

Expert Group Meeting on

IMPACT OF MEMORANDUM OF UNDERSTANDING (MOU) ON THE PERFORMANCE OF CPSEs

The Bharti Institute of Public Policy, Indian School of Business (ISB), organized a meeting to discuss the **Impact of Memorandum of Understanding (MOU) on the Performance of Central Public Sector Enterprises (CPSEs)** on December 30, 2015 in Taj Mahal Hotel, New Delhi. Around 25 senior managers from CPSEs, including some CMDs, participated in this meeting. Bharti Institute intends to bring out a book containing a set of papers by CPSEs on the impact of MOU on their respective performance. The main aim of the meeting was to discuss and finalize the content of the proposed book and time table for implementing it.

The origins of the MOU system in our Central Public Sector Enterprises (CPSEs) can be traced to the 1984 report of the Arjun Sengupta Committee to Review the Policy of Public Enterprises. It has been almost 30 years since the MOU system recommended by the Arjun Sengupta report was accepted by the Government of India. While the MOU system is still alive and well, time has come to take a stock of the impact of MOU policy over the past 30 years with the intention of making a good policy even better. This look at the policy is required to rejuvenate and re-engineer it to suit the changing times and context. Bharti Institute believes that there can be no one better placed to do so than the leaders of the CPSEs.

The project is being led by Prof. Prajapati Trivedi, Senior Fellow (Governance) and Adjunct Professor Public Policy, ISB. As STC Chair Professor of Public Enterprises at IIM Calcutta in the mid-eighties and as Economic Adviser to the Government of India, Department of Public Enterprises (DPE) in the early 90s, he is credited with design and implementation of the MOU policy in India. Prof. M. Kanchan of Thapar University, will be the project coordinator for this initiative. She has extensive experience in the area of MOUs.

Meeting was chaired by Mr. Pradeep Singh, CEO Mohali Campus & Deputy Dean, ISB. The attendees of the meeting included Mr. M. Ravi Kanth, CMD, HUDCO; Mr. Sidhartha Sur, Executive Director, ONGC; Mr. Santosh Sharma, Executive Director, Hindustan Cooper Limited; Dr. S. K. Dam, General Manager, IOCL; Mr. Sukhendu Majumdar, Executive Director, IOCL; Ms. Veena Swarup, Director, Engineers India Limited; Mr. Suresh S. Pugalenth, HPCL; Capt. Yogesh Puri, Regional General Manager, The Shipping Corporation of India; Mr. Yogesh Sharma, Chief General Manager, NBCC; Mr. R. M. Sati, Deputy General Manager, ONGC; Dr. R. S. Sharma, Former CMD, ONGC; Mr. Uddesh Kohli, Secretary General, IFTDO; and Dr. Reena Ramachandran, Former CMD, HOCL, etc.

All the participating CPSEs agreed to contribute a chapter for the book. They also approved the basic outline provided by Bharti Institute as the general consensus was that the outline was broad enough to cover all the major points. For details regarding the outline of the book, timelines, etc. please visit our website: <http://www.isb.edu/bharti-institute-of-public-policy>