

“PROF. JASWANT G. KRISHNAYYA, IN 2025”



Photograph received from IIMA Endowment Fund (IIMAEF)

"FACULTY APPOINTMENTS"

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4. FACULTY AND STAFF

The following Faculty appointments were made during the year 1965-66:

| <u>Name of the person</u> | <u>Designation</u> | <u>Field of Specialization</u> | <u>Date of joining</u> |
|-----------------------------|----------------------------|--------------------------------|------------------------|
| Dr. S.C. Aggarwal | Professor | Production Management | 24.5.1965 |
| Shri R. Balachandra | Assistant Professor | Production Management | 12.7.1965 |
| Shri R. Sen | Assistant Professor | Agco. group | 1.7.1965 |
| Dr. V.P. Gandhi | Assistant Professor | Finance (Taxation) | 28.8.1965 |
| Shri P.S. George | Faculty Research Associate | Agco. group | 1.5.1965 |
| Miss Meenakshi M. Malya | Faculty Research Associate | Agro. group | 24.2.1966 |
| <u>Shri J.G. Krishnayya</u> | Faculty Research Associate | Operations Research | 14.9.1965 |
| Shri G.R. Kulkarni | Professor | Business Policy | 16.8.1965 |
| Shri T.N. Sheth | Asst. Professor | Human Relations | 1.5.1965 |

Source: IIMA 4th Annual Report, 1965-66, IIMA Archives

“FACULTY DEVELOPMENT”

FACULTY DEVELOPMENT

The following members of the Faculty returned from the Harvard Business School, USA, in June 1966 after attending the International Teachers Programme during the academic year 1965-66:

Dr. S. C. Aggarwal (Production Management)

Prof. R. Balachandra (Production Management)

Prof. V. K. Gupta (Agri-Coop)

Prof. J. G. Krishnayya (Operations Research)

Prof. G. R. Kulkarni (Business Policy)

Prof. T. N. Sheth (Organizational Behaviour)

Prof. P. S. George, Faculty Research Associate in the Agri-Coop Group, was sponsored by the Institute and was granted study leave to do his Doctoral programme at the University of California, Davis, for the academic years 1966-68.

Shri S. A. Seshan, Research Associate in Financial Management, continued the second year of the M.B.A. at the HBS during 1966-67 and is expected to join the Faculty at Ahmedabad during the last week of June 1967.

Shri K. L. Varshneya, Research Associate in Financial Management, was sponsored to the International Centre for Advanced Management Education in Financial Management and Control at Stanford University, USA, during 1966-67.

Source: IIMA 5th Annual Report, 1966-67, IIMA Archives

"FACULTY AND STAFF"

FACULTY AND STAFF

DIRECTOR

Ravi J. Matthai
B.A. Hons. (Oxon)

PROFESSORS

S.C. Aggarwal
Ph.D. Engg. (Moscow)

K.K. Anand
Ph.D. (Panjab)

S.K. Bhattacharyya
F.C.A.

Kamla Chowdhry
Ph.D. (Michigan)
Hindustan Lever Professor
of Management Practices

Ishwar Dayal
M.S. (New York)

D.K. Desai
Ph.D. (Illinois)

Ved P. Gandhi
Ph.D. (Harvard)

Ramesh C. Goyal
M.A. (Nagpur)
M.P.A. (Harvard)
A.I.C.W.A.

B.K. Hegde
M.Tech. (I.I.T., Kharagpur)

J.G. Krishnayya
E.E. (M.I.T.)

Suresh C. Kuchhal
M.Com. (Allahabad)

G.R. Kulkarni
M.Com. (Bombay)
LL.B. (Bombay)

V.L. Mote
Ph.D. (N. Carolina)

S.M. Patel
Ph.D. (Tyne)

Samuel Paul
Ph.D. (Syracuse)

K.V. Ramanathan
M.B.A. (Northwestern)
A.I.C.W.A.
(on study leave)

B.G. Shah
M.Com. (Bombay)

Baldev R. Sharma
Ph.D. (Michigan State)

M.N. Vora
M.B.A. (Pennsylvania)

H.N. Pathak
M.Sc. Econ. (London)

“PROGRAMME ON CORPORATE ACCOUNTING & CONTROL SYSTEM”

Programme on Corporate Accounting & Control System

The Programme on Corporate Accounting & Control System was held at Agra from September 3 to 22, 1967. The response to this programme was very encouraging; 62 participants attended, out of which 22 were from public sector organizations and one participant from Afghanistan.

The Faculty for the programme was : Professors S.K. Bhattacharyya, John Dearden, J.G. Krishnayya (Co-ordinator of the programme), G.R. Kulkarni, and Shri R. Subramanyan of Hindustan Lever Limited.

“TOURISM PROJECT”

| <u>Project</u> | <u>Faculty</u> | <u>Sponsor</u> |
|---|---|---|
| 5. Atomic Energy Commission Electronic Project : A Study of the Transformation of a Departmental Production Unit into a Commercial Public Sector Enterprise | Profs. Kamla Chowdhry, John Dearden, Ravi J. Matthai, V.L. Mote & Samuel Paul | Atomic Energy Commission & IIMA |
| 6. Costs and Competitiveness of Indian Exports | Profs. V.L. Mote & Samuel Paul | IIMA |
| 7. Alternatives to Existing Company Tax in India | Prof. V.P. Gandhi | Research Programmes Committee, Planning Commission. |
| 8. Organizational Behaviour and Administration in Banking Industry | Profs. Ishwar Dayal & Baldev R. Sharma | Reserve Bank of India |
| 9. Executive Compensation | Prof. K.K. Anand | Madras Management Association |
| 10. Planning for Technological Change: A Study of the Possibilities & Problems | Prof. B.K. Hegde | IIMA |
| 11. Air-India Project on Organizational Structure, Administration & Personnel Practices | Prof. Ishwar Dayal | Air India |
| 12. Tourism Project | Profs. J.G. Krishnayya & C.N.S. Wambudiri | Ministry of Tourism, Government of India |

Source: IIMA 6th Annual Report, 1967-68, IIMA Archives

"BUSINESS COMMUNICATIONS SYSTEM"

| <u>Project</u> | <u>Researcher</u> |
|---|--|
| Distribution of Foodgrains in India | Prof. M. Raghavachari |
| Business Communications System | Prof J.G. Krishnayya |
| Entrepreneurship and Indian Economic Backwardness | Prof. D. Tripathi |
| Role of the Government of India in the management of Public Sector Hotels | Prof. K.K. Anand & Prof. S.P.S. Pruthi |
| Policy Formulation and Administration in Selected Indian Enterprise | Profs. G.R. Kulkarni & G.N.S. Nambudiri |
| Efficiency of Fertilizer Distribution Channels | Prof. Meenakshi Malya |

Source: IIMA 6th Annual Report, 1967-68, IIMA Archives

"COMPUTERS: THE SOFTWARE GAP"

- G226. Krishnayya, J. G. "Computers : The Software Gap," *Economic Times*, VIII, 19, (Mar. 25, 1968), 8.

H. PAPERS PRESENTED AT CONFERENCES

- H1. Aggarwal, S. C. "Use of Modern Production Management Techniques in Textile Industry," Ahmedabad Management Association and Chamber of Industry and Commerce, Ahmedabad, Aug. 26, 1967.
- H2. Balachandra, R. "Development of Staffing Norms of Warehousing Corporation," O. R. Convention, Madras, Mar. 31 - Apr. 2, 1972.
- H3. Bhatnagar, S. C.; and Krishnayya, J. G. "An Interactive Computer Model for Media Selection," Annual Meeting of the Computer Society of India, Bangalore, Jan. 15, 1971.

Production Management and Operations Research

- **A20. On an Application of Theory of Runs to a Production Problem (1970)
(V. L. Mote)
- **A21. Planning for Technological Change (1970)
(B. K. Hegde and M. R. Gopalan)
- *A22. Acquisition of Technology by Indian Industries (1971)
(R. Balachandra)
- A23. Study and Design of Overhaul Materials (1971)
(J. K. Satia)
- A24. Trend Report on Production and Operations (1972)
(B. K. Hegde and M. R. Gopalan)
- *A25. Computerized Survey of Literature for Research (1973)
(A. Ghose and A. S. Dhawle)
- **A26. Management Uses of the Computer in India (1973)
(G. R. Kulkarni, J. G. Krishnayya, and J. K. Satia)
- **A27. Growth Centres Project : Simulation Model (1974)
(J. G. Krishnayya and S. K. Sharma)

"CONSULTATION WITH PUBLIC AND PRIVATE SECTOR ORGANIZATIONS"

The following members of the faculty undertook consultation with public and private sector organizations during 1968-69 :

Professors K. K. Anand, R. Balachandra, K. Balakrishnan, S. K. Bhattacharyya, Ishwar Dayal, D. K. Desai, V. K. Gupta, B. K. Hegde, Subhash Jain, K. B. Kothari, J. G. Krishnayya, G. R. Kulkarni, M. Meenakshi Malya, Ravi J. Matthai, S. C. Mehta, C. N. S. Nambudiri, S. M. Patel, C. P. Rao, B. G. Shah, B. R. Sharma, Tarun Sheth, and M. N. Vora.

"MANAGEMENT USES OF THE COMPUTER IN INDIA"

30. Management Uses of the Computer in India

The purpose of this project is to ascertain the extent to which top management in organizations, where the decision to buy computers has already been taken, was aware of the detailed implications of this decision and the extent to which it could have been improved by the availability of more competent advice to top management.

Professors J. G. Krishnayya, G. R. Kulkarni, and J. K. Satia, and Mr. S. V. Deshmukh are working on the project which is financed by the Institute. The first draft report is under preparation.

“FACULTY SEMINARS”

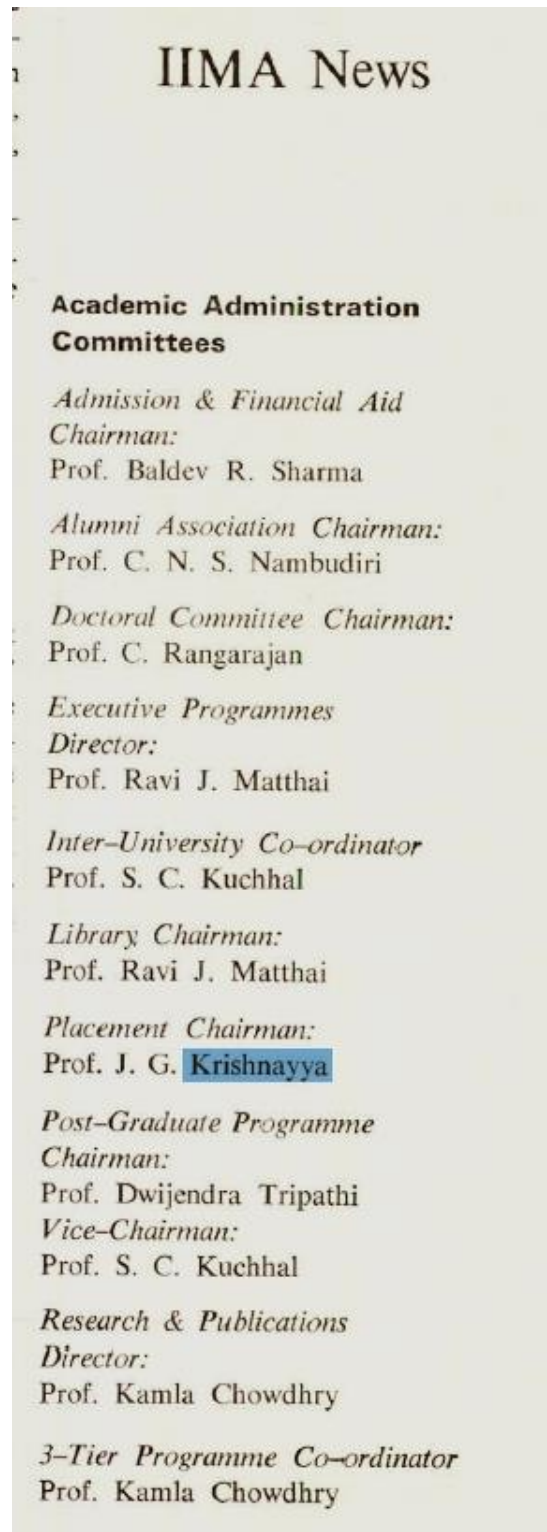
IV. FACULTY SEMINARS 1968-1969

| Date | Speaker | Topic |
|---------------|---|--|
| Aug. 30, 1968 | Dr. D. K. Desai & Mr. A. G. K. Murty | A Study in Solvent Extraction and Expeller Oil Industries (with Special Reference to Deoiled Groundnut Cake Exports) |
| Nov. 1, 1968 | Dr. Samuel Paul | The Pricing of Gujarat Natural Gas : An Alternative Approach |
| Feb. 14, 1969 | Dr. V. N. Krishnan | An Analysis of Wage Trends in Manufacturing Industries in India, 1950-1960 |
| Feb. 28, 1969 | Dr. Dwijendra Tripathi | Bureaucracy and Indian Economic Development: The Case of Sadasheogadh Harbour Project, 1855-1865 |
| Mar. 14, 1969 | Dr. Baldev R. Sharma | Absenteeism : A Search for Correlates |
| Mar. 28, 1969 | Dr. Sudhir Kakar | Authority : An Introduction and Methodology |
| Apr. 2, 1969 | Prof. J. G. Krishnayya | Computer Facilities at the Institute |

Krishnayya, J. G., and Satia, J.K. “A Hierarchy of Models in Family Planning,” Demographic Training and Research Centre, Bombay, January 1969.

Source: IIMA 7th Annual Report, 1968-69, IIMA Archives

“ACADEMIC ADMINISTRATION COMMITTEES”



Source: IIMA Alumnus, Vol. 1, No. 1, October 1969, IIMA Archives

"WORKSHOP ON USES OF COMPUTER SIMULATION"

Workshop on Uses of Computer Simulation

A Workshop on Uses of Computer Simulation was held at Bombay from January 21-24, 1970. It was visualized as the logical outcome of work being conducted at the Institute on devising computer aids to management analysis. The workshop was intended to make known the possible advantages and applications of these techniques, in the simplest possible language, to executives in business and government for whom these techniques were useful.

From 24 organizations, 30 executives participated in the workshop.

The faculty for the workshop consisted of Professors R. Balachandra, Subhash Jain, J. G. Krishnayya (Co-ordinator), and V. L. Mote.

Krishnayya, J.G. "Data Processing : Making People Learn How to Think and Act Logically," *Economic Times' Data Processing Supplement*, December 11, 1969.

Krishnayya, J.G.; Satia, J.K.; and Ganesan, N. "Simulation of a Multi-Item Spare Parts Provisioning and Procurement System," Annual Meeting of the Operations Research Society of India, Bombay, December 1969.

Source: IIMA 8th Annual Report, 1969-70, IIMA Archives

"COMPUTER CENTRE AT IIMA"

Ajit M. Dalvi
Research Associate
Indian Institute of Management
Ahmedabad

Computer Centre at IIMA

IN recent years, the growth of computer awareness in India has been truly phenomenal. The number of computer installations has surpassed the most optimistic expectations. A large number of business and research organizations as well as government agencies have already started using computers for various applications.

About three years ago, the Institute of Management, Ahmedabad, introduced a couple of elective courses which aimed at imparting the basic knowledge of computer applications in business. The use of the computer for statistical data analysis in the Institute's various research projects had, of course, begun much earlier. All this was possible mainly because the Institute had a ready access to the IBM 1620 computer installation of the Physical Research Laboratory, situated about half a mile away from the Institute's campus. However, the heavy workload at the PRL computer centre as well as the inherent limitations of the 1620 hardware imposed serious constraints on giving a greater emphasis on computer education at the Institute. Also, it was not possible to use the computer as a teaching tool. To fill this gap, in November 1967, the Institute approached the Ford Foundation for a grant to purchase a Hewlett Packard Time Share System computer. Negotiations with the Ford Foundation are at an advanced stage and it is expected that by the end of 1970 the Institute will have its own computer.

The Proposed System

The system designed for the IIMA Computer Centre consists of Hewlett Packard 2000A Time Share System with some additional elements as shown

below:

1. HP - 2000 A System :
HP - 2116 B Computer, 16 K Memory, hardware options/central teleprinter/12M bit disc memory/cabinet/documentation.
2. Two HP 3030 IBM - Compatible magnetic tape decks.
3. High-speed paper tape punch.
4. Cathode ray display for graphic output.
5. Two heavy duty ASR - 35 teleprinters. Fifteen light duty ASR-35 teleprinters.
6. Optical mark card reader.

The Need for a Computer

The need for such a computer is mainly seen in terms of a teaching device which is also capable of simulating systems which can be used on conventional data processing machine.

The major pedagogical emphasis at the Institute has been more towards the students' learning process rather than on passive acceptance of teaching. This approach is basic to the choice of this computer and the need for it. The computer will not be used merely to teach computer programming. It will be a tool in the process of learning management techniques through the use of computer models also called *Dynamic Case Studies*. The main emphasis is on substantive learning which will be combined automatically with learning how to use the computer.

Why HP-2000A?

Computers like CDC 3600 or IBM 7070 are designed for high precision scientific research and cannot be economically used for teaching the basic

principles of management. The machines in the category of IBM 1401 have an extremely low computational ability and are primarily intended for data transfer from one file to another. The teaching capabilities of such machines are also correspondingly restricted. While the models like IBM 1620-I & II are closed to the computer which the Institute is considering, they still have considerable limitations in terms of the student learning process and the capabilities of the machines themselves. This is so, because they are primarily based on a card system and the students' use of one of these machine would either be in terms of a group of students observing a programme operating or a queue of individual students operating these programmes in series. The Institute is concerned with two aspects of time, viz., human time and machine time. It is evident that the machines in the category of 1620s would involve a higher input of human time and, for various aspects of the intended usage, would be slower on machine time.

The Institute's choice of the computer has been determined in relation to the following aspects :

1. For the student, the machine should have the highest degree of accessibility. Sixteen teleprinter stations of the proposed system will provide the desired accessibility. Sixteen individuals can use the computer simultaneously, making it possible to give a greater emphasis on individual use as against use in groups or in series.

2. Depending on the type of the programme, the proposed system will be between 10 to 30 times faster than the 1620 model II.

3. It will have substantial capabilities with regard to research application where the highest precision is not required. It has quarter of the memory cells of the large CDC machines but is capable of inverting a 90 x 90 matrix.

4. The system has a language versatility in that the translators are supplied for FORTRAN, ALGOL, and BASIC (which is the language used in the time-shared model).

In addition to the catalytic effect on the Institute's research and teaching, the proposed computer centre may become a major facility for development of human resources in the system design and computer field. The IIT, Kanpur, has been already

running certain basic courses in programming. The Institute would complement this activity by concentrating on management uses rather than programming, something that would be facilitated by the interactive nature of the proposed system.

The Uses of the Computer

1. The computer will support subject-teaching in all areas through "live cases and exercises," especially in marketing, production, and economics.

2. For the Institute's personnel, it will be an intellectual tool as good as that available to other first class centres of research and planning in management. There are today many pedagogic techniques which make dynamic use of the learners' interaction with computer processing as an integral part of the teaching process. Apart from "Management Games," the dynamic interaction capability of the proposed computer centre will also enable experimentation with input-output matrix models as well as simulation of multilevel distribution systems, inventory control problems, consumer behaviour, etc.

This is not computer aided instruction in the sense of the computer feeding certain facts or techniques to the users. Nor is it a method for preparing the users for a permanent dependence on computer models for problem-solving. The dynamic teaching tools the computer will make possible are such that the computer system itself becomes "transparent" to the users and allows them to interact directly with different problem situations in the language appropriate to the problem under study. Thus the user of such models would become aware of the dynamic properties of specific business techniques when applied to problem situations and would acquire a "feel" for the characteristics of different solution methods. Such knowledge would be, perhaps, the equivalent of many years of real life experience, and the use of these simulation-model teaching methods might, therefore, be considered to be a modern day innovation of the same type that the case method was in 1920. These teaching tools would be as useful to practising managers coming to the Institute for executive development programmes as for the candidates in the two-year Post-Graduate Programme.

(Continued on page 55, column 2)

Computer Centre

(Continued from page 28, column 2)

The necessary development work has already begun under the direction of Prof. J. G. Krishnayya. It mainly involves development of teaching models and also special purpose subroutines for corporate planners. These subroutines will enable the planners to "communicate" with the models of a firm, region, or industry in the computer's command language and in turn have the computer "communicate" with them in a language which they can understand.

IIMA is thus poised for an impressive entry into the computer age. This holds exciting possibilities for future generations of participants in the Institute's Post-Graduate Programme. It also promises a greater incentive for the PGP alumni belonging to the earlier generations to return to the campus as participants in the executive development programmes.

“SECOND ANNUAL COMPUTER WORKSHOP”

Second Annual Computer Workshop

January 17 — 21, 1971

The workshop was visualized as the logical outcome of work being conducted at the Institute on devising computer aids to management analysis. It was intended to make known the possible advantages and applications of these techniques, in the simplest possible language, to executives in business and government for whom these techniques were useful.

Twenty-five participants attended this programme (12 from government and public sector organizations).

The workshop covered the following uses of the third generation computers :

1. Applications of simulation and mathematical models to production and inventory management.
2. Data banks and project management information retrieval systems.
3. Selection costs and benefits of the third generation computer hardware.
4. Application of computer methods in marketing and forecasting, including use of DELPHI methods.
5. Management game.

The faculty consisted of Profs. R. Balachandra, A. M. Isaac, and J. G. Krishnayya, and Dr. Robert L. Williams, Professor and Chairman, Industrial and Systems Engineering Department, Ohio University, USA.

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

COMPUTER CENTRE

Subsequent to approval by the Board of the proposed computer grant by the Ford Foundation to the Institute, steps were taken to procure the desired components to make up the Institute's Computer System.

Professor J. G. Krishnayya was deputed to the USA for two months in April-June 1970, for checking the proposed hardware and working out the most economic way of securing the desired configuration. As a direct result, it was found possible to increase the proposed online memory from 0.75 million characters to 2 million characters, the number of remote terminals from 16 to 20, and the number of magnetic tape units from 1 to 2 within the same budget ceiling earlier decided upon. Useful relationships with centres of computer science work were also established in USA, France, and Switzerland.

Early in September the main Computer System was airlifted to Ahmedabad and was put into running condition by October.

From October to December, the System was made available to students and research staff on an experimental basis, and the small Computer Centre staff concentrated upon modifying and making available library programmes suitable for the Institute's use and developing documentation for them.

In January 1971 the Second Annual Computer Workshop was held at Ahmedabad, involving each participant in nearly 13 hours of online computer use. This was the first time in India that such a facility was offered.

By this time the distinctive feature of the computer system had defined for the computer centre its three emphases — Information Retrieval System, Simulation, and

Interactive Computer Use. In time for the Computer Workshop in January, the first Online Data Bank in India was constructed, containing information on 300 towns and cities accessible through IIMA's Mark-I Information Retrieval System. Other packages on CPM Project Management, Production Scheduling, Simulation, Linear Programming, and Statistical Analysis were also available.

From January to March, very extensive use was made of the Computer System by students, principally in courses related to Quantitative Methods and Business Policy. The largest use of computer time for research was made by the Centre for Management in Agriculture though the Short-Term Economic Forecasting project made extensive use of the system. During this time also the number of faculty members with a close affiliation to computer use grew and a project for the development of a large amount of computer-aided teaching material was set up for the summer. This project would make teaching packages available to instructors of the Post-Graduate Programme, both in the first year and the second year, in Marketing, Accounting, and Quantitative Methods for the first term of the academic year 1971-72.

A summary of the computer time used by the different types of users is given below :

| | |
|--------------------------|----------|
| I year PGP | 6000 hrs |
| II year PGP | 6000 hrs |
| Special Student Projects | 1000 hrs |
| Faculty | 1000 hrs |
| CMA Research | 5000 hrs |
| TSB System Development | 2000 hrs |

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

"PAPERS PRESENTED AT PROFESSIONAL CONFERENCES"

PAPERS PRESENTED AT PROFESSIONAL CONFERENCES

Balachandra, R. "Determination of a Satisfying Menu by Linear Programming" and "Acquisition of Technology by Indian Industries," Annual Convention of the Indian Institution of Industrial Engineering, Ambalamedu, Kerala, Feb. 17-20.

Bhatnagar, S. C.; and Krishnayya, J. G. "An Interactive Computer Model for Media Selection," Annual Meeting of the Computer Society of India, Bangalore, Jan. 15, 1971.

Krishnayya, J. G. "Computer Aids for National Policy," Seminar on Family Planning Policy and Administration, Indian Institute of Public Administration, New Delhi, May 19-21, 1971.

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

"CONSULTING"

The objective behind encouraging the faculty to undertake consulting work is to enable them to keep in touch with the world of practising management. By working on specific problems for a client in their field of specialization, the faculty members enrich their understanding of management processes and problems and provide useful advice to the practitioners of management on specific problems faced by their organizations. Consultation is a profitable experience for both the faculty and the industry.

The following 31 members of the faculty undertook consulting work during 1971-72:

| | | |
|--------------------|------------------|--------------------|
| R. Balachandra | J.G. Krishnayya | B.G. Shah |
| S.K. Bhattacharyya | S.C. Kuchhal | B.R. Sharma |
| Kanla Chowdhry | G.R. Kulkarni | Dwijendra Tripathi |
| Ishwar Dayal | Ravi J. Matthai | K.L. Varshneya |
| D.K. Desai | S.C. Mehta | C.D. Wadhva |
| G.M. Desai | S.B. Misra | |
| V.R. Gaikwad | V.L. Mote | |
| Pulin K. Garg | S.K. Mukherjee | |
| P.S. George | C.N.S. Nambudiri | |
| V.K. Gupta | Samuel Paul | |
| B.A. Hegde | Keshav Prasad | |
| Nandini U. Joshi | C. Rangarajan | |
| Sudhir Kakar | S.A. Seshan | |

Source: IIMA 10th Annual Report, 1971-72, IIMA Archives

"COMPUTER FACULTY AND RESEARCH STAFF"

Computer Faculty and Research Staff

The following additions to the Computer Centre faculty were made.

1. Dr. Mohan Kaul, Ph.D.(Paris) a research associate with the French Nuclear Research Centre at Saclay, France, joined the Institute in July 1971.
2. Dr. A.C. Shanbhoke, Ph.D.(Delhi), incharge of the Computer Centre at CERI, Durgapur. He joined the Institute in May 1971.

In addition to the two new faculty, Prof. J.G. Krishnayya, Dr. S. Sikdar, and Dr. A. Ghose were members of the Computer Group during the year.

The following research staff was affiliated to the Computer Centre:

1. Mr. S.C. Bhatnagar, PGDBA (Left in January, 1972)
2. Mr. P.C. Gupta, M.Tech. (IIT, Kanpur)
3. Mr. J.K. Hakin, M.Tech. (IIT, Kanpur)
4. Mr. N.R.N. Murthy, M.Tech. (IIT, Kanpur)
5. Mr. Rama Rao, M.Tech. (IIT, Kanpur) (Joined in April 1972)
6. Mr. Rishi Kumar, M.E. (Roorkee)
7. Mr. G.J. Singh, M.Tech. (IIT, Kanpur)
8. Mr. S. Sharma, M.Tech. (IIT, Kanpur) (Joined in December 1971 and left in April 1972).
9. Mr. S. Ramani, M.Sc. (Kerala) (Joined in December 1971)

Activities of the Computer Centre

1. Teaching

Professors Ghose, Kaul, and Sikdar taught a non-credit 12 session course, Introduction to BASIC.

2. Software Development

a) Large Scale Sponsored Software Projects

- i) A simulator for the TDC-12 Computer of ECIL has been completed (Professor Mohan Kaul, Mr. N.R.N. Murthy, and Mr. Rama Rao).
- ii) A BASIC Interpreter for TDC-12 is underway (Professor Mohan Kaul, Mr. N.R.N. Murthy, and Mr. T.P. Rama Rao).

b) Computer Centre Projects

- i) A visual display sub-system providing real time display capability on the CR tube for Fortran programmes was developed. Professors J.G. Krishnayya and Mr. J.K. Hakin.
- ii) A programme for chaining programmes on the TSB is being developed (Professor Mohan Kaul and Mr. M.R.N. Murthy).
- iii) Housekeeping routines including a Mag-tape retrieval package are being written (Professor A.C. Shanmoko).

c) Application Packages

The following packages have been developed:

- i) A network flow package to handle networks with up to 600 arcs (Professors S. Mukharjee and Mr. G.J. Singh).
- ii) A programme to handle large (sparse) matrices of up to 300 x 300, (Professor J.G. Krishnayya and Mr. P.C. Gupta).
- iii) Computer Programmes and cases in the course Managerial Accounting-I to aid teaching (Professor A. Ghose and Mr. ... Mittal).

3. Research and Consulting

The H.L Logistics project was successfully completed during the year. (Professor J.G. Krishnayya, Professor R. Balachandra, Mr. S.C. Bhatnagar, Mr. G.J. Singh, and Mr. P.C. Gupta)

The following projects are under negotiation with the Government of India.

- i) Five-year information/research/experimental project on population centres sponsored by the World Bank, (Professor J.G. Krishnayya, Co-ordinator).
- ii) Management simulation studies of the District Level Family Planning Programme sponsored by the Ministry of Health and Family Planning, (Professor J.G. Krishnayya).

The ECIL Project will be completed in October 1972; it involved developing a simulator for the TDC-12 computer and a BASIC interpreter. Dr. A. Ghose was associated with some consulting projects of Dr. V.L. Mote and Professor B.G. Shah during the year. Professor Mohan Kaul,

Mr. N.R.N. Murthy and Dr. A.H. Katre commenced work on a research project on the scheduling of time shared computers.

Deputation

1. Professor J.G. Krishnayya attended during August 15-30, 1971 the UN sponsored Jerusalem Conference on Computers in Developing Countries and the Triennial BIP - 71 at IUJBLJ.M.. He also visited Grenoble University, Milan Polytechnic and CERN, Geneva.
2. Rishi Kumar was deputed to Hewlett-Packard, then to Teletype Corporation, and finally to MIT, Harvard, Dartmouth, and Manchester (UK) for training between August and December 1971.

3. Papers by the Computer Centre Faculty

- | | |
|--|--|
| 1. Visual Display Subsystem | <u>J.G. Krishnayya</u> J.A. Hakra |
| 2. Information Services in Administrative Agencies | <u>J.G. Krishnayya</u> |
| 3. A User-Oriented On-Line Computer System to Assist Decisions and Analysis in "Area" Development Planning | <u>J.G. Krishnayya</u> |
| 4. Technological Choices in Developing Countries: The Case of Airline Reservations | <u>J.G. Krishnayya</u> |
| 5. Visual Display System | <u>J.G. Krishnayya</u> J.A. Hakra |
| 6. TDC-12 Simulator on HP 2116B | Mohan Kaul N.R.N. Murthy |
| 7. BASIC-I An approach Towards Optimal Internal Representation of Basic Statements on TDC-12 Computers | Mohan Kaul N.R.N. Murthy T.P. Ramesh Babu Ranga Rao (ECIL) |
| 8. New Trends in Computer Usage | <u>J.G. Krishnayya</u> , <u>Hindu Annual Review</u> , March 12, 1972 |
| 9. The Role of Computers in Control Applications | <u>J.G. Krishnayya</u> , <u>Financial Express</u> , March 13, 1972 |

10. Information Service in
Administrative Agency

J.G. Krishnayya,
The Economic Times,
April 9, 1972.

Computer Usage

During the last year the computer was used extensively by the students and the faculty. However, due to unavoidable breakdowns, it was not used as much as it could have been. (8 hours a day 7 days a week for 9 months total 2264 hours).

Teaching: Student-use, for case preparation,
class work, games, etc., and faculty
use for RGP purposes. 2806 hr

Research: General 972 hr

Projects of the Centre for Management
in Agriculture 328 hr

Overheads: Computer Centre and Miscellaneous usage 986 hr

Source: IIMA 10th Annual Report, 1971-72, IIMA Archives

“PRODUCTION AND QUANTITATIVE METHODS AREA”

**PRODUCTION AND QUANTITATIVE METHODS
AREA**

| | |
|-------------------------------------|--------------------|
| R. Balachandra | J. G. Krishnayya |
| D. K. Desai | M. Meenakshi Malya |
| P. S. George | V. L. Mote |
| A. Ghose | S. K. Mukherjee |
| B.K. Hegde (<i>Area Chairman</i>) | M. Raghavachari |
| Akkanad M. Isaac | C. Rangarajan |
| Nandini U. Joshi | A. C. Shamihoke |
| Amarlal H. Kalro | S. Sikdar |
| Mohan Kaul | Kanti Swarup |
| M. S. Krishnaswamy | |

Source: IIMA Year Book 1973, IIMA Archives

“COMPUTER COMMITTEE”

Computer Committee

Mohan Kaul Chairman
A. M. Isaac
J. G. Krishnayya
A. C. Shamihoke
Girja Sharan

Source: IIMA Alumnus, Vol. 4, No. 1, February 1974, IIMA Archives

"DATE OF LEAVING"

The following faculty members left the Institute during the year:

| <u>Name</u> | <u>Designation</u> | <u>Area</u> | <u>Date of Leaving</u> |
|-----------------------|--------------------|---|------------------------|
| Nandini U Joshi | Asstt. Professor | Economics | 29.4.1974 |
| K K S Chauhan | Professor | CMA | 15.5.1974 |
| <u>J G Krishnayya</u> | Professor | Production and Quantitative Methods | 26.6.1974 |
| Keshav Prasad | Professor | Marketing | 2.9.1974 |
| Dalip S Swamy | Professor | Economics | 31.3.1975 |

Source: IIMA 13th Annual Report, 1974-75, IIMA Archives

"CONSULTANCY IN GOVERNMENT"

Pune

Mr. M. P. Pandit, Member, Executive Committee of the IIMA Alumni Association, has reported on the Pune Chapter's activities.

Self-Education Through Lecture-Meetings

The following lecture-meetings were organized as part of the process of self-education of the members by listening to the views of distinguished speakers from different disciplines on various topics and sharing experiences through discussions :

Consultancy in Government

Mr. J. G. Krishnayya
Director
Systems Research Institute, Pune

Role of Electronics in Police

Mr. S. M. Nabar
Director
Police Wireless, Pune

Role of Labour, Management, and Government in Resolving Conflicts

Mr. A. D. Bhonsale
General Secretary
Sarva Shramik Sanghatana, Pune

Mr. D. G. Deshpande
Asst. Commissioner of Labour
Pune

Mr. S. M. Koushik
Labour Consultant
Pune

Role of Television in Rural Development

Prof. P. M. Shingi, IIMA

Emerging Trends in the Indian Economy

Prof. Samuel Paul
Director, IIMA

Role of Taxation in Current Environment

Mr. C. N. Vaishnav
Commissioner of Income-Tax
Pune

Source: IIMA Alumnus, May 1976, IIMA Archives

"PUNE CHAPTER"

Pune

On Thursday Feb. 26, 1987 the Chapter took another stride forward towards its objectives for the year. In collaboration with the symbiosis Institute of Business Management (affiliated to Pune University), it organized a symposium on 'Career Opportunities in Management'. The aim of this symposium was to clarify various issues as regards the available career opportunities for the management students community in Pune as well as provide an opportunity to our alumni to interact with the present student community on ideas of mutual interest.

The topic was chosen in response to a felt need of the local MBA students,

Source: IIMA Alumnus, Vol. 19, No. 2, May 1987, IIMA Archives

particularly those who were to seek placement shortly. The students felt they did not know enough about the possible career paths in different functional areas; the different specializations/alternative channels within each functional area; the skills required to be effective in a particular functional area; expectations of employers; etc.

The association thought that some light on these issues could be thrown by experienced professionals.

The field of discussion was broadly categorized into four main areas, each one corresponding to a functional area: Finance and Accounting; Computers/MIS/Operations; Personnel/HRD/IR; Marketing. Three to four eminent managers from each functional area were invited to form a panel. Each panelist was given a list of suggested topics through which he could address the students for about 10 minutes each. The presentations from the panelists were followed by about half an hour's discussion and question-answer sessions. Three panel sessions were held in the pre-lunch period and one session after the lunch (hosted and even cooked by symbiosis students).

The panel sessions were followed up by a summing up and vote of thanks by Narpati Luthra. Some of the observations made by the panel members were:

One common concern which came up in all the panels was that when a fresh MBA joins a given profession he usually lacks the basic knowledge/basic skills required in the profession be it book-keeping or taxation in Finance; labour laws in HRD or writing programme in computers. What is worse is that most of the time, MBAs shy away from learning the 'nuts & bolts' of the profession.

Most of the panel members gave MBAs high marks for their general awareness, communication skills and eagerness to resolve problems and generate innovative ideas.

At the same time, it was felt that most of the freshers are too eager to act as problem-solvers in the first year itself and they tend to step on too many toes. They were advised to spend the first year in learning basic skills and developing relationships with their peers and superiors.

Concern was also expressed by many panelists about job-hopping tendencies. Freshers were advised to plan their career with a long-term focus.

The symposium was attended by over 70 students from various MBA programmes in Pune. The entire infrastructural support and organization for the function was mainly done by students. Participants were quite interested and enthusiastic as was evident from the sharp questions and lively discussions held after each panel presented their point. From among the IIM(A) alumni, credit goes to Nitin Deshpande for setting the ball rolling. (He teaches Financial Management at the Symbiosis Institute and was alert to the felt need of the students). The rest of the Management Committee lent able support in inviting panelists and coordinating the effort from the association's end.

One important offshoot of this symposium is that we now have a capital asset... a gleaming blue banner proudly proclaiming the existence of 'Indian Institute of Management Ahmedabad Alumni Association, Pune chapter'.

A chapter get-together followed by dinner was held on the 11th April. The function was attended by 32 alumni and their spouses. Prof. J. G. Krishnappa and Mrs. Krishnappa were also present.

Reported by
Arun Wakhlu.

"PUNE CHAPTER"

Pune

The chapter organised a meeting on September 24, 1994 where Prof. J. G. Krishnayya, Executive Director Systems Research Institute, Pune spoke on ``Possibilities in Information Technology". At another meeting held on December 11, 1994 Shri Subhash W. Bhave, Director of Prin. N.G. Naralkar Institute of Career Development and Research, Pune spoke on ``Views of Marketing Gurus : Philip Kotler and Theodore Levitt." On February 11, 1995 Shri Ravi Sunderarajan, RPG Group spoke on ``Globalisation of Indian Industry-Issues and Challenges".

All the meetings received a good response, informs V.S. Laghate, President of the Chapter. The discussions following the talks were lively and generated new ways of looking at various issues.

Source: IIMA Alumnus, Vol. 27, No. 2, May 1995, IIMA Archives

“SEMINARS”

| Seminars held at the Institute during 2004-05 | Speaker | Topic | Date | Area/Centre/Group |
|---|--|--|---------------|-------------------|
| | D. Tej K. Bhatia University of Illinois at Urbana-Champaign | English in Global Advertising | May 3, 2004 | Communication |
| | Dr. D.V.R. Sastry Principal Adviser (Retd.) Monetary Policy Department Reserve Bank of India | Backgrounder to Monetary Policy in India | June 16, 2004 | Economics |
| | Navendu Karan | Debt Tolerance: A Model and Its Application to Indian States | June 18, 2004 | FPM |
| | Prof. J.G. Krishnappa Executive Director Systems Research Institute Pune | Introduction to Geographic Information Systems | June 21, 2004 | PSG / CMHS |

| Speaker | Topic | Date | Area/Centre/Group |
|--|---------------------------------------|----------------|-------------------|
| Prof. J.G. Krishnappa Executive Director Systems Research Institute Pune | Geographical Information System (GIS) | Aug. 2-6, 2004 | CHMS |

Source: IIMA 43rd Annual Report, 2004-05, IIMA Archives

“DOWN MEMORY LANE”

Down Memory Lane

Prof. Mohan Kaul (1971-83)
Computers & MIS



I had set up the Computer Centre at IIMA along with Prof. Jaswant G Krishnayya, who is now in Poona. Using computers in management was very new, even at Harvard. We were among the first faculty in the Production and Quantitative Methods area, using computers as a background. Ravi Matthai had got me into IIM, saying they wanted faculty for new areas they were developing. Being an area just beginning to emerge, they were using old computers (1401) in industry and management education. I had to integrate myself and computers into the mainstream to get students interested.

The original reaction was terrible. Our first proposal put to the faculty of teaching a non credit course to PGP-I was shot down. We worked again and over the years, got a non-credit, half credit, full credit and eventually compulsory course. The old students I met today remember more of what I taught them than I remember!

The years 1971-72 saw a struggle with the faculty to get the subject included into the mainstream. Then we created new material. Narayana Murthy worked as a research staff and analyst. We were very lucky to work with him. He joined IIT Kanpur the same year that I did. Very dedicated, he was innovative from the start. We worked on systems and packages.

In '71 the Institute took a major decision (after more fighting with the faculty!) of buying computers. The old IBM 1401 was the most modern of that time. Not many know that IIMA had the first time sharing computer in India, which gave us an edge, not only in teaching, but also in being the leading Institute for research,

software development and application for the industry and government.

The first indigenously developed computers in the country were by the Electronic Corporation of India, called TDC 12 and TDC 16 (12 and 16 bit computers). We developed the software for that on our small machine - the first consulting that IIMA undertook in the computers area for this kind of job.

In those days, the staff number was very small. Offices were in D-11, the main campus wasn't there; it was much smaller. For me, having come here, IIM gave an environment that was very conducive to constantly innovate and be aggressive, challenging for new ideas, because it was a new subject. Harvard itself was trying to make the subject relevant for management education. While nobody in say, OB had to try hard to convince the faculty, I had to convince everyone that what we did was the future for the industry in terms of management. Fortunately, it didn't take long, as we were lucky to have Directors like Ravi Matthai and Samuel Paul. We were the only IIM with that kind of faculty and Centres of Excellence. I made the Director realise that a formal structure was necessary, so around 1973, we set up the Centre for Computers & Information Systems. I was the first Chair and I remember the challenge in developing the faculty.

After Narayana Murthy, Rama Rao came as an RA from IIT, Kanpur; then became faculty. Prof. Bhatt came too, first as FPM, then as faculty. Ramani was my staff and went to Cornell. Venkata Rao was my RA; he went to Georgia. All this happened from '73-76; new faculty thrust and research progress. By '76-77, we were the leading centre in the country in Information Systems and Computer Applications, for the government and industry.

We did consulting work with ECIL, developed a public distribution system for food and agriculture, health systems, and also worked for DCM, HLL, L&T, Calico, Shipping Corporation and Reliance. The Electronic Commission of India was set up. IBM operations closed down in India and CMC or Computer Maintenance Corporation was created. I was part of a number of policy committees to design policies for software export and hardware development. The whole idea of import of computers and export of software began around the 80s.

I was also a consultant to the Planning Commission. IIMA gave me a whole environment as faculty to interact with the best of students and intellectual resource

Source: IIMA Alumnus, Vol. 40, No. 1, Feb/ Mar 2008, IIMA Archives

faculty. You had to prove yourself first. In my case, I had to first prove it to myself, then to others.

In a few years, we had the maximum amount of consulting in a large number of committees with the government. Today, the Area has become a leading Centre. The first five to six years struggle made us develop the base and create a strategic path that led to the Institute becoming an international centre. **Today, all the IIMs have such Centres, but we were the first and are much ahead of the rest.**

Source: IIMA Alumnus, Vol. 40, No. 1, Feb/ Mar 2008, IIMA Archives

Alumni News

Celebrating Prof. J G Krishnayya's 75th Birthday

On 21st August, Deccan Gymkhana Clubhouse, Pune, witnessed an impressive get-together to celebrate the 75th Birthday of Prof. J.G. Krishnayya (JGK to most of us). Consequently, he asked Shashi Sharma to organize Mr. Narayana Murthy (NRN to most of us) had a get-together of people he and JGK had worked with at IIMA and the System Research Institute, Pune (SRI). Over 100 persons were present at the celebration. Among teachers /student- teachers (a term referring to JGK's students who are teachers in their own right) present were Prof GR Kulkarni, who taught Corporate Strategy, along with his wife, Mrs Sumitra Kulkarni, Profs Sasi Mishra, Jayant Satia, Abhinandan Jain, TP Rama Rao and K V Ramani.

Prof C Rangarajan sent a written message that was read out during the function and Prof Subhash Bhatnagar sent a video clip that was played. Two of the three musketeers of the HP1000 system that was preferred by JGK over the conventional, drab IBM 360 were present; i.e. NRN and MRG Apparao with the third musketeer, Subhash Bhatnagar not being able to come from USA. Alumni

were pleasantly surprised to meet Mr. B.P. Pendse of Blue Star who was responsible for the installation of the HP Time Share system (first in India) at IIMA and, later on, at its sibling at SRI Pune. NRN recalled with pleasure the Volvo car rides in Ahmedabad that JGK offered to all three musketeers to ride to "Love" Garden for ice-cream. He recalled the supreme confidence JGK had in his ability to navigate the car and blame the road builders when they ended in a cul-de-sac.

NRN specially praised JGK's ability to disagree without being disagreeable - or even remember the disagreement the next day; the zero-start approach that he had been surprised to see JGK use (and which he adopted at Infosys).

Prof Kulkarni talked about the helpfulness of JGK; how he helped his son get an admission into the prestigious Tokyo University Dept of Electric Engineering. Later on, Mrs Kulkarni spoke about her interactions with her 'devar'. Prof. Kulkarni's 84 years of youth sat splendidly on his shoulders as did many years of his wife. Both of them had come from Bangalore. Prof Sasi Mishra spoke about JGK being a spry colleague for three four years at IIMA, with a contagion of enthusiasm; being single-

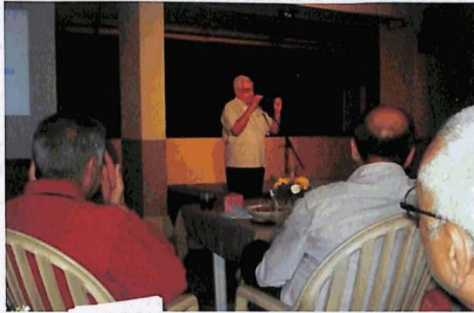


(L to R) Vijay Merchant, JGK, Narasimha Sharma, Suresh Mahajan, Shashi Sharma, Narayana Murthy

handedly responsible for setting up the computer science faculty. He mentioned that he still had on his bookshelf, Kemeny's book on introductory Managerial Mathematics that JGK had prescribed and distributed to the faculty. At that time, IIMA was exclusively a Case Method institution.

Veronica, JGK's wife, read out a message from Prof Thomas Kailath, FRS, of COEP and Stanford and JGK's room mate at MIT, who has become a professor in his own right. Other IIMA alumni also spoke about their interactions with JGK and how he had influenced their lives and fortunes.

What emerged as a common theme was the enormous width of areas in which JGK commands respect and which have been influenced by his thinking. Very many models and approaches that



Prof. Kulkarni addressing the group

were developed at SRI have not yet become famous, but will continue to influence for posterity. Most people aren't aware that JGK started his career by selling kerosene to rural India in villages of Madhya Bharat. Even at that time, he drove around in a big car – a 15-foot Hudson convertible! From there, he learned about the conditions in village India. JGK showed some selected photographs from his personal collection which threw light on his early years at MIT, including the influence Martin Luther King and his close associates had upon him.

Everyone also got to see the tent at 6 Parvati Villa, under which System Research Institute was started. During the function, various people came forward to speak out and wish the Professor 100 years of life. In the true spirit of JGK, there was high technology in use throughout the function and people across the world seamlessly connected with people at Pune, but again, keeping true to his spirit, technology never dominated the event. It was an enabler, albeit a very powerful one, but also a silent one of JGK's values and beliefs. Some of the other alumni who were present were: Vijay Merchant and wife, Narasimha Sharma, Suresh Mahajan, Mr. M.R.G. Apparao, Mr. Pankaj M. Baliga Prof. S. Jagadish, Mr. Harjit Singh (from Ottawa), A C Mathur, P. M. Amir Sultan Prem Kamath, K.D. Shenoy and Madhu Dubhashi.

Vijay Merchant writes: It was Prof. JGK who had recruited Mr Narayan Murthy in early 70s and later joined Prof JGK to launch SRI Systems Research Institute in Pune. Mr Murthy, Prof Krishnayya and several others like Mr. Jeyram from the class of '68 shared their memories of those early years of IIM and how small ideas became memorable projects over the last four decades. It was a great gathering and a delight to see Prof. JGK still active and tossing up ideas for new projects for Incredible India in the 21st century. He conveyed his concern for conservation of water and energy and over the increasing population which, if not addressed seriously, could have serious consequences for India. He said there was a need in this for policy guidance and management strategies that needed to be looked at. The proceedings can be viewed at:

"<http://demos.kpoint.in/kapsule/gcc-5fd3a91b-2b43-44a3-9360-3eb73da6da0f>"

"<http://demos.kpoint.in/kapsule/gcc-9ca9d0a3-1dff-4bb1-9397-a97468677c6c>"

Sunil H. Shah

Sunil Hasmukhbhai Shah (SMEP-2007), Managing Director, Motivation Engineers & Infrastructure Pvt. Ltd. has been appointed as Chairman of Revenue Committee, Ahmedabad Municipal Corporation.



Japanese Proverb

*If one can do it,
You too can do it,
If none can do it,
You must do it.*

Pune

Get-together celebrating IIMA's golden jubilee

After the revival of the Pune Chapter, a get-together was held on 5th November as part of Institute's golden jubilee celebration. Several luminaries were present, among them Professors **Krishnayya**, Indira Parikh, Ashok Korwar, Mr. Pradheep Bhargava of Cummins and Prof. Atanu Ghosh, Dean IIM Ahmedabad (Alumni and External Relationships).

The evening began with informal catching up over high tea. The chapter President, Subhash Bhawe, declared the meeting open. The secretary, Shilpa Gupta, summarised the key chapter events of the last few months - talks by Mr. Pradip Bhargava, Mr. C B Bhawe (former SEBI Chairman etc.) and others. Vinita Dang Mohoni, Execom member, felicitated the dignitaries with flowers.

Mr. Bhargava addressed the group with an insightful commentary about how we tend to criticise bribe takers for corruption, but need to become the change by not giving bribes in all aspects of life. He emphasised that young MBA need to be sensitised on the issues of ethics and values at the Institute, through some courses and exercises.

Prof. Indira Parikh recalled her association with IIMA and the transition into setting up FLAME and the personal challenges during this transition. She urged the chapter members to participate at FLAME by offering suggestions and as visiting faculty.

Pruthvish Dave, Vice President of the chapter, introduced Atanu Ghosh who talked about the huge potential of IIMA's alumni as a resource base and various ways in which these could be channelised. He mentioned about the recent initiative by the Chennai chapter on organizing a workshop in association with Anna University, IIMA and IIMC as Knowledge Partners; as part of a series of workshops held with the support from Prof. Srikant Datar (PGP-78), a Senior



Professor of HBS. This was based on Prof Datar's recent book which recommended changes in the course curriculum at B Schools, eliminating less relevant elements and emphasising on experiential learning. Chennai chapter is also developing and planning to offer a few faculty development workshops. He also touched upon different successful chapter models like Gurgaon/Delhi and revivals chapter like Kolkatta, Pune etc.

Atanu also talked about some of the challenges IIMA is facing - faculty constraint, low level of internationalisation, increased competition, time required for research. Some recent achievements have been the EQUIS re-accreditation for IIMA (under progress), PGP programme being ranked 7th in 2011 and PGPM being ranked 11th in 2011 in the world by the Financial Times etc. He described IIMA's initiative after the last Grand Alumni Meet, inviting alumni to offer new elective courses, not currently being offered and urged Pune chapter alumni to also come forward and participate. Atanu invited them to participate at the GJC event on 10th -11th December and mentioned about the facilities which have been arranged for stay and entertainment programmes for the families, which should make it a fun event for all. Dilip Thosar treasurer of the chapter gave the vote of thanks and talked about future chapter meetings.

"PUNE"

Pune

The alumni association members were invited by Dr. Indira Parikh to visit FLAME on January 5, 2012 for an informal interaction with visiting professors, who were at FLAME to attend a global conference on education. Meeting the visiting professors from Harvard and IIMA was quite a treat.

Professors present were Srikant Datar (PGP-78), Prof Narayanan, Prof Gopinath, Prof Raghuram,

Profs Shingi and Krishnayya. Other visitors were Chandu Nair (PGP-83) and Dangayach (PGP-72).

Subhash Bhawe welcomed those present and briefly described the chapter activities.

The faculty offered suggestions to the Pune alumni association on activities which could be conducted. These were: help local business

schools to get internships for their students, provide hands-on industry experience to the students of FLAME, conduct faculty training and corporate workshops along with recommendation on curriculum of business schools (as done by the Chennai chapter).

Chandu Nair described some of the challenges in running an alumni association and stated that members' contributions would not suffice in the long run; it would be necessary to conduct sponsored activities which bring in funding.

Professor Srikant Datar said that after all his experience of various business schools, the

teaching and involvement at IIMA was unbeatable although the student profiles were more rich and varied in some successful business schools.

There was a spirited discussion about the varied student profiles and work experience at IIMs as compared to ISB and US business schools, and changes in these over the years. On request, Srikant Datar gave an exciting synopsis of his book. Dilip Thosar gave a lively vote of thanks, peppered with humorous references.

Vinita Dang Mohoni (PGP-82)

“IIMA CELEBRATES J.G. KRISHNAYYA’S 80TH BIRTHDAY”

IIMA celebrates J.G. Krishnayya’s 80th Birthday

Cheers rang through IIMA on Sunday, April 19, 2015 when alumni from across the country flew down to celebrate J. G. Krishnayya’s 80th birthday. A former faculty member, Infosys co-founder Narayana Murthy hosted the party and flew down to Ahmedabad to felicitate his mentor. The occasion was special, as Murthy who has often referred to Prof. Krishnayya as his “first employer”, chose to organize a day-long conference on Sustainable India: Actions Needed Today at the campus. The conference was attended by former union minister Jairam

Ramesh and Ashok Khosla, a leading expert on environment and sustainable development. Murthy’s career began from IIMA’s Computer Centre. Prof. Krishnayya had hired him as soon as he completed his course from IIT-Kanpur. Murthy worked at IIMA for nearly two years. Prof. Krishnayya was a faculty member from 1965-73. “The professor is known for his contribution to IIMA. He was popular among students. He was the first person to think of and actually implement timesharing for the use of computers in the country and was instrumental in the installation of a computer



Narayana Murthy and J. G. Krishnayya

that offered this capability. At that time, IIMA was the third academic institute to have such a computer system globally,” said G. Raghuram, Dean (Faculty) who also helped organize the event.

Source: IIMA Alumnus, Vol. 47, No. 2, June 2015, IIMA Archives

“MAKING A DIFFERENCE”

COVER STORY

THE
IIMWIAN

Making a difference: How System Research Institute applied management principles to Public Systems

By Shashi Kant Sharma, PGP 73

(Disclaimer: What I am narrating, pertains to a period more than 40 years ago. So, there may be errors relating to dates, chronology, names, events etc. For those, my apologies in advance.)

Systems Research Institute was the brainchild of Prof J G Krishnayya (widely known as JGK).

JGK was a faculty member in the Quantitative Methods area at IIMA. He was a graduate of MIT, USA and had also participated in the ITP at the Harvard Business School.

Apart from his usual academic responsibilities, JGK was head of the computer centre at IIMA. He was a visionary in the field of technology – and imported the first computer in India which had a disc-based operating system, and which was a multi-user system which could be simultaneously used by 18 users.

By the mid-1970s, the MBA programme had established itself as a credible and rewarding academic domain. Graduates of the IIMs and other institutes of management had made a mark in the corporate sector and had proven their worth. That was a very authentic validation of the contents and processes incorporated in the MBA (erstwhile PGP) curriculum.

JGK observed that though the MBA degree and brand had been well accepted in the corporate world, no effort had been made to apply the same professional management techniques and concepts in the Public Systems in India, particularly the Government sector and that is where the idea of Systems Research Institute emerged-- to create an organisation which would focus on improving effectiveness and efficiencies in the Public Systems domain using professional Management field as a source of ideas, design, and action.

I joined the two-year PGP in 1971. JGK used to



From left to right: N R Narayan Murthy, Prof J G Krishnayya and Shashi Kant Sharma

teach us MSM – I; and he started with a bang: giving a quiz in the very first session!

In the second year, I signed up for several electives with him – MIS, Seminar on Cybernetics, etc.

In the second year, second term he invited me to his office, outlined the idea of SRI and offered me a job there and then. I accepted for several reasons – I had decided not to take up any job in Bombay (now Mumbai) and SRI was to be set up in Poona (now Pune); the salary offered was the holy grail of those days “four figures”; and “Known devil is better than the

COVER STORY

unknown devil,” and many such reasons.

When SRI convened in Poona in June 1974, on the very first day there were 3 people in the team – JGK, myself and Shri N.R. Narayan Murthy (of Infosys’ fame, how NRN – as he is popularly known - arrived there is another story).

I stayed with SRI from then to 1982 (except for a period of study leave when I went to do another masters at MIT, USA).

We did some very interesting and, hopefully, impactful studies for Ministries of Petroleum, Agriculture, Tribal Welfare, and other public systems like Hospitals, Educational institutions, etc.

Source: The WIMWIAN, Vol. 6, Issue 2-3, June-October 2023, IIMA Archives



About

I did not realise it then, but in fact I have lived through the entire history of mini- and micro-computers, after 1961, when MIT's IBM 704 mainframe computer was installed in place of the Electronics Laboratory where my office used to be. (Interestingly, I moved from there to Vannevar Bush's old office on the 2nd Floor, where I remained until I left.) I never learnt how to programme the 704 or the 709, and worked instead on small machines, beginning with the predecessor to DEC's PDP-5 which had six or 8 bits (I forget now) and which had only 4 hardware instructions.

When I worked at Inforonics Inc, I had access to a PDP 5, which was an 8-bit machine with 3 bit instructions and 5 bit memory reference. A pretty good machine. Years later, in 1971 at IIMA, Narayan Murthy worked with me to develop a BASIC interpreter for the ECIL-8 (which was an exact copy of the PDP-5 except that it had 4 bit instruction and 4 bit memory. [This made it very very difficult to programme, since it required lots of indirect addressing.]

At IIMA, thanks to the Ford Foundation's Computer Adviser, we were allowed to buy the HP 2000A BASIC Time share computer system (built on the HP 2116 16-bit CPU) with a "large" drum memory. This enabled 16 users to run programmes simultaneously (being swapped out by an algorithm to the drum when appropriate). This was the ONLY time-share computer system in India from 1970 till 75, when TIFR installed theirs! We even had 2 graphic displays (the other terminals were Teletypes).

The 2000A was very good as a thinking tool - we even were able to programme on it the WORLD-3 model by Dennis Meadows; to create a Marketing data base of 5000 towns in India that could be referred to by logical queries.

Interestingly the NRN Murthy project for ECIL was prefaced by writing a Simulator for the ECIL computer on our machine, so that all the work could be done at Ahmedabad, and Murthy only needed to go to Hyderabad to present the final working solution!

Source: Prof. Jaswant Krishnappa's LinkedIn Profile (as accessed on July 30, 2025)

“SCHOLARSHIP”

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IIM-Ahmedabad announces Rs 12 crore 'inflation-adjusted' scholarship funded by Narayana Murthy

Mr Murthy has pledged to fund the scholarship for a duration of 20 years, with the total amount estimated at Rs 12 crore. The initiative aims to promote academic excellence and recognise merit at one of India's most distinguished management institutes.

By: **Education Desk**

New Delhi | Updated: May 28, 2025 18:59 IST

NewsGuard

3 min read



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Source: [The Indian Express](#)

A day of reflection and recognition unfolded at IIMA as Mr N R Narayana Murthy, Founder, Infosys, returned to the campus to honour the enduring legacy of Professor Jaswant G Krishnayya, a former faculty member at the Institute.

Mr Murthy and Professor **Bharat Bhasker**, Director of IIMA, awarded the inaugural 'Professor Jaswant G Krishnayya Merit Scholarship' to **VIRAJ MODI**, a student from the PGP batch of 2024-26, for securing the highest CGPA at the end of the first year. Instituted by Mr Murthy to promote academic excellence at IIMA, this inflation-protected, full-fee scholarship will be awarded annually for 20 years to the top-performing PGP student at the end of their first year.

The event featured a special screening of a recorded conversation between Professor Krishnayya and Mr **Ranganath M D**, Chairman of Catamaran and an IIMA alumnus, and heartfelt reflections on times with Prof. Krishnayya by former IIMA faculty member Professor **Subhash Bhatnagar**. This was followed by a fireside chat between Mr Murthy and Professor Bhasker, moderated by Mr Ranganath on the theme of "Nurturing Excellence in Organisations". Later, Mr Murthy also engaged with **#IIMAStudents** in an enriching Q&A session, offering insights and advice drawn from his vast experience. The event also featured addresses from Professor **Sunil Maheshwari**, Dean (Alumni & External Relations), IIMA; Ms **Chhavi Moodgal**, CEO, IIMA Endowment Fund; and Ms **Sheetal Unadkat Bhat**, Head of Private Equity, Catamaran.

The IIMA Endowment Fund, the Institute's fundraising and philanthropic arm for contributions from alumni, corporates, and CSR partners, played an instrumental role in shaping this partnership.

**#IIMA #NarayanaMurthy #IIMAEF
#ScholarshipsAtIIMA #IIMAPGP #GivingBack**

Source: IIMA Official LinkedIn

“THE INAUGURAL CEREMONY OF PROF. JASWANT G. KRISHNAYYA MERIT SCHOLARSHIP”



From Left to Right: [Ms. Sheetal Bhat](#), Head of Private Equity, Catamaran, [Prof. Subhash Bhatnagar](#), Former faculty member, IIMA and an IIMA alumnus, [Mr. MD Ranganath](#), Chairman of Catamaran and an IIMA alumnus, [Mr. Narayana Murthy](#), IIMA Chief Systems Programmer (1969-71) and Board Chairperson (2002-07), [Prof. Bharat Bhasker](#), Director of IIMA, [Prof. Sunil Maheshwari](#), Dean (Alumni & External Relations), IIMA and an IIMA alumnus, and [Ms. Chhavi Moodgal](#), CEO, IIMA Endowment Fund and an IIMA alumna. Source: IIMA, June 27, 2025.