PROF. SUBHASH CHANDRA BHATNAGAR (SEPTEMBER 24, 2019)

Source: IIMA Archives Oral History Interview

SUBHASH CHANDRA BHATNAGAR

Bhattu...Chief cook of the 317 group...Naradmuni...
Spent the first year in the kitchen...Chubby cheeks...Sometime
long hair and a Ho-chi beard...Liable to argue on any point
Nothing makes him give up...Sleeping pills...18 hours a day
in bed...Occasional appearance on the badminton court...
Occasional bursts of C.P. in class...WEC champ...Believes in
grades without input...Edited Indinman.

"SYSTEMS ANALYST AT THE IIMA COMPUTER CENTRE – MAY 1970 to JANUARY 1972"

RESEARCH STAFF

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Source: IIMA 9th Annual Report, 1970-71, IIMA Archives

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Bhatnagar, S.C. | Production and Quantitative Methods | 1975

Title of Thesis

Adoption of Family Planning: A Process Model and Optimal Pattern for the Visit of a Field Worker

Thesis Advisory Committee

Satia J.K. (Chairperson), Kaul Mohan, Pareek Udai

The resource utilization model used in this study related the pattern of field workers' visit to cost and effectiveness.

In the context of the poor performance of the national family planning programme and the current paucity of resources, a major problem facing the programmevadministration is that of effective utilization of available resources. This dissertation tackles the problem of how to optimize the use of the most-important resource available to the programme administrator, i.e., the family planning worker.

The resource utilization model used in this study related the pattern of field workers' visit to cost and effectiveness. This model overcame a general shortcoming of quantitative models in family planning in that it modeled the process of family planning adoption.

In the proposed adoption model, the important stages through which a couple passes before adopting a family planning method were identified. A methodology was developed which validated an adoption model through non-recall data. The model was proved to be valid in both time and space. The stage model was able to explain the so-called KAP gap- the gap between attitude and practice. It clearly demarcated the flow paths of spacing vis-a-vis terminal use of family planning methods.

The effectiveness of a field worker's visit was modeled through a stochastic model with Markovian assumption. The state space for the Markov chain was defined on the basis of the proposed model of adoption. The transition matrices were estimated through a panel study of 200 couples under two alternatives - when they were visited by the family planning worker and when they were not visited by the worker. The Markov chain was shown to have

*Keywords:
Modelling,
Family Planning,
Public Policy.*

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Source: Exploring and Expanding the Frontiers of Knowledge: A Compendium of Dissertation Abstracts of the Fellow Programme in Management, IIMA 2016

"NEW APPOINTMENTS"

New Faculty

Dr T.S. PAPOLA joined the Institute as Professor in the Economics Area on April 8, 1975. He obtained his Ph.D in Economics from Lucknow University in 1967. Prior to his joining the Institute, he was a Reader in Industrial Economics in the Bombay University.
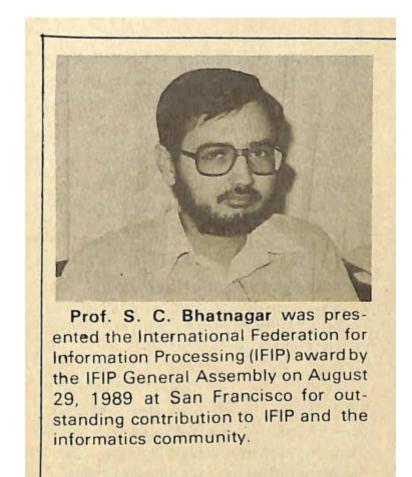
Dr J.L. SAHA, who was sponsored for the Ph.D programme of Case Western Reserve University, USA returned back to the Institute on May 7, 1975 after completing his Ph.D. Dr Saha was promoted as Assistant Professor in the Production and Quantitative Methods Area.

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Mr S.C. BHATNAGAR, who joined the Institute as Research Associate in May 1970 was appointed as Assistant Professor in the Production and Quantitative Methods Area with effect from May 12, 1975. Professor Bhatnagar was the second candidate to complete the Institute's Fellow Programme in April 1975.

Source: IIMA 14th Annual Report, 1975-76, IIMA Archives

"INTERNATIONAL FEDERATION FOR INFORMATION PROCESSING AWARD"

Prof. S. C. Bhatnagar was presented the International Federation for Information Processing (IFIP) award by the IFIP General Assembly on August 29, 1989 at San Francisco for outstanding contribution to IFIP and the informatics community.

Source: IIMA Alumnus January 1990, IIMA Archives

CAM PROJECT*

In November 1983, the Government of India initiated a project to establish Computer Aided Management (CAM) Centres with funding support from UNDP. The objective of the project was to establish a resource base consisting of hardware, software and trained personnel to design application software for the Government and the industry. IIMA was one of the four CAM centres established in the country. The thrust of the IIMA CAM Centre was to design Decision Support Systems and to develop Computer Aided Instructional Packages. The project which was of 5 years, duration was completed recently. The UNDP evaluation team rated the project as very successful and has recommended a second phase for the project.

A unique feature of the project was to develop software in close consultation with the clients and to help the clients in implementing the software. Many interesting applications were developed and implemented to the utmost satisfaction of the endusers concerned. Many Faculty members from the Computer & Information Systems Group, Public Systems Group, Production & Quantitative Methods, and Finance & Accounting Areas participated in the first phase of the project. A few projects completed in the Phase I of the UNDP CAM Project are given below:

Professors T P Rama Rao and Nitin R. Patel worked on the Narmada Irrigation Project to develop a software which could be used to design a canal irrigation system. In designing a canal irrigation system, the engineers must work with two types of alignments-horizontal alignment to indicate the route the canal will take on the earth surface and the vertical alignment to indicate the places where the level of the canal bed will drop to maintain the necessary gradient. Consequently, the process of cost estimation is also very complex. The software developed by Prof. Rama Rao and Prof. Nitin Patel provides optimal alignments and an accurate estimation of costs. About 1500 kms of the canal alignment has been designed using the package with its excellent graphic features. A cost saving of 3 to 7 percent has been reported so far.

Another interesting software was developed by Professor Subhash C. Bhatnagar to plan the development of infrastructural facilities in the rural areas and to monitor rural development programmes. The package displays the map of the region along with key cartographic information like roads, location of village, etc. The software allows the user to construct a data base on the existing resources in each village and the demografic data about each village. The software enables a planner to identify potential locations for creating new facilities. This software was used in a CAM project experiment in which a computer was installed in Surendranagar district of Gujarat. The applications developed in this project are being transported to other districts in Gujarat by the Gujarat Government.

Source: IIMA Alumnus January 1990, IIMA Archives

"PROF. SUBHASH C. BHATNAGAR - E-GOVERNMENT ADVISOR TO WORLD BANK"

IIMA AND INFORMATION TECHNOLOGY*

IIMA has always been quick to respond to new ideas and changes. The IT revolution saw the Institute gearing up to address itself to new developments. Besides mounting new courses relating to IT in the PGP and MDPs, the Institute has gone through the process of modernization of computer and telephone facilities, and made considerable progress.

Teaching, Research and Consulting

The academic activities related to information technology and information systems at the Institute are largely handled by the faculty members of the Computer and Information Systems Group (CISG). The CISG is an inter-disciplinary faculty, set up in the late seventies to focus on applied research in the area of computers and information systems. Since then, the group has been involved in identifying, designing, and implementing IT applications in government, public and private sector enterprises. The group's activities span teaching IT related courses in the Post-Graduate and Fellow Programmes, conducting Management Development Programmes for the practicing management and systems professionals; research, and consulting in the areas of IT applications in management.

The CISG has seven primary and four secondary faculty members. The primary members of the group are:

Professors Subhash C Bhatnagar (currently on leave as e-government advisor to world bank), B.H. Jajoo, Rekha Jain, K.V.Ramani, T.P. Rama Rao (current chairman of the group), V.Venkata Rao, and Sanjay Verma. The secondary members of the group are Professors N. Ravichandran, Samir K Barua, Jayanth R. Verma, and T. Madhavan. Prof. Suresh Ankolekar is a visiting faculty till March 2001.

The academic programme in information systems for the post graduate students consists of two compulsory courses in the first year and six elective courses in the second year. The compulsory courses of the first year, IC (Introduction to Computers) and MIS (Management Information Systems), prepare all the management graduates to participate in the design, development and effective use of IT applications in management. Over the years, these courses have undergone significant changes, incorporating latest technological trends. With the availability of PCs in all dorm rooms and their connectivity to the central servers through a fiber optic backbone, most of the project submissions and presentations in the classroom are made electronically. In addition, most of the supplementary reading material is deployed to the students through electronic media. The students also have access to additional reading material from the web through internet connectivity.

The first compulsory course, IC, prepares the management graduates to face the IT revolution and be good end-user application developers by equipping them with skills to develop decision support applications using the desk-top software systems such as spreadsheets, database management packages and programming languages that facilitate algorithm development, web-enablement and application integration. This is offered in the first year so that the students can use the IT tools in the analysis and discussion of cases in other courses. The second compulsory course, MIS, which is offered in the third term, addresses the enterprise wide applications of IT. Particularly, the course prepares students with skills, tools and techniques to identify information needs, develop strategies for analysis, design and implementation of information systems in organizations, understand packaged solutions for Enterprise Resource Planning, and computer networking options for the information needs of organizations. These two courses also prepare the students to use / study IT in organizations during their summer jobs.

The elective courses in the second year address contemporary issues of IT in detail. These courses give inputs

"PUBLICATIONS"

Bhatnagar, Subhash, *E-Government: From Vision to Implementation* (A Practical Guide with Case Studies). New Delhi: Sage Publications India Pvt. Ltd., 2004.

Rao, T.P. Rama; Rao, V. Venkata; Bhatnagar, S.C.; and Satyanarayana, J., "e-Governance Assessment Frameworks," available at http://egov.mit.gov.in.

Bhatnagar, S.C., "E-government: Building and Support the Administration for India's States" in Howes S., A. Lahiri, and Nicholas Stern (eds.), *State-level Reforms in India: Towards More Effective Government.* New Delhi: Macmillan India Ltd., 2003, 257-267.

Bhatnagar, S. C., "Challenges and Opportunities of Building a Networked Society," Fifth GDN Annual Global Development Conference on Understanding Reforms, New Delhi, January 28-30, 2004.

Bhatnagar, Subhash, "E-Government: Lessons in Scaling Up," Presentation at ASSOCHAM-World Bank Summit on India–The Knowledge Capital: E-Governance Transforming India, February 17, 2004.

Bhatnagar, Subhash, "Key Note on the Future of E-government in Asia Pacific," E-Government Summit 2003, Hong Kong, July 15-16, 2003.

Bhatnagar, Subhash, "Role of Government: As an Enabler, Regulator, and Provider of ICT Based Services," Asian Forum on Information and Communication Technology Policies and e-Strategies, Kuala Lumpur, October 20-22, 2003.

Source: IIMA 42nd Annual Report, 2003-2004, IIMA Archives

"VOLUNTARY RETIREMENTS"

Appendix K4 **Voluntary Retirement**
Professor S.C. Bhatnagar
Sosamma Jacob
T.V. Arunachalam
Nikunj Tailor

The Institute thanks all of them for their long, devoted, and distinguished services.

Signboard outside the student mess

Source: SRC Club photo

Professors Deepti and Subhash Bhatnagar
Professor IIMA (OB) & Professor IIMA (PQM)

Source: IIMA Endowment Fund website - https://endowment.iima.ac.in/donorwall/