

ANNUAL REPORT

2001 - 2002



**INDIAN INSTITUTE OF MANAGEMENT
CALCUTTA**

**JOKA, DIAMOND HARBOUR ROAD,
KOLKATA - 700 104**

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INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

THIRTYEIGHT ANNUAL REPORT

(April 1, 2001 to March 31, 2002)

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 41st year on November 14, 2001. 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 5000 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, 2002) 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 earlier 2 year non-residential evening Post Graduate Certificate Programme in General Management (PGCGM)

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
- B.5 -- Special Management Programme (SMP)
- B.6 -- International Business Programme (IBP)

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 Development and Environment Policy
- 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 38th session of the Programme began in July 2001.

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 an 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 full-time involvement rather than just 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 internship in an organisation. Apart from helping the students to supplement their academic knowledge through practical exposure, this aids them in their selection of electives in the second year.

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 method, lectures, group exercises and project work.

The students after completing the Diploma at the Institute have fairly exciting careers ahead. The teaching programmes of the Institute are designed to help the students to develop a base from which they continue to learn during their working career. 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 5000 young managers have graduated from the Institute and are today occupying important positions in industry and other sectors of the economy.

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, Indore and Kozhikode.

A.1(2) 38th Post Graduate Programme (2001-2003)

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 Mumbai, Calcutta, Delhi and Bangalore. The students were selected on the basis of their overall performance. Annexure II gives information about the number interviewed and the number offered during the last 10 years.

A.1(3) Educational background of the 38th Batch of Students

A study of the educational background of the students of the 38th Session (2001-2003), vide Annexure IV, reveals that 80.62 % belonged to engineering stream and 19.38 % belonged to non-engineering stream.

A.1(4) Reservation for SC/ST and Physically Handicapped 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. 3% seats of the programme are reserved for Physically Handicapped candidates.

A.1(5) 39th Session of Post Graduate Programme (2002-2004)

The Common Admission Test (CAT) for selecting students for the 39th session of the Post Graduate Programme (2002-2004) commencing in June, 2002 was held on December 9, 2001, 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 18139 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 78,227. IIM Calcutta shortlisted 997 candidates (763 General; 138 SC; 69 ST and 27 physically handicapped) for Interview and Group Discussion, vide Annexure III. 488 offers were made out of which 258 (including 60 for PGDCM) 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-II	Indian Economics
Behavioural Sciences-I	Cost Accounting	Financial Management
Microeconomic Theory	Data Processing	Marketing Research
Financial Accounting	Macroeconomic Theory	Operations Research
Statistics-I	Indian Social Structure	Production Management
Indian Economic and	Marketing Management	Human Resources
Political History	Statistics-II	

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 2002 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 or guest 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 2001-2002, 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 2001-2002

<u>Sl.No.</u>	<u>Date</u>	<u>Speaker</u>	<u>Subject</u>
1.	8.7.2001	T. N. Seshan Former CEC	Dharma and Progress
2.	8.8.2001	Amit Bhaduri Professor, JNU	Globalisation and Liberalisation
3.	22.8.2001	M.J. Akbar Editor, The Asian Age	Journalism
4.	12.9.2001	Dr. Srinivasan Director – DRDO	Industries in India
5.	14.2.2002	V. Jebamalai	Latecomers in the field of Industrialisation: Challenges and Opportunities.
6.	23.2.2002	Russi Mody	Industrial Relations

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) Dr. K. Nath Public Trust Gold Medal (for highest distinction - 1st Rank Holder).
- 3) Bharat Chamber of Commerce Prize (for the most balanced and progressive outlook towards management problems).
- 4) Institute's Gold Medal for 1st Rank Holder in PGDCM
- 5) 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
- 6) B. S. Dua Memorial Prize for outstanding ability in leadership.
- 7) B. S. Dua Memorial Prize for Rank Holders B. S. Dua Memorial Prize for Rank HoldersB. S. Dua Memorial Prize for Rank HoldersB. S. Dua Memorial Prize for Rank HoldersB. S. Dua Memorial Prize for Rank HoldersB. S. Dua Memorial Prize for Rank Holders
- 8) Damodar Valley Corporation Medal and Prize.

- 9) Bengal Chamber of Commerce Medal (for excellence in Personnel Management and Industrial Relations).
- 10) Pawan Tyagi Prize (for the best Sportsman of the year).
- 11) Exide Industries Award.
- 12) Nestle India Scholarship.
- 13) Indus Services Award.
- 14) Duncan Industries Award.
- 15) TIL Award
- 16) CPT Award
- 17) Dr. B. C. Roy Prize for the most outstanding contribution to Campus life.
- 18) COMPAQ award for PGDCM
- 19) ABC Limited Award.
- 20) Magunta Subbarama Reddy Memorial Prize sponsored by Balaji Group of Companies.
- 21) Calcutta Port Trust Award.
- 22) Balmer Lawrie Award.
- 23) HCL Marketing Scholarship.
- 24) ACC Prize

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) Ramchandrar 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 for needy students through Housing Development Finance Corporation Limited to enable them to meet the cost of educational expenses in the Institute.

A list of first year and second year students who were awarded the above Scholarships during 2001-2002 is given in Annexure-VII and Annexure – VIII respectively.

A statement containing the Honour Roll of the 37th Batch PGDM and 7th Batch PGDCM (2000-2002) is given in Annexure-IX.

A.1(9) Fees and Expenses

The 38th Batch of students (2002-2004) are required to bear the following expenses :

Tuition Fees	Rs.84,000 per annum*
Accommodation Charges	Rs. 6,000 per annum*
Association Fees	Rs. 500 (one time)
Course Materials Charges	Rs. 3,500 per annum*
Computer Charges	Rs. 9,000 per annum*
Library Fees	Rs. 6,000 per annum*
Medical Charges	Rs. 600 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

The grade-point system is used in evaluating a student's performance in each term and over 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 Human Resources Development, Department of Secondary & Higher 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 2002 was highly successful as in previous years. The salient features are as follows :

- i) 247 students were placed this year.
- 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 2001. However, finally, 88 organisations participated in the week of the actual interview on the campus in Feb.'2002. The details of the students placed, organisationwise, are given in Annexure XII.
- iii) Major companies recruiting in 2002 were Deutsche Bank, Lehman Brothers, Barclays Capital, HSBC London, Citibank, McKinsey & Co. The Boston Consulting Group, Unilever, Procter & Gamble, ICICI, Pricewaterhouse Coopers, Infosys, Cognizant Technologies, IBM, NIIT, HCL Technologies, Cap Gemini Ernst & Young, Bharti, Eli Lilly, Dr. Reddy's, Thyssen Krupp, British Gas, Johnson & Johnson (Asia Pacific), Bharat Shell, BASF, SRF, Godrej, TAS, Orbitech, GE Capital, EXL Service, OM Kotak, The Murugappa Group, Tata Consultancy Services, Glaxo SmithKline, ABN AMRO, Standard Chartered Bank, HSBC (Commercial Banking), Hewitt, TSMG, Coke, Microsoft, Colgate, Cadbury, American Express, CRISIL, ITC, Nexgenix, Marico, Ranbaxy, Barista, Wipro-e Peripherals, Godrej, Joyco, QAI, UTI Bank and Mastek.
- iv) Companies participating for the first time in the placement process were Bharti, Eli Lilly, Dr. Reddy's, Thyssen Krupp, British Gas, Johnson & Johnson (Asia Pacific), Barista, Bharat Shell, GE Capital and OM Kotak Life Insurance. 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 (82) followed by Finance (81), Marketing (56), Consulting (15). Details are given in Annexure XIV.
- vii) The salary distribution of 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. Foreign companies recruiting students for overseas postings were charged \$2000 as placement fee and \$2000 for each student recruited.
- x) Summer placements provide 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. This year 90 companies visited the campus for summer placements. The summer placement activities started in September 2001 and was completed by February 2002.

A.1(14) Extra Curricular Activities

Extra-curricular activities forms an integral part of the traditions and activities 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. In literary and cultural activities, the students participate in various national competitions in debates, quizzes, music and other related activities. As a part of its tradition, the Institute annually conducts a national business schools meet, titled "Intaglio" and a paper presentation contest called "Shastrath".

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 Chennai. 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.

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. We have come out with an updated alumni directory, and have posted the alumni database on the Internet, with each alumnus having his/her individual web pages. We have also started **Alumnac** - a newsletter- that is sent every alternate month to alumni by email.
2. During summer, students of the 38th Batch organized alumni get-togethers in Mumbai, Delhi, Calcutta, Chennai and Bangalore in coordination with some of the alumni associations in those cities.
3. An alumni get-together was organised during 17th -18th November, 2002 for the 1st and 36th batches. It was silver jubilee year for the 11th batch.

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 distinctions 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 programme, together with other factors such as Group Discussion, Personal Interview, etc.

The curriculum for this programme 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 same expenses as required for the PGDM programme.

A.3. FELLOWSHIP PROGRAMME

Within a 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. 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.

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.

In this context we have redefined our objectives for the Fellow Programme, re-emphasising the need for our Institute as a parent institute for nurturing young researchers and potential academics in management sciences.

Management sciences are essentially derived through application of techniques of observation, analysis and conceptualisation, from the basic disciplines in the social sciences, quantitative sciences and the behavioural sciences, apart from the applied aspects of management in the functional fields of production, marketing, finance, etc.

This multi-disciplinary content of management sciences is in fact the strength and *raison d'être* of IIMC. Therefore, as a result of our review, we have completely restructured our Fellow Programme allowing specialisation in all branches of management sciences including the basic disciplines.

We are convinced that the recognition of the basic strength and origin of management sciences is crucial at this stage of development of the study of Management in India. We hope our new curricula will attract and interest the kind of talent which must be brought in for the enrichment of Management Sciences as a full fledged discipline.

Our primary aim is to encourage a whole generation of academics in the field, but it is also of enormous benefit to industry and the Government, at corporate and policy-making levels, where expertise of a type which combines a perception of the broader linkages along with an intimate knowledge of functions at the operational level is necessary.

The Fellow Programme which was started from the 1971 academic session, is now in its twenty-sixth 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 41 students who are at various phases of their course work/research in the Programme.

As of now 69 students have been awarded the title "Fellow of Indian Institute of Management Calcutta". 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.

A.3.(1) Admission

Students interested in applying to the Institute's Fellow Programme have to take the Common Admission Test.

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 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 the 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 years 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 the Thesis Advisor(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 the 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 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.

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 in Basic Mathematics, all being compulsory for all disciplines except Operations Management. For Operations Management the requirement is 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 Chairman, Fellow Programme 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 Chairman, Fellow Programme 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 8th 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	1. Mathematics for Management 2. Principles of Economics 3. Organization Behaviour
Term II	1. Statistics for Management 2. Economic Development 3. Organizations Structure and Administration
Term III	1. Operations Research 2. Marketing Management 3. Financial and Cost Accounting
Term IV	1. Production Management 2. Marketing Research 3. Data Processing
Term V	1. Financial Management 2. Indian Social Structure 3. Evolution of the Indian Corporate Sector
Term VI	1. Personnel Management and Industrial Relations 2. Management Information Systems : The Strategic Dimension 3. Management Policy
Term VII	1. Development Management 2. Indian Legal System 3. Management Game
Term VIII	Course 1 in Area 'A' * Course 1 in Area 'B' * Project
Term IX	Course 2 in Area 'A' * Course 2 in Area 'B' * Project
Term X	Course 3 in Area 'A' * Course 3 in Area 'B' * Project

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

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

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

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

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

A.4.(2) Eligibility for Admission

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

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). [known 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. 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 35 programmes were held with a total number of 513 participants. A list of the Programmes held is shown in Annexure-XV.

B.2. In-Company Training Programme

21 In-Company Training Programmes were held during the year at which there were in all 365 participants (Annexure-XVI).

B.3. Training Programmes Sponsored by Government

During the year under review 2 Government Sponsored Training Programmes were conducted by the Institute. The details are provided in Annexure-XVII.

B.4. Special Management Programme

The Institute started a "Special Management Programme" for working executives and owner managers consisting of class room teaching and distance learning. The first batch passed out in 2000. This is a new programme for which the initiative has been taken by Professor Ranjan Das as the Programme Director. The seats are limited for the programme and are allotted on a first come first serve basis.

B.5 International Business Programme

During the year, the Institute launched the International Business Programme targeted at Engineers, Post-Graduates in Science, and CAs/ ICWAs/ Company Secretaries with minimum 3 to 5 years experience but having no formal management education from a leading institute of management. However, an additional requirement will be direct or indirect involvement in international business activities such as procurement, outsourcing, exports, sales and marketing, operations, HR, finance and general management. This one year programme combines eight weeks of formal class room learning (four modules, each of two weeks duration, every three months) at the Institute campus, with eight off campus project works to be completed over the one year period (two projects per semester of three months duration). All the eight courses are

specially designed from an international business perspective. Two modules, each of two weeks duration, is to be held in Calcutta and two other modules, also of two weeks duration each will be held in Dhaka.

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 channeled through the Institute.

C.2. During 2001-2002, 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) IIMC has taken the initiative to set up a Centre for Development and Environment Policy. The objectives of this Centre are to address the important global and the national concern for integrating critical environmental dimensions in management of development as well as consolidate over time academic, research and training efforts in this realm.

D.2.(2) Activities already being conducted include an elective course on Environment Management in the Post Graduate Programme and several training programmes on critical issues in environmental protection, control and assessment.

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. Management Centre for Human Values

D.4(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 by using part of the donations received from Indian industrial and financial organizations. Till date, the total donations collected so far amounts to slightly more than Rs.4 crores. The main seminar 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 three Visiting Full-time Assistant Professors, One Visiting Full Time Associate Professor and a Part Time Visiting Professor.

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

One issue of the journal, **DECISION** (Vol. 28) was published.

WORKING PAPERS

During the year, the Publications Division brought out 24 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 2001-2002 are given in Annexure-XXII.

4. ANNUAL CONVOCATION

The Thirty Seventh Annual Convocation of the Institute was held on 9th March, 2002. The Chief Guest was Shri Viren Shah, Hon'ble Governor of West Bengal. Shri Aditya Kashyap, Member, Board of Governors of IIM Calcutta presided over the function.

In this Convocation 189 (37th Batch) students received the Post Graduate Diploma in Management (PGDM); 55 students (7th Batch) received the Post Graduate Diploma in Computer Aided Management (PGDCM); 6 students received the "Fellow of the Institute"; and 48 students (6th 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 37th Batch (PGDM) and 1st to 7th 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, NT

All servers at the Computer Centre are available for 24 hours. Several Pentium based servers, NT based high and Alpha Server, RS6000, 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.

The Institute's website is available on Internet. The site URL is www.iimcal.ac.in. This is kept updated on a regular basis. IIM Calcutta has migrated from a static website to a dynamic interactive extranet.

6. SEMINARS/WORKSHOPS/CONFERENCES/VISITS

The Institute in association with the British Council, Kolkata organised an Indo-UK Workshop on Cultural Tourism at the campus during April 9-14, 2001. The workshop was organised as a part of the Institute's efforts to develop and offer in service training to human resources involved in tourism activities in general and cultural tourism in particular.

The Institute's Management Centre for Human Values in association with the National Institute of Human Development and Ministry of Human Resources Development, Govt. of India, organised an International Conference on "Blending the Best of the East and the West in Management Education" during March 18-21, 2001. There were 90 participants from India and abroad. The conference was inaugurated by Shri M. K. Kaw, Education Secretary, Govt. of India and the valedictory address was delivered by Prof. Ashoka Chandra, Special Secretary to Govt. of India, Ministry of HRD, and Member, BoG, IIMC.

The MCHV also conducted a 5-day Workshop on "Ethics and Human Values in Administration" at the Lal Bahadur Shastri National Academy of Administration, Mussoorie during June 10-15, 2001.

The first Indian Winter School on System Operational Effectiveness was held at the Aeronautical Society of India, Bangalore between 19th - 23rd November 2001. The winter school was a collaborative offering of the Indian Institute of Management Calcutta and the Stevens Institute of Technology, USA under the joint directorship of Professors Dinesh Kumar (IIMC) and Dinesh Verma (Stevens Institute of Technology). The course was sponsored by the Centre for Aeronautical System Studies and Analyses (CASSA), Ministry of Defence, Bangalore.

The Institute organised a National Conference on "Data Envelopment Analysis" at the Joka campus during October 13 to 14, 2002. Prof. Ranjan Ghosh, Professor of Operations Management of the Institute and a Member of the Board, coordinated the Conference. The highlight of the Conference was the presentation of three papers by Dr. Jati K. Sengupta, Distinguished Professor at the University of California, Santa Barbara and Honorary Distinguished Professor and former Director of IIM Calcutta.

The Institute's Management Centre for Human Values organised the Mahatma Gandhi Memorial Oration on "Building Borderless Minds and Borderless Thinking" delivered by Dr. R.A. Mashelkar, Director General, CSIR, on 16 October 2001 at MCHV Seminarium

International Faculty Development Programme : The Institute conducted an International Faculty Development Program in association with Commonwealth Secretariat during 7-25 January, 2002. The programme was attended by faculty from 6 overseas institutions and many national management schools.

An International Advanced Management Program was held in Dubai during 27-30 January, 2002. Prof. Ranjan Das directed the Programme and Prof. Sushil Khanna took individual sessions.

Training Programme on Environmental Economics: The third in the series of training programmes on Environmental Economics supported under the World Bank funded India: Environmental Management Capacity Building Programme was scheduled during 25 Feb to 01 March 2002. This programme was specially designed for the private sector industry. The programme was conducted with financial support from the Institute of Economic Growth, Delhi.

8. LIBRARY

- 8.1 B.C. Roy Memorial Library, the learning resource centre of the Institute, was developed initially with a liberal Ford Foundation Grant and has grown over the last three decades into a prominent management Library in South Asia.
- 8.2 Besides its collection of 125000 volumes of books and bound serials and fairly large collection of reports, microforms and AV materials, the Library subscribes to 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 reports and nearly 250 working papers/occasional papers from Institute, both national and international have been added to the stock and 261 bound volumes were added to the stock. Besides, another 500 journals were procured through the full text journal database business periodicals on disc.
- 8.3 The 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 Library's catalog is attached 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.

9. CAMPUS DEVELOPMENT

During the year, the Institute's 800 seater, modern auditorium was inaugurated. The auditorium has state of the art acoustic, stage and other facilities.

10. DISTINGUISHED GUESTS AND VISITORS

The Parliamentary Sub-Committee on Technical Education visited the Institute on September 13, 2001 and interacted with the Director, faculty and students. The Director made a presentation on the Institute, its academic programmes and various activity centres during the interactions.

Shri Amolak Rattan Kohli, Hon'ble Governor of Mizoram and an alumnus of the Institute, visited the Institute on 23rd August, 2001 and had discussions with the Director and faculty.

Mr. Joe Cunnane, First Counsellor (Economic and Commercial) in the delegation of the European Commission to India, visited the Institute on December 13, 2001 and had an interactive session with the Director and faculty.

Prof. Jagdish Bhagwati, Institute Professor, Columbia University, USA, visited the Institute on December 21, 2001. He is one of the most celebrated economists of the world. He gave a talk on "Free Trade Today" and had an interactive session with faculty and students. He also had interactions with Board members over lunch.

A delegation of university professors from Graduate School of Economics and Business Administration, Hokkaido University, Japan, visited the Institute during 16-20 January, 2002. They had extensive interactions with the faculty and students, on management curriculum and academic exchanges.

Mrs. Indra Nooyi, President & Chief Financial Officer, PepsiCo Holdings, USA and an alumnus of the Institute, visited the campus on February 15, 2002. She gave a talk to a gathering of students, faculty and alumni. The talk was followed by a question-answer session with the audience.

Professor Chengful Liu, Professor and Dean, School of Business, Southern Ysnhyze University, China and a delegation from the University visited the Institute on March 1, 2002 to discuss exchange programmes with faculty and students.

11. FACULTY ON LEAVE

1. Prof. A. P. Arora
2. Prof. Sumit Guha
3. Prof. K. Unnikrishnan Nair
4. Prof. Amitava Bagchi
5. Prof. Rahul Roy
6. Prof. Avinandan Mukherjee

12. LIST OF FACULTY MEMBERS (AS ON 31.3.2002)

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. 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)
Prov. 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)
Prof. Mritiunjoy Mohanty, MA(Eco.), M.Phil & Ph.D(JNU)

ENVIRONMENT :

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

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

FINANCE AND CONTROL :

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

LIBRARIAN

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

13. VISITING FACULTY

Mr. R.C. Bhattacharya, B.Sc (Cal.), AIM (London), DMS(UK), MBA(UK)

Dr. B. K. Chatterjee, M.Com, Ph.D

Prof. Subroto Sengupta, MA(Economics) (Univ. of Calcutta).

Prof. Ranjan Mitter, B.E.(Jadavpur), ME(BITS. Pilani), MBA(INSEAD)

Prof. Sanjoy Mukherjee, BME(Jadavpur), PGDM(IIMC)

Prof. Subrata Mitra, B.E(Jadavpur), Fellow (IIMC)
 Prof. Anjan Raichaudhuri, PGDM (IIMC)
 Prof. Supriyo Ghosh, B.E(Jadavpur), Fellow (IIMC)
 Prof. Haritha Saranga, M.Sc (Applied Maths), Ph.D(Exeter)
 Prof. Bhaswati Ganguli, M.Sc(Stat), Ph.D(Harvard)
 Prof. Tanmoy Dutta, M.Com, Ph.D
 Prof. S. Elankumaran, M.Com, M.Phil, Ph.D

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. 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.
 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 Balai Chandra	:	Secretary to Board
Shri Asoke Sengupta	:	Chief Administrative Officer (Acting)
Shri R. Raychaudhuri	:	Finance & Accounts Officer
Shri A. D. Ketkar	:	Advisor – Campus Development

Shri Susanta Kr. Sinha	:	Officer-in-Charge (Internal Audit)
Shri P.S. Guha	:	Deputy Librarian
Shri Asit K. Chatterjee	:	Deputy Librarian
Shri T. N. Naskar	:	Senior Administrative Officer
Shri Swapan Ghosh	:	Administrative Officer
Shri P. K. Singh	:	Administrative Officer
Shri Tapan Roy	:	Administrative Officer
Shri K. N. Naskar	:	Administrative Officer
Shri S. N. Chakraborty	:	Administrative Officer
Smt. Tapati Chakraborty	:	Administrative Officer
Shri J. B. Kayal	:	Administrative Officer
Shri Samir Sadhukan	:	Sr. Systems Analyst
Shri Samarendra Nath Basu	:	Asstt. Finance & Accounts Officer
Shri Sandip Dasgupta	:	Assistant Engineer
Shri Ranjit Roy	:	Assistant Engineer
Shri P. B. Sengupta	:	Sr. Asstt. Librarian
Shri Ananta Kr. De	:	Sr. Asstt. Librarian
Shri P. S. Chattopadhyay	:	Sr. Asstt. Librarian
Ms. Putul Mukhopadhyay	:	Sr. Asstt. Librarian
Ms. Ruma Ghosh	:	Sr. Asstt. Librarian
Shri Niharendu Banerjee	:	Sr. Asst. Librarian
Shri Sadhan Kr. Bhadra	:	Secretary to Director
Dr. Srikanta Banerjee	:	Medical Consultant

**LIST OF MEMBERS OF THE BOARD OF GOVERNORS
AS ON MARCH 31, 2002**

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

Vacant

II. Members :

A. Three nominees of the Central Government representing its Ministries

2. Shri Ravindra Gupta
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 V. S. Pandey
Jt. Secretary (Technical)
Ministry of Human Resource Development,
Department of Education.
Government of India,
Shastri Bhavan, "C" Wing,
New Delhi - 110 001.

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

5. Shri Hirak Ghosh
Principal Secretary
Higher Education Department
Govt. of West Bengal
Room No.604, Bikash Bhavan,
Salt Lake City,
Calcutta - 700 091.
6. Shri P. Bhattacharya,
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. R. S. Nirjar
Chairman
All India Council for Technical Education
I.G. Sports Complex, I.P. Estate
New Delhi – 110 002

D. A representative of the All India Management Association

8. Shri Krishan Kalra
Additional Secretary General
FICCI
Federation House, Tansen Marg
New Delhi - 110001

E. A representative of the National Productivity Council of India

9. Shri A. K. Goswami
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. Vacant

11. Vacant

12. Vacant

13. Vacant

14. Vacant

15. Vacant

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

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

17. Shri Hemendra P. Barooah
Chairman
B & A Limited
113, Park Street,
Calcutta - 700 016.

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

19. Shri T. C. Dutt,
CA-238, Sector – I,
Salt Lake City,
Calcutta - 700064.

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

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

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

22. Vacant

23. Vacant

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

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

25. Vacant

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

26. 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 B. Chandra

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

POST GRADUATE PROGRAMME ADMISSIONS (1991-2001)

Post Graduate Diploma in Management

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
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)
2000-2002	49267	1097 (2.22)	405 (0.82)
2001-2003	78227	997 (1.27)	488* (0.62)

* Out of 488 offers 198 candidates finally accepted the offers for PGDM course.

Post Graduate Diploma in Computer Aided Management(1996-2000)

<u>Session</u>	<u>No. of Applications</u>	<u>No. Interviewed</u>	<u>No. offered</u>
1997-99	7629	418 (5.47)	102 (1.33)
1998-2000	1869	216 (11.08)	87 (5.02)
1999-2001	1681	191 (11.36)	148 (8.8)
2000-2002	2105	200 (9.5)	148 (7.03)
2001-2003	2969	224 (7.54)	150* (5.5)

* out of 150 offers 60 candidates accepted the offer for PGDCM course.

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

**CANDIDATES SELECTED FOR INTERVIEW AT DIFFERENT
CENTRES FOR THE 39th SESSION OF PGP
2002-2004**

Centre	General	S.C/S.T	PH	Total
Mumbai	152	52	5	209
Calcutta	108	25	4	137
Delhi	308	70	11	389
Bangalore	195	61	7	263
Total	763	207	27	997

**EDUCATIONAL BACKGROUND OF PGP STUDENTS
(1991-2003)**

Year	Background				Total
	Arts/Law/Eco	Science	Commerce	Engineering	
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
2000-2002	16 (6.2)	17 (6.6)	17 (6.6)	208 (80.62)	258
2001-2003	15 (6.1)	16 (6.5)	18 (6.7)	209 (80.65)	258

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 2001**

<u>Organisation</u>	<u>Students</u>	<u>Organisation</u>	<u>Students</u>
Gillette	2	ICICLE Consultancy	2
ABN AMRO Bank	3	Indusind Bank	3
Accenture	1	Industrial Development Bank	2
American Express Bank Limited	4	Infosys Technologies Limited	1
Arthur Andersen	3	IRIS	4
Asian Paints (India) Ltd	3	ISRO	2
Bank Of America NT & SA	1	ITC Limited	4
Barclays Capital	7	J M Morgan Stanley	2
Birla 3M	1	Johnson & Johnson Limited	2
Britannia Industries Limited	4	Larsen & Toubro Limited	2
Cadbury India Limited	2	Lehman Brothers	1
Cadila Pharmaceuticals	1	Marico Industries Ltd.	4
Cap Gemini Ernst & Young	1	MICO	6
Career Launcher	4	Net Scribes	1
Citibank, NA	5	Nicco Group	1
Citicorp Overseas Software Ltd	5	NIIT	1
Coca Cola India	5	Noble & Hewitt	2
Cognizant Technology Solutions	2	Nokia Telecom	1
Colgate-Palmolive (India) Ltd	2	Novartis India Limited	1
CRISIL	1	Onida Finance Limited	2
Deutsche Bank	6	PATNI	5
Direm India Ltd.	2	Pentamedia Graphics Limited	1
DSP Merrill Lynch Limited	1	Pepsico India Holdings	1
EID Parry	3	Pidilite India Limited	2
Exide Industries Ltd.	4	Price Waterhouse Coopers	1

ANNEXURE V

<u>Organisation</u>	<u>Students</u>	<u>Organisation</u>	<u>Students</u>
FICCI	1	Procter & Gamble India Ltd	8
GE Capital	3	Ranbaxy Laboratories	3
GlaxoSKB Finance	2	Reckitt Benckiser	3
GlaxoSKB IT	1	RPG Enterprises Limited	3
GlaxoSmithklineSales	8	Saint Gobain Group	1
Global Tele Systems	2	SRF Limited	4
Godrej & Boyce Mfg Co Ltd	2	Standard Chartered Bank	5
H.R. Johnson (India) Limited	10	STC India Limited	1
HCL Corporation	1	Tata Administrative Service	5
Hindustan Thompson Associates	1	Tata Consultancy Services	3
Hongkong Bank	9	Tata Steel	2
HTC Ltd	5	The Ananda Bazar Patrika Ltd.	1
i2 technologies	1	The Times Of India	4
ICICI Banking Corporation Ltd	1	Unilever Group Of Cos.	7
ICICI Group	5	View Group	2
Zee Network	4	Wipro e-Peripheral Limited	3
		Wockhardt Limited	9

**LIST OF OPTIONAL COURSES OFFERED DURING 2001-2002
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

- 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

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
2. Environmental Management : Issues & Strategies

Sociology

1. Rural Market & Agrarian Structure
2. Social Issues & Social Policy
3. Rural Development and Social Change
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

**DETAILS OF PRIZES AWARDED TO THE 2ND YEAR STUDENTS
OF THE 37th BATCH, POST GRADUATE PROGRAMME IN MANAGEMENT
IN 2001 BASED ON THEIR PERFORMANCE IN THE 1ST YEAR**

Post Graduate Diploma in Management

<u>Name of the Students</u>	<u>Name of the Prize</u>
Supriyo Sinha	FAIR Prize
Manoj Goel	B.P. Poddar Prize
Ravi Jain	Standard Chartered Bank Award
Shivaji Das	T.T. Krishnamachari Award DVC Award for Creditable Performance
Rohit Mangal	T.T. Krishnamachari Award
Sachin Khandelwal	Bank of America Award ITC Prize for Creditable Academic Performance
N. A. Hariharan	Bank of America Award
Aravind Nayan U	Hindustan Lever Award
Sandeep Bordia	Sriram Smarak Nidhi Prize
Soumya Sarkar	Sriram Smarak Nidhi Prize
Alok Kumar Lal	India Carbon Prize
Jai Hemant Prakash	India Carbon Prize
Hanchate Girish Vasudeo	India Carbon Prize ITC Prize Creditable Academic Performance
Anurag Jain	Sriram Smarak Nidhi/India Carbon Prize
Vidur Dayal	BPL Prize
Paresh Chintamani Gokhale	Dr. K. Nath Public Trust Prize
Hitesh Eidnani	Dr. K. Nath Public Trust Prize
Saurabh Verma	Dr. K. Nath Public Trust Prize
Ashish Kapatia Sharma	BPL Prize
Sridhar	BPL Prize

Mirchandani Mrinalini

BPL Prize
Nestle Young Business Manager Award

Shreyash Gupta

BPL Prize

G. Surjith Reddy

BPL Prize

Bharat Agrawal

Central Bank of India Prize

Post Graduate Diploma in Computer Aided Management

Malay Mittal

HCL Corporation Excellence Prize

Sen Rik Santanu

IIMC Prize

Nithin Krishna Kaimal

IIMC Prize

Prashant Bisht

IIMC Prize

Siddharth Dabhade

IIMC Prize

Vineet Gupta

IIMC Prize

**PRIZES AWARDED TO MERITORIOUS STUDENTS OF THE 37TH BATCH
ON COMPLETION OF THE 2-YEAR PGP IN MANAGEMENT
AT THE CONVOCATION HELD ON 9.3.2002**

PGDM Students

Supriyo Sinha	:	Dr. B.C. Roy Gold Medal Chairman's Prize John Wynne Prize Calcutta Management Association Prize Dr. K. Nath Public Trust Gold Medal for highest distinction Name in the Institute's Honour Roll
Manoj Goel	:	Dr. B.C. Roy Silver Medal Dr. B.S. Dua Memorial Prize for 2 nd rank holder Name in the Institute's Honour Roll
N. A. Hariharan	:	Exide Award for Excellence to 3 rd rank holder Name in the Institute's Honour Roll
Ravi Jain	:	TIL Scholarship for 4 th rank holder Name in the Institute's Honour Roll
Sachin Khandelwal	:	Duncan Award for 5 th rank holder Name in the Institute's Honour Roll
V. Sridhar	:	Balmer Lawrie Award for 6 th rank holder
Aravind Nayan U	:	CPT Award for 7 th rank holder
Prasenjit Sankar Dutta	:	CPT Award for 7 th rank holder
Paresh Chintamoni Gokhale	:	ABC Award for 9 th rank holder
Mirchandani Mrinalini	:	ABC Award for 9 th rank holder
Girish Vasudeo Hanchate	:	ABC Award for 11 th rank holder
Mangal Rohit	:	Magunta Subbarama Reddy Award for 12 th rank holder
Anurag Jain	:	Magunta Subbarama Reddy Award for 13 th rank holder
Shivaji Das	:	Magunta Subbarama Reddy Award for 14 th rank holder
Saurabh Verma	:	Magunta Subbarama Reddy Award for 14 th rank holder
Mridumesh Kumar	:	Magunta Subbarama Reddy Award for 14 th rank holder
Jai Hemant Prakash	:	Magunta Subbarama Reddy Award for 17 th rank holder
Saumyo Sarkar	:	DVC Medal & Cash Prize for 18 th rank holder

ANNEXURE VIII

Saranathan R	:	Bharat Chamber of Commerce Medal for the most balanced and progressive Outlook on management problems.
Santosh Kumar	:	B.S. Dua Memorial Prize for Organisational Ability
Swagatam Biswas	:	Dr. B. C. Roy Memorial Prize for the most outstanding contribution to Campus life.
Bikash Chowdhury	:	Pawan Tyagi Prize for the best sports person of the year 2001.

Prizes/Award for PGDCM students :

Sen Rik Santanu	:	IIMC Gold Medal for 1 st rank holder in PGDCM Dr. Jogendra Kumar Chowdhury Gold Medal Name in the Institute's Honour Roll
Nitin Krishna Kaimal	:	Smt. Indira Chowdhury Gold Medal for 2 nd rank holder in PGDCM Name in the Institute's Honour Roll
Malay Mittal	:	ACC Prize for 3 rd rank holder Name in the Institute's Honour Roll

**STATEMENT OF HONOUR ROLL OF THE 37TH BATCH OF PGDM
(2000-2002)**

<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
Supriyo Sinha	8.04	1
Manoj Goel	7.91	2
N. A. Hariharan	7.63	3
Ravi Jain	7.60	4
Sachin Khandelwal	7.49	5

**STATEMENT OF HONOUR ROLL OF THE 7TH BATCH OF PGDCM
(2000-2002)**

<u>N a m e</u>	<u>CGPA</u>	<u>Rank</u>
Rik Santanu Sen	7.74	1
Nithin Krishna Kaimal	7.64	2
Malay Mittal	7.63	3

PLACEMENT PROGRAMME : SECTORAL CLASSIFICATION
(Over Five Years : 1998-2002)

Public Sector

Year	Permanent Placement	Summer Placement
1998	37	38
1999	20	19
2000	14	16
2001	4	10
2002	7	4

Private Sector

Year	Permanent Placement	Summer Placement
1998	220	297
1999	290	203
2000	187	221
2001	208	241
2002	240	243

PLACEMENT PROGRAMME : NATURE OF JOBS OFFERED
(Over Five years :1998-2002)

Type of Organisation	1998	1999	2000	2001	2002
Banking/Finance	52	74	80	92	82
FMCG/Consumer Products	73	46	40	34	57
Information Technology	57	80	110	113	81
Consultancy	40	41	48	36	12
Other Services	35	39	4	13	15
	257	280	282	288	247

**PERMANENT PLACEMENT 2002
COMPANIES VISITING THE CAMPUS FOR THE FIRST TIME**

1.	Bharti Telecom	Telecommunication
2.	Eli Lilly	FMCG (Pharmaceuticals)
3.	Dr. Reddy's Laboratories	FMCG (Pharmaceuticals)
4.	Thyssen Krupp	Consultancy
5.	British Gas	Petroleum & Gas
6.	Johnson & Johnson (Asia Pacific)	FMCG
7.	Barista	Retailing
8.	Bharat Shell	Petroleum & Gas
9.	OM Kotak	Insurance

DETAILS OF PERMANENT PLACEMENT ORGANISATIONWISE DURING 2002

<u>Organisation</u>	<u>RegNo</u>	<u>Name</u>
ABN Amro Bank N.V	37332	Arijit Sen
	37136	Bikash Chowdhury
American Express Bank Limited	37272	Suman Nandy
	7440	Subhra S. Purkayastha
	37356	Velamakanni Sridhar
	7432	Sabyasachi Mohanty
	7453	Sonathi Venkateshwalru
	7454	Prasanna Sreevatsan
	7439	Anurag Pundeer
Apollo	37102	Anand Agarwal
	37253	Mahyavanshi D. Nalinkumar
	7420	Rahul Gupta
	37310	Deepak Pawar
Astral Systems	7425	P. N. Kiran Veer
	37331	Soumya Sarkar
	37366	Raghvendra Varshney
Barclays Bank	37269	Anil Mittal
	37133	Jojo Cherian
Barista Coffee	37167	Radhika Gupta
	37245	Atanu Lodh
BASF Limited	37313	Vipul Prasad
	37223	Amit Tukaram Karande
Bharat Petroleum Corpn. Limited	37229	Harold B.U.Kharduid
	37373	Rahul Yadav
	37215	Parag Jayant
Bharat Shell Limited	37316	Divya Gururajan
	37234	Piush Kothari
Bharti	37329	Gunnidhi Sareen
	37357	Chethan D. Srikant
British Gas Industries	37166	Manish Gupta
	37319	Ratnajit Kumar Saha
	37210	Ravi Jain
	37173	Girish Vasudeo Hanchate
Cadbury India Limited	37130	Satyadeep Chatterjee
Citibank N.A.	37147	Hitesh Eidnani

	37249	Nitin Maggon
	37117	Nilesh Banerjee
Coca Cola		
	37317	Anirudh Ralli
	37118	Vikrant Bangia
Cognizant Technology Solutions		
	37239	Vivek Kumar
Computer Sciences Corporations		
	37241	Bireswar Singh Laishram
Credit Rating Information Services India Limited		
	37368	Vemuri Somasekhar
Deutsche Bank Global Markets		
	37340	Rahul Sharma
Erudite		
	37151	G. Raman
	7406	Writankar Bhattacharya
EXL Service		
	37252	Mainak Maheshwari
	37150	Hariharasuthan B. Gudalur
	37257	Malethula Kishore Kumar
GE - FMP		
	37106	Bharat Agrawal
	37314	Ranajoy Purkayastha
GE Capital Services India Limited		
	37325	Rajarshi Sanyal
	37233	Meenakshi Kolay
	37309	Ritesh Pandey
	7437	Nidhi Phozdar
	37222	Pavini Kapoor
Global Telesystems Limited		
	37135	Debdutta Choudhury
	7417	Amit Goel
Godrej Industries Limited		
	37153	Gaddam Surjith Reddy
	37264	Kunal M. Mhaske
HCL Technologies Ltd.		
	7428	Shekhar Mehta
	37158	Rohit Garg
Hewitt & Associates		
	7441	Gaurav Raisinghani
	7408	Puneet Chandok
	37341	Vivek Sharma
Hindustan Lever Limited		
	37227	Sachin Khandelwal
HRJOHNSON		
	7449	Sachin Sharma
	37219	Vinod Kumar Kakde
	37159	Gavin Conrad Shullai
HTC Software		
	37352	Gaurav Sinha
	7444	Avik Samanta
	7404	Ankur Bansal
IBM		
	7412	Siddharth Dabhade
	37320	Rasleen K. Sahni

	7442	Nagulapati Ratnaji Rao
	37206	Abhishek Jain
	7430	Malay Mittal
	7448	Siddhartha Sharad
ICICI		
	7458	Vikas Deep
	7446	Rik Santanu Sen
	37175	Siddhartha Hari
	37162	Manoj goel
	37207	Anurag Jain
	37261	Trishit Majumdar
	37201	N. A. Hariharan
Industrial Investment Bank of India		
IRIS	37237	Santosh Kumar
	37120	Siddhartha Basu
	37105	Vinay Agarwal
	37217	Abhishek Jha
	37101	Ajay P. Aditya
ITC Limited		
	37111	Anurag Deepak
	37134	Rohit G. Chitteth
	37172	Ridhi Haldia
Jamboree		
	37301	Rahul Nigam
	7414	Tushar S. Das
Johnson & Johnson (PP)		
	37115	Vijayalakshmi B.
	37275	Sanjeev Newar
	7421	Vineet Gupta
	7431	Nitin Mittal
	7434	Sumit Mohan Nadgir
Joyco India Pvt Ltd		
	37170	Gurkirpal Singh
Kotak Group		
	37376	Yerramsetti Ravindra Kumar I
	37160	Ashima Ghei
Lehman Brothers (Tokyo)		
	37129	Sandeep Bordia
	37304	P. Srikant
	37209	Nirjhar Jain
Marico Industries Limited		
	37350	TrishanitKumar Singh
	37168	Shreyash Gupta
	37122	Anand N. Bharadwaj
Mastek		
	37203	Sourabh Issar
	7402	Ashish Aggrawal
	7445	Sridhar Samudrala
	7403	Vinaysheel Baber
	7405	Soumyadeep Basak
McKinsey & Company, Inc.		
	7423	Nithin Krishna Kaimal
	37353	Supriyo Sinha
	37266	Mrinalini M. Mirchandani

MODE	37251	Maresh N.
Murugappa Group	37270	Mohapatra Rabindra Nath
	37137	Kumar Banjit Das
	7401	Garima Agarwal
	37216	Rohit Jethra
	37108	Prosenjit Aich
	37355	Prashant Soni
	37323	Ruchi Sangal
	37335	Vikram Sengupta
	37131	Parika Chaudhry
Nestle India Limited	37149	Ryan R. Fernandes
	37143	Deepa Duraiswamy
Netscribes Limited	37351	Abhishek Sinha
	37228	Aditya Khanna
	37348	Neeraj Singh
NIIT Ltd.	37246	Anant V. Lokapur
	37139	Shivaji Das
	37104	Nitin Agarwal
	37119	Pranav Barthwal
	37232	Kodukulla Venkata Vamsikrishna
	7436	Benita G. Paul
OM Kotak Insurance	37161	Joy Krishna Ghosh
	37224	Karthik V. Eswar
	37113	Aruna Kumar K.
	37311	Suresh Kumar Pitta
	37114	Avanish
OrbiTech Solutions Limited	7435	Mohit V. Narula
	7415	Niket Kishor Gandhi
	37367	C. Vasanta Madhavi
	37127	Swagatam Biswas
Patni Computer Systems	37363	Alok Tripathi
	37347	Manjot Singh
Polaris Software Lab Ltd.	7413	Ashutosh Dabral
	7409	Abhinav R. Chandra
	7457	Nisheeth Varma
	37218	K. A. Balasubramanian
	7418	Yatindra V. Gokhale
	37126	Soovojit Biswas
PricewaterhouseCoopers	37330	Abhraneel Sarkar
	37148	Aloke Nelson Fernandes
	37141	Prasenjit Sankar Datta
	37250	Amit Mahajan
	37307	Rahul Pakrashi
	7452	Manish Singla
	7407	Prashant Bishit

	37242	Alok Kumar Lal
	37362	John thomas Thekkekara
	7411	Anand Chatterjee
	37337	Ashish K. Sharma
Procter & Gamble India Limited		
	37243	Sharad Lal
	37271	Saurabh Mukherjee
	37273	Navin R.D.
	37327	Saranathan Ramaswamy
Qai		
	37344	Suruchi Shukla
Ranbaxy Laboratories Limited		
	37302	Himanshu Nivsarkar
	37213	Jaspreet Kaur
Securities Trading Corporation of India		
	37107	Rajneesh Agarwal
Shining Consulting		
	37259	M.J. Kamal Tirkey
	37370	Praveen Kumar Singh Verma
SmithKline Beecham Consumer Healthcare		
	37123	Sunay Bhasin
	37258	Rohit Mangal
SREI		
	37157	Nikhil Garg
	37267	Bikramjit Mitra
	37125	Archita Biswas
Standard Chartered Bank		
	37208	Ashish Kumar Jain
	37174	Saurabh Hari
Tata Administrative Service		
	37374	Vinay Yadav
	37155	Ashish Gangrade
	37254	Sapnoti Majumdar
Tata Consultancy Services		
	7426	Abhinav Kumar
	37321	Pari Sailo
	37308	Ashutosh Pandey
	37124	Bhupathiraju Udaya S. Raju
	37315	R. Mahesh
	37256	Ujwal Maikhija
	7410	Jitendra Chandwani
	37164	Deepinder Gulati
	37154	Vigyan Gadodia
	37152	Saurabh K. Gada
Tata Honeywell		
	37240	Shafeek Muhammed Kutty
Tata Strategic Management Group		
	37205	Hemant Prakash Jai
	7424	Ashish Kumar Khullar
Techno Research Institute		
	37109	Amar Eron Tigga
The Boston Consulting Group		
	37274	Aravind Nayan Upadrasta

Hongkong & Shanghai Bank

37142 Vidur Dayal
 37211 Sarika B. Jajoo
 7419 Hitesh Gupta
 37220 Rohit Satish Kale
 37334 Suprita Sengupta

Unit Trust of India

37265 Tom Michael
 37171 Mohit Gutgutia
 7447 Jatankumar P. Shah

UTI Bank Limited

37371 Saurabh Verma
 37110 Saurabh Anand
 37204 Hariharan R. Iyer
 37346 Ashish Kumar Singh
 37322 Pallav Sangal
 37163 Paresh C. Gokhale

WEBEL

37345 Anuj P. Singh

Wipro E-Peripherals

34147 Ajit E Nayak

Withdrawn Inc.

7433 Subhamoy Mukherjee
 FP298 Atul Saroop
 37140 Rishiraj Dasgupta

Wockhardt Ltd.

37132 Bhavesh Ambalal Chauhan

SALARY DISTRIBUTION OF PERMANENT PLACEMENT - 2002

Annual Salary

Highest	Rs.14.00 lakhs
Lowest	Rs.2.00 lakhs
Average	Rs.5.72 lakhs

**FUNCTIONAL AREAWISE CLASSIFICATION OF TOTAL JOB OFFERS
DURING THE PLACEMENT PROGRAMME - 2002**

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	096	082
Information Technology	096	082
FMCG & Durables	067	057
Consultancy	014	012
Others	017	014
Total	290	247

*FMCG - Fast Moving Consumer Goods

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
MANAGEMENT DEVELOPMENT PROGRAMME

FOR THE YEAR 2001-2002

Sl. No.	Title of the Programme	Duration	No. of participants	Programme Director(s)
1.	Transforming the Middle Mgmt.	April 10-12	6	Prof. Ranjan Das
2.	Sales & Distribution Management	April 24-27	24	Prof. Sudas Roy & Prof. A. Mukherjee
3.	Marketing Finance Interface	May 17-19	14	Prof. B.K. Chatterjee
4.	Strategic Marketing	June 13-15	19	Prof. Ranjan Das
5.	Management of Creativity & Innovation	July 23-26	22	Prof. V. Jha
6.	Finance for Profit Centre Heads & Senior Manager	Aug. 23-25,	19	Prof. Ranjan Das
7.	Value Based Leadership in Political & Administrative Systems	Sept. 6-8	6	Prof. S. K. Chakraborty & Prof. V. V. Bijlert
8.	Strategic Cost Decisions: Production Finance Marketing Interface	Sept. 12-14	14	Prof. Mousumi Ghosh
9.	Managerial Leadership & Conflict Resolutions	Sept. 13-20	11	Prof. B. N. Srivastava
10.	Managing Business & Financial Risks	Sept. 14-15	12	Prof. Ranjan Das
11.	Managerial Leadership & Team Effectiveness	Oct. 1-5	25	Prof. S.S. Sengupta
12.	Finance for Non-finance Executive	Oct. 8-12	12	Prof. P. Sen
13.	Effective Management of Self & Organisations	Oct. 8-12	6	Dr. T. Chakraborty & Dr. S. Chaudhury

Sl. No.	Title of the Programme	Duration	No. of participants	Programme Director(s)
14.	Strategic Brand Management	Oct. 30 to Nov. 2	25	Prof. R. C. Bhattacharyya Mr. J. Sengupta
15.	Improving Communication & Interpersonnel Effectiveness	Nov. 5-7	13	Prof. Leena Chatterjee
16.	Management on Non-profit, Non-Govt. Institutions : Value Perspective	Nov. 8-10	14	Prof. Ranjan Mitter
17.	Total Cost Management	Nov. 21-23	12	Prof. P. Sen
18.	Marketing of Services	Nov. 26-28	20	Prof. R. C. Bhattacharyya
19.	Management Culture & Creativity	Nov. 27-29	6	Prof. C. P. Bhatta
20.	Materials Management	Dec. 3-7	13	Prof. Ranjan Ghosh
21.	Accounting & Finance for General Manager	Dec. 10-12	7	Prof. A. Bhattacharyya
22.	Communication & Presentation Skills	Dec. 10-13	23	Prof. Leena Chatterjee & Prof. V. Jha
23.	Supply Chain Management	Dec. 13-16	12	Prof. B. Avittathur & Prof. M. N. Pal
24.	Responsible Leadership	Dec. 14-16	15	Prof. C. P. Bhatta
25.	Project Management	Dec. 18-22	10	Prof. M. N. Pal Prof. B. Sinha
26.	Management by Human Values : Indian Insights	Jan. 6-12.02	21	Prof. S. K. Chakraborty Prof. S. Mukherjee
27.	Managerial Effectiveness	Jan. 14-18,	20	Prof. S. S. Sengupta
28.	Maintenance Management Total Productive Maintenance & Spare Parts Management	Jan. 16-18	12	Prof. M. N. Pal Prof. U. Dinesh Kumar
29.	Workshop on International Accounting Standards & US GAAP – Trends in Corporate Reporting	Jan. 21-25	17	Prof. A. Bhattacharyya

ANNEXURE XV

Sl. No.	Title of the Programme	Duration	No. of participants	Programme Director(s)
30.	Financial Derivatives	Jan. 21-25	8	Prof. B. B. Chakraborty
31.	Technology Strategy and R & D Policy & Process	Jan. 28-31	18	Prof. Pulak Das
32.	Negotiating Your Way to Success	Jan. 28-31	16	Prof. B. N. Srivastava
33.	Financial Management for Corporate Accountants	Feb. 8-22	9	Prof. B. B. Chakraborty
34.	Managerial Leadership & Team Effectiveness	Feb.18-22	23	Prof. S. S. Sengupta
35.	Business Valuation & Corporate Restructuring	Mar. 7-8	9	Prof. Ranjan Das

IN-COMPANY TRAINING PROGRAMMES 2001-2002

<u>Name of the Programme</u>	<u>Period</u>	<u>No. of Participants</u>	<u>Programme Director</u>
N.M.D.C.	10.6.2001 to 10.7.2001	21	Prof. Sougata Roy
Alsthom Power India Ltd.	14.6.2001 to 16.6.2001	25	Prof. Ashis Kumar Bhattacharya
O. N. G. C.	10.7.01 to 14.7.01	14	Prof. Ranjan Ghosh
Indian Overseas Bank	16.7.01 to 21.7.01	22	Prof.H. Bhattacharyya
N.M.D.C.	2.8.01 to 29.8.01	22	Prof. Sougata Roy
State Bank of India	3.9.01 to 5.9.01	27	Prof.B.K. Chatterjee
Advanced Management Programme	18.9.01 to 30.9.01	13	Prof.M.N. Pal. & Prof. Pulak Das
State Bank of India	15.10.01 to 18.10.01	17	Prof.B.K. Chatterjee
Training Programme for Planning Commission	21.11.01 to 23.11.01	15	Prof. Sushil Khanna Prof. M. Mohanty
Training Programme for Planning Commission	5.12.01 to 7.12.01	10	Prof. Sushil Khanna Prof. M. Mohanty
I.P.C.L.	24.12.01 to 29.12.01	25	Prof.Sougata Roy & Prof.B.N.Srivastava
SBI Officers	28.12.01 to 30.12.01	21	Prof.B.K.Chatterjee Prof.S.K.Chakraborty
Hindustan Aeronautics Limited	2.1.02 to 4.1.02	20	Prof.Ranjan Mitter

Department of Electronics Govt. of India.	28.1.02 4.2.02	14	Prof.S. Bandyopadhyay
Training Programme on R & D Management for Indian Council Medical Research	4.2.02 to 6.2.02 & 8.2.02 to 10.2.02	17	Prof. Pulak Das
O.N.G.C.	4.2.02 to 8.2.02	12	Prof.Ranjan Ghosh
O.N.G.C.	21.2.02 to 25.2.02	15	Prof. Ranjan Ghosh
Training Programme on Environmental Economics	25.2.02 to 1.3.02	18	Prof.J. Bandopadhyay
O.N.G.C.	4.3.02 to 8.3.02	19 NR	Prof. Ranjan Ghosh
UCO Bank Officer's Federation	4.3.02 to 6.3.02	29 NR	Prof. H. Bhattacharyya
Coats Bangladesh	12.3.02 to 14.3.02	24	Prof. V. Jha

GOVERNMENT SPONSORED TRAINING PROGRAMMES 2001-2002

<u>Name of the Programme</u>	<u>Duration</u>	<u>No. of Participants</u>	<u>Programme Director</u>
1. Indian Forest Services	24.9.01 to 28.9.01	24	Prof. B.N. Srivastava
2. IFS Training Programme	11.3.02 to 15.3.02	7	Prof.B.N. Srivastava

**RESEARCH PROJECTS SANCTIONED UNDER CMDs
DURING 2001-2002**

<u>Name of the Project</u>	<u>Faculty Assigned</u>
Case Studies on survival and success strategies in the liberalised economy	Prof. Sougata Ray
Kyoto protocol and flexibility modernism (clean Development mechanism) for the treatment of Greenhouse gases	Prof. Ramprasad Sengupta
Globalization, Bio-diversity and Indian pasture	Shri Arun G. Mukhopadhyay
Comparative analysis of corporate and and cooperative firms engaged in edible oil production in India.	Prof. K. S. Mondal
Economics of global oil market	Prof. Asish Bhattacharya Prof. Anindya Sen
Cost/Benefit Analysis for Telecommunications Network Management.	Prof. S. D. Moitra
Symposium on Population Life Support and Human Development – Publication Phase of the Proceedings of the Symposium.	Prof. R. Sengupta Prof. Anup K. Sinha
Assessment of Internet Patent.	Prof. S. D. Moitra Prof. B. P. Abraham
Corporate Governance and Merger Activity in India And updating of the Data Bank on Mergers & Acquisitions in India.	Prof. Sushil Khanna

**CONSULTANCY PROJECT UNDERTAKEN/PROCESSED
DURING 2001-2002**

<u>Name of the Project</u>	<u>Project Director(s)</u>
Consultancy Project on Rationalisation of Passenger Train Service on Howrah Chennai Route for South Eastern Railway	Prof. V. N. Reddy Prof. R. Roy Prof. B. Avittathur
Implementation of Reconstruction fund for Revival of Indian Seafood Export Industry Sponsored by the Ministry of Commerce, GoI.	Prof. H. Bhattacharya
Marketing & Turnaround Strategy for ONGC Hazira Complex.	Prof. Sushil Khanna Prof. M. Mohanty
Evaluation of Jan Shikshan Sansthan (JSS) at Trivandrum and Kanpur	Prof. V. N. Reddy Prof. R. Chattopadhyay
External Evaluation of Total Literacy Programme In East Khasi Hills District – Shillong of Meghalaya.	Prof. V. N. Reddy Prof. R. Chattopadhyay
Consultancy Project on Market Research for M/s Gladstone Ad-A-Club Limited	Prof. Ranjan Das
Training Impact Study (TIS) and preparation Of Training Report for Management Development Programmes conducted for Health Administrators Of State Health System Development Project.	Prof. M. S. Mishra
Involvement of Non-Govt. Organizations (NGOs) In Calcutta Environmental Improvement Project Sponsored by The Calcutta Municipal Corporation Govt. of West Bengal	Prof. M. S. Mishra
Techno Economic Viability Study (TEVS) of one ICICI assisted company.	Prof. H. Bhattacharya
Training need Assessment Study and preparation Of course materials, case studies etc. for Management Development Training for Project Administrators of State Health Systems Development Project II, sponsored by Health & Family Welfare Dept., Govt. of West Bengal	Prof. M. S. Mishra

Tariff Fixation for Kolkata Port Trust	Prof. Anindya Sen Prof. B. Avittathur Prof. A. Bhattacharyya
Inventory Management for the Ordnance Factory Board – Second Phase	Prof. Ranjan Ghosh Prof. A. K. Chatterjee
Cement Demand for Lafarge/ORG-MARG Research	Prof. V. N. Reddy Prof. Sushil Khanna
Consultancy on Training Need Assessment Study and preparation of course materials, case studies, etc. for Management Development Training for Project Administrators of State Health Systems Development Project II, sponsored by Health & Family Welfare Department, Govt. of West Bengal.	Prof. M.S. Mishra
Consultancy Project on External Evaluation of DPEP – Assam	Prof. V.N. Reddy Prof. R.Chattopadhyay
Consultancy Project on Training need Assessment Study and Case Study Preparation etc. for RCH Programmes for health Admn.	Prof. M.S.Mishra
Consultancy Project on Organizational Audit and Restructuring of the Office of Director General of Commercial Intelligence and Statistics (DGCI&S) and Streamlining of the Dissemination of Trade Statistics and Intelligence.	Prof.S.Chattopadhyay Prof. P. Sen Prof. S.Chaudhuri Prof. S. Khanna
Consultancy Project on Training Need Assessment Study and Preparation of course materials, case Studies etc. for Management Development Training for Project Administrators of State Health Systems Development Project II, Sponsored by Health & Family Welfare Department, Govt. of West Bengal.	Prof. M. S. Mishra

Consultancy Project for Study on Eco-labelling from Consumer Unity And Trust Society (CUTS), a reputed NGO headquartered in Jaipur.

Prof. J. Bandyopadhyay

Consultancy on Strengthening Disaster Management Capacity Sponsored by the Department of Agriculture & Cooperation, Ministry of Agriculture.

Prof. Rabin Ganguly

Consultancy on On-line MDP on Corporate Finance for M/s. Macmillan India Ltd. (MIL).

Prof. B. B. Chakraborty

Integrated Cooperative Development Project of the National Cooperative Development Council in the district of South 24 Parganas, West Bengal.

Prof. Asish K. Bhattacharya

Consultancy project on Training Need Assessment Study & case study preparation etc for Reproductive Child Health Programmes for Health Administrators.

Prof. M. S. Mishra

Consultancy project for study of West Bengal's Economy for Department for International Development, UK.

Prof. Anup K. Sinha

**BRIEF ACCOUNT OF SEMINARS/WORKSHOPS/CONFERENCES
ARRANGED BY OUTSIDE AGENCIES, PARTICIPATED,
AND TALKS GIVEN/PAPERS PRESENTED BY
THE FACULTY AND RESEARCH STAFF OF THE
INSTITUTE DURING 2001-2002**

Prof. Rahul Mukherjee

Presented a paper titled " Predictive HPD Matching priors for Multivariate Elliptic Contoured Models" at International Statistical Institute, Seoul, Korea, during August 22-29, 2001.

Attended the International Conference on Design of Experiments, New Delhi, December, 2001.

Attended the Indian Science Congress, Lucknow, January 2002.

Prof. C. Panduranga Bhatta

Delivered a guest lecture for the students of Master in International Trade at GITAM Institute of Foreign Trade, Vishakapatnam on July 11, 2001.

Reviewed the book Public Accountability in Indian Polity for Journal of Human Values published by the Sage.

Presented a paper in the International Conference on 'Integrating World Markets-Living Excellence through Technology and Beyond' at Motilal Nehru Regional Engineering College, Allahabad on January 5-6, 02.

Delivered a special lecture on 'Cultural Tourism' at IIPM, Bangalore in the Knowledge Festival organised by them on January 22, 02.

Delivered a special lecture on 'Responsible Leadership' at IBA, Bangalore on January 22, 02.

Prof. Parthasarathi Dasgupta

Guest Faculty for the training programme on "CAD Algorithms for VLSI" organised for University teachers of North-East, held in ISI Calcutta.

Prof. Mritiunjoy Mohanty

Attended the International Conference on "Concerns of the Developing Nations in the WTO Regime" during August 20-21, 2001, at New Delhi, organised by the Institute of Chartered Accountants of India, in association with the Govt. of India and the UN.

Prof. Surendra Munshi

Attended a Seminar at Mahajati Sadan, Kolkata on "How far is it justified to increase the Fees of Higher Education considering the present Economic & Social condition of the State ?" on 4th August, 2001.

Attended a consultative meeting at The W.B. National University of Juridical Sciences, Kolkata, organized by the National Commission for Reviewing the Working of the Constitution on 7-8 July, 2001.

Gave a talk on "Twenty First Century and Social Transformations" at the UGC sponsored Refresher Course on Emerging Values in the Twenty First Century : Nature, Technology and Culture, organised by the Jadavpur University on 22nd August, 2001.

Invited to inaugurate the Regional Principals Conference of Kendriya Vidyalaya Sangathan, Kolkata, on 26th July, 2001 and gave a talk on "Human Relations in Management and Administration".

Invited to a panel discussion on "J & K- The Way Out" on July 28, 2001, at Bharatiya Bhasha Parishad, Kolkata.

Prof. Biju Paul Abraham

Presented a Paper titled "Technology Transfer from the European Union to India : Issues and Responses" at the Seminar on "The European Union in a Changing World" at the School of International Studies, JNU, on September 7, 2001, organised by the Jawaharlal Nehru University in association with the EC Delegation and the Embassy of Belgium.

Attended the International Conference on "Concerns of the Developing Nations in the WTO Regime" during August 20-21, 2001, at New Delhi, organised by the Institute of Chartered Accountants of India, in association with the Govt. of India and the UN.

Paper on "Regional Trading Arrangements and the Multilateral Trading System" presented at the International Seminar on 'Material Vitalities and Imagined Authenticities' organised by the Centre for European Studies, Jadavpur University, Calcutta on December 14 and 15, 2001

Prof. J. Bandyopadhyay

Participated in a Workshop on 'Capacity Building in Integrated Water Resource Management' in Dhaka on 22-24 September 2001.

Participated in the international workshop on *Watershed Management* organised by the American Centre, Kolkata on 4th October, 2001.

Delivered an invited lecture at the GB Pant Institute for Himalayan Environment and Development at Kosi-Katarmal, Almora, Uttaranchal on 19th October, 2001.

Participated in a Workshop at NPL, New Delhi on *Targeted Research for India's National Communication for the Framework Convention on Climate Change* on 26 November, 2001.

Attended the Assembly of Citizens of the World held at Lille, France during December 2-10, 2001.

Delivered the plenary keynote lecture on 'Ecology and Economics in Sustainable Water Development in India' at the 2nd biennial meeting of INSEE held at IIFM Bhopal during 19-21 December, 2001.

Prof. U. Dinesh Kumar

Program Director, First Indian Winter School on System Operational Effectiveness, 19-23rd November 2001.

Participated as a Workshop Director, workshop on data, information and knowledge management, 11th MIRCE International symposium, 4-6th December 2001, Exeter, UK and presented a paper on , 'Multi-Echelon Multi Indenture Spare Parts Provisioning - Case Study on Airline,'

Presented a paper titled " Location of Spare Parts in an Airline Network" at the 11th International Symposium on System Operational Effectiveness, 4-6 December, 2001 held at Exeter, United Kingdom.

Keynote Speaker at the International Conference on Quality, Reliability and Systems Engineering, IIT Bombay, 27-28 December, 2001.

Prof. Anup K. Sinha

Moderator and Speaker at *West Bengal at the Crossroads*, organized by Bengal Initiative, 19 December 2001.

Prof. Haritha Saranga

Invited to join the Editorial Board of the "Journal of Quality in Maintenance Engineering", brought out by MCB University Press, United Kingdom.

She has also been awarded Fellow of MIRCE Academy, Exeter, UK on 5th December 2001.

Prof. Tanmoy Datta

Presented a Paper titled 'The Cyber Age : Appealing Now, Apocalyptic Later?' in the 3rd International Conference on 'Technology Convergence: The Human Perspective' held on January 8-9, 2002 at New Delhi, under the joint auspices of GGS Indraprastha University and others.

Prof. Annapurna Shaw

Invited discussant to the Technical Session on Social Security for Workers in the Unorganized Sector held during the 43rd Annual Conference of the Indian Society of Labour Economics at Bangalore, Dec. 18-20, 2001.

Invited speaker at the Technical Session on Community Waste Management organized by the NGO Joka-OPED (Organization for Protection of Environment and Development) during a one-day Workshop on Environmental Awareness held at the Brotochari Hall, Joka on February 3, 2002.

Prof. Anindya Sen

Discussant of a paper in the Conference on Models and Methods in Economics, ISI, January 2002.

Prof. Balram Avittathur

Attended the Operations Management Conference at SPJIMR, Mumbai (December 21-23, 2000) and presented a paper titled "Distribution Centre Location Modelling for Differential Sales Tax Structure", co-authored with Prof. Janat Shah of IIM Bangalore.

Participated in an International Conference on Operations Research and Management Science at Miami, USA for presenting a paper titled "Airline Fleet-Fix Cum Fleet Allocation for Feeder Routes" during November 4-7, 2001.

Prof. K. S. Mondal

Presented a paper entitled "Limits of Empowerment in Poverty Alleviation" at the All India Sociological Conference held at the Gurunanak Dev University, Amritsar, December 26-28, 2001

Prof. Sunita Singh Sengupta

Attended the Tenth European Congress on Work and Organisational Psychology (EAWOP) at the Prague, Czech Republic for presentation of four different papers during the period May 16-19, 2002.

Delivered the Valedictory address entitled “ Meeting the Challenge : Creating an Enabling Environment for Corporate Citizenship” in the International Conference on Corporate Citizenship : Meeting the Challenges organised by the Centre for Social Markets on December 5, 2001 at Taj Bengal, Calcutta.

Contributed a paper on “ Work Centric Caring Organization : Towards a Paradigm Shift” in the International Conference on “ Integrating World Markets – Living Excellence through Technology & Beyond” organised by Motilal Nehru Regional Engineering College, Allahabad from January 5-6, 2002.

Presented a paper on “ Global Competitiveness and the Role of HRD Professionals” in the National Seminar on Technology Management For Global Competitiveness – A Challenge in the Decade organised by Indian Institution of Plant Engineers at Taj Bengal, Calcutta during Dec 12-13, 2001.

Prof. Sudas Roy

Presented a paper on “ Marketing and e-commerce-Managerial challenges for managing change” in an UGC sponsored seminar for College Teachers in Kolkata on 22nd February, 2002.

Participated as an expert panel member in a DD Bangla T.V. programme on “ Ki Hotey Chai ? MBA” on 11th February, 2002.

Prof. S. D. Moitra

Presented a paper on “ Outstanding issues in Global R & D Management” at the International Conference on Integrating World Markets held in Allahabad during Jan 5-6, 2002.

Prof. S. K. Chakraborty

Attended an International Workshop on “Spirituality in Management” in Szeged, Hungary, during July 1-3, 2001.

Prof. Ranjan Ghosh

Presented a paper titled “ Application of Data Envelopment Analysis to Mining Operations” at the INFORMS Annual Conference at Miami Beach, Florida, USA, during November 4-7, 2001.

Prof. M. N. Pal

Participated at the INFORMS Annual Conference at Miami Beach, Florida, USA during November 4-7, 2001 and presented a paper titled “Relative Performance Evaluation of Engineering Designs : A Fuzzy DEA Approach on Quality Function Deployment”.

Prof. V. N. Reddy

Presented a paper titled “Universalization of Elementary Education in India – some Methodological Issues” at the 53rd Session of the International Statistical Institute held at Seoul, Korea, during August 22-29, 2001.

**PUBLICATION BY FACULTY AND RESEARCH STAFF
DURING THE PERIOD 2001-2002**

Prof. C. P. Bhatta

Prof. C. P. Bhatta published an article titled 'Management of Power: Lessons from the Ramayana' in the book *Leadership and Power*, published by the Oxford University Press, Delhi.

Prepared an article for Global Business Review titled '*Positive Action: Cultural Insights into Motivation*' published in Jan-June, 02 issue.

Prof. S. K. Chakraborty

Prof. S. K. Chakraborty's book "Management and Ethics Omnibus" was published in March by Oxford University Press.

Prof. S. K. Chakraborty and Shri Pradip Bhattacharya, Commissioner – Presidency Division, Govt. of West Bengal & Member, BoG, IIMC, jointly edited a book "Leadership and Power – Ethical Explorations", which was published by Oxford University Press in April, 2001.

Prof. Rahul Mukherjee

1. Test statistics arising from quasi-likelihood: Bartlett adjustment and higher order power (2001, with J.K. Ghosh). J. Statist. Plann. Inf. (special issue on score statistic) 97, 45-55
2. Comparison of test statistics via expected lengths of associated confidence intervals (2001, with N. Reid). J. Statist. Plann. Inf. (special issue on score statistic) 97, 141-151
3. Second order probability matching priors for a parametric function with application to Bayesian tolerance limits (2001, with N. Reid). Biometrika 88, 587-592

Prof. Parthasarathi Dasgupta

A research paper titled "Tabu Search in VLSI Layout Design" authored by P S Dasgupta accepted and published in the Proceedings of the International VLSI Design & Test Workshop in Bangalore in August 16-18, 2001. Paper presented by Sri A Bhardwaj (last year's PGDCM pass-out).

Prof. Balram Avittathur,

Distribution Centre Location Modelling for Differential Sales Tax Structure" with J. Shah, IIMC WPS, No. 429/2001, 2001.

"The Airline Capacity Planning Problem for Low Traffic Sectors" with B.K. Sinha, IIMC WPS, No. 436/2001, 2001.

Prof. J. Bandyopadhyay, CDEP

Bandyopadhyay J. and M. Mandal 'CPRs are waiting for the barefoot GIS brigade' *The Common Property Resource Digest* No. 58, September 2001.

Review of Shyam Divan and Armin Rozencranz (2001) *Environmental Law and Policy in India: Cases, Materials and Statutes* (New Delhi: Oxford UP) in *Decision* 28(2), December 2001.

Prof. K. S. Mondal, Sociology Group

'What the Left does with the displaced' in the editorial page of **The Telegraph** dated 9th November 2001.

Prof. Sunita Singh Sengupta

Promoting Women Managers in Global Economy : Asian Perspectives, Working Paper Series no. WPS-428/2001.

Meeting the Challenges : Creating an Enabling Environment for Corporate Citizenship, Working Paper Series no. WPS – 441/2002.

Prof. Sudip Chaudhuri

Economic Reforms and Industrial Structure in India, published in *Economic and Political Weekly*, January 12, 2002

Prof. Anup K. Sinha

A Century of Crises The Telegraph, 23.1.02

Prof. Anindya Sen

S. Venkateshwarlu and Anindya Sen – “*The Fertiliser Industry in India : Moulded by Government Policies*”, *Economic and Political Weekly*, Jan 26 – Feb. 1, 2002.

Prof. Haritha Saranga

Saranga, H. *Opportunistic Maintenance in Aircraft using Relevant Condition Parameter based Approach*, International Symposium on System Operational Effectiveness, Exeter, United Kingdom, December 2001.

Prof. Balram Avittathur

"*Outbound Logistics and Local Taxes*" with J. Shah in Business Line newspaper dated January 16, 2002.

Prof. V. A van Bijlert

"*Can Values be Taught ?*" for Research Views, Journal published by the Institute of Educational Research & Studies, Calcutta 700019.

"*Models of Leadership and Values*" for Management Perception. An Integrated Journal of Management, published by New Age Research Institute for Synthetic Studies, Bhubaneswar.

Prof. U. Dinesh Kumar

Co-authored with P Hinds an article titled "*High Level Reliability Impact Analysis – A Case Study on Armored Vehicle*", R & D Quality Quest, 2002.

LIST OF GRADUATING STUDENT (PGDM) – 2002

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	353	Supriyo Sinha	8.04	1
2.	162	Manoj Goel	7.91	2
3.	201	N. A. Hariharan	7.63	3
4.	210	Ravi Jain	7.60	4
5.	227	Sachin Khandelwal	7.49	5
6.	356	V. Sridhar	7.43	6
7.	274	Aravind Nayan U	7.40	7
8.	141	Prasenjit Sankar Datta	7.40	7
9.	163	Paresh Chintamani Gokhale	7.37	9
10.	266	Mirchandani Mrinalini	7.37	9
11.	173	Girish Vasudeo Hanchate	7.31	11
12.	258	Mangal Rohit	7.30	12
13.	207	Anurag Jain	7.29	13
14.	139	Shivaji Das	7.23	14
15.	371	Saurabh Verma	7.23	14
16.	236	Mridumesh Kumar	7.23	14
17.	205	Jai Hemant Prakash	7.20	17
18.	331	Soumyo Sarkar	7.41	18
19.	368	Vemuri Somasekhar	7.03	19
20.	142	Vidur Dayal	7.03	19
21.	102	Anand Agarwal	7.03	19
22.	166	Manish Gupta	6.97	22
23.	242	Alok Kumar Lal	6.94	23
24.	129	Sandeep Bordia	6.92	24
25.	106	Bharat Agrawal	6.91	25
26.	254	Sapnoti Majumdar	6.89	26
27.	115	Vijayalakshmi B.	6.89	26
28.	103	Anshul Agarwal	6.86	28
29.	304	P. Srikant	6.86	28
30.	127	Swagatam Biswas	6.83	30
31.	147	Hitesh Eidnani	6.83	30
32.	249	Nitin Maggon	6.80	32
33.	319	Ratnajit Kumar Saha	6.77	33
34.	307	Saurabh Tayal	6.77	33
35.	233	Meenakshi Kolay	6.77	33
36.	330	Abhraneel Sarkar	6.74	36
37.	327	Saranathan R.	6.71	37
38.	148	Fernandes Alope Nelson	6.71	37
39.	250	Amit Mahajan	6.69	39
40.	337	Ashish Kapatia Sharma	6.69	39

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
41.	208	Ashish Kumar Jain	6.66	41
42.	157	Nikhil Garg	6.66	41
43.	168	Shreyash Gupta	6.66	41
44.	374	Vinay Yadav	6.63	44
45.	275	Sanjeev Newar	6.63	44
46.	110	Saurabh Anand	6.60	46
47.	220	Kale Rohit Satish	6.57	47
48.	209	Nirjhar Jain	6.54	48
49.	164	Deepinder Gulati	6.54	48
50.	334	Suprita Sengupta	6.54	48
51.	175	Siddhartha Hari	6.51	51
52.	156	Amit Garg	6.51	51
53.	302	Nivsarkar Himanshu	6.51	51
54.	117	Nilesh Banerjee	6.49	54
55.	367	C. Vasantha Madhavi	6.49	54
56.	152	Saurabh Kantilal Gada	6.49	54
57.	149	Fernandes R. Augustine Raymond	6.46	57
58.	355	Prashant Soni	6.46	57
59.	247	M. Ravi	6.43	59
60.	308	Ashutosh Pandey	6.43	59
61.	153	G. Surjith Reddy	6.43	59
62.	151	G. Raman	6.43	59
63.	350	Trishant Kumar Singh	6.40	63
64.	318	Zarina Nandlal Rane	6.37	64
65.	107	Rajnees Babu Agrawal	6.34	65
66.	158	Rohit Garg	6.34	65
67.	346	Ashish Kumar Singh	6.31	67
68.	256	Ujwal Makhija	6.29	68
69.	104	Nitin Agarwal	6.26	69
70.	154	Vigyan Gadodia	6.26	69
71.	322	Pallav Sangal	6.26	69
72.	204	Hariharan Raghavan Iyer	6.23	72
73.	323	Ruchi Sangal	6.23	72
74.	320	Rasleen Sahni	6.17	74
75.	269	Anil Mittal	6.17	74
76.	245	Atanu Lodh	6.17	74
77.	344	Suruchi Shukla	6.14	77
78.	171	Mohit Gutgutia	6.14	77
79.	160	Ashima Ghei	6.14	77
80.	211	Sarika Brajesh Jajoo	6.14	77

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
81.	273	Navin R. D.	6.11	81
82.	126	Soovojit Biswas	6.11	81
83.	338	Devesh Sharma	6.09	83
84.	362	John Thomas Thekkekara	6.09	83
85.	261	Trishit Mazumder	6.06	85
86.	263	Sarin Gopinath Menoky	6.06	85
87.	352	Gaurav Sinha	6.06	85
88.	369	Ankur Verma	6.03	88
89.	366	Raghvendra Jitendra Varshney	6.03	88
90.	144	Devi V.	6.03	88
91.	222	Pavini Kapoor	6.03	88
92.	130	Satyadeep Chatterjee	6.03	88
93.	202	Chunuram Hembram	6.03	88
94.	301	Rahul Nigam	6.03	88
95.	155	Ashish Gangrade	6.03	88
96.	238	Satish Kumar	6.00	96
97.	232	Kodukulla Venkata Vamsi Krishna	6.00	96
98.	133	Jojo Cherian	5.97	98
99.	340	Rahul Sharma	5.97	98
100.	370	Praveen Kumar Singh Verma	5.97	98
101.	230	Vipin Khare	5.97	98
102.	246	Anant Vasudeo Lokapur	5.97	98
103.	357	Chethan D. Srikant	5.94	103
104.	218	K. A. Balasubramanian	5.94	103
105.	313	Vipul Prasad	5.94	103
106.	167	Radhika Gupta	5.91	106
107.	270	Rabindra Nath Mohapatra	5.91	106
108.	228	Aditya Khanna	5.91	106
109.	347	Manjot Singh	5.91	106
110.	122	Anand N. Bharadwaj	5.91	106
111.	226	Gautam Rajkishore Kedia	5.89	111
112.	143	D. Deepa	5.86	112
113.	111	Anurag Deepak	5.86	112
114.	109	Amar Eron Tigga	5.86	112
115.	252	Mainak Maheshwari	5.86	112
116.	134	Rohit G. Chitteth	5.86	112
117.	315	R. Mahesh	5.83	117
118.	272	Suman Nandy	5.83	117
119.	265	Tom Michael	5.83	117
120.	206	Abhishek Jain	5.83	117

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
121.	271	Saurabh Mukherjee	5.80	121
122.	365	Suraj R. Verma	5.80	121
123.	114	Avanish	5.80	121
124.	326	Rajesh Kumar Saraf	5.77	124
125.	317	Anirudh Ralli	5.74	125
126.	325	Rajarshi Sanyal	5.74	125
127.	119	Pranay Barthwal	5.74	125
128.	329	Sareen Gunnidhi	5.71	128
129.	121	Prabhjinder Singh Bedi	5.71	128
130.	310	Deepak Pawar	5.71	128
131.	241	Laishram Bireswar Singh	5.71	128
132.	240	Shafeek Muhammed Kutty	5.71	128
133.	234	Piush Kothari	5.71	128
134.	321	Lal Thanpari Sailo	5.69	134
135.	239	Vivek Kumar	5.69	134
136.	170	Gurkirpal Singh	5.66	136
137.	243	Sharad Lal	5.63	137
138.	332	Arijit Sen	5.60	138
139.	101	Ajay Pratap Singh Aditya	5.60	138
140.	132	Chauhan Bhavesh Ambalal	5.57	140
141.	135	Debdutta Choudhury	5.57	140
142.	172	Ridhi Halldia	5.57	140
143.	341	Vivek Sharma	5.57	140
144.	118	Vikrant Bangia	5.54	144
145.	124	Uday Shankar Raju Bhupathiraju	5.54	144
146.	257	Malethula Kishore Kumar	5.54	144
147.	123	Sunay Bhasin	5.51	147
148.	116	Monika Balani	5.51	147
149.	268	Mitra Sumit Radharaman	5.51	147
150.	213	Jaspreet Kaur	5.51	147
151.	363	Alok Tripathi	5.51	147
152.	108	Prosenjit Aich	5.49	152
153.	314	Ranajoy Purkayastha	5.46	153
154.	376	Yerramsetti Ravindra Kumar	5.43	154
155.	217	Abhishek Jha	5.43	154
156.	251	Mahesh N.	5.43	154
157.	267	Bikramjit Mitra	5.43	154
158.	169	Vishal Vijay Gupta	5.40	158
159.	309	Ritesh Pandey	5.40	158
160.	253	Mahyavamshi D. K. Nalinkumar	5.37	160

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
161.	223	Karande Amit Tukaram	5.37	160
162.	219	Vinod Kumar Kakde	5.37	160
163.	159	Gavin Conrad Shullai	5.37	160
164.	216	Rohit Jethra	5.31	164
165.	131	Parika Chaudhury	5.31	164
166.	335	Vikram Sengupta	5.31	164
167.	214	Jaya Krushna Mohanta	5.29	167
168.	105	Vinay Agarwal	5.29	167
169.	311	Pitta Suresh Kumar	5.29	167
170.	351	Abhishek Sinha	5.29	167
171.	259	M. J. Kamal Tirkey	5.29	167
172.	373	Rahul Yadav	5.26	172
173.	358	S. Sunil Kumar	5.23	173
174.	307	Rahul Pakrashi	5.23	173
175.	125	Archita Biswas	5.23	173
176.	113	Aruna Kumar K	5.20	176
177.	224	Karthik V. Eswar	5.20	176
178.	137	Kumar Banajit Das	5.17	178
179.	237	Santosh Kumar	5.17	178
180.	150	G. B. Hariharasuthan	5.17	178
181.	140	Rishiraj Dasgupta	5.17	178
182.	136	Bikash Chowdhury	5.14	182
183.	345	Anuj Pratap Singh	5.14	182
184.	161	Joy Krishna Ghosh	5.14	182
185.	203	Issar Sourabh Virendar	5.14	182
186.	215	Parag Jayant	5.09	186
187.	229	Harold Bhakupar Uberoi Kharduid	5.09	186
188.	316	Divya Guru Rajan	5.00	188
189.	348	Neeraj Singh	5.00	188

LIST OF GRADUATING STUDENTS (PGDCM) – 2002

Sl. No.	Regn. No.	N a m e	CGPA	Rank
1.	446	Rik Santanu Sen	7.74	1
2.	423	Nithin Krishna Kaimal	7.64	2
3.	430	Malay Mittal	7.63	3
4.	433	Subhamoy Mukherjee	7.43	4
5.	424	Ashish Kumar Khullar	7.37	5
6.	421	Vineet Gupta	7.26	6
7.	407	Prashant Bisht	7.20	7
8.	415	Gandhi Niket Kishor	7.11	8
9.	431	Nitin Mittal	7.11	8
10.	412	Siddharth Debshade	7.06	10
11.	458	Vikas Deep	7.03	11
12.	454	Avik Samanta	7.03	11
13.	434	Nadgir Sumit Mohan	6.89	13
14.	432	Sabyasachi Mohanty	6.80	14
15.	429	Amit Mimani	6.77	15
16.	435	Mohit Vijay Narula	6.66	16
17.	419	Hitesh Gupta	6.66	16
18.	452	Manish Singla	6.63	18
19.	454	Prasanna Sreevatsan	6.56	19
20.	411	Anand Chatterjee	6.54	20
21.	460	Yatish S.	6.51	21
22.	438	Poonacha Shubhra Ravi	6.46	22
23.	453	Venkateshwarlu Sonathi	6.40	23
24.	427	Avanish Mehrotra	6.34	24
25.	410	Jitendra Chandwani	6.31	25
26.	441	Gaurag Raisinghani	6.26	26
27.	436	Benita Grace Paul	6.26	26
28.	448	Siddhartha Sharad	6.26	26
29.	402	Ashish Aggarwal	6.26	26
30.	451	Ritesh Kumar Singh	6.17	30
31.	426	Abhinav Kumar	6.17	30
32.	439	Anurag Pundeer	6.17	30
33.	442	Nagulapati Ratnaji Rao	6.09	33
34.	447	Jatankumar Pushpakkumar Saha	6.09	33
35.	437	Nidhi Phozdar	6.06	35
36.	456	Shailender Thakur	6.06	35
37.	406	Writankar Bhattacharya	6.03	37
38.	459	V. Hitler Raj	6.03	37

39.	404	Ankur Bansal	6.00	39
40.	457	Nisheeth Varma	5.94	40
41.	403	Vinaysheel Baber	5.91	41
42.	414	Tushar Subhra Das	5.91	41
43.	401	Garima Agarwal	5.89	43
44.	449	Sachin Sharma	5.82	44
45.	425	Kiran Veer P. N.	5.80	45
46.	440	Subhra S. Purkayastha	5.80	45
47.	409	Chandra Abhinav Rajeev	5.80	45
48.	417	Amit Goel	5.60	48
49.	445	Sridhar Samudrala	5.57	49
50.	408	Puneet Chandok	5.57	49
51.	405	Soumyadeep Basak	5.54	51
52.	418	Yatindra V. Gokhale	5.49	52
53.	420	Rahul Gupta	5.43	53
54.	413	Ashutosh Dabral	5.31	54
55.	428	Shekhar Mehta	5.20	55

**LIST OF STUDENTS AWARDED
THE TITLE OF "FELLOW" IN 2002**

Sl. No.	Name	Area of Specialisation	Thesis Title
1.	Shri Sridev Ramaswamy	MIS	Learning with Linear Hypothesis Classes and Stochastic Global Optimization with Applications to Artificial Neural Networks.
2.	Shri Subrata Mitra	Operations Management	Placement of Safety Stocks in Multi-Echelon Inventory Systems.
3.	Shri Saral Mukherjee	Operations Management	The concept of Bottleneck in Job Shop Scheduling.
4.	Ms. Monideepa Tarafdar	MIS	Determinants of certain characteristics of Information Technology deployment in Organisations : A Theoretical Explanation.
5.	Shri Ramkumar Kakani	Finance & Control	Financial Performance and Diversification Strategy of Indian Business Groups.
6.	Shri Biswatosh Saha	Economics	Foreign Investment, Financial Markets and Industry : India in the 1990s.

LIST OF GRADUATING STUDENT (PGDBM) – 2002

<u>Sl. No.</u>	<u>Reg. No.</u>	<u>Student Name</u>	<u>CGPA</u>	<u>Rank</u>
1.	26/06	Nilanjan Bose	7.419	1
2.	17/06	Deep Dasgupta	7.322	2
3.	21/06	Indrajit Chattopadhyay	7.290	3
4.	32/06	Purushottam Das Bhaumik	7.129	4
5.	35/06	Rajesh Kundu	7.096	5
6.	60/06	Judhajit Dasgupta	7.064	6
7.	24/06	Md. Kabirul Huda	6.806	7
8.	46/06	Srikrishna N.	6.806	7
9.	37/06	Rakesh Upadhyay	6.774	9
10.	09/06	Aparna Daityari	6.741	10
11.	44/06	Shital Jhun Jhunwala	6.741	10
12.	04/06	Amit Kumar Ghosh	6.516	12
13.	33/06	R. Anand Ramanathan	6.451	13
14.	31/06	Pryaranjan Kant SA	6.419	14
15.	36/06	Rajesh Kr. Parsramk.	6.419	14
16.	57/06	Hari Shankar K.	6.419	14
17.	52/06	Sugata Chatterjee	6.322	17
18.	10/06	Awadhesh Thakur	6.258	18
19.	12/06	Bhaskar Sen	6.258	18
20.	24/06	Manaranjan Misra	6.225	20
21.	23/06	Jagannath Oleti	6.193	21
22.	28/06	Parthasarathi C.	6.129	22
23.	51/06	Sudipta Bandyopadhyay	6.096	23
24.	27/06	Nitin Gulati	6.064	24
25.	48/06	Srinivasan Venugopal	6.032	25
26.	54/06	Suman Saha	6.000	26
27.	59/06	Anand Mundra	6.000	26
28.	53/06	Suhas Sushant Das	5.967	28
29.	29/06	Partha Pratim Ghosh	5.903	29
30.	43/06	Saurabh Banerjee	5.870	30
31.	22/06	Indranil Guha	5.838	31
32.	38/06	Rehan Firdausi	5.838	31
33.	39/06	Sabyasachi Sengupta	5.838	31
34.	01/06	Abhijit Guha Majumdar	5.709	34
35.	15/06	C. P. Rajeev	5.709	34
36.	47/06	Siddhartha Roychowdhury	5.677	36
37.	49/06	Subrato Das	5.677	36
38.	08/06	Anurag Singhal	5.645	38
39.	34/06	Raja Mukhopadhyay	5.645	38

ANNEXURE XXV

40.	40/06	Samir Kumar Mishra	5.580	40
41.	13/06	Gautam Pal	5.516	41
42.	02/06	Abhra Bagchi	5.516	41
43.	28/06	Pankaj Lunia	5.483	43
44.	63/06	Surajit Dutta	5.483	43
45.	25/06	Kajal Roy	5.387	45
46.	58/06	Partho Shankar Dev	5.354	46
47.	06/06	Anirban Bhattacharjee	5.290	47
48.	56/06	Tapan Chatterjee	5.096	48

**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 37TH BATCH**

1966

Mansinghkha 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

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

1974

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

1975

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

1976

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

1977

Malik Pawan
Bansal Rakesh
Shrivastava R.
Rajagopal R.

ANNEXURE XXVI

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
Venkateswaran 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

1996

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

1999

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

2002

Supriyo Sinha
Manoj Goel
N.A.Hariharan
Ravi Jain
Sachin Khandelwal

1994

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

1997

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

2000

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

1995

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

1998

Prashant Gupta
Rahul Chowdhri
Sriram Shrinivasan
Aseem Agrawal
S Jairam

2001

Sanjeev Indur Dadlani
R. Subramaniam
Anjan Sen
Ruchin Goyal
Brijen Puri

POST GRADUATE DIPLOMA IN COMPUTER AIDED MANAGEMENT
1ST TO 7TH BATCHES

1996

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

1997

Sunish Sharma
Harish Bansal
Ashish Agarwal
Nमित 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

2001

Swaroop Gautam Mohan
Sumit Sarawgi
Sorabh Agarwal
Amar Tripathi

2002

Sen Rik Santanu
Nithin Krishna Kaimal
Malay Mittal

STATEMENT OF ACCOUNTS

1ST APRIL, 2001

TO

31ST MARCH, 2002

**INDIAN INSTITUTE OF
BALANCE SHEET AS ON**

As on 31.3.2001

Rs.	P.	LIABILITIES	Rs.	P.
			47,09,81,894.10	
42,09,97,587.85		CAPITAL FUND (as per Schedule A)		
78,77,953.54		RESEARCH FUND (As per Schedule B)	76,39,135.96	
83,492.22		PROVIDENT FUND DEPOSIT	83,492.22	
1,55,68,371.27		CURRENT LIABILITIES (As per Schedule C)	1,11,47,775.29	
64,924.36		MISCELLANEOUS FUNDS (As per Schedule D)	64,924.36	
1,51,42,074.61		PROJECT- IN- PROGRESS	99,94,417.26	
17,419.38		SUSPENSE	17,419.38	
72,72,38,159.63		ENDOWMENT FUND (As per Schedule E)	93,26.63,213.45	
118,69,89,982.86			143.25.92,272.02	

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

sd/-
R. Raychaudhuri
Finance & Accounts Officer

Note on Accounts

- "Accrual Basis of Accounting" has been adopted from this financial year (2000-2001) in place of "Cash Basis Accounting" so long practised. However Depreciation on Fixed Assets has not been provided for.
- Bank Balance with Deutsche Bank, Calcutta (A/c No. 4013066) was 67200 in Euro currency as on 31/3/2001 remitted from European Commission under Project Title : Good Governance in Democratic Societies in Cross Cultural Perspective.

MANAGEMENT CALCUTTA

31ST MARCH, 2002

As on 31.3.2001

Rs.	P.	ASSETS	Rs.	P.
39,57,93,954.80		FIXED ASSETS (as per Schedule F)	45,51,98,499.57	
8,82,14,394.94		LOANS, ADVANCES AND OTHER RECEIVABLES (As per Schedule G)	15,49,28,948.72	
65,54,92,466.72		INVESTMENT (As per Schedule H)	77,89,40,465.00	
8,20,625.22		INVENTORY OF STORES (As per Schedule I)	11,70,759.62	
2,19,99,751.46		CASH AND BANK BALANCES (As per Schedule J)	1,64,98,743.39	
27,64,280.56		SUSPENSE	28,84,280.56	
50,49,099.94		RESEARCH FUND-ASSETS (As per Schedule K)	57,00,812.94	
1,68,55,409.22		MANAGEMENT CENTRE FOR HUMAN VALUES (As per Schedule L)	1,72,69,762.22	
118,69,89,982.86			143,25,92,272.02	

Sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - A

	Rs.	P.	Rs.	P.	Rs.	P.
<u>CAPITAL FUND :</u>						
<u>A. GENERAL ACCOUNT</u>						
I. <u>Government of India</u>						
As per last account	17,30,73,270.00					
Add : Amount transferred from						
Income & Expenditure A/c.						
For Development Activities	1,29,08,138.00					
Other than Development Activities	<u>7,00,214.25</u>		18,66,81,622.25			
II. <u>Government of West Bengal</u>						
As per last account			11,17,540.61			
<u>B. CAMPUS ACCOUNT</u>						
I. <u>Government of India</u>						
As per last account	23,73,64,443.64					
Add: Amount transferred from						
Income & Expenditure A/c.	<u>3,61,65,954.00</u>		27,35,30,397.64			
II. <u>Government of West Bengal</u>						
As per last account			11,86,687.00			
III. <u>Bank Building</u>						
As per last account			7,80,000.00			
<u>C. LIBRARY DEVELOPMENT</u>						
As per last account	10,00,000.00					
Add : Addition during the year	<u>10,000.00</u>		10,10,000.00			
<u>D. FORD FOUNDATION</u>						
As per last account			55,34,167.90			
<u>E. U N D P</u>						
As per last account			4,41,478.70			
<u>WORLD BANK PROJECT</u>						
As per last account	5,00,000.00					
Add : Addition during the year	<u>2,00,000.00</u>		<u>7,00,000.00</u>		<u>47,09,81,894.10</u>	

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

sd/-
R. Ray Chaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE – B

RESEARCH FUND

	Rs.	P.	Rs.	P.
<u>RESEARCH FUND</u>				
As per last account		78,77,953.54		
Add : Addition during the year		<u>9,813.42</u>		
		78,87,766.96		
Less: Excess of expenditure over Income transferred from Income & Expenditure A/c.		<u>2,48,631.00</u>		76,39,135.96

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

sd/-
R. Ray Chaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - C

CURRENT LIABILITIES 2001-2002

A. GENERAL ACCOUNT

1.	Liability for Capital Expenditure	1,18,164.00	
2.	Liability for Revenue Expenditure	13,88,965.00	
3.	Liability for Income Tax	5,34,361.31	
4.	Liability for Income Tax (Contractor)	21,698.00	
5.	Liability for Sales Tax	8,579.00	
6.	Liability for Professional Tax	1,729.00	
7.	Unpaid Salary	36,370.78	
8.	Unpaid O.T. & Honoraria	9,289.16	
9.	Earnest Deposit	9,48,995.00	
10.	Security Deposit	1,59,513.00	
11.	Suspense Payable	54,516.64	
12.	Accounts Payable	4,46,021.45	
13.	Group Insurance Repayable	97,046.39	
14.	Library Deposit	73,800.00	
15.	Clearing A/c. - Revenue Stamp	1,357.00	
16.	Cautions Deposit - PGP	10,08,867.50	
17.	Cautions Deposit - FP	66,300.00	
18.	Cautions Deposit - PGDBM	1,31,319.50	
19.	Cautions Deposit - PGDCM	3,34,344.00	
20.	Scholarship Donation Repayable	71,241.91	
21.	IIMC Students' Association	24,350.33	
22.	LIC Clearing	1,639.76	
23.	Clearing A/c. IIMC Staff Co-operative Credit Society Limited	20,276.36	
24.	Clearing A/c. Staff on Deputation	434.96	
25.	Deferred Revenue Income	6,77,511.50	
26.	Provident Fund Payable	1,96,078.00	
27.	Miscellaneous Charges Recoverable	8,274.15	
28.	Clearing A/c. IIMCEU Subscription	4.00	64,41,047.70

B. CONSTRUCTION ACCOUNT

1.	Security Deposit	46,31,144.59	
2.	Miscellaneous Deposit	32,877.00	
3.	Liability for Sales Tax	1,208.00	
4.	Liability for Income Tax (Contractor)	41,498.00	47,06,727.59

TOTAL : 1,11,47,775.29

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 2001-2002

1.	Fund for Recoverable Advance		
	Balance as on 31.3.02	7,165.00	
	<u>Add: Recoverable from staff</u>	<u>2,835.00</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>39,492.40</u>
	Total :		<u>64,924.36</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

ENDOWMENT FUND

	Rs.	P.	Rs.	P.
GENERAL ACCOUNT (Excess of Income over Expenditure)				
As per last account	65,76,41,304.92			
Add : Interest received/receivable on Investment during the year transferred from Income & Expenditure Account.	12,85,85,311.36			
Add : Excess of income over expenditure (Savings) transferred from Income & Expenditure account.	<u>7,12,29,833.34</u>		85,74,56,449.62	
CAMPUS				
As per last account	80,13,479.22			
Add : Interest received/receivable on Investment during the year Transferred from Income & Expenditure A/c.	<u>18,73,699.00</u>		98,87,178.22	
CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS.				
As per last account	1,87,14,001.50			
Add : Interest received/receivable on Investment during the year Transferred from Income & Expenditure A/c.	<u>33,84,321.56</u>			
	2,20,98,323.06			
Less: Expenditure incurred during the year	<u>12,40,819.75</u>		2,08,57,503.31	
SCHOLARSHIP AND PRIZES				
As per last account	13,55,713.79			
Add : Interest received/receivable on Investment During the year transferred from Income & Expenditure account	<u>2,16,761.55</u>			
	15,72,475.34			
Less : Scholarship & Prizes awarded	<u>94,020.00</u>		14,78,455.34	

MANAGEMENT CENTRE FOR HUMAN VALUES

As per last account		4,15,13,660.20	
Add : Donations received during the year		1,75,000.00	
Add : Interest received/receivable on Investment during the year transferred from Income & Expenditure A/c.		38,43,530.51	
Add : Other receipts		<u>12,600.00</u>	
		4,55,44,790.71	
Less: Recurring expenditure during the year			
General Account	23,00,739.75		
Construction Account	<u>2,60,424.00</u>	<u>25,61,163.75</u>	4,29,83,626.96
	TOTAL :		<u>93,26,63,213.45</u>

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

sd/-
R. Ray Chaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - F

FIXED ASSETS

	Rs.	P.	Rs.	P.
<u>FIXED ASSETS</u>				
(As per Annexure I)				
As per last account		39,57,93,954.80		
Add: Addition during the year		<u>5,94,04,544.77</u>		45,51,98,499.57

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

sd/-
R. Ray Chaudhuri
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 (As per Annexure II)			3,27,64,960.27			
b. Construction Account			2,98,285.73			
II. <u>STAFF</u> (As per Annexure III)			1,32,97,321.55			
III. <u>OTHER RECEIVABLES</u>						
a. Accounts Receivables (As per Annexure IV)	3,52,41,007.91					
b. Interest on Investment Receivables	7,04,05,478.07					
c. Deposit	77,654.72					
d. Government of West Bengal	13,30,401.47					
e. Accounts Receivable TDS (IT)	<u>15,13,839.00</u>		<u>10,85,68,381.17</u>			
TOTAL :					<u>15,49,28,948.72</u>	

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

sd/-
R. Ray Chaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - H

SCHEDULE OF INVESTMENT AS ON 31.3.2002

1.	Scholarship & Prize Fund	14,04,520.00
2.	Term Deposit	4,45,00,000.00
3.	Management Centre for Human Values	2,41,49,003.00
4.	Endowment Fund	<u>70,88,86,942.00</u>

Total	<u>77,89,40,465.00</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

Rs. P.

INVENTORY OF STORES

I. General Account	2,12,703.66
II. Construction Account	<u>9,58,055.96</u>
	<u>11,70,759.62</u>

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

sd/-
R. Ray Chaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

SCHEDULE - J

CASH AND BANK BALANCES AS ON 31.3.2002

A. GENERAL ACCOUNT

a. Cash-in Hand	2,05,998.74
b. <u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	58,83,223.07
Savings Account with SBI, Joka Branch	16,40,290.46
Current Account with SBI, Main Branch	4,65,017.99
Savings Account with SBI, Main Branch	14,36,291.12
Current Account with SBI, Joka Branch A/c. DECISION	13,176.70
Savings Account with SBI, Joka Branch	
A/c. IIMC Endowment Fund	15,31,368.01
Savings Account with ICICI Banking Corporation	12,49,612.54
Savings Account with SBI, Main Branch, A/c. IIMC FC	6,304.20
Savings Account with SBI, Joka Branch A/c. IIMC R/D	17,361.03
Savings Account with Alipore Post Office	4,042.55
c. <u>Petty Cash</u>	
Postage Petty Cash Franking	33,608.95

B. CONSTRUCTION ACCOUNT

Cash in Hand	15,788.18
<u>Cash-at-Bank</u>	
Current Account with SBI, Joka Branch	<u>39,96,659.85</u>
Total	<u>1,64,98,743.39</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

ASSETS ACQUIRED OUT OF RESEARCH GRANT 31.3.2002

<u>Particulars</u>	<u>Total</u>
<u>AICTE PROJECTS</u>	
<u>Technical Books</u>	1,26,257.47
<u>Equipment</u>	39,56,600.35
<u>IIPC PROJECT</u>	
<u>Equipment</u>	91,502.00
<u>Furniture</u>	50,195.12
<u>CMDS</u>	
<u>Equipment</u>	2,25,532.00
<u>RESEARCH PROJECT - R & D A/c.</u>	
<u>Equipment</u>	2,98,950.00
<u>Books</u>	2,48,331.00
<u>WORLD BANK PROJECT</u>	
<u>Books</u>	2,90,063.00
<u>Periodicals</u>	1,14,920.00
<u>Advance Journal</u>	2,98,462.00
Total :	<u>57,00,812.94</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 - L

MANAGEMENT CENTRE FOR HUMAN VALUES SCHEDULE OF ASSETS AS ON 31.3.2002

	<u>Particulars</u>	<u>Amount</u>	
1.	<u>BUILDING</u>		
	As per last A/c	1,44,96,500.39	
	Addition during the year	-----	1,44,96,500.39
2.	<u>EQUIPMENT</u>		
	As per last A/c	3,17,700.44	
	Addition during the year	<u>49,900.00</u>	3,67,600.44
3.	<u>PERIODICALS</u>		
	As per last A/c	2,27,082.06	
	Addition during the year	---	2,27,082.06
4.	<u>BOOKS</u>		
	As per last A/c	11,31,682.33	
	Addition during the year	<u>3,01,345.00</u>	14,33,027.33
5.	<u>ADVANCE - PERIODICALS</u>		
	As per last A/c	1,24,544.00	
	Addition during the year	<u>28,108.00</u>	1,52,652.00
6.	<u>SCULPTURE</u>		
	As per last A/c	5,00,000.00	
	Addition during the year	<u>35,000.00</u>	5,35,000.00
7.	<u>FURNITURE</u>		<u>57,900.00</u>
	Total		<u>1,72,69,762.22</u>

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

sd/-
R. RayChaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
FIXED ASSETS - 2001-2002

Annexure - I.

Particulars	Net Block as on 1.4.2001	Addition/ during 2001-2002	Gross Block as on 31.3.2002	Receipt/ adjustment during the year 01-02	Net Block as on 31.3.2002
Land(including Development)	1,09,40,389.97	4,69,210.00	1,14,09,599.97		1,14,09,599.97
Buildings	14,99,16,641.40	37,39,970.00	15,36,56,611.40		15,36,56,611.40
Water Supply Installation	63,82,441.18	4,18,015.00	68,00,456.18		68,00,456.18
Electrical Installation	1,99,28,158.81	17,61,068.00	2,16,89,226.81		2,16,89,226.81
Boundary Walls	26,60,085.78		26,60,085.78		26,60,085.78
Roads, Drains and Culverts	56,71,355.97		56,71,355.97		56,71,355.97
Tubular Structure	20,89,810.96		20,89,810.96		20,89,810.96
Equipment and Tools	42,257.32		42,257.32		42,257.32
Sundry Works and Structure	27,22,120.42	2,69,216.00	29,91,336.42		29,91,336.42
Air Conditioning Plant	47,72,804.30		47,72,804.30		47,72,804.30
Installation of Gas Lines	1,38,758.00		1,38,758.00		1,38,758.00
Equipment - PGDCM	1,17,778.00		1,17,778.00		1,17,778.00
Auditorium	4,45,01,290.00	2,91,77,124.00	7,36,78,414.00		7,36,78,414.00
Swimming Pool	5,25,943.00	(-) 19,057.00	5,06,886.00		5,06,886.00
Office Equipment	3,17,10,616.58	3,92,345.00	3,21,02,961.58		3,21,02,961.58
Office Furniture	75,12,542.94	1,38,635.00	76,51,177.94		76,51,177.94
Motor Vehicles and Cycles	30,36,630.08	4,61,056.00	34,97,686.08		34,97,686.08
Library Books and Periodicals	7,68,13,667.33	96,96,117.77	8,65,09,785.10		8,65,09,785.10
Gift Books and Periodicals	3,131.00		3,131.00		3,131.00
Computer Centre	2,63,07,531.76	1,29,00,845.00	3,92,08,376.76		3,92,08,376.76
Total	39,57,93,954.80	5,94,04,544.77	45,51,98,499.57		45,51,98,499.57

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

sd/-
R. RayChaudhuri
Finance & Accounts Officer

sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

CONSTRUCTION ACCOUNT

EXPENDITURE OF CONSTRUCTION WORKS DURING 2001-2002

<u>Account Head</u>	Closing Balance Balance as on <u>31.3.02</u>	Opening Balance Balance as on <u>1.4.01</u>	Addition during the <u>year.</u>
1. Land (incl. Development)	1,14,09,599.97	1,09,40,389.97	4,69,210.00
2. Buildings	15,36,56,611.40	14,99,16,641.40	37,39,970.00
3. Water Supply Installation	68,00,456.18	63,82,441.18	4,18,015.00
4. Electrical Installation	2,16,89,226.81	1,99,28,158.81	17,61,068.00
5. Boundary Walls	26,60,085.78	26,60,085.78	--
6. Road, Drain & Culverts	56,71,355.97	56,71,355.97	--
7. Tubular Structure	20,89,810.96	20,89,810.96	--
8. Equipment & Tools	42,257.32	42,257.32	--
9. Sundry Works & Structure	29,91,336.42	2,69,216.00	
10. Air Conditioning Plant	47,72,804.30	47,72,804.30	--
11. Installation of Gas Line	1,38,758.00	1,38,758.00	--
12. Equipment - PGDCM	1,17,778.00	1,17,778.00	--
13. Auditorium	7,36,78,414.00	4,45,01,290.00	2,91,77,124.00
14. Swimming Pool	<u>5,06,886.00</u>	<u>5,25,943.00</u>	<u>(-) 19,057.00</u>
Total :	28,62,25,381.11	25,04,09,835.11	3,58,15,546.00

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONSTRUCTION ACCOUNT - 2001-2002
(Closing Balances under Groups)

1.	Land (including Development)		1,14,09,599.97
2.	<u>Buildings :</u>		
	Hostel Building	4,21,69,661.70	
	Instructional Building	88,07,829.02	
	Library Building	39,28,067.14	
	Administrative Building	36,49,726.56	
	Residential Buildings	5,98,44,022.46	
	MDP Hostel Complex	1,34,86,873.08	
	Co-operative Stores Building	1,00,192.39	
	PGDCM Hostel	21,59,797.00	
	Post Office Building	62,608.00	
	Bank Building	8,99,080.00	
	Generator Building	11,02,580.71	
	Gate House	27,487.80	
	CAM Centre Building	16,98,580.25	
	Teaching Block	1,47,82,212.00	
	Guest House	<u>9,37,893.29</u>	15,36,56,611.40
3.	Water Supply Installation		68,00,456.18
4.	Electrical Installation		2,16,89,226.81
5.	Boundary Walls		26,60,085.78
6.	Roads, Drains & Culverts		56,71,355.97
7.	Tubular Structure		20,89,810.96
8.	Equipment & Tools		42,257.32
9.	<u>Sundry Works & Structure :</u>		
	Engineering Division Office	17,96,860.69	
	Play Ground	4,50,443.48	
	Pump House	9,303.03	
	Telephone Installation	17,316.51	
	Lawns & Gardens	2,25,690.00	
	Children Park	28,627.50	
	Open Air Stage	1,14,176.50	
	Garrage	90,157.07	
	Ponds	1,09,564.36	
	Passengers' Shelter	30,494.40	
	Store Yard	<u>1,18,702.88</u>	29,91,336.42
10.	<u>Air Conditioning Plants :</u>		
	Library	28,05,888.00	
	CAM Centre	<u>19,66,916.30</u>	47,72,804.30
11.	Installation of Gas Lines		1,38,758.00
12.	Equipment - PGDCM		1,17,778.00
13.	Auditorium		7,36,78,414.00
14.	Swimming Pool		<u>5,06,886.00</u>
	Total :		<u>28,62,25,381.11</u>

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA
CONSTRUCTION ACCOUNT - 2001-2002
(Opening Balances under Groups)

1.	Land (including Development)		1,09,40,389.97
2.	<u>Buildings :</u>		
	Hostel Building	4,20,30,174.70	
	Instructional Building	76,67,615.02	
	Library Building	39,28,067.14	
	Administrative Building	25,93,860.56	
	Residential Buildings	5,90,25,436.46	
	MDP Hostel Complex	1,30,48,778.08	
	Co-operative Stores Building	1,00,192.39	
	PGDCM Hostel	21,59,797.00	
	Post Office Building	62,608.00	
	Bank Building	8,99,080.00	
	Generator Building	11,02,580.71	
	Gate House	27,487.80	
	CAM Centre Building	16,98,580.25	
	Teaching Block	1,46,34,490.00	
	Guest House	<u>9,37,893.29</u>	14,99,16,641.40
3.	Water Supply Installation		63,82,441.18
4.	Electrical Installation		1,99,28,158.81
5.	Boundary Walls		26,60,085.78
6.	Roads, Drains & Culverts		56,71,355.97
7.	Tubular Structure		20,89,810.96
8.	Equipment & Tools		42,257.32
9.	<u>Sundry Works & Structure :</u>		
	Engineering Division Office	15,27,644.69	
	Play Ground	4,50,443.48	
	Pump House	9,303.03	
	Telephone Installation	17,316.51	
	Lawns & Gardens	2,25,690.00	
	Children Park	28,627.50	
	Open Air Stage	1,14,176.50	
	Garrage	90,157.07	
	Ponds	1,09,564.36	
	Passengers' Shelter	30,494.40	
	Store Yard	<u>1,18,702.88</u>	27,22,120.42
10.	<u>Air Conditioning Plants :</u>		
	Library	28,05,888.00	
	CAM Centre	<u>19,66,916.30</u>	47,72,804.30
11.	Installation of Gas Lines		1,38,758.00
12.	Equipment - PGDCM		1,17,778.00
13.	Auditorium		4,45,01,290.00
14.	Swimming Pool		<u>5,25,943.00</u>
	Total :		<u>25,04,09,835.11</u>

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

FIXED ASSET - 2001-2002

	<u>Opening Balance as on 1.4.2001</u>	<u>Closing Balance as on 31.3.2002</u>
1. <u>OFFICE EQUIPMENT</u>		
Equipment	3,16,08,389.22	3,20,00,734.22
Equipment - Ford Foundation	<u>1,02,227.36</u>	<u>1,02,227.36</u>
	3,17,10,616.58	3,21,02,961.58
Difference (net addition)		3,92,345.00
2. <u>OFFICE FURNITURE</u>	75,12,542.94	76,51,177.94
Difference (Net addition)		1,38,635.00
3. <u>MOTOR VEHICLES & CYCLES</u>	30,36,630.08	34,97,686.08
Difference (Net addition)		4,61,056.00
4. <u>GIFTS, BOOKS & PERIODICALS</u>	3,131.00	3,131.00
5. <u>COMPUTER CENTRE</u>	2,63,07,531.76	3,92,08,376.76
Difference (Net addition)		1,29,00,845.00

6. LIBRARY BOOKS, PERIODICALS,
RESEARCH JOURNALS & MICRO
FORMS

Books	3,14,26,970.63	3,34,04,407.63
Books – Ford Foundation	9,89,922.51	9,89,922.51
Periodicals	2,43,25,348.52	2,43,43,615.29
Periodicals - Ford Foundation	12,14,912.69	12,14,912.69
Research Programme Books	21,314.25	21,314.25
Library Development - Ford Foundation	3,40,747.27	3,40,747.27
Library Development - Micro - forms	44,38,100.96	44,39,849.96
Books - PGDCM	12,19,771.97	12,19,771.97
Periodicals - UNDP	4,40,870.65	4,40,870.65
Research Journals	<u>1,23,95,707.88</u>	<u>2,00,94,372.88</u>
	7,68,13,667.33	8,65,09,785.10
Difference (Net addition)		96,96,117.77

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

ANNEXURE - II

LOANS, ADVANCES AND OTHER RECEIVABLES - 2001-2002

A. LOANS AND ADVANCES

I. PURCHASES AND SERVICES

a. GENERAL ACCOUNT

1.	Advance - Consultancy Project	14,05,707.20	
2.	Advance - Research Project	1,136.30	
3.	Advance - Seminar	4,641.98	
4.	Advance - MDP	22,149.75	
5.	Advance - Extension Programme	7,204.10	
6.	Advance - Vendors	1,43,74,421.46	
7.	Advance - Travel	5,718.00	
8.	Advance - Purchase	12,263.48	
9.	Advance - PGP	5,594.81	
10.	Advance - Common Admission Test	2,361.65	
11.	Advance - Centre	1,91,865.73	
12.	Advance - Periodicals	1,18,303.03	
13.	Advance - Research Journal	<u>1,66,13,592.78</u>	
	Sub Total (a) :		3,27,64,960.27

b. CONSTRUCTION ACCOUNT

1.	Advance - Vendors	<u>2,98,285.73</u>	
	Sub Total (b) :		<u>2,98,285.73</u>
	Total (a + b) :		<u>3,30,63,246.00</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 – 2001-2002

LOANS AND ADVANCES

II. STAFF

1.	Advance - Festival		1,96,786.75
2.	Advance - Flood Relief		1,863.00
3.	Advance - Personal		7,99,657.55
4.	Advance - House Building		1,04,83,416.50
5.	Advance - Cycle		8,249.75
6.	Advance - Motor Car & Scooter		17,34,568.00
7.	Advance - Table Fan		100.00
8.	Director's Discretionary Fund Recoverable		2,845.00
9.	Fund for Recoverable Advance		
	Total Fund	10,000.00	
	<u>Less: Balance as on 31.3.2002</u>	<u>7,165.00</u>	2,835.00
10.	Advance – Computer		67,000.00
	TOTAL :		<u>1,32,97,321.55</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 – 2001-2002

III. OTHER RECEIVABLES

a. ACCOUNTS RECEIVABLES

1.	Accounts Receivable	3,04,29,015.91
2.	Accounts Receivable – Placement	44,82,240.00
3.	Computer Aided Management Centre	1,32,840.53
4.	Donations & Prizes	1,05,246.00
5.	Clearing A/c. LIC – GSLI	53,798.40
6.	Electricity and Water Charges Recoverable	5,276.17
7.	Telephone Charges Recoverable	32,565.90
8.	Clearing A/c. IIMC Community Welfare Society	<u>25.00</u>

Total : 3,52,41,007.91

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.	Rs.	P.	Rs.	P.
	<u>2000-2001</u>		<u>2001-2002</u>					
A. NON-PLAN								
1. To Pay and Allowances		6,10,54,857.31					6,04,10,378.50	
2. " Provident Fund Contribution, Gratuity and Pension		1,22,69,689.69					1,27,06,170.05	
Administrative Expenses :								
3. " Travelling Expenses		3,86,835.45					4,67,465.00	
4. " Leave Travel Concession		4,52,503.00					80,347.00	
5. " Stationery and Printing		2,92,414.83					2,07,501.48	
6. " Postage, Telegram and Telephones								
i. Postage & Telegram	60,131.00				99,897.50			
ii. Telephones	8,47,027.30	9,07,158.30			10,20,792.00		11,20,689.50	
7. " Motor Car Expenses								
i. Petrol & Diesel	6,69,492.00				7,58,125.00			
ii. Repairs & Maintenance to Automobiles	6,66,706.00	13,36,198.00			5,18,536.00		12,76,661.00	
8. " Repairs, Renewals & General Maintenance		9,41,155.00					12,00,848.00	
9. " Electricity & Water Charges		40,03,935.74					49,96,225.16	
10. " Freight and Insurance		2,91,813.00					3,37,835.00	
11. " Advertisement and Publicity		2,72,253.00					12,13,151.00	
12. " Library Maintenance		2,61,467.57					5,77,262.10	
13. " Binding		2,656.00					59,602.00	
14. " Scholarship		2,32,789.00					-----	
15. " Placement Expenses		13,37,331.95					11,72,112.00	
16. " Computer Centre Maintenance		5,26,942.81					16,66,805.00	
17. " Medical Expenses		23,22,946.50					36,61,976.00	
18. " Audit Fees		1,69,595.00					1,70,990.00	
19. " Legal Expenses		2,52,582.00					2,26,695.00	
20. " Board Meeting Expenses		3,39,705.25					4,02,428.75	
21. " Entertainment Expenses		78,464.00					99,796.00	
22. " Staff & Students' Health Centre		1,60,000.00					2,50,000.00	
23. " Staff Welfare & Amenities		3,21,120.00					1,88,466.00	
24. " Overtime and Honoraria		5,42,212.00					4,63,444.93	
25. " Contingencies		11,29,675.65					17,29,030.33	
26. " Guest House Expenses		40,385.00					11,668.00	
27. " Rent, Rates and Taxes								
Faculty Accommodation	1,73,341.00				1,83,101.00			
Less : Recoveries/Adjustments	31,180.00	1,42,161.00			27,955.00		1,55,146.00	
Academic Expenses:								
28. " Membership and Subscription		9,311.00					23,118.00	
29. " Common Admission Test		26,41,366.72					50,24,604.04	
30. " Post Graduate Diploma in Management								
i. Selection Test	4,25,138.82				10,50,206.41			
ii. Convocation	3,84,949.50				2,67,350.95			
iii. Services & Supplies	32,31,236.00	40,41,324.32			42,23,128.55		55,40,685.91	
31. " Post Graduate Diploma in Business Management		16,34,140.95					16,20,375.50	
32. " Fellowship Programme		24,17,429.90					26,65,102.57	
33. " a. Management Development Programme	56,27,568.30				58,79,984.53			
b. Management Development Complex	24,56,910.78	80,84,479.08			30,65,593.00		89,45,577.53	
34. " Extension Programme		26,667.00					58,673.50	
35. " Special Management Programme		6,13,735.50					5,39,014.00	
36. " Consultancy and In-Company Training Programme		1,25,19,739.18					2,19,71,791.55	
37. " Campus Maintenance		63,13,915.60					1,08,39,288.78	
38. " Alumni Activities Expenses		3,70,718.00					3,78,045.75	
39. " Seminar & Conferences		25,10,475.75					18,55,862.76	
40. " International Business Programme		-----					6,15,879.50	
Sub Total (A)		13,12,52,150.05					15,49,30,713.19	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

INCOME	Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.
	<u>2000-2001</u>		<u>2001-2002</u>					
A. By <u>Grants-in-Aid</u>								
1. <u>Government of India</u>								
<u>NON-PLAN</u>	11,82,22,000.00				11,83,00,000.00			
<u>PLAN</u>	<u>2,00,00,000.00</u>		13,82,22,000.00		<u>2,00,00,000.00</u>		13,83,00,000.00	
“ <u>World Bank Programme on Environmental Economics</u>			2,50,000.00				2,00,000.00	
B. " <u>INSTITUTE REVENUE INCOME</u>								
1. <u>Common Admission Test Fees</u>			1,45,30,679.00				2,83,62,398.00	
2. <u>Post Graduate Diploma in Management</u>								
i. Tuition Fees	2,58,71,592.00				3,30,71,525.00			
ii. Course Materials	10,04,000.00				13,58,000.00			
iii. Library Fees	20,76,000.00				24,66,000.00			
iv. Lodging	23,34,423.00				23,24,000.00			
v. Alumni Fees	1,08,000.00				1,00,000.00			
vi. Medclaim	1,96,000.00				2,16,000.00			
vii. Computer Fees	<u>31,14,000.00</u>		3,47,04,015.00		<u>36,99,000.00</u>		4,32,34,525.00	
3. <u>Post Graduate Diploma in Computer Aided Management</u>								
i. Application Fees	10,53,650.00				14,84,000.00			
ii. Tuition Fees	73,42,000.00				74,76,000.00			
iii. Lodging	6,52,000.00				7,04,000.00			
iv. Course Materials	2,81,000.00				4,11,000.00			
v. Computer Fees	8,88,000.00				8,67,000.00			
vi. Library Fees	5,92,000.00				5,78,000.00			
vii. Medclaim	54,500.00				65,400.00			
viii. Alumni Fees	<u>29,500.00</u>		1,08,92,650.00		<u>32,000.00</u>		1,16,17,400.00	
4. <u>Post Graduate Diploma in Business Management</u>								
i. Application Fees	37,700.00				52,950.00			
ii. Admission Fees	1,02,000.00				64,000.00			
iii. Term Fees	47,07,000.00				41,50,000.00			
iv. Alumni Fees	<u>38,000.00</u>		48,84,700.00		<u>16,000.00</u>		42,82,950.00	
5. <u>Extension Programme</u>			30,000.00				1,50,000.00	
6. <u>Fellowship Programme</u>								
i. Application Fees	88,100.00				1,25,600.00			
ii. Registration & Dissertation Fees	4,400.00				5,800.00			
iii. Lodging	1,23,883.00				1,78,750.00			
iv. Alumni Fees	<u>5,000.00</u>		2,21,383.00		<u>7,000.00</u>		3,17,150.00	
7. <u>Management Development Programme</u>	81,62,223.56				69,77,038.00			
<u>Management Development Complex</u>	<u>63,07,851.61</u>		1,44,70,075.17		<u>70,69,528.97</u>		1,40,46,566.97	
8. <u>Special Management Programme</u>			10,61,735.50				11,99,014.00	
9. <u>International Business Programme</u>			-----				13,01,474.00	
10. <u>Consultancy & In-Company Training Programme</u>			2,37,02,739.00				2,94,43,048.65	
11. <u>Transport Income</u>			3,99,297.00				4,44,106.00	
12. <u>Furniture Rent</u>			48.00				48.00	
13. <u>Rent for Quarters</u>			1,66,974.25				2,31,487.00	
14. <u>Rent for Bank Building</u>			1,62,288.00				1,48,764.00	
15. <u>Sale of Text Book</u>			4,845.00				2,825.00	
16. <u>Placement Income</u>			61,40,929.40				1,04,14,610.00	

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

EXPENDITURE		Rs.	P.	Rs.	P.	Rs.	P.
		<u>2000-2001</u>		<u>2001-2002</u>			
B. PLAN							
1. To a.	<u>Faculty Development</u>	15,91,256.00		15,05,190.50			
b.	<u>Officers' Development</u>	5,44,791.00		7,90,478.00			
c.	<u>Staff Development</u>	<u>52,178.00</u>	21,88,225.00	<u>61,088.00</u>		23,56,756.50	
2. "	<u>Research & Publications</u>						
a.	CMDs		3,11,390.00	1,87,366.00			
b.	<u>Spl. Programme on Rural Development</u>	61,918.00		84,535.00			
c.	<u>Preparation of Working Papers, Newsletter and Decision</u>	<u>1,08,757.00</u>	4,82,065.00	<u>1,51,510.00</u>		4,23,411.00	
3. "	<u>Computer Centre Infrastructure</u>		46,68,615.00			68,09,490.00	
4. "	<u>International Collaboration & Exch. Prog.</u>		<u>5,39,803.00</u>			<u>35,57,665.00</u>	
	Sub Total (B)		<u>78,78,708.00</u>			<u>1,31,47,322.50</u>	
C. SPONSORED PROJECTS							
" a.	<u>RESEARCH PROJECTS - R & D</u>	22,104.00		42,101.00			
" b.	<u>RESEARCH PROJECTS - AICTE</u>	<u>1,24,181.00</u>	1,46,285.00	<u>2,06,530.00</u>		2,48,631.00	
	<u>Others :</u>						
a.	ICSSR Research Fellowship	1,37,750.00		1,99,887.00			
b.	Indian Society for Ecological Economics	<u>12,339.00</u>	<u>1,50,089.00</u>	<u>19,956.00</u>		<u>2,19,843.00</u>	
	Sub Total (C)		<u>2,96,374.00</u>			<u>4,68,474.00</u>	
	Sub Total (A + B + C)		<u>13,94,27,232.05</u>			<u>16,85,46,509.69</u>	
To Balance C/d :			<u>18,15,73,517.65</u>			<u>25,91,20,363.57</u>	
			<u>32,10,00,749.70</u>			<u>42,76,66,873.26</u>	
To <u>Transferred to Capital Fund</u>							
i)	Developmental Activities :						
a)	General Account 1,22,98,919.65			1,29,08,138.00			
b)	Campus Account -- 1,22,98,919.65			<u>3,61,65,954.00</u>	4,90,74,092.00		
ii)	Other than Developmental Activities 9,34,843.00				7,00,214.25		
	Transferred to World Bank Programme 2,50,000.00				2,00,000.00		
	Transferred to Endowment Fund :						
	Interest 6,48,39,342.63			13,79,16,223.98			
	Excess of Income						
	Over Expenditure						
	(Savings) <u>10,32,50,412.37</u>	<u>16,80,89,755.00</u>	<u>18,15,73,517.65</u>	<u>7,12,29,833.34</u>	<u>20,91,46,057.32</u>	<u>25,91,20,363.57</u>	
	Total :		<u>18,15,73,517.65</u>			<u>25,91,20,363.57</u>	

Sd/-

Samarendra Nath Basu
Finance & Accounts Officer

sd/-

R. RayChaudhuri
Finance & Accounts Officer

INCOME		Rs.	P.	Rs.	P.	Rs.	P.	Rs.	P.
	<u>2000-2001</u>					<u>2001-2002</u>			
17.	<u>Alumni Activities</u>			2,63,001.00				34,100.00	
18.	<u>Interest on Advance for House Building, Scooter & Motor Car</u>			2,90,310.00				3,57,785.00	
19.	<u>Subscription for Decision</u>			96,546.00				1,14,192.00	
20.	<u>Royalty</u>	2,512.50				1,218.75			
21.	<u>Seminar & Conferences</u>			9,15,534.50				5,91,768.50	
22.	<u>Miscellaneous Income</u>			41,32,982.10				39,60,265.41	
23.	<u>Rent for faculty accommodation transferred to Govt. of West Bengal---as per Contra</u>			<u>1,42,161.00</u>				<u>1,55,146.00</u>	
	Sub-Total (B)			11,72,15,405.42				15,04,10,842.28	
C.	<u>“ CMDS</u>			1,77,627.65				<u>3,71,333.00</u>	
D.	<u>Sponsored Projects :</u>								
“ a.	<u>Research Project – R & D</u>	22,104.00				42,101.00			
“ b.	<u>Research Project – AICTE</u>	<u>1,24,181.00</u>		1,46,285.00		<u>2,06,530.00</u>		2,48,631.00	
	Transferred to Research Fund – as per Contra.								
	<u>Others :</u>								
“ a.	<u>ICSSR Research Fellowship</u>	1,37,750.00				1,99,887.00			
“ b.	<u>Indian Society for Ecological Economics</u>	<u>12,339.00</u>		<u>1,50,089.00</u>		<u>19,956.00</u>		<u>2,19,843.00</u>	
	Sub-total (D)			2,96,374.00				4,68,474.00	
E.	<u>ENDOWMENT FUND</u>								
“ a.	Interest on Endowment Fund Investment -MCHV	27,94,555.96				38,43,530.51			
“ b.	MCHV Income	-----				12,600.00			
“ c.	Interest on Endowment Fund Investment	<u>6,20,44,786.67</u>		<u>6,48,39,342.63</u>		<u>13,40,60,093.47</u>		<u>13,79,16,223.98</u>	
	TOTAL			<u>32,10,00,749.70</u>				<u>42,76,66,873.26</u>	
By Balance B/d :				18,15,73,517.65				25,91,20,363.57	
	Total :			18,15,73,517.65				25,91,20,363.57	

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To <u>Opening Balances :</u>				
To <u>GENERAL ACCOUNT</u>				
" Cash in Hand			80,666.67	
" <u>Cash at Bank</u>				
Current A/c. with SBI, Main Branch	1,91,111.49			
Current A/c. with SBI, Joka Branch	63,09,267.29			
Current A/c. with SBI, Joka Branch				
A/c.DECISION	14,356.70			
Savings A/c. with SBI, Main Branch	4,03,492.79			
Savings A/c. with SBI, Joka Branch	1,04,99,977.04			
Savings A/c. with Alipore Post Office	3,868.45			
Savings A/c. with SBI, Joka Branch - IIMC Endowment Fund	3,67,686.83			
Savings A/c. ICICI Banking Corporation	8,26,941.53			
Savings A/c. IIMC FC Account	5,568.00			
Savings A/c. R/D A/c. (IIMC)	2,34,111.91		1,88,56,382.03	
" <u>Petty Cash :</u>				
Postage - Petty Cash Franking			37,796.95	
To <u>CONSTRUCTION ACCOUNT</u>				
Cash in Hand	4,469.96			
Cash at Bank - Current A/c. with SBI, Joka Branch	30,20,435.85		30,24,905.81	
To <u>Grant-in-Aid : Govt. of India</u>			10,86,11,000.00	
To <u>Capital Fund - World Bank Programme on Environmental Economics</u>			2,00,000.00	
To Research Fund – AICTE			9,813.42	
To Capital Fund – Library			10,000.00	
To MCHV Donation Fund			1,75,000.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

P A Y M E N T S		Amount	
		Rs.	P.
By	Salary	3,65,31,855.10	
"	Salary - Children Education Allowance	3,300.00	
"	Leave Salary & Pension Contribution	22,56,124.00	
"	Gratuity	35,59,266.03	
"	Pension	90,65,975.00	
"	Travelling Expenses	3,98,880.00	
"	Leave Travel Concession	1,15,819.00	
"	Stationery & Printing	7,04,498.00	
"	Postage Expenses	56,605.00	
"	Telephone Expenses	11,84,722.00	
"	Motor Car Expenses	12,03,512.00	
"	Repairs & Renewals	3,84,524.00	
"	Electricity & Water Charges	58,10,283.00	
"	Freight & Insurance	3,37,835.00	
"	Advertisement & Publicity	8,44,460.00	
"	Library Maintenance	1,32,101.50	
"	Binding	57,930.00	
"	Membership & Subscription	23,118.00	
"	PGP S & S	39,09,388.07	
"	PGP Common Admission Test	45,96,955.75	
"	PGP Selection Test Expenses	9,09,486.25	
"	CAT Centre	1,61,675.00	
"	Convocation	1,59,070.25	
"	PGDBM S & S	10,70,391.50	
"	F.P. S & S	24,50,971.75	
"	MDP S & S	36,74,695.25	
"	MDP Complex Expenses	25,68,703.00	
"	Extension Programme S & S	55,405.50	
"	Special Management Programme S & S	6,38,495.00	
"	Consultancy Project Expenses	72,61,357.00	
"	Placement Expenses	9,72,755.00	
"	Computer Centre Maintenance	13,94,672.00	
"	Medical Expenses	33,06,106.00	
"	Legal Expenses	2,17,383.00	
"	Board Meeting Expenses	3,56,938.75	
"	Entertainment Expenses	94,573.00	
"	Staff and Student Health Centre	2,50,000.00	
"	Staff Welfare and Amenities	1,92,966.00	
"	Overtime and Honorarium	4,57,856.93	
"	Audit Fees	1,70,990.00	

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

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
To <u>Post Graduate Diploma in Management:</u>				
Common Admission Test Fees	2,83,62,398.00			
Course Materials	13,61,500.00			
Tuition Fees	3,31,60,662.00			
Computer Fees	37,08,000.00			
Library Fees	24,72,000.00			
Lodging	23,30,000.00			
Alumni Fees	1,00,500.00			
Medicclaim	<u>2,16,600.00</u>		7,17,11,660.00	
To <u>Post Graduate Diploma in Computer Aided Management :</u>				
Application Fees	14,85,000.00			
Tuition Fees	74,76,000.00			
Lodging Fees	7,04,000.00			
Course Materials	4,11,000.00			
Computer Fees	8,67,000.00			
Library Fees	5,78,000.00			
Alumni Fees	32,000.00			
Medicclaim	<u>65,400.00</u>		1,16,18,400.00	
To <u>Fellowship Programme :</u>				
Registration & Dissertation Fees	3,600.00			
Application Fees	1,25,600.00			
Lodging Fees	2,000.00			
Alumni Fees	<u>7,000.00</u>		1,38,200.00	
To <u>Post Graduate Diploma in Business Management :</u>				
Application Fees	52,950.00			
Term Fees	41,50,000.00			
Admission Fees	64,000.00			
Alumni Fees	<u>16,000.00</u>		42,82,950.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

PAYMENTS

		Amount	
		Rs.	P.
"	Contingencies	4,91,034.00	
"	Campus Maintenance	27,63,629.00	
"	Bank Charges	3,27,733.66	
"	Guest House Expenses	11,284.00	
"	Alumni Activities Expenses	4,10,476.00	
"	IBP S&S	5,60,891.50	
"	Faculty Development	14,43,171.00	
"	Officer Development	6,79,438.00	
"	Staff Development	48,224.00	
"	Faculty Participation in INTNL. Conf	11,47,429.50	
"	Seminar and Conference	6,52,094.00	
"	Centre for Management Development Studies	2,01,312.00	
"	ICSSR Research Fellowship	1,80,401.00	
"	Preparation of Working paper Decision	1,35,788.00	
"	Special Programme on Rural Development	76,993.00	
"	International Collaboration and Exchange Programme	36,77,389.00	
"	Centre for Development & Environment Policy	11,03,065.75	
"	Computer Centre Infrastructure	52,39,848.00	
"	Research Project R & D	42,062.00	
"	Research Project Expenses AICTE	1,97,206.00	
"	Research Project – Tata Steel	16,860.00	
"	Research Project Expenses – ECCP : GDPI	7.00	
"	MCHV Expenses	18,49,334.00	
"	The Indian Society for Ecological Economics	19,741.00	
"	Rent Rates and Taxes	1,83,101.00	
"	Equipment	2,93,745.00	
"	CMDS Equipment	41,500.00	
"	MCHV Equipment	49,900.00	
"	Research Project R & D Equipment	1,10,700.00	
"	World Bank Projects Books	1,64,906.00	
"	MCHV Sculpture	35,000.00	
"	Computer Centre	6,35,536.00	
"	General Furniture	95,374.00	
"	Books - Library	19,39,412.00	
"	Technical Books - AICTE	5,085.00	
"	Research Project – R & D Books	71,982.00	
"	MCHV Books	1,83,181.00	
"	Electricity Charges Recoverable	7,967.00	
"	Telephone Charges Recoverable	1,67,444.00	
"	D.D.F.R	7,025.00	
"	Misc. Charges Recoverable	78.00	

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

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
To Management Development Programme Income			69,06,021.10	
To Management Development Programme Complex Income			16,15,291.64	
To Extension Programme Income			1,50,000.00	
To Special Management Programme Income			18,41,720.00	
To International Business Programme Income			18,83,061.00	
To Consultancy Project Income			2,40,79,889.50	
To Transport Income			28,478.00	
To Rent for Quarters			9,636.50	
To Rent for Bank Building			1,48,764.00	
To Interest on Advn Cycle/Scooters/Motor & HB			1,30,909.00	
To Sale of Text Books			2,825.00	
To Royalty			1,218.75	
To Interest/Dividend from P.F. Investment			88,46,138.95	
To Subscription for DECISION			1,14,898.00	
To Miscellaneous Income - Others			34,21,518.41	
To Seminar & Conferences Income			4,17,768.50	
To Alumni Activity Income			34,100.00	
To Placement Income			62,01,759.00	
To Interest on Endowment Fund Investment - MCHV			17,07,219.00	
To Interest on Endowment Fund Investment			6,41,41,088.91	
To CMDS Income			1,09,720.00	
To Telephone Charge - Recoverable			695.00	
To Accounts Receivable			2,27,57,054.00	
To Accounts Receivable TDS(IT)			20,14,634.00	
To IIMC Students' Association			1,32,500.00	
To Advance - Consultancy Project			2,58,401.07	
To Advance - Personal			2,28,465.71	
To Advance - House Building			1,46,622.00	
To Advance - Motor Car & Scooter			1,14,500.00	
To Advance - Centre			2,494.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

PAYMENTS

		Amount	
		Rs.	P.
"	Advance Festival	3,62,551.25	
"	Advance Periodicals	16,359.00	
"	Advance Periodicals – MCHV	28,108.00	
"	Advance Research Journal	86,06,688.00	
"	Advance Journal for World Bank Project	1,52,040.00	
"	Advance Consultancy Project	20,85,340.00	
"	Advance Vendor	41,27,643.00	
"	Advance Personal	15,70,782.00	
"	Advance House Building	18,44,978.50	
"	Advance Cycle	6,240.00	
"	Advance Motor Car and Scooter	9,19,565.00	
"	Advance Table Fan	3,000.00	
"	Advance Centre	94,000.00	
"	Advance Computer	70,000.00	
"	Scholarship & Prize Fund Investment	2,23,600.00	
"	Term Deposit	28,83,25,061.00	
"	Investment Donation Fund MCHV	21,53,877.00	
"	Investment Endowment Fund	28,67,84,043.68	
"	Suspense	1,20,000.00	
"	Suspense Payable	21,72,478.00	
"	Accounts Payable	5,36,675.00	
"	Scholarship Donation Repayable	22,46,011.00	
"	P.F. Payable	87,79,895.00	
"	IIMC Students' Association	1,85,500.00	
"	F.F.R.A.	21,516.00	
"	Donation and Prizes	1,48,800.00	
"	Group Insurance Repayable	3,08,211.00	
"	Endowment Fund	94,020.00	
"	Caution Deposit PGP	8,16,276.00	
"	Caution Deposit PGDCM	2,27,856.00	
"	Caution Deposit PGDBM	14,500.00	
"	Caution Deposit FP	1000.00	
"	Clearing A/c. Revenue Stamp	3,447.00	
"	Clearing A/c. L.I.C.	10,99,538.90	
"	Clearing A/c. Staff Co. Cr. Society Ltd.	37,27,051.00	
"	Clearing A/c. Staff Comm. Welfare Society	20,271.00	
"	Clearing A/c. IIMCEU Subscription	6,348.00	

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

R E C E I P T S	Amount		Amount	
	Rs.	P.	Rs.	P.
To Scholarship & Prize Fund Investment			1,01,000.00	
To Term Deposit			25,41,26,269.00	
To Deposit			4,74,000.00	
To Deferred Revenue Income			2,43,471.50	
To Accounts Payable			3,97,765.00	
To Scholarship Donation Repayable			12,73,868.00	
To Donation and Prizes Fund			1,76,100.00	
To MCHV Fund Investment			28,59,832.00	
To Group Insurance Repayable			2,85,288.00	
To Investment Endowment Fund			19,69,51,482.40	
To Security Deposit			8,000.00	
To Earnest Deposit			27,397.00	
To Library Deposit			19,000.00	
To Caution Deposit - PGP			11,22,000.00	
To Caution Deposit - PGDCM			3,78,000.00	
To Caution Deposit - FP			19,000.00	
To Caution Deposit - PGDBM			500.00	
To Clearing A/c. - L.I.C.			3,199.00	
To Clearing A/c. LIC/GSLI			6,650.00	
To P.F. Clearing			18,595.00	
To Liability for Income Tax			1,018.00	
To Liability for Capital Expenditure			800.00	
To Liability for Professional Tax			150.00	
To Project in Progress			67,200.00	
To Unpaid Salary			1,45,837.40	
To Unpaid O.T/Honorarium			31,267.50	
To Salary			1,494.00	
To Leave Salary & Pension Contribution			4,065.00	
To Pension			8,347.00	
To Travelling Expenses			88,798.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

P A Y M E N T S		Amount	
		Rs.	P.
"	Clearing A/c. LIC - GSLI	2,55,300.00	
"	P.F. Clearing	82,42,168.00	
"	Liabilities for Income Tax	74,65,785.00	
"	Liabilities for Income Tax Contractor	3,47,290.00	
"	Liabilities for Sales Tax	1,99,964.00	
"	Liabilities for Capital Expenditure	51,11,501.00	
"	Liabilities for Revenue Expenditure	6,84,225.00	
"	Liabilities for Professional Tax	4,04,570.00	
"	Unpaid Salary	1,42,096.20	
"	Unpaid O/T and Honorarium	30,672.50	
"	Security Deposit	28,650.00	
"	Tuition Fees PGP	89,137.00	
"	Lodging Fees PGP	6,000.00	
"	Course Materials PGP	3,500.00	
"	Computer Fees PGP	9,000.00	
"	Library Fees PGP	6,000.00	
"	Alumni Fees PGP	500.00	
"	Mediclaime PGP	600.00	
"	Application fees PGDCM	1,000.00	
"	MDP Income	17,250.10	
"	IBP Income	55,000.00	
"	Consultancy Project Income	1,774.00	
"	Transport Income	1,972.00	
"	Rent for Quarters	4,036.50	
"	Intt. on Advn. HB, Motor Car/Cycle/Scooter	456.00	
"	Placement Income	2,224.00	
"	Subscription to Decision	706.00	
"	Misc. Income	20,337.00	
"	Deposit	4,74,000.00	

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

RECEIPTS	Amount		Amount	
	Rs.	P.	Rs.	P.
To L.T.C. Expenses			2,380.00	
To Telephone Expenses			1,52,785.00	
To Electricity and Water Charges			2,62,193.84	
To Library Maintenance			50,211.60	
To PGP Services and Supplies			213.10	
To Common Admission Test Expenses			1,65,128.71	
To Selection Test Expenses			45,705.15	
To Convocation			2,411.00	
To PGDBM S & S			14,874.00	
To FP S & S			55,732.00	
To MDP S & S			1,51,480.67	
To MDP Complex Expenses			26.00	
To Extension Programme Expenses			3,469.00	
To SMP S & S			6,871.00	
To Placement Expenses			75,100.00	
To Medical Expenses			9,495.00	
To Legal Expenses			20.00	
To Bank Charges			18,645.75	
To Faculty Development			10,432.00	
To Officers' Development			4,000.00	
To Faculty Par. Intern. Conference			1,94,471.77	
To Seminar and Conference			35,941.83	
To International Collaboration and Exchange Programme			1,24,892.00	
To ICSSR Research Fellowship			1,10,816.00	
To Alumni Activity Expenses			57,914.25	
To IBP S&S			7,193.00	
To Research Project – Tata Steel			2,00,000.00	
To CDEP			30.00	

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

PAYMENTS

	Amount Rs. P.	Amount Rs. P.
By <u>CONSTRUCTION ACCOUNT :</u>		
" Land	4,69,210.00	
" Hostel Building	1,39,487.00	
" Instructional Building	11,40,214.00	
" Administrative Building	10,55,866.00	
" Residential Building	8,18,586.00	
" MDP Complex Building	4,38,095.00	
" Teaching Block	1,47,722.00	
" Water Supply Installation	4,18,015.00	
" Electrical Installation	17,61,068.00	
" Auditorium	2,91,77,124.00	
" MCHV Expenses	2,60,424.00	
" Engineering Division Building	2,69,216.00	
" Liabilities for I.Tax Contractor	11,04,703.00	
" Liabilities for Sales Tax	6,46,961.00	
" Security Deposit	22,97,231.00	
" Misc. Deposit	9,76,001.00	
" Bank Charges	848.00	
" Campus Maintenance	76,25,103.78	
" Library Maintenance	4,19,610.00	
" Computer Centre Maintenance	2,15,611.00	
" Stock	2,30,408.00	
" Repairs & Renewals	<u>8,01,020.00</u>	5,04,12,523.78
By Postage Petty Cash Franking		4,74,188.00
" <u>Expenses out of Imprest Funds</u>		
" Imprest Fund - Transport	26,341.00	
" Imprest Fund - Maintenance	26,384.00	
" Imprest Fund - Library	6,397.00	
" Imprest Fund - Hostel Maintenance	1,937.00	
" Imprest Fund - PGP	43,499.00	
" Imprest Fund - Admission	1,348.50	
" Imprest Fund - City Office	3,03,376.00	
" Imprest Fund - Computer Centre	5,746.00	
" Imprest Fund - MCHV	11,981.00	
" Imprest Fund - Purchase	<u>1,429.30</u>	4,28,438.80

RECEIPTS

Amount	
Rs.	P.

To	MCHV Expenses		23,890.25
To	Rent, Rates & Taxes		1,000.00
To	Suspense		3,99,920.00
To	<u>Construction Account</u> :		
	Security Deposit	19,45,722.00	
	Liability for Sales Tax	6,06,438.00	
	Liability for Income Tax - Contractors	10,11,933.00	
	Advance Vendor	1,08,000.00	
	Electricity Charges	1,67,497.00	
	Miscellaneous Deposit	8,80,755.00	
	Swimming Pool	19,057.00	
	Misc. Income	<u>1,60,664.00</u>	49,00,066.00

		TOTAL	83,21,31,868.64

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

sd/-
R. RayChaudhuri
Finance & Accounts Officer

MANAGEMENT CALCUTTA
THE YEAR ENDED 31ST MARCH, 2002

P A Y M E N T S

	Amount		Amount	
	Rs.	P.	Rs.	P.
By <u>Closing Balances</u> :				
" Cash in Hand			2,05,998.74	
" <u>Cash at Bank</u>				
" Current A/c. with SBI, Main Branch	4,65,017.99			
" Current A/c. with SBI, Joka Branch	58,83,223.07			
" Current A/c. with SBI, Joka Branch, A/c. DECISION	13,176.70			
" Savings A/c. with SBI, Main Branch	14,36,291.12			
" Savings A/c. with SBI, Joka Branch	16,40,290.46			
" Savings A/c. with Alipore Post Office	4,042.55			
" Savings A/c. with SBI Joka Branch, IIMC Endowment Fund	15,31,368.01			
" Savings A/c. with ICICI Banking Corporation	12,49,612.54			
" Savings A/c. with SBI, Main Branch, A/c. IIMC FC	6,304.20			
" Savings A/c. R & D			17,361.03	1,22,46,687.6
By <u>Petty Cash</u>				
" Postage - Petty Cash Franking			33,608.95	
By <u>CONSTRUCTION ACCOUNT</u>				
" Cash in Hand	15,788.18			
" <u>Cash at Bank</u> (Current A/c. with SBI, Joka Branch)	39,96,659.85		40,12,448.03	
Total			83,21,31,868.64	

Sd/-
Amitava Bose
Director

INDIAN INSTITUTE OF
STATEMENT OF ACCOUNTS OF
AS ON

LIABILITIES	Amount		Rs.	P.
	Rs.	P.		
1. <u>GENERAL ACCOUNT</u> (Excess of Income over Expenditure)				
As per last account	65,76,41,304.92			
Add : Interest received/receivable During the year transferred From Income & Expenditure A/c.	12,85,85,311.36			
Add : Savings during the year Trasferred from Income & Expenditure A/c. (As per Schedule E)	<u>7,12,29,833.34</u>	85,74,56,449.62		
2. <u>CAMPUS</u> As per last account	80,13,479.22			
Add : Interest received/receivable During the year transferred From Income & Expenditure A/c. (As per Schedule E)	<u>18,73,699.00</u>	98,87,178.22		
3. <u>CENTRE FOR STUDY OF RESTRUCTURING AND ENHANCEMENT OF EFFICIENCY OF PUBLIC ENTERPRISES AND SYSTEMS</u>				
As per last account	1,87,14,001.50			
Add : Interest received/receivable During the year transferred From Income & Expenditure A/c.	33,84,321.56			
Less : Expenditure during the year (As per Schedule E)	<u>12,40,819.75</u>	<u>21,43,501.81</u>	2,08,57,503.31	
4. <u>SCHOLARSHIPS AND PRIZES</u>				
As per last account	13,55,713.79			
Add : Interest received/receivable During the year transferred From Income & Expenditure A/c.	2,16,761.55			
Less : Prizes Awarded during the year (As per Schedule E)	<u>94,020.00</u>	<u>1,22,741.55</u>	14,78,455.34	

MANAGEMENT CALCUTTA

ENDOWMENT FUND

31.03.2002

A S S E T S	Amount		Rs.	P.
	Rs.	P.		
1. <u>INVESTMENT</u>				
a) <u>General Account</u>	68,21,86,942.00			
b) <u>Campus</u>	80,00,000.00			
c) Centre for Study of Restructuring and Enhancement of Efficiency of Public <u>Enterprises and Systems</u>	1,87,00,000.00			
d) <u>Scholarships and Prizes</u>	14,04,520.00			
e) <u>Management Centre for Human Values</u> (As per Schedule H)	<u>2,41,49,003.00</u>		73,44,40,465.00	
2. <u>ASSETS – MCHV</u> (As per Schedule L)				1,72,69,762.22
3. <u>BANK BALANCE</u> (As per Schedule J under Account IIMC Endowment Fund)				15,31,368.01

LIABILITIES	Rs.	Amount P.	Rs.	P.
<hr/>				
5. <u>MANAGEMENT CENTRE FOR HUMAN VALUES</u>				
As per last Account		4,15,13,660.20		
Add : Donation received during the year		1,75,000.00		
Add : Interest received/receivable				
During the year transferred				
From Income & Expenditure A/c.	38,43,530.51			
Add : Other Income		<u>12,600.00</u>		
		38,56,130.51		
Less : Expenditure during the year	<u>25,61,163.75</u>	<u>12,94,966.76</u>	<u>4,29,83,626.96</u>	
(As per Schedule E)				

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

sd/-
R. RayChaudhuri
Finance & Accounts Officer

ASSETS	Amount			
	Rs.	P.	Rs.	P.
4. INTEREST ON INVESTMENT OF ENDOWMENT FUND <u>RECEIVABLES</u>			7,04,05,478.07	
5. <u>RECEIVABLE FROM THE INSTITUTE</u>			10,90,16,140.15	
Total			93,26,63,213.45	

Sd/-
Amitava Bose
Director

Audit Certificate

I have examined the Receipt & Payment Accounts, Income & Expenditure Accounts for the year ended 31st March 2002 and the Balance Sheet as on 31st March 2002 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 : Kolkata
Date : 31st December 2002

Sd/-
(A. N. CHATTERJI)
Pr. Director of Audit
Central : Kolkata

Audit Report on the accounts of Indian Institute of Management Calcutta for the year 2001-02.

1. Introduction

- 1.1 The Indian Institute of Management Calcutta, an autonomous organisation under the Ministry of Human Resource Development, 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. During the year 2001-02, the Institute received grants of Rs. 1086.11 lakh.
- 1.3 The annual accounts of the Institute have been audited under Section 20(l) of the Comptroller and Auditor General's (Duties, Powers and Conditions of Service) Act, 1971. The audit has been entrusted for the period up to 2001-02.

2. Comments of Accounts

2.1 Balance Sheet – Assets

- 2.1.1 Despite mention in the previous year's Audit Report, the asset accounts depicted book value of acquisitions and did not exclude obsolete, unusable, irreparable and condemned assets and also did not take into account depreciation with corresponding reduction of the capital account. Therefore, the capital and asset accounts do not represent fair value.
- 2.1.2 Asset Registers in respect of assets acquired, assets under construction works and other projects were incomplete. Consequently, the value of assets as exhibited under these heads in the Balance Sheet as on 31st March, 2002 could not be verified in audit.
- 2.1.3 Further, there were differences between the Asset Register and the Balance Sheet with regard to the value of the following assets as on 31st March, 2002 : -

(Rs in lakh)

Sl. No.	Name of the Asset	Value as per Balance Sheet	Value as per Asset Register	Difference
i)	Office Equipment	321.03	320.38	0.65
ii)	AICTE ¹ Projects Equipment	39.57	30.26	9.31
iii)	Office Furniture	76.51	76.46	0.05
iv)	MCHV ² Equipment	3.68	3.15	0.53

The difference needs reconciliation.

¹ All India Council for Technical Education

² Management Centre for Human Values

- 2.1.4 Despite mention in the previous year's Audit Report, the Institute did not conduct physical verification of assets during the year 2001-02. As such, the physical condition of the assets could not be ascertained in audit.

2.2 Income and Expenditure Account.

- 2.2.1 The Institute did not take into account interest of Rs. 37.34 lakh accrued on investment of Provident Fund. Therefore, "Excess of Income over Expenditure" and assets were understated by Rs. 37.34 lakh.
- 2.2.2 The Institute also did not take into account outstanding amount of Rs. 0.14 lakh receivable towards rent of the bank building. Therefore, "Excess of Income over Expenditure" and assets were understated by Rs. 0.14 lakh.
- 2.2.3 Expenditure of Rs. 2.50 lakh was exhibited under the head "Staff and Students Health Centre". This included an amount of Rs. 1.67 lakh towards booking charges of hospital beds for 2002-03, which was paid in advance. Consequently, "Excess of Income over Expenditure" and assets were understated by Rs. 1.67 lakh.
- 2.2.4 Bank Reconciliation Statement as on 31st March 2002 in respect of the Institute's Current Account at State Bank of India, Joka, revealed that the Bank has charged Rs. 0.46 lakh towards bank charges/service charges during 2001-02. The Institute, however, did not exhibit the amount as expenditure in the Income and Expenditure Account. Consequently, "Excess of Income over Expenditure" and bank balance were overstated by Rs. 0.46 lakh.

2.3 Receipts and Payments Account

- 2.3.1 The Receipts and Payments Account exhibited a bank balance of Rs. 39.97 lakh under "Construction Account" while the Cash Book showed a balance of Rs. 39.95 lakh under the said account, resulting in a difference of Rs. 0.02 lakh that needs reconciliation.
- 2.3.2 The Institute had 6 bank accounts. However, separate Cash Books were not maintained, nor were the transactions relating to each account shown in separate columns in the Cash Book. As such, closing balances in respect of different bank accounts, as exhibited in the Receipts and Payments Account, could not be verified from the Cash Book.

The Institute stated (November 2002) that Cash Books were not maintained in respect of bank accounts having limited transactions.

The reply is not tenable, as separate Cash Books/Columns should be maintained so that the position of the individual bank accounts can be ascertained.

2.4 Bank Reconciliation Statement

2.4.1 Bank Reconciliation Statement as on 31st March 2002 in respect of the Institute's Current Account at State Bank of India, Joka, revealed that the bank did not credit an amount Rs. 1.86 lakh, being the value of 225 Cheques, Demand Drafts and Indian Postal Orders that were deposited into the said account between 1981-82 and 1998-99. Further, the bank also short credited Rs. 0.02 lakh due to totalling error between March 1981 and May 1984. Despite mention in the previous year's Audit Report, these discrepancies remained unsettled as on 31st March, 2002. The Institute is advised to take up the matter with the bank. If the amounts are irrecoverable, these should be written off instead of being exhibited in the accounts year after year.

2.4.2 State Bank of India, Joka, issued a certificate of balance of Rs. 0.11 lakh in respect of the Institute's Current Account "DECISION" while the Receipts and Payments Account exhibited a balance of Rs. 0.13 lakh under the said account. The difference of Rs. 0.02 lakh needs reconciliation.

2.5 Provident Fund

2.5.1 Despite mention in the earlier years' Audit Reports, the investment and cash/bank balance under GPF and CPF had not been exhibited separately in the Balance Sheet of Provident Fund.

2.5.2 The Institute prepared only Receipts and Payments Account and Balance Sheet in respect of Provident Fund (GPF/CPF). The income and expenditure relating to Provident Fund was included in the Institute's main Income and Expenditure Account and the "Excess of Income over Expenditure" of Rs. 712.30 lakh is inclusive of the surplus/deficit in respect of Provident Fund Accounts. As the Institute did not prepare separate Income and Expenditure Account in respect of Provident Fund, the surplus/deficit in respect of Provident Fund Accounts could not be ascertained in audit.

The Institute is advised to maintain separate Income & Expenditure Account for the transactions relating to Provident Fund, as the fund has a separate entity.

2.5.3 The Balance Sheet of Provident Fund Account as on 31st March 2002 exhibited investment of Rs. 858.48 lakh. However, the Institute did not follow the pattern of investment prescribed by the Government of India in this regard with effect from April 1998. The position is as follows :-

Category of Investment	Amount invested		Percentage prescribed by GOI	Shortfall (-) Excess (+) (%)
	Rs Lakh	Percentage		
Central Government Securities	161.60	18.82	25	(-) 6.18
State Government Securities	25.00	2.91	15	(-) 12.09
Investment in Bond/securities of Public Financial Institutions and / or Certificate of deposit issued by Public Sector Banks	671.88	78.27	40	(+) 38.27
To be invested in any of the above three	0.00	0.00	20	(-) 20.00

The investment plan needs to be reconsidered and corrective action taken according to the direction of the Government of India.

2.6 Computer Aided Management Centre

Balance Sheet of the Computer Aided Management Centre exhibited assets and liabilities of Rs. 118.13 lakh as on 31st March, 2002. Despite being pointed out in the previous years' Audit Reports, the assets and liabilities of the defunct Centre was not incorporated in the Institute's main Balance Sheet as on 31st March, 2002.

The Institute stated (November 2002) that the accounts could not be incorporate, as formal transfer of assets and liabilities of the erstwhile Computer Aided Management Centre had not been accorded by the Department of Electronics. The Institute is advised to pursue the matter with the Department of Electronics.

2.7 General

- 2.7.1 The Balance Sheet as on 31st March 2002 exhibited liabilities of Rs. 0.17 lakh under the head "Suspense". Further, an amount of Rs. 0.55 lakh was included in Current Liabilities under the head "Suspense Payable". The Institute is advised to book the amounts under the proper head of account and avoid the use of suspense head as it dilutes the accuracy of accounts.
- 2.7.2 The Institute did not obtain Exemption Certificate in respect of Revenue Surplus of the organisation from the Income tax Authority till 31st March 2002.
- 2.7.3 Despite mention in the previous Audit Report, the annual accounts of the Institute for the year 2001-02 were not indexed and page numbered.
- 2.7.4 The Institute did not prepare the accounts for the year 2001-02 in the revised format and stated that the Common Format of Accounts for Central Autonomous Bodies would be adopted from the year 2002-03 onwards.

2.8 Effect of Audit Comments on Balance Sheet and Income and Expenditure Account

The net impact of comments contained in the preceding paras is that assets as on 31st March 2002 were understated by Rs. 38.69 lakh and "Excess of Income over Expenditure" for the year 2001-02 was also understated by Rs. 38.69 lakh.

Place : Kolkata

Date : 31st December, 2002

Sd/-
(A.N. CHATTERJI)
Pr. Director of Audit

Central : Kolkata

INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

PARA-WISE REPLY TO AUDIT REPORT ON THE ACCOUNTS OF THE INSTITUTE FOR THE YEAR 2001-2002

1. INTRODUCTION

1.1 Confirmed

- 1.2 Confirmed. The figures stated are actually grants received from GOI during the year. Balance of Rs.296.89 lakh received subsequently in May 2002, totaling Rs.1383.00 lakh (Plan Rs.200.00 lakh and Non Plan Rs.1183.00 lakh).

1.3 Confirmed

2. Comments on Accounts

2.1 Balance Sheet-Assets

- 2.1.1 Management has decided to engage an expert agency to carry out complete physical verification of fixed Assets of all categories.
- 2.1.2 Necessary entries in the Asset Register of Construction Works have since been made and will be shown to next Audit for verification.

During currency of Audit for 2001-02 the differences have been reconciled and shown to Audit. They have verified and marked in the Assets Register.

- 2.1.3. Reply as para 2.1.1 above

2.2 Income and Expenditure Account

- 2.2.1 We have made a programme to adopt Accrual Basis of Accounting of Interest Income from the financial year 2002-03.
- 2.2.2 Omission is accepted. As the amount is not material it does not affect Accounts substantially.
- 2.2.3 Noted for future compliance.

- 2.2.4 Accrual Basis of Accounting of this subject will be taken up from the year 2002-2003.

2.3 Receipts and payments Accounts

- 2.3.1 The difference has since been reconciled and will be shown to next Audit.
- 2.3.2 Bank Accounts of limited transactions which are not maintained in Cash Book are maintained appropriately in Main Ledger and Audit has verified it. From the Final Year 2003-04 separate Cash Book for all Banks will be introduced.

2.4 Bank Reconciliation Statement

- 2.4.1 This matter has been taken up at the level of General Manager, State Bank of India, Calcutta Circle. They have assured us that the Bank would look into the subject for early resolution.
- 2.4.2 Reconciliation is under process.

2.5 PROVIDENT FUND

- 2.5.1 GPF was introduced in 1985-86 and Investments of Provident Fund both GPF and CPF are maintained under one head. At this stage segregation between the two may not be feasible. However, practicability of segregation is being studied. The preliminary task of it has been taken up.
- 2.5.2 This has been accepted by Audit over the years. Subject will be taken up considering all aspects of it during 2002-03.
- 2.5.3 The observation of Audit regarding Investment Plan of Provident Fund is well considered. We have already taken up suggestion of Audit by investing most of the fund in 2002-03 in Central and State Government Securities. In future also we will carry out the same programme to attain the Government norm.

2.6 Computer Aided Management Centre

Formal transfer of assets and liabilities of erstwhile CAM Centre has not been accorded by the Department of Electronics, Govt. of India. So, the Accounts of the Centre could not be incorporated in the main Accounts of the Institute.

2.7 General

- 2.7.1 The amount of Rs.0.17 lakh relates to monies received without appropriate reference of purpose. The matter is under scrutiny. The amount of Rs.0.55 lakh relates to amount of consultancy share payable to Faculty Members and will be liquidated in 2002-03.
- 2.7.2 Persuasion is going on with the Director, Income Tax (Exemption) at New Delhi to get Exemption Certificate of the Institute and expected to get soon.
- 2.7.3 Noted for future compliance
- 2.7.4 We are chalking out a programs for its introduction.

2.8 Effect of Audit comments on Balance sheet and Income and Expenditure Account.

Confirmed. Accrual basis of Accounting will be extended to all areas of Accounts from 2002-03 to cover this.