive Orientation Programme at Indian Institute of Port Management from 12-17 January 1998.
 - iii) at the Junior Executive Development Programme at Indian Oil Management Academy, Haldia, held from 2-7 February, 1998.
 - iv) In company training programme for RS Software India Ltd. held from 16-18, 1997.
 - v) In company training programme for Indian Oil Corporation on 21 January, 1998.
- (c) On the Panel of Reviewers for two journals : IIMB Management Review and Management and Change.
- (d) Participated in two chapter meetings of Sumedhas - a professional association of behavioural scientists.

Prof. Ujvala Rajadhyaksha

- (a) Was Programme Director for MDP on Women in Management held during Dec 15-17, 1997.

- (b) Participated as a faculty in the following training programmes:
- i) Indian Oil Corporation Inhouse Training Programme for Officers held during January 19-23, 1998, Calcutta.
 - ii) Advanced Management Programme held during Dec 1-20, 1997 at IIMC.
 - iii) MDP on HRM for Non-Personnel Executives held during Nov 3-7, 1997.
 - iv) Managing Under Adverse Environment, Senior IAS Officers Training Programme held during Oct 20-24, 1997
 - v) MDP on Focusing IT and HRD for Management of Change held during Sept 11-13, 1997
 - vi) MDP on Achieving Outstanding Performance held during August 7-9, 1997
 - vii) MDP on Successful Implementation of Strategy and Annual Plan held during April 21-23, 1997
- (c) Did the following consultancies :
- i) Recruited Business Development Executives for Rich Quality Products Ltd., Bombay, July 1997
 - ii) Conducted a Training Programme for Welfare Officers of Canara Bank, during 17-21 February, 1998, Bangalore.
- (d) Member, Committee for the Celebration of the Golden Jubilee of India's Independence.
- (e) Member, Academy of HRD, Hyderabad

Prof. K. Unnikrishnan Nair

- (a) Took sessions in the following MDPs:
- i) on Recent Advances in Inventory Management held during 22-26 Sept. 1997.
 - ii) on Managing Under Adverse Environment - for Senior IAS Officers, held during 20-24 Oct., 1997
 - iii) Human Resource Management for Non-Personnel Executives, held during 3-7 Nov, 1997.
 - iv) Communication & Presentation Skills, held during 17-21 Nov, 1997.
 - v) Advanced Management Programme (AMP), held during 1-20 Dec, 1997.
 - vi) on Project Management, held during 15-19 Dec, 1997.
 - vii) on Leadership and Team Effectiveness, held during 27-31 Jan, 1998
- (b) Member, Committee to computerize different aspects of PGP programme.

Prof. Sunita Singh Sengupta

- (a) Lectured in the following training programmes :
- i) MDP on Managing Under Adverse Environment for Senior IAS Officers, October 20-24, 1997.
 - ii) In-House Training programme for RS Software Ltd, October 16-18, 1997
 - iii) MDP on Communication and Presentation Skills, Nov 17-21, 1997.
 - iv) MDP on Managing Scientists and Technologists, Nov 17-21, 1997.
 - v) MDP on Managerial Leadership and Team Effectiveness, January 27-31, 1998.
 - vi) Training programme on Personal Effectiveness and Assertion Skills and Coping with Stress, organised by Indian Institute of Social Welfare & Business Management, Calcutta, January 19, 1998.
 - vii) MDP on TQM, BPR, Learning Organization, February 16-19, 1998.
- (b) Done following Research works :
- i) Building Creative Organizations through Quality of Work Life - A Report
 - ii) Social Power and Work Group Effectiveness - A Report
- (c) Have done a consultancy assignment for Indian Oil Corporation Ltd - Lecture on Effective Communication, January 20, 1998.
- (d) Group Co-ordinator, Behavioural Sciences Group

Prof. B. N. Srivastava

- (a) Conducted the following MDPs as Programme Director :
- i) Negotiating Your Way to Success, January 12-15, 1998.
 - ii) Managerial Leadership and Conflict Resolution, February 2-9, 1998.
- (b) Conducted the following In-Company programmes :
- i) Conflict Management for Larsen and Toubro - 3 programmes of 3 days duration.
 - ii) Communication Skills for GE Alstom at Allahabad, (jointly with Prof. B. Kumar)

- (c) Lectured in the following programmes :
 - i) Programme on Team Building for Hindustan Motors.
 - ii) Programme for California Softwares.
 - iii) Programme for Life Insurance Corporation of India, Calcutta.
 - iv) Programme for Kendriya Vidyalaya Sangathan
- (d) Received ESCORT book Award 1997 (First Prize) for the book International management : Concepts and Cases published by Tata McGraw Hill, New Delhi - Co-authored with Dr. Manab Thakur and Gene Burton of California State University, Fresno.
- (e) Participated in the panel discussions organised by First Computers in Calcutta.
- (f) Member, Academy of Management, U. S. A.
- (g) Member, Academic Council and Standing Committee of Academic Council.
- (i) Chairman - Placement since November, 1997.

Prof. Binod Kumar

- (a) Conducted the following MDPs as Programme Director -
 - i) Communication & Presentation Skills - November 1997.
 - ii) Managewrial Leadership & Team Effectiveness - January 1998.
 - iii) Managing Under Adverse Environment - October 1997.
- (b) Conducted the following In-Company Programmes as Programme Director -
 - i) R. S. Software in October 1997.
 - ii) Managerial Leadership Development Programme for Senior Managers of Hindustan Motors in October - November 1997 and January and February 1998.
 - iii) SQL Star International on Achieving Managerial Excellence through Self Growth & Team Effectiveness in June, July and December 1997.
 - iv) MDP for Senior & Top Level Managers of the Co-operative Department of the Government of Rajasthan through Rajasthan Institute of Co-operative Education and Management at Jaipur in December 1997.
 - v) Managerial Leadership & Team Effectiveness during Advanced management Programme of Power Grid Corporation of India at Airport Hotel, Calcutta during February 2 - 4 1998.

(c) Lectured in following Programmes :

- i) Programme on Advance Management on Human Resourcde Management.
 - ii) Training Programme for Birla Group of Industries.
 - iii) Allahabad Bank Programme in July 1997.
 - iv) Programme on Human Behaviour at Work from Indian Point of View in September 1997.
 - v) IAS Training Programme in September 1997.
 - vi) Programme for Birla Group in January 1998.
 - vii) Programme on Indian Oil Corporation.
 - viii) Programme on Indian Institute of Coal Management
 - ix) Programme on Self Growth & Interpersonal Skills for Philips India Ltd.
 - x) Programme of National Building Construction Corporation.
 - xi) Programme on Effective Communication Skills for the Senior Managers of SIDBi.
 - xii) Programme on Managerial Effectiveness for National Insurance Corporation.
- (d) Coordinator, Student Affairs & Campus Affairs upto January 1998.
- (e) Chairman, Hindi Implementation Committee upto January 1998.
- (f) Coordinator, Behavioural Sciences Group upto October 1997
- (g) Member : IPC continuing.
- (h) Life Member, Indian Science Congress.
- (i) Member, Board of Governors, Maharishi Institute of Management.
- (j) Member of the Board. COSMODE Research Centre, Hyderabad.

Prof. Amit Jyoti Sen

- (a) Chairman, CMDS upto November 1997.
- (b) Member, Library Committee

Prof. Sudip Chaudhuri

- (a) Group Coordinator, Economics Groups.

Prof. Alok Ray

- (a) Took about 12 sessions on GATT. Trading Blocs. Economic Liberalisation in India and International Economics in various MDP, IAS, AMP and other training programmes.
- (b) 'Unfolding of Economic Reforms in India : Industrial Recession and Political Uncertainty' (Consultancy commissioned by ITC Ltd.).
- (c) Member, Library Committee and Internal Personnel Committee.
- (d) Delivered a talk on 'The Indian Economy after 50 years since Independence' over All India Radio, Calcutta, August 12, 1997.
- (e) Delivered a talk on 'South East Asian Economic Crisis in the context of Capital Account Convertibility in India' in the Student Colloquia Series at IIMC, January 14, 1998.
- (f) Member, Technical Advisory Committee for Social Sciences Division of the Indian Statistical Institute.
- (g) External Expert, Selection Committee for Faculty in Economics and other related disciplines at the Indian Statistical Institute.

Prof. V. N. Reddy

- (a) Chairman Admissions since November 1997.
- (b) Member Board of Governors IIMC till December 1997.
- (c) Member of IPC till December 1997.
- (d) Member and Convener of the Academic Council, Convener of the Standing Committee of the Academic Council and Vice Chairperson.
- (e) Consultancy Projects completed :
 - i) External Evaluation of total literacy campaigns in the three districts of Tripura (Jointly with Profs. R. Chattopadhyay and Saila K. Ghosh).
 - ii) External Evaluation of total literacy campaign in the Dhalai district of Tripura (jointly with Profs. R. Chattopadhyay and Saila K. Ghosh).
 - iii) Study on the socio-economic impact of the recent district based mass education campaigns in Birbhum district, West bengal (jointly with Profs. R. Chattopadhyay and Saila K. Ghosh).
 - iv) Econometric Study of panel data of MARG with a view to predict consumption of a specified cigarette brand.

Prof. Anup K. Sinha

- (a) As Programme Director of One Day Symposium on Macro Economic Concepts for SIDBI scheduled for 14.2.1998.

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- (b) One Day Workshop on Macro Economic Concepts for Strategic Planning Task Force of ITC, December 1997.
- (c) Four Sessions in IAS Training Programme, August 1997.
- (d) Two Sessions in Birla Group Programme, October 1997.
- (e) Two Sessions in Birla Group Programme, December 1997.
- (f) Two Sessions in Parry's Group Programme, October 1997.
- (g) Unfolding of Economic Reforms : As joint Programme Director, commissioned by ITC.
- (h) Convener, Faculty Council & RP Sub-Committee.
- (i) Chairperson, FRP Committee.
- (j) Member, PGDBM Committee, Academic Council and SCAC (Academic Programmes), Golden Jubilee Celebrations Committee.

Prof. Sushil Khanna

- (a) In Company MDPs on 'Strategic Management for Leadership' for Murugappa Groups as Joint Programme Director.
- (b) Lectures in following Programmes :
 - i) 'Strategic Management of Technology'.
 - ii) Strategic Cost Management'.
 - iii) In Company Programme for 'Allahabad Bank'.
- (c) Consultancy as follows :
 - i) Strategic Planning & Restructuring at Madras Refinery.
 - ii) OXFAM International Project on the NGO sector in India & selection of a Strategic Partner.

Prof. Biju Paul Abraham

- (a) Conducted as Joint Programme Director a MDP on "Emerging Issues in Technology Sourcing and Development" held at IIM Calcutta, 25-27, September, 1997.
- (b) Delivered lectures at the following programmes:
 - i) MDP on "Indigenous Technology and Indian Industry" on September 25, 1997.
 - ii) MDP on "The Emerging International Patents and IPR Regime" on September 26, 1997.

- iii) IFS Officers Training Programme , July 21-25, 1997, IIM Calcutta.
- iv) Senior Level IAS Officers Training Programme, August 18-Sep 5, 1997, IIM Calcutta.
- v) Advanced Management Programme, 1-20 December, 1997, IIM Calcutta.
- (c) Member, Committee to set up to celebrate Golden Jubilee of Indian Independence.
- (d) Organised the Golden Jubilee Lecture, delivered by Mr. Swaminathan S.A. Aiyar, Consulting Editor, The Economic Times, MCHV.

Prof. R. Chattopadhyay

- (a) Completed the following consultancies :
 - i) A project on "Socio-economic impact of adult literacy programme in Birbhum" for DAE, MHRD, GOI.(With Prof. V. N. Reddy)
 - ii) Projects for external evaluation of TLC in Dhalai, Tripura and Rupnagar, Punjab for GOI. (With Prof. V. N. Reddy).
- (b) Member - IPC, Academic Council, Admissions Committee.
- (c) Convenor, Task Force on Computer Centre
- (d) Member, Ph.D/M.Phil. Committee in C.U(Econ.) and Vishwa Bharati (Econ.)
- (e) Member, P.G. Committee, C.U(Econ. & MBM) & J.U (Film Studies).
- (f) Member - National Expert Committee on Institutional Resource Identification, DPEP; General Council on DPEP in Assam, Orissa & Bihar; National Expert Committee on Evaluation of SRCs for DAE, MHRD, GOI; Managing Committee of SRC West Bengal.
- (g) Adviser - Second State Police Commission, West Bengal
- (h) Member - Academic Support Group, Birbhum.

Prof. Zainab Ahmed

- (a) Member, PGFP Committee
- (b) Moderator, LLM Examinations, Calcutta University.
- (c) Member, Ph.D Committee attached to the Faculty Council for Post Graduate Studies in Law, Calcutta University.

Prof. Sumit Guha

- (a) Lectured in the IAS Training Programme, August 18, 1997.
- (b) Coordinator - Environment Group
- (c) Member - PGP & PGDBM Committees; Committee for Celebration of Golden Jubilee of Indian Independence.
- (d) Associate Editor, The Indian Economic and Social History Review.

Prof. N. Ramachandran

- (a) Conducted the following programmes as Programme Director :
 - i) Advanced Management Programme
 - ii) In Company Programme at Bongaigaon on Accounting Policy and Financial Management.
- (b) Conducted the following programmes as Faculty :
 - i) Training Programme for Birla Eastern
 - ii) MDP on Project Management
 - iii) In-Company Programme for Cooperative Sector at Jaipur.
 - iv) IAS Training Programme.
- (c) Completed the following Consultancies :
 - i) Pricing and Marketing Strategy for Coal India Ltd.
 - ii) Management Audit of Burdwaman Gramin Bank.
 - iii) Financial Evaluation of Fine Jute Yarn Spinning Projects.
- (d) Visited Asian Institute of Technology; Bangkok on the Invitation of the Dean of School of Management.

Prof. Syamal K. Ghosh

- (a) Lectured in several Training Programmes during the including those for ACC Limited, Birla Management, ONGC and IAS Officers.
- (b) Member, Academic Council, Institute of Chartered Financial Analysts of India.

Prof. Dipankar Mitra

- (a) Took sessions in the following Programmes :
- i) IAS Training Programme for Senior Level Officers.
 - ii) Programme on General Management for the Senior Managers of S. K. Birla Group of Companies.
 - iii) MDP on General Manager.
 - iv) Training Programme for ONGC Limited.
 - v) Advanced Management Programme.
 - vi) Training Programme on Concepts and Strategic Issues in General Management.

Prof. Mousumi Ghosh

- (a) Conducted eight In-Company Training Programmes for Allahabad Bank as Joint Programme Director and Faculty.

Prof. P. K. Sett

- (a) Conducted an MDP on HRM for Non-Personnel Executives as Programme Director, November 3 - 7, 1997.
- (b) Lectured in the following Training Programmes :
- i) IAS Training Programme for Senior Level Officers, August 18 to September 05, 1997.
 - ii) In-Company Programme for S. K. Birla Group, October 03 - 15, 1997 and December 20, 1997 to January 01, 1997.
 - iii) IAS Programme on Management Control Systems, October 13 - 17, 1997.
 - iv) MDP on General Managers, November 03 - 07, 1997.
- (c) Completed a Consultancy Project for Mecon India Limited on Human Resource Policy.
- (d) Group Co-ordinator, HR Group.
- (e) Member, PGP Committee and IPC.
- (f) Convenor, Task Force on Reallocation of Faculty Positions on the basis of current workload.

Prof. Pulak Das

- (a) Conducted following MDPs as Programme Director :
- i) Management of Professionals, June 02 - 06, 1997.

- ii) Managing Scientists & Technologists, November 17 - 21, 1997.
- (b) Took Session in the MDP on Emerging Issues in Technology Sourcing and Development.
- (c) Associate Member, National Institute of Personnel Management, Calcutta.

Prof. Debasish Bhattacharjee

- (a) Invited to deliver two Lecturer Sessions at British American Tobacco's Senior Human Resources Excellence Programme held at Reading in the UK, July 23-29, 1997.
- (b) Invited to deliver four sessions in MDP entitled 'Human Resource Management for Non-Personnel Executives' at IIMC, November 4, 1997.
- (c) Member, Academic Council.
- (d) Member, FRP Committee.
- (e) Member, Editorial Board of the Indian Journal of Labour Economics.

Prof. Manas Das

- (a) Lectured in MDP on 'Industrial Marketing' and conducted sessions on Market Research & Market Intelligence.
- (b) Member, Fellowship Committee.

Prof. Ramanuj Majumdar

- (a) Directed a MDP titled 'Product Management Differentiation /Strategies and Niche', November 03-06, 1997.
- (b) Organised a four weeks specialised Marketing Management Course for Steel Authority of India in May, 1997.
- (c) Offered a series of lectures on International Management at Eindhoven Technical University, The Netherlands.
- (d) Visited the International Business School, New York University and Maastricht School of Management.

Prof. Sudas Roy

- (a) Took sessions in the following programmes :
 - i) MDP on 'Marketing of Services'.
 - ii) MDP on 'General Management'.
 - iii) In-Company Training Programmes for Birla Group.

- iv) In-Company Training Programme for Steel Authority of India.
- v) Advanced Management Programme
- vi) Advanced Management Programme for IAS Officers, sponsored by Government of India.
- (b) Completed the following Cosultancy :
 - i) Marketing Strategy for Coal India.
 - ii) Market Entry Strategy for Carrier Corporation, USA.
- (c) Member of Academic Administration in Consultancy & MDP Committee.
- (d) Teach a course on 'Marketing Communication' at Kathmandu University MBA programme in November, 1997.
- (e) Invited by the All-Nepal Management Convention to present a paper on 'Globalization and Marketing Practices in the SAARC countries'.
- (f) Invited to taught a course on Marketing to the MBA students of Indian School of Mines, Dhanbad, in March, 1998.

Prof. Manas Das

- (a) Took sessions in the following programme :
 - i) MDP on 'Industrial Marketing'.
 - ii) 'Market Research & Market Intelligence'.
- (b) Completed the following Consultancy :
 - i) Customer Service Evaluation Study for Bharat Petroleum.
 - ii) New Product Launch Study proposals for Chitlangia Group.
- (c) Member, Fellowship Committee.
- (d) Participated in the Annual Conference of the Indian Society of Agricultural marketing of Chennai, September, 1997.
- (e) Member, West Bengal State Marketing Board.
- (f) Invited by the State Minister for Agricultural Marketing to attend the Apex Body meeting of the National Council of State Agricultural Marketing Boards (COSAMB) during Puja Holiday.

(g) Conducted the following Researchs :

- 1) Study of the Market for Corporate Liability Products.
- 2) Consumer Choices in personal banking.
- 3) Retail Investor Behaviour.
- 4) Evaluation of Equity Advance Scheme.
- 5) Feasibility Study for Credit Card Launch.
- 6) FM Listenership Research.
- 7) Awareness & Image Study on Credit Cards.
- 8) Feasibility of Introducing Liability Services.
- 9) Evaluation of Car Finance Market.
- 10) Marketing Strategy for Corporate Fixed Deposits.
- 11) Feasibility of Off-site ATM's Location
- 12) Introduction of Instant Colour Machines.
- 13) Strategies for Increasing Air Time Usage and Expanding Consumer Base.
- 14) Research on Introduction of Bloodless Surgical Equipment.
- 15) Perceptions of Overseas Travellers about Competing International Airlines.
- 16) Evaluation of Computer Training Schools.
- 17) Market for Microwave Ovens.
- 18) Revenue Optimization Model for Cargo of an International Airline.
- 19) Newspaper Readership Research.
- 20) Magazine Readership Research.
- 21) Evaluation of Retailing Network.
- 22) Retailer Perceptions for Introduction of an FMCG.
- 23) Consumer Perceptions of Detergent Powders.
- 24) Brand Image Study on Washing Machines.

- 25) Diescl Engine Market for Motor Cars.
- 26) New Retailing Channel As Competitive Edge.
- 27) Home PC Market Estimation.
- 28) Research on Competitive Accounting Softwares.
- 29) Pricing Strategy for New PC offering.
- 30) Customer Perceptions About Decorative Points.
- 31) Research on Mid-Range Shirts Market.
- 32) Research on Competitive Strategies of Branded Noodles.
- 33) Potential for Networking Services Amongst Corporate Houses.
- 34) Study of the Orthodox Tea Market.
- 35) Consumer Tracking Study of the Cistern Blocks Market.
- 36) Research into Snacks Food Market.
- 37) Influence of Architects on Buying Decisions.
- 38) Measuring Effectiveness of Visual Merchandising.
- 39) Habits & Attitudes Study in Truck Tyre Market.
- 40) Research into the Market for Wafer Chocolates.
- 41) Evaluation of Corporate Advertising Programme.
- 42) Effectiveness of Advertising on the Web.
- 43) Designing an Effective Distribution Channel.
- 44) Case Study on a Major Two-Wheeler Brand.
- 45) Brand Equity Measurement Research.
- 46) New Product Launch Models Evaluation.
- 47) Case Study on Advertising Decision Models.
- 48) Analysis of Two-Wheeler Battery Market.
- 49) Research into Market for Alarm Time Pieces.

- 50) Effects and Consequences of Price Cuts in Watch Market.
- 51) Study on Channel Options for Dry Cells.
- 52) Consumer Perceptions of Multi Media TV.
- 53) Efficiency of Colour Television Dealership.
- 54) Research of Internet Technologies Network & Services.
- 55) Potential of Internet as a New Marketing Tool.
- 56) Research on Television Channel Preferences.
- 57) Awareness levels and Spending Patterns on Compact Fluorescent Lamps (CFL).
- 58) Dealer Perceptions of Competing Television brands.
- 59) Customer Needs and Buying Behaviour of Home Entertainment Systems.

Prof. Ashish Kr. Banerjee

- (a) Conducted the following MDP and In-company Programmes :
 - i) For 'Executives in OB Area', for Indian Oil, 09-04-97 to 10-04-97 & 21-07-97.
 - ii) For 'Executives in O.B. Area' for Institute of Urban Management.
 - iii) 'Organization Behaviour Area' for Institute of Port Management, 28-04-98.
 - iv) For 'Executives in O.B. Area' for The Direct Taxes Regional Training Institute, on 12-12-97.
- (b) Lectured on 'Competitive Strategies' in Programme on 'Effective Management' on 09-09-97.
- (c) Conducted the following IAS Training Programmes :
 - i) 'Self Development & I/P Skills on 27-08-97.
 - ii) 'Group Dynamics & T/B on 02-09-97.
 - iii) 'Marketing in Public Organizations' on 03-09-97.
 - iv) Lectured on 'Marketing' in August, 1997, conducted by Prof. Madhu S. Mishra.
 - v) Delivered 10 Lectured in the 'Birla In-company Training Programmes' during the Academic Year 1997-98, conducted by Prof. M. N. Pal.
- (d) Conducted Advanced Management Programme (5 weeks) as Jt. Programme Director, December 01-21, 1997.

- (e) Group Co-ordinator, Marketing Area.
- (f) Member of the PGP Committee.
- (g) Member of the Academic Council.
- (h) Member of I P C.
- (i) Examined Ph.D. Thesis in Management for Punjab University, Chandigarh.
- (j) Worked out the project entitled 'Lille, Nottingham and Calcutta management Research and Education network under the EI-India Economic Cross Cultural Programme. This project involves collaboration among the following schools in the areas of (a) exchanges, (b) joint applied research and (c) information and awareness :
 - i) University of Nottingham, U. K.
 - ii) IESEG, Lille, France
 - iii) IIM Calcutta.
- (k) Invited by Andhra University to be a paper setter in the MBA Programme.
- (l) Appointed as an Examiner for the 'Strategic management Course' of the Advanced Management Accounting Programme of the Institute of Cost & Works Accounts of India.

Prof. Rahul Mukherjee

- (a) Visited (a) the Department of Statistics, University of Michigan, Ann Arbor, USA (January-April, 1997), (b) Academia Sinica, Taipei, Taiwan (June-July, 1997), and (c) the Department of Mathematics and Statistics, University of Nebraska, Lincoln, USA (October, 1997) for teaching and collaborative research.
- (b) Continued on the editorial boards of the following journals :
 - i) The Annals of Statistics, Institute of Mathematical Statistics, California (as Associate Editor);
 - ii) Journal of Statistical Planning and Inference, North-Holland, Amsterdam (as Coordinating Editor);
 - iii) Statistica Sinica, Academia Sinica, Taipei (as Associate Editor).
- (c) Served as a referee for journals like (a) Sankhya, (b) Annals of the Institute of Statistical mathematics, (c) Communications in Statistics, (d) Journal of Statistical Research, and so on.
- (d) Elected a member of the Governing Council of the Indian Statistical Association.
- (e) Continued as (a) Visiting Professor, Indian Statistical Institute, (b) Member, Ph.D. Committee, Department of Business Management, Calcutta University, (c) Member, Post-Graduate Board of Studies, Department of Studies, Department of Statistics, University of Calcutta.

Prof. S. D. Moitra

- (a) Lectured in the following MDPs :
 - i) Emerging Issues in Technology Sourcing and Development.
 - ii) Managing Technological Innovations.
- (b) Conducted the following Consultancy :
 - i) S. E. Railway Project on Logistics and Transportation Risk (with Prof. R. Ghosh).
 - ii) A Diagnostic Study of Transportation Logisites for DIL (with Prof. S. Basu and Prof. N. Chakravarti).
- (c) Member of the Committee for Cooperation with the EU.
- (d) Member of the Assistant Engineer Selection Committee.

Prof. Saibal Chattopadhyay

- (a) Member, Task Force for the Role of Research Staff.
- (b) Member, Library Committee.
- (c) President, IIMC Community Welfare Society.
- (d) Conducted the CAT Interview, 1997 at Calcutta.
- (e) Conducted the FP Interview, 1997 at Calcutta.
- (f) Member, Board of Studies, Burdwan University.
- (g) Provost.
- (h) Conducted MDP on Computer Assisted managerial Decision Making (jointly with Prof. Nilotpal Chakravarti), February 23 - 26, 1998.

Prof. Kalyan Dutta

- (a) Completed the consultancy project 'District level IEC (communication/audience research) and counselling plan to address the needs of adolescents, young parents and the unmet of couples of reproductive age group'. (with Prof. A. P. Arora)
- (b) Member of PGDBM Committee.

Prof. Sahadeb Sarkar

- (a) Member of the FRP Committee, and also a member of the RP Sub-Committee.

Prof. Ranjan Ghosh

- (a) Conducted the following Training Programme :
 - i) 'Management Control System' for IAS Officer held during October 13 to 17, 1997.
 - ii) 'Contract Management, Bid Package Preparation and Arbitration, for Oil & Natural Gas Corporation Limited, November 08-12, 1997.
 - iii) 'Project Management'.
 - iv) 'Negotiating Your Way to Success'.
 - v) 'Effective Management'.
- (b) Conducted the following Consultancy :
 - i) On 'Preparation of NIT for Leasing of Logging Units' for Oil & Natural Gas Corporation Limited.
 - ii) On 'Analysis of Risk in Transportation of Coal' for South Eastern Railway.
 - iii) On 'Analysis of Risk in Transportation of Coal' for Bina Power Supply Corporation.
- (c) Member of PGDBM/Extension Programme Committee.
- (d) Member of Library Committee.
- (e) Member of the Academic Council.
- (f) Member of the Expert Committee of the All India Council of Technical Education (AICTE) for evaluation and accreditation of Management/MBA Programme being offered by Institutes in the Eastern Region.
- (g) Member of the Board of Governors of the Institute of Engineering and Management.
- (h) Member of the Board of Studies of the Indian Institute of Materials Management.

Prof. Bani K. Sinha

- (a) Took the following sessions :
 - i) On 'General Management : Strategic Issues'.
 - ii) On 'Project Management'.
- (b) Conducted the In-Company Training Programme for S. K. Birla Group of Companies.

- (c) Conducted the following Consultancy :
- i) Study on Marketing Strategy for Coal India Limited (with Profs. Suday Roy and N. Ramachandran).
 - ii) Simulation Study for Neyveli Lignite Corporation Ltd.
 - iii) Simulation Study for Coal India Ltd.
- (d) Coordinator of Admissions - Upto November 1997.

Prof. Nilotpal Chakravarti

- (a) Conducted consultancy for a Diagnostic Study and Analysis of Logistics and Operations for Duncans Industries Ltd..
- (b) Chairperson, Post Graduate Programs Committee.
- (c) Member, Academic Council.
- (d) Member in Charge of Academic Support Services, Standing Committee of the Academic Council.
- (e) Secretary, Executive Committee of the Calcutta Branch of the Operational Research Society.
- (f) External expert. M. Tech. Thesis (Computer Science), Indian Statistical Institute, Calcutta.

Prof. M. N. Pal

- (a) Took the following sessions :
- i) 'Recent Advances In Inventory management', September 22-26, 1997.
 - ii) 'General Management with Focus on Strategic Issues', November 3-7, 1997.
 - iii) 'Project Management', December 15-19, 1997.
 - iv) 'Manufacturing Competitiveness', May 20-22, 1997.
- (b) 3-Week IAS Training Programme in 'General Management', August 18 - September 5, 1997.
- (c) 3-Week IAS Training Programme in 'General management', September 8 - 26, 1997.
- (d) Conducted the following Advanced Management Programme :
- i) For S. K. Birla Groups of Companies on 'General management : Strategic Issues', October 3-15, 1997.
 - ii) 'Concepts and Strategic Issues in General Management' for S. K. Birla Groups of Companies, December 20, 1997 - January 2, 1998.

- iii) 'Health & Family Welfare Management for the Senior Health Administrators', May 15-19, 1997.
- iv) 'Advanced Management Programme', January 1-21, 1998.
- (e) Conducted Consultancy on 'Utilization of Human Resources in Central Coalfields Ltd.
- (f) Was Convenor, IPC upto November 1997. Currently Member of IPC.
- (g) Convenor, Computer Purchase Committee.
- (h) Convenor, Computer Allocation Committee.
- (i) Member, Admissions Committee upto November 1997.

Prof. Anup Kr. Sen

- (a) Completed a CMDA Project titled ' Applications and Analyses of Artificial Intelligence Techniques'.
- (b) Member of the Consultancy Project Team for Bihar Education Project and Primary Education Project in West Bengal.
- (c) Member, Admissions Committee.
- (d) Paper setter, A, B and C Level Examinations, DOEACC (a society under DOE).
- (e) Member, Board of Moderators, Computer Science, Indian Statistical Institute, Calcutta.
- (f) External expert, M. Tech. Thesis (Computer Science), Indian Statistical Institute, Calcutta.

Prof. Asim K. Pal

- (a) Member in the Consultancy Project Team for the project titled 'Study of the CMC Organization Identification of Training Needs, and Identification of Scope of Computerization-Phase I.
- (b) Member, Interim Library Committee, Computer Centre Task Force and Academic Council.
- (c) Convenor, IPC.
- (d) Was an external expert in the selection of Programmer and Senior Technical Assistant at the Indian Statistical Institute.

Prof. S. D. Vaidya

- (a) Participated as a Faculty Member in the following programmes :
 - i) MDP on 'Management of Information Technology'.
 - ii) 'Advanced Management Programme' for Senior Level Public Sector Executives.
 - iii) In the In-company training programme for ONGC.

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- (b) Conducted an In-company Training Programme on 'Strategic Use of Information Technology' for Aptech Limited at their National Training Centre at Pune.
- (c) Participated as a visiting faculty member in the 11th UGC sponsored Refreshers Course for Lecturers in Library Science and Librarians by the Department of Library and Information Science, Jadavpur University.

Prof. Kulbhusan Chand

- (a) Attended the MDP programme on 'Management of Information Systems'.

Prof. Uttam K. Sarkar

- (a) Conducted an MDP as Programme Director on 'Internet, Multimedia and Emerging Business Trends'.
- (b) Member, Institute's Home Page Development Committee.
- (c) Represented IIM Calcutta at the IIM-Digital Internet Formation Activities.
- (d) Paper setter of an examineer, Institution of Eletronics and Electrical Engineers.
- (e) Ph.D. Synopsis Examineer.

Prof. Partha Sarathi Dasgupta

- (a) Visiting faculty (August-December) for a full semester for a course 'Systems Programming' at the Kalyani Engineering College, Kalyani University.
- (b) Faculty Guide for summer training for two students of final year B.Tech. in Radiophysics & Electronics from the University of Calcutta (May-June).
- (c) Faculty Guide for vacational training for six students of final year B.Tech. in Computer science from Kalyani Engineering College, Kalyani University.
- (d) Member. Purchase Committee.
- (e) Member. Home Page Committee.
- (f) Member, Institution of Electronics & Telecommunication Engineers (IETE).
- (g) Reviewed a text book titled 'Artificial Intelligence and Expert Systems" authored by V. S. Janmakiraman. K. Sarukesi and P. Gopalkrishnan on behalf on Macmillan India Ltd.
- (i) Obtained Ph.D. in Computer Science from University of Calcutta.

Prof. Subir Bhattacharya

- (a) Sessions in the MDP on 'Management of Information Systems" (Prog. Director Prof. Rahul Roy).

- (b) Sessions in the MDP on 'Internet, Multimedia & Emerging Business Trends' (Prog. Dir. Prof. Uttam Sarkar).
- (c) Coordinator, Interim MDP Committee July 16 - November 10, 1997.
- (d) Chairperson, Consultancy, MDP and EP since November 10, 1997.
- (e) Member (ex-officio), Academic Council.
- (f) Member, Task Force on Groupwise Allocation of Faculty Positions.
- (g) Served as an External Expert in the Campuswide Networking Committee of Indian Statistical Institute, Calcutta.

Prof. Rahul Roy

- (a) Training Programme Director for IFS Officer on 'MIS in Forestry' during July 21-25, 1997.
- (b) MDP on 'Management of Information Systems' during November 27-29, 1997.
- (c) Took session for the Murugappa Group of Companies.
- (d) Took sessions in IAS training Programme.
- (e) Took sessions in MDP 'Recent Advances in Inventory Management'.
- (f) Took session for senior level IAS Officers.
- (g) Took session for S. K. Birla Group of Companies.
- (h) Took session in MDP on Project management.
- (i) Group Coordinator - MIS
- (j) Member - PGP Committee, PGP Curriculum Review Committee, Computer Centre Task Force, Home Page Committee, Committee for REview of Campus Security, Computer Purchase Committee.
- (k) Co-ordinator - PGDCM Curriculum Review Committee.

Prof. Amitava Bagchi

- (a) Took some sessions in MDPs and other training programmes.
- (b) Member, Board of Governors, IIM Calcutta.
- (c) Member - Academic Council, Internal Personnel Committee (IPC), Fellowship, Research and Publications (FRP) Committee.
- (d) Member, Board of Directors, Phoenix Software Ltd., Calcutta.

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- (e) Member, Ph.D. Committee in Computer Science, University of Calcutta.
- (f) Member, Editorial Board, VIVEK (an AI journal published by NCST, Bombay).
- (g) Member, American Association for Artificial Intelligence (AAAI), USA.
- (h) Member, Association for Computing Machinery (ACM), USA.
- (i) Computer Society Affiliate, Institute of Electrical and Electronic Engineers (IEEE), USA.

Prof. J. Bandyopadhyay

- (a) Participated as a Faculty in the MDP for the Damodar Valley Corporation Officials on ISO-14000 series and Environment Management Systems.
- (b) Invited to present a plenary lecture at the Indian Science Congress session in Hyderabad during 3-7 January, 1998.
- (c) Took part as a delegate of the Government of India in the Inter Governmental Meeting on Himalayan Eco-Regional Cooperation held in Kathmandu, 16-18 February, 1998.

Prof. Annapurna Shaw

- (a) Group Coordinator, Regional Development.
- (b) Member, PGP & FP Committee.
- (c) Received a Fullbright Lectureship Grant of 3 months to teach at Arizona State University, USA from the period 18th September to 30th December, 1997.
- (d) Was invited by the Geography Departments of University of Colorado, San Diego State University and University of Georgia to give a talk on Economic Liberalisation and Metropolitan Restructuring in India.

Prof. Rabin Ganguly

- (a) Programme faculty in IAS Officers Training Programmes :
 - i) Programme for Senior Level IAS Officers on 'Strategic Environment Management, August 18-September 5, 1997.
 - ii) Programme for Senior Level IAS Officers on 'Environmental Concerns and Support Systems', September 8-28, 1998.
- (b) Took sessions on 'Environmental Issues in Project Appraisal'.
- (c) Took sessions on 'Environmental Management in Decentralised Planning Process'.
- (d) Co-ordinator, PGDBM & EP Committee.
- (e) Chairman, PGDBM Committee.

- (f) Member - Academic Council and Internal personnel Committee.
- (g) Member : Doctoral Research Committee (DRC), School of Planning and Architecture, New Delhi.
- (h) Member : Professional Standing Committee, Calcutta Chapter of Institute of Town Planners, India.
- (i) Member : Advisory Committee of the Institute of Local Government and Urban Studies, Government of West Bengal.
- (j) Member : EKTA Ecological Foundation, Calcutta.
- (k) Member : Indian Environmental Association (Member Association of Water Environment Federation, USA), Calcutta Chapter.
- (l) Examiner : (August 1997) Doctoral Dissertation in Urban Planning, Anna University, Chennai.
- (m) Expert Member : (October 1997) Professors Selection Committee, School of Planning and Architecture, new Delhi.
- (n) Member : Management Committee, Kendriya Vidyalaya, IIMC Joka.
- (o) Guest Faculty Lectures delivered in the Core Course on 'Environment Management' to the Management Students of Dr. Gaur Hari Singhania Institute of Management and Research, Kanpur, during February 10-14, 1998.
- (p) Resource Person in the Calcutta University Refresher Course in Geography, February 17 - March 11, 1998. to conduct two sessions on 'Issues and Directions in Urban Environment Management' on February 25, 1998.

Prof. B. K. Chatterjee, ACC Visiting Professor

- (a) Assisted the Course Co-ordinator - including taking some sessions in two MDP's :
 - i) Annual MDP on 'MANAGEMENT BY HUMAN VALUES', January 4-10, 1998;
 - ii) Annual MDP on 'MANAGERIAL PERFORMANCE REVIEW AND REWARD SYSTEMS', September 1997.
- (b) Took several sessions at MDP's as well as in-company programmes conducted by several Professors of the Institute.
- (c) Conducted jointly with the Convenor MCHV about 18 3-days in-company consultancy-based Workshops at MCHV and outside for public and private sector organizations.
- (d) Provided all necessary assistance to the Convenor MCHV on such matters.

Dr. C. Panduranga Bhatta, Associate Professor

- (a) Assisted the Convenor, MCHV in conducting the following workshops on Human Values :
 - i) In-House Workshop on Human Values for Gujarat Ambuja Cements during November 10-12, 1997.
 - ii) In-house Workshop on Human Values for Punjab and Sind Bank during December 8-10, 1997.
 - iii) 11th International Workshop on Human Values during January 4-10, 1998.
 - iv) In-House Workshop on Human Values for Bharat Petroleum Corporation Ltd. during February 9-11, 1998.
- (b) Life-member, Kuppaswamy Sastri Research Institute, Mylapur, Chennai.
- (c) Founder Convenor, International Council for Indian Studies, Pondicherry University.
- (d) Assisted in organizing Rabindranath Tagore memorial Oration on 'Managing Power in Post-independent India : Executive, Judiciary and Business' by Mr. C. r. Irani on January 8, 1998.

Prof. S. K. Chakraborty

- (a) Conducted Annual MDP on 'Management by Human Values', January 4-10, 1998.
- (b) Conducted Annual MDP on 'Managerial Performance Review and Reward Systems', September 1997.
- (c) Conducted about 18 3-day Consultancy-based in-company Workshops at MCHV and outside - covering nearly 500 managers in public and private sector organizations.
- (d) Full responsibility - financial and otherwise - for MCHV.
- (d) Conducted the 11th International Workshop - January 4-10, 1998 - on Management by Human Values at MCHV.
- (e) Conducted the First International Symposium on Applied Ethics in management, February 19-21, 1998. There were 31 invited scholars/experts from all over the world. Curtin Business School, Australia. Royal Melbourne Institute of Technology, and Copenhagen Business School collaborated in the planning and conduct of the Symposium.

Mr. Sanjoy Mukherjee, MCHV

- (a) Jointly conducted in-company workshops on management by Human Values for Bengal Ambuja, Gujarat Ambuja, Srei International, IOC, Punjab & Sind Bank, IFFCO etc. with other faculty members of MCHV.
- (b) Jointly conducted International MDP on management by Human Values with Dr. S. K. Chakraborty & others at MCHV during January 4-10, 98.

Mr. S. Elankumaran, UTI Research Fellow

- (a) Assisted the Convenor, MCHV in the following In-House Workshop on Human Values Training Programme :
- 1) For Health & F.W. Department, Government of W.B., May 5-9, 1997.
 - 2) For State Bank of India, June 16-18, 1997.
 - 3) For IFFCO, July 2-5, 1998.
 - 4) For S.B.I., July 14-16, 1997.
 - 5) For SREI International during August 4-6, 1997.
 - 6) For Ganapati Greenfields Ltd., August 10-12, 1997.
 - 7) For S.B.I., September 14-16, 1997.
 - 8) MDP on 'Managerial performance Review and Rewards - Human Values Perspective', September 18-20, 1997.
 - 9) For Bengal Ambuja Group, October 4-6, 1997.
 - 10) For S.B.I. Top Management (Module II & III), October 20-22, 1997.
 - 11) For Gujarat Ambuja Cements, November 10-12, 1997.
 - 12) For Punjab & Sind Bank, December 8-10, 1997.
 - 13) 11th International Workshop on Human Values, January 4-10, 1998.
 - 14) For Bharat Petroleum Corporation Ltd., February 9-11, 1998.
- (b) Assisted in organizing the following Oration :
- i) Sri Aurobindo Memorial Oration on 'Management of Power' by prof. Manoj Das On August 28, 1997.
 - ii) Swami Vivekananda Memorial Oration on 'Leadership Power : Development Application' by Prof. R. K. Das Gupta on September 19, 1997.
 - iii) Mahatma Gandhi Memorial Oration on 'Sustainable Development and Technology : The Gandhian imperatives' by Dr. Kamla Chowdhry on October 17, 1997.
 - iv) Rabindranath Tagore memorial Oration on 'Managing Power in Post-independent India : Executive, Judiciary and Business' by Mr. C. r. Irani on January 8, 1998.
 - e) Internaitonal Symposium on 'Applied Ethics' during February 19-21, 1998.

Prof. Ranjan Das

- (a) Conducted EDPs as Programme Director : 9 nos.
- (b) Participated as faculty in Strategic Management sessions of many other EDPs offered by other faculty members.
- (c) Principal Faculty of an MDP offered by Dhaka University.
- (d) Taught in many Incompany Programmes organised by IIM Faculty.
- (e) IAS & Other Central Government Programme : Taught in 3 no. IAS Programmes.
- (f) Conducted the following Consultancies :
 - i) Project completed on :
 - Secure Meters Ltd.
 - Birla VXL Ltd.
 - Glaxo India Ltd.
 - Times of India
 - Exide Industries Ltd.
 - State Bank of India
 - ii) Short Assignments Completed/in Progress :
 - CESC
 - AV Birla Group of Companies
 - BOC
 - SAIL
 - SBI
 - ICI
 - Rahimafroz Bangladesh Ltd.
 - BPL
 - IOC Ltd.
 - Tata Tea
 - Balmer Lawrie
 - University of Dhaka
 - Allahabad Bank
 - Indian Container Leasing Co.
- (g) Member, PGP, FP & Publication Committee.
- (h) Group Coordinator - SM Group.
- (i) Director, Carter Pooler Engg. Co. (A W.B.Govt.PSU)
- (j) Chairman-Marketing Committee, CII (ER)
- (i) Consulting Editor, Strategic Marketing; a quarterly publication of the Economic Times.

- (j) Member of the Advisory Committee on Marketing, Small Industries Development Bank of India (SIDBI).
- (k) President, IIM Ahmedabad Alumni Association (Calcutta Chapter).

Prof. Prabal Roy Chowdhury, Visiting Assistant Professor

- (a) Took one session entitled 'Joint Venture for Technology Development' at the MDP entitled 'Emerging Issues in Technology Sourcing and Development', September 25-27, 1997.
- (b) Taught half of a course entitled 'Industrial Organisation' for MSQE students at the Indian Statistical institute, Calcutta Centre.
- (c) Delivered lecture on 'Joint Ventures' at the Refresher Course in Economics at Jadavpur University on March 9, 1998.

Prof. Kalyan Sankar Mondal

- (a) Took a session on 'Issues in management of Anti-Poverty programmes' in a three week IAS Training Programme on General Management on 26th September 1997 at Tata Hall, IIMC.
- (b) Took a session on 'Principles of Effective Management' in 'Induction Course for Assistant Engineers' organised by Road and Building Research Institute, Government of West Bengal, Calcutta on 24th February, 1997.
- (c) Member, Admissions, Fellowship, Research & publication Committee, Research & publication Subcommittee, Task Force for Centers and their Interface, Departmental Promotion Committee.
- (d) Member, Research Committee on Sociology of Agriculture and Food of the International Sociological Association.
- (e) Nominated as Council Member of the Asian Rural Sociologist Association.

Prof. Madhu S. Mishra

- (a) Conducted the following MDPs :
 - i) Level I Workshop on Management of Health and Family Welfare Services for Senior health Administrators from Eastern and North Eastern Region States sponsored by WHO/NIHFW, New Delhi, May 5-7, 1997 in NTB, IIMC.
 - ii) Level II, workshop on management of Health and Family Welfare Services for District Health Administrators from Eastern and North Eastern Region States, sponsored by WHO/NIHFW, New Delhi. May 15-19, 1997 in NTB, IIMC.
 - iii) Three week I.A.S. Training Programme on General Management (middle level) sponsored by Ministry of personnel, Training Division, Government of India, September 8-26, 1997 in MDP Complex, IIMC.

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(b) Conducted the following Consultancies :

- i) **Marketing Strategy for IRDP & DWCRA products from Eastern and North Eastern Region States sponsored by Ministry of Rural Development, Government of India.**
- ii) **Study on Long Range Planning for Rural Electrification in Backward States; West Bengal and Orissa sponsored by REC, N.D.**
- iii) **Preparation of Draft Perspective Plan of West Bengal with Prof. Robin Ganguly, sponsored by Government of West Bengal, State Landuse Board.**

(c) **Member, PGP Committee, Placement and Alumni (from Dec. 97.)**

(d) **Co-ordinator, Sociology Group, Government Training Programmes.**

(e) **Chairman, Centre for Management of Rural Development Programmes, Post Graduate & Fellow Programmes(till Nov. 97), Placement & Alumni (till Nov. 97), Transport Advisory Committee.**

(f) (i) **Member, (i) Board of Governors and Financial Controller, Child-in-Need Institute, Calcutta. (ii) Board of Governors and Vice-President, Calcutta Youth Self-Employment Centre (CYSEC), Calcutta. (iii) Governing Body and Executive Committee of Asian Workers Development Institute Rourkela, Orissa. (iv) Executive Committee of Indian Association of Social Sciences Institute in India, New Delhi. (v) Health Management Training Consortium, National Institute of Health and Family Welfare, New Delhi. (vi) Board of Governors, Population, Food and Development Research Institute, New Delhi. (vii) Board of Management Studies, Utkal University, Bhubaneswar & Sambalpur University, Sambalpur. (viii) Board of Governors, Regional Management Institute, Bhubaneswar, Orissa. (ix) Board of Governors, S.D.M. Institute for Management Development, Mysore, Bangalore, Karnataka State. (x) Member, Regional Advisory Board, SIDBI, Calcutta. (xi) Governing Body, Indian Institute of Mass Communication, New Delhi. (xii) Board of Governors, National Institute of Health & Family Welfare, New Delhi.**

(g) **Director, (i) INDUS Services Limited, Calcutta, (ii) Bank of America, Local Advisory Board, Bombay.**

(h) **President, (i) Governing Body, SAHAYA, Calcutta & CINI MOYNA Development Association, Calcutta. (ii) Governing Body, Jeeveka Development Society, Calcutta.**

(i) **Examiner at Ph.D/M.Phil. levels for Delhi University, Calcutta University, Osmania University, Andhra Pradesh, Utkal, Berhampur and Sambalpur Universities in Orissa.**

(j) **Advisor, UPSC, New Delhi.**

Prof. Surendra Munshi

(a) **Course faculty IAS Training Programme, August 8 to September 5, 1997.**

(b) **Course faculty IAS Training Programme, September 8-28, 1997.**

(c) **Course faculty AMP, December 1-20, 1997.**

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- (d) **Member, (i) IPC, (ii) Academic Council, (iii) Standing Committee of Academic Council for Planning and Development, (iv) Director's Committee for the 9th Plan.**
- (e) **Coordinator, Library Advisory Committee.**
- (f) **Chairman, Library Committee.**
- (g) **Convener, (i) Committee for Cooperation with European Union, (ii) Golden Jubilee Celebration Committee.**

Shri Prithwis Kr. Sana, Research Assistant

- (a) **Analyse data and prepared draft report for the project titled 'Study on Long Range Planning for Rural Electrification for Backward States'.**

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.97 TO 31.3.98.**

Prof. Ujvala Rajadhyaksha

- (a) Published a Working Paper in the IIM Calcutta Working Paper Series titled 'An Exploratory Study of the Life Role Saliency of Dual Career Couples (Co-Authored)', April 1997.

Prof. K. Unnikrishnan Nair

- (a) Working Paper titled 'Individual Differences in Need for Cognition and Complex Problem Solving', February 1998.
- (b) Working Paper titled 'Cognitive Complexity of Managers and Effectiveness in Dealing with Ill-Structured Situations', March 1998.

Prof. Sunita Singh Sengupta

- (a) 'The Senior Manager Challenges and Coping Strategies', book published by APH Publishing House, New Delhi.
- (b) Papers in referred journals :
- (i) Leadership A Style or An Influence Process Indian Journal of Industrial Relations, 1997, January Issue.
 - (ii) Are Indian Youths Dependent Prone? Indian Journal of Industrial Relations, 1997, January Issue.
 - (iii) The Brighter Aspect of Conflict. Indian Journal of Industrial Relations, 1998, January Issue.
 - (iv) Corporate Culture : Building Spirit of High Performance. Productivity, 1998, April Issue.
 - (v) Towards Integrative Indigenization : A Case of I/O Psychology Researches in India. Cross-Cultural Psychological Bulletin, March Issue, 1998 (Invited paper).
- (c) The Value Profile of Indian Executives. Growth An Inhouse Journal of SAIL, July - August Issue, 1997.
- (d) Corporate Culture : Building Spirit for High Performance. WPS-303/97.
- (e) Psychological Wellbeing As A Correlate of Perceived Quality of Worklife, WPS - 320/98.

Prof. B. N. Srivastava

- (a) Published a book on 'International Management' in 1997, jointly with Dr. Manab Thakur and Gene Burton of California State University, Fresno.
- (b) Published a paper in the Journal of Social Psychology with Dr. P. K. Sett on 'Managerial Attribution and Response : An Empirical Test of Attributional Leadership Model in India.

Prof. Binod Kumar

- (a) An Edited book 'Fifth Survey of Educational Research, Volume 1' was published by NCERT.

Prof. Amit Jyoti Sen

- (a) Text Book on Organization Behaviour for Indian Students, published by Tata McGraw Hill.

Prof. Sudip Chaudhuri

- (a) Published a paper "Government and Economic Development in South Korea, 1961-79", in Social Scientist, Vol 24, Numbers 11-12 (dated November-December, 1996 but released this year).
- (b) Published a chapter "Debates on Industrialization", in T Byres (ed) "The Indian Economy : Major debates since Independence", Oxford University press, 1998.

Prof. Alok Ray

- (a) Article 'Brain Drain : A Social Cost-Benefit Perspective" in Issues in Economic Theory and Public Policy ed. A. Bose, M.K. Rakshit and A. Sinha (Oxford University Press, 1997).
- (b) Articles in Newspapers and periodicals :
- (1) 'Miles to Go before the Leap : Pre-Budget Scenario 1997-98" in The Telegraph, February 20, 1997.
 - (2) 'Budget 1997-98 : Fiscal Science to Woo Artful Tax Dodgers' in The Telegraph, March 13, 1997.
 - (3) 'Sun Finally Sets on the Umpire' in The Telegraph, March 24, 1997.
 - (4) 'Looking for a Binding Principle' in The Telegraph, April 22, 1997.
 - (5) 'Social Target Practive' in The Telegraph, May 6, 1997.
 - (6) 'No Time to Change Gods : Capital Account Convertibility in India" in The Telegraph, June 18, 1997.
 - (7) 'Harassed by Ranks and Files' in The Telegraph, July 10, 1997.
 - (8) 'Lessons in managing Currency Affairs : Asian Currency Crisis" in The Telegraph, October 23, 1997.
 - (9) 'Stuck on a Square Peg : RBI's Exchange Rate Policy' in The Telegraph, January 20, 1998.
 - (10) 'Budget Expectations : Hard Decisions to be Taken (Pre-Budget Review of the Economy)' in Business Line, February 13, 1997.
 - (11) 'Putting Reforms Back on Rails : Budget 1997-98' in Business Line, March 18, 1997.

ANNEXURE XXII(Contd.)

- (12) 'Food for the Really Poor : The Targeted Public Distribution System' in **Business Line**, April 29, 1997.
- (13) 'Planning for Education for the 21st Century' in **Business Line**, May 17, 1997.
- (14) 'Capital Account Convertibility : Will Benefits Outweigh Risks?' in **Business Line**, June 13, 1997.
- (15) 'Economic Reforms : The Unfinished Agenda' in **Business Line**, August 8, 1997.
- (16) 'Fifty and No Cause for Cheer : 50 years of Independence' in **Business Line**, September 4, 1997.
- (17) 'Meltdown in South East Asia' in **Business Line**, November 11, 1997.
- (18) "Where is the Sense in a 'Correct' Exchange Rate?" in **Business Line**, January 14, 1998.
- (19) 'West Bengal Budget : Doses of Realism with Rhetoric' in **Business Economics**, March 24-30, 1997.
- (20) 'Tools and The MBA' in **The Economic Times**, September 22, 1997.
- (21) 'The Economic Policy of the Gujrat Government' in **The Ananda Bazar Patrika**, July 22, 1997.

Prof. Anup K. Sinha

- (a) "Twenty Years of Left Front Rule", published in **The Statesman**, June 1997.
- (b) "Nine Times and Counting", published in **The Telegraph**, October 1997.
- (c) "Crash Course Lessons", published in **The Telegraph**, February 1998.

Prof. Biju Paul Abraham

- (a) "Catch Flies in a Web", published in **The Telegraph**, August 5, 1997.

Prof. Syamal K. Ghosh

- (a) "Stepping through business portals" published in the **Economic Times**, September 28, 1997.
- (b) "Uttarapather Pathik", published in the **Pranab**, 1997 Volume.

Prof. Mousumi Ghosh

- (a) "Non-Financial Performance and Control Framework", published in the special issue of "**Udyog Pragati**", **The Journal of National Institute of Industrial Engineering**. (April-June 1997).

Prof. P. K. Sett

- (a) A paper titled "Managerial Attribution & Response : An Empirical Test of Attributional Leadership Model in India", published in the **Journal of Social Psychology**, USA, coauthored with Prof. B. N. Srivastava.

Prof. Pulak Das

- (a) "Inter-organizational mobility and career growth of engineers in In-house R & D of manufacturing organizations", Proceeding of the International Conference on Management of Technology, Indian Institute of Technology, New Delhi 1997.
- (b) "Professionals need proper climate to thrive", published in the Quest section of The Statesman, Calcutta, 4th June 1997.

Prof. Debasish Bhattacharjee

- (a) 'Economic Liberalization, Democracy and Industrial Relations', Working Paper Series, WPS-299/97, IIM Calcutta.
- (b) 'Labour Truths', The Teledgraph, Calcutta, September 19, 1997.

Prof. Ashish K. Banerjee

- (a) "Exploiting The HR and Marketing Links - A Case Study", an article published in The Management Accountant - Jan 1998, Vol 33, No. 1.
- (b) Published a review of the book " Elusive Development - Marshall Woolfe" in the Journal of Human Values : 3:2 1997.

Prof. Anup Kr. Sen

- (a) 'New Results on Single machine Sequencing Problem with Quadratic Penalty' (with S.A.Mondal), CODEC-98 Conference proceedings, Jan 1998, pp. 300-304.
- (b) 'An improved Precedence Rule for Single Machine Sequencing Problem with Quadratic Penalty' (with S. A. Mondal), WPS-302/97, Working paper series, I I M Calcutta.
- (c) 'Enhancing the Applicability of Transpose-and-Cache Branch-and-Bound Scheme' (with S. A. Mondal), accepted for poster presentation, 15th International Joint Conference on Artificial Intelligence (IJCAI-97), Nayoga, Japan, August, 1997.

Prof. Uttam K. Sarkar

- (a) Co-authored a book with D. G. Dastidar and S. Chattopadhyay titled 'Computers and Computation', published by Prentice Hall of India, 1997.
- (b) Published a working paper (co-authored with Mr. K. Adhikari) titled 'A Deterministic Distribution of Disks Based Algorithm to Solve the Multipeg Towers of Hanoi Problem', W.P.S. 308/97, 1997.
- (c) 'Multipeg Towers of Hanoi - Some New Results and Conjectures', W.P.S. 309/97, 1997 (with Mr. K. Adhikari).

Prof. Subir Bhattacharya

- (a) Experimenting with genetic algorithm on the pallet loading problem, with Prakash Jalan and Kuntal Das Barman, Proc. CSI-97, Ahmedabad, pp. 27-34.
- (b) An exact depth-first algorithm for the pallet loading problem, with Prof. Rahul Roy and Sumita Bhattacharya, European Journal of Operational Research.
- (c) A simplified approach to the multiple resource-constrained project scheduling problem, with Terence Nazareth, Sanjay Verma, and Amitava Bagchi, European Journal of Operational Research.

Prof. Rahul Roy

- (a) An Exact Depth-First Algorithm for the Pallet Loading Problem (with Subir Bhattacharya & Sumita Bhattacharya) forthcoming in the European Journal of Operation Research.
- (b) Model Supported BPR - The Case of a Manufacturing Firm (with Monideepa Tarafdar), Communicated to an International Journal, also in IIMC working paper series.

Prof. Amitava Bagchi

- (a) The multiple resource-constrained project scheduling problem : breadth-first approach (with Terence Nazareth, Sanjay Verma and Subir Bhattacharya), European Journal of Operational Research.
- (b) Methods for colouring large graphs : A comparative assessment (with Sriyankar Acharyya) Proc CODEC, pp 304-307, 1998.
- (c) AI-based methods : Selected applications, Proc CODEC, pp 297-299, 1998.
- (d) NEWTRACKER : An early sales forecasting package for consumer non-durables in the Indian Market (with Sanjay Verma and Soimyo D Moitra), WPS-313/97, December 1997.

Prof. Rahul Mukherjee

- (a) Comparison of LR, score and Wald tests in a non-iid setting (1997, with C. R. Rao), J. Multivariate, Anal. 60, 99-110.
- (b) Optimal predictive selection (1997, with S. Dasgupta and A. Dasgupta). In: Proc. Second Triennial Calcutta Symp. (eds. S. K. Basu et al)
- (c) Second order probability matching priors (1997, with M. Ghosh). Biometrika.
- (d) Optimal partial diallel crosses (1997). Biometrika.

Prof. Soumya D. Moitra

- (a) Published a Working Paper titled 'An Analysis of the R & D Production Interface (with Prof. R. Ghosh).

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- (b) **NEWTRACKER** : An early sales forecasting package for consumer non-durables in the Indian Market (with Sanjay Verma and Prof. Amitava Bagchi), WPS-313/97, December 1997.
- (c) 'Some New Survivability Measures for Network Analysis and Design' published in IEICE Transactions in Communications, Volume E80-B, no.4, 1997.

Prof. Sahadeb Sarkar

- (a) (With Shin, D. W.) Testing for a unit root in ARMA models with missing data.
- (b) (with Basu, A.) Robust estimation in the errors-in-variables model via weighted maximum likelihood estimating equations, Test Vol 6, No. 1, pp. 187-203.
- (c) (With Shin, D. W.) Regression with integrated regressors.
- (d) (With Shin, D. W.) Model misspecification problems for nonstationary time series.

Prof. J. Bandyopadhyay

Co-authored the synthesis paper entitled Freshwater for India's Children and Nature published by UNICEF and WWF (New Delhi) in January 1998.

Prof. C. Panduranga Bhatta

- (a) 'Contribution of Karnataka to Sanskrit', Institute of Asian Studies, Chennai, 1997, pp. 676 + XIV.
- (b) 'The Environmental Context : An Asokan Approach' - Asoka 2300, Calcutta.
- (c) 'Bhavabhuti' - MIL Project, National Book Trust, India, Delhi.
- (d) 'Reverence For All Life - An Overview', Proceedings of World Convention on Reverence For All Life, Poona.
- (e) 'Truth as represented in Sanskrit Literature' proceedings of 3rd International Conference on the Great Religions of Asia, Noids, U. P.

Prof. S. K. Chakraborty

- (a) Book on 'Values and Ethics For Organizations', Oxford University Press, 1998.
- (b) Invited papers on 'Leadership' and 'Indian Ethos' in two anthologies published respectively from Prague and California.

Prof. Madhu S. Mishra

- (a) Directory of Organizations in Rural Development, Volume 6, IIM Calcutta Publication.
- (b) Bibliography on Rural Development Management, Volume 7, IIM Calcutta Publication.

Prof. Ranjan Das

- (a) Book titled 'Strategic Management of Services', published in July 1997 by Oxford University Press.
- (b) Published an Article in Management Decision, U.K. titled 'Defending Against M N C Strategy'.
- (c) Published two Articles in Strategic Marketing, Economic Times titled 'Towards a New Strategic Marketing Paradigm' and 'Strategising in Marketing'.

Prof. Prabal Roychowdhury

- (a) Published an Article titled 'Generalised Assignment Models : With An Application to Technology Transfer, 1997, Economic Theory 10, 335-360.
- (b) Inefficiencies in a Model of Team Formation, Indian Institute of Management, Working paper series WPS-329/98.
- (c) Learning, Liberalisation and Joint Ventures, Indian Institute of Management , Working Paper series WPS-330/98. Joint with Indrani Roy Chowdhury.

Shri Prithwis Kr. Sana, Research Assistant

- (a) 'Biswayan, Ek Chirantan Prabaha', published in DHANADHANYE (a Bengali edition of YOJANA), June 1997.
- (b) 'Gramonnayan O Paryaton' published in DHANADHANYE (a Bengali edition of YOJANA), October, 1997.

Dr. Tridib Chakraborti, Research Assistant

- (a) Published the monograph on Industrial Sociology (Revised).
- (b) 'Total Quality Management' The Economic March 27, 1997.
- (c) Entrepreneurship The Economic Times, May 1997.
- (d) 'Sexual Harrasment at Work', The Economic Times. July 1997.
- (e) 'Self Serving Bias' The Economic Times, July 1997.
- (f) 'Management Consultancy', The Economic Times, August 1997.
- (g) 'Organisation & Changing Business Scenario', The Statesman Calcutta, April 1997.
- (h) 'Persuasion and Influence', The Statesman, June 1997.
- (i) 'Employees Feedback', The Statesman, January 1998.
- (j) 'Privatisation of PSUs - QUO Vadis?', Kaleodscope, New Delhi, January, 1998.

Dr. Santwana Chaudhury, Research Assistant

- (a) Research paper on Role of HRM and HR Managers, published in Personnel Today, Vol. XVIII No. 3, 1998.
- (b) 'Economic Transition and Managerial Response' published in Industrial Relations, Vol. XVII 1997 No. 182.

Shri Akshoy K. Singha, Research Assistant

- (a) Liberalisation, Biotechnology and Third World Agriculture : DECISION, Vol 22, No. 4, April 1997.
- (b) The End of Innocence (Child Labour in West Bengal) : The Economic Times, September 26, 1997.

Smt. Mamata Dutta, Research Assistant

- (a) A working paper entitled 'CHILD LABOUR A BURNING ISSUE : NEEDS AN INTEGRATED APPROACH' in the working paper series of the Institute, in September 1997, No. WPS 304/97.

Dr. Tarit Dutta, Research Assistant

- (a) The paper entitled 'Unplanned Urbanization in Joka Area and the role of District Administration ; A paper on Environmental Management has been published in a special volume published on the occasion of First Anniversary of establishment of Green Bench at Calcutta High Court.

Shri Arun Mukhopadhyay, Research Assistant

- (a) Biocolonialism - Patent Mightier Than Sword - Lead Article, The Statesman, 4 March, 1998.

LIST OF GRADUATING STUDENTS (PGDM) - 1998

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	125/33	Prashant Gupta	8.34	1
2.	313/33	Rahul Chowdhri	7.97	2
3.	175/33	Sriram Shrinivasan	7.74	3
4.	103/33	Aseem Agrawal	7.69	4
5.	131/33	S Jairam	7.60	5
6.	229/33	Ashish Goel	7.51	6
7.	262/33	Hemant Narang	7.43	7
8.	276/33	Raman Sibal	7.37	8
9.	183/33	Krishnakumar Vaidyanathan	7.37	8
10.	331/33	Amit Khanna	7.31	10
11.	302/33	Rajiv Ahuja	7.29	11
12.	308/33	Anuj Chandra	7.29	11
13.	315/33	Saurav Deepak	7.26	13
14.	257/33	Tejinderpal Singh Miglani	7.26	13
15.	145/33	Rahul Mittal	7.23	15
16.	147/33	Sagato Mukherjee	7.14	16
17.	128/33	Gupta Sumit Babulal	7.14	16
18.	322/33	Sujata Ghosh	7.09	18
19.	356/33	Sujai Raina	7.09	18
20.	361/33	Senthilkumar H	7.06	20
21.	215/33	Bhattacharjee Rana	7.03	21
22.	261/33	Nadar Pushpraj Samy	7.03	21
23.	279/33	Meera Subramanian	7.00	23
24.	141/33	Karthik S Mahadevan	7.00	23
25.	357/33	Ramalingam M	7.00	23
26.	144/33	Abshishek Mitra	6.97	26
27.	325/33	Kiran Kumar Jain	6.97	26
28.	332/33	Nitin Kohli	6.94	28
29.	206/33	Agrawal Pankaj Brijkishor	6.89	29
30.	207/33	Rajeev Agrawal	6.89	29
31.	212/33	Pushkar Jaichand Bhadani	6.89	29
32.	213/33	N.S. Bharath	6.89	29
33.	258/33	Ganesh Mohan	6.89	29
34.	272/33	Rupali Saluja	6.86	34
35.	307/33	Sourabh Bhattacharya	6.86	34
36.	319/33	Utpal Dutta	6.86	34
37.	351/33	Arvind Pandit	6.86	34
38.	106/33	Alacat Thaliyil Biju Mohan	6.86	34
39.	263/33	Puneet Pamnani	6.86	34
40.	265/33	Pasari Vishal	6.83	40
41.	123/33	Aniruddh Gupta	6.83	40
42.	227/33	Ganesh Kumar C	6.83	40
43.	363/33	Saujanya Shrivastava	6.83	40
44.	372/33	P. Srinivas	6.83	40
45.	379/33	Tayi Sreeram	6.83	40
46.	132/33	Sanjay Jethwani	6.83	40
47.	159/33	Meenal Prasad	6.80	47
48.	248/33	Lenka Jagannadha Naidu	6.80	47
49.	180/33	Akhil Tayal	6.77	49

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
50.	324/33	Hampihallikar Prashant Sudhaka	6.77	49
51.	104/33	Agrawal Nilesh Omprakash	6.71	51
52.	360/33	Anish Kumar Sarkar	6.71	51
53.	369/33	Indranil Som	6.71	51
54.	245/33	Amit Kumar	6.69	54
55.	328/33	Madan Karnani	6.63	55
56.	335/33	Vikas Kumar	6.63	55
57.	221/33	Kanishka Das	6.63	55
58.	225/33	Indraneel Dutt	6.63	55
59.	226/33	Ravi Shanker G	6.63	55
60.	139/33	Krishna Kumar	6.60	60
61.	343/33	Sanjeev Moghe	6.60	60
62.	155/33	Deepanshu Pandita	6.60	60
63.	127/33	Somesh Gupta	6.60	60
64.	146/33	Amit Mohta	6.57	64
65.	150/33	Nandi Saurabh Tapankumar	6.54	65
66.	112/33	Abhishek Bhatia	6.54	65
67.	249/33	Sanjiv C Lochan	6.54	65
68.	271/33	Subhendu Sahu	6.51	68
69.	286/33	Vaishnay Prashant Somesh	6.51	68
70.	309/33	Ritnarayan Chaudhuri	6.49	70
71.	254/33	Rajesh Manwani	6.49	70
72.	187/33	Vijay Anand K.	6.46	72
73.	201/33	Bobby Abraham	6.46	72
74.	218/33	Pradipto Biswas	6.46	72
75.	345/33	Samiksha Nanda	6.46	72
76.	247/33	Lalit Kumar	6.46	72
77.	349/33	Neeraj	6.43	77
78.	384/33	Gaurav Varshney	6.43	77
79.	133/33	Indrajit Jhala	6.43	77
80.	389/33	Maneesh Mohan	6.40	80
81.	316/33	Deepak T.A.	6.37	81
82.	136/33	Aditya Kaura	6.34	82
83.	311/33	Manish Chhalani	6.34	82
84.	327/33	Karun Kumar Kak	6.34	82
85.	355/33	Vankadari Prasad	6.34	82
86.	374/33	Amit Sudan	6.34	82
87.	233/33	Ranjan Goyal	6.34	82
88.	120/33	Shinjit Ghosh	6.31	88
89.	370/33	A Sandeep Sreedharan	6.31	88
90.	387/33	Vyas Radhika M	6.31	88
91.	107/33	Bivek Anand	6.31	88
92.	186/33	Ron Vergis	6.29	92
93.	162/33	Saurav Dey Purkayastha	6.29	92
94.	283/33	Vaibhav Tewari	6.26	94
95.	301/33	Manav Aggarwal	6.23	95
96.	109/33	Bali Vikas	6.23	95
97.	364/33	Dushyant Jaivir	6.23	95
98.	385/33	Vasishta Nimish Subhash	6.23	95
99.	274/33	Arjun Avtar Sethi	6.20	99
100.	277/33	Vinay Kumar Singh	6.17	100

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
101.	321/33	Anindya Ghosh	6.17	100
102.	358/33	Avik Saha	6.17	100
103.	232/33	Manish Gupta	6.17	100
104.	280/33	G Sundrraman	6.14	104
105.	242/33	Rama Kar	6.14	104
106.	256/33	Menon Sreckumar Girijavallabha	6.14	104
107.	134/33	Chetan Joshi	6.14	104
108.	178/33	Srinivas R Nivarty	6.11	108
109.	181/33	Baljinder Singh Uppal	6.11	108
110.	287/33	A Vasanth	6.11	108
111.	177/33	Srivivas Murthy Idimadakala	6.09	111
112.	338/33	Ashutosh Malik	6.09	111
113.	354/33	Udayraj Vijay Prabhu	6.09	111
114.	174/33	Asheesh Sharma	6.06	114
115.	151/33	Nath Nitin	6.06	114
116.	179/33	Sujit Kumar Srivastava	6.06	114
117.	142/33	Dipanjan Majumder	6.06	114
118.	115/33	Kanishka Dasgupta	6.06	114
119.	268/33	Nanik Ramchandani	6.03	119
120.	317/33	Pravin Moreshwar Dudhc	6.03	119
121.	333/33	Alok Kumar	6.03	119
122.	114/33	Shibasheesh Kamal Chakraborty	6.03	119
123.	306/33	Rohit Bhandari	6.00	123
124.	126/33	Rekha Gupta	6.00	123
125.	375/33	Vivek Sunder	6.00	123
126.	122/33	Shubhradeep Guha	5.97	126
127.	329/33	P.R. Karthik	5.97	126
128.	216/33	Dinesh Chandra Biswas	5.97	126
129.	170/33	S. Santhanakrishnan	5.97	126
130.	273/33	Vaibhav Saran	5.94	130
131.	105/33	Azizul Akbar	5.94	130
132.	124/33	Mohit Gupta	5.94	130
133.	253/33	Jaikumar Mani	5.94	130
134.	117/33	Cyril Andrew Fernendes	5.91	134
135.	152/33	Rajinder Nath	5.91	134
136.	388/33	Wagde Anil Hiraman	5.91	134
137.	336/33	Aditi Kumaria	5.91	134
138.	334/33	Neeraj Kumar	5.91	134
139.	381/33	Harshawardhan Awadhootshastri	5.91	134
140.	101/33	Abhinav Anand	5.89	140
141.	289/33	Shetty Ashwin Bhasker	5.89	140
142.	113/33	Maharshi Brata Chakrabarti	5.89	140
143.	164/33	Nilanjan Ray	5.89	140
144.	210/33	Rathindra Basu	5.86	144
145.	237/33	Jaideep A.	5.86	144
146.	288/33	Brinda Murty	5.86	144
147.	129/33	Vikas Gupta	5.86	144
148.	359/33	Ramya Santhanam	5.83	148
149.	320/33	Rohit Garg	5.83	148
150.	231/33	Harpreet Grewal	5.83	148
151.	346/33	Vishal Naraayan	5.83	148
152.	255/33	Rajeev N Menon	5.83	148

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
153.	312/33	Sucharita Choudhury	5.83	148
154.	383/33	Aruna V.S.	5.80	154
155.	371/33	Sri Ram K	5.80	154
156.	214/33	Bhat Anoop Gopalkrishna	5.80	154
157.	224/33	Alok Dugar	5.80	154
158.	176/33	Srikanth V C	5.77	158
159.	140/33	Kislay Kumar	5.77	158
160.	110/33	Sumit Banerjee	5.77	158
161.	266/33	Lokesh Prasad	5.74	161
162.	121/33	Gopalkrishnan N	5.74	161
163.	330/33	Md. Khalid Atahar Khan	5.71	163
164.	230/33	Gopalakrishnan R	5.71	163
165.	250/33	Madhunarayan K	5.71	163
166.	163/33	Rajesh Ranjan	5.71	163
167.	259/33	Mohit	5.71	163
168.	172/33	Satish V	5.71	163
169.	365/33	Singh Jasjyot Tejinder	5.69	169
170.	220/33	Sonali Chandra	5.69	169
171.	111/33	Bibhas Basumatary	5.66	171
172.	367/33	Sudip Singh	5.66	171
173.	102/33	Aggarwal Aditya S. Kumar	5.66	171
174.	171/33	Vijay Sarma	5.66	171
175.	342/33	Bibhudev Misra	5.63	175
176.	285/33	Parth Udia	5.63	175
177.	188/33	Krishna Venugopal (Ms)	5.63	175
178.	380/33	Thirumalai Nambi D	5.63	175
179.	234/33	Harshavardhana B.G.	5.63	175
180.	118/33	Devesh Rai Gadegawalia	5.63	175
181.	386/33	S. Venkata Krupakar	5.60	181
182.	153/33	P. Eshwara Suresh	5.60	181
183.	156/33	Pangal Sandeep S	5.60	181
184.	260/33	Mulye Vikram Purushottam	5.54	184
185.	366/33	Priya Singh	5.54	184
186.	137/33	Keshavan S	5.54	184
187.	362/33	Sharon Fernandez Lamarc	5.54	184
188.	314/33	Dalal Vishal Ratnesh	5.54	184
189.	161/33	Praveen Kumar Murmu	5.51	189
190.	368/33	Sogal Mahesh Jagannath	5.51	189
191.	160/33	Mada Prasanna	5.51	189
192.	270/33	Rakesh Kumar Roy	5.46	192
193.	219/33	Gaurav Pratap Singh Brar	5.46	192
194.	376/33	Sunildatt Kunale	5.46	192
195.	264/33	Suchita Panda	5.46	192
196.	251/33	Subroto Majumdar	5.43	196
197.	241/33	K. Kiran Chandra	5.40	197
198.	209/33	Banoth Praveen Kumar	5.40	197
199.	339/33	Mamatha T	5.40	197
200.	154/33	Pakanati Venkata Sameer Kumar	5.37	200
201.	373/33	Pawnchapakesan Venkata Subrama	5.37	200
202.	310/33	Chetan Harjivandas Hingu	5.37	200
203.	135/33	Kale Jagdish Purshottam	5.34	203

ANNEXURE XXIII(Contd.)

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
204.	337/33	I B Madhukar	5.34	203
205.	138/33	Kotla Rakesh	5.31	205
206.	108/33	Anand K	5.31	205
207.	326/33	Jathar Pankaj Prabhakar	5.29	207
208.	167/33	Rishanlang Rynjah	5.29	207
209.	184/33	B.V. Venkata Raghava	5.26	209
210.	217/33	Nilanjan Biswas	5.26	209
211.	173/33	Satpute Mandar Babasaheb	5.26	209
212.	208/33	Arikeri Siva Prasad	5.23	212
213.	303/33	S. Anand	5.23	212
214.	252/33	Dipankar Mandal	5.20	214
215.	238/33	Joshi Amit Madhav	5.20	214
216.	305/33	Suraj Basumatary	5.17	216
217.	269/33	Ryali Ravi Chandra Babu	5.14	217
218.	182/33	Kanchan Gauri Vaidya	5.14	217
219.	148/33	L Balachandra Naidu	5.11	219
220.	143/33	Tapati Sailaza Mandal	5.09	220
221.	281/33	Suresh Babu Mutyala	5.09	220
222.	378/33	Prashant Tandon	5.06	222
223.	243/33	Katare Milind K	5.00	223

LIST OF GRADUATING STUDENTS (PGDCM) 1998

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	445/03	Saurabh Tripathi	8.11	1
2.	413/03	Goankar Amit Govind	7.80	2
3.	412/03	Soumyo Dutta	7.71	3
4.	430/03	Nagnur Milind Madhav	7.34	4
5.	411/03	Prithwiraj Choudhury	7.26	5
6.	443/03	Vikesh Sinha	7.11	6
7.	427/03	Anindya Mitra	7.11	6
8.	446/03	Venkata Sridhar Turaga	7.03	8
9.	449/03	Sandeep Walia	7.03	8
10.	403/03	Neeraj Agrawal	7.03	8
11.	414/03	Soumya Ghoshal	6.97	11
12.	420/03	Pradeep Kumar Jain	6.94	12
13.	406/03	Tanmay Bandyopadhyay	6.94	12
14.	431/03	Harish Natarajan	6.94	12
15.	447/03	Shailesh Venkatesh	6.80	15
16.	401/03	Minal Agarwal	6.66	16
17.	405/03	S.A. Arun	6.63	17
18.	428/03	Mohit Mittal	6.63	17
19.	444/03	Srinivas Shankar	6.54	19
20.	442/03	Shaswat Sharma	6.51	20
21.	423/03	Harish Kumar	6.49	21
22.	437/03	Suresh Ramu	6.46	22
23.	436/03	Priyadarshi Rajeev	6.43	23
24.	435/03	Premjith B.	6.40	24
25.	419/03	Manish Jain	6.34	25
26.	438/03	Ratikanta Sahu	6.26	26
27.	409/03	Puranika Narayana Bhatta	6.20	27
28.	448/03	Anshuman Verma	6.03	28
29.	440/03	Ritesh Raj Saxena	6.00	29
30.	424/03	Kamal Maggon	5.89	30
31.	410/03	Maneesh Chauhan	5.86	31
32.	417/03	Komal Kumar Jain	5.86	31
33.	416/03	Govindarajan M	5.86	31
34.	429/03	Nirav Modi	5.80	34
35.	451/03	Arun Raghavapudi	5.77	35
36.	408/03	Vishal Bhatnagar	5.74	36
37.	407/03	Sujit Kumar Basu	5.74	36
38.	404/03	V Anand Nataraj	5.71	38
39.	433/03	Paunekar Ashish Prabhakar	5.63	39
40.	415/03	Gobi Shankar T	5.60	40
41.	432/03	Somnath Neogi	5.43	41
42.	421/03	Manishi Krishna	5.29	42
43.	434/03	Niranjan Prasad	5.26	43
44.	402/03	Dheeraj Aggarwal	5.03	44

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 1998**

<u>Sl. No.</u>	<u>N a m e</u>	<u>Reg. No.</u>	<u>Specialisation</u>	<u>Area of Thesis Title</u>
1.	Shri Indranil Banerjee	FP/5/90	M I S	"A frame for Analyzing the Information Strategy Formulation Process in Large Organizations"
2.	Shri Manishi Raychaudhuri	FP/1/92	O M	"Decision Rules for Timing the Purchase of Stock"
3.	Shri Diptesh Ghosh	FP/6/93	ORSA	"Heuristics for Knapsack Problems : Comparative Survey and Sensitivity Analysis"
4.	Shri Abdul Sakib Mondal	FP/8/93	M I S	"Graph Search Methods : Application to Single Machine Job Sequencing Problems"

LIST OF GRADUATING STUDENTS (PGDBM) 1998

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	21/2	Maitreyi Samanta	7.225	1
2.	47/2	Sumanta Ghosh	7.225	1
3.	54/2	Sirshendu Halder	7.129	3
4.	30/2	Ritabrata Pramanik	6.935	4
5.	33/2	Samir Nagpal	6.870	5
6.	36/2	Sanjan K. Nigam	6.838	6
7.	32/2	Sagar Sen	6.580	7
8.	8/2	Anup Roy	6.548	8
9.	27/2	Praloy Majumder	6.483	9
10.	4/2	Amit Kumar Dey	6.451	10
11.	59/2	Manas Kumar Dutta	6.419	11
12.	61/2	Pratip Sen	6.387	12
13.	5/2	Anupam Gupta	6.322	13
14.	14/2	Chandrachur Ghosh	6.322	13
15.	15/2	C. Ramachandran	6.322	13
16.	41/2	Srirangan Rajagopal	6.322	13
17.	37/2	Soumitra Roy	6.258	17
18.	46/2	Sujata Chanda	6.258	17
19.	18/2	Debasish Ganguly	6.225	19
20.	38/2	Shyamsundar Ghosh	6.225	19
21.	40/2	Sourav De	6.225	19
22.	10/2	Arup Sankar Bagchi	6.064	22
23.	56/2	Deepesh Goel	6.064	22
24.	42/2	Subir Chakraborty	6.032	24
25.	62/2	Kalyan Kumar De	5.967	25
26.	17/2	Debasish Dasgupta	5.903	26
27.	24/2	Niraj K. Mishra	5.903	26
28.	19/2	Gautam Chatterjee	5.870	28
29.	65/1	Partha Kundu	5.806	29
30.	13/2	Biplab K. Chaudhur	5.806	29
31.	34/2	Sanjib Basu	5.806	29
32.	9/2	Arup Kumar Mitra	5.774	32
33.	23/2	Nalini Ranjan Das	5.774	32
34.	51/2	Supriyo Kumar Choudhury	5.774	32
35.	2/2	Abhijeet Dutta	5.741	35
36.	16/2	Debasish Bhattacharya	5.741	35
37.	19/2	Sirsendu Roy	5.741	35
38.	28/2	Rahul Roy	5.709	38
39.	37/1	Suparna Singh	5.645	39
40.	57/1	Santanu Bhattacharya	5.645	39
41.	29/2	Ranjan Dwivedi	5.612	41
42.	48/2	Suman Sikdar	5.580	42
43.	65/2	Purnabrata Majumdar	5.548	43
44.	66/2	Shyamal K Chakraborty	5.548	43
45.	7/2	Anindya Sarkar	5.516	45

ANNEXURE - XXVI(Contd.)

<u>Sl. No.</u>	<u>Regn.No.</u>	<u>Name</u>	<u>CGPA</u>	<u>Rank</u>
46.	3/2	Ajay Bhattacharyya	5.451	46
47.	31/2	R. Mohan	5.451	46
48.	11/2	Ashik Narain	5.419	48
49.	22/2	Molly Thambi	5.419	48
50.	67/2	Santanu Roy Choudury	5.419	48
51.	20/2	Kaushik Bhadra	5.322	51
52.	50/2	Suman Pal	5.290	52
53.	6/2	Anindya Majumder	5.258	53
54.	55/2	Debashis Mitra	5.225	54
55.	58/2	V.S. Anoop	5.225	54
56.	57/2	Jayanta K. Bhattacharya	5.193	56
57.	25/2	Onkar Singh Kushwa	5.129	57
58.	63/2	Sanjay K Bose	5.000	58

**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 33RD 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

Dhareshwar 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 33RD 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
Wadhvani Alkesh Gulal
Mukherjee Ananda

1990

Manish Srivasta
P. Venkatesh

1991

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

1992

Rajat Gupta
Anurag Gupta
Arnab Mukherjee
Vipul Tuli
Amit Gupta

1993

Dipak Kumar Singh
Manish Mahajan
Michael J. Fernandes
Suresh Vasudevan
Aman Deep Singh

1994

Vikramaditya
Kedar Anil Wagle
Ashesh 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

1998

Prashant Gupta
Rahul Chowdhri
Sriram Shrinivasan
Asecm Agrawal
S Jairam

**POST GRADUATE DIPLOMA IN COMPUTER AIDED MANAGEMENT
1ST THREE BATCHES**

1996

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

1997

Sunish Sharma
Harish Bansal
Ashish Agarwal
Namit Agarwal

1998

Saurabh Tripathi
Goankar Amit Govind
Soumyo Dutta

STATEMENT OF ACCOUNTS

***1ST APRIL, 1997
TO
31ST MARCH, 1998***

**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	12,66,06,537.68					
Add: Grant received during the year transferred from Income & Expenditure A/c.	1,77,20,621.65					
Add: Addition by Adjustment	<u>87,425.60</u>					
	14,44,14,584.93					
Less: Capital investment written off	1,60,151.49		14,42,54,433.44			
II. Government of West Bengal						
As per last account			<u>11,17,540.61</u>		14,53,71,974.05	
B. CAMPUS ACCOUNT						
I. Government of India						
As per last account	16,48,91,372.64					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>97,50,000.00</u>		17,46,41,372.64			
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>		17,66,08,059.64	
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	
2. RESEARCH FUND						
As per last account			76,88,940.47			
Add: Amount transferred from Income & Expenditure A/c.			<u>4,85,569.31</u>		81,74,509.78	

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1998**

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	26,01,29,334.61					
Add: Addition during the year	<u>1,62,63,947.66</u>		27,63,93,282.27			
Less: Adjustment for write-off during the year			<u>1,60,151.49</u>		27,62,33,130.78	
2. <u>LOANS, ADVANCES AND OTHER RECEIVABLES</u>						
A. <u>LOANS AND ADVANCES</u>						
I. <u>PURCHASES AND SERVICES</u>						
a. General Account	2,40,45,974.55					
b. Construction Account	<u>1,73,937.73</u>		2,42,19,912.28			
II. Staff			50,62,131.67			
B. <u>OTHER RECEIVABLES</u>						
I. Accounts Receivables	3,13,22,804.01					
II. Deposit	71,754.72					
III. Claim	491.40					
IV. Consultancy	8,000.00					
V. Government of West Bengal	7,13,116.15					
VI. Accounts Receivable TDS (IT)	<u>5,88,318.00</u>		<u>3,27,04,484.28</u>		6,19,86,528.23	
3. <u>INVESTMENT</u>						
(As per schedule 'D')					30,56,53,064.00	
4. <u>INVENTORY OF STORES</u>						
I. <u>General Account</u>			70,682.30			
II. <u>Construction Account</u>			<u>2,28,145.96</u>		2,98,828.26	
5. <u>CASH & BANK BALANCES</u>						
(As per schedule 'C')					1,74,51,977.76	

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
3. <u>PROVIDENT FUND DEPOSIT</u>					83,492.22	
4. <u>CURRENT LIABILITIES</u>					43,33,717.06	
5. <u>MISCELLANEOUS FUNDS</u>					74,924.36	
6. <u>PROJECT - IN - PROGRESS</u>					44,65,256.27	
7. <u>SUSPENSE</u>					30,990.38	
8. <u>ENDOWMENT FUND</u>						
(As per Schedule B)						
As per last Account	25,72,01,450.27					
Less: Adjustment for excess transfer during the year 96-97	1,80,036.51		25,70,21,413.76			
Add. Addition during the year	9,29,787.00					
Add. Amount transferred from Income & Expenditure A/c towards savings during the year.	8,08,40,529.89					
	8,17,70,316.89					
Less: Expenditure during the year	24,25,669.39		7,93,44,647.50		33,63,66,061.26	
TOTAL					68,24,84,631.62	

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 1998**

ASSETS	Rs. P.	Rs. P.	Rs. P.
6. <u>SUSPENSE</u>			23,79,280.56
7. <u>RESEARCH GRANT ASSETS</u>			
(As per schedule 'E')			33,29,069.30
8. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u>			
(As per schedule 'F')			1,51,52,752.73
TOTAL			68,24,84,631.62

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS 1997-98

Particulars	Net Block as on 1.4.97	Addition/ adjustment during the year 97-98	Gross Block as on 31.3.98	Receipt/ adjust ment during the year 97-98	Net Block as on 31.3.98
Land(inclgd Devpt.)	94,70,963.97	59,967.00	95,30,930.97		95,30,930.97
Buildings	12,69,90,783.04	48,82,093.36	13,18,72,876.40		13,18,72,876.40
Water Supply Installation	47,12,085.18	4,69,635.00	51,81,720.18		51,81,720.18
Electrical Installation	1,05,19,920.32	89,787.49	1,06,09,707.81		1,06,09,707.81
Boundary Walls	24,00,165.78	95,639.00	24,95,804.78		24,95,804.78
Roads, Drains & Culverts	54,46,430.97	---	54,46,430.97		54,46,430.97
Tubular Structure	20,72,526.96	17,284.00	20,89,810.96		20,89,810.96
Equipment & Tools	42,257.32	---	42,257.32		42,257.32
Sundry Structure & Works	13,51,509.42	---	13,51,509.42		13,51,509.42
Air Conditioning Plant	44,33,692.30	3,39,112.00	47,72,804.30		47,72,804.30
Office Equipment	2,12,43,907.23	9,51,318.26	2,21,95,225.49		2,21,95,225.49
Office Furniture	53,10,791.43	12,69,149.28	65,79,940.71		65,79,940.71
Motor Vehicle & Cycles	22,72,071.31	6,73,799.26	29,45,870.57	1,60,151.49	27,85,719.08
Library Books & Periodicals	4,26,87,309.62	74,16,163.01	5,01,03,472.63		5,01,03,472.63
Gift Books & Periodicals	3,131.00	---	3,131.00		3,131.00
Computer Centre	2,09,15,252.76	---	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	1,38,758.00	---	1,38,758.00		1,38,758.00
Total:	26,01,29,334.61	1,62,63,947.66	27,63,93,282.27	1,60,151.49	27,62,33,130.78

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

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Schedule of ENDOWMENT FUND as of 31.3.98

Sl. No.	Particulars	Amount	Amount	Amount
1.	<u>GENERAL ACCOUNTS</u> (Excess of Income Expenditure) As per last account		20,52,17,034.26	
<u>Add</u>	Matching grant for 1996-97 received/receivable from Govt. of India		---	
<u>Add</u>	Donation received during the year		1,000.00	
<u>Add</u>	Interest earned on Investment transferred from Income & Expenditure A/c		2,08,89,250.25	
<u>Add.</u>	Excess of Income over Expenditure transferred from Income and Expenditure A/c		<u>5,61,05,180.07</u>	
			28,22,12,464.58	
Less	Adjustment for excess transfer to the fund during 1996-97		<u>1,80,036.51</u>	28,20,32,428.07
2.	<u>CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS</u>			
	As per last account		1,34,14,116.00	
<u>Add</u>	Interest earned on Investment		<u>14,02,610.00</u>	
			1,48,16,726.00	
Less	Expenditure		<u>1,68,414.46</u>	1,46,48,311.54
3.	<u>CAMPUS</u>			
	As per last account		50,71,406.42	
<u>Add</u>	Interest earned on Investment		<u>5,17,778.80</u>	55,89,185.22

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE C

CASH AND BANK BALANCES AS ON 31.3.1998

A. GENERAL ACCOUNT

a. Cash-in Hand	64,459.24
b. <u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	3,82,666.90
Savings Account with SBI, Joka Branch	1,65,65,645.99
Current Account with SBI, Main Branch	60,443.35
Savings Account with SBI, Main Branch	1,91,422.18
Current Account with SBI, Joka Branch A/c. DECISION	14,356.70
Current Account with SBI, Joka Branch A/c. IIMC Endowment Fund	25,600.27
Savings Account with Alipore Post Office	3,526.30
Savings Account with ICICI Banking Corporation	15,361.46
Savings Account with SBI, Main Branch, A/c. IIMC FC	5,094.00

B. CONSTRUCTION ACCOUNT

Cash-in-Hand	5,886.97
<u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	86,169.45

C. PETTY CASH :

Postage Petty Cash Franking	31,344.95
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Total

1,74,51,977.76

Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE D

SCHEDULE OF INVESTMENT AS ON 31.3.1998

1.	Scholarship & Prize Fund	7,11,000.00
2.	Term Deposit	4,03,66,119.00
3.	Management Centre for Human Values	1,75,49,003.00
4.	Endowment Fund	24,70,26,942.00
	Total	30,56,53,064.00

Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE E

SCHEDULE OF ASSETS ACQUIRED OUT OF RESEARCH GRANT - 1997-98

<u>Particulars</u>		<u>Total</u>
A. AICTE PROJECTS		
<u>Technical Books</u>		
As Per Last A/c	63,377.32	
Add: Addition during the year	<u>33,708.86</u>	97,086.18
<u>Equipment</u>		
As per last A/C	30,18,504.00	
Add: Addition during the year	-----	30,18,504.00
B. IIPC PROJECT		
<u>Equipment</u>		
As per last A/C	91,502.00	
Add: Addition during the year	-----	91,502.00
<u>Furniture</u>		
As per last A/C	50,195.12	
Add: Addition during the year	-----	<u>50,195.12</u>
		1,41,697.12
C. ASSETS ACQUIRED OUT OF RESEARCH FUND (CMDS)		
<u>Equipment</u>		<u>71,782.00</u>
Total (A+B+C)		33,29,069.30

Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
MANAGEMENT CENTRE FOR HUMAN VALUES

SCHEDULE F

SCHEDULE OF ASSETS - 1997-98

	<u>Particulars</u>		<u>Amount</u>
1.	<u>BUILDING</u>		
	As per last A/c	1,36,72,486.39	
	Add: Addition during the year	<u>3,70,561.00</u>	1,40,43,047.39
2.	<u>EQUIPMENT</u>		
	As per last A/c	3,15,197.44	
	Add: Addition during the year	----	3,15,197.44
3.	<u>FURNITURE</u>		
	As per last A/c	72,409.00	
	Add: Addition during the year	51,081.50	1,23,490.50
4.	<u>BOOKS</u>		
	As per last A/c	4,83,682.27	
	Add: Addition during the year	1,63,906.13	6,47,588.40
5.	<u>ADVANCE - PERIODICALS</u>		
	As per last A/c	50,981.50	
	Add: Addition during the year	<u>23,429.00</u>	
		74,410.50	
	Less : Adjustment	<u>50,981.50</u>	<u>23,429.00</u>
	Total		<u>1,51,52,752.73</u>

Sd/ Samarendra Nath Basu
Asst. Finance & Accounts Officer

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

Sd/- Amitava Bose
Director

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

EXPENDITURE	Rs. P.	Rs. P.
A. NON-PLAN		
1. To <u>Pay and Allowances</u>		4,00,68,820.14
2. " <u>Provident Fund Contribution, Gratuity and Pension</u>		51,06,058.47
3. " <u>Travelling Expenses</u>		2,08,821.35
4. " <u>Leave Travel Concession</u>		4,72,829.80
5. " <u>Stationery and Printing</u>		3,85,348.18
6. " <u>Postage, Telegram and Telephones</u>		
i. Postage & Telegram	46,516.70	
ii. Telephones	<u>9,12,366.00</u>	9,58,882.70
7. " <u>Motor Car Expenses</u>		
i. Petrol & Diesel	3,60,262.65	
ii. Repairs & Maintenance to Automobiles	<u>5,94,933.15</u>	9,55,195.80
8. " <u>Repairs, Renewals & General Maintenance</u>		3,29,047.36
9. " <u>Electricity & Water Charges</u>		35,59,964.20
10. " <u>Freight and Insurance</u>		71,912.00
11. " <u>Advertisement and Publicity</u>		42,152.63
12. " <u>Library Maintenance</u>		1,66,875.91
13. " <u>Binding</u>		29,175.00
14. " <u>Membership and Subscription</u>		14,596.00
15. " <u>Post Graduate Diploma in Management</u>		
i. Common Admission Test	15,80,490.38	
ii. Selection Test	5,13,225.08	
iii. Convocation	2,81,069.90	
iv. Services & Supplies	<u>9,89,613.05</u>	33,64,398.41
16. " <u>Post Graduate Diploma in Computer Aided Management</u>		1,27,765.80
17. " <u>Post Graduate Diploma in Business Management</u>		9,77,605.10
18. " <u>Fellowship Programme</u>		9,30,126.35
19. " a. <u>Management Development Programme</u>	35,01,051.45	
b. <u>Management Development Complex</u>	<u>16,24,420.26</u>	51,25,471.71
20. " <u>Extension Programme</u>		1,11,874.50
21. " <u>Consultancy and In-Company Training Programme</u>		1,15,81,668.09
22. " <u>Placement Expenses</u>		7,83,812.94
23. " <u>Computer Centre Maintenance</u>		5,12,697.10
24. " <u>Medical Expenses</u>		14,76,360.81
25. " <u>Legal Expenses</u>		1,17,570.90
26. " <u>Board Meeting Expenses</u>		2,60,127.45
27. " <u>Entertainment Expenses</u>		56,246.50
28. " <u>Staff & Students' Health Centre</u>		1,50,000.00
29. " <u>Staff Welfare & Amenities</u>		1,18,822.00
30. " <u>Overtime and Honoraria</u>		3,68,436.40
31. " <u>Contingencies</u>		7,72,622.18
32. " <u>Campus Maintenance</u>		36,36,477.17
33. " <u>Guest House Expenses</u>		50,130.35
34. " <u>Alumni Activities Expenses</u>		2,54,187.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998

I N C O M E	Rs. P.	Rs. P.
1. By <u>Grants-in-Aid</u>		
<u>NON-PLAN</u>	5,40,00,000.00	
<u>PLAN</u>	3,12,50,000.00	
<u>AICTE</u>	<u>6,00,000.00</u>	8,58,50,000.00
2. " <u>Post Graduate Diploma in Management</u>		
i. Common Admission Test Fees	78,84,836.00	
ii. Admission Fees	5,93,692.00	
iii. Tuition Fees	1,56,23,000.00	
iv. Course Materials	2,93,400.00	
v. Library Fees	23,47,600.00	
vi. Lodging	24,47,200.00	
vii. Alumni Fees	1,34,500.00	
viii. Computer Fees	<u>26,50,200.00</u>	3,19,74,428.00
3. " <u>Post Graduate Diploma in Computer Management</u>		
i. Application Fees	6,60,500.00	
ii. Admission Fees	1,18,000.00	
iii. Tuition Fees	33,25,000.00	
iv. Lodging	5,21,600.00	
v. Course Materials	62,400.00	
vi. Computer Fees	5,55,600.00	
vii. Library Fees	5,00,800.00	
viii. Alumni Fees	<u>30,000.00</u>	57,73,900.00
4. " <u>Post Graduate Diploma in Business Management</u>		
i. Application Fees	87,050.00	
ii. Admission Fees	1,02,000.00	
iii. Term Fees	43,39,000.00	
iv. Alumni Fees	<u>25,000.00</u>	45,53,050.00
5. " <u>Fellowship Programme</u>		
i. Application Fees	66,370.00	
ii. Registration & Dissertation Fees	3,700.00	
iii. Lodging	85,100.00	
iv. Alumni Fees	<u>4,000.00</u>	1,59,170.00
6. " <u>Management Development Programme</u>	55,80,431.40	
" <u>MDP Complex</u>	80,77,604.80	
<u>Management Training Centre</u>	<u>35,120.00</u>	1,36,93,156.20
7. " <u>Extension Programme</u>		2,80,000.00
8. " <u>Consultancy & In-Company Training Programme</u>		1,78,63,478.39

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

EXPENDITURE	Rs. P.	Rs. P.
35. " <u>Rent, Rates and Taxes</u>		
Faculty Accommodation	1,72,590.80	
Less : Recoveries/Adjustments	<u>27,676.50</u>	<u>1,44,914.30</u>
Sub Total (A)		<u>8,32,90,994.60</u>
B. PLAN		
1. To <u>Faculty Development</u>		32,55,009.08
2. " <u>Officers' Development</u>		1,93,043.00
3. " <u>Staff Development</u>		88,420.00
4. " a. <u>Faculty Participation in</u>		
<u>International Conferences</u>	1,02,915.25	
b. <u>Seminar and Academic Conferences</u>	<u>75,800.60</u>	1,78,715.85
5. " <u>Centre for Management &</u>		
<u>Development Studies</u>		3,68,439.49
6. " <u>Intl. Collaboration & Exchange Programme</u>		1,271.00
7. " <u>Special Programme on Rural Development</u>		48,778.40
8. " <u>Preparation of Working Papers</u>		
<u>Newsletter & Decision</u>		64,013.05
9. " <u>Computer Centre Infrastructure</u>		<u>6,89,445.00</u>
Sub Total (B)		<u>48,87,135.09</u>
C. SPONSORED PROJECTS		
11." <u>RESEARCH PROJECTS - AICTE</u>		<u>1,14,430.69</u>
Sub Total (C)		<u>1,14,430.69</u>
Sub Total (A + B + C)		<u>8,82,92,560.38</u>
D. EXCESS OF INCOME OVER EXPENDITURE		
<u>TRANSFERRED TO BALANCE SHEET</u>		
a. General Account	1,77,20,621.65	
b. Campus Account	97,50,000.00	
c. Research Fund	4,85,569.31	
d. Endowment Fund		
i. Interest on		
Endowment Fund	2,47,35,349.82	
ii. Savings	<u>5,61,05,180.07</u>	<u>10,87,96,720.85</u>
Total		<u>19,70,89,281.23</u>

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998

I N C O M E	Rs. P.	Rs. P.
9. " <u>Transport</u>		3,59,759.80
10. " <u>Furniture Rent</u>		48.00
11. " <u>Rent for Quarters</u>		1,24,117.49
12. " <u>Rent for Bank Building</u>		1,48,764.00
13. " <u>Interest on Advance for Cycles, Scooter & Motor Car</u>		10,334.50
14. " <u>Interest on Advance for House Building</u>		1,20,668.00
15. " <u>Sale of Text Books</u>		1,970.00
16. " <u>Subscription for DECISION</u>		3,495.00
17. " <u>CENTRE FOR MANAGEMENT & DEVELOPMENT STUDIES</u>		2,91,584.64
18. " <u>Guest House</u>		25,838.70
19. " <u>Interest on Table Fan Advance</u>		55.00
20. " <u>Placement</u>		61,49,990.00
21. " <u>Miscellaneous</u>		48,15,016.89
22. " <u>INTEREST ON ENDOWMENT FUND</u>		2,29,13,880.05
23. " <u>INTEREST ON ENDOWMENT FUND INVESTMENT-MCHV</u>		18,21,469.77
24. " <u>Royalty</u>		10,192.50
25. " <u>Rent for Faculty Accommodation</u> <u>Transferred to Government of West</u> <u>Bengal - As per Contra</u>		1,44,914.30
TOTAL		<hr/> 19,70,89,281.23 <hr/> <hr/>

Sd/- Amitava Bose
Director

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To <u>Opening Balances :</u>		
To <u>GENERAL ACCOUNT</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. ICICI Banking Corporation	34,209.00	
Savings a/c. IIMC FC Account	----	80,32,208.50
" <u>Petty Cash :</u>		
Postage - Petty Cash Franking		9,816.95
To <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>	14,99,012.29
To <u>Grant-in-Aid : Govt. of India</u>		5,81,25,000.00
To <u>Post Graduate Diploma in Management:</u>		
Common Admission Test Fees	78,84,836.00	
Admission Fees	6,01,170.00	
Course Materials	2,91,600.00	
Tuition Fees	1,56,57,100.00	
Computer Fees	26,09,800.00	
Library Fees	23,47,000.00	
Lodging	24,52,100.00	
Alumni Fees	<u>1,38,000.00</u>	3,19,81,606.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			2,75,73,254.91	
" Deposit Linked Insurance			25,198.00	
" Salary - Children Education Allowance			2,980.00	
" Leave Salary & Pension Contribution			30,045.00	
" Gratuity			6,42,456.31	
" Pension			26,69,036.83	
" Travelling Expenses			2,73,102.85	
" Leave Travel Concession			5,24,784.77	
" Stationery & Printing			6,79,550.00	
" Postage Expenses			9,075.20	
" Telephone Expenses			10,15,803.00	
" Motor Car Expens			7,76,546.65	
" Repairs & Renewals			1,72,979.46	
" Electricity & Water Charges			39,70,978.00	
" Freight & Insurance			71,912.00	
" Advertisement & Publicity			41,770.63	
" Library Maintenan			1,53,417.81	
" Binding			28,591.00	
" Membership & Subscription			14,596.00	
" PGP Services & Supplies			8,75,468.40	
" Common Admission Test Expenses			15,69,785.70	
" Selection Test Expenses - PGP			5,56,007.40	
" Convocation			2,66,797.40	
" PGDBM Services & Supplies			5,34,018.37	
" FP Services & Supplies			8,02,224.15	
" MDP Services & Supplies			16,85,592.40	
" M.D.P. - Complex Expenses			14,19,763.94	
" E.P. Service & Supplies			98,852.50	
" PGDCM Services & Supplies			1,30,110.00	
" Consultancy Project Expenses			10,73,264.59	
" Seminar & Conference Expenses			60,637.90	
" Placement Expenses			6,95,685.94	
" Computer Centre Maintenance			3,84,742.30	
" Medical Expenses			14,82,683.16	
" Legal Expenses			1,13,253.90	
" Board Meeting Expenses			2,35,890.40	
" Entertainment			50,961.40	
" Staff & Students' Health Centre			1,50,000.00	
" Overtime & Honoraria			3,66,541.40	
" Contingencies			2,70,839.43	
" Campus Maintenance			9,00,105.22	
" Miscellaneous Expenses - Bank Charges			50,376.42	
" Guest House Expenses			48,828.35	
" Alumni Activities Expenses			2,14,895.00	
" Faculty Development			22,78,280.91	
" Officers' Development			1,65,400.41	
" Staff Development			88,420.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To <u>Post Graduate Diploma in Computer Aided Management</u> :		
Application Fees	6,61,700.00	
Tuition Fees	33,25,000.00	
Lodging Fees	5,21,600.00	
Course Materials	62,400.00	
Computer Fees	5,55,600.00	
Library Fees	4,99,300.00	
Alumni Fees	30,000.00	
Admission Fees	<u>1,18,000.00</u>	57,73,600.00
To <u>Fellowship Programme</u> :		
Registration & Dissertation Fees	1,900.00	
Application Fees	<u>66,470.00</u>	68,370.00
To <u>Post Graduate Diploma in Business Management</u> :		
Application Fees	87,050.00	
Term Fees	43,99,000.00	
Admission Fees	58,000.00	
Alumni Fees	<u>13,000.00</u>	45,57,050.00
To Management Development Programme Income		56,00,431.40
To Management Development Programme Complex Income		26,65,416.80
To Extension Programme Income		2,80,000.00
To Consultancy Project Income		1,87,38,020.75
To Transport Income		20,075.00
To Rent for Quarters		427.50
To Rent for Bank Building		1,48,764.00
To Sale of Text Books		1,970.00
To Interest/Dividend from P.F. Investment		48,96,327.96
To Subscription for DECISION		3,495.00
To Miscellaneous Income - Others		40,93,490.97
To Interest on House Building Advance		27,985.00
To Seminar & Conferences Income		12,000.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Faculty Participation in International Conferences			1,02,565.25	
" Staff Welfare & Amenities			1,19,228.00	
" Centre for Management & Development Studies			87,651.80	
" Preparation of Working paper, Newsletter & Decision			52,925.55	
" Special Programme on Rural Development			32,290.50	
" Centre for Studies in Public Enterprises Management			1,59,568.71	
" Computer Centre Infrastructure			6,55,162.00	
" Research Project Expenses - AICTE			1,15,893.29	
" Technical Books - AICTE			33,708.86	
" Equipment			68,242.50	
" Equipment - CMDS			71,782.00	
" Books - MCHV			1,63,906.13	
" Advance periodicals - MCHV			23,429.00	
" Journal / Periodicals - MCHV			100.00	
" MCHV Expenses			15,89,890.30	
" Motor Vehicles & Cycles			5,899.00	
" International Collaboration and Exchange Programme			1,271.00	
" Rent, Rates & Taxes			1,73,590.80	
" Suspense A/c.			51,92,000.00	
" Library Development Microforms			18,000.00	
" Equipment			52,963.00	
" Computer Centre			53,097.00	
" Furniture & Fixtures			1,87,871.55	
" Books			19,57,455.40	
" Books - PGDCM			4,693.19	
" Periodicals			1,204.00	
" Electricity Charges Recoverable			10,499.70	
" Telephone Charges Recoverable			74,553.00	
" Directors' Discretionary Fund Recoverable			13,400.00	
" Miscellaneous Charges Recoverable			810.00	
" Accounts Receivable			2,21,521.00	
" Accounts Receivable - I.T - TDS			1,250.00	
" IIMC Students' Association			87,148.50	
" Advance - House Building			9,50,800.00	
" Advance - Cycle			2,116.00	
" Advance - Motor Car & Scooter			2,88,000.00	
" Advance - Centre			1,80,500.00	
" Advance - Festival			1,72,440.00	
" Advance - Periodicals			3,38,954.40	
" Advance - Research Journal			53,92,675.04	
" Advance - Consultancy Project			16,49,300.00	
" P.F. Deposit			7,604.00	
" Advance - Vendors			84,70,129.17	
" Advance - Personal			4,84,744.31	
" P F Payable			84,00,000.00	
" F F R A			40,855.00	

**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		46,94,490.00
To Interest on Endowment Fund Investment - MCHV		18,21,469.77
To Interest on Endowment Fund Investment		2,20,38,380.05
To Management Training Centre Income		35,120.00
To Interest on Cycle, Scooter & Motor Car Advance		4,064.00
To Royalty		10,192.50
To Telephone Charge - Recoverable		3,500.00
To PF Clearing		4,560.00
To Accounts Receivable		6,97,21,211.00
To IIMC Students' Association		1,20,800.00
To Accounts Receivable Placement		4,98,000.00
To Advance - Personal		1,30,600.85
To Advance - Vendors		48,947.00
To Advance - Centre		6,485.45
To Advance - Festival		240.00
To Advance - Consultancy Project		84,644.54
To Advance - House Building		71,761.00
To Advance - Extension Programme		2.40
To Advance - Motor Car & Scooter		4,490.00
To Term Deposit		14,91,46,429.00
To Investment - Endowment Fund		2,71,67,558.40
To Scholarship Fund Investment		1,000.00
To Accounts Payable		2,09,200.00
To Scholarship Donation Repayable		2,00,290.00
To Provident Fund Payable		14,00,000.00
To Donation and Prizes		5,02,200.00
To Donation Fund - MCHV		8,28,787.00
To F F R A		120.00
To Suspense Payable		54,300.00
To Accounts Receivable - Income Tax TDS		4,250.00
To Advance - Periodicals		7,394.03
To Investment Donation Fund - MCHV		7,54,191.60
To Group Insurance Repayable		1,03,899.00
To Endowment Fund		1,01,000.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Scholarship Fund Investment			1,01,000.00	
" Term Deposit			18,38,22,932.00	
" Investment - Endowment Fund - MCHV			20,00,000.00	
" Investment - Endowment Fund			10,35,60,250.00	
" Suspense Payable			57,34,316.39	
" Scholarship Donation Repayable			1,69,190.00	
" Accounts Payable			22,93,997.40	
" Donation & Prizes			3,92,300.00	
" Group Insurance Repayable			1,10,558.50	
" Endowment Fund			99,420.00	
" Earnest Deposit			2,640.00	
" Security Deposit			200.00	
" Suspense Revenue Stamps			9,337.00	
" L I C Clearing A/c.			6,18,643.64	
" Clearing A/c. IIMC Staff Co-Operative Credit Society Ltd.			28,60,627.27	
" Clearing A/c. Staff on Deputation			57,712.00	
" Clearing A/c. IIMC Community Welfare Society			15,604.00	
" Clearing A/c. IIMCEU Subscription			1,424.50	
" Clearing A/c. LIC - GSLI			2,70,475.00	
" P F Clearing			62,20,174.00	
" Liability for Income Tax			32,00,155.00	
" Liability for Income Tax - Contractor			1,27,221.00	
" Liability for Sales Tax			1,18,996.00	
" Liability for Professional Tax			2,84,396.00	
" Unpaid Salary			3,46,098.41	
" Unpaid O T & Honoraria			25,642.55	
" Course Materials - PGP			800.00	
" Tution Fees - PGP			38,500.00	
" Computer Fees - PGP			7,200.00	
" Library Fees - PGP			6,400.00	
" Lodging Fees - PGP			6,500.00	
" Application Fees - PGDCM			1,200.00	
" Application Fees - FP			100.00	
" Admission Fees - PGP			7,478.00	
" Rent for quarters			4,662.45	
" Caution Deposit - PGP			50,516.63	
" Caution Deposit - PGDCM			15,500.00	
" Caution Deposit- PGDBM			15,291.50	
" Transport Income			47,582.00	
" MDP Income			32,000.00	
" Interest on Cycle, Motor Car & Scooter Advance			91.50	
" Alumni Fee - PGP			500.00	
" Misc. Income & Others			3,781.24	
" Placement Income			30,000.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Earnest Deposit		21,500.00
To Security Deposit		26,142.00
To Caution Deposit - PGP		1,27,500.00
To Caution Deposit - FP		8,500.00
To Caution Deposit - PGDCM		29,500.00
To Caution Deposit - PGDBM		24,610.00
To LIC Clearing		3,134.40
To Clearing Account LIC-GSLI		2,700.00
To Unpaid Salary		3,62,262.20
To Unpaid Overtime & Honoraria		26,276.45
To P F Contribution		88,065.00
To Gratuity		10,614.32
To Travelling Expenses		86,952.00
To Leave Travel Concession Expenses		27,777.00
To Stationary & Printing		220.00
To Telephone Expenses		99,070.00
To Electricity & Water Charges		1,26,767.78
To Library Maintenance		28,571.85
To PGP Services & Supplies		4,739.75
To Common Admission Test Expenses		76,638.52
To Selection Test Expenses - PGP		84,469.72
To Convocation		1,636.50
To Repairs & Renewals		304.00
To PGDBM Services & Supplies		1,000.00
To EP Services & Supplies		1.00
To MDP Services & Supplies		50,367.45
To Consultancy Project Expenses		2,690.80
To Medical Expenses		4,464.35
To Staff Welfare Amenities		1,530.00
To Misc. Expenses - Bank Charges		360.00
To Center for Management & Development Studies		3,41,549.00
To PGDCM Services & Supplies		5,914.20

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By CONSTRUCTION ACCOUNT :				
" Land (including Dev.)		59,967.00		
" Hostel Building		7,24,159.00		
" Instructional Building		15,78,568.48		
" MDP Hostel Complex		75,261.00		
" Residential building		14,41,257.88		
" CAM Centre Building		45,067.00		
" Water Supply Installation		4,69,635.00		
" Deposit work - Kendriya Vidyalaya		19,163.00		
" Boundary Wall		95,639.00		
" Electrical Installation		89,787.49		
" Teaching Block		10,83,041.00		
" Tubular Structure		17,284.00		
" Campus Maintenance		27,08,967.95		
" Library Maintenance		66,365.00		
" Computer Centre Maintenance		1,36,384.00		
" Repairs & Renewals		1,52,020.90		
" MCHV Building		3,70,561.00		
" MCHV Expenses		89,508.87		
" Security Deposit		5,63,734.00		
" Library Building		13,216.00		
" Liability for I. Tax Contractor		1,54,324.00		
" Liability for Sale Tax		1,59,006.00		
" Bank Charges		860.00		
" AC Plant - Library		79,112.00		
" AC Plant - CAM Centre		2,60,000.00		
		<u>1,04,52,889.57</u>		
Less :				
Stock :	51,596.70			
Administrative Bldg.	<u>78,477.00</u>		<u>1,30,073.70</u>	1,03,22,815.87
By Expenses out of Imprest Funds				
" Postage - Petty Cash Franking				3,08,472.00
" Imprest Fund - Transport		22,237.97		
" Imprest Fund - Maintenance		22,468.64		
" Imprest Fund - Library		2,381.85		
" Imprest Fund - Hostel Maintenance		2,413.00		
" Imprest Fund - Electricity & Water Supply		470.00		
" Imprest Fund - PGP		7,422.45		
" Imprest Fund - Admission		8,680.90		
" Imprest Fund - M D P		1,213.50		
" Imprest Fund - City Office		2,95,884.54		
" Imprest Fund - Computer Centre		4,213.15		
" Imprest Fund - MCHV		15,831.70		
" Imprest Fund - Cash		1,149.00		
" Imprest Fund - Purchase		<u>5,621.60</u>		3,89,988.30

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Rent, Rates & Taxes		1,000.00
To Research Project Expenses - AICTE		7,351.00
To MCHV Expenses		11,266.50
To Computer Centre Infrastructure		1,263.00
To Suspense		50,12,991.00
 To <u>Construction Account</u> :		
Electricity Charges	3,906.00	
Misc. Income	39,360.00	
Liability for Income Tax - Contractors	1,54,324.00	
Liability for Sales Tax	1,59,006.00	
Security Deposit	5,59,038.00	
Miscellaneous Deposit	<u>226.00</u>	9,15,860.00
TOTAL		43,40,35,802.27

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 1998**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By <u>Closing Balances</u> :				
" Cash in Hand				64,459.24
" <u>Cash at Bank</u>				
" Current A/c. with SBI, Main Branch	60,443.35			
" Current A/c. with SBI, Joka Branch	3,82,666.90			
" Current A/c. with SBI, Joka Branch, A/c. DECISION	14,356.70			
" Savings A/c. with SBI, Main Branch	1,91,422.18			
" Savings A/c. with SBI, Joka Branch	1,65,65,645.99			
" Savings A/c. with Alipore Post Office	3,526.30			
" Savings A/c. with SBI Joka Branch, IIMC Endowment Fund	25,600.27			
" Savings A/c. with ICICI Banking Corporation	15,361.46			
" Savings A/c. with SBI, Main Branch, A/c. IIMC FC	<u>5,094.00</u>		1,72,64,117.15	
By <u>Petty Cash</u>				
" Postage - Petty Cash Franking				31,344.95
By <u>CONSTRUCTION ACCOUNT</u>				
" Cash in Hand	5,886.97			
" Cash at Bank (Current A/c. with SBI, Joka Branch)	<u>86,169.45</u>		<u>92,056.42</u>	
Total				43,40,35,802.27
				=====

Sd/- Amitava Bose
Director

**INDIAN INSTITUTE OF
PROVIDENT
BALANCE SHEET**

Liabilities	Rs.	P.	Rs.	P.	Rs.	P.
<u>IIMC Contributory Provident Fund :</u>						
<u>Subscription</u>						
As per last A/c.(1996-97)	1,38,53,806.11					
Add : Adjustment	4,951.00					
During the year 1997-98	<u>36,55,874.00</u>					
	1,75,14,631.11					
Less : Withdrawal	<u>14,43,408.12</u>		1,60,71,222.99			
<u>Contribution</u>						
As per last A/c.(1996-97)	1,23,74,768.00					
Add : During the year 1997-98	<u>32,19,842.00</u>					
	1,55,94,610.00					
Less : Withdrawal	<u>6,85,923.00</u>		1,49,08,687.00		3,09,79,909.99	
<u>IIMC General Provident Fund</u>						
As per last A/c. (1996-97)	1,76,65,630.43					
Add : During the year 1997-98	<u>50,19,026.00</u>		2,26,84,656.43			
Less : Withdrawal			<u>18,34,653.14</u>		2,08,50,003.29	
P.F. Receivable					<u>3,42,939.50</u>	

			Total		5,21,72,852.78	
					=====	

Sd/ Samarendra Nath Basu
Asstt. Finance & Accounts Officer

Sd/ B. M. Bhattacharya
Finance & Accounts Officer

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

RECEIPTS & PAYMENTS A/C. FOR THE YEAR ENDED 31ST MARCH, 1998

RECEIPTS	Rs.	P.	PAYMENTS	Rs.	P.
Opening Bank Balance	5,30,664.54		IIMC CPF	21,16,811.12	
IIMC CPF	20,68,408.00		IIMC-GPF	17,46,138.14	
IIMC GPF	29,56,095.00		CPF Loan	6,29,250.00	
CPF Loan	4,75,295.00		GPF Loan	8,95,350.00	
GPF Loan	7,46,116.00		P.F. Receivable	45,12,945.96	
P.F. Receivable	1,05,32,325.46		P.F. Investment	1,50,00,000.00	
P.F. Investment	79,10,000.00		Bank Balance	3,18,408.78	
Total	----- 2,52,18,904.00 =====		Total	----- 2,52,18,904.00 =====	

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

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PROVIDENT FUND

TRIAL BALANCE 1997-98

DEBIT	Rs.	P.	CREDIT	Rs.	P.
P.F. Investment	5,03,61,000.00		IIMC CPF	3,09,79,909.99	
CPF Loan	6,49,103.00		IIMC GPF	2,08,50,003.29	
GPF Loan	8,44,341.00		PF Receivable	3,42,939.50	
Bank	3,18,408.78				
Total	5,21,72,852.78		Total	5,21,72,852.78	
	=====			=====	

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

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

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
PROVIDENT FUND SAVINGS BANK (A/C No. 01100070024)

Bank Reconciliation Statement as at 31st March, 1998

<u>Add</u>	Bank balance as per Cash Book		3,18,408.78
	Cheque issued but not presented for encashment		
	Cheque No. 337007	22,00,000.00	
	Cheque No. 337008	<u>23,243.94</u>	<u>22,23,243.94</u>
	Total		25,41,652.72
<u>Less</u>	Cheque deposited to bank not credited		
	Cheque No. 329162	39,294.75	
	Cheque No. 007277	<u>68,975.00</u>	<u>1,08,269.75</u>
	Total		24,33,382.97

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

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

Sd/- Amitava Bose
Director

AUDIT CERTIFICATE

I have examined the Receipt and Payment Accounts/Income and Expenditure Accounts for the year ended 31st March, 1998 and the Balance Sheet as on 31st March, 1998 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 as shown by the books of the organisation.

Place : Calcutta
Date : 28.10.1998

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

**Audit Report on the accounts of the
Indian Institute of Management Calcutta
for the year 1997-98.**

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 publications. Out of the total sanctioned grants of Rs 858.50 lakh for 1997-98, the Institute actually received Rs 581.25 lakh in 1997-98, leaving Rs 277.25 lakh being the amount receivable as at 31.3.1998.
- 1.3 The annual accounts of the Institute have been audited under Section 20(1) of the Comptroller and Auditor Generals' (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 2001-02.

2. Comments on Accounts

- 2.01 Despite repeated mention last in the Audit Report for 1996-97, the Assets Register maintained by the Institute exhibited only those assets which were acquired by the Institute from 1990-91 onwards. Nomenclaturewise cost of assets acquired prior to 1990-91 were not included in the said Register. Physical verification of "Library Books & Periodicals" along with "Gift Books & Periodicals" (Rs 501.07 lakh) included in "Fixed Assets" (Rs 2762.33 lakh) required as per Government of India's decision (vii) below rule 116 of General Financial Rule, was not done after 1992-93. As a result, the correctness of the figure shown in the Balance Sheet under "Fixed Asset" (Rs. 2762.33 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.
- 2.02 The Balance Sheet exhibited Rs 240.46 lakh under the head "Loans and Advances" (Purchase and Services - (a) General Account) which included outstanding balance under the head "Advance - Periodical and Research Journals" for Rs 58.07 lakh, as against Rs 80.49 lakh shown in the records maintained in the Library Department of the Institute, resulting in understatement of above asset to the extent of Rs 22.42 lakh.
- 2.03 As per Schedule "A" to the Balance Sheet "Fixed Asset" valuing Rs 2762.33 lakh included Rs 1318.73 lakh towards "Building" which included the value of Computer Aided Management Centre Building for Rs 16.99 lakh as against Rs 17.78 lakh exhibited in the Asset Register. The discrepancy of Rs 0.79 lakh needs reconciliation.

2.04 The Balance Sheet exhibited Rs 313.23 lakh under the head "Loans and Advances (Other Receivables - (1) Account Receivable) which included the outstanding balance under the head "Accounts Receivable Placement" for Rs 17.90 lakh as against Rs 15.70 lakh shown in the records maintained in the Placement Bureau of the Institute resulting in a difference of Rs 2.20 lakh which needs reconciliation.

The Institute stated (July 1998) that the matter was under reconciliation.

2.05 The Balance Sheet exhibited Rs 33.29 lakh under the head "Research Grant Assets" and Rs 151.53 lakh under the head "Management Centre for Human Values Assets". The correctness of the figures shown in the Balance Sheet was not verifiable as no "Asset Registers" for above assets were maintained by the Institute. The Institute stated (July 1998) that the Asset Registers were under preparation and would be placed on completion.

2.06 As per the schedule to the Balance Sheet "Fixed Asset" valuing Rs 2762.33 lakh included Rs 501.03 lakh towards "Library Book and Periodicals" which further included the value of Periodicals. Periodicals-Ford Foundation and Periodicals- UNDP for Rs 258.35 lakh. The periodicals were bound and accessioned. The Accession Register, however, did not indicate the value of bound up periodicals. As such, the value of the above assets could not be verified in audit.

2.07 Bank reconciliation for the year 1997-98 in respect of 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.

Following are the details :

	No. of items	Amount	Period to which it relates (Rs. in Lakhs)
a) Debit shown in the Cash book but not shown in the Bank Statement.	228	57.05	1997-98
b) Credit shown in the Cash Book but not shown in the Bank Statement.	207	12.67	1980-81 to 1997-98

Immediate action requires to be taken for reconciliation of the long outstanding discrepancies.

Place : Calcutta
Date : 28.10.1998

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

**Para Wise Comments on the Audit Reports of the
Principal Director of Audit, Central Calcutta
on the Accounts of Institute for the Year 1997-98.**

1. Introduction

1.1 Confirmed

1.2 while confirming the figures it is stated that the total sanction of Rs. 858.50 lakhs includes Rs. 6.00 lakhs as AICTE grants and the receivable amount of Rs 277.25 lakhs also includes Rs. 6.00 lakhs towards AICTE grants. The entire receivable amount of Rs. 277.25 lakhs has subsequently been received by the Institute during 1998-99.

1.3 Confirmed.

2. Comments on Accounts.

2.01 Separate Asset Registers for assets acquired prior to 1990-91 exist which are, however, not exactly in prescribed proforma and the same were shown to audit every year. Each and every item of assets acquired prior to 1990-91 were correctly recorded in the said Asset Registers.

Physical Verification of Library Books & Periodicals

Confirmed

As no separate sanction is received for procurement of a particular asset, the question of sending its extract does not arise. However, a schedule of Fixed Assets with progressive value is appended with the Final Accounts which is sent to the sanctioning authority every year.

2.02 It has since been reconciled and necessary entries have been made during 1998-99.

2.03 The matter is under reconciliation.

2.04 The matter has already been reconciled.

2.05 The matter is at completion stage.

2.06 Noted for future Compliance.

2.07 Present position of Bank Reconciliation of Current account with SBI, IIM Joka Br. is furnished below :

	No. of Items	Amount(Rs. in lakhs)
a. Debit shown in Cash Book but not shown in the Bank Statement.	3	0.03
b. Credit shown in the Cash Book but not shown in the Bank Statement.	175	2.11