



ANNUAL REPORT 2007–2008

Administrative Staff College of India
Bella Vista : Hyderabad

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51st ANNUAL REPORT 2007-2008

Chairman's Statement



I have pleasure in presenting, on behalf of the Court of Governors, the Fifty-First Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31 March 2008.

The financial results for the period under review have been quite encouraging, with a higher operating income of Rs. 2,072.64 lakhs compared to Rs. 1,823.20 lakhs during 2006-07. The total income of Rs. 2,176.72 lakhs, including other income of Rs. 104.08 lakhs, was higher by 10.42 per cent compared to Rs. 1,971.26 lakhs in 2006-07. Overall expenditure amounted to Rs. 2,080.73 lakhs as against Rs. 1,884.84 lakhs in 2006-07. The operating income of the year was thus just Rs. 8 lakhs short of the operating expenditure. I should add that the expenditure figure is inclusive of the increase on account of the wage revision of Group III, IV and V employees, amounting to about Rs. 100 lakhs. With an interest income of Rs. 166 lakhs, the college ended up with a surplus before appropriations of Rs. 159.65 lakhs compared to Rs. 40.46 lakhs during 2006-07. As can be seen from the Audited Statement of Accounts, out of this surplus, Rs. 100 lakhs was transferred to the newly created Govt. of India Loan Repayment Reserve, Rs. 25 lakhs, as in the previous year, to the Reserve for Contingencies and the balance Rs. 34.65 lakhs to the ASCI Development Fund as against Rs. 15.46 lakhs in the previous year.

Training activity has continued to register an increase. The income earned in 2007-08 was Rs. 1,215.47 lakhs, excluding the income of Rs. 98.40 lakhs from the PGDHM programme, compared to Rs. 1,087.52 lakhs in the previous year—an increase of Rs. 127.95 lakhs. Programmes in the areas of General Management (Rs. 405.56 lakhs), Human Resources (Rs. 268.80 lakhs) and Operations (Rs. 173.01 lakhs) contributed significantly to the management development activity. The college

conducted 160 programmes (one less than in the previous year) with 3,773 participants—an increase of 141 over the previous year. This included 361 foreign participants and 376 women participants compared to 268 and 233, respectively, in 2006-07. Thus, there was an increase of 61 per cent in women's participation and 35 per cent in foreign participation. Forty-five per cent of the participants were from the government, 21 per cent from the public sector, 16 per cent from the private sector, 7 per cent from banks and 9 per cent from abroad.

During the period under review, five programmes were conducted exclusively for women participants. Consistent with the college's policy of developing and conducting new and innovative programmes, nine new programmes were conducted: Developing Emotionally Intelligent Leadership, Mentoring and Career Development, Managing Performance, Improving Work Culture, Leadership Skills Development, e-Procurement, Inventory Management, Using Data for Monitoring and Evaluation, and Marketing for Hospital and Health Care Professionals.

The two-year Post-Graduate Diploma in Hospital Management Programme, recognized by AICTE in 2005, had 30 participants of whom 12 were doctors and 18 other graduates. Several hospitals have come forward with offers for placements.

Conferences, research seminars and panel discussions were organized on subjects of contemporary relevance and were well attended. They were well received by the participants. Details are available in Annexure 5.

The efforts of the college in improving its international reach gained further momentum. ASCI conducted programmes in collaboration with, and targeted at participation by, neighbouring countries of South Asia and Africa. Some of them had funding support from the World Bank Institute, Commonwealth Secretariat, German Technical Cooperation (GTZ)-Gender Mainstreaming Project, Government of Afghanistan, and Government of Sri Lanka. Here, mention may also be

made of the programmes conducted by the college for Afghanistan: Gender Budgeting and Gender Mainstreaming for Officials of the Government of Afghanistan and a Policy Seminar-cum-Exposure Visit for Afghan Civil Servants.

Consultancy and research activities have continued to grow. During the year, the college received 69 new research and consultancy projects compared to 55 in 2006–07, valued at Rs. 789 lakhs compared to Rs. 699 lakhs in 2006–07, representing an increase of 25 and 13 per cent in volume and value, respectively, over the previous year. As in the past, areas under the Centre for Energy, Environment, Urban Governance and Infrastructure Development and the Centre for Public Policy, Governance and Performance contributed significantly to the activity.

The college successfully completed 51 projects—24 research and 27 consultancy assignments—as compared to 33 in the previous year, comprising 16 research and 17 consultancy projects. ASCI earned an income of Rs. 284.40 lakhs from research and Rs. 474.37 lakhs from consultancy assignments, while the corresponding figures for 2006–07 were Rs. 285.58 lakhs and Rs. 411.08 lakhs, respectively. Notable among the completed projects were: Impact of Trade Liberalization in the Information Technology Sector on Development; Rapid Assessment of the Functionality of First Referral Units (FRUs) and 24x7 Primary Health Centres (PHCs) in Andhra Pradesh; Coal Regulatory Bill; Preparation of Six Detailed Project Reports—Bus Rapid Transit System; Evaluation of the Impact of Kisan Call Centres; National Host Institution: State of Environment Reporting—Phase VI; Demand and Supply of Power in the Eastern and Northern Regions of India during 11th and 12th Plan Periods; Enabling Urban Local Bodies (ULBs) and Kerala Water Authority to Work in the Context of Mandatory Reforms under JNNURM; and National Workshop on Good Practice Approaches to Integrated Solid Waste Management—Water and Sanitation Programme (ISWM-WSP). For the third successive year, the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, awarded ASCI the work relating to the selection process for the prestigious Prime Minister’s Awards for Excellence in Public Administration.

In line with the Vision Committee recommendations suggesting more focus on good governance, poverty

studies, rural development and human development, ASCI has been directing its endeavours towards building capacities and achieving good results in these new key areas in training, research and consultancy activities.

One of the events of 2007–08 that merits mention is the Conference on the North-Eastern Region of India: Constraints and Opportunities for Development organized by ASCI, which was inaugurated by Mr. Mani Shankar Aiyar, Hon’ble Minister of Development of the North-Eastern Region, Govt. of India. The proceedings of this conference have since been published as a special issue of the *ASCI Journal of Management* (vol. 37 no. 2 March 2008).

During 2007–08, 11 new faculty members were recruited. By the end of March 2008, the faculty strength was 43. Recruitment of young members has improved the age profile of the faculty. At our invitation, Mr. B. G. Verghese, Chairman, Commonwealth Human Rights Initiative and former Information Advisor to the Prime Minister, joined the college as Visiting Professor during the year.

As in previous years, the college organized memorial lectures in honour of Mr. Rajiv Gandhi, Mr. C. C. Desai and Dr. B. R. Ambedkar. These lectures were respectively delivered by the following eminent persons: Mr. Mani Shankar Aiyar, Hon’ble Minister, Govt. of India, on “Panchayati Raj: From Yesterday to Tomorrow”; Dr. D. Subbarao, IAS, Finance Secretary, Govt. of India, on: “Elephants Too Dance: The India Growth Story”; and Prof. Andre Beteille, FBA, Chairman, Indian Council of Social Science Research, on: “Constitutional Morality”. Eight public lectures by eminent personalities were also organized by the college (details are available in Annexure 7).

Infrastructure development continues apace. The conference hall at the ASCI New Delhi Centre was renovated. Plans for the proposed construction at the College Park campus in Banjara Hills have been submitted to the GHMC for their approval.

During 2007–08, the General Body of the College Society met once, the Court of Governors (CoG) thrice and the Standing Committee of the CoG four times. The College continues to receive valuable guidance and direction from

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

Looking ahead to 2008-09, the prospects are good. The college has been further reinforcing its existing capacities and building new ones by recruiting new faculty and approaching various funding agencies for their support. Concrete steps are being taken to further widen its international reach. Streamlining of administrative and financial processes and upgrading of infrastructure facilities continue to be given due attention.

The college continues to enjoy the cooperation and support of the Government of India, state governments

and international organizations, such as The World Bank, the Commonwealth Secretariat and the United Nations Development Programme.

The achievements of the college during 2007-08 were possible due to the sustained and continued efforts put in by the Director-General, the faculty and staff at all levels. They deserve our commendation for their efforts.

M. Narasimham

M. NARASIMHAM
Chairman
Court of Governors

Governance of the College

A. General Body

During 2007–08, the General Body of the College Society met once. The composition of the 94-member College Society as on 31 March 2008 is as follows:

Table 1: **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.

B. Court of Governors

During the year under review, the Court of Governors (CoG) met thrice. On the invitation of the college, Dr. Vijay Kelkar, Chairman, Finance Commission and Mr. R. Seshasayee, Managing Director, Ashok Leyland Ltd., joined the CoG as co-opted members. Dr. D. Subbarao, IAS, Finance Secretary, Govt of India, was invited as a member of the CoG in his ex-officio capacity.

The General Body of the College Society, at its meeting on 6 December 2007, elected the existing members of the CoG for a further term of five years. Mr. M. Narasimham was unanimously elected as Chairman of the Court of Governors.

The list of elected, co-opted and ex-officio members of the CoG as on 31 March 2008 is given in Annexure 2.

C. People

The Director-General of ASCI, Dr. S. K. Rao, was invited to participate in the Regional Forum on Reinventing Government in Asia, held in Jakarta on 14–16 November 2007 on the theme Towards Transparent and Accountable Governance. It was organized by the United Nations Governance Centre, Korea, and the Dept. of

Economic & Social Affairs (UNDESA), New York, in partnership with the Govt. of Indonesia and UNDP.

During the year 2007–08, the college recruited 11 faculty members. The new members joined the following centres:

- ▶ Centre for Energy, Environment, Urban Governance and Infrastructure Development:
 - Dr. Valli Manickam, Associate Professor
 - Mr. T. Murali Mohan, Assistant Professor
 - Ms. Vasavi Narla, Assistant Professor
 - Dr. Suresh Kumar Rohilla, Associate Professor
- ▶ Centre for Management Studies:
 - Mr. Piush Bahl, Associate Professor
 - Prof. Rahul Bhimjiani, Professor
 - Ms. Kanupriya Katyayal, Assistant Professor
 - Prof. Vilas Shah, Professor
- ▶ Centre for Human Development:
 - Dr. Anand Akundy, Associate Professor
 - Ms. Sohini Basu, Assistant Professor
 - Prof. Usha Rani Vyasula Reddi, Professor

The following faculty members left the college during the year: Mrs. Khadeeja Zeenath M. Ali, Assistant Professor, Prof. Somnath Ghosh, Professor, Prof. B. Muralidharan, Professor, Dr. A. Indira, Associate Professor, Mr. N. Sateesh Babu, Associate Professor, Prof. V. Sanal Kumar, Professor, Mr. B. Venkata Rao, Associate Professor and Dr. Suresh Kumar Rohilla, Associate Professor.

Ms. Mamta Desai and Ms. E. A. Savitha, Senior Research Fellows, also left the college.

Others who joined the college are: Prof. Somnath Ghosh, former Professor, ASCI, as Advisor, HR; Mr. B. G. Verghese, Chairman, Commonwealth Human Rights Initiative, as Honorary Visiting Professor; and Dr. B. Venkateshwara Rao, Director–Projects, Aravind Eye Care System, as Advisor.

The list of faculty members, officers in administration, and honorary visiting professors, advisors and consultants, as on 31 March 2008, is given in Annexure 3.

Academic Activities

A. Research & Consultancy

Pursuant to the recommendations of the Vision Committee, the Administrative Staff College of India has been directing its endeavours in a proactive way, and in an increasing measure, towards identifying and assisting in areas of topical and special interest to the government and industry. The overarching purpose behind these endeavours is to improve the managerial and business practices in organizations and help develop policy approaches, leading to enhanced economic performance and long-term effectiveness. The college has also been paying special attention to tracking the impact of the work accomplished by it, to establish whether the outputs generate the outcomes expected of them.

New Business

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

Thus during 2007–08, the college received 69 new research and consultancy assignments (compared to 55 in the previous year), valued at Rs. 789 lakhs (Rs. 699 lakhs in the previous year). Of these, research accounted for 26 assignments (23 in the previous year), worth Rs. 264 lakhs (Rs. 179 lakhs in the previous year); and consultancy accounted for 43 projects (32 in the previous year) worth Rs. 525 lakhs (Rs. 520 lakhs in the previous year). The project assignments secured this year are thus higher, compared to the previous year, by 25 per cent and 13 per cent in volume and value, respectively.

As in the previous year, the Centre for Energy, Environment, Urban Governance & Infrastructure Development (CEEUG) was in the lead in undertaking projects work. Its share in the new assignments received was the highest (see Table 1). Areas under CEEUG have

won several prestigious contracts, many of them via an open, competitive bidding process.

Table 1
Research & Consultancy Assignments Received

<i>Centre/Others</i>	<i>2006–07</i>	<i>2007–08</i>
Energy, Environment, Urban Governance & Infrastructure Development	37	3
Public Policy, Governance & Performance	2	13
Economics & Finance	5	11
Innovation & Technology	1	5
Management Studies	6	5
Poverty Studies & Rural Development	2	2
Human Development	1	1
Library	1	1
Total	55	69

The clientele for these assignments included national and international agencies, enterprises and establishments in the corporate sector, as well as the central and state governments. Andhra Pradesh (AP), Gujarat, Kerala, Orissa and West Bengal were among the states from whom projects were secured by the college. Many assignments were also secured from departments, ministries and agencies under the union government, such as Administrative Reforms & Public Grievances, Agriculture, Defence, Environment & Forests, Power, Science & Technology, Urban Development, and Planning Commission. The international bodies that awarded prestigious contracts to the college include: The Department for International Development (DfID) of UK, International Finance Corporation (IFC), Japan Bank for International Cooperation (JBIC), South Asia Network of Economic Research Institutions (SANEI) of Pakistan, United Nations Development Programme (UNDP) and The World Bank group.

ASCI continued to work, for the third consecutive year, with the Dept. of Administrative Reforms & Public

Grievances (DARPG), Govt. of India (GoI), 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. The college also facilitated the work of the Expert Committee (headed by the Secretary, Administrative Reforms, GoI) and the Empowered Committee (headed by the Cabinet Secretary, GoI) in selecting the awardees. Consequent to ASCI's notable contribution to the selection exercise in 2005-06 and 2006-07, DARPG awarded the contract for 2007-08 as well to the college. Similarly, the Director-General of ASCI was a member of a panel of judges that selected the best steel plant in the country for award of the Prime Minister's trophy.

Among the prestigious assignments bagged by the college are: study of corporate governance in public enterprises in Orissa; assisting the Ministry of Coal, GoI, in drafting the Coal Regulatory Bill; review of the implementation by banks of the Code of Commitment to Customers as brought out by the Banking Codes and Standards Board of India; study of the socio-economic impact of the Tehri Hydro-electric project; assessment of the functionality of the first referral units and public health centres in AP; repositioning of the postal services of GoI; facilitating the implementation of reforms under the Jawaharlal Nehru National Urban Renewal Mission (JNNRUM) in urban management, city development, sanitation and water supply; facilitating the strengthening of administrative and rural development training institutions in the lagging states; advisory and technical assistance services to state electricity companies and regulatory commissions; study of the export potential of khadi institutions; factor productivity study of major crops in India; analysis of the environmental instruments to implement the National Environment Plan; impact of the World Trade Organization on oil seed growers and processors in India; building the institutional capacities of research and manufacturing organizations in technology management; developing science and technology performance measures and indicators; study of competition issues in the domestic segment of the air transport sector in India.

Assignments Completed

The college successfully completed 51 projects (24 pertaining to research and 27 to consultancy) during the year (as compared to 33 in the previous year, comprising

16 research projects and 17 consultancy projects). On this front too, the Centre for Energy, Environment, Urban Governance & Infrastructure Development maintained its lead, with a project closure score of 29 (see Table 2 below).

Table 2

Research & Consultancy Assignments Completed

<i>Centre/Others</i>	<i>2006-07</i>	<i>2007-08</i>
Energy, Environment, Urban Governance & Infrastructure Development	12	29
Public Policy, Governance & Performance	4	5
Economics & Finance Management Studies	1	5
Poverty Studies & Rural Development	6	4
Innovation & Technology	-	3
Human Development	2	3
Library	6	2
	2	-
Total	33	51

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 2007-08, an income of Rs. 758.77 lakhs (Rs. 696.66 lakhs in the previous year). The break-up is given in Table 3 below.

Table 3

Income Earned from Research & Consultancy

in Rs. Lakhs

<i>Activity</i>	<i>2006-07</i>	<i>2007-08</i>
Research	258.58	284.40
Consultancy	411.08	474.37
Total	696.66	758.77

Thus, there is an increase in the project income to the tune of about 9 per cent.

Further, during the year under review, ASCI submitted many proposals for providing consulting, advisory, technical assistance and contract research services in several focus areas. It is envisaged that some of these endeavours will translate into contracts of substantial size in the coming year.

Projects Carried Forward

A total of 71 research and consultancy projects are carried forward to 2008–09. Here, too, a major chunk of the assignments are those undertaken by the Centre for Energy, Environment, Urban Governance & Infrastructure Development (see Table 4 below).

Table 4
Research & Consultancy Assignments Carried Forward

<i>Centre/Others</i>	2007–08	2008–09
Energy, Environment, Urban Governance & Infrastructure Development	46	38
Economics & Finance	6	10
Public Policy, Governance & Performance	2	10
Management Studies	4	5
Innovation & Technology	2	4
Poverty Studies & Rural Development	3	2
Human Development	1	–
Library	1	2
Total	65	71

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. Before the findings generated during the course of the research and consultancy work can be published, consent needs to be obtained from the sponsor/client 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, ASCI continued its endeavours to bring out publications based on its research work. Faculty members have been publishing articles and presenting research papers at national/international conferences. A list of publications is provided separately in Annexure 8. 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 topical interest and contemporary concern. Each member whose research proposal is selected will receive Rs. 50,000. The objective of this initiative is that scientific and evidence-based research carried out by faculty members with internal funding will be freed of the above-mentioned restrictions and constraints. This, in turn, should facilitate the publication of research findings and case studies, which can also be used in the management development programmes of the college. During 2007–08, two faculty members availed of the seed fund for their research projects.

Impact Assessment of Projects

In tune with the suggestions of the Court of Governors, ASCI has stepped up its endeavour to collect evidence on the impact of the research and consultancy projects (R&C) being carried out. Towards this end, a concrete plan of action has been readied.

With the help of the project leaders concerned, contact has been established with the R&C clients so as to get them on board the impact assessment initiative. The Urban Governance area, which is the most active in terms of the volume and value of projects being carried out by the college, has since integrated the impact assessment aspect into its projects.

B. Training & Conferences

The management development programme activity of the college during 2007–08 has done exceedingly well. The income earned is Rs. 1,215.48 lakhs—an increase of Rs. 127.97 lakhs over previous year—from three categories of programmes (see Table 5 below). It may, however, be added that this income does not include the income of Rs. 98.40 lakhs generated from the Post-Graduate Diploma in Hospital Management offered by ASCI.

Table 5
Programme Income, 2007–08

<i>Programme Type</i>	<i>Income (in Rs. Lakhs)</i>
College-announced	474.35
In-company on-campus*	720.52
In-company off-campus	20.60
Total	1,215.47

* Includes workshops, conferences & seminars

Programmes in the areas of General Management (Rs. 405.56 lakhs), Human Resources (Rs. 268.80 lakhs) and Operations (Rs. 173.01 lakhs) contributed significantly to the management development training activity (See Annexures 4 and 5 for details of the programmes in the three categories).

The conscious decision to reduce the number of off-campus programmes compared to the previous year (see Table 6 below) resulted in higher revenues and faculty productivity. At the same time, greater emphasis was placed on conducting more customized on-campus programmes. This yielded good results in terms of income generation.

Table 6
Comparative Programme Profile

<i>Programme Type</i>	<i>No. in 2006–07</i>	<i>No. in 2007–08</i>
College-announced	58	57
In-company on-campus*	96	91
In-company off-campus	23	12
Total	161	160

* Includes workshops, conferences & seminars

Of the 160 programmes conducted during 2007–08, 57 were announced programmes, 91 were in-company on-campus programmes and 12 were in-company off-campus programmes (see Tables 8, 9 & 10 for a detailed area-wise break-up). The client details of the training programmes can be found in Tables 11a and 11b. The total number of participants in these programmes was 3,773. 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 2006–07</i>	<i>No. in 2007–08</i>
Government	1,568	1,708
Public sector	1,099	788
Private sector	472	623
Banks	225	293
Foreign participants	268	361
Total	3,632	3,773
Women participants	233	376

The maximum participation during 2007–08 was from the government, followed by the public sector and the private sector. As can be seen from Table 7, there is an increase of 61 per cent in participation by women, 35 per cent in foreign participation, 32 per cent in private sector participation, 30 per cent in participation by banks and 9 per cent in government sector participation. However, public sector participation in the programmes fell by 28 per cent. During the period, five programmes were conducted exclusively for women participants—one announced and four in-company programmes.

Nine new programmes were conducted during the year under review: Developing Emotionally Intelligent Leadership, Mentoring and Career Development, Managing Performance, Improving Work Culture, Leadership Skills Development, e-Procurement, Inventory Management, Using Data for Monitoring and Evaluation, and Marketing for Hospital and Health Care Professionals.

Two conferences, three workshops, two panel discussions and two research seminar were conducted during 2007–08 (see Annexure 5).

Outlook for Future

ASCI has consistently striven to not only maintain but also improve upon its core competencies. The college has harnessed and strengthened the experience and expertise gained over years and tapped suitable opportunities in the marketplace. Due attention is being paid to work aimed at benefiting the disadvantaged regions of the country and lagging sectors of the economy. Sound economic growth, ably aided by the ongoing reform interventions of the central and state governments, and

the good governance initiatives of the corporate sector have opened up exciting research and consulting avenues. College activities in this area will not only chart fresh territory but also expand in scope. To enable ASCI to convert the current as well as emerging opportunities into income-generating projects, its faculty strength is being commensurately increased. Thus, it can be said that the outlook on the research and consultancy front is positive and encouraging.

Table 8
College-Announced Programmes, 2007-08

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Economics	1	10
Finance	3	55
General Management	5	116
Health Studies	5	45
Human Resources	26	633
Information Technology	5	113
Marketing	3	52
Operations	6	232
Strategic Management	1	15
Urban Governance	2	67
Total	57	1,338

Table 9
Customized On-Campus Programmes*, 2007-08

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Infrastructure Development	6	106
Economics	7	151
Environment	2	46
Finance	4	86
General Management	19	408
Human Resources	15	379
Information Technology	9	210
Marketing	3	77
Operations	5	110

Poverty Studies & Rural Development	5	153
Public Policy Systems	4	63
Health Studies	3	74
Strategic Management	3	84
Urban Governance	6	138
Total	91	2,085

* Includes workshops, conferences & seminars

Table 10
Customized Off-Campus Programmes, 2007-08

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Finance	1	16
General Management	1	26
Human Resources	5	137
Marketing	1	25
Operations	3	92
Health Studies	1	54
Total	12	350

Table 11a
Non-Corporate Clients, 2007-08

<i>International</i>	<i>Government</i>
World Bank Institute	Ministry of Power, GoI
Commonwealth Secretariat	Ministry of Development of the North-Eastern Region, GoI
Govt. of Afghanistan	Ministry of Environment & Forests, GoI
Govt. of Sri Lanka	Ministry of External Affairs, GoI
German Technical Cooperation (GTZ)- Gender Mainstreaming Project, Govt. of Afghanistan	Dept. of Personnel & Training (DPT), GoI
	Dept. of Science & Technology (DST), GoI
	Indian Space Research Organization, (ISRO) GoI
	Defence Research & Development Organization (DRDO), GoI
	Defence Electronics Research Laboratory (DLRL), GoI
	Indian Council of Forestry Research & Education, GoI
	Bureau of Police Research & Development, GoI
	Dept. of Posts, GoI National Institute of Technology, Warangal
	Rural Electrification Corp. Ltd.
	Kolkata Urban Services for the Poor
	Government College of Engineering, Salem
	Govt. of Andhra Pradesh
	Govt. of Orissa
	Sri Venkateswara Veterinary University

Table 11b
Corporate Clients, 2007-08

<i>Public Sector (Including Banks)</i>	<i>Private Sector</i>
NTPC Ltd.	Fortis Healthcare Ltd.
NMDC Ltd.	My Home Industries
ONGC Ltd.	Quality Care India Ltd.
NHPC Ltd.	Indofil Chemicals Co. Ltd.
Bank of India	E2E Serwiz Solutions
Andhra Bank	Maytas Properties/Maytas Infraspunjab National Ban
Shipping Corporation of India Ltd.	
Steel Authority of India Ltd.	
HMT Machine Tools Ltd.	

Activities of Centres

I. Centre for Economics and Finance

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

Training

The area has built expertise over the past few years in conducting specialized programmes on WTO and international trade. The target groups of participants have included government officers, corporate executives and scientists. Specific programmes conducted during the year under review, led by the area faculty, are delineated below.

Intellectual Property Rights and WTO-Related Issues

Three programmes on the theme, sponsored by the Dept. of Science & Technology, (DST) Govt. of India (GoI), were conducted during 2007–08. The basic objective of the programmes was to facilitate an understanding of the Trade-Related Aspects of Intellectual Property Rights (TRIPS) Agreement and prepare scientists to meet the challenges emerging from the current IPR scenario. Among the issues addressed by the programmes were: amendments to the Indian Patent Act, 1970, plant breeders' rights, basics of copyright law and IPR protection in bio-technology. The programmes were greatly appreciated by the participating scientists.

Intellectual Property Rights and WTO-Related Issues for Women Scientists: 18–22 February 2008

The above-mentioned programme was for the first time conducted exclusively for women scientists. This programme too was sponsored by DST, GoI.

Basic Course on WTO for IAS Officers: 20–24 August 2007

The course was sponsored by the Dept. of Personnel & Training (DPT), GoI. Its objective was to providing an understanding of the basic issues on the WTO negotiating agenda and its 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. Joint

Secretary, Ministry of Commerce, GoI, delivered a talk on the Current Status of Negotiations in the WTO.

This is an ongoing programme, which has been conducted by the Economics area for the past six-seven years.

Advanced Course on WTO for IAS Officers: 19–23 November 2007

A one-week programme, it too was sponsored by DPT, GoI. Compared to the basic course, it assumes a prior awareness of WTO issues and adopts a more case study-based approach. The programme is more detailed in terms of the discussions and lectures on various aspects.

This ongoing programme has been conducted for the past six-seven years.

Management Development Programme for Executives of NMDC Ltd.: 27 August–7 September 2007

A two-week programme, it was sponsored by National Mineral Development Corporation. This programme aimed at helping participants to acquire managerial competencies for shouldering higher responsibilities. It also encompassed inputs for strengthening the interfunctional as well as the personal competencies of the participants.

Science and Law for Senior Scientists: 25–29 February 2008

A new training programme, it was specially designed to help scientists to understand how the legal environment impacts them. The programme was sponsored by DST, GoI.

Health Economics

A member of the area faculty also completed a module on health economics for the Post-Graduate Diploma in Hospital Management, including lectures, problem sets and assignments. Sessions were also handled in various courses on topics such as enterprise risk management, IPR cases, decision-making under alternative market structures, dynamics of exchange rates and basic economic concepts.

Training/Workshop Proposals

- ▶ Proposal for a programme on Capital Account Convertibility for Officers of the Project Implementation Unit submitted to the office of Engineer-in-Chief, World Bank Projects, Govt. of Orissa, in July 2007.
- ▶ Proposal for a programme on Technology-led Economic Growth submitted to DST, GoI, in March 2008; programme to be conducted in December 2008.

Research and Consultancy

- ▶ Resettlement and Rehabilitation of Hydro Projects: An Overview: Sponsored by the Tehri Hydro Development Corporation (THDC). The final report was submitted to the client in October 2007.
- ▶ Role of District Administration: Sponsored by the Administrative Reforms Commission, GoI. The final report was submitted to the client in July 2007.
- ▶ Common Framework for Service Delivery: India, Brazil and South Africa: Paper submitted to the Dept. of Administrative Reforms & Public Grievances (DARPG), GoI. The paper was discussed in Brazil under the IBSA Cooperation Agreement in November 2007.
- ▶ Pro-poor Service Delivery: Sponsored by Govt. of Andhra Pradesh (GoAP). Draft reports for five departments were submitted to GoAP in December 2007.
- ▶ Socio-economic Study of the Tehri Hydro-electric Project: Sponsored by Tehri Hydro Development Corp. (THDC) Ltd. The project was sanctioned in June 2007. It may be mentioned here that this project has been approved based on a similar study carried out by ASCI 13 years ago. That study was well received, and the recommendations made were accepted by THDC.
- ▶ Impact of Trade Liberalization in the Information Technology Sector on Development: Sponsored by UNCTAD, New Delhi. The study involved an analysis of secondary as well as primary data on 200 software firms to examine the impact on different aspects of development of IT firms, including socio-economic indicators. The final report was submitted in October 2007 and has been accepted by the client.

- ▶ Regulating the Coal Sector: Sponsored by the Ministry of Coal, GoI. A Consumer Stakeholders Workshop was organized in New Delhi, and a Producer Stakeholders Workshop was held in Hyderabad. The final report was submitted to the client in September 2007.

Research & Consultancy Proposals

Competition Issues in the Domestic Segment of the Air Transport Sector in India: Proposal for a study sponsored by the International Finance Corporation and The World Bank Group, New Delhi. The major client is Competition Commission of India, New Delhi. A five-month project, the research study was awarded to the Economics Area in February 2008.

Money, Banking, Corporate Finance and Governance Area

Training and Conferences

The area faculty conducted the following programmes:

College-Advertised

- ▶ New Tax Regime: VAT and Service Tax (23-25 July 2007)
- ▶ MDP on Mergers and Acquisitions (10-13 December 2007)
- ▶ Strategic Financial Management (28-30 January 2008)
- ▶ Finance for Non-Finance Executives (11-15 February 2008)

In-Company Programmes

- ▶ Enhancing Skills to Manage the Emerging Challenges in the Banking Industry, two programmes for the Bank of India, Mumbai (30 July-4 August 2007 and 27 August-1 September 2007).
- ▶ Public-Private Partnerships for IAS officers, for Dept. of Personnel & Training, Govt. of India (22-26 October 2007).
- ▶ Strengthening Financial Acumen for Executives of Maytas Properties (19 January 2008).
- ▶ Valuation and Due Diligence for Finance Executives of Oil and Natural Gas Corp. (21-25 January 2008).

Research and Consultancy

The area faculty undertook the following R&C projects:

- ▶ Corporate Governance Study for the Govt. of Orissa. All written deliverables were submitted by March 2008.
- ▶ Five-year Corporate Plan for North-Eastern Handicrafts and Handloom Development Corp. (NEHHDC) (jointly with the Center for Public Policy, Governance & Performance). The inception report was submitted in February 2008.
- ▶ Study of the Cost Chart Mechanism for Khadi and Village Industries Commission (KVIC). A draft report was submitted in January 2008.
- ▶ A one-day seminar on Emerging Practices in Corporate Governance for SMEs (26 March 2007, in Mumbai) sponsored by the National Foundation for Corporate Governance (NFCG).
- ▶ A one-day seminar on Corporate Governance Reform for Public Sector Enterprises of Andhra Pradesh (15 March 2008, in Hyderabad) sponsored by NFCG.
- ▶ Evaluation Study of the Impact of the Product Development, Design Intervention and Packaging (PRODIP) Scheme for KVIC. A draft report was submitted in January 2008.
- ▶ Study of Corporate Governance Practices for NFCG. The research report was submitted in December 2007.
- ▶ A two-day Workshop on Basel II Norms and Integrated Risk Management was completed for the Board of Directors of South Indian Bank in November 2007.

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

During 2007–08, the Centre for Energy, Environment, Urban Governance and Infrastructure Development (CEEUG&ID) conducted two announced management development programmes and ten customized (organization-specific) programmes. CEEUG&ID carried over 46 research and consultancy assignments from 2006–07 and received 31 new assignments during the

year. Of these 77 ongoing projects, 29 were completed in 2007–08 (see Annexures 6A–6C).

Training

The two college-announced programmes directed by the CEEUG&ID faculty during 2007–08 were: Change Management for Achieving Continuous Water Supply for All in Urban Areas, and Strengthening Urban Management in India.

With the objective of enhancing human resource capacity, CEEUG&ID organized 11 workshops under its research projects. These include:

- Demand-Driven Approaches for Provision of Urban Sanitation
- Effective Implementation of Reforms under JNNURM
- Urban Sanitation Policy in India
- Public-Private Partnerships in Integrated Solid Waste Management in India: Experiences, Challenges and Strategies
- Good Urban Governance for Building Resilient Cities

The Urban Governance area conducted training programmes on Exposure Visits to Water Utilities in India for Senior Officials of Kerala Water Authority (KWA). The programmes comprised: Exposure Visit for Trade Union Members of KWA to Hyderabad; Exposure Visit for Trade Union Members of KWA to Mumbai; and Exposure Visit for Trade Union Members of KWA to Chennai; Consolidated Workshop on Enhancing Water and Sanitation Service Delivery, held at Trivandrum.

Rapid training programme (RTP) workshops were conducted by the Urban Governance area for municipal officials and elected representatives of urban local bodies in various cities—Mysore, Bhubaneswar, Puri, Guwahati, Imphal and Ujjain. The second phase of this programme will cover 23 cities and comprise 27 events.

Research and Consultancy

In the Energy and Infrastructure Development (E&ID) areas, 15 R&C assignments were carried over to 2007–08 and 10 projects were received during the year. Of these 25 assignments, 9 were completed. Among the projects received were repeated requests for assisting the Punjab State Electricity Regulatory Commission (PSERC) in analyzing the tariff application of the Punjab State

Electricity Board (PSEB), as well as several assignments for third-party inspection of works in two distribution companies of Andhra Pradesh. The Calcutta Electricity Supply Company (CESC) continues to retain ASCI for advisory services in 2008. The new assignments received relate to the business of electricity distribution in terms of quality inspections, gap analysis in rural distribution networks and the efficacy of consumer grievances redressal mechanisms across 15 states.

The E&ID areas conducted for the first time a specialized training programme on Electricity Tariffs: Annual Revenue Requirement and its Analysis for Senior Executives of NTPC. Two programmes were conducted—in August 2007 and February 2008.

The Last-Mile Franchisee Project for Bundled Pro-poor Electricity and Other Infrastructure Service Delivery Employing S³IDF's Social Merchant Bank Approach, an action research project, was completed for Global Village Energy Partnership. The project initialized, developed and mentored an electricity distribution franchisee under an 11 KV rural feeder at Cherlapatlguda close to Hyderabad.

Two research seminars on coal were conducted during 2007–08 on the following themes: (a) Coal Exploration and Assessment (August 2007) and (b) Mining Technology and Environment & Social Issues Related to Coal and Coal-Based Power Project Development (January 2008), in collaboration with the J. F. Kennedy School of Government, Harvard University and Planning Commission, Govt. of India.

In the Urban Governance area, 28 R&C assignments were carried over from 2006–07 and 19 projects were received during the year. Of these 47 ongoing assignments, 19 were completed in 2007–08. In the Environment area, three R&C assignments were carried over from 2006–07 and two projects were received during the year. Of these five ongoing assignments, one was completed in 2007–08.

The college has acquired a reputation for its work in the Urban Governance, Infrastructure Development and Environment areas. Activities in all these areas are growing at a rapid pace.

ASCI continues to extend strategic technical support to the Jawaharlal Nehru National Urban Renewal Mission (JNNURM)—a major centrally supported incentive scheme for urban renewal. In recognition of the close

collaboration with the Ministry of Urban Development (MoUD), Govt. of India (GoI) in much of its JNNURM work, the college was unanimously identified as a National Knowledge Manager for JNNURM. ASCI is continuing its role of third-party monitoring and evaluation agency, appointed by GoI, for appraising the MoUs of 18 cities and corresponding state governments.

ASCI, in partnership with MoUD and World Bank Institute (WBI), has launched the Urban Resources Link (URL)—an information support help desk for cities. URL aims to provide timely and reliable information support in the fields of service delivery, infrastructure, financial reforms, decentralization, accountability, and citizen engagement. GoI and WBI are expected to extend financial support to the college for scaling up URL services in a significant way.

In response to the urgent need for capacity building under JNNURM, MoUD has identified (after an intensely competitive selection process) and empanelled ASCI as a regional hub institute for effective implementation of reforms. This assignment will be for a period of one year and will cover all the 63 JNNURM cities.

In recognition of the excellent work undertaken during 2007–08, WSP-SA and WBI are expected to extend the partnership for 2008–09. The partnership (with an outlay of Rs. 1 crore) involves research, policy advocacy and capacity-building activities in the areas of water supply, sanitation, solid waste management and urban governance.

III. Centre for Human Development

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

Much of the work that was carried out by the centre during the year under review was in the Health Studies area, which already had a critical mass of faculty in place to take its work forward. The area was strengthened by the recruitment of Dr. Anand Akundy, a social anthropologist, as Associate Professor. Dr. Akundy joined the Health Studies area in November 2007.

The Health Studies area was engaged in research and consultancy and in training programmes. The area completed a research project for the UK government's

Dept. for International Development (DfID) on the Rapid Assessment of the Functionality of First Referral Units (FRUs) and 24x7 Primary Health Centres (PHCs) in Andhra Pradesh.

A partnership between the School of Public Health, University of Pittsburgh, Medici-SHARE and ASCI was forged in November 2007 to conduct a longitudinal study of maternal and child health in the Medchal mandal of Andhra Pradesh. The partnership began jointly sourcing funds for work in the public health area.

The capacity-building and training programmes conducted during the year under review were as follows:

- Workshop on National Spatial Data Infrastructures on 25–27 April 2007
- Programme on Medical Audit on 30 July–1 August 2007
- Ninth batch of the Health Insurance for the CEOs/CAOs of Third-Party Administrators on 10–11 September 2007
- Programme on Using Data for Programme Monitoring and Evaluation on 3–5 December 2007

With regard to the Post-Graduate Diploma in Hospital Management (PGDHM) offered by ASCI, teaching for the first batch of students was well underway. Admission applications of the second batch of students were processed, and classes commenced from July 2007 for this group.

The focus of the Gender Studies area was on forging a vision and charting a direction. This was done through a process of external and internal consultations with various stakeholders, from internal faculty to external experts, to the Ministry for Women & Child Development, Govt. of India. A gender sensitization module was envisaged for incorporation in the ASCI management development programmes (MDPs) from the following year, i.e., 2008 onwards. There was an active engagement with the MDPs to train Afghan civil servants on gender mainstreaming in February 2008. The planning efforts in the Gender Studies area will become a strong and visible part of the centre's activities during the next and subsequent financial years.

Similarly, planning for a future set of activities and finding direction formed the bulk of the Education area's efforts. The focus of the area, arrived at after consultations with

external stakeholders and internal faculty, will be on leadership. A series of management development programmes for leaders of educational institutions has been envisaged. Activities are expected to pick up and become visible during the forthcoming financial year.

A member of the CHD faculty was invited to write the anchoring module of an initiative by the UN Economic and Social Commission for Asia and the Pacific (UN-ESCAP)—Academy of ICT Essentials for Government Leaders. The initiative is being overseen by the newly created UN Asian and Pacific Training Centre for Information and Communication Technologies in Development (UN-APCICT). As a result of this effort, ASCI was invited to partner with UN-APCICT to deliver and test the first three modules at a week-long South Asian training programme. The planning for the effort, which carried forward to the next financial year, was undertaken during the year under review.

Following a request from the World Bank Institute (WBI) in the area of social accountability in November 2007, ASCI is being invited to develop modules for electronic delivery on the theme. At the close of the year under review, negotiations were underway between ASCI and WBI to enter into contractual arrangements to develop and deliver the programme.

After a hiatus, CHD is beginning the process of synergizing the three different but interconnected areas of engagement into a common vision and sharper focus. Although this process will take time, the changes it will trigger will be substantial—both in terms of organizational attitudes and processes and institutional vision.

IV. Centre for Innovation & Technology

Ever since its formation in 2005, following the recommendations of the ASCI Vision Committee, the Centre for Innovation & Technology (CIT) has consolidated its share of the activities of the college. CIT has also increased its contribution significantly in terms of scale, scope and specialization of tasks undertaken. The centre has taken up new and innovative research and consulting projects and has value-added to its capacity-building assignments.

Training

CIT has played a catalytic role in the consolidation and growth of the ongoing partnership between ASCI and the Dept. of Science & Technology (DST), Govt. of India

(GoI). As a result, the centre was awarded programmes on new themes (e.g., science audit) during 2007–08.

CIT has been handling DST-sponsored capacity building assignments in such cutting-edge areas as technology commercialization, decision support tools and techniques, e-procurement, science audit, and data warehousing and data mining. Exclusive programmes for women scientists on these themes are a highlight of the centre's performance.

CIT undertook several training assignments for new clients during the year under review. One such programme is for scientists and science administrators of the Council of Scientific and Industrial Research (CSIR), GoI, in the area of e-procurement. The centre is also helping CSIR to build capacities in this area, which is gaining increasing importance. Through a first-of its kind initiative in the college, the practice sessions of all these e-procurement programmes were conducted using an online network in the classrooms. This enabled the participants to gain hands-on experience in a simulated environment through mock sessions on the extant sourcing methods, techniques and practices.

The Programme on Research Management, conducted for first time for the Indian Council of Forest Management and Research, is another novel initiative taken up during 2007–08. The design, development and delivery of this new programme were duly researched and customized to the needs of the client by CIT.

In the company-sponsored and announced programme categories too, the centre continued its strong contribution. CIT successfully conducted programmes in the areas of strategic use of IT, business intelligence and IT-enabled knowledge management.

The centre also lent useful support, by way of direction as well as lecture delivery, for various general management and management development programmes conducted by the college. Among the proactive initiatives taken by CIT, to bring innovation into the training programmes, was introducing a marketplace simulation game in the Senior Executives Course, using web-based software.

Research and Consultancy

The centre has made significant inroads into the research and consultancy domain during the year, winning as many as five new projects.

The Banking Codes and Standards Board of India (which operates under the aegis of the Reserve Bank of India) commissioned a study that involved ascertaining the compliance by banks to the code of commitment to customer service. It was awarded to CIT and completed by the centre during the period under review.

Further, in tune with the special focus being accorded to e-governance, the centre bagged a contract from DST, GoI, on the impact assessment of e-governance initiatives in Orissa—in the land records, property registration and transport sectors.

It is also heartening that in a significant step towards enlarging the scope of the partnership, DST entrusted CIT with an exciting and novel project on the development of science and technology (S&T) performance measures and indicators. The purpose of this task is to evolve tangible, quantitative and objective, as well as intangible, qualitative and subjective, metrics so as to facilitate a more efficient and effective assessment of the outputs and outcomes of S&T programmes and projects.

Leveraging its considerable experience in handling innovation management issues, CIT won a prestigious contract from the Dept. of Scientific & Industrial Research (DSIR), GoI, for building institutional capabilities in technology management. Select research institutions and manufacturing organizations are the target beneficiaries of the study.

The DSIR project also involves an in-depth study of the wine industry in India. The objective is to develop deeper insights and bring forth findings and recommendations on the policy and technology aspects of viticulture that will help the sector become more vibrant. The study encompasses the entire value chain of wine grape growers, wine equipment manufacturers, wine-makers and wine sellers. It is expected that the results of the study will provide useful inputs for the agricultural and food-processing sectors.

Suggesting incentive measures for scientists of the Defense Research & Development Organization (DRDO), GoI, was another interesting project awarded to CIT during 2007–08. It involved visiting, and closely interacting with, large groups of scientists and technologists at various labs of the DRDO family within a short span of two months.

The centre continued to provide technical assistance and implementation support to Mishra Dhatu Nigam Ltd., a defence public sector undertaking, in the exacting task of

selection, and monitoring the operationalization, of an enterprise resource planning (ERP) solution.

CIT faculty also continued to play an active role in the research and consultancy projects anchored in other centres, providing inputs and assistance in the innovation management and information technology space.

CIT has been active in identifying suitable opportunities in new and emerging areas of topical interest. Through its good work, the center has translated some of the key proposals it submitted into projects. Thus, CIT received five new projects and completed three projects during the year under review; and carried forward two projects to the next year—as against one, two and three projects, respectively, for the previous year.

Overall, CIT's performance during 2007–08 has been impressive, and the outlook for the future is promising and encouraging.

V. Centre for Management Studies

A. Overall Performance

The Centre for Management Studies (CMS) continued to contribute significantly to the college's activities during 2007–08. The center undertook a very large number of management development programmes, and research and consultancy activities that addressed the needs of the corporate sector and government organizations. CMS has designed and delivered several unique programmes in each of its areas—Human Resources (HR), Marketing, Operations, Strategic Management and General Management. An impressive total of 86 programmes, with a record number of 2,161 participants attending them, were conducted during the period under review. As in the past, the centre continued to attract a large number of foreign participants from different countries across the globe.

<i>Programme Type</i>	<i>No. of Programmes</i>	<i>No. of Participants</i>
Announced	41	1,029
On-Campus	35	852
Off-Campus	10	280
Total	86	2,161

B. Area-wise Performance

<i>Area</i>	<i>No. of Programmes</i>	<i>No. of Weeks</i>
Human Resources	46	59
Marketing	7	5
Operations	14	29
Strategic Management	4	7
General Management	15	–

i. General Management Programmes

CMS conducted the heavily-subscribed announced general management programmes. These include the General Management Programme (GMP) for Senior Executives, Programme for Young Managers and Management Development Programme for Women Executives.

A number of customized in-company on-campus as well as off-campus general management programmes were offered. These include: GMP for Senior Executives of Shipping Corporation of India Ltd., Specialized Management Programme on Leadership for Excellence for Senior Executives of SAIL with Study Tour abroad, MDP for Indian Space Research Organization (ISRO) Scientists/Engineers, MDP for Women Executives of Dept. of Science & Technology, MDP for Women Executives of North-Eastern Region, GMP for Scale IV Officers of Punjab National Bank, MDP for Senior Management Grade Officers of Andhra Bank, Advanced Techno-Management Programme for Middle-Level Scientists of Dept. of Science & Technology, Advanced Techno-Management Programme for Assistant General Managers & Deputy General Managers of NTPC, GMP for Women Scientists of Dept. of Science & Technology, and GMP for Senior Executives of NMDC Ltd.

ii. Human Resources Area

The announced programmes in the HR area were as follows: HR Audit, Communication Skills for Managers, GMP for Senior Executives (Session 109), Leadership through NLP, Developing Emotionally Intelligent Leadership, Strategic Human Resource Management (twice), Leadership & Organization Development, Negotiation Skills, Managing Creativity, Personal Growth for Effective

Leadership, Mentoring & Career Mapping, Management of Change, Effective Human Resource Training & Development, Managing Human Relations in Organizations, Managing Performance, Personality Development, Competency Management, Human Resource Management for Line Managers, Transactional Analysis for Interpersonal Effectiveness, Improving Work Culture, Team Building & Conflict Management, Enhancing Managerial Effectiveness, Effective Trade Union Management, and Leadership Skills Development.

The HR faculty also conducted several customized in-company on-campus as well as off-campus programmes for central government and public sector organizations. These programmes were: GMP for Senior Executives of Shipping Corporation of India, Leadership & Organizational Development for Defence Research & Development Organization (DRDO), Programme on Effective Leadership & Creativity for Senior Scientists of Dept. of Science & Technology, Programme on Management Insight for Faculty Members of National Institute of Technology (Warangal), Vertical Interaction Programme for IPS Officers, Specialized Management Programme on Leadership for Excellence for Senior Executives of Steel Authority of India Ltd. (with two-week Study Tour to The Netherlands, Belgium, Luxembourg and France), MDP for Women Executives of the North-Eastern Region, MDP for Senior Grade Management Officers of Andhra Bank (twice), Managerial Effectiveness for Executives of HMT-MTL, MDP on Mentoring & Career Mapping for DRDO, MDP for ISRO Scientists/Engineers (twice), Communication & Presentation Skills for IFS Officers, Faculty Development Programme for Veterinary Science Faculty of Sri Venkateshwara Veterinary University, Strategic Human Resource Management for Executives of NHPC Ltd., Faculty Development Programme for Punjab National Bank, Negotiating Strategies in the Work Environment for Executives of Dept. of Science & Technology, MDP for Women Executives of Dept. of Science & Technology, MDP for Fortis Healthcare Ltd., Performance Appraisal for Executives of Rural Electrification Corp., Effective Management & Leadership for Fortis Healthcare Ltd., GMP for Scale IV Officers of Punjab National Bank, Gender Budgeting & Gender Mainstreaming for Officials of Government of Afghanistan.

The HR area completed a couple of consultancy assignments, while others are in progress.

iii. Marketing Area

The Marketing area conducted two announced programmes: one on Sales Management and the other on Strategic Marketing. The area also conducted customized in-company on-campus as well as off-campus programmes. These included three programmes on Sales Effectiveness for My Home Industries Ltd. and a programme on Product Management for Indofil Chemicals Co.

iv. Operations Area

The Operations area conducted announced programmes on Inventory Management, Procurement Procedures for World Bank-Aided Projects (with heavy participation, including by foreign participants), Materials Management, Project & Contract Management, and the Programme for Young Managers.

The Operations area also conducted customized in-company on-campus as well as off-campus programmes. These included: Procurement Procedures for AP Tanks Project, Project Management Skills for Senior Executive Engineers of AP Irrigation, Scientific Project Formulation, Implementation & Evaluation for Dept. of Science & Technology, World Bank Procurement Procedures for Ministry of Labour & Employment, Operational Management for Project Implementation Unit of Orissa Govt., Project Management Skills for Defence Electronics Research Laboratory (DLRL), Project Management for National Remote Sensing Agency (NRSA), GMP for Senior Executives of NMDC Ltd., Advanced Techno-Management Programme for Middle-Level Scientists of Dept. of Science & Technology, and Advanced Techno-Management Programme for Assistant General Managers & Deputy General Managers of NTPC.

The Operations area completed two consultancy assignments, while others are in progress.

v. Strategic Management Area

The Strategic Management area conducted an announced programme on Strategic Management. The area also provided key inputs on strategic

management processes for several management development programmes.

The customized in-company on-campus as well as off-campus programmes conducted by the Strategic Management area include: Leadership for Women Executives of Dept. of Science & Technology, MDP for Senior Management Executives of Quality Care of India Ltd. (Care Hospitals) (thrice), General Management Programme for Women Scientists of Dept. of Science & Technology, and General Management Programme for Scientists of Dept. of Science & Technology.

Research and Consultancy

Besides training, a group of nine full-time CMS faculty members, with expertise in various functional areas of management, are engaged throughout the year in a number of research and consultancy (R&C) assignments that are awarded against open market competition. During 2007–08, R&C assignments were undertaken in the following areas: Corporate Planning, Organizational Restructuring, Manpower & Systems Studies, Training Needs Assessment and Competency Mapping. Four consultancy assignments were carried over from 2006–07, and five projects were received in 2007–08. Out of these nine assignments, four were completed during the year under review (see Annexures 6A–6C).

VI. Centre for Poverty Studies & Rural Development

I. Training and Conferences

1. The Centre for Poverty Studies & Rural Development (CPSRD) assisted the Director-General in organizing a two-day Conference on the North-Eastern Region of India: Constraints & Opportunities for Development on 1–2 June 2007. The conference was inaugurated by Shri Mani Shankar Aiyar, Minister of Development of the North-Eastern Region, Panchayati Raj and Youth Affairs & Sports, Govt. of India (GoI).
2. A two-day Management Development Programme for Executive Directors of Andhra Pradesh Scheduled Caste Cooperative Finance Corporation was organized on 6–7 September 2007 with a view to enhancing their leadership competence in effectively implementing anti-poverty programmes for Scheduled Caste beneficiaries.

3. A series of five 2-week international management development programmes (MDPs) were offered for small and medium enterprises (SMEs) of Africa and South Asia, sponsored jointly by the Indian Technical & Economic Cooperation (ITEC) division of the Ministry of External Affairs, GoI, and the Commonwealth Secretariat, London. The key objective of these programmes was to build the strategic thinking competencies of SMEs so that they can introduce best management practices to compete with large businesses.
4. The last programme in the series, Strategic Leadership Development Programme (SLDP), was specially customized for bringing together CEOs of SMEs and policy-makers responsible for promoting the development of SMEs across continental Africa. The aim was to explore and assimilate business models for the development of globally competitive SMEs. This programme was scheduled at the request of the Ministry of External Affairs, GoI, in the run up to the India-Africa Partnership Summit held in New Delhi on 8–9 April 2008. The participants of the programme travelled to New Delhi to participate in the plenary session of the summit after concluding a one-week classroom component of the course at ASCI.
5. A panel discussion on the Commodity Derivatives Market was organized by CPSRD on 16 November 2007. The discussion was jointly sponsored by the Forward Markets Commission, overseen by the Ministry of Consumer Affairs & Public Distribution, GoI, and the Multi Commodity Exchange of India.
6. Two programmes of one-week duration each were awarded by the Ministry of Development of the North-Eastern Region, which are scheduled to be conducted during 2008–09, for the panchayat raj functionaries of N-E state governments.
7. The Indian Council of Agricultural Research (ICAR) under the Ministry of Agriculture, GoI, has awarded CPSRD, in principle, a series of programmes on priority setting, planning, monitoring, evaluation, public-private partnership and leadership development for senior agricultural research personnel under the World Bank-funded National Agricultural Innovation Project (NAIP). The programmes are likely to be scheduled after a formal approval from the World Bank and ICAR.

8. CPSRD has also been making a significant contribution to the MDPs organized by other centers of the college. The center also prepared a programme design on rural management for the South African Management Development Institute (SAMDI).

II. Research and Consultancy

9. A study on evaluating the Professional Development Course (PDC) conducted by the National Institute of Health and Family Welfare and state-level institutes of health and family welfare was assigned to ASCI by the Ministry of Health & Family Welfare (MoHFW), GoI. The 10-week training programme sponsored jointly by GoI and the European Commission was attended by 600 medical officers across 13 states in India. The study was carried out with a sample of 11 states and 150 participants who attended the PDC, apart from 100 non-participating medical officers. Initiated in November 2007, the fieldwork in all the 13 states has been completed. The draft report has been submitted to MoHFW, and their feedback and comments are awaited.
10. A study on evaluating the impact of the pilot programme for the control of micronutrient malnutrition in five states of the country—Gujarat, Orissa, Jharkhand, West Bengal and Assam—was initiated in mid-February 2007. The study is funded by MoHFW, GoI.
11. Under the Government of Orissa-DFID-UNDP project for operationalizing the Orissa Resettlement and Rehabilitation (R&R) Policy 2006, CPSRD has been commissioned to carry out impact assessment studies in respect of major industrial and irrigation/hydro-power development projects in the state. The center has also actively contributed to the evaluation study of the R&R initiatives of the Tehri Hydro-power Development Corp.

VII. Centre for Public Policy, Governance & Performance

Consultancy Activities

1. For the year 2005–06, two awards for Excellence in Public Administration were given away by the Prime Minister. These were presented on 21 April

2007, which is celebrated as Civil Service Day. The Centre for Public Policy, Governance & Performance (CPPGP) had provided considerable support to the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India (GoI) in the selection exercise during 2006–07. At the request of DARPG, the center prepared the following two discussion papers for Civil Service Day 2007:

- Realizing the Human Resource Potential for Inclusive Growth
- Governance Challenges in Resurgent India: Enhancing Policy Implementation and Outcomes

CPPGP also received the mandate to work on the PM's Awards for Excellence in Public Administration, 2006–07. The support work for the selection exercise was completed during 2007–08, in time for Civil Service Day 2008. This included detailed deliberations and concerted efforts at setting up the modalities; drafting the advertisement, both for the media and the websites; sifting through the nominations and making summaries of the eligible nominations; servicing three meetings of the ASCI committee and the committee headed by the Secretary, Personnel, Govt. of India; carrying out spot verification studies; and servicing the final committee headed by the Cabinet Secretary.

2. The centre finally concluded its project on Restructuring of the Central Water Commission (CWC) during the year under review. This work was completed largely due to the efforts of Prof. Hemnath Rao (with the Centre for Poverty Studies & Rural Development).
3. CPPGP secured a project to study the proposed Coal Regulatory Authority and draft the bill for legislation. Three workshops were held—two in New Delhi and one in Hyderabad—to consult with stakeholders (producers, consumers and important decision-makers) on the proposed coal regulatory bill. The final report and draft bill were subsequently submitted to the Ministry of Coal, GoI, during the year under review. The project has been completed to the satisfaction of the client.
4. The centre also completed the project on Irrigation Impact and Best Practices Study for the Japan Bank of International Cooperation (JBIC), New Delhi.

Training Activities

5. Faculty of the center directed a training programme for district institutes of education and training.

CPPGP conducted a training programme for senior Sri Lankan public managers, funded by the Commonwealth Secretariat, London. There was participation by 23 senior civil servants, most of them working as additional secretaries to the Government of Sri Lanka. The programme was designed as a seminar-cum-study visit to facilitate learning and sharing of experiences between senior civil servants of the two countries.

6. At the request of the Asia Foundation, Kabul, the center organized two 5-day policy seminar-cum-exposure visits for senior civil servants from the office of the President of Afghanistan. The programme aimed to give participants an exposure to the working of Indian institutions of democracy and state structures. Its thrust was to develop their perspectives on various models of managing social, economic and political processes within a broadly democratic and pluralist set-up.
7. CPPGP organized two preparatory workshops for writers contributing papers for the Conference on Growth and Development in the Lagging Regions of India, led by the Director-General of ASCI. The conference was jointly held by ASCI and The World Bank in the subsequent financial year.

Projected Activities

1. The selection exercise for the PM's Awards for Excellence in Public Administration, 2008–09 will also be carried out under the leadership of CPPGP.
2. The center continues to be associated with DARPG, GoI, and expects to receive further work in the course of 2008–09.

Impact

1. Public recognition for ASCI as the secretariat for the PM's Awards.
2. The Coal Regulatory Authority study has brought appreciation for ASCI's research and consultancy capabilities.

3. The project on Restructuring of CWC has also had a definite impact—the extent and direction of which remains to be assessed once the final report is submitted.

Chartered Accountants

Coromandel House
1-2-10, Sardar Patel Road
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INDIA

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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, 2008, and also the Income and Expenditure Account of the College for the year ended on that date, annexed thereto. These financial statements are the responsibility of the management of the College. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We report as follows:
 - 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, in conformity with the accounting principles generally accepted in India:
 - a) in the case of the Balance Sheet, of the state of the affairs of the College as at March 31, 2008; 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 19, 2008.

K.RAJASEKHAR
Partner
Membership No. 23341

Balance Sheet as on 31 March 2008

SOURCES OF FUNDS	Schedule	Rupees	As on 31.3.2008 Rupees	As on 31.3.2007 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		7,97,22,806		7,81,76,853
Add: Transferred from Income and Expenditure Account		34,65,476		15,45,953
			8,31,88,282	7,97,22,806
d. RESERVE FOR CONTINGENCIES				
As per last Balance Sheet		75,00,000		50,00,000
Add: Transferred from Income and Expenditure Account		25,00,000		25,00,000
			1,00,00,000	75,00,000
e. GoI LOAN REPAYMENT RESERVE			1,00,00,000	
2. LOAN FUNDS	C			
a. SECURED LOANS		7,98,000		
b. UNSECURED LOANS		5,00,00,000		
			5,07,98,000	
TOTAL			23,33,23,591	16,65,60,115
APPLICATION OF FUNDS				
3. FIXED ASSETS	D			
a. Gross Block		18,79,16,501		18,35,75,618
b. Less: Depreciation		13,68,59,247		12,69,77,295
		5,10,57,254		5,65,98,323
c. Add: Capital Work in Progress		3,87,942		
			5,14,45,196	
4. INVESTMENTS	E		21,10,04,221	12,14,67,150
5. CURRENT ASSETS, LOANS AND ADVANCES				
a. Inventories-Stock at Cost		8,51,265		6,89,977
b. Book Debts	F	4,31,17,627		5,59,54,200
c. Interest Accrued on Investments		65,01,251		57,63,698
d. Cash and Bank Balances	G	1,08,61,639		79,79,535
e. Loans and Advances	H	1,40,64,753		1,41,98,308
		7,53,96,535		8,45,85,718
6. LESS: CURRENT LIABILITIES AND PROVISIONS				
a. CURRENT LIABILITIES	I	4,15,64,979		4,43,61,180
b. PROVISIONS	J	6,29,57,382		5,17,29,896
		10,45,22,361		9,60,91,076
7. NET CURRENT LIABILITIES (5-6)			(2,91,25,826)	(1,15,05,358)
TOTAL			23,33,23,591	16,65,60,115
NOTES ON ACCOUNTS	K			

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, 19 September 2008

Income & Expenditure Account for the Year ended 31 March 2008

Income	Schedule	As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
INCOME			
Course Income	1	13,13,87,983	11,26,53,976
Research Project Income		2,84,40,454	2,85,58,269
Consultancy Fees		4,74,36,934	4,11,07,956
Membership Subscription		1,15,000	1,00,000
Income from Investments	2	1,66,24,585	89,55,928
Miscellaneous Income	3	1,02,93,460	1,47,05,891
		23,42,98,416	20,60,82,020
EXPENDITURE			
Salaries and Allowances	4	9,84,69,764	8,05,07,847
Staff Welfare Expenses	5	70,61,781	74,09,816
Travelling Expenses (including Overseas Travel)		2,29,86,925	2,35,80,777
Food Expenses		47,26,556	43,25,814
Rent, Rates and Taxes		13,08,581	12,91,502
Electricity and Water		58,36,673	57,26,625
Repairs and Maintenance of Assets		57,74,925	59,14,659
Hired Services		3,51,79,586	2,95,93,728
Visiting Specialists Expenses		60,20,370	54,44,217
Advertisement		31,80,298	45,73,869
Postage, Telegrams and Telephones		28,43,859	32,91,826
Printing and Stationery		45,38,310	41,08,240
Subscription to Periodicals and Technical Journals		31,37,842	31,23,250
Auditors Fees (Note 5-Schedule K)		1,00,000	1,00,000
General Expenses	6	43,38,957	57,37,656
Bad and Doubtful Debts and Advances-Write Off/Provisions		51,76,643	85,87,335
		21,06,81,070	19,33,17,161
Less: Expenses Recovered-Consultancy Projects and In company Training Programmes		26,07,351	48,32,897
		20,80,73,719	18,84,84,264
Surplus/(Deficit) for the year before depreciation		2,62,24,697	1,75,97,756
Depreciation		1,01,07,207	1,05,83,563
Surplus/(Deficit) for the year after depreciation		1,61,17,490	70,14,193
Prior Period Adjustments (Net)		(1,52,014)	(29,68,240)
SURPLUS/(DEFICIT) AVAILABLE FOR APPROPRIATION		1,59,65,476	40,45,953
Transferred to Gol Loan Repayment Reserve account		1,00,00,000	
Transferred to Reserve for Contingencies		25,00,000	25,00,000
Transferred to ASCI Development Fund		34,65,476	15,45,953
		1,59,65,476	40,45,953

NOTES ON ACCOUNTS

K

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, 19 September 2008

Schedules Forming Part of the Balance Sheet as on 31 March 2008 (contd.,)

SCHEDULE C

	As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
LOAN FUNDS		
a. SECURED LOANS		
Loan from Syndicate Bank (Note: 1)	7,98,000	—
b. UNSECURED LOANS		
Interest-Free Loan from Government of India	5,00,00,000	—
	5,07,98,000	—

Note :

- Secured by hypothecation of solar water heating systems and pledge of term deposits of the bank.

Schedules Forming Part of the Balance Sheet as on 31 March 2008 (contd.,)

SCHEDULE D Fixed Assets

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As on 31.3.2007 Rupees [1]	Additions Rupees [2]	Deductions/ Adjustments Rupees [3]	As on 31.3.2008 Rupees [1+2-3]=[4]	Upto 31.3.2007 Rupees [5]	For the Year Rupees [6]	On Deductions /Adjustments Rupees [7]	Upto 31.3.2008 Rupees [5+6-7]=[8]	As on 31.3.2008 Rupees [4-8]=[9]	As on 31.3.2007 Rupees
Land-freehold	6,15,700	—	—	6,15,700	—	—	—	—	6,15,700	6,15,700
Land-leasehold	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	1,45,79,359	13,22,237	—	1,59,01,596	3,69,87,877	3,83,10,114
Micro Computer System	3,29,43,579	7,27,550	—	3,36,71,129	3,18,09,957	9,97,316	—	3,28,07,273	8,63,856	11,33,622
Audio Visual Aids	43,99,383	2,27,500	—	46,26,883	35,15,091	5,51,706	—	40,66,797	5,60,086	8,84,292
Furniture & Fixtures	1,17,82,631	35,038	—	1,18,17,669	87,75,346	8,24,178	—	95,99,524	22,18,145	30,07,285
Air Conditioning & Electrical Accessories	1,78,21,663	2,34,456	—	1,80,56,119	1,55,76,278	6,40,329	—	1,62,16,607	18,39,512	22,45,385
Library	2,68,25,279	9,20,279	—	2,77,45,558	2,33,37,865	14,44,514	—	2,47,82,379	29,63,179	34,87,414
Office Equipment, Utensils, Etc.	59,79,440	55,000	2,25,255	58,09,185	48,58,519	4,36,616	2,25,255	50,69,880	7,39,305	11,20,921
Vehicles	22,36,918	—	—	22,36,918	11,19,665	3,74,546	—	14,94,211	7,42,707	11,17,253
Miscellaneous	2,59,16,480	23,66,315	—	2,82,82,795	2,13,86,897	35,15,765	—	2,49,02,662	33,80,133	45,29,583
Total	18,35,75,618	45,66,138	2,25,255	18,79,16,501	12,69,77,295	1,01,07,207	2,25,255	13,68,59,247	5,10,57,254	5,65,98,323
Previous Year	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	

- 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 on 31.3.2007 : Rs. 27,44,822) ownership whereof vests in the Dept. of Electronics, Govt. of India, are included in the Schedule With corresponding credit to Corpus Fund.

Schedules Forming Part of the Balance Sheet as on 31 March 2008 (contd.,)

SCHEDULE E	As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
INVESTMENTS (Unquoted)		
1. Fixed Deposits with Companies	-	90,00,000
2. UTI-CRTS 185248.847 (31.3.2007: 185248.847) units of Rs. 100 each NAV Rs. 125.20 (31.3.2007: Rs. 108.35)	2,18,03,444	2,01,01,623
3. UTI-Master Share 177967.136 (31.3.2007: 177967.136) Units of Rs.10 each. NAV Rs. 41.34 (31.3.2007: Rs.32.81)	50,97,984	44,75,099
4. UTI-Master Plus 73421.439 (31.3.2007: 73421.439) Units of Rs. 10 each NAV Rs. 72.49 (31.3.2007 : Rs. 62.07)	50,00,000	50,00,000
	3,19,01,428	3,85,76,722
5. Fixed Deposits with Banks (Include Rs. 494.12 lakhs and interest thereon reinvested Rs. 40.31 lakhs being the unutilised amount of the loan received from Government of India. Refer to Note 3 of Schedule K)	17,91,02,793	8,28,90,428
	21,10,04,221	12,14,67,150
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	3,69,38,903	2,86,73,999
(c) Provision for Leave Liability	2,60,18,479	2,30,55,897
(d) Secured loan from Syndicate Bank	7,98,000	
	7,89,02,060	6,68,76,574

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

Schedules Forming Part of the Balance Sheet as on 31 March 2008 (contd.,)

SCHEDULE F		As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
Book Debts			
a. Unsecured-Considered Good			
Dues by Clients-Consultancy		1,82,85,582	2,48,84,298
Dues by Clients-Computer		5,09,885	5,09,885
Dues by Sponsors of Research Projects		1,21,27,540	48,34,176
Dues by Participants		1,15,28,487	2,50,54,440
Sundry Accounts		6,66,133	6,71,401
		4,31,17,627	5,59,54,200
b. Unsecured-Considered Doubtful			
		1,87,99,954	2,19,95,620
		6,19,17,581	7,79,49,820
Less: Provision for Doubtful Debts		1,87,99,954	2,19,95,620
		4,31,17,627	5,59,54,200
Note:			
Debts outstanding for a period exceeding six months		2,43,09,297	3,41,62,766
Others		3,76,08,284	4,37,87,054
		6,19,17,581	7,79,49,820

SCHEDULE G		As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
Cash and Bank Balances			
Cash Balance			
Cash on Hand (including balances in imprest)		4,24,543	2,54,533
Bank Balance			
With Scheduled Banks			
In Current Account	83,965		8,969
In Savings Account	1,00,85,211		77,16,033
		1,01,69,176	77,25,002
Demand Drafts on Hand		2,67,920	-
		1,08,61,639	79,79,535

Schedules Forming Part of the Balance Sheet as on 31 March 2008 (contd.,)

SCHEDULE H	As on 31.3.2008 Rupees	As on 31.3.2007 Rupees
Loans and Advances		
a. Unsecured-Considered Good		
Loans and Advances to Staff	38,41,501	38,80,898
Advances for Supplies and Services	10,96,665	8,09,207
Advances for Capital Expenditure	2,00,545	1,17,717
Medical Claims Receivables	3,67,830	-
Pre-paid Expenses	32,14,103	42,77,293
Interest Accrued on Deposits and Loans	25,77,799	26,07,437
Deposits with Public Bodies and Others	18,43,775	19,15,775
Tax Deducted at Source (Pending Refund)	9,22,535	5,89,981
	1,40,64,753	1,41,98,308
b. Unsecured-Considered Doubtful	4,03,793	3,95,503
	1,44,68,546	1,45,93,811
Less: Provision for Doubtful Advances	4,03,793	3,95,503
	1,40,64,753	1,41,98,308
SCHEDULE I		
Current Liabilities		
Sundry Creditors	1,67,83,312	1,90,78,701
Advance Receipts and Unexpired Income	1,88,87,057	1,94,92,703
Due to Trustees, Provident Fund	19,90,791	17,57,354
Due under Pension Fund Scheme	1,41,504	1,41,043
Security and Other Deposits	6,74,712	6,71,617
Other Liabilities	30,87,603	32,19,762
	4,15,64,979	4,43,61,180
SCHEDULE J		
Provisions		
For Gratuity to Employees	3,69,38,903	2,86,73,999
For Leave Liability	2,60,18,479	2,30,55,897
	6,29,57,382	5,17,29,896

SCHEDULE K**Notes forming part of the Accounts**

1. Contingent liabilities not provided for:
 - (a) Guarantees given by banks on behalf of the college outstanding as on 31.3.2008 are Rs. 28,32,500/- (31.03.2007: Rs. 51,68,098).
 - (b) 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. 1,59,86,170. The matter is contested before Service Tax Appellate Tribunal, Bangalore. An unconditional stay on payment of tax was granted. Another show cause notice dated 30.05.2007 was served on the college for the period April 2005 to April 2006 and reply was filed on 18.07.2007. The element of service tax proposed in the show cause notice amounts to Rs. 1,40,06,555. The appeal in CESTAT was heard on 11.08.2008 and the final orders are awaited.
2. In terms of Notification No. 74/2007, dated 23.03.2007, issued by the central government, the college's income is exempted from tax. In view of the exemption of income from tax, provision for tax is not created.
3. During the year, the college received an interest free unsecured loan of Rs. 5 crores from the Government of India. The terms of the loan inter alia include the following:
 - a) The loan is repayable after a period of five years from the date of disbursement (i.e., 05.04.2007) in ten equal annual installments of Rs. 50 lakhs each.
 - b) The college may invest any unutilized money from the loan amount in government securities or in fixed deposits in any of the nationalized banks or public sector enterprises.
As on 31 March 2008, the unutilized amount of Rs. 4,94,12,058/- has been invested in fixed deposits of State Bank of Hyderabad.
4. Income from investments includes Rs. 23,24,706/- (previous year: Rs. 22,13,480) received as dividend from UTI.
5. Auditors, Fees consist of:
 - a) Audit Fees: Rs. 1,00,000 (2006-07: Rs. 1,00,000)
6. The college has provided for all debts outstanding for more than one year in line with the decision of Court of Governors.
7. Figures for the previous year have been regrouped wherever necessary.

8. 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 recognized 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 unutilized income carried forward where there is stipulation to that effect.

(iii) **Gratuity and Leave Liability**

Provision for gratuity and leave encashment is made on the basis of actuarial valuation.

(iv) **Depreciation**

Depreciation is provided on the 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

Assets costing less than Rs. 5000, except library books, have been fully charged to Income and Expenditure Account.

(v) **Foreign Currency Transactions**

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

(vi) **Fixed Assets**

Fixed Assets are stated at their original cost of acquisition, including all expenses attributable to bringing the assets to their intended use. Assets acquired out of the grant from the Government of India towards the Computer-Aided Management Centre, ownership whereof vests in the Dept. of Electronics, Govt. 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 a first in-first out (FIFO) basis.

Schedules Forming Part of the Income and Expenditure Account for the Year Ended 31 March 2008

	Current Year 2007-08 Rupees	Previous Year 2006-07 Rupees
SCHEDULE 1		
Course Income		
Income from Courses and Seminars	5,72,75,546	4,97,27,168
Income from Incompany Training Programmes	7,41,12,437	6,29,26,808
	13,13,87,983	11,26,53,976
SCHEDULE 2		
Income from Investments (Gross)		
Interest/Dividend (Refer to Note 4 of Schedule K)	1,79,27,662	87,46,910
	1,79,27,662	87,46,910
Less: Amount brought forward/(Amount carried forward) (Refer to Note 2 below)	13,03,077	2,09,018
	1,66,24,585	89,55,928
Notes:		
1. Tax Deducted at Source: Rs. Nil; (2006-2007: Rs. Nil)		
2. Unutilized 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	3,33,703	3,91,792
Other Interest	10,19,066	5,44,397
Licence Fee	19,37,374	17,23,428
Provisions no longer required and Sundry Credits- Balances Written Back	18,04,409	58,92,826
Sundry Receipts	51,98,908	61,53,448
	1,02,93,460	1,47,05,891

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31 March 2008**

	Current Year 2007-08 Rupees	Previous Year 2006-07 Rupees
SCHEDULE 4		
Salaries and Allowances		
Salaries and Allowances	7,99,21,353	7,01,65,132
Contribution to Provident Fund	71,53,694	59,88,554
Gratuity to Employees	1,13,94,717	43,54,161
	9,84,69,764	8,05,07,847
SCHEDULE 5		
Staff Welfare Expenses		
Medical Expenses	48,79,924	52,87,724
Leave Travel Concession	9,79,517	8,45,381
Other Welfare Expenses	12,02,340	12,76,711
	70,61,781	74,09,816
SCHEDULE 6		
General Expenses		
Legal Expenses	76,550	1,09,654
Insurance	3,57,850	2,97,821
Staff Recruitment	1,55,221	11,10,029
Uniforms and Liveries	1,87,048	2,14,508
Laundry and Cleaning Materials	7,33,392	5,71,553
Entertainment	14,79,676	12,64,925
Staff Development Expenses	89,707	1,20,779
Miscellaneous Expenses	12,59,513	20,48,387
	43,38,957	57,37,656

Annexure 1
Members of the College Society
(as on 31 March 2008)

A. HONORARY PATRONS FOR LIFE

1. BASF India Ltd.
2. Bata India Ltd.
3. Bharat Heavy Electricals Ltd.
4. Bharat Petroleum Corp. Ltd.
5. Coal India Ltd.
6. DCM Ltd.
7. Escorts Ltd.
8. General Insurance Corp. of India
9. Hindustan Unilever Ltd.
10. HMT Ltd.
11. Hindustan Steelworks Construction Co. Ltd.
12. Indian Farmers Fertilizer Co-op. Ltd.
13. Industrial Development Bank of India
14. ITC Ltd.
15. Life Insurance Corp. of India
16. Madura Coats Ltd.
17. Reserve Bank of India
18. State Bank of India
19. Tata 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
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. ICICI 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 2008)

A. ELECTED MEMBERS

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

S. M. Datta, BSC (Hons.) (Chemistry) (Presidency College, Calcutta), PG degree (Sc & Tech) (Calcutta Univ.): 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.

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

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.

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

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.

K. V. Krishna Rao, retd. 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.

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.

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

Vijay Kelkar, PhD (California): Chairman, Finance Commission.

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

Chennamaneni Hanumantha Rao, MA (Osmania Univ.), PhD (Delhi Univ.): 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.

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

C. CO-OPTED MEMBERS (EX-OFFICIO)

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

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

D. Subbarao, IAS: Secretary (Finance), Dept. of Economic Affairs, Ministry of Finance, Govt. of India.

Chief Secretary, Govt. of Andhra Pradesh.

Secretary, Dept. of Personnel & Training, Govt. of India.

D. REGISTRAR & SECRETARY

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

Annexure 3

People at ASCI

(as on 31 March 2008)

A. PROFESSOR EMERITUS

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

B. DIRECTOR-GENERAL

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

C. DEANS

Paramita Dasgupta, MA (Economics), PhD (both JNU, New Delhi): *Professor & Dean of Training & Conferences.*

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.), MTech (M&S) (IIT-Delhi):
Professor & 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.

Usha Vyasulu Reddi, MA (Journalism & Communication) (Univ. of Florida), MSc (International Relations) (Univ. of West Indies), PhD (Communication) (Poona Univ.): *Professor & Director, Centre for Human 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.*

Rahul Bhimjiani, MA (Sociology & Political Science) (Bombay Univ.), BE (Electrical) (Poona Univ.), PGDM (General Mgmt.) (IIM-A), LLB (Taxation) (Gujarat Univ.):
Professor & Chairperson, Marketing area, Centre for Management Studies.

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 Univ.): *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.*

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

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.*

Usha Vyasulu Reddi, MA (Journalism and Communication) (Univ. of Florida), MSc (International Relations) (Univ. of West Indies), PhD (Communication) (Poona Univ.): Professor & *Chairperson, Education and Gender Studies area, Centre for Human 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.*

F. PROFESSORS

B. S. Chetty, BE (Mech.), ME (Indust. Engg.) (both Sri Venkateswara Univ., 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.*

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

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

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.*

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

G. ASSOCIATE PROFESSORS

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

Anand Akundy, MA (Social Anthropology), PhD (Social Anthropology) (both Sri Venkateswara Univ., Tirupati): *Associate Professor, Health Studies area, Centre for Human Development.*

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.*

Piush Bahl, BA (Hons) (Eco) (Bombay Univ.), MBA (Northeast Louisiana Univ., USA): *Associate Professor, Marketing area, Centre for Management Studies.*

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.*

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

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

B. M. Naidu, MSc (Statistics), PhD (Statistics) (both Sri Venkateswara Univ., 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.*

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.*

Suresh Kumar Rohilla, BA (Geography) (Univ. of Delhi), MA (Geography) (JNU, New Delhi), British Chevening Environmental Managers Programme (Univ. of Bradford), MA (Regional Planning) (School of Planning & Arch., New Delhi), PhD (Queen's University, UK): *Associate Professor, Environment area, Centre for Energy, Environment, Urban Governance and Infrastructure 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

Ashita Allamraju, BA (Economics) (Delhi Univ.), MA

& MPhil (Economics) (both Delhi School of Economics): *Assistant Professor, International Trade & Finance, Industry, Macroeconomic Policy & Public Finance area, Centre for Economics & Finance.*

Sohini Basu, BA (Social Sciences) (Univ. of Calcutta), MA (Social Sciences) (by research) (National Univ. of Singapore): *Assistant Professor, Gender Studies area, Centre for Human Development.*

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

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

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

B. V. N. Sachendra, BTech (Mech.) (JNTU, Hyd), MBA (Prod. & Mktg.) (Sri Venkateswara 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.* Founder & Chairman, Manas Advisory. 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.

Somnath Ghosh, MA (Political Sc), MPhil, PhD (Indust. Relations) (all JNU, New Delhi): *Advisor, Human Resources area.*

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.

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

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

Venkateshwara Rao, MBBS, DCH, Ph.D, FCIP, FIPHA: *Honorary Advisor.*

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; Former Deputy Secretary-General, Commonwealth Secretariat.

B. G. Verghese, MA (Economics) (Cambridge), Gandhi Foundation Fellow: *Honorary Visiting Professor.* Chairman, Commonwealth Human Rights Initiative. Former Editor of *Hindustan Times* and *Indian Express*; Information Advisor to the Prime Minister; and Information Consultant to the Defence Minister.

J. EDITOR & PRO

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

K. LIBRARIAN

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

L. OFFICERS IN ADMINISTRATION

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.*

G. Kanaka Raju: *Establishment Officer.*

Samuel Abraham: *Principal Executive Secretary to Chairman.*

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

Maria Davidswamy: *Personal Assistant.*

P. Mahalaxmi: *Personal Assistant.*

Priscilla 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.*
- M. Sudhakar Rao:** *Deputy Accounts Officer.*
- C. Sathynarayana:** *Deputy Accounts Officer.*
- Sathya Geetha Thangaraj:** *Nursing Sister.*
- Sukantha Rangarajan:** *Officer, Housekeeping.*
- M. P. Vijayakumar:** *Resident Manager, ASCI New Delhi Centre.*
- C. P. Vittal:** *Assistant Accounts Officer (T).*

Annexure 4

Management Development Programmes

(April 2007–March 2008)

A. College-Announced Programmes

1. 23–27 April 2007: Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas. *Programme Directors:* Prof. S. Chary Vedala & Ms. U. Sreedevi.
2. 28–30 May 2007: HR Audit. *Programme Director:* Prof. Umeshwar Pandey.
3. 4–29 June 2007: General Management Programme for Senior Executives–Session 109. *Programme Director:* Prof. Somnath Ghosh.
4. 11–13 June 2007: Inventory Management. *Programme Director:* Mr. B. V. N. Sachendra.
5. 18–22 June 2007: Communication Skills for Managers. *Programme Director:* Prof. Prabhati Pati.
6. 9–20 July 2007: Procurement Procedures for World Bank-Aided Projects. *Programme Directors:* Prof. B. S. Chetty & Mr. Raj V. Ponnaluri.
7. 9–13 July 2007: Sales Management. *Programme Director:* Mr. Piush Bahl.
8. 16–18 July 2007: Leadership through NLP. *Programme Directors:* Dr. S. K. Ghosh & Mr. V. K. Talithaya.
9. 23–27 July 2007: Developing Emotionally Intelligent Leadership. *Programme Director:* Prof. R. N. Saxena.
10. 23–25 July 2007: New Tax Regime (Fringe Benefit Tax, Service Tax and VAT). *Programme Director:* Prof. Mubeen Rafat.
11. 30 July–3 August 2007: Strategic Human Resource Management. *Programme Director:* Prof. Umeshwar Pandey.
12. 30 July–1 August 2007: Medical Audit. *Programme Director:* Prof. P. H. Rao.
13. 6–10 August 2007: Materials Management. *Programme Director:* Mr. B. V. N. Sachendra.
14. 6–10 August 2007: Strategic Marketing. *Programme Director:* Prof. B. Kinnera Murthy.
15. 6–10 August 2007: Leadership and Organization Development. *Programme Director:* Dr. S. K. Ghosh.
16. 6–10 August 2007: Management Development Programme for Women Executives. *Programme Director:* Prof. Prabhati Pati.
17. 13–24 August 2007: Advanced Management Programme. *Programme Directors:* Prof. Nirmala Apsingikar & Prof. Usha Ramachandra.
18. 13–15 August 2007: Negotiation Skills. *Programme Director:* Prof. Ali A. Firdausi.
19. 20–22 August 2007: e-Procurement. *Programme Director:* Prof. G. Mohan.
20. 3–5 September 2007: Improving Quality in Health Care. *Programme Director:* Prof. P. H. Rao.
21. 12–14 September 2007: e-Procurement. *Programme Director:* Prof. G. Mohan.
22. 17–21 September 2007: Personal Growth for Effective Leadership. *Programme Director:* Prof. R. N. Saxena.
23. 24 September–5 October 2007: Procurement Procedures for World Bank-Aided Projects. *Programme Directors:* Prof. B. S. Chetty & Mr. B. V. N. Sachendra.
24. 8–10 October 2007: Mentoring and Career Development. *Programme Director:* Prof. Somnath Ghosh.
25. 8–12 October 2007: Core Managerial Skills for Health Professionals. *Programme Director:* Prof. P. H. Rao.

26. 22–26 October 2007: Management of Change. *Programme Director:* Prof. Ali A. Firdausi.
27. 29 October–2 November 2007: Effective Human Resource Training and Development. *Programme Director:* Prof. Umeshwar Pandey.
28. 29 October–2 November 2007: Managing Human Relations in Organizations. *Programme Director:* Prof. Prabhati Pati.
29. 5–7 November 2007: Marketing for Hospital Administrators and Health Professionals. *Programme Director:* Prof. P. H. Rao.
30. 12–16 November 2007: Managing Performance. *Programme Director:* Prof. Somnath Ghosh.
31. 26 November–7 December 2007: Programme for Young Managers. *Programme Director:* Mr. Raj V. Ponnaluri.
32. 26–30 November 2007: e-Procurement. *Programme Director:* Prof. G. Mohan.
33. 26–30 November 2007: Personality Development. *Programme Director:* Prof. R. N. Saxena.
34. 3–5 December 2007: Competency Management. *Programme Director:* Dr. S. K. Ghosh.
35. 4–6 December 2007: Using Data for Programme Monitoring and Evaluation. *Programme Director:* Prof. P. H. Rao.
36. 5–7 December 2007: Managing Creativity. *Programme Director:* Prof. Prabhati Pati.
37. 10–14 December 2007: Human Resource Management for Line Managers. *Programme Director:* Prof. Umeshwar Pandey.
38. 10–14 December 2007: Project and Contract Management. *Programme Director:* Mr. Raj V. Ponnaluri.
39. 10–13 December 2007: Mergers & Acquisitions. *Programme Director:* Prof. Mubeen Rafat.
40. 17–19 December 2007: Transactional Analysis for Interpersonal Effectiveness. *Programme Directors:* Prof. Ali A. Firdausi & Mr. V. K. Talithaya.
41. 17–19 December 2007: Business Intelligence with Data Warehousing and Data Mining. *Programme Director:* Mr. Nirmalya Bagchi.
42. 17–19 December 2007: Improving Work Culture. *Programme Director:* Prof. Somnath Ghosh.
43. 7–11 January 2008: Leadership and Organization Development. *Programme Director:* Prof. R. N. Saxena.
44. 7–11 January 2008: Sales Management. *Programme Director:* Mr. Piush Bahl.
45. 7–11 January 2008: Strategic Human Resource Management. *Programme Director:* Prof. Umeshwar Pandey.
46. 7 January–1 February 2008: General Management Programme for Senior Executives–Session 110. *Programme Directors:* Prof. G. Mohan & Prof. Usha Ramachandra.
47. 7–11 January 2008: Strategic Management. *Programme Director:* Prof. B. Kinnera Murthy.
48. 21 January–1 February 2008: Procurement Procedures for World Bank-Aided Projects. *Programme Directors:* Prof. B. S. Chetty & Mr. Raj V Ponnaluri.
49. 21–25 January 2008: Strengthening Urban Management in India. *Programme Directors:* Prof. S. Chary Vedala & Prof. A. Narender.
50. 28–30 January 2008: Strategic Financial Management. *Programme Director:* Prof. Mubeen Rafat.
51. 4–8 February 2008: Team Building and Conflict Management. *Programme Director:* Prof. Ali A. Firdausi.
52. 11–15 February 2008: Leadership Skills for Development. *Programme Director:* Prof. R. N. Saxena.
53. 11–15 February 2008: Finance for Non-Finance Executives. *Programme Director:* Prof. Mubeen Rafat.
54. 18–22 February 2008: Enhancing Managerial Effectiveness. *Programme Director:* Prof. Ali A. Firdausi.

55. 25–29 February 2008: Communication Skills for Managers. *Programme Director*: Prof. Prabhati Pati. Mr. Nirmalya Bagchi. *Client*: Dept. of Science & Technology, Govt. of India.
56. 5–7 March 2008: IT-Enabled Knowledge Management. *Programme Director*: Prof. Nirmala Apsingkar. 9. 14–18 May 2007: Leadership and Organization Development. *Programme Director*: Prof. Ali A. Firdausi. *Client*: Defence Research & Development Organization, New Delhi.
57. 10–14 March 2008: Effective Trade Union Management. *Programme Director*: Prof. Umeshwar Pandey. 10. 14–18 May 2007: Enhancing Water & Sanitation Service Delivery. *Programme Directors*: Prof. S. Chary Vedala & Ms. U. Sreedevi. *Client*: UN-HABITAT.
- B. Customized Organization-Specific Programmes (On-Campus)**
1. 26 Mar–6 April 2007: Technology Commercialization for Senior Scientists. *Programme Director*: Prof. M. Chandrasekhar. *Client*: Dept. of Science & Technology, Govt. of India. 11. 21 May–1 June 2007: Negotiating Strategies in the Work Environment for Senior Scientists. *Programme Director*: Prof. Ali A. Firdausi. *Client*: Dept. of Science & Technology, Govt. of India.
2. 2–6 April 2007: Decision Support Tools and Techniques for Senior Scientists. *Programme Director*: Mr. Nirmalya Bagchi. *Client*: Dept. of Science & Technology, Govt. of India. 12. 4–15 June 2007: Management Development Programme for Scientists/Engineers. *Programme Director*: Prof. Nirmala Apsingkar. *Client*: Indian Space Research Organization, Bangalore.
3. 9–13 April 2007: e-Procurement for a S&T Establishment. *Programme Director*: Prof. G. Mohan. *Client*: Dept. of Science & Technology, Govt. of India. 13. 4–8 June 2007: Natural Resources Management and Conflict Resolution. *Programme Director*: Dr. Valli Manickam. *Client*: Ministry of Environment & Forests, Govt. of India.
4. 9–13 April 2007: Enhancing Water & Sanitation Service Delivery. *Programme Directors*: Prof. S. Chary Vedala & Ms. U. Sreedevi. *Client*: UN-HABITAT. 14. 18 June–6 July 2007: Advanced Management Programme for AGMs & DGMs. *Programme Director*: Prof. Usha Ramachandra. *Client*: National Thermal Power Corp. Ltd., Noida.
5. 16–27 April 2007: Project Formulation and Implementation. *Programme Director*: Mr. Raj V. Ponnaluri. *Client*: Dept. of Science & Technology, Govt. of India. 15. 21–30 June 2007: Management Development Programme for Senior Public Managers of Sri Lanka. *Programme Director*: Mr. Mohammed A. Abid. *Client*: Commonwealth Secretariat, London.
6. 23–27 April 2007: General Management Programme for Scale IV Officers. *Programme Director*: Prof. R. N. Saxena. *Client*: Punjab National Bank, New Delhi. 16. 25–29 June 2007: Effective Leadership and Creativity for Senior Scientists. *Programme Director*: Prof. Prabhati Pati. *Client*: Dept. of Science & Technology, Govt. of India.
7. 7–26 May 2007: General Management Programme for Senior Executives. *Programme Director*: Prof. Umeshwar Pandey. *Client*: Shipping Corporation of India Ltd., New Delhi. 17. 2–13 July 2007: Middle Management Development Programme for SMEs of South Africa and South Asia. *Programme Director*: Prof. H. Hemnath Rao. *Clients*: ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
8. 7 May–8 June 2007: Advanced Techno-management Programme for Senior Scientists. *Programme Directors*: Mr. B. V. N. Sachendra & 18. 9–14 July 2007: Management Development Programme for Senior Management Grade Officers. *Programme Director*: Prof. R. N. Saxena. *Client*: Andhra Bank, Hyderabad.

19. 9–20 July 2007: Management Development Programme for Executives. *Programme Director:* Prof. G. Mohan. *Client:* NMDC Ltd., Hyderabad.
20. 23–27 July 2007: Leadership for Senior Women Scientists. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Dept. of Science & Technology, Govt. of India.
21. 23–27 July 2007: Vertical Interaction Course for IPS Officers on Image Building: Behaviour Pattern of the Police. *Programme Director:* Prof. Ali A. Firdausi. *Client:* Bureau of Police Research & Development, Ministry of Home Affairs, Govt. of India.
22. 30 July–3 August 2007: Environmental Impact Indicators and Valuation Techniques. *Programme Director:* Dr. Valli Manickam. *Client:* Ministry of Environment & Forests, Govt. of India.
23. 30 July–4 August 2007: Enhancing Skills to Manage the Emerging Challenges in the Banking Industry. *Programme Director:* Prof. Mubeen Rafat. *Client:* Bank of India, Mumbai.
24. 30 July–10 August 2007: General Management Programme for Senior Executives. *Programme Director:* Mr. Raj V. Ponnaluri. *Client:* NMDC Ltd., Hyderabad.
25. 30 July–3 August 2007: Intellectual Property Rights and WTO-Related Issues for Scientists. *Programme Director:* Prof. Paramita Dasgupta. *Client:* Dept. of Science & Technology, Govt. of India.
26. 20–24 August 2007: Basic Course on WTO. *Programme Director:* Prof. Paramita Dasgupta. *Client:* Dept. of Personnel & Training, Govt. of India.
27. 20–31 August 2007: General Management Programme for Senior Scientists. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Dept. of Science & Technology, Govt. of India.
28. 27 August–7 September 2007: Management Development Programme for Executives of NMDC. *Programme Directors:* Prof. Paramita Dasgupta & Ms. Ashita Allamraju. *Client:* NMDC Ltd., Hyderabad.
29. 27 August–1 September 2007: Enhancing Skills to Manage the Emerging Challenges in the Banking Industry. *Programme Director:* Prof. Mubeen Rafat. *Client:* Bank of India, Mumbai.
30. 27–29 August 2007: Regulating Electricity Tariffs: Filing and Analysis for Senior Executives. *Programme Director:* Prof. Usha Ramachandra. *Client:* National Thermal Power Corp. Ltd., Secunderabad.
31. 3–8 September 2007: Management Development Programme for Women Executives of the North-Eastern Region. *Programme Director:* Prof. Prabhati Pati. *Client:* Ministry of Development of North-Eastern Region, Govt. of India.
32. 3–5 September 2007: Project Management Skills for Senior Executive Engineers of AP Government. *Programme Director:* Mr. Raj V. Ponnaluri. *Client:* Govt. of Andhra Pradesh, Hyderabad.
33. 6–7 September 2007: Management Development Programme for Executive Directors. *Programme Directors:* Prof. H. Hemnath Rao & Dr. Pitabasa Sahoo. *Client:* Andhra Pradesh Scheduled Castes Cooperative Finance Corp. Ltd. (APSCCFC), Hyderabad.
34. 9–14 September 2007: Management Development Programme for Senior Management Grade Officers. *Programme Director:* Dr. S. K. Ghosh. *Client:* Andhra Bank, Hyderabad.
35. 10–11 September 2007: Health Insurance for CEOs/CAOs of Third-Party Administrators. *Programme Director:* Dr. B. M. Naidu. In collaboration with Medvarsity Online Ltd., Hyderabad.
36. 10–28 September 2007: Advanced Management Programme for AGMs & DGMs. *Programme Director:* Mr. Raj V. Ponnaluri. *Client:* National Thermal Power Corp. Ltd., Noida.
37. 17 September–14 October 2007: Specialized Management Programme on Leadership for Excellence for Senior Executives. *Programme Director:* Prof. Umeshwar Pandey. *Client:* Steel Authority of India Ltd., New Delhi.
38. 24–28 September 2007: Intellectual Property Rights and WTO-Related Issues for Scientists.

- Programme Director:* Prof. Paramita Dasgupta.
Client: Dept. of Science & Technology, Govt. of India.
39. 28 September–2 October 2007: World Bank Procurement Procedures for Senior Officials of Andhra Pradesh Community-Based Tank Management Project. *Programme Directors:* Mr. Raj V. Ponnaluri & Mr. B. V. N. Sachendra. *Client:* Govt. of Andhra Pradesh, Hyderabad.
40. 8–13 October 2007: Managerial Effectiveness for Executives. *Programme Director:* Dr. S. K. Ghosh. *Client:* HMT Machine Tools Ltd., Bangalore.
41. 8–12 October 2007: Science Audit for Senior Scientists & Senior Administrators. *Programme Director:* Mr. Nirmalya Bagchi. *Client:* Dept. of Science & Technology, Govt. of India.
42. 8–12 October 2007: Strategic Use of Information Technology. *Programme Director:* Prof. Nirmala Apsingkar. *Client:* Oil and Natural Gas Corp. Ltd., Dehra Dun.
43. 15–16 October 2007: Sales Effectiveness for Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* My Home Industries Ltd., Hyderabad.
44. 22–26 October 2007: Public-Private Partnership for IAS Officers. *Programme Director:* Prof. Mubeen Rafat. *Client:* Dept. of Personnel & Training, Govt. of India.
45. 5–6 November 2007: Sales Effectiveness for Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* My Home Industries Ltd., Hyderabad.
46. 12–16 November 2007: Middle Management Development Programme for SMEs of South Africa and South Asia. *Programme Director:* Prof. H. Hemnath Rao. *Clients:* ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
47. 12–23 November 2007: Management Development Programme for Scientists/Engineers. *Programme Director:* Prof. Umeshwar Pandey. *Client:* Indian Space Research Organization, Bangalore.
48. 12–16 November 2007: Communication and Presentation Skills for IFS Officers. *Programme Director:* Prof. Prabhati Pati. *Client:* Ministry of Environment & Forests, Govt. of India.
49. 19–21 November 2007: Management Development Programme on Mentoring and Career Mapping for Executives. *Programme Director:* Dr. S. K. Ghosh. *Client:* Defence Research Development & Organization, New Delhi.
50. 19–30 November 2007: General Management Programme for Executives. *Programme Director:* Prof. Usha Ramachandra. *Client:* National Thermal Power Corp. Ltd., Noida.
51. 19–23 November 2007: Advanced Course on WTO for IAS Officers. *Programme Director:* Prof. Paramita Dasgupta. *Client:* Dept. of Personnel & Training, Govt. of India.
52. 26–30 November 2007: Strengthening Urban Management for Municipal Engineers. *Programme Directors:* Prof. S. Chary Vedala & Ms. Vasavi Narla. *Client:* Kolkata Urban Services for the Poor, Kolkata.
53. 3–4 December 2007: Sales Effectiveness for Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* My Home Industries Ltd., Hyderabad.
54. 3–8 December 2007: Policy Seminar-Cum-Exposure Visit for Senior Afghan Civil Servants. *Programme Director:* Mr. Mohammed A. Abid. *Client:* Asia Foundation, Kabul.
55. 3–14 December 2007: Management Development Programme for Scientists/Engineers. *Programme Director:* Prof. R. N. Saxena. *Client:* Indian Space Research Organization, Bangalore.
56. 10–14 December 2007: Strengthening Urban Management for Municipal Engineers. *Programme Directors:* Prof. S. Chary Vedala & Ms. Vasavi Narla. *Client:* Kolkata Urban Services for the Poor, Kolkata.
57. 17–22 December 2007: Management Development Programme for Senior Management Grade Officers of Andhra Bank. *Programme Director:* Dr. S. K. Ghosh. *Client:* Andhra Bank, Hyderabad.

58. 20-21 December 2007: Performance Appraisal. *Programme Director:* Prof. Somnath Ghosh. *Client:* Rural Electrification Corp., New Delhi.
59. 3-4 January 2008: Management Development Programme for Senior Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Quality Care India Ltd., Hyderabad.
60. 12 January 2008: Management Development Programme for Senior Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Quality Care India Ltd., Hyderabad.
61. 21-25 January 2008: Due Diligence for Valuation. *Programme Director:* Prof. Mubeen Rafat. *Client:* Oil and Natural Gas Corp., Dehra Dun.
62. 28 January-1 February 2008: Strategic Use of Information Technology. *Programme Director:* Prof. Nirmala Apsingkar. *Client:* Oil and Natural Gas Corp., Dehra Dun.
63. 1-2 February 2008: Management Development Programme for Senior Executives. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Quality Care India Ltd, Hyderabad.
64. 4-8 February 2008: General Management Programme for Women Scientists. *Programme Director:* Prof. B. Kinnera Murthy. *Client:* Dept. of Science & Technology, Govt. of India.
65. 11-15 February 2008: Middle Management Development Programme for SMEs of South Africa and South Asia. *Programme Director:* Prof. H. Hemnath Rao. *Client:* ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
66. 18-20 February 2008: Electricity Tariffs: Filing & Analysis for Senior Executives. *Programme Director:* Prof. Usha Ramachandra. *Client:* National Thermal Power Corp. Ltd., Secunderabad.
67. 18-22 February 2008: Intellectual Property Rights & WTO-Related Issues for Women Scientists. *Programme Director:* Prof. Paramita Dasgupta. *Client:* Dept. of Science & Technology, Govt. of India.
68. 18-22 February 2008: Data Warehousing and Data Mining for Women Scientists. *Programme Director:* Prof. Nirmala Apsingkar. *Client:* Dept. of Science & Technology, Govt. of India.
69. 25 February-8 March 2008: Gender Budgeting and Gender Mainstreaming for Officials of Govt. of Afghanistan. *Programme Director:* Prof. Ali A. Firdausi. *Client:* German Technical Cooperation (GTZ)-Gender Mainstreaming Project, Govt. of Afghanistan.
70. 25-29 February 2008: Science and Law for Senior Scientists & Senior Administrators. *Programme Director:* Ms. Ashita Allamraju. *Client:* Dept. of Science & Technology, Govt. of India.
71. 3-7 March 2008: Promoting Good Governance & Service Delivery. *Programme Directors:* Prof. S. Chary Vedala & Ms. Vasavi Narla. *Client:* Kolkata Urban Services for the Poor, Kolkata.
72. 3-14 March 2008: Research Management & Administration. *Programme Director:* Mr. Nirmalya Bagchi. *Client:* Indian Council of Forest Research & Education, Dehra Dun.
73. 6-15 March 2008: Second Policy Seminar-Cum-Exposure Visit for Senior Afghan Civil Servants. *Programme Director:* Mr. Mohammed A. Abid. *Client:* Asia Foundation, Kabul.
74. 10-12 March 2008: Health Insurance for CEOs/CAOs of Third-Party Administrators. *Programme Director:* Dr. B. M. Naidu. In collaboration with Medvarsity Online Ltd., Hyderabad.
75. 17-28 March 2008: Scientific Project Formulation, Implementation & Evaluation for Senior Scientists. *Programme Director:* Mr. B. V. N. Sachendra. *Client:* Dept. of Science & Technology, Govt. of India.
76. 17-28 March 2008: Technology Commercialization for Senior Scientists. *Programme Director:* Prof. M. Chandrasekhar. *Client:* Dept. of Science & Technology, Govt. of India.
77. 17-21 March 2008: Promoting Good Governance & Service Delivery. *Programme Directors:* Prof.

- S. Chary Vedala & Ms. Vasavi Narla. *Client:* Kolkata Urban Services for the Poor, Kolkata.
78. 17–21 March 2008: Decision Support Tools & Techniques for Senior Scientists. *Programme Director:* Mr. Nirmalya Bagchi. *Client:* Dept. of Science & Technology, Govt. of India.
 79. 17–21 March 2008: Strategic Human Resource Management for Executives. *Programme Director:* Prof. Umeshwar Pandey. *Client:* National Hydro-electric Power Corp. Ltd., New Delhi.
 80. 24–28 March 2008: Middle Management Development Programme for SMEs of South Africa and South Asia. *Programme Director:* Prof. H. Hemnath Rao. *Client:* ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
 81. 24–29 March 2008: Procurement Procedures for World Bank-Aided Projects. *Programme Directors:* Prof. B. S. Chetty & Mr. Raj V. Ponnaluri. *Client:* Ministry of Employment & Labour, Govt. of India.
 82. 31 March–4 Apr 2008: Faculty Development Programme for Executives. *Programme Director:* Prof. Umeshwar Pandey. *Client:* Punjab National Bank, New Delhi.
 83. 31 March–4 Apr 2008: Management Development Programme for Scientists/Engineers. *Programme Director:* Prof. Usha Ramachandra. *Client:* Indian Space Research Organization, Bangalore.
 84. 31 March–4 Apr 2008: Middle Management Development Programme for SMEs of South Africa and South Asia. *Programme Director:* Prof. H. Hemnath Rao. *Client:* ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
- C: Customized Organization-Specific Programmes (Off-Campus)**
1. 3–5 May 2007: Enhancing Managerial Effectiveness. *Programme Director:* Prof. Ali A. Firdausi. *Client:* Fortis Healthcare Products Ltd., New Delhi.
 2. 9–13 July 2007: Management Insight for Faculty Members of NITW. *Programme Director:* Prof. Prabhati Pati. *Client:* National Institute of Technology, Warangal.
 3. 8–12 October 2007: Effective Management and Leadership. *Programme Director:* Prof. Ali A. Firdausi. *Client:* Fortis Healthcare Products Ltd., New Delhi.
 4. 14–16 November 2007: Faculty Development Programme for the Faculty of SVVU. *Programme Director:* Prof. R. N. Saxena. *Client:* Sri Venkateswara Veterinary University, Tirupati.
 5. 26–29 November 2007: Management Development Programme. *Programme Director:* Prof. Umeshwar Pandey. *Client:* Govt. College, Salem
 6. 7–10 January 2008: Operational Management. *Programme Director:* Mr. B. V. N. Sachendra. *Client:* Govt. of Orissa, Bhubaneswar.
 7. 14–17 January 2008: Product Management. *Programme Directors:* Prof. Rahul Bhimjiani & Ms. Kanupriya Katyul. *Client:* Indofil Chemicals Company Ltd., Mumbai.
 8. 19 January 2008: Finance for Non-Finance Executives. *Programme Director:* Prof. Mubeen Rafat. *Client:* Maytas Infra Ltd., Hyderabad.
 9. 22–25 January 2008: Effective Management and Leadership. *Programme Director:* Prof. Ali A. Firdausi. *Client:* Fortis Healthcare Products Ltd., New Delhi.
 10. 1–2 February 2008: Project Management Skills. *Programme Director:* Mr. Raj V. Ponnaluri. *Client:* Defence Electronics Research Laboratory, Hyderabad.
 11. 3–5 March 2008: Project Management Skills. *Programme Director:* Mr. B. V. N. Sachendra. *Client:* National Remote Sensing Agency, Hyderabad.
 12. 26 March 2008: Management Development Programme for Senior Health Professionals. *Programme Director:* Prof. P. H. Rao. *Client:* Employees State Insurance Corp., New Delhi.

Annexure 5

Major Workshops, Conferences and Seminars

(April 2007–March 2008)

1. *25–27 April 2007: Workshop on National Spatial Data Infrastructure. Workshop Director: Dr. B. M. Naidu. Client: Dept. of Science & Technology, Govt. of India.*
2. *14–15 May 2007: Expert Group Discussion on the Role of Bio-fuels for Decentralized Applications. Seminar Director: Dr. P. Radhakrishna. Clients: KSK Energy Ventures, Hyderabad & Warstila India Ltd., Chennai.*
3. *1–2 June 2007: Conference on the North-Eastern Region of India: Constraints and Opportunities for Development. Conference Directors: Dr. S. K. Rao & Dr. Pitabasa Sahoo. Client: Ministry of Development of the North-Eastern Region, Govt. of India.*
- 4a. *30–31 August 2007: First Research Seminar on Coal Exploration and Assessment. Seminar Director: Mr. T. L. Sankar. Clients: J. F. Kennedy School of Government, Boston and Planning Commission, Govt. of India.*
- 4b. *10–12 January 2008: Second Research Seminar on Mining Technology and Environment & Social Issues Related to Coal and Coal-Based Power Project Development (held at Indian Institute of Coal Management, Ranchi). Seminar Director: Mr. T. L. Sankar. Clients: J. F. Kennedy School of Government, Boston and Planning Commission, Govt. of India.*
5. *1–2 September 2007: Discussion on Initiatives to Promote a Comprehensive Renewable Energy Package for Educational & Public Institutions, Leading to Excellence in Energy Efficiency Practices. Seminar Director: Dr. P. Radhakrishna. Client: Rashmi Industries, Bangalore.*
- 6a. *11 September 2007: Writers' Workshop in Preparation for the Conference on Growth and Development in the Lagging Regions of India. Workshop Directors: Dr. S. K. Rao & Mr. Mohammed A. Abid. Client: World Bank, New Delhi.*
- 6b. *19 March 2008: Writers' Workshop in Preparation for the Conference on Growth and Development in the Lagging Regions of India (held in Delhi). Workshop Directors: Dr. S. K. Rao & Mr. Mohammed A. Abid. Client: World Bank, New Delhi.*
7. *16 November 2007: Conference on the Commodity Derivatives Market. Conference Director: Dr. A. Amarendra Reddy. Clients: Multi Commodity Exchange of India, Mumbai & Forward Markets Commission, Mumbai.*

Annexure 6-A

Research & Consultancy Projects

(Carried Over to April 2007–March 2008)

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

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:** Global Opportunities Fund, UK. **Involved Faculty:** Mr. Thiloatham R. Kolanu & Prof. S. Chary Vedala.
4. Urban Reforms Rajiv Nagara Bata Programme. **Client:** Municipal Administration & Urban Development, Govt. of Andhra Pradesh. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
5. Hyderabad City-wide Slum Upgrading Action Plan. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
6. Visakhapatnam City Development Strategy & Slum Upgrading Action Plan. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
7. Urban Poverty Reduction Policy for Gujarat. **Client:** Gujarat Urban Development Co. Ltd, Ahmedabad. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
8. Strengthening Urban Management in India, 2004–05 & 2005–06. **Client:** World Bank Group, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
9. Reform & Restructuring of the Power Sector. **Client:** Govt. of Sikkim, Shillong. **Involved Faculty:** Mr. T. L. Sankar, Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
10. Human Resources in Damodar Valley Corporation. **Client:** Damodar Valley Corp., Kolkata. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. Umeshwar Pandey, Prof. Sudarsanam Padam & Dr. S. Chatterjee.
11. 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, Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
12. Reform & Restructuring-Related Studies in Himachal Pradesh. **Client:** Himachal Pradesh State Electricity Board, Shimla. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. M. Surendar Reddy & Mr. K. Balarama Reddi.
 13. Reform & Restructuring of the Power Sector in Mizoram. **Client:** Dept. of Power & Electricity, Govt. of Mizoram, Aizawl. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. M. Surendar Reddy.
 14. 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.
 15. Inventorization of Hazardous Waste in Orissa. **Client:** Orissa State Pollution Control Board, Bhubaneswar. **Involved Faculty:** Mr. Thilotham R. Kolanu, Mr. N. Sateesh Babu & Dr. Valli Manickam.
 16. Establishing & Operationalizing the National Task Force on Policy Dialogue I & II. **Client:** Water & Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 17. Preparation of Process Manual for City-wide Universal Sanitation. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 18. Case Studies & Curriculum Development for Urban Governance for IAS Officers. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 19. Case Studies on 24/7 Curriculum Development. **Client:** World Bank Institute, Washington DC. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
 20. Urban Sector Case Studies & Learning Events. **Client:** World Bank Institute, Washington DC.
 - Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 21. Staff Cost: WSP. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Dr. A. Narender & Ms. U. Sreedevi.
 22. Visakhapatnam City Development Strategy & Slum Upgrading Action Plan: Phase II. **Client:** The Cities Alliance, World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 23. Case Studies for Designing Regional Approaches to Solid Waste Management. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Mr. Thilotham R. Kolanu.
 24. Curriculum Development for Change Management Forum (North-East). **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 25. National Workshop on Good Practice Approaches to ISWM. **Client:** Water & Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 26. Strengthening & Sustaining the Ongoing Change Management Forum. **Client:** Water & Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
 27. 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:** GVEP, Washington DC. **Involved Faculty:** Mr. T. L. Sankar & Prof. Usha Ramachandra.
 28. Determination of Tariff, Framing of Regulations, etc. for Bihar. **Client:** Bihar Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. T. L. Sankar, Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 29. 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.
30. 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.
 31. Evaluation of APDRP works in Andhra Pradesh. **Client:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. T. L. Sankar, Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 32. Appraisal of City Development Plans Received from State Governments/Cities & Implementation of Reforms as Per the Timelines Specified in MoA under JNNURM. **Client:** JNNURM, Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 33. City Development Plans for Tirupathi. **Client:** JNNURM, Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 34. Preparing a City Development Strategy for Hubli Dharward Municipal Corp. **Client:** HDMC, Hubli. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 35. Last-Mile Improvement in Electricity Distribution and Pro-Poor Service Development. **Client:** SSSI Development Fund, Bangalore. **Involved Faculty:** Mr. T. L. Sankar.
 36. Preparation of Rapid Environmental Impact Assessment Report for Lower Jurala Hydro-electric Project. **Client:** JNTU, Hyderabad. **Involved Faculty:** Mr. N. Sateesh Babu & Dr. Valli Manickam.
 37. Preparation of City Development & Reform Plans for Six Cities. **Client:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 38. Andhra Pradesh Urban Development & Poverty Reduction Strategy. **Client:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 39. Tariff Analysis on Behalf of GERC. **Client:** Gujarat Electricity Regulatory Commission, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
 40. Advisory Services to CESC for the Year 2007. **Client:** Calcutta Electric Supply Co. Ltd., Kolkata. **Involved Faculty:** Mr. T. L. Sankar, Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 41. Quality & Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts under APCPDCL. **Client:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
 42. Support to ULBs for the Compilation of Draft Development Plans & Internal Appraisal of DDPs. **Client:** Kolkata Urban Services for the Poor, Kolkata. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 43. 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.
 44. Gujarat Urban Poverty Reduction & Slum Upgradation Strategy. **Client:** Gujarat Urban Development Corp., Ahmedabad. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 45. Demand Responsive Support. **Client:** Water & Sanitation Programme—South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
 46. Change Management Forum—North-East. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
- Centre for Human Development**
1. Post-Market Surveillance & Monitoring Adverse Drug Reaction. **Client:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Prof. P. H. Rao.
- Centre for Innovation & Technology**
1. Study of the TDB Experience. **Client:** Technology

Development Board, Dept of Science & Technology, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar.

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

Centre for Management Studies

1. Preparation of Feasibility Report on Bus Rapid Transport Systems. **Client:** Greater Visakhapatnam Municipal Corp., Visakhapatnam. **Involved Faculty:** Mr. Raj V. Ponnaluri.
2. Preparation of Six Detailed Project Reports on Bus Rapid Transit Systems. **Client:** Vijayawada Municipal Corp., Vijayawada. **Involved Faculty:** Mr. Raj V. Ponnaluri & Ms. Mamta Desai.
3. Operational Research Study on Manpower Requirement of Police Stations in Andhra Pradesh. **Client:** Andhra Pradesh Police Dept., Hyderabad. **Involved Faculty:** Dr. S. K. Ghosh, Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. Gautam Pingle & Prof. M. Chandrasekhar.
4. Situation Analysis Study of the Public Health System of AP. **Client:** Public Health Foundation of India, New Delhi. **Involved Faculty:** Dr. Somnath Ghosh, Mr. B. V. N. Sachendra & Dr. S. K. Ghosh.

Centre for Poverty Studies & Rural Development

1. Modernization of Management System & Practices in Sivika Foods. **Client:** Sivika Foods Pvt. Ltd., Secunderabad. **Involved Faculty:** Prof. H. Hemnath Rao & Dr. Sudha Swaminath.
2. 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.
3. Evaluation of the Impact of NIRD Training Programmes. **Client:** National Institute for Rural Development, Hyderabad. **Involved Faculty:**

Dr. Amarender Reddy, Prof. H. Hemnath Rao, Prof. R. N. Saxena & Dr. P. Sahoo.

Centre for Public Policy, Governance & Performance

1. Restructuring of Central Water Commission. **Client:** Ministry of Water Resources, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Prof. H. Hemnath Rao & Prof. Umeshwar Pandey.
2. Prime Minister's Award for Excellence in Public Administration, 2006-07. **Client:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Prof. M. Chandrasekhar, Mr. Mohammed A. Abid, Mr. Raj V. Ponnaluri, 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 6-B

Research & Consultancy Projects

(Completed during April 2007–March 2008)

Centre for Economics & Finance

1. Resettlement & Rehabilitation of Hydro Project. **Client:** Tehri Hydro Development Power Corp. Ltd., Tehri Garhwal (Uttarakhand). **Involved Faculty:** Prof. M. Surendar Reddy, Dr. Pitabasa Sahoo, Prof. Usha Ramachandra & Dr. A. Amarendra Reddy.
2. IBSA Working Group on Public Administration for Cooperation in the field of Public Administration & Governance. **Client:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Surendar Reddy.
3. Impact of Trade Liberalization in the Information Technology Sector on Development. **Client:** UNCTAD, New Delhi. **Involved Faculty:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju.
4. Conference on Corporate Governance. **Client:** National Foundation for Corporate Governance, New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.
5. Workshop on Basel II Norms and Integrated Risk Management. **Client:** South Indian Bank, Secunderabad. **Involved Faculty:** Prof. Mubeen Rafat.

Centre for Energy, Environment, Urban Governance & Infrastructure Development

1. Collection & Compilation of Data and Information Regarding O&M Expenses of Gas Stations & Other Utilities–NTPC. **Client:** NTPC Ltd., New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
2. Adoption of Alternative Fuel Technologies by the Transport Sector in India. **Client:** Global Opportunities Fund, Govt. of UK. **Involved Faculty:** Prof. S. Chary Vedala.
3. Urban Poverty Reduction Policy for Gujarat. **Client:** Gujarat Urban Development Co. Ltd.,

Gandhinagar. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.

4. Strengthening Urban Management in India, 2005–06. **Client:** World Bank Group. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
5. Preparation of Tariff Petition for TVNL. **Client:** Tenughat Vidyut Nigam Ltd., Ranchi. **Involved Faculty:** Mr. K. Balarama Reddi.
6. Advisory Services to CESC for the Year 2007. **Client:** Calcutta Electric Supply Co. Ltd., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddy, Mr. T. L. Sankar & Prof. Usha Ramachandra.
7. Quality & Quantity Inspection of Works Relating to Various Schemes/ Programmes Covered in Six Districts. **Client:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
8. 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.
9. Change Management Times. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Dr. A. Narender & Ms. U. Sridevi.
10. Preparation of Process Manuals for City-wide Universal Sanitation. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
11. Case Studies and Curriculum Development for Urban Governance for IAS Officers. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
12. Urban Sector Case Studies & Learning Events. **Client:** World Bank Institute, Washington DC. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.

13. Case Studies on 24/7 Curriculum Development. **Client:** World Bank Institute, Washington DC. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
14. Change Management Forum—North-East. **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
15. National Workshop on Good Practice Approaches to ISWM-WSP. **Client:** Water & Sanitation Program—South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
16. Strengthening & Sustaining the Ongoing Change Management Forum. **Client:** Water & Sanitation Program—South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
17. Establishing & Operationalizing the National Task Force for Policy Dialogue—I & II. **Client:** Water & Sanitation Program—South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
18. Demand Responsive Support. **Client:** Water & Sanitation Program—South Asia. New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
19. Third-Party Inspection of Works in APNPDCL Warangal. **Client:** Northern Power Distribution Co. of AP Ltd., Warangal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
20. Good Urban Governance in South Asia. **Client:** USAID, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
21. Quality Inspection of Works in APCPDCL—Hyderabad. **Client:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
22. National Host Institution: State of Environment Reporting—Phase VI. **Client:** Ministry of Environment & Forests, Govt. of India. **Involved Faculty:** Dr. Valli Manickam & Mr. Sateesh Babu.
23. National-Level Round Table Discussion on Effective Implementation of Reforms under JNNURM-ASCI-WSP Partnership. **Client:** JNNURM, Ministry of Urban Development (MoUD), Govt. of India & WSP—SA, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
24. Enabling ULBs & Kerala Water Authority to Work in the Context of Mandatory Reforms under JNNURM. **Client:** JNNURM, MoUD, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
25. Preparation of Memorandum of Understanding between KWA, ULBs & Govt. of Kerala. **Client:** Kerala Sustainable Urban Development Project, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
26. Exposure Visit for Senior Management Team Members of Kerala Water Authority. **Client:** Kerala Water Authority, Trivandrum. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sridevi.
27. 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:** GVEP, Washington DC. **Involved Faculty:** Mr. T. L. Sankar & Prof. Usha Ramachandra.
28. Study of Demand & Supply of Power in the Eastern & Northern Region of India during the XIth and XIIth Plan Periods. **Client:** NTPC Ltd., New Delhi. **Involved Faculty:** Mr. T. L. Sankar & Prof. Usha Ramachandra.
29. Curriculum Development for Change Management Forum (North-East). **Client:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.

Centre for Human Development

1. Options for Post-Marketing Surveillance & Adverse Drug Reactions Monitoring. **Client:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Prof. P. H. Rao.
2. Rapid Assessment of the Functionality of FRUs & 24/7 PHCs in Andhra Pradesh. **Client:** DFID,

New Delhi. **Involved Faculty:** Prof. Usha Rani Vyasula Reddi.

Center for Innovation & Technology

1. Study of TDB Experience. **Client:** Technology Development Board, Dept. of Science & Technology, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar.
2. Seminar on Incentive Schemes for DRDO Scientists. **Client:** Defence Institute of Psychological Research, DRDO, New Delhi. **Involved Faculty:** Mr. Nirmalya Bagchi, Prof. M. Chandrasekhar & Dr. S. K. Ghosh.
3. Implementation of the Code on Bank's Commitment to Customers, Field Visits. **Client:** Banking Codes & Standard Board of India, Mumbai. **Involved Faculty:** Mr. Nirmalya Bagchi & Prof. G. Mohan.

Centre for Management Studies

1. Preparation of Feasibility Report on Bus Rapid Transit System. **Client:** Greater Visakhapatnam Municipal Corp., Visakhapatnam. **Involved Faculty:** Mr. Raj V. Ponnaluri.
2. Preparation of Six Detailed Project Reports–Bus Rapid Transit System. **Client:** Greater Vijayawada Municipal Corp., Vijayawada. **Involved Faculty:** Mr. Raj V. Ponnaluri.
3. Screening Test for Promotions to General Managers (Scale VI). **Client:** General Insurer's (Public Sector) Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
4. Screening Test for Promotions to General Managers (Scale VII). **Client:** General Insurer's (Public Sector) Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.

Centre for Poverty Studies & Rural Development

1. Modernization of Management System in Sivika Foods. **Client:** Sivika Foods Pvt. Ltd., Secunderabad. **Involved Faculty:** Prof. H. Hemnath Rao.

2. 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.
3. Evaluation of the Impact of NIRD Training Programms. **Client:** National Institute of Rural Development, Hyderabad. **Involved Faculty:** Dr. A. Amarender Reddy, Prof. H. Hemnath Rao, Prof. R. N. Saxena & Dr. Pitabasa Sahoo.

Centre for Public Policy, Governance & Performance

1. Restructuring of Central Water Commission. **Client:** Ministry of Water Resources, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle & Prof. H. Hemnath Rao.
2. Theme Papers for Civil Service Day 2007. **Client:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Dr. S. K. Ghosh, Mr. Mohammed A. Abid & Ms. Sohini Basu.
3. Coal Regulatory Bill. **Client:** Ministry of Coal, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Dr. S. K. Rao (Advisor), Prof. Usha Ramachandra & Ms. Ashita Allamraju.
4. Irrigation Impact & Best Practices Study. **Client:** Japan Bank for International Cooperation, New Delhi. **Involved Faculty:** Prof. Gautam Pingle, Dr. Amarender Reddy & Dr. Anand Akundy.
5. PM's Awards for Excellence in Public Administration, 2006–07. **Client:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Prof. M. Chandrasekhar, Mr. Raj V. Ponnaluri, Mr. Mohammed A. Abid, Ms. Satya Prabha & Ms. Sohini Basu.

Annexure 6-C

Consultancy & Research Projects

(Received during April 2007–March 2008)

Centre for Economics & Finance

1. Corporate Governance Study. **Client:** Dept. of Public Enterprises, Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Prof. Mubeen Rafat, Prof. Gautam Pingle, Mr. Mohammed Abid & Prof. H. Hemnath Rao.
2. Recovery Plan & Corporate Plan. **Client:** North-Eastern Handicrafts & Handlooms Development Corp., Kohima. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.
3. Updation of Socio-economic Study of Tehri Hydro Power Project. **Client:** Tehri Hydro Development Power Corp. Ltd., Tehri Garhwal (Uttarakhand). **Involved Faculty:** Prof. M. Surendar Reddy & Dr. A. Amarender Reddy.
4. IBSA Working Group on Public Administration for Cooperation in the Field of Public Administration and Governance: Writing Papers on Identified Thematic Areas for CLAD Conference. **Client:** Dept. of Administrative Reforms & Public Grievances, Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. M. Surendar Reddy.
5. Study of Cost Chart Mechanism. **Client:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
6. Evaluation Study on Impact of Product Development, Design, Intervention & Packaging. **Client:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
7. Workshop on Basel II Norms and Integrated Risk Management. **Client:** South Indian Bank, Secunderabad. **Involved Faculty:** Prof. Mubeen Rafat.
8. Conference on Corporate Governance (two conferences of one day each). **Funding Agency:** National Foundation for Corporate Governance, New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.

9. Research Report on Corporate Governance Practices. **Client:** National Foundation for Corporate Governance, New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.
10. Research Study on Competition Issues in the Domestic Segment of the Air Transport Sector in India. **Client:** International Finance Corp. (World Bank Group), New Delhi. **Involved Faculty:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju.

Centre for Energy, Environment, Urban Governance & Infrastructure Development

1. Consultancy Services for Evaluation of Study on the Overall Performance of DVC and the Ongoing Schemes/Programmes under Implementation. **Client:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle, Prof. Usha Ramachandra, Prof. Mubeen Rafat & Dr. S. K. Ghosh.
2. Third-Party Inspection of RGGVY & HVDS Works in Northern Power Distribution Co. Ltd. Area-I. **Client:** Northern Power Distribution Co. of Andhra Pradesh Ltd., Warangal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
3. Formulation of Promotion Policy, Design of CR Format, etc. **Client:** Chhattisgarh State Electricity Board (CSEB), Raipur. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
4. Good Urban Governance–South Asia (GUGSA). **Client:** USAID's Regional Urban Development Office for South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
5. Quality Inspections: Inspection of Works for Quality and Quantity in Six Districts under APCPDCL Jurisdiction. **Client:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

6. Third-Party Inspection of RGGVY & HVDS Works in Northern Power Distribution Co. Ltd. Area-II. **Client:** Northern Power Distribution Co. of Andhra Pradesh Ltd. Warangal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra
7. Technical Support for Sustaining Andhra Pradesh Urban Services for the Poor (APUSP) Institutional Reforms. **Client:** DfID, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Dr. A. Narender, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
8. Subsidy Analysis for Vijayawada Municipal Corp. **Client:** Vijayawada Municipal Corp., Vijayawada. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vasavi Narla.
9. Gap Analysis of Rural Power Distribution in Selected Six Districts of India. **Client:** Rural Electrification Corp. Ltd., New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Ms. Ashita Allamraju.
10. Preparation of Pourashava Development Plan in Bangladesh. **Client:** GHD Pty. Ltd., Dhaka, Bangladesh. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
11. Preparation of City Development Plan for Secunderabad Cantonment Board. **Client:** Secunderabad Cantonment Board, Secunderabad. **Involved Faculty:** Prof. S. Chary Vedala.
12. Advisory Services to CESC for the year 2008. **Client:** Central Electricity Supply Corp., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi.
13. Quality & Quantity Inspection of Works relating to Various Schemes/ Programmes covered in Six Districts of APCPDCL. **Client:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
14. Preparation of City Development Plan for Cuttack, Sambalpur & Berhampur. **Client:** Govt. of Orissa, Bhubaneswar (UNDP), **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
15. Processing ARR & Tariff Application for PSERC. **Client:** Punjab State Electricity Regulatory Commission, Chandigarh. **Involved Faculty:** Mr. K. Balarama Reddi.
16. National Host Institutions–State of Environment, Phase VI. **Client:** Ministry of Environment & Forests, Govt. of India. **Involved Faculty:** Mr. N. Sateesh Babu & Dr. Valli Manickam.
17. Effective Implementation of Reforms under JNNURM-ASCI-WSP Partnership. (National-Level Round Table Discussion). **Client:** JNNURM, Ministry of Urban Development, Govt. of India & WSP–SA, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
18. Enabling ULBs & Kerala Water Authority to work in the context of Mandatory Reforms under JNNURM. **Client:** Kerala Water Authority, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
19. Learning Programmes for Senior Officials of Kerala Water Authority. **Client:** Kerala Water Authority, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala, Ms. U. Sreedevi & Ms. Vijaya Venkataraman.
20. Preparation of Memorandum of Understanding between KWA, ULBs & Govt. of Kerala. **Client:** Kerala State Urban Development Project, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
21. Project Preparatory Technical Assistance (PPTA) in Bangladesh. **Client:** Asian Development Bank, Dhaka. **Involved Faculty:** Prof. S. Chary Vedala.
22. Deepening Certification in City Management. **Client:** World Bank Institute, Washington DC. **Involved Faculty:** Prof. S. Chary Vedala, Dr. A. Narender, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
23. Exposure Visits for Trade Union Members of KWA. **Client:** Kerala Water Authority, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala, Ms. U. Sreedevi & Ms. Vijaya Venkataraman.
24. Urban Resource Link. **Client:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
25. Preparation of Tender Documents for outsourcing the maintenance of Water Supply Services in

Udupi. **Client:** Udupi City Municipal Council, Udupi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.

26. Rapid Readiness Assessment and Strategic Action Plan for Moving towards Continuous Water Supply in Chandigarh. **Client:** Chandigarh Municipal Corp., Chandigarh. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
27. Preparation of Rapid Readiness Assessment & Detailed Project Reports for Improvement of Water Supply System in Bhubaneswar & Puri Towns. **Client:** Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
28. Implementation of Module I for Rapid Training Programme. **Client:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala, Dr. A. Narender, Mr. T. Murali Mohan, Ms. U. Sreedevi, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
29. Analysis of Existing Environmental Instruments to Implement the National Environment Plan. **Client:** UNDP, New Delhi. **Involved Faculty:** Dr. Valli Manickam, Prof. S. Chary Vedala & Dr. Suresh Kumar Rohilla.
30. Exposure Visit for Senior Management Team Members of Kerala Water Authority. **Client:** Japan Bank for International Cooperation, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
31. Study to Assess the Functioning of the Consumer Grievances Redressal Mechanism under Electricity Act, 2003. **Client:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

Centre for Human Development

1. Rapid Assessment of the Functionality of FRUs & 24/7 PHCs in Andhra Pradesh. **Client:** DfID, New Delhi. **Involved Faculty:** Prof. Usha Rani Vyasula Reddi.

Centre for Innovation & Technology

1. Implementation of the Code of Bank's

Commitment to Customers-Field Visits. **Client:** Banking Codes & Standards Board of India, Mumbai. **Involved Faculty:** Mr. Nirmalya Bagchi & Prof. G. Mohan.

2. Summary Assessment of e-Government Projects-Orissa. **Client:** Dept. of IT, Govt. of India. **Involved Faculty:** Prof. G. Mohan & Mr. Nirmalya Bagchi.
3. Incentive Schemes for DRDO Scientists. **Client:** Defence Institute of Psychological Research, DRDO, Delhi. **Involved Faculty:** Mr. Nirmalya Bagchi, Prof. M. Chandrasekhar & Dr. S. K. Ghosh.
4. Development of S&T Performance Measurement & Indicators. **Client:** Dept. of Science & Technology, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Dr. S. K. Ghosh & Mr. Nirmalya Bagchi.
5. Building Institutional Capability in Technology Management-Phase V. **Client:** Dept. of Scientific & Industrial Research, Ministry of Science & Technology, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Mr. Nirmalya Bagchi, Dr. S. K. Ghosh, Dr. N. G. Satish, Prof. G. Mohan, Mr. B. V. N. Sachendra & Prof. Gautam Pingle (Advisor).

Centre for Management Studies

1. Screening Test for Promotions to General Managers-Scale VI. **Client:** General Insurer's (Public Sector) Association of India, New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
2. Screening Test for Promotions to General Managers-Scale VII. **Client:** General Insurer's (Public Sector) Association of India, New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
3. Hyderabad Bus Rapid Transit System. **Client:** Municipal Corp. of Hyderabad. **Involved Faculty:** Mr. Raj Ponnaluri, Prof. S. Chary Vedala & Mr. B. V. N. Sachendra.
4. Prime Minister's Trophy for the Best Steel Plant in the Country. **Client:** SAIL, Ministry of Steel,

Govt. of India. **Involved Faculty:** Mr. Raj V. Ponnaluri & Dr. S. K. Ghosh.

5. Organization Structure and Manning Patterns in MRPL, Mangalore. **Client:** Mangalore Refinery & Petrochemicals Ltd., Mangalore. **Involved Faculty:** Prof. Umeshwar Pandey.

Centre for Poverty Studies & Rural Development

1. Evaluation of Professional Development Course in Management, Public Health and Health Sector Reform for District-Level Medical Officers (PDC). **Client:** Dept. of Family Welfare, Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Dr. Pitabasa Sahoo & Prof. H. Hemnath Rao.
2. Impact Evaluation of Pilot Programme for Control of Micronutrient Malnutrition. **Client:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Dr. Pitabasa Sahoo & Mr. Somik Shome.

Centre for Public Policy, Governance & Performance

1. Theme Papers for Civil Services Day 2007. **Client:** Dept. of Administrative Reforms & Public Grievances, Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Dr. S. K. Rao, Mr. Mohammed A. Abid & Ms. Sohini Basu.
2. Coal Regulatory Bill. **Client:** Ministry of Coal, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Dr. S. K. Rao, Prof. Usha Ramachandra & Ms. Ashita Allamraju.
3. Theme Papers for IBSA: "Conflict of Interest" & "Community Mobilization." **Client:** Dept. of Administrative Reforms & Public Grievances, Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
4. Irrigation Impact and Best Practices Study. **Client:** Japan Bank for International Cooperation, New Delhi. **Involved Faculty:** Prof. Gautam Pingle, Dr. A. Amarender & Dr. Anand Akundy.
5. Model Code of Conduct. **Client:** Dept. of Administrative Reforms & Public Grievances,

Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.

6. Collection of Data on Staffing Position of Govt. of India Senior Officers. **Client:** Dept. of Administrative Reforms & Public Grievances, Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
7. Repositioning of Postal Services. **Client:** Dept. of Posts, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
8. Strengthening State Training Institutions. **Client:** UNDP, New Delhi. **Involved Faculty:** Mr. Mohammed A. Abid, Dr. Pitabasa Sahoo & Prof. Gautam Pingle (Advisor).
9. Export Potential of Khadi Institutions. **Client:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Dr. A. Amarender Reddy.
10. Factor Productivity & Marketed Surplus for Major Crops in India. **Client:** Planning Commission, Govt. of India. **Involved Faculty:** Dr. A. Amarender Reddy.
11. Theme Papers for Civil Services Day 2008. Dept. of Administrative Reforms & Public Grievances, Ministry of Personnel, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
12. Prime Minister's Awards for Excellence in Public Administration, 2007-08. **Client:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle, Dr. Anand Akundy, Mr. Mohammed Abid & Prof. M. Chandrasekhar.
13. Impact of WTO Oilseed Growers & Processors in India: A Case Study in Anantapur District of Andhra Pradesh. **Client:** South Asia Network of Economic Research Institutions, Pakistan. **Involved Faculty:** Dr. A. Amarender Reddy.

Library

Visual Directory of S&T Research Base in India. **Client:** Dept. of Science & Technology, Govt. of India. **Involved Faculty:** Dr. N. G. Satish.

Annexure 7

Endowed and Public Lectures

(April 2007–March 2008)

A. ENDOWED LECTURES

1. *01 June 2007*: Rajiv Gandhi Memorial Lecture (endowed by M/s National Mineral Development Corp. Ltd). “Panchayati Raj: From Yesterday to Tomorrow”, by Mr. Mani Shankar Aiyar, Hon’ble Minister of Panchayati Raj, Minister of Development of the North-Eastern Region, and Minister of Youth Affairs & Sports, Govt. of India.
2. *24 November 2007*: C. C. Desai Memorial Lecture (endowed by M/s Gulf Oil Corp. Ltd.). “Elephants Too Dance: The India Growth Story”, by Dr. Duvvuri Subbarao, IAS, Finance Secretary, Govt. of India.
3. *25 February 2008*: Dr. B. R. Ambedkar Memorial Lecture (endowed by Govt. of Andhra Pradesh). “Constitutional Morality”, by Prof. Andre Beteille, FBA, Chairman, Indian Council of Social Science Research.
5. *15 December 2007*: Second ASCI Golden Jubilee Address. “High Growth: What It Means, What It Entails”, by Mr. P. Chidambaram, Hon’ble Finance Minister, Govt. of India.
6. *10 January 2008*: “Indo-British Relations in Historical Context”, by Prof. Gordon Johnson, President of Wolfson College, Cambridge and Chairman of the Syndics of the Cambridge University Press.
7. *29 January 2008*: “Korea and South-East Asia: Challenge of Mutual Understanding”, by Prof. J. Y. Ra, President of Woosuk University, Korea.
8. *8 February 2008*: “Celebrity Diplomacy”, by Dr. Andrew Cooper, Professor of Political Science, University of Waterloo, Ontario, Canada.

B. PUBLIC LECTURES

1. *26 April 2007*: “Development of Mumbai as an International Financial Centre”, by Mr. Percy S. Mistry, Chairman, Oxford International (OI) Group.
2. *25 October 2007*: “People Participation in the Prevention of Crime and Terrorism”, by Mr. Valentine Smith, Chief Detective, Victoria State Police, Australia.
3. *21 November 2007*: “Agricultural Growth and Rural Employment in Rain-fed Regions”, by Dr. Yoginder K. Alagh, Chairman, Institute of Rural Management, Anand.
4. *5 December 2007*: ASCI Foundation Day Lecture. “Ever-Green Farm Revolution: Pathway to Sustainable Food Security”, by Prof. M. S. Swaminathan, President, Pugwash Conferences on Science & World Affairs and Chairman, M. S. Swaminathan Research Foundation.

Annexure 8

Faculty Publications

1. Rao, Hemnath H. 2007. "Policy Instruments for Food Security." In U. Aswathanarayana (ed.) *Food and Water Security*. London: Taylor & Francis.
2. Rao, P. H. 2007. "Options for Improved Post-Marketing Surveillance and Monitoring Adverse Drug Reactions." *CBP Newsletter* 3 (8). Ministry of Health & Family Welfare, Govt. of India.
3. _____. 2008. "Hospital Waste Management, Awareness & Practices: A Study of Three States in India." *Waste Management & Research* 26 (3): 297-303.
4. Reddi, Usha Vyasulu. 2008. "Introduction", 1-26. In International Development Research Council (IDRC), *Training Commons Modules to Capacitate Telecentre Managers*. New Delhi: IDRC. 280 pages available at <http://www.telecentre.org/uploads/tele-manuals.pdf>
5. _____. 2008. "The Power of Digital Stories", 52-56. In International Development Research Council (IDRC), *Training Commons Modules to Capacitate Telecentre Managers*. New Delhi: IDRC. 280 pages available at <http://www.telecentre.org/uploads/tele-manuals.pdf>
6. Reddy, A. Amarender. 2007. "Commodity Market Integration: Case of Asian Rice Markets." *The ICFAI Journal of Applied Economics* 6 (5): 21-44.
7. Reddy, A. Amarender, Devraj Karan Singh, and Hemant Kumar. 2007. "Growth Performance of Chickpea: A Zone-Wise Analysis." *Agricultural Situation in India* 64 (6): 297-301.
8. Reddy, A. Amarendar, and M. Materne. 2007. "Commercial Cultivation and Profitability", 173-86. In S. S. Yadav, David McNeil and Philip C. Stevenson (eds.) *Lentil: An Ancient Crop for Modern Times*. Rotterdam: Springer.
9. Reddy, A. Amarendar, V. C. Mature, M. Yadav, and S. S. Yadav. 2007. "Profitability in Chickpea Cultivation", 292-321. In S. S. Yadav, B. Redden, W. Chen, and B. Sharma (eds.) *Chickpea Breeding and Management*. Wallingford: CAB International.
10. Reddy, A. Amarender. 2008. "Women Employment in Rural Andhra Pradesh", 2-13. In Prasenjit Maiti (eds.) *From Negotiations to Negotiations: Solving the Puzzles of Development*. New Delhi: Pragun Publishers.
11. Reddy, M. Surendar, and B. Lakshmi. 2008. "Improving Service Delivery for Better Outcomes: A Case Study of Kerala." *ASCI Journal of Management* 37 (2): 30-41.
12. Sachendra, B. V. N. 2008. "Supply Chain Management: A Solution for Indian SMEs?" 57-59. In Sarada Prasad Sarmah, Anil Kumar Agarwal, Ashutosh Sarkar, and Cherian Samuel (eds.) *Proceedings of the International Conference on Issues and Challenges in Supply Chain Management*. Benaras: Institute of Technology, Benares Hindu University.