



# Charting Excellence...



47<sup>th</sup>

annual report 2010 - 11

# E

xcellence  
in Education

During the year 2010-11, IPE continued its efforts to excel in its educational endeavour through a series of path-breaking initiatives and programs.



*Dr P Rama Rao (President, IPE) and Dr JJ Irani (Former Director, Tata Group) inaugurating 'Sanskriti 2010', the flagship inter-collegiate event of IPE*

In this eventful year IPE has tied up with several business organizations and institutions of higher learning, with a view to obtaining mutual benefit from such associations, which will in turn help spread excellence in education. It has set up a few in-house Cells that will undertake intensive studies in areas of contemporary concern.

IPE has also kept up its unrelenting endeavour to undertake research and consultancy studies in several areas. It completed several projects during the year and has undertaken a number of new assignments.

The Institute organized several national / international conferences and seminars to facilitate the exchange of useful ideas, knowledge and insights amongst the participants drawn from diverse areas of expertise.

In the same spirit, IPE has also launched some new management education programs specific to emerging needs in various sectors.

All these endeavours have, quite expectedly, continued to bring in several laurels and honours for the Institute during the year, from a wide range of stakeholders in the field of quality education.

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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 DN Reddy**  
Vice Chancellor  
Osmania University



**Dr NB 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 MB Raju**  
Executive Chairman,  
Deccan Cements Limited



**Mr K Madhava Rao, IAS (Retd)**  
Former Chief Secretary and Election Com-  
missioner, Government of AP



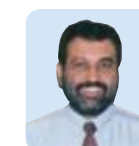
**Mr B Prasada Rao, IPS**  
Vice Chairman & MD,  
Andhra Pradesh State  
Road Transport Corporation



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



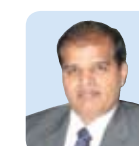
**Mr B Sam Bob, IAS**  
Principal Secretary to Government and CIP –  
Industries & Commerce, Government of AP



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



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



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



**Mr AK Hazarika**  
Chairman and Managing Director  
Oil and Natural Gas Corporation Limited



**Mr Rana Som**  
Chairman & Managing Director,  
NMDC Limited



**Dr AK Balyan**  
Managing Director & Chief Executive Officer  
Petronet LNG Limited, New Delhi



**Mr T Satyanarayana Rao, IAS**  
Principal Secretary, Finance & Planning,  
Government of AP



**Prof RK Mishra**  
Director, Institute of Public Enterprise and  
Member Secretary



## Core Faculty...



### Prof RK Mishra

M.Com (Applied Economics.), PhD (Finance), ITP (Management) SDA, Bocconi, Milan, Italy

Director, IPE

*Visiting Faculty:* London Business School MSH Paris, University of Bradford.

*Areas of Interest:* Financial Restructuring and Corporate Strategy



### Prof ML Sai Kumar

M.Sc.(Applied Physics), PSSCC (Agricultural Statistics), M.Tech.(CS), Fellow of CSI

Professor - IT & Chairman, Placement Committee

*Areas of Interest:* IT Education, Software Engineering, Project Management, e-Commerce, Information Systems, e-Governance



### Prof Lokanath Mishra

CMA (USA), M.Sc., LLB, FICWA, Dip MA (I), AIMA PGDM (Finance & IT Management), CAIIB, Dip (Bank Management, Financial Services), Certificate (Industrial Finance), Grad OR, PGDM

Professor - Finance, Banking and Accounting Coordinator - Executive PGDM

*Areas of Interest:* Banking Reform, Financial Restructuring, Risk Management, Finance Reengineering, Valuation & Value Enhancement Techniques, Alternative Investment Vehicles, Corporate Advisory, Financial Consulting



### Dr SK Mathur

Fellow - IIM Bangalore, BE (Mechanical)

Sr Faculty - International Business & Coordinator, PGDM-IB

*Areas of Interest:* MIS, IT, e-Governance, International Business, Transportation Management, Performance Monitoring Systems for Public Enterprises, General Management, Export Strategies, Innovation & Technology Management, Management of Educational Institutions



### Mr KRS Sastry

Certified Cost Analyst (Institute of Cost Analysis, USA), Fellow - ICWAI, Associate Member (ICSI), MBA

Sr Faculty - Finance

*Areas of Interest:* Corporate Management in Public Enterprises, Cost Accountancy, Chartered Accountancy



### Mr K Ramesh

M.Tech. (IIT Mumbai), MBA

Sr Faculty - Production and Marketing

*Areas of Interest:* Production and Marketing



### Mr JB Venkataratnam

B.Tech.(Mechanical), M.Tech.(Production Engineering)

Sr Faculty - Entrepreneurship and Operations

*Areas of Interest:* Production, Project Management, General Management (Management Systems Development, Manufacturing, Operations, Entrepreneurship), Electronics



### Mr NV Ram Anand

B.Sc., PGDM (IIM-Calcutta), CAIIB (IIB, Mumbai)

Sr Faculty - HRM & Training Coordinator

*Areas of Interest:* HRM, Organization Development, Industrial Relations, Training, Change Management, Turnaround, Corporate Governance



### Mr S Satish Kumar

BE (Hons), PGDM (IIM-Bangalore)

Sr Faculty - QT & Operations, Coordinator

- Administration & Advisor - Placements

*Areas of Interest:* Quantitative Techniques, Operations Management

## ...Core Faculty



### Dr S Sreenivasa Murthy

M.Com., PhD

Associate Professor - Finance & Coordinator - PGDM-BIF

*Areas of Interest:* Financial management, Financial Services, Security Analysis & Portfolio Management, Project Appraisal



### Dr MLN Rao

M.Sc., PGDIPR, MBA, PhD

Associate Professor - Marketing & Controller of Examinations

*Areas of Interest:* Intellectual property Rights, Marketing Management, Management



### Dr PS Janaki Krishna

M.Sc., PhD

Associate Professor - Biotechnology Coordinator - PGDM (BT)

*Areas of Interest:* Biotechnology, Biosafety, Public- Private Partnership in Biotechnology, Climate Change, e-Agriculture, Waste Management



### Dr V Srikanth

MBA (Marketing Management, HRM), PhD

Asst Professor - Marketing & Coordinator - PGDM-RM

*Areas of Interest:* Marketing Management, Market Research, Consumer Behavior, Strategic Management, HRM, Cyber Marketing, Retail Management, CRM



### Mr V Anji Raju

M.Sc.(Agriculture)

Associate Professor - Production Coordinator - Student Affairs

*Areas of Interest:* Project Management, Production & Operations Management, Rural Marketing, Biotechnology



### Dr A Jagan Mohan Reddy

MA (Economics), M.Phil., MBA, LLB, PGDIR & PM, PhD

Associate Professor - HRM and Coordinator - Placements

*Areas of Interest:* HRM, Strategic Management & Ethics and Values



### Dr Trivikram Rao Kadiyala

BA (Economics), MA (Economics), PhD

Associate Professor - Economics and Coordinator - PGDM

*Areas of Interest:* Public Enterprise Policy, Economic Reforms, International Business, Privatization Aspects



### Dr SS Subrahmaniam

B.Tech.(Mech), M.Tech.(IE & M), PhD, FIE, Chartered Engineer

Associate Professor - Operations

*Areas of Interest:* Project Management, Production & Operations Management, Operations Research



### Dr C Sitharamayya

PhD, FCA

Senior Faculty - Management, Finance

*Areas of Interest:* Corporate Finance, Management Accounting, Financial Markets, Institutions and Services, International Finance



### Dr Nandita Sethi

M.Phil., PhD

Asst Professor - Economics

*Areas of Interest:* International Trade & Finance, Asian Markets, Indian Economy, Women Entrepreneurship

## ...Core Faculty



**Dr Shital Jhunjhunwala**  
Fellow - ICA, PGDBM (IIM-C), (ICWAI), PhD  
Asst Professor - Finance  
*Areas of Interest:* Cost / Management Accounting, Auditing, Credit Appraisal, Investment Planning, Valuation of Intangible Assets



**Dr Mridula Sahay**  
Endeavour Research Fellow, Post Doctorate Management (Australia), PhD (Management)  
Asst Professor - Project Management, TQM, System Dynamics  
*Areas of Interest:* System Dynamics Modeling, Corporate Planning, TQM, Project Management, Corporate Governance



**Dr Ch Lakshmi Kumari**  
MA, M.Phil., PhD  
Asst Professor - Economics  
*Areas of Interest:* Micro- & Macro-Economics, Environmental Management



**Mr ANK Prasanna Anjaneyulu**  
M.Sc.(CS), M.Tech.(CS), AMTIE  
Asst Professor - IT & IT Facilitator  
*Areas of Interest:* Data Warehousing, Data Mining, Web Mining, Semantic Web, DBMS & Programming Languages



**Dr Pawan Kumar Avadhanam**  
M.Com.(Business Management), M.Phil. (Commerce), MBA (Finance), PhD (Economics)  
Asst Professor - Finance  
*Areas of Interest:* International Business, International Economics, International Financial Management, Indian Financial Systems



**Mr A Sridhar Raj**  
MA (Public Administration), NET, (PhD)  
Asst Professor - OB & HRM and SIP Coordinator  
*Areas of Interest:* General Management, Organizational Behavior



**Ms Shaheen**  
M.Sc.(Computers), (PhD)  
Asst Professor - IT  
*Areas of Interest:* Data Structures, Artificial Intelligence, Design & Analysis of Algorithms, Operations Research, Business Statistics



**Dr Padmaja Rachapudi**  
MA, MMM, MBA, PhD  
Asst Professor - Marketing  
*Areas of Interest:* Marketing & Retailing



**Dr M Meher Karuna**  
MA, MBA, PGDPMIR, PhD  
Asst Professor - Marketing & HRM  
*Areas of Interest:* Marketing Management, Strategic Management



**Ms Punam Singh**  
MBA (HRM), (PhD)  
Asst Professor - HRM & OB  
*Areas of Interest:* HRM, OB, Training & Development, Compensation Management

## ...Core Faculty



**Mr AS Kalyana Kumar**  
M.Sc., MCA, M.Phil. (Comp. Science)  
Asst Professor - IT  
*Areas of Interest:* Software Engineering, Project Management, Networks



**Ms J Kiranmai**  
M.Com., M.Phil., (PhD)  
Asst Professor - Finance  
*Areas of Interest:* Restructuring, e-Governance



**Mr KV Ramesh**  
M.Com., LLB, PGDT, PGDPM, MBA, M.Phil., (PhD)  
Asst Professor Finance & Coordinator - MBA (PE)  
*Areas of Interest:* Financial Management, Business Laws, Taxation



**Dr V Rajeev Karan Reddy**  
MA (French), MA (Philosophy), PhD (Philosophy)  
Asst Professor - French  
*Areas of Interest:* Basic French for Managers / Business People, Management as seen in India & France, Social & Political Thought, Traits of an Ideal Manager, Communication



**Mr CA Babji Rao**  
ME, PGDCS  
Asst Professor - IT  
*Areas of Interest:* Quantitative Techniques, Software Development



**Dr Jayashree Raveendran**  
M.Com., M.Phil., PhD  
Asst Professor - Finance & HRM  
*Areas of Interest:* Investors' Risk Perception in Capital Markets, Application of Behavioral Decision Theories in Investment Decisions, Behavioral Dynamics in Capital Markets, Corporate Governance



**Mr MJ Ramakrishna**  
MBA (HR)  
Asst Professor - HRM  
*Areas of Interest:* Strategic Management, Recruitment & Selection, Training & Development



**Mr M Karthik**  
MIB, (PhD)  
Asst Professor - International Business & Marketing  
*Areas of Interest:* International Business, Global Marketing, Branding, Rural Marketing



**Dr Sayeda Begum**  
B.Com.(Accountancy Hons), MA (IR & PM), PhD  
Asst Professor - HR & OB  
*Areas of Interest:* Training, Performance Management, Organizational Development, Total Quality Management



**Dr Geeta Potaraju**  
M.A (Political Science), M.Phil, PhD  
Asst Professor - Governance  
*Areas of Interest:* Participatory Governance, Public Sector Reform

## ...Core Faculty



**CS T Anil Kumar**  
M.Sc., LLB, MBA, ACS  
Asst Professor - Finance  
*Areas of Interest:* Finance, Corporate, Industrial / Labour Laws, Taxation



**Dr Reshmi Ann Thomas**  
B.A (Psychology), MSW, PhD  
Asst Professor - HRM & OB  
*Areas of Interest:* Behavioural Psychology, Organizational Behaviour



**Dr Samanta Sahu**  
MA, PhD  
Asst Professor - Public Policy & Governance  
*Areas of Interest:* Water Resource Management, Water Governance, Civil Society, Corruption Studies



**Dr A Ravi Prakash**  
M.Com., MBA, PhD  
Asst Professor - Finance  
*Areas of Interest:* Accounting, Costing, Investment Management, Financial Risk Management, Corporate Social Responsibility, International Finance



**Dr Shubhra Hajela**  
MA, PhD  
Asst Professor - HRM & OB  
*Areas of Interest:* Health Psychology, Applied Psychology, Training, Research Paradigms (Qualitative Research Methodology), Personality Development, Business Communication



**Ms Lalita Subrahmanyam V**  
MA, MBA (ISB), CAIIB  
Asst Professor - HRM  
*Areas of Interest:* Personality Development, Leadership Skills, Communication, MOB



**Dr Sai Sailaja Bharatam**  
MA, M.Phil., PGDEE, PhD  
Asst Professor - Economics  
*Areas of Interest:* Energy Resources, Manufacturing and Transport



**Dr Shulagna Sarkar**  
B.Sc.(Biochemistry), MBA, LL.M, PhD  
Asst Professor - HRM & OB  
*Areas of Interest:* Organizational Behavior, HR Management, Competency Management



**Mr Srinivas Kolluru**  
MA (Economics)  
Asst Professor - Economics  
*Areas of Interest:* Applied Economics, Socio and Public Policy Issues



**Dr Rajesh Gangakhedkar**  
M.Com, PhD  
Asst Professor - Economics  
*Areas of Interest:* International Economics WTO Studies

## ...Core Faculty



**Mr S Vivek**  
B.Tech (CS) MBA  
Asst Professor - HRM  
*Areas of Interest:* HRM, Personality Development



**Dr Tanveer Ishrath**  
MA, PhD  
Asst Professor - Economics  
*Areas of Interest:* Privatization, Restructuring, Logistics, Venture Capital

### Visiting Professor



**Dr B Ramesh Babu**  
MA, PhD  
Visiting Professor - Governance & Public Policy  
*Areas of Interest:* International Relations, American Politics

### Consultant



**Mr Tilak Raj Vig**  
MA (History), MA (Hindi)  
Consultant - Institutional Affairs Former Controller of Examinations & Deputy Registrar, HCU



# Director's Message



The year 2010-11 saw IPE continuing its efforts to excel in its educational endeavour through a series of path-breaking initiatives and programs.

IPE has set up the 'Subir Raha Chair on Corporate Governance' at the IPE Centre for Corporate Governance, to provide policy inputs to industry, government and executives. The 'Wage and Salary Studies Cell' has been constituted to conduct studies on compensation administration and management. The 'Entrepreneurship Development Cell' has also been set up, to prepare students as leaders to take on global challenges and become successful entrepreneurs.

The Publications Division has been instituted to streamline publication activities comprising editing, processing journals for title verification, registration with RNI, registration of journals in directories, dispatch of journals and extending support for editing research papers in various seminars / conferences.

MoUs have been signed with University of Primorska (Slovenia), Centre for Management Education & Research, the National Stock Exchange, Central University of Rajasthan and Universiti Tun Abdul Razak (Kuala Lumpur), to undertake collaborative research and education programs.

During the year, the Institute completed over 15 research & consultancy studies for various organizations and government departments. Several other research projects are in progress, and proposals for nearly 40 more have been sent to AICTE / UGC / ICSSR for approval.

Four PhDs were awarded to research scholars during the year, and two more have been selected for ICSSR doctoral research fellowships for 2010-11.

The Institute organized several national / international conferences and seminars on issues of contemporary concern during the year, and also hosted four 'Distinguished Lectures' by eminent personalities. It also conducted nearly 30 MDPs, 25 in-company programs and 30 FDPs / EDPs. Over 10 'Faculty Interactions' and 'Guest Talks' were also held, which have updated us on various emerging trends in higher education the world over.

During the year, IPE faculty brought out nearly 20 books, 40 journal publications, four 'working papers' and three 'activity reports'. They also made nearly 35 presentations in various national / international seminars and conferences.

In addition to the existing seven in-house publications brought out by the faculty, a new bi-annual refereed journal titled 'Journal of Governance and Public Policy' was brought out during the year. The journal provides a forum for discussion / exchange of views on Governance and Public Policy issues by policymakers, practitioners and academicians.

In addition to its ongoing PGDM, PGDM-RM, PGDM-BT, PGDM-BIF, PGDM-IB and MBA (PE) programs, IPE has introduced the following new sector-specific programs:

- AMP-BF Course: In association with Indian Institute of Banking & Finance.
- Executive-PGDM Program: For executives aspiring to assume top management responsibilities at a global level, in a cross-cultural environment.
- NCCMP Course: In association with the National Stock Exchange of India.

Other significant campus events that took place during the year included the release of a book on Dr AS Rao (the visionary founder of ECIL), an 'Entrepreneurship Week', the annual IPE Sports Event, 'Samathi' (corporate interactions for students), 'Sanskriti' (an interactive platform for B-school students), an Alumni Meet, and 'WoW' - Wealth out of Waste (a waste management awareness program).

During the year 2010-11, an amount of Rs 49.50 lakhs was disbursed as 'Merit-cum-Means Scholarships' to deserving students pursuing higher education.

IPE continued to receive several laurels and honours during the year, from a wide range of stakeholders in the field of quality education:

- IPE has been included by the Planning Commission on a 'Panel of Experts on Reforms in Central Public Sector Enterprises', for suggesting a road map for their further development.
- The Asia-Pacific HRM Congress Advisory Council has conferred a special award on IPE for its 'outstanding contribution to higher education'.
- Suntec Singapore has conferred 'Asia's Best B-School Leadership Award' on IPE in recognition of its contribution to the spread of high-quality management education.
- Brussels-based IISA and Rome-based IASIA have conferred an 'Outstanding Leadership Award' on IPE for its contribution to public administration and management.
- DNA & Stars of the Industry Group have presented B-School Leadership Awards to IPE in three categories, viz., 'Innovative B-School', 'Innovation in Placements', and 'Outstanding B-School - South'.
- Several B-school surveys conducted by various publications and market research organizations have accorded high ranking to IPE at the national level.

The IPE team would constantly strive with new initiatives and efforts to take the institute to newer heights.

**Prof RK Mishra**



Dr P Rama Rao (President, IPE)



# H

## ighlights of the Year



## New Initiatives

### ONGC Subir Raha Chair on Corporate Governance

In honour of late Mr Subir Raha (former CMD of ONGC), IPE has set up the 'Subir Raha Chair on Corporate Governance' at the IPE Centre for Corporate Governance to provide policy inputs to industry, government and executives. The Chair seeks to standardize the existing body of knowledge of corporate governance in order to catalyze the practice as well as further research.

### Wage and Salary Studies Cell

This Cell has been constituted to conduct studies on compensation administration and management. It brings out papers on related issues and carries out research and consultancy studies. It also helps organizations to optimize their performance by ensuring a robust Performance Management System and effective compensation administration.

### Entrepreneurship Development Cell (EDC)

The EDC prepares students as leaders to take on global challenges and opt for self-employment. It provides services to budding entrepreneurs by conducting awareness, programs both in-house and in other institutes; enhancing Industry-Institute interaction through guest lectures and industry visits; conducting programs on idea generation, business plan preparation & skill development.

### Publications Division

The Publications Division has been instituted in IPE to streamline the publication activities comprising editing, processing the journals for title verification, registration with RNI (Registrar of Newspapers for India), registration of journals in directories, dispatch of journals and extending support for editing research papers in various seminars / conferences.

### MoU with University of Primorska, Slovenia

The MoU enables formulation of new study programs and joint research projects; joint publications / books; seminars / discussions on topics of common interest; mobility of academic / research staff and students; and sharing of library facilities.

### MoU with Centre for Management Education & Research (CMER)

Under the MoU, CMER will organize consultancy / training sessions for various functional departments of IPE.

### MoU with National Stock Exchange

IPE and NSE have jointly launched the NSE-Certified Capital Market Professional (NCCMP)

course of 4-6 months duration to upgrade the knowledge of youth in Securities Market-related subjects.

### MoU with Central University of Rajasthan, Ajmer

The MoU promotes faculty research and improves the educational environment through development of study programs, teaching methods, student and staff exchange, industry research and consultancy.

### MoU with Universiti Tun Abdul Razak, Kuala Lumpur

IPE and UNITAR will undertake collaborative research / training, have student / staff exchange programs, exchange academic papers / publications, and assist each other in organizing seminars / conferences / workshops.

## Research & Consultancy Studies

### Projects Completed

- Evaluation Study of Karnataka SLPEs
- IDBI Bank's Foray into Project Finance in Power Sector
- Existing Practices for Fixation of Cadre Strength and Promotion Policies in AP Foods
- Establishing a Citizen Suggestion and Grievance Redress System in Gandhi Hospital
- Study of Capability of BDL to Manufacture Required Number of Akash Missiles
- Audit Committees & Board Committees in Public Enterprises
- Manpower Rationalization Work in NEPA Limited
- Drinking Water Delivery: A Comparative Study of Hyderabad, Vijayawada and Visakhapatnam in AP
- Integrated Marketing Communications
- Impact Study and Scientific Evaluation of the Program on Admission of Meritorious Poor Candidates in Private / Corporate Junior Colleges
- AP Cooperative Oilseeds Growers' Federation: Preparation of Corporate Plan for FY 2008-09 to 2012-13.
- Research Project on Valuation of Intangibles
- Socio-Economic Impact of Female Foeticide and Infanticide in Punjab and Tamil Nadu
- CRM: A Comparative Study of Select Public and Private Sector Organizations

### Assignments Carried Over From Previous Year

- Venture Capital Finance in India: Practices, Problems and Prospects
- Entrepreneurship Skill Development in Indian Management Education
- Current Status of Higher Education in Bihar and Ways to Enhance It
- Recruitment of Personnel in AP State Civil Supplies Corporation Limited



### New Projects Taken Up

- Performance Management System in Neyveli Lignite Corporation Limited
- Recruitment of Backlog SC / ST Vacancies in AP Beverages Corporation Limited
- Exploring Customer Preferences in APDDCFL
- Performance Rating System for SLPEs of Assam
- Challenges in Governance & Field-Level Process in Implementation of Aadhaar Project in
- Linking Social Accountability to Community Score Cards with 'Janani Suraksha Yojana' National Scheme for Women
- Study of Green HRM Initiatives in Public Sector Organizations
- Improving Rural Livelihoods Through Knowledge-Based 'Women Bioresource Groups' in AP

Proposals for nearly 40 more projects have been sent to AICTE / UGC / ICSSR for approval.

### Doctoral Program

PhDs were awarded to the following during the year:

- Samanta Sahu: For doctoral thesis titled 'Politics of Access to Drinking Water in Urban Areas in India: State and Market Interventions - A Case Study of Hyderabad' (University of Hyderabad).
- E Lalitha: For doctoral thesis titled 'Brand Loyalty - A Study of Wheat Flour' (Osmania University).
- Ishrath Nasreen: For doctoral thesis titled 'Privatization of Public Enterprises in Andhra Pradesh: Case Studies of Nizam Sugar Factory Ltd & Hyderabad Allwyn Ltd' (Osmania University).
- GPVL Narasimha Rao: For doctoral thesis titled 'Evolving a Working Model for Decent Work - A Study' (Berhampur University).

Two scholars have been selected for ICSSR doctoral research fellowships for the year 2010-11.

### Conferences & Seminars

The following national / international conferences, seminars and workshops were held during the year:

- Workshop on 'Capacity Building for Management Research'
- Workshops on 'Capacity Building for Research Methodology'
- National Conference on 'Strategic Management'
- IASIA Conference on 'Management of Energy, Food Security & Welfare'
- Southern Region Roundtable of Deans and Directors of AIMS
- Conference on 'Management Research: Challenges of 21st Century to B-Schools'

- 2nd International Conference on Corporate Governance
- IPSA Conference on 'Global Governance, Conflict Resolution & Sustainable Development'
- International Conference on 'Globalizing Management Education Issues and Challenges for Industry & Academia'
- Workshop on 'Corporate Governance for Upstream Petroleum Industry'
- Development Convention on 'Millennium Development Goals: Performance, Prospects, and Challenges for South India'
- Leadership Development for NBC Members of NTPC
- MoU for Performance Improvement of SLPEs in Assam

### Distinguished Lecture Series

Four Distinguished Lectures were held in 2010-11:

- 24th Distinguished Lecture: By Dr Nitish Sengupta, IAS (Retd), Chairman, Board for Reconstruction of Public Sector Enterprises, Gol, on 'Turning Around Sick Public Enterprises in India: Challenges before BRPSE'.
- 25th Distinguished Lecture: By Prof Sunil Mani (Planning Commission Chair in Development Economics, Centre for Development Studies, Thiruvananthapuram) on 'The Flight from Defence to Civilian Space: Evolution of the Sectoral System of Innovation of India's Aerospace Industry'.
- 26th Distinguished Lecture: By Prof Dipak C Jain (Professor of Marketing, Kellogg School of Management) on 'Globalization of Management Education: Challenges to India'.
- 27th Distinguished Lecture: By Mr BM Bansal (Chairman & Director - Planning & Business Development, Indian Oil Corporation Limited) on '21st Century Challenges to Public Sector: A Case of Public Sector Oil and Natural Gas Companies'.

### Faculty Interactions

Eminent people who visited the Institute and interacted with our faculty included:

- Dr SK Easwaran (Director, IWP and GAI, National University of Singapore)
- Prof Khan Masood Ahmad (Professor, Jamia Millia Islamia, New Delhi)
- Dr MA Jawaid (Director - International Collaborations, ICSSR)
- Dr GS Saun (Dy Director, ICSSR)
- Mr MP Sinha (ED, GHRDC, New Delhi).
- Col Lalit Rai, VrC, (Indian Army)
- Mr Adesh Jain (Dy Chairman, IPMA, Switzerland)

- Prof LVLN Sharma (Professor, UNITAR, Kuala Lumpur, Malaysia)
- Prof Bob Smith (Monash University, Australia)
- ICSSR Review Committee

### Papers & Publications

IPE faculty brought out the following books during the year under review:

- Compensation in Public Enterprises, Private Enterprises and MNCs in India
- The Global Financial Crisis: Challenges and Opportunities
- Microfinance and Financial Inclusion
- State-Level Public Enterprises in India: Performance and Prospects
- Special Employment Schemes in Andhra Pradesh
- Globalizing Management Education: Issues & Challenges for Industry & Academia
- Corporate Governance in International Perspective
- Corporate Governance: Beyond Boundaries
- Management Research: Challenges of 21st Century B-Schools
- Doctoral Research: Trends and Initiatives
- Small Industry Promotion: Strategies for Expansion
- Global Meltdown: Regional Impacts
- Economics of Fuel Substitution with Special Reference to India
- India and Russia: Problems in Ensuring Energy Security
- Millennium Development Goals: The Indian Journey
- Millennium Development Goals and India: Cases Assessing Performance, Prospect and Challenges
- Training Need Assessment: Implementing Competency Mapping Model in a Manufacturing Organization

IPE faculty brought out nearly 40 journal publications, as well as four Working Papers and three Activity Reports. IPE faculty made nearly 35 presentations in various seminars / conferences.

In addition to the existing seven in-house publications brought out by the faculty, a new bi-annual refereed journal titled 'Journal of Governance and Public Policy' was brought out during the year. The journal provides a forum for discussion / exchange of views on Governance and Public Policy issues by policymakers, practitioners and academicians. It publishes theoretical and empirical research papers, conceptual articles, case studies and book reviews relevant to this field.

### Post Graduate Programs

In addition to its ongoing PGDM, PGDM-RM, PGDM-BT, PGDM-BIF, PGDM-IB and MBA (PE) programs, IPE introduced the following new sector-specific programs:

'Advanced Management Program - Banking and Finance' (AMP-BF) Course: Indian Institute of Banking & Finance (IIBF) and IPE have jointly introduced an 11-month, part-time 'AMP-BF' course to equip middle / senior-level officers with management skills required to succeed in the emerging competitive global market place.

'Executive-PGDM' Program: This 15-month program is specially designed for executives aspiring to assume top management responsibilities at a global level, in a cross-cultural environment.

'NCCMP' Course: The National Stock Exchange of India and IPE have jointly introduced an 'NSE-Certified Capital Market Professional' Certificate course for working professionals, as well as for degree final-year students.

### Training Activities

During the year, IPE organized nearly 30 Management Development Programs, 25 In-Company Programs and 30 Faculty / Executive Developments Programs.

### Campus Events

**Book Release:** IPE released a book titled 'AS Rao - Scientist, Visionary, Humanist', which profiles the life and achievements of Dr AS Rao, the founder of Electronics Corporation of India Limited (ECIL).

**'E-Week' Celebrations:** With a view to promoting entrepreneurship development activities, IPE organized 'Entrepreneurship Week' during 5-12 February 2011, in collaboration with National Entrepreneurship Network.

**Annual Sports Event 2010:** The Institute's Annual Sports Event for 2010 was organized during 22-24 July 2010.

**'Samathi 2010':** 'Samathis' are annual events that enable students to interact with corporate executives and policymakers, and learn from their experience and insights. This year, Samathis were held in Finance, International Business, Biotechnology, Systems, HR, Operations and Marketing.

**'Sanskriti 2010':** This flagship inter collegiate annual event organized by IPE students provides a platform for B-school students, industry representatives and policymakers from across India to share ideas and



enhance competencies. This year, Sanskriti was held on 3-4 November 2010.

**'India Corporate Week':** In collaboration with Ministry of Corporate Affairs, Gol and ICSI, IPE organized the '2<sup>nd</sup> Annual India Corporate Week' on 14-21 December 2010.

**Alumni Meet:** IPE students organize an Alumni Meet every year to sustain and strengthen the Institute's association with its alumni. This year, an Alumni Meet was held on 26 March 2011. A special IPE alumni website is being created to further enhance the Institute-alumni association.

**'WOW' Initiative:** The Institute's students organized a waste management awareness program called 'Wealth Out of Waste' (WOW), in association with ITC Limited.

**Merit and Merit-cum-Means Scholarships:** During the year 2010-11, an amount of Rs 49.50 lakhs was disbursed to deserving students pursuing higher education.

**Visitors to the Campus:** Nearly 150 dignitaries – including academicians, policymakers, PSU CEOs and heads of government from India and abroad – visited IPE during the year.

## Honours, Awards & Rankings

### IPE on Planning Commission Experts Panel on Reform in CPSEs

In recognition of its research inputs on CPSEs, IPE has been included by the Planning Commission on a 'Panel of Experts on Reforms in Central Public Sector Enterprises', for suggesting a road map for their further development.

**Asia-Pacific HRM Congress Advisory Council Honours IPE**  
The Asia-Pacific HRM Congress Advisory Council has conferred a special award on IPE for its 'outstanding contribution to higher education'.

**IPE Bags Asia's Best B-School Leadership Award**  
Suntec Singapore has conferred 'Asia's Best B-School Leadership Award' on IPE in recognition of its contribution to the spread of high-quality management education.

**Outstanding Leadership Award from IIAS and IASIA**  
Brussels-based International Institute of Administrative Sciences and Rome-based International Association of Schools and Institutes of Administration have conferred an 'Outstanding Leadership Award' on IPE for its contribution to public administration and management.

**IPE Gets 3 DNA Awards in Business School Leadership**  
DNA & Stars of the Industry Group have presented B-School Leadership Awards to IPE in three categories, viz., 'Innovative B-School', 'Innovation in Placements', and 'Outstanding B-School – South'.

### Good B-School Rankings

As per a CSR-GHRDC B-School Survey 2010, IPE obtained the following positions: 13th among the 'Top B-Schools of Super Excellence'; 1st in AP; 3rd in Southern Region; 25th in Placement, Social Responsibility, Networking and Industry Interface; 20th in Faculty, Publications, Research, Consultancy, MDPs and Other Programs.

Other rankings obtained by IPE include: 'A3' category in a 'B-School Survey 2010' done by AIMA; 37th (All-India) and 10th (South Zone) in a 'B-School Survey 2010' by 'Week'; 'A++' ranking in a 'B-School Survey 2010' of 'Business India'; 40th (All-India) and 10th (South India) in a 'B-School Survey 2010' by 'Outlook'; 4th among 'Government B-Schools in the South' by 'Bhaskar Lakshya B-School Survey 2010'.

### Prof RK Mishra Nominated for Australian Leadership Fellowship Award

The Government of Australia and the University of Monash (Australia) have nominated Prof RK Mishra (Director, IPE) for the Australian Leadership Fellowship Award in Melbourne, to further his work in the area of management, social sector development and environment.

### Prof RK Mishra Gets 'Excellence in Education' Award from Delhi Telugu Academy

Delhi Telugu Academy has conferred the 'Excellence in Education Award' on Prof RK Mishra (Director, IPE), in recognition of his outstanding contribution to the spread of quality education in India.

**'Best Young Teacher Award' for Dr Ch Lakshmi Kumari**  
Dr Ch Lakshmi Kumari (Asst Professor, IPE) was conferred the prestigious 'Ramaswamy P Aiyar Best Young Teacher Award – 2010' at the 22nd AIMS Annual Management Education Convention.

### CS T Anil Kumar Gets 'Registered Trainer' Award from SEBI and NISM

CS T Anil Kumar (Asst Professor, IPE) has been awarded the certificate of a 'Registered Trainer' by Securities Exchange Board of India (SEBI) and National Institute of Securities Market (NISM).

### IPE Faculty Win 'Best Paper Presentation' Award

The paper titled 'Cross-Cultural Dimensions of Compensation Management' – authored by Prof RK Mishra, Ms Punam Singh and Dr Shulgana Sarkar – won the 'Best Paper Presentation' award at the 3rd International Conference of Cross-Cultural Management' at Jammu University.







# New Initiatives

## ONGC Subir Raha Chair on Corporate Governance

ONGC Limited has been in the vanguard of corporate governance in public enterprises in India, and believes that good corporate governance ensures an enterprise's healthy functioning. Late Mr Subir Raha, former Chairman and MD of ONGC, championed the cause of good corporate governance in India. In his honour, IPE has set up the 'Subir Raha Chair on Corporate Governance' to provide policy inputs to industry, government and executives.



### Objectives of the Chair

The Chair seeks to standardize the existing body of knowledge of corporate governance in order to catalyze the practice as well as further research. Its specific objectives are to:

- Identify and formulate the criteria and indicators of good corporate governance
- Integrate and standardize existing body of knowledge, systems, structures, models and mechanisms associated with different forms of corporate governance
- Derive mutually agreed upon corporate governance practices beneficial to all the stakeholders
- Disseminate information on latest happenings in corporate governance to people engaged in policy making, policy analysis, policy research, practitioners and other stakeholders

As a hub of corporate governance for public enterprises, the ONGC Subir Raha Chair:

- Studies the contribution of various national and international networks on corporate governance. It also studies Indian perspectives – past and present – in corporate governance.
- Studies global perspectives in corporate governance, with focus on good practices & implementation, efficiency of various governance mechanisms, linkage of governance with performance, etc.

- Organizes corporate governance-related activities in CPSEs and studies aspects such as executive compensation, board evaluation, role of IDs, functioning of board committees, etc.
- Takes up longitudinal studies in corporate governance in India, including the functioning of board-level committees in public enterprises and corporate citizenship.
- Conducts training programs / MDPs on issues such as nominee directors, Clause 49 of the SEBI Act and good governance in corporate sector.

### Activities at the CCG (IPE)

#### Research

The following research works have been initiated:

- Priorities for reforms in Corporate Governance of Banks in India, National Foundation for Corporate Governance, Ministry of Corporate Affairs, Government of India, 2011
- Board Committees and Audit Committees in Public Enterprises, National Foundation for Corporate Governance, Ministry of Corporate Affairs, Government of India, 2010
- 'Audit Committee in Ratna Enterprises' by RK Mishra & Shital Jhunjhunwala, published in Chartered Secretary in November 2010.



#### Conference

- The 2<sup>nd</sup> International Conference on Corporate Governance was jointly organized by IPE and Waikato School of Management (New Zealand) on 9-10 December 2010, where over 250 delegates from India and abroad participated. Dr Shital Jhunjhunwala and Dr Mridula Sahay were the Program Chairs.

#### Training

- Two Induction Programs for Board Level Executives under the aegis of National Foundation of Corporate Governance (NFCG) were organized on 20-21 January 2011. Prof RK Mishra and Ms J Kiranmai were the Program Directors.
- Two Induction Programs for Board Level Executives under the aegis of NFCG were organized on 7-8 March 2011. Mr KRS Sastry, Prof RK Mishra and Ms J Kiranmai were the Program Directors.
- A Workshop on 'Corporate Governance in Upstream Petroleum Industry' for ONGC Executives was held on 24-25 February 2011 at Hotel Rangsharda, Mumbai.

- A Training Program on 'Corporate Governance and Corporate Social Responsibility' was held for the executives of Government of Karnataka on 12 July 2010. Dr SS Subrahmanyam was the Program Director.

#### 'India Corporate Week'

- In collaboration with Ministry of Corporate Affairs, Government of India and Institute of Company Secretaries of India, IPE organized the '2<sup>nd</sup> Annual India Corporate Week' on 14-21 December 2010. Fully understanding that sustainability is no more a choice but an imperative, lectures with 'Sustainable Business' as the theme were structured. Mr MV Chakranarayan (Registrar of Companies, Ministry of Corporate Affairs) spoke on the purpose of 'India Corporate Week'. A lecture on 'Sustainability: A Corporate Responsibility' was delivered by Mr Anupam Lal (Director - Regional Operations, Deloitte, India). Mr Krishna Sai (VP & HR Head - India Manufacturing, Monsanto India) gave a lecture on 'Business Sustainability with Long Range

Plans'. On 16 December 2010, CS Rajnish Popat (Chairman, Hyderabad Chapter of ICSI) delivered a talk on 'Investor Education & Grievance Redress Mechanism', which was attended by students of ICSI, IPE, NALSAR, OU Law College, ICSI members, and representatives from the Office of the Registrar of Companies, Hyderabad.

- A Quiz & Paper Presentation was held at IPE in the presence of representatives of ICSI & ROC, Ministry of Corporate Affairs. Prizes were awarded to:
  - a) 1<sup>st</sup> Prize (Rs 2000): Malvika Chawan (ICSI student)
  - b) 2<sup>nd</sup> Prize (Rs 1000): B Sujai Chakravarthy (IPE-PGDM-IB student) and G Madhuri (IPE-PGDM-IB student)
  - c) 3<sup>rd</sup> Prize (Rs 500): V Anil Kumar (ICSI student)

#### Quiz Competition

- 1<sup>st</sup> Position: K Karthik (IPE-PGDM student)
- 2<sup>nd</sup> Position: P Anirudh (IPE-PGDM-BT student)
- 3<sup>rd</sup> Position: M Krishna Pradeep (IPE Ex-PGDM student)

#### Journal

- Indian Journal of Corporate Governance: Editor Shital Jhunjhunwala (Vol 3 No 1: January-June 2010, Vol 3 No 2: July-December 2010)

#### Books

- 'Corporate Governance: Beyond Boundaries', edited by RK Mishra, Shital Jhunjhunwala & Mridula Sahay (ISBN 023-033-204-8), published by Macmillan Publishers in 2010.
- 'PE Boards in India: Challenges of the 21<sup>st</sup> Century', by RK Mishra, Shital Jhunjhunwala & J Kiranmai (ISBN 978-81-7446-850-5), published by Excel Books in 2010.
- 'Corporate Governance in International Perspective', by D Geeta Rani & RK Mishra, published by Academic Foundation in 2010.

#### Wage and Salary Studies Cell

The 'Wage and Salary Studies' (WSS) Cell has been constituted in IPE with the aim of conducting studies pertaining to compensation administration and management across organizations. The Cell brings out occasional papers on various connected issues and carries out research and consultancy studies. It also helps organizations to optimize their performance by ensuring a robust Performance Management System, focus on performance-related pay issues and effective compensation

administration to enhance HR effectiveness. The Cell is headed by Prof RK Mishra (Director), who is assisted by Dr Jayasree Raveendran (Asst Professor), Ms Punam Singh (Asst Professor) and Ms J Kiranmai (Asst Professor).

#### Working Papers Published

- 'Inter-Sectoral Comparison of Manpower Cost and Profits of CPSEs in India'
- In Pursuit of Talent: An analysis of managerial perceptions regarding constitution of pay scales to retain talent in CPSEs in India.

#### Work in Progress

- 'Implementation of PRP in CPSEs: The IPE Thinking & Prescription' (Research Paper)
- Comparison of Compensation in CPSEs and Private Sector Firms in India

#### Work Plan

- To bring out the 'IPE Thinking on Compensation Management' series on (i) Implementation of PRPs and (ii) Performance Measurement and Management in Organizations
- To organize a National Conference on 'Issues and Trends in Compensation Management' in collaboration with an industry partner.

#### Publications Division

The Publications Division has been instituted in IPE to streamline the publication activities comprising editing, processing the journals for title verification, registration with RNI (Registrar of Newspapers for India), registration of journals in directories, dispatch of journals and extending support for editing research papers in various seminars / conferences.

#### Journals Registered with Cabell's Directory:

- The Journal of Institute of Public Enterprise
- Journal of Economic Policy & Research
- Journal of Managerial Finance & Research
- Journal of Marketing Trends
- Indian Journal of Corporate Governance
- Journal of International Economics
- The Journal of Venture Capital & Financial Services

#### Journals Registered with Ulrich's Directory:

- The Journal of Institute of Public Enterprise
- Journal of Economic Policy & Research
- Journal of Managerial Finance & Research
- Journal of Marketing Trends
- Indian Journal of Corporate Governance



Dr Stewart Lawrence (Waikato Management School, New Zealand) at the 2nd International Conference on Corporate Governance.



- Journal of International Economics

#### Journals Registered with EBSCO:

- The Journal of Institute of Public Enterprise
- Indian Journal of Corporate Governance
- Journal of International Economics

#### Subscriptions for IPE's Journals:

|  |      |
|--|------|
| The Journal of Institute of Public Enterprise  | 400+ |
| Journal of Economic Policy & Research          | 50+  |
| Indian Journal of Corporate Governance         | 80+  |
| The Journal of Venture Capital & Fin. Services | 48   |
| Journal of Marketing Trends                    | 48   |
| Journal of International Economics             | 38   |
| Journal of Managerial Finance and Research     | 46   |

### Entrepreneurship Development Cell

IPE has adopted a systematic approach to develop first-generation entrepreneurs through curriculum, awareness, motivation programs and industry interaction on a regular basis. The setting up of the Entrepreneurship Development Cell (EDC) is one of the steps to prepare students as leaders to take on global challenges and opt for self-employment. IPE is an active member of National Entrepreneurship Network (NEN) and Wadhvani Foundation.

#### EDC Activities

- AICTE-approved establishment of regular EDC which acts as an institutional mechanism to provide services to budding entrepreneurs.

- Sensitize students on entrepreneurship at induction stage & orientation to the students.
- Conduct awareness programs in-house and in other institutes
- Enhance Industry-Institute interaction through guest lectures and industry visits
- Conduct programs on idea generation, business plan preparation & skill development.

An Advisory Board comprising Prof RK Mishra (Director – IPE and Chairman – EDC), senior officials from Government, R&D institutions, industry associations, Financial Institutions & Industries has been constituted and the first meeting was held on 14 September 2009.

#### Future Plans

- To set up an Incubation center, convert job seekers into job providers.
- To meet the national goals in entrepreneurship.

#### 'Ideas for India'

The EDC joined NEN in celebrating 'E-Week' during 5-12 February 2011 on the theme 'Ideas for India'. The 'E-Week' was inaugurated by Mr Chokka Kondiah (Director General, NIMSME). A large number of students participated in the Business Plan contest, and the best plans were rewarded. Guest lectures were organized with experts from industry and academia. The EDC Advisory Board met in February 2011 and discussed plans to mentor students on preparing business plans, etc.



Students doing research work at the Entrepreneurship Development Cell.

### New Memoranda of Understanding (MoUs)

IPE has established 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.

#### Centre for Management Education & Research

An agreement was signed on 16 August 2010 between Centre for Management Education & Research (CMER) and IPE. CMER will organize consultancy / training sessions for various departments of IPE, including Academics, Placement, Admission, Marketing, Corporate Relations / Branding, Library, Examinations, Program Office, etc.

#### University of Primorska, Slovenia

This MoU was signed by University of Primorska, Slovenia (represented by its Rector, Prof Dr Rado Bohinc) and IPE (represented by its Director, Prof RK Mishra), on providing mutual support on the following aspects:

- Exchange of experience in the fields of education and science and research.
- Formulation of new study programs and realization of joint research / professional projects.
- Bringing out joint publications and textbooks.
- Organization of meetings / seminars / discussions on topics of common interest.
- Facilitating the mobility of academic / research staff and students.
- Sharing the library facilities of each other.

The signatories will extend their scope of cooperation in Economy and Management, aimed at designing an international study program in the coming years.

#### National Stock Exchange

This MoU was signed by Prof RK Mishra (Director, IPE) and Ms Sunitha Anand (Chief Manager & Head - Southern Region, National Stock Exchange), under which IPE would become one of India's prestigious institutions offering a certificate course on Capital Markets, and IPE's name would appear on the NSE website. IPE and NSE have also proposed to jointly launch an NSE-Certified Capital Market Professional (NCCMP) course of 4-6 months duration to upgrade the knowledge of youth in Securities Market-related subjects like Financial Markets, Derivatives, Trading System, Market Operations, etc.



Prof RK Mishra (Director, IPE) and Prof Datuk Dr Md Zabid-Haji Abdul Rashid (President and VC, UniTAR) signing the MoU.

#### Central University of Rajasthan, Kishangarh, Ajmer

On 7 February 2011, Prof RK Mishra (Director, IPE) and Dr MM Salunkhe (Vice Chancellor, Central University of Rajasthan, Kishangarh, Ajmer) signed an MoU with the objective of creating a mutually beneficial relationship in order to promote faculty research and improve their educational environment through activities such as development of study programs, teaching methods, student and staff exchange, industry research and consultancy, etc.

#### Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia

On 3 March 2011, Prof RK Mishra (Director, IPE) and Prof Datuk Dr Md Zabid-Haji Abdul Rashid (President and Vice Chancellor, Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia) signed an MoU, under which the two institutions will undertake collaborative research / training, have student / staff exchange programs, exchange academic papers / publications, and assist each other in organizing seminars / conferences / workshops.





# Research & Consultancy Studies

## Ongoing Projects

### Performance Management System in Neyveli Lignite Corporation Limited

Neyveli Lignite Corporation Ltd., Tamil Nadu has offered to IPE a consultancy project to carry out a study on 'Performance Management System' in NLC at a fee of Rs 19.5 Lakhs. The study includes examination of the existing performance appraisal system to make it more robust and transparent by adopting a 'Bell Curve' approach in grading the officers to enable the payment of 'Performance Related Pay'. The consultancy entails a detailed study on the existing pay structure, existing performance-related incentives, comparative study of various profit centers, number of employees engaged in each center, financial results, a macro-view of the method of compiling MoU targets and NLC's annual performance appraisal criteria of executives at different levels. The estimated duration of the study is 5 months from the date of commencement of the project. The initial meeting of the CMD, directors, executives, trade unions and unit heads took place in July 2010. The team consists of Mr KRS Sastry (Advisor & Senior Faculty, IPE), Mr KSN Raju (Advisor, NCOA), Mr Bhandari (former Director - Personnel, NLC), Dr Jayasree Raveendran (Asst Professor, IPE) and Mr CA Babji (Asst Professor, IPE).

### Recruitment for AP Beverages Corporation Limited (APBCL)

APBCL has appointed IPE as the consultant for recruitment of certain backlog SC / ST vacancies, at a fee of Rs 7.34 Lakhs, in addition to the actual cost incurred by IPE for conducting the interviews. IPE helped in the appointment of seven posts, by scrutinizing the applications and conducting tests for the applicants. The project is coordinated by Dr SS Subrahmanyam, IPE faculty.

### Performance Rating System for SLPEs of Assam

IPE has been selected as a consultant by the Department of Public Enterprise, Government of Assam for providing technical support to selected State Level Public Enterprises. The project outlay is Rs 1.25 crore, to be implemented in 2010-11 and 2011-12. In the current year 5 SLPEs will be taken up followed by 8 SLPEs in the next year. The technical support has been classified under two modules – Module I (Training Needs Analysis, Design of Training, Training Plan and Training Policy of SLPEs) and Module II (Support and Facilitation for Introducing and Institutionalizing MoU-Based Performance Rating System). The IPE faculty involved are Dr SK Mathur, Dr P Geeta, Dr

SS Subrahmanyam, Dr Shulgna Sarkar and Dr Sai Sailaja Bharatam.

### Challenges in Governance & Field-Level Process in Implementation of Aadhaar Project in PDS

Unique Identification Authority (Department of Planning, Government of India) has appointed IPE to identify and address implementation issues in the field-level implementation and governance aspects for using Aadhaar as a proof of identity and presence at the point of service delivery. The scope of the work includes a detailed study of PDS application in Andhra Pradesh, Madhya Pradesh and Jharkhand. The project outlay is Rs 25.00 Lakhs, and the IPE faculty involved are Dr Geeta Potaraju, Dr Sai Sailaja Bharatam and Dr Shulgna Sarkar.

### Linking Social Accountability to Community Score Cards with 'Janani Suraksha Yojana' National Scheme for Women

The World Bank Institute, through its 'Affiliated Network on Social Accountability' (ANSA) network, has invited IPE to support Pune-based 'Social Action for Association and Development' (SAAD), a voluntary organization that seeks to empower and promote weaker sections of society, especially women. SAAD organizes women into SHGs, runs literacy classes for them, gives them counseling and legal support, and encourages them to take up entrepreneurial activities. SAAD also runs pre-schools for children. SAAD has taken up a project to support 100 SHGs and CBOs to take up social audit of 'Janani Suraksha Yojana / Indira Awas Yojana', document and publish the findings for public information and advocacy. IPE supports SAAD with a social accountability tool called 'Community Score Card'. The IPE faculty involved are Prof RK Mishra, Dr Geeta Potaraju and Ms S Lalitha Kumar.

### Study of Green HRM Initiatives in Public Sector Organizations

Although Corporate Social Responsibility (CSR) is not a new concept, its focus has lately shifted from labor issues and local philanthropy toward environmental actions. Corporations are generally involved in livelihood promotion, education, health, women's empowerment and environment. Environmental concepts become a mandatory procedure in CSR, and initiatives are being taken to involve 'green' ideas in all functional areas like Finance, Marketing, IT, Operations and HRM. There is a growing need for integrating 'green' concepts into HRM practices. This project will identify the scope for initiating and implementing 'green' HRM practices in PSEs, indicate significant works on 'green' HRM



research, enumerate existing green initiatives of sample PSEs, and elaborate the need for enhancing 'green' HRM initiatives in sample PSEs. This project is sponsored by the University Grants Commission. The IPE faculty involved are Dr Shulgana Sarkar, Dr Ch Lakshmi Kumari and Ms J Kiranmai.

## Projects Completed

- Evaluation Study of Karnataka SLPEs (sponsored by Government 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 AP Foods)
- Establishing a Citizen Suggestion and Grievance Redress 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)
- Drinking Water Delivery: A Comparative Study of Hyderabad, Vijayawada and Visakhapatnam in AP (sponsored by the Institute of Water Policy, LKY School of Public Policy, Singapore)
- Integrated Marketing Communications (sponsored by AICTE)
- Venture Capital Finance in India: Practices, Problems and Prospects (sponsored by AICTE)

## Assignments Carried Over

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

- **Entrepreneurship Skill Development in Indian Management Education**  
*Faculty involved:* Dr Nandita Sethi, Dr Jayashree Dubey  
*Sponsor:* AICTE
- **Current Status of Higher Education in Bihar and Ways to Enhance It**  
*Faculty involved:* Dr Mridula Sahay  
*Sponsor:* AICTE
- **Recruitment of Personnel in AP State Civil Supplies Corporation Limited**

*Faculty involved:* Mr V Ram Anand, Dr Ch Lakshmi Kumari

*Sponsor:* APSCSCL

## New Proposals

Proposals for the following studies have been sent to AICTE / UGC / ICSSR:

### Valuation and Pricing of Equity Shares in CPSEs in India

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Dr A Pawan Kumar, Ms J Kiranmai

*Budget:* Rs 12.91 Lakhs

### Implementation & Evaluation of Arogyasri in Mahabubnagar, Anantapur & Srikakulam Districts

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Dr R Padmaja, Ms Shaheen

*Budget:* Rs 23.90 Lakhs

### Financial Products and Services: Diversification and Innovation Strategies – A Study of Public Sector Banks

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Dr Ravi Prakash Achanta, Mr KV Ramesh

*Budget:* Rs 6.31 Lakhs

### Strategy formulation for distribution and revenue collection for power sector in Bihar

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Prof RK Mishra, Dr Mridula Sahay

*Budget:* Rs 19.32 Lakhs

### An Assessment of Compensation Practices in Indian Firms

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Dr Jayasree Raveendran, Ms Punam Singh

*Budget:* Rs 8.68 Lakhs

### Public Utility Services & IT – Impact on Select Public Utilities

*Scheme:* Research Promotion

*Agency:* AICTE

*Faculty involved:* Dr V Srikanth, Dr Shulgana Sarkar

*Budget:* Rs 20.12 Lakhs

### Managing Biotechnologies and Emerging Issues in Research & Development

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr PS Janaki Kirshna

*Budget:* Rs 7.00 Lakhs

### IT Administration using Open Source Software

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Mr ANK Prasanna Anjaneyulu

*Budget:* Rs 3.50 Lakhs

### Trends in Banking, Insurance and Financial Services

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr S Sreenivasa Murthy

*Budget:* Rs 2.00 Lakhs

### Teaching Methodologies for Management Faculty

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Prof ML Saikumar

*Budget:* Rs 7.00 Lakhs

### Corporate Accounting & Finance: Global Methods

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr Ravi Prakash Achanta, Mr KV Ramesh

*Budget:* Rs 7.00 Lakhs

### Challenges and Opportunities in B2B Marketing for India as a Global Player

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr SK Mathur, Mr K Ramesh

*Budget:* Rs 7.50 Lakhs

### World Class Manufacturing

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr SS Subrahmanyam, Mr JB Venkata Ratnam  
*Budget:* Rs 7.00 Lakhs

### Effective Methods to Impart Soft Skills

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr M Meher Karuna, Ms V Lalita

*Budget:* Rs 7.23 Lakhs

### Application of Innovative Pedagogical Tools Effective Management Instruction

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr V Srikanth, Mr AS Kalyana Kumar

*Budget:* Rs 7.00 Lakhs

### Business Changes & Challenges of Indian Economy: Current Scenario & Future Trends

*Scheme:* Staff Development Program

*Agency:* AICTE

*Faculty involved:* Dr K Trivikram Rao, Dr Nandita Sethi

*Budget:* Rs 7.00 Lakhs

### Management Education Beyond Classroom and Books

*Scheme:* Seminar Grant

*Agency:* AICTE

*Faculty involved:* Mr V Anji Raju

*Budget:* Rs 2.00 Lakhs



*Prof RK Mishra (Director, IPE) in a discussion of a research and consultancy projects with associates.*

**Green e-Business Process & Cyber Security Measures**

Scheme: Seminar Grant  
 Agency: AICTE  
 Faculty involved: Mr AS Kalyana Kumar  
 Budget: Rs 1.10 Lakhs

**National Conference on Econometric Applications for Managers**

Scheme: National Conference  
 Agency: AICTE  
 Faculty involved: Dr Sai Sailaja Bharatam  
 Budget: Rs 1.00 Lakh

**National Conference on Networking & Data Management Technologies**

Scheme: National Conference  
 Agency: AICTE  
 Faculty involved: Mr ANK Prasanna Anjaneyulu  
 Budget: Rs 1.00 Lakh

**National Conference on Marketing Mantra for the Competitive Era**

Scheme: National Conference  
 Agency: AICTE  
 Faculty involved: Dr R Padmaja  
 Budget: Rs 1.50 Lakhs

**Knowledge Management**

Scheme: National Conference  
 Agency: AICTE  
 Faculty involved: Prof ML Saikumar  
 Budget: Rs 1.00 Lakh

**National Conference on Best Practices in Human Resource Management**

Scheme: National Seminar  
 Agency: AICTE  
 Faculty involved: Dr Shulagna Sarkar,  
 Ms Punam Singh  
 Budget: Rs 1.00 Lakh

**Quality in Higher Education: Challenges and Opportunity in India**

Scheme: International Conference  
 Agency: AICTE  
 Faculty involved: Prof RK Mishra, Dr Mridula Sahay  
 Budget: Rs 3.25 Lakhs

**National Seminar on Green Marketing**

Scheme: Seminar  
 Agency: AICTE  
 Faculty involved: Dr V Srikanth, Dr Shulagna Sarkar  
 Budget: Rs 1.30 Lakhs

**Power Sector Reforms – Achievements & Challenges Ahead**

Scheme: Seminar  
 Agency: AICTE  
 Faculty involved: Dr Rajesh Gangakhedkar,

Dr Sai Sailaja Bharatam  
 Budget: Rs 1.50 Lakhs

**Improving Rural Livelihoods through Knowledge-based 'Women Bio-Resource Groups'**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr PS Janaki Krishna,  
 Dr K Trivikram Rao, Ms Shaheen  
 Budget: Rs 12.25 Lakhs

**Health Care Vs Hospital Care Services – Role of Government**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr M Meher Karuna  
 Budget: Rs 10.92 Lakhs

**Impact of Information Technology Enabled Services on Public Utility Services**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr V Srikanth, Mr A Sridhar Raj  
 Budget: Rs 9.87 Lakhs

**Impact of Elementary Education Schemes: Study on Girls' Literacy in Rural Areas in AP**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr R Padmaja, Ms Shaheen  
 Budget: Rs 10.18 Lakhs

**Learning to live with HIV / AIDS – Implications for Counseling**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr Shubhra Hajela, Dr Shulagna Sarkar  
 Budget: Rs 9.80 Lakhs

**Institutional Barriers for checking Corruption: A Proposal for Study**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr Samanta Sahu  
 Budget: Rs 2.00 Lakhs

**Competitive Advantage through Operational Excellence**

Scheme: National Conference  
 Agency: UGC  
 Faculty involved: Mr K Ramesh,  
 Mr JB Venkataratnam  
 Budget: Rs 2.10 Lakhs

**Environment Social Ecology & Climate Change & its Impact on Rural Livelihoods: A Case Study of AP**

Scheme: Major Project  
 Agency: ICSSR  
 Faculty involved: Dr PS Janaki Krishna,  
 Dr P Geetha, Mr K Srinivas, Prof RK Mishra

Budget: Rs 20.63 Lakhs

**Occupational Health: Work-Related Musculoskeletal Disorders in Software Professionals**

Scheme: Major Project  
 Agency: UGC  
 Faculty involved: Dr Reshmi Ann Thomas,  
 Dr Shubhra Hajela  
 Budget: Rs 7.05 Lakhs

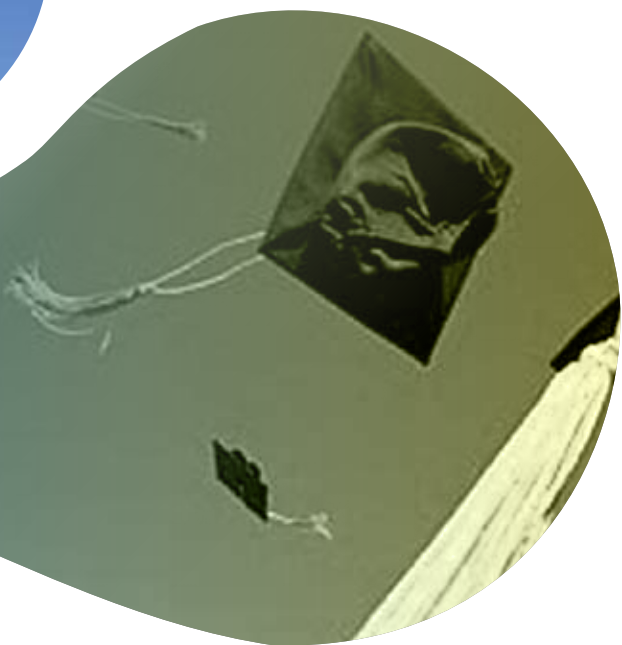
**The Social construction of HIV / AIDS – Insights and Policy Implications**

Scheme: Major project  
 Agency: UGC  
 Faculty involved: Prof RK Mishra, Dr Shubra Hajela,  
 Dr Reshmi Ann Thomas  
 Budget: Rs 40.00 Lakhs

**Consultancy Project on Consumer Protection & Consumer Welfare**

Scheme: Consultancy  
 Agency: Indian Institute of Public Administration,  
 New Delhi  
 Faculty involved: CS T Anil Kumar, Mr KV Ramesh,  
 Dr Nandita Sethi  
 Budget: Rs 4.00 Lakhs





# Doctoral Program

## PhDs Awarded

PhDs were awarded to four doctoral candidates during 2010-11 with active guidance from IPE.

### Samanta Sahu

**Topic: 'Politics of Access to Drinking Water in Urban Areas in India: State and Market Interventions - A Case Study of Hyderabad'.**

University of Hyderabad, June 2010.

A comprehensive discussion is carried out on the issue of provisioning drinking water in urban areas in India with special reference to the role of State, private sector and civil society organizations. The endeavour of this exercise is to know the politics of inter-relation in provisioning for drinking water to the people and highlight people's access to drinking water vis-a-vis State policies.

### E Lalitha

**Topic: 'Brand Loyalty - A Study of Wheat Flour'.**

Osmania University, July 2010.

The study provides an insight into the various facets of branding of generic products, where product differentiation is difficult to achieve. The study enlightens the manufacturers regarding the various factors that have influence on awareness levels, usage levels and loyalty levels of the consumers. It also suggests the manufacturers the need for evolving marketing strategies to convert the awareness levels into usage levels.

### Ishrath Nasreen

**'Privatization of Public Enterprises in Andhra Pradesh: Case Studies of Nizam Sugar Factory Ltd & Hyderabad Allwyn Ltd'.**

Osmania University, August 2010.

Privatization is deemed as one of the most important economic events of the 21<sup>st</sup> Century. Privatization in India was initiated to redress the fiscal imbalances in the country and reduce the strain on government revenues; over and above, the goal was to contribute to improving the efficiency and competition in the economy. This research provides an in-depth analysis of the policy framework and socio-economic context of privatization of Nizam Sugar Factory Limited and Hyderabad Allwyn Limited. It assesses the

impact of privatization on the operating efficiency, profitability, employment and productivity of labour. The case studies indicate that the impact of privatization made the firm solvent but it affected the workers as most of them are now unemployed; their financial conditions are getting worsened day by day as the cost of living is increasing. This is the negative effect of privatization. The study concludes that the disinvestment does not always lead to improvement in enterprise efficiency. The prevailing market conditions acts as means adopted by the private management for obtaining returns through capital gains (sale of assets).

### GPVL Narasimha Rao

**'Evolving a Working Model for Decent Work - A Study'**  
Berhampur University, March 2011.

The scholar was guided in his PhD thesis by Dr A Jagan Mohan Reddy (Sr Faculty, IPE).

## ICSSR Fellowships

A Selection Committee meeting was organized on 18 September 2010 to select ICSSR doctoral research fellows for the year 2010-11. The Committee comprised Dr Rajeesh Sharma (ICSSR), Dr Hemnath Rao (Director, ASCI) and Dr G Swamy (Dean, Faculty of Management, Dr BR Ambedkar National Open University). Two scholars - Mr Srinivasa Reddy and Mr Kirtti Ranjan Palta Singh - were selected for the award.



Roll of Honour of PhD recipients from IPE





# Conferences, Seminars & Workshops



Prof RK Mishra (Director, IPE) welcoming the delegates at the X Development Convention on Millennium Development Goals.

Four workshops oriented at capacity building in Research were organized by the Research division of IPE.

### Workshop on 'Capacity Building for Management Research'

This Workshop was jointly organized by IPE and Albertian Institute of Management (AIM), Kochi on 3-4 June 2010. Dr. Jayasree Raveendran (Asst Professor, IPE) and Ms Shamsi Sukumaran (AIM) coordinated the Workshop. Dr George Sreeba (Director, AIM) emphasized the value addition that is created in education when there is a research focus.

The participants were exposed to the nuances involved in the various stages of the research process. Dr Titus Correya (Sr Professor, AIM) also spoke on the occasion. The valedictory address was delivered by Rev Dr Clement Valluvassery (Manager, AIM). Certificates were distributed to the workshop participants.

### Workshops on 'Capacity Building for Research Methodology'

On 21-25 June 2010, IPE's Research Division conducted a workshop on 'Capacity Building for Research Methodology', with the support of ICSSR. The Chief Guest at the Inaugural Session was Mr SK Datta (Executive Director, Power Grid Corporation of India). The Session was chaired by Mr MGPL Narayana (VP and Head, Business System and Cybernetics Centre, TCS Hyderabad), Mr Datta spoke on various policies issues in government where research is involved. Stressing the importance of management research, Prof R K Mishra outlined various research and management institutions in India and abroad. He mentioned that, under the TRIPS agreement, foreign universities will establish their centers in India, which will enable Indian students to do value-added management research in foreign universities. Dr

Sunil Mani (Professor, CDS) explained that along with research methodology, scholars should also be given training in English language, which will help them write good reports. He stressed the importance of on-line research databases and demonstrated various search engines. Mr Muralidharan Nair (Professor, CDS), who presided over the workshop, shared his research experience and explained various tools and techniques of data collection.

A similar workshop was held on 21-25 February 2011 for 10 research scholars drawn from various African countries. It comprised 18 technical sessions, conducted by IPE faculty including Dr Ch Lakshmi Kumari (Asst Professor), Ms SK Lalitha (Sr Administrative Officer - Research), Dr Jayasree Raveendran (Asst Professor), Dr Reshmi Ann Thomas (Asst Professor), Ms Shaheen (Asst Professor) and Dr Shubhra Hajela (Asst Professor). Various statistical tools were also taught to the research scholars. The last workshop during the year was organized along similar lines on 28 March-2 April 2011 by IPE at its premises for 8 research scholars.

### National Conference on 'Strategic Management'

This AIMS-sponsored National Conference was held on 24-25 June 2010. It was inaugurated by Prof MM Salunkhe (Vice Chancellor, Central University of Rajasthan), Mr MGPL Narayana (Vice President and Head - Business Systems & Cybernetics Center, TCS) and Mr SK Datta (Executive Director, Power Grid Corporation of India). Prof Salunkhe released a book titled 'Strategic Management: National and Global Perspectives'.

Delegates from across India presented their papers on various aspects of strategic management, including strategic issues / implementation / alliance issues / leadership, blue ocean strategy, corporate governance, CSR, balanced score card, competitive strategic, value chain analysis, HR



strategy, generic strategy, environmental analysis, strategic intent, organizational analysis, strategies for marketing / energy / manufacturing companies, etc. The valedictory address was delivered by Prof B Kinnera Murthy (Chairperson, Strategic Management, Administrative Staff College of India, Hyderabad).

#### IASIA Conference on 'Management of Energy, Food Security & Welfare'

This Conference was organized by IPE on 12-15 July 2010. The creation of Working Group VIII was mooted in 2008 at the IASIA, Warsaw Conference to meet the challenges of social reconstruction. The focus of this year's Conference was on the management of energy and food security, which are growing rapidly in importance.

On the issue of energy management, Professor Li discussed his research on the activities of the newly-created China National Institute of Emergency Management, and highlighted the cultural, strategic and implementation challenges faced by it. He suggested the use of the standards of excellence to execute a successful learning strategy. Mr Lukamba-Muhiya Tshombe (North West University, South Africa), in his analysis of the Southern Africa Power Pool, identified the need for the member states to improve their electricity capacity in order to respond to future energy demands by altering the regulatory framework of the power pool. He recommended the identification of clear policy objectives, creation of an independent regulatory board, and permitting private companies to enter the power pool to increase supply and revenue.

Prof RK Mishra's presentation addressed the energy security scenario and challenges in India in terms of renewable and non-renewable sources, institutional structure, performance benchmarks and international competitiveness. His study concluded that India can afford only the low cost and readily available resource of coal, but the nation should also concentrate on developing the potential for hydro-electricity. The quantitative analysis made by Yuniarti, Yusof Zarinath and H Kassim Salina (University of Malaya, Malaysia) presented the relationship between energy consumption and economic growth in Indonesia and Malaysia. The results showed that economic growth is a causal factor in energy consumption, and highlighted that energy conservation policies may be implemented with little adverse effect on economic activities in these countries.

The research work of Hadiati Sri and Sanusi

Anwar (National Institute of Public Administration, Indonesia) outlined the problems of and solutions to the current energy situation in Indonesia. In order to lessen the pressure of increasing oil prices, the nation must improve the efficiency of energy management, diversify its energy resources, and consider institutional performance in a well-planned design system. The research of Vyas-Doorgapersad Shikha (North West University, South Africa) reflected the progress of South Africa towards the first Millennium Development Goal by evaluating the country's poverty reduction initiatives. She recommended the reinforcement of sustainable development programs which will improve the welfare of South Africa's citizens and the conservation of the environment.

The paper on 'Environment and Sustainable Development' identified states in the USA with significant comparative growth in the green economy before the recent popularity of this field. By isolating these early movers, this research noted the possible policy tracks for territories looking to expand their stake in the green economy. The case study research by Ma Hongbo (Qinghai Institute of Public Administration, China) on the Conservation Stewardship Program in a Chinese village found that in addition to enhancing community participation and local governance, programs like this are advantageous for improving the biodiversity of the ecosystem, increasing cooperation between stakeholders and enhancing local development.

In his work on the Conservation Stewardship Program in the Western Cape of South Africa, Muller Kobus and Fourie Me Annie (Stellenbosch University, South Africa) distinguished the importance of co-management practices and a paradigm shift towards cooperation between government and non-state actors. Such voluntary programs could provide a cost effective and long term alternative to acquiring land for the conservation of biodiversity. Rosyadi Slamet (Jenderal Soedirman University, Indonesia) presented a comparative analysis of state forestry resource management in three Indonesian villages. He found that those areas that were successful in gaining more stakeholder cooperation received greater opportunities for improving community welfare and forest sustainability.

Looking at two major metropolitan regions of Portugal, Silvestre Hugo Consciencia (Technical University of Lisbon, Portugal) showed how privatization impacts public service delivery outcomes. Property linked to institutional arrangements is a predictor of organizational

productivity and equity. The research of A Abdel-Baki Monal (The American University in Cairo, Egypt) introduced alternative public policies to reform the current food subsidy system in Egypt. It illustrated that substantial welfare gains can result from a transition from ration cards to targeted cash transfers.

After identifying market failures regarding food security, Niikawa Tatsuro (Doshisha University, Japan) recommended a renewed focus on the local level and the re-establishment of local agriculture. He argued that food governance must be initiated at the bottom, and there must be close relationship between local food production and consumption. The areas of energy, food security, and welfare are foundational to the improvement of society. Public administrators must realize the necessity of addressing these issues in order to solve the global economic and environmental crises. The future success of nations and the international community is highly dependent on how we, as public servants, tackle these problems and implement policy solutions.

The Working Group recommends that future IASIA conferences look at the practical aspects and policy dimensions of these topics, in addition to the traditional administrative elements of efficiency, equity, access, and participation. Micro and macro case studies and projective scenarios will be worthwhile to discuss in the Group's upcoming meeting at Rome.

#### AIMS Roundtable on 'Management Research: Challenges of 21st Century to B-Schools'

IPE and Association of Indian Management Schools (AIMS) jointly organized the Southern Region Roundtable of Deans & Directors of AIMS on 21

July 2010, on the theme 'Management Research: Challenges of 21st Century to B-Schools'. As an apex institution of all management institutes in India including IIMs, ISB and management schools of IITs, the AIMS promotes management education in India through networking and contributing inputs to policymaking organizations that regulate management education in India.

The Roundtable was inaugurated by Mr Shekhar Agarwal (President, FAPCCI) in the presence of Dr Shefali Gautam (President, AIMS), who presided over the event. Expert speakers included Prof MR Rao (Dean Emeritus, Indian School of Business), Prof Abad Ahmad (Professor, FMS, University of Delhi), Prof Manoj Panda (Director, CESS, Hyderabad), Mr C Ramakrishna (Executive Director, AMDISA) and Prof Lateef Syed (International Visiting Faculty at IPE). Prof RK Mishra (Director, IPE) observed that research should be the fulcrum in higher education. Creation, dissemination and transmission of knowledge predominantly remains a function of research. While emphasizing the good management, he observed that research must be need-based. Indian management research in the form of citation accounts for 1% at international citation records. Indian B-schools should encourage post graduate students to write papers and develop case studies along with faculty members, as is done in international B-schools.

Prof MR Rao spoke on 'Global Trends and Implications for B-Schools in India', and highlighted the AACSB classification of research which comprises discipline-oriented, application-oriented and teaching methodology-based research. He dwelt on case-based methodology, and its relevance / irrelevance in certain scenarios. Prof Abad Ahmad spoke on 'Trends in Doctoral Research in Management', and stressed that



Delegates at the AIMS roundtable on 'Management Research: Challenges of 21st Century to B-Schools'





doctoral programs in management research should have a clear philosophy and policy so that it can attract intellectual talent. Prof Manoj Panda made a presentation on 'Social Science Research in India with Special Reference to Economics'. He said that social science theories formulated in the past have left a mark on which the current business models are developed and now the research challenge remains in terms of maximizing social benefits with inclusive growth. Mr C Ramakrishna spoke on 'Management Research in SAARC Countries', and Dr Shefali Gautam in Presidential address highlighted AIMS' various activities to promote management research and management education. She also invited students / research scholars to participate in the forthcoming 22nd AIMS Annual Convention. Senior members of AIMS including Prof J Phillip (former Director, IIM-B), Prof Uday Salunkhe (Group Director, N Welingkar Institute of Management Development & Research, Mumbai), Dr N Sambandam and Fr R D'Souza also shared their ideas on management research. Some research papers published by eminent experts / academicians were published and circulated. Prof ML Saikumar (Sr Faculty, IPE) proposed a vote of thanks. The proceedings of the Roundtable were coordinated by IPE faculty Dr Jayasree Raveendran and Dr Ch Lakshmi Kumari.

#### 2<sup>nd</sup> International Conference on Corporate Governance

The IPE Centre for Corporate Governance and the Subir Raha Chair on CG organized the 2<sup>nd</sup> International Conference on Corporate Governance jointly with the Waikato Management School (WMS), New Zealand on 9-10 December 2010 at Hyderabad. IPE received over 300 papers, of which about 120 were selected for presentation at the Conference. Mr Rana Som (CMD, NMDC Ltd) was the Chief

Guest on the occasion.

In his inaugural address, Mr R Bandyopadhyay, IAS (Secretary, Ministry of Corporate Affairs, Government of India) emphasized the importance of CG, and maintained that a firm's Chairman should preside over its board and the CEO should be in charge of day-to-day activities. He opined that, if one person deals with both, there will be conflict of interest, and also spoke about the new Companies Bill that is soon to be tabled in Parliament. He also highlighted the responsibilities of independent directors and audit committees, transparency, accountability, reporting systems, ethics and CSR.

In his Presidential address, Dr P Rama Rao (President, IPE and Member, Atomic Energy Commission) expressed his happiness over the institution of the ONGC Subir Raha Chair of CG and observed that greater fillip is needed in R&D, especially in educational institutions. He was also for collaborative research and teaching efforts, as well as exchange programs for faculty and students.

Dr Tarun Chakraborty (Head of Institute, ONGC Academy) also stressed on the importance of CG and the role it plays in creating value for all stakeholders. He handed over a cheque for Rs



The 2<sup>nd</sup> International Conference on Corporate Governance.

90 lakhs to the President, IPE, to be utilized for research in various facets of corporate governance. Guest of Honour Mr PK Bishnoi (CMD, Rashtriya Ispat Nigam Ltd) spoke on the crucial role of reporting systems in adding high relevance to corporate governance practices. He also called for strengthening reporting standards. In his special address, Dr Sharif As-Saber (Director, Monash University, Australia and President, NAPSIPAG) highlighted the issues and challenges that the concept of Corporate Governance embraces.

Prof RK Mishra (Director, IPE) delivered the welcome address and Dr Shital Jhunjhunwala (Asst Professor –IPE and Program Chair) spoke on the Conference themes and technical sessions. In his Theme Address, Dr Stewart Lawrence (WMS) spoke on the Conference objectives. Mr Shiv Kumar (Dy MD, SBI) spoke on Corporate Governance issues in banks.

The Conference had 12 technical sessions in all. The Session Chairs brought in various perspectives for discussions. The sessions had paper presenters from various countries including USA, Australia, New Zealand, Finland, Botswana, Nigeria and Bangladesh. The Chief Guest at the valedictory session was Mr MS Rana (CMD, Security Printing and Minting Corporation of India Ltd), who spoke on various CG implementation issues in SPMCIL, the key being strong leadership. Other dignitaries who spoke at the valedictory session included Mr SK Lal (CGM, SBH), Dr Sadanand Padam (AMDISA) and Prof RFI Smith (Monash University). They reflected on the themes and the deliberations of the conference and shared their experience. Prof Stuart Locke (WMS) and Prof RK Mishra made the concluding remarks.

#### IPSA Conference on 'Global Governance, Conflict Resolution & Sustainable Development'

The International Political Science Association (IPSA) - Research Committee 35 and IPE jointly organized an Annual Conference on 'Global Governance, Conflict Resolution & Sustainable Development' on 22-23 December 2010. Nearly 25 delegates from India and abroad attended the Conference.

In his address, the Chief Guest Mr Bhanwarlal, IAS (Chief Electoral Officer & Principal Secretary – Elections, Government of Andhra Pradesh) dwelt on policy issues on governance and food insecurity. Prof Dharendra Kumar Vajpeyi (Professor, Department of Political Science, University of Northern Iowa) spoke on the various activities of RC-35 of IPSA. Prof RK Mishra (Director, IPE)



Prof RK Mishra (Director, IPE) delivering his welcome address at the IPSA Conference on 'Global Governance, Conflict Resolution & Sustainable Development'

also addressed the gathering. Dr Javeed Alam (Chairman, ICSSR) gave the concluding remarks in the final session.

#### International Conference on 'Globalizing Management Education Issues and Challenges for Industry & Academia'

An International Conference titled 'Globalizing Management Education: Issues and Challenges for Industry and Academia' was jointly organized by IPE and ITS Institute of Management (Greater Noida) on 5-6 February 2011 at India Habitat Centre, New Delhi. The Conference focused on challenges faced by industry and academia in view of globalizing management education, and provided a platform for the participants to deliberate on various issues related to management education and its interface with industry in achieving societal objectives.

In his welcome address, the Conference Chairman Prof P Nayak (Director, ITS-IM) highlighted that globalization has integrated the global systems, technologies and management education too. This implies that management education in India must integrate itself with global culture, polity and socio-economic issues. In his keynote address, Prof Iswar Dayal (Former Founder-Director of IIM, Lucknow) mentioned that globalization of management education implies development of content, methodologies and delivery mechanisms, and added that stage plays, case study discussions, field work and group exercises should be a part of teaching methodology.



International Conference on 'Globalizing Management Education' in progress.



Mr SK Roongta (Former Chairman, Steel Authority of India Ltd) highlighted the technological innovations in Indian management education to make it global. He stressed that industry and academia should work closer together. Prof DS Chauhan (VC, Uttarakhand Technical University) highlighted that continuous interaction between students and teachers generates right knowledge. Prof RK Mishra (Director, IPE and Co-Conference Chairman) said that globalization of management education will liberate it from the bondage of narrow precincts that constrain management education today. Globalization of management education should offer students an integrative pedagogical model for thinking creatively and innovatively.

- In Technical Session 1 on 'Understanding Global Management Education', Dr Štefan Bogdan Šalej (Director General, International Center for Promotion of Enterprises, Slovenia), Prof J Philip (President & Director Emeritus, XIME, Bengaluru) and other paper presenters gave an overview of Indian management education.
- In Technical Session 2 on 'Management Education: Issues and Challenges', Prof DK Bandyopadhyay (VC, GGSIP University, New Delhi), Dr Ishrat Husain (Director, Institute of Business Administration, Karachi, Pakistan), Dr Rakesh Mohan Joshi (Chairperson - MDP, Indian Institute of Foreign Trade) and other speakers deliberated on the drivers of globalization and pointed out that increasing trade, economic growth, technological transfer and innovations, immense financial integration, etc., are the major drivers of globalization.
- In Technical Session 3 on 'Legal and Regulatory Issues in Management Education Sector', Mr Aswin K Shrestha (Honorary Consul of Nepal in Slovenia) highlighted the importance of general management, public policy, total quality management and performance management in management education. Dr Andrej Kumar (Full Professor, Ljubljana University, Slovenia) explained the current status of management education in EU and particularly in Slovenia.
- In Technical Session 4 on 'Role of Private & Government Institutions in Management Education', Prof Muneesh Kumar (Delhi University), Prof Sanjay Sehgal (Delhi University), Prof Raj Singh (VC, Amity University, Rajasthan) and other paper presenters pointed out that in addition to the key role played by the private sector, the government has an inevitable role in the education sector. They also focused on international experiences like tri-party model and

private-private partnerships in EU and France.

- In Technical Session 5 on 'Role of Industry in Management Education', Mr Mukul Chaudhary (MD, CHW Forge Ltd), Prof N Panchanatham (Head, Department of Business Administration, Annamalai University), Mr Abdul Aziz (COO, HCL Technologies) and other speakers highlighted the need for greater industry-academia interaction to make Indian management education globally competitive.

There was also a session on 'Special Paper Presentations', at which nine young researchers made their presentations. The Chief Guest at the valedictory session, Dr Bhurelal, IAS (Chairman Environment Pollution Control Authority, GoI) emphasized that the best education for a child starts from parents, and urged universities to enhance their quality of delivery in management education. Prof RK Mishra (Director, IPE) proposed the vote of thanks.

#### Workshop on 'Corporate Governance for Upstream Petroleum Industry'

On 24-25 February 2011, the Center for Corporate Governance, ONGC Subir Raha Chair, IPE and the ONGC Academy organized a workshop titled 'Corporate Governance for Upstream Petroleum Industry' at Mumbai. It was attended by 31 ONGC executives of the 'General Manager' cadre. In his inaugural address, Mr Jamestin (Executive Director - HR, ONGC) highlighted the need for more transparency and accountability in Corporate Governance (CG), and drew the audience's attention to the failure of Enron and Arthur Anderson due to lack of transparency. The program highlighted oil and gas as a global industry, and showcased ONGC's value chain mechanism, regularity issues, CG challenges, etc.

Dr Tarun Chakraborty (Head - ONGC Academy) observed that there should be greater emphasis on CG practices, and highlighted IPE's role in their promotion. Ms J Kiranmai (Asst Professor, IPE) highlighted various CG research issues in PEs. Prof Stuart Locke (Waikato Management School, New Zealand) discussed the performance of the global oil industry, and critically examined the Indian scenario. Dr P Geeta (Asst Professor, IPE) discussed the role of boards and stakeholders in ONGC. Mr KRS Sastry (Sr Faculty, IPE) analyzed ONGC's performance on parameters such as finance, productivity, HR, market capitalization, dividends, etc. Prof RK Mishra highlighted the importance of the Board, Independent Directors and other Committees. Dr Alka (ONGC) spoke on

the various CG and CSR initiatives implemented at ONGC. Mr Dinesh (ONGC) described ONGC's e-tendering practices, which have resulted in greater transparency.

#### Development Convention on 'Millennium Development Goals: Performance, Prospects, and Challenges for South India'

The Development Conventions are organized every year by the ICSSR institutes in the Southern Region. On 3-4 March 2011, IPE hosted the X Development Convention.

Prof RK Mishra (Director, IPE) was the Convention Chair, while Dr Jayasree Raveendran (Asst Professor, IPE) was the Convention Convenor. Dignitaries who attended the Inaugural and Valedictory Sessions included Mr Bhanwarlal, IAS (Chief Electoral Officer & Principal Secretary to GoAP (Elections), Prof Datuk Dr Md Zabid Abdul Rashid (President & VC, UNIRAZAK, Malaysia), Prof Lata Mallikarjun (EFL University), Dr Prajapati Trivedi (Secretary - Performance Management, GoI), Mr Rana Som (CMD, NMDC Ltd), Mr Padmanabhaiah, IAS, Ms Shalini Iyer, Dr Suresh Deman, Dr Vijayasree (OUCIP) and Mr Shekhar Agarwal (President, FAPCCI).

The UN Millennium Declaration has set 2015 as the timeline for achieving most of the Millennium Development Goals (MDGs), which provide quantitative benchmarks for eradication of extreme poverty, hunger, illiteracy and diseases apart from achieving gender equality and empowerment of women, environmental sustainability and global partnership for development. The eight MDGs identified in the Millennium Declaration have geared up the developing countries to translate their development vision into nationally-owned plans. On

those lines, India's XI Five-Year Plan for 2007-12 has reaffirmed its commitment to attain the MDGs. The more 'inclusive' development actions that India has planned are actually dovetailed forms of the MDG targets.

Dr Prajapati Trivedi highlighted the following key points:

- Countries can be classified according to their ability to implement policies and programs
- Implementation depends on effective follow-up, Monitoring & Evaluation (M&E) and Results-Based Management.
- Effectiveness of follow-up and monitoring depends on quality and not quantity of M&E. Effective evaluation requires explicit rankings.
- Degree of Accountability for results is synonymous with Evaluation.
- Evaluation techniques for management control in government are different from evaluation techniques for strategic control.
- The three systems required for performance improvement are Evaluation, Information and Incentive systems.
- Accountability for results trickles down.
- Performance Evaluation is different from Performance Explanation and Performance Monitoring.

Policymakers, government representatives, chief economists of the country and other expert academicians participated in the Convention. As the deadline of 2015 approaches, it becomes pertinent to analyze the proximity or distance from the achievement MDG targets.

The Convention was spread over eight Technical Sessions:



A conference in progress at IPE.





Dr Lata Mallikarjun, Dr Prajapati Trivedi and Mr Rana Som releasing the book 'Millennium Development Goals and India' at the MDG Convention.

- **Health, Poverty and Employment** (livelihoods issues, non-farm sector opportunities, working children's health & rights, rational resource allocation in health planning, and HIV prevalence in Indian states). The session was chaired by Prof Manoj Panda (CESS, Hyderabad) and Prof NJ Kurien (CSD, Delhi).
- **Primary Education** (universalization of primary education, child rights & elementary education, abolition of child labour, effectiveness of Sarva Siksha Abhiyan, and teacher empowerment). The session was chaired by Ms Chandana Khan, IAS and Prof Siva Prasad (CSD, Hyderabad).
- **Food Security** (food security issues, assessing NREGS, targeted PDS in India, and food security for the needy through religious institutions). The session was chaired by Prof Surjit Singh (IDS, Jaipur) and Prof Kamaiah (University of Hyderabad).
- **Women's Empowerment** (female agricultural workers, economic status & freedom of movement, women empowerment strategies, gender gaps and gender budgeting). The session was chaired by Prof Manju Singh (CSD-SRC, Hyderabad) and Prof Meera Lal (IPE, Hyderabad).
- **Technology & Development** (gender equality in basic education through ICT, accelerating financial inclusion through mobile phone technology, role of ICT in women empowerment, environmental governance in India). The session was chaired by Prof Bhanoji Rao (Lee Kuan Yew School of Public Policy, Singapore) and Prof Khan Masood Ahmad (Jamia Millia Islamia).
- **Sustainable Development** (land redistribution & economic wellbeing, accounting for biomass usage in tobacco curing in India, organic farming for sustainable agriculture development, and village tourism). The session was chaired by Prof Naresh Kumar Sharma (University of Hyderabad).
- **SHGs & Women's Empowerment** (role of micro-finance in women empowerment, empowering

rural women through SHGs, and self-help marketing). The session was chaired by Prof C Vijayasree (OUCIP, Hyderabad).

- **Gender Disparity & Social Development** (gender disparity in education, multi-dimensional poverty index, increasing access to safe drinking water with financial viability, and environment & sociological analysis). The session was chaired by Prof Kousar J Azam (OUCIP, Hyderabad).

There was also a Doctoral Colloquium on the following:

- **Development Issues in Health & Education** (chaired by Dr Suresh Deman, Centre for Economics and Finance, UK).
- **Development Issues in Agriculture & Environment Protection** (chaired by Dr Stephen D'Silva, JBIMS, Mumbai).

IPE has also brought out a comprehensive report containing the proceedings of the Convention.

#### 'Leadership Development' for NBC Members of NTPC

On 9-11 March 2011, IPE organized a workshop on 'Leadership Development' for NBC members of NTPC at Bhubaneswar. It was conducted by Prof RK Mishra, Prof KRS Sastry, Mr KK Sharma, Mr Sanjay Singh and Mr Deb Ray. Prof RK Mishra spoke on 'Economic Reforms in India', 'NTPC: MOU 2011-12' and 'Public Enterprises: Challenges Ahead and Global Experience'. Prof KRS Sastry spoke on 'Indian Economy in Retrospect and Prospect', 'Strategy: Present and Future' and 'Dynamics of Changing Skills: Building Core Competencies and Performance Management System'. Mr Trilok Singh (NTPC) shared the corporate plan of NTPC, and Dr RC Sastry (NTPC) held sessions on 'Trade Unionism: Legal Scenario and Issues of Building Consensus in Multi-Trade Union Scenario' and 'Corporate Transformation: Roles and Responsibilities of Trade Unions'.

Dr DV Ramana (NTPC) spoke on 'Regulation of Financial and Non-Financial Challenges to NTPC and Power Sector in India'. Dr NC Kar held a panel discussion on 'Upcoming Challenges of NTPC, Corporate Transformation and Recent Advances in Trade Unionism', and emphasized the need for a measurement index for sustainable business. Dr RC Sastry stressed the relevance of 'people', and advised that individual goals should be aligned with the organization's vision and mission. Mr Sarvesh Dwivedi emphasized on spirituality in management. Mr SP Singh gave an overview of the upcoming initiatives of NTPC.

#### AIMS Foundation Day Lecture by Prof (Dr) Srikant M Datar

IPE has instituted the AIMS Foundation Day Lecture and accordingly, AIMS had organized the first Foundation Day Lecture at the 22nd AIMS Annual Management Education Convention on 26-28 August 2010 at India Habitat Centre, New Delhi. The Conference was inaugurated by Dr APJ Abdul Kalam, former President of India. The Foundation Day Lecture was delivered by Prof (Dr) Srikant M Datar (Arthur Lowes Dickinson Professor of Accounting at Harvard Business School).

The topic of Prof Datar's lecture was 'Innovations in Management Education: National and International Perspective'. It was delivered in the presence of Dr Bhaskar Chatterjee, IAS, (Secretary to Government of India, Department of Public Enterprises, Ministry of Heavy Industries & Public Enterprises), Dr Shefali Gautam (President, AIMS) and Prof RK Mishra (Vice President - Southern Region, AIMS and Director, IPE).

Prof Datar spoke on the 'Know-Do-Be' framework, where he highlighted the need to reassess the frameworks and theories that B-Schools teach (the 'knowing' component), while at the same time rebalancing their curricula so that more attention is paid to developing the skills, capabilities, and techniques that lie at the heart of the practice of management (the 'doing' component). They also need to rethink the values, attitudes, and beliefs that form managers' world views and professional identities (the 'being' component). Research has identified many gaps in the current MBA programs, many of them related to 'doing' and 'being', such as Gaining a global perspective; Developing leadership skills; Honing integration skills; Understanding the role, responsibilities, and purpose of business; Recognizing organizational realities and challenges of implementation; Thinking creatively and

innovatively: Thinking critically and communicating clearly; Understanding the limits of models and markets. He emphasized that MBA programs should focus on these need gaps.

In his address, Prof RK Mishra stressed the essence of the innovation content in management education and expressed his happiness over IPE instituting the AIMS Foundation Day Lecture. In his concluding remarks, Dr Bhaskar Chatterjee, IAS, highlighted the concept and process of 'mentoring' in B-Schools which had a lot of scope to be implemented in a big way.

#### MoU for Performance Improvement of SLPEs in Assam

IPE's Centre for Corporate Governance and the Subir Raha ONGC Chair on CG organized an Executive Development Program on 'MoU for Performance Improvement of State Level Public Enterprises in Assam' on 21-23 March 2011. The program was sponsored by the Department of Public Enterprises, Government of Assam. It was inaugurated by Ms Emily Chowdhary, IAS, (Additional Chief Secretary, Government of Assam).

#### Program on 'Lean Manufacturing'

On 26 March 2011, the School of Operations of IPE organized a program on 'Lean Manufacturing' for executives of AP Dairy Development Corporation, CITD, and several small / medium-sized manufacturing companies. The program discussed how organizations could increase their efficiency and competitiveness by reducing excess workforce and utilizing resources more effectively. The concept of applying the '5 S' principle in every department to enhance workplace cleanliness and orderliness was also much appreciated by the participants.



Ms Emily Chowdhary, IAS, with IPE faculty at the EDP on 'MoU for Performance Improvement of State Level Public Enterprises in Assam'.



## Management Development Programs



Delegates releasing a souvenir at the Conclave of CEOs and CVOs held on 12 August 2010.

### Program on IFRS Implementation

Date(s) : 5-12 June 2010  
Coordinator : CS T Anil Kumar

### ARM Embedded Systems

Date(s) : 7-10 June 2010  
Coordinator : Mr AS Kalyana Kumar

### Capacity Building for Research Methodology (ICSSR)

Date(s) : 21-25 June 2010  
Coordinator : Dr Ch Lakshmi Kumari

### National Conference on 'Strategic Management'

Date(s) : 24-25 June 2010  
Coordinator : Dr Mridula Sahay

### National Conference on 'India 2020: Chemical and Fertilizer Sector – Government Policies, Challenges and Growth Strategies'

Date : 19 July 2010  
Coordinator : Mr KRS Sastry

### AIMS - Workshop

Date : 21 July 2010  
Coordinators : Ms J Kiranmai and  
Dr Ch Lakshmi Kumari

### Awareness Workshop on IFRS

Date(s) : 6-8 August 2010  
Coordinator : CS T Anil Kumar

### Conclave of CEOs and CVOs

Date : 12 August 2010  
Coordinator : Mr KRS Sastry

### Information and Cyber Security

Date(s) : 6-8 September 2010  
Coordinator : Mr AS Kalyana Kumar

### Venture Capital Finance in India

Date(s) : 7-8 September 2010  
Coordinators : Prof RK Mishra and  
Dr T Satyanarayana Chary

### Competitive Advantage through Manufacturing Excellence

Date(s) : 16-17 September 2010  
Coordinator : Mr JB Venkataratnam

### Derivatives - Futures & Options

Date : 26 October 2010  
Coordinator : CS T Anil Kumar

### SAP-IPE Knowledge Series: Building Integrated Processes for Mining & Mineral Sector

Date : 29 October 2010  
Coordinator : Mr ANK Prasanna Anjaneyulu

### Knowledge Management

Date(s) : 2-3 November 2010  
Coordinator : Mr NV Ramanand

### Human Resources & Personnel Management in Power Sector

Date(s) : 8-12 November 2010, with CIRE  
Coordinator : Dr A Jagan Mohan Reddy

### India Corporate Week

Date(s) : 16-21 December 2010  
Coordinator : CS T Anil Kumar

### Strategic Financial Management in Power Sector

Date(s) : 20-23 December 2010, with CIRE  
Coordinator : Dr S Sreenivasa Murthy

### Global Governance, Conflict & Resolution and Sustainable Development

Date(s) : 22-23 December 2010  
Coordinators : Prof RK Mishra and Ms J Kiranmai

### Finance for Non-Finance Executives

Date(s) : 8-21 January 2011  
Coordinator : Dr S Sreenivasa Murthy

### Induction Program for Board-level Executives

Date(s) : 20-21 January 2011, under NFCG  
Coordinators : Prof RK Mishra and Ms J Kiranmai

### Green Data Centre for Enterprise Computing

Date(s) : 25-26 February 2011  
Coordinator : Mr AS Kalyana Kumar

### Appraisal and Financing for Power Projects

Date(s) : February 2011  
Coordinator : Dr S Sreenivasa Murthy

### Security Analysis and Portfolio Management

Date(s) : 17-18 February 2011  
Coordinators : Dr S Sreenivasa Murthy and  
Dr A Pawan Kumar

### Induction Program for Board Level Executives

Date(s) : 7-8 March 2011  
Coordinators : Prof RK Mishra and  
Prof KRS Sastry



An Executive Development Program in progress at IPE.





COMMUNICATION  
CORE  
ELECTRONIC  
SMART  
TOOLS  
GADGET  
SCIENCE  
IDEAS  
MOVE  
DEVELOPMENT  
TRENDS  
NEWEST  
KNOW-HOW  
COMPONENTS

Shri B...  
Director (Planning & Business Deva...  
Padma Bhushan Shri...  
Principal, Administrative Staff College of India & Ch...  
will preside over the lecture...  
Shri S Bhale Rao,  
Special Chief Secretary, Govt of Andhra Pr...  
will add his comments...  
at 3.00 pm on Monday, July 5, 2...



# Distinguished Lecture Series



Mr TL Sankar speaking at the Distinguished Lecture on 'Challenges to Oil & Natural Gas Companies'.



Mr Sanjeev Varma speaking at the Distinguished Lecture on 'Challenges to Oil & Natural Gas Companies'.

## 24<sup>th</sup> Distinguished Lecture

This was delivered by **Dr Nitish Sengupta**, IAS (Retd), Chairman, Board for Reconstruction of Public Sector Enterprises, GoI, on **'Turning Around Sick Public Enterprises in India: Challenges Before BRPSE'** on 26 April 2010. He dealt with the turnaround story of 18 enterprises and 65 turnarounds underway. Dr Sengupta has held premier positions such as Secretary (Revenue), Govt of India; first Controller of Capital Issues, Govt of India and Secretary, Planning Commission. Prof RK Mishra (Director, IPE) presided over the lecture. Dr Sengupta emphasized that 'cashless turnaround' is a vital aspect for sick enterprises, and stressed the need for diversification and innovation to suit changing market environments. He highlighted the strengths of PSEs and how the public system was immune during the Wall Street Meltdown. He showcased the positive turnaround stories of Bharat Heavy Plates and Vessels Ltd, Nagarjuna Agrichemicals Ltd and several other PSEs, explaining how they successfully diversified into various other areas. He emphasized that it is important for a successful PSE to be accountable, truthful and transparent in all its operations.

## 25<sup>th</sup> Distinguished Lecture

This was delivered by **Prof Sunil Mani** (Planning Commission Chair in Development Economics, Centre for Development Studies, Thiruvananthapuram) on **'The Flight from Defence to Civilian Space: Evolution of the Sectoral System of Innovation of India's Aerospace Industry'** on 25 June 2010. India is among the few developing countries that have sought to establish an aerospace industry, which has two components – aeronautical and astronautic. The lecture mapped the sectoral system of innovation of this industry which is actually located as a cluster in Bengaluru and identified its three building blocks. Lead actors and demand changes in each of these blocks over time were discussed at length. The lecture concluded with a comparison of the performance of the sector in terms of exports and competitiveness and also dwelt on the policy instruments that are required for placing the industry on a sure flight path.

## 26<sup>th</sup> Distinguished Lecture

This was delivered by **Prof Dipak C Jain** (Professor of Marketing, Kellogg School of Management) on 24 June 2010 on **'Globalization of Management Education: Challenges to India'**. Dr MR Rao (Dean Emeritus and Professor, Indian School of Business) presided over the function and delivered the Presidential address. Prof MM Salunkhe (Vice Chancellor, Central University

of Rajasthan) was the Guest of Honour, and Mr C Ramakrishna (Executive Director, Association of Management Development Institutions in South Asia) was the discussant. Prof RK Mishra (Director, IPE) delivered the welcome address. Prof Dipak Jain spoke on the tremendous importance of leadership, and on the societal orientation that firms will have to imbibe in its business processes. He dwelt on the ideas of 'performance to purpose' and 'success to significance', which have acquired a lot of popular appeal. He highlighted that in the present environment there is an urgent need to teach business and management skills while being innovative, entrepreneurial and instilling a culture of true sustainability.

## 27<sup>th</sup> Distinguished Lecture

This lecture was organized on 5 July 2010 on **'21<sup>st</sup> Century Challenges to Public Sector: A Case of Public Sector Oil and Natural Gas Companies'**. Padma Bhushan Mr TL Sankar (former Principal, ASCI and Chairman, Gas Price Revision Committee) delivered the Presidential address. The speech of Mr Bansal (Chairman & Director - Planning & Business Development, Indian Oil Corporation Limited) was read out in absentia by Mr N Srikumar (Executive Director, AP State). Mr Sanjeev Varma (DGM - Chairman Secretariat, IOCL) and Prof RK Mishra (Director, IPE) also addressed the gathering. According to Mr Bansal, the share of PSUs in India's GDP, which was just 10% in the early 1970s, has today reached over 22%, for which IOC's contribution has been significant. One of the key challenges is with respect to expansion of markets and diversification of business.

Finding the right resources for funding expansion programs and human capital to lead business across different verticals is another challenge. One of the biggest challenges that the hydro-carbon industry faces today is providing adequate and efficient supply of energy at affordable price. Long-term supply of oil is also a major concern, given its skewed resource distribution. Gas would progressively replace liquid fuels, which is both a threat and an opportunity. It would be befitting to acquire equity in oil and gas abroad as a strategy to further augment supplies. Mr Sanjeev Varma pointed to the pricing issues as challenges faced by the sector, and Mr TL Shankar mentioned the unique challenges and responsibilities that public sector companies face in terms of keeping in mind the welfare of the citizens at large. Ms J Kiranmai (Asst Professor, IPE) proposed the vote of thanks.



# Faculty Interactions

**Dr SK Easwaran** (Director, IWP and GAI, National University of Singapore)

Dr SK Easwaran visited IPE on 24 May 2010 and delivered a lecture on 'Developing Sustainable Cities: From Analysis to Action'. Sustainable development is an aspect that all societies aspire to achieve; it is undoubtedly essential for cities and countries across the globe. The main focus of studies on sustainable development is to determine how societies can be built and shaped so that the environment, economy and society can grow without hindering the existence and development of the other. The role played by society in achieving growth and development is not given due importance. While the impact of cities on growth and development has been discussed, there is not much literature that discusses the role of cities in achieving sustainability. This lecture focused on sustainable development from the viewpoint of cities and also discussed the role played by societies in achieving sustained growth.

**Prof Khan Masood Ahmad** (Professor, Jamia Millia Islamia, New Delhi) and **Dr MA Jawaid** (Director – International Collaborations, ICSSR)

Prof Khan Masood Ahmad and Dr MA Jawaid interacted with the IPE faculty on 3 January 2011. Prof Ahmed pointed three issues that pose a serious challenge to the higher education setup in India – financing higher education while meeting the required standards and placement at the end with necessary infrastructure, filling vacant seats in universities with qualified efficient faculty and access to higher education for prospective candidates. Prof Jawaid apprised the faculty on the various schemes under which ICSSR supports research and other academic events, like organizing seminars and conferences. He solicited proposals from them on thrust areas like climatic change, sustainable development, eradication of HIV/AIDS and other social-science related issues.

**Dr GS Saun** (Dy Director, ICSSR)

Dr GS Saun interacted with IPE faculty on 13 August 2010 on various schemes available for research assistance, including research fellowships, pay protection fellowships and grants for visits abroad. In terms of research projects pertaining to the individual category, he stressed on the necessary requirements of the project proposal in terms of quality of the content and write-up, rigor in methodology and good articulation of objectives and scope. The scheme for collaborated research projects with a principal investigator and a research team was also available,

with a duration of around three years for project completion. The focus for this year is predominantly on projects that deal with climatic change, community health aspects including research on HIV/ AIDS, women development, ICT role, etc. The evaluation parameters involve research objective and methodology, checking the financial estimates, personnel requirements, time frame, progress, utilization of budget, etc. Training programs for research emphasizing research methods and conducting international seminars / conferences were also discussed.

**Mr MP Sinha** (Executive Director, Global Human Resource Development Center, New Delhi)

Mr MP Sinha visited IPE on 16 August 2010. Interacting with the faculty, he observed that India is at the crossroads of management education and it is indeed a challenge before the ranking institutions to rate Indian B-schools, which currently number over 1000. He stressed on the need to improve the quality of management education in India and added that B-schools should produce managers and not just simply MBAs. He identified three aspects that play a critical role in branding and increasing the visibility of the management institutes – quality education, active research body, and placements. He further spoke on good teacher-student relationship, students' participation, the necessity of industry-academia interfaces and action-oriented delivery mechanism, which bring out quality education and produce good managers from the institutes. He discussed the teaching methods and techniques being followed by the IPE faculty. An MoU was signed between IPE and GHRDC to associate in all future activities.

**Col Lalit Rai, VrC** (Indian Army)

On 3 September 2010, Col Lalit Rai, VrC, who led a Gorkha battalion during 'Operation Vijay' in the Kargil war, gave an inspiring talk, which was filled with lessons of courage and confidence shown by the Indian soldiers in the face of extreme peril and hardship. Battling several odds including temperatures as low as -32° C and inhospitable terrain, the Indian soldiers willingly put their lives at stake and achieved a glorious victory. It was a wonderful example of inspiring leadership, decision making, courage, discipline, determination, team spirit and single-pointed focus on the organizational goal. Col Rai advised the student community to work with unwavering focus on their goals, and not be disturbed by trivial issues. The program was coordinated by Dr Nandita Sethi (Asst Professor, IPE).



**Mr Adesh Jain (Dy Chairman, IPMA, Switzerland)**

Mr Adesh Jain (National President, Project Management Associates and Deputy Chairman, International Project Management Association, Switzerland) interacted with IPE faculty and students on 9 October 2010 on 'Contemporary Trends in Project Management'. Prof RK Mishra spoke on how Vizag Steel Plant, which started in 1975, achieved full capacity in 2001, and then fell sick and finally effected a remarkable turnaround. Mr Adesh Jain brought in the concepts of long-range planning and risk management to succeed in an atmosphere of extreme uncertainty. He said 50% of project management had to do with

adopting appropriate risk management techniques. Project management is structured in four stages, viz., Initiation, Planning, Implementation and Optimization. Mr Jain observed that most projects failed to fall back on the Optimization aspects, in terms of documenting and learning from the failures noticed. He said project management encompassed Integration Management, Delivery Management and Uncertainty Management. He also spoke on IPMA's online certification programs. He urged the students to develop an innovative frame of mind and think out-of-the-box. IPE and IPMA signed an MoU for sharing Project Management education programs, as well as the PM programs of CIPM.

**Prof LVLN Sharma (Professor, UNITAR, Kuala Lumpur, Malaysia)**

Prof LVLN Sharma (Professor of Finance and Director - PhD & MS Programs, Graduate School of Business, Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia) visited IPE on 10 February 2011 and interacted with the faculty on 'Academic Research and its Quality Dimensions'. The interaction, pulling strings of philosophy and practice, dwelt on the roles and responsibilities of a teacher in terms of dealing with indiscipline in any discipline and the challenges that come up. Prof Sharma also highlighted the features of good research and research that falls short of professional quality. Speaking on quality in research, he mentioned the contribution of Modigliani and Miller in the field of finance in the late 1950s, which are imperative even today. He also spelt out the following properties of outstanding research: creation of intellectual waves (after identifying indiscipline in a field); turning the direction of the field; bringing a theoretical / empirical breakthrough; impetus to further research; portrayal in citation index; standing the test of time - how long has the work lived in the committee of scholars.

**Prof Bob Smith (Monash University, Australia)**

Prof Bob Smith visited IPE on 6 December 2010 and interacted with the faculty on the shift in global focus and opportunities that Australia has faced. Australia has always been pro-globalization, and its companies are open to working with multiple cultures from the world over. Speaking of political situations and investment patterns in China, India and the Middle-East, he said Australia constantly explores opportunities to collaborate with them. Drawing parallels between the strong democratic roots of India and Australia, he spoke on his country's immigration trends, infrastructure status and Center-State relations.

**ICSSR Review Committee**

An ICSSR Review Committee comprising Prof Deepak Nayyar (Professor - Social Sciences, Centre for Economic Studies & Planning, JNU), Dr Bakul Dholakia (Vice Chairman & Director, Adani Institute of Infrastructure Management), Dr Kirit S Parikh (Chairman, Integrated Research and Action for Development) and Prof Krishnendu Ghosh Dastidar (Professor, Centre for Economic Studies & Planning, JNU) visited IPE on 25 March 2011 and interacted with Prof RK Mishra (Director, IPE) and other senior faculty.



Dr SK Mathur (Sr Faculty, IPE) with a visiting delegation.





Globalisation

New Public Management

Knowledge-Based Economy

Fertiliser Policies

International Relations in South A

Nehru and Modern India

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# Publications & Paper Presentations & Lectures

“From every book invisible threads reach out to other books; and as the mind comes to use and control those threads the whole panorama of the world’s life, past and present, becomes constantly more varied and interesting, while at the same time the mind’s own powers of reflection and judgment are exercised and strengthened.”

– Helen E Haines

IPE Faculty brought out seventeen books during the year under review, and five more are in press:

### **Compensation in Public Enterprises, Private Enterprises and MNCs in India**

Authors : **RK Mishra et al**

Publisher : Academic Foundation

This volume throws light on the structure and trends in compensation in public enterprises, private enterprises and MNCs in India. Besides unfolding the specifics of compensation in these enterprises, the volume also brings out similarities and dissimilarities in compensation. Some novel concepts such as ‘cost-to-company’, ‘performance-related pay’ and ‘employee stock option plan’ have also been discussed in the volume, which is based on information collected from both formal and informal sources, as well as from relevant websites. The authors interacted with policy makers and executives from public enterprises, private enterprises and MNCs, and have made an attempt to suggest an innovative paradigm for compensation management in public enterprises enhancing their productivity, national / international competitiveness and motivation leading, to a greater and firmer bind with public enterprises.

### **The Global Financial Crisis: Challenges and Opportunities**

Authors : **RK Mishra, K Trivikram Rao**

Publisher : Academic Foundation

The global financial crisis has shaken the entire world. The 1997 Asian financial crisis had already weakened the financial architecture of Asia.

This book deals with the following:

- The global financial architecture
- Reasons for the global financial crisis
- Approaches suggested to resolve the crisis
- Reforms required to build a new global financial architecture for a stable financial world

### **Microfinance and Financial Inclusion**

Authors : **S Teki, RK Mishra**

Publisher : Academic Foundation

Microfinance has been identified as the most significant tool of the financial inclusion. The

Reserve Bank of India has emphasized the introduction of micro finance to strengthen the small and marginal farmers, unorganized labour and the weaker sections of society, keeping at the backdrop the experience of Bangladesh Grameen Bank. This book assesses the effectiveness of the institutional structure, schemes and the regulatory framework of microfinance institutions to promote financial inclusion in India.

### **State-Level Public Enterprises in India: Performance and Prospects**

Authors : **RK Mishra, Ch Lakshmi Kumari, K Srinivas, J Kiranmai, S Lalitha**

Publisher : IPE

This three-volume book is based on the data collected by the SLPEs databank of the Institute. It deals at length with the sectoral composition and functioning of the SLPEs and the progress of reforms in these enterprises.

The book is divided into three parts:

- Part 1 provides the introductory framework of the SLPEs in India.
- Part 2 deals with the SLPEs in the various states and union territories of India.
- Part 3 provides the summary of key data in respect of prominent SLPEs in India.

### **Special Employment Schemes in Andhra Pradesh**

Authors : **RK Mishra, K Trivikram Rao**

Publisher : Excel Books, New Delhi

This book deals with an evaluation of the special employment schemes of the Government of Andhra Pradesh.

The book presents the following aspects of the schemes:

- Typology
- Financial implications
- Change in the economic status of the beneficiaries

### **Globalizing Management Education: Issues & Challenges for Industry & Academia**

Authors : **Parameswar Nayak, RK Mishra**

Publisher : Allied Publishers Pvt. Ltd.



The book is a compendium of 32 papers selected through a double-blind review of the papers presented at an international conference on 'Globalizing Management Education: Issues and Challenges for Industry and Academic', jointly organized by IPE and ITS Institute of Management (Greater Noida) at India Habitat Centre, New Delhi on 5-6 February 2011. While some papers are based on empirical studies, others are conceptual and case-based. They suggest many strategic means such as development of global faculty, integrative curricula and pedagogy, collaborative research, and industry-academic partnership for making management education socially relevant and globally acceptable.

The papers focus on five broad thematic areas:

- Understanding global management education
- Issues and challenges for management education
- Role of regulators in management education
- Role of private and government institutions in management education
- Role of industry in management education

#### **Corporate Governance in International Perspective**

Authors : **D Geeta Rani, RK Mishra**  
Publisher : Academic Foundation

Corporate Governance (CG) is at the center stage of corporate management in the world.

This book brings out the various models of CG with a focus on the functioning of votes, their evaluation and effectiveness. It deals with CG practices in the leading countries of the world, bringing out very clearly the similarities and dissimilarities, and the emerging trends as also the points of convergence.

#### **Corporate Governance: Beyond Boundaries**

Authors : **RK Mishra, Shital Jhunjunwala, Mridula Sahay**  
Publisher : Macmillan Publishers

Corporate Governance (CG) is indeed one of the most talked-about topics today, not only in business, but in society as well. The authors have put forth how some of the leading thinkers perceive CG, and take a broad view of various aspects including its principles, theory and practices, CG in banks and the mutual funds industry, public and private sector companies, CSR, etc. Covering a wide spectrum of topics, the book would be a huge resource for professionals, academic and management students. Readers will find the contemporary facts and expert

views expressed in the book attention-grabbing and thought-provoking.

#### **Management Research: Challenges of 21<sup>st</sup> Century B-Schools**

Editors : **RK Mishra, Ch Lakshmi Kumari, J Kiranmai, SK Lalitha**

Publisher : IPE

Management research influences the practice and theory of management. Emphasizing the need for 'purposeful' research in management, the volume incorporates a study on 'rewarding excellence in promoting improvement in higher education teaching'. On the applied side, the research brings out the scenario of public enterprises studies in India and the role of post graduate education in the research system.

The book brings out the following:

- The status of management research in Asia
- Survey of competitive strategy research
- Method of conducting influential research

#### **Doctoral Research: Trends and Initiatives**

Editors : **RK Mishra, Ch Lakshmi Kumari, SK Lalitha**

Publisher : IPE

This volume takes a look at the doctoral research trends and initiatives at IPE in the period 1983-2010.

It discusses the research methodology, findings, suggestions and scope for further research in respect of the various PhD dissertations submitted to various universities while working at the Institute.

#### **Small Industry Promotion: Strategies for Expansion**

Author : **M Meher Karuna**  
Publisher : VDM Verlag Dr Muller GmbH & Co. KG, Germany

The small-scale sector has been an effective tool for the social change and economic growth of a number of countries. Small / medium scale industries represent 80% of the industrial base of most developed countries. In Japan, 99% of the units are SMEs, contributing 52% of the total exports revenue. In Italy, 94% of the firms are SMEs, contributing 43% of the total GDP. In the USA, SMEs play a dominant role, generating 54% of the sales revenue. The US Congress passed the Small Business Investment Act in 1958, with

the purpose of improving and stimulating the national economy in general and the small business segment thereof in particular. The policy ensures maximum participation of the private financing sources to provide funds, which the small scale business would need for growth, expansion and modernization.

#### **Global Meltdown: Regional Impacts**

Authors : **Nandita Sethi, AV Bala Krishna**  
Publisher : New Century Publications, New Delhi

The financial turmoil which surfaced in August 2007 in the US financial system as a result of defaults of sub-prime mortgage loans has blown into an unprecedented financial crisis engulfing international money, credit, equity and foreign exchange markets. What started off as a sub-prime crisis in the US housing mortgage sector has turned successively into a global banking crisis, global financial crisis and now a global recession. Though emerging market economies, including India, do not have direct or significant exposure to stressed financial instruments or troubled financial institutions, they are not immune to the adverse effects of the financial crisis.

Most of the crises over the past few decades have had their roots in developing and emerging countries, often resulting from abrupt reversals in capital flows, and from loose domestic monetary and fiscal policies. In contrast, the current ongoing global financial crisis has had its roots in the US. Given the experience of the post-crisis period, the decoupling hypothesis stands invalidated. Reinforcing the notion that in a globalized world no country can be an island, growth prospects of emerging economies have been undermined by the cascading financial crisis with, of course, considerable variation across countries. This book contains 16 analytical contributions gathered from various sources which give – with regional dimensions – deep insights into the origin, causes, consequences and remedial measures related to the crisis.

#### **Economics of Fuel Substitution with Special Reference to India**

Author : **Sai Sailaja Bharatam**  
Publisher : VDM Verlag Dr Muller GmbH & Co. KG, Germany

Measuring fuel substitution in the industrial sector would aid the policymakers and industry to explore alternative dimensions for their expansion

through cost minimization. A popular approach for the estimation of substitution relationships is the 'translog cost' approach, which has been capturing the attention of researchers in recent times. While there are a number of studies on the applications of the translog energy model in developed countries, little is known about the nature of fuel substitution in developing countries, including India. The present study aims to estimate the cost shares and own-cross price elasticities of fuels in India by taking aggregate level data for power, fertilizer and textile industries and with disaggregated data at company level for the fuels, coal, oil and natural gas.

#### **India and Russia: Problems in Ensuring Energy Security**

Authors : **RK Mishra, Ranjit Sinha, RB Rybakov**  
Publisher : Academic Foundation

Energy acts as the base of economic development in both the developed and developing countries. This book brings out the problems of energy security in India and Russia. It is based on a seminar of scholars and officials of the two countries assembled at IPE to discuss the ways and means of collaborating between India and Russia to solve energy security problem of the two countries.

#### **Millennium Development Goals: The Indian Journey**

Authors : **RK Mishra, Jayasree Raveendran**  
Publisher : Allied Publishers

Achievement of Millennium Development Goals (MDGs) is a priority for every nation, and the contribution of every nation accounts for making the world more prosperous. This book analyzes the status and proximity to the achievements of MDGs in India. Its research papers focus on issues like health, poverty, employment, provision of safe drinking water, education, food security, women empowerment and sustainable development. The papers present the Indian journey, different perspectives of the efforts, and analyze the various initiatives that India has undertaken in the process of attaining the MDGs.

#### **Millennium Development Goals and India: Cases Assessing Performance, Prospect and Challenges**

Editors : **RK Mishra, Jayasree Raveendran**  
Publisher : Allied Publishers

The eight Millennium Development Goals identified in the Millennium Declaration have geared up

developing countries to develop their own national plans. India's commitment to MDGs and the ongoing efforts present mixed results of accomplishments and setbacks. South Indian states (AP, Karnataka, Tamil Nadu and Kerala) are on the fast track in terms of attaining the MDGs, though there are also issues that jeopardize the achievements of targets. This book documents case studies on various MDG focus areas such as poverty, health, child labour, education, women empowerment and sustainable development, with specific reference to South Indian states, apart from select studies of other states. The case studies assess the present status, point the missing link and give directions to the future.

### Training Need Assessment: Implementing Competency Mapping Model in Manufacturing Organization

Author : **Shulgana Sarkar**  
 Publisher : VDM Verlag Dr Muller  
 GmbH & Co. KG, Germany

Training is a solution for performance and people-related issues faced by organizations. Many small organizations do not follow systematic procedures in identifying training needs due to priorities and conveniences. This book seeks to provide guidelines to practitioners and aspiring HR professionals in conducting training needs assessment using a competency mapping model. It also provides a base for manufacturing units to identify training needs within the behavioral competency framework. It gives a practical insight into identifying training needs of individual employees, including competency mapping, psychometric tests, job analysis and training processes. Existing training need identification practices are discussed in detail, along with the need to have strategic competency-based training need assessment procedures.

### Journal Publications

—**Biotech at the Grassroots: Impact.** Dr PS Janaki Krishna (2010) 'Barriers to Marketing GE Crops' Information Systems for Biotechnology News Report, May Issue, published by Virginia Polytech and State University, USA, Full report is available at <http://www.isb.vt.edu/news/2010>

—**Managing Biotechnologies for Resource Poor Farmers Using Interactive Bottom-Up Process: A Case Study of the Biotechnology Program for Dryland Agriculture.** To be published in the forthcoming Issue of Asian Biotechnology Development Review, published by Research and Information Systems (RIS) for

Developing Countries, India.

—**Dr Shital Jhunjhunwala** edited 'Corporate Governance: Beyond Boundaries' a book (ISBN 023-033-204-8) published by Macmillan Publishers in 2010.

—**Research paper** titled 'Audit Committee in Ratna Enterprises' (co-author Prof RK Mishra) published in Chartered Secretary, November 2010.

—**ANK Prasanna Anjaneyulu:** 'Semantic Web Security and Privacy' in Journal of Theoretical and Applied Information Technology, Pakistan (JATIT) (ISSN: 1817-3195) (print) (ISSN: 1992-8645)(print), Vol.22, Issue.1, pp.9-18.

—**ANK Prasanna Anjaneyulu:** 'Semantic Web and Economic & Financial Information Management' in Journal of Theoretical and Applied Information Technology, Pakistan (JATIT) (ISSN: 1817-3195)(print) (ISSN: 1992-8645)(print), Vol.18, Issue.2, pp.61-66.

—**Dr Sayeda Begum:** 'An empirical study of total quality management in engineering educational institutions of India: Perspective of management, Benchmarking: An International Journal' Volume: 17 Issue: 5 2010: Author(s): Begum Sayeda, Chandrasekharan Rajendran, Prakash Sai Lokachari

—**Disinvestment in Public Enterprises in India: A Critical Analysis,** RK Mishra, J.Kiranmai, Alternative Economic Survey, India, Two Decades of Neoliberalism, Danish Books, Delhi, 2010.

—**Pharmaceutical innovation and generic challenge: recent trends and causal factors-** Jayashree Dubey, International Journal of Pharmaceutical and Healthcare Marketing, Vol.4 No.2, 2010 pp.175-190, Emerald Group Publishing Limited

—**Sarkar, S., 2010, Competency Mapping- Rejuvenating 'Knowledge based Development', 'Drishtikon' The Management Journal', Vol- 1, No.2. SCMHRD, Abstract Online: [www.publishingindia.com](http://www.publishingindia.com)**

—**Article** titled 'Employee Engagement - A Growing Concern' published in newspaper The Hitavada - Future Supplement, 7 December 2010.

—**Article** titled 'Role of HR During Downturn Phase: Women' published in newspaper The Hitavada - Future supplement, 30 November 2010.

—**Article** titled 'Emotional Competence of Women' published in newspaper The Hitavada - Future Supplement, 22 June 2010.

—**RK Mishra, Deepak Sharma, Divya Sree, Pawan Kumar Avadhanam,** 'Comparison of CAPM and

Actual Market Returns of PSBs and PSFIs in India', IPE Working Paper Series 66

—**RK Mishra, Pawan Kumar Avadhanam and Naresh Kumar Sharma,** 'Valuation of Equity Shares of Public Sector Enterprises: An Analysis', Journal of Managerial Finance and Research, Vol.5, No.1, 2009.

—**Pawan Kumar Avadhanam, RK Mishra,** 'Evaluation of Public Sector Enterprises Performance: Application of Economic Value Added', Finance India.

—**Pawan Kumar Avadhanam, RK Mishra,** 'Study of Contribution of Central Public Sector Enterprises and Public Sector Financial Companies to the Bombay Stock Exchange Market Capitalization for the period 1993-94 to 2007-08: Advances in Management'.

—**RK Mishra, K Jayaditya Sarma, Pawan Kumar Avadhanam** 'Influence of Corporate Fundamentals on Equity Returns of Public Sector Banks and Public Sector Financial Institutions in India', Indian Journal of Management.

—**Samanta Sahu, RK Mishra,** 'MDGs and Right to Water' (published in an edited volume of Institute of Public Enterprise)

—**Samanta Sahu,** 'Politics of Governing Drinking Water in Urban India', Journal of Parliamentary Studies.

—**Samanta Sahu,** 'Governance of Drinking Water Supply in Hyderabad: An Empirical Analysis', paper published in an edited volume (Dr NC Narayanan).

—**Samanta Sahu and Rajashree Padhi,** 'System Dynamic Approach to Urban Drinking Water Supply: From Centralized to Decentralized-Local Solutions', paper being published in an edited volume.

—**Derived Demand for Different Modes of Passenger and Freight Transportation in India with respect to Increasing Energy Price Levels,** Sai Sailaja Bharatam & IRS Sarma, Artha Vijnana, Vol. LII No.2, June 2010, Journal of the Gokhale Institute of Politics & Economics.

—**Dr A Jagan Mohan Reddy:** 'Need of the Hour is to Give', Asian Journal of Professional Ethics and Management (AJPE & M) Volume II No 1 April-June, 2010 PP 41 to 45.

—**Dr A Jagan Mohan Reddy:** 'Let us all Together Make a Difference', AJPE&M, Volume-II July-September, 2010 PP 23-28

—**Dr A Jagan Mohan Reddy:** 'Let us Have a Good

Friend', AJPE&M, Volume-II, October-December, 2010 PP 29-33.

—**Dr A Jagan Mohan Reddy:** 'How Important it is to Forgive Others' AJPE&M, Volume-II No.4, January-March 2011 PP 33-37

—**Reviewed a book on Industrial Relations and Personnel Management for Tata McGraw Hill, Values Buildup Business (Tattavaloka, May 2010), The Right to lead (Tattavaloka, November 2010), Decision Making has a Key Role (Tattavaloka, December, 2010), Success Traits in Corporate Jungle (Tattavaloka, February 2011).**

—**Dr S Sreenivasa Murthy:** Course module titled 'Operational Risk Analysis and Measurement' for the MBA (Banking) program of IGNOU, New Delhi.

—**Dr S Sreenivasa Murthy:** Course module titled 'Managing Operational Risk' for the MBA (Banking) program of IGNOU, New Delhi.

—**Dr S Sreenivasa Murthy** brought out 'Journal of Managerial Finance & Research' (Vol.6, No.1, January-June 2010 issue).

—**Dr Jayasree Raveendran:** 'What does an investor look for? An analysis on retail investors' choice of financial instruments (along with G Leenakar) in The Albertian Journal of Management, Volume No. 4, Issue 2: August 2010.

—**Mr K Srinivas:** 'A Review of E-Governance Implementation Frameworks and Future Research Direction' (with S Garimella) was published in Indian Journal of Management, Vol 1 (1), 2011.

—**Mr K Srinivas:** 'Rankings of Indian Business Schools: A Statistical Analysis' was published in ASCI Journal of Management, Vol. 40 (2), 2011.

—**Mr K Srinivas:** 'Development and Democracy: A Study of 30 Panchayats in Andhra Pradesh' (with Bhanoji Rao and Vijaya Lakshmi), which is in press.

—**Mr K Srinivas:** 'East Asian Experience on Growth and Equity: Lessons and Implications' (with Bhanoji Rao) was published in Global Business Review (Sage), Vol. 12 (2), 2011.

—**Mr K Srinivas:** 'Web-Enabled Government-Citizen Interface in India: The Case of Lok Mitra' (with S Garimella) in Journal of E-Governance (IOS Press, Amsterdam), Vol. 34 (2), 2011, pp. 95-103.

—**Mr K Srinivas:** 'Management Education: Challenges for the 21st Century' (with Nandita Sethi) in Globalizing Management Education: Issues and Challenges for Industry and Academia (Eds.) Parameswar Nayak and Ram Kumar Mishra (2011),



pp. 134-145.

—**Mr K Srinivas:** 'Four Decades of Research on Econometric Modeling of Commodities: Past Evidence and Future Directions' (with K Trivikram Rao), in Journal of Economic Policy and Research (Cables Listed), Vol. 6 (1), 2010, pp. 83-110.

—**Mr K Srinivas:** 'Management Education: Challenges for the 21st Century' (with Nandita Sethi) at the International Conference on 'Globalizing Management Education: Issues and Challenges for Industry and Academia', jointly organized by IPE and Institute of Management on 5-6 February 2011 at New Delhi.

## Occasional Papers and Reports

### Working Papers

- Working Paper 62: 'Emergence of Civil Society and Rights-Based Approach to Development in India' – Padhi, Rajashree, Samanta Sahu.
- Working Paper 64: 'Implications of the Law of Contract: An Indian Perspective' – KV Ramesh
- Working Paper 66: 'Comparison of CAPM and Actual Market Returns of PSBs and PSFIs in India' – RK Mishra, Deepak Sharma Divya Sree, Pawan Kumar Avadhanam
- Working Paper 67: 'In Pursuit of Talent – An Analysis of Managerial Perceptions Regarding Constitution of Pay Scales to Retain Talent in CPSEs in India' – Dr Jayasree Raveendran
- Working Paper 68: 'A Study of Facets of HR During the Slowdown Phase' – Mr NV Ramanand, Dr Shulgana Sarkar

### Reports

- Report on Southern Roundtable for Deans and Directors on Management Research: Challenges of 21<sup>st</sup> Century B-Schools, jointly organized by AIMS and IPE on 21 July 2010
- Activity Report of Southern Region of Association of Indian Management Schools (AIMS) (September 2009 – August 2010)
- Report on the X Development Convention on

'MDG: Performance, Prospects and Challenges for South India'.

### New Journal

In addition to the existing seven in-house publications brought out by the faculty, the following new journal was introduced during the year under review:

#### Journal of Governance and Public Policy

This bi-annual refereed journal provides a forum for discussion and exchange of views on Governance and Public Policy issues by policy makers, practitioners and academicians. It publishes theoretical and empirical research papers, conceptual articles, case studies and book reviews relevant to this field.

### In-House Publications

The following in-house publications were brought out during the period April-September 2010.

- Indian Journal of Corporate Governance (Volume 3, Issue 2, July-December 2010)
- Journal of Economic Policy and Research (Volume 5, Issue 2, April-September 2010)
- Journal of International Economics (Volume 1, No 2, July-December 2010)
- Journal of Managerial Finance and Research (Volume 5, Issue 1, January-June 2010 and Volume 5, Issue 2, July-December 2010)



- Journal of Marketing Trends (Volume 1, Issue 2, December 2010)
- The Journal of Venture Capital and Financial Services (Volume 4, Issue 1, January-June 2010)
- IPE Newsletter (Volume 7, Issue 1-3, January-March 2010 and Volume 7, Issue 4-6, April-June 2010)

### Seminar Presentations / Invited Talks

- **Prof RK Mishra** presented a paper in the SAQS Peer Review Workshop conducted by the Institute of Business Administration, Karachi, on 14-17 June 2010.
- **Prof RK Mishra** attended 'Public Sector Day' organized on 10 April 2010 by the Standing Conference of Public Enterprises (SCOPE) and Department of Public Enterprises (DPE) to commemorate the history of PSEs in India,
- **Prof RK Mishra** attended and presented a paper at the Northern Regional Roundtable of Deans and Directors of Association of Indian Management Schools (AIMS) Executive Board Meeting on 2 June 2010, organized at the Department of Management Studies, University of Kashmir, Srinagar.
- **Prof RK Mishra** attended and presented a paper at the 5<sup>th</sup> Meeting of the Asia Network on Corporate Governance of State-Owned Enterprises in Asia held at Kuala Lumpur (Malaysia) during 24-25 May 2010, hosted by the Malaysian Minority Shareholder Watchdog Group.
- **Prof RK Mishra** participated in a workshop for peer reviewers under the South Asian Quality Assurance System (SAQS), organized by the Association of Management Development Institutions in South Asia (AMDISA) on 15-16 June 2010, hosted by the Institute of Business Administration, Karachi (Pakistan) and presented a paper.
- **Prof RK Mishra** attended the 'Institute for Development & Research in Banking Technology' (IDRBT) Awards Ceremony on 18 June 2010 at Hyderabad.
- **Prof RK Mishra** was invited to chair the DPE's Workshop on Corporate Social Responsibility titled 'CSR Guidelines – Challenges and Way Forward' in association with Vision Consulting, New Delhi on 9-10 July 2010 at Puri (Odisha).
- **Prof RK Mishra** attended the Board Meeting of the 28<sup>th</sup> IAS-IASIA Congress held at Nusa Dua (Bali, Indonesia) on 12-17 July 2010.
- **Prof RK Mishra** organized the Southern Regional Roundtable for Deans and Directors of AIMS on 21 July 2010
- **Prof RK Mishra** organized a Conclave of CEOs, CFOs and CVOs on the theme 'Role of Vigilance in Governance of PEs in the Changing Times' on 12 August 2010.
- **Prof RK Mishra** attended MoU meetings between SLPEs and Gol at the AP Secretariat on 27 July 2010.
- **Prof RK Mishra** delivered a lecture on 'Creating Competitive Advantage Through People' at the AP Productivity Council on 29 July 2010.
- **Prof RK Mishra** attended an ICSSR-SRC meeting on 'Multi-Disciplinary Research Proposal on Reduction of HIV / AIDS' on 3 August 2010.
- **Prof RK Mishra** signed an MoU (on behalf of IPE) with ONGC Academy on 5-8 August 2010 for setting up the Subir Raha Chair on Corporate Governance at IPE.
- **Prof RK Mishra** chaired the 22<sup>nd</sup> AIMS Annual Management Education Convention 2010 on 'India 2020: Challenges & Opportunities in Management Education' at India International Centre, New Delhi on 26-28 August 2010.
- **Prof RK Mishra** attended the 2<sup>nd</sup> meeting of the Panel of Experts on 'Reforms in Central Public Sector Enterprises' held on 7 October 2011.
- **Prof RK Mishra** delivered a lecture on 'Passion: The Key to Planning & Performance' at the PMA-IPAI Conference at New Delhi on 26 October 2010.
- **Prof RK Mishra** chaired a Technical Session at a National Seminar on 'Financial Inclusion and Inclusive Growth: Prospect and Retrospect' at University of Hyderabad on 28 October 2010.
- **Prof RK Mishra** delivered a lecture at the 67<sup>th</sup> Orientation Program organized by the Academic Staff College, OU during 4-30 October 2010.
- **Prof RK Mishra** presented a paper titled 'The Impact of Global Financial Meltdown on India's Macro-Economic Variables' at a joint seminar on the two themes 'Governmental Response to the Global Financial Crisis' and 'Encouraging

Excellence in Public Administration Education and Training' jointly organized by International Association of Schools and Institutes of Administration, the American Society for Public Administration, the Network of Institutes and Schools of Public Administration in Central and Eastern Europe and the International Institute of Administrative Sciences hosted by the Chinese Academy of Governance in Beijing and Nanking during 8-13 November 2010.

- **Prof RK Mishra** delivered a lecture on 'Some Contemporary Issues in Indian Economy' on 2 December 2010 during the Golden Jubilee Year at State Bank Staff College.
- **Prof RK Mishra** delivered a lecture on 'Global Economic Crisis' at an inter-disciplinary Refresher Course in American Studies organized by OUCIP on 3 December 2010.
- **Prof RK Mishra** participated in the ICSSR Directors' Meeting at GIDS, Lucknow on 17-19 December 2010.
- **Prof RK Mishra** attended and presented a paper at the 2<sup>nd</sup> International Conference on 'Corporate Governance' jointly organized by IPE and Waikato Management School (New Zealand) on 9-10 December 2010 at Hyderabad.
- As a member of the Panel of Experts on Reforms in Central Public Sector Enterprises with Chief Executives of Maharatna and Navratna CPSEs set up by the Planning Commission, GoI, Prof RK Mishra attended a Meeting on 21 December 2010 at Planning Commission, New Delhi.
- International Political Science Association (IPSA), in collaboration with IPE, organized the Annual Conference of the IPSA-Research Committee 35 (RC 35): Technology and Development, on the theme 'Global Governance, Conflict Resolution and Sustainable Development' on 22-23 December 2010, at IPE.
- **Dr B Ramesh Babu** made a presentation at a high-level international conference titled 'India-US Summit on Higher Education' organized on 30-31 July and 1 August 2010 by the Indo-American Society and other eminent sponsors at Mumbai.
- **Dr Samanta Sahu** presented a paper titled 'Provisioning Drinking Water in Rural Areas: Issues and Challenges' at a National Seminar on Providing Rural Infrastructure in India organized by National Institute of Rural Development on 19-20 January 2011.
- **Dr Samanta Sahu** presented a paper titled 'Governance Reform and Institutional Barriers for Containing Corruption' at the IPSA Annual Conference organized on 22-23 December 2010.
- **Dr Samanta Sahu** presented a paper titled 'Institutional Barriers for Checking Corruption: A Study' at a National seminar on Reforms in Governance and Administration, UGC Academic Staff College, University of Hyderabad, on 30-31 August 2010.
- **Dr A Jagan Mohan Reddy** presented a paper titled 'What Needs to be Done to Become a Better Human Being' at the National Seminar on Philosophy of Indian Management and Ethical Values, organized by CIMS (BIFT, Hyderabad) on 8-9 May 2010.
- **Prof RK Mishra, Ms Punam Singh and Dr Shulagna Sarkar** presented a paper titled 'Cross-Cultural Dimensions of Compensation Management' at the 3<sup>rd</sup> International Conference of Cross-Cultural Management at ICCCR Business School, Jammu University. The paper won the 'Best Paper' Award.
- **Dr S Sreenivasa Murthy** presented a paper entitled 'Leadership Through Innovative Financial Management Practices' at an international seminar organized by School of Management Studies, University of Hyderabad on 17-18 March 2011.
- **Dr A Jagan Mohan Reddy** organized a panel discussion on Talent Management headed by Mr Shakti Sagar (MD, ADP) on 25 September 2010, which was attended by many HR professionals including TCS and Husys Ltd. Mr Shekhar Agarwal (President - FAPCCI) was also present.
- **Prof ML Sai Kumar** delivered a lecture on 'Role and importance of MBA in Reviving Economy' organized by The Hindu for the MBA aspirants at Hyderabad on 12 June 2010.
- **Prof ML Sai Kumar** delivered a lecture on 'MBA - A 24 Carat Career Builder' organized by The Hindu, for MBA aspirants at Visakhapatnam on 19 June 2010.

- **Prof ML Sai Kumar** chaired the Distinguished Lecture by Dr Seetharam Kallidaikurichi Easwaran (Director, Institute of Water Policy and NUS Global Asia Institute, National University of Singapore) on 24 May 2010.
- **Prof ML Sai Kumar** delivered a lecture on 'Role and importance of MBA in Reviving Economy' organized by The Hindu for the MBA aspirants at Hyderabad on 12 June 2010.
- **Prof ML Sai Kumar** delivered a lecture on 'Career prospects for an MBA' organized by The Hindu, for the MBA Aspirants at Tirupati on 27 June 2010.
- **Prof ML Sai Kumar** chaired the panel discussion at the 'Research Methodologies' workshop organized by the Computer Society of India on 18 July 2010.
- **Prof ML Sai Kumar** delivered a lecture on 'Employability Skills' organized by Computer Society of India on 29 August 2010.

- **Prof ML Sai Kumar** delivered an invited talk at the National Workshop in e-Governance, Kolkata Chapter on 'Critical issues on e-Governance' organized by Computer Society of India on 9 October 2010.
- **Dr Samanta Sahu** contributed a lesson 'Inclusive Growth and Development: Some Approaches' for NIRD-UoH combined distance education program Course on Sustainable Rural Development 2010.
- **Dr Samanta Sahu** contributed a lesson 'NGOs in Governance' for University of Hyderabad distance education program course on International Governance 2011.
- **Dr Samanta Sahu** contributed a lesson 'Environmental Summits' for University of Hyderabad distance education program course on International Governance 2011.





# Post Graduate Programs

## 'Advanced Management Program – Banking & Finance' (AMP-BF) Course

The Indian Banking sector is in a transition phase. Growing competition among banks and financial intermediaries – both national and international – has heralded rapid and unforeseen changes in the financial services environment, where banks have to transform fast to adapt to the new realities. An important vehicle to facilitate this transformation is empowerment of the middle management with the skill-sets necessary for handling modern banking challenges. IIBF and IPE have jointly introduced an 11-month, part-time 'AMP-BF' course to equip middle / senior-level officers with management skills required to succeed in the emerging competitive global market place.

**The objectives of the AMP-BF course are to:**

- Develop a global strategic perspective among middle / senior-level officers.
- Inculcate advanced skills for handling emerging areas of banking & finance.
- Develop leadership and team-building attributes to equip them with the latest tools and techniques to assume leadership positions.

The course seeks to develop a framework of the national / international banking & finance industry; equip bankers with risk management tools / skills; prepare CRM officers to leverage every customer relationship; examine issues (using case analysis approach) relating to corporate governance and operational risks in the global banking arena; stimulate creative and lateral thinking in order to develop innovative financial products / services; provoke thinking related to leadership styles and teambuilding approaches; hone the communication / presentation / marketing skills of the participants.

**The unique features of the AMP-BF course include:**

- First-of-its-kind program for banking & finance professionals; conducted by leading management Institutes.
- 360° curriculum covering all important aspects of banking & financial management.
- Advisory Board comprising illustrious professionals in participating Institutes.
- Faculty comprising industry experts and top academicians.
- Availability of excellent learning infrastructure at the Management Institutes.
- Need-based project work (in consultation with HR departments of sponsoring banks).
- Minimum 320-350 hours of classroom learning.

The first batch (2010-11) of the program was inaugurated on 29 October 2010 by Mr Anil Girotra (Executive Director, Andhra Bank) and Mr R Bhaskaran (CEO, Indian Institute of Banking & Finance). The participants were MMG Scale-II and above level officers with a Bachelors degree and 10 years experience in public sector / private / foreign banks or NBFCs. The classes are held at IPE campus on Sundays (10 am - 4.30 pm).

## 'Executive-PGDM' Program

The Executive-PGDM program – comprising 12 months course work followed by 3 months project work – is specially designed for executives aspiring to assume top management responsibilities ahead of their competitors, and work as management leaders and change agents in reputed organizations. Providing international exposure to a cross-cultural environment, the program is taught by globally reputed and experienced faculty from academia and industry. The first batch of this program commenced on 17 March 2010. The students are drawn from diverse backgrounds, including IT, Pharmaceuticals, Tourism, Manufacturing and Government service.

## 'NSE-Certified Capital Market Professional' Course

The National Stock Exchange (NSE) of India and IPE have jointly introduced an 'NSE-Certified Capital Market Professional (NCCMP) Certificate course. The course, which is of 4-5 months duration, is suitable for working professionals, as well as for students in their final year of graduation. The classes are held on Sundays, to suit the requirements of busy executives and students.

The course curriculum covers useful topics including introduction to financial markets, derivatives, trading system, macro-economics, fundamental analysis, technical analysis, market operations, currency futures, discussions on financial newspapers / journals and practical training.

## Inauguration of PGDM (2010-12) Program

The inaugural function of the PG Diploma in Management (Class of 2010-12) and III Semester (Class of 2009-11) was held on 22 June 2010 at the IPE auditorium. Mr Shekhar Agarwal (President, FAPCCI) and Mr Srikanth Surampudi (Head - HR, TCS) were the Chief Guest and Guest of Honour respectively. Prof RK Mishra (Director, IPE) delivered the welcome address, while the PGDM Program highlights were given by Dr K Trivikram Rao (Associate Professor, PGDM Program





Coordinator and Head - School of Economics). The Vote of Thanks was proposed by Ms Shaheen (Asst Coordinator, PGDM).

#### **Inauguration of PGDM-BT (2010-12) & PGDM-RM (2010-12) Programs**

On 23 June 2010, IPE inaugurated the 2010-12 batches of its cutting-edge programs PGDM-Biotechnology (PGDM-BT) and PGDM-Retail & Marketing (PGDM-RM), in the presence of Chief Guest Dr Krishna Ella (CMD, Bharat Biotech International) and Guest of Honour Mr C Krishna Kishore (Head - HR, CTO, Dr. Reddy's Laboratories). Dr Krishna Ella urged the students to adopt a three-

fold mantra for success, viz., Risk, Innovation and Entrepreneurship. Mr Krishna Kishore highlighted the need for students to have the right attitude and skills. Dr PS Janaki Krishna (Coordinator - PGDM-BT) and Dr V Srikanth (Coordinator - PGDM-RM) gave a brief overview of the respective programs. The Inauguration Program was followed by a three-day Orientation Program for the students.

#### **Inauguration of PGDM-BIF & PGDM-IB (2010-12) Programs**

The 2010-12 batches of PGDM-Banking, Insurance & Financial Services (PDM-BIF) and PGDM-Inter-

national Business (PGDM-IB) were inaugurated on 21 June 2010. Prof RK Mishra (Director, IPE) gave the Presidential address, and Prof ML Sai Kumar (Chairman, Placements) spoke on IPE's various management programs and industry-academia interface. Dr S Sreenivasa Murthy (Coordinator, PGDM-BIF) spoke on the critical relevance of the program in the light of the rapid changes in the BIF sector. Mr M Karthik (Co-Coordinator, PGDM-IB) highlighted the importance of every management student to be 'internationally oriented' and also gave an overview of the PGDM-IB curriculum. Chief Guest Mr Shiva Kumar (Chief General Manager, SBI) gave out an interesting 20-point agenda for the students, including personal hygiene, food, clothes, self-control, networking, communication, innovation, etc. Guest of Honour Mr AV Rao (Consultant, International Business & Former Chairman, Hyderabad Chapter, ICSI) spoke of the rapid growth of the service sector globally, and how the PGDM-IB course could be a useful launch-pad for management professionals. Mr V Anji Raju (Coordinator, Student Affairs) proposed a Vote of Thanks.

#### **Inauguration of 2010-13 Batch of MBA (PE) Course**

Under the aegis of Osmania University, IPE developed and launched the MBA (Public Enterprise) program in 1981-82 to meet the specific needs of practicing managers. MBA (PE) is the only course which addresses the needs of PSEs in the context of liberalization and seeks to improve the productivity and competitiveness of the Indian industry. The program has become the most preferred and popular course for executives from the public and private sectors. Until now, over 1,000 public and private sector executives have undergone this AICTE-approved fast-track course. The 2010-13 batch of the course commenced on 25 October 2010.

#### **Refresher Courses on 'Accountancy and Quantitative Techniques'**

Refresher Courses on Accountancy and Quantitative Techniques were held on 23-25 June 2010 for the 120 students of the PGP 2010-12 batch. 56 of the students are from Engineering background, while the remaining 64 are graduates in commerce, arts, science and management. Hailing from different states, the students reflect a truly pan-Indian composition of the course.

*A classroom session in progress.*







# T raining Programs

## In-Company Programs

**Manufacturing Excellence for Executives of BDL**  
 Date(s) : 19-20 April 2010  
 Coordinator : Mr JB Venkataratnam

**Managerial Excellence for Executives of APSRTC**  
 Date(s) : 19-21 April 2010  
 Coordinator : Dr SK Mathur

**Managerial Excellence for Executives of APSRTC**  
 Date(s) : April 26-28, 2010  
 Coordinator : Mr SK Mathur

**Marketing Strategies for Improving Market Share of Vijaya Brand Liquid Milk (APDCFL)**  
 Date(s) : 6 May 2010  
 Coordinator : Dr M Meher Karuna

**Managerial Effectiveness for Executives of BEL**  
 Date(s) : 17-22 May 2010  
 Coordinator : Mr NV Ramanand

**Soft Skills for Technocrats for Executives of SCCL**  
 Date(s) : 13-17 June 2010  
 Coordinator : Mr NV Ramanand

**Soft Skills for Technocrats / Executives of SCCL**  
 Date(s) : 20-24 June 2010  
 Coordinator : Mr NV Ramanand

**Capacity Building in Project Studies: Tools & Techniques for Executives of SBI**  
 Date(s) : 14-18 June 2010  
 Coordinator : Dr Ch Lakshmi Kumari

**Corporate Governance & CSR for Executives of Government of Karnataka, DPE**  
 Date(s) : 12-16 July 2010  
 Coordinator : Dr SS Subrahmanyam

**Software for Office Applications for Executives of PGCIL**  
 Date(s) : 21-23 July 2010  
 Coordinator : Mr ANK Prasanna Anjaneyulu

**Productivity Enhancement through Loss Management**  
 Date(s) : 26-30 July 2010  
 Coordinator : Dr SS Subrahmanyam

**Investment Environment & Derivatives for Executives of DPE, GoK**  
 Date(s) : 16-20 August 2010  
 Coordinator : Dr SS Subrahmanyam

**Macro- and Micro-Marketing for Executives of DPE, GoK**  
 Date(s) : 30 August – 3 September 2010  
 Coordinator : Dr SS Subrahmanyam

**Software for Office Applications for Executives of PGCIL**  
 Date(s) : 2-4 September 2010  
 Coordinator : Mr ANK Prasanna Anjaneyulu

**Strategic Outsourcing**  
 Date(s) : 22-23 October 2010  
 Coordinator : Mr NV Ramanand

**EDP for Executives of NTPC**  
 Date(s) : 15-26 November 2010  
 Coordinator : Mr NV Ramanand

**Developing Trade Union Leaders of SPMCIL Units for Corporate Excellence**  
 Date(s) : 24-26 November 2010  
 Coordinator : Mr NV Ramanand

**Software Office Applications for Executives of Power Grid Corporation of India**  
 Date(s) : 6-8 January 2011  
 Coordinator : Dr Nandita Sethi

**Soft Skills for Technocrats / Executives of SCCL**  
 Date(s) : 17-21 January 2011  
 Coordinator : Mr MJ Ramakrishna

**Soft Skills for Technocrats for Executives of SCCL**  
 Date(s) : 7-11 February 2011  
 Coordinator : Mr MJ Ramakrishna

**MDP for Executives of NTPC**  
 Date(s) : 21-25 February 2011  
 Coordinators : Mr NV Ramanand and Dr Shulagna Sarkar

**Workshop for NBC Members of NTPC, Bhubaneswar**  
 Date(s) : 8-10 March 2011  
 Coordinators : Prof RK Mishra and Dr Shulagna Sarkar

**Workshop on 'Building Integrated Processes for Mining & Minerals Sector'**  
 Date : 29 October 2010  
 Coordinator : Mr ANK Prasanna Anjaneyulu

## Faculty / Executive Developments Programs

### Applied Economics and Time Series Econometrics

(organized by IBS, Hyderabad)

Dates : 16-17 April 2010

Faculty : Dr A Pawan Kumar

### When to Use Which Statistical Tools to Assess Data and Conclude

(organized by SIES-CMS, Mumbai)

Dates : 6-7 May 2010

Faculty : Dr Pawan Kumar A, Mr KV Ramesh

### ICT Application in Library & Information Centres

(organized by Osmania University)

Dates : 10-11 May 2010

Faculty : Ms Sunita Murthy

### Melbourne Convention and Exhibition Centre, Melbourne

Dates : 7-9 June 2010

Faculty : Dr Meera Lal

### Impact of Global Financial Crises on Indian Economy: Issues and Challenges

(organized by Badruka College of Commerce and ICAI, Hyderabad)

Dates : 10-11 July 2010

Faculty : Dr Shulagna Sarkar

### Research Writing and Publication in Social Sciences

(organized by UGC-Academic Staff College, University of Hyderabad)

Dates : 12-17 July 2010

Faculty : Dr Ch Lakshmi Kumari,  
Ms J Kiranmai

### Indo-US Summit on Higher Education

(organized by Indo-American Society)

Dates : 31 July - 01 August 2010

Faculty : Mr B Ramesh Babu

### Case Teaching and Case Writing

(organized at IIM-Kozhikode)

Dates : 2-6 August 2010

Faculty : Mr A Sridhar Raj

### Talent Building for Emerging India

(organized by CII, Hyderabad)

Dates : 20 August 2010

Faculty : Dr A Jagan Mohan Reddy,  
Mr NV Ramanand, Dr Resmi Ann  
Thomas, Dr Shubhra Hajela,  
Mr MJ Ramakrishna, Mr A Sridhar Raj,  
Ms Lalita S Valavala, Dr Shulagna  
Sarkar, Dr Sayeda Begum, Mr S Vivek

### Renewable Energy Conference on Solar and Wind Energy

(organized by United Business Management India, Mumbai)

Dates : 26-27 August 2010

Faculty : Mr V Balaji Nagendra Kumar,  
Mr MJ Ramakrishna

### Challenges and Opportunities for Management Education

(AIMS Management Education Convention)

Dates : 26-28 August 2010

Faculty : Dr K Trivikram Rao, Dr S Sreenivasa  
Murthy, Dr Sayeda Begum, Dr Jayasree  
Raveendran, Mr M Karthik,  
Dr Samanta Sahu, Mr Ch Upender

### Marketing Analytics for Research and Development

(organized by IBS, Hyderabad)

Dates : 13-14 August 2010

Faculty : Mr PK Mohanty

### Asia Pacific HRM Congress (Bengaluru)

Dates : 3-4 September 2010

Faculty : Prof ML Saikumar,  
Dr A Jagan Mohan Reddy,  
Mr A Sridhar Raj

### Organization Development

(organized by FAPCCI, Hyderabad)

Dates : 29 September 2010

Faculty : Mr A Sridhar Raj

### Investment in Derivatives

(organized by Vinco Ventures, USA)

Dates : 12 November 2010

Faculty : Dr S Sreenivasa Murthy,  
Dr Shital Jhunjhunwala,  
Dr A Ravi Prakash, Dr A Pawan Kumar,  
Mr KV Ramesh, Dr Jayasree Raveendran,  
Dr G Rajesh, CS T Anil Kumar,  
Dr B Sai Sailaja Bharatam,  
Dr Tanveer Ishrath

### Creating International Impact

(organized by University of Dubai)

Dates : 28-30 November 2010

Faculty : Dr SK Mathur, Prof ML Saikumar,  
Dr R Padmaja, Dr Ch Lakshmi Kumari,  
Dr A Pawan Kumar, Mr MJ Ramakrishna

### 15<sup>th</sup> Civil Service Conference

(organized by the NIPA-INTAN, Malaysia)

Dates : 30 November - 2 December 2010

Faculty : Dr MLN Rao, Mr M Karthik,  
Ms SN Revathy, Mr B Nagesh,  
Mr T Krishna, Mr RVL Narayana,  
Mr P Chandrasekhar, Mr C Ramakrishna

### Teaching Today's Student: Challenges for Management Educators

(organized by ISB)

Dates : 14 October 2010

Faculty : Ms V Lalita

### World HRD Congress (Mumbai)

Dates : 22-24 November 2010

Faculty : Dr K Trivikram Rao, Dr V Srikanth,  
Dr A Jagan Mohan Reddy

### Managing Infrastructure Projects and Best Practices from Asia Pacific Region

Dates : 6-8 December 2010

Faculty : Dr S Sreenivasa Murthy,  
Mr S Satish Kumar, Mr K Ramesh,  
Dr SS Subrahmanyam

### Aadhaar Authentication Concept and Expectations

(organized by UIDAI, Planning Commission)

Date : 20 December 2010

Faculty : Dr P Geeta

### National Convention of Global Compact Network

Date : 4 February 2011

Faculty : Dr P Geeta, Ms Punam Singh,  
Dr Jayasree Raveendran,  
Dr Shubhra Hajela,  
Dr Resmi Ann Thomas

### Empowerment of Youth

(organized by Rajiv Gandhi National Institute of Youth Development)

Dates : 10-11 February 2011

Faculty : Dr Tanveer Ishrath

### Globalizing Management Education: Issues and Challenges for Industry & Academia

(jointly organized with ITS Institute of Management, New Delhi)

Dates : 5-6 February 2011

Faculty : Prof RK Mishra, Dr Nandita Sethi,  
Ms J Kiranmai, Mr K Srinivas,  
Mr Ch Upender

### Leadership and Corporate Governance in Turbulent Times

(organized by University of Hyderabad)

Dates : 17-18 March 2011

Faculty : Mr A Sridhar Raj, Ms Shaheen,  
Dr Jagan Mohan Reddy,  
Dr S Sreenivasa Murthy

Training programs in progress at IPE.







# Campus Events

## Book Release: 'AS Rao – Scientist, Visionary, Humanist'

A century ago, Mahatma Gandhi's cry of 'Swadeshi' not only triggered a massive emotional movement, but revealed itself as a powerful economic strategy that eventually gave us independence. 60 years later, Ayyagari Sambasiva Rao gave fresh voice to the same cry. Using the flagpole of 'technological self-reliance', he created the country's first electronics manufacturing complex, the Electronics Corporation of India Ltd (ECIL). In the face of discouragement and ridicule, he steered this PSU to its maiden profit within just three years, clearly demonstrating that Indians are capable of technological achievement on par with the best in the world. In memory of this visionary of Indian electronics, IPE released a book titled 'AS Rao: Scientist, Visionary, Humanist' on 10 June 2010. The book, edited by Dr EVR Rao, gives an inspiring account of how a small group of inexperienced researchers led by AS Rao helped India break free from the bondage of technological dependency.

The Chief Guest of the evening was Dr NB Prasad, Emeritus President of IPE, Former Secretary (Energy), Gol and a close colleague of Dr AS Rao in the early 1950s at BARC. He hoped that the book would inspire coming generations of entrepreneurs in India. Dr EVR Rao then gave a brief outline of how the book came to be written. This was followed by a short address by Dr E Bhagiratha Rao, in which he recollected the days when the availability of critical electronic components was either difficult or impossible in India. Maj Gen S Loomba highlighted the continuing reverence commanded by Dr AS Rao in ECIL. Mr SR Vijayakar, who succeeded Dr AS Rao as MD of ECIL, revealed how Dr AS Rao was deeply involved in the growth of ECIL and the welfare of all its employees. Mr MR Parthasarathy,

another long-time associate of Dr AS Rao, proposed the vote of thanks.

## 'E-Week' Celebrations

With a view to promoting entrepreneurship development activities, IPE organized 'Entrepreneurship Week' during 5-12 February 2011, in collaboration with National Entrepreneurship Network (NEN). Based on the theme 'Ideas for India', the event comprised several guest lectures designed to build awareness, generate ideas, prepare business plans, etc. The students were formed into groups, each of which came up with innovative ideas. Business plans were presented by the students in the presence of industry representatives.

## Annual Sports Event 2010

The Institute's Annual Sports Event for 2010 was organized during 22-24 July 2010. The students actively participated in various sports like cricket, badminton, table tennis, basketball, volleyball, caroms, throw ball and chess. Mr SL Venkatapathy Raju (former Indian test cricketer) and Mr Chetan Anand (India's top-ranked male badminton player) have been the Chief Guest and Guest of Honour respectively.

## 'Samathi 2010'

'Samathis' (signifying a meeting of the finest minds) are a collective effort of IPE students to keep up the tradition of extending learning beyond the confines of the classroom. Samathis provide students with a forum to interact with captains of the corporate world and policymakers, and learn from their experience and insights. The students are also encouraged to visit industries and participate in competitions / quiz programs in other B-schools.



Delegates releasing a book on the occasion of 'Samathi 2010'



This year, Samathis were held during 14-24 September 2010 at IPE in Finance, International Business, Biotechnology, Systems, HR, Operations and Marketing. Senior students conducted competitions for juniors, which were adjudged by industry experts. Paper and case study presentations, business quiz and games were organized. Abstracts of the papers and case studies were brought out in the form of a document.

Distinguished industry / government participants at the Samathis included:

- Dr Christina Z Chongthu, IAS (VC & MD, AP Seeds Development Corporation)
- Mr Kishore Kumar Puli (MD, Trident Microfin Pvt. Ltd.)
- Mr G Suryaprakash Rao, IPS (Joint Director, AP Police Academy)
- Mr Harmeet Lamba (Director – Marketing, Dr. Reddy's Laboratories)
- Mr Harpreet Singh, IAS (Managing Director, APDDCF)
- Mr L Dhanunjaya (Executive Director – BG, Bharat Dynamics Limited)
- Mr MS Manohar (VP – HR & Admn, Karvy Consultants Pvt Ltd)
- Mr PS Prashant Rao (Associate Vice President, SBI Mutual Funds)
- Mr PV Murali Krishna (CEO, Transgraph)
- Mr Ramesh Krishnamurthy (Chief Commercial Officer, GMR Group)
- Mr Srini Peddi (Head, IBM, Hyderabad)
- Mr Sriram (Chief Executive Officer, Iridium Interactive)
- Mr SV Satyanarayana (DGM, SME Division, IDBI)
- Mr V Venkataramaiah, IFS (VC & MD, AP Cooperative Oilseeds Growers Federation)
- Mr Vijayanand (VP – Strategy, Mahendra Satyam)
- Ms Deepanwita Chattopadhyay (MD & CEO, ICICI Knowledge Park)

This large-scale industry participation at the Samathis also enables the students to get good summer internships as well as regular campus placements.

#### 'Sanskriti 2010'

'Sanskriti' is a popular annual event held by IPE students, which provides a platform for B-school students from all over India to come together and share their thoughts and knowledge in diverse fields such as Finance, Marketing, HR, IT and Operations. Encompassing events like paper presentations and



Dr JJ Irani (Former Director, Tata Group) addressing IPE faculty and students at 'Sanskriti 2010'

business quizzes, Sanskriti is IPE's flagship event that brings prestigious management schools, industry, policymakers and practitioners together to share ideas and insights, nourish competitiveness and enhance competencies.

This year, Sanskriti was held on 3-4 November 2010. It was inaugurated by Mr JJ Irani (Director, Tata Group) in the presence of Guest of Honour Mr Shekhar Agarwal (President, FAPCCI). Dr P Rama Rao (President, Board of Governors, IPE) presided over the function. The Chief Guest for valedictory function was Mr Shiva Kumar (Chief General Manager, SBI). In his inspiring speech to the students, Mr Irani said, "Tata Group's purpose is to improve the quality of life of the communities we serve. We do this through leadership in sectors of national economic significance. Our heritage of returning to society what we earn evokes trust among consumers, employees, shareholders and the community." He also emphasized on CSR activities and the thrust to identify ways and means of achieving environment friendly sustainable development.

#### Blood Donation Camp

Blood donation camps are organized every year by IPE students, in discharge of their social responsibility. This year a camp was held on 27 January 2011, in association with the Indian Red Cross Society.

#### Alumni Meet

IPE students organize an Alumni Meet every year to sustain and strengthen the Institute's association with its alumni. This year, an Alumni Meet was held on 26 March 2011. It was inaugurated by Dr KI Varaprasada Reddy (MD, Shantha Biotech Ltd), and presided over by Mr A Bharat Bhushan, IRTS (Chief Passenger Transportation Manager, South Central Railway). The Guests of Honour – all of them IPE alumni – were Prof K Swamy (Dean, Dr BR Ambedkar National Open University), Mr Sriram Bharatam (CEO, Iridium Interactive), Mr Vinayak Mishra (General Manager, Cognizant),

Mr MV Krishna Rao (General Manager, Inorbit) and Ms Sirisha Reddy (Zonal Head-HR, Pantaloon Retail India Ltd).

The invitees interacted with the faculty and students and shared their experiences. They also guided their juniors on career opportunities available in various sectors. A special IPE alumni website is being created to further enhance the Institute-alumni association.

#### Soft Skills Improvement: Business Plan Preparation & Presentation

First-year students of all the management programs are formed into groups and encouraged to come out with innovative business ideas in consultation with one another. This year, various detailed Business Plans were presented during the 'Entrepreneurship Week' (5-12 February 2011), in the presence of faculty and industry representatives. The best presentations from each group were rewarded.

#### 'Wealth Out of Waste' (WOW) Initiative

On 12 October 2010, the Institute's PGDM-IB and PGDM-BT students organized a waste management awareness program called 'Wealth Out of Waste' (WOW), in association with ITC Limited. Chief Guest Mr D Chalapathi Rao (Asst Manager, ITC Limited) spoke on the company's policies and procedures on collection and recycling of waste products (paper, plastic and metals). Stressing that segregation of waste products, proper recycling and reuse is the key to save our environment, Mr Chalapathi Rao added that this field offered good career opportunities as well as entrepreneurship

avenues. In his speech, Prof RK Mishra (Director, IPE) highlighted the need to reduce the impact of pollution with the help of recycling. The program ended with the planting of a sapling in the Institute premises.

#### Disbursal of Merit and Merit-cum-Means Scholarships

With a view to promoting talent and assisting the needy in pursuing higher education, IPE has instituted Merit and Merit-cum-Means Scholarships for deserving PGDM students on its rolls. During the year 2010-11 an amount of Rs 49.50 lakhs was disbursed under these Scholarships.

#### Other Events

During the year, IPE's PGDM students organized various weekend seminars, Independence Day / Republic Day celebrations, anti-ragging / code of conduct awareness campaigns and freshers' / farewell parties. They also worked for obtaining government scholarships (from the Department of Social Welfare) for deserving students.

On the occasion of Women's Day, Infosys Technologies organized a program to encourage girl children of government schools to speak out against sexual abuse. Ms Shaheen (Asst Professor, IPE) participated in the program to counsel victims of child abuse. IPE also assisted Infosys in preparing a documentary in Telugu, as well as in preparation and administration of relevant questionnaires. The children were also educated on various initiatives taken by the Government to ensure the 'Right to Protection'.



Unfurling the National Flag at the IPE campus on the occasion of Republic Day.





# Visitors to the Campus

Nearly 150 dignitaries – including academicians, policymakers, PSU CEOs and heads of government from India and abroad – visited IPE during the year.

#### April 2010

**Mr B Prasad Rao**, IPS (VC & MD, AP State Road Transport Corporation)

**Dr Nitish Sengupta** (Chairman, Board for Reconstruction of Public Sector Enterprises, Govt. of India)

#### May 2010

**Mr RK Rustagi** (Executive Director - PMI & HRD, NTPC Limited)

**Dr Murthy Halemane** (Management of Technology & Innovation, Rotterdam School of Management, Erasmus University)

#### June 2010

**Dr NB Prasad** (Emeritus President, IPE)

**Mr YS Mayya** (CMD, ECIL)

**Mr Shiva Kumar** (Chief General Manager, State Bank of India)

**Mr CSAV Rao** (International Business Consultant & Former Chairman, ICSI Hyderabad Chapter)

**Mr Shekhar Agarwal** (President, Federation of AP Chambers of Commerce & Industry)

**Mr Srikanth Surampudi** (Head - HR, Tata Consultancy Services Ltd)

**Dr Dipak C Jain** (Professor of Marketing, Kellogg School of Management)

**Mr C Ramakrishna** (Executive Director, Association of Management Development Institutions in South Asia)

**Dr Ram Mohan Rao** (Dean Emeritus and Professor, Indian School of Business)

**Prof MM Salunkhe** (Vice Chancellor, Central University of Rajasthan)

**Mr SK Datta** (Executive Director, Power Grid Corporation of India)

**Mr MGPL Narayana** (Vice President and Head, Business Systems & Cybernetics Center)

**Prof Sunil Mani** (Planning Commission Chair in Development Economics, Centre for Development Studies, Thiruvananthapuram)

#### July 2010

**Mr TL Sankar**, IAS Retd (Former Principal, ASCI and Chairman, Gas Price Revision Committee)

**Mr N Srikumar** (Executive Director, AP State Office, Indian Oil Corporation Limited)

**Mr DV Rao**, IAS (Principal Secretary, Government of Karnataka)

**Prof Bhanoji Rao** (Lee Kuan Yew School of Public Policy, NUS, Singapore)

**Mr Satish Chander** (Director General, Fertilizers Association of India)



Prof RK Mishra (Director, IPE) and other senior faculty interacting with a visitor.



**Mr KS Raju** (Chairman, Fertilizers Association of India and CMD, NFCL)

**Mr Shekhar Agrwal** (Chairman, Federation of AP Chambers of Commerce and Industry)

**Dr Deshpande** (VP, Nagarjuna Fertilizers and Chemicals Limited)

**Mr Sunil Sharma**, IAS (Commissioner & Director of Agriculture, Govt of AP)

**Dr P Raghava Reddy** (Vice Chancellor, Acharya NG Ranga Agricultural University)

**Mr B Venkateswarlu** (Director, CRIDA)

**Mr Mathew Kunnumkal**, IAS (Director General, National Institute of Rural Development)

**Dr Ravi Prasad** (Senior Vice President, Coromandel International Ltd)

**Dr S Nand** (Director – Technical, Fertilizers Association of India)

**Dr Shefali Gautam** (President, Association of Indian Management Schools)

**Prof MR Rao** (Dean Emeritus, Indian School of Business)

**Prof Abad Ahmad** (Professor of Management, FMS, University of Delhi)

**Prof Manoj Panda** (Director, Center for Economic and Social Studies)

**Mr C Ramakrishna** (Executive Director, Association of Management Development Institutions in South Asia)

**Prof J Philip** (Former Director, Indian Institute of Management, Bengaluru)

**Fr RD Souza SJ** (Chairman, ATMA, Goa)

**Dr OP Gupta** (Director, IBS Gurgaon)

**Dr BV Sangvikar** (Department of Management Sciences, University of Pune)

**Dr DY Patil** (Director, Bharati Vidyapeeth's Institute of Management Studies & Research, Mumbai)

**Prof Uday Salunkhe** (Group Director & Principal, LN Welingkar Institute of Management Development and Research, Mumbai)

**Prof V Panduranga Rao** (Former Vice Chancellor, ICFAI University, Hyderabad)

**Prof Ramesh Venkateswaran** (Director, SDM Institute for Management Development, Mysore)

**Mr SL Venkatapathy Raju** (Former member of the Indian cricket team)

**Mr Chetan Anand** (India's top-ranked male badminton player)

**Rear Admiral VS Batra** (Commandant, College of Defence Management)

**Prof AG Balasubramanian** (Director, Jaipur Institute of Management)

**Prof A Suryanarayana** (Osmania University)

**Dr T Dayakara Rao** (Director, ITM Warangal)

**Dr Panduranga Murthy** (HoD, MBA – HR, Aurora Business School, Hyderabad)

**Dr P Bucha Reddy** (Director – PGPM, AV College PG Centre, Hyderabad)

**Prof A Sudhakar** (Dean, School of Business Management, Osmania University)

**Mr Sambamurthy** (Director, Institute for Development & Research in Banking Technology)

#### August 2010

**Mr TL Sankar**, IAS Retd (Former Principal, ASCI and Chairman, Gas Price Revision Committee)

**Mr K Swaminathan**, IAS Retd (VC, APVC)

**Mr PK Bishnoi** (CMD, Rashtriya Ispat Nigam Limited)

**Mr AR Ansari** (CMD, Neyveli Lignite Corporation Ltd)

**Dr UD Choubey** (Director General, SCOPE)

**Mr Rana Som** (CMD, NMDC Ltd)

**Mr Md Shafiquzzaman**, IAS (Spl Chief Secretary, Government of AP)

**Mr HJ Dora**, IPS Retd (Former Vigilance Commissioner CVC and DGP Govt. of AP)

**Ms Ranjana Kumar** (Former Vigilance Commissioner CVC & Former CMD, Indian Bank & NABARD)

**Mr NV Rajasekhar**, IFS (CVO, NMDC Ltd)

**Mr Anirudh Sahay**, IRS (CVO, HAL)

**Mr RK Rawat** (CVO, State Bank of Hyderabad)

**Mr S Vasudeva Rao**, IPS (CVO, Dredging Corporation of India)

**Mr Arti C Srivastava**, IFS (CVO, ECIL)

**Mr Kandasamy** (Director - P&P, NLC Ltd)

**Mr K Bikshapati** (GM, National Institute of Smart Government)

**Dr S Subramanian**, IPS (Former Director General, CRPF & NSG)

**Dr GS Saun** (Deputy Director, ICSSR, New Delhi)

#### September 2010

**Dr Manoranjan Dash** (Director – HR, Security Printing & Minting Corporation of India Ltd)

**Mr MS Manohar** (VP - HR and Administration, Karvy Consultants Pvt Ltd)

**Mr DS Prashanth Rao** (Asst Vice President, SBI Mutual Funds, Hyderabad)

**Mr SV Satyanarayana** (Deputy General Manager, SME Division, IDBI)

Prof RK Mishra (Director, IPE) and other senior faculty in a meeting with a few visitors to the Institute.



**Mr PV Murali Krishna** (CEO, Transgraph Consulting Pvt Ltd)

**Mr Phanikant Ammam** (Circle Head, Business Banking & Working Capital, HDFC)

**Mr Raghu Vasireddy** (Asst Vice President, Indiabulls)

**Mr D Venkateswara Rao** IAS (Principal Secretary DPE, Govt of Karnataka)

**Col Lalit Rai**, Vir Chakra (Indian Army)

**Mr S Durairajan** (Dy General Manager, Reserve Bank of India)

**Mr TK Bose** (Chief Regional Manager, Indian Overseas Bank)

**Mr Reykam Jayasurya** (Chief Executive Officer, Asmitha Microfin Ltd)

**Mr Venkat Narayana** (Regional Head, IndusInd Bank Ltd)

**Mr Santosh Kumar** (Regional Head, ING Vysya Bank Ltd)

**Mr Venkateshwarlu** (Regional Head, Dhanalaxmi Bank Ltd)

**Dr PV Appaji** (Executive Director, Pharmexcil)

**Mr Arun Rao** (VP-HR, Applabs)

**Mr Dinesh Jasti** (Senior Manager, Indian Sales Operations – Google)

**Mr Ramesh Chandak** (Senior Manager, Microsoft)

**Mr B Madhav Reddy** (VP, Business Development, Multi-Commodity Exchange of India)

**Mr Ramesh Varakhedkar** (AVP, Marketing &

Business Development MCX Stock Exchange)

**Mr K Prithvik** (Vice President - Marketing and Sales, SinT)

**Ms Deepanwita Chattopadhyay** (MD & CEO, ICICI Knowledge Park)

**Mr S Shivaji** (Dy Director, Center for Cellular and Molecular Biology)

**Mr BV Prasad** (Vice President – HR, Vibha Agrotech Ltd)

**Mr CS Jadhav** (Director, Nandan Biomatrix Ltd)

**Mr SS Marthi** (Director, Transgene Biotek)

**Mr N Anand** (GM – Marketing, Indian Immunologicals Ltd)

**Mr Sriram** (Chief Executive Officer, Iridium Interactive)

**Mr Prabhu Dayal Pantula** (Sr Manager – ONTD, Oracle)

**Mr Dakshina Murthy** (Wipro Technologies)

**Mr Nagesh** (Sr Manager, Infosys Technologies)

**Mr G Suryaprakash Rao**, IPS (Joint Director, AP Police Academy)

**Mr Koushik Roy** (Director HR, Dr. Reddy's Laboratories Limited)

**Mr Srikant Surampudi** (Regional Head, TCS, Hyderabad)

**Mr Srinivas Sangyam** (Asst VP - Operations and HR, Polaris Software Labs)

**Mr Ramasubramanian** (HR Head – South, Development Cooperative Bank)



**Mr M Madhusudan Reddy** (General Manager HR, Geetanjali Jewelers)  
**Mr Kommu Kaushik** (Senior Recruiter, Datamonitor Ltd)  
**Dr Christina Z Chongthu**, IAS (VC and MD, AP Seeds Development Corporation Ltd)  
**Mr L Dhanunjaya** (Executive Director BG, Bharat Dynamics Limited)  
**Mr Srin Peddi** (IBM)  
**Mr Vijayanand** (VP - Strategy, Mahendra Satyam)  
**Mr V Venkatramaiah**, IFS (VC and MD, AP Cooperative Oilseeds Growers Federation)  
**Mr Harmeet Lamba** (Director Marketing, Dr. Reddy's Laboratories Limited)  
**Mr Varun Tandra** (Vice President - Business Development, Vidhatha Dies and Molds)  
**Mr K Amareshwar Rao** (Zonal Sales Manager, Levi Strauss India Pvt Ltd)  
**Mr G Vinay Kiran** (Vice President, Control S)  
**Mr VLS Murthy** (Manager Corporate Affairs, AP State Film Television & Theatre Development Corporation Ltd)  
**Mr Harpeet Singh**, IAS (Managing Director, APDDCF)  
**Mr Sandeep Agarwal** (Managing Director, Ratnadeep Super Market)  
**Mr Ramesh Krishnamurthy** (Chief Commercial Officer, GMR Group)  
**Mr MV Krishna Rao** (Marketing Head, Inorbit, Hyderabad)  
**Mr K Venkateswara Rao** (Marketing Head -South, Central)  
**Mr Nanduri Srinivas** (General Manager Sales, Coca Cola, Hyderabad)  
**Mr Niranjana Duggirala** (DGM - Operations, Reliance Retail Hyderabad)  
**Mr Adesh Jain** (National President, PMA & Deputy Chairman, Switzerland)

#### December 2010

**Dr RFI Smith** (Monash University, Australia)  
**Dr Tarun Chakraborty** (Head - ONGC Academy)  
**Dr Stuart Locke** (Waikato Management School, New Zealand)  
**Prof Laxmi Narain** (Alumeco India Extrusion Ltd)  
**Mr PK Bishnoi** (CMD, Rashtriya Ispat Nigam Limited)  
**Mr Rana Som**, Chairman & Managing Director, NMDC Limited  
**Mr R Bandyopadhyay**, IAS (Secretary, Ministry of Corporate Affairs, Government of India)

**Dr BS Ghuman** (Punjab University)  
**Mr SK Lal** (Chief General Manager, State Bank of Hyderabad)  
**Mr MS Rana** (CMD, Security Printing & Mining Corporation of India Limited)  
**Prof Ajeet N Mathur** (IIM, Ahmedabad)  
**Ms Sari Mattila** (IIM, Ahmedabad)  
**Mr Krishna Reddy** (Dept of Finance, Waikato University, New Zealand)  
**Ms Nirosha Hewa Wellalage** (Department of Finance, Waikato University, New Zealand)  
**Prof Bhuajn S Grewal** (Victoria University, Melbourne, Australia)  
**Mr Bhanwar Lal**, IAS (Chief Electoral Officer & Principal Secretary (Elections), Government of AP)  
**Prof Dharendra K Vajpeyi** (Chair, International Political Science Association)  
**Prof Hillery Roach** (Researcher, American University in Cairo, Egypt)  
**Dr RL Bhatia** (CEO, Fun and Joy at Work, Mumbai)

#### January 2011

**Prof Khan Masood Ahmad** (Dept of Economics, Jamia Islamia, New Delhi)  
**Mr M Narayana Rao** (CMD, Midhani)  
**Mr Suresh Deman** (Visiting Professor and Honorary Director, UNEP / UNCTAD Consultant, Centre for Economics & Finance, London)  
**Prof Shabir Ahmed** (Consultant, Indian Council of Historical Research)  
**Prof KS James** (Professor, Population Research Centre, ISEC, Bengaluru)  
**Prof Siva Prasad** (Council for Social Development, Hyderabad)  
**Prof C Lakshmanan** (Asst Professor, Madras Institute of Development Studies, Chennai)  
**Prof Vijaya Mohan** (CDS, College of Art, New Delhi)  
**Prof GK Mitra** (Center for Economic and Social Studies, Hyderabad)  
**Prof Manoj Panda** (Director, Center for Economic and Social Studies, Hyderabad)

#### February 2011

**Mr Viswanathan** (Indian School of Business, Hyderabad)  
**Mr Chokka Kondiah** (Director General, National Institute of Medium, Small & Micro-Enterprises)  
**Mr Giridhar Kannan** (National Stock Exchange, Chennai Regional Office)  
**Prof LVLN Sharma** (Graduate School of Business, Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia)



*Mr PK Bishnoi (CMD, RINL), Prof Laxmi Narain, Mr UD Choubey (DG - SCOPE), Mr Thiagarajan (Director - Finance NMDC) along with other delegates at the Conclave of CEOs, CFOs & CVOs.*

#### March 2011

**Dr Prajapati Trivedi** (Secretary to Government of India, Cabinet Secretariat)  
**Mr Rana Som** (Chairman & Managing Director, NMDC Limited)  
**Prof Datuk Dr Md Zabid Haji Abdul Rashid** (President and VC, Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia)  
**Mr Shekhar Agarwal** (President, FAPPCI)  
**Prof Lata Mallikarjun** (EFL University, Hyderabad)  
**Dr C Vijayasree** (Director, OUCIP, Hyderabad)  
**Dr Suresh Deman** (Centre for Economic and Finance, UK)  
**Prof Manoj Panda** (Director, Centre for Economic & Social Studies, Hyderabad)  
**Dr NJ Kurien** (Council for Social Development, New Delhi)  
**Ms Chandana Khan**, IAS (Principal Secretary, Department of Higher Education, Government of AP)  
**Prof R Siva Prasad** (Regional Director, Council for Social Development, Hyderabad)  
**Prof Surjit Singh** (Director, Institute of Development Studies, Jaipur)  
**Prof Kamaiah** (Professor, Department of Economics, University of Hyderabad)  
**Prof Manju Singh** (Council for Social Development, Southern Regional Centre, Hyderabad)  
**Dr Stephen D'Silva** (Director, Jamnalal Bajaj

Institute of Management Studies, Mumbai)  
**Prof Bhanoji Rao** (Visiting Professor, LKY School of Public Policy, NUS, Singapore)  
**Prof Naresh Kumar Sharma** (Head - Department of Economics and Dy Director - Centre for Integrated Studies, University of Hyderabad)  
**Prof C Vijayasree** (Director, OUCIP, Hyderabad)  
**Prof Kousar J Azam** (Professor Emeritus - Department of Political Science, Osmania University)  
**Ms Emily Chowdhary**, IAS (Additional Chief Secretary, Government of Assam)  
**Dr KI Varaprasada Reddy** (Managing Director, Shantha Biotech Ltd, Hyderabad)  
**Mr A Bharat Bhushan**, IRTS (Chief Passenger Transportation Manager, SC Railway)  
**Prof K Swamy** (Dean, Dr BR Ambedkar National Open University)  
**Mr Sriram Bharatam** (CEO, Iridium Interactive)  
**Mr Vinayak Mishra** (General Manager, Cognizant)  
**Mr MV Krishna Rao** (General Manager, Inorbit M)  
**Ms Sirisha Reddy** (Zonal Head - HR, Pantaloon Retail India Ltd)



TECHNOLOGY  
COMMUNICATION COMPONENTS  
CORE  
SMART  
ELECTRONIC  
TOOLS  
GADGET  
SCIENCE  
IDEAS  
NEWEST  
KNOW-HO  
DEVELOPMENT



# Library & Documentation Center



The reading room at the IPE Library.

## IPE LIBRARY

The IPE library is an invaluable resource for students, researchers and faculties of business and management. The computerized library has over the years built a robust collection of over 50,000 books and 3500 bound volumes. It subscribes to 200 international / national journals and newspapers, and has a rich repertoire of working papers, 80 doctoral theses, 3000 students' project reports, 200 CDs and 400 videos. The library also provides access to the best of business and management related digital resources through its subscription to various databases consisting of scholarly and industry-relevant content. It is at the heart of IPE's Academic Center and is designed to meet the information needs of the IPE community and is also the source for news on the latest developments in business and management.

IPE library's vision is to become a global knowledge hub in the areas of management, economics and public sector enterprises. In pursuit of this vision it has specialized shelves for subjects like Corporate Governance, Performance Appraisal, Technology, Governance, Corporate Social Responsibility, Privatization, etc. It also has special industry-specific shelves for Steel, Pharmaceuticals, Information Technology, Banking, Insurance, Retail Marketing, etc.

The library's collection also includes the publications of the Comptroller and Auditor General (CAG) of India; the Annual Survey of Public Enterprises brought out by the Ministry of Industry, Government of India; and also the evaluation reports brought out by the State Bureau of Public

Enterprises. The library provides an environment that is conducive for learning, with excellent facilities for students, researchers and faculty for their research, training and consultancy activities. It also caters to the needs of enterprise managers, practitioners from the industry, government and policymakers.

The Library also has a rich collection of DVDs / CDs, a complete list of which is provided in our website. It also has a special collection of over 200 case studies, covering a wide range of subjects. It has a vast collection of PhD theses submitted by research scholars from various Indian universities including Osmania University, JNTU, University of Hyderabad, Andhra University, SKD University, SV University, Utkal University and Rayalaseema University. Abstracts of the theses are displayed on the IPE website.

The library possesses a rich repertoire of literature on a wide range of topics including Economics, Emerging Markets, Finance, Human Resource Management, Information Technology, Management, Marketing Management, Public Enterprise, Research Methodology, Corporate Governance, Government Reports, French Language, Biotechnology and International Business

The library subscribes to the following online databases:

EBSCO Online Database Elite: This provides access to over 1100 international journals.

'Business Source Premier': This is the industry's most used business research database, providing



the full text of over 2,300 journals and 1100 peer reviewed titles. This database provides full text back to 1886, and searchable cited references back to 1998. 'Business Source Premier: Government Edition' is superior to the competition in full text coverage in all disciplines of business, including marketing, management, MIS, POM, accounting, finance and economics. This database is updated daily on EBSCO host.

**Prowess-CMIE:** This provides a database of 27000 Indian companies, which includes their financial statements, stock market information and product profiles. The database is complemented with powerful analytical software tools to generate a wide variety of reports for analysis and research.

**JSTOR:** This is an archive of scholarly journals, and provides access to the complete back-run of a journal beginning with its first issue up to a 'moving wall', which is usually set by the publisher and can range from 2 to 5 years. This business collection contains the complete runs of 46 important titles in Economics and Accounting.

**Indiastat.com:** This provides an oceanic depth of India-specific socio-economic statistical facts and figures culled from various secondary-level authentic sources. Statistical data has been qualitatively analyzed, condensed and presented in a user-friendly format for the benefit of academicians, researchers and professionals in marketing, finance, socio-economic studies and a host of other disciplines.

- **India Business Insight Database (IBID):** This provides access to several Indian journals and newspaper clippings.
- **Emerald Insight Xtra Management:** This provides access to more than 75,000 full text articles and 200,000 reviews from the world's leading management journals, plus case studies, literature reviews, book reviews, conference information, interviews, and profiles.







# Honours, Awards & Rankings

## **IPE on Planning Commission Experts Panel on Reform in CPSEs**

The Planning Commission, Government of India has constituted a 'Panel of Experts on Reforms in Central Public Sector Enterprises' (CPSEs) for suggesting a road map for further development of these enterprises. The Panel will recommend a policy framework for restructuring these enterprises including diversification, mergers and consolidation, strategic partnerships and rehabilitation. It will make suggestions to undertake a technology mapping of CPSEs and take a fresh look at the MoU system to recommend more robust parameters for CPSEs. In recognition of IPE's research inputs on CPSEs, the Planning Commission has included IPE on the Panel.

## **Asia-Pacific HRM Congress Advisory Council Honours IPE**

On 3-4 September 2010, the Asia-Pacific HRM Congress Advisory Council conferred a special award on IPE for its 'outstanding contribution to higher education' under the able leadership of its Director, Prof RK Mishra and the Board of Governors.

## **Asia's Best B-School Leadership Award**

On 23 July 2010, Suntec Singapore conferred 'Asia's Best B-School Leadership Award' on IPE in recognition of its contribution to the spread of high-quality management education.

## **'Best Young Teacher Award' for Dr Ch Lakshmi Kumari**

At the 22<sup>nd</sup> AIMS Annual Management Education Convention on 'India 2020: Challenges and Opportunities in Management Education' held at India Habitat Centre, New Delhi on 26-28 August 2010, Dr Ch Lakshmi Kumari (Asst Professor, IPE) was conferred the prestigious 'Ramaswamy P Aiyar Best Young Teacher Award - 2010'.

## **Outstanding Leadership Award**

Brussels-based International Institute of Administrative Sciences (IIAS) and Rome-based International Association of Schools and Institutes of Administration (IASIA) have conferred an 'Outstanding Leadership Award' on IPE for its contribution to public administration and management.





**Prof RK Mishra Nominated for Australian Leadership Fellowship Award**

The Government of Australia and the University of Monash (Australia) have nominated Prof RK Mishra (Director, IPE) for the Australian Leadership Fellowship Award in Melbourne, to further his work in the area of management, social sector development and environment. The Award brings together various academic leaders and practitioners to deliberate on breakthrough issues for the development of mankind.

**Prof RK Mishra Gets 'Excellence in Education' Award from Delhi Telugu Academy**

Delhi Telugu Academy, an eminent cultural organization conferred the 'Excellence in Education Award' on Prof RK Mishra (Director, IPE) on 23 October 2010 at Hyderabad. The award is in recognition of his outstanding contribution to the cause of spreading quality education in India.

**IPE Gets 3 DNA Awards in Business School Leadership**

At a function held at Mumbai on 12 February 2011, DNA & Stars of the Industry Group presented B-School Leadership Awards to IPE in three categories, viz., 'Innovative B-School', 'Innovation in Placements', and 'Outstanding B-School – South'.

**CS T Anil Kumar Gets 'Registered Trainer' Award from SEBI and NISM**

CS T Anil Kumar (Asst Professor, IPE) has been awarded the certificate of a 'Registered Trainer' by Securities Exchange Board of India (SEBI) and National Institute of Securities Market (NISM), after attending their training program titled 'Financial Education Resource Person'.

**IPE Faculty Win 'Best Paper Presentation' Award**

A paper titled 'Cross-Cultural Dimensions of Compensation Management' – authored by Prof RK Mishra, Ms Punam Singh and Dr Shulgna Sarkar – presented at the 3<sup>rd</sup> International Conference of Cross-Cultural Management' at ICCCR Business School, Jammu University, won the 'Best Paper Presentation Award'.

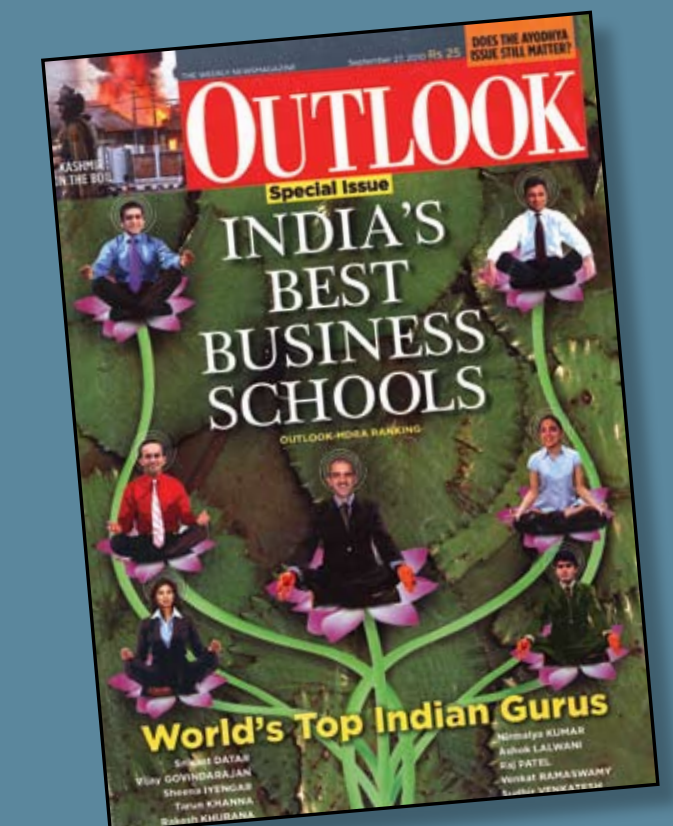
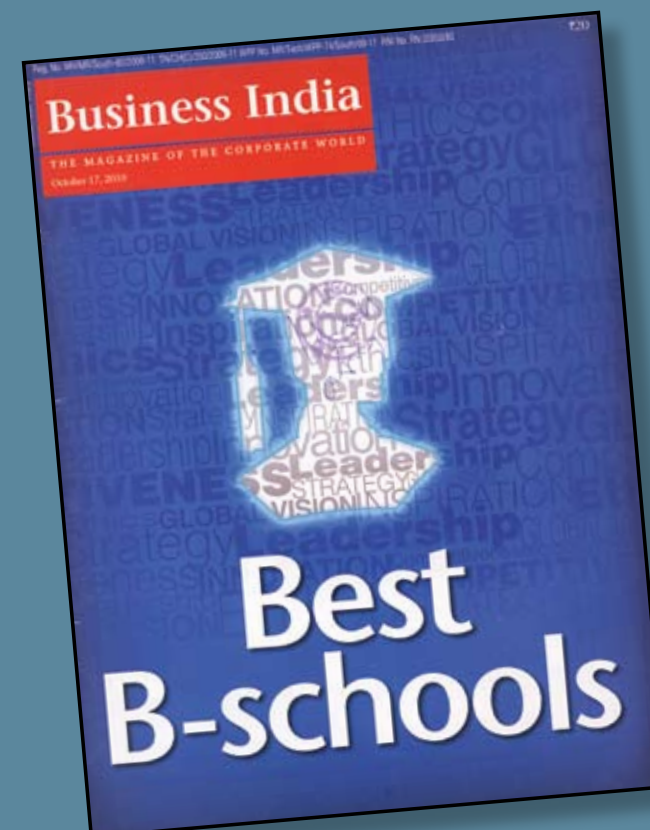
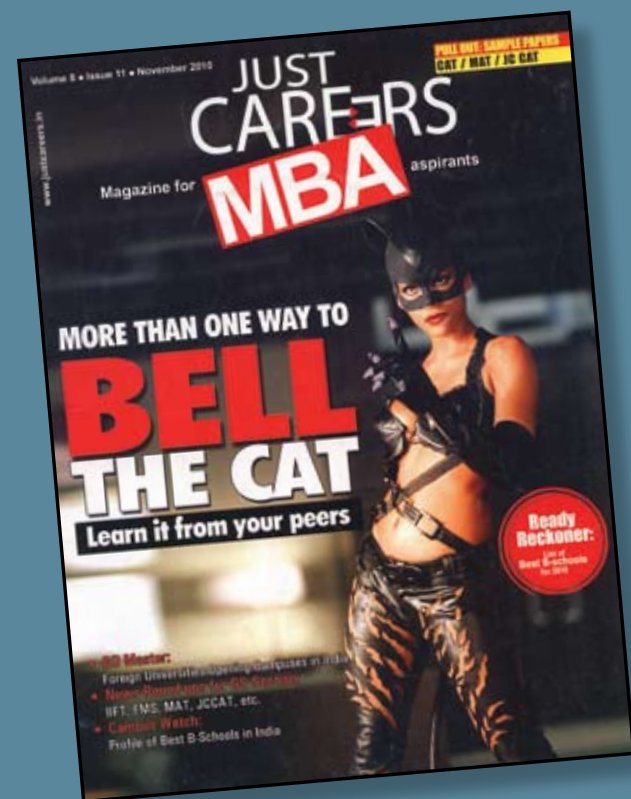
**B-School Awards**

As per a CSR-GHRDC B-School Survey 2010, IPE obtained the following positions:

- 13<sup>th</sup> among the 'Top B-Schools of Super Excellence'
- 1<sup>st</sup> in Andhra Pradesh
- 3<sup>rd</sup> in Southern Region
- 25<sup>th</sup> in Placement, Social Responsibility, Networking and Industry Interface
- 20<sup>th</sup> in Faculty, Publications, Research, Consultancy, MDPs and Other Programs

Other rankings obtained by IPE include:

- Placed in the 'A3' category in a 'B-School Survey 2010' done by AIMA.
- Placed 37<sup>th</sup> (All-India) and 10<sup>th</sup> (South Zone) in a 'B-School Survey 2010' by Week magazine.
- Won an 'A++' ranking in a 'B-School Survey 2010' of Business India magazine.
- Placed 40<sup>th</sup> (All-India) and 10<sup>th</sup> (South India) in a 'B-School Survey 2010' by Outlook magazine
- Placed 4<sup>th</sup> among 'Government B-Schools in the South' by 'Bhaskar Lakshya B-School Survey 2010'.







# Financial Statements 2010-11

The Board of Governors  
Institute of Public Enterprise  
Osmania University Campus  
Hyderabad - 500 007.

## AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2011 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 31.3.2011 and the Income and Expenditure account for the year ending 31.3.2011 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 31.3.2011
  - 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 : 3<sup>rd</sup> June, 2011.



## Abridged Balance Sheet As At 31<sup>st</sup> March 2011

(Amounts in Rupees)

|                             | As at 31.3.2011<br>Current Year | As at 31.3.2010<br>Previous Year |
|-----------------------------|---------------------------------|----------------------------------|
| <b>SOURCES OF FUNDS</b>     |                                 |                                  |
| Capital Fund                | 10048892.76                     | 8048892.76                       |
| Corpus & Development Fund   | 267936813.29                    | 166308123.15                     |
| Other Funds                 | 24727014.80                     | 43318578.80                      |
| Secured Loans (SBI, SME Br) | 25000.00                        | 0.00                             |
|                             | <u>302737720.85</u>             | <u>217675594.71</u>              |
| <b>UTILISATION OF FUNDS</b> |                                 |                                  |
| Fixed Assets                | 169479598.03                    | 118289809.00                     |
| – Gross Block (at Cost)     | 212962070.03                    | 153323170.03                     |
| Less: Depreciation to date  | 43482472.00                     | 35033361.03                      |
| Current Assets              | 139432776.82                    | 110139902.85                     |
| Less: Current liabilities   | -6174654.00                     | -10904005.00                     |
|                             | <u>302737720.85</u>             | <u>217525706.85</u>              |
| Notes on Accounts           |                                 |                                  |

**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 31<sup>st</sup> March 2011

(Amounts in Rupees)

|   | As at<br>31.03.2010<br>Rs. | As at<br>31.03.2009<br>Rs. |
|---|----------------------------|----------------------------|
| <b>A. INCOME</b>                                  |                            |                            |
| <u>Non-Plan Recurring Grant</u>                   |                            |                            |
| (a) ICSSR   | 5812000.00                 | 2816000.00                 |
| (b) Govt of Andhra Pradesh                        | 0.00                       | 420000.00                  |
| <u>Plan Recurring Grant</u>                       |                            |                            |
| (a) ICSSR   | 2300000.00                 | 3184000.00                 |
| Management Development programmes                 | 7316295.50                 | 6509334.00                 |
| Conferences/Seminars/Workshops (Sponsored)        | 2912684.00                 | 2758605.00                 |
| Completed Consultancy & Research projects         | 5823180.00                 | 6673005.00                 |
| Management Education Programmes                   | 185223307.00               | 149386725.00               |
| Other Receipts                                    | 10751019.00                | 10730863.12                |
| <b>TOTAL A</b>                                    | <b><u>220138485.50</u></b> | <b><u>182478532.12</u></b> |
| <b>B. EXPENDITURE</b>                             |                            |                            |
| Management Development Programmes                 | 2860755.00                 | 2654471.00                 |
| Conferences/Seminars/Workshops (Sponsored)        | 4165309.00                 | 1733196.30                 |
| Completed Consultancy & Research projects         | 1982020.00                 | 2148740.00                 |
| Management Education Programmes                   | 27362884.00                | 21226323.50                |
| Establishment & Administrative Expenditure        | 93239828.53                | 71146570.25                |
| Depreciation on Assets                            | 8449110.97                 | 5074175.00                 |
| MBA Programme Fund                                | 1500000.00                 | 1620000.00                 |
| (a) Institute's Contribution                      | 1500000.00                 | 1200000                    |
| (b) Govt of Andhra Pradesh                        | 0.00                       | 420000                     |
| Corpus Fund                                       | 3700000.00                 | 3700000.00                 |
| Development/infrastructure Fund                   | 71000000.00                | 60000000.00                |
| Scholarship Fund                                  | 5000000.00                 | 5000000.00                 |
| Other Funds (Employees Gratuity, EL & Welfare)    | 1000000.00                 | 8250000.00                 |
| <b>TOTAL B</b>                                    | <b><u>220259907.50</u></b> | <b><u>182553476.05</u></b> |
| <b>C. EXCESS OF EXPENDITURE OVER INCOME (A-B)</b> | <b><u>-121422.00</u></b>   | <b><u>-74943.93</u></b>    |

**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 2011**

**FIXED ASSETS SCHEDULE**

(Amount in Rupees)

| Sl No    | Particulars                        | Opening Amount Rs.  | Additions During the year | Deletions Amount Rs. | Total Amount Rs.   | Depre-ciation       | Net Block WDV as on 31.3.2010 |
|----------|------------------------------------|---------------------|---------------------------|----------------------|--------------------|---------------------|-------------------------------|
| <b>A</b> | <b>IPE Main:</b>                   |                     |                           |                      |                    |                     |                               |
| 1        | Buildings                          | 15762097.04         | 0.00                      | 15762097.04          | 5668251.00         | 10093846.04         | 9352186                       |
| 2        | Library Building                   | 2539115.64          | 0.00                      | 2539115.64           | 1781438.00         | 757677.64           | 443543                        |
| 3        | Office Equipment                   | 2227191.07          | 41286.00                  | 2268477.07           | 2140842.00         | 127635.07           | 1342218                       |
| 4        | Office Furniture & Fixtures        | 5447640.19          | 297120.00                 | 5744760.19           | 3618238.00         | 2126522.19          | 3359646                       |
| 5        | Audio-Visuals Aids                 | 748883.00           | 0.00                      | 748883.00            | 502725.00          | 246158.00           | 338117                        |
| 6        | Vehicles                           | 2358082.04          | 0.00                      | 2358082.04           | 1711308.00         | 646774.04           | 1185774                       |
| 7        | Air-Conditioners                   | 3698776.21          | 0.00                      | 3698776.21           | 2365708.00         | 1333068.21          | 1815090                       |
| 8        | Fax Machines                       | 118100.00           | 0.00                      | 118100.00            | 107233.00          | 10867.00            | 14304                         |
| 9        | Generators                         | 1556776.17          | 0.00                      | 1556776.17           | 745199.00          | 811577.17           | 1014470                       |
| 10       | Telephone EPABX System             | 712341.00           | 30160.00                  | 742501.00            | 541411.00          | 201090.00           | 365043                        |
| 11       | Library Equipment                  | 1844294.5           | 0.00                      | 1844294.5            | 113398.00          | 71031.45            | 114136                        |
| 12       | LCDs & OHPS                        | 2732197.00          | 99808.00                  | 2832005.00           | 1914978.00         | 917027.00           | 1157331                       |
| 13       | Franking Machine                   | 79968.00            | 154706.00                 | 234674.00            | 106513.00          | 128161.00           | 5494                          |
|          | <b>Total (A)</b>                   | <b>38165596.81</b>  | <b>623080.00</b>          | <b>38788676.81</b>   | <b>21317242.00</b> | <b>17471434.81</b>  | <b>20507352</b>               |
| <b>B</b> | <b>CIT Division</b>                |                     |                           |                      |                    |                     |                               |
| 14       | Computers & Accessories            | 19141659.53         | 730236.00                 | 19871895.53          | 18196139.00        | 1675756.53          | 5861784                       |
|          | <b>Total (B)</b>                   | <b>19141659.53</b>  | <b>730236.00</b>          | <b>19871895.53</b>   | <b>18196139.00</b> | <b>1675756.53</b>   | <b>5861784</b>                |
| <b>C</b> | <b>Hostel:</b>                     |                     |                           |                      |                    |                     |                               |
| 15       | Building (Hostel)                  | 9855864.26          | 0.00                      | 9855864.26           | 3477446.00         | 6378418.26          | 6072889                       |
| 16       | Furniture & Fixtures (Hostel)      | 341305.00           | 0.00                      | 341305.00            | 243481.00          | 97824.00            | 194063                        |
| 17       | Canteen Equipment                  | 438264.43           | 0.00                      | 438264.43            | 248164.00          | 190100.43           | 273241                        |
|          | <b>Total (C)</b>                   | <b>10635433.69</b>  | <b>0.00</b>               | <b>10635433.69</b>   | <b>3969091.00</b>  | <b>6666342.69</b>   | <b>6540193</b>                |
| <b>D</b> | <b>Land &amp; Work-in-Progress</b> |                     |                           |                      |                    |                     |                               |
| 18       | Land (Shameerpet)                  | 84153400.00         | 53421000.00               | 137574400.00         | 0                  | 137574400.00        | 84153400                      |
| 19       | Work-in-Progress (Buildings)       | 1227080.00          | 4864584.00                | 6091664.00           | 0                  | 6091664.00          | 1227080                       |
|          | <b>Total (D)</b>                   | <b>85380480.00</b>  | <b>58285584.00</b>        | <b>143666064.00</b>  | <b>0</b>           | <b>143666064.00</b> | <b>85380480</b>               |
|          | <b>GRAND TOTAL (A+B+C+D)</b>       | <b>153323170.03</b> | <b>59638900.00</b>        | <b>212962070.03</b>  | <b>43482472.00</b> | <b>169479598.03</b> | <b>118289809</b>              |

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. Contingent Liability  | Nil                 | Nil                  |
| 2. Previous year figures are regrouped wherever necessary.   |                     |                      |
| 3. Employees' Gratuity and EL Funds have been netted and shown under Other Funds(Schedule C).  |                     |                      |
| 4. Provision of Rs. 22,00,000/- towards Pay Scales Conversion for Non-Teaching Staff reversed.   |                     |                      |
| 5. Fixed Assets register is under preparation.   |                     |                      |
| 6. Accounting policies:  |                     |                      |
| a) Depreciation on Fixed Asset is provided on written down value basis at the new rates. The change in rate of depreciation has resulted an excess depreciation of Rs. 13,98,425/- |                     |                      |

**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

Place : Hyderabad  
Date : 3<sup>rd</sup> June, 2010

# Our Upcoming New Campus

To further enhance the scope of its activities, the Institute is expanding its infrastructure facilities by building a new residential campus at Shameerpet village, on the outskirts of Hyderabad. The sprawling 17-acre campus is located in a peaceful locality, surrounded by a reserve forest on one side and the beautiful Shameerpet lake on the other. With a total built-up area of 5.50 lakh sft, the campus will house a state-of-the-art academic block, an administration block, a modern library, an MDP block, a food court, an auditorium and several sports facilities. It will also have comfortable facilities to accommodate 600 boys and 400 girls.

Auditorium



Library



Lecture Hall



Hostel





# INSTITUTE OF PUBLIC ENTERPRISE

OU Campus, Hyderabad - 500007

Ph: +91-40-27098145

Fax: +91-40-27095183, 27095478

[www.ipeindia.org](http://www.ipeindia.org)



*Artist's impression of an  
aerial view of IPE's upcoming  
new campus.*