

A NOTE ON THE PROPOSED INSTITUTE OF MANAGEMENT FOR THE GOVERNMENT OF KERALA

Introduction

The Government of Kerala has already established the Kerala Institute of Public Administration (KIPA) at Trivandrum, with Centres at Ernakulam and Calicut. Steps have already been taken to assemble a certain amount of physical facilities and to recruit faculty and supporting staff. A few training programmes on Government rules, regulations and procedures are being conducted for some departments of the Government.

2. With a view to discuss the possibilities of developing KIPA into a full-fledged management institute for the State, a meeting of the Secretaries to the Government was convened on the 19th of June, 1978, which was presided over by the Chief Secretary. Professor N. S. Ramaswamy, Director of the Indian Institute of Management, Bangalore, spoke on the role and importance of management sciences to the various departments and administrative functions of the Government. Though various opinions were expressed, regarding the scope and nature of training to be imparted, the majority view of the meeting was that a comprehensive Institute would be of great value in improving the operational efficiency and morale of the various functionaries in the Government Departments.

Perspectives

3. Based on the experience of other similar institutions in the country, the following broad guidelines for the development of KIPA are proposed.

(a) In-Service Institute The institute shall primarily be an in-service institution for imparting management education and training to serving officials of the various Government Departments and their agencies.

(b) Apex Institution It shall be an apex institution for the State in all aspects of management inputs providing services, setting standards and regulating management inputs by other agencies, etc.

(c) Programmes It shall provide expertise and facilities for management education and training programmes, policy and operations research, consultancy and extension, seminars and conferences, etc. for all aspects of the State's economic and social life where management science can play an useful role.

(d) Areas of Activity Its programmes and activities shall cover all sectors of the economy and social life, departments, of the State Government and their agencies:

- i. Public policy and Public Administration.
- ii. Agriculture and Rural Development, including Forestry, Fisheries and Animal Husbandry.
- iii. Transportation and Communication.
- iv. Mass Media.
- v. Tourism and Public Relations.
- vi. Irrigation and Power.
- vii. Education and Health Services.
- viii. Banking, insurance and co-operative credit.
- ix. Business and Industry.
- x. Financial and Industrial Development Institutions.
- xi. Entrepreneurial Development
- xii. Municipal administration, Water Supply and Sewerage systems.
- xiii. Legal Systems, Police Administration.
- xiv. Urban Studies, Environment, Habitat.
- xv. Appropriate Technology, Non-organised Sector etc.

(e) Policy and Planning Studies It shall assist in studies for the evolution and formulation of Public Policies, including man-power Planning, development planning and implementation, futurology, organisational polices, taxation, resource mobilisation, industrial promotion, etc.

(f) Collaboration with other institutions Depending on the subject and problem, it shall work in conjunction with the University system, Departmental agencies, Planning Board, etc.

(g) Complementary to other institutes It shall be complementary to the management training agencies existing within the State as well as outside.

(h) Social Relevance Its resource allocation and priorities shall be such that its activities and programmes shall be highly socially relevant and productive.

(i) Autonomy It shall have sufficient autonomy in order to enable it to function as a professional institution capable of innovation and initiative as well as to exercise discretion and flexibility.

(k) Resources Its manpower, physical and financial resources shall be adequate to enable it to discharge its objectives and functions effectively in keeping with its perspectives. Such resources shall compare with the All-India institutions of management in the country.

(l) Compensation In order that the Institute shall attract the best of talents available in the country and elsewhere, the system of compensation — salary scales, cadres, terms and conditions of service, working conditions, systems, procedures, etc., — shall be entirely professional to suit the needs of the Institute, rather than following set patterns existing in the State or elsewhere.

Programmes and Activities

4. The Institute shall engage in the following kinds of programmes and activities:
 1. Educational Programmes — Both short-term and long-term, formal and informal.
 2. Training Programmes — Both short-term and long-term on techniques, functional and sectoral subjects.
 3. Research — On policy and operations problems.
 4. Consultancy and Extension.
 5. Publications.
5. Details of the types of programmes envisaged under the above categories are given below:

(a) Educational Programmes — (i) A Two-year post-graduate programme for technical Officers and general administrators with 2 to 5 years experience, chosen from the various departments of the Government and its agencies. The first year of the course will be devoted to general management subjects and in the second year, specialisations will be offered, such as:

- Public Policy and Control
- Development Planning and Management
- Public Finance, Development Finance, Development Banking.
- Administration including Municipal Administration, Police, Legal Systems, Taxation, etc.
- Transportation, Power, Irrigation, Agriculture, Communication, Education, Health, Rural Development etc.

(ii) A one year accelerated programme on the above subjects for senior persons.

(iii) A P.H.D. level programme may be offered to a few candidates who have undergone the above course and have shown competence, merit and aptitude.

(iv) A Teacher Training Programme to develop teachers in management who will in turn handle management subjects in university systems and other Training establishments of the Government.

(b) Training Programmes

6. Training programmes of duration, ranging from 1 week to 3 months, may be offered on such management subjects as :

1. **Techniques:** Inventory Control, PERT/CPM, O & M Computer Systems, Industrial Engineering, Operations Research Marketing, Incentives Systems, M.B.O., etc.
2. **Human Relationships:** Leadership, Organisational Behaviour, Morale, Motivation, General Management, T Group etc.,
3. **Functional Areas of Management:** Production, operations, Finance, Taxation, Purchasing, R&D, Industrial Relations, etc.
4. **Development Planning and Implementation:** Manpower Planning, Public Policy and Control, Resource mobilisation, Taxation, Law and order, Police, District Administration, Land Reforms, Export Policies, Industrial Promotion, Management of Finance Institutions, etc.,
5. **Entrepreneurial development:** feasibility studies, Economic Studies, Social Cost Benefit analysis.
6. **Appropriate Technology:** non-organised sector trade unions and management, Labour Participation in Management, Productivity and Trade Unions.
7. **Public Relations:** The Meeting of Secretaries pointed out the specific need to impart attitudinal skills and values to technical personnel and general administrators in order that they may become aware of the need to improve behavioural patterns with the public. It may be noted that, unlike business and industry utilities, services and public administration are in direct contact with the public at large, in their daily functions. Revenue and Municipal Officials, District Administrative functionaries, Police, Sales tax officials, etc., have regular dealings with the public. The public image of the Government is judged by the lay-man in terms of the response he receives from the public servant as well as the service he gets, such as water, power, education, health, care etc. Since the Institute's orientation is more on sectors other than business and industry, it will have adequate complement of staff for imparting public relations training. The concept that public relations can be discharged by an official specifically kept apart for the purpose will be discouraged. The concept that every official ought to be a public relations man shall be implemented in the training programmes. For this purpose, every programme will contain elements of public relations subject. In addition, through publications, announcements, exhibitions,

documentaries, etc., the Institute shall try to improve the mass communication in the State, which will be complementary to the conduct of individual officials of the Government and their agencies.

(viii) Sectoral Programmes. — Sectoral programmes on the application of management science to sectors such as, Transport, Power, Education, Health, Agriculture, Irrigation, Rural Development, Tourism, etc., shall be offered to the respective sectors. Sectoral Programmes can be of duration ranging from 3 days to 3 months, depending on the level of participants and subjects covered. These programmes may cover any one or more of the management topics mentioned in para 6 (i) to (iv) above. Seminars and conferences may also be held where study reports will be discussed to formulate State policies on sectoral development.

(c) Research

7. The University system in the State is not attuned to research work of contemporary significance; also they are not focused on specific problems and issues. The Centre for Development Studies have made an excellent beginning to fill up the gap. With the increasing participation of the State in the economic and social life, the State has to assess problems every day and has to extend to the problems their appropriate policies and action. They do not now have an agency on which they can count for field studies and formulation of policy alternatives. For instance, the impact of land reforms on cashew production, migration of industries to neighbouring states with higher labour cost, impact of mechanisation on employment in the coir industry, assessment of facilities required for promoting tourism, assessment of industrial potential by using local materials, illiteracy and productivity, study of the education system for making it job oriented, provision of facilities to facilitate manpower migration to Middle East, entrepreneurial development in hotelliering, effect of multiple trade unions, Police and the public, taxation on Semi-plantation crops, etc., are only a sample of literally hundreds of issues which require field studies. Availability of data on such issues will provide the Government with golden opportunities to formulate alternative policies.
8. Being located at one end of the country, Kerala is, perhaps, not in the mainstream of national activities; it may be said that the State loses the benefit of locational advantages. What goes on outside the State is not brought to the attention of the State due to the absence of an appropriate agency. Research work and studies can perhaps fill up this gap.
9. Two kinds of research may be undertaken: (a) Policy Research to help the Government in evolving policies and assessing impact of policies on implementation. (b) Operations Research to improve efficiency and productivity at unit level (e.g. studies such as traffic survey, impact of social infrastructure, cost-benefit studies location, impact of industrialisation, employment, land reforms, etc.)

10. One-third to half the time of the total faculty time may be devoted to research studies; some faculty will be exclusively working on research while others will be largely doing training work. Bulk of the faculty will do both research and training.

(d) *Consultancy and Extension.*

11. *Consultancy:*—The Institute shall function as an in-service consulting agency for the various governmental departments and their agencies. Presently, the State Government have to depend on private organisations, or on the Institutes of Management and the Staff College, for this purpose. It so happens that most of the consulting institutions do not have any expertise in public administration and sectoral management. They are largely concerned with business and industrial operations. Since this Institute would be developing expertise deliberately in public administration and sectoral management, it should be able to provide unique consulting services not only to the Kerala State Government but also to other State Governments who might by needing it.
 12. When projects are to be assessed for international or other funding agencies such as the U. N., World Bank, W. H. O., F. A. O., UNIDO, etc., such agencies insist on the participation of consulting agencies in the formulation, evaluation and assessment of projects seeking funding assistance. The systems and procedures currently in use in the various sectoral activities of the Government at the Secretariat and field levels would not be acceptable to the funding agencies, as such systems and procedures are largely inhibiting operational efficiency.
 13. Consulting assignments, together with the expertise of the officers trained in current management systems and techniques, would bring about a great change in the efficiency and morale of regulatory and operational departments of the Government. On the other hand, the teachers of the Institute would, themselves, gain first-hand experience of live problems at the field level, which they could take to the class room for instructions purposes, by way of case materials, teaching materials, etc. Such studies would also be of great value to the Government for formulation and evaluation of sectoral policies.
- 13-A. Consultancy assignments would be of various kinds. One such assignment could be for the improvement of efficiency, particularly for organisations such as sick industrial undertakings, hospitals, electricity and transport undertakings, which, it is well-known, need improvement in efficiency and service quality. While a certain part is beyond the control and purview of the Institute, such as the attitude of Labour, political processes, etc., the professional strength and caliber of these organisation could be considerably improved, which will, in turn, improve morale and efficiency.

13. B. Consultancy studies will be on investment analysis, marketing research, inventory control, project implementation, work load studies, incentive systems, value engineering, organisation re-design, methods improvement, planning, traffic studies, cost benefit analysis, forecasting, budgeting, information systems, economics of mechanisation, employment generation, area development, resource analysis, co-ordination, etc.
14. *Extension.*—Traditionally, an education institution functions from one place, and expects the world of work to come to it. If the Institute's work is to permeate into the core of the Village life—both for studies as well as for extending the benefits of such studies—it would have maximum facility to participate in the social processes at work in the Village life. This can be achieved only through taking an arm of the Institute to the field. This is proposed to be achieved through extension work, by way of non-formal training, exhibitions, demonstrations, seminars in Villages, Village adoption schemes, Social marketing schemes, etc.
15. Besides the sectoral and public Administration work, the Institute may also give special emphasis to non-organised sector and appropriate technology. In the context of the general direction of thinking in the country today, issues such as rural development, rural industry, service to the rural areas, non-organized labour, appropriate technology for transportation (bullock-cart), maintenance of village tools and implements, skill formation in the villages, etc., have assumed greater importance. Management science can effectively contribute to these areas through extension activities, such as exhibitions, demonstrations, seminars, etc.

(e) *Publications.*

16. The Institute may undertake the publication of research studies, case development, etc.

Other Activities

17. *Centre-State Relations.*—In order to understand the economic and social impacts of various legislation at the Centre and in the State, and to evolve policies of Centre-State relations on the numerous issues which arise, and which impinge on the economic and social activities of the State, the Institute shall also engage in their study, and evaluation to facilitate the process of policy formulation, and assessment.
18. *Tourism and Migration.*—Due to high cost of the labour attitude, risk capital has not come to the State from outside. Most of the large industries in the State are capital intensive and continuous production where employment potential is low and skill formation meagre. Also, there is very little of multiplier effect. Intermittent production industries, such as Engineering, provide employment and opportunities for skill formation. Unfortunately, high cost of labour rules out possibilities of Kerala competing in all-India markets in products which are also made elsewhere.

19. Therefore, Kerala will have to concentrate on products to be consumed by the State, as well as products which are based on raw materials for which it has a monopoly, such as coconut, arecanut, spices, tapioca, teak, sea foods, cashew, bananas, Bamboo, rare earths, etc.
20. Since Kerala is densely populated, the model ought to be to enable entrepreneurs and skilled labourers to migrate to other states and abroad together with their skills. The outstanding example would be small hoteliering and restaurants, where Keralities can do an excellent job with low capital and high employment and ready manpower skills. They can bring in income for the State; and as they will be entrepreneurs, there will be no problem of antipathy from other States.
21. *Tourism.*—The other example to be quoted here is tourism. In spite of its enormous potential, not even a fraction of a fraction has been tapped. With low investment tourism can give maximum benefit without the ill-effects of industrialisation.
22. The above examples show the kinds of problems and issues to be studied by the Institute for evolving models for the development of the State. The beaten track is to be avoided and innovations have to be identified. For all this, an intellectual facility should be readily available for the State, on which it can lean for ideas, concepts, models, techniques, etc., as well as for policy formulation. By assembling a multi-sectoral and multi-disciplinary faculty, the Institute can provide such expertise.
23. The above programmes and activities are only illustrative of the kinds of exercises the Institute can undertake. If it develops into a real intellectual base, it can also involve itself in macro level model building for the State as well as a sounding instrument to assess the impact of the various Governmental policies. With these concepts in view, the resources required for the Institute are as proposed below.

Resources

Manpower

24. The core of the Institute will be the academic and technical staff consisting professors, research and technical personnel at various levels. The academic staff shall be of four categories :
 1. Faculty for functional areas, such as production, Finance, Marketing, Personnel and Industrial Relations, Taxation, etc.
 2. Faculty for sectoral areas, such as Agriculture, Transport, Power, Education, Irrigation, Health, Rural Development, etc.
 3. Faculty for disciplines, such as, Economics, Politics, Sociology, Anthropology, Statistics, Public Administration, Communications, etc.
 4. Faculty for techniques, such as Industrial Engineering, O & M, Operations Research, Computer Systems, Development Planning, etc.

25. The most difficult problem that the Institute may have to face in the beginning will be to locate and assemble the academic staff. In order to assemble a critical mass of faculty within a reasonable time of 2 to 3 years, the following guidelines are proposed:

(a) The academic and technical staff (the professional staff) should be recruited at the all India level, strictly on merit and not on other considerations, such as regional, communal, etc.

(b) The salaries and terms and conditions of service offered to such professionals should be comparable to those obtaining in the All India Institutes of Management.

(c) With regard to other facilities such as housing, TA/DA, etc., the relevant rules should be made flexible and beneficial enough to attract faculty from other regions in India and abroad. Foreign based faculty may be given international travel and moving allowance.

(d) Recruitment systems to be such as to give enough flexibility and discretion to the appointing authority, in order to get the right kinds of people and to avoid delays, this might involve procedures and rules outside the normal Governmental systems.

(e) The size of the faculty should be such as to have a critical mass for each function, discipline and sector. A multi-disciplinary, multi-functional and multi-sectoral development should be encouraged; and departmentalisation should be avoided.

(f) The concept of building up programmes and studies around competent faculty available should be introduced. The fixing of a specific number of posts for each discipline, function, sector, and awaiting the arrival of suitable faculty to fill these posts should be avoided. This is because there are not enough suitable trained and experienced management faculty readily available at present.

(g) Mobility between the world of work, such as Government, Industry, etc., on the one side and the Institute on the other, should be encouraged through suitable facilities.

(h) Privileges such as consultancy, Sabbatical leave, Visiting Professorship, etc., should be introduced to attract experienced faculty, who may be enjoying such facilities elsewhere.

(i) The Institute should attempt to assemble a professional staff of about 100 during the first phase, i.e. 4 to 5 years, for purposes of planning and budgeting. Out of this number, about 60 per cent could be for functions, disciplines and techniques, and the rest for sectors.

26. Faculty in disciplines, techniques and functional areas may be drawn from other institutes and universities in India and abroad, from Industry, Government Service, Academia etc. They could be engaged on contract basis, on deputation or on regular employment as deemed expedient. It may be possible to get some persons with practical experience with some academic

orientation, in sectors such as Agriculture, Transport, Town Planning, Power, etc. But the bulk of the faculty for the sectors may have to be trained from within. For this purpose, technical personnel and administrators should be selected, from the various departments of the State Government to undergo a teacher training programme, at the M. Phil level, which should be of two years duration. The IIM Bangalore may be in a position to conduct such a programme either at Bangalore or at Trivandrum. Initially, about 24 candidates,—1 or 2 each from departments such as, Agriculture, Forestry, Fisheries, Animal Husbandry, Health and Hospital Administration, Rural Development, Co-operatives, Public Administration, Development Planning, Transportation, Power, Education, etc.,—should be chosen, on the basis of merit and aptitude, to undergo such a course. Their seniority, promotion, etc., should be protected in order that they may have motivation to join the programme, as well as to serve the Institute later. Some of these teacher trainees could also be encouraged to take up Ph. D. level work at the IIMB or in Universities. They could be given opportunities to go abroad for higher studies, research work, etc., through Government Scholarships, visiting fellowships, deputation, etc.

Administrative and Supporting Staff:

27. For a professional institute, the supporting staff should be of high calibre. The personnel policy of the Institute should be such as to attract the best. Generally, 3 administrative-cum-technical staff would be required for every professional staff. Some of the top level officer cadre and the middle-level functionaries could be taken, initially, on deputation from Government Departments and sister institutions. Open recruitment may be adopted wherever necessary.
28. The Institute will be functioning on a professional basis, starting its operations early in the morning at 8 a. m. and continuing till late in the evening. There may also be pre-dinner and post-dinner sessions for programmes. After every case study discussion, the comments of the participants will have to be typed out and mimeographed and made available the following morning for review. Classes can neither be cancelled nor changed since time contracts have to be met. To ensure such high level of training and intensive co-ordination administrative support should be adequate and appropriate. It is well known that the existing educational systems in the country suffer a great deal due to lack of administrative and logistic support. Whatever be the quality of the professional staff, if appropriate administrative, technical and logistic support are not available, the professional output of the institution will be considerably affected. Studies have shown that due to lack of communication, mobility, transport facility, secretarial assistance, etc., professional staff waste a great deal of their time. The culture and norms in the country today are not at all designed to provide adequate facilities to the professional staff. Therefore, the Institute should ensure that the professional staff are well equipped with adjunct support to discharge their responsibilities efficiently.

Physical Facilities.

29. *Land and Building*:—If the Institute were to be located in one place, it would require about 100 acres. As it is now being planned to be located at three places, the main campus should have about 50 acres and the other two campuses together should have 50 acres. This should be sufficient to provide instruction rooms, seminar halls, Syndicate hall, Conference halls, Library, Computer room, administrative block, hostels, executive development blocks, students amenities, guest house, exhibition room, laboratories, residential accommodation for essential professional and Administrative staff, infrastructure facilities, etc.
30. Alternatively, the city campus concept could also be worked out, wherein the requirement would be about 10 acres in each location. High rise buildings could be resorted to in these cases.

Library.

31. The Institute should collect about 10,000 books per year during the first phase of 5 years and should subscribe to about 300 to 500 journals and newspapers.

Teaching aids.

32. A complement of teaching aids and equipment, such as:—
- Slide Projectors, movie projectors, overhead projectors;
 - Cameras, dark room equipment;
 - Video tapes and close circuit TV Systems;
 - PA system and conference equipment;
 - Photo copying and printing machines;
 - Recorders of various kinds;
 - Calculators;
 - Visual aids, flannel board, field projector built into vans;
 - Data Processing Equipment and Computer systems etc. etc.

Furniture and Office Equipment.

33. Furniture for instruction rooms, library, hostel, administrative offices, residential accommodation, etc.
34. *Office Equipment*: Typewriters, duplicators, etc.

Vehicles.

35. A transport fleet of staff cars, jeeps, Vans, students buses, motor cycles, bicycles, etc., will be required.

Organisation

36. The Institute will be administered by a Board of Governors, with a Chairman, Vice-Chairman and consisting of about 15 members representing various user departments of the Government (such as, Agriculture, Industry, Power) professionals, academic, trade union, business, commerce, etc. The Institute will be headed by a Chief Executive, who will be assisted by a Joint Director in charge of administration, planning and campus development. Each of the other centres will have a Deputy Director. Each programme will be under the charge of a Dean. There will also be a Registrar in charge of administrative details and finance. He will also be the Secretary to the Board.

Location

37. In keeping with the present concept of having 3 Centres for the Institute, it is proposed that the Main Campus and Headquarters be located at Trivandrum, with the other campuses at Cochin and Calicut. There could also be extension centres working with the education system, such as the University of Agricultural Sciences in Trichur or any other teaching institution with whom the Institute may find it necessary and advantageous to have collaboration.
38. *Distribution of activities:* A tentative allocation of professional and sectoral activities amongst the three Centres of the Institute is given below: —

TRIVANDRUM (HEADQUARTERS)

- Public Policy and Public Administration
- Development Planning and Management
- R & D Management
- Education and Health Management
- Rural Development, Co-operatives, Municipal Administration, Police, Urban Studies, etc.

COCHIN

- Business and Industry
- Entrepreneurial Development
- Power Management and Transportation Management
- Communications.
- Agriculture and Fisheries.

CALICUT

- Forestry
- Plantations
- Regional Planning and Development.
- Junior level training on rules and regulations, etc. (Teacher Training for management inputs only).
- Tribal Welfare.

Revenue

38A. The Institute's revenue/income may arise out of the following:—

- a. Fixed annual grants from user departments of the Government for development and research work in the respective departments.
- b. Training grants from user departments who sponsor candidates for training in the Institute.
- c. Government departments, Boards and corporations may assign consultancy work and research studies on specific projects, for which the Institute shall charge fees appropriately.
- d. External grants from the Government of India and funding agencies, both Indian and International.
- e. Donations from Private Institutions, foundations, etc.,

Budget

Level of Operations—Programmes.

39. The following level of programme operations is envisaged during the first phase of 5 years;

- (a) Two-year programme, consisting of 40 to 50 students.
- (b) One-year programme, consisting of 40 to 50 students, or equivalent, 1 to 3 months duration programmes (4 Nos.).
- (c) Short-term programmes of 1 to 3 weeks duration, (average 2 weeks). There will be 120 course weeks in a year, with an average of 60 batches, each batch composed of 30 participants. The total participants in a year would be about 1,800.
- (d) In addition to the long term and short term courses, there will also be seminars and conferences, etc.

Number of students and participants for the above long term and short term programmes, at any one time, would be about 160 to 200. Besides, there will be studies, research, consultancy and extension work.

Manpower

40. To provide the professional and logistic support for the level of operations as given above, the proposed requirement of manpower would be as follows:

Period	Academic staff (including Faculty & research)	Administrative, Technical & Supporting staff
1st year	40	120
2nd year	55	165
3rd year	70	210
4th year	85	255
5th year	100	300

40.A. In the short run, until enough faculty are trained in the managerial aspects of sectors and general administration, the Institute will have to depend heavily on serving and retired government officials for providing academic input by way of case development, providing knowledge on functions to the faculty, etc. Such persons may be drawn from the departments and attached to the Institute on short term basis or on 2 to 3 year deputation basis or on re-employment of retired persons. In order that they may be able to conceptualise their experience and knowledge, for pedagogic purposes, they may be given special training in the Institute and elsewhere.

ESTIMATE OF EXPENDITURE FOR FIRST PHASE (5 YEARS)

40.B. On the basis of the level of programme operations and manpower requirements, as given above, a broad estimate of the budget requirements for the first phase of 5 years is given below. This estimate does not take into account the capital expenditure for land and building, but other requirements of the 3 centres have been catered for.

BUDGET ESTIMATES FOR THE FIRST PHASE (5 YEARS)

Item	Amount in lakhs of Rupees (for 5 years)	
Recurring.		

Item	Amount in lakhs of Rupees (for 5 years)	
(a) Pay and Allowances	155	
(b) Other Charges (Travelling, House rent, Office Stationery, Postage, Telephone, Electricity, Water, Contingencies, Hospitality, Maintenance etc.)	85	
	240	240
Non-Recurring.		
(c) Furniture and Office equipments (Class Rooms, Library, Hostel, Office, Residential accommodation, etc.)	40	
(d) Teaching Aids	15	
(e) Data processing equipment	15	
(f) Vehicles	20	
(g) Books, Journals, Films, etc.	25	
(h) Miscellaneous and contingencies	5	
	120	120
Total requirement		360

NOTE:

- (i) For purpose of budgeting, an ad-hoc amount of Rs. 150 lakhs may be earmarked towards capital cost of lands and building.
- (ii) Total cost of project—Rs. 510 lakhs.
- (iii) Grants: Expenditure—Income (to be estimated)

Proposed Course of Action

Transition Stage.

- 41. Until such time as the full-fledged Management Institute commences its operations, the KIPA may undertake the following activities.

42. *Existing Operations.*—Based on budget allocated and positions approved already, the KIPA shall continue to assemble faculty and staff and also conduct programmes feasible with the available faculty.
43. *D. P. A. R. Programmes.*—The Department of Personnel and Administrative Reforms of the Central Government would be able to support about 6 programmes, each of 3 weeks duration, for the sectoral management. IIMB could be the agency to conduct these programmes. While the DPAR would be able to provide the professional fees, KIPA will have to provide local hospitality for the participants and the faculty. The State's expenditure for conducting 6 programmes of 3 weeks duration each, may be about Rs. 50,000. For this purpose, a formal request may be made to the DPAR wherein it may be mentioned that IIM Bangalore could be the agency to conduct these programmes. IIMB may be kept informed of the action taken in this regard.
44. *Training Programmes for Sectoral Staff.*—It is proposed that 40 course weeks of training of 1 to 3 weeks duration (average 2 weeks) be conducted for sectors such as, Agriculture, Rural Development, Power, Health, Education, Industry, etc. The programmes may be conducted by the IIMB at Trivandrum or Cochin for which a formal request may be made. The expenditure for the programmes, each consisting of 25 to 30 participants, would be of the order of Rs. 15,000 per course week, which would include professional fees, faculty time for studying and developing case materials, faculty travel and expenses, etc. On receipt of formal request, firm quotations will be given by the IIMB.
45. *Teacher Training Programme.*—In order to provide the core sectoral faculty for the proposed Institute, a two-year faculty training programme could be conducted by the IIM Bangalore, for selected Officers of the various departments of the State Government. About 24 participants, selected from the Departments of Agriculture, Irrigation, Animal Husbandry, Fisheries, Forestry, Power, Transport, Industry, Health and Family Welfare, Education, Planning, Public Works, General Administration, etc. may attend this programme. The cost for running such a programme by the IIMB would be about Rs. 1.75 lakhs per year, Rs. 3.5 lakhs for the 2-year course. In addition, the State Government will have to bear the following costs also:—

- Salaries of the trainees to be reimbursed by the Departments concerned.
- Additional training allowance of Rs. 300 per trainee per month.
- Adequate book allowance (approx Rs. 2,000 per trainee)
- About Rs. 1 lakh for all-India study tour at the end of the training.

If the programme is to be conducted at Trivandrum or Cochin, the State Government will have to meet also the travel expenses of the IIMB faculty to the place where the programme is to be conducted, as well as boarding and lodging expenses, local transportation. IIMB would furnish detailed estimate of expenditure involved, on formal request. Wherever IIMB consider it necessary, it may draw on other Institution and profession also to run courses for KIPA.

Development of the Management Institute

46. Success of an institution is dependent on the extent to which pre-planning and planning are done. More often, institutions are established in rather an ad-hoc manner and progress takes place in a laize faire fashion, meeting situations as they crop up. This brings in its wake built in problems for the organisation, which could have been avoided if sufficient care and thought were given at the pre-planning stage. There are institutions in the country today, which have been in existence for several years, but do not even now have service rules for employees; so much so that there are perennial problems between management and labour. Other Institutions suffer on account of inadequate finances or an imbalance in the structure and allocation of funds, due to faulty organisation. Many educational Institutions are limping along unable to produce the required results. A detailed project report spelling out various aspects of the Institute's functioning, perspectives, programmes and activities, organisation, administration, finance, controls, manpower, planning, etc. would go a long way for the successful and expeditious establishment of the Institute and its further rapid development. Some of the pre-planning steps that ought to be taken to achieve such results, are indicated below.

- Preparation of project report, detailing perspectives, programmes, organisation, resources, time frame for implementation, etc. This to be got approved by the appropriate authorities.
- Preparation of Memorandum and Articles of Association. This is for making the Institute an autonomous body. For this purpose, the Societies Registration Act and the Memorandum of Association of similar institutes may be obtained and studied.
- Selection of Chairman, Vice Chairman and Members of the Board of Governors.
- Registration of the Society.
- Preparation of organisation manual with organisation chart, delegation of powers, etc.
- Preparation of faculty hand-book which should give faculty job descriptions, workload norms, and such other information data useful for faculty and senior staff joining the Institute. This would also give norms for teaching and research work load, appraisal systems, conduct rules, organisation of academic work, research assistance, norms for accepting research and consultancy projects, publications etc.
- Finalisation of cadres, positions, salary scales, terms and conditions of service, staff service rules and office procedures, polices system and procedures for recruitment, promotion etc.,
- Preparation of detailed plans for programmes and activities for two years.
- Release of advertisements for faculty and research positions, as well as for senior administrative positions.
- Selection of Director, Joint Director, Deputy Directors, etc.

- Selection of Land for the 3 centres, choice of architects, preparation of master plans as well as detailed plans, time schedules for building construction, and acquisition of physical facilities, equipment, books and journals, teaching aids. etc.,
 - Institutional arrangements for release of funds. Preparation of finance code and accounting system and procedures, forms and registers, etc.
 - Appointment of Standing committees of the Board to deal with personnel, finance and campus development matters.
 - Preparation of Institute brochure and programme brochure which should be circulated to all departments and agencies of the Government and others.
 - Finalisation of furniture designs and internal layouts for instruction rooms, library hostel, etc.
 - Holding of seminars to announce the establishment and programmes of the institute, to be conducted at 3 levels;
 - (i) inter-departmental and inter-sectoral, for top level administrators;
 - (ii) Departmental and Sectoral, for each department and sector;
 - (iii) Inter-Institutional—Educational Institutions.
 - Contacting Central Government and Funding agencies.
 - Selection of trainees for the teacher training programme ;
 - Discussions with the Planning Commission and D.P.A.R. regarding the training programmes to be conducted under the DPAR scheme.
 - Discussions with the IIMB regarding the conduct of DPAR programmes, OBPs and Teacher Training Programme.
47. In order to ensure that the above tasks are carried out expeditiously, the Department of Personnel and Administrative Reforms, Kerala Government (KIPA), may seek professional assistance from consultants, professionals and institutes who have the necessary experience and knowledge in institution building.