

Mr. Pant in his convocation address exhorted them "to transcend the narrow limits of personal growth and personal progress and contribute to the larger objective of creating a more prosperous and more egalitarian society". He regretted that a large number of management graduates ended up in what he called "selling soap and cigarettes", which according to him was a kind of brain drain-gross underutilisation of a scarce resource. He advised them not to confine their choice to the private sector only, but to opt for the public sector undertakings, cooperative bodies, and non-profitable organisations. Paying tributes to the late Prof. Ravi J. Matthai for having inspired and monitored management and research in a variety of fields including agriculture, cooperatives and rural development the Minister expressed the hope that the Institute would "consciously examine the level of the impact of the programmes on these sectors in terms of bringing about changes in management patterns, and use that evaluation to make these programmes even more effective".

Pointing out that there was a bewildering variety in the syllabi of management. Mr. Pant called for a national consensus on the curriculum. He stressed the need to develop concepts, theories, tools and techniques relevant to the Indian situations. "No curriculum" he emphasized, "can deliver results if the raw material necessary for implementing the syllabus - books, perceptions, case studies etc. - are related to foreign environments". He also recommended the formation of a consortium by the management institutes for teacher development programmes.

Mr. Pant called upon the management institutions to grapple with the problems of educational management and said that "the absence of programme (in this area) needs serious and urgent attention". He pointed out that the same old pattern with the head of an institute being responsible for everything continued, and no thought had been given to operational accountability at the lower level. Education claimed a major share of public investment but it was not cost-effective with the dropout rate at the elementary level being as high as 70 per cent and a high rate of failure and the upper level.

Turning to the management research Mr. Pant emphasised the need to transcend the narrow limits of individual organization as the focus of investigation and encompass the problem of managing the nation's economy. "At a time when the government is trying to give a new direction to the management of the economy, unbiased, vigorous investigation of some of our glaring problems such as industrial sickness or industrial conflict can be of great help ... Elitism and aloofness must give way to purposive social involvement and teamwork, so that all available managerial skills and talents can be harnessed to the tasks of overall national development", he added.