

Appendix 2

Officers Present During the Case Study Presentations

List of officers at BEL Corporate Office, Bangalore

1. **Mr. D.A. Mohan**
Executive Director (Strategy and Systems)
Corporate Office, Bharat Electronics Limited (BEL)
Outer Ring Road
Nagavara
Bangalore 560 045.
2. **Mrs. Kalyani Murthy**
Deputy General Manager
Strategic Planning Division
Corporate Office, Bharat Electronics Limited (BEL)
Outer Ring Road
Nagavara
Bangalore 560 045.
3. **Mr. G. S. N. Murthy**
Deputy General Manager
Strategic Planning Division
Corporate Office, Bharat Electronics Limited (BEL)
Outer Ring Road
Nagavara
Bangalore 560 045.
4. **Mr. B. C. Umesh**
Deputy Manager
Strategic Planning Division
Corporate Office, Bharat Electronics Limited (BEL)
Outer Ring Road
Nagavara
Bangalore 560 045.



ಕರ್ನಾಟಕ ಸಹಕಾರಿ ಹಾಲು ಉತ್ಪಾದಕರ ಮಹಾಮಂಡಳ ನಿಯಮಿತ
KARNATAKA CO-OPERATIVE MILK PRODUCERS' FEDERATION LIMITED



No.KMF/MKT/2008-09

Date : 14.06.2008

Prof. M.R Suresh,
ICFAI Business School,
Bangalore.

Dear Prof. Suresh,

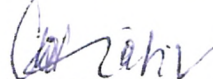
Sub : Case Study of KMF.

With reference to your Case Study of KMF as part of your Ph.D work and your presentation of the same at KMF we clear the above case study for academic purposes.

With best wishes.

yours faithfully,

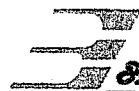
For Karnataka Milk Federation,


JT. DIRECTOR (MARKETING)
C. CHANNAKRISHNAIAH
Joint Director (Marketing)
Karnataka Co-operative Milk
Producer's Federation Ltd.,
Dr. M.H. Marigowda Road,
BNAGALORE - 560 029

ಕೆ.ಎಂ.ಎಫ್. ಸಂಕೀರ್ಣ, ಅಂಚೆ ಚೀಲ ಸಂಖ್ಯೆ : 2915, ಡಾ|| ಎಂ.ಹೆಚ್. ಮ ರಿಗೌಡ ರಸ್ತೆ, ಬೆಂಗಳೂರು - 560 029. KMF Complex, P.B.No.2915, Dr. M.H. Marigowda Road, Bangalore :
Telephone: 26096800, 25536625, FAX : 080-25536105, E-mail : kmf@sify.com /kmfmkt@sify.com/ miskmf@gmail.com/ kmfpur@si
Visit us at : www.kmfnandini.coop

Appendix 3: Copy of the Letter Issued by KMF Clearing the Case Study

Prof. M.R. Suresh
ICFAI Business School
BANGALORE



भारत इलेक्ट्रॉनिक्स लिमिटेड
BHARAT ELECTRONICS

भारत इलेक्ट्रॉनिक्स लिमिटेड

(भारत सरकार का उद्यम, रक्षा मंत्रालय)

पंजीकृत कार्यालय

आउटर रिंग रोड, नागवारा, बेंगलूर - 560 045, भारत

Bharat Electronics Limited

(A Govt. of India Enterprise, Ministry of Defence)

Registered Office

Outer Ring Road, Nagavara

Bangalore - 560 045, INDIA

फोन/Phone : +91(080) 25039224

फैक्स/Fax : +91(080) 25039234

वेब/Web : www.bel-india.com

No.18870/2/SP

2nd July 2008

Dear Prof. Suresh,

Sub: Case Study of BEL.

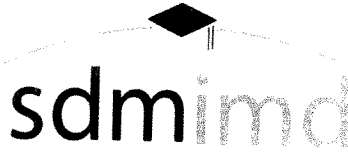
With reference to your Case Study of BEL as part of your Ph.D work and your presentation for validating the same at Executive Director (Strategy & Systems)'s office, the suggestions given may be incorporated and the case study may be used for academic purposes.

With best wishes,

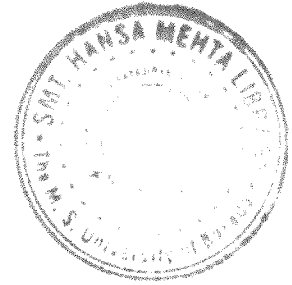
Yours faithfully,
for BHARAT ELECTRONICS LIMITED,

[D.A. MOHAN]
EXECUTIVE DIRECTOR (STRATEGY & SYSTEMS)

Appendix 4: Copy of the Letter Issued by BEL Clearing the Case Study



Sunil K Parameswaran
PGDM (IIM-B), Ph.D (Duke)
Professor of Finance
Editor: 'FRONTIERS'



15th April 2009

Prof. M.R. Suresh
Associate Professor
SDM Institute for Management Development
MYSORE – 570011

Dear Prof. Suresh,

I confirm having received your paper titled '**Strategic Responses of Enterprises to Changes in Market Environment: An Examination Across Ownership Form: Case Study of KMF Ltd.**'.

I am glad to inform you that our editorial panel has after detailed review, recommended your paper for publication in the next issue of our journal, FRONTIERS – Journal of Management & Policy. .

I request you to therefore incorporate any changes that you deem necessary, in consultation with your co-author, and submit the final manuscript at the earliest.

Thanking you,

Yours faithfully,

Sunil K. Parameswaran

From: "Sunil Kumar Parameswaran" <skp@sdmimd.ac.in>
Subject: BEL Case
Date: Tue, April 21, 2009 11:42 am
To: suresh@sdmimd.ac.in

Dear Prof. Suresh,

I am glad to inform you that we are interested in considering your BEL case study for publication in our journal, 'Frontiers'.

Kindly submit the same at the earliest if you are interested.

Yours faithfully,

Sunil K. Parameswaran
Editor

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