

ANNUAL REPORT

1999-2000



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYSEVENTH ANNUAL REPORT (April 1, 1999 to March 31, 2000)

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 39th year on November 14, 1999. 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 4500 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, 2000) 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)

A.5 -- Special Management Programme (SMP)

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 36th session of the Programme began in July 1999.

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 4500 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.

A.1(2) 36th Post Graduate Programme (1999-2000)

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 36th Batch of Students

A study of the educational background of the students of the 36th Session (1999-2001), vide Annexure IV, reveals that 77.5% belonged to engineering stream and 22.5% belonged to non-engineering stream.

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

22.5% seats of the Post Graduate Programme are reserved for candidates belonging to Scheduled Castes/Tribes community and same relaxation in entry standard was extended to them as in the earlier years.

A.1(5) 37th Session of Post Graduate Programme (2000-2002)

The Common Admission Test (CAT) for selecting students for the 37th session of the Post Graduate Programme (2000-2002) commencing in June, 2000 was held on December 12, 1999, all over India, in 20 Centres.

The 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 11240 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 45,149. Out of whom 42,825 candidates had applied in IIM Calcutta. 1099 candidates (876 General; 152 SC; and 71 ST) were shortlisted for Interview and Group Discussion, vide Annexure III. 478 offers were made out of which 275 finally accepted and joined.

A.1(6) Curriculum

For the Post Graduate Programme, the principal fields of study include Economics, Statistics, Operations Research, Behavioural Sciences, Sociology, History and Law, Economic, Social and Political Environment of Enterprises, Applied fields of Marketing, Production, Finance, Personnel Management, Labour Relations, Materials Management, Management Information Systems, Management Policy, Organizational Communication and Decision Making, Managerial Accounting and Control and Regional Development. Courses are arranged on the basis of minimum of 30 contact hours spread over a quarter. The first year courses covered by Terms I to III are compulsory for all the students. During the second year, Indian Legal System (Term IV), Management Policy (Term V) and Management Games (Term VI) are also compulsory courses for all the students. The termwise break up of the courses offered is given below :

First Year

TERM-I	TERM-II	TERM-III
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 :

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

In addition, the students are required to work on a project during the summer between the first and the second year of study. Summer Projects are meant for those students who have completed the First Year of the Post-Graduate Programme successfully. Each student is required, as a compulsory part of the curriculum, to spend about eight weeks of the period May-June working on a project specified by an employer and to submit a report to the sponsoring authority. The students work under the guidance of a faculty member who finally evaluates the project report. The summer project is assigned a weightage equivalent to that of one course in the curriculum. A list of Organizations where the Post-Graduate Programme students worked for their Summer 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 1999-2000, 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 1999-2000

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	8.7.99	Gen. Shankar Roychowdhury Former Chief of Army Staff	"Nation Security : Date line Kargil"
2.	21.7.99	Mr. Aditya Kashyap Managing Director MOBAR Group	"Corporate Governance : Can Indian Groups Face the MNC onslaught"
3.	23.7.99	Prof. G. P. Rao	"Self Control and Controlling others : a Human Values Perspective
4.	28.8.99	Prof. Bibek Debroy Director, RGICS	"WTO and Its implications for India"
5.	2.9.99	Mr. M. V. Subbaih Chairman, Murugappa Group	"Restructuring the
6.	11.11.99	Mr. Dave Greaves Director, Finance G.E.	"Financial Management Production at G.E."

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
7.	12.11.99	Dr. Shumeet Banerjee V.P., Booz, Allen & Hamilton	"Family Business in India"
8.	15.11.99	Mr. James Abraham Sr. Manager, Boston Consultancy Group Bombay	"Careers in Consultancy"
9.	4.2.2000	Mr. Mano Ranjan Jt. Cabinet Secretary Govt. of India.	"Disinvestment – Why & How"

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

The Institute awards the following prizes to the meritorious students :

- 1) B.C. Roy Memorial Medals (Gold for 1st Rank Holder and Silver for 2nd Rank Holder) for PGDM Programme
- 2) Chairman's Prize - For 1st Rank Holder for PGDM Programme
- 3) John Wynne Prize - For 1st Rank Holder for PGDM Programme
- 4) Institute Prize for PGDCM students for 3rd Rank Holder

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

- 1) Calcutta Management Association (for 1st Rank Holder).
- 2) 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.

- 3) Dr. K. Nath Public Trust Gold Medal (for highest distinction - 1st Rank Holder).
- 4) Bharat Chamber of Commerce Prize (for the most balanced and progressive outlook towards management problems).

- 5) Institute's Gold Medal for 1st Rank Holder in PGDCM
- 6) Donated by Dr. Subir Chowdhury , Ex-Director, IIMC,
 - a) Dr. Jogendra Kumar Chowdhury Gold Medal - For 1st Rank Holder for PGDCM Programme
 - b) Smt. Indira Chowdhury Gold Medal - For 2nd Rank Holder in PGDCM
- 7) B. S. Dua Memorial Prize for outstanding ability in leadership.
- 8) B. S. Dua Memorial Prize for Rank Holders
- 9) Damodar Valley Corporation Medal and Prize.
- 10) Bengal Chamber of Commerce Medal (for excellence in Personnel Management and Industrial Relations).
- 11) Pawan Tyagi Prize (for the best Sportsman of the year).
- 12) Exide Industries Award.
- 13) Nestle India Scholarship.
- 14) Indus Services Award.
- 15) Duncan Industries Award.
- 16) TIL Award
- 17) CPT Award
- 18) Dr. B. C. Roy Prize for the most outstanding contribution to Campus life.
- 19) COMPAQ award for PGDCM
- 20) ABC Limited Award.
- 21) Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies.
- 22) Calcutta Port Trust Award.
- 23) Balmer Lawrie Award.

- 24) HCL Marketing Scholarship.
- 25) P.C. Chandra Gold Medal for the 1st and the 2nd Rank holders in PGDM
- 26) ACC Prize

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

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

- i) Bank of America (for 2 students)
- ii) Central Bank of India (one, for the student with the highest CGPA in the Finance Courses).
- iii) Damodar Valley Corporation (for the best SC/ST student).
- iv) Foundation to Aid Industrial Recovery (FAIR).
- v) 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.
- xvi) Aggarwal Charitable Trust Foundation Scholarship for PGDM & PGDCM
- xvii) HCL Scholarship for PGDCM

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 1999-2000 is given in Annexure-VII.

A statement containing the Honour Roll of the 35rd Batch PGDM and 5rd Batch PGDCM (1998-2000) is given in Annexure-IX.

A.1(9) Fees and Expenses

The 36th Batch of students (1999-2001) are required to bear the following expenses :

Tuition Fees	Rs.60,000 per annum*
Accommodation Charges	Rs. 6,000 per annum*
Association Fees	Rs. 500 per annum
Course Materials Charges	Rs. 1,500 per annum*
Computer Charges	Rs. 7,200 per annum*
Library Fees	Rs. 4,800 per annum*
Medical Charges	Rs. 500 per annum
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 2000 was highly successful as in the previous years. The salient features of the Placement are as follows :

- i) 201 students were placed this year for whom we received 282 offers. There were thus 81 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'99. However, finally, 63 organisations participated in the week of the actual interview in the campus in Feb.'2000. The sectorwise break up showed that there were 52 Multinational Companies, 9 Private Sector and 2 Public Sector Companies. The details of the students placed, organisationwise, are given in Annexure XII.

- iii) Major companies recruiting in 2000 included Mitchell Madison Group, Lehman Brothers, Inautix, J.P. Morgan, Techspan, Deutsche Bank Global Markets, McKinsey, i2 Technologies, Boston Consulting Group Global, Pricewaterhouse, ICICI, Arthur Andersen, Anderson Consulting, Infosys, J.M. Morgan Stanley, Morgan Stanley Dean Witter, DSP Merrill Lynch, Unilever Group of Companies, procter & Gamble, NIIT, Exeter Group, GE Capital, Cambridge Technologies, Webtek Software, Planet Asia, Ernst & Young and many others.
- iv) A lot of companies participated first time in the Placement process are Lehman Brothers, Exeter Group, iNautix Technology, BCG (Global), Morgan Stanley Dean Witter, J.P. Morgan, ACEs Intl. Techspan Ltd., Mindtree Consulting, Webtek Technologies, Planetasia. Details of such companies are given in Annexure XI.
- v) 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.
- vi) Information Technology sector attracted the maximum number of students (110) followed by Finance (80), Consultancy (48), FMCG & Durables (40) and others (4). Details are given in Annexure XIV.
- vii) This year out of 201 students, as many as 70 jobs were for international placement in dollar's salaries. Average salary for the batch amounted to Rs.12.15 lakhs per year (converting 1 US dollar = Rs.42.50) with the highest offer Rs.55.25 lakhs per year. Placement 2000 provided salaries in excess of Rs.5.7 lakhs to 50% of the class. The salary distribution in the offers made this year is shown in Annexure XIII.
- viii) As in last year there has been a better spread of students over various functional areas. The functional and areawise classification of job offers made to the students is given in Annexure-X and XIV.
- ix) 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/-, Second and Third day Rs 80,000 and Fourth day onwards Rs.60,000/- and in addition, they were charged Rs.15,000/- for each student joining them after recruitment.

- x) Summer Placements provide Institute students with an opportunity to apply the concepts, techniques and skills that they have learned in the 1st year to solving some real life problems in Organisations. Summer Placement this year was good. The size of the 37th Batch was at 272. The Summer Placement started in October'99 and was completed by February'2000. 70 firms have participated in Summer Placement and all students have been placed. The highest stipend of US dollar 4,000/- p.m. was offered by Lehman Brothers. Other permanent placement organisations were Deutsche Bank Global Markets, Barclays Capital, Techspan and Citibank.

A.1(14) Extra Curricular Activities`

- A.1(14).1. Extra-curricular activities 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, carom, table tennis, chess and bridge and 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.
- A.1(14).2 Students' Council for the year 1999-2000 hosted National Business Schools Meet in January 2000 and it was a great success. At the Meet several Management Schools across the country and also a large number from Calcutta City participated in the Annual Meet. At the National meet Students putt their wits against each other in management games, case presentation, Bazar Advertising Games, Stock Exchange Game, M&A Games, Forex Game and many more aiming at business with pleasure. The meet had other attractions like quiz, data base, Jam photography and fashion show.
- A.1(14).3 Throughout the year, the students have participated in several competition held by various organization throughout the country. Our students have also participated in Annual Paper Writing competition organized by University of St. Gallens in which business schools' students world over participate. One of the students from IIM Calcutta was awarded 3rd prize.
- A.1(14).4 They have also participated in industry's sponsored competitions at national level organized by Mitchell Madison Group, DSP Meryll Lynch, Deutsche bank etc. Our students won prize in all the competitions and were invited to visit New York and London, etc.

- A.1(14).5 Leading organizations like McKinsey & Co., Andersen Consulting, Procter and Gamble India, SmithKline Beecham Consumer Health Care, Hong Kong Shanghai Banking Corporation, etc. conducted case tournaments in IIMC in which a considerable number of students participated.
- A.1(14).6 The students of IIM Calcutta have also won the All India Business Schools Meet organized by the All India Management Association this year.
- A.1(14).7 This year Students Council has taken new initiative in publishing monthly page titled Management 2000 in the Economic Times.

A.1.(15) Alumni Association

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

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

Currently, the total strength of the alumni of IIMC is 4510, including 4225 PGDM, 220 PGDCM and 65 Fellowship Students.

With a view to strengthening our ties with the alumni, the Placement and Alumni Cell has been engaged in organizing the following events and activities.

1. A first step in establishing ties with the alumni is to have an updated and current alumni database in place. To this end, over the past two months, we have been contacting alumni for current information about their whereabouts, designations, and other relevant details. The response that we have received so far is encouraging, as 700 alumni have already responded to our mail. We hope to come out with an updated alumni directory by October 2000, as well as post the alumni database on the Extranet. We have also started **Alumnac** a newsletter that is sent every alternate month to alumni by email.
2. During the summer, students of the 36th Batch organized alumni get-togethers in Mumbai, Delhi, Calcutta, Chennai and Bangalore in coordination with some of the Alumni Associations in those cities to welcome the freshers the 37 Batch to the IIMC family.

3. We are planning to schedule an alumni reunion for the 25th to the 34th batches at our campus during 17th - 18th November, 2000. We are also inviting the 9th and 10th batches to celebrate their silver jubilee at the same time. Through this meet we hope to renew and strengthen ties with our younger alumni.
4. In the future we hope to institutionalize such reunions and also use the internet to communicate with our alumni through chat rooms etc. This will facilitate interaction on a variety of issues such as curriculum review, sponsorship for Institute resources/events, interface for placements etc.

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 :

Tuition Fees	Rs.60,000 per annum*
Accommodation Charges	Rs. 6,000 per annum*
Association Fees	Rs. 500 per annum
Course Materials Charges	Rs. 1,500 per annum*
Computer Charges	Rs. 7,200 per annum*
Library Fees	Rs. 4,800 per annum*
Medical Charges	Rs. 500 per annum
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.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'etre* 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 twentysixth 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 35 students who are at various phases of their course work/research in the Programme.

As of now 62 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.

The Aditya Birla Centre at London Business School has constituted a yearly doctoral students symposium, with financial support to the best research topics in different areas. The first one was held at IIMC, where four of the five top prizes were won by the students of IIMC.

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 analytical capabilities.

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 Resource Management
- vii) Strategic Management

A.3.(2)(ii) Besides Fellow Programme in Management, there are four other Fellow Programmes in pure disciplines related to management, namely :

- a) Economics
- b) Operations Research & Systems Analysis
- c) Regional Development
- d) Sociology

Mathematics for Management and Statistics are subsumed under Operations Research and Systems Analysis.

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 four 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 6.0/9.0 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 6.0/9.0 he should take the written test and go through the admission procedure like any other candidate. Candidates who have completed their PGDBM from IIMC would be eligible for CAT waiver (but not the interviews) if they have secured a CGPA of at least 6.5. Applicants with the equivalent of a PGDM from any of the universities with a CGPA of 6.5/9.0 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.

Graduates of the six IIMs who are admitted to the Fellow Programme in Management (FPM) and have the equivalent of a CGPA of 6.00/9.00 and above in the PGP are automatically eligible to proceed to the second year of the Fellow Programme.

All candidates admitted to the Fellow Programme have the opportunity of seeking some waivers, which may be granted at the discretion of the FRP Committee on the basis of the recommendation of their Faculty Advisors.

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 Supervisor(s) and two other faculty members.

On completion, the student's dissertation is evaluated by a Thesis Examination Committee including external experts). Finally, the student publicly defends the 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.500/- per year and Alumni Fee of Rs.500/- (one time), are compulsory.

On admission, students are required to pay a refundable deposit of Rs.1,000/-. This will be returned after all dues are cleared and certificates to that effect produced. A student who withdraws from the programme will forfeit his/her security deposit.

Every academic year, all students are required to pay a fee of Rs.100/- to cover registration and other charges.

There is a separate fee of Rs.200/- 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.5000/- to Rs.6800/- p.m. In addition, there is a contingency grant of Rs.10,000/- 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.6000/- per month for the first two years and Rs.6400/- 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.5000/- per month for the first two years and then Rs.5600/- 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.

INFOSYS Fellowships - INFOSYS Technologies Limited has constituted two Fellowships, each amounting to Rs.25,000 per month for a period of three years for students working in the area of IT.

A.3.(10) Residence

Students are generally required to stay on the Campus for which hostel accommodation is provided. The Institute has separate 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 on Basic Mathematics, all being compulsory for all disciplines except Operations Management. For Operations Management 16 Credit courses in the first year.

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 4 should be from the minor area, which may be from any management area or related discipline) 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 5.50/9.00 at the end of the Third Term.

The minimum CGPA requirements for FP students at the end of the 2nd year of the Programme are the following :

The minimum cut-off should be an aggregate of 6.00/9.00 CGPA for all major area courses. This is in addition to the overall minimum CGPA requirement of 6.00/9.00 at the end of the 2nd year, including first year courses. If the student fails to meet the required CGPA, he/she will be required to withdraw from the Programme. This rule is strictly followed.

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 6th Batch students of this programme are Rs.10,000/- per Term, payable at the beginning of each Term. In addition to Rs.10,000/- 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 :

Term I	<ol style="list-style-type: none">1. Mathematics for Management2. Principles of Economics3. Organization Behaviour
Term II	<ol style="list-style-type: none">1. Statistics for Management2. Economic Development3. Organizations Structure and Administration
Term III	<ol style="list-style-type: none">1. Operations Research2. Marketing Management3. Financial and Cost Accounting
Term IV	<ol style="list-style-type: none">1. Production Management2. Marketing Research3. Data Processing
Term V	<ol style="list-style-type: none">1. Financial Management2. Indian Social Structure3. Evolution of the Indian Corporate Sector
Term VI	<ol style="list-style-type: none">1. Personnel Management and Industrial Relations2. Management Information Systems : The Strategic Dimension3. Management Policy
Term VII	<ol style="list-style-type: none">1. Development Management2. Indian Legal System3. Management Game
Term VIII	Course 1 in Area `A' * Course 1 in Area `B' * Project
Term IX	Course 2 in Area `A' * Course 2 in Area `B' * Project

Term X Course 3 in Area 'A' *
 Course 3 in Area 'B' *
 Project

NOTE : 1.* In any given year, courses in only two Areas (Say A and B) will be offered depending upon the interest of the majority of the second year students.

 2. Out of 6 courses to be offered during Terms VIII to X, 3 will be from one Area (say area - A) while the remaining 3 will be from another (say Area -B).

 3. Each Project which will be equivalent to 3 courses i.e. 9 credit will commence in Term VIII and continue through Term X under the supervision of a faculty member and will be regarded as specialised study and research in focussed area of interest to the student concerned. At the end of Term VIII and IX, the Faculty Supervisor will assign a PASS (P) or FAIL (F) grade so as to effect a continuous monitoring of the work of the students; the final grade on the usual 9 point scale will be given by the Faculty Supervisor only after the completion of the work at the end of Term X based on a dissertation to be submitted by the concerned student on the work done over the preceding 3 Terms in the Project.

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

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

A.4.(2) Eligibility for Admission

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

The applicant must hold at least a 3-year Bachelor's degree or equivalent in any discipline recognized by the Association of Indian Universities/AICTE

Minimum 50% aggregate marks either in Secondary or Higher Secondary standard examination held by a Board/University.

A minimum of 2 years work experience after graduation at an Executive/Supervisory level, as on May 31 of the year of Admission.

Must be employed in a full time job at the time of Admission.

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 33 programmes were held with a total number of 470 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 1999-2000, the following Extension Programmes were conducted:

<u>Sl. No.</u>	<u>Name of the Programme</u>	<u>Duration</u>	<u>No. of Participants</u>	<u>Programme Directors</u>
1.	"Effective Management Through Total Quality"	Aug.26-28, 1999	12	Dr. Santwana Chaudhuri Dr. Tridib Chakraborti
2.	"Product Management"	July 6-31, 1999	6	Dr. Ramanuj Majumdar

B.3. In-Company Training Programme

34 In-Company Training Programmes were held during the year at which there were in all 694 participants (Annexure-XVI).

B.4. Training Programmes Sponsored by Government

During the year under review 3 Government Sponsored Training Programmes (all for IAS Officers) were conducted by the Institute (Annexure-XVII).

C. RESEARCH

C.1. Centre for Management and Development Studies

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

C.2. During 1999-2000, 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 Development and Environment Policy

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 started functioning from its own building with a unique holistic architecture from July 1995. The Centre's three-part complex has been constructed wholly out of a part of the donations received from Industrial and Financial Organizations throughout India. Update, the total donations collected amounts are slightly more than Rs.4 crores. The Main Seminarium Hall is dedicated to the four Great Indians, Rabindranath Tagore, Mahatma Gandhi, Sri Aurobindo and Swami Vivekananda. The Centre has been able to obtain five Endowments ranging from Rs.15 lacs to Rs.30 lacs for research and faculty positions in Values and Ethics. These Endowments have come from DCL, ACC Ltd., UTI, ONGC and BPCL.

The Centre has today two Full time faculty – one Associate Professor and one Full Professor. There are two Visiting Full-time Assistant Professors and One Visiting Part-time Full Professor. The Centre has also a Full-time Research Fellow.

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. 25 & 26) were published.

WORKING PAPERS

During the year, the Publications Division brought out 35 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 1999-2000 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Thirtyfifth Annual Convocation of the Institute was held on 11th March, 2000. The Chief Guest was Prof. Sumantra Ghoshal, Robert P. Bauman Professor of Strategic Leadership London Business School. Dr. Subrata Ganguly, Chairman, Board of Governors of IIM Calcutta presided over the function.

In this Convocation 158 students received the Post Graduate Diploma in Management (PGDM); 42 students (5th Batch) received the Post Graduate Diploma in Computer Aided Management (PGDCM); 3 students received the "Fellow of the Institute"; and 51 students (4th 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 35th Batch (PGDM) and 1st to 5th Batch (PGDCM).

5. COMPUTER CENTRE

The Institute's Computer Centre has emerged as a leading centre in the area of Computer Applications in Management. The local area computer network has been extended to all the major buildings in the Campus. The campus wide local area network encompasses 1000 nodes work stations. We have installed campus wide LAN project which has augmented LAN connectivity to each room in the students hostels. LAN also covers academic blocks and hostels. This will enable all students to access IT resources including network.

Internet facility has also been extended to faculty, students and administrative blocks. A 2-Mbps Radio-linked Internet Connectivity has also been carried out.

All servers at the Computer Centre are available for 24 hours. Several Pentium based Servers, 386 based high and Alpha Server, Rs.6000, an AIX based high server have been commissioned. Over 250 Pentium based PCs are in use, providing IT facilities with internet connection to all faculty offices and 4 student labs, apart from smaller labs in each hostel block.

IIM Calcutta, in collaboration with Pricewater House Coopers (PwC) offered a course on Enterprise Resource Planning (ERP) based on the software supplied by SAP India, the wholly owned subsidiary of global client/server application solution giant SAP AG.

Institute's Homepage is available on Internet. This is kept updated on a regular basis. IIM Calcutta is all set to migrate from a static website to a dynamic interactive extranet.

6. SEMINARS/WORKSHOPS/CONFERENCES

A seminar on 'Market Access and Environment Friendly Products' was organised jointly by IIMC and FICCI under the Programme Directorship of Prof. J. Bandyopadhyay on 30.9.99.

Dr. Jan K. Sengupta, Professor of Economics and Operations Research, University of California, Santa Barbara, gave a seminar on "Non-Parametric Efficiency Analysis under Uncertainty" on October 12, 99.

Eastern Regional Seminar on an Agenda for the New Millenium jointly organised by the Institute and Indian Association of Social Science Institutions during December 20-21, 1999.

Series of Seminars on "Crucial Policy Issues in Environment and Development in India" was organised by the Centre for Development and Environment Policy under the Programme Directorship of Prof. J. Bandyopadhyay. Dr. A. P. Mitra, CSIR, Delhi, Dr. M.S. Swaminathan, MSSRF, Chennai, Mr. R. Rajamani, former Secretary, MoEF, Dr.

P.S. Roy, Dean of IIRS, Dehradun, Prof. Shekhar Singh, IIPA, New Delhi, Dr. Ramachandra Guha, IISc, Bangalore, and Prof. Anil Gupta, IIM Ahmedabad has delivered the lectures.

5. A Conference for International Round table on Corporate Reputation and Competitive Credibility was organised under the Programme Directorship of Prof. S. K. Chakraborty during February 23-26, 2000.
6. A Research Workshop was jointly organised by the Institute, the London Business School, IIMA, and IIMB during April 9-10, 1999.
7. Dr. Dinesh Marothia, Department of Agriculture and Natural Resource Economics, Indira Gandhi Agricultural University, Raipur, gave a seminar on "Alternative Governance in Common Pool Resources" on August 23, 1999 in the campus.
8. Professor Uttarayan Bagchi, The University of Texas at Austin visited IIM Calcutta during December 14m 15, 1999 and presented a seminar on topic "Survey of Recent Research Activity in Information Systems and Management Science at the Business School, The University of Texas at Austin, USA on 15.12.1999
9. Prof. Subroto Roy of Vinod Gupta School of Management, IIT Kharagpur gave a seminar talk on "The Goals of Economic Policy in India" on 18.2.2000 in the Campus.
10. Sri Aurobindo Memorial Oration was organised by Management Centre for Human Values on August 13, 1999. The oration was given by Dr. Raja Ramanna
11. Swami Vivekananda Memorial Oration was organised by Management Centre for Human Values on September 10, 1999. The oration was given by Gen. Shankar Roychowdhury.
12. Management Centre for Human Values organised Mahatma Gandhi Memorial oration given by Mrs. Gedong Bagoes Oka on October 7, 1999.

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 decads 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 report, microforms and AV materials, the Library holds over 583 current journals and some massive optical/electronic databases. During the year a total of 2933 books were taken into stock. Besides 100 Summer Project Report and nearly 250 working papers/Occasional Papers from Institute, both National and International have been added to the stock. Nearly 583 current journals and newspapers were subscribed. 261 bound volumes were added to the stock. Besides, another 500 journals were procured through the full text journals database business periodicals on disc.
- 8.3 Library continued subscription to the various databases in different media.
- 8.4 A powerful server has been procured to house all CDROM databases and the databases procured for downloading on the hard disc. The users are now able to log on to a single server to get information services from all electronic publications. The software used for housekeeping functions and online catalog production has been upgraded to Y2K version and the transition from 1999 to 2000, with respect to transaction was smooth. The software has also been upgraded to the Web enable version. The Library now plans to attach its catalog to the Institute's website.

The Library continued to share its collection with various individual/institutes across the country. 705 articles were supplied to individuals, mostly from various universities. 52 articles were supplied to institutions like other IIMs and IITs.

CAMPUS DEVELOPMENT

The following new projects were taken up for implementations :

- Main work of Vertical Extension of New Faculty Block-III
- Sinking of a New Tube Well in Hostel area
- Installation of Passenger Lift in New Faculty Block-III
- Parking area for School Buses near Main Gate
- Polymer based painting on all external surfaces of MCHV
- Air Conditioning of L 2 - Lecture Gallery
- Underground P & T Cable for telephone in Hostel Areas, NTB, MCHV, etc.

10. DISTINGUISHED GUESTS AND VISITORS

Prof. Emil J. Kirchner, University of Esses, alongwith Counsellor (Economic & Commercial) Delegation of the European Commission in India, New Delhi visited the Institute on 16.4.99 and had discussion with the Director.

Dr. Vinay Shil Gautam, Professor (FMS), IIT, New Delhi visited IIM Calcutta and had discussions with the Director.

Dr. Rajiv Saxena, Director, IIM-Indore visited IIM Calcutta and had discussions with the Director.

Dr. Arie Harel visited the campus as a guest during October 23-30, 1999.

Mr. Gopal Rajagopalan, Managing Director, Schoolnet India Ltd. and the Director, IL&FS visited the campus and gave a presentation on the activities of Schoolnet.

Dr. Patricia L. Sharpe, Director, American Center, Calcutta visited the campus and met with some of our faculty members of Economics and sociology Department.

11. 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
6. Prof. Alok Ray
7. Prof. Anup Sen
8. Prof. N. Ramachandran
9. Prof. Sumit Guha

12. LIST OF FACULTY MEMBERS (AS ON 31.3.2000)

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.)

Prof. K. Unnikrishnan Nair, B.Tech. (Mech), Fellow(IIMA)

Prof. Vidyanand Jha, B.Sc.(Patna), PGD Rural Management (IRMA), Fellow(IIMA)

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)

Prof. Anindya Sen, MA(Calcutta, MA, Ph.D.(Southern California)

ENVIRONMENT :

Prof. Raghabendra Chattopadhyay, M.A.(Cal.), Ph.D.(ANU)

Prof. Zainab Ahmed, M.A., LL.B.(Cal.), LL.M., Ph.D.(London)

Prof. Sumit Guha, M.A.(His.)(JNU); Ph.D.(Cambridge Univ.)

Prof. Biju Paul Abraham, MA(Kerala), M.Phil(JNU), Ph.D.(London)

FINANCE AND CONTROL :

Prof. Kamal K. Bhattacharya, M.Com.(Cal.), F.C.A.(New Delhi)

Prof. Syamal K. Ghosh, M.Com.(Cal.), A.M.B., I.M.(London)

I.O.M.I.M. Instt., A.M.(Kent), Ph.D.(IOWA)

Prof. N. Krishna Rao, M.A., M.Sc.(Andhra)

Prof. N. Ramachandran, M.Com.(Kerala), Fellow (IIMC)

Prof. Hrishikes Bhattacharya, M.Com.,LL.B.,B.A.(Cal.), Ph.D.(Jadavpur),
CAIIB(Bombay), CAIB(London), P.G.D.Bk.M.(NIBM, Bombay)

Prof. Dipankar Mitra, M.Sc.,LL.B.(Cal.), M.B.A.(Finance)(Univ. of Pittsburgh)

Prof. Nalinaksha Bhattacharyya, AMIE, CEI, PGDM (IIMB)*

Prof. Mousumi Ghosh, M.Com.(Cal.), ICWA, ACA

Prof. Purushottam Sen, MBA(IISWBM), Fellow (IIMC)

Prof. B. B. Chakrabarti, BME(Jadavpur), PGDM(IIMC), ICWAI

Prof. Ashish K. Bhattacharya, B.Com(Cal.), M.Com.(Allahabad), Ph.D.(Allahabad), ICWAI

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);

Prof. Uttam Sarkar, B.Tech, M.Tech & Ph.D.(IIT Kharagpur)

Prof. Partha S. Dasgupta, M.Tech(Comp. Sc.)(Calcutta), Ph.D.(Calcutta)

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)

Prof. Avinandan Mukherjee, B.E.(Jadavpur), Fellow(IIMA)

OPERATIONS MANAGEMENT :

Prof. Sujit K. Basu, M.Sc.(Cal.) Ph.D.(North Carolina)*

Prof. Ashis K. Chatterjee, B.E.(Mech.)(Jadavpur), Fellow in Management(IIMA)

Prof. Kalyan Dutta, M.Sc.(Cal.), Ph.D.(North Carolina)

Prof. Ranjan Ghosh, B.Tech.(IIT, Kharagpur), M.S.(Stanford), M.S., Sc.D.(Columbia)

Prof. 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);

Prof. Balaram Avittathur, B.Sc.(Engg.)(Sambalpur), Fellow(IIMB)

Prof. U. Dinesh Kumar, M.Sc.(PSGCT), Coimbatore), Ph.D(IIT Mumbai)

Prof. Sahadeb Sarkar, M.Stat. Ph.D.(Iowa State)

Prof. Soumyo D. Moitra, MA, MS(Syracuse) & Ph.D. (Carnegie Mellon)

HUMAN RESOURCES :

Prof. Debashish Bhattacharjee, M.A.(Econ.)(JNU), M.A., Ph.D.(Illinois)

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

Prof. Pulak Das, M.Sc.(Jadavpur), MS(Pittsburgh), MA(Houston), Ph.D.(IISc)

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);

Prof. Saugata Ray, B.E.(Mech.)(Cal.), Fellow(IIMA)

MANAGEMENT CENTRE FOR HUMAN VALUES

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

Prof. C. Panduranga Bhatta, MA(Sanskrit), Ph.D.(Madras)

CENTRE FOR DEVELOPMENT AND ENVIRONMENT POLICY

Prof. Ramprasad Sengupta, BA(Econ.), MA(Econ.), Ph.D.(Calcutta)

Prof. J. Bandyopadhyay, BE(Calcutta), M.Tech, PhD.(IIT Kanput)

LIBRARIAN

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

(On Leave)

13. 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 Winconsin, Medison

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
Prof. Subroto Sengupta, Management Consultant, Calcutta
Ms. Nandita Sen, Corporate Adviser, ITC Limited
Prof. Mritiunjoy Mohanty, MA(Eco.), M.Phil & Ph.D.(JNU)
Prof. D. N. Sengupta, MA(Cambridge)
Prof. Ranjan Mitter, B.E.(Jadavpur), ME(BITS, Pilani), MBA(INSEAD)
Prof. Sanjoy Mukherjee, BME(Jadavpur), PGDM(IIMC)
Prof. Shalini Arora, M.Sc.(Maths), Ph.D.(IIT Delhi)

Prof. Mallicka Bhattacharya, M.Sc., M.Phil, Ph.D.(Delhi)
Prof. Arkadev Chatterjea, B.Sc.(Calcutta). M.A.(Tufts), MA, Ph.D.(Cornell Univ.)

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.

14. 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.

15. ADMINISTRATION

Shri T. K. Bose	:	Chief of Administration & Secretary to Board
Shri R. Raychaudhuri	:	Finance & Accounts Officer
Shri A. D. Ketkar	:	Advisor – Campus Development
Ms. Swati Bhattacharya	:	Librarian
Shri Susanta Kr. Sinha	:	Officer-in-Charge
Shri Himadri Bandopadhyay	:	Executive Engineer
Shri Asoke Sen Gupta	:	Senior Administrative Officer
Shri Joydeb De	:	Senior Administrative Officer
Shri P.S. Guha	:	Deputy Librarian
Shri Asit K. Chatterjee	:	Deputy Librarian
Shri T. N. Naskar	:	Administrative Officer
Shri Samir Sadhukan	:	Sr. Systems Analyst
Shri Samarendra Nath Basu	:	Asstt. Finance & Accounts Officer
Shri Sukumar Das	:	Asstt. Finance & Accounts Officer
Shri Sandip Dasgupta	:	Assistant Engineer
Shri Ranjit Roy	:	Assistant Engineer
Shri N. Mascharak	:	Secretary to Director
Shri P. B. Sengupta	:	Sr. Asstt. Librarian
Ms. Maya Sengupta	:	Sr. Asstt. Librarian
Shri Ananta Kr. De	:	Sr. Asstt. Librarian
Shri P. S. Chattapadhyay	:	Sr. Asstt. Librarian
Ms. Putul Mukhopadhyay	:	Sr. Asstt. Librarian
Ms. Ruma Ghosh	:	Sr. Asstt. Librarian
Dr. Srikanta Banerjee	:	Medical Consultant

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 2000**

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

1. Dr. Subrata Ganguly
2A, Regent Tower
19B, Ritchie Road
Calcutta - 700 019.

II. Members :

A. Three nominees of the Central Government representing its Ministries

2. Shri T. S. Vijayaraghavan
Secretary (HI & PE)
Department of Public Enterprises
Ministry of Industry,
Govt. of India
Block 14, CGO Complex,
Lodhi Road,
New Delhi - 110 003.
3. Prof. Ashoka Chandra
Special Secretary to Govt. of India
Ministry of Human Resource Development
Department of Secondary Education and Higher Secondary Education,
'C' Wing, 1st Floor,
Shastri Bhavan,
New Delhi - 110 001.
4. Shri Sanjay Narayan
Financial Adviser & Jt. Secretary
Ministry of Human Resource Development,
Department of Education,
Government of India,
Shastri Bhavan, "C" Wing,
Room No.219,
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.

ANNEXURE I

6. Shri P. Bhattacharya,
Commissioner
Presidency Division, West Bengal
Govt. of West Bengal,
11A, Netaji Subhas Road,
Calcutta - 700 001.

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.
11. Dr. Abhijit Sen
Co-Chairman
NICCO Corporation Limited,
NICCO House,
2, Hare Street,
Calcutta - 700 001.

ANNEXURE I

12. Shri Uma Shankar Bhartia
Managing Director
Indian Glycol Ltd.
C-124, Okhla, Phase I
New Delhi - 110 020.

13. 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

14. Shri Aditya Kashyap,
Managing Director,
MOBAR Group of Companies,
4, Elgin Road,
Calcutta - 700 020.

15. Shri Hemendra P. Barooah
B & A Plantations & Industries Limited
113, Park Street,
Calcutta - 700 016.

16. Shri Avijit Mazumdar
Chairman
TIL Limited,
No.1, Taratolla Road, Garden Reach
Calcutta - 700 024.

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

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

19. 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

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

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

22. Prof. Ashis K. Chatterjee
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757, Alipore Post Office,
Calcutta - 700 027.
23. Prof. Anup K. Sinha
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)

24. 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 T. K. Bose
Indian Institute of Management Calcutta,
Joka, Diamond Harbour Road,
Post Box No.16757. Alipore Post Office,
Calcutta - 700 027.

POST GRADUATE PROGRAMME ADMISSIONS (1989-2001)

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
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)
1999-2001	42825	1053 (2.45)	410 (0.95)

ANNEXURE II

Post Graduate Diploma in Computer Aided Management(1995-2001)

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
1995-97	2402	205 (8.5)	65 (02.7)
1996-98	3925	299 (7.6)	100 (2.5)
1997-99	7629	418 (5.47)	102 (1.33)
1998-2000	1869	216 (11.08)	87 (5.02)
1999-2001	1681	191 (11.36)	148 (8.8)

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

ANNEXURE III

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 36th SESSION OF PGP
1999-2001**

Centre	General	S.C/S.T	Total
Bombay	187	38	225
Calcutta	159	50	209
Delhi	311	85	396
Chennai	219	50	269
Total	876	223	1099

ANNEXURE IV

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1989-2001)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
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
1999-2001	20 (7.2)	14 (5.1)	28 (10.2)	213 (77.5)	275

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 2000**

Sl. No.	Name of the Organisation	No. of Students
---------	--------------------------	-----------------

1.	ABN AMRO	5
2.	Andersen Consulting	3
3.	ANZ Grindlays	8
4.	Arthur Andersen	4
5.	Asian Paints	4
6.	Avco Financial Services India	2
7.	Barclays Bank	1
8.	Blue Shift	1
9.	CBSI	1
10.	Citibank, NA	8
11.	Coca Cola India	4
12.	Cognizant Technology	4
13.	Colgate-Palmolive (I) Ltd.	2
14.	Compaq India	1
15.	Crisil	2
16.	Deutsche Bank	6
17.	Dr. Reddy's Laboratories	1
18.	DSP Merrill Lynch Limited	3
19.	E&Y	1
20.	Eli Lilly Ranbaxy	2
21.	Feedback Ventures	1
22.	GE Capital	4
23.	HSBC	7
24.	ICI Indian Limited	3
25.	ICICI Group	6
26.	ICICI Securities & Finance Co.	3
27.	International Best Foods	2
28.	IRIS	2
29.	ISPL Gillette	5
30.	ISRO	2
31.	ITC Limited	3
32.	J M Morgan Stanley	2

Sl. No.	Name of the Organisation	No. of Students
---------	--------------------------	-----------------

33.	Johnson & Johnson	4
34.	Kotak Mahindra Finance Ltd.	2
35.	Larsen & Toubro	2
36.	Lehman Brothers	1
37.	Mahindra & Mahindra	2
38.	Marico	6
39.	Monsanto	1
40.	Murugappa Group	7
41.	Nestle	3
42.	Nicholas Piramal	1
43.	NIIT	3
44.	Noble & Hewitte	2
45.	ORG Marg	1
46.	Pepsico Holding	3
47.	Pricewaterhouse Coopers	17
48.	Procter & Gamble India Ltd.	4
49.	Ramco Systems	2
50.	Ranbaxy Laboratories	2
51.	RBI	1
52.	Reckitt Colman of India	5
53.	Reproscan India	1
54.	RPG Enterprises	2
55.	SBI Gilts	2
56.	SIDBI	2
57.	Smithkline Beecham	5
58.	Standard Chartered Bank	5
59.	Techspan Inc.	3
60.	Unilever Group of Companies	3
61.	Whirlpool Corporation	2
62.	Wockhardt	6

ANNEXURE VI

LIST OF OPTIONAL COURSES OFFERED DURING 1999-2000 FOR THE POST GRADUATE PROGRAMME

Behavioural Sciences

1. Research Methodology
2. Organisational Communication
3. Organisation Structure & Design
4. Conflict & Negotiations
5. Organisational Leadership
6. Management of Change
7. Strategic Management & Corporate Systems
8. Management of Self in Organisation
9. Learning Organizations
10. Management of Creativity

Economics

1. Economics of Development
2. Econometric Methods
3. International Economics
4. Demand Analysis & Forecasting
5. Economics of the Environment & Natural Resources
6. Economics of Business Policy

Environment

1. Evolution of Modern Business Groups & Enterprises in India
2. Company Law & Practices
3. Country Risk Analysis

Finance & Control

1. Strategic Cost Management
2. Working Capital Management
3. Valuation of shares in mergers and acquisitions
4. Management Accounting
5. International Finance
6. Commercial Banking
7. Financial Services
8. Infrastructure Project Finance
9. Money and Capital Market
10. Options and Futures

Human Resource Management

1. HRM : Policy & Strategy
2. Business Transformation & HRM
3. Strategic Planning & HRM
4. R & D & HRM
5. The Economics of HR
6. Human Resource Accounting

Management Information Systems

1. Database Management Systems
2. Strategies for Information System Development
3. Business Modelling through System Dynamics
4. Object Oriented Programming Trends
5. Artificial Neural Networks: Applications to Management
6. MIS: The Strategic Dimensions
7. Artificial Intelligence and Expert Systems
8. Data Communication and Networking
9. Electronic Commerce
10. Decision Support Systems
11. BPR Telecom & Multimedia
12. Software Project Management
13. ERP and IT enabled value chain Mgmt.
14. Fuzzy Sets & Systems

Marketing

1. Sales & Distribution Management
2. Consumer Behaviour
3. Marketing Decision Model
4. Advertising Management
5. Product Management
6. Industrial Marketing
7. Marketing in Practices
8. Marketing-Finance Interface
9. Marketing of Services
10. Competitive Marketing Strategy

Management Centre for Human Values

1. Management, Culture & Creativity
2. Organisational Communication
3. Management of Cultural Tourism

Operations Management

1. Executive Decisions & O.R
2. Production Inventory Control
3. Project Management
4. O. R. in Marketing
5. Logistics & Supply Chain Management
6. Group Decision Making & Fuzzy Programming
7. Management of International Operations
8. Risk Management

Regional Development

1. Urban Mgmt. Issues Strategies
- Environmental Management : Issues & Strategies

Sociology

1. Rural Market & Agrarian Structure
2. Social Issues & Social Policy
3. Rural Development and Social
4. Seminar on Entrepreneurship
5. Qualitative Research
6. Poverty Alleviation

Strategic Management

1. Mergers & Acquisitions
2. International management
3. Strategic Repositioning and Corporate Restructuring
4. Managing New Ventures

ANNEXURE VII

DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS OF THE 35TH BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT ON 25TH AUGUST, 1999 BASED ON THEIR PERFORMANCE IN THE 1ST YEAR

<u>Name of the Students</u>	<u>Name of the Prize</u>
Madhur Agarwal	Agarwal Charitable Trust & Central Bank of India Specialisation Prize in Finance
Gaurav Gupta	B.P. Poddar Award
Ravi Shankar	Standard Chartered Bank Award
Satish Chander S.	T.T. Krishnamachary Prize
Alok Mathur	T.T. Krishnamachary Prize &
Anand Viswanathan	FAIR Prize
Shashank Agrawal	FAIR Prize
Xavieer Sebastian	Sriram Smarak Nidhi Award
Navtez Singh Bal	BPL & T. T. Krishnamachary Prizes
Inderpreet Singh Batra	Hindustan Lever Prize
Prasenjit Dasgupta	Bank of America Prize
Ampolu Tirumala Rao	Bank of America Prize
Ashish Kumar Sekhri	Bank of America Prize
Nipun Aggarwal	India Carbon Prize
Kapil Dhameja	India Carbon Prize
Merchant Sameer A	Dr. K. Nath Public Trust Prize
Seema Bansal	Dr. K. Nath Public Trust Prize
Pahade Prasanna Vikas	Dr. K. Nath Public Trust Prize
Prashant Kumar	DVC Award for creditable academic performance
Sweta Mehra	Citibank Leadership Award
Prashant Raizada	Citibank Leadership Award
R. Makhijani	Citibank Prize for Best Alround Performance
T. V. J. Srikanth	ITC Prize for Creditable academic performance

Shilpi Gupta

- 1) ITC Prize for Creditable academic performance
- 2) Nestle' Scholarship for
 - a) Young Business Managers
 - b) 'Women in Management'

Post Graduate Diploma in Computer Aided Management

Pankaj Khandelwal

HCL Corporation Excellence Prize

Shivi Mithal

Agarwal Charitable Trust Prize

R. Arun

IIMC Prize

ANNEXURE VIII

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 35TH BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 11.3.2000**

PGDM Students

Madhur Agarwal (102/35)	:	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
Anand Viswanathan (111/35)	:	1)	Dr. B.C.Roy Silver Medal
		2)	Dr. B.S. Dua Memorial Prize for 2 nd rank holder
		3)	Name in the Institute's Honour Roll
		4)	P.C. Chandra Medal
Shashank Agrawal (106/35)	:	1)	Exide Award for Excellence to 3 rd rank holder
		2)	Name in the Institute's Honour Roll
Xavier Sebastian (364/35)	:	1)	Duncan & TIL Award to 5 th rank holder
		2)	Name in the Institute's Honour Roll
Gaurav Gupta (164/35)	:	1)	Indus Industries Award to 5 th rank holder
		2)	Name in the Institute's Honour Roll
Alok Mathur (227/35)	:	1)	CPT Award for 7 th rank holder CITIBank Research Award
Prasenjit Dasgupta (145/35)	:	1)	Magunta Award for 8 th rank holder
Navtez Singh Bal (116/35)	:	1)	ABC Award for 9 th rank holder
Ravi Shankar (325/35)	:	1)	Balmer Lawrie Award for 9 th rank holder
Ampolu Tirumala Rao (264/35)	:	1)	Balmer Lawrie Award for 11 th rank holder
Shilpi Gupta (166/35)	:	1)	DVC Medal & Scholarship for 12 th rank holder
Rajendra K. Makhijani (222/35)	:	1)	Citibank Leadership Award
Pankaj R. Naik (244/35)	:	1)	Citibank Leadership (MCM) Award

Sweta Mehra (230/35)	:	1)	Bengal Chamber of Commerce Medal
Sohini Sen (319/35)	:	1) 2) 3)	HCL Marketing Scholarship B.S. Dua Memorial Prize for Organisational Ability Dr. B. C. Roy Memorial Prize for the most outstanding contribution to campus life
Ashish Mishra (232/35)	:	1)	Bharat Chamber of Commerce Medal for the most Balanced and progressive outlook on management problems
Karthikeyan Sankaran (211/35)	:	1)	Pawan Tyagi Prize for the best sportsman of the year 2000
Ankur Choudhury (137/35)	:	1)	B. S. Dua Memorial Prize for Organisational Ability
Arun Nair (245/35)	:	1)	B. S. Dua Memorial Prize for Organisational Ability
Sandeep Mithal (236/35)	:	1)	Dr. B. C. Roy Memorial Prize for the most outstanding contribution in campus life
Vinayan R. (359/35)	:	1)	Dr. B. C. Roy Memorial Prize for the most outstanding contribution in campus life

Prizes/Award for PGDCM students :

Pankaj Khandelwal (416/05)	:	1) 2) 3)	IIMC Gold Medal for 1 st rank holder in PGDCM Dr. Jogendra Kumar Chowdhury Gold Medal Name in the Institute's Honour Roll
Shalabh Prasad (434/05)	:	1) 2)	Smt. Indira Chowdhury Gold Medal for 2 nd rank holder In PGDCM Name in the Institute's Honour Roll
Ajoy Singh (443/05)	:	1)	ACC Prize for 3 rd rank holder
Rajnil Mallik (422/05)	:	1)	ACC Prize for 3 rd rank holder
Shivi Mithal	:	1)	ACC Prize for 3 rd rank holder
C.S. Sriram (407/05)	:	1)	COMPAQ Award
Anurag Vohra (448/05)	:	1)	B. S. Dua Memorial Prize for Organisational Ability

ANNEXURE IX

**STATEMENT OF HONOUR ROLL OF THE 35TH BATCH OF PGDM
(1998-2000)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	Madhur Agarwal	8.17	1
2.	Anand Viswanathan	7.94	2
3.	Shashank Agrawal	7.69	3
4.	Inderpreet Singh Batra	7.54	4
5.	Xavier Sebastian	7.49	5
6.	Gaurav Gupta	7.49	5

**STATEMENT OF HONOUR ROLL OF THE 5TH BATCH OF PGDCM
(1998-2000)**

<u>Reg.No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	Pankaj Khandelwal	7.43	1
2.	Shalabh Prasad	7.17	2
3.	Ajoy Singh	6.89	3
4.	Rajnil Mallik	6.89	3
5.	Shivi Mithal	6.89	3

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION
(Over Five Years 1996-2000)

<u>PARTICULARS</u>	<u>PUBLIC</u>					<u>PRIVATE</u>					<u>TOTAL</u>				
	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Permanent Placement	048	025	037	020	014	215	165	220	290	187	263	187	257	317	201
Summer Placement	014	024	038	019	016	179	231	297	203	221	193	255	325	224	235

PLACEMENT PROGRAMME : NATURE OF JOBS
(over five years 1996-2000)

<u>Type of Organisation</u>	<u>1996</u>	<u>1997</u>	<u>1998</u>	<u>1999</u>	<u>2000</u>
Banking /Finance	087	054	052	074	059
FMCG/Consumer Products	050	034	073	046	028
Information Technology	030	029	057	080	079
Consultancy	027	018	040	041	034
Other Services	069	052	035	039	001
	—	—	—	—	—
	263	187	257	317	201
	—	—	—	—	—

ANNEXURE XI

PERMANENT PLACEMENT - 2000
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.	Exeter Group	Information Technology
2.	Lehman Brothers	Financial
3.	iNautix Technology	Information Technology
4.	BCG (Global)	Consultancy
5.	Morgan Stanley Dean Witter	Consultancy
6.	J. P. Morgan	Financial
7.	ACES International	Information Technology
<u>Indian Private Sector Companies</u>		
1.	Techspan Ltd.	Information Technology
2.	Mindtree Consulting	Information Technology
3.	Webteck Technologies	Information Technology
4.	Planetasia	Information Technology

**DETAILS OF THE PERMANENT PLACEMENT
ORGANISATIONWISE DURING 2000**

Arthur Andersen

35211 Karthikeyan Sankaran

35227 Alok Mathur

35342 Satish Chander S.

Andersen Consulting

35352 Srikanth V.J. Tanikella

35216 Krishnan R.

35348 Vikram Suri

ABN Amro Bank N.V

35101 Anil K Agarwal

35207

35219 Arijit Lahiri

Aces International, Inc.

05401 Atchyutha Ram

05402 Sandeep Kr. Bhat

05440 Pratik Saha

35154 Gautam George

35215 K. Rajnikanth

ANZ Grindlays Bank

35203 Rahul Ajit Jadhav

Asian Paints (I) Limited

05444 Arvind Singhal

35110 R. Anand

35241 Sayan Mukherjee

35332 Pramod Shrivastava

The Boston Consulting Group

35111 Anand Viswanathan

35120 Seema Bansal

35123 Inderpreet Singh Batra

35145 Prasenjit Dasgupta

35165 Neeraj Gupta

35364 Xavier Sebastian

International Best Foods

35359 Vinayan R.

Banque Nationale De Paris

5445 Prashant Monga

35118 Nikhil Banerjee

35233 Anita Mishra

BPL Limited

35112 Sameer Bagul

Cadbury India Limited

5445 B.R. Sreekumar

35360 Vishnu Govind B

35361 Anil Viswanathan

Cambridge Technology Partners

05417 Pooja Khanna

35224 Archana Mallajosyula

35235 Ashish Mittal

35266 Nishit Rawat

35301 Amit Ray

35362 Rajanpreet S. Wadhwa

Citibank N.A

05407 C. S. Sriram

35115 Varun Bajpai

35138 Arghyadip Chaudhuri

35232 Aashish Mishra

35259 Prashant Raizada

35307 Partha Pratim saha

35340 Amita Sonavane

Cognizant Technology Solutions

35134 Sanjay Chanda

Deutsche Bank Global Markets

35149 Fredrik S. Fantehome

35162 Anil Kumar Gorthy

35163 Anupam Gupta

ANNEXURE XII

Deutsche Bank India

35139 Suyash Choudhary

DSP Merrill Lynch Limited

35105 Nipun Aggarwal
35125 Mohit Naresh Bhandari
35164 Gaurav Gupta
35201 Hariharan Raman
35231 Sameer Merchant
35244 Pankaj Naik
35258 Richa Prasad
35324 Ravi Shankar

Eicher Consultancy Services

35108 Amrish
35245 Arun Nair

Ernst & Young Pvt. Ltd.

35151 Sunil S. Gandhe
35356 Rahul Chandra Varma

The Exeter Group

35119 Tarunendra S. Bangari
35122 Saurav Kanti Basu
35166 Shilpi Gupta
35202 Rajesh G. Iyer
35247 Sandeep Narayan
35353 Ravi Thakur

GE Capital Services India Limited

05443 Ajoy Singh
35131 Bhaskar Chakraborty
35158 Anuj Gogia
35255 V.K.V. Potukuchi

Gillette India Ltd.

35205 Aditya Jandial
35250 Himava Nath
35331 Mridula Shridhar

HCL Technologies Ltd.

35206 Jend Somanshu
35208 Kancheria Surendra
35223 Avneesh Makkar

The Hongkong & Shanghai Banking Corporation

35137 Ankur Chaudhary

I2 Technologies

05415 Jayakumar N.
05419 Prasanna Kr. Kundu
05420 Jatin Malik
05434 Shalabh Prasad
05435 Arun Ragothaman
35124 Suvankar Bhaduri
35327 Rajat Sharma
35355 Nishanth Vallabhu

I2 Technologies India Pvt Ltd

05414 Preeti Jain
05432 Vivek Prahlad
35220 K. Lalitha Ramani
35260 Rohith Rajagopal

ICICI

05425 Rajarshi Mitra
35102 Madhur Agarwal
35107 Sonu Agrawal
35126 Arun Nagendra Bhat
35264 Ampolu Tirumala Rao
35318 Ashish Kumar Sekhri
35319 Sohini Sen
35344 Sudarshan N.

ICICI Securities & Finance Co.

35156 Anandomoy Ghosh
35228 Siddharth Kr. Mathur

iNautix

05405 Aashish Chandorkar
05438 Praveen L.V. Reddy
05441 Pankaj Sharma
05448 Anurag Vohra
35114 Vivek Kumar Bajaj
35160 Gopalakrishnan G
35238 Arghya Mondal
35248 Rajeswari Narayanan
35302 Manoj Rengarajan
35337 Sutirtha Sinha
35338 Savitra Sirohi

Infosys Technologies Ltd.

05498 Sangeetha Dumpala
 05446 Ritu Verma
 05446 Viswanathan S.
 35161 Jignesh R Gorasia
 35234 Sandeep Kr. Mitra

IRIS

05418 Ashutosh Kumar
 35305 Anirvan Saha

Johnson & Johnson Limited

35121 Manoj Mansinh Barot
 35351 Vipul Taneja

J M Morgan Stanley

35103 Manish Agarwal
 35242 Somnath Mukherjee
 35317 Manu Sehgal

J.P.Morgan

35204 Amit Jain

Kotak Group

05421 Natwar Navneet Mall
 35128 Joyee Biswas
 35129 Debashish Bose
 35155 Viju Kurien George

Lehman Brothers

35106 Shashank Agrawal

Marico Industries Limited

35236 Sandeep Vijay Mittal

McKinsey & Company, Inc.

05416 Pankaj Khandelwal
 35116 Navtez Singh Bal
 35130 Jaidit Singh Brar
 35157 Arjun Ghosh Dastidar
 35217 Prashant Kumar

Mindtree Consulting

05403 Nitin Bhandari
 05411 Avroneil Guha
 05412 Rakesh Gupta
 05430 Amiya Kumar Pathak
 05439 Suwendu Roy
 05441 Pavan Kumar Sharma

Mitchell Madison Group

05421 Rajnil Mallik
 05423 Punish Mishra

Monsanto Enterprises Pvt. Limited

35142 Sanjay K. Das

Monsanto Enterprises Pvt. Limited

35257 Kamna Prasad

Morgan Stanley Dean Witter & Co.

35333 Sharat Shroff

NIIT Ltd.

35109 Julius S. Amrit
 35246 Anuj Nangpal
 35306 Arnab Saha
 35308 Pramatha Nath Saha

Procter & Gamble India Limited

05413 Anupam Jain
 35230 Sweta Mehra
 35315 Katti S. Santosh
 35350 Siddharth Swaroop
 35357 Kumar Venkat

Pepsico Holdings India Limited

35143 Somnath Das

Planetasia.com

05406 Karthik Chandrasekar
 05409 Kallol Dutta
 35133 Biswabrata Chakravorty
 35341 Sriharsha Krishnamurthy
 35343 Viswanath Subramanian
 35365 Rajesh Yohannan

ANNEXURE XII

PricewaterhouseCoopers

05410 G. Praveen Kumar
05424 Shivi Mithal
35135 Satish Chandra
35309 Rajib Saha
35330 Samarth Shekhar

Ranbaxy Laboratories Limited

35212 Hanchu B. Katara

Reckitt & Colman of India Limited

35240 Nandita Mukand
35347 Surampudi S. Subhash

RPG Enterprises Limited

35150 Pamit Gajbhiye

SmithKline Beecham Consumer Healthcare

35146 Debjit De
35222 Rajendra Makhijani
35237 Subrat Mohanty
35335 Vikas Singh

Sony Entertainment

35256 Amit Prasad

Standard Chartered Bank

35140 Vandana Chauhan
35320 Sunando Sen
35345 K. Sudhindra Srinivas

Techspan, Inc.

35117 Harmeet Singh Bala

Tata Strategic Management Group

05428 Gautam Nagpal
35147 Kapil Dhameja
35251 Prasanna Pahade
35316 Subhayu Sarkar
35325 Pallaw Sharma

Hindustan Lever Limited

05431 Pallav Patni
35304 Shailendra Sadara
35313 Prakash V. Sangam

Unit Trust of India

35152 Jittendra Garbyal
35226 Amitava Mandal

Wipro Limited

05437 Ravindra Rao
35127 Manmeet Singh Bhatia
35221 Mahesh N. S.
35261 Naresh Kumar Rajak
35329 Vivek Sharma
35354 Manish M. Thomare
35366 Ved Prakash Chopra

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 2000

Annual Salary

Highest	\$ 130,000 (Dollar Salary) Rs.11.5 lakhs
Lowest	Rs.2.75 lakhs
Average	Rs.12.15 lakhs

ANNEXURE XIV

FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 2000

CLASSIFICATION OF JOB OFFERS BY TYPE OF INDUSTRIES

<u>Type of Industries</u>	<u>No. of Offers</u>	<u>No. of Accepted</u>
Financial Sector	80	59
Information Technology	110	79
FMCG & Durables	40	28
Consultancy	48	34
Others	4	1
	<hr/>	<hr/>
Total	282	201
	<hr/>	<hr/>

*FMCG - Fast Moving Consumer Goods

Sectorwise job Offers/Accepted

	<u>Offers</u>	<u>Accepted</u>
Public Sector	14	12
Private Sector	268	189
	<hr/>	<hr/>
	282	201
	<hr/>	<hr/>

MANAGEMENT DEVELOPMENT PROGRAMMES 1999-2000

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>No. of Participants</u>	<u>Programme Director/s</u>
1.	Strategic Marketing	12.5.99 to 14.5.99	15	Prof. Ranjan Das
2.	Finance for Non-finance	11.8.99 to 13.8.99	21	Prof. Ranjan Das
3.	Managerial Performance Review	11.8.99 to 14.8.99	10	Prof.S.K. Chakraborty
4.	Management of Organisational Change	30.8.99 to 2.9.99	12	Prof. V. Jha
5.	Management of Cultural Tourism	30.8.99 to 3.9.99	7	Prof.C.P. Bhatta
6.	Managerial Leadership & Conflict Resolution	27.9.99 to 4.10.99	14	Prof.B.N. Srivastava
7.	Improving Communication & Interpersonnel Effectiveness	11.10.99 to 13.10.99	25	Prof. Leena Chatterjee
8.	Communication & Presentation Skills	1.11.99 to 5.11.99	14	Prof.S.S. Sengupta
9.	General Management	1.11.99 to 5.11.99	9	Prof. M.N. Pal & Prof. B.K. Sinha
10.	Risk Management	10.11.99 to 12.11.99	23	Prof. Ranjan Das
11.	Transforming the Middle Management	18.11.99 to 20.11.99	17	Prof. Ranjan Das
12.	Human Resource Management for Non-Personnel Executives	22.11.99 to 26.11.99	9	Prof. P.K. Sett
13.	Management Creativity	22.11.99 to 25.11.99	3	Prof. V. Jha
14.	Adding Value to Customers: through Strategic Alliance & Partnership	29.11.99 to 1.12.99	5	Prof. R. C. Bhattacharya
15.	New Approaches of Effective Management	6.12.99 to 11.12.99	19	Dr.T. Chakraborti Dr. Santwana Chaudhuri
16.	Managerial Leadership & Team Effectiveness	13.12.99 to 17.12.99	36	Prof. S. S. Sengupta
17.	Project Management	20.12.99 to 24.12.99	15	Prof. M.N. Pal & Prof. Bani K. Sinha

ANNEXURE XV

Sl. No.	Title of the Programme	Date	No. of Participants	Programme Director/s
18	Negotiating Your Way To Success	27.12.99 to 30.12.99	13	Prof. B.N. Srivastava
19.	Business Strategy & Human Resource Policy	27.12.99 to 31.12.99	7	Prof. Pulak Das
20.	Management by Human Values: Indian Insights	2.1.2000 to 8.1.2000	53	Prof. S.K. Chakraborty
21.	Exploiting Information	12.1.2000 to 15.1.2000	6	Prof. S.D. Vaidya
22.	Strategic Cost Management : Production, Finance, Marketing Interface	17.1.2000 to 19.1.2000	15	Prof. Mousumi Ghosh
23.	Electronics Commerce: Myths, Promises & Reality	21.1.2000 to 23.1.2000	6	Prof. Uttam
24.	Computer Networking: The Internet Way	28.1.2000 to 30.1.2000	11	Prof. P.S. Dasgupta
25.	Supply Chain Management	31.1.2000 to 2.2.2000	11	Prof.M.N. Pal & Prof.B. Avittathur
26.	Managing Software Projects	3.2.2000 to 5.2.2000	8	Prof.Rahul Roy & Prof.S. Bhattacharya
27.	Women in Management & Leadership	7.2.2000 to 9.2.2000	18	Prof.S.S. Sengupta
28.	Strategic Sales & Distribution Mgmt.	7.2.2000 to 10.2.2000	14	Prof. Sudas Toy & Prof. A. Mukherjee
29.	Acquisition of Foreign Know-How & Technology Management. In Company Level	10.2.2000 to 12.2.2000	9	Prof. Ranjan Das
30.	Rehabilitation of the Displaced People	14.2.2000 to 16.2.2000	14	Prof.K.S. Mondal
31.	Organisations of the New Millennium	14.2.2000 to 17.2.2000	4	Prof.V. Jha
32.	R & D Management	15.2.2000 to 19.2.2000	21	Prof. Pulak Das
33.	Intensive Workshop On Discovering India	20.3.2000 to 23.3.2000	6	Prof. S.K. Chakraborty & Prof. C.P. Bhatta

IN COMPANY TRAINING PROGRAMMES – 1999-2000

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No of Participants</u>	<u>Programme Director/s</u>
1.	Training Programme on General Management for Project Engineer from Orissa Water Resource Consolidation Project	3.5.99 to 8.5.99	Tata Hall	23	Prof. M.S. Mishra
2.	IFFCO (MCHV)	2.6.99 to 4.6.99	Tata Hall	26	Prof. B.K. Chatterjee & Prof. S.K. Chakraborty
3.	ONGC Training Programme	7.6.99 to 11.6.99	Tata Hall	30	Prof. Ranjan Ghosh
4.	Articulation of Communication Strategy (Ministry of Health And Family Welfare, Govt. Of India)	10.6.99 to 12.6.99	Tata Hall	16	Prof. M.S. Mishra
5.	Risk Analysis, Credit Decisions on Allahabad Bank	28.6.99 to 3.7.99	Tata Hall	25	Prof. Hrishikesh Bhattacharya
6.	Atriculation of Communication Strategy (Govt. of India)	1.7.99 to 3.7.99	Tata Hall	18	Prof. M.S. Mishra
7.	Workshop on Human Values:SBI	7.7.99 to 10.7.99	Tata Hall	25	Prof. S.K.Chakraborty
8.	RCH Workshop	8.7.99 to 10.7.99	Tata Hall	19	Prof. M.S. Mishra
9.	Training Programme on Allahabad Bank	12.7.99 to 17.7.99	Tata Hall	24	Prof. Hrishikesh Bhattacharya
10.	Training Programme on Allahabad Bank	19.7.99 to 24.7.99	Tata Hall	24	Prof. Hrishikesh Bhattacharya
11.	Workshop on Human Values:SBI	21.7.99 to 24.7.99	Tata Hall	23	Prof. S.K. Chakraborty
12.	Training Programme on Allahabad Bank	26.7.99 to 28.7.99	Tata Hall	22	Prof. Hrishikesh Bhattacharya
13.	Workshop on Knowledge for Elementary Education Policy Practice	6.8.99	Tata Hall	17	Prof. V.N. Reddy & Prof. Ragavendra Chattopadhyay
14.	RCH Workshop	5.8.99 to 7.8.99	Tata Hall	15	Prof. M.S. Mishra
15.	Workshop on Human Values:SBI	18.8.99 to 21.8.99	Tata Hall	31	Prof. S.K. Chakraborty

ANNEXURE XVI

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No of Participants</u>	<u>Programme Director/s</u>
12.	Training Programme of Marugappa Group	23.8.99 to 2.9.99	Tata Hall	19	Prof. S. Khanna
18.	Workshop on Human Values:SBI	25.8.99 to 27.8.99	Tata Hall	30	Prof. S.K. Chakraborty
19.	RCH Workshop	30.8.99 to 1.9.99	Tata Hall	15	Prof. M.S. Mishra
20.	Workshop on Human Values:SBI	8.9.99 to 11.9.99	Tata Hall	31	Prof. S.K. Chakraborty
21.	- do -	15.9.99 to 18.9.99	Tata Hall	24	- do -
22.	Workshop on Human Values on ONGC – Top Executives	23.9.99 to 25.9.99	Tata Hall	27	- do -
23.	Workshop on Human Values:SBI	5.10.99 to 8.10.99	Tata Hall	31	- do -
24.	Advanced Management Programme	4.10.99 to 16.10.99	Tata Hall	13	Prof. Sudas Roy & Prof. S.D. Vaidya
25.	Workshop on Human Values:SBI	27.10.99 to 30.10.99	Tata Hall	31	Prof. S.K. Chakraborty
26.	- do -	11.11.99 to 14.11.99	Tata Hall	14	- do -
27.	RCH Workshop	11.11.99 to 13.11.99	Tata Hall	10	Prof. M.S. Mishra
28.	Training Programme of ACC On Strategic Management	15.11.99 to 20.11.99	Tata Hall	17	Prof. S. Khanna
29.	Workshop on Human Values:SBI	17.11.99 to 20.11.99	Tata Hall	11	Prof. S.K. Chakraborty
30.	Workshop on Human Values:SBI	8.12.99 to 11.12.99	Tata Hall	21	- do -
31.	RCH Workshop	10.1.2000 to 12.1.2000	Tata Hall	11	Prof. M. S. Mishra
32.	Training Programme on Environmental Economics	31.1.2000 to 4.2.2000	Tata Hall	23	Prof. J. Bandyopadhyay & Prof. R.P. Sengupta
33.	Planning Commission	23.2.2000 to 25.2.2000	Tata Hall	21	Prof. S. Khanna
34.	International Round Table on Corporate Advantage	23.2.2000 to 26.2.2000	Tata Hall	23	Prof. S.K. Chakraborty

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA**Govt. Sponsored Training Programme – 1999 – 2000**

<u>Sl. No.</u>	<u>Title of the Programme</u>	<u>Date</u>	<u>Venue</u>	<u>No. of Participants</u>	<u>Programme Director/s</u>
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FOR IAS OFFICERS:

1.	IAS Programme	14.6.99 to 25.6.99	Tata Hall	11	Prof. Ranjan Ghosh
2.	IAS Programme	25.10.99 to 5.11.99	Tata Hall	15	Prof. M.N. Pal

FOR IFS OFFICERS:

1.	IFS Programme	11.10.99 to 15.10.99	Tata Hall	25	Prof. Rabin Ganguly
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ANNEXURE XVIII

**RESEARCH PROJECTS UNDER CMDS (SANCTIONED)
DURING 99-2000**

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Projects Director(s)</u>
1.	Implementation of Quality Management Programmes as a process of planned organisational change : Lessons for Managers	Prof. Vidyanand Jha
2.	Liberalization and Industry	Prof. Sudip Choudhuri
3.	Determinates of Non-enrolment at Primary level in West Bengal	Mr. Akshoy K. Sinha
4.	Marketing Navi Mumbai	Prof. Annapurna Shaw
5.	Organisation as bundless of property Rights : In Explonation	Prof. Amit Jyoti Sen
6.	Case Studies & Publication	Prof. Subroto Sengupta
7.	Individual Differences in Need for Cognition and Complex Solving	Prof. Unnikrishnan Nair
8.	Corporate Governance with York University, Canada	Prof. S. K. Chakraborty
9.	Privatisation Issue : Its Possibilities and Limitations (A critical review)	Dr. Tridib Chakraborty
10.	Empowerment in Indian Industries : A Survey among Public and Private Sector Industries	Dr. Santwana Chowdhuri
11.	Inter Organizational Power Relationship In Automobile Channels of Distribution	Prof. Avinandan Mukherjee
12.	Major Environmental Changes in Independent India : A Survey	Prof. Sumit Guha
13.	Reward Expectation of R&D Scientists in Government Systems	Prof. Pulak Das
14.	Global Warming and Macro-Economic Effects Of Restracton of Greenhouse Cases in India	Prof. Ramprasad Sengupta
15.	Financial Markets and Public Policy	Prof. Mritiunjoy Mohanty
16.	Design of Approximation Algorithms for Search Problems in Dynamic Graphs	Prof. Uttam K. Sarkar

ANNEXURE XVIII

<u>Sl.No.</u>	<u>Title of Project</u>	<u>Projects Director(s)</u>
17.	New Technology based Products	Prof. S. D. Moitra
18.	Economics of Transition & Adjustment	Prof. V. N. Reddy
19.	Changing Pattern the Functioning of Cooperate Bonds against the Backodrop of Growing Demand for Better Corporate Governance and Improved Shancholder Value	Prof. Ranjan Das
20.	A Study on the Socio-Economic Profile of Sundarban in West Bengal	Prof. Sudas Roy Shri Tarit Dutta
21.	Indian Domestic Airline	Prof. B. K. Sinha Prof. B. Avittathur
22.	Modelling and Evaluation of a In-herve and Third Party	Prof. U. Dinesh Kumar Prof. B. Avittathur
23.	Optimal Airline Network	Prof. U. Dinesh Kumar
24.	A Study of Middle Managers	Prof. Unnikrishnan Nair

ANNEXURE XIX**CONSULTANCY PROJECT UNDERTAKEN/PROCESSED
DURING 99-2000**

<u>Sl.No.</u>	<u>Project Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
1.	Consultancy project on Development of a Vision Statement	Buxa Tiger Reserve	Prof. Vidyanand Jha Prof. J. Bandopadhyay Prof. Kalyan Dutta
2.	Consultancy project on Development of Psychometric test	SERI International Finance Ltd.	Prof. Vidyanand Jha
3.	Consultancy project on Restructuring at Assam Oil Divn.-IOCL	Assam Oil Division	Prof. Sushil Khanna Prof. Anindya Sen
4.	Consultancy project for RBI on Industrial Sickness in Eastern India	Reserve Bank of India	Prof. Sudip Chaudhuri Prof. Anindya Sen
5.	Consultancy project on Evaluation Study Of the Centrally Sponsored CDS	Cashew Development Schemes	Prof. V. N. Reddy Prof. Alok Ray Prof. D. Bhattacharjee Prof. N. Ramachandran Prof. R. Chattopadhyay
6.	Consultancy project on Management Audit of RRBs	Management Audit of RRB	Prof. K. K. Bhattacharya Prof. N. Ramachandran
7.	Consultancy project on Marketing for Bridge & Roof Co. (India) Ltd.	Bridge & Roof Co.(India) Ltd.	Prof. Manas Das Prof. A. Mukherjee
8.	Consultancy project on Strategy & Organisational Audit for Murugappa Group	Murugappa Group	Prof. Sushil Khanna
9.	Consulting project for Cini Chetana Resource Centre	Cini Chetana Resource Centre	Prof. A. Mukherjee
10.	Consultancy project for B&A Multiwall Packaging Limited	B&A Multiwall Packaging Ltd.	Prof. A. Mukherjee
11.	Consultancy assignment relating to diversification of PGFIC	Peerless General Finance & Investment Company	Prof. Ramanuj Majumdar Prof. Kalyan Dutta Prof. N. Ramachandran
12.	Consultancy from Durgapur Chemicals Limited	Durgapur Chemicals Limited	Prof. Manas Das
13.	Techno-economic Viability Study of Bengal Immunity Limited	Bengal Immunity Limited	Prof. Manas Das Prof. Shyamal Ghosh

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<u>Sl.No.</u>	<u>Project Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
14.	Consultancy from Bridge & Roof Company	Bridge & Roof Company	Prof. Manas Das Prof. A. Mukherjee
15.	Consultancy project for BHPV Marketing Workshop 1999 and Marketing Plan 2000 - 2005	Bharat Heavy Plate & Vessels Ltd.	Prof. Manas Das
16.	Consultancy project for Brain-storming Meeting on sustainable supply of fresh Waters for domestic needs sponsored by UNICEF	UNICEF	Prof. J. Bandyopadhyay
17.	Consultancy project on External Evaluation Of TLC in Roopnagar Dist. Punjab	Total Literacy Campaign	Prof. R. Chattopadhyay Prof. V. N. Reddy
18.	Consultancy project on Joint Review Mission & 2 nd In-depth Review Mission for DPEP	Distric Primary Education Programme	Prof. R. Chattopadhyay
19.	Consultancy project on Role of PRIs & Local bodies in planning and Management of PEWB	Primary Education in West Bengal	Prof. V. N. Reddy Prof. R. Chattopadhyay
20.	Consultancy project on Review of Tea Auction Rules of the three North India Tea Auction Centre for Tea Board	Tea Board	Prof. Sudas Roy Prof. V. N. Reddy
21.	Consultancy project on Inventory Management for the Ordnance Factory Board (First Phase)	Ordnance Factory Board (First Phase)	Prof. Ranjan Ghosh Prof. A. K. Chatterjee
22.	Consultancy project on Patterns and Trends of Consumption and Distribution Channels for TI	Tea in India	Prof. V. N. Reddy Prof. Sudas Roy
23.	Consultancy project on External Evaluation of Post Literacy Programme in Tripura	Programme in Tripura	Prof. V. N. Reddy Prof. S. Bhattacharya Prof. R. Chattopadhyay
24.	Consultancy project on Long term training and consulting exercise on Strategic Marketing for ABC India Limited	ABC India Limited	Prof. A. Mukherjee

ANNEXURE XIX

<u>Sl.No.</u>	<u>Project Title</u>	<u>Name of Organisation</u>	<u>Faculty Team</u>
25.	Consultancy project for Study of Testing Service	Study of Testing Service	Prof. N. Ramachandran Prof. B. K. Sinha Prof. K. U. Nair
26.	Consultancy project on Corporate Governance for M/s. S.R. Batliboi & Co. Calcutta.	M/s. S.R. Batliboi & Co.	Prof. A. Bhattacharyay
27.	Revised budget for the Consultancy Project on Joint Review Mission and 2 nd In-depth Review Mission for DPEP	M/s. DPEP	Prof. R. Chatopadhyay

**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 99-2000.**

Prof. Rabin Ganguly

- a. Participated and presented a Paper on "Management of Interfaces and Conflicts: Emerging Focus in Urban Planning Education" in the 48th National Town & country Planners Congress, of the Institute of Town Planners, India, December 27-29, 1999, at Jaipur.

Prof. B B Chakrabarti

- a. Delivered keynote address in the All India Conference on "Regulatory Framework and Management Accountants" held by the Institute of Cost & Works Accountants of India, on 18.02.2000.

Prof. M N Pal

- a. Attended a National Seminar on "Application of Mathematics in Social and Industrial Sectors in Next Millennium" at BIT Mesra & presented the paper "Productivity/Efficiency Based Resource Allocation Problem", co-authored with Bani K Sinha.
- b. Paper titled "Performance Analysis of Indian Banking Industry – An Exploration" has been referred and accepted for the International Conference to be held at the NU Singapore.

Prof. K S Mandal, Sociology Group

- a. Presented a paper entitled Achievements and limits of popular participation: Study of poverty alleviation in West Bengal, India in a workshop on The Role of State in Poverty Alleviation III, organized by the Comparative Research Programme on Poverty (CROP) at Amman, Jordan during November 7-10, 1999.

Prof. Madhu S. Mishra, Sociology Group

- a. Attended a workshop on irrigation potential and agricultural modernization in eastern India, Bhubaneswar, April 5-8, 1999
- b. Attended a workshop on Management of RCH Programme; New Delhi, April 15-17, 1999.
- c. Attended a workshop on Water Resources for sustainable development, Bhubaneswar, May 17-19, 1999.
- d. Attended a workshop on NGO's and Social Development, Bhubaneswar, June 17-19, 2000.
- e. Attended a National Workshop on RCH Programme, New Delhi, July 30-31, 1999.
- f. Attended a Regional Workshop on NGO's in South India, Bangalore, November 29 to December 2, 1999.

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- g. Attended a National Conference on IEC Strategy for RCH Programme, New Delhi, June 3-4, 1999.
- h. Attended an International Conference on NGO's in the New Millenium, Bangalore, September 6-9, 1999.
- i. Attended a Conference on Health Management Training Needs Assessment, Bombay December 27-29, 1999.
- j. Attended as a Programme Director/Coordinator and Workshop Coordinator :
 - i. Management Development Programme for Executives of Orissa Water Resource Consolidation Project, May 3-8, 1999 at MDC, IIMC Joka Campus.
 - ii. First State Level Management Workshop on Reproductive and Child Health (RCH) Programme for senior Health Administrators from selected states, July 8-10, 1999, at MDC, IIMC Joka Campus.
 - iii. Second State Level Management Workshop on Reproductive and Child health (RCH) Programme for senior health Administrators from selected states, August 5-7, 1999, at MDC, IIMC Joka Campus.
 - iv. Contact Programme for Medical Officers from eastern and north-eastern region states for Distance Learning programme on Health & Family Welfare Management, MTC, IIMC Joka Campus, May 12-16, 1999.
 - v. Regional Workshop on IEC in RCH Programme for senior health administrators from eastern and northeastern region states, MDC, IIMC Joka Campus, June 10-12, 1999.
 - vi. Second Regional Workshop on IEC in RCH Programme for senior health administrators from eastern and north-eastern region states, MDC, IIMC Joka Campus, July 1-3, 1999.

Prof. Manas Das

- a. Attended 13th annual conference of the Indian Society of Agricultural Marketing, and presented a paper.
- b. Two day workshops Marketing for Bridge & Roof Co. at Calcutta and Bombay.
- c. Two day Workshops on Marketing Management for Bongaigaon Refinery & Petrochemicals Ltd.
- d. Conducted sessions in special Management Programme

Prof. U. Dinesh Kumar, Operations Management Group

- a. Attended 10th International MIRCE Symposium on System Operational Effectiveness to be held at Exeter, United Kingdom between 12-14th December 2000.

Prof. Ashish Kr. Banerjee, Marketing Group

- a. Attended a Conference on "Cooperate Governance" with ACCA (London) at Bombay, February 2000.

Prof. D N SenGupta

- a. Presented a paper on "Globalization : an agenda for the Eastern Region" at the regional seminar on "An Agenda for the New Millennium", organized jointly by the Indian Association for Social Science Institutions (IASSI) and the Indian Institute of Management Calcutta at IIMC on 20-21 December, 1999.

Prof. S. D. Moitra

- a. Attended INFORMS National Meeting, April 1999.
- b. Attended Marketing Science Conference, May 1999.

Prof. Balram Avittathur

- a. Attended a National Seminar on "Application of Mathematics in Social and Industrial sectors in Next Millennium" at BIT Mesra (October 26-27, 1999) to present the paper "Productivity/Efficiency Based Resource All Problem", co-authored with Bani K. Sinha and M. N. Pal.

Prof. Surendra Munshi

- a. Delivered the keynote address at the national seminar 'Mobilization and Development : Society and Economy in 20th Century India' organized by Dept of History, Calcutta University, December 4-5, 1999.
- b. Moderated a session on 'Socio-Economic Challenges of Pluralism' at the Seminar on Pluralism, organized by USIS, April 26, 1999.
- c. Academic Coordinator of the International Seminar on 'Egoism and Altruism', held at MMB, Calcutta, November 11-13, 1999; chaired a session and presented a paper 'Egoism and Altruism in Marx's Thought'.
- d. In Diana's Mirror : A look at British Society

Prof. Panduranga Bhatta, Management Centre for Human Values

- a. Participated and presented a paper titled 'Vedantic Ethics for Effective Management' In a National Conference on Management for the New Millennium organized by Bharatheeya Vichara Kendra, Cochin 23rd October 1999.

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- b. Participated and presented a lecture on 'Hindu Social Teachings' in the partners Workshop organized by Catholic Relief Services Hyderabad. 11th November 1999.
- c. Participated and presented a paper on 'Compassion as a means Conflict Resolution' in the 4th International Conference on Great Religions of Asia Organized by World Buddhist Council at Lumbin, Nepal 19-21, November 1999.

Prof. Sunita Singh Sengupta

- a. Attended and presented a Paper entitled "Socio-cultural Determinants of Women Leadership in Organization" in the International Symposium on EMPOWERMENT OF WOMEN organized by COSMODE in Hyderabad from February 10-12, 2000.
- b. Attended and participated in the International Round Table Conference on "CORPORATE REPUTATION AND COMPETITIVE ADVANTAGE" organized by MCHV from February 23-26, 2000.

Prof. Subir Bhattacharya

- a. Presented a paper in ASC-99, IASTED International Conference on Artificial Intelligence and Soft Computing held at Honolulu, Hawaii, U.S.A. during August 9-12.1999.
- b. Delivered the A.K. Sengupta Memorial Lecture on Emerging Trends in Computer Networking at the Department of Applied Physics of University of Calcutta, February 18, 2000.

Prof. Vidyanand Jha

- a. Participated in the first research workshop organized by Aditya Birla Centre at London Business School in association with IIMs A, B and C in April 1999.
- b. Delivered a seminar on "Quality Circles beyond Numbers" at IIM Lucknow on June 29, 1999.
- c. Delivered a talk on TQM Implementation in India – Learning's in the area of Change Management at Indian Society of Training and Development, Calcutta Chapter on July 27, 1999.
- d. Attended the National Workshop on translations and culture organized by Katha at new Delhi during December 10-12, 1999.
- e. Attended the National Case Development Workshop at FMS, New Delhi during December 20-23, 1999 and was the resource person one of the sessions.
- f. Attended the Workshop on Translation organized by Sahitya Akademi at Patna during December 24-30, 1999.

Prof. Anup Kr. Sinha

- a. Coordinated LBS-IIMA-IIMB-IIMC joint Workshop on Doctoral Research in April 1999 held at IIMC.

- b. Presented Paper on Instrumental Rationality and Dimensions of Personhood : A Perspective from Economics In "Conference on Egoism and Altruism" at Max Mueller Bhavan
- c. Paper presented on Individual Values and Social Identity in National Conference on " Values and Communication" held at Jadavpur University Department of Philosophy.
- d. Delivered an Endowment Lecture on "The Global Economic Order : Markets, Trade and Poverty" Rabindra Bharati University, Calcutta, Department of Political Science.
- e. Delivered a Lecture on "Recent Critiques of Utilitarianism" in programme on Trends in Western Thought, Academic Staff College, Department of English, Calcutta University
- f. Participated in Brain Storming Session on Water Resources held by Unicef at IIMC.
- g. Coordinated with Economic Times two panel discussions on Anatomy of Consumer Satisfaction and Understanding the Indian Consumer.

Prof. Bani K Sinha

- a. Attended National Seminar on "Application of Mathematics in Social and Industrial Sectors in Next Millennium" at BIT Mesra (October 26-27, 1999) to present the paper "Productivity/Efficiency Based Resource Allocation Problem", co-authored with Bani K Sinha and M N Pal.
- b. Presented a Paper "New Mathematical programming Models for Efficiency Based Aggregate Production Planning and Control" jointly with Dr. Krishna Kumar C. in the POMS International Conference, Delhi, December 1999.

Prof. Parthasarathi Dasgupta

- a. Presented a short paper titled Complex Triangle Detection and its Application to VLSI Design,
- b. Attended as Session Chair for a tutorial session on "Application of Graph Theory to VLSI design" in the 3rd VLSI Design and Test Workshop, New Delhi, August 1999.
- c. As a Member, Organizing Committee, International Conference on VLSI Design held at Calcutta during January 3-7, 2000.
- d. Presented a research paper titled "A graph-theoretic approach for the Crew-Scheduling Problem" at the Regional Conference of OR Society of India, held in Calcutta

Prof. Debashish Bhattacharjee

- a. Presented a paper on "The Transformation of Labour Relations in India", School of Industrial and Labour Relations, Cornell University, September 14, 1999.
- b. "Economic reforms and Organized Labour in India : A Tale of Two Cities", South Asia Programme, Cornell University, November 1, 1999.

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Prof. B. N. Srivastava

- a. Attended FICCI sponsored seminar on transformation through consultancies at new Delhi on September 2, 1999.
- b. Attended a seminar on MBA opportunities organized by FICCI Ladies Organization on August 30, 1999 at Calcutta.

Prof. Shalini Arora

- a. Presented a paper on 'Phased Time Minimizing Transportation Problem' co-author with M.C. Puri at XXXII convention of Operational Research Society of India : International Conference of Operations Research in Small and Medium Enterprises held in Tirupati during Dec 20-22, 1999.

Prof. Saibal Chattopadhyay

- a. Presented an invited talk titled Sequential methodologies using asymmetric loss function, Department of statistics, Chaudhuri Charan Singh University, Meerut, April 1999

Prof. K. Unnikrishnan Nair

- a. Presented a paper "Organizing and Organizations in the New Millennium : Some prospects and Problems, in the National Convention on Managing in the new Millennium, organized by the Quilon Management Association, December 11-12, 1999.

Prof. S. K. Chakraborty

- a. Attended International Workshop on Management by Human Values – January 2-8, 2000.
- b. Attended International Round-Table on Corporate Reputation – February 23-26, 2000.
- c. Addressed a half-day Seminar to top manager of Siemens, Munich, on Leadership, May, 1999.
- d. Addressed Professors, Students and Research Scholars at Darmstadt Technology university on Technology and Ethics, May 1999.
- e. Conducted a two-day Workshop on Leadership for the Danish Management Forum in Copenhagen.
- f. Delivered a half day Seminar to Senior Managers at the Nijenrode University on Leadership- Indian Insights in Amsterdam, May, 1999
- g. Delivered a half-day lecture on Ethics and Indian Insights at Leiden University, Holland.

Prof. Ram Prasad Sengupta

- a. Organized a seminar on the Concept of Sustainability in Economics at the Centre for Studies in Social Sciences, Calcutta in July 1999.

- b. Presented the paper on "Ecology and Economics : Interrelation and the Concept of Sustainable Development in the first meeting of the South Asian Network for Development and Environmental Economics (SANDEE) at Kathmandu November 4-6, 1999.
- c. Presented a paper entitled "Nature, Economy and Population – Biophysical Limits and Sustainable Development" in the Workshop on Statistical Science and Environment Policy : Possible Interaction, 10-12 January 2000 in Calcutta.

Prof. Biju Paul Abraham

- a. Attended the Third Ministerial Conference of the World Trade Organization held at Seattle USA from November 30-December 4, 1999.
- b. Delivered a keynote speech on "WTO – The Post-Seattle Scenario" at the Roundtable organized by the Bengal Chamber of Commerce at the Assocham Managing Committee Meeting in Calcutta on January 12, 2000.

Prof. Avinandan Mukherjee

- a. Presented a paper on 'Global Benchmarking in the Service Sector' at the International Workshop on "World Class Marketing : Destination 2000" organized by NASMEI and XLRI Jamshedpur on October, 1-3, 1999
- b. Presented a paper on Measuring Service Quality in Engineering Education – Validation of SERVQUAL" (co-author) at the International Conference on "Delivering Service Quality : Managerial Challenges for the 21st Century" jointly organized by IIM Ahmedabad and Rensselaer Polytechnic Institute, USA at IIMA on Dec 28-29, 1999.

Prof. Ranjan Das

- a. Delivered a talk on Socio-Economic Relevance of Present Education System, 60th anniversary of Lady Brabourne College
- b. Delivered a talk on Anatomy of Consumer Satisfaction, a special lecture organized by the Economic Times
- c. Delivered a talk on Managing Business in the Next Millenium, Rotary Club Dhaka

Prof. Rahul Mukherjee

- a. Delivered a talk on International Workshop on Objective Bayesian Methodology, University of Valencia, Spain [(June, 1999) (with partial support from IIMC)]
- b. Delivered a talk on International Conference on Statistics and Probability, Indian Statistical Institute, Delhi (December, 1999)

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Prof. Pulak Kumar Das

- a. Presented a paper titled "Bridging barrier between R & D and business : HR Intervention" in R&D Management conference held in New Delhi from December 6-8, 1999 organized jointly by R&D Management Association, UK and CSIR, New Delhi.

Prof. J Bandyopadhyay

- a. Organized a series of seminar by eminent speaker on a number of 'Crucial Policy Issues in Environment and Development in India'. Speaker from outside Calcutta include Dr. AP Mitra RRS (CSIR New Delhi), Dr. MS Swaminathan (MSSRF, Chennai), Mr. R. Rajamani (former Secy. MoEF), Dr. PS Roy (Dean of IIRS Dehradun), Prof. Shekhar Singh (IIPA New Delhi), Dr. Ramachandra Guha (IISc Bangalore), Prof. Anil Gupta (IIM Ahmedabad). It is planned to publish the papers presented as an edited book.
- b. Participated in regional meeting in Kathmandu on Cooperation in the GBM Basin during 02-05 April 1999.
- c. Participation in the Workshop at International Union for Conservation of Nature (IUCN) headquarters in Gland (Switzerland) on Developing Methodology for Integrated Wellbeing Assessment during 19-23 July.
- d. Participated in international conference on 'Sustainable Development of the Ganges-Brahmaputra-Meghna Region' held in Dhaka, during 03-05 December 1999.

Prof. Sanjoy Mukherjee

- a. Participated in the Mid-project Workshop on Corporate Governance at Montreal during June 9-11, 2000.

Prof. Uttam Kumar Sarkar

- a. Participated in the International Workshop on Technology Enhanced Learning, WoTEL'99 May 18-19, 1999 jointly organized by CMU, Pittsburgh, USA and IIT Madras. Venue : Taj Cormandel Hotel, Chennai and ICSR Hall, IIT Madras.
- b. Presented a paper entitled Electronic Commerce – Some Issues and Concerns at the eastern regional Conference'99 (ERC'99) on IT – Opportunities and Challenges, organized by computer Society of India, Calcutta Chapter, Venue The Park Hotel, Calcutta, 11-12 June 1999.
- c. Gave a talk on E-Commerce organized by the American Society of Mechanical Engineers (held at Jadavpur University Campus, Calcutta).
- d. Chaired a panel discussion on Internet, E-Commerce, and Electronic Money in the International conference on Information Technology (CIT'99) held in Bhubaneswar, Orissa during 20-22 December, 1999.

Prof. Ranjan Ghosh

- a. Presented an invited paper on "Decisions under Uncertainty : Modeling of Risk" in the National Seminar on Statistics & Decisions at Calcutta University during May 20 to 21, 1999.

Shri Tridib Chakraborti

- a. Participated and acted a Resource Faculty in a 2 day Executive Development Programme on MOU organized jointly by Department of Public Enterprises, New Delhi and Indian Institute of Plantation Management, Banagaloreat, Banagalore (August'99)

Dr. Tarit Kumar Dutta

- a. "Emerging Principals of Industrial Ecology and Cleaner production" Speaker – Dr. S Erkman, Director Institute of Communication and Analysis of Science and Technology – Geneva.
- b. "Forests and Forestry in 21st Century in India" Development in the Seminar on "Sustainable Development : Role of Scientists and Engineers" given by Dr. Subhas Kumar Sikdar, Director.
- c. Attended the Sri Arobindo Memorial Oration delivered by Dr. Raja Ramanna on "Sri Arobindo on Powers of Science and Spirituality" at Management Centre for human Value" on August 13, 1999.

Dr. Santwana Chaudhuri

- a. Attended Annual Conference of Calcutta chapter of NIPM on 19th June 1999.
- b. Attended National Convention on Training for Transformation – 19-21st January, 2000 of ISTD.
- c. Attended Eastern Regional Conference of NIPM at Ranchi, IICM.

Shri Arun Mukhopadhyay

- a. Attended a Workshop organized by Drug Action Forum, West Bengal, on "Health and Medicine : Practice, Culture and Education". At Alkatan (Eastern Zonal Cultural Centre) Salt Lake City on 31st July 1999.
- b. Attended a Seminar Organized by Viswa Banga Millennium Committee on Biotechnology and Genetic Engineering at Bangla Academy on 3rd January 2000.

Shri Akshoy K. Singha

- a. Anandapath in West Bengal – A resume; Paper presented at the Regional Seminar on Researches in School Effectiveness at Primary Stage, held at Regional Institute of Education (NCERT) Bhubaneswar in April 30 – May 1, 1999.
- b. Policy Level Constraints in Universalizing Primary Education in West Bengal Paper presented at the South Asian Conference on Education at Central Institute of Education, Delhi University, Delhi, in Nov. 1999.

**BRIEF ACCOUNT OF OTHER PROFESSIONAL ACTIVITIES
OF THE FACULTY AND RESEARCH STAFF OF THE
INSTITUTE DURING 1999-2000.**

Prof. Rabin Ganguly

- a. Conducted the following programmes as Programme Director/Faculty:
 - i. One Week MoEf, GoI, Training Programme for IFS Officers: October 11-15, 1999 on 'Environmental Priorities & Sustainable Development', in Tata Hall, IIMC.
 - ii. Environmental Issues in Tourism on 01.09.1999.
MDP on Management of Cultural Tourism' held during August 30 September 03, 1999.
 - iii. Environmental Management on 10.12.1999.
MDP on Effective Management December 06.11.1999
 - iv. Rehabilitation Planing Process on 15.02.2000
MDP on Rehabilitation of Displaced People February 14 – 16, 2000
- c. Chairman, PGDBM Committee
- d. Member, Academic Council
- e. Member, Internal Personnel Committee
- f. Member: Doctoral Research Committee (DRC), School of Planning and Architecture (Deemed to be University), New Delhi.
- g. Associate Member: Institute of Town Planners, India and, Member, Professional Standing Committee, West Bengal Chapter of the same Institute.
- h. Member: Advisory Committee of the Institute of Local Government and Urban Studies, Govt. of West Bengal.
- i. Member: Indian Environmental Association (Member Association of Water Environment Federation, USA), Calcutta Chapter.

Prof. B.B. Chakrabarti

- a. Spoke on "Effective Cost Management – New dimensions" on 8.12.1999 in the MDP on Effective Management.
- b. Spoke on "Financial Management for Projects" on 20.12.1999 in the MDP on Project Management.

- c. Spoke on "Strategic Credit Management" on 9.2.2000 in the MDP on Strategic Distribution and Sales Management.

Prof. M N Pal

- a. Conducted the following MDP/In-Company/Government Programmes/AMP
 - i. MDP on Concepts and Strategic Issues in General Management, November 1-5, 1999.
 - ii. MDP on Project Management 20-24, 1999.
 - iii. Innovative MDP on Supply Chain Management Jan 31-Feb 2, 2000.
 - iv. In-Company Training Programme on Project Management for Reckitt and Colman, April 19-23, 1999.
 - v. Training Programme for IAS Officers October 25 – November 5, 1999.
 - vi. 6 Hours of Teaching in SMP (Feb/March 2000)
 - vii. 13.5 Hours of Teaching in AMP, RCH Programme and Orissa Water Resource Project Programmes.
- b. Member, Internal Personnel Committee
- c. Member, Computer Services Committee since December 1999.
- d. Member Faculty Recruitment Procedure Committee.

Prof. K. S. Mandal, Sociology Group

- a. Conducted the following programmes as Programme Director and Course Faculty :
 - i. MDP on "Rehabilitation of the Displaced People" at Tata Hall, IIMC during February 14-16, 2000.
 - ii. "Principles of Effective Management" on 8th December, 1999 in the 'Induction Course' for Assistant Engineers of Public Works Department, Govt. of West Bengal held at Road and Building Research Institute, Pailan, Joka.
 - iii. Delivered lecture as Resource Person at the Third Refresher Course in Sociology (1999) on 'Advancing Frontiers of Sociology' for the College and University Teachers organized by Academic Staff College, University of Calcutta, at the Department of Sociology, Calcutta University.

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- b. Regional Liaison Officer (South Asia), Research Committee on Sociology of Agriculture and Food, International Sociological Association.
- c. Nominated as Council Member of the Asian Rural Sociologist Association.
- d. Member, International sociological Association.
- e. Life Member. India Sociological Society .
- f. Group Coordinator, Sociology
- g. Member, Library Committee
- h. Member, Fellowship, Research & Publication Committee
- i. Member, Post Graduate Programme Committee
- j. Member, Departmental Promotion Committee

Prof. Madhu S. Mishra, Sociology Group

- a. Conducted following programmes as Programme Director:
 - i. Management Development Programme for Executives of Orissa Water Resource Consolidation Project, May 3-8, 1999 at MDC, IIMC Joka Campus.
 - ii. First State Level Management Workshop on Reproductive and Child Health (RCH) Programme for Senior Health Administrators from selected states, July 8-10, 1999, at MDC, IIMC Joka Campus.
 - iii. Second State Level Management Workshop on Reproductive and Child health (RCH) Programme for Senior Health Administrators from selected states, August 5-7, 1999, at MDC, IIMC Joka Campus.
 - iv. Third State Level Management Workshop on Reproductive and Child Health (RCH) Programme for Senior Health Administrators from selected states, August 30-September 1, 1999 at MDC IIMC Joka Campus.
 - v. Fourth State Level Management Workshop on Reproductive and Child Health (RCH) Programme for Senior Health Administrators from selected states, November 11-13, 1999 at MDC, IIMC Joka Campus.
 - vi. Fifth State Level Management Workshop on Reproductive and Child Health (RCH) Programme for senior health Administrators from selected states, January 10-12, 2000 at MDC, IIMC Joka Campus.

- vii. First District Level Management Workshop on Reproductive and Child Health (RCH) Programme for Health Administrators from eastern and North-eastern region states, January 3-8, 2000 at NTB, IIMC Joka Campus.
 - viii. Second District Level Management Workshop on Reproductive and Child Health (RCH) Programme for Health Administrators from eastern and North-eastern region states, February 7-12, 2000 at NTB, IIMC Joka Campus.
 - ix. Third District Level Management Workshop on Reproductive and Child Health (RCH) Programme for Health Administrators from eastern and North-eastern region states, March 6-11, 2000 at NTB, IIMC Joka Campus.
- b. Conducted following programmes as Programme Coordinator and Works Coordinator :
- i. Contact Programme for Medical Officers from eastern and north-eastern region states for Distance Learning programme on Health & Family Welfare Management, MTC, IIMC Joka Campus, May12-16, 1999.
 - ii. Regional Workshop on IEC in RCH Programme for senior health administrators from eastern and northeastern region states, MDC, IIMC Joka Campus, June 10-12, 1999.
 - iii. Second Regional Workshop on IEC in RCH Programme for senior health administrators from eastern and north-eastern region states, MDC, IIMC Joka Campus, July 1-3, 1999.
 - iv. Contact Programme for Medical Officers from eastern and North-Eastern region states for Distance Learning Programme on Health and Family Welfare Management, February 14-19, 2000, Cini Campus.
- c. 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. CINI MOYNA Development Association, Calcutta
 - v. Executive Committee and Ex-Chairman of Indian Association of Social Science Institute in India, New Delhi.
 - vi. Health Management Training Consortium, National Institute of health and Family Welfare, New Delhi.
 - vii. Board of Governors, Population, Food and Development Research Institute, New Delhi.
 - viii. Board of Management Studies, Utkal University, Bhubaneswar & Smbalpur University, Orissa, NEHU University of Manipur.

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- ix. Board of Governors, Regional Management Institute Bhubaneswar, Orissa.
- x. Board of Governors, SDM Institute for Management Development, Mysore, Bangalore, Karnataka State.
- xi. Regional Advisory Board, SIDBI, Calcutta.
- xii. Governing Body, Indian Institute of Mass-Communication, New Delhi.
- xiii. Board of Governors, National Institute of Health & Family Welfare, New Delhi.
- e. Director, INDUSS Services Limited, Calcutta.
- f. President, Governing Body, SAHAYA, Calcutta.
- g. President, Governing Body, Jeeveka Development Association, Calcutta.
- h. Examiner at Ph.D./M.Phil levels for Delhi University, Calcutta University, Osmania University, Andhra Pradesh, Utkal, Berhampur and Sambalpur Universities in Orissa, TISS, Bombay.
- i. Advisor, UPSC, New Delhi.
- j. Chairman, Centre for Management of Rural Development Programmes
- k. Chairman, Transport Advisory Committee
- l. Member, Academic Council
- m. Member, Internal Personnel Committee
- n. Member, CMDP

Prof. Manas Das

- a. Member, West Bengal State Marketing Board
- b. Member of a Review Committee for amendment of Acts and Rules in Agricultural Marketing
- c. Attended by invitation, the 35th AGM of West Bengal Cold Storage Association.
- d. Member, Internal Personnel Committee

Prof. Ashish K Banerjee

- a. Invited as a Faculty by The Business School, Notttingham University, U.K. : Product Market Strategies.
- b. Invited as a Faculty by the Chartered Institute of Marketing, London in 1999.

- c. Invited to become a member of the European Marketing Academy
- d. Member: Editorial Board: International Journal of Bank Marketing, U.K.
- e. Chairman PGDBM
- f. Group Coordinator
- g. Member- PGP, FP, Academic Council

Prof. P. K. Sett

- a. As Programme Director conducted an MDP on HRM for Non-Personnel Executives, November 22-26, 1999 at Tata Hall, IIMC
- b. Took sessions in the following programmes :
 - i. Advanced Management Programme held on 9.10.1999
 - ii. IAS Training Programme held on 5.11.1999
 - iii. MDP on General Management held on 4.11.1999
 - iv. MDP on Negotiation held on 29.12.1999
 - v. Member of the PGP Committee
 - vi. Member, Internal Personnel Committee
 - vii. Chairperson PGP (October, 1998 to October, 1999)
 - viii. Group Coordinator, HR Group (September, 1996 to October, 1999)

Prof. S. D. Moitra

- a. EDP as programme Co-Director :
 - i. Acquisition of Foreign Knowhow and Technology Management at the Company level, February 10-12, 2000.
- b. Member of INFORMS Associate Editor of Journal of Managerial Issues.

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Prof. Balram Avittathur

- a. Took training sessions in the following programmes:
 - i. Supply Chain Management in service training programme for IAS Officers from 25.10.99 to 5.11.99.
 - ii. Supply Chain Management: Concepts and Strategies in MDP on General Management from 1.11.99 to 5.11.99.
 - iii. Project Management Software in MDP on Project Management from 20.12.99 to 24.12.99.
 - iv. Supply Chain Management in MDP from 14.2.00 to 17.2.00.
- b. As Joint Programme Director 3 day innovative MDP on Supply Chain Management from 31.01.00 to 02.02.00.

Prof. Surendra Munshi

- a. Took a session in MDP on Displacement and Rehabilitation, directed by Prof. K.S. Mondal, February 14-16, 2000.
- b. Took a session in IAS training programme directed by Prof. M N Paul, October 25 to November 5, 1999.
- c. Took a session in MDP Organization of the new Millennium, February 14-17, 2000, directed by Professor Vidyananda Jha.
- d. Took a session in AMP directed by Professor Sudas Roy, October 4-16, 1999.
- e. Chairman, Initiative for Community Action (INCA)
- f. Member :
 - i. Indian Sociological Society
 - ii. Editorial Board, Sociological Bulletin
 - iii. Indian Anthropological Society
 - iv. Advisory Board, de Greyter Studies in Organization
 - v. Society of Intercultural Philosophy

Prof. Amitava Bagchi

- a. Completed a Consultancy Project on Computerization of Tea Board, Part II
- b. Member, Board of Governors

- c. Member, Post Graduate Programme (PGP) Committee
- d. Member, Programme Committee, Ninth Workshop on Information Techs & Systems (WITS-99), Charlotte, USA (Dec 11-12, 1999)
- e. Member of Selection Committees and Review Committees at IIT Kharagpur, ISI Calcutta and WEBEL.
- f. Invited Talk at CSI Eastern Regional Conference, June 11-12, 1999.
- g. Member, Judges Panel, CSI Regional Awards for Young IT Professionals, June 26, 1999.
- h. Keynote Address, CORSI Regional Conference, Operational Research Society of India, November 27, 1999.
- i. External Examiner, M. Tech. Project Viva-voce in Comp & Info Tech, Department of Computer Science & Engg., IIT Kharagpur, January 11, 2000.
- j. Invited Talk, Department of Statistics, Calcutta University, December 29, 2000.
- k. Keynote Address, National Seminar, Institution of Engineers (India), March 10-11, 2000 (scheduled)
- l. Member, Editorial Board, VIVEK (AI journal of NCST, Bombay)
- m. Member, Editorial Board, DECISION
- n. Member, American Association for Artificial Intelligence (AAAI), USA
- o. Member, Association for Computing Machinery (ACM) USA
- p. Computer Society Affiliate, Institute of Electrical & Electronic Engineers (IEEE), USA.

Prof. V. N. Reddy

- a. Completed the following consultancy projects :
 - i. External evaluation of State Resource Centres of Bhubaneswar-Orissa and Deepayan-Patna in Bihar (jointly with Prof. R. Chattopadhyay).
 - ii. Evaluation of Centrally sponsored Cashew Development Schemes during the eighth plan period (jointly with Prof. R. Chattopadhyay, N Ramachandran, Debashish Bhattacharje and Alok Ray)
 - iii. DPEP Expansion – A Finance study for West Bengal.
- b. Chairman Admissions till January 2, 2000.
- c. Member and Convener of the Academic Council, Convener of the Standing Committee of the Academic Council and Vice Chairperson till November, 1999.

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- d. Conducted Viva examination for a Doctoral Student of Indian Statistical Institute
- e. Member in the Fellowship Committee for two Fellowship Students in Finance and Control Group.
- f. Conducted "Workshop on Knowledge for Elementary Education Policy and Practice – Sponsored and funded by DFID (jointly with Prof. R. Chattopadhyay)

Prof. Bani K. Sinha

- a. Joint Programme Director: MDP on Project Management
- b. Took sessions in the following programmes :
 - i. IAS Training Programme
 - ii. Special Management Programme
- c. Consultancy completed Study of Testing Services in India.
- d. Group Coordinator, OM Group
- e. Member of PGP Committee

Prof. S K Chakraborty

- a. Conducted the entire range of academic administration for the Management Centre for Human Values.

Prof. Uttam Kumar Sarkar

- a. As Programme Director on MDP, Title: Electronic Commerce: Myths, Promises, and Reality, 21-23 January, 2000, at Tata Hall.
- b. List of talks delivered as an invited faculty for other MDP/AMP/SMP etc.
 - i. In-Company Training Programme on Contract Management for ONGC (PD : Prof. Ranjan Ghosh, 7-11 June, 1999) Lecture taken on Applications of Internet.
 - ii. Middle level IAS Officers' training programme (14 June –25 June, 1999, PD : Prof. Ranjan Ghosh), Lecture taken on Internet Applications.
 - iii. Lecture taken on Internet Applications at Prof. Khanna's MDP.
 - iv. MDP on Strategic Management for Technological Leadership for Iranian executives (PD : Prof. Sushil Khanna), Lecture taken on Introduction to Internet.
 - v. Special Management Programme (PD : Prof. Ranjan Das), Lectures taken on Internet and E-Commerce (26.11.99, 29.11.99, and 2.12.99).

- vi. MDP on Exploiting IT Strategically (PD : Prof. S. D. Vaidya), Lecture taken on E-Commerce.
 - vii. MDP on Computer Networks : The Internet Way (PD : Prof. P.S Dasgupta), Lecture taken on Business Applications of the Internet.
 - viii. Advanced Management Programme (PDs : Profs. Sudas Roy & S. D. Vaidya), Lecture taken on Internet and Computer Technologies.
- c. Member, PGDBM Committee
 - d. Member, Computer Services Committee

Prof. Vidyanand Jha

- a. Programme Director for the MDP on Management of Organizational Change at Tata hall, August 30, September 2, 1999.
- b. Programme Director for MDP on Management of Creativity at Tata Hall, November 22-25, 1999.
- c. Programme Director for a new MDP on Organizations of the New Millennium at Tata Hall, February 14-17, 2000.
- d. Took sessions in the following MDPs :
 - i. Behavioural Sciences
 - ii. Management of Organizational Change
 - iii. Management of Cultural Tourism
 - iv. Improving Communication and Interpersonal Effectiveness
 - v. Communication and Presentation Skills
 - vi. Transforming the Middle Management
 - vii. Management of Creativity
 - viii. Managerial Leadership and Team Effectiveness
 - ix. Business Strategy and Human Resource Policy
 - x. Costs/Risks of Implementing IT
 - xi. Organizations of the New Millennium
- e. Programme Director for the Programme on Change Management for Hindustan Lever Limited, July 24, 1999.
- f. Programme Co-Director for Programme on Behavioural Skills for Selvel Vantage Group at Mumbai during August 14-15, 1999.
- g. Programme Director for Training Programme on Creativity at Bharat Aluminium Co. Ltd. at Bidhanbag during August 23-24, 1999.
- h. Programme Director for Training Programme on presentation Skills at Bharat Aluminium Co. Ltd. at Korba on September 6, 1999.

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- i. Programme Director for Training Programme on Stress Management at Bharat Aluminium Co. Ltd. at Korba on september 7, 1999.
- j. Programme Director for Training Programme on Training for Trainers at Bharat Aluminium Co. Ltd. at Korba during September 8-10, 1999.
- k. Programme Director for the Programme on Effective Decision Making and Leadership for Engineering Projects India Ltd. at Calcutta on September 20-21, 1999.
- l. Programme Director for the programme on Managerial Skills for Exide Industries at Calcutta, November 29 – December 4, 1999.
- m. Programme Director for the In-company Programme on Creativity for L&T Ltd. at Calcutta during January 10-11, 2000.
- n. Chairman, Official Language Implementation Committee.
- o. Group Coordinator or BS Group since October 1999.
- p. Ex officio member of the PGP Committee since October 1999.
- q. Member of the Admissions Committee since January 1, 2000.

Prof. Biju Paul Abraham

- a. General Management Training Programme for Middle Level IAS Officers from October 25 to November 5, 1999.
- b. Lecture on “The Emerging Patents and Intellectual Property Rights Regime : Implications for Indian Industry” at the MDP on Concepts and Strategic Issues in General Management, at Tata Hall, November 1-5, 1999.
- c. Lecture on “WTO, TRIPS and its Implications for Indian Industry” at the Training Programme for Environmental Economics at Tata Hall, January 31 to 04 February, 2000.
- d. Lecture on “WTO : The Post-Seattle Scenario” at the MDP on Acquisition of Foreign Know-How and Technology Management at the Company Level, February 10-12, 2000 at Tata Hall.
- e. Chairperson of the Post-Graduate Programme since October 25, 1999.
- f. Member, Fellowship, Research and Publications Committee since October 1999.
- g. Group Coordinator Environment Group since October 1999.

Prof. C. Panduranga Bhatta

- a. Took a session on ‘Culture and Creativity’ in Two-week in-service Training Programme for IAS Officer’s, organized at IIMC on 4th November 1999.

- b. MDPs as Programme Director :
 - i. Management of Cultural Tourism August 30- September 3, 1999.
 - ii. Took two sessions on Cultural Tourism Product Management and Exploring new Markets for Cultural Tourism.
- c. Sessions taken in other MDPs
 - i. Took 7 sessions on 'Culture and Creativity', Management of Creativity, Managerial Leadership and Team Effectiveness, Ashokan model of Leadership, Creative Leadership.
- d. Sessions taken In House Programmes Conducted by MCHV.
 - i. IIFCO : State Bank of India Senior Manager from 2-4, June 1999.
 - ii. ONGC: State Bank of India Senior Managers from Sept. 23-25, 1999.
- e. Consultancy: All India Regional Managers Conference on Effective Leadership though Indian Ethos.
- f. Member PGP Committee
- g. Member FP Committee

Prof. Ranjan Ghosh

- a. As Programme Director conducted the following programmes :
 - i. In Service Training Programme for IAS Officers held during June 14-25, 1999.
 - ii. In company training programme on 'Contract Management for Oil & Natural Gas corporation Ltd. during June 7-11, 1999.
- b. As Course Faculty conducted the following programmes:
 - i. Advanced Management Programme.
 - ii. MDP for Iranian Executives titled 'Strategic Management for Technological Leadership.
 - iii. MDP on Supply Chain Management.
 - iv. MDP on Negotiating Your Way to Success.
 - v. MDP on Project Management.
 - vi. Special Management Programme
 - vii. In-Company Training Programme on Project Management for Reckitt & Colman Limited.
 - viii. Workshop on 'Applications of Business Process Re-Engineering in Materials Management'.
 - ix. Workshop on 'Effective Implementation of projects'.
- c. As project coordinator on Inventory Management for the Ordnance Factory Board
- d. Member of the Academic Council

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- e. Chairman of the Residential Accommodation Allotment Committee.
- f. Member,
 - i. Board of Governors, Engineering and Management Institute, Bidhannagar, Calcutta.
 - ii. Board of Governors, North Eastern Regional Institute of Management, Guwahati, Assam.
 - v. Board of Governors, International Institute of Management Sciences, Durgapur, West Bengal.
 - vi. Executive committee, Central Research and Training Laboratory, national Council of Science Museums, Calcutta.
 - vii. Setting up Administrative Rules and Procedures for the G.G. School of Management, Indian Institute of Technology, Kharagpur.
 - viii. Expert Committee, Eastern Region of all Indian Council of Technical Education, Evaluation of Management Institutes.
- g. External Expert for the Selection of Faculty Members in the Area of Production Management and Quantitative Methods by Indian Institute of Management Indore.

Prof. Sanjoy Mukherjee

- a. Actively involved, along with colleagues in MCHV, conducting 12 in-house programmes for State Bank of India top and senior managers.
- b. International Workshop on Management by Human Values, January 2-8, 2000.
- c. International Round Table on Corporate Reputation – February 23-26, 2000.

Prof. J. Bandyopadhyay

- a. Together with ICC, FICCI, UNCTAD, UNDP and GoI, organized a 1 day workshop on Market Access for Environment Friendly Products from India' on 30 September 1999 at the ICC Calcutta.
- b. Inputs as a faculty to IIMC programmes :
 - i. Delivered lectures at AMP on 09 October, at IFS programme 11 & 13 October, at IAS training programme on 3 November, at MDP on Displacement on 14 Feb, at MDP on Organization for the Next Millennium on 16 Feb, at training programme for N-E states on 25 February 2000.
- c. Brainstorming meeting on Sustainable Freshwater Supply for Drinking and Sanitation in Eastern India held on 22-23 November 99.
- d. Member of the IIMC Committee for the Popularization of Hindi.

Prof. Pulak Kumar Das

- a. Conducted the following MDPs as Programme Director :
 - i. Business Strategy and Human Resource Policy on December 27-31,1999 held at Tata Hall IIM Calcutta.
 - ii. R&D Management on February 15-19, 2000 held at Tata Hall IIM Calcutta.
- b. Took sessions in the following programmes:
 - i. Workshop on Communication and Presentation skills, November 1-5, 1999.
 - ii. Managerial Leadership and Team Effectiveness, December 13-17, 1999.
 - iii. Women in Management and Leadership, February 13-17, 1999.
- c. In company Programme : IAS Training Programme, June 14-25, 1999 held at Tata Hall.
- d. Corporate Member of National Institute of Personnel Management, Calcutta
- e. Member, International Association of Management of Technology, Florida, USA.
- f. Working as a member of the editorial board of the professional Journal titled "Industrial Relations" published by NIPM, Calcutta.
- g. Completed a project on Restructuring of Research and Development Service in the Central Government: An Evaluation of Pay and Performance Reward System.
- h. Group Coordinator, Human Resource
- i. Chairman, Employees' Recreation Club
- j. Member, CMDP Committee
- k. Member, PGP Committee

Prof. Rahul Mukherjee

- a. Visited Department of Statistics, Memorial University of Newfoundland, St. John's, Canada – May, 1999.
- b. Continued as Visiting Professor at the Indian Statistical Institute
- c. Continued on the editorial boards of the following journals :
 - i. The Annals of Statistics (Institute of Mathematical Statistics, California; as Associate Editor)

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- ii. Journal of Statistical Planning and Inference (north-Holland, Amsterdam; as Coordinating Editor).
 - iii. Statistica Sinica (Academia Sinica, Taipei; as Associate Editor).
 - iv. Sankhya (Indian Statistical Institute; as Co-Editor).
 - v. Calcutta Statistical Association Bulletin (as Editorial Board Member).
 - vi. Journal of the Indian Society for Agricultural Statistics (as Editorial Board Member).
- d. Served as a research grand proposal reviewer for :
- i. National Security Agency, USA.
 - ii. Natural Sciences and Engineering Research Council, Canada.
- e. Continued as Member :
- i. UGC (India) Panel in Statistics
 - ii. CSIR (India) Committee on Statistics
 - iii. Technical Advisory Committee, Theoretical Statistics and Mathematics Division, Indian Statistical Institute
 - iv. Governing Council, Indian Statistical Association.
 - v. Board of Directors, Calcutta Statistical Association.
 - vi. Ph.D. Committee, Department of Business Management, University of Calcutta.
 - vii. Undergraduate Board of Studies, Department of Statistics, University of Calcutta.

Prof. Ranjan Das

- a. 6 Management Development Programmes
- b. One year Special Management Programme
- c. 7 International MDPs in Kuala Lumpur and Dhaka.
- d. In Company Training Programmes for following companies –
 - i. Indian Oil
 - ii. Tisco
 - iii. ACC
 - iv. Grasim Industries
 - v. Compaq India
 - vi. HDFC
 - vii. Cummins Engines
 - viii. Sail
 - ix. Vesuvius India
 - x. Hindustan Zinc
 - xi. Alstom
 - xii. Widia India

- xiii. Ordnance Factory
 - xiv. Bongaigon Refinery
 - xv. Madras Management Association
- e. Following consultancy projects are completed.
- i. Eveready Industries Limited
 - ii. Pan – Century Edible Oil Sdn Bhd, Johar Barau, Malaysia.
- f. Group Coordinator, Strategic Management Group
- g. Member of PGP Committee/ERP Committee.
- h. Guest Editor, General Management Review
- i. Consulting Editor, Strategic Marketing
- j. Chairman, Marketing Committee, CII (Eastern Region)
- k. Chairman, Change Management Committee Calcutta Management Association
- l. Member, Consumer Goods Committee, FICCI (New Delhi)

Prof. Ramprasad Sengupta

- a. Directed (jointly with Prof. J. Bandyopadhyay) the Training Programme on Environmental Economics for the managers of the private sector under the world bank aided India Environmental Management Capacity Building Technical Assistance Project during period the from 31st January to 4th February, 2000.
- b. Lectured on National Energy Policy in the Training programme in Advanced Management Organized for senior Managers of the Industry by IIMC on 5th October, 1999.
- c. Lectured on the Optimum Size and Harvest of Renewable Forest Resources in the Training Programme for the Indian Forest Service Officers on 12th October, 1999.
- d. Lectured on the concept of sustainable Development in the Training Programme for the IAS Officers on 27th October, 1999.
- e. Attended several meetings as Member of National Energy Policy Committee, Planning Commission, Govt. of India.
- f. Acted as Member(as Nominee of the Director, IIMC) in the Expert Committee for Prime Minister's Trophy for the Best Integrated Steel Plant, Ministry of Steel, Govt. of India.
- g. Worked as Member of the Steering Committee of the Indian Society for Ecological Economics, Delhi
- h. Acted as an expert member of the Selection Committee for Faculty Recruitment at the NIPFP, New Delhi in September 1999.

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Prof. Sudip Chaudhuri

- a. Group Coordinator, Economics for part of the year
- b. Convenor, IPC for part of the year.

Prof. Annapurna Shaw

- a. One lecture session Consequences of Land Acquisition : Case Study of a Housing Project on March 17, 1999 in Prof. Kalyan Mondal's MDP "rehabilitation of the Displaced People held from March 15-19, 2000.
- b. Group Coordinator, Regional Development Group
- c. Member, PGP Committee
- d. Member, FP Committee
- e. Member, Computer Services Committee, till August 1999.
- f. Faculty Convenor, from August 1999.
- g. Manuscript reviewer for the journal urban Affairs Quarterly (Sage, USA)

Prof. K. Unnikrishnan Nair

- a. Took sessions in the following programmes :
 - i. Communication Skills for Managers
 - ii. Strategic HRM
 - iii. R&D Management
 - iv. Organizations of the New Millennium
- b. Conducted a two day in-company training programme with Prof. V. Jha in August, 1999.
- c. Completed a Consulting project on Reorganization of Quality Testing Services in India
- d. Member of FRP & PGDBM Committees.

Prof. Saibal Chattopadhyay

- a. Special Management Programme : Statistics – Term II.
- b. Provost
- c. Member, Calcutta Statistical Association
- d. Member, Board of Studies, Burdwan University

- e. Examiner, Post-Graduate Studies, Kalyani University
- f. Examiner, Under-Graduate Studies, Calcutta University

Prof. Sudas Roy

- a. Took 2 sessions on Strategic Sales & Distribution, Advanced Management Programme in MDP and AMP training programmes.
- b. Completed a project on Review of Tea Auction Rules, for Tea Board, jointly with Prof. V. Nagi Reddy, in February, 2000.
- c. Chairman, Admissions

Prof. Shalini Arora

- a. Member of Indian Mathematical Society
- b. Member of Operational Research Society of India
- c. Member of American Mathematical Society

Prof. B. N. Srivastava

- a. Conducted the following MDPs as programme director :
 - i. Managerial Leadership & Conflict Resolution from September 27 – October 4, 1999
 - ii. Negotiating Your Way to Success from December 27 –30, 1999.
- b. Faculty in the following MDPs :
 - i. Effective Management
 - ii. Management of R & D
 - iii. Management of Organization change
 - iv. Communication & Interpersonal Effectiveness
 - v. Managerial Leadership & Team Building
 - vi. Communication & Presentation Skills
 - vii. Human Management & Leadership
 - viii. Transforming Middle Management
 - ix. Achieving outstanding performance
 - x. Special Management Programme
 - xi. Business Strategy & Human Resource Management
 - xii. Strategic Sales & Distribution Management
- c. Conducted the following In-Company programmes as Programmes Director :
 - i. Larsen & Toubro Ltd. on Conflict Management for 3 days at Lonavla

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- ii. Balco programme on Leadership & Management for 3 days at Korba
 - iii. Balco programme on Communication Skills for 3 days at Korba
 - iv. Hindustan Zinc Ltd. on Managerial Effectiveness for 3 days at Vizag.
 - v. International Development Enterprise – one day programme on Negotiating Skills at Calcutta
 - vi. United India Assurance Co. Ltd. for one day on Leadership & Conflict Management at Calcutta.
 - vii. Assam Institute of Management for one day at Guwahati
 - viii. Murguppa Group half day on Negotiating Skills at Calcutta
- d. Member Board of Governors upto February 24, 2000.
 - e. Chairman – Placement & Alumni upto October 25, 1999
 - f. Chairman – Library Committee since October 25, 1999
 - g. Member – Academic Council & In-Charge for external impact programmes continuing.
 - h. Member – IPC upto February 24, 2000.

Prof. Debashish Bhattacharjee

- a. Visiting Lecturer on a Fulbright Grant/Fellowship at the School of Industrial and Labor Relations, Cornell University from August 1999 to November 1999.
- b. Completed for Directorate of Cashewnut and Cocoa Development, Ministry of Agriculture, Government of India, called “A Review of the Cashew Development Schemes in India During the Eight Five Year Plan Period”.
- c. Completed for IILS, ILO : Geneva, commissioned paper on “Organized Labour and Economic Liberalization in India”, as part of their 16 nation study on “Organized Labour in the 21st Century”.
- d. Member, Fellowship & Research Committee
- e. Member, Fellowship & Research Sub-Committee
- f. Member, Academic Council
- g. Journal Reviewer, The Indian Journal of Labour Economics
- h. Journal Reviewer, International Journal of Comparative Management

Prof. Parthasarathi Dasgupta

- a. Programme Coordinator and Faculty in the 3 day MDP titled “Computer Networking – The Internet Way”, January 28-30, 2000.
- b. Faculty in the MDP titled “Strategic Use of Information Technology” in January 2000.

- c. Faculty in the MDP titled "Electronic Commerec : Myths, Promises and Reality" in January 2000.
- d. Faculty Guide for vocational (summer) training for four students of final year B.Tech. in Computer Science from Kalyani Engineering College, Kalyani University.
- e. Faculty Guide for summer projects of five students of our Institute.
- f. Teaching in "Special Programme in Management", and faculty guide for five term projects in the same programme.
- g. Faculty guide for three term projects for PGDBM
- h. Member, Admissions Committee.
- i. Member, Institution of Electronic & Telecommunication Engineers
- j. Member, Institution of Electrical & Electronics Engineers, USA

Prof. Mallicka Bhattacharya

- a. Took a session on "The National Rehabilitation Policy"
- b. MDP (Rehabilitation of the Displaced people)

Prof. Anup Kr. Sinha

- a. Took 22 sessions on General Management, Project Management, and Environment in various SMP, IAS, MDP, AMP, In-Company and other training programmes.
- b. Chairperson FRP and Editor Decision until 26.10.1999
- c. Member, PGDBM Committee
- d. Member, Academic Council
- e. Guest of Honour at AGM of Calcutta Chamber of Trade, and delivered lecture on "Liberalization of Internal Trade in India".

Prof. Subir Bhattacharya

- a. Programme Director, MDP on Managing Software Projects, February 3-5, 2000.
- b. Took sessions in the following programmes :
 - i. In-Company programme on Software Engineering (Round 1) held during June 9-15, 1999.
 - ii. In-Company programme on Software Engineering (Round 2) held during September 9,15, 1999.

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- iii. Special Management Programme
- iv. MDP on Computer Networks
- c. Chairperson, Consultancy, MDP and EP till October 25, 1999
- d. Member, Academic Council

Prof. Sunita Singh Sengupta

- a. Completed the following MDPs as Programme Director :
 - i. Communication and Presentation Skills, November 1-5, 1999
 - ii. Managerial Leadership and Team Effectiveness, December 13-17, 1999
 - iii. Women in Management & Leadership, February 7-9, 2000.
- b. Took sessions in the following programmes :
 - i. Leadership and Strategic Change in the MDP at IIMC, Joka Campus
 - ii. Business Strategy and Human Resource Policy on December 27-31, 1999
 - iii. Group Dynamics on February 16, in the MDP at IIMC Joka Campus.
- c. Conducted two-day In-Company programme for M.N. Dastur & Co. on Communication and Presentation Skills during November 29-30.
- d. President – IIMC Community Welfare Society

Prof. Sushil Khanna

- a. Teaching at other Schools :
Taught three fourth of the Course on Mergers & Acquisitions at IIM Indore
- b. MDP/In-Company Training : Programme Director
 - i. Strategic Management for Corporate Leadership (Murugappa Group)
 - ii. Strategic Management for Technological Leadership for Senior Iranian executives.
- c. Invited Lectures :
 - i. Financial Sector Reforms and Industrial sector at Indo-China International Conference at Central University, March 1999.
 - ii. At South Asia Form at Hague Appeal for Peace Conference at Hague on “Structural Adjustment Programme in South Asia” May, 1999.
 - iii. Presented a Case Study at Strategic Management Form of India at IIM Bangalore May 1999.
 - iv. Lecture at XLRI Jamshedpur on “Mergers in India” September, 1999.
- d. Design of HRD Strategy at Murugappa Group

- e. Restructuring at Assam Oil Division of Indian Oil Corp.
- f. Growth Strategy for Chandrani Pearls.
- g. Member of the National Executive of "Pakistan India People's Forum for Peace and Democracy", India Chapter.
- h. Vice Chairman of the Strategic Management Forum of India

Prof. Rahul Roy

- a. Directed, MDP on Management of Software Projects held during February 3-5, 2000, at the Tata Hall IIM Calcutta.
- b. Took sessions in the In-company Programme on Software Engineering as part of the induction training programme (Round 1) of UBEST India Ltd., June 9-15, 1999.
- c. In-company Programme on Software Engineering as part of the induction training programme (Round 2) of UBEST India Ltd., September 9-15, 1999.
- e. Conducted session on Systems Thinking at the following programmes :
 - i. Advanced Management Programme
 - ii. MDP on Supply Chain Management
 - iii. MDP on Sales and Distribution Management
- f. Offered sessions on ERP in the following programmes :
 - i. MDP on Finance for Non-Finance Managers
 - ii. MDP on Electronic Commerce – Promises, Myth & Reality
- g. Offered sessions on Software Development in the Special Management Programme
- h. Member – Placement & Alumni Committee, since October 25, 1999.
- i. Group Coordinator – MIS, till October 24, 1999.
- j. Member – PGP Committee, till October 24, 1999.
- k. Member – PGP Curriculum Review Committee, till October 24, 1999
- l. Member – Computer Services Committee, till October 24, 1999.
- m. Convenor – Computer Purchase Committee, till October 24, 1999.
- n. Participated as representative of IIM Calcutta in meetings held as a part of the initiative by IIMs/IITs on Technology Enhanced Learning
- o. Conducted a study on Y2K readiness of IIM Calcutta.

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Prof. Avinandan Mukherjee

- a. Programme Director (Joint) for MDP on Strategic Sales and Distribution Management.
- b. Faculty in Advanced Management Programme, Special Management Programme and IAS Training Programmes.
- c. Faculty in the following MDPs :
 - i. Strategic Marketing
 - ii. Electronic Commerce
 - iii. Organizations of the New Millenium
 - iv. Strategic cost Management
 - v. Strategic Management for Iranian executives
- d. Faculty in In-company programmes for UBEST, Bridge & Roof, International Development Enterprises.
- e. Consultancy Projects taken up for the following organizations :
 - i. Bridge and Roof India Limited
 - ii. ABC India Limited
 - iii. B & A Multiwall
 - iv. Chandrani Pearls
- f. Chairman, Computer Services Committee
- g. Coordinator, Working Group for Economic Times- IIM Calcutta page
- h. As a Visiting faculty in the following reputed business schools in India :
 - i. Indian Institute of Management, Indore
 - ii. XLRI, Jamshedpur
 - iii. National Institute of Management Calcutta
 - iv. Mudra Institute of Communications, Ahmedabad
- i. Member of All India Management Association, Calcutta Management Association, Institution of Engineers
- j. Ad-hoc reviewer of papers submitted for 'Decision' and Strategic Marketing
- k. Judge at Management paper contests, e.g., Shastrarth (IIMC) & Innovision (IIML)
- l. Conferred the "Best Citizens of India Award" of the International Publishing House in 1999.

Dr. Santwana Chaudhuri, Research Assistant

- a. Conducted MDP as Joint Programme Director & Faculty on New Approaches of Effective Management - December 6-11, 1999 at Tata Hall, IIMC
- b. Conducted an Extension Programme on Effective Management through Total Quality as Joint Programme Director and Faculty from August 26-28, 1999 in Harrington.
- c. Hindustan Lever on May 5, 1999 on Time-Management and Interpersonal Skills.
- d. Conducted a programme with Coal India Ltd. (WCL) on Leadership and Team building, at Nagpur.
- e. Took sessions in Indian Institute of Coal Management on November 30, 1999 for their Management Development programme of the Welfare Officer trainees.

Smt. Shyamali Adhikaree, Research Assistant

- a. Assisted Prof. Madhu S. Mishra in the following training programmes :
 - i. Marketing strategy for IRDP/ DWCRA products in North Eastern States
 - ii. Study on Long Range Planning for Rural Electrification in Backward States.
- b. Prepared Directory of voluntary and other organization Volume No. XXVIII and Volume No : XXIX is under preparation.

Shri Lawrence Gomes, Research Assistant

- a. Completed the project entitled "Long Range Planning for Rural Electrification in Backward States" sponsored by REC, New Delhi.

Dr. Tarit Kumar Dutta, Research Assistant

- a. Member, Indian Society of Agricultural Marketing.
- b. Member, Indian Society of Agricultural Economics.
- c. Member, Bengal Economic Association.
- d. Founder Member & general Secretary – Joka Organization for protection of Environment and Development.
- e. Editor, OPED's GREEN VIEW – A quarterly journal on Environment, Ecology & Development
- f. Convenor – OPED's Research Group – the Research wing of Joka –OPED

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Dr. Tridib Chakraborti

- a. Took sessions in the following programmes of following organizations :
 - i. Effective Management - IIM Calcutta, Tata Hall
 - ii. Social Psychology and Cultural Politics - Department of Pol. Science, Rabindra Bharati University, Calcutta
 - iii. Industry and Society - Indian Institute of Social Welfare & Business Management , Calcutta
 - iv. Principles and Practices of Management - Management School of Bengal Engineering College, Deemed University
- b. Acted as Joint Programme Director and conducted MDP on Effective Management held during December 6-11, 1999 at IIMC, Tata Hall.
- c. Acted as Joint Programme Director and conducted the second short term Extension Programme on Effective Management Through Total Quality held at IIMC City Annexe.
- d. Member of the Editorial Board of Decision
- e. Desk Editor, Decision
- f. Paper Setter & Examiner of Rabindra Bharati University, Calcutta, NIPM and IISWBM
- g. Member of the Syllabus Revision Committee of NIPM

**PUBLICATION BY THE FACULTY AND RESEARCH STAFF
DURING THE PERIOD FROM 1.4.99 TO 31.3.2000.**

Prof. Sunita Singh Sengupta, Behavioural Science Group

- a. Power of Uniform. India Journal of Police, 1999.
- b. Business in The New Millennium, Social Engineer, January, 2000
- c. Power Relationship Between Tutor and Students, Decision, 1999.

Prof. Vidyanand Jha, Behavioural Sciences Group

- a. Quality Circle Implementation in India: An Alternative Viewpoint Decision, Volume 24, Numbers 1-4, January-December 1997.
- b. Review of Chappell, Duncan and Di Martino, Vittorio, Violence at Work, Geneva: ILL, 1998 in Management and Change, January-June 1999.

Prof. J Bandyopadhyay, Centre for Development and Environment Policy Group

- a. 'Himalasyan Waters : A Crucial Resource Base for Sustainable Human Development in South Asia' in P. Mollinga (ed)(2000) A Vision for Water for Food in South Asia Sage (Delhi).
- b. 'Chipko Movement : of Floated Myths and Flouted Realities' Economic and Political Weekly 34(15) April 10-16, 1999.

Prof. Anup Kr. Sinha, Economics Group

- a. Economic Reforms : Unaimed Opulence or Sustainable Growth ? Decision Volume 25, Nos. 1-4 1998.
- b. "Economic Development in India : The need for Institutional Reform" in Kahkonen, S. and Lanyi, A. (ed) Institutions, Incentives and Economic Reforms in India, Sage Publications, New Delhi.

Prof. Sushil Khanna, Economics & Strategic Management Group

- a. Revised the case Study of T I Cycles, used as class room materials in MDPs and in PGP courses and Presented at the Strategic Management Forum Meeting at Bangalore.
- b. "Financial Sector Reforms and Industrial sector in India", published in Economic and Political Weekly, November 6, 1999.
- c. "South Asia in the Golobal Economy: Political Economy of Structural Adjustment" (mimeo)
- d. "Strategy for the Millennium" Business Today, Special Millennium Issue, Dec.-Jan. 2000.

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Prof. Biju Paul Abraham, Environment Group

- a. "The Emerging patents and Intellectual Property Rights Regime : Implications for Indian Industry" in Purushottam Bhattacharya and Ajitava Ray Chaudhuri (eds.), Globalization and India: A Multi-Dimensional Perspective (New Delhi, Lancer Books, 2000), pp.87-110.
- b. Book Reviews of Vic Zbar's, Managing the Future: Unlocking 10 of the Best Management Books, Vol. 1 & 2 in Decisions, Volume 25, No. 1-4, January-December 1998, pp.170-71.

Prof. Debashish Bhattacharjee, Human Resources Group

- a. 1999. "Organized Labour and Economic Liberalization, India : Past, present and Future", International Institute for Labour Studies, Discussion Paper No. 105/99, ILO : Geneva.

Prof. P K Sett, Human Resources Group

- a. A paper entitled "Industrial Law, Employment Security and Collective Bargaining in India: Myths, Realities and Hopes" has been accepted by the Industrial Relations Journal, UK for publication.

Prof. Sudas Roy, Marketing Group

- a. "Employers are in search for true professionals" has been included in an anthology titled "Kajer Khoje" published by Ananda Publishers.
- b. "Recent Economic Trends and Strategies for Success" has been published in "Dimensions", the corporate journal of ITC Ltd.

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. 'Indian Hosiery : A case on Consumer Behaviour', Strategic Marketing, July-August 1999, pp.62-64.
- c. 'Redesigning the Car Dealership', The Asian Age, June 30, 1999
- d. 'Efficiency analysis of Indian Banking Industry – An Exploratory Study', Working Paper (W.P.No.: WPS-380/99), Indian Institute of Management Calcutta, December 1999
- e. 'Performance Analysis of the Indian Banks – An Exploration', Working Paper (W.P.NO.: WPS-383/2000), Calcutta, India: IIM Calcutta, January 2000

Prof. Uttam Kumar Sarkar, Management Information Systems Group

- a. On the design of a constructive algorithm to solve the multi-peg towers of hanoi problem, to appear in the International journal of Theoretical Computer Science (Publisher : Elsevier).
- b. Electronic Commerce : The Promising Embryo, A professional newspaper article published in The Economic Times of 31 December, 1999.
- c. Book review of Cyberspace and the repositioning of corporations by S. Shiva Ramu, 1999, Decision, pp. 174-176, Vol. 25, Nos.1-4, 1998, IIM Calcutta Publication.
- d. Performance improvement of karmarkar-karp set differencing algorithm for number partitioning. WPS-361 of IIM Calcutta working paper series.
- e. Performance evaluation of static shortest path algorithms in stochastic networks, WPS-362 of IIM Calcutta working paper series.

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

- a. The book on WISDOM LEADERSHIP was published by Wheeler, New Delhi.
- b. The jointly edited book on APPLIED ETHICS IN MANAGEMENT was published by Springer Verlag, Germany.
- c. Completed and International Anthology on MANAGING POWER : PROBLEMS AND PROSPECTS, edited jointly with Mr. P. Bhattacharya; can be expected to be published in 2000 AD by OUP.

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

- a. 'Personality Development through Pancha-yajna' in Yoga Life, International Monthly, Vol. 31.Jan. 2000, No.1 pp.29-30.
- b. Reviewed the following books for Journal of Human Values published by Sage Publication, Delhi.
 - i. R.P. Banerjee's Mother Leadership, JHV, Vol, 4:2
 - ii. D.P. Chattopadhyaya's Science Technology Philosophy and Culture, JHV Vol. 5:1
 - iii. Mohandas Nair's Thoughts to Live By, JHV, and Vol. 5:2

Prof. Amitava Bagchi, Management Information Systems Group

- a. Journal : NEWTRACKER : An Early Sales Forecasting Package for Consumer Non-Durables in the Indian Market (with Sanjay Verma and Soumyo D Moitra), Decision, Vol 24, nos. 1-4, Jan-Dec 1997 (appeared in April 1999)
- b. Working Paper : Four Methods for Solving Constraint Satisfaction Problems (With Sriyankar Acharyya), IIMC Working Paper, WPS 384/2000, January 2000.

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Prof. Rahul Roy, Management Information Systems Group

- a. Software Peshadar Zke Pandit Hotel Hobe Parichalan Shashtreo' (Software Professional Need To Have Knowledge of Functional Area Management), in Kajer Bazar Section of the Ananda Bazar Patrika of June 15, 1999. The article was subsequently included in a book titled 'Kajer Bazar' published by the Ananda Publishers.

Prof. Subir Bhattacharya, Management Information Systems Group

- a. A Tabu Search Scheme for a Special Case of Two-stage Cutting Problem, S. Sengupta and S. Bhattacharya, Proc. ASC-99, IASTED International Conference on Artificial Intelligence and Soft Computing, Honolulu, Hawaii, U.S.A, August 9-12, 1999.

Prof. Parthasarathi Dasgupta, Management Information Systems Group

- a. Slicible Rectangular Graphs and their Optimal Floorplans, accepted in the ACM Transactions on Design Automation of Electronic Circuits
- b. Nonslicable Floorplans with Slicable Twins, working Paper, No.WPS-360/99, June 1999.

Prof. S. D. Moitra, Operations Management Group

- a. Innovation Assessment Though Patent Analysis. (with Prof. Biju Paul Abraham) A decision Support System for the Demand Forecasting of a new Product. (with V. Prem Kumar)
- b. Integrated Physical and Logical Layer Design of Multimedia ATM Networks, IEICE Trans, Commun., 1999, 1531-1540.

Prof. Balram Avittathur, Operations Management Group

- a. "Improving Supply Chain Performance through Postponement Strategy" with J. Shah, in IIMB Management Review, Vol. 11, No. 2, 1999, pp 5-13.
- b. "Continuous improvement of service operation: Application of service template" with R. Natarajan and S. Venkat Ramana, in Total Quality Management, Vol. 10, No. 6, 1999, pp 877-885.
- c. "Evaluation of Supply Chain Management Strategies" with J. Shah, in "Supply Chain Management – For Global Competitiveness", edited by B.S. Sahay, Macmillan India Limited, 1999, pp185-206.
- d. "Comparison of Production – Distribution Strategies with Review Periods as Decision Variables : Case of Multi-Product, Multi-Region Production-Distribution System - -art I" with J. Shah and L.S. Murty, IIMC WPS, NO.364/99, 1999.
- e. "Productivity/Efficiency Based Resource Allocation Problem" with Prof. Bani. K. Sinha and Prof. M. N. Pal, IIMC WPS, No. 366/99, 1999.

- f. Book Review of "Intelligent Manufacturing" by Lynn Underwood in IIMB Management Review, Vol. 11, No. 3, 1999, pp 155-156.
- g. Book review of "Decentralized Production in India: Industrial District, Flexible Specialization, and Employment" by Philippe Cadene and Mark Holmstrom in IIMB Management Review, Vol.11, No. 4, 1999, pp 125.
- h. Book Review of "Business Research Methods" by Donald R. Cooper and Pamela S. Schindler, to appear in Decision.

Prof. Bani K. Sinha, Operations Management Group

- a. "Efficiency Based Production Planning and Control Models" with C. Krishna Kumar, EJOR, 117(1999), 450-469
- b. "Productivity/Efficiency Based Resource Allocation Problem" with Bani K. Sinha and M. N. Pal, IIMC WPS, No.366/99, 1999.

Prof. Shalini Arora, Operations Management Group

- a. Minimization of Makespan in Generalized Assignment Problem with M.C.Puri in OPSEARCH Vol. 36, NO.4, 1999.

Prof. Saibal Chattopadhyay, Operations Management Group

- a. Sequential point estimation procedures for the generalized life distributions (with Ajit Chaturvedi), WPS-358/99, IIM Calcutta.
- b. Sequential estimation of difference between normal means under asymmetric loss function (with Ajit Chaturvedi), WPS-368/99, IIM Calcutta.
- c. Sequential testing and estimation procedures for the mean of a normal population with known coefficient of variation (with Ajit Chaturvedi and Sanjeev K. Tomar), WPS-369/99, IIM Calcutta.
- d. Three-stage and accelerated sequential point estimation of the normal mean using LINEX loss function (with Raghu Nandan Sengupta), WPS-377/99, IIM Calcutta.

Prof. M N Pal, Operations Management Group

- a. Productivity/Efficiency Based Resource Allocation Problem with Bani K. Sinha and B. Avittathur, IIMC WPS, No. 366/99, 1999.
- b. "Efficiency Analysis of Indian Banking Industry – An Exploratory Study Working Paper Series 380/99 with Shri P. Nath and Prof. A. Mukherjee"
- c. "Performance Analysis of the Indian Banks – An Exploration" Working Paper Series 383/2000 with Shri P. Nath and Prof. A. Mukherjee.

ANNEXURE XXII

- d. Ph.D. Thesis Examiner – IIT Kharagpur for Shri B.K. Sahoo on 3.9.1999
- e. Book Review – Principles and practice of Total Productive Maintenance by B. Bhadury. Journal of Management Review.

Prof. Annapurna Shaw, Regional Development Group

- a. “Emerging Patterns of Urban Growth in India.” Economic and Political Weekly. Vol. 35, Nos. 16 and 17, April 17-24, 1999. Pages 969-978.
- b. “The Planning and Development of New Bombay.” Modern Asian Studies. Vo. 33, Number 4, Dec. 1999. Pages 969-978.

Prof. Rabin Granguly, Rural Development Group

- a. ‘Support Systems for Urban Environmental management: A Critical Assessment in India’, in *Essays in Regional Science: Regional Development and Planning*, VolII: Silver Jubilee Issue; editor Pathak C.R., Regional Science Association, India, 1999.

Prof. Madhu S. Mishra, Sociology Group

- a. Directory of Organizations in Rural Development, Volumes 27,28 and 29.
- b. Bibliography on Rural Development Management, Volumes 26, 27 & 28.
- c. Social mobilization and grassroots level organization building – A Case Study of Young India Project (YIP), Andhra Pradesh.
- d. Social Development and NGO Network – A Case Study of Centre for Youth and Social Development (CYSD), Orissa.
- e. Long Range Planning and Strategy for Rural Electrification in Orissa
- f. Marketing Strategy for IRDP products from eastern and north-eastern region states.

Prof. Surendra Munshi, Sociology Group

- a. White man’s burden all over again, Op-Ed article, The Telegraph, May 13, 1999
- b. Move over Americans, editorial page article, The Telegraph, December 18, 1999
- c. Their feudal lords, editorial page article, The Telegraph, June 28, 1999
- d. What Kashmir means, editorial page article, The Telegraph, July 6, 1999

Prof. Mallicka Bhattacharya, Sociology Group

- a. Iron Bangles to Iron Shackles: A study of Women's Marriage and Subordination within Slum Households in Calcutta
- b. Tradition and Change: Study of the Impact of modernization and Migration of Bengali marriage. Journal of the Indian Anthropological Society – [paper]
- c. Dynamics of Changing Economic and Political Relationships in Rural Bengal.

Prof. Ranjan Das, Strategic Management Group

- a. Crafting the Strategy (Tata Mcgraw Hill)

Dr. Tridib Chakraborti, Research Assistant

- a. Published the revised version of the monograph on Business Environment (used as Study materials for NIPM)
- b. "Organization Culture : The Right Mix" in the Statesman. Calcutta (July 1999)
- c. "Vision of Equity" (on AMUL) The Statesman, Calcutta (October, 1999)
- d. "Organizational Misbehaviour" in Decision. Vol. 24

Dr. Tarit Kumar Dutta, Research Assistant

- a. Published the paper entitled " Conservation of Forestry – A Must to Combat Air Pollution" in OPED's GREEN VIEW, a quarterly journal on Environment, Ecology & Development (Vol. I, IIMC – I) April-June, 1999.

Mr. Prithwis Kumar Sana, Research Assistant

- a. "Pasohimbanga Khadya Uthapadan : Agamidiner Kaj" published in DHANADHANYE (a Bengali edition of YAJANA), June 1999.
- b. GRAMONAYANE PASCHIMBANGA Published by Padma Ganaga Publications, Calcutta.

ANNEXURE XXIII

LIST OF GRADUATING STUDENTS (PGDM) - 2000

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	102/35	Madhur Agarwal	8.17	1
2.	111/35	Anand Viswanathan	7.94	2
3.	106/35	Shashank Agrawal	7.69	3
4.	123/35	Inderpreet Singh Batra	7.54	4
5.	364/35	Xavier Sebastian	7.49	5
6.	164/35	Gaurav Gupta	7.49	5
7.	227/35	Alok Mathur	7.46	7
8.	145/35	Prasenjit Dasgupta	7.40	8
9.	116/35	Navtez Singh Bal	7.37	9
10.	324/35	Ravi Shankar	7.37	9
11.	264/35	Ampolu Tirumala Rao	7.31	11
12.	166/35	Shilpi Gputa	7.29	12
13.	105/35	Nipun Aggarwal	7.23	13
14.	260/35	Rohith Rajagopal	7.23	13
15.	251/35	Pahade Prasanna Vikas	7.20	15
16.	318/35	Ashish Kumar Sekhri	7.14	16
17.	352/35	Srikanth T.V.J.	7.11	17
18.	342/35	Satishchander S	7.09	18
19.	231/35	Merchant Sameer A	7.09	18
20.	232/35	Aashish Kishore Mishra	7.06	20
21.	147/35	Kapil Dhameja	7.06	20

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
22.	165/35	Neeraj Gupta	7.03	22
23.	202/35	Rajesh G Iyer	7.03	22
24.	216/35	R. Krishnan	6.97	24
25.	338/35	Savitra Sirohi	6.94	25
26.	120/35	Seema Bansal	6.94	25
27.	230/35	Sweta Mehra	6.94	25
28.	122/35	Saurav Kanti Basu	6.89	28
29.	158/35	Anuj Gogia	6.89	28
30.	217/35	Prashant Kumar	6.86	30
31.	353/35	Ravi Thakur	6.86	30
32.	125/35	Bhandari Mohit Naresh	6.86	30
33.	163/35	Anupam Gupta	6.86	30
34.	130/35	Jaidit Singh Brar	6.86	30
35.	316/35	Subhayu Sarkar	6.80	35
36.	157/35	Arjum Ghosh Dastidar	6.77	36
37.	126/35	Arun Nagendra Bhat	6.77	36
38.	344/35	Sudarshan N	6.74	38
39.	247/35	Sandeep Narayan	6.74	38
40.	103/35	Manish Agarwal	6.74	38
41.	201/35	Hariharan Raman	6.74	38
42.	317/35	Manu Sehgal	6.71	42
43.	237/35	Subrat Mohanty	6.69	43
44.	313/35	Prakash Venkateswaran Sangam	6.69	43

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
45.	135/35	Satish Chandra	6.66	45
46.	107/35	Sonu Agrawal	6.66	45
47.	222/35	Makhijani Rajendrakumar P.	6.63	47
48.	156/35	Anandomoy Ghosh	6.63	47
49.	101/35	Anil Kumar Agarwal	6.60	49
50.	238/35	Arghya Mondal	6.60	49
51.	304/35	Shailendra Sadera	6.60	49
52.	355/35	V. Nishanth	6.57	52
53.	244/35	Naik Pankaj Ramkrishna	6.57	52
54.	258/35	Richa Prasad	6.57	52
55.	162/35	Gorthy Anil Kumar	6.57	52
56.	204/35	Amit Jain	6.57	52
57.	119/35	Tarunendra Singh Bangari	6.54	57
58.	220/35	K. Lalitha Ramani	6.54	57
59.	160/35	Gopalakrishnan G	6.54	57
60.	325/35	Pallaw Sharma	6.51	60
61.	302/35	Manoj R	6.49	61
62.	326/35	Praveen Kumar Sharma	6.49	61
63.	305/35	Anirvan Saha	6.46	63
64.	333/35	Sharat Shroff	6.43	64
65.	341/35	Sriharsha K	6.43	64
66.	149/35	Fredric Stefan Fanthome	6.40	66

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
67.	114/35	Vivek Kumar Bajaj	6.40	66
68.	207/35	Joshi Mihir Arun	6.34	68
69.	337/35	Sutirtha Sinha	6.34	68
70.	309/35	Rajib Saha	6.34	68
71.	133/35	Biswabrata Chakravorty	6.34	68
72.	319/35	Sohini Sen	6.34	68
73.	117/35	Harmeet Singh Bala	6.34	68
74.	234/35	Sandeep Kumar Mitra	6.31	74
75.	235/35	Ashish Mittal	6.31	74
76.	129/35	Debashish Bose	6.31	74
77.	327/35	Rajat Sharma	6.31	74
78.	131/35	Bhaskar Chakraborty	6.31	74
79.	356/35	Rahul chandra Varma	6.29	79
80.	332/35	Pramod Shrivastava	6.26	80
81.	335/35	Vikas Singh	6.26	80
82.	128/35	Joyee Biswas	6.26	80
83.	315/35	Santosh K.S.	6.26	80
84.	139/35	Suyash Choudhary	6.23	84
85.	124/35	Suvankar Bhaduri	6.23	84
86.	138/35	Arghyadip Chaudhuri	6.20	86
87.	361/35	Anil Vishwanathan	6.20	86
88.	228/35	Siddharth K. Mathur	6.20	86

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
89.	211/35	S. Karthikeyan	6.17	89
90.	343/35	Viswanath Subramanian	6.14	90
91.	127/35	Manmeet Singh Bhatira	6.14	90
92.	259/35	Prashant Raizada	6.14	90
93.	351/35	Vipul Taneja	6.11	93
94.	242/35	Somnath Mukherjee	6.11	93
95.	357/35	Kumar Venkatasubramanian	6.09	95
96.	110/35	Anand R.	6.06	96
97.	248/35	Rajeswari N	6.06	96
98.	219/35	Arijit Lahiri	6.03	98
99.	240/35	Nandita Mukand	6.03	98
100.	161/35	Gorasia Jignesh Rameshchandra	6.00	100
101.	347/35	Surampudi Srinivas Subhash	5.97	101
102.	266/35	Nishit Rawat	5.97	101
103.	150/35	Pamit Gajbhiye	5.91	103
104.	241/35	Sayan Mukherjee	5.91	103
105.	245/35	Nair Arun Chandrasekhar	5.91	103
106.	155/35	Viju Kurien George	5.91	103
107.	215/35	Rajnikanth K.	5.89	107
108.	108/35	Amrish	5.89	107
109.	226/35	Amitava Mandal	5.86	109
110.	154/35	Gautam Matthew George	5.86	109

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
111.	151/35	Gandhe Sunil Shripad	5.86	109
112.	261/35	Naresh Kumar Rajak	5.86	109
113.	121/35	Barot Manoj Mansinh	5.80	113
114.	365/35	Rajesh Yohannan	5.80	113
115.	137/35	Ankur Chaudhary	5.80	113
116.	354/35	Thomare Manish Milind	5.77	116
117.	331/35	Mridula Shridhar	5.77	116
118.	221/35	Mahesh N S	5.77	116
119.	345/35	K Sudhindra Srinivas	5.77	116
120.	320/35	Sunando Sen	5.77	116
121.	255/35	P V Vamsi Krishna	5.69	121
122.	115/35	Varun Bajpai	5.69	121
123.	362/35	Rajan Preet Singh Wadhwa	5.66	123
124.	212/35	Katara Hanchu Balubhai	5.60	124
125.	359/35	Vinayan R	5.60	124
126.	208/35	Kancherla Surendra D. Rao	5.60	124
127.	257/35	Prasad Kamna Ramashankar	5.60	124
128.	348/35	Vikram Suri	5.77	128
129.	307/35	Partha Pratim Saha	5.57	128
130.	301/35	Amit Ray	5.54	130
131.	303/35	Ranjit Rajan	5.54	130
132.	118/35	Nikhil Banerjee	5.54	130

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
133.	143/35	Somnath Das	5.51	133
134.	203/35	Rahul Ajit Jadhav	5.51	133
135.	223/35	Avneesh Makkar	5.51	133
136.	330/35	Samarth Shekhar	5.51	133
137.	146/35	Debjit De	5.49	137
138.	360/35	Vishnu Govind B.	5.49	137
139.	350/35	Siddharth Swaroop	5.43	139
140.	152/35	Jitendra Garbyal	5.40	140
141.	224/35	Mallajosyula Archana	5.40	140
142.	340/35	Sonavane Amita Nagnath	5.40	140
143.	236/35	Mittal Sandeep Vijay	5.40	140
144.	308/35	Pramatha Nath Saha	5.37	144
145.	306/35	Arnab Saha	5.37	144
146.	206/35	Somanshu Jend	5.34	146
147.	256/35	Amit Prasad	5.34	146
148.	142/35	Sanjay Kumar Das	5.31	148
149.	366/35	Ved Prakash Chopra	5.29	149
150.	329/35	Vivek Sharma	5.29	149
151.	233/35	Anita Mishra	5.29	149
152.	140/35	Vandana Chauhan	5.29	149
153.	112/35	Bagul Sameer Suresh	5.29	149
154.	134/35	Sanjoy Chanda	5.20	154

ANNEXURE XXIII

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
155.	109/35	Julius S Amrit	5.20	154
156.	246/35	Nangpal Anuj Sudhir	5.17	156
157.	250/35	Himava Nath	5.09	157
158.	205/35	Aditya Jandial	4.83	158

ANNEXURE XXIV

LIST OF GRADUATING STUDENTS (PGDCM) - 2000

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	416/05	Pankaj Khandelwal	7.43	1
2.	434/05	Shalabh Prasad	7.17	2
3.	443/05	Ajoy Singh	6.89	3
4.	422/05	Rajnil Mallik	6.89	3
5.	424/05	Shivi Mithal	6.89	3
6.	405/05	Aashish A Chandorkar	6.80	6
7.	435/05	R Arun	6.74	7
8.	420/05	Jatin Malik	6.66	8
9.	425/05	Rajarshi Mitra	6.66	8
10.	415/05	N Jayakumar	6.66	8
11.	406/05	C Karthik	6.60	11
12.	409/05	Kallol Dutta	6.57	12
13.	421/05	Mall Natwar Navneet	6.51	13
14.	444/05	Arvind Singhal	6.49	14
15.	423/05	Punish Mishra	6.49	14
16.	431/05	Pallav Patni	6.49	14
17.	437/05	Ravindra Rao T.M.	6.46	17
18.	411/05	Avroneil Guha	6.43	18
19.	438/05	L Venkat Praveen Reddy	6.37	19
20.	419/05	Prasanna Kumar Kundu	6.31	20
21.	413/05	Anupam Jain	6.31	20

ANNEXURE XXIV

<u>Sl.No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
22.	428/05	Gautam Nagpal	6.29	22
23.	432/05	Vivek Prahlad	6.29	22
24.	442/05	Sharma Pavan Kumar Radheshyam	6.23	24
25.	414/05	Preeti Jain	6.23	24
26.	439/05	Suwendu Roy	6.20	26
27.	407/05	C S Sriram	6.14	27
28.	430/05	Amiya Kumar Pathak	6.11	28
29.	448/05	Anurag Vohra	6.00	29
30.	412/05	Rakesh Gupta	5.97	30
31.	445/05	Sreekumar B R	5.77	31
32.	401/05	Marri Atchyutha Ram	5.77	31
33.	446/05	Ritu Verma	5.71	33
34.	403/05	Sandeep Kumar Bhat	5.69	34
35.	441/05	Pankaj Sharma	5.57	35
36.	402/05	Nitin Bhandari	5.57	35
37.	440/05	Pratik Saha	5.40	37
38.	447/05	S Viswanathan	5.34	38
39.	418/05	Ashutosh Kumar	5.34	38
40.	410/05	Praveen Kumar G	5.26	40
41.	417/05	Pooja Khanna	5.26	40
42.	408/05	D. Sangeetha	5.09	42
43.	427/05	Prashant Monga	5.00	43

ANNEXURE XXV

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 2000**

<u>Sl. No.</u>	<u>Name</u>	<u>Reg. No.</u>	<u>Area of Specialisation</u>	<u>Thesis Title</u>
1.	Ms. Manjari Singh	FP/9/95	Human Resource Management	The Determinants of Managerial Remuneration in the Indian Corporate Sector
2.	Ms. Bindu Khosla	FP/2/91	Behavioural Sciences	Developing a New Organisational Culture : Framework, Process And Outcomes
3.	Ms. Nandini S.	FP/8/95	Human Resource Management	Top Management Team and Organisational Performance : The Moderating Role of Differentiation & Integration Process and Managerial Discretion.

LIST OF GRADUATING STUDENTS (PGDBM) - 2000

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
1.	31/4	Purnendra Kishore	7.354	1
2.	43/4	Soumen Ghosh	7.225	2
3.	24/4	M J Prabhukumar	7.032	3
4.	49/4	Swarup Mandal	6.935	4
5.	30/4	Prateek Dutta Roy	6.838	5
6.	50/4	Tanima Datta Chaudhur	6.741	6
7.	16/4	Debasish Mohapatra	6.709	7
8.	26/4	Manish Dugar	6.677	8
9.	3/4	Anindya Bhattacharjee	6.612	9
10.	63/4	Kalyan Lahiri	6.516	10
11.	8/4	Arvind N	6.451	11
12.	20/4	Jai Raj Nair	6.451	11
13.	21/4	Jaudip Sanyal	6.451	11
14.	7/4	Arup Ranjan Das	6.387	14
15.	4/4	Anindya Kumar Pal	6.322	15
16.	15/4	Chandan Chatterjee	6.322	15
17.	2/4	Angshuman Chakraborty	6.258	17
18.	12/4	Barnali Ghosh	6.258	17
19.	17/4	Debdutta Guha	6.258	17
20.	25/4	Maneesh Dwivedi	6.258	17

ANNEXURE XXVI

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
21.	10/4	Abhijit Pain	6.129	21
22.	45/4	Subhasis Ghosh	6.096	22
23.	23/4	Kaustav Roy	6.694	23
24.	36/4	Sandip Ganguly	6.032	24
25.	44/4	Sourav Chatterjee	6.032	24
26.	1/4	Anagha Deb	6.000	26
27.	46/4	Subhasis Roy	6.000	26
28.	56/4	Suman Kalyan Pramanick	6.000	26
29.	14/4	Bijita Ghosh	5.967	29
30.	18/4	Indraneel Ganguly	5.967	29
31.	57/4	Aruna Kumar Padhi	5.967	29
32.	29/4	Prakash Chandra M I	5.903	32
33.	6/4	Arup Rangta	5.838	33
34.	37/4	Sanjay Kumar Singh	5.838	33
35.	38/4	Sharmishtha Behal	5.838	33
36.	47/4	Subrata Kumar Goswami	5.838	33
37.	27/4	Manish Kumar Pande	5.741	37
38.	51/4	Writwik Nanda	5.741	37
39.	22/4	Kaushik Saha	5.677	39
40.	34/4	Sandeep Rajaram GA	5.612	40
41.	54/4	Sugato Das	5.580	41

ANNEXURE XXVI

<u>Sl. No.</u>	<u>Regn. No.</u>	<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
42.	28/4	Mitul Chatterjee	5.548	42
43.	39/4	Siddhartha Deb	5.548	42
44.	55/4	Suman Lahiri	5.483	44
45.	53/4	Ranjan Das	5.451	45
46.	48/4	Sijoy Chakrabarti	5.354	46
47.	41/4	Siddhartha Mukherjee	5.322	47
48.	62/4	Arup K Raha	5.322	47
49.	32/4	Rajesh Bandyopadhy	5.290	49
50.	40/4	Siddhartha Ghoshal	5.225	50
51.	13/4	Bhaskar Basu	5.193	51

ANNEXURE XXVII

**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 35TH BATCH**

1966

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

1967

Gupta R.C.
Metre R.K.
Vijayan K.
Krishnan S.A.
Katdare 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.

1984

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

1985

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

1986

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

1987

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

1988

Gande Amerandra
Rathi Rajesh
Kumar Ashish
Venkatanathan R.
Gupta Hemant

1989

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

1990

Manish Srivasta
P. Venkatesh

1991

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

1992

Rajat Gupta
Anurag Gupta
Arnab Mukherjee
Vipul Tuli
Amit Gupta

1993

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

1994

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

1995

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

1996

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

1997

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

1998

Prashant Gupta
Rahul Chowdhri
Sriram Shrinivasan
Aseem Agrawal
S Jairam

ANNEXURE XXVII

1999

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

2000

Madhur Agarwal
Anand Viswanathan
Shashank Agrawal
Inderpreet Singh Batra
Xavier Sebastian
Gaurav Gupta

**POST GRADUATE DIPLOMA IN COMPUTER AIDED MANAGEMENT
1ST TO 5TH 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

2000

Pankaj Ghandelwal
Shalabh Prasad
Ajoy Singh
Rajnil Mallik

**STATEMENT
OF
ACCOUNTS**

1st APRIL, 1999

TO

31st MARCH, 2000

**INDIAN INSTITUTE OF
BALANCE SHEET AS**

<u>As on 31.03.99</u>		LIABILITIES	<u>As on 31.03.00</u>	
Rs.	P		Rs.	P
34,56,44,885.96		CAPITAL FUND (As per Schedule A)	35,91,38,764.37	
79,56,710.21		RESEARCH FUND (As per Schedule B)	79,95,067.71	
83,492.22		PROVIDENT FUND DEPOSIT	83,492.22	
1,07,50,744.14		CURRENT LIABILITIES (As per Schedule C)	73,41,902.04	
74,924.36		MISCELLANEOUS FUNDS (As per Schedule D)	74,924.36	
53,81,993.41		PROJECT - IN - PROGRESS	67,75,133.13	
31,190.38		SUSPENSE	7,819.38	
46,30,64,285.75		ENDOWMENT FUND (As per Schedule E)	61,10,43,618.85	
<u>83,29,88,226.43</u>		Total	<u>99,24,60,722.06</u>	

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
AT 31ST MARCH, 2000**

A S S E T S		As on 31.03.00
As on 31.03.99		Rs. .P
Rs. .P		Rs. .P
29,99,09,368.85	FIXED ASSETS (As per Schedule F)	33,83,43,849.66
9,76,80,928.68	LOANS, ADVANCES AND OTHER RECEIVABLES (As per Schedule G)	7,19,11,320.00
38,99,07,832.00	INVESTMENT (As per Schedule H)	54,11,81,701.44
13,29,351.96	INVENTORY OF STORES (As per Schedule I)	5,22,691.04
2,22,12,818.22	CASH & BANK BALANCES (As per Schedule J)	1,74,13,887.20
25,19,280.56	SUSPENSE	26,44,280.56
36,25,162.94	RESEARCH FUND - ASSETS (As per Schedule K)	40,99,154.94
1,58,03,483.22	MANAGEMENT CENTRE HUMAN VALUES (As per Schedule L)	1,63,43,837.22
<u>83,29,88,226.43</u>	Total	<u>99,24,60,722.06</u>

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - A

	Rs.	P.	Rs.	P.	Rs.	P.
<u>CAPITAL FUND :</u>						
A. <u>GENERAL ACCOUNT</u>						
I. <u>Government of India</u>						
As per last account	15,00,43,639.11					
Add: Grant received during the year transferred from Income & Expenditure A/c.	79,86,753.81					
Add: Addition by adjustment	<u>1,40,332.10</u>					
	15,81,70,725.02					
Less: Capital investment written off	<u>3,83,207.50</u>		15,77,87,517.52			
II. <u>Government of West Bengal</u>						
As per last account			<u>11,17,540.61</u>		15,89,05,058.13	
B. <u>CAMPUS ACCOUNT</u>						
I. <u>Government of India</u>						
As per last account	18,55,41,372.64					
Add: Grant received during the year transferred from Income & Expenditure A/c.	<u>55,00,000.00</u>		19,10,41,372.64			
II. <u>Government of West Bengal</u>						
As per last account			<u>11,86,687.00</u>		19,22,28,059.64	
III. <u>Bank Building</u>						
As per last account					7,80,000.00	
C. <u>LIBRARY DEVELOPMENT</u>						
As per last account					10,00,000.00	
D. <u>FORD FOUNDATION</u>						
As per last account					55,34,167.90	
E. <u>U N D P</u>						
As per last account					4,41,478.70	
F. <u>WORLD BANK PROJECT</u>						
Total :					<u>2,50,000.00</u>	
					35,91,38,764.37	

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

	Rs.	P.	Rs.	P.
<u>RESEARCH FUND</u>				
As per last account	79,56,710.21			
Less: Excess of income over expenditure transferred from Income & Expenditure A/c.			<u>38,357.50</u>	79,95,067.71

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

SD/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHUDULE - C

CURRENT LIABILITIES 1999-00

A. GENERAL ACCOUNT

1.	Liability for Income Tax	2,05,429.31
2.	Liability for Income Tax Contractor	29,467.00
3.	Liability for Sales Tax	19,044.00
4.	Liability for Professional Tax	2,299.00
5.	Unpaid Salary	21,849.58
6.	Unpaid O.T. & Honoraria	8,789.16
7.	Earnest Deposit	10,58,100.00
8.	Security Deposit	1,40,814.00
9.	Suspense Payable	71,881.64
10.	Accounts Payable	2,76,126.45
11.	Group Insurance Repayable	74,694.39
12.	Library Deposit	54,800.00
13.	Suspense Revenue Stamp	1,484.60
14.	Caution Deposit - PGP	6,22,643.50
15.	Caution Deposit - FP	1,20,700.00
16.	Caution Deposit - PGDBM	36,300.00
17.	Caution Deposit - PGDCM	1,50,618.50
18.	Scholarship Donation Repayable	21,00,580.91
19.	IIMC Students' Association	33,020.33
20.	LIC Clearing	1,639.76
21.	Clearing A/c. IIMC Staff Co-operative Credit Society Limited	18,261.36
22.	Clearing A/c. Staff on Deputation	434.96
23.	Deferred Revenue Income	2,77,800.00
24.	Provident Fund Payable	65,865.00
25.	Donation Prizes	<u>13,186.00</u>
	Sub-Total :	<u>54,05,829.45</u>

B. CONSTRUCTION ACCOUNT

1.	Security Deposit	17,50,716.59
2.	Miscellaneous Deposit	54,686.00
3.	Deposit Work - K.V.	837.00
4.	Liability for Sales Tax	42,329.00
5.	Liability for Income Tax (Contractor)	<u>87,504.00</u>
		<u>73,41,902.04</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - D

MISCELLANEOUS FUND 1999-00

1.	Fund for Recoverable Advance		
	Balance as on 31.3.00	4,131.00	
	<u>Add: Recoverable from</u>		
	staff	<u>5,869.00</u>	10,000.00
2.	Director's Discretionary Fund		13,876.96
3.	Staff Welfare & Amenities Fund		1,555.00
4.	Students' Loan & Assistance Fund		<u>49,492.40</u>
		Total :	<u>74,924.36</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE – E

Schedule of ENDOWMENT FUND as of 31.3.00

Sl. No.	Particulars	Amount	Amount
1.	<u>GENERAL ACCOUNTS</u> (Excess of Income over Expenditure) As per last account	40,53,79,042.68	
<u>Add</u>	Interest earned on Investment during the year transferred from Income & Expenditure A/c	<u>4,48,13,631.00</u>	
		45,01,92,673.68	
<u>Less</u>	Loss of Redemption	<u>18,500.00</u>	
		45,01,74,173.68	
<u>Add.</u>	Excess of Income over Expenditure transferred from Income and Expenditure A/c	<u>9,37,42,853.42</u>	54,39,17,027.10
2.	<u>CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS</u> As per last account	1,63,09,618.24	
<u>Add</u>	Interest earned on Investment during the year	<u>19,99,688.76</u>	
		1,83,09,307.00	
<u>Less</u>	Expenditure incurred during the year	<u>6,11,707.50</u>	1,76,97,599.50
3.	<u>CAMPUS</u> As per last account	63,42,495.22	
<u>Add</u>	Interest earned on Investment transferred from Income & Expenditure A/C	<u>7,65,734.00</u>	71,08,229.22

Sl. No.	Particulars	Amount	Amount
4. SCHOLARSHIP & PRIZES			
	As per last account	7,80,221.79	
<u>Add</u>	Addition during the year	5,20,920.00	
<u>Add</u>	Interest earned on Investment transferred from Income & Expenditure A/C	<u>78,448.00</u>	
		13,79,589.79	
<u>Less</u>	Prizes & Scholarship Awarded	<u>86,900.00</u>	12,92,689.79
5. MANAGEMENT CENTRE FOR HUMAN VALUES			
	As per last account	3,42,52,907.82	
<u>Add</u>	Donation received during the year	61,50,000.00	
<u>Add</u>	Interest earned on Investment transferred from Income & Expenditure A/C	<u>30,56,756.58</u>	
		4,34,59,664.40	
<u>Less</u>	Recurring Expenditure during the year	<u>24,31,591.16</u>	4,10,28,073.24
		Total :	<u>61,10,43,618.85</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 - F

	Rs.	P.	Rs.	P.
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FIXED ASSETS

(As per Annexure I)

As per last account	29,99,09,368.85			
Add: Addition during the year	<u>3,88,17,575.81</u>			
	33,87,26,944.66			
Less: Adjustment for write-off during the year	<u>3,83,095.00</u>		33,83,43,849.66	

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - G

	Rs.	P.	Rs.	P.	Rs.	P.
<u>LOANS, ADVANCES AND OTHER RECEIVABLES</u>						
I. <u>PURCHASES AND SERVICES</u>						
a. General Account	3,65,01,741.64					
<u>Less: Adjustment for write-off</u>	<u>112.50</u>					
	3,65,01,629.14					
b. Construction Account	<u>37,96,216.73</u>		4,02,97,845.87			
II. <u>Staff</u>					1,14,95,949.22	
(As per Annexure III)						
<u>B. OTHER RECEIVABLES</u>						
I. Accounts Receivables (As per Annexure IV)	1,74,20,944.72					
II. Deposit	71,154.72					
III. Government of West Bengal	10,33,094.47					
VI. Accounts Receivable TDS (IT)	<u>15,92,331.00</u>		<u>2,01,17,524.91</u>			
Total:					7,19,11,320.00	

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - H

SCHEDULE OF INVESTMENT AS ON 31.3.2000

1.	Scholarship & Prize Fund	7,61,000.00
2.	Term Deposit	4,26,47,476.14
3.	Management Centre for Human Values	2,41,49,003.00
4.	Endowment Fund	47,36,24,222.30
	Total	<u>54,11,81,701.44</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 - I

INVENTORY OF STORES

I. General Account	81,103.08	
II. Construction Account	<u>4,41,587.96</u>	5,22,691.04

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - J

CASH AND BANK BALANCES AS ON 31.3.2000

A. GENERAL ACCOUNT

a.	Cash-in Hand	1,91,319.46
b.	<u>Cash-at-Bank</u>	
	Current Account with SBI, Joka Branch	2,99,249.78
	Savings Account with SBI, Joka Branch	1,18,80,527.28
	Current Account with SBI, Main Branch	77,058.29
	Savings Account with SBI, Main Branch	2,37,229.78
	Current Account with SBI, Joka Branch A/c. DECISION	14,356.70
	Current Account with SBI, Joka Branch A/c. IIMC Endowment Fund	3,79,678.91
	Savings Account with ICICI Banking Corporation	11,26,732.53
	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. PETTY CASH :

Postage Petty Cash Franking	11,754.95	
Imprest Fund - Maintenance	58.00	
Imprest Fund - City Office	3,936.00	
Imprest Fund - Computer Centre	<u>137.25</u>	15,886.20

C. CONSTRUCTION ACCOUNT

Cash in Hand		15,177.29
	<u>Cash-at-Bank</u>	
	Current Account with SBI, Joka Branch	28,43,441.85
	Total	<u>1,74,13,887.20</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 -K

SCHEDULE OF ASSETS ACQUIRED OUT OF RESEARCH GRANT - AS ON 31.3.2000

<u>Particulars</u>		<u>Total</u>
<u>AICTE PROJECTS</u>		
<u>Technical Books</u>		
As Per Last A/c	1,03,652.47	
Add: Addition during the year	<u>8,435.00</u>	1,12,087.47
<u>Equipment</u>		
As per last A/C	30,25,841.35	
Add: Addition during the year	<u>1,56,066.00</u>	31,81,907.35
<u>IIPC PROJECT</u>		
<u>Equipment</u>		
As per last A/C	91,502.00	91,502.00
<u>Furniture</u>		
As per last A/C	50,195.12	50,195.12
<u>CMDS</u>		
<u>Equipment</u>		
As per last A/C	78,532.00	78,532.00
<u>RESEARCH PROJECT - R & D A/c.</u>		
<u>Equipment</u>		
As per last A/C	1,88,250.00	1,88,250.00
<u>Books</u>		
As per last A/C	87,190.00	
Add: Addition during the year	<u>59,598.00</u>	1,46,788.00
<u>WORLD BANK PROJECT</u>		
Books	1,25,157.00	1,25,157.00
Advance Journal	1,24,736.00	1,24,736.00
Total :		40,99,154.94

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/-Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - I

SCHEDULE OF ASSETS AS ON 31.3.2000

A/C. MANAGEMENT CENTRE FOR HUMAN VALUES

	<u>Particulars</u>	<u>Amount</u>	
1.	<u>BUILDING</u>		
	As per last A/c	1,40,86,581.39	
	Add: Addition during the year	<u>92,799.00</u>	1,41,79,380.39
2.	<u>EQUIPMENT</u>		
	As per last A/c	3,15,197.44	
	Add: Addition during the year	<u>2,503.00</u>	3,17,700.44
3.	<u>PERIODICALS</u>		
	As per last A/c	1,30,660.50	
	Add: Addition during the year	<u>96,421.56</u>	2,27,082.06
4.	<u>BOOKS</u>		
	As per last A/c	8,74,622.33	
	Add: Addition during the year	<u>1,34,129.00</u>	10,08,751.33
5.	<u>ADVANCE - PERIODICALS</u>		
	As per last A/c	96,421.56	
	Add: Addition during the year	<u>53,023.00</u>	
		1,49,444.56	
	Less : Adjustment	<u>96,421.56</u>	53,023.00
6.	<u>SCULPTURE</u>		
	As per last A/C	3,00,000.00	
	Add: Addition during the year	<u>2,00,000.00</u>	5,00,000.00
7.	<u>FURNITURE</u>		57,900.00
	Total		<u>1,63,43,837.22</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

ANNEXURE - I

FIXED ASSETS 1999-00

Particulars	Net Block as on 1.4.99	Addition/ adjustment during the year 99-00	Gross Block as on 31.3.00	Receipt/ adjust ment during the year 99-00	Net Block as on 31.3.00
Land(inclgd Devpt.)	99,22,974.97	3,57,243.00	--	--	1,02,80,217.97
Buildings	13,98,13,765.40	79,02,237.00	--	--	14,77,16,002.40
Water Supply Installation	52,30,785.18	5,56,062.00	--	--	57,86,847.18
Electrical Installation	1,18,23,422.81	31,94,740.00	--	--	1,50,18,162.81
Boundary Walls	26,60,085.78	--	--	--	26,60,085.78
Roads, Drains & Culverts	54,46,430.97	--	--	--	54,46,430.97
Tubular Structure	20,89,810.96	--	--	--	20,89,810.96
Equipment & Tools	42,257.32	--	--	--	42,257.32
Sundry Structure & Works	13,51,509.42	33,961.00	--	--	13,85,470.42
Air Conditioning Plant	47,72,804.30	--	--	--	47,72,804.30
Equipment - PGDCM	1,17,778.00	--	--	--	1,17,778.00
Installation of Gas Line	1,38,758.00	--	--	--	1,38,758.00
Office Equipment	2,41,19,119.58	50,02,941.00	--	3,83,095.00	2,87,38,965.58
Office Furniture	67,15,183.94	5,38,677.00	--	--	72,53,860.94
Motor Vehicle & Cycles	28,18,719.08	--	--	--	28,18,719.08
Library Books & Periodicals	6,19,27,579.38	1,17,30,411.81	--	--	7,36,57,991.19
Gift Books & Periodicals	3,131.00	--	--	--	3,131.00
Computer Centre	2,09,15,252.76	38,53,036.00	--	--	2,47,68,288.76
Auditorium	--	56,34,428.00	--	--	56,34,428.00
Swimming Pool	--	13,839.00	--	--	13,839.00
Total:	29,99,09,368.85	3,88,17,575.81	33,87,26,944.66	3,83,095.00	33,83,43,849.66

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

ANNEXURE - II

LOANS, ADVANCES AND OTHER RECEIVABLES - 1999-00

A. LOANS AND ADVANCES

I. PURCHASES AND SERVICES

a. GENERAL ACCOUNT

1.	Advance - Consultancy Project	8,93,141.02
2.	Advance - Research Project	1,136.30
3.	Advance - Seminar	6,901.98
4.	Advance - MDP	22,149.75
5.	Advance - Extension Programme	7,251.70
6.	Advance - Vendors	2,57,29,537.17
7.	Advance - Travel	5,718.00
8.	Advance - Leave Travel Concession	1,028.00
9.	Advance - Purchase	17,830.03
10.	Advance - PGP	5,594.81
11.	Advance - Common Admission Test	2,361.65
12.	Advance - Centre	73,450.73
13.	Advance - Periodicals	1,14,315.30
	Less : Amount written-off	112.50
14.	Advance - Periodicals - UNDP	10,876.00
15.	Advance - Research Journal	<u>96,10,449.20</u>
	Sub Total (a) :	<u>3,65,01,629.14</u>

b. CONSTRUCTION ACCOUNT

1.	Advance - Vendors	<u>37,96,216.73</u>
	Sub Total (b) :	<u>37,96,216.73</u>
	Sub Total (a + b) :	<u>4,02,97,845.87</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

ANNEXURE - III

LOANS, ADVANCES AND OTHER RECEIVABLES - 1999-00

LOANS AND ADVANCES

II. STAFF

1.	Advance - Festival		1,88,515.50
2.	Advance - Flood Relief		1,863.00
3.	Advance - Salary		348.00
4.	Advance - Personal		5,64,043.97
5.	Advance - House Building		93,72,097.00
6.	Advance - Cycle		10,744.75
7.	Advance - Motor Car & Scooter		13,41,223.00
8.	Advance - Table Fan		3,600.00
9.	Director's Discretionary Fund Recoverable		7,645.00
10.	Fund for Recoverable Advance		
	Total Fund	10,000.00	
	<u>Less: Balance as on 31.3.00</u>	<u>4,131.00</u>	5,869.00
	Total :		<u>1,14,95,949.22</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

ANNEXURE - IV

LOANS, ADVANCES AND OTHER RECEIVABLES - 1999-00

B. OTHER RECEIVABLES

I. ACCOUNTS RECEIVABLES

1.	Electricity and Water Charges Recoverable	1,113.17
2.	Telephone Charges Recoverable	44,020.91
3.	Transport Charges Recoverable	317.68
4.	Miscellaneous Charges Recoverable	7,801.40
5.	Accounts Receivable	1,67,19,477.63
6.	Accounts Receivable - Placement	4,70,000.00
7.	Computer Aided Management Centre	1,32,840.53
8.	Clearing A/c. LIC-GSLI	42,698.40
9.	Clearing A/c. IIMC Community Welfare Society	2,674.00
10.	Clearing A/c. IIMC Employees' Union Subscription	1.00
	Total :	<u>1,74,20,944.72</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

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

EXPENDITURE	Rs. P.	Rs. P.
A. NON-PLAN		
1. To <u>Pay and Allowances</u>		5,71,01,349.03
2. " <u>Provident Fund Contribution</u>		
<u>Gratuity and Pension</u>		1,29,16,437.80
3. " <u>Travelling Expenses</u>		2,55,320.65
4. " <u>Leave Travel Concession</u>		6,32,547.00
5. " <u>Stationery and Printing</u>		3,38,503.17
6. " <u>Postage, Telegram and Telephones</u>		
i. Postage & Telegram	58,043.50	
ii. Telephones	9,69,030.00	10,27,073.50
7. " <u>Motor Car Expenses</u>		
i. Petrol & Diesel	5,11,357.00	
ii. Repairs & Maintenance to Automobiles	4,45,828.50	9,57,185.50
8. " <u>Repairs, Renewals & General Maintenance</u>		9,47,509.50
9. " <u>Electricity & Water Charges</u>		43,10,677.38
10. " <u>Freight and Insurance</u>		4,77,151.00
11. " <u>Advertisement and Publicity</u>		2,15,313.00
12. " <u>Library Maintenance</u>		4,62,471.70
13. " <u>Binding</u>		11,880.00
14. " <u>Membership and Subscription</u>		52,410.00
15. " <u>Common Admission Test</u>		29,05,582.02
16. " <u>Post Graduate Diploma in Management</u>		
i. Selection Test	9,34,464.32	
ii. Convocation	6,17,801.17	
iii. Services & Supplies	22,25,827.00	37,78,092.49
17. " <u>Post Graduate Diploma in Business Management</u>		12,66,617.00
18. " <u>Fellowship Programme</u>		30,57,370.50
19. " a. <u>Management Development Programme</u>	41,63,833.45	
b. <u>Management Development Complex</u>	19,63,843.33	61,27,676.78
20. " <u>Extension Programme</u>		80,557.00
21. " <u>Special Management Programme</u>		3,22,420.12
22. " <u>Consultancy and In-Company Training Programme</u>		1,01,48,000.29
23. " <u>Scholarship</u>		1,76,000.00
24. " <u>Placement Expenses</u>		9,70,874.45
25. " <u>Computer Centre Maintenance</u>		7,24,585.50
26. " <u>Medical Expenses</u>		20,44,973.60
27. " <u>Audit Fees</u>		2,01,240.00
28. " <u>Legal Expenses</u>		1,79,736.00
29. " <u>Board Meeting Expenses</u>		6,52,063.01
30. " <u>Entertainment Expenses</u>		48,326.00
31. " <u>Staff & Students' Health Centre</u>		1,60,000.00
32. " <u>Staff Welfare & Amenities</u>		1,44,885.00
33. " <u>Overtime and Honoraria</u>		5,12,997.00
34. " <u>Contingencies</u>		8,92,436.27
35. " <u>Campus Maintenance</u>		48,23,299.38
36. " <u>Guest House Expenses</u>		33,172.00
37. " <u>Alumni Activities Expenses</u>		44,673.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000

I N C O M E	Rs. P.	Rs. P.
A. By <u>Grants-in-Aid</u>		
1 .1. <u>Government of India</u>		
<u>NON-PLAN</u>	12,00,00,000.00	
<u>PLAN</u>	<u>2,20,00,000.00</u>	14,20,00,000.00
2. <u>World Bank Programme on Environmental Economics</u>	2,50,000.00	
3. <u>Research Project - AICTE</u>	<u>3,00,000.00</u>	<u>5,50,000.00</u>
	Sub-Total (A)	14,25,50,000.00
B. " <u>NON-PLAN</u>		
1. <u>Common Admission Test Fees</u>		1,09,99,271.00
2. <u>Post Graduate Diploma in Management</u>		
i. Tuition Fees	1,93,79,570.00	
ii. Course Materials	5,00,000.00	
iii. Library Fees	16,00,000.00	
iv. Lodging	20,00,000.00	
v. Alumni Fees	81,000.00	
vi. Mediclaim	90,500.00	
vii. Computer Fees	<u>24,00,000.00</u>	2,60,51,070.00
3. <u>Post Graduate Diploma in Computer Management</u>		
i. Application Fees	8,40,300.00	
ii. Tuition Fees	54,53,000.00	
iii. Lodging	5,84,000.00	
iv. Course Materials	1,46,000.00	
v. Computer Fees	7,00,800.00	
vi. Library Fees	4,67,200.00	
vii. Mediclaim	31,000.00	
viii. Alumni Fees	<u>31,000.00</u>	82,53,300.00
4. <u>Post Graduate Diploma in Business Management</u>		
i. Application Fees	45,825.00	
ii. Admission Fees	90,000.00	
iii. Term Fees	48,80,000.00	
iv. Alumni Fees	<u>60,000.00</u>	50,75,825.00
5. <u>Fellowship Programme</u>		
i. Application Fees	86,530.00	
ii. Registration & Dissertation Fees	8,400.00	
iii. Lodging	1,66,500.00	
iv. Alumni Fees	<u>3,000.00</u>	2,64,430.00
6. <u>Management Development Programme</u>	58,74,022.00	
<u>Management Development Complex</u>	<u>65,65,944.82</u>	1,24,39,966.82

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

EXPENDITURE	Rs. P.	Rs. P.
38. " <u>Rent, Rates and Taxes</u>		
Faculty Accommodation	2,05,932.32	
<u>Less : Recoveries/Adjustments</u>	<u>35,370.00</u>	<u>1,70,562.32</u>
Sub Total (A)		11,91,71,968.96
B. <u>PLAN</u>		
1. To a. <u>Faculty Development</u>	54,71,684.60	
b. <u>Officers' Development</u>	4,63,086.00	
c. <u>Staff Development</u>	<u>1,19,773.00</u>	60,54,543.60
2. " a. <u>Faculty Participation in</u>		
<u>International Conferences</u>	7,28,751.50	
b. <u>Seminar and Conferences</u>	<u>10,70,667.29</u>	17,99,418.79
3. " <u>Centre for Management &</u>		
<u>Development Studies</u>	3,49,763.60	
4. " <u>Preparation of Working Papers,</u>		
<u>Newsletter and Decision</u>	1,66,347.00	
5. " <u>Special Programme on Rural Development</u>	<u>57,224.50</u>	5,73,335.10
6. " <u>Computer Centre Infrastructure</u>		<u>38,77,635.00</u>
Sub Total (B)		1,23,04,932.49
C. <u>SPONSORED PROJECTS</u>		
" a. <u>RESEARCH PROJECTS - AICTE/R & D</u>		<u>2,61,642.50</u>
Sub Total (C)		<u>2,61,642.50</u>
Sub Total (A + B + C)		13,17,38,543.95
D. <u>EXCESS OF INCOME OVER EXPENDITURE</u>		
<u>TRANSFERRED TO BALANCE SHEET</u>		
a. General Account	79,86,753.81	
b. Campus Account	55,00,000.00	
c. Research Fund - AICTE	38,357.50	
d. World Bank Project	2,50,000.00	
e. Endowment Fund		
i. Interest on		
Endowment Fund	5,07,14,258.34	
ii. Savings	<u>9,37,42,853.42</u>	<u>14,44,57,111.76</u>
		15,82,32,223.07
Total		<u>28,99,70,767.02</u>

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

Sd/- R. RayChaudhuri
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

I N C O M E	Rs. P.	Rs. P.
7. <u>Extension Programme</u>		1,20,090.00
8. <u>Special Management Programme</u>		9,02,760.12
9. <u>Consultancy & In-Company Training Programme</u>		1,62,07,795.75
10. <u>Transport</u>		3,60,419.00
11. <u>Furniture Rent</u>		48.00
12. <u>Rent for Quarters</u>		1,08,241.31
13. <u>Rent for Bank Building</u>		1,62,288.00
14. <u>Interest on Advance for Cycles, Scooter & Motor Car</u>		38,227.00
15. <u>Interest on Table Fan</u>		101.00
16. <u>Guest House</u>		22,500.00
17. <u>Interest on Advance for House Building</u>		1,67,200.00
18. <u>Placement Income</u>		87,76,702.00
19. <u>Miscellaneous Income</u>		58,54,642.81
20. <u>Alumni Activities</u>		<u>16,500.00</u>
	Sub-Total (B)	9,58,21,377.81
C. "PLAN		
1. <u>CMDS</u>	3,10,310.05	
2. <u>Sale of Text Books</u>	2,470.00	
3. <u>Royalty</u>	4,054.50	
4. <u>Subscription for DECISION</u>	73,035.00	
5. <u>Seminar & Conferences Income</u>	<u>3,24,699.00</u>	
	Sub-Total (C)	7,14,568.55
D. <u>ENDOWMENT FUND</u>		
1. INTEREST ON ENDOWMENT FUND INVESTMENT-MCHV	30,56,756.58	
2. INTEREST ON ENDOWMENT FUND INVESTMENT	<u>4,76,57,501.76</u>	
	Sub-Total (D)	5,07,14,258.34
E. " <u>Rent for Faculty Accommodation Transferred to Government of West Bengal - As per Contra</u>		
		1,70,562.32
TOTAL (A + B + C + D + E)		<u>28,99,70,767.02</u>

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		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. ICICI Banking Corporation	4,21,622.54	
Savings A/c. IIMC FC Account	5,326.00	
Savings A/c. R/D A/c. (IIMC)	<u>3,24,376.83</u>	2,09,63,001.94
" <u>Petty Cash :</u>		
Postage - Petty Cash Franking		25,740.95
To <u>CONSTRUCTION ACCOUNT</u>		
Cash in Hand	2,952.67	
Cash at Bank - Current A/c. with SBI, Joka Branch	<u>11,28,986.85</u>	11,31,939.52
To <u>Grant-in-Aid : Govt. of India</u>		12,60,00,000.00
To <u>Capital Fund - World Bank Programme on Environmental Economics</u>		2,50,000.00

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Salary			3,55,17,027.84	
" Salary - Children Education Allowance			6,780.00	
" Leave Salary & Pension Contributin			17,59,567.00	
" Gratuity			33,96,114.00	
" Deposit Linked Insurance			98,455.00	
" Pension			75,44,388.00	
" Travelling Expenses			2,71,077.10	
" Leave Travel Concession			7,34,158.00	
" Stationery & Printing			6,96,211.00	
" Postage Expenses			8,407.00	
" Telephone Expenses			11,10,407.00	
" Motor Car Expens			8,72,497.00	
" Repairs & Renewals			6,00,996.00	
" Electricity & Water Charges			47,65,311.00	
" Freight & Insurance			4,77,151.00	
" Advertisement & Publicity			2,12,930.00	
" Library Maintenanc			1,68,576.00	
" Binding			11,656.00	
" Membership & Subscription			52,410.00	
" PGP S & S			22,42,432.75	
" PGP Common Admission Test			29,15,609.46	
" PGP Selection Test Expenses			10,13,412.90	
" Convocation			5,64,557.17	
" PGDBM S & S			6,83,468.00	
" F.P. S & S			28,08,261.30	
" MDP S & S			20,23,237.75	
" MDP Complex Expenses			17,96,993.50	
" Extension Programme S & S			73,774.25	
" Special Management Programme S & S			2,50,086.50	
" Consultancy Project Expenses			20,07,473.25	
" Scholarship			66,000.00	
" Placement Expenses			8,91,944.25	
" Computer Centre Maintenance			4,07,043.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To <u>Post Graduate Diploma in Management:</u>		
Common Admission Test Fees	1,10,33,335.00	
Admission Test PGP	45,67,314.00	
Course Materials	4,18,900.00	
Tuition Fees	1,61,00,192.00	
Computer Fees	20,11,200.00	
Library Fees	13,40,800.00	
Lodging	16,76,000.00	
Alumni Fees	9,500.00	
Medicclaim	<u>9,500.00</u>	3,71,66,741.00
To <u>Post Graduate Diploma in Computer Aided Management :</u>		
Admission Fees	17,08,000.00	
Application Fees	8,41,800.00	
Tuition Fees	42,33,000.00	
Lodging Fees	4,62,000.00	
Course Materials	1,15,500.00	
Computer Fees	5,54,400.00	
Library Fees	3,69,600.00	
Alumni Fees	500.00	
Medicclaim	<u>500.00</u>	82,85,300.00
To <u>Fellowship Programme :</u>		
Registration & Dissertation Fees	6,300.00	
Application Fees	86,530.00	
Alumni Fees	<u>3,000.00</u>	95,830.00
To <u>Post Graduate Diploma in Business Management :</u>		
Application Fees	45,825.00	
Term Fees	48,90,000.00	
Admission Fees	91,500.00	
Alumni Fees	<u>61,000.00</u>	50,88,325.00
To Management Development Programme Income		55,39,522.00
To Management Development Programme Complex Income		14,38,390.70

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

P A Y M E N T S	Amount	
	Rs.	P.
By Medical Expenses	17,50,525.10	
" Legal Expenses	1,75,741.00	
" Board Meeting Expenses	5,84,506.32	
" Entertainment Expenses	43,599.50	
" Staff and Student Health Centre	1,60,000.00	
" Staff Welfare and Amenities	1,33,983.00	
" Overtime and Honorarium	5,06,069.00	
" Audit Fees	2,19,550.00	
" Contingencies	4,32,885.20	
" Campus Maintenance	13,44,957.00	
" Misc. Expenses - Bank Charges	1,34,139.37	
" Guest House Expenses	32,737.00	
" Alumni Activities Expenses	32,263.00	
" Faculty Development	45,39,318.03	
" Officer Development	3,68,084.41	
" Staff Development	1,12,747.23	
" Faculty Participation in INTNL. Conf Seminar and Conference	6,54,801.00	
" Centre for Management Development Studies	8,03,783.50	
" ICSSR Research Fellowship	1,49,458.65	
" Preparation of Working paper Decision	1,01,376.00	
" Special Programme on Rural Development	1,35,496.00	
" Centre for Development & Environment Policy	11,698.00	
" Computer Centre Infrastructure	4,08,217.37	
" Books Research Project R & D	39,70,651.00	
" Research Project Expenses AICTE	44,312.00	
" Technical Books AICTE	85,009.00	
" Equipment and Furniture AICTE	8,435.00	
" Sculpture MCHV	1,56,066.00	
" Equipment MCHV	1,92,000.00	
" Advance Periodicals MCHV	2,503.00	
" Books MCHV	53,023.00	
" MCHV Expenses	1,14,423.00	
" IIPC (AICTE)	21,92,122.83	
" Rent Rates and Taxes	37,647.50	
	2,05,932.32	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Management Training Centre Income		2,500.00
To Extension Programme Income		1,20,090.00
To Special Management Programme Income		11,97,800.00
To Lodging - SMP		1,32,500.00
To Consultancy Project Income		1,95,55,206.33
To Transport Income		87,191.00
To Rent for Quarters		2,121.00
To Rent for Bank Building		1,62,288.00
To Interest on Cycle/Scooters and Motor		26,794.00
To Sale of Text Books		2,470.00
To Royalty		4,054.50
To Interest/Dividend from P.F. Investment		71,35,714.20
To Subscription for DECISION		73,235.00
To Miscellaneous Income - Others		55,87,356.81
To Seminar & Conferences Income		5,85,518.00
To Alumni Activity Income		16,500.00
To Placement Income		86,28,167.00
To Interest on Endowment Fund Investment - MCHV		30,56,756.58
To Interest on Endowment Fund Investment		4,72,60,581.76
To Computer Centre		10,964.00
To Telephone Charge - Recoverable		10,492.00
To Accounts Receivable		5,37,88,094.00
To IIMC Students' Association		10,000.00
To Advance Festival		510.00
To Advance Periodicals		109.00
To Advance Research Journal		800.00
To Advance - Consultancy Project		1,12,425.78
To Advance - Vendor		210.00
To Advance - Personal		3,38,693.18

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

P A Y M E N T S		Amount Rs. P.	Amount Rs. P.
By	Suspense		1,25,000.00
"	Equipment		6,08,729.80
"	Computer Centre		38,64,000.00
"	Furniture and Fixture		3,99,676.00
"	Books		50,66,289.00
"	Books - World Bank Project		1,25,157.00
"	Library Development Microforms		2,50,475.00
"	Electricity Charges Recoverable		5,421.34
"	Telephone Charges Recoverable		1,25,692.00
"	D.D.F.R		17,725.00
"	Misc. Charges Recoverable		1,747.00
"	Accounts Receivable		73,626.00
"	IIMC Student's Association		2,40,500.00
"	Advance Festival		4,09,710.00
"	Advance Periodical		25,937.00
"	Advance Research Journal		82,38,666.00
"	Advance Journal for World Bank Programme		1,24,736.00
"	Advance Consultancy Project		21,66,000.00
"	Advance Vendor		71,05,443.50
"	Advance Personal		16,67,782.30
"	Advance House Building		42,79,110.00
"	Advance Cycle		5,436.00
"	Advance Motor Car and Scooter		3,00,000.00
"	Advance Tabel Fan		7,100.00
"	Advance Centre		1,32,000.00
"	Scholarship & Prize Fund Investment		5,30,000.00
"	Term Deposit		30,71,10,144.87
"	Investment Donation Fund MCHV		95,00,000.00
"	Investment Endowment Fund		21,41,75,814.56
"	Suspense Payable		38,99,149.00
"	Accounts Payable		3,38,457.00
"	Scholarship Donation Repayable		10,14,653.00
"	P.F. Payable		89,00,000.00
"	F.F.R.A.		25,732.00
"	Donation and Prizes		4,91,195.00

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Advance - House Building		26,500.00
To Advance - Motor Car & Scooter		9,000.00
To Advance - Centre		15,203.05
To Scholarship & Prize Fund Investment		4,30,000.00
To Term Deposit		29,05,33,556.73
To Donation Fund - MCHV		44,00,000.00
To Investment - Endowment Fund		8,46,60,034.26
To Deffered Revenue Income		1,30,000.00
To Account Payable		45,700.00
To Scholarship Donation Repayable		12,00,485.00
To Fund for Recoverable Advance		40.00
To Donation and Prizes		6,25,100.00
To Donation Fund for MCHV		61,50,000.00
To Research Fund - AICTE		3,00,000.00
To Group Insurance Repayable		2,89,985.00
To Endowment Fund		5,20,920.00
To Earnest Deposit		3,66,000.00
To Library Deposit		2,000.00
To Caution Deposit - PGP		10,86,000.00
To Caution Deposit - PGDCM		3,06,000.00
To Caution Deposit - FP		2,500.00
To Caution Deposit - PGDBM		33,500.00
To Suspense Revenue Stamp		1.00
To L.I.C. Clearing		700.00
To IIMC Community Welfare Society		500.00
To Clearing A/c. LIC/GSLI		4,550.00
To P.F. Clearing		27,790.00
To Liability for Income Tax		10,182.00

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Group Insurance Repayable			3,58,362.00	
" Endowment Fund			86,900.00	
" Earnest Deposit			1,00,000.00	
" Security Deposit			7,704.00	
" Caution Deposit PGP			10,00,724.00	
" Caution Deposit PGDCM			2,69,860.00	
" Cautin Deposit PGDBM			24,500.00	
" Suspense Revenue Stamp			5,616.00	
" L.I.C. Clearing			8,73,942.00	
" Clearing A/c. Staff Co. Cr. Society Ltd.			33,14,200.00	
" Clearing A/c. Staff Comm. Welfare Society			32,931.00	
" Clearing A/c. IIMCEU Subscription			3,032.00	
" Clearing A/c. LIC - GSLI			2,63,532.10	
" P.F. Clearing			83,05,878.00	
" Liabilities for Income Tax			1,14,43,774.00	
" Liabilities for Income Tax Contr.			1,97,334.00	
" Liability for Sales Tax			1,58,593.00	
" Liability for Professional Tax			4,01,221.00	
" Unpaid Salary			1,55,090.63	
" Unpaid O/T and Honorarium			38,862.50	
" Course Material PGP			500.00	
" Computer Fees PGP			2,400.00	
" Tuition Fees PGP			20,000.00	
" Library Fees PGP			1,600.00	
" Lodging PGP			2,000.00	
" Alumni Fees PGP			10,000.00	
" Mediclaim PGP			500.00	
" Application fees PGDCM			1,500.00	
" Admission Fees PGDBM			1,500.00	
" Term Fees PGDBM			10,000.00	
" Alumni Fees PGDBM			1,000.00	
" MDP Income			36,000.00	
" MDP Complex Income			1,646.00	
" Special Management Programme Income			5,000.00	

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

R E C E I P T S	Amount Rs. P.	Amount Rs. P.
To Unpaid Salary		1,67,931.28
To Unpaid O.T/Honorarium		44,756.50
To Salary		8,067.00
To Leave Salary & Pension Contribution		11,829.00
To Travelling Expenses		36,225.00
To L.T.C. Expenses		91,034.00
To Telephone Expenses		1,34,317.00
To Motor Car Expenses		3,184.00
To Electricity and Water Charges		1,33,313.23
To Library Maintenance		66,288.60
To PGP Services and Supplies		1,67,277.00
To Common Admission Test Expenses		1,08,287.94
To Selection Test Expenses		1,35,950.93
To Convocation		300.00
To MDP S & S		48,944.80
To EP S & S		1,892.25
To Consultancy Project Expenses		2,052.00
To Placement Expenses		30,800.00
To Medical Expenses		7,597.00
To Audit Fees		18,310.00
To Faculty Development		85,562.25
To Faculty Par. Intern. Conference		1,620.50
To Seminar and Conference		85,882.00
To C.M.D.S.		4,23,879.00
To ICSSR Research Fellowship		43,357.00
To Computer Centre Infrastructure		950.00

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

P A Y M E N T S	Amount		Amount	
	Rs.	P.	Rs.	P.
By Lodging SMP			36,250.00	
" Consultancy Project Income			380.00	
" Transport Income			150.00	
" Rent for Quarters			2,818.50	
" Subscription to Decision			200.00	
" Misc. Income and Others			193.50	
" Placement Income			65.00	
" <u>CONSTRUCTION ACCOUNT :</u>				
" Land	3,57,243.00			
" Hostel Building	21,48,150.00			
" Teaching Block	1,241.00			
" Instructional Building	2,70,813.00			
" Residential Building	45,53,920.00			
" MDP Hostel Complex	9,28,113.00			
" Water Supply Installation	5,56,062.00			
" Electrical Installation	31,94,740.00			
" Advance Vendors	36,22,279.00			
" Swimming Pool	13,839.00			
" Auditorium	56,34,428.00			
" Engineering Division Office	33,961.00			
" Building MCHV	92,799.00			
" MCHV Expenses	4,42,444.00			
" Liabilities for I.Tax Contractor	3,33,933.00			
" Liabilities for Sales Tax	3,14,966.00			
" Security Deposit	5,27,809.00			
" Bank Charges	960.00			
" Campus Maintenance	34,26,859.38			
" Library Maintenance	2,91,604.00			
" Computer Centre Maintenance	1,77,245.00			
" Repairs & Renewals	<u>3,23,675.00</u>			
	2,72,47,083.38			
Less : Stock	<u>7,94,504.00</u>		2,64,52,579.38	
By Postage Petty Cash Franking			4,33,986.00	

**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		37,094.00
To Rent, Rates & Taxes		16,700.00
To Suspense		7,000.00
To <u>Construction Account</u> :		
Security Deposit	12,49,404.00	
Liability for Sales Tax	3,06,354.00	
Liability for Income Tax - Contractors	3,70,493.00	
Electricity Charges	27,768.00	
Miscellaneous Deposit	29,460.00	
Misc. Income	<u>1,39,020.00</u>	21,22,499.00

TOTAL

74,92,05,217.13
=====

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

Sd/- R. Raychaudhuri
Finance & Accounts Officer

**MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2000**

P A Y M E N T S	Amount Rs. P.	Amount Rs. P.
By <u>Expenses out of Imprest Funds</u>		
" Imprest Fund - Transport	22,696.50	
" Imprest Fund - Maintenance	23,271.30	
" Imprest Fund - Library	7,606.00	
" Imprest Fund - Hostel Maintenance	5,455.50	
" Imprest Fund - PGP	12,867.75	
" Imprest Fund - Admission	7,850.00	
" Imprest Fund - M D P	4,874.00	
" Imprest Fund - City Office	3,30,442.80	
" Imprest Fund - Computer Centre	4,480.75	
" Imprest Fund - MCHV	6,000.00	
" Imprest Fund - Cash	609.00	
" Imprest Fund - Purchase	<u>5,274.25</u>	4,31,427.85
By <u>Closing Balances :</u>		
" Cash in Hand	1,91,319.46	
" <u>Cash at Bank</u>		
" Current A/c. with SBI, Main Branch	77,058.29	
" Current A/c. with SBI, Joka Branch	2,99,249.78	
" Current A/c. with SBI, Joka Branch, A/c. DECISION	14,356.70	
" Savings A/c. with SBI, Main Branch	2,37,229.78	
" Savings A/c. with SBI, Joka Branch	1,18,80,527.28	
" Savings A/c. with Alipore Post Office	3,526.30	
" Savings A/c. with SBI Joka Branch, IIMC Endowment Fund	3,79,678.91	
" Savings A/c. with ICICI Banking Corporation	11,26,732.28	
" 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>	1,43,48,062.15
By <u>Petty Cash</u>		
" Postage - Petty Cash Franking		11,754.95
" Imprest Fund - Maintenance	58.00	
" Imprest Fund - City Office	3,936.00	
" Imprest Fund - Computer Centre	<u>137.25</u>	4,131.25
By <u>CONSTRUCTION ACCOUNT</u>		
" Cash in Hand	15,177.29	
" <u>Cash at Bank</u> (Current A/c. with SBI, Joka Branch)	<u>28,43,441.85</u>	28,58,619.14
Total		<u>74,92,05,217.38</u>

Sd/- Amitava Bose
Director

LIABILITIES

IIMC CONTRIBUTORY PROVIDENT FUNDSUBSCRIPTION

As per last account 99-2000 2,03,40,941.32

Less: Adjustment 2.322,03,40,939.00Add: During the year 99-00 54,78,316.00

2,58,19,255.00

Less: Withdrawal 17,97,612.00

2,40,21,643.00

CONTRIBUTION

As per last account 98-99 1,87,94,068.00

Add: During the 99-00 36,82,184.00

2,24,76,252.00

Less: Withdrawal 03,56,390.00

2,21,19,862.00

4,61,41,505.00

IIMC GENERAL PROVIDENT FUND:

As per last account 98-99 2,42,49,514.68

Add: Adjustment 101.32

2,42,49,616.00

Add: During the year 99-00 69,51,541.00

3,12,01,157.00

Less: Withdrawal25,60,763.002,86,40,394.007,47,81,899.00Sd/- S.N. Basu
Asstt. Finance & Accounts OfficerSd/- R. Raychaudhuri
Finance & Accounts Officer

MANAGEMENT CALCUTTA

FUND
at 31st March 2000

ASSETS

PROVIDENT FUND INVESTMENT

As per last account 98-99	5,80,63,797.00		
<u>Add: During the year 99-00</u>	<u>1,99,58,948.00</u>	7,80,22,745.00	
<u>Less: Encashment/Withdrawal</u>		<u>59,50,000.00</u>	7,20,72,745.00

CONTRIBUTORY PROVIDENT FUND LOAN:

As per past Account 98-99	06,26,875.00		
<u>Add: Payment During the year 99-00</u>	<u>08,39,000.00</u>	14,65,875.00	
<u>Less: Recovered</u>		<u>07,02,855.00</u>	07,63,020.00

GENERAL PROVIDENT FUND LOAN:

As Per last account 98-99	06,92,020.00		
<u>Add: Payment during 99-00</u>	<u>11,89,850.00</u>	18,81,870.00	
<u>Less: Recovered</u>		<u>08,04,495.00</u>	10,77,375.00

PROVIDENT FUND RECEIVABLE: 65,865.00

BANK BALANCE: 08,02,894.00

7,47,81,899.00

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Provident Fund

Receipt & Payment A/c. for the year ended 31st March 2000

RECEIPT		PAYMENTS	
Opening Bank Balance	40,01,732.00	IIMC CPF	21,49,502.00
IIMC CPF	30,60,897.00	IIMC GPF	25,53,263.00
IIMC GPF	40,85,875.00	CPF Loan	8,39,000.00
CPF Loan	6,98,355.00	GPF Loan	11,89,850.00
GPF Loan	7,96,995.00	PF Receivable	65,03,047.00
P.F. Receivable	1,54,02,647.00	PF Investment	199,58,945.00
P.F. Investment	59,50,000.00	Bank Balance	8,02,894.00
Total:	3,39,96,501.00		3,39,96,501.00

Sd/- S.N. Basu
Asstt. Finance & Accounts Officer

Sd/- R. Raychaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Provident Fund

Trial Balance - 1999-2000

DEBIT		CREDIT	
P.F. Investment	7,20,72,745.00	IIMC CPF	4,61,41,505.00
CPF Loan	7,63,020.00	IIMC GPF	2,86,40,394.00
GPF Loan	10,77,375.00		
P.F. Receivable	65,865.00		
Bank	8,02,894.00		
Total:	7,47,81,899.00		7,47,81,899.00

Sd/- S.N. Basu
Asstt. Finance & Accounts Officer

Sd/- R. Raychaudhuri
Finance & Accounts Officer

Sd/- Amitava Bose
Director

AUDIT CERTIFICATE

I have examined the Receipt & Payment Accounts and Income & Expenditure Accounts for the year ended 31 March 2000 and the Balance Sheet as on 31 March 2000 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 : 18.10.2000

(S. P. SINGH)
Pr. Director of Audit
Central :: Calcutta

**Audit Report on the accounts of the
Indian Institute of Management Calcutta
for the year 1999-2000**

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. Out of the total sanctioned grants of Rs.1420.00 lakh for the year 1999-2000, the Institute actually received Rs.1260.00 lakh (Plan Rs.135.00 lakh and non-Plan Rs.1125 lakh) during the year and Rs.160 lakh remained receivable as on 31 March, 2000.
- 1.3 The annual accounts of the Institute for the year 1999-2000 have been audited under Section 20(1) of the Comptroller & Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The audit of the Institute has been entrusted to the Comptroller & Auditor General of India upto 2001-2002.

2. Comments on Accounts

2.1 Balance Sheet

- 2.1.1 Despite mention in the audit report for 1998-99 the asset accounts continue to 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 assets accounts are overstated accordingly, thereby not giving the correct picture.

The Institute stated in July 2000 that the observation was noted for future reference.

- 2.1.2 Balance Sheet exhibited 'Loans, Advances and other Receivables' (Rs.719.11 lakh) which included 'Accounts Receivables' of Rs.174.21 lakh (Schedule – 'G'). The 'Accounts Receivable' included Rs.4.70 lakh (Annexure IV to Schedule G) under the head 'Placement Receivable' which further included Rs.0.30 lakh representing recruitment fees of two students who had not joined the companies and the amount was not recoverable as per decision of the Governing Body of the Institute.

The resulted in overstatement of 'Loans, advances and other receivable' Account to the extent of Rs.0.30 lakh. The Institute stated in July 2000 that this was noted for compliance and necessary adjustment would be made during 2000-2001.

- 2.1.3 Despite mention in the previous Audit Report (1998-99), Investment Account and cash/bank balance of the GPF/CPF Account of the Institute had not been exhibited in the Balance Sheet distinctly in respect of GPF and CPF Account. As such, the amount of Investment and cash/bank balance in respect of GPF and CPF could not be verified in audit.

The Institute stated in June 2000 that no separate cash and bank account had been opened while introducing GPF scheme in the Institute and the balance under Bank and Investment Account included the amount of both GPF and CPF Accounts.

The Institute further stated in July, 2000 that at this stage it may not be possible to segregate the amount under GPF and CPF.

The reply is not tenable as unless the amounts of investments and cash/bank balances under GPF/CPF are segregated, the proper verification cannot be carried out in Audit.

- 2.1.4 Investment Schedule (Schedule H) appended to the Annual Accounts did not indicate details of bank amount, date, period, rate of interest, date of maturity etc. Schedule separately showing the above information for the respective funds, i.e. Management Centre Human Value, Endowment and Scholarship fund but the same had not been appended to the annual accounts.
- 2.1.5 The Balance Sheet of the defunct Computer Aided Management Centre Account exhibited Rs.118.63 lakh under Assets and Liabilities as at 31 March 2000. The

balance has not been incorporated in the main Balance Sheet of the Institute as on 31 March 2000. This resulted in non-exhibition of full information of the Institute.

The Institute stated in July 2000 that since sanction for the formal transfer of assets and liabilities of erstwhile CAM Centre had not been accorded by the Department of Education, the accounts of the CAM Centre could not be incorporated in main Accounts.

The reply of the Institute is not tenable. As the CAM Centre is defunct both the assets and liabilities of the defunct centre should be incorporated in the main Balance Sheet to exhibit actual information on total assets and liabilities of the Institute as well as defunct CAM Centre.

- 2.1.6 The Balance Sheet exhibited Rs. 26.44 lakh as assets and Rs.0.08 lakh as liabilities under the head 'Suspense Account'. As stated by the Institute these pertained to the payment made towards accumulated damage charges to M/s. Shri Krishna Arjuna Trading Co. as per verdict of the Hon'ble High Court as the matter is subjudice and dues from the person/organization respectively.

Further, 'Current Liabilities' (Schedule C) also exhibited Rs.0.72 lakh and Rs.0.01 lakh under the heads 'Suspense Payable' and 'Suspense Revenue Stamp' respectively. As stated by Institute these amounts were exhibited under suspense due to non-allocation of the amounts under the specific head. As the exhibition of suspense head dilutes the accuracy of accounts, efforts need to be made to identify the proper head and booked the transactions in accounts accordingly.

The Institute sated in July 2000 that the amount of Rs.26.44 lakh shown under the head of Suspense Account was subjudice charging to final head could not be effected till final verdict from Hon'ble High Court. As regards, 'Suspense Payable' and 'Suspense Revenue Stamp' both the heads were clearing in nature.

Reply in respect of 'Suspense Payable' and 'Suspense Revenue Stamp' is not tenable. As both the heads are operated regularly, the heads should be properly maintained under the correct nomenclature of 'Faculty Share of Consultancy' and 'Cost of Revenue Stamp' instead of as suspense head.

- 2.1.7 The following discrepancies were noticed between the figures shown in the Accounts under the head Advances paid for 'Research & Journals and Periodicals' (as per Annexure II to the Schedule 'G' appended to the Balance

Sheet) and the figures shown in the records maintained by the library of the Institute resulting in a discrepancy of Rs.150799.34.

Head of Accounts	As per Accounts (Rs.)	As per Library Records (Rs.)	Difference Short(-)/Excess(+)
(i) Advance Research Journals	9610449.20	9382831.07	(+) 227618.13
(ii) Advance Journals	Nil	87694.79	(-) 87694.79
Advance Periodicals UNDP	10876.00	Nil	(+) 10876.00
Total			Rs.150799.34

The discrepancy needs to be reconciled.

2.2 Income & Expenditure Accounts.

2.2.1 Income & Expenditure Accounts exhibited Rs.8.92 lakh under the head 'Contingencies' which included Rs.8491.00 as written off. This resulted in overstatement of revenue expenditure of Rs.8491.00 during the year 1999-2000.

The Institute stated in July 2000 that this was as per approval of the competent authority.

The reply is not tenable as due to improper adjustment the revenue expenditure was overstated to the extent of Rs.8491.00.

2.2.2 Income and Expenditure Account exhibited Rs.6.32 lakh as expenditure under the head 'Leave Travel Concession' which includes Rs.1.44 lakh as advance paid during the year. But the advance had not been adjusted till March 2000. This resulted in overstatement of Revenue expenditure and understatement of current assets to the extent of Rs.1.44 lakh.

The Institute stated in July 2000 that the advances excepting two cases had been paid in the fag end of the financial year hence the same was charged under final head. The reply is not tenable as the amount of advance should have been shown under current assets.

2.2.3 Incentive/Commission of Rs.4.18 lakh earned out of investment 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.937.43 lakh as transferred to Endowment Fund. Savings of Rs.937.43 lakh as transferred to Endowment Fund was thus over stated by Rs.4.18 lakh. Consequently, 'Excess of Income over Expenditure' was also overstated to the extent of Rs.4.18 lakh.

The Institute stated in July 2000 that incentive/commission on investment had been earned by using the Institute's infrastructure and correctly credited under 'Miscellaneous Income'.

The reply is not tenable as the commission earned out of investment of Endowment Fund. Being a separate account, should be credited to the Endowment Fund to exhibit proper income of the Fund Account.

2.3 Receipt and Payment Accounts.

2.3.1 The Receipt and Payment Accounts of the Institute had not been maintained distinctly under Plan and Non plan head. In Income and Expenditure Account excess of Income over Expenditure had also not been shown separately under Plan & Non plan head. Therefore, there was mix-up of transactions in Accounts.

2.3.2 (i) Bank Reconciliation Statement as on 31 March, 2000 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 :

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

The Institute stated in July 2000 that the matter was still under negotiation with the bank authority.

(ii) Further, Bank Reconciliation Statement as on 31st March 2000 in respect of different Saving/Current Account maintained by the Institute with the State Bank of India and Alipore Post Office revealed that the Banks/Post Office credited total Rs.2.25 lakh towards interest/terms fees etc and also debited bank charges for Rs.1.02 lakh during the year 1999-2000 but the Institute did not account for this in

the Cash Book resulting in net understatement of revenue income to the extent of Rs.1.23 lakh. The Institute stated this had been accounted for in 2000-2001.

(iii) Receipt & Payment Accounts exhibited closing balance as 'cash at bank' under the head 'Current Account with SBI' Joka Branch, Account Division' for Rs.14356.70 while the certificate from State Bank of India, Joka Branch exhibited the closing balance of Rs.11612.93. The discrepancy had not been reconciled till the end of 31st March, 2000. In their reply Institute stated that this is under reconciliation.

2.3.2 The following discrepancies between the figures exhibited in the Receipt & Payment Account and the figures exhibited in the Petty Cash Franking Postage Register were noticed in the opening and closing balance during the year 1999-2000.

<u>As per Receipt & Payment Account</u>	<u>As per Impress Petty Cash Franking Register</u>
(i) Opening Balance Rs.25740.95	Rs.22958.00
(ii) Closing Balance Rs.11754.95	Rs. 6723.00

The Institute stated in July 2000 that the matter was under reconciliation.

2.4 General

2.4.1 Mention was made in the Audit Report for the year 1998-99 that the Institute did not append 'Significant Accounting Policies' and 'Notes to Accounts' although advised by Audit. This would introduce transparency in Accounts. The Institute did not append the same to the Accounts for the year 1999-2000.

The Institute stated in July, 2000 that 'Notes to Accounts' would be appended on receipt of directives from the Ministry.

2.4.2 The system of accounting is required to be on accrual basis so that Income and Expenditure Account and Balance Sheet make a meaningful depiction of financial position for the particular year. The Institute, however, continued to prepare the Accounts on cash basis. The Institute is, therefore, advised to adhere to accrual principle for all transactions with only rare justified exceptions clearly revealed.

The Institute stated in July 2000 that the observation was noted.

- 2.4.3 Despite mention in Audit Reports 1997-98 and 1998-99, the Asset Register maintained by the Institute in the Form GFR-19 exhibited only those Assets which were acquired by the Institute from 1990-91 onwards with opening balance as on 1 April 1990. Head wise cost of assets acquired prior to 1990-91 were not included in the Register. As Assets Register prior to 1990-91 had not been maintained in Form GFR-19, the correctness of the figure shown in the Balance Sheet under 'Fixed Assets' (Rs.3383.44 lakh) was not verifiable in Audit.

The Institute stated in July, 2000 that all the assets acquired prior to 1990-91 were properly accorded in the assets register but not in form GFR-19. At the instance of audit the new Register in Form GFR-19 was introduced with the opening balance as on 1.4.1990. It may not be feasible to record at the items of assets acquired from inception till 30.3.1990.

The reply is not tenable as all the assets acquired prior to 1990-91 should be properly recorded in the assets Register to be maintained in Form GFR-19 so as to exhibit actual existence of all the assets acquired prior to 1990-91.

- 2.4.4 The Annual Accounts of the Institute had not been indexed. This needs to be done to avoid the possibility of any accounts remaining outside the purview of Audit.
- 2.4.5 The observations as indicated in paras 2,7,2.10 and 2.15 above need to be taken into consideration if matching grant is claimed/admitted subsequently.

Place : Calcutta

Date : 18.10.2000

(S. P. SINGH)
Pr. Director of Audit
Central : Calcutta

**Para-wise Comments on the Audit Report of the
Principal Director of Audit, Central, Calcutta
on the Accounts of the Institute for the year 1999-2000**

1. Introduction
 - 1.1 Confirmed.
 - 1.2 Confirmed.
 - 1.3 Confirmed.
2. Comments on Accounts.
 - 2.1 Balance Sheet.
 - 2.1.1 Till now, we were not providing depreciation on Capital Asset since we were rigidly following rigidly Government pattern of accounting. This was also accepted by Audit over the years. Recently, CAG has issued their recommendation to provide depreciation on Capital Asset. Steps are being taken to give effect to it.
 - 2.1.2 Since adjusted.
 - 2.1.3 While confirming the fact, it is stated that it may not be possible at this stage to segregate the amount under GPF and CPF as no separate Cash and bank account had been opened while introducing GPF scheme in the institute during the year 1985.
 - 2.1.4 Noted.
 - 2.1.5 It may not be feasible to incorporate the Assets and Liabilities of CAM Centre in the Main Balance Sheet of the institute without the approval of the sanctioning authority, the Department of Electronics, Govt. of India. The Balance Sheet with all necessary schedules is being prepared and placed before the audit every year. Hence, the contention of audit is not acceptable.

2.1.6 The amount of Rs.26.44 lakh Shown under 'Suspense' in the Balance Sheet as Assets pertains to payments made as under :

1.	Land Acquisition Collector (for Acquisition of Harrington Mansion Flat at City)	...	Rs. 15.75 lakh
2.	Damage charge made to M/s. Krishna Arjun	...	Rs. 6.90 lakh
3.	Legal charge to Advocates for HM Flat	...	Rs. 3.77 lakh
4.	Faxon Informatics	...	Rs. 0.02 lakh

			Rs. 26.44 lakh
			=====

The legal case is pending in supreme Court of India Appeal No.1657 of 1997 and verdict has not been delivered by the Hon'ble Court. Until it is decided the amount should not be debited to 'Asset A/c.'

2.1.7 The matter has since been reconciled of 'Suspense Payable' and 'Suspense Revenue Stamp' is noted.

2.2 Income & Expenditure Accounts.

2.2.1 The adjustment was made on the basis of approval of the competent authority. However, it is noted.

2.2.2 While confirming the fact, it is stated that advance for LTC to the extent of 90% is made by charging final head. This practice is being followed over the years and accepted by audit. Adjustment could not be made by 31.3.2000 for those advances taken almost the end of the year but adjusted subsequently.

2.2.3 Incentive/Commission is earned out of investment of Endowment Fund by using Institute's infrastructure and correctly credited as 'Miscellaneous Income' as the Institute does not charge any amount for the services rendered for proper fund management. Hence, the Comment of audit is not acceptable.

2.3 Receipts and Payment Account.

2.3.1 Noted for future compliance.

2.3.2 i. The matter is still under negotiation with the Bank authority.

ii. While confirming the fact it is stated that the entries have since been made during the year 2000-2001.

iii. It is still under reconciliation.

2.3.2 The matter is still under reconciliation.

2.4 General.

2.4.1 Acceptance and introduction of 'Significant Accounting Policies' and adoption of transparency in Accounts are welcome and also advised by CAG recently. The subject is under our review.

2.4.2 The comments of audit are noted. However, it is stated that as per approval of the Competent authority the Accounts of the Institute is being maintained on Cash basis and accepted by Grants sanctioning authority (MHRD) and there is no directives to the contrary to this. Recently, CAG had advised to maintain accounts on 'DUE' basis. This is under review and consideration.

2.4.3 All the assets acquired by the Institute prior to 1990-91 were properly and correctly recorded in the Asset Register, though not exactly in the Form GRF 19 and made available to audit every year. However, from financial year 1991-92 the Asset Register is being maintained in the Form GFR 19.

2.4.4 Noted for compliance.

2.4.5 The observations under paras 2.2.1, 2.2.2 and 2.2.3 are not acceptable as commented to the respective para above.