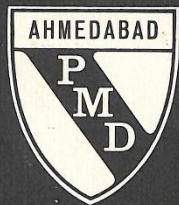


**"INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD ANNOUNCES THE FIRST SESSION (1964) OF  
THE PROGRAM FOR MANAGEMENT DEVELOPMENT"**

# INDIAN INSTITUTE OF MANAGEMENT



*announces the first session (1964) of the*

## PROGRAM FOR MANAGEMENT DEVELOPMENT

*an integrated corporate training program*

The program includes:

Six-Week Middle Management Course  
January 11 — February 19  
One-Week Senior Executives' Seminar  
February 19 — February 26  
Two-and-One-Half-Day Top Management Conference  
February 26 — February 28  
to be elected as a single unit.

### *General Information*

#### **ADMISSION REQUIREMENTS**

The general requirements for admission to the program have been described previously. There are, as such, no formal educational prerequisites for the program. The program does present, however, a significant intellectual challenge. Experience, attitude, capacity for clear thought, and a venturesome spirit, as much as formal education, are important if the most is to be made of the opportunities the program offers.

#### **FEES**

The tuition fee of Rs 3000, payable in advance, is all-inclusive for the three parts of the program: the course, seminar, and conference. This fee includes tuition, board and lodging, books, case materials and a year's subscription to the *Harvard Business Review* for each participant.

The Senior Executives' Seminar and Top Management Conference are open only to companies participating in the Middle Management Course. Companies that send men to the Middle Management Course will not receive a refund if executives are not able to attend the Senior Executives' Seminar or Top Management Conference.

#### **ACCOMMODATIONS**

Since much of the value of the program arises from the informal exchange of ideas among participants before and after classroom hours, participants are required to reside in one central place. Reservations have therefore been made at the Rambagh Palace Hotel. Because of the busy season in Jaipur, some temporary reassignments may be necessary for a few men for a night or two, but it is hoped that these may be avoided.

*for further information...*

Dr. Kamla Chowdhry  
Coordinator of Programs  
Indian Institute of Management  
310 Camp Road, Shahibaug  
Ahmedabad-4



Telegrams: INDINMAN

Telephone: 6028



# INDIAN INSTITUTE OF MANAGEMENT

## AHMEDABAD

THE INDIAN INSTITUTE OF MANAGEMENT is administered and managed by the Indian Institute of Management, Society. The Society is registered under Act XXI of 1860 for the Registration of literary, scientific, and charitable societies. In general terms, the purpose of the Institute is to do teaching and research in the field of management. Members of the Society consist of representatives of the Central Government and the State Government of Gujarat, of commerce, industry, labor, the Faculty of the Institute, and any person contributing over Rs 25,000. The general direction of the affairs of the Society is vested in a twenty-two man Board of Governors, representing again the groups composing the Society.

The Institute is a joint financial venture by the Government of India, the State Government of Gujarat, the Indian business community, and the Ford Foundation. The Government of India will provide for annual recurring rupee expenses, the State Government of Gujarat has provided about 64 acres of land, Indian business will underwrite the cost of buildings, and the Ford Foundation necessary dollar exchange.

The Harvard Graduate School of Business Administration is serving as educational advisor to the Institute.

### *The Need*

That training for management extends beyond the frontiers of formal education in humanities, scientific, and engineering disciplines is of quite recent awareness in India. It is understandably the obvious first priority in development to think of means of production; and the next of the men with the requisite skills, the engineers, the chemists, and accountants. But for the operation to work at more than its optimum efficiency, these men need the wider appreciation of the over-all purpose and wholeness of the operation and the attitudes and philosophy that take the organization forward. This is the objective of the Indian Institute of Management at Ahmedabad.

The Institute hopes to achieve this objective through its basic function, a two-year postgraduate course, surrounded by management development programs for top, senior, and middle level executives, and specialists functional courses, with all supported by field research on the problems and needs of Indian management. The postgraduate school is expected to start its first term in July 1964.

There are a variety of excellent management training programs for individuals being offered in India today, and this program is no alternative or substitute for them. The Program for Management Development has a different objective in mind. This objective is not only the training of individuals but also the development of the executive staffs of organizations; in other words, the Program is aimed as much at improving the management performance of organizations as it is in raising the performance of individuals.

This is why the program calls for having a participating company assign men at three different management levels to the Program for Management Development.

### *The Concept*

THE PHILOSOPHY in back of this thinking is that management development is a companywide problem and needs to be undertaken both broadly and in depth within an organization. There is clearly gain if a single individual in an organization has a worthwhile training experience. But the gain from this experience is multiplied if it is shared by the executive's peers, superiors, and subordinates. India is ready for change in its industrial structure and organization today, but change is always difficult to initiate. Single individuals can seldom initiate and accomplish change successfully. That is why the Institute of Management, Ahmedabad, in this executive training program plans to concentrate its efforts on a gradually growing number of organizations rather than to offer courses to individuals from a wide number of companies.

### *The Educational Approach*

THE PROGRAM FOR MANAGEMENT DEVELOPMENT will base its instruction on business cases. These are actual business problems written by Faculty research personnel from the experiences of companies of various sizes in a broad range of industries. Each case deals with one or several actual business problems and presents those facts about the situation which were known to the executive responsible for dealing with these problems.

The case method is characterized by its realism and by the high degree of personal involvement it evokes on the part of participants. In addition, case discussions become the framework within which each participant can contribute out of his own background of experience to the education of the group as a whole. It is an important educational by-product that, by relating the case to his own experience, each man finds his experience takes on new meaning for him. In addition, an astonishing breadth of industrial and managerial information is accumulated in the succession of case discussions.

Cases will be drawn primarily from United States experience, but selected British and European cases also will be used. Case research is also currently being done in India, and a limited number of Indian cases also will be used.

The effective use of the case method requires that regular classes be supplemented both by individual study and by small group discussions. These groups are organized by the Faculty to provide a range of talent and background experience within each group.

4.

*Members of the Faculty for the  
JANUARY / FEBRUARY 1964*

PROGRAM FOR MANAGEMENT DEVELOPMENT



KAMLA K. CHOWDHRY

*Professor, Indian Institute of Management and  
Coordinator of Programs*

**EDUCATION**

M.A., University of Punjab  
M.A., Ph.D., University of Michigan

**TEACHING EXPERIENCE**

Ahmedabad Textile Industries Research Association  
Various management programs, United States and abroad

**ACTIVITIES**

Ahmedabad Textile Industries, Research Association,  
past Deputy Director and Head of the Human Relations  
Division, and Director of Centre for Group Dynamics  
(ATIRA)  
Research Associate, Harvard Business School  
Management consultant

**PUBLICATIONS**

Various monographs, including *Leader Behavior in Elected and Non-Elected Groups* (with K. A. Gidwani and T. N. Valurykar); *Human Relations, A Review: Background and Current Trends: Production Planning and Organization Morale* (with A. K. Pal); *Motivation to Work: Improvement in Motivation to Work of Winders and Warpers and its Effect on Loomshed Efficiency* (with V. R. Trivedi); *Four Cases on Training: Introducing a New Function in a Mill* (with V. R. Trivedi); *An Analysis of the Attitudes of Textile Workers and the Effect of These Attitudes on Working Efficiency*.

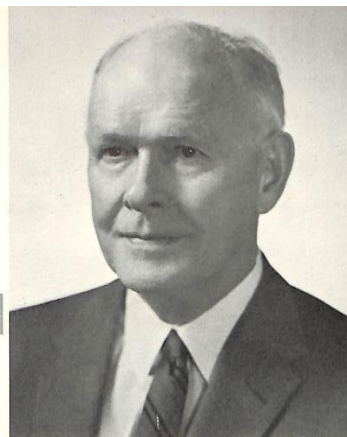
**FIELD, SPECIALTY**

**AND/OR CURRENT**

**RESEARCH AREA**

Human relations  
Organizational behavior

5.



NEIL H. BORDEN

*Professor of Marketing and Advertising, Emeritus*

**EDUCATION**

A.B., University of Colorado  
M.B.A., Harvard University

**TEACHING EXPERIENCE**

Harvard Graduate School of Business Administration  
Various management programs, United States and abroad

**ACTIVITIES**

Civic activities  
American Marketing Association  
(past president)  
Management consultant  
Recipient of many awards for distinguished contributions  
to advertising and marketing

**PUBLICATIONS**

*Economic Effects of Advertising*  
*Problems in Advertising*  
*Advertising: Text and Cases*  
*National Advertising in Newspapers*  
(co-author)  
*Advertising in Our Economy*  
*Cooperative Advertising*  
*Advertising Management*

**FIELD, SPECIALTY**

**AND/OR CURRENT**

**RESEARCH AREA**

Marketing — advertising



6.

JANUARY / FEBRUARY 1963

PROGRAM FOR MANAGEMENT DEVELOPMENT



FRANKLIN E. FOLTS

*Professor of Industrial Management, Emeritus*

**EDUCATION**

A.B., University of Oregon  
M.B.A., University of Oregon  
M.A. (hon.) Harvard University

**TEACHING EXPERIENCE**

University of Oregon, Instructor/Dean, 1920-1928  
Harvard Graduate School of Business Administration  
Various management programs, United States and abroad, including Senior Management Programme conducted in Bangalore, 1961, organized by Bombay Management Association with the cooperation of the Institute of Management, Bangalore, under the auspices of the All India Management Association.

**ACTIVITIES**

Management consultant  
Corporate director

**PUBLICATIONS**

*Interpretive Accounting*  
*Industrial Management, A Case Book*  
*Introduction to Industrial Management, Fifth Edition*  
Various articles and monographs

**FIELD, SPECIALTY  
AND/OR CURRENT  
RESEARCH AREA**

Industrial management  
Executive development

7.



HARRY L. HANSEN

*Professor of Business Administration*  
*Director of International Activities*  
*Director, Ahmedabad Project, for the Harvard Graduate School of Business Administration*

**EDUCATION**

S.B., Haverford College  
M.B.A., D.C.S., Harvard University

**TEACHING EXPERIENCE**

Harvard Graduate School of Business Administration  
Various management programs, United States and abroad, including Senior Management Programme conducted in Bangalore, 1961, organized by Bombay Management Association with the cooperation of the Institute of Management, Bangalore, under the auspices of the All India Management Association.

**ACTIVITIES**

Overseas management programs and research  
Management consultant  
Corporate director

**PUBLICATIONS**

*Problems in Marketing*  
*Readings in Marketing*  
*Marketing, Text, Cases, and Readings*

**FIELD, SPECIALTY  
AND/OR CURRENT  
RESEARCH AREA**

Business policy  
Multinational business  
Overseas research and training

8.

JANUARY / FEBRUARY 1963

PROGRAM FOR MANAGEMENT DEVELOPMENT



WARREN HAYNES

*Ahmedabad Project Director in India for the  
Harvard Graduate School of Business Administration*

**EDUCATION**

A.B., University of California  
M.B.A., D.C.S., Harvard University

**TEACHING EXPERIENCE**

University of California (Berkeley)  
University of Kentucky  
Various management programs

**ACTIVITIES**

Director of Graduate Studies in Economics, University  
of Kentucky  
Director of Summer Seminar in Economic Education  
sponsored by the General Electric Foundation  
Management consultant to business and governmental  
agencies  
Corporate director

**PUBLICATIONS**

*Nationalization in Practice, British Coal Industry  
Management: Concepts, Analysis, and Cases*  
(co-author)  
*Problems and Potentials of a Lagging Economy*  
(co-author)  
*Pricing Decisions in Small Business*  
*Managerial Economics*  
Various articles and monographs

**FIELD, SPECIALTY  
AND/OR CURRENT  
RESEARCH AREA**

Managerial economics  
Business management  
Business cycles and policy

9.

the three  
development  
activities

*Six-week  
Middle Management  
Course*

**T**HIS COURSE is intended for the man normally  
with a minimum of five years administrative ex-  
perience and under the age of 40.

The emphasis in this course will be on manage-  
ment and decision-making in the functional fields of business:  
cost and financial control, marketing, and production. Other  
important parts of the course will be the study of the human  
problems of organization and the problems of coordinating  
the work of the functional fields.

The man attending this course will normally have had his  
experience in one functional field of business. Because of his  
ability and growth potential, he may be responsible for a  
section, a department, a territory, or a developmental project.  
He is in a web of relationships between his superiors and  
subordinates. Often he is dependent upon the work of his  
counterpart in another functional field of the business. If he  
deals well with his problems and shows a developing grasp  
of the business as a whole, he is headed for senior manage-  
ment.



### *Administrative Practices*

is concerned with people in administrative situations. Among topics raised are the following: (1) the determinants of the effectiveness of organizations and executive actions; (2) the role of values and assumptions and their influence on an administrator's choice among possible ends and means; and (3) the skills and attitudes which enhance the effectiveness of individuals as they work with others in organizations.

### *Business Policy*

is designed (1) to permit the study of a company as a whole; (2) to expose men to a general management point of view in contrast to a departmental or functional point of view; (3) to train men in the organizational and personal processes by which objectives and policies are formulated on the one hand and executed on the other.

### *Cost and Financial Administration*

is concerned with creating an appreciation and an understanding of the underlying quantitative implications of business operations. In discussions of actual company situations, technical notes, and articles of professional opinion, a participant's grasp of the nature of his organization's utilization of financial data for effective decision-making should be enhanced.

### *Marketing Management*

is concerned with the forces that determine marketing strategy and the elements that compose a marketing program: product and pricing policy, distribution systems, advertising and promotion, and sales management. The role of marketing in a firm's development will underlie the cases.

### *Production Management*

is concerned with the major responsibilities of the manufacturing executives. Planning and organizing for production, integrating production activities with the marketing and financing functions, and executive control of the manufacturing operation are central problems to be discussed.

### *Schedule*

Saturday, January 11

9:00 — 12:00 — Registration

12:30 — Orientation Luncheon

January 11–February 19

Class case discussions

February 19

Closing ceremony and dinner with participants  
in Senior Executives' Seminar

## the three development activities



### *One-Week Senior Executives' Seminar*

THIS SEMINAR is intended for men normally with a minimum of ten years of business experience and above the age of 40 who direct the activities of men attending the six-week Middle Management Program. The emphasis in this seminar will be on operating policy-making and the integration of corporate activities.

The Senior Executives' Program is designed for the mature men of notable promise and growing capacity for the burdens of the topmost level of management; it is designed for people who, in the course of something like ten years or more of practical activity, in jobs of progressively greater scope, complexity, and responsibility, have developed and shown unusual talents for management.

The purpose of the Senior Executives' Seminar is to provide such men, after they have reached or closely approached the general policy-making management level of their organizations, with an opportunity to enhance their qualification for top-level positions by means of an educational experience aimed specifically at meeting needs of modern top management.

12.

## Area of Emphasis

A SERIES of case studies on these topics:  
 Integrating at the General Management Level  
 Planning and Budgeting for Control  
 The Manager's Responsibility for Human Resources  
 The Manager's Responsibility for Leadership  
 Philosophies of Management

## Schedule

Wednesday, February 19

9:00 — 12:00 — Registration  
 12:30 — Orientation luncheon  
 2:00 — 5:00 — Joint class meetings with participants in Middle Management Course  
 8:00 — Closing ceremony and dinner with participants in Middle Management Course

February 20–February 26

Class case discussions

February 26

2:00 — 5:00 — Joint class meetings with participants in Top Management Conference  
 8:00 — Closing ceremony and dinner with participants in Top Management Conference



13.

## the three development activities



## Two-and-one-half-day Top Management Conference

THIS CONFERENCE is intended for managing directors or for men who are major division heads of functions such as finance, marketing, or production. The emphasis in this conference will be on the long-range problems of planning and corporate development, the building of organizations, and broad management philosophy. Long-range planning involves efforts to set objectives and to plan the firm's major moves in advance. Managers disagree as to when an objective plan is long range in nature, although generally attempts to look ahead three to five years would be regarded as long-range thinking. Planning is concerned with what the company will try to do, and how, and when, and it is clearly a job primarily for top management. Planning is also a primary management function that precedes other functions of organizing, staffing, directing, and controlling. Unless the firm's management knows where the firm is headed, all these other functions cannot be effectively executed. In particular the control function depends upon the setting of goals. There are limitations of course to planning: one is the uncertainty of predicting events external to the enterprise and another, related to internal conditions in the firm, is the limited availability of useful data and information. But these two limitations are not arguments against long-range planning; in fact, attempts to plan ahead often have the useful results of partially overcoming these limitations. Planning must be closely related of course to capabilities and done with a close knowledge of the problem of action created by the plan.



## Board of Governors

### Chairman

DR. JIVRAJ N. MEHTA  
*Chief Minister of Gujarat, Ahmedabad*

### Nominees of Central Government

PROFESSOR M. S. THACKER  
*Secretary, Ministry of Scientific Research  
and Cultural Affairs, New Delhi*

SHRI R. P. PADHI  
*Joint Secretary, Ministry of Finance, New Delhi*

SHRI B. S. MANCHANDA  
*Joint Secretary, Ministry of  
Commerce & Industry, New Delhi*

### Nominees of the Government of Gujarat

SHRI V. ISVARAN  
*Chief Secretary to Government of Gujarat, Ahmedabad*

SHRI MADANMOHAN MANGALDAS  
*Ahmedabad*

### Representative of the All India Council for Technical Education

SHRI N. DANDEKAR  
*Bombay*

### Representatives of Commerce, Industry, Labour and Other Interests

SHRI KASTURBHAI LATBHAI  
*Ahmedabad*

SHRI R. D. CHOKSI  
*Tata Industries Private Ltd., Bombay*

SHRI SHANTA RAM S. TAWDE  
*Secretary, Engineering Mazdoor Sabha, Bombay*



### Representative of the All India Management Association

LALA CHARAT RAM  
*Shri Ram Associates Private Ltd., Delhi*

### Representative of the National Productivity Council

N. K. BHOJWANI  
*National Productivity Council, New Delhi*

### Co-opted by Board of Governors

SHRI P. L. TANDON  
*Chairman, Hindustan Lever Ltd., Bombay*

SHRI NAVNITIAL SHODHAN  
*Ahmedabad*

SHRI S. S. KHERA  
*Cabinet Secretary, Government of India, New Delhi*

SHRI S. T. S. IVAN  
*General Manager, The United Commercial Bank Ltd.,  
Calcutta*

### Faculty Nominee of the Chairman

DR. KAMLA CHOWDHRY  
*Coordinator of Programmes,  
Indian Institute of Management, Ahmedabad*

### Honorary Director

DR. VIKRAM A. SARABHAI  
*Ahmedabad*

### Secretary of the Society, and of the Board of Governors

SHRI G. C. BAVEJA  
*Officer on Special Duty, Ahmedabad*

## Schedule

Wednesday, February 26

9:00 — 12:00 — Registration

12:30 — Orientation luncheon

2:00 — 5:00 — Joint class meetings with  
members of the Senior Executives' Seminar

8:00 — Dinner with members of the  
Senior Executives' Seminar

Thursday, February 27 until Friday noon, February 28

Long-range problems of planning  
and corporate development — Case Discussions

## RECAPITULATION

As set forth in this pamphlet, the Program for Management Development consists of three training activities of different lengths and for three different management levels within a given organization: a Six-Week Middle Management Course, One-Week Senior Executive Seminar, and a Two-and-One-Half-Day Top Management Conference. The integration of these three activities seeks to further understanding and cooperation within the firm with regard to management problems.





**“List of participating organizations: Programme for Management Development, Jaipur  
(Jan. 11- Feb. 28, 1964)”**

1. AIR-INDIA, 87, Mahatma Gandhi Road, Bombay—1.
2. Amul (Kaira District Co-operative Milk Producers’ Union Ltd., Anand, Gujarat State.)
3. The Arvind Mills Ltd., P. B. No. 56, Ahmedabad—2.
4. The Aryodaya Spg. & Wvg. Co. Ltd., Asarva Road, Ahmedabad—11.
5. The Associated Cement Cos. Ltd., Cement House, 121 Queen’s Road, Bombay—1.
6. The Bajaj Electrical Ltd., 45—47 Veer Nariman Road, Bombay—1.
7. The Bank of Baroda Ltd., Gandhi Road, Ahmedabad.
8. Batliboi & Co. Pvt. Ltd., Forbes Street, Bombay—1.
9. Carborandum Universal Ltd., 52/53 Jehangir Street, Madras—1.
10. The Delhi Cloth & General Mills Co. Ltd., Bara Hindu Rao, Delhi—6.
11. Dodsai Pvt. Ltd., Mafatlal House, Backbay Reclamation, Bombay—1.
12. The Gujarat Electricity Board, Racecourse Road, Baroda.
13. The Gujarat Electricity Board, Racecourse Road, Baroda.
14. The Industrial Credit & Investment Corporation of India Ltd., 163, Backbay Reclamation, Bombay—1.
15. Indian Aluminium Co. Ltd., 31, Chowringee Road, Calcutta—16.
16. Life Insurance Corporation of India, Central Office, Jeevan Kendra, J. Tata Road, P. B. No. 252, Bombay—1.
17. Mahindra & Mahindra Ltd., Gateway Building, Apollo Bunder, Bombay—1.
18. The Sree Meenakshi Mills, Post Box No. 1, Madurai.
19. Mukand Iron & Steel Works Ltd., Agra Road, Bombay—70.
20. National Seeds Corporation Ltd., E 19 South Extension Part II, New Delhi—16.
21. The New India Assurance Co. 87, Mahatma Gandhi Road, Bombay—1.
22. The Nutan Mills Ltd., Anil Road, Ahmedabad—2.
23. Otis Elevator Co. (India) Ltd., Gateway Building, Apollo Bunder, Bombay—1.
24. The Raipur Mfg. Co. Ltd., Outside Saraspur Gate., Post Box No. 54, Ahmedabad—10.
25. Sarabhai Chemicals, Post Box No. 28, Ahmedabad.
26. Saroja Mills Ltd., ‘Meenakshi Nilayam’, Tirupparankundram Road, Madurai.
27. Smith Kline & French (India) Ltd., Post Box No. 1953. Bombay—1.
28. State Bank of India., General Office, Post Box No. 12, Bombay—1.
29. Suhrid Geigy Ltd., Post Box No. 28, Ahmedabad.
30. Swastik Oil Mills Ltd., Post Box No. 28, Ahmedabad.
31. Tata Chemicals Ltd., Bombay House, Bombay—1.
32. The Tata Iron & Steel Co. Ltd.
33. Staff Training Institute, The Tata Iron & Steel Co. Ltd., Armoury Road, Jamshedpur.
34. Times of India Ltd., (Bennett Coleman & Co. Ltd.), Dr. Dadabhai Naoroji Road, Fort, Bombay—1.
35. T. V. Sundram Iyengar & Sons, Private Ltd., 211 South Veli Street, Madurai.
36. Union Carbide India, Ltd., 1 & 3 Brabourne Road, Post Box No. 2170, Calcutta—1.
37. The United Commercial Bank Ltd., 2 India Exchange Place, Post Box No. 2455, Calcutta—1.
38. Voltas Ltd., 19, Graham Road, Ballard Estate, Bombay—1.
39. Larsen & Toubro Ltd., IC House, Dougall Road, Ballard Estate, P. B. No. 278, Bombay—1.
40. Rajasthan State, Electricity Board, New Hotel Buildings, Jaipur.

Source: IIMA Second Annual Report, 1963-64, Pg. 29-33, IIMA Archives

Middle Management Course  
11-1-64 19-2-64



*Standing 1st Row*—B. K. Avasthi, V. B. Gharpure, S. Vivanathan, T. Krishnamurthy, V. A. Parikh, U. Mohan Rao, S. K. P. Dave, C. Singaram, S. Suryanarayana.  
*2nd Row*—V. Pappachan, N. S. Mantry, K. R. Vora, N. J. Shah, K. R. Gala, J. Veerasinghadasan, T. S. Narayana, J. D. Mahadeva, D. S. Patel.  
*3rd Row*—J. J. Mehta, V. P. Arya, H. D. Dalaya, M. M. Ramesh, K. F. Boudel, B. K. Mithchandani, G. Dorai, S. P. Chopra, P. J. Doshi, S. Srinivasan, B. M. Naik, R. C. Dave, M. B. Desai, D. S. Shah  
*Sitting (chair)*—Prof. Franklin Lewis, Mrs. Horner, Prof. Warren Haynes, Prof. Kamla Chowdhry, Prof. Harry Hansen, Prof. Neel Borden, Mrs. Borden, Prof. Surinder, P. S. Pruthi.  
*(floor)*—E. J. Fozzula, V. K. Mody, D. V. Kalra, S. R. Subramaniam, D. N. Chhabra, S. M. Shah, B. W. Khanorkar, J. Srinivasan.

(Pictorial Jaipur.)

Source: Programme for Management Development, 1964, Rambagh Palace, Jaipur, Middle Management Course, January 11, 1964 – February 19, 1964, photograph donated by Prof. Douglas Haynes on August 22, 2022, IIMA Archives