

RESEARCH

CONSULTANCY

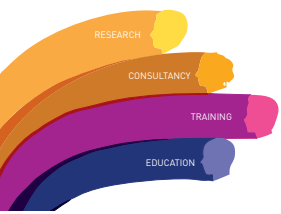
TRAINING

EDUCATION

IN PURSUIT OF KNOWLEDGE



INSTITUTE OF PUBLIC ENTERPRISE



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Governing Board

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



Dr P Rama Rao

President, Board of Governors, IPE
Member Atomic Energy Commission, GoI

Dr NB Prasad

Emeritus President, IPE
Former Secretary (Energy), GoI;
former CMD, ONGC Limited

Mr TV Mohandas Pai

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

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Director General
Indian Institute of Corporate Affairs

Prof Ramesh Dadhich

Member Secretary
Indian Council of Social Science Research

Mr B Surender Mohan

Chairman and Managing Director
Neyveli Lignite Corporation Limited

Mr Ashok Kumar Pavadia

Joint Secretary, Department of Public
Enterprises, Ministry of Heavy Industries &
Public Enterprises, Ministry of Industry, GoI

Mr K Pradeep Chandra, IAS

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

Prof T Navaneeth Rao

Emeritus President, IPE,
Former Vice Chancellor, OU

Mr MB Raju

Executive Chairman
Deccan Cements Limited

Mr Sudhir Vasudeva

Chairman and Managing Director
Oil and Natural Gas Corporation Limited

Mr AP Choudhary

Chairman and Managing Director
Rashtriya Ispat Nigam Limited

Dr AK Balyan

Managing Director & Chief Executive Officer
Petronet LNG Limited

Prof S Satyanarayana

Vice Chancellor
Osmania University

Mr K Madhava Rao, IAS (Retd)

Former Chief Secretary and
Election Commissioner, Govt of AP

Mr RS Sharma

Former CMD
Oil and Natural Gas Corporation Limited

Mr Rana Som

Former CMD
NMDC Limited

Mr CS Verma

Chairman and Managing Director
NMDC Limited

Mr Jayesh Ranjan, IAS

Vice Chairman & Managing Director
APIIC Limited

Smt Chitra Ramachandran, IAS

Principal Secretary
Public Enterprises Department, Govt of AP

Prof RK Mishra

Director, IPE
Member Secretary



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
- Member, 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, Mishra Dhatu Nigam (Midhani) Limited, Government of India
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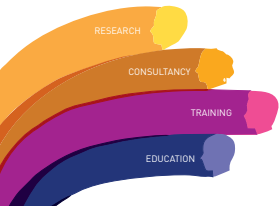
Dr Usha Nori

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Administrative Support



Mr Satyam N Kandula

MBA, PGDIRPM

Sr Administrative Officer

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



Mr P Sreenivasa Rao

B.Com., MBA (Finance)

Accounts Officer

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



Ms Sunita Murthy

MA, MLISc (Library Computerization)

Library In-charge

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



Mr Goverdhan Gokul

B.Sc., PGDPM, LLB, MBA

Administrative Officer (Maintenance)

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



Mr P Chandra Sekhar

B.Com.

Training Division – In Charge

Has more than a Decade's experience in administration.



Mr Ch Upender

BA, LLB, PGDPMIR

PS to Director

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

Director's Office

Mr Mohd Abdul Muttalib (Record Assistant), **Mr J Raghunath Reddy** (Office Subordinate)

Library

Ms Adimahalakshmi (Junior Assistant), **Mr B Bikshapathy** (Junior Assistant),
Mr MK Badruddin (Book Bearer), **Mr P Ranga Reddy** (Office Subordinate)

Training Division

Mr A Srinivas (Record Assistant), **Mr K Yadaiah** (Office Subordinate)

MBA (PE) Division

Mr RVL Narayana (Steno-Secretary), **Mr K Harivardhan** (Office Subordinate)

PGDM Division

Ms K Padmaja (Steno-Secretary), **Mr G Ravinder** (Office Subordinate)

PGDM - RM Division

Ms CR Kavitha (Junior Assistant)

PGDM - BIF Division

Mr Ch Manmad Reddy (Junior Assistant)

PGDM - IB & BT Divisions

Ms CR Kavitha (Junior Assistant)

Placement Division

Ms HV Shailaja (Junior Assistant), **Mr KG OmanaKuttan** (Office Subordinate)

IT Division

Mr T Vikram (Lab Incharge), **Ms YV Sujana** (Programmer),
Mr Mohd Osman (Lab Instructor & Console Operator), **Mr K Phani Kumar** (Lab Instructor & Console Operator),
Mr M Vaman Reddy (Lab Instructor), **Mr B Ramulu** (Office Subordinate)

Controller of Examinations Office

Mr B Nagesh (Senior Assistant), **Mr T Venkatesh** (Office Subordinate)

Research and Publications

Mr AV Bala Krishna (Editorial Associate), **Ms Suguna Nagaraj** (Research Associate),
Mr Kirthi Ranjan Prakash, **Ms Shilpa Ray**, **Mr A Subrahmanyam**, **Mr M Maschandam Goud**, **Ms Jayashree Patil-Dake**.

Administration & Accounts

Mr C Ramakrishna (Sr Accounts Assistant), **Mr P Radhakrishna Reddy** (Sr Accounts Assistant),
Ms Geeta Iyer (Front Office Assistant), **Mr T Sudheer Kumar** (Junior Assistant),
Mr N Ganesh (Electrician), **Mr B Ravi** (Electrician), **Mr VCS Nair** (Head Driver),
Mr P Jogi Reddy (Driver), **Mr G Raghava Reddy** (Driver), **Mr G Venkatesulu** (Driver),
Mr K Jaganmohan (Office Subordinate), **Mr G Bikshapathy** (Office Subordinate),
Mr Akhilesh Roy (Hostel Attendant), **Ms K Yadamma** (Sweeper),
Ms Sankaramma (Sweeper), **Ms K Pushpa** (Sweeper), **Ms Syed Shaheeda Begum** (Sweeper),
Mr TVK Prashanth Ram (Office Subordinate), **Mr Narsing Rao** (Office Subordinate-Garden),
Mr Ch Balraj (Office Subordinate-Garden), **Ms M Subhadra** (Office Subordinate-Garden),
Ms K Pushpa (Office Subordinate-Garden)

Director's Message



Dear Reader,

It is a great moment that we experience together as the Institute of Public Enterprise steps into its Golden Jubilee Year, having taken the baby steps of progress and as it gets geared up for giant leaps into the future! Sure this is a milestone to cherish, and we, at IPE, at the outset thank all our clientele for their support in enabling us to be what we are today.

We are delighted to present the 49th Annual report of activities during the Academic Year 2012-13, the penultimate year of the Golden Jubilee of the Institute. The year has witnessed significant strides in research projects, consultancy assignments, training programmes and in management education. The Institute of Public Enterprise has been identified to support the Performance Management Division (PMD), Cabinet Secretariat, Government of India, in the conduct of the annual review meetings of the various Ministries and Departments of the Government of India.

A number of national and international conferences have also been organized that has created newer networking platforms for future collaborations. 20 research and consultancy projects, 78 training programs including national / international conferences and FDPs, 7 dedicated centers for research apart from the long-term education programs have contributed in making the year action-packed. Close to 60 research papers have been published or presented in conferences by the faculty of IPE during the year. IPE is also successfully running the PGDM programs (General Management, BIF, RM, IB, BT, HRM, HCM, Exec-PGDM).

On the doctoral program front, the ICSSR has consented to IPE's request of increasing the number of doctoral fellowships and we have 8 new research scholars associated with the institute including 2 teacher fellows. IPE is also happy to place on record its own contribution on its CSR front. You will be happy to note that close to 1000 teachers have been trained in the Institute on 'Effective Teaching' on a nil-fee basis drawn from various disciplines of sciences and social sciences.

In reinforcing its commitment to quality, IPE has initiated the SAQS accreditation process. The Institute is all set to move to its second campus with state-of-the-art infrastructure and other facilities in Shameerpet. In recognition of the institute's performance, the 'B-School Leadership Award' has been bagged by IPE under the category of 'Best Government Institutions' of the Dewang Mehta Business School Awards.

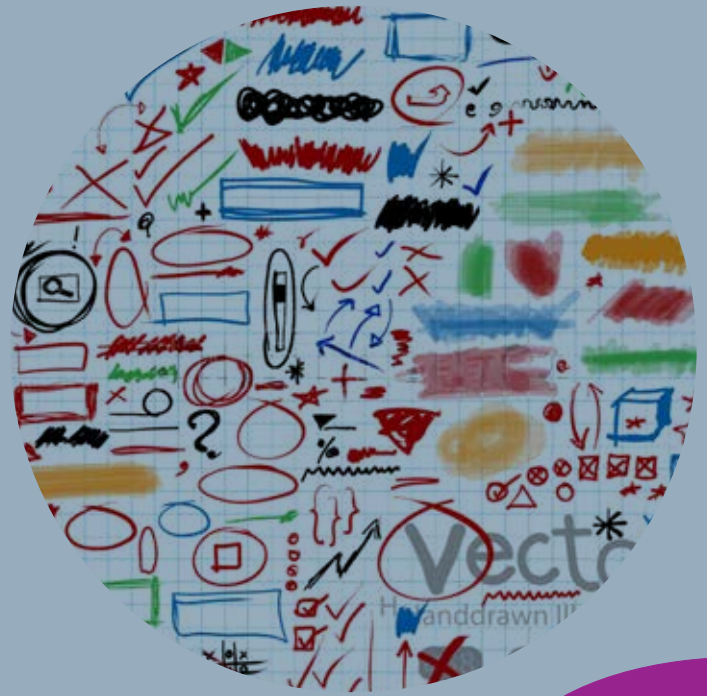
We do believe in incessant efforts in pursuit of excellence and confident that, with your support, would scale newer heights and continue to serve our stakeholders.

Warm regards,



Prof RK Mishra

Highlights 2012-13



Research and Consultancy Projects During 2012-13

Projects Completed

- PM's Trophy Project for 'Best Integrated Steel Plant in India' (Ministry of Steel, Government of India)
- A study on 'Evaluation of Mee Seva' (Government of Andhra Pradesh)
- Affordable Housing: Demand Assessment of Rajiv Swagruha Housing Scheme Phase I and II (APRSCL)
- Framing of CSR Policy and Long-Term Plan Documents for BDL (BDL)
- Baseline Study and Evaluation Study for MIDHANI (MIDHANI)
- Asset Pricing and Valuation of CPSEs quoted in Stock Markets in India (AICTE)
- Review of activities of Consultancy Development Centre (CDC) during the XI Five-year Plan (CDC)
- Methodology for 'Training Need Assessment & Evaluation of Training Effectiveness' for Goa Shipyard Ltd
- 'Performance Management System' for Dredging Corporation of India Ltd, Visakhapatnam
- Baseline Study for 120 Villages within 10-15 km Radius of NLC Ltd

Ongoing Projects

- A study on impact assessment of poverty reduction programs in Andhra Pradesh as a development strategy (ICSSR)
- A study of consumer facilities in Rythu Bazars in Andhra Pradesh (Department of Consumer Affairs, Government of India)
- A Study on Climate Change Impacts on Rural Livelihoods (UGC)
- Research Study on IT-based KPI linked performance in Indian Public Sector Enterprises (SAP)
- Recruitment and Promotion policy designing for MOIL, Nagpur (MOIL)
- Designing Performance Management System for executives at MOIL, Nagpur (MOIL)
- Empowering Social Science Research: A study of components in the social science research system, existing barriers and Development of framework for performance measurement of the system (ICSSR)
- Operational barriers for checking corruption: A comparative study of e-governance initiatives in three states of India (ICSSR)
- Entrepreneurship skill development in Indian Management education (AICTE)

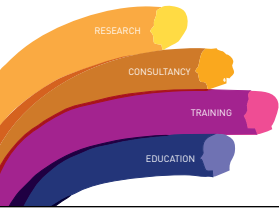
New Projects initiated

- National project on 'Corporate Social Responsibility' in India (ICSSR)
- A study on 'Socio-economic status of Minorities in India' (ICSSR)
- Board Diversity in India (AICTE)

Activities of the Research Division

PhDs Awarded During the Year

- Dr Vijayagiri Bikshapathi for thesis titled 'TQM practices in SMEs with reference to team building activities: A study of select organizations in Hyderabad'. Guides: Prof T Krishna Kumar (OU) and Dr K Trivikram (IPE)



- Dr Vinita Sharma for thesis titled 'Developing Knowledge Management Metrics for Management Institutions'. Guide: Dr S Sreenivasa Murthy, IPE
- Dr Syed Khaza Safiuddin for thesis titled 'Impact of FDI on growth of pharmaceutical sector in India: A study with specific reference to the post liberalization scenario'. Guide: Dr S Sreenivasa Murthy, IPE

PhD Thesis Submitted

PhD thesis of Mr Ramesh for the work titled 'People's participation in Watershed management – A case study of Ranga Reddy District' submitted for evaluation to Osmania University. Guides: Dr Sita (HCU) and Prof RK Mishra (IPE)

ICSSR Fellowship Scholars at IPE

Nine ICSSR fellows and four ICSSR–Teacher fellows are currently pursuing their doctoral work in IPE.

Conference Organized

An international conference and doctoral colloquium on 'Social Science Research: Issues, Challenges and Strategies' was organized under the aegis of ICSSR during 9-11 January 2013.

Capacity Building Workshops

- A capacity building workshop on training doctoral research scholars in research methods was conducted in February 2013.
- Application for 'Fellow Program in Management' has been submitted to AICTE for approval.

Research Cells at IPE

ONGC Subir Raha Chair on Corporate Governance (CCG)

Research

A report on Board Diversity in India has been brought out.

Training Programs

- Principles and Practices of MoU in PEs (April 28 2012)
- MDP on 'Board and Senior Level Executives held on 10-11 September 2012 at Hyderabad
- Board Orientation Program under the aegis of NFCG held on 8-9 October 2012 at Hyderabad

International Conference

4th International Conference on CG: Emerging Economies in collaboration with ARI, University of Technology of Mara, Malaysia

Centre for Corporate Social Responsibility (CCSR)

Activities in 2012-13

- Designed the CSR five-year plan for Bharat Dynamics Limited.
- Designed the CSR policy document for Bharat Dynamics Limited, 2012

- The centre extended its local support to TISS, Mumbai in conducting the baseline survey for BDL, Hyderabad 2012-13.
- Impact assessment study for MIDHANI Ltd. 2012-13
- Baseline study for identification of projects for MIDHANI Ltd. 2013-14.

The Centre conducted the baseline for specific projects for heart surgeries for Innova Heart Foundation and for school operating at Kanchanbagh.

The Center organized a two-day International Conference on Corporate Social Responsibility, on 6-7 December 2012, with the objective of discussing CSR in the existing perspective and future outlook with focus on lighting up the challenges and the best practices in CSR.

Research Cell on Regulatory Bodies (CRB)

Activities for 2013-14

- The first Newsletter, with regulation in power sector, as the theme has been brought out.
- Proposal submitted to the Competition Commission of India (CCI), on 'Open Access in Power Sector'.
- Preparations for organizing International Conference titled, 'PPP: The Need of the Hour'.

Centre for Governance and Public Policy (CGPP)

Research Activities

- Research on 'Assessment of Mee Seva project' carried out for Department of IT, Government of Andhra Pradesh, December 2012.
- Assignment on 'PM's Trophy Project for Best Integrated Steel Plant in India' carried out for Ministry of Steel, Government of India, December 2012.

Centre for Public Enterprises and Disinvestment (CPED)

Publications during 2012-13

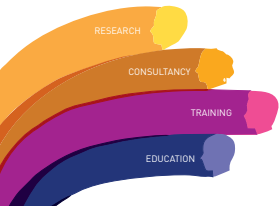
- Working Paper: Comparison of CAPM and Actual Market Returns of PSBs and PSFIs in India.
- The Journal of Venture Capital & Financial Services (Volume 6, No. 2, July-December 2012).
- 'Optimizing Returns in Volatile Stock Markets – A Scientific Approach', The International Journal of Social Science and Management, January 2012.

Other Activities

- Brought out a working paper on the Performance of SLPEs : A Macro View
- Organized Management Development Program on 'Best Practices in Hospital Management and Administration' for the doctors of The Singareni Collieries Limited.

Wage and Salary Studies Cell (WSS)

- National Convention on 'Executive Compensation in CPSEs' was held on 30 November 2012.
- Consultancy assignments on designing Performance Management Systems have been taken up for MOIL, Nagpur.
- A research project on 'KPI based Performance Management' in CPSEs has been granted by SAP, where the IT interventions are also to be studied in the context of CPSEs



Risk Management Cell (RMC)

The Cell has designed and introduced two new courses having three credits each on risk management which are being taught to all PGPs. The first course is on 'Enterprise Risk Management' (ERM). The second course is on 'Risk Management in Banks'.

The Cell has conducted two training programs. One was on Financial Risk Management: Measuring and Mitigating Risk and the other was on Enterprise Risk Management: Measuring and Mitigating Risk. The cell also conducted a National conference on Risk Management in Banking, Insurance and Financial Services on 30-31 January 2013.

Centre for Environment and Sustainable Development (CESD)

With an ever-increasing focus on promoting adoption of sustainable environmental practices, the 'Centre for Environment and Sustainable Development' (CESD) has been setup at IPE, as the institute has multidisciplinary and multifarious expertise available. The CESD aims to promote education, training, research and consultancy assignments and document case studies in thrust areas of 'Environment' and 'Sustainable Development' (SD).

Activities in 2012-13

- Organised a National Conference on 'Climate Change: Mitigation and Adaptation Towards Sustainable Development', 20-21 February 2013.
- Organised a 2-day Management Development Program on Sustainable Development for the executives of MOIL Limited.

Faculty Publications

Close to 60 papers have been published in journals and presented in national / international conferences.

Training Programs and Conferences Conducted in 2012-13

Close to 65 MDPs / FDPs comprising open and in-house programs were conducted during 2012-13. Thirteen conferences including five at international level were organized this year.

IPE Linkage with PMD

IPE has been identified to support Performance Management Division (PMD), Cabinet Secretariat, Government of India, in the conduct of the annual review meetings of the various ministries and department of the Government of India. The Institute has created a core group of faculty and scholars who would be associated with the PMD. The team comprises an Adhoc Taskforce Member (ATF), PMD, Dr RK Mishra (Chairman), Ms J Kiranmai (Convener), Dr P Geeta (Member), Dr Pawan Kumar A (Member), Dr Shulagna Sarkar (Member), Dr A Subramanyam (Member), Ms Shilpa Roy (Member) and Mr Ch Upender (Member).

Awards and Honors

Amar Ujala B-School Awards (23 November 2012)

- Outstanding B-School Overall
- B-School Leadership award
- Best Teacher in General Management (Dr A Sridhar Raj)
- Best Teacher in Retail Management (Dr M Meher Karuna)
- Best Teacher in Financial Management (Ms J Kiranmai)
- Best Teacher in Information Technology (Mr ANK Prasanna Anjaneyulu)

BSA & Dewang Mehta Business School Awards (23-24 November 2012)

- Business School which encourages Innovations that leads to better development
- Business School which encourages Leadership as a part of the Curriculum
- Best Teacher in Financial Management (Dr S Sreenivasa Murthy)
- Business School with Best Industry Interface.
- Nurturer of Talent Award (Prof RK Mishra)

Under the category of 'Best Government Institutions':

- B-School which encourages innovations that leads to better development
- B-School leadership Award

Asian Leadership Awards, Dubai (25 September 2012)

- Asian Education Leadership Awards 2012
- Asian Learning & Development Leadership Awards 2012
- At the World Education Congress held on 29-30 June 2012 at Mumbai, Prof RK Mishra was conferred with the Life Time Achievement award.
- Fellowship Award from the Project Management Association of India
- IPE has instituted the CSR and CG Awards to recognize corporate entities that excel in CG and CSR initiatives. The award function was held at Mumbai on 24 November 2012.

SAQS Accreditation Efforts

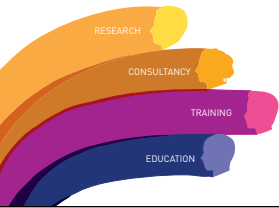
IPE has applied for accreditation for the South Asian Quality Assurance System (SAQS). IPE has now taken up the work of compiling the Self Assessment Report which has to be prepared as per the format required by SAQS and submitted to AMDISA.

As per their system, AMDISA has appointed Dr S Padam, visiting faculty of ASCI and former SAIL Chair Professor at ASCI, Hyderabad, as the Mentor for IPE.

International Collaborations

Extending its academic linkages, IPE has entered into MOUs with the following international universities / organizations:

- EGADE Business School, Mexico
- Kyungpook University, South Korea
- International Center for Promotion of Public Enterprise, Slovenia



- University of Ljubljana
- University of Dhaka
- UNIRAZAK, Malaysia
- ARI, MARA, Malaysia

Apart from conceiving student exchange and faculty exchange programs, joint research and consultancy, creating a strategic tie-up with IICA is envisaged apart from collaboration plans from other international institutions.

Golden Jubilee Celebrations

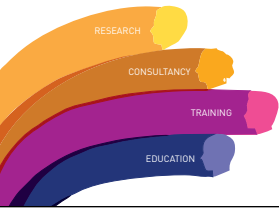
From its humble beginning in 1964, IPE is entering the 50th year of its life. IPE has always yearned and has been working towards being a dream destination for students, faculty, researchers and a place where teamwork is a nature of everyone. Extending the motto as we enter the 50th year, the following are the proposed activities for the Golden Jubilee celebrations which aim at bringing together all the stakeholders.

New initiatives to be taken up in the coming years, to take IPE to the next level:

- Distinguished lectures
- Conferences in management domains, social sciences and from the dedicated centers of research with international collaborations
- Award ceremonies in identified categories
- The celebrations will culminate with a mega event on a global convention on 'Public Enterprises in the Globally Integrated Marketplace – Challenges and Strategies'

Research and Consultancy Projects in 2012-13





Completed Projects

Methodology for 'Training Need Assessment & Evaluation of Training Effectiveness' for Goa Shipyard Ltd

Faculty Coordinator: Mr KRS Sastry

This report dealt with the following major aspects:

- Study of Training Needs Assessment at GSL, Objectives & Methodology
- Training Needs Assessment: Conceptual Developments
- Conceptual survey on Training effectiveness Evaluation
- Trends of Training in Shipbuilding Industry in India
- Existing Pattern of Training in GSL
- Recommendations on Training Needs Analysis
- Recommendations on Assessment of Training Effectiveness

The final report was submitted to:

- Management Committee of GSL consisting of CMD, functional Directors and HODs
- Board Sub-Committee on HRD, i.e., CMD and some independent Directors.

'Performance Management System' for Dredging Corporation of India Ltd, Visakhapatnam

Faculty Coordinator: Mr KRS Sastry

PMS is compulsory in all CPSEs for their executives; this project has an added feature where PMS is suggested in respect of all the employees including Supervisors and workmen. A Draft Report was submitted in March 2012 and a presentation made in June 2012 to the Management Committee of DCI consisting of CMD, functional Directors and HODs.

The project dealt with the following major aspects:

- Need for the study
- Review of the existing PMS at DCI
- Conceptual developments and PMS practices in private enterprises
- Comparative PMS practices in selected CPSEs
- Recommendations:
 - Part I suggested PMS for Executives
 - Part II suggested PMS for Non-Executives
 - Part III suggested PMS Procedure

Baseline Study for 120 Villages within 10-15 km Radius of NLC Ltd

Faculty Coordinators: Ms Punam Singh, Dr Shulgna Sarkar

The objectives of the assignment were to:

- Study the socio-economic status of the villages surrounding NLC's project area in the Neyveli Region under study.
- Identify viable and sustainable projects
- Identify the beneficiaries of the projects
- Identify set of indicators that will be used to assess achievement of the outcomes

Scope: The baseline study was based on a field study of villages in 10-15 km radius of NLC's projects in Neyveli Region. The purpose of the study was to understand the issues faced by the villagers by studying their socio-economic status.

A sample survey of 30 Households [HH] per village, covering 231 villages was carried out. Alongside qualitative data was also collected from certain representatives. The complete study was divided into five phases; the first phase covered the study of the socioeconomic status of 20 villages and the rest of the four phases covered 25 villages each.

Framing of CSR Policy and CSR Long-Term Plan for BDL

Faculty Coordinators: Ms Punam Singh, Dr Shulgana Sarkar

IPE assisted the CSR Committee in drafting the policy document of BDL in line with the DPE Guidelines on CSR. The team studied various CSR initiatives of the company, as well as the baseline document for identification of CSR projects. A Policy framework was prepared in line with DPE Guidelines and also taking into consideration BDL's Vision, Mission and Strategy. The company's Board has passed the policy document prepared by IPE. As CSR Guideline issued by DPE has undergone a change, BDL has approached IPE to revise the policy document as per the latest CSR and Sustainability Guidelines.

Affordable Housing: Demand Assessment of Rajiv Swagruha Housing Scheme Phase I and II (APRSCL)

Faculty Coordinator: Dr V Srikanth

A field survey was carried out of sample middle-class households across different locations in Andhra Pradesh (Vishakhapatnam, Nellore, Kurnool, Pocharam, Khammam, Nalgonda, Kamareddy and Jawahar Nagar), where APRSCL is carrying out its projects. 1700 households across the eight different locations were surveyed with a structured questionnaire. The number of tenant and owner households was projected on the basis of the figures derived from the Census India, 2011.

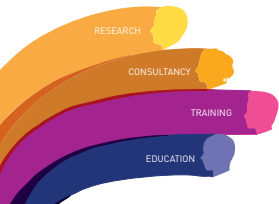
Using the norms regarding the percentage of total households in the Rs 2-10 lakhs income category and the percentage of rental and owner households in the total households, owner and rental households in this category was estimated until 2012 for each location. The average household size factor was also taken into consideration. The requirement for Rajiv Swagruha households at each location for different years has been assessed.

'Evaluation of Mee Seva' (Government of Andhra Pradesh)

Faculty Coordinators: Dr A Sridhar Raj, Dr KV Anantha Kumar

Under Mee Seva, the citizens living in Andhra Pradesh are given different types of services under the Revenue, Health, Registration, School Education Departments and Greater Hyderabad Municipal Services to name a few. Having completed almost one year of implementation of Mee Seva,, the Government intended to evaluate the impact of this project and assess the customer satisfaction in terms of service delivery aspects.

The Department of Information Technology and Communications (IT&C) invited IPE to conduct the Mee Seva Customer Satisfaction Study. The main objective of the project was to



study the overall functioning of Mee Seva, assess the level of citizen / user satisfaction, and analyze the issues / problems faced by citizens. Discussions and consultations were carried out with all stakeholders including Customers / Citizens / Users, Departments involved in Mee Seva service delivery, Kiosk Owners and CSC Kiosk Operators- Urban and Rural Centres. Broad recommendations were given on aspects of supply side service delivery preparedness, maintenance of standards delivery timelines, user satisfaction, awareness generation and grievance redressal procedures

Asset Pricing and Valuation of CPSEs Quoted in Stock Markets in India (All India Council for Technical Education)

Faculty Coordinator: Dr Pawan Kumar Avadhanam

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 was studied. Using asset valuation and earnings approaches, the project computed share valuations of the CPSEs that are quoted in stock markets. The final report has been submitted to AICTE.

Review of Activities of Consultancy Development Centre Carried Out In XI Five-Year Plan

Faculty Coordinators: Dr Jayasree Raveendran, Dr PS Janaki Krishna, Dr Usha Nori

IPE was offered the assignment of reviewing the activities of Consultancy Development Center (CDC) during the XI Five-Year Plan period (2007-12). The constituted review committee from IPE held meetings in CDC and DSIR during 19-26 March 2013 and interacted with the concerned officials, reviewed various documents and collected pertinent data of the organization's activities during the review period.

It was observed that CDC is engaged in promoting education and capacity building in consultancy apart from implementing various consultancy promotion schemes including financial assistance schemes, fellowships, facilitating study projects, and bringing out publications. The organization initiated efforts in creating a knowledge repository for consultancy services. In view of streamlining these activities, the cluster approach has been adopted towards the end of the XI FYP.

The entire gamut of activities undertaken during the period was reviewed according to the Terms of reference and the evaluations of the activities are brought forth. The draft report was submitted on 28 March 2013.

PM's Trophy Project for Best Integrated Steel Plant in India (Ministry of Steel, Government of India)

Faculty Coordinators: Dr SS Subrahmaniam, Mr S Satish Kumar, Dr Geeta Potaraju

The former Prime Minister of India, Late Sri PV Narasimha Rao, announced the Prime Minister's Trophy award in 1992 for the 'Best Performing Integrated Steel Plant' in the country. The objective behind instituting the award was to generate a sense of competition among the steel plants in the country and to recognize them for their outstanding performance.

The current assessment framework for identifying the best performing integrated steel plant is based on a set of 13 key parameters/criteria which includes steel capacity utilization, efficiency of operations, financial performance, export performance, quality of products, environment management, corporate social responsibility, safety, thrust on R&D, customer satisfaction, enabling parameters, employees' satisfaction index, and observation of the Panel of Judges based on plant visits.

IPE was selected as an independent agency for studying the enabling parameters component for the year 2010-11 and 11-2012. The focus of the assignment was to assess the participating integrated steel plants on Enabling Parameters which include elements like Leadership, Policy and Strategy, People, Partnerships, Resources and Processes.

The methodology adopted by the study team to assess the integrated steel plants was primarily divided into two phases:

- In the first phase, primary data on the participating plants was reviewed by the team and this data was provided by the participating plant through an application document which was submitted to the PM's Trophy Secretariat. Key issues and gaps in the information were to be identified for each of the criteria.
- The next phase included plant visits by the assessor's team to verify/validate the identified issues and to look at the objective evidences (documentary, physical verification and discussions). The assessor's team visited all the 10 plants during which a lot of information sharing happened in terms of clarification on key aspects, access to documentation and so on.

Ongoing Projects

Climate Change Impacts on Rural Livelihoods (University Grants Commission)

Faculty Coordinator: Dr PS Janaki Krishna

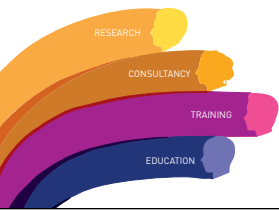
The objective of this study is to determine the issues and challenges faced by the farmer due to changes in climate. The study captures farmers' perception on climate change and its impact on the agriculture.

Both Primary and Secondary data is being collected and will be analyzed using appropriate statistical tools. Literature review has been completed and questionnaires were designed. Field visits will be made to collect the data which will be analyzed to study the impact.

Research Study on IT-Based KPI Linked Performance in Indian PSEs (SAP)

Faculty Coordinators: Dr Jayasree Raveendran, Mr ANK Prasanna Anjaneyulu, Dr Ch Lakshmi Kumari

PSEs need to leverage on emerging technologies and best practices. Technology streamlines business activity, enables cost efficiencies and reduces wastage in the case of manufacturing companies and optimizes resources. It is imperative to manage organizational changes to create a culture that motivates employees during implementation of such technologies.



The research study sponsored by SAP India aims at studying the existing practices in CPSEs with respect to the adoption of KPI based Performance Management under the MoU system. A sector-wise study to analyze the readiness of CPSEs for adopting day-to-day monitoring of performance targets is under progress.

Designing Performance Management System for Executives at MOIL, Nagpur

Faculty Coordinators: Mr S Satish Kumar, Dr Jayasree Raveendran, Dr A Sridhar Raj

The study involved designing a performance management system for the executives of MOIL from E0 to E7 based on the guidelines of the DPE. The philosophy of KPA-based performance appraisal with in-built features of objectivity and transparency has been integrated in the PMS.

The team has designed the system and the performance appraisal formats for executives who will fall under three role bands. Suggestions on maintaining a PMS calendar is also included for the organization.

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

Faculty Coordinators: 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. 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 study 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 stakeholders
- Develop a framework for performance measurement and management of research scholars and research institutions

Operational Barriers for Checking Corruption: A Comparative Study of e-Governance Initiatives in Three States of India (ICSSR)

Faculty Coordinator: Dr Samanta Sahu

The politico-administrative system of the country has created 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, and operationalization of a plan by which higher bureaucracy also cooperates in this endeavor of checking corruption is being studied in this research project.

Entrepreneurship Skill Development in Indian Management Education

Faculty Coordinator: Dr Nandita Sethi

The study has been commissioned to analyze the following:

- To what extent are public and private business schools in India developing the entrepreneurship skills in their students?
- Are faculty members fully equipped to impart the required entrepreneurship education?
- Do business management students through their professional studies acquire the entrepreneurship skills and capabilities perceived by the business?
- What areas are needed to be prioritized for improving the entrepreneurship education in business schools
- Data analysis is completed and the report is progressing.

A Study on Impact Assessment of Poverty Reduction Programs in AP

Faculty Coordinators: Mr Srinivas Kolluru, Dr Jayasree Raveendran

The aim of the project is to look at poverty reduction measures put in place and how the programs have impacted people and their lives. Literature review is in progress, and the study intends to use both primary and secondary data for analysis.

A Study of Consumer Facilities in Rythu Bazars in Andhra Pradesh

Faculty Coordinators: Dr MLN Rao, Dr A Sridhar Raj

The research project entitled 'A Study of Consumer Facilities in Rythu Bazars in Andhra Pradesh' has been sponsored by the Department of Consumer Affairs, Government of India, under the scheme of promoting involvement of research institutions, universities and colleges in consumer protection and consumer welfare, through Indian Institute of Public Administration, New Delhi.

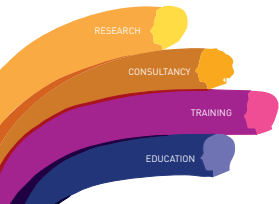
The objectives of the project are to:

- Find out the facilities being provided by Rythu Bazars to the consumers
- Understand problems faced by the consumers when they go to Rythu Bazars
- Suggest measures to enhance consumer satisfaction

Recruitment and Promotion Policy Designing for MOIL, Nagpur

Faculty Coordinators: Mr S Satish Kumar, Dr Shulagna Sarkar

The designing of the recruitment and promotion policy of MOIL was undertaken by an IPE team comprising Prof Satish Kumar (Team Lead), Dr Shulagna Sarkar, Ms Punam Singh and Mr JB Venkataratnam. The project dealt with designing and modifying the existing recruitment and promotion policy of MOIL which was in practice from 1994. The job specifications of both the Executive and Non-Executive cadre were verified as a part of the assignment. Policies regarding compassionate recruitment and various other new areas were added to the existing policy.



New Projects

National-Level Research Study on 'Corporate Social Responsibility in India'

Faculty Coordinators: Ms Punam Singh, Dr Shulgna Sarkar

The objectives study include identifying the CSR intervention areas for social inclusiveness in select backward regions across Northern, Eastern, Southern and Western zones of the country by conducting need assessment studies, study the effectiveness of the existing CSR initiatives by measuring its impact in bringing social inclusiveness and to highlight the role of local government, corporation, local community, NGOs and other stakeholders.

This research study would investigate into questions such as applicability of the CSR as a tool for social inclusiveness, adequacy of the existing CSR initiatives making an impact in the socioeconomic status of the community and find out the efficacy of the integrated approach of CSR to bring in social inclusiveness. The study would be taken up by the National Centre for CSR at the Institute. The Centre, the first of its kind, is manned by Gol trained experts. The Centre has undertaken a number of studies on baseline surveys, monitoring, evaluation and impact assessment of CSR for both the public and private sectors.

A Study on 'SocioEconomic Status of Minorities in India'

Faculty Coordinator: Ms Shaheen

The main objectives of the study are to know the access level of minorities in education, infrastructure and bank credit and to study their socioeconomic aspects in terms of literacy rate, dropout ratio, infant mortality rate and maternal mortality rate. The scope of the study is limited to Punjab, Andhra Pradesh, Orissa and Maharashtra.

The study proposes to investigate into the questions such as: What is the socioeconomic status of minorities? How does this compare with other communities? Do the minorities have access to education, infrastructure and bank credit? Is the minority community empowered in terms of financial independence?

The social sector development centre at IPE would conduct this study as a part of its mandate to study the issues in social sector development in India, problems facing it and the research inputs required for decision making by the policy makers.

Other Activities of the Research Division

The following new research scholars have joined IPE as ICSSR Research Fellows:

- **Ordinary Fellowship:** Ms J Chitti Seshu, Ms A Sujana, Mr B Vinay Kumar, Mr P Ravi Kumar, Ms Neeta Aurangabadkar, Mr Thotla Swamy.
- **Salary Protected:** Mr Sode Raghavendra, Mr Narsimhulu Siddha.

In all, nine ICSSR Fellows and four ICSSR Teacher Fellows are currently pursuing their doctoral work in IPE.

PhDs Awarded

- Dr Vijayagiri Bikshapathi (Guides: Prof T Krishna Kumar, OU and Dr K Trivikram, IPE)

- Dr Vinita Sharma (Guide: Dr S Sreenivasa Murthy, IPE)
- Dr Syed Khaza Safiuddin (Guide: Dr S Sreenivasa Murthy, IPE)

The PhD thesis of Mr Ramesh for the work titled 'People's Participation in Watershed Management: A Case Study of Ranga Reddy District' has been submitted for evaluation to Osmania University.

An international conference and doctoral colloquium on 'Social Science Research: Issues, Challenges and Strategies' was organized by the Research Division under the aegis of ICSSR during 9-11 January 2013. Dr Jayasree Raveendran (Coordinator - Research, IPE) was the conference convener.

A capacity building workshop on training doctoral research scholars in research methods has been sanctioned by ICSSR. Spread over two weeks on 17-30 June 2013, the workshop is designed to comprehensively cover the nuances in conducting effective research using both quantitative and qualitative techniques. Preference would be given to women faculty members and those who belong to SC / ST / OBC and Minority community. The unique concept of 'Paper Clinic' would also be introduced in the workshop where participants can demonstrate what they have been exposed to by working with an actual paper/ outline apart from making draft proposals and questionnaires.

PMD - IPE Collaboration

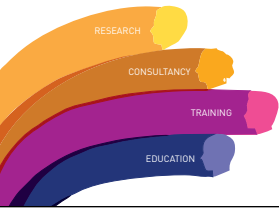
About PMD

The Performance Management Division (PMD), Cabinet Secretariat, Government of India has been started to achieve the important goal of creating knowledge and information portal that provides access to performance management in Government. The PMD hopes to make it a one-stop-portal in this field for government officials, researchers, commentators, and management professionals from both public and private sectors. The PMD was set up by the Government in January 2009 with Dr Prajapati Trivedi as Secretary (Performance Management) with a mandate to roll out the Performance Management Evaluation System. In the first phase the PMD covered 59 Departments in 2009-10. Presently, the system extended to 80 Departments/ Ministries and some 800 Responsibility Centers (attached offices / subordinate offices / autonomous organizations) of the Central Government.

The PMD's Vision is to be a results-driven government machinery that delivers what it promises. The PMD's Mission is to be a learning and knowledge sharing organization that continuously strives to improve the functioning of government machinery and make it an example of international best practice.

Functions of PMD

- Design a state-of-the-art performance management system in the Government after a comprehensive review of international best practices.
- Document the approved performance evaluation and management methodology and update it from time to time or as required.



- Create user-friendly guidelines and checklists for implementing the performance management system for various government departments.
- Conduct (or organize through premier training institutions) briefing sessions and training programs for officers at various levels in the Government to ensure proper understanding of the performance management system (including guidelines and checklists).
- Create and maintain a data base of relevant national and international benchmarks for various government agencies.
- Organize meetings to discuss and design results-based management framework for departments and ministries.
- Maintain records and library of relevant documents.
- Prepare analytical notes and background papers to facilitate development of challenging targets.
- Manage correspondence and communications with other stakeholders.
- Produce a newsletter to keep stakeholders informed of the latest developments and future plans.
- Create and maintain a website to promote transparency and effective dissemination of performance information.
- Provide technical assistance to departments in order to improve the quality of performance (success) indicators and targets.
- Develop and manage an advanced electronic (E-Government) system to generate reports for decision makers.
- Organize an annual awards ceremony to declare results and discuss success stories and lessons learnt from best practices.
- Create a knowledge sharing unit to disseminate good practices and advise state governments on the adoption of similar system at the state level.
- Organize international conferences and workshops to learn from other successful efforts in this area around the world.

IPE Linkage with PMD

The Institute of Public Enterprise has been identified to support PMD in the conduct of the annual review meetings of the various ministries and department of the Government of India. The Institute has created a core group of faculty and scholars who would be associated with the PMD. The team comprises an Adhoc Taskforce Member (ATF), PMD, Dr RK Mishra (Chairman), Ms J Kiranmai (Convener), Dr P Geeta (Member), Dr Pawan Kumar A (Member), Dr Shulagna Sarkar (Member), Dr A Subramanyam (Member), Ms Shilpa Roy (Member) and Mr Ch Upender (Member).

The IPE team participated in the preliminary discussions held on 7-8 March 2013 at IIFT, New Delhi, as well as in a review meeting from 9 March to 5 April 2013. The members were given the task to act as resource persons to support the ATF members in various syndicates. This exercise would provide a platform for having a deeper interaction with PMD to take the work forward.

International Workshop

The PMD in collaboration with IPE is organizing an International Workshop titled 'Government Performance Management' during 1-12 July 2013 in Delhi in association with World Bank. The purpose of the Workshop is to summarize and convey to the participants both theory and international experience with regard to cutting-edge tools and techniques for improving performance of government departments as well as public sector enterprises. Participants will be provided with an overview of the necessary knowledge and skills required to design and implement systems for improving Government Performance. The Team would actively associate in the conduct of the workshop.

Research Cells at IPE

The ONGC Subir Raha Chair on Corporate Governance

Research

A report on Board Diversity in India has been brought out. Diversity for its own sake, however, is not an improvement in governance; what matters is the combination of complementary talent and experiences of members that enables boards' to steer the company towards success and long term stability. Keeping this in mind the report examines the diversity of Indian Boards.

National Centre for Corporate Governance

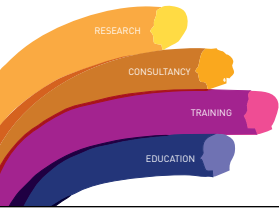
All India Council for Technical Education (AICTE) under the National Coordinated Project (NCP) Scheme sanctioned the 'National Centre for Corporate Governance' during 2010. Since then the National Centre has undertaken research, training and teaching.

The specific objectives of the centre are: to identify and formulate the criteria and indicators of good corporate governance, to integrate and standardize existing body of knowledge, systems and structures, models and mechanisms associated with different forms of corporate governance, to disseminate information about the least happenings in the field of CG to the people engaged in policy making, policy analysis, research and other stakeholders.

The Centre has collaborations with academic institutions, viz., International Management Institute, Lal Bahadur Shastri Institute of Management, industries such as Malaxmi Infra Ventures and associations such as Federation of AP Chamber of Commerce.

NFCG Research Project

The project titled 'Priority Areas of Reforms in Corporate Governance of Indian Banking Industry' is in the final writing stage and will be submitted to the NFCG. The study covers Indian banking industry and tries to understand the linkages between various parameters covering board, governance, shareholding pattern and bank performance.



Training Programs

Principles and Practices of MoU in PEs (28 April 2012)

IPE, Center for Corporate Governance and ONGC Subir Raha Chair on Corporate Governance, organized a one-day program on Principles and Practices of MoU in PEs on 28 April 2012. During the inaugural session the coordinator of the program Prof Mishra spoke about its scope and objectives and introduced the guests. Prof Laxmi Narain's inaugural address highlighted the MoU experiences of the public enterprises. Revised guidelines issued by the Department of Public Enterprises which focused on performance evaluation were also discussed.

The session on 'MoU as an Instrument of Turnaround: A Case of ECIL'. Mr KRS Sastry, former Director (Finance), ECIL addressed the participants and shared ECIL experience on MoU.

The session on 'MoU – Concept, Philosophy, Components, Drafting and a Case Study on Formulation and Implementation of MoU – DPE Experience and 2012-13 Guidelines' by Mr MP Fulzele discussed the issues relating to performance monitoring systems in Public Enterprises. The role of MoU in improving the performance management and implementing the performance-related pay, were primarily focused upon.

Program on 'Board and Senior Level Executives' (10-11 September 2012)

The program was organized as a part of the ONGC Chair along with Mr KRS Sastry (Sr Faculty) and Ms Kiranmai (Asst Prof). 19 Board and senior level executives from CPSEs, viz., Goa Shipyard, Cochin shipyard, MIDHANI, BDL, Airport Authority, Mecon Ltd, NBCC, Mazagon Docks Ltd, Hindustan Copper, Mineral Exploration Corporation Ltd, Ferro Scrap Ltd, NTPC and Central Bank participated in the Management Development Program held on 10-11 September 2012 at Hyderabad. The prominent participants included Mr R Gopal Rao (Vice Chancellor, Indian Law University and Independent Director in Goa Shipyard, BEL & HAL), Mr KL Mehrotra (Former CMD, MOIL and Independent Director in BDL and NBCC), Mr GAR Rao (Director - Finance, Mazagon Docks) and Mr Jha (Director, Mineral Exploration).

Mr M Bhagavanta Rao (Managing Director, State Bank of Hyderabad) was the Chief Guest at the inaugural session on 10 September 2012. He pointed out the need for enhanced role of boards. He also highlighted the neglected area, i.e., succession planning in CPSEs. The other speakers included Mr PR Tripathi (Former CMD of NMDC Ltd), Mr K Narsimha Murthy (Former Director of IDBI and currently Director in a number of Govt. companies), Dr PVS Jagan Mohan Rao (former President of the Institute of Company Secretaries of India), Mr G Satynarayana (Former CMD of Goa Shipyard Ltd) and Mr Arunagiri Viswanthan (renowned management consultant).

Board Orientation Program (8-9 October 2012)

IPE, under the aegis of National Foundation for Corporate Governance (NFCG), an initiative of Ministry of Corporate Affairs, Govt, conducted a two-day Board Orientation Program on 8-9 October 2012 at Hyderabad. The program is designed and structured to help the present corporate board members, prospective board members and all stakeholder groups of the Indian Corporate to equip them to face today's challenges. The program was attended by practitioners and researchers in the area of board management.



Dr Jayaprakash Narayan, IAS (Retd), MLA, Mr BA Prabhakar, CMD, Andhra Bank, and Prof RK Mishra, Director, IPE.

The program was inaugurated by Dr Jayaprakash Narayan (IAS (Retd) and President - Lok Satta Party) and Mr BA Prabhakar (CMD, Andhra Bank). Eminent speakers both from the practice and academics in the field of Corporate Governance, Board Management and Corporate Social Responsibility enlightened the participants.

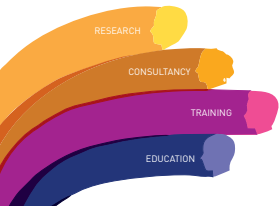
The speakers included Mr LVV Iyer (Partner - LVV Iyer & Associates), Mr Vikram (Partner - Anandam Associates), Justice Nooti Rama Mohana Rao (Judge, High Court of AP), Dr B Karunakar (Director - NMIMS, Hyderabad), Dr AK Rath (IAS (Retd), Chairman & Professor - IMI, New Delhi), Dr N Rukmini Rao (Program Director - IPE), Dr PVS Jagan Mohan Rao (Central Council Member of ICAI & Former President ICS), and Maj Gen (Retd) Ravi Khetrupal, VSM (Former CMD, BDL). A cumulative rating of 4.27 on the scale of 5 (1 being poor, 5 being excellent) was given by the participants.

Board Orientation Program (1-2 February 2013)



Dr TKA Nair, Economic Advisor, PMO inaugurated the Board Orientation Program during 1-2, February 2013

IPE, under the aegis of National Foundation for Corporate Governance (NFCG), an initiative of Ministry of Corporate Affairs, GoI, conducted a two-day Board Orientation Program on 1-2 February 2013 at New Delhi. The program was designed and structured to help the present corporate board members, prospective board members and all stakeholder groups of the Indian Corporate to equip them to face today's challenges. It was inaugurated by Mr TKA Nair (Advisor - PMO) and Dr Janez Podobnik (Acting Director General, International Center for Promotion of Enterprises, Slovenia). Eminent speakers both from the practice



and academics in the field of Corporate Governance, Board Management and Corporate Social Responsibility enlightened the participants.

The speakers included Dr Bhaskar Chatterjee (Director General & CEO, Indian Institute of Corporate Affairs), Mr RS Sharma (CMD, Oil and Natural Gas Corporation Ltd), Mr Ashok Kumar Pavadia (Joint Secretary, DPE, GoI), Dr Geeta Gouri (Member, Competition Commission of India), Mr Jaiveer Srivastava (CMD, Hindustan Prefab Limited), Ms Alka Kapoor (Fellow Member, Institute of Company Secretaries of India), Dr Arun Kumar Rath (Former Secretary, Education, GoI), Mr Ashok Haldia (Director – Finance, PTC India Financial Services Limited), Mr Bharath Salhotra (Director Finance, DFCCIL) and Mr NK Jain (Former Secretary & CEO, Institute of Company Secretaries of India). A cumulative rating of 8 on the scale of 10 (1 being poor, 10 being excellent) was given by the participants.

Workshop on ‘Corporate Governance in Upstream Petroleum Industry’

The 3rd two-day workshop on ‘Corporate Governance in Upstream Petroleum Industry’ was organized by IPE-ONGC Subir Raha Chair on Corporate Governance at New Delhi on 20-21 February 2013. The program was inaugurated by Dr V Banerjee (GM, ONGC Academy, Dehradun). The program was attended by 33 middle and senior executives of ONGC. During the first session Prof RK Mishra highlighted the role of CG and CSR in petroleum industry. Prof Anil Kumar discussed the various issues of CG. The DPE guidelines on CG were discussed by Ms Kiranmai. Dr Haldia focused on the accounting perspective of governance. Dr Shital Jhunjhunwala dealt with CG and firm performance. Prof Anil highlighted emerging issues in Companies Bill and CSR in PEs as per the DPE norms.

Board Development Program

The Centre for Corporate Governance, IPE organized a Board Development Program on 15-16 March 2013 at New Delhi. The program was inaugurated by Mr Surender Mohan (CMD, Neyveli Lignite Corporation Ltd) and presided over by Dr AK Rath (former Secretary, GoI). Speaking on challenges for the Board, Dr Rath emphasized the need for empowerment of the Boards and issues related to better governance mechanisms. In his Inaugural Address Mr Surender Mohan focused on the issues of governance and CSR with respect to the Coal and Lignite industry. He discussed the problems in acquiring of land, government regulations for mining, refilling and utilization of land after the mining. The issues of CSR have been very challenging for the corporates in identifying the projects and utilization the funds thereafter.

CS Alka Kapoor spoke on the Role and Responsibilities of Board according to the ICSI Guidelines, Listing Agreement and SEBI Notifications. Prof VK Bhalla spoke on Enterprise Risk Management. The focus now in corporates is on ERM practices rather than only Risk Management issues. ERM focuses on a broader gamut and other strategic management issues in developing a frame work in this area.

CA JP Gadi talked about issues such as IFRS, conversion of Indian Accounting System to XBRL, etc. Dr Adesh Jain in his address highlighted how board members can discuss and point out the delay in the implementation of projects in corporates from a project management perspective. He also showed how mature economies are prioritizing the issues of project management whereas the transition economies are not emphasizing. Mr Jaiveer Srivastava highlighted various CSR activities that Hindustan Prefab is undertaking

with support from other PSEs. He also delivered the valedictory address. The program was attended by nine independent directors and five senior executives from the public sector.

'Corporate Governance Week'

The 2nd ICSI 'Corporate Governance Week' was jointly conducted by the Institute of Company Secretaries of India (ICSI), Hyderabad Chapter and IPE, on the theme 'Good Governance for Sustainability' on 27-31 August 2012. Paper presentations and quiz on the following topics relating to Good Governance for Sustainability were held at IPE:

- Corporate Governance Voluntary Guidelines, 2009
- Capital Market and Related Compliances
- Risk Management
- National Voluntary Guidelines for Social, Environmental and Economic Responsibilities of Business
- Corporate Business Sustainability
- Ethics and integrity
- CSR opportunities

158 participants took part in the quiz and 28 teams took part in the paper presentation. Prof RK Mishra delivered his address on Good Governance and Sustainability while Mr MA Kuvadia (Regional Director, Ministry of Corporate Affairs) and Mr Shujath Bin Ali (Legal Counsel and Company Secretary, Deloitte Consulting India Private Limited and Chairman, Hyderabad Chapter of ICSI) spoke on issues and challenges pertaining to Corporate Governance and distributed the prizes for the two events.

Centre for Corporate Social Responsibility (CCSR)

The **Centre for Corporate Social Responsibility (CCSR)** was set up at IPE in 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 happenings in the CSR field to the people engaged in policy making, policy analysis, policy research, practitioners and other stakeholders.

Objectives of CCSR

The CCSR seeks to:

- Conduct interdisciplinary and collaborative research and document case studies in thrust areas of CSR dealing with contemporary issues and challenges.
- Integrate the existing body of knowledge, systems, structures, models and mechanisms associated with different CSR initiatives by interfacing with industry and academia
- 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

Training Programs and MDPs conducted by CCSR in 2011-12

- Three day training program on CSR for PGCIL on 22-24 November 2012.
- In-house two-day workshop on CSR for Bharat Dynamics Ltd on 19-20 April 2012.

- Two training programs in association with National Institute of Rural Development, Hyderabad for Hindustan Copper Ltd on 1 February and 21-23 February 2012.
- Workshop on CSR on 13 September 2011 at New Delhi, with sponsorship support from Neyveli Lignite Corporation Ltd.
- MDP on CSR on 28-29 October, 8-9 November, 24-25 November and 8-9 December 2011 at IPE.

Consultancy Services Undertaken by CCSR

- Designed a CSR five-year plan for Bharat Dynamics Limited.
- Designed the CSR policy document for Bharat Dynamics Limited, 2012.
- Extended local support to TISS, Mumbai in conducting baseline survey for BDL, 2012-13.
- Impact assessment study for MIDHANI Ltd, 2012-13.
- Baseline study for identification of projects for MIDHANI Ltd, 2013 -14, for specific projects for heart surgeries for **Innova Heart Foundation** and for school operating at Kanchanbagh.
- Baseline survey for Neyveli Lignite Corporation Ltd, 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.



Visit to Walaja lake for identifying the need for desilting while conducting baseline survey for NLC.



Visit to PHC at Kammapuram village while conducting baseline survey for NLC.

- Impact Assessment Study for ONGC Ltd, for ongoing projects from different areas of education, health and infrastructure development. The projects were Computer Course by Gandhi Institute of Computer Education and Information Technology, Mobile Medicare Unit and construction of Harit Moksha.

Research Cell on Regulatory Bodies

The compulsions of liberalization have led to the formation of regulatory commissions whose decisions were not supposed to be based on cheap politics but sound economics. In India many such regulatory commissions were formed in various sectors, power, telecom, banking, insurance, etc. Since the formation of regulatory bodies there has been a debate on their functioning and on their real independence. Issues related to regulation of insurance sector, stock exchanges and pension also beg solution. It is with this end in view that IPE has decided to set up a research cell on regulatory bodies.

The Research Cell will take up the following activities in 2013-14:

- The first newsletter, with regulation in power sector as the theme, has been brought out.
- Proposal submitted to CCI, regarding 'Open Access in Power Sector'.
- International Conference titled 'PPP: The Need of the Hour', is to be held in October 2013, for which preparations are initiated.

The long-term activities of the Research Cell are as follows:

- Inviting occasional papers
- Quarterly / Half-Yearly Newsletter: With a theme each time.
- Publication of books
- Conferences and Roundtables
- Applying for research projects

The Cell has submitted an article, which is a joint paper with Prof RK Mishra, titled 'Does NTPC Have a Dominant Position?' to the Journal of Infrastructure Development.

Publication of a newsletter titled 'Survey Lens', with a focus on the power sector regulator. This newsletter consists of short articles / write-ups from academicians and researchers who are experts in that particular area. It also consists of articles from the host (IPE faculty). The quarterly newsletter will focus on one particular regulator every time (telecom, insurance, etc). The next issue will focus on the natural gas / oil sector. Short articles have been invited.

Activities of the Centre for Governance and Public Policy

- Research on 'Assessment of Mee Seva project' carried out for Department of IT, Government of Andhra Pradesh, December 2012.
- Assignment on 'PM's Trophy Project for Best Integrated Steel Plant in India' carried out for Ministry of Steel, Government of India, December 2012.

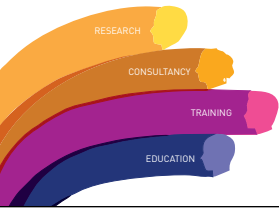
Proposed Activities

- PM Trophy's Project for 2011-12 and 2012-13 for assessing the best steel plant in India has been given to IPE. The project will commence from July 2013.
- Performance Management in Government workshop jointly to be organized by IPE, WB, Cabinet Secretariat in May 2013
- Social Accountability Workshop, funded by Action Aid.
- Research work will commence under the JNNURM project. Modules on HR and Project Management will be taken up.

Centre for Public Enterprises and Disinvestment

The Centre has the following objectives:

- Conduct research studies on public enterprises (Central, Local, Municipal and Global)
- Monitor the progress of databank on the Central and the State Level Enterprises.
- Bringing out monographs and papers and ensuring their circulation to the various publics concerning PE
- Organize MDPs for PEs.



- Undertake consultancy assignments
- Liaise with national and international agencies.

Database on CPSEs

The main objectives of setting up the database centre are as follows:

- Exhaustive data on CPSEs will be maintained
- Glossary on PEs in India in terms of theory of PEs, policy issues, challenges, etc
- Sector-wise international comparisons would also be undertaken
- Publication: research articles, research abstracts, occasional papers, manuscripts, etc
- Conferences and Seminars: The centre would organize national symposiums in collaboration with DPE, SCOPE, other CPSEs, etc.

Publications in 2012-13

- Comparison of CAPM and Actual Market Returns of PSBs and PSFIs in India.
- The Journal of Venture Capital and Financial Services, Vol 6, No 2, July-December 2012.
- 'Optimizing Returns in Volatile Stock Markets: A Scientific Approach', in the International Journal of Social Science and Management, January 2012.

Student Activities

- The data from the database is being used for summer internships and final projects.
- The data from the database is being used for finance assignments in the classroom.

Future Activities

- The database has to be extended to yesteryears up to 1960s
- The database will focus on the performance of public enterprises in developing nations and developed nations.
- To create open source to the database so that the general public will have access.

Database on SLPEs

- Documentation and creation of database of both physical and financial parameters of SLPEs in India
- Bringing out Annual Survey on SLPEs
- Undertaking research activities in the thrust areas
- Preparing case studies on the trust areas
- Organizing national and international conferences, seminars, workshops, etc.
- Any other matter as entrusted to the Centre from time to time by external agencies

Wage and Salary Studies Cell

- National Convention on 'Executive Compensation in CPSEs' was held on 30 November 2012.
- Consultancy assignments on designing Performance Management Systems have been taken up for MOIL, Nagpur.
- A research project on 'KPI-Based Performance Management' in CPSEs has been granted by SAP, where the IT interventions are also to be studied in the context of CPSEs.

Risk Management Cell

(Coordinator: Dr Inder Sekhar Yadav, Asst Professor, IPE)

The Cell has been set up at IPE to promote training, research, education, consultancy assignments and document practical case studies in thrust areas of enterprise risk management. The Cell also provides a platform for discussing various enterprise risk management policies and strategies. The cell intends to develop and enhance professional expertise and understanding of mechanism of designing and usage of various risk mitigating options and strategies available to a given organization.

Activities Undertaken

- **Teaching:** The Cell has designed and introduced two new courses having three credits each on risk management which are being taught to all PGPs. The first course is on 'Enterprise Risk Management' (ERM).

The second course is on 'Risk Management in Banks' which will be introduced as a finance elective in the third semester. The main objective of this course is to have a thorough understanding of various types of financial / non-financial risks confronted by banking corporations.

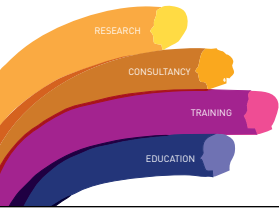
- **Training and Conferences:** The Cell has conducted two training programs. One was on Financial Risk Management: Measuring and Mitigating Risk and the other was on Enterprise Risk Management: Measuring and Mitigating Risk. The cell also conducted a National conference on Risk Management in Banking, Insurance and Financial Services on 30-31 January 2013. The Cell has sent a customized proposal for training program on Risk Management in Banks to Karur Vysya Bank.
- **Workshops:** Dr Inder Sekhar Yadav and Dr Swayam Prava Mishra attended a two-day workshop on Project Risk Management at Bangalore conducted by Centre for Excellence in Project Management in association with Institute of Project Management Certification and International Project Management Association leading to Certificate in Project Risk Management by Institute of Project Management Certification.

Entrepreneurship Development Cell (EDC)

IPE has adopted a systematic approach to develop first generation entrepreneurs through curriculum, awareness, motivation programs and Industry-Institute interaction on regular basis. It is endeavor of the institute to prepare students to take up challenges and opt for self employment. Entrepreneurship is one of the processes followed. Institute has faculty trained by Entrepreneurship Development Institute of India (EDI), Ahmadabad; National Entrepreneurship Network (NEN).

IPE has a core team which focuses on the following key activities related to entrepreneurial development.

- Review and suggest improvements in the course curriculum.
- Advise/guide the students in generating project ideas.
- Motivate the students for developing Business ideas & preparation of business plans.



The main aim is to:

- Create an entrepreneurial culture in the Institute.
- Create opportunities for self-employment.
- Strengthen the linkages between Industries & Institutions.
- Develop skills for establishing Small & Medium Enterprises (SMEs) and motivate student community.

Intra-Collegiate Competitions

An Induction program was conducted on 10 December 2012 on the 'Promotion of Entrepreneurship and Business Plans Preparation'. Against the announcement made for business plan competitions for PGDM students, on 7 December 2012, executive summaries from 12 teams were received and presentations made in the presence of a jury on 18 December 2012. A panel of judges shortlisted four teams for final detailed presentations after taking different aspects into consideration. These four teams made detailed presentations to a panel of judges on 21 December. Taking the aspects of the business idea, clarity in the presentation, confidence levels, technical viability and its practical application, potential market, sales and profit projections, financial data, sustainability, questions & answers, etc., the teams were ranked in order of merit. A team consisting of Mr Pawan Kumar Bolla and Mr Chaitanya of PGDM stood first and got prize money of Rs1000 from the Institute.

Inter-Collegiate National-Level Business Plan Competitions

As part of the National B-school fest titled 'Sanskriti' for all B-school students in India Business Plan competitions were held at the Institute. More than 15 teams responded and sent their business plan abstracts and 10 teams were shortlisted for the final round of presentations on 23 January 2013 at IPE. All these teams made presentations to the Jury consisting of Mr Suresh Kalluri (MD, Pranava Food Processors), Mr P Naveen Kanth (Director, DR Knowledgematic Solutions and IPE alumnus), Mr KV Ramesh and Ms J Kiranmai (IPE Faculty).

The team of Jamnalal Bajaj Institute of Management Studies (JBIMS), Mumbai was the winner, and the team of BITS Pilani, Hyderabad Campus was the runner-up. They were given cash prizes worth Rs 20000 and Rs 10000 respectively by IPE along with certificates

Centre for Environment and Sustainable Development (CESD)

With an ever-increasing focus on promoting adoption of sustainable environmental practices, the 'Centre for Environment and Sustainable Development' (CESD) has been setup at IPE, as the institute has multidisciplinary and multifarious expertise available. The CESD aims to promote education, training, research and consultancy assignments and document case studies in thrust areas of 'Environment' and 'Sustainable Development' (SD).

CESD Objectives

The CESD strives to achieve 'Sustainable Development' through SEs by:

- Reviewing the state of SD in PEs and studying its impact on society in general and PEs in particular.
- Promoting academia-industry' interaction to integrate the existing body of knowledge, systems, structures, models and mechanisms associated with different SD initiatives and

suggest SD solutions.

- Documenting / disseminating successful case studies and lessons learnt in thrust areas of SD at various PEs.
- Acting as a referral point for PEs in disseminating information to various stakeholders including policy makers about the significance of SD and the latest developments.

CESD Outcomes

- SD Knowledge Management in PEs: Document and map the competencies available in dealing with SD and related issues at various PEs.
- SD Discussion Forum: Online and off-line Forum Meets will be organised on a regular basis that will bring together decision makers in organisations and other stakeholders to elicit their viewpoints on specific issues relating to SD and its implications to society at large.
- Research on Thrust Areas: Preparation of annual briefs and discussion papers for effective implementation of SD; a multi-disciplinary team research will be conducted on commitment of PEs in the following schedules:
 - Schedule A (waste management, water management, energy management, biodiversity conservation, natural resource management)
 - Schedule B (carbon management, supply chain, external charters / mandates, life cycle analysis, SD reporting, training)
- Conferences / Debates / Distinguished Lectures: To provide a common platform for deliberations on contemporary SD practices, issues and critical analysis of benefits to the society.
- Constituting a 'Best Practices' Award: The award of 'The Company with Best Practices in SD' will be bestowed through selection by an expert panel on the basis of an evaluation framework that assesses the company's commitment and effective implementation of SD practices.
- Bringing out occasional briefs / papers / books / journals on SD

Activities in 2012-13

- Organised a National Conference on 'Climate Change: Mitigation and Adaptation Towards Sustainable Development', 20-21 February 2013.
- Organised a 2-day Management Development Program on Sustainable Development for the executives of MOIL Limited.
- Team Members: Prof RK Mishra, Dr PS Janaki Krishna, Dr Ch Lakshmi Kumari

Faculty Interactions



Distinguished Lecture by Mr K Padmanabhaiah, IAS



Mr K Padmanabhaiah, IAS, Former Home Secretary, Government of India, Chief Secretary, Government of Maharashtra and Chairman, RFD-3, Cabinet Secretariat, and Chief Interlocutor for Nagaland delivered a lecture on 'Governance in India: Challenges of Past, Present and Future'. He started his lecture on the poor performance of governance which has reached its nadir in the recent past and this is furthered worsened by

the weak state of the Indian economy, coupled with mindboggling scams. The government is being criticized for its policy paralysis. He expressed his worry as even the private sector is also riddled with many scams resulting in the looting of public money by using crony capitalism as a tool to extract benefits from government.

He focused on administrative reforms in India which have become mere sham as they have failed to actually kick start the process of cleansing of the systems and processes. The two Administrative Reforms Commissions have succeeded in compiling the reports which have not spelt out clearly as what needs to be done to reform public administration in India. He opined that governance includes both the political and administrative leadership and their continual focus on the good of the society can make the things better in a country like ours. Commenting on erstwhile leaders, he stated that they believed in nation-building activities like irrigation, science & technology, land reforms, welfare programs, etc.

Politics changed its character and political ideology has been given a goby by all the political masters paving the way for identity politics. Identity politics necessitated polarization of people along social and religious lines, and the Civil Service also joined the race of identity politics. Coalition politics further complicated the situation with its number game and gradually the politician-civil servant nexus began to become strong and they became partners in the discretionary activities of allocation of funds, land, resources, etc. This has led to a reciprocal response from both the parties resulting in corrupt practices.

Suggesting some reforms, he focused on clear cut goals, following the spirit of federalism, proper interpretation of federalism, passing of effective laws, more coordination among ministries and departments, inter-sectoral coordination, formation of cognate groups of ministries, Business Process Reengineering of government ministries, etc.

Faculty interaction with Dr Sukhdeo Thorat, Chairman, ICSSR



Dr Sukhdeo Thorat (2nd from right) releasing the book on 'Public-Private Partnerships', authored by Prof RK Mishra, Dr PS Janaki Krishna and Dr MLN Rao.

Dr Sukhdeo Thorat, Chairman, ICSSR visited IPE on 21 March 2013. Prof RK Mishra in his welcome address briefed on the journey of IPE over the years on its various activities and highlighted the accolade given by the Deepak Naayar Committee 2011, which rated IPE very high in terms of research publications of faculty. During his interaction with the faculty team, Dr Thorat expressed his happiness over the Institute's infrastructure, faculty and the years of standing in the field of higher education and research, which by itself is an achievement. Dr Thorat also underscored the necessity of think-tanks like IPE in the nation for researching in a dedicated manner, on problems and issues of the society and of the country. He also mentioned that, from a severely under-funded situation of the ICSSR, there is now a quantum jump in the funding which enables more fellowships to researchers, more funding of research projects to faculty and more opportunities for post doctoral research as well.

Clearly identifying that academics require an atmosphere to teach, research, attend conferences and to make visits abroad for research, Dr Thorat urged the faculty to scale up their research activities and affirmed the ICSSR's support for quality research work. He also suggested IPE to go for collaborative programmes, organize research methodology workshops, organize conferences and facilitate young scholars to participate in conferences in India and abroad. He also interacted with the faculty on the concerns on quality of research in social sciences, the scope for inter-disciplinary work, ranking of journals and joint research studies.



Prof Kowit Kangsanon (NIDA, Thailand), Prof Charas Suvannamala (Chulakorn University, Thailand), Dr Alexandra Stam (University of Lausanne, Switzerland), and Prof Vo Xwan Vinh (Vietnam Academy of Social Sciences), who were part of the foreign delegation visited IPE on 8 January 2013 and shared their experiences of Social Science Research in their countries with faculty of the IPE. It was interesting to know that many subjects of common research interest of India were pursued in the geographies of Thailand, Switzerland and Vietnam.

Faculty Interaction with Dr Ramesh Dadhich, Member Secretary, ICSSR



Dr Ramesh Dadhich (2nd from right) releasing the book on 'Technology Mapping in Central Public Sector Enterprises' authored by Prof RK Mishra, Mr K Srinivas and Dr Jayasree Raveendran.

Dr Ramesh Dadhich, MS, ICSSR interacted with the faculty of IPE on 26 February 2013. Dr Beena, Hony Director, S. Region, ICSSR, was also present. Dr Dadhich emphasized on the need for boosting up quality in research and also mentioned the need for redefining and revitalizing the guidelines for the various schemes of ICSSR.

Now that social science research institutions have access to more funding, he urged the faculty to submit research proposals in the thrust areas identified under six clusters. The need for conducting research methodology workshops for social science researchers and the need for digitization of libraries to create a database on SSR were also discussed.

Academic Advisory Committee Meeting

On 9 October 2012, a Meeting of the Academic Advisory Committee of IPE was held at Hyderabad, to discuss the approach to design curricula of various subjects to meet industry requirements for the PG programs, especially for the elective subjects aimed at enhancing employability of the students. Going ahead with international accreditations, publication of journals with reputed publishers and bringing out certificate courses as an add-on to the existing papers were also highlighted.

The Meeting was attended by the Committee Chairman Dr AK Rath (Professor, International Management Institute, Delhi), Mr M Sitaramamoorthy (Former MD, State Bank of Mysore), Dr Deepanwita Chattopadhyay (CMD, IKP Knowledge Park, Genome Valley), Prof K. Swamy (Head, Department of Business Management, Ambedkar Open University), Dr NK Raju (Executive Director- HR, Bharat Dynamics Ltd), Mr Kumar Guru (AMDISA), Dr Thenmozhi (Professor of Finance, IIT Madras), Dr Malvika Reddy (Professor of Commerce, Pondicherry University), Dr DV Ramana (Professor of Strategy, XIM, Bhubaneswar), Prof Kedarnath Mukherjee (Faculty, National Institute of Bank Management), HODs and Course Coordinators of IPE and select alumni of IPE.

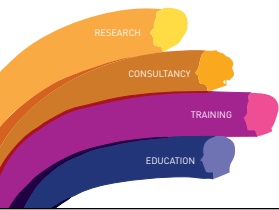


Publications by IPE Faculty



Journal Publications

- A Jagan Mohan Reddy: 'Employee Engagement' – A Key challenge for HR, Business Manager Vol 14, No.11 May, 2012 pp 32-33
- A Jagan Mohan Reddy: 'Governance in PSU's Need of Changing Time', Upakram July and September, 2012.
- A Jagan Mohan Reddy: 'Leading the Rama Way', Sujana Foundation CSR Magazine – Impact April, 2012 PP 11-14
- A Jagan Mohan Reddy: 'Mentor Protégés in Hindu Mythology' as cover feature under the head 'Guru at Workplace', Business Manager Vol 14, No.10 April 2012 pp 21-23
- A Jagan Mohan Reddy: 'NTPC in Retrospect - 'Some Reflections', Upakram April-June, 2012
- A Jagan Mohan Reddy: Credibility and Trust for HR, Business Manager Vol 15, No.7 January, 2013 PP 6-10.
- A Jagan Mohan Reddy: Need of the Hour is for Social Entrepreneurs' COSIDICI souvenir brought out in March, 2013 on the eve of felicitating outstanding entrepreneurs
- A Jagan Mohan Reddy: Strengthening SFCs, Upakram, January-April, 2012 pp 14-22
- Ammani: A study of the factors that influence customer preference for shopping malls over local markets, The IUP journal of Management Research, January 2013, ISSN 0972-5342
- Ammani: Foreign Direct Investment in Multi Brand Retail – Implications for Food Sector, RBVRR Journal of Management, March 2013
- Indersekhar Y with Goyari P and Sharma NK: (2012), Corporate Investment and Firm's Financial Policy in India: Panel Evidence on Cointegration and Causality, Finance India, Vol. XXVI, No 3. ISSN 0970-3772
- Indersekhar Y with Goyari P and Sharma NK: (2013) Determinants of Corporate Fixed Investment: Panel Data Evidence from India, Journal of Economic Policy and Research, Vol.8, No.1. ISSN 0975-8577
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- Swayamprava Mishra published a paper titled 'Relationship between Macroeconomic Variables and Corporate Health of Manufacturing Firms in India', has been accepted for Publication in the forthcoming issue of Journal of Quantitative Economics (ISSN 0971-1554).

Books

- RK Mishra and PS Janaki Krishna, *Chapter on Climate Change Mitigation and Adaptation Strategies in Bangladesh and Nepal*, Luxemburg Publishers
- RK Mishra, Shital Jhunjunwala, J Kiranmai, *Corporate Governance in Emerging Markets*, Academic Series Reference, Bloomsbury Publishers
- RK Mishra, Sreenivasa Murthy, J Kiranmai, *Contemporary Challenges for the Indian Banking Sector*
- RK Mishra, ML Sai Kumar and Shaheen, *Business Analytics and Business Intelligence in Management*

- RK Mishra and V Balaji Nagendra Kumar, *India's Energy Transition – Possibilities and Prospects*, Academic Foundation
- S Teki and RK Mishra, *Microfinance and Financial Inclusion*, Academic Foundation
- Mishra RK, S Kolluru and J Raveendran, *Technology Mapping in Indian Central Public Sector Enterprises*, Academic Foundation
- Mishra, Sarkar, Singh, *Strategic Corporate Social Responsibility*, Boomsbury Publishers
- RK Mishra, PS Janaki Krishna, M L N Rao, *Public Private Partnerships: The Sectoral Dimensions in India*, Bloomsbury Publishers
- RK Mishra, Shulgana Sarkar and Punam Singh, *Strategic Corporate Social Responsibility*, Bloomsbury Publishers
- Swayamprava Mishra, *Corporate Credit Risk of Indian Manufacturing Companies: Towards an Early Warning System*, LAP Lambert Academic Publishers, Germany

Conference Presentations

- A Jagan Mohan Reddy presented a paper on 'Spirituality at Work Place – An HR perspective' at the International Conference on Spirituality at Work Place organized by Usha Praveen Gandhi College of Management on 21- 22 February 2013, Mumbai.
- A Kalyan Kumar presented a paper on 'Drivers and Barriers on e-Commerce in Indian scenario' at e-Commerce National Conference, Hyderabad.
- A Kalyan Kumar presented a paper on 'IT Risks and Challenges' at Risk Management National Conference, Hyderabad.
- Anji Raju presented a paper titled 'Organized Retailing for the Benefit of Farmers: Some Observations in Indian Context' (2012) presented at International Seminar on organized Retailing Vis-à-vis Farm Economy of India, 21-22 September 2012, CESS, Hyderabad.
- G Rajesh presented a paper titled 'PPP in Power Sector-A Focus on Ultra Mega Power projects' at an international conference held at Slovenia, on 24 October 2012.
- Indersekhar Y with Mishra RK and Goyari P: (2012), The Nexus Between Saving, Investment and Growth in India: Evidence from Co-Integration and Causality Tests. 4th Conference on Excellence in Research and Education – 2012 hosted by Indian Institute of Management (IIM) Indore.
- Indersekhar, Y. with Goyari, P and Sharma, N. K. (2012), Determinants of Corporate Fixed Investment: Panel Data Evidence from India. 48th Annual Conference of the Indian Econometric Society (TIES) hosted by School of Management Studies, Department of Economics, Pondicherry University.
- Jayasree Raveendran, with Swati Alok and MG Prasuna, 'Application of Theory of Planned Behaviour in Conflict Management', 6th International Conference on Management and Behavioural Sciences, Society of Management and Behavioural Sciences, Gujarat, December 2012.
- Paper titled 'Corporate Social Responsibility in Oil and Gas Sector of the CPSE's in India: Metrics for Social Sustainability' (Mishra, Singh, Sarkar) was selected for presentation at IASIA Annual Conference, Bangkok 16-21 July 2012. Paper presented by Prof RK Mishra.
- Parabrahmaiah S, 'A case study of Institute of Public Enterprise, Hyderabad, in achieving organizational excellence through industry-academia interface", Banaras Hindu University, 12-13 October 2012.

Conferences & Seminars



Thirteen conferences were organized by the Institute during 2012-13, including five international conferences on diverse and contemporary themes. The conferences attracted delegations from the Government, Industry, Academia and other sectors such as NGO's. Supported by various industries and granting agencies such as ICSSR, AICTE and UGC, they have helped in establishing new networking platforms and collaborative research.

Contemporary Challenges for the Indian Banking Sector (4-5 October 2012)

Inaugural Session

The conference was inaugurated by Mr TS Krishna Swamy (Sr GM, State Bank of India). The Keynote address was delivered by Prof P Balachandran (Dy CEO, Indian Institute of Banking and Finance, Mumbai). Prof P Balachandran highlighted contemporary challenges faced by the banking sector in customer orientation and risk management, and the need to convert challenges into opportunities. Mr TS Krishna Swamy discussed challenges emanating on account of competition, emergence of technology, Basel III implementation issues, role of RBI, etc. The dignitaries distributed certificates to successful participants of the 1st Batch of Advanced Management Program in Banking and Finance, offered by IPE in collaboration with IIBF. Mr Krishna Swamy also released the Conference Volume on the occasion. Dr S Sreenivasa Murthy (Conference Convener) presented the conference theme and highlights, while Ms J Kiranmai (Conference Co-Convener) proposed a vote of thanks.

Valedictory Session

Mr Shiv Kumar (MD, State Bank of Bikaner and Jaipur) in his valedictory address explained the transformation that has taken place in the Indian Banking Industry in the wake of technological developments and competitive environment.

International Conference on Corporate Social Responsibility (6-7 December 2012)



IPE Center for Corporate Social Responsibility organized this two-day International conference with the objective of discussing CSR in the existing perspective and future outlook with focus on lighting up the challenges and the best practices in CSR. Prof RK Mishra, Director, IPE was the conference chair and the conference was convened by Dr Shulgana Sarkar and Ms Punam Singh. The conference was sponsored by NLC Ltd and the co-sponsors were Andhra Bank and ALIMCO.

The inaugural function guests included Mr SK Acharya (Director – HR, NLC Ltd), Prof KL Sharma (Vice Chancellor, Rajasthan University), Mr Jayveer Srivastava (CMD, Hindustan Prefab Ltd), Prof AK Rath (Chairman and Professor, Centre for CG& SR at IMI Delhi) and Mr G Narayan Rao (CMD, ALIMCO). The conference also served as a platform for distinguished lectures by renowned speakers like Dr Aditi Halder (Director GRI Focal Point, India). The Guests for the Valedictory session included Mr R Shankar (Director – SHE, Dr Reddy’s Laboratories) and Ms Rajini Sinha (Regional Manager, Business Development, Akshayapatra).

Corporate Governance in Emerging Economies: Innovation, Sustainability and Challenges’ in collaboration with ARI, UTM, Malaysia
(10-11 December 2012)



The two-day International Conference, held at Hyderabad, was inaugurated by Mr Surender Mohan (CMD, Neyveli Lignite Corporation Ltd). In his inaugural address the Chief Guest highlighted the various issues relating to the best practices of corporate governance. He also shared his views with relation to the present context and its implications to the NLC board. He further also added that board members need to appreciate the functioning of the organization to make appropriate strategic decision. Mr Narayana Rao (CMD, MIDHANI) delivered the Keynote address. He emphasized that good governance practices would contribute to the long-term objectives of companies. Guest of Honour Prof Normah Omar (Director, ARI, UTM) talked on the joint initiatives that IPE and ARI have taken to organize the event. Guest of Honour Prof JP Sharma (Professor of Law, Department of Commerce, DSE, DU) pushed for ethical business practices and discussed how the case of Satyam has created awareness among other corporate boards.

Prof Niranjana (Professor, University of Seattle, US), Prof JK Tandon (Advisor, JNU), Mr Quin Ban Aik (MSWG, Malaysia), Dr Roshyani Binti Arshad (Associate Professor, ARI), Prof JP

Sharma (Professor, Department of Commerce, DSE, DU), Prof PRR Nair (Head, Centre for CG and CSR, IICA), Prof Normah Omar (Director, ARI), Prof Stuart (Director, IBR) and Prof Hilwani (Head, Research Centre on CG, ARI) chaired the various Technical Sessions.

Valedictory Session

The valedictory session was chaired by Prof JK Tandon, Prof Stuart Locke and Prof RK Mishra. Prof Tandon highlighted the various issues that were deliberated during the two days. Prof Locke shared how self governance could lead to better governance. Oil India Ltd and Bharat Dynamics Ltd and National Foundation for Corporate Governance (Ministry of Corporate Affairs, GoI) were the main sponsors. Dr Shital Jhunjhunwala and Ms J Kiranmai coordinated the conference from IPE.

Global Business Environment: Market Power, Consumer Culture and Prosperity (13-14 December 2012)



Chief Guest Mr RP Singh, IPS (Retd), CEO, Indo-American Cancer Institute and Hospital, with Prof RK Mishra (Director, IPE) and Guests of Honor Prof Ramana Sonti (ISB), Mr Devender Surana (President, FAPCCI) and Dr Suresh Deman.

To capture some of these international economic developments and their impacts, IPE and Egade Business School, Mexico, organized an International Conference on 'Global Business Environment: Market Power, Consumer Culture and Prosperity' on 13-14 December 2012. Mr Devender Surana (President FAPCCI), Mr RP Singh, IPS-Retd (CEO, Indo-American Cancer Institute & Research Centre, Hyderabad) and Dr Ramana Sonti (Professor, ISB Hyderabad) were the Guests of Honour. The Conference was coordinated by Dr SK Mathur (Sr Faculty, IPE), Prof Rajagopal (Egade Business School) and other IPE faculty including Dr Nandita Sethi, Dr G Rajesh, Dr M Karthik, Mr J Prasanna Anjaneyulu and Dr Swayam Prava Mishra.

Game Theory and Management Applications (17-22 December 2012) **Game Theory and Applications in Operations Research (21-22 December 2012)**

IPE organized two International conferences and an International Workshop in Game Theory in honor of Prof CR Rao, FRS, the outstanding Indian statistician and Prof Lloyd Shapley, the 2012 Nobel Laureate in Economics whose contributions have made the field of game theory significant in research and advanced applications. IPE hosted this conference for the second time in collaboration with the Indian Statistical Institute (Chennai and Hyderabad),

CR Rao Advanced Institute of Mathematics, Statistics and Computer Science and Center for Economics and Finance, London.

The first conference focused on 'Game Theory and Management Applications' and the second focused on 'Game Theory and its Applications in Operations Research'. A workshop on Game Theory, operations Research and its Applications was also scheduled. These included contributions of scholars from all over the world from various fields would make a valuable contribution to Game Theory teaching and its applications to various fields of economic science. This is particularly so with applications to environment, development, industry, management, finance and accounting, where it has not fully realized its potential. These areas have interesting open theoretical problems as well as a lot of practical applications. Eminent researchers working in these areas have been invited as participants as well as speakers. These invited speakers and participants include Mathematicians, Statisticians, Computer Scientists and Economists from premier institutions within India as well as from other countries such as the USA, UK, Israel, France, Russia and the Netherlands. Ms Shaheen (Asst Professor, IPE) and other colleagues coordinated the conference.



Prof CR Rao at the inauguration of the International Conference on 'Game Theory and its Applications in Management and Operations Research'. Also seen are famous Game Theorists Prof T Parthasarathy, Prof TES Raghavan (both students of Prof CR Rao), Mr NK Nanda and Dr Suresh Deman.

International Conference and Doctoral Colloquium on Social Science Research: Issues, Challenges and Strategies [9-11 January 2013]



Prof Shamsul, Dr KL Sharma, Dr Alexandra Stam and Dr KN Jehangir

This international conference deliberated on understanding the contours of Social Science Research (SSR) in the context of international development with special reference to

Germany, France, The Netherlands and some BRIC countries, Reflected on new areas of SSR and methodological innovations, and the value of inter-disciplinary research and gathered an overview of SSR in India and highlight the problems and prospects. An elite panel of noted social scientists from India and abroad, chaired by Prof SK Hashim, former Chairman, UPSC India, put forth current issues and challenges and set the tone for the conference. Dr Jayasree Raveendran was the conference convener.

The contribution of SSR institutions in India (agenda, working, achievements and failures) were also assessed apart from Examination of SSR-funding organizations (both Central and State) in terms of agenda, sources, financial strategies, etc. Assessment of the contribution of SSR in policy making and the importance of strategies to promote SSR in India and redesign the research and funding institutions were emphasized. International guests from various academies of social sciences from Malaysia, Switzerland, The Netherlands, Thailand, Vietnam, Italy, UK and Bangladesh for bringing the position of SSR of their respective countries attended and added value to this conference. Dr KS Padmanabhaiah, IAS, former Home Secretary, Government of India, delivered the valedictory address.

Conclave of Vigilance Officers (22 February 2013)

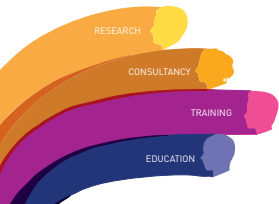
Thirty participants from various central and state level PSEs and banks attended the conclave.



Mr Venkatesam, IAS releasing the Commemorative Souvenir, in the presence of Mr HJ Dora, IPS, Mr VV Lakshminarayana, IPS, Prof RK Mishra, Mr KRS Sastry and Dr Vidyanath.

The Chief Guest Mr HJ Dora, IPS (Former Director General of Police AP and Vigilance Commissioner (CVC) inaugurated the Conclave. The Guest of Honour Mr Venkatesam, IAS (MD, AP Housing Corporation) released the commemorative souvenir brought out on the occasion. The Guest of Honour Mr VV Lakshminarayana, IPS (Joint Director, CBI) delivered the keynote address. A special address was delivered by Dr KS Ratnakar (Chairman, Global Medical Research Labs).

Messages from Mr AK Anthony (Union Defence Minister), Mr Ram Naresh Yadav (Governor of Madhya Pradesh), Mr MK Narayanan (Governor of West Bengal), Mr Narendra Modi (Chief Minister of Gujarat) and Mr Virbhadra Singh (Chief Minister of Himachal Pradesh) were brought out in the souvenir. The main sponsors of the conclave were Central Bank of India, Hindustan Petroleum Corporation and Bank of Baroda. Mr KRS Sastry was the Conclave Coordinator, supported by Dr Vidyanath and other colleagues at IPE.



‘Cost & Risk Management’ (28-29 May 2012)

The National Conference was held at Panaji, Goa. It was coordinated by Dr Lakshmi Kumari (Asst Professor, IPE). Around 80 delegates from various Central and State Level PSEs and private organizations participated. The Institute of Cost Accountants (ICAI), along with its Western India Regional Council and Goa Chapter of Cost Accountants, were associated as ‘knowledge partners’.

The Chief Guest Mr Dileep Deobagkar (Vice Chancellor, Goa University) inaugurated the conference. Guest of Honour Mr PK Mukherjee (MD, Sesa-Goa Limited (Vedanta Group) delivered the keynote address. Guest of Honour Mr S Ananthasayanam (Director – Finance, Goa Shipyard Ltd) released a commemorative souvenir on the occasion. Messages received from Mr Beni Prasad Verma (Union Minister for Steel), Mr MK Naryanan (Governor of West Bengal), Mr Oommen Chandy (Chief Minister of Kerala), Mr Narendra Modi (Chief Minister of Gujarat), Mr Sudhir Vasudeva (CMD, ONGC Ltd), Dr AK Balyan (CEO & MD, Petronet LNG) and Mr BA Prabhakar (CMD, Andhra Bank) were included in the souvenir.

The technical sessions were handled by eminent dignitaries, viz., Mr AN Raman (Past President, SAFA, Present Advisor to SAFA and Member of PAIB of IFAC), Mr SR Bhargave (Central Council Member, ICAI), Mr Shrenik S Shah (Vice Chairman, WIRC of ICAI), Mr Rammohan Menon (Chairman, Goa Chapter of Cost Accountants), Mr Savari Muthu (Management Consultant) and Prof Rohit Pinto (Management Consultant), apart from IPE’s faculty members.

Mr Vijay P Joshi (Chairman, WIRC, ICAI) delivered a special address on the latest developments in the area of Cost and Management Accountancy. Mr Manguirish Pai Raiker (President, Goa Chamber of Commerce and Industry) delivered the valedictory address.

The main sponsors of this convention were Goa Shipyard Ltd, Sesa Goa Ltd, NMDCLtd, Mazagon Docks Ltd, Andhra Bank and Bharat Dynamics Ltd. The co-sponsors were ONGC, SAIL, Vizag Steel plant, Petronet LNG, BEL, Power Finance Corporation and AP Finance Corporation.

‘Executive Compensation in CPSEs’ (30 November 2012)

The National Convention was held at Hyderabad. Around 200 invitees and delegates from all over the country from various Central PSEs (covering a majority of Maharatna, Navratna and Miniratna I & III) participated in it.

Mr SK Jha (MD, HAL) inaugurated the Convention, and Mr Kumar (MD HMT Ltd) released a commemorative souvenir brought out on the occasion. Mr Kalash Gupta (Director, Shipping Corporation of India), Mr YR Reddy (Director – Personnel, Vizag Steel Plant), Mr Ashok Rao (President, National Confederations of Officers Associations) were the other Guests of Honour at the inaugural session which was chaired by Prof RK Mishra (Director, IPE).

Messages received from Mr Sharad Pawar (Union Minister for Agriculture), Mr K Rosaiah (Governor of Tamil Nadu), Mr Shekhar Dutt (Governor of UP), Mr Ram Naresh Yadav (Governor of MP) and CMDs of various PSEs were included in the commemorative souvenir.

Many important resolutions were unanimously adopted at the Convention after due deliberation by the participants. They included a very important resolution relating

to 'Institution of a Permanent Chair on Compensation in CPSES at IPE', which will be administered by the Compensation Cell of IPE.

The main sponsors of the Convention were BHEL, ONGC, Oil India, NLC, NMDC, Mazagaon Docks, HAL, Petronet LNG and Shipping Corporation of India. The co-sponsors were ECIL, MIDHANI, Vizag Steel Plant, Karnataka Antibiotics & Pharmaceuticals Ltd and RCF.

The proceedings of the Convention was brought out as a printed document by Mr KRS Sastry, which was sent to all Cabinet Ministers, Secretaries, CEOs and Functional Directors of various CPSEs for their perusal and further action.

'Business Analytics and Business Intelligence' (4-5 January 2013)



The objective of the Conference was to investigate actual and emerging issues in the wide area of Business Analytics and Business Intelligence. The Conference provided an ongoing opportunity to discuss emerging issues and best practices with peers, vendors, and consultants across a broad continuum of Business Analytics and Business Intelligence issues. It enabled in better understanding of the topic and also helped in navigating the uncertain terrain to create world-class analytics. The Conference was attended by about 70 participants from different states, all concerned professionally with BA and BI, either as users, developers, manufacturers, or teachers at universities.



Mr Anurag Goel, Member, Competition Commission of India, at the Conference on Business, Analytics and Business Intelligence.

Thus, while this Conference is of particular concern to the immediate users of computers and to computer manufacturers, many points discussed in the Conference served to enlighten and warn policy makers at all levels. The Conference concentrated on the basic issues and key problems in the critical areas of software engineering. Ms Shaheen (Asst Professor, IPE) was the conference convener.

'Risk Management in Banking, Insurance and Financial Services' (30-31 January 2013)



The main objective of the National Conference was to understand the process of enterprise risk management and examine the different types of risks faced by financial and non-financial corporations and learn how to measure, manage, mitigate and regulate these risks. Further, the Conference sought to discover how financial and non-financial corporations successfully confront internal and external risk using innovative tools, strategies and processes, and therefore provide solutions which can be part of risk management survival kit of any enterprise.

A total of 31 Full Papers were received and presented on the day of the Conference. Mr DPSN Reddy (RM, The Oriental Insurance Co. Ltd) and Mr Bhalke Basappa (AGM, Indian Overseas Bank) were the keynote speakers on the occasion. Dr Swayamprava Mishra and Dr Inder Sekhar Yadav were the conference conveners.

National Conference on 'e-Commerce' (18-19 February 2013)

Mr RN Dash (GM- RPCD, RBI Regional Office Hyderabad) was the Chief Guest and Prof GL Narayanappa (Dravidian University, AP) and Mr Vidyadhar Muthyala (Project Manager, e-Procurement, Government of AP) were Guests of Honor, and delivered their distinguished address to the participants, during the Conference, which was attended by 50 delegates. The conference was convened by Mr AS Kalyana Kumar (Asst Professor, IPE).

'Strategies to Climate Change Adaptation and Mitigation for Sustainable Development' (20-21 February 2013)

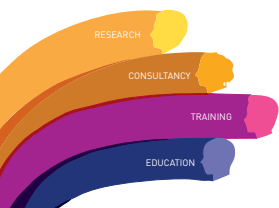
The Conference was inaugurated by Dr P Balakrishna (Chairman, National Biodiversity Authority). He highlighted the policy issues relating to Climate Change mitigation and adaptation in the framework of Sustainable Development. He suggested an integrated approach involving all the individuals and institutions to deal with the impacts of Climate Change which are in reality. The Guest of Honor, Dr B Madhusudhan Rao (Jt Chief Environmental Engineer, AP Pollution Control Board) spoke on issues relating to pollution control and the need to conserve the natural resources. The Collaborating Chair, Dr B Venkatshwarlu (Director, CRIDA) elaborated on the impacts of climate change on agriculture especially the rain-fed agriculture. The other collaborating chair, Prof Ch Sailu (Principal, University College of Technology, Osmania University) spoke on imparting knowledge and skills in educational institutions to deal with Climate Change challenges. Prof ML Sai Kumar (Dean, IPE) in his welcome address, touched upon the figures and facts relating to Climate Change impact on Biodiversity and Sustainable Development. Dr PS Janaki Krishna and Dr Ch Lakshmi Kumari were the Conference Conveners.

Training Programs, FDPs and Other Faculty Activities



In-House Training Programs

Training Program	Date(s)
Corporate Social Responsibility Program for Executives of BDL	19-20 April 2012
Productivity Enhancement through Loss Management for Public Sector Executives for Executives of Karnataka SLPEs	25-29 June 2012
Executive Development Program for SCCL	16-21 July 2012
Mentoring for RINL, Visakhapatnam	16-17 July 2012
Basics of IT Infrastructure Power Grid Corporation of India Ltd	17-19 July 2012
Management by Inspiration, for Executives of Karnataka SLPEs	23-25 August 2012
'Mentoring and Coaching', for Executives of MOIL, Nagpur	10-11 September 2012
Executive Development Program for Executives of SCCL	17-22 September 2012
Best HR Practices for Enterprise Excellence for Executives of Karnataka SLPEs	22-26 September 2012
Assessment and Development Centre for Executives of MOIL	3-5 October 2012
Leadership Development for Executives of MOIL	11-13 October 2012
'Training Plan for Multi Skilling / Skill Upgradation of Non-Executives', MOIL, Nagpur	18-20 October 2012
Manufacturing Excellence for Executives of BDL	29-30 October 2012
New / Advanced Technology for Executives of MOIL	5-6 November 2012
Sustainable Development for Executives of MOIL	8-9 November 2012
Corporate Social Responsibility for Executives of Power Grid Corporation Ltd	22-24 November 2012
Project Management for Executives of MOIL	10-14 December 2012
Project Management for Executives of Numaligarh Refinery Ltd, Assam	18-20 December 2012
Reservation Policy for SCs, STs & OBCs in Central Government, CPSEs and State PEs	26 May 2012
ONGC Chair Professors Workshop	14-15 November 2012
Reservation Policy for SCs, STs & Other Backward Classes in Central Government, CPSEs and State PEs	30 November 2012
Game Theory and Operations Research Applications, with ISI, Hyderabad	19 December 2012
Reservation Policy for SCs, STs & Other Backward Classes in Central Government, CPSEs and State PEs	8 February 2013
ONGC Corporate Governance in Upstream Oil Industry	20-21 February 2013
Effective e-Procurement Mgmt for Public and Private Sector: A Live Demo Approach	28-30 May 2012
Leadership and Change Management	29-30 June 2012
Applied Financial Management	12-14 July 2012



HR Management for Power Utilities, CIRE	23-27 July 2012
Managing Foreign Currencies Risk and Understanding Global Finance	26-27 July 2012
Export-Import Procedures and Documentation	27 July 2012
Right To Information RTI Act 2005	30-31 July 2012
Customer Relationship Management	27-28 August 2012
Enterprise Risk Management: Measuring and Mitigating Risk	30-31 August 2012
Success Through Soft Skills	6-7 September 2012
Finance for Non-Finance Executives	6-7 September 2012
e-Procurement Management for Public and Private Sector: Live Demo Approach	6-7 September 2012
Board and Senior Level Executives	10-11 September 2012
Strategic Management Accounting	24-25 September 2012
Board Orientation Program	8-9 October 2012
Best Practices in Hospital Administration & Managerial Effectiveness	9-10 October 2012
Business Excellence	11-12 October 2012
Costing for Managerial Decision Making	20-21 November 2012
Financial Statement Analysis for Managerial Decision Making	26-27 November 2012
Corporate Tax Planning	29-30 November 2012
Strategies for Growth	17-18 December 2012
Strategic Financial Management for Power Utilities, CIRE	21-24 January 2013
Applied Financial Management	22-24 January 2013
Board Orientation Program	1-2 February 2013
Sales Approach and Selling Skills	7-8 February 2013
Finance for Non-Finance Executives, CIRE	19-22 February 2013
Excellence in Services Management	21-22 February 2013
Conclave of Vigilance Officers	22 February 2013
Corporate Social Responsibility	25-26 February 2013
Vigilance Procedures in PSUs and Departmental Enquiry	13 March 2013

Faculty Development Programs

Advances in Manufacturing Technology-Hard & Soft	4-16 February 2013
Advances in Finance	18-23 February 2013

Other FDPs Conducted in IPE for Academicians

National Institute for Micro, Small and Medium Enterprises (NIMSME) has sanctioned 10 'ESDP Programs in Biotechnology'

FDPs under IPE's 'Social Responsibility' Agenda

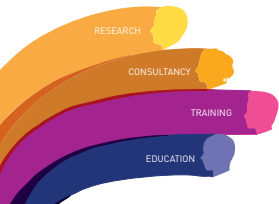
The following FDPs were conducted for faculty of other institutions on a nil-fee basis. Over 1000 faculty were trained on 'Effective Methods of Teaching'.

Training Program	Date(s)
'Effective Teaching Methodologies' (by Mr P Mahesh) for undergraduate college lecturers	18 August 2012
'Effective Methods of Teaching' (by Mr P Mahesh) for lecturers of Engineering colleges	1 September 2012
'Effective Methods of Teaching' (by Dr S Sreenivasa Murthy) for lecturers of Commerce colleges	8 September 2012
'Effective Methods of Teaching' (by Dr Ch Lakshmi Kumari and Dr PS Janaki Krishna) for lecturers of Pharma, Nursing and Biotech colleges	16 September 2012
'Effective Methods of Teaching' (by Mr P Mahesh) for Engineering faculty	14 October 2012
'Effective Methods of Teaching' (by Dr K Trivikram) for Economics / Commerce faculty	20 October 2012
'Effective Methods of Teaching' (by Dr Ch Lakshmi Kumari) for Pharma / Nursing colleges faculty	3 November 2012
'Effective Methods of Teaching' (by Mr P Mahesh) for Engineering faculty	8 November 2012
'Academic Leadership' (by Mr P Mahesh) for Principals and HoDs of Engineering colleges	23 February 2013
'Effective Methods of Teaching' (by Dr Meher Karuna) for women faculty	9 March 2013
'Effective Methods of Teaching' (by Dr Ch Lakshmi Kumari) for women faculty	23 March 2013

FDPs Attended by IPE Faculty

Dr Nandita Sethi: Foundation Course in Strategic Management, IIM Bangalore, 2-6 April 2012

- Mr T Anil Kumar: Executive Education Program on Strategic Management Teachers Program Foundation Course, IIM Bangalore, 2-6 April 2012
- Ms J Kiranmai: Dept of Finance & Dean Waikato Management School, New Zealand (23 April-31 May 2012)
- Mr T Anil Kumar: SEBI, Financial Education Resource Person, Refresher Workshop Organized by NISM and SEBI, 12-13 May 2012
- Dr Pawan Kumar A, Ms Shaheen, Mr Kolluru Srinivas: Advances in Research Methods and Data Analytical Tools, AIMA New Delhi, 24-26 May 2012
- Ms Shaheen: Workshop on 'Advances in Research Methodology and Data Analytical Tools', 24-26 May 2012 at New Delhi
- Prof Menon, Dr Jayasree Raveendran, Dr Meher Karuna: Case Writing Workshop, ISB Hyderabad, 30-31 May and 1 June 2012



- Dr M Meher Karuna: Case Writing Workshop, ISB, 30 May-1 June 2012
- AS Kalyana Kumar: IT Summit, Advantage AP, 2nd International IT Summit at HICC, Hyderabad, 21-22 June 2012
- Dr M Meher Karuna: Capstone Business Simulation, ICRISAT, 21-23 June 2012
- Prof RK Mishra: CSR in Oil & gas Sector of the CPSE in India, IASIA Conference at Bangkok, 16-21 July 2012
- Dr Ch Lakshmi Kumari: MDP on Effective Marketing Strategies for the Healthcare Services, Indore, July 2012
- Dr Ammani: National Seminar on 'FDI in India - Issues and Challenges' Organized by RBVRR Women's College, July 2012
- Dr Ammani: National Seminar on 'Project Management: A Tool for Strategic Competence', Dept of Business Management, Osmania University, August 2012
- Dr Inder Sekhar Yadav: IGIDR Silver Jubilee International Conference on 'Development: Success and Challenges Achieving Economics, Social and Sustainable Progress', held at IGIDR, August 2012.
- Dr Inder Sekhar Yadav: Workshop on 'Project Risk Management' held at Bangalore, August 2012.
- Dr K Trivikram, Dr A Jagan Mohan Reddy, Dr Rajesh Gangakhedkar, Dr Inder Sekhar Yadav, Dr Swayam Prava Mishra: Workshop on Project Risk Management, CrtPRM Bangalore, 7-8 September 2012
- Dr Swayamprava Mishra: Certification PRM Examination held during the 2 Day Workshop on 'Project risk Management, Bangalore, 7-8 September 2012
- Ms JKiranmai: GRI and Sustainability Reporting, Focual India, New Delhi, 26 September 2012
- Ms J Kiranmai: Directors Conclave: Towards value adding Boards, MI, New Delhi jointly with DPE, Gol, 28-29 September 2012
- Dr Shital Jhunjunwala: Participated in Directors' Conclave, New Delhi, 28-29 September 2012
- Dr Nandita Sethi: FDP on Workshop on Quantitative Research Methods for Publications, IBS Hyderabad, 9-10 November 2012
- Prof Sai Kumar, Mr ANK Prasanna Anjaneyulu: Workshop relating approval process for the academic year 2013-14, Auditorium Hall, JNTU Campus, Hyderabad, 16 November 2012
- Ms Punam Singh: NHRD 16th National Conference on 'Energizing for Excellence' Hyderabad Chapter, HICC Hyderabad, 29 November-1 December 2012
- Ms Shaheen: 20th Global Symposium 2012 on Converting Strategy into Action' organized by PMA in New Delhi, 3-5 December 2012
- Mr AS Kalyana Kumar: SAP Workshop 'Train the Trainers' at IMI Delhi, 10-14 December 2012.
- Ms Sunitha Murthy: Seminar on Library Connect in Hyderabad, 12 December 2012
- Dr Shital Jhunjunwala: Presented a paper at 'India Finance Conference 2012', at IIM-C, 19-21 December 2012
- Dr A Sridhar Raj: Strategic Management - management teachers program, IIM Bangalore, 24-28 December 2012
- Ms Punam Singh: CSR Workshop at Delhi, IICA, 28 January 2013
- Dr Shital Jhunjunwala: Participated in Springers' Authors Workshop, Bangalore, 28 January 2013

- Dr Shital Jhunjhunwala: 23rd World Congress on Leadership and Quality of Governance, Bangalore, 8-9 February 2013
- Mr AS Kalyana Kumar: InfoSec2013 Conference, JNTU Hyderabad, 8-9 March 2013
- Dr N Rukmini Rao: Management Teachers Program on Strategic Management, IIM Bangalore, March 2013

PhD Guidance by IPE Faculty

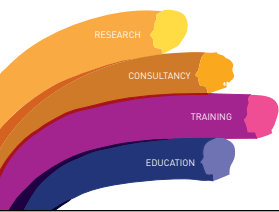
- Dr Nandita Sethi is guiding ICSSR scholar Ms Jayashree Patil Dake (Osmania University) on a thesis titled 'Performance Evaluation of Indian FDI and Non-FDI Banks: A Comparative Analysis'
- Dr Nandita Sethi is also guiding the following PhD candidates from Department of Economics, Osmania University: Ms Boya Poornavathi, Ms L Pushpalatha D, Mr K Garunath Kumar and Mr Lakavath Chittibabu.
- Dr Vidyanath is guiding 10 PhD students (7 from Osmania University and 3 from Rayalaseema University). One M.Phil student was awarded the degree.
- Dr Ammani is guiding four research scholars from Osmania University and two scholars from IFHE.
- Dr Jayasree Raveendran is guiding Ms Swati Alok (BITS Pilani, Hyderabad Campus) for her work on 'Application and Theory of Planned Behaviour in Conflict Management'.
- Dr S Sreenivasa Murthy is guiding Ms Ratnavali (JNTU), Mr Maschender Goud (OU) and Mr CV Kumar (Rayalaseema University) for their PhD work.
- Dr V Srikanth is guiding two PhD scholars from OU in the area of Marketing.
- Dr PS Janaki Krishna conducted viva as an External Examiner and Adjudicator for Mr J Lenin Bapuji (Andhra University) on a thesis titled 'Ethno-medicinal Studies and Screening of Medicinal Plants from North Coastal Andhra Pradesh, India for Phytochemicals and their antimicrobial Properties'.

Visits Abroad by IPE Faculty

- **Dr PS Janaki Krishna, Dr G. Rajesh and Dr A.Sridhar Raj** attended an International Conference on 'Benefits and Challenges of PPP's for improving Energy Efficiency' organized International Centre for Promotion of Enterprises at **Ljubljana, Slovenia on 23-24 October 2012.**
- Dr Nandita Sethi attended a Global Leadership Conference & Summit on 25-29 February 2012 at Singapore, sponsored by The Young Presidents Organization
- Dr Nandita Sethi was a member of a team that visited Malaysia to attend 17th Civil Conference, organized by INTAN on 1-2 November 2012

Other Faculty Activities

- Dr A Jagan Mohan Reddy reviewed a Paper titled 'the Preservation of Tradition Through the Generations' for a Research Journal Published by Welingkar Institute of Management Development and Research, Mumbai.
- Dr A Jagan Mohan Reddy evaluated PhD thesis titled 'Work Life Balance among Women IT Employees' of Bharathi Dasan University.
- Dr A Jagan Mohan Reddy was Awarded 'Best Professor in HRM' at the ET Now National Education leadership Awards 2013 held in Mumbai on 16 February 2013.



- Dr A Jagan Mohan Reddy became a Life Member [L-32766] of National Institute of Personnel Management
- Dr A Jagan Mohan Reddy has been taken on the Peer Review Referee Board of Aweshkar A Research Journal [included in the EBSCO database and Ulrich Directory of Periodicals. USA] of Welingkar Institute of Management Development and Research.
- Dr A Jagan Mohan Reddy participated as an expert on Dr Ambedkar Open University's Video Conference session on 'SHRM' on 28 October 2012.
- Dr A Jagan Mohan Reddy was an expert on the Jury of NTPC at the 'Energy Conservation Contest' at FAPCCI on 9 November 2012.
- Prof ML Saikumar delivered a talk on 23 May 2012 on 'Cooperative Learning' at the FDP organized by Bharatiya Vidyapeeth Institute of Management and Research, New Delhi. This program was funded by AICTE.
- Prof ML Saikumar delivered a talk on Self Directed learning at Ambedkar Institute of Management studies in the FDP on 28 July 2012.
- Prof ML Saikumar delivered a talk on 'Software Testing' at Sardar Patel University for the benefit of their MCA students and faculty on 1 August 2012.
- Prof ML Saikumar delivered a talk on 'Software Testing' at CSI student branch of Ahmedabad on 1 August 2012
- Prof ML Saikumar delivered a talk on 'Entrepreneurship' at Sphoorthy Engineering College for the benefit of B Tech III year students on 1 October 2012.
- Prof ML Saikumar delivered a talk on 'Failure – A Route to Success' at Geethanjali College of Engineering on 19 October 2012 for the benefit of III and IV B Tech students.
- Prof ML Saikumar delivered a talk at Aarambh organized by Aurora's PG College on 17 November 2012.
- Prof ML Saikumar delivered a talk at the Sphoorthy Degree and PG College Annual Day function on 12 February 2013.
- Prof ML Saikumar delivered a talk on 'Failure – A Route to Success' at Dr VRK Women's Engineering College for the benefit of their students on 16 March 2013.
- Prof ML Saikumar delivered a talk on 'Role of Professional Engineers' on the occasion of Engineers day celebrations at NTPC Ramagundam on 15 September 2012.
- Prof ML Saikumar delivered a talk on 'Change Management' at NIC Hyderabad on 31 May 2012.
- Prof ML Saikumar delivered a talk on 'Mentoring' at OU Academic Staff College on 15 June 2012.
- Prof ML Saikumar delivered a talk on Human Values in Academic institutions at UGC Academic Staff College, MANUU on Saturday the 10 November 2012 for the lecturers of undergraduate colleges.
- Prof ML Saikumar was a Paper setter for Dr BRAOU for MBA III Semester
- Prof ML Saikumar was a Paper setter for Osmania University
- Prof ML Saikumar was PhD Examiner for Madurai Kamraj University
- Prof ML Saikumar was PhD Examiner for Sardar Patel University
- Prof ML Saikumar was Paper setter for the MSc (Computer Science) examination, Osmania University
- Prof ML Saikumar was a PhD Examiner for Assam University

CSR of IPE

IPE organized a series of FDPs on a 'nil fee' basis for enhancing higher education teaching skills in young teachers at undergraduate / engineering colleges in commerce, economics, finance, pharma and other disciplines. FDPs were also held for enhancing effective methods of teaching for women faculty. Over 1000 teachers were thus trained.



The following free services were offered by IPE during the year:

- 8 August 2012: Blood donation camp.
- 18 August 2012: FDP on 'Effective Methods of Teaching' to enhance teaching skills of faculty in undergraduate colleges, organized by Mr P Mahesh
- 1 September 2012: FDP on Effective Methods of Teaching for faculty of engineering colleges
- 8 September 2012: FDP on 'Effective Methods of Teaching for Commerce Faculty' organized by Prof ML Saikumar and Mr P Mahesh
- 16 September 2012: FDP on 'Effective Methods of Teaching for Nursing / Biotechnology / Pharma Faculty
- 20 September 2012: FDP for Economics faculty of undergraduate colleges. Participants provided with kit, reading material, lunch and tea.
- 14 October 2012: FDP for undergraduate engineering faculty
- 11 January 2013: IPE Quiz Competition for outside undergraduates by Dr Ammani.
- 9 September 2013: Free Workshop on 'Training Needs' for top HR Executives, organized by Ms Punam Singh and Dr Shulgna Sarkar
- 9 March 2013: FDP on 'Effective Methods of Teaching' for Women Faculty, organized by Prof ML Sai Kumar and Dr M Meher Karuna



Participants at a 'nil fee' FDP for Economics faculty

Distinguished Visitors



April 2012

- Mr Rajiv Oza, Director HR, Dr. Reddy's Laboratories Ltd
- Mr Ashok Kumar Pavadia, Jt Secretary, Dept of Public Enterprises, Government of India
- Mr Om Prakash Rawat, IAS, Secretary, Dept of Public Enterprises, Ministry of Heavy Industries, Government of India
- Mr Venkatesh Kumar, Tata Institute of Social Sciences
- Mr MP Sinha, CEO, Global HR Development Centre
- Mr Narayana Rao, CMD, ALIMCO Ltd
- Prof Shi Jianjun, President, Professor, University of International Business & Economics, China
- Prof Chen Jin, Professor, China Service Industry Research Center, University of International Business & Economics, China
- Prof Guangyong Lei, Associate Dean, Business School, China Service Industry Research Center, University of International Business & Economics, China
- Prof Xia Haiquan, Associate Professor and Director, Dept of International Relations, University of International Business & Economics, China
- Prof Zou Yasheng, Vice Dean –SBF and Associate Professor, University of International Business & Economics, School of Banking and Finance, University of International Business & Economics, China

June 2012

- Mr Sanjeev K Mahajan, Goa Shipyard Ltd.
- Mr VR Sengupta, MOIL Ltd.
- Mr K Padmanabhaiah, Former Home Secretary, Govt of India; Chief Secretary, Govt of Maharashtra and Chairman, RFD-3, Cabinet Secretariat.
- Mr MP Sinha, CEO, Global HR Development Centre

July 2012

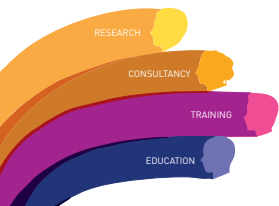
- Mr KL Mehrotra, Ex-CMD, MOIL Ltd and Director, BDL
- Dr Sharat Kumar, Economic Advisor, Department of Public Enterprises, Government of India

August 2012

- Mr Pradeep Kumar Dutt, GM Operations, Indian School of Business, Hyderabad
- Mr S Sridhar, Member, SEBI and Former CMD, Central Bank and National Housing Bank
- Prof M Alimullah Miyan, Vice-Chancellor and Founder, International University of Business Agriculture and Technology, Dhaka, Bangladesh
- Mr GM Chaudhary, Director, Institute of Business Management, University of Dhaka, Bangladesh

September 2012

- Dr Ramesh Dadhich, Member Secretary, Indian Council of Social Science Research (ICSSR)
- Mr Anupam Anand, Director (HR), Hindustan Copper Ltd
- Dr Neeraj, Asst Professor, National Institute of Food Technology Entrepreneurship and Management (NIFTEM)



- Dr Suresh Deman, Visiting Professor, UK/Japan, Honorary Director and UNEP / UNCTAD Consultant, Centre for Economics & Finance, London

October 2012

- Mr Kalyan Shankar Ray
- Mr Shiv Kumar, CGM, State Bank of Bikaner and Jaipur
- Dr Allan Rosenbaum, Professor, Public Administration, Director, Institute for Public Management and Community Service, Florida International University, Florida

December 2012

- Prof KL Sharma, Vice Chancellor, Jawaharlal Nehru University, Delhi
- Prof Rajagopal, EGADE Business School, Mexico
- Mr TK Ananth Kumar, Director (F), OIL India Ltd
- Dr Geeta Gouri, Member, Competition Commission of India
- Mr Vivek Gupta, Harvard Business School
- Dr Suresh Deman, Visiting Professor, UK/Japan, Honorary Director and UNEP / UNCTAD Consultant, Centre for Economics & Finance, London

January 2013

- Mr Anurag Goel, Member, Competition Commission of India
- Prof Kowitz Kangsanon, Associate Professor, Graduate School of Human Resource, National Institute of Development Administration, Bangkok
- Prof Charas Suwanmala, Chulalongkorn University, Bangkok
- Prof Alexandra Stam, Switzerland
- Prof Vo Xuan Vinh, Institute for Southeast Asian Studies, Vietnam Academy of Social Sciences, Hanoi
- Prof Shyam Sunder, Yale University, former President - American Accounting Association

February 2013

- Dr B Venkateswarlu, Director CRIDA
- Prof Ch Sailu, Principal, University College of Technology, OU
- Mr Madhusudan Rao, Joint Chief Environmental Engineer, APPCB
- Dr P Balakrishna, Chairman, National Biodiversity Authority, Chennai
- Dr Ramesh Dadhich, Member Secretary, Indian Council of Social Science Research (ICSSR)

March 2013

- Mr Shivalal Yadav, Former Indian Cricket Player
- Dr Bhaskar Chatterjee, IAS (Retd), DG & CEO, IIFA
- Mr S Rath, Director - Operations, Oil India Limited
- Dr S Padam, South Asian Quality Assurance System (SAQS)
- Prof Sukhadeo Thorat, Chairman, Indian Council of Social Science Research (ICSSR)

Management Education Programs



Masters in Business Administration (Public Enterprise)

To cater to the need for professionally trained managers in the industry, IPE started a unique, part-time Masters in Public Administration - Public Enterprise (MBA-PE) program in 1981. Affiliated to Osmania University and approved by the All India Council for Technical Education (AICTE), this three-year program meets the specific needs of practicing managers. Candidates for the course are selected through the Integrated Common Entrance Test (ICET) of the Government of Andhra Pradesh.

PG Diploma in Management

In 1995, IPE launched a two-year (four semesters), fulltime 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, Advance 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 (PGDM-RM)

To cater to the need for trained professionals in Retail and Marketing, IPE launched a two-year, fulltime (four semesters), AICTE-approved Post Graduate Diploma in Management - Retail and Marketing (PGDM-RM) program in 2007. 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. IPE is an Academic Member of the Retailers Association of India. Retail majors such as Future Group, Spencers, Heritage, Shopper's Stop, etc., are our major recruiters. Candidates are selected based on their performance in CAT / MAT / XAT / ATMA.

PG Diploma in Management - Banking, Insurance and Finance (PGDM-BIF)

With the objective of training professionals in the rapidly expanding Banking, Insurance and Financial Services sector, IPE commenced a two-year (four semesters), fulltime, AICTE-approved Post Graduate Diploma in Management - Banking, Insurance and Financial Services (PGDM-BIF) program in 2008.

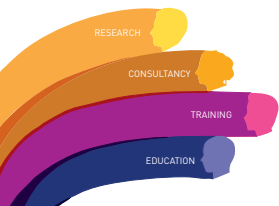
The course - which includes a project assignment - is designed to ensure that apart from getting strong insights into all functional areas of management, the student is well trained and equipped to meet the ever-challenging needs of the fast growing Banking, Insurance and Financial Services Sector. Candidates for the program are selected based on their performance in CAT / MAT / XAT / ATMA.

PG Diploma in Management - International Business (PGDM-IB)

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 launched an AICTE-approved, two-year (four semesters) fulltime Post-Graduate Diploma in Management - International Business (PGDM-IB) program in 2009. Its cutting-edge 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, Currency and Risk Management, WTO, Sectoral Export Business Strategies, International Trade Procedures, Negotiations & Documentation, Sectoral Export Business Strategies, Innovation Management, Foreign Corporate Governance & Business Ethics and Spanish Language. The program includes global exposure through foreign study tours, academia-industry partnerships, and business newspaper browsing sessions / presentations. Candidates are selected based on their performance in CAT / MAT / XAT / ATMA.

PG Diploma in Management - Biotechnology (PGDM-BT)

To cater to the specific needs of professionals in the fast-growing biotechnology sector, IPE launched an AICTE-approved, two-year (four semesters) fulltime Post-Graduate Diploma in Management - Biotechnology (PGDM-BT) program in 2009. The program is designed to facilitate accelerated learning in emerging areas of biotechnology and business management, provide trained post graduates to meet the needs of biotech and pharmaceutical industries, and integrate the principles of management in biotechnology and related sciences. Agribiotech business, biotech and pharma regulations, biopharmaceuticals business and management visits to biotech industries are also integral elements of the program. Candidates for the program are selected based on their performance in CAT / MAT / XAT / ATMA.



PGDM – Human Resources Management (PGDM-HRM)

Meeting the challenges head on and using human resources effectively are critical to the success of an organization. Hence, HR managers have to play an active role in the strategic planning and decision making at their organizations. Accordingly, the Post-Graduate Diploma in Management-Human Resource Management (PGDM-HRM), a two-year full-time AICTE approved program, is envisaged as the highest quality program in the area of human resource management and designed to provide eligible, suitable, and competent Human Relations (HR) professionals with sufficient knowledge of business to all industrial sectors.

PGDM – Healthcare and Hospital Management (PGDM-HHM)

Hospital management as a career option has received big boost from the booming corporatization and growth of hospitals and diagnostics service centre in India. There are critical challenges faced by hospitals both in public and private sectors in terms of systemic gaps, process gaps, and manpower challenges and so on. In order to improve day-to-day management of hospitals and for better service delivery in the hospitals, there is an urgent need to develop adequate manpower in this area of specialization and train eligible persons to take up jobs in this particular area of health management. Hence, the IPE has designed a specialized course to meet the growing needs of the health sector in India and abroad, which will be called Postgraduate Diploma in Healthcare and Hospital Management (PGDMHHM).

Executive PG Diploma in Management

In order to cater to the ever-increasing needs of practising managers for professional qualification, a 15-month fulltime Executive Post Graduate Diploma in Management (Exec-PGDM) program was launched in 2009. Equipped with a cutting-edge curriculum and pedagogy, the program develops the problem solving ability, strategic thinking, in-depth functional knowledge and leadership skills of the students. Candidates for the program are selected based on their performance in CAT / XAT / GMAT.

Advanced Management Program in Banking and Finance (AMP-BF)

IPE in collaboration with the Indian Institute of Banking & Finance (IIBF), Mumbai launched its first batch of Advanced Management Program in Banking and Finance (AMP-BF) in September 2010 as a capacity-building Initiative for Banking and Finance professionals. To join this 11-month part-time course, the candidates should be officers in MMG Scale II and above in banks and financial institutions. On completion of the course the participants will receive a certificate in AMP-BF jointly issued by IPE and IIBF.

NSE-Certified Capital Market Professional Course (NCCMP)

National Stock Exchange (NSE), a premier stock exchange in India and IPE jointly offer an NSE-certified Capital Market Professional certificate course as a capacity building tool for capital market participants. The course is of 4-5 months duration. On completion of the course and after passing an examination conducted by NSE, the participants will receive an NCCMP certificate jointly issued by IPE and NSE.

Student Activities



The tradition of Institute of Public Enterprise is to give ample weightage to expose its students to the competitive corporate environment and the industry. Students are encouraged to visit industries, participate in competitions as paper presentations, quiz programs etc., arrange special lectures of experts on contemporary topics, facilitate 'Samathi' (seminars) and 'Sanskriti' (annual event), etc.

'Samathi' Seminars

'Samathi' seminars are organized annually as a series of events. They are conducted focusing on various functional domains such as Finance, Operations, HR and Marketing. They are organized by students to keep up with the tradition of extending learning beyond the confines of the classroom. 'Samathi 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. Intra-college competitions are conducted like paper and case study presentations, business quiz and games by the students for the students mainly for juniors. This is learning ground for them before go to other college competitions.

- **HR Samathi:** The theme for HR Samathi held on 5 October 2012 was 'Strategizing HR for Competitive Advantage'. Mr Krishna Prasad Mahapatra (Head HR, AP, Tata Consultancy Services), Mr V Narayana Rao (GM and Hub HR Head, AP- Reliance Communications) and Mr TS Babu (Sr VP – HR, Sew Infrastructure) were the Guests.
- **Operations Samathi:** The theme for Operations Samathi held on 12 October 2012 was 'Quality as Competitive Advantage. The Guests invited were Mr Ravi Shankar (Director and Sr VP, Forceites Pvt Ltd), Mr DN Bhatia (GM – Production, MIDHANI), Mr P Chaitanya Krishna (Delivery Manager, InfoBrain Technologies Ltd) and Mr G Mallikarjun (Asst Manager – Quality, Zen Technologies Ltd).



- **Finance Samathi:** The theme for Finance Samathi held on 15 October 2012 was 'Risk Management'. The invited Guests were Mr TK Raghavan (GM - Finance, Coromandel International Ltd), Dr MVN Reddy (DGM, Andhra Bank), Dr Bhalke Bassappa (AGM, Indian Overseas Bank) and Mr Kiran Kattakam (Asst. VP - Kotak Mahindra Bank).
- **Marketing Samathi:** The theme for Marketing Samathi held on 19 October 2012 was 'Product-Customer-Value'. The invited Guests were Mr Vijay K Dutt (AGM – Marketing, Havell's India Ltd), Mr Anshul Srivastava (Regional Marketing Head AP, ICICI Securities) and Mr C Prudhuvi Reddy (DGM, T.I.M.E.).



Exposure Visit

On 26 October 2012, Retail Marketing students were taken to regional DWCRA, Self Help Groups products exhibition organized by the Society for Elimination of Rural Poverty, Department of Women Development held at Exhibition Grounds. There were more than 350 stalls with different products ranging from handicrafts, textiles, food products. Students interacted and discussed the marketing strategies of various Self Help Groups came from different parts of the country.

Blood Donation Camp

A blood donation camp was held on 8 August 2012, where students donated blood to Thalassaemia & Sickle Cell Society that goes for children suffering with Thalassaemia disease.



'Business Standard' Quiz Competitions

On 8 March 2013, 'Business Standard' conducted quiz competitions for the students of IPE. M Tejas (PGDM) was the winner, while the runners-up were Gaurav M Bande (PGDM-BT) and R Avinash Sagar (PGDM-RM). They received the awards from Mr G Srinivasa Rao (Branch Head, Business Standard).

'Sanskriti' (Annual B-School Fest)

Sanskriti (Annual B-School Fest) is the flagship event of IPE, where our students conduct inter college competitions to showcase their managerial skills to the corporate. Sanskriti is of the students, by the students and for the students. This year's 'Sanskriti' was held on 22-23 January 2013. Mr KS Raju, Chairman, Nargarjuna Group was the Chief Guest. The Guests of Honour were Mr JA Choudary (Co-Chairman FICCI, Andhra Pradesh State Council & Chairman, Talent Sprint Pvt.Ltd) and Mr Gopal Krishan Kansal (GM, SBI). The Chief Guest for the valedictory Function was Mr NVS Reddy, IRAS (Managing Director, Hyderabad Metro Rail). Students from B-schools across the country came and participated in different competitions conducted by our students. Cash prizes worth Rs 3 lakh distributed to the winners and runners-up.



Sports Event

This year's sports event was organized during 1-3 March 2013 at IPE campus. Mr Shivalal Yadav, Vice-President, BCCI and former Indian Cricketer who played in 35 Tests and 7 ODIs, inaugurated the sports event. Students of the Institute played cricket, badminton, table tennis, volleyball, basketball, caroms, chess and handball.

Business Plan Competitions

Every year intra and inter-collegiate business plan competitions are conducted for students. During 7-21 December 2012, intra-collegiate business plan competitions were conducted. On 23 January 2013, inter-collegiate competitions were conducted and more than 15 teams sent their business plan abstracts and 10 teams were short listed. They made their presentations on 23 January 2013 at IPE.

Alumni Activities

The first Alumni Meet was held on 3 November 2012 at IPE campus. About 150 alumni came and had interactions with the students. They shared their experiences and gave career guidance to students. Another alumni meet was held on 23 March 2013 and more than 100 alumni attended. The following alumni have shown interest in giving guest lectures – Mr P Niranjana (Staff Consultant, APPS Associates); Mr B Basava Raj (Orange Software Technologies LTP); Mr Ramesh Babu (Bodhtree); Mr Ravi Shankar (Sr VP, Forceites); Mr GSN Murthy (Practicing CA)

The following Alumni attended Academic Advisory Committee meeting held on 9 October 2012 – Mr Anirudh Pulugurtha and Mr Shone of PGD-BT (2009-11 batch); Mr Venkat Cheeti and Mr Vunnam Srikrishna of PGDM (2009-11 batch); Mr M Chandra Sekhar and Mr G Basappa of MBA(PE).

Mr Ravi Shankar, one of our senior alumni, Director and Sr. VP, Forceites Pvt Ltd came to Operations Samathi on 12 October 2012 and spoke on 'Quality as Competitive Advantage'. Mr V Krishna Rao, Senior VP, Phoenix Group distributed prizes to the winners and runners-up of the sports event held during 1-3 March 2013 at IPE Campus. Mr N N Srinivas, Director-HR, Cognizant Technologies, USA, in-charge of seven verticals a distinguished alumnus, delivered a talk on Organizational Change Management on 27 December 2012. His wife Ms Ashita Mathur also was our student. Mr P Naveen Kanth, Director, DR Knowledgematic Solutions Pvt. Ltd. came for Sanskriti 2013 and he was one of the judges in the inter college competitions conducted by our students for business plan presentations on 23 January 2013. Mr Aditya Tripathi (Sloka Advertising Agency), a Marketing and Branding Consultant visited IPE on 23 March 2013 and gave SIPs to the students. Mr Anil Kumar ARS (Director, 'The Independent') gave a lecture on Digital Marketing on 9 May 2013.

Merit and Merit-cum-Means Scholarships

In recognition of the need to promote talent and assist the needy, IPE has instituted a scheme for awarding Merit and Merit-cum-Means Scholarships to extend financial support to students pursuing their studies for the Post Graduate Diploma Programs. The scheme was begun in academic year 2008-09 and selection of students is on the basis of marks obtained in the previous semester exams and it will be afresh from semester to semester. The number of scholarships will be not more than 10% of the total intake in the PGD programs, i.e., 5% each for merit and merit-cum-means.

Guest Lectures

- Dr Alok Bharadwaj, Sr VP, Canon India, Gurgaon (23 January 2013)
- Mr Randeep Sen (Asst Manager, Deloitte) 9 March 2013
- Dr Meenakshi Rishi (Associate Professor, Seattle University) 9 May 2012
- Mr Shailendra Naidu (Chief Commercial Officer, WARID Telecom) 3 August 2012
- Mr Amith Agnihotri (Executive Director, MBA Universe.com) 10 September 2012
- Mr Amitesh Kumar, CEO, Emobitise (11 October 2012)
- Mr NN Srinivas, Director-HR, Cognizant Technologies (27 December 2012)
- Mr Ravi Shankar Pillutia (Manager, Tata Consultancy Services) 22 March 2013
- Mr Anwar Alikhan (Sr VP, JWT Advertising Agency, 22 March 2013)
- Prof Mithileshwar Jha (IIM Bangalore): 'Challenges and Opportunities for Marketing Goods & Services Globally'
- Prof Harkirat Singh (IIFT, Delhi): 'Foreign Currency Management and Risk Hedging Strategies' (18 January 2013)

IPE Periodicals Published in 2012-13

The Journal of Institute of Public Enterprise



(Editor: Dr K Trivikram Rao)
Vol 35, No 1 & 2, 2012 and Vol 35, No 3 & 4, 2012 have been brought out. Vol 36, No 1 & 2, 2013 is in print.

Journal of Economic Policy & Research



(Editor: Dr K Trivikram Rao)
Vol 7, No 2, 2012 and Vol 8, No 1, 2013 have been brought out. Vol 8, No 2, 2013 is in progress

IPE Journal of Management



(Editor: Dr K Trivikram Rao)
Vol 2, No 1&2, 2012 and Vol 3, No 1, 2013 have been brought out.

Indian Journal of Corporate Governance



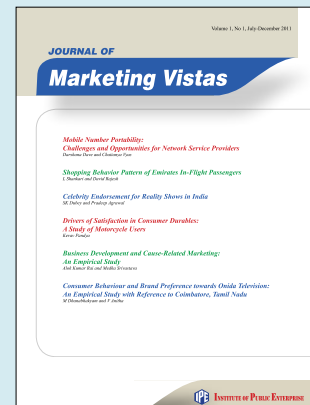
(Editor: Dr Shital Jhunjhunwala)
Vol 5, No 1&2, 2012 and Vol 6, No 1, 2013 have been brought out.

Journal of Managerial Finance & Research



(Editor: Dr S Sreenivasa Murthy)
Pending

Journal of Marketing Vistas



(Editor: Dr M Meher Karuna)
Vol 2, No 1 & 2, 2012 and Vol 3, No 1, 2013 have been brought out.

The Journal of Venture Capital & Financial Services



(Editor: Dr Ch Lakshmi Kumari)
Vol 6, No 1 & 2, 2012 has been brought out.
Vol 7, No 1, 2013 is in progress.

Journal of International Economics



(Editor: Dr Nandita Sethi)
Vol 3, No 1 & 2, 2012 and Vol 4, No 1, 2013 have been brought out.

Journal of Governance & Public Policy



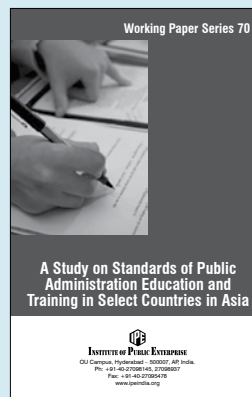
(Editors: Dr P Geeta and Dr A Sridhar Raj)
Vol 2, No 1&2, 2012 has been brought out.
Vol 3, No 1, 2013 is in print.

IPE Newsletter



Vol 9, No 10-12, 2012 and Vol 10, No 1-3, 2013 have been brought out.
Vol 10, No 4-6, 2013 is in progress.

Working Papers



Working Papers No 71, 72 and 73 have been brought out. A few more Papers are in progress.

Survey Lens
Vol 1, No 1, 2013 has been brought out.

Financial Statements 2012-13



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

AUDIT REPORT

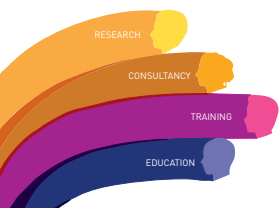
We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2013 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

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 31.3.2013 and the Income and Expenditure account for the year ending 31.3.2013 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 31.3.2013.
 - 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 : 31st May, 2013.



Balance Sheet As At 31st March 2013

(Amounts in Rupees)

	Schedule		As at 31.3..2013 Rs.		As at 31.3.2012 Rs.
SOURCES OF FUNDS					
Capital Fund	A		17248893		15748893
Corpus & Development Fund	B		434707234		360172009
Other Funds	C		27418720		26944193
Secured Loans (SBI, SME Br)			609108945		50060678
			1088483792		452925773
UTILISATION OF FUNDS					
Fixed Assets	D		554814645		188224124
– Gross Block (at Cost)		605857628		235121410	
Less: Depreciation to date		51042983		46897286	
Current Assets	E	578838152		276586433	
Less: Current liabilities	F	45169005	533669147	11884784	264701649
			1088483792		452925773

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

Income & Expenditure Account for the year ending 31st March 2013

(Amounts in Rupees)

	Schedule	As at 31.3..2013 Rs.	As at 31.3.2012 Rs.
A. INCOME			
<u>Non-Plan Recurring Grant</u>			
(a) ICSSR		5523000	5000000
(b) Govt of Andhra Pradesh		0	0
<u>Plan Recurring Grant</u>			
(a) ICSSR		4000000	2500000
Management Development programmes	1	9906065	11178837
Conferences/Seminars/Workshops (Sponsored)	1	6005554	9038241
Completed Consultancy & Research projects	2	8576980	13387023
Management Education Programmes	3	189671133	192719520
Other Receipts	4	19345975	15754633
TOTAL A		243028707	249578254
B. EXPENDITURE			
Management Development Programmes	1	3888631	4438089
Conferences/Seminars/Workshops (Sponsored)	1	5961500	8124609
Completed Consultancy & Research projects	2	2278708	9736205
Management Education Programmes	3	35285185	30153583
Establishment & Administrative Expenditure	5	105434203	98896732
TDS Receivables Writtenoff		0	290181
Interest on Bank Secured Loan		7709609	38845
Depreciation on Assets	D	4145697	3414814
MBA Programme Fund		1500000	1500000
(a) Institute's Contribution	1500000		1500000
(b) Govt of Andhra Pradesh	0		0
Corpus Fund		0	2500000
Development/infrastructure Fund		71500000	83600000
Scholarship Fund		5000000	5000000
Other Funds (Employees Gratuity, EL & Welfare)		500000	2000000
TOTAL B		243203533	249693058
C. EXCESS OF EXPENDITURE OVER INCOME (A-B)		-174726	-114804

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

Schedules forming part of Balance Sheet as at 31st March 2013
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	15262097	6299116	6.25	591436	6890552	8871545	9462981	
2	Library Building	2539116	0	0	2539116	1828793	6.25	44395	1873188	665927	710323	
3	Office Equipment	2559316	28289	0	2587605	2224537	20.00	72614	2297151	290454	334779	
4	Office Furniture & Fixtures	5878260	92000	24300	5945960	4070242	20.00	375144	4445386	1500575	1808018	
5	Audio-Visual Aids	759058	677461	0	1436519	553992	20.00	176505	730497	706022	205066	
6	Vehicles	2358082	0	0	2358082	1840663	20.00	103484	1944147	413935	517419	
7	Air-Conditioners	3698776	0	0	3698776	2632322	20.00	213291	2845613	853163	1066454	
8	Fax Machines	118100	0	0	118100	109406	20.00	1739	111145	6955	8694	
9	Generators	1556776	0	0	1556776	907514	20.00	129852	1037366	519410	649262	
10	Telephone EPABX System	742501	0	0	742501	581629	20.00	32174	613803	128698	160872	
11	Library Equipment	192229	0	0	192229	129164	20.00	12613	141777	50452	630535	
12	LCDs & OHPs	2954052	210108	0	3164160	2122793	20.00	208273	2331066	833094	831259	
13	Franking Machine	234674	0	0	234674	132146	20.00	20506	152652	82022	102528	
	Total (A)	39353038	1007858	24300	40336596	23432317		1982027	25414344	14922252	15920721	
B	IT Division											
14	Computers & Accessories	19871896	2646434	7126	22511204	19034017	50.00	1738593	20772610	1738593	837879	
	Total (B)	19871896	2646434	7126	22511204	19034017		1738593	20772610	1738593	837879	
C	Hostel:											
15	Building (Hostel)	9945864	0	0	9945864	3881722	6.25	379009	4260731	5685133	6064142	
16	Furniture & Fixtures (Hostel)	341305	0	0	341305	263046	20.00	15652	278698	62607	78259	
17	Canteen Equipment	438264	0	0	438264	286184	20.00	30416	316600	121664	152080	
	Total (C)	10725434	0	0	10725434	4430952		425077	4856029	5869405	6294482	
D	Land & Work-in-Progress											
18	Land (Shameerpet)	137574400	0	1950000	135624400	0	0.00	0	0	135624400	137574400	
19	Work-in-Progress(Buildings)	27596643	369476686	413334	396659995	0	0.00	0	0	396659995	27596643	
	Total (D)	165171043	369476686	2363334	532284395	0		0	0	532284395	165171043	
	GRAND TOTAL (A+B+C+D)	235121410	373130978	2394760	605857628	46897286		4145697	51042983	554814645	188224124	

(P Sreenivasa Rao)
Accounts Officer

(Prof RK Mishra)
Director

(Dr P Rama Rao)
President

NOTES ON ACCOUNTS

	Current Year	Previous Year
1. Contingent Liability	Nil	Nil
2. Previous year figures are regrouped wherever necessary.		
3. The commitment for the Shameerpet Campus construction as against work orders issued of Rs.85,00,94,867/- as on 31st March 2013 is Rs.46,92,47,032/-.		
4. Employees' Gratuity and EL Funds have been netted and shown under Other Funds(Schedule C).		
5. Interest on borrowed secured loan for construction of Shameerpet Campus (during the construction period) is considered as revenue expenditure.		
6. Implementation of NPS in respect of 97 employees is not yet implemented and a provision of Rs.31,13,387/-		
7. In case of seven employees encashment of leave for more than the eligible 210 days were allowed during 1st instalment payment. This will be rectified during 2013-14 while paying the 2nd instalment.		
8. Fixed Assets Register is under preparation.		
9. Accounting policies:		
a) Depreciation on Fixed Asset is provided on written down value basis and rates are mentioned in the Schedule.		

For MEHER & ASSOCIATES
Chartered Accountants

Sd/-
(P Rajendra Meher)
Partner

Sd/-
(P Sreenivasa Rao)
Accounts Officer

Sd/-
(Prof RK Mishra)
Director

Sd/-
(Dr P Rama Rao)
President

Place : Hyderabad
Date : 31st May, 2013

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.

Academic Block



Lecture Hall



Auditorium



Library



Hostel



INSTITUTE OF PUBLIC ENTERPRISE

OU Campus, Hyderabad - 500007

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Fax: +91-40-27095183, 27095478

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