

Annual Report

2008-2009



...Creates managers with a humane heart

SCHOOL OF MANAGEMENT

Centre for Development Action and Research

ANNUAL REPORT 2008-2009

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Trustees of HDF

- Dr. Dhanada Kanta Mishra, Chairman HDF
- Mr. Sudarsan Das, Secretary, HDF
- Mr. Harekrushna Panigrahi, CA, Treasurer, HDF
- Dr. Gopal Mohapatra, Business Planning Advisor, Hess Corporation, USA
- Mr. Debasis Mohanty, IT Administrator, Kinder Morgan, USA
- Mr. Manas Ranjan Pattanaik, Sr. Manager, Deloitte, USA
- Mr. R. K. Patra, Branch Head, Ashika Stock Broking Ltd., Kolkata
- Mr. Sunil Parida, Social Development Leader, Odisha
- Dr. Nivedita Sahoo, Development Expert

HDF SCHOOL OF MANAGEMENT BOARD OF GOVERNORS

Prof. K. L. Chopra, Former Director, IIT Kharagpur

Mr. Bijay Sahoo, President (HR), Reliance Retail

Mr. Sanjay Panigrahi, Chief (Marketing and Sales, Consumer Products), Pidilite Industries, Mumbai

Mr. D. P. Panda, GM (NABARD), Mumbai

Mr. Joe Madiath, CEO, Gram Vikas, Mahuda

Prof. D. V. Ramana, Professor, XIMB, Bhubaneswar

Prof. Shailesh B. Gandhi, Professor, IIM Ahmedabad

Prof. S. N. Biswas, Professor, IRMA, Anand

Prof. P. K. Sen, Professor, XLRI, Jamshedpur

Prof. V. Ballabh, Professor, XLRI, Jamshedpur

Prof. Vina Vani, Professor, MICA, Ahmedabad

Government of Orissa Representative

AICTE Representative

Prof. Dhanada Kanta Mishra, Chairman, HDF

Prof K. C. Meher, Dean, HDF SOM, Bhubaneswar

Prof. H. Panda, Director, HDF SOM, Bhubaneswar

Chairman

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member

Member Secretary

Advisors of HDF

Mr. Lalit Mansingh	Former Ambassador to USA
Prof. K. L. Chopra	Former Director, IIT Kharagpur
Mr. A. R. Nanda	Former Secretary, Health & Family Welfare, GOI
Dr. Bhagaban Prakash	Former Advisor, MOHRD, GOI, WHO and Commonwealth
Prof. G. K. Dash	Former Vice-Chancellor, Utkal University
Dr. D. P. Pattanayak	Former Director, Indian Institute of Language
Prof. Srigopal Mohanty	McMaster University, Canada
Mr. Santanu Ghosh	FCA, Partner, K. S Aiyar & Co, Kolkata
Prof. Lalu Mansinha	University of Western Ontario, Canada
Mr. Jagadananda	Member Secretary, CYSD
Prof. S. N Torasia	Former Director, DST
Dr. Almas Ali	Senior Advisor, Population Foundation of India
Dr. Priyadarsan Patra	Intel Communication, USA
Prof. Abani Patra	University of Buffalo, USA
Mr. D. K Roy	Former Chairman, OERC, GOO
Prof. Annapurna Pandey	University of California, USA
Mr. Somdutt Behura	President, Vedant Tech, Texas, USA
Ms. Gayatri Das	Secretary, Kasturba Gandhi Memorial Trust

1. HDF - An Overview

The Human Development Foundation (HDF) came into existence on 31st October, 2007. HDF has brought together a group of academicians, development thinkers and practitioners to facilitate participatory movement to strengthen the development initiatives through promotion of high quality human resources, encouragement of shared leadership and responsive governance system. The Foundation has two wings, i.e. Academic Programme Wing and Development Action and Research Wing.

The objective of the Academic Programme Wing is to develop professionals through high quality education on Management Studies, Engineering, Vocational Trades, Development Studies and Social Sciences. The Development Action and Research Wing facilitates building of peoples' institutions and communities through programmatic interventions focusing on education, community health, livelihood, skill development and governance. Both the Wings are linked by a two-way flow of resources in the form of knowledge, competence, technology, finance and personnel.

The Development Action and Research Wing through its Centre for Development Action and Research (cDAR) works towards improving the Human Development Continuum (Survival-Development-Participation) based on the priorities of the National Five-Year Plans and the UN Millennium Development Goals. Its activities are in five broad areas, i.e. Health, Education, Livelihood, Governance and Skill Development. During the year, cDAR facilitated state level campaign to support PRATHAM's activities in primary education, took over the management of five Primary Health Centres in Ganjam district under public-private partnership mode in collaboration with Karuna Trust of Karnataka, initiated livelihood programmes in Koraput district along with UNICEF, and undertook preparation of comprehensive district plan of Rayagada through decentralised bottom-up approach.

As the first initiative of the Academic Programme Wing of HDF, the School of Management (HDF SOM) has its mission of providing high quality and value based holistic management education in India. The vision of the School is to be a progressive and self-reliant institution of excellence in management education, with focus on Development-Management.

There are numerous post-graduate institutions of management education in Odisha and other parts of the country. Unfortunately, the structure and systems of such institutions are not designed to groom the graduates from vernacular schools with right knowledge, skill and attitude to meet the needs of today's dynamic environment. Additionally, these institutions have not been successful in providing knowledge-based advocacy towards identifying local, regional and national problems of underdevelopment and regional backwardness in a globalising economy, proposing solutions and initiating scalable interventions, in partnership with both the public and private sectors. Accordingly, the School of Management has the objectives of:

- Undertaking context specific research in the area of management of institutions of economic enterprise and social development
- Developing professional managerial manpower for the economic and social institutions, engaged in the development of the country in general and underdeveloped region such as Odisha, in particular, and
- Influencing policy makers, opinion leaders and public at large through systematic dissemination of knowledge.

HDF School of Management intends to closely integrate policy development, teaching and operational practice under one umbrella. A significant chunk of the faculty resource is used for context specific policy research. The School offers Post-Graduate Diploma in Management (PGDM) with approval from the All India Council for Technical Education (AICTE), vide its letter no OR/PGDM/02/2008/002 dated 30th June, 2008. During the year, the School of Management admitted 50 students in PGDM programme coming from Assam, Bihar, Jharkhand and Odisha. Some of the training programmes undertaken by the School include, strategic planning for SANJOJANA, the network of watershed development organisations, Project Management for the executives of PRADAN at Ranchi, and Strategic Management for the entrepreneurs of Enrich-Engage-Enable Programme at Hubli. Some of the research/consultancy undertaken by the faculty include, "Women, Political Parties and Decentralised Governments: Study of women leaders in India and Cambodia", "Techno-economic Feasibility Study for a Tribal University", and "Study of Socio-economic Status of Paharia Tribes". During the year, the School has given importance to faculty development, creating an enabling learning environment, developing a faculty-led management system, creating rich library resource and establishing linkages with government, industry and civil society organisations.

Details of activities undertaken by HDF SOM and cDAR from April, 2008 to March, 2009 are presented in this Annual Report.

2. School of Management

2.1 Beginning of a New Initiative

In response to the Admission Notice, 107 candidates applied for admission to the PGDM Programme - 2008-2010, out of which 64 candidates were shortlisted for the next phase of the selection process, i.e. Group Discussion (GD) and Personal Interview (PI), based on their graduation marks and overall score in the entrance examinations such as CAT, MAT, XAT, Orissa JEE. The weighted average score from the results of entrance examination, essay writing, GD & PI and academic performance in 10th class and graduation was used for ranking the candidates. Out of 54 admission-offers issued to the selected candidates, 50 students took admission. The first-batch of 50 students, comprising 30 boys and 20 girls, belong to the states of Bihar, Jharkhand, Assam, and Odisha. Considering the socio-economic backwardness of students, the HDF Trust awarded scholarship with a cash value of Rs 100,000 each to two students. There are many socio-economically weak students, who are not in a position to raise required finance for their studies. Because of the School's infancy, candidates' average educational standard, and banking apathy, HDF Trust is exploring possibilities to meet the requirements of such students.

Management Development Programme (MDP) is another key activity of the School. It undertook three off-campus training programmes for PRADAN, Agradamee and Technoserve at Ranchi, Bhubaneswar and Hubli respectively. Another major activity of the School is Research and Consultancy. The research and consultancy projects completed during the year include, "Women, Political Parties and Decentralised Governments - Study of Women Leaders in India and Cambodia", sponsored by the Asian Institute of Technology (AIT), Bangkok, Study of Socio-economic Status of Paharia Tribes, sponsored by the United Nations Development Programme (UNDP), and Techno-economic Feasibility Study for a Tribal University sponsored by Centurion Group of Institutions. Additionally, to increase the scope of educational activities, the School submitted proposals to the All India Council for Technical Education (AICTE) for starting MBA Programme with affiliation from Biju Patnaik University of Technology (BPUT) and Post-Graduate Certificate Programme in Micro-Finance.

The School has planned to establish a long term relationship with a number of organisations for mutual benefit. While organisations can receive training and consultancy support from the School, in return the School will have access to the organisational field and resources for exposing its students and faculty to the real life issues and challenges of managing organisations. Accordingly, efforts that would take shape in next few months, is the starting of Post-Graduate Certificate Programme in Micro-finance, in active association with such organisations.

The School acknowledges the valuable support received from several Institutions and well-wishers at its formative stage.

2.2 Post-Graduate Diploma in Management (PGDM)

The flagship programme of the School is its Post-Graduate Diploma in Management (PGDM).

PGDM Design

PGDM has two segments: a class-room segment and a field segment (MTS). The class room segment consists of 123 credit load (69 credit of compulsory and 54 credit of elective courses) of course work covering 1230 contact hours in 6 terms of 12 weeks each. All the courses in first 3 terms are compulsory. The School offers dual specialisation. A student can specialise in an area by taking a minimum of 18 credit load of elective courses. The students can opt for a special study up to 6 credits in term 5 and 6 on an important industry issue. The special study is in lieu of electives and can be done by students with a CGPA of at least 7.0 in the first year. Each term has a 21 credit load, excepting the last one which has a load of 18 credits.

Management Traineeship Segment (MTS)

There is a MTS programme in the industry for 12 weeks in the break between Year I and Year II. During this period, besides studying the organisation in-depth, each student completes a project work offered by the sponsoring organisation. The internship provides the students a first hand experience of organisational environment and integrating classroom learning with field realities. Promotion to the Year II is contingent upon the outcome of joint evaluation by the industry guide as well as institute guide.

Instruction Methodology

The focus of the instruction methodology is on the internalisation of knowledge, rather than its mere acquisition. To achieve this, combination of appropriate instructional methodologies are employed depending on the nature of the course. The methods include lectures, case discussions, exercises, seminars, role-plays, management games, industry visits, assignments, term papers, project work, and computer based learning methods.

The academic performance evaluation system is designed to promote the learning process and to assess the abilities of the participants to apply the knowledge in decision-making. The School will follow a continuous evaluation system based on assignments, quizzes, projects, seminar presentation, mid and end term tests.

Admissions to PGDM 2008-2010

Any graduate with a minimum of 15 years (10+2+3) of education and with minimum 50% aggregate marks (or equivalent CGPA) at graduation, and with valid CAT/MAT/XAT/OJEE scores were eligible to apply. Out of the candidates applied for admission to the PGDM programme of the School, short listed persons went through Group Discussion (GD) and Personal Interview (PI). The weighted average score from the results of entrance examination, essay writing, GD & PI and academic performance in 10th class and graduation were used for ranking the candidates. A total of 54 candidates were offered admission, and finally 50 students joined the School.

Programme Cost

The programme fee for the PGDM for two years is Rs 3,20,000. This includes tuition fees and expenses for personality development, training and placement, library, internet, lodging, books, handouts, extracurricular activities, establishment and other miscellaneous utility costs. It does not include medical expenses, travel and other personal expenses. Additionally, students can incur expenses for boarding (about Rs 44,000) and a laptop computer (about Rs 35,000). The School facilitates bank loans to needy students through our banker, Syndicate Bank and other banks.

Programme Administration

The PGDM Committee administers the Programme in Management. The Committee takes all important decisions in matters relating to the conduct of the Programme. The PGDM Co-ordinator is the Convenor of the Committee. The rules and norms governing the Programme are included in the PGDM Handbook and are provided to the students upon joining the Programme. The Programme Office of the School provides all support to the PGDM Programme.

2.3 Training and Placement

The School has a full time trainer for personality and communication skill development of the students. A Placement Committee consisting of faculty members and students undertakes the placement activities.

2.4 Management Development Programme (MDP)

Management Development Programme is another key activity of the School. It undertook three off-campus training programmes for PRADAN, Agragamee and Technoserve at Ranchi, Bhubaneswar and Hubli respectively.

MDP on Strategic Planning for SANJOJANA

For the partners of SANJOJANA, the network of watershed development organisations, a 2-day MDP on strategic planning was organised at Bhubaneswar on 10th and 11th December, 2008. The programme was coordinated by Prof. H. Panda.

MDP on Project Management for the Executives of PRADAN

For efficient and effective use of resources and building institutions, mastery over the knowledge and skill of Project Management is essential. Keeping the above in mind, a Project Management training module has been developed for the teams who are in the process of executing projects in PRADAN. At the end of the programme, the participating teams would have an enhanced ability to use Project Management principles to:

- Jointly visualise, develop and manage/implement projects to move towards achieving goals of 2012, and
- Strengthen community's capacities to visualise, plan and manage their projects

First phase of the Project Management MDP spanning for 6 days for 30 persons was held in Ranchi from 30th January to 4th February, 2009. The programme was coordinated by Prof. H. Panda and Prof. P. K. Rath.

MDP on Strategic Management for the Entrepreneurs of Enrich-Engage-Enable Programme

Enrich- Engage- Enable is a social enterprise competition launched in collaboration with Deshpande Foundation and TechnoServe in the sandbox region (Dharwad, Uttar Kannada, Belgaum, Gadag and Haveri) of Northern Karnataka. The aim of the programme is to turn ideas of 30 possible entrepreneurs from the region into thriving, sustainable, market-based enterprises with potential to address social inequities. Potential entrepreneurs were trained by Prof. H. Panda in strategic planning for 2 days (13th and 14th February, 2009) at Hubli.

2.5 Research and Consultancy

Research and Consultancy are important activities of the School. The objective is to enhance existing body of knowledge on development organisations and undertake evidence-based advocacy for appropriate public policy. Projects completed during the year are discussed below.

Women, Political Parties and Decentralised Governments: Study of Women Leaders in India and Cambodia

The objective of the study was to explore the trajectory of how women leaders in India (Odisha) and Cambodia (Kandal) performed after being elected to local governments (Panchayats in case of India and Commune Council in case of Cambodia). The purpose was to get an idea of the choices women have made as against what they are in local government institutions. Some notable findings of the case studies undertaken are: women enter the political arena where the landscape is by and large non-negotiable, thereby making spaces restrictive for them. The cases indicate that, there is less probability that elected women will be in a position to change the way local governments function. However, they seem to be in a better position to influence local governance which encompasses both formal institutions and informal norms and networks. Therefore, as more women get elected into local governments, it becomes a breeding ground for strong women leaders that can influence the local governments from outside the system such as grassroots institutions, women's federations, self-help groups and other women's collectives. The study was funded by Ryukoku University, Japan undertaken in collaboration with the Asian Institute of Technology (AIT), Bangkok, and coordinated by Prof. Smita M. Panda of the School of Management.

Techno-economic Feasibility Study for a Tribal University

The study was taken up at the request of the Centurion Group of Institutions. The proposed University will consolidate the Group's higher educational initiatives under different Schools such as, School of Technology, School of Business and Law, School of Vocational Education and Training, School of Tribal Studies, School of Rural Management, School of Natural Science, and School of Social Science. The University is expected to satisfy the needs felt by the National Knowledge Commission (NKC) in providing context specific education through smaller regional universities. The feasibility study was prepared by Prof. H. Panda, Prof. K. Choudhary and Prof. Smita M. Panda.

Study of Socio-economic Status of Paharia Tribes

Paharias were recognised as a Scheduled Tribe under the British rule but lost this status with the formation of the state of Odisha in 1936. It is estimated that, around 1500 Paharia families live in and around forest areas of Nuapada, Kalahandi, Bolangir, and Bargarh districts and are among the most marginalised in the State. This study includes a socio-economic profile of the Paharia community of Nuapada district and the adjoining areas, with an analysis of their human, financial, social, physical and natural capital base and specific vulnerabilities. A sample of 24 out of a total of 79 Paharia villages in Nuapada district was selected for the purpose. The study suggests immediate measures that can be taken up by the State and Central Government with respect to granting them the Scheduled Tribe status as well as to improve their livelihoods. This UNDP sponsored study was undertaken by Prof. K. Choudhary and Prof. Smita M. Panda.

2.6 Saturday Afternoon and Special Seminars (SASS)

SASS, the seminar series of the School, normally held on every Saturday, provides a venue for exchange of ideas among faculty, students and visiting fellows. Special seminars are held to get advantage of the Experts' presence in the School. Faculty recruitment seminars are also held under SASS. A list of seminars held during the year is presented below :

Saturday Afternoon and Special Seminars (SASS)

List of Seminars

Topic

Usefulness of Human Capital in Competitive Environment

Role of Finance Manager in an Enterprise

Role of Marketing Managers Towards
Organizational Excellence

Customer Relationship Management

Globalization and Indian Economy

Time Management

Opportunities in Tourism Industry

Personality Development & Job Market Requirement

World Financial Crisis and its Impact on Indian Economy

Global Economic Crisis

Understanding Globalization and Marginalization

Sensitization & Communication

Developing appropriate human resource for Odisha:
Challenges of Higher Education Institutions

Good Governance

Risk Management issues and convergence in Micro-finance

Gandhian way of Truth & Simplicity in Management

Current thinking on population and exploding
the myth of population explosion

Solar Light as Renewable Energy

Guest Speaker

Prof. P.K. Mohanty, Director (CD)BPUT

Prof. P.K. Sahoo, HOD, MBA Department Utkal University, Bhubaneswar

Prof. B.B. Mishra, Reader, MBA Department, Utkal University, Bhubaneswar

Prof. Swaroop K. Sahoo, Professor and HOD of Management
CV Raman College of Engineering and Management, Bhubaneswar

Mr. D.K. Roy, Former Chairman, OERC and ED, HDF, Bhubaneswar

Prof. R.K. Bal, Utkal University, Bhubaneswar

Prof. S.N. Mishra, RCM, Bhubaneswar

Dr. Aftab, Professor, Jamia Millia Islamia University, New Delhi

Prof. Prasanta Panda, KIIT School of Management,
KIIT University, Bhubaneswar

Prof. KB Das, Utkal University, Bhubaneswar

Mr. Dillip Ku. Satpathy, Chief of Bureau, Business Standard

Mr. SB Mishra, IAS, Former Chief Secy, Govt. of Odisha

Prof. Ragnhild Lund, Norwegian University of Science & Technology

Mr. Satya K. Mohapatra, Independent Consultant

Prof. Rabi Ray, President, All Odisha Non-Govt. Colleges
Faculty members and other Educationists from Odisha

Mr. Aravinda Behera, IAS, Former Commissioner cum Secy.
(Water Resources), Govt. of Odisha

Mr. Sirish Panda, IFMR

Sri Narayan Desai, Gandhi Katha Foundation

Dr. Almas Ali, Senior Advisor, Population Foundation of India, Advisor, HDF

Mr. Patrick Walsh, Director, Greenlight Planet India Pvt.Ltd

In addition to the above, Shri Debi Prasad Mishra, Hon'ble Minister for Higher Education, Tourism & Culture, Govt. of Odisha was also invited in the month of May, 2009 and he spoke on "Challenges and Prospects of Higher Education in Odisha".



2.7 Faculty & Staff Development

Faculty is the most important resource of the School. Accordingly, from the very beginning, the School has a policy to strengthen faculty resource through various in-house and outside programmes. Four faculty members, i.e. Prof. Kishor C. Meher, Prof. Chandan K. Sahoo, Prof. Chitta R. Bhoi and Prof. Sudarson Jena were sponsored for the Case Development Workshop, conducted jointly by the faculty of IIM, Ahmedabad and XIMB, at XIMB, under the auspices of the Case Development Society of India.

Faculty Development: Participation in Seminars/Workshops/Meetings

Prof. K. Choudhary was invited to deliver a lecture on the "Perspectives on Caste, Social Exclusion and Social Justice: A Theoretico-ideological Reflection", National Seminar on Interrogating Caste, Social Exclusion and Social Justice: Theoretical, Ideological and Experiential Discourses, CSSEIP at Tata Institute of Social Sciences, Mumbai

____ "Socio-economic and Political Overview of Eastern India: Recent Developments and New Policies", at Project Partners' Meet, organised by Centre for Action Research & Documentation, Bhubaneswar held at Chandipur (Odisha).

____ "Profiteering in Management Education: Curbing and Coping", Workshop on Reorienting Management Education in the Current Context, organised by HDF School of Management and Orissa Management Association, Bhubaneswar.

____ "Gender Issues and Problems of Women in India: A Theoretical Reflection", Keynote paper at the UGC sponsored National Seminar on Gender Issues and Problems of Women in India, organised at Sathya Sai College for Women, Bhubaneswar.

____ "Capacity Building and Work Culture", Keynote at the UGC sponsored National Seminar on Capacity Building and Work Culture organised at Kamala Nehru Women's College, Bhubaneswar.

Prof. Smita M. Panda was invited to World Water Week at Stockholm.

___ Was invited to Asian Studies in Australia biennial conference at Melbourne.

___ Co-organised the South Asian Regional Workshop on Ecosanitation at Bangalore.

Prof. H. Panda was invited to deliver a lecture on "Opportunities and Challenges of Management Education", Workshop on Reorienting Management Education in the Current Context, organised by HDF School of Management and Orissa Management Association, Bhubaneswar.

___ Was invited to a panel discussion in OTV on the topic, "Commercialisation of Management Education in Orissa".

Prof. Kishor Chandra Meher was invited to deliver a lecture on "Opportunities and Challenges of Management Education" at the Balasore Institute of Technology, Balasore.

___ Was invited to deliver a lecture on "Global Financial Crisis and Its Impact on Indian Economy" at the Trident Academy of Technology, Bhubaneswar.

Prof. Supriti Mishra was invited to deliver a lecture on "Opportunities and Challenges of Management Education" at the Government College, Jagatsinghpur.

Prof. Chitta Ranjan Bhoi was invited to deliver a lecture on "Opportunities and Challenges of Management Education" at the Sharp Mind, Balasore.

Staff Development

Mr. Basant K. Panda attended a training programme on LibSys at Kolkata from 9th to 13th February, 2009.

2.8 Institutional Development

The School of Management strives to deliver high quality services in all aspects of education delivery such as, quality of conformance, design and performance. A & S Consultants, Chennai is helping the School for process documentation, quality systems implementation and obtaining ISO certification.

The School of Management's approach to Quality Management is based on the four core principles of TQM such as, customer focus, leadership commitment, process focus and alliance, and client relationship.

Superior learning processes are designed and implemented making innovative use of the latest learning methodologies and convergence technologies. The School pursues a very active programme of research, training and consulting services for the benefit of industry, government and civil society. The School believes in both qualitative and quantitative assessment of performance. The performance of students, faculty and staff are evaluated and feedback given systematically. The School strongly believes in partnership and pursues networking with a large number of institutions in the country and outside.

Quality Policy & Objectives

Quality Policy

The School has developed a quality policy through a series of consultations. The School conforms to the requirements of programme participants, sponsors, users of services and society at large by focusing our effort in teaching, training, placement, research, consulting and evidence-based advocacy. The School is committed to continual improvement of the services, processes and resources for effective conformance to the requirements of all the stakeholders.

Quality Objectives

- Programme participants to achieve adequate level of knowledge, skill and attitude
- To release and harness the creative potential of programme participants
- Programme participants to inculcate a sense of social responsibility, especially for the underprivileged and marginalised community.
- To have a learning environment on the campus for academic, intellectual, social, cultural and spiritual growth.
- To place the programme participants in a learning environment with potential for positive growth and opportunity.
- To achieve faculty driven governance system.
- To achieve a critical strength of industry-academia-civil society linkages.
- To have a transparent system of operation.
- To optimally utilize resource base for all our services.
- To inculcate a spirit of continual improvement in all our activities.

Library

The School gives utmost importance to the development of Library. Accordingly, in the first year of the programme, by the end of March, 2009, Library had 1500 books, 47 journals in hard copy and 1200 electronic journals through EBSCO. Additionally, the Library has DVDs, CDs and newspapers. The Library services are fully automated with LibSys software. It helps to search, report, circulate and undertake various other functions of the Library. Library services include lending, reference, interlibrary loan, bibliography, photocopying, video-viewing on the campus and document scanning.

Computer Centre

The School has a state-of-the-art computing facility with a centralised IT architecture. The network manages around 100 hosts with application and network servers on the campus. The School provides uninterrupted Wi-Fi internet services to the faculty and students through a 1 MBPS lease line facility from STPI. Every PGDM student has a laptop of his/her own. Additionally, there are 30 desktop computers available in the computer centre. Web services at the School meet the needs of its stakeholders such as, potential students and their parents, potential faculty and staff, service providers, government and regulatory bodies, trustees, management, well wishers and public at large.

2.9 Faculty Announcements

Haribandhu Panda

joined the School as Professor and Director on 1st January, 2008. He holds a Ph.D. in Management of Technology and M. Engg. in Energy Technology from the Asian Institute of Technology (AIT), Bangkok, MBA from the Faculty of Management Studies (FMS), University of Delhi, and B. Engg. (Mechanical) from the Regional Engineering College, Rourkela. He has more than 25 years of national and international experience in academics and industry. Prior to Joining the School of Management, Prof. Panda worked as Professor and Member of Board of Governors, Institute of Rural Management (IRMA), Anand, Technology Management Specialist at the South East Asia Technology Co., Ltd. (SEATEC), Bangkok; Assistant Chief Design Engineer at the National Thermal Power Corporation, Ltd. (NTPC), New Delhi, and Senior Research Associate at the Energy Technology Division of the Asian Institute of Technology (AIT), Bangkok. His areas of research interest include Strategic Management, Management of Technology and Energy Management. He has published several articles in the areas of Applied Energy, Technology Management and Technovation, and has edited a book "Governance and Management of Rural Electricity System in India", published by Academic Foundation and IRMA.

Kishor C Meher

joined the School as Professor and Dean on February 25, 2008. He is a Fellow of ICWA. He has more than 20 years of teaching and industry experience in finance, RIMS School of Management & Information Science, Rourkela, Maharishi Institute of Management, Bhopal, KIIT School of Management, Krupajal Business School, Bhubaneswar, NIRC of ICWAI, New Delhi, AIMA Nodal Centre, APPEJAY Institute of Management, MBA Department of Sambalpur University and Utkal University, Sambalpur Chapter of ICWAI, Mahanadi Coal Fields Ltd, Sambalpur and Coromandel Fertilisers Ltd. He has to his credit publications in the areas of Cost Management, Working Capital Management, Managerial Accounting, Investment Management and International Finance.

Kameshwar Choudhary

joined the School as Professor in February 2008 and left on November 22, 2008. He holds a Masters, M. Phil and Ph.D. in Sociology from the JNU. He has been a Fellow at the Centre for the Study of Social Systems, JNU, New Delhi and Indian Institute of Advanced Study, Shimla. He has more than 20 years of teaching, research and training experience in Institute of Rural Management, Anand (IRMA), ISS (Agra University) and Banaras Hindu University, Varanasi. He has contributed several chapters in edited books, published over forty papers and articles in journals of repute in India and abroad. He has also contributed to design of courses for IGNOU, New Delhi and has guided a number of doctoral students. He has two books to his credit: *Intellectuals And Society* (Popular Prakashan, Mumbai, 2004) and *Globalisation, Governance Reforms and Development in India* (ed.) (Sage Publications, 2007). He is a recipient of the National Social Science Academic Award, 2007 (ISSA). His areas of interest include globalisation and reforms, development perspectives, and education and society in India. He has participated in several seminars and conferences in both India and abroad.

Smita Mishra Panda

joined the School as Professor on May 8, 2008. She holds a Ph.D. in Gender and Natural Resource Management and M. Sc. in Rural-Regional Planning from the Asian Institute of Technology (AIT), Bangkok, and M. Sc. and M. Phil in Social Anthropology from the University of Delhi. She has more than 20 years of experience in research and teaching in the areas of gender and development issues, natural resource management and rural-regional planning. Prior to joining the School of Management, she worked as an Associate Professor at the Institute of Rural Management, Anand (IRMA), Researcher at the United Nations Centre for Regional Development (UNCRD), Nagoya, Gender and Development Unit, Asian Institute of Technology, Bangkok. She has been a guest faculty with the Norwegian University of Science and Technology (Trondheim). Her articles have been published in national and international journals of repute. Her areas of interest include, Gender, Natural Resource Management and NGOs. She has edited a book 'Engendering Governance Institutions: State, Market and Civil Society' (Sage Publications, 2008). She has participated in several national and international seminars and conferences. She is also the CapNet India (Integrated Water Resources Management) Coordinator.

Chandan Kumar Sahoo

joined the School on June 10, 2008 as Assistant Professor. He holds a Ph.D. in Organisational Restructuring and Human Resource Management, M. A & M. Phil (PM & IR) from Utkal University, Bhubaneswar. He has more than 9 years of teaching and research experience in OB & HRM area. Prior to joining the School of Management, he worked as a faculty at the Asian School of Business Management, Bhubaneswar. His area of research interest includes Managing Employee Relations, Competency Mapping & Career Management, Organisational Restructuring and Value Based HR Practices. He has published extensively in several referred journals. He has attended and presented papers in various national and international seminars.

Supriti Mishra

joined the School of Management as Assistant Professor on February 25, 2009. She holds an MA. (Economics) and MBA from Utkal University. She has over 12 years of industry, teaching and consulting experience. She has taught in the areas of Strategy, Business Ethics, and Managerial Economics in various management schools in Odisha, both as a core and a visiting faculty. She is also a visiting faculty with the Vinod Gupta School of Management, IIT, Kharagpur. She has acted as a consultant to various national and international organisations of repute in the development sector. She has to her credit publications in the areas of corporate social responsibility, corporate governance and development management. She is currently on study leave to complete her Ph. D. at IIT, Kharagpur.

Sudarson Jena

joined the School on June 20, 2008 as Lecturer and was promoted to the position of Assistant Professor on December 5, 2008, after he was awarded Ph.D. His educational qualification includes, Ph.D. in Computer Science and Master in Computer Application (MCA) from Sambalpur University. He has about six years of teaching and research experience at the Rourkela Institute of Management Studies (RIMS) and Rourkela Institute of Technology (RIT).

Chitta Ranjan Bhoi

joined the School of Management as Lecturer on May 2, 2008. He holds M. A. and M. Phil. in English from Berhampur University. He is a former faculty of affiliated colleges of Utkal University and KIIT University. He has over 12 years of experience in teaching English literature, language and communication. His areas of interest include written and oral communication and personality development. He has a number of publications to his credit.

Sudhanshu Sekhar Kar

joined the School on November 3, 2008 as Lecturer. He is an MBA with Marketing Management from Utkal University and holds a Master's degree in Human Resource Management from Pondicherry University. His educational qualification also includes Diploma in Computer Programming and Application and Diploma in e-Commerce. He has about 8 years of teaching and industry experience and publications in reputed journals. Prior to joining the School of Management, he worked as a faculty at the Asian School of Business Management, Bhubaneswar and Ravenshaw University, Cuttack. He is towards completion of his Ph.D. in Rural Marketing from Utkal University.

Pabitra Kumar Rath

joined the School on January 16, 2009 as Lecturer. His educational qualification includes B. Sc. (Agriculture) from the Orissa University of Agriculture and Technology (OUAT) and Post-Graduate Programme in Rural Management (PRM) from the Institute of Rural Management, Anand (IRMA). He has about four years of work experience in SEWA, GCMMF and HDFC Bank. He is pursuing his Ph.D. in Marketing Management.

2.10 Cultural Programmes and Other Events

There are student chapters of the Society for the Promotion of Indian Classical Music and Culture among Youth (SPICMACAY) and Association for India's Development (AID) on the campus. The annual cultural function of the School is named PaRaB. The name PaRaB was selected by the PGDM students, staff, faculty and Trustees of the School.



Padma Bhusan Teejan Bai performing Pamdavani for SPICMACAY Chapter of the School



Ustad Raje Khan and the Langamangeniars group from Rajasthan performing for SPICMACAY chapter of the School.



Students during PaRaB celebration

2.11 Publications

The School has a publication programme coordinated by a faculty. It helps dissemination of research work of the faculty, visiting fellows, research associates and students through publications. The School has plans to publish in-house working papers, cases and case studies, research papers and workshop reports.

Besides School's own publication, the faculty publishes in the form of journal articles, seminar presentations, book chapters and books. A list of such publications is given below.

Choudhary, K. C. (2008) "Groundwater Governance in Eastern India", (with Vishwa Ballabh et al), (ed.), Governance of Water: Institutional Alternatives and Political Economy, Sage Publications, New Delhi.

Choudhary, K. C. (2008) "Status of Social Science in the Context of Globalisation and the Third World", Social Science Gazetteer, 3(2), July-Dec.

Choudhary, K. C. (2008) "Paharias: The Struggle of a Tribe for Recognition", (with assistance from Smita Mishra Panda and Sudeshna Devi), New Delhi, UNDP, India.

Choudhary, K. C., (2008) A unit on Education, Development and Social Change (for MA course in Education), contributed to IGNOU.

Mishra, S. and D. Suar, (2009), 'Do Stakeholder Management Strategy and Saliency Influence Corporate Social Responsibility in Indian Companies?', Social Responsibility Journal, Emerald Group, UK (forthcoming).

Mishra, S. and D. Suar (2009), 'Does Corporate Social Responsibility Influence Firm Performance of Indian Companies?', Journal of Business Ethics, Springer, Netherlands (forthcoming).

Mishra, S. and P. Mohanty (2008), 'Corporate Governance as a Value Driver for Firm Performance: Evidence from India', published in the conference volume of the Research Symposium on Corporate Governance in China and India, organised by Old Dominion University, USA and Blackwell Publishing, USA.

Panda, Smita M., (2009) 'Negotiation Processes in Institutionalising Grassroots Level Water Governance: Case of Self-Employed Women's Association, Gujarat, India', in International Union for Conservation of Nature (IUCN), NEGOTIATE Toolkit: Case Studies.

Panda, Smita M., Kusakabe, Kyoko and Chansopheap Ouk (2008) 'Women, Political Parties and Decentralised Governments: Case Studies of Women Leaders in India and Cambodia, LORC Working Paper, Local Human Resources and Public Policy Development System Open Research Centre, Ryukoku University, Japan.

Sahoo, C. K. and Sahu, G. (2008), "360 Degree Feedback Mechanism: A Tool for Managing Employee Performance", Management and Labour Studies, 33 (1), February, pp.103-110.

Sahoo, C. K. (2008), "Industrial Relations Scenario in the Strategic Environment: The Case of Orissa.", Vision, 28 (1), January – March, 2008, pp.53-61.

Sahoo, C. K, Sahoo, K, and Das, S. (2008), "Strategic Employee Relations Initiatives Experienced by Birla Tyres: A Case Study", Social Science International, 24 (2), July, pp.54-64.

Sahoo, C. K and Sahoo, K. (2009), "Managing Employee Retention: Issues and Strategic Measures", Social Science International, 25 (1), January, pp.88-95.

Sahoo, C. K. and Sahu, G. (2009), "Effective Employee Engagement: The Mantra of Achieving Organisational Excellence", Management and Labour Studies, 34 (1), February, pp. 73-84.

Sahoo, C. K. (2009), "Organisational Restructuring and Human Resource Management: A Case Study", (Research Abstract), GITAM Journal of Management, 7 (2), April-June, pp.222-227.

Sahoo, C. K. (2008), "Effective Employee Empowerment and Involvement: Strategic Issues", Souvenir, RCEM, Bhubaneswar, February, pp.46-51.

Sundaray, B. K and Sahoo, C. K. (2008), "Strategic Initiatives: An Approach towards Competitive Advantage", National Seminar Proceedings, RCEM, Bhubaneswar, May, pp.97-100.

Sahoo, C. K. (2009), "Strategic Employee Empowerment and Involvement: An Exploration", Orissa Management Review, OMA, Bhubaneswar (forthcoming)

Sahoo, C. K. (2009), "Moral Intelligence: A Mapping towards Success", Disha, IMI, Indore.

Sahoo, C. K. (2009), "HR Audit: A Tool for making HRD Excellence", Chanakya, RIMS, Rourkela.

Book

Panda, Smita M. (2008), *Engendering Governance Institutions: State, Market and Civil Society* (Edited), Sage Publications, New Delhi/ Los Angeles.

Report

Choudhary, K. and Panda, Smita M. (2008), *Paharias: Struggle of a Tribe for Recognition*, UNDP, 2008 (along with Sudeshna Devi)

2.12 Achievements and Recognitions

The SOM faculty are key members of different institutions and are invited for intellectual input in different forums. Details are given below.

Haribandhu Panda

- Member, Board of Governors, Harsha Trust, Bhubaneswar
- Member, Board of Governors, Purvodaya, Guwahati

Supriti Mishra

- Qualified for the Fulbright Fellowship for the year 2009-2010.
- Founding member of Agamee Odisha, a think-tank of intellectuals in the state that works on various issues affecting the development of the state

Smita Mishra Panda

- Invited by Monash Asia Institute of Monash University, Australia as a Visiting Fellow (May-Sept 2008)
- Member, Board of Governors, CARD, Bhubaneswar

Chandan K. Sahoo

- Life Member, Indian Industrial Relations Association, New Delhi.
- At the advanced stage of D. Lit. from the Post - Graduate Department of PM & IR, Utkal University on the topic Strategic Management of Employee Relations in Central Public Sector Undertakings in Orissa.

2.13 Faculty

Director

Haribandhu Panda

Ph.D. (AIT), Bangkok

Dean (Academic)

Kishor Chandra Meher

Fellow (ICWA)

Kameshwar Choudhary

Ph.D. (JNU)

Smita Mishra Panda

Ph. D. (AIT), Bangkok

Chandan Kumar Sahoo

Ph. D. (Utkal)

Supriti Mishra

MA, MBA (Utkal)

Sudarson Jena

Ph. D. (Sambalpur)

Chitta Ranjan Bhoi

M. A., M. Phil (Berhampur)

Sudhanshu Sekhar Kar

MHRM, MBA (Utkal)

Pabitra Kumar Rath

PGPRM (IRMA)

Visiting Faculty

Ragnihid Lund

Ph.D. (NTNU)

Partha Sarathi Das

MA, MBA, LLB (Utkal)

Dhanada Kanta Mishra

Ph. D. (Oklahoma)

Manmath Mohanty

Ph. D. (Delhi)

Advisors of HDF

Mr. Lalit Mansingh	Former Ambassador to USA
Prof. K. L. Chopra	Former Director, IIT Kharagpur
Mr. A. R. Nanda	Former Secretary, Health & Family Welfare, GOI
Dr. Bhagaban Prakash	Former Advisor, MOHRD, GOI, WHO and Commonwealth
Prof. G. K. Dash	Former Vice-Chancellor, Utkal University
Dr. D. P. Pattanayak	Former Director, Indian Institute of Language
Prof. Srigopal Mohanty	McMaster University, Canada
Mr. Santanu Ghosh	FCA, Partner, K. S Aiyar & Co, Kolkata
Prof. Lalu Mansinha	University of Western Ontario, Canada
Mr. Jagadananda	Member Secretary, CYSD
Prof. S. N Torasia	Former Director, DST
Dr. Almas Ali	Senior Advisor, Population Foundation of India
Dr. Priyadarsan Patra	Intel Communication, USA
Prof. Abani Patra	University of Buffalo, USA
Mr. D. K Roy	Former Chairman, OERC, GOO
Prof. Annapurna Pandey	University of California, USA
Mr. Somdutt Behura	President, Vedant Tech, Texas, USA
Ms. Gayatri Das	Secretary, Kasturba Gandhi Memorial Trust

Officers and Staff

Director's Office

Chandra Bhanu Mishra
Harekrushna Sethy

Assistant Officer
Office Attendant

Admission Office

Rajesh Kumar Jha
Prakash Kumar Behera

Assistant Admission Officer
Programme Assistant

PGP Office

Sangram Keshari Mohanty
Rabin Kumar Barik
Banamali Nayak

Assistant Programme Officer
Facility Assistant
Office Attendant

Placement Cell

Sony Rout

Assistant Placement Officer

Library

Basant Kumar Panda
Bhaskar Behera

Librarian
Office Attendant

Estate and Transport

Hara Prasad Puan
Alok Kumar Majhi
Ashok Kumar Roul

Asstt Admin Officer
Driver
Driver

Accounts Office

Prasanta Kumar Rout
Kishore Mohan Rajguru

Asstt Accts Officer
Store/Accounts Supervisor

Research Staff

Sudeshna Devi

Auditors

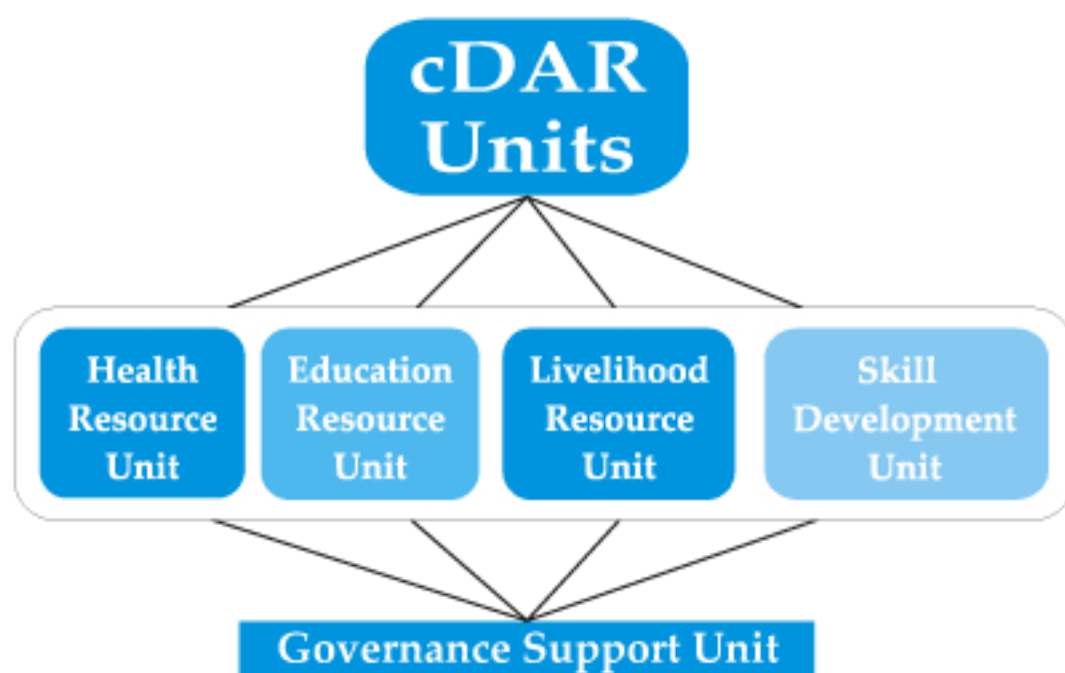
M/S PPB & CO.
Chartered Accountants

Bankers

Syndicate Bank
Punjab National Bank
State Bank of India

3. Centre for Development Action and Research (cDAR)

cDAR firmly believes that Odisha can be transformed socially and economically through the development of human resource and people's institutions. There is a need for proactive input for policy development and continuous engagement for effective implementation of programmes. Hence, cDAR intends to facilitate better programme implementation, improved access to services, better use of services, convergence of development initiative at all levels, community participation, bottom-up management, empowerment, realisation of improved development indicators, developing quality human resources, promotion of integrated programme management by the community, community-based monitoring, and evidence-based advocacy, through research and development.



cDAR comprises five Units (as illustrated) in the areas of Health Education, Livelihood, Skill Development and Governance. The Units are managed by specialists with support from technical resource persons. They also have the benefit of advice and inputs from administrators, social activists and professionals from diverse fields.

3.1 Goals, Strategies and Structure

cDAR contributes towards improving the Human Development Continuum (Survival-Development-Participation) based on the priorities of the National Five-Year Plan and the UN Millennium Development Goals. This is envisaged to be achieved through:

- Supporting communities to set goals, plan and implement for themselves
- Supporting Government to respond to the community plans and fix quality standards and norms
- Motivating communities to make best use of the services
- Facilitating joint Community-Government MIS
- Influencing the policies to be more effective, based on knowledge management
- Promoting integrated programme management by the community
- Fostering partnerships
- Evidence-based advocacy through research and development

3.2 Health Resource Unit

The Health programme is supporting different players including the Government agencies to achieve the goals and objectives in the State Health Plan with the NRHM / RCH-II and support interventions to reduce 3Ms, that is, Mortality, Malnutrition and Malaria. The Unit is a facilitating platform for building quality human resource at appropriate levels and intellectual leadership contributing towards an environment that will support policies, plans, approaches to ensure health for all. The Unit is run by a core team of professionals and experts backed by a technical group with extensive experience in the field of health and allied activities in Odisha and outside. The piloting strategies and innovations are being supported by critical learning-by-doing practices. The general principle followed by the Unit is learning-action-learning cycle.

Thrust Areas

- Extending support and cooperation to Government, Community, institutions including NGOs and Corporates and formulating and influencing health policies and programmes in achieving the goals of human development.
- Improving the quality of life of the people through health programmes with special emphasis on malaria and communicable diseases, malnutrition, mortality (infant, neo-natal and maternal), sanitation and life-style related diseases.
- Advocating knowledge and evidence-based programmes at all levels to promote human development.

Activities

During the year, the Unit undertook the following activities:

- Pocket reference card on key demographic and health statistics of Odisha
- Base paper on health challenges in Odisha
- Consultation on health issues in Odisha
- Rapid appraisal of health interventions
- Observance of World Population Day-2008 – in Bolangir district
- Development of IEC Materials for children
- Trainers' Training Programme for district resource group on Total Sanitation Campaign
- Developing understanding on the community monitoring of health services under NRHM
- Baseline survey on iron deficiency, anemia among adolescent girls in Ganjam district of Odisha, supported by PFI, New Delhi
- Management of PHCs under Public Private Partnership



3.3 Education Resource Unit

The Education Resource Unit is working towards enabling the State, civil society organisations and community to promote and provide quality education to children of Odisha, adopt a targeted approach in planning and implementation to effectively address residual issues and gender gaps, and equipping them to maximise on the available resources.

Thrust Areas

- Mobilising education experts, professionals, practitioners, organisations within and outside Odisha and bridge the gap between policy, programmes and practices.
- Creating a data base and conducting surveys, studies, evaluations, preparation of comprehensive reports, training manuals, pilot projects on issues and topics through theoretical and field-based research to bring about perspectives and knowledge to HDF's work as well as the work of state agencies to achieve the UN Millennium Development Goals.
- Conceptualising and brainstorming on the possibilities, potentials of different / alternative mediums and create an approach for programmes / projects for the collaborating partners.

Activities

- State level consultation on achieving Sarva Sikhya Abhiyan goals in Odisha
- Odisha Bikash – A joint initiative by HDF and UNICEF for establishing an informal development discussion and action forum.

For the year 2009, it is envisaged to initiate:

- Action in management of 3 Ms (Mortality, Malnutrition, Malaria)
- Early years of school education
- Stocktaking of human development issues of the State and consolidation and integration of government and non-government initiatives.



3.4 Livelihood Resource Unit

The Livelihood Resource Unit believes, all livelihoods comprise people, their capabilities and their means of living. The Unit focuses on tribal agriculture in Odisha as a sub-area of intervention. The interventional thrust is to systematically transform the low productivity agriculture in this region into a vibrant, sustainable and intensive agriculture, produce sufficient food and fruits to contribute significantly towards food security of the tribal population in the State.

Thrust Areas

- Policy / advocacy level intervention for protection and promotion of people's livelihood through piloting study and research
- Training and capacity building for facilitating organisations for alternative livelihood options and initiative
- Support to access the services on social security and entitlement

Activities:

- Consultation on livelihood issues in Odisha
- Consultation on Tribal Agriculture in Odisha
- Training on water management



3.5 Governance Support Unit

The Governance Support Unit believes in the inference that good governance is a process by which Government and people together identify shared values, needs and challenges, set priorities and develop programmes and jointly manage their implementation, through transparent and accountable process with shared responsibilities for outcomes. To achieve these ends, the Unit endeavours towards the following:

- **Constructive Engagements:** Facilitating effective linkages between elected representatives, Government officials and the people along with civil society organisations. Expanding capabilities of the stakeholders, knowledge management through quality studies and research.
- **Facilitative Engagements:** Developing systems of information and policy analysis, addressing constraints on local governance through evidence-based advocacy. Promoting bottom-up development approach at all levels.
- **Enabling Engagements:** Participatory identifications of deliverable priorities through enhancing capabilities of all stakeholders and building cadres to ascertain institutionalisation of the initiated processes.
- **Institutional Interactive Engagement:** Institutionalising citizenry groups at different levels towards greater policy-influencing forum in line with the National Five-Year Plans and the UN Millennium Development Goals.

Thrust Areas

- Decentralised planning
- Better implementation
- Improved access to services
- Better use of services
- Convergence at all levels
- Community participation
- Bottom-up management
- Empowerment
- Improved development indicators

Activities

- Preparation of "Participatory district development plan for Rayagada district of Odisha" in collaboration with CSREM.
- Developed a "Manual on Participatory Local Area Development Planning"
- Developed a "TOT Manual on Local Area Development Planning for PRIs".

3.6 Skill Development Unit

Skill Odisha Initiative of HDF is a unique programme designed to create massive skilled manpower in the state of Odisha, that will promote a better livelihood opportunity and contribute towards overall human development in the State. While organising this programme, special emphasis is being given to SC, ST, women and the downtrodden, especially in the rural sector of Odisha in an effort to remove social inequity and bring them into mainstream society.

Skills development, in an underdeveloped state like Odisha has the potential to give considerable support to economic growth as well as to improve incomes, help eradicate poverty of the vast majority of the state's population, and improve overall human development. The proposed "Skill Odisha Initiative" would be directed towards building quality skilled manpower in the State within a definite time frame. This will be a joint initiative by Government and Non-Government agencies bringing together other players and stake holders into the business in definite terms and roles and convergence among different skill building initiatives, capacity building of the Government organisations and Civil Society Organisations (CSOs) / Training Institutes (TIs). Skill mapping and other studies, including labour market research, identification and capacity building of resource persons / trainers and training of the youth etc also form part of the initiative. Human Development Foundation (HDF) in collaboration with the Centre for Youth and Social Development (CYSO), an organisation which has been working in Odisha for more than two decades in the development sector intend to launch "Skill Odisha Initiative", where active participation and ownership of Employment Mission, Govt of Odisha, UNDP and other civil society organisations are sought for.



Thrust Areas

- To improve household income levels and to manOeuvrE for integrated and holistic human development
- To explore the possibilities of collective actions involving various stake holders.
- To look for the scope of potentials and possibilities with opportunities.
- To categorise the available livelihood options through skill mapping and their development.
- To enhance and create the livelihood opportunities by providing vocational training to school dropouts and unemployed youth

Activities

- State level consultation on Skill Development
- Heart to heart Training
- Pathways – Soft Skills Training
- Capacity Building of Education Programme Managers for OPERA

3.7 HDF Gramin-ITC

The Gramin-ITC of HDF, approved by DGE & T, Govt of India and affiliated to DTE & T, Govt of Odisha, is a unique institution in the State, exclusively devoted to provide vocational training in the area of agriculture and allied services to create employable opportunities, mostly in the rural areas of the State. The action agenda of Gramin-ITC covers development and establishment of vocational trades, skill development institutions, finishing schools and technical education centres with the objective of producing skilled human resources, making inroads in eradicating unemployment through self-employment and creating employment opportunities in potential sectors. HDF simultaneously pulls out all the stops to create pathways for multiple human resource development activities in rural as well as urban areas with an undiluted mission to train quality but result-oriented manpower to meet the emerging requirements of industries, technical, vocational and management institutions, organisations and agencies, both in public and private sectors. This apart, considering that the major sections of the population are engaged in agriculture and allied activities, HDF has planned for generating quality human resource in the same field as well. With a view to transform the mission into reality, HDF has set up one Industrial Training Centre (ITC) at Angaragadia in Badasahi block of Mayurbhanj district.

The Gramin-ITC provides customised training in the following trades:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Agricultural Processing and Value-addition Technologies • Floriculture and Landscaping • Farm Machinery and Equipment Maintenance • Horticulture and Vegetable Production • Sericulture | <ul style="list-style-type: none"> • Pisciculture • Livestock Management • Integrated Farming Technology • Plant Protection, Seed Production and Conservation Technologies • Agri-Enterprise Development |
|---|---|



3.8 Human Resource of HDF

Mr. D K Roy, Executive Director

Dr. Dhanada Kanta Mishra, Development Expert

Mr Sudarsan Das, Development Expert

Mr Harekrushna Panigrahi, Finance Expert

Dr. Almas Ali, Advisor, Health Resource Unit

Mr. Subrat K. Rout. Head, Governance Support Unit

Dr. Manmath K. Mohanty, Head, Health Resource Unit

Mr. Amarjit Jena, Head, Education Resource Unit

**Mr Basudev Panda, Senior Programme Officer,
Health Resource Unit**



A Future of Possibilities...



Human Development Foundation (HDF)

Campus

HDF School of Management

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Dist.: Cuttack, 754005, Odisha, Phones: 0671 - 2870023

E-mail: director@hdf.ac.in, Website: www.hdf.ac.in

City Office

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M-4, Samant Vihar, Near Kalinga Hospital Square

P.O.: Mancheswar Railway Colony, Bhubaneswar - 751017, Odisha,

E-mail: hdf@hdf.org.in, Website: www.hdf.org.in, Phone: 0674 - 2301019