

LIST OF TABLES			
Sl. No.	Table	Title of the table	Page No.
1.	1.1	Installed Generation Capacity in India during 1970-71 to 2013-14	5
2.	1.2	Total Installed Power Generation Capacity in India as on 31-1-2010	6
3.	1.3	Total Installed capacity of Renewable Power in India	7
4.	1.4	Financial Outlays on Power Plan wise under Five Year Plans in India	10
5.	1.5	Power Generation (Renewable and Non-Renewable) Status in India	13
6.	1.6	Central Finance Assistance for Biomass Power Project	16
7.	1.7	Fiscal Incentives for Biomass Power Generation	16
8.	1.8	Biomass Power Tariff across States (AS ON 31.03.2011)	17
9.	1.9	List of Commissioned Biomass and Cogen Power Projects in India	18
10.	1.10	Biomass Energy Generation Potential Availability in India	19
11.	1.11	Biomass Potential and Installed Capacity in Key Indian States	21
12.	2.1	Details of Biomass Power Plants.	42
13.	2.2	Generation of Electricity by Biomass Power Plants	44
14.	2.3	Source-wise renewable energy Incentives given to power plants	52
15.	2.4	Ministry of Non-conventional Energy Sources - Guidelines for fixation of Biomass Tariff	52
16.	2.5	Fixation of Fixed Cost from 1 st year to 20 th year of operation	63
17.	2.6	Variable Cost tariff for the period of 10 years from 2004-05 to 2013-14	64
18.	3.1	Definitions of Strategic Management	78
19.	3.2	Definitions of Strategy	81
20.	5.1	Power Generation and Export details of Greenko Energies Private Limited during 2004 - 2014.	135
21.	5.2	Power Generation and Export details of Rithwik Power Projects Limited during 2004 - 2014.	137

Sl. No.	Table	Title of the table	Page No.
22.	5.3	Power Generation and Export details of Roshni Power tech Pvt. Ltd during 2004 - 2014.	139
23.	5.4	Power Generation and Export details of Satyamaharshi Power Corporation Limited during 2004 - 2014.	141
24.	5.5	Power Generation and Export details of Shalivahana Green Energy Ltd. during 2004 - 2014.	144
25.	5.6	Power Generation and Export details of Varam Power Projects Pvt. Ltd.	146
26.	5.7	Level of adoption of Strategic Management	155
27.	5.8	Motivating factors for Adoption of Strategic Management Practices	156
28.	5.9	Reasons for Low Adoption of Strategic Management Practices in Biomass Power Plants	158
29.	5.10	Core Competencies of Biomass Power Plants	159
30.	5.11	Critical Success Factors of Biomass Power Industry	161
31.	5.12	Degree of Emphasis on Strategic Management Process Components/Elements in Biomass Power Plants	163
32.	5.13	Vision, Mission and Objective Setting	167
33.	5.14	Studying Political Trends	169
34.	5.15	Studying Economic Trends	170
35.	5.16	Studying Socio Cultural Trends	171
36.	5.17	Studying Technological Trends	172
37.	5.18	Analysis of Competitors	174
38.	5.19	Supplier Trends	175
39.	5.20	Customer Preferences	176
40.	5.21	Industrial Relations	177
41.	5.22	Identifying Core Competencies	178
42.	5.23	Identifying Critical Success Factors	179
43.	5.24	Analysis of Past Performance	181
44.	5.25	Analysis of Customer Services	182
45.	5.26	Analysis of Marketing Function	183
46.	5.27	Analysis of Operations Function	184
47.	5.28	Analysis of HRM Function	185
48.	5.29	Finance Management	186
49.	5.30	R&D Function	187
50.	5.31	Formulation of Strategic Alternatives	189
51.	5.32	Strategy Analysis and Choice	190

Sl. No.	Table	Title of the table	Page No.
52.	5.33	Select the Best Strategy	192
53.	5.34	SWOT Analysis	193
54.	5.35	Cost Benefit Analysis	194
55.	5.36	GAP Analysis	196
56.	5.37	Value Chain Analysis	197
57.	5.38	Financial Analysis	198
58.	5.39	Strategic Advantage Profile	199
59.	5.40	Balanced Scorecard	200
60.	5.41	Key Factor Rating	201
61.	5.42	Benchmarking	202
62.	5.43	Involvement of Top Managers in the Process	204
63.	5.44	Involvement of Middle Managers in the Process	205
64.	5.45	Involvement of Junior Managers in the Process	206
65.	5.46	Involvement of Workers in the Process	207
66.	5.47	Involvement of Consultants	208
67.	5.48	Identification of Short-term Objectives	210
68.	5.49	Formulation of Programs, Policies & Procedures	212
69.	5.50	Initiation of Specific Functional Strategies	213
70.	5.51	Designing Effective Reward Systems and Mobilization of Resources	214
71.	5.52	Provision of Strategic Leadership	216
72.	5.53	Change of Organizational Culture	217
73.	5.54	Overall Management of Change	218
74.	5.55	Identification of Changes in Planning Premises	221
75.	5.56	Determining and Measurement of Performance	222
76.	5.57	Taking Corrective Action	224
77.	6.1	Production Scheduling	232
78.	6.2	Capacity utilization	233
79.	6.3	Efficiency of Raw Material Utilization	234
80.	6.4	Plant Layout	236
81.	6.5	Material Handling	237
82.	6.6	Waste Control	238
83.	6.7	Plant Maintenance	239
84.	6.8	Inventory planning	241
85.	6.9	Distribution System	242
86.	6.10	Marketing Information System	244
87.	6.11	Capital Expenditure Planning	246
88.	6.12	Working Capital Planning	247
89.	6.13	Cash Flow Planning	248

Sl. No.	Table	Title of the table	Page No.
90.	6.14	Capital structure planning	250
91.	6.15	Profit planning	251
92.	6.16	Taxation planning	252
93.	6.17	Estimating Human Resource Requirements	254
94.	6.18	Recruitment planning	256
95.	6.19	Career Planning	257
96.	6.20	Planning for Training and Development Activities	258
97.	6.21	Planning for Improvement in Morale and Motivation	259
98.	6.22	Employee Relations	261
99.	6.23	Succession Planning	262
100.	6.24	Employee Participation	263
101.	6.25	Technology Up-gradation	265
102.	6.26	Judicious Selection of Technology	267
103.	6.27	Replacement of old Technology	268
104.	6.28	Exploitation of Adopted Technology to the Maximum	269
105.	6.29	Receipt of Raw Materials	271
106.	6.30	Inward Transportation	272
107.	6.31	Pearson correlations among Strategies undertaken by Biomass power plant	278
108.	6.32	Multiple Regression for Strategies Vs Performance	279
109.	6.33	Expansion Strategy	281
110.	6.34	Merits of Biomass Power Plant's Expansion Strategy	282
111.	6.35	Demerits of Expansion Strategy	283
112.	6.36	Backward Integration	284
113.	6.37	Mergers and Acquisitions	285
114.	6.38	Michael Porter's Generic Strategies	287
115.	6.39	Strategic Location of the Plant	288
116.	6.40	Efficient procurement of the raw materials	289
117.	6.41	Cutting Down Costs of Transportation	290
118.	6.42	Prudent production practices	291
119.	6.43	Preventive Maintenance Practices	293
120.	6.44	Reduction of Transmission Losses	294
121.	6.45	Influencing Formulation of Govt. Policies through Associations	295
122.	6.46	Low cost of production	296
123.	6.47	Environment Management Strategies	297
124.	6.48	Training in Strategic management	298

Sl. No.	Table	Title of the table	Page No.
125.	6.49	Mean and Standard deviation Scores of Strategies preferred for Biomass power plant (Ranking)	300

LIST OF EXHIBITS			
Sl. No.	Exhibit	Title of the Exhibit	Page No.
1	1.1	Strategic Management Process	33
2	2.1	Biomass Power Exports in Andhra Pradesh 2004-2014	45
3	5.1	Process of Biomass Power Generation	150
6	5.2	Feed stock for Biomass Power Production	151
7	5.3	Suggested Organization Structure for Biomass Power Plants	154
8	5.4	Motivating factors for Adoption of Strategic Management Practices	157
9	5.5	Core Competencies of Biomass Power Plants	159
10	5.6	Critical Success Factors of Biomass Power Industry	161
11	5.7	Strategic Management Model	162
12	5.8	Vision, Mission and Objective Setting	167
13	5.9	Studying Political Trends	169
14	5.10	Studying Economic Trends	170
15	5.11	Studying Socio Cultural Trends	171
16	5.12	Studying Technological Trends	173
17	5.13	Analysis of Competitors	174
18	5.14	Supplier Trends	175
19	5.15	Customer Preferences	176
20	5.16	Industrial Relations	177
21	5.17	Identifying Core Competencies	179
22	5.18	Identifying Critical Success Factors	180
23	5.19	Analysis of Past Performance	181
24	5.20	Analysis of Customer Services	182
25	5.21	Analysis of Marketing Function	183
26	5.22	Analysis of Operations Function	185
27	5.23	Analysis of HRM Function	186
28	5.24	Finance Management	187
29	5.25	R&D Function	188
30	5.26	Formulation of Strategic Alternatives	189
31	5.27	Strategy Analysis and Choice	191
32	5.28	Select the Best Strategy	192
33	5.29	SWOT Analysis	193
34	5.30	Cost Benefit Analysis	195
35	5.31	GAP Analysis	196
36	5.32	Value Chain Analysis	197
37	5.33	Financial Analysis	198

Sl. No.	Exhibit	Title of the Exhibit	Page No.
38	5.34	Strategic Advantage Profile	199
39	5.35	Balanced Scorecard	200
40	5.36	Key Factor Rating	202
41	5.37	Benchmarking	203
42	5.38	Involvement of Top Managers in the Process	204
43	5.39	Involvement of Middle Managers	205
44	5.40	Involvement of Junior Managers	206
45	5.41	Involvement of Workers in the Process	207
46	5.42	Involvement of Consultants	208
47	5.43	Identification of Short-term Objectives	211
48	5.44	Formulation of Programs, Policies & Procedures	212
49	5.45	Initiation of Specific Functional Strategies	213
50	5.46	Designing Effective Reward Systems and Mobilization of Resources	215
51	5.47	Provision of Strategic Leadership	216
52	5.48	Change of Organizational Culture	217
53	5.49	Overall Management of Change	219
54	5.50	Identification of Change in Planning Premises	221
55	5.51	Determining and Measurement of Performance	222
56	5.52	Taking Corrective Action	224
57	6.1	Production Scheduling	232
58	6.2	Capacity Utilization	234
59	6.3	Efficient Raw Material Utilization	235
60	6.4	Plant Layout	236
61	6.5	Material Handling	237
62	6.6	Waste Control	239
63	6.7	Plant Maintenance	240
64	6.8	Inventory Planning	241
65	6.9	Distribution System	243
66	6.10	Marketing Information System	244
67	6.11	Capital Expenditure Planning	246
68	6.12	Working Capital Planning	247
69	6.13	Cash Flow Planning	249
70	6.14	Capital Structure Planning	250
71	6.15	Profit Planning	251
72	6.16	Taxation Planning	253
73	6.17	Estimating Human Resource Requirements	255
74	6.18	Recruitment Planning	256
75	6.19	Career Planning	257

Sl. No.	Exhibit	Title of the Exhibit	Page No.
76	6.20	Training and Development Activities	258
77	6.21	Planning for Improvement in Morale and Motivation	260
78	6.22	Employee Relations	261
79	6.23	Succession Planning	262
80	6.24	Employee Participation	264
81	6.25	Technology up-gradation	266
82	6.26	Judicious Selection of Technology	267
83	6.27	Replacement of Old Technology	268
84	6.28	Explanation of adopt technology for the maximum	270
85	6.29	Receipt of Raw Materials	271
86	6.30	Inward Transportation	272
87	6.31	Expansion Strategy	281
88	6.32	Merits of Biomass Power Plants Expansion Strategy	282
89	6.33	Demerits of Expansion Strategy	283
90	6.34	Backward Integration	284
91	6.35	Mergers and Acquisitions	285
92	6.36	Strategic Location of the Plant	288
93	6.37	Efficient Procurement of the Raw Materials	290
94	6.38	Cutting Down Costs of Transportation	291
95	6.39	Prudent Production Practices	292
96	6.40	Preventive Maintenance	293
97	6.41	Reduction of Transmission Losses	294
98	6.42	Influencing formula of Govt. Policies Through Associations	295
99	6.43	Low Cost Production	296
100	6.44	Environment Management Strategy	298
101	6.45	Training in Strategic Management	299

LEGEND		
1	\$	Dollar
2	°C	Degree Celsius
3	APGENCO	Andhra Pradesh Power Generation Corporation
4	APSEB	Andhra Pradesh State Electricity Board
5	APSEB	Andhra Pradesh State Electricity Board
6	APSERC	Andhra Pradesh State Electricity Regulatory Commission
7	APTEL	Appellate Tribunal for Electricity
8	APTRANSCO	Andhra Pradesh Transmission Corporation
9	ATA	Advanced Technology Attachment
10	ATE	Appellate Tribunal for Electricity
11	BEDA	Biomass Energy Developers Association
12	BIG	Biomass Integrated Gasifier
13	BP	British Petroleum
14	C	Capacity
15	CAGR	Compound Annual Growth Rate
16	CC	Combined Cycle
17	CCI	Competition Commission of India
18	CEO	Chief Executive Officer
19	CO2	Carbon Dioxide
20	CPSUs	Central Public Sector Undertakings
21	CRISIL	Credit Rating Information Services of India Limited
22	DISCOMs	Distribution Companies
23	DM	Demineralization
24	DNES	Department of Non-conventional Energy Sources
25	ERC	Electricity Regulatory Commission Act
26	ESP	Electronic Stability Program
27	FAO	Food and Agriculture Organization
28	FIFO	First- In-First-Out
29	FT	Flow Temperature
30	GCV	Gross Calorific Value
31	GDP	Gross Domestic Product
32	GO	Government Order
33	GOAP	Government of Andhra Pradesh (India)
34	GOI	Government of India
35	GWh	Giga Watt Hour
36	HKSBs	Hong Kong small businesses
37	HPWPs	High Performance Work Practices
38	HR&IR	Human Resources and Industrial Relations
39	IDT	Initial Deformation Temperature

LEGEND		
40	IEA	International Energy Agency
41	IFC	International Finance Corporation
42	IIM	Indian Institute of Management
43	IL&FS	Infrastructure Leasing and Financial Services
44	IPCC	Intergovernmental Panel on Climate Change
45	IREDA	Indian Renewable Energy Development Agency Ltd
46	IREL	Indian Renewable Energy Limited
47	JNTU	Jawaharlal Nehru Technological University
48	JV	Joint Venture
49	Kcal	Kilocalorie
50	Kgs	Kilo Grams
51	kWh	Kilo Watt Hour
52	MAT	Minimum Alternative Tax
53	MBO	Management by Objectives
54	MIS	Management Information System
55	MMT	Million Metric Tonnes
56	MNES	Ministry of Non-Conventional Energy Sources
57	MNRE	Ministry of New and Renewable Energy
58	MoU	Memorandum of Understanding
59	MT	Metric Tonnes
60	MTOE	Million Tonnes of Oil Equivalent
61	MW	Mega Watts
62	MWe	Megawatts Electric
63	NCE	Non-Conventional Energy
64	NCV	Net Calorific Value
65	NE	North East
66	NEDA	Non-Conventional Energy Development Agency
67	NEDCAP	Non-conventional Energy Development Corporation of Andhra Pradesh Limited
68	Nj	Number of variable ranked by jth respondents
69	NPAs	Non-Performing Assets
70	NTPC	National Thermal Power Corporation
71	O&M	Operations and Maintenance
72	PAT	Profit after Tax
73	PGCIL	Power Grid Corporation of India Ltd.
74	PLFs	Plant Load Factor
75	PPA	Power Purchase Agreement
76	PPAs	Power Purchase Agreements
77	PSUs	Public Sector Units

LEGEND		
78	PTA	Power Trade Agreement
79	R&D	Research and Development
80	R.O. Plant	Reverse Osmosis Plant
81	R _{ij}	Rank given for the i th variable by j th respondents
82	ROE	Return on Equity
83	ROI	Return on Investment
84	RONW	Return on Net Worth
85	ROS	Return on Sales
86	ROTA	Return on Total Assets
87	RPS	Renewable Purchase Standards
88	SEBs	State Electricity Boards
89	SFC	Specific Fuel Consumption
90	SGEL	Shalivahana Green Energy Ltd.
91	SHR	Station Heat Rate
92	SPSS	Statistical Package for Social Sciences
93	SRPG	Southern Regional Power Grid
94	SWOT	Strength Weakness Opportunities and Threats
95	tCO _{2e}	carbon dioxide equivalent
96	TDS	Total Dissolved Salts
97	TSERC	Telangana State Electricity Regulatory Commission
98	TWh	Terra Watt Hour
99	VPPL	Varam Power Project Private Ltd.