

Curriculum Vitae of Hemnath Rao Hanumankar

My Career Mission: To alleviate poverty and promote human development through accelerated learning and development, innovation and formulating best practices in promoting livelihood security, informed adequately by researched insights and evaluation of ongoing development initiatives and programmes.

- 1. Name:** Hemnath Rao Hanumankar
- 2. Place and Date of birth:** Hyderabad (India) on 1st May, 1960
- 3. Nationality:** Indian
- 4. Permanent Address:** Flat no. 201, Sri Vishnu Vardhan Abode,
Plot no. 2-2-647/77/G/7,
SBI Officers' Colony,
BAGH AMBERPET, HYDERABAD,
PIN; 500013, Telangana State, INDIA
e-mail; hemnathrao@gmail.com/
hhemnath@yahoo.com
Mobile phone; +91 94404 18564
- 5. Civil status** Married

6. Academic Background

University/ Institution	Degree(s) or Diploma(s) obtained
ANGR Agricultural University, Hyderabad, India	B.Sc. (Agriculture) - 4 year integrated course.
Jawaharlal.Nehru.Technological University (JNTU), Hyderabad, India	M.B.A (Secured first class with distinction)
University of Durham Business School, U.K. - British FCO-Nehru Centenary Fellow	M.B.A. (Full-time) (Recipient of the best alumnus award)
J.N.T.U , Hyderabad	Ph. D (Researched the strategic response of Indian corporates to globalisation and global competition).

7. Last Employment: Founding faculty of Strategic Management and Professor, Administrative Staff College of India (ASCI), Bella Vista, Raj Bhavan Road, Hyderabad- 500 082, India from November, 1996 until August, 2014. Also served a two year rotating term as the Dean of Management Programmes (2011-2013) and as Founder Director, Centre for Poverty Studies and Rural Development (2004-2014).

Currently, leading StratLead International, a self-founded initiative.

8. Previous Jobs

- **Head, Tata Management Development Center, Jamshedpur, India (On lien from ASCI in 2003-04)**, with key responsibilities for identification of management training needs of 8000 managers and designing and delivering contact based and e-learning management development programmes to bridge their competency gaps.
- **General Manager (Diversification), Heritage Foods India Limited, Hyderabad, India (1994-1996)** with responsibility for strategic planning, identification and evaluation of business diversification opportunities in an SME business environment.
- **Asst. Director, National Co-operative Development Corporation, Ministry of Agriculture, Government of India, New Delhi, India (1984-93)** – Responsibilities included planning and implementing internally funded and internationally aided projects aimed at development of diverse agricultural marketing and processing co-operatives designed to improve income levels of small and marginal farmers

9. Key Assignments Handled at ASCI

A. Management Development of Practising Managers

Areas of academic interest include Strategic Management Processes in corporates and 'not for profit' development institutions; Management of Learning and Development Institutions; Management of Small and Medium Enterprises (SMEs); Public Enterprise Management; Good Public Governance; Corporate Social Responsibility; Strategic Leadership; Management of Strategic Change; Agribusiness and Rural Management; and Strategic Management of Anti-Poverty Programmes. Have designed and offered high impact customized management development programmes/ resource inputs for diverse client organizations within and outside India, as illustrated by the following sample:

(As Founding Faculty of the Strategic Management Area)- 1996 to 2003.

- Programmes of Department of Personnel and Training, Government of India (GoI) for officers of All India Services and Central Civil Services.
- A series of 18 MDPs for executives of Larsen and Toubro over a five year period from 1997 to 2002 with a sharply customized programme design based on TNA.

- Programme on ‘Strategic Management for senior executives of Oil and Natural Gas Corporation of India’ (ONGC), a public sector ‘Maharatna’ enterprise.
- Series of Programmes on ‘Strategic Thinking and Transformational Leadership’ for senior executives of the Triveni Industries Limited.
- Advanced Management Programmes for senior executives of National Thermal Power Corporation (NTPC); National Hydro Power Corporation (NHPC); Crompton Greaves; Orient Cements and other large corporates.
- National Workshop on ‘Strategic Management of Learning and Development Institutions (LDIs)’
- Top management ‘Strategy Workshop’ for the National Mineral Development Corporation (NMDC), a public sector ‘Navaratna’ company.
- Advanced Leadership Development Programmes for senior executives of TATA Steel, a private sector giant and its various associate companies including customized programmes on service delivery and customer satisfaction for consulting medical officers of Tata Main Hospital, Tata Community Services etc..

(As Founding Director of Centre for Poverty Studies)- 2004 to 2014.

- Designed and directed entrepreneurship, management and leadership development programmes for six batches, each of 25 participants, from SMEs across East and West African countries as part of a joint international capacity building initiative of the Commonwealth Secretariat (ComSec), Government of India in the Ministry of External Affairs, Aureos Advisers and Norfund.
- Customised a series of four management development programmes based on a comprehensive training needs analysis for entrepreneurs and managers of investee SMEs of Pacific Capital Partners in Papua New Guinea (PNG), Tonga, Vanuatu, Fiji and Samoa and organized delivery of the learning programmes in Port Moresby, PNG, with funding support from ComSec and CDE, Port Vila.
- Designed and delivered programmes aimed at strengthening the strategic thinking and social marketing competencies of the top management of the National Fisheries Development Board of India, AP State Scheduled Castes Finance Corporation and other development corporations of state and central governments of India, after detailed studies to identify competency and learning needs.
- Programmes in Strategy and entrepreneurship for owners/ owner-managers of SMEs. Delivered a series of ‘Entrepreneurship Development and Strategic Management seminars’ for Orissa Association of Small and Medium Enterprises (OASME) with SIDBI assistance.

- Addressed numerous batches of agribusiness entrepreneurs, farmer leaders, agribusiness supply chain members, agricultural scientists, agriculture development policy makers, post graduate students of agribusiness and other stakeholders of agriculture and agribusiness development as visiting faculty at the National Institute of Agriculture Extension Management (MANAGE); National Academy for Agriculture Research Management (NAARM); National Institute of Rural Development (NIRD); National Institute of Micro, Small and Medium Enterprises (nimsme), BASIX Academy, SBIRD, EEI, ATIs, SIRDs and other premier learning and development institutions of Government of India and States.
- Have been a regular visiting faculty at the State Bank Staff College, Indian Institute of Coal Management (IICM), National Police Academy, National Industrial Security Academy, Institute of Public Enterprise, MCR HRD Institute of Andhra Pradesh, Centre for Good Governance, A P Judicial Academy, Xavier Labour Relations Institute (XLRI), Jawaharlal Nehru Institute of Development Banking, Tamilnadu Institute of Urban Studies, IIPA, HCU-ASC, nimsme, MANAGE, NAARM, NIRD, and other institutions of repute.

B. Management Consultancy and Research

Have been actively associated with consultancy and research work in the areas of strategic restructuring of development organizations and businesses to enable the client organizations redefine and develop their long-term strategic perspectives. My work in recent years has been focused on enhancing the impact of institutions and programmes with a mandate to fight poverty and promote livelihoods in rural areas. Following is a sample;

- ❖ **UNDP, New Delhi and the Ministry of Rural Development, Government of India (GOI)** for ‘Terminal Evaluation of the UNDP Supported project for Implementation of the Mahatma Gandhi National Rural Employment Guarantee Programme’ (MGNREGA)
- ❖ **UNDP, New Delhi and the Ministry of Rural Development, Government of India (GOI)** for developing policy guidelines to facilitate convergence of the National Rural Employment Guarantee Programme (NREGP) that statutorily addresses livelihood security for the poorest of the poor in rural areas with various development schemes of the Ministry of Agriculture, GOI during August-September, 2009.
- ❖ **UNDP, New Delhi and the Ministry of Rural Development, GOI** for evaluation of the impact of the National Rural Employment Guarantee Act (NREGA) in three districts of Andhra Pradesh during April-July, 2009.
- ❖ **National Fisheries Development Board, GOI** to assess the management development needs of senior functionaries of State Fisheries Departments and State Co-operative Fishermen Federations in 2008.

- ❖ **Consultancy for the Commonwealth Secretariat (ComSec), London** for developing a proposal for capacity building of SME managers in Africa and South Asia in April, 2006
- ❖ **Consultancy for ComSec** to study and map the training needs and competency gaps of managers in African SMEs in November, 2006
- ❖ **Ministry of Agriculture, GOI** for evaluation of impact of Farmers' Call Centres across a sample of five states of India.
- ❖ **Ministry of Rural Development, GOI** for evaluation of impact of training programmes offered by the **National Institute of Rural Development (NIRD)** from 2003-'06
- ❖ **Ministry of Water Resources, GOI**, for Repositioning the Central Water Commission (CWC)' to make the client organisation more relevant to the emerging paradigm of integrated water resources management.
- ❖ Process consulting support for modernization of management systems and practices in **owner managed SMEs** during 2006-07.
- ❖ **Ministry of Micro, Small and Medium Enterprises, GOI**, for developing a draft legislation for regulating the growth of small scale enterprises in India. .
- ❖ **Provincial Government of Jammu & Kashmir, India-** Study for rehabilitation of sick micro and small scale industries
- ❖ **National Institute for Small Industry Extension and Training (NISIET), now renamed as nimsme, Ministry of Micro, Small and Medium Enterprises, GOI** to evaluate the role of the then NISIET (nimsme) in training of personnel involved in the management of small scale enterprises and development of a strategy for Human Resource Development across the SME sector.
- ❖ **Planning Commission of India-** Study and evaluation of the institutional infrastructure in the north- eastern states of India for marketing and value added processing of agricultural produce.
- ❖ **Ministry of Human Resource Development, Govt. of India-** Repositioning the National Book Trust of India based on a strategic analysis of the global and domestic book publishing industry
- ❖ **National Institute for Management of Agricultural Extension (MANAGE) –** Evaluation of the long duration courses offered by MANAGE in Agricultural Extension.

- ❖ **Government of Orissa-** Approach to Vision 2020 for Poverty Task Force of the Government of Orissa state.
- ❖ *The World Bank and Ministry of Human Resource Development (MHRD), Government of India (GoI) sponsored study for comprehensive evaluation of the Technical Education Quality Improvement Programme (TEQIP).*
- ❖ Top Management Strategy Interventions in Vision Building for large and smaller corporates in the public and private sectors like the **Bharat Heavy Electricals Limited (BHEL); Electronics Corporation of India Limited (ECIL); National Mineral Development Corporation (NMDC); Tata Steel; State Level Enterprises of the Government of Nagaland and others.**

C. Management Education: Taught highly rated credit based core and elective courses in strategic management at ASCI-PGDHM, Institute of Public Enterprise, National Institute of Agricultural Extension Management (MANAGE-PGDABM) and others. Adjudged three doctoral theses for NEHU, HCU and JNTU.

D. Current Assignment on Hand: Leading a Mid Term Review of a multi-country project for supporting migrant entrepreneurs across Suriname, Morocco, Ghana, Iraqi Kurdistan, Somalia and Afghanistan. Funded by the Government of the Netherlands, the study involved field work in Kurdistan, Somaliland and The Netherlands.

E. Participation in Policy Making

Have been serving on several professional bodies and committees that offer an opportunity to shape institutional and national policy. Besides having chaired or participated in committees for selection of senior members of the faculty of reputed academic institutions and top management functionaries of public organizations, I have a penchant for case study research methodology and have been involved with the following committees;

- Member of two national expert groups of the Government of India (GOI) in the Ministry of Rural Development (MoRD) for developing research methodology for studies to investigate the impact of NREGA on agricultural development and poverty alleviation and for evaluating national level monitors of rural development.
- Member of the Working Group constituted by the GOI for development of individual land holdings as a means of sustainable livelihood.
- Member of the Ad'hoc Task Force of the Cabinet Secretariat of the GOI for review of result based performance of development ministries of GOI.
- Member of the Joint Review Mission of the World Bank and the Government of India on the Technical Education Quality Improvement Programme.

- Member of the curriculum review committees of the Institute of Public Enterprise, Hyderabad; the Andhra Pradesh Open University, JNTU and others.
- Served as member of the three committees that set the guidelines for selection of National Level Monitors (NLMs) in the MoRD-GoI; Identification of institutional NLMs; and selection of individual and institutional NLMs.

10. List of Publications in Reputed Journals

Research effort has largely been concentrated towards understanding the cross-disciplinary strategic issues in implementing rural development and anti-poverty programmes, as also the pattern of strategic responses of Indian organizations in the wake of the liberalization of Indian economy and related reforms since 1991. The following publications illustrate the direction and multi-disciplinary character of my research effort;

a. Journals and Conference Proceedings

1. Hanumankar, H.R. (2010) Sigma Solvents: A Case of Technology Driven Product Development Strategy. *Tech Monitor* (July-August).
2. Hanumankar, H.R. (2010) Deploying ICT in Agricultural Extension for Good Rural Governance. *The Afro-Asian Journal of Rural Development* 43(1)
3. Hanumankar, H.R. (2008) Bridging Strategy and Structure for Agricultural Development. *The ICFAI University Journal of Rural Management*. 1 (1)
4. Rao, Hemnath H. (2005) Strategising for Excellence: The Case of Indian Oil Corporation. *The Journal of Institute of Public Enterprise* Vol. 28(3&4).
5. Rao, Hemnath H. (2004) VST Industries Ltd: Strategic Responses to Globalisation. *ASCI Journal of Management*, 33(1&2).
6. Hanumankar, H.R. (2003), 'Managing Productivity in Knowledge Enterprises' *Proceedings of the Annual Meeting of the International Study Group on Productivity Measurement and Management* , APO, Tokyo.
7. Hemnath Rao (2002), 'Strategies for Fighting Poverty in Irrigated Agriculture', *Proceedings of the International Seminar on Fighting Poverty in Irrigated Agriculture*, IWMI, Colombo.
8. Hanumankar, H.R. (2015) "Review of the book" 'The Water, Energy and Food Security Nexus: Lessons from India for Development'. *International Journal of Water Resources Development*, Vol. 31, Issue 1, pp. 146-148.

b. Books and Book Chapters

9. Rao Hanumankar, H. (2003) 'India's Race for Global Competitiveness', in Murthy, M.G.K.(ed.), Globalisation: Managing Organisational Adaptation. New Delhi: Anmol Publications.
10. Rao Hanumankar, H. (2006) Tryst with Global Competition: Strategic Response of Corporate India, Hyderabad: B.S Publications.
11. Rao Hemnath, H (2007) *Socio-Economic Dimensions of Food Security: Availability, Acceptability and Accessibility of Food*. In: Aswathanarayana, U. (ed.), Food and Water Security. London: Taylor and Francis.
12. Rao Hanumankar, H (2011) Study of Mahatma Gandhi National Rural Employment Guarantee Programme: A Case Study of Programme Implementation in Andhra Pradesh State of India. NY: VDM Verlag Dr. Mueller
13. Rao Hanumankar, H (2011) *Application of ICT in Agricultural Extension: An Evaluation Study of Kisaan Call Centres (Farmers' Service Centres)*' in Saravanan, R et al (2011) (eds.) Information and Communication Technology for Agriculture and Rural Development. New Delhi: New India Publishing Agency.
14. Rao Hanumankar, H (2015) *Converging a Wage Employment Based Anti-Poverty Programme with Natural Resource Management: A Holistic Case Study of the Kandhamal District in Odisha, India* in Mishra R.K. and Akundy A (2015) (eds.) The India Social Sector- Trends and Issues. New Delhi: Academic Foundation.
15. Rao Hemnath (2015) in Saxena K.B. (ed.) Contemporary Practices of MGNREGS: Insights from Districts. New Delhi: SAGE
16. Rao Hanumankar H (2016) *Rethinking Agriculture Development: The Value Chain way!* in Reddy, V.S. and Suryamani, M (2016) (eds.) Advances in Agricultural Extension: Towards Changing the Lives and Livelihoods. Hyderabad: BS Publications

11. Statement of Competence

Over the last three decades, I have had a unique exposure to management development issues, initiatives and best practices in government, public and private sector enterprises and have made a massive contribution to conceptualization, design and delivery of management development programmes across the country and the developing world in Africa and the Pacific Islands. I have contributed to a rich portfolio of highly customized and innovative learning and development programmes in strategic and general management for senior and top management of large public and private sector enterprises, senior civil servants, technocrats, owner-managers and entrepreneurs from within India, South Asia, Pacific Region, West Asia and across Continental Africa.

besides offering highly acclaimed courses in strategy at reputed schools of management. Served as an examiner for central and state universities to adjudge three doctoral theses

While lecturing at leading management institutions across the country and abroad, I have carried out diverse and multi-disciplinary portfolio of policy studies for International agencies, Government of India and the state governments. These studies include a terminal evaluation of the UNDP Support Project for Operationalisation of the Mahatma Gandhi National Rural Employment Guarantee Programme (MGNREGA/P) implemented by the Ministry of Rural Development in the GoI; comprehensive evaluation of the World Bank sponsored Technical Education Quality Improvement Project (TEQIP) implemented by the Ministry of Human Resource Development, GoI; impact assessment of the Kisaan Call Centres implemented as a public private partnership project by the Ministry of Agriculture, GoI and numerous other studies with impact on public policy.

My widely read book, 'Tryst With Global Competition' published by BSP, Hyderabad, analyses the strategic response of Indian businesses to the forces of global competition and globalisation while the other book 'Study of MGNREGA: A case in Implementation of an Anti Poverty Programme in A.P.' captures the strategic issues in implementing India's flagship programme for alleviating rural poverty through wage employment. I have been working on management training and consulting projects sponsored by international agencies like the UNDP, Commonwealth Secretariat, Aureos Advisors, Norfund, World Bank, IFC-Global Corporate Governance Forum, EU's Centre for Development of Enterprise and others. I am also actively involved with strengthening the management processes and institutions for implementing key social sector development programmes as a member of various expert groups of the Government of India in different ministries and the Cabinet Secretariat.

The rich and diverse experience across the private, public and co-operative sectors of the national economy as a management and development practitioner and academic, has endowed me with a well rounded competency profile in strategic and general management. The rich exposure to micro, small and medium enterprises across numerous developing countries and to the rural livelihoods sector, both on and off the farm in India during the last decade coupled with an early career experience with agricultural co-operatives and agribusiness supply chains at a national level, provide a rare and penetrating insight in to areas of rural livelihoods and micro-enterprise development. It would also be worth mentioning here that I was actively involved with the team that drafted the MSME Development and Regulation Bill passed by the Parliament of India in 2006.

-Hemnath Rao Hanumankar