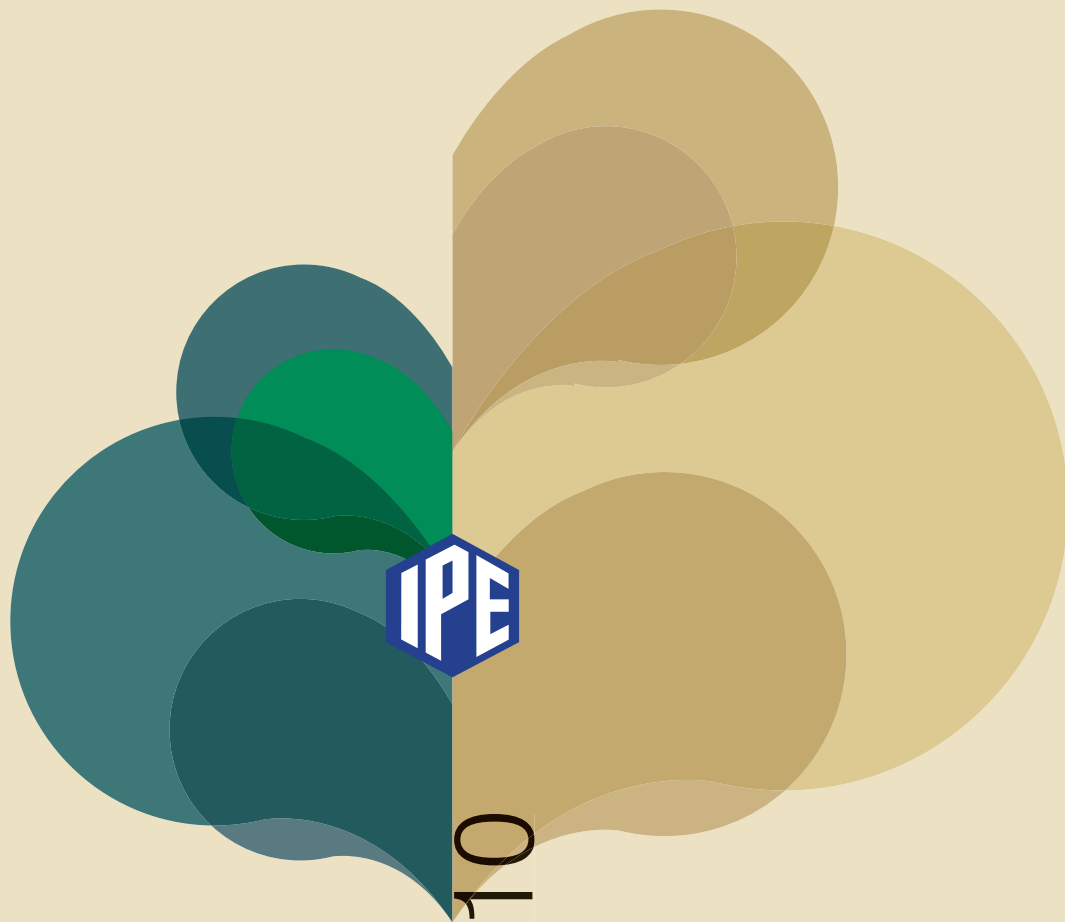




INSTITUTE OF PUBLIC ENTERPRISE



46th ANNUAL REPORT
2009-10



THE GROWTH

The seed was sown in 1964, when IPE was set up as a research institution to study public enterprise-related issues.

In the 46 years since, the seedling has grown into a tree that has branched out into Research, Consultancy, Training, IT, Biotechnology and Management Education.

IPE is recognized as a 'Center of Excellence' in social science research by the Indian Council of Social Science Research (ICSSR).





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Board of Governors

IPE is guided by a Board of Governors comprising eminent academicians, industrialists, public sector executives and civil servants.



Dr P Rama Rao
President, IPE
Member, Atomic Energy Commission,
Government of India



Dr T Tirupathi Rao
Vice Chancellor
Osmania University



Dr N Bhanu Prasad
Emeritus President, IPE
Former Secretary (Energy),
Government of India; former CMD,
ONGC Limited



Mr Suman K Bery
Director-General
National Council of Applied Economic
Research (NCAER)



Prof T Navaneeth Rao
Emeritus President, IPE
Former Vice Chancellor, Osmania
University



Mr B Prasada Rao, IPS
Vice Chairman & Managing Director
Andhra Pradesh State Road Transport
Corporation



Mr K Madhava Rao, IAS (Retd)
Former Chief Secretary and Election
Commissioner,
Government of Andhra Pradesh



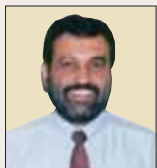
Mr B Sam Bob, IAS
Principal Secretary, Industries &
Commerce,
Government of Andhra Pradesh



Mr Bhaskar Chatterjee, IAS
Secretary, Department of Public
Enterprises,
Government of India



Dr Ranjit Sinha
Member Secretary
Indian Council of Social Science
Research (ICSSR)



Mr TV Mohandas Pai
Director (HR and E&R)
Infosys Technologies Limited



Mr MB Raju
Executive Chairman
Deccan Cements Limited



Mr S Narsing Rao, IAS
Chairman & Managing Director
Singareni Collieries Company Limited



Mr T Satyanarayana Rao, IAS
Principal Secretary, Finance & Planning,
Government of Andhra Pradesh



Mr Rana Som
Chairman & Managing Director
NMDC Limited



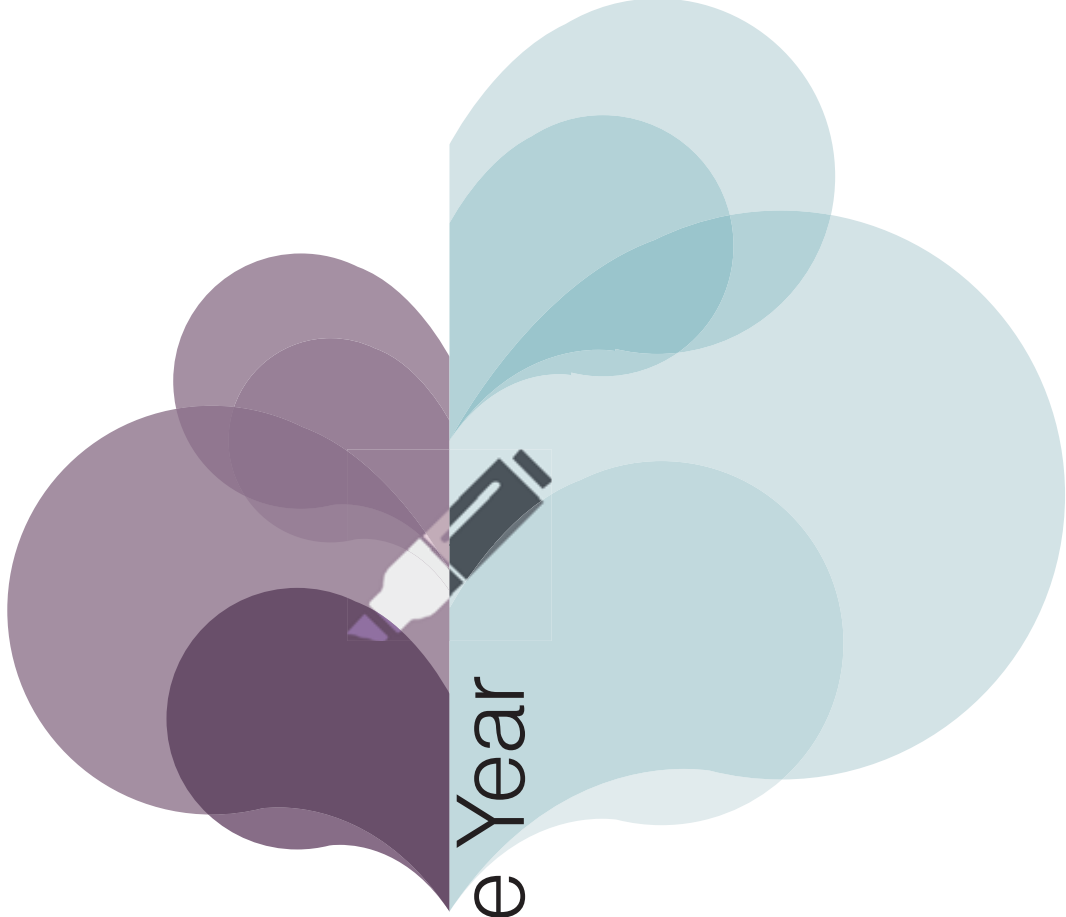
Dr RK Mishra
Director
Institute of Public Enterprise
and Member Secretary



Dr Ashok Kumar Balyan
Director (Personnel)
ONGC Limited

HIGHLIGHTS

of the Year



Academic Activities

Entrepreneurship Development Cell

IPE has set up an EDC, with part-funding from AICTE. The EDC will provide services to budding entrepreneurs, create entrepreneurial culture, foster linkages between industry and institutions, build skills and respond to emerging challenges / opportunities relating to small and medium enterprises.

Center of Excellence

The Institute has set up a 'Center of Excellence' with a view to fostering industry-academic interface and imparting necessary skills to IPE students to increase their employability and making them job-ready. The Center nurtures the students for higher proficiency in Finance and HR Modules.

Center for Corporate Governance

The CCG has been set up to build and disseminate knowledge of corporate governance through research publications, seminars, conferences and workshops. The NFCG has granted ad-hoc accreditation status to IPE, and has approved its proposals for 'Seminar on Preparing Boards for the 21st Century' and 'India Corporate Week'.

PGDM Program Gets 'MBA Equivalence' Status

On the basis of the recommendations made by a visiting team from 'Association of Indian Universities', IPE's two-year fulltime PGDM Program has been accorded equivalence status to that of a Master of Business Administration (MBA) degree of an Indian university until 2014.

Associate Institution Status

The University of Hyderabad is considering according the privileged status of 'Associate Institution' to IPE.

The academic activities of the Institute are organized by the following schools:

- School of Economics
- School of Finance
- School of HRM
- School of International Business
- School of IT
- School of Marketing
- School of Operations
- School of Biotechnology
- School of Governance and Public Policy

New Courses Launched

Executive PG Diploma in Management

(15 months, fulltime)

The Executive PGDM approved by is a 15-month full-time program specially designed for experienced professionals / middle-level executives) with five years' managerial work experience from various industries and functional disciplines. The course was launched in January 2010.

PGDM - International Business (2 years, fulltime)

This is a two-year fulltime program approved by AICTE. It was inaugurated on 17 September 2009.

PGDM – Biotechnology (2 years, fulltime)

This is a two-year full-time program approved by AICTE. The course comprises four semesters of study including project work.

Disbursal of Merit and Merit-cum-Means Scholarships

In recognition of the need to promote talent and assist the needy, IPE has started a scheme for awarding Merit and Merit-cum-Means Scholarships to extend financial support to students pursuing their studies for the Post Graduate Diploma Programs. This innovative scheme was sanctioned by the Board of Governors in 2009. During the year 2009-10, an amount of Rs 53.25 lakhs was disbursed under the scheme.

New MoUs

Center for Asian Studies, Kyungpook National University (South Korea)

For international cooperation for exchange of researchers in fields of special interest to both the institutions, exchange of information and publications that are of interest, hold collaborative joint symposia and conferences.

Institute of Company Secretaries of India

To cover areas of mutual interest and jointly hold workshops, training programs, undertake research conferences, etc. A joint seminar was conducted in March 2010 on 'Corporate Funding: Players and Options'.



International Affairs Division of FGV, Rio de Janeiro (Brazil)

For collaboration in research, training and long-term management education leading to the award of a PG diploma. The collaboration will take the form of exchange of faculty, students and joint research.

International University of Business Agriculture & Technology, Dhaka (Bangladesh)

For undertaking joint projects, exchange of academic materials and other information, and exchange of scholars in the area of micro-finance, development economics, international management and allied subjects.

The faculty strength has increased from 35 in 2008-09 to 51 in 2009-10. Many of them are from IITs and IIMs.

Research & Consultancy Studies

- AP Cooperative Oilseeds Growers' Federation: Preparation of Corporate Plan for FY 2008-09 to 2012-13.
- Research Project on Valuation of Intangibles sponsored by The Institute of Chartered Accountants of India, Accounting Research Foundation, New Delhi.
- Impact Study and Scientific Evaluation of the Program on Admission of Meritorious Poor Candidates in Private / Corporate Junior Colleges sponsored by Govt. of A.P.
- Socio-Economic Impact of Female Foeticide and Infanticide in Punjab and Tamil Nadu. sponsored by ICSSR, MoHRD, GOI
- CRM : A Comparative Study of Select Public and Private Sector Organizations sponsored by AICTE
- Integrated Marketing Communications sponsored by AICTE

New Projects

- Evaluation Study of Karnataka SLPEs sponsored by Govt. of Karnataka
- IDBI Bank's Foray into Project Finance in Power Sector sponsored by IDBI

- Study of Existing Practices for Fixation of Cadre Strength and Promotion Policies in AP Foods sponsored by A P Foods
- Establishing a Citizen Suggestion and Grievance Redressal System in Gandhi Hospital sponsored by DFID (UK)
- Study of Capability and Capacity of BDL to Manufacture Required Number of Akash Missiles sponsored by BDL
- Audit Committees & Board Committees in Public Enterprises sponsored by NFCG
- Manpower Rationalization Work in NEPA Limited sponsored by NEPA Limited
- Studying Current status of Higher Education and Finding ways to enhance higher education in Bihar State sponsored by AICTE
- Drinking Water Delivery: A Comparative Study of Hyderabad, Vijayawada and Visakhapatnam in Andhra Pradesh, India sponsored by The Institute of Water Policy at the LKY School of Public Policy, Singapore

PhDs Awarded

The following PhDs were awarded during the year:

- Tariff Rationalization in Power Sector: A Case Study of Andhra Pradesh by Rajesh Gangakhedkar
- Valuation of Firms: An Indian Perspective Emphasis on Intangible Value by Shital JhunJhunwala

The following PhD theses are under adjudication:

- Politics of Access to Primary Water in Urban Areas State and Market Interventions (submitted by Samanta Sahu to Hyderabad Central University)
- Privatization of Public Sector Enterprises in AP: Case Studies of Nizam Sugar Factory Limited and Hyderabad Allwyn Limited (submitted by Tanveer Ishrath to Osmania University)..

Books Published

- Biotech at the Grassroots: Impact Assessment of AgNet Project
- IPE in the Early Years
- Skill Development Programs under Special Employment Schemes in AP

- Restructuring Public Enterprises in AP
- Globalizing Public Enterprises
- Behavioral Dynamics Research Insights
- Enterprise Resource Planning in a Nutshell
- Entrepreneurship Development
- Le Beau Francais (Beautiful French)

In addition, IPE faculty published nearly 50 papers / made 21 paper presentations / reviews, and brought out seven 'occasional research papers'.

New In-House Journals

In addition to the existing seven in-house publications brought out by the faculty, the following two new publications were introduced during the year:

- **Journal of Marketing Trends:** Provides a platform to marketing professionals from academia and corporate to exchange information on emerging marketing practices and theory across industry around the globe.
- **Journal of International Economics:** Captures international economic developments and their impact on countries (at the macro level) and businesses / people (at the micro level), providing a platform for business practitioners, professionals and policy makers.

Distinguished Lectures

- Building a Regulation Law by Prof TCA Ananth
- Public Sector and its Access to Global Financial Markets: Experience from Emerging Markets by Mr Ronald Pladet)
- Key Trends in the Future of Management, Organizations and Labor Relations: A US Perspective by Dr David Finegold
- Central Public Sector Enterprises on Growth Path: Challenges Ahead by Mr R Bandyopadhyay, IAS
- Building Capacities for Development: Implementation of Social Policy in a Decentralized Setting in Brazil by Prof Frederico Guanais)
- Frontiers of Public Sector Management: International Experience and Lessons for India by Dr Prajapati Trivedi

During the year, 46 MDPs and 12 organization-specific training programs (on campus) were conducted by IPE.

IPE Library

Nearly 1000 new books were added to the existing collection of the library, which receives 180 print journals. The library is computerized and OPAC (Open Public Access Catalogue) is available at www.ipeindia.org. Searchable by author, title, and subject and several other fields, OPAC is accessible 24x7 via IPE's web-page. OPAC also allows online reservation and circulation.

DIRECTOR'S

Message



The year 2009-10 saw IPE making substantial progress on several fronts, in terms of both management education and research. An Entrepreneurship Development Cell has been set up, which will provide services to budding entrepreneurs, create entrepreneurial culture, foster linkages between industry and institutions, build skills and respond to emerging challenges / opportunities relating to small / medium enterprises. IPE has also set up a 'Center of Excellence' to enhance industry-academic interface, as well as a 'Center for Corporate Governance' to build and disseminate knowledge of corporate governance. The NFCG has granted ad-hoc accreditation status to IPE.

We have signed MoUs with Center for Asian Studies, Kyungpook National University, South Korea (for research cooperation in fields of common interest), International Affairs Division of FGV, Brazil (for collaboration in research, training and management education), International University of Business Agriculture & Technology, Bangladesh (for undertaking joint projects in several areas), and Institute of Company Secretaries of India (to cover areas of mutual interest). IPE has also taken up four new Research & Consultancy studies and nine new projects during the year.

Two PhDs were awarded during the year, and another two theses are under adjudication. Our PGDM program has received 'MBA Equivalence' status from 'Association of Indian Universities'. The Institute has also been recognized as an 'Associate Institution' by Hyderabad Central University. It has published nine books in the year. In addition, the IPE faculty has published nearly 20 papers / reviews, made 21 paper presentations / reviews, and brought out seven 'occasional research papers'. Apart from the existing seven in-house publications, our faculty has also launched two new publications – 'Journal of Marketing Trends' and 'Journal of International Economics'.

During the year, we had six 'Distinguished Lectures' by eminent persons, in addition to 46 MDPs and 12 organization-specific training programs (on campus).

As in the past, this year too, IPE stood out as a B-school of distinction in several national surveys. The 17th and 18th Dewang Mehta Business School Award Advisory

Committee adjudged IPE as the 'Best Government B-School in India' for 2009. Other awards received by IPE include 'Business School that Encourages Innovations that Lead to Better Development', 'Business School with the Best Industry Interface', and 'Business School Leadership Award'. IPE ranks among the 'Top Government-Aided B-Schools' in a survey conducted by Center for Forecasting published in Wall Street Journal 2009. In the 'CSR-GHRDC B-School Survey 2009', IPE was ranked 13th among the 'Top B-Schools of Excellence' and 23rd overall in India. On the parameter of faculty, research, consultancy, MDPs and other programs, IPE was rated 3rd among the 'Top B-Schools of Excellence' and 12th overall in India.

In its endeavour to widen the scope of its management programs, IPE introduced three new courses during the year – 'Executive PG Diploma in Management', 'PGDM (International Business)' and 'PGDM (Biotechnology)'. Our library's vast database was further augmented with the addition of nearly 1000 new books. Our web-based 'Open Public Access Catalogue' enables searching for books by author / title / subject, and also allows online reservation and circulation.

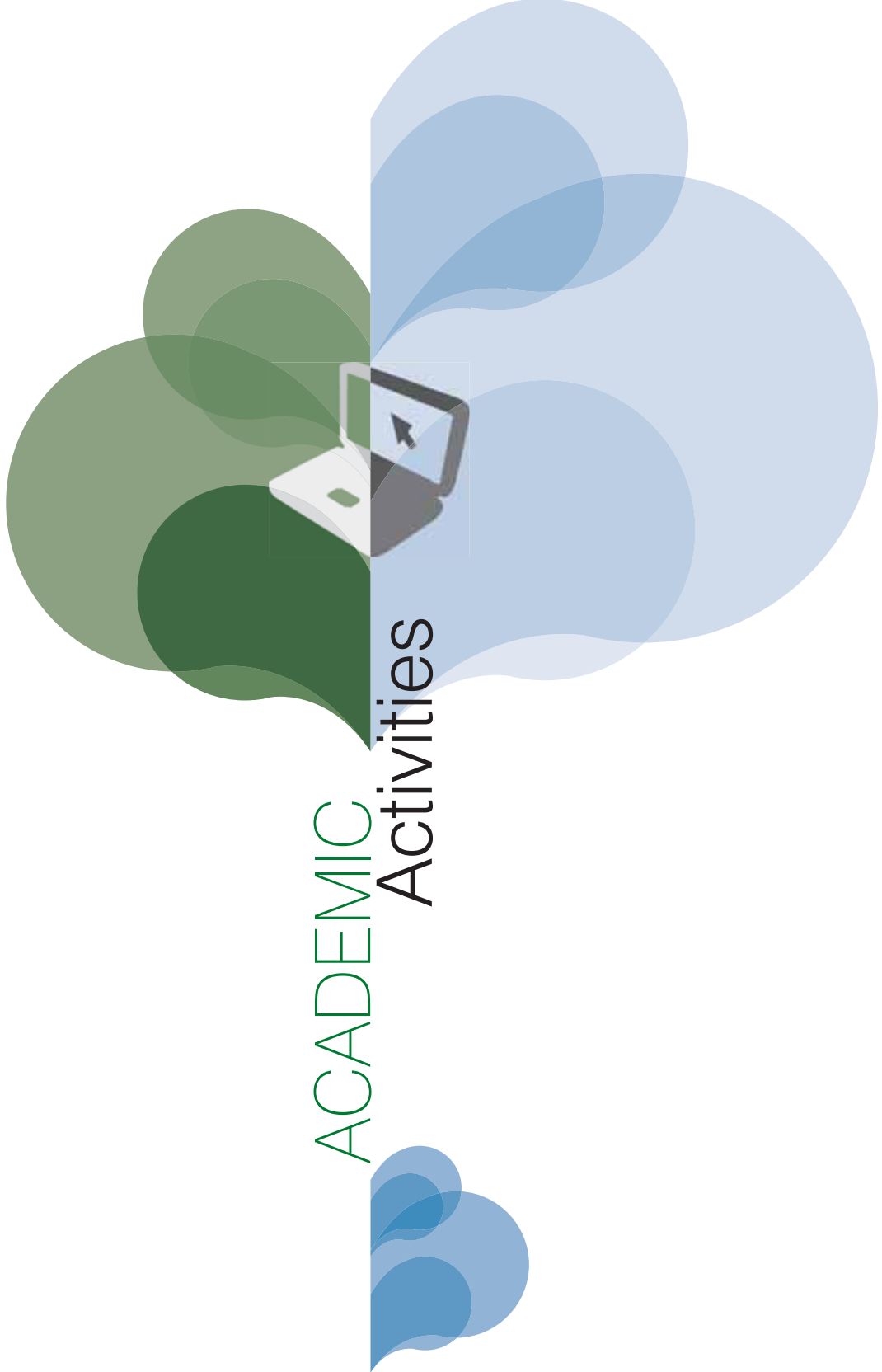
Keeping in view the impending power shortage, IPE took a proactive step by installing a 200 KVA diesel generator in its campus. It is proposed to extend the generator facility to all the offices in hostel A & B blocks and also to the new computer block. The faculty and staff of IPE, in a token gesture for the cause of the recent flood victims in AP, contributed Rs.100,000 to the AP Chief Minister's Relief Fund.

We thank ICSSR, the Government of AP, public sector enterprises and other stakeholders for their continued support and encouragement. We also thank M/s Mic Electornics for gifting IPE with an electronic digital display board.



Dr RK Mishra
Director

ACADEMIC
Activities



Entrepreneurship Development Cell

IPE has taken a big leap by setting up an Entrepreneurship Development Cell (EDC) partly funded by the All India Council for Technical Education (AICTE), Government of India, New Delhi. It may be noted that IPE is an active member of National Entrepreneurship Network (NEN), Wadhvani Foundation and International School of Business. The primary objective of the EDC is to act as an institutional mechanism for providing services to budding entrepreneurs, create entrepreneurial culture, foster linkages between industry and institutions, skill building and respond to emerging challenges / opportunities relating to small and medium enterprises.

The EDC-related activities will ultimately culminate in the setting up of an Incubation Center, convert job seekers into job providers and meet the national goals in entrepreneurial leadership. The Cell is guided by an Advisory Committee of senior persons from government, industry, entrepreneurs, scientific

laboratories and financial institutions and the first meeting of the Advisory Board was held on 14 September 2009.

The Institute has brought out a volume on 'Entrepreneurship Development' for use in EDP and academic programs. The Institute also conducted a week-long Entrepreneurship Development Program (EDP) for the students. An EDP was also conducted at CMR College of Engineering & Technology, Medchal. Prof David Finegold (Dean, Rutgers School of Management and Labor Relations, The State University of New Jersey, USA) delivered a distinguished lecture on 'Skills, Jobs and the Global Economy: a Comparative Perspective' on 28 July 2009. He emphasized a number of pertinent issues such as the future of work and skills requirements, the forces changing the nature of work, and the implication it has for firms and workers. He also raised the issue of impact of globalization on the USA.





Center of Excellence

The Institute set up a 'Center of Excellence' with a view to fostering industry-academic interface and imparting necessary skills to IPE students to increase their employability and making them job-ready. The Center nurtures the students for higher proficiency in Finance and HR Modules which could help the industry in hiring trained postgraduate program students pursuing their studies at IPE. The Center, which is a joint effort of IPE–Stony Carter-TMI-Capital Fortunes, was inaugurated on 24 June 2009. It offers two streams of specialization presently, viz., Human Resources and Finance. The vision of the Center is to become a global-level Center of Excellence by 2020.

The students under the Center (HR and Finance specializations) have undergone 60 hours of the prescribed coursework, skill building and training exercises from the collaborating organizations, viz., TMI and Stony Carter (HR Module) and Capital Fortunes (Finance module). The students were graded based on their performance and certificates were issued to them at a valedictory function held on 23 December 2009, where the heads / representatives addressed the audience.

Center for Corporate Governance

The Center for Corporate Governance (CCG) has been set up to promote understanding and appreciation of corporate governance-related issues, which are now essential for all managers as Corporate Governance (CG) is central to corporate leadership and strategic decisions, social responsibility and regulatory compliances in a market-driven global economy. The Center primarily aims to build and disseminate knowledge of corporate governance through its research publications, seminars, conferences and workshops.

Further it will provide consultancy to government organizations, public and private companies, as well as NGOs in implementing the highest standards of corporate governance. Through its training programs it will enable existing and future directors to better understand the varied aspects of CG, making them effective contributors of the board. Its research publications will support setting of standards and policy formation by regulatory bodies, professional institutes and industry associations.

The National Foundation for Corporate Governance (NFCG) has granted ad-hoc accreditation status to IPE. The following two proposals were approved by NFCG:

- **Seminar on Preparing Boards for the 21st Century**

A two-day program on 'Preparing Boards for the 21st Century' was conducted by IPE on 20-21 November 2009 under the aegis of NFCG, of which the Institute is a member. NFCG has been set up by Ministry of Corporate Affairs with CII, ICAI and ICSI to promote good CG practices among corporates. The seminar was well attended by senior corporate executives, academia and students. It was inaugurated by Mr Rana Som (CMD, NMDC Ltd) who, in his inaugural address, described boards as a product of industrial revolution coupled with evolving organizational structure. The primary obligation of any board, as he rightly put it, is to create long-term value.

In all there were six technical sessions. In the first session, Dr RK Mishra gave an in-depth analysis on how PE boards function. In the second session, CA Aparna explained the roles and responsibilities of directors. The board, she said, has a fiduciary role, as a trustee. She questioned the time members actually spent in various functions and the 'independence' of independent directors. In the next session Mr Iyer discussed the liabilities of directors with examples of judgments passed in India and the UK. In the last session, Mr KRS Sastry from IPE helped the participants have a better understanding of financials needed by board members covering different aspects of financial reporting, financial management and risk analysis.

In the first session of the second day, Mr RC Sastry, using the example of a caterpillar transforming into a butterfly, emphasized the need of boards to be able leaders who build a culture so that organizations can restructure, reengineer, reinvent, regenerate and pro-actively change to become competent. Finally, Dr Hemanth Rao gave a powerful presentation on strategic management issues for boards, where he suggested that they should not do 'sunflower management' but be proactive by managing intellectual capital and identifying future potential value for sustainable competitive advantage. The program was well received and appreciated by the participants. Data from a research project on audit committees and board committees was collected and analyzed, and the final report was submitted in March 2010.

- **'India Corporate Week'**

'India Corporate Week' was celebrated from 14 to 19 December 2009 at IPE on the theme 'Corporate

Sector and Inclusive Growth', in association with NFCG, Ministry of Corporate Affairs, Registrar of Companies, Hyderabad, Federation of Andhra Pradesh of Chambers of Commerce & Industry (FAPCCI), Associated Chambers of Commerce & Industry of India (ASSOCHAM), Institute of Company Secretaries of India (ICSI) and Institute of Cost & Works Accountants of India (ICWAI).

IPE organized a quiz competition on Corporate Governance for Management and Law students on 16 December. On 17 December, it conducted a half-day seminar at FAPCCI premises. A seminar on 'Companies Bill 2009' was held on 18 December, while on 19 December there was an investor awareness seminar on 'How to Read a Balance Sheet', in association with ICWAI at ICWAI Bhawan, Hyderabad.

IPE is Accorded 'Associate Institution' Status

Prof Sayed E Hasnain (Vice Chancellor, Hyderabad Central University) constituted a Review Committee under the chairmanship of Prof Prakash C Sarangi for recognition of IPE as an Associate Institution of the university. IPE is the second institution to have received such a privilege. The following members of the Review Committee visited IPE on 22 December 2009:

- Prof Prakash C Sarangi (PVC) - Chairman
- Prof Nancharaiah (Dean, School of Social Sciences) - Member
- Prof V Venkata Ramana (Dean, School of Management Studies) - Member
- Prof T Amarnath (Dean, MCIS) - Member
- Prof JVM Sharma (Head, Department of Economics) - Member
- Prof I Ramabrahmam (Head, Department of Political Science) - Member
- Mr Prabhakar (Dy Registrar) - Member

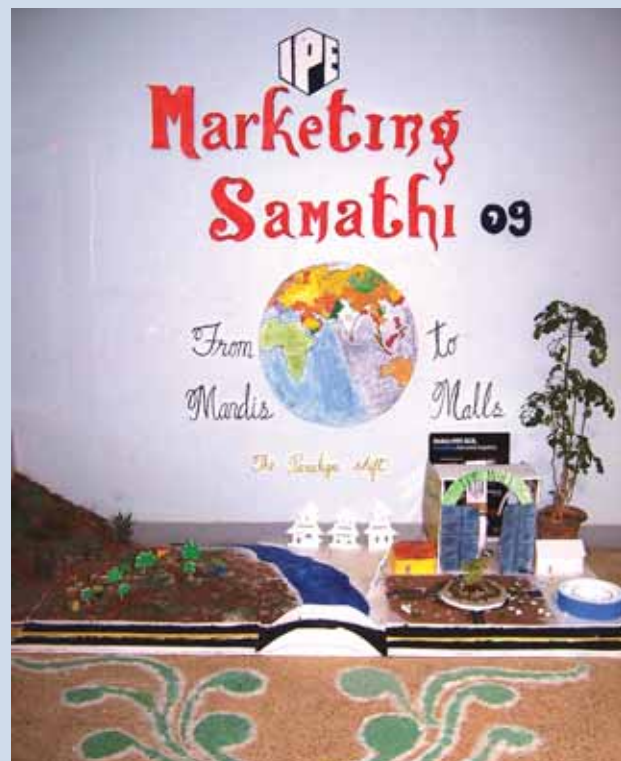
Prof Uros Zver (Director - International Affairs, ICPE, Slovenia) visited IPE on 5 December 2009 and had an interaction with IPE faculty. Issues relating to collaborative programs between ICPE and IPE were discussed.

IPE's agenda for future research takes into consideration the changing needs of the end-users, the strength of the faculty and the Institute's focus. IPE will focus on research needs along the following broad themes:

- Restructuring of Public Enterprises
- Privatization and Disinvestment
- Studies in State-Level Public Enterprises (SLPEs)
- Corporate Management
- Energy
- Infrastructure and Public Systems
- Social Sector Development
- Governance, including Corporate Sector
- Biotechnology
- Information Technology
- Environment Management in Public Enterprises
- Poverty Alleviation
- Corporate Social Responsibility
- Public Enterprise Management

Samathi '09

IPE organized a one-week all-India Meet for its PG Programs students from 7 to 16 October 2009 in the Institute campus. The Meet discussed issues concerning socio-economic aspects of India's development concerning IT, marketing and retailing, HR management, wealth management, corporate finance, insurance, financial services and banking. The Meet was addressed by renowned experts from industry, policy makers from government and academics from reputed institutes and industry.





The following Samathis were held:

- Systems Samathi (7 October)
- Operations Samathi (8 October)
- HR Samathi (9 October)
- Marketing Samathi (12 October)
- Retail Samathi (13 October)
- Wealth Management Samathi (14 October)
- Finance Samathi (15 October)
- Banking & Insurance Samathi (16 October)

IPE's PGDM Gets MBA Equivalence Status

An AIU Team comprising Prof AS Brar (Vice Chancellor, Gurunanak Dev University), Prof Navin Mathur (Faculty of Business Administration, University of Rajasthan) and Dr L Venugopal Reddy (former Vice Chancellor, Andhra University) visited IPE on 5 April 2010 for granting of MBA equivalence status to its PGDM Program. Besides observing all the facilities available with IPE, the team interacted with the faculty and students of IPE.

Initiating the faculty interactive meeting, Dr RK Mishra (Director, IPE) made an exhaustive presentation about IPE wherein he highlighted its Vision, Mission, Research, Consultancy, Training and Long-Term Educational Programs. The presentation generated a lot of discussion. The Director and faculty concerned clarified the queries raised by the AIU team. Dr Mishra also presented the future thrust of IPE and concluded on a note that IPE strives to work for the benefit of society through imparting quality education and research.

On the basis of the recommendations made by the Visiting Committee, the AIU has approved the equivalence already accorded to IPE's two-year full time PGDM Program as equivalent to Master of Business Administration (MBA) degree of an Indian university until 2014.

New Memoranda of Understanding (MoUs)

IPE has forged academic linkages with several globally renowned organizations for international cooperation for exchange of researchers in fields of special interest to both the institutions. Recently, IPE has signed MOUs with the following universities / organizations for collaboration in the field of research, training and teaching.

- **Center for Asian Studies, Kyungpook National University (South Korea)**

Center for Asian Studies (CAS) of Kyungpook National University (South Korea) – a leading global university in the area of research, teaching and training and IPE signed an MoU for international cooperation for exchange of researchers in fields of special interest to both the institutions, exchange of information and publications that are of interest, hold collaborative joint symposia and conferences. Prof Im Dae Heui (Director, CAS) and Dr Lee Byung Jin visited the Institute on 11-12 May 2009 for a discussion and later signed the MOU, as an outcome of which Mr KV Ramesh (Asst Professor, IPE) was invited to attend an International Conference on 'Property Law' held on 17-18 December 2009. His visit was sponsored by Kyungpook National University.

- **International Affairs Division of FGV, Rio de Janeiro (Brazil)**

Dr Bianor Scelza Cavalcanti (Director - International Affairs, Foundation Getulio Vargas (FGV), Rio de Janeiro) and Dr RK Mishra (Director, IPE) have signed an MOU for collaboration in research, training and long-term management education leading to the award of a PG diploma. The collaboration will take the form of exchange of faculty, students and joint research. Prof Helena Kerr do Amaral, a senior diplomat from Brazil, visited IPE on 16 August 2009 and addressed the faculty.

- **International University of Business Agriculture & Technology, Dhaka (Bangladesh)**

IPE and International University of Business Agriculture & Technology (IUBAT) have signed an MOU to establish cooperation for undertaking joint projects, exchange of academic materials and other information, and exchange of scholars in the area of micro-finance, development economics, international management and allied subjects. At a ceremony presided over by Dr Karma Tshering (Director, Royal Institute of Management, Bhutan), the MoU was signed by Dr RK Mishra and Dr M Alimullah Miyan (Founder and Vice Chancellor, IUBAT). Dr Karma Tshering and Dr M Alimullah Miyan also interacted with the faculty.

- **Institute of Company Secretaries of India**



On 13 March 2010, IPE entered into an MOU with The Institute of Company Secretaries of India (ICSI), New Delhi, to cover areas of mutual interest to jointly hold workshops, training programs, undertake research conferences, etc. The MOU was signed by Dr RK Mishra (Director, IPE) and CS Vinayak Khanvalkar (President, ICSI) in the presence of Mr MG Gopal (Secretary, Andhra Pradesh Public Service Commission), CS Datla Hanmanthu Raju (Immediate Past President and CS) and Mr P Jaganatham (Chairman, SIRC).

In its first effort, a joint seminar was conducted by both the Institutes on 'Corporate Funding: Players and Options' on 27 March 2010 at IPE. Mr T Anil Kumar (IPE faculty and a member of ICSI) welcomed the gathering which was attended by about 70 members which included practicing Company Secretaries, members of the Institute of Company Secretaries and students. CS Rajnish Popat (Chairman, ICSI Hyderabad Chapter) moderated the session. CS PS Rao (practicing Company Secretary) spoke on 'Private Equity Funding' and Mr K Rayar (Chief Manager, International Risk Management Division, Andhra Bank) spoke on 'Venture Capital Funding'.

- **Faculty of Economics, Ljubljana University**



IPE and Faculty of Economics, University of Ljubljana (FELU), Ljubljana (Slovenia) are coming together for offering a two-year PGDM Program (PGDMP). Prof Andrej Kumar (Full Professor and Head, PGDMP) and Dr RK Mishra (Director, IPE) expressed satisfaction about AICTE Regional Office's on-line acceptance of the Application for Approval for the PGDMP proposed by University of Ljubljana and IPE. The PGDMP will comprise study modules which students will undergo partly at IPE and at FELU.

RESEARCH &
Consultancy
Studies



IPE completed the following four research projects during the period under review.

- **AP Cooperative Oilseeds Growers' Federation: Preparation of Corporate Plan for FY 2008-09 to 2012-13**
Dr S Sreenivasa Murthy, Dr V Anji Raju,
Dr RK Mishra, Dr MLN.Rao
Sponsor: AP Cooperative Oilseeds Growers' Federation, Hyderabad
- **Research Project on Valuation of Intangibles**
Dr Shital Jhunjhunwala, Dr RK Mishra,
Sponsor: The Institute of Chartered Accountants of India, Accounting Research Foundation, New Delhi
- **Impact Study and Scientific Evaluation of the Program on Admission of Meritorious Poor Candidates in Private / Corporate Junior Colleges**
Dr Meera Lal, Dr PS Janaki Krishna,
Dr RK Mishra, Mr A Sridhar Raj
Sponsor: Government of AP, Indira Kranthi Patham, Society for Elimination of Rural Poverty, Hyderabad
- **Socio-Economic Impact of Female Foeticide and Infanticide in Punjab and Tamil Nadu**
Dr Meera Lal
Sponsor: ICSSR, MoHRD, Gol, New Delhi

New Projects

Evaluation Study of Karnataka SLPEs

SLPEs Covered: North Eastern Karnataka Road Transport Corporation, Bangalore Metropolitan Corporation, LIDKAR, Karnataka Soaps and Detergents, Karnataka Agriculture and Marketing Board, HOPCOMS, Karnataka Power Transmission Corporation, Hubli Electricity Supply Company, Hutti Gold Mines, Karnataka Neeravari Nigam, Kantiveera Studios, Karnataka State Forest Industries Corporation, KAVIKA, Mysore Minerals, Karnataka State Industrial Investment Development Corporation).

Faculty involved: Dr SS Subrahmanyam, Dr SK Mathur, Dr V Srikanth, Dr RK Mishra, Dr Mrudula Sahay, Dr Ch Lakshmi Kumari, Mr KV Ramesh.
Sponsor: Department of Public Enterprises, Government of Karnataka

IDBI Bank's Foray into Project Finance in Power Sector

Faculty involved: Dr RK Mishra, Dr Meera Lal, Dr Ch Lakshmi Kumari
Sponsor: IDBI Bank, Mumbai

Industrial Development Bank of India (IDBI) was established in 1964 by an Act of Parliament to provide credit and other facilities for the development of the fledgling Indian industry. IDBI provides financial assistance, both in rupee and foreign currencies, for green-field projects as also for expansion, modernization and diversification purposes. IDBI also provides indirect financial assistance by way of refinancing of loans extended by State-level financial institutions and banks and by way of rediscounting of bills of exchange arising out of sale of indigenous machinery on deferred payment terms.

In September 2003, IDBI diversified its business domain by acquiring the entire shareholding of Tata Finance Limited in Tata Home Finance Limited, signaling IDBI's foray into the retail finance sector. IDBI Bank, with which the parent IDBI was merged, is a vibrant new-generation bank, and one of the fastest-growing banking companies in India. The bank was a pioneer in adapting to the policy of 'first mover' in Tier-2 cities. The Bank also has the least NPA and the highest productivity per employee in the banking industry. It has been in the top 5 Indian banks on the basis of business segments.

The Objectives of the Project are to:

- Study the existing policy of IDBI in project finance.
- Study the existing projects financed by IDBI.
- Study the Central Government Power Policies and Reforms.
- Study the Bank's policy prescriptions and to what extent they are attuned to the Power sector environment.
- Examine briefly the policies of other public sector banks in the power sector.
- Make recommendations related to identifying business opportunities and marketing financial services in Power sector.



Study of Existing Practices for Fixation of Cadre Strength and Promotion Policies in AP Foods

Faculty involved: Dr RK Mishra, Mr NV Ram Anand, Dr Ch Lakshmi Kumari, Dr SS Subrahmanyam, Mr A Sridhar Raj

Sponsor: AP Foods, Hyderabad

AP Foods is a state government enterprise functioning under the auspices of AP Nutrition Council, chaired by Chief Secretary to Government of AP. The Society was set up in 1976 with the assistance of CARE, UNICEF and Gol for production and supply of nutritious foods to malnourished school-going / pre-school children, pregnant women and lactating mothers. AP Foods has a sanctioned strength of 412 in various cadres, out of which only 334 posts are in operation. This cadre strength was arrived at when the production was 3000 MT / month.

Now, the production has gone up to 6500 MT / month and the cadre strength has remained the same. Due to increase in production, AP Foods is engaging contract labourers in certain places where manual work is involved. In certain places machines are to be operated which require skill and labourers cannot be engaged. In view of the increase in production and work load, the need of the hour is to consider and re-evaluate the cadre strength for smooth running of the factory and also to re-fix the educational qualifications for various posts, including timeframe promotions for existing personnel while fixing certain norms to avoid unrest among the workmen and other cadres, which would help in further improving productivity.

The Objectives of the Study are:

- Cadre strength and nature of work.
- Pay scales anomaly.
- Technical scales for personnel with technical qualifications.
- Re-designation of certain categories.
- Re-evaluating the job requirement and re-fixing the prescribed qualification.

Establishing a Citizen Suggestion and Grievance Redressal System in Gandhi Hospital

Faculty involved: Dr P Geeta

Sponsor: DFID (UK), Family Health International (FHI)

In order to make public health facilities more responsive and accountable, Government of AP has taken an initiative to establish a Citizen Suggestion

and Grievance Redressal System and pilot it in a tertiary care public health facility. Gandhi Hospital has been chosen for the pilot test, after which it will be scaled up to the whole state. A model for grievance redressal will also be designed for district and area hospitals which will be tested and scaled up later.

The primary scope of the assignment is to support the Department of Health and FHI (TA agency) in the implementation of the pilot grievance redressal system in Gandhi Hospital. The scope of work includes providing oversight to the implementation of the pilot, coordinating various activities with Gandhi Hospital; attending task force meetings; guiding the agency in managing the help desk; evaluating the pilot at the end of the project period. The project will also support FHI in development of the grievance redressal model for area and district hospitals.

Study of Capability and Capacity of BDL to Manufacture Required Number of Akash Missiles

Faculty involved: Mr K Ramesh, Mr NV Ram Anand, Dr RK Mishra, Dr SS Subramanyam, Mr JB Venkataratnam, Dr Ch Lakshmi Kumari, Mr S Satish Kumar.

Sponsor: Bharat Dynamics Limited, Hyderabad

The scope of the consultancy project is to study the capability and capacity of BDL to manufacture the required number of Akash missiles. The study is divided into two phases:

- The first phase is an in-house study of resources for optimality, which includes discussions with the top management, requirements, forecasting, etc.
- The second phase is the preparation of a report which includes study of infrastructure creation, skill readiness, forecasting, linkages with vendors, etc.

Audit Committees & Board Committees in Public Enterprises

Faculty involved: Dr RK Mishra, Dr Shital Jhunjhunwala, Ms J Kiranmai.

Sponsor: National Foundation for Corporate Governance, Ministry of Corporate Affairs, Gol.

Audit committees are established by the board of directors to help discharge their fiduciary responsibility. A system of good corporate governance promotes relationship of accountability between the principal actors of sound financial reporting – the board, the management and the auditor. It holds the management accountable to the board and the board accountable

to the shareholders. The audit committee's role flows directly from the board's oversight function. The study on board and audit committees would address issues such as number of independent directors on board and audit committees, number of meetings held, attendance, minimum number of roles and responsibilities the independent directors hold in the enterprise, etc.

Under the National Coordinated Project Scheme of AICTE, a proposal to setup a 'National Center for Corporate Governance' was submitted by IPE. The Council had invited IPE to make a presentation on the proposed center. The overall aim of the National Center is to standardize the existing body of knowledge of corporate governance in order to catalyze the practice as well as further research. The specific objectives of the Center are to:

- Identify and formulate the criteria and indicators of good corporate governance.
- Integrate and standardize the existing body of knowledge, systems, structures, models and mechanisms associated with different forms of corporate governance.
- Intensively study issues related to board composition such as role and functioning of independent directors and duality of the position of Chairman-cum-Managing Director, and board-appointed committees.
- Disseminate information about the latest happenings in the corporate governance field to the people engaged in policy making, policy analysis, policy research, practitioners and other stakeholders.

Manpower Rationalization Work in NEPA

NEPA Limited (Nepanagar, Madhya Pradesh) has entrusted a study on 'Manpower Rationalization Work' in the company.

Faculty involved: Mr NV Ram Anand, Dr Ch Lakshmi Kumari, Ms J Kiranmai, Mr MJ Ramakrishna
Sponsor: NEPA Limited, Madhya Pradesh

The above consultancy assignment would involve an in-house assessment of the various activities being performed by the existing manpower. Subsequently, based on the present production and allied activities, IPE would be submitting a detailed report covering redeployment and rationalization of the

existing workforce. The report would also suggest other measures such as the possibility of Voluntary Retirement Scheme (VRS) coupled with Social Safety Net (SSN), which could facilitate the process of rationalization.

Drinking Water Delivery: A Comparative Study of Hyderabad, Vijayawada and Visakhapatnam

Faculty involved: Mr Samanta Sahu

The Institute of Water Policy at the LKY School of Public Policy has awarded the research project on 'Drinking Water Delivery: A Comparative Study of Hyderabad, Vijayawada and Visakhapatnam in Andhra Pradesh'.

The main objectives of the project are to:

- Study the level and growth of demand for drinking water in the three cities and the prospects for supply.
- Make a comparative analysis of the institutional mechanism responsible for delivering water to the people in each city.
- Examine the status of water delivery (coverage) and access to water by the people.
- Make a comparative study of the pricing mechanism and the cost effectiveness of water delivery in these cities.

Current Status of Higher Education in Bihar and Ways to Enhance It

Faculty Involved: Dr Mridula Sahay. Sponsor: AICTE

The objectives of the study are to:

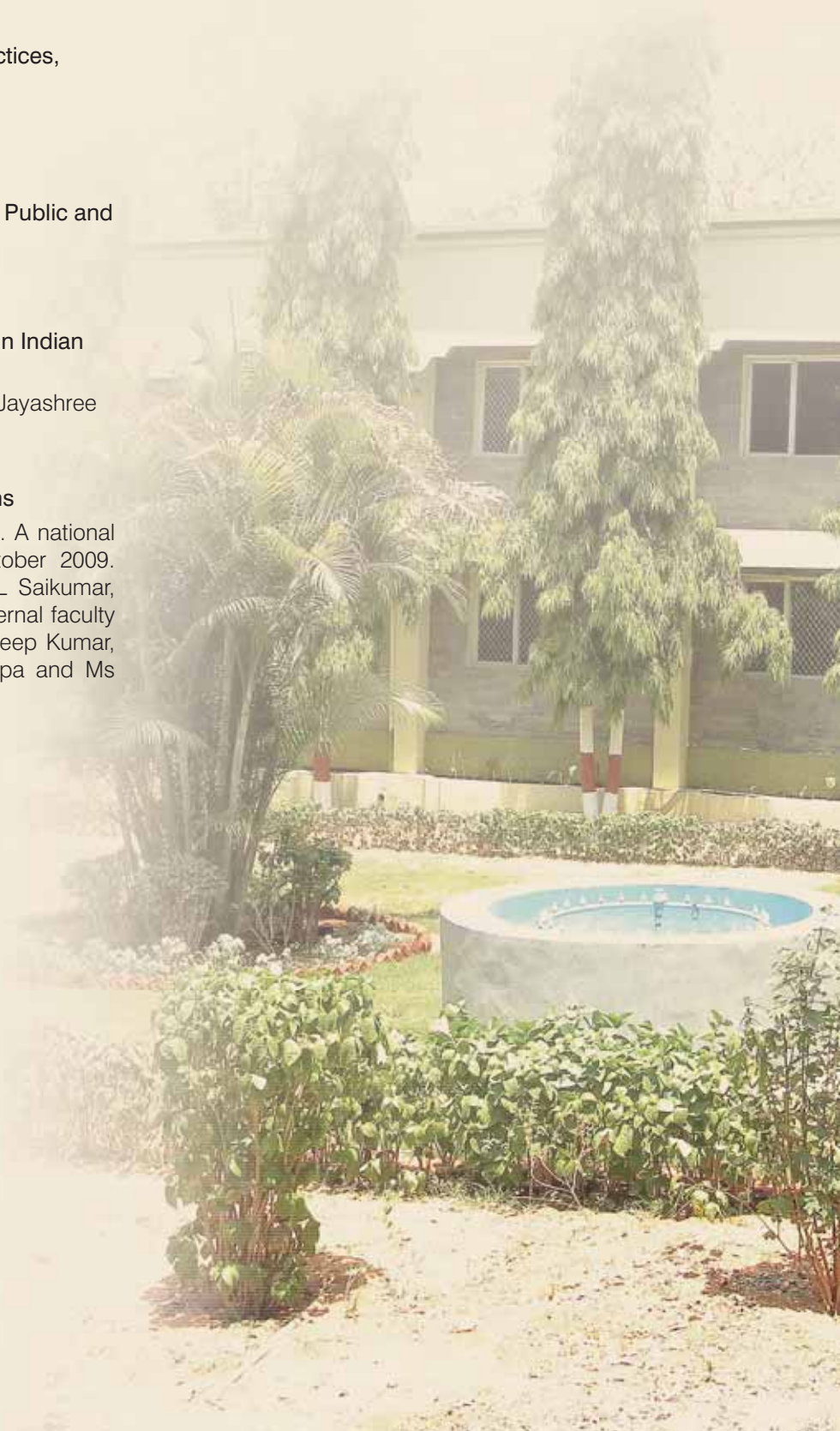
- Identify causes leading to low growth of higher education in Bihar.
- Prepare a roadmap for an effective and efficient education system.
- Develop a dynamic model for sustainable and contemporary higher education.
- Evolve an institutional governance system that accelerates education.



Assignments Carried Over

The following research studies were carried over from the previous year:

- **Venture Capital Finance in India: Practices, Problems and Prospects**
Faculty involved: Dr RK Mishra, Mr T Satyanarayana Chary.
Sponsor: AICTE.
- **CRM: A Comparative Study of Select Public and Private Sector Organizations**
Faculty involved: Dr V Srikanth.
Sponsor: AICTE.
- **Entrepreneurship Skill Development in Indian Management Education**
Faculty involved: Dr Nandita Sethi, Dr Jayashree Dubey.
Sponsor: AICTE.
- **Integrated Marketing Communications**
Faculty involved: Dr M Meher Karuna. A national conference was held on 22-23 October 2009. The internal faculty included Prof ML Saikumar, Mr KV Ramesh and Dr MLN Rao. External faculty included Ms Meera Vempati, Dr Pradeep Kumar, Dr V Mallikarjuna, Dr GL Narayanappa and Ms Deepali Malodiya.





DOCTORAL
Program



Ph. Ds Awarded

Sl.No	NAME	Year	TOPIC	Sl.No	NAME	Year	TOPIC
1	E.S. SASTRY	1977	Financial Performance of some public undertakings in India, OU	22	A. SURYANARAYANA	1993	Removal of financial surplus in Public Enterprises
2	V. MADAN MOHAN REDDY	1978	Financial Performance of some public undertakings in India, OU	23	S. SELVA RANI	1993	Empirical study on the financial performance of Public Enterprises in India
3	S. RAVISHANKAR	1983	Personnel and Personnel Management, OU	24	USHA RAMACHANDRA	1995	Effectiveness of financial control in Public Enterprises: An empirical study
4	K. SURYAKUMAR	1984	Industrial Relations in Public Enterprises in Twin Cities, OU	25	M. JAIDEV	1996	Structural Policy and Performance of Industrial Units: A Study of Public Sector Medical Units, OU
5	ASHA BHANDARKER	1986	Managerial Effect with Special Reference to Public Enterprises, OU	26	ABHJIT DUTTA	1996	Privatization of Public Enterprises: An empirical study relating to some selected publicized OEs in Orissa, Orissa
6	P. MARUTHI RAM	1987	Financing of Public Enterprises: A Study of the Impact on cost of Funds in Select Central & AP Govt. Enterprises, OU	27	S.S. SUBRAHMANYAM	1997	Time and Cost overruns in Public Enterprises, OU
7	G.B.R. K. SASTRY	1988	Theory & Practice of Reward Level Beliefs with Special reference to nationalization and Masdar Ports of India, OU	28	AVY GAURI	1998	Funds and Dividends of wages in Public Enterprises: An empirical study
8	NIRMAL CHANDRAKAR	1989	A Study of Liquidity in the Public Enterprises in India, Utkal University	29	A. ANURADHA	1998	An Analysis of Inter State Industrial Development Scheme for Public Enterprises
9	K. JINDIRA	1989	Behavior of Design (A study of select Public Enterprises)	30	T.P. NALINI	1998	Cultural Effect and its effect on the productivity of Indian Enterprises
10	M. VANAMALA	1990	Public Sector Enterprises (An enquiry into the Corporations for weaker sections in AP) SM	31	YAMUNA KRISHNA	1999	Performance of Public Enterprises Ltd
11	K. KRIRANKUMAR	1990	Marketing Management in Public Enterprises: A Study of select undertakings, OU	32	V. HARINISHIMA	1999	Micro-finance Dispersions in Public Enterprises: An empirical study
12	K. VENKATESHWARULU	1990	Ancillaries of Public Enterprises in AP (A Study of structure, growth & performance), OU	33	BHARATH BIST	1999	Marketing Digital Marketing, OU
13	K. S. SASTRY	1990	Marketing Management in Public Enterprises: A Study of select undertakings, OU	34	P. GEETA	2000	Structural Policy and Performance of Public Enterprises: An empirical study
14	K. KRIRANKUMAR	1990	Cash management in selected State Level Manufacturing Public Enterprises in AP, OU	35	C.S. MISHRA	2000	Impact of Public Enterprises on the Economy of India: An empirical study
15	A. LATEEF SAYED MOHAMMED	1991	A study of Capital Structure Planning in Public Enterprises, OU	36	B. NAVINI	2000	Public Enterprises in India: An empirical study
16	G. PAKKI REDDY	1991	Industrial Promotion through the Joint Sector: A Study in A.P., OU	37	T. PADMA	2004	Public Enterprises in India: An empirical study
17	V. SHEKHAR	1991	Marketing Information Systems (A study of select Public Enterprises), OU	38	NANDITA SETHI	2004	Public Enterprises in India: An empirical study
18	A. LATEEF SAYED MOHAMMED	1992	Performance of Joint Sector Enterprises promoted by select SIDCS (A study of objectives, management & financial performance), OU	39	SRIWAS SHARMA MATHRA	2004	Public Enterprises in India: An empirical study
19	S.V. SATYANARAYANA	1992	CAO - Public Enterprise Interface, OU	40	HEMNATH MAHIBANU	2004	Public Enterprises in India: An empirical study
20	V. MARY JESSICA	1993	Performance of State Financial Corporations: A Study of APSC & KSEFC, OU	41	S.L. UDAYAERI	2006	Public Enterprises in India: An empirical study
21	K. SWAMY	1993	Financial Performance of Manufacturing State Level Public Enterprises in AP, OU				
22	S. SRINIVAS	1993	Triechol Quality of Working Life (TQL) & Organizational Commitment: A study of Managers in Select Public Enterprises, OU				

The PhD program trains social science postgraduates seeking a PhD degree from Indian universities on issues relating to public enterprises. IPE's PhD program is recognized by eight universities.

The Institute offers the following three doctoral research fellowship programs in Economics, Commerce, Education, Management, Business Administration, Psychology, Political Science, International Relations, Public Administration, Sociology, Social Work and Environment Energy:

- IPE National Doctoral Program in Management
- ICSSR Doctoral Research Fellowships
- IPE Doctoral Research Fellowships





PhDs Awarded in 2009-10

Tariff Rationalization in Power Sector: A Case Study of Andhra Pradesh

Rajesh Gangakhedkar (Department of Commerce,
Osmania University, 2009)
Supervisor: Dr RK Mishra

The study focuses on the analysis of tariff rationalization in AP, which entails category-wise analysis of various parameters such as sales and revenue, average realization, the gap between the average realization and average cost. Further the study focuses on various tariff principles and tariff setting methods. The study also discusses at length the tariff setting process in AP and the role played by AP Electricity Regulatory Commission. There is no tariff rationalization in the power sector of AP in the post-reform period.

Objectives

The primary objective of the study is to analyze tariff rationalization in power sector of AP. The specific objectives of the study are to:

- Highlight the importance of tariff rationalization in power sector.
- Study tariff economies.
- Study the tariff setting process in AP and the role played by APERC in tariff setting.
- Examine tariff rationalization in AP in the post-reform period.

Period of Study

The period of study is 1996-2006. The rationale for selecting the period is that the seeds of reform were sown in 1996. The reforms gathered momentum in 1999, when APERC was formed and after the first tariff order was passed in 2000.

Valuation of Firms: An Indian Perspective Emphasis on Intangible Value

Shital JhunJhunwala (Department of Commerce,
Osmania University, 2009)
Supervisor: Dr RK Mishra

Intangible is anything that generates value that one cannot hold in the hand. In November 1999 Strategic Finance, King and Henry said that intangible assets of many companies 'walked out of the door every night'. With the shift to a knowledge-based economy, the principal sources of economic value and wealth are not tangible goods like land and machinery, but intangible human resources, brands, networks and the firm's ability to innovate and differentiate to gain a competitive advantage and sustained long-term success. It is evident that intangible assets are a major constituent of the total value of a company.



Objectives

The main objectives of the study are to:

- Study and examine existing methods of measuring and valuing intangible assets.
- Identify a model for valuing companies' intangibles.
- Understand the share of intangibles in the total value of companies.

Need of the Study

Though some work has been done internationally on intangible assets, consolidation is yet to take place. This research aims to partly fulfill that gap. Practically no research work has been done on valuation of intangible assets in India. This research aims at:

- Identifying a valuation approach for intangible assets.
- Providing investors a simple investment decision tool.
- Examining the share of intangibles in the total value of firms.
- Contributing to various accounting bodies, government and regulatory authorities like SEBI, ICAI, helping them in framing rules and regulations regarding disclosing information on intangible assets and valuing them.
- Providing a database for researchers and academicians.
- Specifying the direction for further research.

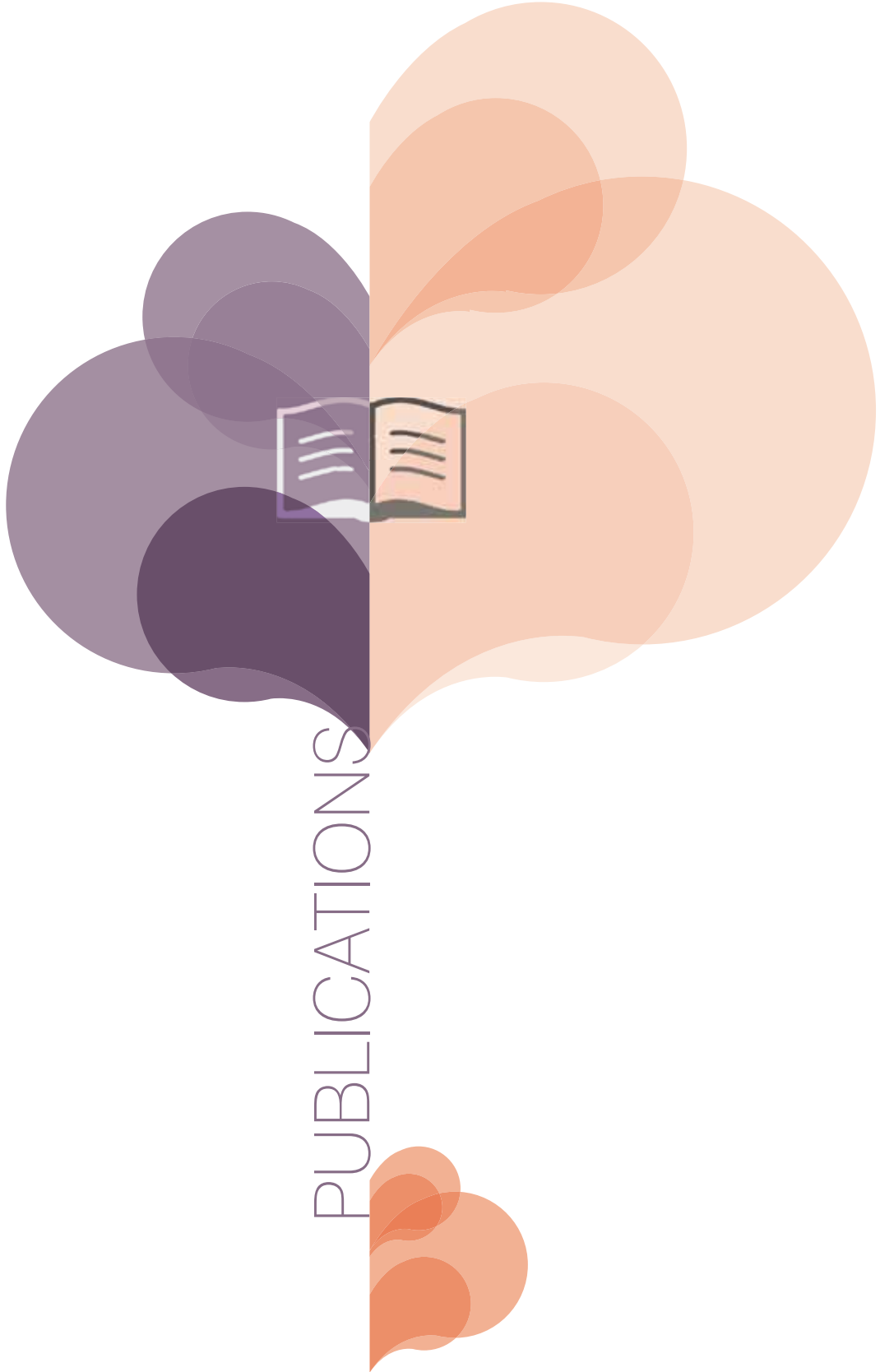
Two PhD theses are under adjudication.

ICSSR Fellowships

A Selection Committee meeting was organized on 29 March 2010 to select ICSSR doctoral research fellows. The Committee comprised Prof Fatima Ali Khan (Member, Governing Council of ICSSR), Dr Hemnath Rao (Director, ASCI) and Dr G Swamy (Dean, Faculty of Management, Dr BR Ambedkar National Open University).



PUBLICATIONS



The Institute has a strong research wing with a number of research scholars, sponsored by ICSSR and IPE, working on topics of current interest. Focused research sharpens the faculty’s skills and equips them with the latest understanding of the Institute’s training and educational activities. The research work – both basic and applied – is undertaken in diverse fields including social sciences, corporate governance, restructuring, privatization / disinvestment, infrastructure, public systems, etc. Some broad research areas where IPE faculty have brought out publications during the period under review are given below:

Books

**Biotech at the Grassroots:
Impact Assessment of AgNet Project**

Alok Ranjan Jha, RK Mishra
Concept Publications, Delhi, September 2009

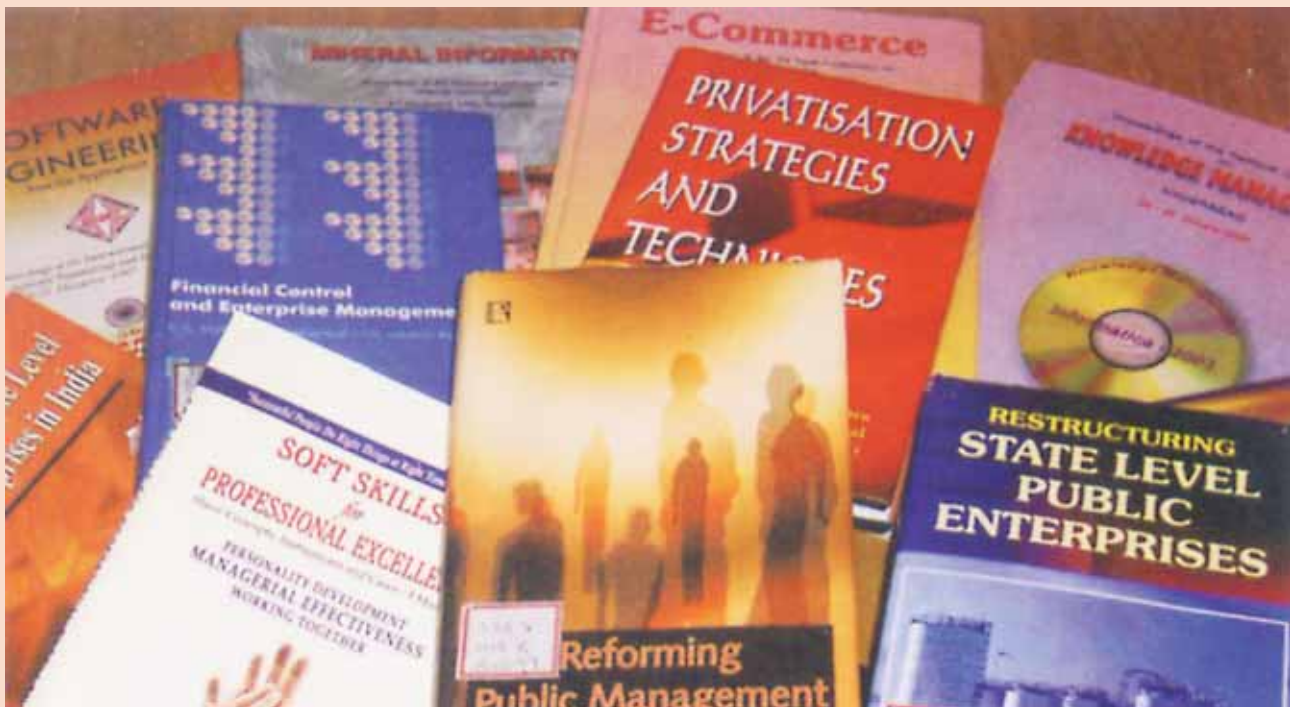
This book examines the role of biotechnology in mitigating the suffering of rural peasantry, especially small and marginal landholders of dry-land agriculture. Making a critical assessment of the AgNet Project and the improvements that can be incorporated in similar lab-to-land initiatives, it documents the ideation and execution mechanisms of selected technology and assesses its social impact on the livelihoods of rural peasants. It also examines the possibility of upscaling

transferred technology and suggests policy measures for sustainable livelihoods through biotechnology.

IPE in the Early Years

W Ramanadhan
Excel Books, New Delhi, 2010

This book reveals the story of IPE in its first decade. It commences with its establishment and traces its difficult but dedicated path of development. The motivation for an early story springs from the figurative sentence that the ‘child is the father of man’. It assists the present generation to know what the beginnings of IPE were and how it progressed steadily, sticking to its objectives right through.





Skill Development Programs under Special Employment Schemes in AP

RK Mishra, K Trivikram Rao
Excel Books, New Delhi, 2010

With the level of unemployment galloping into unmanageable proportions, the state intervention for employment generation is obvious, though it cannot create employment but can create conditions favourable to augment employment opportunities through increased economic activity, growth and development. This book presents the Special Employment Schemes implemented in AP for employment generation. The study is presented in two parts. The first part incorporates a general description of the training activity containing recommendations for future action. The second part contains the status report of the sample districts of Kadapa, Khammam and East Godavari.

Restructuring Public Enterprises in AP

RK Mishra, KRS Sastry, Ch Lakshmi Kumari
Excel Books, New Delhi, 2010

The state government aimed at reduction of fiscal deficit, expenditure restructuring, revenue augmentation, sector-wise growth policies as a part of its public enterprise reforms. As per the recommendations of the Subramanyam Committee, the state government extended its budgetary support to the enterprises dealing with public utilities. The reforms were carried out in two phases. This book contains the post-reform status of the enterprises covered in Phase II.

Globalizing Public Enterprises

RK Mishra, Ch Lakshmi Kumari, J Kiranmai
Excel Books, New Delhi, 2010

Public Enterprises in India are not only socially strong but also economically viable and internationally competitive. This book studies the transformation of public enterprises in India from Kautilya's period to the post-independence era till the 11th Five-Year Plan period. It incorporates the research undertaken in order to qualify as an entity and be a part of the global economy and the lessons for the public enterprises for their continuous transformation to remain relevant and perpetually fills the gap in respect of public enterprises' response to globalization.

Behavioral Dynamics Research Insights

Editors: HLKalia, S Ravishankar, RK Mishra, JKM Nair
Himalaya Publishing House, Mumbai, 2009

The editors of this edition have brought together a distinguished team of contributors from a variety of behavioural research backgrounds. Research-based contributions, through widely differing in their origins, all derive from actual academic studies. This book offers an array of information and practical guidance to academic researchers, higher education students in social and behavioural sciences, parents, counselors and managerial personnel concerned with understanding multiple issues involved in human behaviour of contemporary significance.

Enterprise Resource Planning in a Nutshell

ANK Prasanna Anjaneyulu
SAA Publishers, Hyderabad, 2009.

Enterprise Resource Planning (ERP) is an extremely powerful tool which provides a seamless information system to support the various functional business modules of an enterprise. This book covers the evolution, implementation and advantages of ERP and also provides a comprehensive coverage of ERP market as well as different modules like Finance, Sales and Distribution, Manufacturing, HR, Plant Maintenance, Quality management and Materials management. The future trends of ERP are also covered in this book.

Entrepreneurship Development

JB Venkataratnam
Institute of Public Enterprise, 2009

Entrepreneurship is integral to management. It calls for a comprehensive and integrated approach and hence its relevance to management education. IPE has adopted a systematic approach for development of first generation entrepreneurs through curriculum. The present volume attempts at providing course material covering principles of entrepreneurship, entrepreneurial process: idea generation, preparation of business plan, institutional support and managing small business which covers all the functional management, strategic management and global aspects. Inspiring stories of famous entrepreneurs, sample business plan, case studies and glossary of business terms regularly used are special features of the course material.

Le Beau Francais

Dr Rajeev Karan Reddy
Institute of Public Enterprise, 2009

Le Beau Francois (Beautiful French) is a basic and simple textbook for learners of French in the backdrop of management students. It consists of simple lessons in dialogue form. There is also a French-English glossary and a list of verbs at the end of the book. Though it has management students in view, the book can be used by any beginner of this language.

Journal Publications

Stock Market Integration and Volatility Spillover: India and its Major Asian Counterparts

RK Mishra, Kedarnath Mukherjee
Research in International Business and Finance,
Elsiever Publication, 24(2010) pp 235-251

Evaluation of Public Sector Enterprises Performance: Application of Economic Value Added

Pawan Kumar Avadhanam, RK Mishra
Finance India, 2010

Influence of Corporate Fundamentals on Equity Returns of Public Sector Banks and Public Sector Financial Institutions in India

K Jayaditya Sarma, RK Mishra
International Research Journal: Banks and Bank Systems. Scheduled for publication in Issue 2, 2010 of the Journal 'Business Perspectives', Dzerzynsky lane, 10 Sumy 40022, Ukraine

Corporate Governance & Corporate Performance

Shital Jhunjunwala, RK Mishra
International Journal of Business Research, Volume 9,
2 November 2009, USA

Dr RK Mishra and Dr K Trivikram Rao brought out the following in-house publications:

- Journal of Institute of Public Enterprise, Vol.32, No.1 and 2, Jan-June 2009
- Journal of Economic Policy and Research, Vol 4 (October 2008 - March 2009) and Vol 5 (October 2009 - March 2010)

- IPE Newsletter Vol 6, No.4-6, April-June 2009, Vol 6-10-12, October-December 2009, Vol.7, No. 01-03, January-March 2010
- Spotlight, Vol 6, Issue 1 (January 2010), Vol.6, Issue 2 (March 2010)
- Indian Economic Scenario, Vol.6, Issue No.1, February 2010

Dr RK Mishra and Dr Nandita Sethi brought out a new journal titled 'Journal of International Economics', Vol.1, January-June 2010

The third issue of the Journal of Corporate Governance (Vol 2, No 2) edited by Dr RK Mishra and Dr Shital Jhunjunwala was published in September 2009.

Acrobatics of Change: Concepts, Techniques, Strategies and Execution

(Authored by Moid Siddiqui and RH Khwaja; published by Response Books. E-journal access link: www.aima-ind.org/ejournal/Acrobatics_Change.asp)
Reviewed by RK Mishra, Punam Singh and Jayasree Raveendran

Monitoring & Measuring Intangibles Using Value Maps

Shital Jhunjunwala
Journal of Intellectual Capital, Vol.10, No.2, April-June 2009, International Journal of Emerald Publication

Pharmaceutical Product Differentiation: A Strategy for Strengthening Product Pipeline and Lifecycle Management

Rajesh Dubey, Jayashree Dubey
International Journal of Medical Marketing: Palgrave Macmillan, Vol 9, Issue 2, 2009.

India and the Multiple World in the Making: Challenges and Opportunities Area Studies

B Ramesh Babu
A Journal of International Studies and Analyses, Vol 3, No1 (January-June 2009), pp 21-44

The Psychological Comfort of a Knowledge Worker: An Empirical Analysis of its Determinants in the Indian IT Sector During the Phase of Economic Slowdown

Apratim Bose, Jayasree Raveendran
Academy of Taiwan Business Management Review, Vol 5, No 3, December 2009, pp 44-50



Performance Analysis of SBI Mutual Funds and an Investigation into Factors Influencing Investor Confidence on Fund Managers

Abhishek Singha, Jayasree Raveendran
Academy of Taiwan Business Management Review,
Vol 5, No 3, December 2009, pp 128-139

Semantic Web-Based Knowledge Management

ANK Prasanna Anjaneyulu
International Journal of Emerging Technologies and
Applications in Engineering, Technology and Science”
(IJ-ETA-ETS) ISSN: 0974-3588, January 2010

Aligning HRM with Business Strategy

A Jagan Mohan Reddy
'Strategic HRM' Atlantic Publishers, 2009

Mentoring and its Relevance in Today's Context: Some Reflections

A Jagan Mohan Reddy
Prestige International Journal of Management &
Research, Vol 2, No 1, January 2009, pp: 71-74.

Reconciling Work & Family Responsibilities (by Catharine Hein)

Reviewed by A Jagan Mohan Reddy in NHRD
Network Journal, July 2009

Effective Recruitment and Retention Strategies

A Jagan Mohan Reddy
'HRM in India', New Century, New Delhi, 2009

What We Require Today is Good Managers

A Jagan Mohan Reddy
Business Manager, November 2009

Implications of Law of Contract: An Indian Perspective

KV Ramesh
International Journal of Property Law, Vol 26, No 3
Publisher: The Korean Society of Property Law 2010.
2, pp 627-652.

Management Education & Corporate Governance: A Case of India and Pakistan

Mahmood Shah Khan, Nandita Sethi
Research Journal of International Studies – Issue 12,
October 2009

Presentations in Conferences / Seminars

Dr RK Mishra was invited by OECD to present a paper at the seminar on 'Network on Corporate Governance of State-Owned Enterprises in Asia' at Bangkok (Thailand) on 20-21 May 2009, in partnership with the 'Government of Japan – The Global Corporate Governance Forum'.

Dr RK Mishra was sponsored by ICSSR, MoHRD, Gol to participate in and present a paper at the Annual Conference of the International Association of Schools and Institutes of Administration 2009, Rio De Janeiro (Brazil) during 3-8 August 2009. He also chaired a session and attended the Board of Governors meeting.

On behalf of IPE, Dr RK Mishra participated in KPMG's Round Table on Corporate Governance in PSUs at New Delhi on 18 February 2010.

Dr RK Mishra represented IPE at the SAARC Workshop on 'Regional Consultations on Enhancing Intra-Regional Connectivity (2010-20): Issues and Approaches in South Asia', hosted by SACEPS and AMDISA, New Delhi, during 14-16 February 2010.

IPE was the facilitator for a World Bank study on Corporate Governance in public enterprises in India and discussed aspects related to public enterprise performance and evaluation. Dr RK Mishra represented IPE.

Dr RK Mishra has been appointed as a Member of the Ad-Hoc Task Force (ATF) for Results-Framework Document (RFD) for 2010-11 set up by the Cabinet Secretariat, Government of India. IPE was associated with DPE on MoU Taskforce.

Dr RK Mishra attended and presented a paper on 'Role of Associations in Optimizing Productivity' at NMDC.

Dr RK Mishra attended and presented a paper at the 'Conference of Non-Official Directors of CPSEs' at Department of Public Enterprises, Government of India, on 22 July 2009.

Dr RK Mishra and Dr Shital Jhunjhunwala presented in absentia a paper titled 'Corporate Governance and Corporate Performance' at International Academy of Business & Economics (IABE) 2009, at the Greece Summer Conference on 5-7 June 2009.

Dr Shital Jhunjhunwala reviewed a book on 'Cost Accounting & Financial Management' for Chartered Accountant students for Pearson Education.

Dr Shital Jhunjunwala published a paper titled 'Intellectual Capital Reporting: An Overview' in the Chartered Accountant, November 2009.

Dr Nandita Sethi published a book titled 'The Asia-Pacific Region: Emerging Opportunities for India' published by VDM Verlag Dr Muller), Germany, 2009

Dr Nandita Sethi co-authored an article titled 'Management Education and Corporate Governance: A Case of India and Pakistan' in the Research Journal of International Studies, Euro Journals, Issue No.12, December 2009.

Dr A Jagan Mohan Reddy presented a paper titled 'Corporate Governance: Need for Valued Leadership' at the 84th Indian Philosophical Congress conducted by University of Mumbai from 24 to 27 October 2009.

Dr A Jagan Mohan Reddy presented a paper on 'Global Meltdown: Need for Valued Leadership' at the International Conference on 'Global Economic Meltdown: Challenges and Prospects' organized by DMICS in collaboration with IPE, on 17-18 September 2009.

Dr A Jagan Mohan Reddy presented a paper on 'Recession Blues for HR' at the National Seminar on 'Managing in an Uncertain Economic Era: Embracing Change in a Service Economy' organized by School of Management Studies, University of Hyderabad, from 5 to 7 November 2009.

Dr B Ramesh Babu presented a paper titled 'Non-Alignment to Multi-Alignment, with Focus on the India-China Equation' at the International Seminar on India and East Asia: Prospects of Cooperation and Problems of Integration' at Tirupati from 7 to 9 October 2009.

Dr B Ramesh Babu presented a paper titled 'Sovereignty and Welfare of People in the Era of Globalization: Decline and the Way Forward', at the national seminar on 'Towards an Inclusive India: Role of Parliament in Social Change' at Kochi, from 15 to 17 December 2009.

Dr B Ramesh Babu will be presenting a paper titled 'Critical Appraisal of Globalization Governance' at the Institute of Political Science, University of Lucerne, Switzerland.

Ms Shaheen presented a paper in a conference held from 28 to 30 December 2009 at XLRI (Jamshedpur) on 'Evolution of Health Sector in India: Prospects and Issues of Privatization and Corporatization' at Indian Academy of Management, on behalf of the IPE team of Dr RK Mishra and Dr PS Janaki Krishna.

Prof ML Sai Kumar presented a paper on 'Role of IT in Project Management' at Central Inland Fisheries Research Institute, Kolkata on 1 May 2009.

Prof ML Sai Kumar presented a paper on 'e-Banking' at UGC Academic Staff College, JNTU-H on 26 August 2009.

Prof ML Sai Kumar presented a paper on 'Teaching Learning Methodologies' at UGC Academic Staff College, JNTU-H on 15 September 2009.

Occasional Papers

Under ICSSR-funded research, the Occasional Research Paper series was started in 2002, with the objective of disseminating research output in the form of Working Papers brought out by the faculty and PhD scholars to discuss their research ideas and findings. These research papers — 64 of which have come out so far — have been well received by eminent researchers, government policy makers and public enterprise executives. The following Occasional papers were brought out by our faculty during the year under review:

Working Paper 58

Is India Becoming More Innovative Since 1991? Analysis of its Evidence and Some Disquieting Features

Sunil Mani

Working Paper 59

Sustaining Growth Potential: Focus on Key Sectors

Usha Thorat

Working Paper 60

Building Capacities for Development Implementing Social Policies in a Decentralized Setting in Brazil

Frederico Guanais

Working Paper 61

Corporate Governance and Corporate Performance

Shital Jhunjunwala



Working Paper 62

Intangible Value of Indian Firms

RK Mishra, Shital Jhunjhunwala

Working Paper 63

Women Empowerment in State-Level Public Enterprises in Bihar

(RK Mishra, Meera Lal, Ch Lakshmi Kumari)

Working Paper 64

Implications of Law of Contract: An Indian Perspective

KV Ramesh

In-House Publications

The following journals were brought out during the year under review.



- Journal of Institute of Public Enterprise, Volume 31, No.1,2,3,4
- Journal of Institute of Public Enterprise, Volume 32, No.1,2
- Journal of Economic Policy & Research, Volume 5, No.1
- Indian Journal of Corporate Governance, Volume 2, No.2
- Journal of Venture Capital and Financial Services, Volume 3, No.3
- Journal of Marketing Trends
- Newsletter and Spotlight

New Journals

Journal of Marketing Trends



The Journal provides a platform to marketing professionals from academia and corporate to exchange information on emerging marketing practices and theory across industry around the globe. The bi-annual publication comprises research articles, thematic articles, case studies, etc., which address the information needs of marketing professionals.

Articles in the Journal cover trends in areas including, but not limited to:

- Strategic Marketing
- Promotion Management
- New Product Management
- Pricing Decisions
- Product-Line Management
- Competitive Strategy
- Buyer Behavior
- Marketing Research
- Market Information System
- International Marketing
- Services Marketing
- Segmentation Targeting and Positioning
- Sales Force Management
- Retail Management
- Customer Relationship Management
- e-Marketing

Dr RK Mishra is the Editor and Dr Jayashree Dubey is the Managing Editor of the Journal. The first issue was brought out in June 2009.

Journal of International Economics



With a whole lot of changes taking place in the international scenario impacting all countries at the macro level and most businesses and people at the micro level, International Economics has become a hot subject not only for academicians but also for practitioners of business, professionals and policy makers. To capture some of these international economic developments and their impacts, IPE has brought out a new research journal titled 'Journal of International Economics'.

The bi-annual journal published during January-June and July-December will contain research contributions of eminent scholars working in the area in the form of original, empirical and theoretical research papers / articles / case studies and book reviews in all the areas of international economics.

The journal would broadly cover areas such as cross-country growth models, population and migration patterns, international trade and trade models, trade policy and relations, trade organizations and bodies, foreign investment flows, balance of payments and exchange rate mechanism, multinational corporations, cross-border manufacturing, etc. Dr RK Mishra is the Editor and Dr Nandita Sethi is the Managing Editor of the Journal. The first edition of the Journal was released by Dr Prajapati Trivedi (Secretary - Performance Management, Gol and Chairman, National Authority Chemical Weapons Convention, Cabinet Secretariat) on 17 February 2010.

DISTINGUISHED
Lectures



The Indian Council of Social Science Research (ICSSR) had instituted a Distinguished Lecture series at the Institute to celebrate India's 150th year of the War of Independence. The lectures were attended by eminent researchers, policy makers, public and private sector CEOs, scholars, management teachers and post graduate students.

Six Distinguished Lectures were delivered during the period under review:

18th Distinguished Lecture

The Lecture was delivered by **Prof TCA Ananth** (Professor, Delhi School of Economics) on 'Building a Regulation Law' on 19 July 2009. The lecture was presided over by Justice M Jagannadha Rao (former Judge, Supreme Court of India and former Chairman, Law Commission of India). Prof Ananth emphasized the importance of regulation law and observed that the state is withering away and bequeathing its responsibility to the regulators in the various fields. Commenting on the role of regulators in India, such as RBI, SEBI, CERA, SERAs, Competition Commission, etc, Prof Ananth discussed the various facets of regulation such as property, education, environment and economic regulation. Justice Jagannadha Rao elaborated on how legislature's decision could be ruled out by court if not under judicial / constitutional norms. He also discussed that certain basic features of constitution cannot be amended through legislature alone. Highlighting the critical aspects of regulation, he called for adopting healthy practices in building and enforcing regulation law.

19th Distinguished Lecture

The Lecture was delivered by **Mr Ronald Pladet** (Senior Guarantees and Syndication Specialist, Office of Co-Financing Operations, Asian Development Bank, Manila) on 'Public Sector and its Access to Global Financial Markets: Experience from Emerging Markets' and 'Accessing Global Financial Market: Regulatory and Compliance Standards: The ADB Experience' on 25 June 2009. The thrust of the lecture was on the global financial crisis that had presented Asia with its most difficult economic challenges in recent times. The crisis has been identified to be broader, deeper and more complex than the Asian financial crisis of 1997-98 and hit export-dependent Developing Member Countries (DMCs) the hardest. However, the region's banking sector was projected as a bright spot in a dark economic picture,

which has been remarkably resistant to global shocks and fears.

The post-Asian financial crisis strengthened capital adequacy ratios seem nonetheless to be shored up further due to the banks' 'flight to quality'. The credit crunch in Asia has been noticed to be less severe than in the US and Europe. The Asian banks' direct exposure to sub prime assets is miniscule (0.09%). The main pathway to crisis in the Asian region identified were weakening consumption and investments at home, and dropping commodity prices. External financing, a key driver of economic expansion in the DMCs, has been cut back radically where the G3 country investors have withdrawn funds to repair balance sheets at home. The increasing vulnerabilities included destruction of jobs and driving down wages, consumption, and welfare of the DMC households, where it is estimated that this recession may add more than 30 million people to the rolls of the unemployed by end-2009 (International Labor Organization 2009).

As such, unemployment has also risen markedly in Hong Kong, China, India, South Korea and Taipei. ADB has further estimated that over 60m people will remain in extreme poverty (< \$1.25 p/d) due to discontinuity of region's high growth in 2009 (100 mln by 2010) and the vulnerable (< \$2.00 p/d) the numbers will increase to 80 mln (2009) and 130 mln (2010). As a response to the crisis, India has instituted a special 'repo' window for short-term central bank loans for lending to NBFCs and housing finance companies, CRR was reduced from 9% to 5%, steps were taken to increase the supply of foreign exchange and stimulus package to increase the resources of IIFCL (India Infrastructure Finance Corporation Limited). It was also suggested that in the short run, DMCs should work individually and collectively to restore the critical global public goods essential to economic growth, market confidence, economic stability, a well-functioning financial system and an open trading regime. In the long run, developing Asia must rebalance its growth model.



Export-led growth has delivered great benefits to region and will continue to do so when global trade revives. Heavy price of aggressive export-oriented growth policies includes welfare costs associated with producing too little for domestic consumption, importing, investing and consuming too little, and loss of efficiency in allocation of resources. A carefully designed fiscal stimulus can help restore stability and growth and infrastructure provides the opportunity to raise employment and growth quickly. The Government of India, ADB, and other development partners would only be able to finance a portion of the total amount of required investment in infrastructure. While India's domestic market liquidity has remained robust, the likely financing gap will have to be filled by international commercial banks and investors. Credit enhancement measures were suggested to be taken up seriously where the lenders and investors had to be encouraged to finance projects in DMCs that they may otherwise consider too risky to undertake, thereby enabling lenders to provide longer maturities, improve credit ratings of capital market issues and reduce financing costs.

20th Distinguished Lecture

The Lecture was delivered by **Dr David Finegold** on 'Key Trends in the Future of Management, Organizations and Labor Relations: A US Perspective' on 28 July 2009. Prof Finegold emphasized several pertinent issues such as the future of work and skills requirements, the forces changing the nature of work, and the implication it has for firms and workers. He raised the issue of globalization's impact on the USA, as well as the issue of India's skill challenges and how the high-skill miracle could be sustained. He emphasized that demographics is both a huge challenge and opportunity for India, and suggested an integrated learning model to sustain the high-skill miracle. Mr Bhanwarlal, the Chief Guest on the occasion, spoke on how to enhance the skills of the workforce and on strategies taken by the state government in enhancing the workers' skills. Mr SK Lal, the Guest of Honor, expressed his opinion on employability, multi-tasking and cross-functional training, and emphasized on right attitude and the role of EQ and SQ in the success of an individual. Dr RK Mishra (Director, IPE) presided over the session and emphasized the importance of enhancing the students' employability.

21st Distinguished Lecture

The Lecture was delivered on 28 August 2009 by **Mr R Bandyopadhyay**, IAS (Secretary, Department of Public Enterprises, Government of India) on 'Central Public Sector Enterprises on Growth Path: Challenges Ahead'.

22nd Distinguished Lecture

The Lecture was delivered on 26 October 2009 by **Prof Frederico Guanais** (Head of the International Cooperation Office, National School of Public Administration - ENAP, Brazil) on 'Building Capacities for Development: Implementation of Social Policy in a Decentralized Setting in Brazil'. Mr D Venkateswara Rao, IAS, was the Guest of Honour at the Lecture. Prof Frederico Guanais highlighted the policies, implementation issues and path for the future to have a sustainable growth in the Brazilian economy. In his ideas on inclusive growth he highlighted the challenges and government's priorities where focus has been given on acceleration of sustainable growth and development. He presented the case study on Brazil's success story in implementing the 'Bolsa familia' program, where the thrust was on health, education and social assistance through Conditional Cash Transfer (CCT) mechanism.

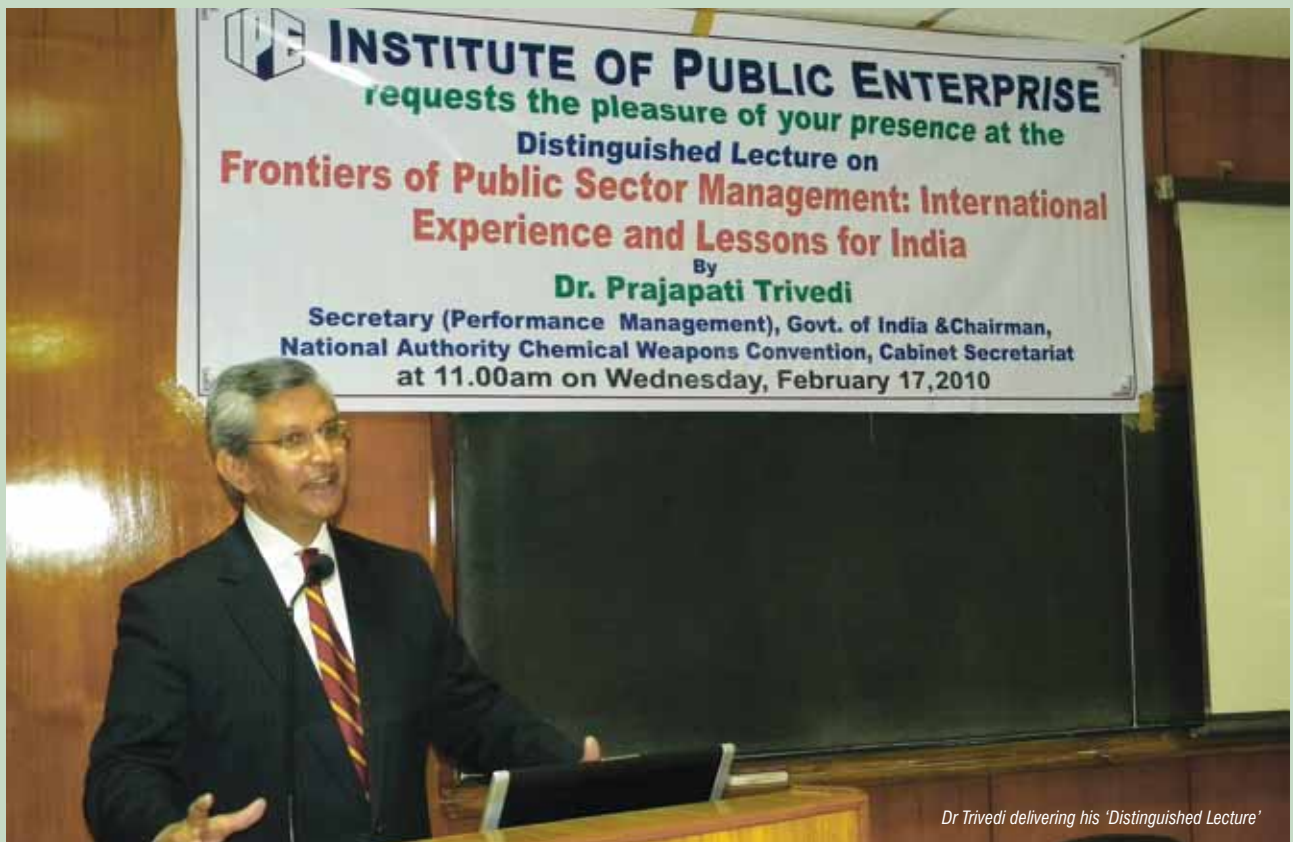
In the 'Bolsa familia' program, funds are made available to the poor families of Brazil with a prime motive to enhance the levels of availability of food, education and health need of the families. It was heartening to note that it has had a highly positive impact in increasing the incomes of the poor at a faster rate (10%) relative to increase in incomes of the rich (1.5%). However, some improvement measures need to be taken in a much more prudent way towards attaining food security for all. He also dealt in detail on policy learning and experimenting in CCTs and concluded that capacity building and inter-sectoral coordination and integration with a solid economic framework will be the prime factors that will drive sustainable growth and development. Mr Venkateswara Rao reiterated the need for channelizing India's efforts towards prosperity for all its citizens and the need for effective policy implementation processes. Dr RK Mishra (Director, IPE) indicated various similarities between India and Brazil and also appreciated the insights of the lecture and compared to Prof CK Prahalad's ideas, where fortune happens to be at the bottom of the pyramid.

23rd Distinguished Lecture

The Lecture was delivered on 17 February 2010 by **Dr Prajapati Trivedi** (Secretary - Performance Management, Government of India and Chairman, National Authority Chemical Weapons Convention, Cabinet Secretariat) on 'Frontiers of Public Sector Management: International Experience and Lessons for India'. Dr RK Mishra (Director, IPE) narrated the extensive work done by Dr Trivedi in the area of performance measurement and improvement for Government including Public Enterprises. Dr Trivedi, delivered a comprehensive talk on 'How to Improve Government Performance: Challenges, Possible Solutions and Lessons of International Experience'. He explained the initiatives taken by Government of India in the area of Performance Management.

Dr Trivedi's talk centered around issues related to perceptions about Government performance and what it actually means. He also explained the complexities and challenges of managing the process of performance measurement in Government and various mechanisms being evolved by Government of India to make the effort meaningful, including bringing

up a law for effective enforcement of the system and appropriate incentive mechanisms to raise the motivation levels of Government functionaries for better service delivery. He highlighted various international practices that have been studied prior to designing the current performance management system in the country. Initiatives of Government of Singapore and the USA were discussed in detail. Dr Trivedi invited IPE to participate with Government of India in supporting the Center for the implementation of this system.





Other Lectures

Mr R Bandyopadhyay, IAS

On 13 November 2009, Mr R Bandyopadhyay, IAS (Secretary, Ministry of Corporate Affairs, GoI) delivered a talk on 'Recent Initiatives in Corporate Management'. In his welcome address, Dr RK Mishra (Director, IPE) stated the issues relating to Direct Tax Code and the need to enlighten on the importance of recent changes being made in the Companies Act. Mr Bandyopadhyay gave an overview of the Companies Act and also briefed on the recent changes in the Act which might come into force in the form of a Bill. He also gave an overall view and the policy of the government in giving more powers to Boards and also making it mandatory to incorporate more disclosures in the Act. He highlighted the issues relating to the concept of Independent Directors and briefed on the salient aspects of Remuneration Committee, Audit Committee and Shareholders Interest Committee, wherein he raised issues relating to disclosure norms for all companies, information sharing with shareholders, recognition and power given to Independent Directors, etc.

Mr Bandyopadhyay observed that the Audit Committee has to be headed by an Independent Director in the changed Act. The issue of remuneration of Independent Directors was also discussed. Dr Bandyopadhyay also emphasized the significance of Corporate Social Responsibility (CSR) and inclusive growth. He opined that CSR should become a norm for all organizations and companies. In conclusion, Mr Bandyopadhyay appreciated the efforts being made by IPE in enlightening PSEs in all relevant areas. He suggested that IPE with its experience and domain knowledge can play a major role in creating awareness amongst investors by organizing investors' meets and seminars under an Investors Education Fund. He also opined that IPE can contribute in capacity building of corporates and PSEs on complying with the regulations of International Financial Reporting Standards and reiterated that IPE can make immense contributions to the growth and development of the corporate sector.

Prof Bhanoji Rao

On 14 December 2009, Prof Bhanoji Rao (Visiting Professor, Institute of Water Policy (IWP), LKY School of Public Policy, National University of Singapore) visited IPE and interacted with its faculty members.

The idea was to explore possibilities for collaboration in research and consultancy between the two institutes. He spelt out a few projects that could be taken jointly. He also explored the possibilities of IWP funding for the projects.

Dr MP Sinha

Dr MP Sinha (CEO, GHRDC) visited IPE on 13 August 2009, in connection with a 'Business Schools Survey'. He observed and examined the infrastructure and other facilities of IPE, and also interacted with the faculty. During the interaction, he highlighted the following aspects: history and relevance of management education, importance of communication skills, significance of accreditation by reputed national / international bodies, standardization of procedures by the institutes and the top 10 requirements for teaching.

Dr Mike Mensah

Dr Mike Mensah (Dean, University of Scranton, Kania School of Management) visited IPE on 22 February 2010 and interacted with the faculty on various contemporary practices and issues in management education. He also discussed prospective collaborations with IPE and spoke about various mentoring techniques for students to facilitate them to be equipped with the necessary competencies required for their career growth and development through attending workshops/seminars/conferences. The practices in B-schools abroad including provision of customized elective options to students, on-line management education and adoption of internationally acknowledged teaching pedagogies were discussed. The role of alumni and emphasis on developing soft skills, leadership, communication skills and technical competence were also deliberated upon. The relevance and importance of Management institutions getting accredited was a subject matter of interest. He emphasized faculty-student quality, strategic planning, industry requirement orientation in syllabi formulation and assessment processes to be in place for an institution to be long-standing in imparting quality education and adding value to the society.



CONFERENCES /
Seminars /
Workshops



Conference on Networking & Data Management Technologies (NCNDMT '09)

3-4 September 2009.

Coordinator: Mr ANK Prasanna Anjaneyulu

Capacity Building for Research Methodologies

12-16 October 2009.

Coordinators and Internal Faculty: Dr RK Mishra, Dr Ch Lakshmi Kumari, Dr A Jagan Mohan Reddy, Ms Shaheen. Prof T Satyanarayana Chary was the external faculty at the program, which drew 11 participants from different colleges.

HR Challenges with Special reference to Performance Management and PRP

12 October 2009.

Coordinator: Mr NV Ram Anand. The program was conducted for CEOs and senior HR executives, to market our programs and know about their requirements for tailor-made / in-company programs.

Reservation Policy for SC/ST/OBC in Central / State CPSEs

9 October 2009.

Coordinator: Dr RK Mishra. Internal Faculty: Mr NV Ram Anand. External faculty included Mr RR Prasad (Director, NIRD) and Ms Achama James (Directorate of National Commission of Scheduled Castes, Government of AP).

National Conference on Marketing Communications

22-23 October 2009.

Coordinators: Dr Meher Karuna, Dr R Padmaja

MOU for Performance Improvement in Public Enterprises

24 October 2009.

Coordinator: Dr RK Mishra. Internal Faculty: Mr NV Ramanand, Mr K Ramesh, Mr KRS Sastry, Dr K Trivikram Rao. Participating organizations included BHEL, GAIL, Neyveli Lignite Corporation, OIL, IOL, Midhani, BDL, WAPCOS, ONGC and India Government Mint.

National Conference on Cost Audit-Enterprise Governance

13 November 2009.

Coordinator: Mr KRS Sastry

The program was held jointly with the Institute of Cost & Works Accountants of India (as the knowledge partner) and co-sponsored by NMDC, AMDS and FAPCCI. Over 50 delegates were present.

Seminar on Preparing Boards for the 21st Century (sponsored by NFCG)

20-21 November 2009.

Coordinator: Dr RK Mishra

Conference on Innovation in the Route to Win Market

3-4 December 2009.

Coordinator: Dr R Padmaja

SAP Application for Public Sector and Government: Impacting Value



23 December 2009.

Coordinator: Mr ANK Prasanna Anjaneyulu

The program was held in collaboration with SAP. Over 20 participants attended it.

Knowledge Evaluation Quiz on Corporate Governance

16 December 2009.

Coordinators: Dr RK Mishra, CS T Anil Kumar

A total of 38 students (making up 19 two-member teams) from various management and law colleges participated in the quiz, which was spread over two interesting rounds. Prizes were given away to the top three teams by IPE and the Registrar of Companies, Hyderabad.



Seminar at FAPCCI

17 December 2009.

Coordinators: Dr RK Mishra, CS T Anil Kumar

The program was attended by Mr BK Bansal (Regional Director, Southern Region, Ministry of Corporate Affairs), Mr E Selvaraj (Director, Ministry of Corporate Affairs, New Delhi) and Mr MV Chakranarayan (Registrar of Companies, Hyderabad). Mr LVV Iyer (a corporate lawyer) gave a talk on 'Corporate Social Responsibility: Focus on MSMEs', while Mr TS Ajai (Chartered Accountant) spoke on 'Limited Liability Partnership: Benefits to MSMEs'. The program was attended by nearly 200 delegates from various organizations and professions.

Talk on Companies Bill

18 December 2009.

Coordinators: Dr RK Mishra, CS T Anil Kumar

Mr MV Chakranarayan (Registrar of Companies, Hyderabad) was invited to the program, which was attended by about 150 students and faculty members from various management / law colleges and other organizations. Mr LVV Iyer (a corporate lawyer) gave a talk on 'Companies Bill 2009'.

Indian Corporate Week: Task on Investor Awareness - How to Read a Balance Sheet

19 December 2009.

Coordinators: Dr RK Mishra, CS T Anil Kumar

IPE hosted a workshop by ICWAI Hyderabad Chapter, at which Mr AS Durga Prasad (Central Council Member – ICWAI) delivered a lecture on 'Investor Awareness – How to Read a Balance Sheet'.

National Conference on CSR: Voluntary Guidelines and Corporate Governance

20 February 2010 at Bengaluru.

Coordinator: Mr KRS Sastry

Panel Discussion on Union Budget 2010: Changes and Challenges

11 March 2010.

Coordinators: Dr K Trivikram Rao, Dr Nandita Sethi

It was attended by a large number of students from IPE, as well as from other institutions.

Roundtable on Managing Water in Metros: Issues & Challenges (International Water Day)

22 March 2010.

Coordinators: Dr Ramesh Babu, Mr Samanta Sahu

Manufacturing Excellence through Concurrent Engineering: Lean and Agile Manufacturing



26 March 2010.

Coordinators: Mr JB Venkataratnam, Mr K Ramesh

The program drew participation from organizations like Elico, Medha Servo Drives, BDL, Sripaduka and Jaya Enterprises.

Seminar on Export Documentation & Finance

26 March 2010.

Coordinator: Dr SK Mathur

Participants included representatives from various organizations such as Nile Ltd, Hyderabad Central University, SNIST, Computer Associates, as well as students from JNTU, St Francis College and other colleges.

Symposium on Advances in Financial Management

27 March 2010.

Coordinators: Dr RK Mishra, Dr S Sreenivasa Murthy

Workshop on Venture Capital & Private Equity Funding (jointly with ICSI, Hyderabad Chapter)

27 March 2010.

Coordinator: CS T Anil Kumar

Workshop on Research Methods in Management

26-28 March 2010.

Sponsored by AIMS. Coordinators: Dr Jayasree Raveendran (IPE), Dr N Vivek (PSGIM).



The workshop was jointly organized by IPE and PSG Institute of Management (Coimbatore) on the latter's campus. Dr Jayasree Raveendran (Asst Professor, IPE) and Dr N Vivek (faculty, PSGIM) coordinated the Workshop, which was jointly designed by Dr RK Mishra (Director, IPE) and Dr R Nandagopal (Director, PSGIM).

The participants were exposed to the nuances involved in the various stages of the research process during the three days. Scholars pursuing their PhDs made presentations of their research work done so far.

The workshop focused on the importance of research orientation and the procedure involved in writing an effective proposal, designing the research, the techniques of measurement and scaling, and the process of literature review. It also exposed the participants to hands-on training in the SPSS package with exercises and case studies.

The process of questionnaire design was also taken up for discussion. The workshop was very well received; the participants suggested that the duration of such workshops be extended to five days; they also suggested an exclusive workshop on SPSS, and expanding the scope to more topics such as case writing and choice of the right research topic.

The participants included 12 research scholars (PhD registered candidates), 10 faculty members (PhD aspirants) and 20 students (PhD aspirants). Scholars who were pursuing their PhDs also made presentations of their research work done so far.

Workshop on Employee Relations

27 March 2010.

Coordinators: Mr NV Ram Anand, Dr A Jagan Mohan Reddy, Dr Sayeda Begum

Participants from AP Foods and Bharat Dynamics Limited participated in the workshop.

Seminar on Indian Banking Sector - Future Challenges

30 March 2010.

Coordinators: Dr Meera Lal, Dr Ch Lakshmi Kumari

Seminar on Emerging Trends in Hospital Administration



28 March 2010.

Coordinators: Dr Ch Lakshmi Kumari, Dr Meher Karuna, Mr KRS Sastry, Ms Shaheen. The program was held in collaboration with AHHA and Kamineni. The external speakers included Mr P Satyanarayana (Ex-President, AHHA), Mr Masood Ahmed, Mr PV Rao, Dr Sunil Kumar, Prof Dayakar Thota and Dr AV Ratnam.

Seminar on Strategic Marketing Options: Post-Budget Analysis

30 March 2010.

Coordinators: Mr K Ramesh, Dr V Srikanth

The program was inaugurated by Dr Vidyadhar Reddy (Head - MBA, Osmania University).



Conclave of CEOs & CFOs



*Mr Rana Som, Mr K Harishchandra Prasad,
Ms Usha Thorat and Mr KRS Sastry at the Conclave*



*Mr KRS Sastry, Dr RK Mishra, Mr K Harishchandra Prasad,
Ms Usha Thorat and Mr Rana Som at the release of the Conclave souvenir.*

A Conclave of CEOs and CFOs on the theme 'Top Priorities of the New Regime: Growth Strategies' was organized by IPE on 11 September 2009 at Hotel ITC Kakatiya. The Conclave co-sponsored by NMDC, CII (AP), CEO Clubs India and 'The Hindu' (as the media partner). The theme of the conference had a contemporary relevance, i.e., to deliberate on the growth strategies of vital sectors of our economy, viz., finance, infrastructure and MSMEs, which were included among the top priorities of the government as was highlighted by her Excellency Smt Prathibha Patil, the President of India, in her address at the joint session of both the Houses of Parliament on 4 June 2009. Dr RK Mishra (Director, IPE) and Mr KRS Sastry (senior faculty, IPE) were the main organizers of the Conclave.

Mr Rana Som (CMD, NMDC), Ms Usha Thorat (Dy Governor, RBI), Mr Y Harishchandra Prasad (Chairman CII, AP Chapter) and Mr K Harishchandra Prasad

(President, FAPCCI) were the Guests of Honour. Mr Bhalerao, IAS (Principal Secretary, Department of Public Enterprises, Government of AP), Ms Renu Chellu (MD, State Bank of Hyderabad) Mr Rana Som chaired the three technical sessions. Mr Amitabh Guha (former MD SBI) and Mr K Narasimha Murthy (Director, IDBI) presented papers during the first technical session on growth strategies in the financial sector. Mr V Kalyana Raman (Former President, ICWAI and South Asian Federation of Accountants) and Mr P Appaji Rao (Sr Vice-President, United Telecom) presented papers in the second technical session on growth strategies in the infrastructure sector. Mr Ramesh Datla (MD, Elico) and Mr Sekhar Agarwal (Sr Vice-President, FAPCCI) presented papers on MSMEs in the third technical session.

Padma Bhushan Mr TL Sankar, IAS Retd (former Director General, NIRD) and Mr V Srinivasachari, IAS, were the Guests of Honour at the valedictory session, which was also attended by Mr Navaneeth Rao (former VC, Osmania University and Emeritus President, IPE). There was good response to the Conclave from various organizations in the public and private sectors, academicians, researchers and practitioners. A commemorative souvenir was brought out on the occasion. Messages were received from Mr HR Bhardwaj (Governor of Karnataka), Mr ESL Narasimhan (Governor of Chhattisgarh), Mr Nitiish Kumar (Chief Minister of Bihar) and Mr Ashok Gehlot (Chief Minister of Rajasthan). NMDC sponsored the lunch provided at the Conclave.

The event received wide press coverage. 'The Hindu' and 'Business Line' gave it a nationwide coverage on 12 September 2009. Prominent newspapers in various languages also covered the event prominently in their main columns. In general the Conclave received wide acclaim from all quarters, viz., government, industry, professionals, academia and researchers, which would go a long way in enhancing IPE's image, apart from forging good relations with the banking sector, which is vital for providing good opportunities for placement of IPE students.

National Conference on Cost Audit-Enterprise Governance



A 'National Conference on Cost Audit-Enterprise Governance' was organized by IPE on 13 November 2009 at its Auditorium, The Institute of Cost and Works Accountants of India (ICWAI) was the knowledge partner for the event, which was co-sponsored by NMDC, Association of Management Development Institutions in South Asia (AMDISA), Association of Indian Management Schools (AIMS) and Federation of Andhra Pradesh Chambers of Commerce and Industry (FAPCCI). The theme of the conference had contemporary importance, i.e., to deliberate on the recommendations of the 'Expert Group on Cost Audit' constituted by the Ministry of Corporate Affairs (MCA) which is presently under the consideration of the government. Dr RK Mishra (Director, IPE) and Mr KRS Sastry (senior faculty, IPE) were the main event organizers.

Mr R Bandyopadhyay, IAS (Secretary, Ministry of Corporate Affairs), Mr GN Venkatraman (President, ICWAI), Mr Thiagarajan (Director – Finance, NMDC), Dr Shefali Gowtham (President, AIMS), Mr C Ramakrishna (Executive Director, AMDISA), Mr Sekhar Agrawal (Senior Vice-President, FAPCCI), Mr BB Goyal (Chairman, Expert Group on Cost Audit, Ministry of Corporate Affairs) were the Guests of Honour. Mr JK Puri (former Chief Advisor (Cost), Ministry of Finance and former President, ICWAI), Mr V Kalyana Raman (former President, ICWAI and SAFA) chaired the technical sessions. Mr Kunal Banerjee (former President, ICWAI) and Mr AN Raman (Central Council Member, ICWAI) presented papers on the recommendations of the 'Expert Group on Cost Audit' in the first technical session. Mr K Narasimha Murthy (Director, IDBI) and Mr Chandra Wadhwa (former President, ICWAI) presented papers on 'Enterprise Governance' in the second technical session. Mr Dhananjay Joshi and Mr PD Parkhi (former Presidents, ICWAI), Mr BB Goel (Advisor – Cost, MCAO and Mr BM Sharma (Vice-President, ICWAI) were the Guests of Honour at the Valedictory session. Eight former Presidents of ICWAI, seven former Chairmen of 'Southern India Regional Council' (SIRC - ICWAI), several ICWAI Central Council members, the Chairman and a good number of Council members of SIRC-ICWAI, attended the Conference.

A commemorative souvenir was brought out on the occasion. Messages were received from the Chief Ministers of AP, Haryana, Goa and Mizoram. There was a good response from various public and private sector organizations, academicians, researchers and practitioners. NMDC sponsored the lunch provided at the conference with a financial support of Rs One lakh. As a gesture of goodwill ICWAI met the entire travel and accommodation expenditure of all their dignitaries. The event received wide media coverage. Several newspapers in various languages covered it prominently in their main columns. In general the Conference received wide acclaim from all quarters, viz., government, industry, professionals, academia and researchers, which would go a long way in boosting IPE's image, apart from heralding renewed relations with ICWAI, which has agreed to extend its support for similar programs of IPE in future.



National Conference on 'Corporate Governance: Voluntary Guidelines 2009' and 'Corporate Social Responsibility: Voluntary Guidelines 2009'

A National Conference was organized on 20 February 2010 at Bengaluru on the themes 'Corporate Governance: Voluntary Guidelines 2009' and 'Corporate Social Responsibility: Voluntary Guidelines 2009', which were released by her Excellency Smt Prathibha Patil, President of India, on 21 December 2009 at the concluding function of the 'Indian Corporate Week 2009' organized by the Ministry of Corporate Affairs at Vigyan Bhavan, New Delhi.

The Institute of Cost and Works Accountants of India (ICWAI) joined IPE as 'knowledge partners' and the Department of Public Enterprises, Karnataka, sponsored the Conference. The coordinators included Dr RK Mishra, Mr KRS Sastry and Mr R Krishna Murthy (ICWAI, Bengaluru Chapter). The program was attended by CEOs, HODs and executives from Personnel, Finance, Planning and other operating divisions from various organizations.

Mr R Bandyopadhyay, IAS (Secretary, MCA) inaugurated this conference. Eminent speakers included Mr Ashok Nayak (Chairman, HAL), Mr AR Ansari (CMD, Neyveli Lignite Corporation), Mr GN Venkatraman (President, ICWAI), Mr DV Rao (Principal Secretary, DPE, Karnataka), Mr D Siva Murthy (Director – Finance, HAL), Mr Nellayappan (Director – HRD, BEML), Mr Santosh Jayaraman (Senior Consultant,

NPV), Mr P Thiruvengadam (Senior Director, DTTI), Mr V Kalyanaraman (Past President ICWAI and SAFA), Mr JK Puri (Former Chief Advisor – Costs, Gol and past President ICWAI), Mr Dhananjay Joshi (Past President, ICWAI), Mr Chandra Wadhwa (Past President ICWAI), Mr Kunal Banerjee (Past President, ICWAI), Mr AN Raman (Vice-President SAFA & CCM ICWAI), Mr BM Sharma (Vice President, ICWAI).

Mr SPS Bakshi (CMD, Engineering Projects India Ltd) was the Chief Guest for the valedictory session. Other dignitaries included Mr AVNS Nageswara Rao (Chairman SIRC-ICWAI), Mr Om Prakash (Past Chairman, SIRC), Mr BR Prabhakar (Secretary, SIRC-ICWAI) and Mr MR Krishna Murthy (Chairman, Bengaluru Chapter of Cost Accountants). A commemorative souvenir was brought out on the occasion.

Workshop on Trade Procedure and Documentation

This workshop, which was held on 20 February 2010, was coordinated by Dr SK Mathur. The participants comprised several executives from business enterprises engaged in exports and imports, export entrepreneurs, faculty and students from B-schools and educational institutions. Prof RK Wadhwa, a renowned former Professor from Indian Institute of Foreign Trade (IIFT), handled the technical session which were appreciated by the participants.







POST GRADUATE Programs

- PGDM
- PGDM-BIF
- PGDM-RM
- PGDM-IB
- PGDM-BT
- MBA (PE)
- Executive PGDM

New Courses

In recognition of IPE's potential as a premier business school and its expertise in management education, it has been granted three new more courses by the All India Council for Technical Education (AICTE), Ministry of HRD, Government of India.

The Institute launched the following three new courses from this academic year.

- Executive PGDM
- PGDM (International Business)
- PGDM (Biotechnology)

Executive PGDM

The Executive PGDM approved by AICTE is a 15-month full-time program specially designed for experienced professionals / middle-level executives) with five years' managerial work experience from various industries and functional disciplines. The course was launched in January 2010. The institute's intellectual infrastructure is well equipped to offer this Program, as it has already been offering a three-year part-time MBA (Public Enterprise) program for practicing managers since 1980. The Institute has longstanding experience in training programs for senior executives of PSUs on a regular basis and in various research, training and consultancy activities undertaken for public and private organizations / industries over the last four decades. The course is divided into four terms of 12 weeks each, followed by eight weeks of extensive project work.

The specialty of the course is its global module, for which the syllabus is designed taking into consideration the best practices in various functional areas across the world. It will increase the effectiveness of the participant to work for any company even beyond the national boundary. Students will have to opt for two electives as major and minor; they can select any five subjects from major specialization and three from minor specialization from an extensive list of subjects. Other than the course work, the participants are exposed to existing and upcoming management practices through interaction with senior faculty, consultants and business leaders. To make constructive use of extensive professional experience of the participants, emphasis is given to peer learning through experience-sharing sessions. The students are taken on an optional two-week educational-cum-industrial foreign visit. They have the choice to take up a SAP module relevant to their field of specialization in





India as an alternative. Each student will be assigned to two mentors – one from the Institute and another from the industry. The course is taught by globally reputed and experienced faculty members from academia and industry. The Institute will support participants in getting lateral placement through its strong industry interface. The first module of course work commenced on 18 March 2010.

PG Diploma in Management - International Business

This is a two-year fulltime program approved by AICTE. It was inaugurated on 17 September 2009 by Prof Thothathri Raman (Chairman, Standards for Educational Advancement & Accreditation, New Delhi). Guests of Honour Ms Deepanwitha Chattopadhyay (MD & CEO, IKP ICICI Knowledge Park, Hyderabad), Mr S Ramachandran (General Manager, Corporate HR, GVK Biosciences, Hyderabad) and Mr VK Menon (Director, Career Advancement Services, Indian School of Business, Hyderabad) addressed the 60 students (38 boys and 22 girls) who have taken admission in the course. 41 students are engineering graduates, while the remainder are graduates in commerce, arts, science and management.

PG Diploma in Management - Biotechnology

This is a two-year full-time program approved by AICTE. The course comprises four semesters of study including project work. 14 students (6 boys and 8 girls) have joined the program, which was inaugurated on 17 September 2009 by Prof Thothathri Raman (Chairman, Standards for Educational Advancement & Accreditation, New Delhi).

PG Diploma in Management

An orientation program for the PGDMI Semester (Class of 2011) was held on 29 June 2009. It was inaugurated by Mr Shekhar Agarwal (Vice President, FAPCCI). Mr S Balachandran (General Manager - IT, F&A, PB, State Bank of Hyderabad) was the Chief Guest. Dr RK Mishra (Director, IPE) welcomed the guests and the students. Of the 120 students enrolled, 74 are boys and 46 girls. 56 of the students are engineering graduates, while the remaining 64 are graduates in commerce, arts, science and management. The students come from several states across India – AP, Karnataka, Delhi, Uttarakhand, Bihar, Maharashtra, Orissa, Uttar Pradesh, Gujarat, West Bengal, Assam and Chhattisgarh.



PG Diploma in Management - Retail & Marketing

An orientation program for the PGDM-RM (Class of 2011) students was held on 29 June 2009. Of the 61 students enrolled in the course, 47 are boys and 14 girls. They come from diverse backgrounds. 32 of them are engineering graduates, while the remaining 29 are graduates in commerce, arts, science and management. The students come from several states across India.

MBA (PE)

The 28th batch of MBA (PE) part-time batch of 2009-12 was inaugurated on 18 September 2009 by Mr G Surya Prakasa Rao, IPS (Dy Commissioner of Police – Crimes, Cyberabad). The welcome address was given by Dr K Trivikram Rao (Coordinator, MBA (PE) Program), while Dr RK Mishra (Director, IPE) presided over the function. 30 candidates have enrolled in the course.

Enrolment of PGP Students at IPE

Course Name	Class of 2009-11 (I Semester)	Class of 2008-10 (III Semester)	
PGDM	120	117	
PGDM – BIF	60	43	
PGDM – MRM	60	47	
PGDM – IB*	60	#	
PGDM – BT*	14	#	
MBA (PE) Part-time	30	66 ^{&}	
PhD	-	4 [§]	
Total	344	277	621

Admissions planned in November 2009???

* New Courses commenced in September 2009 & Includes 40 students in III Semester and 26 in V Semester

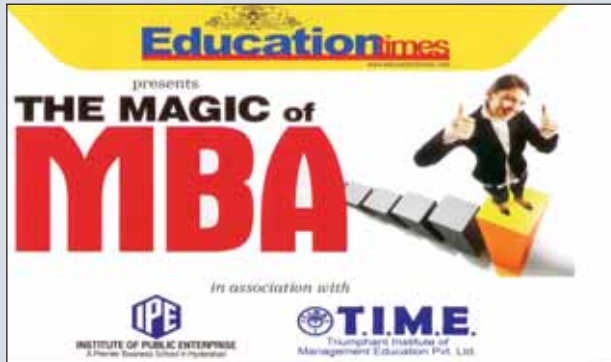
§ Does not include part-time PhD students enrolled



CAMPUS
Events



'The Magic of MBA'



After the success of the series of seminars conducted in the previous year with 'Times of India' (TOI), it was decided to continue the exercise for one more year in order to reach out to students across the country. Once again, IPE partnered with TOI in conducting 'The Magic of MBA' in six cities (Mumbai, Pune, Kolkata, Bhubaneswar, Bengaluru and Hyderabad) starting from 31 October 2009. Two faculty members represented IPE in each city. The event was well publicized by TOI through ads in TOI and Education Times and through distribution of posters and other material to various colleges in the cities to enhance the students' awareness about the programs. The IPE faculty addressed the students on the relevance / importance of an MBA degree in the current scenario, and also distributed the publicity material at special counters provided at the venues. A micro-site linked to Education Times was also provided by TOI. On the whole, the joint exercise has resulted in a significant increase in the student community's awareness about IPE.

HR Summits

While the 'Magic of MBA' program was conducted with an eye on the student community in creating enhanced awareness about our Institute, it was felt that IPE had to do something about increasing the awareness levels amongst the corporates / industry, as this was essential in attracting them to participate in the placement process. Associating with Economic Times in the conduct of HR Summits at various cities was a step in this direction. It was felt that such an exercise would be a good beginning in the creation of better interaction / awareness amongst the corporate community. The Summits were conducted at seven cities, starting from Hyderabad on 26 November 2009 and concluding at Chennai on 18 December 2009.

The other cities covered were New Delhi, Kolkata, Pune, Bengaluru and Mumbai.

Invitations were sent by ET to various HR executives in these cities for attending a 90-minute session on current HR strategies. The sessions were modeled as panel discussions involving top industry executives. They were a huge success, and IPE was effectively presented as an attractive destination for student placements. Every venue attracted nearly 70 executives, which was much higher than expected. Two faculty members from IPE attended each of these summits. Apart from being the principal hosts, ET followed up these events with an extensive coverage titled 'HR Series' on the Tuesday following the respective Meets.

Sports Day

IPE celebrated its Sports Day on 27-28 August 2009. Various games and sports competitions were organized for the students. The winners received their prizes from distinguished invitees like Ms Geetha (who represented India at the Olympics in athletics), Ms Padmaja (a national-level basketball player) and Mr Ramana (a national-level volleyball player and Arjuna awardee) at a function organized on 29 August 2009.

Alumni Meet

An Alumni Meet was held on 13 March 2010. The Chief Guest at the Meet was Mr MG Gopal, IAS (Secretary, AP Public Service Commission), who is an alumnus of IPE. The alumni shared their experiences and also assured their guidance to the students of the present PGP batch in their placement activity. The Meet was an overwhelming success with a turnout of more than 250 IPE alumni. The Institute holds an Alumni Meet every year to sustain and enhance its bond with its alumni, and also to give them a forum to interact with one another.





'Sanskriti 09'

'Sanskriti 09: The Colosseum of Gladiators', IPE's annual national-level B-school festival was held on 8-9 January 2010 at 'Taramati Baradari', Ibrahimbagh, Hyderabad. The flagship event is a platform for students across the country to meet and compete against some of the finest minds and gives them a chance to interact with academic veterans and industrial stalwarts. 'Sanskriti 09' featured several events from several core areas of management, which provided the students with an opportunity to acquire a clearer understanding of both theoretical and functional advances in management. The guests for the inaugural session on 8 January were Mr Vikas Raj, IAS (MD, APSFC), Mr Y Harish Chandra Prasad (Chairman, CII-AP Chapter) and Mr MB Raju (Chairman, Deccan Cements). A large number of students across the country participated in online preliminary competitions for different events such as paper presentation, business quiz, best manager, HR, Finance, Operations, IT and Marketing. There were representatives from reputed colleges like IIM- Kolkota, IIM-Indore, University of Hyderabad, MANAGE, IBS-Bengaluru, etc. The valedictory session on 9 January was presided over by Ms Banda Kartika Reddy (GHMC Mayor). Other dignitaries included Dr Ashok, IAS (MD, AP Foods) and Prof V Kannan (Pro Vice-Chancellor, Hyderabad Central University).

Women's Day

On 8 March 2010, on the occasion of International Women's Day, IPE hosted a 'hi-tea get-together' to honor its lady faculty members, officers and staff. Dr RK Mishra (Director, IPE) addressed the gathering.

Disbursal of Merit and Merit-cum-Means Scholarships

In recognition of the need to promote talent and assist the needy, IPE has started a scheme for awarding Merit and Merit-cum-Means Scholarships to extend financial support to students pursuing their studies for the Post Graduate Diploma Programs. This innovative scheme was sanctioned by the Board of Governors in 2009. During the year 2009-10, an amount of Rs 53.25 lakhs was disbursed under the scheme.

Panel Discussion on 'Union Budget 2010: Changes and Challenges'

Dr K Trivikram Rao and Dr Nandita Sethi coordinated a panel discussion on 'Union Budget 2010: Changes and Challenges' on 11 March 2010 at IPE Auditorium. Eminent panelists and delegates from industry and academia participated in it, including Mr M Gopalakrishna, IAS (Retd), Ms Anshu Khanna (Director, Deloitte Haskins & Sells), Mr Mohan R Lavi (CA, Arthagyan Management Services), Mr Laxmi Niwas Sharma (CA, Laxminiwas & Jain), Mr Harish Chandra Prasad (President, CII AP Chapter and Chairman, Malaxmi Infra), Mr Devendra Surana (MD, Bhagyanagar Industries) and Dr Naresh Sharma (Professor, Department of Economics, Hyderabad Central University). Dr RK Mishra (Director, IPE) gave the welcome address. The discussion brought forth the dynamic changes and challenges of the Budget and its impact on different sectors of the economy. It served as a platform for academia and industry to discuss the future prospects of the economy and the path for India's transformation into a global business hub. Dr RK Mishra directed the event, which was sponsored by State Bank of Hyderabad, Indian Bank and Allahabad Bank.

Roundtable on 'Managing Water in Metros: Issues and Challenges'

On 22 March 2010, a Roundtable on 'Managing Water in Metros: Issues and Challenges' was held by IPE in the backdrop of World Water Day. It was attended by experts from academia, civil society, practitioners, media and consultants working on water-related issues. The speakers included Prof I Ramabrahmam (University of Hyderabad), Prof Sheela Prasad (University of Hyderabad), Prof SK Bhat (Former Director, CSD), Prof Siva Prasad (CSD), Prof Venkatadri (NIRD), Mr Soma Sekhar (The Hindu), Dr Jasveen Jairath (Independent), Dr Sivaram (NIRD), Mr Ahok (Water Board) and Mr J David Foster (Advisor, ASCI). The event was coordinated by Mr Samanta Sahu (Asst Professor, IPE) and directed by Dr RK Mishra (Director, IPE).

The discussion raised several issues, some of which were:

- Availability, accessibility and affordability with regard to safe drinking water to all. Water must be available, accessible and affordable to all in the social strata.
- There is a need to plug leakages and prevent water from getting wasted. In several cities half of the total water that is pumped into the system gets wasted for the aforesaid reasons. Therefore there is an urgent need to act upon on the issue.
- Conservation was the most important issue raised by all the participants. Every member of the community / society has a role in it.
- Rain Water Harvesting (RWH) is an important way to conserve water and recharge groundwater. Therefore, it needs to be taken very seriously.
- Due to shortage of water in the supply system, those who can afford have dug borewells in their premises. The uncontrolled sucking of water from the ground has made the groundwater table fall sharply in several areas in different cities. It makes the resource use unsustainable for the future.
- Encroachment of water bodies such as rivers, lakes and water tanks has resulted in the destruction of existing water sources. This has compelled the city administration to look for water sources in distant places with higher spending.
- Improper planning of water supply lines and sewer lines at times have caused water pollution leading to waterborne diseases.
- Lack of proper coordination among different government departments / agencies has led to ineffective implementation of water supply and sanitation schemes.

- Community management and participation in decision making and civic engagement must be strengthened in order to manage the water resource in a sustainable manner.

Seminar on 'Export Documentation and Finance'

The School of International Business, IPE conducted a one-day seminar on 'Export Documentation and Finance' on 26 March 2010. The seminar was handled by Dr SK Mathur (Sr Faculty, IPE), Ms Humiera (Sr Faculty and Manager, State Bank of Hyderabad) and Prof ML Sai Kumar (Sr Faculty, IPE).

Program on 'Manufacturing Excellence'

Manufacturing is of paramount importance in the industry and economy of the nation. In pursuit of excellence in operations management, IPE has regularly conducted programs in 'World Class Manufacturing' and 'Manufacturing Excellence' over the last three years. The objective is to introduce latest trends and address issues that concern today's operations managers. The programs primarily aim at creating an urge in them to achieve manufacturing excellence and compete in global markets. On 26 March 2010, IPE organized a program on 'Manufacturing Excellence through Concurrent Engineering, Lean and Agile Manufacturing'. Design & Engineering, Manufacturing and Quality Management personnel from both public and private sectors attended the program, which was well received by all the participants. The Institute plans to continue to conduct similar training programs in future. Interested manufacturing organizations may please contact the Institute in this regard.

Workshop on 'Venture Capital and Private Equity Funding'

On 27 March 2010, a seminar was jointly conducted by Institute of Company Secretaries of India (ICSI) and IPE on 'Corporate Funding: Players and Options'. CS T Anil Kumar (Faculty, IPE), who is an ICSI member, welcomed the 70-strong audience that comprised practicing Company Secretaries, ICSI members and students. CS Rajnish Popat (Chairman, ICSI Hyderabad Chapter) moderated the session. CS PS Rao, a practicing Company Secretary, spoke on 'private equity funding'. Mr K Rayar (Chief Manager, International Risk Management Division, Andhra Bank) spoke on 'venture capital funding'.



SDP on Frontiers of Finance



From 15 to 27 March, Dr RK Mishra, Dr S.Sreenivasa Murthy and Ms J.Kiranmai organized an AICTE-sponsored Staff Development Program on `Frontiers of Finance' for management faculty in Finance drawn from various institutions and B-schools, including IPE. The program helped the participants understand the frontiers of finance covering various inputs such as complex investment decisions, strategic issues in financial management, impact of financial meltdown, developments in domestic and global financial markets, shareholder value creation strategies, trends in banking, insurance and financial services industry, financial planning, wealth management, treasury and forex management, etc.

Advances in Financial Management

On 27 March 2010, a symposium on 'Advances in Financial Management' was organized at IPE to discuss financial innovations and advances in the first decade of the 21st Century. The symposium discussed new financial Instruments, derivatives, hedging and international capital movements. The symposium was designed by Dr RK Mishra (Director, IPE) and directed by Dr S Sreenivasa Murthy (Sr Faculty, IPE). The speakers at the symposium included Mr Amitabha Guha (Former Deputy MD, SBI), Mr S Thirumalai (Partner, Deloitte Haskins and Sells), Mr Ramachandra Prasad (State Head - Freeman Life Insurance) and Mr MV Srinivasa Rao (Sr Manager, Deloitte Touche Tohmatsu).

Seminar on 'Employee Relations'

The current industrial relations scenario has suddenly given a jolt. IPE took the initiative of bringing together various stakeholders including management and trade union representatives, as well as seniors executives engaged in employee relations. The seminar was inaugurated by Dr RK Mishra (Director, IPE) and chaired by Mr YN Murthy. Mr NV Ram Anand (Sr Faculty, IPE) and Dr Sayeda Begum (Asst Professor, IPE) coordinated the seminar.

Seminar on 'Emerging Trends in Hospital Administration'

On 28 March 2010, a seminar on 'Emerging Trends in Hospital Administration' was organized by IPE in collaboration with the Association of Health and Hospital Administrators'.

It was attended by 84 participants from various organizations including ASCI, Hyderabad Central University, NIMS, Deccan School of Management and various consulting firms. Dr RK Mishra (Director, IPE) outlined the concept of health sector reforms and its advances in India and abroad. The seminar was coordinated by Dr Ch Lakshmi Kumari (Asst Professor, IPE) and Dr Meher Karuna (Asst Professor, IPE).

Indian Banking Sector: Future Challenges



In the wake of the restructuring of the Indian banking system and the new regime of regulations imposed nationally and internationally, IPE organized a seminar on 30 March 2010 to discuss the issues of competition, innovation, prudential norms, risk management, asset-liability management, supervision, consolidation, mergers and acquisitions, skill acquisition and retention in Indian banks.

Ms Renu Chellu (MD, State Bank of India) delivered the keynote address on 'future challenges', while Dr RK Mishra (Director, IPE) flagged the vital issues in his welcome address. The seminar was coordinated by Dr Meera Lal (Asst Professor, IPE), Dr Ch Lakshmi Kumari (Asst Professor, IPE) and Ms J Kiranmai (Asst Professor, IPE).

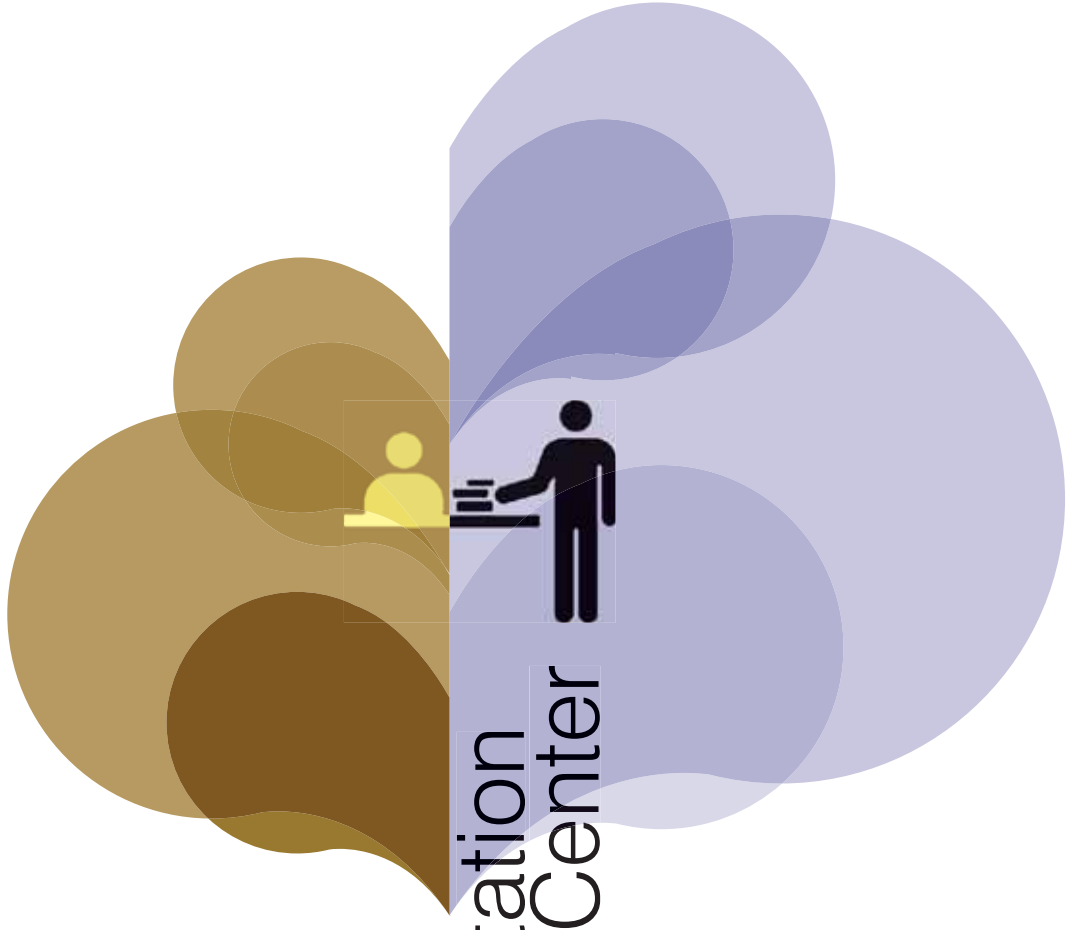
Seminar on 'Strategic Marketing Options: Post-Budget'

On 30 March 2010, IPE organized a seminar on 'Strategic Marketing Options: Post-Budget', which discussed the budget proposals impacting marketing and markets. It was coordinated by Mr K Ramesh (Sr Faculty, IPE) and Dr V Srikanth (Asst Professor, IPE).



LIBRARY &

Documentation
Center



IPE provides a world-class library to knowledge seekers in the areas of management, economics and public sector enterprises.

Set amid green lawns and water fountains, and spread over 724 sq.m., the library has a rich collection of 46,000 documents, which include books, pamphlets and bound journal volumes. It receives over 160 journals national / international journals annually.

The library is at the heart of IPE's academic, research and outreach activities, and reflects the Institute's commitment to providing the best possible library and information services to its world-class community of faculty, students and staff. It is a major resource for management information which includes books, DVDs, journal articles.

It also gathers government reports like Comptroller and Auditor General (Government of India), the Annual Survey of Public Enterprises (Ministry of Industry, Government of India), and evaluation reports brought out by various State Bureaus of Public Enterprises. It

has an excellent collection of both printed and electronic material, and offers a range of services including reference and consultation, membership and circulation, document delivery, resource sharing, information alert service, book bank for the students, user awareness programs and web-based services.

Online Databases

The library's online catalogue provides an excellent starting point for any researcher. During the year, its catalogue was searched over 10,000 times. The following online databases were renewed for the year:





- EBSCO Online Database Elite, where over 1100 journals can be accessed.
- India Business Insight Database (IBID), where Indian journals and newspaper clippings can be accessed.
- PROWESS-CMIE is a highly normalized database of 8100 Indian companies, including their financial statements, stock market information and product profiles. It is supplemented with powerful analytical software tools to generate a wide variety of reports for analysis and research.
- Emerald Xtra Management, through which the full text of 200 international journals is available.
- Indiastat.com, which provides a wealth of statistical information about India.
- Js tor, which contains archives the full text of over 1000 academic journals.

Collection at a Glance

Collection	Added in 2009-10	Total as on 31.3.2010
Books, theses, CDs, videos	459	33947
Bound volumes of journals	171	3381
Project reports	115	2896
Government Reports 2009-10		
Lok Sabha 25		
COPU 6		
PAC 9		
EC 1		
Standing Committee Reports 67		
Parliamentary reports 38	146	1391
Pamphlets	50	3343
EDI & CMIE	30	516
Program Material	21	261
	992	45753
Journals		
National journals	133 +5	138
International journals	22	22



Year Review

During 2009-10, the library continued its mission of facilitating the creation of new knowledge through acquisition, organization and dissemination of library materials.

The team of highly motivated, knowledgeable and skilled staff, ably guided by the Library Committee and supported by the Management, delivered quality services to the students, faculty, staff, alumni and board members.

The library's core services and products were also developed and improved during the year.

The following is an account of the activities of the library staff in serving our customers' needs.

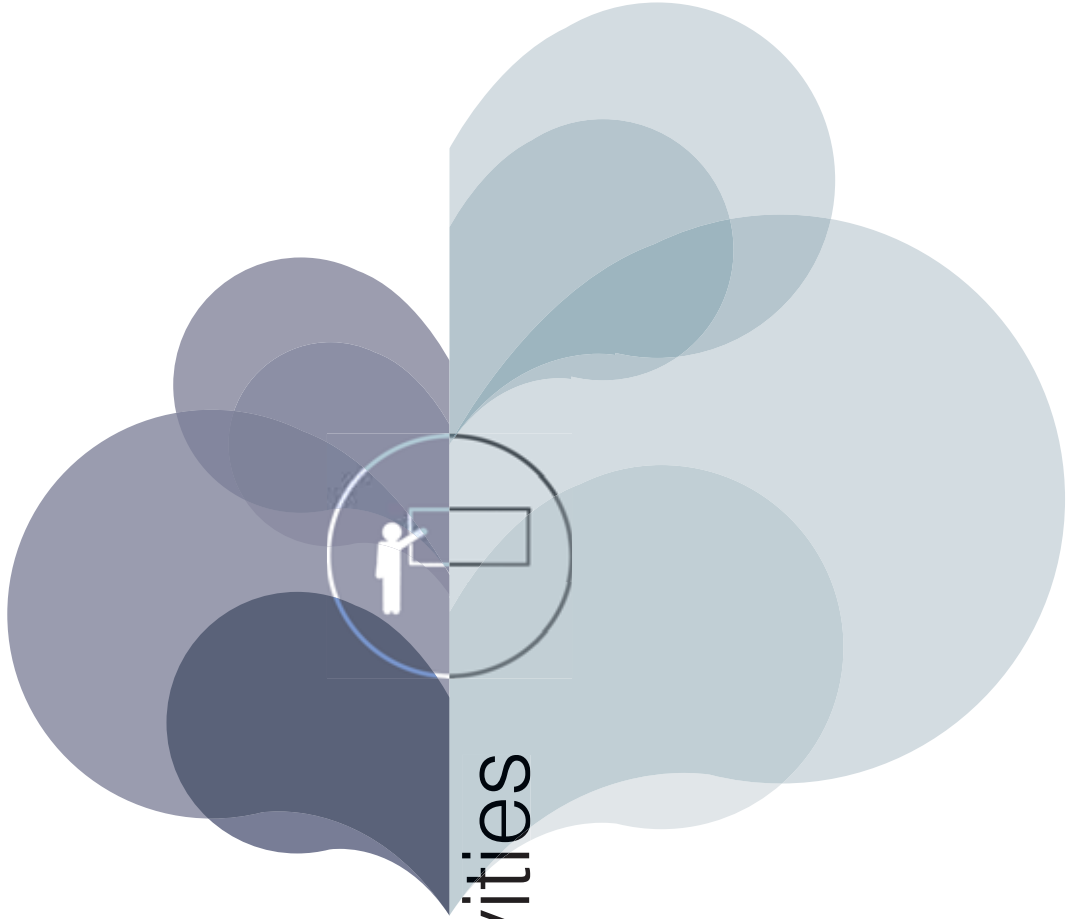
- About 1000 new books were added to the existing collection of the library, which receives 180 print journals.
- The library is computerized and the OPAC (Open Public Access Catalogue) is available at www.ipeindia.org. Searchable by author, title, and subject and several other fields, OPAC is one of the library's most extensively used databases and is accessible 24 x 7 via the Institute's web-page. Besides listing all the documents available, OPAC allows online reservation, circulation and indicates the status of a particular book.

For details of email services from the Institute library, please mail to library@ipeindia.org



TRAINING

Activities



In keeping with its tradition, IPE conducted a number of Management Development and Training Programs in 2009-10, details of which are given below:

MOU for Performance Improvement in Public Enterprises

23 May 2009.

Coordinator: Dr RK Mishra. Internal Faculty: Dr K Trivikram Rao and Mr KRS Sastry. The program drew participants from Midhani, NTC, FACT, BEML, Chennai Petroleum, ECIL, NTPC, AP Foods, SAIL, HAL, Rail Vikas Nigam Limited, BPCL, GAIL, Oil India Limited, IOCL, NMDC, BDL, Engineers India Limited, Central Warehousing Corporation, etc.

Perpetual Restructuring in PSEs: Meeting Changing Challenges of 21st Century

11-12 June 2009.

Coordinator: Mr KRS Sastry. Internal Faculty: Dr K Trivikram Rao, Dr Meera Lal, Prof Lokanath Mishra, Dr SK Mathur, Dr Ch Lakshmi Kumari. The program drew participation from Hubli Electricity Supply Company Limited, AP Film TV & Theatre Development Corporation Limited, Karnataka State Beverages Corporation Limited, Central Coalfields Limited, AP Housing Board, ECIL, APIIC, ONGC and HPCL.

Manufacturing Excellence: What World-Class Companies Do?

15-16 June 2009.

Coordinator: Mr JB Venkataratnam. The participants were drawn from BDL, Midhani, ECIL, ECIL Rapiscan Limited, APSRTC, Linkwell Telesystems, Focus-5, etc.

Global Financial Markets: Opportunities for the Public Sector

25-26 June 2009.

Coordinator: Dr RK Mishra. Internal Faculty: Mr KRS Sastry.

The program was jointly organized by 'Knowledge for Markets' and IPE. Participating organizations included NPCIL, APIIC, AP Minerals Limited, NALCO, NMDC, ONGC, National Highways Authority of India, Newveli Lignite Corporation, MIDHANI, SBH, Hyderabad, Central Coal Fields Limited and Gail India Limited. The external faculty included Dr Ashok Haldia (Director, PTC Financial Services), Mr Ronald Pladet (Senior Guarantees and Syndication Specialist, Office of Co-Financing Operations, ADB), Mr B Sambamurthy (Director, IDRBT), Dr Sudha Swaminathan (ASCI), Dr Manoj Panda (Director, CESS) and Dr B Brahmaiah (Financial Consultant, Lanco Group).

Hospital Administration and Managerial Effectiveness

15-16 July 2009.

Coordinators: Dr Ch Lakshmi Kumari, Ms Shaheen, Dr R Padmaja, Mr KV Ramesh, Dr PS Janaki Krishna, Dr S Sreenivasa Murthy. The external faculty included Dr Sunil Kumar and Mr Sudhakar Jadhav from Kamineni Wockhardt).

Marketing Communication

20 July-20 August 2009.

Coordinator: Dr M Meher Karuna

The AICTE-sponsored program drew participants from various colleges of Andhra Pradesh and Karnataka.

Essentials of Finance for Non-Finance Executives

17-20 August 2009.

Coordinator: Dr S Sreenivasa Murthy

The program was conducted in collaboration with CIRE at the latter's campus. Representatives from BESCOM, SCCL, APSPDCL and MSEDCL participated in it.

HRM for Power Sector (CIRE/IPE)

17-21 August 2009.

Coordinator: Ms Punam Singh. Internal Faculty: Mr KRS Sastry, Dr K Trivikram Rao, Prof ML Saikumar, Mr NV Ramand, Mr A Sridhar Raj, Dr A Jagan Mohan Reddy, Ms Sayeda Begum, Dr Meher Karuna.

The program was conducted in collaboration with CIRE at the latter's campus. Representatives from various power sector organizations participated. External faculty included Dr Srinivasa Rao (former Chief Engineer, AP Transco), Mr G Vinaya Kumar (former Director, APCPDCL) and Mr G Shankar (CIRE).

Reservation Policy for SCs, STs & BCs in Central Government, CPSEs and State PSEs

9 October 2009.

3Coordinator: Dr RK Mishra

IT for Non-IT Executives

18-22 January 2010.

Coordinator: Mr AS Kalyan Kumar

Representatives from SCCL and RNIL participated in the program.



National Conference on Marketing Communications

22-23 October 2009.

Coordinators: Dr Meher Karuna, Dr R Padmaja

MOU for Performance Improvement in Public Enterprises

24 October 2009.

Coordinator: Dr RK Mishra

National Conference on Cost Audit-Enterprise Governance

13 November 2009. Coordinator: Mr KRS Sastry

Preparing Boards for the 21st Century (sponsored by NFCG)

20-21 November 2009.

Coordinator: Dr RK Mishra

Innovations in the Route to Win Market

3-4 December 2009.

Coordinator: Dr R Padmaja

The conference was sponsored by AICTE. 35 participants from various Institutions and colleges participated in it.

SAP Application for Public Sector and Government: Impacting Value

23 December 2009.

Coordinator: Mr ANK Prasanna Anjaneyulu

Strategic Financial Management for Power Sector (IPE/CIRE)

8-11 February 2010.

Coordinator: Dr S Sreenivasa Murthy

The program was held in collaboration with CIRE, at the latter's campus. It drew participants from various organizations in Maharashtra, Andhra Pradesh and Karnataka. The sessions were taken by Dr S Sreenivasa Murthy, Dr MV Reddy (Coordinator, CIRE), Mr Ramana Murthy (Guest Faculty), CS T Anil Kumar, Dr Shital Jhunjhunwala, Mr V Raghunandan (Chartered Accountant), Prof C Anand (IBS) and Prof Lokanath Mishra.

Trade Procedure and Documentation

20 February 2010.

Coordinator: Dr SK Mathur

The participants included representatives from Nile Ltd, Coromandel International, Cookkaiah & Co., CNN Enterprises, PhD scholars, as well as students from OU, JNTU, Villa Marie Degree College and Badruka College of Commerce.

SDP on 'Frontiers of Finance' (Sponsored by AICTE)

15-27 March 2010.

Coordinator: Dr S Sreenivasa Murthy. Internal Faculty: Dr K Trivikram Rao, Prof ML Saikumar, Dr Shital Jhunjhunwala, CS T Anil Kumar, Mr KRS Sastry, Dr Jayashree Raveendran, Dr Mridula Sahay, Mr KV Ramesh, Prof Lokanath Mishra and Dr V Srikanth. External speakers included Mr Raghu Jandhyala (former GM, SBI), Dr A Pulla Reddy, Mr Naveen Kant (Director, KnowledgeMaic Solutions), Mr Shekhar Chutluru (Srijaa Securities Limited), Prof C Anand (IBS), Dr Rammohan (AMS School of Informatics), Prof M Subramanya Sarma (Department of Commerce & Business management, OU) and Mr Aryasri (Director - SMS, JNTU).

Customized Organization-Specific Programs (on Campus)

MDP for Executives of Midhani

6-10 April 2009.

Coordinators: Dr Nandita Sethi, Dr B Rathana Reddy. Internal faculty: Dr K Trivikram Rao, Mr KRS Sastry, Mr KV Ramesh, Dr Shital Jhunjhunwala, Prof ML Saikumar, Prof Lokanath Mishra, Mr Ramakrishna, Dr Mridula Sahay, Dr Meher Karuna, Dr R Padmaja, Dr Jayashree Dubey, Dr Nandita Sethi, Dr Jayashree Raveendran, Ms Poonam Singh. The program was inaugurated by Mr VS Verma (Director (P), Midhani). The external faculty included Mr Rennis Joseph (Ignis Career) and Dr Mohd Siddique.

Training for Marketing Executives of Midhani

15-16 May 2009.

Coordinator: Dr Nandita Sethi. Internal Faculty: Dr Jayashree Dubey, Dr Nandita Sethi, Mr KRS Sastry, Dr Meera Lal.

The program was inaugurated by Mr Gopalakrishna, IAS (Retd). The external faculty were Mr A Satish (Director - Quality Management, Global Practices, Hewlett Packard), Mr T Narasimha Rao, Mr Vatsal Yagnik and Mr Vivek Bhargav (Executive Chairman, Wealth Bridge Capital Advisors).

Valuation of Capital Assets & Inventories for Merger, Amalgamation & Disinvestment

1-5 September 2009.

Coordinator: Dr SS Subramaniam, Dr S Sreenivasa Murthy. Internal Faculty: Prof Lokanath Mishra, CS T Anil Kumar.

The program was held for executives of the Department of Public Enterprises, Karnataka. It was inaugurated by Mr D Venkateswara Rao (Principal Secretary, DPE, Government of Karnataka). The external faculty were Dr Sudha Swaminathan (ASCI), Mr RC Sastry, Mr MV Srinivasa Rao and Dr B Brahmaiah (Financial Consultant, Lanco Group).

General Management for Executives of NTPC

7-19 September 2009.

Coordinators: Mr NV Ram Anand. Internal Faculty: Mr Balaji, Dr Meher Karuna, Dr K Trivikram Rao, Mr K Ramesh, Mr A Sridhar Raj, Mr S Satish Kumar, Dr Mridula Sahay, Ms Punam Singh, Prof ML Saikumar, Mr KRS Sastry, Dr A Jagan Mohan Reddy, Dr Nandita Sethi.

The external faculty included: Mr M Gopalakrishna, IAS (Retd), Mr TR Ganesh (Sr Manager – HRD, NTPC), Dr Gunasekhar (CPRI), Prof Laxmi Narain, Mr Vatsal Yagnik, Mr Rennis Joseph, Mr K Sriramamurthy (Member Tech, AP Distribution Company), Mr Faizuddin (Ex-Director, Factories).

Optimum Utilization of Resources, PSEs and Corporate Governance, GoK

22-26 September 2009.

Coordinator: Dr SS Subramaniam. Internal Faculty: Mr KRS Sastry, Dr K Trivikram Rao, Mr ANK Prasanna Anjaneyulu, Mr K Ramesh, Dr S Sreenivasa Murthy, Dr Jayashree Dubey, Mr JB Venkataratnam, Mr A Sreedhar Raj. 18 executives from the Government of Karnataka participated in the program.

Recent Trends in Marketing and Development of Rural Marketing, GoK

26-30 October 2009.

Coordinator: Dr SS Subrahmanyam. Internal Faculty: Mr K Ramesh, Dr Jayashree Ravieedran, Dr MLN Rao, Dr V Srikanth, Dr R Padmaja, Dr Meher Karuna.

The program was held for the executives of PSEs, DPE, Government of Karnataka. It was inaugurated by Mr DV Rao, IAS (Principal Secretary, DPE, Government of Karnataka) and Dr Fredrick Guanais. The external faculty was Prof A Vidyadhar Reddy.

Organizational Behavior & Motivational Strategies for Middle-Level Officers of PSEs



7-11 December 2009. Coordinator: Dr SS Subramaniam. Internal Faculty: Dr K Trivikram Rao, Mr KRS Sastry, Prof JB Venkataratnam, Mr ANK Prasanna Anjaneyulu, Dr SK Mathur, Mr A Sridhar Raj, Dr V Srikanth.

The program was attended by 20 executives from Government of Karnataka. The panel discussion was chaired by Mr DV Rao, IAS (Principal Secretary, Government of Karnataka). The external faculty were Mr RC Sastry and Mr S Raghavender Rao.



Knowledge Management for Executives of Power Grid Corporation of India

5-7 January 2010.

Coordinator: Mr NV Ram Anand

The program was attended by 19 participants from various units of Power Grid Corporation of India across the country.

Modular Programs on Knowledge Management for Executives of Power Grid Corporation

5-7 January 2010.

Coordinator: Mr NV Ram Anand

For Executives of Singareni Collieries Company Limited

31 January-4 February 2010.

Coordinator: Mr NV Ram Anand. Internal Faculty: Prof ML Saikumar, Mr MJ Ramakrishna, Mr A Sridhar Raj, Dr Sayeda Begum, Dr A Jagan Mohan Reddy. The program was held at Ramagundam. Dr Madhavan was the external faculty at the program, which was attended by 24 executives of the company.

For Executives of Singareni Collieries Company Limited

21-25 February 2010.

Coordinator: Mr NV Ram Anand. Internal Faculty: Prof ML Saikumar, Mr MJ Ramakrishna, Mr A Sridhar Raj, Dr Sayeda Begum, Dr A Jagan Mohan Reddy. The program was held at Ramagundam. Dr Rennis Joseph was the external faculty at the program, which was attended by 17 executives of the company.

Entrepreneurship Development Program for PGDM Students

5-6 March 2010. Over 100 PGDM students participated in the special EDP conducted in the IPE premises.

For Executives of Power Grid Corporation

16-18 March 2010.

Coordinator: Mr NV Ram Anand. Internal Faculty: Dr A Jagan Mohan Reddy, Mr A Sridhar Raj, Dr Jayashree Raveendran, Mr MJ Ramakrishna, Dr Reshmi Ann Thomas, Prof ML Saikumar, Dr Sayeda Begum. Mr Bal (Chief – HRD, Power Grid Corporation of India) also addressed the 16 participants who had come from the Corporation's units from across India.

FDPs / EDPs 2009-10

Challenging the Recession Through Loss Elimination (organized by CII and TPM at Chennai)

22 May 2009. Faculty: Mr KV Ramesh

Annual Conclave for Executive Secretaries 'Changing Role of Secretaries in the Emerging Context' (organized by CII at Bengaluru)

28-30 May 2009. Faculty: Mr RVL Narayana, Mr P Chandrasekhar, Mr Ch Manmad Reddy

Credit Risk Management: New Horizons (organized by PRMIA Hyderabad Chapter)

23 May 2009. Faculty: Dr SS Murthy, Dr Shital Jhunjhunwala, Dr A Pawan Kumar

AICTE Workshop on 'Financial Derivatives' (organized by IIM-Kozhikode)

6-11 July 2009. Faculty: Ms J Kiranmai

International Nuclear Conference 2009, Kuala Lumpur (organized by Malaysian Nuclear Agency)

29 June-1 July 2009. Faculty: Mr V Balaji Nagendra Kumar

National Seminar on 'Precision Engineering' for Faculty and PG Students (jointly organized by JNTUH College of Engineering and PRRM Engineering College, Shahbad)

10-11 July 2009. Faculty: Mr JB Venkataratnam

Seminar on IFRS at Hyderabad

23-24 July 2009. Faculty: Dr Shital Jhunjhunwala

Regional India Accreditation Seminars 2009 (organized by Standards for Educational Advancement & Accreditation, with Association of MBAs (UK) at Bengaluru)

24 July 2009. Faculty: Dr S Sreenivasa Murthy, Dr V Anji Raju, Dr R Padmaja, Mr Satyam N Kandula, Ms S Lalitha

Infrastructure Management at Chennai

6-7 August 2009. Faculty: Dr Jayasree Raveendran, Prof ML Sai Kumar

Information Technology

30 July 2009. Faculty: Mr CA Babji, Mr AS Kalyan Kumar, Ms Madhavi Latha

Development Convention, Bengaluru

30 July 2009. Faculty: Dr Ch Lakshmi Kumari

Strategic Management (organized by IIM-Kozhikode)

24-29 August 2009. Faculty: Dr Mridula Sahay

International Accreditation Workshop of ACBSP of USA at CoD, Hyderabad

27 August 2009. Faculty: Dr SK Mathur, Mr NV Ram Anand, Mr S Satish Kumar, Mr A Sridhar Raj, Mr MA Siddiqui, Ms Sunita Murthy, Dr A Pawan Kumar, Mr MJ Ramakrishna

NFCG-IIT (Kolkata) International Conference on Corporate Governance, Kolkata

5-6 September 2009. Faculty: Dr Shital Jhunjunwala, Ms J Kiranmai, Dr Mridula Sahay, Ms S Lalitha

What Price Quality? Towards a New Paradigm for Management Education (organized by AMDISA, Hyderabad)

14 September 2009. Faculty: Dr PS Janaki Krishna, Dr Jayashree Dubey, Mr ANK Prasanna Anjaneyulu, Mr AS Kalyan Kumar

International Conference on 'Global Economic Meltdown: Challenges & Prospects' (organized by Disaster Management Infrastructure and Control Society at Hyderabad)

17-18 September 2009. Faculty: CS T Anil Kumar, Mr KV Ramesh, Dr K Trivikram Rao, Dr A Jagan Mohan Reddy

Directors' Interaction Meet (organized by AIMA, New Delhi)

22 August 2009. Faculty: Prof ML Saikumar, Mr S Satish Kumar

AICTE Workshop on 'Basic Econometrics for Management Research' (organized by IIM-Kozhikode)

19-24 October 2009. Faculty: Dr A Pawan Kumar

International Conference on Academic Libraries (organized by Delhi University)

5-8 October 2009. Faculty: Ms Sunita Murthy

INTAN, Malaysia

29 September-3 October 2009. Faculty: Dr PS Janaki Krishna, Dr Meher Karuna, Mr Gokul Goverdhan, Mr Chunchu Upender, Mr Satyam Kandula, Mr Venkata Ramesh, Mr Vegiraju Anji Raju, Mr S Satish Kumar, Mr Radha Krishna Reddy

Agricultural Insurance (organized by National Insurance Academy, Pune)

5-15 October 2009. Faculty: Mr CA Pulla Reddy

Commodity Futures Markets and Aggregator Model at Grassroots Level (organized by MANAGE, FMC, MCX)

26-30 October 2009. Faculty: Dr Ch Lakshmi Kumari, Mr CA Babji, Mr PA Naidu, Mr Sudhakarachary, Ms Tanveer Ishrat

World Brand Congress 2009 at Mumbai

4-5 November 2009. Faculty: Prof ML Sai Kumar, Dr A Jagan Mohan Reddy, Dr Jayasree Dubey, Mr Satyam N Kandula, Mr Ch Upender

The Indian Philosophical Congress (organized by University of Mumbai at Mumbai)

24-27 October 2009. Faculty: Dr A Jagan Mohan Reddy

The Partnership Summit 2010 'Global Partnerships: Meeting Challenges' (organized by CII at Chennai)

22-24 January 2010. Faculty: Mr M Karthik

National Seminar on 'Towards an Inclusive India: Role of Legislature in Social Change' (organized by Institute of Parliamentary Affairs, Government of Kerala)

15-17 December 2009. Faculty: Mr B Ramesh Babu

Constructive Program and Economy (organized by University of Hyderabad on behalf of Center for Gandhian Economic Thought, at University of Hyderabad)

30 January 2010. Faculty: Dr K Trivikram Rao, Dr Nandita Sethi, Dr V Anji Raju, Dr MLN Rao, Dr Ch Lakshmi Kumari

Community Scorecards at a Workshop on 'Social Accountability Tools and Approaches' at Institute of Governance Studies, BRAC University, Dhaka

7-11 March 2010. Faculty: Dr P Geeta

VISITORS
to the Institute



The following dignitaries visited the Institute in 2009-10:

May 2009

- Dr Lee Byung Jin (Center for Asian Studies, Kyungpook National University, Korea)
- Prof Im Dae Heui (Director, CAS, Kyungpook National University, Korea)
- Prof L Venugopal Reddy (Former Vice-Chancellor, Andhra University)

June 2009

- Dr Ashok Haldia (Director, PTC Financial Services Limited)
- Dr Manoj Panda (Director, Center for Economic and Social Studies)
- Dr MV Ramana Rao (MIC Electronics)
- Dr RC Sastry (Stony Carter)

- Mr Amitabha Guha (former CMD, State Bank of India)
- Mr B Sambamurthy (Director, IDRBT)
- Mr Krishnan Venkatesan (Associate Director, Capital Fortunes)
- Mr P Viswanath (TIME)
- Mr PR Tripathi (former CMD, NMDC)
- Mr Ronald Pladet (Senior Guarantees and Syndication Specialist, ADB)
- Mr S Balachandran (GM - Tech & Pers Bank, State Bank of Hyderabad)
- Mr Shekhar Agarwal (Chairman, FAPCCI)
- Mr Sriram Polepeddi (Vice President, TMI Network)
- Mr Y Harishchandra Prasad (Chairman, Malaxmi Infra Ventures)
- Prof TCA Ananth (Professor, Delhi School of Economics)





July 2009

- Dr David Finegold (Dean, Rutgers University, New Jersey)
- Dr GDV Ramana (Executive Director, Spriha Bioscience)
- Dr Satish Bhale Rao (Professor, Rutgers University)
- Mr Bhale Rao, IAS (Principal Secretary - Public Enterprises, GoAP)
- Mr Bhanwarilal, IAS (Principal Secretary - Labour, Government of AP)
- Mr K Purnachandra Rao (Capital IQ)
- Mr Pratap C Aditya (MD, Capital IQ)
- Mr Satish Kadiyala (Capital IQ)
- Mr SK Lal (CGM, State Bank of Indore)

August 2009

- Mr Sriram Subramanian (NEN)
- Mr Venkat Shashank (VXT)
- Prof Helena Kerr do Amaral (Senior Diplomat from Brazil)

September 2009

- Dr Karma Tshering (Director, RIM, Bhutan)

October 2009

- CA Vivek Khemka
- Dr Prajapati Trivedi (Secretary - Performance Management, Gol, and Chairman, National Authority Chemical Weapons Convention, Cabinet Secretariat)
- Dr Sanjiv Mehta (MD, Finance Doctor)
- Mr A Giri Prakash Reddy (Zonal Business Head - South, Future Generali India)
- Mr A Mukundan (Deputy VP & Cluster Head, HDFC Bank)
- Mr A Srinivasa Kumar (Public Financial Management Resource Group, CGG)
- Mr Anil Thakur (Regional Head, Anagram Stockbroking)
- Mr B Ramanathan (Vice President, Ogilvy and Mather)
- Mr B Sanjay (Asst. VP, HDFC Securities)
- Mr Bhaskara Rao (Head - SQAG, ECIL)
- Mr BL Bagra (Director – Finance, NALCO)
- Mr C Srinagesh (Infosys Technologies)

- Mr Charanjit Singh (DGM, Oriental Bank of Commerce)
- Mr E Venkat Ramanayya (MD, Ved Consultancy)
- Mr Farooque Shaikh (AGM, NFCL)
- Mr Gokul Ramana (Sr Branch Manager, Right Horizons)
- Mr Gowrishankar (Zen Insurance Brokers)
- Mr GSN Prasad (GM, Spencer's Retail)
- Mr GVUN Murthy (MD, AP Raja Rajeswari Mahila Cooperative Urban Bank)
- Mr K Sai Prakash (VP - Marketing, India Cements)
- Mr Karim H Lakhani (CFP, 3rd Eye Financial Planning Service, LLP)
- Mr Kolachena Suryanarayana (Academic Relationship Manager, TCS)
- Mr Kunal Arora (TCS, IPE alumnus)
- Mr M Srinivas (Area Manager, Philips Lighting)
- Mr M Sunil (Dy Manager, Career 360 Magazine, Outlook)
- Mr MN Sudhakar (AGM – HR, Andhra Bank)
- Mr MS Manohar (VP and Group Head – HR, Karvy Group)
- Mr Nimesh Chandra (Career 360 Magazine, Outlook)
- Mr P Babu Rao (Director – Personnel, Neyveli Lignite Corporation)
- Mr PC Mohan Kumar (Registrar, Hyderabad Central University)
- Mr PV Vijay Kumar (Asst. VP - Capital Markets, Axis Bank)
- Mr Ramachandra Varanasi (State Head, AP Freeman Insurance Advisory Service)
- Mr Ramesh Chandak (Sr. Program Manager Lead, Microsoft Corporation)
- Mr Richard King Chatragadda (Consultant, TCS)
- Mr RVR Prasad (Manager, SIDBI)
- Mr S Bhale Rao, IAS (Principal Secretary to Government of AP)
- Mr S Gopala Krishnan (DGM – Lubes, IOCL)
- Mr Sandip Mishra (VP - Operations, The Nilgiri Dairy Farm Ltd)
- Mr Soumyajit Dey (Google)
- Mr Srikanth Surampudi (Regional Head - HR, TCS)
- Mr Subrata Bagchi (Director, Deloitte Touche Tohmatsu India)

- Mr T Vidya Sagar (DGM – HR, AP Paper Mills)
- Mr V Raghavendra Rao (Principal Consultant, KSMA)
- Mr V V Rao (Dy. General Manager, IDBI Bank)
- Mr Vijay Pasupulati (VP, Winzest)
- Mr Vikram Sinha (Sr Manager - Vigilance & HR, Bank of India)
- Mr VS Venkateswarlu (GM – CMM, BHEL)
- Ms Shailaja (MD, Margardarsi Chit Funds)
- Ms Sirisha Reddy (Head – HR, Future Group)

December 2009

- Prof Uros Zver (Director - International Affairs, ICPE, Slovenia)
- Prof Prakash C Sarangi (PVC, HCU)
- Prof Nancharaiah (Dean, School of Social Sciences, HCU)
- Prof V Venkata Ramana (Dean, School of Management Studies, HCU)
- Prof T Amarnath (Dean, MCIS, HCU)
- Prof JVM Sharma (Head, Department of Economics, HCU)
- Prof I Ramabrahmam (Head, Department of Political Science, HCU)
- Mr Prabhakar (Dy Registrar, HCU)

February 2010

- Dr M Alimullah Miyan (Vice-Chancellor, IUBAT, Bangladesh)
- Dr Mike Mensah (Dean, University of Scranton, Kania School of Management, USA)

March 2010

- Mr Anil Purohit (National Bank for Agriculture & Rural Development)
- Mr C Balagopal (APIDC)
- Mr Guna Ranjan Turaga (Gr7)
- Mr K Vijay Kumar Gupta (Kwality Photonics)
- Ms Renu Chellu (MD, State Bank of Hyderabad)

April 2010

- Dr Andrej Kumar (Co-Dean, ICPE, Ljubljana, Slovenia)
- Dr AS Brar (Chairman & Vice Chancellor, Guru Nanak Dev University)
- Dr Aswin Shrestha (Program Director, ICPE, Ljubljana, Slovenia)
- Mr B Prasada Rao (VC & MD, APSRTC and Board Member, IPE)
- Mr MP Sinha (Executive Director, GHRDC)
- Prof Navin Mathur (Faculty of Business Administration, University of Rajasthan)



FINANCIAL

Statements
2009-10



MEHER & ASSOCIATES
Chartered Accountants

103, Meher Abode, Kalyani Residency
H.No.3-2-121, Nimboliadda
Kachiguda, Hyderabad-500 027
Phone:040-27623185, 24652537
Email: meher_rajendra@yahoo.com

The Board of Governors
Institute of Public Enterprise
Osmania University Campus
Hyderabad - 500007

AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2010 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

- 1 We have obtained all the information and explanation which to the best of our knowledge and belief were necessary for the purpose of the audit.
- 2 In our opinion proper books of accounts as required have been kept by the Institute so far, as appears from our examination of the books.
- 3 The Balance Sheet as at 31.3.2010 and the Income and Expenditure account for the year ending 31.3.2010 dealt with by this report are in agreement with the books of accounts.
- 4 In our opinion and to the best of our information and according to the explanation given to us, and read with the Notes on Accounts give a true and fair view.
 - (a) In the case of Balance Sheet of the State of Affairs of the Institute as at 31.3.2010.
 - (b) In the case of Income and Expenditure account, excess of expenditure over income for the year ended on that date.

For MEHER & ASSOCIATES
Chartered Accountants

Sd/-
(P RAJENDRA MEHER)
PARTNER

Place : Hyderabad
Date : 17 May 2010



Abridged Balance Sheet As At 31st March 2010

(Amounts in Rupees)

	As at 31.3..2010 Current Year	As at 31.3..2009 Previous Year
SOURCES OF FUNDS		
Capital Fund	8048892.76	7048892.76
Corpus & Development Fund	166158235.29	102533179.22
Other Funds	43318578.80	27472740.80
	<u>217525706.85</u>	<u>137054812.78</u>
UTILISATION OF FUNDS		
Fixed Assets	118289809.00	33767986.00
-- Gross Block (at cost)	153323170.03	63727172.03
<u>Less: Depreciation to date</u>	<u>35033361.03</u>	<u>29959186.03</u>
Current Assets	110139902.85	112135078.78
Less: Current Liabilities	<u>-10904005.00</u>	<u>-8848252.00</u>
	<u>217525706.85</u>	<u>137054812.78</u>

As per our report attached

For MEHER & ASSOCIATES
Chartered Accountants

Sd/-
(P Rajendra Meher)
Partner

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President

Abridged Income & Expenditure Account for the year ending 31st March 2010

(Amounts in Rupees)

	As on 31.03.2010 Rs.	As on 31.03.2009 Rs.
A. INCOME		
<u>Non-Plan Recurring Grant</u>		
ICSSR	2816000.00	5700000.00
Govt of Andhra Pradesh	420000.00	420000.00
<u>Plan Recurring Grant</u>		
ICSSR	3184000.00	6000000.00
Management Development Programmes	6509334.00	10177907.50
Conferences/Seminars/Workshops (Sponsored)	2758605.00	2394603.00
Completed Consultancy Assignments & Research Projects	6673005.00	11691382.00
Management Education Programmes	149386725.00	85616969.00
Other Receipts	10730863.12	8049628.44
Total A	182478532.12	130050489.94
B EXPENDITURE		
Management Development Programmes	2654471.00	3200494.00
Conferences/Seminars/Workshops (Sponsored)	1733196.30	2102435.00
Completed Consultancy Assignments & Research Projects	2148740.00	4396931.00
Management Education Programmes	21226323.50	16728059.00
Establishment & Administrative Expenditure	71146570.25	47221714.50
Depreciation on Assets	5074175.00	4131670.00
MBA Programme Fund	1620000.00	1420000.0
(a) IPE's Contribution	1200000.00	
(b) Government of Andhra Pradesh	—	
<u>420000.00</u>		
Corpus Fund	3700000.00	3000000.00
Development/Infrastructure Fund	60000000.00	43000000.00
Scholarship Fund	5000000.00	5000000.00
Other Funds (Employees Gratuity, EL & Welfare)	8250000.00	0.00
Total B	182553476.05	130201303.50
EXCESS OF EXPENDITURE OVER INCOME (A-B)	74943.93	150813.56

As per our report attached

**For MEHER & ASSOCIATES
Chartered Accountants**

Sd/-
(P Rajendra Meher)
Partner

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President



Schedule Forming Part of Balance Sheet as at 31st March 2010

FIXED ASSETS SCHEDULE

(Amount in Rupees)

SI No	Particulars	Net Block WDV as on 1.4.2009.	Additions During the year	Dele-tions	Total	Depre-ciation	Net Block WDV as on 31.3.2010
A	IPE Main:						
1	Buildings	9962921	428397	0	10391318	1039132	9352186
2	Library Building	492826	0	0	492826	49283	443543
3	Office Equipment	1275389	215964	0	1491353	149135	1342218
4	Office Furniture & Fixtures	2704400	1088540	60000	3732940	373294	3359646
5	Audio-Visual Aids	378646	44000	0	422646	84529	338117
6	Vehicles	1317527	0	0	1317527	131753	1185774
7	Air-Conditioners	1958863	310000	0	2268863	453773	1815090
8	Fax Machines	17880	0	0	17880	3576	14304
9	Generators	25762	1242325	0	1268087	253617	1014470
10	Telephone EPABX System	405603	0	0	405603	40560	365043
11	Library Equipment	85818	41000	0	126818	12682	114136
12	LCDs & OHPs	1340364	106300	0	1446664	289333	1157331
13	Franking Machine	6868	0	0	6868	1374	5494
	Total (A)	19972867	3476526	60000	23389393	2882041	20507352
B	CIT Division:						
14	Computers & Accessories	6655640	671590	0	7327230	1465446	5861784
	Total (B)	6655640	671590	0	7327230	1465446	5861784
C	Hostel:						
15	Building (Hostel)	6620252	127402	0	6747654	674765	6072889
16	Furniture & Fixtures (Hostel)	215626	0	0	215626	21563	194063
17	Canteen Equipment	303601	0	0	303601	30360	273241
	Total (C)	7139479	127402	0	7266881	726688	6540193
D	Land & Work-in-Progress						
18	Land (Shameerpet)	0	84153400	0	84153400	0	84153400
19	Work-in-Progress (Buildings-OUC)	0	1227080	0	1227080	0	1227080
	Total (D)	0	85380480	0	85380480	0	85380480
	GRAND TOTAL (A+B+C)	33767986	89655998	60000	123363984	5074175	118289809

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President

NOTES ON ACCOUNTS

	<u>Current Year</u>	<u>Previous Year</u>
1 Contingency Liability	NIL	NIL
2 Previous year figures are regrouped wherever necessary.		
3 Advances include a sum of Rs.30,000/- for a student to whom excess refund made in the year 2006-07 pending recovery.		
4 Accounting Policies:		
(a) Depreciation on other Fixed Assets is provided on written down value basis at the rates prescribed under Income Tax Act and Rules, 1961.		

Sd/-
(P Rajendra Meher)
Partner

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President

Place : Hyderabad
Date : 17 May 2010

Awards & Ranking

The 17th and 18th Dewang Mehta Business School Award Advisory Committee has adjudged IPE as the 'Best Government B-School in India' for 2009 and 2010.

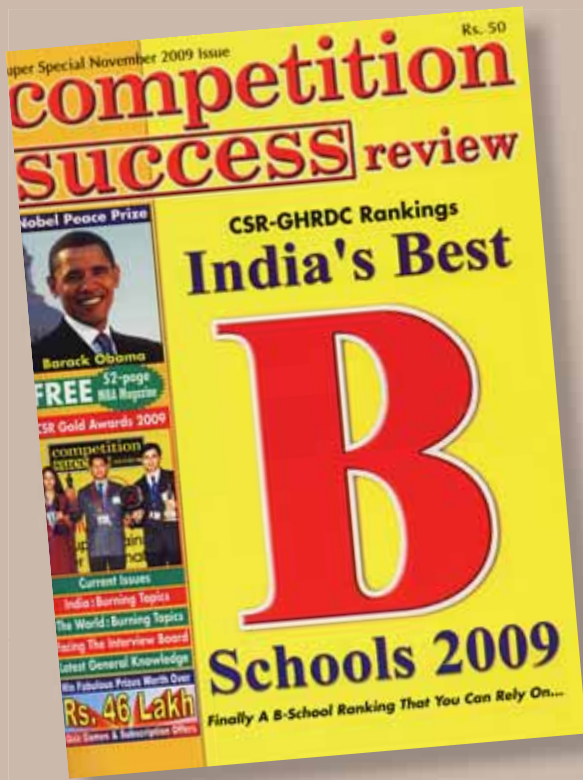
Other Dewang Mehta Awards received by IPE include:

- Business school that encourages innovations that leads to better development.
- Business school with the best industry interface.
- Business School Leadership Award.

DNA Innovate B-Schools Awards sponsored by Stars in the following categories:

- Innovation Leadership Award
- Innovate Marketing to the target segment
- Outstanding B-school in Marketing (South)





IPE ranks among the 'Top Government-Aided B-Schools' in a survey conducted by Center for Forecasting published in Wall Street Journal 2009.

In the 'CSR-GHRDC B-School Survey 2009', IPE has been ranked 13th among the 'Top B-Schools of Excellence' and 23rd overall in India.

On the parameter of faculty, research, consultancy, MDPs and other programs, IPE has been rated 3rd among the 'Top B-Schools of Excellence' and 12th overall in India.



THAN





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