



BRICK *by* BRICK

A Newsletter of the IIMA Archives

IN THIS ISSUE

- ▶ Kasturbhai Lalbhai and IIMA
- ▶ IIMA's Faculty Development Programme: The Early Years
- ▶ The 'Haveli' on Campus: Anant Raje and the Kasturbhai Lalbhai Management Development Centre
- ▶ Perspectives: The Photography Club
- ▶ Of Committee-led Governance and the first Postgraduate Programme (PGP) Committee
- ▶ Kasturbhai Lalbhai Museum
- ▶ News and Events

Volume 1 | Issue 3
March 2023

IIMA Archives

Dorm 15 (Ground Floor), Main Campus,
IIM Ahmedabad, Vastrapur, Ahmedabad - 380015
Phone: +91-79-7152-7528 | Email: archives@iima.ac.in
Website: <https://archives.iima.ac.in/>

Congratulations to the Graduating Batch of 2023

We wish all our graduating students a successful future ahead. We thank you for the positive feedback on our 'Brick by Brick' Newsletter. This third issue offers further insights into the rich history of IIMA: What role did Kasturbhai Lalbhai play in the founding and development of IIMA? How did the institute start its first University Teachers' Programme? How did the 'Haveli' provide the inspiration for the Management Development Centre? Which club played a key role in educating the IIMA community about photography? What was the purpose of forming committees at IIMA? As part of our efforts to network with other heritage-related organizations, we are proud to feature the Kasturbhai Lalbhai Museum. We hope you enjoy reading this issue.

The Indian Institute of Management Ahmedabad (IIMA) was founded in 1961 and has emerged as a world-class management education institute. The IIMA Archives was established in November 2017 to preserve institutional and architectural memory, and periodically disseminate historical information about the institute to the IIMA community and the general public. The IIMA Archives aims to strengthen IIMA's brand and identity through a digital connect with the stakeholders of IIMA that focuses on the history and legacy of the Institute. In the long run, it hopes to become a Business History Research Hub, a small beginning towards which was made with documents and directories related to Indian business history.

IIMA Archives Committee

Prof. Vijaya Sherry Chand, Chairperson

Prof. Chinmay Tumbe, Member
Dean-AER (Ex-officio)

Dr. B. B. Chand, Librarian (Ex-officio)

IIMA Archives Team

Mr. Abhishek Kumar Mishra, Archivist

Ms. Hardi Shah, Archives Assistant

Design & Production Assistance

Vikram Sarabhai Library, IIMA
Communication Department, IIMA

Cover photo: International Management Development Centre, IIMA New Campus

OUR FOUNDERS AND BUILDERS

KASTURBHAI LALBHAI AND IIMA

Kasturbhai Lalbhai (1894-1980) was a pioneering Indian industrialist and one of the founding members of IIMA. Outside business, he participated in the Swadeshi movement (self-reliance and self-sufficiency movement that was part of the Indian independence struggle) in the 1930s and co-founded the Ahmedabad Education Society in 1936. He served on the Board of Governors of IIMA for several years and, as Chairperson of the Buildings Committee of the Board, steered the development of the campus in the Institute's early years. The Institute named its Management Development Centre after him, and hosts the Kasturbhai Lalbhai Chair Professorship of Entrepreneurship. In this article, Prafull Anubhai, who has been associated with the Institute for decades, first as a participant in one of its early programmes, the Programme for Young Executives, and later as a visiting faculty, and a member of the IIMA Society and the IIMA Board of Governors, highlights Kasturbhai's role in building IIMA.

Kasturbhai Lalbhai played a pivotal role in the founding of IIMA and its development. It was transformational and he played it without seeking any publicity, drawing attention to himself, or making grandiose statements. His contribution was like a glacier: 10% visible, 90% intangible.

“Kasturbhai Lalbhai served on the Board of Governors of IIMA for several years and, as Chairperson of the Buildings Committee of the Board, steered the development of the campus in the Institute's early years.”



Sketch of Kasturbhai Lalbhai by Urmil. J. Anjaria, a former staff member of IIMA.

Getting IIM to Ahmedabad

On February 5, 1955, T.T. Krishnamachari (T.T.K.), India's Minister of Commerce, gave the keynote address at the first management conference of the Ahmedabad Textile Industry's Research Association (ATIRA). At that time, Vikram Sarabhai was the director of ATIRA and Kasturbhai Lalbhai was the Chairman. T.T.K. stated that he had been appointed Chairman of a committee to establish an all-India management education institution. The committee's work culminated in a report by Dean George Robbins of the University of California, Los Angeles, brought out in December 1959. As the commercial capital of the country, Mumbai was the obvious choice for the new institution. In the meanwhile, Gujarat state was formed in 1960, and Dr Jivraj Mehta was named the first Chief Minister. He was a very enlightened and progressive politician. Vikram Sarabhai wanted the proposed institute to be located in Ahmedabad, and he and Kasturbhai decided to enlist the support of Dr Mehta.

The odds were heavily stacked against Ahmedabad. But Kasturbhai was the Chairman of the Ahmedabad Education Society, which had established several leading educational institutions in Ahmedabad and also promoted the Physical Research Laboratory (PRL), the National Institute of Design (NID), and ATIRA. Kasturbhai's track record of establishing institutions, and his high stature among the state's political leaders, bureaucracy and fellow industrialists and businessmen, gave a huge fillip to the claim.

Robbins had underlined the need for collaboration among business, government, and educationists. The trio sensed an opportunity in this observation. Dr Mehta promptly committed 65 acres of prime land, Kasturbhai offered to underwrite the cost of buildings on behalf of the local business community, and Vikram Sarabhai mobilized support from the professional community. Together they swung the decision in Ahmedabad's favour.

The following observation by Professors Hill, Haynes, and Baumgartel provides a succinct summary of the outcome. The choice was due to '...the promise of strong private sector support in the Ahmedabad area. In any event, such support did materialize in the form of an excellent physical plant, including a sufficiency of on-campus faculty housing. In contrast, IIMC still remains in what are now grossly inadequate 'temporary' quarters.'¹

Adopting the PPP mode at IIMA

In all the institutions he founded and developed, Kasturbhai had mobilized the local community. The trust this engendered was in no small measure responsible for the implementation of a model that had only been hinted at by Robbins. Long before the PPP (Public private partnership) model became popular, the first genuine and highly effective PPP was successfully formed in India in 1961 with the Government of India (GoI), the Government of Gujarat and industry as partners, and the Ford Foundation (FF) acting as a facilitator. This feat was unique and remarkable in many ways.

¹ Hill, T. M., Haynes, W. W., & Baumgartel, H. J. (1973). Institution building in India: A study of international collaboration in Management Education. Boston: Harvard University, Graduate School of Business Administration, Division of Research, p. 16.

Selecting the Architect and developing a world class infrastructure

Kasturbhai had pledged funds for building construction as part of the agreement with the Government. The initial amount committed was the Rs 30 lakh that had been given as an estimate in the Robbins report. This commitment gave IIMA the freedom to choose its architect and not follow Government of India rules. Fundamentally, this altered the process of creation of the infrastructure. But for this farsighted arrangement the campus would have been a PWD (Public Works Department) jumble. It also sowed the seeds of institutional autonomy.

Vikram Sarabhai and Kasturbhai wanted an international architect for the project. Kasturbhai knew Balkrishna V. Doshi² as a budding architect. He consulted Doshi who suggested Louis Kahn. Kasturbhai asked Doshi, 'Would you select him (Kahn) for your own project?' Doshi has noted, 'That concluded the proposal...My suggestion to have Lou [Louis Kahn] design the IIM campus was accepted on the condition that I should represent both the client and the architect. In short, it would be my responsibility to see the project through to completion' (*Architectural Legacies of Ahmedabad: Canvas of Modern Masters by B. V. Doshi, p. 17*).

A wonderful dialogue developed between Kahn and Kasturbhai. While he respected Kahn, he was not overwhelmed by his reputation. Once, both were reviewing Kahn's plans for the main academic block. Kahn had provided for a canteen in the same block. Kasturbhai immediately reacted by saying that it was not right. Indian food is spicy and has strong aromas. Having the canteen near the classrooms would 'pollute' the ambience. Kahn accepted this. Such insights were noted by Kahn, who observed, 'Mr Lalbhai (Kasturbhai) is one of the greatest natural architects I have encountered.'

Kasturbhai embodied the values of simplicity, austerity, frugality, functionality, and accountability. These were shared by Kahn. This simplicity and frugality almost bordering on asceticism are clearly visible in the design of the IIMA buildings. The IIMA campus bears the stamp of these outstanding minds—the rationality of a scientist (Sarabhai), the practical wisdom of a home-grown entrepreneur (Kasturbhai), and the spirituality of a 'philosopher of space' (Kahn).

Kasturbhai was the Chairman of the Building Committee for seventeen years. It is difficult to imagine how a man of his stature, who headed such a large industrial empire, and ran so many public institutions accepted this position, found time, and discharged his responsibilities with such efficiency and effectiveness. He could not have performed his duties with greater passion and dedication if he were supervising the construction of his own house!

² Balkrishna V. Doshi (1927-2023), a well-known Indian architect, and winner of the Pritzker Architecture Award, was associated with the designs of many famous structures, including the campuses of IIMA and the Indian Institute of Management Bangalore.

'Institution First' - Turning down Chairmanship of IIMA

Kasturbhai was offered the Chairmanship of IIMA on several occasions. Each time, he steadfastly refused. Around the same time, he had accepted the Chairmanship of IIT, Mumbai and served it for nearly ten years. He had also accepted the Chairmanship of the Building Committee of IIMA. This only made his non-acceptance of IIMA Chairmanship puzzling. He reasoned that coming as he did from Ahmedabad, his acceptance of the Chairmanship of IIMA would make IIMA appear more like a local institution than a national one. That is why he declined the offer. He put the Institute first, and himself second.

His stamp on BoG deliberations

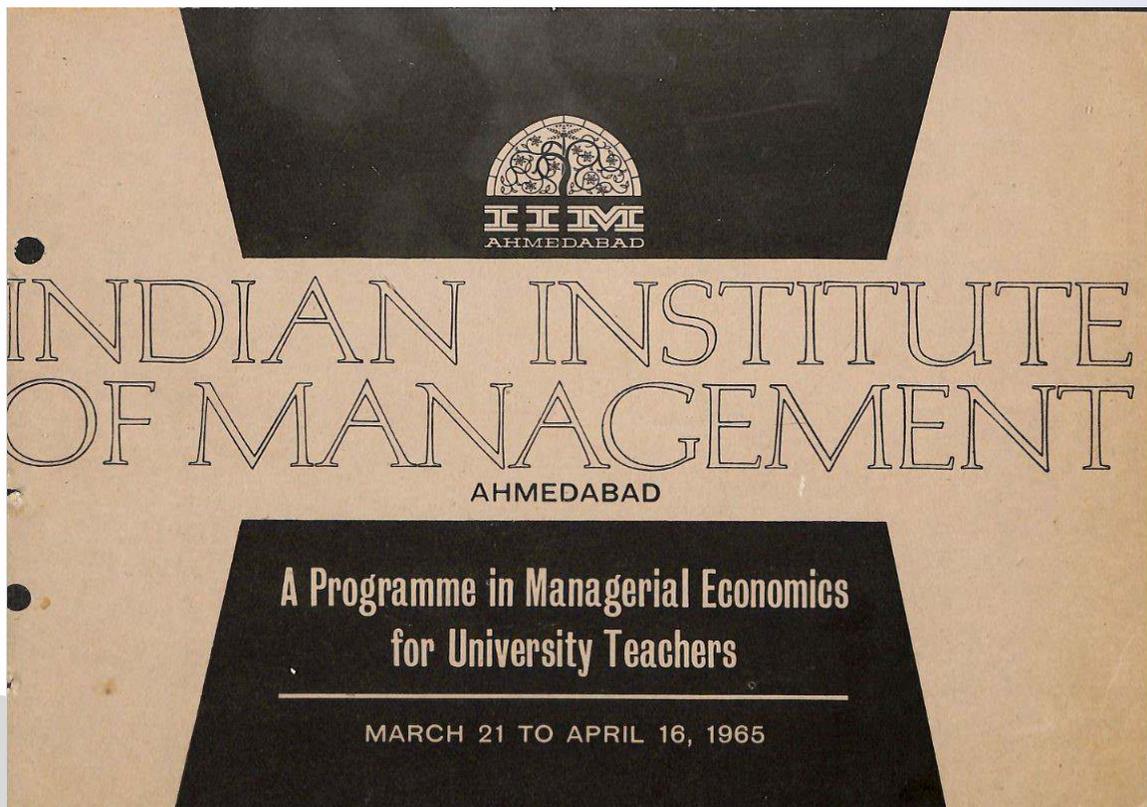
In one of the early meetings of the Board of Governors (BoG), the issue of MBA degree granting status was being discussed. At that stage, the issue was of great importance to the Institute. HBS had raised the issue of degree conferment right at the beginning. Attracting good students was essential to the building of a good institute. Vikram Sarabhai and later Ravi Matthai pressed for the degree-granting status at the Board meeting, but the BoG members were dithering. The alternatives suggested would have led to the direct political/bureaucratic oversight of the Institute. The BoG debate was serious but inconclusive. Kasturbhai stated that we should make do without the degree granting status and there was a finality about his position. The matter was settled. As we look back, it was a farsighted and prescient decision. It averted academic autonomy being compromised. Soon IIMA's 'PGP' (the Postgraduate Programme in Management) was accorded higher status than 'MBA' in the job market!

Kasturbhai was a pioneering educational entrepreneur, a farsighted leader and a no-nonsense decision maker!

CONTINUITY AND CHANGE

IIMA's Faculty Development Programme: The Early Years

“ This effort has an unbroken history, beginning with the first University Teachers Programme held in 1965, and extending up to the latest offering which is due to begin on April 11, 2023. ”



Brochure of the first programme for University Teachers.

In the subway that connects the old campus with the new campus, there is an exhibit that displays a 'prayer wheel' developed by IIMA's first full-time director, Ravi Matthai, soon after he had taken over as director in 1965. This segmented circle aimed to show the institute's objectives. One of its spokes was labelled 'inter-university projects/ general teachers' programmes', indicating that the professional development of management teachers in the Indian university system was indeed a task that the institute fashioned for itself very early in its life. This effort has an unbroken history, beginning with the first University Teachers' Programme held in 1965, and extending up to the latest offering which is due to begin on April 11, 2023. However, the faculty development mandate that underpins this long history has experienced its share of crises of identity and questions about relevance. From the month-long programmes that ran from 1965 to 1978, to the "one-year Faculty Development Programme" (FDP) initiated in 1979, then to the four-month FDP initiated in November 2001, and finally to the modular approach that exists today, the faculty development mandate has seen constant innovation and revision. In this article, we focus on the early years of the FDP, highlighting events up to the significant shortening of the FDP in 2001.

PARTICIPANTS AND FACULTY OF PROGRAMME
IN MANAGERIAL ECONOMICS FOR UNIVERSITY TEACHERS

Sponsored By I. I. M., Ahmedabad and U. S. A. I. D., New Delhi
Held at West End Hotel, Bangalore. March 21-April 16, 1965.



Sitting : Mr. R. M. Bhatt, Dr. S. Srikantiah, Mr. P. N. Sharma, Mr. S. V. Vaidyanath, Prof. Samuel Paul, Prof. V. L. Mote, Prof. Warren Haynes, Prof. S. C. Kuchhal, Prof. H. N. Pathak, Mr. H. L. Disingra, Mr. S. S. Murty, Mr. D. D. Trivedi.
Standing—1st Row : Dr. G. Khanna, Dr. N. L. Hingorani, Mr. S. Singh, Dr. S. B. L. Gupta, Mr. Vedanand, Dr. M. L. Mishra, Mr. S. P. Singh, Mr. A. P. Bajjal, Dr. S. K. Ghosh, Mr. T. M. Mistry, Mr. M. Naajundaiah, Mr. R. N. Tripathi, Mr. K. S. B. Nayyar (Secretary), Mr. G. P. Chithore.
Standing—2nd Row : Mr. C. Jaysachandran, Mr. H. R. Rahman, Mr. K. Shamma, Dr. P. V. Kulkarni, Mr. M. H. Patel, Mr. K. P. K. Nair, Mr. V. D. Sharma, Mr. W. S. Jawadekar, Mr. E. S. Michael, Mr. T. V. Sethuraman, Dr. T. R. Sharma, Mr. M. R. Rao, Dr. N. S. Gupta, Dr. D. S. Ganguly.

Participants of the first programme for University Teachers, 1965.

University Teachers' Programmes

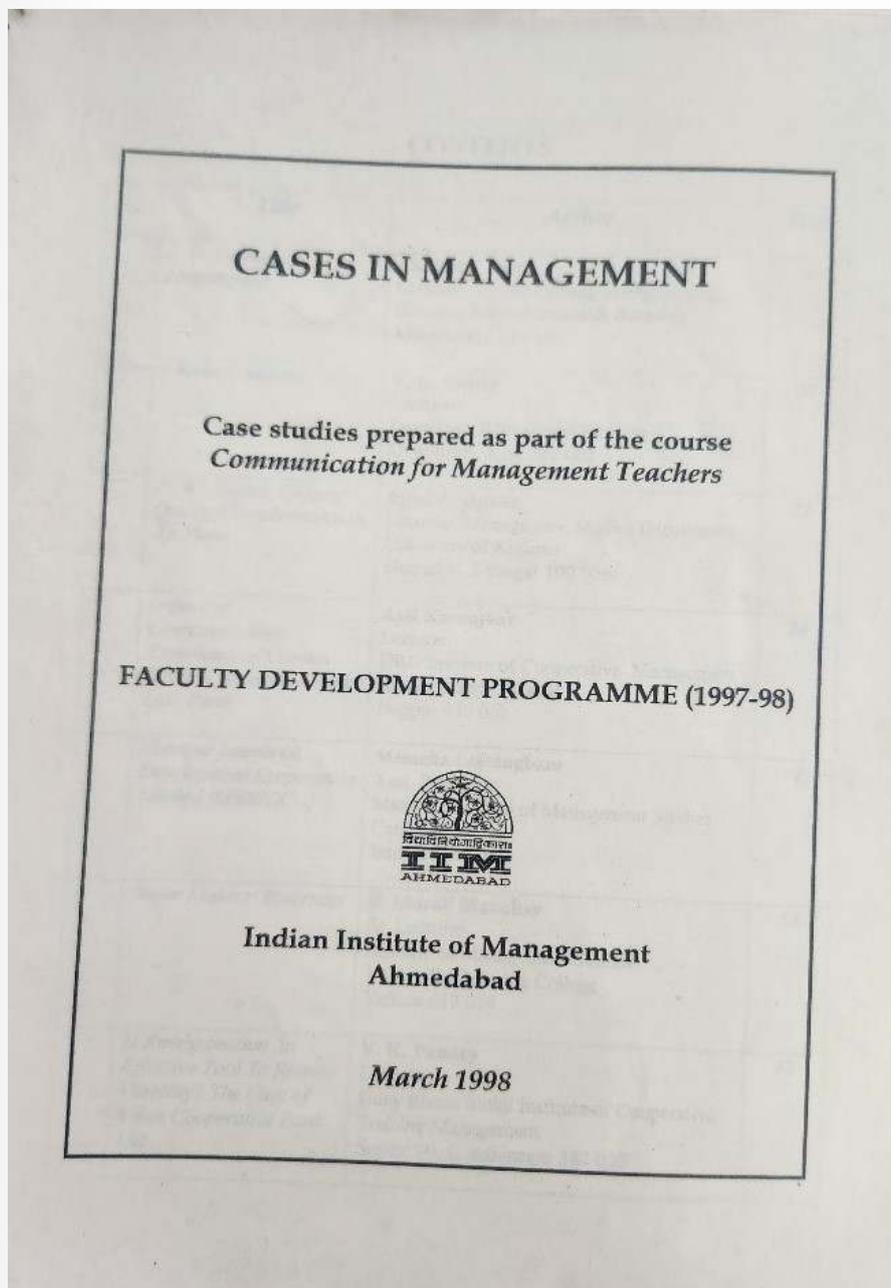
Management education, as a discipline, was young in the early 1960s. Some universities (for instance, Andhra, Madras and Bombay) had just introduced management education programmes. However, management teachers were drawn from disciplines like commerce and economics, and so did not possess a 'management' orientation. The first IIMA programme aimed at such teachers, on Managerial Economics, was conducted from March 21 to April 16, 1965, at the West End Hotel, Bangalore (see photos of the programme brochure and the programme participants). By the beginning of 1978, 13 programmes, each lasting about one month, had been conducted. These programmes were called the 'University Teachers' Programmes'. The 13 programmes attracted 346 participants from 84 different bodies, most of which were university departments. Five of the programmes were on teaching Managerial Economics and three were on Operations Research. Two were 'General Management' programmes, and there was one programme each on financial management, behavioural sciences and personnel management. These programmes were discipline-focused and did not take an integrated view of 'management', though they tried to bring in a managerial orientation to the subjects taught in the universities.

In 1978, a task force (Professors S. C. Kuchhal, G. R. Kulkarni and T. K. Moulik) recommended the establishment of a Faculty Development Centre, which would have a 'Programme for Management Faculty' as its core activity. This programme expected the participants to "work at the Institute with the objective of self-development" (p.6). The Ministry of Education was reluctant to fund any programme of less than one-year duration, and so a one-year format was adopted. The participants were allowed to specialize in two functional areas and attend three compulsory courses: research methods, the case method of learning, and academic administration. The first programme began in June 1979.

If there is one theme that characterizes the early years of the FDP, it is its survival in spite of frequent expressions of doubt about its utility and even recommendations for its suspension. The first two years of the FDP saw support for sponsoring institutes from the UGC through its Teacher Fellowship Programme. However, this scheme was wound up. By early 1983 doubts had arisen about the success achieved by the FDP. A November 1983 internal review carried out by the FDC Committee under the leadership of Professor A. H. Kalro, found that the "Faculty Development Programme has not been very successful" and recommended its closure. The Faculty Council, however, ruled that the programme should continue. A committee, headed by Professor K.R.S. Murthy, set up in December 1984, examined how the programme should be improved and suggested that 'open enrolment' be tried—five non-sponsored candidates would be admitted, and they would then be encouraged to become entry-level faculty in management institutes. The committee also made the FDP coterminous with the three-term structure of the second year of the PGP (early July to end February) and recommended some changes to the course work requirements and a flexible modular approach.

The eighth programme (1986-87) was in two parts—a compulsory part of five months, and an optional three-month package coinciding with the third term of PGP II. The compulsory part was a general management package, and the optional module was a set of two PGP second-year electives and a project. This pattern was repeated in the ninth FDP. In September 1986, the UGC recognized the FDP under its Faculty Improvement Programme and the number of nominations went up; 16 candidates were admitted to the ninth FDP. But the flexibility experiment had to be given up after the tenth FDP, primarily because the participants found it difficult to return for the optional package after a break. The programme went back to the 10-month (informally called 'one year') format, and a comprehensive course structure was introduced for the eleventh FDP (1989-90). There were five courses specially designed for the FDP: Business Policy, a new course called Communication for Management Teachers (which has proved to be one of the most popular courses over the years), Mathematics for Management, Computers for Management and Research Methods. In addition, each participant had to take six to nine electives, spread over the three terms.

The FDP once again came up for review in 1991-92. A faculty committee proposed a new "Associate Fellow of the IIMA" title (equivalent to an MPhil) and a diploma programme, the Management Teachers' Programme, as a replacement for the FDP. The Faculty Council rejected these recommendations but suggested a reworking of the programme. Thus the 15th FDP (1993-94) saw the introduction of a new course, Foundations of Management, making the curriculum a package of seven FDP courses and some doctoral and PGP courses. But the 15th and 16th FDPs attracted only 10 and eight participants. On average the period from the 15th to the 22nd programmes (1993-94 to 2000-01) saw an annual intake of 13. Overall, between 1979 and 2000, 269 faculty members had undergone the FDP (248 from India and 21 from neighbouring countries like Nepal and Bangladesh). The programme had always been a small programme, but by late 2000 it had become apparent that the one-year format was no longer attractive. A committee headed by Professor Venkata Rao recommended a four-month programme for the twenty-third offering onwards (from 2001-02) and a condensed curriculum. The proposals were accepted by the Faculty Council on January 4, 2001, and the shortened version of the programme was offered from November 1, 2001 to February 28, 2002. The Faculty Council mandated an intake of 30 (determined by the number of rooms available) and this programme attracted 63 applications. Thirty were admitted, and ever since, the number of seats allotted to the FDP have been filled up.



The first collection of case studies written by FDP participants to be brought out (19th FDP, 1997-98).

This article, by Vijaya Sherry Chand, draws on 'IIMA and its Faculty Development Mission', in *Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad*, edited by Vijaya Sherry Chand and T. V. Rao, Macmillan India Ltd., 2011.

STORIES THE ARCHITECTURE TELLS US

The 'Haveli' on Campus: Anant Raje and the Kasturbhai Lalbhai Management Development Centre

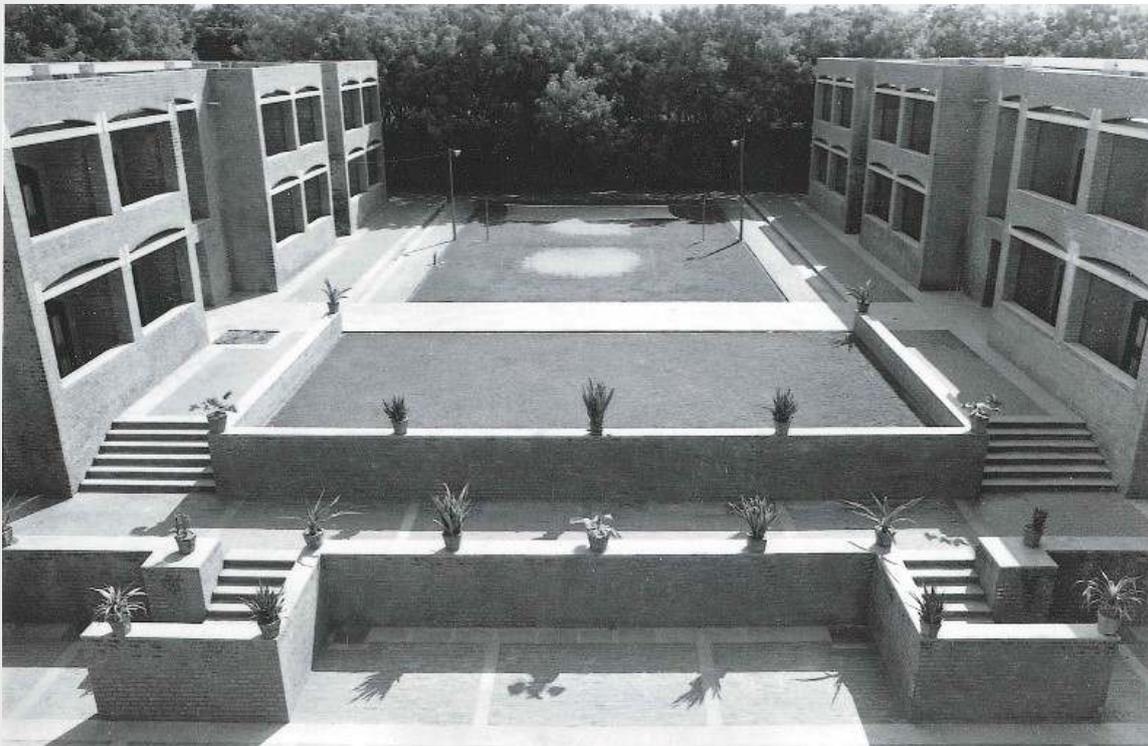
“ The building is basically an enlarged house, like a haveli or a mahal. A central courtyard, flanked by two rows of rooms with a corridor that serves the rooms, connects on the front side with the classrooms, dining halls and lounge ”



Kasturbhai Lalbhai Management Development Centre (KLMDC), designed by Anant Raje and formally inaugurated in 1981. Entrance hall; bust of Kasturbhai Lalbhai is on the left, 1982. Photograph by Pranlal Patel, IIMA Archives.

Architect Anant D. Raje (1929-2009) contributed significantly to the development of the Main Campus of IIMA, first as the on-site architect representing Louis Kahn, the principal architect of the Main Campus, and later, with his own creations. Notable among the latter are the students' mess and kitchens, the Kasturbhai Lalbhai Management Development Centre, and the Ravi J. Matthai Auditorium. A graduate of the Sir J.J. School of Art (1954), Raje moved to Ahmedabad in 1957 and worked in partnership with the noted architect and his school-mate Balkrishna V. Doshi (b. 1927). Raje then worked with Louis Kahn (1901-1974) at his Philadelphia office from 1964 to 1969, before returning to India to oversee the design and construction of the IIMA campus. After Kahn's death in March 1974, Raje became IIMA's lead architect, and was associated with IIMA till 2003. In addition to his work at IIMA, Raje designed a number of other buildings through his independent practice. He also taught at the School of Architecture at the Centre for Environmental Planning and Technology (CEPT), Ahmedabad and at various universities in Europe, the United States and India. He was the recipient of the Indian Institute of Architects' Baburao Mhatre Gold Medal (1994) and CEPT's Architecture Distinguished Professor Award. In this article we highlight the Kasturbhai Lalbhai Management Development Centre (KLMDC), named after one of the founders of IIMA, the industrialist Kasturbhai Lalbhai (1894-1980).

'Management development' refers to the in-service training of working management professionals from the private, public or non-profit sectors. The residential programmes these executives attended were of varying durations; some lasted just a few days, others went on for a few weeks. IIMA, in fact, began with such a programme in January 1964, a few months before it launched its long-duration postgraduate programme. Since it did not have residential facilities at that time, IIMA held its programmes in hotels in cities like Agra and Srinagar. The initial plans for IIMA do not show a separate hostel for the executives, though at one point of time, some of the dormitories were meant to house executive development (a synonym for management development) programme participants. Later, a plan for a 'management development block' was developed and approved by the IIMA Board in July 1973.



KLMDC, view of lawns between the room wings, 1982. Photograph by Pranlal Patel, IIMA Archives.

Raje developed the initial ideas for this block and discussed them with Louis Kahn--as he notes in *Anant Raje, Architect, Selected Works 1971-2009*, edited by Shubhra Raje and Amita Raje, Tulika Books, New Delhi, 2012 (AR-SW), "The early concepts were discussed with Kahn, but the later design and development were done by me" (p.31). As the Management Development Centre was nearing completion, Kasturbhai Lalbhai, who had played a key role in establishing and nurturing the institute passed away on January 20, 1980. The IIMA Board, in its meeting of April 8, 1980, decided to "rename the Management Development Centre at the Institute which is at present under construction, in memory of late Sheth Kasturbhai Lalbhai." The KLMDC was formally inaugurated in 1981. This complex has a built-up area of 80,000 square feet, and accommodates 64 rooms to house executive education participants, a classroom, a kitchen and dining area, syndicate rooms, and lounges. An annexe, with a built-up area of 18,000 square feet was added in 1987-89. The annexe has a classroom, two conference halls, four syndicate rooms, and office spaces. The main complex was also the temporary premises for the Vikram Sarabhai Library when it was being renovated in 2016-18.

Raje visualized the management development centre as an entity that would conform to the idiom that Louis Kahn employed. As he notes in AR-SW (p.31), “The making of openings in brick masonry follows the previous order in Kahn buildings. The exposed brick masonry bearing wall is the predominant architectural decision.” However, he drew on local imagery to describe the structure: “The building is basically an enlarged house, like a *haveli* or a *mahal*. A central courtyard, flanked by two rows of rooms with a corridor that serves the rooms, connects on the front side with the classrooms, dining halls and lounge” (p.31). With the passage of time, the locus of executive education has shifted to the New Campus and the International Management Development Centre. The maintenance of the KLMDC has also demanded more attention. Yet, it remains an important stage in the evolution of the Main Campus, signalling the transition from Louis Kahn to his successors.

This article is based on Chapter 3 of the monograph 'Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images', by Vijaya Sherry Chand, IIMA Archives, January 2023.

STUDENTS' CORNER

Perspectives: The Photography Club

A passion for photography has marked many IIMA students over the years. The darkroom which used to be in D-11 adjacent to the space occupied by the dispensary today, was a meeting point for photography enthusiasts in the 1980s and 1990s. In this article, Bhushan Gaikwad and team reflect on Perspectives, the student photography club that functions on campus today.

Perspectives was founded back in 2009, with a simple goal of bringing together a bunch of photography enthusiasts to share their passion and further their photography skills by learning from one another. When Perspectives started out, one of the difficulties it faced was attracting enough people to sign up. So, initially, Perspectives was nothing more than a small group of people who enjoyed one another's company and had a passion for sharing tales and documenting events via the lens of a camera. But their hard work paid off; word got around, and the club grew steadily. Students wanting to become members had to apply first, and then undergo a round of interactions, during which photos and videos shot by the applicants were discussed. This process remains the same even today. Further, in addition to students of the PGP and PGP-FABM (Food & Agribusiness Management), PGPX and PHD participants have also joined the club. The club size during the initial years was around 16 members; this has grown to 34 members at present.

“ The club has always focused on fostering a supportive community that encourages creativity and learning. ”



Perspectives Logo Transformation, 2009, and 2023 respectively.

Our club has always focused on fostering a supportive community that encourages creativity and learning. From organizing workshops and photo walks to pitching events and workshops in Confluence, the student festival, we have always sought to provide a platform for our members to showcase their talents and to hone their skills. Some of the early connections between the practice of management and photography were made with workshops like 'Legal and Copyright Issues in Photography' and 'Role of Photography in Advertising and Marketing'. Since then, Perspectives has played a key role in educating the IIMA community about photography, and has also collaborated with other clubs to capture and document key events. Intrigued by the enthusiasm of Perspectives, the then Director, Professor Ashish Nanda, agreed to set up the photo gallery in the mess corridors in October 2014. This gallery continues to exhibit photographs taken by students, professors, staff and alumni.

In addition, the club has encouraged its members and other students to compete in international photography contests. We've come a long way since our early days, and have accumulated a number of accomplishments. We've also had the pleasure of hosting many photography exhibitions and cooperating with several prominent photographers in the country on workshops at IIMA. These events have allowed us to interact with the wider photography community and get acquainted with a variety of styles and methods.

We are proud of the progress we have made. Our journey was made possible by the tireless efforts of our members and the continuous support of our institution. We look forward to contributing further to IIMA's thriving photographic scene, and aim to encourage more people to explore their love for photography and join us on this exciting adventure.



Perspectives Team AY 2022 - 23.



Perspectives Team AY 2022 - 23.

Bhushan Gaikwad (Coordinator) and Team Perspective.

SEPIA ECHOES

Of Committee-led Governance and the first Postgraduate Programme (PGP) Committee

Classified Ad 3 - No Title
The Times of India (1861-current); Nov 18, 1963, ProQuest Historical Newspapers: The Times of India
Pg. 5

**INDIAN INSTITUTE OF MANAGEMENT,
AHMEDABAD**
in collaboration with
**THE GRADUATE SCHOOL OF BUSINESS
ADMINISTRATION
HARVARD UNIVERSITY**

**Admission to the Two-Year Programme in
Business Administration**

Applications are invited for admission to a two-year post graduate residential programme in Business Administration commencing 1st July 1964. Applicants should be graduates of a recognised university in arts, science, commerce, engineering, law or any other field. Consistently high academic performance and proficiency in written and spoken English and in high school level mathematics is essential. Those who are appearing for their final degree examination in March/April 1964 may also apply.

The Institute is sponsored by the Government of India, Government of Gujarat, Indian Industry and Ford Foundation.

Further details and application forms can be had from the Admissions Office, Indian Institute of Management, 310, Camp Road, Shahibaug, Ahmedabad-4.

Please enclose a 4" x 9" self-addressed envelope bearing a postage of 10 nP. with your request for the application form.

Last date for receipt of applications is December 15, 1963.

“ A key principle that the institute's leadership adopted to develop such a culture of self-regulation was that faculty should learn to balance the autonomy and freedom they were granted with a certain accountability for desired outcomes. ”

One feature that marked the development of IIMA in the early decades was the attention to developing processes that promoted self-regulation, not through the imposition of formal rules, but through the evolution of norms and conventions of behaviour. A key principle that the institute's leadership adopted to develop such a culture of self-regulation was that faculty should learn to balance the autonomy and freedom they were granted with a certain accountability for desired outcomes. The demand made on them was, therefore, the development of a sense of internal discipline that could guide individual and collective action. This, in essence, was the meaning that the initial leaders like Dr. Vikram Sarabhai, Professor Ravi Matthai and others who followed them, attributed to 'faculty governance', something that many consider to be at the base of IIMA's development.

Announcement of the first PGP, Times of India, November 18, 1963.

The expectation that faculty members would develop a sense of internal discipline to ensure a balance between autonomy and accountability, and thereby create and nurture a culture of self-regulation, emanated from what the leaders felt was the right thing to do. There was nothing in the original charter or the rules that granted this role to the faculty body. How was this expectation translated into practice? Through the committee mechanism. The directors constituted various committees to ensure that all faculty members had the opportunity to participate in their activities and learn the culture of self-regulation. These committees tended to shift the locus of power from the director to the faculty body, and in a way, upheld the value of group decision making. The chairs of committees derived their power not from the director or their position, but from their colleagues who were members of these committees.³ It is possible that decision making by such committees can become frustrating and time consuming, but it did help in building faculty commitment to the tasks they undertook.



The first PGP Committee in session, with Prof. Warren Haynes, Chairperson, at the head of the table.

Perhaps the most important committee in the early days was the Postgraduate Programme Committee, a body that included all the faculty members teaching in the PGP, and which had sub-committees to look after critical tasks such as admissions and placements. The first committee, formed in September 1963, was chaired by Professor Warren Haynes, who was Harvard Business School's Project Director in India for about 20 months. Key members of the committee included Professors V. L. Mote and Kamla Chowdhry. This committee started with the planning for the first batch that was to commence in July 1964. The advertisement for the first offering of the PGP came out on November 18, 1963. The institute received 7300 enquiries and 739 applications; each application was accompanied by a fee of Rupees Ten. The first sub-committee of the PGP Committee was the first Admission Committee, which visited various cities in the country and interviewed over 350 shortlisted candidates. The Admissions Committee was chaired by Prof. C. N. S. Nambudiri and had Profs. V. L. Mote and Asghar Karim as members. This committee drew up a 'prime list' of 62 candidates and a 'wait list' of 15. Finally, the first batch had 58 students of whom 48 graduated in April 1966.

³ For further details, see Matthai, R. J. (1993). The underlying basis of IIMA organisation. In *Institution building: The IIMA experience (Vol. 1. The early years)*. Ahmedabad: Indian Institute of Management Ahmedabad.



Inauguration of first PGP, July 1, 1964, from left to right: Prakash Tandon, Kasturbhai Lalbhai, Chinubhai Chimanbhai Sheth, and Balvantray Mehta (Chief Minister of Gujarat).

The first PGP was inaugurated on July 1, 1964 by Balvantray G. Mehta, Chief Minister of Gujarat. The inaugural function was held at the ATIRA Auditorium. The institute did not have its own campus at that time, and the classrooms were rooms in ATIRA taken on rent.



A placement interview on campus (Source: Fifth IIMA Annual Report, 1966-1967, Pg. 32).

The Placement Committee was constituted in September 1964—a new experience for educational institutions in the 1960s. Of the 48 students who graduated, 37 sought the services of the Placement Committee. By December 1966, all of them had been placed. The minimum emoluments, i.e., salary and other allowances, were Rs. 575 per month, and the maximum amounted to Rs. 1,200 per month. Students with technical and engineering backgrounds were paid slightly higher than the others. In the initial years, the Placement Committee members found it quite a challenge to convince prospective employers about the value that could be added by formally trained management graduates.

The first batch (and the batches that followed up to the 1975 convocation) graduated with a diploma in 'Business Administration'. The title awarded became 'Postgraduate Diploma in Management' only at the 1976 convocation, when the institute had to accommodate graduates specializing in agriculture in its postgraduate programme. The diploma survived until 2018, after which the batch graduating in 2019 received an MBA degree—IIMA started granting degrees that year under the IIM Act 2017.

The PGP Committee's role today is played by the Academic Council, the faculty body set up under the provisions of the IIM Act, 2017. The responsibility for devising and modifying all policies related to academic planning and implementation rests with the Academic Council. In practice, the executive committee to which a number of powers used to be delegated by the PGP Committee in former times, has come to be perceived as more directly connected with all academic matters related to the programme. The executive committee is headed by a Chairperson. Apart from dealing with the design and delivery of the programme and recommending changes to the Academic Council, the executive committee also deals with student exchange programme and dual-degree programmes, recommends the programme fees to the Director, prepares the programme budget and forwards it to the director, sorts out matters of academic indiscipline. The Chairperson of PGP also chairs the Courses Committee, which deals with the review and approval of courses that go into the PGP. The Admissions Committee proposes the eligibility criteria for the PGP to the PGP Executive Committee for approval, but otherwise functions independently, as before, on all matters related to admission. The Placement Committee functions independently, carrying out the mandate given to it by the Academic Council. The way 'faculty governance' is understood may have changed over the years, but the 'committee approach', with members of the committees developing an internal discipline that guides individual and collective decision making, and helps nurture a culture of self-regulation, continues to this day.

HERITAGE NETWORKS

KASTURBHAI LALBHAI MUSEUM

“The colonial style mansion of the museum was built in 1905 by Sheth Lalbhai Dalpatbhai, one of the pioneers of the textile industry in Ahmedabad, as his residence.”



Exterior view of the Kasturbhai Lalbhai Museum. Photograph by Rajesh Vora.

Set amongst tall trees and lush gardens, the Kasturbhai Lalbhai Museum complex was inaugurated in 2017. It was developed through the vision and under the guidance of Ms. Jayshree Lalbhai and Mr. Sanjay Lalbhai, the current trustees/owners of the museum. The premises consist of two buildings that have been painstakingly restored by renowned architects Rahul Mehrotra and Robert Stephens of RMA Architects, who also added a third newly constructed section—the 'Modern Gallery', a space for contemporary art exhibits.



*View of the Introduction Room of the Museum with portraits of Shri Kasturbhai Lalbhai and Smt. Tarlaben Lalbhai painted by Walter Langhammer.
Photograph by Dinesh Mehta.*

The colonial style mansion of the museum was built in 1905 by Sheth Lalbhai Dalpatbhai, one of the pioneers of the textile industry in Ahmedabad, as his residence. After he passed away in 1912 his second son Kasturbhai Lalbhai continued to reside in the house and manage the family business along with his brothers Chimanbhai and Narottambhai. Together, they established a chemical and dye stuff township complex Atul Products (1952), and seven textile mills, amongst which was the Arvind Mills (1931) which became India's largest denim manufacturer and the world's fourth largest producer and exporter of denim. The house 'Lalbaug' remained the hub of family gatherings and also a place where several dignitaries like Vallabhbhai Patel, the Duke of Edinburgh, Prime Ministers, Governors and many others, were hosted.

The main building of the museum showcases two thousand years of Indian art, through objects collected by a line of distinguished connoisseurs. Its nucleus is the art collection of the Tagore family of Bengal, which was the best and most comprehensive collection of Indian art in Calcutta at the time. It was subsequently acquired by Shri Kasturbhai Lalbhai in the 1940s. Kasturbhai invited the noted scholar Dr Pramod Chandra to document and study it in the 1960s.

The selection on display, co-curated and designed by 'Eka Archiving Services Pvt. Ltd.' and the 'National Institute of Design', with the conservation work done by S. Girikumar, reflects the eclectic nature of the collection. It seeks to balance art historical merit with personal favourites, while retaining the essence of the family home. It is complemented by Atelier Dada's lighting design which adds to the subtlety of the display. The art on view ranges from paintings created in the Persian, Mughal, Deccani, Pahari and Rajasthani schools to Tibetan Thangkas to modernist paintings from the Bengal School and art in stone, metal, wood, as well as Bidri work, that cover a span of more than one thousand years. Some of the most noteworthy artworks include the 16th century Khamasa of Nizami, the 18th century Basohli painting of the Devi and the pre-independence painted postcards sent from students to their teachers in Calcutta and Santiniketan which capture the creative spirit of a nation coming into its own.



*View of the Indigo artworks inside the Glass Gallery (built by RMA Architects), a part of the ongoing Indigo Exhibition at the museum.
Photograph by Dinesh Mehta.*

In the adjacent building, the Claude Batley house, built in the 1930s, space has been created to house temporary exhibitions, retrospectives of artists and displays of works by young artists. Leaving the beauty of the older building untouched and unmarred, a glass gallery, unique and distinctive, has been added to create extra display space. The museum is currently housing the exhibition 'Alchemy: Explorations in Indigo' where one can see works of art by notable contemporary artists and designers such as Alwar Balasubramaniam, Asif Shaikh, Annie Morris, Paresh Patel, Shihoko Fukumoto, Tarun Tahiliani, Vyom Mehta, Aboubakr Fofana, Idris Khan, and many others. This exhibition is a precursor to the upcoming Arvind Indigo Museum which looks into the history, significance and techniques of natural indigo in different cultures and also explores the possibilities of experimenting with natural indigo on diverse materials and visual languages.

Currently the heritage section is shown only via a pre-booked guided tour four times a day - 10 am, 12 noon, 2.30 pm and 4 pm. Visitors can call at 079-22865456/ 079-22866376 (10 am-5 pm) or send an email to klmuseum16@gmail.com a few days prior to their visit. Photography is not allowed.



View of indigo artworks by Alwar Balasubramaniam, a part of the ongoing Indigo Exhibition at the museum. Photograph by Rashesh Jhaveri.

The Indigo Exhibition remains open from 10am-5pm. No prior booking is required to view this section. Visitors can walk in any time without booking. Photography is allowed in this section.

Visits to the museum are free of cost. The museum is closed on Mondays. The complex also has a small amphitheatre with a seating capacity of 250 that can host small performances, musical soirees, talks and discourses.

Thus with different and changing events being planned through the year, the Kasturbhai Lalbhai Museum hopes to create a dynamic and vibrant atmosphere to draw people for a cultural treat.

NEWS AND EVENTS

The IIMA Archives is open to visitors on all working days from 9.30 a.m. to 5.30 p.m. The Communication Department brings IIMA's executive education programme participants for a tour of the 'Brick by Brick' exhibition (545 visitors during the last three months). In addition, the Archives received more than 500 other visitors.

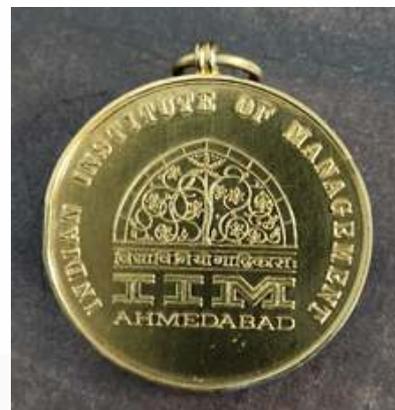
Archives are essential for preserving historical records and making them accessible to research scholars. In the last quarter, there have been more than 190 requests for archival records from research scholars. Here is an interesting note from one of the users:

"I completed my Ph.D. in History in 2020. My dissertation studied the intersections of business, state, and developmental practices in Ahmedabad and its surrounding rural and agrarian regions in the middle decades of the twentieth century. Since the completion of my doctoral work, I have been expanding the scope of my research by focusing on the historical lineages of rural and agricultural management, and how they were developed as educational concerns as well as professional disciplines during the 1960s and 1970s. At the IIMA Archives, I have been reading about the formation of the Agriculture and Cooperatives Group which was later modified and renamed as the Centre for Management in Agriculture. Eventually, I also intend to focus on the formation of IRMA in the neighbouring region of Anand and its connections with IIMA. Broadly, my project studies the ways in which the Ahmedabad-based global network of developmental and management expertise—associated with the formation of IIM—engaged with the agrarian question in post-independence India, especially within the larger context of the Green Revolution. In probing this question, I also hope to critically examine the peculiar 'managerialist' reflections that were produced by these experts on the social constitution of the rural society. The documents at the IIM Ahmedabad Archives have been immensely helpful for pursuing this research. These documents include conference proceedings, catalogues, AMA issues, speeches, details regarding faculty recruitment and student placements, and some letters and correspondences involving the formation of the institute. I am also very grateful to the Archivists for sending most of the documents I needed as scanned copies by email." *Prof. Kena Wani, Assistant Professor of History School of International Affairs, O. P. Jindal Global University, Sonipat, Haryana.*

“On January 20, 2022, the IIMA Archives launched its Monograph series to highlight the lesser-known stories about the development of the institute. ”



PGP Course Material, 1970-72.



Gold Medal, 1970, from Ashok Vora.

The IIMA Archives is a treasure trove of records and documents related to the early history of the Indian Institute of Management Ahmedabad. We are delighted to announce the donation of his Gold Medal (for academic performance) by Mr. Ashok Vora, PGP 1970, and of the PGP Course Material in 17 bound volumes, 1970-72, by Mr. S. V. Ramani, PGP 1972 to our collection. These are highly valuable additions.



Visit of student of Centre for Heritage Management, Ahmedabad University, January 20, 2023.



Visit of students and faculty from NID Ahmedabad, January 30, 2023.



Visit of Prof. Neel Kamal Chapagain, Director, Centre for Heritage Management, Ahmedabad University, and his colleagues & counterparts from the University of Santo Tomas, Manila, Philippines, March 9, 2023.

Under our Heritage Networks outreach efforts, IIMA archives hosted the students of Centre for Heritage Management, Ahmedabad University on January 20; Prof. Arathi Abraham (exhibition design faculty) and students of B.Des. Exhibition Design from NID Ahmedabad on January 30; Ms. Ishita Shah, Architect, Designer and Historian; Ms. Avni Pattani, Director of Pattani Archives, Bhavnagar and her team on March 3; Prof. Neel Kamal Chapagain, Director, Centre for Heritage Management, Ahmedabad University, and his colleagues & counterparts from the University of Santo Tomas, Manila, Philippines on March 9, this year.

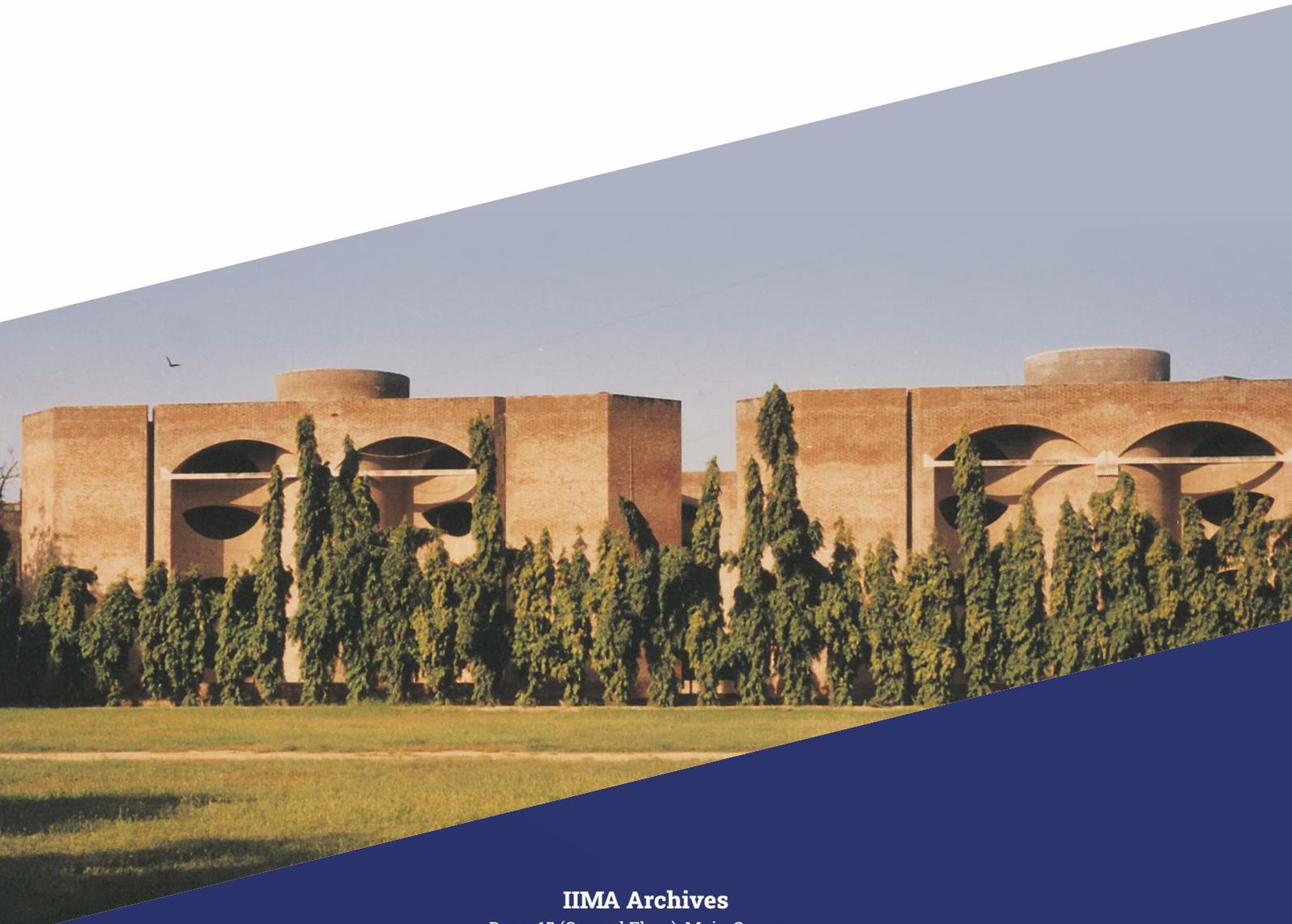


'Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images', by Prof. Vijaya Sherry Chand.

On January 20, 2022, the IIMA Archives launched its Monograph series to highlight the lesser-known stories about the development of the institute. This series will be an invaluable resource for students, researchers and alumni who are interested in learning more about IIMA's history and its impact on the business world.

The first volume of the series '*Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images*' by Prof. Vijaya Sherry Chand, Chairperson of IIMA Archives, provides an insightful look into the history, architecture and design of IIMA through the lens of renowned architect Louis Kahn's iconic designs and photographer Pranlal Patel's powerful images of the first 25 years of IIMA's life. Why is the courtyard (that has the LKP) open at one end? Why do we have the odd Type IIA as well as Type II houses? Why did the institute not want a lake around the outer row of dorms (1,2,3,6,9,12,15,18,17,16)? These and other questions are answered in the volume--you will also find a reference to a question that is usually not asked: Why did we get a reinforced exposed brick masonry design? The soft copy is available [here](#).

Please visit the IIMA Archives at Dorm 15 (Ground Floor), Main Campus, IIM Ahmedabad, Vastrapur, Ahmedabad - 380015, also you can mail us at archives@iima.ac.in, and our contact number is (079) 7152-7528.



IIMA Archives

Dorm 15 (Ground Floor), Main Campus,
IIM Ahmedabad, Vastrapur, Ahmedabad - 380015
Phone: +91-79-7152-7528 | Email: archives@iima.ac.in
Website: <https://archives.iima.ac.in/>