



ANNUAL REPORT 2013–2014

Administrative Staff College of India
Bella Vista : Hyderabad

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57th ANNUAL REPORT 2013-2014

Chairman's Statement



I am happy to present, on behalf of the Court of Governors, the Fifty-Seventh Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31st March 2014.

At the outset, I regret to inform that two of our colleagues,

Dr V.S. Ramadevi and Dr N.Bhanu Prasad, who served the College as members of the Court of Governors, passed away in April 2013. Their immense contribution to the College will always be remembered.

Financial Results

The financial results of the College for 2013-14 show that as on March 2014, the net deficit (after providing for depreciation and accounting for prior period adjustments) amounted to ₹ 150.15 lakhs. The total income of the College was ₹ 3,875 lakhs as against ₹ 4,077 lakhs in the preceding year- a fall in income by 4.95 percent.

Management Development Programmes

With 23,771 man-days of training in 2013-14, the College continues to contribute to the management development of middle, senior and top management personnel of the leading public sector as well as private sector enterprises in the country, apart from participating actively in the management capacity building of Senior Civil Servants from the Union and State Governments. Besides the announced programmes, several new in-company training programmes have been launched by the College, customized to the learning needs of the national and international client organizations.

Responding to client organizations such as the Damodar Valley Corporation, Northern Coalfields Ltd., Bharat

Coking Coal Ltd., MRF Tyres, Naval Physical and Oceanographic Laboratory and Indian Rare Earths Ltd., Department of Atomic Energy, Oil India Ltd., Central Industrial Security Force, Ministry of Consumer Affairs, Bank of India, National Institute of Defence Estate Management, Gujarat Narmada Valley Fertilizers & Chemicals Limited Group and others, besides private sector companies like Orient Cements, Goodricke Group Ltd, Consultancy Engineers Association of India, M.S. Swaminathan Research Foundation, Government College of Engineering, Salem, and Anthelio Business Technology, Hyderabad, who approached the College during the year under report, we delivered management development programmes to suit their organizational learning needs.

Research and management studies

The College successfully completed 71 projects (15 pertaining to research studies and 56 to management studies) during the year as compared to 24 in the previous year. The College continued to undertake a significant number of research and management studies. A total of 100 research and management studies (34 research projects and 66 management projects) were carried over from the previous financial year to 2013-14.

The College, which has established itself as a major source of training and research in taking forward Urban Governance for the development of the country, conducted a number of programmes in addressing the emerging challenges in urbanization. They include change-management for achieving

24-hour water supply in partnership with the Government of Israel, municipal waste to energy in partnership with Planning Commission, and service delivery improvement programmes for Asom and Chattisgarh. In recognition of its work in urban governance area, the Bill and Melinda Gates Foundation (BMGF) has extended a large grant to promote innovative

ways of delivering sustainable and equitable sanitation services.

ASCI's enhanced presence in the North East follows the significant work that it has been undertaking in Kerala and other States in promoting urban governance through advocacy, policy, and capacity building assistance in carrying forward the *Jawaharlal Nehru National Urban Renewal Mission (JnNURM)*.

The College, besides conducting training programmes for major energy companies such as NTPC, SCCL, NPCIL, NMDC, management training programmes covering such areas as energy efficiency and conservation, and has been planning to conduct programmes in contract mining, foreign acquisition of mining and energy regulatory training.

The Centre for Excellence in Management of Land Acquisition, Resettlement and Rehabilitation (CMLARR), established at ASCI with the support of the World Bank in April 2013, is not only expanding its activity in the country but also is making a mark internationally. The College with the support of the Department of Consumer Affairs (DCA), Government of India, organized for the first time a National Dialogue on 'Protecting the Rural Consumers in a Globalising Marketplace'.

The inception phase of the project entitled "Capacity Building Initiative in the Competition Area under Trade Development Programme in India," sponsored by the Delegation of the European Union (EU), has been completed.

As part of the Academy for Science Policy Implementation & Research (ASPIRE) project funded by the Government of India, it has been involved in developing a research and development policy for the consideration of the Government of India; and it continues to contribute to the management of science and technology institutions-e.g. the contribution it is making to the organisation of IREDA, organization study of DRDO and its recommendation on research and development policies in the electronic industry.

Centre for Innovations in Public Systems

The Centre for Innovations in Public Systems (CIPS), established within the campus of the College as an autonomous Centre in pursuance of the recommendations of the Thirteenth Finance Commission of India, continued to document and advocate innovative practices through workshops and conferences. It acts as a catalyst and facilitator to various States and Union Territories of India through process documentation and hand-holding assistance in transforming creative ideas into sustainable practices for improving service delivery. The balance sheet of the CIPS is appended to this report.

Governance

During 2013-14, the General Body of the College Society met once, the Court of Governors thrice and the Standing Committee of the CoG four times. The College continues to receive sound advice, excellent guidance and valuable direction from the distinguished members of the Court of Governors on various aspects of its management and core activities, augmentation of its infrastructure and management of its investments.

Public Lectures

As in the earlier years, the College continued to organize workshops, lectures and interactive discussions on issues of topical interest. Mr. Arun Maira, Member, Planning Commission of India, delivered the CC Desai Memorial Lecture on "Reforming Institutions: The Key to Inclusive, Sustainable Growth." The public lectures organised by the College included: the ASCI Foundation Day Lecture on "Early History of Four Inventions that have Changed the World: Some Personal Perspectives on India" by Dr. P. Rama Rao, Member, Court of Governors, ASCI, Former Vice Chancellor, University of Hyderabad and Former Secretary to GoI; CIPS Foundation Day Lecture on "Innovative Practices in the Health Sector" by Dr. K. Sujatha Rao, Former Secretary, GoI; and a public lecture on "Peace and Growth in South Asia" by Dr. Stephen P. Cohen, Senior Fellow, Brookings Institution, Washington DC.; besides a talk on "Global Corruption: Are there lessons for India?" by Mr. Laurence Cockcroft, Co-Founder of the Anti Corruption Agency, Transparency International (TI).

Looking Ahead

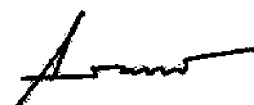
As in the earlier years, during 2013-14 the College could not have progressed without the deep involvement and the concerted efforts of the faculty, officers in administration and staff at all levels. I extend my warm appreciation to all of them for their dedicated work.

Looking ahead, I believe the College will continue to maintain its tempo of activities. The College has been reinforcing its existing capacities and building new ones by recruiting new faculty and undertaking a wider range of programmes and studies. Determined efforts are on to further enhance its international reach.

The College continues to be a trusted name for offering disinterested advice that carries the trust of the nation. However, we need to re-position ourselves by enhancing our capacities in the new emerging areas such as

performance monitoring and evaluation for both public and private sectors, management of projects that involve multiple sourcing of funding – international, national and state level – that call for capacities to deal with diverse agencies.

There is no doubt that the College is marching forward in fulfilling the expectations that are placed in it by its founders. This is the time to gear ourselves up in addressing the new challenges that the nation is confronted with and come up with innovative solutions.



S.M.Datta
Chairman
Court of Governors

Governance of the College

A. General Body

During 2013-14, the General Body of the College Society met once. The composition of the 93-member College Society as on 31st March 2014 was as follows:

Table 1: **College Society**

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

(Note: The detailed list is presented in **Annexure-1**)

B. Court of Governors

During the year under review, the Court of Governors (CoG) met thrice. At the invitation of the ASCI CoG Chairman, Shri Ravi Bhoothalingam, Founder and Chairman, Manas Advisory; Prof Shekhar Chaudhuri, Director, School of Management and Entrepreneurship, Shiv Nadar University; Shri Cyrus J Guzder, Chairman and Managing Director, AFL Private Limited; Shri Vepa Kamesam, former Deputy Governor, RBI; Shri P M Murty, former Managing Director and Chief Executive Officer, Asian Paints; Shri C.S. Rao, IAS (Retd), former Secretary (Revenue) and Secretary (Expenditure), Ministry of Finance, GoI; Chairman, Insurance Regulatory Development Authority (IRDA); Dr P K Mohanty, IAS, Chief Secretary, Govt. of Andhra Pradesh; and Dr Shyamal Kumar Sarkar, IAS, Secretary, Department of Personnel & Training, Govt. of India, joined the CoG, the latter in an ex-officio capacity.

The following CoG members left the College during the year: Shri Avjit Mazumdar, Dr Kakarla Subba Rao, Prof. M S Swaminathan, Shri S S Tarapore and Shri R Seshasayee.

Dr V S Rama Devi and Dr N Bhanu Prasad passed away on April 17, 2013 and April 29, 2013, respectively.

The list of the elected, co-opted and ex-officio members of the CoG as on 31st March 2014 is given in **Annexure-2**.

C. Personnel

During 2013-14, the College recruited four faculty members, who joined the following Centres:

- Dr Y Malini Reddy, Associate Professor, Centre for Management Studies.
- Sri Dipesh Dipu, Associate Professor, Centre for Energy, Environment, Urban Governance and Infrastructure Development.
- Ms M V Anjali, Assistant Professor, Centre for Economics & Finance.
- Dr Balbir Singh, Assistant Professor, Centre for Human Development.

The following faculty members left the College during the year: Prof Raj V Ponnaluri and Dr Yamini Atmavilas.

Maj Gen Dr R Sivakumar (Retd.), Honorary Advisor, joined the College during the year under review.

The list of faculty members, officers in administration, and honorary visiting professors, advisors, consultants and adjunct faculty, as on 31st March 2014, is given in **Annexure-3**.

Academic Activities

A. Research and Management Studies

As recommended by the ASCI's Vision Committee, the College has been focusing on areas of current concern and topical interest of the industry and governments. The research and management studies undertaken by the College continue to be predominantly action-oriented and are aimed at capacity building.

New Assignments

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

During 2013–14, the College received 65 new assignments for research and management studies (see **Table 1**) valued at ₹ 2006.86 lakhs. Of these, research studies accounted for ₹ 1132.62 lakhs, and management studies accounted for ₹ 874.24 lakhs.

Table 1
Research & Management Studies Received

<i>Centre/Others</i>	<i>2013–14</i>	<i>2012–13</i>
Public Policy, Governance & Performance	3	1
Poverty Studies & Rural Development	2	1
Human Development	2	9
Economics & Finance	4	1
Energy, Environment, Urban Governance & Infrastructure Development	40	46
Innovation & Technology	2	4
Management Studies	11	6
Library	1	-
Total	65	68

These assignments were awarded by national and international agencies, enterprises and establishments in the corporate sector, as well as the Union and State governments of India (see **Annexure 5-C** for a complete list of the new research and management studies received by ASCI during 2013–14).

The States from which the College received assignments included: Andhra Pradesh, Asom, Bihar, Chhattisgarh, Delhi, Gujarat, Karnataka, Kerala, Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Sikkim and West Bengal. Several assignments were also received from the departments, ministries or the agencies of the Union Government. These included: Urban Development, Science & Technology, Defence, Human Resources, Land Resources, Biotechnology, Consumer Affairs Food & Public Distribution, Power, National Rural Health Mission and Police.

International institutions that awarded prestigious contracts to the College included: The World Bank, Washington; United Nations International Children's Emergency Fund (UNICEF), New Delhi; Cities Development Initiative for Asia Inc., (CDIA), Manila; Global Development Learning Network, Tokyo; Asian Development Bank, Philippines; Bill & Melinda Gates Foundation, USA; Natural Resources Defense Council (NRDC), New York; and the Nepal Administrative Staff College.

ASCI continued to work with the Ministry of Urban Development Department (MoUD), Govt. of India, in assisting the processing of applications for the prestigious National Urban Water Awards for Excellence in urban water management.

Assignments Carried Over

A total of 100 research and management studies (34 research projects and 66 management projects) were carried over from the previous financial year to 2013–14 (see **Annexure 5-A**). **Table 2** gives the centre-wise break-up of the number of assignments carried over.

Table 2
**Research & Management Studies
Carried Over from 2012-13**

<i>Centre/Others</i>	2013-14	2012-13
Public Policy, Governance & Performance	2	2
Poverty Studies & Rural Development	0	1
Human Development	11	4
Economics & Finance	1	-
Energy, Environment, Urban Governance & Infrastructure Development	71	89
Innovation & Technology	4	7
Management Studies	11	7
Library	0	1
Total	100	111

Assignments Completed

The College successfully completed 71 projects (15 research studies and 56 management studies) during the year as compared to 24 in the previous year (See **Annexure 5-B**). **Table 3** explains the number of studies completed by various centres of the College during 2012-13 and 2013-14.

Table 3
Research & Management Studies Completed

<i>Centre/Others</i>	2013-14	2012-13
Public Policy, Governance & Performance	2	—
Poverty Studies & Rural Development	2	1
Human Development	8	2
Economics & Finance	1	1
Energy, Environment, Urban Governance & Infrastructure Development	45	17
Innovation & Technology	4	3
Management Studies	8	—
Library	1	—
Total	71	24

Income Earned

The income earned from Research and Management Studies during the year amounted to ₹. 1478.60 lakhs. **Table 4** shows the break-up for 2012-13 and 2013-14.

Table 4
Income Earned from Research & Management Studies

<i>Activity</i>	2013-14	2012-13
Research Studies	624.42	977.15
Management Studies	854.18	671.39
Total	1478.60	1648.54

This represents a decline of 11 percent in the projects' income during 2013-14.

B. Management Development Programmes

With 23,771 training man-days in 2013-14, the College continues to contribute to the management development of middle, senior and top management personnel of the leading public sector as well as private sector enterprises in the country apart from participating actively in the management capacity building of Senior Civil Servants from the All India Services and the Central Services. The announced programmes of the College across various disciplines such as Human Resource Management, Operations Management, Strategic Management, Marketing, Economics and Finance, Rural Development, Water and Sanitation, Natural Resources Management, Urban Governance, Infrastructure Management, Gender Facilitation and Budgeting, Public Health, Science and Technology Management, Public Policy, Innovation and Information Technology were well received by the client organizations.

Besides the announced programmes, several new in-company training programmes have been launched by the College, customized to the learning needs of client organizations. **Table 5** shows the aggregate income from management development activity in the three major categories of courses offered by the College, while the profile of participants is given in **Table 6**.

Table 5
**Aggregate Income from
Management Development Activity**

<i>Programme Type</i>	<i>No. of Programmes</i>	<i>Income (in ₹.)</i>
Announced	69	8,83,76,823
In-company on-campus	82	9,36,44,917
In-company off-campus	24	79,57,000
Workshop/ Conference	2	11,10,000
Total	177	19,10,88,740

Table 6
Profile of Clients/Participants

<i>Sectors</i>	<i>No. of Participants</i>
Government	1853
Public	1200
Private	185
Banks	285
Others	—
Total	3523
Women participants	356
Foreign participants	260

The diversity of the subject areas covered by the College is presented in **Table 7**. Further, **Table 8** and **Table 9** set out the areas of customized programmes. **Table 10** gives the details of workshop/conferences conducted by the College.

Table 7
College-Announced Programmes

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Energy	3	29
Economics	1	22
Environment	7	203
Finance	4	46
General Management	5	85
Health Studies	3	31
Human Resources	22	354
Information Technology	3	35
Innovation & Technology	1	7
Marketing	4	49
Operations	8	256
Urban Governance	8	138
Total	69	1255

Table 8
Customized On-campus Programmes

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Economics	14	222
Environment	6	140
Energy	5	108
Finance	3	56
Gender Studies	1	31
General Management	1	20
Health Studies	9	178
Human Resources	20	386
Information Technology	6	135
Innovation & Technology	3	58
Marketing	4	95
Operations	8	247
Poverty Studies & Rural Development	1	26
Urban Governance	1	20
Total	82	1722

Table 9
Customized Off-campus Programmes

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Energy	1	24
Finance	7	93
General Management	1	18
Gender Studies	1	24
Human Resource	5	108
Health Studies	3	89
Innovation & Technology	0	0
Marketing	1	22
Operations	5	121
Total	24	499

Table 10
Workshop / Conference

Area	No. of Courses	No. of Participants
Poverty Studies & Rural Development	1	32
Marketing	1	15
Total	2	47

Many new client organizations such as the Damodar Valley Corporation, Northern Coalfields Ltd., Bharat Coking Coal Ltd., M R F Tyres and the State Governments of Uttar Pradesh and Madhya Pradesh, Odisha, Uttarakhand, Andhra Pradesh, Jhansi Nagar Nigam, Naval Physical and Oceanographic Laboratory and Indian Rare Earths Ltd., Department of Atomic Energy, Oil India Ltd. Central Industrial Security Force, Ministry of Consumer Affairs, Bank of India, National Institute of Defence Estate Management, Gujarat Narmada Valley Fertilizers & Chemicals Limited Group etc. Private sector companies like Orient Cements, Goodricke Group Ltd, Consultancy Engineers Association of India, M S Swaminathan Research Foundation, Government College of Engineering, Salem, Anthelio Business Technology, Hyderabad, approached the College during the year under report for tailoring management development programmes to their organizational learning needs. **Table 11 and 12** provide the list of the corporate, government as well as multi-lateral organizations who supported various MDPs during the year 2013-14.

Future Outlook

ASCI looks forward to strengthening its leadership in the market for post-experience management development. The announced programmes that primarily targeted at the public sector enterprises in the past attracted the attention of the private sector too. The College is pursuing several initiatives to enhance the quality as well as relevance of the management development programmes offered to build up sustainable partnerships with client organizations in the public as well as private sector within the country and with institutions and governments outside the nation. The College has been forging strong relationships with training institutions in the developed and developing

countries to sharpen the global character of ASCI courses.

The Management Development Programmes conducted by the different Centres of the College and the Research and Management Studies carried out by the various areas within the centres are presented in the next section. Details of the faculty members who directed the MDPs referred to and those who led and conducted the studies are provided in **Annexure-4, Annexures 5-A to 5-C**, respectively.

Table 11
Corporate Organizations

Public Sector	Private Sector
National Mineral Development Corporation Limited	MRF Ltd Indus Towers Ltd Goodricke Group Ltd
Damodar Valley Corporation	M S Swaminathan Research Foundation
Northern Coalfields Ltd.(NCL) and Bharat Coking Coal Ltd. (BCCL)	Anthelio Health Business Technologies
Gujarat Narmada Valley Fertilizers & Chemicals Limited	
Power Grid Corporation of India Ltd	
NTPC Ltd	
NHPC Ltd	
Power Exchange India Limited	
Bank of India	
Indian Rare Earths Limited	
Indian Overseas Bank	
Nuclear Power Corporation of India Limited	
Oil India Limited	
Bharat Dynamics Limited	
National Physical & Oceanographic Laboratory	
Punjab National Bank	

Table 12
Non-Corporate Agencies

<i>International</i>	<i>Governmental</i>	<i>International</i>	<i>Governmental</i>
Ministry of Commerce and Industry, Islamic Republic of Afghanistan	Department of Planning, Government of Uttar Pradesh		Department of External Affairs Government of India
Ministry of Finance, Department of Revenue, Govt. of Afghanistan	Kerala State Institute of Health and Family Welfare & Collaborating Training Institute of NIHFW		Ministry of Labour & Employment, Government of India
Directorate General Budget of the Ministry of Finance Govt. of Afghanistan	Kerala State Planning Board		National Institute of Defense Estates Management, Delhi
Ministry of Communication and Information Technology, Govt. of Afghanistan	Odisha Finance Service, Government of Odisha		Central Industrial Security Force
World Bank	Directorate of Economics & Statistics, Government of Uttar Pradesh		Ministry of Consumer Affairs, Government of India
Asian Development Bank	Finance Department, Government of Madhya Pradesh		Department of Personnel & Training, Government of India
	Indian Space Research Organisation		Defence Research Development Organisation
	Ministry of Statistics and Programme Implementation, National Academy of Statistical Administration, Government of India		
	Department of Science and Technology, Government of India		
	Ministry of Environment and Forests, Government of India		
	Department of Technical Education, Government of Andhra Pradesh		
	Directorate of Economics & Statistics, Department of Planning, Govt. of Uttarakhand		
	Ministry of Environment & Forests, Government of India		
	Government of Assam		
	Border Roads Organization		
	Bihar Institute of Public Administration and Rural Development		

Activities of the Centres

I Centre for Energy, Environment, Urban Governance & Infrastructure Development

The Centre is recognized as a national platform for its contribution to policy development and for extending capacity building and knowledge-management support to governments in the country. The activities of Centre are continued to grow at a rapid pace and achieving new landmarks in the year under review.

The Centre conducted 19 MDPs and organised 9 conferences and carried over 71 research and management studies from 2012-13. It received 40 new assignments.

a) Urban Governance Area

Management Development Programmes

The national, State and city governments regard ASCI as a thought leader in 24X7 water supply related reforms. To support capacity-building process for advancing 24X7 water agenda, an International Training Programme on “Change Management for Achieving Continuous Water Supply for All in Urban Areas” was conducted. This comprised an introductory programme at Hyderabad and a weeklong international component at Israel (Jerusalem and Tel Aviv).

‘International Certification Programme in Urban Management’ was yet another programme comprising both the national and international components conducted by the Urban Governance Area twice i.e., in April & October 2013. This comprised an introductory programme at Hyderabad and a week-long international component at Barcelona and Amsterdam.

The ASCI-WBI Training Programme on “Integrated Municipal Solid Waste Management 2013” was conducted for Commissioners, Municipal Engineers and elected representatives across India. A “Capacity Building Programme in Urban Management” training programme was undertaken for elected representatives and officials of Jhansi Nagar Nigam, Uttar Pradesh.

Research and Management Studies

The Urban Governance area entered into a MoU with Infrastructure Leasing & Financial Services Ltd. (IL&FS),

Mumbai, for undertaking collaborative training and research in urban governance. This five year partnership primarily undertakes to build capacities of public/private sector organizations in the areas of Public Private Partnership. It also endeavours to structure and implement Waste to Energy (WtE) and Waste to Resources (WtR) for Municipal Solid Waste Management. As part of this, the College conducted a series of capacity building workshops and training programmes apart from documentation of a few case studies.

The College was chosen as Project Management Unit (PMU) for implementing Integrated E-challan & Traffic Improvement for the Commissionerates of Cyberabad and Hyderabad. Considering the complexity of the project it has been observed by the Traffic Department to create a PMU, independent of the implementation teams to offer Technical Assistance throughout life cycle of the project. On the request of the 14th Finance Commission, New Delhi, the College took up a “Study on Municipal Finances in India’ and the final report was submitted.

The Bill & Melinda Gates Foundation (BMGF) and the Department for International Development (DFID) awarded a research grant for promoting “City-wide Delivery of Sustainable and Equitable Sanitation Services in Warangal, Andhra Pradesh, India.” The College won this grant through a global competitive bidding and the Phase-I of the project was concluded.

Global Development Learning Network, Tokyo Development Learning Centre, East Asia and Pacific Region, World Bank and Global Development Learning Network, World Bank chose ASCI to promote collaboration through e-learning.

The College in partnership with the Ministry of Urban Development, GoI, instituted the National Urban Water Awards (NUWA) in 2008. The Awards recognize excellent achievements of urban local governments and water boards across India in the area of urban water and sanitation management. NUWA Programme follows a rigorous protocol including field validation. The Ministry extended financial assistance to ASCI for conducting the Award programme for the year 2013- 2014. Similarly, UNICEF extended a grant to the College to promote

Water, Sanitation and Hygiene (WASH) in government schools in sustainable and equitable way.

b) Infrastructure Development Area

Management Development Programmes

This Area conducted five announced training programmes on topics such as Project Preparation and Management for Urban Infrastructure, Social Housing and Urban Poverty Alleviation and Second Generation Urban Governance Reforms.

The Area also built capacity of over 700 elected representatives and officials in Odisha in the areas of Urban Infrastructure Finance, PPP, Project Preparation and Management, etc. Exposure visits on good practices were also conducted for officials of Government of Odisha in Maharashtra and Kerala.

Research and Management Studies

The Area conceptualized and developed a comprehensive 'Capacity Development strategy for Municipal Corporation of Greater Mumbai.' The largest civic body in the country comprises over 1.20 lakh staff and 1650 designations, and is among the most affluent local government with an annual budget of over ₹ 38,000 crores. The four year strategy developed by the College is being implemented by the civic body, and the report is cited as good practice by the Government of Maharashtra and GoI. The strategy was developed after seeking inputs from over 3,000 staff through an online questionnaire eliciting individual and organization development strategies. The civic body requested the College to render operational support for two years to implement the ambitious strategy of training staff for at least 5 days every calendar year.

The Area operated a "Programme Management Unit for the Housing and Urban Development Department" for the Government of Odisha. The Unit comprises six professionals who, under the leadership of the Faculty, Infrastructure Area, were developing reform implementation and capacity development strategies for the Government of Odisha.

Under the project "Capacity Building of Officials and Elected Representatives of Odisha", the Area was in the process of developing capacity of over 1500 officials and elected representatives in the Housing and Urban Development Department, Government of Odisha.

c) Energy Area

This Area established a national reputation with its contribution towards policy formulation and extension of capacity building and knowledge management support to governments at various levels through a range of management development programmes and research and management studies. They client base included, NRDC, ECBC, NREDCAP, The *Mula Pravara* Electric Cooperative Society Limited, GEPL, SCCL, etc.,

d) Environment Area

The Environment Area continued to accord, through both the MDPs and R&MS, considerable importance to developing human as well as institutional capacities to arrest environmental degradation. Training programmes were conducted for NSDAP, DST, NATCO, Vishakapatnam Port Trust, CMLAARR, University of Sri Lanka, etc.,

The World Bank awarded projects on Management of Land Acquisition, Resettlement and Rehabilitation (CMLARR). NRDMS Project Review for Department of Science and Technology (DST), GoI; Evaluation Study of Rashtriya Krishi Vikas Yojana for Government of Andhra Pradesh and Developed Case Studies on LARR in Himachal Pradesh were some of the activities took up by the Area.

II. Centre for Poverty Studies and Rural Development

The Centre took up the "Terminal Evaluation of UNDP Project for Support to the Operationalisation of MGNREG" with a sponsorship from the United Nations Development Programme besides launching a study for "Protecting the Welfare of the Rural Consumer" with the support of the Ministry of Consumer Affairs, Food & Public Distribution, GoI.

As part of the activities of the Centre for Rural Consumer Services (CRCS), established by the College in 2012 with support from Department of Consumer Affairs, GoI, for the first time in the country, a National Dialogue on 'Protecting the Rural Consumers in a Globalising Marketplace' was organized. The Dialogue was inaugurated by the Joint Secretary, DCA, GoI and was attended by 32 participants including Judges/ members of the State Consumer Disputes Redressal Commissions; Universities; Civil Society groups; advocates, activists along with industry representatives involved in rural consumer protection.

III. Centre for Human Development

The Centre has been involved in a number of training, research and management studies activities. The details are provided below:

a) Health and Gender areas

This Area contributed to training activities for scientists, government officials and personnel from the corporate sector. It conducted a programme for Afghanistan Finance Ministry officials on “Gender Responsive Budgeting.”

The Centre successfully negotiated with the Ministry of Labour and Employment and received 19 training programmes on “Capacity Building for Principles of ITI” and “Curricula Development for Core Mentors of ITI.”

Management Development Programmes

The Health Area was engaged in several in-company management development programmes during this year. These included:

- Healthcare Challenges for U.P Government, for health officials.
- Health Systems Management, sponsored by Kerala State Health & Family Welfare.
- Capacity Building on Leadership and Performance Management for Officials of Kerala State Planning Board, sponsored by the Kerala State Planning Board.
- Leadership & Change Management for officials of BOI, sponsored by the Bank of India.
- Empowerment of Women Employees of PGCIL, sponsored by the Power Grid Corporation of India Limited.
- Programme on GMP for Senior Scientists, sponsored by MS Swaminathan Research Foundation.
- Capacity Building Programme for ITI Principals, sponsored by Ministry of Labour & Employment.
- Data for Programme Monitoring and Evaluation for Uttar Pradesh Officials-Directorate of Economics and Statistics.
- Monitoring and Evaluation for Uttar Pradesh Officials.

Research and Management Studies

The faculty members of the Centre delivered Research and Management Studies that included: UN Women

Study on Gender and Social Protection sponsored by UN Women Office for India, New Delhi; Final Evaluation of PPP Projects under NRHM in Odisha, National Rural Health Mission (NRHM), Government of Odisha; and Restructuring Kerala State Planning Board, Kerala State Planning Board.

IV. Centre for Economics and Finance

The Centre conducted a number of management development programmes and research and management studies during the year under review.

The Centre started building up a collaboration with the LKY School of Public Policy, Singapore, after conducting a training programme for the Government of Assam on ‘Planning for the Primary Sector.’

The College’s work on competition issues has assumed greater visibility with the Centre’s study on ‘Cross Media Ownership’ that formed a major part of a Consultation Paper by TRAI. The study is expected to contribute in a major way to policy formulation in the area of media ownership. The Centre’s study has been quoted extensively in the TRAI paper. The study is expected to contribute in a major way to policy formulation in the key area of media ownership.

a) International Trade and Finance, Industry, Macro-economic

Policy and Public Finance Area

Management Development Programmes

The Area involved in training activities through programme direction, module coordination as well as handling sessions in programmes for Scientists, government officials and General Management programmes for the corporate sector. The details of some of the programmes are provided below:

- Financial Management for senior level officers of the Odisha Finance Service, sponsored by the Finance Department, Government of Odisha.
- Financial Systems in Government for senior officers of the Finance Department of Madhya Pradesh, Sponsored by the Government of Madhya Pradesh.
- Current Economic Issues for senior ISS officers, Sponsored by National Academy of Statistical Administration, Government of India, New Delhi.

- Planning for the Primary Sector for Officers of the Government of Assam, sponsored by Planning & Development Department, Government of Asom. October 28 – November 1, 2013 at ASCI, November 4 – 8, 2013 at LKY School, Singapore & November 11-12, 2013 at Vietnam.
- Macro Economic Policy for officers of the Indian Economic Service, sponsored by Department of Economic Affairs, GoI.
- Gender Responsive Budgeting for officials of the Directorate General Budget of the Ministry of Finance, Government of Afghanistan.
- Innovations in Public Systems for senior officers of Bihar Administrative Service, sponsored by Bihar Institute of Public Administration and Rural Development.
- Financial Management for probationers of Indian Defence Estate Service.
- Public Financial Management, Accounting and Control, sponsored by MCIT, Government of Afghanistan.
- Time Series Econometrics and Forecasting Techniques for senior officers of the Directorate of Economics and Statistics, Department of Planning, Government of UP.

Research and Management Studies

The Centre submitted a proposal on “Capacity Building Initiative in the Competition Area under Trade Development Programme in India” to the Delegation of the European Union to India in December 2012. The proposal was submitted as a consortium with two other institutions, namely the National Law School, Bangalore and the SSPA (Italy). The proposal required extensive consultations with the two partners and stakeholder groups before submission.

The project, with a 50-month-duration, started on August 1, 2013. The Inception Report for the project was presented to the Project Steering Committee on February 27, 2014 in New Delhi. This project is expected to have a considerable impact in terms of building a competition culture in India.

b) Money, Banking, Corporate Finance and Governance Area

The details of some of the programmes took up by this Area are as follows:

Management Development Programmes

- Infrastructure Finance for IAS officers, sponsored by DoPT.
- Finance for Non-finance Executives, conducted at various places in India
- Strategic Financial Management.
- Managing Costs to Enhance Profitability.
- For senior scientists of ISRO.
- Project Appraisal and Financing.
- Risk Management for Bharat Dynamics Limited.
- For the scientists of the Department of Science and Technology.
- Managing Excellence in Academic Institutions for Heads of Institution/Department TEQIP Institutions.
- Public Financial Management, Accounting and Control, sponsored by MCIT, Government of Afghanistan.

Research and management studies

- Took up a research project sponsored by NFCG on Corporate Governance in 8 SLPEs in AP.
- Drafted a Transparent Policy for Partnership Mining for Singareni Collieries Company Limited.
- Worked on a project for preparing a draft of Andhra Pradesh Civil Aviation Policy.
- Completed a consultancy project entitled ‘Foreign Exchange Risk Involved in Back-to-Back Finance from GoI to GoAP’. The final report was accepted by the client–Finance Department (PMU Cell), Government of Andhra Pradesh.
- Three faculty members were executing consultancy project on ‘Asset Valuation of Mula-Pravara Electrical Co-operative Society to MPECS.’ A draft report was prepared after elaborate assessment of assets, including physical verification.
- A faculty member was a part of research project by Government of Odisha on “Evaluation of Urban

Slum Health Projects by the PPP Model”. Final presentation was made to the Director, NRHM.

- A faculty member was part of a research project by UN Women on ‘Women’s Rights to Social Protection’. This project involved the study of the social rights, entitlements, schemes, access availability-adequacy and related concerns of single women including unmarried woman, widows, separated/abandoned women, and women in male migrant households among others. This study will be conducted in Balasore District of Odisha and Mahabubnagar District of Andhra Pradesh.

V. Centre for Innovation and Technology

The College continues to be active in promoting innovation for better governance including building of capacities by promoting new technologies. The Centre’s work to strengthen the initiatives of innovation and technology has grown significantly– with the latest example being the ASPIRE Project that aims at addressing systems and processes, the reform of which can improve infrastructure for S7T, and in establishing a more benign eco-system for research, strengthen links between research and industry and promote quality of output by validating research outputs for use. Towards this larger objective, the Department of Science and Technology has granted ten programmes to ASCI in 2013-14. This takes further the College’s role in building management capacities in science and technology.

The College was also invited by the Ministry of Science and Technology to partner with it in carrying forward a major initiative that the GoI has launched in developing systems that facilitate access to GoI owned shareable data by all citizens.

The College continues to make a contribution to building capacities in the administration of Science and Technology by conducting training programmes for the scientists sponsored by the Department of Science and Technology. The scientists who participate in these programmes appreciate the opportunities they have in meeting scientists from other laboratories and share their experiences and acquire new perspectives on management. Five programmes have been conducted involving 110 participants in the period September to early December 2013.

Management Development Programmes

The area faculty was involved in training activities in terms of programme direction, module coordination as well as handling sessions in various in-company on-campus/off-campus programmes, including General Management Programme for Senior Executives. The programmes included: e-Procurement, Managing Strategic Innovation, Advanced Techno Management programme (DST sponsored), MDP for ISRO Scientists/Engineers, Translating STI Policy 2013 into Action: Solution Science and Innovation Management as Key Drivers of the Decade of Innovation (Sponsored by DST, GoI), GMP for Women Scientists, Science Administration and Research Management (Sponsored by DST, GoI), IT-Enabled Knowledge Management, Managing Technology Value Chains for Directors and Division Heads, Managing Innovation and Technology for Competitiveness (Sponsored by DST, GoI), Science Administration and Research Management, Management of IT (Announced) and Advanced Techno-Management Programme (Sponsored by DST, GoI).

The Centre’s joint bid for MCTP Phase-V submitted to NPA/MHA in collaboration with Kelly School of Business for training IPS officers of ADGP/DGP rank was successful.

Research and Management Studies

- A draft report on Innovation Marketplace as a part of the ASPIRE Project was submitted. As part of the ASPIRE project, Industry Research in Electronic Hardware Industry of India recommend a suitable R&D Policy. The ASPIRE project finds mention in the DST document for the next five year plan.
- The study titled “Study to Identify Policy Measures for the new Science, Technology and Innovation Policy 2013” got a mention in the Department of Science and Technology’s white paper prepared by the Joint Committee of Industry and Government for stimulating private sector investment into R&D.
- Completed Knowledge Management Consultancy for the Capacity-Building Project on Mainstreaming Inclusive Governance for Nepal Administrative Staff College (NASC) by 30 September, 2013.

- A pilot study on HR Audit of DRDO conducted
- Expression of Interest (EOI) for “Evaluation of National Awards on e-Governance”, submitted to Department of Administrative Reforms and Public Grievances (DARPG), GoI. The College was shortlisted for submission of the proposal and a detailed proposal for “Technical Bid” and “Commercial Bid” was submitted to DARPG on 11 July, 2013.
- Submitted Expression of Interest for “Selection of Technical Support Agency for Providing Technical, Management, Business and Legal Consultancy for Re-Engineering of existing SERP IT Systems” under APRIGP.

VI Centre for Management studies

The Centre contributed significantly to the College activities by undertaking numerous Management Development Programmes (MDPs) and Research & Consultancy (R&C) assignments for addressing the needs of the governments, public sector undertakings, and private corporations. The Centre, through its areas, i.e. Human Resource Management, Marketing, and Operations Management, designed and delivered several new MDPs and R&C assignments.

Manage Development Programmes

A total of 91 programmes were conducted during the year under review.

a) Human Resources Area

The Announced Programmes in Human Resources Area included: Leadership Through Self Discovery, Enhancing Managerial Effectiveness, Leadership and Organisational Development, Leadership Skills Development, HR Audit, Negotiation Skills, Values Driven Leadership, Personality Development, Effective Human Resource Training & Development, Managing Creativity and Innovation, Individual Excellence for Organizational Effectiveness, Improving Work Culture, HRM for Line Managers, Strategic Leadership & Change Management, Communication Skills for Managers, Strategic Human Resource Management (with an abroad study tour) , Executive Coaching and Mentoring: Developing Future Leaders, Team Building and Conflict Management, Strategic Human Resource Management, Good Governance and Sustainability through HR Practices, and Decision Making for Effective Leadership.

The faculty of this Area conducted customized in-company on-campus as well as off-campus Programmes for the Chief Engineers/ Dy Chief Engineers and Sr. Executives of Damodar Valley Corporation, the Senior officials of Ministry of Commerce and Industry (MOCI), Afghanistan, Chief Manager Level Executives of PGCIL, Building and Leading Teams for PGCIL, newly promoted DGMs of PNB, Young Managers of MRF, officers of the Ministry of Finance, Govt of Afghanistan, newly promoted AGMs of Bank Of India, Officers of Planning & Development Department, Government of Asom, newly-promoted AGMs of Bank of India, DST, Line Managers of NPCIL, HR Audit for the Executives of DVC, Leadership Skills Development for MCIT, Govt of Afghanistan, Strategic Leadership and Change Management for MCIT, Govt of Afghanistan, Young Leaders for Anthelio Health Business Technologies Pvt Ltd, Transactional Analysis for Interpersonal Effectiveness for Naval Physical and Oceanographic Laboratory (NPOL)-(DRDO), Developing Communication Competency for NHPC, Team Building and Conflict Management for Government College of Engineering, Leadership and MDP for Bharat Coking Coal Limited, Team Building and Conflict Management for Oil India Ltd.

b) Marketing Area

This Area conducted Announced Programmes which includes Effective Sales Management (2 Programmes), Corporate Social Responsibility (CSR) & Social Audit, Developing the Leading Edge with Strategic Marketing, Management Development Programme for Women Executives

The faculty of the Marketing Area conducted customized in-company on-campus as well as off-campus Programmes, which included: GMP for Senior Executives of Northern Coalfields Ltd.(NCL) and Bharat Coking Coal Ltd. (BCCL), Train the Trainer for the Sr. Executives of NCL & BCCL, MDP for Newly Promoted AGM's of Indian Overseas Bank, Strategic Thinking for NHPC, Effective Sales Management for Goodricke Group Ltd, Marketing Skills & Report Preparation for Consultants of the Central Industrial Security Force (CISF), Strategic Thinking for Senior Managers of NHPC, and one-day workshop on Research Methodology for Executives of Orient Cements.

c) Operations Management Area

Operations Management Area conducted Announced Programmes which include d:Procurement Procedures

for the World Bank Aided Projects (3 programmes), Inventory Management, Project and Contract Management (2 programmes), Materials and Supply Chain Management, Project Management for World Bank Aided Projects.

This Area conducted customized In-company on-campus as well as off-campus Programmes on Executive Development Programme for Executive Trainees/ Assistant Managers of NMDC, MDP for Scientists/ Engineers of ISRO, MDP for Senior Engineers of Road Construction Department, Govt of Bihar, MDP for Executive Trainees/Assistant Managers of NMDC, GMP for Scientists (DST), Project Management for Gujarat Narmada Valley Fertilizers & Chemicals Ltd (GNFCL), Project Management for Asian Development Bank (ADB), Enterprise Risk Management for Bharat Dynamics Ltd (BDL), Enterprise Risk Management for Indian Rare Earth Ltd (IREL), Enterprise Risk Management for NHPC Ltd.

Research and Management Studies

The Centre delivered numerous assignments in this category as noted below:

- Implementation of Scientific Project Management, Development of Evaluation Criteria and Risk Management Techniques for Naval Mineral Research Laboratory (NMRL).
- Implementation of Scientific Project Management, Integrated Risk Management and Critical Chain Project Management for ANURAG.
- Research Assignment for Development of Templates for 40 GHz Upgradation of MMIC Facility Project using Advance Project Management Techniques for Gallium Arsenide Enabling Technology Centre (GAETEC).
- Cognitive Factors, Emotional Intelligence and Leadership Effectiveness for Department of Science and Technology.
- Assessing the Quality of Police Services in Hyderabad for Sardar Vallabhbhai Patel National Police Academy.
- Community Policing in Hyderabad for Sardar Vallabhbhai Patel National Police Academy.
- Implementation of Lean Systems in Dhule Collector Office.

- Customer Satisfaction Index, Employee Satisfaction Index and Evaluation of Sustainability Development Performance Report for Mishra Dhatu Nigam Ltd (MIDHANI).
- Designing and Developing Training Module on Human Factors in Postulated Severe Accident Situations for Nuclear Power Corporation of India Ltd (NPCIL).
- Redrafting of Service Rules and Regulations for Andhra Pradesh Technology Services Ltd (APTS).
- Review of Procurement Manual for Municipal Corporation of Greater Mumbai (MCGM), Mumbai.
- Identification of Training Needs for all Levels of Police Officials of BPRD.
- A Study of the Industrial Climate at Yanam – Economic, Financial & HR (Sponsored by the Yanam Chamber of Commerce).
- Evaluation of Corporate Social Responsibility (CSR) for Mishra Dhatu Nigam Ltd (MIDHANI).
- A Study on Organizational Re-structuring of Indian Renewable Energy Development Agency Ltd (IREDA).
- Capacity Building of Centre for International Project Trust (Review of Policies).
- Developing Performance Based Incentives for Sales Managers of Goodricke Group Limited.
- ‘Branding and Communication Strategy’ for Hyderabad Institute for Technology and Management (HITAM).
- HR Policy for NALSAR.

VII Centre for Public Policy, Governance and Performance

The Centre contributed significantly to the activity profile of the College. Preparations were made to conduct a two-week capacity-building programme for the senior officers of Sri Lanka Administrative Service (SLAS), a third in the series, in June 2014. The programme, funded by the Commonwealth Secretariat, London, will be conducted with the cooperation of Sri Lanka Institute of Development Administration. The programme, with a theme of “Leadership Development & Performance Management,” will have two components – one in Hyderabad and one in Thiruvananthapuram, the latter

to showcase to the visitors successful governance practices in human development and in the implementation of Panchayat Raj system. For the Kerala component of the programme, as in the previous programme (held in 2012), ASCI would tie-up with the Institute of Management in Government (IMG) for knowledge-partnership.

The project on Restructuring of the Kerala State Planning Board is close to completion. The task involves (re)positioning the Board for an enhanced role and performance at the Head Office and District Planning Office levels. The project progress is being guided and closely monitored by Shri K M Chandrasekhar, IAS (Retd.), former Cabinet Secretary to the Govt. of India, who is currently the Vice Chairman of the State Planning Board, in the rank of Cabinet Minister in the State.

The Assessment Study of Common Service Centres (CSCs), a project awarded by the Dept. of Electronics & Information Technology, DeitY, GoI, was successfully completed, in partnership with CIPS. The Study, conducted across seven States of India, brought out interesting findings on successful and not-so successful models, the reasons thereof and recommendations for the improved performance of CSCs.

A project awarded by the Dept. of Biotechnology, GoI, on independent evaluation of two of the Dept.'s HRD Schemes, viz. Star College Scheme and Biotech Industrial Training Programme, is nearing completion. The task involves an assessment of the impact that the schemes have on the key stakeholders – viz. the academic institutions, industry, faculty and students.

A project of high visibility and importance awarded by the Dept. of Science & Technology (DST) on developing a Performance-Related Incentive Scheme for Basic Research, is in progress. An interim report was submitted.

The Centre is also contributing to HR Audit, a pilot study project awarded by the Defence Research Development Organization (DRDO), New Delhi. This is as a sequel to a high-impact project titled “Incentive Schemes for DRDO Scientists” conducted by the project team a few years ago.

At the initiative of the Department of Public Enterprises (DPE), Govt. of India (GoI), ASCI signed MoUs with the International Center for Promotion of Enterprises (ICPE, Ljubljana, Slovenia) and the Faculty of Economics, University of Ljubljana, Slovenia (FELU) to work

collaboratively and conduct research and capacity-building programs for the larger benefit of the Central Public Sector Enterprises (CPSEs) of India.

ICPE is a UN-supported body with 18 member countries. The Secretary to the GoI, DPE, is currently the President of the ICPE Council. FELU is one of the top 80 business schools in the world with two of the most-respected global accreditations (AACSB and EQUIS) from the US and Europe respectively, a rare distinction that no business school in India enjoys.

Leveraging the said knowledge-partnership, a unique three-month International Certification Program in Business Management for Women Executives of Central Public Sector Enterprises - CPSEs (ICP-WX) is designed with the objective of enhancing the managerial competencies of women executives of CPSEs through talent enrichment and international exposure. The programme, with domestic component in ASCI-Hyderabad (two months) and international immersion in FELU-Ljubljana (one month) is slated to begin from 15 September 2014.

It is envisaged that successful conduct of the ICP-WX Programme would lead to launch of a one-year International Executive MBA course for the CPSEs, as a twinning initiative with ICPE and FELU.

VIII Centre for Healthcare Management

The Long-Term Programmes (LTPs) attained significant traction during the year under review.

PGDHM Programme

The Centre for Healthcare Management (CHM) of the College has not only completed yet another year of successful conduct of the AICTE-approved PGDHM (Post-Graduate Diploma in Hospital Management) Programme but also significantly improved the value-proposition it offered.

An Academic Advisory Board was constituted for the Programme under the Chairmanship of the eminent doctor and former Director of the Nizam's Institute of Medical Sciences, Hyderabad, Dr. Kakarla Subba Rao. The Board offered valuable guidance in updating the curriculum and upgrading pedagogy to match industry requirements and to be a step ahead of the leading higher education institutions dealing with hospital and healthcare

management in India. In accordance with the guidelines of AICTE, a Grievance Redress Cell too was put in place.

The Programme is making good progress towards achieving MBA equivalence, the matter being under the active consideration of the Association of Indian Universities. Once obtained, the recognition would enable PGDHM graduates to pursue doctoral studies in universities.

The College has had yet another season of successful internships and placements, with all the students getting absorbed with market-indexed compensation packages in reputed organizations in the IT, consulting, healthcare, hospital and insurance industry.

Students of the Programme proved their mettle when four of them were selected to present individual papers in the III International Congress on Patient Safety organised by the Apollo Group of Hospitals. The Programme is practice-oriented and experiential inasmuch as it encourages on-the-job internships and industry-immersions. "Know Your Hospital" visits are a regular feature of the Program. It is therefore a matter of pride for the Centre and the College that a section of students of the Program successfully took part and made significant contributions to the 'Gap Assessment Exercise across five High Priority Districts (HPDs) of the State of Andhra Pradesh', a project on prioritized healthcare interventions, being conducted under the aegis of UNICEF and Indian Institution of Public Health. Another section of students supported a Quality Improvement

Programme conducted by Apollo Health and Lifestyle (AHL), Hyderabad during their winter break.

Also, during the year, the Centre organized a National Healthcare Conference - "Vivartana: Transformation beyond Reforms" and a Management Fest "Ybrations 2014", in a unique and first-of-its-kind knowledge-partnership with the Centre for Innovations in Public Systems (CIPS). The events attracted large-scale participation by graduates from reputed colleges and universities in the twin cities that deal in health and healthcare management issues as well as talks by eminent professionals on themes of contemporaneous interest such as "Value-added in Health Care Management - Opportunities for Action - Role of Gen-Y". These co-curricular events facilitated information-dissemination, knowledge-sharing and idea-exchange between the academia (faculty and students) and the industry.

Efforts are also underway to seek the approval of the AICTE to rechristen the Programme as Post Graduate Diploma in Management (Hospital and Healthcare Management) to broad-base its focus as well as appeal and utility among (potential) students and recruiters.

Chartered Accountants

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S. B. Billimoria & Co.

INDEPENDENT AUDITORS' REPORT

THE MEMBERS OF
ADMINISTRATIVE STAFF COLLEGE OF INDIA
HYDERABAD

Report on the Financial Statements

We have audited the accompanying financial statements of **ADMINISTRATIVE STAFF COLLEGE OF INDIA** ("the College"), which comprise the Balance Sheet as at March 31, 2014 and the Statement of Income and Expenditure Account for the year then ended and a summary of the significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The College Management is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of the College. This responsibility includes the design, implementation and maintenance of internal controls relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. Those Standards require that we comply with the ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal controls relevant to the College's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by the Management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements 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 affairs of the College as at March 31, 2014 and
- (b) in the case of the Statement of Income and Expenditure Account, of the deficit of income over expenditure of the College for the year ended on that date .

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

Secunderabad, September 17, 2014

M. RAMACHANDRAN
Partner
Membership No. 16399

Balance Sheet as at 31st March 2014**(Amount in ₹)**

SOURCES OF FUNDS	Schedule	As at 31.3.2014	As at 31.3.2013
1 FUNDS			
a. Corpus Fund	G	6,41,90,631	6,41,90,631
b. Endowment Fund - Specific	H	1,51,46,678	1,51,46,678
c. ASCI Development Fund		9,51,83,586	9,51,83,586
Transferred from Income and Expenditure Account		(1,50,15,038)	-
		8,01,68,548	9,51,83,586
d. Reserve For Contingencies			
As per last Balance Sheet		1,63,30,567	1,56,32,357
Transferred from Income and Expenditure Account		—	6,98,210
		1,63,30,567	1,63,30,567
e. GOI Loan Repayment Reserve		3,50,00,000	3,50,00,000
f. Investment Fluctuation Reserve		33,26,410	33,26,410
		21,41,62,834	22,91,77,872
2 LOAN FUNDS			
a. Loan from GOI	I	4,00,00,000	4,50,00,000
b. Short-Term Borrowings	J	50,73,193	-
TOTAL		25,92,36,027	27,41,77,872
APPLICATION OF FUNDS			
3 FIXED ASSETS	K		
a. Gross Block		27,98,09,063	20,93,53,895
b. Less : Depreciation		17,94,20,971	17,01,18,952
		10,03,88,092	3,92,34,943
c. Add : Capital Work in Progress		19,29,170	6,82,64,253
		10,23,17,262	10,74,99,196
4 INVESTMENTS	L	8,64,01,620	8,48,60,742
5 CURRENT ASSETS, LOANS AND ADVANCES			
a. Inventories - Stock at Cost		16,28,971	24,95,815
b. Sundry Debtors	M	13,97,23,913	12,59,09,371
c. Cash and Bank Balances	N	23,20,955	1,17,97,906
d. Loans and Advances	O	4,59,85,481	3,57,16,375
e. Other Current Assets	P	93,41,516	74,67,303
		19,90,00,836	18,33,86,770
6 LESS : CURRENT LIABILITIES AND PROVISIONS			
a. Current Liabilities	Q	7,84,02,923	6,76,24,361
b. Provisions	R	5,00,80,768	3,39,44,475
		12,84,83,691	10,15,68,836
7 NET CURRENT ASSETS(5 - 6)		7,05,17,145	8,18,17,934
TOTAL		25,92,36,027	27,41,77,872
NOTES TO ACCOUNTS	S		

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

M RAMACHANDRAN
Partner

M PHANI
Incharge Finance Officer

Wg Cdr (Retd) VIBHAS SINGH GUPTA
Registrar & Secretary

SIRIPURAPU K RAO
Director General

S M DATTA
Chairman

Hyderabad, September 17, 2014

Income and Expenditure Account for the year ended March 31, 2014

(Amount in ₹)

	Schedule	Year ended March 31, 2014	Year ended March 31, 2013
INCOME			
Management Development Programmes Income	A	19,05,05,339	20,22,87,944
Research Studies (Applied Research) Income		6,24,41,645	6,71,39,252
Management Studies Income		8,54,18,645	9,77,14,529
Income from PGDHM		1,36,77,800	1,75,52,500
Membership Subscription		65,000	85,000
Income from Investments	B	71,50,565	75,29,606
Miscellaneous Income	C	2,82,72,744	1,53,70,292
		38,75,31,738	40,76,79,123
EXPENDITURE			
Salaries and Allowances	D	18,15,41,598	17,74,81,813
Travel and Accommodation	E	6,30,73,334	5,46,36,237
Food Expenses		61,60,668	67,39,995
Rates and Taxes		31,62,491	34,12,336
Electricity and Water		1,09,13,702	93,98,526
Repairs and Maintenance		79,00,890	66,89,908
Hired Services		8,04,08,348	8,44,81,722
Visiting Specialists Expenses		41,27,750	34,37,988
Advertisement		14,92,457	15,32,867
Communication Expenses		31,32,669	32,01,859
Printing and Stationery		69,61,881	64,21,102
Subscription to Technical Journals		43,04,275	39,26,821
Auditors Fees		2,00,000	1,50,000
General Expenses	F	84,47,636	62,48,852
Finance Costs		73,193	723
Provision for Doubtful Debts and Advances (Refer Note 4 of Sch S)		1,12,97,103	2,66,80,905
Bad debts Written Off		3,79,415	49,29,059
		39,35,77,410	39,93,70,713
Surplus / (Deficit) for the year before depreciation and Prior period adjustment		(60,45,672)	83,08,410
Depreciation		93,02,019	60,89,409
Surplus / (Deficit) for the year before prior period adjustments		(1,53,47,691)	22,19,001
Prior Period Adjustments (Net)		(3,32,653)	15,20,791
SURPLUS / (DEFICIT) AVAILABLE FOR APPROPRIATION		(1,50,15,038)	6,98,210
Transferred to Reserve for Contingencies			6,98,210
Transferred to ASCI DEVELOPMENT FUND		(1,50,15,038)	
NOTES TO ACCOUNTS	S		

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

M RAMACHANDRAN
Partner

M PHANI
Incharge Finance Officer

Wg Cdr (Retd) VIBHAS SINGH GUPTA
Registrar & Secretary

SIRIPURAPU K RAO
Director General

S M DATTA
Chairman

Hyderabad, September 17, 2014

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended March 31 2014**

(Amount in ₹)

	Year Ended March 31, 2014	Year Ended March 31, 2013
SCHEDULE - A		
Income From Management Development Programmes		
Income from Courses and Seminars	8,96,41,734	7,76,67,444
Income from Incompany Programmes	10,08,63,605	12,46,20,500
	19,05,05,339	20,22,87,944
SCHEDULE - B		
INCOME FROM INVESTMENTS (GROSS)		
Dividend	4,87,360	4,76,530
Interest (Refer Note. 1 below)	80,16,873	84,43,153
	85,04,233	89,19,683
Less : Amount carried forward (Refer Note.2 below)	13,53,668	13,90,077
	71,50,565	75,29,606
Notes :		
1. Tax Deducted at Source - Nil -(March 31, 2013 Nil)		
2. Unutilized Income from Investment of Specific Endowments is carried forward where there is stipulation to that effect. (Refer Sch Q)		
SCHEDULE - C		
MISCELLANEOUS INCOME		
Interest on Loans to Employees	6,66,164	5,32,039
Other Interest	5,82,274	8,90,016
License fee	24,60,750	21,76,261
Provision for doubtful debts no longer required written back	36,22,103	10,48,756
Sundry Receipts	1,16,26,453	85,99,220
Income from services rendered to Center for Innovation in Public Systems (Refer Note 6 of Sch S)	93,15,000	21,24,000
	2,82,72,744	1,53,70,292

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended March 31 2014**

(Amount in ₹)

	Year Ended March 31, 2014	Year Ended March 31, 2013
SCHEDULE - D		
SALARIES AND ALLOWANCES		
Salaries and Allowances (Refer Note 2 of Sch S)	14,64,98,688	14,57,75,804
Contribution to Provident Fund	1,28,02,065	1,22,62,372
Provision for Gratuity to Employees	20,21,463	45,04,568
Other Terminal Benefits	1,34,36,702	73,42,853
STAFF WELFARE EXPENSES		
Medical Expenses	42,48,493	52,47,659
Other Welfare Expenses	25,34,187	23,48,557
	<u>18,15,41,598</u>	<u>17,74,81,813</u>
SCHEDULE - E		
TRAVEL AND ACCOMODATION		
Travel and Accomodation	6,34,96,770	5,55,04,856
Less : Expenses Recovered	4,23,436	8,68,619
	<u>6,30,73,334</u>	<u>5,46,36,237</u>
SCHEDULE - F		
GENERAL EXPENSES		
Legal Expenses	71,500	87,176
Insurance	2,07,536	2,03,355
Staff Recruitment	4,65,067	1,28,921
Uniforms and Liveries	2,53,734	72,366
Laundry and Cleaning Materials	7,52,182	8,23,296
Entertainment Expenses	21,25,783	19,05,168
Staff Development Expenses	3,10,413	82,866
Miscellaneous Expenses	42,61,421	29,45,704
	<u>84,47,636</u>	<u>62,48,852</u>

Schedules Forming Part of the Balance Sheet as at March 31, 2013

					<i>(Amount in ₹)</i>
SCHEDULE-G	As at March 31, 2013	Additions	Total	Deductions	As at March 31, 2014
CORPUS FUND					
CORPUS FUND	6,41,90,631	—	6,41,90,631	—	6,41,90,631
PREVIOUS YEAR	64,190,631	—	64,190,631	—	6,41,90,631
SCHEDULE-H	As at March 31, 2013	Additions	Total	Deductions	As at March 31, 2014
ENDOWMENT FUND-SPECIFIC					
C C Desai Memorial Fund	12,00,000	—	12,00,000	—	12,00,000
L & T Industrial Economics Fund	5,00,000	-	5,00,000	—	5,00,000
Public Sector Research Fund *	12,00,000	-	12,00,000	—	12,00,000
MMTC Chair Fund	5,00,000	-	5,00,000	—	5,00,000
Bharat Business International Chair Fund	15,00,000	-	15,00,000	—	15,00,000
Tarun Sondhi Memorial Fellowship Fund	9,46,678	-	9,46,678	-	9,46,678
Dr. Y Nayudamma Memorial Lecture Fund	1,00,000	-	1,00,000	-	1,00,000
BHEL Chair Fund	12,00,000	-	12,00,000	-	12,00,000
ONGC Chair Fund	12,00,000	-	12,00,000	-	12,00,000
ITC Chair Fund	12,00,000	-	12,00,000	-	12,00,000
SAIL Chair Fund	12,00,000	-	12,00,000	-	12,00,000
IPCL Chair Fund	12,00,000	-	12,00,000	-	12,00,000
Rajiv Gandhi Memorial Lecture Fund	5,00,000	-	5,00,000	-	5,00,000
NLC Chair Fund	15,00,000	-	15,00,000	-	15,00,000
Dr. Ambedkar Memorial Lecture Fund	8,00,000	-	8,00,000	-	8,00,000
K L N Prasad Memorial Lecture Fund	4,00,000	-	4,00,000	-	4,00,000
	1,51,46,678	-	1,51,46,678	-	1,51,46,678
PREVIOUS YEAR	1,51,46,678	-	1,51,46,678	-	1,51,46,678

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

Note: Aggregate of investments earmarked against Endowment Fund-Specific.

March 31, 2014 ₹ **1,51,46,678**
March 31, 2013 ₹ **1,51,46,678**

Schedules Forming Part of the Balance Sheet as at March 31 2014

(Amount in ₹)

	As at March 31, 2014	As at March 31, 2013
SCHEDULE - I		
LOAN FROM GOI (Refer Note 3 of Sch S)		
Opening Balance	4,50,00,000	5,00,00,000
Less: Repaid during the year	(50,00,000)	(50,00,000)
Closing Balance	<u>4,00,00,000</u>	<u>4,50,00,000</u>
 SCHEDULE - J		
SHORT-TERM BORROWINGS		
Secured loan repayable on demand from bank		
Cash Key Account (Refer Note 7 of Sch S)	50,73,193	-
	<u>50,73,193</u>	<u>-</u>
 SCHEDULE - L		
INVESTMENTS (Unquoted) (Refer Note Below)		
Long Term Investments (at cost)		
1 UTI - Master Share		
(No of Units = 2,16,604.623; valued at cost		
NAV - ₹ 59,19,544 (March 31, 2013 ' 54,46,675)	55,24,425	55,24,425
	<u>55,24,425</u>	<u>55,24,425</u>
 Short Term Investments (at lower of cost and fair value)		
2 Fixed Deposits with Banks	8,08,77,195	7,93,36,317
	<u>8,64,01,620</u>	<u>8,48,60,742</u>
 Note : Aggregate of Investments earmarked against		
(a) Endowment Fund - Specific	1,51,46,678	1,51,46,678
(b) Unutilized balance of Interest Free Loan from Govt. of India	51,15,424	46,56,996

Schedules Forming Part of the Balance Sheet as at March 31 2014*(Amount in ₹)*

	As at March 31, 2014	As at March 31, 2013
SCHEDULE - M		
SUNDRY DEBTORS (UNSECURED)		
a. Considered Good		
Dues from Clients - Management Studies	5,49,29,152	6,62,60,909
Dues from Sponsors of Research Projects	4,07,05,277	3,65,05,187
Dues from Management programmes	3,94,69,899	2,03,62,619
Sundry Accounts	46,19,585	27,80,656
	13,97,23,913	12,59,09,371
b. Considered Doubtful	4,71,75,040	3,95,00,040
	18,68,98,953	16,54,09,411
Less : Provision for Doubtful Debts	4,71,75,040	3,95,00,040
	13,97,23,913	12,59,09,371
Note:		
Debts outstanding for a period exceeding six months	10,38,36,258	6,94,73,638
Others	8,30,62,695	9,59,35,773
	18,68,98,953	16,54,09,411
SCHEDULE - N		
CASH & BANK BALANCES		
Cash on Hand (including balances in imprest)	159,262	6,20,272
BALANCE WITH SCHEDULED BANKS:		
Current Accounts	4,91,399	1,92,331
Savings Accounts	16,70,294	1,09,85,303
	23,20,955	1,17,97,906

Schedules Forming Part of the Balance Sheet as at March 31 2014

(Amount in ₹)

	As at March 31, 2014	As at March 31, 2013
SCHEDULE - O		
LOANS & ADVANCES (unsecured)		
a. Considered Good		
Loans and Advances to Staff	1,55,48,839	94,00,008
Advances for Supplies and Services	24,86,295	10,41,964
Advances for Capital Expenditure	24,552	1,14,552
Medical Claims Receivable	19,90,867	18,09,953
Pre-paid Expenses	52,95,009	38,84,388
Deposits with Public Bodies and Others	44,42,750	38,25,436
Tax Deducted at Source	1,61,97,169	1,56,40,074
	4,59,85,481	3,57,16,375
	64,854	64,854
	4,60,50,335	3,57,81,229
	64,854	64,854
	4,59,85,481	3,57,16,375
b. Considered Doubtful		
Less : Provision for Doubtful Advances	64,854	64,854
SCHEDULE - P		
OTHER CURRENT ASSETS		
Interest Accrued on		
Investments	71,80,303	53,09,908
Deposits with Public Bodies and Others	1,07,956	1,07,528
Loan to Staff	20,53,257	20,49,867
	93,41,516	74,67,303
SCHEDULE - Q		
CURRENT LIABILITIES		
Sundry Creditors	3,65,31,299	3,19,55,687
Advance Receipts and Unexpired Income (Refer Note below)	3,06,63,261	2,42,02,276
Due to Trustees, Provident Fund	30,51,857	29,78,816
Due under Pension Fund Scheme	96,839	1,00,590
Security and Other Deposits	36,93,766	38,66,926
Other Liabilities	43,65,901	45,20,066
	7,84,02,923	6,76,24,361
Note: Includes ₹ 1,37,70,513 (March 31, 2013 ₹ 1,24,16,846) relating to Unutilised Income from Investments of Specific Endowment (Refer Sch B)		
SCHEDULE - R		
PROVISIONS		
For Gratuity to Employees (Refer Note 5(a) of Sch S)	1,95,15,317	1,74,93,854
For Leave Encashment (Refer Note 5(b) of Sch S)	3,05,65,451	1,64,50,621
	5,00,80,768	3,39,44,475

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at March 31 2013	Additions	Deductions	As at March 31 2014	Up to March 31 2013	For the Year	On Deductions	Up to March 31 2014	As at March 31 2014	As at March 31 2013
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	5,42,84,138	5,89,66,771	-	11,32,50,909	2,25,82,513	28,31,273	-	2,54,13,786	8,78,37,123	3,17,01,625
Micro Computer System	3,86,55,453	9,43,269	-	3,95,98,722	3,84,19,218	10,73,526	-	3,94,92,744	1,05,978	2,36,235
Audio Visual Aids	66,76,913	11,23,048	-	77,99,961	57,86,770	9,74,875	-	67,61,645	10,38,316	8,90,143
Furniture & Fixtures	1,31,49,874	35,46,271	-	1,66,96,145	1,21,31,538	6,30,216	-	1,27,61,754	39,34,391	10,18,336
Air Conditioning & E. Accessories	2,15,72,124	35,26,741	-	2,50,98,865	1,86,82,213	13,76,835	-	2,00,59,048	50,39,817	28,89,911
Library	3,24,21,285	7,04,804	-	3,31,26,089	3,16,36,215	13,42,989	-	3,29,79,204	1,46,885	7,85,073
Office Equipment, Utensils Etc	71,65,838	58,223	-	72,24,061	63,02,437	3,41,928	-	66,44,365	5,79,696	8,63,401
Vehicles	22,36,918	-	-	22,36,918	22,36,918	-	-	22,36,918	-	-
Miscellaneous	3,04,10,580	15,86,041	-	3,19,96,621	3,03,22,812	7,30,377	-	3,10,53,189	943,432	87,768
Total	20,93,53,895	7,04,55,168	-	27,98,09,063	17,01,18,952	93,02,019	-	17,94,20,971	10,03,88,092	3,92,34,946
Previous Year	20,61,70,532	31,83,363	-	20,93,53,895	16,40,29,543	60,89,409	-	17,01,18,952	3,92,34,943	-

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

SCHEDULE-S**Notes forming part of the Accounts****1. Corporate Information**

In 1953, a committee of the All India Council for Technical Education recommended that an Administrative Staff College be established in India. Various models were considered and, finally, it was decided to set up a college on the lines of the Administrative Staff College at Henley-on-Thames in England.

On 18 May 1956, Administrative Staff College of India was registered as a society under the Societies Registration Act. Gen. S. M. Shrinagesh was appointed as the first Principal of the College on retiring as Chief of the Army Staff. He took charge on 8 May 1957. Academic activities started in 1957 on 6 December (celebrated each year as ASCI Foundation Day).

2. Significant Accounting Policies

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

(ii). Revenue Recognition

a) Income from Short Term Management Development Programmes, Seminars and In-Company Programmes is recognized on substantial completion basis. Income from Long Term Management Development Programmes is recognized on proportionate completion basis.

b) Income from Research and Management Studies is recognized on proportionate completion basis. Income, other than from Research Studies, excludes recovery of expenses.

c) 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 LIC of India valuation and the same is partly funded with Life Insurance Corporation of India.

(iv). Depreciation

Depreciation is provided on straight-line method (SLM) at rates based on estimated useful life of assets as given below. A full year depreciation is charged in the year of addition and no depreciation is charged in the year of deletion. 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 ₹ 5,000, excluding 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.

(vii). **Investments**

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

(viii). **Inventories**

Inventories are valued at cost on First in First out (FIFO) basis. Inventory consists of items of maintenance and consumables of staff canteen.

(ix). **Taxation**

Pursuant to the notification no 74/2007 dated March 23, 2007 issued by under section 10 of the Income Tax Act, 1961, the central government has exempted any income earned by/benefit of Administrative Staff College of India from tax liability. Accordingly, the College does not have any tax liability on its income earned during the year.

Other Notes

3. Contingent liabilities not provided for:

- (a) Guarantees given by banks on behalf of the College outstanding as on March 31, 2014 ₹ 60,06,982 (March 31, 2013 ₹ 56,79,062)
- (b) Claims against the college not acknowledged as liability as on March 31, 2014 ₹ 4,94,639 (March 31, 2013 ₹ 4,94,639)

4. Salary and Allowances include an amount of ₹ 69,21,012 towards ex-gratia to faculty members and group II staff, which was approved by the Court of Governors on September 2, 2013 and September 24, 2013.

5. The unsecured loan of ₹ 5,00,00,000 from the Government of India was received on the following terms.

- (a) The loan is repayable after a period of five years from the date of disbursement (i.e. April 5, 2007) in ten equal annual installments of ₹ 50,00,000 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 March 31, 2014, the unutilized amount and interest thereon aggregating to ₹ 51,15,424 has been invested in fixed deposits with State Bank of Hyderabad.

6. As per the decision of Court of Governors, debts outstanding for more than one year are considered as doubtful and accordingly ₹ 1,12,97,103 are provided for in the books.

7. a) **Gratuity**

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

The gratuity liability as at March 31, 2014 has been determined by LIC of India at ₹ 5,62,24,488 after taking into consideration the plan assets of ₹ 3,67,09,171 which represents amounts funded by the trustees with Life Insurance Corporation of India. The balance liability of ₹ 1,95,15,317 (March 31, 2013 ₹ 1,74,93,854) has been accounted for and reflected in the accounts as provision for gratuity to employees.

b) **Leave**

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

The leave liability as at March 31, 2014 has been determined by LIC of India at ₹ 5,27,68,974 after taking into consideration the plan assets of ₹ 2,22,03,523 which represents amounts funded by the college with Life Insurance Corporation of India. The balance liability of ₹ 3,05,65,451 (March 31, 2013 ₹ 1,64,50,621) has been accounted for and reflected in the accounts as provision for leave liability.

8. In terms of an arrangement with the CIPS (Center for Innovation in Public Systems), the College has charged ₹ 93,15,000 towards net annual base charge and variable charges during the year 2013-14. This amount is included under other income in schedule C of the financial statements.
9. Working capital loan (Cash Key Account) with a limit of ₹ 1,00,00,000 from State Bank of Hyderabad is secured by Fixed Deposit of ₹ 1,35,00,000. The loan carries an interest of 1% over and above the Fixed Deposit Interest rate.
10. Figures for the previous year have been regrouped wherever necessary.

Chartered Accountants

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Secunderabad - 500 003

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S. B. Billimoria & Co.

INDEPENDENT AUDITORS' REPORT

THE MEMBERS OF
CENTRE FOR INNOVATIONS IN PUBLIC SYSTEMS

Report on the Financial Statements

We have audited the accompanying financial statements of **CENTRE FOR INNOVATIONS IN PUBLIC SYSTEMS (CIPS)**, which comprise the Balance Sheet as at March 31, 2014 and the Statement of Income and Expenditure Account for the year then ended and a summary of the significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

The Management of CIPS is responsible for the preparation of these financial statements that give a true and fair view of the financial position and financial performance of CIPS. This responsibility includes the design, implementation and maintenance of internal controls relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatements, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the Institute of Chartered Accountants of India. Those Standards require that we comply with the ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal controls relevant to the CIPS's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by the Management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid financial statements 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 affairs of CUOS as at March 31, 2014 and;
- (b) in the case of the Statement of Income and Expenditure Account, of the excess of expenditure over income of CIPS for the year ended on that date.

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

Secunderabad, November 12, 2014

M. RAMACHANDRAN
Partner
Membership No. 16399

Balance Sheet as at 31st March 2014

	<i>Schedule</i>	As at 31.3.2014	(Amount in ₹) As at 31.3.2013
1 FUNDS			
a. GRANT - IN - AID	G	200,000,000	200,000,000
b. Surplus of Income over Expenditure As per last Balance Sheet		12,092,161	12,197,968
Less : Deficit of Income over Expenditure		(20,937,629)	(105,807)
		(8,845,468)	12,092,161
		191,154,532	212,092,161
APPLICATION OF FUNDS			
2 FIXED ASSETS	F		
a. Gross Block		5,612,827	2,197,443
b. Less: Depreciation		1,352,971	703,709
		4,259,856	1,493,734
3 CURRENT ASSETS, LOANS AND ADVANCES			
a. Interest Accrued on Investments		1,847,080	2,554,500
b. Cash and Bank Balances	H	185,974,829	206,377,055
c. Loans and Advances	I	3,039,755	2,008,682
		190,861,664	210,940,237
4 LESS: CURRENT LIABILITIES	J	3,966,988	341,810
NET CURRENT ASSETS (4-5)		186,894,676	210,598,427
		191,154,532	212,092,161
NOTES TO ACCOUNTS	K		

In terms of our report attached

For S.B. BILLIMORIA & CO.
Chartered Accountants

For and on behalf of Advisory Council

M RAMACHANDRAN
Partner

D CHAKRAPANI
Director, CIPS

SIRIPURAPU K RAO
Director General

Place : Hyderabad
Date : November 12, 214

Place : Hyderabad
Date : November 12, 214

Income and Expenditure Account for the year ended March 31, 2014

(Amount in ₹)

	Schedule	Year ended March 31, 2014	Year ended March 31, 2013
INCOME			
Income from Investments	A	18,342,619	20,191,294
Research Project Income	B	5,460,000	-
Other Income	C	345,119	395,161
		<u>24,147,738</u>	<u>20,586,455</u>
EXPENDITURE			
Salaries and Allowances		6,982,701	5,808,736
Staff Recruitment		1,700	357,976
Travelling Expenses		8,140,939	5,515,445
Hired Accommodation & Other Workshop Expenses		6,225,307	1,787,255
Hired Services		7,497,226	2,149,417
Website Development Charge		160,558	137,348
Visiting Specialist Expenses		2,163,253	883,296
Communication Expenses		740,140	65,316
Printing and Stationery		2,329,525	1,214,823
Statutory Audit Fees		84,270	84,270
Establishment Charges	D	9,418,500	2,124,000
General Expenses	E	691,986	181,319
		<u>44,436,105</u>	<u>20,309,201</u>
Surplus for the period before Depreciation		(20,288,367)	277,254
Depreciation	F	649,262	383,061
DEFICIT OF INCOME OVER EXPENDITURE CARRIED TO BALANCE SHEET		(20,937,629)	(105,807)
NOTES TO ACCOUNTS	K		
In terms of our report attached			

For S.B. BILLIMORIA & CO.
Chartered Accountants

For and on behalf of Advisory Council

M RAMACHANDRAN
Partner

D CHAKRAPANI
Director, CIPS

SIRIPURAPU K RAO
Director General

Place : Hyderabad
Date : November 12, 2014

Place : Hyderabad
Date : November 12, 2014

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended March 31 2014**

(Amount in ₹)

	Year Ended March 31, 2014	Year Ended March 31, 2013
SCHEDULE - A		
INCOME FROM INVESTMENTS (GROSS)		
Interest on Deposits with Banks [Tax Deducted at Source - 1,369,233 ; March 31, 2013 - 1,397,867]	18,342,619	20,191,294
	18,342,619	20,191,294
SCHEDULE - B		
RESEARCH PROJECT INCOME		
Income from Research Projects	5,460,000	—
	5,460,000	—
SCHEDULE - C		
OTHER INCOME		
Interest on Saving Account with Bank [Tax Deductede at Source - Nil; March 31, 2013 - Nil]	345,119	395,161
	345,119	395,161
SCHEDULE - D		
ESTABLISHMENT CHARGES (Refer Note below)		
Fixed Annual Base Charge	6,194,500	1,900,000
Variable Additional Charges	3,224,000	224,000
	9,418,500	2,124,000
<p>Note : In terms of the endorsement of the Steering Committee dated December 11, 2010, CIPS is liable to pay a Fixed Annual Base Charge and Variable Additional Charges for Infrastructure, Administration and General/Miscellaneous Charges for the use of Facilities and Services of Administrative Staff College of India.</p>		
SCHEDULE - E		
General Expenses		
Photo Charges	—	65,290
News Papers	—	2,573
Miscellaneous Expenses	675,734	110,954
Subscription to Periodicals & Tech.	—	1,655
Insurance	768	847
Repairs & Maintenance	15,484	—
	691,986	181,319

Particulars	GROSS BLOCK (AT COST)		DEPRECIATION		NET BLOCK	
	Balance as at April 1, 2013	Additions	Balance as at April 1, 2013	For the year	Balance as at March 31, 2014	Balance as at March 31, 2013
Computers	978,837	8,000	483,626	296,051	779,677	495,211
Furniture & Fixtures	850,022	1,219,934	126,369	206,996	333,365	723,653
Air Conditioning	222,500	-	63,590	22,250	85,840	158,910
Electrical Accessories	97,400	7,350	19,480	10,107	29,587	77,920
Office Equipments	48,684	2,180,100	10,644	113,858	124,502	38,040
Sound Equipment	-	-	-	-	-	-
Total	2,197,443	3,415,384	703,709	649,262	1,352,971	4,259,856
Previous Year	1,604,684	592,759	320,648	383,061	703,709	1,493,734

(Amount in ₹)

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended March 31 2014**

(Amount in ₹)

	Year Ended March 31, 2014	Year Ended March 31, 2013
SCHEDULE - G		
GRANT - IN - AID (Refer Note 1 of Schedule K)	200,000,000	200,000,000
	200,000,000	200,000,000
SCHEDULE - H		
CASH AND BANK BALANCES		
Cash on Hand	122	3,763
Balance with Schedule Banks:		
In Saving Accounts (Refer Note 3 of Schedule K)	2,477,079	2,875,664
In Deposit Accounts		
- State Bank of Hyderabad	30,925,834	50,925,834
- Industrial Development Bank Of India	52,071,794	52,071,794
- Indian Overseas Bank	50,000,000	50,000,000
- Oriental Bank of Commerce	50,500,000	50,500,000
	185,974,829	206,377,055
SCHEDULE - I		
LOANS AND ADVANCES (unsecured)		
Loans & Advances to Staff	348,187	368,188
Other Advances	—	3,905
Advances for Capital Expenditure	107,954	107,954
Advances for Supplies and Services	692,222	130,000
Prepaid Expenses	—	768
Tax Deducted at Source	1,891,392	1,397,867
	3,039,755	2,008,682
SCHEDULE - J		
CURRENT LIABILITIES		
Sundry Creditors:		
Payable to Administrative Staff College of India	3,686,418	257,540
Audit Fee Payable	168,540	84,270
Statutory Liabilities	112,030	-
	3,966,988	341,810

SCHEDULE-K**Notes forming part of the Accounts****1. Corporate Information**

Government of India, Ministry of Finance vide their Order No: F.11 (1)/FCD/2010 dated 29 July, 2010 has granted a sum of Rs. 20 Crores to Administrative Staff College of India (ASCI), Hyderabad, for setting up and operation of a Centre for Innovation in public systems. The objectives of the Centre and the nature of expenses to be incurred are specified in the letter No. 12132/47/FC.I/2010 dated 21 August, 2010 from Government of Andhra Pradesh.

These financial statements are prepared to disclose the receipt and utilization of the above specific grant provided by the Government. The funds form part of the resources of the Administrative Staff College of India.

2. Significant Accounting Policies

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

(ii). Revenue Recognition

a) Interest income is accounted on accrual basis. Income from investments represents interest accrued on fixed deposits with banks.

b) Income from Research Project Income is recognised on proportionate completion basis.

(iii). Fixed Assets

Fixed Assets are stated at their original cost of acquisition including all expenses attributable to bringing the assets to their intended use.

(iv). Depreciation

Depreciation is provided on straight-line method (SLM) at rates based on estimated useful life of assets as given below.

Asset Block	Estimated Life (In Years)
Computers	3
Furniture & Fixtures	10
Air Conditioning	7
Electrical Accessories	10
Office Equipments	10
Sound Equipment	5

Assets costing less than ₹ 5,000 have been fully charged to Income and Expenditure Account

(v). Investments

Short term investments are stated at 'lower of cost and fair value'.

3. As per the Concept Note and Guidelines for setting up of the Centre for Innovations in Public Systems, the funds granted will be held and managed by ASCI. Hence, the bank and Fixed Deposit accounts are held in the name of “Administrative Staff College of India, CIPS”.
4. Previous year’s figures have been regrouped / reclassified wherever necessary to correspond with the current year’s classification / disclosure.

For and on behalf of Advisory Council

D Chakrapani

Director, CIPS

Siripurapu K Rao

Director General

Place : Hyderabad

Date : November 12, 2014

Annexure 1
Members of the College Society
(as on 31st March 2014)

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. IDBI Bank Ltd
14. ITC Ltd.
15. Life Insurance Corp. of India
16. Madura Coats Ltd.
17. Reserve Bank of India
18. State Bank of India
19. Tata Motors Ltd.
20. Tata Steel
21. VST Industries Ltd.

B. PATRONS

22. DCM Shriram Consolidated Ltd.

C. ORDINARY MEMBERS

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

29. ACC Ltd.
30. Bank of Baroda
31. Bank of India
32. BOC India Ltd.
33. Brooke Bond Lipton India Ltd.
34. Reliance Infrastructure Ltd.
35. Canara Bank
36. CESC Ltd.
37. Chennai Petroleum Corp. Ltd.
38. Coromandel International Ltd.
39. Council of Scientific & Industrial Research
40. Crompton Greaves Ltd.
41. East India Pharmaceutical Works Ltd.
42. Electronics Corp. of India Ltd.
43. Hinduja Foundation
44. Eveready Industries India Ltd.
45. Food Corp. of India.
46. GKW Ltd.
47. GlaxoSmithKline Pharmaceuticals Ltd.
48. Government of Andhra Pradesh
49. Government of Asom
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. AkzoNobel India Ltd.
68. Ess Dee Aluminium Ltd.
69. Indian Aluminum Co. Ltd.
70. Indian Oil Institute of Petroleum Management
71. Indian Overseas Bank
72. ICICI Bank Ltd.
73. Maharashtra State Road Transport Corp.
74. Mahindra & Mahindra Ltd.
75. MMTC Ltd
76. NMDC Ltd.
77. ONGC Ltd.
78. Philips Carbon Black Ltd.
79. Praga Tools Ltd.
80. Punjab National Bank
81. SI Group India Ltd.
82. Singareni Collieries Co. Ltd.
83. Syndicate Bank
84. Tata Power Co. Ltd.
85. Tractors India Ltd.
86. Torrent Power Ltd.
87. Tube Investments of India Ltd.
88. Usha International Ltd.
89. Williamson Magor & Co. Ltd

D. ASSOCIATE MEMBERS

90. Bakelite Hylam Ltd.
91. Mawana Sugars Ltd.
92. Spencer & Co. Ltd.
93. Victoria Mills Ltd.

Annexure 2

Court of Governors (as on 31st March 2014)

M. Narasimham, MA (Economics) (Cambridge), D Litt (*Honoris Causa*) (Sri Krihanadevaraya Univ): Chairman-Emeritus, Court of Governors, ASCI. Former Chairman, Court of Governors, ASCI; Finance Secretary, Govt. of India; Governor, Reserve Bank of India; Vice-President, Asian Development Bank; and Principal, ASCI. Awarded Padma Vibhushan in 2000.

A. ELECTED MEMBERS

S. M. Datta: Chairman, Court of Governors, ASCI, Castrol India Ltd., Philips India Ltd., Transport Corporation of India Ltd., IL&FS Investment Managers Ltd., and Tata Trustee Co. Pvt. Ltd.

Ashok S. Ganguly, MS, PhD (Illinois): Chairman, ABP Pvt. Ltd.; Independent Director of M&M, DRL Ltd., Wipro Ltd. and nominated member of the Rajya Sabha. Awarded Padma Vibhushan in 2009.

Vijay Kelkar, PhD (Berkeley, California): Chairman, India Development Foundation, Forum of Federations, Ottawa, Canada; former Chairman, 13th Finance Commission. Awarded Padma Vibhushan in 2011.

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. Awarded Padma Vibhushan in 2007.

K. Padmanabhaiah, IAS (retd.), MSc (Andhra Univ.), Master's Degree in Financial Mgmt (Bombay Univ.): Former Home Secretary, Govt. of India.

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.

Makani Narayana Rao, LLB (Andhra), LLM (Madras): Advocate, Supreme Court of India. Chairman, National Commission for Backward Classes, New Delhi; Former Chief Justice, High Court of Himachal Pradesh.

Palle Rama Rao, MSc (Andhra), PhD (BHU), DEngg. (*Honoris Causa*), DSc (*Honoris Causa*): ISRO Dr. Brahm Prakash Distinguished Professor, International Advanced Research Centre for Powder Metallurgy & New Materials. Former V-C, University of Hyderabad; Chairman, Atomic Energy Regulatory Board; and Secretary, Dept. of Science & Technology, Govt. of India. Awarded Padma Vibhushan in 2011.

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.

G. V. Krishna Reddy: Chairman & Managing Director, G V K Power & Infrastructure Limited.

K. J. Udeshi, MA (Eco) (Bombay Univ.), CAIIB, PGD in Bank Management: former Deputy Governor, RBI and Member, Financial Sector Legislative Reforms Commission

B. CO-OPTED MEMBERS

Shankar Acharya, PhD (Harvard): Honorary Professor, Indian Council for Research on International Economic Relations; former Chief Economic Adviser, Govt. of India.

Ravi Bhoothalingam, B Sc (Hons) (Delhi University), M A (Experimental Psychology) (Cambridge University); Founder and Chairman, Manas Advisory; Former President, Oberoi Group of Hotels.

Shekar Chaudhuri, PhD in Management (IIM Ahmedabad), B Tech (Mechanical) (IIT, Kharagpur); Director and Professor, School of Management and Entrepreneurship, Shiv Nadar University; Former Director, IIM, Calcutta, Former Faculty, IIM Ahmedabad, Calcutta, IIT, Kharagpur and Southern Illinois University, USA.

Cyrus J Guzder, M A (Hons), (Cambridge University), Chairman & Managing Director, AFL Private Limited,

Former Chairman, DHL Worldwide Express (India);
Chairman, Carlson Wagonlit Travel India.

Vepa Kamesam, Former Chairman, Governing Council, Institute of Development & Research in Banking Technology; Managing Director, Institute of Insurance and Risk Management; Dy. Governor, Reserve Bank of India.

P M Murty, B Sc (Hons) (Calcutta University); PGDM (IIM, Kolkatta); Former Managing Director & CEO, Asian Paints Limited.

C S Rao, IAS (Retd), Former Chairman, Insurance Regulatory Development Authority; Principal Secretary, Irrigation & Finance, GoAP; Secretary (Expenditure), Secretary (Revenue), Min of Finance, Gol.

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. Secretary (Finance), Ministry of Finance, Govt. of India.

P K Mohanty, IAS: Chief Secretary, Govt. of Andhra Pradesh.

Syamal Kumar Sarkar, IAS: Secretary, Dept. of Personnel & Training, Govt. of India.

Ashok Thakur, IAS: Education Secretary, Ministry of Human Resource Development, Govt. of India.

D. REGISTRAR & SECRETARY

WG CDR Vibhas Singh Gupta (retd), Masters Diploma in Business Administration (HR) (Symbiosis Institute of Management Studies); LLB (Gulbarga University); B Com (Hons) (Osmania University); Certificate course in Management for Armed Forces Officers (HR), Indian Institute of Management, Bangalore.

Annexure 3 Personnel at ASCI (as on 31st March 2014)

A. PROFESSOR EMERITUS

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

B. DIRECTOR-GENERAL

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

C. DEANS

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.) (JNTU, Hyd), MTech (M&S) (IIT-Delhi), PhD (IIT-Mumbai): Professor & *Dean of Long Term Programmes*

B. Lakshmi, Masters in Hospital Admn. (MHA) (New South Wales), MPhil, PhD (Human Resource Mgmt.) (both Univ. of Madras), AFAIM: Professor & *Dean of Management Development Programmes*

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

D. CENTRE DIRECTORS

Mylavarapu Chandrasekhar, BE (Mech.) (Osmania Univ.), MTech (Prod. Engg.) (JNTU, Hyd), MTech (M&S) (IIT-Delhi), PhD (IIT-Mumbai): Professor & *Director, Centre for Public Policy, Governance & Performance.*

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

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

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

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

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

P. Shahaida, Graduate in Pharmacy (Bangalore Univ.), MBA (Marketing) (PG Centre Davanagere, Kuvempu Univ.), M.Phil (Management) (Alagappa Univ.), PhD (Services Marketing Area) (Univ. of Mysore): Associate Professor & *Director, & Centre for Health Care Management.*

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.*

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

Paramita Dasgupta, MA (Economics), PhD (both JNU, New Delhi): Professor & *Chairperson, International Trade & Finance, Industry, Macro-economic Policy & Public Finance area and Money, Banking, Corporate Finance and Governance Area, Centre for Economics & Finance.*

B. Lakshmi, Masters in Hospital Admn. (MHA) (New South Wales), MPhil, PhD (Human Resource Mgmt.) (both Univ. of Madras), AFAIM: Professor & Chairperson, Health Studies area, Centre for Human Development.

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

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

M. S. Raghavendra, BTech (Architecture) (JNTU), MTech (Urban Planning) (JNTU), PhD (Urban Planning) (Cambridge Univ.): Professor & Chairperson, Infrastructure Development area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.

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

P. Shahaida, Graduate in Pharmacy (Bangalore Univ.), MBA (Marketing) (PG Centre Davanagere, Kuvempu Univ.), M.Phil (Management) (Alagappa Univ.), PhD (Services Marketing Area) (Univ. of Mysore): Associate Professor & Chairperson, Marketing area, Centre for Management Studies.

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

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

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

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

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

G. ASSOCIATE PROFESSORS

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

Dipesh Dipu, Bachelor of Technology (Mining Engineering) (Indian School of Mines), Executive Programme in Business Management (IIM, Calcutta), Chartered Financial Analyst (Institute of Chartered Financial Analysts of India), pursuing PhD (Management) (Univ. of Petroleum and Energy Studies, Dehradun): Associate Professor, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.

Dimple Grover, MA (Psychology -OB) (Univ. of Allahabad), M Phil (Psychology -OB) (Delhi Univ.), PhD (IIT, Delhi): Associate Professor, Human Resources area, Centre for Management Studies.

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

Reshmy Nair, MA (Economics) (Mahatma Gandhi Univ., Kottayam, Kerala), MPhil and PhD (Economics) (both JNU, New Delhi): Associate Professor, Environment 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): *Associate Professor, Urban Governance area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

Y. Malini Reddy, Bachelor of Arts (Hons) (Delhi Univ.), Post Graduate Diploma in Garment Manufacturing Technology (National Institute of Fashion Technology), PhD (ICFAI Univ., Dehradun), Management Teacher Programme (Marketing, Institute of Management Teachers, ICFAI Univ., Dehradun): *Associate Professor, Marketing area, Centre for Management Studies.*

Sutanuka Dev Roy, BSc Honors (Economics) (Bethune College, Kolkata), MSc (Economics) (Univ. of Calcutta), MA and PhD (Economics) (both Clark Univ., Massachusetts, USA): *Associate Professor, International Trade & Finance, Industry, Macro-economic Policy & Public Finance area, Centre for Economics & Finance.*

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

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

J. Swarnalatha, MA (Economics) (Osmania Univ.), Masters in Foreign Trade (Pondicherry Univ.), PGD in Buss. Mgmt. (HR and Indstl. Buss.) (Vignana Jyothi Institute of Management, Hyd), MPhil (Industrial Psychology) (TISS, Mumbai): *Associate Professor, Human Resources area, Centre for Management Studies.*

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

H. ASSISTANT PROFESSORS

M. V. Anjali, Post Graduate Diploma in Management (Xavier Institute of Management, Bhubaneswar): *Assistant Professor, Money, Banking, Corporate Finance & Governance area, Centre for Economics & Finance.*

Anshu Bhargava, B Sc (Genetics) (St. Ann's College for Women), Masters in Hospital Mgmt (Hospital Admn) (Apollo Institute of Hospital Admn, AIHA, Hyderabad): *Assistant Professor, Centre for Health Care Management.*

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

Dushyant Mahadik, BE (Mech. Engg) (Shivaji Univ., Kohlapur, Maharashtra), MTech (Areospace Propulsion) (IIT, Bombay), PGD in Mgmt (Infrastructure Finance) (IIM, Ahmedabad), Exchange MBA (Strategy) (McCombs School of Business, Univ. of Texas, Austin, USA): *Assistant Professor, Money, Banking, Corporate Finance & Governance area, Centre for Economics & Finance.*

Balbir Singh, Bachelor of Homoeopathic Medicine and Surgery (L B S Medical College, Bhopal), PGD in Hospital Administration (Medvarsity and Apollo Hospitals Education and Research Foundation), PGD in Preventive and Promotive Healthcare Wellness Rx and Apollo Hospitals Educational & Research Foundation), M B A in Health Care Management (Apollo Institute of Healthcare Mgmt), EDP on Project Management (IIT Delhi), UGC – Net qualified: *Assistant Professor, Health Studies area, Centre for Human Development.*

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

I. HONORARY VISITING PROFESSORS, SENIOR CONSULTANTS & ADVISORS

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

G. Bala Subramanyam, B.Tech (JNTU), M.Tech (NIT, Warangal): *Advisor*, Environment Area, Centre for Energy, Env't., Urban Governance and Infrastructure Development.

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.

Meena Gupta, IAS (retd.): *Honorary Advisor*. Chairman, Lepira Society. Former Principal Secretary, Health, Govt. of Orissa; Secretary, Ministry of Environment & Forests, Govt. of India.

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

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

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

Maj Gen Dr R Siva Kumar (retd), *Honorary Advisor*. BE, PhD, FIE, FIS, FCA (Ind), FAPAS, Sr MCSI, MISRS, MIME, MISG, MIDSA, DIM, C.Eng, PGDCMP, PGDPHM (ITC), Chief Executive Officer (NSDI) and Head (NRDMS) and Mission Coordinator, National GIS, Department of Science and Technology, Ministry of Science and Technology.

K. Padmanabhaiah, IAS (retd.), MSc (Andhra Univ.), Master's Degree in Financial Mgmt (Bombay Univ.): *Honorary Visiting Professor*. Former Home Secretary, Govt. of India.

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

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

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

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

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

M. Ramachandran, IAS (retd.), BA (Economics), MA (Economics), MPhil (Economic Planning), Univ. of Glasgow, UK: *Honorary Advisor*. Former Secretary, Ministry of Urban Development, Govt. of India; Secretary, Higher Education, Govt. of UP; Principal Secretary (Transport), Govt. of UP.

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

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

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

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

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

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

Commonwealth Secretary-General; Research Council Chairman, CFTRI, NISCOM, RRL, Jorhat.

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

J. LIBRARIAN

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

K. OFFICERS IN ADMINISTRATION

WG. CDR. Vibhas Singh Gupta (retd), Masters Diploma in Business Administration (HR) (Symbiosis Institute of Management Studies); LLB (Gulbarga University); B Com (Hons) (Osmania University); Certificate course in Management for Armed Forces Officers (HR), Indian Institute of Management, Bangalore: *Registrar & Secretary*.

Sushma Kanneganti: BCom, CA (ICAI), Company Secretary (ICSI): *Chief Finance Officer*.

Mary Elliot: BA; MBA (Bharatiya Vidya Bhavan's College of Communication & Mgmt, Hyderabad): *Chief, Director-General's Office*.

V. V. V. S. Murthy, MSc (Botany) (Andhra Univ.), MBA (Institute of Business Admn and Mgmt, New Delhi): *Administrative Officer, Bella Vista Campus*.

G. Kanaka Raju: B Com (Andhra Univ), *Assistant Registrar*.

M. Phani: *Officer, Accounts*.

Maria Davidswamy: *Principal Executive Secretary to Director General and Chairman, CoG*.

P. Mahalaxmi: *Programmes Officer*.

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

K. Jayaram Reddy: *Officer – Production Unit*.

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

K. Samuel: *Procurement Officer*.

K. Swarnalatha: *Principal Executive Secretary to Chairman, Emeritus*.

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

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

P. V. Jai Gopal: *Assistant Officer, Accounts*.

P. Shiv Kumar: *Superintendent, Computer Centre*

T. V. V. Murali Machiraju: *Superintendent, Establishment Unit*.

S. Malathi: *Superintendent, Procurement and Stores*.

C. Sreenivasa Murthy: *Officer, Housekeeping*.

K. Usha Rani: *Personal Assistant*.

M. Devadas Samuel: *Superintendent, Transport & Security*.

R. Subramanian: *Personal Assistant*.

G. Srinivas Yadav: *Personal Assistant*.

P. Srinivas Yadav: *Personal Assistant*.

Annexure 4

Management Development Programmes (April 2013–March 2014)

A. COLLEGE-ANNOUNCED PROGRAMMES

1. 24 April –03 May 2013: International Certification Programme in Urban Management with Study Tour: **Programme Directors:** Prof. V Srinivas Chary/Ms. Vijaya Venkataramana
2. 08–10 May 2013: Programme Urban Poverty Alleviation and Social Housing. **Programme Director:** Prof. M. S. Raghavendra
3. 13–17 May 2013: Programme on Effective Sales Management. **Programme Director:** Dr. Shahaida. P
4. 03–28 June 2013: Programme on GMP for Senior Executives - Session – 121. **Programme Directors:** Prof. B. Lakshmi / Dr. Harsh Sharma
5. 24–26 June 2013: Environmental Impact Assessment: Good Practices. **Programme Director:** Mr. G. Bala Subramnyam
6. 01–05 July 2013: Programme on Regulating Electricity Tariffs and Related Issues. **Programme Director:** Prof. Usha Ramachandra
7. 08–12 July 2013: Programme on Integrated Municipal Solid Waste Management. **Programme Directors:** Prof. V. Srinivas Chary/Ms. Vasavi Narla
8. 08–10 July 2013: Programme on Leadership Through Self Discovery. **Programme Director:** Prof. Prabhati Pati
9. 08–10 July 2013: Programme on e-Procurement. **Programme Director:** Prof. G Mohan
10. 08–19 July 2013: Programme on Procurement Procedures for World Bank Aided Projects **Programme Directors:** Prof. Vilas Shah/Dr. B. S. Chetty
11. 15–19 July 2013: Programme on Enhancing Managerial Effectiveness. **Programme Director:** Dr. P. Subhashini
12. 22–24 July 2013: Programme on Inventory Management. **Programme Director:** Mr. B. V. N. Sachendra
13. 22–26 July 2013: Leadership and Organisation Development. **Programme Director:** Dr. K. N. Viswanatham
14. 22–24 July 2013: Programme on Capacity Building for Operationalising Urban Governance Reforms: **Programme Director:** Prof. M. S. Raghavendra
15. 29 July–02 August 2013: Programme on Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati
16. 29 July–02 August 2013: Programme on Project Appraisal and Financing. **Programme Director:** Mr. Dushyant Mahadik
17. 29 July–02 August 2013: Programme on High Impact CSR- Need Assessment to Impact Evaluation: **Programme Director:** Dr. Reshmy Nair
18. 05–07 August 2013: Programme on Managing Strategic Innovation. **Programme Director:** Dr. Nirmalya Bagchi
19. 05–07 August 2013: Programme on H R Audit. **Programme Director:** Ms. J. Swarnalatha
20. 12–23 August 2013: Programme for Young Managers. **Programme Directors:** Ms. J. Swarnalatha / Dr. Sutanuka Dev Roy
21. 12–14 August 2013: Programme on Negotiation Skills. **Programme Director:** Dr. Harsh Sharma
22. 19 August–22 September 2013: Advanced Management Programme (Study Tour to Milan, Zurich, Paris, Brussels & Amsterdam). **Programme Directors:** Prof. K. N. Viswanatham / Prof. Vilas Shah

23. 19-21 August 2013: Programme on Index Based Crop Insurance - Concepts, Design and Implementation: **Programme Director:** Dr. Reshmy Nair
24. 02-04 September 2013: Programme on Project Preparation and Management in Urban Infrastructure & Service Delivery: **Programme Director:** Prof. M. S. Raghavendra
25. 05-14 September 2013: International Certification Programme in Urban Management (Study Tour to Amsterdam and Barcelona). **Programme Directors:** Prof. V. Srinivas Chary/ Ms. Vijaya Venkataraman
26. 16-18 September 2013: Programme on Values Driven Leadership. **Programme Director:** Ms. J. Swarnalatha
27. 23-27 September 2013: Programme on Effective Land Acquisition, Resettlement & Rehabilitation: **Programme Director:** Dr. Reshmy Nair
28. 23-27 September 2013: Programme on Financial Systems, Management and Accountability in Government: **Programme Director:** Ms. Ashita Allam Raju
29. 30 September-04 October 2013: Programme on Personality Development. **Programme Director:** Dr P Subhashini
30. 10-12 October 2013: Risk Management in Hospitals. **Programme Director:** Prof. B. Lakshmi
31. 17-26 October 2013: International Training Programme on Change Management for Achieving Continuous Water Supply for All in Urban Areas. **Programme Director:** Prof. V. Srinivas Chary
32. 21-25 October 2013: Programme on Effective Sales Management. **Programme Director:** Dr Y. Malini Reddy
33. 28 October-01 November 2013 : Programme on Effective Human Resource Training & Development : **Programme Director:** Dr Harsh Sharma
34. 28-30 October 2013: Programme on Environmental Impact Assessment - Mining Project: **Programme Director:** Mr. G. Balasubramanyam
35. 11-13 November 2013: Programme on Managing Creativity and Innovation. **Programme Director:** Prof. Prabhati Pati
36. 18-22 November 2013: Programme on Individual Excellence for Organizational Effectiveness: **Programme Director:** Prof. Prabhati Pati
37. 18-29 November 2013: Programme on Procurement Procedures for World Bank Aided Projects: **Programme Directors:** Prof. Vilas Shah/Dr B. S. Chetty
38. 25-27 November 2013: Programme on Improving Work Culture. **Programme Director:** Dr. P. Subhashini
39. 25-29 November 2013: Programme on Electricity Distribution Management. **Programme Director:** Mr. Rajkiran V. Bilolikar
40. 28-30 November 2013: Programme on Finance for Non-Finance Executives. **Programme Director:** Prof. Mubeen Rafat
41. 02-06 December 2013: Programme on HRM for Line Managers. **Programme Director:** Ms. J. Swarnalatha
42. 02-06 December 2013: Programme on Project and Contract Management. **Programme Director:** Prof. Vilas Shah
43. 05-07 December 2013: Programme on Contract Mining In India. **Programme Director:** Mr. Dipesh Dipu
44. 09-13 December 2013: Programme on Materials and Supply Chain Management. **Programme Director:** Mr. B. V. N. Sachendra
45. 09-13 December 2013: Programme on Strategic Leadership & Change Management. **Programme Director:** Prof. K. N. Viswanatham

46. 12–14 December 2013: Programme on Strategic Financial Management. **Programme Director:** Prof. Mubeen Rafat
 47. 16–20 December 2013: Programme on Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati
 48. 16–18 December 2013: Programme on IT Enabled Knowledge Management. **Programme Director:** Prof. Nirmala Apsingikar
 49. 06–31 January 2014: GMP for Senior Executives - Session – 122. **Programme Directors:** Dr. Harsh Sharma / Ms. Ashita Allamraju
 50. 06–10 January 2014: Programme on Project Management for World Bank Aided Projects. **Programme Director:** Prof. Vilas Shah
 51. 20–24 January 2014: Programme on Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati
 52. 20–24 January 2014: MDP for Women Executives. **Programme Director:** Dr. Shahaida. P
 53. 20 January-02 February 2014: Programme on Strategic Human Resource Management (Study tour Abroad): **Programme Director:** Prof. K. N. Viswanatham
 54. 27–29 January 2014: Programme on Managing Costs to Enhance Profitability. **Programme Director:** Prof. Mubeen Rafat
 55. 27–29 January 2014: Training Programme on CSR & Social Audit. **Programme Director:** Dr. Shahaida. P
 56. 30 January–01 February 2014: Programme on Urban Poverty Alleviation and Social Housing: **Programme Director:** Prof. M. S. Raghavendra
 57. 03–05 February 2014: Programme on Ethics and Values in Administration. **Programme Director:** Prof. B. Lakshmi
 58. 03–05 February 2014: Using Data for Programme Monitoring & Evaluation. **Programme Director:** Dr. Subodh Kandamuthan
 59. 03–14 February 2014: Programme on Procurement Procedures for World Bank Aided Projects: **Programme Directors:** Prof. Vilas Shah/Dr. B. S. Chetty
 60. 10–14 February 2014: Programme on Executive Coaching and Mentoring: Developing Future Leaders: **Programme Director:** Prof. K N Viswanatham
 61. 13–15 February 2014: Programme on Environmental Impact Assessment - Ports and Harbours: **Programme Director:** Mr. G. Bala Subramanyam
 62. 17–19 February 2014: Management of IT. **Programme Director:** Prof. G. Mohan
 63. 17–21 February 2014: Team Building and Conflict Management. **Programme Director:** Dr. Harsh Sharma
 64. 24–28 February 2014: Programme on Strategic Human Resource Management. **Programme Director:** Dr. Harsh Sharma
 65. 24–28 February 2014: Training Programme on Developing the Leading Edge with Strategic Marketing : **Programme Director:** Dr. Y. Malini Reddy
 66. 03–07 March 2014: Programme on Project and Contract Management. **Programme Director:** Prof. Vilas Shah
 67. 03–05 March 2014: Good Governance and Sustainability through HR Practices. **Programme Director:** Dr. Dimple Grover
 68. 03–07 March 2014: Decision Making for Effective Leadership. **Programme Director:** Dr. P. Subhashini
 69. 03–07 March 2014: Training Programme on Social Impact Assessment. **Programme Director:** Dr. Reshmy Nair
- B. CUSTOMISED IN-COMPANY TRAINING PROGRAMMES (ON-CAMPUS)**
1. 1–5 April 2013, Improved Management of Land Acquisition, Resettlement and Rehabilitation, in the World Bank Supported Projects in the

- Transport Sector: **Programme Director** – Dr. Reshmy Nair, **Organization/Agency** : The World Bank
2. 8–12 April 2013, Healthcare Challenges for U. P. Government Officials: **Programme Director**: Prof. B. Lakshmi: **Organization/Agency**: State Institute of Health and Family Welfare, Government of Uttar Pradesh
 3. 15–26 April 2013, Leadership Development Programme for the Deputy Chief Engineers and Senior Executives of Damodar Valley Corporation: **Programme Director**: Ms. J Swarnalatha: **Organization/Agency**: Damodar Valley Corporation, Kolkatta
 4. 15–20 April 2013, Programme on Health Systems Management: **Programme Director**: Prof. B. Lakshmi: **Organization/Agency**: Kerala State Institute of Health & Family Welfare & Collaborating State Institute of NIHFW, Thiruvanthapuram
 5. 22 April–3 May 2013, Leadership and Management Development Programme for the Senior officials of Ministry of Commerce and Industry, Government of Afghanistan **Programme Directors**: Dr. Harsh Sharma and Dr. P. Subhashini: **Organization/Agency**: Ministry of External Affairs, Government of India, New Delhi
 6. 29 April–10 May 2013, Financial Management for Senior Level Officers of The Odisha Finance Service: **Programme Directors**: Prof. Paramita Dasgupta & Ms. Ashita Allamraju: **Organization/Agency**: Government of Odisha
 7. 29 April–10 May 2013, GMP for Senior Executives of N C L and B C C L **Programme Directors**: Dr. Harsh Sharma and Dr. P. Shahaida: **Organization/Agency**: Northern Coalfields and Bharat Coking Coal Ltd., Madhya Pradesh
 8. 13–24 May 2013, Leadership Development Programme for the Dy. Chief Engineers and Sr. Executives of Damodar Valley Corporation: **Programme Directors**: Dr. Harsh Sharma & Dr. P. Subhashini: **Organization/Agency**: Damodar Valley Corporation, Kolkatta
 9. 20–24 May 2013, Basic Economic Concepts for the Senior Officials of the Directorate of Economics & Statistics: **Programme Director**: Dr. Sutanuka Dev Roy: **Organization/Agency** : Department of Planning, Government of Uttar Pradesh
 10. 27–31 May 2013, Financial Systems in Government for Senior Officers of the Finance Department of Madhya Pradesh, **Programme Director**: Prof. Paramita Dasgupta: **Organization/Agency** : Government of Madhya Pradesh, Dhanbad
 11. 3–14 June 2013, MDP for Scientists / Engineer of ISRO, **Programme Directors**: Prof. Vilas Shah and Mr. Dushyant Mahadik: **Organization/Agency**: Indian Space Research Organisation, Bangalore
 12. 10–14 June 2013, Transformational Management for Chief Manager Level Executives of PGCIL, **Programme Director**: Ms. J. Swarnalatha: **Organization/Agency**: Powergrid Corporation of India Ltd. Gurgaon
 13. 17–28 June 2013, Financial Management for Officers of the Finance Department of Madhya Pradesh, **Programme Director**: Prof. Paramita Dasgupta & Ms. Ashita Allamraju; **Organization/Agency** : Government of Madhya Pradesh
 14. 17–21 June 2013, Data for Programme Monitoring & Evaluation for the Officers of the Directorate of Economics & Statistics, **Programme Director**: Dr. Subodh Kandamuthan: **Organization/Agency**: Department of Planning, Government of Uttar Pradesh
 15. 19–21 June 2013, Train the Trainer for the Senior Executives of NCL & BCCL, **Programme Directors**: Dr. Harsh Sharma and Dr. Shahaida. P: **Organization/Agency**: Northern Coal Fields Ltd. & Bharat Coking Coal Ltd., Madhya Pradesh, Dhanbad
 16. 1–5 July 2013, Capacity Development on ADB's Safeguards Requirements. **Programme Director**: Dr. Reshmy Nair : **Organization/Agency**: Asian Development Bank, New Delhi

17. 15–26 July 2013, Leadership Development Programme for Enhanced Public Service Delivery, **Programme Director:** Dr. Harsh Sharma: **Organization/Agency:** Ministry of External Affairs, Government of India, New Delhi
18. 22–24 July 2014, Capacity Development for Project Implementation, **Programme Director:** Prof. Vilas Shah: **Organisation/Agency:** Asian Development Bank, New Delhi
19. 22–26 July 2013, Econometric Analysis using Cross-Section & Panel Data for the Senior Officers of the Directorate of Economics & Statistics, **Programme Director:** Dr. Sutanuka Dev Roy: **Organization/Agency:** Department of Planning, Government of Uttar Pradesh
20. 29–31 July 2013, Building and Leading Teams for the Executives of PGCIL, **Programme Director:** Prof. K. N. Viswanatham : **Organization/Agency:** Power Grid Corporation of India Ltd. Gurgaon, Haryana
21. 29 July – 2 August 2013, Leadership Development for newly promoted DGMs of Punjab National Bank, **Programme Director:** Dr. P. Subhashini: **Organization/Agency:** Punjab National Bank, New Delhi
22. 8–10 August 2013, Building and Leading Teams for the Executives of PGCIL: **Programme Director:** Prof. K. N. Viswanatham: **Organization/Agency:** Power Grid Corporation of India Ltd. Gurgaon, Haryana
23. 12–16 August 2013, Programme for Young Leaders : **Programme Director:** Dr. Dimple Grover: **Organization/Agency :** M R F Ltd. Chennai
24. 19–24 August 2013, MDP for Executive Trainees/Assistant Managers of NMDC Ltd.: **Programme Director:** Mr. B. V. N. Sachendra: **Organization/Agency:** NMDC Ltd., Hyderabad
25. 26–30 August 2013, Data for Programme Monitoring & Evaluation for the Senior Officers of Directorate of Economic & Statistics, **Programme Director:** Dr. Subodh Kandamuthan: **Organization/Agency:** Department of Planning, Government of Uttar Pradesh
26. 26 August – 6 September 2013, General Management Programmes for Scientists, **Programme Directors:** Mr. B V N Sachendra & Mr. Dushyant Mahadik: **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi
27. 26–30 August 2013, Monitoring and Evaluation for ISS Probationers, **Programme Director:** Dr. Yamini Atmavilas: **Organization/Agency:** National Academy of Statistical Administration, Ministry of Statistics and Programme Implementation (MoSPI), Government of India, New Delhi
28. 2–6 September 2013, Programme on Current Economic for Senior ISS Officers, **Programme Director:** Prof. Paramita Dasgupta, **Organization/Agency:** National Academy of Statistical Administration, Ministry of Statistics and Programme Implementation (MoSPI), Government of India, New Delhi
29. 2–6 September 2013, Programme on Integrated Coastal Zone Management, **Programme Director:** Prof. Valli Manickam: **Organization/Agency:** Ministry of Environment and Forests, Government of India, New Delhi
30. 9–13 September 2013, Transformational Management for the Chief Manager Level Executives of PGCIL, **Programme Director:** Ms. J. Swarnalatha: **Organization/Agency:** Powergrid Corporation of India Ltd. Gurgaon, Haryana
31. 9 September–11 October 2013, Advanced Techno-Management Programme for E&F Level Scientists, **Programme Directors :** Dr. Nirmalya Bagchi & Mr. B. V. N. Sachendra **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi
32. 9–13 September 2013, Leadership and Management Development Programme for the Officials of Ministry of Finance Department, Government of Afghanistan, **Programme Director :** Dr. Harsh Sharma : **Organization/Agency :** Government of Afghanistan

33. 16–27 September 2013, Management Development Programme for Scientists/Engineers of ISRO: **Programme Directors:** Prof. Nirmala Apsingkar & Mr. Dushyant Mahadik: **Organization/Agency:** Indian Space Research Organization, Bangalore
34. 16–27 September 2013, Advanced Management Programme for NTPC Ltd., **Programme Director:** Prof. Usha Ramachandra: **Organization/Agency:** National Thermal Power Corporation Limited, Govt. of Uttar Pradesh, Noida
35. 16–20 September 2013, Time Series Econometrics & Forecasting Techniques for the Senior Officers of the Directorate of Economics & Statistics: **Programme Director:** Dr. Sutanuka Dev Roy: **Organization/Agency:** Department of Planning, Government of Uttar Pradesh
36. 23–27 September 2013, Capacity Building Programme in Urban Management for Elected Representatives and City Managers of Jhansi Nagar Nigam, Uttar Pradesh, **Programme Director:** Prof. V. Srinivas Chary: **Organization/Agency:** Jhansi Nagar Nigam, Uttar Pradesh
37. 23–28 September 2013, MDP for Executive Trainees/Assistant Managers of NMDC: **Programme Director:** Prof. B.V. N. Sachendra: **Organization/Agency:** NMDC Ltd., Hyderabad
38. 30 September–4 October 2013, Managing Excellence in Academic Institutions for Heads of Institutions/Department of TEQIP Institutions, **Programme Directors:** Prof. H. Hemnath Rao & Mr. Dushyant Mahadik: **Organisation/Agency:** Department of Technical Education, Government of Andhra Pradesh
39. 30 September–4 October 2013, Programme on Infrastructure Finance for Senior IAS Officers, **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency:** Department of Personnel & Training, Government of India, New Delhi
40. 30 September–11 October 2013, Programme on Translating STI Policy 2013 into Action : Solution Science and Innovation Management as Key drivers of the Decade of Innovation, **Programme Directors:** Prof. G. Mohan & Prof. M Chandrasekhar: **Organization/Agency:** Department of Science of Technology, Government of India, New Delhi
41. 14–18 October 2013, Programme on Leadership Development for Newly Promoted AGMs of Bank of India, **Programme Director:** Prof. K. N. Viswanatham: **Organization/Agency :** Bank of India, Mumbai
42. 16–20 October 2013, Management Development Programme for Senior Engineers of Road Construction Department, **Programme Director:** Prof. Vilas Shah: **Organization/Agency:** Government of Bihar
43. 21–25 October 2013, Forest and Climate Change in View of Emerging Globe Trends, **Programme Director:** Prof. Valli Manickam: **Organization/Agency:** Ministry of Environment and Forests, Government of India, New Delhi
44. 21 October–1 November 2013, General Management Programme for Women Scientists. **Programme Directors:** Prof. Nirmala Apsingkar & Dr. Dimple Grover: **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi
45. 21–25 October 2013, Econometric Analysis Using Cross Section and Panel Data for Senior Officers of the Directorate of Economics & Statistics Department of Planning, **Programme Director:** Dr. Sutanuka Dev Roy: **Organization/Agency:** Government of Uttarakhand
46. 28 October–1 November 2013, Programme on Planning for Primary Sector for Officers of Planning & Development Department, **Programme Director:** Prof. Paramita Dasgupta: **Organization/Agency:** Government of Assam (study tour to Singapore and Vietnam 4- 12 November, 2013)

47. 5–9 November 2013, MDP for Newly Promoted AGMs of Bank of India, **Programme Director:** Prof. Prabhati Pati: **Organization/Agency :** Bank of India, Mumbai
48. 9–14 November 2013, Programme on Gender Responsive Budgeting for the Officials of Directorate General Budget of the Ministry of Finance, Government of Afghanistan: **Programme Directors:** Ms. Ashita Allamraju & Dr. Subodh Kandamuthan: **Organization/Agency:** Government of Afghanistan
49. 11–22 November 2013, Programme on Science, Administration and Research Management, **Programme Directors:** Prof. G. Mohan & Dr Nirmalya Bagchi: **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi
50. 18–20 November 2013, Programme on Indian Electricity Sector- Competition and Markets, **Programme Director:** Prof. Usha Ramachandra : **Organization/Agency:** Power Exchange India Limited, Mumbai
51. 25–29 November 2013, Land Acquisition, Resettlement and Rehabilitation for Executives of Border Roads Organisation, **Programme Director:** Prof. Usha Ramachandra: **Organization/Agency:** Border Roads Organization
52. 25 November – 6 December 2013, Innovation in Public Service, **Programme Directors :** Ms. Ashita Allamraju & Dr Sutanuka Dev Roy: **Organization/Agency:** Bihar Institute of Public Administration & Rural Development
53. 2–6 December 2013, MDP for Newly Promoted AGM's of Bank of India: **Programme Director:** Prof. Prabhati Pati: **Organization/Agency :** Bank of India, Mumbai
54. 9–11 December 2013, Programme on Empowerment of Women Employees of PGCIL, **Programme Director:** Prof. B. Lakshmi: **Organization/Agency:** Powergrid Corporation of India Ltd.
55. 9–13 December 2013, MDP for Newly Promoted AGM's of Indian Overseas Bank, **Programme Director:** Dr. P. Shahaida: **Organization/Agency:** Indian Overseas Bank
56. 16–20 December 2013, Time Series Econometrics and Forecasting Techniques for the Senior Officers of the Directorate of Economics and Statistics, **Programme Director:** Dr. Sutanuka Dev Roy: **Organization/Agency:** Government of Uttarakhand
57. 16–18 December 2013, Capacity Development for Project Implementation, **Programme Director:** Prof. Vilas Shah: **Organisation/Agency:** Asian Development Bank, New Delhi
58. 16–20 December 2013, Advanced Management Programme for Senior Executives of PGCIL, **Programme Director:** Prof. Usha Ramachandra: **Organization/Agency:** Powergrid Corporation of India Ltd. Gurgaon, Haryana
59. 23 December 2013–3 January 2014, Management Development Programme for Scientist/Engineers of ISRO, **Programme Directors:** Prof. Vilas Shah & Mr. B. V. N .Sachendra: **Organization/Agency:** Indian Space Research Organization, Bangalore
60. 30 December 2013–10 January 2014, General Management Programme for Scientists, **Programme Directors:** Prof. K. N. Viswanatham & Dr. P. Subhashin: **Organization/Agency:** Department of Science of Technology, Government of India, New Delhi
61. 6–10 January 2014, Programme on Macro Economic Policy for Officers of Indian Economic Service, **Programme Director:** Prof. Paramita Dasgupta: **Organization/Agency:** Department of External Affairs, Government of India, New Delhi
62. 6–10 January 2014, Programme on Managing Technology Value Chains for Directors and Division Heads, **Programme Director:** Dr. Nirmalya Bagchi: **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi

63. 13-17 January 2014, Data for Programme Monitoring & Evaluation, **Programme Director:** Dr. Subodh Kandamuthan: **Organization/Agency:** Government of Uttarakhand
64. 13-18 January 2014, HRM for Line Managers of NPCIL, **Programme Director:** Dr. Dimple Grover: **Organization/Agency :** Nuclear Power Corporation of India Ltd.,
65. 16-18 January 2014, HR Audit for the Executives of Damodar Valley Corporation: **Programme Director:** Ms. J. Swarnalatha: **Organization/Agency:** Damodar Valley Corporation, Kolkatta
66. 20-24 January 2014, Valuation of Ecosystem Services and Environmental Impact Indicators, **Programme Director:** Prof. Valli Manickam: **Organization/Agency:** Ministry of Environment and Forests, Government of India, New Delhi
67. 27 January-2 February 2014, Managing Innovation and Technology for Competitiveness, **Programme Directors:** Prof. G. Mohan & Dr. Nirmalya Bagchi: **Organization/Agency :** Department of Science of Technology, Government of India, New Delhi
68. 10-21 February 2014, Science, Administration and Research Management, **Programme Directors:** Prof. M. Chandrasekhar & Dr. Nirmalya Bagchi: **Organization/Agency:** Department of Science of Technology, Government of India, New Delhi
69. 17-22 February 2014, HRM for Line Managers of NPCIL, **Programme Director:** Dr. P. Subhashini: **Organization/Agency:** Nuclear Power Corporation of India Ltd.,
70. 17-21 February 2014, Capacity Building Programme for ITI Principals, **Programme Director:** Prof. B. Lakshmi: **Organization/Agency:** Ministry of Labour and Employment, Government of India, New Delhi
71. 3-7 March 2014, Programme on Curricula Development (Sector: Automobile, Food Processing & Presentation), **Programme Directors:** Prof. B. Lakshmi & Dr. P. Shahaida: **Organization/Agency:** Ministry of Labour and Employment, Government of India, New Delhi
72. 3-7 March 2014, Programme on Curricula Development (Sector: Textiles & Apparel, Electronics & Hardware): **Programme Directors:** Prof. B. Lakshmi & Dr. Malini Reddy: **Organization/Agency:** Ministry of Labour and Employment, Government of India, New Delhi
73. 3-14 March 2014, Programme on Financial Management for IDES Probationers, **Programme Directors:** Ms. Ashita Allamraju and Mr. Dushyant Mahadik: **Organization/Agency :** National Institute of Defence Estates Management, New Delhi
74. 3-14 March 2014, Advanced Management Programme for NTPC Ltd., **Programme Director:** Prof. Usha Ramachandra: **Organization/Agency:** National Thermal Power Corporation Ltd.
75. 10-12 March 2014, Programme on Strategic Thinking for Senior Managers of NHPC Ltd., **Programme Director:** Dr. P. Shahaida: **Organization/Agency:** National Hydro Power Corporation Ltd.
76. 10-14 March 2014, Programme on Leadership Skills Development for the Officials of Ministry of Communication and IT, **Programme Directors:** Prof. Prabhati Pati & Dr P. Subhashini: **Organization/Agency:** Government of Afghanistan, Kabul
77. 10-14 March 2014, Programme on Curricula Development (Sector: Construction, Construction Material and Real Estate), **Programme Directors:** Ms. M. V. Anjali & Dr. Balbir Singh: **Organization/Agency:** Ministry of Labour and Employment, Government of India. New Delhi
78. 10-14 March 2014, Programme on Curricula Development (Sector : Power Generation, Wiring & Electrical Equipment, Transmission & Distribution, Travel, Tourism & Hospitality), **Programme Director:** Prof. Rajkiran Bilolikar: **Organization/Agency :** Ministry of Labour and Employment, Government of India, New Delhi

79. 17–21 March 2014, Programme on Strategic Leadership and Change Management for the Officials of Ministry of Communication and IT: **Programme Directors:** Prof. K. N. Viswanatham & Dr. P. Subhashini: **Organisation/Agency:** Government of Afghanistan, Kabul
80. 17–21 March 2014, MDP for Officials and Members of the Consumer Disputes Redressal Bodies : **Programme Director:** Dr. H. Hemnath Rao : **Organisation/Agency:** Ministry of Consumer Affairs, Government of India, New Delhi
81. 23–27 March 2014, Programme on Public Financial Management, Accounting and Control for the Officials of Ministry of Communication and IT, **Programme Directors :** Ms. Ashita Allamraju & Ms. M. V. Anjali: **Organisation/Agency:** Government of Afghanistan, Kabul
82. 24 March–25 April 2014, Advanced Techno Management Programme for Scientists, **Programme Directors:** Prof. G. Mohan & Mr. Dipesh Dipu: **Organisation/Agency :** Department of Science of Technology, Government of India, New Delhi
- C. IN-COMPANY TRAINING PROGRAMMES (OFF-CAMPUS)**
1. 22–26 April 2013, Capacity Building on Leadership and Performance Management for Officials of Kerala State Planning Board (at Thiruvanthapuram), **Programme Director :** Prof. B. Lakshmi: **Organization/Agency:** Kerala State Planning Board, Thiruvananthapuram, Kerala
2. 6–17 May 2013, Project Management for Gujarat Narmada Valley Fertilizers & Chemicals Ltd. (at Bharuch), **Programme Directors:** Prof. Vilas Shah & Prof. Mubeen Rafat: **Organization/Agency:** Gujarat Narmada Valley Fertilizers & Chemicals Ltd., Bharuch, Gujarat
3. 27–28 May 2013, Finance for Non Finance Executives of Indus Towers Ltd. (at Kochi), **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency:** Indus Towers Ltd.
4. 6–7 June 2013, Effective Sales Management for Goodricke Group Ltd. (at New Delhi), **Programme Director :** Dr. P. Shahaida: **Organization/Agency :** Goodricke Group Ltd., Kolkatta
5. 13–15 June 2013, Programme for Young Leaders of Anthelio Health Business Technologies Pvt. Ltd. (at Hyderabad), **Programme Director:** Dr. Dimple Grover: **Organization/Agency:** Anthelio Health Business Technologies Pvt. Ltd. Hyderabad
6. 1–5 July 2013, Capacity Building Training Programme in Leadership and Performance Management for Officials of Kerala State Planning Board (at Thiruvanthapuram), **Programme Director:** Prof. B. Lakshmi: **Organization/Agency:** Kerala State Planning Board, Thiruvananthapuram, Kerala
7. 3–5 July 2013, Transactional Analysis for Interpersonal Effectiveness: (at Kochi), **Programme Director:** Ms. J. Swarnalatha: **Organization/Agency:** National Physical & Oceanographic Laboratory, Kochi
8. 17–19 July 2013, Developing Communication Competency (at Faridabad), **Programme Director:** Dr. Dimple Grover: **Organization/Agency:** National Hydro Power Corporation Ltd., Faridabad
9. 29–31 July 2013, Team Building and Conflict Management : (at Salem), **Programme Director:** Dr Dimple Grover: **Organization/Agency:** Government College of Engineering, Salem
10. 12–13 August 2013, Programme on Risk Management for Bharat Dynamics Ltd., Hyderabad (at Hyderabad) : **Programme Directors:** Prof. Vilas Shah & Mr. Dushyant Mahadik: **Organization/Agency:** Bharat Dynamics Limited, Hyderabad
11. 29–30 August 2013, Leadership and Management Development for Managers of B C C L (at Dhanbad), **Programme Directors:** Dr. Harsh Sharma & Dr. P. Shahaida: **Organization/Agency:** Bharat Coking Coal Ltd., Dhanbad

12. 2-3 September 2013, Finance for Non Finance Executives of Indus Towers Ltd. (at Gurgaon), **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency :** Indus Towers Ltd., Gurgaon, Haryana
 13. 5-6 September 2013, Finance for Non Finance Executives of Indus Towers Ltd. (at Bangalore), **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency:** Indus Towers Ltd., Gurgaon, Haryana
 14. 26-27 October 2013, Corporate Training Programme on Enterprise Risk Management (at Kollam), **Programme Director:** Prof. Vilas Shah: **Organization/Agency:** Indian Rare Earths Ltd., Mumbai
 15. 28 October-1 November 2013, Capacity Building Training on Visioning, Planning Strategies and Planning Techniques for the Officers of Kerala State Planning Board: (at Thiruvanthapuram), **Programme Director:** Dr. Yamini Atmavilas: **Organization/Agency:** Kerala State Planning Board, Thiruvananthapuram
 16. 7-8 November 2013, Finance for Non Finance Executives of Indus Towers Limited: (at Gurgaon), **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency:** Indus Towers Limited, Gurgaon, Haryana
 17. 5-6 December 2013, Finance for Non-Finance Executives of Indus Towers Ltd. (at Kochi) **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency :** Indus Towers Limited, Gurgaon, Haryana
 18. 15-16 January 2014, Finance for Non-Finance Executives of Indus Towers Ltd. (at Lucknow), **Programme Director:** Prof. Mubeen Rafat : **Organization/Agency:** Indus Towers Limited, Gurgaon, Haryana
 19. 16-17 January 2014, Enterprise Risk Management (at Faridabad), **Programme Director:** Prof. Vilas Shah: **Organization/Agency:** National Hydro Power Corporation Ltd., Faridabad, Haryana
 20. 20-22 January 2014, General Management Programme for the Senior Scientists of M S Swaminathan Research Foundation: (at Chennai), **Programme Director:** Prof. B. Lakshmi: **Organization/Agency:** M S Swaminathan Research Foundation, Chennai
 21. 5-6 February 2014, Finance for Non Finance Executives of Indus Towers Limited (at Ahmedabad), **Programme Director:** Prof. Mubeen Rafat: **Organization/Agency:** Indus Towers Limited, Gurgaon, Haryana
 22. 10-11 February 2014, Training Programme on CSR Policies and Effective Implementation for Executives of NPCIL (at Mumbai), **Programme Director:** Dr. Reshmy Nair: **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai
 23. 26-27 February 2014, Programme on Marketing Skills & Report Preparation for Consultants of CISF (at Hyderabad), **Programme Director:** Dr. P. Shahaida: **Organization/Agency :** Central Industrial Security Force, Hyderabad
 24. 3-4 March 2014, Programme on Team Building and Conflict Management: (at Duliajan), **Programme Director:** Dr. Dimple Grover: **Organization/Agency:** Oil India Limited, Duliajan, Assam
- D. WORKSHOPS AND CONFERENCES-ON CAMPUS**
1. 26-27 July 2013, Conference on "National Dialogue on Protecting the Rural Consumers in a Globalising Market Place" - (at Hyderabad), **Programme Director :** Prof. H. Hemnath Rao: **Organization/Agency:** Ministry of Consumer Affairs, New Delhi
 2. 17 August 2013, Workshop on Research Methodology for Executives of Orient Cements (at Hyderabad), **Programme Director:** Dr. P. Shahaida: **Organization/Agency:** Orient Cements, Hyderabad

Annexure 5-A
Research & Management Studies
(Carried Over to April 2013–March 2014)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Draft Postal Bill, 2009. **Sponsoring Agency:** Department of Posts, Ministry of IT and Telecommunications, Government of India. **Project Leader:** Prof. Gautam Pingle
2. Restructuring of Kerala State Planning Board. **Sponsoring Agency:** Kerala State Planning Board (KSPB), Thiruvananthapuram. **Project Leader & Team:** Prof. M. Chandrasekha. Prof. B. Lakshmi, Dr. Subodh Kandamuthan & Dr. P. Shahaida.

CENTRE FOR HUMAN DEVELOPMENT

1. Preparation/Revision/Vetting of RFPs for NRHM Chattisgarh. **Sponsoring Agency:** National Rural Health Mission, Mantralaya Compus, Raipur. **Project Leader & Team:** Dr. Subodh Kandamuthan, Prof. B. Lakshmi, Prof. Valli Manickam, Dr. Yamini Atmavilas & Ms. Sohini Basu.
2. (1) 8-Hour Duty System in Kerala Police & (2) Vijayawada Courtwork Monitoring System. **Sponsoring Agency:** Centre for Innovations in Public Systems (CIPS), Hyderabad. **Project Leader & Team:** Mr. Kamal Kumar & Ms. Sohini Basu.
3. To understand the Space, Scope and capacity to Build a Learning (Monitoring and Evaluation) Culture among Partners under the Youth Sexuality, Reproductive Health and Rights Initiative. **Sponsoring Agency:** Ford Foundation, New Delhi. **Project Leader & Team:** Dr. Yamini Atmavilas & Ms. Sohini Basu.
4. Gender-Sensitive M&E Tools and Frameworks for NGO Projects. **Sponsoring Agency:** SAKHI Women's Resource Centre, Kerala. **Project Leader & Team:** Dr. Yamini Atmavilas & Dr. Subodh Kandamuthan.

5. Development of M&E Manual and Procedures for Karnataka Evaluation Authority (KEA). **Sponsoring Agency:** Karnataka Evaluation Authority, Govt of Karnataka, Bangalore. **Project Leader & Team:** Dr. Yamini Atmavilas & Dr. Subodh Kandamuthan.
6. Technical Support for the Study to Understand the Cost Effectiveness of the Female Adult Literacy Centres. **Sponsoring Agency:** Andhra Mahila Samatha Society, Secunderabad. **Project Leader & Team:** Dr. Subodh Kandamuthan & Dr. Yamini Atmavilas.
7. Evaluation of Rajiv Gandhi Aarogyasri Health Insurance Scheme in Andhra Pradesh. **Sponsoring Agency:** International Development Research Centre (IDRC), Canada. **Project Leader:** Dr. Mala Rao.
8. State Evaluation and Accountability Mechanisms: Where do Feminist, Gender & Equity Criteria Figure?. **Sponsoring Agency:** Institute of Social Studies Trust, New Delhi. **Project Leader:** Dr. Yamini Atmavilas
9. Evaluation of Rajiv Gandhi Scheme for Empowerment of Adolescent Girls – Sabla. **Sponsoring Agency:** Ministry of Women & Child Development, AG Cell, Govt. of India, New Delhi. **Project Leader & Team:** Dr. Yamini Atmavilas, Prof. Lakshmi B & Dr. Subodh Kandamuthan
10. Evaluation of Indira Gandhi Matritva Sahyog Yojana (IGMSY). **Sponsoring Agency:** Ministry of Women & Child Development, AG Cell, Govt. of India, New Delhi. **Project Leader & Team:** Dr. Yamini Atmavilas & Dr. Subodh Kandamuthan.
11. Documentation of Social Audit Programme of Right to Education. **Sponsoring Agency:** National Commission for Protection of Child Rights (NCPCR), Govt. of India, New Delhi. **Project Leader & Team:** Dr. Yamini Atmavilas & Prof. Lakshmi B.

CENTRE FOR ECONOMICS & FINANCE

1. Conference on Corporate Governance Reform for SLPEs of Karnataka. **Sponsoring Agency:** National Foundation for Corporate Governance (NFCG) **Project Leader & Team:** Prof. Mubeen Rafat & Prof. Gautam Pingle

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Capacity Development for Preparation of City Development Plans: **Sponsoring Agency:** Kerala Institute of Local Administration (KILA). **Project Leader & Team:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkatraman
2. Study of Workload and Manpower requirements for Karnataka Power Transmission Corporation Ltd. And 5 ESCOMs **Sponsoring Agency:** Karnataka Power Transmission Corporation Limited. **Project Leader & Team:** Mr. Balarama Reddi K, Prof. Usha Ramachandra & Dr. Firdausi A.
3. Preparation of City Development Plan for Rajahmundry City. **Sponsoring Agency:** Municipal Corporation, Rajahmundry. **Project Leader & Team:** Prof. Srinivas Chary Vedala.
4. Appraisal of Reforms Implementation in UIDSSMT Towns of Orissa & Tamilnadu. **Sponsoring Agency:** Ministry of Urban Development (MoUD), Government of India. **Project Leader & Team:** Prof. Srinivas Chary Vedala.
5. Appraisal of Reforms under JNNURM (A.P., Maharashtra & Goa). **Sponsoring Agency:** Ministry of Urban Development (MoUD), Government of India. **Project Leader & Team:** Prof. Srinivas Chary Vedala.
6. Technical Assistance for Preparation of City Sanitation Plans to Five Towns (Srikakulam, Vizianagaram, Eluru, Ongole and Nellore). **Sponsoring Agency:** Municipal Administration & Urban Development Department, Government of Andhra Pradesh. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. Narendra A.
7. Capacity Building for Service Level Benchmarking and Preparation of City Development Plans for Municipal Corporations and Municipalities in the State of Chattisgarh. **Sponsoring Agency:** State Urban Development Agency (SUDA), Government of Chattisgarh. **Project Leader:** Prof. Srinivas Chary Vedala.
8. Preparation of City Sanitation Plan for Bareilly City. **Sponsoring Agency:** Bareilly Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
9. Preparation of City Sanitation Plan for Agra City. **Sponsoring Agency:** Agra Municipal Corporation, Agra, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
10. Preparation of City Sanitation Plan (CSP) for Moradabad City. **Sponsoring Agency:** Moradabad Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
11. Power Needs to meet uninterrupted Power Supply in Andhra Pradesh - A Road Map. **Sponsoring Agency:** The Federation of Andhra Pradesh Chambers of Commerce and Industry. **Project Leader & Team:** Mr. Balarama Reddi K, Mr. T. L. Sankar & Prof. Usha Ramachandra.
12. Evaluation of Applications for license for Mula Pravara Electric Cooperative Society, Maharashtra. **Sponsoring Agency:** MERC. **Project Leader & Team:** Mr. Balarama Reddi K & Prof. Usha Ramachandra.
13. Developing Water Quality Protocol for improving Systems in Water Quality. **Sponsoring Agency:** Delhi Jal Board. **Project Leader:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
14. Capacity Building of ULB to improve level of basic services delivery to the citizens for Municipal Corporation of Greater Mumbai (MCGM). **Sponsoring Project:** Municipal Corporation of Greater Mumbai, Mumbai. **Project Leader & Team:** Prof. Raghavendra M S & Prof. Srinivas Chary Vedala.
15. Preparation of City Sanitation Plan (CSP) for Allahabad City. **Sponsoring Agency:** Allahabad Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
16. Support to Andhra Pradesh Infrastructure Authority (APIA) for advancing Public Private Partnership (PPP) Projects in Andhra Pradesh.

- Sponsoring Agency:** Andhra Pradesh Infrastructure Authority (APIA), Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Dr. A. Narender, Prof. Usha Ramachandra & Mr. Dushyant Mahadik.
17. Development of City Development Plans in Kerala. **Sponsoring Agency:** The Kerala Sustainable Urban Development Project. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
 18. Implementation of Certification Programme in Urban Management. **Sponsoring Agency:** The Kerala Sustainable Urban Development Project. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
 19. Regional Capacity Building Hub for Region VI covering Maharashtra, Andhra Pradesh & Goa. **Sponsoring Agency:** Ministry of Urban Development, Government of India, New Delhi. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Dr. A. Narender, Prof. M S Raghavendra.
 20. Regional Capacity Building Hub for Region III covering Uttar Pradesh. **Sponsoring Agency:** Ministry of Urban Development, Government of India, New Delhi. **Project Leader:** Prof. Srinivas Chary Vedala.
 21. Regional Capacity Building Hub for Region VII covering Tamilnadu, Karnataka Kerala & Pondicherry. **Sponsoring Agency:** Ministry of Urban Development, Government of India, New Delhi. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
 22. MERC-Consultancy-Evaluation of 3 No's Transmission Schemes of MSETCL for Truing up for FY 2010-11. **Sponsoring Agency:** Maharashtra Electricity Regulatory Commission, Mumbai. **Project Leader:** Mr. Balarama Reddi K.
 23. Capacity Building Programme in the Environment Area - Andhra Sugars Ltd., **Sponsoring Agency:** The Andhra Sugars Limited, Tanuku, Andhra Pradesh, **Project Leader:** Mr. Bala Subramanyam G.
 24. Design Distribution System and Obtaining Distributino License to M/s Amararaja Infra Private Ltd., **Sponsoring Agency:** Amararaja Infra Private Ltd., Tirupati, Andhra Pradesh. **Project Leader:** Mr. Balarama Reddi K.
 25. In-House Capacity Building Programme - Environment Area for Visakhapatnam Port Trust. **Sponsoring Agency:** Visakhapatnam Port Trust (VPT), Andhra Pradesh. **Project Leader:** Mr. Bala Subramanyam G.
 26. Study on Process Re-engineering of Municipal Systems and Developing a IT Roadmap. **Sponsoring Agency:** Warangal Municipal Corporation. **Project Leader:** Prof. Srinivas Chary Vedala.
 27. In-House Capacity Building Programme- Environmental Area. **Sponsoring Agency:** Krishnapatnam Port Company Limited, Nellore, Andhra Pradesh. **Project Leader:** Mr. Bala Subramanyam G.
 28. Establishment and Support of Programme Management Unit (PMU) for H-TRIMS project. **Sponsoring Agency:** Greater Municipal Corporation of Hyderabad (GHMC), Hyderabad. **Project Leader:** Prof. Srinivas Chary Vedala.
 29. Preparation of Transparent Policy for Partnership Mining with Private Companies. **Sponsoring Agency:** The Singareni Collieries Company Ltd., (SCCL), Kothagudem, Andhra Pradesh. **Project Leader & Team:** Prof. Usha Ramachandra, Prof. Srinivas Chary Vedala & Mr. Dushyant Mahadik.
 30. Formulation of Environmental Policy, Procedures and Create Mechanisms in the form of a Manual. **Sponsoring Agency:** The Andhra Pradesh Mineral Development Corporation Ltd., Hyderabad - 73. **Project Leader & Team:** Mr. Bala Subramanyam G, Prof. Valli Manickam & Prof. Srinivas Chary Vedala.
 31. 3rd Party Evaluatino of Rashtriya Krishi Vikas Yojana (RKVY). **Sponsoring Agency:** Department of Agriculture, Govt. of Andhra Pradesh, Hyderabad. **Project Leader & Team:** Dr. Reshmy Nair & Mr. Dushyant Mahadik.

32. Programme Management Unit to Assist SLNA, KSUDP, Kerala. **Sponsoring Agency:** Local Self Government Department, Government of Kerala, Thiruvananthapuram. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
33. Consultancy Study of Public Private Partnerships (PPPs) in Municipal Solid Waste (MSW) Management in Andhra Pradesh: Review of Experiences and Lessons for Scaling Up. **Sponsoring Agency:** Andhra Pradesh State Development Planning Society (APSDPS), Planning Department, Government of Andhra Pradesh, Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
34. Business Plan for Singareni Thermal Power Plant - State I - Pre-Commissioning. **Sponsoring Agency:** The Singareni Collieries Company Ltd., (SCCL), Kothagudem, Andhra Pradesh. **Project Leader & Team:** Prof. Usha Ramachandra, Prof. Srinivas Chary Vedala, Mr. Rajkiran V Bilolikar & Ms. J. Swarnalatha.
35. Capacity Building W/s on SLB Framework in Chattisgarh. **Sponsoring Agency:** SUDA, Government of Chhatisgarh, Raipur. **Project Agency:** Prof Srinivas Chary Vedala.
36. Capacity Building for Urban Development. **Sponsoring Agency:** Urban Development Department, Government of Assam. **Project Leader:** Prof Srinivas Chary Vedala.
37. Operationalizing Programme Management Unit for JnNURM, SLNA. **Sponsoring Agency:** Housing & Urban Development Department, Government of Odisha. **Project Leader & Team:** Prof. Raghavendra M. S., Prof. Srinivas Chary Vedala.
38. Assistance to GERC to determine Tariffs for Financial Year 2013-14 for various Utilities in Gujarat. **Sponsoring Agency:** Gujarat Electricity Regulatory Commission, Ahmedabad. **Project Leader & Team:** Mr. Balarama Reddi K & Prof. Usha Ramachandra.
39. Quantity and Quality Inspection of Works relating to Schemes/Programmes in Six Districts of APCPDCL. **Sponsoring Agency:** Central Power Distribution Company of A.P. Limited, Hyderabad. **Project Leader:** Mr. Balarama Reddi K.
40. Advisory Services to CESC, Kolkata for 2013. **Sponsoring Agency:** Calcutta Electric Supply Corporation Limited (CESC), Kolkata. **Project Leader & Team:** Mr. Balarama Reddi K & Prof. Usha Ramachandra.
41. Developing an Integrated Solid Waste Management Tool Kit for Municipalities in Tamil Nadu. **Sponsoring Agency:** Tamil Nadu Institute of Urban Studies Training & Research Centre, Government of Tamil Nadu. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Prof. M. S. Raghavendra.
42. Evaluation of DPR of Construction of 200 KM of Quad and Warora of M/s Adani Power Maharashtra Ltd. **Sponsoring Agency:** Adani Power Maharashtra. **Project Leader & Team:** Mr. Balarama Reddi K.
43. Establishment of Project Implementation Unit for UIDSSMT for KSUDP. **Sponsoring Agency:** Kerala State Urban Development Project, Kerala. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
44. Project Management Unit-DFID Ray. **Sponsoring Agency:** Deloitte Touche Tohmatsu India Private Limited, Kolkata. **Project Leader & Team:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
45. Establishment National Centre of Excellence for Management of Land Acquisition, Resettlement Rehabilitation (MLARR) South Asia. **Sponsoring Agency:** The World Bank, Washington, DC 20433. **Project Leader:** Dr. Reshmy Nair.
46. Institutional Support for the provision of Urban Water Supply and Sewerage. **Sponsoring Agency:** Kerala Sustainable Development Project (KSUDP). **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
47. Capacity Building Support for Developing Infrastructure through Public Private Partnerships. **Sponsoring Agency:** I-CAP, Government of Andhra Pradesh, Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.

48. Implementation of National Programme on Capacity Building for Urban Poverty Alleviation in the context of JnNURM / SJSRY and other schemes. **Sponsoring Agency:** Ministry of Housing and Poverty Alleviation, GoI, New Delhi. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkatraman.
49. Revised Integrated City Development Plan for Greater Hyderabad Municipal Corporation. **Sponsoring Agency:** Greater Hyderabad Municipal Corporation (GHMC), Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
50. Capacity Building Support - Service Level Benchmarking Framework. **Sponsoring Agency:** Andhra Pradesh Municipal Development Project (APMDP), GoAP, Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. Murali Mohan T.
51. Preparation of City Sanitation Plan (CSP) in Urban Andhra Pradesh. **Sponsoring Agency:** Andhra Pradesh Municipal Development Project (APMDP), GoAP, Hyderabad. **Project Leader & Team:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
52. Peer Experience and Reflective Learning (PEARL) Project - setting up of an "Urban Help Desk" for JNNURM Cities. **Sponsoring Agency:** The National Institute of Urban Affairs (NIUA), New Delhi. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
53. Geospatial Analysis of Climate Change - Impact on Agriculture in different Agro-Climate Regions in Andhra Pradesh. **Sponsoring Agency:** Ministry of Environment & Forests, GoI, New Delhi. **Project Leader:** Prof. Valli Manickam.
54. Preparation of City Sanitation Plan (CSP) for Kanpur City. **Sponsoring Agency:** Kanpur Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
55. Preparation of City Sanitation Plan for 20 Towns in Kerala. **Sponsoring Agency:** Govt. of Kerala. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
56. Pre-Feasibility Study of Moving towards Continuous Water Supply in Lucknow & Allahabad Cities. **Sponsoring Agency:** Government of Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
57. Study on Comprehensive House Hold Survey for Water Supply, Sewerage and Solid Waste Management in HMWS&SB Service Area. **Sponsoring Agency:** Hyderabad Metro Water Supply & Sewerage Board (HMWS&SB), Hyderabad. **Project Leader:** Prof. Srinivas Chary Vedala.
58. Enrolling States to Data Sharing and Accessibility Policy. **Sponsoring Agency:** Ministry of Science & Technology, Department of Science & Technology, New Delhi. **Project Leader:** Prof. Valli Manickam.
59. Study on Comprehensive Capacity Building Programme (CCBP) under JNNURM. **Sponsoring Agency:** Ministry of Urban Development, Government of India, New Delhi. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Dr. A. Narender, Ms. Vijaya Venkataraman & Prof. Raghavendra M. S.
60. Revision of City Plan for Tirupathi Municipal Corporation. **Sponsoring Agency:** Tirupathi Municipal Corporation, Tirupathi, Andhra Pradesh. **Project Leader:** Srinivas Chary Vedala.
61. National Urban Water Awards 2011. **Sponsoring Agency:** Ministry of Urban Development, GOI. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Dr. A. Narendar & Ms. Vijaya Venkataraman.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Case Study Preparation of Innovation Initiatives in Public Administration. **Sponsoring Agency:** Centre for Innovations in Public Systems (CIPS), Hyderabad. **Project Leader & Team:** Dr. Nirmalya Bagchi, Prof. G. Mohan, Ms. Sohini Basu, Mr. Dushyant Mahadik & Dr. Yamini Atmavilas.
2. Academy for Science Policy Implementation & Research (ASPIRE). **Sponsoring Agency:** Department of Science & Technology/NSTMIS,

- GoI, New Delhi. **Project Leader & Team:** Dr. Nirmalya Bagchi, Prof. G. Mohan, Dr. N. G. Satish & Prof. M Chandrasekhar.
3. National Requirement of Manpower for Police for 8 Hour Shift. **Sponsoring Agency:** Bureau of Police Research & Development, New Delhi. **Project Leader & Team:** Mr. Kamal Kumar, Dr. Nirmalya Bagchi, Dr. Harsh Sharma & Dr. N. G. Satish.
 4. Study on Establishment of State Institute of Environment Management for the Training/ Research and Development. **Sponsoring Agency:** Directorate of Environment, Govt. of Uttar Pradesh, Lucknow. **Project Leader & Team:** Mr. Bala Subramanyam & Prof. Srinivas Chary Vedala.
- CENTRE FOR MANAGEMENT STUDIES**
1. Operational Research Study on Manpower Requirement of Police Stations in Andhra Pradesh. **Sponsoring Agency:** Andhra Pradesh Police Department. **Project Leader & Team:** Mr. Ghosh S K, Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle.
 2. Re-drafting Service Rules of APTS. **Sponsoring Agency:** Andhra Pradesh Technology Services, Hyderabad, Government of Andhra Pradesh. **Project Leader:** Ms. J. Swarnalatha.
 3. Manpower Assessment and Organisation Restructuring Study. **Sponsoring Agency:** Cement Corporation of India Limited. **Project Leader:** Dr. Harsha Sharma.
 4. Identification of Training Needs of All Ranks of Indian Police Officers. **Sponsoring Agency:** Bureau of Police Research & Development. **Project Leader:** Dr. Harsh Sharma.
 5. Consultancy Service for Customer Satisfaction Index, Employees Satisfaction Index, Sustainability Development Performance Report. **Sponsoring Agency:** Mishra Dhatu Nigam Limited (MIDHANI), Hyderabad. **Project Leader & Team:** Prof. Prabhati Pati, Mr. B. V. N. Sachendra, Dr. P. Shahaida & Dr. P. Subhasini.
 6. Designing and Developing Training Module on Human Factors in Postulated Severe Accident Situations. **Sponsoring Agency:** Nuclear Power Corporation of India Limited, Mumbai. **Project Leader & Team:** Prof. Prabhati Pati, Dr. P. Subhasini & Mr. Raj Kiran V Bilolikar.
 7. Review of Procurement Manual for Municipal Corporation of Greater Mumbai. **Sponsoring Agency:** Municipal Corporation of Greater Mumbai, Mumbai. **Project Leader & Team:** Prof. Vilas Shah & Prof. M. S. Raghavendra.
 8. Cognitive factors, Emotional Intelligence & Effective Leadership in Scientists. **Sponsoring Agency:** Ministry of Science and Technology, GoI. **Project Leader & Team:** Prof. K. N. Viswanatham, Dr. P. Subhashini & Prof. M. Chandrasekhar.
 9. Implementation of Scientific Project Management, Development of Evaluation Criteria and Risk Management Techniques for NMRL. **Sponsoring Agency:** Naval Materials Research Laboratory, DRDO. **Project Leader:** Prof. Vilas Shah.
 10. Implementing Modified Critical Chain Project Management System at ANURAG. **Sponsoring Agency:** Advanced Numerical Research & Analysis Group, DRDO, Ministry of Defence, Hyderabad. **Project Leader:** Prof. Vilas Shah.
 11. Development of Templates for 40GHz Upgradation of MMIC Facility Project using Advanced Project Management Techniques. **Sponsoring Agency:** Gallium Arsenide Enabling Technology Centre, Hyderabad. **Project Leader & Team:** Prof. Vilas Shah & Mr. B. V. N. Sachendra.

Annexure 5-B
Research & Management Studies
(Completed during April 2013–March 2014)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Methodology for Moderation Factor for IAS Officers. **Sponsoring Agency:** Department of Personnel & Training, GoI, New Delhi. **Project Leader:** Dr. Gautam Pingle & Dr. N. G. Satish.
2. Methodology for Moderation Factor for IPS Officers. **Sponsoring Agency:** Ministry of Home Affairs, New Delhi. **Project Leader & Team:** Dr. Gautam Pingle & Dr. N.G. Satish

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Terminal Evaluation of UNDP Project for support to the Operationalisation of MGNREGA. **Sponsoring Agency:** United Nations Development Programme. **Project Leader & Team:** Prof. H. Hemnath Rao & Dr. Reshmy Nair.
2. Study for Protecting the Welfare of the Rural Consumer – CRCS. **Sponsoring Agency:** Ministry of Consumer Affairs, Food & Public Distribution, GoI, New Delhi. **Project Leader:** Prof. H. Hemnath Rao.

CENTRE FOR ECONOMICS & FINANCE

1. Foreign Exchange Risk Involved in Back-to-Back Finance from GoI to GoAP. **Sponsoring Agency:** Finance Department, Govt of Andhra Pradesh, Secretariat, Hyderabad. **Project Leader & Team:** Mr. Dushyant Mahadik and Prof. Mubeen Rafat.

CENTRE FOR HUMAN DEVELOPMENT

1. Concurrent evaluation of NRHM - Andhra Pradesh. **Sponsoring Agency:** Ministry of Health & Family Welfare, New Delhi. **Project Leader & Team:** Dr. Subodh Kandamuthan & Dr. P. H. Rao .

2. Rapid Review and Expanded Scope of State Illness Assistance Fund. **Sponsoring Agency:** Department of Health and Family Welfare, Govt. of Madhya Pradesh. **Project Leader & Team:** Dr. Subodh Kandamuthan & Dr. Mala Rao.
3. Preparation/Revision/Vetting of RFPs for NRHM Chattisgarh. **Sponsoring Agency:** National Rural Health Mission, Mantralaya Compus, Raipur. **Project Leader & Team:** Dr. Subodh Kandamuthan, Prof. B. Lakshmi, Prof. Valli Manickam, Dr Yamini Atmavilas & Ms. Sohini Basu.
4. (1) 8-Hour Duty System in Kerala Police & (2) Viayawada Courtwork Monitoring System. **Sponsoring Agency:** Centre for Innovations in Public Systems (CIPS), Hyderabad. **Project Leader & Team:** Mr. Kamal Kumar & Ms. Sohini Basu.
5. To understand the Space, Scope and capacity to Build a Learning (Monitoring and Evaluation) Culture among Partners under the Youth Sexuality, Reproductive Health and Rights Initiative. **Sponsoring Agency:** Ford Foundation, New Delhi. **Project Leader & Team:** Dr. Yamini Atmavilas & Ms. Sohini Basu.
6. Gender-Sensitive M&E Tools and Frameworks for NGO Projects. **Sponsoring Agency:** SAKHI Women's Resource Centre, Kerala. **Project Leader & Team:** Dr. Yamini Atmavilas & Dr. Subodh Kandamuthan.
7. Development of M&E Manual and Procedures for Karnataka Evaluation Authority (KEA). **Sponsoring Agency:** Karnataka Evaluation Authority, Govt of Karnataka, Bangalore. **Project Leader & Team:** Dr. Yamini Atmavilas & Dr. Subodh Kandamuthan.
8. Contract for Intellectual Services 2011 in the Framework of the OECD Development Centre's Gender Activities to collaborate with the Centre's

Team in the initial planning phase of the piloting of the Social Institutions and Gender Index (SIGI) in India. **Sponsoring Agency:** Organisation for Economic Co-operation and Development, France. **Project Leader & Team:** Dr. Yamini Atmavilas & Ms. Sohini Basu.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Capacity Development for Preparation of City Development Plans. **Sponsoring Agency:** Kerala Institute of Local Administration (KILA). **Project Leader & Team:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkatraman.
2. Operationalising the Service Level Benchmarking (SLB) Framework (Phase II). **Sponsoring Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Project Leader & Team:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
3. Capacity Building for Service Level Benchmarking and Preparation of City Development Plans for Municipal Corporations and Municipalities in the State of Chattisgarh. **Sponsoring Agency:** State Urban Development Agency (SUDA), Govt. of Chattisgarh. **Project Leader:** Prof. Srinivas Chary Vedala.
4. Preparation of City Sanitation Plan (CSP) for Moradabad. **Sponsoring Agency:** Moradabad Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
5. Power Needs to meet uninterrupted Power Supply in Andhra Pradesh - A Road Map. **Sponsoring Agency:** The Federation of Andhra Pradesh Chambers of Commerce and Industry. **Project Leader & Team:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
6. In-House Capacity Building Programme - Environment Area. **Sponsoring Agency:** Krishnapatnam Port Company Limited, Nellore, Andhra Pradesh. **Project Leader:** Mr. G. Bala Subramanyam.
7. Illrd Party Evaluation for Pilot Cadastral Survey Products. **Sponsoring Agency:** Survey Settlement & Land Records, Govt. of Karnataka. **Project Leader:** Prof. Valli Manickam.
8. Processing of Tariff Petitions of PSPCL and PSTCL for ARR and Tariff for FY-2012-13. **Sponsoring Agency:** Punjab State Electricity Regulatory Commission, Chandigarh. **Project Leader & Team:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
9. Preparation of Support Material for Training and Awareness Building on City & Climate Change in India. **Sponsoring Agency:** Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), New Delhi. **Project Leader & Team:** Prof. M. S. Raghavendra, Prof. Srinivas Chary Vedala & Mr. T. Murali Mohan.
10. Capacity Building of ULB to improve level of basic services delivery to the citizens for Municipal Corporation of Greater Mumbai (MCGM). **Sponsoring Agency:** Municipal Corporation of Greater Mumbai. **Project Leader & Team:** Prof. M. S. Raghavendra & Prof. Srinivas Chary Vedala.
11. Preparation of City Sanitation Plan (CSP) for Allahabad City. **Sponsoring Agency:** Allahabad Municipal Corporation, Uttar Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
12. Capacity Building Programme in the Environment Area - Andhra Sugars Ltd. **Sponsoring Agency:** The Andhra Sugars Limited, Tanuku, Andhra Pradesh. **Project Leader:** Mr. G. Bala Subramanyam.
13. In-House Capacity Building Programme - Environment Area for Visakhapatnam Port Trust. **Sponsoring Agency:** Visakhapatnam Port Trust (VPT), Andhra Pradesh. **Project Leader:** Mr. G. Bala Subramanyam.
14. Comprehensive Study of GEPL 6MW Biomass Power Plant at Sattenpally. **Sponsoring Agency:** Greenko Energies Pvt Ltd., Hyderabad. **Project Leader & Team:** Prof. Usha Ramachandra & Mr. Rajkiran V Bilolikar.
15. Providing Consultancy Services to Bihar Electricity Regulatory Commission (BERC) for Analysis and Determination of Multi-Year ARR and Tariffs in Bihar for control period FY 2013-14 to FY 2015-16. **Sponsoring Agency:** Bihar Electricity Regulatory Commission (BERC), Patna. **Project**

- Leader & Team:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
16. Study on Process Re-engineering of Municipal Systems and Developing a IT Roadmap. **Sponsoring Agency:** Warangal Municipal Corporation, Andhra Pradesh. **Project Leader:** Prof. Srinivas Chary Vedala.
 17. In-House Capacity Building Programme - Environmental Area. **Sponsoring Agency:** Krishnapatnam Port Company Limited, Nellore, Andhra Pradesh. **Project Leader:** Mr. G. Bala Subramanyam.
 18. Preparation of Transparent Policy for Partnership Mining with Private Companies. **Sponsoring Agency:** The Singareni Collieries Company Ltd., (SCCL), Kothagudem. **Project Leader & Team:** Prof. Usha Ramachandra, Prof. Srinivas Chary Vedala & Mr. Dushyant Mahadik.
 19. Capacity Building Programme on PPP in Housing Urban Infrastructure and Service Delivery. **Sponsoring Agency:** Human Settlement Management Institute, New Delhi. **Project Leader:** Prof. Srinivas Chary Vedala.
 20. Formulation of Environmental Policy, Procedures and Create Mechanisms in the form of a Manual. **Sponsoring Agency:** The Andhra Pradesh Mineral Development Corporation Ltd., Hyderabad. **Project Leader & Team:** Mr. G. Bala Subramanyam, Prof. Valli Manickam & Prof. Srinivas Chary Vedala.
 21. 3rd Party Evaluatino of Rashtriya Krishi Vikas Yojana (RKVY). **Sponsoring Agency:** Department of Agriculture, Govt. of Andhra Pradesh, Hyderabad. **Project Leader & Team:** Dr. Reshmy Nair & Mr. Dushyant Mahadik.
 22. Consultancy Study of Public Private Partnerships (PPPs) in Municipal Solid Waste (MSW) Management in Andhra Pradesh: Review of Experiences and Lessons for Scaling Up. **Sponsoring Agency:** Andhra Pradesh Development Planning Society (APSDPS), Planning Department, Government of Andhra Pradesh, Hyderabad. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
 23. Capacity Building for Urban Development Department. **Sponsoring Agency:** Urban Development Department, Government of Assam. **Project Leader:** Prof. Srinivas Chary Vedala.
 24. Assistance to GERC to determine Tariffs for Financial Year 2013-14 for various Utilities in Gujarat. **Sponsoring Agency:** Gujarat Electricity Regulatory Commission, Ahmedabad. **Project Leader & Team:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 25. Quantity and Quality Inspection of Works relating to Schemes/Programmes in Six Districts of APCPDCL. **Sponsoring Agency:** Central Power Distribution Company of A.P. Limited, Hyderabad. **Project Leader:** Mr. K. Balarama Reddi.
 26. Advisory Services to CESC, Kolkata for 2013. **Sponsoring Agency:** Calcutta Electric Supply Corporation Ltd. (CESC), Kolkata. **Project Leader & Team:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 27. Developing an Integrated Solid Waste Management Tool Kit for Municipalities in Tamil Nadu. **Sponsoring Agency:** Tamil Nadu Institute of Urban Studies Training & Research Centre, Govt of Tamil Nadu. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Prof. M. S. Raghavendra.
 28. Establishment Natinoal Centre of Excellence for Management of Land Acquisition, Resettlement Rehabilitation (MLARR) South Asia. **Sponsoring Agency:** The World Bank, 1818 H Street, N.W., Washington, DC 20433. **Project Leader:** Dr. Reshmy Nair.
 29. Assistance to DERC in Scrutiny, Analysis and Disposal of Tariff/ARR/True up Petitions of Three Discoms in Delhi. **Sponsoring Agency:** Delhi Electricity Regulatory Commission, New Delhi. **Project Leader & Team:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. Mubeen Rafat.
 30. *Behavior Based Safety for NATCO.* **Sponsoring Agency:** Natco Pharma Limited, Mekaguda

- Village, Kothur, Mahabobnagar, AP. **Project Leader:** Mr. G. Bala Subramanyam.
31. Quality and Quantity Inspection in Six Districts of APCPDCL Area (July to December, 2013). **Sponsoring Agency:** Andhra Pradesh Central Power Distribution Company Ltd., Hyderabad. **Project Leader:** Mr. K. Balarama Reddi.
 32. SSERC-Consultancy Services on Yearly Retainership for FY 2013-14. **Sponsoring Agency:** Sikkim State Electricity Regulatory Commission (SSERC), Sikkim. **Project Leader:** Mr. K. Balarama Reddi.
 33. BEREC - Consultancy Services for True up for FY 2012-13, ARR for FY 2013-14 and Determination of Tariff for FY 2014-15 in respect of BSPGCL. **Sponsoring Agency:** Bihar Electricity Regulatory Commission (BERC), Patna, Bihar. **Project Leader:** Mr. K. Balarama Reddi.
 34. Processing of Tariff Petition to Determine of ARR and Tariffs in the States of Manipur and Mizoram for FY 2014-15. **Sponsoring Agency:** Joint Electricity Regulatory Commission for Manipur and Mizoram (JERC), Aizwal. **Project Leader:** Mr. K. Balarama Reddi.
 35. Structuring and Implementing Waste to Energy Projects in Municipal Solid Waste Management. **Sponsoring Agency:** Infrastructure Leasing & Financial Services Ltd., (IL&FS), IAAD, Mumbai. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
 36. Capacity Building Support on SLB Framework in Chattisgarh. **Sponsoring Agency:** Urban Administration and Development Department, Govt. of Chattisgarh, Raipur. **Project Leader:** Prof. Srinivas Chary Vedala.
 37. Preparation of Tender Documents for Outsourcing the Maintenance of Water Supply Services in Udipi Town. **Sponsoring Agency:** Udipi City Municipal Council. **Project Leader :** Prof. Srinivas Chary Vedala.
 38. Capacity Building Support for Developing Infrastructure through Public Private Partnerships. **Sponsoring Agency:** I-CAP, Hyderabad, Andhra Pradesh. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
 39. Centre for Excellence in Urban Governance. **Sponsoring Agency:** Ministry of Urban Development (MoUD), GoI, New Delhi. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
 40. Setting up of a CFC /SFC Support Cell for Urban Local Bodies. **Sponsoring Agency:** The National Institute of Urban Affairs (NIUA), New Delhi. **Project Leader:** Prof. Srinivas Chary Vedala.
 41. National Urban Water Awards 2010. **Sponsoring Agency:** Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ) GmbH. **Project Leader & Team:** Prof. Srinivas Chary V, Prof. A. Narender, Ms. Vasavi Narla & Ms. Vijaya Venkataraman.
 42. Implementation of Cleaner Energy and Climate Change in India. **Sponsoring Agency:** Climate Works Foundation – USA. **Project Leader & Team:** Mr. Rajkiran V Bilolikar & Prof. Srinivas Chary Vedala.
 44. Accelerating building efficiency through work with Real Estate Groups and Financial Institutions. **Sponsoring Agency:** Climate Works Foundation – USA. **Project Leader & Team:** Mr. Rajkiran V Bilolikar, Prof. Srinivas Chary Vedala & Prof. Usha Ramachandra.
 45. A Paper promoting Energy Conservation Building Code (ECBC). **Sponsoring Agency:** Climate Works Foundation – USA. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Mr. Rajkiran V Bilolikar.
 46. Workshop on Energy Conservation Building Code (ECBC) Implementation for Architects and Engineers. **Sponsoring Agency:** New & Renewable Energy Development Corporation of Andhra Pradesh Ltd., Hyderabad. **Project Leader:** Mr. Raj Kiran Bilolikar.
- #### CENTRE FOR INNOVATION & TECHNOLOGY
1. ERP Consultancy for MIDHANI - Implementation Support and Monitoring - Additional Scope. **Sponsoring Agency:** Midhani, Hyderabad. **Project Leader:** Prof. Nirmala Apsingkar.

2. Quality Audit on the Activities of NPA. **Sponsoring Agency:** Sardar Vallabhai Patel National Police Academy, Hyderabad. **Project Leader & Team:** Dr. Nirmalya Bagchi & Prof. M. Chandrasekhar.
3. Knowledge Management Consultancy for Project “Strengthening the Capacity of NASC to Mainstream Inclusive Governance - Phase 1. **Sponsoring Agency:** Nepal Administrative Staff College, Nepal. **Project Leader & Team:** Prof. Nirmala Apsingkar & Dr. Yamini Atmavilas.
4. Euro India Spirit: Euro Synchronization of Policy Initiatives & Research and Innovation Trajectory. **Sponsoring Agency:** European Commission, New Delhi. **Project Leader & Team:** Dr. Nirmalya Bagchi & Prof. G. Mohan.

CENTRE FOR MANAGEMENT STUDIES

1. Identify Key Performance Indicators of various Strategic Business Units of CONCOR. **Sponsoring Agency:** Container Corporation of India Ltd. **Project Leader:** Prof. K. N. Viswanatham.
2. Manpower Planning and Review Study. **Sponsoring Agency:** Goa Shipyard Limited, Goa. **Project Leader & Team:** Dr. Harsh Sharma & Prof. K. N. Viswanatham.
3. Consultancy Service for Customer Satisfaction Index, Employees Satisfaction Index, Sustainability Development Performance Report. **Sponsoring Agency:** Mishra Dhatu Nigam Limited Hyderabad. **Project Leader & Team:** Prof. Prabhati Pati, Mr. B. V. N. Sachendra, Dr. P. Shahaida & Dr. P. Subhasini.
4. Review of Procurement Manual for MCGM, Mumbai. **Sponsoring Agency:** Municipal Corporation of Greater Mumbai (MCGM), Mumbai. **Project Leader & Team:** Prof. Vilas Shah & Prof. M. S. Raghavendra.
5. Evaluation of CSR and S Projects for the Year 2012-13. **Sponsoring Agency:** Mishra Dhatu Nigam Limited, Hyderabad. **Project Leader & Team:** Dr. P. Shahaida & Prof. Prabhati Pati.
6. Assessment of Organizational Policies and Recommendations for Capacity Building of CIPT.

Sponsoring Agency: Centre for International Projects Trust (CIPT), New Delhi. **Project Leader:** Dr. Dimple Grover.

7. Implementation of Scientific Project Management, Integrated Risk Management and Critical Chain Project Management Process & System & ANURAG. **Sponsoring Agency:** Advanced Numerical Research & Analysis Group, DRDO, Ministry of Defence, Hyderabad. **Project Leader:** Prof. Vilas Shah.
8. Capacity Development for project implementation for Asian Development Bank. **Sponsoring Agency:** Asian Development Bank, Manila, Philippines. **Project Leader & Team:** Prof. Shah Vilas, Mr. B. V. N. Sachendra, Dr. Reshmy Nair & Prof. Valli Manickam .

LIBRARY

1. Mapping S&T Innovations: A Cross-Country Study of Patenting - Phase II. **Sponsoring Agency:** NSTMIS Division, Dept. of Science & Technology, New Delhi. **Project Leader:** Dr. N. G. Satish.

Annexure 5-C
Research & Management Studies
(Received during April 2013-March 2014)

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Project Management Unit (PMU) for ICT Enablement of HMDA Building Approval System, Hyderabad **Sponsoring Agency:** Hyderabad Metropolitan Development Authority (HMDA), Hyderabad **Project Leader:** Prof. Srinivas Chary Vedala
2. To Develop a Corporate Social Responsibility (CSR) Roadmap for Singareni Collieries Company Ltd., (SCCL) **Sponsoring Agency:** The Singareni Collieries Co Ltd (SCCL), Kothagudem, Andhra Pradesh **Project Leader:** Prof. Srinivas Chary Vedala.
3. Assistance to DERC in Scrutiny, Analysis and Disposal of Tariff/ARR/True up Petitions of Three Discoms in Delhi **Sponsoring Agency:** Delhi Electricity Regulatory Commission, New Delhi **Project Leader & Team:** Mr. Balarama Reddi. K, Prof. Usha Ramachandra & Prof. Mubeen Rafat.
4. Behavior Based Safety for NATCO **Sponsoring Agency:** Natco Pharma Limited, Mekaguda Village, Kothur, Mahabobnagar, Andhra Pradesh. **Project Leader:** Mr. Bala Subramanyam G.
5. 3rd Party Inspection of RGGVY Works in Udipi District **Sponsoring Agency:** Mangalore Electricity Supply Company Limited, Mangalore **Project Leader:** Mr. Balarama Reddi K.
6. Quality and Quantity Inspection in Six Districts of APCPDCL Area **Sponsoring Agency:** Andhra Pradesh Central Power Distribution Company Ltd., Hyderabad **Project Leader:** Mr. Balarama Reddi K.
7. Preparation of Slum Free City Plan of Action (SFCPoA) for Guwahati City **Sponsoring Agency:** Guwahati Municipal Corporation, Guwahati **Project Leader & Team:** Prof. Srinivas Chary Vedala, Ms. Vasavi Narla.
8. SSERC-Consultancy Services on Yearly Retainership for FY 2013-14 **Sponsoring Agency:** Sikkim State Electricity Regulatory Commission (SSERC), Sikkim **Project Leader:** Mr. Balarama Reddi K.
9. 3rd Party Verification of Works relating to Colony Electrification in Andhra Pradesh **Sponsoring Agency:** Andhra Pradesh State Housing Corporation Limited, Himayatnagar, Hyderabad **Project Leader:** Mr. Balarama Reddi K.
10. Valuation of Assets for Mula Pravara Electric Cooperative Society Limited **Sponsoring Agency:** The Mula Pravara Electric Cooperative Society Limited, Srirampur, Ahmednagar, Maharashtra **Project Leader & Team:** Prof. Usha Ramachandra, Mr. Rajkiran V Bilolikar & Mr. Dushyant Mahadik.
11. BEREC - Consultancy Services for True up for FY 2012-13, ARR for FY 2013-14 and Determination of Tariff for FY 2014-15 in respect of BSPGCL **Sponsoring Agency:** Bihar Electricity Regulatory Commission (BERC), Patna, Bihar. **Project Leader:** Mr. Balarama Reddi K.
12. Assistance to GERC for Mid-term Review of Business Plan, True up and Modification of ARR to determine Tariffs for Financial Year 2014-15 **Sponsoring Agency:** Gujarat Electricity Regulatory Commission (GERC), Gandhinagar, Gujarat. **Project Leader & Team:** Mr. Balarama Reddi K & Mr. Rajkiran V Bilolikar.
13. Building Capacities of Public/Private Sector organizations in the areas of Public Private Partnership (PPP) **Sponsoring Agency:** Infrastructure Leasing & Financial Services Ltd., (IL&FS), Mumbai. **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
14. Processing of Tariff Petition to Determine of ARR and Tariffs in the States of Manipur and Mizoram for FY 2014-15 **Sponsoring Agency:** Joint Electricity Regulatory Commission for Manipur

- and Mizoram (JERC), Aizwal. **Project Leader:** Mr. Balarama Reddi K.
15. Assistance to NERC in Processing of Tariff Petition filed by DPN to determine ARR and Tariffs for the Financial Year 2014-15 **Sponsoring Agency:** Nagaland Electricity Regulatory Commission, Nagaland (Kohima). **Project Leader:** Mr. Balarama Reddi K.
 16. Advisory Services to Calcutta Electric Supply Corporation Limited (CESC), Kolkata for 2014. **Sponsoring Agency:** Calcutta Electric Supply Corporation Limited (CESC) Ltd., Kolkata **Project Leader & Team:** Mr. Balarama Reddi K. & Dr. Usha Ramachandra .
 17. Structuring and Implementing Waste to Energy Projects in Municipal Solid Waste Management **Sponsoring Agency:** Infrastructure Leasing & Financial Services Ltd., (IL&FS), IAAD, Mumbai **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
 18. DERC - Assistance to DERC in Scrutiny, Analysis and Disposal of Tariff ARR/True up Petitions of Three Discoms in Delhi **Sponsoring Agency:** Delhi Electricity Regulatory Commission, New Delhi **Project Leader & Team:** Mr. Balarama Reddi K., Dr. Usha Ramachandra & Prof. Mubeen Rafat.
 19. Preparation of Environment Management and Monitoring Plan (EMMP) **Sponsoring Agency:** Visakhapatnam Port Trust (VPT), Andhra Pradesh. **Project Leader:** Mr. G Bala Subramanyam.
 20. Project Management Unit (PMU) for implementing E-Challan & Traffic Improvement **Sponsoring Agency:** Cyberabad Police Commissionerate, Hyderabad. **Project Leader:** Prof. Srinivas Chary Vedala.
 21. Quality and Quantity Inspection in Six Districts of APCPDCL Area (January to June, 2014) **Sponsoring Agency:** Andhra Pradesh Central Power Distribution Company Ltd., Hyderabad **Project Leader:** Mr. Balarama Reddi K.
 22. Study on Municipal Finances in India **Sponsoring Agency:** 14th Finance Commission, New Delhi **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
 23. Capacity Building Support on SLB Framework in Chattisgarh **Sponsoring Agency:** Urban Administration and Development Department, Govt. of Chattisgarh, Raipur **Project Leader:** Prof. Srinivas Chary Vedala.
 24. Assistance to MSERC in Processing of Tariff Petition to determine ARR and Tariffs for FY 2014-15 in Meghalaya **Sponsoring Agency:** Meghalaya State Electricity Regulatory Commission (MSERC), Shillong **Project Leader:** Mr. Balarama Reddi K.
 25. National Workshop on Implementing the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013 **Sponsoring Agency:** The Singareni Collieries Company Ltd., (SCCL), Kothagudem, Andhra Pradesh **Project Leader:** Dr. Reshmy Nair.
 26. Scaling -Up BBS Implementation in NATCO **Sponsoring Agency:** Natco Pharma Limited, Mekaguda Village, Kothur, Mahabobnagar, AP **Project Leader:** Mr. G. Bala Subramanyam.
 27. Study on Waste to Resources (W2R) Projects for Municipal Solid Waste (MSW) Management **Sponsoring Agency:** Infrastructure Leasing & Financial Services Ltd., (IL&FS), IAAD, Mumbai **Project Leader & Team:** Prof. Srinivas Chary Vedala & Dr. A. Narender.
 28. International Conference on Resettlement and Rehabilitation and Benefit Sharing in Infrastructure Development **Sponsoring Agency:** The World Bank, Washington, DC **Project Leader:** Dr. Reshmy Nair.
 29. Programme Cooperation Agreement for WASH in Schools Leadership Course **Sponsoring Agency:** United Nations Children Fund, UNICEF, New Delhi **Project Leader:** Prof. Srinivas Chary Vedala.
 30. Project Implementation Unit – UIDSSMT **Sponsoring Agency:** Kerala Sustainable Urban Development Project, Local Self Government Department, Government of Kerala. **Project Leader:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.

31. NRDMS Sub Committee Meeting **Sponsoring Agency:** Department of Science & Technology, Government of India, New Delhi. **Project Leader:** Prof. Valli Manickam.
32. Knowledge Management Through e-learning, **Sponsoring Agency:** Global Development Learning Network, Tokyo Development Learning Center, East Asia and Pacific Region, The World Bank. **Project Leader:** Prof. Srinivas Chary Vedala
33. Transport Module Development for Management of Land Acquisition, Resettlement and Rehabilitation. **Sponsoring Agency:** The World Bank, 1818 H Street, N.W., Washington, DC 20433 **Project Leader:** Dr. Reshmy Nair.
34. Workshop on ECBC Implementation for Architects and Engineers **Sponsoring Agency:** New & Renewable Energy Development Corporation of Andhra Pradesh Ltd., (NREDCAP) Hyderabad **Project Leader:** Mr. Raj Kiran V Bilolikar.
35. National Urban Water Awards 2013 **Sponsoring Agency:** Ministry of Urban Development, GoI. **Project Leader & Team:** Prof. Srinivas Chary Vedala, Dr. A Narendar & Ms. Vijaya Venkataraman.
36. National Conference on The Right to Fair Compensation and Transparency in Land Acquisition, Resettlement and Rehabilitation, 2013 **Sponsoring Agency:** Department of Land Resources, Ministry of Rural Development, GoI, New Delhi. **Project Leader:** Dr. Reshmy Nair.
37. Stake Holders Consultation for the Fiscal & Regulatory Study and Conducting Workshop at Hyderabad **Sponsoring Agency:** New & Renewable Energy Development Corporation of Andhra Pradesh Ltd., (NREDCAP), Hyderabad **Project Leader:** Mr. Raj Kiran Bilolikar.
38. City-Wide Delivery of Sustainable and Equitable Sanitation Services in Warangal, Andhra Pradesh **Sponsoring Agency:** Bill & Melinda Gates Foundation (BMGF), USA **Project Leader:** Prof. Srinivas Chary Vedala.
39. Climate Change Impacts and Adapting to Change **Sponsoring Agency:** Department of Science and Technology, Govt. of India, New Delhi. **Project Leader:** Prof. Valli Manickam.
40. Energy Efficiency in Built Environment **Sponsoring Agency:** Natural Resources Defense Council (NRDC), New York. **Project Leader & Team:** Mr. Raj Kiran Bilolikar & Prof. Srinivas Chary Vedala.

CENTRE FOR ECONOMIC & FINANCE

1. Foreign Exchange Risk Involved in Back-to-Back Finance from GoI to GoAP **Sponsoring Agency:** Finance Department, Govt of Andhra Pradesh, Secretariat, Hyderabad. **Project Leader & Team:** Mr. Dushyant Mahadik & Prof. Mubeen Rafat.
2. Capacity Building Initiative in the Competition Area under Trade Development Programme in India **Sponsoring Agency:** European Union, 65, Golf Links, New Delhi. **Project Leader & Team:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju.
3. Research Study on Corporate Governance in State Level Enterprises in Andhra Pradesh **Sponsoring Agency:** National Foundation for Corporate Governance, New Delhi. **Project Leader:** Prof. Mubeen Rafat.
4. Research Report on Corporate Governance Practices in SMEs **Sponsoring Agency:** National Foundation for Corporate Governance, New Delhi. **Project Leader:** Prof. Mubeen Rafat.

CENTRE FOR HUMAN DEVELOPMENT

1. UN Women Study on Gender and Social Protection. **Sponsoring Agency:** UN Women Office for India, New Delhi: **Project Leader & Team:** Dr. Subodh Kandamuthan & Ms. Anjali Manda.
2. Final Evaluation of PPP Projects under NRHM in Odisha. **Sponsoring Agency:** National Rural Health Mission (NRHM), Government of Odisha **Project Leader & Team:** Dr. Subodh Kandamuthan & Ms. Anjali Manda

CENTRE FOR INNOVATION & TECHNOLOGY

1. Knowledge Management Consultancy for Project” Strengthening the Capacity of NASC to Mainstream Inclusive Governance-Phase 1. **Sponsoring Agency:** Nepal Administrative Staff College, Nepal **Project Leader:** Prof. Nirmala Apsingkar
2. HR Audit of DRDO-Pilot Study. **Sponsoring Agency:** Defence Institute of Psychological Research, Ministry of Defence, DRDO, New Delhi. **Project Leader & Team:** Dr. Nirmalya Bagchi, Prof. M. Chandrashekar, Dr. Harsh Sharma & Prof. G. Mohan

CENTRE FOR MANAGEMENT STUDIES

1. Evaluation of CSR and S Projects for the Year 2012-13. **Sponsoring Agency:** Mishra Dhatu Nigam Limited (MIDHANI), Hyderabad. **Project Leader & Team:** Dr. P. Shahaida & Prof. Prabhati Pati
2. Branding and Communication Strategy for HITAM. **Sponsoring Agency:** Hyderabad Institute of Technology & Management (HITAM), Hyderabad. **Project Leader & Team:** Dr. Y. Malini Reddy & Mr. Dipesh Dipu.
3. Formulation of Incentive Plan for Sales Executives of Goodricke Group Limited **Sponsoring Agency:** Goodricke Group Limited, Kolkata. **Project Leader & Team:** Dr. P. Shahaida & Dr. Harsh Sharma.
4. Study on Organizational Re-structuring of IREDA **Sponsoring Agency** Indian Renewable Energy Development Agency Ltd., (IREDA), New Delhi. **Project Leader & Team:** Dr. Harsh Sharma, Prof. G. Mohan & Dr. P. Subhashini.
5. A Study of the Industrial Climate at Yanam - Economic, Financial & HR **Sponsoring Agency:** Yanam Chamber of Commerce, Yanam, UT of Pondicherry. **Project Leader & Team:** Prof. Prabhati Pati, Dr. Sutanuka Dev Roy, Dr. Harsh Sharma & Mr. Dushyant Mahadik.
6. Assessment of Organizational Policies and Recommendations for Capacity Building of CIPT **Sponsoring Agency:** Centre for International

Projects Trust (CIPT), New Delhi. **Project Leader:** Dr. Dimple Grover.

7. Assessing Quality of Police Services in Hyderabad **Sponsoring Agency:** Sardar Vallabhbhai Patel National Policy Academy, Hyderabad. **Project Leader & Team:** Dr. P. Shahaida, Prof. Prabhati Pati.
8. Community Policing in Hyderabad **Sponsoring Agency:** Sardar Vallabhbhai Patel National Policy Academy, Hyderabad. **Project Leader & Team:** Prof. Prabhati Pati & Dr. P. Shahaida.
9. Implementation of Lean Systems in Dhule Collectorate Office. **Sponsoring Agency:** Dhule Collectorate Office, Dhule. **Project Leader:** Prof. Vilas Shah.
10. Capacity Development for project implementation for Asian Development Bank **Sponsoring Agency:** Asian Development Bank, Manila, Philippines. **Project Leader & Team:** Prof. Vilas Shah, Mr. B V N Sachendra, Dr. Reshmy Nair & Prof. Valli Manickam.
11. Research Proposal for implementing Modified Critical Chain Project Management System at ANURAG **Sponsoring Agency:** Advanced Numerical Research & Analysis Group, DRDO, Ministry of Defence, Kanchanbagh, Hyderabad. **Project Leader:** Prof. Vilas Shah

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Evaluation of Technical Education Quality Improvement Programme (TEQIP) **Sponsoring Agency:** The World Bank & National Project Implementation Unit (NPIU), Govt. of India, Ministry of Human Resource Development, Department of Higher Education, Govt. of India, New Delhi. **Project Leader & Team:** Prof. H. Hemnath Rao & Mr. Dushyant Mahadik.
2. Study for Protecting the Welfare of the Rural Consumer - CRCS Phase- II **Sponsoring Agency:** Ministry of Consumer Affairs, Food & Public Distribution, Govt. of India, New Delhi **Project Leader:** Prof. H Hemnath Rao.
3. Assessment Study of Common Services Centre (CSC) Scheme in 7 States of India **Sponsoring**

Agency: Centre for Innovations in Public Systems (CIPS), Hyderabad **Project Leader & Team:** Prof. M. Chandrasekhar, Dr. Nirmalya Bagchi, Dr. Subodh Kandamuthan & Prof. Vilas Shah

4. Independent Evaluation of HRD Programmes (1) Star College Scheme and (2) Biotech Industrial Training Program in the FY 2013-14
Sponsoring Agency: Centre for Innovation and Technology (CIT), Department of Biotechnology (DBT), Govt. of India, New Delhi. **Project Leader & Team:** Prof. M. Chandrasekhar, Dr. Nirmalya Bagchi & Prof. G. Mohan.
5. Study to Develop Performance Related Incentive Schemes (PRIS) for Promoting Basic Research
Sponsoring Agency: Department of Science & Technology, Govt. of India, New Delhi. **Project Leader & Team:** Prof. M. Chandrasekhar, Dr. Nirmalya Bagchi & Dr. N. G. Satish.

LIBRARY

1. Grants Administered by NSTMIS - A Review and Future Prospects **Sponsoring Agency:** Department of Science & Technology, Ministry of Science and Technology, Govt. of India, New Delhi. **Project Leader & Team:** Dr. N. G. Satish & Prof. G. Mohan

Annexure 6
Endowed and Public Lectures
(April 2013–March 2014)

A. ENDOWED LECTURE

1. *25 July 2013*: C. C. Desai Memorial Lecture (endowed by): “Reforming Institution: The Key to Inclusive, Sustainable Growth” by Mr. Arun Maira, Member, Planning Commission of India, GoI.

B. PUBLIC LECTURES

1. *22 April 2013*: “Fractured Mirrors: Chinese Views on India Deterrence”, by Dr.Lora Saalman, Nuclear Policy Program Associate, Carnegie-Tsinghua Centre For Global Policy.
2. *25 May 2013*: CIPS Foundation Day Lecture: “Innovative Practices in the Health Sector” by Dr. K. Sujatha Rao, Former Secretary, GoI.
3. *28 May 2013*: Book Release: “Readings in Sociology of Law” by Justice M.N.Rao, Former Chief Justice of Himachal Pradesh, and Chairperson, National Commission for Backward Classes, New Delhi.
4. *6 December 2013*: ASCI Foundation Day Lecture: “Early History of Four Inventions that have Changed the World: Some Personal Perspectives on India” by Dr P.Rama Rao, Member, Court of Governors, ASCI, Former Vice Chancellor, University of Hyderabad, Former Secretary to GoI.
5. *6 January 2014*: “Peace and Growth in South Asia” by Dr.Stephen P.Cohen, Senior Fellow, Brookings Institution, Washington D. C.
6. *4 March 2014*: “Global Corruption: Are there lessons for India?” by Mr. Laurence Cockcroft, Co-Founder of the Anti-Corruption Agency, Transparency International (TI).

Annexure 7 Faculty Publications

Dr Y. Malini Reddy

Book title: Student Learning in Higher Education Programs in India

Publisher: Scholar's Press

Dr Nirmalya Bagchi

Title (Chapter in a book): Policy Measures in for Revitalising Indian Agricultural Research

Name of the Book: Innovations in Agricultural Policy
Publisher: National Institute of Advanced Studies

Dr Reshmy Nair

- *Title:* Kerala's Food Security Status-A Probe
Journal: Journal of International Development. March-2014
- *Title:* Crop Insurance-Is it Far Removed from Reality
Journal: The Hindu Survey of Indian Agriculture-2014

Prof. V Srinivas Chary

Title: The Fourteenth Finance Commission and Urban Services
Journal: Indian Journal of Public Administration. April-June, 2014

Co-author: **D Ravindra Prasad**

Dr. Valli Manickam

- *Title:* Impact of Meteorological Parameters on the Economic Well-being in East Godavari and Vishakapatnam Districts of Andhra Pradesh, India
Journal: European Academic Research. July 2013

Co-authors: **Iyyanki V. Murali Krishna** and **Kotapati Shanti Sree**

- *Title:* Analysis of Precipitation Concentration Index and Rainfall Prediction in Various Agro-Climatic Zones of Andhra Pradesh, India

Journal: International Research Journal of Environmental Science. 2013, 2(5).

Co-authors: **Kotapati Shanti Sree** and **Iyyanki V. Murali Krishna**

- *Title:* Study on the impact of meteorological parameters on crop production in Karimnagar district, Andhra Pradesh, India

Journal: International Journal of Physical and Social Sciences. May 2013

Co-author: **Iyyanki V Murali Krishna**

- *Title:* Biomass Calculations for Carbon Sequestration in Forest Ecosystem Case study of Andhra Pradesh, India
Journal: Journal of Energy and Chemical Engineering. Jan 2014.

Co-authors: **Iyyanki V. Murali Krishna, Sree K. Shanti** and **R. Radhika**

- *Title:* Evaluation of Precipitation Enhancement in Anantapur District of Andhra Pradesh

Journal: International Journal of Humanities and Social Sciences; March 2014.

Co-author: **Iyyanki V. Murali Krishna**

Dr B Lakshmi

- *Title:* Infrastructure and Benefits for Small Hospitals
Journal: Medical Equipment & Automation May-June 2013
- *Title:* Role of Medical Equipment in Improving Healthcare
Journal: Medical Equipment & Automation, December 2013

Co-author: **Prof. Habeeb Ghatala**

- *Title:* Oral Health and Dental Insurance
Journal: Medical Equipment & Automation, April 2013

Co-author: **Prof. Habeeb Ghatala**

Dr B.Lakshmi & Dr Balbir Singh

- *Title:* Computerising Physicians
Journal: Medical Equipment & Automation, May-June 2013,
- *Title:* Surgical Automation & Robotics
Journal: Medical Equipment & Automation, Mar 2014

Dr P. Shahaida

- *Title:* Branded Vs Unbranded Jeans
Journal: Journal of Marketing and Communication. April 2013

Co-author: **Dr Madhavi Pandya** (SSIM)

Dr K N Viswanatham

- *Title:* Subjective Well-being in High Assertive Women Managers
Journal: Journal of Management. September 2013

Co-author: **Ms Smriti Sharma**

- *Title (Book Review):* Organizational Schizophrenia: Impact on Customer Service Quality
Journal: Journal of Management. September 2013

Dr Subodh Kandamuthan

- *Title:* Public Private Partnership Models in Social Sector published
Journal: Corner Publishing House, UK and Creative Handicrafts Mumbai, December 2013
- *Title (Book Review):* Poor but spirited in Karimnagar, Field Notes from a Civil Servant
Journal: ASCI Journal of Management. March 2013.