



ANNUAL REPORT 2010–2011

Administrative Staff College of India
Bella Vista : Hyderabad

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54th ANNUAL REPORT 2010-2011

Chairman's Statement



I have pleasure in presenting, on behalf of the Court of Governors, the Fifty-Fourth Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31 March 2011.

The last year has been a good year for the College in terms of financial results. In the year ending

March 2011, the net surplus (after providing for depreciation and accounting for prior period adjustments) amounted to Rs. 108 lakhs, which represents a sharp increase over the previous year's figure of Rs. 38 lakhs. This increase in surplus was almost entirely on account of the rise in the operating income even as we have been successful in containing the operating expenditure. The rise in the operating income is almost entirely in the area of what one might call earned income as distinct from investment income. The earned income represents the contribution of programmes in management development and significantly higher income from management consultancy and research.

The income earned from management development programmes in 2010-11 was Rs. 1,810 lakhs; and that from the Post-Graduate Diploma in Hospital Management was Rs. 142 lakhs. Both these were significantly higher than what was recorded in the previous year. Programmes in the areas of General Management (Rs. 665 lakhs), Human Resources (Rs. 384 lakhs) and Operations (Rs. 269 lakhs) contributed significantly to the income from management development programmes. Overall, the College conducted 199 programmes with 4,213 participants, including 241 participants from abroad (foreign nationals and those representing international institutions) and 439 women participants. The participant profile remains more or less the same as in previous years with 46 per cent being from the Government sector, 35 per cent from the public sector, a little under 10 per cent from the private sector; 9 per cent from banks, both public

and private; and about 6 per cent from abroad. It continues to be our endeavour to increase the proportion of participants from the private and corporate sectors.

During the period under review, in keeping with the objective of extending management development training to women, the College successfully conducted six programmes exclusively for women that attracted 97 participants. Eight new programmes were introduced in 2010-11. The College continues to explore new areas of management development activity and, in the year under review, it conducted programmes on such new themes as Environmental Regulations & Tools for Development Projects, Environmental Impact Assessment-Good Practices; Financing in the Social Sector; Public-Private Partnerships in the Social Sector; Marketing of Services, Productivity Management for Enhanced Organizational Competitiveness; Corporate Social Responsibility & Social Audit; and Benchmarking Urban Services.

The College continues to make progress in its Programme of Post-Graduate Diploma in Hospital Management (PGDHM). This Programme has been recognized by the AICTE; and, in the year under review, there were two batches of 29 and 30 participants, respectively. The participant profile has a significant proportion of graduates from the medical sciences. In the short period of its existence, the PGDHM offered by ASCI has established itself in the client community—an indication of this is that several hospitals have come forward with placements for the graduates of this course.

The progress in the management development programmes of the College has been the result of the faculty's commitment towards conducting good quality programmes and its initiative to offer new programmes of interest to industry and Government. The faculty has also been actively engaged in conducting research and management studies, which has helped to give the management development programmes a measure of practical relevance and fresh insights.

The College continues to expand its reach by seeking new areas of activity in management development. An important step here would be the proposed introduction of a one-year Executive Development Programme for middle-level managers. In organizing this Programme, the College will have the collaboration of the Pennsylvania State University, USA. Preparatory work for this Programme is underway, and it is hoped that the Programme could begin during 2012. The institution of this Programme would represent a major addition to the activities of the College.

The growth in activity in research and management studies is particularly gratifying. The College has established itself as an important centre for the provision of management research activity in urban and related sectors. During the year, the College received 63 new projects on research and management studies (as against 41 in 2009–10), with a combined value of Rs. 1,573 lakhs (as against Rs. 831 lakhs in 2009–10). Of these, research assignments accounted for Rs. 628 lakhs; and management studies accounted for Rs. 945 lakhs. As in the past, the Centre for Energy, Environment, Urban Governance and Infrastructure Development accounted for a major share, bagging 48 projects of the total R&MS activity. The other centres, among them the Centre for Management Studies and the Centre for Innovation and Technology, also contributed to the research and management studies conducted by the College during 2010–11.

The College successfully completed 45 projects—12 research assignments and 33 management studies—as compared to 54 in the previous year, comprising 15 research projects and 39 management studies. ASCI has initiated measures to evaluate the impact on the client organizations of its research and management studies. Management studies and research studies contributed Rs. 806 lakhs and Rs. 376 lakhs, respectively, to the income of the College. Details are provided in the relevant sections of the chapter on “Academic Activities”

Several important assignments were awarded to the College, reflecting the diversity of subjects handled by ASCI. These included: Study to Design a Roadmap for Establishing the Post Bank of India; Trade in Health and Hospital Services; Terminal Evaluation of the Five-Year UNDP Supported Project for the Operationalization of MGNREGA; Power Needs to Meet Uninterrupted Power Supply in Andhra Pradesh: A Road Map; Geo-spatial

Analysis of Climate Change—Impact on Agriculture in Different Agro-Climatic Regions in Andhra Pradesh; Indo-US Collaborative Project on Climate Research; Appraisal of Reforms under Jawaharlal Nehru National Urban Renewal Mission (Andhra Pradesh, Maharashtra & Goa); Developing City Sanitation Plans for Eight City Corporations of Karnataka State under the National Urban Sanitation Plan; Peer Experience and Reflective Learning (PEARL) Project—Setting Up of an Urban Help Desk for JNNURM Cities; Preparation of State Urban Housing and Habitat Policy and State Level Action Plans; National Urban Water Awards 2010; Study on Evaluation and Assessment of the Energy Efficiency Efforts by Hyderabad Metropolitan Development Authority; Academy for Science Policy Implementation & Research; Cognitive Factors, Emotional Intelligence & Effective Leadership in Scientists; Assessment of the Enabling Parameters of the Scheme for PM’s Trophy for the Best Steel Plant in the Country, 2009–10.

Andhra Pradesh, Karnataka, Kerala, Maharashtra, Gujarat, Delhi, Haryana, Uttar Pradesh, Bihar, Chhattisgarh, West Bengal and Meghalaya, were among the states from whom projects were secured by the College. Many assignments were also secured from departments, ministries and agencies under the Union Government, such as Urban Development, Environment & Forests, Administrative Reforms & Public Grievances, Power, Steel, Posts, Defence, Cooperative Banks, and Science & Technology. International institutions that awarded prestigious projects to the College include: Department for International Development (DfID), Govt. of UK, the European Union, German Development Cooperation (GTZ), UNDP and Japan International Cooperation Agency (JICA).

For the fifth consecutive year, ASCI continued to work with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in providing inputs for the prestigious Prime Minister’s Awards for Excellence in Public Administration. The College assisted DARPG in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme. ASCI was a member of a panel of judges that selected the best steel plant in the country for award of the Prime Minister’s Trophy for the Best Steel Plant in India.

In line with the Vision Committee’s recommendations that greater salience be given to work on good governance, poverty studies, rural development and

human development, ASCI has been directing its attention to building capacities and achieving results in these key areas.

During 2010–11, four new faculty members were recruited, one member retired and six left the College. The faculty strength at end-March 2011 was 37. In recruiting new faculty, ASCI has looked for younger professionals and has had a measure of success in reducing the age profile of its faculty. Two new Honorary Advisors and one Adjunct Faculty joined the College during the year. The chapter on “Governance of the College” and Annexure 3 provide the details.

As in earlier years, the College continues to conduct seminars/workshops on issues of topical interest. On 28–29 January 2011, the College organized a National Seminar on Weather Insurance: Addressing the Risk Mitigation Needs of Weather-Sensitive Industries, led by the Centre for Poverty Studies & Rural Development, ASCI, and sponsored by NABARD, Agriculture Insurance Company of India Ltd. and State Bank of Hyderabad.

On 11–12 February 2011, ASCI held a two-day Retreat for Heads of Training Institutions across India, sponsored by the Dept of Personnel & Training, Govt. of India.

As in the past, the College continues to organize public and memorial lectures. Among the more notable events in this area were the Mohan Kumaramangalam Memorial Lecture on “The Real Purpose of an Industrial Enterprise”, delivered by Mr. B. Muthuraman, Vice Chairman, Tata Steel Ltd. The Rajiv Gandhi Memorial Lecture on “Conflict Resolution in Contemporary India: Where Are We Heading?” was delivered by Mr. R. D. Pradhan, IAS, former Governor, Arunachal Pradesh, ex-Chairman, SICOM Ltd. Four public lectures by eminent personalities (details are available in Annexure 7) were also organized by the College, including the ASCI Foundation Day Lecture on “Recent International Financial Turmoil and Its Implications for Developing Countries” by Dr. Y. Venugopal Reddy, former Governor, Reserve Bank of India and Emeritus Professor, University of Hyderabad.

During 2010–11, the General Body of the College Society met once, the Court of Governors (CoG) thrice and the Standing Committee of the CoG on four occasions. The College continues to receive valuable guidance and direction from its distinguished Court of

Governors on various aspects of its activities, the development of infrastructure and its investments.

The College continues to add to or improve its infrastructure. The construction of a new campus at the College Park is proceeding apace and is expected to be completed by the end of this calendar year; and we hope to commence operations from this campus in the year commencing April 2012. This construction and related expenditure (interiors, furnishing, etc.) have been financed to a large extent by the interest-free loan of Rs. 5 crores, which the College received from the Government of India, supplemented by some of College’s own resources. I would like to take this opportunity to express the deep appreciation of the College to the Government of India for its timely assistance.

I am happy to record that the College continues to enjoy the cooperation and support of the Government of India, state governments, industry and international organizations.

A significant development during the year was the establishment of a Centre for Innovations in Public Systems (CIPS), as a fully autonomous Centre, under the broad aegis of the Administrative Staff College of India. CIPS has been set up on the basis of the recommendation of the Thirteenth Finance Commission of India, which provided also for a grant of Rs. 20 crores from the Government of India, through the Andhra Pradesh Government, for a period of five years. The mission of CIPS is to help create a climate and nurture a culture for accelerating and diffusing innovations in public systems. The work programme of CIPS is defined by an Advisory Council consisting of representatives of the Government of India and all the state governments and union territories and a few independent experts. Being a fully autonomous institution, the accounts of CIPS will be kept distinct from those of ASCI. They will be audited annually and placed before the Advisory Council of CIPS, which, in turn, is expected to forward the accounts to the Court of Governors of ASCI. The establishment of CIPS as an autonomous Centre at the College reflects the trust placed in ASCI in promoting good governance.

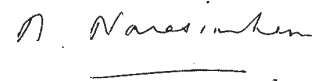
Since its establishment, a number of workshops and seminars were held during 2010–11 on the delivery of services that matter to the citizen, such as health and education, urban governance and e-governance. CIPS is also disseminating knowledge on good practices and

innovations apart from making available technical assistance to carry forward innovations.

Looking ahead, I believe the College will continue to maintain its tempo of activity. As indicated in the earlier paragraphs, ASCI has been reinforcing its existing capacities and building new ones by recruiting new faculty and undertaking a wider range of programmes and studies. Steps are being taken to further enhance its international reach.

As an institution of national importance, working in the area of enhancing the professional quality of management in Government and industry, ASCI looks forward to its continuing relevance and service to the nation.

The progress of the College during 2010–11, as in earlier years, could not have taken place without the involvement and continued dedicated efforts put in by the Director-General and his team of faculty, officers in administration and staff at all levels. I extend my warm commendation to all of them for their efforts.



M. NARASIMHAM
Chairman
Court of Governors

Governance of the College

A. General Body

During 2010–11, the General Body of the College Society met once. The composition of the 93-member College Society remains unchanged, and as on 31 March 2011, it was as follows:

Table 1: **College Society**

<i>Member Category</i>	<i>Public Sector</i>	<i>Private Sector</i>	<i>Government</i>
Honorary patrons for life	10	11	–
Patrons	–	1	–
Ordinary	27	28	12
Associate		4	

The detailed list is presented in Annexure 1.

B. Court of Governors

During the year under review, the Court of Governors (CoG) met thrice. Air Chief Marshal I. H. Latif, PVSM (Retd.), Dr. R. A. Mashelkar, President, Indian National Science Academy (INSA), and Gen. K. V. Krishna Rao, PVSM (retld.), former Chief of Army Staff, resigned from the Court of Governors (CoG). At the invitation of the Chairman, ASCI CoG, Smt. K. J. Udeshi, Chairman, Banking Codes and Standards Board of India, and Ms. Alka Sirohi, IAS, Secretary, Personnel & Training, Govt. of India, joined the CoG, the latter in an ex-officio capacity.

The list of elected, co-opted and ex-officio members of the CoG as on 31 March 2011 is given in Annexure 2.

C. Personnel

During 2010–11, the College recruited four faculty members, who joined the following centres:

- ▶ Centre for Poverty Studies and Rural Development:
 - Dr. Reshmy Nair, Associate Professor

- ▶ Centre for Economics & Finance:
 - Dr. Lakshman M. V., Associate Professor
- ▶ Centre for Management Studies:
 - Dr. Harsh Sharma, Associate Professor
 - Ms. J. Swarnalatha, Assistant Professor

Prof. Umeshwar Pandey, Director and Professor, Centre for Management Studies, retired from ASCI. The following faculty members left the College during the year: Ms. Parveen Mehta, Prof. Anirban Sengupta, Prof. Usha Vyasulu Reddi, Dr. Pitabasa Sahoo, Dr. B. M. Naidu and Ms. Ekta Singh.

Those who joined the College since April 2010 were: Dr. Mala Rao as Honorary Advisor; Mr. Y. Manohar as Adjunct Faculty and Dr. Sudarsanam Padam as Honorary Advisor. The list of faculty members, officers in administration, honorary visiting professors, adjunct faculty, advisors and consultants, as on 31 March 2011, is given in Annexure 3.

Academic Activities

A. Research and Management Studies

In the past few years, the Administrative Staff College of India has been focusing on areas of current concern and topical interest to industry and Government. This is in line with the recommendations of the Vision Committee. The research and management studies undertaken by the College continue to be predominantly action-oriented and are aimed at capacity building.

New Assignments

As in the past, the year under review witnessed the diversity of themes covered by various projects in functional as well as sectoral areas. They include: energy, urban infrastructure, corporate governance, reforms, service delivery, regulatory issues, risk management, health studies, work culture, technology management and human resource development. The sizeable number of assignments received in these diverse sectors is testimony to the varied capabilities of the College. ASCI has effectively leveraged the skills, expertise and experience of its faculty to carry out successfully current assignments and attract new ones.

During 2010–11, the College received 63 new assignments for research and management studies (see Table 1) valued at Rs. 1,573 lakhs. Of these, research studies accounted for Rs. 628 lakhs; and management studies accounted for Rs. 945 lakhs.

Table 1
Research & Management Studies Received

<i>Centre/Others</i>	<i>2010–11</i>	<i>2009–10</i>
Public Policy, Governance & Performance	2	2
Poverty Studies & Rural Development	1	3
Human Development	1	1
Economics & Finance	2	3
Energy, Environment, Urban Governance & Infrastructure Development	48	25
Innovation & Technology	3	3
Management Studies	6	3
Library	–	1
Total	63	41

As in the past, these assignments were awarded by national and international agencies, enterprises and establishments in the corporate sector, as well as the Union and state governments of India (see Annexure 6-C for a complete list of the new research and management studies received by ASCI during 2010–11). The states from which ASCI received assignments include: Andhra Pradesh, Karnataka, Kerala, Maharashtra, Gujarat, Delhi, Haryana, Uttar Pradesh, Bihar, Chhattisgarh, West Bengal and Meghalaya. Several assignments were also received from the departments, ministries and agencies of the Union Government. These include: Urban Development, Environment & Forests, Administrative Reforms & Public Grievances, Power, Steel, Defence, Cooperative Banks, Science & Technology, and Posts. International institutions that awarded prestigious contracts to the College include: the Department for International Development (DfID), Govt. of UK, the European Union, German Development Cooperation (GTZ), United Nations Development Programme (UNDP) and Japan International Cooperation Agency (JICA).

ASCI continued to work with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in assisting with the processing of applications for the prestigious Prime Minister's Awards for Excellence in Public Administration. The College assisted DARPG in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme. ASCI was a member of a panel of judges that selected the best steel plant in the country for the award of the Prime Minister's Trophy for the Best Steel Plant in India.

Assignments Carried Over

A total of 74 research and management studies (22 research projects and 52 consultancy projects) were carried over from the previous financial year to 2010–11 (see Annexure 6-A for a complete list of projects that were carried over and the respective organizations/agencies that awarded them). Table 2 gives the centre-wise break-up of the number of assignments carried over.

Table 2
**Research & Management Studies
 Carried Over from 2009–10**

<i>Centre/Others</i>	<i>2010–11</i>	<i>2009–10</i>
Public Policy, Governance & Performance	2	5
Poverty Studies & Rural Development	4	3
Human Development	4	6
Economics & Finance	3	11
Energy, Environment, Urban Governance & Infrastructure Development	52	55
Innovation & Technology	7	4
Management Studies	1	5
Library	1	–
Total	74	89

Assignments Completed

The College successfully completed 45 projects (12 pertaining to research studies and 33 to management studies) during the year as compared to 54 in the previous year (comprising 15 research studies and 39 management studies). Annexure 6-B provides a full list of the research and management studies completed by ASCI during 2010–11. The number of studies completed by various centres of the College during 2009–10 and 2010–11 is provided in Table 3.

Table 3
Research & Management Studies Completed

<i>Centre/Others</i>	<i>2010–11</i>	<i>2009–10</i>
Public Policy, Governance & Performance	1	4
Poverty Studies & Rural Development	3	2
Human Development	2	3
Economics & Finance	3	11
Energy, Environment, Urban Governance & Infrastructure Development	30	26
Innovation & Technology	2	1
Management Studies	4	7
Total	45	54

Income Earned

The income earned from research and management studies during the year amounted to Rs. 1,182.25 lakhs. The break-up for 2009–10 and 2010–11 is given in Table 4 below.

Table 4
Income Earned from Research & Management Studies

<i>Activity</i>	<i>2010–11</i>	<i>2009–10</i>
Research studies	376.27	396.41
Management studies	805.98	591.19
Total	1,182.25	987.60

This represents an increase of 19.71 per cent in project income during 2010–11.

Assignments Carried Forward

Eighty-seven research and management studies from 2010–11 were carried forward to the financial year 2011–12. Of these, research studies accounted for 26 projects and management studies accounted for 61 projects.

Further, during the year under review, ASCI was active in submitting many proposals for undertaking advisory and technical projects and providing contract research and management services in several focus areas. It is envisaged that these will translate into contracts in the course of 2011–12.

B. Management Development Programmes

ASCI continues to conduct training programmes to meet the needs of Government, public sector undertakings and private corporations. In the area of general management, the College continues to deliver management development programmes (MDPs) in several disciplines, such as Human Resource Management, Organization Behaviour, Operations Management, Strategic Management, Marketing, Economics and Finance, Poverty Studies and Rural Development, Weather Insurance, Water and Sanitation, Environment, Natural Resources Management, Urban Governance, Power, Energy, Infrastructure Management, Gender Facilitation and Budgeting, Public Health, Public Policy, Innovation, Information Technology, Science and Technology Management, and Health Care Management.

The College's flagship programmes—the Advanced Management Programme and the General Management Programme for Senior Executives—continue to offer training for senior officers and executives in Government, industry and business. The customized organization-specific programmes, sponsored by governments and industry, in the core areas of ASCI, contribute to the strengthening of management capacities of the country. ASCI conducts the long-duration programme on Post-Graduate Diploma in Hospital Management, aimed at enhancing the managerial and administrative capacities of health-care professionals in the country.

The College conducted close to 200 MDPs during 2010–11. The total earned income from MDPs, other than from the Post-Graduate Diploma in Hospital Management (PGDHM) programme, during the year was Rs. 1,810 lakhs (a 4.98 per cent increase over the 2009–10). The income earned from the PGDHM programme during 2010–11 was Rs. 142.34 lakhs. The contribution of each of the three categories of MDPs to programme income is shown in Table 5 (see Annexure 4 for a complete listing of the programmes).

Table 5
Programme Income, 2010–11

<i>Programme Type</i>	<i>Income (in Rs. Lakhs)</i>
College-announced	663.53
In-company on-campus	1,057.02
In-company off-campus	89.45
Total	1,810.00

Programmes in the areas of General Management (Rs. 665 lakhs), Human Resources (Rs. 384 lakhs) and Operations (Rs. 269 lakhs) contributed significantly to the income from MDPs.

Table 6
Comparative Programme Profile

<i>Programme Type</i>	<i>No. in 2009–10</i>	<i>No. in 2010–11</i>
College-announced	67	72
In-company on-campus	95	99
In-company off-campus	19	28
Total	181	199

Faculty members initiated new announced programmes of interest to academia, governments and industry. An increase in income from all the three categories of programmes, with a substantial contribution by the in-company on-campus and announced programmes, resulted in enhanced MDP revenues for the College.

As can be seen from Table 6, of the 199 programmes conducted during 2010–11, 72 were announced programmes (compared to 67 in the previous year). The number of in-company on-campus programmes also increased marginally, while the number of in-company off-campus programmes increased by more than 47 per cent (Tables 8, 9 and 10, respectively, provide an area-wise break-up of these three categories of programmes, with details of participation).

The sector-wise break-up, shown in Table 7, indicates that participation from the public and private sectors increased during the year under review.

Table 7
Profile of Participants

<i>Sectors</i>	<i>No. in 2009–10</i>	<i>No. in 2010–11</i>
Government	2,180	1,950
Public	1,257	1,449
Private	357	442
Banks	412	372
Others	–	–
Total	4,206	4,213
Women participants	495	439
Foreign participants	283	241

Compared with the previous year, the number of participants in the College-announced programmes decreased from 1,442 to 1,301; but the number of participants in the customized on-campus programmes increased from 2,168 to 2,240, and those in the customized off-campus programmes from 596 to 672.

Table 8
College-Announced Programmes, 2010–11

Area	No. of Courses	No. of Participants
Economics	1	16
Environment	3	86
Finance	5	62
Gender Studies	2	12
General Management	7	119
Health Studies	3	35
Human Resources	24	401
Information Technology	2	25
Innovation & Technology	1	4
Marketing	4	46
Operations	9	244
Strategic Management	1	10
Urban Governance	10	241
Total	72	1,301

Table 9
Customized On-campus Programmes, 2010–11

Area	No. of Courses	No. of Participants
Economics	3	43
Environment	3	65
Finance	3	58
Gender Studies	2	33
General Management	32	734
Health Studies	1	19
Human Resources	28	648
Information Technology	1	21
Infrastructure	3	59
Innovation & Technology	7	142
Marketing	1	23
Operations	7	151
Poverty & Rural Development	3	138
Strategic Management	1	15
Urban Governance	4	91
Total	99	2,240

Table 10
Customized Off-campus Programmes, 2010–11

Area	No. of Courses	No. of Participants
Education Studies	1	58
Finance	9	172
Gender Studies	1	22
General Management	2	41
Human Resources	8	193
Operations	6	151
Urban Governance	1	35
Total	28	672

During the year, eight new programmes were conducted on the following themes: Environmental Regulations & Tools for Development Projects, Environmental Impact Assessment–Good Practices, Financing in the Social Sector, Public-Private Partnerships in the Social Sector, Marketing of Services, Productivity Management for Enhanced Organizational Competitiveness, Corporate Social Responsibility & Social Audit, and Benchmarking Urban Services.

Table 11a
Corporate Organizations, 2010-11

<i>Public Sector</i>	<i>Private Sector</i>
Allahabad Bank	Cairn India Ltd.
Bharat Dynamics Ltd.	HCL Infosystems Ltd.
Bharat Electronics Ltd.	ITC Ltd.
Bank of India	United Spirits Ltd.
Central Warehousing Corporation	Ultra Tech Cement Ltd.
HMT Machine Tools Ltd.	Zuari Industries Ltd.
Indian Farmers & Fertilizers Cooperative Ltd.	Wipro Ltd.
Indian Overseas Bank	
NHPC Ltd.	
Narmada Hydroelectric Development Corporation Ltd.	
NMDC Ltd.	
National Power Corporation of India Ltd.	
NTPC Ltd.	
OIL India Ltd.	
Oil & Natural Gas Corporation Ltd.	
Power Exchange India Ltd.	
Punjab National Bank	
Rural Electrification Corporation Ltd.	
State Trading Corporation of India Ltd.	
Tamilnad Mercantile Bank Ltd.	
Tehri Hydro Development Corporation Ltd.	

Table 11b
Non-Corporate Agencies, 2010-11

<i>International</i>	<i>Government</i>
The Asia Foundation, Kabul	Andhra Pradesh Vaidya Vidhana Parishad
Commonwealth Secretariat, London	Andhra Pradesh Rural Water Supply & Sanitation Project (APRWSSP)
Centre for the Development of Enterprise (CDE), Brussels	Bureau of Police Research & Development, GoI
Pacific Capital Partners (PCP), Brisbane	Dept. of Economic Affairs, GoI
United Nations Human Settlement Programme (UN-HABITAT)	Dept. of Personnel & Training (DoPT), GoI
Ministry of Finance, Govt. of Afghanistan	Defence Research & Development Organization (DRDO), GoI
University Research Consortium, USAID	Dept. of Science & Technology (DST), GoI
	Dept. of Bio-Technology, GoI
	Geological Survey of India, GoI
	Govt. of Andhra Pradesh
	Govt. of Karnataka
	Govt. of Orissa, Orissa Forestry Sector Development Project (OFSDP)
	Govt. of Jammu & Kashmir
	Indian Space Research Organization, GoI
	Ministry of Tourism, GoI
	Ministry of Environment & Forests, GoI
	National Academy of Statistical Administration, GoI
	National Institute of Smart Government, Hyderabad
	National Bank for Agriculture and Rural Development (NABARD)
	Agriculture Insurance Co. of India Ltd., New Delhi
	State Bank of Hyderabad
	MACP (Maharashtra Agricultural Competitiveness Project), Govt. of Maharashtra.

Outlook for the Future

ASCI continues to make strides in delivering quality management development programmes for the government, public sector undertakings and private corporations. The announced programmes are primarily targeted at the public sector, and it is expected that the faculty will take new initiatives to expand its footprint in this important business sector. ASCI will continue its long-standing relationship with government departments and public sector undertakings.

The PGDHM programme is gaining salience with the diploma holders securing good placements, which bodes well for their future careers.

Activities of the Centres

The management development programmes (MDPs) conducted by the various centres of the College and the research and management studies carried out by the different areas within the centres are delineated in the sections below. Details of the faculty members who directed the MDPs referred to and conducted the studies mentioned are provided in Annexure 4 and Annexures 6-A to 6-C, respectively.

I. Centre for Public Policy, Governance and Performance

Research & Management Studies

New Projects

- Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of All India Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Government of India: Sponsored by the Dept. of Personnel and Training, Govt. of India (GoI).
- Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of Indian Police Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Government of India: Sponsored by the Ministry of Home Affairs, GoI.

Completed/Ongoing Projects

In addition to the projects received, the Centre for Public Policy, Governance & Performance (CPPGP) undertook work on the following projects during the year:

- Draft Postal Bill 2009: Sponsored by the Dept. of Posts, Ministry of Communications and Information Technology (MC&IT), GoI. The study, which was awarded during 2009–10, was underway during the year.
- Evaluation of AMR–Andhra Pradesh Academy of Rural Development Training Programmes: Sponsored by A. Madhava Reddy–Andhra Pradesh Academy of Rural Development (AMR–APARD), Hyderabad. The study, which was

awarded during 2009–10, was completed during the year. The report was well received.

- Study to Design a Roadmap for Establishing the Post Bank of India (PBI): Sponsored by Dept. of Posts, MC&IT, GoI. The study, which was jointly conducted with and led by faculty from the Economics area (awarded to the area during 2010–11), was nearing completion at the close of the year under review.

II. Centre for Poverty Studies and Rural Development

Management Development Programmes

The efforts initiated by the Centre for Poverty Studies and Rural Development (CPSRD) in recent years for evaluation of resettlement & rehabilitation (R&R) policies and programmes of various state governments and public sector enterprises (PSEs) in the country has generated much demand for capacity building of managerial personnel on various aspects of R&R. CPSRD organized a three-day programme on Resettlement and Rehabilitation for the Executives of NTPC Ltd. in June 2010, which was followed by a one-week programme on Building a Vibrant Stakeholder Environment for the Executives of NHDC (formerly known as Narmada Hydroelectric Development Corporation), with broader content, in October 2010. Combining the perspectives on R&R with the compulsions for corporates to create and sustain a vibrant stakeholder environment, a more customized management development programme (MDP) was organized for the middle- and senior-level executives of NHPC (formerly known as National Hydroelectric Power Corporation) Ltd. in March 2011. In developing these customized MDPs for large PSEs confronted with stakeholder management challenges, CPSRD has established itself as their resource partner.

Following the positive feedback received from the participants of the off-campus MDP for Small & Medium Enterprises (SMEs) of the Pacific Region conducted in 2009, the Commonwealth Secretariat (ComSec), London, the Centre for the Development of Enterprise (CDE), Brussels, of the European Union, and Pacific Capital Partners (PCP), Brisbane, jointly sponsored

another session of the MDP, which was held during 25–29 October 2010 at Port Moresby (POM) in Papua New Guinea (PNG). Participants from small and medium enterprises (SMEs) based in PNG, Fiji, Vanuatu and Tonga were nominated to participate in the programme, which was delivered in collaboration with the Institute of Business Studies (IBS), POM. With these two MDPs, CPSRD has deepened its partnership with the SME sector in the Pacific region. The Commonwealth Secretariat is now contemplating a study on training needs analysis (TNA) to make future MDPs more customized to the learning and management development needs of enterprises in the island economies of the Pacific region. Stronger partnerships with local management development institutions are also envisaged, as part of the Commonwealth Private Investment Initiative.

Though uncertainty of crop yields of varying magnitudes is one of the basic risks faced by agriculturalists worldwide, this is particularly high in India on account of the extreme dependence of our farm sector on weather conditions. Among the direct and indirect measures taken by the Government of India (GoI) to mitigate production and price risks, the Agricultural Insurance Scheme (AIC) has been an important policy initiative. With a view to strengthening AIC and making risk management systems more objective, index-based weather risk insurance contracts in agriculture have emerged as an important risk mitigation tool. To discuss the prospects and challenges in implementing the weather-based group insurance scheme on a larger scale in India, a national seminar was organized by CPSRD on 28–29 January 2011. A total of 90 delegates, including speakers and presenters, from public and private sector insurance agencies, academia, regulatory bodies, banks and civil society organizations participated in the seminar.

The Centre continues to forge strong linkages with other development institutions like the National Institute for Rural Development (NIRD), State Institutes of Rural Development, National Institute for Micro, Small and Medium Enterprises (NIMSME), Dr. Marri Channa Reddy Human Resource Development Institute (MCRHRDI), Institute of Public Enterprise (IPE), and the Jawaharlal Nehru Institute of Development Banking (JNIDB) to promote institutional capacities for strengthening rural governance, development leadership and the SME sector with a view to alleviating rural poverty. Besides participating in the committees for selection and

development of faculty resources, CPSRD has been invited to contribute resource inputs to various development management programmes and conferences organized by these institutions for the functionaries of the corporate sector, state governments and the GoI. A presentation was also made at the National Dialogue on Building Leadership in Agricultural Research Management: Concerns and Future Strategy, organized by the National Academy for Agricultural Research Management (NAARM) on 27–28 August 2010.

Research and Management Studies

As an active member of the Professional Institutional Network (PIN) constituted by the Ministry of Rural Development (MoRD), Govt. of India (GoI), under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), CPSRD has been making a significant contribution to the programme implementation and its reform from time to time. Represented on the Committee for Selection of Ombudsmen under MGNREGA in the state of Assam, CPSRD has participated in two meetings of the selection committee chaired by the Chief Secretary to the Govt. of Assam for the selection of ombudsmen in most districts of the state. Besides being represented on the Expert Committee for the development of research methodologies for various monitoring and evaluation studies on MGNREGA, CPSRD has also been invited to join the expert group for selection and monitoring of the performance of national-level monitors (NLMs), who have been assigned a critical role by MoRD for monitoring all the rural development programmes in the country.

Further, a study on Terminal Evaluation of the Five-Year UNDP Supported Project for the Operationalization of MGNREGA was awarded to CPSRD, jointly by MoRD and UNDP. The study will be carried out across a sample of five states—Rajasthan, Madhya Pradesh, Orissa, Tamil Nadu and Andhra Pradesh—with a focus on the selected interventions that were implemented under the above-mentioned project. CPSRD has also contributed actively to the work of the Expert Committee on the selection of awardees for outstanding performance and innovation in the implementation of MGNREGA in 2009–10. The Committee short-listed 16 out of the 55 districts that made initial presentations in New Delhi; all the 16 districts were visited by different members of the committee for field assessment. CPSRD was involved in the field assessment made in the states of Karnataka, Tamil Nadu,

Madhya Pradesh and Manipur. The work of the Expert Committee was appreciated by the MoRD at the ceremony held on 2 February 2011 for distribution of awards at the hands of the Prime Minister of India.

Two studies commissioned by the Government of Nagaland (GoN) during 2008–09 for Preparing Recovery and Corporate Plans for the Nagaland Industrial Development Corporation (NIDC) and the Nagaland Handlooms and Handicrafts Development Corporation (NHHDC) achieved closure during the year with the acceptance of the final reports submitted by CPSRD. The impact of these studies will be experienced by both the state-level public enterprises (SLPEs) of the GoN in the long term as the recovery packages recommended for their repositioning are implemented. The GoN is expected to approach relevant ministries and institutions of the Govt. of India for assistance in taking forward the recommendations made by CPSRD.

The study awarded in 2009–10 by the Dept. of Land Resources (DoLR), MoRD, GoI, for developing the Programme Management Unit (PMU) to facilitate the National Land Records Modernization Programme was nearing completion at the close of the year under review. CPSRD made two presentations, one each to the former and the present Secretary of DoLR. The impact of the study is expected to be valuable to the DoLR as the proposed PMU is likely to play a much wider role beyond the original mandate, in catalyzing policy and programme implementation in the management of land resources.

III. Centre for Human Development

The Centre for Human Development (CHD) comprises three areas: Health Studies, Education Studies and Gender Studies. All the three areas of social development are critical to the achievement of the global Millennium Development Goals.

During 2010–11, the CHD faculty was selected to be part of an independent national team that undertook Assessment of Development Results of UNDP's India Country Programmes over the past five years.

The CHD team contributed to Teaching Evaluation in South Asia (TESA)—an initiative sponsored by International Development Research Centre (IDRC), Canada—aimed at developing, establishing and institutionalizing evaluation teaching in premier academic institutions in South Asia. ASCI is part of a consortium

of South Asian universities specially constituted for developing, establishing and institutionalizing teaching evaluations in South Asia. Faculty members participated in several meetings in Colombo and New Delhi and developed modules as part of the curriculum development initiative. In particular, CHD developed a module on Introduction to Evaluation and Qualitative Methods for the consortium, which will also be used in the programmes that the College will conduct in the field of evaluations.

Health Area

Research and Management Studies

The Health Studies area received an additional project under ASCI's partnership in the DFID-funded, Family Health International-led project on Andhra Pradesh Health Sector Reform Programme for the period September 2008–August 2010. The project envisages providing technical assistance to the Dept. of Health, Medical and Family Welfare, Govt. of Andhra Pradesh, to undertake a major overhaul of the public health sector so as to improve health service delivery to the rural and poor segments of the state. ASCI's role in this project has been to support a process consultancy, which includes training and capacity building, procurement and some financial management. With the help of a consultant, the project was completed by August 2010.

The Health Studies area was awarded a study in 2010–11 on Support to Dept. of Health and Family Welfare (DH&FW), Govt. of Madhya Pradesh (GoMP), for a Rapid Review and Expanded Scope of State Illness Assistance Fund, sponsored by DH&FW, GoMP. The study was underway during the year.

The study on Concurrent Evaluation of the National Rural Health Mission (NRHM)—Andhra Pradesh, sponsored by the Ministry of Health and Family Welfare, Govt. of India, and awarded during 2008–09, was underway during the year under review.

A faculty member of the the Health area presented a paper on “Successful Resettlement: An Imperative—Experiences from Orissa” at a National Seminar on Impoverishment Versus Reconstruction in Development-Induced Displacement: Approaches and Issues at the Council for Social Development, Hyderabad, sponsored by ICSSR on 18–19 February 2011. He also presented

a paper on “Finalization of Qualitative Tools: Use of Ethnography Method in the HIV Sector” at a one-day meeting held at Hindustan Latex Family Planning Promotion Trust, New Delhi, on 11 January 2011.

A faculty member of the Health area presented papers at two international conferences. The paper “Willingness to Pay for Health Insurance: A Study from Kerala in South India” was presented at the International Conference on Urban Health held in New York City on 26–29 October 2010 and organized by the International Society for Urban Health. The paper titled “Public-Private Partnerships in the Health Sector” was presented at the International Conference on Poverty, held in Mumbai on 7–8 February 2011 and organized by the Tata Institute of Social Studies (TISS) and Creative Handicrafts.

The Health area was engaged in several customized management development programmes (MDPs). These included:

- Hospital Operations Management for the District Coordinators of Health Services of APVVP Hospitals: 23–28 August 2010 (27 participants). Sponsored by Andhra Pradesh Vaidya Vidhana Parishad (APVVP), Govt. of AP.
- Hospital Medical Records Management for Afghan Medical Officials: 24–29 March 2011 (19 participants): Sponsored by University Research Consortium, USAID.
- Retreat for Heads of Training Institutions across India: 11–12 February 2011 (14 participants). Sponsored by the Dept. of Personnel and Training, Govt. of India. This general management programme was co-directed with faculty from the Operations Management area.

The Health area conducted the following College-announced programmes:

- Financing in the Social Sector: 30 August–1 Sep 2010 (7 participants).
- Public-Private Partnerships in the Social Sector: 11–13 October 2010 (20 participants).
- Using Data for Programme Monitoring & Evaluation: 20–22 Dec 2010 (8 participants).

Gender Area

Management Development Programmes

The Gender Studies area faculty have been involved in directing their own management development programmes (MDPs) as well as contributing modules in the training programmes conducted by other areas of the College for scientists, government officials, and the public and private sectors.

The following MDPs directed were conducted by the Gender Studies area during the year:

- Gender, Governance and Leadership for Senior Officials of Ministry of Women’s Affairs, Govt. of Afghanistan: 19–28 April 2010 (13 participants). Sponsored by The Asia Foundation, Kabul.
- General Management Programme for Senior Scientists: 17–28 May 2010 (28 participants). Sponsored by the Dept. of Science and Technology (DST), Govt. of India (GoI). The programme was co-directed with faculty from the Information Technology area.
- Gender Budgeting for Executives of Oil India Ltd., Duliajan: 24–25 November 2010 (22 participants). Sponsored by Oil India Ltd., Duliajan, Assam.
- Advanced Techno-Management Programme for Middle Level Scientists: 3 January–4 February 2011 (16 participants). Sponsored by DST, GoI. The programme was co-directed with faculty from the Marketing area.
- Gender Budgeting and Planning: Practices for Equity and Accountability: 24–26 January 2011 (7 participants). This was a College-announced programme.
- Enabling Gender Inclusivity and Leadership for Women Managers: 10–12 March 2011 (5 participants). This too was a College-announced programme.
- Mission 10X Academic Leadership Workshop: 28–30 March 2011 (20 participants). This general management programme was sponsored by Wipro Ltd.
- Improving Governance for Better Development: Tools and Techniques: 21 March–1 April 2011

(20 participants). Sponsored by the Ministry of Finance, Govt. of Afghanistan.

The Gender Studies area organized a half-day seminar on Skilling Women for Work in the Informal Sector on 28 February 2011. The seminar was well-attended with participation from the National Institute of Rural Development, Osmania University, the Dept. of Women's Development, Govt. of Andhra Pradesh, NGOs and training institutes.

Research and Management Studies

Gender area faculty were involved in writing and presenting research papers. A faculty member presented a paper on "Feminist Research Methodology" at a workshop organized by Madras Institute of Development Studies and the Indian Association of Women's Studies Workshop (23–26 February 2010). A faculty member also attended a Training of Trainers Programme on Gender Budgeting at the Indian Institute of Public Administration, New Delhi, organized by the Ministry of Women and Child Development (MWCD), Govt. of India (30 June–1 July 2010).

The Gender area Chairperson was on leave from the College for six months (July–December 2010). During this period, she served as Research Fellow (July–September 2010), German Development Institute, Bonn, a think tank for BMZ, the Ministry for Development Cooperation, Govt. of Germany; and as Visiting Fellow (October–December 2010), Organization for Economic Cooperation and Development–Development Centre (OECD-DEV), Paris, a inter-governmental organization. Research work undertaken at OECD-DEV is under discussion with the Government of India for a larger project.

Education Studies Area

In 2008–09, UNICEF, Hyderabad, had awarded ASCI an advocacy project on Promoting Quality Education for Children Belonging to Tribal Communities in Andhra Pradesh. The final phase of the project was completed in August 2010.

IV. Centre for Economics and Finance

The Centre for Economics and Finance (CEF) has been involved in a number of management development programmes and research and management studies. Details for the two areas are provided below:

International Trade and Finance, Industry, Macro-Economic Policy and Public Finance Area

Management Development Programmes

The Economics area has been involved in training activities in terms of programme direction, module coordination as well as handling sessions in programmes for scientists, government officials and conducting general management programmes for the corporate sector. The details are provided below:

- New Tax Regime (GST and Direct Tax Code): 19–21 July 2010 (16 participants). This was a College-announced programme.
- Financial Systems, Management and Accountability in Government (held twice during the year): 16–20 August 2010 (19 participants) and 13–17 December 2010 (6 participants). This too was a College-announced programme.
- Macro-economic Policy Issues for IES Officers: 30 August–3 September 2010 (17 participants). Sponsored by the Ministry of Finance, Dept. of Economic Affairs, Govt. of India (GoI).
- Current Economic Issues for ISS Officers & Senior Officers of States/UTs (held twice during the year): 20–24 September 2010 (15 participants) and 13–17 December 2010 (11 participants). Sponsored by the Ministry of Statistics and Programme Implementation, GoI, this was a new programme.
- General Management Programme for Middle Level Scientists: 27 September–8 October 2010 (24 participants). Sponsored by the Dept. of Science and Technology (DST), GoI, this was a new programme.
- General Management Programme for Middle-and Senior-Level Women Scientists: 22 November–3 December 2010 (27 participants). Sponsored by DST, GoI.

- Management Development Programme for Officers of the Geological Survey of India (GSI): 3–14 January 2011 (18 participants). Sponsored by GSI, Hyderabad. This programme was co-directed with faculty from the Information Technology area.
- General Management Programme for Senior Executives Session 116: 10 January–4 February 2011 (24 participants). The programme was co-directed with faculty from the Marketing area.

A faculty member from the Economics area initiated a course on Health Economics for the Post-Graduate Diploma in Hospital Management offered by ASCI, along with faculty from the Health area.

Area colleagues have been involved in taking sessions in a number of programmes, including General Management Programme for Senior Scientists, Advanced Management Programme, Financial System Management and Accountability in Government, Management Development Programme for ISRO, IFFCO, etc.

Research and Management Studies

The study on Developing a Revenue Forecasting Model, awarded during 2008–09 by the Govt. of Andhra Pradesh, was completed during the year under review. The study was jointly conducted with faculty from the Innovation area.

On a request from the Dept. of Commerce, Ministry of Commerce and Industry, Govt. of India, the Centre Director, along with colleagues from the Economics, Health and Information Technology areas, submitted an expression of interest in undertaking research on services in the context of the WTO negotiations in August 2010, which was followed by a presentation to the Department. The study on Trade in Health & Hospital Services was awarded to the College in January 2011. Abm. S. Narayanan, Advisor, ASCI, is an advisor to the project.

Impact of Research Study

CEF is advising the Ministry of Commerce, GoI, on the WTO negotiations pertaining to the health services sector under the project as described above.

Money, Banking, Corporate Finance and Governance Area

Management Development Programmes

Apart from conducting College-announced programmes, Finance area faculty submitted proposals for conducting customized programmes for specific clients, several of which were accepted. The management development programmes conducted during 2010–11 are given below:

- Treasury and Investment Management: 2–28 May 2010 (14 participants). This was a College-announced programme.
- Training Programme on Asset Liability Management for the Officers of Finance Dept., Govt. of Andhra Pradesh: 10–12 May 2010 (26 participants).
- Finance for Non-Finance Executives for IFFCO: 12–13 May 2010 (25 participants, held at Gurgaon).
- Finance for Non-Finance Executives for Cairn Energy India: 18–19 May 2010 (18 participants); 16–17 June 2010 (13 participants); 29–30 July 2010 (14 participants). All the programmes were held at Gurgaon.
- Financial Risk Management and Derivatives: 28 June–2 July 2010 (13 participants). This was a College-announced programme.
- General Management Programme for the Executives of Tamilnad Mercantile Bank (TMB): 26–31 July 2010 (15 participants); 9–14 August 2010 (15 participants).
- Corporate Governance Leadership for the Senior Executives of ONGC Ltd.: 6–8 September 2010 (24 participants).
- International Trade for Senior Executives of the State Trading Corporation of India Ltd.: 20–25 September 2010 (23 participants). The programme was the first of its kind to be held at ASCI and was successfully concluded.
- Management Audit: A Way Forward for Performance Improvement: 11–15 October 2010 (7 participants). This was a College-announced programme.

- Management Development Programme for the Executives of ONGC: 29 November–11 December 2010 (14 participants).
- Executive Development Programme (EDP) for Executive Trainees of NMDC Ltd.: 20 December–14 January 2011 (33 participants).
- Valuation and Due Diligence for Finance Executives of ONGC: 3–7 January 2011 (20 participants).
- Finance for Non-Finance Executives: 12–14 January 2011 (14 participants). This was a College-announced programme.

A faculty member from the Finance area began teaching a course on Financial Management to students of the PGDHM course. The course commenced in January 2011.

Dr. Lakshman Muddu joined ASCI in June 2010 as Associate Professor in the Finance area.

Research and Management Studies

- Corporate Governance Study: Sponsored by the Dept. of Public Enterprises, Govt. of Orissa, the study was awarded during 2007–08 and completed during the year under review. The study was jointly conducted with faculty from the Public Policy and Rural Development areas.
- Conference on Corporate Governance Reform for State-Level Public Enterprises (SLPEs) of Karnataka: Sponsored by National Foundation for Corporate Governance (NFCG), the project was awarded during 2009–10 and was completed during the year under review. The conference was jointly conducted with faculty from the Public Policy area.

A faculty member of the Finance area submitted a proposal to the Dept. of Posts, Ministry of Communications & Information Technology, Govt. of India, for setting up the Post Bank of India. The bid was successful, and the Study to Design a Roadmap for Establishing the Post Bank of India was awarded to the Finance area in October 2010. The study was jointly conducted with faculty from the Public Policy area. It was nearing completion at the close of the year under review.

V. Centre for Energy, Environment, Urban Governance and Infrastructure Development

The Centre for Energy, Environment, Urban Governance and Infrastructure Development (CEEUG&ID) conducted several management development programmes (MDPs) and research and management studies during the year (see Annexure 4 and Annexures 6-A to 6-C, respectively, for details on the titles, dates and the faculty involved).

The Urban Governance and Infrastructure Development (UG&ID) areas received several research assignments, including a prestigious study from the Ministry of Urban Development (MoUD), GoI, to undertake an appraisal of reforms implementation under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). The recommendations of the appraisal reports prepared by ASCI and the various capacity-building initiatives taken by the UG&ID areas are expected to take forward urban policy reforms at the national level and promote urban sector reforms in the lagging states of India. MoUD has appointed the College as the national technical support unit for operationalizing the 13th Finance Commission recommendations pertaining to urban issues across various states of India. The UG&ID areas have been providing support to major municipal corporations, urban local bodies and quasi-state agencies in policy formulation.

Poor sanitation is a major national concern, affecting the health and dignity of all. The UG&ID areas are committed to supporting cities in their efforts to prepare and implement sanitation improvement plans, with a view to making urban areas free from open defecation. ASCI is commissioned by the Urban Development Dept., Govt. of Karnataka, to extend advisory services for improving urban sanitation on a mission mode basis. The College will be hand holding eight cities of Karnataka in this regard. Similar work is being undertaken for seven cities of Uttar Pradesh and five towns of Andhra Pradesh. ASCI is playing a key role in advocating better sanitation in Indian cities, with some visible impact.

The Energy area received several research and management studies during the year. These included preparation and processing of tariff regulations for various state electricity regulatory commissions, quality and quantity inspection of power projects and schemes in AP, and conducting energy and account audits in Bihar State Electricity Board. An important assignment bagged

by the area was on Power Needs to Meet Uninterrupted Power Supply in Andhra Pradesh: A Road Map, awarded by the Federation of Andhra Pradesh Chambers of Commerce and Industry.

The Environment area bagged climate change research assignments from the Ministry of Environment and Forests (MoEF), GoI, and the US National Science Foundation, focusing on air quality modelling and climate modelling. The area was awarded a prestigious assignment on energy efficiency by ClimateWorks Foundation, San Francisco, along with National Resources Defense Council (NRDC), New York. The Environment area also received a study on evaluating the potential and analyzing the implications of the Clean Development Mechanism (CDM) and Biomethanation from MoEF, GoI.

The Centre carried over 52 research and management studies from 2009–10, received 48 new assignments, and completed 30 projects during the year under review.

During 2010–11, the CEEUG&ID organized several customized MDPs for specific clients, both on-campus and off-campus, apart from conducting College-announced programmes.

Invitation to the Director of CEEUG&ID

Prof. Srinivas Chary Vedala, Centre Director, was invited to join the following committees:

- As Member of the Steering Committee on Urban Development Management for the Formulation of the Twelfth Five-Year Plan (2012–17), under the Chairmanship of Mr. Arun Maira, Member, Planning Commission of India.
- As Member of the Expert Committee constituted under the Sub-Committee of the National Development Council on Urbanization Issues

VI. Centre for Innovation & Technology

The Centre for Innovation and Technology (CIT) has been expanding and deepening its activity profile in scale, scope and specialization.

Management Development Programmes

The Centre is increasingly making a mark in conducting programmes that revolve around the strategic use and

application of technology and management of innovation in the corporate and government sectors. Its activities are characterized by a diversity of programmes and the growing demand for them. Reputed organizations like the Defence Research and Development Organization (DRDO) and Dept. of Personnel and Training (DoPT), Govt. of India (GoI) are now part of the clientele list of the Centre, which comprises such respected names like DST, ISRO, HCL and ONGC.

The Centre for the first time designed and conducted a new programme for DRDO, namely, Emerging Issues for Success in a Knowledge-Based Environment for Middle and Senior Level Professionals (21 participants), held on 25–27 August 2010.

The success of the programme on Technology Valorization and Management for Scientists, conducted by CIT faculty during 31 January–11 February 2011, can be gauged from the fact that this programme was awarded to the College by the Dept. of Science & Technology (DST), GoI, for the fifth consecutive year.

A CIT faculty member directed the General Management Programme for Senior Executives, a College flagship programme. CIT faculty members were also very active in contributing to the general management and management development programmes offered by the College, accounting for a sizeable share of the training activity.

The Centre continues to play a leading role in its area- and theme-specific programmes for DST, GoI, such as technology commercialization, innovation management and innovation in public services.

Members of the Centre have also provided support to the Post-Graduate Diploma in Hospital Management (PGDHM) Programme, by offering (full-semester) courses in strategy and information technology.

The Director of CIT, in his additional role as the Coordinator of the Executive Development Programme, was involved in planning and bringing to fruition collaboration with overseas academic partners. ASCI signed a Letter of Intent with Penn State Harrisburg, an undergraduate college and graduate school of The Pennsylvania State University, USA, for conducting a one-year Executive Development Programme from 2011 at the College.

Research and Management Studies

The Centre for Innovation and Technology received a three-year project from DST, GoI, called Academy for Science Policy Implementation and Research (ASPIRE). This project will be incubated by ASCI in a programme mode and will be spun off as an institution.

The Centre received a prestigious project on Quality Audit of the Activities of SVPNPA from the Sardar Vallabhbhai Patel National Police Academy (SVPNPA), Hyderabad.

CIT continues to be involved in the Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory (Euro-India SPIRIT) project—an initiative funded by the European Commission Information Society and Media Directorate General, Brussels. The project aims at finding common ground and synergizing the policies of India and Europe in the information and communication technology (ICT) arena.

A three-day e-Governance Workshop for Senior Civil Services and Ministers of the Govt. of West Bengal was conducted in Kolkata during 6–8 July 2010.

The Centre continued to provide technical assistance to Mishra Dhatu Nigam Ltd. (Midhani), by way of enterprise resource planning (ERP) consultancy, monitoring and implementation management support. The additional project, which was awarded during 2009–10, moved into the stabilization phase during the year.

During the year, CIT successfully completed the prestigious task of providing inputs and assistance for implementing the Prime Minister's Awards for Excellence in Public Administration (PMAEPA) for 2008–09, awarded by the Dept. of Administrative Reforms and Public Grievances (DARPG), GoI. The Centre was awarded the task of implementing PMAEPA for 2009–10 as well. CIT has been leading this work for the fifth consecutive year, since the inception of the scheme, successfully meeting the stringent requirements of DARPG and retaining its confidence.

Other Activities

The Director of the Centre for Innovation and Technology was appointed as Acting Director for the newly set up Centre for Innovations in Public Systems (CIPS). Under the aegis of CIPS, several workshops and research activities were carried out during the year.

VII. Centre for Management Studies

The Centre for Management Studies (CMS) has continued to make significant contribution to the activities of the College during 2010–11. CMS undertook numerous management development programmes, and research and management assignments for addressing the needs of Government, public sector undertakings and private corporations. Through its areas—Human Resource Management, Marketing, Operations Management and Strategic Management—the Centre has designed and delivered several new initiatives in addition to delivering in its established domain. As in the past, the programmes conducted by CMS continued to attract a large number of foreign participants from across the globe.

Management Development Programmes

General Management Programmes

The Centre conducted several well-subscribed announced programmes during the year, including the General Management Programme for Senior Executives: Sessions 115 & 116, Advanced Management Programme, Programme for Young Managers, and Management Development Programme for Women Executives.

A number of customized in-company on-campus as well as off-campus general management programmes (GMPs) were offered. These include the Advanced Techno-management Programme for Middle Level Scientists (DST) (conducted twice), General Management Programme for Senior Scientists (DST), Management Development Programme for the Principals/Faculty of IHMs/FCIs/IITTM and the Officers of the Ministry of Tourism (conducted twice), Management Development Programme for the Executive Trainees of NMDC (twice), General Management Programme for Tamilnadu Mercantile Bank (twice), Management Development Programme for Allahabad Bank (twice), Management Development Programme for the Officers of Central Warehousing Corporation, Management Development Programme for the Scientists of ISRO, Executive Development Programme for the Executives of NMDC, Retreat for Heads of Training Institutes across India (DoPT), Management Development Programme on International Trade and Finance for the Executives of State Trading Corporation, General Management Programme for the Senior Executives of IFFCO.

Human Resources Area

The announced programmes in Human Resources (HR) area included HR Audit, Communication Skills for Managers, Leadership through Self-Discovery, Leadership and Organization Development, Strategic Human Resource Management, Leadership Skills Development (conducted twice), Negotiation Skills, Personal Growth for Effective Leadership, Personality Development, Values-Driven Leadership, Leadership for Managing Change, Executive Coaching for Leadership Development, Managing Creativity and Innovation, Developing Emotionally Intelligent Leadership, Strategic Leadership, Leadership and Organization Development, Improving Work Culture, Team Building and Conflict Management, Personal Growth for Effective Leadership, Enhancing Managerial Effectiveness, Decision-Making for Effective Leadership, Managing Human Relations in Organizations, and Effective Trade Union Management.

Faculty belonging to the HR area also conducted several customized in-company on-campus as well as off-campus programmes. These included: Leadership Development Programme for AGMs of Bank of India, Human Resource Management (HRM) for Line Managers of Nuclear Power Corporation of India Ltd. (NPCIL) (conducted nine times), Managerial Effectiveness for Executives of HMT-Machine Tools Ltd. (twice), Vertical Interaction Course for IPS Officers: Image Building Behaviour Pattern of the Police for BPRD, High Performing Teams and Leadership Issues for Women Scientists for DST, Strategic Human Resource Management (SHRM) for NHPC, HRM for NPCIL Executives, SHRM for BEL, HRM for Line Managers of NHPC, Managing HR in Organizations for NHPC, Leadership Development Programme for the AGMs and DGMs of Punjab National Bank, Negotiation Skills for the Executives of NHPC, Personal Growth for Effective Leadership for Addl SPs/Dy SPs conducted for the Bureau of Police Research & Development (BPRD), Personal Excellence for Professional Development for Defence Research Technical Cadre (DRTC) Officers of Defense Research & Development Organization (DRDO) (conducted twice), Leadership Development Programme for the Newly Promoted AGMs of PNB (conducted twice), Interpersonal Relations and Competence for DRTC Officers of DRDO (conducted twice), Orientation Programme on Creativity Leadership for the Officials Oil and Natural Gas Corporation (conducted four times; off campus), Leadership and Organization Development for the Executives of Indian Overseas Bank, Training Programme on Group Discussion for HR Executives of

Oil India Ltd., Effective Trade Union Management for the Executives of Zuari Industries, and Training the Trainers for the Employees of Ultra Tech Cement Ltd.

Marketing Area

The Marketing area conducted four announced programmes. These were Sales Management (twice), Marketing of Services, and Strategic Marketing. The area also conducted an in-company on-campus programme on International Trade for Senior Executives of State Trading Corporation of India Ltd.

Operations Management Area

The Operations Management area conducted announced programmes on Inventory Management, Procurement Procedures for World Bank-Aided Projects (thrice), Productivity Management for Enhanced Organizational Competitiveness, Project and Contract Management (twice), Materials and Supply Chain Management, and Project Management for World Bank-Aided Projects.

Operations area faculty conducted several customized in-company on-campus as well as off-campus programmes. These included: Science Administration & Research Management for DST (conducted twice), World Bank Procurement Procedures for Officials of National Cyclone Management Project, Govt of AP, Workshop on Lean Manufacturing for Senior Management Team Members of United Spirits Ltd., Interaction with Egyptian Government Officials, Project Management for Indian Statistical Services Officers, World Bank Procurement Procedures for Officials of Andhra Pradesh Rural Water Supply & Sanitation Project, Inventory Management, Supply Chain and Logistics for Executives of Bharat Dynamics Ltd. (conducted twice), Training Programme on Procurement for Maharashtra Agricultural Competitiveness Project, Procurement Procedures for the Officials of Orissa State National Cyclone Risk Management Project, Management Time Line & Cost for DLRL, and One-Day Workshop/Meeting for DST.

Strategic Management Area

The Strategic Management area conducted one announced programme on Corporate Social Responsibility & Social Audit. The area faculty also conducted an in-company programme on Management and Leadership for Women Officials of Govt. of Afghanistan, which was sponsored by Afghan Civil

Service Support-USAID Afghanistan, and Deloitte Consulting LLP, Afghanistan.

Research and Management (R&M) Studies

Besides conducting management development programmes, CMS faculty members with expertise in various functional areas of management are engaged in undertaking a number of research and management studies. The HR area completed four R&M assignments during 2010–11, of which three studies were received during the year; and two assignments received by the HR area during 2010–11 were underway. An R&M study received by the Operations area during the year was underway.

R&M Studies Underway

The following research and management studies awarded in 2010–11 were underway during the year:

- Cognitive Factors, Emotional Intelligence and Effective Leadership in Scientists: Sponsored by the Dept. of Science and Technology, Govt. of India.
- Identify Key Performance Indicators of Various Strategic Business Units of CONCOR. Sponsored by Container Corporation of India Ltd., New Delhi.
- Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in the Country, 2009–10: Sponsored by PM's Trophy Secretariat, Ministry of Steel, Govt. of India.

R&M Studies Completed

The following research and management studies awarded in 2010–11 (except where indicated) were completed during the year:

- Organization Structure and Manning Patterns in Mangalore Refinery and Petrochemicals Ltd. (MRPL): Sponsored by MRPL, Mangalore.
- Performance Management Systems: Sponsored by Container Corporation of India Ltd., New Delhi. The study was awarded in 2009–10.
- Promotion Exercise for Scale VI & VII Officers of General Insurer's Public Sector Association of India (GIPSA) Cos. & GIC, 2010–11: Sponsored by GIPSA, New Delhi.

- Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in the Country, 2008–09: Sponsored by PM's Trophy Secretariat, Ministry of Steel, Govt. of India.

ONGC Chair

After a gap of a few years, the ONGC Chair instituted at the Centre for Management Studies was revived. Prof. Milind Phadtare was appointed as ONGC Chair Professor with effect from 1 September 2010.

VIII. Centre for Healthcare Management

The Centre for Healthcare Management (CHM) was established in August 2009 in order to enable the College to focus on the smooth conduct and further development of the two-year Post-Graduate Diploma in Hospital Management (PGDHM) Programme. The Programme, which has been certified by the All India Council for Technical Education, has an approved capacity of 30 students per batch. The following are the activity highlights of CHM during 2010–11.

Student Profile (On-going Batches)

Batch IV

Batch IV (2009–11) consists of 29 students. At the time of joining the PGDHM programme, about 31 per cent and 21 per cent of the students of Batch IV were graduates in medical and paramedical disciplines, respectively. About 45 per cent of the students were graduates or post-graduates in various science disciplines, while 3 per cent possessed other qualifications.

Batch V

In the fifth batch (2010–12), 30 students were enrolled. At the time of joining the PGDHM programme, about 27 per cent and 26 per cent of the students of Batch V were graduates in medical/paramedical disciplines and graduates in alternative systems of medicine, respectively. About 34 per cent of the students were graduates or post-graduates in various science and engineering/technology disciplines, while 13 per cent possessed other qualifications, including bachelors in Hospital Management.

Academics

The PGDHM programme is conducted over four semesters, including three semesters of classroom teaching, practicals and fieldwork, a two-month summer project, and one semester of internship at healthcare institutions. ASCI faculty and guest faculty, including industry professionals, deliver sessions for the PGDHM programme modules.

During the year under review, the students of Batch III (2008–10) completed their fourth semester internship and dissertation requirements. Final viva-voce sessions were conducted in May 2010. They also received their diplomas at the convocation held in October 2010.

At the close of 2010–11, all the 29 students of Batch IV had completed the academic requirements of the programme and were pursuing their final semester internships at various healthcare organizations in the country.

During the year under review, students of Batch V completed their first semester. At the close of 2010–11, teaching was in progress for the second semester.

Final Semester Internships and Placements for PGDHM Batch IV (2009–11)

The Centre for Healthcare Management made vigorous efforts to secure both fourth semester internships and final placements for the students of Batch IV. Following the release of the PGDHM Placement brochure on the 23 October 2010, the Centre organized a 10-day placement event in December 2010, involving on-site interviews as well as telephonic interviews.

As a result of the Centre's placement efforts, all the 28 students of Batch IV who sought placement assistance received placement offers. One student opted to pursue further studies and did not seek placement assistance. The offers were received from organizations across the country working in the core healthcare sector, as well as in healthcare consulting and healthcare IT services. Organizations that made placement offers to four or more students include Infosys, Wockhardt Hospitals and Medica Synergie. Others that made placement offers included Asclepius, ICICI Lombard, 21st Century Health Management Solutions, Medicity Hospital, Fernandes Hospitals, Fortis-Escorts Hospital, and Medanta–The Medicity.

Internships with leading organizations in the healthcare sector were obtained for all the 29 students of Batch IV for their final semester.

Chartered Accountants

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S. B. Billimoria & Co.

AUDITORS' REPORT

THE MEMBERS OF
ADMINISTRATIVE COLLEGE OF INDIA
HYDERABAD

1. We have audited the attached Balance Sheet of Administrative Staff College of India ("**the College**") as at 31 March 2011, and also the Income and Expenditure Account of the College for the year ended on that date, annexed thereto. These financial statements are the responsibility of the management of the College. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We report as follows:
 - a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - b) the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account;
 - c) in our opinion and to the best of our information and according to the explanations given to us, the said accounts give a true and fair view, in conformity with the accounting principles generally accepted in India:
 - i) in the case of the Balance Sheet, of the state of the affairs of the College as at 31 March 2011; and
 - ii) in the case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

For **S. B. Billimoria & Co.**
Chartered Accountants
(Registration No. 101496W)

Place: Secunderabad
Date: 23 September 2011

K. RAJASEKHAR
Partner
Membership No. 23341

Balance Sheet as at 31st March 2011

SOURCES OF FUNDS	Schedule	Rupees	As at 31.3.2011 Rupees	As at 31.3.2010 Rupees
1 FUNDS				
a. CORPUS FUND	A		64,190,631	64,190,631
b. ENDOWMENT FUND - SPECIFIC	B		15,146,678	15,146,678
c. ASCI DEVELOPMENT FUND				
As per last Balance Sheet		95,183,586		93,927,140
Add : Transferred from Income and Expenditure Account		0		1,256,446
			95,183,586	95,183,586
d. RESERVE FOR CONTINGENCIES		10,000,000		
Add : Transferred from Income and Expenditure Account		5,124,109		
			15,124,109	10,000,000
e. GOI LOAN REPAYMENT RESERVE		30,000,000		30,000,000
Add : Transferred from Income and Expenditure Account		5,000,000		—
			35,000,000	30,000,000
f. INVESTMENT FLUCTUATION RESERVE		2,573,040		
Add : Transferred from Income and Expenditure Account		753,370		
			3,326,410	2,573,040
2 LOAN FUNDS	C			
a. UNSECURED LOANS			50,000,000	50,000,000
TOTAL			277,971,414	267,093,935
APPLICATION OF FUNDS				
3 FIXED ASSETS	D			
a. Gross Block		201,657,029		196,283,584
b. Less : Depreciation		156,341,480		148,655,796
		45,315,549		47,627,788
c. Add : Capital Work in Progress		33,727,129		8,305,704
			79,042,678	55,933,492
4 INVESTMENTS	E		126,333,575	185,008,607
5 CURRENT ASSETS, LOANS AND ADVANCES				
a. Inventories – Stock at Cost		2,021,042		2,076,313
b. Book Debts	F	89,473,338		66,929,926
c. Interest Accrued on Investments		6,584,857		9,679,239
d. Cash and Bank Balances	G	12,530,414		4,511,863
e. Loans and Advances	H	28,992,178		37,575,899
		139,601,829		120,773,240
6 LESS : CURRENT LIABILITIES AND PROVISIONS				
a. CURRENT LIABILITIES	I	60,042,285		84,043,000
b. PROVISIONS	J	6,964,383		10,578,404
		67,006,668		94,621,404
7 NET CURRENT ASSETS (5–6)			72,595,161	26,151,836
TOTAL			277,971,414	267,093,935
NOTES	K			

As per our report attached

For S. B. BILLIMORIA & CO

Chartered Accountants

(On Leave)

K. RAJASEKHAR
PartnerT. S. KAMESWARA RAO
Chief Finance OfficerY. RAMAKRISHNA
Registrar & SecretarySIRIPURAPU K. RAO
Director-GeneralM. NARASIMHAM
Chairman

Hyderabad, 23 September 2011

Income & Expenditure Account for the Year ended 31st March 2011

	Schedule	For the Year ended 31.3.2011 Rupees	For the Year ended 31.3.2010 Rupees
INCOME			
Management Development Programmes Income	1	195,235,248	184,945,500
Research Studies (Applied Research) Income		37,627,297	39,641,155
Management Studies Income		80,597,752	59,119,441
Membership Subscription		105,000	110,000
Income from Investments	2	9,784,214	16,777,395
Miscellaneous Income	3	22,077,731	14,389,202
		345,427,242	314,982,693
EXPENDITURE			
Salaries and Allowances	4	155,397,722	129,678,835
Staff Welfare Expenses	5	9,295,744	8,910,040
Travelling Expenses (including Overseas Travel)		45,739,103	46,577,721
Food Expenses		5,036,857	4,676,826
Rent, Rates and Taxes		1,866,522	1,859,969
Electricity and Water		7,418,839	7,038,633
Repairs and Maintenance of Assets		7,780,558	8,990,551
Hired Services		58,574,456	61,642,932
Visiting Specialists Expenses		3,438,094	4,658,808
Advertisement		1,774,238	4,041,741
Postage, Telegrams and Telephones		3,107,588	2,914,810
Printing and Stationery		6,503,783	6,527,440
Subscription to Periodicals and Technical Journals		3,531,398	3,599,642
Auditors Fees		150,000	150,000
General Expenses	6	13,269,466	11,689,671
Provision for Doubtful Debts and Advances		4,749,023	3,752,911
Bad debts Written Off		500	243,677
		327,633,891	306,954,207
Less : Expenses Recovered – Management Studies and Incompany Programmes		1,266,396	1,196,288
		326,367,495	305,757,919
Surplus for the year before depreciation, Prior period adjustment and (Gain)/Loss on sale/redemption of investments		19,059,747	9,224,774
Depreciation		7,685,684	7,399,286
Surplus for the year before prior period adjustments and (Gain)/Loss on sale/redemption of investments		11,374,063	1,825,488
Prior Period Adjustments (Net)		1,249,954	569,042
Surplus for the year before (Gain)/Loss on sale/redemption of investments		10,124,109	1,256,446
Gain on sale of Investments (Refer Note 6 of Schedule K)		(753,370)	(2,573,040)
SURPLUS AVAILABLE FOR APPROPRIATION		10,877,479	3,829,486
Transferred to GoI Loan Repayment Reserve account		5,000,000	—
Transferred to Investment Fluctuation Reserve		753,370	2,573,040
Transferred to Reserve for Contingencies		5,124,109	—
Transferred to ASCI Development Fund		—	1,256,446
		10,877,479	3,829,486

NOTES ON ACCOUNTS

K

In terms of our report attached
For S. B. BILLIMORIA & CO.
Chartered Accountants

K. RAJASEKHAR
Partner

(On Leave)
T. S. KAMESWARA RAO
Chief Finance Officer

Y. RAMAKRISHNA
Registrar & Secretary

SIRIPURAPU K. RAO
Director-General

M. NARASIMHAM
Chairman

Hyderabad, 23 September 2011

Schedules Forming Part of the Balance Sheet as at 31st March 2011

						(Amt in Rupees)
SCHEDULE-A	As at 31.3.2010	Additions	Total	Deductions	As at 31.3.2011	
CORPUS FUND						
CORPUS FUND	6,41,90,631	—	6,41,90,631	—	6,41,90,631	
	6,41,90,631	—	6,41,90,631	—	6,41,90,631	
PREVIOUS YEAR	6,41,90,631	—	6,41,90,631	—	6,41,90,631	
SCHEDULE-B						
	As at 31.3.2010	Additions	Total	Deductions	As at 31.3.2011	
ENDOWMENT FUND-SPECIFIC						
C. C. Desai Memorial Fund	1,200,000	—	1,200,000	—	1,200,000	
L & T Industrial Economics Fund	500,000	—	500,000	—	500,000	
Public Sector Research Fund*	1,200,000	—	1,200,000	—	1,200,000	
MMTIC Chair Fund	500,000	—	500,000	—	500,000	
Bharat Business International Chair Fund	1,500,000	—	1,500,000	—	1,500,000	
Tarun Sondhi Memorial Fellowship Fund	946,678	—	946,678	—	946,678	
Dr. Y Nayudamma Memorial Lecture Fund	100,000	—	100,000	—	100,000	
BHEL Chair Fund	1,200,000	—	1,200,000	—	1,200,000	
ONGC Chair Fund	1,200,000	—	1,200,000	—	1,200,000	
ITC CHAIR FUND	1,200,000	—	1,200,000	—	1,200,000	
SAIL Chair Fund	1,200,000	—	1,200,000	—	1,200,000	
IPCL Chair Fund	1,200,000	—	1,200,000	—	1,200,000	
Rajiv Gandhi Memorial Lecture Fund	500,000	—	500,000	—	500,000	
NLC Chair Fund	1,500,000	—	1,500,000	—	1,500,000	
Dr. Ambedkar Memorial Lecture Fund	800,000	—	800,000	—	800,000	
K L N Prasad Memorial Lecture Fund	400,000	—	400,000	—	400,000	
	15,146,678	—	15,146,678	—	15,146,678	
PREVIOUS YEAR	15,146,678	—	15,146,678	—	15,146,678	

* Rs. 4,00,000 each from Oil & Natural Gas Commission, Indian Oil Corporation Ltd. and Rashtriya Chemicals & Fertilisers Ltd.

		Rupees
Note: Aggregate of investments earmarked against Endowment Fund-Specific.	31.03.2011	15,146,678
	31.03.2010	15,146,678

Schedules Forming Part of the Balance Sheet as at 31st March 2011 (contd.)**SCHEDULE-C****LOAN FUNDS**

UNSECURED LOANS

Interest Free Loan from Government of India

**As at
31.3.2011
Rupees**As at
31.3.2010
Rupees**5,00,00,000**

5,00,00,000

5,00,00,000**5,00,00,000****SCHEDULE-D
Fixed Assets**

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at 31.03.2010 Rupees [1]	Additions Rupees [2]	Deletions Rupees [3]	As at 31.03.2011 Rupees [1+2-3]=[4]	Up to 31.03.2010 Rupees [5]	For the Year Rupees [6]	Deletions Rupees [7]	Up to 31.03.2011 Rupees [5+6-7]=[8]	As at 31.03.2011 Rupees [4-8]=[9]	As at 31.03.2010 Rupees
Land-freehold	615,700	—	—	615,700	—	—	—	—	615,700	615,700
Land-Leasehold	146,754	—	—	146,754	—	—	—	—	146,754	146,754
Building-purchased	2,018,318	—	—	2,018,318	2,018,318	—	—	2,018,318	—	—
Other Buildings	52,889,473	—	—	52,889,473	18,546,070	1,322,237	—	19,868,307	33,021,166	34,343,403
Micro Computer System	36,242,351	1,011,290	—	37,253,641	34,463,135	1,495,514	—	35,958,649	1,294,992	1,779,216
Audio Visual Aids	4,875,223	273,140	—	5,148,363	4,704,386	195,478	—	4,899,864	248,499	170,837
Furniture & Fixtures	12,418,028	328,295	—	12,746,323	10,708,084	561,419	—	11,269,503	1,476,820	1,709,944
Air Conditioning & E. Accessories	20,228,557	641,356	—	20,869,913	15,551,378	1,031,072	—	16,582,450	4,287,463	4,677,179
Library	29,601,683	942,559	—	30,544,242	27,614,850	1,321,128	—	28,935,978	1,608,264	1,986,833
Office equipment, Utensils etc.	6,636,321	140,482	—	6,776,803	5,231,454	347,693	—	5,579,147	1,197,656	1,404,867
Vehicles	2,236,918	—	—	2,236,918	2,016,661	220,257	—	2,236,918	—	220,257
Miscellaneous	28,374,258	2,036,323	—	30,410,581	27,801,460	1,190,886	—	28,992,346	1,418,235	572,798
Total	196,283,584	5,373,445	—	201,657,029	148,655,796	7,685,684	—	156,341,480	45,315,549	47,627,788
Previous Year	191,723,203	8,284,503	3,724,122	196,283,584	144,972,371	7,399,286	3,715,861	148,655,796	47,627,788	

Note: Pending fixation of compensation payable, no adjustment has been made in the accounts for 1360.30 sq.yards of freehold land (Bella Vista) acquired by the Municipal Cororation of Hyderabad.

Schedules Forming Part of the Balance Sheet as at 31st March 2011 (contd.,)

SCHEDULE-E	As at 31.3.2011 Rupees	As at 31.3.2010 Rupees
INVESTMENTS (Unquoted)		
Long Term Investments (at cost)		
1 Fixed Deposits with HDFC Limited	9,000,000	33,000,000
2 UTI - CRTS (No of Units = Nil) (49,996.996 units sold during the year) (NAV - Rs.Nil (31.03.2010: Rs.6,077,055))	—	5,506,784
3 UTI - Master Share (No of Units = 216,604.623; valued at cost) (NAV - 6,370,342 (31.03.2010: Rs.6,264,206))	5,524,425	5,524,425
	14,524,425	44,031,209
Current Investments (at lower of cost and fair value)		
4 Fixed Deposits with HDFC Limited	11,000,000	—
5 Fixed Deposits with Banks	100,809,150	140,977,398
	126,333,575	185,008,607
Note : *Aggregate of Investments earmarked against		
(a) Endowment Fund - Specific	15,146,678	15,146,678
(b) Government Loan	35,000,000	30,000,000
	50,146,678	45,146,678

* The loan liability in respect of the Govt. of India loan for Rs. 2 crores out of Rs. 5 crores is not included above as the repayment will commence from the end of the fifth year from the date of disbursement of the loan, I.e., 05.04.2007.

Schedules Forming Part of the Balance Sheet as at 31st March 2011 (contd.)

SCHEDULE-F	As at 31.3.2011 Rupees	As at 31.3.2010 Rupees
SUNDRY DEBTORS (UNSECURED)		
a. Considered Good		
Dues by Clients - Management Studies	46,543,977	30,030,794
Dues by Sponsors of Research Projects	9,495,194	17,919,857
Dues by Management programmes	29,083,639	18,110,800
Sundry Accounts	4,350,528	868,475
	89,473,338	66,929,926
b. Considered Doubtful	10,934,877	18,323,475
	100,408,215	85,253,401
Less : Provision for Doubtful Debts	10,934,877	18,323,475
	89,473,338	66,929,926
Note:		
Debts outstanding for a period exceeding six months	23,048,500	38,743,424
Others	77,359,715	46,509,977
	100,408,215	85,253,401
SCHEDULE-G		
CASH & BANK BALANCES		
Cash on Hand (including balances in imprest)	381,067	171,436
BALANCE WITH SCHEDULED BANKS:		
Current Accounts	50,020	123,363
Savings Accounts	12,099,327	4,217,064
	12,530,414	4,511,863

Schedules Forming Part of the Balance Sheet as at 31 March 2011 (contd.,)

SCHEDULE-H	As at 31.3.2011 Rupees	As at 31.3.2010 Rupees
LOANS & ADVANCES (unsecured)		
a. Considered Good		
Loans and Advances to Staff	4,334,182	18,357,386
Advances for Supplies and Services	90,926	533,691
Advances for Capital Expenditure	64,000	820,545
Medical Claims Receivables	197,986	826,174
Pre-paid Expenses	5,888,757	3,522,073
Interest Accrued on Deposits and Loans	2,379,771	2,559,807
Deposits with Public Bodies and Others	3,193,916	2,450,444
Tax Deducted at Source	12,842,640	8,505,779
	28,992,178	37,575,899
b. Considered Doubtful	64,854	64,854
	29,057,032	37,640,753
Less : Provision for Doubtful Advances	64,854	64,854
	28,992,178	37,575,899
SCHEDULE-I		
CURRENT LIABILITIES		
Sundry Creditors	16,997,790	39,262,183
Advance Receipts and Unexpired Income	30,489,527	22,212,689
Due to Trustees, Provident Fund	2,525,764	2,339,457
Due under Pension Fund Scheme	118,147	121,572
Security and Other Deposits	1,867,456	752,181
Other Liabilities	8,043,601	7,447,192
Dues to ASCI Employees Group Gratuity Trust on account of Gratuity	—	3,095,160
Dues to LIC under Employees Group Leave Encashment-cum-Life Assurance (Cash Accumulation) Scheme	—	8,812,566
	60,042,285	84,043,000
SCHEDULE-J		
PROVISIONS		
For Gratuity to Employees	267,889	5,515,827
For Leave Liability	6,696,494	5,062,577
	6,964,383	10,578,404

SCHEDULE-K

Notes forming part of the Accounts

1. Contingent liabilities not provided for:
 - (a) Guarantees given by banks on behalf of the College outstanding as on 31.03.2011: Rs. 8,028,836: (31.03.2010: Rs. 2,494,771).
 - (b) Claims against the college not acknowledged as liability as on 31.03.2011: Rs. 494,639.
2. In terms of Notification No. 74/2007, dated. 23.03.2007, issued by the Central Government, the College's income is exempted from tax and hence, in the accounts, no provision for income tax has been made.
3. The unsecured loan of Rs. 5 crores from the Government of India was received on the following terms:
 - a) The loan is repayable after a period of five years from the date of disbursement (i.e. 05.04.2007) in 10 equal annual installments of Rs. 50 lakhs each.
 - b) The College may invest any unutilized money from the loan amount in Government Securities or in fixed deposits in any of the nationalized banks or public sector enterprises. As on 31 March, 2011, the unutilized amount and interest thereon aggregating to Rs. 35,115,570 has been invested in fixed deposits with State Bank of Hyderabad.
4. As per the decision of Court of Governors, debts outstanding for more than one year are considered as doubtful debts and have been provided for.
5. **Gratuity:**

The College formed the "ASCI Employees Gratuity Trust" for the purposes of funding the liability attributable to Gratuity. The trust, in turn, has taken a policy with Life Insurance Corporation of India under the LIC's Group Gratuity Scheme ("the Scheme").

The gratuity liability as at 31 March 2011 has been actuarially determined at Rs. 55,402,777 after taking into consideration the plan assets of Rs. 55,134,888, which represents amounts funded by the trustees with Life Insurance Corporation of India. The balance liability of Rs. 267,889 has been accounted for and reflected in the accounts as provision for gratuity to employees.

Leave:

The College has taken Group Leave Encashment policy with LIC for providing leave encashment benefits under the LIC's "Employees Group Leave Encashment-cum-Life Assurance (Cash Accumulation) Scheme" ("the Scheme").

The leave liability as at 31 March 2011 has been actuarially determined at Rs. 41,879,122 after taking into consideration the plan assets of Rs. 35,182,628, which represents amounts funded by the College with Life Insurance Corporation of India. The balance liability of Rs. 6,696,494 has been accounted for and reflected in the accounts as provision for leave liability.
6. Gain on sale of investments represent the profit on sale of Units of CRTS.
7. In terms of an arrangement with the CIPS (Centre for Innovations in Public Systems), the College has charged Rs. 1,600,000 towards annual base charge and Rs. 1,800,000 towards infrastructure, administration and general charges during the year 2010-2011. These amounts, aggregating to Rs. 3,400,000, are included under other income in Schedule 3 of the financial statements.
8. Figures for the previous year have been regrouped wherever necessary.

9. SIGNIFICANT ACCOUNTING POLICIES

(i). All revenues, costs, assets and liabilities are accounted for on an accrual basis.

(ii). **Revenue Recognition**

- a) Income from Short Term Management Development Programmes, Seminars and In-Company Programmes is recognized on substantial completion basis. Income from Long Term Management Development Programmes is recognized on proportionate completion basis.
- b) Income from Research and Management Studies is recognized on proportionate completion basis. Income, other than from Research Studies, excludes recovery of expenses.
- c) The operational income from Management Development Programmes and Research and Management Studies are net of service tax wherever applicable.
- d) Income from Investments includes income from Investments of Endowed Chairs, but excludes unutilized income carried forward where there is stipulation to that effect.

(iii). **Gratuity and Leave Liability**

Provision for Gratuity and Leave encashment is made on the basis of actuarial valuation, and the same is partly funded with Life Insurance Corporation of India.

(iv). **Depreciation**

Depreciation is provided on the straight-line method (SLM) at rates based on the estimated useful life of assets as given below. No depreciation is charged on leasehold land.

Asset Block	Estimated Life (in Years)
Buildings	40
Other Buildings	40
Micro Computer System	3
Audio Visual Aids	3
Furniture & Fixtures	10
Air Conditioning	7
Electrical Accessories	10
Library Books	7
Office & Kitchen Equipment	10
Vehicles	5
Miscellaneous	5

Assets costing less than Rs. 5000, except Library Books, have been fully charged to the Income and Expenditure Account.

(v). **Foreign Currency Transactions**

Monetary assets and liabilities are not restated at year end, and consequently the resultant foreign exchange gains/losses are not recognized.

(vi). **Fixed Assets**

Fixed Assets are stated at their original cost of acquisition, including all expenses attributable to bringing the assets to their intended use. Assets acquired out of the grant from Government of India towards Computer Aided Management Centre, ownership whereof vests in the Department of Electronics, Government of India, are capitalized with corresponding credit to Corpus Fund, and depreciation thereon is charged at rates adopted by the College.

(vii). **Investments**

Investments are stated (a) Long Term Investment 'at cost', provision is made to recognize a diminution, other than the temporary in the value of such investments and (b) Current Investments 'at lower of cost and fair value'.

(viii). **Inventories**

Inventories are valued at cost on a First in-First out (FIFO) basis.

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March 2011**

	Year Ended 31.03.2011 Rupees	Year Ended 31.03.2010 Rupees
SCHEDULE-1		
INCOME FROM MANAGEMENT DEVELOPMENT PROGRAMMES		
Income from Courses and Seminars	80,587,354	74,078,266
Income from Incompany Programmes	114,647,894	110,867,234
	195,235,248	184,945,500
SCHEDULE-2		
INCOME FROM INVESTMENTS (GROSS)		
Dividend	849,822	1,632,472
Interest	10,195,585	16,295,159
	11,045,407	17,927,631
Less: Amount brought forward/(Amount carried forward) (Refer Note. 2 below)	1,261,193	1,150,236
	9,784,214	16,777,395
Notes :		
1. Tax Deducted at Source Rs. 1,63,223 (31.03.2010: Rs. Nil)		
2. Unutilised Income from Investment of Specific Endowments is carried forward where there is stipulation to that effect.		
SCHEDULE-3		
MISCELLANEOUS INCOME		
Interest on Loans to Employees	353,150	352,563
Other Interest	429,524	172,521
Licence fee	1,936,625	1,973,455
Provision for doubtful debts no longer required written back	9,928,801	4,961,138
Sundry Receipts	6,029,631	6,929,525
Income from services rendered to Center for Innovation in Public Systems (Refer Note. 7 of Schedule K)	3,400,000	—
	22,077,731	14,389,202

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March 2011**

	Year Ended 31.03.2011 Rupees	Year Ended 31.03.2010 Rupees
SCHEDULE-4		
SALARIES AND ALLOWANCES		
Salaries and Allowances	122,955,383	114,872,536
Contribution to Provident Fund	10,592,995	8,979,339
Provision for Gratuity to Employees	21,849,344	5,826,960
	155,397,722	129,678,835
SCHEDULE-5		
STAFF WELFARE EXPENSES		
Medical Expenses	5,257,953	5,773,394
Leave Travel Concession	1,759,917	1,012,646
Other Welfare Expenses	2,277,874	2,124,000
	9,295,744	8,910,040
SCHEDULE-6		
GENERAL EXPENSES		
Legal Expenses	261,200	194,600
Insurance	249,199	205,988
Staff Recruitment	151,862	75,396
Uniforms and Liveries	375,547	202,115
Laundry and Cleaning Materials	934,570	902,622
Entertainment	2,045,905	2,087,168
Staff Development Expenses	614,559	31,300
Miscellaneous Expenses	8,636,624	7,990,482
	13,269,466	11,689,671

Annexure 1
Members of the College Society
(as on 31 March 2011)

A. HONORARY PATRONS FOR LIFE

1. BASF India Ltd.
2. Bata India Ltd.
3. Bharat Heavy Electricals Ltd.
4. Bharat Petroleum Corp. Ltd.
5. Coal India Ltd.
6. DCM Ltd.
7. Escorts Ltd.
8. General Insurance Corp. of India
9. Hindustan Unilever Ltd.
10. HMT Ltd.
11. Hindustan Steelworks Construction Co. Ltd.
12. Indian Farmers Fertilizer Co-op. Ltd.
13. Industrial Development Bank of India
14. ITC Ltd.
15. Life Insurance Corp. of India
16. Madura Coats Ltd.
17. Reserve Bank of India
18. State Bank of India
19. Tata Motors Ltd.
20. Tata Steel
21. VST Industries Ltd.

B. PATRONS

22. DCM Shriram Consolidated Ltd.

C. ORDINARY MEMBERS

23. Air India
24. Andhra Bank
25. Andhra Pradesh State Road Transport Corp.
26. Andrew Yule & Co. Ltd.
27. ABB India Ltd.
28. Ashok Leyland Ltd.

29. ACC Ltd.
30. Bank of Baroda
31. Bank of India
32. BOC India Ltd.
33. Brooke Bond India Ltd.
34. Reliance Energy Ltd.
35. Canara Bank
36. CESC Ltd.
37. Chennai Petroleum Corp. Ltd.
38. Coromandel Fertilizers Ltd.
39. Council of Scientific & Industrial Research
40. Crompton Greaves Ltd.
41. East India Pharmaceuticals Works Ltd.
42. Electronics Corp. of India Ltd.
43. Ennore Foundries Ltd.
44. Eveready Industries India Ltd.
45. Food Corp. of India
46. GKW Ltd.
47. GlaxoSmithKline Pharmaceuticals Ltd.
48. Government of Andhra Pradesh
49. Government of Assam
50. Government of Jammu & Kashmir
51. Government of Karnataka
52. Government of Kerala
53. Government of Madhya Pradesh
54. Government of Maharashtra
55. Government of Punjab
56. Government of Rajasthan
57. Government of Tamil Nadu
58. Government of Uttar Pradesh
59. Government of West Bengal
60. Graphite India Ltd.
61. Gulf Oil Corp. Ltd.

62. Heavy Engineering Corp. Ltd.
63. Hindalco Industries Ltd.
64. Hindustan Copper Ltd.
65. Hindustan Petroleum Corp. Ltd.
66. Hyderabad Industries Ltd.
67. ICI India Ltd.
68. India Foils Ltd.
69. Indian Aluminum Co. Ltd.
70. Indian Oil Institute of Petroleum Management
71. Indian Overseas Bank
72. ICICI Ltd.
73. Maharashtra State Road Transport Corp.
74. Mahindra & Mahindra Ltd.
75. MMTC Ltd.
76. NMDC Ltd.
77. ONGC Ltd.
78. Philips Carbon Black Ltd.
79. Praga Tools Ltd.
80. Punjab National Bank
81. Schenectady Herdillia Ltd.
82. Singareni Collieries Co. Ltd.
83. Syndicate Bank
84. Tata Power Co. Ltd.
85. Tractors India Ltd.
86. Torrent Power Ltd.
87. Tube Investments of India Ltd.
88. Usha International Ltd.
89. Williamson Magor & Co. Ltd.

D. ASSOCIATE MEMBERS

90. Bakelite Hylam Ltd.
91. Shriram Industrial Enterprises
92. Spencer & Co. Ltd.
93. Victoria Mills Ltd.

Annexure 2

Court of Governors (as on 31 March 2011)

A. ELECTED MEMBERS

M. Narasimham, MA (Economics) (Cambridge): Chairman, Court of Governors, ASCI. Former Finance Secretary, Govt. of India; Governor, Reserve Bank of India; Vice-President, Asian Development Bank; and Principal, ASCI.

S. M. Datta: Chairman, Castrol India Ltd., Philips India Ltd., EID Parry Ltd., IL&FS Investment Managers Ltd., and Tata Trustee Co. Pvt. Ltd.

Ashok S. Ganguly, MS, PhD (Illinois): Chairman, ICICI OneSource Ltd., ABP Pvt. Ltd., and Technology Networks India Pvt. Ltd.

Abid Hussain, IAS (ret.): Member, International Panel on Democracy & Development, UNESCO. Former Secretary, Govt. of India; Member, Planning Commission; and Ambassador of India to USA.

V. Krishnamurthy, FIE, PhD (Soviet Academy of Sciences), DSc (*Honoris Causa*) (BHU), DLitt (*Honoris Causa*) (Pondicherry): Chairman, National Manufacturing Competitiveness Council, Govt. of India. Member, National Advisory Council and PM's Council on Trade & Industry.

Avijit Mazumdar, BSc, Engg. (Tulsa): Chairman, TIL Ltd. Chairman, World Chambers Federation; Member, Executive Board, International Chamber of Commerce; and Honorary Consul for Spain.

N. Bhanu Prasad, MS (Purdue Univ.), MS (Case WR Univ.), DSc (*Honoris Causa*) (JNTU): Former Power Secretary, Govt of India; Chairman, ONGC Ltd; and President, Institute of Public Enterprise.

V. S. Rama Devi, MA, LLB, LLM: Former Governor of Karnataka & Himachal Pradesh; and Secretary-General, Rajya Sabha.

Makani Narayana Rao, LLB (Andhra), LLM (Madras): Advocate, Supreme Court of India. Chairman, National

Commission for Backward Classes, New Delhi; Former Chief Justice, High Court of Himachal Pradesh.

Palle Rama Rao, MSc (Andhra), PhD (BHU), DEngg. (*Honoris Causa*), DSc (*Honoris Causa*): ISRO Dr. Brahm Prakash Distinguished Professor, International Advanced Research Centre for Powder Metallurgy & New Materials. Former V-C, University of Hyderabad; Chairman, Atomic Energy Regulatory Board; and Secretary, Dept. of Science & Technology, Govt. of India.

T. Navaneeth Rao, MSc PhD, CChem/FRSC (London): Chairman, Local Area Environment Committee (Hyderabad), constituted by the Supreme Court. Former V-C, Osmania University; Chairman, SRT Rural Institute; Director & President, Institute of Public Enterprise.

M. S. Swaminathan, PhD (Cambridge): Chairman, M.S. Swaminathan Research Foundation; National Commission on Agriculture, Food & Nutrition Security of India; and National Farmers Commission. Former Principal Secretary, Ministry of Agriculture & Irrigation; Member, Planning Commission; Director-General, International Rice Research Institute and Indian Council of Agricultural Research; President, International Union for the Conservation of Nature & Natural Resources, National Academy of Agricultural Sciences of India and World Wide Fund for Nature–India.

Savak Sohrab Tarapore, BA (Hons.) (Univ. of Sheffield), MSc (Economics) (London), Doctor of Laws (*Honoris Causa*) (Sheffield): Economist.

B. CO-OPTED MEMBERS

Shankar Acharya, PhD (Harvard): Member, Board of Governors and Honorary Professor, Indian Council for Research on International Economic Relations.

Vijay Kelkar, PhD (California): Chairman, National Stock Exchange of India; former Chairman, Thirteenth Finance Commission.

Deepak S. Parekh: Chairman, HDFC Ltd. and HDFC Standard Life Insurance Co. Ltd. Member, PM's Council on Trade & Industry and Task Force on Infrastructure constituted by the PMO.

Chennamaneni Hanumantha Rao, MA (Osmania Univ.), PhD (Delhi Univ.): Former Chairman, Centre for Economic & Social Studies; Member, Seventh & Eighth Finance Commissions; Economic Administrative Reforms Commission; Economic Advisory Council; Planning Commission; and National Commission on Rural Labour.

Kakarla Subba Rao, MBBS, MS, FRCR, FICP, FSAMA, FCCP, FICR: Former Advisor, Health and Medical & Family Welfare, Govt. of Andhra Pradesh.

R. Seshasayee, Chartered Accountant: Managing Director, Ashok Leyland Ltd.

K. J. Udeshi, MA (Economics) (Bombay Univ.), CAIIB, PGD in Bank Management: Chairman, Banking Codes and Standards Board of India.

C. CO-OPTED MEMBERS (EX-OFFICIO)

Siripurapu K. Rao, MA (Economics) (Cambridge), PhD (Cambridge): Director-General, ASCI. Former Director, Strategic Planning & Evaluation Division, Commonwealth Secretariat; and Economic Advisor, Ministry of Commerce, Govt. of India.

Ashok Chawla, IAS: Secretary (Finance), Dept. of Financial Services, Ministry of Finance, Govt. of India.

Alka Sirohi, IAS: Secretary, Dept. of Personnel & Training, Govt. of India.

Vibhupuri Das, IAS: Education Secretary, Ministry of Human Resource Development, Govt. of India.

S. V. Prasad, IAS: Chief Secretary, Govt. of Andhra Pradesh.

D. REGISTRAR & SECRETARY-IN-CHARGE

T. S. Kameswara Rao, MBA (Finance), AICWA.

Annexure 3

Personnel at ASCI

(as on 31 March 2011)

A. PROFESSOR EMERITUS

M. Narasimham, MA (Economics) (Cambridge): Chairman, Court of Governors, ASCI.

B. DIRECTOR-GENERAL

Siripurapu K. Rao, MA (Economics) (Cambridge), PhD (Cambridge).

C. DEANS

Raj V. Ponnaluri, BTech (JNTU, Hyd), MS (Transportation Engg.) (Duke Univ.), MBA (Univ. of Central Florida): Professor & Dean of Management Development Programmes

Srinivas Chary Vedala, BE (Civil), (Osmania Univ.), MTech (Environmental Planning) (CEPT, Ahmedabad), PG Diploma (Urban Environmental Planning) (Univ. of Pennsylvania), USAID Fellow, Chevining Fellow, Ashoka Fellow: Professor & Dean of Research & Management Studies.

D. CENTRE DIRECTORS

Anand Akundy, MA (Social Anthropology), PhD (Social Anthropology) (both SV Univ., Tirupati): Associate Professor & Acting Director, Centre for Human Development.

Nirmala Apsingikar, BSc (Hons.) (Physics) (IIT-Kharagpur), PGDM (IIM-B'lore): Professor & Director, Centre for Healthcare Management.

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.) (JNTU, Hyd), MTech (M&S) (IIT-Delhi), PhD (IIT-Mumbai): Professor & Director, Centre for Innovation & Technology, Acting Director, Centre for Innovations in Public Systems (CIPS).

Paramita Dasgupta, MA (Economics), PhD (both JNU, New Delhi): Professor & Director, Centre for Economics & Finance.

Gautam Pingle, BCom (Osmania Univ.), BSc (Economics) (Hons.) (Univ. of London), PhD (Glasgow):

Professor & Director, Centre for Public Policy, Governance & Performance.

Raj V. Ponnaluri, BTech (JNTU, Hyd), MS (Transportation Engg.) (Duke Univ.), MBA (Univ. of Central Florida): Professor & Director, Centre for Management Studies.

Hemnath Rao H., BSc (Agriculture) (APAU, Hyd), MBA (JNTU, Hyd), MBA (Durham), PhD (JNTU, Hyd): Professor & Director, Centre for Poverty Studies & Rural Development.

Srinivas Chary Vedala, BE (Civil), (Osmania Univ.), MTech (Environmental Planning) (CEPT, Ahmedabad), PG Diploma (Urban Environmental Planning) (Univ. of Pennsylvania), USAID Fellow, Chevining Fellow, Ashoka Fellow: Professor & Director, Centre for Energy, Environment, Urban Governance & Infrastructure Development.

E. AREA CHAIRPERSONS

Anand Akundy, MA (Social Anthropology), PhD (Social Anthropology) (both SV Univ., Tirupati): Associate Professor & Chairperson, Health Studies area, Centre for Human Development.

Nirmala Apsingikar, BSc (Hons.) (Physics) (IIT-Kharagpur), PGDM (IIM-B'lore): Professor & Chairperson, Information Technology area, Centre for Innovation & Technology.

Yamini Atmavilas, PhD (Women's Studies) (Emory Univ., Atlanta), MA (Women's Studies) (Bangalore Univ.): Associate Professor & Chairperson, Gender Studies area, Centre for Human Development.

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.) (JNTU, Hyd), MTech (M&S) (IIT-Delhi), PhD (IIT-Mumbai): Professor & Chairperson, Technology Policy, Management & Innovation area, Centre for Innovation & Technology.

Paramita Dasgupta, MA (Economics), PhD (both JNU, New Delhi): Professor & Chairperson, International

Trade & Finance, Industry, Macro-economic Policy & Public Finance area, Centre for Economics & Finance.

Valli Manickam, MCA (IGNOU), MSc (Inorganic Chem.) (Madras Univ.), MPhil (Chem.), PhD (Environmental Sc. & Tech.) (both JNTU, Hyd): Associate Professor & *Chairperson, Environment area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

B. Kinnera Murthy, BSc (BITS, Pilani), MBA (Osmania Univ.), ATIM (Netherlands), PhD (Poona Univ.): Professor & *Chairperson, Strategic Management area, Centre for Management Studies.*

A. Narender, MA (Economics) (MS Univ. of Baroda), PGDP (CEPT, Ahmedabad), PhD (Osmania Univ.): Professor & *Chairperson, Infrastructure Development area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

Prabhathi Pati, MA (Psychology), MPhil (Utkal Univ.), PhD (Organizational Behaviour) (IIT-Kharagpur): Professor & *Chairperson, Human Resources area, Centre for Management Studies.*

Milind Phadtare, BE (Mech) (Karnataka Univ.), Masters in Mgmt. Studies (MMS) & PhD (Marketing Management) (both Univ. of Pune): ONGC Chair Professor & *Chairperson, Marketing area, Centre for Management Studies.*

Raj V. Ponnaluri, BTech (JNTU, Hyd), MS (Transportation Engg.) (Duke Univ.), MBA (Univ. of Central Florida): Professor & *Chairperson, Procurement, Operations, Materials & Project Management, & Information Systems area, Centre for Management Studies.*

Mubeen Rafat, BSc (Statistics) (Univ. of Bombay), MMS Jammalal Bajaj Inst. of Mgmt. Studies (Univ. of Bombay): Professor & *Chairperson, Money, Banking, Corporate Finance & Governance area, Centre for Economics & Finance.*

Usha Ramachandra, MA (Economics), MPhil, PhD (all Univ. of Hyderabad): Professor & *Chairperson, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

Srinivas Chary Vedala, BE (Civil) (Osmania Univ.), MTech (Environmental Planning) (CEPT, Ahmedabad), PG Diploma (Urban Environmental Planning) (Univ. of

Pennsylvania), USAID Fellow, Chevinig Fellow, Ashoka Fellow: Professor & *Chairperson, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

F. PROFESSORS

B. S. Chetty, BE (Mech.), ME (Indust. Engg.) (both SVU, Tirupati), PhD (IISc, B'lore): Professor, *Procurement, Operations, Materials & Project Management, & Information Systems area, Centre for Management Studies.*

Vikramaditya Duggal, MBA (Fin. & Mktg.) (Univ of Rajasthan), CAIIB (Indian Institute of Bankers, Mumbai), MS (Counselling) (Institute for Behavioural and Mgmt. Sciences, Chittoor): Professor, *Human Resources area, Centre for Management Studies.*

Ali A. Firdausi, MA (Sociology), PhD (both Patna Univ.): Professor, *Human Resources area, Centre for Management Studies.*

B. Lakshmi, Masters in Hospital Admn. (MHA) (New South Wales), MPhil, PhD (Human Resource Mgmt.) (both Univ. of Madras), AFAIM: Professor, *Centre for Public Policy, Governance & Performance.*

Gopalratnam Mohan, BTech (BHU, Benaras), PGDM (Fin. & Mktg.) (Xavier Institute of Mgmt., Bhubaneswar): Professor, *Information Technology area, Centre for Innovation & Technology.*

P. H. Rao, BPharm (BIT, Ranchi), MPharm (BHU, Benaras), Fellow (IIM-B'lore): Professor, *Health Studies area, Centre for Human Development.*

Vilas Shah, MTech (Industrial Engg. & Operations Research) (IIT-Bombay), BE (Mech.) (Poona Univ.), LLB (Poona Univ.), Inter ICWA: Professor, *Procurement, Operations, Materials & Project Management, and Information Systems area, Centre for Management Studies.*

Subbaiah Singala, BE (Civil), MBA (Fin.), PhD (Buss. Mgmt.) (all Osmania Univ.), Masters in Public Mgmt. (Eco. Policy, Fin., Intl Capital Markets & Regulations) (National Univ. of Singapore and Harvard Univ., USA), Intl. Exec. Prog. (Fin., Strategy and Political Economy) (INSEAD, Fontainebleau, France): Professor, *Money, Banking, Corporate Finance & Governance area, Centre for Economics & Finance.*

K. N. Viswanath, MA (Psychology) (Andhra Univ.), MPhil (Psychology), PhD (both National Institute of Mental Health & Neurosciences, Bangalore): *Professor, Human Resources area, Centre for Management Studies.*

G. ASSOCIATE PROFESSORS

Ashita Allamraju, BA (Economics) (Delhi Univ.), MA & MPhil (Economics) (both Delhi School of Economics): *Associate Professor, International Trade & Finance, Industry, Macro-economic Policy & Public Finance area, Centre for Economics & Finance.*

Nirmalya Bagchi, MBA (Jadavpur Univ.), PG Course (Statistical Methods & Applications) (Indian Statistical Institute, Calcutta), PhD (Buss. Mgmt.) (Univ. of Calcutta): *Associate Professor, Technology Policy, Management & Innovation area, Centre for Innovation & Technology.*

Lakshman M. V., BTech (JNTU, Hyd), Certified Associate of the Indian Institute of Bankers (CAIIB), Diploma in Mktg. Mgmt. and Diploma in Mgmt. (both IGNOU), Chartered Financial Analyst (CFA) (ICFAI), Fellow Programme in Mgmt. (FPM) (IIM-B'lore): *Associate Professor, Money, Banking, Corporate Finance & Governance area, Centre for Economics & Finance.*

Reshmy Nair, MA (Economics) (Mahatma Gandhi Univ., Kottayam, Kerala), MPhil and PhD (Economics) (both JNU, New Delhi): *Associate Professor, Centre for Poverty Studies & Rural Development.*

B. V. N. Sachendra, BTech (Mech.) (JNTU, Hyd), MBA (Prod. & Mktg.) (SV Univ., Tirupati): *Associate Professor, Procurement, Operations, Materials & Project Management, & Information Systems area, Centre for Management Studies.*

Harsh Sharma, MSc (Organic Chem.), MA (Industrial Sociology) (both Chaudhary Charan Singh Univ., Meerut), PGD in Buss. Admn. (Jaipuria Institute of Mgmt., Lucknow), Diploma in Training & Mgmt., PhD (HR) (Guru Gobind Singh Indraprastha Univ., Delhi): *Associate Professor, Human Resources area, Centre for Management Studies.*

H. ASSISTANT PROFESSORS

Sohini Basu, BA (Social Sciences) (Univ. of Calcutta), MA (Social Sciences) (by research) (National Univ. of

Singapore): *Assistant Professor, Gender Studies area, Centre for Human Development.*

Rajkiran V. Bilolikar, BE (Govt. Engg. College, Aurangabad), MBA (Power Management) (National Power Training Institute, Ministry of Power, GoI, Faridabad): *Assistant Professor, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

Harish P. Jagannath, Masters in Public Affairs (MPA) (Non-profit Mgmt.) (Indiana Univ., USA), BSc (Economics) (Oregon State Univ., USA): *Assistant Professor, Health Studies area, Centre for Human Development.*

Subodh Kandamuthan, PhD (Economics) (Institute for Soc. & Eco. Change, Bangalore), MPhil (Applied Economics) (CDS, Thiruvananthapuram), MSc (Development Economics) (Pondicherry Central Univ.): *Assistant Professor, Health Studies area, Centre for Human Development.*

Kanupriya Katyal, BE (Electronics & Comm.) (Osmania Univ.), PGDM (Goa Institute of Mgmt.), currently pursuing PhD (Branding) (XLRI, Jamshedpur): *Assistant Professor, Marketing area, Centre for Management Studies.*

T. Murali Mohan, Bachelors equivalent to BTech (Architecture) (JNTU, Hyd), Masters equivalent to MTech (City Planning) (IIT-Kharagpur): *Assistant Professor, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

Vasavi Narla, Bachelors equivalent to BTech (Architecture) (JNTU, Hyd), Masters equivalent to MTech (City Planning) (IIT-Kharagpur): *Assistant Professor, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

P. Subhashini, Masters in Human Resources Mgmt., (Pondicherry Univ.), MA (Psychology) (Osmania Univ.), PhD (Psychology) (Osmania Univ.): *Assistant Professor, Human Resources area, Centre for Management Studies.*

J. Swarnalatha, MA (Economics) (Osmania Univ.), Masters in Foreign Trade (Pondicherry Univ.), PGD in Buss. Mgmt. (HR and Indstl. Buss.) (Vignana Jyothi Institute of Management, Hyd), MPhil (Industrial

Psychology) (TISS, Mumbai): *Assistant Professor, Human Resources area, Centre for Management Studies.*

Vijaya Venkataraman, BA (History) (Calicut Univ.), PG Diploma (Social Work) (TISS, Mumbai): *Assistant Professor, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

I. HONORARY VISITING PROFESSORS, SENIOR CONSULTANTS & ADVISORS

P. Abraham, IAS (retd.), MA (Andhra Univ.), Diploma (Systems Mgmt.): *Honorary Advisor. Chairman, Maharashtra State Power Generation Co. Chairman, Expert Appraisal Committee for River Valley and Hydroelectric Projects, Ministry of Environment & Forests, Govt. of India. Former Secretary, Ministry of Power, GoI. Member, Union Public Service Commission.*

M. P. Bezbaruah, IAS (retd.): *Honorary Director. Former Secretary, Ministry of Tourism, Govt. of India.*

Ravi Bhoothalingam: *Honorary Visiting Professor. Founder & Chairman, Manas Advisory. Former President, Oberoi Group of Hotels.*

A. Gopalakrishnan, PhD: *Honorary Senior Faculty. Former Chairman, Atomic Energy Regulatory Board.*

Vepa Kamesam: *Honorary Visiting Professor. Chairman, Governing Council, Institute of Development & Research in Banking Technology. Former Dy. Governor, Reserve Bank of India.*

K. Krishnamurty, PhD (Pennsylvania State Univ.): *Honorary Visiting Professor. Former Director, Institute of Economic Growth, Delhi.*

Kamal Kumar, IPS (retd.): *Advisor. Former Director, SVP National Police Academy, Hyderabad.*

Ranjana Kumar, *Honorary Visiting Professor. Vigilance Commissioner, CVC, Govt. of India.*

Mala Rao, MBBS (Univ. of Delhi), MSc (Community Medicine), PhD (both Univ. of London): *Honorary Advisor. Former Director, Indian Institute of Public Health, Hyderabad.*

Y. Manohar, *Adjunct Faculty.*

Percy S. Mistry, *Honorary Visiting Professor. Chairman, Oxford International Group.*

K. Narasimha Murthy, FCA, FICWA: *Advisor. Former Director, IDBI & UTI.*

S. Narayanan, IAS (retd.): *Honorary Visiting Professor. Former Indian Ambassador to WTO.*

Narayan Valluri, IAS (retd.): *Honorary Advisor. Former Member Secretary, Expenditure Reforms Commission, Govt. of India.*

Arun Nigavekar: *Honorary Visiting Professor. Raja Ramanna Fellow, Trustee & Senior Advisor. Former Chairperson, UGC; Vice Chancellor, Pune University. Founder Director, NAAC, Bangalore.*

Sudarsanam Padam, PhD (Pune): *Honorary Advisor.*

K. Ramakrishna, MBBS: *Advisor-CMU & PGDHM.*

Bhanoji Rao, BA (Hons.), MA (both Andhra Univ.), PhD (Singapore): *Honorary Visiting Professor. Honorary Visiting Professor, Sri Sathya Sai University. Adjunct Professor and Senior Research Fellow, Lee Kuan Yew School of Public Policy, National University of Singapore.*

K. Balarama Reddi, BE (Univ. of Madras), FIE: *Honorary Senior Consultant. Former Chairman, AP State Electricity Board.*

T. L. Sankar, IAS (retd.), MSc (Univ. of Madras), MA (Development Economics) (Williams College, Massachusetts, USA): *Honorary Visiting Professor. Former Principal, ASCI.*

Krishnan Srinivasan, IFS (retd.): *Honorary Visiting Professor. Former Secretary, Ministry of External Affairs, Govt. of India; Deputy Secretary-General, Commonwealth Secretariat.*

G. Thyagarajan, FRSC, FNAE, PhD (Chem.) (Osmania Univ.), Post-doctoral research (Univ. of California, Berkeley): *Honorary Visiting Professor. Chairman, Research Council, Central Institute of Mining and Fuel Research. Former Science Advisor to the Commonwealth Secretary-General; Research Council Chairman, CFTRI, NISCOM, RRL, Jorhat.*

B. G. Verghese, MA (Economics) (Cambridge), Gandhi Foundation Fellow: *Honorary Visiting Professor. Chairman, Commonwealth Human Rights Initiative.*

Former Editor of *Hindustan Times* and *Indian Express*; Information Advisor to the Prime Minister; and Information Consultant to the Defence Minister.

J. EDITOR & PRO

Niti Anand, BA (Psychology) (Univ. of Delhi), MA & MPhil (History) (both JNU, New Delhi).

K. LIBRARIAN

N. G. Satish, MA (English) PhD (Library Sc.) (both Univ. of Mysore).

L. OFFICERS IN ADMINISTRATION

T. S. Kameswara Rao, MBA (Fin), AICWA: *In-charge-Registrar & Secretary and Chief Finance Officer.*

S. R. Damle, MTech (IIT-Kharagpur), MBA (Univ. of Pune), Retd. Col.: *Senior Administrative Officer, Bella Vista campus.*

C. Vijayan: *Senior Administrative Officer, College Park Campus, ASCI, Hyd.*

T. Anand, Retd. Lt. Col.: *Assistant Registrar.*

Mary Elliot: *Chief, Director-General's Office.*

Samuel Abraham: *Senior Executive Secretary to Chairman.*

Edna John: *Senior Executive Secretary to Director-General.*

Priscilla Moraes: *Senior Executive Secretary to DoMP.*

M. Phani: *Officer, Accounts.*

Maria Davidswamy: *Principal Executive Secretary to DoRS.*

P. Mahalaxmi: *Programmes Officer.*

G. Kanaka Raju: *Transport & Security Officer.*

B. M. K. Raju: *Chief, Human Resources.*

V. Kameswara Rao: *Procurement Officer.*

S. Srinivasa Rao: *Officer, Projects & Maintenance.*

M. P. Vijayakumar: *Senior Resident Manager, ASCI New Delhi Centre.*

V. Janaki Ramaiah: *Deputy Officer, Accounts.*

C. P. Vittal: *Deputy Officer, Accounts.*

K. Paul Sampath Kumar: *Personal Assistant.*

C. Martin: *Superintendent, Computer Centre.*

C. Sreenivasa Murthy: *Officer, Housekeeping.*

D. K. K. Durga Prasad: *Assistant Librarian.*

K. Jayaram Reddy: *Superintendent, Production Unit.*

B. Y. Reddy: *Officer, Mess.*

K. Samuel: *Superintendent, Stores.*

K. Swarnalatha: *Personal Assistant.*

P. M. P. Jyothi Victor: *Assistant Officer, Accounts.*

Annexure 4 Management Development Programmes (April 2010–March 2011)

A. COLLEGE-ANNOUNCED PROGRAMMES

1. 5–9 April 2010: Management Audit: A Way Forward for Performance Improvement. **Programme Director:** Ms. Parveen Mehta.
2. 5–9 April 2010: Change Management for Achieving Continuous Water Supply (24/7) for all in Urban Areas. **Programme Director:** Prof. Srinivas Chary Vedala.
3. 26–30 April 2010: Strengthening Urban Management. **Programme Director:** Prof. Srinivas Chary Vedala.
4. 10–14 May 2010: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
5. 12–14 May 2010: Benchmarking Urban Services. **Programme Director:** Ms. Vijaya Venkataraman.
6. 24–26 May 2010: Corporate Social Responsibility & Social Audit. **Programme Director:** Prof. B. Kinnera Murthy.
7. 24–28 May 2010: Treasury and Investment Management. **Programme Director:** Prof. Subbaiah Singala.
8. 2–4 June 2010: Marketing of Services. **Programme Director:** Prof. Milind Phadtare.
9. 7–9 June 2010: Inventory Management. **Programme Director:** Mr. B. V. N. Sachendra.
10. 7 June–2 July 2010: General Management Programme for Senior Executives: Session–115 (Building Capabilities for Tomorrow). **Programme Directors:** Prof. G. Mohan & Prof. Vikramaditya Duggal.
11. 7–9 June 2010: HR Audit. **Programme Director:** Prof. Umeshwar Pandey.
12. 10–12 June 2010: Environmental Regulations and Tools for Development Projects. **Programme Director:** Mr. G. Bala Subramanyam.
13. 14–25 June 2010: Procurement Procedures for the World Bank-Aided Projects. **Programme Directors:** Dr. B. S. Chetty & Prof. Raj V. Ponnaluri.
14. 21–25 June 2010: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
15. 28 June–2 July 2010: Financial Risk Management and Derivatives. **Programme Director:** Prof. Subbiah Singala.
16. 12–14 July 2010: Leadership through Self-Discovery. **Programme Directors:** Mr. V. K. Talithaya and Prof. Prabhati Pati.
17. 19–23 July 2010: Leadership and Organization Development. **Programme Director:** Prof. K. N. Viswanath.
18. 19–21 July 2010: New Tax Regime (GST and Direct Tax Code). **Programme Director:** Prof. Mubeen Rafat.
19. 26–30 July 2010: Strategic Human Resource Management (A Comprehensive Programme on Aligning HRM Strategies with the Corporate Direction). **Programme Director:** Prof. Umeshwar Pandey.
20. 2–6 August 2010: Strategic Marketing. **Programme Director:** Prof. B. Kinnera Murthy.
21. 2–6 August 2010: Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati.

22. 9–11 August 2010: Negotiation Skills. **Programme Director:** Prof. Ali. A. Firdausi.
23. 9–11 August 2010: Productivity Management for Enhanced Organizational Competitiveness. **Programme Director:** Mr. B. V. N. Sachendra.
24. 9–11 August 2010: Public-Private Partnerships in Urban Infrastructure and Service Delivery. **Programme Directors:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
25. 16–20 August 2010: Personal Growth for Effective Leadership. **Programme Director:** Prof. Vikramaditya Duggal.
26. 16–20 August 2010: Financial Systems, Management and Accountability in Government. **Programme Directors:** Mr. Narayan Valluri & Ms. Ashita Allamraju.
27. 23 August–3 September 2010: ASCI Advanced Management Programme (Leading Strategic Change). **Programme Directors:** Prof. B. Kinnera Murthy and Prof. Ali. A. Firdausi.
28. 23–27 August 2010: Project and Contract Management. **Programme Director:** Prof. Vilas Shah.
29. 30 August–1 September 2010: Financing in the Social Sector. **Programme Director:** Dr. Subodh Kandamuthan.
30. 6–10 September 2010: Personality Development. **Programme Director:** Dr. P. Subhashini.
31. 13–15 September 2010: Values-Driven Leadership. **Programme Director:** Prof. Vikramaditya Duggal.
32. 27 September–1 October 2010: Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas. **Programme Director:** Prof. Srinivas Chary Vedala.
33. 4–8 October 2010: Materials and Supply Chain Management. **Programme Director:** Mr. B. V. N. Sachendra.
34. 4–15 October 2010: Programme for Young Managers (Building Competencies for Future). **Programme Director:** Prof. Milind Phadtare.
35. 4–8 October 2010: Leadership for Managing Change. **Programme Director:** Prof. Ali. A. Firdausi.
36. 11–15 October 2010: Executive Coaching for Leadership Development. **Programme Director:** Prof. K. N. Viswanath.
37. 11–15 October 2010: Management Audit: A Way Forward for Performance Improvement. **Programme Director:** Prof. Subbaiah Singala.
38. 11–13 October 2010: Public-Private Partnership in the Social Sector. **Programme Director:** Dr. Subodh Kandamuthan.
39. 18–20 October 2010: Managing Creativity and Innovation. **Programme Director:** Prof. Prabhati Pati.
40. 25–29 October 2010: Developing Emotionally Intelligent Leadership. **Programme Director:** Dr. P. Subhashini.
41. 25–29 October 2010: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
42. 25–29 October 2010: Integrated Municipal Solid Waste Management: 2010. **Programme Directors:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
43. 1–12 November 2010: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Dr. B. S. Chetty & Prof. Raj V. Ponnaluri.
44. 1–3 November 2010: Environmental Impact Assessment–Good Practices. **Programme Director:** Dr. G. Bala Subramanyam.
45. 29 November–1 December 2010: Benchmarking Urban Services. **Programme Director:** Ms. Vijaya Venkataraman.
46. 29 November–3 December 2010: Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati.

47. 6–8 December 2010: e-Procurement. **Programme Director:** Prof. G. Mohan.
48. 13–17 December 2010: Financial Systems, Management and Accountability in Government. **Programme Director:** Ms. Ashita Allamraju.
49. 13–17 December 2010: Strategic Leadership. **Programme Director:** Prof. K. N. Viswanath.
50. 20–22 December 2010: Using Data for Programme Monitoring & Evaluation. **Programme Director:** Prof. P. H. Rao.
51. 3–7 January 2011: Leadership and Organization Development. **Programme Director:** Prof. K. N. Viswanath.
52. 3–7 January 2011: Management Development Programme for Women Executives. **Programme Director:** Dr. P. Subhashini.
53. 10 January–4 February 2011: General Management Programme for Senior Executives: Session–116 (Enhancing Organization Competitiveness). **Programme Directors:** Prof. Paramita Dasgupta & Prof. Milind Phadtare.
54. 10–12 January 2011: Improving Work Culture. **Programme Director:** Dr. P. Subhashini.
55. 12–14 January 2011: Finance for Non-Finance Executives. **Programme Director:** Prof. Mubeen Rafat.
56. 17–21 January 2011: Strengthening Urban Management. **Programme Directors:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
57. 17–21 January 2011: International Certification Programme on Management of Public-Private Partnerships in the Urban Water and Sanitation Sector in India. **Programme Directors:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
58. 24–26 January 2011: Gender Budgeting and Planning: Practices for Equity and Accountability. **Programme Director:** Ms. Sohini Basu.
59. 31 January–4 February 2011: Team Building and Conflict Management. **Programme Director:** Dr. P. Subhashini.
60. 7–18 February 2011: Procurement Procedure for World Bank-Aided Projects. **Programme Director:** Dr. B. S. Chetty & Prof. Raj V. Ponnaluri.
61. 7–11 February 2011: Personal Growth for Effective Leadership. **Programme Director:** Prof. Vikramaditya Duggal.
62. 7–11 February 2011: Innovation Management. **Programme Director:** Dr. Nirmalya Bagchi.
63. 21–25 February 2011: Enhancing Managerial Effectiveness. **Programme Director:** Ms. J. Swarnalatha.
64. 21–23 February 2011: IT-Enabled Knowledge Management. **Programme Director:** Prof. Nirmala Apsingikar.
65. 28 February–2 March 2011: Environmental Management Systems in the Pharma & Chemical Sectors. **Programme Director:** Mr. G. Bala Subramanyam.
66. 7–11 March 2011: Decision-Making for Effective Leadership. **Programme Director:** Prof. K. N. Viswanath.
67. 7–11 March 2011: Project Management for World Bank-Aided Projects. **Programme Director:** Prof. Raj. V. Ponnaluri.
68. 10–12 March 2011: Enabling Gender Inclusivity and Leadership for Women Managers. **Programme Director:** Dr. Yamini Atmavilas.
69. 14–16 March 2011: Public-Private Partnerships in Urban Infrastructure and Service Delivery. **Programme Directors:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
70. 14–18 March 2011: Managing Human Relations in Organizations. **Programme Director:** Prof. Prabhati Pati.
71. 21–25 March 2011: Project and Contract Management. **Programme Director:** Prof. Vilas Shah.
72. 28 March–1 April 2011: Effective Trade Union Management. **Programme Director:** Ms. J. Swarnalatha.

B. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (ON-CAMPUS)

1. *12–16 April 2010: Capacity Enhancement Training Programme for Promoting Effective Delivery Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.*
2. *19–24 April 2010: Human Resource Management for Line Managers of NPCIL . **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Nuclear Power Corporation of India Ltd. (NPCIL) , Mumbai.*
3. *19–23 April 2010: Leadership Development Programme for AGMs of Bank of India. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Bank of India, Mumbai.*
4. *19–28 April 2010: Gender, Governance and Leadership for Senior Officials of the Ministry of Women Affairs, Govt. of Afghanistan. **Programme Director:** Dr. Yamini Atnavilas. **Organization/Agency:** The Asia Foundation, Kabul.*
5. *19–30 April 2010: Science Administration and Research Management for Scientists. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** Dept. of Science and Technology, Govt. of India.*
6. *22–24 April 2010: World Bank Procurement Procedures for Officials of National Cyclone Risk Mitigation Project–Andhra Pradesh State. **Programme Directors:** Dr. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Govt. of Andhra Pradesh, Hyderabad.*
7. *26 April–7 May 2010: Creativity and Innovation Management in Research. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Dept. of Science and Technology, Govt. of India.*
8. *3–7 May 2010: Capacity Building Programme for Promoting Effective Delivery Water & Sanitation Services (Phase II). **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.*
9. *10 May–11 June 2010: Advanced Techno-Management Programme for Middle Level Scientists. **Programme Directors:** Prof. Vilas Shah & Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Science and Technology (DST), Govt. of India (Gol).*
10. *17–28 May 2010: General Management Programme for Senior Scientists. **Programme Directors:** Prof. Nirmala Apsingkar & Ms. Sohini Basu. **Organization/Agency:** DST, Gol.*
11. *17–21 May 2010: Management Development Programme on Managerial Effectiveness for the Executives of HMT-MTL. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** HMT-Machine Tools Ltd., Bangalore.*
12. *31 May–4 June 2010: Management and Leadership for Women Officials of Govt. of Afghanistan. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Afghan Civil Service Support-USAID Afghanistan, and Deloitte Consulting LLP, Afghanistan.*
13. *31 May–4 June 2010: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala & Prof. A. Narender. **Organization/Agency:** UN-HABITAT, New Delhi.*
14. *31 May –25 June 2010: Capacity & Skill Building Programme for the Newly Recruited Scientists of Dept. of Biotechnology, Govt. of India. **Programme Directors:** Prof. M. Chandrasekhar & Dr. Nirmalya Bagchi. **Organization/Agency:** Dept. of Biotechnology, Govt. of India (Gol).*
15. *7–18 June 2010: General Management Programme for Senior Scientists. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Dept. of Science and Technology, Gol.*
16. *14–18 June 2010: Vertical Interaction Course for IPS Officers on Image Building: Behaviour Pattern of the Police. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Bureau of*

- Police Research & Development, Ministry of Home Affairs, Gol.
17. 16–18 June 2010: Resettlement and Rehabilitation for NTPC Executives. **Programme Director:** Prof. Pitabasa Sahoo & Dr. Reshmy Nair. **Organization/Agency:** NTPC Ltd., Noida.
 18. 21–25 June 2010: MDP for the Principals/ Faculty of IHMs/IITTM and the Officers of the Ministry of Tourism, Govt. of India. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Ministry of Tourism, Govt. of India.
 19. 28 June–9 July 2010: General Management Programme for Senior Executives of THDC India Ltd.. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** THDC India Ltd., Rishikesh.
 20. 28 June–9 July 2010: Management Development Programme for ISRO Scientists/ Engineers. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Indian Space Research Organization, Govt. of India, Bangalore.
 21. 5–10 July 2010: Management Development Programme for the Executive Trainees of NMDC Ltd. **Programme Director:** Prof. Milind Phadtare. **Organization/Agency:** NMDC Ltd., Hyderabad.
 22. 12–17 July 2010: Management Development Programme for the Executive Trainees of NMDC Ltd. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** NMDC Ltd., Hyderabad.
 23. 12–23 July 2010: General Management Programme for the Executives of NTPC Ltd. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** NTPC Ltd., Hyderabad.
 24. 12–17 July 2010: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Nuclear Power Corporation of India Ltd. (NPCIL), Mumbai.
 25. 26–31 July 2010: General Management Programme for the Executives of Tamilnad Mercantile Bank. **Programme Director:** Prof. Milind Phadtare & Dr. Lakshman M. V. **Organization/Agency:** Tamilnad Mercantile Bank Ltd., Thoothukudi.
 26. 26–30 July 2010: High Performing Teams and Leadership Issues for Women Scientists. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Dept. of Science and Technology, Govt. of India.
 27. 26–30 July 2010: Innovations in Public Service for IAS Officers. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Dept. of Personnel and Training, Govt. of India.
 28. 2–6 August 2010: Management Development Programme for Allahabad Bank. **Programme Directors:** Dr. P. Subhashini and Mr. B. V. N. Sachendra. **Organization/Agency:** Allahabad Bank, Kolkata.
 29. 2–6 August 2010: Strategic Human Resource Management for NHPC. **Programme Director:** Dr. K. N. Viswanath. **Organization/Agency:** National Hydroelectric Power Corporation (NHPC) Ltd., Faridabad.
 30. 2–7 August 2010: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Nuclear Power Corporation of India Ltd. (NPCIL), Mumbai.
 31. 4–6 August 2010: Global Practices in the Power Sector for the Preferred Customers of REC. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Rural Electrification Corporation (REC) Ltd., New Delhi.
 32. 6–7 August 2010: Workshop on Lean Manufacturing for the Senior Management Team Members of United Spirits Ltd. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** United Spirits Ltd., Bangalore.
 33. 9–13 August 2010: Management Development Programme for Zonal Heads of Allahabad Bank. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Allahabad Bank, Kolkata.

34. 9-14 August 2010: General Management Programme for the Executives of Tamilnad Mercantile Bank. **Programme Directors:** Prof. Milind Phadtare and Dr. Lakshman M. V. **Organization/Agency:** Tamilnad Mercantile Bank Ltd., Thoothukudi.
35. 9-14 August 2010: Strategic Human Resource Management for BEL. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Bharat Electronics Ltd. (BEL), Bangalore.
36. 16-18 August 2010: Human Resource Management for Line Managers of NHPC. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** NHPC Ltd., Faridabad.
37. 23-27 August 2010: Managing Human Relations in Organizations for NHPC Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** NHPC (formerly National Hydroelectric Power Corporation) Ltd., Faridabad.
38. 25-27 August 2010: Emerging Issues for Success in Knowledge-Based Environment for Senior and Middle Level Professionals of DRDO. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
39. 23-28 August 2010: Hospital Operations Management for the District Coordinators of Health Services of APVVP Hospitals, Govt. of AP. **Programme Director:** Prof. Anand Akundy. **Organization/Agency:** Andhra Pradesh Vaidya Vidhana Parishad, Govt. of Andhra Pradesh, Hyderabad.
40. 30 August-3 September 2010: Public-Private Partnerships for IAS Officers. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Dept. of Personnel and Training, Govt. of India.
41. 30 August-3 September 2010: Macro-economic Policy Issues for IES Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Dept. of Economic Affairs, Ministry of Finance, Govt. of India.
42. 6-8 September 2010: Corporate Governance Leadership for the Senior Executives of ONGC. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Oil & Natural Gas Corporation (ONGC) Ltd., Dehra Dun.
43. 6-11 September 2010: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
44. 6-17 September 2010: Science Administration and Research Management for Scientists. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Science and Technology, Govt. of India.
45. 6-18 September 2010: General Management Programme for Senior Executives of THDC India Ltd. **Programme Directors:** Prof. Usha Ramachandra and Mr. Rajkiran V. Bilolikar. **Organization/Agency:** THDC India Ltd., New Delhi.
46. 13 September-1 October 2010: Advanced Management Programme for AGMs & DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** NTPC Ltd., Noida.
47. 20-24 September 2010: Current Economic Issues for ISS Officers and Senior Officers of the States/UTs. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Ministry of Statistics, Programme Implementation and Training, Govt. of India.
48. 20-25 September 2010: International Trade for the Senior Executives of STC Ltd. **Programme Director:** Prof. Milind Phadtare & Dr. Lakshman M. V. **Organization/Agency:** State Trading Corporation of India Ltd., New Delhi.
49. 27 September-8 October 2010: General Management Programme for Middle Level Scientists. **Programme Director:** Ms. Ashita Allamraju. **Organization/Agency:** Department of Science and Technology, Govt. of India.
50. 27 September-8 October 2010: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. Nirmala Apsingikar. **Organization/Agency:** Indian Space Research Organization, Bangalore.

51. 11–15 October 2010: MDP on Building a Vibrant Stakeholder Environment for the Executives of NHDC. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** NHDC Ltd., Bhopal.
52. 18–19 October 2010: Mass Communication and Media Management for Forests & Wildlife. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests, Govt. of India.
53. 18–22 October 2010: Management Development Programme for the Officers of Central Warehousing Corporation. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Central Warehousing Corporation, New Delhi.
54. 18–23 October 2010: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
55. 21–23 October 2010: Results-Based Management for Forestry Sector. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Orissa State Forest Development Project, Govt. of Orissa, Bhubaneswar.
56. 21–22 October 2010: Interaction with Egyptian Government Officials. **Programme Directors:** Prof. Raj V. Ponnaluri & Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India.
57. 25–29 October 2010: Capacity Building Programme for Promoting Effective Delivery of Water & Sanitation Services (Phase-II). **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
58. 25–30 October 2010: Leadership Development Programme for Newly Promoted AGMs of Punjab National Bank. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Punjab National Bank, Delhi.
59. 1–3 November 2010: Negotiation Skills for the Executives of NHPC Ltd. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** NHPC Ltd., Faridabad.
60. 8–12 November 2010: Personal Growth for Effective Leadership for Additional SPs/Deputy SPs. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Bureau of Police Research & Development, Ministry of Home Affairs, Govt. of India (Gol),.
61. 15–26 November 2010: Management Development Programme for ISRO Scientists/Technologists. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization, Gol, Bangalore.
62. 22 November–3 December 2010: Creativity and Innovation Management in Research for Middle and Senior Scientists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Dept. of Science & Technology (DST), Gol.
63. 22 November–3 December 2010: General Management Programme for Middle- and Senior-Level Women Scientists. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** DST, Gol.
64. 29 November–11 December 2010: Management Development Programme for the Executives of ONGC Ltd. **Programme Director:** Dr. Lakshman M. V. **Organization/Agency:** Oil & Natural Gas Corporation of India (ONGC) Ltd., Dehra Dun.
65. 29 November–4 December 2010: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
66. 6–10 December 2010: Personal Excellence for Professional Development for DRTC Officers. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Centre for Personnel Talent Management, Defence Research & Development Organization, New Delhi.
67. 13–17 December 2010: Current Economic Issues for ISS Officers and Senior Officers of the States/UTs. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Ministry of

- Statistics and Programme Implementation, Govt. of India.
68. 13–18 December 2010: Leadership Development Programme for Newly Promoted AGMs of Punjab National Bank. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Punjab National Bank, Delhi.
69. 13–24 December 2010: General Management for Middle Level Scientists. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** Dept. of Science & Technology, Govt. of India.
70. 20–22 December 2010: Power Market Professional Course. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Power Exchange India Ltd., Mumbai.
71. 20 December–14 January 2011: Executive Development Programme for Executive Trainees of NMDC. **Programme Directors:** Mr. B. V. N. Sachendra and Dr. Lakshman M. V. **Organization/Agency:** National Mineral Development Corporation Ltd., Hyderabad.
72. 27–31 December 2010: Leveraging Organizational Resources for Competitive Advantage. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Dept. of Public Enterprises, Govt. of Karnataka, Bangalore.
73. 27–31 December 2010: Managerial Effectiveness for the Executives of HMT-MTL. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** HMT- Machine Tools Ltd., Bangalore.
74. 3 January–4 February 2011: Advance Techno-Management Programme for Middle-Level Scientists. **Programme Directors:** Ms. Kanupriya Katyal & Ms. Sohini Basu. **Organization/Agency:** Dept. of Science & Technology, Govt. of India.
75. 3–7 January 2011: Valuation and Due Diligence for Finance Executives of ONGC Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Oil & Natural Gas Corporation of India Ltd., Dehra Dun.
76. 3–7 January 2011: Environmental Economics and Accounting. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment and Forests, Govt. of India.
77. 3–14 January 2011: Management Development Programme for the Officers of Geological Survey of India. **Programme Directors:** Prof. Nirmala Apsingkar & Ms. Ashita Allamraju. **Organization/Agency:** Geological Survey of India, Hyderabad (attached to Ministry of Mines, Govt. of India).
78. 17–21 January 2011: Interpersonal Relations and Competence for DRTC Officers. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Centre for Personnel Talent Management, Defence Research & Development Organization, New Delhi.
79. 17–22 January 2011: Human Resource Management for the Line Managers of NPCIL Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
80. 24 January–4 February 2011: Programme for Young Managers of HCL Infosystems Ltd. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** HCL Infosystems Ltd., Hyderabad.
81. 31 January–11 February 2011: Technology Valorization and Management for Scientists. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** Dept. of Science and Technology, Govt. of India (Gol).
82. 14–18 February 2011: Management Development Programme for the Principals/Faculty of IHMs/FCIs/IITTM and the Officers of ITDC. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Ministry of Tourism, Gol.
83. 14–19 February 2011: Human Resource Management for the Line Managers of NPCIL Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.

84. 21–25 February 2011: Personal Excellence for Professional Development for DRTC Officers. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Centre for Personnel Talent Management, Defence Research & Development Organization, New Delhi.
85. 21–26 February 2011: Leadership Development Programme for the AGMs & DGMs of Punjab National Bank. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Punjab National Bank, Delhi.
86. 21 February–11 March 2011: Advanced Management Programme for AGMs & DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra **Organization/Agency:** NTPC (formerly known as National Thermal Power Corporation Ltd.), Noida.
87. 28 February–4 March 2011: Emerging Issues for Success in a Knowledge-Based Environment. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
88. 28 February–4 March 2011: International Trade for the Executives of STC Ltd. **Programme Director:** Prof. Milind Phadtare. **Organization/Agency:** State Trading Corporation of India Ltd., New Delhi.
89. 28 February–4 March 2011: Building a Vibrant Stakeholder Environment Through Effective Resettlement & Rehabilitation for the Executives of NHPC Ltd. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** NHPC Ltd. (formerly known as National Hydroelectric Power Corporation Ltd.), Faridabad.
90. 7–11 March 2011: Interpersonal Relations and Competence for DRTC Officers. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Centre for Personnel Talent Management, Defence Research & Development Organization, New Delhi.
91. 7–12 March 2011: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Nuclear Power Corporation of India Ltd. (NPCIL), Mumbai.
92. 14–18 March 2011: Project Management for ISS Officers. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Ministry of Statistics and Programme Implementation & Training, Govt. of India.
93. 21 March–1 April 2011: Improving Governance for Better Development: Tools and Techniques. **Programme Director:** Dr. Yamini Atmavilas. **Organization/Agency:** Ministry of Finance, Govt. of Afghanistan.
94. 24–29 March 2011: Hospital Medical Records Management for Afghan Medical Officials. **Programme Director:** Prof. Anand Akundy. **Organization/Agency:** University Research Consortium, USAID.
95. 28–30 March 2011: Mission 10X Academic Leadership Workshop. **Programme Director:** Ms. Sohini Basu. **Organization/Agency:** Wipro Ltd., Bangalore.
96. 28–30 March 2011: World Bank Procurement Procedures for the Officials of Andhra Pradesh Rural Water Supply & Sanitation Project. **Programme Directors:** Dr. B. S. Chetty and Prof. Raj V. Ponnaluri. **Organization/Agency:** AP Rural Water Supply & Sanitation Project, Govt. of Andhra Pradesh, Hyderabad.
97. 28 March–2 April 2011: Human Resource Management for the Line Managers of NPCIL. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Nuclear Power Corporation of India, (NPCIL) Ltd., Mumbai.
- C. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (OFF-CAMPUS)**
1. 26–28 April 2010: Orientation Programme on Creative Leadership for the Officials of ONGC Ltd. (held in Rajahmundry). **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Noida.
2. 4–9 May 2010: General Management Programme for the Senior Executives of IFFCO (held in Gurgaon). **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** IFFCO, New Delhi.

3. 10–12 May 2010: Orientation Programme on Creative Leadership for the Officials of ONGC (held in Mumbai). **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil & Natural Gas Corporation Ltd. (ONGC), Noida.
4. 10–12 May 2010: Training Programme on Asset Liability Management for the Officers of Finance Dept., Govt. of Andhra Pradesh. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Finance Dept., Govt. of Andhra Pradesh, Hyderabad.
5. 12–13 May 2010: Finance for the Non-Finance Executives of IFFCO (held in Gurgaon). **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** IFFCO, New Delhi.
6. 17–19 May 2010: Orientation Programme on Creative Leadership for the Officials of ONGC Ltd. (held in Mumbai). **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Dehra Dun.
7. 18–19 May 2010: Finance for the Non-Finance Executives of Cairn Energy India Pvt. Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
8. 16–17 June 2010: Finance for the Non-Finance Executives of Cairn Energy India Pvt. Ltd. **Programme Directors:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
9. 21–23 June 2010: Orientation Programme on Creative Leadership for Officials of ONGC (held in Mumbai). **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Dehra Dun.
10. 6–8 July 2010: E-Governance Leadership Meet for the Senior Officials of Govt. of West Bengal (held in at Kolkata). **Programme Director:** Prof. Usha Vyasula Reddi. **Organization/Agency:** National Institute for Smart Governance, Hyderabad.
11. 29–30 July 2010: Finance for the Non-Finance Executives of Cairn Energy India Pvt. Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
12. 5–9 September 2010: Leadership and Organization Development for the Executives of Indian Overseas Bank. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Indian Overseas Bank, Chennai.
13. 22–23 September 2010: Training Programme on Group Discussion for the HR Executives of Oil India Ltd. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil India Ltd., Duliajan Assam.
14. 24–25 September 2010: Finance for the Non-Finance Executives of ITC Ltd., PSPD. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** ITC Ltd., Paperboards & Speciality Papers Division (PSPD), Hyderabad.
15. 29–30 September 2010: Finance for the Non-Finance Executives of Cairn Energy India Pvt. Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
16. 1 October 2010: Finance for the Non-Finance HR Executives of Cairn Energy India at Gurgaon. **Directors:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
17. 25–29 October 2010: Management Development Programme for Small & Medium Enterprises (SMEs) of the Pacific Region (held in Port Moresby, Papua New Guinea). **Programme Director:** Prof. Hemnath Rao H. **Organization/Agency:** Commonwealth Secretariat, London, Centre for Development of Enterprise (CDE), Brussels and Pacific Capital Partners, Brisbane.
18. 24–25 November 2010: Gender Budgeting for the Executives of Oil India Ltd. **Programme Director:** Ms. Sohini Basu. **Organization/Agency:** Oil India Ltd., Duliajan, Assam.
19. 24–26 November 2010: Inventory Management, Supply Chain and Logistics for the Executives of BDL. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Bharat Dynamics Ltd. (BDL), Hyderabad.
20. 8–10 December 2010: Inventory Management, Supply Chain and Logistics for the Executives of

- BDL. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** BDL, Hyderabad.
21. *14–15 December 2010:* Finance for the Non-Finance Executives of Cairn Energy India Pvt. Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Cairn Energy India Pvt. Ltd., Gurgaon.
22. *20–21 December 2010:* Service Level Benchmarking. **Programme Director:** Mr. T. Murali Mohan. **Organization/Agency:** Housing and Urban Development Dept., Govt. of Jammu & Kashmir, Jammu.
23. *18–19 January 2011:* Training Programme on Procurement for MACP. **Programme Directors:** Dr. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Maharashtra Agricultural Competitiveness Project (MACP), Govt. of Maharashtra, Pune.
24. *27–28 January 2011:* Effective Trade Union Management for Zuari Industries Ltd. at Goa. **Programme Directors:** Dr. Sudarsanam Padam & Ms. J. Swarnalatha. **Organization/Agency:** Zuari Agro Industries Ltd., Goa.
25. *28–29 January 2011:* Train the Trainers for Employees of Ultra Tech Cement Ltd. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Ultra Tech Cement Ltd., Hirni, Raipur.
26. *3–4 February 2011:* Orientation Programme on the World Bank Procurement Procedures for the Officials of Orissa State National Cyclone Risk Management Project at Bhubaneswar. **Programme Directors:** Dr. B. S. Chetty and Prof. Raj V. Ponnaluri. **Organization/Agency:** Orissa State National Cyclone Risk Management Project, Govt. of Orissa, Bhubaneswar.
27. *11–12 February 2011:* Managing Time Line and Cost for DLRL. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** Defence Electronics Research Laboratories, Hyderabad.

Annexure 5 Major Workshops and Seminars (April 2010–March 2011)

1. *28–29 January 2011: National Seminar on Weather Insurance: Addressing the Risk Mitigation Needs of Weather-Sensitive Industries. **Seminar Director:** Dr. Reshmy Nair. **Organizations/Agencies:** NABARD, Mumbai, Agriculture Insurance Company of India Ltd., New Delhi, and State Bank of Hyderabad, Hyderabad.*
2. *11–12 February 2011: Retreat for Heads of Training Institutions across India. **Retreat Directors:** Prof. Raj V. Ponnaluri & Dr. Subodh Kandamuthan. **Organization/Agency:** Dept. of Personnel and Training, Govt. of India.*
3. *21 March 2011: Workshop for Finalization of Calendar of Training Programmes for Year 2011–12 under Women Component Plan of the Scheme “National Programme for Training of Scientists & Technologists Working in Government Sector” (held in New Delhi). **Workshop Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** Dept. of Science and Technology, Govt. of India.*

Annexure 6-A
Research & Management Studies
(Carried Over to April 2010–March 2011)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Draft Postal Bill, 2009. **Organization/Agency:** Dept. of Posts, Ministry of Communications & Information Technology, Govt. of India (Govt.). **Involved Faculty:** Prof. Gautam Pingle.
2. Evaluation of AMR-APARD Training Programmes. **Organization/Agency:** AMR-Andhra Pradesh Academy of Rural Development, Hyderabad. **Involved Faculty:** Prof. Gautam Pingle.

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Study for Preparing Recovery and Corporate Plans for NHHDC. **Organization/Agency:** Nagaland Handlooms and Handicrafts Development Corporation (NHHDC), Kohima, Dept. of Industries & Commerce, Govt. of Nagaland (GoN). **Involved Faculty:** Prof. Hemnath Rao H. & Ms. Kanupriya Katyal.
2. Study for Preparing Recovery and Corporate Plans for NIDC. **Organization/Agency:** Nagaland Industrial Development Corporation (NIDC), Kohima, Dept. of Industries & Commerce, GoN. **Involved Faculty:** Prof. Hemnath Rao H. & Ms. Kanupriya Katyal.
3. Developing Convergence Guidelines for National Rural Employment Guarantee Act (NREGA). **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. Hemnath Rao H.
4. Developing a Programme Management Unit (PMU) for Modernization of Land Records. **Organization/Agency:** Dept. of Land Resources (Land Reforms Division), Ministry of Rural Development, Govt. of India. **Involved Faculty:** Prof. Hemnath Rao H.

CENTRE FOR HUMAN DEVELOPMENT

1. Andhra Pradesh Health Sector Reform Programme. **Organization/Agency:** Family Health International (FHI) under DfID. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Dr. Anand Akundy, Prof. B. Kinnera Murthy, Dr. Subodh Kandamuthan, Dr. P. Subhashini, Prof. K. N. Viswanath, Mr. Harish P. Jagannath & Ms. Kanupriya Katyal.
2. Promoting Quality Education for Children Belonging to Tribal Communities in Andhra Pradesh. **Organization/Agency:** UNICEF, Hyderabad. **Involved Faculty:** Dr. Anand Akundy, Prof. Hemnath Rao H. & Ms. Sohini Basu.
3. Concurrent Evaluation of National Rural Health Mission (NRHM)–Andhra Pradesh. **Organization/Agency:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Dr. Subodh Kandamuthan & Prof. P. H. Rao.
4. Preparation of a Detailed Project Report (DPR) on Panchayat Yuva Kreedha Aur Khel Abhiyan (PYKKA) for Implementation in the State of Andhra Pradesh. **Organization/Agency:** Sports Authority of Andhra Pradesh, Hyderabad. **Involved Faculty:** Prof. Usha Vyasulu Reddy & Mr. Harish P. Jagannath.

CENTRE FOR ECONOMICS & FINANCE

1. Corporate Governance Study. **Organization/Agency:** Dept. of Public Enterprises, Govt. of Orissa. **Involved Faculty:** Prof. Mubeen Rafat, Prof. Gautam Pingle, Mr. Mohammed A. Abid & Prof. Hemnath Rao H.
2. Developing a Revenue Forecasting Model. **Organization/Agency:** Govt. of Andhra Pradesh. **Involved Faculty:** Ms. Ashita Allamraju & Dr. Nirmalya Bagchi.

3. Conference on Corporate Governance Reform for State-Level Public Enterprises (SLPEs) of Karnataka. **Organization/Agency:** National Foundation for Corporate Governance (NFCG), New Delhi. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Appraisal of City Development Plans of State Governments/Cities and Implementation of Reforms as per Timelines Specified in MoA under Jawaharlal Nehru National Urban Reforms Mission (JNNURM). **Organization/Agency:** JNNURM, Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
2. Preparation of City Development and Reforms Plan for Six Cities. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
3. Andhra Pradesh Urban Development and Poverty Reduction Strategy. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
4. Evaluation Study on the Overall Performance of DVC and the Ongoing Schemes/Programmes under Implementation. **Organization/Agency:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle, Prof. Usha Ramachandra, Prof. Mubeen Rafat & Prof. S. K. Ghosh.
5. Subsidy Analysis for Vijayawada Municipal Corporation (VMC). **Organization/Agency:** Vijayawada Municipal Corporation, Vijayawada. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
6. Preparation of City Development Plans for Cuttack, Sambalpur and Berhampur. **Organization/Agency:** Govt. of India & United Nations Development Programme (UNDP), Bhubaneswar. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
7. Preparation of Rapid Readiness Assessment and Strategic Action Plan for Moving Towards Continuous Water Supply in Chandigarh. **Organization/Agency:** Chandigarh Municipal Corporation, Chandigarh. **Involved Faculty:** Prof. Srinivas Chary Vedala.
8. Preparation of Rapid Readiness Assessment and Detailed Project Reports for Improvement of Water Supply Systems in Bhubaneswar and Puri Towns. **Organization/Agency:** Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Prof. Srinivas Chary Vedala.
9. Implementation of Module I for Rapid Training Programme. **Organization/Agency:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Mr. T. Murali Mohan, Ms. U. Sreedevi, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
10. Institutional Support for the Provision of Urban Water Supply and Sewerage. **Organization/Agency:** Kerala Sustainable Development Project, Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
11. Preparation of Development Activity-Specific Technical Environmental Impact Assessment (EIA) Guidance Manuals for 10 Activities in EIA. **Organization/Agency:** Ministry of Environment & Forests, Govt. of India. **Involved Faculty:** Dr. Valli Manickam, Mr. G. Bala Subramanyam & Prof. Srinivas Chary Vedala.
12. Demand Responsive Support. **Organization/Agency:** Water and Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
13. Capacity Building Support for Developing Infrastructure through Public-Private Partnerships. **Organization/Agencies:** Infrastructure Development Finance Co. Ltd., Bangalore, and India PPP Capacity Building Trust (I-CAP), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender & Ms. Vasavi Narla.
14. Reform Implementation Action Plan under Jawaharlal Nehru National Urban Renewal

- Mission (JNNURM) in Jharkhand. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. A. Narender & Prof. Srinivas Chary Vedala.
15. Implementation of National Programme on Capacity Building for Urban Poverty Alleviation in the Context of Jawaharlal Nehru National Urban Renewal Mission (JNNURM)/Swarna Jayanthi Shahari Rozgar Yojana (SJSRY) and Other Schemes. **Organization/Agency:** Ministry of Housing & Urban Poverty Alleviation, Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
 16. Workshop on Analysis of Existing Environmental Instruments to Implement the National Environment Plan. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. Valli Manickam & Prof. Srinivas Chary Vedala.
 17. Capacity Building for Urban Management. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
 18. Study on Time-Bound Action Plan for Provision of Seven-Point Charter (BSUP & HSDP). **Organization/Agency:** Ministry of Housing & Poverty Alleviation, Govt. of India (GoI). **Involved Faculty:** Prof. A. Narender & Prof. Srinivas Chary Vedala.
 19. Centre for Excellence in Urban Governance. **Organization/Agency:** Ministry of Urban Development (MoUD), GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 20. Determination of Tariff for Bihar State Electricity Board, Bihar State Hydro-electric Power Corp. Ltd., Begase/Biomass Plants. **Organization/Agency:** Bihar State Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
 21. Preparation of Reports on Organization Structure, Manpower Requirement, Business Potential, etc. **Organization/Agency:** GRIDCO Ltd., Bhubaneswar. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
 22. Capacity Development for Preparation of City Development Plans. **Organization/Agency:** Kerala Institute of Local Administration, Thrissur. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
 23. Preparation of Tariff Regulations for the Joint Electricity Regulatory Commission for Manipur & Mizoram. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur & Mizoram, Aizawl. **Involved Faculty:** Mr. K. Balarama Reddi.
 24. Programme Management Unit. **Organization/Agency:** Kerala Sustainable Urban Development Project, Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
 25. Appraisal and Handholding Reforms for the Year 2008–09 under Jawaharlal Nehru National Urban Reforms Mission (JNNURM). **Organization/Agency:** Ministry of Urban Development, Govt. of India (GoI). **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. T. Murali Mohan.
 26. Study of Workload and Manpower Requirements for Karnataka Power Transmission Corp. Ltd. and Five (Electricity Supply Companies) ESCOMs. **Organization/Agency:** Karnataka Power Transmission Corp. Ltd., Bangalore. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. Ali A. Firdausi.
 27. Consultancy Services for Support to Urban Local Bodies (ULBs) for Compilation of Draft Development Plans (DDPs) and Internal Appraisal of DDPs for 10 Towns in Non-Kolkata Metropolitan Area ULBs for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
 28. Evaluation of Scheme: Creation of Management Structure for Hazardous Substances. **Organization/Agency:** Ministry of Environment & Forests, GoI. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.

29. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
30. Consultancy Services for Human Resource Development Programme on Planning and Management of Eco-Industrial Estates. **Organization/Agency:** German Development Corporation (GTZ), New Delhi. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
31. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana, High Voltage Distribution System and Japan Bank for International Cooperation Sub-stations Works in APNPDCL. **Organization/Agency:** Northern Power Distribution Co. of AP Ltd., Warangal. **Involved Faculty:** Mr. K. Balarama Reddi.
32. Quality and Quantity Inspection of Works Relating to Various Schemes/ Programmes Covered in Six Districts of APCPDCL. **Organization/Agency:** Central Power Distribution Co. of AP Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
33. Determination of Retail Tariffs for the States of Mizoram and Manipur for the Financial Year 2009–10. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur and Mizoram. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
34. Preparation of Construction Manual for Andhra Pradesh Central Power Distribution Co. Ltd. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
35. Quality Check for Bhu Bharati Work Products–Nizamabad. **Organization/Agency:** Commissioner of Survey, Settlements & Land Records, Hyderabad, AP. **Involved Faculty:** Dr. Valli Manickam, Prof. Srinivas Chary Vedala & Dr. Nirmalya Bagchi.
36. Investigation of Reliance Infrastructure Ltd.–Distribution Business (R.Infra-D) (ASCI Appointed as Investigating Authority). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle & Prof. Usha Ramachandra.
37. Preparation of City Development Plan for Bhilai, Durg. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Chhattisgarh. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
38. Processing Tariff Petitions of Bihar State Electricity Board on Behalf of BERC for the Year 2009–10. **Organization/Agency:** Bihar Electricity Regulatory Commission (BERC), Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
39. Preparation of Working Manuals for State Board & Preparation of Guidance Manual for Specific Sector/Industry/Project. **Organization/Agency:** Rajasthan State Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Bala Subramanyam & Prof. Srinivas Chary Vedala.
40. Drafting Grid Code and Supply Code for the Joint Electricity Regulatory Commission for Union Territories. **Organization/Agency:** Joint Electricity Regulatory Commission for Union Territories, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
41. Physical Verification of Assets in Three DISCOMs of Delhi. **Organization/Agency:** Delhi Electricity Regulatory Commission, Delhi. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle & Prof. Usha Ramachandra.
42. Advisory Services to CESC for the Year 2010. **Organization/Agency:** Calcutta Electric Supply Co., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
43. Programme Management Unit: Orissa. **Organization/Agency:** Housing and Urban Development Dept., Govt. of Orissa. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
44. Conducting Quantity and Quality Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.

45. Preparation of City Development Plan for Rajahmundry City. **Organization/Agency:** Municipal Corporation of Rajahmundry. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
46. Preparation of City Development Plan for Warangal City. **Organization/Agency:** Municipal Corporation of Warangal. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
47. Preparation of City Development Plan for Guntur. **Organization/Agency:** Municipal Corporation of Guntur. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
48. Competence Enhancement Programme in the Environment Area for NATCO Pharma Ltd. **Organization/Agency:** NATCO Pharma, Mahabubnagar. **Involved Faculty:** Mr. G. Bala Subramanyam.
49. Tariff Fixation for 2010–13 and True-Up for 2007–08 & 2008–09. **Organization/Agency:** Assam Electricity Regulatory Commission (AERC), Guwahati. **Involved Faculty:** Mr. K. Balarama Reddi.
50. Operationalizing the Service Level Benchmarking (SLB) Framework in Eight Cities. **Organization/Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
51. National Urban Water Awards 2009. **Organization/Agency:** Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ) GmbH, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
52. Revised Integrated City Development Plan for Greater Hyderabad Municipal Corporation. **Organization/Agency:** Greater Hyderabad Municipal Corporation, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala & Dr. A. Narender.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Building Institutional Capability in Technology Management–Phase V. **Organization/Agency:** Dept. of Scientific & Industrial Research, Ministry of Science and Technology, GoI. **Involved Faculty:** Prof. Gautam Pingle (Advisor), Prof. M. Chandrasekhar, Dr. Nirmalya Bagchi, Dr. N. G. Satish, Prof. G. Mohan & Mr. B. V. N. Sachendra.
2. Operational Research Study on the Manpower Requirements of Police Stations in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Police Department. **Involved Faculty:** Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle (Advisor).
3. Impact Evaluation of Pilot Programme for Control of Micro-nutrient Malnutrition. **Organization/Agency:** Ministry of Health & Family Welfare, GoI. **Involved Faculty:** Dr. Nirmalya Bagchi.
4. Implementation of Sevottam in Two Departments. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances (DARPG), GoI. **Involved Faculty:** Dr. Nirmalya Bagchi and Prof. G. Mohan.
5. PM's Awards for Excellence in Public Administration for the Year 2008–09. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Dr. Yamini Atmavilas, Ms. Sohini Basu, Dr. Pitabasa Sahoo, Dr. Subodh Kandamuthan & Ms. Ekta Singh.
6. Consultancy for Selection of Enterprise Resource Planning (ERP) Product and Implementation Partner, Monitoring and Support of Implementation of ERP in Mishra Dhatu Nigam Ltd. (Additional Scope). **Organization/Agency:** Mishra Dhatu Nigam (Midhani) Ltd. **Involved Faculty:** Prof. Nirmala Apsingkar.
7. Euro-India SPRIT: Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory. **Organization/Agency:** European Commission Information Society and Media Directorate General, Brussels. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Prof. M. Chandrasekhar & Dr. Nirmalya Bagchi.

CENTRE FOR MANAGEMENT STUDIES

1. Performance Management Systems.
Organization/Agency: Container Corporation of India Ltd., New Delhi. **Involved Faculty:** Prof. K. N. Viswanath, Prof. Umeshwar Pandey & Dr. P. Subhashini.

LIBRARY

1. Mapping S&T Innovations: A Cross-Country Study of Patenting and Lessons for India.
Organization/Agency: Dept. of Science & Technology (DST)/National Science and Technology Management Information System (NSTMIS), Govt. of India. **Involved Faculty:** Dr. N. G. Satish.

Annexure 6-B
Research & Management Studies
(Completed during the year April 2010–March 2011)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Evaluation of AMR–APARD Training Programmes. **Organization/Agency:** A. Madhava Reddy–Andhra Pradesh Academy of Rural Development (AMR–APARD). **Involved Faculty:** Prof. Gautam Pingle.

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Study for Preparing Recovery and Corporate Plans for NHHDC. **Organization/Agency:** Nagaland Handlooms and Handicrafts Development Corporation (NHHDC), Kohima, Dept. of Industries & Commerce, Govt. of Nagaland (GoN). **Involved Faculty:** Prof. Hemnath Rao H. & Ms. Kanupriya Katyal.
2. Study for Preparing Recovery and Corporate Plans for NIDC. **Organization/Agency:** Nagaland Industrial Development Corporation (NIDC), Kohima, Dept. of Industries & Commerce, GoN. **Involved Faculty:** Prof. Hemnath Rao H. & Ms. Kanupriya Katyal.
3. Developing Convergence Guidelines for National Rural Employment Guarantee Act (NREGA). **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. Hemnath Rao H.

CENTRE FOR HUMAN DEVELOPMENT

1. Andhra Pradesh Health Sector Reform Programme. **Organization/Agency:** Family Health International, under DfID. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Dr. Anand Akundy, Prof. B. Kinnera Murthy, Dr. Subodh Kandamuthan, Dr. P. Subhashini, Prof. K. N. Viswanath, Mr. Harish Jagannath & Ms. Kanupriya Katyal.
2. Promoting Quality Education for Children Belonging to Tribal Communities in Andhra

Pradesh. **Organization/Agency:** UNICEF, Hyderabad. **Involved Faculty:** Dr. Anand Akundy, Prof. Hemnath Rao H. & Ms. Sohini Basu.

CENTRE FOR ECONOMICS & FINANCE

1. Developing a Revenue Forecasting Model. **Organization/Agency:** Govt. of Andhra Pradesh. **Involved Faculty:** Ms. Ashita Allamraju & Dr. Nirmalya Bagchi.
2. Corporate Governance Study. **Organization/Agency:** Dept. of Public Enterprises, Govt. of Orissa. **Involved Faculty:** Prof. Mubeen Rafat, Prof. Gautam Pingle, Mr. Mohammed. A. Abid & Prof. Hemnath Rao H.
3. Conference on Corporate Governance Reform for State-Level Public Enterprises (SLPEs) of Karnataka. **Organization/Agency:** National Foundation for Corporate Governance (NFCG), New Delhi. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Determination of Tariff for Bihar State Electricity Board, Bihar State Hydro-electric Power Corp. Ltd., Begase/Biomass Plants. **Organization/Agency:** Bihar State Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
2. Preparation of Tariff Regulations for the Joint Electricity Regulatory Commission for Manipur & Mizoram. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur & Mizoram, Aizawl. **Involved Faculty:** Mr. K. Balarama Reddi.
3. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana, High Voltage Distribution System and Japan Bank for International Cooperation Sub-stations Works in APNPDCL.

- Organization/Agency:** Northern Power Distribution Co. of AP Ltd., Warangal. **Involved Faculty:** Mr. K. Balarama Reddi.
4. Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of APCPDCL. **Organization/Agency:** Central Power Distribution Co. of AP Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
 5. Drafting Grid Code and Supply Code for the Joint Electricity Regulatory Commission for Union Territories. **Organization/Agency:** Joint Electricity Regulatory Commission for Union Territories, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
 6. Physical Verification of Assets in Three DISCOMs of Delhi. **Organization/Agency:** Delhi Electricity Regulatory Commission, Delhi. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle & Prof. Usha Ramachandra.
 7. Advisory Services to CESC for the Year 2010. **Organization/Agency:** Calcutta Electric Supply Co., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 8. Evaluation of Two Detailed Project Reports (DPR) Schemes of Maharashtra State Transmission Corporation Ltd. (MSTCL). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
 9. Enquiry for Revocation/Suspension of License of Mula Pravara Electric Co-operative Society (MPECS). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
 10. Preparation of Tariff Regulations for Meghalaya State Electricity Regulatory Commission. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission, Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
 11. Processing of Tariff Petition of Electricity Department, Daman & Diu on Behalf of JERC. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon (for the State of Goa & Union Territories). **Involved Faculty:** Mr. K. Balarama Reddi.
 12. Processing of Tariff Petition of Electricity Department, Dadra & Nagarhaveli on Behalf of JERC. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon (for the State of Goa & Union Territories). **Involved Faculty:** Mr. K. Balarama Reddi.
 13. Conducting Energy and Accounts Audit in Bihar State Electricity Board on Behalf of BEREC. **Organization/Agency:** Bihar State Electricity Regulatory Commission (BERC), Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
 14. Evaluation of Scheme: Creation of Management Structure for Hazardous Substances. **Organization/Agency:** Ministry of Environment & Forests (MoEF), Govt. of India (GoI). **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
 15. Preparation of Development Activity-Specific Technical Environmental Impact Assessment (EIA) Guidance Manuals for 10 Activities in EIA. **Organization/Agency:** MoEF, GoI. **Involved Faculty:** Dr. Valli Manickam, Mr. G. Bala Subramanyam & Prof. Srinivas Chary Vedala.
 16. Workshop on Analysis of Existing Environmental Instruments to Implement the National Environment Plan. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
 17. Consultancy Services for Human Resource Development Programme on Planning and Management of Eco-Industrial Estates. **Organization/Agency:** German Development Corporation (GTZ), New Delhi. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
 18. Appraisal of City Development Plans of State Governments/Cities and Implementation of Reforms as Per Timelines Specified in MoA under Jawaharlal Nehru National Urban Renewal Mission (JNNURM). **Organization/Agency:** JNNURM, Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.

19. Subsidy Analysis for Vijayawada Municipal Corporation (VMC). **Organization/Agency:** Vijayawada Municipal Corporation, Vijayawada. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
20. Appraisal and Handholding Reforms for the Year 2008–09 under Jawaharlal Nehru National Urban Renewal Mission (JNNURM). **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. T. Murali Mohan.
21. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
22. Demand Responsive Support. **Organization/Agency:** Water and Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
23. Capacity Building for Urban Management. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
24. Study on Time-Bound Action Plan for Provision of Seven-Point Charter (BSUP & HSDP). **Organization/Agency:** Ministry of Housing & Urban Poverty Alleviation (MH&UPA). Govt. of India (GoI). **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
25. Preparation of State Urban Housing and Habitat Policy and State-Level Action Plans. **Organization/Agency:** MH&UPA, GoI. **Involved Faculty:** Prof. A. Narender & Prof. Srinivas Chary Vedala.
26. Operationalizing the Service Level Benchmarking (SLB) Framework in Eight Cities. **Organization/Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
27. National Urban Water Awards 2009. **Organization/Agency:** Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
28. Study on Evaluation and Assessment of Energy Efficiency Efforts by Hyderabad Metropolitan Development Authority (HMDA). **Organization/Agency:** Natural Resources Defense Council (NRDC) initiative sponsored by Climate Works Foundation, San Francisco. **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. Rajkiran V. Bilolikar.
29. Study on Abatement of Total Pollution of River Musi under the National River Conservation Directorate, Ministry of Environment & Forests, Govt. of India. **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board. **Involved Faculty:** Prof. Srinivas Chary Vedala.
30. Cities Development Initiative for Asia (CDIA) National Partners Meeting. **Organization/Agency:** Cities Development Initiative for Asia, Manila. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Implementation of Sevottam in Two Departments. **Organization/Agency:** Dept. of Administrative Reforms and Public Grievances (DARPG), Govt. of India. **Involved Faculty:** Dr. Nirmalya Bagchi and Prof. G. Mohan.
2. PM's Awards for Excellence in Public Administration for the Year 2008–09. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Dr. Yamini Atmavilas, Ms. Sohini Basu, Dr. Pitabasa Sahoo, Dr. Subodh Kandamuthan & Ms. Ekta Singh.

CENTRE FOR MANAGEMENT STUDIES

1. Performance Management Systems. **Organization/Agency:** Container Corporation of India Ltd., New Delhi. **Involved Faculty:** Prof. K. N. Viswanath, Prof. Umeshwar Pandey & Dr. P. Subhashini.
2. Organization Structure and Manning Patterns in MRPL. **Organization/Agency:** Mangalore

Refinery and Petrochemicals Ltd., Mangalore.
Involved Faculty: Prof. Umeshwar Pandey.

3. Promotion Exercise for Scale VI Officers & VII Officers of GIPSA Cos. & GIC, 2010-11.
Organization/Agency: General Insurer's Public Sector Association of India (GIPSA), New Delhi.
Involved Faculty: Prof. Vikramaditya Duggal & Prof. Umeshwar Pandey.
4. Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in the Country, 2008-09. **Organization/Agency:** PM's Trophy Secretariat, Ministry of Steel, Govt. of India. **Involved Faculty:** Prof. K. N. Viswanath & Prof. Vilas Shah.

Annexure 6-C
Research & Management Studies
(Received during April 2010–March 2011)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of All India Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Govt. of India. **Organization/Agency:** Dept. of Personnel & Training (DoPT), Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
2. Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of Indian Police Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Govt. of India. **Organization/Agency:** DoPT, Govt. **Involved Faculty:** Prof. Gautam Pingle.

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Terminal Evaluation of the Five-Year UNDP Supported Project for the Operationalization of MGNREGA. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. Hemnath Rao H. & Dr. Reshmy Nair.

CENTRE FOR HUMAN DEVELOPMENT

1. Support to Dept. of Health and Family Welfare (DH&FW), Govt. of Madhya Pradesh (GoMP), for a Rapid Review and Expanded Scope of State Illness Assistance Fund. **Organization/Agency:** DH&FW, GoMP. **Involved Faculty:** Dr. Subodh Kandamuthan & Dr. Mala Rao.

CENTRE FOR ECONOMICS & FINANCE

1. Study to Design a Roadmap for Establishing the Post Bank of India. **Organization/Agency:** Dept. of Posts, Ministry of Communications & Information Technology, Govt. of India (GoI).

Involved Faculty: Prof. Subbaiah Singala & Prof. Gautam Pingle.

2. Trade in Health and Hospital Services. **Organization/Agency:** Dept. of Commerce, Ministry of Commerce & Industry, Govt. **Involved Faculty:** Prof. Paramita Dasgupta, Dr. Subodh Kandamuthan & Ms. Ashita Allamraju.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Evaluation of Two Detailed Project Reports (DPR) Schemes of Maharashtra State Transmission Corporation Ltd. (MSTCL). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
2. Enquiry for Revocation/Suspension of License of Mula Pravara Electric Co-operative Society (MPECS). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
3. Preparation of Tariff Regulations for Meghalaya State Electricity Regulatory Commission. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission, Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
4. Assessment of HRD System & Training Needs Analysis of Executives in E1–E4 Grade of the Corporation. **Organization/Agency:** THDC India Ltd., Rishikesh. **Involved Faculty:** Prof. Usha Ramachandra, Prof. B. Kinnera Murthy, Dr. P. Subhashini & Ms. Ekta Singh.
5. Processing of Tariff Petition of Electricity Dept., Daman & Diu on Behalf of JERC. **Organization/Agency:** Joint Electricity Regulator Commission (JERC), Gurgaon (for the State of Goa & Union Territories). **Involved Faculty:** Mr. K. Balarama Reddi.

6. Processing of Tariff Petition of Electricity Department, Dadra & Nagarhaveli on Behalf of JERC. **Organization/Agency:** Joint Electricity Regulator Commission (JERC), Gurgaon (for the State of Goa & Union Territories). **Involved Faculty:** Mr. K. Balarama Reddi.
7. Preparation of Regulations for the Development of Renewable Energy Sources for JERC. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
8. Quality and Quantity Inspection/Verification of Flood Damaged Rectifications in Kurnool and Mahaboobnagar Districts. **Organization/Agency:** Central Power Distribution Co. of AP Ltd. **Involved Faculty:** Mr. K. Balarama Reddi.
9. Preparation of Regulations for MSERC. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission (MSERC), Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
10. Conducting Energy and Accounts Audit in Bihar State Electricity Board on Behalf of BERC. **Organization/Agency:** Bihar State Electricity Regulatory Commission (BERC), Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
11. Preparation of Regulations for (1) Transmission and Wheeling Charges, (2) Obtaining of Open Access Regulations, (3) Grid Code for MSERC. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission (MSERC), Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
12. Assistance to GERC in Approval of Business Plans, True Up and Approval of ARR for the Second Control Period 2011–12 to 2015–16 in Respect of All Utilities in Gujarat. **Organization/Agency:** Gujarat Electricity Regulatory Commission, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
13. Providing Advisory Services to CESC for 2011. **Organization/Agency:** Calcutta Electric Supply Corporation (CESC), Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi.
14. Quality & Quantity Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
15. Assistance to Process Tariff Petition to Determine ARR and Tariffs for the Financial Year 2011–12. **Organization/Agency:** Nagaland Electricity Regulatory Commission (NERC), Kohima. **Involved Faculty:** Mr. K. Balarama Reddi.
16. Power Needs to Meet Uninterrupted Power Supply in Andhra Pradesh: A Road Map. **Organization/Agency:** Federation of Andhra Pradesh Chambers of Commerce and Industry, Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
17. Evaluation of Applications for License for Mula Pravara Electric Cooperative Society, Maharashtra. **Organization/Agency:** Maharashtra Electricity Regulatory Commission, Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
18. Brainstorming Session on Global Warming and Climate Change. **Organization/Agency:** Andhra Pradesh State Council of Science & Technology, Govt. of AP. **Involved Faculty:** Dr. Valli Manickam.
19. Water Quality Protocol Study—Service Level Benchmarking (SLB) Framework in Andhra Pradesh. **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
20. Geo-spatial Analysis of Climate Change—Impact on Agriculture in Different Agro-Climatic Regions in Andhra Pradesh. **Organization/Agency:** Ministry of Environment and Forests, Govt. of India (GoI). **Involved Faculty:** Dr. Valli Manickam.
21. National Data Sharing and Accessibility Policy (NDSAP) on Technology Sharing and Access and Data Classification. **Organization/Agency:** Dept. of Science & Technology, GoI. **Involved**

- Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
22. Indo-US Collaborative Project on Climate Research. **Organization/Agency:** US National Science Foundation, Arlington, Virginia. **Involved Faculty:** Dr. Valli Manickam.
 23. Appraisal of Reforms Implementation in UIDSSMT (Urban Infrastructure Development Scheme for Small & Medium Towns) Towns of Orissa & Tamil Nadu. **Organization/Agency:** Ministry of Urban Development (MoUD), GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 24. Appraisal of Reforms under Jawaharlal Nehru National Urban Renewal Mission (Andhra Pradesh, Maharashtra & Goa). **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala. & Mr. T. Murali Mohan.
 25. Technical Assistance for Preparation of City Sanitation Plans for Five Towns (Srikakulam, Vizianagaram, Eluru, Ongole and Nellore). **Organization/Agency:** Municipal Administration & Urban Development Dept., Govt. of AP. **Involved Faculty:** Prof. Srinivas Chary Vedala. & Prof. A. Narender.
 26. Operationalizing the Service Level Benchmarking (SLB) Framework (Phase II). **Organization/Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman.
 27. Capacity Building for Service Level Benchmarking and Preparation of City Development Plans for Municipal Corporations and Municipalities in the State of Chhattisgarh. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Chhattisgarh. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender and Ms. Vijaya Venkataraman.
 28. Preparation of City Sanitation Plan for Bareilly City. **Organization/Agency:** Bareilly Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 29. Preparation of City Sanitation Plan for Agra City. **Organization/Agency:** Agra Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 30. Preparation of City Sanitation Plan for Aligarh City. **Organization/Agency:** Aligarh Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 31. Developing City Sanitation Plans for Eight City Corporations of Karnataka State under National Urban Sanitation Plan. **Organization/Agency:** Municipal Administration, Govt. of Karnataka. **Involved Faculty:** Prof. Srinivas Chary Vedala, Ms. Vasavi Narla & Ms. Vijaya Venkataraman.
 32. Preparation of City Sanitation Plan (CSP) for Moradabad City. **Organization/Agency:** Moradabad Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 33. Preparation of City Sanitation Plan for Meerut City. **Organization/Agency:** Meerut Nagar Nigam. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 34. Study on Abatement of Total Pollution of River Musi under the National River Conservation Directorate, Ministry of Environment & Forests, Govt. of India. **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board. **Involved Faculty:** Prof. Srinivas Chary Vedala.
 35. Capacity Building Support-Service Level Benchmarking Framework. **Organization/Agency:** Andhra Pradesh Municipal Development Project (APMDP), Govt. of AP (GoAP). **Involved Faculty:** Prof. Srinivas Chary Vedala, Mr. T. Murali Mohan & Ms. Vijaya Venkataraman.
 36. Preparation of City Sanitation Plan (CSP) in Urban Andhra Pradesh. **Organization/Agency:** APMDP, GoAP. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
 37. Impact Assessment of Continuous Water Supply—Pilot Project of Dharampath Zone. **Organization/Agency:** Nagpur Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender & Ms. Vijaya Venkataraman.
 38. Setting Up of a Central Finance Commission/ State Finance Commission Support Cell for Urban Local Bodies. **Organization/Agency:** National

- Institute of Urban Affairs (NIUA), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
39. Peer Experience and Reflective Learning (PEARL) Project—Setting Up of an Urban Help Desk for JNNURM Cities. **Organization/Agency:** National Institute of Urban Affairs (NIUA), New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
40. Study on Evaluation and Assessment of the Energy Efficiency Efforts by Hyderabad Metropolitan Development Authority (HMDA). **Organization/Agency:** Natural Resources Defense Council (NRDC) initiative sponsored by Climate Works Foundation, San Francisco. **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. Rajkiran V. Bilolikar.
41. Preparation of City Sanitation Plan (CSP) for Kanpur City. **Organization/Agency:** Kanpur Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala.
42. Preparation of City Sanitation Plan (CSP) for Jhansi City. **Organization/Agency:** Jhansi Nagar Nigam. **Involved Faculty:** Prof. Srinivas Chary Vedala.
43. Capacity Building Support for Preparation of Ward Development Plans for Three Wards. **Organization/Agency:** Greater Hyderabad Municipal Corporation, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
44. National Urban Water Awards 2010. **Organization/Agency:** Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ) GmbH, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Dr. A. Narender, Ms. Vasavi Narla & Ms. Vijaya Venkataraman.
45. Preparation of Training Module for Accounting Reforms. **Organization/Agency:** Kerala Sustainable Urban Development Project (KSUDP), Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman.
46. Consultancy Services for Formulation of Urban Sector Strategy in West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal. **Involved Faculty:** Prof. A. Narender.
47. Preparation of State Urban Housing and Habitat Policy and State Level Action Plans. **Organization/Agency:** Ministry of Housing and Urban Poverty Alleviation (MH&UPA). **Involved Faculty:** Prof. A. Narender & Prof. Srinivas Chary Vedala.
48. Cities Development Initiative for Asia (CDIA) National Partners Meeting. **Organization/Agency:** Cities Development Initiative for Asia, Manila. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Quality Audit of the Activities of SVPNPA. **Organization/Agency:** Sardar Vallabhai Patel National Police Academy (SVPNPA), Hyderabad. **Involved Faculty:** Prof. M. Chandrasekhar & Dr. Nirmalya Bagchi.
2. Prime Minister's Award for Excellence in Public Administration for the Year 2009–10. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Ms. Sohini Basu & Dr. Subodh Kandamuthan.
3. Academy for Science Policy Implementation & Research. **Organization/Agency:** National Science & Technology Management Information Systems (NSTMIS), a division of DST, GoI. **Involved Faculty:** Prof. M. Chandrasekhar, Dr. Nirmalya Bagchi, Prof. Gautam Pingle, Prof. G. Mohan, Ms. Sohini Basu & Mr. G. Bala Subramanyam.

CENTRE FOR MANAGEMENT STUDIES

1. Organization Structure and Manning Patterns in MRPL **Organization/Agency:** Mangalore Refinery and Petrochemicals Ltd., Mangalore. **Involved Faculty:** Prof. Umeshwar Pandey.
2. Promotion Exercise for Scale VI Officers & VII Officers of GIPSA Cos. & GIC, 2010–2011. **Organization/Agency:** General Insurer's Public Sector Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. Vikramaditya Duggal & Prof. Umeshwar Pandey.

3. Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in the Country, 2008–09. **Organization/Agency:** PM's Trophy Secretariat, Ministry of Steel, Govt. of India (GoI). **Involved Faculty:** Prof. K. N. Viswanath & Prof. Vilas Shah.
4. Identify Key Performance Indicators of Various Strategic Business Units of CONCOR. **Organization/Agency:** Container Corporation of India Ltd. (CONCOR), New Delhi. **Involved Faculty:** Prof. K. N. Viswanath.
5. Cognitive Factors, Emotional Intelligence & Effective Leadership in Scientists. **Organization/Agency:** Ministry of Science & Technology, GoI. **Involved Faculty:** Prof. K. N. Viswanath, Prof. M. Chandrasekhar & Dr. P. Subhashini.
6. Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in the Country, 2009–10. **Organization/Agency:** PM's Trophy Secretariat, Ministry of Steel, GoI. **Involved Faculty:** Prof. Vilas Shah, Ms. J. Swarnalatha & Prof. Raj V. Ponnaluri.

Annexure 7
Endowed and Public Lectures, Colloquiums and Seminars
(April 2010–March 2011)

A. ENDOWED LECTURES

1. *8 July 2010*: Mohan Kumaramangalam Memorial Lecture (endowed by M/s Steel Authority of India Ltd.). “The Real Purpose of an Industrial Enterprise” by Mr. B. Muthuraman, Vice Chairman, Tata Steel Ltd.
2. *19 August 2010*: Rajiv Gandhi Memorial Lecture (endowed by M/s National Mineral Development Corporation Ltd.). “Conflict Resolution in Contemporary India: Where Are We Heading?”, by Mr. R. D. Pradhan, IAS, former Governor, Arunachal Pradesh, ex-Chairman, SICOM Ltd.
3. *25 October 2010*: The 4th I. G. Patel Lecture: “Towards a New International Financial Architecture”, by Dr. Y. Venugopal Reddy, former Governor, Reserve Bank of India (RBI). The lecture was jointly held with the London School of Economics and Political Science.
2. *31 July 2010*: Seminar on “Prospects and Challenges Facing the Indian Economy: An Outsider’s View”, by Dr. Joydeep Mukherjee, Senior Director, Sovereign Ratings Group of Standard and Poor’s, New York.
3. *6 January 2011*: Release of, and discussion on, the book *Witness to the Making of Modern India*, by Dr. George Verghese, former Editor, *Hindustan Times* and *Indian Express*.

PUBLIC LECTURES

1. *10 August 2010*: “The Evolving Global Crisis: Implications for India’s Growth”, by Mr. Percy Mistry, Hon. Visiting Professor, ASCI, and Chairman, Oxford International Group.
2. *3 December 2010*: ASCI Foundation Day Lecture: “Recent International Financial Turmoil and Its Implications for Developing Countries”, by Dr. Y. Venugopal Reddy, former Governor, RBI and Emeritus Professor, University of Hyderabad.
3. *3 March 2011*: “Improving Governance in India”, by Dr. Prajapati Trivedi, Secretary, Govt. of India.

B. RESEARCH COLLOQUIUMS/SEMINARS

1. *19 June 2010*: Brainstorming session on “Global Warming and Climate Change”, by Dr. Valli Manickam, Associate Professor, Environment Area, ASCI.

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