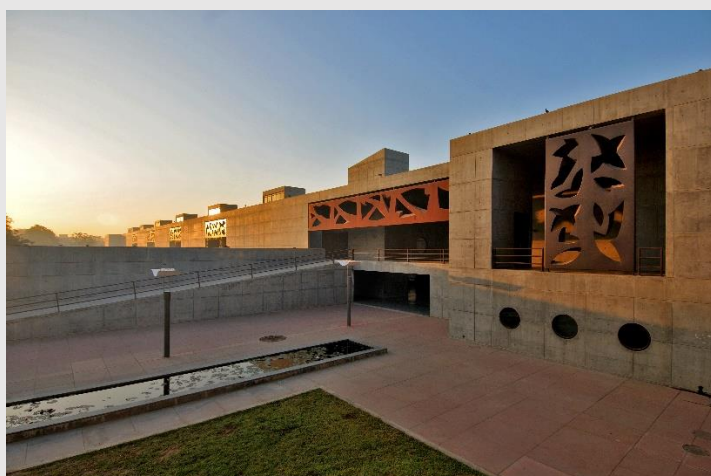




# BRICK *by* BRICK

*A Newsletter of the IIMA Archives*

VOLUME 2 ISSUE 1 SEPTEMBER 2023



## IN THIS ISSUE

- Dr. Vikram Sarabhai and IIMA
- The 'CRs' on Campus: Ever evolving Classrooms at IIMA
- Anant Raje and the 'Ravi J Matthai Auditorium' complex on campus
- Prakriti - Nature and Sustainability Club of IIMA
- IIMA's tryst with innovation: 3TP (three-tiered programme) and management development experiments in the initial days
- The Mahindra's 'Museum of Living History'
- News and Events

## IIMA ARCHIVES

DORM 15 (GROUND FLOOR), MAIN CAMPUS,  
IIM AHMEDABAD, VASTRAPUR, AHMEDABAD - 380015

PHONE: +91-79-7152-7528 | EMAIL: [archives@iima.ac.in](mailto:archives@iima.ac.in)

WEBSITE: <https://archives.iima.ac.in/>

## ***We are pleased to announce the launch of the second volume of 'Brick by Brick'***

This issue is the first issue of the second volume of our Newsletter. As we move into the second year of the newsletter, we thank all those who have helped in its production; we also thank our readers for the positive feedback we have received.

This fifth issue offers further insights into the rich history of IIMA: What role did Dr. Vikram Sarabhai play in the founding and building of IIMA? How did our classrooms evolve? How did the Ravi J. Matthai auditorium complex come about? What is the story behind the Management Development experiments in the initial days? Which club has tried to connect students and the community members with the natural world inside and outside IIMA? This issue addresses these questions. As part of our efforts to network with other heritage-related organizations, we feature the Mahindra's Museum of living history. We hope you enjoy reading this issue.

During the third international conference on Indian Business and Economic History, September 1-2, 2023, we launched the physical edition of the monograph '*Maritime Trade of Gujarat's Princely States: Nawanager and Porbandar*' from the IIMA Archives Monograph Series, and some exhibits from the accompanying exhibition, for which we collaborated with the Gujarat State Archives (GSA) earlier this year.

We welcome the new Chairperson, Prof. Chinmay Tumbe, Dean (Faculty)- Prof. Satish Deodhar, Dean (Alumni & External Relations)- Prof. Sunil Maheshwari, Prof. Ajay Pandey and Prof. Promila Agarwal, as new members of the IIMA Archives Committee.

*The Indian Institute of Management Ahmedabad (IIMA) was founded in 1961 and has emerged as a world-class management education institute. The IIMA Archives was established in November 2017 to preserve institutional and architectural memory, and periodically disseminate historical information about the institute to the IIMA community and the general public. The IIMA Archives aims to strengthen IIMA's brand and identity through a digital connect with the stakeholders of IIMA that focuses on the history and legacy of the Institute. In the long run, it aims to become a Business History Research Hub, a small beginning towards which was made with documents and directories related to Indian business history.*

### **IIMA Archives Committee**

Chairperson (Prof. Chinmay Tumbe)

Member (Prof. Ajay Pandey)

Member (Prof. Promila Agarwal)

Prof. Satish Deodhar, Dean-Faculty (Ex-officio)

Prof. Sunil Maheshwari, Dean-AER (Ex-officio)

Dr. B. B. Chand, Librarian (Ex-officio)

### **IIMA Archives Team**

Mr. Abhishek Kumar Mishra, Archivist

Ms. Kriti Bole, Archives Assistant

### **Design & Production Assistance**

Vikram Sarabhai Library, IIMA

Communication Department, IIMA

---

**Front cover:** *Louis Kahn Plaza, IIMA Main Campus (TOP), The screens on the first floor, new campus, stretching out towards the Main Campus (right to left) (BOTTOM)*

**Back cover:** *From the entrance lobby of International Management Development Centre, New Campus*

# OUR FOUNDERS AND BUILDERS

## Dr. Vikram Sarabhai and IIMA

As the theme of this article revolves around founders and builders, the focus here is on one of the founding members, Dr. Vikram Sarabhai, an illustrious physicist and pioneer in space research.

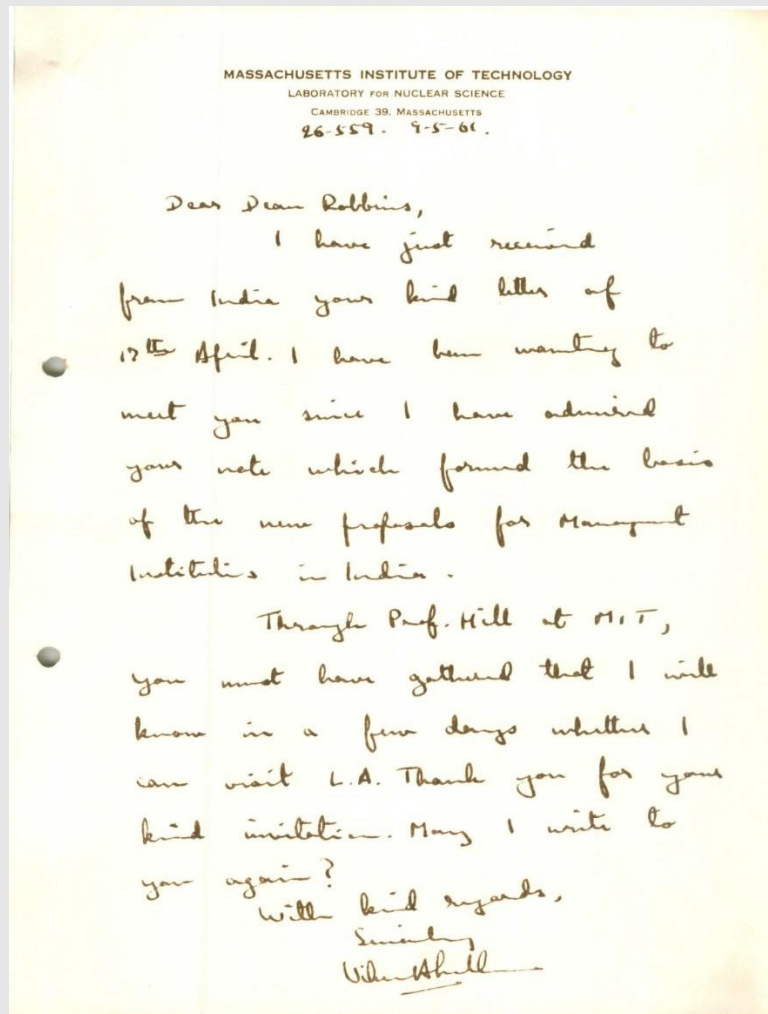
*“The term “institution builder” perfectly encapsulates Dr. Sarabhai’s pivotal role in the planning of the institute from its nascent stage.”*

### Dr. Sarabhai as an institution builder

The term “institution builder” perfectly encapsulates Dr. Sarabhai's pivotal role in the planning of the institute from its nascent stage. See Dr. Sarabhai's handwritten letter, addressed to Prof. George W. Robbins. Prof. Robbins, the Associate Dean of the Graduate School of Business

Administration at the University of California, Los Angeles, was the esteemed individual responsible for presenting the ‘Robbins report’. This report ‘laid down the template for a new institute’ (Source: [IIMA Archives](#)).

Figure 1: Handwritten letter from Dr. Sarabhai to Prof. George W. Robbins, May 9, 1961



*Institutional Building Volume. Source: IIMA Archives*

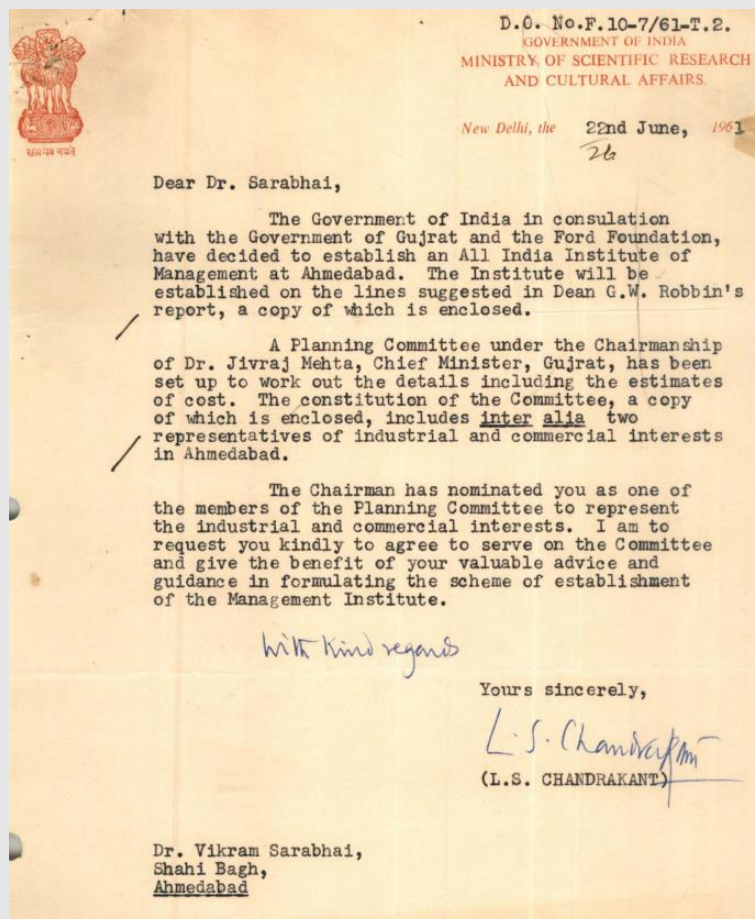
Dr. Sarabhai astutely recognized the opportunity to establish a prestigious institution for management education, in Ahmedabad and skilfully persuaded local industrialists, led by the remarkable Shri Kasturbhai Lalbhai, to wholeheartedly support this endeavour. Furthermore, Dr. Sarabhai successfully convinced

Dr. Jivraj Mehta, the first Chief Minister of Gujarat, to generously provide the necessary land. In addition to these accomplishments, Dr. Sarabhai played a crucial role in securing support from the esteemed Ford Foundation, and collaboration with the renowned Harvard Business School for the initial five years, ensuring a solid foundation for the institute's success. Moreover, he was instrumental in selecting the internationally acclaimed architect Louis Kahn, who contributed significantly to the development of the institute's physical infrastructure. Dr. Sarabhai's contributions extended beyond the realm of infrastructure. He meticulously developed internal processes, recruited faculty members, and oversaw the creation of the institute's initial management development programmes with the esteemed Dr. Kamla Chowdhry, the first faculty member of IIMA. Dr. Sarabhai's visionary leadership and unwavering dedication were instrumental in shaping the institute into what it is today. His ability to rally support from various stakeholders, his astute collaborations, and his visionary approach left an indelible mark on the institute's success.

### Dr. Sarabhai as a member of Planning Committee

To shed light on Dr. Sarabhai's involvement, we have reproduced the letter from the Government of India to Dr. Sarabhai on June 22, 1961. This letter appoints him as a member of the Planning Committee, representing industrial and commercial interests, on the nomination of the Chairman, Planning Committee, Government of India, Dr. Jivraj Mehta.

Figure 2: Appointment of Dr. Vikram Sarabhai as member of the Planning Committee, June 22, 1961



Letter from Shri L. S. Chandrakant to Dr. Sarabhai, dated June 22, 1961, Institutional Building Volume. Source: IIMA Archives

### Dr. Sarabhai and the physical presence of the institute

While the formalities for establishing the institute were being completed in 1961, the search for a temporary location for IIMA began. At that time, Dr. Sarabhai resided in his family home, 'Retreat,' in Shahibaug, and IIMA's location was simply referred to as "IIMA, c/o Vikram Sarabhai, Retreat." During a meeting on January 28, 1962, IIMA's Planning Committee decided that the house of Mrs. N. Bakubhai Charity Trust in Shahibaug could be rented. Nirmala Bakubhai belonged to a prominent business family in Ahmedabad, and her house

had been passed on to the Trust. The Planning Committee authorized Dr. Vikram Sarabhai to handle the details (Source: *Brick by Brick*, Newsletter of the IIMA Archives, Vol.1, Issue 1, September 2022, p. 8).

Figure 3: Letter from Dr. Vikram Sarabhai to Shri Gautam Sarabhai, Managing Trustee, Smt. Nirmala Bakubhai Trust, February 26, 1962

February 26, 1962

The Managing Trustee,  
Smt. Nirmalaben Bakubhai Trust,  
Ahmedabad.

My dear Gautambhai,

The Indian Institute of Management, Ahmedabad, is interested in renting Nirmalaben's house in Shahibag. It would like to occupy the house as soon as possible and up to 30th of June 1963 with an option to extend it up to the 31st of December 1963. On a recent inspection of the house by Shri Baveja, Deputy Secretary, Gujarat State, on behalf of the Institute, it was noticed that the house requires the following to make it suitable for occupation:-

1. Repairs to the roof tiles wherever necessary.
2. White washing of the walls and painting of the wood work.
3. Check up and repairs to the sanitary fittings, plumbing and electric installations wherever necessary.

I shall be glad if you could kindly let us know early whether the Trust would be agreeable to rent the premises and if so the terms of the lease. We would also like to know the date from which occupation can be given to the Institute after undertaking the above mentioned repairs.

With kind regards,

Yours sincerely,  
  
(Vikram A. Sarabhai)

*copy to Shri Baveja.*

*Institutional Building Volume. Source: IIMA Archives*

The institute took possession of the bungalow in June 1962. The first major meeting held at the new premises appears to have been the Board meeting on August 3, 1962. Initially, the house was rented for one year, with the contract being periodically renewed until June 30, 1965. The rent for the first year (1962-63) was set at Rs. 13,000, and for the full year of 1963-64, the rent paid amounted to Rs. 22,800. The bungalow consisted of a first floor, which housed the faculty seating and the library, and a ground floor dedicated to administration (Source: *Brick by Brick*, Newsletter of the IIMA Archives, Vol.1, Issue 1, September 2022, p. 8).

### Dr. Sarabhai as the Honorary Director of the Institute

During the institute's early years, Dr. Sarabhai served as the honorary part-time director of IIMA while simultaneously establishing ISRO in 1962, then known as the Indian National Committee for Space Research (INCOSPAR), among other activities. In the second BOG meeting held at 310 Camp Road on June 30, 1962, Dr. Sarabhai was appointed as the Honorary Director of the Institute. Below are the reproduced meeting minutes:

Figure 4: Appointment of Dr. Vikram Sarabhai as the Honorary Director of the Institute

Item No.11

Appointment of Director

It was resolved that Shri H.M.Patel may be formally approached for appointment to the post of Director. In case he does not agree to this appointment, efforts for finding out a Director may continue. It was further resolved that Harvard School of Business Administration may be approached to spare the services of Prof.Hansen or some other senior faculty member to work as adviser to the Director.

Dr.Vikram Sarabhai has been working as Co-ordinator of the Institute in an honorary capacity. Pfof.Thacker suggested that he may be designated as Honorary Director. It was resolved that Dr.Vikram Sarabhai may be requested to work as Honorary Director of the Institute until a full time Director was appointed.

*Minutes of the second meeting of the Board of Governors, dated June 30, 1962, Board of Governors Meeting Minutes. Source: IIMA Archives*

Dr. Sarabhai played a crucial role in developing initial collaborations with HBS for five years, as well as in faculty recruitment, as evidenced by his letter dated December 11, 1962.

Figure 5: Letter from Dr. Sarabhai addressed to Dr. Jivraj Mehta, Shri V. Isvaran, Shri Kasturbhai Lalbhai, Dr. Fayette W. Pravin, Shri P. L. Tandon and Prof. M. S. Thacker, December 11, 1962

(a) Dr.Kamla Chowdhry, Shri Baveja and I are going through the individual applications received for the faculty posts. We are selecting for each category persons who would be called for interview by the Screening Committee. I have also associated Shri K.N.Taneja of Sarabhai Group of Companies for screening applications for the posts of Professors in the field of 'control' and 'finance', Shri D.V.N.Sarma of Karamchand Premchand Private Ltd. in the field of 'marketing' and Shri R.V. Pandit, Principal, L.D.Engineering College, in the field of 'production'. Prof.S.C.Kuchhal is associated for screening applications received for the posts of Assistant Professors.

*Extract from the letter, Institutional Building Volume. Source: IIMA Archives*

Dr. Sarabhai's commitment to strengthening the institutional process at IIMA is evident in his suggestion for a newsletter to facilitate the sharing of Institute happenings with Harvard. "Director (Dr. Sarabhai) suggested that to maintain closer communication between the Institute and HBS, faculty should bring out a newsletter which could also be sent to the Indian training group at Harvard. He informed the faculty members that Indian faculty at Harvard was expected to be back by 15th July and were making preparations for the first year MBA programme." ("Relationship with Harvard and Academic Planning, May 7, 1963" Institutional processes at IIMA: some personal experiences by T. V. Rao, In Institution Building: The IIMA Experience, Vol. II: Subsequent years, Pg. 155, from IIMA Archives).

Figure 6: PGP Inauguration, July 1, 1964



(L-R), M. K. Subramaniam (Chief Administrative Officer, IIMA), Vikram Sarabhai, Balwantrao Mehta (Chief Minister, Gujarat).

Source: IIMA Archives

Dr. Sarabhai was a staunch advocate for maintaining high academic standards at the institute. He recognized the significance of admitting the most exceptional students, irrespective of their financial background. To support this vision, Dr. Sarabhai emphasized the need for a financial aid loan fund scheme, which was duly approved by the Board of Governors (BoG). In a letter addressed to Jayakrishnabhai on December 17, 1964, Dr. Sarabhai underscored the importance of establishing two scholarships annually at the institute through his trust. This correspondence serves as a testament to his unwavering commitment to providing opportunities for deserving students. This principle continues to be upheld to this day.

Figure 7: Letter from Dr. Sarabhai to Shri Jayakrishna Harivallabhdas, December 17, 1964

December 17, 1964

My dear Jayakrishnabhai,

The Indian Institute of Management admitted in July 1964, 60 young men and women for a two-year post-graduate programme equivalent to an MBA programme at the Harvard Business School. Next June we will be taking another 120 students. I enclose a short note on the background and age of the students that have joined us.

We are very keen to keep up high academic standards and this is only possible if we select the best students that apply regardless of their own financial means. This policy, however, needs financial assistance to be given to a significant number of students under a financial aid loan fund scheme, which our Board of Governors has approved. I enclose a copy of this scheme.

Unfortunately, from the resources at the disposal of the Institute, we are not able to provide loans to all the needy students and we have, therefore, sought the assistance of some of the important private charity trusts which have, in the past, given scholarships and loan scholarships. Each scholarship would involve Rs.2500/- per year for each student and we would like to approach your trust to consider creating 2 scholarships a year at the Institute.

A committee consisting of Professor Asghar A.Karim as Chairman, is in charge of the financial aid to students at the Institute and I would be grateful if you could give an appointment to Professor Karim to call to see you to explain further any details which you may require.

With best regards,

Yours sincerely,

(Vikram A. Sarabhai)

Shri Jayakrishna Harivallabhdas,  
Shahibaug,  
Ahmedabad - 4.

Institutional Building Volume. Source: IIMA Archives

Another significant aspect is the prominent inclusion of the Sidi Saiyad Jali in the institute's logo. "Prof. K. Balakrishnan, who was in the F&A Area from August 1966 till his retirement in 2001, notes that Kamla Chowdhry gave full credit to Vikram for choosing the [jali]" (The story of our logo Note prepared by Professor Vijaya Sherry Chand, Indian Institute of Management Ahmedabad, for IIMA Alumnus, Volume 49, Issue 3, October 2017).

Dr. Sarabhai made significant contributions as he recognized the management requirements of the country, including rural and agricultural development in developing India. It was his vision to understand and incorporate agricultural management into the mandate of the Institute, along with various other aspects. His visionary leadership established him as a great institution builder, a legacy that continues to this day. As a result, IIMA has transformed into one of the top business schools globally, maintaining exceptionally high standards of quality.

## CONTINUITY AND CHANGE

### *The 'CRs' on Campus: Ever evolving Classrooms at IIMA*

Classrooms have been spectators to IIMA's growth since the 1960s. They have served as catalysts, propelling the growth and fostering an environment conducive to learning and innovation. These spaces, over the years, have witnessed countless moments of inspiration, and intellectual exploration.

Furthermore, we are thrilled to note the addition of a state-of-the-art New Academic Block on our new campus. This functional facility adds eight more classrooms, further enhancing our capacity to provide exceptional education. As also highlighted in our 60th Annual Report for the 2021-22, "all classrooms are networked and equipped with a projector, a PC and a DVD player. Some of these classrooms are equipped with a video conferencing facility as well. All the classrooms are equipped with new age technology-based AV facilities to conduct classes and sessions in Physical, Online and Hybrid modes. Uninterrupted power systems have also been installed to ensure uptime of power 24/7." This expansion signifies our commitment to continuous improvement and meeting the evolving needs of our students.

*"Classrooms have been spectators to IIMA's growth since the 1960s. They have served as catalysts, propelling the growth and fostering an environment conducive to learning and innovation."*

But how did we reach this stage? How did we start in 1964 during the first PGP? When did we shift to the main campus, and what were the classrooms like at that time? When were the permanent classrooms completed on the main campus? When did we add additional classrooms, such as Academic Block 1 on the New Campus? And when were the new classrooms in the New Academic Block (Academic Block 2) completed? Our article aims to provide answers to these questions.

"Since the Institute did not have a campus in its early years, flats belonging to the Gujarat Housing Board were hired to house the PGP students in 1964; the classes were held in the rooms of the Ahmedabad Textile Industry's Research Association (ATIRA)" (Brick by Brick, Newsletter of the IIMA Archives, Vol. 1, Issue 1, September 2022, p. 8).

That time, the institute was paying rent for these classrooms, as Prof. Vijaya Sherry Chand notes in *Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images*, by Vijaya Sherry Chand, IIMA Archives, January 2023 (VSC-NY25) "Halls were taken at the Ahmedabad Textile Industry Research Association (ATIRA) on an annual rent of Rs 5000 plus electricity charges, to serve as classrooms for the initial batches of the



postgraduate programme that began in 1964” (p. 8). See figure 1 from the PGP inauguration, 1964 & Classrooms at ATIRA.

Figure 1: PGP Inauguration, 1964

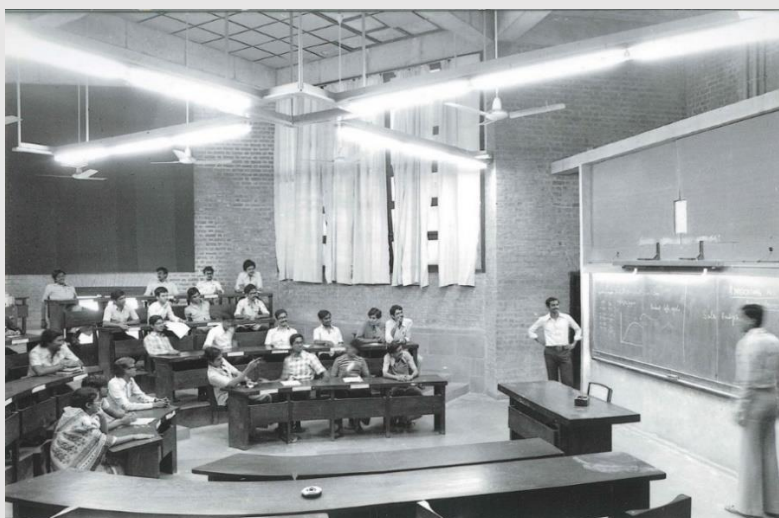


*MBA Classroom (Instructors- Prof. Warren Haynes and Dr. V. L. Mote), 1964.  
Source: IIMA Archives*

In 1966, the institute relocated to its current main campus, as a result, a temporary shed was utilized as classrooms, eliminating the need to pay rent for the ‘classrooms’ as Prof. Vijaya highlights this development in VSC-NY25, stating, “the Board authorized the construction of a temporary shed to serve as classrooms for the students. This was built near the present fitness centre on the Main Campus and later demolished. By 1966, the locus of academic activities had shifted to the ‘red brick’ campus” (p. 8).

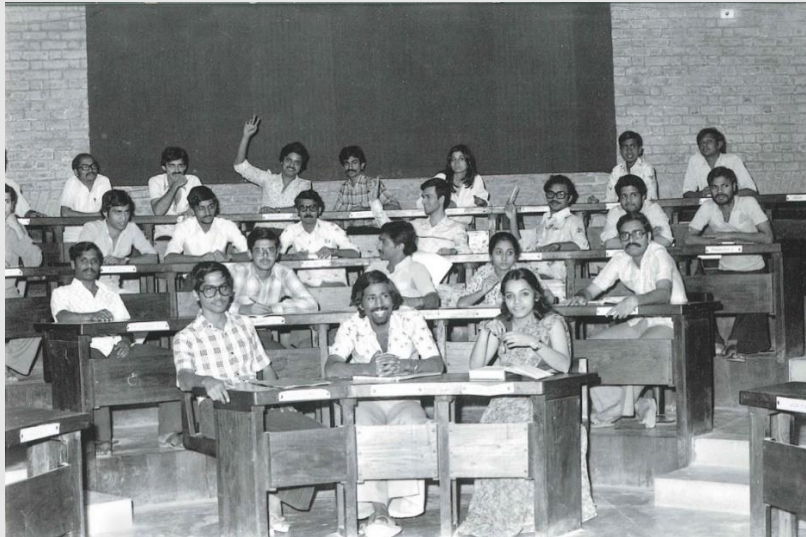
During this time, significant campus construction took place, culminating in the establishment of six permanent classrooms by 1974. These classrooms, designed by renowned architect Louis Kahn, then, had a capacity of 60 students and can be considered the first permanent classrooms on campus, as Prof. Vijaya notes in VSC-NY25 “Classroom Complex (CR-1 to CR-6) completed in 1974” (p. 11).

Figure 2: Classrooms on the iconic main campus, (based on VSC-NY25)



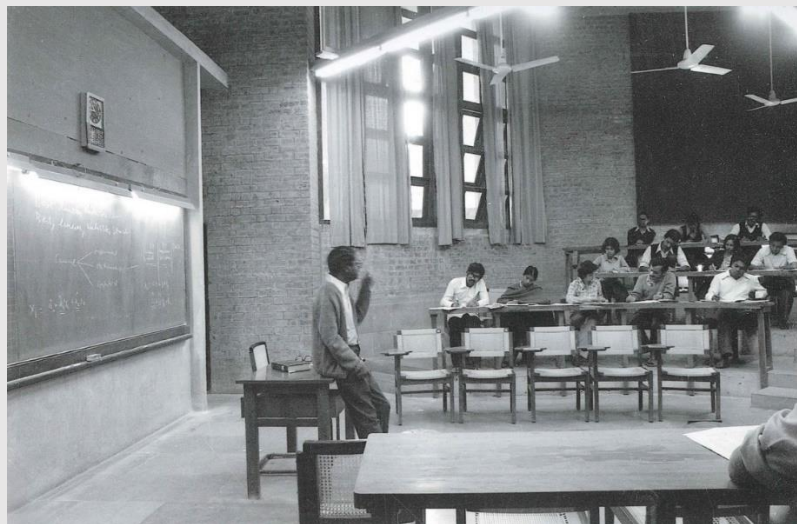
*Class in progress, 1982. Just the blackboard and a chalk box on the table, but note the overhead projector screen (above the board) which could be pulled down if needed. Whenever it was needed, the projector would be pulled out of a cupboard behind the blackboard wall. The furniture is clearly visible—swivel chairs fixed to the ground, and tables. Source: IIMA Archives*

Figure 3: Classrooms on the iconic main campus, (based on VSC-NY25)



*Class in progress, 1982. Note the tiered seating; the horse-shoe shaped seating has three segments--the middle segment is clear in this picture, the corners of the left and right segments are visible. The classroom was originally designed for 60 students, but in later years about 20 more seats were added at the back and sides. The design mimics the classrooms at the Harvard Business School, and was especially suited for the case discussion methodology that IIMA followed.*  
Source: IIMA Archives

Figure 4: Classrooms on the iconic main campus, (based on VSC-NY25)



*Class in progress, 1980. Note the extra chairs placed in front of the fixed seating—to increase the classroom capacity. The instructor stands in the well of the amphitheatre and has the freedom to move up and down the aisles between the seating segments or even behind the students. The instructor in this photograph is Dr. C. Rangarajan (born 1932), an eminent economist who later served as Governor of the Reserve Bank of India (1992-1997) and as Governor of the Indian state of Andhra Pradesh. He was honoured by the Government of India with the Padma Vibhushan, the second-highest civilian honour, in 2002. Source: IIMA Archives*

By 1986, there was a pressing need to upgrade the facilities at the institute. The issues concerning acoustics and climatic controls were being addressed, as noted in the minutes of the Board of Governors meeting on August 20, 1986. "Board agreed that it would be necessary to find a viable and integrated solutions to the problems of acoustics and climatic control in view of the prohibitive cost of air conditioning the classrooms."

During this period, the institute was undergoing significant computerization, although the introduction of computers at IIMA had occurred in the early seventies. This development facilitated the implementation of computer projection systems in the classrooms, greatly enhancing the teaching and learning experience.

A special report on 'Computerization at IIMA,' published in the 'Alumnus' (Vol. 22, No. 1, January 1990, IIMA Archives) emphasized the impact of this advancement. It stated, "use of computers by PGP, FPM and FDP participants has gone up substantially since the opening of a PC lab exclusively for them in 1986. Use of computer projection systems in classroom where in the image on the PC is reflected on a much bigger screen has made, both, teaching and learning more effective and enjoyable". The report also highlighted that many instructors had begun extensively incorporating computers into their classroom instruction.

On November 16, 1992, during a planning committee meeting, it was suggested to introduce cordless microphone systems in classrooms and replace the traditional blackboards with whiteboards. This change was deemed more convenient and less hazardous to health.

By 1997, there was a high demand for computer-based projector systems for classroom presentations. The institute had a portable projector with a notebook, but it was insufficient to meet the then existing demand. It was felt that the classrooms needed to be redesigned to accommodate this technology (Source: IIMA Alumnus, Vol. 29, No. 3, September 1997, p. 10, IIMA Archives).

In 1999, there were discussions about improving the electrical infrastructure for including the installation of air conditioning to the classrooms. The building committee approved the appointment of Shri Mukesh Shah as the regular AC consultant and SMPS Consultants, who had previously worked with the institute, as the electrical consultant for classroom air-conditioning.

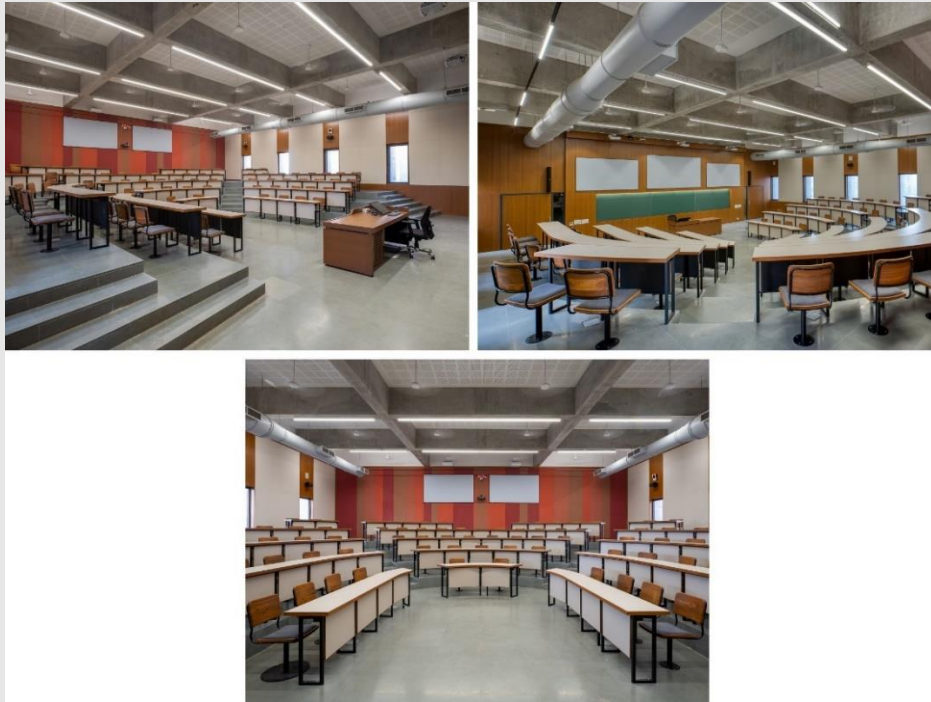
Additionally, the lighting in the classrooms was considered inadequate, as the average lumens at that time were only 65, which did not meet the then existing international standards. The building committee meeting in August 1999 discussed plans to improve the lighting situation.

Overall, these changes and improvements aimed to enhance the learning environment and provide better facilities for students and faculty.

During this period, there was a growing need for more classrooms with larger seating capacities. As a result, the first phase of the New Campus development was being planned. Construction began, and by 2005-06, according to the annual report (2005-06), "5 classrooms with a capacity of 80 each" were completed and in use. These classrooms are now part of Academic Block 1 on the New Campus. At that time, the institute already had 11 classrooms in use, with 6 on the main campus and these 5 on the new campus.

In the following year, 2006-07, two more classrooms with a capacity of 80 were added in the IMDC. Later, in 2011-12, minor renovations were undertaken for the main campus classrooms, including the "classroom terrace arches." Additionally, in 2013-14, a flat-floored seminar room was converted into a 60-seater theatre-style classroom to meet the increasing demand for short-term courses (Source: AR, 2013-14, IIMA Archives).

Figure 5: Classrooms on the New Campus



Source: IIMA Archives

In the year 2014-15, as a crucial aspect of the infrastructure development, institute planned to construct a new classroom complex within the then upcoming New Academic block. This project was part of broader efforts to enhance the facilities. Moving forward to 2016-17, the annual report highlighted the issuance of a letter of intent to the HCP Design Planning & Management, as the firm was entrusted with the responsibility of designing the new academic block for the new campus.

During the period, contributions were received from the alumni for the restoration and upgradation of some classrooms, on the main campus.

Eventually, at the same time, the design phase for the New Academic Block on the New Campus commenced in 2017-18, followed by a meticulous tendering process and obtaining the necessary permissions from the Ahmedabad Municipal Corporation (AMC). Finally, in April 2019, the construction work began, and after several months of dedicated efforts, the project was successfully completed by late 2022.

These eight state-of-the-art classrooms, now known as the classrooms of the New Academic Block, are currently in use, marking a significant milestone in the history of the institute.

It is fascinating to witness the continuous evolution and progress of the classrooms and their facilities. As a testament to this, we invite you to explore an intriguing recreation of a 1982 classroom in 2022, meticulously crafted by Prof. Chinmay Tumbe. This recreation serves as a captivating reminder of how the iconic classrooms with vintage furniture have provided an exceptional learning environment for our students.

Figure 6: Recreation of 1982's classroom (see figure 3) in 2022 by Prof. Chinmay Tumble



---

Note: Currently, in the Old Academic Block (AB 1) on the New Campus, there are 5 + 1 classrooms in operation. Specifically, CR 7-11 and CR 12 are functional. CR 7-9, with a capacity of 104, is designated for the PGP programme. CR 10-11, with a capacity of 103, is allocated for PGPX. Furthermore, on occasion, some seminar rooms are utilized as classrooms for elective courses. Additionally, CR 12, with a capacity of 40, is designated for IMDC for MDP programmes (along with 2 classrooms at IMDC).

In the New Academic Block (AB 2) on the New Campus, there are 8 classrooms available. These classrooms are distributed across the first and third floors, with 4 classrooms on each level. These classrooms, ranging from CR-13 to CR-20, have a capacity of 98 and are primarily used for the PGP programme. Notably, CR-16 is specifically designated for PGP FABM.

We extend our gratitude to the PGP and PGPX programmes officers for providing us with these details.

## STORIES THE ARCHITECTURE TELLS US

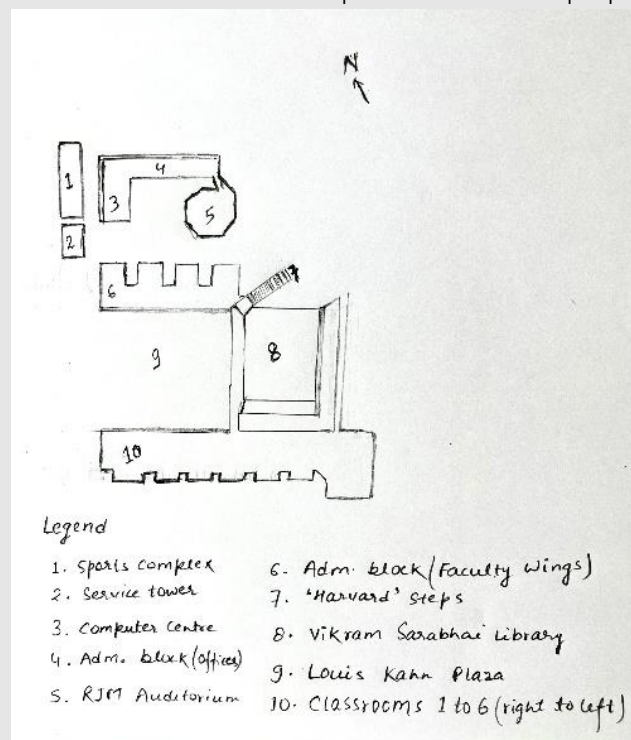
### Anant Raje and the ‘Ravi J. Matthai Auditorium’ complex on campus

*“The Ravi J. Matthai Auditorium, a testament to architectural excellence, was officially inaugurated by Dr. I. G. Patel in January 1997. Since then, it has served as a hub for various events and gatherings.”*

“Architect Anant D. Raje (1929-2009) contributed significantly to the development of the Main Campus of IIMA, first as the on-site architect representing Louis Kahn, the principal architect of the Main Campus, and later, with his own creations. Notable among the latter are the students' mess and kitchens, the Kasturbhai Lalbhai Management Development Centre, and the Ravi

J. Matthai Auditorium. A graduate of the Sir J.J. School of Art (1954), Raje moved to Ahmedabad in 1957 and worked in partnership with the noted architect and his school-mate Balkrishna V. Doshi (b. 1927). Raje then worked with Louis Kahn (1901-1974) at his Philadelphia office from 1964 to 1969, before returning to India to oversee the design and construction of the IIMA campus. After Kahn's death in March 1974, Raje became IIMA's lead architect, and was associated with IIMA till 2003. In addition to his work at IIMA, Raje designed a number of other buildings through his independent practice. He also taught at the School of Architecture at the Centre for Environmental Planning and Technology (CEPT), Ahmedabad and at various universities in Europe, the United States and India. He was the recipient of the Indian Institute of Architects' Baburao Mhatre Gold Medal (1994) and CEPT's Architecture Distinguished Professor Award” (based on IIMA Archives monograph 'Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images', by Vijaya Sherry Chand, IIMA Archives, January 2023).

Figure 1: Sketch of the ‘Ravi J Matthai Auditorium’ complex for illustrative purpose



*Sketch of the complex (see 3, 4 & 5), only for illustrative purposes, it does not claim to be an authentic or exact representation of the buildings on campus*

In this article, we will be focusing on the fascinating 'Ravi J. Matthai Auditorium' complex located on Campus. One side of the complex now houses 'Ravi J. Matthai Auditorium', named after the esteemed Professor Ravi J. Matthai, who served as the first full-time director of IIMA from 1965 to 1972. On the other side of the complex, you will find the state-of-the-art Computer Centre. Additionally, the ground floor of the complex (interconnected with the Ravi J. Matthai Auditorium) is home to various offices, including Accounts, Finance, and Stores, while the first floor accommodates the HR, Compliances, and Contracts departments.

Figure 2: Aerial view of the complex



*See Louis Kahn Plaza & 'Ravi J Matthai Auditorium' complex (an octagonal building on top). Source: Google Earth*

Prof. Ravi John Matthai (1927-1984) was the first full-time director of the IIMA and credited with laying down the foundations of many of the institutional processes that IIMA follows even today. In 1975 he set up the Jawaja project in a rural block of Rajasthan to apply management principles to rural development-a 'rural university' with which he was associated till his death on February 13, 1984. The Institute's auditorium is named after him (based on IIMA Archives website, see <https://archives.iima.ac.in/director/Prof-Ravi-J-Matthai.html>).

After the demise of Prof. Ravi J. Matthai, a tribute was paid to him during the 87th BoG meeting on March 16, 1984, and It was decided to establish a committee, chaired by Mr. A H Tobaccowala, to consider suggestions for creating a memorial for Prof. Ravi J. Matthai. The committee in 1984, recommended the establishment of a Centre for Educational Innovation as a suitable memorial for Prof. Ravi J. Matthai and also proposed the construction of a multipurpose auditorium (Source: 23rd Annual report, 1984-85, IIMA Archives).

In the BoG meeting on February 21, 1986. It was decided that the complex, which would permanently house the Computer Centre and the Publications Division, would be prioritized.

Twenty-sixth Annual Report for 1987-88 highlighted the key features of this complex; It was primarily planned to consist of a double-storeyed auditorium with a seating capacity of 500. The floor of the auditorium was planned to be partly tiered and partly flat, allowing for its versatile use as a multipurpose hall. The upper two floors were planned to house faculty offices. On the other side, complex was planned to house the Computer Centre and the Publications Division on the ground and first floors, respectively.

---

Note: In the initial days 'Ravi J. Matthai auditorium' complex was considered as 'Ravi J. Matthai Centre'. However, this complex only houses the 'Ravi J. Matthai Auditorium', 'Computer centre', and the 'office block'.

This Complex as Anant Raje notes in *Anant Raje, Architect, Selected Works 1971-2009, edited by Shubhra Raje and Amita Raje, Tulika Books, New Delhi, 2012* (ARSW), "The extensions to the school building by Louis Kahn were discussed several times at various stages of the construction. Kahn proposed an extension in the form of a mirror image to the faculty offices so that the courts between the offices extended, with the corridors facing each other across the extended courts". He also notes in the same book "the requirements were broken down to three major spaces: computer laboratories for the students, accounts & other supporting offices, and an auditorium of 500 seats" (p. 43).

Shubhra Raje elucidates the notion of 'twin plazas' in this 'extension' conceived by Anant Raje, as Anant Raje notes in ARSW, "A visit to Italy in 1986 gave me an opportunity to study Renaissance architectural concepts in organizing public spaces. The twin plazas in the town of Padua are a striking example of bringing together administrative and commercial buildings, with residences on the upper floors. Each of the two public spaces has a separate identity, yet they form a unified whole" (p. 43).

The Twenty-Eighth Annual Report for the year 1989-90 highlighted significant developments in the construction of the new complex. The Building Committee finalized a revised plan for the complex, which included the Auditorium, a Computer Centre, and Office Blocks. Let's delve into the notable features of this complex.

The Auditorium, designed as an octagonal building, was strategically positioned opposite the main complex. It boasted an impressive auditorium with 550 seats, featuring a versatile multipurpose hall with a partly flat floor and partly tiered seating arrangements. Additionally, a smaller hall was designated for conducting seminars, enhancing the Auditorium's functionality.

The Computer Centre, on the other hand, was planned as a separate building situated opposite the service tower. This location was chosen to ensure convenient access to the computer facilities for all users.

To facilitate seamless connectivity, an Office Block was designed to interconnect the auditorium. This block was intended to run parallel to the then existing parking area, and it was decided that it would consist of two storeys. This arrangement aimed to optimize space utilization and streamline operations within the complex. The same Annual Report also noted that construction work had commenced, starting with the foundation or plinth.

As Anant Raje also notes in ARSW, "the supporting administrative offices form a linear building connected to the auditorium by a circular corridor on the inner side of the structure. The entire composition encloses a court facing the end elevations of the part of the building that Kahn designed, and leaving a linear space, around 10 metres wide, at its narrowest point. The broken edges of the end elevations from the courts between the faculty offices connecting it with the Louis Kahn Plaza" (p. 43).

The building committee, which convened on October 11, 1994, documented the review of the auditorium's progress. They also reached an agreement on specific modifications, some of them are reproduced below for enhanced clarity.

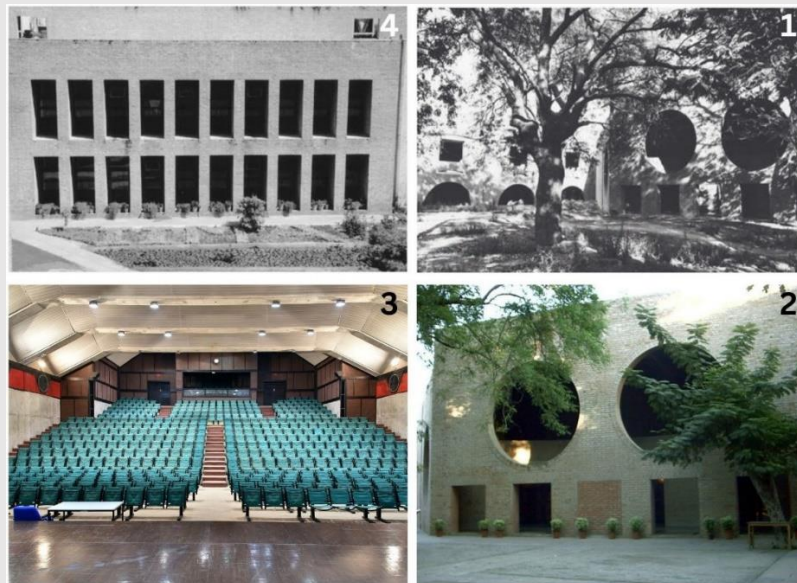
- i) *Seminar halls in the GF & FF: The GF Hall has been partitioned into two small seminar rooms at sides and one central larger seminar hall. But entry to central hall is from side halls. Therefore, it was accepted to provide three doors in external wall for the three rooms. It will not only enhance the utility of these three rooms but also provide easier access to other areas of the Centre. Since such a modification is not feasible on the first floor, it was agreed to remove the arches at the FF and provide girders to transfer the load to the slab. FF hall thus can be used for larger gatherings and for video projections.*



- ii) *Ventilation system: The Committee suggested to run blowers of the AC system when the full AC is not required either because of the prevailing season or any other reason. Fans should be located, if necessary, in the hall at suitable places so as to keep the noise level low inside the auditorium. Doors were suggested at entrances to the auditorium near the stage so as to avoid unnecessary extra load on A/C plant.*
- iii) *Ravi Matthai Plaza: The Committee in principle approved the Ravi Matthai Plaza at a cost of around Rs.6 lakhs. However, the revised details as per the requirements of the Institute have to be submitted by the architect for the approval of Building Committee.*

The Ravi J. Matthai Auditorium, a testament to architectural excellence, was officially inaugurated by Dr. I. G. Patel in January 1997. Since then, it has served as a hub for various events and gatherings. Recognizing its significance, as recommended by the Architects Doshi & Rajee, Building Committee, on August 31, 1998, granted the woodwork contract for the auditorium to M/s Sanket & Company.

Figure 3: Various buildings in the complex



*Ravi J. Matthai Auditorium, Office block & Computer Centre, year unknown.*

*Source: IIMA Archives*

Notes: 1: Administrative block (offices) on the left. 2: Ravi J. Matthai Auditorium 3. Ravi J. Matthai Auditorium (inside view). 4: View of the Computer Centre from the Auditorium side.

See the interesting interiors of the auditorium above. Shubhra Rajee explains about this robust interior-“concrete roof & walls,” as Anant Rajee also notes in ARSW, “The structural form of the auditorium comes from the realization that acoustics are an inseparable part of the inner envelope of the roof, walls, seats and the floor. The structure of the roof is an asymmetrical reinforced cement concrete folded plate, bending down at the two ends of the folds, 21 metres across the hall, and is supported on a three-dimensional reinforced concrete diaphragm, subsequently carrying the loads on eschewed reinforced concrete walls. The air-conditioning ducts, electric cables and rain-water gutters are integrated within the three-dimensional structure of the diaphragm, over the two ambulatory access ways on either side of the auditorium” (p. 52).

This was an important addition to the campus, as Anant Rajee notes in ARSW “The auditorium serves the entire community besides being used for lectures, performances and syndicated simulation exercises. The extended stage area is a flattened floor, enlarging the space along the long axis of the hall beyond the proscenium up to the rear wall of stage. The entire outside envelope, made of exposed brick masonry walls, contains management offices, toilets, seminar rooms, foyers and backstage facilities. This insulates the auditorium from external noise & temperature” (p. 50).

He also notes that the “exterior foyer was in the sense of a mask. The idea of the entry to the auditorium from the court, and not the parking, makes greater sense. When people come out from a function, they must linger somewhere and not get straight back to their cars” (p. 56).

Figure 4: Exterior foyer of the Ravi J. Matthai Auditorium



*Note the mask shaped exterior foyer, year unknown.*

*Source: IIMA Archives*

The Complex and the Auditorium have now transformed into a bustling centre for a wide range of activities, seminars, and events. In the recently published 60th Annual Report of 2021-22, it was highlighted that the Ravi Matthai Auditorium has undergone an extensive renovation, boasting a state-of-the-art acoustic surround sound system, enhanced lighting, and an upgraded stage. This remarkable transformation has elevated the auditorium's capabilities, ensuring an unparalleled experience for all attendees.

Figure 5: Ravi J. Matthai Auditorium in 2022



*Ravi J. Matthai Auditorium, note the double storeyed structure & visible exterior foyer, photograph by Archivist, IIMA Archives, on the day of Special Convocation, December 10, 2022*

***The IIMA Archives thank Ar. Shubhra Raje and Prof. Vijaya Sherry Chand for their invaluable inputs.***

## STUDENTS' CORNER

### Prakriti- Nature & Sustainability Club



Why is the 'Prakriti-Nature & Sustainability Club' such an important club of a management institute? As rightly mentioned on the club's website, "A club with an overarching goal to serve as a knowledge and mindset primer to the managers who will have to deal with sustainability, either as a competitive strategy or as a regulatory requirement in their jobs."

*"A club with an overarching goal to serve as a knowledge and mindset primer to the managers who will have to deal with sustainability, either as a competitive strategy or as a regulatory requirement in their jobs."*

The 'Prakriti-Nature Club', now known as the 'Prakriti-Nature & Sustainability Club', has been a significant group since its inception. The club's activities were first mentioned in the students' yearbooks collections from 1999-2000 and 2000-01. Back then, it was known as the 'Prakriti- Nature Club'. As an article published in the alumnus, in October 2004 recalls, "the club aimed to connect students with the natural world beyond the confines of our campus, offering them a much-needed respite from their academic curriculum."

Figure 1: See 'Prakriti' in the students' yearbooks collections, IIMA Archives

Post	1999-2000	2000-2001
Prakriti	Kamaljit Singh Anand Arti Patel Anuprit Sahare	Ramya Ranganathan Vishal Salunkhay Satish Kumar Prasad

IIMA Student Yearbook, 2000. Source: IIMA Archives

In its initial years, the club organized trips to bird sanctuaries such as Nalsarovar and Thol. These trips were usually led by a knowledgeable faculty member who guided the group in spotting various bird species, including black bucks, Saras cranes, flamingos, and other migratory birds. The use of a telescope enhanced the experience, allowing the group to observe these birds up close.

Additionally, the club conducted nature walks on campus to explore and appreciate the diverse flora. Aditya Paranjpe, a club member, highlighted (as published in the 'Alumnus' in October 2004) the significance of these walks, stating that they revealed a plethora of flora that was previously unknown to them.

The same publication also mentioned interesting initiatives undertaken by club members in the past, "they labelled different plants on campus according to their respective genus." Furthermore, as part of an energy audit programme (another initiative of the club), the club printed stickers promoting water and electricity conservation. Surprise checks were conducted to ensure compliance, and the names of those who failed to conserve were later displayed on the notice board.

Overall, the club's activities not only provided educational and recreational opportunities but also fostered a sense of environmental responsibility among students and community members.

In its initial years of existence, the club made significant strides in its mission to inspire students to appreciate the beauty of nature and work towards preserving the environment (Annual Report (AR) of IIMA, 2004-05, IIMA Archives). The club actively engaged with NGOs and government bodies in Ahmedabad to further these goals. Notably, the club introduced "The Green Diary," a platform for students and others to share their experiences and experiments with nature.

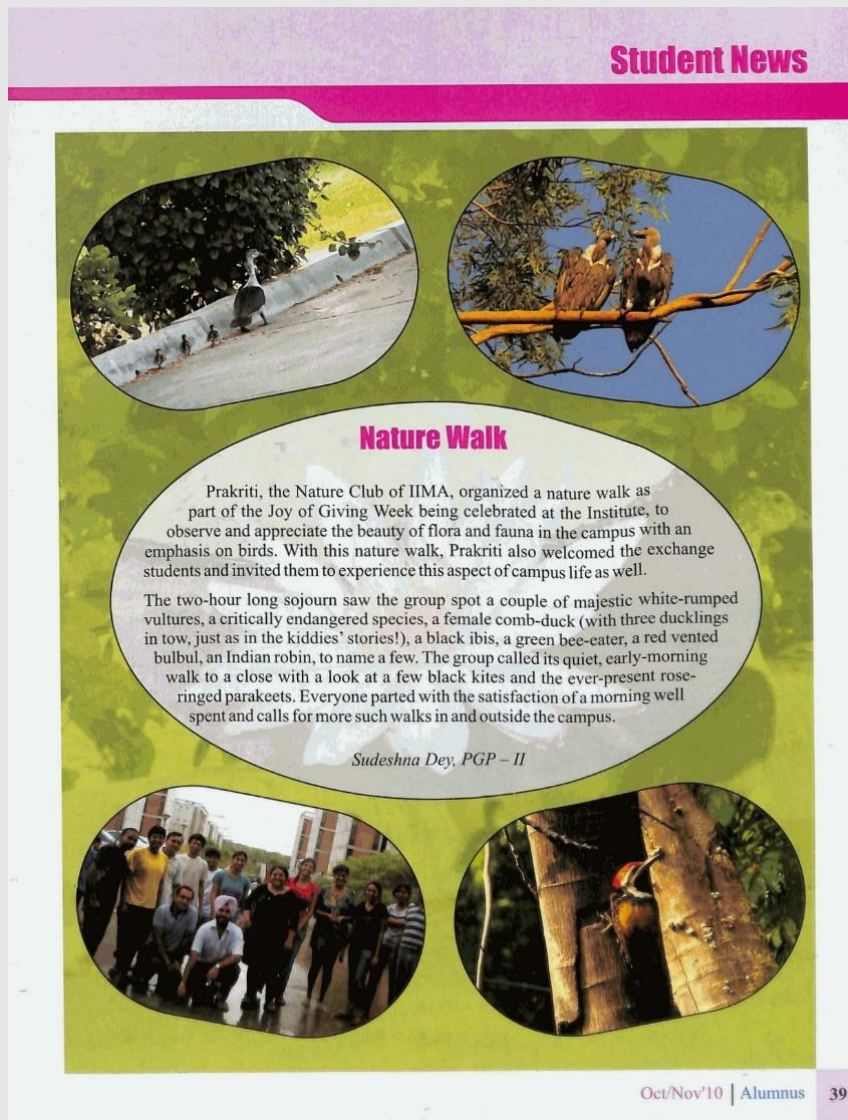
By 2005-06, the club began distributing potted plants to students and organizing informative talks, including one on "snakes and bird watching." In the same year, Professor Errol D'Souza and Professor Jagdeep Chokkar hosted a talk on mountaineering and nature photography which was very well attended.

In a fascinating turn of events in 2007, the club participated in the 'Gidh Bachao Andolan' to raise awareness about the threats faced by vultures in the annual kite flying festival, during Uttarayan. This initiative became a regular activity during Uttarayan, in later years. Additionally, the club maintained frequent collaborations with NGOs and the Ahmedabad Municipal Corporation for various projects, such as 'slum development,' 'city beautification,' and other 'awareness campaigns' (AR, 2007-08, IIMA Archives). Furthermore, the club organized 'nature camps' and 'tree plantation drives' on a regular basis. Through its dedication and diverse range of activities, the club successfully fostered a deep appreciation for nature among students and actively contributed to the betterment of the environment.

In the later years, around 2009-10, the group initiated various campaigns such as 'reduce mess food wastage' and organized events like 'nature photography with photography club,' 'plantation drive on the campus,' 'inter-dorm energy saving competition,' and 'International Vulture Day celebration,' among others. The annual report of 2009-10 intriguingly stated, "Prakriti is working for a greater cause. It is helping to build a nation where decisions are taken by people who have a holistic understanding of each and every action they take."

Furthermore, the group continued to arrange captivating trips to Nalsarovar lake for bird watching and photography sessions. The annual report of 2011-12 highlighted the club's first-ever 'Green Run' held on campus, which garnered significant participation from the community. Additionally, the club conducted various campaigns to raise awareness about 'nature conservation.' The 'Nature walk' organized by the group attracted enthusiastic participation from students, community members, and exchange students alike. See the insightful figure below for more information on the club's 'Nature Walk.'

Figure 2: 'Nature walk' organised by the club in 2010



IIMA Alumnus, Vol. 42, No. 3, Oct/Nov 2010, Pg. 39. Source: IIMA Archives

In 2013, the group organized various campaigns to raise awareness about 'water conservation' and reduce water wastage and continued to hold the 'Inter Dorm Efficiency Competition,' which aimed to conserve energy and received continuous appreciation. To further increase awareness, the group started circulating a newsletter and organizing quiz competitions.

In the following years, the club collaborated with various NGOs such as Jivdaya Charitable Trust to organize awareness programs on 'vulture conservation' and provide 'veterinary ambulance facilities' on campus. The students also volunteered for helping Asha Foundation to help build a world-class veterinary hospital in Ahmedabad. Additionally, in association with Goonj, the club initiated the 'Vastra Samman' campaign and organized the 'joy of giving week,' which received a great response and collected around 100 kg of clothes and monetary contributions.

As time went on, the club expanded its support to the 'Swach Bharat campaign' and engaged in other regular activities such as bird watching walks, cloth collection drives, and e-waste collection drives. One of their unique campaigns, called 'Energy Wars,' gained popularity as it declared the dorm with the least energy consumption as the winner (AR, 2015-16, IIMA Archives).

Eventually, the club transformed into the 'nature and sustainability club' (AR, 2016-17, IIMA Archives), and continued to organize visits to bird sanctuaries, 'cloth collection drives,' the 'Wimwian green quiz,' 'sapling

drives,' and the competitive & healthy 'Dorm Energy Wars.' These activities remained popular and well-received by the community.

In 2020, the club initiated a groundbreaking event called 'Sustain', a case study competition that pushes participants to develop innovative solutions to contemporary issues, while considering both business interests and environmental conservation. This competition marked a significant milestone for TRBS 2020, as it was the first of its kind.

60th Annual Report (published in 2021-22), highlighted the Prakriti's efforts, and stated, "throughout the last year, it aimed to achieve its goals through a variety of engaging events like article writing and quiz competitions besides sapling distribution drives. The Club was successful in conducting Sustain, a case study competition that challenges participants to arrive at creative solutions to modern problems, balancing business interests and environmental conservation, during TRBS 2021. It saw 3500+ students participate from across the country. The Club was active in disseminating relevant knowledge and best practices by publishing newsletters and social media content throughout the year. It also conducted its flagship Dorm Energy wars competition on the campus, which primarily inculcated a sense of saving energy in a playful way".

Overall, Prakriti's dedication to the nature & sustainability, and its commitment to engaging students in meaningful activities have positioned it as an important club on campus in shaping the managers of tomorrow. Check out some recent and exciting activities organized by Prakriti (sourced from Instagram handle of Prakriti).

Figure 3: 'Recycling drive', April 2022



*Prakriti conducted a recycling drive in collaboration with Vanraksha (NGO), and distributed books to kids with help of 'Smile' and 'Prayaas', April 2022*

Figure 4: 'Trusha: Ek Prayas', April 2023



*'Trusha: Ek Prayas' (in collaboration with Jivdaya Charitable Trust & Pawsible, IIMA) to raise awareness about dehydration and need to save stray animals and birds in summer, April 2023*

## *IIMA's tryst with innovation: 3TP (three-tiered programme) and management development experiments in the initial days*

*“Our institute recognized the growing need for management skills and launched its first session of the innovative Three-Tiered Programme (3TP) in January 1964.”*

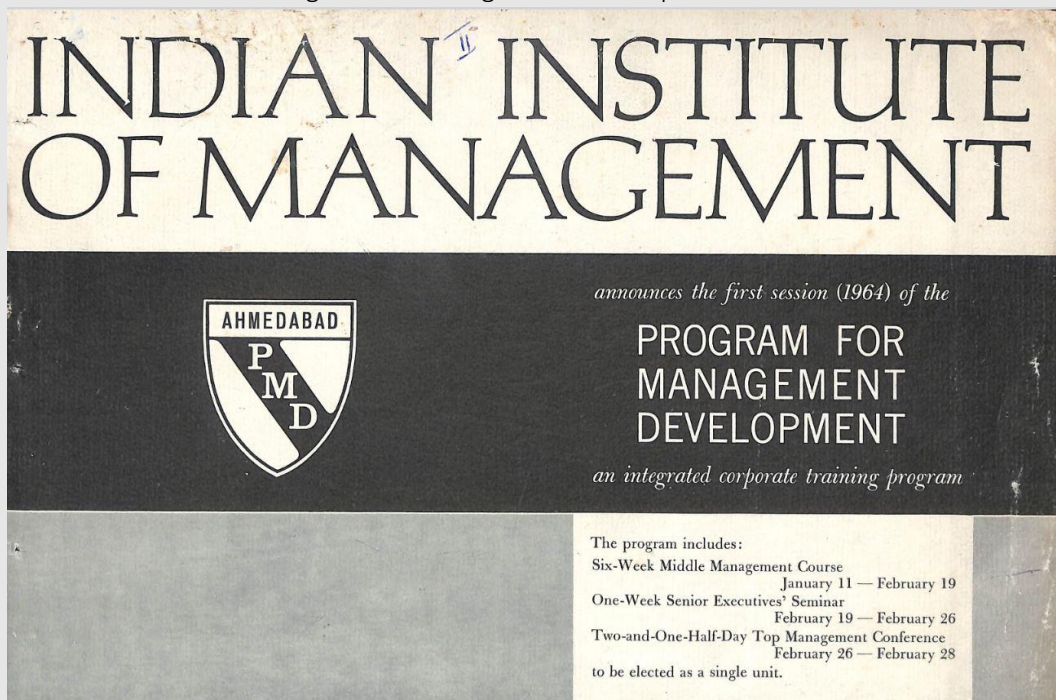
Imagine the second decade after India gained independence, when the field of management education was just beginning to take shape in the country. During this time, our institute recognized the growing need for management skills and launched its first session of the innovative Three-Tiered

Programme (3TP) in January 1964. The three tiers represented corporate executives drawn from three different levels of the corporate hierarchy. Interestingly, this programme was introduced even before the Post Graduate Programme (PGP) that was launched later that year.

In this article, we will explore the background, objectives, and history of the management development experiments conducted through the initial sessions of the 3TP programmes, which took place between 1964 and 1967 in Jaipur and Agra.

The brochure announcing the first session of the Programme for Management Development (PMD) in 1964 emphasized the integrated nature of this corporate training program. The modules were designed to be as a cohesive unit, and we have included a photograph of the brochure for reference.

Figure 1: Brochure of the first 'Program for Management Development'



*Cover page of the Brochure of the first session of the 'Program for Management Development' in 1964. Source: IIMA Archives*

The aforementioned brochure also highlighted the tuition fee for the programme of Rs. 3,000, to be paid by the participating organization. Professor Kamla Chowdhry, the first faculty member at IIMA, served as the Coordinator of the Programmes, along with faculty from the business school at Harvard, IIMA's institutional partner in its initial years: Professors Neil H. Borden, Franklin E. Folts, Harry L. Hansen, and Warren Haynes. According to Mr. Prafull Anubhai, the author of *The IIMA Story: The DNA of an Institution*, the credit for the ideation of the 3TP went largely to Dr. Kamla Chowdhry.

The brochure emphasized the "need" of the programme and highlighted the "objectives" of the institute, which were very clearly defined,

The brochure stated, "training for management extends beyond the frontiers of formal education in humanities, scientific, and engineering disciplines is of quite recent awareness in India. It is understandably the obvious first priority in development to think of means of production; and the next of the men with the requisite skills, the engineers, the chemists, and accountants. But for the operation to work at more than its optimum efficiency, these men need the wider appreciation of the over-all purpose and wholeness of the operation and the attitudes and philosophy that take the organization forward. This is the objective of the Indian Institute of Management at Ahmedabad. The Institute hopes to achieve this objective through its basic function, a two-year postgraduate course, surrounded by management development programs (now programmes) for top, senior, and middle level executives, and specialists functional courses, with all supported by field research on the problems and needs of Indian management. The postgraduate school is expected to start its first term in July 1964."

The Institute's second Annual Report (1963-64) highlighted the successful execution of the three-tiered MDP Programme, designed for middle-level managers, senior executives, and top management personnel from various organizations in India. This programme took place from January 11 to February 28, 1964, at Rambagh Palace Hotel in Jaipur. A total of 40 companies (See Table 1 below), both from the public and private sectors, participated in the programme, with a total of 120 representatives.

The report emphasized that the programme aimed to broaden the executives' perspectives and provide them with training and leadership opportunities. The Middle Management Course focused on management and decision-making in key business areas such as cost and financial control, marketing, and production. Additionally, the course addressed the human problems of organization and the challenges of coordinating work across different functional fields.

The Seminar for Senior Executives placed emphasis on operational policymaking and the integration of corporate activities. This seminar targeted experienced individuals who had demonstrated exceptional promise through at least 10 years of complex professional endeavours.

The Top Management Conference catered to Managing Directors and individuals responsible for major divisions such as finance, marketing, or production. Its primary focus was on long-range planning, corporate development, and the establishment and achievement of goals.

During the meeting of the IIMA society on September 4, 1964, held at 310 Camp Road, it was discussed and decided that future Top Management Conferences should be allotted more time. This decision was made in response to feedback that the Jaipur session had been too short (see the brochure above).

The second session of the 3TP Programme for Management Development took place in Agra from January 10, 1965, to February 26, 1965 at the Clarks Shiraz Hotel in Agra (See Figure 2). The tuition fee for the programme was Rs. 3,500, and it received an excellent response. The number of participating organizations increased from 40 to 44, with a mix of public (10) and private (34) sectors. Additionally, two extra participants were sponsored by the Kenyan Government (See Table 2 below).



Figure 2: Group Photograph, 3-Tiered Programme for Management Development 1965



*3-Tiered Programme for Management Development 1965, Middle Management Course held at Clarks Shiraz Hotel, Agra, photograph donated by Prof. Douglas Haynes on August 22, 2022.*

*Source: IIMA Archives*

The Institute's third Annual Report (1964-65) highlighted the following points:

“Appraisal of the Programme was solicited, and written comments received from the participants indicated that the Programme had achieved its objectives. The motivation of the participants was high, and the development of new insights was quite perceptible in many cases.

The major criticism of the Programme was with regard to the short duration of the third tier, viz: for top management. On the basis of the experience with the Programme in 1964, several changes were made in the plans for 1965. The length of stay for senior executives was increased from 5 to 10 days. The top executives would attend for 5 days instead of 2½ days; but the broad outlines of the Programme were maintained.

Asoka Mehta, Deputy Chairman of the Planning Commission, Mr. Harold Hartog, Director of Unilever Limited, Mr. S. S. Khera, Dr. Ensminger of the Ford Foundation, Dr. Basu and other distinguished persons visited Agra during the course of the Programme and had expressed appreciation. The feedback from the participants had also been very good.

The Faculty for the Programme consisted of Prof. Kamla Chowdhry, Prof. Harry L. Hansen, Prof. Neil H. Borden, Prof. Franklin Folts, Prof. Warren Haynes, Prof. B. K. Hegde, Prof. S. Paul, Mr. Rolf P. Lynton of SEIT Institute and Mr. Udai Pareek, Deputy Director, Small Industry Extension Training Institute, Hyderabad.”

After the successful completion of the second 3TP session, the institute published an advertisement in leading newspapers for the upcoming third session. This session was planned to take place at the Clarks-Shiraz hotel in Agra from January 9 to March 5, 1966. The fee for this session was Rs. 4,000, which covered all the related expenses.

Figure 3: IIMA Ad for Management Development Programme, The Times of India, Oct 30, 1965, p. 7

**IIM**  
AHMEDABAD

**INDIAN INSTITUTE  
OF MANAGEMENT**  
AHMEDABAD

announces the third (1966) session of the  
**3-Tiered  
PROGRAMME FOR  
MANAGEMENT DEVELOPMENT**

The next 3-TIERED PROGRAMME will be held at  
Clarks-Shiraz Hotel, Agra.

**TOP MANAGEMENT CONFERENCE**  
*One week: January 9-15, 1966*

**SENIOR EXECUTIVES' SEMINAR**  
*Two weeks: January 16-29, 1966*

**MIDDLE MANAGEMENT COURSE**  
*Five weeks: January 30 – March 5, 1966*

This integrated programme aims at the training of individual executives in three levels of management and thereby hopes to help the general development of the organisation.

In the first two tiers the emphasis is given to subjects like finance and control, planning and business policy. In the Middle Management Course the subjects dealt with are: administrative practices, business policy, cost and financial administration, marketing management, and production management.

The faculty will consist of professors from IIM, AHMEDABAD, and HARVARD BUSINESS SCHOOL, U.S.A.

Candidates must be sponsored by an organisation. A fee of Rs. 4,000/- paid by the participating organisation covers the expenses for all three parts of the programme. It includes tuition, board and lodging, books, case materials, and a year's subscription to the *Harvard Business Review* for the organisation.

No formal educational pre-requisites are stipulated for the candidates. Management experience, however, is essential.

The IIM will sponsor selected candidates from the participants in all its programmes to Harvard Business School's Advanced Management Programme and Programme for Management Development.

*For application forms and information, please write to:*

**Coordinator, 3-Tiered Programme**  
Indian Institute of Management  
Ambawadi, AHMEDABAD  
Telegram: INDIANMAN

THE LAST DATE FOR SENDING APPLICATIONS IS  
NOVEMBER 25, 1965.

*ProQuest Times of India Archives (from 1838-2010)  
database at Vikram Sarabhai Library, IIMA*

The brochure for the third session included two additional paragraphs highlighting the "need" of the programme. These paragraphs are crucial in understanding the progress of IIMA in the years following its establishment. We have reproduced them here: -

"The industrialisation and economic growth of India will depend, more than on any other single factor, on the quality of those men and women who are managers; be it in a manufacturing organisation, financial institution or a Government organisation. How well they understand, plan and execute will determine the rate of our growth."

Additionally, "Modern, industrial managers, all over the world, have much in common because industrial developments and techniques themselves are becoming uniform. But as successful industrial processes cannot be borrowed without taking into account local conditions, so management philosophies and techniques need to be understood in the context of India's social and economic culture and needs. The Institute hopes to achieve this objective through its basic function. A two-year postgraduate course

surrounded by Management Development programmes for top, senior and middle level executives and specialist courses on functional areas—all supported by field research on the problems and needs of Indian Management.”

The third session of the 3TP Programme for Management Development received a positive response, as the number of participating organizations increased to 50. These organizations represented a mix of public (11) and private (39) sectors, with a total of 155 executives in attendance.

Figure 4: 3TP Programme at Clarks Shiraz Hotel, Agra (most likely from the third session, 1966 or fourth session, 1967)



*Source: IIMA Archives*

The fourth session of the 3-Tier Programme also took place at Hotel Clarks Shiraz in Agra from January 8 to March 4, 1967. The fee for the Programme was raised from Rs. 4,000 to Rs. 5,300 per organization. That year's session was highly successful, as evidenced by the increased number of organizations and executives participating in the Programme. A total of 70 organizations (13 public and 57 private sector) with 218 executives took part in the Programme.

According to the Fifth Annual Report of 1966-67, notable individuals such as Dr. Douglas Ensminger of the Ford Foundation, Prof. M. G. Pimputkar of the National Academy of Administration, Shri K. R. Srivatsa of the Gujarat State Fertilizer Company Limited, and Shri P. L. Tandon of Hindustan Lever Limited visited Agra during the Programme. Dr. T. N. Kapoor, Head of the Department of Commerce and Business Administration at Punjab University, attended the Top Management Conference as an observer.

The esteemed faculty for the Programme included Prof. S. K. Bhattacharyya, Malathi Bolar, Kamla Chowdhry, John Dearden, Wilbur B. England, Franklin E. Folts, B. K. Hegde, V. L. Mote, and B. G. Shah. Prof. S. K. Bhattacharyya, Director (Programmes), served as the Programme's Coordinator.

The interest and acceptance of these programmes grew exponentially, attracting numerous participant organizations, executives, and requests. Over the years, the Institute has continuously innovated and developed various programmes to cater to the management needs of India and the global market. As a result, both long-term and short-term programmes have gained immense popularity and are in high demand. The 3TP brand still exists though offered in a different form than in the 1960s.

IIMA's Executive Education Programmes stand out as the most comprehensive management programmes in India, with a portfolio of 'over 200 programmes' (Source: <https://web.iima.ac.in/exed/index.php>). Additionally, the MDP programmes have become a prestigious platform for corporate executives in India.

Table 1: List of participating organizations: First session of 3TP Programme, 1964

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

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

Table 2: List of participating organizations: Second session of 3TP Programme, 1965

1.	AIR-INDIA, 87, Mahatma Gandhi Road, Bombay—1.
2.	Alembic Chemical Works Co. Ltd., Baroda
3.	Amrit Banaspati Co. Ltd., Ghaziabad
4.	Asbestos Cement Ltd., Bombay
5.	Dr. Beck & Co. (I) Ltd., Poona
6.	Eastern & North Eastern Railway
7.	Esso Standard Eastern, Inc., Bombay
8.	First National City Bank, Bombay
9.	Gannon, Dunkerley & Co. Ltd., Bombay
10.	Gujarat Steel Tubes Ltd., Ahmedabad
11.	Hindustan Lever Ltd., Bombay
12.	Hindustan Steel Ltd., Durgapur
13.	Hindustan Steel Ltd., Ranchi. (Central Eng. & Design Bureau)
14.	Indian Oil Corpn. Ltd., Bombay
15.	Jenson & Nicholson (I) Ltd., Calcutta
16.	Jyoti Ltd., Baroda
17.	Kenya, Africa—Caltex Oil(Kenya) Ltd.
18.	Kenya, Africa—M/s Mohamed Sheikh & Bros.
19.	Larsen & Toubro Ltd., Bombay
20.	National Dairy Research Institute, Karnal (Punjab)
21.	National Small Industries Corpn. Ltd., New Delhi
22.	Otis Elevator Co. (I) Ltd., Bombay
23.	Pfizer Private Ltd., Bombay
24.	P. S. G. Industrial Institute, Coimbatore
25.	Radio & Electricals Mfg. Co. Ltd., Bangalore
26.	Sarabhai Merck Ltd., Baroda
27.	Singer Sewing Machine Co., Bombay
28.	Smith Kline & French (I) Ltd. Bombay
29.	State Bank of India, Bombay
30.	Swastik Oil Mills Ltd., Bombay
31.	Synbiotics/Standard Pharmaceuticals Baroda
32.	The Ahmedabad Electricity Co. Ltd., Ahmedabad
33.	The Aluminium Industries Ltd., Kerala
34.	The Associated Cement Cos. Ltd., Bombay
35.	The Bank of India Ltd., Bombay
36.	The Delhi Cloth & General Mills Co. Ltd., Delhi
37.	The Gujarat Electricity Board, Baroda
38.	The Industrial Credit & Investment Corporation of India Ltd., Bombay
39.	The Jaipur Udyog Ltd., Calcutta
40.	The Paper Products Ltd., Bombay
41.	Tata Iron & Steel Co. Ltd., Jamshedpur
42.	T. I. Cycles of India, Madras
43.	Union Carbide India Ltd., Calcutta
44.	The United Commercial Bank Ltd., Calcutta
45.	Voltas Ltd., Bombay
46.	The West Coast Paper Mills Ltd., Dandeli

*Programme Brochure, IIMA 3-Tier Programme for Management Development, 1966, Pg. 15-18.*

*Source: IIMA Archives*

## HERITAGE NETWORKS

### *The Mahindra's 'Museum of Living History'*

On July 12, 2022, The Mahindra Group reached a significant milestone in its journey by launching 'The Museum of Living History'. This museum serves as a platform to showcase and celebrate the group's illustrious 75-year journey and ever-growing legacy. It aims to connect the rich history of the group with the present and future, presenting a living history experience to its visitors. The museum beautifully combines the inspiring stories of the group with design and art, creating a truly remarkable experience at 'The Mahindra's Museum of Living History'.

*"On July 12, 2022, The Mahindra Group reached a significant milestone in its journey by launching 'The Museum of Living History'. This museum serves as a platform to showcase and celebrate the group's illustrious 75-year journey and ever-growing legacy."*

In a press release on the launch day, Mr. Anand Mahindra, Chairman of the Mahindra Group, expressed his excitement about the museum. He stated, "Just as life is constantly evolving, The Museum of Living History is a dynamic entity in the ever-changing world of the Mahindra Group. The museum celebrates our philosophy, DNA, core values, and culture. It is a treasure trove of stories that define us. I am thrilled to witness its evolution over time and to see it tell our brand story like never before."

The concept of a living history museum took shape as interestingly as Ms. Prochie Mukherji, Senior Vice President & Chief of Staff at Mahindra & Mahindra Ltd. explains, "The idea actually originated back in 1995. During a core values exercise, I had the privilege of conversing with individuals who had worked closely with the founders, J.C. and K.C. Mahindra. Instead of discussing production numbers or sales figures, they shared captivating stories with me. It was at that moment that I realized these stories would make a wonderful narrative for a museum."

By reviving these stories and presenting them in an engaging manner, 'The Museum of Living History' promises to captivate visitors and provide a unique insight into the Mahindra Group's journey. It is a testament to the group's commitment to preserving its heritage while embracing the future.

Ms. Elsie Nanji, Design and creative consultant highlights, "The spaces were carefully planned to cocoon the viewer like a warm embrace, a perfect ambience to absorb the message and details of the art within. The idea of curating stories over the last 75 years of Mahindra Group and converting selected stories into a creative brief to inspire each artist was a challenging task. Never before has a large organization or brand told its story in such a unique way."

"The museum celebrates the Rise philosophy of the Mahindra Group. Stories of strive and triumph, values, ethics, and concern for community have been brought to life within it. The museum has been conceptualized as a space where people can gather to learn, share, and interact," the statement added.

Ms. Elsie also elaborates on the process of sourcing talented artists from various parts of India and the world, who possess exceptional skills in craftsmanship, graphic storytelling, music, and other artistic disciplines. These individuals, aided by cutting-edge technology, have come together to shape the future and bring forth the extraordinary experience that is now known as the Mahindra Museum. Among the remarkable contributors to this endeavour are Mr. Shahrukh Irani, Designer and Creative Director, Ms. Sara Lovari, Contemporary Italian Sculptor, and Mr. Jaideep Mehrotra, Contemporary Indian Artist. Their unique, captivating, and imaginative creations have played a pivotal role in shaping the museum's identity.

Mr. Harsh Manrao, an Experience Designer at Figments EXPERIENCE LAB, discusses the background of the Mahindra organization and the importance of documenting its growth in the form of a museum. With the birth of Mahindra preceding the birth of our nation, India has undergone significant changes over the past 75 years. Despite these changes, Mahindra has not only survived but also thrived. Therefore, it is crucial to

understand what factors contribute to the company's success. He also emphasizes that, interestingly, the Museum is not solely focused on showcasing successful endeavours, but also on the valuable lessons learned.

Mr. Manrao explains the concept behind the museum, describing the entrance as an "interspace." This space features a vibrant red wall with reflective surfaces on the ceiling, floor, and opposite wall. This design aims to create a sense of consciousness and anticipation, preparing visitors for the immersive experience that awaits them. The vision for the museum is to document history as it unfolds, rather than being stuck in the past.

Let's explore the fascinating galleries of the museum.

Figure 1: 'The Force'



*'The Force', Mahindra Museum, photograph supplied by the Figments Experience Lab*

Upon entering this first section of the museum, you will be captivated by the powerful FORCE that propels the Mahindra group forward. This force is none other than the philosophy of Rise, which serves as the guiding principle behind every endeavour undertaken by Mahindra. At the core of the Rise philosophy lies the profound understanding that a purpose-driven approach is essential for businesses to thrive sustainably and achieve profitability. By embracing this philosophy, Mahindra creates value not only for its stakeholders but also for our precious planet.

Figure 2: 'The Big Bang'



*'The Big Bang', Mahindra Museum, photograph supplied by the Figments Experience Lab*

The Big Bang section highlights the simultaneous emergence of Mahindra and India. Mahindra was established during India's struggle for independence, seizing the opportunity to cater to the needs of this nascent nation and its people. As time progressed, the group consistently anticipated and adapted to change, ultimately evolving into a renowned global entity.

Figure 3: 'Stars in Our Sky'



*'Stars in Our Sky', Mahindra Museum, photograph supplied by the Figments Experience Lab*

This section of the museum is dedicated to the stars that grace the Mahindra skies, showcasing the diverse industries and businesses that sparkle and shine.

Figure 4: 'Hyperspace'



*'Hyperspace', Mahindra Museum, photograph supplied by the Figments Experience Lab*

Welcome to the future acceleration zone! This section of the museum is dedicated to showcasing innovation at its finest. Here, the group celebrates the power of clever thinking, both in its simplest and most profound forms, which continuously propels the group towards quantum leaps into the future.

Figure 5: 'Beyond Time & Space'



*'Beyond Time & Space', Mahindra Museum, photograph supplied by the Figments Experience Lab*



This section is dedicated to the "moment" - a unique opportunity to immerse oneself in the present and witness the ever-changing nature of time. As visitors traverse the laser clock within a captivating environment, they transcend the boundaries of the present and embark on a journey into the future.

Figure 6: 'Multiverse'



*'Multiverse', Mahindra Museum, photograph supplied by the Figments Experience Lab*

The multiverse is a realm teeming with futuristic ideas, a place where limitless possibilities abound. It serves as a platform for showcasing innovative, pioneering, and cutting-edge concepts and technologies. These groundbreaking advancements are presented through a variety of mediums, ranging from temporary exhibitions to captivating auditorium presentations. As visitors take a seat within this extraordinary space, they are encouraged to cast their gaze upwards, guided by the skylight above. This serves as a powerful reminder that the boundaries of the sky no longer confine our aspirations.

Furthermore, Mr. Manrao highlights the use of technology in creating a continuous storytelling experience within the museum. Digital tools have been employed to make updates and additions to the museum's content effortless. For instance, a flip book allows for the daily addition of new stories, while a map can be updated to include any new locations where Mahindra opens offices. Additionally, the museum is designed to accommodate product launches, book releases, and the introduction of new ideas. In this way, the museum embraces the future as an integral part of its purpose.

By combining historical documentation with innovative technology, the Museum offers a captivating and dynamic experience. It not only preserves the rich history of the organization but also serves as a platform for future endeavours.

The Museum is open to the public. So, experience the splendour of the Mahindra's Living History Museum, at the Mahindra Towers, nestled in the heart of Worli, Mumbai and Immerse yourself in the captivating beauty of this exquisite establishment.

*Contributed by the Figments Experience Lab.*

## NEWS AND EVENTS

The IIMA Archives cordially invites visitors to explore its treasures on all working days, from 9:30 a.m. to 5:30 p.m. As part of the Communication Department's efforts, participants of IIMA's esteemed executive education programme are treated to a tour of the Brick by Brick exhibition. Over the past three months, this exhibition has attracted an impressive number of 859 visitors.

*"We are pleased to announce the addition of a fascinating special collection to the IIMA Archives. This collection consists of 25 pamphlets from the pre-independence era, titled 1940s Oxford Pamphlet Series on Indian Affairs."*

Moreover, the Archives has had the pleasure of hosting an additional 983 visitors, including 13 visitors through the IIMA Endowment Fund and 128 students through Virasat: The Heritage Club of IIMA.



*Virasat: The Heritage Club organized a tour for the PGP students, July 6, 2023*



*Dr. Palakh Jain, FPM 2013, July 12, 2023*



*Prof. Ashish Rajadhyaksha, Ahmedabad University, along with some architects, July 26, 2023*



*Ms. Sindhu Gangadharan, Senior VP and MD of SAP Labs India, July 28, 2023*



*PGP 1994 Alumni, August 5, 2023*



*Research Scholars, 3rd International Conference on Indian Business & Economic History, August 31, 2023*



*(L-R) Ms. Shweta Sawant and Ms. Vrunda Pathare from Godrej Archives, and Ms. Deepti Anand from Past Perfect Heritage Management, 3rd International Conference on Indian Business & Economic History, September 1, 2023*



*Exchange Students, September 13, 2023*



*Prof. Mohan Kaul, September 18, 2023*

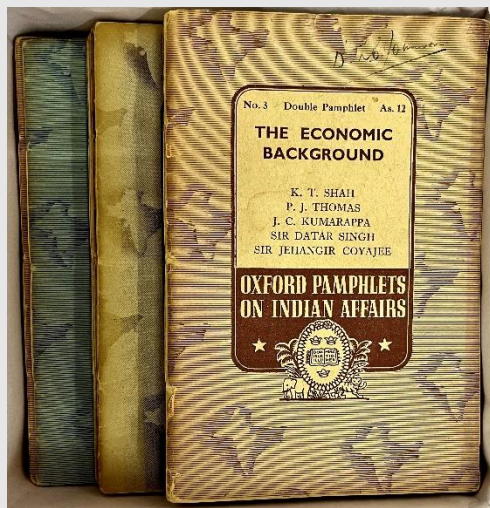


*Mr. Ashu Khullar, CEO, Citi Bank, India, PGP 1988, September 29, 2023*

The IIMA Archives is dedicated to promoting historical research and warmly welcomes scholars from India and abroad. We strive to provide authentic historical information to all stakeholders, both internally and externally. In the previous quarter, we received a total of 225 requests, both from within our Institute and from outside. Allow us to share an intriguing note we received from one of our users:

“My name is Susmita Das. I received my PhD in Communications Research in 2022. During my archival research in Ahmedabad for my postdoc, I explored the IIMA Archives, looking for sources relating to the advertising industry in India from 1960-1990. I discovered that IIMs played a crucial role in advertising management education, offering one of the country’s first (known) courses in 1972, aimed at equipping management graduates with knowledge about advertising’s role in marketing. I found a valuable source - a course packet - titled "Advertising Management 1970-72," donated by S. V. Ramani, PGP batch of 1972 which was a great artifact and made my trip to Ahmedabad from Kolkata even more worthwhile! As an advertising industry historian such discoveries make research exciting. I hope that more institutional archives can come together to preserve the rich history of Indian advertising, which will enrich the study of business history in India.” *Dr. Susmita Das, ICSSR Post-Doctoral Fellow at Jadavpur University, West Bengal.*

The IIMA Archives is committed to preserving the historical records of IIMA and records related to Business History. As part of our 'collections building' efforts, we are pleased to announce the addition of a fascinating special collection to the IIMA Archives. This collection consists of 25 pamphlets from the pre-independence era, titled '*1940s Oxford Pamphlet Series on Indian Affairs*'. These pamphlets were published between 1942 and 1946, donated to us by Prof. Gyanesh Kudaisya from the National University of Singapore (NUS) (as received from Prof. Robin Jeffrey, Visiting Professor at NUS and an Emeritus Professor at the Australian National University (ANU), and originally belonged to the late Prof. B. C. L. Johnson from ANU).



*'1940s Oxford Pamphlet Series on Indian Affairs'*

The IIMA Archives made a successful contribution to the National level exhibition by showcasing a captivating story titled "Technology for Development: Story of Computing." Additionally, we displayed some of our notable publications, such as the IIMA Archives Monograph Series, the IIMA Archives Quarterly Newsletter Series, and informative brochures. This exhibition was curated by 'Curating for Culture' and organized by the 'Ministry of Culture' as part of the international event called the "Festival of Libraries." The event took place on August 5-6 at Pragati Maidan in New Delhi.



*IIMA Archives exhibits at 'Festival of Libraries', Pragati Maidan, New Delhi*

The IIMA Archives proudly unveiled the physical edition of its second monograph, titled '*Maritime Trade of Gujarat's Princely States: Nawanagar and Porbandar*,' during the 3rd International Conference on Indian

Business & Economic History held at IIM Ahmedabad on September 1-2, 2023. The release of the monograph was graced by Prof. Vijaya Sherry Chand, former faculty member and former Chairperson of IIMA Archives, along with Dr. Shailesh Solanki, Director of Gujarat State Archives (GSA), and Prof. Chinmay Tumbe, Chairperson of IIMA Archives.

Soft copy of the monograph is available [[here](#)].



*The launch of the physical edition of the monograph,  
'Maritime Trade of Gujarat's Princely States: Nawanagar and Porbandar'  
on September 2, 2023*

IIMA Archives  
Dorm 15 (Ground Floor)  
Main Campus  
IIM Ahmedabad  
Vastrapur  
Ahmedabad – 380015  
Email: [archives@iima.ac.in](mailto:archives@iima.ac.in), phone number: (079) 7152-7528.



IIMA ARCHIVES  
DORM 15 (GROUND FLOOR), MAIN CAMPUS,  
IIM AHMEDABAD, VASTRAPUR, AHMEDABAD - 380015  
PHONE: +91-79-7152-7528 | EMAIL: [archives@iima.ac.in](mailto:archives@iima.ac.in)  
WEBSITE: <https://archives.iima.ac.in/>