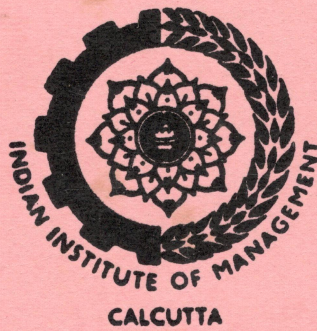


# ANNUAL REPORT

1998-99



**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**

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## INDEX

<b>1.</b>	<b>The Institute</b>	<b>1</b>
<b>2.</b>	<b>Society &amp; the Board of Governors</b>	<b>2</b>
<b>3.</b>	<b>Objectives of the Institute</b>	<b>2</b>
	<b>A.1. Post-Graduate Programme in Management</b>	<b>3</b>
	i) Admission	4
	ii) 35th Post-Graduate Programme (1998-2000)	4
	iii) Educational Background of the 35th Batch of Students	5
	iv) Reservation for SC/ST candidates	5
	v) 36th Post-Graduate Programme (1999-2001)	5
	vi) Curriculum	5
	vii) Colloquia Series	7
	viii) Financial Assistance, Scholarship & Prizes	8
	ix) Fees and Expenses	11
	x) System of Evaluation	11
	xi) The Passing Standard and the Diploma	11
	xii) Students' Participation	12
	xiii) Placement	12
	xiv) Extra Curricular Activities	13
	xv) Alumni Association	14
	<b>A.2. Post-Graduate Programme in Computer Aided Management</b>	<b>15</b>
	<b>A.3 Fellowship Programme</b>	<b>17</b>
	i) Admission	18
	ii) Programme Objectives	19
	iii) The Title	19
	iv) Ph.D. Recognition	19
	v) Eligibility for Admission	20
	vi) Outline of the Programme	20
	vii) Duration of the Programme	21
	viii) Fees	21
	ix) Financial Aid	21
	x) Residence	22
	xi) Placement	22
	xii) Course Requirements	22

xiii)	Summer Project	23
xiv)	System of Evaluation	24
xv)	The Comprehensive Qualifying Examination	24
xvi)	Evaluation of Thesis Proposal	25
xvii)	Thesis Examination Committee	25
<b>A.4</b>	<b>Post-Graduate Diploma in Business Management</b>	<b>25</b>
i)	Programme Curriculum for PGDBM	26
ii)	Eligibility for Admission	28
iii)	Pedagogy	28
iv)	Alumni Association	29
<b>B.</b>	<b>Training Programmes</b>	<b>29</b>
i)	Management Development Programme	29
ii)	Extension Programmes	29
iii)	In-Company Training Programme	30
iv)	Training Programmes Sponsored by Government	30
<b>C.</b>	<b>Research</b>	<b>30</b>
i)	Centre for Management & Development Studies	30
<b>D.</b>	<b>Activity Centres</b>	
D1.	Centre for Rural Development Management	31
D2.	Centre for Public Sector and Public Systems Management	31
D3.	Centre for Project Management	31
D4.	Centre for Studies and Research in Environment Management	31
D5.	Management Centre for Human Values	32
<b>E.</b>	<b>Consultancy</b>	<b>32</b>
<b>F.</b>	<b>Publications</b>	<b>32</b>
	Journal	32
	Working Papers	32

<b>4.</b>	<b>Annual Convocation</b>	<b>32</b>
<b>5.</b>	<b>Computer Centre</b>	<b>33</b>
<b>6.</b>	<b>Seminars/Workshops/Conferences</b>	<b>34</b>
<b>7.</b>	<b>Other Professional Activities</b>	<b>35</b>
<b>8.</b>	<b>Library</b>	<b>35</b>
<b>9.</b>	<b>Distinguished Guests and Visitors</b>	<b>37</b>
<b>10.</b>	<b>Faculty on Leave</b>	<b>38</b>
<b>11.</b>	<b>List of Faculty Members (As on 31.3.99)</b>	<b>38</b>
<b>12.</b>	<b>Visiting Faculty</b>	<b>42</b>
<b>13.</b>	<b>Honorary Distinguished Professors/Fellows</b>	<b>43</b>
<b>14.</b>	<b>Administration</b>	<b>44</b>
<b>Annexure - I</b>	List of Members of the Board of Governors as on March 31, 1999.	<b>45</b>
<b>Annexure - II</b>	PGP Admission 1988-2000	<b>49</b>
<b>Annexure - III</b>	Candidates selected for Interview at different Centres for the 36th Session of Post-Graduate Programme 1999-2001	<b>51</b>
<b>Annexure - IV</b>	Educational background of PGP Students 1988-2000	<b>52</b>
<b>Annexure - V</b>	List of Organisations where the PGP Students worked for their Summer Projects in May-June 1999	<b>53</b>
<b>Annexure - VI</b>	List of Optional Courses offered during 1998-99 for the Post-Graduate Programme	<b>54</b>

<b>Annexure - VII</b>	Details of Prizes Awarded to the 2nd year Students of the 34th Batch Post-Graduate Programme in Management on 20.8.98 based on their Performance in the 1st year	57
<b>Annexure - VIII</b>	Prizes awarded to Meritorious Students of the 34th Batch on completion of the 2-year PGP in Management at the Convocation held on 20-3-99	59
<b>Annexure - IX</b>	Statement of Honour Roll of PGP Students	61
<b>Annexure - X</b>	Placement Programme : Sectoral Classification and Nature of Jobs over 5 years (1995-99)	62
<b>Annexure - XI</b>	Permanent Placement 1999 - Companies visiting the Campus for the first time	63
<b>Annexure - XII</b>	Details of the Permanent Placement, Organisationwise, during 1999.	64
<b>Annexure - XIII</b>	Salary Distribution of Permanent Placement 1999.	70
<b>Annexure - XIV</b>	Functional Areawise, classification of total job offers during the placement programme, 1999 and classification of job offers by type of industries.	71
<b>Annexure - XV</b>	Management Development Programmes 1998-99	72
<b>Annexure - XVI</b>	In-Company Training Programmes 1998-99	75
<b>Annexure - XVII</b>	Govt. Sponsored Training Programmes during 1998-99	78
<b>Annexure - XVIII</b>	Research Projects under CMDS (Sanctioned) during 1998-99	79
<b>Annexure - XIX</b>	Consultancy Projects undertaken/processed during 1998-99	80

<b>Annexure - XX</b>	<b>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 1998-99</b>	<b>81</b>
<b>Annexure - XXI</b>	<b>Brief Account of other Professional Activities of the Faculty and Research Staff of the Institute during 1998-99</b>	<b>87</b>
<b>Annexure - XXII</b>	<b>Publication by the Faculty and Research Staff during the period during 1998-99</b>	<b>109</b>
<b>Annexure - XXIII</b>	<b>List of Graduating Students (PGDM) - 1999</b>	<b>117</b>
<b>Annexure - XXIV</b>	<b>List of Graduating Students (PGDCM) - 1999</b>	<b>127</b>
<b>Annexure - XXV</b>	<b>List of Students Awarded the Title of 'Fellow' in 1999</b>	<b>130</b>
<b>Annexure - XXVI</b>	<b>List of Graduating Students (PGDBM) - 1999</b>	<b>131</b>
<b>Annexure - XXVII</b>	<b>List of Post-Graduate Programme Students in the Honour Roll of Indian Institute of Management Calcutta from 1st Batch to 34th Batch.</b>	<b>134</b>
<b>Statement of Accounts (April 1, 1998 to March 31, 1999)</b>		<b>137</b>
<b>Audit Certificate</b>		<b>167</b>
<b>Audit Report on the Accounts of the Indian Institute of Management Calcutta for the year 1998-99</b>		<b>168</b>
<b>Parawise Comments on the Audit Report on the Accounts of Indian Institute of Management Calcutta for the year 1998-99</b>		<b>172</b>

# **INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**

## **THIRTYFIFTH ANNUAL REPORT (April 1, 1998 to March 31, 1999)**

### **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 38th year on November 14, 1998. 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 4074 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, 1999) 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 35th session of the Programme began in July 1998.

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 4074 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.

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) 35th Post Graduate Programme (1998-99)

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 35th Batch of Students**

A study of the educational background of the students of the 35th Session (1998-2000), vide Annexure IV, reveals that 83% belonged to engineering stream and 17% 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) 36th Session of Post Graduate Programme (1999-2001)**

The Common Admission Test (CAT) for selecting students for the 36th session of the Post Graduate Programme (1999-2001) commencing in June, 1999 was held on December 13, 1998, 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 10,458 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 40,211. 995 candidates were shortlisted for Interview and Group Discussion, vide Annexure III. 414 offers were made out of which 224 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)**

<b>TERM-I</b>	<b>TERM-II</b>	<b>TERM-III</b>
Mathematics (Qualifying) Behavioural Sciences-I Microeconomic Theory Financial Accounting Statistics-I Indian Economic and Political History	Behavioural Sciences-II Cost Accounting Data Processing Macroeconomic Theory Indian Social Structure Marketing Management Statistics-II	Indian Economics Financial Management Marketing Research Operations Research Production Management Human Resources

**Second Year**

3 Compulsory Courses are offered in the Second Year :

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

In addition, the students are required to work on a project during the summer between the first and the second year of study. Summer Projects are meant for those students who have completed the First Year of the Post-Graduate Programme successfully. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the project report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. A list of Organizations where the Post-Graduate Programme students worked for their Summer Projects in May-June 1999 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 1998-99, 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 1998-99**

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	24.7.98	Mr. Rohit Ohri Associate Vice President Hindustan Thomson Associates.	Increasing focus of Advertisers in Children
2.	22.10.98	Mr. S. Muralidharan Head, Strategic Services Banque Nationale De Paris Mumbai.	Emerging Trends in Banking.
3.	28.10.98	Mr. Sugato Bhattacharya Professor of Finance University of Michigan	Share Buyback.
4.	30.10.98	Mr. Bob Armstrong VP - Training & Dev. SAP, South Asia Singapore.	ERPasc tool for Managers.
5.	14.11.98	Mr. Vikram Kaushik Vice President-Marketing Britannia Industries. Bangalore.	Brand Re-engineering
6.	19.11.98	Shri Vijay Thadani Chief Executive Officer NIIT Ltd.	E-Commerce : The New Horizon

7.	23.11.98	Mr. Prashant Kale Managing Consultant Tata Strategic Management Group, Mumbai.	Strategic Alliances- Managing for success
8.	26.11.98	Ms. Pravin Verma Director Child Relief and You Mumbai.	Issues on Social Marketing.
9.	3.12.98	Mr. Prashant Kale Managing Consultant Tata Strategic Management Group, Mumbai.	Strategic Alliances as a tool for Managerial Success
10.	16.1.99	Dr. Peer Stanchina Chief, Economic & Commerce Deptt. Consulate of Germany.	Issues and Challenges of the introduction of Euro.
11.	21.1.99	Mr. Mahesh Mazumdar Head, Corporate & Institutional Banking Standard Chartered Bank.	Custodial Services
12.	1.2.99	Mr. Dyfrig John Chief Executive Officer HongKong Bank, India.	Strategic Options in retail Banking.

**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 1997-98 is given in Annexure-VII.

A statement containing the Honour Roll of the 34th Batch PGDM and 4th Batch PGDCM (1996-99) is given in Annexure-IX.

#### **A.1(9) Fees and Expenses**

The 35th Batch of students (1998-2000) are required to bear the following expenses :

Admission Fees	Rs. 8,000 (one time)
Tuition Fees	Rs.51,000 p.a.*
Accommodation Charges	Rs. 6,000 p.a.*
Association Fees	Rs. 500 p.a.
Course Materials Charges	Rs. 1,500 p.a.*
Computer Charges	Rs. 7,200 p.a.*
Library Fees	Rs. 4,800 p.a.*
Alumni Fees	Rs. 500 (one time)
Caution Deposit	Rs. 6,000 (one time)

\* 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 1999 was highly successful as in the previous years. The salient features of the Placement are as follows :

- i) 317 students were placed this year for whom we received 362 offers. There were thus 45 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'98. However, finally, 93 organisations participated in the week of the actual interview in the campus in Feb.'99. The sector-wise break up showed that there were 41 Multinational Companies, 43 Private Sector and 9 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, Microsoft, i2 Technologies, JM Morgan Stanley, DSP Merrill Lynch, Blueshift, Heinz, Cambridge Technologies, Complete Business Solutions, CB Richard Ellis. 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 (80), followed by Consultancies (41), Consumer Durables (41), FMCG (37), Financial Institutions & Banks (74), and others (39). 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 maximum salary has gone up to Rs 46,75,000 (from Rs. 28,00,000 for PGDM and PGDCM in 1998) and the minimum salary too is higher at Rs 1,80,000/- for PGDM and PGDCM students. 59 students got pay of Rs 5 lakhs and higher, 148 in the range of Rs 3-5lakhs, 57 in the range of Rs 2.5-3 lakhs, 28 in the range of Rs 2-2.5 lakhs and 18 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.1,00,000/-, 2nd day Rs 80,000, 3rd day Rs 60,000 and 4th day onwards Rs.50,000/- and in addition, they were charged Rs.15,000/- for each student joining them after recruitment.
- ix) The Summer Placement started in October'98 and was completed by February'99. 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 tenth 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.(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.

During 1998-99, the Association brought out 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.

During the year, the Alumni Cell also organised get-togethers in Bangalore, Calcutta, Chennai, Delhi, Hyderabad and Mumbai. Various alumni chapters at Bangalore, Calcutta, Chennai, Delhi and Mumbai, were active throughout the year in organising seminars, workshops, etc. Delhi chapter of IIMC Alumni Association organised a National Seminar in November, 1998 inviting many eminent personalities as speakers.

The second Alumni re-union for batches 1 to 8 was organised during January 30-31, 1998 at IIMC Joka Campus. This was a unique occasion which brought together the alumni after 25 years of graduation together with former Directors, former faculty members, present faculty and students.

A National Seminar/Panel Discussion on the topic "Taking India to the New Millenium" was organised with eminent personalities as speakers including Shri Jairam Ramesh, Secretary, Economic Affairs, All India Congress Committee, Shri Hiten Bhaya, Former Member, Planning Commission and Former Director, IIMC; Shri S. S. Sharma, Director General, National Productivity Council and Member, Board of Governors, IIMC; Shri R. Ramraj, Managing Director, Satyam Infoway and Prof. Amitava Bose, Director, IIMC ( as Chairperson).

## 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.

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. 8,000 (one time)
Tuition Fees	Rs. 51,000 p.a.*
Accommodation Charges	Rs. 6,000 p.a.*
Association Fees	Rs. 500 p.a.
Course Materials Charges	Rs. 1,500 p.a.*
Computer Charges	Rs. 7,200 p.a.*
Library Fees	Rs. 4,800 p.a.*
Alumni Fees	Rs. 500 (one time)
Caution Deposit	Rs. 6,000 (one time)

\* 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 28 students who are at various phases of their course work/research in the Programme.

As of now 59 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) Human Resources

**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.

## **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 5th 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).

#### **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 :

- |                 |  |
|-----------------|--|
| <b>Term I</b>   | <ol style="list-style-type: none"><li>1. Mathematics for Management</li><li>2. Principles of Economics</li><li>3. Organization Behaviour</li></ol>                 |
| <b>Term II</b>  | <ol style="list-style-type: none"><li>1. Statistics for Management</li><li>2. Economic Development</li><li>3. Organizations Structure and Administration</li></ol> |
| <b>Term III</b> | <ol style="list-style-type: none"><li>1. Operations Research</li><li>2. Marketing Management</li><li>3. Financial and Cost Accounting</li></ol>                    |
| <b>Term IV</b>  | <ol style="list-style-type: none"><li>1. Production Management</li><li>2. Marketing Research</li><li>3. Data Processing</li></ol>                                  |
| <b>Term V</b>   | <ol style="list-style-type: none"><li>1. Financial Management</li><li>2. Indian Social Structure</li><li>3. Evolution of the Indian Corporate Sector</li></ol>     |



<b>Term VI</b>	1. Human Resources Management 2. Management Information Systems : The Strategic Dimension 3. Management Policy
<b>Term VII</b>	1. Development Management 2. Indian Legal System 3. Management Game
<b>Term VIII</b>	Course 1 in Area 'A' * Course 1 in Area 'B' * Project
<b>Term IX</b>	Course 2 in Area 'A' * Course 2 in Area 'B' * Project
<b>Term X</b>	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.
- ii) minimum 50% aggregate marks either in Secondary or Higher Secondary standard examination held by a Board/University;
- iii) the applicant should be employed at the time of applying for admission to the programme; and
- iv) the applicant should have held Executive/Supervisory position in Business/Industry/Government for a minimum period of two years after graduation.

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

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

#### **A.4.(3) Pedagogy**

Learning is considered as a two way process. Most courses require a high degree of participation and in some courses, participants will play an effective role in course design and development. Besides lectures, cases based on live problems, management games and project work will form the vital components of the pedagogy.

#### **A.4.(4) Alumni Association**

The ex-students body have formed a PGCGM 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 32 programmes were held with a total number of 472 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 1998-99, the following Extension Programmes were conducted:

<u>Sl. No.</u>	<u>Name of the Programme</u>	<u>Duration</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	Computer Networks Technologies Management and Applications	April 13- May 24 1998	13	Prof. Uttam Sarkar Prof. P. P. Krishna
2.	Total Quality Management Programme	April 30 - May 2 1998	04	Dr. Tridib Chakraborti Dr. Santwana Chaudhuri
3.	Programme on Personnel Management	July 20-24 1998	22	Dr. Santwana Chaudhuri
4.	Programme on HRM	August 3-7 1998	23	Prof. Pulak Das
5.	Programme on Effective Management in the Public Service through Performance Appraisal	August 17-21 1998	22	Dr. Tridib Chakraborti
6.	Programme on Managing Change	August 24-28 1998	24	Prof. S. S. Sengupta

### **B.3. In-Company Training Programme**

31 In-Company Training Programmes were held during the year at which there were in all 804 participants (Annexure-XVI).

### **B.4. Training Programmes Sponsored by Government**

During the year under review 8 Government Sponsored Training Programmes 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 1998-99, 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.

#### **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**

Two issues of the journal, **DECISION** (Vol. 23 and 24) were published.

##### **WORKING PAPERS**

During the year, the Publications Division brought out 18 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 1998-99 are given in Annexure-XXII.

#### **4. ANNUAL CONVOCATION**

The Thirtyfourth Annual Convocation of the Institute was held on the 20th March, 1999. The Chief Guest was Dr. Montek Singh Ahluwalia, Member, Planning Commission. In absence

of Dr. Subrata Ganguly, Chairman, Board of Governors of IIMC, Shri T. C. Dutt, the senior most Member of the Board, presided over the function.

In this Convocation, 249 students received the Post Graduate Diploma in Management (PGDM); 59 students (4th Batch) received the Post Graduate Diploma in Computer Aided Management (PGDCM); 3 students received the "Fellow of the Institute"; and 53 students (3rd 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 34th Batch (PGDM) and 1st to 4th Batch (PGDCM).

## 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.

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 knowledge. The Institute's website can be accessed at [www.iimcal.ac.in](http://www.iimcal.ac.in).

## 6. SEMINARS/WORKSHOPS/CONFERENCES

- a) MCHV organised the Second Annual Mahatma Gandhi Memorial Oration by Shri Rajmohan Gandhi on 14.4.98 at MCHV.
- b) Professor Sunanda Sen of Jawahar Nehru University gave a Seminar on "Asia 1997-98 : An Analysis of the Economic Turmoil" on August 21, 1998, in the campus.
- c) Prof. Jaideep Roy, Department of Economics, University of Carlos III, Madrid, Spain gave a seminar on "The Possibility of Cooperation between Aspiration Driven and Rational Players" on July, 1998 in the Institute campus.
- d) Mr. Rasheed Rehaman, Senior Editor, Nation, and Member, Executive Committee of National Awami Party of Pakistan spoke on "Pakistan Today" on 28.8.1998 in the Institute campus.
- e) A one day workshop on "Basic Education in Eastern India" was conducted by the Institute at the Tata Hall on August 1, 1998.
- f) The Management Centre for Human Values organised the Sri Aurobindo Memorial Oration on August 7, 1998. The Oration was given by Prof. Hiren Mukherjee on "Management of Power : Indian Ethos".
- g) Dr. Kiran Bedi, IPS, Joint Commissioner, Training, Delhi Police visited the Institute on 10 August, 1998 to deliver the Golden Jubilee Lecture titled "The Ethical Management of an Indian Prison : An Officer's experience"



- h) Prof. Sugata Bhattacharya of the University of Michigan, USA gave a seminar talk on "Client Discretion, Switching Cost and Financial Innovation on 28.10.98 in the Campus".
- i) Prof. Syamal Kumar Roy of the Department of Political Science, University of Burdwan, presented a seminar titled "Problems of Governance - The Ecological Perspectives" on the 20th Nov'98 in the campus.
- j) A Seminar on "Policy and Issues of National Commission for Integrated Water Resources Development Plan, New Delhi, was organised under the Programme Directorship of Prof. J. Bandyopadhyay during Feb 25-26, 1999.
- k) Regional Tripartite Interface Interactive Workshop on Panchayati Raj for the Eastern Region sponsored by the Rajiv Gandhi Foundation (RGF), New Delhi, in collaboration with the Institute, was held at the campus during Feb 10-12, 1999. This was inaugurated by the Governor of West Bengal.
- l) The Calcutta Management Association and the Institute jointly organised a Presentation and Panel Discussion on Ethics in Management" on 21.1.1999, at the Oberoi Grand, Calcutta. Prof. Peter Pruzan, Copenhagen Business School, Denmark and Mr. David Kimber, Faculty, Royal Melbourne Institute of Technology were the speakers.
- m) FICCI Eastern Regional Council, jointly with Bengal National Chamber of Commerce & Industry, Bharat Chamber of Commerce, Calcutta Chamber of Commerce, India Chamber of Commerce and Oriental Chamber of Commerce organised a Special Address on Managing Radical Performance Improvement : The Leadership Challenge", by Prof. Sumantra Ghosal, London Business School on 2.12.98 at the ICI Auditorium, Calcutta. Many faculty members of the Institute participated.

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. DISTINGUISHED GUESTS AND VISITORS**

- a) Professor Chris Groom, MBA Course Director, Victoria University of Technology, Melbourne, Australia, visited the campus in April '98 and had discussions with the Director and faculty.
- b) Prof. Standy D. Nollen, Professor, School of Business, Georgetown University, Washington DC visited the campus on 13th July and presented a Seminar.
- c) Dr. P.K. Basu, Former Chairman, BoG and Consultancy Prof. of International Business & Strategy and Director of the Graduate School of Business, Gyosei International College in the UK and Gyosei Institute of Management Studies, London, England, visited our campus on August 31, 1998 and had discussions with Director and an interactive session with the Faculty Members.
- d) Mrs. Ute Banerjea - Komers, Minister at the German Embassy, New Delhi visited the Institute with Dr. Hans Petersmann, Consul General of Germany, Calcutta on 9.9.1998 and spoke on "Introduction of new European Currency and its impact on Indo-German Bilateral Relations".
- e) The commandant of the College of Defence Management, Rear Admiral R.M. Kshetrapal visited the Institute on 16.9.98 and had discussions with the Director.
- f) Sir Ronald Oxburgh, FRS, Rector of the Imperial College of Science, Technology and Medicine, Eminent Scientist and Educationist, visited the Institute on 26.11.1998 and gave a talk on "Private and Public Sectors - Uneasy Bedfellows in Higher Education?".
- g) Professor Manas Chatterji, Professor of Management, Binghamton University, USA, visited the campus and gave a talk on "Recent Trends in Management Education", on 24 December, 1998.
- h) Professor Lakshmi Mohan, Associate Professor, Faculty of Management Science and Information Systems, School of Business, University of Albany, State University of New York, visited the campus and presented a lecture series on Marketing Decision Support

Systems and a presentation on Management Imperatives - the Role of Information Technology.

- i) A UK Government (DFID) Consultancy Mission on HRD in Water and Environmental Sanitation Sector visited the campus and had discussions with the Director on 9 Dec, 1998.

## 10. FACULTY ON LEAVE

1. Prof. Nalinaksha Bhattacharya
2. Prof. A. P. Arora
3. Prof. Sujit K. Basu
4. Prof. Binod Kumar
5. Prof. Nilotpal Chakraborty

## 11. LIST OF FACULTY MEMBERS (AS ON 31.3.1999)

### 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. 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. Raghavendra 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)

## 12. 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

Dr. Purusottam 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)

Prof. K. Unnikrishnan Nair (full time)

Prof. Vidyanand Jha (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.

### 13. 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.

## 14. ADMINISTRATION

Shri C.S. Ramanathan	:	Secretary to Board
Shri A. D. Ketkar	:	Advisor - Campus Development
Shri R. Raichaudhuri	:	Finance & Accounts Officer
Shri Samir Kr. Sadhukhan	:	Senior Systems Analyst
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 Himadri Bandopadhyay	:	Executive Engineer
Shri S. K. Banerjee	:	Consultant, Engineering Division
Shri P.S. Guha	:	Deputy Librarian
Shri N.K. Chatterjee	:	Deputy Librarian
Shri Samarendra Nath Basu	:	Asstt. Finance & Accounts Officer
Shri Sukumar Das	:	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, 1999**

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, "C" Wing,  
Room No.219,  
New Delhi - 110 001.
4. Shri P.G. Mankad  
Secretary to the Government of India,  
Ministry of Information & Broadcasting  
Room No.654, "A" Wing,  
Shastri Bhavan,  
New Delhi - 110 001.

B.

Two nominees of the State Government representing its concerned Departments

5. Shri HIRAK GHOSH  
Principal Secretary  
Higher Education Department  
Govt. of West Bengal  
Room No.604, Bikash Bhavan,  
Salt Lake City,  
Calcutta - 700 091.
6. Shri P. BHATTACHARYA,  
Secretary  
Refugee Relief & Rehabilitation Department  
Govt. of West Bengal,  
Calcutta - 700 001.

**ANNEXURE I**

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

7. Prof. T. N. Kapoor,  
1372, Block B & C,  
Sector 'A', Vasant Kunj  
New Delhi - 110 070.

**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 Arvind Pande  
Chairman  
Steel Authority of India  
Ispat Bhavan  
Lodi Road,  
New Delhi - 110 003.
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,  
No.1, Taratolla Road, Garden Reach  
Calcutta - 700 024.

19. Shri T. C. Dutt,  
CA-238, Sector - I,  
Salt Lake City,  
Calcutta - 700 064.

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**

### **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  
Yadavgi  
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 (1988-2000)**

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
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)
1998-2000	40211	950 (2.36)	414 (1.02)

**Post Graduate Diploma in Computer Aided Management(1995-2000)**

1995-97	2402	205 (8.5)	65 (02.7)
1996-98	3925	299 (7.6)	100 (2.5)

**ANNEXURE II**

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
1997-99	7629	418 (5.47)	102 (1.33)
1998-2000	1869	216 (11.08)	87 (5.02)

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



**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT  
CENTRES FOR THE 36th SESSION OF PGP  
1998-2000**

Centre	General	S.C/S.T	Total
Bombay	188	49	237
Calcutta	127	31	158
Delhi	303	59	362
Chennai	218	20	238
Total	836	159	995

**ANNEXURE IV**

**EDUCATIONAL BACKGROUND OF PGP STUDENTS  
(1988-2000)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
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
1998-2000	25 (08.0)	15 (05.0)	13 (04.0)	264 (83.0)	317

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 1999**

Sl. No.	Name of the Organisation	No. of Students
1.	ABN AMRO	4
2.	ACC	2
3.	Andersen Consulting	2
4.	ANZ Grindlays	6
5.	Arthur Andersen	3
6.	Asian Paints	4
7.	Blow Plast	3
8.	Booz Allen	3
9.	Citibank	11
10.	Coke	5
11.	Complete Business Solutions	6
12.	Crisil	1
13.	Deutsche Bank	4
14.	E&Y	1
15.	Eli Lilly Ranbaxy	2
16.	GE Caps	4
17.	Godrej GE	2
18.	Hindustan Gas	2
19.	HLL	6
20.	HSBC	6
21.	I-Sec	2
22.	IBM	1
23.	ICI	3
24.	ICICI	9
25.	ISRO	2
26.	ITC	2
27.	J M Morgan Stanley	1
28.	Johnson & Johnson	5
29.	L&T	3
30.	Mahindra & Mahindra	5
31.	Marico	6
32.	Maruti	1
33.	Monsanto	3
34.	Nestle	3
35.	Newgen Software Technologies	3
36.	Olam International	3
37.	ONGC	1

Sl. No.	Name of the Organisation	No. of Students
38.	P&G	5
39.	Philips	4
40.	Pricewaterhouse Coopers	11
41.	Ramco	4
42.	Ranbaxy	2
43.	RBI	2
44.	RCI	5
45.	RPG	4
46.	SBI	1
47.	Seagram	2
48.	SIDBI	1
49.	Smithkline Beecham	3
50.	Standard Chartered Bank	7
51.	Star TV	2
52.	Tata Administrative Service	2
53.	Tata Adminsitrative Service	1
54.	TCS	1
55.	Times Bank	1
56.	Times Group	2
57.	TISCO	1
58.	UPL	3
59.	Usha Martin	3
60.	Whirlpool	2
61.	Wipro	2

## **ANNEXURE VI**

### **LIST OF OPTIONAL COURSES OFFERED DURING 1998-99 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
11. Management of Change

#### **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
10. Science & Technology : Policy & Management

#### **Management Centre for Human Values**

1. Managerial Effectiveness and Value Systems
2. Ethics in Mgmt. - 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
9. Business Transformation & HRM

#### **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
17. Marketing Finance Interface.

**Operations Management**

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

**Regional Development**

1. Urban Management : Issues and Strategies
2. Organisation for Multilevel Planning
3. Regional Development in India : Structure, Process and Change
4. Environment Management : Issues and Techniques
5. Business Firm and the City - Linkages in Survival and Development
6. Economics of location and land use
7. Regional Planning Techniques and Plan Evaluation
8. Urbanisation and the Economy

## **ANNEXURE VI**

### **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

**DETAILS OF PRIZES AWARDED TO THE 2<sup>ND</sup> YEAR STUDENTS  
OF THE 34<sup>TH</sup> BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT  
ON 20<sup>TH</sup> AUGUST, 1998 BASED ON THEIR PERFORMANCE IN THE 1<sup>ST</sup> YEAR**

<u>Name of the Students</u>	<u>Name of the Prize</u>
Amit Kr. Choudhary	Agarwal Charitable Trust & Central Bank of India Specialisation Prize in Finance
Shailesh Kapoor	B.P. Poddar Award
B. Narasimhan	Standard Chartered Bank Award
Siddharth Dhondiyal	FAIR Award & ITC Prize for creditable academic performance
S.S. Kekre	T.T. Krishnamachary Prize
Ramya V. Raman	T.T. Krishnamachary Prize & Nestle'Scholarship - 'Young Business Manager' Award
Anirban Lahiri	FAIR Prize
K.V. Subramania	BPL Prize
Deepak Sharma	Sriram Smarak Nidhi Award
Sandeep Baid	Bank of America Award
Vivek Gupta	Bank of America Award
Ashish Swarup	Hindustan Lever Award
Vishal Sharma	Dr. K. Nath Public Trust Prize
S. Siva	Dr. K. Nath Public Trust Prize
M.Y. Nandurkar	Dr. K. Nath Public Trust Prize & ITC Prize for creditable academic performance
A. Goel	India Carbon Prize
N. Gera	India Carbon Prize
Ravi Kumar Meduri	India Carbon Prize
Arpita Sur	India Carbon & BPL Prize
Samir V. Jog	India Carbon & BPL Prize
Sanjeev Mehta	India Carbon & BPL Prize
P. Naveen	DVC Award for creditable academic performance

**ANNEXURE VII**

Bhuvnesh Singh	CITIBANK Leadership Excellence (MCM) Award
Debashish Mukherjee	CITIBANK Leadership Excellence Award
Vivek P. Jetley	CITIBANK Leadership Excellence Award
Malini Sinha	Nestle'Award for 'Women in Management'
Sudipta Ghosh	HCL Corporation Excellence Award for PGDCM students
Arvind Kaushal	Agarwal Charitable Trust Prize
Vivek Mittal	Institute's Prize



**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 34<sup>TH</sup> BATCH  
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT  
AT THE CONVOCATION HELD ON 20.3.99**

**PGDM Students**

B. Narasimhan (146/34)	:	1)	Dr. B.C. Roy Gold Medal
		2)	Chairman's Prize
		3)	John Wynne Prize
		4)	Calcutta Management Association Prize
		5)	Dr. K. Nath Public Trust Gold Medal for highest distinction
		6)	Name in the Institute's Honour Roll
		7)	P.C. Chandra Medal
Amit Kumar Choudhary (323/34)	:	1)	DR. B.C.Roy Silver Medal
		2)	DR. B.S. Dua Memorial Prize for 2 <sup>nd</sup> rank holder
		3)	Name in the Institute's Honour Roll
		4)	P.C. Chandra Medal
K.V. Subramanian (284/34)	:	1)	Exide Award for Excellence to 3 <sup>rd</sup> rank holder
		2)	Name in the Institute's Honour Roll
Sailesh Kapoor (336/34)	:	1)	Nestle India Award to 3 <sup>rd</sup> rank holder
		2)	Name in the Institute's Honour Roll
Deepak Sharma (362/34)	:	1)	Indus Industries Award to 5 <sup>th</sup> rank holder
		2)	Name in the Institute's Honour Roll
Anirban Lahiri (244/34)	:	1)	Duncan Award for 6 <sup>th</sup> rank holder
Ashish Swarup (377/34)	:	1)	ABC Award for 7 <sup>th</sup> rank holder
Vishal Sharma (171/34)	:	1)	TIL Award for 8 <sup>th</sup> rank holder
Anurag Goel (329/34)	:	1)	TIL Award for 8 <sup>th</sup> rank holder
Vijay Kumar Khera (136/34)	:	1)	Calcutta Port Trust Award for 10 <sup>th</sup> rank holder
Debashish Mukherjee (255/34)	:	1)	Calcutta Port Trust Award for 11 <sup>th</sup> rank holder
Arpita Debasis Sur (181/34)	:	1)	Balmer Lawrie Award for 11 <sup>th</sup> rank holder
Neeraj Gera (126/34)	:	1)	Balmer Lawrie Award for 11 <sup>th</sup> rank holder

*ANNEXURE VIII*

Anjani Kumar Rathor (158/34)	:	1) 2)	Balmer Lawrie Award for 11 <sup>th</sup> rank holder Citibank Leader Excellence Award
Vivek Agrawal (302/34)	:	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies for 15 <sup>th</sup> rank holder
Sanjeev Mehta (347/34)	:	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies for 15 <sup>th</sup> rank holder
Shailesh Sharad Kekre (338/34)	:	1)	Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies for 15 <sup>th</sup> rank holder
Dhruvank Mrugank Vaidya (185/34)	:	1)	DVC Medal & Scholarship for 18 <sup>th</sup> rank holder
Apoorva Mathur (345/34)	:	1)	Bengal Chamber of Commerce Gold plated medal for best student in the area of HRM
Aditya Gupta (332/34)	:	1)	HCL Corporation Excellence Award
Ramya Venkata Raman (355/34)	:	1)	Citibank Leadership Excellence Award
Bhuvnesh Singh (315/34)	:	1)	Citibank Leadership (MCM) Award
Annirudha Haldar (334/34)	:	1)	B.S. Dua Memorial Prize for Organising Ability
Aditya Jayaraman (231/34)	:	1)	Dr. B.C. Roy Memorial Prize for the most outstanding contribution to campus life
K. V. Subramanian (284/34)	:	1)	Bharat Chamber of Commerce Medal for the most balanced and progressive outlook on management Problems
Ganesh Bangalore (308/34)	:	1)	Pawan Tyagi Prize for the best sportsperson of the year 1998.

**Prizes/Award for PGDCM students :**

Sudipta Ghosh (415/04)	:	1) 2) 3)	IIMC Gold Medal for 1 <sup>st</sup> rank holder in PGDCM Dr. Jogendra Kumar Chowdhury Gold Medal Name in the Institute's Honour Roll
Arvind Kaushal (430/04)	:	1) 2)	Smt. Indira Chowdhury Gold Medal for 2 <sup>nd</sup> rank holder Name in the Institute's Honour Roll
Manish Rathi (442/04)	:	1) 2)	ACC Prize for 3 <sup>rd</sup> rank holder Name in the Institute's Honour Roll
Narayan Ramamoorthy (440/04)	:	1)	COMPAQ Award

**STATEMENT OF HONOUR ROLL OF THE 34TH BATCH OF PGDM  
(1997-1999)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	Narasimhan B.	7.97	1
2.	Amit Kumar Choudhary	7.89	2
3.	K. V. Subramanian	7.43	3
4.	Shailesh Kapoor	7.43	3
5.	Deepak Sharma	7.34	5

**STATEMENT OF HONOUR ROLL OF THE 4TH BATCH OF PGDCM  
(1997-99)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	Sudipta Ghosh	8.06	1
2.	Arvind Kaushal	7.74	2
3.	Manish Rathi	7.29	3

**ANNEXURE X**

**PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION**  
(Over Five Years 1995-99)

<u>PARTICULARS</u>	<u>PUBLIC</u>					<u>PRIVATE</u>					<u>TOTAL</u>				
	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Permanent Placement	042	048	025	037	020	167	215	165	220	290	209	263	187	257	317
Summer Placement	018	014	024	038		251	179	231	297		269	193	255	325	224

**PLACEMENT PROGRAMME : NATURE OF JOBS**  
(over five years 1995-99)

<u>Type of Organisation</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>
Banking /Finance	068	087	054	052	074
Consumer Products	047	050	034	073	046
Information Technology	019	030	029	057	080
FMCG	000	000	000	000	037
Consultancy	032	027	018	040	041
Other Services	043	069	052	035	039
	—	—	—	—	—
	209	263	187	257	317
	—	—	—	—	—

**PERMANENT PLACEMENT - 1999  
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.	DSP Merrill Lynch	Financial
2.	J. M. Morgan Stanley	Financial
3.	Blushift	Information Technology
4.	i2 Technologies	Information Technology
5.	Microsoft	Information Technology
<u>Indian Private Sector Companies</u>		
1.	Heinz	Industrial Goods
2.	Cambridge Technologies	Information Technology
3.	Complete Business Solutions	Information Technology
5.	C B Richard Ellis	Consultancy
6.	Nobel & Hewitt	Consultancy

## ANNEXURE XII

**DETAILS OF THE PERMANENT PLACEMENT  
ORGANISATIONWISE DURING 1999**

<u>Name of the Organisation</u>		<u>Name of the Organisation</u>	
<u>Reg. No.</u>	<u>Name of the Students</u>	<u>Reg. No.</u>	<u>Name of the Students</u>
<b>A.F. Ferguson &amp; Company</b>		<b>Bharath Petroleum Corporation Ltd.</b>	
04409	Prashanth Chunduri	34378	Mary Rupa Tete
34342	Praveen Kumar Kumbhani		
34370	Dr. Vikram Singh		
<b>ABN Amro Bank N.V</b>		<b>Blow Plast Limited</b>	
34151	Atul A. Pathak	04457	T.G. Venkatesh
		34232	Amit Kapur
		34275	Inderjeet Singh
<b>Anand Group</b>		<b>Blueshift</b>	
04441	Sambasiva Rao V	34113	Rohit V. Bora
34325	Pradip Kumar Das	34228	Jaikumar Tindivanam
		34240	Deepak Krishnamurthy
<b>Andersen Consulting</b>		<b>Booz Allen &amp; Hamilton</b>	
34146	Narasimhan Balasubramanian	04430	Arvind Kaushal
34158	Anjani Kumar Rathor	04460	Bharath Visweswariah
34217	Siddharth Dhondiyal	34338	Shailesh Sharad Kekre
34236	Karthik Kuppusamy		
34255	Debashish Mukherjee		
<b>Arthur Andersen</b>		<b>BPL Limited</b>	
04418	Manish Grover	34105	Amitava Bagchi
04459	Abhjeet Virmani	34153	Asit Shashikant Pradhan
34254	Anirban Mukherjee	34220	Uzair Faruqi
34269	Athi Vasudevan Saranathan	34373	Pradeep Soy
34362	Deepak Sharma		
<b>Ashima Syntex Limited</b>		<b>C B Richard Ellis</b>	
34310	Dinesh Singh Banshiwal	34108	Rohith Bhandary
<b>Asian Paints (I) Limited</b>		<b>Cambridge Technologies</b>	
04402	R. Amrith	04433	V.K. Manikandan
34163	Anindo C Samajpati	34233	Ashok Karanath
34216	Debangshu Das	34243	Shameek Kundu
34221	Ramani Ganesh	34302	Vivek Agrawal
34333	Mayank Gupta	34364	Shreepad Shukla
34360	Gunjan Dinesh Shah	34381	Anshuman Vatsyayan
34367	Chiranjiv Singh Mehta	FP194	R. Sridev
34381	Anshuman Vatsyayan		
<b>Avco Financial Services India Pvt. Ltd.</b>		<b>Career Launcher</b>	
34361	Tulika Shankar	34287	Rishot Vincent Marbaniang

**Name of the Organisation**

<b><u>Reg. No.</u></b>	<b><u>Name of the Students</u></b>
<b>Citibank N.A.</b>	
04431	Lakshmi K.P.
34355	Ramya Venkata Raman
<b>Citil</b>	
04410	Kapil Dabi
04422	Hari Srinivasa Rao Raja
04442	Jasdeep Singh
34218	Tuhin Dutt
<b>Coca Cola</b>	
04406	Rahul Balyan
34120	Harshad D Narvenkar
34157	Arunkumar Rao C
34180	Sunil B.V.
<b>Complete Business Solutions India Ltd</b>	
04423	Hemant Jain
04451	Suresh N.V.N.
34213	Kaushik Chatterjee
34238	Abhishek Khare
34246	Giridhar Pavan Kumar Lanka
<b>Credit Rating Information Services India Ltd.</b>	
34116	Venkat K. Chaganti
34137	Venkatesh Krishnan
34183	Ujwal P Tamgadge
34205	Sandeep Baid
34207	Sriram Balasubramanian
34241	Sanjeev Kumar
34281	Sudharshan Srinivasan
34283	Subramaniam Krishnan
<b>Deloitte &amp; Touche Consulting Group LLC</b>	
34171	Vishal Sharma
34185	Dhruvank Mrugank Vaidya
34329	Anurag Goel
34330	Paras Goel
34384	Rajeev Virmani
<b>Deutsche Bank Global Markets</b>	
34109	M Bharath Kumar
34178	Mahesh Subramanian
34244	Anirban Lahiri
34319	Sumit Chaudhary
<b>Deutsche Bank India</b>	
04446	Bharath K. Sastry
34345	Apoorva Mathur

**Name of the Organisation**

<b><u>Reg. No.</u></b>	<b><u>Name of the Students</u></b>
<b>DSP Merrill Lynch Limited</b>	
34215	P. Lalit Choudary
34285	Vinu Varghese
<b>DSQ Software</b>	
34152	Bantval S. Prabhu
<b>Export-Import Bank of India</b>	
34239	Vinaya Shivraj Khobragade
<b>First Global Finance</b>	
04432	Sudip Mandal
34276	Aditya Kumar Singhania
34317	Amit Chandra
34369	Sanjeet Kumar Singh
34382	Venkata Phaneendra Matoory
<b>GE Capital Services India Limited</b>	
34339	Daman Deep Singh Kochhar
<b>Global Synergies Ltd.</b>	
34326	Asan M Dasari
34327	Dipankar Dev Burman
<b>Godrej-GE Appliances Ltd.</b>	
34168	Rajesh Kumar Shah
34322	Vijay Chopra
34359	Harjeet Singh Sandhu
<b>HCL Corporation Limited</b>	
04450	Sripada V R S Sripathi
34111	Amitabh Bhattacharya
34173	Amrinder Singh
34312	Amit Behl
34344	Sumit Malik
34348	Tarini Prasad Mohanty
34349	Sutanu Mukherjee
34375	Gaurav Sud
<b>Heinz</b>	
34115	Anil C. Rao
34376	Siddharth Suri

**Name of the Organisation****Reg. No. Name of the Students****Hindustan Lever Limited**

04413 Apoorv Durga  
 04429 Himanshu Kapoor  
 34177 Samardeep Sunil Subandh  
 34179 Srinandan Sundaram  
 34255 Debashish Mukherjee

**Hindustan Petroleum Corpn.Limited**

34150 Pardha Saradhi Rallabandi  
 34169 Kaushal Sharma

**I2 Technologies**

04404 Balaji K.R.  
 04435 Vivek Mittal  
 34203 Arun Subramanian  
 34347 Sanjeev Mehta

**IBP Company**

34189 Ashok Chanabasangouda Patil  
 34209 Arijit Biswas  
 34368 Ravindra Pratap Singh

**ICI India Limited**

04442 Manish Rathi  
 34273 Sheshadri Mysore Venkatadri

**ICICI**

04442 Manish Rathi  
 34119 Surajit Datta  
 34121 Hemang C. Desai  
 34126 Neeraj Gera  
 34181 Arpita Debasis Sur  
 34214 Gautam Chhaochharia  
 34226 Vivek Gupta  
 34251 Ravi Kumar Meduri  
 34260 Prasanna A.  
 34279 S Siva  
 34284 K.V. Subramanian  
 34306 Rahul Baijal  
 34328 Sandeep Dube  
 34356 Deepak Ravindran  
 34377 Ashish Swarup  
 34391 Vasudeva Moorthy Konda

**Name of the Organisation****Reg. No. Name of the Students****Infosys Technologies Ltd.**

04412 Chandrpreet Singh Duggal  
 04416 Satish Gopalakrishnan  
 04421 Sharad Gupta  
 04424 Nitin Dass Jain  
 04434 Sanjeev K. Mittal  
 04436 Naveen V.A. Gainedi  
 04439 G. Ram Subramaniam  
 04441 Sambasiva Rao V  
 04444 Prakash C. Samal  
 04445 Amit Sanghi  
 04447 Jimmy Sebastian  
 04452 Chetan L. Suryanarayana  
 04462 Yeshwant Dattatreya  
 34101 Aditya Mittal  
 34106 S Balasubramanian  
 34124 Suhas Devaraju  
 34125 V. Garuthman  
 34133 Jayantkumar Jugalkrishna Jana  
 34136 Vijay Kumar Khera  
 34138 Lokhandwala Munira Amiruddin  
 34139 Samir Maheshwari  
 34155 Ramesh Ramachandran  
 34164 Sampathkumar Ranganathan P  
 34219 Ranjan Dutta  
 34245 Dibyanshu Lahiri  
 34250 Manickavasagam S  
 34253 Saswata Misra  
 34259 Prakash R  
 34272 Puneet Sharma  
 34286 Vikram Kumar  
 34303 Ankur Agrawal  
 34358 V. Ganesh Rengaswamy  
 34380 Abhishek Kumar Tuteja

**International Best Foods**

04401 Manish Adhwaryu  
 34187 Vinod S Parmeshwar

**ITC Limited**

34122 Ravi A. Desai  
 34126 Neeraj Gera

**J M Morgan Stanley**

34114 Dileep K Burki  
 34145 Mahesh Y. Nandurkar  
 34315 Bhuvnesh Singh  
 34372 Sameer Sood



**Name of the Organisation****Reg. No. Name of the Students****Johnson & Johnson Limited**

04443 Radhika Ravela  
 34123 Rahul S. Deshpande  
 34142 Manoj Arun Gadgil  
 34166 Prashant Sardesai  
 34234 Ramesh Kumar Karra  
 34248 Prashant T Mahalingam  
 34277 Abhinav Sinha  
 34308 Ganesh Bangalore

**Mafoi Management Consultants**

34290 Pilli Naveen  
 34374 Srikumar Vijayamma Ravindran

**Mahindra & Mahindra Ltd.**

34191 Rajkumar S  
 34262 V. Rajesh.P.I.  
 34325 Pradip Kumar Das

**Marico Industries Limited**

04407 Sachin Bhatnagar  
 34172 Sankalp Shrivastava  
 34337 Shailendra Katyal

**Maruti Udyog Limited**

34160 Niraj Manubhai Ruparel  
 34174 Sangram Singh  
 34201 Alankar Shrawan Sawai  
 34305 Nitish Agrawal  
 34314 Jayanthi Bhati  
 34343 Madhavi Venkata Kuppachi

**McKinsey & Company, Inc.**

34335 Samir Jog  
 34338 Shailesh Sharad Kekre  
 34355 Ramya Venkata Raman  
 34371 Malini Sinha

**Microsoft**

04455 Vikas Tyagi  
 34132 Nikhil Jain

**MIRC Electronics Ltd.**

34162 Arun Bhati Salvi  
 34170 Manish Sharma  
 34188 Dhruva J Basumatari  
 34268 Anil Kumar Sagar  
 34280 Gejo Sreenivasan  
 34288 Manimala Hazarika  
 34353 Rajeev Kamal

**Name of the Organisation****Reg. No. Name of the Students****Mitchell Madison Group**

34134 Vivek Jetley  
 34161 Sharad Hebhan Sachdev

**Nestle India Limited**

34184 Dheeraj Tauro

**Newgen Software Technologies**

04438 K.N. Purushothaman  
 34202 Ravi Chander Ande  
 34341 Nagender Kumar  
 34354 Gorantla Rajneesh

**Noble & Hewitt**

34224 Pushp Deep Gupta

**Oil & Natural Gas Corporation Ltd.**

34357 Jitendra Singh Rawat

**Olam International**

34390 Amish Asthana

**Pepsico Holdings India Limited**

34167 Saumitra K. Sehgal  
 34230 Vikash Jain  
 34235 B. Karthik

**Philips India Limited**

04454 Siddhartha Tomar  
 34313 Gaurav Bhateja

**Power Finance Corporation Ltd.**

34267 Sujit C Kumar Reddy

**Price Waterhouse Associates**

04415 Sudipta Ghosh  
 04417 Pankaj Goyal  
 04420 Amber Gupta  
 04435 Vivek Mittal  
 04455 Vikas Tyagi  
 04456 Manu Vaish  
 34102 Prashant Agarwal  
 34104 Anish Kumar Mitra  
 34129 Lakshman Viswanathan Iyer  
 34148 Rena Nigam  
 34214 Gautam Chhaochharia  
 34237 Noopur Kashyap  
 34254 Anirban Mukherjee  
 34256 Santanu Mukherjee  
 34365 Ajeet Singh

**Name of the Organisation**

<u>Reg. No.</u>	<u>Name of the Students</u>
<b>Procter &amp; Gamble India Limited</b>	
04408	Anhul Chauhan
04440	Narayan Ramamoorthy
04459	Abhjeet Virmani
34103	Anand J
34212	Suhail Chandy
34247	Madhusudan Gopalan
34252	Akshay Mehra
34273	Sheshadri Mysore Venkatadri
34377	Ashish Swarup

**Ramco Systems**

04405	Balaji Rajan
04419	Bharath Reddy Guddeti
04437	Mahendra Pahariya
04458	Vijay K. Challa
34159	Ravi Kiran M
34175	Dineshkumar Srinivasan
34222	Govindarajan C
34225	Ujjal Gupta
34253	Saswata Misra
34261	K.Rajagopalan
34279	S Siva
34324	Rajarshi Das Gupta

**Ranbaxy Laboratories Limited**

04411	Aseem Dokania
34229	Anjali Jain
34336	Shailesh Kapoor

**Reckitt & Colman of India Limited**

04414	Gangapenta Madhu
34309	Himanshu Bansal

**RPG Enterprises Limited**

34304	Gaurav Agrawal
34321	Vikas Chhariya

**SBI Capital Markets Limited**

04449	Pankaj Sood
34110	Nitin Bhat
34127	Aamod Arun Gokhale
34318	Himanshu Chaturvedi

**Seagram Manufacturing Pvt Limited**

34227	Saptorsi Hore
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**Name of the Organisation**

<u>Reg. No.</u>	<u>Name of the Students</u>
<b>Securities Trading Corporation of India</b>	
34223	Kapil Gupta

**SmithKline Beecham Consumer Healthcare**

34242	Kumudha Ammanur Gomatam
34263	G R Ramachandra

**Sony Entertainment**

34130	Mahalakshmi V Iyer
34336	Shailesh Kapoor

**Sony Music**

34154	Ajay Satish Rajadhyaksha
34258	Preeti Hari Nandanar

**Standard Chartered Bank**

34112	Biren Ramesh Bhuja
34148	Rena Nigam
34264	Arun Ramamurthy
34332	Aditya Gupta

**Tata Administrative Service**

34231	Aditya Jayaraman
34301	Pawas Krishna Agarwal
34351	Pattem Pradeep
34366	Navtej Singh Bhullar

**Tata Infotech**

34388	Aswini Kumar Khalkho
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**Tata Interactive Systems Limited**

04419	Bharath Reddy Guddeti
34356	Deepak Ravindran

**Tata Iron & Steel Company Limited**

04461	Prashant Suresh Waghe
34320	Anil Chauhan
34379	Ashley B.T. Lewis

**Tata Strategic Management Group**

04427	Ankur Jindal
34176	Srivatsa Bhoja Anchan
34278	Suvojit Sinha
34383	Amit Verma

**Name of the Organisation****Reg. No.    Name of the Students****The Arvind Mills Limited**

04426	Vinay Dev Jhari
34265	Nikhil A. Rao
34271	Arijit Sen
34307	Ashutosh Banerjee
34334	Aniruddha Halder

**The Boston Consulting Group**

34128	Rajneesh Gupta
34277	Abhinav Sinha
34323	Amit Kumar Choudhary

**The Hongkong & Shanghai Banking Corporation**

34204	Anuj Awasthi
34257	Sukanwal S. Nagpal
34311	Sandeep Bapna
34363	Nilesh Shrivastava

**The Times of India**

34212	Suhail Chandy
34360	Gunjan Dinesh Shah

**Titan Industries Limited**

34131	Girish Jagannath
34186	Nikhil Suresh Vaidya
34191	Rajkumar S

**Unit Trust of India**

34206	Balasubramanian Anand
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**United Phosphorus Limited**

34190	Peanaky Mridha
34289	Atanu Talukdar
34389	Partho Sinha

**Usha Martin Industries**

34117	Ved Prakash Chopra
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**Wipro Limited**

04425	Vinay Jain
34135	Harshawardhan Prakash Joshi
34143	Siddharth Mehta
34208	Argya Basu
34266	Phani Kanth Raparla
34282	H. Sriram
34385	Vuppalapati Shyam Sunil Kumar
34386	Sunil Wattal

**ANNEXURE XIII**

**SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 1999**

	<u>Annual Salary</u>
Highest	Rs.46,75,000
Lowest	Rs.1,80,000
Average	Rs.5.26,000

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS  
DURING THE PLACEMENT PROGRAMME - 1999**

**CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES**

<u>Type of Industries</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Banking & Finance	85	74
Information Technology	96	80
FMCG	46	37
Consultancy	44	41
Consumer Durables	49	46
Others Services	42	39
	<hr/>	<hr/>
Total	362	317
	<hr/>	<hr/>

\*FMCG - Fast Moving Consumer Goods

Sectorwise job Offers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	23	20
Private Sector	339	297
	<hr/>	<hr/>
	362	317
	<hr/>	<hr/>

## MANAGEMENT DEVELOPMENT PROGRAMMES 1998-99

<u>Sl No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director</u>
1.	Successful implementation of Business and Management for Result.	May 4-6,98	7	Prof. Ranjan Das
2.	Managing operations and Logistics for competitive advantage.	May 11-13 1998	5	Prof. Ranjan Das Prof. A. K. Chatterjee
3.	Environmental Management System	July 1-3 1998	6	Prof. Rabin Ganguly
4.	Strategic Marketing	July 16-18 1998	23	Prof. Ranjan Das
5.	HRM for Non-Personnel Executives	July 20-24 1998	12	Prof. P. K. Sett
6.	Management of Organisational Change	August 3-6 1998	5	Prof. Vidyanand Jha
7.	Managerial Performance Review & Rewards - Human Values Perspectives	Sept7-10 1998	16	Prof. S. K. Chakraborty
8.	Managerial Leadership and Conflict Resolution	Oct3-10 1998	10	Prof. B. N. Srivastava Prof. Leena Chatterjee
9.	Industrial Marketing Strategy	Oct 26-28 1998	5	Prof. R. C. Bhattacharya
10.	Business Transformation	Oct 26-30 1998	11	Prof. P. K. Sett
11.	Product Management Differentiation and Niche Strategies	Nov 2-5 1998	8	Prof. R. Majumdar
12.	Improving Communication and Inter Personal Effectiveness	Nov 9-11 1998	22	Prof. Leena Chatterjee
13.	Finance for Non Finance Managers	Nov 12-14 1998	16	Prof. Ranjan Das

## ANNEXURE XV(Contd.)

<u>Sl No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director</u>
14.	Concepts & Strategic issues in General Management.	Nov 16-20 1998	16	Prof. M. N. Pal Prof. B. K. Sinha
15.	Workshop on Communication and Presentation Skills.	Nov 16-20 1998	18	Prof. Binod Kumar Prof. Leena Chatterjee
16.	Business Strategy & Human Resources Policy	Nov 17-19 1998	7	Prof. Pulak Das
17.	Building Learning Organisations : Strategies & Tools	Nov 23-25 1998	5	Prof. Sunita S. Sengupta
18.	Negotiating Your Way to success	Nov 30-Dec3 1998.	18	Prof. B. N. Srivastava
19.	Project Management	Dec 7-12 1998	9	Prof. M. N. Pal Prof. Bani K. Sinha
20.	Strategic Brand Management	Dec 9-12 1998	35	Prof. Subroto Sengupta
21.	Women in Management	Dec 14-16 1998	10	Prof. U. Rajadhyaksha
22.	Managerial Leadership and Team Effectiveness	Dec 14-18 1998	33	Prof. B. Kumar Prof. Sunita S. Sengupta
23.	Internet & Business Opportunities on the Web The Indian Scenario	Dec 16-19 1998	4	Prof. Uttam K. Sarkar
24.	Management by Human Values : Indian Insights	Dec 6'98 - Jan 14 '99	54	Prof. S. K. Chakraborty
25.	Acquisition of Foreign Know How and Technology Mgmt. at Company Level.	Jan 1-20 1999	14	Prof. R. Das
26.	Computer Networking : The Internet Way	Jan 29-31 1999	9	Prof. P. Dasgupta
27.	Exploiting Information Technology	Feb 4-6 1999	7	Prof. S. D. Vaidya
28.	Marketing of Services	Feb 4-6 1999	22	Prof. R. C. Bhattacharya

**ANNEXURE XV(Contd.)**

<b><u>Sl No.</u></b>	<b><u>Title of the Programme</u></b>	<b><u>Date</u></b>	<b><u>No. of Participants</u></b>	<b><u>Programme Director</u></b>
29.	Management of Creativity	Feb 8-11 1999	7	Prof. Vidyanand Jha
30.	Transforming the Middle Management	Feb 11-13 1999	10	Prof. Ranjan Das
31.	Economic Reforms and Corporate Strategy	Feb 11-13 1999	10	Prof. Sushil Khanna Prof. Anindya Sen
32.	Strategic Sales & Distribution Management	Feb 15-18 1999	32	Prof. Sudas Roy



## IN COMPANY TRAINING PROGRAMMES - 1998-99

Sl. No.	Title of Programme	Date	Venue	No. of Participants	Programme Directors
1.	Managerial Leadership and Team Effectiveness for M N Dastur & Co.	April 2-4 1998	Tata Hall		Prof. Binod Kumar
2.	Workshop on Human Values for SBI Managers	April 13-15 1998	Tata Hall	31	Prof. S. K. Chakraborty Prof. B. K. Chatterjee
3.	Workshop on Human Values for IFFCO Managers.	April 21-23 1998	FMDI Delhi		Prof. S. K. Chakraborty Prof. B. K. Chatterjee
4.	Workshop on Human Values for SBI Managers	April 27-29 1998	Tata Hall		Prof. S. K. Chakraborty Prof. B. K. Chatterjee
5.	Specialised Marketing Management for SAIL.	May 2-22 1998	Tata Hall		Prof. R. Majumdar
6.	Workshop on Human Values for SBI Senior Managers.	May 18-20 1998	Tata Hall	26	Prof. S. K. Chakraborty
7.	Programme on Marketing Skills for SAIL	May 18-20 1998.	Calcutta		Prof. R. Majumdar
8.	Workshop on Human Values for Bengal Ambuja young Managers.	May 23-25 1998	Tata Hall	30	Prof. S. K. Chakraborty
9.	Project Management Telco	May 26-28 1998	Telco Lucknow		Prof. Ranjan Ghosh
10.	Workshop on Human Values for SBI Officers Association Bengal Circle (non-residential)	May 27-29 1998	Tata Hall	52	Prof. S. K. Chakraborty
11.	Human Values Workshop for State Bank of India	June 11-13 1998	Tata Hall	30	Prof. S. K. Chakraborty
12.	Human Values Workshop for State Bank of India	June 29- July 1 1998	Tata Hall	31	Prof. S. K. Chakraborty

## ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>of Parti- cipants</u>	<u>Programme Directors</u>
13.	Human Values Workshop for State Bank of India	July 16-18 1998	Tata Hall	30	Prof. S. K. Chakraborty
14.	Programme on Marketing Skills for SAIL	July 16-18 1998	SAIL Calcutta	22	Prof. R. Majumdar
15.	Programme for CINI	July 23-24 1998	Tata Hall	8	Prof. M. S. Mishra
16.	Human Values Workshop for State Bank of India	July 30- August 1 1998	Tata Hall	29	Prof. S. K. Chakraborty
17.	Programme for ONGC	July 27-31 1998	Tata Hall	42	Prof. Ranjan Ghosh
18.	Programme for Murugappa Group of Companies	August 3-13 1998	Tata Hall	17	Prof. Sushil Khanna
19.	Human Values Workshop for State Bank of India	August 7-9 1998	Tata Hall	24	Prof. S. K. Chakraborty
20.	Top Management Policy Workshop for Allahabad Bank.	August 10-12 1998			Prof. H Bhattacharya
21.	Programme for CINI	August 17-18 1998	Tata Hall	2	Prof. M. S. Mishra
22.	Programme on Human Values for the Personnel of the Catholic Relief Services (Non-residential)	Sept 14-15 1998	Tata Hall	44	Prof. S. K. Chakraborty
23.	Human Values Workshop for newly recruited WBCS Trainees, nominated by ATI, Govt. of West Bengal.	Oct 6-8 1998	ATI	55	Prof. S. K. Chakraborty
24.	Programme on Human Values for the 1st year Post Graduate students of National Inst. of Human Dev. Calcutta.	Oct 11-17 1998	Srir-ampur		Prof. S. K. Chakraborty

## ANNEXURE XVI(Contd.)

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>of Parti- cipants</u>	<u>Programme Directors</u>
25.	Workshop on Human Values for UCO Bank Officers Federation (non-residential)	Oct 29-31 1998	Tata Hall	35	Prof. S. K. Chakraborty
26.	Programme on Human Values for Sr. Managers of Bank of Baroda Eastern Zone.	Nov 19-21 1998	Tata Hall	30	Prof. S. K. Chakraborty
27.	Programmes on Human Values for Sr. Managers of Canara Bank.	Nov 24-26 1998	Tata Hall	25	Prof. S. K. Chakraborty
28.	MIB Singapore Group of Curtin Business School, Australia	Nov 29-Dec5 1998	Tata Hall	18	Prof. S. K. Chakraborty
29.	Selvel Group Training Prog.	Dec 5-6 1998	Tata Hall	17	Prof. Vidyanand Jha
30.	Programme for IBP Ltd.	Jan 27-29 1999	Tata Hall	12	Prof. S. K. Chakraborty
31.	Training Programme on Human Values for BPCL.	Dec 24-26 1998	Mumbai	20	Prof. B. K. Chatterjee

## ANNEXURE XVII

## GOVT. SPONSORED TRAINING PROGRAMMES DURING 1998-99

For IAS Officers

<u>Sl. No.</u>	<u>Title of Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	Managemnt of Information Technology	April 27- May 01 1998	Tata Hall	17	Prof. Amitava Bagchi Prof. Uttam Sarkar
2.	Environmental Priorities and Sustainable Development for IFS Officers.	August 24-28 1998	Tata Hall	11	Prof. Rabin Ganguly
3.	General Management for middle level Officers (1981-87 Batches)	Oct 5-17 1998	Tata Hall	21	Prof. Madhu S. Mishra
4.	In Service Programme	Oct 26-Nov6 1998	"	24	Prof. M. N. Pal
5.	Managing Organisational Change	Nov 9-13 1998	"	19	Prof. Vidyanand Jha Prof. K. U. Nair
6.	Management of Information Technology	Nov 30-Dec4 1998	"	15	Prof. S. Bhattacharya Prof. Rahul Roy
7.	Perspective in Environment Management.	Nov23-27 1998	Tata Hall	19	Prof. Rabin Ganguly
8.	IFS Programme	Feb 22-26 99	Tata Hall	17	Prof. Rahul Roy Prof. Uttam Sarkar

**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)  
DURING 1998-99**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Project Director(s)</u>
1.	Solution methods for some combinational problems.	Prof. Subir Bhattacharya Prof. Anup Sen.
2.	Innovation Assessment through Patent Analysis.	Prof. Soumyo D. Moitra Prof. Biju Paul Abraham
3.	Studies on Executive compensation and Managerial Labour Markets in India.	Prof. Debashish Bhattacharjee
4.	The Sources and nature of Indian Business Tradition.	Prof. Sumit Guha
5.	A Natural Bias Correction in the Second Order Term of the Minimum Penalized Disparity Estimators.	Prof. Sahadeb Sarkar
6.	A Comparative Study of the Performance of the Institutes of Higher Education in India Especially the IIMs and IITs.	Prof. M.N.Pal Prof. Bani K. Sinha
7.	Sustaining Organizations as Communities : A Study of Public and Private Sectors.	Prof. Sunita S. Sengupta
8.	Emerging Strategic Issues in Indian Aluminium Market	Shri Arun Mukhopadhyay
9.	Improved Multistage and Sequential Estimation Procedure	Prof. Saibal Chattopadhyay
10.	Understanding Economic Policy Reforms in India	Prof. Anup K. Sinha
11.	Managing Word of Mouth Communication : A Cross Cultural Investigation.	Prof. Ashis K. Banerjee

**CONSULTANCY PROJECTS UNDERTAKEN/PROCESSED  
DURING 1998-99**

<u>Sl.No.</u>	<u>Projects Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
1.	Industry and Allied Sector under UNDP assisted Projects on capacity building.	Assam Govt.	Prof. N. Ramachandran Prof. Bani K. Sinha Prof. P. K. Sett
2.	Internal Computerization Tea Board.	Tea Board	Prof. Amitava Bagchi Prof. Uttam Kr. Sarkar
3.	Project on Human Values (3 programmes)	State Bank of India	Prof. B.K. Chatterjee
4.	Study of Testing Services in India	---	Prof. N. Ramachandran Prof. B. K. Sinha Prof. K. Unnikrishnan Nair
5.	Evaluation of Financial Exposure of HPCL.	HPCL	Prof. Ranjan Ghosh
6.	Unfolding of Economics Reforms in India	ITC Ltd.	Prof. Alok Ray Prof. Anup K. Sinha
7.	Computerisation of Tea Board	Tea Board	Prof. Amitava Bagchi Prof. Uttam K. Sarkar
8.	Vision and Strategy Implementation	Indian Oil Corp. Ltd.	Prof. Sushil Khanna Prof. Ranjan Das
9.	Help generate ideas and strategies on Top Management	Sreeleathers Ltd.	Prof. Sudas Roy
10.	Cost and Finance Study	UNICEF	Prof. R Chattopadhyay
11.	West Bengal Deep Expansion - Finance Study	Deptt. for International Development (DFID) (British High Commission, New Delhi).	Prof. V. N. Reddy

**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 1998 - 1999**

**Prof. B. N. Srivastava**

- a) Attended a Workshop on Basic Education in Eastern India at Tata Hall on August 1, 1998.
- b) Attended a CII Programme on Total Quality in Education at Calcutta on August 11, 1998.
- c) Presented a Case "A Change Agent Recollects" in the Case Writing and Presentation Competition for Young Teachers of Management at the Annual Convention of Association of Indian Management Schools at New Delhi during September 10-12, 1998. Received the Best Case Award for this Case.
- d) Attended the National Management Convention organised by All India Management Association at Calcutta during September 17-19, 1998.
- e) Attended a Programme on Enterprise Resource Planning at Tata Hall during October 10-12, 1998.
- f) Attended and presented a paper on "Future of Trade Unions" at the All India Labour Conference at Xavier Labour Relations Institute, Jamshedpur during November 14-15, 1998.
- g) Attended and presented a paper on "Quality Circles : A View From Below" at the International Conference on Supply Chain Management at Management Development Institute, Gurgaon during November 20-21, 1998.
- h) Presented a seminar on "Quality Circles : An Alternative Viewpoint" at the Industrial Management Engineering Department, IIT Kanpur on December 3, 1998.
- i) On the Social Psychology of Peace Making and Retaliation : The Interaction episode of Conflict Resolution - Paper accepted for presentation at the inaugural conference of the Asia Academy of Management.

**Prof. K. Unnikrishnan Nair**

- a) Presented a paper titled "Cognitive Maps of Managers and Complex Problem Solving" was presented in the International Conference on Managerial & Organizational Cognition, at Stern School of Business, New York University.
- b) Presented the paper titled "Cognitive Maps of Managers and Complex Problem Solving" at the Annual Convention of the Association of Indian Management Schools at New Delhi in September 1998 and bagged the best research paper award.
- c) Presented a paper titled : Doctoral Research in Management and Indian Industry" at the National Conference on "Doctoral Education in Management in India" at IIM Ahmedabad during 20-21 March, 1999.

**Prof. Ujvala A. Rajadhyaksha**

- a) Presented a paper titled "Work-Family Conflict of Dual Career Couples : A Study of Dual Career Couples at the 24th International Congress of Applied Psychology, 9-14th August, 1998, San Francisco, USA.

**Prof. Sunita Singh Sengupta**

- a) Attended the 24th International Congress of Applied Psychology and presented two papers, titled " The Brighter Aspect of Conflict" and "The Intergroup Conflict" which was scheduled at San Francisco from August 9-14, 1998.
- b) Presented a paper entitled "The Facilitative Uses of Social Power" in a symposia organized by Prof. B. H. Raven (UCLA) on "Bases of Power and Social Influence Strategies" in the APA Convention which took place in San Francisco on August 16, 1998.
- c) Paper accepted for the "Inaugural Conference of The Asia Academy of Management" which was scheduled to be held in Hong Kong from December 28-January 3, 1999.

**Prof. Sudip Chaudhuri**

- a) Presented a paper at the Workshop on Indian Industry at the Indira Gandhi Institute of Development Research, Mumbai, November, 1998.
- b) Presenting the Keynote paper on Foreign Investment in India at the Bangiya Arthaniti Parishad's Annual Conference at Maharaja Manindra Chandra College, Calcutta, February 13, 1999.

**Prof. Alok Ray**

- a) Delivered the Keynote Address on "South-East Asian Economic Crisis : Implications for India" in the Seminar organised by CII at Taj Bengal, Calcutta, March 18, 1998.
- b) Presented a paper (by invitation) "Globalization : Challenges before India" in the Seminar on Globalization and India organised by Dept. of International Relations and Strategic Studies, Jadavpur University, March 27, 1998.
- c) Invited Speaker in the Panel Discussion on "Globalization and Liberalization" at the Economics Department, Calcutta University, April 4, 1998.
- d) Invited Panelist in "Budget on the Internet" organised by Price Waterhouse Associates at Salt Lake, Calcutta, June 1, 1998.
- e) Invited Speaker in the Panel Discussion on "Budget 1998" organised by the Institute of Chartered Accountants, Eastern Region, at Great Eastern Hotel, June 3, 1998.
- d) Invited Speaker in the Panel Discussion on "Union Budget in the Shadow of the Bomb" organised by Rotary Club of Calcutta at Rotary Sadan, Calcutta, June 19, 1998.
- e) Delivered the Keynote Address at WIPO National Seminar on "Paris Convention and Patent Cooperation Treaty" organised by World International Property Organization (WIPO) and The Indian Chamber of Commerce, at the The Park Hotel, Calcutta, November 30, 1998.
- f) Participated ( by invitation) in the Seminar "Economics of Development in Honour of Amartya Sen" at the Economics Department, Calcutta University, December 27, 1998.



**Prof. V. N. Reddy**

- a) On invitation presented a paper on "Non-enrolment and Dropout of children in age group of 7 to 14 years - an Inter-state analysts" at the Centre for Studies in Social Sciences, Calcutta in October 1997.

**Prof. Sumit Guha**

- a) Paper presented ( in absentia ) at the World Economic History Congress, Seville, August 1998.
- b) Gave a Public Lecture in Department of History, Brown University, Providence, USA on February 16, 1999.

**Prof. Biju Paul Abraham**

- a) Paper on "Indo-EU Cooperation in Technology Development : Emerging Opportunities" presented at the national seminar on "Development Cooperation between the European Union and India" at Jadavpur University, January 18-19, 1999.
- b) Co-authored a discussion note on "Obstacles to Decentralisation", with Professor Raghavendra Chattopadhyay of the Environment Group, for the State Level seminar on Decentralisation : Devolution and Participation" held in Calcutta from November 20-22, 1998.
- c) Participated in the Awareness Session on "Total Quality in Education" organised by the Confederation of Indian Industry in Calcutta on 11 August, 1998.
- d) Participated in the National Seminar on "European Studies in India" organised by the West European Studies Programme, Centre of American and West European Studies, Jawaharlal Nehru University, New Delhi, on 25 August, 1998.
- e) Participated in the "Awareness Programme on the Post-Paris Convention Implications to Industry" organised by the Indian Chamber of Commerce and Industry, in association with the Ministry of Industry, FIICI and the World Intellectual Property Organisation and held in Calcutta from 30 November to 1 December, 1998.
- f) Participated in the Seminar on "European Union and the Euro" organised by the Engineering Export Promotion Council in Calcutta on 30 December, 1998.

**Prof. Syamal K. Ghosh**

- a) Presented a paper titled "The Production Account in the SNA" presented at the Golden Jubilee Conference of the International Association for Research in Income & Wealth, Cambridge, England, August 26, 1998.
- b) Chaired the session on Infrastructure Financing and was a discussant on the session on the State of the Indian Economy at the National Convention of the Institute of Chartered Financial Analysts of India, Hyderabad, December 18-20, 1998.
- c) Delivered a talk on Entrepreneurship at the Calcutta Chamber of Commerce, June 26, 1998.

**Prof. Rahul Roy**

- a) Participated at the International System Dynamics Conference held at Kharagpur during Dec 15-18, 1998. Gave a talk at the Pre-Conference Workshop on Systems Thinking.

**Prof. Parthasarathi Dasgupta**

- a) Guest Speaker in the Teacher Training Programme on "VLSI Design & Technology" in the department of Computer Science & Engineering (under IMPACT Project).
- b) Attended a workshop on High-Performance Computing held in the ACM Unit of Indian Statistical Institute Calcutta.

**Prof. Uttam K. Sarkar**

- a) Presented the paper entitled "Solution to Cargo Loading Problem Using Multi-peg Towers of Hanoi - A Heuristic Search Approach" by U. K. Sarkar at the International Conference on Knowledge Based Computer Systems (KBCS -98) held in Mumbai during 17-19 December, 1998.

**Prof. Avinandan Mukherjee**

- a) Presented two papers titled "A Typology of Distribution Strategies" and "Distribution Channel Design : The Issue of Market Overlaps" at OPSCON 98 - International Conference on "Supply Chain Management for Global Competitiveness" organised by Management Development Institute, Gurgaon, India on November 20-21, 1998.
- b) Invited seminar on "A Review of Data Development Analysis and its Applications" in Shodh : a forum of doctoral students in Management at IIM Ahmedabad in September 1998.
- c) Invited to attend a seminar on "The Emerging Auto Component Supply Chain in India" organized jointly by ACMA, CII and Messe Frankfurt Trade Fairs India Pvt. Ltd. in February, 1999.

**Prof. Sudas Roy**

- a) Attended as a Delegate the Annual Management Convention of the All India Management Association organised in Calcutta during October '98.
- b) Presided over the one day seminar on Brand Management organized by ITC at Taj Bengal in December 98.

**Prof. Ramanuj Majumdar**

- a) Gave a talk on "Export Prospects from West Bengal in the Next Millenium" at a Seminar organised by FIEO on January 11th 1999.

**Prof. S. D. Moitra**

- a) Attended the INFORMS Telecom Conference, April 1998.
- b) Attended the INFORMS National Meeting, May 1998.

**Prof. Pulak Das**

- a) Attended a conference on "Emerging Issues in HR for the next Millenium" organised by NIPM, Calcutta on Jan 15, 1999.

**Prof. Debashish Bhattacharjee**

- a) Presented a paper titled "The Evolution of Pluralism in Indian Industrial Relations" at the 11th World Congress of the International Industrial Relations Association, held at Bologna, Italy, Sept. 22-26, 1998.

- b) Presented a seminar on "Problems of Economic Reforms in India : The Human Dimensions" at the Allerweltshaus Koln, Cologne, Germany, Sept 28, 1998.

**Prof. Annapurna Shaw**

- a) Gave a talk on "Labour and Entrepreneurship in Small Garages in Calcutta" at the Centre for Urban Economic Studies, Dept. of Economics, Calcutta University on June 3, 1998.
- b) Presented a paper on "Decentralisation : Devolution and Participation in Urban Areas - A case study of a small town in West Bengal" at a state level conference on Decentralisation and Devolution of the Planning Process organized by the West Bengal State Planning Board on November 21-22, 1998.
- c) Presented a paper titled "Newly Emerging Patterns of Urban Growth in India" at an International Conference on "City, State and Region : Toward the Twenty First Century" organized by the International Sociological Assoc., Japan Foundation and the Univ. of Hiroshima and held at Hiroshima, Japan from Dec 19-20, 1998.

**Prof. Rabin Ganguly**

- a) Participated and presented an invited Paper on "Urban Infrastructure : Institutional Inputs and the Management Process" in the 47th National Town & Country Planners Congress, of the Institute of Town Planners, India, December 29-31, 1998, at Bhubaneswar.
- b) Invited Participant in the USIS-American Centre Interactive Evening Session on "Global Environmental Conventions & Implications for India", November 1998, Calcutta.

**Prof. K. S. Mandal**

- a) Presented a paper entitled Corporate and Cooperate Forms of Modernisation of Edible Oil Production in India at the XIV World Congress of Sociology held at Montreal, Canada during July 26 to August 1, 1998.
- b) Presented a paper entitled Equity Oriented Rural Development and People's Participation in West Bengal at the Fifth Management Forum of the Association of Management Development Institutions in South Asia (AMDISA) held at the Royal Institute of Management, Thimpu, Bhutan during July 26-August 1, 1998.

**Prof. Surendra Munshi**

- a) Spoke on invitation at Town Hall during Surendranath Banerjee's Hundred Fiftieth Birth Anniversary Celebration Seminar on "Services to Civic Community through Local Self Government" on the problem of "transportation", November 8, 1998.
- b) Spoke on invitation at Jadavpur University, Department of Philosophy refresher course on "cultural relativism", January 6, 1999.

**Prof. Ranjan Das**

- a) Presented a paper on M & A at ICFAI Annual Conference, Hyderabad.
- b) Participated and presented a paper at a Conference being organized by ICM, Malaysia at Bombay on M & A.

**Prof. Sushil Khanna, Strategic Management & Economics Group**

- a) Attended the 4th Conference of the "Pakistan India People's Forum for Peace and Democracy" at Peshawar in Nov, 1999.

**Prof. S. K. Chakraborty**

- a) Gave the Keynote Address at the World Philosophers Meet, UNESCO, Geneva, August 2, 1998.
- b) Was the Kenote Speaker at the Sydney Conference on "Spirituality, Leadership and Management", September 1998.
- c) 2 One-day Workshops in Kuala Lumpur at Petronas and Malaysian Airlines on Human Values, October, 1998.
- d) Chairing the Seminar on "Control of Corruption" organized by NIHB, February 13, 1999.
- e) Invited Special Talk on "Values in Banking" at the Bank Economists' Annual Conference, Bangalore, December 1998.
- f) Invited by Asian Development Institute, Tokyo, for a Workshop on "The Architecture of Learning", October 1998.

**Prof. Jayanta Bandyopadhyay**

- a) Attended the 2-day Seminar on "Industry and Environment" at IIM (Ahmedabad) during 05 and 06 February 99 as special invitee of the sponsoring organisation, ICAST Geneva.
- b) Attended the 2-day seminar on "Bio-Geo Database for Himalayan Development" at India International Centre (New Delhi) and sponsored by the Department of Science and Technology, during 04 & 05 March 1999 as an expert commentator on papers.

**Shri Lawrence Gomes**

- a) Attended the National Conference on Environment held on 2nd February 1999 at Science City, Calcutta which was organised by West Benga Pollution Control Board, Paschim Banga Vigan Mancha and Dept. of Environment & Forest (Govt. of West Bengal), Calcutta.

**Dr. Santwana Chadhuri**

- a) Presented a paper in the seminar organised by Indian Industrial Relations Association on Indian Industrial Relations \_ Agenda for Change, in Scope Convention Center, 14-15 May, 1998, New Delhi.

**Dr. Tarit Kumar Dutta**

- a) Attended the XIIth National Conference on Agricultural Marketing held at Jaipur during 8-10 October, 1998.

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES OF THE FACULTY  
AND RESEARCH STAFF OF THE INSTITUTE DURING 1998-99**

**Prof. B. N. Srivastava**

- a) Joint Programme Director of AMP
- b) Programme Director for MDP on Managerial Leadership and Conflict Resolution.
- c) Programme Director for MDP on Negotiating Your Way to Success.
- d) Faculty in the following MDPs :
  - i) Human Resource Management for Non-Personnel Executives
  - ii) Women in Management
  - iii) Improving Communication and Interpersonal Effectiveness
  - iv) Management of Organisational Change
  - v) Managerial Leadership & Team Effectiveness
  - vi) Successful Implementation of Business Plan and Managing for Resources.
  - vii) Aligning Business Priorities, IT & HRD for Management of Change.
  - viii) Workshop on Communication and Presentation Skills
  - ix) Business Strategy and Human Resource Policy
  - x) Management of Creativity
  - xi) Managing Scientists and Technologies
  - xii) Transforming the Middle Management
  - xiii) Strategic Sales & Distribution Management
- e) Conducted the following In-Company programmes:
 

For Larsen & Toubro Ltd.

  - i) Laboratory on Self Management at Lonavala during July, 1998.
  - ii) Conflict Management Programme during June, September and January 1998.

For Lurgi Industries Ltd.

  - iii) Communication & Presentation Skills
- f) Lectured in the In-Company programme in Marketing for SAIL in June 1998.
- g) Lectured in the In-Company programme for Murugappa Group at IIM Joka in August 1998.
- h) Lectured in the IAS Programme
- i) Member, Board of Governors
- j) Chairman, Placement & Alumni
- k) Member, Academic Council and Standing Committee of Academic Council and In Charge, External Impact Programmes.
- l) Member, IPC and Official Language Implementation Committee

- m) Invited as guest in the Alapan Programme Episode on Kajer Khoje by AIR, Calcutta, broadcasted live on March 12, 1999.

**Prof. Vidyanand Jha**

- a) Programme Director for MDP on Management of Organisational Change held at Tata Hall during August 3-6, 1998 and Management of Creativity held at Tata Hall during February 8-11, 1999.
- b) Programme Director for Training Programme on Creativity at Bharat Aluminium Co. Ltd. at Korba during August 24-26, 1998.
- c) Programme Director for the Behavioural Module of the Regional Manager's Training Programme of the UCO Bank Staff Training College, Calcutta held at Great Eastern Hotel, Calcutta, during August 24-29, 1998.
- d) Programme Co-Director for Training Programme for IAS Officers on Managing Change in Organisations at Tata Hall during November 9-13, 1998 and Programme on Behavioural Skills for Selvel Vantage Group at Tata Hall during December 5-6, 1998.
- e) Programme Director for the Management Development Programme for Engineer Managers at Vizag Smelter of the Hindustan Zinc Limited during December 30, 1998 - January 1, 1999.
- f) Took sessions in the following MDPs:
  - i) Communication and Presentation Skills
  - ii) Transforming the Middle Management
- g) Took sessions in the following In-Company/Government Programmes :
  - i) Specialised Programme for Marketing for SAIL during May 2-23, 1998
  - ii) Government of India Programme on Human Resources Management, August 3-7, 1998
  - iii) Programme on Junior Executive Development at Barauni Refinery of Indian Oil Limited during August 31-Sept 4, 1998.
  - iv) Refresher Course for ITOs at Direct Tax Regional Training Institute, Calcutta during September 14-18, 1998.
  - v) General Management Programme of Power Grid Corporation of India Limited, held during December 14-22, 1998.
- h) Chairman, Official Language Implementation Committee.
- i) Subject Expert for Management for Board of Studies of Guru Ghasidas University, Bilaspur.

**Prof. K. Unnikrishnan Nair**

- a) Co-Directed the Training Programme for IAS Officers on Managing Change in Organizations( with Prof. V. Jha) in November, 1998.
- b) Took sessions in the following Training Programmes :

- i) MDP on Business Transformation in Oct '98.
  - ii) MDP on Project Management held in Nov '98.
  - iii) MDP on Improving Communication & Interpersonal Effectiveness held during November 9-11, 1998.
  - iv) MDP on Communication & Presentation Skills during Nov 16-20, 1998.
  - v) MDP on Managing Change held during August 5-8, 1998.
  - vi) Advanced Management Programme held during Oct '98.
- c) Invited to teach at IIT Kanpur in the Management Development Course on "Design of Organization Structures & Systems" during Dec 2-6, 1998.

**Prof. Ujvala Rajadhyaksha**

- a) Programme Director for the MDP on Women in Management, held during Dec 14-16, 1998.
- b) Took a session in the MDP on Transforming Middle Management held during February 11-13, 1998.
- c) Completed a consultancy assignment for Gontermann-peipers (India) Ltd. on understanding organizational issues and motivating middle managers, in February 1999.
- d) Member, Board of Examiners, Bharathiar University, Coimbatore.
- e) Member, Committee for Celebration of Golden Jubilee of India's Independence.

**Prof. Sunita Singh Sengupta**

- a) Programme Director for MDP on Building Learning Organizations : Strategies & Tools held during November 23-25, 1998.
- b) Programme Co-Director for Managerial Leadership and Team Effectiveness held during December 14-18, 1998.
- c) Took sessions in the following programmes :
  - i) In-company training programme of Indian Oil Corporation Ltd. titled " Managerial Skills" held on January 19, 1998 at Great Eastern Hotel.
  - ii) Govt. sponsored programme on Human Resource Management.
  - iii) In-Company training programme of Indian Oil Corporation Ltd on Women Development.
  - iv) Programme for Manufacturers of National Jute Corporation on September 24, 1998.
  - v) Govt. sponsored programme for IAS Officers on Transactional Analysis and Managerial Effectiveness on October 8, 1998.
  - vi) Management Development Programme for Women for IBP Co. Ltd. held on November 9, 1998.
  - vii) MDP on Communication and Presentation Skills held during November 16-20, 1998.
  - viii) MDP on Managing Scientists and Technologies held in November 1998.
- d) Member, PGP Committee
- e) Co-ordinator, Behavioural Sciences Group & Curriculum Review Committee.

**Prof. Sudip Chaudhuri**

- a) Took sessions in a few programmes.
- b) Group Coordinator, Economics Group.

**Prof. Alok Ray**

- a) Took 14 sessions on WTO, Trading Blocs, Economic Liberalisation in India and International Economics in various MDP, IAS, AMP and other training programmes.
- b) Member, Internal Personnel Committee.
- c) Member, Technical Advisory Committee for Social Sciences Division of the Indian Statistical Institute.
- d) External Expert, Selection Committee for Faculty in Economics and other related disciplines at the Indian Statistical Institute.
- e) Completed following consultancy projects :
  - i) Unfolding of Economic Reforms in India : Hesitant Government and Elusive Economic Recovery (commissioned by ITC Ltd.)
  - ii) Liberalisation of Internal Trade - Urgent Need for National Internal Trade Policy (commissioned by ASSOCHAM and Merchants' Chamber of Commerce).

**Prof. V. N. Reddy**

- a) Completed the following consultancy projects :
  - i) External Evaluation of total literacy campaigns in the three districts of Tripura (jointly with Professors R. Chattopadhyay and Saila K. Ghosh).
  - ii) External Evaluation of total literacy campaign in the Dhalai district of Tripura (jointly with Professors 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. Chattaopadhyay and Saila K. Ghosh).
  - iv) Econometric Study of panel data of MARG with a view to predict consumption of a specified cigarette brand.
- b) Member, Board of Governors
- c) Convenor, Academic Council
- d) Chairman, Admissions
- e) Member, IPC

**Prof. Sumit Guha**

- a) Gave four lectures in the IAS training programme in August 1998.
- b) Group Coordinator - Environment Group



- c) Member, PGP, PGDBM & Golden Jubilee Committee.
- d) Organised two public lectures to commemorate the Fiftieth Year of Independence.

**Prof. Biju Paul Abraham**

- a) Took sessions in the following Programmes :
  - i) Middle Level IAS Officers Training Programme held at Tata Hall, IIMC campus from October 26-November 6, 1998.
  - ii) Training programme for IAS Officers on "Management of Information Technology" held at Tata Hall, November 30-Dec 4, 1998.
  - iii) MDP on Managing Change in Organisations held at Tata Hall from November 9-13, 1998.
- b) Member, Golden Jubilee Committee. Joint Co-ordinator of the Lectures and Workshop Sub Group of the Golden Jubilee Committee. Organised two lectures as part of Golden Jubilee celebrations of Indian Independence - a) by Swaminathan S.A. Aiyar, Consulting Editor, The Economic Times b) by Ms. Kiran Bedi, Jt. Commissioner - Training, Delhi Police.

**Prof. Zainab Ahmed**

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

**Prof. Syamal K. Ghosh**

- a) Delivered lectures on Training programmes for ONGC.
- b) Delivered a talk on Entrepreneurship at the Calcutta Chamber of Commerce on June 26, 1998.

**Prof. Mousumi Ghosh**

- a) Programme Director and Faculty for the programme "Finance for Non Finance Executives" conducted for National Jute Manufacturing Corporation.
- b) Completed a consultancy project for Allahabad Bank titled "Survey of Banking needs in Gariahat region".
- c) Member, Placement Committee & Fellowship, Resarch & Publications Committee.
- d) Chairperson, Technical Committee, International Conference of the Institute of Internal Auditors of India.
- e) Member, BoG, The Institute of Internal Auditors of India.
- f) Permanent Invitee, Board of Studies, The Institute of Chartered Accountants of India, Eastern Indian Regional Council.
- g) Director, Bien Artium Group of Companies (P) Ltd.

**Prof. Rahul Roy**

- a) Joint Programme Director for IAS Training Programme on "Management of Information Technology" held during Nov. 30-Dec 4, 1998.
- b) Joint Programme Director for IFS Training Programme on Computer Applications in Forestry held during Feb 22-26, 1999 at Tata Hall.
- c) Took sessions in the following programmes :
  - i) IAS training programme held in May 1998.
  - ii) Advanced Management Programme for Senior Executives of Public Sector Undertakings held during Sept-Nov, 1998.
  - iii) MDP on Business Transformation.
  - iv) MDP on Finance for Non-Finance Managers - talk on ERP.
- d) Organised a 3-day training programme on "Overview of SAP" offered by SAP(India).
- e) Group Co-ordinator, MIS
- f) Member - PGP Committee, PGP Curriculum Review Committee, Computer Services Committee and Convenor - Computer Purchase Committee.
- g) Visiting Adjunct Professor, IIT Kharagpur

**Prof. Anup Kumar Sen**

- a) Took sessions in the following programmes:
  - i) IAS programme on Management of Information Technology, 27 Apr - May 1, 1998
  - ii) IAS programme on Management of Information Technology, 30 Nov - 4 Dec, 1998
  - iii) MDP on Computer Networking - the Internet Way, 29-31 Jan, 1999
- b) Member - Admissions Committee, Computer Services Committee and Computer Purchase Committee.
- c) Paper Setter, A,B and C level examinations, DOEACC (a society under DOE).

**Prof. Amitava Bagchi**

- a) Joint Programme Director for IAS Training Programme on Computers & Info Systems held during Apr 27 - May 1, 1998.
- b) Completed a consultancy project on Computerization of Tea Board, Calcutta, Part 1
- c) Member, Board of Governors.
- d) Member, Academic Council; Internal Personnel Committee; Fellowship, Research and Publications Committee.
- e) Member, Board of Directors, Phoenix Software Ltd., Calcutta.

- f) Member, PhD Committee in Computer Science, Univ. of Calcutta.
- g) Member, Editorial Board, VIVEK (AI Journal of NCST, Bombay)
- h) Member, Editorial Board, DECISION
- i) Member, American Association for Artificial Intelligence (AAAI), USA
- j) Member, Association for Computing Machinery (ACM), USA
- k) Computer Society Affiliate, Inst. of Electrical & Electronic Engineers (IEEE), USA

**Prof. Parthasarathi Dasgupta**

- a) Faculty in the MDP titled "Internet & Business Opportunities on the Web : The Indian Scenario"
- b) Faculty and Programme Director for the new MDP titled "Computer Networking : The Internet Way".
- c) Member, Institution of Electronics & Telecommunication Engineers (IETE).
- d) Invited member (1999-2000), IEEE, USA
- e) Reviewed four papers submitted to the 11th International Conference on VLSI Design held in January, 1999 in Goa.
- f) External expert in M. Tech. (Computer Science) Dissertation evaluation committee in the department of Computer Science & Engineering, Jadavpur University.
- g) Visiting Faculty for a full semester course "Data Structures & Algorithms" at the National Institute of Management Calcutta.
- h) Faculty guide for summer training for two students of final year B. Tech in RadioPhysics & Electronics from the University of Calcutta.
- i) Project Guide for four students of final year B. Tech. in Computer Science from Kalyani Engineering College, Kalyani University.
- j) Member, Institution of Electronics & Telecommunication Engineers (IETE).
- k) Invited Member, (1999-2000), IEEE, USA.

**Prof. Uttam Kr. Sarkar**

- a) As Programme Director, conducted a MDP on "Internet and Business Opportunities on the web - the Indian scenario".
- b) As Joint Programme Director, conducted an IFS Officer's Training Programme on "Computer Applications in Forestry" during Feb 22-26, 1999.

- c) Took sessions in the following programmes :
  - i) MDP on Computer Networks - the Internet way
  - ii) IAS training programme on Management of Information Technology.
  - iii) Advanced Management Programme - 98
- d) Completed a the first phase of a consultancy project for Tea Board, Calcutta.

**Prof. Subir Bhattacharya**

- a) Was Joint Programme Director for an IAS Training Programme on Management of Information Technology, November 30-December 4, 1998.
- b) Took sessions in the following programmes :
  - i) Extension Programme on Computer Networks : Technologies, Management and Applications.
  - ii) IAS training programme.
- c) Conducted a study on "Modelling of Traffic on Kottavalsa-Kirandul Section" of South Eastern Railway (jointly with Prof. Nilotpal Chakraborty)
- d) Chairperson, Consultancy, MDP and EP
- e) Member, Academic Council.

**Prof. Avinandan Mukherjee**

- a) Took sessions in the following programmes :
  - i) MDP on Strategic Marketing held during July, 1998 at IIMC campus.
  - ii) IAS Training Programme held during Nov, 1998 at IIMC campus.
  - iii) MDP on Strategic Sales and Distribution Management held during February, 1999 at IIMC campus.
- b) Completed a consultancy project for Child In Need Institute (CINI) on "Behavioural effects of Family Life Education".
- c) Visiting faculty, IIM Indore & NIM Calcutta.
- d) Was conferred the "Vikas Ratna Award" of the India International Friendship Society in 1998 in recognition of outstanding contribution to the field of management.
- e) Chosen as the only Indian Member of GERPISA - an International Think-tank on the automobile industry, headquartered in France.
- f) Ad-hoc reviewer of papers submitted for DECISION
- g) Judge at Management paper contests, e.g. Shastrarth (IIMC) & Innovision (IIML).

**Prof. Ashish Kr. Banerjee**

- a) Programme Director for Advanced Management Programme.
- b) Group Co-ordinator, Marketing Group
- c) Visiting Faculty, XIM Bhubaneswar & Goa Institute of Management.
- d) Member, Academic Council & Post Graduate Programme, Fellow Programme and Internal Personnel Committees.
- e) Have conducted an In company training programme for Indian Oil Corp. Ltd.
- f) Have undertaken consultancy assignments for National Insurance, Direct Taxes Training Institute, Gujarat Ambuja Cements & Vensional World Travels.

**Prof. Sudas Roy**

- a) Programme Director for a MDP titled " Strategic Distribution and Sales Management" held in Tata Hall during February 15-18, 1999.
- b) Took sessions in the following programmes :
  - i) MDP on Strategic Marketing held in Tata Hall during July 16-18, 1998.
  - ii) MDP on Industrial Marketing held in Tata Hall during October 26-28, 1998.
  - iii) MDP on Negotiating your Way to Success held in Tata Hall during Nov 30-Dec3, 1998.
  - iv) Advanced Management Programme held in Tata Hall.
  - v) General Management Programme held in Tata Hall for Murugappa group during Aug 3-13, 1998.
  - vi) Marketing programme for ACC Ltd. held in Tata Hall during August, 1998.
  - vii) Sales Management Programme for Steel Authority of India Ltd. held in Tata Hall.
- c) Completed a Consultancy assignment for Coal India Ltd. titled " Development of a Dealer Channel" in July 1998, jointly with Prof. Bani K. Sinha and Prof. N. Ramachandran.
- d) Visiting Faculty, National Institute of Management Calcutta, July - Sept. '98.
- e) Member, CMDP/Placement and Fellowship committees.
- f) Completed a Research Study titled " Marketing Problems of Agricultural Produce of Sundarban Region of West Bengal" in December, 1998 jointly with Dr. Tarit Dutta, Research Assistant. Draft report submitted to the funding agency - Ministry of Rural Employment & Welfare, Govt.of West Bengal.
- g) Consultant, Sreeleathers Ltd.

**Prof. Ramanuj Majumdar**

- a) Programme Director for MDP on Differentiation & Niche Strategies held in Tata Hall, IIMC campus.

- b) Took sessions in the following programmes :
  - i) Advanced Management Programme.
  - ii) Courses conducted by Federation of Indian Export Organisation (FIEO), ACC & Steel Authority of India Ltd.
- c) Offered two programmes on Selling Skills for Senior Executives and a course on Specialised Marketing Management for Junior Managers of Steel Authority of India Ltd.
- d) Conducted a 32 hours course on Marketing Management on the request of Globsyn Technologies (An Educational Project of IBM) for Indian and El Salvador students.

**Prof. A. K. Chatterjee**

- a) Joint Programme Director for an MDP on Manufacturing Competitiveness held in May, 1998.
- b) Took sessions in the Advanced Management Programme, IAS Training programme and in a MDP on General Management.
- c) Completed a consultancy for review of Purchase and Stores Manual for Coal India Ltd.

**Prof. Rahul Mukherjee**

- a) Visited the following universities during the year for collaborative research:
  - i) Department of Statistics, University of Toronto, Canada in May, 1998.
  - ii) Department of Statistics, University of Sao Paulo, Brazil in July, 1998.
  - iii) Academia Sinica, Taipei, Taiwan in August, 1998.
  - iv) Department of Mathematics, Hong Kong Baptist University in Jan-Feb, 1999.
  - v) Department of Industrial and Manufacturing Systems Engineering, University of Hong Kong in Jan-Feb, 1999.
- 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 ).
  - iv) Calcutta Statistical Association Bulletin ( as Editorial Board Member ).
- c) Served as referee for various journals like Sankhya, Statistics and Probability Letters, Journal of the Indian Statistical Association & Journal of Statistical Research.
- d) Served as a research grant proposal reviewer for a) National Security Agency, USA b) University Grants Committee, Hong Kong.
- e) Member, Governing Council of the Indian Statistical Association and Board of Directors of the Calcutta Statistical Association; University Grants Commission Panel in Statistics; Ph.D Committee, Department of Business Management, University of Calcutta; Undergraduate Board of Studies, Department of Statistics, University of Calcutta.

**Prof. M. N. Pal, Operations Management Group**

- a) Programme Director for the following programmes :
  - i) Two Govt. sponsored IAS Training programmes.
  - ii) Two Advanced Management Programmes for Birla Group of Companies.
- b) Joint Programme Director for following programmes
  - i) MDP on General Management with Focus on Strategic Issues
  - ii) MDP on Project Management.
  - iii) MDP on Recent Advances in Inventory Management.
- c) Took sessions in the following programmes :
  - i) MDP on Manufacturing Competitiveness
  - ii) MDP on Management of Professionals.
  - iii) Two Programmes for State Level Administrators - Health & Family Welfare.
  - iv) Programme for Child in Need Institute, Calcutta for Health Officers.
- d) Convenor, Computer Purchase Committee & Computer Allocation Committee.

**Prof. Bani K. Sinha, Operations Management Group**

- a) Joint Programme Director for following programmes :
  - i) MDP on General Management : Strategic Issues
  - ii) MDP on Project Management
- b) Took sessions in the Advanced Management Programme.
- c) Completed a research project for Coal India Ltd. with Prof. R. Ghosh and Shri C. Krishnakumar.
- d) Completed a consultancy for Govt. of Assam titled " Reorganization and Capacity Building for some departments of Govt. of Assam" ( with Prof. N. Ramachandran ).
- e) Group Coordinator, Operations Management Group.

**Prof. Sahadeb Sarkar, Operations Management Group**

- a) Member, FRP Committee
- b) Refereed a paper for Sankhya.
- c) Visited ISI Calcutta for collaborative research.

**Prof. S. D. Moitra, Operations Management Group**

- a) Joint Programme Director an MDP on "Acquisition of Foreign Knowhow and Technology Management at the Company Level" held during Jan 18-20, 1999.

- b) Completed a CMDS Research Project on Models of Innovation Performance.
- c) Member, Computer Services Committee and Committee for Cooperation with the EU.
- d) Member, INFORMS and Associate Editor, Journal of Managerial Issues.

**Prof. Saibal Chattopadhyay, Operations Management Group**

- a) Took session in the Programme for Steel Authority of India Ltd.
- b) Provost
- c) Member, Library Committee
- d) Member, Calcutta Statistical Association; and Board of Studies, Burdwan University;
- e) Examiner, Post Graduate Studies, Kalyani University; Under Graduate Studies, Calcutta University.

**Prof. P. K. Sett, Human Resources Group**

- a) Conducted the following programmes as Programme Director :
  - i) MDP on "HRM for Non-Personnel Executives" during July 20-24, 1998 held at Tata Hall, IIMC campus.
  - ii) MDP on "Business Transformation", October 26-30, 1998 at Tata Hall, IIMC campus.
- b) Took sessions in the following programmes :
  - i) Advanced Management Programme held from 31.8.98 to 19.9.98.
  - ii) IAS Training Programme held from 26.10.98 to 6.11.98.
  - iii) MDP on General Management held from 16.11.98 to 20.11.98.
- c) Chairperson, PGP and Group Coordinator - HR Group.
- d) Member, Internal Personnel Committee.

**Prof. Pulak Kumar Das, Human Resources Group**

- a) Conducted the following training programmes as Programme Director :
  - i) MDP on Business Strategy and Human Resource Policy during Nov 17-19, 1998.
  - ii) In company programme on Human Resource Management during Aug 3-7, 1998.
- b) Took sessions in the MDP titled " Building learning organizations : Strategies and tools" held during Nov 24-26, 1998 and in the In Company programme titled " Management of Change" held during Aug 24-28, 1998.



- c) Corporate Member, National Institute of Personnel Management, Calcutta.
- d) Member, International Association of Management of Technology, Florida, USA.

**Prof. Debashish Bhattacharjee, Human Resources Group**

- a) Took sessions in the following programmes :
  - i) In Company Programme for Murugappa Group on Strategic Management held at Tata Hall, IIMC campus during August, 1998.
  - ii) Advanced Management Programme held at Tata Hall, IIMC Campus during Sept-Oct '98.
- b) Member, FRP Committee; Academic Council.
- c) Member, Editorial Board, The Indian Journal of Labour Economics.
- d) Member, Editorial Board, Journal of Comparative International Management, published from the University of New Brunswick, Canada.
- e) Awarded the Fulbright Visiting Lecturer Grant for 1999-2000 Academic Year.

**Prof. Annapurna Shaw, Regional Development Group**

- a) Completed a Research Project on "Labour and Entrepreneurship : A Study of Small Garages in the CMA" and have submitted the report.
- b) Member, PGP, FP and Information Mgmt. Committees.
- c) Coordinated a two day joint seminar with Maulana Abul Kalam Azad Institute of Asian Studies, which was held at IIMC city office during April 20-21, 1998.
- d) Evaluator of Seminar presentation of candidates for the Fellow in Geography position at the Centre For Social Studies, Lake Terrace, Calcutta, April 27, 1998.

**Prof. Rabin Ganguly, Regional Development Group**

- a) Conducted the following programmes as Programme Director :
  - i) MDP on Environmental Management Systems held during July 1-3, 1998 at Tata Hall, IIMC campus.
  - ii) Govt. sponsored training programme for Indian Forest Service Officers held at Tata Hall, IIMC campus during Aug 24-28, 1998.
  - iii) Govt. sponsored training programme for Engineers/Scientists/Executives of the Central and State Pollution Control Boards titled " Perspectives in Environmental Management", held during Nov 23-27, 1998 at Tata Hall, IIMC campus.
  - iv) Govt. sponsored training programme for Engineers/Scientists/Executives of the Central and State Pollution Control Board held during March 1-5, 1999 at Tata Hall, IIMC campus on "Environmental Priorities & Sustainable Development".

- b) Took sessions in the Training Programme on General Management for Middle Level IAS Officers : October 05-17, 1998.
- c) Chairman, PGDBM Committee
- d) Member, Academic Council and Internal Personnel Committee.
- e) Member, Doctoral Research Committee (DRC), School of Planning and Architecture, New Delhi.
- f) Member, Professional Standing Committee, West Bengal Chapter of Institute of Town Planners, India.
- g) Member, Advisory Committee of the Institute of Local Government and Urban Studies, Govt. of West Bengal.
- h) Member, Organising Committee, International Cartographic Union Congress, Science City, Calcutta.
- i) Member, EKTA Ecological Foundation, Calcutta.
- j) Member, Indian Environmental Association (Member - Association of Water Environment Federation, USA), Calcutta Chapter.
- k) Visiting Faculty for Core Course on Environment Management, Dr. Gaur Hari Singhania Institute of Management and Research, Kanpur.
- l) Member, Vidyalaya Management Committee, Kendriya Vidyalaya, IIMC Joka.
- m) Was the Resource Person for the Calcutta University Refresher Course in Geography, held March 1999 and conducted two sessions.

**Prof. M. S. Mishra**

- a) Conducted following programmes as Programme Director :
  - i) Workshop on Role of NGOs in Reproductive Child Health (RCH), July 23-25, 1998 at Tata Hall, IIMC campus.
  - ii) MDP - 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/HIHF, New Delhi, August 10-12, 1998.
  - iii) MDP- 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/HIHF, New Delhi, Sept 23-27, 1998.
  - iv) Two week IAS Training programme on General Management (middle level) sponsored by Ministry of Personnel, Training Division, Govt. of India, held during October 5-17, 1998.
  - v) Trainer's Training for RCH Programme in North-Eastern Region states, sponsored by NIHF, New Delhi (Three programmes) during Jan-March, 1999 held at IIMC campus in collaboration with Child in Need Institute, Calcutta.

- vi) Workshop on Panchayati Raj sponsored by Rajiv Gandhi Foundation, Feb 10-12, 1999.
- vii) Health Management and RCH Workshops for State and District Level Health Administrators from Eastern and North Eastern Region States held during Feb-March, 1999 sponsored by Ministry of Health & Family Welfare, Govt. of India, New Delhi.
  
- b) Chairman, Centre for Management of Rural Development Programmes
- c) Member, Placement and Alumni Committee
- d) Chairman, Transport Advisory Committee
- e) Member, Board of Governors and Financial Controller, Child in Need Institute, Calcutta.
- f) Member, Board of Governors and Vice-President, Calcutta Youth Self Employment Centre (CYSEC), Calcutta.
- g) Director, INDUSS Services Limited, Calcutta.
- h) **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.
- (i) Director, (i) INDUSS Services Limited, Calcutta, (ii) Bank of America, Local Advisory Board, Bombay.
- (j) **President,** (i) Governing Body, SAHAYA, Calcutta & CINI MOYNA Development Association, Calcutta.  
(ii) Governing Body, Jeeveka Development Society, Calcutta.
- (k) Examiner at Ph.D/M.Phil. levels for Delhi University, Calcutta University, Osmania University, Andhra Pradesh, Utkal, Berhampur and Sambalpur Universities in Orissa.
- (l) Advisor, UPSC, New Delhi.

**Prof. Surendra Munshi, Sociology Group**

- a) Took a session on "Bureaucracy" in IAS training programme directed by Prof. M. S. Mishra, Oct. 5-16, 1998.

- b) Took a session in "Bureaucracy" in IAS training programme directed by Prof. M.N. Pal, October 26-November 6, 1998.
- c) Took a session on Socio-Cultural Environment in MIB programme for Curtin Business School Students directed by Prof. S. K. Chakraborty, November 29-Dec 5, 1998.
- d) Chairman, Library Committee
- e) Member, Academic Council; Internal Personnel Committee
- f) Convenor, Golden Jubilee Celebration Committee
- g) Chairman, Initiative for Community Action (INCA)
- h) Member, Indian Sociological Society; Editorial Board, Sociological Bulletin; Indian Anthropological Society; Advisory Board, de Greyter Studies in Organisation; Society of Intercultural Philosophy.

**Prof. K. S. Mondal, Sociology Group**

- a) Was Programme Director for an MDP on "Rehabilitation of the Displaced People", March 15-19, 1999.
- b) Took a session on "Organizing Participation" in IAS Training Programme on General Management on 15th October, 1998 at Tata Hall, IIMC.
- c) Life Member, Indian Sociological Society
- d) Nominated as Council Member of the Asian Rural Sociology Association.
- e) Member, Research Committee on Sociology of Agriculture and Food (RC 40) of the International Sociological Association. Appointed as Regional Liaison Officer, South Asia of the above Committee.
- f) Member, International Sociological Association.
- g) Invited to speak on "From Rural Sociology to Sociology of Agriculture" at a refresher course at the Department of Sociology, Calcutta University, February 23, 1999.

**Prof. Ranjan Das, Strategic Management Group**

- a) As Programme Director conducted the following programmes :
  - i) Six Management Development Programmes
  - ii) In Company Training Programmes for following companies -
    - a) IOC Limited
    - b) Tata Steel
    - c) A.V. Birla Group of Companies
    - d) Dredging Corporation of India Ltd.
    - e) ACC Limited
    - f) Steel Authority of India Ltd.
    - g) Andrew Yule & Co. Ltd.
    - h) CESC Limited

- i) Indian Aluminium Co. Ltd.
  - j) Jessop India Ltd.
  - k) Sikkim Computers, Gangtok
  - l) Think Tank Consultant Pvt. Ltd.
  - m) Hindustan Motors.
- b) Completed consultancy projects for TRF Limited and Exide Industries Ltd.
  - c) Member, PGP & Fellow Programme Committee.
  - d) Chairman, Marketing Committee, Confederation of Indian Industry (Eastern Region).
  - e) Chairman, Change Management Committee, Calcutta Management Association.
  - f) Editor, Strategic Marketing, a quarterly marketing journal published by Economic Times.

**Prof. Sushil Khanna, Economics & Strategic Management Group**

- a) Visiting Faculty for International Management, Helsinki School of Economics and Business Administration, Helsinki, Finland.
- b) Gave invited lectures at following organisations :
  - i) Katholieke University MBA Department's Monthly Lecture series on " India's First Merger Wave", Nov. 1998.
  - ii) At Amsterdam University on "The Political Economy of Economic Reforms in India", Nov. 1998.
  - iii) To Board of Directors of National Insurance Corp.
  - iv) To Board of Directors of Balmer Lawrie Ltd.
  - v) To Board of Directors of Indian Oil Corp. Ltd.
- c) Conducted a Workshop of Vision and Strategy Formulation for all senior managers of Indian Oil.
- d) Completed a consultancy assignment for Murugappa Group titled " Design of HRD Strategy".
- e) Prepared a case study of TI cycles (jointly with Prof. Anindya Sen).

**Prof. S. K. Chakraborty, Management Centre for Human Values**

- a) Conducted the following programmes as Programme Director :
  - i) MDP on Management Performance Review and Reward : Human Values Perspectives
  - ii) MDP on Management by Human Values
  - iii) 18 In-House Workshops for different companies.
  - iv) 3 Workshps on Values in Sweden, August 1998
- b) Editor, Journal of Human Values & MCHV Newsletter.
- c) Convenor - Management Centre for Human Values and Chairman - Campus Development
- d) Member, Board of Directors, Indian Overseas Bank.

**Shri S. Elankumaran, UTI Research Fellow, Management Centre for Human Values**

- a) Assisted the Convenor, MCHV in the following Human Values Training programmes :
- i) In-House Workshop on Human Values for State Bank of India during March 23-25, 1998.
  - ii) In-House Workshop on Human Values for SBI during March 26-28, 1998.
  - iii) In-House Workshop on Human Values for SBI during April 13-15, 1998.
  - iv) In-House Workshop on Human Values for SBI during April 27-29, 1998.
  - v) In-House Workshop on Human Values for SBI during May 18-20, 1998.
  - vi) In-House Workshop on Human Values for Ambuja Group during May 23-25, 1998.
  - vii) In-House Workshop on Human Values for SBI Officers' Association during May 27-29, 1998.
  - viii) In-House Workshop on Human Values for SBI during June 11-13, 1998.
  - ix) In-House Workshop on Human Values for SBI during June 29- July 1, 1998.
  - x) In-House Workshop on Human Values for SBI during July 16-18, 1998.
  - xi) In-House Workshop on Human Values for SBI during July 30-August 1, 1998.
  - xii) In-House Workshop on Human Values for SBI during August 7-9, 1998.
  - xiii) MDP on Managerial Performance Review & Rewards : Human Values Perspectives" during September 7-9, 1998.
  - xiv) In-House Workshop on Human Values for Catholic Relief Services (Eastern Region) during September 14-15, 1998.
  - xv) In-House Workshop on Human Values for Administrative Training Institute, West Bengal during October 6-8, 1998.
  - xvi) In-House Workshop on Human Values for All India UCO Bank Officers' Federation during October 29-31, 1998.
  - xvii) In-House Workshop on Human Values for Bank of Baroda during November 19-21, 1998.
  - xviii) In-House Workshop on Human Values for Canara Bank during November 24-26, 1998.
  - xix) Programme for MIB students of Curtin Business School's Singapore centre during November 29 - December 4, 1998.
  - xx) 12th International Management Development Programme on "Management by Human Values - Indian Insights" during January 6-14, 1999.
  - xxi) In-House Workshop on Human Values for IBP Co. Ltd. during January 27-29, 1999.
- b) Assisted the Convenor, MCHV in organising the following Orations :
- i) Mahatma Gandhi Memorial Oration on "Management of Power in Pre and Post Independent India" on April 14, 1998 by Shri Rajmohan Gandhi.
  - ii) Shri Aurobindo Memorial Oration on "Managing Power : The Indian Ethos" by Prof. Hirendra Nath Mukherjee" on August 7, 1998.
  - iii) Swami Vivekananda Memorial Oration on "Management of Power for Human Welfare : Some Lessons from Swami Vivekananda" by Shri M. V. Kamath on September 8, 1998.
  - iv) Rabindranath Tagore Memorial Oration on "Management of Power" by Prof. Guttorm Floistad on January 11, 1998.

**Shri Sanjoy Mukherjee, ACC Research Fellow, Management Centre for Human Values**

- a) Assisted the Convenor, MCHV in the following Human Values Training programmes :
- i) In-House Workshop on Human Values for State Bank of India during March 23-25, 1998.

- ii) In-House Workshop on Human Values for SBI during March 26-28, 1998.
- iii) In-House Workshop on Human Values for SBI during April 13-15, 1998
- iv) In-House Workshop on Human Values for SBI during April 27-29, 1998.
- v) In-House Workshop on Human Values for SBI during May 18-20, 1998.
- vi) In-House Workshop on Human Values for Ambuja Group during May 23-25, 1998.
- vii) In-House Workshop on Human Values for SBI Officers' Association during May 27-29, 1998.
- viii) In-House Workshop on Human Values for SBI during June 11-13, 1998
- ix) In-House Workshop on Human Values for SBI during June 29- July 1, 1998.
- x) In-House Workshop on Human Values for SBI during July 16-18, 1998.
- xi) In-House Workshop on Human Values for SBI during July 30-August 1, 1998.
- xii) In-House Workshop on Human Values for SBI during August 7-9, 1998.
- xiii) MDP on Managerial Performance Review & Rewards : Human Values Perspectives" during September 7-9, 1998.
- xiv) In-House Workshop on Human Values for Catholic Relief Services (Eastern Region) during September 14-15, 1998.
- xv) In-House Workshop on Human Values for Administrative Training Institute, West Bengal during October 6-8, 1998.
- xvi) In-House Workshop on Human Values for All India UCO Bank Officers' Federation during October 29-31, 1998.
- xvii) In-House Workshop on Human Values for Bank of Baroda during November 19-21, 1998.
- xviii) In-House Workshop on Human Values for Canara Bank during November 24-26, 1998.
- xix) Programme for MIB students of Curtin Business School's Singapore centre during November 29 - December 4, 1998.
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- iii) Swami Vivekananda Memorial Oration on "Management of Power for Human Welfare : Some Lessons from Swami Vivekananda" by Shri M. V. Kamath on September 8, 1998.
- iv) Rabindranath Tagore Memorial Oration on "Management of Power" by Prof. Guttorm Floistad on January 11, 1998.

**Prof. C. Panduranga Bhatta, Management Centre for Human Values**

a) Took sessions at the following programmes on Human Values for :

- i) State Bank of India senior managers, July-Aug '98.
- ii) State Bank of India senior managers, Aug '98.
- iii) Catholic Relief Services, Eastern Region, Sept '98.
- iv) Administrative Training Institute, West Begal, Oct '98.
- v) All India UCO Bank Federation, Oct '98
- vi) Bank of Baroda, Nov '98
- vii) Canara Bank, Nov '98
- viii) Curtin Business School's MIB students , Dec '98.

- b)
  - i) Life Member, Kupuswamy Sastri Research Institute, Chennai.
  - ii) Visiting Faculty, Centre for Tourism Studies, Pondicherry University.
  - iii) Visiting Faculty, Raja's College, Tanjavur.
  - iv) Member, Working group of Human Values started at IIRM, Jaipur.
  - v) Visiting Faculty, National Institute of Human Development, Calcutta.
- c) Member, PGP Committee
- d) Delivered a lecture on Indian Social Values at Catholic Relief Services, Calcutta in Sept '98.
- e) Delivered the eleventh Sharvananda Memorial Lecture at National Institute of Human Development (Vivekananda Nidhi) on 27th Dec '98.

**Prof. J. Bandyopadhyay, Centre for Public Systems & Public Enterprise Management**

- a) Written a 118 page Concept Paper on "Approach to Sustainable Human Development in the Indian Himalaya". The paper was an assignment from the UNDP
- b) Organised a two day regional seminar on "Integrated Water Resource Development in India" held in the campus during 25 & 26 Feb 1999, sponsored by the National Commission for Integrated Water Resource Development Plan, Govt. of India.
- c) Member, International Water Resource Association (Chicago); Indian Science Congress Association (Calcutta); Steering Committee on Environmental Management Systems of Indian Chamber of Commerce (Calcutta).

**Shri Prithwis Kumar Sana, Research Assistant**

- a) Assisted Prof. Madhu S. Mishra in " Regional Tripartite Inter-face Workshop on Panchayati Raj" sponsored by Rajiv Gandhi Foundation, February 10-11, 1999.

**Shri Ajoy Rej, Research Assistant**

- a) Completed compilation of data on unelectrified household of Midnapore Block of Midnapore district, West Bengal of the Project entitled " Long Range Planning for Rural Electrification in Backward States" sponsored by REC, New Delhi.
- b) Completed the bibliography on Rural Development Management Programme (Vol. 26).
- c) Prepared Directory on Rural Development Management Programme (Vol. 26).

**Shri Lawrence Gomes, Research Assistant**

- a) Completed compilation of data on West Bengal including both electrified and unelectrified households related to the Project "Long Range Planning For Rural Electrification in Backward States" sponsored by REC, New Delhi.
- b) Assisted to Prof. M. S. Mishra regarding "Regional Tripartite Inter-Face, Inter Active Workshop on Panchayati Raj", February 10-11, 1999.



**Smt. Shyamali Adhikaree, Research Assistant**

- a) Assisted Prof. Madhu S. Mishra in the following training programmes :
  - i) Contact programme through Distance learning held during January 29-February 3, 1998 and May 25-29, 1998.
  - ii) Two-week IAS training programme on General Management for Middle Level IAS Officer held during October 5-17, 1998.
  - iii) Regional Tripartite interface interactive Workshop on Panchyati Raj for Eastern and North Eastern Region sponsored by Rajiv Gandhi Foundation held during Feb 10-12, 1999.
- b) Prepared Three volumes "Directory of Voluntary and Other organisation in Rural Development Management" Volume - XXVI, XXVII and XXVIII.

**Dr. Santwana Chaudhuri, Research Assistant**

- a) Conducted a training programme organised for Executives of National Thermal Power Corporation, Singrauli Plant on "Leadership and Team Building" in June 21-22, 1998.
- b) Conducted a programme for women executives "Empowerment of Women Executives" in ONGC on 20-21 December, 1998 in New Delhi, Scope Convention Centre.
- c) Joint Programme Director for following Extension programmes :
  - i) "Effective Management through Total Quality" held in Harrington Mansion from April 30 - May 3, 1998.
  - ii) "Effective Management" held in Harrington Mansion from October 28 - Dec 5, 1998.
- d) Programme Director for one General Category Training Programme on Personnel Management held in July 20-24, 1998.

**Dr. Tarit Kumar Dutta, Research Assistant**

- a) Joint Project Director (along with Prof. Sudas Roy) for a Govt. of India sponsored research project entitled " A Study of the Marketing problems of Agricultural Produce of Sundarban Region in West Bengal". The Draft report has already been submitted to the Ministry.
- b) Assisted Prof. Suday Roy in the MDP on Strategic Distribution and Sales Management, as Academic Secretary.
- c) Life Member, Indian Society of Agricultural Marketing and Member, Indian Society of Agricultural Economics.
- d) Founder Member & General Secretary (Honorary), Joka Organisation for Protection of Environment & Development.
- e) Chief Editor, Green View, a quarterly Journal on Environment.

**Smt. Mamata Dutta, Research Assistant**

- a) Assisted Prof. Annapurna Shaw in her research project "Survey of Garages/Workshops/Autoparts shops on Diamond Harbour Road".
- b) Prepared and submitted a research paper "People's Participation in Environment Protection" for publication in both journal and newspaper.

**Dr. Tridib Chakraborty, Research Assistant**

- a) Conducted, as Joint Programme Director, an Extension Programme on "Effective Management" held during October 27-Dec 5, 1998 at IIMC city campus.
- b) Conducted, as Programme Director, a Govt. sponsored training programme on "Effective Management in the Public Service Through Performance Appraisal" held in August 1998 at IIMC Annexe.
- c) Conducted, as Joint Programme Director, a short term Extension Programme on "Effective Management through Total Quality" held in April 1998 at IIMC Annexe, City Office.
- d) Took sessions in the following the programmes of following organisations :
  - i) National Institute of Personnel Management, Calcutta
  - ii) Deptt. of Pol. Sc., Rabindra Bharati University, Calcutta
  - iii) Indian Institute of Social Welfare & Business Management, Calcutta
- e) Member, Editorial Board and Desk Editor, DECISION
- f) MA Paper Setter & Examiner on Social Psychology, Rabindra Bharati University, Calcutta.
- g) Examiner & Paper setter, National Institute of Personnel Management and Indian Institute of Social Welfare & Business Management, Calcutta.

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF  
DURING THE PERIOD FROM 1.4.98 TO 31.3.99.**

**Prof. B. N. Srivastava, Behavioural Sciences Group**

- a) A Process Framework to Study International Alliances in Developing countries (co-authored with Vijay Gambhire) - In Does Asian Management Matter : Regional Reliance with Global Impact : Proceedings of the Inaugural Conference of the Asia Academy of Management - page 69-73, December 28-30, 1998, Hongkong.
- b) Managerial Attribution and Response : An Empirical Test of Attribution Leadership Model in India (co authored with Prof. P. K. Sett), Journal of Social Psychology, 1999.

**Prof. Vidyanand Jha, Behavioural Sciences Group**

- a) Chapter titled "Quality Circles Beyond the Numbers - A View from Below in Sahay, B.S. (Editor), Supply Chain Management for Global Competitiveness, Delhi : Mcmillan, 1999.
- b) Working Paper number 345/98 titled Quality Circle Implementation in India : An Alternative Viewpoint, IIM Calcutta, November, 1998.
- c) Review of S. Ramnarayan, T.V. Rao and Kuldeep Singh (Editors). "Organisational Development : Interventions and Strategies" New Delhi : Sage, 1998 in Alumnus, IIM Ahmedabad, Volume 30, Number 3, September 1998.
- d) Review of V. Nilankant and S. Ramanarayan. Managing Organisational Change, New Delhi : Response Books, 1998 in Management and Change, Volume 2, Number 2, July - December 1998.

**Prof. K. Unnikrishnan Nair, Behavioural Sciences Group**

- a) "Individual Differences in Need for Cognition and Complex Problem Solving", IIMC Working Paper No. WPS 321-98.

**Prof. Ujvala Rajadhyaksha, Behavioural Sciences Group**

- a) Article titled "Life Role Salience : A study of Dual Career Couples (Co-authored), published in Human Relations.
- b) "Work-Family Conflict Across the Work-Family Life Cycle : A Study of Dual Career Couples, Working paper No. WPS-341/98, Indian Institute of Management Calcutta, October 1998.
- c) Book Review, Prasad Pushkala, Mills Albert J., Elmes, Michael and Anshuman Prasad, "Managing the Organizational Melting Pot : Dilemmas of Workplace Diversity, IIMB Management Review, July-September, 1998.

**Prof. Sunita-Singh Sengupta, Behavioural Sciences Group**

- a) "The brighter aspect of conflict", Indian Journal of Industrial Relations 33(3), pp.329-348.
- b) "Corporate Culture : Building spirit for high performance", published in Productivity.
- c) "Watkins, D : Akande, A; Fleming J; Ismail M; Lefner K; Regmi M; Watson S; Yu J; Adair J; Cheng C; Gerong A; McInerney D; Mpofu E; Singh-Sengupta, Sunita & Wondimu H. " Cultural dimensions, gender and the nature of self-concept : A fourteen-country study", International Journal of Psychology, 33(1), pp. 17-31.
- d) Singh-Sengupta, Sunita, "Psychological wellbeing as a correlate of perceived quality of work life", Working paper series no. 320/98. Indian Institute of Management Calcutta.
- e) Singh-Sengupta, Sunita, "Power and quality of work life", Mimeograph, Indian Institute of Management Calcutta.
- f) Singh-Sengupta, Sunita, "Towards integrative indigenization " I/O Psychology researches in India, Cross-Cultural Psychology Bulletin, 32(2), pp. 16-20.
- g) Singh-Sengupta, Sunita, "The power of uniform" Working paper series no. 340/98, Indian Institute of Management Calcutta.
- h) Singh-Sengupta, Sunita, "Competence : The source of managerial role effectiveness", Working paper series no. 346/98, Indian Institute of Management Calcutta.
- i) Singh-Sengupta, Sunita "Towards a career resilient workforce", Indian Institute of Management Calcutta : CMDS Report
- j) Reviewed a book entitled , "Paths of Change : Strategic Choices For Organisations and Society" written by Will McWhinney, London : Sage Publications for Management Review.
- k) Reviewed a book entitled, "Theoretical Issues in Psychology" by Sacha Bem and Huib Looren de Jong, London, : Sage Publications for the publication series brought out by Centre for Advanced Study in Psychology, Utkal University, Bhubaneswar.
- l) Singh-Sengupta, Sunita "Psychological wellbeing and perceived quality of worklife", in U.N. Dash, Uday Jain and Ajit K. Mohanty (eds.), Perspectives on Psychology and Social Development (pp.69-91), New Delhi; Concept Publishing House.

**Prof. Alok Ray, Economics Group**

- a) "Rice to the Right Occasion" (Basmati Rice Patent Controversy) in The Telegraph, March 11, 1998.
- b) "Low on the Keynotes" (BJP's National Economic Agenda) in The Telegraph, March 31, 1998.
- c) "Keeping the Right Company" (Debate on Protection to Indian Industry) in The Telegraph, May 5 , 1998
- d) "Economic Kickstart in Fits and Starts" (Budget 1998-99) in The Telegraph, June 23, 1998.
- e) "Patently Good for the Public" (Intellectual Property Rights) in The Telegraph, September 23, 1998.

- f) "Crying Over Spilled Onions" (Onion Price Rise) in The Telegraph, November 24, 1998.
- g) "We Don't Want No Competition" (Insurance Sector Liberalization) in The Telegraph, December 24, 1998.
- h) "Exciting Times in Euroland" (Euro and India) in The Telegraph, January 6, 1999.
- i) "Basmati Patenting : Issues and Strategies" in Business Line, March 13, 1998.
- j) "National Agenda : All Things to All People" in Business Line, April 6, 1998.
- k) "Why Internal Liberalisation is not English" in Business Line, May 11, 1998.
- l) "The Economic Consequences of Dr. Strangelove" in Business Line, June 1, 1998.
- m) "Budget 1998-99 : An Exercise in Futility ?" in Business Line, June 11, 1998.
- n) "The Importance of IPRs" in Business Line, September 4, 1998.
- o) "Skyrocketing Food Prices : Have Free Import Policy. Shed No Tears" in Business Line, December 2, 1998.
- p) "Pros and Cons of Insurance Liberalisation" in Business Line, December 25, 1998.
- q) "Challenges Before The Euroland" in Business Line, January 19, 1999.

**Prof. Biju Paul Abraham, Environment Group**

- a) "Defence Research, Defence Productin and Civilian Industries : Indian and Australian Perspectives" in S. Neelamegham, David Midgley and Chirajib Sen, Enterprise Management : New Horizons in Indo-Australian Collaboration ( New Delhi : Tata McGraw Hill, 1999).

**Prof. Shyamal K. Ghosh, Finance & Control Group**

- a) "Notes on the Production Account" in the New System of National Accounts, January 1997 issue of the Journal of Income and Wealth ( published in last quarter, 1998)

**Prof. Mousumi Ghosh, Finance & Control Group**

- a) "Just in Time - An Idealistic Model" - published in IIMC Working Paper Series.
- b) Dream House Comes True - A Case on Banking Product Development, published in IIMC Working Paper Series.
- c) "Industrial Sickness in SSI Units" - published in IIMC Working paper series.
- d) "Non-Financial Performance and Control Framework" - published in special issue on Development in Cost Accounting and Cost Management of "Udyog Pragati", The Journal of National Institute of Industrial Engineering. (April - June 1998).

- e) "Technology Costing for sustainable growth" (joint paper with Milind Madhav Nagnur) - Delphique 97, - National Management Convention of Management Development Institute, Gurgaon - published in October 1998.

**Prof. Rahul Roy, Management Information Systems Group**

- a) Supply Chain Modelling Using System Dynamics, with A. Veermani & M. Tarafdar, in the proceedings of the International System Dynamics Conference 1998, IIT Kharagpur, pp 267-288.
- b) Implementation of ERP in Indian Industry : Implications of an Empirical Study, with T. Bandopadhyay & M. Tarafdar, Institute Working Paper Series No. 347/99.

**Prof. Anup Kumar Sen, Management Information Systems Group**

- a) "An improved precedence Rule for single Machine sequencing problem with Quadratic Penalty" (with S. A. Mondal), Revised version submitted to journal.
- b) "Single Machine Weighted Earliness-Tardiness Penalty Problem with Common Due Date" (with S.A. Mondal), Revised version submitted to journal.
- c) "A Graph Search Approach for Solving Weighted Earliness-Tardiness Job Sequencing Problem" (with S. A. Mondal), Extended abstract submitted to international conference.
- d) "An enhanced TCBB scheme for some Single Machine Job Sequencing Problems" (with S. A. Mondal), submitted to international conference.

**Prof. Parthasarathi Dasgupta, Management Information Systems Group**

- a) "A Unified Approach to Topology Generation and Optimal Sizing of Floorplans" published in the international refereed journal IEEE Transactions on CAD of VLSI Systems (Vol 17, No. 2).
- b) "Heuristic Search Algorithms for the Channel Routing Problem in VLSI" published in an international journal.
- c) "Slicibility of Rectangular Graphs and Floorplan Optimization" published to the journal ACM Transactions on Design Automation of Electronic Circuits.

**Prof. Uttam Kumar Sarkar, Management Information Systems Group**

- a) "Solution to Cargo Loading Problem Using Multi-peg Towers of Hanoi - A Heuristic Search Approach, Knowledge Based Computer Systems (KBCS - 98), NCST Publication, 1998, pp 65-76.
- b) "Electronic Commerce and the Chasm, Souvenir of the National Seminar on Business Process Redesign Using Information technology (BPRIT - 98), held at Burla, Orissa, during September 4-5, 1998, University College of Engineering Publication, Burla, Orissa.
- c) "Groupware Concerns under Emerging Business Environments, Souvenir of the National Seminar on Business Process Redesign Using Information Technology (BPRIT - 98), held at Burla, Orissa, during September 4-5, 1998, University College of Engineering Publication, Burla, Orissa.

**Prof. Subir Bhattacharya, Management Information Systems Group**

- a) Tabu Search versus Genetic Algorithm on the Pallet Loading Problem, Subir Bhattacharya, Kuntal Das Barman and Prakash Jalan, under revision for Journal of the Operational Research Society.

**Prof. Avinandan Mukherjee, Marketing Group**

- a) "A Typology for Distribution Strategies" in B. S. Sahay (ed.), Supply Chain Management for Global Competitiveness, New Delhi : Macmillan India Ltd., 1999, pp. 695-717.
- b) "Measuring Brand Equity : Some Methods and Reflections", Strategic Marketing, February 1999.
- c) "Entry Mode Choice in Foreign Markets : Towards an Integrative Framework", Working Paper , IIM Calcutta, February 1999.
- d) "Identification of Best Practices : A Study of Passenger Car Dealers in India", Working Paper, February 1998 (co-authored).
- e) "AIDS : An Exploratory study of the Health Belief Model" (co-authored) submitted to the Journal of Health Management, January 1999.

**Prof. Rahul Mukherjee, Operations Management Group**

- a) Book : "Fractional Factorial Plans ( 1999, with A. Dey). John Wiley, New York, xii + 212 pages.
- b) Papers :
  - i) Regular fractional factorial designs with minimum aberration and maximum estimation capacity (1998, with C.S. Cheng). Ann. Statist.
  - ii) On the optimality of orthogonal array plus one run plans ( 1999). Ann. Statist.,
  - iii) On balanced orthogonal multi-arrays : Existence, construction and application to design of experiments ( 1998). J. Statist. Plann. Inf. 73, 149-162.
  - iv) Techniques for constructing asymmetric orthogonal arrays ( 1998, with A. Dey). J. Combinatorics, Information and System Sciences ( Professor J. N. Srivastava, Dedication Volume) 23, 351-366.
  - v) On multivariate extension of an inequality with a potential application (1998), Calcutta Statist. Assoc. Bull. 48, 119-120.

**Prof. Sahadeb Sarkar, Operations Management Group**

- a) Published the following Working papers :
  - i) (with Jeong D.), Testing for a unit root in an AR(P) signal observed with MA(q) noise when the MA parameters are unknown. Journal of Korean Statistical Society, 27, No. 2, 165-187 (1998).
  - ii) (with Song K. and Jeong D.) Penalizing the negative exponential disparity in discrete models. Korean Communications in Statistics, Vol. 5, No. 2, 517-529 (1998).

**Prof. S. D. Moitra, Operations Management Group**

- a) Papers in refereed journals :
  - i) A New Multiple QOS Control Scheme with Equivalent - Window CAC in ATM Networks, IEICE Trans. Commun., 1998, 1462-1474.
  - ii) NEWTRACKER - A Sales Forecasting Package for Consumer Non-Durables in the Indian Market (published in DECISION).
  - iii) Impact of Time of Entry on Market Performance of New Products. ( Journal of the Operational Research Society).

**Prof. Saibal Chattopadhyay, Operations Management Group**

- a) Sequential estimation of normal mean under asymmetric loss function with a shrinkage stopping rule, Metrika, Vol. 48j, 53-59.
- b) Estimation of a linear function of multinormal mean vectors by combining available independent sequential studies, published in Calcutta Statistical Association Bulletin, Vol. 48, Nos. 189-190, 93-100.

**Prof. Pulak Das, Human Resources Group**

- a) "Salary progression of men and women engineers in In-house R & D", Indian Journal of Industrial Relations, 33(4); 441-462.
- b) "Perception of performance appraisal system of R & D professionals : Influence of demographic characteristics and organizationally conferred status", Working paper No. WPS 343/98.

**Prof. Debashish Bhattacharjee, Human Resources Group**

- a) "Top Management Remuneration and Firm Performance : An Exploratory Study", Economic and Political Weekly, Vol. 33, (February 1998) : M10-M15 (with S. Jairam and G. Ravi Shankar).
- b) "Pay Discrimination by Gender in the Corporate Sector : A Case Study", The Indian Journal of Labour Economics, Vol. 41, (January-March, 1998) : 97-103 (with Manjari Singh).
- c) "Developing Competitiveness and Social Justice : A Letter from Bologna", Economic and Political Weekly, Vol. 33 (December 19-25, 1998) : 3239-40.

**Prof. Rabin Ganguly, Environment Group**

- a) "Development of New Urban Communities in West Bengal : Reviewing the Past & Exploring the Future", in Souvenir of Workshop on "Development of New Towns in West Bengal", April 1998, Institute of Town Planners India, West Bengal Chapter.
- b) "Support Systems for Environmental Management : A Critical Assessment in India", pp 279-292 in "Environment & Health in Developing Countries, ed : Manas Chatterji, Mohan Munasinghe, Rabin Ganguly, 1998, A.P.H. Publishing Corporation, New Delhi.



- c) Editor (jt.) of a professional book : (1 of 3 editors) : Environment & Health in Developing Countries ed: Manas Chatterji, Mohan Munasinghe, Rabin Ganguly, 1998, A.P.H. Publishing Corporation, New Delhi.

**Prof. Madhu S. Mishra, Sociology Group**

- a) Directory of organisations in Rural Development Volume 6, IIMC Publication
- b) Bibliography on Rural Development Management Vol. 7, IIMC Publication.
- c) Two chapters on Health Policy and Management of Research and Training in a book on Management of Health and Family Welfare in India published by WHO/NIHFW, New Delhi.
- d) A book on Dynamics of Development and Change - A study of NGOs in India.
- e) Health Policy and Management of Health Care delivery services in India - Issues and Challenges in Public Health in India published in All India Institute of Hygiene and Public Health, Calcutta.

**Prof. Surendra Munshi, Sociology Group**

- a) "Culture, Society and Professional Management in India", November 1998.
- b) "Queen of different hearts" (an article on Diana), The Telegraph, August 31, 1998.
- c) "Sing of the body dualistic", The Telegraph, September 18, 1998.

**Prof. Kalyan S. Mondal, Sociology Group**

- a) Paper entitled "Equity Oriented Rural Development and People's Participation in West Bengal" has been published in a book Management of Development : Growth with Equity.

**Prof. Ranjan Das, Strategic Management Group**

- a) Published a book titled " Strategic Management of Services" by Oxford University Press (July 1997).
- b) Published 4 articles in "Strategic Marketing" a journal published by The Economic Times, Bombay.
- c) An article titled " Defending Against MNC Offensives" published in Management Decision ( Sept. 1997), a journal published from UK, has been selected for inclusion in an edited book published from UK (ed. by Usha C. V. Haley).

**Prof. S. K. Chakraborty, Management Centre for Human Values**

- a) 5 Centre page articles in The Statesman
- b) 2 invited papers on Ethics in Anthologies published in Germany and Poland.
- c) Written two Case Studies.

**Shri Sanjoy Mukherjee, Management Centre for Human Values**

- a) Paper on "Managerial Transformation and TQM : Indian Insights", published in Journal of Human Values, Vol. 4, No. 1.

**Prof. C. Panduranga Bhatta, Management Centre for Human Values**

- a) Published a Book titled "Contribution of Karnataka to Sanskrit", Institute of Asian Studies, Chennai.
- b) Articles in Newspapers and periodicals :
- i) "The Environment context : An Asokan Approach" - Asoka 2300, Calcutta.
  - ii) "Bhavabhuti" - NIL Project, National Book Trust, India, Delhi.
  - iii) "Reverence For All Life - An Overview", Proceedings of World Convention on Reverence of All Life, Poona.
  - iv) "Ecological Gleanings from the Epics and Puranas" - Essays in Honour of Prof. S.G. Kantawala.

**ANNEXURE XXIII****LIST OF GRADUATING STUDENTS (PGDM) - 1999**

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	146/34	Narasimhan B	7.97	1
2.	323/34	Amit Kumar Choudhary	7.89	2
3.	284/34	K. V. Subramanian	7.43	3
4.	336/34	Sailesh Kapoor	7.43	4
5.	362/34	Deepak Sharma	7.34	5
6.	244/34	Anirban Lahiri	7.31	6
7.	377/34	Ashish Swarup	7.29	7
8.	171/34	Vishal Sharma	7.23	8
9.	329/34	Anurag Goel	7.23	9
10.	136/34	Vijay Kumar Khera	7.20	10
11.	255/34	Debashish Mukherjee	7.14	11
12.	181/34	Arpita Debasis Sur	7.14	11
13.	126/34	Neeraj Gera	7.14	11
14.	158/34	Anjani Kumar Rathor	7.14	11
15.	302/34	Vivek Agrawal	7.11	15
16.	347/34	Sanjeev Mehta	7.11	15
17.	338/34	Sailesh Sharad Kekre	7.06	17
18.	185/34	Dhruvank Mrugank Vaidya	7.00	18
19.	279/34	S. Siva	6.97	19
20.	129/34	Iyer Lakshman Viswanathan	6.97	19
21.	391/34	Konda Vasudeva Moorthy	6.97	19
22.	119/34	Surajit Datta	6.94	22
23.	176/34	Srivatsa Bhoja Anchan	6.94	22
24.	145/34	Mahesh Yashwant Nandurkar	6.94	22

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
25.	332/34	Aditya Gupta	6.94	22
26.	243/34	Shameek Kundu	6.91	26
27.	251/34	Ravi Kumar Meduri	6.89	27
28.	183/34	Tamgadge Ujwal Pandurang	6.89	27
29.	217/34	Siddharth Dhondiyal	6.89	27
30.	365/34	Ajeet Singh	6.83	27
31.	257/34	Sukanwal Singh Nagpal	6.83	31
32.	269/34	A V Saranathan	6.83	31
33.	205/34	Sandeep Baid	6.83	31
34.	226/34	Vivek Gupta	6.83	31
35.	161/34	Sharad Hobhan Sachdev	6.83	31
36.	384/34	Rajeev Virmani	6.83	31
37.	102/34	Prashant Agarwal	6.80	37
38.	247/34	Madhusudan G	6.77	38
39.	253/34	Saswata Misra	6.77	38
40.	278/34	Suvojit Sinha	6.77	38
41.	151/34	Pathak Atul Arun	6.77	38
42.	137/34	Krishnan Venkatesh	6.74	42
43.	214/34	Gautam Chhaochharia	6.74	42
44.	267/34	Sujit C. Kumar Reddy	6.71	44
45.	335/34	Jog Samir Vikram	6.71	44
46.	355/34	Ramya Venkata Raman	6.71	44
47.	230/34	Vikash Jain	6.71	44
48.	134/34	Vivek Praful Jatley	6.71	44
49.	122/34	Desai Ravi Arun	6.69	49
50.	157/34	C. Arunkumar Rao	6.69	49

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
51.	236/34	Karthik K	6.69	49
52.	254/34	Anirban Mukherjee	6.69	52
53.	260/34	Prasanna A	6.66	52
54.	303/34	Ankur Agrawal	6.66	52
55.	216/34	Debangshu Das	6.66	52
56.	351/34	Pattem Pradeep	6.66	52
57.	132/34	Nikhil Jain	6.66	52
58.	104/34	Anish Kumar Mitra	6.63	58
59.	283/34	Subramaniam Krishnan	6.63	58
60.	315/34	Bhuvnesh singh	6.63	58
61.	128/34	Rajneesh Gupta	6.63	58
62.	364/34	Shreepad Shukla	6.63	58
63.	179/34	Srinandan Sundaram	6.60	63
64.	109/34	M Bharath Kumar	6.60	63
65.	350/34	Neerav Nimesh	6.60	63
66.	228/34	Tindivanam Jai Kumar	6.60	63
67.	248/34	T. Prashant Mahalingam	6.57	67
68.	250/34	Manickavasagam S	6.57	67
69.	133/34	Jana Jayantkumar Jugalkrishna	6.54	70
70.	177/34	Subandh Samardeep Sunil	6.54	70
71.	371/34	Malini Sinha	6.54	70
72.	382/34	Venkata Phaneendra Matoory	6.54	70
73.	110/34	Nitin Bhat	6.51	73
74.	101/34	Aditya Mittal	6.51	73
75.	307/34	Ashutosh Banerjee	6.51	73
76.	318/34	Himanshu Chaturvedi	6.51	73

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
77.	320/34	Anil Chauhan	6.51	73
78.	363/34	Nilesh Shrivastava	6.51	73
79.	372/34	Sameer Sood	6.51	73
80.	187/34	Parmeshwar Vinod Subramanian	6.46	80
81.	301/34	Pawas Krishna Agarwal	6.46	80
82.	206/34	Balasubramanian Anand	6.46	80
83.	163/34	Samajpati Anindo C R	6.46	80
84.	234/34	K Ramesh Kumar	6.46	80
85.	273/34	Sheshadri M V	6.43	85
86.	356/34	Deepak Ravindran	6.43	85
87.	166/34	Prashant Sardesai	6.43	85
88.	155/43	R. Ramesh	6.40	88
89.	370/34	Vikram singh	6.40	88
90.	242/34	A. G. Kumudha	6.37	91
91.	285/34	Vinu Varghese	6.37	91
92.	309/34	Himanshu Bansal	6.37	91
93.	127/34	Gokhale Aamod Arun	6.37	91
94.	245/34	Dibyanshu Lahiri	6.37	91
95.	263/34	Ramachandra G R	6.34	95
96.	178/34	Mahesh Subramanian	6.34	95
97.	124/34	Suhas Devaraju	6.34	95
98.	312/34	Amit Behl	6.34	95
99.	333/34	Mayank Gupta	6.34	95
100.	167/34	Sehgal Saumitra Krishnakumar	6.34	95
101.	386/34	Sunil Wattal	6.34	95
102.	170/34	Manish Sharma	6.34	95

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
103.	265/34	Nikhil Anant Rao	6.29	103
104.	125/34	Garuthman V	6.29	103
105.	103/34	Anand J.	6.29	103
106.	235/34	B. Karthik	6.26	106
107.	252/34	Akshey Mehra	6.26	106
108.	120/34	Narvenkar H. Dattaram	6.26	106
109.	148/34	Rena Harikrishna Nigam	6.26	106
110.	218/34	Tuhin Dutt	6.26	106
111.	172/34	Sankalp Shrivastava	6.23	111
112.	290/34	P. Naveen	6.23	111
113.	238/34	Abhishek Khare	6.23	111
114.	116/34	Chaganti V. Krishnamohan	6.23	111
115.	319/34	Sumit Chaudhary	6.23	111
116.	390/34	Amish Asthana	6.23	111
117.	201/34	Alankar Shrawan Sawai	6.20	117
118.	121/34	Desai Hemang Chandrakant	6.20	117
119.	277/34	Abhinav Sinha	6.20	117
120.	281/34	Sudharsan Srinivasan	6.20	117
121.	308/34	Ganesh Bangalore	6.20	117
122.	369/34	Sanjeet Kumar Singh	6.20	117
123.	222/34	Gobindarajan c	6.20	117
124.	348/34	Tarini Prasad Mohanty	6.20	117
125.	360/34	Gunjan Dinesh Shah	6.20	117
126.	256/34	Santanu Mukherjee	6.17	126
127.	114/34	Dileep K. Burki	6.17	126
128.	215/34	P Lalit C. Choudary	6.17	126

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
129.	106/34	S Balasubramanian	6.17	126
130.	342/34	Praveen Kumar Kumbnani	6.17	126
131.	231/34	Aditya Jayaraman	6.17	126
132.	259/34	R. Prakash	6.14	132
133.	366/34	Navtej Singh Bhullar	6.14	132
134.	345/34	Apoorva Mathur	6.14	132
135.	330/34	Paras Goel	6.14	132
136.	344/34	Sumit Malik	6.14	132
137.	229/34	Anjali Jain	6.14	132
138.	304/34	Gaurav Agrawal	6.11	138
139.	152/34	Sunil Prabhu Bantval	6.11	138
140.	212/34	Suhail Chandy	6.11	138
141.	241/34	Sanjeev Kumar	6.11	138
142.	221/34	R. Ganesh	6.11	138
143.	376/34	Siddharth Suri	6.11	138
144.	208/34	Arghya Basu	6.09	144
145.	328/34	Sandeep Dube	6.09	144
146.	237/34	Noopur Kasyap	6.06	146
147.	207/34	Sriram B	6.06	146
148.	225/34	Ujjal gupta	6.06	146
149.	232/34	Amit Kapur	6.06	146
150.	282/34	Sriram H	6.03	150
151.	313/34	Gaurav Bhateja	6.03	150
152.	223/34	Kapil Gupta	6.00	152
153.	203/34	Arun Subramanian	6.00	152
154.	306/34	Rahul Baijal	6.00	152



<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
155.	358/34	V. Ganesh Rengaswamy	6.00	152
156.	361/34	Tulika Shankar	6.00	152
157.	169/34	Kaushal Sharma	6.00	152
158.	139/34	Samir Maheshwari	5.97	158
159.	375/34	Gaurav Sud	5.97	158
160.	184/34	Dheeraj Tauro	5.97	158
161.	275/34	Inderjeet singh	5.97	158
162.	213/34	Kaushik Chatterjee	5.97	158
163.	337/34	Shailendra Katyal	5.97	158
164.	367/34	Chiranjiv Singh Mehta	5.97	158
165.	381/34	Anshuman Vatsyayan	5.97	158
166.	349/34	Sutanu Mukherjee	5.94	166
167.	224/34	Pushpa Deep Gupta	5.94	166
168.	219/34	Ranjan Dutta	5.94	166
169.	339/34	Damandeep Singh Kochhar	5.94	166
170.	383/34	Amit Verma	5.91	170
171.	107/34	Bhandari Arjun Mahendra	5.91	170
172.	305/34	Nitish Agrawal	5.91	170
173.	164/34	Sampathkumar P R	5.91	170
174.	174/34	Sangram Singh	5.89	174
175.	143/34	Siddharth Mehta	5.89	174
176.	311/34	Sandeep Bapna	5.89	174
177.	209/34	Arijit Biswas	5.83	177
178.	380/34	Abhishek Kumar Tuteja	5.83	177
179.	168/34	Rajesh Kumar Shah	5.83	177
180.	173/34	Amrinder Singh	5.80	180

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
181.	368/34	Ravindra Pratap Singh	5.80	180
182.	341/34	Nagender Kumar	5.80	180
183.	159/34	Ravi Kiran M	5.80	180
184.	233/34	Ashok Karanth	5.80	180
185.	264/34	Arun Ramamurthy	5.77	185
186.	180/34	Sunil B V	5.77	185
187.	190/34	Peanaky Mridha	5.77	185
188.	268/34	Anil Kumar Sagar	5.77	185
189.	165/34	Vikram Singh Sankhala	5.77	185
190.	138/34	Lokhandwala M. Amiruddin	5.74	190
191.	327/34	Dipankar Dev Burman	5.74	190
192.	359/34	Harjeet Singh Sandhu	5.74	190
193.	204/34	Anuj Awasthi	5.74	190
194.	357/34	Jitendra Singh Rawat	5.74	190
195.	112/34	Bhuta Biren Ramesh	5.74	190
196.	373/34	Pradeep Soy	5.74	190
197.	246/34	L. Giridhara Pavan Kumar	5.74	190
198.	270/34	Sathiya Seelan B	5.71	198
199.	276/34	Aditya Kumar singhania	5.71	198
200.	150/34	Pardha Saradhi R	5.69	200
201.	135/34	Joshi H Prakash	5.66	201
202.	262/34	V. Rajesh P I	5.66	201
203.	343/34	K V Madhvi	5.66	201
204.	266/34	Phani Kanth Raparla	5.66	201
205.	325/34	Pradip Kumar Das	5.66	201
206.	286/34	Vikram Kumar	5.63	206

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
207.	239/34	Vinaya S. Khobragade	5.63	206
208.	261/34	Rajagopalan K.	5.60	208
209.	272/34	Puneet Sharma	5.60	208
210.	153/34	Asit Shashikant P	5.57	210
211.	141/34	Himadri Mandal	5.57	210
212.	324/34	Rajarshi Das Gupta	5.57	210
213.	130/34	Iyer M Venkatraman	5.54	213
214.	123/34	Deshpande Rahul S	5.54	213
215.	186/34	Vaidya Nikhil Suresh	5.54	213
216.	149/34	Nilangka Majumder	5.51	216
217.	334/34	Aniruddha Haldar	5.51	216
218.	105/34	Amitava Bagchi	5.51	216
219.	258/34	Preeti Hari Nandanar	5.51	216
220.	189/34	Patil Ashok Chanabasangouda	5.51	216
221.	202/34	Ravi Chander Ande	5.51	216
222.	314/34	Jayanthi Bhati	5.49	222
223.	321/34	Vikas Chhariya	5.49	222
224.	162/34	Arun Bhati Salvi	5.46	224
225.	378/34	Mary Rupa Tete	5.46	224
226.	227/34	Saptorsi Hore	5.43	226
227.	288/34	Manimala Hazarika	5.40	227
228.	142/34	Gadgil Manoj Arun	5.40	227
229.	374/34	V R Srikumar	5.37	229
230.	188/34	Dhruba Jyoti Basumatari	5.37	229
231.	317/34	Amit Chandra	5.37	229
232.	310/34	Dinesh Singh Banshiwal	5.34	232

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
233.	322/34	Vijay Chopra	5.31	233
234.	220/34	Uzair Faruqi	5.29	234
235.	113/34	Rohit Bora	5.29	234
236.	191/34	Rajkumar S	5.26	236
237.	111/34	Amitabh Bhattacharya	5.26	236
238.	387/34	Hemant Kumar	5.23	238
239.	271/34	Arijit Sen	5.23	238
240.	175/34	Dinesh Kumar S	5.20	240
241.	353/34	Rajeev Kamal	5.20	240
242.	289/34	Atanu Talukdar	5.14	242
243.	131/34	Girish Jagannatha	5.11	243
244.	280/34	Gejo Sreenivasan	5.09	244
245.	240/34	Deepak K	5.09	244
246.	154/34	Rajadhyaksha Ajay S	5.06	246
247.	160/34	Ruparel Niraj Manubhai	5.03	247
248.	388/34	Aswini Kumar Khalkho	5.00	248
249.	108/34	Rohith Bhandary	5.00	248

**ANNEXURE XXIV****LIST OF GRADUATING STUDENTS (PGDCM) - 1999**

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	415/04	Sudipta Ghosh	8.06	1
2.	430/04	Arvind Kaushal	7.74	2
3.	442/04	Manish Rathi	7.29	3
4.	423/04	Hemant Jain	7.20	4
5.	522/04	Raja Hari Srinivasa Rao	7.14	5
6.	435/04	Vivek Mittal	7.09	6
7.	448/04	Jasdeep Singh	7.00	7
8.	444/04	Prakash Chandra Samal	6.97	8
9.	460/04	Bharath Visweswariah	6.97	8
10.	416/04	Gopalakrishnan Satish	6.97	8
11.	407/04	Sachin Bhatnagar	6.91	11
12.	417/04	Pankaj Goyal	6.86	12
13.	462/04	Yeshwanth D	6.86	12
14.	420/04	Amber Gupta	6.83	14
15.	456/04	Manu Vaish	6.80	15
16.	424/04	Nitin Dass Jain	6.77	16
17.	459/04	Abhijeet Virmani	6.74	17
18.	439/04	Ram Subramanyam G	6.71	18
19.	441/04	V. Sambasiva Rao	6.71	18

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
20.	405/04	Balaji Rajan	6.66	20
21.	412/04	Chanderpreet singh Duggal	6.60	21
22.	455/04	Vikas Tyagi	6.60	21
23.	431/04	Lakshmi K P	6.57	23
24.	447/04	Jimmy Sebastian	6.54	24
25.	411/04	Aseem Dokania	6.51	25
26.	427/04	Ankur Jindal	6.40	26
27.	449/04	Pankaj Sood	6.37	27
28.	419/04	Bharath Reddy Guddeti	6.34	28
29.	440/04	Narayan Ramomoorthy	6.29	29
30.	426/04	Vinay Dev Jhari	6.29	29
31.	413/04	Apoorv Durga	6.29	29
32.	421/04	Sharad gupta	6.26	32
33.	454/04	Siddhartha Tomar	6.26	32
34.	436/04	G V A Naveen	6.20	34
35.	410/04	Kapil Dabi	6.20	34
36.	404/04	K R Balaji	6.17	36
37.	418/04	Manish Grover	6.14	37
38.	452/04	S L Chetan	6.11	38
39.	429/04	Himanshu Kapoor	6.11	38
40.	445/04	Amit Sanghi	6.09	40

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
41.	433/04	V K Manikandan	6.09	40
42.	409/04	Chunduri Prashanth	6.06	42
43.	402/04	R. Amrith	5.89	43
44.	401/04	Manish Adhwaryu	5.86	44
45.	458/04	C Vijay Kumar	5.83	45
46.	425/04	Vinay Jain	5.83	45
47.	434/04	Sanjeev Kumar Mittal	5.80	47
48.	432/04	Sudip Mandal	5.77	48
49.	446/04	K. Bharath Sastry	5.69	49
50.	450/04	Sripada V R S Sripathi	5.57	50
51.	438/04	K. N. Purushothaman	5.51	51
52.	457/04	T. G. Venkatesh	5.51	51
53.	451/04	N V N Suresh	5.46	53
54.	406/04	Rahul Balyan	5.43	54
55.	414/04	Ganagapenta Madhu	5.37	55
56.	437/04	Mahendra Pahariya	5.37	55
57.	443/04	Radhika Ravela	5.29	57
58.	408/04	Anhul Chauhan	5.06	58

**LIST OF STUDENTS AWARDED  
THE TITLE OF "FELLOW" IN 1999**

<u>Sl. No.</u>	<u>N a m e</u>	<u>Reg. No.</u>	<u>Area of Specialisation</u>	<u>Thesis Title</u>
1.	Shri Supriyo Ghosh	FP/4/93	MIS	Best-First Search Algorithms for AND/OR Graphs with Cycles.
2.	Shri Sanjay Verma	FP/3/93	MIS	Improved Methods of Scheduling Partially Ordered Jobs Under Resource constraints.
3.	Shri C. Krishna Kumar	FP/5/93	ORSA	Efficiency Based Production Planning and Control.



**ANNEXURE XXVI****LIST OF GRADUATING STUDENTS (PGDBM) - 1999**

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	43/3	Sanjay Deb	7.419	1
2.	24/3	Indranil Dutta	7.290	2
3.	9/3	Ansuman Roy	7.161	3
4.	63/3	Madhukar Jain	7.096	4
5.	2/3	Ajay Kejriwal	7.064	5
6.	41/3	Sandip Mukherjee	7.000	6
7.	23/3	Hirak Kayal	6.967	7
8.	3/3	Ajay Kumar	6.903	8
9.	25/3	Kaushik Pal	6.645	9
10.	8/3	Anjan Kundu	6.612	10
11.	10/3	Arindam Chatterjee	6.612	10
12.	16/3	Debjit Sur Ray Chodhury	6.612	10
13.	27/3	Kaushik Mukhopadhyay	6.612	10
14.	11/3	Barnali Roy	6.548	14
15.	21/3	H. Banerjee	6.548	14
16.	47/3	Soumya Sarkar	6.548	14
17.	58/3	Debashis Das	6.516	17
18.	22/3	Hillol Guha Roy	6.451	18
19.	55/3	Pranay Kumar Sinha	6.451	18

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
20.	7/3	Aninda Chowdhury	6.419	20
21.	45/3	Subhaendu S. Prasa	6.419	20
22.	15/3	Debajyoti Ray	6.387	22
23.	52/3	Vijaya Bandyopadhyay	6.387	22
24.	14/3	Clement P. Gomes	6.354	24
25.	6/3	Amitava Bose	6.290	25
26.	32/3	Partha Chakraborti	6.258	26
27.	12/3	Barno Basu	6.225	27
28.	48/3	Sourav Banerjee	6.225	27
29.	20/3	Harsh Jhunjunwala	6.161	29
30.	18/3	Gobindo Ch. Pal	6.096	30
31.	40/3	Samir Sinha	6.096	30
32.	57/3	Sudipta Saha	6.096	30
33.	53/3	Suman Das Barman	6.064	33
34.	42/3	Sanghamitra Guha	6.032	34
35.	31/3	Mohit Chattopadhyay	6.000	35
36.	5/3	Amit De	5.967	36
37.	26/3	Kaushik Mitra	5.935	37
38.	13/3	Bhaskar Biswas	5.870	38
39.	30/3	Mohit Kumar Ghatak	5.870	38
40.	51/3	Tarun Shankar Dasg	5.870	38

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
41.	36/3	Prosanto Kr. Malli	5.838	41
42.	46/3	Somnath Ghosh	5.838	41
43.	37/3	Rajat Chowdhury	5.774	43
44.	38/3	Rajib Kumar Pal	5.709	44
45.	54/3	Manas Majumder	5.709	44
46.	19/3	Gopaluni Manmohan	5.612	46
47.	35/3	Prosanta Kumar Tal	5.612	46
48.	61/3	Aloke Malik	5.612	46
49.	62/3	Uttam Kumar Saha	5.612	46
50.	1/3	Ajay Prakash	5.548	50
51.	17/3	Gaurav Raj Kumar	5.451	51
52.	29/3	Krishnendu Sanyal	5.419	52
53.	49/3	Subhajit Maitra	5.193	53

**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 34TH BATCH**

**1966**

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

**1967**

Gupta R.C.  
Metre R.K.  
Vijayan K.  
Krishnan S.A.  
Kardare 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**

Dhadeshwar 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 34TH BATCH**

**1984**

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

**1987**

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

**1990**

Manish Srivasta  
P. Venkatesh

**1993**

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

**1996**

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

**1999**

Narasimhan B.  
Amit Kumar Choudhary  
K. V. Subramanian  
Shailesh Kapoor  
Deepak Sharma

**1985**

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

**1988**

Gande Amerandra  
Rathi Rajesh  
Kumar Ashish  
Venkatanathan R.  
Gupta Hemant

**1991**

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

**1994**

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

**1997**

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

**1986**

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

**1989**

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

**1992**

Rajat Gupta  
Anurag Gupta  
Arnab Mukherjee  
Vipul Tuli  
Amit Gupta

**1995**

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

**1998**

Prashant Gupta  
Rahul Chowdhri  
Sriram Shrinivasan  
Aseem Agrawal  
S Jairam

POST GRADUATE DIPLOMA IN COMPUTER AIDED MANAGEMENT

1ST TO 4TH 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

**1999**

Sudipta Ghosh  
Arvind Kaushal  
Manish Rathi

**STATEMENT OF ACCOUNTS**

***1<sup>ST</sup> APRIL, 1998***

***TO***

***31<sup>ST</sup> MARCH, 1999***

**INDIAN INSTITUTE OF  
BALANCE SHEET AS**

LIABILITIES	Rs.	P.	Rs.	P.	Rs.	P.
<b>1. CAPITAL FUND :</b>						
<b>A. GENERAL ACCOUNT</b>						
<b>I. Government of India</b>						
As per last account	14,42,54,433.44					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>57,92,249.53</u>					
	15,00,46,682.97					
Add: Addition by Adjustment	---					
Less: Capital investment written off	<u>3,043.86</u>		15,00,43,639.11			
<b>II. Government of West Bengal</b>						
As per last account			<u>11,17,540.61</u>		15,11,61,179.72	
<b>B. CAMPUS ACCOUNT</b>						
<b>I. Government of India</b>						
As per last account	17,46,41,372.64					
Add: Grant received during the year transferred from Income & Expenditure A/c.	1,09,00,000.00					
<b>II. Government of West Bengal</b>						
As per last account	<u>11,86,687.00</u>		18,67,28,059.64			
<b>III. Bank Building</b>						
As per last account			<u>7,80,000.00</u>		18,75,08,059.64	
<b>C. LIBRARY DEVELOPMENT</b>						
As per last account					10,00,000.00	
<b>D. FORD FOUNDATION</b>						
As per last account					55,34,167.90	
<b>E. U N D P</b>						
As per last account					4,41,478.70	
<b>2. RESEARCH FUND</b>						
As per last account			81,74,509.78			
Less: Excess of Expenditure transferred from Income & Expenditure A/c.			<u>2,17,799.57</u>		79,56,710.21	



**MANAGEMENT CALCUTTA  
AT 31ST MARCH, 1999**

A S S E T S	Rs. P.	Rs. P.	Rs. P.
<b>1. <u>FIXED ASSETS</u></b>			
(As per Schedule 'A')			
As per last account	27,62,33,130.78		
Add: Addition during the year	<u>2,36,76,238.07</u>	29,99,09,368.85	
Less: Adjustment for write-off during the year		---	29,99,09,368.85
<b>2. <u>LOANS, ADVANCES AND OTHER RECEIVABLES</u></b>			
<b>A. <u>LOANS AND ADVANCES</u></b>			
<b>I. <u>PURCHASES AND SERVICES</u></b>			
a. General Account	3,23,02,569.42		
Less: Adjustment for write-off	<u>3,043.86</u>	3,22,99,525.56	
b. Construction Account	1,73,937.73		
<b>II. <u>Staff</u></b>	<u>80,49,705.97</u>	4,05,23,169.26	
<b>B. <u>OTHER RECEIVABLES</u></b>			
I. Accounts Receivables	5,52,39,720.15		
II. Deposit	71,154.72		
III. Claim	491.40		
IV. Consultancy	8,000.00		
V. Government of West Bengal	8,62,532.15		
VI. Accounts Receivable TDS (IT)	<u>9,75,861.00</u>	<u>5,71,57,759.42</u>	9,76,80,928.68
<b>3. <u>INVESTMENT</u></b>			
(As per schedule 'D')			38,99,07,832.00
<b>4. <u>INVENTORY OF STORES</u></b>			
I. <u>General Account</u>		93,260.00	
II. <u>Construction Account</u>		<u>12,36,091.96</u>	13,29,351.96
<b>5. <u>CASH &amp; BANK BALANCES</u></b>			
(As per schedule 'C')			2,22,12,818.22

**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>					1,07,50,744.14	
5. <u>MISCELLANEOUS FUNDS</u>					74,924.36	
6. <u>PROJECT - IN - PROGRESS</u>					53,81,993.41	
7. <u>SUSPENSE</u>					31,190.38	
8. <u>ENDOWMENT FUND</u>						
( As per Schedule 'B' )						
As per last Account	33,63,66,061.26					
Add. Addition during the year	16,55,000.00					
Add. Amount transferred from Income & Expenditure A/c towards Savings during the year	<u>12,82,25,881.27</u>		46,62,46,942.53			
Less: Expenditure during the year			<u>31,82,656.78</u>		46,30,64,285.75	
<b>TOTAL</b>					----- 83,29,88,226.43 =====	

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

sd/- R. RayChaudhuri  
Finance & Accounts Officer

**MANAGEMENT CALCUTTA  
AT 31ST MARCH, 1999**

<b>A S S E T S</b>	<b>Rs. P.</b>	<b>Rs. P.</b>	<b>Rs. P.</b>
6. <u>SUSPENSE</u>			25,19,280.56
7. <u>RESEARCH GRANT ASSETS</u> (As per schedule 'E')			36,25,162.94
8. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u> (As per schedule 'F')			1,58,03,483.22
<b>TOTAL</b>			<b>83,29,88,226.43</b>

sd/- Amitava Bose  
Director

## INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSETS 1998-99

Particulars	Net Block as on 1.4.98	Addition/ adjustment during the year 98-99	Gross Block as on 31.3.99	Receipt/ adjust ment during the year 98-99	Net Block as on 31.3.99
Land(inclgd Devpt.)	95,30,930.97	3,92,044.00	99,22,974.97		99,22,974.97
Buildings	13,18,72,876.40	79,40,889.00	13,98,13,765.40		13,98,13,765.40
Water Supply Installation	51,81,720.18	49,065.00	52,30,785.18		52,30,785.18
Electrical Installation	1,06,09,707.81	12,13,715.00	1,18,23,422.81		1,18,23,422.81
Boundary Walls	24,95,804.78	1,64,281.00	26,60,085.78		26,60,085.78
Roads, Drains & Culverts	54,46,430.97	---	54,46,430.97		54,46,430.97
Tubular Structure	20,89,810.96	---	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	47,72,804.30	---	47,72,804.30		47,72,804.30
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
Office Equipment	2,21,95,225.49	19,23,894.09	2,41,19,119.58		2,41,19,119.58
Office Furniture	65,79,940.71	1,35,243.23	67,15,183.94		67,15,183.94
Motor Vehicle & Cycles	27,85,719.08	33,000.00	28,18,719.08		28,18,719.08
Library Books & Periodicals	5,01,03,472.63	1,18,24,106.75	6,19,27,579.38		6,19,27,579.38
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
<b>Total:</b>	<b>27,62,33,130.78</b>	<b>2,36,76,238.07</b>	<b>29,99,09,368.85</b>		<b>29,99,09,368.85</b>

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

sd/- R. RayChaudhuri  
Finance & Accounts Officer

sd/-Amitava Bose  
Director

**INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**

**SCHEDULE - B**

Schedule of ENDOWMENT FUND as of 31.3.99

Sl. No.	Particulars	Amount	Amount
1.	<b><u>GENERAL ACCOUNTS</u></b> (Excess of Income over Expenditure)		
	As per last account	28,20,32,428.07	
	<u>Add</u> Matching Grant for 1996-97		
	<u>Add</u> Matching Grant for 1997-98		
	<u>Add</u> Donation received during the year		
	<u>Add</u> Interest earned on Investment during the year transferred from Income & Expenditure A/c	3,80,12,317.53	
	<u>Add.</u> Excess of Income over Expenditure transferred from Income and Expenditure A/c	<u>8,53,34,297.08</u>	40,53,79,042.68
2.	<b><u>CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS</u></b>		
	As per last account	1,46,48,311.54	
	<u>Add</u> Interest earned on Investment during the year	<u>19,74,299.00</u> 1,66,22,610.54	
	<u>Less</u> Expenditure during the year	<u>3,12,992.30</u>	1,63,09,618.24
3.	<b><u>CAMPUS</u></b>		
	As per last account	55,89,185.22	
	<u>Add</u> Interest earned on Investment during the year	<u>7,53,310.00</u>	63,42,495.22

**4. SCHOLARSHIP & PRIZES**

	As per last account	7,70,974.79	
<b>Add</b>	Interest earned on Investment during the year	<u>1,03,912.00</u>	
		8,74,886.79	
<b>Less</b>	Prizes & Scholarship Awarded	<u>94,665.00</u>	7,80,221.79

**5. MANAGEMENT CENTRE FOR HUMAN VALUES**

	As per last account	3,33,25,161.64	
<b>Add</b>	Donation received during the year	16,55,000.00	
<b>Add</b>	Interest earned on Investment during the year	<u>20,47,745.66</u>	
		3,70,27,907.30	
<b>Less</b>	Recurring Expenditure during the year	<u>27,74,999.48</u>	<u>3,42,52,907.82</u>
		Total :	<u>46,30,64,285.75</u>

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

sd/-R. RayChaudhuri  
Finance & Accounts Officer

sd/-Amitava Bose  
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - C

CASH AND BANK BALANCES AS ON 31.3.1999

A. GENERAL ACCOUNT

a. Cash-in Hand	92,135.81
b. <u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	17,91,877.91
Savings Account with SBI, Joka Branch	1,66,83,916.00
Current Account with SBI, Main Branch	1,08,401.34
Savings Account with SBI, Main Branch	5,60,618.41
Current Account with SBI, Joka Branch A/c. DECISION	14,356.70
Current Account with SBI, Joka Branch A/c. IIMC Endowment Fund	10,48,979.91
Savings Account with ICICI Banking Corporation	4,21,622.54
Savings Account with SBI, Main Branch, A/c. IIMC FC	5,326.00
Savings Account with SBI, Joka Branch A/c. IIMC R/D	3,24,376.83
Savings Account with Alipore Post Office	3,526.30

B. CONSTRUCTION ACCOUNT

Cash-in-Hand	2,952.67
<u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	11,28,986.85

C. PETTY CASH :

Postage Petty Cash Franking	25,740.95
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Total	<u>2,22,12,818.22</u>
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Samarendra Nath Basu  
Asst. Finance & Accounts Officer

R. RayChaudhuri  
Finance & Accounts Officer

Amitava Bose  
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - D

SCHEDULE OF INVESTMENT AS ON 31.3.1999

1.	Scholarship & Prize Fund	7,11,000.00
2.	Term Deposit	2,78,70,887.00
3.	Management Centre for Human Values	1,90,49,003.00
4.	Endowment Fund	34,22,76,942.00
	Total	<u>38,99,07,832.00</u>

Samarendra Nath Basu  
Asst. Finance & Accounts Officer

R. RayChaudhuri  
Finance & Accounts Officer

Amitava Bose  
Director



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE E

SCHEDULE OF ASSETS ACQUIRED OUT OF RESEARCH GRANT - AS ON 31.3.1999

<u>Particulars</u>		<u>Total</u>
<b><u>AICTE PROJECTS</u></b>		
<b><u>Technical Books</u></b>		
As Per Last A/c	97,086.18	
Add: Addition during the year	<u>6,566.29</u>	1,03,652.47
<b><u>Equipment</u></b>		
As per last A/C	30,18,504.00	
Add: Addition during the year	<u>7,337.35</u>	30,25,841.35
<b><u>IIPC PROJECT</u></b>		
<b><u>Equipment</u></b>		
As per last A/C	91,502.00	91,502.00
<b><u>Furniture</u></b>		
As per last A/C	50,195.12	50,195.12
<b><u>CMDS</u></b>		
<b><u>Equipment</u></b>		
As per last A/C	71,782.00	
Add: Addition during the year	<u>6,750.00</u>	78,532.00
<b><u>RESEARCH PROJECT - R &amp; D A/c.</u></b>		
Equipment	1,88,250.00	
Books	<u>87,190.00</u>	<u>2,75,440.00</u>
Total :		<u>36,25,162.94</u>

Samarendra Nath Basu  
Asst. Finance & Accounts Officer

R. RayChaudhuri  
Finance & Accounts Officer

Amitava Bose  
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - F

SCHEDULE OF ASSETS AS ON 31.3.1999

A/C. MANAGEMENT CENTRE FOR HUMAN VALUES

	<u>Particulars</u>	<u>Amount</u>	
1.	<b><u>BUILDING</u></b>		
	As per last A/c	1,40,43,047.39	
	Add: Addition during the year	<u>43,534.00</u>	1,40,86,581.39
2.	<b><u>EQUIPMENT</u></b>		
	As per last A/c	3,15,197.44	
	Add: Addition during the year	-----	3,15,197.44
3.	<b><u>PERIODICALS</u></b>		
	As per last A/c	1,23,490.50	
	Add: Addition during the year	<u>7,170.00</u>	1,30,660.50
4.	<b><u>BOOKS</u></b>		
	As per last A/c	6,47,588.40	
	Add: Addition during the year	<u>2,27,033.93</u>	8,74,622.33
5.	<b><u>ADVANCE - PERIODICALS</u></b>		
	As per last A/c	23,429.00	
	Add: Addition during the year	<u>72,992.56</u>	96,421.56
	Less : Adjustment SCULPTURE		<u>3,00,000.00</u>
	Total		<u>1,58,03,483.22</u>

Samarendra Nath Basu  
Asst. Finance & Accounts Officer

R. RayChaudhuri  
Finance & Accounts Officer

Amitava Bose  
Director

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

EXPENDITURE	Rs.	P.	Rs.	P.
<b>A. NON-PLAN</b>				
1. To <u>Pay and Allowances</u>			5,97,13,867.85	
2. " <u>Provident Fund Contribution, Gratuity and Pension</u>			1,27,37,501.08	
3. " <u>Travelling Expenses</u>			3,82,971.85	
4. " <u>Leave Travel Concession</u>			12,16,135.60	
5. " <u>Stationery and Printing</u>			3,96,634.41	
6. " <u>Postage, Telegram and Telephones</u>				
i. Postage & Telegram	64,887.80			
ii. Telephones	<u>9,77,715.75</u>		10,42,603.55	
7. " <u>Motor Car Expenses</u>				
i. Petrol & Diesel	4,20,507.26			
ii. Repairs & Maintenance to Automobiles	<u>5,03,131.35</u>		9,23,638.61	
8. " <u>Repairs, Renewals &amp; General Maintenance</u>			4,65,181.12	
9. " <u>Electricity &amp; Water Charges</u>			33,61,938.99	
10. " <u>Freight and Insurance</u>			4,14,651.00	
11. " <u>Advertisement and Publicity</u>			3,11,702.00	
12. " <u>Library Maintenance</u>			2,38,954.84	
13. " <u>Binding</u>			20,703.00	
14. " <u>Membership and Subscription</u>			8,732.50	
15. " <u>Post Graduate Diploma in Management</u>				
i. Common Admission Test	22,97,068.54			
ii. Selection Test	5,86,771.97			
iii. Convocation	1,03,059.80			
iv. Services & Supplies	<u>13,60,180.85</u>		43,47,081.16	
16. " <u>Post Graduate Diploma in Business Management</u>			10,62,583.22	
17. " <u>Fellowship Programme</u>			10,10,663.93	
18. " a. <u>Management Development Programme</u>	36,15,746.45			
b. <u>Management Development Complex</u>	<u>16,16,050.90</u>		52,31,797.35	
19. " <u>Extension Programme</u>			4,08,651.65	
20. " <u>Consultancy and In-Company Training Programme</u>			1,23,30,345.45	
21. " <u>Placement Expenses</u>			9,92,022.61	
22. " <u>Computer Centre Maintenance</u>			9,03,240.11	
23. " <u>Medical Expenses</u>			16,18,085.45	
24. " <u>Audit Fees</u>			2,85,985.00	
25. " <u>Legal Expenses</u>			1,25,965.75	
26. " <u>Board Meeting Expenses</u>			4,09,528.05	
27. " <u>Entertainment Expenses</u>			68,643.94	
28. " <u>Staff &amp; Students' Health Centre</u>			1,50,000.00	
29. " <u>Staff Welfare &amp; Amenities</u>			1,45,374.50	
30. " <u>Overtime and Honoraria</u>			5,05,148.43	
31. " <u>Contingencies</u>			8,98,123.37	
32. " <u>Campus Maintenance</u>			45,51,512.41	
33. " <u>Guest House Expenses</u>			72,580.00	
34. " <u>Alumni Activities Expenses</u>			1,43,080.78	

**MANAGEMENT CALCUTTA**  
**THE YEAR ENDED 31ST MARCH, 1999**

I N C O M E	Rs. P.	Rs. P.
1. By <u>Grants-in-Aid</u>		
<u>NON-PLAN</u>	11,50,00,000.00	
<u>PLAN</u>	<u>2,00,00,000.00</u>	13,50,00,000.00
2. " <u>Post Graduate Diploma in Management</u>		
i. Common Admission Test Fees	86,60,325.00	
ii. Admission Fees	17,22,347.00	
iii. Tuition Fees	1,83,09,355.00	
iv. Course Materials	4,18,400.00	
v. Library Fees	20,80,000.00	
vi. Lodging	23,42,700.00	
vii. Alumni Fees	89,500.00	
viii. Computer Fees	<u>26,56,800.00</u>	3,62,79,427.00
3. " <u>Post Graduate Diploma in Computer Management</u>		
i. Application Fees	6,48,000.00	
ii. Admission Fees	3,84,000.00	
iii. Tuition Fees	42,67,500.00	
iv. Lodging	5,61,000.00	
v. Course Materials	1,01,900.00	
vi. Computer Fees	6,37,800.00	
vii. Library Fees	4,96,000.00	
viii. Alumni Fees	<u>22,500.00</u>	71,18,700.00
4. " <u>Post Graduate Diploma in Business Management</u>		
i. Application Fees	1,43,650.00	
ii. Admission Fees	1,18,000.00	
iii. Term Fees	48,90,000.00	
iv. Alumni Fees	<u>29,500.00</u>	51,81,150.00
5. " <u>Fellowship Programme</u>		
i. Application Fees	71,690.00	
ii. Registration & Dissertation Fees	2,600.00	
iii. Lodging	34,200.00	
iv. Alumni Fees	<u>2,000.00</u>	1,10,490.00
6. " <u>Management Development Programme</u>	59,83,136.00	
" <u>MDP Complex</u>	64,38,355.30	
" <u>Management Training Centre</u>	<u>45,000.00</u>	1,24,66,491.30
7. " <u>Extension Programme</u>		6,13,000.00
8. " <u>Consultancy &amp; In-Company Training Programme</u>		1,61,40,989.75

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

EXPENDITURE	Rs.	P.	Rs.	P.
35. " <u>Rent, Rates and Taxes</u>				
Faculty Accommodation	1,72,256.00			
Less : Recoveries/Adjustments	<u>22,840.00</u>		1,49,416.00	
Sub Total (A)			<u>11,66,45,045.56</u>	
<b>B. <u>PLAN</u></b>				
1. To a. <u>Faculty Development</u>	37,18,370.95			
b. <u>Officers' Development</u>	5,36,243.60			
c. <u>Staff Development</u>	<u>56,600.00</u>		43,11,214.55	
2. " a. <u>Faculty Participation in International Conferences</u>	6,33,731.34			
b. <u>Seminar and Conferences</u>	<u>4,70,741.20</u>		11,04,472.54	
3. " <u>Centre for Management &amp; Development Studies</u>			1,51,806.93	
4. " <u>Preparation of Working Papers, Newsletter and Decision</u>			69,135.20	
5. " <u>Special Programme on Rural Development</u>			87,011.52	
6. " <u>Computer Centre Infrastructure</u>			<u>6,74,946.50</u>	
Sub Total (B)			<u>63,98,587.24</u>	
<b>C. <u>SPONSORED PROJECTS</u></b>				
" a. RESEARCH PROJECTS - AICTE	2,17,799.57			
b. OTHER CMDS PROJECT	<u>1,91,128.10</u>		4,08,927.67	
Sub Total (C)			<u>4,08,927.67</u>	
Sub Total (A + B + C)			<u>12,34,52,560.47</u>	
<b>D. <u>EXCESS OF INCOME OVER EXPENDITURE TRANSFERRED TO BALANCE SHEET</u></b>				
a. General Account			57,92,249.53	
b. Campus Account			1,09,00,000.00	
c. Research Fund			(-) 2,17,799.57	
d. Endowment Fund				
i. Interest on Endowment Fund	4,28,91,584.19			
ii. Savings	<u>8,53,34,297.08</u>		<u>12,82,25,881.27</u>	
Total			<u>26,81,52,891.70</u>	

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

sd/- R. RayChaudhuri  
Finance & Accounts Officer

**MANAGEMENT CALCUTTA  
THE YEAR ENDED 31ST MARCH, 1999**

I N C O M E	Rs. P.	Rs. P.
9. " <u>Transport</u>		3,67,716.08
10. " <u>Furniture Rent</u>		748.00
11. " <u>Rent for Quarters</u>		1,24,435.12
12. " <u>Rent for Bank Building</u>		1,75,812.00
13. " <u>Interest on Advance for Cycles, Scooter &amp; Motor Car</u>		63,775.50
14. " <u>Guest House</u>		45,000.00
15. " <u>Interest on Advance for House Building</u>		1,79,271.00
16. " <u>Alumni Activities Income</u>		66,000.00
17. " <u>Placement Income</u>		57,89,654.00
18. " <u>Miscellaneous Income</u>		50,01,010.41
19. " <u>Sale of Text Books</u>		9,010.00
20. " <u>Royalty</u>		13,058.25
21. " <u>Subscription for DECISION</u>		31,025.00
22. " <u>Seminar &amp; Conferences Income</u>		1,44,000.00
23. " <u>Sponsored Research Project</u>		1,91,128.10
24. " <u>INTEREST ON ENDOWMENT FUND INVESTMENT-MCHV</u>		20,47,745.66
25. " <u>INTEREST ON ENDOWMENT FUND INVESTMENT</u>		4,08,43,838.53
26. " <u>Rent for Faculty Accommodation</u> <u>Transferred to Government of West</u> <u>Bengal - As per Contra</u>		1,49,416.00
TOTAL		26,81,52,891.70 =====

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		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. ICICI Banking Corporation	15,361.46	
Savings A/c. IIMC FC Account	5,094.00	
Savings A/c. R/D A/c. (IIMC)	---	1,72,64,117.15
" <u>Petty Cash</u> :		
Postage - Petty Cash Franking		31,344.95
To <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>	92,056.42
To <u>Grant-in-Aid : Govt. of India</u>		8,12,50,000.00
To <u>Post Graduate Diploma in Management:</u>		
Common Admission Test Fees	86,60,325.00	
Admission Test PGP	17,22,347.00	
Course Materials "	4,19,400.00	
Tuition Fees	2,29,81,991.00	
Computer Fees	26,67,400.00	
Library Fees	20,88,400.00	
Lodging	23,51,800.00	
Alumni Fees	<u>89,500.00</u>	4,09,81,163.00

**MANAGEMENT CALCUTTA  
THE YEAR ENDED 31ST MARCH, 1999**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			3,86,20,609.86	
" Salary - Children Education Allowance			5,105.00	
" Leave Salary & Pension Contributin			6,18,505.00	
" Gratuity			30,00,148.06	
" Deposit Linked Insurance			30,000.00	
" Pension			75,69,564.18	
" Travelling Expenses			4,74,082.55	
" Leave Travel Concession			14,88,791.00	
" Stationery & Printing			6,92,447.64	
" Postage Expenses			11,360.80	
" Telephone Expenses			10,76,301.00	
" Motor Car Expens			7,43,357.46	
" Repairs & Renewals			2,47,404.25	
" Electricity & Water Charges			38,42,914.71	
" Freight & Insurance			4,14,651.00	
" Advertisement & Publicity			3,06,575.00	
" Library Maintenanc			1,30,437.83	
" Binding			20,289.00	
" Membership & Subscription			8,732.50	
" PGP S & S			12,08,699.12	
" PGP Common Admission Test			23,11,404.82	
" PGP Selection Test Expenses			6,54,346.55	
" Convocation			93,399.80	
" PGDBM S & S			6,07,947.85	
" F.P. S & S			9,21,086.90	
" MDP S & S			17,13,105.00	
" MDP Complex Expenses			14,60,994.72	
" Extension Programme S & S			3,97,129.15	
" Consultancy Project Expenses			19,03,836.95	
" Placement Expenses			9,32,753.35	
" Computer Centre Maintenance			6,10,238.28	
" Medical Expenses			16,19,576.15	
" Legal Expenses			1,21,089.75	
" Board Meeting Expenses			3,54,170.97	
" Entertainment Expenses			65,021.14	
" Staff and Student Health Centre			1,50,000.00	
" Staff Welfare and Aminities			1,64,950.00	
" Overtime and Honorarium			5,01,982.52	
" Audit Fees			2,86,230.00	
" Contingencies			4,78,994.37	
" Campus Maintenance			12,54,400.61	
" Misc. Expenses - Bank Charges			1,75,801.63	
" Guest House Expenses			33,415.00	
" Aluminium Activities Expenses			2,15,493.78	
" Faculty Development			30,42,910.90	
" Officer Development			4,75,529.96	
" Staff Development			42,076.16	
" Faculty Participation in INTNL. Conf			7,80,287.34	
" Seminar and Conference			3,00,279.95	



**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	6,48,800.00	
Tuition Fees	42,82,000.00	
Lodging Fees	5,62,700.00	
Course Materials	1,02,100.00	
Computer Fees	6,39,600.00	
Library Fees	4,96,000.00	
Alumni Fees	22,500.00	
Admission Fees	<u>3,84,000.00</u>	71,37,700.00
To <u>Fellowship Programme :</u>		
Registration & Dissertation Fees	700.00	
Application Fees	71,690.00	
Alumni Fees	<u>2,000.00</u>	74,390.00
To <u>Post Graduate Diploma in Business Management :</u>		
Application Fees	1,44,200.00	
Term Fees	48,98,940.00	
Admission Fees	1,20,000.00	
Alumni Fees	<u>30,000.00</u>	51,93,140.00
To Management Development Programme Income		59,95,659.00
To Management Development Programme Complex Income		21,59,350.30
To Management Training Centre Income		45,000.00
To Extension Programme Income		6,13,000.00
To Consultancy Project Income		1,73,08,269.00
To Transport Income		72,187.00
To Rent for Quarters		111.50
To Rent for Bank Building		1,75,812.00
Interest on Cycle/Scooters and Motor		51,745.00
To Sale of Text Books		9,010.00
To Royalty		13,058.25
To Interest/Dividend from P.F. Investment		62,96,520.86
To Subscription for DECISION		31,025.00
To Miscellaneous Income - Others		48,65,059.95
To Interest on House Building Advance		40,437.00
To Seminar & Conferences Income		2,44,000.00

**MANAGEMENT CALCUTTA**  
**THE YEAR ENDED 31ST MARCH, 1999**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Security Deposit			39,205.00	
" Caution Deposit PGP			9,01,000.00	
" Caution Deposit PGDCM			2,20,000.00	
" Caution Deposit PGDBM			22,385.00	
" Suspense Revenue Stamp			5,561.00	
" L.I.C. Clearing			7,76,538.07	
" Clearing A/c. Staff Co. Cr. Ltd.			32,09,689.45	
" Clearing A/c. Staff on Deputation			27,316.00	
" Clearing A/c. Staff Comm. Welfare			16,236.00	
" Clearing A/c. IIMCEU Subscription			981.50	
" Clearing A/c. LIC - GSLI			2,65,875.00	
" P.F. Clearing			89,17,346.00	
" Liabilities for Income Tax			33,66,445.00	
" Liabilities for Income Tax Contr.			1,85,466.00	
" Liability for Sales Tax			1,50,638.00	
" Liability for Provisional Tax			2,85,637.00	
" Unpaid Salary			1,21,675.24	
" Unpaid O/T and Honorarium			29,759.00	
" Course Material PGP			1,800.00	
" Computer Fees PGP			10,400.00	
" Tuition Fees PGP			46,75,636.00	
" Library Fees PGP			9,000.00	
" Lodging PGP			9,100.00	
" Application fees PGDCM			800.00	
" Tuition Fees PGDCM			14,500.00	
" Lodging PGDCM			1,700.00	
" Course Material PGDCM			200.00	
" Computer Fees PGDCM			1,800.00	
" Library Fees PGDCM			1,600.00	
" Application Fees PGDBM			550.00	
" Admission Fees PGDBM			2,000.00	
" Term Fees PGDBM			9,000.00	
" Alumni Fees PGDBM			500.00	
" MDP Income			23,523.00	
" Consultancy Project Income			1,60,542.00	
" Transport Income			480.00	
" Furniture Rent			100.00	
" Rent for Quarters			460.50	
" Interest on Cycle/Scooter/Motor Car			643.50	
" Misc. Income and Others			3,658.00	
" Interest on House Building Advance			990.00	
By <u>CONSTRUCTION ACCOUNT</u> :				
" Land			3,92,044.00	
" Hostel Building			5,62,026.00	
" Instructional Building			9,40,563.00	
" Residential Building			51,67,683.00	
" MDP Hostel Complex			11,85,028.00	
" Water Supply Installation			49,065.00	
" Electrical Installation			12,13,715.00	
" Boundary Wall			1,64,281.00	
" Stock			10,07,946.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Alumni Activity Income		66,000.00
To Placement Income		56,84,154.00
To Interest on Endowment Fund Investment - MCHV		20,47,745.66
To Interest on Endowment Fund Investment		4,05,82,558.53
To Telephone Charge - Recoverable		3,108.00
To PF Clearing		4,560.00
To Misc Charges Recoverable		20.74
To Accounts Receivable		2,85,02,857.50
To Accounts Receivable - Placement		13,80,000.00
To IIMC Students' Association		1,75,800.00
To Advance Festival		540.00
To Advance - Consultancy Project		2,11,922.58
To Advance - Extension Programme		5,362.50
To Advance - Vendors		8,128.00
To Advance - Personal		3,69,204.17
To Advance - House Building		1,26,715.00
To Advance - Motor Car & Scooter		78,400.00
To Advance - Centre		13,262.70
To Term Deposit		28,66,49,026.97
To Donation Fund - MCHV		15,06,301.35
To Investment - Endowment Fund		24,50,000.00
To Deffered Revenue Income		1,19,500.00
To Account Payable		2,91,269.40
To Scholarship Donation Repayable		23,32,810.00
To P.F. Payable		10,97,443.50
To Donation and Prizes		2,33,879.75
To Donation Fund for MCHV		16,55,000.00
To Group Insurance Repayable		2,65,523.00
To Earnest Deposit		5,880.00
To Security Deposit		21,654.00
To Caution Deposit PGP		11,01,000.00
To Caution Deposit PGDCM		2,70,000.00
To Caution Deposit FP		4,000.00
To Caution Deposit PGDBM		33,500.00

**MANAGEMENT CALCUTTA**  
**THE YEAR ENDED 31ST MARCH, 1999**

P A Y M E N T S	Amount	
	Rs.	P.
" Centre for Management Development Studies	1,48,313.35	
" ICSSR Research Fellowship	46,294.85	
" Preparation of Working paper Decision	46,320.00	
" Special Programme on Rural Development	59,346.55	
" Centre for Public Enterprise Studies	1,68,318.46	
" Computer Centre Infrastructure	5,73,627.50	
" Research Project R & D Expenses	50.00	
" Research Project Expenses AICTE	29,786.00	
" Technical Books AICTE	6,566.29	
" Equipment and Furniture AICTE	91,250.00	
" Sulpture MCHV	1,88,000.00	
" Advance Periodicals MCHV	72,992.56	
" Books MCHV	2,27,033.93	
" MCHV Expenses	19,80,777.93	
" Instt. of Industries Partnership Cell	3,085.35	
" Rent Rates and Taxes	1,70,890.00	
" Suspenses	1,39,800.00	
" Equipment	6,91,853.17	
" Equipment CMDS	6,750.00	
" Furniture and Fixture	58,084.68	
" Books	54,40,747.37	
" Library Development Microforms	2,045.00	
" Electricity Charges Recoverable	2,503.00	
" Telephone Charges Recoverable	96,001.00	
" D.D.F.R	8,610.00	
" Misc. Charges Recoverable	3,827.05	
" Account Receivable	34,008.41	
" IIMC Student Association	2,10,842.00	
" Advance Festival	4,32,340.00	
" Advance Periodical	85,043.00	
" Advance Research Journal	69,01,653.83	
" Advance Consultancy Project	17,36,500.00	
" Advance E.P.	10,000.00	
" Advance Vendors	1,07,95,254.06	
" Advance Personal	7,68,855.35	
" Advance House Building	35,54,223.00	
" Advance Purchase	1.00	
" Advance Cycle	19,700.00	
" Advance Motor Car and Scooter	5,34,000.00	
" Advance Tabel Fan	15,300.00	
" Advance Centre	1,25,500.00	
" Term Deposit	27,41,53,794.97	
" Investment Donation Fund MCHV	30,06,301.35	
" Investment Endowment Fund	9,77,00,000.00	
" Suspense Payable	43,82,343.00	
" Accounts Payable	12,84,241.90	
" Scholarship Donation Repayable	4,13,030.00	
" P.F. Payable	92,82,830.00	
" F.F.R.A.	34,588.00	
" Donation and Prizes	3,55,200.00	
" Group Insurance Repayable	1,79,135.00	
" Endowment Fund	1,06,665.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To L.I.C. Clearing		819.50
To Clearing A/c./ G.S.L.I.		3,500.00
To Liability for Income Tax		5,540.00
To Unpaid Salary		1,09,419.24
To Unpaid O/T Honorarium		29,759.00
To Salary		12,369.00
To Gratuity		55,666.00
To Pension		69,855.00
To Travelling Expenses		1,54,077.00
To L.T.C. Expenses		2,14,740.50
To Telephone Expenses		95,388.25
To Electricity and Water Charges		1,10,090.49
To Library Maintenance		36,708.20
To PGP Services and Supplies		3,165.50
To Common Admission Test Expenses		95,630.08
To Selection Test Expenses		1,33,669.18
To Convocation		720.00
To PGDBM S & S		21,284.00
To MDP S & S		85,298.55
To EP S & S		19,214.70
To Consultancy Project Expenses		4,753.00
To Medical Expenses		4,730.75
To Entertainment		1,717.00
To Staff Welfare and Aminties		22,000.00
To O/T and Honorarium		75.00
To Audit Fees		245.00
To Contingencies		11,862.00
To Misc Expenses- Bank Charges		23,952.00
To Alumini Activities Expenses		9,169.18
To Faculty Development		14,998.00
To Faculty Par. Intern. Conference		1,55,395.00
To Seminar and Conference		18,751.00
To Centre for Mgt. Devpt. Studies		1,87,245.00
To ICSSR Research Fellowship		1,17,681.00

**MANAGEMENT CALCUTTA  
THE YEAR ENDED 31ST MARCH, 1999**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
" Teaching Block	85,589.00			
" Building MCHV	43,534.00			
" Security Deposit	6,02,553.00			
" MCHV Expenses	4,966.00			
" Liabilities for Sales Tax	1,87,868.00			
" Liability for Income Tax	1,91,250.00			
" Campus Maintenance	32,47,618.90			
" Repairs and Renewals	1,42,436.00			
" Bank Charges	1,220.00			
" Library Maintenance	97,325.00			
" Computer Centre Maintenance	1,99,770.00		1,54,86,480.90	
By <u>Expenses out of Imprest Funds</u>				
" Postage - Petty Cash Franking				3,05,604.00
" Imprest Fund - Transport	20,610.53			
" Imprest Fund - Maintenance	18,784.75			
" Imprest Fund - Library	2,932.65			
" Imprest Fund - Hostel Maintenance	945.00			
" Imprest Fund - Electricity & Water Supply	912.90			
" Imprest Fund - PGP	11,709.93			
" Imprest Fund - Admission	7,955.50			
" Imprest Fund - M D P	3,040.70			
" Imprest Fund - City Office	3,12,953.98			
" Imprest Fund - Computer Centre	5,721.60			
" Imprest Fund - MCHV	12,000.00			
" Imprest Fund - Cash	854.00			
" Imprest Fund - Purchase	<u>3,821.20</u>		4,02,242.74	
"				
By <u>Closing Balances :</u>				
" Cash in Hand				92,135.81
" <u>Cash at Bank</u>				
" Current A/c. with SBI, Main Branch	1,08,401.34			
" Current A/c. with SBI, Joka Branch	17,91,877.91			
" Current A/c. with SBI, Joka Branch, A/c. DECISION	14,356.70			
" Savings A/c. with SBI, Main Branch	5,60,618.41			
" Savings A/c. with SBI, Joka Branch	1,66,83,916.00			
" Savings A/c. with Alipore Post Office	3,526.30			
" Savings A/c. with SBI Joka Branch, IIMC Endowment Fund	10,48,979.91			
" Savings A/c. with ICICI Banking Corporation	4,21,622.54			
" Savings A/c. with SBI, Main Branch, A/c. IIMC FC	5,326.00			
" Savings A/c. R & D	<u>3,24,376.83</u>		2,09,63,001.94	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To MCHV Expenses		8,305.50
To Suspense		71,200.00
To <u>Construction Account</u> :		
Security Deposit	6,49,536.00	
Liability for Sales Tax	2,38,809.00	
Liability for Income Tax - Contractors	2,42,194.00	
Electricity Charges	8,638.00	
Miscellaneous Deposit	25,000.00	
Misc. Income	<u>62,187.00</u>	12,26,364.00

TOTAL

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57,04,36,540.59  
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sd/- Samarendra Nath Basu  
Asstt. Finance & Accounts Officer

sd/- R. Raychaudhuri  
Finance & Accounts Officer

**MANAGEMENT CALCUTTA  
THE YEAR ENDED 31ST MARCH, 1999**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By <u>Petty Cash</u>				
" Postage - Petty Cash Franking				25,740.95
By <u>CONSTRUCTION ACCOUNT</u>				
" Cash in Hand		2,952.67		
" <u>Cash at Bank</u> (Current A/c. with SBI, Joka Branch)		<u>11,28,986.85</u>		<u>11,31,939.52</u>

Total

97,04,36,540.59

Sd/- Amitava Bose  
Director



**INDIAN INSTITUTE OF  
PROVIDENT  
BALANCE SHEET**

**LIABILITIES**

**IIMC CONTRIBUTORY PROVIDENT FUND**

<b>Subscription</b>			
As per last account 97-98	1,60,71, 222.99		
<u>Less: Adjustment</u>	704.00		
	-----		
	1,60,70, 518.99		
<b>Add: During the year 98-99</b>	52,34, 800.00		
	-----		
	2,13,05, 318.99		
<b><u>Less: Withdrawal</u></b>	09,64, 377.67	2,03,40,941.32	
<b>Contribution</b>			
As per last account 97-98	1,49,08, 687.00		
<u>Add: Adjustment</u>	1, 230.00		
During the year	41,71, 538.00		
	-----		
	1,90,81, 455.00		
<b><u>Less: Withdrawal</u></b>	02,87, 387.00	1,87,94,068.00	3,91,35,009.32

**IIMC General Provident Fund:**

As per last account 97-98	2,08,50, 003.29		
<u>Less: Adjustment</u>	2, 532.00		
	-----		
	2,08,47, 471.29		
<b><u>Add: During the year 98-99</u></b>	<u>66,66, 084.00</u>	2,75,13,555.29	
<b><u>Less: Withdrawal</u></b>		32,64,040.61	2,42,49,514.68
		-----	-----
			<u>6,33,84,524.00</u>

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

sd/- R. Raychaudhuri  
Finance & Accounts Officer

**MANAGEMENT CALCUTTA  
FUND  
AS AT 31ST MARCH, 1999**

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**A S S E T S**

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**PROVIDENT FUND INVESTMENT**

As per last account 97-98	5,03,61,000.00		
Add: During the year 98-99	1,30,52,797.00		6,34,13,797.00
	-----		
Less: Encashment/Withdrawal		53,50,000.00	5,80,63,797.00
 Contributory Provident Fund			
As per past Account 97-98	06,49,103.00		
Add: Payment During the year 98-99	05,77,960.00	12,27,063.00	
	-----		
Less: Recovered		06,00,188.00	06,26,875.00
		-----	
 General provident Fund Loan			
As Per last account 97-98	08,44,341.00		
Add: Payment during 98-99	06,58,555.00		15,03,296.00
	-----		
Less: Recovered		08,11, 276.00	06,92,020.00
		-----	
 Provident Fund Receivable			100.00
 Bank balance			40,01,732.00
			6,33,84,524.00

sd/- Amitava Bose  
Director

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## Provident Fund

Receipt & Payment A/c. for the year ended 31st March 1999

R E C E I P T		P A Y M E N T S	
Opening Bank Balance	3,18,408.78	IIMC CPF	12,36,764.67
IIMC CPF	33,28,271.00	IIMC GPF	34,49,701.61
IIMC GPF	44,18,182.00	CPF Loan	5,77,960.00
CPF Loan	5,85,188.00	GPF Loan	6,58,955.00
GPF Loan	7,93,776.00	PF Receivable	71,39,413.36
P.F. Receivable	1,45,68,993.86	PF Investment	122,98,293.00
P.F. Investment	53,50,000.00	Bank Balance	40,01,732.00
<b>Total:</b>	<b>2,93,62,819.64</b>		<b>293,62,819.64</b>

sd/- Samarendra Nath Basu  
A. Finance & Accounts Officer

sd/- R. Raychaudhuri  
Finance & Accounts Officer

sd/- Amitava Bose  
Director

# INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

## Provident Fund

Trial Balance - 1998-99

D E B I T		C R E D I T	
P.F. Investment	5,80,63,797.00	IIMC CPF	3,91,35,009.32
CPF Loan	6,26,875.00	IIMC GPF	2,42,49,514.68
GPF Loan	6,92,020.00		
P.F. Receivable	100.00		
Bank	40,01,732.00		
Total:	6,33,84,524.00		6,33,84,524.00

sd/- Samarendra Nath Basu  
A. Finance & Accounts Officer

sd/- R. Raychaudhuri  
Finance & Accounts Officer

sd/- Amitava Bose  
Director

## **AUDIT CERTIFICATE**

I have examined the Receipt and Payment Account/Income and Expenditure Account for the year ended 31 March 1999 and the Balance Sheet as on 31 March 1999 of Indian Institute of Management, Calcutta. I have obtained all the information and explanations that I have required, and subject to the observations in the appended Audit Report, I certify, as a result of my audit, that in my opinion these accounts and Balance Sheet are properly drawn up so as to exhibit a true and fair view of the state of affairs of the Indian Institute of Management, Calcutta according to the best of information and explanations given to me and as shown by the books of the organisation.

Place : Calcutta  
Date : 16.12.99

sd/-  
(MALA SINHA)  
Pr. Director of Audit  
Central :: Calcutta

**Audit Report on the accounts of the  
Indian Institute of Management Calcutta  
for the year 1998-99.**

**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, management development programmes, extension programmes, consultancy and training programmes, rent, royalty and sale proceeds of publications. Out of the total sanctioned grants of Rs. 1350.00 lakh for the year 1998-99, the Institute actually received Rs. 812.50 lakh during the year and Rs. 537.50 lakh remained receivable as at 31 March, 1999.
- 1.3 The annual accounts of the Institute for the year 1998-99 have been audited under Section 20(1) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The audit of the Institute has been entrusted to the Comptroller and Auditor General of India upto the year 2001-02.

**2. Comments on Accounts**

- 2.1 To introduce transparency in Accounts, the Institute had been advised in July 1999 to append "Significant Accounting Policies" and "Notes to Accounts" indicating items accounted for on cash basis, fixed assets and inventory valuation, non-applicability of Income Tax on the surplus of the organisation, exemption from statutory enactments, treatment of contingent liabilities, etc. The Institute, however, did not append the same to its Annual Accounts for the year 1998-99.

The Institute stated that "Notes to Accounts" would be appended on receipt of directive from the Ministry.

- 2.2 Despite mention in Audit Report for 1997-98, the Assets Register maintained by the Institute exhibited only those Assets which were acquired by the Institute from 1990-91 onwards. Nomenclature wise cost of assets, acquired prior to 1990-91 were not included in the Register. As a result, the correctness of the figure shown in the Balance Sheet under "Fixed Assets" (Rs. 2999.09 lakh) was not verifiable in Audit.
- 2.3 The asset accounts depict book value of acquisition and do not exclude obsolescent, unusable, irreparable and condemned assets and also do not take into account depreciation with corresponding reduction of capital accounts. Therefore, the capital and

asset accounts are overstated accordingly thereby not giving the correct picture.

- 2.4 The physical verification of Assets for the year of 1998-99 was not completed and recorded in Assets Register. Physical existence of the assets could not, therefore, be ascertained in Audit.

The Institute stated in October 1999 that the physical verification of Assets for the year of 1998-99 had since been completed and was being placed before the competent authority for further action.

- 2.5 The Balance Sheet exhibited Rs. 322.99 lakh under the head "Loans and Advances" (Purchase and Services - (a) General Account) which included outstanding balance under the head "Advance - Periodicals and Research Journals" for Rs. 76.28 lakh against Rs. 78.68 lakh shown in the records maintained in the "Library" of the Institute, resulting in discrepancy of Rs. 2.40 lakh which needs reconciliation.

The Institute stated in October 1999, that the matter was under reconciliation.

- 2.6 Bank Reconciliation as on 31 March 1999 in respect of current account maintained by the Institute with the State Bank of India, Joka Branch, revealed that the following adjustment/settlement of discrepancies relating to past years were not yet done :-

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	No. of items	Amount	Period to which it relates
Amounts debited in Cash Book but not credited in the Bank Statement	225	Rs. 1.86 lakh	1981-82 to 1997-98

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- 2.7 As on 31 March 1999, the accounts of the Management Centre for Human Values (MCHV) exhibited total assets for Rs. 348.52 lakh (fixed assets Rs. 158.03 lakh and investment Rs. 190.49 lakh) against the total Fund balance of Rs. 342.53 lakh. As a result, total assets of MCHV accounts was exhibited excess to the extent of Rs. 5.99 lakh due to wrong charging of recurring expenses of general Fund of the Institute to the MCHV Fund Accounts. This resulted in understatement of Fund balance of MCHV Accounts and overstatement of excess of income, over expenditure of general Accounts by Rs. 5.99 lakh.

The Institute stated in October 1999 that the excess amount would be met from the interest to be earned during 1999-2000.

- 2.8 Incentive/Commission Rs. 6.09 lakh earned out of investments of Endowment Fund was wrongly credited as "Miscellaneous Income" of the Institute instead of crediting the same direct to the "Endowment Fund". Savings of Rs. 853.34 lakh as transferred to Endowment Fund was thus overstated by Rs. 6.09 lakh. As a result, "Excess of Income over Expenditure" was also overstated to the extent of Rs. 6.09 lakh.

The Institute stated in October 1999 that as the incentive/commission had been earned using the Institutes infrastructure, the same was credited under "Miscellaneous Income". The reply is not tenable as "Endowment Fund" is a separate account and any income arising out of it should have been credited to the Fund.

- 2.9 The Institute maintained CPF and GPF Account but the Investment Account and Cash/Bank balance of the Institute had not been exhibited in the Balance Sheet distinctly in respect of GPF Account and CPF Account. As a result, the amount of investment in respect of both GPF and CPF Account and the cash/bank balances could not be verified in Audit.

The Institute should maintain the Investment and cash/bank balances separately in the Accounts of 1999-2000 onwards.

The Institute stated in December 1999 that the observation would be complied with in next accounts.

- 2.10 The Receipt & Payment Accounts of the Institute had not been maintained distinctly under Plan & Non-Plan head. There was mix up of Plan & Non-plan transactions in Income & Expenditure Accounts as excess of Income over Expenditure was not shown separately.

The Receipt & Payment Accounts and excess of Income over expenditure or vice-versa need to be maintained under Plan and Non-plan head in the Accounts of 1999-2000 onwards.

The Institute stated in December 1999 that the observation would be complied with in next accounts.

- 2.11 (i) Investment Schedule (Schedule - D) appended to the Annual Accounts of the Institute did not indicated details of bank amount/date, period, percentage rate of interest, date of maturity, etc.



The Schedule need to be appended to the Accounts in elaborate form indicating the above detail in next Accounts and onwards.

(ii) In the annual Accounts of the Institute, the figures of previous years, were not indicated in left side.

This should be indicated henceforth.

The Institute stated in December 1999 that the observation would be complied with in next accounts.

- 2.12 The Balance Sheet exhibited Rs. 25.19 lakh under the head "Suspense Account" in Assets side. As stated by the Institute, the Suspense account arose as Proper documents could not be traced and in one case the matter was under sub-judice.

As exhibition of Suspense head dilutes the accuracy of Accounts, efforts need to be made to identify the proper head and exhibit the transaction in Accounts accordingly.

The Institute stated in December 1999 that the observation would be complied with in next accounts.

- 2.13 A minus balance of Rs. 2,17,799.57 has been exhibited in the Income and Expenditure Accounts resulting in under statement of excess of income over expenditure.

Place : Calcutta  
Date : 16.12.99

sd/-  
**(MALA SINHA)**  
Pr. Director of Audit  
Central : Calcutta

**Replies to Audit Report on the accounts of the Indian Institute of  
Management Calcutta for the year 1998-99**

**1. Introduction.**

1.1 Confirmed.

1.2 While Confirming the figure it is stated that the receivable amount of Rs.537.50 lakh has already been received from GOI

1.3 Confirmed.

**2. Comments on Accounts.**

2.1 Accepting the need of Transparency, in Accounts by appending 'Significant Accounting Policies', it is a pre-requirement for us to get directive from Ministry in this regard to introduce it.

2.2 Separate asset registers for assets acquired prior to 1990-91 exist which are however, not exactly in the Prescribed proforma (GFR 19) 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. As pointed out by audit Asset Registers as per GFR 19 has been introduced from 1990-91 with opening balance as on 1.4.1990 and the assets acquired from 1990-91 has been recorded in the said Registers and tallied with the figures shown in the Balance Sheet.

- 2.3 As per practice followed in Govt., depreciation is not charged to assets. It is noted for future reference if directed by our Ministry with reference to above para 2.1.
- 2.4 Physical verification of Assets for the year 1998-99 has been Completed and is being placed before the Competent authority for further action.
- 2.5 The matter is under reconciliation.
- 2.6 The matter is still under negotiation with the Bank Authority.
- 2.7 While confirming the fact of excess assets to the tune of Rs.5.99 lakh created for MCHV during 1998-99 against total fund, it is stated that the contention of audit regarding charging a considerable portion of revenue expenditure of general account of the Institute to MCHV is not correct. It is confirmed that charging of all recurring expenditures of MCHV has been rightly booked against this head. The excess amount of Rs.5.99 lakh will be met from the interest to be earned during 1999-2000.
- 2.8 Incentive/Commission on investment of Endowment Fund has been earned by using Institute's infrastructure and correctly credited under 'Miscellaneous Income'. Hence the observation of audit is not acceptable.

- 2.9 Investments and Cash/Bank balances of Provident Fund (CPF & GPF) were produced before auditor for their examination. Auditor's observation of keeping separate Register of Investments is noted.
- 2.10 This practice is followed consistently and accepted by Auditor. However the Audit observation is noted for compliance in future.
- 2.11 (i) Detail calculations of interest on investments were produced to Auditor. However Audit's observation of appending a 'schedule' as to this is noted for future action.
- (ii) The point is noted.
- 2.12 Related all papers were produced to Auditor. This suspense account is not a traditional suspense account. But arising from sub-judice matter. Until settled, it is kept under this 'Head of Accounts'.
- 2.13 The fund provided by AICTE is already utilised to meet recurring as well as non-recurring expenditures for different purchases and shown in Income-Expenditure Account. The balance remains after meeting recurring expenditure, is transferred to Balance Sheet under the head 'Research Fund'. Since AICTE did not provide any fund during the year 1998-99, the recurring expenditure incurred was shown in Income-Expenditure Account under C(A) for Rs. 2,17,799.57 and deducted from 'Research Fund' in Balance Sheet.