



Brick *by* Brick

A Newsletter of the IIMA Archives

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IIMA ARCHIVES

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We extend a warm welcome to our new students as they join us on campus!

This issue is the fourth and final issue of the first volume of our Newsletter. As we move into the second year of the newsletter, we thank all those who have helped in its production; we also thank our readers for the positive feedback we have received.

How did management in agriculture become part of the Institute's mandate? What was the genesis of computer networking at IIMA? How did IIMA's private pedestrian underpass come about? What is the story behind IIMA's first doctoral offering? Which club has tried to educate underprivileged children living around IIMA? This issue has answers to these questions. As part of our efforts to network with other heritage-related organizations, we feature the Gujarat State Archives (GSA). We hope you enjoy reading this issue.

We collaborated with the Gujarat State Archives to launch a digital exhibition and an accompanying monograph on 'Maritime Trade of Gujarat's Princely States: Nawanagar and Porbandar', on May 29, 2023.

Prof. Vijaya Sherry Chand completed his three-year term (2020-23) as Chairperson of IIMA Archives and retired from the services of the Institute in May 2023. We welcome the new Dean (Alumni & External Relations), Prof. Sunil Maheshwari as a member of the IIMA Archives Committee. The next Chairperson of the IIMA Archives and the faculty member on the Committee will be announced soon.

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

Chairperson (to be announced)

Member (to be announced)

Prof. Sunil Maheshwari, Dean-AER (Ex-officio)

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

IIMA Archives Team

Mr. Abhishek Kumar Mishra, Archivist

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Vikram Sarabhai Library, IIMA
Communication Department, IIMA

Front cover: Forum Tower, New Campus

Back cover: From the entrance lobby of International Management Development Centre, New Campus

OUR FOUNDERS AND BUILDERS

How did 'Management in Agriculture' enter IIMA's Mandate?

In this article Vijaya Sherry Chand describes how, as a result of the inspiration provided by Vikram Sarabhai, 'management in agriculture' became part of the Institute's mandate. The development of the AgCo (Agriculture and Cooperatives) Group, which spearheaded agriculture-related work in the early years (1963 to 1970), is primarily a story of two key actors, Michael Halse and D. K. Desai, who sought to apply the concept of 'agribusiness' to problems in agriculture, in a manner that was appropriate for the 1960s.

Many people may not know that it was Dr. Vikram Sarabhai who was responsible for making 'management in agriculture' part of the Institute's mandate. Dr. Sarabhai was a visionary who clearly understood the significance of rural and agriculture development for a developing India. The second five-year plan (1956-61) had focused on rapid industrial development, but the plan that followed (in April 1961) stressed developing India's rural economy and agricultural growth, and self-sufficiency in food matters. Perhaps Dr. Sarabhai was

"Many people may not know that it was Dr. Vikram Sarabhai who was responsible for making 'management in agriculture' part of the Institute's mandate. Dr. Sarabhai was a visionary who clearly understood the significance of rural and agriculture development for a developing India."

sympathetic to these broader national priorities. Soon after the establishment of IIMA, during a visit to the Harvard Business School (HBS), he discussed the idea of having agriculture management added to IIMA's mandate through either a course in the postgraduate programme or some research. He approached Professor Henry B. Arthur, Moffett Professor of Agriculture and Business for advice. Arthur (PhD, Harvard, 1935) had joined Harvard in 1960 after a long career in government and industry, and was actively involved in 'agribusiness' projects across the world. In the meanwhile, HBS's John H. Davis (who headed the Program in Agriculture and Business) and Ray A. Goldberg had developed the concept

of 'agribusiness'; their 1957 book *A Concept of Agribusiness* (published by Harvard) was influential in presenting a "two-way interdependence with businessmen and farmers in the dual roles of suppliers and purchasers", so that agribusiness became a more useful label to capture "the sum total of all operations involved in the manufacture and distribution of farm supplies; production operations on the farm; and the storage, processing, and distribution of farm commodities and items made from them" (p.1). Arthur responded to Dr. Sarabhai's request with enthusiasm, but, given the constraints on his time, suggested that his doctoral student, Michael Halse could be stationed in Ahmedabad. Halse began work in January 1963.

Halse seems to have had a lot of freedom in developing the agenda, and though his initial memos were marked to Arthur, it is not clear from our records how much advice Arthur actually provided. Halse's expertise and interest were in rice, but as he noted in a memo dated October 13, 1964, "In 1963, it seemed more feasible and useful to work on milk." He developed a good rapport with Dr. V. Kurien and others at Amul Dairy, and embarked on a series of case studies on Gujarat's dairy industry. These dealt with policy in the dairy industry; milk supply; product mix and marketing strategy; dairy organization; and industries ancillary to the dairy industry (memo from Halse, dated May 6, 1963). In the meanwhile, the institute successfully addressed some problems in the Amul Dairy. The work in dairying fed into the first 'Dairy Management Conference' that was held during December 15-18, 1963, in collaboration with National Dairy Research Institute, Karnal. Dr. Dhirajlal K. Desai, an agricultural economist with a PhD from the University of Illinois at Urbana-Champaign had just been recruited earlier that month and was one of the faculty members at the conference. Enter the second protagonist of our story: Desai turned out to an influential and key figure in the Institute's agriculture management development.

After working on a few studies on cotton and dairying, Desai left for Harvard as part of the second batch of IIMA faculty that attended the International Teachers' Training Program (from September 1964). There, he attended the agribusiness course of Henry Arthur, worked on a few cases on agribusiness and worked with both Arthur and Goldberg. Before he left for Harvard, the institute had established a significant partnership with the Ministry of Agriculture at New Delhi. C. Subramaniam, the Minister wanted Vikram Sarabhai to help in the government's community development blocks programme. Sarabhai asked Michael Halse to develop a project, and this was an opportunity to develop a group of five faculty members and five research associates. The group of five faculty members and Halse came to be called the AgCo group. (The work resulted in a report 'Studies in Block Development and Cooperative Organization' (1966).) Desai returned to the institute in the middle of 1965 and found the AgCo group active in work on the community development blocks, a multi-level dairy management programme, and cases on dairying. A little later, Ravi Matthai took over as Director in August 1965, and continued with Sarabhai's stance that agricultural management was important for the institute.

In early 1966, there were two setbacks. In a ministry meeting, Ravi Matthai presented IIMA's proposal for an institute for management in cooperatives—Halse had prepared this proposal earlier. But perhaps Matthai and Desai had not thought through the implications of this proposal. D.R. Gadgil, the economist and expert in cooperatives happened to be one of the reviewers. His view was that IIMA lacked the credibility to make such a proposal. The proposal had to be withdrawn. As Desai, who was present in the meeting with Matthai notes in his memoirs (*A life worth living*, published by Smriti Dagur, Ahmedabad, 2014, p.140): "Ravi felt humiliated." Soon after, Matthai made Desai the AgCo head.



Prof. D. K. Desai. Source: IIMA Archives

The second problem was of a different nature. By March 1966, it had become clear to the institute that the community development block grant, on which five faculty teams depended, would not be renewed. Desai learned from J.S. Sarma, Economic and Statistical Advisor in the Ministry of Agriculture that the Minister and Secretary were now interested in High-Yielding Varieties of crops—part of what came to be called the 'green revolution'. He prepared five proposals, one for each faculty member, on paddy, wheat, maize, sorghum (jowar) and pearl millet (bajra). These were liked by the Ministry and accommodated under the Agro-economic Research Centre budget for one year. The reports that were produced ('Planning and Implementation in Agriculture: Studies on High-yielding Varieties Programme', 5 volumes, 1967) were extremely well received. The grant was extended for one more year, and after that it became a regular

feature. In the meanwhile, in early 1967, Halse moved to the National Dairy Development Board as FAO Advisor, and worked there till 1983, contributing significantly to 'Operation Flood'.

By 1969, the AgCo group had produced a number of reports that were appreciated by administrators and researchers. Desai had perfected his interpretation of 'agribusiness'. He had earlier been advised by David Hopper, who was at the Ford Foundation then (and later became Vice President of the World Bank), to look at agribusiness in terms of two systems: input system (seeds, fertilizers, etc.) and output system (product marketing, processing, etc.). All the ministry projects were designed using this idea, but the proposals were framed in the language of agriculture and cooperatives to make them more acceptable.

The agriculture mandate had initially included a course for the postgraduate programme. Halse began work on a course titled Management of Agricultural Product Enterprises very early during his stay. Desai joined Halse in the development of electives, but the demand was very poor. By 1967, two other courses, one on 'Management of Agricultural Inputs' and the other on comprehensive rural development had been developed. The courses were not received well. The attempt to offer agriculture-based electives to PGP students had failed. The institute then prepared two proposals that would focus more specifically on agricultural management education. A 1968 proposal to the Ford Foundation included support for the AgCo group, and the following year USAID agreed to fund a long-term programme. The one-year post-graduate 'Programme for Management of Agriculture (PMA)' was launched in 1970 and the first batch of 32 graduated in 1971. This programme would later become the two-year Specialization Package in Agriculture (SPA) (1974), and then the Agribusiness Management programme (a 15-month format from 1990, and a two-year format from 2003). The programme became the Food and Agribusiness Management programme in 2014. In brief, the AgCo group had established itself firmly not just as a research group but as a revenue generator by 1969-70. It was also responsible for a long-term educational programme. The time was ripe for converting it into a more formal Centre for Management in Agriculture, and the Governing Body of IIMA approved the change in April 1971.

Michael Halse and D. K. Desai contributed significantly to developing a research group that took up problems that were of concern to administrators and policy makers. Halse's initial work on dairying, and the group's subsequent work on high-yielding varieties and other agricultural issues established the credibility of the group, and its financial stability. Desai reveals in his memoirs that Halse and he never shared a good working relationship during the three years that they worked together. Yet, the two of them worked hard to set up a functioning AgCo group. After Halse's departure in 1967, Desai, with his very sharp ability to respond to the concerns of the government, developed an agenda which managed to serve the AgCo group well till it became the Centre for Management in Agriculture.

CONTINUITY AND CHANGE

Facilitating the Establishment of the IIMA Computer Network and The History of Computer Networks at IIMA

Over the last three decades IIMA has augmented its computing and networking facilities significantly. This article on networks at IIMA is in two parts. In the first, Professor Jahar Saha, former director, describes the genesis of networking at IIMA. In the second part, the Computer Centre at IIMA presents the evolution of the set-up that Professor Saha talks about in the first.

PART-I

Facilitating the Establishment of the IIMA Computer Network

Jahar Saha

"I decided to find out what I needed to do to set up a computer network. I learnt that IIT Kanpur already had one, and I think IIT Bombay was about to get one."

Prof. Narayan Sheth chose me to function as Dean while on extension as Director. (Note: Prof. Sheth was director from July 13, 1984 to May 3, 1991.) He said he did not want to go through the process of selecting a regular Dean when he was on an extension. He felt it was the new Director's prerogative to choose the most suitable person as Dean, and requested me to shoulder the responsibility of deanship until the new Director took over. Dr Sheth then added that he might precipitate a controversy if he asked anyone else to take up this responsibility, and wanted me to accept his request in the best interests of the Institute. I accepted.

I think it was some time in 1990 that Anil (Professor Anil Gupta) who was the Chairman of the Research Committee wanted me to attend a committee meeting in which a research proposal submitted by a group of faculty members was to be discussed. I attended that meeting as an observer.

The Committee had to discuss the research budget, which included a significant amount for buying desktops. The budget for the proposal included buying three/four desktop computers, each of which at that time cost roughly Rs 350,000. I knew we could not easily access computers that would do complex computations. I felt that if any research project required a high-power computing facility, the institute should provide that facility to the researcher. My other thought was if every faculty member were to justify the need for a personal desktop, would the Institute have the money to buy desktops for everyone? I left the meeting, seeking some time to let them know what I would do if I were on the Committee.

I asked Nitin (Professor Nitin Patel) for advice on this issue. In my judgement, at the Institute he was the most knowledgeable on computers. In response to my query, Nitin said, "I would think it through if you promised to take my advice." He took a few days before coming back and said, "Don't buy desktops at that price—plan for a computer network which will connect all the faculty and staff members, and each would have a certain level of computing power. You add additional facilities to those who require higher power. He said, "Computer networks would be the future technology, and it would be better for the institute sooner you acquire it."

I came back and thought it over for a few days. I accepted what Nitin had said. I went to the Director and explained everything to him. He said I would have his support for whatever I thought would be appropriate for the Institute. After this assurance from the Director, I decided to find out what I needed to do to set up a computer network. I learnt that IIT Kanpur already had one, and I think IIT Bombay was about to get one.

Next, I discussed this with Jajoo (Professor B H Jajoo), Chairman Computer Services Committee and Venkat (Professor Venkata Rao), Chairman of the Computer Group. I told them I needed their help to realize the idea of a Computer Network at IIMA. I requested Jajoo to work out how we could set it up. We formed a committee with Satiashaheb (Professor J K Satia) as the Chairman, and Chairman, Computer Services Committee (Professor B H Jajoo) and the Chairman, Computer Group (Professor Venkata Rao) as members. The Committee designed the specifications for the network and negotiated a price of Rs 35,00,000 with WIPRO for setting up the network. The Committee members, Professor Jajoo in particular, worked hard to realize the proposal for an IIMA Network. I was to seek money for it.

I discussed the proposal with Director. We realized that seeking a government grant would delay the process. The Director said I could discuss it with Raghavan, the Finance and Accounts Officer. Raghavan was a big help. He said we could use some of the money in an account with a surplus budget. He told me about a research project in Professor Nirmala Murthy's name, with a surplus of about Rs 20 lakhs. Professor Murthy had completed the project, but had also left the Institute. The Ford Foundation had given the dollar-grant to the Institute, and Professor Murthy could not take the project with her. We made enquiries and found out that if Professor Murthy agreed, the Institute could use the money to buy computer hardware. I asked her whether we could use the surplus money to develop a computer network at the Institute. She graciously agreed, and requested me to arrange for an office room and a terminal for her use for a period of three years. We agreed. I discussed with the Director how we could use funds from the various accounts that had unused surpluses. This is how we raised resources for the network. Wipro set up the IIMA Computer Network and we soon realized our dream.

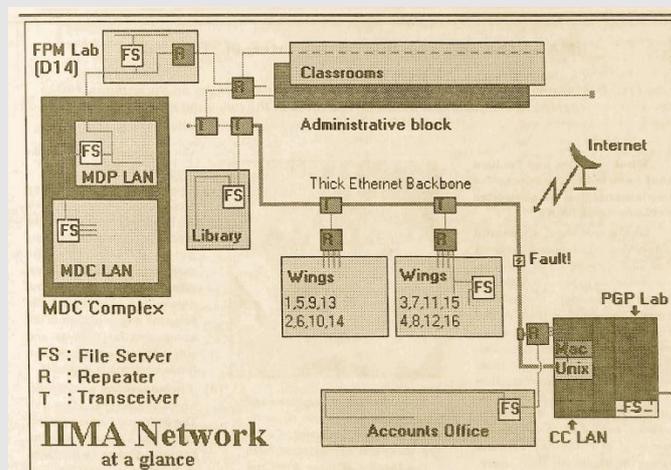
Nitin often told me that if we had not got the network done at that time, we would not have got it for another ten years!

PART-II

The History of Computer Networks at IIMA

Computer Centre, IIMA

The history of IIMA computer networks dates back to the early 1990s (*see Part-I of this article*) when the first Local Area Network (LAN) was deployed on British Naval Connector (BNC). This technology was the foundation of computer networks at that time; all computers shared the same communication channel and a data transmission rate of up to 10 Mbps was supported.



IIMA Alumnus, September 1995, Vol. 27, No. 3, p. 5. Source: IIMA Archives

IIMA adopted the well-liked ethernet technology in 1999–2000, which was built on a three-tier network architecture (Core–Distribution–Access). Each computer had a dedicated connection to the central switch, which could support 1 Gbps at the core layer, 100 Mbps at the distribution layer, and 10 Mbps at the access layer. This Ethernet technology was based on the IEEE 802.3 open standard. To improve performance and security, this IIMA computer network also used VLAN technology to limit broadcast throughout the network. In order to increase performance and speed, fibre cable was installed.

In 2007, another significant change was the shift from wired networks to wireless networks, which enabled greater mobility and flexibility. IIMA adopted wireless LAN technology based on IEEE 802.11 standard and deployed 300 wireless access points across the campus. Wireless networks have become more prevalent, with the proliferation of smartphones, tablets, and other mobile devices.

In 2018, IIMA upgraded the Wired and Wi-Fi infrastructure across the campus. The entire new networking infrastructure is fully redundant at Core level to improve both wireless coverage and throughput. A total of 120+ network switches and 1150+ Wi-Fi access points were deployed across campus. This wireless LAN was on Wi-Fi 5 technology, where users got speeds up to 1.3 Gbps. Along with this, the institute also upgraded the fibre network backbone to 10/40 Gbps by laying single mode fibre.

The current network infrastructure supports speeds of up to 40 Gbps, while Wi-Fi 6 (802.11ax) wireless LAN technology supports speeds of up to 2.5 to 3 Gbps. IIMA now has 200+ network switches and 1500+ wireless access points across the campus. Another constant area for attention has been the need for network protocols and standards to ensure interoperability and compatibility between different devices and systems. Standards such as TCP/IP and Ethernet have remained fundamental to the functioning of IIMA computer networks.

In conclusion, the computer networks at IIMA have seen the deployment of various technologies such as BNC, Ethernet, and wireless networking. Over time, these technologies have delivered ever faster data transmission rates, greater reliability, enhanced network performance and higher security.

STORIES THE ARCHITECTURE TELLS US

IIMA's Private Pedestrian Underpass

"The Institute and the architect were clear that the underpass was meant only for pedestrians—the design would have to prevent powered two-wheelers from entering the underpass."

IIMA's 100 acres are divided into parts, an 'Old' campus of roughly 65 acres and a 'New' Campus, by a highway—the 132-foot Ring Road. But the two parts are connected by a pedestrian underpass that is unique—it is a private underpass. The design of the underpass was first presented to IIMA's Building Committee on September 26, 2001 by Dr. Bimal Patel, the architect who had been selected to design the New Campus (Figure 1). The Institute and the architect were clear that the underpass was meant only for pedestrians—the design would have to ensure that powered two-wheelers were prevented from entering the underpass. However, there was a long delay in obtaining the Ahmedabad Municipal Corporation's (AMC) approval for the

underpass. Perhaps the private nature of the underpass posed a problem! IIMA members were finding it difficult to cross the highway since it was becoming increasingly busy. Finally, on May 23, 2003 the Institute received permission to construct the underpass. However, it was too late to start the work due to the approaching monsoon season.

The next few months were spent in finalizing many details regarding the construction, the precautions to be taken to ensure safety, and other security aspects. The Institute also sought legal opinion on safety and security issues as the work involved directly interfering with a public facility (the highway). M/s JMC Projects (India) was awarded the contract to build the underpass. The budgeted amount was Rupees 9.5 million. The construction of the underpass began in mid-October 2003. AMC had requested for this delayed start since they needed some time to prepare themselves. The details of some pipelines, cables and other utility lines that were concealed in the ground were not available with the municipal or electricity supply authorities. This meant that the contractor had to take utmost care to avoid any major damage to the service lines. As a result, the originally planned seven months for underpass construction had to be extended by about two and a half months. The work was completed on August 17, 2004.

The permission for the underpass was obtained in May 2003, construction began in October that year, and was completed in August 2004. While the construction was going on, students had started staying in the dormitories that were coming up on the New Campus. Two dorms had been completed by June 2003 and 82 students immediately occupied them. This posed a peculiar challenge for the Institute: network connectivity from the existing campus to the newly built dorms had to be provided. An interesting special report on the requirements of students was published in the IIMA Alumnus of November 2003.

Box 1: Comment on the need for connectivity, 2003

The students were very particular that there should be internet connectivity and telephone connectivity on the new campus from the very first day of occupation. We saw to it that when they shifted to the new campus, the internet and telephone connectivity was very much there, even though the hostels were still in the finishing stages of construction. We also incorporated the feedback obtained from the students in the hostel design. By and large, I think the students are happy. During the last three months, there have been no major complaints from them.

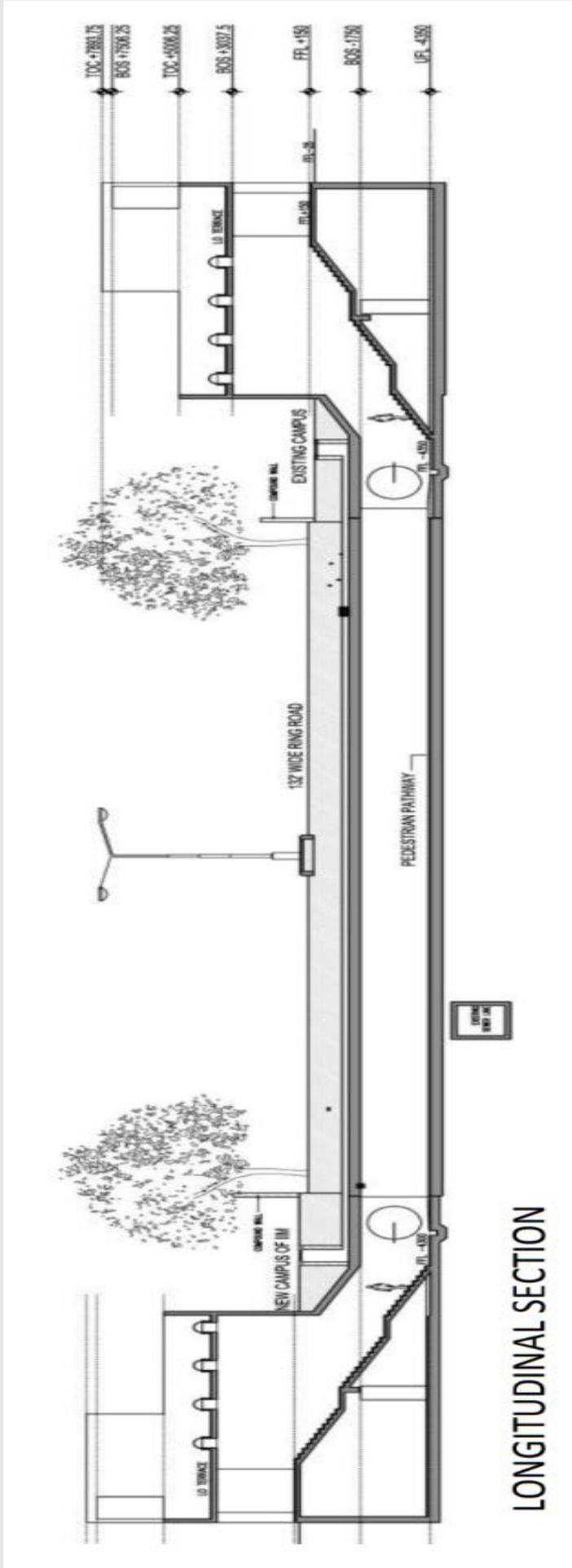
Our ultimate objective is to see that all the facilities that the students are enjoying on the existing campus are also available on the new campus. In fact, the interiors in the hostels and classrooms should be attractive enough for the students to actually opt for the new campus on their own. I would also like the new campus to set an example of the upgraded infrastructure at IIMA. [A](#)

IIMA Alumnus, November 2003, Vol. 35, No. 3, p. 9. Source: IIMA Archives

How was the challenge addressed? Professor B.H. Jajoo of the Computer Centre and his team devised an effective solution. They dug pits that were around 8 feet deep in three different locations: the Old Campus, the divider of the Ring Road, and the New Campus (Figure 2). Then through a process of drilling from one pit to the next, the team managed to carve a space to push through the fibre network cables. Three-inch diameter GI pipes were used to carry 2-inch HDPE pipes, and these provided the conduit for the cables (Figure 3). Here was an innovative response that served the needs of June 2003.

The construction of the underpass was a challenging project that required meticulous planning, precise execution, and seamless collaboration among various stakeholders (Figures 4 and 5). The underpass was inaugurated on September 27, 2004, facilitating pedestrian movement between the two campuses (Figure 6). Since its inception, the Underpass has been a hub of activity on the IIMA campus, used during all hours of the day.

Figure 1: Longitudinal section of underpass



Source: HCP Archives, HCP Design, Planning and Management Pvt. Ltd.

Figure 2: Pits dug to facilitate laying of underground conduit pipes for fibre cables



From video recorded by Prof. B.H. Jajoo, on June 7, 2003. Source: IIMA Archives

Notes: 1: View of the pits at all three sites—Old Campus at bottom, road divider in the middle and New Campus in the distance (at the top). 2: Pits on the middle of the road (foreground) and the New Campus (background). 3: Close-up of the pits on the road and the New Campus (seen through the metal fencing).

Figure 3: Conduits and fibre cables



From video recorded by Prof. B.H. Jajoo, on June 7, 2003. Source: IIMA Archives

Notes: 1: 3-inch diameter GI pipes (with "IIM Fibre" painted on them). 2: 2-inch diameter black HDPE pipe. 3: GI pipe carrying the HDPE pipe, which in turn carries fibre cables.

Figure 4: Photos of Underpass during construction



Source: Photos (undated) by Dr. Pranaya Srivastava, the then Project Manager and now Associate Vice President (Project, Estate, and Maintenance) New Campus, IIMA Archives

Note: Top left: diversion of traffic to one half of the road, newly constructed dorm visible on right.

Figure 5: Another view of the Underpass during construction



Source: HCP Archives, HCP Design, Planning and Management Pvt. Ltd.

Figure 6: Inauguration of Underpass, September 27, 2004



Source: IIMA Archives

Article by Team Archives

STUDENTS' CORNER

Prayaas



"The children thus started attending school during the day, and came to D-20 for home work and other activities like dancing, artwork and singing, in the evenings. The efforts of the teachers whom Prayaas employed were supplemented by student volunteers and volunteers from outside the IIMA community."

Prayaas ('attempt', 'effort', 'endeavour' in Hindi) is a good example of an academic project on social change leading to a sustainable student-driven initiative to educate underprivileged children. In 2003, Ms Geeta and her group members, all of them first year PGP students did a project on providing education to economically disadvantaged children, as part of 'Indian Social and Political Environment', a course taught by Professor Anil K Gupta. In 2004, the project report led to students involving themselves with children of migrant labourers who lived around the IIMA campus. Student volunteers conducted classes for the children in the nearby slums. In 2005 Sony Goyal, another student, came in contact

with Ms Chandrika, who was working on education with an NGO. She and a few of her colleagues agreed to help Prayaas. They counselled the parents and managed to get some children admitted to municipal schools. Prayaas also conducted evening classes. When the student numbers increased, the Institute allotted two rooms in a newly constructed dorm (Dorm 20) for Prayaas activities. The team soon decided to get their children admitted to private schools. They chose two schools, Sahajanand and Sharda, which were close to IIMA. Prayaas took care of the costs of about INR 11,000 per annum per child. (Prayaas later started charging a registration fee of INR 100 and an additional amount for transport.) Prayaas mobilized its funds from students, faculty and alumni. The children thus started attending school during the day, and came to D-20 for home work and other activities like dancing, artwork and singing, in the evenings. The efforts of the teachers whom Prayaas employed were supplemented by student volunteers and volunteers from outside the IIMA community.

In 2008, *IIMA Alumnus*, highlighted the work of Prayaas—there were 55 students attending Prayaas classes; 26 of them were supported financially by Prayaas (see box below).

You can sponsor a child

As long as the 'prayas' (attempt) was to help children of nearby slums get formal education, small-time donations from within IIMA campus were enough. But, as activities of this student group has grown, so has need for funds. Supporting 26 children in a private school, the group is on a major fund-raising drive.

"We are paying for a child's complete education — cost per student comes to Rs 12,000 a year," says Sameer Gandhi. Till now, the group was managing with donations from students, faculty members and staff of IIMA. Prayas has a scheme where you can adopt a child and sponsor his or her education for a year. It will be interactive — the sponsor will get to know the child and be sent progress reports regularly, says Ashutosh Agarwal. "Many students have shown interest, but can't donate enough money. People can also support schooling in partnership, or give a fixed amount every month," he adds.

*IIMA Alumnus, October-November 2008, Vol. 40, No. 3,
p. 58. Source: IIMA Archives*

In 2011, Dr. APJ Abdul Kalam, former President of India, during a visit to the Institute, visited the Prayaas rooms and participated in the Children's Creativity & Innovation Day Celebrations, organized by the National Innovation Foundation (see photo).



*Dr. APJ Abdul Kalam (centre), Prof. Anil Gupta (towards top right),
Prayaas team and children, October 15, 2011. Source: IIMA Archives*

According to an article in *IIMA Alumnus* of October 2012, the number of students had touched 60 by 2012. The ‘expense catalogue’ published in that article shows that Prayaas was mobilizing a fair amount of money for its activities.

EXPENSE CATALOGUE	
Annual Activities	
School Fees	116800
Uniform, School bags & Shoes	40000
Books	10000
Monthly Activities	
Teacher’s Salary	12600
Transportation for Kids –Auto	5000
Fruit Vendor	5000
Festival celebration (If applicable)	750
Future Plans	
Computer	30000
Library	10000

IIMA Alumnus, October 2012, Vol. 44, No. 3, p. 50. Source: IIMA Archives

Extracts from the article:

“Despite a rigorous curriculum, students like spending time with the children, teaching them basic concepts in maths and science and in the evening, playing volleyball and other games with them. They may, down the line, become managers and make million-dollar deals, but at Prayaas, they are “Bhaiyyas” and “Didis”- older siblings who teach the children how to count using their fingers and how to write their letters.

Pooja, who is one amongst the first batch of students at Prayaas, continues her tuitions because to her Prayaas is a second home, with her friends, teachers and the IIMA students. Pooja is one of the best dancers and has bagged the first prize in the Janmashtami festival event, Carnival 2012, which was held at TV Towers, Ahmedabad, and was telecast on local channels. Another one of our remarkable children is Gayathri who is continuing her studies and fighting family pressure to quit. She is one of the brightest students at Sahajanand. When Gayathri stood first in the painting competition held at Prayaas, she received her prize at the hands of Honourable Dr A P J Abdul Kalam.”

Some students share their experiences on the Prayaas website and highlight the role their engagement with Prayaas has played in their development. Over the years, this kind of impact has helped Prayaas grow. The Institute’s Fifty-First Annual Report, published in 2012-13, highlights some interesting activities undertaken by Prayaas.

“This year, Prayaas provided talented children with a platform to showcase their talents on Independence Day, Navratri, and Holi. But its focus on education continued unhampered as it provided seven children with the opportunity to move from the municipality school to a private school. It also conducted the Joy of Giving week on campus, which provided students and professors alike with an opportunity to give back, in their own special way, to society. The bidding for Shadow-a-CEO was a national level charity event where students bid to donate to spend a day with a CEO of their choice. The main attraction of the week, though, was A Day at IIM-A which enabled people from outside the campus to spend a day at the Institute and experience the life of a first-year student. Participants were encouraged to donate voluntarily with all the collections going to Prayaas. A cloth collection drive was organized to facilitate collection of used and unwanted clothes and distribute them to the needy. Prayaas hired a new teacher for the children and held monthly performance

evaluations to ensure that the children performed well. It also ensured they got of nutritious food and attended regular health check-ups. Financial support was provided by the alumni to the tune of Rs.5 lakh”.

The Fifty-seventh Annual Report, published in 2018-19, highlighted the work of Prayaas in nurturing the lives of 120 underprivileged children. Check out some of the recent and exciting activities organized by Prayaas (sourced from Instagram handle of Prayaas).



*Laptop workshop for kids (9-12th standard),
December 2022*



Annual Wish Tree Event, 2022



*A session on social & emotional learning skills for
Prayaas children, March 2023*

Article by Team Archives

Preparing Management Teachers and Researchers: The Doctoral Programme at IIMA

The Institute's first Annual Report on a full year (1962-63) articulated IIMA's hope that a doctoral programme would be initiated. In 1968-69 the Institute approached the M.S. University, Baroda and the Gujarat University to allow IIMA faculty members to guide doctoral candidates enrolled at these universities. In the meanwhile, the Institute was making every effort to establish its own doctoral programme. At the 80th faculty meeting (February 10, 1971) the Director announced that a committee set up to examine the feasibility of launching a doctoral programme (headed by Dr. C. Rangarajan) had recommended a Fellow Programme in Management (FPM) that would be equivalent to a PhD programme. At that time, there was some talk of the IIMs at Ahmedabad and Kolkata (Calcutta) gaining degree-granting status, but it was not clear when this would happen. The faculty members at IIMA decided to go ahead with an Advanced Programme in Business Administration that would lead to the title of Fellow of the Indian Institute of Management (equivalent to a PhD degree). The advertisement for the programme was released on March 1, 1971.

"The faculty members at IIMA decided to go ahead with an Advanced Programme in Business Administration that would lead to the title of Fellow of the Indian Institute of Management (equivalent to a PhD degree). The advertisement for the programme was released on March 1, 1971."

"For advanced study in Business Administration comparable to a doctoral degree programme. The programme will train students for teaching and research in Business Administration and positions in Industry. The students will be required to (1) take courses in all fields of management in the first year, (2) choose a field of specialization and take a number of advanced additional courses in the second year, (3) successfully complete the examination in the special field, and (4) submit and defend the dissertation. On successful completion of the programme, the title of Fellow of the Indian Institute of Management, Ahmedabad, will be conferred."

Advertising the first offering of the FPM, Times of India, March 1, 1971

The advertisement attracted a lot of attention: 278 applications were received, and 59 candidates were shortlisted for further evaluation and interviews. Six candidates were offered admission, out of whom four accepted the offer. However, two of these individuals lacked a prior degree in Business Administration, and thus, they joined the first year of the PGP. The other two were PGP graduates, and so had to study only a few additional courses in their fields of specialization.



विद्याविनियोगादिकासः
I I M
AHMEDABAD

INDIAN INSTITUTE OF MANAGEMENT

AHMEDABAD

invites applications for the programme of

FELLOW IN BUSINESS ADMINISTRATION

(a full-time residential programme
commencing July 1971)

For advanced study in Business Administration comparable to a doctoral degree programme. The programme will train students for teaching and research in Business Administration and positions in Industry. The student will be required to (1) take courses in all fields of management in the first year, (2) choose a field of specialization and take a number of advanced additional courses in the second year, (3) successfully complete the examination in the special field, and (4) submit and defend the dissertation. On successful completion of the programme, the title of Fellow of the Indian Institute of Management, Ahmedabad, will be conferred.

Eligibility: A minimum of second class Master's degree or its equivalent in any field. Work experience will be regarded as a substantial additional qualification.

Specialization: Possible areas are: (1) Economics, (2) Finance and Accounting, (3) Organizational Behaviour, and (4) Production and Quantitative Methods. Within these areas, specialization with emphasis on agriculture is possible.

Financial Aid: A fellowship of Rs. 400 per month will be given to all admitted students. The number of students to be admitted in a year will not exceed 15.

Inquiries and Applications: Write to the Admissions Officer, Indian Institute of Management, Vastrapur, Ahmedabad-15 enclosing a crossed postal order for Rs. 4 (Re. 1 for Scheduled Caste/Tribe candidates) payable to "Indian Institute of Management, Ahmedabad" and a self-addressed envelope 30 x 25 cm. bearing Rs. 1.10 stamps.

APPLICATIONS DUE LATEST BY APRIL 2, 1971

Abhinandan K Jain, a PGP (1970) graduate and Research Associate at IIMA (1970-1971) was the first doctoral student to graduate with a Fellow title at the 1974 convocation. His dissertation was titled 'Quantitative Approach to Media Planning.' Jain later became a faculty member in the Marketing area (1974-2010) and continued to serve as an adjunct faculty member until 2019.



Prof. Abhinandan K Jain, our first doctoral graduate, at the convocation held on April 27, 1974.

Source: IIMA Archives

At the 1976 convocation, four participants graduated. The IIMA Alumnus issue of May 1976 featured an interesting article that delves into the motivations behind their decision to pursue this programme. The same issue reported that three students were awarded the IFCI dissertation proposal awards for 1975-76: Deepti Bhatnagar, who proposed a study on employee participation in decision-making, B.L. Chaudhary, who proposed a multi-objective two-level planning for extending banking facilities to rural areas, and V. Ranganathan for a proposal on the application of cost-benefit analysis to rural electrification.

Fellow Programme in Management



Messrs. Subramaniam, Sabharwal, Mohanty, and Dhameja, in the front row at the convocation.

One of the highlights of this year's convocation was that four candidates completed the Fellow Programme in Management (equivalent to a doctoral programme) and received the title of the "Fellow of the Indian Institute of Management." The names of the candidates and their dissertation titles are given below :

N. L. Dhameja, "Corporate Dividends in India with Special Emphasis on Growth and Control Companies."

B. Mohanty, "Implementation and Administration of a Management Control System."

Y. P. Sabharwal, "Use of Credibility Theory for Rate-Making in Marine (Cargo) Insurance Business."

S. Subramaniam, "Function and Effectiveness of Product Management Concept in Consumer Goods Organizations."

On the convocation day (Apr. 10), an interview was held with these graduates. The transcript follows :

Q. Why did you choose to take up this programme ?

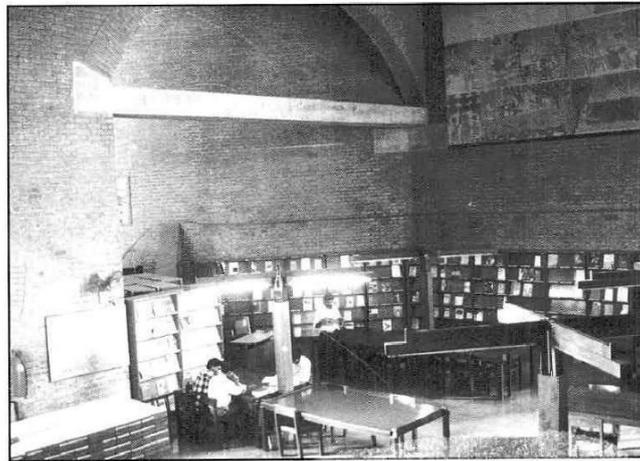
A. One of them said that he joined the pro-

gramme because it offered coverage in all functional areas rather than specialization in any one area as the usual Ph.D. programmes do. "I said to myself, let me see the maximum of management education, and this was the programme I thought would help me do so," he said. To another one, who had already done M.B.A., this programme was a natural choice. The third one was more candid, "IIMA is well known; it is a pioneering institute; naturally the brand preference worked." The fourth one said, "I was an industry person. I came into the programme because at that time it was also meant for the industry. Had the programme been intended for purely teaching and research purposes, as it is being visualized now, I would not have joined the programme." He explained that he was planning to shift from a teaching career to a management career in an insurance company, and he thought this programme would give him the opportunity to match technical qualifications with managerial qualifications. "Nobody can brand me a technocrat only now," he said. The Post-Graduate Programme would not have been relevant to pursue R & D type of work, he added.

As the programme gained recognition, the number of fellows increased. This growth was a testament to the quality of the programme and the value it provided to its participants. The FPM Diary published in 2001 notes that approximately 1200 applications were being received by that time.

ADMISSIONS

Each year, IIM-A selects approximately 10 students from over 1200 applications for the Fellow Programme in Management (FPM). Admissions to this programme is consequent to qualifying in the nationally administered Common Admission Test (CAT), followed up by a rigorous interview in which candidates are tested for their knowledge in the proposed area of specialization and aptitude to do original research. Students who are selected are typically those who have excellent academic pedigree and a strong scholastic aptitude.



11

FPM Diary of 2001, p. 11. Source: IIMA Archives

Between 1974 and 1980, 38 fellows registered for the programme, between 1981 and 1990, the institute had 61 fellows, and during 1991-2000, this increased to 77 fellows. Between 2001 and 2010, this further increased to 85 fellows registered with the institute. The years between 2011-20 saw a significant surge in the numbers, with 132 fellows completing their programmes. From 2021 to 2023, 58 fellows graduated from the institute. Note that since 2019 the title awarded changed to PhD. As of 2023, a total of 451 Fellow titles and doctorates had been awarded.



29 students received their Ph.D. in Management in the 58th Convocation held on April 2, 2023.

Source: IIMA Archives

Article by Team Archives

HERITAGE NETWORKS

Gujarat State Archives (GSA)

On May 29, 2023 IIMA Archives and the Gujarat State Archives (GSA) launched an online exhibition, Maritime Trade of Gujarat's Princely States: Nawanagar and Porbandar (<https://archives.iima.ac.in/exhibitions/Maritime-Trade-Of-Gujarats-Princely-States.html>). The exhibits were drawn from the Jamnagar and Porbandar offices of GSA. GSA has four other offices at Vadodara, Junagadh, Bhavnagar and Rajkot cities of Gujarat, and a head office at the state capital Gandhinagar. Though GSA was formally established only in December 1971, some of its units have a long history. The Vadodara office was established in 1879; the Rajkot office has been in existence since 1857, and the Junagadh unit was set up between 1840-45 during the time of Nawab Hamid Khan Babi II (r. 1840-1858).

"The primary objective of GSA is to archive and preserve the public records of the Government of Gujarat. In addition, it preserves the private papers of eminent personalities and other documents of archival value."

The primary objective of GSA is to archive and preserve the public records of the Government of Gujarat. In addition, it preserves the private papers of eminent personalities and other documents of archival value.

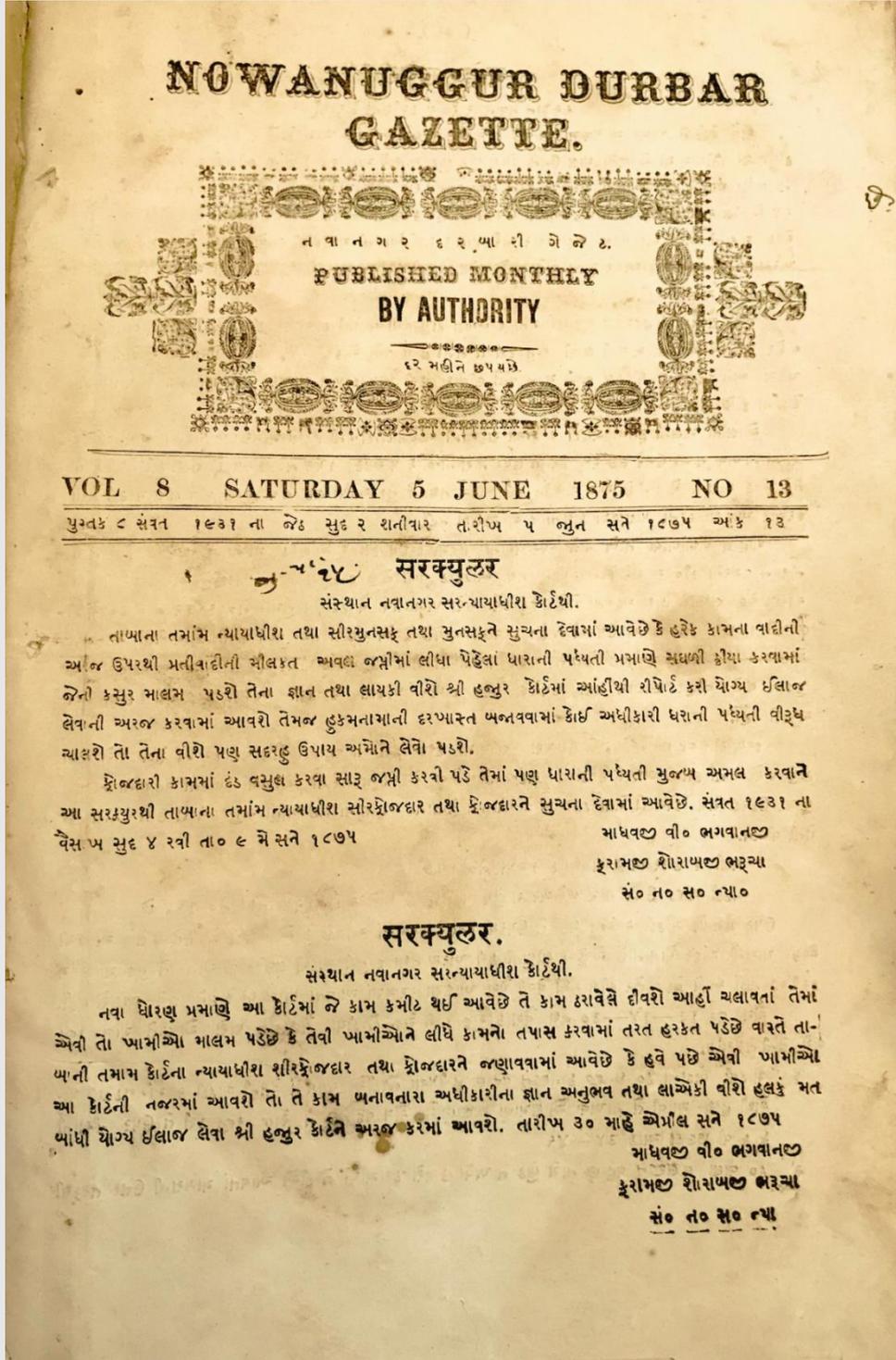
As of 2023, GSA had 2,641,584 archival records and 82,102 rare books. The Gandhinagar office deals with the administrative records of the government. The other offices reflect the unique history of Gujarat—records from the hundreds of princely states that went into the formation of present-day Gujarat state. For example, the Vadodara office has a rich collection of records of the Baroda state from the eighteenth to the twentieth centuries. The Rajkot office maintains the records of a number of princely states of Saurashtra, including the administrative reports of key states such as Morbi, Gondal, Nawanagar, Porbandar, Wankaner and Dhrangadhra. The Junagadh has, apart from the records of many princely states, the records of the independent state of Saurashtra (1948 to 1956). The Jamnagar office is focussed on Nawanagar state (present-day Jamnagar), and Porbandar on the adjacent state of Porbandar. The Bhavnagar office maintains the records of many princely states of the region.

In an article in the February 2005 issue of Raj Daftar, Samant V. Vada, an assistant archivist at GSA recalled the work done in collecting records related to the Gujarat earthquake of 2001, and the exhibitions GSA organized during events such as the International Kite Festival in Ahmedabad. In recent years, GSA has embarked on a major effort to digitize its records—about 75 percent of the work has been completed. In addition, significant investments have been made in augmenting storage facilities at some of the offices. GSA plans to make the digitized records public in phases. A pilot project to make available 50,000 files to the public is about to be launched. These efforts are bound to encourage students of history and researchers working on Gujarat.

GSA, Sector-17, Abhilekhagar Bhawan, Gandhinagar

Director: Dr. S.B. Solanki, dir-archi-gnr@gujarat.gov.in

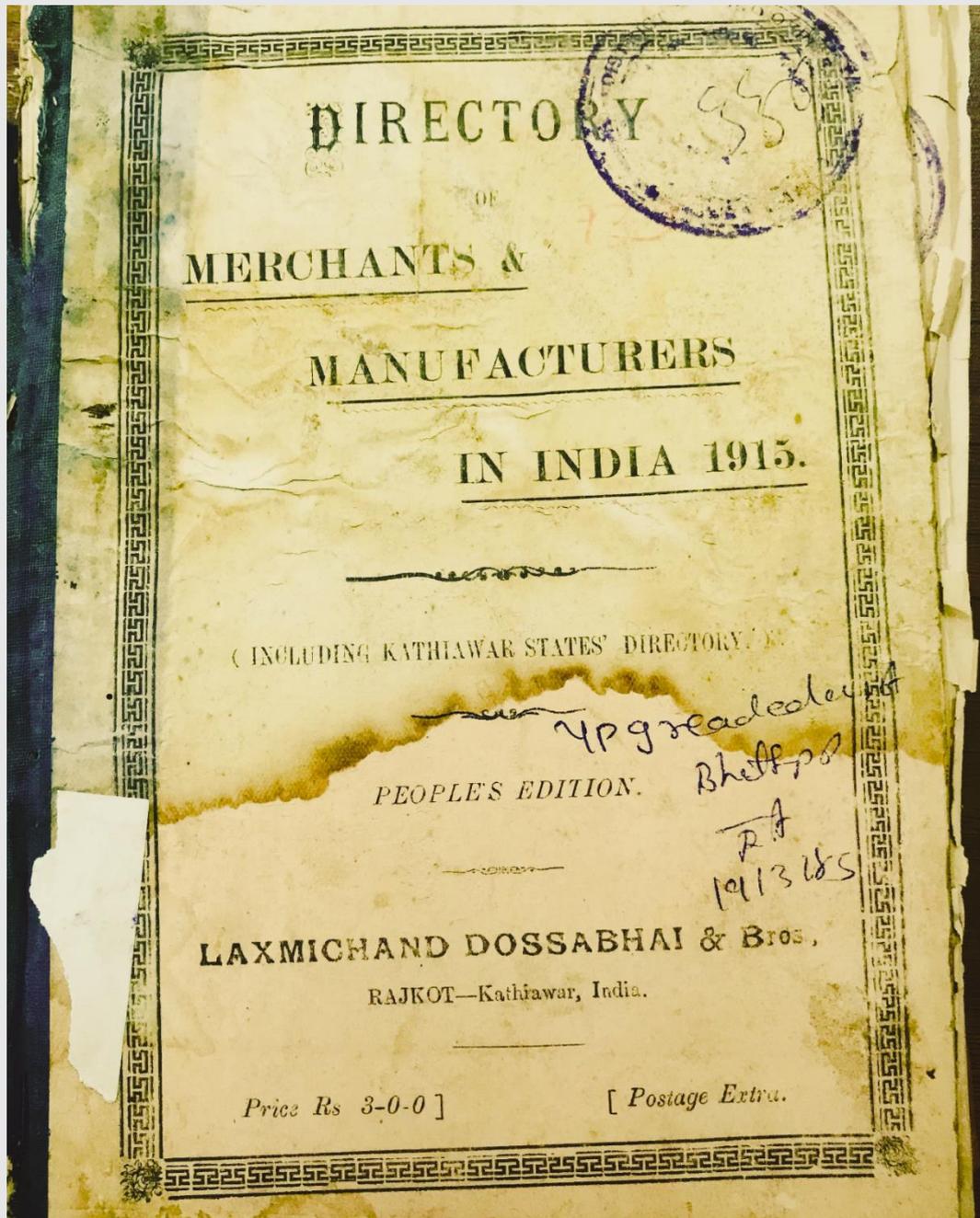
Figure 1: Gazette notification of the Nawanagar State, June 5, 1875



Source: Gujarat State Archives (GSA)

This photo shows a gazette notification of the Nawanagar State dated June 5, 1875. It has two circulars from the Chief Court. The first, dated May 9 of that year, instructs all judges, head-munsifs and munsifs that in every case of confiscation of the property of a defendant, the procedures under law should be observed. The circular also warns of action in the case of failure to do so. The notice also warns that in the case of criminal proceedings where fines are to be recovered, all procedures should be followed. The second circular, dated April 30, 1875, points out certain drawbacks in the work of judges, police inspectors and sub-inspectors, and warns these officials that in case they do not improve, they will be reported to the Chief Court.

Figure 2: Directory of Merchants and Manufacturers in India, 1915



Source: Gujarat State Archives (GSA)

Directory of Merchants and Manufacturers in India 1915. Note that the princely states of Kathiawar (present-day Saurashtra region of Gujarat) are included. At that time these states were under the Kathiawar Agency, under the suzerainty of the Bombay Presidency of British India.

Figure 3: Emergency travel document, October 2, 1940

100

EMERGENCY CERTIFICATE.

No: 1734. { 631019 032207 }



Signature of bearer.

THIS IS TO CERTIFY THAT K. Alianjee Bhimjee
has stated to me that he/~~she~~ is a British Protected Person
and that I have no reason to doubt his/~~her~~ statement.

This certificate is valid only for the journey to India
leaving Aden for India. Permitted to leave Aden
and must be surrendered to the Immigration Officer at the place of arrival.

(Signed) [Signature]
Passport Officer, Aden.
Date 2/10/40

Summary of the statements made by the holder in proof of his/~~her~~
British nationality :-
Bearer lost his passport
no. W.J.S.A. 2584 07/16. 7. 1931 issued
at Rajkot during the Somaliland
evacuation & is returning home
on this certificate.

Res. Aden 126.
GIPD-73 Aden-25-6-30-2,000.

Examined. Ex S.S. ALAVI.
Forbander-D/ 8 NOV 1940
R.N.
Protector of EMIGRANTS

Source: Gujarat State Archives (GSA)

Emergency travel document issued to Kalianjee Bhimjee on October 2, 1940 to enable him to travel from Aden to India. The reason is stated: "Bearer lost his passport...during the Somaliland evacuation." The latter refers to an incident in World War II, when British Somliland was evacuated in August 1940 after an Italian invasion.

NEWS AND EVENTS

We would like to thank our readers for their positive feedback on the March 2023 issue. We present below a message from Dr. KSB Nayar, who was the Programme Secretary of the first two University Teachers' Programmes (UTP), which we referred to in our story on the faculty development mandate of IIMA (see March 2023 [issue](#)).

I am glad you brought out a significant history on IIMA's First University Teachers Programmes which began in March-April 1965. I worked as Programme Secretary of the first two of these Programmes. It is also a privilege to have appeared in the photograph attached with the article.

Incidentally, I hasten to add that both the programmes were fully sponsored by Ford Foundation. They met the entire cost of travel and stay of participants in holding the Programmes at Bangalore and Mount Abu, respectively.

The first University Teachers Programme of IIMA on 'Managerial Economics' was held at West End Hotel, in March-April 1965, and the second on 'Financial Management' was held in March-April 1966 at Mount Abu, in association with USAID. Among the great advantages of living together in a distant location (as experienced by the participants) were the following: intensive, dedicated learning through participation focused on impersonal issues, closely monitored to make an overall positive impact; unbiased, fact-based approach to decision making; encouraging collective bargaining for achieving the overall good; developing an effective skill set approach for better overall performance; and building up good relationships among the participants and IIMA faculty.

Visitors and services

The IIMA Archives welcomes 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 (338 visitors during the last three months). In addition, the Archives received 336 other visitors. IIMA Archives is dedicated to fulfilling requests for details related to IIMA or IIMA's archival records. In the previous quarter, we received 168 such requests.

“On May 29, 2023, the IIMA Archives launched its second monograph from the IIMA Archives Monograph Series, in collaboration with Gujarat State Archives (GSA), Gandhinagar, ‘Maritime Trade of Gujarat's Princely States: Nawanagar and Porbandar’ and a digital exhibition of selected archival records from the Jamnagar and Porbandar offices of GSA, pertaining to the sea trade of these two states during the five decades preceding Indian independence.”



Mr. Harish Bhat, PGP 1987 (left) and Prof. Chinmay Tumbe (right), April 1, 2023



IIMA Board of Governors, April 2, 2023



IIMA Alumni Association, Ahmedabad Chapter members, April 22, 2023



Ms. Nicole Burkhardt, architect from Germany (left), and Mr. Ravi Miglani, PGP 1983, May 27, 2023



Mr. Vinayak Chatterjee, PGP 1981 (middle) and Prof. Sandip Chakrabarti (right), June 1, 2023

IIMA Archives supports the Art@IIMA Project

On April 1, 2023, IIMA launched the Art@IIMA, a project supported by the PGP 1980 Batch, under which nine Artworks and a sculpture have been put up at the International Management Development Centre, New Campus, IIMA. IIMA Archives supported the project's steering committee in developing the digital version of the art exhibition; please visit <https://archives.iima.ac.in/art-iima.html> to know more about the project and Artworks.

A Note for the Future

IIMA Archives once again organized the campaign 'A Note for the Future, from 2023' to connect the IIMA community with its future self. On the day of the 2023 convocation, graduating students, faculty, staff, and other stakeholders were asked to pen down notes to themselves, which will be preserved and released in 2048.



'A Note for the Future, from 2023' Campaign by IIMA Archives

IIMA Archives adds Golden Jubilee Memento to its collection

The IIMA Archives also serves as a comprehensive repository for a diverse range of objects, along with records, and documents that are intricately connected to the early history of the Indian Institute of Management Ahmedabad. We are delighted to announce one such important addition, to our collection, the 'Golden Jubilee Memento'. This memento carries the golden jubilee logo that was used for all golden jubilee events at IIMA.



Golden Jubilee Memento donated by
Prof. Vijaya Sherry Chand on April 10, 2023

Exhibition of Pranalal Patel's photos of IIMA Campus

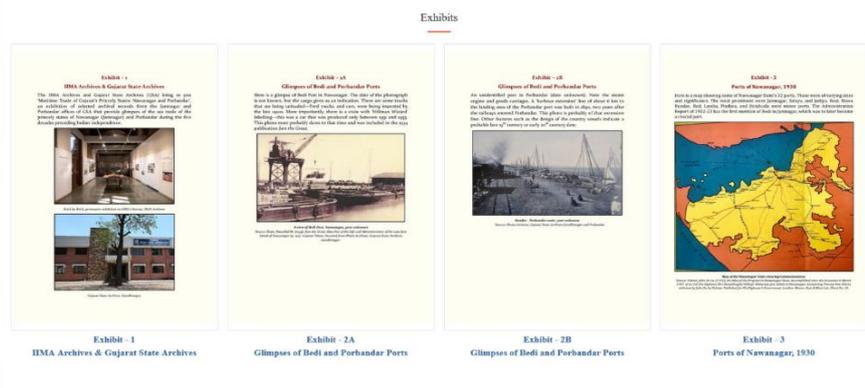
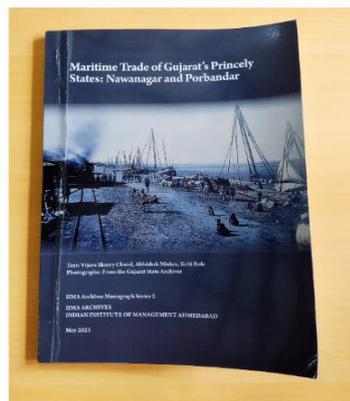
The IIMA Archives, in collaboration with Arthshila, presented an exhibition titled *"An Institution in the Making: IIMA through the Lens of Pranalal Patel"* at Arthshila, Ahmedabad. The exhibition was on view for a month, from April 1 to April 30, 2023, and attracted over 300 visitors. This exhibition was helpful in providing a unique opportunity for viewers to witness Louis Kahn's iconic project captured over a period of time by an iconic photographer, Mr. Pranalal Patel.



Prof. Amit Karna, Prof. Anchal Jain,
and CCBP Students at Arthshila

IIMA Archives releases its second monograph and launches a digital exhibition on maritime trade

On May 29, 2023, the IIMA Archives launched its second monograph from the IIMA Archives Monograph Series, in collaboration with Gujarat State Archives (GSA), Gandhinagar, *'Maritime Trade of Gujarat's Princely States: Nawanager and Porbandar'* and a digital exhibition of selected archival records from the Jamnagar and Porbandar offices of GSA, pertaining to the sea trade of these two states during the five decades preceding Indian independence. Please visit the exhibition https://archives.iima.ac.in/exhibitions/Maritime-Trade-Of-Gujarats-Princely_States.html. A soft copy of the monograph is available [[here](#)].



The monograph and the digital exhibition on the Maritime Trade of Gujarat's Princely States: Nawanager and Porbandar, May 2023

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