



Prof. T. Madhavan
(May 3, 1941 - June 21, 2021)

dee sixteen



D-16 has always had the peculiar (euphemism for notorious) image of being the odd dorm out and we had been intelligent enough to leave it that way for one more year. For obvious reasons IIMA authorities decided to grant D-16 a special status akin to J & K State in the Union of India. In case you have not guessed, it is essentially a FPM dorm. And if you know what FPMs are supposed to be, and indeed what they are, it should not be difficult to see why it is odd.

Aloof, conservative, gentle, calm, quite and non-interactive (Louis Kahn would turn in his grave at the mention of D-16), that's what it is.

But, wait a minute. Don't go away with the impression that D-16 is as bad as that. It has some silver linings too-like Shekhar Chowdhary who provided us with unearthly Bengali music at all odd hours free of cost. Avinash Paranjpe who came close to setting up a nudist camp on the floor. Suresh who decided to permanently host a subject of D-14, Madhavan who brought occasional glamour to the dorm by attracting female

audiences for MSM tuition and so on. It is indeed, with a tinge of nostalgia that we would like to say "we remember you dear old D-16, for being different from others."

T G S BABU/Babs/Gouri/Goon

His proudest possessions are a pencil line moustache and a 6 year old Bush transistor which gets up and goes to bed along with him. Possesses creative and successful marketing skills for which adequate proof is the successful introduction of the world 'goon' in regular usage. Ample proof of his athletic talents lies in the undepreciated canvas shoes intended for running which were duped into believing that they would be used. His journalism found an outlet in the house organ of a Premier Management Institution in Western India. Naturally, such a talented young man had to be the first to get his placement (without the help of the Placement office!).

C. P. GARG/Chand/Shee Pee

Announced his arrival by proclaiming in his unmis-



A born teacher (born with a chalk in his mouth). A giant personification of sincerity, generosity and academic devotion. Works like a monoshot (Trigger him with an academic non-academic query and wait for the answer). This quantitative wizard in his feverish love with the Student's Stores almost computerized their operations. He is one of the most fragrant flowers of D-16.



T. MADHAVAN



What else could this quintessential teacher do after completing FPM other than joining the faculty at IIMA? As expected, no change in him. No marriage, no TV, no nothing, and no time for anything other than work and, of course, his students and some friends. He lives on IIMA campus, house No. 419.

Source: IIMA (1977). *The reunion: batch of 1977*. IIMA: Team Funda'77

Those Fellows.... in D-16

Weird Lunatic
Gaping holes.
Introspecting, sharing
Hearts, minds and souls
Overlooking the mailvan
The row of milk cans
And moves on the playfields
We remain
Seething creatures
On the edges of
Managerial reality
And the human.

The cloistered effervescence continues to ebb. This year's additions added to the spirit of D-16 ites. An Kol with his musical vocal chords and flute – settled well in a room next to musical maestro Avinash; Gautu brought back the glory of top room (No. 30 – Ashok Bijapurkar's), Harvant's room continues to be the most visited – due to the pinups!—and quieter contributions are made by Raju.



Source: IIMA (1978). *iimages*. IIMA



D-16

A MOTLEY
LOT

Source: IIMA (1979). Year book: 78-79. IIMA



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Title of Thesis

A Framework for Infrastructure Planning

Thesis Advisory Committee

Saha Jahar (Chairperson), Mote V.L., Malya M., Gupta Ranjit

The focus of the study is on the logistics of where to locate the centres, how to link villages with the nearest centres and how these should be developed in a phased manner.

This dissertation is concerned with some aspects of infrastructure planning at the Taluka level. The infrastructure facilities considered are education, health and road networks. Essentially, the focus of the study is on the logistics of where to locate the centres, how to link villages with the nearest centres and how these should be developed in a phased manner.

An integrated approach for solving the location-linkage problem was adopted. The problem was formulated as an integer programming problem and a heuristic method was offered to solve the problem for validation and

efficacy. It was later applied to a live situation, especially with reference to Doogarh Taluka, in the State of Rajasthan in India.

Four different situations were presented and the suitability and applicability of the model was tested in each situation.

When budget constraints limit the implementation of the task, the problem of phasing arises. This was formulated as a dynamic programming problem.

The special features of the present study is the consideration of inter - dependence of various infrastructure facilities, flexibility

in handling different situations, development of suitable computer packages and adaptability to a host of location linkage problems.

Keywords:
Infrastructure Planning,
Community Development,
Rural Development.

Source: IIMA (2016). *Exploring and Expanding the Frontiers of Knowledge: A Compendium of Dissertation Abstracts of the Fellow Programme in Management*. IIMA: Office of the Fellow Programme in Management.



SPECIAL INTERVIEW

Professor T. Madhavan

"Management with technology has perennial scope"

After 23 years of distinguished service at IIMA, Professor T. Madhavan retired on superannuation from the Institute on May 31, 2003. Following are the excerpts from his interview

In retrospect, how do you look at your term at the Institute?

I consider my term at the Institute to be really gratifying. I do not have any regrets. The Institute provided freedom, flexibility and good infrastructure to make me what I am today.

Can you recall any interesting incidents during your tenure at IIMA?

According to me, almost everything was interesting. Whether it was a media planning problem with Prof. V L Mote, or socio economic aspects of rural roads with Prof. Nitin Patel, or Macro and micro Production Scheduling or Distribution of Petroleum Products with Prof. S K Barua, or Handloom project with Prof. S P Seetharaman or Pilgrim Logistics with Prof. G Raghuram, everything was a real learning experience. All these projects had several things in common, though they were widely different. Originally, all of them were unstructured. Once structure was carved out, they really assumed magnificent proportion in terms of magnitude or in terms of computing. Almost all the time, I had "hand to mouth" existence with my computing resources starting with 20 MB hard disk to (4.2+8.5) GB hard disks. I must mention that my computer did not ditch me.

What, according to your assessment, has made IIMA what it is today?

There are several factors. The painstaking efforts of Vikram Sarabhai and Ravi Matthai, the commitment of faculty, the key personnel in several non academic sections of the institute, the contribution of cream students and their subsequent success in their career have their say in making IIMA what it is today.

What challenges do you foresee for institutions like IIMA to retain its pre-eminent position in the new emerging world of management education?

Challenges occur both in terms of quality and quantity. Materials like Open Course Ware of MIT or Innumerable

management institutions will pose greater challenges. To quote Alice in Wonderland, we have to keep on running to stay where we are.

What changes did you observe in the student body over the years?

I may sound critical. In terms of spark, flash or grasp, I do not see any major shift in the profile of student body. But I can see a major shift in terms of attitude, maturity and tenacity of purpose. Technology has advanced tremendously during these two decades. Knowledge is exploding. After green, white and blue revolutions, grey revolution is happening. But the sad state is that people do not harness and exploit that technology to the extent that can be harnessed. I can allude the mathematical equation of rectangular hyperbola that knowledge is expanding and absorption is shrinking.

What was your role in institution building at IIMA?

I considered myself always as a follower in this Institute. Just as a building has brick mortar, cement and other materials. I am one of the many materials both in literal and figurative terms.

What are your future plans?

I like to work till the last day of my life.

What will be your message?

Management without technology will degenerate into staff function. Technology without management will become a mere line function. But management with technology has perennial scope. We should not ignore either technology or management. The same is true for IT. IT alone cannot deliver the goods. But IT with link to one or more disciplines can provide employment opportunities to all the people in the entire world. Legacy of thousands of years cannot be enacted or implemented in a few years. Creativity is art. But perfection is science. If we are creative and we want to be perfect, then there is no unemployment problem. ■