

**COMMITTEE ON THE  
WELFARE OF SCHEDULED  
CASTES AND SCHEDULED  
TRIBES  
(1977-78)**

( SIXTH LOK SABHA )

**THIRD REPORT**

**MINISTRY OF EDUCATION AND SOCIAL WELFARE  
(DEPARTMENT OF EDUCATION)**

**Admission and other facilities for Scheduled Castes  
and Scheduled Tribes in the Indian Institutes of  
Management**



सत्यमेव जयते

[Presented in Lok Sabha on 23 DEC 1977  
Laid in Rajya Sabha on 23 DEC 1977

**LOK SABHA SECRETARIAT  
NEW DELHI**

November, 1977/Kartika 1898(Saka).

Price : Rs. 0.90

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OF SCHEDULED CASTES AND SCHEDULED TRIBES  
(SIXTH LOK SABHA)

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COMMITTEE ON THE WELFARE OF SCHEDULED CASTES  
AND SCHEDULED TRIBES  
1977-78

\*Shri Ram Dhan—*Chairman*

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2. Shri T. Balakrishnaiah
3. Shri B. Bhanwar
- \*\*4. Shri Chand Ram
5. Shri Somjibhai Damor
6. Shri Biren Singh Engti
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20. Shri Bhausahab Thorat

*Rajya Sabha*

21. Prof. N. M. Kamble
22. Shrimati Saroj Khaparde
23. Shri S. Kumaran

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\*Proceeded abroad on the 23rd September, 1977.

\*\*Ceased to be members of the Committee on their appointment as Ministers of State w.e.f. the 14th August, 1977.

\*\*\*Appointed by the Speaker as Chairman with effect from 23rd September, 1977 during the absence of Shri Ram Dhan, proceeded abroad.

(iv)

24. Shri P. K. Kunjachen
25. Shri Yogendra Makwana
26. Shri Bhaiya Ram Munda
27. Shri Parbhu Singh
28. Shri V. C. Kesava Rao
29. Shri Leonard Soloman Saring
30. Shri Mahendra Bahadur Singh

SECRETARIAT

Shri Y. Sahai—*Chief Legislative Committee Officer.*

Shri H. L. Malhotra—*Senior Legislative Committee Officer.*

## INTRODUCTION

I, the Chairman, Committee on the Welfare of Scheduled Castes and Scheduled Tribes having been authorised by the Committee to submit the Report on their behalf, present this Third Report (Sixth Lok Sabha) on the Ministry of Education and Social Welfare (Department of Education)—Admission and other facilities for Scheduled Castes and Scheduled Tribes in the Indian Institutes of Management.

2. The subject was examined by the Committee on the Welfare of Scheduled Castes and Scheduled Tribes (1976-77) and necessary information obtained and evidence taken by them. That Committee, however, could not finalise their Report due to the sudden dissolution of the Lok Sabha on the 18th January, 1977.

3. The Committee on the Welfare of Scheduled Castes and Scheduled Tribes (1977-78) have perused the minutes of evidence and have come to their own conclusions which have been embodied in the Report.

4. The Committee (1976-77) took the evidence of representatives of the Ministry of Education and Social Welfare (Department of Education) on the 15th June, 1976. The Committee wish to express their thanks to the Officers of the Ministry of Education and Social Welfare (Department of Education) for placing before the Committee material and information they wanted in connection with the examination of the subject.

5. The Report was considered and adopted by the Committee (1977-78) on the 23rd August, 1977.

6. A summary of conclusions|recommendations contained in the Report is appended (See Appendix IV).

NEW DELHI;  
November 5, 1977.  

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Kartika 14, 1899 (S).

SURAJ BHAN,  
Chairman,  
Committee on the Welfare of Scheduled  
Castes and Scheduled Tribes.

## CHAPTER I

### INTRODUCTORY

**The Indian Institutes of Management at Ahmedabad and Calcutta were established in 1962 for promoting improvement in Management through education, research and consultation. The third Institute was established at Bangalore in 1972 for the same purpose.**

**1.2. The Indian Institutes of Management at Ahmedabad, Calcutta and Bangalore were established by the Government of India in collaboration with Indian Industry and the State Governments of Gujarat, West Bengal and Karnataka respectively. The Indian Institute of Management Society, Ahmedabad, the Indian Institute of Management Society, Calcutta and the Indian Institute of Management Society, Bangalore, were registered under the Societies Registration Act, 1860 and consist of representatives of the State Governments concerned and representatives of Commerce, Industry, Labour and donors of grants of Rs. 25,000|- or more.**

#### *Proposed Institute at Lucknow*

**1.3. During the course of evidence, the Committee have been informed by the representative of the Ministry of Education and Social Welfare (Department of Education) that a fourth Institute is proposed to be set up shortly\* at Lucknow. The Committee have also been informed that there is some difficulty in organising the programmes at Lucknow within the funds which have been allocated by the Planning Commission for the four Institutes. However, the Ministry have approached the Planning Commission in the matter and it is hoped that adequate funds would be made available and the Institute at Lucknow will start very soon.**

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\*At the factual verification stage, the Ministry of Education and Social Welfare (Department of Education) have stated that the present position about proposed Institute at Lucknow is that the question of establishment of this Institute will be taken up more seriously in the sixth Five Year Plan.



## CHAPTER II

### ORGANISATIONAL SET-UP

#### A. Management and Direction

2.1. The direction, management and control of each Institute is vested in the Governing Body of the Society of that Institute called the Board of Governors which consists of:

1. Chairman to be appointed by the Central Government in consultation with the State Government.
- 2-5. Four representatives of the Central Government nominated by the Ministry of Education, Government of India.
- 6-7. Two nominees of the State Government representing its concerned departments.
8. A representative of the All India Council for Technical Education.
- 9-12. Four members of the General Body of the Society (Indian Institute of Management, Ahmedabad) to be elected for two years by the members of the Society who have contributed a sum of at least Rs. 25,000/- each, from amongst themselves. (In the case of Indian Institute of Management, Bangalore it is two and in the case of Indian Institute of Management, Calcutta, there is no provision).
- 13-16. Four persons to be nominated by the Central Government in consultation with the State Government to represent Commerce, Industry, Labour and other interests. (3 in the case of the Indian Institute of Management, Calcutta).
17. A representative of the All India Management Association.
18. A representative of the National Productivity Council of India.
- 19-20. Two professors of the Institute to be nominated by the Chairman of the Board for 2 years.
- 21-24. Not more than 4 members coopted by the Board of Governors as a whole.
25. Director of the Institute (*ex-officio* Member).

2.2. An Officer of the Institute nominated by the Board of Governors is *ex-officio* Secretary of the Board.

### B. Nomination on Governing Body

2.3. On being asked about nomination of a representative of the Scheduled Castes and Scheduled Tribes on each of the Board of Governors of the three Institutes, the representative of the Ministry of Education and Social Welfare has stated as follows:

“According to the Articles of Memorandum of Association there is no separate reservation for Scheduled Castes and Scheduled Tribes on the Board of Governors.....I would convey the wishes of this Committee to the Education Minister.....I would certainly convey the wishes of this Committee to our Minister and I am sure he will keep this in mind at the time of having the next Board of Governors.”

2.4. The Committee regret to note that there is no representative of the Scheduled Castes and Scheduled Tribes on the Board of Governors of any of the three Institutes of Management. The Committee recommend that the Memorandum and Articles of Association of each of these Institutes may be amended to provide for appointment of at least one Scheduled Caste and one Scheduled Tribe on the Board of Governors of each of these Institutes.

## CHAPTER III

### OBJECTIVES AND ACTIVITIES

3.1. The three Institutes of Management were established with the following objectives:

- (a) to provide professional training in Management and related subjects to persons from Industry, Institutions and Associations connected with Industry and Commerce, and individuals to enable them to practise competently the profession of management, and to instruct others in the practice of management.
- (b) to select and prepare a cadre of young persons for careers in management.
- (c) to meet the needs of industry and commerce in respect of up-to-date information on management through research and publication of management literature.
- (d) to organise research into matters concerning the use of management techniques for improvement of productivity.
- (e) to co-operate with educational or other institutions in any other parts of the world having similar objectives in such a manner as may be mutually beneficial in the field of management education.
- (f) to provide consultancy services to industry and Government with a view to improving administration and productivity.

3.2. As regards activities of the Institutes, the Committee have been informed that all the three Institutes conduct Post-graduate Programmes and award Diplomas which are recognised by the Central Government. The Institutes are not affiliated to any University; they are not declared as institutions of national importance by Parliament; they are also not declared as "deemed" Universities. Besides the Post-graduate Programmes, the three Institutes undertake research work and also organise a number of short-term courses for persons in industry, commerce and various Government departments and public sector industries.

3.3. The Committee desired to know during evidence whether in view of the fact that there was a growing demand for persons trained in managerial practices to work in relatively backward areas of the country, especially in areas with predominantly tribal population, any attempt has been made by the Institutes of Management to sponsor management programmes for the benefit of those whose field of work would be remote and backward areas. In reply, the representative of the Ministry of Education informed the Committee that the Institute of Management, Ahmedabad had conducted the following six management development programmes in the past which had a direct bearing on rural and backward areas. Four of these programmes as indicated against them are offered every year:—

- (i) Agricultural Management Programme (annually since 1968).
- (ii) Rice Mill Management Programme (annually between 1973 and 1975), in collaboration with the Indian Institute of Technology, Kharagpur;
- (iii) Multi-Level Dairy Management Programme (in 1967 and 1968), in collaboration with the National Dairy Research Institute, Karnal;
- (iv) Management of District Development Programme for IAS Probationers (annually since 1973), in collaboration with the Lal Bahadur Shastri Academy of Administration, Mussoorie;
- (v) Management of Rural Development Programmes (annually since 1974);
- (vi) Programme on Management of Agriculture and Rural Development in the North-East Region (annually since 1975) at the instance of the North-Eastern Council, Government of India.

3.4. The Institutes at Calcutta and Bangalore are also now engaged in working out similar programmes for backward regions.

3.5. About the proposed major research programme on 'Development of Rural Poor', the Committee have been informed that the main aim of the Programme is to comprise areas inhabited by poor tribals.

3.6. When asked during evidence whether the Institutes had sponsored any projects in co-operation with the Tribal Research Institutes of State Governments for the benefit of the predominantly

tribal population, the representative of the Ministry of Education replied in negative. The Committee have, however, been informed that the Institute at Ahmedabad has a major project on planning and development for which the region selected for studies is the most backward tribal area in Gujarat. The Committee have been further informed that the Institutes have not so far sponsored any development programme for the benefit of the Scheduled Caste population who are economically backward. But the Ahmedabad Institute has conducted a special development programme for the North-eastern region which is mainly for the benefit of the largest tribal population.

3.7. In reply to a question whether the Institutes were being assisted in their work by the local Universities, colleges and tribal institutes, the Director of the Institute of Management, Ahmedabad, has stated during evidence that research and management development programmes of the Institutes are by and large within the area of their own specialisation although all the relevant agencies were involved in different ways.

3.8. The Committee also enquired whether any tribal personnel were being sponsored by the State Governments in the North-eastern region of training in the programmes. In reply, the Director of the Institute at Ahmedabad has stated that though in that programme there were 29 participants, the actual number of persons from that region is, however, not known. He promised to furnish the information later. Subsequently, in a written note furnished to the Committee, the Ministry of Education and Social Welfare have stated that the Institute have not been collecting information about the number of Scheduled Caste and Scheduled Tribe participants in the short-term courses conducted by them.

3.9. From the objectives laid down for the Institutes, the Committee find that these are too general and there is no particular mention about the special efforts required to be made by them to select and train persons belonging to the weaker sections of the society, such as Scheduled Castes and Scheduled Tribes, for careers in management or to organise research into such matters concerning use of management techniques as may be particularly needed for the industrial development of the tribal and other backward areas. The Committee feel that in order to keep the Institutes constantly conscious of their special responsibilities in the matter and to provide them a direction for their future activities, it is necessary that the objectives laid down for them should explicitly pro-

vide for the aforesaid matters. The Committee, therefore, recommend that a review of the list of the objectives of the Institutes may be made to amplify them suitably.

3.10. The Committee note that the Indian Institute of Management, Ahmedabad, has made a beginning in undertaking rural development management programmes. The Committee further note that the Institute has also undertaken a major research project on planning and development for which the region selected for studies is the backward tribal area in Gujarat. However, looking to the enormity of the problem of manning the various schemes and projects undertaken by the Central and State Governments in pursuance of their policy of bringing about speedy development of the tribal and other backward regions, with the personnel having suitable managerial skill, the Committee feel that there is a lot of scope for starting many more such management programmes and research projects. The Committee are surprised to note that the Institutes of Management at Calcutta and Bangalore have not so far undertaken any such programmes. In the opinion of the Committee, the nominees of the Central Government on the Board of Governors of these Institutes cannot escape their share of responsibility in this regard as in fact they are there to see that the programmes and activities of the Institutes are chalked out in a manner which help the implementation of the policies of the Government. The Committee, therefore, recommend that Government should take suitable steps to ensure that the Institutes at Calcutta and Bangalore also undertake without delay suitable management programmes and research projects, as has been undertaken by the Ahmedabad Institute, in cooperation with the State Governments and other concerned agencies. The Committee hope that the Ahmedabad Institute will also step up their endeavours in this regard.

3.11. The Committee would also like to emphasize that for the management programmes and research projects on the development of tribal and other backward regions, the Institutes should select liberally the candidates belonging to Scheduled Castes and Scheduled Tribes who with their knowledge and background of those regions will undoubtedly prove to be an ideal choice. In this connection the Committee regret to note that the Institutes have not been keeping separately the information about the number of Scheduled Caste and Scheduled Tribe participants in the various courses and programmes arranged by them. This in itself indicates lack of interest for persons belonging to weaker sections of the Society. The Committee would urge upon the Institutes to take necessary steps to

keep this basic information with them, so that the interest of those persons are constantly well looked after.

3.12. The Committee note that the Institute of Management, Ahmedabad has not so far undertaken any project in collaboration with the Tribal Research Institute which is located at Ahmedabad. There does not appear to be any systematic collaboration with other universities and colleges with a view to initiate management development programmes for tribals. The Committee recommend that the Ahmedabad Institute should have a fruitful collaboration with the Tribal Research Institutes and such other Institutes working in similar fields.

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**CHAPTER IV**  
**ADMISSION FACILITIES**

**A. Admissions**

4.1. The procedure and criteria for admission of Scheduled Caste and Scheduled Tribe candidates in the three Institutes of Management are as follows:

**(1) Indian Institute of Management, Ahmedabad**

Like other candidates, the Scheduled Caste and Scheduled Tribe candidates are required to participate in the following selection procedure:—

- (i) Minimum eligibility to apply for the programme is stipulated in the advertisement every year.
- (ii) The candidates who meet the minimum eligibility requirement to apply for are required to appear for a written test.
- (iii) Past academic record of the candidates is evaluated which is known as Application Rating.
- (iv) Cut-off scores are prescribed in written test and application evaluation to call candidates for interview.
- (v) Those who are called for interview are asked to appear for group discussion and interview (personal contact method) before the Interview Committee.
- (vi) Final selection is based on performance in Application evaluation and personal contact method.

Relaxations are given to the Scheduled Caste and Scheduled Tribe candidates in all segments of the selection procedure mentioned above. For eligibility to be called for written test, Scheduled Caste and Scheduled Tribe candidates are required to have a minimum of 45 per cent marks in SSC/HSC examination as against 55 per cent for other candidates. An idea about the extent of



relaxations given to Scheduled Caste and Scheduled Tribe students in selection items can be had from the illustration given below:—

Selection item	Cut-off score	
	for General candidates	SC/ST candidates
Quantitative test	320	300
Application rating	23	14
Interview score	42	25

The Committee have been informed that the Cut-off scores do not remain the same every year because of the differences in performances of candidates from year to year. The number of items in the test also varies from year to year.

(2) *Indian Institute of Management, Calcutta*

In this Institute, the following procedure obtains:—

- (i) All the applications are processed to see that they are eligible i.e. scoring 50 per cent marks in school level or in graduate level.
- (ii) Such eligible candidates are asked to take a written test for a duration of 3½ hours. The written test covers all essential aptitudinal areas relevant for management education.
- (iii) The top 10 per cent of the admission test scorers are called for interview at different centres. A mobile Interview Committee composed of Institute's faculty, Alumni and the managers conduct the interview. The individual interview of the candidates is usually preceded by a group discussion among the assembled candidates primarily to assess their felicity to work in groups.
- (iv) The combined scores of candidates (the written test score, interview score, group discussion score, academic evaluation score and work experience score) are ranked in order and the admission is offered according to the available accommodation in the hostel on the basis of these ranks.
- (v) The Scheduled Caste and Scheduled Tribe candidates are given special concession both in the written test as well

as in the interview and group discussion. They are separately listed and ranked.

In a note submitted to the Committee, it has been stated that grace marks are given in the written test to the Scheduled Caste and Scheduled Tribe candidates upto 25 per cent on the minimum Cut-off point of general students body. However, in 1976, to increase the intake of Scheduled Castes and Scheduled Tribes, the Cut-off point was lowered by 50 per cent. In the interview, until 1975, a minimum was prescribed for being considered for admission below which normally the candidate would not be considered whatever his rank in the written test. This was applicable to all candidates. However, from 1976 no such minimum has been prescribed for the Scheduled Caste and Scheduled Tribe candidates.

The Scheduled Caste and Scheduled Tribe students who are successful on the basis of the above reduced requirement are short-listed separately.

### (3) *Indian Institute of Management, Bangalore*

The admission procedure for all candidates assesses the candidates initially for (a) minimum education requirement as specified, (b) minimum work experience, (c) minimum English comprehension, (d) minimum facility in arithmetical reasoning, and (e) minimum facility in abstract intelligence. The last three attributes are assessed for their relevance for taking a course such as the Institute's PGP Management. The tests used are mainly to establish the bare minimum level of performance on those attributes.

While for other candidates, their meeting the above minimal requirements is only a necessary condition for further assessment, for Scheduled Caste and Scheduled Tribe candidates, their meeting the above minimal requirement is a sufficient condition for their straight admission into the programme. Although, Scheduled Caste and Scheduled Tribe candidates are put through a further assessment test along with the other candidates, their actual performance in such additional tests etc. is not actually included for consideration of selection (as they are already selected, but this is done to understand their weaknesses if any, to enable the Institute to take suitable steps to correct the same after their entry into the programme).

As regards specific relaxations admissible to the Scheduled Caste and Scheduled Tribe candidates the Committee have been informed that in the case of general candidates, the criterion for eligibility is that they should have secured at least 50 per cent marks in 2 of the

3 public examinations before seeking admission but this is not made applicable in the case of Scheduled Caste and Scheduled Tribe candidates and all those who apply are called for written test. The Committee have also been informed that work experience is no longer insisted upon in the case of Scheduled Caste and Scheduled Tribe candidates. So far as the written tests are concerned, it is stated that in 1974 and 1975, if the candidate showed a minimum comprehension of the subjects involved, they were selected. In 1976, 24 candidates were called for interview, of whom 16 were selected. For illustration, in the first year, while the rank of the last student admitted in the general category was 100, the rank of the last Scheduled Caste student was 288.

4.2. Asked during evidence whether there was a proposal to have a uniform procedure for admission in all the Institutes of Management, the representative of the Ministry had stated that from the current year, all the three Institutes had decided to have a common entrance examination on the basis of which they would hold separate interviews.

4.3. When it was pointed out to the representative of the Ministry of Education and Social Welfare that though a good number of Scheduled Caste and Scheduled Tribe candidates qualified in the written test for admission, a large number of them were dropped at the time of interview, the representative of the Ministry explained to the Committee that interviews were essential to assess the capability of candidates so that they could successfully complete their programme. He added that if the candidates were not found suitable in written and other tests, they would not be able to complete the programme.

4.4. The Committee desired to know during evidence if it was possible for the Institutes to organise pre-admission training for Scheduled Caste and Scheduled Tribe candidates. In reply, the Committee were informed by the representative of the Ministry that while it was already being done by the Indian Institute of Management at Ahmedabad, the Institutes at Calcutta and Bangalore proposed to start pre-admission training from the current year.

4.5. In a note furnished to the Committee, the Ministry of Education and Social Welfare have stated as follows:—

“The Institute at Ahmedabad has been conducting since the summer of 1974 a remedial programme in English and Mathematics to weaker students admitted to the Post-

**Graduate Programme in Management.** This is a 3-week programme conducted in June every year, before the Post-Graduate Programme starts in July. The remedial programme was set up mainly with Scheduled Caste/Tribe candidates in view.

The remedial programme is offered to students who need additional preparation in English and/or in Mathematics to be on par with the average student admitted to the Post-Graduate Programme. The additional preparation in English may be required for various reasons:

- (a) The student may have studied mostly in media other than English; or
- (b) He may have studied in schools and colleges where the focus has been mostly on written English rather than on developing both written and oral communication abilities.

The additional preparation in Mathematics is required obviously for lack of exposure to it at the college level. In addition, in the case of Scheduled Caste/Tribe candidates, when selection standards are relaxed for admitting them to the Post-Graduate Programme, the need for additional inputs to such candidates in English and Mathematics is obvious. In some cases, the 3-week remedial programme may not be sufficient to provide help to the students to come up to the expected standard. For such students, the faculty conducts additional tutorials during the year.

The feedback from the students who have gone through the remedial programme in 1974 and 1975 indicates that the programme was very useful to them. Most of them said that they would not have been able to adjust as well as they did, had they not attended the remedial programme. During the Post-Graduate Programme (First year) the academic difficulties faced by the students who were called to the remedial programme but did not attend was much more acute than that of the students who attended the remedial programme. In addition, most of the remedial programme students, including the SC/ST candidates, met the Post-Graduate Programme standards for promotion to the first year without any relaxation. Had these students not attended the remedial programme, it is doubtful if so many would have met the regular standards of the Post-Graduate Programme.

Moreover, the remedial programme helped the students to become familiar with the Institute's chief method of instruction,

i.e., the case method of instruction which is quite different from the traditional lecture and note-taking method. Familiarity with teaching method, instructors and the environment had definitely provided greater confidence to students attending the remedial programme than to those who come to the Institute for the first time in July.

Both Bangalore and Calcutta Institutes are planning to conduct the remedial programme from this year.

4.6. During evidence, the Director of the Institute at Ahmedabad informed the Committee that the one-month remedial programme was very inadequate and coaching classes might be set up much earlier at some selected centres in the country so that Scheduled Caste and Scheduled Tribe candidates might get coaching right from the time when they applied for admission.

4.7. The Committee note that the Institutes of Management do not follow uniform standards of relaxations which may be due to their holding admission tests separately. The Committee feel that if a combined recruitment system with a uniform standard of relaxations is introduced by the Institutes, it would be possible to admit a larger number of Scheduled Caste and Scheduled Tribe candidates. Besides, it would be administratively convenient and ensure better coordination. The Committee, therefore, recommend that a system of combined recruitment with a common Selection Board, consisting of the representatives of all the Institutes be introduced and a uniform standard of relaxations for admission of Scheduled Caste and Scheduled Tribe candidates be evolved. The Selection Board should have a member from the Scheduled Castes/Tribes so as to instil confidence in the Scheduled Caste/Scheduled Tribe students appearing before it.

4.8. The Committee further desire that the Ministry of Education and Social Welfare should ensure that all the instructions issued by the Government of India providing for reservations and other concessions for Scheduled Castes and Scheduled Tribes in the matter of admissions are meticulously observed by all the Institutes of Management.

4.9. The Committee consider that as an essential corollary to giving relaxations to Scheduled Caste and Scheduled Tribe candidates at the time of admission, the Institutes should devise suitable measures to make up at the earliest the deficiencies found in the Scheduled Caste and Scheduled Tribe candidates on various counts so that they may be at par with other candidates having full self-confidence in themselves after they come out of the Institutes.

This objective can be achieved by giving them pre-admission training or arranging remedial courses for them immediately after admission. The Committee appreciate that the Ahmedabad Institute has started remedial courses in different subjects for the benefit of Scheduled Caste and Scheduled Tribe candidates. The Committee hope that the other two Institutes would also provide remedial courses to Scheduled Caste/Scheduled Tribe students before the commencement of the Post-Graduate Programme Courses.

4.10. The Committee agree with the views of the Director of Indian Institute of Management, Ahmedabad that coaching classes might be started at some selected centres in the country for the benefit of those Scheduled Caste/Scheduled Tribe candidates who desire to sit for competitive examinations for admission to Post-Graduate Programme Courses of the Institutes of Management. The pre-examination Training Centres which run at Allahabad, Patiala, Chandigarh and Madras might hold special training Courses for those Scheduled Caste/Scheduled Tribe candidates who desire to take up Business Management as their profession.

#### B. Reservation of Seats

4.11. The Committee have been informed that on the recommendation of the All India Council for Technical Education, Government had issued in 1964, a circular letter to all Universities and engineering institutions in the country to reserve 20 per cent seats for Scheduled Castes and Scheduled Tribes (15 per cent for Scheduled Castes and 5 per cent for Scheduled Tribes).

4.12. As regards the date from which the above institutions were given effect to by the Institutes of Management, the Ministry of Education and Social Welfare in their note furnished to the Committee, have stated that the Institute at Ahmedabad started reserving the required percentage of seats for the Scheduled Caste and Scheduled Tribe candidates from February, 1971. The Institute at Calcutta, as stated by the Ministry, has been defaulter in implementing their instructions and the "Institute has now been advised in clear terms to follow the instructions given by the Ministry." In the Institute at Bangalore, the requisite percentage of reservation for Scheduled Caste and Scheduled Tribe candidates has been done from 1974.

4.13. Subsequently, in a note furnished by the Ministry, the Committee have been informed that in the Institute at Ahmedabad, "from 1971 onwards in the selection process, special attention was given to admit Scheduled Caste and Scheduled Tribe students. As a result, for the academic session starting from July, 1976, the Institute admitted 27 candidates from Scheduled Caste and Scheduled

Tribe category amounting to nearly 16 per cent." The note further states that in the Calcutta Institute, "from 1973 onwards, in the selection process special attention was given to admit Scheduled Caste and Scheduled Tribe candidates. As a result, for the academic session 1976, 10 students have been admitted from Scheduled Caste and Scheduled Tribe candidates, amounting to nearly 10 per cent". Regarding the Institute at Bangalore, the note states, "The Institute was inaugurated in 1973 and the Post-Graduate Programme commenced in 1974. In the first batch, the Institute was to enrol 50 ( $\pm$  5), six Scheduled Caste students were admitted whom five registered giving a percentage of 12 per cent. In 1975, the Institute decided to take 60 ( $\pm$  5), four candidates from Scheduled Caste/Scheduled Tribe were selected and all 4 enrolled. In 1976, it was decided to take 60 ( $\pm$  5). Admissions have been offered to 12 Scheduled Caste and 4 Scheduled Tribe candidates which comes to more than 20 per cent. Even if some do not join, it is expected that 20 per cent quota will be filled."

4.14. Asked during evidence what were the reasons for the non-implementation of the Government orders regarding the reservation of seats for admission of Scheduled Caste and Scheduled Tribe candidates, the representative of the Ministry stated that, at the initial stages, the Institutes at Ahmedabad and Calcutta lacked adequate faculties and other facilities and it was considered desirable to go slow and gain some experience before reserving seats for Scheduled Castes and Scheduled Tribes. He admitted that it was slow but in the last two years they had been admitting more and more students. This year, 27 students had been admitted which meant 16 per cent.

4.15. The Committee desired to know if the Institutes were going slow in the beginning due to non-availability of Scheduled Caste and Scheduled Tribe candidates. In reply, the representative of the Ministry stated as follows:

"I do not think the Institute were deliberately going slow. As I have said their faculties were not geared up to match upto the difference between the two categories, that is, why they deliberately thought it would be better to go a little slow."

4.16. Clarifying the position further, the representative of the Ministry added as follows:—

"Suppose the last boy or the weakest student in the general side has 80 per cent and the last boy in the Scheduled

Caste side has 20 per cent, the faculty was not geared up to give lectures to both of them at the same level. Now that the faculty is geared up to cope with the problem and some experience has been gained, they are trying to admit as many as Scheduled Castes as possible."

4.17. During the course of evidence when the Committee desired to know if there were any specific reasons for default in regard to implementation of Government instructions about reservation by the Institute at Calcutta, the Director of that Institute stated as under:—

"In 1966, our board decided to take in 10 per cent of SC/ST candidates. From 1967 onwards we have taken such candidates. We have a fairly rigorous admission procedure and the students have to come up to the requisite standard for admission. In that we gave a concession of 15 per cent to SC/ST students. Subsequently, we made it 25 per cent and now we have made it 50 per cent this year. Still, we could get only 10 so far. If more number of people apply, we will take more. As you will see, in one year when the number of applications was large, we took in more. We might have been defaulters in the past but from now on we will make every effort to fill the number of seats specified by the Government."

4.18. About the steps taken by the Government to ensure implementation of their orders in regard to reservation of seats for the admission of Scheduled Caste and Scheduled Tribe candidates in the Institutes, it has been stated in a note furnished to the Committee by the Ministry of Education and Social Welfare, that apart from the normal channel of communication and personal contacts between the Ministry and the Institutes of Management, one of the Officers of the Ministry who is looking after the administration work relating to these Institutes at the level of Branch Officer has been designated as Liaison Officer specially to look after the interests of Scheduled Caste and Scheduled Tribe candidates both for implementing the quota of reservation for appointment and for admission of students to these Institutes. He has been designated as Liaison Officer from the beginning of the current year, i.e., 1976. His duties are mainly to communicate the decisions of the Government in regard to reservation and to obtain the feed back on the implementation of these policies by the Institutes.

4.19. Asked during evidence as to what steps were being taken to fill the backlog of Scheduled Caste and Scheduled Tribe candi-



dates, the representatives of the Ministry of Education has explained that the Institute at Calcutta had decided to give grace marks of 25 per cent to Scheduled Caste and Scheduled Tribe candidates. Even then when it was found that only four students could be admitted, then they gave the grace marks upto 50 per cent. In spite of that, only 10 per cent of the quota instead of 20 per cent could be filled. It was explained to the Committee that if more grace marks were given, the Scheduled Caste and Scheduled Tribe candidates would not be able to take advantage of the programmes of the Institutes. But the things were improving. This year Bangalore has reached more than the stipulated 20 per cent, Ahmedabad has reached 16 per cent and Calcutta has reached 10 per cent although they gave 50 per cent grace marks. They might consider giving upto 60 to 65 per cent grace marks in the Institute at Calcutta so that more might be taken provided those students could take full advantage of the course offered.

4.20. During evidence, the Committee desired to know whether the number of students in the Institutes of Management had been increased in view of the fact that more and more industries were coming up and these required greater number of trained managerial personnel. In reply, the representative of the Ministry of Education has stated that in Bangalore, they have not reached the maximum number as in other Institutes. The number of students to be admitted in all the four Institutes will be increased. However, they would have to keep a ceiling beyond which it is difficult to go due to constraint on resources. The representative of the Ministry of Education and Social Welfare has further stated that ultimately the total number of students in the four Institutes would be between 500 and 600.

4.21. The Committee note that although Government of India orders regarding reservation of 15 per cent seats for Scheduled Castes and 5 per cent for Scheduled Tribes for admission to the Indian Institutes of Management were issued as far back as 1964, the Institutes of Management at Ahmedabad and Calcutta found it possible to introduce the reservations after the lapse of more than a decade. In fact from the material placed before the Committee, they find that the requisite percentages of admissions have been made only from the current year. The delay in the implementation of Government of India orders regarding reservations must have prevented a large number of eligible Scheduled Caste/Scheduled Tribe candidates from pursuing their studies in these Institutes. The Committee hope that Government would now see that the Institutes take necessary concrete steps to give effect to Government orders regarding admission of Scheduled Caste and Scheduled Tribe

candidates in these Institutes. The Committee expect that the Institutes would see to it that there is a larger intake of Scheduled Caste and Scheduled Tribe candidates even beyond the stipulated percentages. The Institutes of Management should collect and maintain complete statistics in a proper form about the addresses of Scheduled Caste and Scheduled Tribe candidates, their economic background and social strata, their educational background, their placement after training, etc.

4.22. The Liaison Officer in the Ministry should be made responsible for the collection and compilation of the desired statistics and for a general surveillance of the implementation of the reservation orders.

4.23. The Committee further recommend that in order to attract more Scheduled Caste and Scheduled Tribe candidates the recruitment advertisements in newspapers and communications addressed to the Directors of Technical Education and Directors of Education and Social Welfare in the States/Union Territories should contain in addition to number of seats reserved for those candidates a specific mention about the various special incentives by way of relaxation and concessions in age, etc. available to them. Copies of advertisements should also be sent to the Associations of Scheduled Castes and Scheduled Tribes and to the Members of the Parliamentary Committee on the Welfare of Scheduled Castes and Scheduled Tribes. The advertisements should also be issued through the All India Radio and other news media of the Government.

### C. Concessions

4.24. As regards concessions to Scheduled Caste and Scheduled Tribe candidates, the Committee have been informed that fees payable to the Institutes by a general student for an academic year towards tuition, boarding and lodging are as follows:—

	Ahmeda- bad	Calcutta	Banga- lore
	Rs.	Rs.	Rs.
Tuition fee	500	500	500
Lodging	450	300	450
Meas expenses	2000	2500	2000
	(estimated)	(estimated)	(estimated)

4.25. It is stated that concessions are given to Scheduled Caste and Scheduled Tribe candidates in respect of tuition fees, room

charges, etc. in all the three Institutes. The representative of the Ministry of Education and Social Welfare has informed the Committee that the Indian Institute of Management, Ahmedabad has since decided not to charge any tuition fee from Scheduled Caste and Scheduled Tribe students. The Indian Institute of Management, Calcutta also proposes to give full concession of tuition fee to the Scheduled Caste and Scheduled Tribe students. The representative of the Ministry has also informed that the Institute of Management, Bangalore, who are charging 50 per cent tuition fee from Scheduled Caste and Scheduled Tribe students, will also be impressed upon to follow suit.

4.26. In a note furnished to the Committee, the Ministry of Education and Social Welfare have stated that the Indian Institute of Management, Ahmedabad have since decided not to charge any room rent from needy Scheduled Caste and Scheduled Tribe students. The Institute at Bangalore are charging only 50 per cent of room rent from Scheduled Caste and Scheduled Tribe students. The Calcutta Institute is also considering to give similar concessions to the Scheduled Caste and Scheduled Tribe candidates.

4.27. The Committee note that the Institute of Management have under consideration proposals to further increase the quantum and scope of different concessions. The Committee, however, observe that no concession is at present being given in regard to mess expenses. The Committee, therefore, recommend that concession with regard to mess charges should be given to deserving Scheduled Caste and Scheduled Tribe students.

## CHAPTER V

### SCHOLARSHIPS AND LOANS

5.1. It has been further stated that the Scheduled Caste and Scheduled Tribe students are eligible for post-matric scholarships given by the Government of India and administered by the State Governments as per the regulations from time to time by the Government of India. The value of the scholarship at present is Rs. 110 per month. The Indian Institute of Management, Ahmedabad, has a scheme of giving loan assistance for Scheduled Caste and Scheduled Tribe students. These loans bear a lower rate of interest as compared to Bank loan which the other students take.

5.2. The proposal to give separate scholarships for Scheduled Castes and Scheduled Tribes from 1976-77 onwards is under consideration. In the case of Indian Institute of Management, Bangalore Scheduled Caste and Scheduled Tribe students are given preference in the allotment of the Central Government scholarships of Rs. 350 per month.

5.3. The Committee desired to have a statement showing the annual family income of Scheduled Caste and Scheduled Tribe students who joined the post-Graduate programme in Management and also the number of students who joined the post-graduate programme. Similar information was called for in respect of general candidates. The statements received from the three Institutes are reproduced below:

*Annual Family Income of students who joined Post-graduate Programme in Indian Institute of Management Ahmedabad*

Annual Family Income	1975-77			1974-76			1973-75			1972-74			
	SC	ST	Gen.	SC	ST	Gen.	SC	ST	Gen.	SC	ST	Gen.	
Below Rs. 7,200	12	3	27	1	1	26	3	3	—	21	2	1	29
Rs. 7,201 to 12,000	2	1	34	—	—	35	1	—	32	—	—	—	39
Rs. 12,001 to Rs. 24,000	2	—	67	2	—	60	—	—	50	—	—	—	96
Above Rs. 24,000	—	—	25	—	—	24	—	—	25	—	—	—	16
	16	4	155	3	1	143	4	—	128	2	1	120	

*Annual Family Income of students who joined Post-graduate programme in IIM, Bangalore*

	1974		1975	
	SC/ST	General	SC/ST	General
Below Rs. 7,200 . . .	3	13	4	22
From Rs. 7,200 to Rs. 12,000	1	16	..	15
From Rs. 12,000 to Rs. 24,000		13		15
From Rs. 24,000 and above .	..	7	..	7
	4	49	4	59

*Annual Family Income of students who joined post-Graduate Programme in IIM, Calcutta*

	10th Session		11th Session		12th Session	
	SC/ST	General	SC/ST	General	SC/ST	General
Below Rs. 6,000	1	27	6	30	1	14
Rs. 6,001 to 7,200	2	3	1	7	1	8
7,201 to 12,000 . . .	..	17	2	24		26
12,001 to 20,000	1	22	..	23	..	36
20,001 to 30,000 . . .	..	12	3	21	..	24
30,001 and above	..	6	..	12	..	14
	4	87	12	117	2	122

5.4. The representative of the Ministry of Education has informed the Committee during evidence that 25 per cent of the student population get scholarships. Asked to state whether it would be possible to give scholarships to all the 20 per cent Scheduled Caste/Scheduled Tribe students for whom seats are reserved, the representative of the Ministry of Education has informed the Committee during evidence that if scholarships are awarded to all the 20 per cent Scheduled Caste/Scheduled Tribe students, it would adversely affect other students belonging to weaker sections of the society who would be deprived of the scholarships. Explaining the point further, the representative of the Ministry has pointed out

that in the 10th session, 27 boys were admitted whose parents' income was less than Rs. 6,000 per annum whereas only one boy from the Scheduled Castes and Scheduled Tribes whose parents' income was less than Rs. 6,000 per annum was admitted. If they reserve all the 25 per cent scholarships for the Scheduled Castes and Scheduled Tribes, those 27 boys whose parents' income was less than Rs. 6,000 per annum would not have got any scholarship. The representative of the Ministry has further stated that after joining the Institutes, no student has left for want of financial assistance. They get either loans or scholarships and continue their programme. Asked to state whether the quantum of scholarships of Rs. 110 would be increased, the representative of the Ministry of Home Affairs has informed the Committee that the matter regarding enhancing the rate of scholarships would be reviewed by the Ministry of Home Affairs.

5.5 The Committee desired to know whether it is a fact that when a Scheduled Caste/Scheduled Tribe student changes his course, i.e., switches over to professional course from the general course, he is not granted post-matric scholarship at the rate he was getting before. For example, when an engineering graduate takes over post-graduates course in business management, he is not entitled to any grant of post-matric scholarship. The representative of the Ministry of Home Affairs has stated during evidence that "the post-matriculation scholarship programme envisages one complete professional course. After doing engineering course, if a student chooses to go in for another professional course, the existing provision does not provide for that."

5.6. Asked to state whether the matter would be considered in depth so that Scheduled Caste/Tribe students changing the course were not denied post-matric scholarships, the representative of the Ministry of Education assured the Committee that the matter would be taken up with the Ministry of Home Affairs.

5.7. The Committee were informed that the loans sanctioned to Scheduled Caste/Scheduled Tribe students by the Indian Institute of Management, Ahmedabad, carried an interest rate of 10 per cent. The Director of Institute has agreed with the Committee that though the rate of interest is lower than the bank rate, it is still high.

5.8. The Committee are glad to note that the Indian Institute of Ahmedabad has decided to waive full tuition fees and room charges in respect of Scheduled Caste/Tribes students and that the

Institute at Calcutta is also considering to give similar concessions. The Committee hope that the Indian Institute of Management, Bangalore would also fall in line with the other two Institutes. The Committee are happy to note that more and more Scheduled Caste/Tribe students belonging to lower income groups are coming up for the Business Management course in all the three Institutes of Management. The Committee hope that this trend will be maintained.

5.9. The Committee feel that the quantum of post-matric scholarships of Rs. 110 per month for Scheduled Castes and Scheduled Tribes is extremely meagre. In view of the fact that the tuition, boarding and lodging charges at the three Institutes of Management are beyond the reach of an average Scheduled Caste/Tribe student, the Committee would like that the quantum of post-matric scholarships should be raised to at least Rs. 300 per month. The Committee trust that the Ministry of Home Affairs/Education would examine the matter and take an early decision on it. The Ministry of Education should also take up with the banks the question of scaling down of the rate of interest for loans advanced to needy Scheduled Caste/Tribe students.

5.10. The Committee would also like the Ministry of Home Affairs to examine the question of giving post-matric scholarships to those Scheduled Caste/Tribes Students who, after completing one professional course, take up another professional course.

## CHAPTER VI

### STAFF STRENGTH AND SHORTFALLS

6.1. It has been stated by the Ministry of Education in a note furnished to the Committee that the total number of Class III employees in the three Institutes of Management and the number of Scheduled Castes and Scheduled Tribes among them are as under:—

	Total No. of employees	Scheduled Castes	Scheduled Tribes
Indian Institute of Management, Ahmedabad	139	5	..
Indian Institute of Management, Bangalore	103	3	1
Indian Institute of Management, Calcutta	134	2	..

Details of categories of posts and the number of Scheduled Castes and Scheduled Tribes among them are given at Appendices I, II and III.

6.2. In regard to implementation of orders/instructions issued by the Government of India, the Indian Institute of Management, Ahmedabad, has stated as under:—

“The Institute is currently following the orders of the Government of India in respect of reservation for SC/ST....

The employees in the Institute's service can be broadly classified in the following categories:

Class I posts	Faculty and Senior Research Staff.
Class II posts	Supervisory Administrative Staff and some special technical posts.
Class III posts	Stenographers, Steno-typists, Accounts Staff, Clerk/Typists.
Class IV posts	Other than Sweepers, Sweepers.

Amongst Class IV posts, overall percentage is higher than the percentage prescribed by the Government.



Amongst class III staff, main recruitment is in the categories of stenographers and steno-typists. In this category we have not been able to find any candidates belonging to Scheduled Castes/Scheduled Tribes who pass the minimum requirements on the institute, which is at par with Accounts Clerks and Typists the Government instructions are being followed. It is proposed to make special efforts to improve the percentage in this group.

Appointments to regular Class II posts are normally from within our employees. The occasional advertisement in the open market for specialised technical posts, follows the Government instructions on the subject.

For specialised positions in Faculty and Research categories it is difficult to find persons belonging to Scheduled Castes and Scheduled Tribes. If any are available and apply in response to our advertisement, they are given fullest consideration in the light of Government instructions."

6.3. In regard to Indian Institute of Management Calcutta, it has been stated that the Government orders regarding reservation for Scheduled Castes and Scheduled Tribes are now being implemented at the Institute.

6.4. In so far as the Indian Institute of Management, Bangalore, is concerned, it has been stated that the Institute is implementing the Ministry of Education and Social Welfare's orders regarding admission of candidates belonging to Scheduled Castes and Scheduled Tribes. The reservation for Scheduled Caste and Scheduled Tribe candidates are made and candidates are appointed according to Roster whenever suitable candidates are available.

6.5. In their Office Memorandum No. 9/2/73-Estt(SCT) dated the 23rd June, 1975, the Cabinet Secretariat (Department of Personnel and Administrative Reforms), New Delhi have laid down instructions regarding exemption of scientific and technical posts from the purview of the reservation orders. According to the latest orders of the Cabinet Secretariat (Department of Personnel and Administrative Reforms), there will be reservation in appointments made to scientific and technical posts upto and including the lowest grade of Class I in the respective services wherever they have been hitherto exempt from the purview of the scheme of reservations.

6.6. The Committee are constrained to observe that the representation of Scheduled Castes and Scheduled Tribes in the services of the three Indian Institutes of Management is deplorably low. The Committee fail to understand why it should not be possible for the three Institutes of Management to appoint Scheduled Caste and Scheduled Tribe candidates even for Class III posts for which reservation orders were and are applicable. The Committee are not impressed by the argument advanced by the Ministry that it is difficult to find candidates belonging to Scheduled Castes and Scheduled Tribes who pass the minimum requirements of the Institutes. The Committee trust that the Ministry of Education would take up with the Directorate General of Employment and Training the question of locating suitable Scheduled Caste/Tribe candidates so that the reservation quotas existing for them in the three Institutes of Management could be fulfilled. In case the Employment Exchanges are not able to sponsor the suitable Scheduled Caste/Tribe candidates, the Institutes should resort to advertisement. Advertisements should also be issued through the All India Radio.

6.7. As regards the recruitment of Scheduled Castes and Scheduled Tribes in the scientific and technical posts, the Committee hope that the Ministry of Education/Institutes would implement in letter and spirit the instructions contained in the Cabinet Secretariat Office Memorandum dated the 23rd June, 1975, which provides inter alia for reservation of Scheduled Castes and Scheduled Tribes in the scientific and technical posts upto and including the lowest grade of Class I in the respective services wherever they have been hitherto exempt from the purview of the scheme of reservations.

SURAJ BHAN,  
*Chairman,*

*Committee on the Welfare of  
Scheduled Castes and  
Scheduled Tribes.*

NEW DELHI;  
November 5, 1977  

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Kartika 14, 1899 (Saka)

**APPENDIX I**

**Indian Institute of Management Ahmedabad**

*Staff (Class III) in position as on 30-6-1976*

Category	Total Number	Scheduled Castes	Scheduled Tribes
Stenographers . . . . .	56		
Account Assistants . . . . .	2	..	
Office Assistants' . . . . .	12	1	
Assistant Cashier . . . . .	1		
Cataloguer § . . . . .	1		
Draftsman' . . . . .	1		
Estate Supervisor -	1		
Maintenance Supervisor . . . . .	1	..	
Professional Assistants . . . . .	4	4	
Publication Assistants' . . . . .	2	..	
Store Clerk . . . . .	1	..	
U.D.C. . . . .	15	1	
Steno-Typists . . . . .	9		
Telephone Operator . . . . .	6	..	..
Compounder . . . . .	1		..
Account Clerks' . . . . .	4	..	
L.D.C. Typists . . . . .	22	2	..
<b>TOTAL</b> . . . . .	<b>139</b>	<b>8</b>	<b>..</b>

**APPENDIX II**

**Indian Institute of Management—Bangalore**

*Staff ( Class III ) in Position as on 30-6-1976*

Cadres	Total Number	Scheduled Castes	Scheduled Tribes
Stenographers . . . . .	36		
Library Assistants - . . . . .	8		
Cashier . . . . .	1		
Assistants . . . . .	5		
Upper Division Clerks . . . . .	7		
Junior Engineers - - - - -	2		..
Electrician . . . . .	1		..
Mechanic . . . . .	1		1
Projectionist . . . . .	1	..	
L.D.C./Typists . . . . .	29	2	
Receptionists . . . . .	2	..	
Machine Operaors . . . . .	2	..	
Key Punch Operators . . . . .	2	..	
Drivers . . . . .	6	1	..
<b>TOTAL</b> . . . . .	<b>103</b>	<b>3</b>	<b>1</b>

**APPENDIX III**

**Indian Institute of Management—Calcutta**

*Staff ( Class III ) in Position as on 30-6-1976*

Designation	Total Number (San- ctioned)	Scheduled Castes	Scheduled Tribes
1	2	3	4
Sr. Assistant . . . . .	4		
Asstt. Accountant - . . . . .	4		..
P.A. to Director	1	..	..
Stenographer . . . . .	27		
Typist's Pool Supervisor . . . . .	1		
Asstt. Librarian - . . . . .	6		
Estate Supervisor . . . . .	2		
Cashier . . . . .	1		..
Jr. Cashier . . . . .	1	1	..
Lib-Assistant	3		..
Typist Clerk . . . . .	9		..
Key Punch Operator . . . . .	3		
U.D.A. . . . .	19		
Store Keeper . . . . .	1		
Telephone Operator . . . . .	3		
Typist . . . . .	25	1	
L.D.A. . . . .	5		
Gestetner Operator . . . . .	3		
Addressographer . . . . .	1	..	..

	1	2	3	4
H.V. Driver	a . . . . .	2	..	..
Driver	. . . . .	5	..	
Electrician-cum-Pumpman	. . . . .	2		..
Electrical Foreman	. . . . .	1		..
Carpenter	- - . . . . .	1		..
Plumber	. . . . .	2		
Mess Clerk	. . . . .	1	..	..
Data Processing Assistant	. . . . .	1	..	..
<b>TOTAL</b>	. . . . .	<b>134</b>	<b>2</b>	<b>..</b>

## APPENDIX IV

(Vide para 6 of Introduction)

### *Summary of Conclusions/Recommendations contained in the Report.*

Reference to Para No. in the Report	Summary of Conclusions/ Recommendations
1	2
3	
1	2.4
<p>The Committee regret to note that there is no representative of the Scheduled Castes and Scheduled Tribes on the Board of Governors of any of the three Institutes of Management. The Committee recommend that the Memorandum and Articles of Association of each of these Institutes may be amended to provide for appointment of at least one Scheduled Caste and one Scheduled Tribe on the Board of Governors of each of these Institutes.</p>	
2	3.9
<p>From the objectives laid down for the Institutes, the Committee find that these are too general and there is no particular mention about the special efforts required to be made by them to select and train persons belonging to the weaker sections of the Society, such as Scheduled Castes and Scheduled Tribes, for careers in management or to organise research into such matters concerning use of management techniques as may be particularly needed for the industrial development of the tribal and other backward areas. The Committee feel that in order to keep the Institutes constantly conscious of their special responsibilities in the matter and to provide them a direction for their future activities, it is necessary that the objectives laid down for</p>	

1

2

3

them should explicitly provide for the aforesaid matters. The Committee, therefore, recommend that a review of the list of the objectives of the Institutes may be made to amplify them suitably.

3

3.10

The Committee note that the Indian Institute of Management, Ahmedabad, has made a beginning in undertaking rural development management programmes. The Committee further note that the Institute has also undertaken a major research project on planning and development for which the region selected for studies is the backward tribal area in Gujarat. However, looking to the enormity of the problem of manning the various schemes and projects undertaken by the Central and State Governments in pursuance of their policy of bringing about speedy development of the tribal and other backward regions, with the personnel having suitable managerial skill, the Committee feel that there is a lot of scope for starting many more such management programmes and research projects. The Committee are surprised to note that the Institutes of Management at Calcutta and Bangalore have not so far undertaken any such programmes. In the opinion of the Committee, the nominees of the Central Government on the Board of Governors of these Institutes cannot escape their share of responsibility in this regard as in fact they are there to see that the programmes and activities of the Institutes are chalked out in a manner which help the implementation of the policies of the Government. The Committee, therefore, recommend that Government should take suitable steps to ensure that the Institutes at Calcutta and Bangalore also undertake without delay suitable management programmes and research projects, as has been undertaken by the Ahmedabad Institute, in cooperation with the State Governments and other concerned agencies. The Committee hope that the Ahmedabad Institute will also step up their endeavours in this regard.



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1	2	3
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4        3.11        The Committee would also like to emphasize that for the management programmes and research projects on the development of tribal and other backward regions, the Institutes should select liberally the candidates belonging to Scheduled Castes and Scheduled Tribes who with their knowledge and background of those regions will undoubtedly prove to be an ideal choice. In this connection the Committee regret to note that the Institutes have not been keeping separately the information about the number of Scheduled Caste and Scheduled Tribe participants in the various courses and programmes arranged by them. This in itself indicates lack of interest for persons belonging to weaker sections of the Society. The Committee would urge upon the Institutes to take necessary steps to keep this basic information with them, so that the interest of those persons are constantly well looked after.

5        3.12        The Committee note that the Institute of Management, Ahmedabad has not so far undertaken any project in collaboration with the Tribal Research Institute which is located at Ahmedabad. There does not appear to be any systematic collaboration with other universities and colleges with a view to initiate management development programmes for tribals. The Committee recommend that the Ahmedabad Institute should have a fruitful collaboration with the Tribal Research Institutes and such other Institutes working in similar fields.

6        4.7        The Committee note that the Institutes of Management do not follow uniform standards of relaxations which may be due to their holding admission tests separately. The Committee feel that if a combined recruitment system with a uniform standard of relaxations is introduced by the Institutes, it would be possible to admit

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a larger number of Scheduled Caste and Scheduled Tribe candidates. Besides, it would be administratively convenient and ensure better coordination. The Committee, therefore, recommend that a system of combined recruitment with a common Selection Board consisting of the representatives of all the Institutes be introduced and a uniform standard of relaxations for admission of Scheduled Caste and Scheduled Tribe candidates be evolved. The Selection Board should have a member from the Scheduled Castes/Tribes so as to instil confidence in the Scheduled Caste/Scheduled Tribe students appearing before it.

7        4.8        The Committee further desire that the Ministry of Education and Social Welfare should ensure that all the instructions issued by the Government of India providing for reservations and other concessions for Scheduled Castes and Scheduled Tribes in the matter of admissions are meticulously observed by all the Institutes of Management.

8        4.9        The Committee consider that as an essential corollary to giving relaxations to Scheduled Caste and Scheduled Tribe candidates at the time of admission, the Institutes should devise suitable measures to make up at the earliest the deficiencies found in the Scheduled Caste and Scheduled Tribe candidates on various counts so that they may be at par with other candidates having full self-confidence in themselves after they come out of the Institutes. This objective can be achieved by giving them pre-admission training or arranging remedial courses for them immediately after admission. The Committee appreciate that the Ahmedabad Institute has started remedial courses in different subjects for the benefit of Scheduled Caste and Scheduled Tribe candidates. The Committee hope that the other two Institu-

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tes would also provide remedial courses to Scheduled Caste and Scheduled Tribe students before the commencement of the Post-Graduate Programme Courses.

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4.10

The Committee agree with the views of the Director of Indian Institute of Management, Ahmedabad that coaching classes might be started at some selected Centres in the country for the benefit of those Scheduled Caste/Scheduled Tribe candidates who desire to sit for competitive examinations for admission to Post-Graduate Programme Courses of the Institutes of Management. The pre-examination Training Centres which run at Allahabad, Patiala, Chandigarh and Madras might hold special training courses for those Scheduled Caste/Scheduled Tribe candidates who desire to take up Business Management as their profession.

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4.21

The Committee note that although Government of India orders regarding reservation of 15 per cent seats for Scheduled Castes and 5 per cent for Scheduled Tribes for admission to the Indian Institutes of Management were issued as far back as 1964, the Institutes of Management at Ahmedabad and Calcutta found it possible to introduce the reservations after the lapse of more than a decade. In fact from the material placed before the Committee, they find that the requisite percentages of admissions have been made only from the current year. The delay in the implementation of Government of India orders regarding reservations must have prevented a large number of eligible Scheduled Caste/Scheduled Tribe candidates from pursuing their studies in these Institutes. The Committee hope that Government would now see that the Institutes take necessary concrete steps to give effect to Government orders regarding admission of Scheduled Caste and Scheduled Tribe candidates in these Institutes. The Committee expect that the Institu-

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		tes would see to it that there is a larger intake of Scheduled Caste and Scheduled Tribe candidates even beyond the stipulated percentages. The Institutes of Management should collect and maintain complete statistics in a proper form about the addresses of Scheduled Caste and Scheduled Tribe candidates, their economic background and social strata, their educational background, their placement after training, etc.
11	4.22	The Liaison Officer in the Ministry should be made responsible for the collection and compilation of the desired statistics and for a general surveillance of the implementation of the reservation orders.
12	4.23	The Committee further recommend that in order to attract more Scheduled Caste and Scheduled Tribe candidates, the recruitment advertisements in newspapers and communications addressed to the Directors of Technical Education and Directors of Education and Social Welfare in the States Union Territories should contain in addition to number of seats reserved for those candidates a specific mention about the various special incentives by way of relaxation and concessions in age, etc. available to them. Copies of advertisements should also be sent to the Associations of Scheduled Castes and Scheduled Tribes and to the Members of the Parliamentary Committee on the Welfare of Scheduled Castes and Scheduled Tribes. The advertisements should also be issued through the All India Radio and other news media of the Government.
13	4.27	The Committee note that the Institute of Management have under consideration proposals to further increase the quantum and scope of different concessions. The Committee, however, observe that no concession is at present being given in regard to mess expenses. The Committee, therefore, recommend that concession with regard to mess charges should be given to

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deserving Scheduled Caste and Scheduled Tribe students.

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5.8

The Committee are glad to note that the Indian Institute of Ahmedabad has decided to waive full tuition fees and room charges in respect of Scheduled Caste/Tribe students and that the Institute at Calcutta is also considering to give similar concessions. The Committee hope that the Indian Institute of Management, Bangalore would also fall in line with the other two Institutes. The Committee are happy to note that more and more Scheduled Caste/Tribe students belonging to lower income groups are coming up for the Business Management course in all the three Institutes of Management. The Committee hope that this trend will be maintained.

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5.9

The Committee feel that the quantum of post-matric scholarships of Rs. 110 per month for Scheduled Castes and Scheduled Tribes is extremely meagre. In view of the fact that the tuition, boarding and lodging charges at the three Institutes of Management are beyond the reach of an average Scheduled Caste/Tribe student, the Committee would like that the quantum of post-matric scholarships should be raised to at least Rs. 300 per month. The Committee trust that the Ministry of Home Affairs/Education would examine the matter and take an early decision on it. The Ministry of Education should also take up with the banks the question of scaling down of the rate of interest for loans advanced to needy Scheduled Caste/Tribe students.

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The Committee would also like the Ministry of Home Affairs to examine the question of giving post-matric scholarships to those Scheduled Caste/Tribe students who, after completing one professional course, take up another professional course.

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- 17            6.6            The Committee are constrained to observe that the representation of Scheduled Castes and Scheduled Tribes in the services of the three Indian Institutes of Management is deplorably low. The Committee fail to understand why it should not be possible for the three Institutes of Management to appoint Scheduled Caste and Scheduled Tribe candidates even for Class III posts for which reservation orders were and are applicable. The Committee are not impressed by the argument advanced by the Ministry that it is difficult to find candidates belonging to Scheduled Castes and Scheduled Tribes who pass the minimum requirements of the Institutes. The Committee trust that the Ministry of Education would take up with the Directorate General of Employment and Training the question of locating suitable Scheduled Caste/Tribe candidates so that the reservation quotas existing for them in the three Institutes of Management could be fulfilled. In case the Employment Exchanges are not able to sponsor the suitable Scheduled Caste/Tribe candidates, the Institutes should resort to advertisements. Advertisements should also be issued through the All India Radio.
- 18            6.7            As regards the recruitment of Scheduled Castes and Scheduled Tribes in the scientific and technical posts, the Committee hope that the Ministry of Education/Institutes would implement in letter and spirit the instructions contained in the Cabinet Secretariat Office Memorandum dated the 23rd June, 1975, which provides *inter alia* for reservations of Scheduled Castes and Scheduled Tribes in the scientific and technical posts upto and including the lowest grade of Class I in the respective services wherever they have been hitherto exempt from the purview of the scheme of reservations.