



ANNUAL REPORT 2006-2007

**ADMINISTRATIVE STAFF COLLEGE OF INDIA
BELLA VISTA : HYDERABAD**

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50th ANNUAL REPORT 2006-2007: GOLDEN JUBILEE YEAR

Chairman's Statement



I have pleasure in presenting, on behalf of the Court of Governors, the Fiftieth Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31 March 2007.

In terms of financial results, the College earned an *operating income* of Rs. 1,823.20 lakhs compared to Rs. 2,052.95 lakhs during 2005-06. The *total income*, including income from investments, was also lower at Rs. 1,971.26 lakhs in 2006-07 compared to Rs. 2,208.63 lakhs in 2005-06. After providing for depreciation, the net surplus was Rs. 40.46 lakhs. The net surplus would have been higher but for some extraordinary items of expenditure—such as the expenditure on the Golden Jubilee Celebrations. As set out in the audited statement of accounts, after providing Rs. 25.00 lakhs for contingencies and making other provisions, the surplus available for transfer to the ASCI Development Fund was sharply lower at Rs. 15.46 lakhs in 2006-07 as against Rs. 138.42 lakhs in the previous year. I should mention that the college continued its efforts at containing expenditure and streamlining internal financial and administrative procedures, without in any manner sacrificing the quality of its services.

Earnings from the training activity continued to show an upward trend, with an income of Rs. 1,126.54 lakhs in 2006-07 compared to Rs. 1,070.98 lakhs in the previous year. However, while the number of participant man-days, at 28,624, was around the same as in 2005-06, the number of programmes that the college conducted, at 165, was 22 less than in the previous year. The participant profile indicates that 47 per cent were from the government sector, 26 per cent from the public sector, 13 per cent from the private sector, with the others (e.g., banking and foreign nationals) constituting 13 per cent of the total. There was an increase of 45 per cent in the number of women participants, reaching a total of 243 in 2006-07, while the number of participants from abroad was 265. As set out in this report, ASCI continued to

develop and conduct new and innovative programmes. The college continued to add to its client list from both the public and private sectors. The new clients during the year included: Shreya Life Sciences; National Institute of Technology, Warangal; Jindal Steel; Lundbeck India; National Institute of Ocean Technology; and National Procurement Agency, Govt. of Sri Lanka.

The two-year Post-Graduate Diploma Programme in Hospital Management was given recognition by the AICTE in 2005 and received a high level of interest for enrolment. Corporate hospitals have also been helpful in offering placements.

In keeping with its widening international engagement, the college was involved during 2006-07 in conducting several training programmes for institutions abroad. These included procurement management programmes in Nepal and Sri Lanka; perspectives on governance for the Cape Administrative Academy, South Africa; and a programme on globalization and international trade for Richard T. Farmer School of Business, Miami University.

In collaboration with the Commonwealth Secretariat, London, and the Ministry of External Affairs of India (with the National Institute of Micro, Small & Medium Enterprises in Hyderabad participating), the college developed a training programme on capacity building for 125 entrepreneurs and executives of small and medium enterprises from the African continent. Training for the first batch of 19 managers of small and medium enterprises from six African countries was completed during the year, and a schedule for the remaining four programmes was also drawn up.

The college continued to make its contribution towards research and consultancy in the areas suggested by the Vision Committee, particularly in the areas of urban governance, infrastructure, energy and tariff regulation, service delivery, evaluation of project impact and training, among others. However, there was a decline in the income earned from these activities (Rs. 696.66 lakhs) to the tune of Rs. 285.31 lakhs compared to Rs. 981.97 lakhs in the preceding year. The decline was due to the successful completion of three big-ticket items in the

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preceding year—namely, the projects on Service Delivery in Kerala, Impact Assessment of HIV/AIDS in AP, and National Family Health Survey III. However, as a result of streamlining of project management procedures and collection of dues, the surplus from many projects was at a higher ratio, softening the impact of the decline in gross income.

During 2006-07, the college completed 33 consultancy and research assignments, and received 55 new assignments—in the areas of energy, environment, health, human resources, innovation and technology, international trade and finance, industry, macroeconomic policy and public finance, poverty studies and rural development, public policy, governance and performance, and urban governance.

During the year under review, ASCI continued to be active in organizing conferences and workshops on themes of national and global importance, bringing together policy-makers and other stakeholders into a common space for focused discussion. In September 2006, the college organized an International Conference on Management of Change: The Challenges Facing Universities, in partnership with the Commonwealth of Learning, Vancouver, UNESCO and the AP State Council of Higher Education. Around 40 leading academicians met to discuss the issues confronting this sector and develop an action plan to address them. Following the Tarapore Committee Report on “Fuller Capital Account Convertibility,” the college hosted a conference on the theme in December 2006, in which the RBI, several commercial banks, the National Institute of Public Finance and Policy, other institutions engaged in policy advice and research, and various scholars participated. In collaboration with the Ministry of Urban Development, Govt. of India, the Conference on Networking of JNNURM Cities: Peer Experience and Reflective Learning (PEARL) Programme was organized in January 2007, involving mayors and commissioners from 63 mission cities. During the same month, ASCI also conducted a Workshop on Power Sector Reforms: Appraisal and the Way Ahead at the initiative of the Ministry of Power, Govt. of India, and with the support of Power Finance Corp. Senior officials concerned with power sector reform from the Centre and the states participated. The college also conducted a National Conference on Practising Solar Energy Options in February 2007 in partnership with Tata-BP Solar India. Representatives of the government, industry, consumers and others participated to discuss

and promote the adoption of this clean energy source by the IT, hospitality, health and education sectors.

Members of the college faculty continued to make a contribution to research activity. Though, overall, it remains somewhat below potential. The establishment of a seed research fund of Rs. 10 lakhs has been helping to meet modest funding requirements for research work—particularly for supporting the work of research fellows.

During the year, 12 new members were recruited, and by the end of March 2007, the total faculty strength stood at 41. Owing to recruitment of a number of younger members, the overall age profile of the faculty has come down considerably. At our invitation, Mr. M. P. Bezbaruah, IAS (retd.), former Secretary, Ministry of Tourism, Govt. of India (GoI), and Mr. Kamal Kumar, IPS (retd.), former Director, SVP National Police Academy, Hyderabad, have joined the college in an honorary capacity during the year.

A major event in the year was the delivery of the Golden Jubilee Address by Dr. Manmohan Singh, the Hon'ble Prime Minister of India, on 5 December 2006. In his address, in addition to recognizing the valuable contribution the college has made during the last half a century, he exhorted ASCI to make a greater contribution in upgrading the skills and reorienting the outlook of managers in India; in toning up the management of large public sector undertakings; in advising the governments in the delivery of public services; and in building bridges of co-operation with India's neighbours. The college will orient its activities in the directions indicated by the Prime Minister.

The college organized memorial lectures in honour of Sri K. L. N. Prasad, Dr. B. R. Ambedkar and Dr. Y. Nayudamma. These lectures were respectively delivered by the following eminent persons: Sri C. S. Rao, Chairman, Insurance Regulatory Development Authority (IRDA), Hyderabad; Hon. Sri Gopalkrishna Gandhi, Governor of West Bengal; and Prof. C. N. R. Rao, Scientific Advisor to the Prime Minister of India.

Steps continue to be taken to improve the ambience and quality of the college infrastructure. TV sets were installed in all the hostel rooms at Bella Vista and in 38 rooms in the College Park campus. Renovation work was initiated in the ASCI New Delhi Centre, involving an extensive revamp of the conference hall to make it more useful and attractive. In response to a request from the college, the Prime Minister, in his 5 December speech, announced the grant of an interest-free loan of Rs. 5 crores by the

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GoI to ASCI towards upgrading its infrastructural and other facilities and capacities so as to take forward the recommendations of the Vision Committee Report. The loan has since been received on 11 April 2007. Work has been begun on the development of the College Park campus.

The college continued to receive valuable guidance and directions on its activities, the development of its infrastructure and its investments from its Court of Governors (CoG). The General body of the College Society met once, the Court of Governors twice, and the Standing Committee of the CoG four times, during the year.

The college has been making progress in the directions set out in the Vision Committee Report in several significant ways. Thus the college has further enhanced its role in addressing issues of good governance, poverty, human development and other areas of importance to

the nation. Its involvement in the management training of scientists is a significant area of engagement. Overall, the international reach of the college is growing. The new faculty are bringing in fresh blood and innovative ideas. The administrative and financial processes have been streamlined to a greater extent. Infrastructure facilities are being upgraded.

The college continues to have the benefit of co-operation and support from the Government of India, state governments and international organizations such as The World Bank, the Asian Development Bank, the Commonwealth Secretariat and the United Nations, among others.

The achievements of the college during 2006-07, as in the previous years, owe to the sustained and dedicated efforts put in by the Director-General, the faculty and staff at all levels. I commend them for their contributions.

M. Narasimham

M. NARASIMHAM
Chairman,
Court of Governors

Governance of the College

A. Financial Performance

During the year 2006-07, the operating income of the Administrative Staff College of India was Rs. 1,823.20 lakhs. With the addition of investment and other income, adding up to Rs. 148.06 lakhs, the college earned a total income of Rs. 1,971.26 lakhs.

Table 1: **College Income**

Details	(in Rs. lakhs)	
	2005-06	2006-07
Operating income	2,052.95	1,823.20
Investment & other income	228.08	148.06
Total	2,281.03	1,971.26

The surplus before depreciation and prior to period adjustments was Rs. 86.42 lakhs compared to Rs. 222.21 lakhs during 2005-06. The net surplus available for disposal was Rs. 40.46 lakhs. Out of this, Rs. 25 lakhs was transferred to reserve for contingencies, and the balance Rs. 15.46 lakhs was the contribution to the ASCI Development Fund (ADF). During 2005-06, the corresponding figures for reserve and ADF were Rs. 35 lakhs and Rs. 138.42 lakhs, respectively. The details are given in the Statement of Accounts.

B. General Body

During 2006-07, the General Body of the College Society met once. The composition of the 94 members of the College Society as on 31 March 2007 is as follows:

Table 2: **College Society**

Member Category	Public Sector	Private Sector	Government
Honorary patrons for life	10	11	-
Patrons	-	1	-
Ordinary	28	28	12
Associate		4	

The detailed list is presented in Annexure 1.

C. Court of Governors

During the year, the Court of Governors met twice. Sri J. Hari Narayan, IAS, Chief Secretary, Govt. of Andhra Pradesh, Sri Ashok Kumar Jha, IAS, Finance Secretary, Govt. of India, Sri R. P. Agarwal, IAS, Education Secretary, Govt. of India were invited as Members of the Court of Governors in their ex-officio capacity. The list of elected, co-opted and ex-officio members of the Court of Governors as on 31 March 2007 is given in Annexure 2.

D. People

At the invitation of the United Nations, the Director-General continues to play an active role in the UN Committee of Experts on Public Administration. This year, he was invited to participate in the selection of the winners of the UN Public Service Awards given only to some of the most outstanding examples of success in this field across the world.

During the year under review, the college recruited new faculty members in the following areas/centres:

- Centre for Poverty Studies and Rural Development
- Centre for Public Policy, Governance & Performance
- Environment area
- Human Resources area
- Information Technology area
- International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area
- Procurement, Operations, Materials & Project Management & Information Systems area
- Technology Policy, Management & Innovation area

The faculty members who left the college during the year included: Prof. S. Chatterjee, Professor, Procurement, Operations, Materials & Project Management & Information Systems area; Dr. Sudha Swaminathan, Associate Professor, Money, Banking, Corporate Finance & Governance area; Dr. P. Rama Devi, Associate

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Professor, Health Studies area; Prof. Ramesh S. Durvasula, Professor, Health Studies area; Prof. R. S. Chalapathi, Professor, Procurement, Operations, Materials & Project Management & Information Systems area; Mr. Thiloatham R. Kolanu, Assistant Professor and Offg. Area Chairperson, Environment area; Prof. Lalit Dandona, Professor and Director, Centre for Human Development; Dr. Rakhi Dandona; Associate Professor, Health Studies area; Prof. B. Bowonder, Senior Professor, Technology Policy, Management & Innovation area; Prof. Sudarsanam Padam, Professor, Human Resources area and SAIL Chair Professor in Public Enterprise Management; and Sri K. Venkata Ramana, Associate Professor, Information Technology area.

A Senior Research Fellow, Ms. Smitha Rajender, also left the college.

Several additions were made to the group of Advisors and Visiting Professors. Mr. M. P. Bezbaruah, IAS (Retd.),

former Secretary, Ministry of Tourism, was appointed as Honorary Director of ASCI New Delhi Centre. Dr. P. Radhakrishna, Director, Regional Office of the Ministry of Non-Conventional Energy, Chennai, was appointed as Advisor in the Centre for Energy, Environment, Urban Governance and Infrastructure Development (on leave from the parent department). Mr. Kamal Kumar, IPS (Retd.), former Director, SVP National Police Academy, joined the college as Advisor. Prof. R. S. Chalapathi and Dr. A. K. Rao, both former faculty members of the college, were appointed as Adjunct Professors.

Mr. M. Surendar Reddy, Ms. Mubeen Rafat and Dr. H. Hemnath Rao, all Associate Professors, were promoted as Professors.

The list of faculty members, officers in administration, and honorary visiting professors, advisors and consultants, as on 31 March 2007, is given in Annexure 3.

Academic Activities

A. Research and Consultancy

In line with the recommendations of the Vision Committee, the Administrative Staff College of India has increasingly focused its endeavours, in a proactive way, on identifying areas of topical interest and concern to the government and industry. Towards this end, it has been formulating suitable proposals, which can then be developed into viable projects.

New Business

During the year, the college actively continued its efforts to secure new business in functional as well as in sectoral areas. These include energy, urban infrastructure, corporate governance, administrative reforms, service delivery, regulatory issues, trade issues, clean environment, technology management, human capital building, etc. The sizeable number of assignments received in these spheres exemplifies this fact. The college has effectively leveraged the expertise and experience gained over the years to successfully carry out assignments and maintain its momentum in attracting new contracts.

Thus, during 2006-07, the college received 55 new research and consultancy assignments, valued at Rs. 699.72 lakhs. Of these, research accounted for 23 assignments, worth Rs. 179.87 lakhs; and consultancy accounted for 32 projects, worth Rs. 519.85 lakhs. The number of assignments secured this year is significantly higher compared to the 36 projects received last year.

As in the previous year, the Centre for Energy, Environment, Urban Governance and Infrastructure Development (CEEUG) maintained its lead. Its share in the new assignments was the highest (see Table 1 below). Areas under CEEUG have won several prestigious contracts, many of them through an open competitive bidding process.

Table 1

Research & Consultancy Assignments Received

Centre/Others	2005-06	2006-07
Energy, Environment, Urban Governance & Infrastructure Development	16	37

Management Studies	8	6
Economics & Finance	-	5
Public Policy, Governance & Performance	2	2
Poverty Studies & Rural Development	1	2
Human Development	5	1
Innovation & Technology	2	1
Library	2	1
Total	36	55

The clientele for these assignments included national and international agencies, enterprises and establishments of repute, as well as state and central governments. Andhra Pradesh, Bihar, Gujarat, Karnataka, Orissa and West Bengal were among the states from where projects were awarded to the college. At the union government level, many assignments were secured from sponsors/clients under the administrative control of various ministries/departments. The latter include Administrative Reforms & Public Grievances, Agriculture, Defence, Power, Science & Technology and Urban Development. The World Bank and UNCTAD were two international bodies that awarded prestigious contracts to the college.

The college continued to work, for the second consecutive year, with the Department of Administrative Reforms and Public Grievances in implementing the prestigious Prime Minister's Awards for Excellence in Public Administration. The college assisted the department in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme. Further, the college facilitated the work of the Expert Committee (headed by the Secretary, Personnel, GoI) and the Empowered Committee (headed by the Cabinet Secretary, GoI). As a result of the good work done by the college for 2005-06, it won the contract for 2006-07 as well.

Assignments Completed

The various centres of the college successfully completed 33 research and consultancy projects during the year. In project completion too, the Centre for Energy, Environment, Urban Governance and Infrastructure

Development led the others—with a score of 12 assignments (see Table 2 below).

Table 2

Research & Consultancy Assignments Completed

<i>Centre/Others</i>	2005-06	2006-07
Energy, Environment, Urban Governance & Infrastructure Development	25	12
Management Studies	11	6
Economics & Finance	3	1
Public Policy, Governance & Performance	-	4
Poverty Studies & Rural Development	-	-
Human Development	5	6
Innovation & Technology	1	2
Library	2	2
Total	47	33

Income Earned

On account of new projects contracted as well as completion of ongoing projects (either in full or in part, as per the defined milestones), the college earned during 2006-07 an income of Rs. 696.66 lakhs. The break-up is given in Table 3 below.

Table 3

Income Earned from Research & Consultancy

<i>Activity</i>	<i>(in Rs. Lakhs)</i>	
	2005-06	2006-07
Research	582.06	258.58
Consultancy	399.91	411.08
Total	981.97	696.66

The drop in research income compared to the previous year was mainly on account of a few large assignments coming to a successful conclusion during 2006-07. These assignments included: Impact Assessment of HIV/AIDS in the State of Andhra Pradesh, Service Delivery as Part of the Government Modernizing Programme of the State of Kerala, Service Delivery Certification Programme of Kerala.

The college made concerted efforts to secure projects/ assignments of a similar nature from other states/ agencies. It is envisaged that some of these endeavours will translate into award of contracts in the coming year.

Ongoing Projects

Work is in progress in respect of 70 research and consultancy projects that have been carried forward to the year 2007-08. A majority of the ongoing assignments too have been awarded to the Centre for Energy, Environment, Urban Governance & Infrastructure Development (see Table 4 below).

Table 4

Research & Consultancy Assignments Carried Forward

<i>Centre/Others</i>	2006-07	2007-08
Energy, Environment, Urban Governance & Infrastructure Development	28	48
Management Studies	4	5
Economics & Finance	2	6
Public Policy, Governance & Performance	5	3
Poverty Studies & Rural Development	1	3
Human Development	6	1
Innovation & Technology	3	3
Library	2	1
Total	51	70

The flow of research and consulting income during the year 2007-08 is therefore expected to be considerably higher than that in 2006-07, owing to the larger portfolio of assignments in hand.

Research Output/Publications

The research and consultancy work carried out by the college is almost entirely of the sponsored nature. Hence, its ownership rests with the respective sponsors/clients. In order to publish the findings generated during the course of the research and consultancy work, consent needs to be obtained from the sponsors/clients concerned. This may not be readily forthcoming due to

the confidentiality and sensitivity of the assignment and/or owing to the usual norms of non-disclosure agreed to by both the parties. However, wherever possible, the college continued its endeavours to bring out publications based on its research work. Faculty members published 17 articles, and also presented research papers at national and international conferences.

Considerable scope, however, exists for improvement in this area. Towards this end, the college instituted during 2006-07 a seed research fund of Rs. 10 lakhs. It can be availed by faculty members for pursuing research on issues of contemporary concern. Each member whose proposal is selected will receive a sum of up to Rs. 50,000 for conducting research, and publishing the findings, in the chosen area of interest. Thus, scientific and evidence-based research carried out by faculty members, with funding from the college, will be freed of the above-mentioned restrictions and constraints. This will allow a larger number of case studies to be published, which can also be used in the management development programmes of the college. During the year, two faculty members availed of the fund for their seed research projects.

B. Training and Conferences

The management development training programmes conducted by the college for the year 2006-07 have been most lucrative. The projected income up to 31 March 2007 is Rs. 1065.01 lakhs—an increase of about Rs. 18 lakhs over the previous year. It may, however, be added that this estimate does not include income from the Masters Programme in Health Administration, offered by the college, and the Manchester Business School-ASCI MBA Programme. The estimated income of Rs. 1065.01 lakhs consists of three categories, as shown in Table 5 below.

Table 5: **Programme Income, 2006-07**

<i>Programme Type</i>	<i>Income (in Rs. lakhs)</i>
College-announced	440.53
In-company on-campus	601.60
In-company off-campus	22.88
Total	1065.01

Programmes in the areas of General Management

(Rs. 343.23 lakhs), Human Resources (Rs. 198.34 lakhs) and Operations (Rs. 174.04 lakhs) contributed significantly to the management development training activity.

The conscious decision to reduce the number of off-campus one- and two-day programmes and increase the number of on-campus programmes, compared to the previous year (see Table 6 below), has resulted in higher revenue and faculty productivity. Regular as well as new clients accounted for the approximately 40 per cent increase in the number of in-company on-campus programmes.

Table 6: **Comparative Programme Profile**

<i>Programme Type</i>	<i>No. in 2005-06</i>	<i>No. in 2006-07</i>
College-announced	66	58
In-company on-campus	64	80
In-company off-campus	57	23
Total	187	161

Of the 161 programmes conducted by the college in 2006-07, 58 were announced programmes, 80 were in-company on-campus programmes and 23 in-company off-campus programmes (see Tables 8, 9 and 10). The client details of the training programmes can be found in Tables 11a and 11b. The total number of participants in these programmes was 3,632. The sector-wise break-up of the participants is given in Table 7 below.

Table 7: **Profile of Participants**

<i>Sector</i>	<i>No. in 2005-06</i>	<i>No. in 2006-07</i>
Government	1,727	1,568
Public sector	840	1,099
Private sector	1,187	472
Banks	211	225
Foreign participants	273	268
Total	4,338	3,632
Women participants	168	233

The maximum participation in 2006-07 was from the government, followed by the public sector and the private sector. The cause for worry was the steep fall, of more than 50 per cent, in private sector participation as compared to the previous year. However, participation

by women has gone up by 39 per cent in 2006-07 over the previous year. This can be attributed to the conscious efforts made to encourage such participation, including a 10 per cent discount in the fee charged to women participants.

Eleven new programmes were announced during 2006-07. These were as follows: Strategic Management, New Tax Regime & Its Implications, Strategic Financial Management, Personality Development, Negotiation Skills, Competency Management, Lean Manufacturing, Management of IT, Social Marketing Principles & Practices for Health Professionals, Change Management for Achieving Continuous Water Supply, and ASCI-SUI International Programme on Continuous Water Supply.

Five conferences, six workshops, three seminars and two task force meetings were conducted during 2006-07. In addition four endowed lectures and five research colloquiums were organized.

Outlook for Future

It has been the endeavour of the college to not only maintain but also improve upon its core competencies. It has harnessed and strengthened the experience and expertise gained over years and tapped suitable opportunities in the marketplace. Sound economic growth, ably aided by the ongoing reform interventions of the central/state governments, and the good governance initiatives of the corporate sector have opened up new research and consulting avenues for the college. In order to fully avail of these expanding opportunities, and convert them into income-generating projects, the faculty strength has been commensurately increased.

Table 8
College-Announced Programmes, 2006-07

Area	No. of Courses	No. of Participants
Economics	1	18
Finance	4	73
General Management	5	121
Health Studies	5	52
Human Resources	22	470
Information Technology	3	44
Marketing	6	118
Operations	6	243
Strategic Management	1	21
Urban Governance	4	114
Total	57	1,274

Table 9
Customized On-Campus Programmes, 2006-07

Area	No. of Courses	No. of Participants
Poverty Studies & Rural Development	3	65
Infrastructure Development	1	22
Economics	7	150
Environment	2	46
Finance	5	107
General Management	23	532
Human Resources	12	271
Information Technology	7	176
Operations	5	98
Health Studies	2	26
Strategic Management	1	19
Urban Governance	12	300
Total	80	1,812

Table 10
Customized Off-Campus Programmes, 2006-07

Area	No. of Courses	No. of Participants
Poverty Studies & Rural Development	5	115
Finance	4	93
General Management	2	1
Strategic Management	48	22
Human Resources	6	150
Information Technology	2	52
Marketing	1	15
Operations	2	51
Total	23	546

Table 11a: **Non-Corporate Clients, 2006-07**

<i>International</i>	<i>Government</i>
World Bank Institute	Ministry of Development of North-Eastern Region
Commonwealth Secretariat	Ministry of Environment & Forests
UN Habitat	Ministry of Power
Ministry of Education, Govt. of Sri Lanka	Ministry of Defence
Miami University, USA	Ministry of HRD
Commonwealth Secretariat, London	Ministry of Small-Scale Industries
National Agricultural Policy Centre, Syria	Dept. of Science & Technology, Govt. of India
	Dept. of Personnel & Training, Govt. of India
	Dept. of Posts, Govt. of India
	Dept. of Scientific & Indstr. Research, Govt. of India
	Bureau of Police Research & Development
	National Institute of Ocean Technology
	Employees' State Insurance Corp.
	National Inst. of Technology, Warangal
	Govt. of Andhra Pradesh

Table 11b: **Corporate Clients, 2006-07**

<i>Public Sector</i>	<i>Private Sector</i>
NTPC Ltd.	Gujarat Fertilizers Corp. Ltd.
NMDC Ltd.	Shreya's Life Sciences
ONGC Ltd	HCL Infosystems
Power Grid Corp. of India Ltd	Coromandel Fertilizers Ltd.
Indian Petrochemical Corp. Ltd	GMR Group of Industries
Bank of India	Jindal Steel
Andhra Bank	Shantha Bio-Techniques
United Bank of India	
Uttaranchal Forest Development Corp.	

Activities of Centres

I. Centre for Economics & Finance

International Trade & Finance, Industry, Macroeconomic Policy, & Public Finance Area

Training

Several specialized programmes on WTO and international trade have been conducted by this area over the past few years. The target group of participants has included Indian Administrative Service (IAS) and other officers, corporate executives and scientists. The programmes conducted during 2006-07 are delineated below. All of them were directed by Prof. Paramita Dasgupta.

Globalization & International Trade in India: 26 June 4-July 2006

A new programme, it was conducted in collaboration with the Richard T. Farmer School of Business, Miami University, USA. The basic objective of the programme was to facilitate an understanding about the process of globalization and enhanced international trade undertaken by India. The participants included 16 undergraduate students of business at the above-mentioned school and four faculty and staff members of the university.

The programme, conducted from both the Hyderabad and New Delhi premises, consisted of lectures, industry visits and panel discussions. Lectures were delivered by ASCI faculty, invited guests from the corporate sector and senior government officials. The lectures focused on the fiscal and trade aspects of the economic reforms process and the impact on development. Industry visits were designed to give students an exposure to rural cottage industries as well as corporates that had undergone the process of coping with, and competing in, a globalized environment.

Intellectual Property Rights & WTO-Related Issues

Three programmes were conducted during 2006-07. They were sponsored by the Dept. of Science & Technology, Govt. of India (GoI). The basic objective of the programmes was to facilitate an understanding of the TRIPS Agreement and prepare scientists to meet the

challenges emerging from the current IPR scenario. Among the issues covered by the programme were: amendments to India's Patent Act, plant breeders' rights, basics of copyright law and IPR protection in biotechnology.

Basic Course on WTO for IAS Officers: 21-25 August 2006

The programme was sponsored by the Dept. of Personnel & Training (DPT), GoI. Its objective was to provide an understanding of the basic issues on the WTO negotiating agenda and the implications for developing countries like India. The programme included lectures, case study discussions and panel presentations. Lectures on the major agreements in the WTO were delivered by academicians, lawyers and government officials.

Advanced Course on WTO for IAS Officers: 8-12 January 2007

A one-week programme, it was sponsored by DPT, GoI. The course uses a case study-based approach and is more detailed in terms of the discussions and lectures on various aspects of the WTO.

IPR & WTO for Officers of SIDO: 19-23 March 2007

A new training programme, it focuses on issues relating to intellectual property rights from the perspective of small-scale industries. The programme was awarded by the Ministry of Small-Scale Industries, GoI. It was attended by 26 officers of the Small Industries Development Organization (SIDO).

Research and Consultancy

A project on Impact of Trade Liberalization in the Information Technology Sector on Development was awarded to the college in December 2006 by UNCTAD, New Delhi. The project is valued at Rs. 12 lakhs, and the Project Leader is Prof. Paramita Dasgupta. The draft report has been submitted to the client.

A project on the Role of District Administration, sponsored by the Dept. of Administrative Reforms & Public Grievances, GoI, has been transferred from the

Centre for Public Policy, Governance & Performance to the Centre for Economics & Finance (CEF), with effect from 15 November 2006. The project is valued at Rs. 6.75 lakhs, and the Project Leader is Prof. M. Surender Reddy. A project on Improving Pro-Poor Service Delivery in Depts. with a Large Public Interface was awarded by the Govt. of Andhra Pradesh. The project is valued at Rs. 19.02 lakhs, and the Project Leader is Prof. M. Surender Reddy. Work is in progress.

A project on Rehabilitation & Resettlement of Hydro Project: A Review was transferred from the Centre for Poverty Studies & Rural Development to CEF. The project is sponsored by Tehri Hydro-Electric Project Development Corp. (THDC), Rishikesh, and is valued at Rs. 16.78 lakhs. Work is in progress. A Socio-Economic Study of the Tehri Hydro-Electric Project, sponsored by THDC, is in the pipeline. The project is valued at Rs. 30 lakhs, and the Project Leader is Prof. M. Surender Reddy.

A concept paper for a study on Improving Service Delivery: ...People First ... and Different Approaches to Service Delivery was submitted by Prof. M. Surender Reddy to the Dept. of Administrative Reforms & Public Grievances, Govt. of India. The study will examine the models of service delivery being implemented in India, South Africa and Brazil. The project, which has been accepted in principle, is valued at Rs. 5.85 lakhs.

A major project on Service Delivery Project in Kerala was completed under the leadership of Prof. M. Surender Reddy. This was a two-year project. The ASCI team provided detailed advice on the benchmarking survey in the form of developing and approving the questionnaires, the sampling design and the methodology.

Money, Banking, Corporate Finance & Governance Area

Training

Prof. Mubeen Rafat conducted the following programmes during 2006-07:

In-Company Training Programmes

Programmes on Finance for Non-Finance Executives were conducted for Coromandel Fertilizers and the GMR Group. Programmes on Enhancing Skills to Manage the Emerging Challenges in the Banking Industry were

conducted for the AGMs & DGMs of Bank of India. A programme on Public-Private Partnership for IAS Officers was conducted jointly with Prof. Usha Ramachandra. Real-life case studies were organized at e-Seva, APHB and SP Biotech Park to provide hands-on experience of the development and implementation of public-private partnership. The Advanced Financial Management Programme for NTPC Finance Executives was also conducted. In addition to the latest concepts in finance, case studies pertaining to the power sector were also discussed.

Announced Training Programmes

The advertised programmes conducted by the area included: Mergers & Acquisitions, with guest faculty drawn from the Birla Group, Deloitte and L&T; New Tax Regime (VAT, Service Tax and Works Contract Tax), inaugurated by Mr. C. P. Rao, Commissioner, Customs & Central Excise, Hyderabad Commissionerate; and Managing Costs to Enhance Profitability.

Research and Consultancy

A consultancy project on Enhancing Corporate Governance in State-Level Public Enterprises of Orissa was awarded to the college based on competitive bidding in November 2006. The project is valued at Rs. 31 lakhs.

Conferences Conducted by CEF

A Conference on Capital Account Convertibility was organized on 18-19 December 2006. The concept note for the conference, prepared by Prof. Paramita Dasgupta in consultation with Prof. Mubeen Rafat, was based on the recommendations of the Tarapore Committee. Besides some members of the committee, representatives of the RBI, commercial banks, financial analysts and scholars participated in the conference.

A Seminar on Consultations with Domestic Industry on Non-Tariff Measures was conducted by the college on 20 January 2007. It was a stakeholder consultation with industry executives of the pharmaceutical and electrical machinery sectors. Director, Trade Policy Division, GoI, also participated. The seminar was designed and organized by Prof. Paramita Dasgupta in collaboration with ICRIER, New Delhi.

II. Centre for Energy, Environment, Urban Governance & Infrastructure Development

During 2006-07, the Centre for Energy, Environment, Urban Governance and Infrastructure Development (CEEUG&ID) conducted six announced management development programmes and fifteen customized organization-specific programmes. Besides this, the CEEUG&ID faculty directed two General Management Programmes. The center received 37 new research and consultancy assignments during the year under review. It completed 12, while continuing its work on 45 ongoing assignments.

The six announced programmes during 2006-07 were as follows: Senior Executive Course; Public-Private Partnerships for IAS Officers; Change Management for Achieving Continuous Water Supply for All in Urban Areas; Certification Programme in Urban Management; ASCI-SUI International Programme on Continuous Water Supply in Asian Cities; and Strengthening Urban Management.

In the Energy & Infrastructure Development areas, eight assignments were completed during 2006-07: Reform & Restructuring Study for the Dept. of Power, Govt. of Tripura; Study on the Demand & Supply of Power in the Southern Region of India during the 10th & 11th Five Year Plan Periods; Consultancy Services to Advise on the Sale of Central Zone Distribution in Orissa along with UTI Bank Ltd.; Advisory Services to Calcutta Electric Supply Corp.; Analysis of Tariff Proposals, Determination of Aggregate Revenue Requirement (ARR) and Preparation of Tariff Order for Chhattisgarh Electricity Regulatory Commission; Tariff Analyses for Gujarat Electricity Regulatory Commission and Karnataka Electricity Regulatory Commission; Capacity Building for the Bhutan Electricity Authority by Asian Development Bank.

In the Urban Governance area, the assignment on Social Environmental Studies at MSU Level was completed during the year.

In the Environment area, three assignments were completed during 2006-07: Institutionalizing Strategic Environment Assessment in India; State of Environment Reporting: As a National Host Institute; and Implementation Framework for State Environment Impact Assessment Authorities (SEIAA). Of the assignments

received during the year, work is underway on Inventorization of Hazardous Waste Generation in the State of Orissa and Rapid Environmental Impact Assessment Report for Lower Jurala.

In the Energy and Infrastructure areas, the ongoing projects include: Study on Drafting Tariff Application in Respect of Tenughat TPS; Study on Collection & Compilation of Data & Information regarding O&M Expenses of Gas Stations & Other Utilities; Consultancy for Processing & Determination of ARR/Tariff Petition from Torrent Power; Quality & Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of Andhra Pradesh Central Power Distribution Co. Ltd.; and Global Village Partnership-Franchisee of 11 KV Feeder at Charlapetalguda, Ibrahampatnam.

With the objective of enhancing human resource capacity, the center organized eight workshops. In recognition of the close collaboration with the Ministry of Urban Development, Govt. of India, in much of its Jawaharlal Nehru National Urban Renewal Mission (JNNURM) work, the Urban Governance area organized the Conference on Networking of JNNURM Cities: Peer Experience & Reflective Learning (PEARL) Programme in January 2007, involving mayors and commissioners from 63 mission cities. ASCI was unanimously identified as the National Knowledge Manager for JNNURM.

The college has acquired a reputation for its work in the Urban Governance, Infrastructure Development and Environment areas. Training as well as research and consultancy activities in these areas continue to grow very rapidly. ASCI continues to extend strategic technical support to JNNURM—a major centrally-supported incentive scheme for urban renewal. ASCI was appointed as the third-party monitoring and evaluation agency, by the Govt. of India, for appraising the MoUs of 18 cities and corresponding state governments.

With the support of the United States Agency for International Development, ASCI has recently established a Regional Network on Good Urban Governance in Asia, involving major cities in neighboring countries, including five in Afghanistan. This initiative will enhance bilateral relationships between India and these countries.

III. Centre for Human Development

The Centre for Human Development (CHD) comprises three areas: Health Studies, Education Studies and Gender Studies. All three areas of social development are critical to the achievement of the global Millennium Development Goals Agenda. Much of CHD's work during the year under review focused on the Health area. Efforts were also made to augment the centre's resources—by way of recruiting senior reputed faculty—to address the Education and Gender areas. A beginning has been made in this regard, and activities were initiated in these two areas. Activities of each of the CHD areas clustered around the overall institutional objectives of research and consultancy, and training and conferences.

The Health Studies area completed six consultancy projects funded by international and national donor and government agencies. These were as follows: Reproductive & Child Health Project (RCH-II)—Baseline Survey for the Commissionerate of Health & Family Welfare, Govt. of AP; the Andhra Pradesh segment of the National Family Health Survey, 2005-2006 (NFHS-3), for MHFW; Preparation & Conduct of a Certification Programme in Service Delivery for the Govt. of Kerala; Impact Assessment of HIV/AIDS Prevention Programme in Andhra Pradesh for the National Institute of Public Health, Mexico; Study on Elements that Contributed to the Success of Family Planning in Andhra Pradesh for the United Nations Fund for Population Activities; and Patterns of Road Traffic Injuries in Hyderabad for the Wellcome Trust, London.

The Health area faculty was also engaged in capacity building: the seven MDPs conducted under this area during 2006-07 had 78 senior-level participants. The two-year Post-Graduate Diploma in Hospital Management (PGDHM) was revamped and certified by the All India Council for Technical Education (AICTE). The first batch of 21 students, while active in their course, also enthusiastically participated in various co-curricular activities, such as visits to hospitals and volunteering for health camps held on the ASCI campus for the staff and their families.

Activities in the Education Studies area also picked up. The faculty organized a three-day international Conference on Management of Change: The Challenges Facing Universities, in late September 2006. The Commonwealth of Learning (COL), Vancouver, Canada, UNESCO, Paris, and the Andhra Pradesh State Council of Higher Education (APSCHE), Hyderabad, supported

the conference. Around 40 leading academicians from the higher education sector in India and abroad met to discuss the ways to deal with the many challenges facing this sector.

A Capacity-Building Programme for Directors & Senior Faculty of State Councils of Educational Research & Training, sponsored by the Ministry of Human Resource Development (MHRD), Govt. of India, was successfully conducted at ASCI in January 2007. A combination of issues—relating to the management of public education in the context of the Govt.'s "Education for All" objectives, the changing perception of the SCERT's role and their own expectations as institutions in the Eleventh Five Year Plan, given the existing diversities in practices between various states—provided a challenge to the focus of the programme. In particular, the concept of using "Learning Notes" and field visits to local schools, which served as live demonstrations of alternate teaching and learning methods, was successful and practical. A Capacity-Building Programme for Principals & Senior Faculty of District Institutes of Education & Training was also held, in March 2007. Its focus was the development of managerial skills, institutional capacity, and leadership and action plans.

The paper "Theoretical Analysis of Sexual Harassment", by Ms. Sohini Basu, has been accepted for publication in the forthcoming edited volume *Crime Victims and Justice: An Introduction to Restorative Principles*, to be published by the Indian Society of Victimology. The article examines the nature and legality of sexual harassment; draws on theoretical explanations for the occurrence of sexual harassment at the workplace; and discusses the dynamics of remedial means. Ms. Basu also presented a paper on "Gender Budgeting: A Tool for Promoting Gender Justice" at the UGC-sponsored National Seminar on Gender Justice: Issues & Challenges, held in December 2006 at Delhi University.

An ongoing project in the Gender area is Researching Social Capital: A Focus on Violence. Plans were initiated to strengthen the Education Studies and Gender Studies areas by identifying and recruiting senior experienced faculty.

IV. Centre for Innovation & Technology

During 2006-07, the Centre for Innovation and Technology (CIT) continued to synergize the experience and domain expertise of its two areas, viz. Information

Technology (IT) area and Technology Policy, Management and Innovation (TPMI) area. CIT was active in identifying, securing and carrying out assignments in the management development, research as well as consulting space. With two new faculty members reinforcing its strength, the centre significantly scaled up the nature and extent of its contribution to the activities of the college.

Partnership with DST

The TPMI area was effective in strengthening the ongoing partnership with the Dept. of Science & Technology (DST), Govt. of India. This resulted in a substantial increase in the scale and scope of training programmes being conducted by the college for the scientific community. Thus, the target participant level of the programmes moved up the value chain, with a large number of programmes being held for senior scientists; apart from those for middle-level scientists that had commenced in the previous year.

Management Development Activity

The Centre for Innovation & Technology continued to successfully conduct thematic as well as general management programmes in the announced as well as the in-company categories. Among the ongoing programmes, the Advanced-Techno Management Programme for Middle-level Scientists and the General Management Programme for Senior Scientists were conducted by the TPMI area; while the Programme on Strategic Use of IT for Oil and Natural Gas Corp. and the Programme on Data Warehousing & Data Mining for Scientists were conducted by the IT area.

Capacity-building programmes on new themes for existing and new clients/sponsors as well as in the announced/open-market categories were also successfully launched by the centre. These include: Programme on Management of IT, Programme on Knowledge Management for Nuclear Power Corp. of India Ltd., and Programme on Knowledge Management, MIS in Practice & Structural Capital Management for Indian Petrochemicals Corp. Ltd.—all conducted by the IT area; and Programme on Technology Commercialization for Senior Scientists (by the TPMI area).

Research and Consultancy

During 2006-07, the TPMI area successfully completed an ongoing research initiative on Building Institutional Capability in Technology Management: Phase-IV,

sponsored by the Dept. of Scientific & Industrial Research (DSIR), Govt. of India.

Another prestigious research assignment won during the previous year—Framework for Developing a Roadmap for e-Governance for the Govt. of Chhattisgarh—was completed by the IT area to the satisfaction of the client.

On the consultancy front, CIT contributed in a substantial measure to the successful completion of a prestigious assignment: namely, assisting the Dept. of Administrative Reforms and Public Grievances (DARPG), Govt. of India, to implement the scheme on the Prime Minister's Awards for Excellence in Public Administration, 2005-06. The centre continued its significant contribution to the assignment during 2006-07 as well. The project was awarded by DARPG to the college for the second consecutive year, on the strength of the good work carried out in the previous year.

Selection and implementation of enterprise resource planning solutions are widely acknowledged as strategic and exacting initiatives in the IT-enabling of organizations. The IT area won a key assignment during 2006-07—Selection of Enterprise Resource Planning (ERP) Product & Implementation Partner and Monitoring & Support of ERP Implementation in Midhani—from Mishra Dhatu Nigam Ltd. under Ministry of Defense, Govt. of India. This assignment made good progress during the year.

Workshops & Conferences

Under the sponsorship of DSIR, GoI, the TPMI area conducted a two-day Workshop on the Issues before the National Knowledge Commission in August 2006. Its objective was to promote interaction among key stakeholders on the issues before the commission. About 40 distinguished scholars, scientists, educationists and administrators from the government, private and NGO sectors attended the workshop. The report on the suggestions and recommendations that emerged from the workshop was commended by the then Vice-Chairman of the Knowledge Commission, Dr. P. M. Bhargava.

Papers Presented

During 2006-07, Mr. Nirmalya Bagchi, Associate Professor, IT area, presented two papers: one at the Annual International Conference of the Society of Operations Management: 2006, held in IIM-Ahmedabad

in December; and the other at the 9th International Conference on Decision Support Systems: 2007, held in Kolkata in January.

V. Centre for Management Studies

A. Overall Performance

During 2006-07, the Centre for Management Studies (CMS) undertook a large number of management development programmes, and consultancy and research activities, tapping into the needs of the corporate sector and government organizations. Through its areas, viz., Human Resources, Marketing, Operations Management and Strategic Management, CMS has designed and delivered several unique programmes. An impressive total of 87 programmes, with a record number of 1,951 participants, have been conducted.

<i>Programme Type</i>	<i>No. of Programmes</i>	<i>No. of Participants</i>
Announced	40	935
On-Campus	37	822
Off-Campus	10	194

Similarly, many consultancy assignments, both in the corporate as well the social sectors, have also been undertaken. During 2006-07, six consultancy assignments were completed, and there were four ongoing consultancy projects. CMS faculty and research fellows published eight articles—seven in journals and one in an edited volume.

B. Area-wise Performance

<i>Area</i>	<i>No. of Programmes</i>
HR	44
Marketing	8
Operations	14
Strategic Management	7
General Management	14

i. General Management Programmes

The centre conducted several announced programmes, which were heavily subscribed. These include the flagship Advanced Management Programme, Programme for

Young Managers and Management Development Programme for Women Executives.

A number of organization-specific general management programmes were also offered. The programmes were conducted for Dept. of Science & Technology, Govt. of India, Power Grid Corp. of India Ltd., National Thermal Power Corp. Ltd., National Institute of Ocean Technology, Shreya Life Sciences, Indian Postal Service officers, ISRO scientists/engineers, Uttaranchal Forest Development Corp., women executives from the North-Eastern region, and SCERT directors.

Off-campus programmes were organized for the faculty of Govt. College of Engineering, Salem, BASF India Ltd., and IPCL. CMS also conducted an international programme on Interpersonal Skills & Personal Effectiveness for National Agricultural Policy Centre at Damascus, Syria.

ii. Human Resources Area

The announced programmes in Human Resources (HR) covered Communication Skills for Managers, Emotional Intelligence, Effective Human Resource Training & Development, Effective Trade Union Management, Enhancing Managerial Effectiveness, HR Audit, Leadership through NLP, Human Resource Management for Line Managers, Leadership & Organization Development, Managing Creativity, Managing Human Relations in Organizations, Management of Change, Managing Stress at Work Place, Personal Growth for Effective Leadership, Personality Development, Strategic Human Resource Management, Teambuilding & Conflict Management, Transactional Analysis for Interpersonal Effectiveness, and Competency Mapping.

The HR area faculty also conducted specific programmes for central government and public sector organizations. These include Leadership & Organizational Development for DRDO and Ushodaya Publications; Negotiation Strategies for Dept. of Science & Technology; Leadership Development for United Bank of India, Andhra Bank, Jindal Steel & Power Ltd.; Faculty Development Programme for Rajiv Gandhi College of Veterinary & Animal Sciences (RAGACOVAS); Communication & Presentation Skills for IFS Officers; Management Insight for Faculty Members of National Institute of Technology, Warangal; Vertical Interaction Course for IPS Officers on Image-Building: Behaviour Pattern of the Police; Workshop on Transformational Leadership for Sub-

station In-charges of PGCIL; and Communication Skills & Managerial Effectiveness through Self- Awareness for IPCL.

iii. **Marketing Area**

The focus of announced programmes has been on Marketing of Services, Product Strategies & New Product Development, Rural Marketing, Sales Management, and Strategic Brand Management. The Marketing area faculty also conducted management development programmes for Lundbeck India Ltd. and Indian Postal Service officers.

iv. **Operations Area**

Programmes in the Operations area focused on Materials Management, Procurement Procedures for World Bank-Aided Projects, Total Productive Maintenance, Lean Manufacturing, and Project & Contract Management. The area faculty also conducted organization-specific programmes. These include Stage-Gate Process and Failure Modes & Effects Analysis (FMEA) for Shantha Bio-Techniques; Project Management for BASF; Contract Management & Arbitration for Dept. of Science & Technology; Materials Management for Senior Executives of ONGC Ltd.; Gap-Filling Training Programme for DIPPCA Participants; and Inventory Management & Vendor Development for IPCL.

v. **Strategic Management Area**

The announced programmes in this area include Strategic Brand Management and Workshop on Strategic Management. The area also provided key inputs on strategic management processes to several management development programmes.

In addition, the Strategic Management area faculty conducted organization-specific programmes. These include Managerial Excellence Phase II for the executives of Godavari Fertilizers & Chemicals Ltd.; Strategic Management for IPCL executives; and three management development programmes for ISRO scientists/engineers.

C. **Consultancy**

Eleven full-time faculty members, with expertise in various functional areas of management, were engaged throughout the year in a number of consultancy assignments that were awarded against open market competition. Consultancy assignments have been undertaken in the following areas: Corporate Planning,

Organizational Restructuring, Manpower & Systems Studies, Training Needs Assessment and Marketing Strategy.

D. **Research**

The CMS faculty members have undertaken the following seed research projects, which are funded by ASCI:

1. Consumer Behaviour & Segmentation Issues: A Study of the High-Value Jewellery Market
Prof. B. Kinnera Murthy (Project Leader) & Ms. Kanupriya Katyal
2. Case Study on Materials Management for APDDCF
Mr. Raj V. Ponnaluri (PL)

The Centre for Management Studies is in the process of expanding its faculty strength. This will allow CMS to undertake a programme for disseminating the principles of functional management in various government departments/institutions. There is already a demand from various quarters for such a programme. The center is also expected to contribute to the development of a one-year Executive MBA Programme, which is under consideration. In the coming months, CMS expects to contribute more substantially to the college activities and the corporate sector of the country at large.

VI. **Centre for Poverty Studies & Rural Development**

Consultancy and Research

The year 2006-07 saw the successful execution and near closure of two major projects awarded by different client organizations towards the close of the previous financial year. These studies were on the Evaluation of the Impact of Kisan Call Centers (KCCs) and the Modernization of Management Systems in Sivika Foods. An ongoing project is on the Evaluation of the Impact of Training Programmes of National Institute of Rural Development (NIRD).

The Centre for Poverty Studies & Rural Development (CPSRD) also contributed actively to the study on the Restructuring of Central Water Commission (CWC) and two other projects on Rehabilitation & Resettlement Issues for the Tehri Hydro-Electric Development Corp. (THDC), being led by other centres at ASCI. In addition, the CPSRD faculty contributed three chapters to books published on agriculture and agribusiness.

Impact of CPSRD Studies

On the basis of the study carried out by ASCI on the impact of KCCs, the Planning Commission and the Ministry of Agriculture, Govt. of India, have agreed to strengthen the scheme with additional budgetary support. The study team was invited to make a presentation at the National Rabi Conference: 2006-07 on the key findings, which were well received by delegates from all over the country.

Similarly, the Director-General of NIRD, and members of his senior team, held detailed discussion on the comparative performance of the training programmes offered by different centers of NIRD between 2003 and 2006. These programmes were based on the ASCI study involving a survey of 12,000 participants in NIRD programmes, followed by four regional workshops across the country. The top management of NIRD expressed keenness to initiate follow-up action on the recommendations of the ASCI team. The objective was to enhance the quality and relevance of NIRD's training programmes for better impact on the capacity-building skills of rural development practitioners and functionaries within the country and abroad.

Training and Development

A proposal was prepared by ASCI in July 2006, at the request of the Commonwealth Secretariat (ComSec), London, for enhancing the capacity-building skills of small and medium enterprise (SME) professionals in Africa and South Asia. It was accepted by the client and the Indian Technical & Economic Co-operation (ITEC) division of the Ministry of External Affairs, Govt. of India (GoI). The Union Finance Minister further announced at the Commonwealth Finance Ministers' Meeting in Colombo in September 2006 that GoI would financially co-sponsor this capacity-building initiative, with ASCI as the lead institution. Following this announcement, the first Senior Management Development Programme (SMDP) was offered jointly by ASCI and the National Institute of Micro, Small & Medium Enterprises (NIMSME) in February 2007.

The programme was designed on the basis of a training needs study (TNS) carried out by CPSRD in November 2006 across East and West African SMEs. The impact of the SMDP has been very positive, with extremely encouraging feedback from the participants. The team from Bank of Africa submitted a special report on the learning value of the programme. The report has been

circulated by ITEC to all the heads of missions in Africa and South Asia included under the ITEC-ComSec-sponsored Capacity-Building Programme for SMEs. Following the encouraging response, both ComSec and the GoI have agreed to extend support to three additional programmes scheduled for 2007-08.

CPSRD was also invited in September 2006 to offer a customized programme on Agribusiness Orientation for the Executives of Godavari Fertilizers & Chemicals Ltd. (GFCL). The first two-day workshop, offered at the GFCL plant in Kakinada, was very well received by the participants. Consequently, the client invited ASCI to conduct four additional sessions to cover different departments of the organization at Kakinada, Vijayawada and Nagpur. CPSRD has also been contributing inputs to various other general and announced MDPs of the college.

Conference

A proposal submitted by CPSRD in November 2006 for a two-day Conference on the North-Eastern Region of India: Constraints & Opportunities for Development was accepted by the Ministry of Development of the North-Eastern Region in January 2007. The conference was held in early June 2007.

VII. Centre for Public Policy, Governance & Performance

The Centre for Public Policy, Governance & Performance (CPPGP) undertook very little activity in the first half of 2006-07 except for the Approach Statement for Orissa Vision 2020 project, which was completed. Apart from the prestigious project of being the secretariat for the PM's Awards for Excellence in Public Administration, no new projects were received during the year.

A couple of projects were dogged by delays. Though the book project on the History of the Power Sector in India was submitted, the client (NTPC) is unhappy with the output. In the case of "Andhra Pradesh State Development Report", commissioned by the Planning Commission, the delays were entirely because its 16 chapters had to be written by separate authors. The report was submitted in March 2007.

As in the previous year, Prof. Gautam Pingle's efforts were mainly devoted to discharging his responsibilities as Dean of Research & Consultancy. He found it difficult

ADMINISTRATIVE STAFF COLLEGE OF INDIA

to find time for either training or research and consultancy activity. However, with the recruitment of new faculty members and with fresh project proposals in the pipeline, CPPGP recorded substantially better performance in the rest of 2006-07.

The two new members who joined the faculty in the second half of the year were Mr. Mohammed A. Abid (Associate Professor) and Mrs. Khadeeja Zeenath M. Ali (Assistant Professor). Mr. Abid prepared six proposals, together valued at Rs. 117.53 lakhs. Responses from the respective clients are awaited. Both he and Mrs. Ali assisted in a Centre for Economics & Finance (CEF) project on Improving Pro-Poor Service Delivery for the Govt. of Andhra Pradesh. Mr. Abid also contributed to securing a CEF project on Corporate Governance for Orissa State Undertakings. He will be involved with this project. Apart from designing and directing training programmes on capacity building for SCERT directors, senior faculty and DIET principals, Mrs. Khadeeja Ali assisted in finalizing the 16 chapters of the “AP State Development Report”—a major long-pending task.

Prof. Pingle was active in finalizing the project on PM’s Awards for Excellence in Public Administration, 2005-06, which has been completed. The college has also received the PM’s Awards project for 2006-07.

The centre’s activity level during 2007-08 is expected to be substantially greater than that in 2006-07, despite the resignation of Mrs. Khadeeja Ali.

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 March 31, 2007, 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 mis-statement. 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:
 - i. 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;
 - ii. the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account;
 - iii. 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:
 - a) in the case of the Balance Sheet, of the state of the affairs of the College as at March 31, 2007; and
 - b) 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.BILIMORIA & CO.,**
Chartered Accountants

Place : Secunderabad
Date : September 21, 2007.

K.RAJASEKHAR
Partner
Membership No. 23341

Balance Sheet as at 31st March, 2007

Sources Of Funds	Schedule	Rupees	As at 31-3-2007 Rupees	As at 31-3-2006 Rupees
1 FUNDS				
a. CORPUS FUND	A		6,41,90,631	6,41,90,631
b. ENDOWMENT FUND - SPECIFIC	B		1,51,46,678	1,51,46,678
c. ASCI DEVELOPMENT FUND				
As per last Balance Sheet		7,81,76,853		6,43,34,588
Add : Transferred from Income and Expenditure Account		15,45,953		1,38,42,265
		<hr/>	7,97,22,806	<hr/> 7,81,76,853
d. RESERVE FOR CONTINGENCIES				
As per last Balance Sheet		50,00,000		15,00,000
Add : Transferred from Income and Expenditure Account		25,00,000		35,00,000
		<hr/>	75,00,000	<hr/> 50,00,000
TOTAL			16,65,60,115	<hr/> <hr/> 16,25,14,162
Application of Funds				
2 FIXED ASSETS	C			
a. Gross Block		18,35,75,618		17,65,50,118
b. Less : Depreciation		12,69,77,295		11,67,54,230
			5,65,98,323	<hr/> 5,97,95,888
3 INVESTMENTS	D		12,14,67,150	9,94,97,881
4 CURRENT ASSETS, LOANS AND ADVANCES				
a. Inventories - Stock at Cost		6,89,977		7,23,750
b. Book Debts	E	5,59,54,200		4,90,84,790
c. Interest Accrued on Investments		57,63,698		29,49,692
d. Cash and Bank Balances	F	79,79,535		2,23,57,578
e. Loans and Advances	G	1,41,98,308		1,40,62,798
		<hr/>		<hr/> 8,91,78,608
5 LESS : CURRENT LIABILITIES AND PROVISIONS				
a. CURRENT LIABILITIES	H	4,43,61,180		3,51,70,934
b. PROVISIONS	I	5,17,29,896		5,07,87,281
		9,60,91,076		8,59,58,215
6 NET CURRENT LIABILITIES (4 - 5)			(1,15,05,358)	<hr/> 32,20,393
TOTAL			16,65,60,115	<hr/> <hr/> 16,25,14,162
NOTES ON ACCOUNTS	J			

As per our report attached
for **S.B.BILLIMORIA & CO.,**
Chartered Accountants

K RAJASEKHAR
Partner

T S KAMESWARA RAO
Chief Finance Officer

Col. (Retd) TEJINDER SINGH
Registrar & Secretary

SIRIPURAPU K RAO
Director General

M NARASIMHAM
Chairman

Hyderabad, September 21, 2007

Income & Expenditure Account for the Year ended 31st March, 2007

Income	Schedule	As at 31-3-2007 Rupees	As at 31-3-2006 Rupees
Course Income	1	11,26,53,976	10,70,98,066
Research Project Income		2,85,58,269	5,82,06,002
Consultancy Fees		4,11,07,956	3,99,91,313
Membership Subscription		1,00,000	1,40,000
Income from Investments	2	89,55,928	71,40,284
Miscellaneous Income	3	1,47,05,891	1,54,27,794
Contribution from Institution		0	1,00,000
		20,60,82,020	22,81,03,459
Expenditure			
Salaries and Allowances	4	8,05,07,847	8,19,40,556
Staff Welfare Expenses	5	74,09,816	74,62,592
Travelling Expenses (including Overseas Travel)		2,35,80,777	3,32,75,429
Food Expenses		43,25,814	35,79,032
Rent, Rates and Taxes		12,91,502	12,66,557
Electricity and Water		57,26,625	54,54,261
Repairs and Maintenance of Assets		59,14,659	50,87,969
Hired Services		2,95,93,728	3,19,05,237
Visiting Specialists Expenses		54,44,217	49,02,744
Advertisement		45,73,869	20,05,485
Postage, Telegrams and Telephones		32,91,826	32,99,813
Printing and Stationery		43,84,136	48,41,855
Subscription to Periodicals and Technical Journals		31,23,250	31,62,565
Auditors Fees (Note 3-Schedule J)		1,00,000	1,00,000
General Expenses	6	54,61,760	52,62,127
Bad and Doubtful Debts and Advances - Write Off/Provisions		85,87,335	86,89,178
		19,33,17,161	20,22,35,400
Less : Expenses Recovered - Consultancy Projects and Incompany Training Programmes		48,32,897	34,93,735
		18,84,84,264	19,87,41,665
Surplus / (Deficit) for the year before depreciation		1,75,97,756	2,93,61,794
Depreciation		1,05,83,563	1,11,10,742
Surplus / (Deficit) for the year after depreciation		70,17,193	1,82,51,052
Prior Period Adjustments (Net)		(29,68,240)	(9,08,787)
SURPLUS / (DEFICIT) AVAILABLE FOR APPROPRIATION		40,45,953	1,73,42,265
Transferred to ASCI Development Fund		15,45,953	1,38,42,265
TRANSFER TO RESERVE FOR CONTINGENCIES		25,00,000	35,00,000
		40,45,953	1,73,42,265
NOTES ON ACCOUNTS	J		

As per our report attached
for **S.B.BILLIMORIA & CO.,**
Chartered Accountants

K RAJASEKHAR
Partner

T S KAMESWARA RAO
Chief Finance Officer

Col. (Retd) TEJINDER SINGH
Registrar & Secretary

SIRIPURAPU K RAO
Director General

M NARASIMHAM
Chairman

Hyderabad, September 21, 2007

Schedules Forming Part of the Balance Sheet as at 31st March, 2007

SCHEDULE - A	As at 31/3/2006 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As at 31/3/2007 Rupees
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 31/3/2006 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As At 31/3/2007 Rupees
ENDOWMENT FUND - SPECIFIC					
C C Desai Memorial Fund	12,00,000	—	12,00,000	—	12,00,000
L & T Industrial Economics Fund	5,00,000	—	5,00,000	—	5,00,000
Public Sector Research Fund*	12,00,000	—	12,00,000	—	12,00,000
MMTC Chair Fund	5,00,000	—	5,00,000	—	5,00,000
Bharat Business International Chair Fund	15,00,000	—	15,00,000	—	15,00,000
Tarun Sondhi Memorial Fellowship Fund	9,46,678	—	9,46,678	—	9,46,678
Dr. Y Nayudamma Memorial Lecture Fund	1,00,000	—	1,00,000	—	1,00,000
BHEL Chair Fund	12,00,000	—	12,00,000	—	12,00,000
ONGC Chair Fund	12,00,000	—	12,00,000	—	12,00,000
ITC Chair Fund	12,00,000	—	12,00,000	—	12,00,000
SAIL Chair Fund	12,00,000	—	12,00,000	—	12,00,000
IPCL Chair Fund	12,00,000	—	12,00,000	—	12,00,000
Rajiv Gandhi Memorial Lecture Fund	5,00,000	—	5,00,000	—	5,00,000
NLC Chair Fund	15,00,000	—	15,00,000	—	15,00,000
Dr. Ambedkar Memorial Lecture Fund	8,00,000	—	8,00,000	—	8,00,000
K L N Prasad Memorial Lecture Fund	4,00,000	—	4,00,000	—	4,00,000
	1,51,46,678	—	1,51,46,678	—	1,51,46,678
PREVIOUS YEAR	1,61,46,678	—	1,61,46,678	10,00,000	1,51,46,678

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

Note : Aggregate of Investments earmarked against Endowment Fund - Specific		Rupees
	31-03-2007	1,51,46,678
	31-03-2006	1,51,46,678

Schedules Forming Part of the Balance Sheet as at 31st March, 2007 (Contd.)**SCHEDULE C
Fixed Assets**

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at 31/3/2006 Rupees [1]	Additions Rupees [2]	Deductions/ Adjustments Rupees [3]	As at 31/3/2007 Rupees [1+2-3]=[4]	Upto 31/3/2006 Rupees [5]	For the year Rupees [6]	On Deductions / Adjustments Rupees [7]	Upto 31/3/2007 Rupees [5+6-7]=[8]	As at 31/3/2007 Rupees [4-8]=[9]	As at 31/3/2006 Rupees
Land-free Hold	6,15,700	—	—	6,15,700	—	—	—	—	6,15,700	6,15,700
Land-lease Hold	1,46,754	—	—	1,46,754	—	—	—	—	1,46,754	1,46,754
Building-purchased	20,18,318	—	—	20,18,318	20,18,318	—	—	20,18,318	—	—
Other Buildings	5,28,89,473	—	—	5,28,89,473	1,32,57,122	13,22,237	—	1,45,79,359	3,83,10,114	3,96,32,351
Micro Computer System	3,17,64,429	11,79,150	—	3,29,43,579	3,02,30,062	15,79,895	—	3,18,09,957	11,33,622	15,34,367
Audio Visual Aids	31,74,281	12,25,102	—	43,99,383	30,39,292	4,75,799	—	35,15,091	8,84,292	1,34,989
Furniture & Fixtures	1,12,34,508	5,48,123	—	1,17,82,631	79,28,814	8,46,532	—	87,75,346	30,07,285	33,05,694
Air Conditioning & Electrical Accessories	1,72,64,859	5,56,804	—	1,78,21,663	1,48,46,115	7,30,163	—	1,55,76,278	22,45,385	24,18,744
Library	2,57,65,760	10,59,519	—	2,68,25,279	2,18,65,940	14,71,925	—	2,33,37,865	34,87,414	38,99,820
Office Equipment, Utensils, Etc	57,53,281	2,26,159	—	59,79,440	44,09,093	4,49,426	—	48,58,519	11,20,921	13,44,188
Vehicles	11,35,630	11,01,288	—	22,36,918	7,45,119	3,74,546	—	11,19,665	11,17,253	3,90,511
Crockery, Cutlery, Linen & Drapery	3,60,498	—	3,60,498	—	3,60,498	—	3,60,498	—	—	—
Miscellaneous	2,44,26,626	14,89,854	—	2,59,16,480	1,80,53,857	33,33,040	—	2,13,86,897	45,29,583	63,72,769
TOTAL	17,65,50,117	73,85,999	3,60,498	18,35,75,618	11,67,54,230	1,05,83,563	3,60,498	12,69,77,295	5,65,98,323	5,97,95,887
PREVIOUS YEAR	17,21,00,234	44,80,796	30,913	17,65,50,117	10,56,65,126	1,11,10,743	21,639	11,67,54,230	5,97,95,887	

Note:

- 1 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 Corporation of Hyderabad.
- 2 Assets acquired out of the grant from Government of India towards Computer Aided Management Centre aggregating to Rs.27,44,822 (as at 31.3.2006 : Rs.27,44,822) ownership whereof vests in the Department of Electronics, Government of India, are included in this Schedule with corresponding credit to Corpus Fund.

Schedules Forming Part of the Balance Sheet as at 31st March, 2007 (contd.)

SCHEDULE - D

INVESTMENTS (Unquoted)

Long Term Investments (at cost)

	As at 31-3-2007 Rupees	As at 31-3-2006 Rupees
1 Fixed Deposits with Companies	90,00,000	1,75,34,435
2 UTI - CRTS 185248.847 (31.3.2006: 169523.196) units of Rs.100 each NAV Rs.108.3496 (31.3.2006 :Rs.118.75)	2,01,01,623	1,83,68,242
3 UTI - Master Share 177967.136 (31.3.2006:160032.927) units of Rs.10 each NAV Rs. 32.81 (31.3.2006:Rs.28)	44,75,099	39,95,000
4 UTI - Master Plus 73421.439 units of Rs.10 each NAV Rs. 62.07	50,00,000	—
	3,85,76,722	3,98,97,677
Current Investments (at lower of cost and fair value)		
5 Fixed Deposits with Banks	8,28,90,428	5,96,00,204
	12,14,67,150	9,94,97,881
Note : Liability to be met from above investments		
(a) Endowment Fund - Specific	1,51,46,678	1,51,46,678
(b) Provision for Gratuity to Employees	2,86,73,999	2,97,58,485
(c) Provison for Leave Liability	2,30,55,897	2,10,28,796
(d) Margin Money deposit for Bank Guarantee	51,68,098	63,40,672
	7,20,44,672	7,22,74,631

Schedules Forming Part of the Balance Sheet as at 31st March, 2007 (contd.)

SCHEDULE - E

	As at 31.3.2007 Rupees	As at 31.3.2006 Rupees
Book Debts		
a. Unsecured - Considered Good		
Dues by Clients - Consultancy	2,48,84,298	1,98,99,450
Dues by Clients - Computer	5,09,885	5,09,885
Dues by Sponsors of Research Projects	48,34,176	1,33,41,916
Dues by Participants	2,50,54,440	1,47,00,139
Sundry Accounts	6,71,401	6,33,400
	5,59,54,200	4,90,84,790
b. Unsecured - Considered Doubtful		
	2,19,95,620	2,24,30,783
	7,79,49,820	7,15,15,573
Less : Provision for Doubtful Debts	2,19,95,620	2,24,30,783
	5,59,54,200	4,90,84,790
Note:		
Debts outstanding for a period exceeding six months	3,41,62,766	3,02,63,524
Others	4,37,87,054	4,12,52,049
	7,79,49,820	7,15,15,573

SCHEDULE - F

	As at 31-3-2007 Rupees	As at 31-3-2006 Rupees
Cash and Bank Balances		
Cash Balance		
Cash on Hand (including balances in imprest)	2,54,533	1,79,516
Bank Balance		
With Scheduled Banks		
In Current Account	8,969	17,834
In Savings Account	77,16,033	2,21,60,228
	77,25,002	2,21,78,062
	79,79,535	2,23,57,578

Schedules Forming Part of the Balance Sheet as at 31st March, 2007. (contd.,)

SCHEDULE - G

	As at 31.3.2007 Rupees	As at 31.3.2006 Rupees
Loans and Advances		
a. Unsecured - Considered Good		
Loans and Advances to Staff	38,80,898	51,97,840
Advances for Supplies and Services	8,09,207	4,31,125
Advances for Capital Expenditure	1,17,717	1,295
Other Advances	—	46,039
Pre-paid Expenses	42,77,293	38,03,437
Interest Accrued on Deposits and Loans	26,07,437	27,53,052
Deposits with Public Bodies and Others	19,15,775	17,23,918
Tax Deducted at Source	5,89,981	1,06,092
	1,41,98,308	1,40,62,798
b. Unsecured - Considered Doubtful		
	3,95,503	4,12,597
	1,45,93,811	1,44,75,395
Less : Provision for Doubtful Advances	3,95,503	4,12,597
	1,41,98,308	1,40,62,798
SCHEDULE - H		
Current Liabilities		
Sundry Creditors	1,90,78,701	1,27,77,804
Advance Receipts and Unexpired Income	1,94,92,703	1,93,29,809
Due to Trustees, Provident Fund	17,57,354	5,16,059
Due under Pension Fund Scheme	1,41,043	1,30,946
Security and Other Deposits	6,71,617	5,66,991
Other Liabilities	32,19,762	18,49,325
	4,43,61,180	3,51,70,934
SCHEDULE - I		
Provisions		
For Gratuity to Employees	2,86,73,999	2,97,58,485
For Leave Liability	2,30,55,897	2,10,28,796
	5,17,29,896	5,07,87,281

SCHEDULE - J

Notes forming part of the Accounts

1. Contingent Liabilities not provided for:
 - (a) Claims against College not acknowledged as debt Rs. Nil - (31-3-2006: Rs.3,24,000).
 - (b) Claims against the College by certain Employees/Ex-employees not acknowledged as debt (matter pending in Courts).
 - (c) Guarantees given by Banks on behalf of the College outstanding as on 31-3-2007 stands at Rs.51,68,098 (31.03.2006: Rs.63,40,672).
 - (d) The Central Excise Department has passed order dated 29-09-2006 determining Tax in respect of Research Income from July 2001 and Training Income from July 2003 to March, 2005. The element of Service Tax attributable to such Income as reflected in the Order is Rs.159,86,170. The matter is contested before Service Tax appellate Tribunal Bangalore. An unconditional stay on payment of tax was granted and the case stands posted to 27.09.2007 for regular hearing. Another Show Cause Notice dated 30.05.2007 was served on the College for the period April 2005 to May 2006 and reply was filed on 18.07.2007. The element of service tax proposed in the show cause notice amount to Rs.140,06,555.
2. The Income Tax application made U/s 10(23C)(iv) vide application dated 02.05.2006 was considered favourably by issuing Notification No. 74/2007, dated 23.03.2007 by the Department exempting the College from payment of income tax from the Assessment Year 2005-06 and onwards. In view of the exemption of Income from tax, provision for tax is not created.
3. Income from investments include Rs.22,13,480/-(Previous Year Rs.5,80,788) received as dividend.
4. Auditors Fees consist of:
 - a) Audit Fees: Rs.1,00,000 (2005-2006 : Rs.1,00,000)
5. College has provided for all Debts outstanding for more than one year in line with the Decision of Court of Governors.
6. Figures for the previous year have been regrouped wherever necessary.
7. SIGNIFICANT ACCOUNTING POLICIES
 - (i). All revenues, costs, assets and liabilities are accounted for on accrual basis.
 - (ii). **Revenue Recognition**
 - a) Income from Short Term Courses and Seminars and In-Company Training Programmes is recognised on substantial completion basis. Income from Long Term Courses is recognized on proportionate completion basis.
 - b) Income from Projects and Consultancy is recognised on proportionate completion basis. Income, other than from Research Projects, excludes recovery of expenses.
 - c) The operational income from Programmes, Research and Consultancy are net of service tax wherever applicable.
 - d) Income from Investments includes income from Investments of Endowed Chairs, but excludes unutilised 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.

(iv). **Depreciation**

Depreciation is provided on straight-line method (SLM) at rates based on 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

(v). **Foreign Currency Transactions**

Realised gains / losses, other than those relating to fixed assets which are capitalized, are recognized in the Income and Expenditure Account. Net gain on unsettled short-term monetary assets and liabilities on translation at year-end rates is not recognised, but net loss, if any, is recognized in the Income and Expenditure Account.

(vi). **Fixed Assets**

Fixed Assets are stated at their original cost of acquisition including all expenses attributable to bringing the assets to its 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' and (b) Current Investments 'at lower of cost and fair value'.

(viii). **Inventories**

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

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March, 2007**

	Current Year 2006-07 Rupees	Previous Year 2005-06 Rupees
SCHEDULE - 1		
COURSE INCOME		
Income from Courses and Seminars	4,97,27,168	5,26,92,814
Income from Incompany Training Programmes	6,29,26,808	5,44,05,252
	11,26,53,976	10,70,98,066
SCHEDULE - 2		
INCOME FROM INVESTMENTS (GROSS)		
Interest/Dividend (Refer Note 2 of Schedule J)	87,46,910	69,31,913
	87,46,910	69,31,913
Add : Amount brought forward/(Amount carried forward) (Refer Note.2 below)	2,09,018	2,08,372
	89,55,928	71,40,285
Notes :		
1. Tax Deducted at Source Rs.-Nil; (2005-2006 : 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	3,91,792	4,72,679
Other Interest	5,44,397	14,73,060
Licence fee	17,23,428	16,08,434
Provisions no longer required and Sundry Credits- Balances Written Back	58,92,826	45,44,093
Sundry Receipts	61,53,448	73,29,527
	1,47,05,891	1,54,27,793

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March, 2007**

	Current Year 2006-07 Rupees	Previous Year 2005-06 Rupees
SCHEDULE - 4		
SALARIES AND ALLOWANCES		
Salaries and Allowances	7,01,65,132	6,78,09,856
Contribution to Provident Fund	59,88,554	59,62,772
Gratuity to Employees	43,54,161	81,67,928
	8,05,07,847	8,19,40,556
SCHEDULE - 5		
STAFF WELFARE EXPENSES		
Medical Expenses	52,87,724	52,32,482
Leave Travel Concession	8,45,381	10,01,641
Other Welfare Expenses	12,76,711	12,28,469
	74,09,816	74,62,592
SCHEDULE - 6		
GENERAL EXPENSES		
Legal Expenses	1,09,654	2,53,180
Insurance	2,97,821	3,72,258
Staff Recruitment	11,10,029	4,98,421
Accommodation for Course Participants	—	7,09,310
Uniforms and Liveries	2,14,508	1,84,520
Laundry and Cleaning Materials	5,71,553	4,87,268
Entertainment	12,64,925	10,64,412
Staff Development Expenses	1,20,779	1,48,604
Miscellaneous Expenses	17,72,491	15,44,154
	54,61,760	52,62,127

Annexure-1
Members of the College Society
(as on 31 March 2007)

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 Lever 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 Engineering & Locomotive Co. 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. Asea Brown Boveri Ltd.
28. Ashok Leyland Ltd.
29. Associated Cement Cos. Ltd.
30. Bank of Baroda
31. Bank of India
32. BOC India Ltd.
33. Brooke Bond India Ltd.
34. BSES Ltd.
35. Canara Bank
36. CESC Ltd.
37. Chennai Refineries Ltd.
38. Coromandel Fertilizers Ltd.
39. Council of Scientific & Industrial Research
40. Crompton Greaves Ltd.
41. East India Pharmaceuticals Ltd.
42. Electronics Corp. of India Ltd.
43. Ennore Foundries Ltd.
44. Eveready Industries India Ltd.
45. Food Corp. of India Ltd.
46. GKW Ltd.
47. Glaxo India 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

ADMINISTRATIVE STAFF COLLEGE OF INDIA

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 Airlines
70. Indian Aluminium Co. Ltd.
71. Indian Oil Institute of Petroleum Management
72. Indian Overseas Bank
73. Industrial Credit & Investment Corp. of India Ltd.
74. Maharashtra State Road Transport Corp.
75. Mahindra & Mahindra Ltd.
76. MMTC Ltd
77. NMDC Ltd.
78. ONGC Ltd.
79. Philips Carbon Black Ltd.
80. Praga Tools Ltd.
81. Punjab National Bank
82. Schenectady Herdillia Ltd.
83. Singareni Collieries Co. Ltd.
84. Syndicate Bank
85. Tata Power Co. Ltd.
86. TIL Ltd.
87. Torrent Power AEC Ltd.

88. Tube Investments of India Ltd.
89. Usha International Ltd.
90. Williamson Magor & Co. Ltd.

D. ASSOCIATE MEMBERS

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

Annexure-2
Court of Governors
(as on 31 March 2007)

A. ELECTED MEMBERS

M. Narasimham, MA (Economics) (Cantab.): 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 (retd.): 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.

R.A. Mashelkar, PhD, DSc: President, Indian National Science Academy (INSA); CSIR Bhatnagar Fellow, National Chemical Laboratory.

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.

K.V. Krishna Rao, ret'd. General, PVSM: Former Chief of Army Staff and Chairman, Chiefs of Staff Committee; Governor of Nagaland, Manipur, Tripura, Mizoram and Jammu & Kashmir.

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

Savak Sohrab Tarapore, BA (Hons.) (Univ. of Sheffield), MSc (Economics) (London), Doctor of Laws (*Honoris Causa*) (Sheffield): Chairman, Committee on Procedures & Performance Audit of Public Securities, Reserve Bank of India. Former Dy. Governor, RBI.

B. CO-OPTED MEMBERS

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

Idris Hassan Latif, ret'd. Air Marshal, PVSM: Former Chief of Air Staff; Governor of Maharashtra; and Ambassador of India to France.

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.

B. Ramalinga Raju, MBA (Ohio Univ.): Founder & Chairman, Satyam Computer Services Ltd. and Sify. Member, Exec. Council, NASSCOM; National Council, CII; consultative body, Ministry of Communications & Information Technology, Govt. of India; and International Advisory Panel, Malaysia's Multimedia Super Corridor.

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Chennamaneni Hanumantha Rao, MA (Osmania Univ.), PhD (Delhi Univ.): Chairman, Centre for Economic & Social Studies. Former Member, VII & VIII 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, Govt. of Andhra Pradesh, on health and medical & family welfare.

M.S. Swaminathan, PhD (Cantab.): 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.

C. CO-OPTED MEMBERS (EX-OFFICIO)

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

R. P. Agarwal, IAS: Secretary (Secondary & Higher Education), Ministry of Human Resource Development, Govt. of India.

J. Hari Narayan, IAS: Chief Secretary, Govt. of Andhra Pradesh.

Ashok Kumar Jha, IAS: Secretary (Finance), Ministry of Finance, Govt. of India.

D. REGISTRAR & SECRETARY

Tejinder Singh, retd. Colonel, PSC, LDMC, MSc, MMS.

Annexure-3
People at ASCI
(as on 31 March 2007)

A. PROFESSOR EMERITUS

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

B. DIRECTOR-GENERAL

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

C. DEANS

B. Kinnera Murthy, BSc (BITS, Pilani), MBA (Osmania Univ.), ATIM (Netherlands), PhD (Poona): *Professor & Dean of Training & Conferences*.

Gautam Pingle, BCom (Osmania Univ.), BSc (Economics) (Hons.) (Univ. of London), PhD (Glasgow): *C.C. Desai Chair Professor in General Management & Dean of Research & Consultancy*.

D. CENTRE DIRECTORS

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

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.), MTech. (M&S) (IIT-Delhi): *Professor & Director, Centre for Innovation & Technology*.

Umeshwar Pandey, BA (Sociology) (Hons.), MA (Sociology) (both Patna Univ.): *IPCL Chair Professor in Strategic Human Resource Management & Director, Centre for Management Studies*.

Gautam Pingle, BCom (Osmania Univ.), BSc (Economics) (Hons.) (Univ. of London), PhD (Glasgow): *C.C. Desai Chair Professor in General Management & Director, Centre for Public Policy, Governance & Performance*.

H. Hemnath Rao, BSc (Agriculture) (APAU), MBA (JNTU, Hyd), MBA.(Durham), PhD (JNTU, Hyd): *Professor & Officiating 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

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

N. Sateesh Babu, BTech (Civil) (Nagarjuna Univ., Vijayawada), PG Diploma (Environmental Economics) (Univ. of Hyderabad), ME (Environmental Engg.) (Rani Durgavati Vishwavidyalaya, Jabalpur): *Associate Professor & Chairperson, Environment area, Centre for Energy, Environment, Urban Governance & Infrastructure Development*.

Paramita Dasgupta, MA (Economics), PhD (both JNU, New Delhi): *Professor & Chairperson, International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area, Centre for Economics & Finance*.

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

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

Umeshwar Pandey, BA (Sociology) (Hons.), MA (Sociology) (both Patna Univ.): *IPCL Chair Professor in Strategic Human Resource Management, Professor & Chairperson, Human Resource area, Centre for Management Studies*.

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

Mubeen Rafat, BSc (Statistics) (Univ. of Bombay), MMS (JBIMS, Univ. of Bombay): Professor & *Officiating Chairperson, Money, Banking, Corporate Finance & Governance area*, Centre for Economics & Finance.

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

Velayudhan Sanal Kumar, Fellow (IIM-A'bad): Professor & *Chairperson, Marketing area*, Centre for Management Studies.

F. PROFESSORS

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

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

Somnath Ghosh, MA (Political Sc), MPhil, PhD (Indust. Relations) (all JNU, New Delhi): *Professor, Human Resources area*, Centre for Management Studies.

Balakrishna Grandhi, BSc (Andhra Univ., Vizag), MMS (Madras Univ.), MBA, PhD (Mktg. & Fin.) (both Univ. of Minnesota): *Professor, Marketing area*, Centre for Management Studies.

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

B. Muralidharan, MMS (BITS, Pilani): *Professor, Centre for Public Policy, Governance & Performance*.

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

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

M. Surendar, Reddy, BSc (Gen) (Osmania Univ.), MA (Statistics) (Osmania Univ.), PG Diploma (Personnel Mgmt.) (Bharatiya Vidya Bhawan): *Professor, International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area*, Centre for Economics & Finance.

Ravindra Nath Saxena, MA (English) (Agra Univ.), LLB, Fellow (XLRI, Jamshedpur): *Professor, Human Resources area*, Centre for Management Studies.

G. ASSOCIATE PROFESSORS

Mohammed A. Abid, BCom (Osmania Univ.), MA (PM&IR), (TISS, Mumbai), Union Territories Civil Service Officer (UTCS): *Associate Professor, Centre for Public Policy, Governance & Performance*.

Nirmalya Bagchi, MBA (Jadavpur Univ.), PG Course (Statistical Methods & Applications) (ISS, Calcutta), submitted PhD thesis (Info. Mgmt.) (Calcutta Univ.): *Associate Professor, Information Technology area*, Centre for Innovation & Technology.

Dipayan Datta Chaudhuri, MSc (Econometrics) PhD (Univ. of Calcutta): *Associate Professor, International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area*, Centre for Economics & Finance.

Sumit Kumar Ghosh, BSc, MA (Indust. Psychology) (both Andhra Univ.), MBA (Utkal Univ.), PhD (Univ. of Pune): *Associate Professor, Human Resources area*, Centre for Management Studies.

A. Indira, MA (Economics) (Univ. of Hyderabad), MTech (Management Studies) (IISc, B'lore), PhD (Economics) (ISEC, B'lore): *Associate Professor, Centre for Poverty Studies & Rural Development.*

B. Lakshmi, MHA (New South Wales), MPhil, PhD (Public Administration) (both Univ. of Madras), AFAIM: *Associate Professor, Health Studies area, Centre for Human Development.*

B.M. Naidu, MSc (Statistics), PhD (Statistics) (both SVU, Tirupati): *Associate Professor, Health Studies area, Centre for Human Development.*

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

S.S.R. Prasad, BCom, MCom (both Andhra Univ., Vizag): *Associate Professor, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

B. Venkata Rao, MA (Economics), (Nagarjuna Univ.), MPhil (Economics) (Univ. of Hyderabad): *Associate Professor, Health Studies area, Centre for Human Development.*

A. Amarender Reddy, BSc, (Agriculture) MSc (both ANGRAU, Hyderabad), Diploma (Commodity Mkts.) (Welingkar Institute of Mgmt., Mumbai), PhD (IARI, New Delhi): *Associate Professor, Centre for Poverty Studies & Rural Development.*

Pitabasa Sahoo, MA (Regional Planning), PhD (both IIT-Kharagpur), Doctor of Sc. (ICO Univ., Netherlands), Fellow (Institute of Town Planners, New Delhi): *Associate Professor, Centre for Poverty Studies & Rural Development.*

H. ASSISTANT PROFESSORS

Khadeeja Zeenath M. Ali, BA (Politics) (Boston University, Massachusetts), MSc (Asian Politics) (University of London): *Assistant Professor, Centre for Public Policy, Governance & Performance.*

Ashita Allamraju, BA (Economics), MA, MPhil (Delhi Univ.): *Assistant Professor, International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area, Centre for Economics & Finance.*

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

Uppalapati Sreedevi, BE (Civil) (Osmania Univ.), MTech (JNTU, Hyd): *Assistant Professor, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

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 & ADJUNCT PROFESSORS

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

Ravi Bhoothalingam: *Honorary Visiting Professor. Former President, Oberoi Group of Hotels.*

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

R. S. Chalapathi, PhD: *Adjunct Professor. Consultant with Six Sigma.*

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

K. Krishnamurthy, 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.*

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

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

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P. Radhakrishna, MSc, PhD: *Advisor, Centre for Energy, Environment, Urban Governance & Infrastructure Development.* Former Director, Regional Office of Ministry of Non-Conventional Energy, Chennai.

S. Kosal Ram, IAS (retd.): *Honorary Visiting Professor.* Former Secretary, Ministry of Urban Development, Govt. of India.

A. K. Rao, PhD (IIT-Bombay): *Adjunct Professor.* Consultant in operational excellence models.

Daphne M. de Rebello IAS (retd.), PhD (Stanford Univ.): *Honorary Senior Consultant.* Former Jt. Secretary, Ministry of Human Resource Development, Govt. of India, Senior Specialist, Formal Education, UNESCO.

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): *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.

J. SENIOR EDITOR

Rohit R. Mathur, MCJ, MPhil (both Osmania Univ.), PhD (CESS-BRAOU, Hyd).

K. LIBRARIAN

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

L. OFFICERS IN ADMINISTRATION

Tejinder Singh, PSC, LDMC, MSc, MMS (Osmania Univ.), retd. Col.: *Registrar & Secretary.*

T.S. Kameswara Rao: *Chief Finance Officer.*

E. Dayakar, MD: *Medical Officer.*

M. Venkateshwarlu: *Assistant Registrar.*

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

C. Vijayan: *Administrative Officer, Centre for Management Education, ASCI, Hyd.*

Sathya Prabha: *Chief, Director-General's Office.*

T. Sheshaiah: *Programmes Officer.*

V. Kameswara Rao: *Transport & Security Officer.*

T. Ganeswara Rao: *Officer, Production Unit.*

G. Kanaka Raju: *Establishment Officer.*

Samuel Abraham: *Principal Executive Secretary to Chairman.*

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

M. Chandrasekhar: *Officer, Mess & Estate.*

Maria Davidswamy: *Personal Assistant.*

P. Mahalaxmi: *Personal Assistant.*

Prescilla Moraes: *Personal Assistant.*

G.J. Vara Prasad: *Personal Assistant.*

M. Phani: *Deputy Accounts Officer.*

C.G. Rajarathnam: *Personal Assistant.*

V. Janaki Ramaiah: *Assistant Accounts Officer.*

J. Chalapathi Rao: *Officer, Maintenance Services.*

M. Sudhakar Rao: *Deputy Accounts Officer.*

C. Sathynarayana: *Deputy Accounts Officer.*

Sathya Geetha Thangaraj: *Nursing Sister.*

Sukantha Rangarajan: *Officer, Housekeeping.*

Y. Sumathi: *Assistant Librarian.*

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

Annexure-4
Management Development Programmes
(April 2006-March 2007)

A. College-Announced Programmes

1. *24-28 April 2006*: Change Management for Achieving Continuous Water Supply for All in Urban Areas. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi.
2. *5-30 June 2006*: General Management Programme for Senior Executives. Programme Director: Dr. Dipayan Datta Chaudhuri.
3. *5-7 June 2006*: HR Audit. Programme Director: Prof. Umeshwar Pandey.
4. *12-16 June 2006*: Strategic Brand Management. Programme Directors: Prof. B. Kinnera Murthy & Dr. Raghu B. Vishwanath.
5. *19-23 June 2006*: Communication Skills for Managers. Programme Director: Prof. Prabhati Pati.
6. *26-30 June 2006*: E-Security: Policies, Technologies & Solutions. Programme Director: Prof. M. Chandrasekhar.
7. *3-5 July 2006*: Managing Stress at the Work Place. Programme Director: Prof. R. N. Saxena.
8. *10-21 July 2006*: Procurement Procedures for World Bank-Aided Projects. Programme Director: Prof. B. S. Chetty.
9. *10-14 July 2006*: Sales Management. Programme Director: Prof. V. Sanal Kumar.
10. *17-19 July 2006*: Leadership through NLP. Programme Directors: Prof. Prabhati Pati & Mr. V. K. Thalithaya.
11. *24-26 July 2006*: Emotional Intelligence. Programme Director: Prof. R. N. Saxena.
12. *31 July-4 Aug 2006*: Strategic Human Resource Management. Programme Director: Prof. Umeshwar Pandey.
13. *1-3 Aug 2006*: Medical Audit. Programme Director: Prof. P. H. Rao.
14. *7-11 Aug 2006*: Materials Management. Programme Director: Prof. R. S. Chalapathi.
15. *7-11 Aug 2006*: Strategic Marketing. Programme Director: Prof. B. Kinnera Murthy.
16. *7-18 Aug 2006 & 18-22 Sep 2006*: Certification Programme in Urban Management, India 2006. Programme Directors: Prof. S. Chary Vedala & Dr. A. Narender.
17. *14-16 Aug 2006*: Negotiation Skills. Programme Director: Prof. Ali A. Firdausi.
18. *14-18 Aug 2006*: MDP for Women Executives. Programme Director: Prof. Prabhati Pati.
19. *15-18 Aug 2006*: Mergers & Acquisitions. Programme Director: Prof. Mubeen Rafat.
20. *21 Aug-8 Sep 2006*: Advanced Management Programme. Programme Directors: Prof. Nirmala Apsingikar & Prof. Umeshwar Pandey.
21. *28-30 Aug 2006*: New Tax Regime (Fringe Benefit Tax, Services Tax). Programme Director: Dr. Dipayan Datta Chaudhuri.
22. *4-9 Sep 2006*: Medical Laws & Ethics. Programme Director: Prof. P. H. Rao.
23. *11-13 Sep 2006*: Managing Creativity. Programme Director: Prof. Prabhati Pati.
24. *18-22 Sep 2006*: Personal Growth for Effective Leadership. Programme Director: Prof. R. N. Saxena.
25. *9-20 Oct 2006*: Procurement Procedures for World Bank-Aided Projects. Programme Director: Prof. B. S. Chetty.
26. *9-13 Oct 2006*: Improving Quality in Health Care. Programme Director: Prof. P. H. Rao.
27. *9-13 Oct 2006*: Product Strategies & New Product Development. Programme Director: Prof. V. Sanal Kumar.

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28. 6-10 Nov 2006: Effective Human Resource Training & Development. Programme Director: Prof. Umeshwar Pandey.
29. 6-10 Nov 2006: Core Managerial Skills for Health Professionals. Programme Director: Prof. P. H. Rao.
30. 13-17 Nov 2006: Lean Manufacturing. Programme Director: Prof. R. S. Chalapathi.
31. 13-17 Nov 2006: Personality Development. Programme Director: Prof. R. N. Saxena.
32. 20-24 Nov 2006: Management of Change. Programme Director: Prof. Ali A. Firdausi.
33. 22-24 Nov 2006: Managing Costs to Manage Profitability. Programme Director: Prof. Mubeen Rafat.
34. 27 Nov-1 Dec 2006: Managing Human Relations in Organizations. Programme Director: Prof. Prabhati Pati.
35. 27 Nov-1 Dec & 4-8 Dec 2006: ASCI-SUI International Programme on Continuous Water Supply in Asian Cities. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi.
36. 4-8 Dec 2006: Finance for Non-Finance Executives. Programme Director: Prof. Mubeen Rafat.
37. 4-15 Dec 2006: Programme for Young Managers. Programme Director: Dr. S. K. Ghosh.
38. 11-15 Dec 2006: Project & Contract Management. Programme Director: Prof. B. S. Chetty.
39. 11-15 Dec 2006: HRM for Line Managers. Programme Director: Prof. Umeshwar Pandey.
40. 18-22 Dec 2006: Transactional Analysis for Interpersonal Effectiveness. Programme Directors: Prof. Ali A. Firdausi & Mr. V. K. Thalitaya.
41. 18-20 Dec 2006: Rural Marketing. Programme Director: Prof. V. Sanal Kumar.
42. 3-5 Jan 2007: Competency Management. Programme Director: Dr. S. K. Ghosh.
43. 8-12 Jan 2007: Leadership & Organisation Development. Programme Director: Prof. R. N. Saxena.
44. 8 Jan-2 Feb 2007: General Management Programme for Senior Executives. Programme Director: Prof. Usha Ramachandra.
45. 15-28 Jan 2007: Strategic Human Resource Management. Programme Director: Prof. Umeshwar Pandey.
46. 15-19 Jan 2007: Sales Management. Programme Director: Prof. V. Sanal Kumar.
47. 22 Jan-2 Feb 2007: Procurement Procedures for World Bank-Aided Projects. Programme Directors: Prof. B. S. Chetty & Mr. Raj V. Ponnaluri.
48. 22-26 Jan 2007: Strengthening Urban Management, India: 2007. Programme Directors: Prof. S. Chary Vedala & Dr. A. Narender.
49. 23-25 Jan 2007: Strategic Financial Management. Programme Director: Prof. Mubeen Rafat.
50. 5-9 Feb 2007: Team Building & Conflict Management. Programme Director: Prof. Ali A. Firdausi.
51. 5-9 Feb 2007: Management of IT. Programme Director: Prof. G. Mohan.
52. 5-7 Feb 2007: Social Marketing Principles & Practices of Health. Programme Director: Prof. P. H. Rao.
53. 12-16 Feb 2007: Strategic Management. Programme Director: Prof. B. Kinnera Murthy.
54. 12-16 Feb 2007: Marketing of Services. Programme Director: Prof. V. Sanal Kumar.
55. 19-23 Feb 2007: Enhancing Managerial Effectiveness. Programme Director: Prof. Ali A. Firdausi.
56. 26-28 Feb 2007: IT-Enabled Knowledge Management. Programme Director: Prof. Nirmala Apsingkar.
57. 26 Feb-2 Mar 2007: Communication Skills for Managers. Programme Director: Prof. Prabhati Pati.

58. *12-16 Mar 2007: Effective Trade Union Management. Programme Director: Prof. Umeshwar Pandey.*

B. Customized Organization-Specific Programmes (On-Campus)

1. *24-28 April 2006: Transforming Business through ICT for Senior Officials of National Water Supply & Drainage Board of Sri Lanka. Programme Director: Prof. S. Chary Vedala. Client: Co-Options Technologies Ltd., Hyderabad.*

2. *1-5 May 2006: Resettlement & Rehabilitation. Programme Directors: Prof. K.S. Ramesh & Dr. A. Indira. Client: National Thermal Power Corp. Ltd., Noida.*

3. *3-5 May 2006: Biofuels: Prospects & Challenges. Programme Director: Mr. Thilotham R. Kolanu. Client: Ministry of Environment & Forests, Govt. of India.*

4. *8-19 May 2006: Project Formulation & Implementation. Programme Director: Prof. R. S. Chalapathi. Client: Dept. of Science & Technology, Govt. of India.*

5. *8-12 May 2006: Natural Resource Management. Programme Director: Mr. Thilotham R. Kolanu. Client: Ministry of Environment & Forests, Govt. of India.*

6. *15-19 May 2006: Leadership Development for Top Executives of UBI. Programme Director: Prof. R. N. Saxena. Client: Union Bank of India, Kolkata.*

7. *22 May-30 Jun 2006: Advanced Techno-Management for Middle-Level Scientists. Programme Directors: Dr. S. K. Ghosh & Prof. G. Mohan. Client: Dept. of Science & Technology, Govt. of India.*

8. *22 May-2 Jun 2006: Management Development Programme for ISRO Scientists/Engineers. Programme Director: Prof. B. Kinnera Murthy. Client: Indian Space Research Organization, Bangalore.*

9. *22-26 May 2006: Leadership Development for Top Executives of UBI. Programme Director: Prof. R. N. Saxena. Client: United Bank of India, Kolkata.*

10. *29 May-2 Jun 2006: Team Building & Conflict Management. Programme Director: Prof. Ali A. Firdausi. Client: Ministry of Development of North-Eastern Region, Govt. of India.*

11. *29 May-2 Jun 2006: Resettlement & Rehabilitation. Programme Directors: Dr. K. S. Ramesh & Dr. A. Indira. Client: National Thermal Power Corp. Ltd., Noida.*

12. *5 Jun-16 Jun 2006: Programme for Young Managers. Programme Director: Prof. Nirmala Apsingkar. Client: SOS Children's Fund, Faridabad.*

13. *12-17 Jun 2006: Image Building: Behavior Pattern of IPS Officers. Programme Director: Prof. Ali A. Firdausi. Client: Bureau of Police Research & Development, Govt. of India.*

14. *19-30 Jun 2006: Negotiating Strategies for the Work Environment. Programme Director: Prof. Ali A. Firdausi. Client: Dept. of Science & Technology, Govt. of India.*

15. *19-23 Jun 2006: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.*

16. *26 Jun-7 Jul 2006: Management Development Programme. Programme Directors: Prof. G. Mohan & Mr. Raj V. Ponnaluri. Client: National Mineral Development Corp. Ltd., Hyderabad.*

17. *26-30 Jun 2006: Globalization & International Trade in India. Programme Director: Prof. Paramita Dasgupta. Client: Miami University, USA.*

18. *26-30 Jun 2006: Power Sector Management for Officers of the North-Eastern Region. Programme Director: Prof. Usha Ramachandra. Client: Ministry of Development of North-Eastern Region, Govt. of India.*

19. *10-15 Jul 2006: Enhancing Skills to Manage the Emerging Challenges. Programme Director: Prof. Mubeen Rafat. Client: Bank of India, Mumbai.*

20. *17-21 Jul 2006: Enhancing Water & Sanitation Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.*

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21. 24-28 Jul 2006: Data Warehousing & Data Mining. Programme Director: Prof. Nirmala Apsingkar. Client: Dept. of Science & Technology, Govt. of India.
22. 4 Jul-4 Aug 2006: General Management Programme for Executives of Power Grid Corp. of India Ltd. Programme Directors: Prof. Usha Ramachandra & Mr. Raj V. Ponnaluri. Client: PGCIL, Gurgaon.
23. 31 Jul-4 Aug 2006: Public-Private Partnership for IAS Officers. Programme Directors: Prof. Mubeen Rafat & Prof. Usha Ramachandra. Client: Dept. of Personnel & Training, Govt. of India.
24. 31 Jul-4 Aug 2006: Intellectual Property Rights & WTO. Programme Director: Prof. Paramita Dasgupta. Client: Dept. of Science & Technology, Govt. of India.
25. 7-11 Aug 2006: Strategic Use of Information Technology. Programme Director: Prof. Nirmala Apsingkar. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
26. 21-25 Aug 2006: Contract Management & Arbitration. Programme Director: Prof. B. S. Chetty. Client: Dept. of Science & Technology, Govt. of India.
27. 21-25 Aug 2006: Basic Course on WTO for IAS Officers. Programme Director: Prof. Paramita Dasgupta. Client: Dept. of Personnel & Training, Govt. of India.
28. 21 Aug-1 Sep 2006: General Management Programme. Programme Director: Prof. V. Sanal Kumar. Client: National Mineral Development Corp. Ltd., Hyderabad.
29. 28 Aug-1 Sep 2006: Promoting Good Governance & Enhancing Service Delivery. Programme Directors: Prof. S. Chary Vedala & Dr. A. Narender. Client: CMU, Kolkata Urban Services for the Poor.
30. 29 Aug-2 Sep 2006: Management of R&D for Scientists of NIOT. Programme Director: Prof. Sudarsanam Padam. Client: National Institute of Ocean Technology, Chennai
31. 3-10 Sep 2006: Leadership Development for Andhra Bank. Programme Director: Prof. R. N. Saxena. Client: Andhra Bank, Hyderabad.
32. 4-15 Sep 2006: General Management Programme. Programme Director: Prof. B. Kinnera Murthy. Client: Dept. of Science & Technology, Govt. of India.
33. 4-8 Sep 2006: Communication & Presentation Skills for IFS Officers. Programme Director: Prof. Prabhati Pati. Client: Indian Forest Service, Govt. of India.
34. 11-15 Sep 2006: Materials Management. Programme Director: Prof. R. S. Chalapathi. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
35. 11-29 Sep 2006: Advanced Financial Management for AGMS & DGMS of NTPC Ltd. Programme Director: Prof. Mubeen Rafat. Client: National Thermal Power Corp. Ltd., Noida.
36. 11-15 Sep 2006: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
37. 18-29 Sep 2006: Management Development Programme for ISRO Scientists/Engineers. Programme Director: Prof. B. Kinnera Murthy. Client: Indian Space Research Organization, Bangalore.
38. 18-29 Sep 2006: General Management Programme for Executives of Power Grid Corp. of India Ltd. Programme Director: Mr. Raj V. Ponnaluri. Client: PGCIL, Gurgaon.
39. 25-29 Sep 2006: Corporate Management Programme for Uttaranchal Forest Development Corp. Programme Director: Prof. Sudarsanam Padam. Client: UFDC, Uttaranchal.
40. 9-13 Oct 2006: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
41. 16-20 Oct 2006: Managerial Excellence Phase-II. Programme Director: Prof. B. Kinnera Murthy. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.

42. 16-20 Oct 2006: Strategic Use of Information Technology. Programme Director: Prof. Nirmala Apsingkar. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
43. 23 Oct-3 Nov 2006: Programme for Young Managers. Programme Directors: Prof. M. Chandrasekhar & Mr. Nirmalya Bagchi. Client: HCL Infosystems Ltd.
44. 23 Oct-3 Nov 2006: Negotiating Strategies in the Work Environment for Scientists. Programme Director: Prof. Ali A. Firdausi. Client: Dept. of Science & Technology, Govt. of India.
45. 30 Oct-8 Dec 2006: Advanced Techno-Management for DST. Programme Directors: Prof. M. Chandrasekhar & Mr. N. Sateesh Babu. Client: Dept. of Science & Technology, Govt. of India.
46. 30 Oct-3 Nov 2006: Intellectual Property Rights & WTO. Programme Director: Prof. Paramita Dasgupta. Client: Dept. of Science & Technology, Govt. of India.
47. 30 Oct-3 Nov 2006: Management Development Programme. Programme Director: Prof. V. Sanal Kumar. Client: India Posts, Govt. of India.
48. 6-10 Nov 2006: Promoting Good Governance & Enhancing Service Delivery. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: CMU, Kolkata Urban Services for the Poor.
49. 6-24 Nov 2006: Advanced Management Programme for AGMs & DGMs of NTPC Ltd. Programme Director: Prof. Usha Ramachandra. Client: National Thermal Power Corp. Ltd., Noida.
50. 13-17 Nov 2006: MDP for Enhancing Skills to Manage the Emerging Challenges in the Banking Industry for AGMs & DGMs of the Bank of India. Programme Director: Prof. Mubeen Rafat. Client: Bank of India, Mumbai.
51. 20-24 Nov 2006: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
52. 21-25 Nov 2006: Promoting Good Governance & Enhancing Service Delivery. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: CMU, Kolkata Urban Services for the Poor.
53. 25 Nov-2 Dec 2006: Gap-Filling Training Programme on Public Procurement & Contract Administration for DIPCCA Participants. Programme Directors: Prof. B. S. Chetty & Mr. Raj V. Ponnaluri. Client: National Procurement Agency, Sri Lanka.
54. 27 Nov-2 Dec 2006: Strategic Use of Information Technology. Programme Director: Prof. Nirmala Apsingkar. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
55. 27 Nov-1 Dec 2006: Management Development Programme for Area Sales Managers for Shreya Life Sciences. Programme Directors: Prof. V. Sanal Kumar & Prof. Umeshwar Pandey. Client: Shreya Life Sciences, Mumbai.
56. 11-15 Dec 2006: Intellectual Property Rights & WTO. Programme Director: Prof. Paramita Dasgupta. Client: Dept. of Science & Technology, Govt. of India.
57. 11-15 Dec 2006: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
58. 18-22 Dec 2006: Organizational Effectiveness. Programme Director: Prof. Umeshwar Pandey. Client: Defence Research & Development Organization, New Delhi.
59. 21-22 Dec 2006: Training Programme on Health Insurance for TPAs & CEOs. Programme Director: Mr. B. Venkata Rao. Client: Govt. of Andhra Pradesh.
60. 27-29 Dec 2006: Transformational Leadership for Sub-Station In-Charges. Programme Director: Dr. S. K. Ghosh. Client: Power Grid Corp. of India Ltd., Gurgaon.
61. 2-13 Jan 2007: General Management Programme for Executives of NTPC Ltd. Programme Director: Mr. Raj V. Ponnaluri. Client: National Thermal Power Corp. Ltd., Noida.
62. 8-12 Jan 2007: Advanced Course on WTO for IAS Officers. Programme Director: Prof. Paramita Dasgupta. Client: Dept. of Personnel & Training, Govt. of India.

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63. 8-12 Jan 2007: Capacity-Building Programme for Directors & Senior Faculty of State Councils of Educational Research & Training. Programme Director: Mrs. Khadeeja Zeenath M. Ali. Client: Ministry of Human Resource Development, Govt. of India.
 64. 29-31 Jan 2007: Financial & Commercial Due Diligence for Senior Executives of ONGC Ltd. Programme Director: Prof. Mubeen Rafat. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
 65. 29 Jan-2 Feb 2007: Strategic Use of Information Technology. Programme Director: Prof. Nirmala Apsingkar. Client: Oil & Natural Gas Corp. Ltd., Dehra Dun.
 66. 5-16 Feb 2007: General Management Programme for Senior Scientists. Programme Director: Prof. M. Chandrasekhar. Client: Dept. of Science & Technology, Govt. of India.
 67. 5-6 Feb 2007: Workshop on Corporate Governance, Market Monitoring & Surveillance for Independent Directors & Commodity Exchanges. Programme Director: Prof. Mubeen Rafat. Client: Forward Markets Commission, Mumbai.
 68. 8-9 Feb 2007: Performance Appraisal for Officers of REC. Programme Director: Prof. Somnath Ghosh. Client: Rural Electrification Corp., New Delhi.
 69. 12-23 Feb 2007: ITEC-ComSec-Sponsored SMDP for SMEs of Africa & South Asia. Programme Director: Prof. H. Hemnath Rao. Client: Commonwealth Secretariat, London.
 70. 12 Feb-2 Mar 2007: Advanced Management Programme for AGMs & DGMs of NTPC. Ltd. Programme Director: Prof. R. N. Saxena. Client: National Thermal Power Corp. Ltd., Noida.
 71. 19-23 Feb 2007: Data Warehousing & Data Mining. Programme Director: Prof. Nirmala Apsingkar. Client: Dept. of Science & Technology, Govt. of India.
 72. 19 Feb-2 Mar 2007: Project Formulation, Implementation & Evaluation. Programme Directors: Mr. Raj V. Ponnaluri & Mr. B. V. N. Sachendra. Client: Dept. of Science & Technology, Govt. of India.
 73. 19-23 Feb 2007: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
 74. 26-28 Feb 2007: Transformational Leadership for Sub-Station In-charges. Programme Director: Prof. Somnath Ghosh. Client: Power Grid Corp. of India Ltd., Gurgaon.
 75. 5-16 Mar 2007: Management Development Programme for ISRO Scientists/Engineers. Programme Director: Prof. B. Kinnera Murthy. Client: Indian Space Research Organization, Bangalore.
 76. 8 Mar 2007: Improving Quality in Health Care for ESI Officials. Programme Director: Prof. P. H. Rao. Client: Director of Insurance Medical Services, Govt. of AP.
 77. 12-16 Mar 2007: Capacity-Building Programme for Principles & Senior Faculty of District Institutes of Education & Training. Programme Director: Mrs. Khadeeja Zeenath M. Ali. Client: Ministry of Human Resource Development, Govt. of India.
 78. 19-23 Mar 2007: IPR & WTO for SIDO Officers. Programme Director: Prof. Paramita Dasgupta. Client: Ministry of Small-Scale Industries, Govt. of India.
 79. 19-23 Mar 2007: Enhancing Water & Sanitation Service Delivery in MP. Programme Directors: Prof. S. Chary Vedala & Ms. U. Sreedevi. Client: UN-HABITAT.
 80. 26 Mar-6 Apr 2007: Technology Commercialization for DST. Programme Director: Prof. M. Chandrasekhar. Client: Dept. of Science & Technology, Govt. of India.
- C. Customized Organization-Specific Programmes (Off-Campus)**
1. 5-6 May 2006: Stage-Gate Process and Failure Modes & Effects Analysis (FMEA). Programme Director: Prof. R. S. Chalapathi. Client: Shantha Bio-Techniques Ltd., Hyderabad.
 2. 12-15 May 2006: General Management Programme for Senior Executives. Programme Director: Prof. Umeshwar Pandey. Client: Govt. College of Engineering, Salem.

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3. *2-3 June 2006: Demystifying Finance for Executives. Programme Director: Prof. Mubeen Rafat. Client: Coromandal Fertilizers Ltd., Hyderabad.*
4. *22-23 June 2006: Programme on Finance. Programme Director: Prof. Mubeen Rafat. Client: Coromandal Fertilizers Ltd., Hyderabad.*
5. *3-7 July 2006: Management Insight for Faculty Members of NITW. Programme Director: Prof. Prabhati Pati. Client: National Institute of Technology, Warangal.*
6. *10-11 July 2006: SANKALP—Project Management for R&D Team of BASF India Ltd. Programme Directors: Prof. R. S. Chalapathi & Prof. B. Kinnera Murthy. Client: BASF India Ltd., Mumbai.*
7. *1-4 Aug 2006: Leadership for Senior Executives of Jindal Steel. Programme Director: Prof. R. N. Saxena. Client: Jindal Steel Power Corp. Ltd., Raigarh.*
8. *18-19 Sep 2006: Agribusiness Orientation for GFCL. Programme Directors: Prof. H. Hemnath Rao & Dr. A. Indira. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.*
9. *20-21 Sep 2006: Agribusiness Orientation for GFCL. Programme Directors: Prof. H. Hemnath Rao & Dr. A. Indira. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.*
10. *22-23 Sep 2006: Agribusiness Orientation for GFCL. Programme Directors: Prof. H. Hemnath Rao & Dr. A. Indira. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.*
11. *25-26 Sep 2006: Finance for Non-Finance Executives. Programme Director: Prof. Mubeen Rafat. Client: GMR Group, Hyderabad.*
12. *4-5 Oct 2006: Agribusiness Orientation for GFCL. Programme Directors: Prof. H. Hemnath Rao & Dr. A. Indira. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.*
13. *8-12 Oct 2006: Interpersonal Skills & Personal Effectiveness. Programme Director: Dr. S. K. Ghosh. Client: National Agricultural Policy Center, Damascus, Syria.*
14. *20-21 Nov 2006: Strategic Management for Executives of IPCL. Programme Director: Prof. B. Kinnera Murthy. Client: Indian Petrochemicals Corp. Ltd., Vadodara.*
15. *7-9 Dec 2006: Inventory Management for Executives of IPCL. Programme Director: Mr. Raj V. Ponnaluri. Client: Indian Petrochemicals Corp. Ltd., Vadodra.*
16. *2-3 Jan 2007: Programme on Marketing Strategy & Implementation for Regional Sales Managers. Programme Director: Prof. V. Sanal Kumar. Client: Lundbeck India Pvt. Ltd., Bangalore.*
17. *4-5 Jan 2007: IT-Enabled Knowledge Management for Executives of Nuclear Power Corp. of India Ltd. Programme Director: Prof. Nirmala Apsingkar. Client: NPCIL, Mumbai.*
18. *9-11 Jan 2007: Finance for Non-Finance Executives of IPCL. Programme Director: Prof. Mubeen Rafat. Client: Indian Petrochemicals Corp. Ltd., Vadodara.*
19. *5-6 Mar 2007: Agribusiness Orientation for GFCL Executives. Programme Director: Prof. H. Hemnath Rao. Client: Godavari Fertilizers & Chemicals Ltd., Secunderabad.*
20. *7-8 Mar 2007: Knowledge Management, MIS in Practice & Structural Capital Management for IPCL. Programme Director: Prof. Nirmala Apsingkar. Client: Indian Petrochemicals Corp. Ltd., Vadodara.*
21. *13-15 Mar 2007: Leadership & Organization Development. Programme Director: Dr. S. K. Ghosh. Client: Ushodaya Publications, Hyderabad.*
22. *19-21 Mar 2007: Communication Skills & Managerial Effectiveness for IPCL. Programme Director: Dr. S. K. Ghosh. Client: Indian Petrochemicals Corp. Ltd., Vadodara.*
23. *19-22 Mar 2007: Faculty Development Programme for Veterinary Faculty. Programme Director: Prof. R. N. Saxena. Client: Rajiv Gandhi College for Animal & Veterinary Sciences, Puducherry.*

Annexure-5

**Major Workshops, Conferences and Seminars
(April 2006-March 2007)**

1. *4 April 2006*: National Task Force Meeting on Urban Sanitation. Seminar Director: Prof. S. Chary Vedala. Client: Water & Sanitation Program-South Asia (WSP-SA) under the World Bank Institution.
2. *8 May 2006*: National Conference on the Right to Information. Conference Directors: Dr. S.K. Rao & Prof. Gautam Pingle. Client: Centre for Media Studies, New Delhi.
3. *11 July 2006*: National Task Force Meeting on Urban Sanitation. Seminar Director: Prof. S. Chary Vedala. Client: WSP-SA.
4. *17-18 Aug 2006*: Workshop on the Issues before the National Knowledge Commission. Workshop Director: Prof. M. Chandrasekhar. Client: Dept. of Scientific & Industrial Research, Govt. of India.
5. *25-26 Aug 2006*: National Seminar on Change Management Forum (CMF). Seminar Director: Prof. S. Chary Vedala. Client: WSP-SA.
6. *28 August 2006*: Workshop on the World Bank Report on "Inclusive Growth and Service Delivery: Building on India's Success". Workshop Directors: Dr. S.K. Rao & Ms. Sathya Prabha. Client: World Bank.
7. *26-29 Sep 2006*: Conference on Management of Change: The Challenges Facing Universities. Conference Director: Dr. Daphne M. de Rebello. Client: The Commonwealth of Learning, Vancouver. Sponsors: UNESCO, Paris, & Andhra Pradesh State Council for Higher Education, Hyderabad.
8. *18-19 Dec 2006*: National Conference on Capital Account Convertibility. Conference Directors: Dr. S.K. Rao & Prof. Paramita Dasgupta. Sponsors: Andhra Bank, Indian Bank, Canara Bank, ICIC Bank, State Bank of Hyderabad & UTI Bank.
9. *18-20 Dec 2006*: Workshop on Making City Development Strategies Work: National & Global Experiences. Workshop Director: Prof. S. Chary Vedala. Client: WSP-SA.
10. *20 Jan 2007*: Seminar on Consultations with Domestic Industry on Tariff Measures. Seminar Director: Prof. Paramita Dasgupta. Client: Indian Council for Research on International Economic Relations (ICRIER), New Delhi.
11. *24-25 Jan 2007*: Workshop on Power Sector Reforms: Appraisal & the Way Ahead. Workshop Directors: Prof. Usha Ramachandra & Mr. T.L. Sankar. Client: Ministry of Power, Govt. of India. Sponsor: Power Finance Corporation.
12. *28 Jan-2 Feb 2007*: Cultural Studies Workshop. Workshop Director: Dr. S.K. Rao. Client: Centre for Studies in Social Sciences, Kolkata.
13. *31 January 2007*: Conference on Networking of JNNURM Cities: Peer Experience & Reflective Learning (PEARL) Programme. Conference Director: Prof. S. Chary Vedala. Client: Ministry of Urban Development. Govt. of India.
14. *5-6 February 2007*: Workshop on National Urban Sanitation Policy. Workshop Director: Prof. S. Chary Vedala. Client: WSP-SA.
15. *17-18 Feb 2007*: National Conference on Practising Solar Energy Options: A Clean Initiative. Conference Directors: Mr. T.L. Sankar & Dr. P. Radhakrishna. Client: Tata- BP Solar India Ltd., Bangalore.
16. *30 Mar 2007*: Seminar on Environmental Governance: US Experience and Institutional Framework for Environmental Protection in India. Seminar Director: Mr. N. Sateesh Babu. Sponsors: United States Environmental Protection Agency (USEPA) & Andhra Pradesh Pollution Control Board (APPCB).

Annexure 6-A
Research and Consultancy Assignments
(Carried Over to April 2006-March 2007)

Centre for Economics & Finance

1. Imbalance in the Current WTO Agreement on Subsidies & Countervailing Measures and Trade. Client: Dept. of Commerce, Ministry of Commerce & Industry, Govt. of India. Involved Faculty: Mr. S. Narayanan, Dr. Dipayan Datta Chaudhuri & Prof. Paramita Dasgupta.
2. Institutional Advisor to Service Delivery Project. Client: Modernizing Govt. Programme, Govt. of Kerala. Involved Faculty: Prof. M. Surender Reddy, Prof. B. Muralidharan, Ms. Tina Mathur & Prof. V. Sanal Kumar.

Centre for Energy, Environment, Urban Governance & Infrastructure Development

1. Implementation of C1 Municipal Reforms in Andhra Pradesh. Client: Andhra Pradesh Urban Services for the Poor (APUSP), Hyderabad. Involved Faculty: Prof. S. Chary Vedala.
2. Trade & Transfer Technology. Client: Ministry of Commerce & Industry, Govt. of India. Involved Faculty: Mr. S. Narayanan.
3. Adoption of Alternative Fuel Technologies by the Transport Sector in India. Client: British High Commission. Involved Faculty: Mr. Thilotham R. Kolanu.
4. Institutionalizing Strategic Environment Assessment in India. Client: Delegation of European Union to India, Sri Lanka, Bhutan, Nepal & Maldives. Involved Faculty: Mr. Thilotham R. Kolanu.
5. Urban Reforms Rajiv Nagara Bata Programme. Client: Municipal Administration & Urban Development, Govt. of Andhra Pradesh. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
6. Hyderabad City-wide Slum Upgrading Action Plan. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.

7. Visakhapatnam City Development Strategy & Slum Upgrading Action Plan. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
8. Urban Poverty Reduction Policy for Gujarat. Client: Gujarat Urban Development Co. Ltd., Ahmedabad. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
9. National Host Institutions–State of Environment, Phase IV & Phase V. Client: Ministry of Environment & Forests, Govt. of India. Involved Faculty: Mr. Thilotham R. Kolanu.
10. Strengthening Urban Management in India, 2004-05 & 2005-06. Client: World Bank Group. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
11. Implementation Framework for the Proposed State of Environment Assessment Authorities (SEAA's). Client: Ministry of Environment & Forests, Govt. of India. Involved Faculty: Mr. Thilotham R. Kolanu & Prof. S. Chary Vedala.
12. Integrated Solid Waste Management: Scope & Dynamics of Regional Approaches. Client: WSP, World Bank. Involved Faculty: Mr. Thilotham R. Kolanu.
13. Consultancy Services to Carry Out a Reorganization Study for Manipur Electricity Board. Client: Govt. of Manipur. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
14. Consultancy Services for a Reform & Restructuring Study for the Dept. of Power. Client: Govt. of Tripura. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
15. Reform & Restructuring of the Power Sector. Client: Govt. of Sikkim. Involved Faculty: Mr. T. L. Sankar, Prof. Usha Ramachandra & Mr. K. Balarama Reddi.

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16. Human Resources in Damodar Valley Corporation. Client: Damodar Valley Corporation, Kolkata. Involved Faculty: Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. U. Pandey, Prof. Sudarsanam Padam & Dr. S. Chatterjee.
17. Study on the Framing of Rules & Regulations by CEA: Clauses 171 & 172 of the Electricity Bill. Client: Central Electricity Authority (CEA), New Delhi. Involved Faculty: Mr. T. L. Sankar, Prof. Usha Ramachandra & Mr. K. Balarama Reddi.
18. Study on the Demand & Supply of Power in the Southern Region of India during the 10th & 11th Five Year Plan Periods. Client: NTPC, Noida. Involved Faculty: Mr. T. L. Sankar, Prof. Usha Ramachandra & Prof. M. Surender Reddy.
19. Reform & Restructuring-Related Studies in Himachal Pradesh. Client: Himachal Pradesh State Electricity Board. Involved Faculty: Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. M. Surender Reddy & Mr. K. Balarama Reddi.
20. Capacity Building of Bhutan Electricity Authority. Client: Asian Development Bank. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
21. Reform & Restructuring of the Power Sector in Mizoram. Client: Dept. of Power & Electricity, Govt. of Mizoram. Involved Faculty: Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. M. Surender Reddy.
22. Compilation of Data & Information Regarding the O&M Expenses of Gas Stations and Other Utilities. Client: NTPC, New Delhi. Involved Faculty: Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
23. Consultancy Services to Advise on the Sale of Central Zone Distribution in Orissa with UTI Bank. Client: Central Zone Distribution Co. of Orissa, Bhubaneswar. Involved Faculty: Mr. K. Balarama Reddi & Mr. T. L. Sankar.
24. Advisory Services to CESC for the Year 2006. Client: Calcutta Electric Supply Company (CESC) Ltd., Kolkata. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
25. Study of the Demand & Supply of Power in the Eastern & Northern Regions of India during the XIth & XIIth Plan Periods. Client: NTPC, Noida. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
26. Analysis of Tariff Proposals, Determination of ARR & Preparation of Orders. Client: Chhattisgarh State Electricity Regulatory Commission, Raipur. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
27. Tariff Analysis of Gujarat Electricity Regulatory Commission. Client: Gujarat Electricity Regulatory Commission, Ahmedabad. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

Centre for Human Development

1. Impact Assessment of the HIV/AIDS Prevention Programme in Andhra Pradesh. Client: National Institute of Public Health, Mexico. Involved Faculty: Prof. Lalit Dandona & Dr. Rakhi Dandona.
2. Study of the Elements that Contributed to the Success of Family Planning in Andhra Pradesh. Client: United Nations Fund for Population Activities. Involved Faculty: Mr. B. Venkata Rao & Prof. Ramesh Durvasula.
3. National Family Health Survey, Phase-III. Client: International Institute for Population Sciences, Mumbai. Involved Faculty: Mr. B. Venkata Rao, Prof. Ramesh Durvasula, Dr. B. M. Naidu, Prof. Lalit Dandona & Dr. Rakhi Dandona.
4. Patterns of Road Traffic Injuries in Hyderabad. Client: Wellcome Trust, London. Involved Faculty: Dr. Rakhi Dandona & Prof. Lalit Dandona.
5. Preparation & Conduct of a Certification Programme in Service Delivery. Client: Govt. of Kerala. Involved Faculty: Dr. B. Lakshmi, Dr. Anil K. Sood, Prof. R. S. Chalapathi & Ms. Tina Mathur.
6. Post-Market Surveillance & Monitoring Adverse Drug Reaction. Client: Ministry of Health & Family Welfare, Govt. of India. Involved Faculty: Dr. P.H. Rao.

Centre for Innovation & Technology

1. Building Institutional Capabilities in Technology Management: Phase IV. Client: Dept. of Scientific & Industrial Research, Govt. of India. Involved Faculty: Prof. M. Chandrasekhar & Mr. Thilotham R. Kolanu.
2. Study of the TDB Experience. Client: Technology Development Board, Dept. of Science & Technology, Govt. of India. Involved Faculty: Prof. M. Chandrasekhar.
3. Framework for Developing a Roadmap of e-Governance for Govt. of Chhattisgarh. Client: National Institute of Smart Governance, Hyderabad. Involved Faculty: Prof. Nirmala Apasingkar & Dr. Dipayan Datta Chaudhuri.

Centre for Management Studies

1. Organization Study of Bureau of Energy Efficiency. Client: Bureau of Energy Efficiency, New Delhi. Involved Faculty: Prof. Umeshwar Pandey, Dr. S. Chatterjee, Prof. M. Chandrasekhar & Dr. S. K. Ghosh.
2. Evaluation of the Training Programmes Conducted by HR Development Institute. Client: BHEL, Noida. Involved Faculty: Dr. S. K. Ghosh, Prof. B. Kinnera Murthy & Dr. S. Chatterjee.
3. Organization Study for OPGCL. Client: Orissa Power Generation Corp. Ltd. Bhubaneswar. Involved Faculty: Prof. Ali A. Firdausi, Prof. Umeshwar Pandey, Prof. B. S. Chetty & Prof. R. N. Saxena.
4. Restructuring & Reorganization of DDA. Client: Delhi Development Authority, New Delhi. Involved Faculty: Prof. Ali. A. Firdausi, Prof. Umeshwar Pandey, Prof. Sudarsanam Padam & Prof. B.S. Chetty.

Centre for Poverty Studies & Rural Development

1. Modernization of Management Systems & Practices. Client: Sivika Foods Pvt. Ltd., Secunderabad. Involved Faculty: Prof. H. Hemnath Rao & Dr. Sudha Swaminathan.

Centre for Public Policy, Governance & Performance

1. AP State Development Report. Client: Planning Commission, Govt. of India. Involved Faculty: Prof. Gautam Pingle, Prof. M. Surender Reddy, Prof. Kinnera Murthy, Prof. Ali A. Firdausi, Dr. Dipayan Datta Chaudhuri, Prof. Usha Ramachandra, Dr. Y. Satyanarayana & Prof. M. Chandrasekhar.
2. Restructuring of Central Water Commission. Client: Ministry of Water Resources, Govt. of India. Involved Faculty: Prof. Gautam Pingle & Prof. Hemnath Rao.
3. History of the Power Sector in India. Client: NTPC, New Delhi. Involved Faculty: Prof. Gautam Pingle, Prof. Usha Ramachandra & Dr. Rohit Raj Mathur.
4. Preparation of Approach Statement for Orissa Vision 2020. Client: Govt. of Orissa. Involved Faculty: Prof. Gautam Pingle & Prof. H. Hemnath Rao.
5. PM's Awards for Excellence in Public Administration, 2005-06. Client: Dept. of Administrative Reforms & Public Grievances, Govt. of India. Involved Faculty: Prof. Gautam Pingle, Prof. M. Chandrasekhar & Dr. A. Indira.

Library

1. A Visual Presentation of the Indian S&T Institutional Base. Client: National Institute of Advanced Studies, Bangalore. Involved Faculty: Dr. N. G. Satish.
2. To Collate Health Information on Identified Areas, Undertake Data Entry & Upload Documents on WHO India—Office Application. Client: WHO. Involved Faculty: Dr. N. G. Satish.

Annexure 6-B
Research and Consultancy Assignments
(Completed during April 2006-March 2007)

Center for Economics & Finance

1. Institutional Advisor to Service Delivery Project. Client: Govt. of Kerala, Involved Faculty: Prof. M. Surender Reddy, Prof. B. Muralidharan, Ms. Tina Mathur & Prof. V. Sanal Kumar.

Centre for Energy, Environment, Urban Governance & Infrastructure Development

1. Institutionalizing Strategic Environment Assessment in India. Client: Delegation of European Union to India, Sri Lanka, Bhutan, Nepal & Maldives. Involved Faculty: Mr. Thilotham R. Kolanu.
2. National Host Institutions–State of Environment, Phase IV & V. Client: Ministry of Environment & Forests, Govt. of India. Involved Faculty: Mr. N. Sateesh Babu.
3. Implementation Framework for the Proposed State of Environment Assessment Authorities (SEAs). Client: Ministry of Environment & Forests, Govt. of India. Involved Faculty: Mr. Thilotham R. Kolanu & Prof. S. Chary Vedala.
4. Consultancy Services for a Reform & Restructuring Study for the Dept. of Power. Client: Govt. of Tripura. Involved Faculty: Mr. T. L. Sankar, Mr. K. Balarama Reddi, & Prof. Usha Ramachandra.
5. Study on the Demand & Supply of Power in the Southern Region of India during the 10th & 11th Five Year Plan Periods. Client: NTPC, Noida. Involved Faculty: Mr. T. L. Sankar, Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. M. Surender Reddy.
6. Consultancy Services to Advise on the Sale of Central Zone Distribution in Orissa with UTI Bank. Client: Central Zone Distribution Co. of Orissa, Bhubaneswar. Involved Faculty: Mr. K. Balarama Reddi & Mr. T. L. Sankar.
7. Advisory Services to CESC for the Year 2006. Client: Calcutta Electric Supply Company Ltd., Kolkata. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

8. Analysis of Tariff Proposals, Determination of ARR & Preparation of Orders. Client: Chhattisgarh State Electricity Regulatory Commission, Raipur. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
9. Tariff Analysis of Gujarat Electricity Regulatory Commission. Client: Gujarat Electricity Regulatory Commission, Ahmedabad. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
10. Social Environmental Studies at MSU Level. Client: APURMSP, Hyderabad. Involved Faculty: Prof. S. Chary Vedala.
11. Capacity Building of Bhutan Electricity Authority. Client: Asian Development Bank. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
12. Analysis of ERCs & Tariff Petitions of Five ESCOMs in Karnataka. Client: Karnataka Electricity Regulatory Commission. Involved Faculty: Mr. K. Balarama Reddi & Prof. Usha Ramachandra

Centre for Human Development

1. Impact Assessment of the HIV/AIDS Prevention Programme in Andhra Pradesh. Client: National Institute of Public Health, Mexico. Involved Faculty: Prof. Lalit Dandona & Dr. Rakhi Dandona.
2. Study of the Elements that Contributed to the Success of Family Planning in Andhra Pradesh. Client: United Nations Fund for Population Activities. Involved Faculty: Mr. B. Venkata Rao & Prof. Ramesh Durvasula.
3. National Family Health Survey, Phase III. Client: International Institute for Population Sciences, Mumbai. Involved Faculty: Mr. B. Venkata Rao, Prof. Ramesh Durvasula, Dr. B. M. Naidu, Prof. Lalit Dandona & Dr. Rakhi Dandona.

4. Patterns of Road Traffic Injuries in Hyderabad. Client: Wellcome Trust, London. Involved Faculty: Dr. Rakhi Dandona & Prof. Lalit Dandona.
5. Preparation & Conduct of a Certification Programme in Service Delivery. Client: Govt. of Kerala. Involved Faculty: Dr. B. Lakshmi, Dr. Anil K. Sood, Prof. R. S. Chalapathi & Ms. Tina Mathur.
6. RCH-II Baseline Survey. Client: Dept. of Health, Medical & Family Welfare, Govt. of Andhra Pradesh. Involved Faculty: Dr. B. M. Naidu, Dr. P. Rama Devi & Prof. Lalit Dandona.

Centre for Innovation & Technology

1. Building Institutional Capabilities in Technology Management: Phase IV. Client: Dept. of Scientific & Industrial Research, Govt. of India. Involved Faculty: Prof. M. Chandrasekhar & Mr. Thilotham R. Kolanu.
2. Framework for Developing a Roadmap of e-Governance for Govt. of Chhattisgarh. Client: National Institute of Smart Governance, Hyderabad. Involved Faculty: Prof. Nirmala Apasingkar & Dr. Dipayan Datta Chaudhuri.

Centre for Management Studies

1. Organization Study of Bureau of Energy Efficiency. Client: Bureau of Energy Efficiency, New Delhi. Involved Faculty: Prof. Umeshwar Pandey, Dr. S. Chatterjee & Dr. S. K. Ghosh.
2. Evaluation of the Training Programmes Conducted by HR Development Institute. Client: BHEL, Noida. Involved Faculty: Dr. S. K. Ghosh, Prof. B. Kinnera Murthy & Dr. S. Chatterjee.
3. Structural Study of APHDC Ltd. Client: Andhra Pradesh Handicrafts Development Corp. Ltd., Hyderabad. Involved Faculty: Prof. B. Kinnera Murthy, Dr. Sudha Swaminathan & Ms. Kanupriya Katyal.
4. Screening Test for Promotion to the General Manager Position (Scale VII). Client: General Insurer's Public Sector Association of India (GIPSA), New Delhi. Involved Faculty: Prof. R. N. Saxena & Prof. Umeshwar Pandey.

5. Organization Study for OPGCL. Client: Orissa Power Generation Corp. Ltd. Bhubaneswar. Involved Faculty: Prof. Ali A. Firdausi, Prof. Umeshwar Pandey, Prof. B. S. Chetty & Prof. R. N. Saxena.
6. Restructuring & Reorganization of DDA. Client: Delhi Development Authority, New Delhi. Involved Faculty: Prof. Ali A. Firdausi, Prof. Umeshwar Pandey, Prof. Sudarsanam Padam & Prof. B.S. Chetty.

Centre for Public Policy, Governance & Performance

1. Preparation of Approach Statement for Orissa Vision 2020. Client: Govt. of Orissa. Involved Faculty: Prof. Gautam Pingle & Prof. H. Hemnath Rao.
2. PM's Awards for Excellence in Public Administration, 2005-06. Client: Dept. of Administrative Reforms & Public Grievances, Govt. of India. Involved Faculty: Prof. Gautam Pingle, Prof. M. Chandrasekhar & Dr. A. Indira.
3. Investment Climate Assessment for the Informal Sector. Client: Marketing Development & Research Associates, New Delhi. Involved Faculty: Prof. Gautam Pingle.
4. AP State Development Report. Client: Planning Commission, Govt. of India. Involved Faculty: Prof. Gautam Pingle, Prof. M. Surender Reddy, Prof. B. Kinnera Murthy, Prof. Ali A. Firdausi, Dr. Dipayan Datta Chaudhuri, Prof. Usha Ramachandra, Dr. Y. Satyanarayana, Prof. M. Chandrasekhar & Mrs. Khadeeja Zeenath M. Ali.

Library

1. A Visual Presentation of the Indian S&T Institutional Base. Client: National Institute of Advanced Studies, Bangalore. Involved Faculty: Dr. N. G. Satish.
2. To Collate Health Information on Identified Areas, Undertake Data Entry & Upload Documents on WHO India—Office Application. Client: WHO. Involved Faculty: Dr. N. G. Satish.

Annexure 6-C
New Research & Consultancy Assignments
(Received during April 2006-March 2007)

Centre for Economics & Finance

1. Impact of Trade Liberalization in the Information Technology Sector on Development. Client: UNCTAD, New Delhi. Involved Faculty: Prof. Parmita Dasgupta, Dr. A Indira & Ms. Ashita Allamraju.
2. Emerging Practices in Corporate Governance: Seminar. Client: National Foundation for Corporate Governance, Mumbai. Involved Faculty: Prof. Mubeen Rafat & Mr. Mohammed A. Abid.
3. District Administration. Client: Second Administrative Reforms Commission, Govt. of India. Involved Faculty: Prof. M. Surender Reddy & Dr. A. Indira.
4. Improving Pro-Poor Service Delivery in Select Departments with a Large Public Interface. Client: Centre for Good Governance, Hyderabad. Involved Faculty: Prof. M. Surender Reddy, Prof. V. Sanal Kumar, Mr. B. Venkata Rao, Mr. Mohammed A. Abid & Mrs. Khadeeja Zeenath M. Ali.
5. Resettlement & Rehabilitation of Hydro Project. Client: Tehri Hydro Development Corp., Rishikesh. Involved Faculty: Prof. M. Surender Reddy, Dr. P. Sahoo, Prof. Usha Ramachandra & Dr. Amarender Reddy.

Centre for Energy, Environment, Urban Governance & Infrastructure Development

1. Inventorization of Hazardous Waste in Orissa. Client: Orissa State Pollution Control Board, Bhubaneshwar. Involved Faculty: Mr. Thilotham R. Kolanu & Mr. N. Sateesh Babu.
2. *Change Management Times* Newsletter: WSP Project. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala, Dr. A. Narender & Ms. U. Sreedevi.
3. Establishing & Operationalizing the National Task Force on Policy Dialogue, I & II. Client: Water & Sanitation Programme, South Asia. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.

4. Preparation of Process Manual for City-wide Universal Sanitation. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
5. Change Management Forum: National Workshop on JNNURM: An Opportunity for Indian Cities to Move towards Continuous Water Supply. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Ms. U. Sreedevi.
6. Case Studies & Curriculum Development for Urban Governance for IAS Officers. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
7. Case Studies on 24/7 Curriculum Development. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Ms. U. Sreedevi.
8. Urban Sector Case Studies & Learning Events. Client: World Bank Institute, Washington, DC. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
9. Staff Cost: WSP. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala, Dr. A. Narender & Ms. U. Sreedevi.
10. Visakhapatnam City Development Strategy & Slum Upgrading Action Plan: Phase II. Client: The Cities Alliance, World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
11. Case Studies for Designing Regional Approaches to Solid Waste Management. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Mr. Thilotham R. Kolanu.
12. Curriculum Development for Change Management Forum (North East). Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
13. National Workshop on Good Practice Approaches to ISWM. Client: Water & Sanitation Programme, South Asia. Involved Faculty: Prof S. Chary Vedala & Dr. A. Narender.

ADMINISTRATIVE STAFF COLLEGE OF INDIA

14. Strengthening & Sustaining the Ongoing Change Management Forum. Client: Water & Sanitation Programme, South Asia. Involved Faculty: Prof. S. Chary Vedala & Ms. U. Sreedevi.
15. Social Environmental Studies at MSU Level. Client: APURMSP, Hyderabad. Involved Faculty: Prof. S. Chary Vedala.
16. Last-Mile Franchisee Project for Bundled Pro-Poor Electricity & Other Infrastructure Service Delivery, Employing the S31DFs Social Merchant Bank Approach: BNPP-GVEP Grant for Global Village Energy Partnership. Client: World Bank/Winrock International. Involved Faculty: Mr. T. L. Sankar & Prof. Usha Ramachandra.
17. Determination of Tariff, Framing of Regulations, etc. for Bihar. Client: Bihar Electricity Regulatory Commission, Patna. Involved Faculty: Mr. K. Balarama Reddi & Mr. T. L. Sankar.
18. Preparation of City Development Plans for Hyderabad, Vijayawada & Visakhapatnam. Client: Andhra Pradesh Urban Infrastructure Development Corp. (APUIDC), Hyderabad. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
19. Preparation of Tariff Petition for the Year 2006-07 for Tenughat Vidyut Nigam Ltd. Client: Tenughat Vidyut Nigam Ltd., Ranchi. Involved Faculty: Mr. K. Balarama Reddi.
20. Evaluation of APDRP works in Andhra Pradesh. Client: Ministry of Power, Govt. of India. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
21. Analysis of ERCs & Tariff Petitions of Five ESCOMs in Karnataka. Client: Karnataka Electricity Regulatory Commission, Bangalore. Involved Faculty: Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
22. Appraisal of City Development Plans Received from State Governments/Cities & Implementation of Reforms as per the Timelines Specified in MoA under JNNURM. Client: JNNURM. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
23. City Development Plans for Tirupathi. Client: JNNURM, Ministry of Urban Development, Govt. of India. Involved Faculty: Prof. S. Chary & Dr. A. Narender.
24. Preparing a City Development Strategy for Hubli Dharwad Municipal Corporation. Client: HDMC, Hubli. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
25. Last-Mile Improvement in Electricity Distribution and Pro-Poor Service Development. Client: SSSI Development Fund, Bangalore. Involved Faculty: Mr. T. L. Sankar.
26. Preparation of a Rapid Environmental Impact Assessment Report for Lower Jurala Hydro Electric Project. Client: JNTU, Hyderabad. Involved Faculty: Mr. N. Sateesh Babu, Mr. Thilotham R. Kolanu & Ms. E. A. Savitha.
27. Preparation of City Development & Reform Plans for Six Cities. Client: Centre for Good Governance, Hyderabad. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
28. Andhra Pradesh Urban Development & Poverty Reduction Strategy. Client: Centre for Good Governance, Hyderabad. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
29. Tariff Analysis on Behalf of GERC. Client: Gujarat Electricity Regulatory Commission, Ahmedabad. Involved Faculty: Mr. K. Balarama Reddi.
30. Advisory Services to CESC for the Year 2007. Client: Calcutta Electric Supply Company Ltd., Kolkata. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
31. Quality & Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts under APCPDCL. Client: Andhra Pradesh Central Power Distribution Co. Ltd. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
32. Support to ULBs for the Compilation of Draft Development Plans & Internal Appraisal of DDPs. Client: Kolkata Urban Services for the Poor. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
33. Processing & Determination of ARR/Tariff Petition from Torrent Power. Client: Gujarat Electricity Regulatory Commission, Ahmedabad. Involved Faculty: Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

ADMINISTRATIVE STAFF COLLEGE OF INDIA

34. Gujarat Urban Poverty Reduction & Slum Upgradation Strategy. Client: Gujarat Urban Development Corp., Ahmedabad. Involved Faculty: Dr. A. Narender & Prof. S. Chary Vedala.
35. Demand Responsive Support. Client: Water & Sanitation Programme, South Asia. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.
36. Change Management Forum—North-East. Client: World Bank. Involved Faculty: Prof. S. Chary Vedala & Dr. A. Narender.

Centre for Human Development

1. RCH-II Baseline Survey. Client: Dept. of Health, Medical & Family Welfare, Govt. of Andhra Pradesh. Involved Faculty: Dr. B. M. Naidu, Dr. P. Rama Devi & Prof. Lalit Dandona.

Centre for Innovation & Technology

1. Selection of Enterprise Resource Planning (ERP) Product & Implementation Partner and Monitoring & Support of ERP Implementation in Midhani. Client: Mishra Dhatu Nigam Ltd., Hyderabad. Involved Faculty: Prof. Nirmala Apsingkar & Prof. G. Mohan.

Centre for Management Studies

1. Structural Study of APHDC Ltd. Client: Andhra Pradesh Handicrafts Development Corp. Ltd., Hyderabad. Involved Faculty: Prof. B. Kinnera Murthy, Dr. Sudha Swaminathan & Ms. Kanupriya Katyal.
2. Preparation of a Feasibility Report on Bus Rapid Transport Systems. Client: Greater Visakhapatnam Municipal Corp. Involved Faculty: Mr. Raj V. Ponnaluri.
3. Preparation of Six Detailed Project Reports on Bus Rapid Transit Systems. Client: Vijayawada Municipal Corp. Involved Faculty: Mr. Raj Ponnaluri & Ms. Mamta Desai.
4. Operational Research Study on the Manpower Requirement of Police Stations in Andhra Pradesh. Client: Andhra Pradesh Police Dept. Involved Faculty: Dr. S. K. Ghosh, Mr. Nirmalya Bagchi,

Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle.

5. Situation Analysis of the Public Health System in Andhra Pradesh. Client: Public Health Foundation of India, New Delhi. Involved Faculty: Prof. Somnath Ghosh, Mr. B. V. N. Sachendra & Dr. S. K. Ghosh.
6. Screening Test for Promotion to the General Manager Position (Scale VII). Client: General Insurer's Public Sector Association of India (GIPSA), New Delhi. Involved Faculty: Prof. Umeshwar Pandey, Prof. R. N. Saxena & Prof. Prabhati Pati.

Centre for Poverty Studies & Rural Development

1. Evaluation of the Impact of Kisan Call Centres. Client: Ministry of Agriculture, Govt. of India. Involved Faculty: Prof. H. Hemnath Rao & Dr. B. M. Naidu.
2. Evaluation of the Impact of NIRD Training Programmes. Client: National Institute for Rural Development, Hyderabad. Involved Faculty: Dr. A. Indira, Prof. H. Hemnath Rao, Prof. R. N. Saxena & Dr. P. Sahoo.

Centre for Public Policy, Governance & Performance

1. Investment Climate Assessment for the Informal Sector. Client: Marketing Development & Research Associates, New Delhi. Involved Faculty: Prof. Gautam Pingle.
2. PM's Awards for Excellence in Public Administration, 2006-07. Client: Dept. of Administrative Reforms & Public Grievances, Govt. of India. Involved Faculty: Prof. M. Chandrasekhar, Prof. Gautam Pingle, Mr. Raj Ponnaluri, Mr. Mohammed A. Abid, Ms. Satya Prabha & Ms. Sohini Basu.

Library

1. Industrial R&D in India: A Web Portal. Client: Dept. of Science & Technology, Govt. of India. Involved Faculty: Dr. N. G. Satish.

Annexure-7
Lectures, Colloquiums and Seminars
(April 2006-March 2007)

A. ENDOWED LECTURES

1. *21 April 2006*: K. L. N. Prasad Memorial Lecture (endowed by M/s K. L. N. Trust). "Indian Insurance Industry: Post- Liberalization Landscape", by Sri C. S. Rao, Chairman, Insurance Regulatory Development Authority (IRDA), Hyderabad.
2. *22 September 2006*: Dr. B. R. Ambedkar Memorial Lecture (endowed by Govt. of Andhra Pradesh). "Rage and Calm", by Hon'ble Sri Gopalkrishna Gandhi, Governor of West Bengal.
3. *21 November 2006*: Dr. Y. Nayudamma Memorial Lecture (endowed by M/s Spartek Ceramics India Ltd.). "Science for Our Future", by Prof. C. N. R. Rao, Scientific Advisor to PM, National Research Professor, Honorary President & Linus Pauling Research Professor, Jawaharlal Nehru Centre for Advanced Scientific Research (JNCASR), Bangalore.
4. *05 December 2006*: ASCI Foundation Lecture (endowed by Sir Shriram Foundation). "ASCI Golden Jubilee Address", by Dr. Manmohan Singh, Hon'ble Prime Minister of India.

Economics, Indian Institute of Management, Kozhikode, Kerala.

5. *26 March 2007*: "Development of Mumbai as an International Financial Centre", by Mr. Percy S. Mistry, Chairman, Oxford International Group, Oxfordshire, UK.

B. RESEARCH COLLOQUIUMS/SEMINARS

1. *10 August 2006*: "Water & Sanitation", by Dr. Bhanoji Rao, Professor Emeritus, GITAM Institute of Foreign Trade, Visakhapatnam.
2. *10 October 2006*: "Manufacturing Sector: Prospects for Growth in the Next Decade", by Mr. M. Govindarajan, Member Secretary, National Manufacturing Competitiveness Council.
3. *9 November 2006*: "Management of Risk in Infrastructure Projects", by Dr. Krishna Srivastava, Environmental Technical Director, Golder Associates Pvt. Ltd., Australia.
4. *21 March 2007*: "The Recovery of India: Jawaharlal Nehru and the Indian Economy", by Prof. Pulapre Balakrishnan, Professor of

Annexure-8

Faculty Publications

1. Bagchi, Nirmalaya. 2007. "Modelling for Decentralized Planning: A Programming Approach." Paper presented at the 9th International Conference on Decision Support Systems, 2-4 January, IIM Calcutta, organized by the Association for Information Systems & International Society for Decision Support Systems. Paper No. 7, published as part of e-proceedings (<http://www.cba.uni.edu/ICDSS2007/eProceedings.htm>).
2. Dandona, L. 2006. "Clinical trials in India: Balancing Economic Opportunity with the Public Health Context" [invited editorial]. *National Medical Journal of India* 19: 57-59.
3. Dandona R. 2006. "Making Road Safety a Public Health Concern with Policy- Makers in India." *National Medical Journal of India* 19: 126-33.
4. Dandona R., G. A. Kumar, and L. Dandona. 2006. "Risky Behaviour of Drivers of Motorized Two-Wheeled Vehicles in India." *Journal of Safety Research* 37: 149-58.
5. Dandona R., G.A. Kumar, T.S. Raj, and L. Dandona. 2006. "Patterns of Road Traffic Injuries in the Vulnerable Population in Hyderabad, India." *Injury Prevention* 12: 183-88.
6. Dandona R., L. Dandona, G. A. Kumar, J. P. Gutierrez, S. McPherson, F. Samuels, and S. M. Bertozzi, ASCI FPP Study Team. 2006. "Demography and Sex Work Characteristics of Female Sex Workers in India." *BMC International Health and Human Rights* 6: 5.
7. Firdausi Ali A., and B. S. Chetty. 2006. "Arresting the Menace of Child Labour through Participatory Monitoring", 103-124. In V. V. Ramani (ed.) *Child Labour in India: An Introduction*. Hyderabad: ICFAI University Press.
8. Ghosh, S. K., and B. R. Sejwal. 2006. "Relationship between Perceived Organizational Values and Leadership Styles." *Indian Journal of Industrial Relations* 42 (1): 57-72.
9. Katyal, Kanupriya, and Jagrook Dawra. 2006. "Self-Explicated Conjoint for Heterogeneous Product: The Rupee One Lakh Car." *ASCI Journal of Management* 35 (1&2): 90-106.
10. _____. 2006. "The Brand-Celebrity Conformance." *ICFAI Journal for Brand Management* 3 (2): 6-18.
11. Katyal, Kanupriya. 2007. "Organization Development Exercise at Aksh¹ to Address the Problem of High Employee Attrition." *HRM Review* 7 (1) January: 53-63.
12. _____. 2007. "Personal Computers: What Attracts Consumers Towards Them?" *ICFAI Journal for Brand Management* 4 (1) March: 63-77.
13. Kumar, V. Sanal. 2006. "Sainand Beedis." *Asian Case Research Journal* 10 (2): 219-47.
14. Naidu, B.M. 2006. "Health Insurance Regulations in the United States: Lessons for India." *ASCI Journal of Management* 35 (1&2): 69-89.
15. _____. 2006. "Medical Tourism in India Growing Rapidly." *Business Times* (Washington, DC) 25 (2): 44-45.
16. Ponnaluri, Raj V. 2006. "Road Networks for Connecting Interior India to Urban and City Centres." *RITES Journal* 8 (2): 19.1-10.
17. Vedala, S. Chary, and Veena Ish. 2007. "Effective Implementation of Reforms under JNNURM-AP Experience." *HABITAT* 3 (2) February.