



THE IIMA NEWSLETTER

Quarterly

Vol. 1

April 1974

No. 1

A WORD FROM THE DIRECTOR

This being the first issue of the IIMA NEWSLETTER it is appropriate to explain why we have decided to bring it out. Obviously, its purpose is to keep the members of the IIMA community informed of the broad developments at the Institute. With the growth in the size of the organisation, perhaps, there can be no better method to disseminate information about the Institute and its activities and plans among its various members.

The NEWSLETTER would be particularly helpful to our friends and such members of the faculty and staff who may be away from the Institute, either in India or abroad, for prolonged duration. During the past few months several suggestions have been made to establish such an information medium, and this NEWSLETTER is in response to these suggestions and a genuinely felt need.

I commend the efforts to initiate this venture and hope that it will strengthen the links that bind us together.

Samuel Paul
Director

I. PROGRAMME NEWS

I. I Degree Type Programmes

The Tenth session of the POST-GRADUATE PROGRAMME (PGP) began on July 2, 1973 with a total of 245 students - 129 in the first year and 116 in the second year. The first year intake included three foreign national - one from Tanzania and two from Nepal. By the end of the first term four first year students had dropped out of the Programme, leaving a total of 125 in the first year and 241 in the Programme.

While a course on Computers was added to the compulsory first year package, 57 courses, including 12 project courses, were taught in the second year -- 11 in the first term and 23 each in the second and third terms. The total number of faculty involved in teaching these courses was 45 including 4 visiting faculty. Three new elective courses for the second year were added.

The FELLOW PROGRAMME IN BUSINESS ADMINISTRATION (FBA) started with a total of 21 students. Of these 6 were new entrants, 11 were completing the second year course requirements of the programme, and 4 were involved in research for their dissertation. One student is expected to complete all the graduation requirements by the end of this academic year. The areas of specialisation of second year FBA students and those working on dissertation are given below:

<u>Areas of specialisation</u>	<u>No. of students in second year</u>	<u>No. of students working on dissertation</u>
Marketing	2	2
Production & Quantitative Methods	4	1
Finance & Accounting	2	
Organisational Behaviour	2	
Economics	1	1

The total number of special FBA courses for the second year students was 23 involving 22 faculty.

The one-year PROGRAMME FOR MANAGEMENT IN AGRICULTURE (PMA) started with 35 students including one from Sri Lanka. The total number of faculty involved in teaching the compulsory package of 19 courses was 17.

It has been decided to merge the PMA with the PGP with effect from the academic year 1974-75 with the proviso that the agriculture oriented students would go through a common core programme along with the rest of the PGP students in the first year, and in the second year they will have specially designed specialist packages with focus on agriculture management.

Admissions

5156 candidates, including 471 with agriculture orientation, applied for admission to the 1974-76 batch of the Post-Graduate Programme. Out of these, 871 candidates including 162 with agriculture orientation have been selected for interview. Out of a total of 584 applicants for the FBA 46 have been selected for interview.

Placement

Placement activities started in January 1974. Of the 106 graduating PGP students and 32 PMA students who require placement assistance, 81 and 15 respectively had been placed by the end of March 1974. Summer placement for all first year students and such FBA students for whom such experience was considered relevant have been arranged.

Visit by IIMC Students

During the past few years the students of the Indian Institute of Management, Ahmedabad and Calcutta have been paying goodwill visits to each other on a reciprocal basis every alternate year. Under this arrangement, on the invitation of IIMA a contingent consisting of 22 students of the IIMC visited this Institute during December 7 to 9, 1973 to return the visit paid by the IIMA students last year.

I.2 Management Development Programmes

Nine Management Development Programmes were conducted during the period July 1973 to March 1974. 477 executives from 341 organisations participated in these programmes. Of these 181 participants represented 127 public sector undertakings and the rest were from the private sector. A total of 42 faculty including 8 visiting faculty were involved in teaching. These programmes were:

<u>Name of the Programme</u>	<u>Dates</u>	<u>Venue</u>
1. Programme in Working Capital Management	Sep.30 - Oct.6, 73	Agra
2. General Management Programme for Senior Officers in Gujarat Government	Sep.30 - Oct.13,73	Baroda
3. 3-Tier Programme for Management Development	Aug.5 - Sept.29,73	Agra
4. Programme in Agricultural Management	Sep.30 - Oct.13,73	Poona
5. Programme in Marketing Management	Sep.26 - Oct.16,73	Ernakulam
6. Workshop on Design and Implementation of Management Planning & Control Systems	Dec.9 - 15, 1973	Agra
7. Programme for Trade Union Leaders of Gujarat	Dec.30 - Jan.26,74	IIMA
8. Programme in Management of Paddy Rice System	Jan.9 - 22, 1974	IIMA
9. Programme on Applications of Operations Research	Jan.6 - 18, 1974	Poona

The IX ALUMNI CONFERENCE was held in Bombay during March 14-15, 1974. The theme of the Conference was "Corporate Strategies and National Planning". The Conference was inaugurated by Shri R.V. Raman, Secretary, Ministry of Industrial Development, Government of India, and attended by 78 participants. Six members of the IIMA faculty and seven guest speakers participated in the deliberations.

II RESEARCH

II.1 Research Projects

During the period July 1973 - March 1974 a total of 34 research projects involving 34 faculty were in progress.* Of these 12 projects undertaken by 16 faculty were initiated during the current academic year. Out of the new projects 8 were seed money projects. Details of the new projects are given below:

1. Managerial Manpower and Management Education
by Nandini Joshi, sponsored by IIMA.
2. Cooperative and Competitive Behaviour
by Udai Pareek, sponsored by ICSSR.
3. Growth Centres
by J.G. Krishnayya, sponsored by Ford Foundation.
4. Psychological Tests for Executive Selection
by Arun Monappa and M.S. Saiyadain, sponsored by IIMA.
5. Ahmedabad Disturbances - July 1973
by Pramod Verma (IIMA Seed Money)
6. Problems of Delay in Labour Judiciary
by Pramod Verma (IIMA Seed Money)
7. Problems in the Management of Public Distribution System
for Meeting the Needs of People below Poverty Line
by K.K.S. Chauhan (IIMA Seed Money)
8. Problems of Crew Scheduling of an Airline Company
by V.L. Mote and M. Raghavachari (IIMA Seed Money)

* These exclude the CMA projects which are listed on page 7.

9. An L.P. Model for Designing Water Transmission Network
by S.K. Mukherjee (IIMA Seed Money)
10. Dissolution of Assembly and Beyond: Anatomy of a
Movement
by Girja Sharan (IIMI Seed Money)
11. Estimation of Elasticities of Demand for India's
Exports of Selected Engineering Goods
by C.D. Wadhwa (IIMA Seed Money)
12. Tax Planning for Employee Remuneration
by V. Govindarajan (IIMA Seed Money)

Out of the total research projects in progress, the following
were completed during the period under review:

1. Entrepreneurial/Managerial Problems of Small Units
by H.N. Pathak
2. A Study of Flow of Funds in Non-Financial Corporate
Sector
by D.S. Swamy (IIMA Seed Money)

II.2 Technical Report Series

During the period July 1973 - March 1974, 27 reports were
brought out under this series:

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| 1. Organisation of Knowledge and Information
Retrieval | A. Ghose &
A.S. Dhawle |
| 2. Corporate Planning Practices in Private
Companies in India | CNS Nambudiri |
| 3. Behaviour of Firms Subject to Imperfect
Markets | P.N. Misra |
| 4. Efficiency of Several Generalised Least
Square Estimators | P.N. Misra |

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|---|----------------------------------|
| 5. A Monetary Policy Model for India | G.S. Gupta |
| 6. Some Implications of Structural Changes within the Sample | P.N. Misra |
| 7. Optimal Targets for Indian Family Planning Programme | J.K. Satia & C.Rangarajan |
| 8. Relationship of Job Involvement to Perceived Importance and Satisfaction of Employee Needs | R.N. Kanungo & S.B. Misra |
| 9. Note on Forecasting Techniques | G.S. Gupta |
| 10. Implementation Problems of Management Control Systems | SK Bhattacharyya & J.C. Camillus |
| 11. Interpersonal Themes of Indian Youths as Expressed During Sensitivity Training | Pulin Garg |
| 12. Trainer Intervention: A Case Study | B.P. Baliga & Pulin Garg |
| 13. Labour in a Textile City: A Socio-Economic Survey of "Chawls" in Ahmedabad | Framod Verma |
| 14. A Necessary and Sufficient Condition for a Matrix to be totally Unimodular | M. Raghavachari |
| 15. Developing Countries as a Market for Software Exports: The View from India | J.G. Krishnayya |
| 16. Personality Predisposition and Satisfaction with Supervisory Style | M.S. Saiyadain |
| 17. Importance of Civil War Transport to the Indian Economy | N.U. Joshi |
| 18. Industrial Performance and Government Controls | S. Paul |

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| 19. Training and Research Needs for Agricultural Management | V.R. Gaikwad |
| 20. Case Development: Process and Problem | B.G. Shah |
| 21. The Flow of Funds in Indian Manufacturing Sector | D.S. Swamy &
V.G. Rao |
| 22. Operations Research in National and Multi Level Planning | S.K. Mukherjee |
| 23. Analysis of Disturbances in Gujarat (Jan.1 - 28, 1974): The Food Problem and Suggestions | D.K. Desai |
| 24. On Deficit Planning | D.S. Swamy |
| 25. Environmental Scanning for Corporate Planning in India | C.D. Wadhwa |
| 26. A Network Model for Urban Water Supply System including Desalination of Waste Water Renovation | S.K. Mukherjee |
| 27. A Network Programming Model with Non-linear Cost Functions | S.K. Mukherjee |

III. CENTRE FOR MANAGEMENT IN AGRICULTURE

III.1 Research Projects

During the period July 1973 - March 1974 a total of 24 research projects were in progress including 17 projects initiated during the period. The total number of faculty involved in these projects was 14. The details of the new projects are given below:

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|---|------------------------|
| 1. Management of Technological Change in Dry Farming Area -- II Phase | M.S. Krishna-
swamy |
|---|------------------------|

2. Employment Potential for the Unskilled and Marginally Skilled in the Rural Sector G. Sambrani
3. Model Analysis of Irrigation Agriculture in the Command Area of Mahi-Kadana Dam Project V.N. Asopa
4. Cultivators' Experience with HVS's of Cotton G.M. Desai
5. Modernising the Wheat Industry System KKS Chauhan
6. Agricultural Communication Through T.V. and Factors Affecting Loss of Information P.M. Shingi
7. Planning and Implementation of Modernisation Programme in Rice Processing Industry V.K. Gupta
8. Farm Power - Past Trend and Demand Study Girja Sharan
9. Area Planning and Utilization of Ground Water Resource - I Phase C. Gopinath
10. Study of Impact of Farm Mechanisation and Employment and Productivity in Gujarat C. Gopinath
D.K. Desai
11. Management of Agri-Business System - Oilseeds KKS Chauhan
12. Management of Agri-Business System - Fruits and Vegetables P.S. George
13. An Integrated Area for Development Strategy with Particular Attention to the Weaker Sections of the Society S. Sambrani
14. The Economics of Conjunctive Use of Ground and Surface Water V.N. Asopa
15. Potential for Custom Hiring of Agricultural Machinery in Gujarat State Girja Sharan

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| 16. Planning and Implementation of Rural Development Projects: The Case of a Voluntary Organisation. | UK Srivastava
P.S. George |
| 17. Gujarat Government Project on Agricultural Development Administration | MS Krishnaswamy
VR Gaikwad
S Sambrani
PM Shingi
SB Misra |

The following research projects were completed during the year:

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|--|-------------------|
| 1. Dynamics of Growth in Fertilizer Use at Micro Level | G.M. Desai |
| 2. Management of Technological Change in Dry Farming Areas - I Phase | M.S. Krishnaswamy |
| 3. Growth of Fertilizer Use in Districts in India - Performance and Policy Implications | G.M. Desai |
| 4. Role of Opinion Leaders in Accelerated Change in Agriculture in Raipur District - Phase II. | V.R. Gaikwad |
| 5. The Sabarmati River Bed Potato System | P.S. George |
| 6. Patterns of Interaction and Communication in a Village Community | V.R. Gaikwad |
| 7. Rice Economy of India | P.S. George |

Research Reports

During the period the Centre has published the following research reports in mimeographed form:

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| 1. Dynamics of Growth in Fertilizer Use at Micro Level | G.M. Desai |
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| 2. Rural Social Structure and Communication in an Indian Village | V.R. Gaikwad |
| 3. The Sabarmati River Bed Potato System | P.S. George |
| 4. Status of Dryland Agriculture: The Technology of Dryland Agriculture in selected Villages of Bellary and Panchmahals Districts | MS Krishnaswamy |
| 5. Status of Dryland Agriculture: The Economics of Dryland Agriculture in Selected Villages of Bellary and Panchmahals Districts, 1970-71 (Vol.II) | MS Krishnaswamy |
| 6. Growth of Fertilizer Use in Districts in India - Performance and Policy Implications | G.M. Desai |
| 7. Dynamics of the Paddy-Rice System in India | P.S. George |
| 8. Social Interaction and Communication in an Indian Village | V.R. Gaikwad |
| 9. Stages of Modernisation in the Rice Milling Industry | V.K. Gupta |
| 10. Management of Custom Hiring Centres (Gujarat) | Girja Sharan |
| 11. Characterization of Process of Mechanisation and Farm Power Requirement | Girja Sharan |

IV. CONSULTING

During the period July 1973 - March 1974 a total of 23 consulting assignments involving 25 faculty were in progress. Of these, 13 involving 17 faculty were initiated after July 1973.

V. MAJOR INITIATIVES

Under an endowment from the family trust of the late Shri Kantilal Manilal, a CENTRE FOR REGIONAL MANAGEMENT STUDIES has been set up at the Institute. The Centre will, among other activities, offer management development programmes for executives from commercial as well as non-commercial organisations and promote research on problems relevant to Gujarat region. Professor V.L. Mote is the Chairman of the Centre.

On the initiative of the Union Government and with the financial assistance from the World Bank the Institute has set up a POPULATION PROJECT UNIT with Professor J.K. Satia as its head. The major objective of the Unit is to develop capability in the field of Population Management through an integrated programme of research, training, and consulting. The Unit is acting as a consultant to the Population Centre, Lucknow, to develop software for family planning and organise training facilities for the family planning programme administrators and personnel. To facilitate these tasks the Unit has set up a field office in Lucknow. It has also initiated research activities in the management of family planning programme.

An informal EDUCATIONAL SYSTEMS GROUP consisting of Professors Udai Pareek (coordinator), Ravi J. Matthai, and T.V. Rao has started working on the management problems of the educational systems. The IIMI Reorganisation Committee, it may be recalled, had recommended this to be one of the potential fields of future development. The Group's activities will include research on the policies and management of higher education, organisational development programmes, course development, and consulting assistance in the sphere of its activities. The Group also intends to maintain a central information system for research and teaching on educational systems and experiment with developing institutions on new systems of management.

VI. CHANGES IN THE BOARD OF GOVERNORS

Consequent on the changes in the official assignments of some of the government nominees, the following changes took place in the composition of the Board during the period July 1973 - March 1974.

<u>New member</u>	<u>in place of</u>
1. Mr. Y.P. Passi	Mr. R. Srinivasan
2. Mr. S. Venkataraman	Mr. S.D. Nargolwala
3. Mrs. S.L. Singla	Mr. S.M. Dudani
4. Mr. Mohan Mukherjee	Mr. A.B. Chandiramani
5. Mr. S.M. Dudani	Mr. L.R. Dalal
6. Mr. H.T. Sadhwani	Mr. S.M. Dudani
7. Dr. R. Ramanna	Mr. Arvind Mafatlal

Mr. R. Ratnam and Mr. R.K. Talwar were coopted by the Board as its members.

Mr. J.J. Bhabha was elected to the Board in place of Mr. V.G. Rajadhyaksha who resigned on account of having accepted a position with the Government.

Mr. C.P. Srivasta resigned his membership on account of having accepted an overseas appointment.

VII. PERSONNEL NEWS

VII.1 Changes in Faculty Strength

Having completed their studies at the Harvard Business School, Professors M.N. Vora and M. Meenakshi Malya resumed their duties at the Institute.

Three new faculty members joined the Institute during the period -- Dr. J.K. Satia as Professor; Dr. U.K. Srivastava as Assistant Professor; and Dr. T.V. Rao as Faculty Research Associate.

Dr. Kanti Swarup resigned from the Institute to join the faculty of the Indian Institute of Public Administration, New Delhi.

VII.2 Faculty and Staff Promotions

During the period under review three faculty members were promoted to the next higher grade -- Professors C. Rangarajan and Baldev R. Sharma from Professor (ordinary scale) to Professor (senior scale), and Professor A.H. Kalro from Assistant Professor to Professor (ordinary scale).

Mr. P.K. Varkey, Assistant Administrative Officer, was promoted to the next higher grade.

As a result of the promotion exercises, which started some time before the beginning of this academic year, 36 persons among the administrative staff were promoted to various higher grades. Of these 3 were promoted to the officers level, and 5 to the position of Executive Assistants. 22 promotions took place in the category of clerical and secretarial staff and 6 among the non-clerical employees.

Also, 10 members of the research staff who were in consolidated salary category have been placed on regular scales.

VII.3 Faculty Involvement in External Activities

Professor S.K. Bhattacharyya has been nominated as a non-Executive Director on the Board of Asbestos Cement Limited, New Delhi.

Dr. D.K. Desai, Dr. P.S. George, and Professor V.K. Gupta visited Sri Lanka during September 1973 as Consultants to the International Rice Research Institute.

Dr. D.K. Desai attended the XV International Congress for Agricultural Economists held at Sao Paulo, Brazil, from August 20 to 29, 1973 and presented a paper "Planning a Progressive Agriculture Infrastructure".

Dr. G.M. Desai participated in the Expert Consultation on Integrated Rural Development at Kuala Lumpur, organised by the Food and Agricultural Organisation of the UN in collaboration with the German Foundation for International Development and the Government of Malaysia from November 20 to December 4, 1973.

Dr. D.K. Desai's term as a Director on the Board of the Bank of Baroda has been extended by another year.

Professor C. Gopinath has been nominated as a Member of the Advisory Committee of the Staff Training College, Gandhinagar.

Professors A.M. Isaac and B.G. Shah visited Jakarta (Indonesia) to attend the Sixth Asian Conference on Management Education.

Professors S.C. Kuchhal and C.N.S. Nambudiri visited Kathmandu (Nepal) to teach in the Top Management Seminar organised by the Centre for Economic Development and Administration, Kathmandu during November-December 1973.

Dr. V.L. Mote has been nominated as a Director on the Board of the Gujarat State Textile Corporation.

Prof. S.C. Mehta has proceeded to the United States to complete his doctoral studies.

Dr. Sasi B. Misra has proceeded to the Harvard Business School for a six-month advanced study and research.

Professor Arun Monappa has proceeded to Geneva under a teaching fellowship from the International Institute of Labour Studies for a period of three months beginning with the middle of January 1974.

Professor Ravi J. Matthai visited Cairo for a month during January/February 1974 to advise the Egyptian Institute of National Planning, Cairo, on the reorganisation of their research and consulting activities.

Professor Samuel Paul visited Vienna during the month of September to attend a meeting on Industry-University Cooperation organised by the United Nations Industrial Development Organisation. Professor Paul was elected Chairman of the Conference.

Professor Keshav Prasad visited Tanzania for two weeks in March 1974 to discuss matters of mutual interest with the Institute of Development Management and several other institutions.

Professor H.N. Pathak has been nominated as a Member of the Syllabus Revision Committee of the Small Industry Service Institute.

Dr. M. Raghavachari attended the VIII International Symposium on Mathematical Programming held at the Stanford University.

Dr. D.S. Swamy has been nominated as a Member of the Sales Tax Advisory Committee, Government of Gujarat.

Dr. D. Tripathi was in the United States to study academic planning and control systems in some of the American Business Schools. He also attended the Western Conference of American Asian Association and presented a paper on the emergence of industrial entrepreneurship in India.

VIII. FACILITIES

The academic buildings on the Campus are getting completed. The main complex is almost complete and the faculty and supporting offices have already moved to the main building. The class-room complex is nearing completion.

The Library has moved from the temporary structures and is now located in the new library building.

The Computer Centre has also been moved to the main complex and is located at the ground floor portion of the library building.

Ten more S-type quarters are being constructed on the Campus. These quarters will be ready for occupation in the near future.

IX. OTHER NEWS

- * A scintillating programme of variety entertainment was organised jointly by the Campus wives and Staff Recreation Club in December 1973. The event was unique in that all performers were children of the IIMA faculty and staff. Also, the Campus wives organised a painting programme by the campus children.
- * The Institute has decided to liberalise its policy on taking loans from the Provident Fund for the purpose of constructing houses.

- * The working hours of the Class IV employees have been rationalised.
- * The Institute announced a scheme to grant an interest free advance upto two months' salary or Rs.500, whichever is less, to interested employees drawing a basic salary of upto Rs.900 to enable them to buy food grains.
- * The Board of Governors has approved of a gratuity scheme for the Institute's employees. The scheme is awaiting Government approval.
- * The Board has approved of a scheme of children's educational allowance and reimbursement of children's tuition fees for certain categories of staff with effect from January 1974.
- * Recommendations of the Third Pay Commission as accepted by Government of India for employees in Class II, III, & IV have been implemented.

X. PROGRAMMES AND ACTIVITIES IN THE NEXT QUARTER
(April - June 1974)

- X.1 The IX ANNUAL CONVOCATION of the Institute will be held on April 27, 1974. The Union Education Minister, Professor Nurul Hasan, will deliver the Convocation address.
- X.2 A PGF/FMA ALUMNI REUNION has been planned on April 26-27, 1974.
- X.3 Under the auspices of the EDUCATIONAL SYSTEMS GROUP a Seminar will be held at the Campus on "Decision Making in Institutes of Higher Education and Research" on 5-6 April 1974. Heads of several institutions and noted educational administrators are expected to participate.
- X.3 A TWO-SEGMENT REMEDIAL PROGRAMME will be held on the Campus during the summer of 1974 for a select group of newly admitted students to the Post-Graduate Programme. One segment of the programme will help the participants improve their written communication, and the other segment will concentrate on qualitative analysis.

- X.5 The following Management Development Programmes will be offered during the next quarter.

<u>Name of the Programme</u>	<u>Dates</u>	<u>Venue</u>
1. Materials Management and Inventory Control for Public Sector Enterprises	April 9-12, 74	Lucknow
2. Changing Patterns of Industrial Relations	April 30 - May 11, 74	Mussoorie
3. Management Development Programme for Medium and Small Enterprises	April 28 - May 14, 74	Lucknow
4. General Management Programme for University Teachers	May 20 - June 15, 74	IIMA
5. Operations Research Programme for University Teachers	May 20 - June 15, 74	IIMA
6. Management of District Development Programme for IAS Probationers	May 1-28, 74	Mussoorie
7. Laboratory on Role Stress and Coping Strategy	June 19-25, 74	Mahabalipuram

IN MEMORIAM
Louis I Kahn (1901 - 1974)

On Thursday, 21 March 1974, the Institute community was stunned to receive a telegram from New York conveying the sad news that Professor Louis I Kahn passed away on Sunday, 17 March 1974, in the New York City. Professor Kahn who was associated with the designing of the Institute Campus from the very beginning was on his way back from a visit to the Institute to his home town in Philadelphia. The news plunged the whole community in gloom which expressed its grief through a condolence resolution.

Born on 20 February 1901 in Estonia, Professor Kahn rose to occupy an almost divine status among the world architects. He looked upon his work as an "offering" to the spirit of architecture. One can find the specimens of such "offerings" in the various parts of the world. With a poetic vision and philosophic dedication to his tasks, Professor Kahn's accent was on the creation of beauty through an all pervading sense of harmony. He himself has summed up his view of architecture in the following lines:

Desire motivates need.
Spirit in will to express
Can make the great sun seem small.
The sun is
Thus the universe.
Did we need Bach
Did we need Beethoven
Bach is
Beethoven is
Thus music is.
Did we need Boullée
Did we need Ledoux
Boullée is
Ledoux is
Thus Architecture is.

Professor Kahn is no more but his works which include the Institute complex, would ever remain a brilliant monument to his sense of creation.

We deeply mourn Professor Kahn's death and share the grief of Mrs. Kahn, and his friends, relatives, and disciples throughout the world.

AN EXPLANATION AND AN APPEAL

We propose to bring out this NEWSLETTER four times in a year -- in April, July, October, and January. Each issue would cover the news of the preceding quarter. As such this issue ought to have covered the period of January - March 1974. However, it summarises the major developments and events from July 1973 to March 1974 so that the news contained in the next issue could be seen in a perspective.

For sources of information for this issue we have depended on various administrative offices. It is quite possible that these offices do not have the entire information or some news-worthy items have escaped our attention inspite of our best efforts. We would be grateful if our readers bring these to our notice. We would appreciate all comments and suggestions for improvement.

Owing to the lack of proper information we have not been able to cover in this issue many other items which we would like to cover, such as publications by the community members, personal news like marriage, etc., or important social and cultural activities. We would be able to expand the coverage only if we receive such news from the community members.

All communications in connection with this NEWSLETTER may be sent to the office of the Dean (Planning), Indian Institute of Management, Vastrapur, Ahmedabad-380015.
