



OPENING DOORS TO WIDER HORIZONS





SCALING NEW HEIGHTS IN ACADEMIC EXCELLENCE

IPE has come across significant milestones in its continued journey towards excellence in 2011-12 which scaled newer heights in research, consultancy, training and management education.

The year 2011-12 witnessed a sequence of activities from the various dedicated centers established in IPE to foster research. A number of research and consultancy studies have been successfully completed apart from working on a set of ongoing assignments. A series of distinguished lectures were arranged this year and training programmes have been conducted in the usual fervour.

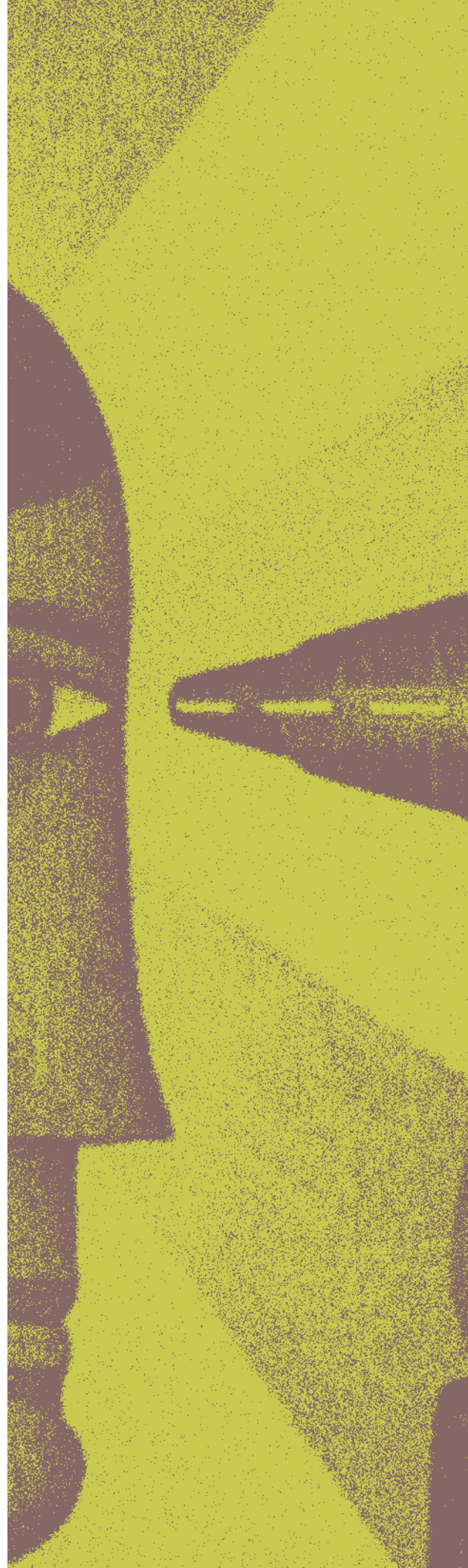
Organizing over 15 national and international conferences in collaboration with other institutions in India and abroad have added feathers to IPE's cap. Management education in IPE has also seen newer strides with relentless efforts in bringing new and contemporary courses with specializations carrying increased industry focus.

We are pleased to present this year's annual report which documents IPE's steps in being an active player in knowledge creation to its stakeholders.



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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, Gol



Dr NB Prasad

Emeritus President, IPE, Former Secretary
(Energy) Gol and CMD, ONGC



Mr K Madhava Rao, IAS (Retd)

Former Chief Secretary and Election
Commissioner, Govt. of AP



Mr TV Mohandas Pai

Chairman, Manipal University Learning Pvt. Ltd.,
MEMG International Pvt. Ltd.



Mr Sudhir Vasudeva

Chairman and Managing Director
Oil and Natural Gas Corporation Limited



Prof S Satyanarayana

Vice Chancellor
Osmania University



Dr AK Balyan

Managing Director & Chief Executive Officer,
Petronet LNG Limited



Prof Ramesh Dadhich

Member-Secretary,
ICSSR



Mr Rana Som

Former Chairman-cum-Managing Director
NMDC Limited



Mr RS Sharma

Former CMD
Oil and Natural Gas Corporation Limited



Prof T Navaneeth Rao

Emeritus President, IPE
Former Vice Chancellor, OU



Mr OP Rawat, IAS

Secretary, Dept. of Public Enterprises, Ministry of
Heavy Industry & Public Enterprises, Gol



Mr S Narsing Rao, IAS

Chairman & Managing Director
Singareni Collieries Company Limited



Dr Bhaskar Chatterjee, IAS (Retd)

Director General & CEO,
Indian Institute of Corporate Affairs



Mr B Prasada Rao, IPS

Vice Chairman & Managing Director
AP State Road Transport Corporation



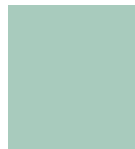
Mr TS Appa Rao, IAS

Principal Secretary to Govt. and CIP,
Industries & Commerce, Govt. of AP



Mr MB Raju

Executive Chairman
Deccan Cements Ltd.



Mr T Satyanarayana Rao, IAS

Secretary (R & E)
Government of Andhra Pradesh



Prof RK Mishra

Director, IPE
Member Secretary

CORE FACULTY...



Prof RK Mishra

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

Senior Professor and Director, IPE

Visiting Faculty

• London Business School • MSH, Paris • University of Bradford • UN International Center for Promotional Enterprises, Ljubljana

• Faculty of Economics, University of Ljubljana • Commonwealth Secretariat

Member

- International Task Force on Standards of Excellence in Public Administration and Education
- Ad-hoc Task Force (ATF) for Results Framework Document (RFD), Cabinet Secretariat, Government of India.
- Ad-hoc Task Force for Memorandum of Understanding in Central Public Enterprises, Department of Public Enterprises, Government of India
- Ad-hoc Task Force for Memorandum of Understanding in State-Level Public Enterprises, Department of Public Enterprises, Government of Andhra Pradesh
- Member, Network on Corporate Governance of SOEs in Asia, OECD
- Member, Global Network on Privatization and Corporate Governance of SOEs, OECD
- Vice-President, Board of Governors, International Association of Schools and Institutes in Administration (IASIA), Brussels
- Chairman, WG VIII, Management of Energy, Food Security and Welfare, IASIA, Brussels
- Independent Director, Bharat Dynamics Limited, Neyveli Lignite Corporation
- Regional Vice President, Association of Indian Management Schools (AIMS)

Areas of Interest

Finance, Restructuring and Corporate Governance



Dr Bhaskar Chatterjee

IAS (Retd)

Distinguished Professor, IPE

Director General & CEO,
Indian Institute of Corporate Affairs



Prof ML Sai Kumar

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

Professor - IT & Placement Chairman

Areas of Interest

IT Education, Software Engineering,
Project Management, e-Commerce, Information Systems, e-Governance



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 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 & Management



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, Turn Around
Strategy, Project Financing, Cost and Financial
Analysis, Performance Management



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 Moni-
toring Systems for Public Enterprises, General
Management, Export Strategies, Innovation &
Technology Management, Management of Educa-
tional Institutions

**Dr G Vidyanath**

M.Com, M.Phil, PhD

Sr Faculty - Organizational Behaviour, Financial Management

Areas of Interest

Organizational Behaviour, Core Financial Management, Accounting

**Mr S Satish Kumar**

BE (Hons), PGDM (IIM-Bangalore)

Sr Faculty - QM & Operations, Coordinator - Administration & Training

Areas of Interest

Quantitative Techniques, Operations Management

**Dr C Sitharamayya**

PhD, FCA

Sr Faculty – Management, Finance

Areas of Interest

Corporate Finance, Management Accounting, Financial Markets, Institutions and Services, International Finance

**Dr Ch Lakshmi Kumari**

MA, M.Phil., PhD

ASSISTANT PROFESSOR - ECONOMICS

AREAS OF INTEREST

MICRO- & MACRO-ECONOMICS, ENVIRONMENTAL MANAGEMENT

**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 A Sridhar Raj**

MA (PUBLIC ADMINISTRATION), NET, (PhD)

ASSISTANT PROFESSOR - OB & HRM AND COORDINATOR - SUMMER INTERNSHIP

AREAS OF INTEREST

GENERAL MANAGEMENT, ORGANIZATIONAL BEHAVIOR

**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

**Mr KV Ramesh**

M.Com., LLB, PGDT, PGDPM, MBA, M.Phil., (PhD)

Assistant Professor - Finance and Coordinator - MBA (PE)

Areas of Interest

Financial Management, Business Laws, Taxation

**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 Geeta Potaraju**

M.A (Political Science), M.Phil, PhD

Assistant Professor - Governance

Areas of Interest

Participatory Governance, Public Sector Reform

**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 MLN Rao**

M.Sc., PGDIPR, MBA, PhD

Associate Professor - Marketing & Controller of Examinations

Areas of Interest

Intellectual property Rights, Marketing Management

CORE FACULTY...



Dr Nandita Sethi

M.Phil., PhD

Assistant Professor - Economics

Areas of Interest

International Trade & Finance,
Asian Markets, Indian Economy,
Women Entrepreneurship



Dr V Srikanth

MBA (Marketing Management, HRM), PhD

Assistant Professor - Marketing
& Coordinator - PGDM-RM

Areas of Interest

Marketing Management,
Market Research, Consumer Behavior, Strategic
Management, HRM,
Cyber Marketing, Retail Management, CRM



Dr Shital Jhunjhunwala

Fellow - ICA, PGDBM (IIM-C), (ICWAI), PhD

Assistant Professor - Finance

Areas of Interest

Cost / Management Accounting, Auditing, Credit
Appraisal, Investment Planning, Valuation of
Intangible Assets



CS T Anil Kumar

M.Sc., LLB, MBA, ACS

Assistant Professor - Finance

Areas of Interest

Finance, Corporate, Industrial / Labour Laws,
Taxation



Ms Shaheen

M.Sc.(Computers), (PhD)

Assistant Professor - IT

Areas of Interest

Data Structures, Artificial Intelligence,
Design & Analysis of Algorithms,
Operations Research, Business Statistics



Mr AS Kalyana Kumar

M.Sc., MCA, M.Phil. (Comp. Science)

Assistant Professor - IT

Areas of Interest

Software Engineering,
Project Management, Networks



Dr Pawan Kumar Avadhanam

M.Com.(Business Management),
M.Phil.(Commerce), MBA (Finance),
PhD (Economics)

Assistant Professor - Finance

Areas of Interest

International Business, International Economics,
International Financial Management, Indian
Financial Systems



Mr MJ Ramakrishna

MBA (HR)

Assistant Professor - HRM

Areas of Interest

Strategic Management,
Recruitment & Selection,
Training & Development



Mr ANK Prasanna Anjaneyulu

M.Sc.(CS), M.Tech.(CS), AMTIE

Assistant Professor - IT & IT Facilitator

Areas of Interest

Data Warehousing, Data Mining,
Web Mining, Semantic Web,
DBMS & Programming Languages



Dr Rajesh Gangakhedkar

M.Com., PhD

Assistant Professor - Economics

Areas of Interest

World Trade Organization
and Power Sector



Dr M Meher Karuna

MA, MBA, PGDPMIR, PhD

Assistant Professor - Marketing & HRM

Areas of Interest

Marketing Management,
Strategic Management



Dr KV Anantha Kumar

BE, MBA, PhD

Assistant Professor - Quantitative Techniques
and Marketing

Areas of Interest

Marketing Management,
Quantitative Techniques,
Customer Relationship Management



Dr V Rajeev Karan Reddy

MA (French), MA (Philosophy),
PhD (Philosophy)

Assistant 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



Dr Samanta Sahu

MA, PhD

Assistant Professor -
Public Policy & Governance

Areas of Interest

Water Resource Management,
Water Governance, Civil Society,
Corruption Studies



Ms J Kiranmai

M.Com., M.Phil., (PhD)

Assistant Professor - Finance

Areas of Interest

Restructuring, e-Governance
Corporate Governance,
Public Enterprises



Dr Tanveer Ishrath

MA, PhD

Assistant Professor - Economics

Areas of Interest

Privatization, Restructuring,
Logistics, Venture Capital



Ms Punam Singh

MBA (HRM), (PhD)

Assistant Professor - HRM & OB

Areas of Interest

HRM, OB, Training & Development,
Compensation Management



Dr Inder Sekhar Yadav

MA, M.Phil, PhD

Assistant Professor - Finance

Areas of Interest

Financial Risk Management,
International Corporate Finance, Econometrics



Dr Jayasree Raveendran

M.Com., M.Phil., PhD

Assistant Professor - Finance & HRM
and Coordinator - Research

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 S Vivek

MBA (University of Wales, UK)

Assistant Professor - HR

Areas of Interest

Personality Development
and HR Management

...CORE FACULTY



Mr CA Babji Rao
ME, PGDCS

Assistant Professor - IT

Areas of Interest
Quantitative Techniques,
Software Development



Mr P Mahesh
MBA

Assistant Professor

Areas of Interest
Retail Management, Marketing,
Industrial Marketing, Store Layout,
Design & VM



Mr M Karthik
MIB, (PhD)

Assistant Professor
- International Business & Marketing

Areas of Interest
International Business, Global Marketing,
Branding, Rural Marketing



Dr A Ravi Prakash
M.Com., MBA, PhD

Assistant Professor – Finance

Areas of Interest
Accounting, Costing, Investment Management,
Financial Risk management, Corporate Social
Responsibility,
International Finance



Dr Shulgna Sarkar
B.Sc.(Biochemistry), MBA, LLM, PhD

Assistant Professor - HRM & OB

Areas of Interest
Organizational Behavior, HR Management,
Competency Management



Mr Srinivas Kolluru
MA (Economics)

Assistant Professor - Economics

Areas of Interest
Applied Economics,
Socio and Public Policy Issues



Mr K Ramesh
M.Tech. (IIT Mumbai), MBA

Sr Faculty - Production and Marketing

Areas of Interest
Production and Marketing



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



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 Reshmi Ann Thomas
B.A (Psychology), MSW, PhD

Asst Professor - HRM & OB

Areas of Interest
Behavioural Psychology,
Organizational Behaviour



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 Sai Sailaja Bharatam
MA. M.Phil., PGDEE, PhD

Asst Professor - Economics

Areas of Interest
Energy Resources, Manufacturing and Transport

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 and
Former Deputy Registrar, HCU

ADMINISTRATIVE SUPPORT



Ms Lalitha Shanth Kumar

B.Sc., MA (PPM)

Sr Administrative Officer (Research)

Over 35 years of experience in managing activities in Research Academic Wings of Educational Institutions.



Mr Satyam N Kandula

MBA, PGDIRPM

Sr Administrative Officer

Over 35 years of experience in Administration and Management of Educational Institutions.



Mr Masood Ahmed Siddiqui

BA, LLB

Administrative Officer (Training)

Over 35 years of experience in Training and Administration.



Mr P Sreenivasa Rao

B.Com., MBA (Finance)

Accounts Officer

Experience of about 30 years in Finance & Accounts and Administration.



Mr Goverdhan Gokul

B.Sc., PGDPM, LLB, MBA

Administrative Officer (Maintenance)

About 30 years of experience in areas of Personal Administration and Estate Management.



Ms Sunita Murthy

MA, MLISc (Library Computerization)

Library In-charge

Professional experience of about 20 years in Library Management and Services.



Mr Ch Upender

BA, LLB, PGDPMIR

PS to Director

Exposure to Law and Industrial Relations, liaison with Educational Institutions, Government, etc.



Mr S Parabrahmaiah

M.Sc., MBA, SAS

Project Officer

Experience of over 35 years in Finance, Accounting, Administration and Project Administration.

Shameerpeth Project

DIRECTOR'S MESSAGE

IPE has come across significant milestones in its continued journey in 2011-12 which scaled newer heights in research, consultancy, training and management education.

As per the latest report of a Committee constituted by the Government of India (in April 2011) to review the functioning of ICSSR, IPE has been rated high in terms of faculty publications in journals and books with the following statistics:

- **1st position** in publications per crore per year (papers in journals)
- **2nd position** in publications per crore per year (books)
- **1st position** in publications per faculty member per year (papers in journals: average for the period 2005-06 to 2009-10)
- **4th position** in publications per faculty member per year (books: average for the period 2005-06 to 2009-10)

Fostering research has always been a prime motive of the institute and for this purpose, several dedicated centers have been established, which have witnessed a series of activities in research, consultancy and training.

The Centre for Corporate Social Responsibility has been established this year which has hosted a national conference on CSR during June 2011 and also carried out consultancy assignments on baseline survey and impact assessment. IPE has been recognized as the southern nodal center by the Department of Public Enterprises for imparting training on CSR for the executives of Central Public Sector Enterprises (CPSEs). The center has trained over 80 executives in all for 11 CPSEs in such programmes.

The ONGC Subir Raha Chair on Corporate Governance which was instituted last year has continued its activities in research. An international conference was hosted in November 2011 and an International Convention on Boards was organized during February 2012. Research projects have been carried out under the National Foundation for Corporate Governance and the National Center for Corporate Governance under the aegis of AICTE.

The Wage and Salary Studies Cell, the Entrepreneurship Cell and the Center for Governance and Public Policy have contributed in terms of organizing conferences, undertaking consultancy assignments and in conducting training programmes.

The institute has successfully completed 13 research and consultancy projects this year apart from a major study of 13 SLPEs (State Level Public Enterprises) under the Government of Assam. There are 8 ongoing projects and two research projects have been sanctioned by ICSSR for which work has just commenced.



1-12

DIRECTOR'S MESSAGE

Doctoral degrees were received by four candidates and four new research scholars have joined the institute as ICSSR fellows. Research Scholars have been sponsored to attend workshops and they have also presented papers in national / international conferences and published working / research papers. A national workshop on research methodology was organized with support from ICSSR which attracted 38 scholars from all over India including IITs and several other universities.

The institute considers its faculty as its greatest strength, who are a blend of those who bring along their rich industry experience and a set of young and energetic bunch from institutions including the IITs, IIMs and reputed universities. Their diversified backgrounds and caliber coupled with interdisciplinary skill sets enable them to create and continue various activities at the institute.

Faculty of IPE have published 17 Books, 61 research papers including case studies in national and international journals four working papers, seven papers in conferences and 20 issues from nine in-house journals. Apart from these, repertoires of five conferences have also been published separately. four International conferences and 14 national conferences were conducted during the year 2011-12. These programmes were sponsored by a number of CPSEs, AICTE, UGC, banks and private firms. These were organized involving officials from ministries, Government Departments, Chief Executives of public and private sector companies, renowned academicians and experts from various fields of management. Joint conferences were organized with the nine institutions in India and abroad.

Five distinguished lectures were delivered by eminent personalities and several in-

house and open training programmes have also been organized this year which have been well received by all the participants.

IPE is successfully running the PG programmes viz. PGDM (Post Graduate Diploma in Management, PGDMRM (Post Graduate Diploma in Management - Marketing and Retail Management), PGDBIF (Post Graduate Diploma in Management - Banking, Insurance and Finance), PGDIB (Post Graduate Diploma in Management - International Business), PGDBT (Post Graduate Diploma in Management – Biotechnology), apart from the Executive PG Diploma in Management and MBA (Public Enterprise) course. Two new courses viz. PG Diploma in Management – Health Care and Hospital Management and PG Diploma in Management – Human Resources Management have been recently launched.

Samathi and Sanskriti, the two flagship events of IPE took place in its usual fervor and an amount Rs 35,87,500 was disbursed to 69 students as merit and merit-cum-means scholarships. IPE has bagged the following awards during the year

- Master Brand Award
- Le Matinal Educational Excellence Awards.
- Innovation Leadership Award
- Impact Awards
- Asia Pacific HRM Congress
- National B-School Award
- 2nd Asia's Best B-School Awards

The IPE team looks forward to working more closely with more number of institutions, both public and private, government departments and academic institutions nationally and internationally and earnestly wishes to actively participate in the knowledge creation to its stakeholders.





HIGHLIGHTS OF THE YEAR

IPE has continued to take constant efforts to scale academic heights and could re-affirm its position as a leading institution in Research, Consultancy, training and as a B-School imparting management education that concentrates on both a strong foundation and ensuring contemporariness. Following are the highlights of the institute's activities this year.

Research & Consultancy During 2011-12

Projects Completed

- Technology Mapping of Central Public Sector Enterprises” in the phase of heightened competition
- Drinking Water Delivery: A comparative study of Hyderabad, Visakhapatnam and Vijayawada in Andhra Pradesh, India
- Current Status of Higher Education in Bihar and Ways to Enhance It
- Training Needs Analysis for SLPEs in Assam (Phase I)
- MoU-Based Performance Rating System for SLPEs of Assam (Phase I)
- Performance Management Systems in Neyveli Lignite Corporation Ltd
- Recruitment for AP Beverages Corporation Ltd
- Recruitment of AP Dairy Development Cooperative Federation Ltd
- Recruitment of Personnel in AP State Civil Supplies Corporation Ltd
- A snapshot survey to understand the customer perception: Andhra Pradesh Rajiv Swagruha Project Ltd
- Challenges in Governance and Field-Level Process in Implementation of Aadhaar Project in PDS
- PRP in Dredging Corporation of India Ltd.
- Training Needs Assessment in Goa Shipyard Ltd.
- Preparation of Corporate Plan for AP Trade Promotion Corporation Ltd.
- Baseline survey for CSR projects by NLC (Phase I)

Ongoing Projects

- Valuation and Pricing of Equity Shares of CPSEs in India
- Study of Green HRM Initiatives in Public Sector Organizations
- Entrepreneurship Skill Development in Indian Management Education
- Baseline Survey for Undertaking CSR Projects by Neyveli Lignite Corporation Ltd (Phase II)
- Preparation of Corporate plan for APIIC
- ONGC – Impact Assessment of CSR Projects
- Training Needs Analysis for SLPEs in Assam (Phase II)
- MoU-Based Performance Rating System for SLPEs of Assam (Phase II)

New Projects initiated

- Operational barriers for checking corruption : A comparative study of e-governance initiatives in three states
- Empowering Social Science Research: A study of components in Social Science Research system, existing barriers and development of framework for Performance Management of the system

Research Centers

Centre for Corporate Social Responsibility (CCSR)

The Centre for Corporate Social Responsibility (CCSR) has been set up at IPE to promote training, research, consultancy assignments and document case studies in thrust areas of CSR. The Centre works on the existing body of knowledge, systems, structures, models and mechanisms associated with different CSR initiatives; it also provides a platform for discussing CSR guidelines and the latest developments in the field.

CSR Research and Consultancy

A national conference on "Best practices on CSR" was conducted during June, 2011 and a book with a compilation of research papers entitled "Re-thinking Corporate Social Responsibility" has been brought out. Two consultancy projects are being carried out from this center currently and four research papers have been published with a focus on sector specific CSR initiatives.

CSR Training

IPE was also recognized as a nodal center in imparting CSR training for the executives of CPSEs and IPE faculty have been designated master trainers by the Department of Public Enterprises for imparting this training. The center has trained over 80 executives in all for 11 CPSEs in such Programmes.

Centre for Corporate Governance ONGC Subir Raha Chair

Following programmes have been carried out under the ONGC Subir Raha Chair

- Principles and Practices of MoU in PEs held on 13 May 2011
- National Conference on 'Best Practices on Corporate Social Responsibility' held on 3-4 June, 2011
- International Conference on Corporate Governance in Banks held on September 2-3, 2011
- 3rd International Conference on "Corporate Governance in Asia" collaborated with the Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia, November, 2011
- International Convention on Boards was organized during 9-10 February, 2012

Wage and Salary Studies Cell

The Wage and Salary Studies Cell conducted a national workshop on 4 June 2011. The workshop was oriented at experience sharing by PSEs in implementing the pay revisions in accordance with the DPE guidelines and was attended by nearly 25 CPSEs in India.

Consultancies on designing Performance Management Systems (PMS) for Neyveli Lignite Corporation and Dredging Corporation have been executed. Further, customized workshops for familiarizing executives on the philosophy of PMS and the practical implementation procedures have been undertaken.

Entrepreneurship Development Cell

EDC continued its activities and organized programmes with NEN (National Entrepreneurship Network) under the aegis of AICTE.

Center for Governance and Public Policy

The Center for Governance and Public Policy organized a national conference on 'e-governance – digitization to delivery' during 9-10 January, 2012.

Center for Corporate Risk Management

Efforts are in place to institute the Center for Corporate Risk Management in IPE in collaboration with the Central University of Rajasthan

Doctoral Programme

The following candidates were awarded the Ph.D. degree during 2011-12.

1. M Rukmini Rao for the thesis titled "Policies and Practices in Corporate Governance: A Comparative Study of Large Corporations" (Osmania University)
2. PA Naidu for the thesis titled "Risk Management in Indian Stock Market through 'Value at Risk' Approach" (Osmania University)
3. A Sridhar Raj for the thesis titled "Training and development in PSUs in the era of Globalization – A study of select Central PSUs in Andhra Pradesh" – OU



HIGHLIGHTS OF THE YEAR

4. Ramanchi Radhika for the thesis entitled "Lending by Cooperative Banks to priority sector in Ranga Reddy district, Andhra Pradesh"

New Research scholars

Two scholars, Mr Maschendar Goud and Mr S Subrahmanyam were selected for ICSSR doctoral fellowship and two scholars, Ms Shilpa Roy and Ms Jayashree Patil Dake joined as teacher fellows under the pay protection category of fellowships.

Research Scholars at IPE have been sponsored to attend a workshop in IIT Madras. Research Scholars have actively participated and presented papers in national and International conferences. They have also published papers in refereed journals and contributed to working papers.

New Initiatives in Doctoral programme

Capacity Building programmes

An advanced doctoral coursework has been formulated for doctoral research scholars to train in research methodologies and data analysis. Apart from this, a national workshop on Research Methodology as a skill building approach under the support of ICSSR was held during February 21-26, 2012. This brought together 38 research scholars from all over India including IITs and several universities.

Collaborative research

IPE has initiated the prospects of inviting CPSEs to partner in the execution of research. Certain thrust research areas are identified that are specific to CPSEs. A CPSE's active involvement in partnered research provides a number of mutual benefits to the institution, in terms of a more cogent understanding of the phenomenon of interest bringing value additions from the respective areas of competency and using resources.

The thrust areas identified are:

- Corporate Governance
- Corporate Social Responsibility
- Sustainable Development
- Project Management
- Human Resource Management
- Wage Issues in CPSEs
- Risk Management
- Innovation in CPSEs

- Power Sector Reforms
- Succession Planning
- Technology Mapping with R&D

Research Proposals

Faculties of IPE have sent research proposals to research agencies in the country viz. AICTE, UGC and ICSSR. Apart from these, proposals have been sent to various ministries and Govt. departments based on advertisements inviting expression of Interest.

Faculty Publications

Faculty of IPE have published 17 Books, 61 Research Papers including case studies, five working papers, seven papers in conferences and 20 issues from nine in-house journals. Apart from these, repertoires of five conferences have also been published separately.

Conferences

4 International conferences and 14 national conferences were conducted during the year 2011-12. These programmes were sponsored by a number of CPSEs, AICTE, UGC, banks and private firms. These were organized involving officials from ministries, Government Departments, Chief Executives of public and private sector companies, renowned academicians and experts from various fields of management. Joint conferences were organized with 9 institutions in India and abroad.

Distinguished Lectures

The 28th Distinguished lecture was delivered by Mr R Shankar - Director, SHE & Sustainability, Dr. Reddy's Laboratories on the theme: CSR and sustainability on 3rd June, 2011

The 29th Distinguished lecture was delivered by Dr A K Rath - Dean and Professor, School of Public Policy and Governance, MDI Gurgaon on: CSR - Present Perspectives and Future Outlook on 4 June 2011

30th Distinguished lecture was delivered by Mr Rana Som, Member (BoG), IPE and Former CMD, NMDC Ltd. on Mining Sector in India: Challenges ahead on 2nd January, 2012.

31st Distinguished lecture was delivered by Dr Prajapati Trivedi, Secretary,

Performance Planning, Government of India on the theme "Performance Management in Government: Challenges on 10 February 2012

The 32nd Distinguished lecture was delivered by Mr. Srikanth Surampudi, Regional Head HR - TCS, on 'Role of HR in changing times' on 26 February 2012

Faculty Interactions

Some distinguished visitors who interacted with the faculty include:

Dr Rajagopal, EGADE Business School, Mexico on 23 May 2011.

Dr Masood Ali Khan, Jami Millia Islamia, on 28 December 2011.

Prof. Dharendra Vajpeyi, University of North IOWA, Challenges of "Global Technology and Science on Mankind on 18 January, 2012.

Mr SK Acharya, Director-HR, NLC Ltd. on "Role of HR in Changing Scenario' on 2 February, 2012.

Dr Nina Woodard, HR Expert on 'Building Global Competencies with out 'Leaving you Desk' on 13 February, 2012.

New Initiatives

U21 global – e-learning initiative

IPE and U21 Global have collaborated to empower executives with the appropriate skills and knowledge to tackle the issues and other progressive challenges to make a better manager, entrepreneur and a global citizen. These programmes are effectively delivered with the unique combination of online and face-to-face learning.

New Collaborations

IPE had organized a number of events with collaborations from reputed institutions in India and abroad which also enabled venturing into new areas of exposure in management. Following are the collaborating partners:

- UNIRAZAK, Malaysia
- Universiti Teknologi MARA, Malaysia
- ICWAI, India
- Central University of Rajasthan
- University of Hyderabad
- CR Rao Advanced Institute of Mathematics, Statistics and Computer Science
- Global Leadership Forum, Kolkata
- EGADE Business School, Mexico

A MoU was signed between IPE and the Universiti Teknologi MARA, Malaysia for working together in research and engage in faculty exchange, student exchange and in organizing joint seminars and conferences.

Training Programs

IPE organized a number of in-company programmes and several open programmes for various organizations during the year that are documented in detail in this report.

FDP for IPE Faculty

IPE faculty have been sponsored for eight FDPs in reputed institutions and have been sent to countries including Singapore, Malaysia, China, Mauritius and Thailand for networking and developing international linkages. A number of distinguished academicians & chief executives from the industry have also interacted with IPE faculty.

Accolades

HRD Panel rates IPE high

As per the latest report of a Committee constituted by the Government of India (in April 2011) to review the functioning of ICSSR, IPE has been rated high in terms of faculty publications in journals and books.

The report has high-lighted the following statistics about IPE:

- **1st position** in publications per crore per year (papers in journals)
- **2nd position** in publications per crore per year (books)
- **1st position** in publications per faculty member per year (papers in journals: average for the period 2005-06 to 2009-10)
- **4th position** in publications per faculty member per year (books: average for the period 2005-06 to 2009-10)

Awards and Rankings

IPE has bagged the following awards during the year

- Master Brand Award
- Le Matinal Educational Excellence Awards.
- Innovation Leadership Award
- Impact Awards
- Asia Pacific HRM Congress
- National B-School Award
- 2nd Asia's Best B-School Awards





RESEARCH & CONSULTANCY STUDIES

The following projects were completed during the year 2011-12. This documentation includes the details on the objectives, methodologies & findings / states of the project.

Completed Projects:

Technology Mapping in the Indian Central Public Sector Enterprises – Challenges of Heightened competition

Sponsor: **Planning Commission**

Faculty involved: **Prof RK Mishra, Mr K Srinivas, Dr Jayasree Raveendran**

Indian firms, both private and public, have gained a noticeable integration into the global marketplace. In this scenario, there is a need for the Indian CPSEs to benchmark their management functions with the best practices in the world. Investment in Research & Development (R&D), infusion of technology and innovation are seen as crucial elements in continuing advancement of businesses all over the world. Against this backdrop, the planning commission had constituted a panel of experts for studying the technology mapping process of Indian CPSEs (Central Public Sector Enterprises). Mainly, this project is focused on technology mapping of the CPSEs in India and has dwelt exhaustively on the R&D scenario in India. R&D functions and technology requirements are unique for every CPSE and the technology management process pertaining CPSEs representing the oil and gas, heavy engineering, medium and light engineering, minerals and metals, electricity transmission, chemicals and pharmaceuticals, fertilizers, contract and construction services, transport and financial services are studied. A reporting framework for technology mapping is also being put forth that captures the various elements involved in technology mapping activity.

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

Sponsor: **Institute of Water Policy, Singapore**

Faculty Involved: **Dr Samanta Sahu**

Objectives

The objective of this was to study the level and growth of demand for drinking water in the three cities and prospects for supply; make a comparative analysis of the institutional mechanisms responsible for delivering water to people in each city; examine the status of water delivery (coverage) and access to water by the people & make a comparative study of the pricing mechanism and the cost effectiveness of water delivery in the cities.

Methodology

Both primary and secondary data collection methods have been employed. The primary data sources included interviews and consultation with stakeholders such as water supply officials. In addition, Focus Group Discussions (FGDs) were carried out

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RESEARCH &
CONSULTANCY
STUDIES

with select members of the community to verify the information collected through interviews of government officials and others. Secondary sources of data were collected from various reports from Government of AP, Government of India, Government Orders issued from time to time, reviews by journals and magazines, paper clippings, information from websites, media reports and other data and statistics available.

Due emphasis was given to examine different aspects of water supply in the cities. It was seen that the efforts of city level administration in every city was seriously inadequate in almost every aspect. There was always emphasis on supply side solutions such as finding new water source with huge investments rather than managing the demand through different measures. The impact of this is also seen in the cost effectiveness of water supply to cities.

Current Status of Education in Bihar and Ways to Enhance it

Sponsor: AICTE

Faculty involved: Dr Mridula Sahay

The study investigated the causes that were responsible for the low growth of higher education in Bihar and also prepared a road map for an effective and efficient education system. A dynamic model for sustainable and contemporary higher education has also been developed that will bring about an institutional governance system which will accelerate education. The completed report has been submitted to AICTE.

Performance Management System at Neyveli Lignite Corporation

Sponsor: NLC Ltd

Faculty Involved: Shri KRS Sastry, Dr Jayasree Raveendran, Shri KSN Raju, Shri GR Bhandare (Former Director – HR, NLC Ltd)

The study report on Performance Management System for the Executives and Supervisors for Neyveli Lignite Corporation (NLC) was completed in all respects. The Report was presented to the Management Committee of NLC in August 2011, and to the Board of NLC in November 2011.

The project involved designing a comprehensive scheme of 'Performance Cum Competency Scorecard' and a scheme of performance appraisal / assessment of every executive and NUS of NLC Ltd (upto E7).

Challenges in Governance and field level implementation of AADHAAR project in PDS

Sponsor: UIDAI

Faculty involved: Dr P Geeta, Dr Sai Shailaja, Dr Shulgna Sarkar

The Unique Identification Authority of India (UIDAI), Department of Planning, Government of India has appointed IPE to identify and address the 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. A detailed study of PDS application in Andhra Pradesh, Madhya Pradesh and Jharkhand has been carried out in all respects.

Project Study Report on Training Need Assessment and Training Effectiveness for Goa Shipyard Limited

Sponsor: Goa Shipyard

Faculty Involved: Shri KRS Sastry

This assignment entailed a detailed analysis of the existing training programs with reference to the focus, frequency and the executives nominated to attend the program. A detailed investigation into the existing scheme of training assessment, its effectiveness has been carried out. A set of recommendations to enhance the effectiveness is put forth.

This assignment was completed and the draft report was submitted on 16 March 2012, which was presented to their management committee on 20 April 2012.

Project Study on Performance Management System at Dredging Corporation of India (DCI)

Sponsor: DCI

Faculty Involved: Shri KRS Sastry, Dr Jayasree Raveendran

The assignment involved studying the existing Project Management System and suggesting required improvisations that will meet the requirements of the



guidelines of the Department of Public Enterprise.

The study report on Performance Management System at Dredging Corporation of India (DCI) Limited was completed on 29 March 2012, within the specified time schedule of 90 days.

Andhra Pradesh Trade Promotion Corporation Limited

Sponsor: **APTDC**

Faculty involved: **Dr SS Subhramanyam, Dr Lakshmi Kumari**

The main objective of the assignment is to develop a robust corporate plan with a shared vision, mission, objectives, roles and responsibilities for the organization study and review the current scenario of APTPC and suggest a comprehensive corporate plan for the next five years. The assignment involves (a) An assessment of the overall situation of the organization in the current context, the recent history, and how the organization reached where it is (b) An assessment of the enabling environment and changing contexts in terms of policy changes (both internal and external) in the state, and how it has impacted and influenced the policies within the organization and (c) Identifying the strengths and weaknesses of the organization and determination of how to capitalize on strengths. The study would also address the following.

- Strengthening governance systems
- Strengthening financial systems and risk assessment
- Simplifying and streamlining internal processes
- Use of new technology training, skill building and capacity enhancement
- Monitoring and evaluation

On going Projects:

Asset Pricing and Valuation of CPSEs Quoted in Stock Markets in India

Sponsor: **AICTE**

Faculty Involved: **Dr Pawan Kumar & Ms J Kiranmai**

Objectives

The objective of this article is to study the contribution made by the public sector enterprises to the economy and also to

ascertain the value of PSEs, i.e., whether overvalued / undervalued in this market asset pricing of the PSEs quoted at the Bombay Stock Exchange during the period 1993-94 to 2010-11 would be studied.

Methodology

Asset Valuation Approach: There are four main methods of valuation based on asset valuation approach: Balance sheet method (Book value method); Adjusted book value method; Liquidation value method; Replacement cost method.

Market Price Approach: Based on market price approach, there are two methods of valuation of shares of a company: Stock price method; Relative valuation models.

Earnings Approach: Some of the relative valuation models are: Earning multiple method; Book value multiple method; Sales multiple method; Dividend multiple method; Cash earning multiple method.

The Project uses appropriate methods for valuation of the shares.

Green Human Resource Management Initiatives in Public Sector Organizations

Sponsor: **UGC**

Faculty Involved: **Dr Shulgna Sarkar, Dr Lakshmi Kumari, Ms J Kiranmai**

Objectives

The area of green HRM is less explored and though companies in India have taken initiatives in incorporating green management yet the application of Green HRM concepts is laid back. Thus, the scope of this project lies in identifying the need for initiation of Green HRM practices in public sector organizations. The project discusses the existing initiatives of practicing organizations and identifies the scope of application of Green HRM practices, to indicate the significant works on Green HRM research, and to elaborate the need of Green HRM initiatives in sample organizations.

Methodology

Primary data has been collected using structured questionnaire. Personal interviews have been conducted for top officials to obtain feedback on the green vision of the sample organizations and also the green initiatives planned and



implemented. Secondary data has been collected from the existing documentation on green initiatives and HR process of the sample organizations.

Entrepreneurship Skill Development in Indian Management Education

Sponsor: **All India Council for Technical Education**

Faculty Involved: **Dr Nandita Sethi**

Key Deliverables of this project are the following:

- Identifying the current status of entrepreneurial skill development in Indian Management Education
- Identifying faculty gaps
- Identifying Institutional gap- curriculum and pedagogical gaps
- Suggestions to fill the above mentioned gaps in terms of revisions required in the curriculum and pedagogical tools – to result in enhanced entrepreneurship skill development

Baseline Survey for Identification of CSR Projects for Neyveli Lignite Corporation

Sponsor: **NLC Ltd**

Faculty Involved: **Ms Punam Singh, Dr Shulgna Sarkar**

Objectives

- To study the socio-economic status of the 120 villages
- To identify viable and sustainable projects
- To identify the beneficiaries of the projects
- To identify a set of indicators that will be used to assess achievement of the outcomes

Soon after the study was commissioned the research team visited the area along with the Neyveli officials. The idea was to understand the fields of data collection. The existing CSR sites of NLC were visited.

After the pre-need assessment profiling activity a brainstorming session was held at IPE, Hyderabad to demarcate the process of data collection. The number of villages to be surveyed was decided as 120 villages. It was also decided that a sample survey of 30 households per

120 villages would be collected which is a representative sample size. Alongside qualitative data will also be collected using focused group discussion and personal interview. The complete study has been divided into five phases.

A structured questionnaire eliciting information on demography – data collected included family size, education level, employment, household Income and agriculture, questions about the structure of the house, ownership of radios, bicycles, motorbikes, number of livestock and land size were all made with the aim of providing a basic measure of wealth per household has been administrated.

Corporate Plan for Andhra Pradesh Industrial Infrastructure Corporation Limited

Sponsor: **APIIC**

Faculty involved: **Dr SS Subrahmanyam, Dr Meher Karuna**

Andhra Pradesh Industrial Infrastructure Corporation Limited is a state owned corporation for the development of industrial infrastructure in the state. IPE is designing a corporate plan for the next 5 years (2012-17) with an objective to create a conducive environment for industrial prosperity of the state. The assignment involves a critical study of the following:

- To revisit vision, mission and objectives of APIIC
- Prioritize varied objectives of APIIC
- Develop appropriate strategy for the next 5 years in consultation with the officials of the APIIC.
- To prepare a plan of action to execute the strategy.
- To identify the required resources like financial, human and technological for the next 5 years.
- To draft an office management system and monitoring system for efficient execution of the effective corporate plan.

Impact Assessment Study for ONGC Ltd

Sponsor: **ONGC Ltd**

Faculty involved: **Dr T Anil Kumar / Dr SS Subrahmanyam**

The centre conducted an impact assessment study for ongoing projects



of ONGC. The projects were from different areas of education, health and infrastructure development. The projects were conducted by Gandhi Institute of Computer Education and Information Technology, Mobile Medicare Unit and construction of Harit Moksha.

Study of Thirteen Public Sector Corporations in Assam

Sponsor: **Government of Assam**

Faculty involved: **Dr SK Mathur, Dr SS Subramanyam, Dr MLN Rao, Mr Anji Raju, Dr S Sreenivas Murthy, Dr Meher Karuna, Mr T Anil Kumar, Dr Shulgana Sarkar, Dr P Geetha, Ms J Kiranmai, Mr K Ramesh, Dr P S Janaki Krishna, Dr V Srikanth, Dr A Sridhar Raj, Mr K Srinivas, Mr M Karthik, Dr A Pawan Kumar, Mr MJ Ramakrishna**

IPE won a major consultancy project from the Govt. of Assam. The Consultancy Project involves study of as many as thirteen different Corporate Undertakings in the state which spreads over the period 2012 –2014 and involves the following two modules:

- Training Needs Analysis for the executives and staff of the corporate undertakings
- MOU Based Performance Rating System to be developed for these undertakings.
- There were eight different organizations / institutions competing and bidding for this project. IPE's approach and its strengths won for it this major project. The agreement was signed at Guwahati by the Commissioner & Secretary, Public Enterprise Dept, Govt. of Assam, and Dr. S K Mathur, representing IPE, in the presence of the Hon'ble Minister for Power and Public Enterprise, Mr. Pradyut Bardoloi, and Addl Chief Secretary, Ms. Emily Chowdhary, IAS, on 20 July, 2011.

As per the agreement, IPE completed the study and submission of reports for five SLPEs in the first phase assigned for the year 2011-12 within the stipulated three months period. The five SLPEs studies were:

- Assam Industrial Development Corporation Ltd. (AIDC)

- Assam Police Housing Corporation Ltd (APHC)
- Assam Government Marketing Corporation Ltd (AGMC)
- Assam Seeds Corporation Ltd (ASCL)
- Assam State Transport Corporation (ASTC)

The next phase of the project for these five corporate undertakings involves hand holding support for the implementation of the MOU based Performance Rating System in these undertakings

The next set of corporations comprises eight organizations in the state to be taken up for study in the current year 2012-2013 after receiving requisite order from the Govt. of Assam.

Methodology Adopted:

The TNA module study was carried out based on the functional needs of employees and due assessment of their requirements of specific skills in order to enable them to discharge their duties effectively. For the MOU module, the selection of performance indicators in key result areas as per the MOU guidelines was done. Turn-around strategies were highlighted for each of the five loss making SLPEs.

New Projects:

Operational Barriers for Checking Corruption: A Comparative Study of E-Governance Initiatives in Three States

Sponsor: **Indian Council of Social Science Research (ICSSR)**

Faculty Involved: **Dr Samanta Sahu**

The present project investigates:

The politico-administrative system of the country creating institutional hurdles for common people and businesses, which promote corrupt practices? The continuing forms and means of corruption despite introduction of reforms? Other success rate of e-governance initiatives in operation in some Indian states citizens perceptions of such initiatives? operationalize of a plan by which higher bureaucracy also cooperates in this endeavour of checking corruption.

Empowering Social Science



Research: A Study of Components in Social Science Research System, Existing Barriers and Development of Framework for Performance Measurement of the System

Sponsor: ICSSR

Faculty Involved: Prof RK Mishra / Dr Jayasree Raveendran

There is ample evidence that India is not well-placed for transformation in terms of being a leader in research and creating an impact thereof. For example, in many disciplines, there is already a severe shortage of well-trained young doctorates to fill in existing posts in research institutes and universities (The National Knowledge Commission, 2009). To address the issue of quality research in the field of social sciences, there is a pressing need for urgent government policy interventions, including high priority initiatives to attract, nurture, and retain the country's best young minds in academia and research.

The present proposal aims at researching into the following phenomena and to bring out pointers for quality social science research in India.

- Take stock of the present scenario of social science research
- Account views of academicians, researchers and other stake holders
- Study the prospects of collaborative research work
- Develop a framework for performance measurement and management of research scholars and research institutions

Project Theme: Training Needs Analysis (TNA) and MOU Based Performance Management System

A Snapshot Survey to Understand Customer Perception: Andhra Pradesh Rajiv Swagruha Corporation Limited

Sponsor: APRSC Ltd

Faculty Involved: Dr Samanta Sahu / Dr P Geeta

Providing affordable housing to people in the urban areas has been a challenging task for the government. The boom in the real estate market in recent years has made things worse especially for the middle

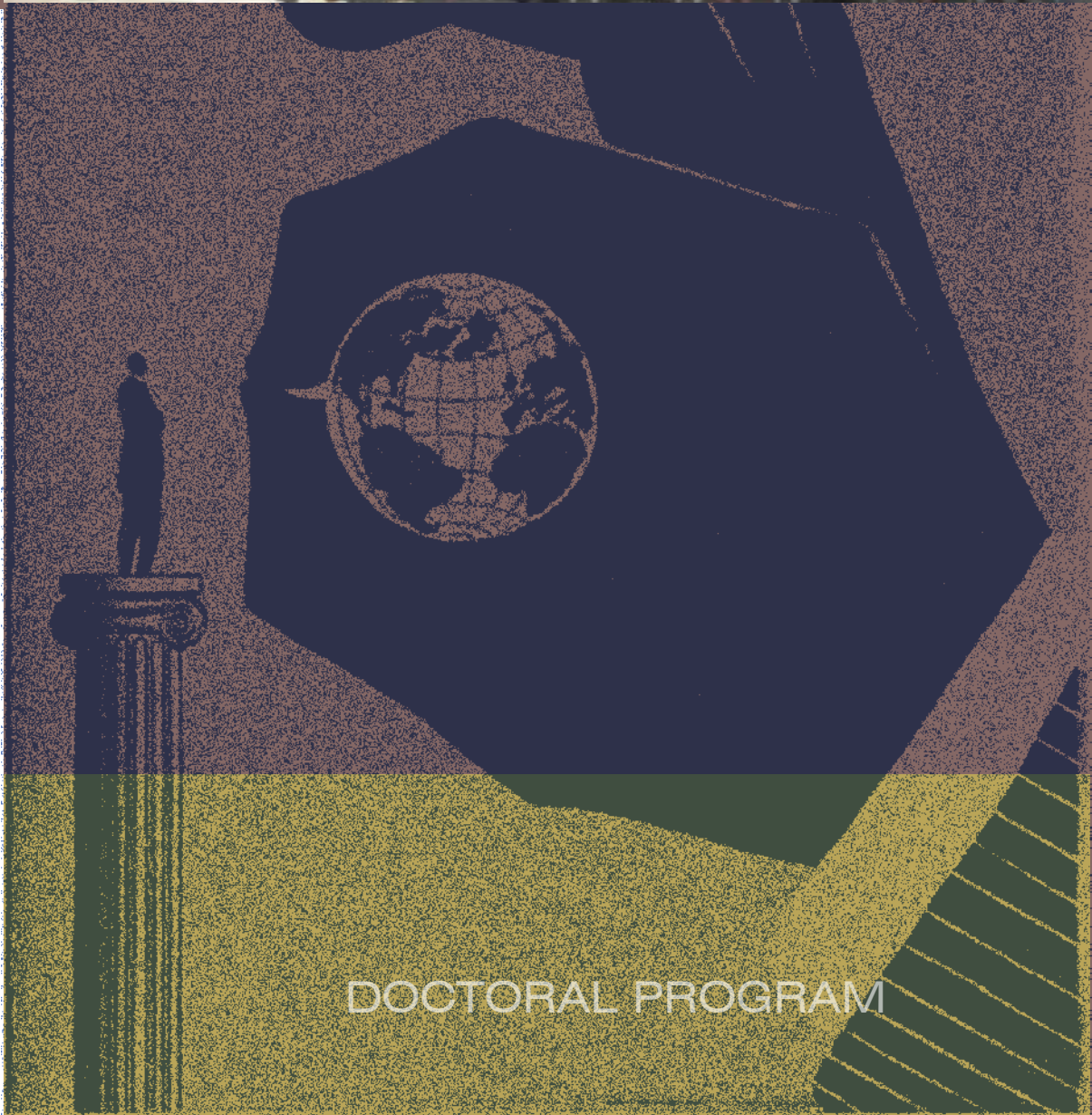
class people in the urban areas. While the poor get benefitted by several schemes of government the reach have no problem of buying houses. Therefore, the middle class families have a real problem of affordable housing. In order to overcome such a situation, the Government of Andhra Pradesh came up with a unique idea of providing housing to such families through a self financed housing project. The Andhra Pradesh Rajiv Swagruha Corporation Limited (APRSC) was incorporated for the purpose. The project was started in 2007 and in the fourth year of its implementation, the APRSC faces problem as many of the applicants who have opted for housing with the Corporation have asked for refund and many are not paying their installments.

The personal interaction with the customers has brought out several interesting facts and aspects of the project. On one side the Corporation claims with documentary proof that every possible effort was made to reach out to the customers, on the other side the customers feel that there was no effort made to reach out to them with the latest information. In the end it appeared to be a communication gap between the Corporation and the Customers.

There are several issues that primarily appear to be a communication gap between the Corporation and the customers. There are several corrective measures suggested, on which the Corporation may act upon in order to make the project more viable



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DOCTORAL PROGRAM

DOCTORAL PROGRAM

Four new ICSSR research fellows, 4 PhD degrees awarded, a national workshop on research methods and an active participations of research scholars in various projects, conferences and paper publications form part of the highlights of this year's doctoral program.

Doctoral Programme

The following candidates were awarded the Ph.D. degree during 2011-12.

1. N Rukmini Rao for the thesis titled "Policies and Practices in Corporate Governance: A Comparative Study of Large Corporations" (Osmania University)
2. PA Naidu for the thesis titled "Risk Management in Indian Stock Market through 'Value at Risk' Approach" (Osmania University)
3. A Sridhar Raj for the thesis titled "Training and development in PSUs in the era of Globalization – A study of select Central PSUs in Andhra Pradesh" – OU
4. Ramanchi Radhika for the thesis entitled "Lending by Cooperative Banks to priority sector in Ranga Reddy district, Andhra Pradesh"

New Research scholars

Two scholars, Mr Maschendar Goud and Mr S Subrahmanyam were selected for ICSSR doctoral fellowship and two scholars, Ms Shilpa Roy and Ms Jayashree Patil Dake joined as teacher fellows under the pay protection category of fellowships.

Research Scholars at IPE have been sponsored to attend a workshop in IIT Madras and have actively participated and presented papers in national and International conferences. They have also published papers in refereed journals and contributed to working papers.

New Initiatives in Doctoral programme

Capacity Building programmes

An advanced doctoral coursework has been formulated for doctoral research scholars to train in research methodologies

and data analysis. Apart from this, a national workshop on Research Methodology as a skill building approach under the support of ICSSR was held during February 21-26, 2012. This brought together 38 research scholars from all over India including IITs and several universities.

Activities of the Research Scholars

- **Maschendar Goud** presented a paper titled 'Performance Evaluation of MGNREGS – A Study on Implementation in Andhra Pradesh at the 64th All India Commerce Conference, Pondicherry University on 13-15 December 2011
- **D Srinivasa Reddy** participated in the following training programs and conferences: Training program on 'Entrepreneurial Innovation' organized by INPAQT, Rotterdam, The Netherland, at IPE Hyderabad on August 1-6 2011, he also attended the National Workshop on Research Methods at IIT-Madras, during August 20-21 2011. National Seminar on "Best Practices in Corporate Social Responsibility", organized by Institute of Public Enterprise (IPE) and Oil and Natural Gas Commission (ONGC), during June 3-4, 2011.

Participated in international conference on "Corporate Governance in Banking Sector" during June 3-4 2011, at Institute of Public Enterprise (IPE), Hyderabad.

Articles Published in the Journals:

"A Study on Welfare Measures and their Impact on Job Satisfaction of BHEL Employees". Technology Spectrum, Vol. 5(1), 2011. Journal of JNTU –Hyderabad by Buchaiah M, Srinivasa Reddy D and D Bala Prakash





DOCTORAL PROGRAM

“Behaviour of Producers and Consumers towards Rythu Bazars (Farmer’s Markets) in Andhra Pradesh. Paper accepted for Journal of Marketing Vistas by Srinivasa Reddy D and D Bala Prakash.

Evaluation of Performance of Supply Chain in vegetable Marketing in Andhra Pradesh”. Paper accepted for The Journal of Research, ANGRAU by Srinivasa Reddy D, Bala Prakash D and S V Satyanarayana.

- **A Subrahmanyam** presented the following Research Papers:

“Managing Quality in Higher Education: The Implementation of EFQM Excellence Model in Indian Higher Education Sector”, International conference on quality in higher education: challenges and opportunities in India held on 20-21 October, 2011 at Patna, Bihar.

“Conceptualizing the Service Quality in Management Education using SERVQUAL model”, *International conference on Business strategy and management held on 25 June 2011 at Kolkata, India.*

“Service Quality of Management Education in India: Issues and Challenges in Global Scenario”, *International conference on Business strategy and management held on 25 June, 2011 at Kolkata, India.*

Workshops Participated:

Participated in two-day National Workshop on “Case Teaching and Writing Methodology” during 8-9 April, 2011 organized by Chaitanya Bharathi Institute of Technology in association with AIMS.

Participated in “Refresher Course in Research Methodology” during 8-28 June, 2011 organized by Academic Staff College, University of Hyderabad.

Participated in three-day Workshop on “Research Methods for Marketing and Human Resource Management” held on 19-21 August, 2011 by IBS Hyderabad.

- **Ms Jayasree Patil Dake** presented the following papers:

“FDI Inflows in India – Short Term

and Long Term Analysis”, presented in absentia by Ms Jayashree Patil Dake at International Conference on “Changing Structure of International Trade and Investment: Implications for Growth and Development” by Department of Economics, Jamia Millia Islamia (Central University), New Delhi, 2-3 March 2011.

“Coping with the Global Meltdown: India’s External Sector” by Jayashree Patil-Dake, Badruka College Post Graduate Centre and Nandita Sethi, Institute of Public Enterprise, India, presented the paper at first International Conference on Business and Management (ICBM 2011) organized by Social Sciences Research Society (SoSReS), 15-17 April 2011, IZMIR, Turkey.

Public Policies for International Trade and Sustainable Development” (ID 901) Flavio de Sao Pedro Filho, Foundation Federal University of Rondônia (Brasil) Irene Yoko Taguchi Sakuno, Foundation Federal University of Rondônia (Brasil) Ms Jayashree Patil-Dake, Osmania University (India) at 37th EIBA Annual Conference, Bucharest, 7-10th December 2011, Bucharest, Romania, Europe.

Role of Telecom Sector in Indian Economy” by Ms Jayashree Patil-Dake and Ms. Neeta Pole-Aurangabadkar at Diamond Jubilee International Conference on Frontiers of Infrastructure Finance ICFIF- 2011, organized by Vinod Gupta School of Management & RCG School of Infrastructure Design and Management, Indian Institute of Technology, Kharagpur, India December 28-30, 2011 ‘Analysis of FDI Inflows in India’, Ms Jayashree Patil-Dake, ‘International Journal of Research in Commerce and Management, Volume-2, Issue-1 (January, 2011), ISSN No: 0976-2183, Pages: 46-50, available at www.ijrcm.org.in

“Financing Options for PPP Projects in India”, Ms Swati Mathur and Ms Jayashree Patil-Dake, in Public Private

Partnership in Infrastructure Sector, edited by Dr Krishna Reddy and Dr V Sudha, Published by BS Publications, (2011) ISBN No: 978-93-81075-28-9, Pages: 263-269

“Corporate Social Responsibility by Indian Banking Sector” by Ms Jayashree Patil-Dake, in “Corporate Social Responsibility - Issues & Challenges Proceedings” Edited by Dr. Sunil Karve and Rajendra P. Gawde, Published by Allied Publisher (May 2011), Pages: 146-153, ISBN No: 978-81-8424-681-0

“The Growth of Telecom Sector in India” by Mrs. Jayashree Patil-Dake and Mrs. Neeta Pole-Aurangabadkar, “India Emerging: Opportunities and Challenges”, Pragun Publication (A D K Publishers Distributors). New Delhi - 110 002, (11th November, 2011) ISSN No: 978-93-80397-24-5, Pages:62-69

Kirtti Ranjan Paltasingh published a research entitled ‘Controversy of Trade Policy Orientation and Productivity Growth of Manufacturing Sector: A Comparative Study of Orissa and AP.’ in **Asian Economic Review**, December issue, 2010.

Published a book based on M Phil work namely “Trade Liberalization and Industrial Productivity in India,” New Century Publications, New Delhi.

One research paper entitled “Measuring Weather Impact on Crops Through Aridity Index Approach: Evidence from Orissa, India, is being communicated to the Agricultural Economics Research Review for publication.

Participated in the workshop on Research Methodology held at the Department of Management Studies, IIT Madras on 20-21 August 2011.

P Shilpa Roy published an article entitled “Engendering Organisational Stability through Employee Engagement” co-authored with K Narendranath in the book ‘Today’s HR for a Sustainable Tomorrow’ (ISBN 978-81-8424-754-1)



11-12



CONFERENCES, SEMINARS &
WORKSHOPS

CONFERENCES, SEMINARS & WORKSHOPS

This section presents the details of various workshops, national and international conferences.



Principles and Practices of MoU in PEs

Institute of Public Enterprise, Center for Corporate Governance & ONGC Subir Raha Chair on Corporate Governance, organized a one-day program on Principles and Practices of MoU in PEs on 13 May 2011.

Prof RK Mishra, Director, IPE, welcomed all the participants and faculty members of IPE to the program. In his welcome address, Prof Mishra highlighted the importance for improvement in the performance of CPSEs through effective implementation of MoU system. Prof Laxmi Narain in his inaugural address highlighted the MoU experiences of the Central Enterprises. The guidelines issued by the Department of Public Enterprises. The guidelines were more focused on the proforma, rankings. Prof Laxmi Narain also highlighted the importance of implementation of MoU System in Public Enterprise System.

Session 1: MOU: Philosophy, Formats, Items and Weights: Prof R K Mishra briefed about the concept and objectives of MoU. In this context he highlighted that MoU could be a measurement tool to increase the performance of the management of the enterprises. MoU should clearly specify intentions, obligations, and responsibilities of the two parties. It can be a successful tool when there is continuous monitoring and appraisal. To add value to this discussion, Prof. Mishra spoke about the MoU

experiences of the enterprises in France, China, Canada and Korea.

Session 2 & 3: MoU Financial Indicators and their Understanding and MoU: ECIL Experience: Mr KRS Sastry, Sr Faculty threw light on the various financial indicators that are used in the finalizing the MoU for the organizations. The session further highlighted the need to fix the targets for the MoU. Mr Sastry further highlighted the experience of Electronic Corporation of India.

Session 4: Performance Monitoring Systems for Public Sector Undertakings: Mr MP Fulzele discussed on various issues relating to performance monitoring systems in public enterprises. The role of MoU in improving the performance management and implementing the performance related pay, are primarily focused upon.

Session 5: Physical Indicators and MoU Composite Score: Prof Srihari Rao, focused on the purpose and process of MoU, structure, goals, objectives and targets, possible activities under CSR and MoU composite scoring. Finally he concluded MOU attempts to spell out the intentions obligations and mutual responsibilities of Government as owner and the specified PSU.

Valedictory: Prof M L Sai Kumar chaired the valedictory session and spoke on performance management, change management, etc. Ms J Kiranmai concluded the session by passing remarks on MoU





Distinguished guests during the CSR conference

as a tool to shift from management by controls and procedures, management by results and objectives. MoU can be a conscience keeper and a check-list for doing the right things. Participants expressed their views about the program. The programme was attended by 26 executives from various CPSEs and SLPEs.

National Conference on 'Best Practices on Corporate Social Responsibility'

A National Conference on 'Best Practices on Corporate Social Responsibility' was organized by IPE ONGC Subir Raha chair on Corporate Governance in collaboration with Global Leadership Forum, Kolkata on 3-4 June 2011 at IPE auditorium. The conference was sponsored by Oil India Ltd. The co-sponsors were Power Grid Corporation India Ltd. and Ramky Foundation.

The conference was inaugurated by Mr Bhaskar Chatterjee - IAS, Secretary, DPE, Col. Maj Gen Ravi Khetarpal - CMD, BDL presided over the inaugural function. Mr M Narayana Rao - CMD, MIDHANI and Mr Joy Varghese - Director, NALCO were the Guests of Honour.

The conference chair Prof RK Mishra - Director, IPE delivered the welcome address. Shri Basudeb Sen - Chairman, SMT Kolkata spoke about the theme of the conference.

The co-chair Prof A Banerjee (Director, SMT, Kolkata) also addressed the gathering. Conference conveners Ms. Punam Singh and Dr. Shulgana Sarkar elaborated on the conference agenda and delivered the vote of thanks to the

august gathering respectively. A book titled Rethinking Corporate Social Responsibility was also released at the inaugural function by Mr Bhaskar Chatterjee.

The two-day conference served as a platform for intellectual deliberation in the thrust areas of CSR. 47 papers were presented in 6 technical sessions on the themes: Approaches to Corporate Social Responsibility, CSR: Sectoral Perspective, CSR Accountability, Rethinking Corporate Social Responsibility, and Best Practices in Corporate Social responsibility.

National Conference on Corporate Governance in Banking Sector

IPE Centre for Corporate Governance under the auspices of ONGC Subir Raha Chair on Corporate Governance organized an International Conference on 'Corporate Governance in the Banking Sector' on 8-9 September 2011 at IPE, to deliberate on various issues of Corporate Governance such as best practices in Corporate Governance, technology issues, transparency and disclosure practices, regulatory issues, etc.

The conference was inaugurated by Mr R Ramachandran (CMD, Andhra Bank), who elaborated the need for better Corporate Governance practices in banks and the increasing role of risk management in good governance. He also inaugurated a book titled 'Corporate Governance in Banks' brought out based on select papers presented at the seminar. The Guest of Honour Ms Rosemary Sebastian (General Manager, Reserve Bank of India) emphasized the

supervisory role played by RBI in ensuring better Corporate Governance practices in banks. Prof RK Mishra, Conference Chair and Director, IPE, welcomed the conference delegates and discussed the role of Corporate Governance practices in banks in strengthening the financial system of the country. Dr S Sreenivasa Murthy, Conference Convener, presented the highlights of the conference. Ms J Kiranmai briefed the audience about ONGC Subir Raha Chair on Corporate Governance.

There were five technical sessions. Technical Session 1 on 'Corporate Governance in Banks: Some Key Issues' was chaired by Mr M Sitaramamurthy (Former MD, State Bank of Mysore). Technical Session 2 on 'Corporate Governance in Banks: A Comparison of Public and Private Sectors' was chaired by Mr MC Jacob (GM – Agri and & CRO, State Bank of Hyderabad). Technical Session 3 on 'Corporate Governance Practices: Disclosure and Transparency and Corporate Social Responsibility' was chaired by Mr C Sundar Shyam (Former CGM, State Bank of India). Technical Session 4 on 'Corporate Governance in Banks: Technological and Other Issues' was chaired by Prof VN Sastry (IDRBT). Technical Session 5 on 'Corporate Governance in Banks: Case Studies' was chaired by Prof KV Bhanu Murthy (Dean, Delhi School of Economics).

The Chief Guest at the Valedictory Session was Mr K Narasimha Murthy (Director, IDBI Ltd), who highlighted the challenges faced in the effective implementation

of corporate governance in the banking sector. The Guest of Honour Prof V Venkataramana (Dean, School of Management, University of Hyderabad) discussed the role of independent directors in the implementation of appropriate corporate governance system. Prof RK Mishra in his Presidential Address highlighted the challenges faced by the banking sector in the wake of financial meltdown and the increasing role of corporate governance in the Indian Banking sector. Presenting the Conference Report, Dr S Sreenivasa Murthy stated that the conference was well represented by about 60 delegates, including five from abroad. Out of 40 papers selected for presentation, 17 were selected for inclusion in the book. Dr Mridula Sahay (Conference Convenor) proposed a vote of thanks.

International Conference on Corporate Governance in Asia

The third international conference on Corporate Governance in Asia was held in November 2011 under the ONGC Subir Raha Chair on Corporate Governance, in collaboration with Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia.

The conference was inaugurated by Mr RS Sharma (former CMD, ONGC) in the presence of Mr Ashok Pavadia (Jt Secretary, DPE), Nik Rosnah Wan Abdullah (Professor, UNIRARAK, Kuala Lumpur), Ms Rita Bhushan Benoy from the minority watchdog forum, Malaysia and Maj Gen Ravi Khetarpal (CMD, BDL).



Dignitaries on the dais during International Conference on Corporate Governance in Asia



With seven technical sessions, the conference deliberated on many contemporary challenges and issues in bringing about effective corporate governance in organizations.

International Conference on 'Power Sector Reforms, Achievements, Opportunities and Challenges Ahead'

The conference was held on 3-4 November 2011. Prof RK Mishra (Director, IPE) delivered the welcome address. Padmabhushan Dr TL Shankar (Chief, LNT ECC), Pradeep Joshi (Member, Competition Commission of India) and Dr Githa Gauri were the Chief Guest, and the Guests of Honor respectively.

Availability of power, additions to the capacity, size of the companies, human resources, relative cost and benefits of fuel choices, technologies and internal structure of the companies, competitiveness and capabilities for R&D, etc., are important issues governing the power sector, as stated by Prof RK Mishra. Several issues and concerns were addressed at the Conference. Shortages, inadequacies in generation, transmission, and distribution capacity, fuel shortage, Relief, and Rehabilitation issues, etc., were the important concerns.

A book titled 'Power Sector Reforms, Achievements, Opportunities, and Challenges Ahead' was brought out at the Conference. Mr Joshi, who represents one of the largest EPC contractors in India, highlighted that all aspects of the Power sector are being covered by the LNT ECC Division manufacturing the machinery, and undertaking civil works. Additional challenges are being faced by India due to forex volatility, and export cap being imposed by coal surplus countries like Indonesia, and Australia. He said he was looking forward to the day when politics will cease to play the role in the company affairs.

Dr Gita Gauri in her address stated that IPE has gone through phases of development that made it what it ought to be. Padmabhushan Dr TL Shankar emphasized that results of the Power

Sector Reform efforts are far from satisfactory, and there are few reasons to feel proud of. Government guarantees to the Power Projects would have resulted in the downgrading of India by several levels by the Credit Rating Agencies. He stated that India's Electricity Act is a 'Model Act'. Interests of all the stakeholders were taken into consideration. In the Open-Access regime, Regulatory Commissions assume importance. Regulator derives the strength from the consumers. He also emphasized that tariff fixation should be freed from other considerations, and the interests of the consumers, and investors should be balanced so that the flow of investment can become unhindered. The conference concluded with a vote of thanks by Dr B Sai Sailaja.

National Conference on 'Cost and Risk Management'

A National Conference on Cost and Risk Management Conference was held on 19 November 2011 at Chennai. ONGC Subir Raha Chair on Corporate Governance and the Institute of Cost and Works Accountants of India (knowledge partner) associated in the conference. Padma Vibhushan Dr V Krishnamurthy (Chairman, National Manufacturing Competitive Council) was the Chief Guest. Padmasri Dr K Raghavendra Rao (CMD, Orchid Chemicals and Pharmaceuticals Ltd) was the Guest of Honour. Prof D Ravi Shanker (Founder-Director of Brickworks Rating and Ex-Executive Director CRISIL and Standard and Poor's) delivered the Keynote address.

A Souvenir was brought out on the occasion. Messages were received from Mr Narendra Modi (Chief Minister of Gujarat), Mr Sudheer Vasudeva (CMD, ONGC), Maj Gen (Retd) Ravi Khertarpal, VSM (CMD, BDL), Mr M Narayana Rao (CMD, Mishra Dhatu Nigam Ltd), Mr YS Mayya (CMD, ECIL). Mr KRS Sastry, Convener of the Conference, contributed articles on Corporate Risk Management, Performance Management System, Cost Accounting and Total Cost Management, Activity-Based Costing, Lean Accounting, and Integrated Reporting – Closing the Loop of Strategy. The event received wide coverage in the press media.



Prof CR Rao, FRS, Outstanding Indian Statistician being felicitated during the International Conference on 'Applications of Game Theory in Policies and Decisions'

International Conference on 'Applications of Game Theory in Policies and Decisions' in Honor of Prof CR Rao

The two-day international conference on Applications of Game Theory in Policies and Decisions" in Honor of Prof. C.R.Rao was conducted in association with the Central University of Rajasthan, CR Rao Advanced Institute of Mathematics, Statistics & Computer Science (Hyderabad), and the University of Hyderabad on 12-13 December 2011. The conference was attended by nearly 100 participants including 20 international delegates.

Dr Nitish Sengupta, Chairman, Board for Reconstruction of Public Sector Enterprises in his inaugural address stressed on the role of game theory optimizing the national's resource usage and in combating terrorism. Dr T C A Anant, Secretary and Chief Statistician of India brought out the implications of Game Theory in strategy and economics. Prof MM Salunkhe, Vice chancellor, Central University of Rajasthan emphasized the need for including contemporary subjects like Game Theory as part the curriculum of degrees in universities. Prof R K Mishra, Director IPE, Prof SB Rao, Director, CR Rao AIMSCS, and Mr M. Narayana Rao (CMD, Midhani Ltd.), also addressed the gathering.

Prof. C.R.Rao was felicitated at the conference and he released the book on "Advances and Applications in Game Theory" that was brought out as a special

edition to the conference. In his address, Prof C R Rao highlighted on the various application potential the field possessed.

There were 7 technical sessions that discussed the various applications and advances in Game Theory. The key speakers include Prof Pradeep Dubey, Stony Brook State University of New York, Prof TES Raghavan, University of Illinois at Chicago, Prof Francoise Forges – Universite Paris – Dauphine, Prof Eyal Winter, Hebrew University of Jerusalem, Israel, Prof T Parthasarathy, Indian Statistical Institute, Chennai, Prof Prabal Roy Chowdhury- Indian Statistical Institute, Delhi, Prof. Tiru S. Arthanari, University of Auckland, New Zealand, Prof Suresh Deman – Central University of Rajasthan, Centre for Economics and Finance, London.

The valedictory session was held on 13 December 2011 where Dr V Raghunathan, CEO, GMR Varalakshmi foundation delivered a special lecture on "Applications of Game Theory to Social Behavior". Dr Jayasree Raveendran, faculty, IPE was the conference coordinator.

National Conference on Business Analytics and Business Intelligence

A national conference on Business Analytics and Business Intelligence was held on 6-7 January 2012.

Mr Muthu Ranganathan, Director, EPM, SAP, Mr Venkata Phani Kumar, Head of BI - EDW & MIS, ITD, IBM and Mr Surya Putchala, CEO, Academy IMA were the guests of honour and Mr Hari Prasad





Prof Mishra welcoming the delegates during National Conference on Business Analytics and Business Intelligence

Devarapalli, BI Solution Architect, TCS, Mr Srinivas Srimushnam, Independent Consultant and Mr Srikar Chilakamarri, Consultant, TCS were the valedictory guests.

The Conference was attended by over sixty people, from different states, all concerned professionally with Business Analytics and Business Intelligence, either as users, developers, manufacturers, or teachers at universities.

The conference highlighted the area's technology in risk analysis, web analytics, marketing research, business intelligence systems, fraud detection, crime and predictive analytics, marketing automation, bioinformatics, genomics, and energy usage and also to give a broad perspective of the next wave of advances in predictive analytics, business intelligence and statistical data analysis.

National Conference on 'India 2020 – Challenges, Opportunities and Growth Strategies of Coal and Lignite Sector'

This National Conference was organized on 9 January 2012 at Hyderabad. Coal India Limited was the main sponsor. Neyveli Lignite Corporation Ltd. and Singareni Collieries Co. Ltd. were the co-sponsors. Mr S Narasinga Rao, IAS (CMD, Singareni Collieries Ltd) was the Chief Guest. The other dignitaries included Mr AR Ansari (CMD, Neyveli Lignite Corporation Ltd), Mr PC Parakh, IAS (former Secretary, Ministry of Coal, GoI), Mr APVN Sarma, IAS (former Secretary, GoI), Mr K Kosal Ram, IAS (Secretary,

GoI), Mr DN Prasad (Director – Tech, Ministry of Coal, GoI), Mr RK Sachdev (former Advisor – Coal, GoI), Mr RP Upadhyay (Advisor, BICP and Planning Commission), Mr J Satyanarayana Rao (GM, MPOT Group), Mr Sitaram (Advisor – Coal, NMDC Ltd) and Mr Atul Bhat (Executive Director, NMDC).

A souvenir was brought out on this occasion. A good number of articles brought out by Mr KRS Sastry, Mr R P Upadhyay, Dr Gurudeep Singh, Mr Gowri Charan and Mr JS Rao were included in the souvenir. Messages were received from Mr Narendra Modi (Chief Minister, Gujarat), Mr MK Narayanan (Governor of West Bengal), Mr Devanand Konwar (Governor of Bihar), Mr Shivraj V Patil (Governor of Rajasthan) and Dr K Rosaiah (Governor of Tamil Nadu). This event received wide media coverage.

National Conference on e-Governance: Digitization to Delivery

A two-day national conference on 'e-Governance: Digitization to Delivery' was conducted on 9-10 January 2012. This was inaugurated by Maj Gen Dr RK Bagga (IIIT-Hyderabad). Prof. ML Saikumar (IPE) and Prof. Sita Venka (UoH) were the other guests of the program.

Inaugural Program: The National Conference on "e-Governance: Digitization to Delivery" was inaugurated by Maj Gen Dr. RK Bagga (IIIT-Hyd.) and the other guests for the program were Prof ML Saikumar (IPE) and Prof Sita Vanka (UoH).

Dr. RK Bagga started with technological changes during the last fifty years and brought into focus the challenges in e-Governance in India. He also illustrated the e-Governance Grid which focused on integration of the citizen services.

Prof Sita Vanka provided insights into e-Governance from a researcher's perspective wherein she provided the details pertaining to the opportunities for research in the area of e-Governance.

There were five technical sessions which were chaired by Dr VSR Krishnaiah, NIC, New Delhi, Mr CSR Prabhu, NIC, Hyderabad Prof Ravinder Kaur, Osmania University, Mr Surendra Kapoor, CSI and Prof. Y Pardhasaradhi, Osmania University.

The members of the panel discussion were attended by Dr Piyush Gupta, NISG, Hyderabad, Prof. Y Pardhasaradhi, Prof. ML Saikumar and Dr SK Mathur (IPE) who discussed on "e-Governance Curriculum, Career: Challenges and Opportunities Ahead". The panel discussion was followed by Valedictory Program attended by Prof RK Mishra and the other panel members.

Dr. A Sridhar Raj proposed vote of thanks to all the Members of Advisory Committee, Members of Program Committee, Dignitaries, Speakers, Delegates and Participants of the conference.

International Convention on Boards

A two-day international convention on Boards was organized by ONGC Subir Raha Chair on Corporate Governance, University of Waikato, New Zealand and Accounting Research Institute, Universiti Teknologi, MARA, Malaysia on 9-10 February 2012.

The inaugural session was inaugurated by Mr Chewang Phunsog, Chairman, Public Enterprises Selection Board (PESB). Prof R K Mishra, Director, IPE, expressed his happiness in organizing this convention. While delivering the welcome address, Mr Phunsog, the chief guest, addressed the audience on the issues in selection, appointment and tenure of Board of Directors. Typical challenges that he mentioned was that

there were not many takers for board positions in sick companies, the issue of whether preferential treatment of internal candidates was meeting the objectives, and the existing rationale for the system of shortlisting. On a wider outlook, he underscored the need for a re-orientation of mindset to new evolving realities in the presence of competition.

Mr NM.Borah, CMD, OIL India Ltd. highlighted the challenges in the presence of technological advances, trends in learning organizations, role of CSR, gender diversity in the coming days and the critical role of leadership in changing times. Mr Rana Som, former CMD, NMDC Ltd. emphasized the tremendous role of the board and the specific responsibilities, in terms of the board's awareness of the reason of its existence, board's involvement in understanding its functions and the culture of working without fear and favour.

Dr Bhaskar Chatterjee, Director General, Indian Institute of Corporate Affairs highlighted the need for sustainability through good CSR practices and the gaps that needed to be bridged in terms of training and orienting boards to meet the newer challenges of competition and sustainability. An MoU was signed between IPE, Hyderabad and the Universiti Teknologi, MARA, Malaysia by Prof. R K Mishra, Director, IPE and the Vice Chancellor of the university Dato. Prof Dr. Hamid Abu Bakar.

Mr Dipankar Das Purkayastha, MD and CEO, Anand Bazar Patrika Pvt. Ltd. delivered the keynote address on the emerging scenario and challenges to present day corporate boards.

Experts represented institutions, agencies that influence the direction of corporate governance in India & abroad like Dr. Bhaskar Chatterjee, Ms Usha Narayan Executive Director SEBI, Mr Adesh Jain, Honorary President, Project Management Associate (PMA-India), Mr R S Sharma former CMD, ONGC, Dr UD Choubey Director General SCOPE, Mr Ashok Kapoor Institute of Directors and Mr Ashok Pavadia Joint Secretary, DPE spoke very elaborately and tried to bring out various governance issues concerning, Indian Corporates, for discussion.





Governance and Management of Drinking Water in India

A two-day conference on Governance and Management of drinking water in India: Issues and Challenges was held on 14-15 February 2012.

Prof I Ramabrahmam (University of Hyderabad), Prof N C Narayanan (IIT, Bombay) were the Guests of honour and Prof Sheela Prasad (UoH) was the guest at the valedictory.

The objective of the conference was to analyse the present crisis of the drinking water supply and discuss a public policy on governance and management of water. It also intended to have a critical look at the institutional structures and the functioning of governance and management of water. The conference aimed at discussing the regulatory issues in water management and find viable solutions to the existing problems in governance and management of water supply.

The key discussions revolved around the issues in water governance: urban; rural Integrated water resource management, Climate change and water resource availability, Rain water harvesting and recycling waste water etc.

A book on Water Governance, Allied Publishers, 2012 was brought out at the conference.

National Conference on Econometric Applications for Managers

A National Conference on Econometric

Applications for Managers was held on 16 February 2012.

It deliberated on the Econometric applications that are adopted by divergent areas of research. In the past two decades, management science is exploring and adopting different econometric tools and techniques for effective decision making. The prime motto of the seminar was to bring in such adaptations onto one platform. The effort of the organizers was to bring afore the data, modeling and analysis challenges that managers face or could solve while using the econometric tools in sciences like management in addition to economics. A book titled 'Econometric Applications for Managers' (Allied Publishers, New Delhi) was brought out on the occasion.

National Seminar on 'Best Practices in HR for Sustainability'

A National Seminar on 'Best Practices in HR for Sustainability' was organized by IPE on 23-24 February 2012. The seminar was sponsored by Steel Authority of India Ltd. The purpose of the two-day seminar was to identify the role of HR in establishing a sustainability culture. The chief guest for the inaugural function of the event was Mr. B B Singh, Director (HR) SAIL. Dr. N K Raju, Executive Director (P&A) BDL was the Guest of Honor for the event.

The seminar was inaugurated by Mr B B Singh Director HR, SAIL. Mr BB Singh emphasized on need for innovative and creative HR approaches for establishing sustainable organizations. Dr. N K Raju,



Mr BB Singh (Director-HR, SAIL) inaugurating the conference

Executive Director HR – BDL elaborated on the challenges faced by HR professional and discussed the best practices in HR contributing to sustainability.

A book titled 'Today's HR for a Sustainable Tomorrow' by R K Mishra, Punam Singh and Shulagna Sarkar was also released at the inaugural function by Mr B B Singh.

The other book released during the seminar was authored Prof Rashmi Dutt book titled: 'And the Lion smiled at the Rabbit'.

Nearly 60 delegates across the country participated at the seminar. Academicians and practitioners from 25 reputed institutes and universities participated and presented papers at the seminar. Public and private sector organizations shared the platform to deliberate upon the best practices in HR. Organizations like NTPC, SAIL, PGCIL, BDL, DRDO, Mahindra and Mahindra and Dr. Reddy's participated at the seminar. The seminar ended up on a high note highlighting the best practices in HR for sustainability same time setting up a direction for such seminars in future.

National Conference on Globalisation and Women Empowerment

A two-day National Conference on Globalisation and Women Empowerment was held on 15-16 March, 2012.

Ms. Tanuaja Abburi, Global HR Director, Intelligroup, Ms. Aditi Shah Aman, Design Professional & Social-Eco Entrepreneur, Kousar J Azam, Advisor, OUCIP were the guests of honour.

Prof. R Amritavalli, Vice Chancellor I/c, EFLU and Mr PA Nageshwara Rao, IOB were the guest at the valedictory.

The main objective of the conference was to provide an environment across India for the exchange of knowledge, experience, research findings and information on various aspects of the state-of-the-art and future development on the role of women. The scope of the conference covers philosophical and practical approach concerning the task taken up by women in various fields.

Globalisation created an incredible impact in various fields and women are no exception to this trend. The conference threw light on the various aspects pertaining to women like her contribution to different sectors such as role of women in management, IT, and the part of women entrepreneurs in the development of the economy. Impact of Globalization on Women laid emphasis on women in corporate world. The conference also stressed on women entrepreneurship with reference to rural women, status of rural dalit women entrepreneurship, women entrepreneurs as changing agents. Women today are more practical and rational than earlier. Indian women have never been as expressive and independent as she is today. Empowering women must be a united approach, a cause that requires continued attention and stewardship by all. We need to augment our efforts for empowering women and enhance their progress. It is our moral, social and constitutional responsibility to ensure their progress by providing them with equal rights and opportunities.



11-12



DEDICATED CENTRES TO
FOSTER RESEARCH

DEDICATED CENTRES TO FOSTER RESEARCH

The following dedicated centres established to foster research have been active in carrying out research and conducting other programs.

Centre for Corporate Governance ONGC Subir Raha Chair

In honour of Late Mr Subir Raha (Former CMD of ONGC), ONGC instituted the ONGC Subir Raha Chair on Corporate Governance in 2010 to provide policy inputs to industry, government and executives. The chair seeks to standardize the existing body of knowledge of Corporate Governance to catalyze the practice as well as further research.

The following activities were carried out during the year:

- Principles and Practices of MoU in PEs held on May 13 2011
- National Conference on 'Best Practices on Corporate Social Responsibility' held on 3-4 June, 2011
- International Conference on Corporate Governance in Banks held on September 2-3 2011

Induction programmes for Board Level Executives and two workshops on Principles and Practices of MoUs in PEs have been held. Research work on Corporate Governance under the National Foundation for Corporate Governance is also being carried on.

Centre for Corporate Social Responsibility (CCSR)

CCSR was set up during 2011 to promote interdisciplinary and collaborative Research and document case studies in thrust areas of CSR dealing with contemporary issues and challenges. It is also intended to integrate the existing body of knowledge, systems, structures, models and mechanisms associated with different CSR initiatives by interfacing with industry and academia. The centre intends to disseminate information about the latest



Participants at the National Conference on Best Practices in Corporate Social Responsibility – 3-4 June, 2011.





DEDICATED CENTRES TO FOSTER RESEARCH

happenings in the CSR field to the people engaged in policy making, policy analysis, policy research, practitioners and other stakeholders.

Objectives of CCSR

- To conduct interdisciplinary and collaborative research and document case studies in thrust areas of CSR dealing with contemporary issues and challenges.
- To integrate the existing body of knowledge, systems, structures, models and mechanisms associated with different CSR initiatives by interfacing with industry and academia
- To disseminate information about the latest happenings in the CSR field to the people engaged in policy making, policy analysis, policy research, practitioners and other stakeholders



Shri Bhaskar Chatterjee, Former Secretary DPE addressing the participants of National Conference on Best Practices in Corporate Social Responsibility – 3-4 June, 2011.



Members of centre for CSR have also attended two interactive workshops on 'Training of Master Trainers on Corporate Social Responsibility' 5 July, 2011.



Consultancy Activities

Baseline Survey for Neyveli Lignite Corporation Limited

The Centre conducted a Baseline Survey for Neyveli Lignite Corporation Limited for undertaking CSR projects as per DPE guidelines. The survey was conducted for 120 villages in five phases. Various projects were identified in the area of Healthcare, Environment, Infrastructure development, Income generation, Education and Women Empowerment.

Wage and Salary Studies Cell

The Wage and Salary Studies Cell conducted a national workshop on 4 June 2011. The workshop was oriented at experience sharing by PSEs in implementing the pay revisions in accordance with the DPE guidelines and was attended by nearly 25 CPSEs in India.

Consultancies on designing Performance Management Systems (PMS) for Neyveli Lignite Corporation and Dredging Corporation have been executed. Further, customized workshops for familiarizing executives on the philosophy of PMS and

the practical implementation procedures have been undertaken. IPE is also assisting executives to write their KPAs (Key Performance Areas) for NLC Ltd.

Center for Governance and Public Policy

The Center for Governance and Public Policy organized a national conference on 'e-governance – digitization to delivery' during 9-10 January, 2012.

Entrepreneurship Development Cell

EDC continued its activities and organized programmes with NEN (National Entrepreneurship Network) under the aegis of AICTE.



11-12



DISTINGUISHED
LECTURE SERIES

DISTINGUISHED LECTURE SERIES

28th Distinguished Lecture

Mr R Shankar - Director, SHE & Sustainability, Dr. Reddy's, delivered a distinguished lecture on the theme: CSR and Sustainability. He presented the CSR of Dr. Reddy's and emphasized on baseline and social impact assessment and also shared as to how it is being implemented at Dr. Reddy's.

29th Distinguished Lecture

Dr AK Rath - Dean and Professor, School of Public Policy and Governance, MDI Gurgaon also delivered a distinguished lecture on: CSR - Present Perspectives and Future outlook. In his lecture he reflected upon the history of CSR and the various approaches to CSR and also discussed CSR from the perspective of CSR as a strategic tool for sustainable development.

30th Distinguished Lecture

Shri Rana Som, Member (BoG), IPE & Former CMD, NMDC Ltd. addressed the faculty on 2 January 2012.

He was felicitated by IPE on his completion of memorable tenure as CMD of NMDC, an illustrious Navaratna CPSE.

In this address he mentioned that NMDC Ltd was quite a healthy company with strong performance orientation backed with a good work culture when Mr Rana Som took over as the Chairman. There were cash reserves of Rs 2500-3000 crores (however, now there is a cash reserve of Rs 22000 crores at present), good mine reserves and a set of hardworking people. In such a backdrop, where there have been many positive aspects for the company, the first need felt for the corporation was in terms of risk management.

Mining companies all over the world operate on a stand alone basis. Rio Tinto, BHP Billiton, Barrick Corporation, etc., are some of the mining giants that operate on the principle of building and operating on the principle of core competency. However, in India, the situation warrants a different approach. Mines in India are situated in remote places, and people have



Mr Rana Som addressing the IPE students and faculty



livelihood issues around these places. State Governments have expectations of taxes from these mines for wealth creation and ultimately it becomes a necessity to work, find more work and maintain the tempo of performance throughout for enhancing employment and sustaining livelihood. In this context of protection from risk,

Strategies that clicked in NMDC

Consolidation of NMDC's strengths was felt as the need of the hour and three prime strategic initiatives were taken: Explore, Expand and Diversify!

- Exploring new reserves, acquire more prospecting licenses and mining leases in India and abroad
- Expansion into non-iron ore minerals, the Company got leases for limestone, magnesite and operating diamond mines apart from acquisition of coal blocks
- Diversification into other minerals including fertilizer minerals

Establishing value addition projects and Joint Ventures for developing synergy with the private sector and also PSUs in the matter of resource augmentation, technology and commercial tie-ups were also initiated. The immensely useful role of technology never lost attention and all activities of horizontal integration were oriented at technological advancements, achieved through JVs and MoUs in collaborations.

Another key area was the people focus, where 'communication' as a management tool had to be constantly used. Telling people what they are, that they are important and that their contribution was important for wealth creation was a key for success in NMDC Ltd.

With all these, the purpose of existence of an organization is never complete without the initiatives for reaching out to people. Corporate Social Responsibility was highlighted to be the key for

sustainability. Integrated development of villages, Covering villages with Integrated Medicare System, Promoting Education & Training, Promoting Nutrition, Working in areas beyond the periphery especially for disaster management shelter have been some of the focus areas of CSR for NMDC Ltd.

He summed up by emphasizing the need for business with a vision, with adequate scope for innovation and modernization through technology, people focus and a strong orientation for meeting societal needs and upliftment of people. This had clicked for NMDC and Prof ML Sai Kumar proposed the vote of thanks for rendering a very useful case study and inspiring the students of IPE.

31st Distinguished Lecture

Dr Prajapati Trivedi (Secretary, Performance Management, Government of India) spoke on 'Performance Monitoring and Evaluation System', arousing spontaneous excitement coupled with the realization of the importance and mechanism of performance monitoring and evaluation in an objective manner. He observed that India is behind its MDG timelines due to ineffective delivery of public services, weak accountability systems, and gaps in implementation.

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.

Perceptions that government agencies do not deliver on what is expected of them have three influencers – the Results, the Citizens' Charter and the Grievance Redress Mechanism. The influencers' magnitude is as follows: At the beginning of each financial year, with the approval of the Minister concerned, each Department prepares a Results-Framework Document (RFD) consisting of the priorities set out by the Ministry, agenda spelt out in the manifesto if any, President's Address,

and announcements / agenda spelt out by the Government from time to time. The Minister decides the inter-se priority among the departmental objectives. After six months, the achievements of each Ministry / Department are reviewed by a Committee on Government Performance and the goals reset, taking into account the priorities at that time. This enables factoring in unforeseen circumstances such as droughts / natural calamities / epidemics. At the end of the year, all Ministries / Departments list their achievements against the agreed results in a report, which is finalized by the 1st of May. Dr Trivedi also highlighted the system design, capacity building and implementation parameters.

32nd Distinguished Lecture

Mr Srikanth Surampudi, Regional Head HR - TCS, delivered a distinguished lecture on 'Role of HR in changing times'. He elaborated the changing face of HR and competencies required by HR.





FACULTY INTERACTIONS

Dr Rajgopal, EGADE Business School, Mexico, interacted with the faculty on 23 May 2011. Emphasizing that local business co-exist with global firms, the point that has to be addressed is the issue of 'convergence'. Some of the areas in marketing discussed in the above context were Managing Consumer Preferences, Addressing Consumer Loyalty, Cross Cultural Determinants of Behavior, Decision Dynamics, Performance Measurement with both tactical and strategic components.

Prof Dhirendra K Vajpayei, University of Northern Iowa addressed the faculty on 18 January 2012. on the topic: 'Challenges of Global Technology and Science on Mankind'. Prof R.K.Mishra in his opening remarks expressed his happiness over Prof Vajpayee's visit to IPE and for his consent to address the faculty. He was quoting five of his recent books including the one on Water Resource Management that were very insightful and motivational.

Prof Vajpayee spoke on the need for integrating practical problems with the usage of science and technology in the teaching. He spoke elaborately on "Challenges that global science and technology pose on mankind". The impact created by the adoption of new technology on living / non living things in the planet has been enormous and he observed that technology was no panacea for under development.

Highlighting that science needs governance, more so did the use of technology. Policy level decisions were observed to play an important role in terms of monitoring the use



of technology. Moral sensibility and institutional governance had to be built in, strengthened and sustained for the common good. Observing that business leading to prosperity and prosperity leading to enlightenment is yet to be realized, he did compliment Indians whose lifestyles and value systems are better than the west and that concepts like the Happiness Index being developed in Bhutan could be looked into to really understand citizens' welfare.

Other discussions by the audience related were on vedic concept of self governance, local governance systems, and on how science can help in growth and positive change leading to sustainability.

Shri S K Acharya (Director – HR), NLC Ltd, interacted with the faculty on 2 February 2012 on the role of HR in Changing Scenario Narrating his experience in the public sector for a considerable time, he observed that the role of HR is all about managing talent everywhere. The challenges emerge from the globalization scenario, focus on profitability through growth, role of technology, growing intellectual capacity of workforces, change management techniques.

HR thus has to play a constant role of being a business partner to ensure success of business.

Dr Nina Woodward is a well-known human resources expert in India and the US, has published articles in reputed journals, newspapers and trade publications. She has presented papers and spoken at conferences in Singapore, Korea, India and the US. She visited IPE on 13 February 2012 and delivered a thought provoking lecture on 'Building Global Competencies Without Leaving Your Desk'. A Business Competency Model has descriptors such as Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions /

Communications, etc. Excerpts from her lecture are presented below:

According to Dr Woodard, 'everything is Global', as the world comes closer due to the developments in Technology. Global Competencies have attributes such as Patience, Flexibility, Acceptance and Awareness which can lead to a change in the perspective, and thus a Global Competency Model (GCM) is developed. There are five positive agents for peace and fulfillment of GCM:

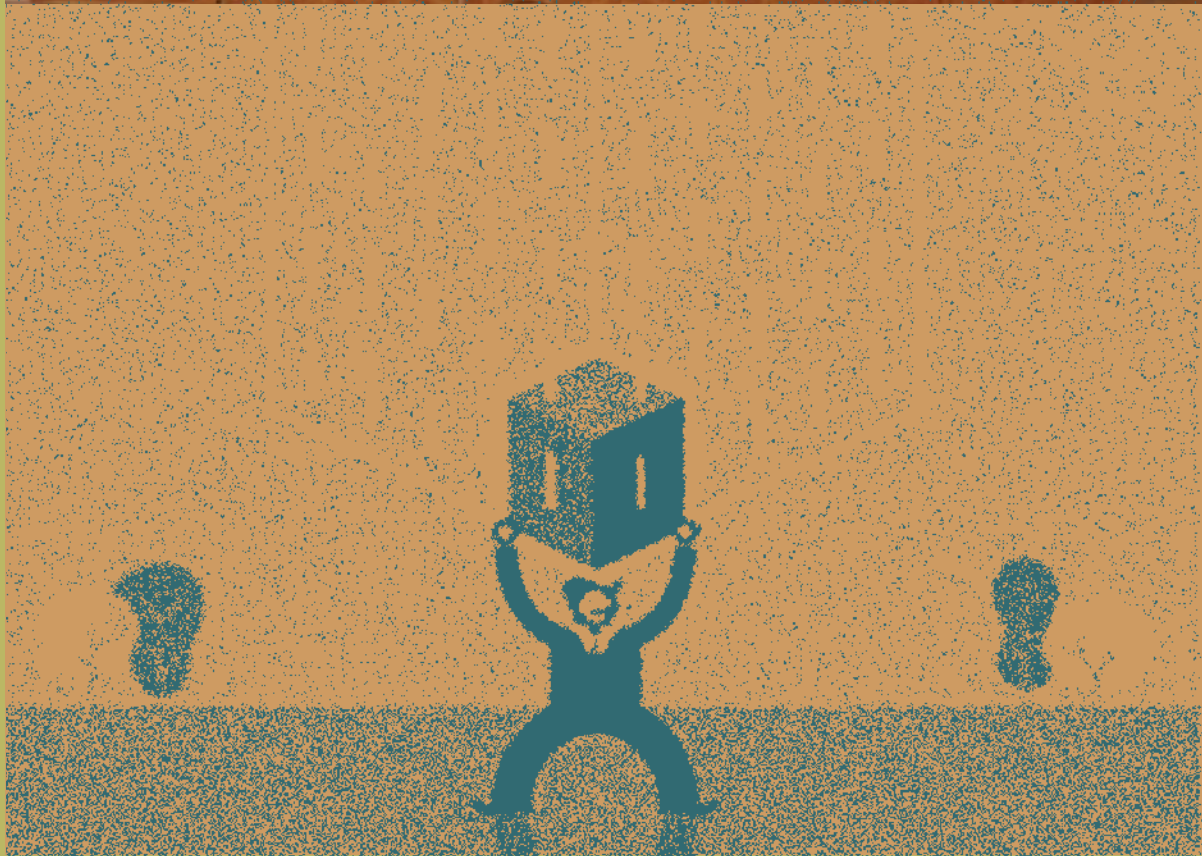
- Global Mindset
- Entrepreneurial Outlook
- Social Responsibility
- Emotional Intelligence
- Proactive Learning

GCM matters greatly to us due to Connectedness, Technology, Expanding Markets, Demographics, Economics and Sustainability. The GCM is factor, efficiency and innovation driven. Learning has the power of introspection, knowing about yourself is the basis of your learning and growth experience. Learning is involuntary. It has no definite beginning and end. Learn as you live, think differently about what you do and create the best learning moments. Every individual has a unique learning style. A Self Assessment through a SWOT Analysis is the basis for realizing the competencies of self. Develop a learning plan and select your competencies.

The agents of a developmental plan are: Leading Change (External Awareness); Leading People (Conflict Management); Results Driven (Accountability); Business Acumen (Financial Management); Communication (Written Communication); Global Competencies (Patience). Identifying your competencies is perhaps one of the best challenges that you would come across in life but then implementing and abiding to them is a bigger challenge. Your competencies will guide you throughout.



11-12



PUBLICATIONS & PAPER
PRESENTATIONS & LECTURES

PUBLICATIONS & PAPER PRESENTATIONS & LECTURES

Faculty Publications – Books

S.No	Name of the book	Authors / Editors	Publisher
1.	Corporate Governance and Corporate Social Responsibility – A way of life	RK Mishra Mridula Sahay Shital Jhunjunwala Sharvani Bavirishetty	Mac Millan Publishers India Ltd.
2.	Globalizing Management Education – Issues and Challenges for Industry and Academia	Parameshwar Nayak RK Mishra	Allied Publishers Pvt. Ltd.
3.	Corporate Governance in Banks	RK Mishra Sreenivasa Murthy Mridula Sahay	Mac Millan Publishers India Ltd
4.	Rethinking Corporate Social Responsibility	RK Mishra Punam Singh Shulgana Sarkar	Mac Millan Publishers India Ltd
5.	Special Employment Schemes in Andhra Pradesh	RK Mishra K Trivikram	Excel Books Ltd.
6.	Power sector reforms – Achievements, Opportunities and Challenges ahead	RK Mishra, Rajesh, Gangakhedkar, Sai Shailaja, Balaji	Mac Millan Publishers India Ltd
7.	Economic Reforms in India and China	RK Mishra Zhou Shaopeng	Allied Publishers Pvt. Ltd.
8.	Imperatives for Quality Higher Education	Mridula Sahay RK Mishra	Mac Millan Publishers India Ltd
9.	Facets for quality in Higher education	Mridula Sahay RK Mishra	Mac Millan Publishers India Ltd
10.	Corporate Governance in Asia	RK Mishra J Kiranmai	Allied Publishers Pvt. Ltd.
11.	Advances and applications in game theory	RK Mishra Manikrao Salunkhe Suresh Deman S B Rao Jayasree Raveendran	Mac Millan Publishers India Ltd
12.	Le Beau Francais – II	Rajeev Karan Reddy	IPE
13.	Global Governance, Conflict resolution and sustainable development	Dhirendra Vajpayee RK Mishra	Mac Millan India
14.	Compensation in public enterprises, private enterprises and MNCs in India	RK Mishra, G Srihari Rao, KRS Sastry, KSN Raju	Academic Foundation
15.	Water Governance	RK Mishra, Samanta Sahu	Allied Publishers
16.	Today's HR for Tomorrow's sustainability	RK Mishra Shulgana Sarkar Punam Singh	Allied Publishers
17.	Corporate Governance: Global challenges	RK Mishra, Stuart Locke, Geeta Rani	Academic Foundation
18.	Privatization of SLPEs in AP and Kerala,	J Kiranmai	LAP Lambert Publishing House, Germany



Faculty Publications – Journals

Inder Sekhar Y with Goyari P and Sharma NK “Corporate Investment and Firm’s Financial Policy in India: Panel Evidence on Cointegration and Causality, Forthcoming”, FINANCE INDIA, September, 2012 (Vol. XXVI, No 3).

A Jagan Mohan Reddy, “Good Governance is the Need of Hour” AJPE &M, Vol. 3 No. 2 July-Sept, 2011 pp 21 to 25

A Jagan Mohan Reddy, “Spirituality at Work Place”, Prathiba, A Quarterly News Letter of STC, SCR, School July-Sept 2011 pp 8-11

A Jagan Mohan Reddy, “Leadership & Governance: Some reflections, UPKRAM, vol 9, No; 34 Oct, 2011 pp 53 to 57

A Jagan Mohan Reddy, “Strategic HRM: Need of the Hour” Cover feature, Business Manager Vol. 14, No.4 Oct, 2011 pp 16 to 24

A Jagan Mohan Reddy, Let’s Make a Difference”, Bank of India Journal of on Participative Vigilance, Oct, 2011

A Jagan Mohan Reddy, The Purpose of Wealth, AJPE &M, Vol. 3 No. 3 Oct-Dec, 2011 pp 21 to 25

Janaki Krishna PS (2010) “Barriers to marketing GE Crops”, Information Systems for Biotechnology (ISB News Report), April 2010, pp. 4-6.

Janaki Krishna PS on invitation published an online article on “Biotechnology” in ‘K Portal’ of Harneedi.com

Janaki Krishna PS, MLN Rao, Anji Raju V and Mishra RK “Managing Biotechnologies for Resource Poor Farmers Using “Interactive Bottom Up” Process: A Case Study of the Biotechnology Program for Dryland Agriculture” Asian Biotechnology Development Review, Vol.12, No.2, pp 1-9, 2010, RIS

Janaki Krishna PS, Mishra RK, “Public Private Partnerships (PPPS) in Higher

Education” in “Facets for Quality in Higher Education” Edited by Mridula Sahay & Mishra RK, Mac Millan Publishers India Ltd. 2011.

Kiranmai J, Financial Restructuring in HFCL: A Case Study, The International Research Journal of Applied Finance. Volume. II Issue, 2011

Kiranmai J, Restructuring State Level Public Enterprises in Andhra Pradesh, Indian Journal of Public Enterprises, Vol 26, June 2011, No. 50 ISSN : 0974 4886.

Kiranmai J, Privatization of SLPEs in AP and Kerala, LAP Lambert Publishing House, Germany, 2011.

Murthy SS published a paper on ‘FDI in Indian Industry: A Study,’ in a book titled ‘Economic Management with Special Reference to Indian Economy, P. Arunachalam, Serial Publications, 2011

Murthy SS Published an article titled ‘Management Education Accreditation Standards & IQAC – A Study’, in the proceedings of the UGC-sponsored state-level seminar on IQAC Role and Responsibilities in Improving Standards in Higher Educational Institutions organized by AVCASC, Hyderabad on 8 September 2011.

Murthy SS Published a case study titled ‘Trends of FDI inflows in India in the Post-Liberalization Period – A study with Special Reference to Pharmaceutical Sector’, in ‘Advances in Management’ Vol 4(12) December 2011, an international peer reviewed journal, ISSN No.0974-2611.

Murthy SS Published an article titled ‘Foreign Direct Investment in Indian Industry: A Study’, in ‘Indian Journal of International Business and Finance’, Vol.1, No. 2, July-Dec 2011.

Murthy SS Published an article titled ‘Financial Performance of FDI and Non-FDI Companies in the Indian Pharmaceutical Sector – A Comparative Study’, in ‘International Review of Business and

Finance', Vol.3, Issue 2, July-Dec 2011.

Murthy SS Presented a research paper on 'FDI in India and Pharmaceutical Industry', in an international conference on 'Emergence of India as Global Economic Super Power: Fiction or Future?', conducted by Pune College of Arts, Science & Commerce, on 27 April 2011.

Murthy SS Presented a paper on 'FDI in Education in India: Options and Prospects', in a National Conference on 'Management Education in India: Opportunities and Challenges, conducted by Telangana University on 21-22 October 2011.

Murthy SS Presented a paper on 'Performance Evaluation of MGNREGS: A Study on Implementation in AP', in the 64th All India Commerce Conference, at Pondicherry University on 13-15 December 2011.

Mrudula Sahay & Punam Singh (2011), 'Revival of a Paper Company: Turnaround Strategies, Published In IBR , Volume 1, Issue 2, Dec 2011.

Nandita Sethi, Coping with Global Meltdown: India's External Sector; *International Journal of Economics and Finance Studies*, Vol 3, No 2, 2011 ISSN: 1309-8055

Nandita Sethi, Globalization, Growth and Economic Ties: An Indo-Thai Perspective, Article in the Conference Volume on 'Dimensions of Globalization: Indian and Thai Perspective' by ICSSR-NRCT. (Forthcoming)

Padmaja R, "World Mobile in your hand", *International Journal of Marketing & Management Research*, volume 2, issue 6, June 2011.

Pawan Kumar A published a book titled 'Performance of Public Sector Enterprises in the Stock Market' (ISBN 978-3-8465-2831-0), Lap Lambert Academic Publishing GmbH & Co. KG

Prageetha Raju, "Sharing the Challenge

– An Experiment with Joint CEO Structure – A Case of WIPRO technologies in *Asian Journal of Management Cases*, 9.1 edition, December, 2011.

Prageetha Raju, "Shift from lecture mode of teaching to 100% case centered learning - an experiment and experience in a premiere B- school in India – A Narrative" in *International Journal of Education Research and Technology*, June 2011.

Prageetha Raju, An Malmquist DEA approach on Intellectual Capital Efficiency Utilization of Selected Indian Firms" (co-authored) accepted for publication by *Management and Change Journal*, Vol 15 No. 1 issue, 2011.

Prageetha Raju, "Developing Generic Competency Profiles For Middle Level Managers Across Functional Areas– A Field Case Study In An Indian BPO" in *Prabandhan Oct – Dec, 2011 issue (a Cabell's Journal)*,

Prageetha Raju, "A case study on the acquisition of UBS India Service Centre by Cognizant – Issues and Concerns" in *Drishtikon*, September 2011

Prageetha Raju, "Determining the Learning Styles of Management Students in India Using Honey & Mumford Learning Style Questionnaire in *Bharati Vidyapeeth's Journal of Management Research Vol 3(1)*, April 2011

Prageetha Raju, "Marketing Hollywood films (dubbed and original) in India: A case of planning and executing marketing strategy" in *Indian Journal of Marketing (a Cabell's Journal)*, April – June, Vol. 41 (4) 2011.

Prageetha Raju, "Employee Discipline – A toss up!" *Human Capital*, May, 2011

Prageetha Raju, "They knocked off my star employee" in *The Business Enterprise*, Vol. 1, Issue 8, Sep-Oct., 2011.

Prageetha Raju, "Need for an Assessment Centre" in *Human Capital*, November, 2011

Prageetha Raju, "Gramateller – An



PUBLICATIONS & PAPER PRESENTATIONS & LECTURES

Indigenous and Cost Effective ATM from Vortex Engineering Limited – A Social Enterprise” (Accepted by a book from Journal of Asia Entrepreneurship and Sustainability)

Prasanna ANK, Published a paper titled “ICT in Education: Disruptive Innovation” in the proceedings of International Conference on Quality in Higher Education: Challenges and Opportunities in India during 20-21 October 2011

Rajesh G and Mishra RK published an article titled ‘Public-Private Partnership in Power Sector: A Focus on Ultra Mega Power Projects’ in Journal of Infrastructure Development (Sage Publications – forth coming).

Ramkumar Mishra & Pawan Kumar Avadhanam, Study of the Contribution of Central Public Sector Enterprises and Public Sector Financial Companies to the Bombay Stock Exchange, International Journal of Financial Management, and ISSN No: 2229-5682.

Ramkumar Mishra, Jayaditya Sarma K, Avadhanam PK, Influence of Corporate Fundamentals on Equity Returns of Public Sector Banks and Public Sector Financial Institutions in India, The Journal of Institute of Public Enterprise, Vol.34. Jan. – June 2011

Ramkumar Mishra, Jayasree Raveendran, “Applications of Game theory in policies and Decisions – A concept paper”, In eds. Advances and applications in Game theory, Mishra RK, Salunhke, Deman, Rao and Jayasree Raveendran.

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Ramkumar Mishra, Trivikram K & Srinivas Kolluru “From Investment to Disinvestment in a Public Sector Enterprise : The Case of

Maruti Udyog Limited” in The Journal of Institute of Public Enterprise Vol. 34, No. 3&4, July-December, 2011.

Ramkumar Mishra, Trivikram K & Srinivas Kolluru “The Impact of Global Financial Meltdown on India’s Macro-Economic Variables” published in an edited book titled Global Financial Crisis: Causes, Consequences and Challenges by Mishra RK & Trivikram K.

Ramkumar Mishra, Punam Singh, and Shulgana Sarkar “Indian Enterprises Initiatives on Corporate Social Responsibility” (with S Garimella), in Rethinking Corporate Social Responsibility (Eds) (Macmillan) (pp. 14-23), 2011.

Shulgana Sarkar (2011), ‘A Study on Employee Engagement at Manufacturing Industries’ in Global Management Review, SSM, Vol 5, No. 3.

Shulgana Sarkar, ‘Corporate Social Responsibility – The Awakening’ in The Hitavada - Future Supplement, 21 February 2012

Shulgana Sarkar, ‘Story Telling - A Tool for Teachers’ in The Hitavada - Future Supplement, 11 May 2011

Samanta Sahu, “Drinking Water Delivery: A Comparative Study of Hyderabad, Visakhapatnam and Vijayawada in Andhra Pradesh, India”, in Seetharam Kallidaikurichi E and Fan Mingxuan, Eds, IWP Staff Papers 2011, (An Annual Publication of Research Output from Institute of Water Policy Staff and Associates), NUS Press under the Ridge books imprint, National University of Singapore, Singapore, 2011, Pp: 94-108. (ISBN: 978-9971-69-575-0).

Samanta Sahu, Rajashree Padhi, “System Dynamic Approach to Urban Drinking Water Supply: From Centralized to Decentralized-Local Solutions”, in Mridula Sahaya, Ed, Systems Thinking and Systems Dynamics, Mcmillan India Ltd, New Delhi,



2011. (ISBN: 023-032-296-4).

Srinivas Kolluru, "Technology mapping of Indian Central Public Sector Enterprises: Challenges of Heightened Competition", (with Mishra RK), IPE Journal of Management, Vol. 1 (1), pp. 54-98, 2011.

Srinivas Kolluru, "The Impact of Global Financial Meltdown on India's Macro-Economic Variables" (with Mishra RK and Trivikram K), in Global Governance Conflict Resolution and Sustainable Development (Eds) Vajpeyi, Dhirendra., and Mishra RK (McMillan), pp. 3-22.

Srinivas Kolluru, "The State Level Public Enterprises in India: Development and Performance" (with Mishra RK), in Global Governance Conflict Resolution and Sustainable Development (Eds) Vajpeyi, Dhirendra., and Mishra RK (McMillan), pp. 23-39.

Srinivas Kolluru, "A Review of E-Governance Implementation Frameworks and Future Research Direction", (with Garimella S), forthcoming in IPE Journal of Management, Vo.1. 1 (2), pp. 64-76.

Trivikram K, Janaki Krishna PS & Ms Shaheen "Public-Private Partnerships in Higher Education: The Indian Perspective". Published Proceedings titled "Facets for Quality in Higher Education" edited by Mrudulay Sahay and Mishra RK.

Papers Presented in Conferences

Inder Sekhar Y and Goyari P (2011, October). The Profitability and Size of Indian Companies: An Empirical Analysis. XI Annual Conference of Indian Association of Social Science Institutions, hosted by School of Social Sciences, University of Hyderabad.

Jagan Mohan Reddy presented a Paper titled 'A Holistic Understanding of Business' at the two day National Seminar on Holistic Vision for Ideal Living"

organized by Holistic Science Research Center from 21-22 Jan 2012 at Surat.

Jayasree Raveendran, "Applications of Game Theory in Performance Management Systems in CPSEs in the light of DPE guidelines", International symposium on Teaching and Applications of Game Theory, organized by the Central University of Rajasthan on 16 December 2011.

Nandita Sethi presented a paper, 'Globalization, Growth and Economic Ties: An Indo-Thai Perspective' in an ICSSR-NRCT joint seminar on 'Dimensions of Globalization: Indian and Thai Perspective' on 5-6 September 2011 in Pattaya, Thailand.

– Presented a paper co-authored, 'Coping with the Global Recession: India's External Sector' at International Conference on Business and Management, Izmir, Turkey, 15-17 April 2011.

Prasanna ANK, Presented Research Paper "Building Profitable Customer Relationships with Data Mining" in National seminar conducted at IPE.

Rajesh G, "Subsidies as a Determinant of Fiscal Deficit", paper accepted for presentation at the 48th annual conference of The Indian Econometric Society



12

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POST GRADUATE PROGRAMS

POST GRADUATE PROGRAMS

PG Diploma in Management

IPE offers a two-year, full-time Post Graduate Diploma in Management (PGDM) program to provide skilled human resources to meet the requirements of the industry. The program provides rigorous and stimulating case studies in Management with a blend of training and in-depth exposure to core and elective courses in Finance, Marketing, MIS, HR, Advanced Management, Banking & Insurance, Operations Management, Financial Planning and Wealth Management. The Institute's strong backup from research and consultancy helps the curriculum to be periodically revised to meet the changing requirements of the corporate world. The course is approved by AICTE, and candidates are selected through the Common Admission Test (CAT) conducted by the Indian Institutes of Management (IIMs).

PG Diploma in Management – Retail and Marketing

To cater to the need for trained professionals in Retail and Marketing, IPE offers a two-year, fulltime, AICTE-approved Post Graduate Diploma in Management – Retail and Marketing (PGDMMR) program. The course is designed to facilitate accelerated learning in Marketing and Retail Management, provide a strong conceptual background, analytical skills and techniques for problem solving and decision making, and develop knowledge of contemporary Marketing and Retail Management issues at the strategic level. While all the functional

areas of management are covered by core subjects in the first two semesters, special emphasis is given to Marketing and Retail in the third and fourth semesters. Candidates are selected based on their performance in CAT / MAT / XAT / ATMA.

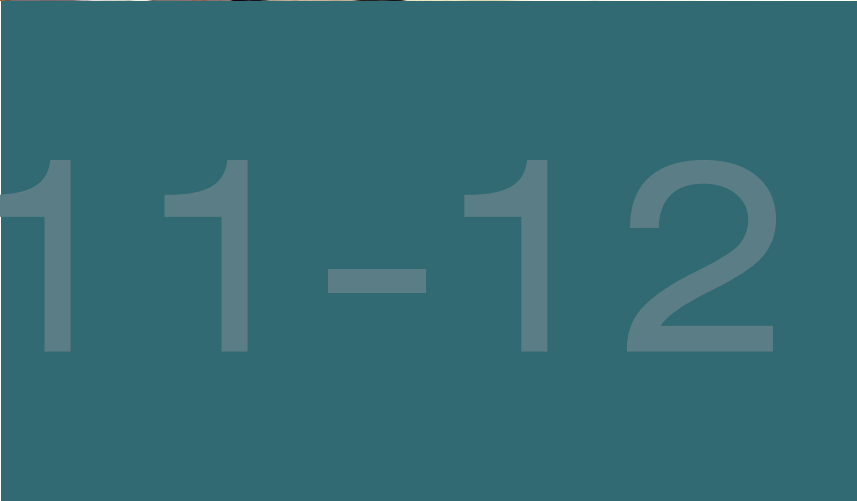
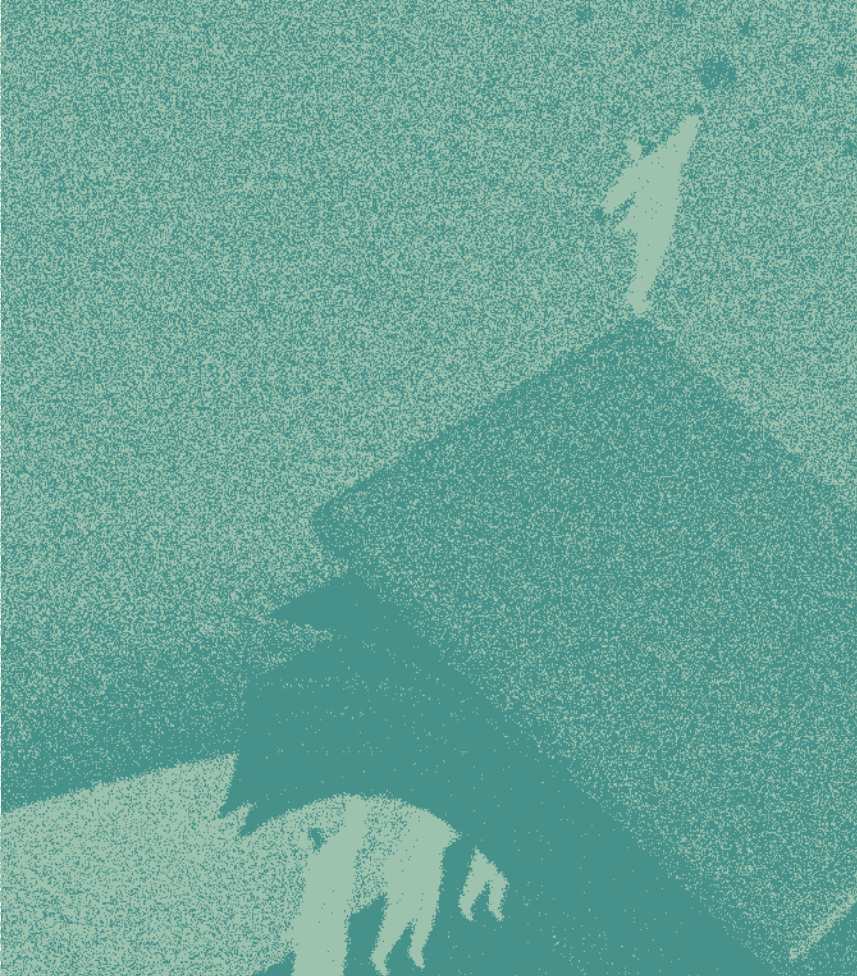
PG Diploma in Management – Banking, Insurance and Financial Services

With the objective of training professionals in the rapidly expanding Banking, Insurance and financial Services Sector, IPE offers a two-year, full-time, AICTE-approved Post Graduate Diploma in Management – Banking, Insurance and Financial Services (PGDM-BIF) program. The course – which includes a project assignment – is designed to ensure that apart from getting strong insights into all functional areas of management, the student is well trained and equipped to meet the ever-challenging needs of the fast growing Banking, Insurance and Financial services sector. Candidates for the program are selected based on their performance in CAT / MAT / XAT / ATMA.

PG Diploma in Management – International Business

With the increasing globalization of business operations, there has emerged a strong need for professionals equipped with specialized expertise in international business. To cater to their requirements, IPE has launched an AICTE-approved, two-year, full-time Post Graduate Diploma in Management – International Business (PGDM-IB) program. Its cutting-edge





POST GRADUATE PROGRAMS

curriculum includes – in addition to standard MBA / PGDM subjects – international business-related subjects such as International Marketing, International Brand Management, International Finance & Financial Markets, International HRM, Cross-Cultural Management, Global Supply Chain Management, Commodity Trading, Price Risk Management, WTO, Sectoral Export Business Strategies, International Trade Procedures, Negotiations and Documentation. The program includes global exposure through foreign study tours, academia-industry partnerships, business newspaper browsing sessions and presentations. Candidates are selected based on their performance in CAT / MAT / XAT / ATMA.

PG Diploma in Management – Biotechnology

To cater to the specific needs of professionals in the fast-growing biotechnology sector, IPE offers an AICTE-approved, two-year, full-time Post Graduate Diploma in Management – Biotechnology (PGDM-BT) program. It is designed to facilitate accelerated learning in emerging areas of biotechnology and business management, provide trained postgraduates to meet the needs of biotech and pharmaceutical industries, and integrate the principles of management in biotechnology and related sciences. Candidates for the program are selected based on their performance in CAT / MAT / XAT / ATMA.

Post Graduate Diploma in Management – Healthcare and Hospital Management

Hospital management as a career option has received a big boost from the booming corporatization and growth of hospitals and diagnostic service centres in India. To improve the day-to-day management of hospitals and for better service delivery, there is an urgent need to develop adequate manpower and train eligible personnel to take up jobs in the area of health management. IPE has designed a specialized Post Graduate Diploma in Management – Healthcare and Hospital Management to meet the growing needs of this sector in India and abroad.

Post Graduate Diploma in Management – Human Resource Management

HR managers today assume an active role in the strategic planning and decision making in their organizations. Meeting the challenges head-on and using human resources effectively are critical to the success of any organization. IPE's Post Graduate Diploma in Management – Human Resource Management is a high quality program in the area of human resource management, as it is proactively designed to provide eligible, suitable, and competent HR professionals with sufficient knowledge of business to all industrial sectors. The course introduces the function of HRM at length, enabling

the candidates to seek promising careers in the HR function.

Executive PG Diploma in Management

In order to cater to the ever-increasing needs of practicing managers for professional qualification, IPE has launched an AICTE approved 15-month full-time Executive Post Graduate Diploma in Management (Exec-PGDM) program. Equipped with a cutting-edge curriculum and pedagogy, the program develops the students' problem-solving ability, strategic thinking, in-depth functional knowledge and leadership skills. Candidates for the program are selected based on their performance in CAT / XAT / GMAT.

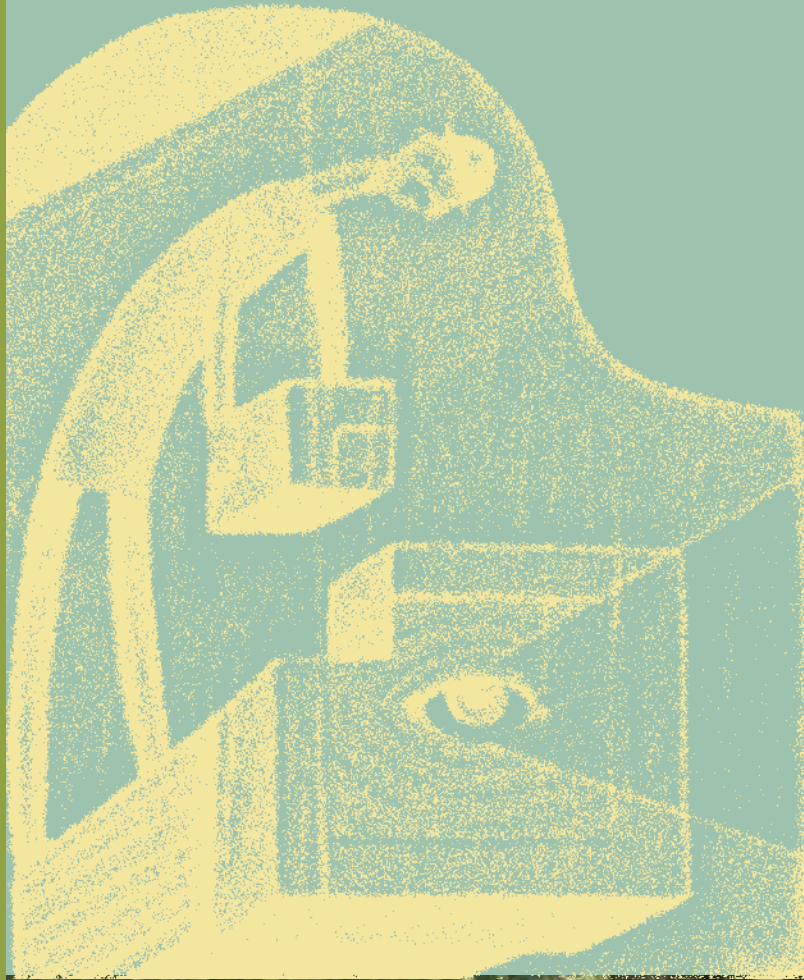
Master of Business Administration (Public Enterprise)

In association with Osmania University, IPE offers an MBA (Public Enterprise) program to meet the specific needs of practicing managers. It 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. MBA (PE) has become the most preferred and popular course for executives from both the public and private sectors. Over 1,000 fast track public and private sector executives have undergone this unique course, which is affiliated to Osmania University and recognized by AICTE.



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TRAINING ACTIVITIES

TRAINING ACTIVITIES

MDPs and Conferences Held in 2011-12 at a glance

Program	Date(s)	Faculty
MoU in PEs	13 May 2011, 14 October 2011, 6 January 2012	Dr RK Mishra, Ms J Kiranmai
National Conference on CSR	3-4 June 2011	Dr Punam Singh, Dr Shulgana Sarkar
Reservation Policy for SCs / STs & OBCs	3 June 2011	Prof RK Mishra / Ms J Krianmai
Sharing of Experiences in Implementation of Pay Revision	4 June 2011	Mr KRS Sastry
Trade Procedure & Documentation	10 June 2011	Dr SK Mathur
Principles & Practices in MoU in PEs	12 August 2011	Dr RK Mishra
Induction Program for Board & Senior Level Executives	18-19 August 2011	Dr RK Mishra, Mr KRS Sastry, Ms J Kiranmai
Contract Management in Power Sector (CIRE)	23-26 August 2011	Mr K Ramesh
Human Resources & Personnel Management in Power Sector (with CIRE)	23-27 August 2011	Dr A Jagan Mohan Reddy
International Conference on Corporate Governance in Banking Sector	8-9 September 2011	Dr S Sreenivasa Murthy
National Conference on Creating Competitive Edge Through Operational Excellence	9-10 September 2011	Mr K Ramesh, Mr JB Venkataratnam
Trends in Network Designing & Implementation	15-17 September 2011	Mr AS Kalyana Kumar
National Conference on Entrepreneurship skills Development in Management Education	29-30 September 2011	Dr Nandita Sethi
International Conference on Quality on Higher Education: Challenges and Opportunities in India (Patna)	20-21 October 2011	Dr Mridula Sahay
Finance for Non-Finance Executives (with CIRE)	1-4 November 2011	Dr S Sreenivasa Murthy
National Conference on Power Sector Reforms	3-4 November 2011	Dr Rajesh Gangakhedkar
e-Procurement	10-11 November 2011	Mr ANK Prasanna Anjaneyulu
Reservation Policy for SCs / STs / OBCs	11-12 November 2011	Dr RK Mishra
National Conference on Cost & Risk Management (with ICWAI)	19 November 2011	Mr KRS Sastry
Corporate Governance in Asia: UNIRAZAK Malaysia	28-29 November 2011	Dr RK Mishra, Mr KRS Sastry
National Conference on Networking & Data Management Technologies (NCDAT'11)	1-2 December 2011	Mr ANK Prasanna Anjaneyulu
Reservation Policy for SCs / STs & OBCs	2-3 December 2011	Dr RK Mishra
Strategic Market Planning	8-9 December 2011	Dr V Srikanth
Applications of Game Theory in Policies and Decisions	12-13 December 2011	Dr Jayasree Raveendran, Dr Suresh Deman



TRAINING ACTIVITIES

MDPs and Conferences Held in 2011-12 at a glance

Program	Date(s)	Faculty
FDP on World Class Manufacturing (with AICTE)	12-24 December 2011	Dr SS Subrahmanyam, Mr JB Venkataratnam
International Conference on Business Growth in Emerging Markets: Global Shifts and Local effects (with EGADE Business School, Mexico)	15-16 December 2011	Dr R Padmaja
Basic French for Everyone (Especially Management Students)	19-23 December 2011	Dr Rajeev Karan Reddy
Conference on Business Analytics and Business Intelligence	6-7 January 2012	Ms Shaheen, Dr Trivikram Rao
National Conference on India 2020: Challenges, Opportunities & Growth Strategies of Coal & Lignite sector	9 January 2012	Mr KRS Sastry
National Conference on e-Governance: Digitization to Delivery	9-10 January 2012	Mr A Sridhar Raj
Two-Day Workshop on RTI Act 2005 (Chennai)	20-21 January 2012	Dr P Geeta
Rural Marketing	20-21 January 2012	Dr V Anji Raju
Strategic Financial Management	27-28 January 2012	Dr S Sreenivasa Murthy
Financial Risk Management Measuring & Mitigating Risk	30-31 January 2012	Dr A Pawan Kumar
SDP on Managing Biotechnology and Emerging Issues in Research & Development	7-14 February 2012	Dr PS Janaki Krishna
2-Day Convention on Boards	9-10 February 2012	Dr RK Mishra, Dr P Geeta
Export Promotion Scheme & incentives Under Foreign Trade Policy 2009-14 & Strategies for Export Business	10 February 2012	Dr SK Mathur
National Seminar on Governance and Management of Drinking water: Issues and challenges	14-15 February 2012	Dr Samanta Sahu
Workshop on Econometric Applications for Managers	16 February 2012	Dr B Sai Sailaja, Mr Srinivas
Emerging Issues in Corporate India	22-23 February 2012	Dr K Trivikram
National Workshop on 'Research Methodology in Management & Social Sciences: A Skill Building Approach'	21-25 February 2012	Dr Shubra Hajela
Seminar on Best Practices in HRM for Sustainability	23-24 February 2012	Dr Shulgna Sarkar, Ms Punam Singh
Workshop on Performance Evaluation, PRP with the MoU	24 February 2012	Dr RK Mishra, Ms J Kiranmai
National Conference on Globalization & Women Empowerment	15-16 March 2012	Dr Tanveer Ishrat, Ms Shaheen
Financial Management for Power Distribution (with CIRE)	13-16 March 2012	Dr S Sreenivasa Murthy
Vigilance Procedures in PSUs	26 March 2012	Mr KRS Sastry

In-Company Programs at a glance

Program	Date(s)	Faculty
Basics of IT Infrastructure (for Executives of Power Grid Corporation of India Limited)	12-14 May 2011	Mr A Kalyana Kumar
EDP (for Executives of Singareni Collieries Company Limited)	29 May-3 June 2011, 12-17 June 2011	Mr MJ Ramakrishna
HRM Program (for Executives of ECIL)	11-13 July 2011	Mr JB Venkataratnam, Mr MJ Ramakrishna
5-Day Training Program on 'Developing Personal Effectiveness for HR Professionals (for NTPC)	25-29 July 2011	Ms Punam Singh
Productivity Enhancement through Loss Management (SLPEs, Government of Karnataka)	16-20 August 2011	Dr SS Subrahmaniam
Project Management (for OIL Executives at Dulaijan and Jodhpur)	23-27 August 2011, 12-16 September 2011, 19-23 December 2011	Mr S Satish Kumar
Workshop on CSR (sponsored by NLC, at Delhi)	13 September 2011	Dr Jayasree Raveendran, Ms Punam Singh
Manufacturing Excellence (for Executives of BDL)	27-28 September 2011	Mr JB Venkataratnam
Strategic Planning for Self-Sustainable Growth (Government of Karnataka)	17-21 October 2011	Dr SS Subrahmaniam
Corporate Social Responsibility	28-29 October 2011 8-9 November 2011 17-18 November 2011 24-25 November 2011	Mr S Satish Kumar Ms Punam Singh, Dr Shulagna Sarkar
EDP (for Executives of APSRTC)	20-22 December 2011	Mr A Sreedhar Raj
EDP (for Executives of Animal Husbandry Dept, Government of AP)	4-10 January 2012, 30 January-4 February 2012	Mr S Satish Kumar
Project Management for NRL, Assam	18-20 January 2012	Mr S Satish Kumar
Program for Executives of DPE, Government of Karnataka	24-28 January 2012	Dr SS Subrahmanyam
EDP (for Executives of NTPC)	27 February – 9 March 2012	Mr S Satish Kumar
Entrepreneurship Skills Development Program in Biotechnology for Farmers (sponsored by Government of India)	9-31 March 2012 (to be continued till June 2012)	Dr PS Janaki Krishna





FDPs FOR IPE FACULTY

Faculty / Executive Developments Programs for IPE Faculty

IPE realizes the importance of inter/multi disciplinary approach in teaching and research. In this regard, it is viewed that a mix of interactions in academics, industry, collaborative efforts and visits abroad presents a unique proposition of exposure. The Institute is keen on enhancing faculty competence in terms of:

- Updating teaching/academic/research skills and Learning through networking.
- To achieve this, IPE adopts and practices the following systems in the conduct of FDPs.
- Nominating faculty for workshops / conferences in the areas of faculty's research and pertinent fields of management.
- Organizing FDPs in IPE by inviting experts in management to discuss contemporary issues and challenges.
- Nominating faculty to visit institutions abroad to be acquainted with different cultures and practices.
- Providing opportunities to organize national / international conferences that not only enables assimilation of most recent research trends but also provides immense scope for networking institutionally and individually.

FDPs FOR IPE
FACULTY

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Faculty nominated for workshops

S.No.	Name of the faculty	FDP THEME	Date
1.	Dr Tanveer Ishrat	'Recent Advances in International Business' by AIMA held at Badruka Institute of Management Studies, Hyderabad	11-21 May 2011
2.	Dr A Sridhar Raj	FDP on Case Teaching and Case Writing by IIMK, Kozhikode	8-12 August 2011
3.	Ms Shaheen	Workshop on 'Statistical Data Analysis' IMT at Nagpur	24-26 August 2011
4.	Dr Resmi Ann Thomas and 20 students	Participation in the Seminar on Women Entrepreneurship at Great Lakes Institute of Management, Chennai	24 August 2011
5.	Dr A Jagan Mohan Reddy Dr K Trivikram Dr S S Murthy Mr Satyam N Kandula	Participation in Public Sector CEO meet at Delhi & visits to Public Enterprises	16-20 August 2011
6.	Dr S S Murthy Dr A Pawan Kumar Dr Inder Sekhar Yadav CS T Anil Kumar	Tenth Edition of Annual Conference on 'Global Banking: Parad' FICCI IBA Global Banking Conference by Federation of Indian Chambers of Commerce & Industry at Hotel Trident, Nariman Point, Mumbai	23-25 August 2011
7.	Mr T Krishna Ms S N Revathy	Two-day Librarian Development Programme on 'Managerial Skills for Library Professionals' by iWSB, Great Noida	9-10 September 2011
8.	Prof. R K Mishra Prof M L Saikumar Dr Shulagna Sarkar Dr Inder Sekhar Yadav Mr G Ravinder Mr G Raghava Reddy Students: Ms Ankita Jha Mr. Tej Prakash Ms Niharika Mr G. Ramesh Mr Iliyas Mr Ganesh Ms A Madevi Mr Gaurab Kumar Ms Srinivasa Reddy Mr Harish Reddy Mr Amit	Asia Pacific HRM Congress 2011 at Bangalore	2-3 September 2011
9.	Dr P A Naidu	3rd International Conference on Applied Econometrics (ICAE-III) IBS, Hyderabad in Collaboration with The Indian Econometric Society (TIES)	16-17 December 2011
10.	Mr V Balaji Nagendra Kumar	6th Annual Conference on "Power Distribution in India: Trends and Outlook, Challenges and Opportunities" by Power Line, published by the India Infrastructure Group	19-20 December 2011
11.	Dr R Jayasree	International Symposium on "Teaching and Applications of Game theory", Central University of Rajasthan	16 December 2011



National / International Conferences Conducted by IPE Faculty

S.No.	Name of the Programme	Duration	Name of the Faculty
1	National Conference on CSR	3-4 June, 2011	Dr Poonam Singh & Dr. Shulgna Sarkar
2	Sharing of Experiences in Implementation of Pay Revision.	4 June 2011	Mr KRS Sastry
3	International Conference on Corporate Governance in the Banking Sector	8-9 September 2011	Dr S S Murthy
4	National Conference on Creating a Competitive Edge through Operational Excellence	9-10 September 2011	Mr K Ramesh & Mr JB Venkataratnam
5	National Conference on Entrepreneurship Skills Development in Management Education	29-30 September 2011	Dr Nandita Sethi
6	International Conference on Quality on Higher Education – Challenges and Opportunities in India, with MHRD, Patna	20-21 October 2011	Dr Mridula Sahay
7	National Conference on Power Sector Reforms	3-4 November 2011	Dr Rajesh Dr Sai Shailaja Mr V Balaji
8	National Conference on Cost & Risk Management with ICWAI	19 November 2011	Mr K R S Sastry
9	Corporate Governance in Asia: UNIRAZAK Malaysia	28-29 November 2011	Prof R K Mishra / Ms J Kiranmai
10	National Conference on Networking & Data Management Technologies (NCDAT'11)	1-2 December 2011	Mr Prasanna Anjaneyulu
11	International conference on “Applications of Game theory in Policies and Decisions” in honor of Prof. C.R.Rao	12-13 December 2011	Prof R K Mishra / Dr Jayashree Ravindran
12	International Conference on Business Growth in Emerging Markets: Global Shifts and Local Effects (In association with EGADE Business School, Mexico)	15-16 December 2011	Dr R Padmaja

FDPs organized by IPE

S.No	Name of the Programme	Date
1.	Trends in Marketing Dr Rajagopal, EGADE Business School, Mexico	23 May 2011
2.	Teaching Pedagogies and Institution Building – Dr M P Sinha, GHRDC	4 August 2011
3.	Enhancing Teaching Effectiveness through Case Studies – Mr RL Bhatia	24 December 2011
4.	International Financial Issues and Challenges by Dr Masood Khan, Jamia Millia Islamia	28 December 2011
5.	Recent Advances in Social Mobility Governance and Climate Change, Dr Dharendra K Vajpayee	18 January 2012
6.	Roll of HR in changing Scenario – Mr SK Acharya, Director, NLC Limited	13 February 2012

Faculty visits abroad for networking

S.No.	Name of the faculty	Country visited and purpose	Date
1.	Dr R K Mishra Ms J Kiranmai Mr Ch Upender	University Tun Abdul Razak, Kuala Lumpur, Malaysia – MoU for Training Programmes	6-9 July 2011
2.	Dr K Trivikram Mr K V Ramesh Ms Y V Sujana Dr Shulgana Sarkar Mr B Bikshapathi	Asia's Best B-School Awards at Suntec, Singapore	22 July 2011
3.	Dr Nandita Sethi	Joint Seminar / Round Table on 'Dimensions of Globalization, India-Thailand Perspectives' in Pattaya (near Bangkok) Thailand, jointly organized by ICSSR and National Research Council, Thailand	5-6 September 2011
4	Dr R Jayasree Dr Shulgana Sarkar Mr K Srinivas Mr A Sridhar Raj Mr P Sreenivasa Rao Mr G Goverdhan	10th Mission to China for State Education Departments (Higher & Technical) Universities, Business Schools and Institutes of Engineering & Technology from India	21– 27 September 2011
5	Dr P Geeta Dr G Rajesh Dr Inder Sekhar Yadav Mr P Jogi Reddy Mr G Raghava Reddy Mr G Ravinder Mr K Yadaiah Mr N Ganesh Mr K Harivardhan Mr P Ranga Reddy Mr Jagan Mohan Ms Geeta Iyer	16th Civil Service Conference at INTAN, Kuala Lumpur, Malaysia	20 – 21 October 2011
6	Prof M L Saikumar Dr S S Murthy Dr S S Subrahmanyam Dr V Srikanth Mr Shaheen Mr J Kiranmai	Africa – India Partnership Summit organized at Sugar Beach Resorts, Mauritius	14 December, 2011

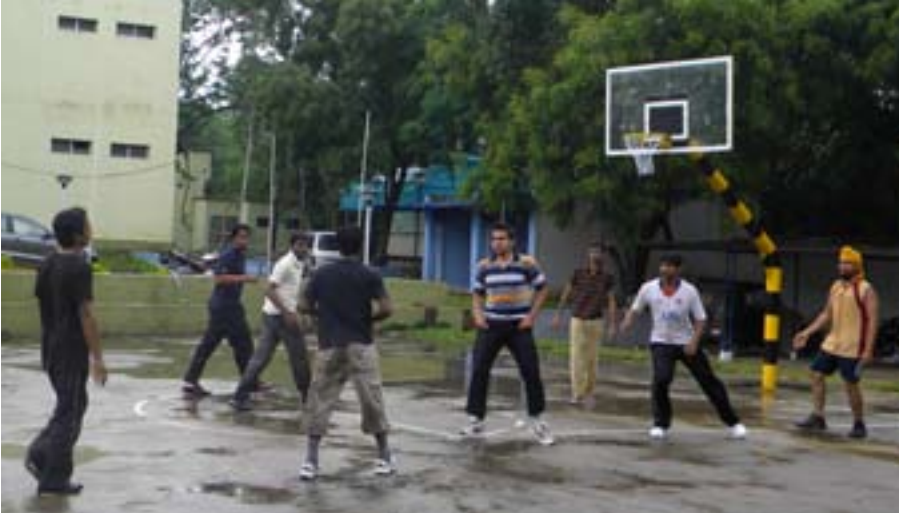


11-12



CAMPUS EVENTS

CAMPUS EVENTS



Student Activities 2011-12

The tradition of Institute of Public Enterprise is that it gives ample weightage to expose the students to the competitive corporate environment and the industry. In the process, students are encouraged to visit industries, participate in competitions as paper presentations, quiz programs etc., arrange special lectures of experts on the contemporary topics, facilitate to conduct Samathi (seminars) and Sanskrithi (annual event). Institute also provides opportunity to students to attend all important seminars and conferences along with the faculty outside the Campus.

Guest Lectures

IPE arranged many special lectures on contemporary issues and to mention few of them: Dr Bhaskar Chatterjee, IAS, Secretary, DPE, Mr BVR Mohan Reddy, Chairman & Managing Director, Infotech Enterprises Limited. Dr Alok Bharadwaj, Senior Vice President, Canon India, Mr Rohit Rao Tiruvalluru, Relationship HR -- TATA Consultancy.

Students' Participation in Competitions

Our students Mr B Naveen Kumar and Mr Mohammed Zuhair Ali are the Regional Final Winners of Tata Crucible Campus Quiz and received a cash prize

of Rs 75000. They are the winners at the International Level. They are the winners of NTPC Regional round quiz, and are Economic Times Regional champions.

Sports Event

Every year a 3-day sports event is conducted by Institute of Public Enterprise (IPE) to bring students together, instill lessons that are essential for team work and make them fit to take the day to day challenges. This year the sport event was inaugurated by Mr Pulella Gopichand on 24 August 2011 at IPE Campus. He was the winner of All England Open Badminton Championships in 2001 and awarded the Rajiv Gandhi Khel Ratna Award for the year 2001. He received Padma Shri, Dronacharya Award. Students of all long term post graduate diploma courses participated and played cricket, badminton, table tennis, basketball, volleyball, caroms, throw ball and chess during 28-30 August 2011.

Blood Donation Camp

Every year students organize blood donation camp and this year it was held on 20 August 2011 in association with "Thalassemia & Sickle Cell Society". Students and employees of the Institute volunteered and donated 98 units of blood. The Thalassemia & Sickle Cell





Society has also created awareness on Thalassemia disease. Students have been collecting unused medicines from students of IPE and handing over to Ramakrishna Mutt for further distribution to poor.

Samathi

Samathi is an ideal platform where experience meets enthusiasm. Meeting of the finest minds; this is fuelling the inquisitiveness in students to learn more. Samathi are organised annually as a series of events. The Samathi are conducted focusing on various functional domains such as Finance, Operations, HR and Marketing.

Samathi is the collective effort of aspiring student to keep up with the tradition of extending learning beyond the confines of the classroom; to serve this purpose IPE organizes this as a platform for the students to exhibit their potential. It provides students a forum to interact with the captains of the corporate world, and top functionaries from various business institutions who share their thoughts, knowledge and experience.

The paper and case study presentations, business quiz and games are conducted by the students for the students mainly

for juniors. The abstracts of the papers presented and the solutions to case studies by the students are brought out in the form of a document for the benefit of the students. The final round of competitions are conducted in the presence of corporate leaders. These Samathi for the year 2011-12 conducted during October and December 2011.

HR Samathi was held on 28 October 2011. Mr Arun Leslie George, Senior Vice President, Coromandel International Ltd. and Ms Sonia Srikanth, Manager- Talent Management, Infotech Enterprises Ltd. came as guests for HR samathi and shared their experiences and trends in HR.

Finance Samathi was held on 29 October, 2011 and the guests for the occasion were M Vijai Misra, General Manager, Central Bank of India and Mr. K Narayana Swamy, Deputy General Manager, Bank of Baroda.

Operations Samathi was held on 17 December, 2011 and Shri P Satyanarayana Reddy IAS Managing Director, AP Foods and Mr SVR Rao, Senior Vice President (Coordination & Strategic Planning), Nuziveedu Seeds Ltd. were guests.

Marketing Samathi was also held on 17 December 2011 and the guests for

the event were Mr Shaukat Hussain Mohammed, TATA Consultancy Services, Dr V Ramana, Assistant Profesor, Illinois University, USA.

Alumni Meet

It is the tradition of the Institute that it conducts Alumni Meet twice in a year and for this year it was held on Saturday, 25 February 2012. It is to strengthen our bond further, to cherish old memories and to continue our association with the Alumni. This year 250 Alumni turned up and shared their experiences. They have been helping the students in SIPs and Placements. We had a database of more than 1000 Alumni and they are always invited for all the activities of the IPE. We have invited them to be part of different activities of the Institute such as admissions, teaching, SIPs, Placement, student activities etc. Institute is also starting exclusive alumni portal for the registration with latest address and for easy communication. This year one of our Alumni Dr V Ramana, Assistant Professor, University of Illinois, USA has taken one of the marketing courses.

Sanskriti' 12

Sanskriti, is the flagship event of IPE conducted annually where our students conduct inter college competitions to show case their managerial skills to the corporate. Sanskriti is of the students, by the students and for the students. This provides experiential learning to improve attributes like leadership, team work, planning, communicating, negotiation, organizing skills etc. "Sanskriti 2012 was held on 1-2 March 2012 in IPE campus. Mr SK Roongta, Managing Director, Vedanta Group has inaugurated the function on 1 March 2012.

Mr M Narayana Rao, Chairman and Managing Director, MIDHANI Ltd. was the Guest of Honour.

Mr MK Nanda, Chairman and Managing Director, NMDC was the chief guest for valedictory function and distributed

prizes to winners on 2 March 2012. More than 250 participants from different colleges came all across the country and participated in different events.

Scholarships to Students

The Institute of Public Enterprise has started a scheme for awarding Merit and Merit-cum-Means Scholarships from the academic year 2008-09 to extend financial support to students pursuing their studies for the Post Graduate Diploma Programmes. The number of scholarships are 10 per cent of the total intake in the PGD programmes that is 5 per cent each for merit and merit cum means. Semester wise performance is taken into consideration and each scholarship amount is of 50 per cent of tuition fee of the semester. Hence, disbursal is made four times in a year that is once in a semester. This year an amount Rs 35,87,500 was disbursed to 69 students.

The Washington Centre internship

The Washington Center has been supporting every year for about 25 students for internship from Japan, India, Korea and Taiwan. The internship is of 15 weeks duration with 12-18 credits and starts from January and goes upto April / May. They take 6-7 students from India from enlisted colleges. This year IPE was included in their selected colleges. The cooperation agreement between IPE and The Washington Center for internships and academic seminars was signed on 11 July 2011. The merit students from different courses of IPE applied for internship during October 2011. The Washington Center representatives conducted telephonic interviews during November-December 2011 and selected one student from our Institute that is one among six students from India. The student selected for this internship is Ms Sai Kumari Nagraj who gets scholarship towards the fee, stay and other expenditure including travel to Washington and back. She went to Washington on 22 January 2012.





Shri. S K Roongta, Managing Director, Vedanta Group has inaugurated the Sanskriti'12 on 1st March and Shri M Narayana Rao, Chairman and MD, Midhani was guest of honour.

Entrepreneurship Development Program

Entrepreneurship Development program was conducted during 23-24 January 2012 at IPE in collaboration with NEN (National Entrepreneurship Network): A two day workshop was conducted for the students who are interested to start their own venture after the completion of the studies or after working for 2-3 years. The two days program fee was Rs.300 per participant. It was attended by 60 students from different colleges of twin cities and 20 of them are from IPE. Two days program consist of sharing of Experiences, Case Studies, Government Support and Schemes, Procedures, Screening of Ideas, Business Plan Preparation and Interactions with the experts.

The following experts took sessions at the two-day program:

- Mr Vikram Mishra, Consultant, NEN
- Dr Sujatha Suresh, NEN
- Dr Radhika Meenakshi, Director, Centre for Entrepreneurship

Development, ALEAP (Association of Lady Entrepreneurs of Andhra Pradesh)

- Dr MT Naidu, Deputy Director, MSME Development Institute, Hyderabad.
- Prof V Anji Raju, IPE.

RBI Program

RBI organized an exhibition on Foreign Exchange Facilities at IPE Campus on 21 December 2011. It was inaugurated by Ms Mery Sebastian, Chief General Manager, RBI, Hyderabad. Mr Attah Omar Basheer, DGM, Reserve Bank of India and his colleagues in Foreign Exchange Division conducted number of competitions to the students of IPE and created awareness on foreign exchange subject.

Other Activities

National festivals, Independence Day and Republic Day are celebrated to inculcate patriotism. Institute also gives importance to Fresher's and Farewell kind of student activities to develop belongingness, understanding, unity, bonding, helping nature, etc.

IPE students excel in organising and winning competitions both at national and international levels



Mr. Mohammed Zuhair Ali and Mr. B Naveen Kumar receiving cash prize of Rs.75,000



Ms. Sai Kumari Nagraj receiving meritorious certificate at The Washington Centre



Shri. N K Nanda, Chairman cum Managing Director was the chief guest for aledictory function of the Sanskriti on 2nd March 2012 who gave away the prizes to winners and runners.



VISITORS TO THE CAMPUS

Following distinguished guests visited IPE and interacted with the Director, Faculty and Students and have strengthened institute network.

May 2011

- Mr Jayadeb Nanda (Regional Executive Director, NTPC Limited)
- Dr Rajagopal (PRSA, Mexico City)
- Prof Felix Janszen (INPAQT Erasmus University)
- Prof Murthy Halemane (Rotterdam School of Management Studies)

June 2011

- Dr Basudeb Sen (Chairman, SMT Kolkata)
- Maj Gen (Retd) Ravi Khetarpal (CMD, BDL)
- Mr MP Fulzele
- Mr Bhaskar Chatterjee, IAS (Secretary, DPE, Gol)
- Mr M Narayana Rao (CMD, Midhani)
- Prof A Banerjee (Director, SMT Group)
- Dr A K Rath (Dean & Professor, School of Public Policy & Governance, MDI, Gurgaon)
- Mr Saket Gupta (ONGC Limited)
- Mr Joy Varghese (Director - HR, Nalco)
- Mr Mohan Das (Director - P&A, Coal India)
- Mr Ashok Rao (President, NCOA)
- Mr YR Reddy (Director HR, RINL)
- Mr R Choudhary (Director HR, GSL)
- Rear Admiral (Retd) R Bajaj (Mazagaon Dock)
- Mr AK Chopra (GM - HR, Petronet LMG)
- Mr SK Acharya (Director HR, NLC India Ltd)
- Mr Harpreet Singh (Commissioner, Civil Supplies Corporation Ltd)
- Mr Srikanth Surampudi (Regional HR Head, TCS Ltd., Hyderabad)
- Mr SN Srinivas (Director HR, Polaris Software Labs Ltd, Hyderabad)
- Mr L Venkat Madhav (Vice President - SCM, Amara Raja Batteries Ltd)
- Mr Manoranjan Dash (Director HR, SPMCIL, New Delhi)
- Mr Satish (Capital IQ, Hyderabad)

August 2011

- Dr Ashok Haldia (PTC India Financial Services)
- Prof Felix Jamzen (INPAQT Erasmus University)
- Prof Murthy Halemane (Rotterdam School of Management Studies)
- Dr BVR Mohan Reddy (CMD, Infotech Enterprises Ltd)
- Mr A Raghu Vasu (CEO, Transdyne)
- Ms Uma Rao (Director, People and Organization)
- Dr Ramana Madupalli (Asst Professor, Edwardsville Southern Illinois University)
- Dr G Prageetha Raju (Associate Professor & HOD - HR & OB, SCMHRD, Pune)
- Mr Pullela Gopichand (Eminent Indian Badminton Player)

September 2011

- Dr Stuart Locke (Waikato Management School, New Zealand)
- Mr PK Bishnoi
- Mr Nanda
- Mr Venkataramana
- Mr Narasimhamurthy
- Dr M Shanmugham (Universiti Tun Abdul Razak, Kuala Lumpur, Malaysia)

October 2011

- Mr Narayana Rao (CMD, Midhani)
- Mr Prabhakar (Advisor - DPE, AP Secretariat, Hyderabad)
- Ms Shalini Mishra (Rajiv Swagruha)
- Mr Arun Leslie George (Sr VP & Head of HR, Coromandel International Ltd)
- Shris Sonia Srikant (Manager- Talent Engagement, Infotech Enterprises Ltd)
- Mr Vijai Mishra (General Manager, Central Bank of India)
- Mr K Narayana Swamy (Dy General Manager, Bank of Baroda)
- Mr Mukundas



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VISITORS
TO THE
CAMPUS

November 2011

- Vasudha Muralikrishna (Education Adviser, Alliance Francaise, Hyderabad)
- Prof RP Kaushik (Former JNU Professor, UGC Member & Indian Ambassador to Turkmenistan)

December 2011

- Maj Gen (Retd) Ravi Khetarpal, VSM (CMD, BDL)
- Mr AK Pavadia (Jt Secretary, DPE, Gol)
- Mr TK Ananth Kumar (Director – Finance, OIL)
- Dr Nik Rosnah Wan Abdullah (Dy Dean, Universiti Tun Abdul Razak, Malaysia)
- Dr AK Rath (Professor, Public Policy, MDI, Gurgaon)
- Mr RS Sharma (Former CMD, ONGC Ltd)
- Ms Rita Bhushan Benoy (CEO, MSWG, Malaysia)
- Prof JP Sharma
- Mr SK Acharya (Director HR, NLC)
- Prof Suresh Deman (Director, Centre for Economics, UK)
- Prof Stuart Locke (Director, IBR, Waikato Management School, New Zealand)
- Dr Ashok Haldia
- Prof KV Bhanu Murthy
- Dr Fuad Azim Hashimi (Director, Corporate Governance, Pakistan)
- Prof V Narendar Rao (North Eastern Illinois University, Chicago)
- Dr Hilwani Hariri (ARI, Universiti Teknologi Mara, Malaysia)
- Dr Noraini Mahamed (ARI, Universiti Teknologi Mara, Malaysia)
- Dr NN Nigam (Chief Vigilance Office, SBH)
- Mr TK Ananth Kumar (Director – Finance, Oil India Limited)
- Mr SR Krishnan (Company Secretary, Oil India Limited)
- Prof Suresh Deman (Director, Centre for Economics & Finance, London and CuRaj)

January 2012

- Prof Narendar Rao
- Mr Rana Som (CMD, NMDC)
- Mr Jade Sims (Michigan State University, USA)
- Mr Keith Bezzant Niblett (Michigan State University, USA)
- Mr Michael Rip (Michigan State University, USA)
- Mr Jaiveer Srivastava (CMD, Hindustan Prefab Ltd)

February 2012

- Mr SK Roongta (Vedanta Ltd)
- Mr BB Singh (Director – HR, SAIL)
- Dr NK Raju (Executive Director - P&A, BDL)
- Mr JK Bal (Chief Manager HR, PGCIL)
- Mr TR Ganesh (Sr Manager - HR, NTPC)
- Dr RL Nandeshwar (Director, Oxford Group of Institutions)
- Mr SR Saini (Director, Eisai Pharmatechnology and Manufacturing Pvt. Ltd)
- Mr Srikanth Surampudi (Regional Head HR, TCS)
- Mr R Shankar (Director, SHE & Sustainability, Dr. Reddy's Laboratories Ltd)
- Mr Abhiram Krishna (South State Business School)
- Dr RC Sastry (Owner, Stony Carter)
- Flt Lt (Retd) Bipin Pendyala (VP - HR, CA Technologies Ltd)
- Dr Venkateshwar Rao (Director, Innova Heart Centre)
- Ms Rajini Sinha (Business Development Officer, Akshayapatra)
- Ms Shravanthi Mocherala (Manager, CRY)
- Mr Stallion (HelpAge India)
- Representative from Concern India





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LIBRARY &
DOCUMENTATION
CENTER

LIBRARY & DOCUMENTATION CENTER

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.



11-12

HONOURS, AWARDS & RANKINGS



HONOURS,
AWARDS & RANKINGS

Master Brand Award

IPE has been conferred the Master Brand Award by CMO Asia in Nov 2011 at Mumbai. The award is yet another recognition of the fact that IPE continues to be the leading Indian Brand among the corporate for its Executive Training as well as for campus recruitment from among its PGP students. CMO Asia, in association with CMO council USA, has launched the Master brand awards 2010 for the first time in India. CMO Asia is a strategic partner of CMO council and is a platform in Asia to learn, network and grow.

Le Matinal Educational Excellence Awards.

IPE has been conferred the awards as part of Le Matinal Excellence awards. A few institutions from India and Africa were presented with the awards. IPE got two awards. The one vision of the event was to make a difference to the education fraternity. The awards were presented on 14 December 2011 at Mauritius.

Only three institutions from India got the awards. They are IPE, XIME Bangalore and Indira Business School, Pune.

Innovation Leadership Award

DNA & Stars of the Industry Group presented Institute of Public Enterprise with Innovation Leadership Award as part of Innovative B school awards.

Impact Awards

IPE has been conferred with the Outstanding B-School in Marketing (South)

Asia Pacific HRM Congress

Asia Pacific HRM Congress has presented a Certificate of Endorsement to the Institute of Public Enterprise for excellent academic syllabus in Public Sector Management on 3 September 2011 in Bangalore.

National B-School Award

STAR News has presented National B-School Awards 2011 on 12 February 2011. The Institute of Public Enterprise has been conferred with B-School Leadership Award and it has been covered by Star News live.

2 Asia's Best B-School Awards

On 22 July 2011 Institute of Public Enterprise was presented with 'Business School with best Industry Interface' during the 2 Asia's Best B-School awards function held at Singapore. This award has been conferred by CMO Asia and STARS of the Industry group.

18 Business School Affaire & Dewang Mehta Business School Awards

Hindustan Unilever limited presented the 18 Business School Affaire & Dewang Mehta Business School Awards. During this event IPE has been presented with the following awards. The institute excelled in a number of key areas.

- Under the category of Best government Institutions
- B-School which encourages innovations that leads to better development
- B-School leadership Award

Asia Awards

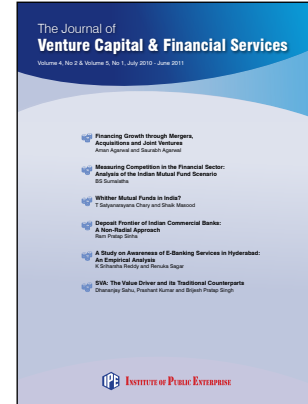
In the World Education Congress, Asia Awards were presented on 25 September 2011 at Taj Palace Hotel, Dubai. The Institute of public Enterprise has been conferred with the Best B School with highest research papers & best Academic & Industry interface award. This is in recognition for producing a quality profile for the research activity.



ISSUES OF JOURNALS BROUGHT OUT BY IPE IN 2011-12



Managing Editor: Dr K Trivikram
Vol 6, No 2 & Vol 7, No 1



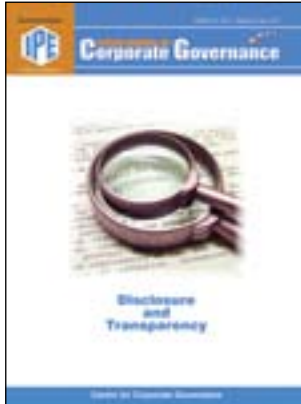
Managing Editor:
Dr Ch Lakshmi Kumari
Vol 4, No 2 & Vol 5, No 1 & 2



Managing Editor: Dr Nandita Sethi
Vol 2, No 1 & 2



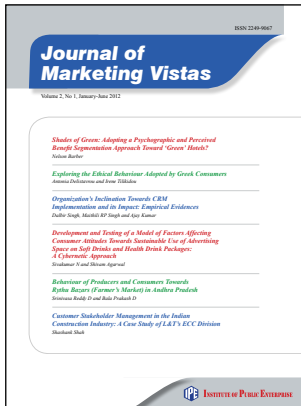
Managing Editors: Dr Geeta Potaraju,
Dr A Sridhar Raj, Dr Samanta Sahu
Vol 1, No 1 & 2, & Vol 2, No 1



Managing Editor: Dr Shital Jhunjhunwala,
Vol 4, No 1 & 2



Managing Editor: Dr K Trivikram
Vol 1, No 1 & 2



Managing Editor: Dr Meher Karuna
Vol 1, No 1



Managing Editor: Dr K Trivikram
Vol 34 Issue 1&2, 3&4




Managing Editor: Dr S Sreenivasa Murthy
Vol 6, No 1




ISSUES OF WORKING PAPERS BROUGHT OUT BY IPE IN 2011-12

Working Paper Series 69




A Study of Cross-Cultural Dimension of Compensation Management in the Global Business Scenario




INSTITUTE OF PUBLIC ENTERPRISE
Old Campus, Hyderabad - 500007, AP, India.
Ph: +91-40-2708814; 2708837
Fax: +91-40-2708819
www.ipeindia.org

Working Paper Series 70




A Study on Standards of Public Administration Education and Training in Select Countries in Asia




INSTITUTE OF PUBLIC ENTERPRISE

Working Paper Series 71




Estimation of Total Business Logistics Cost of the Indian Economy




INSTITUTE OF PUBLIC ENTERPRISE

Working Paper Series 72




Value at Risk Models for NSE Intraday Data




INSTITUTE OF PUBLIC ENTERPRISE

Working Paper Series 73



Crop-Weather Modeling: A Review of Evolutionary Trend of Methodology



INSTITUTE OF PUBLIC ENTERPRISE

OUR PATRON MEMBERS

**ONGC Limited**

ONGC Limited is ranked No 1 among India's blue chips (Finance Asia 100) and 155th in 'Forbes Global 2000' based on sales, profits, assets and market capitalization. It is the world's third-largest oil and gas exploration and production company, and 23rd among the world's leading global energy majors. Its wholly-owned subsidiary - ONGC Videsh Limited - is the biggest Indian multinational, with 40 oil & gas projects in 15 countries. The company has created an ONGC Chair named 'Subir Raha Chair on Corporate Governance' at IPE with an endowment amount of Rs 9 million, with the objective of promoting knowledge and excellence in corporate governance through research, training, workshop and work association. It has also contributed Rs 2.5 million for the construction of an auditorium at IPE's upcoming new campus.

**NMDC Limited**

NMDC Limited is a fully-owned enterprise of the Government of India (Ministry of Steel). It is involved in the exploration of a wide range of minerals and is India's single largest iron ore producer and exporter. It also has the only mechanized diamond mine in the country. NMDC's ISO 9001-certified R&D Center has been declared a 'Center of Excellence' in the field of mineral processing by UNIDO. In furtherance of its endeavour to strengthen the cause of the public enterprise system in India, NMDC has contributed Rs 25 million as financial assistance to IPE for constructing an 'NMDC Block' and enhancing various other facilities / utilities in the Institute.

**Oil India Limited**

Incorporated in 1959 as 'Oil India Private Limited', the company became a wholly-owned Government of India enterprise in 1981. The company is engaged in exploration, development and production of crude oil and natural gas, transportation of crude oil and production of LPG in India, as well as overseas projects in Libya, Gabon, Iran, Nigeria and Sudan. In a recent CRISIL-India Today survey, it was adjudged as one of the five best major PSUs and one of the three best energy sector PSUs in India.

**Bharat Heavy Electricals Limited**

BHEL is India's largest engineering and manufacturing enterprise, with a skilled manpower of nearly 43000. It manufactures over 180 products under 30 major product groups and caters to core sectors of the Indian economy such as power generation & transmission, industry, transportation, renewable energy, etc. The company's operations are organized around three business sectors – power, industry (including transmission, transportation and renewable energy) and overseas business.

**Electronics Corporation of India Limited**

Electronics Corporation of India (ECIL) – a Government of India enterprise under the Department of Atomic Energy – has pioneered the electronics revolution in the country. Information technology is one of the core areas where ECIL has the distinction of manufacturing the first digital computers in the country, for various real-time and embedded systems applications. To meet the growing demand for quality IT professionals in the country, ECIL has set up ECIT, which imparts quality software and hardware training to individuals and institutions.

**The Singareni Collieries Company Limited**

The company is jointly owned by Government of Andhra Pradesh and Government of India. It operates 13 opencast and 42 underground mines in Andhra Pradesh. It is the recipient of the 'Infraline Energy Excellence Award' for coal sector development, the 'Indira Gandhi Vriksha Mitra Award' for outstanding contribution to afforestation and wasteland development, and 'Environmental Excellence Award' for research and initiatives in sustainable technologies.

**AP Industrial Infrastructure Corporation Limited**

Andhra Pradesh Industrial Infrastructure Corporation Limited (APIIC) is a wholly-owned undertaking of Government of Andhra Pradesh. Vested with the objective of providing industrial infrastructure through the development of industrial areas, APIIC has so far developed over 300 industrial parks (including sector-specific parks), Special Economic Zones and commercial shops. It is the nodal agency for government-sponsored schemes like growth centers, export promotion industrial parks, and integrated infrastructure development centers.



AP Industrial Development Corporation Limited

Andhra Pradesh Industrial Development Corporation Limited (APIDC) was established in 1960 by Government of Andhra Pradesh for planned development of medium and large industries in the State. APIDC's objectives are to identify & promote entrepreneurial talent for comprehensive industrial development; conceptualize exploitation of resources for industrialization; ensure economic, financial and social viability of the promoted projects, and function as an extended arm of government / national industrial development banking institutions. In 2006, APIDC was merged with APIIC.



Mishra Dhatu Nigam Limited

Soon after Independence, India embarked on an ambitious program of industrialization. Self-reliance in hi-tech special metals and alloys became essential for meaningful growth of Space, Atomic Energy, Aeronautical, Steel and Hydro-Electric Power and Defence sectors, heralding the change. Conceived by eminent metallurgists, Mishra Dhatu Nigam Limited (Midhani) was set up to fulfill this need. For Midhani, it has been an unparalleled experiment and a challenge undertaken to create the technological ability for manufacture of perhaps the widest range of advanced metals and alloys anywhere in the world, under one roof. Midhani is located in the historic city of Hyderabad, reputed for the manufacture of Wootz Steel, which went into the making of the world-acclaimed 'Damascus Sword'.



Nuclear Power Corporation of India Limited

Nuclear Power Corporation of India Limited (NPCIL) is a Public Sector Enterprise under the administrative control of the Department of Atomic Energy (DAE), Government of India. The company was registered as a Public Limited Company under the Companies Act 1956 in September 1987, with the objective of operating atomic power stations and implementing atomic power projects for generation of electricity in pursuance of the schemes and programs of the Government of India under the Atomic Energy Act 1962. NPCIL also has equity participation in BHAVINI, an organization formed for the implementation for the Fast Breeder Reactors program in the country.



Rashtriya Ispat Nigam Limited (Visakhapatnam Steel Plant)

India's National Steel Policy envisions increasing steel production to 124 MT steel by 2019-20. In accordance with the Policy, Visakhapatnam Steel Plant has drawn up plans to increase its steel production capacity from the existing 3.6 MT to 6.3 MT. On 20 May 2006, Prime Minister Dr Manmohan Singh formally launched the capacity expansion project, which will have an outlay of Rs 8692 crores (Base June 05).



Neyveli Lignite Corporation Limited

Neyveli Lignite Corporation Limited (NLC) is a government-owned lignite mining and power generating company in India. NLC operates the largest open-pit lignite mines in India, presently mining 24 MT of lignite and has an installed capacity of 2490 MW of electricity per year. It also supplies a large quantity of sweet water to Chennai from the artesian aquifers in the lignite mines. On 11 April 2011, it joined the elite group of India's Navaratna Companies. NLC is presently implementing a coal-based thermal power project of 1000 MW capacity at Tuticorin, at an estimated cost of Rs 4909.54 crores.



Bharat Dynamics Limited

Bharat Dynamics Limited (BDL) is one of India's manufacturers of munitions and missile systems. It was founded in 1970 in Hyderabad, and is the nodal agency for the production of ammunitions developed by India. BDL manufactured the first-generation Anti-Tank Guided Missile (French SSIIB1), the second generation ATGMs (French Milan-2 and Russian Konkurs), India's first state-of-the-art Surface-to-Surface Missile 'Prithvi', etc. BDL is also involved in producing Fagot Launcher Adapted for Milan Equipment (FLAME), test equipment for the Konkurs Missile and Launcher, Counter Measure Dispensing System (CMDS), etc. It has signed a \$3.1 billion contract with the Indian Army for 'Akash' Surface-to-Air Missiles (SAMs), and is a regular recipient of national awards for its excellent work and quality product production.



The India Tourism Development Corporation Limited

The India Tourism Development Corporation Limited is one of the largest hospitality companies in India. The company has various divisions to cater to different needs of tourists. The divisions are Ashok Travels & Tours, Ashok Group of Hotels, Ashok International Trade Division, Ashok Creativity, Ashok Institute of Hospitality and Tourism Management and Ashok Consultancy. The comprehensive services are executed with maximum efficiency taking into account every minute detail taking you across India and the worlds with great comfort and ease.

OUR CORPORATE LIFE MEMBERS

- Air India, Mumbai
- Steel Authority of India Limited, New Delhi
- Hindustan Petroleum Corporation Limited, Mumbai
- Indian Oil Corporation Limited, New Delhi
- Stock Holding Corporation of India Limited, Mumbai
- Videsh Sanchar Nigam Limited, Mumbai
- Coal India Limited, Kolkata
- CMC Limited, New Delhi
- Gas Authority of India Limited, New Delhi
- Hindustan Cables Limited, Kolkata
- Minerals & Metals Trading Corporation, New Delhi
- Chennai Petroleum Corporation Limited, Chennai
- National Thermal Power Corporation Limited, Hyderabad
- Transmission Corporation of Andhra Pradesh (AP Transco), Hyderabad
- AP Mineral Development Corporation Limited, Hyderabad
- AP State Financial Corporation, Hyderabad
- AP State Road Transport Corporation, Hyderabad
- AP Co-operative Bank Limited, Hyderabad
- AP Forest Development Corporation Limited, Hyderabad
- Hyderabad Allwyn Limited, Hyderabad
- Karnataka State Finance Corporation, Bengaluru
- Punjab State Industrial Development Corporation Limited, Chandigarh
- Nizam Sugar Factory Limited, Hyderabad
- Avanthi Feeds Limited, Hyderabad
- Jeypore Sugar Company Limited, Chennai
- KCP Sugar & Industries Corporation Limited, Chennai
- Beardsell Limited, Chennai
- Deccan Cements Limited, Hyderabad
- Lubrizol India Limited, Mumbai
- Powergrid Corporation of India Limited, Gurgaon (Haryana)
- Mishra Dhatu Nigam Limited, Hyderabad
- Balmer & Lawrie Company Limited, Kolkata
- The Fertilisers and Chemicals Travancore Limited (FACT)
- NALCO
- Container Corporation of India Limited



11-12

FINANCIAL STATEMENTS



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 31.3.2012 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 31.3.2012 and the Income and Expenditure account for the year ending 31.3.2012 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 31.3.2012.
 - (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 : 18th May, 2012.



BALANCE SHEET AS AT 31ST MARCH 2012

(Amounts in Rupees)

	Schedule		As at 31.03.2012 Rs.		As at 31.03.2011 Rs.
SOURCES OF FUNDS					
Capital Fund	A		15748893		10048893
Corpus & Development Fund	B		360172009		267936813
Other Funds	C		26944193		24727015
Secured Loans (SBI, SME Br)			50060678		25000
			<u>452925773</u>		<u>302737721</u>
UTILISATION OF FUNDS					
Fixed Assets	D		188224124		169479598
- Gross Block (at Cost)		235121410		212962070	
Less: Depreciation to date		<u>46897286</u>		<u>43482472</u>	
Current Assets	E	276586433		139432777	
Less : Current Liabilities	F	<u>-11884784</u>	264701649	<u>-6174654</u>	133258123
			<u>452925773</u>		<u>302737721</u>

As per our report attached

**For MEHER & ASSOCIATES
Chartered Accountants**

Sd/-
(P Rajendra Meher)
Partner

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President

INSTITUTE OF PUBLIC ENTERPRISE
Osmania University Campus : Hyderabad-500007
Income & Expenditure Account for the Year ending 31st March 2012

(Amounts in Rupees)

Schedule	As on 31.03.2012 Rs.	As on 31.03.2011 Rs.
A. INCOME Non-Plan Recurring Grant		
(a) ICSSR	5000000	5812000
(b) Govt of Andhra Pradesh	0	0
Plan Recurring Grant		
(a) ICSSR	2500000	2300000
Management Development Programmes	1 11178837	7316296
Conferences/Seminars/Workshops (Sponsored)	1 9038241	2912684
Completed Consultancy & Research Projects	2 13387023	5823180
Management Education Programmes	3 192719520	185223307
Other Receipts	4 15754633	10751019
Total A	249578254	220138486
B. EXPENDITURE		
Management Development Programmes	1 4438089	2860755
Conferences/Seminars/Workshops (Sponsored)	1 8124609	4165309
Completed Consultancy & Research Projects	2 9736205	1982020
Management Education Programmes	3 30153583	27362884
Establishment & Administrative Expenditure	5 98935577	93239829
TDS Receivables Wnttenoff	290181	0
Depreciation on Assets	D 3414814	8449111
MBA Programme Fund	1500000	1500000
(a) Institute's Contribution	1500000	1500000
(b) Govt of Andhra Pradesh	0	0
Corpus Fund	2500000	3700000
Development/Infrastructure Fund	83600000	71000000
Scholarship Fund	5000000	5000000
Other Funds (Employees Gratuity, EL & Welfare)	2000000	1000000
Total B	249693058	220259908
C. EXCESS OF INCOME OVER EXPENDITURE (A-B)	-114804	-121422

As per our report attached.

For MEHER & ASSOCIATES
Chartered Accountants

(P Sreenivasa Rao)
Accounts Officer

(Prof RK Mishra)
Director

(Dr P Rama Rao)
President

Schedules forming part of Balance Sheet as at 31st March 2012
FIXED ASSETS SCHEDULE

S. No.	Particulars	Gross Block			Depreciation			Net Block			
		Opening Amount Rs.	Additions Amount Rs.	Deletions Amount Rs.	Total Amount Rs.	Upto 31.3.2011 Rs.	Rates of Depreciation %	For the Year Rs.	Total Deprn. Rs.	Closing Amount Rs.	Opening Amount Rs.
A	IPE Main:										
1	Buildings	15762097	0	0	15762097	5668251	6.25	630865	6299116	9462981	10093846
2	Library Building	2539116	0	0	2539116	1781438	6.25	47355	1828793	710323	757678
3	Office Equipment	2268477	290839	0	2559316	2140842	20.00	83695	2224537	334779	127635
4	Office Furniture & Fixtures	5744760	133500	0	5878260	3618238	20.00	452004	4070242	1808018	2126522
5	Audio-Visual Aids	748883	10175	0	759058	502725	20.00	51267	553992	205066	246158
6	Vehicles	2358082	0	0	2358082	1711308	20.00	129355	1840663	517419	646774
7	Air-Conditioners	3698776	0	0	3698776	2365708	20.00	266614	2632322	1066454	1333068
8	Fax Machines	118100	0	0	118100	107233	20.00	2173	109406	8694	10867
9	Generators	1556776	0	0	1556776	745199	20.00	162315	907514	649262	811577
10	Telephone EPABX System	742501	0	0	742501	541411	20.00	40218	581629	160872	201090
11	Library Equipment	184429	7800	0	192229	113398	20.00	15766	129164	63065	71031
12	LCDs & OHPs	2832005	122047	0	2954052	1914978	20.00	207815	2122793	831259	917027
13	Franking Machine	234674	0	0	234674	106513	20.00	25633	132146	102528	128161
	Total (A)	38788677	564361	0	39353038	21317242		2115075	23432317	15920721	17471435
B	IT Division										
14	Computers & Accessories	19871896	0	0	19871896	18196139	50.00	837878	19034017	837879	1675757
	Total (B)	19871896	0	0	19871896	18196139		837878	19034017	837879	1675757
C	Hostel:										
15	Building (Hostel)	9855864	90000	0	9945864	3477446	6.26	404276	3881722	6064142	6378418
16	Furniture & Fixtures (Hostel)	341305	0	0	341305	243481	20.00	19565	263046	78259	97824
17	Canteen Equipment	438264	0	0	438264	248164	20.00	38020	286184	152080	190100
	Total (C)	10635434	90000	0	10725434	3969091		461861	4430952	6294482	6666343
D	Land & Work-in-Progress										
18	Land (Shameerpet)	137574400	0	0	137574400	0	0.00	0	0	137574400	137574400
19	Work-in-Progress (Buildings)	6091664	21504979	0	27596643	0	0.00	0	0	27596643	6091664
	Total (D)	143666064	21504979	0	165171043	0		0	0	165171043	143666064
	GRAND TOTAL (A+B+C+D)	212961.070	22159340	0	235121410	43482472		3414814	46897286	188224124	169479598

(P Sreenivasa Rao)
Accounts Officer

(Prof RK Mishra)
Director

(Dr P Rama Rao)
President

Schedules forming part of Balance Sheet as at 31st March 2012

Schedule - G

NOTES ON ACCOUNTS

S.No.	Current Year	Previous Year
1. Contingency 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).pending recovery.		
4. Fixed Assets Register is under preparation,		
5 Accounting Policies:		
(a) Depreciation on other Fixed Assets is provided on written down value basis and rates are mentioned in the Schedule.		

For MEHER & ASSOCIATES
Chartered Accountants

(P Sreenivasa Rao)
Accounts Officer

(Prof RK Mishra)
Director

(Dr P Rama Rao)
President

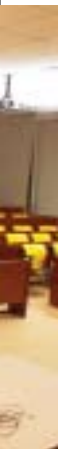
Place : Hyderabad
Date : 18th May 2012.

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.



Hostel



Library





INSTITUTE OF PUBLIC ENTERPRISE

OU Campus, Hyderabad - 500007

Ph: +91-40-27098145

Fax: +91-40-27095183, 27095478

www.ipeindia.org