



New Endeavors New Outlook



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Governing Board

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

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President, IPE

Former Chief Secretary, Govt of Andhra Pradesh

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Vice Chancellor

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Prof RK Mishra

Director, IPE

Member Secretary



Mr K MADHAVA RAO, IAS (Retd)

President, IPE

Former Chief Secretary, Govt of Andhra Pradesh

Mr K Madhava Rao, President, Board of Governors and Chairman, Executive Committee of the Institute of Public Enterprise, joined the Indian Administrative Services in 1962. He was the Chief Secretary, Government of Andhra Pradesh from 1997 to 1998. He was the State Election Commissioner, Government of Andhra Pradesh from 1999 to 2004.

He was Advisor to the Governor of Bihar in 1999. He was also the Chairman, High Power Committee for Urban Cooperative Banks in 1999. He was Director, Central Board of Reserve Bank of India and Member of Board for Financial Supervision of RBI from 2000 to 2006.

Between 1979 and 1997, he was the Secretary of the various Departments like General Administration, Panchayat Raj & Rural Development, Food and Agriculture, Irrigation and Principal Secretary / Special Chief Secretary of Finance Department of Government of Andhra Pradesh.

He was District Collector of Warangal District from 1971 to 1974, and Managing Director of Leather Industries Development Corporation of Andhra Pradesh, Director of Social Welfare and Director & Managing Director, SC & ST Finance Corporation of Government of Andhra Pradesh during 1974 to 1979.

From 2004 he is a full time Activist in the areas of affirmative action, good governance and economic reforms. He is the Chair of Mahila Abhivrudhi Society based in Hyderabad from 2007 to date. This Society organises, trains, rates and champions the cause of women self-help groups. He is also a Trustee of International Organisation, South Institute for Public Policy and Action (SIPPA) based in Hyderabad.



Prof RK MISHRA

Director, IPE

Prof RK Mishra, is ONGC Subir Raha Chair Professor on Corporate Governance and Director, Institute of Public Enterprise, Hyderabad, India. A Ph.D from the University of Rajasthan and a visiting fellow at London Business School, who studied for International Teachers program at SDA Bocconi, Milan. Prof Mishra has taught at the University of Bradford, and was a visiting Professor at Maison Des Sciences De L' Hommes, Paris, Faculty of Economics, University of Ljubljana and Accountancy Research Institute (ARI), Universiti of Teknologi Mara, Malaysia. He is a member of the UN Task Force on International Standards of Excellence in Public Administration and Education. He is Vice President, International Association of Schools and Institutes of Administration, Brussels.

He is a special invitee on OECD Working Group on Privatization and Corporate Governance of SOEs and Asian Network of Corporate Governance. He is also a Member 'Panel of Experts on Reforms in Central Public Sector Enterprises (CPSEs)' set up by the Planning Commission, Govt of India, Member, Adhoc Taskforce set up by the Cabinet Secretariat, to review the Results Framework Documents (RFD) of the various ministries of the Govt of India, Adhoc Taskforce on Memorandum of Understanding, Government of India. He has been on the boards of a few public and private sector enterprises. He is on the Advisory Panel on Corporate Governance constituted by the Govt of India.

He has considerable experience of teaching and guiding research for doctoral degree in management, economics, public administration and commerce. He is on the editorial boards of many national and international journals, and publications brought out by publishers of repute from India and abroad. His areas of interest include Corporate Governance, Corporate Social Responsibility, Sustainable Development, Public Enterprise Management, Corporate and International Finance.



About IPE

VISION

To become an institute of choice for social science research and management education and contribute to the excellence of organizations and society.

MISSION

To anticipate and respond to the needs of social science and management research of the government, corporate and social sectors through its multidisciplinary competency in social science research and management.

The Institute of Public Enterprise (IPE) is an autonomous non-profit society established at the initiative of Mr SS Khera, ICS (the then Cabinet Secretary, Government of India) and Dr DS Reddy (the then Vice-Chancellor, Osmania University) with the objective of furthering studies, research and consultancy in Management Sciences.

Over the last 5 decades, IPE has transformed itself into an institution that is engaged in multi-faceted activities comprising management education, management training, research in management and social sciences as well as offering consultancy services. IPE is partly funded by Indian Council of Social Science Research (ICSSR), Ministry of Human Resource Development, Government of India, and the Government of Andhra Pradesh.

Mr K Madhava Rao, IAS (Retd), President, IPE, has had an accomplishment filled tenure as the then Chief Secretary of the state of Andhra Pradesh.

Padma Vibhushan Dr P Rama Rao, a distinguished scientist, former Secretary, Department of Science and Technology, Government of India is the Emeritus President of the institute.

Under the guidance of the eminent board, IPE is devoted to systematic and sustained study of issues relevant to the formulation, implementation, review, monitoring and assessment of policies and programs concerning public enterprises and is happy to present the annual report for the year 2014-15.



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Accounts Officer

Ms Sunita Murthy

MA, MLISc (Library Computerization)

Library In-charge

Mr P Chandra Sekhar

B.Com.

Training Division – In Charge

Mr Ch Upender

BA, LLB, PGDPMIR

PS to Director

Director's Office

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

Library

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MBA (PE) Division

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DIRECTOR'S MESSAGE



Dear Reader,

As we present the Annual report of 2014-15, you would be happy to note the spurt of various activities from our second campus in Shamirpet with state-of-the-art infrastructure and functions in the verticals of research, consultancy projects, training and management education extending to newer frontiers. New ideas in research, new dimensions of training, inking of new MoUs and other initiatives in collaborations have added significantly to the learning curve of the institute.

Shri K Madhava Rao (Former Chief Secretary, GoAP), has taken over office as the President of the Board of Governors of IPE and Prof P Rama Rao (Chairman, Governing Council, IISc) is now the Emeritus President. Under their leadership and other members, IPE continues to devote itself to perform various functions towards realizing its vision to become an institution of choice for social science and management research.

During the year, IPE has actively engaged in constitution of the 'Community of Practices' under the support of the World Bank and the UNDP, and has collaborated in organizing the International workshop on Performance evaluation and Management of State Owned Enterprises, apart from engaging in other activities of the GO-PEM-PAL (Government Performance Management through Peer Assisted Learning).

During the year, two major research projects of the ICSSR have been completed and over 55 training programs were organized, including national and international conferences apart from other studies and consultancies. IPE faculty have been chosen for the international visitors Leadership program in the USA and for participation in the Conference of Parties (CoP XII) on sustainable development in Republic of Korea. We deem research as a foundation to other activities and a number of publications in international peer reviewed journals and books this year have strengthened the research base.

With the doctoral program running in full swing, 3 ICSSR fellows have been awarded doctorates and 10 new scholars have joined the fellowship program. The activities of the ONGC Subir Raha Chair (Center for Corporate Governance) and the NLC Chair (Centre for Corporate Social Responsibility) have included carrying out research projects, conduct of training programs and convening international conferences with active deliberations and publication of the proceedings. IPE is also striving to be connected to leading think tanks of the world, both to impart knowledge from its own experience and to learn from its peers in identifying issues, policy making and fixing various problems through evidence based research.

We would like to acknowledge your support for making IPE what it is today and request your continued patronage as we strive to continue to add value to all our stakeholders.

A handwritten signature in black ink, appearing to read 'K. Madhava Rao'.



HIGHLIGHTS 2014-15

Completed Projects

- National research study on Corporate Social Responsibility (ICSSR)
- Research study on Socio-Economic status of Minorities in India (ICSSR)
- Study on IT-based KPI linked performance management in Indian Public Sector Enterprises (SAP India Pvt. Ltd.)
- Study of Sustainability Practices in Public Enterprises (Obama – Singh grant administered by IIM Bangalore)
- A study on impact assessment poverty reduction programs in Andhra Pradesh (ICSSR)
- Recruitment of executives at HCL
- Talent Management at HCL
- Succession planning at MOIL
- PM's trophy for the best integrated steel plant in India
- Feasibility Study for creating Palakkad Unit as an Independent Unit of Instrumentation Ltd, Kota

Ongoing Projects

- Relationship between GDP and technology causes in select Indian States – Andhra Pradesh (TIFAC)
- Effects of Public Expenditure on Growth in India (UGC)
- Rural Urban Migration in Andhra Pradesh: A Study on Socio-Economic Impact on the Families of Migration Farmers (ICSSR)
- A Study on Impact of Faculty Development Program on Quality of Teaching in Management Education: A Special Reference to Andhra Pradesh (UGC)
- Micro Finance Institutions as a way towards Financial Inclusion – A Study on Select Districts of Odisha (UGC)
- A study on the impact of agrarian crisis on migration of farmers and farm labourers in Andhra Pradesh (ICSSR)
- Women on Indian Corporate Boards (ICSSR)

New Research Initiatives / Projects

1. Grant from the World Bank for facilitating knowledge exchange between countries

on various issues of Government Performance Management (World Bank).

2. IDRC-ICSSR sponsored research on 'Sources of funding for social science research in India – flows, adequacy and priorities'.

SAQS Accreditation obtained

The South Asian Quality Assurance System (SAQS), a premium accreditation label of the SAARC region has been awarded to Institute of Public Enterprise, Hyderabad for a period of three years beginning from September 2015.

World Bank project

IPE has been awarded the GO-PEM-PAL project, funded by the World Bank with regard to performance management at the government level. IPE would be working with the Cabinet Secretariat for various events – national and international.

PE Distinguished Lecture series planned

In commemoration of the completion of the Golden Jubilee of IPE and to highlight the noteworthy contributions of public sector enterprises to the nation, a series of distinguished lectures is planned in the cities of Chennai, Jaipur, New Delhi, Ahmedabad, Bangalore, Mumbai, and the culminating event in Hyderabad.

Fellowship under the Obama-Singh Grant received

The Institute has been awarded Fellowship under the Obama-Singh Grant administered by the Indian Institute of Management Bangalore, jointly with the University of North Carolina, Chapel Hill to conduct the 'Study of Sustainability Practices in Public Enterprises'.

IASIA Working group constituted

A new working group VII – 'Public policy, Public Decision-making and Policy Implementation' has been constituted at the International Association of Schools and Institutes of Administration (IASIA), Brussels, where Prof RK Mishra, (Director - IPE) has been appointed as co-chair of the working group.

Program for women executives on the Board held

A two-day Board Orientation Program titled 'Its 'Her' Time on Board' was conducted during 18-19 July, 2014 at IPE, Shamirpet campus. The program was inaugurated by Smt Usha Ananthasubramanian, Chairman & Managing Director, Bharatiya Mahila Bank Ltd.

IPE – Sage agreement signed

IPE journal – The Indian journal of Corporate Governance, would hence forth be published from the house of sage publications, prestigious publisher in the world, particularly in the area of management in the league with publishers such as Emerald and Wiley Blackwell.

IPE publishes book from Routledge of the Taylor & Francis group

The book on ‘Social Science Research in India and the World’ has been published by Routledge, a unit of the Taylor & Francis group.

Advanced Leadership Program conducted

IPE, in collaboration with the International Center for Promotion of Enterprises (ICPE), Slovenia, conducted the Advanced Leadership Program (ALP), meant for senior management executives of the public sector. Spanned over four weeks, the first module was held in Hyderabad India and the second module in ICPE.

SIRO recognition renewed

IPE has been recognized as a Scientific and Industrial Research Organization (SIRO) by the Ministry of Science and Technology, Government of India and the status has been renewed.

IPE in COP XII

The twelfth meeting of the Conference of the Parties (COP 12) to the Convention on Biological Diversity (CBD) engaged in a mid-term review of the implementation of the Strategic Plan and the Aichi targets. The theme of the meeting was Biodiversity for Sustainable Development. The centre heads of the centre for sustainable Development Dr Janaki Krishna and Dr Lakshmi Kumari have attended the meeting during 6-17 October, 2014 in Pyeongchang, Gangwon (Kangwon-do), Republic of Korea.

IPE faculty in International Visitors Leadership Program

Dr Shital Jhunjhunwala, faculty, IPE has been selected to visit the US from 29 September to 17 October, 2014 under the International Visitors Leadership Program. This program is intended to select think tanks, academic professionals and researchers to strengthen national policies in the respected countries. The selected participants are enabled to establish link with the US based think tanks and return with the tools to

further expand, develop, and professionalize the think tank community in India.

IPE-NLC chair organizes seminar

Institute of Public Enterprise, (IPE) Hyderabad and National Institute of Personnel Management, (NIPM) Neyvelli Chapter jointly organized a two day Seminar on ‘Building Excelling Organizations Through People’ at Puri, Odisha on 28 February - 1 March, 2015. The seminar was inaugurated in the presence of Dr AK Dubey, IAS, Additional Secretary; Ministry of Coal and Shri B Surender Mohan, CMD, NLC

IPE to carry out study for ICSSR-IDRC project

ICSSR – IDRC has awarded the study on ‘Sources of Funding for Social Sciences Research in India’ as part of a bigger project on ‘Status of Social Science Research in India’ commissioned by ICSSR - IDRC.

Centre for Sustainable Development, IPE collaborates with Aus-Aid

Under the Aus-Aid, IPE and University of Victoria have come together to organize a one-day seminar at Chennai in collaboration with IIT Madras on 25 February, 2015. The follow up seminar was organized at IPE on 27 February, 2015.

IPE and SIPPA come together for programs in public finance

The Trustees of South Institute for Public Policy and Action (SIPPA), represented by the President. IPE, Shri K Madhava Rao, and Ms Meena Rukmini Menon has had a discussion on the collaborative programs that the two institutions could undertake. The two institutions would work together and promote programs in the areas of public finance, urban development, trade, poverty, education and health.

New MoUs

IPE signs MoU with Korea Institute of Public Finance

In yet another initiative in strengthening its research domain, the Institute of Public Enterprise (IPE) signed a Memorandum of Understanding with Korea Institute of Public Finance (KIPF), recently in New Delhi with Prof RK Mishra (Director, IPE) and Dr Wonhee Lee (Executive Director, Research Center for State Owned Entities, KIPF) representing the institutions. KIPF, established in 1992 plays a key role in policy-oriented research and analysis in aspects of taxation and public finance and assisting the government of Korea in formulating national policies. The areas for collaboration based on this MOU, include, among others, consultation on Government expenditure and fiscal policy, privatization and market competition of the SOEs, Performance management and Evaluation of SOEs and policies on development of industrial clusters. Conducting joint research projects, training programs and organizing conferences include in the scope of the MOU. This MOU is expected to fortify research ties between

both IPE and KIPF and take forward research insights into policy making. Faculty representatives from IPE and KIPF were present during the MOU signing ceremony.

MoU with ICAI

Prof RK Mishra (Director - IPE), and Dr AS Durga Prasad, (President - Institute of Cost Accountants of India) signed an MoU on 1 February, 2015 in the presence of Mr Venkaiah Naidu Hon'ble Union Minister (Urban Development) Mr Muralidhara Rao CMD Vizag Steel Plant (member Board of Governors IPE) Prof RK Mishra (Director - IPE) Mr KRS Sastry former President South Asian Federation of Accountants (an apex body of SAARC) and a galaxy of Past Presidents of ICAI, Cost and Management Accountants of UK and some SAARC countries apart from more than 1000 invitees and delegates who attended the Cost Convention 2015 organized by ICAI. This MOU aims to promote joint programs between the two institutes and help in conduction of research projects.

MOU with EGADE Business School, Mexico

Appreciating the strengths of collaborative research in the field of management, the Institute of Public Enterprise, Hyderabad, India and the EGADE Business School, the graduate business school of Tecnológico de Monterrey, Mexico, propose to institute a joint centre for research in Corporate research, that would promote opportunities for joint faculty research from both the institutions in various domains of corporate research.



MoU inked with ICAI in the presence of Hon'ble Union Minister (Urban Development) Mr Venkaiah Naidu



**RESEARCH &
CONSULTANCY PROJECTS
DURING 2014-15**

Completed Projects

National Research Study on 'Corporate Social Responsibility': (ICSSR)

This project aims at 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, studying the effectiveness of the existing CSR initiatives by measuring its impact in bringing social inclusiveness and highlighting the role of local government, corporation, local community, NGOs and other stakeholders.

Research Study on 'Socio-Economic Status of Minorities in India': (ICSSR)

The Social Sector Development Centre at IPE is conducting this study as a part of its mandate to study the issues in Social Sector Development in India, problems faced it and the research inputs required for decision making by the policy makers.

The main objectives of the study are to know the extent of access by minorities to education, health, infrastructure and bank credit. Other aspects studied are 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.

Study on IT-based KPI linked performance management in Indian Public Sector Enterprises (SAP India Pvt. Ltd.)

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 aimed 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 is being carried out to

analyze the readiness of CPSEs for adopting technology to have day-to-day monitoring of performance targets.

Study of Sustainability Practices in Public Enterprises (Obama-Singh grant administered by IIM Bangalore)

The study's main objectives are to study the practices of sustainability reporting in Electronic Corporation of India Ltd and developing a case study This study has been sanctioned in recognition of the work carried out by the 'Centre for Sustainable Development' of Institute of Public Enterprise.

A study on impact assessment poverty reduction programs in Andhra Pradesh (ICSSR)

The study comprehensively has covered the various poverty reduction programs of erstwhile AP and also compiles the perceived benefits of such programs from the beneficiaries in three regions, Telangana, Rayalaseema and Kosta Andhra.

Projects from the Karnataka Evaluation Authority, Govt of Karnataka

- Performance of North East Karnataka Road Transport Corporation
- Performance of North Western Karnataka Road Transport Corporation
- Performance of Karnataka State Tourism Development Corporation
- Evaluation of Financial Assistance For Self Employment to Nomadic & Semi Nomadic Tribes
- Evaluation of Karnataka State Coir Development Corporation
- Evaluation Project for 'National Food Security Mission in Karnataka'

Ongoing Projects

Effects of Public Expenditure on Growth in India (UGC)

The main purpose of this study is to provide evidence and critically examine the possible links between productive public expenditure and long-run economic growth and the assessment of the resulting allocation in terms of social and economic welfare. Further, this study aims to pin down the specific components of public expenditure which significantly impact economic growth and social welfare.

Rural Urban Migration in Andhra Pradesh: A Study on Socio-Economic Impact on the Families of Migration Farmers (UGC)

The study aims at analyzing the reasons for temporary migrations to urban areas and to study on the living conditions of the people in cities.

A Study on Impact of Faculty Development Program on Quality of Teaching in Management Education: A Special Reference to Andhra Pradesh (UGC)

The objectives of the study is to identify the determinants of usefulness of FDPs in the field of Business Management as perceived by faculty members. A model that puts together variables that enhances training utility would be developed.

Micro Finance Institutions as a way towards Financial Inclusion – A Study on Select Districts of Odisha (UGC)

The objectives of the study include: To study the current status of MFIs in three districts namely Khurda, Cuttack and Puri of Odisha, To evaluate the funding scenarios of the MFIs and To assess the role of MFIs in Women Empowerment in Odisha.

A study on the impact of agrarian crisis on migration of farmers and farm labourers in Andhra Pradesh (ICSSR)

The study aims to review on the returns to cultivation, farm animals and non farm business for farmer households in Telangana. Besides that to study the socio-economic status of farm labour, their migration pattern and to study the impact of farmers’ migration on farm productivity.

Rural Urban Migration in Telangana: A Study on Socio-Economic Impact on the Families of Migration Farmers (ICSSR)

The aim of the project is to find out the reasons for temporary migration to urban area, to know about the living conditions of migrants. Besides that to know about the health of old parents and education level of children at migrants native village so that further policy suggestions could be made on sustainable livelihood in rural areas for better living conditions.

Relationship between S&T inputs and GDDP in select Indian states – Andhra Pradesh (2013: DST – TIFAC)

The project was commissioned in IPE to study the impact of S&T input on Gross District Domestic Products (GDDP). The districts of Adilabad, Visakapatnam, Srikakulam, Guntur and East Godavari has been investigated. The study entails development of S&T index for agriculture, industrial & services sector and time series analysis from 2000-01 to 2012-13.



Release of souvenir at the Conclave of Vigilance Officers



DOCTORAL PROGRAM

Doctorates Awarded in 2014-15

- Srinivasa Reddy for the thesis titled 'Impact assessment of Mahatma Gandhi National Rural Employment Guarantee Scheme on Agriculture in Andhra Pradesh
- Jayashree Patil Dake for the thesis titled 'Performance Evaluation of Indian FDI and Non-FDI Banks: A Comparative Analysis'
- Kirtti Ranjan Paltasingh – thesis titled 'Technology Adoption and Climatic Risks in Agriculture – A study of Odisha'.

The Ph.D. admissions for the year 2014-15 took place on 19 March, 2015 and 10 fellowships of the ICSSR have been granted to 10 scholars (8 ordinary fellowships and 2 under the pay protection category).

Research Interactions Organized

Ph.D. scholars were exposed to the following research interactions were organized for the scholars:

- Prof Frank Scrimgeour
- Dr KN Jehangir – October 18, 2014
- Prof PK Chaubey – February 12, 2015

Starting with the End in Mind Key To Research Publications – Prof. Frank Scrimgeour

In an exclusive interaction session for Ph.D. research scholars at IPE on Saturday, 20th September, 2014, Prof. Frank Scrimgeour, Professor of Economics at the Waikato Management School, University of Waikato, spoke on 'Building Capabilities in Research and Scholarship: Publishing'.



Prof Scrimgeour, addressing the scholars at Waikato Management School, University of Waikato

Bringing out quality research publication during the course of a Ph.D. journey remains a challenge to scholars. Starting with the end in mind is an effective strategy to publish research papers, which tip Prof Scrimgeour shared. According to him, three contributions matter in a publication: Contribution to theory, to methodology and to policies.

Apart from highlighting helpful practices in research networking and memberships in research communities such as research gate, discussions on adopting mixed methods in research and initiating as well as sustaining collaborations in research also figured prominently in the interaction.

The World of Statistics

Prof PK Chaubey, Professor of Economics, Indian Institute of Public Administration, interacted with research scholars on February, 12, 2015 on the themes 'The World of Statistics' and 'The World is Statistical'. The role of probability in research, decision making and in day to day occurrences of events were discussed highlighting the predominant role of statistics in making inferences and conclusions.

Interdisciplinarity in Research

Dr KN Jehangir interacted with research scholars in discussions on conducting interdisciplinary research and the increasing role of mixed methods being adopted by social scientists.

International Conference and Doctoral Colloquium for Scholars pursuing Ph.D. Program

As part of the 2nd International conference on 'Transformative Social Science Research: Disciplines, Collaborations and Think Tanks' held during 3-4 March, 2015, a doctoral colloquium was organized for research scholars pursuing Ph.D. program. Represented by universities and research institutes across the nation including IITs, IIMs, TISS, ISB, there were also papers from the University of Maastricht, International Center for Promotion of Enterprises (ICPE), Slovenia and the London School of Hygiene and Tropical medicine. This served as a platform for learning research trends in social sciences across disciplines and nations.

Dr AK Rath, Chairman and Professor, Center for Corporate Governance and Social Responsibility at the International Management Institute, delivered a special address on 'Research for Social Action'. A lecture on 'Using Research Methods effectively' was delivered by Prof Masood Ahmed Khan, Vice Chancellor, Khwaja Moinuddin Chishti Urdu, Arabic and Farsi University.



RESEARCH CENTERS AND THEIR ACTIVITIES



Activities of the Center for Corporate Governance

6th International Conference on Corporate Governance Corporate Corruption and Business Sustainability

Dr Shital Jhunjhunwala and Ms Kiranmai on behalf of the Centre for Corporate Governance, Institute of Public Enterprise organized the 6th International Conference on Corporate Governance: Corporate Corruption and Business Sustainability on 20-21 November 2014 at its sprawling new campus at Shamirpet, Hyderabad in collaboration with Accounting Research Institute (ARI), University Teknologi Mara, Malaysia. ICSSR sponsored the event. The conference was inaugurated by Dr Normah Omar, Director, ARI. She released the book titled 'Governance and Integrity' jointly published by IPE and ARI.

50 participants from different parts of the world and across the country deliberated and discussed various issues on corporate governance such as gender diversity on board, ownership structure and dividend policy, predicting business failures, corporate funding to political parties, CG in MSME, Governance of Stock Exchanges, CSR and Sustainability Reporting.

Professor JP Sharma, Head Department of Commerce, Delhi School of Economics, an expert in Corporate Law and Corporate Governance delivered a special lecture on 'Corporate Scams and Policy Actions'.

Dr Rath, Former Secretary, Department of Public Enterprise, Government of India,

delivered the Valedictory address on 'Corporate Governance and Risk Management'. ICSSR sponsored the conference.

Two-Day Workshop for ONGC Executives Corporate Governance in Upstream Oil Industry

Under the auspices of the ONGC Subir Raha Chair, Institute of Public Enterprise – Centre for Corporate Governance had conducted a two day Workshop titled 'Corporate Governance (CG) in Upstream Oil Industry' for ONGC Executives on 23-24, February 2015. The program was inaugurated by Shri Alok Mishra, ED, Chief CSR, ONGC.

The welcome address was delivered by Prof RK Mishra, Chair Professor and Director, IPE. Prof JP Sharma addressed the participants on the corporate frauds and business ethics. Prof Mishra highlighted the issues of governance under the Companies Act 2013. An overview of Corporate Governance was dealt by Dr Shital Jhunjhunwala. The new provisions pertaining to the Companies Act, 2013 and Corporate Social Responsibility (CSR) was discussed by CS T Anil Kumar. Ms J Kiranmai addressed the participants on CG and CSR in Oil sector. During the last session, as a group activity, participants made presentations on proposed CSR proposals for ONGC. The sessions were highly interactive with participants sharing their views and raising queries which were duly addressed by the speakers. The program was well received by 17 senior executives of ONGC that participated in the workshop.

Activities of the Centre for Corporate Social Responsibility

Training Programs, MDPs conducted by the Center

- Awareness Program on CSR, 24 January 2015 for General Manager.
- Awareness Program on CSR, 23 January 2015 for Chief Manager.

- Two day open program in CSR, 4-5 August, 2014.
- Two, One day In-house training program on CSR and Sustainable Development at MECON, Ranchi on 7-8 February, 2014.
- Two Day Global Congress on CSR 5-6 December, 2014

The Centre for Corporate Social Responsibility at Institute of Public Enterprise, Hyderabad under the NLC Chair on Corporate Social Responsibility organized a two day Global congress on Corporate Social Responsibility on 5-6 December, 2014. The lead sponsor of the event was Hindustan Copper Ltd. and the Co Sponsors for the event were NMDC and State Bank of Hyderabad. The congress was organized with the objective to deliberate upon the existing practices and future prospects of CSR in the backdrop of Section 135 of the Companies Act, 2013. To highlight the 'Best Practices in CSR' in the context of business sustainability, to discuss the implementation models and structures that can be used in all sectors of industry and to create awareness of the latest thinking on CSR and governance issues as a driver of change, innovation and sustainable profit. Prof RK Mishra, Chair Professor, NLC Chair on CSR was the Congress Chair and the Congress conveners were Dr Shulagna Sarkar and Ms Punam Singh.

The Guests for the inaugural function included Shri SK Acharya, Director – HR Neyvelli Lignite Corporation, Neyvelli, Ms Veena Swarup, Director (HR), EIL and Prof AK Rath, (IAS), Chairman and Prof, Center for CG and SR at IMI, Delhi and Shri S Jakanwal (Retd IAS), Task force member, Gol. The Chief Guest and the Guest of Honour emphasized on the need for linking CSR with organization's long term growth plan. Emphasis has made on sustainable CSR initiatives. The Guests also deliberated on the implications of mandating CSR.

Ms Veena Swarup, Director (HR), EIL released an edited book titled 'Revolutionizing CSR: towards Sustainable Tomorrow', as

part of the congress. The other Dignitaries present at the Congress included Shri SK Acharya (Director – HR Neyvelli Lignite Corporation, Neyvelli), Prof AK Rath, IAS (Chairman and Professor, Center for CG and SR at IMI, Delhi) and Shri S Jakanwal, IAS (Retd), (Task force member, Gol).

Activities of Centre for Sustainable Development 2014-2015

Participation in COP 12 Conferences in Pyeongchang, Republic of South Korea during 11-17 October, 2014

AP State Biodiversity Board identified IPE as one of the partners in organizing the COP-12 Meeting at South Korea. Consequently, AP State Biodiversity Board invited Prof RK Mishra (Director - IPE), Dr PS Janaki Krishna and Dr Ch Lakshmi Kumari for attending an International Conference on 'The twelfth meeting of the Conference of the Parties on Biological Diversity (COP 12) and the first meeting of the conference of the parties to the Nagoya Protocol on Access and Benefit-sharing (NP-MOP 1)' which are being hosted by the Government of the Republic of Korea at the Alpensia Convention Center in Pyeongchang, Republic of South Korea during 11-17 October, 2014. Being Partners for the Conference AP State Biodiversity Board has waived of the Registration Fee for the Members and Dr PS Janaki Krishna and Dr Ch Lakshmi Kumari attended the



Conference and assisted AP Biodiversity Board in organizing the state event and also contributed to Gangwon / Pyeonchang Resolution on 'Cities and Subnational Governments for Biodiversity'.

Project on Peoples Biodiversity Registers

Andhra Pradesh State Biodiversity Board (APSBDB) as part of the project sponsored by UNEP-GEF-MOEF on preparation of biodiversity registers, allotted two Peoples Biodiversity Registers (PBRs) in Hamsaladeevi and Venkatayyapalem villages in Krishna district to Institute of Public Enterprise as a pilot study with a budget of Rs 2,00,000/- for a period of six months. As per the Agreement entered with APSBDB on 29 November 2014, the team - Dr P S Janaki Krishna and Dr Ch Lakshmi Kumari along with the Technical support groups (TSGs) visited Hamsaladeevi and Venkatayyapalem villages and conducted PRA, collected the data on bioresources and interim report preparation is in progress.

Project on Impact of Agri-crisis on Migration of Farmers / farm labour

Indian Council of Social Sciences Research (ICSSR) awarded a project on 'Impact of Agri-crisis on Migration of Farmers/farm labour' with a budget of Rs 10.00 lakhs for a period two years. The main objectives of the project are:

- To review on the returns to cultivation, farm animals and non-farm business for farmer households in Andhra Pradesh.
- To study the socio-economic status of farm labour.
- To study the migration patterns of farm labour.
- To study the impact of farmers' migration on farm productivity.

Study area includes three districts viz; Mahaboobnagar, Adialabad and Srikakulam districts. In this regard review of literature was carried out and questionnaires were prepared and pilot tested in Mahaboobnagar district. Work is in progress with regard to data district in three districts.

Award of Obama Singh Grant

IPE has been awarded with a Fellowship under the Obama-Singh Grant administered by the Indian Institute of Management Bangalore, jointly with the University of North Carolina, Chapel Hill. As part of the Advancing Sustainability Research and Education in India, only few and proposals have been selected out of many proposals sent from different organizations institutions from India and Abroad by the Obama-Singh 21st Century Knowledge Initiative. Under this a case study on 'A study on sustainability Reporting Practices: A case study of Electronics Corporation of India Limited, Hyderabad' was prepared and presented at Indian Institute of Management, Bengaluru during a three day symposium conducted in collaboration with the Kenan Flagler Business School, University of North Carolina during 5-8 January 2015. This case study was awarded \$1000 by the committee members at IIMB, WIPRO and UNC(Chapel Hills). As an outcome of this study, Hidetoshi Nishimura (Executive Director, Economic Research Institute for ASEAN and EAST ASIA (ERIA)) invited Institute of Public Enterprise to submit a Letter of Consent for partnering in the studies taken up by ERIA.

International Workshop on 'Urban Green Space Management: Areas for Global Policy and Research (A Research Scoping Workshop – Livable Cities)

A one day International Workshop on 'Urban Green Space Management: Areas for Global Policy and Research (A Research Scoping Workshop – Livable Cities)' was organized by Centre for Sustainable Development, Institute of Public Enterprise at Osmania University Campus in collaboration with Australia-India Council, College of Technology OU and IPSA, AISP on 27 February 2015. Prof Vajpayee (IPSA), Dr G Chandrashekar Reddy (IFS, CCF and Member Environment HMDA), Dr Ch Sailu (Principal, TEQIP University College of Technology OU), N. Chandra Mohan Reddy (Member Secretary, AP Biodiversity and MD of AP of Urban Greening Beautification Corporation), Dr Gaythri Mekela, Alex English, Nigel Corby, Darla Hatton and Bigju George from Australian India and Dr PS Janaki Krishna, IPE gave their presentations. Dr Ch Lakshmi Kumari and Anupama Dubey Mohanty shared their experiences on Urban Green Space Management. During the session the participants identified the following;

- Research gaps in Green Infrastructure
- Areas of research that partners want to focus or work on
- Areas where there is a scope for adoption of best practices from Australia and vice
- Next steps

The workshop was sponsored by Australia India Council and TEQIP, College of Technology, Osmania University.

Publications

- Published a Book on 'Climate Change Mitigation and Adaptation' by Elsevier.
- Another book on 'Sustainable Development: Global Perspectives' is in Press. (Academic Foundation)

Activities Planned for 2015-2016

- Mega Projects to be submitted to
 - MoEF, Govt of India
 - Australia India Council
 - AP Biodiversity Board
 - In response to call for proposals to various agencies
- International Conference on 'Urban Green Space Management' in collaboration with Victoria University, Australia. Tentatively planned in the month of January 2016. Exact dates will be finalized in consultation with Victoria University.
- Publications: Book chapter on sustainability reporting – to be submitted to North Carolina state University, USA.

Wage and Salary Studies Cell

National Convention on Executive Compensation in CPSEs Held on 29 January 2015 at IPE Auditorium

IPE in association with National Confederation of Officers Association (NCOA) organized a National Convention on Executive Compensation in CPSEs on 29 January 2015 at IPE Auditorium.

The presidents and other office bearers of around 30 major CPSEs numbering around 95 participated in this convention.

Mr M Narayana Rao (CMD - MIDHANI) was the Chief Guest. The other guests in the inaugural session were: Mr K Ashok Rao (Chief Patron - NCOA), Mr VK Thomar (President - NCOA), Mr Mukul Kumar (President - COMCO, Mr Baby Thomas (Secretary General - NCOA) and Mr KRS Sastry (Convention Convener).



National Convention on 'Executive Compensation in CPSEs' on 29 January, 2015 at IPE Auditorium, Osmania University Campus, Hyderabad

A commemorative souvenir was released on this occasion. Messages received from Mr Ananth Kumar (Hon'ble Minister for Chemicals & Fertilizers), Mr Radha Mohan Singh (Hon'ble Minister of Agriculture), Mr PK Purwar (C&MD - MTNL) were included in the souvenir. Indian Oil Corporation and ONGC sponsored this souvenir

There were four technical sessions on (a) Issues relating to PRP (b) Next Pay revision proposals (c) Sharing of Experiences relating to Superannuation benefits (d) Pay related issues in Sick CPSEs. Presentations were made both by NCOA and COMCO representatives which were followed by deliberations by the participants. Dr Sridhar Raj, Ms Punam Singh, Smt Kiranmai from IPE participated this convention.

'Conclave of Vigilance Officers' held on 12-13 March 2015

The Conclave of Vigilance Officers was organized with the presence of a host of dignitaries and over 100 participants. Mr P Madhusudan (CMD - Vizag Steel Plant), Mr RC Rajan (CMD - RCF), Smt Usha Chandrasekhar (CVO - NMDC & President of Vigilance Study Circle) were the Guests at the inaugural session Smt Surekha Marende (CVO - Reserve Bank of India) was the Chief Guest of the Valedictory session. Around 20 CVOs (All India Service personnel) from Mining, Manufacturing and Banking sectors made their presentations in the 3 technical session on day one. Presentation of IPE's Vigilance Excellence Awards took place and in the corporate category 8 most renowned CPSEs and 3 Banks received the awards.



PUBLICATIONS BY FACULTY DURING 2014-15

- Shital Jhunjhunwala, Article titled 'Intertwining CSR with Strategy – the Way Ahead' article was published in Emerald Journal – Corporate Governance Vol 14, Issue 2, 2014.
- Shital Jhunjhunwala, Presented a paper titled 'Does Gender Diversity on the Board Matter' at World Finance Conference held at Venice from 2-4 July, 2014.
- Mishra, Singh, Sarkar (2014), 'Towards Addressing Social Sector Issues in India: A Corporate Social Responsibility Approach', in The Indian Social Sector: Trends and Issues (ed.) by Mishra and Akundy, Academic Foundation.
- Mishra, Sarkar, Singh (2014) 'Revolutionizing Corporate Social Responsibility', Academic Foundation, New Delhi.
- Mishra, Singh, Sarkar, (2014) Rethinking CSR - Case of oil and Gas sector in India, Corporations and Sustainability: The South Asian Perspective, Greenleaf Publishing Ltd., Sheffield, UK (In Press)
- RK Mishra, Jayasree Raveendran and KN Jehangir, 'Social Science Research in India and the World', Routledge, 2015, Published in New Delhi (India), Abingdon (U.K.) and New York (U.S.A.)
- RK Mishra and Jayasree Raveendran 'Indian and International Social Science Research: Initiatives in performance orientation', in ed. RK Mishra, Jayasree Raveendran and KN Jehangir, 'Social Science Research in India and the World', Routledge, 2015, Published in New Delhi (India), Abingdon (U.K.) and New York (U.S.A.)
- Jayasree Raveendran (with Swati Alok), Process Conflict Management among Indian Software Employees: Prediction of Conflict handling intention in fast changing Global IT market using the Theory of Planned Behavior, Indian Journal of Business Research, Emerald publishers, (Accepted)
- Shaheen, Millennium Development Goals and Muslim Minorities in India - A Status Report, The Indian Social Sector: Trends and Issues, pg. 253-299, Academic Foundation, New Delhi
- Sarkar, and Kiranmai (2015) Green HRM - An innovative step towards Business Excellence, **Business Excellence and Leadership Transforming HR for enhanced Organizational Capability**. Muncherji, Sinha, Shah (Ed.) Excel India Publishers, New Delhi
- Anupama Dubey, (2015) **A comparative study of indigenous techniques of water conservation in alluvial Ganga plains and Vindhyan plateau regions of rural** Mirzapur district, UP, India, South Asian journal of multidisciplinary studies, vol 2 iss 2,1-13

Books Published By IPE Faculty During 2014-15

- Proceedings of Global Roundtable on 'Government Performance Management', UNDP
- RK Mishra, PS Janaki Krishna and Ch Lakshmi Kumari 'Climate Change: Mitigation and Adaptation', Elsevier
- Jamaliah Said, Normah Omar and RK Mishra 'Governance and Integrity', Bloomsbury India
- RK Mishra, KD Gaur and Hitender Bargal 'Micro finance – Issues and Challenges', Sunrise Publications
- RK Mishra and SS Subrahmanyam, 'Performance Evaluation of SLPEs in Karnataka' Academic Foundation
- RK Mishra, Ch Lakshmi Kumari and K Srinivas, 'State Level Public Enterprises in India – Problems and Prospects', Academic Foundation
- RK Mishra, Jayasree Raveendran and KN Jehangir, 'Social Science Research in India and the World', Routledge, Taylor & Francis group
- Geeta Rani Duppati, RK Mishra and Stuart Locke 'Corporate Governance, Corporate Social Responsibility and Sustainability Practices in Oil companies – Evidence from emerging nations', Academic Foundation

Publications

- Mishra, Sarkar, Singh (2014) Decoding CSR: The Global Perspective, **Revolutionizing CSR** Academic Foundation, New Delhi
- (Rajesh and Prof Mishra) published in the Journal of Infrastructure Development
- Sarkar, S. (2015) Way to Organizational Development' – Interpreting the Role of Spirituality Using System Dynamics, **IIM Shillong Journal of Management Science** Vol. 6, No. 1

Accolades and Certification

- Ms Punam Singh and Dr Shulgna Sarkar have been recognized as a **Level I Trainer in CSR by IICA (Indian Institute of Corporate Affairs), on 9 September, 2014, MoHRD, GoI**
- Dr Shulgna Sarkar won the **Best Paper Award at 18th NIRMA International Conference (NICOM)**, 8-10 January, 2015, NIRMA University, Ahmedabad Paper titled: Green HRM in Indian Public Enterprises for Business Excellence.

Articles in Newspapers / Magazines

- Dr A Jagan Mohan Reddy, 'Mentoring', AJPE&M, Oct-Dec issue 2014.
- Dr A Jagan Mohan Reddy, 'Standing out in a Crowd' Metro India, 13 June, 2014.
- Dr A Jagan Mohan Reddy, 'Motivation Central to Employee Engagement', Metro India, 3 July, 2014.
- Dr A Jagan Mohan Reddy, 'Being Proactive Helps You to Scale Heights', Metro India, 1 August, 2014.
- Dr A Jagan Mohan Reddy, 'The Choice is Your's, Business Manager', August, 2014.
- Dr A Jagan Mohan Reddy, 'Hedgehog Concept of Business, It's Relevance', Metro India, 9 September, 2014.
- Dr A Jagan Mohan Reddy, 'HR Holds the Key-Reflections', Metro India, 26 September, 2014.
- Dr A Jagan Mohan Reddy, 'Servant Leadership: Need of the Hour' Business Manager, October, 2014.
- Dr A Jagan Mohan Reddy, 'Reaping the Benefits of Demographic Dividend', Metro India, 12 November, 2014.
- Dr A Jagan Mohan Reddy, 'Lessons from Finland in Education', Metro India, 28 November, 2014.
- Dr A Jagan Mohan Reddy, 'Give without Expecting Anything in Return', Metro India, 8 December, 2014.
- Dr A Jagan Mohan Reddy, 'Fair Capitalism is Need of the Hour', Metro India, 17 December, 2014.
- Dr A Jagan Mohan Reddy, 'Create Conducive Atmosphere for Women', Metro India, 24 December, 2014.
- Dr A Jagan Mohan Reddy, 'Pk: Right Message in a Wrong Way', Metro India, 14 January, 2015.
- Dr A Jagan Mohan Reddy, 'Leadership and Capacity Building', Metro India, 23 January, 2015.



Release of the book 'Social Science Research in India & the World' Published by Routledge



NATIONAL AND INTERNATIONAL CONFERENCES DURING 2014-15

Seminar on Training Need Assessment Held on 22-23 May 2014

A two-day Seminar on 'Training Need Assessment and Evaluation of its Effectiveness' was conducted by Mr KRS Sastry program Director in association with Dr Narendranath Menon and Dr Vidyanath Sr Faculty members. 35 participants from both central as well as state public enterprises attended this event.

The seminar was inaugurated by the chief guest Mr Vijay Kumar IAS Director (HR) Singareni Collieries company Ltd Prof RK Mishra (Director - IPE) chaired the inaugural session.

This program was sponsored by M/s Vizag Steel Plant, AP mineral Development Corporation, NMDC Ltd, South Eastern Coalfields Ltd. A souvenir was brought out on this occasion. Messages from the then Prime Minister Designate Mr Narendra Modi, Governor of West Bengal, CMDs of Neyveli Lignite Corporation, NMDC Ltd, Eastern Coalfields Ltd Western Coalfields Ltd, Electronics Corporation Ltd, Indian Telephone Industries Ltd, HSCC Ltd, and Kudhremuksh Iron Ore Ltd, were received.

Presentations were made by Visakhapatnam Steel Plant, NTPC, RCF, ECIL Neyveli Lignite Corporation in regard to the best practices that are being followed by them in assessing the Training Needs and Training Evaluation. This was followed by lectures by Mr KRS Sastry Program Director, Dr Jagan Mohan Reddy Associate Professor, Ms Punam Singh Asst Prof and Dr Shulagna Sarkar Asst Prof from IPE.

National Conference for Women Executives'

Around 100 women executives from various public enterprises, and banks had, attended the National Conference on 'Diversity of Management and Development of Women Executives' held on 30th & 31st Oct. 2014 at Hotel Marigold. ONGC Ltd is the main sponsor of this conference. The list of co-sponsors of this conference include: Oil India Ltd, Engineers India Ltd, AP Industrial Infrastructure Corporation, Telangana Industrial Infrastructure Corporation, SAIL, AP Warehousing, SBI,

MIDHANI, SCCL, ECIL, BDL, Petronet LNG, Neyveli Lignite corporation Ltd, Hutti Gold Mines Company Ltd.

Padmashree Prof Santha Sinha (Chairperson - National Commission for Protection of Child Rights) was the chief guest. The other guests of honour were Smt Uma Gurka (CEO - M/s Thermo Pad (Pvt) Ltd), Smt. Bharati Hollikeri, IAS (Executive Director - AP Housing Corporation), Smt S Jayashree (CEO - International Paper India Ltd) and Dr KS Ratnakar (Chairman - Global Medical Education & Research Foundation). Mr ML Sai Kumar (Dean - IPE) welcomed the gathering. Mr KRS Sastry, Conference Convener proposed vote of thanks. There was good press coverage for this event.

The commemorative souvenir was released by Smt Bharati Hollikeri, IAS (Executive Director - AP Housing Corporation). This contained messages received from Mr Ananth Kumar (Hon'ble Union Minister for Chemicals & Fertilizers), and CMDs of ONGC, Neyveli Lignite Corporation, HAL, MIDHANI, Eastern Coalfields and Director (HR) EIL. Twelve selected articles which include articles of CMD (SBI) & CMD (HPCL) and Director (HR) EIL, were published in this souvenir.

There were nine lectures by eminent speakers in this conference. All the lectures were well received and appreciated by the participants, which is reflected in the form of a unique feedback rating of 95% in a gathering of around 100 women executives.

Prof RK Mishra (Director - IPE) chaired the valedictory session of this conference.



Participants of the National Conference for Women Executives

Dr. Vidyanath, Sr. Faculty member coordinated the second day program. Around 20 participants came forward to speak in the interactive session. All of them unilaterally complimented IPE, the program Director, Mr KRS Sastry, Faculty and the other organising members for this well structured and rewarding program. Many organizations like BDL, ONGC, APWHC, SBI, SCCL etc. desired us to conduct similar programs at their places, and promised that they would take the initiative of convincing their management in this regard.



Padmashree Prof. Santha Sinha Chairperson National Commission for Protection of Child Rights inaugurating the conference.

Global Business Environment – Strengthening Marketing Strategies in Emerging Markets

The International Conference was conducted at IPE's Shamirpet campus on 11-12 December. The co-chairs of this conference, conducted by IPE in collaboration with EGADE Business School, Mexico, had twenty five paper presentations. The Co-Chairs for the conference were:

- Dr SK Mathur (IPE) and
- Dr Rajagopal (EGADE Business School, Mexico)

The Guests of Honour for the inaugural function were Air Cmde (Retd) Ananda Rao (Director General, Badruka Educational Society, Hyderabad) and Prof Vidyadhar Reddy (Former Dean, Dept. of Management, Osmania University). In his welcome address, Prof RK Mishra (Director - IPE), dwelt upon the efforts

of IPE to build up significant international collaborations and pass on value added benefits to not only students through conduct of special Certificate Courses conducted by international B-School faculty, but also to participants of international conferences such as this conference. Prof Vidyadhar Reddy spoke of the need for Indian business houses to escalate the brand quality and brand image of their products to transform them into international brands. Air Cmde (Retd) Ananda Rao landed IPE in putting up an imposing campus with all requisite state-of-the art facilities and multi storied hostel buildings. For the participants of the conference, and especially for the students, he advised them to undertake their pursuits with passion, as it is passion which can deliver quality and excellence.

Dr Rajagopal, Co-Chair, spoke about the theme of this conference, the fourth in the series of the international conferences on the theme of 'Global Business Environment' being conducted jointly by IPE and EGADE Business School (MEXICO).

Dr SK Mathur spoke of the need for companies to re-orient their strategies to ensure that they gain an early and significant market share in the Emerging Markets which score fairly high on the 'Market Potential Index' and which offer them a prop in times of recession, as was seen in the recent 'Great Recession' which took a toll of many a global business enterprise.

The chief guest for the valedictory function on the concluding day of the conference, 12 December, 2014 was Mr Kishan Prasad



Prof Sivaprasad (Department of Anthropology), Prof AV Raja (School of Economics), Dr BV Sharma (Department of Anthropology), Dr Satyapriya Rout (Department of Sociology), Dr S Arvind (Centre for Regional Studies) and Dr Alok Pandey (Department of Anthropology) and all senior faculty of University of Hyderabad, did a panel on 'Development Discourse – A Forum', on 28th, as part of the seminar.

(General Manager, Andhra Bank). He mainly dwelt upon the way technology has transformed the businesses and eased the conduct of transactions Which could be performed in seconds from anywhere in the world, thanks to the emergence and consolidation of e-Commerce, m-Commerce facilitated by internet and mobile telephony. The conference was sponsored by Andhra Bank.

6th International Conference on Corporate Governance - Corporate Corruption and Business Sustainability

Dr Shital Jhunjhunwala and Ms Kiranmai on behalf of the Centre for Corporate Governance, Institute of Public Enterprise organized the 6th International Conference on 'Corporate Governance: Corporate Corruption and Business Sustainability' on 20-21 November 2014 at the Shamirpet campus of IPE in collaboration with Accounting Research Institute(ARI), University Teknologi Mara, Malaysia. ICSSR sponsored the event. The conference was inaugurated by Dr Normah Omar, Director, ARI. She released the book titled 'Governance and Integrity' jointly published by IPE and ARI.

50 participants from different parts of the world and across the country deliberated and discussed various issues on corporate governance such as gender diversity on board, ownership structure and dividend policy, predicting business failures, corporate funding to political parties, CG in MSME, Governance of Stock Exchanges, CSR and Sustainability Reporting.

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Two-Day Global Congress on CSR 5-6 December, 2014

The Centre for Corporate Social Responsibility at Institute of

Public Enterprise, Hyderabad under the NLC Chair on Corporate Social Responsibility organized a two-day Global congress on Corporate Social Responsibility on 5-6 December 2014. The lead sponsor of the event was Hindustan Copper Ltd. and the Co Sponsors for the event were NMDC and State Bank of Hyderabad. The congress was organized with the objective to deliberate upon the existing practices and future prospects of CSR in the backdrop of Section 135 of the Companies Act, 2013. To highlight the 'Best Practices in CSR' in the context of business sustainability, to discuss the implementation models and structures that can be used in all sectors of industry and to create awareness of the latest thinking on CSR and governance issues as a driver of change, innovation and sustainable profit.

Prof RK Mishra, Chair Professor, NLC Chair on CSR was the Congress Chair and the Congress conveners were Dr Shulagna Sarkar and Ms Punam Singh.

The Guests for the inaugural function included Shri SK Acharya, Director – HR Neyvelli Lignite Corporation, Neyvelli, Ms Veena Swarup, Director (HR), EIL and Prof AK Rath, (IAS), Chairman and Professor, Center for CG and SR at IMI, Delhi and Shri S Jakanwal (Retd. IAS), Task force member, GOI. The Chief Guest and the Guest of Honour emphasized on the need for linking CSR with organization's long term growth plan. Emphasis has made on sustainable CSR initiatives. The Guests also deliberated on the implications of mandating CSR.

Ms Veena Swarup, Director (HR), EIL released an edited book titled 'Revolutionizing CSR: towards Sustainable Tomorrow', as part of the





Delegates at the 2nd International Conferences on 'Transformative Social Science Research'

congress. The other Dignitaries present at the Congress included Shri SK Acharya, Director – HR Neyvelli Lignite Corporation, Neyvelli, Prof AK Rath, (IAS), Chairman and Professor, Center for CG and SR at IMI, Delhi and Shri S Jakanwal (Retd IAS), Task force member, GOI.

International Seminar on Social Sector Development - Issues, Challenges and Policy (sponsored by ICSSR), 27-28 November, 2014.

The Institute of Public Enterprise (IPE), Hyderabad in collaboration with Indian Council of Social Science Research (ICSSR) has organized an International Seminar on Social Sector Development – Issues, Challenges and Policy on 27-28 November, 2014. Shri Surender Mohan (Chairman and Managing Director of Neyveli Lignite Corporation (NLC)) was the Chief Guest and Prof R Radhakrishna (Chairman, Centre for Economic and Social Studies (CESS)) delivered the inaugural address. Eminent scholars who gave special address are Prof Mahendra Dev, (Vice-Chancellor of Indira Gandhi Institute of Development Research (IGIDR)), Mumbai, Prof Bhanaji Rao (formerly Professor at the National University of Singapore), Padmasri Prof Suman Sahai of Gene Campaign (Borlaug award winner), Ms Soma De Silva (former Regional Adviser of UNICEF – South Asia) and Shri Ram Kaundinya (former CEO of Advanta and currently on board of Axis Bank and Advanta). Delegates from NIRD, CESS, Giri Institute, Govind Vallabh Pant Institute, IITH, ISEC, UoH, MIDS, Allahabad University, JNU, South Asian University and Osmania University attended; social sector specialists from Sri Lanka and Bangladesh also

participated in this seminar; a seminar Souvenir was released.

The Seminar sought to eventually come up with conceptualizations and frameworks that will help ensure development results in different social sectors. About forty five papers were presented in different technical sessions that addressed various themes like Agriculture and Rural Development, Women and Child Development, Poverty and Inclusive Growth, Health and Nutrition, Education, Microfinance and SHGs, Sustainable Livelihoods and Skill Development, Tribal Development, CSR, with focus on sector challenges, program implementation and policy with a view to disseminate these challenges among the policy makers and other stakeholders including the academia and the multilateral agencies.

2nd International Conference and Doctoral Colloquium on 'Transformative Social Science Research: Disciplines, Collaborations and Think Tanks' During 3-4 March, 2015

The 2nd International conference and Doctoral Colloquium on the theme 'Transformative Social Science Research: Disciplines, Collaborations and Think tanks' was organized by the Institute of Public Enterprise in collaboration with the Association of Indian Universities (Knowledge partner), University Grants Commission (UGC) and the Indian Institute of Public Administration (IIPA) on 3-4 March, 2015. The conference was inaugurated in the OU campus by Shri RP Agarwal (Former Secretary, Higher Education, Govt of India), joined by Prof SR Hashim (Chairman, Association of Social Science institutions in India and Former chairman, UPSC), Dr Reena Marwah (Sr Academic Consultant, ICSSR, MHRD, GoI) and Dr Dharendra Vajpayee, Professor, University of Northern Iowa, USA.

Prof RK Mishra delivered the welcome address and Shri RP Agarwal gave the inaugural address giving the scenario of higher education in India and the status, issues and challenges of Social Science Research. Prof SR Hashim delivered the key note address on 'Revisiting the Poverty Concepts and Proposing a New Methodology', where the methodology for computing poverty in the changing paradigms of the society was

elaborated. Dr Reena Marwah stressed on the need for carrying out research to make an impact and to increase the visibility of SSR. Dr Vajpayee presented the scenario of SSR at a global perspective and pointed to the need for more original research to happen rather than debating on issues on quantitative vs, qualitative studies.

The book 'Social Science Research in India and the World' published by Routledge of the Taylor and Francis group, was released by the dignitaries during the inaugural session on the 3 March, 2015. Prof NS Siddharthan (Madras School of Economics) and Prof AN Sharma (Director, IHD), delivered special lectures on Industry Academic Interface in promoting the growth of Social Science Research.

A panel discussion on the theme 'Social Science Research: Collaboration Prospects and Role of Think Tanks' was organized as a part of the conference and Dr AN Sharma (Director, IHD) chaired the session. The panelists were Prof JP Sharma (Professor & Head, Dept. of Commerce, University of Delhi), Dr Atul Sarma (Chairman – OKDISC), Mr Srinivas Patlola (Wipro Ltd), Ms Sara Arko (Project Manager, International Center for Promotion of Enterprises – ICPE, Slovenia), Dr Reena Marwah, ICSSR and Dr PK Chaubey, Professor of Economics, IIPA. Close to 50 papers were presented in the technical sessions and doctoral colloquium under the various disciplines of social sciences capturing research trends across disciplines.

Day 2 of the conference was organized in the IPE Shamirpet campus where Dr AK Rath (Former Secretary, Education and Former Secretary, DPE) and Prof Masood Ahmad Khan (Vice Chancellor), Khwaja Moinuddin Chishti Urdu, Arabi, Farsi University delivered special lectures to the participants on the role of research in connecting policies and the society.

The International Workshop on 'Performance Evaluation and Management of State Owned Enterprises' organized by the Department of Public Enterprises (DPE) and the Performance Management Division (PMD), Cabinet Secretariat, Govt of India, with the Institute of Public Enterprise (IPE) as the

Knowledge Partner was held during 14-15 January, 2015 in the India Habitat Centre, New Delhi.

The Secretary DPE Shri Kapil Dev Tripathi, Secretary PMD

Dr Satish Balram Agnihotri, Chief Economic Advisor to the Govt of India Dr Arvind Subramanian, Hon'ble Minister of State for Heavy Industries and Public Enterprises Shri GM Siddeswara, Hon'ble Minister for Heavy Industries and Public Enterprises Shri Anant Geete were present amongst delegates from over 15 countries, CMDs of Public Sector Enterprises, Academia and representatives from the press.

Shri KD Tripathi, in his welcome address highlighted the role of the Public Enterprises and of the DPE in the formulation of guidelines for the MoUs for the CPSEs. Empowerment of Boards, Corporate Governance, Corporate Social Responsibility, salary structure, revival of sick enterprises, accountability and autonomy of the PEs have been some of the areas of focus of the guidelines issued, which have been evolving from time to time. A host of presentations from various countries of the globe in terms of the SOE performance, performance measurement mechanisms, evaluation methodologies and related issues were discussed during the two days.

The workshop also had the presentations of CMDs comprising Mr BP Rao, (CMD, BHEL), Dr Arup Choudhary (NTPC), Ms Nishi Vasudeva, (CMD, HPCL), and RK Tyagi (CMD, HAL). The valedictory session was graced by the cabinet Secretary Shri Ajit Seth and Ms Deepti Mukherjee presented the workshop report.



Delegates at the International Workshop on 'Performance Evaluation and Management of State Owned Enterprises'



TRAINING PROGRAMS & SPECIAL LECTURES

Training Programs Conducted [2014-15]

S No	Title of the Program	Program Director	Program Dates
1	Seminar on "MoU : DPE Guidelines for 2014-15, Implementation and Performance Evaluation"	Prof RK Mishra	Apr 23, 2014
2	National Seminar for Exchange of Best Practices of "Training Need Assessment and Evaluation of Training Effectiveness"	Mr KRS Sastry & Dr G Vidyanath	May 22-23, 2014
3	Auto CAD for Civil/Mechanical/Electrical Engineering	Mr AS Kalyana Kumar	May 28-30, 2014
4	Network Design and Cyber Security Measures	Mr AS Kalyana Kumar	Jun 6-7, 2014
5	Sharing of Best Practices in Vigilance and Audit Proof System of Integrated e-Procurement and Cyber Security in Public Sector	Mr KRS Sastry	Jun 17-18, 2014
6	Information Intelligence and Cyber Security	Mr A Rakesh Phanindra	Jun 26-27, 2014
7	Applied General Management	Dr Swayam Prava Mishra, Dr Ch Lakshmi Kumari & Dr SS Subrahmanyam	Jun 26-28, 2014
8	Integrated Materials Management	Mr JB Venkataratnam	Jul 7-9, 2014
9	Executive Development Program [for the executives of NRSC]	Dr A Sridhar Raj	Jul 8-11, 2014
10	Project Management [for the executives of NMDC Ltd, NISP, Nagarnar]	Mr S Satish Kumar	Jul 8-12, 2014
11	Commercial Accounts and Financial Management [for the officers of KSAD]	Mr S Satish Kumar & Dr SS Murthy	Jul 14-26, 2014
12	Board Orientation Program: It's Her Time on the Board"	Dr Shital Jhunjhunwala & Ms J Kiranmai	Jul 18-19, 2014
13	Applied Financial Management	Mr KRS Sastry	Jul 22-25, 2014
14	Corporate Reforms and Changing Corporate Strategy	Dr K Trivikram & Dr Nandita Sethi	Jul 24-25, 2014
15	Project Management [for the executives of NMDC Ltd]	Mr S Satish Kumar	Jul 29-2 Aug, 2014
16	Corporate Social Responsibility	Ms Punam Singh & Dr Shulgana Sarkar	Aug 4-5, 2014
17	Board Level Orientation Program	Dr N Rukmini Rao	Aug 7-9, 2014
18	Leadership & Change Management	Mr V Anji Raju	Aug 8-9, 2014
19	Strategic Management of Tenders & Contracts	Mr KRS Sastry	Aug 20-22, 2014
20	Project Management [DPE, Govt. of Karnataka]	Dr SS Subrahmanyam	Sep 1-3, 2014
21	Pooling Resources for Optimum Results [DPE, Govt. of Karnataka]	Dr SS Subrahmanyam	Sep 8-12, 2014

S No	Title of the Program	Program Director	Program Dates
22	Board Development Program for Board & Senior Level Executives	Mr KRS Sastry	Sep 10-12, 2014
23	Board Development Program [Inhouse prog for The Shipping Corpn of India Ltd]	Mr KRS Sastry	Oct 8-10, 2014
24	Human Resources and Personnel Management in SLPEs / Best Practices for Resource Optimization [DPE, Govt of Karnataka]	Dr S S Subrahmanyam	Oct 13-17, 2014
25	Manufacturing Excellence [for the executives of BDL]	Mr J B Venkataratnam	Oct 27-28, 2014
26	Best Result Through Competitive Advantage Analysis [DPE, Govt of Karnataka]	Dr SS Subrahmanyam	Oct 27-31, 2014
27	National Conference for the Development of Women Executives	Mr KRS Sastry & Dr Narendranath K Menon	Oct 30-31, 2014
28	Information Intelligence and Cyber Security	Mr A Rakesh Phanindra	Oct 30-31, 2014
29	Board Dev Prog for Board & Sr Level Executives	Mr KRS Sastry	Nov 11-13, 2014
30	International Conference on Health System Strengthening : Country Experiences	Dr P Geeta	Nov 12-14, 2014
31	Rural Marketing [Sponsored by DPE, Govt. of Karnataka]	Dr SS Subrahmanyam	Nov 13-15, 2014
32	Advanced Leadership Program	Dr P Geeta & Dr R Jayasree	17 Nov - 14 Dec, 2014
33	Project Formulation, Project Evaluation & Project Management [for the executives of APIIC Ltd]	Mr KRS Sastry	Nov 17-22, 2014
34	International Conference on "Corporate Governance"	Dr Shital J & Ms J Kiranmai	Nov 20-21, 2014
35	Project Formulation, Project Evaluation & Project Management [for the executives of APIIC Ltd]	Mr KRS Sastry	Nov 24 & 26-29, 2014
36	International Seminar on "Social Sector Development : Issues, Challenges and Policy"	Dr A Anand & Dr Ch Lakshmi Kumari	Nov 27-28, 2014
37	Strategic Planning for Self-Sustainable Growth [sponsored by DPE, Govt of Karnataka, B'lore]	Dr SS Subrahmanyam	Dec 1-5, 2014
38	Global Congress on CSR	Dr Shulagna Sarkar & Ms Punam Singh	Dec 5-6, 2014
39	International Conference on "Global Business Environment : Strengthening Marketing Strategies in Emerging Markets"	Dr SK Mathur & Dr Prarthana	Dec 11-12, 2014
40	Commercial Accounts and Financial Management [Sponsored by KSAD, Bangalore]	Mr S Satish Kumar & Dr SS Murthy	Dec 15-27, 2014
41	International Conference on "Financial Inclusion : Issues, Opportunities and Challenges"	Dr SS Murthy	Dec 29-30, 2014

S No	Title of the Program	Program Director	Program Dates
42	Soft Skills [for the Branch Managers of LIC of India]	Mr KRS Sastry	Jan 5-7, 2015
43	Soft Skills [for the Branch Managers of LIC of India]	Mr KRS Sastry	Jan 8-10, 2015
44	Frontiers of Finance [for the executives of Indian Railway Finance Corporation Ltd]	Dr SS Murthy	Jan 7-8, 2015
45	Cyber Security [for the executives of Numaligarh Refinery Ltd]	Mr S Satish Kumar	Jan 20, 2015
46	Managerial Effectiveness [for the executives of State Training Corporation of India Ltd]	Mr S Satish Kumar & Dr A Sridhar Raj	Jan 20-22, 2015
47	Finance for Non-Finance Executives [NEEPCO, Shillong]	Dr G Vidyanath & Dr A Pawan Kumar	Jan 21-22, 2015
48	National Convention on "Executive Compensation in CPSEs"	Mr KRS Sastry	Jan 29, 2015
49	Soft Skills [for the Branch Managers / AAOs of LIC of India]	Mr KRS Sastry	Feb 5-7, 2015
50	Soft Skills [for the Branch Managers / AAOs of LIC of India]	Mr KRS Sastry	Feb 9-11, 2015
51	International Workshop On Urban Green Space Management : Areas for Global Policy and Research Intervention (Australia India Council Research Scoping Workshop : Liveable Cities)	Dr PS Janaki Krishna and Dr Ch Lakshmi Kumari	Feb 27, 2015
52	Building Excelling Organizations Through People [Jointly organized with National Institute of Personnel Management & NLC]	Dr Shulagna Sarkar	Feb 28 & 1 Mar, 2015
53	2 nd International Conference and Doctoral Colloquium on "Transformative Social Science Research : Disciplines, Collaborations and Think Tanks" [in collaboration with IIPA]	Dr R Jayasree	Mar 3-4, 2015
54	"Mining and Metals Forum for Public Sector Companies" [SAP in association with IPE]	Mr ANK Prasanna Anjaneyulu	Mar 10, 2015
55	Conclave of Vigilance Officers	Mr KRS Sastry	Mar 12-13, 2015



Release of Souvenir at the Seminar on Training Need Assessment

Board Development Programs

During the year 2014-15, a series of Board Development Programs were held, coordinated by Mr KRS Sastry, including the one exclusively conducted for women executives. Around 70 Sr Executives participated in these programs including CMDs / Full time Directors / Independent Directors / Senior Executives.

In the program held from 10th to 12th September, 2014, Mr JP Dange, IAS, former Chief Secretary Maharashtra and Mr MC Luther, IAS, Director Ministry of Commerce participated.

The Board development programmes for shipping corporation of India was conducted during 8-10 October, 2014. Program was held from 11th to 13th November, 2014.



At the inaugural session of Board Development program held in November, 2014

Management Development Programs

E-procurement & Cyber security:

The programme was held on 17th & 18th June 2014. There were 55 participants from different sectors

Ms Dimple Verma IAS, CVO NBCC was the chief guest. Mr Udaya Bhaskar the then Director (Production) and currently the CMD of Bharat Dynamics Ltd was the Guest of honour who delivered the key note address. The technical sessions relating to (a) CVC Guidelines on e-procurement, (b) Public Procurement Policy (c) General Financial Rules relating to procurement (d) SQAC Guidelines in respect of e-procurement etc were dealt by Mr KRS Sastry Program Director.

MDP on Applied Financial Management was held from 22nd to 25th July, 2014. Thirty (30) participants from MIDHANI, BDL, APGENCO, TGENCO, SINGARENI, Mazagon Docks, Power Grid, NTPC attended the above program. Mr Arvinda Das IA&AS Principal Director Commercial Audit & Member Audit Board inaugurated the program. Prof RK Mishra, Chaired the inaugural session. Mr KRS Sastry Program Director and Dr Narendranath Menon coordinated this program.

Strategic Management of Tenders and Contracts: Held from 20-22 August, 2014. Thirty Seven (37) Participants attended this program. The Singarene Collieries Company Ltd was the main sponsor. The technical sessions were lead by Mr KRS Sastry Program Director.

Project Formulation. & Evaluation An exclusive and customized program held for AP Industrial Infrastructure Corporation Ltd from 17th to 29th November, 2014 at MCR Human Resources Centre Hyderabad (Total 11 days). It is gratifying that excepting the VC&MD of APIIC, rest of all the executives of this corporation who are working in different parts of the state of AP attended this program. This program was lead by Mr KRS Sastry Program Director



Enhancing Behavioural Competencies through Soft Skills:

Four residential programs of three-day duration were held from 5th to 10th January, 2015 and from 5th to 11th February, 2015 were held exclusively for the Branch Managers, Administrative Officers and Asst. Administrative Officers of Life Insurance Corporation of India. The total number of participants in all the four batches was 130. Mr KRS Sastry program director lead the faculty consisting of Dr KS Ratnakar (MD, Chairman - Global Medical Education & Research Foundation), Dr Naredranath Menon, Dr Jagan Mohand Reddy, Dr Sridhar Raj, Dr Poonam Singh and Dr Sulagna Srakar, Dr Krishna Kumar. It is gratifying that in all the four batches the participants feedback rating was more than 90%.



Inaugural session of MDP on soft skills to officers of LIC

IPE-ICPE Advanced Leadership Program

The 4-week IPE-ICPE Advanced Leadership Program was inaugurated on 17 November, 2014 in the IPE, Shamirpet Campus. Designed as a 4-week program, 2 weeks in Hyderabad, India and the following 2 weeks in Europe, in collaboration with the International Center for Promotion of Enterprises (ICPE), Ljubjana, Slovenia, the program had participants from the National Mineral Development Corporation (NMDC) Ltd., Numaligarh Refineries Ltd, (NRL), North Eastern Electric Power Corporation (NEEPCO), the Secretariat of the Andhra Pradesh Government representing the Skill Development Division, and faculty representatives from IPE.

Week 1 of the program focused on strategic components of leadership such as Identifying the Self (session on administering the MBTI tool by Ms Geetika Agastya, certified MBTI professional) and introduced the components on macroeconomic environment handled by Dr K Trivikram Rao, and the International and Domestic Environment in which CPSEs operate by Dr Nandita Sethi, Prof RK Mishra (Director - IPE), delivered a session on 'Public Enterprises in India: Looking Back and Looking Forward', steering the discussions on the issues, challenges and the strategies to be developed by the



PEs for enhanced efficiency and sustainable development. The Strategic Management Process was discussed in a session handled by Prof H Hemnath Rao, Dean-MDPs, IPE and took the participants through the importance and ways of determining the 'Strategic Fit' of the organization as a player in the market. The sessions of Week 1 continued to discuss on the Strategic change management (Dr Narendranath Menon), Leadership concepts (Dr Sridhar Raj), Project management (Prof S Satish Kumar) and strategies for value creation in enterprises (Dr Hemnath Rao).

The special lecture by Mr Surender Mohan, (Chairman and Managing Director, Neyveli Lignite Corporation (NLC Ltd.) was organized, where he discussed the best practices in project management to bring down cost and time overruns during various stages of executing projects.

A visit to the ICICI Knowledge Park (IKP) was also organized and the participants of the program interacted with Ms Deepanwita Chattopadhyaya (CEO, IKP), who demonstrated the activities and the incubation centres that promote innovation at the IKP.

The various sessions of the second week comprised discussions on Financial Management (Prof Vidyanath and Mr M Chandrashekar), Marketing (Dr V Srikant), Human Resources (Dr Jagan Mohan Reddy), Emotional Intelligence (Dr Sridhar Raj), Balanced Scorecard (Dr Hemnath Rao), Strategic Cost Management (Dr Shital

Jhunjhunwala), Risk Management (Dr Hemnath Rao), Cyber Security (Mr Rakesh Phanindra), and Innovation Management (Dr SK Mathur) and Business Analytics (Dr Anant Kumar). A group discussion on MoUs in PEs was also organized during this week with Dr P Geeta and Ms J Kiranmai as lead discussants.

The Phase II of the Advanced Leadership Program started from 1 December 2014. The IPE team reached Austria on 30 November and was taken by road to ICPE Campus at Slovenia, Ljubljana.

The opening ceremony was held at ICPE campus on 1 December. H.E Sarvajit Chakravari, Ambassador of India to Slovenia was the guest of honour. The Acting DG of ICPE Dr Janez Podobnick welcomed the IPE team and shared the long association between IPE and ICPE. The Ambassador welcomed the Indian participants and wished them great learning for two weeks. He suggested that the ties between the two institutions must to be strengthened.

There were some interesting lectures sessions combined with field visits to firms. Prof Dr Ernest Petri (Judge, Constitutional Court of the Republic of Slovenia, Former Ambassador to India) who is an expert in the International Law and International Relations presented Slovenian challenges and practices in the past as well as in the EU and its challenges

marked by the economic crisis. There was another lecture by the Head, of IT and e-Services Directorate, Ministry of the Interior delivered a session on Management and co-ordination of e-government development strategy in public administration – Government, e-Governance initiatives, policies and practices in Slovenia.

Visits were planned to Regional Development Agency of the Ljubljana Urban Region, Computer Science Department, University of Slovenia, where the Dean and Student Coordinator met the team to understand the various activities. Another visit to Stefan Institute of Physics was made where the Director of the Institute met the team and explained their work. Another visit was made to Hidria which is a leading European and global provider of integral solutions for Climate technologies and automotive technologies. The team also visited to HSE group a largest Slovenian organization in the area of power generation and is the largest producer and trader with electricity on the wholesale market in Slovenia.

The Closing Ceremony was organized on 20th December 2014 at the ICPE, Slovenia.



CEO-speak at IPE on 15th October, 2014 at IPE, Shamirpet Campus

Mr Shyam Srinivasan, MD & CEO, Federal Bank interacted with the faculty and students of IPE on 15th Oct, 2014 at the



Shamirpet campus in the morning. An alumnus of IIM, Calcutta and REC, Trichy, Mr Srinivasan is well known for implementing

path breaking initiatives at the Federal Bank, including increasing the presence and visibility of the bank, incubating the human resource potential and initiating the TQM journey.

Prof RK Mishra, in his welcome address referred to the many innovative practices that the Federal Bank has initiated in leveraging technology use and enhancing customer relationship. Shri. Srinivasan threw light on managing the conflicting scenarios - both optimistic and challenging times for firms how it is important to find order in chaos. He observed that the mechanics of defining and managing conflicts held the key to a good strategy to leadership in the marketplace.

An important message of how an institution shall not yield to temptation in the light of many dynamics of the market and how it makes sense to stick to the core value system of the firm was conveyed. Choosing a playing field and the playing style in complete awareness of the ecosystem in which firms exist was highlighted. Mr Srinivasan also spoke on giving emphasis to process innovations in organizations that can lead to excellence in organizations and in turn, value addition to the end consumer.

Mr Srinivasan responded to the many queries of faculty and students in the topics of CSR investments, Basel III norms, Financial inclusion, investment in the MSME segment and retention of customer loyalty, among others.

SYMPOSIUM on 5th September, 2014



Institute of Public Enterprise, organized a Symposium on 5th September, 2014 to commensurate the contribution of Dr S

Radhakrishna, former President of India and also celebrate Teachers Day at its Shamirpet Campus, Hyderabad between 10.00 am and 1.00 pm. The Symposium speakers were Dr Vivek K Agnihotri (former Secretary General, Rajya Sabha, Gol); Shri RP Agrawal (former Secretary, Department of Higher Education, Gol); Shri S Bhalerao (Secretary General, The Federation of Andhra Pradesh Chambers of Commerce & Industry) and Dr. Murthy Halemane (Professor, Rotterdam University). The speakers covered themes such as Parliamentary Democracy, Higher Education in India, and Compare the Functioning of Parliament Then and Now.

Prof RK Mishra delivered the welcome address, Prof ML Sai Kumar (Dean - Academics) and Prof Hemnath Rao (Dean - Training), preceded over the symposium.

Dr. Jayashree (Research Coordinator), introduced the guests to the audience.

Dr. Agnihotri, briefed the students on the functioning of the Indian parliament. Dr Agnihotri, made that the democracy is the most costliest form of governance, but the beauty of Indian nation is its democratic system. The driving force of India according to him is also the democratic setup of India.

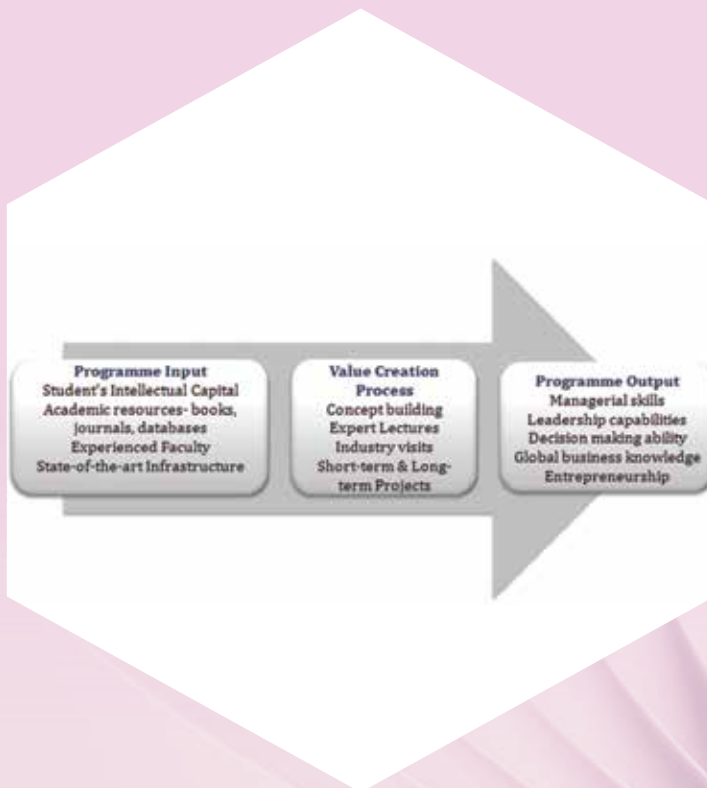
Mr Agarwal, made few observations on the poor share of GDP-education expenditure ratio of India. He expressed his concern on the poor awareness on the quality accreditation systems in higher education.

Mr Bhalerao, raised his concerns over the parliamentary discipline.

Dr Murthy Halemane critically examined the low productivity of Indian labour force and the much talked demographic dividend of India.

The symposium ended with a vote of thanks by Prof Sai Kumar.

Mr Khwaja, IAS (Retd) and Mr Padmanabhaiah, IAS (Retd) addressed the students on 17th October, 2014 on their experiences in various facets of management of men and matters. While Mr Padmanabhaiah shared his experiences as the former Secretary, Ministry of Home Affairs, Govt of India, Mr Khwajah spoke on turn around management with the SCCL as a case study where he served as the CMD then.



PROGRAMS IN MANAGEMENT EDUCATION

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 (MBAPE) 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), full-time Post Graduate Diploma in Management (PGDM) program to provide skilled human resources to meet the requirements of the industry. The program provides rigorous and stimulating case studies in Management with a blend of training and in-depth exposure to core and elective courses in Finance, Marketing, MIS, HR, 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

To cater to the need for trained professionals in Retail and Marketing, IPE launched a two-year, full-time (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, Spencer's, 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 Financial Services

With the objective of training professionals in the rapidly expanding Banking, Insurance and Financial Services sector, IPE commenced a two-year (four semesters), full-time, AICTE-approved Post Graduate Diploma in Management - Banking, Insurance and Financial Services (PGDMBIF) 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

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) full-time 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 is planned to include optional foreign study tours, subject to students opting for the study tour at additional cost, aimed at providing global exposure to the students. Also business newspaper browsing sessions / presentations are built into the academic schedule.

PG Diploma in Management – Human Resource Management

It is a two-year full time program comprising four semesters of study including projects. This program is envisaged as the highest quality program in the area of human resource management as it is pro-actively designed to provide eligible, suitable, and competent HR professionals with sufficient knowledge of business to all industrial sectors. The course introduces the function of HRM at length, thus,

enabling the candidates to seek a career in HR function. This program provides a platter of HR elective courses vis-à-vis other functional area core courses, thus allowing skill variety.

The major thrust areas are Human Resource Planning, Human Resource Information Systems, Selection, Performance Management, Training and Development, Compensation Administration and fostering harmonious employer - employee relationships in the framework of state regulations.

Executive PG Diploma in Management

In order to cater to the ever-increasing needs of practicing managers for professional qualification, a 15-month full-time 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.

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.

Towards All-Round Education

Industry Interface

Learning becomes fruitful when it is reinforced with practice and experience. IPE has a strong tradition of nurturing budding professionals who after the completion of the course will be ready to face the challenges of the corporate world. This is facilitated through the industry exposure gained by the students during their summer internship and long-term project. Apart from these, there is a constant flow of inputs from practicing

professionals who visit the Institute regularly to attend seminars and conferences, which adds considerable value to the students' all-round education.

Summer Internship

At the end of the second semester, the students undergo summer internship in their chosen functional area, which helps them relate theory to practice and also confidently apply their knowledge in future. This is done through interactive work in their summer internships, where they work in a specific department in the organization, such as Production, Marketing, Finance, Human Resources, Operations, Management Information Systems, Banking, Insurance, etc. At the end of the internship, their projects are evaluated by a panel of experts and a viva voce is held to examine the learning from the project.

Long-Term Project

This is of an interactive nature and is carried out for a period of four months starting from November in the third semester. Under this project, the students are required to demonstrate their knowledge and capacity for practical applications. They



Ethnic Day

are allowed to select a problem for in-depth analysis and make recommendations for managerial action. This also helps the organizations to secure objective suggestions and solutions from the students for evaluation.

Program Highlights

The Environment of the Institute is a catalyst for the self- development of the students in realms beyond academics. Persons of eminence are regularly invited to address the students to bridge the gap between classroom theory and shop floor / industry practices. The PGDM program provides a dual specialization, which in turn helps the students to understand symbiotic relationships of various organizations.

Learning of a Foreign Language (French & Spanish) enhances placement opportunities abroad. Apart from the regular lectures, the Institute also follows innovative methods like role plays, group discussions, open air classes, business quizzes, mock interviews and case studies, which help the students develop skills that the real world demands. Under the 'Samathi' program, day-long seminars on various functional areas are held for the benefit of the students. Special personality development sessions are also held to help them improve their skills in communication, negotiation and team-building skills. To enable them to acquire a well-rounded view of life, the students are encouraged to participate in social initiatives like blood donation camps, environment awareness drives, etc.

Student Activities for the year 2014-15



The tradition of Institute of Public Enterprise is that it encourages students to participate in intra and inter-college competitions and facilitate to expose to corporate environment.

Intra-college Competitions

- Debate competition was conducted for students of IPE on the theme 'Technology and Innovation in promoting Good Governance' on the Birthday of Shri Atal Bihari Vajpayee, former Prime Minister of India on 24 December, 2014. Prizes were distributed to winners and runners.



Participants in the Debate Competition

- **Samathi:** Samathi (seminar) are organized annually as a series of events in four functional areas namely HR, Marketing, Finance and Operations at IPE. Samathi is an intra-college fest which is conducted by students for students. Some of the events conducted are Paper and Case Study presentations, Business Quiz, Budding Manager etc. The captains of the corporate world are invited to speak on the contemporary topics in the selected functional areas on the final event.

HR Samathi was held on 30 December, 2014

The theme for HR Samathi was 'Redesigning Workplace for Gen-Next' and the guest were Shri Aniruddha S Dasu, Senior Vice President, Polaris and Shri Karthik Abhirama Krishna, Campus Recruitment Lead; TCS. Guests have shared their thoughts, knowledge and experience with students.



Prize Distribution at HR Samathi

Shri Aniruddha S Dasu shared his experiences and on the changing behaviors of youth. He emphasized on the importance of commitment and hard work for the success. Shri Karthik Abhirama Krishna, Campus Recruitment Lead; TCS, spoke on the expectations of the industry from budding managers. Guests have distributed prizes to successful students in the competitions.

Operations Samathi was held on 9 January, 2015

The theme of this year Operations Samathi was 'Competitive Edge Through Operational Excellence'.

Competitions were conducted on Operations quiz, pirates of IPE, shrewd pursuit, the technocrat. Guests for Operations Samathi were Shri Srinivasa Rao Kosiganti, Vice President, Tech Mahindra Computer Services Ltd, Shri Ramesh Bhashyam, Chief Technical Officer, Teradata R & D Labs and Shri AV Suresh Babu, Vice President (Operations), HBL Power Systems Ltd.

Shri Srinivasa Rao Kosiganti shared his experiences on the importance of operations in software industry.

Shri Ramesh Bhashyam gave the magnitude of logistics in today business operations. He gave the example of Walmart success with its effect operations.

Shri AV Suresh Babu spoke on the importance of the industry for growth of the economy and employment.



Operations Samathi

Prof RK Mishra and operations faculty have also shared their thoughts with students on the importance of industry in general and operations in specific. It was very interactive and rich experience to students.

Guests have distributed prizes to students.

Other activities

- **Blood donation camp was organized** by IPE students on 4 September, 2014 at IPE Campus and donated blood to Thalassemia & Sickle Cell Society for the children suffering with Thalassemia disease.



Blood donation camp

- **Anti-Ragging Campaign:** Institute has constituted an anti ragging committee and they keep watch on the students and see that no ragging takes place. Gave wide publicity in the campus, displayed a poster on the issue and mailed to students to contact any one of the anti-ragging committee members in case of any ragging. Undertaking was taken that the students won't indulge in any kind of ragging.



Anti-Ragging Campaign

Anti ragging campaign was conducted on 4 September, 2014 at IPE campus to create awareness on the regulations, acts of ragging specified by the AICTE / UGC act and likely punishments. Shri TMN Babji, Inspector of Police and Sub-Inspectors of Police, Shamirpet were part of anti-ragging campaign organized at IPE.



Cultural Activities during Alumni Day

Alumni Meet was held on Saturday, 7 February, 2015 at Shamirpet Campus. Alumni spoke about the wonderful infrastructure developed. They assured their contribution in the form of giving guest lectures, providing SIPs and placements.

Ethnic Day was conducted on 7 February, 2015 along with Alumni Meet. Students and many of the faculty, officers, staff came in traditional dresses. Students performed many cultural activities like singing, dancing, rangoli, best traditional dress, etc.

Sanskriti - Annual event was held on 16-17 March, 2015

The Institute has organized its Sanskriti - Annual Fest on 16-17 March, 2015 at its Shamirpet Campus. Ms Vanitha Datla, Chairperson, The Telangana Unit of the Confederation of Indian Industry (CII), Executive Director and CFO of Elico Ltd., Shri VN Vishnu, IAS, Vice Chairman and Managing Director, AP Agros, and Shri Atul Bhatt, Executive Director (Business Development and Corporate Planning), NMDC Limited inaugurated the Function. More than 300 students from different colleges have come and participated in the competitions. Cash prizes worth of about Rs.3/- lakhs were distributed to the winners and runners-up by Shri M Gopalakrishna, IAS (Retd) who was the chief guest for the Valedictory function on 17 March, 2015.



IPE Periodicals Published in 2014-15

The Journal of Institute of
Public Enterprise



(Editor: Dr K Trivikram Rao)
Jan-June & July-December, 2014
Vol.38 No.182

Journal of Economic Policy
& Research



(Editor: Dr K Trivikram Rao)
October 2014-March 2015
Vol 10, No.1

Journal of International Economics



(Editor: Dr Nandita Sethi)
Jan-June 2014
Vol.6 No.1

Journal of Governance & Public Policy



(Editors: Dr P Geeta and Dr A Sridhar Raj)
Jan-June 2015
Vol.5 No.1

IPE Journal of Management



(Editor: Dr K Trivikram Rao)
October 2014-March 2015
Vol.5 No.1

Journal of Marketing Vistas



(Editor: Dr M Meher Karuna)
Jan-June 2015
Vol.5 No.1

Indian Journal of
Corporate Governance



(Editor: Dr Shital Jhunjhunwala)
Jan-June 2015
Vol.8 No.1

Working Paper 78
Role of State Owned
Enterprises in India's
Economic Development



A man in a dark suit is seen from behind, standing with his hands clasped. He is looking at a large, semi-transparent digital display of financial data. The display features various charts, including line graphs and bar charts, with numerical values and currency symbols like 'DOLLAR' and 'EUR'. The background is a light green color with a pattern of hexagons.

FINANCIAL STATEMENTS 2014–15

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

AUDIT REPORT

We have audited the attached Balance Sheet of INSTITUTE OF PUBLIC ENTERPRISE, Hyderabad as at 31.3.2015 and also the Income and Expenditure Accounts of the period ending on that date annexed thereto and report as under:

These financial statements are the responsibility of the Institute's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with the auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

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 31.3.2015 and the Income and Expenditure account for the year ending 31.3.2015 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 31.3.2015.
 - 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

(P RAJENDRA MEHER)
PARTNER

Place : Hyderabad
Date : August 17, 2015

Balance Sheet as at March 31, 2015

(Amount in Rupees)

	Schedule	As at 31.03.2015	As at 31.03.2014
SOURCES OF FUNDS			
Capital Fund	A	2,89,59,061	2,69,25,064
Corpus & Development Fund	B	42,34,66,407	44,27,59,810
Other Funds	C	4,54,36,526	3,62,85,245
Secured Loan		42,61,80,430	50,99,47,613
Corporate Loan		10,56,97,279	0
		102,97,39,703	101,59,17,732
UTILISATION OF FUNDS			
Fixed Assets	D	108,46,92,779	97,78,42,216
- Gross Block (at cost)		116,51,12,855	103,20,10,961
Less: Depreciation to date		<u>8,04,20,076</u>	5,41,68,745
Current Assets	E	5,09,26,168	11,94,80,818
Less: Current Liabilities	F	<u>10,58,79,244</u>	<u>8,14,05,302</u>
		102,97,39,703	101,59,17,732

As per our report attached

For MEHER & ASSOCIATES
Chartered Accountants

(P RAJENDRA MEHER)
Partner

(P SRINIVASA RAO)
Accounts Officer

(RK MISHRA)
Director

(K MADHAVA RAO)
President

Place : Hyderabad
Date : August 17, 2015

Income & Expenditure Account for the Year ending March 31, 2015

(Amount in Rupees)

Particulars	Schedule	As at 31.03.2015	As at 31.03.2014
A. INCOME			
Non-Plan Recurring Grant			
(a) ICSSR		70,10,000	62,82,000
(b) Govt of Andhra Pradesh		0	0
Plan Recurring Grant			
(a) ICSSR		43,00,000	48,00,000
Completed Consultancy & Research Projects		4,96,06,660	1,41,26,800
Management Development Programs	1	1,60,26,795	1,64,70,570
Conferences / Seminars / Workshops (Sponsored)	1	82,43,248	60,62,955
Management Education Programs	2	18,74,40,980	16,90,84,668
Other Receipts	3	2,91,68,676	3,01,96,581
Total A		30,17,96,359	24,70,23,574
B. EXPENDITURE			
Completed Consultancy & Research Projects		2,95,69,990	32,45,132
Management Development Programs	1	51,34,105	44,64,718
Conferences / Seminars / Workshops (Sponsored)	1	42,57,594	23,36,798
Management Education Programs	2	3,84,76,735	3,79,08,396
Establishment & Administrative Expenditure	4	16,41,08,500	12,59,57,571
Interest on SBI, SME br Secured Loan		5,21,66,971	6,15,32,621
Interest on SBI, SME br Corporate Loan		11,24,536	0
Depreciation on Assets	D	2,62,51,331	31,25,762
MBA Program Fund		0	0
Corpus Fund		0	0
Development / Infrastructure Fund		0	74,00,000
Scholarship Fund		0	10,00,000
Other Funds (Emp. Gratuity, EL, Welfare & Alumni)		0	2,00,000
Total B		32,10,89,762	24,71,70,998
C. EXCESS OF EXPENDITURE OVER INCOME (A-B)		-1,92,93,403	-1,47,424

As per our report attached

For METHER & ASSOCIATES

Chartered Accountants

(P RAJENDRA METHER)
Partner

(P SRINIVASA RAO)
Accounts Officer

(RK MISHRA)
Director

(K MADHAVA RAO)
President

Place : Hyderabad

Date : August 17, 2015

Schedules forming part of Balance Sheet as at March 31, 2015

FIXED ASSETS SCHEDULE

Sl. No.	Particulars	Gross Block			Depreciation			Net Block			
		Opening Amount Rs.	Additions Amount Rs.	Deletions Amount Rs.	Total Amount Rs.	Upto 31.03.2014 Rs.	Rates of Depreciation %	For the Year 2014-15 Rs.	Total Depreciation Rs.	Closing Amount Rs.	Opening Amount Rs.
A	LAND & PREMISES										
A1	Land at Shamirpet Campus	13,56,24,400	15,66,000	0	13,71,90,400	0	0	0	0	13,71,90,400	13,56,24,400
		13,56,24,400	15,66,000	0	13,71,90,400	0	0	0	0	13,71,90,400	13,56,24,400
B	Shamirpet CAMPUS										
B1	SC: Buildings	0	76,26,06,316	0	76,26,06,316	0	2.50 %	95,32,579	95,32,579	75,30,73,737	0
B2	SC: Plant, Equipment & Machinery	0	13,13,32,950	0	13,13,32,950	0	15.00 %	98,49,971	98,49,971	12,14,82,979	0
B3	SC: Office Equipment	0	1,33,74,605	0	1,33,74,605	0	15.00 %	10,03,095	10,03,095	1,23,71,510	0
B4	SC: Furniture & Fixtures	0	4,60,53,814	0	4,60,53,814	0	15.00 %	34,54,036	34,54,036	4,25,99,778	0
		0	95,33,67,685	0	95,33,67,685	0		2,38,39,682	2,38,39,682	92,95,28,003	0
C	OSMANIA UNIVERSITY CAMPUS										
C1	OU: Buildings	2,82,47,077	0	0	2,82,47,077	1,39,75,884	6.25 %	8,91,950	1,48,67,834	1,33,79,243	1,42,71,193
C2	OU: Equipment & Machinery	53,31,102	0	0	53,31,102	41,72,604	20.00 %	2,31,700	44,04,304	9,26,798	11,58,498
C3	OU: Office Equipment	90,45,977	53,140	30,000	90,69,117	71,64,949	20.00 %	3,80,834	75,45,783	15,23,334	18,81,028
C4	OU: Furniture & Fixtures	64,96,527	0	0	64,96,527	50,78,572	20.00 %	2,83,591	53,62,163	11,34,364	14,17,955
		4,91,20,683	53,140	30,000	4,91,43,823	3,03,92,009		17,88,074	3,21,80,083	1,69,63,740	1,87,28,674
D	COMPUTERS & ACCESSORIES (Combined)										
		2,27,26,994	17,000	5,080	2,27,38,914	2,17,49,802	50.00 %	4,94,556	2,22,44,358	4,94,556	9,77,192
		2,27,26,994	17,000	5,080	2,27,38,914	2,17,49,802		4,94,556	2,22,44,358	4,94,556	9,77,192
E	VEHICLES (Combined)										
		23,58,082	3,13,951	0	26,72,033	20,26,934	20.00 %	1,29,020	21,55,954	5,16,079	3,31,148
		23,58,082	3,13,951	0	26,72,033	20,26,934		1,29,020	21,55,954	5,16,079	3,31,148
	GRAND TOTAL (A+B+C+D+E)	20,98,30,159	95,53,17,776	35,080	1,16,51,12,855	5,41,68,745		2,62,51,331	8,04,20,076	1,08,46,92,779	15,56,61,414

(P SRINIVASA RAO)
Accounts Officer(RK MISHRA)
Director(K MADHAVA RAO)
PresidentPlace : Hyderabad
Date : August 17, 2015



INSTITUTE OF PUBLIC ENTERPRISE

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