

*Late Professor Madabhushi Raghavachari, photograph received from his son,  
Mr. Mukund Raghavachari.*

### **"Dr. M. Raghavachari"**

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Name	Designation	Specialization	Date of Joining
Dr. M. Raghavachari	Assistant Professor	Operations Research	June 30, 1966

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

### **"FACULTY STUDY LEAVE"**

#### **FACULTY STUDY LEAVE**

Dr. M. Raghavachari, Assistant Professor in Quantitative Methods, was granted leave without pay for two years to work as visiting professor at the Carnegie Institute of Technology, Pittsburgh, Philadelphia, USA, from September 1, 1967.

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

## **"Programme on Principles and Applications of Operations Research"**

### Programme on Principles and Applications of Operations Research

September 19 - October 2, 1971.

Objectives: To acquaint the participants with the fundamental principles of and recent advances in OR, to demonstrate the applicability of these techniques to a variety of real-life complex problems, and to familiarize the participants with the methods of solution by the above techniques with the use of computers.

Contents: Simplex and Revised Simplex Methods, Sensitivity and Duality, Large Scale IP and Decomposition Principle, Integer Programming, Network Flows and Transportation Problems, Dynamic Programming, Quadratic and Fractional Programming, Unconstrained Optimization, Optimization through Auxiliary Functions, and Stochastic Models.

Faculty: Professors R. Balachandra, A. Ghose, B.K. Hegde, A.M. Isaac, A.H. Kaul (Co-ordinator), Mohan Kaul, V.L. Mote, M. Raghavachari, S. Sikdar and Kanti Swarup.

Guest Faculty: Dr. S. Chowdhry, Manager, ICI, Calcutta, Dr. N.K. Jaiswal, Institute for Defence Studies and Analyses; Dr. J.S. Rao, Manager, Coca Cola Export Corpn., Mr. P. Sadanandan, TIFR, Bombay; and Dr. R.L. Williams, Ohio University, USA

#### Participation:

	Public	Pvt.	Total
Companies	5	10	15
Participants	6	13	19

## **"Necessary and Sufficient Condition for a Matrix to be Totally Unimodular"**

Raghavachari, M. "A Necessary and Sufficient Condition for a Matrix to be Totally Unimodular," Annual Convention of the OR Society of India, Madras, Mar. 2-5, 1972.

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

**"A Note on the Pareto Distribution"**

Raghavachari, M. "A Note on the Pareto Distribution,"  
Metrika, XIX, 1972 Fasc.1 (1972), 76.

**"A Note on Faculty Research"**

Raghavachari, M. "A Note on Faculty Research," Meeting  
of the Asian Business Schools, Manila,  
December 13-15, 1972.

Source: IIMA 11th Annual Report, 1972-73, IIMA Archives

### **“Area Chairmen”**

#### **Area Chairmen**

Business Policy Area	:	C.N.S. Nambudiri
Economics Area	:	D. S. Swamy
Finance and Accounting Area	:	S. A. Seshan
Marketing Area	:	M. N. Vora
Organizational Behaviour Area	:	N. R. Sheth
Production and Quantitative Methods Area	:	M. Raghavachari

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

**"A CROSS-CULTURAL STUDY OF MANAGEMENT PERCEPTIONS OF THE WORKING CAPITAL  
PROCESS IN LARGE INDUSTRIAL CORPORATIONS"**

**FINANCIAL MANAGEMENT AND CONTROL SYSTEMS**

**A CROSS-CULTURAL STUDY OF MANAGEMENT  
PERCEPTIONS OF THE WORKING CAPITAL PROCESS IN  
LARGE INDUSTRIAL CORPORATIONS\***

*S. K. Bhattacharyya and M. Raghavachari*

*Sponsor : Indian Institute of Management, Ahmedabad*

There has been very little research in working capital management. Since decision-making in working capital is substantially influenced by production, marketing, and financial considerations, the perceptions of the managers heading these functions need to be understood. This study will correlate the various aspects of the working capital management considerations with these three management functions and will derive a framework which integrates these considerations in the context of the decision-making process. It is hypothesized that the perceptions of the working capital process by the managers of marketing, production, and finance would be different in different locations.

The data sent by the companies on their approaches to various aspects of working capital management will be analysed statistically in some depth to identify whether it is possible to find out the determinants of effectiveness and the objectives, structure, system and procedures which contribute to such effectiveness.

This study will develop a cross-cultural perspective by a comparative study of the working capital process in India and three other countries, namely, Belgium, France, and USA. Professors Robert Cobbaut of the University of Louvain in

Belgium, James Gentry, Professor of Finance at the University of Illinois, USA, and Dileep R. Mehta, Professor of Finance at Georgia State University, USA, are collaborating in this study.

Seventy-three Indian industrial corporations have provided the required research data on their working capital operations.



## **"PROBLEMS OF CREW SCHEDULING OF AN AIRLINE COMPANY"**

### **PROBLEMS OF CREW SCHEDULING OF AN AIRLINE COMPANY\***

*V. L. Mote and M. Raghavachari*

*Sponsor: Indian Institute of Management, Ahmedabad      Completed In 1975*

The major objective of this project was to develop computer packages for the airline or bus crew scheduling problems, for the use by the airline or bus companies.

This crew scheduling problem has been formulated as a set covering problem by researchers in the area. Subsequently, a package for the set covering problems has also been developed by the IIMA computer centre. A supportive programme specifically to solve the crew scheduling problem, namely, the pairing generation programme was also developed at the IIMA computer centre and the computer of the Physical Research Laboratory, Ahmedabad. (For further details, see "Air-line Crew Scheduling Problem" by Vishwanath, Maya and Raghavachari, M., Indian Institute of Management, Ahmedabad, Case Unit No. I.Q.M. 50.)

## **"STUDY FOR COMPUTERIZED BUS SCHEDULING AT GUJARAT STATE ROAD TRANSPORT CORPORATION"**

### **STUDY FOR COMPUTERIZED BUS SCHEDULING AT GUJARAT STATE ROAD TRASPORT CORPORATION**

*V. L. Mote, Nitin R. Patel, M. Raghavachari, and J. L. Saha*

*Sponsor: Public Systems Group,  
Indian Institute of Management, Ahmedabad*

The Gujarat State Road Transport Corporation is increasing its trips at the rate of 10 per year and it is now operating 25,000 to 30,000 trips a day. The preparation of the time table for operating so many trips takes three to four months. A computer-based procedure for preparing the time-table will have advantages over the manual system, i. e., the number of buses and crews required can be reduced, fuel cost can be brought down, and more data will be available for scheduling decisions.

Source: Research and Publications, 1974-76, IIMA Archives

## "MOVEMENT OF FOODGRAINS IN INDIA"

### MOVEMENT OF FOODGRAINS IN INDIA

M. Raghavachari

Sponsor : Indian Institute of Management, Ahmedabad      Completed

The objectives of the project were :

1. To study the pattern of movement of foodgrains in India with special reference to Andhra Pradesh.
2. To analyse the resulting impact on the regional impact on the regional imbalances and per capita consumption within the states of India and within the districts of Andhra Pradesh.
3. To study in detail the transportation of foodgrains movement.

The primary focus for the study was:

1. Analysis of the pattern of movement of rice for the three years by rail within Andhra Pradesh and the development of a model to assess the optimality of the movement.
2. Study of the transportation cost incurred by FCI for the movement of rice in the periods under reference with a view to develop a method to determine the unit transport cost.
3. Study of the per capita availability of rice in the districts of Andhra Pradesh.
4. Study of the transit-loss claims made by FCI on railways and to analyse the reasons for the claims.
5. Recommendations to FCI with regard to the optimal movement of rice to meet the needs of the deficit areas.
6. Study of the production and productivity of paddy in the districts of Andhra Pradesh.
7. Study of the aspects mentioned in (a) to (c) above at the national and state levels.



The well-known transportation model of Operations Research was applied to find the optimal movement of rice in Andhra Pradesh as well as at the National level. A methodology also has been developed to estimate the availability of rice within the districts of Andhra Pradesh.

An analysis of past movement of rice in Andhra Pradesh shows that the adoption of optimal transportation model developed in the report would have effected savings of about 10 per cent or more in the total railway freight. It is recommended that optimal movement be worked out by the FCI while preparing the monthly transportation plan. While analysing the transportation costs, it is recommended that the costs be computed separately for first movement and second movement. A format is suggested for the cost calculations and this gives more information in terms of railway freight, handling costs and road transportation charges. With regard to the availability of rice in each district of Andhra Pradesh, it is pointed out that the traditional measure commonly used viz., the per capita availability does not measure accurately because age distribution of the population is not taken into account. In this report a new measure called the 'per adult availability' has been proposed and a methodology is developed to calculate this measure. Per adult availability data showed a wide variation in the availability of rice in the districts of Andhra Pradesh. This report also discusses the productivity trends of paddy in the districts of Andhra Pradesh. Some discussions on storage facility and transit claims made by FCI is also given in the report. Movement of rice, its availability and other aspects has also been discussed

at the National level. Here too substantial savings can be effected by applying the optimal transportation model. (For details see "Movement and Availability of Rice in India : A study with special reference to Andhra Pradesh", by M. Raghavachari, Indian Institute of Management, Ahmedabad, 1977).

Source: Research and Publications, 1976-77, IIMA Archives

## **"Second IFCI Lecture"**

### **Second IFCI Lecture**

Professor S. K. Bhattacharyya delivered the second Industrial Finance Corporation of India lecture on "Determinants of Effective Working Capital Management"\* at the Institute on March 23, 1977. Professor M. Raghavachari presided over the function.

Source: IIMA Alumnus, May 1977, IIMA Archives

**"Academic Administration"**

**Academic Administration**

M. Raghavachari	Dean (Planning)
Amarlal H. Kalro	Chairman, Post-Graduate Programme
Pradip N. Khandwalla	Chairman, Fellow Programme in Management
V. L. Mote	Chairman, Management Education Programme
V. R. Gaikwad	Chairman, Management Development Programmes
M. Meenakshi Malya	Chairperson, Research & Publications
V. K. Gupta	Chairman, Centre for Management in Agriculture
J. K. Satia	Chairman, Public Systems Group
B. H. Dholakia	Chairman, Centre for Regional Management Studies
K. Balakrishnan	Chairman, Business Policy Area
C. D. Wadhva	Chairman, Economics Area
Paul Mampilly	Chairman, Finance & Accounting Area
Labdhi Bhandari	Chairman, Marketing Area
Sasi B. Misra	Chairman, Organizational Behaviour Area
Pramod Verma	Chairman, Personnel & Industrial Relations Area
V. L. Mote	Chairman, Production & Quantitative Methods Area
Rakesh Khurana	Chairman, Admissions & Financial Aid
C. D. Menon	Chairman, Placement
S. C. Mehta	Chairman, Alumni Relations and Activities
Mohan Kaul	Chairman, Computer Centre
Udai Pareek	Editor, <i>Vikalpa</i>

## "POLICY AND PLANNING"

### POLICY AND PLANNING

V.S. Vyas	Chairman
M. Raghavachari	Vice-Chairman
K. Balakrishnan	Member
L.R. Bhandari	"
R.C. Chib	"
V.R. Gaikwad	"
V. Govindarajan	"
V.K. Gupta	"
A.H. Kalro	"
P.N. Khandwalla	"
Meenakshi M. Malya	"
Sasi B. Misra	"
V.L. Mote	"
T.V. Rao	"
Pramod Verma	"
Charan D. Wadhwa	"

#### CORE COMMITTEES FOR EVALUATION

##### FACULTY

V.S. Vyas	Chairman
Ravi J. Matthai	Member
M. Raghavachari	"
C. Rangarajan	"
N.R. Sheth	"

#### RESEARCH STAFF

M. Raghavachari	Chairman
V.K. Gupta	Member
A.H. Kalro	"
P.N. Khandwalla	"

#### ADMINISTRATIVE STAFF

R.C. Chib	Convener
S.C. Mehta	Member
M. Raghavachari	"
Pramod Verma	"



### **"Faculty Nominees on Board"**

#### **Faculty Nominees on Board**

The Chairman, Board of Governors, IIMA has nominated Professors M. Raghavachari and C. Rangarajan on the Board of Governors for a period of two years.

The following will constitute the committee for different activities till the end of academic year 1979-80.

Source: IIMA Alumnus, January 1979, IIMA Archives

### **"The Dean Speaks"**

#### **The Dean Speaks**

The Institute has been publishing a quarterly Newsletter in which news about the academic activities of the faculty, programmes, seminars and personal items were published. This first issue of the House Magazine which is in your hands replaces the Newsletter. While this House Magazine will continue to serve the purposes of the Newsletter, it will have a wider scope both in terms of coverage and concept.

The IIMA community has grown considerably both in size and variety in the last few years. Increasingly every one is feeling that we have to step up our community activities to bring people together both professionally and socially. This magazine will serve every one of the community, provide an opportunity for the

members of the community to exhibit their creative skills in writing, sketching, photography, poetry, etc. It is hoped that the community will make use of this opportunity and make this activity a worthwhile one. This project is conceived by our Publications Coordinator, Mr. Jose Punnamparambil, who realized the felt need in this direction.

The success of this magazine depends very much on the active participation of all the members of the community and the encouragement shown by them to the editorial staff of the Institute. I am confident that we shall not be found wanting in this.

**M. Raghavachari**

Source: Contact Magazine, October 1979, IIMA Archives



# "DEVELOPMENT AND INTEGRATION OF STATISTICAL PACKAGE FOR DATA ANALYSIS"

## DEVELOPMENT AND INTEGRATION OF STATISTICAL PACKAGE FOR DATA ANALYSIS

M.Raghavachari and K.V.Ramani

Sponsor: Information Systems and Computer  
Group, Indian Institute of  
Management, Ahmedabad.

Completed

The objectives of this study were:

1. To look into the existing statistical package with a view to design an efficient data input scheme, document the statistical techniques, and explain the programme outputs.
2. To combine packages of similar nature in the above process and to modify suitably some of the commonly used packages to conform to our courses and programme materials to emphasize the pedagogical aspects of the package.
3. To develop new application packages in the area of multivariate analysis and time-series analysis. A few more statistical packages in these areas, for example, cluster analysis, and time-series forecasting (Box Jenkins) would also be developed. The listings for some of these packages have already been procured.
4. To bring out the managerial applications of these packages in the areas of marketing, finance, economics, and social sciences.

The following packages have been developed.

1. RGMULT
2. STAT 1
3. RANCOR
4. Box-Jenkins Time Series forecasting
5. Multidimensional Scaling Packages

## "OPTIMAL SCHEDULING OF MAIL VANS IN AHMEDABAD"

### OPTIMAL SCHEDULING OF MAIL VANS IN AHMEDABAD\*

A. Tripathy and M. Raghavachari

Sponsor: Indian Institute of Management,  
Ahmedabad.

Completed

The problem considered in the study were:

1. Given the fleet size and demand on them, how to schedule optimally the mail vans which would improve efficiency in service as well as cost.
2. Given the volume of mail and cash handled, what would be the optimal number of vehicles, that would be needed.

The study of the operation of the mail motor vans in Ahmedabad revealed that the pattern of movement fell into the wellknown category of 'Vehicle Scheduling Problems' with one depot and various customers with limited vehicle capacity. Most of the movement of the mail was between the R.M.S and the various post offices and very little movement between the post offices. A modified 'Savings Approach' has been used to solve the problem.

Data from the actual operation of mail vans in Ahmedabad have been collected and used in the model developed for the scheduling of vehicles. The actual time rather than the distance between various points

have been used for the study. It has been possible to arrive at the schedules for the movement of vehicles for the morning shift of the day assuming different capacities of the vehicles. The resultant schedules show considerable reduction in the travel time of the vehicles from the present situation. In addition the major advantage of the study is its use as a decision support system to analyse the effects of alternate decisions of movement of vehicles, mail delivery time and such other parameters.

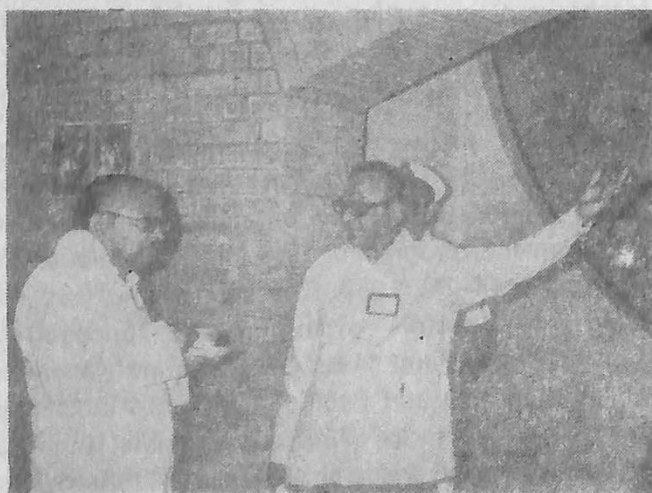
- E47     Raghavachari, M. "Single Machine Sequencing Problems with Non Regular Objective." XVI Annual Convention of Operational Research Society of India held at Indian Institute of Technology, Kanpur, December 8-10, 1983.
  
- E48     Raghavachari, M. "Estimation of Transition Probability Matrix of a Doubly Stochastic Markov Chain." Regional Conference of Indian Statistical Institute and Bernoulli Society held at Indian Statistical Institute, New Delhi, December 12-14, 1983.
  
- E49     Raghavachari, M. "Development of Reservoir Fisheries in India - Some Issues and Recommendations." National Workshop on Development of Inland Fishery Resources, Indian Institute of Management, Ahmedabad, November 1-3, 1983.

Source: Research and Publications, 1983-84, IIMA Archives

## **"NATIONAL WORKSHOP ON DEVELOPMENT OF INLAND FISHERY RESOURCES"**

### **NATIONAL WORKSHOP ON DEVELOPMENT OF INLAND FISHERY RESOURCES**

As a sequel to last year's seminar based on the study on 'Marine Fish Marketing in India', the IIMA team consisting of professors U.K. Srivastava (Coordinator), D.K. Desai, G.S. Gupta, V.K. Gupta, M. Raghavachari, S. Sreenivas Rao, S. Vathsala, Amar Jeet Singh, V. Ravindra Bharathi, S. Suryachandra Rao and J. Martin Santha Kumar organised a 'National Workshop on Development of Inland Fishery Resources' during November 1-3, 1983. The workshop designed for policy makers, scientists and academicians, was inaugurated by His Excellency, Prof. K.M. Chandy, Governor of Gujarat. It was attended by Directors/Secretaries of Fisheries, Directors of Fisheries Research Institutes, Financial Institutes like NABARD and co-operatives, reputed academicians from universities and independent consultants. Dr. O.P. Gautam, Director General of ICAR gave the valedictory address.



*The Governor, Prof. K.M. Chandy being shown around M.D.C. by Dr. I. G. Patel, during the Fisheries Seminar.*

The workshop recognised the vast potential for the development of fresh water culture and reservoir fisheries. In case of Brackish Water Culture Fisheries, it was felt that technology is not well developed at home and it may be necessary to import the technology for the development of this

sub-system. As the development of this sub-system is capital intensive and has a high element of risk, it may be an appropriate sub-system for formulating projects for international funding.

It was emphasised that an integrated approach to the development of resources encompassing the supply of inputs (seed, feed and credit), policy support in the form of loan and extension facilities and strategy for marketing processing facilities is necessary for exploitation of the available potential in the inland fisheries sector.

Source: IIMA Alumnus, Vol. 16, No. 1, January 1984, IIMA Archives



## "United States"

### United States

We are glad to report that efforts are being made to launch a Chapter in the U.S. Prof. M. Raghavachari who is a Visiting Professor at the University of Pennsylvania is taking special interest in organising alumni activities in USA and Canada. Following is a report from him :

The number of IIMA alumni and others associated with the Institute in USA and Canada has grown steadily over the last decade. It is now quite common to notice that almost every reputed business school has on its faculty two or three faculty members who had completed PGP or FPM at IIMA. To quote a few examples: Wharton School with three, Purdue with at least three, and Columbia with two or three. The PGP student population enrolled in doctoral programs across the country is quite large. In some major universities the number even approaches 15-20. In addition to the academic area, many of our alumni are employed in industries, consulting organizations and the World Bank.

The idea of organising alumni activities in USA was being discussed by the alumni and friends of the Indian Institute of Management, Ahmedabad stationed in USA and Canada for the past few years. I had the opportunity to discuss the possibility of setting up an Alumni Organization and the compilation of the IIMA Alumni Directory with the Director, Narayan Sheth and the Dean, Amar Kalro during my brief visit to IIMA in the summer of 1985. Dr. Sheth visited USA and Canada in October 1985 and met groups of our alumni in various places and was convinced of the feasibility and viability of having an organization of this type. A committee was set up in early 1986 to examine the proposal and do the initial work in setting up an appropriate organization. The members of this committee are Peter Geithner (Chairman) of the Ford Foundation, John Dearden of Harvard University, Samuel Paul of the World Bank, Vijay Vyas of the World Bank and M. Raghavachari of IIMA and University of Pennsylvania.

It is proposed to set up a non profit Corporation called the "Friends of the Indian Institute of Management, Ahmedabad" in USA. The broad purposes of the organization are to support the management education and research programs conducted under the auspices of the Indian Institute of Management, Ahmedabad and to provide a forum for the alumni and friends of the IIMA to organize activities of interest to them. Once the organization is set up, it is envisaged that the permanent residents here would be responsible for the executive decisions and conducting the affairs of the organization. The details are still being worked out and it is hoped that the new Corporation will be legally set up in USA sometime during the later half of 1986.

Simultaneous with the work of establishing the above organization in USA, the compilation of the IIMA alumni Directory is also being undertaken. The list of our former PGP/FPM students, research staff and faculty members currently in USA and Canada along with their addresses and telephone numbers is nearly complete and will be published in October/November, 1986. Our initial compilation shows that there are at least 130-150 of our alumni in various capacities e.g. students, professors, consultants and managers. The response from our alumni in this task has been very encouraging and many volunteered to assist in the activities of the new organization and made excellent suggestions. I was thrilled to receive warm letters from several with whom I corresponded for getting the information for the Directory and I hope to share with the readers of ALUMNUS at a later date more personal news about our alumni.

The Institute and *Alumnus* place on record their gratitude for the laudable work being done by Prof. Raghavachari and hope the alumni in the US will assist him in updating the Directory and raising funds for the Centre for Educational Innovation, a memorial to the late Prof. Ravi J. Matthai.

Source: IIMA Alumnus, Vol. 18, No. 3, September 1986, IIMA Archives



## "United States Friends of IIMA (FIIMA)"

### United States

**T**he "Friends of IIMA" (FIIMA), a non-profit organisation has been officially incorporated in North America. The application for tax exempt status will be filed in the very near future with the IRS. The Directors of the Board met on June 15 in the World Bank, Washington, D. C. and unanimously elected Dr. Samuel Paul as the President, Mr. J. R. Rawal as the Secretary and Mr. S. Kesavan as the Treasurer. Mr. Peter Geithner, a great friend of the Institute, who headed the Ford Foundation activities in India in the early years of the Institute and who is now at the Foundation headquarters in New York, has very graciously accepted to serve as chairperson for the first year.

The complete list of members of the Board is as follows :

John Dearden  
Peter Geithner  
Samuel Paul  
M. Raghavachari  
Sudhakar Kesavan  
Ajay Manrai  
Chandrika Tandon

In addition, five alumni have volunteered to serve as coordinators for activities in New York, Chicago, Boston, and Washington, D.C. They are :

### New York

M. G. Subrahmanyam (PGP '68)  
4 Washington Sq. Village  
Apt. 15-B  
New York, NY 10012  
(212) 285-6092

Chandrika Tandon (PGP '75)  
McKinsey & Co., Inc.  
55 E. 52 Street  
New York, NY 10002  
(212) 909-8514

### Chicago

Rajesh Bhatia (PGP '79)  
400 E. Randolph Dr.  
# 3910  
Chicago, IL 60601  
(312)836-7548

### Boston

Anil Pandya (FPM '79)  
94 Naples Rd., # 5  
Brookline, MA 02146  
(617) 731-9362

### Washington, D. C.

Sudhakar Kesavan (PGP '78)  
ICF Incorporated 1850 K Street, N. W.  
Washington, D. C. 20006  
(202) 862-7936

It was decided at the meeting to have three categories of membership of FIIMA :

(a) Alumni of IIMA, i.e. students of degree type of programs, participants of Executive Development Programs, faculty and research

staff of IIMA who reside in U.S.A. or Canada; (b) friends of IIMA who reside in U.S.A. and Canada; and (c) honorary members currently in U.S.A. and Canada. The category of honorary members will be on the invitation of the Board and a very limited number of persons will be invited to become honorary members. The Board may, if necessary, create other classes of members as experience is gained.

The following services are planned to be provided to the members of FIIMA :

- i) Despatch of *ALUMNUS*, published by IIM at Ahmedabad.
- ii) Membership Directory as and when updated and issued. The Directory will be updated every year. FIIMA will maintain in addition to the membership Directory a, mailing list of alumni and potential members of FIIMA and other persons who may be interested in the activities of FIIMA and who have contributed to the growth and development of FIIMA.
- iii) It is not proposed at the moment to send every member a copy of the Institute's professional publication, *Vikalpa*. For those interested in subscribing to it, FIIMA may assist the Institute in the despatch of the journal to those who pay the

additional subscription price of the journal.

- iv) Members will be invited for participation in seminars, talks, conferences and events, etc. organized by FIIMA.
- v) It is the intention of FIIMA to extend those privileges that are currently being extended to Alumni residing in India. It would in consultation with the Institute come out with a package of such benefits and privileges.
- vi) Members will receive periodically a newsletter published in USA giving the activities of the Association at various regions and provide news of common interest to members in US and Canada. The Board urged the necessity of issuing the first newsletter very soon.

The membership dues will be US \$ 15.00 annually and the term will be from July-June.

The activities planned will be both professional and social in nature. In view of great geographical distances within the country, a major share of these activities in the initial years will be regional in nature.

The activities envisaged under FIIMA include regular meetings which may serve as an opportunity to meet with important visitors from India; a forum for lectures and discussions to promote professional growth; an opportunity to raise funds for worthy causes at the Institute or elsewhere; and an opportunity for new FIIMA members to discuss career opportunities and experiences with others.

The Ambassador of India to the United States, Mr. P.K. Kaul



has agreed to preside at the formal inauguration of FIIMA. This will take place at a luncheon in Washington, D. C. on September 19, 1987.

Source: IIMA Alumnus, Vol. 19, No. 3, September 1987, IIMA Archives

**“Chairmen of the Fellow Programme in Management”**

**Chairmen of the Fellow Programme in Management**

Prof. C. Rangarajan	71-72
	73-76
Prof. M. Raghavachari	72-73
Prof. K. R. S. Murthy	76-78
Prof. P. N. Khandwalla	78-80
Prof. S. C. Mehta	80-82
Prof. J. K. Satia	82-84
Prof. M. S. Saiyadain	84-86
Prof. Indira Parikh	86-88
Prof. I. M. Pandey	88-90
Prof. T. V. Rao	90-91
Prof. Sasi B. Misra	91-93

Source: IIMA Alumnus, Vol. 23, No. 2, May 1991, IIMA Archives

## **"Publications**

### **Editorial Board"**

#### **Publications**

*Vikalpa: The Journal for Decision Makers*, a quarterly publication of the Indian Institute of Management, Ahmedabad, is now into its twenty-third year of publication. *Vikalpa*, in Sanskrit language, carries a rich repository of meanings: logic, speculation, doubt, freedom of choice, radical alternatives, and so on. The journal seeks to reflect this range of meanings vis-a-vis managerial problem solving and decision-making. The main objective of *Vikalpa* is to encourage developing creative and critical ideas on contemporary management related issues and communicate these to policy makers, managers, administrators, management educators, researchers, and students.

#### **Editorial Board**

In the last academic year, the Editorial Board of *Vikalpa* was expanded by inviting following academicians and practitioners from India and abroad to be on the Board and represent *Vikalpa* in the regions mentioned against their names: Ross Chapman (Asia Pacific Region), Khalid Nainar (Canada, Mexico, and South America

Region), Rathin Roy (Europe/Africa Region), M. Raghavachari (USA Region), and Satish Nadkar (Asia Region).

## "Books"

### B. Books

- |    |  |    |  |
|----|--|----|--|
| B1 | Ahuja, Vinod. (ed.) <i>Workshop on Commercialisation of Livestock Health and Breeding Services in India: Papers and Proceedings</i> . Ahmedabad: Indian Institute of Management; Washington D.C.: The World Bank; and Switzerland: Swiss Agency for Development and Cooperation. | B4 | Raghavachari, M.; and Ramani, K.V. <i>Delivering Service Quality</i> . New Delhi: Macmillan, 1999.                                   |
|    |  | B5 | Raghuram, G.; and Rangaraj, N. (eds.) <i>Logistics and Supply Chain Management: Cases and Concepts</i> . New Delhi: Macmillan, 2000. |

Source: Research and Publications, 1999-2000, IIMA Archives

## "International Conference on Delivering Service Quality: Managerial Challenges for the 21<sup>st</sup> century"

### International Conference on Delivering Service Quality: Managerial Challenges for the 21<sup>st</sup> century

As a means of promoting *Vikalpa: The Journal for Decision Makers*, the quarterly publication of the Indian Institute of Management, among the international community, an International Conference on Delivering Service Quality was jointly organized by the Rensselaer Polytechnic Institute, Troy, New York and Indian Institute of Management, Ahmedabad. The conference was held at IIM, Ahmedabad on December 28-29, 1999.

The programme chairs were Prof. K V Ramani of IIM, Ahmedabad and Prof. M Raghavachari of RPI, Troy, New York, USA.

Service quality has long been recognized as a key ingredient in both manufacturing and services industry. The importance is growing substantially with profound changes and growth in the service sector, technology, e-commerce and the global market place. New thinking and new methodologies are needed to successfully deliver service quality in the 21<sup>st</sup> century. It was, therefore, appropriate that international researchers in this area get together and exchange their ideas and research.

The response for the two-day conference was overwhelming and delegates presented over 85 papers at the conference from more than nine different countries. The papers covered a broad spectrum of the service sector, such as Advertising and Marketing, Banking, Insurance, Finance, Government and Public Systems, Health Care, Information Technology, Logistics, and Manufacturing.

The Keynote speech was given by Dr. A Parasuraman, Professor and holder of The James W. McLamore chair in Marketing, University of



Lighting the lamp by Ms. Revathi Srinivasan. From left are : Dr. A Parasuraman, Profs. M. Raghavachary, K. V. Ramani and the Director Prof. J. L. Saha



Prof. Kannan and Dr. A Parasuraman with the participants.

Miami, USA, who is an authority in the field on Service Quality.

The conference proceedings of all

the papers selected for the conference was published by Macmillan India Limited, New Delhi.