

# Management Development Institute

Pune

Architects Revathi and Vasant Kamath

*Right* The architectural form of the institute echoes that of the distant hills in this view taken from the sweeping driveway leading to the entrance canopy.  
*Below* Deep overhanging eaves result in subdued light in interior spaces.



Photo: Vasant Kamath





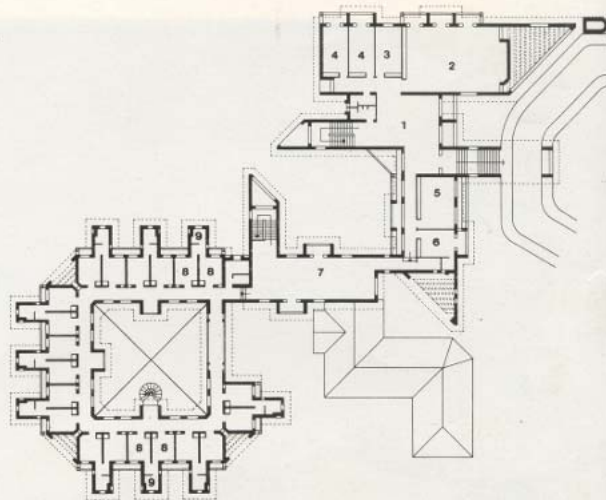
Indian Petroleum Corporation Ltd (HPCL), a public sector company, was established in 1974-76 with the takeover and amalgamation of Esso and Caltex by the government. In the late seventies and early eighties a major expansion programme created the demand for large-scale recruitment. This led to a situation where the company developed a lop-sided age structure, with over 40 per cent of its managerial staff being below the age of thirty. There was thus an urgent need for management training to accelerate the development and advancement of young recruits to responsible mid-level management positions, in addition to developing the small mid-level cadre to take on senior level assignments. Besides starting in-house management development programmes, a proposal was also made to set up a permanent campus. We were invited in early 1985 to assist HPCL as the architects for this campus.

A three-acre piece of land located on the Pune-Bombay highway, about 20 kms from Pune was available. Its accessibility from other parts of the country, and the location of the site vis-a-vis the city of Pune — near enough and yet away — was considered ideal for the setting up of the Institute.

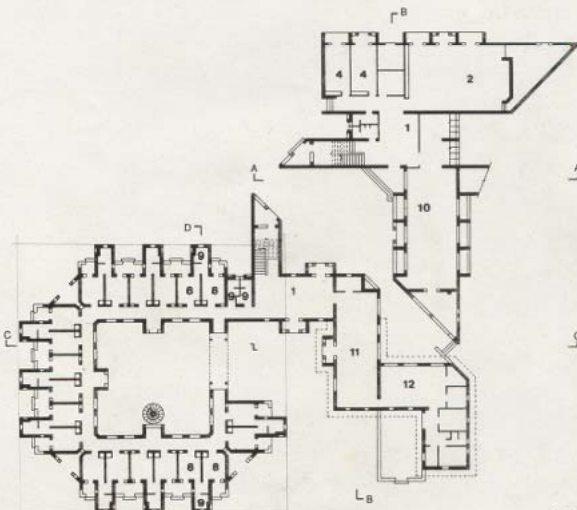
The initial programme of requirements was chalked out in early 1985 with the Personnel Department of HPCL after my first visit to the site. The programme envisaged that no more than two training courses of twenty participants each would be run simultaneously at any time. There were thus to be two main training halls (for whole group sessions which would include lectures, a/v presentations, etc.) each with its associated syndicate rooms (for small group discussions), along with a computer room, a library, office space and hostel facilities for 40 participants in single-room accommodation, with two rooms sharing a toilet.

I perceived a strong desire on the part of the Company's top level management that the Institute should have an identifiable image that would somehow bring to mind the Company's gracious multinational heritage (as reflected in their Head Office at Bombay and their residential estate at Vishakapatnam), while at the same time be 'new', thereby proclaiming its present status as a progressive public sector oil company.

These perceptions about image and quality led very early on in the design process to certain basic, intuitive decisions being taken about the concept, layout, materials and visual expression of the complex. Thus, the decision to use local stone masonry walls and sloping tiled roofs in the Institute was prompted by the contextual relationship this would establish with the College of Military Engineering further down the highway towards Pune, the older buildings of the University, and even further



FIRST FLOOR



GROUND FLOOR



SECTION AA



SECTION BB

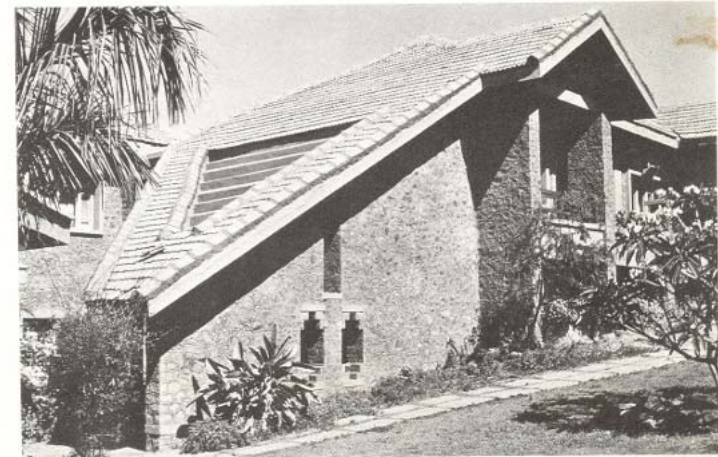


SECTION CC



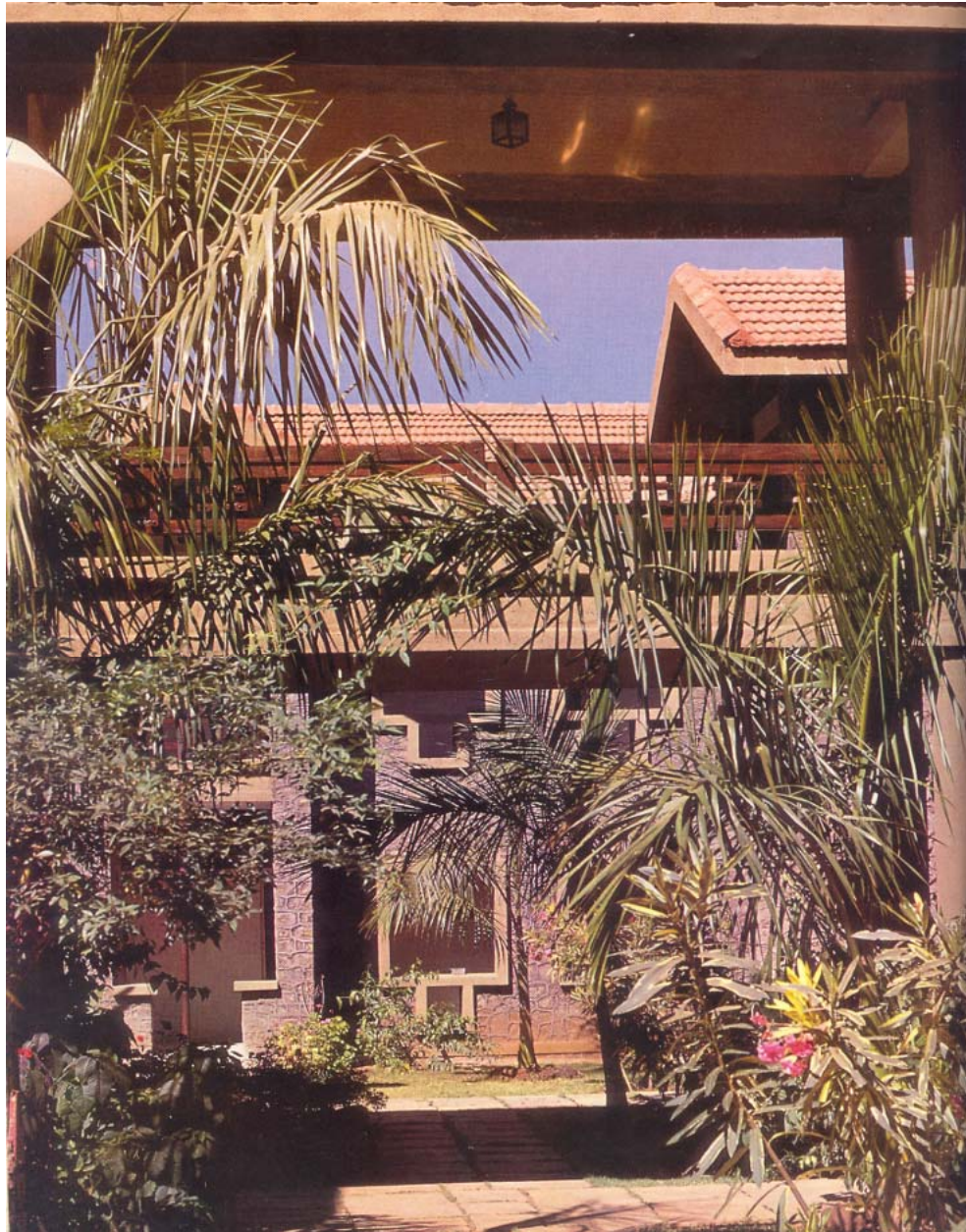
SECTION DD

- 1 RECEPTION/LOBBY
- 2 TRAINING
- 3 COMPUTER
- 4 SYNDICATE ROOM
- 5 ADMINISTRATION
- 6 DIRECTOR'S OFFICE
- 7 LOUNGE
- 8 ROOM
- 9 TOILET
- 10 LIBRARY
- 11 DINING
- 12 KITCHEN



*Extended roofs are a major feature of the Institute and successfully scale down the built form.*





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*Facing page* From the dining court one can see the hostel court, a place for reflection.

*Above* Sensitive structural detailing which has brought a distinctive quality to the campus.

The sloping profile of the land suggested that if the main building could be located away from the highway at about the highest point of the site, the lower floor could be partly dug into the ground so as to shield it from the highway and open it out towards the lower ground at the rear. The building could thus present a low profile to the highway with essentially only the upper floor being visible and exposed. The idea of bringing the sloping roof down to the ground at places, to symbolically shelter the upper floor and to echo the form of the hill in the background, seemed to follow naturally. These responses to the site were really the genesis of the design. The evolution of the plan onto an extended built form, wrapping itself around three distinct courtyards, followed.

The scale of the Institute was fortunately small enough for the main courtyards to be limited to just three, so that rather than become a repetitive system, the courtyards could be conceived as distinct spaces, each with an identity and character of its own. The *academic court* opens out towards the view at the back between two staircases whose lean-to roofs slope down almost to the ground. It is marked by a diagonal movement between the hostel and the academic

functions — a perpendicular diagonal passage leads into the court from under a bridge from the entrance porch and parking area, and takes one across and out of the court to the landscaped space and view at the back. The *dining court*, bounded on two sides by the hostel lounge and dining room, visually separated from the hostel court by a first floor bridge on the third, and opening out towards an open space on its fourth side, is a courtyard for recreation and leisure. The *hostel courtyard*, surrounded by the hostel corridor on both floors is enclosed, secure, serene and static. It is a space for reflection during a pause in the corridor or while having an early morning cup of tea outside one's room. There is no movement route through it. It is a destination rather than a place of transit, and this quality is reinforced by its degree of enclosure and containment.

The planted courtyards of the Institute bring the feeling of nature and the surroundings into one's experience of the building at all times. In the many routes that one discovers through the building, the courtyards often come as a surprise. Each route is interrupted by unexpected views — framed through openings in the stone walls, unanticipated light passing through dormer openings in the high sloping roofs, sudden

contrasts of scale, of light and dark, of enclosure and openness, and unforeseen spaces to be encountered, enjoyed and revisited.

During the process of construction of the Institute, once the initial doubts had been put to rest, there was a tremendous sense of involvement and excitement among the Company's management at all levels. From the quiet, dedicated hard work of the two young site engineers, who studied and understood numerous drawings and details done by us and supervised their execution right from start to finish, to the Director (Personnel), who transformed the rocky depression into a fish pond and who personally selected the light fittings, furniture and furnishings for the Institute, to others who took on the role of horticulturists or troubleshooters on their visits — there was an active participation which positively helped in shaping the new Institute. In the end, it did not matter that many of the aspects were not designed by us; what was more important was the fact that the building generated a feeling that made everybody want to contribute to it in their own way. And that feeling continues. What more could one ask for in terms of a response to one's architecture?

Vasant Kamath

*Vasant Kamath*



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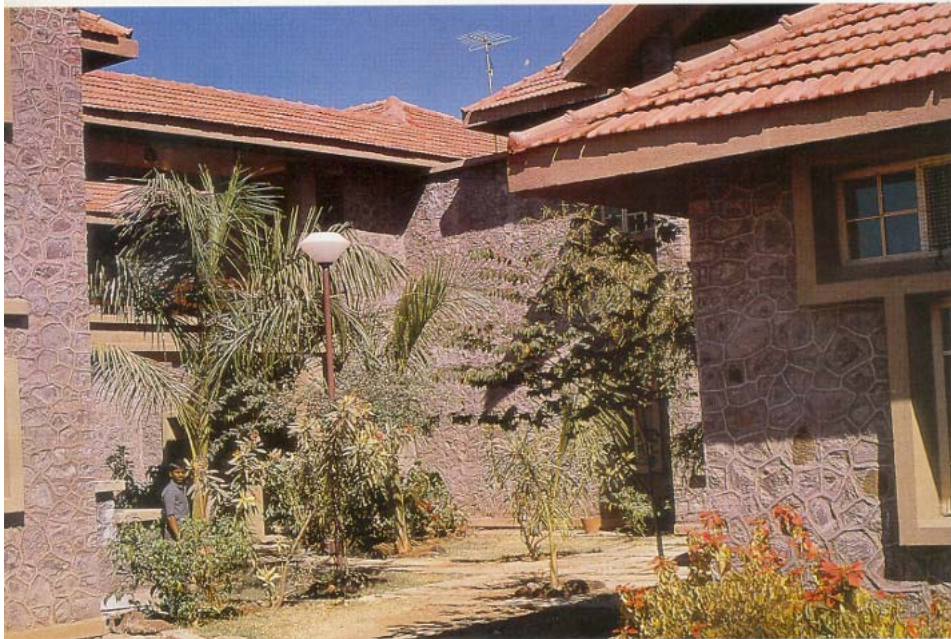
Kiran Kulkarni

Above Sensitive structural detailing which has brought a distinctive quality to the campus. Below Typical of the court ambience, the dining court is informally landscaped.



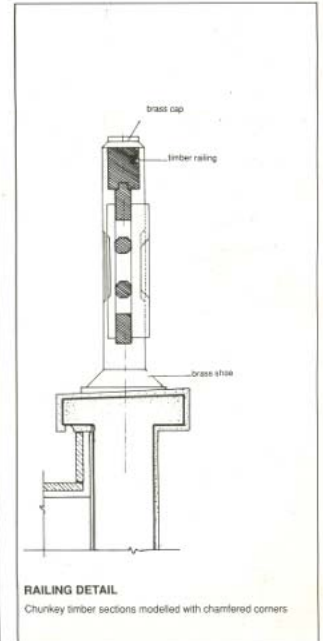
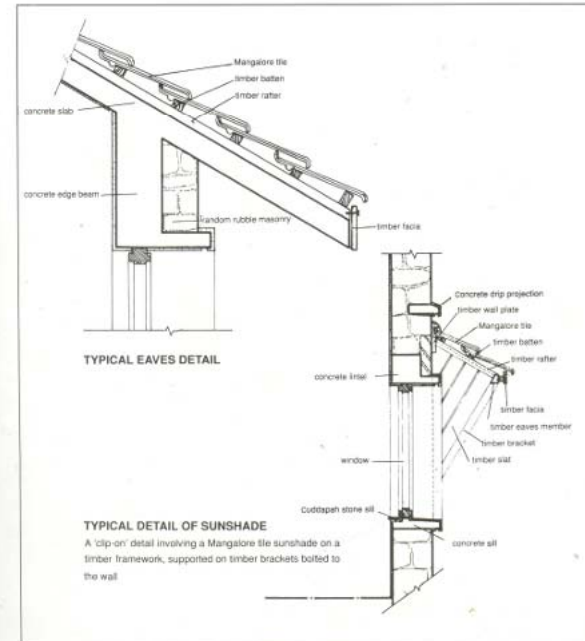
Kiran Kulkarni

A view of the hostel block.



A similar vocabulary to that of the main campus building is used to evolve an individual expression for the Director's residence.

**Owner** Hindustan Petroleum Corporation Ltd.  
**Architects** Revathi and Vasant Kamath, New Delhi  
**Design Team** Sunando Dasgupta, Sanjay Kumar (Phase I), N S Ashok (Phase II), Indrek Roy (Phase III)  
**Consultants** Saleem Moledina, Barucha and Motivala, Design and Consultancy Pvt Ltd., Pune (structure), Mecas Pvt Ltd., New Delhi (sanitary and electrical), O S Negi and Associates, New Delhi (quantity surveying)  
**Project Management/Coordination** HPCL Team: K D Sethi (Director, Personnel), R R Nagarkatti (Deputy General Manager, Engineering), A S Sapre (Senior Manager, Engineering), J D Battiwala, (Manager, Engineering), Y V N Sharma and A K Jha, (site engineers, Phases I & II), N Manoharan (site engineer, Phase III), S Jayaraman, (Principal, MDI)  
**Contractors** Advance Construction Company, Bombay (Phase I), Hind Construction Company, Bombay (Phase II), Pylon Engineers, Pune (Phase III)  
**Built-up area** 2450 sq m (Phase I), 400 sq m (Phase II), 750 sq m (Phase III)  
**Cost** Rs 62,00,000 (Phase I), Rs 13,50,000 (Phase II) Rs 22,00,000 (Phase III)  
**Period of construction** 1986-89

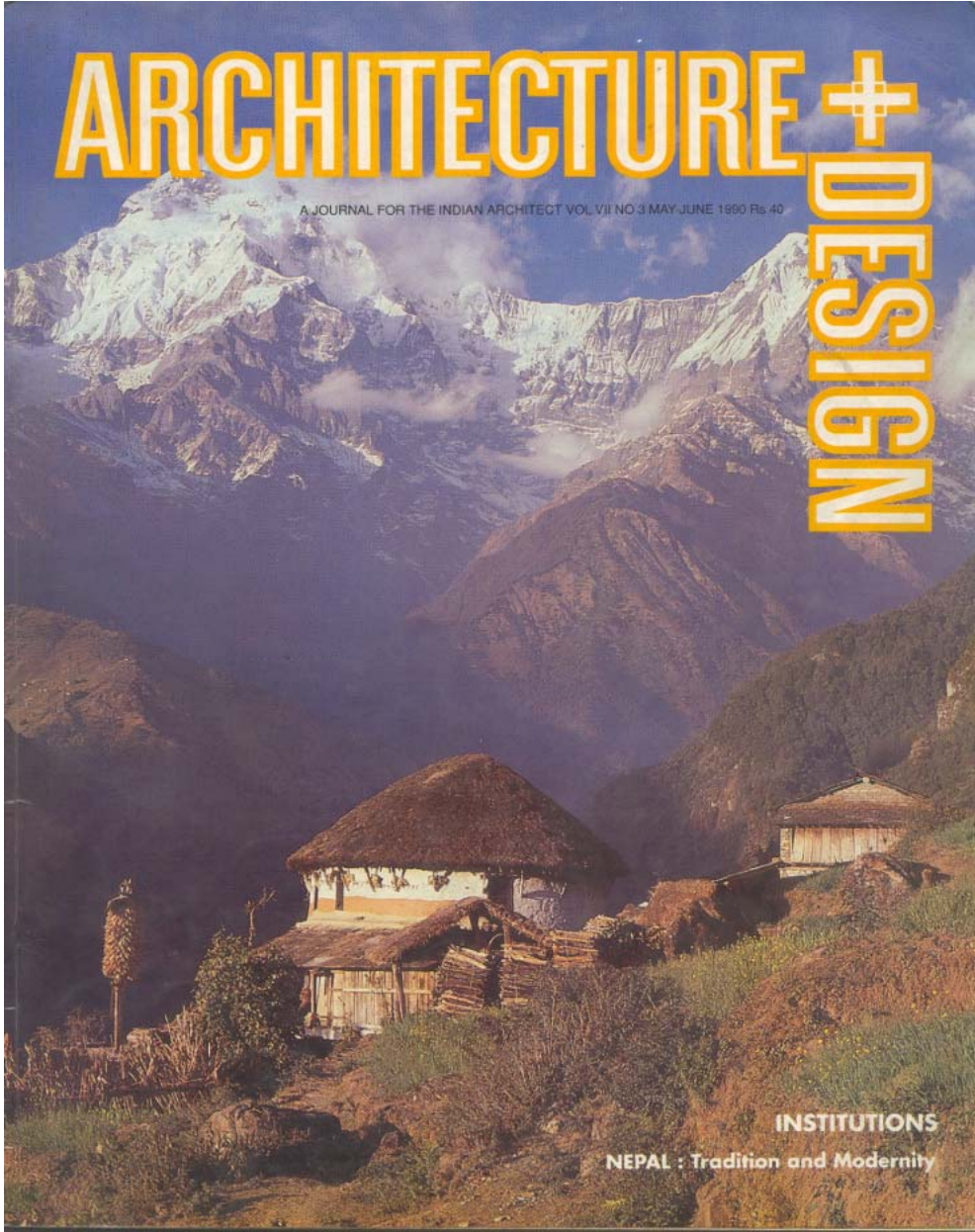




# ARCHITECTURE + DESIGN

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# DESIGN



INSTITUTIONS

NEPAL : Tradition and Modernity