

AGENDA FOR THE MEETING

11:00 AM – 1:00 PM, Wednesday, December 30, 2015
Hotel Taj Mahal

Time	Activity / Topic	Speaker
11:00 – 11:10 AM	Introduction and objective of this meeting	<ul style="list-style-type: none">• Mr. Pradeep Singh CEO, Mohali Campus & Deputy Dean Indian School of Business
11:10 – 11:40 AM	Briefing on the rationale, scope and structure of the proposed papers on Impact of MOU	<ul style="list-style-type: none">• Prof. Prajapati Trivedi Indian School of Business & Harvard University
11:40 – 01:00 PM	Discussion and comments on proposed structure for the paper	CMDs
01:00 – 01:15 PM	Summing up: Next Steps	
01:00 PM	Lunch	

**SYMPOSIUM ON
IMPACT OF MOU SYSTEM ON PUBLIC ENTERPRISE PERFORMANCE
(SUCCESSSES, FAILURES AND CHALLENGES)**

A. OBJECTIVES OF THE SYMPOSIUM

The Symposium will have the following major objectives:

- a. Assess the current status of implementation / efficiency of MoU system in India
- b. Assess the Impact of MoUs in India.
- c. Document best practices or learnings from other CPSEs from India and abroad.
- d. Identify main challenges and barriers to adopting these best practices and technical assistance required to move ahead.
- e. Promote Knowledge Sharing amongst experts and Chief Executives of Indian CPSEs.
- f. Facilitate evidence-based policy changes
- g. Publish the findings as a book – contribution to literature on public sector management.
- h. Create a community of practice to encourage learning and knowledge sharing amongst stakeholders.

B. METHODOLOGY

	What	Who	When
1	Briefing meeting for CMDs who are willing to contribute a paper on this topic	ISB	December 30
2	First draft of the paper by CPSE CMDs	CMDs	February 1
3	Feedback on papers to CMDs	ISB	February 26
4	Revised papers received from CMDs	CMDs	March 20
5	Symposium	ISB /CMDs	April 6
6	Incorporate suggestions made at the symposium and submit final drafts for publication	CMDs	April 16
7	Book Release	ISB /CMDs	June 15

C. PROPOSED STRUCTURE OF THE PAPER

Uniform Title:

Impact of Memorandum of Understanding (MOU) on the Performance of ONGC (Please replace this name with the name of your organization)

1. Background
 - 1.1. Origin of ONGC
 - 1.2. Rationale for its Creation
 - 1.3. Growth and development of the organization over the years
 - 1.4. Structure of the organization
2. Vision
 - 2.1. Vision
 - 2.2. Mission
 - 2.3. Objectives
3. Introduction of MOU
 - 3.1. When was it introduced
 - 3.2. How was it introduced
 - 3.2.1. Who (which unit) was responsible?
 - 3.2.2. What was the change management strategy
 - 3.2.3. How long did it take to implement it
4. Current status of implementation
 - 4.1. How widely is it implemented? Does it cover all units?
 - 4.2. Does it cover subsidiaries and joint ventures?
 - 4.3. Who is responsible for implementation?
5. Impact of MOU
 - 5.1. What has been the impact of the MOU system on ONGC's performance?
 - 5.1.1. How would you define performance for this purpose?
 - 5.1.2. What evidence can be brought to bear on this issue to support it?
 - 5.2. What is the explanation for this observed performance?
 - 5.3. Has ONGC done a study on this subject?
6. Evaluation of the MOU system
 - 6.1. Is this the only system of performance management in ONGC?
 - 6.2. Has ONGC tried other performance systems? If so which ones?
 - 6.3. Are these systems complementary or substitutes to MOU?
 - 6.4. How has MOU system changed over the years?
 - 6.5. What are current problems with the MOU System?
 - 6.6. Suggestions for future improvement?

