



ANNUAL REPORT 2011–2012

Administrative Staff College of India
Bella Vista : Hyderabad

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55th ANNUAL REPORT 2011-2012

Chairman's Statement



I am happy to present, on behalf of the Court of Governors, the Fifty-Fifth Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31st March 2012.

I regret to inform that Dr. Abid Hussain, Chairman of the Court of Governors of the Administrative Staff College of India, passed away on 21st June 2012. Dr. Abid Hussain succeeded Mr. M. Narasimham as Chairman on 1st April 2012. He was a Member of the Court of Governors of ASCI from 1985 to 2012. Dr. Abid Hussain contributed immensely to the activities of the College and its repositioning in the service of the country.

Financial Results

The financial results of the College for 2011-12 show that as on March 2012, the net surplus (after providing for depreciation and accounting for prior period adjustments) amounted to Rs.5 lakhs, which represents a decrease over the previous year's surplus of Rs.108 lakhs. The decline in net operating income was to a large degree on account of a decrease in income from management development programmes and the higher expenditure on salaries and allowances.

Management Development Programmes

The income from management development programmes (MDPs) in 2011-12 was Rs.1,628 lakhs compared to Rs.1,810 lakhs in the previous year; and the income from the Post-Graduate Diploma in Hospital Management (PGDHM) in 2011-12 was Rs.166 lakhs compared Rs.142 lakhs in the previous year.

ASCI conducted 174 programmes (covering College-announced and the company/organization-specific on-campus and off-campus MDPs) with 3,532 participants, including 213 participants from abroad (foreign nationals and those representing international institutions) and 364

women participants. The break-up of the participant profile is as follows: 52 per cent were from the Government sector, 35 per cent from the public sector, 8 per cent from the private sector; 5 per cent from banks, both public and private; and about 6 per cent from abroad. The College continues to place emphasis on receiving participants from both the public and the private sectors.

During 2011-12, in taking forward its objective of providing more opportunities for management development training to women, ASCI conducted three programmes exclusively for women, which attracted 69 participants.

The College continues to conduct high quality management development programmes, adding new ones to its portfolio, which are of interest to business, industry, governments and NGOs. Ten new programmes were launched during the year: Business Development and Project Marketing; Hazardous Waste and Chemical Management; Index-Based Weather Insurance-Concepts, Design and Implementation; Project Appraisal and Financing; Managing Development Evaluation; Managing Land Acquisition, Resettlement and Rehabilitation; Lean Manufacturing; Financing Evaluation; Economic and Marketing Impact; and Future Leaders in Manufacturing.

The College continues to expand its work in areas that concern rural India—such as land acquisition, resettlement and rehabilitation—by organizing training programmes for officers of the IAS and also for the senior officials of Border Roads Organization. It has also organized workshops and training programmes on crop insurance. In recognition of ASCI's work in this area, the Government of India has now requested it to set up a technical support cell at the College for monitoring agriculture insurance schemes with funding provided for it.

The Dept. of the Consumer Affairs of the Government of India has agreed to support the establishment of a Rural Consumer Cell with a grant-in-aid of Rs.45 lakhs

per annum for three successive years in support of research studies and capacity building initiatives in that area.

International Participation

The College continues to attract good international participation in its programmes. It conducted five country- or region-specific programmes, of which two were conducted for Afghanistan. And at the request of the Commonwealth Secretariat and Aureos Advisors, London, the College continued to undertake management development programmes for the executives of small and medium enterprises—of which an example was the programme conducted in Papua New Guinea in December 2011 for the countries of the Pacific region.

The total number of participants from abroad in ASCI's programmes stood at 193, constituting 5.4 per cent of the total.

The two-year residential Post-Graduate Diploma in Hospital Management (PGDHM), recognized by the AICTE, has continued to gain good participation and greater visibility, with training offered to the junior and senior batches of 30 each. A significant proportion of the graduates enrolled for the programme were from the allied disciplines of medical sciences. The graduates have continued to gain placements in reputed healthcare services and other related organizations.

Research and Management Studies

The College also continues to undertake a significant number of research and management studies (R&MS), receiving 69 new projects as against 63 in 2010–11, with a combined value of Rs.1,898 lakhs, as against Rs.1,573 lakhs in 2010–11. Of these, research assignments accounted for Rs.1,058 lakhs; and management studies accounted for Rs.840 lakhs. As in the past, the Centre for Energy, Environment, Urban Governance and Infrastructure Development accounted for the lion's share, bringing in 54 R&MS projects. The Centre for Management Studies, the Centre for Human Development, and the Centre for Innovation and Technology also contributed to the research and management studies conducted by ASCI during 2011–12.

The College completed 41 projects—4 research assignments and 37 management studies—as compared

to 45 in the previous year, comprising 12 research projects and 33 management studies. Research and management studies contributed Rs.913 lakhs and Rs.824 lakhs, respectively, to the income of ASCI during 2011–12. Details are provided in the relevant sections of the chapter on “Academic Activities”.

Several prestigious R&MS assignments were awarded to the College, reflecting the multiple and varied strengths of the ASCI faculty. These include: Evaluation Study of Weather-Based Crop Insurance Scheme; 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 Piloting of the Social Institutions and Gender Index (SIGI) in India; Evaluation of the Rajiv Arogyasri Health Insurance Scheme in Andhra Pradesh; Effective Implementation of Indo-US Clean Energy Research & Development Centre; Preparation of Support Material for Training and Awareness Building on City & Climate Change in India; International Study Tour on Innovative Remediation Technologies and Methodologies Focusing on International Best Practices under World Bank-Aided Capacity Building for Industrial Pollution Management; Draft National Public-Private Partnership Policy; Quantity and Quality Inspection of Works Relating to Schemes/ Programmes in Six Districts of APCPDCL Area; Study on Comprehensive Household Survey for Water Supply, Sewerage and Solid Waste Management in HMWS&SB Service Area; Support to Andhra Pradesh Infrastructure Authority (APIA) for Advancing Public-Private Partnership (PPP) Projects in AP; Setting Up of National Technical Support Unit (NTSU) to Operationalize the Recommendations of 13th Finance Commission; Preparation of City Sanitation Plan for 20 Towns in Kerala; National Requirement of Manpower for Police for 8-Hour Shifts in Police Functioning; and Streamlining the Administration and Management System for NALSAR.

The states for which the College has undertaken project work include: Andhra Pradesh, Karnataka, Kerala, Maharashtra, Gujarat, Delhi, Haryana, Uttar Pradesh, Bihar, Chhattisgarh, West Bengal, Sikkim, Mizoram, Tripura, Goa and Meghalaya. Several assignments were also awarded by the departments, ministries and agencies of the Union Government. These include: Women & Child Development; Finance; Urban Development; Environment & Forests; Administrative Reforms & Public Grievances; Defence; Earth Sciences; Science & Technology; Power; Steel; and the Bureau of Police

Research & Development. International institutions that awarded prestigious contracts to the College include: the Commonwealth Secretariat, London; Organization for Economic Co-operation and Development (OECD), Paris; Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), New Delhi; United Nations International Children's Emergency Fund (UNICEF), Patna; International Development Research Centre (IDRC), Canada; ClimateWorks Foundation, San Francisco; Cities Development Initiative for Asia (CDIA), Manila.

For the sixth consecutive year, ASCI continued to collaborate with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in providing inputs for the prestigious Prime Minister's Awards for Excellence in Public Administration. The role of the College, as in previous years, was to assist DARPG in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme for the year 2010-11.

Review Committee on Repositioning ASCI

A Review Committee on Repositioning ASCI, chaired by Dr. Abid Hussain, submitted its report to the meeting of the Court of Governors on 30th March 2012. In its report, the Committee identified new challenges and opportunities that ASCI faces and recommended steps to reposition itself so as to respond better to them, while remaining cost-competitive in the delivery of services. The Committee also recognized the new environment in which ASCI is functioning, in which it faces several constraints, including the need for the College to make itself cost-competitive while responding to the new needs of the nation. The Committee also welcomed the idea of enhancing the place for Long-Term Programmes (LTPs) in ASCI's work; and encouraged it to continue to organize workshops and conferences on themes of national concern. Recognizing the trust the College enjoys from the nation at large, the Committee felt that ASCI should enhance its research and advisory work in states that are hitherto not receiving adequate attention and conduct more research on topics of relevance to the future.

Faculty

During 2011-12, five new faculty members were recruited and six left the College. As of 31st March 2012, the faculty strength was 39. As in the past few years,

younger professionals were recruited, reducing the age profile of the faculty. Two new Honorary Advisors and one Honorary Visiting Professor joined the College during the year. The chapter on "Governance of the College" and Annexure 3 provide the details.

Workshops

As in the earlier years, the College continued to organize workshops and interactive discussions on issues of topical interest. On 9-10 September 2011, a Workshop on Equality Means Business: Using UN Global Compact and UN Women's Empowerment Principles to Promote Gender Equality in the Workplace was conducted by the Gender area, Centre for Human Development, ASCI, and sponsored by Friedrich Ebert Stiftung, New Delhi, and UNWomen, South Asia Regional Office, New Delhi. On 21st November 2011, an interactive discussion was held on "The Unending Search for a Global Monetary and Financial Architecture", with Dr. Gerardo della Paolera, President of the Global Development Network. On 3rd March 2012, ASCI held a Retreat for Heads of Human Resources and Management Training Departments across India.

Public Lectures

As in the past, the College continued to organize public and memorial lectures. Among the more notable events in this area were the Dr. Y. Nayudamma Memorial Lecture on "Translational Research: Bench to Bedside to Community-Its Birth and Growth in India", delivered by Prof. D. Balasubramanian, Director of Research, L. V. Prasad Eye Institute. Six public lectures by eminent personalities (details are available in Annexure 6) were also organized by the College, including the ASCI Foundation Day Lecture on "Nurturing Creativity to Make India a Global Leader in Knowledge Creation", delivered by Prof. C. R. Rao, Professor Emeritus, Penn State University, USA, and Distinguished Professor Emeritus and Advisor, CR Rao Advanced Institute of Mathematics, Statistics and Computer Science (AIMSCS), Hyderabad; and the First CIPS Foundation Day Lecture on "The Recent Challenges in Governance", delivered by Hon'ble Mr. Justice N. Santosh Hegde, Karnataka Lokayukta.

Infrastructure

The inauguration of the new facility at the College Park Campus added significantly to ASCI's capacity for scaling up its programme of work. The new facilities provide

for six additional lecture halls and space for 12 faculty rooms and 35 project staff. It also adds 57 new hostel rooms for participants in training programmes. This should enable the College to conduct a greater number of programmes and provide better facilities for its administrative staff and faculty to undertake their work. The additions and improvements to its existing infrastructure should enable the College to raise its level of income as it begins to harness the new facilities in the next couple years.

The College is grateful to the Government of India for granting an interest-free loan for enabling the creation of this new structure and for the trust it reposed in the College.

Centre for Innovations in Public Systems (CIPS)

In pursuance of the recommendations of the Thirteenth Finance Commission, the Government of India established the Centre for Innovations in Public Systems (CIPS) in May 2010 as an autonomous body within the campus of the Administrative Staff College of India (ASCI), Bella Vista, Hyderabad. The Centre was set up in ASCI keeping in view the synergies and affinity between the objectives and areas of engagement of CIPS and the College. The Centre reports to the CIPS Steering Committee, chaired by the Director-General of ASCI; and to the CIPS Advisory Council, chaired by the Chief Secretary, Govt. of Andhra Pradesh.

In furtherance of its mandate and objectives, CIPS is providing assistance to various states and union territories in developing policies that promote an innovative culture with a view to transforming creative ideas into sustainable practices for improving service delivery. The focus areas for CIPS are education, health, e-governance and urban governance.

Going forward, I am confident that the College will continue to maintain and seek to enhance its level of activity. It has been buttressing its existing capacities and developing new ones by recruiting new and younger faculty and undertaking a wider range of programmes and studies. Suitable measures are being taken to further strengthen its international reach and profile.

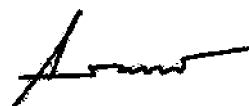
As a key management training institution of the country, engaged in enhancing the quality of professional management in Government and industry, ASCI remains

committed to serve and contribute to the development of the nation.

I am pleased to put on record that ASCI continues to elicit fruitful co-operation and support from the Government of India, state governments, industry and international organizations.

During 2011–12, the General Body of the College Society met once, the Court of Governors (CoG) thrice and the Standing Committee of the CoG on four occasions. ASCI continues to receive sound advice, fruitful guidance and valuable direction from its distinguished Court of Governors on various aspects of its core activities, augmentation of its infrastructure and management of its investments.

As in the earlier years, during 2011–12, the College could not have progressed without the active involvement and concerted efforts of the Director-General, Faculty, Officers in Administration and staff at all levels. I extend my warm appreciation to all of them for their sincere work.



S. M. Datta
Chairman
Court of Governors

Governance of the College

A. General Body

During 2011-12, the General Body of the College Society met once. The composition of the 93-member College Society as on 31st March 2012 was as follows:

Table 1: **College Society**

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

The detailed list is presented in Annexure 1.

B. Court of Governors

During the year under review, the Court of Governors (CoG) met thrice. Prof. C. Hanumantha Rao, former Chairman, Centre for Economic & Social Studies, resigned from the Court of Governors (CoG). At the invitation of the Chairman, ASCI, CoG, Dr. G. V. Krishna Reddy, Chairman and Managing Director, GVK Power & Infrastructure Ltd.; Shri Pankaj Dwivedi, IAS, Chief Secretary, Govt. of Andhra Pradesh; and Shri R. S. Gujral, Finance Secretary, Ministry of Finance, Govt. of India, joined the CoG, the latter in an ex-officio capacity.

The list of elected, co-opted and ex-officio members of the CoG as on 31st March 2012 is given in Annexure 2.

C. Personnel

During 2011-12, the College recruited five faculty members, who joined the following centres:

- ▶ Centre for Energy, Environment, Urban Governance and Infrastructure Development:
 - Dr. M. S. Raghavendra, Professor
- ▶ Centre for Economics and Finance:
 - Dr. Sutanuka Dev Roy, Associate Professor
- Dr. Gitanjali Sen, Assistant Professor
- Mr. Dushyant Mahadik, Assistant Professor
- ▶ Centre for Management Studies:
 - Dr. P. Shahaida, Associate Professor

The following faculty members left the College during the year: Prof. P. H. Rao, Prof. Vikramaditya Duggal, Prof. Subbaiah Singala, Prof. Milind Phadtare, Dr. Lakshman M. V. and Mr. Harish P. Jagannath.

Those who joined the College during the year under review are: Ms. Meena Gupta, IAS (retd.) and Shri M. Ramachandran, IAS (retd.), as Honorary Advisors; and Shri K. Padmanabhaiah as Honorary Visiting Professor. The list of faculty members, officers in administration, and honorary visiting professors, advisors and consultants, as on 31st March 2012, is given in Annexure 3.

Academic Activities

A. Research and Management Studies

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

New Assignments

As in the past, the year under review witnessed 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. The sizeable number of assignments received in these diverse sectors is testimony to the varied capabilities of the College. ASCI has effectively leveraged the skills, expertise and experience of its faculty to successfully carry out current assignments and maintain its momentum in attracting new projects.

During 2011–12, the College received 69 new assignments for research and management studies (see Table 1) valued at Rs.1,898 lakhs. Of these, research studies accounted for Rs.1,058 lakhs, and management studies accounted for Rs.840 lakhs.

Table 1
Research & Management Studies Received

<i>Centre/Others</i>	<i>2011–12</i>	<i>2010–11</i>
Public Policy, Governance & Performance	–	2
Poverty Studies & Rural Development	2	1
Human Development	4	1
Economics & Finance	–	2
Energy, Environment, Urban Governance & Infrastructure Development	54	48
Innovation & Technology	3	3
Management Studies	5	6
Library	1	–
Total	69	63

As in the past, these assignments were awarded by national and international agencies, enterprises and establishments in the corporate sector, as well as the Union and state governments of India (see Annexure 5-C for a complete list of the new research and management studies received by ASCI during 2011–12). The states from which ASCI received assignments include: Andhra Pradesh, Karnataka, Kerala, Maharashtra, Gujarat, Delhi, Haryana, Uttar Pradesh, Bihar, Chhattisgarh, West Bengal, Sikkim, Mizoram, Tripura, Goa and Meghalaya. Several assignments were also received from the departments, ministries and agencies of the Union Government. These include: Women & Child Development, Finance, Urban Development, Environment & Forests, Administrative Reforms & Public Grievances, Defence, Earth Sciences, Science & Technology, Power, Steel and Bureau of Police Research & Development. International institutions that awarded prestigious contracts to the College include: the Commonwealth Secretariat, London; Organization for Economic Co-operation and Development (OECD), Paris; Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), New Delhi; United Nations International Children's Emergency Fund (UNICEF), Bihar; International Development Research Centre (IDRC), Canada; Climate Works Foundation, San Francisco; Cities Development Initiative for Asia, (CDIA), Manila.

ASCI continued to work with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in assisting with the processing of applications for the prestigious Prime Minister's Awards for Excellence in Public Administration. The College assisted DARPG in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme.

Assignments Carried Over

A total of 88 research and management studies (27 research projects and 61 management projects) were carried over from the previous financial year to 2011–12 (see Annexure 5-A for a complete list of projects that were carried over and the respective organizations/agencies that awarded them). Table 2 gives the centre-wise break-up of the number of assignments carried over.

Table 2
**Research & Management Studies
Carried Over from 2010-11**

<i>Centre/Others</i>	2011-12	2010-11
Public Policy, Governance & Performance	3	2
Poverty Studies & Rural Development	2	4
Human Development	2	4
Economics & Finance	1	3
Energy, Environment, Urban Governance & Infrastructure Development	69	52
Innovation & Technology	7	7
Management Studies	3	1
Library	1	1
Total	88	74

Assignments Completed

The College successfully completed 41 projects (4 pertaining to research studies and 37 to management studies) during the year as compared to 45 in the previous year (comprising 12 research studies and 33 management studies). Annexure 5-B provides a full list of the research and management studies completed by ASCI during 2011-12. The number of studies completed by various centres of the College during 2010-11 and 2011-12 is provided in Table 3.

Table 3
Research & Management Studies Completed

<i>Centre/Others</i>	2011-12	2010-11
Public Policy, Governance & Performance	1	1
Poverty Studies & Rural Development	2	3
Human Development	–	2
Economics & Finance	2	3
Energy, Environment, Urban Governance & Infrastructure Development	30	30
Innovation & Technology	4	2
Management Studies	1	4
Library	1	–
Total	41	45

Income Earned

The income earned from research and management studies during the year amounted to Rs.1,737.23 lakhs. The break-up for 2010-11 and 2011-12 is given in Table 4.

Table 4
Income Earned from Research & Management Studies

<i>(Rs. Lakhs)</i>		
<i>Activity</i>	2011-12	2010-11
Research studies	823.72	376.27
Management studies	913.51	805.98
Total	1,737.23	1,182.25

This represents an increase of 47 per cent in project income during 2011-12.

Assignments Carried Forward

One hundred and twenty-one research and management studies from 2011-12 were carried forward to the financial year 2012-13. Of these, research studies accounted for 46 projects and management studies accounted for 75 projects.

Further, during the year under review, ASCI was active in submitting many proposals for undertaking advisory and technical projects and providing contract research and management services in several focus areas. It is envisaged that these will translate into contracts in the course of 2012-13.

B. Management Development Programmes

The Administrative Staff College of India (ASCI) continues to contribute to the management development of middle, senior and top management personnel of leading public sector as well as private sector enterprises in the country. This is in addition to actively participating in the management capacity building of senior civil servants from the All India Services and the central services.

During 2011-12, the announced programmes of the College—across various disciplines such as human resource management, organization behaviour, operations management, strategic management, marketing, economics and finance, rural development and crop insurance, water and sanitation, natural resources management, urban governance, infrastructure

management, gender facilitation and budgeting, public health, public policy, innovation, information technology, and science and technology management—attracted good participation from various client organizations, notwithstanding the economic slowdown. Besides the announced programmes, several new in-company management development programmes were launched by the College during 2011–12, 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 may be seen in Table 6.

Table 5
Aggregate MDP Income, 2011-12

<i>Programme Type</i>	<i>No. of Programmes</i>	<i>Income (in Rs. Lakhs)</i>
College-announced	66	5,54,46,396
In-company on-campus	89	9,82,47,948
In-company off-campus	19	90,76,109
Total	174	16,27,70,453

Table 6
Profile of Participants

<i>Sectors</i>	<i>No. of Participants</i>
Government	1,828
Public	1,236
Private	270
Banks	198
Others	–
Total	3,532
Women participants	364
Foreign participants	213

A retreat was organized for heads of human resources and management training departments on 3rd March 2012. Representatives of various client organizations expressed deep satisfaction with the quality of programmes delivered by the College, whether announced or in-company programmes. The retreat also highlighted new areas of competence building that need to be addressed by ASCI in its training design. These

include strategic leadership, corporate governance, contract management, risk management, business ethics and allied areas. To keep pace with competition, the College has been investing in up-gradation of physical infrastructure, besides actively promoting innovation in the design and delivery of management development programmes.

The diversity of learning at ASCI is reflected in the spread of announced programmes across different functional and sectoral areas, as may be seen in Table 7. Further, Tables 8 and 9 highlight the growing trust reposed by various client organizations in ASCI for developing customized on- and off-campus management development programmes.

Table 7
College-Announced Programmes, 2011-12

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Energy	1	13
Economics	2	23
Environment	3	71
Finance	3	40
General Management	5	88
Health Studies	3	37
Human Resources	21	260
Information Technology	3	33
Marketing	6	63
Operations	9	204
Poverty Studies & Rural Development	2	53
Strategic Management	2	23
Urban Governance	6	160
Total	66	1,068

Table 8
Customized On-campus Programmes, 2011-12

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Economics	5	73
Environment	4	97
Finance	3	63
Gender Studies	2	61
General Management	28	655
Energy	2	60
Health Studies	4	107
Human Resources	16	334
Information Technology	3	70
Innovation & Technology	6	143
Operations	6	145
Poverty Studies & Rural Development	5	91
Strategic Management	1	28
Urban Governance	4	76
Total	89	2,003

Table 9
Customized Off-campus Programmes, 2011-12

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Finance	3	54
Innovation & Technology	1	36
Poverty Studies & Rural Development	1	19
Operations	14	353
Total	19	462

A number of new programmes were announced and delivered by the College during the 2011-12. These include:

- Business Development and Project Marketing
- Hazardous Waste and Chemical Management
- Index-Based Weather Insurance-Concepts, Design and Implementation
- Project Appraisal and Financing

- Managing Development Evaluation
- Managing Land Acquisition and Resettlement & Rehabilitation
- Lean Manufacturing
- Financing Evaluation
- Economic and Marketing Impact
- Future Leaders in Manufacturing

Moreover, new client organizations, such as the Ministry of Consumer Affairs, UCO Bank, Border Roads Organization, Govt. of Rajasthan, Kerala State Planning Board, South Asia Forum for Regulation & Reforms, and others, have approached ASCI during the year under report for tailoring management development programmes to their organizational learning needs. The list of corporate as well as government and multi-lateral organizations that supported the various MDPs conducted by the College during 2011-12 can be seen in Tables 10a and 10b. Annexure 4 provides the complete list of management development programmes conducted during the year.

Future Outlook

ASCI looks forward to enhancing its role in post-experience management development, research and advisory activities for both the public and private sectors. As an institution that is trusted for both its advice and capacity building activity in the larger interests of the nation, it will continue to respond to the needs of the nation.

Table 10a
Corporate Organizations, 2011-12

<i>Public Sector</i>	<i>Private Sector</i>
Bank of Maharashtra	Greenko Energies Pvt. Ltd.
Bharat Dynamics Ltd.	HCL Infosystems Ltd.
Coal India Ltd.	Indus Towers Ltd.
Kanpur Nagar Nigam	Suguna Poultry Products Ltd.
Karur Vysya Bank	
NHPC Ltd.	
NMDC Ltd.	
Nuclear Power Corporation of India Ltd.	
NTPC Ltd.	
Oil & Natural Gas Corporation Ltd.	
PFC Consulting Ltd.	
Power Grid Corporation of India Ltd.	
Punjab State Power Corporation Ltd.	
Power Exchange of India Ltd.	
State Trading Corporation of India Ltd.	
Tehri Hydro Development Corporation Ltd.	

Table 10b
Non-Corporate Agencies, 2010-11

<i>International</i>	<i>Government</i>
Commonwealth Secretariat, London	Bureau of Police Research & Development, GoI
Centre for the Development of Enterprise (CDE) Brussels	Border Roads Organization
Aureos Advisors, London	Dept. of Economic Affairs GoI
Pacific Capital Partners (PCP), Brisbane	Dept. of Science & Technology, GoI
Govt. of Afghanistan	Defence Research & Development Organization, GoI
Asian Development Bank	Dept. of Personnel and Training, GoI
International Development Research Centre Govt. of Canada	Geological Survey of India GoI
Sri Lanka Evaluation Association, Colombo	Govt. of Andhra Pradesh
South Asia Forum for Infrastructure Regulation, (SAFIR) New Delhi	Govt. of Bihar
	Govt. of Gujarat
	Govt. of Karnataka
	Govt. of Maharashtra (Maharashtra Agricultural Competitiveness Project)
	Govt. of Orissa
	Indian Space Research Organization, GoI
	Ministry of Agriculture, GoI
	Ministry of Consumer Affairs GoI
	Ministry of Environment & Forests, GoI
	Planning Commission, GoI

Activities of the Centres

The management development programmes (MDPs) conducted by the different centres of the College and the research and management studies (R&MS) carried out by the various areas within the centers are delineated in the sections below. Details of the faculty members who directed the MDPs referred to and those who led and conducted the studies are provided in Annexure 4 and Annexures 5-A to 5-C, respectively.

I. Centre for Public Policy, Governance and Performance

Research and Management Studies

The following projects were carried over from 2010-11 and were underway during the year:

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

The study on the Draft Postal Bill, 2009, awarded by the Dept. of Posts, Ministry of Communications & Information Technology, GoI, during 2009-10, was completed during 2011-12.

Other Activities

The Centre Director was invited to join the Board of Central Warehousing Corporation, New Delhi, as an Independent Director.

II. Centre for Poverty Studies and Rural Development

Management Development Programmes

The Ministry of Consumer Affairs, Food and Public Distribution, Govt. of India (GoI), sanctioned the creation of a Centre for Rural Consumer Studies (CRCS) within the Centre for Poverty Studies and Rural Development (CPSRD), ASCI. CRCS is expected to carry out both capacity building of personnel in the consumer dispute redressal bodies, as well as conduct studies to identify areas of vulnerability of rural consumers in the four southern states of the country. The studies are expected to feed into the consumer protection policies and schemes of the GoI.

The GoI is committed to support CRCS for three years, beginning 2011-12. As part of the capacity building initiative, a one-week management development programme (MDP) was scheduled and delivered in January 2012, which was attended by the presidents and members of the district consumer disputes redressal fora. The participants, who were mostly from a judicial background, found the programme very useful and suggested that similar programmes be replicated under the aegis of CRCS. Besides management-related inputs, the MDP highlighted, through case studies and panel discussions, the problems and challenges experienced by rural consumers in availing quality inputs for agriculture production as well as other items of rural consumption.

CPSRD continues to contribute actively to the capacity building of personnel both from the corporate sector as well as state governments in the area of land acquisition, resettlement & rehabilitation. As part of this initiative, the following programmes were held during 2011-12:

- Building a Vibrant Stakeholder Environment through Effective Resettlement & Rehabilitation for the Executives of Coal India Limited (CIL): 6-10 June 2011 (19 participants). Sponsored by CIL, Kolkata.
- Managing Land Acquisition and Resettlement and Rehabilitation for a Vibrant Stakeholder Environment: 19-23 September 2011 (24 participants). This was a College-announced programme.

- Managing Land Acquisition and Resettlement and Rehabilitation for a Vibrant Stakeholder Environment (for IAS Officers): 5–9 December 2011 Sponsored by the Dept. of Personnel and Training (DoPT), GoI.
- Land Acquisition and R&R for the Officers of Border Roads Organization (BRO): 27 February–2 March 2012. (20 participants). Sponsored by BRO, New Delhi.

CPSRD has been engaged with management capacity building of small and medium enterprises (SMEs) in the Pacific region since 2009–10. After offering two MDP programmes, the Commonwealth Secretariat (ComSec), London, and the Pacific Capital Partners, Brisbane, who sponsored the programmes jointly with the Centre for Development of Enterprise (CDE), Brussels, suggested that a detailed training needs analysis (TNA) be carried out to customize the programme closer to the learning needs of SMEs across the region. Following this suggestion, a study was carried out and completed during the year under review, sponsored by the Commonwealth Secretariat under the auspices of the Commonwealth Fund for Technical Co-operation, to identify the training needs of participants, based on a sample of enterprises from Papua New Guinea (PNG), Vanuatu and Tonga.

Following the TNA study, a redesigned MDP for Small and Medium Enterprises (SMEs) of the Pacific Region was delivered on 5–9 December 2011 at Port Moresby (POM) in PNG. The programme was attended by 19 participants from Fiji, Samoa, Tonga, Vanuatu and PNG. Since the Commonwealth Secretariat is keen to develop the capacity of local institutions who can eventually assume responsibility for programme delivery in future, the Institute of Business Studies (IBS), POM, was closely partnered with, in delivering the above programme.

A College-announced programme on Index-Based Weather Insurance–Concepts, Design and Implementation was offered during 25–27 July 2011. The programme drew a very satisfying response from the market with 29 participants. CPSRD has also organized a Crop Insurance Workshop for Senior Officers of the State Departments of Agriculture on the 27–28 January 2012. Sponsored by the Ministry of Agriculture (MoA), GoI, 15 participants attended this programme.

Research and Management Studies

During the year, CPSRD completed the study on Developing a Programme Management Unit (PMU) for Implementation of National Land Records Modernization Programme (NLRMP), sponsored by the Dept. of Land Resources (DoLR), Ministry of Rural Development (MoRD), GoI. The study was well received, with three secretaries in DoLR having successively reviewed the study report. Based on this feedback, DoLR is contemplating another study on a quick appraisal of NLRMP in a select sample of states across the country.

The study on Terminal Evaluation of the Five-Year UNDP Supported Project for Operationalization of MGNREGA, completed by CPSRD during in November 2011, was very well received by all the stakeholders. A very encouraging observation about the study was made by the Union Minister for Rural Development at the one-day Consultation Workshop on Empowering Lives through MGNREGA: Strengthening the Reform Agenda, organized by MoRD, GoI, and UNDP in New Delhi on 14th November 2011. In recognition of the contribution made by the study, CPSRD was invited to participate in the meeting scheduled by UNDP in New Delhi on 9th February 2012 to discuss the national evaluation of UNDP's programmes in India for the period 2004–10. Observations made at the seminar were found valuable by the evaluation team from UNDP, New York.

A study on Evaluation of Weather-Based Crop Insurance Scheme (WBCIS) was awarded by the Agriculture Insurance Company of India (AIC). The study involves a comparison of the overall effectiveness of the weather index vis-à-vis yield insurance schemes, and an evaluation of the weather insurance risk, on a geographic and profit basis, among other aspects.

Contribution to Conferences and Committees

CPSRD was represented in a Workshop on Building National Centres of Excellence in Managing Land Acquisition, R&R, organized by the World Bank at Nagarkot, Kathmandu on 13–14 December 2011. The Centre was also represented as a key panel member in the Technical Session on Capacity Building in R&R at the South Asia Workshop on Management of Involuntary Resettlement, Benefit Sharing in Infrastructure Development, held at Kathmandu on 18–19 January 2012. CPSRD also participated in a Consultative Workshop on Weather Insurance, held on 9th December

2011 at the National Horticulture Board, Ministry of Agriculture, GoI.

The Centre was represented on the expert committee constituted by the Ministry of Rural Development (MoRD), GoI, for evaluating the performance of national level monitors (NLMs) who are assigned responsibilities for monitoring various centrally sponsored rural development schemes. CPSRD is also represented on the Committee for Selection of Ombudsman under MGNREGA, constituted by the Government of Assam, besides being a member of the core group of MoRD for developing guidelines for research studies on the implementation of MGNREGA.

In addition to contributing inputs to the foundation course of the Dr. Marri Channa Reddy Human Resource Development Institute (MCRHRDI) for probationers of the combined civil services, Group-A of the Union Public Service Commission, CPSRD has been extending faculty support to the National Institute of Rural Development (NIRD), National Police Academy (NPA), Jawaharlal Nehru Institute of Development Banking (JNIDB), National Council of Rural Institutes (NCRI), and other reputed institutions in Hyderabad in the areas of rural and agribusiness management.

III. Centre for Human Development

The Centre for Human Development (CHD) has been actively involved in conducting management development programmes and research and management studies in the Health and Gender areas, particularly in health economics, health insurance, gender and development, measuring gender discrimination, and monitoring and evaluation.

A high-profile activity of CHD in 2011–12, led by the Acting Director of the Centre and Health area Chairperson, and the Gender area Chairperson, along with faculty from these two areas, was the completion of a major international initiative called Teaching Evaluation in South Asia (TESA), in collaboration with a consortium of partners from countries across the region (Sri Lanka, Bangladesh, Afghanistan and India). TESA involved bringing out a curriculum and developing instructional and teaching material, which are available on www.teachingevaluationinsouthasia.org. The material will be used across academic institutions in South Asia and as well as in the programmes conducted at ASCI.

This initiative has catapulted CHD into the international arena in the field of evaluation capacity building.

During the year, the Acting Director of CHD was a member of the three-member National Team commissioned by UNDP Evaluation Office, New York, for conducting an Assessment of Development Results, India—an evaluation of UNDP's India Country Programmes implemented during 2004–11. The UNDP Evaluation Office published the assessment report of the team in the following financial year.

The Centre has been developing a portfolio of work in the field of monitoring and evaluation. Both Health Studies and Gender Studies faculty have been involved in the effort.

Health Studies Area

Management Development Programmes

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

- International Programme on Teaching Evaluation in South Asia (TESA)—Curriculum Review Workshop: 17–21 April 2011 (26 participants). Sponsored by International Development Research Centre (IDRC), Govt of Canada, and Sri Lanka Evaluation Association, Colombo.
- Public-Private Partnerships in Science and Technology Sector for All Levels of Scientists: 19–30 September 2011 (25 participants). Sponsored by Dept. of Science & Technology, GoI.
- Programme on Modern Techniques of Monitoring and Evaluation: 28 November–2 December 2011 (20 participants); 12–16 March 2012 (36 participants; co-directed with Gender area faculty). Sponsored by Planning Commission, Govt. of India.
- MDP for Officers of GSI: 19–30 December 2011 (17 participants). Sponsored by Geological Survey of India, Hyderabad. Co-directed with faculty from the Environment area.
- Leadership Development Training Programme for Senior Public Officers of Sri Lanka: 19–30 March 2012 (25 participants). Co-directed with faculty from the Operations area.

The Health area conducted the following College-announced programmes:

- Managing Development Evaluation: 22–26 August 2011 (14 participants).
- Public-Private Partnership in the Social Sector: 17–19 October 2011 (11 participants).
- MDP for Women Executives: 9–13 January 2012 (15 participants).
- Using Data for Programme Monitoring and Evaluation: 2–4 February 2012 (12 participants).

Conferences and Workshops

An invitation was extended by IDRC to the Health area faculty to participate in a week-long Conference of Sri Lanka Evaluation Association, followed by a meeting of CoE (Community of Evaluators) in Colombo, Sri Lanka, during 6–11 June 2011.

A Health area faculty member presented a paper on “Need for Health Insurance among Rural Poor in Kerala” at the World Health Economics Congress, held at Toronto on 5–15 July 2011, and also chaired a session on Health Expenditure. He attended a World Bank-sponsored Second Forum on Government-Sponsored Health Insurance Schemes in India: Strengthening Institutional Governance, at the request of Aarogyasri Health Insurance Trust, held at World Bank, New Delhi, on 20–21 July 2011. He also presented a paper on “Evaluation of NRHM in Andhra Pradesh” at the Global Health Conference in Montreal on 13–15 November 2011.

He taught the Health Economics module to the students of PGDHM along with faculty from Economics area for the year 2011–12.

Dr. B. Lakshmi rejoined the College after a two-year leave period, starting in August 2011. She moved from the Centre for Healthcare Management to the Health Studies area in CHD in November 2011.

For the third consecutive year, she was a key resource person for the Management Development Programme for Small and Medium Enterprises (SMEs) of the Pacific Region (held in Port Moresby, Papua New Guinea, on 5–9 December 2011). The MDP was directed by the Rural Development & Poverty Studies faculty (ASCI) and sponsored by Commonwealth Secretariat, London,

Centre for Development of Enterprise (CDE), Brussels & Pacific Capital Partners, Brisbane.

She was invited to give a lecture on “Motivation and Leadership” at the Praghati Mahavidyalaya PG College, Hyderabad, to MBA students on 26th November 2011. She was invited by the School of Management Studies, Hyderabad Central University, to give a lecture on “Employer and Employee Relationship” on 21st March 2012.

On the invitation of Prince Muffakham Jah, she accompanied him, on 9th Feb 2012, as an expert in hospital administration on a visit to the Princess Durve Shahwar Hospital, Hyderabad (Old City), to offer suggestions on improving the functioning of the hospital.

She attended a training programme (27 Feb–3 March 2012) on Ethics and Values in Governance to sensitize civil servants at the IC Centre of Governance, Pune. The programme was sponsored by the DoPT, GoI.

Research and Management Studies

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

The study on Support to the Dept. of Health & Family Welfare (DH&FW), Govt. of MP (GoMP), for a Rapid Review and Expanded Scope of State Illness Assistance Fund, awarded by DH&FW, GoMP during 2010–11, was also completed during the year.

Health and Gender Studies area faculty were team members of the study led by the Innovation area, ASCI, on Consultancy and Advisory Services with UNICEF, First Phase, awarded by the Directorate of Evaluation, UNICEF, during 2011–12. The study was completed during the year.

Faculty members from the Health and Gender Studies areas were also team members of the prestigious project led by the Innovation area on providing inputs and assistance for implementing the Prime Minister’s Awards for Excellence in Public Administration, 2009–10, once again awarded by the Dept. of Administrative Reforms and Public Grievances (DARPG), GoI, to ASCI. The project was completed during the year under review.

A Health area faculty member was a team member of the study on Trade in Health and Hospital Services, awarded by the Dept. of Commerce, Govt. of India, during 2010–11, and led by the Economics area at ASCI. The study was underway during the year. He was also a team member of the study on Evaluation of Rajiv Arogyasri Health Insurance Scheme in Andhra Pradesh, awarded by IDRC, Canada, in September 2011 and led by Dr. Mala Rao, Hon. Advisor, ASCI. Work was in progress during the year.

Gender Studies Area

The Gender Studies area undertook several activities within and across the College during 2011–12 in addition to supporting the work on monitoring and evaluation in the Centre.

Management Development Programmes

In-Company Programmes

- GMP for Scientists: 12–23 September 2011 (28 participants). Sponsored by the Dept. of Science & Technology, Govt. of India.
- Workshop on Equality Means Business: Using UN Global Compact and UN Women’s Empowerment Principles to Promote Gender Equality in the Workplace: 9–10 September 2011 (40 participants). Sponsored by Friedrich Ebert Stiftung, New Delhi, and UNWomen, South Asia Regional Office, New Delhi.
- Managing for Development Results: 17–29 March 2012 (21 participants). Sponsored by the Ministry of Finance, Govt. of Afghanistan.

Research and Management Studies

A study on Reducing Gender Disparities Across States in India: Challenges and Opportunities was awarded during the year by the Ministry of Women & Child Development, GoI, and IDRC, Canada, and was underway.

Another new project awarded to the Gender area was 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. The project was sponsored by the OECD Development Centre, Paris.

In November 2011, as per Government Order M-12012/01/2011-SSD-1, ASCI was named Secretariat of the Technical Steering Group (TSG) on Piloting the Social Institutions and Gender Index in India, set up by the Ministry of Statistics & Programme Implementation (MoSPI), GoI, with the Gender area Chairperson as Member Secretary. The TSG includes representatives from key social sector ministries, UN agencies, and eminent researchers under the leadership of the Central Statistics Office, MoSPI.

Participation in Workshops

The Gender area Chairperson served on an expert panel commenting on “Relevance and Usefulness of the Social Institutions and Gender Index in India”, for a Workshop on Measuring Discriminatory Social Institutions: Understanding Gender Inequality in Developing Countries, organized by the OECD Development Centre, Paris, on 16–17 June 2011. She also delivered a lecture on “Gender and Global Governance” at the IX Managing Global Governance School, German Development Institute, Bonn, on 1st September 2011. She was invited to a round-table on Taking UN Women’s Empowerment Principles Forward at the Annual Nasscom Diversity Summit, held on 30 November–1 December 2011 in Bangalore. She was a resource person for the Ford Foundation and IDRC-sponsored Workshop on Engendering Policy through Evaluation: Uncovering Exclusion, Challenging Inequities held in New Delhi on 15–16 December 2011. She offered expert commentary on the 2012 Results of the Social Institutions and Gender Index, at the OECD Development Centre, Paris, in January 2012.

Papers Presented

The Gender area Chairperson presented a paper on “Implications of Women’s Access to Property for Women’s Empowerment and Economic Development” at a consultation held at the Centre for Public Policy, Indian Institute of Management, Bangalore, on 1–2 August 2011.

The Chairperson along with her Gender area colleague jointly presented a paper on “Opening Up Policy Spaces to Women and Marginalized Voices: Role of Evaluative Work”, at the Third Sri Lankan Evaluation Association Conference on Evaluation for Policy and Action, held at Colombo, on 8–9 June 2011.

A Gender area faculty presented a paper on “Gender Differences in Science Education: An Exploratory Study” at the Conference on Science Communication: Addressing Women’s Issues, organized by the National Centre for Science Communicators in Kolkata on 7–8 January 2012.

IV. Centre for Economics and Finance

The Centre for Economics and Finance has conducted a number of management development programmes and research and management studies during the year under review. Details for both the areas are delineated below.

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

Management Development Programmes

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

- General Management Programme for All Levels of Scientists of DST: 2–13 May 2011 (26 participants). Sponsored by Dept. of Science & Technology, Govt. of India.
- Macro-economic Policy Issues for Senior IES Officers: 8–12 August 2011 (11 participants). Sponsored by Dept. of Economic Affairs, GoI.
- Micro- and Macro-economics for ISS Officers: 29 August–9 September 2011 (15 participants). Sponsored by National Academy of Statistical Administration (NASA), Ministry of Statistics & Programme Implementation, GoI.
- Current Economic Issues for Senior Officers of the Indian Statistical Services (held twice during the year): 31 October–4 November 2011 (15 participants) and 20–24 February 2012 (12 participants). Sponsored by NASA, GoI.
- General Management Programme for Middle and Senior Level Women Scientists: 21 November–2 December 2011 (25 participants). Sponsored by the Dept. of Science and Technology, Govt. of India.

- International Marketing and Trade for the Executives of State Trading Corporation of India Ltd. (STC): 30 January–4 February 2012 (20 participants). Sponsored by STC, New Delhi.
- Business Analysis and Forecasting Techniques: 2–4 February 2012 (6 participants). This was a College-announced programme.
- Financial Systems, Management and Accountability in Government: 13–17 February 2012 (17 participants). This too was a College-announced programme
- Advanced Management Programme for AGMs and DGMs of NTPC Ltd.: 12–30 March 2012 (27 participants). Sponsored by NTPC, New Delhi.

Area colleagues took sessions in a number of programmes, including the General Management Programme for Senior Scientists, Senior Executives Course, Advanced Management Programme, Financial System Management and Accountability in Government, Management Development Programme for ISRO and IFFCO.

Research and Management Studies

The study on Trade in Health and Hospital Services awarded to the College by the Ministry of Commerce & Industry, Govt. of India, in January 2011. Under this project, the Economics area advised the Ministry on WTO negotiations in the area of health services.

The draft report was submitted in April 2011 and a presentation on it was made in June 2011. A second presentation was made by the Economics area team to the Ministry at a stakeholders conference in August 2011. Thereafter, the final report was submitted and accepted by the client in October 2011. The project was completed in all respects during the year under review.

A faculty member of the Economics area co-authored and presented a paper on “Parental Education as a Criterion for Affirmative Action in Higher Education,” at the Conference on Higher Education: New Trends and Challenges, held at the Centre for Policy Research, New Delhi, on 28–29 July 2011; presented a paper on “Participation in Higher Education: A Comparison of Under-representation across States of India” at the Conference on Rethinking Education Policy, organized

by the Comparative Education Society of India, held at the University of Hyderabad on 16–18 November 2011; and co-authored and presented a paper on “Access to Higher Education in India: An Exploration of Its Antecedents” at the Conference on Development Economics, held at the Jadavpur University, Kolkata, on 20–21 December 2011.

The faculty member also prepared a draft design for the Research Methodology course in the PGDHM Programme offered by ASCI.

College-Related Activities

The Economics area Chairperson is also the Chairperson of the ASCI Gender Committee. She organized and co-ordinated the International Womens’ Day celebrations at the College in March 2012.

Money, Banking, Corporate Finance and Governance Area

Management Development Programmes

The MDPs conducted by the Finance area during 2011–12 are given below:

- MDP for Senior Engineers of Road Construction Dept. (RCD), Govt. of Bihar (GoB): 20–24 June 2011 (20 participants). Sponsored by RCD, GoB. This was a general management programme.
- Project Appraisal and Financing: 18–20 July 2011 (18 participants). This was a College-announced programme.
- Finance for Non-finance Executives for Indus Towers Ltd.: in Mumbai (30 September–1 October 2011, 14 participants); in Gurgaon (22–23 December 2011, 7 participants); in Hyderabad (30–31 January 2012, 33 participants). All sponsored by Indus Towers.
- Strategic Financial Management: 14–16 November 2011 (10 participants). This was a College-announced programme.
- Finance for Non-finance Executives: 28–30 November 2011 (12 participants). This was a College-announced programme.
- Due Diligence and Valuation for the Finance Executives of ONGC Ltd.: 16–20 January 2012

(21 participants). Sponsored by ONGC, Dehradun.

- Managing the Emerging Challenges in the Banking Space for Karur Vysya Bank Ltd.: 6–10 February 2012 (19 participants). Sponsored by KVB Ltd., Karur, Tamil Nadu.
- Optimizing Resources for Competitive Advantage: 22–25 February 2012 (32 participants). Sponsored by Dept. of Public Enterprises, Govt. of Karnataka.
- Business Combinations—Mergers, Acquisitions and Joint Ventures: 26–28 March 2012 (10 participants). Sponsored by PFC Consulting Ltd., New Delhi.

Research & Management Study

The Study to Design a Roadmap for Establishing the Post Bank of India, which was awarded to the Finance area in October 2010 by the Dept. of Posts, Ministry of Communications & Information Technology, Govt. of India, and was jointly conducted with faculty from the Public Policy area, was successfully completed during the year. The client accepted the recommendations of the report and had begun implementing them.

A faculty member of the Finance area taught the first module of the course on Financial Management to the students of the PGDHM (Post-Graduate Diploma in Hospital Management) offered by the College. Another faculty member completed the course on Financial Management-I (4 January–30 April 2011) for the students of PGDHM.

Mr. Dushyant Mahadik joined the Finance area in January 2012. Prof. Subbaiah Singala left the College in June 2011, and Dr. Lakshman Muddu left in August 2011.

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

The Centre for Energy, Environment, Urban Governance & Infrastructure Development (CEEUG&ID) is recognized as a national platform for its contribution to policy development and for extending capacity building and knowledge management support to governments at the central as well as the state levels. The activities of the Urban Governance, Energy, Infrastructure Development and Environment areas of the centre are continuing to

grow at a rapid pace and achieving new landmarks. Through its wide range of management development programmes, research and management studies and policy advocacy activities, CEEUG&ID continues to extend handholding support to governments, non-government organizations and other service delivery agencies for effective implementation of reforms and programmes, thereby contributing immensely to the development goals of the country. The centre is particularly committed to supporting the development of lagging states, and a number of customized interventions were initiated in support of these states.

During 2011–12, CEEUG&ID conducted 20 management development programmes (including college-announced, customized (organization-specific) on-campus programmes and customized off-campus programmes). The Centre carried over 69 research and management studies from 2010–11 and received 54 new assignments during 2011–12. CEEUG&ID completed 30 assignments during 2011–12.

Urban Governance Area

Drawing guidance from the Vision Committee report, a programme on Management of Public-Private Partnerships in Urban Infrastructure and Service Delivery was conducted. In response to ASCI's contribution in building capacities of governments in effective management of PPPs, the Ministry of Urban Development (MoUD), Govt. of India (GoI), has recognized the College as a Centre of Excellence in PPP Management.

The Thirteen Finance Commission (13th FC) had recommended disclosure of service level status and targets by municipalities as one of the conditions for accessing performance grants. The concept of service level benchmarking (SLB) has been promoted by the College for several years, and endorsement of SLB by the 13th FC has provided impetus to this initiative.

The information and communication technology revolution has indelibly changed how services are organized, planned and delivered world-wide. Against this backdrop, ASCI, with the support of MoUD, GoI under the Centre of Excellence initiative, and in partnership with the Smart City initiative of Cisco Systems Pvt. Ltd., Bangalore, organized a workshop during the year on Information Communication Technology (ICT) for Effective Urban Governance and

Service Delivery in India. A compendium of case studies and a website to promote ICT for Urban Development (ICT4UD.in) were launched for knowledge sharing. This initiative was appreciated by the Planning Commission.

The College is extending hand-holding support to Govt. of Orissa for effective implementation of JNNURM. A field office with adequate capacities was established for this purpose.

The Hyderabad Metropolitan Water Supply and Sewerage Board (HMWSSB) awarded the Urban Governance area a major Study on Comprehensive Household Survey for Water Supply, Sewerage and Solid Waste Management in HMWS&SB Service Area.

Lack of inclusive planning and urban poverty are important development challenges facing India today. The College is committed to the cause of poverty alleviation and inclusive urban planning and has been contributing inputs to the formulation of the Rajiv Awas Yojana (RAY) of the Government of India. During the year, the Urban Governance (UG) area was requested by the Govt. of Tripura to prepare a Slum-Free City Plan for Agartala City as per the RAY guidelines.

The College continues to extend advisory support to towns in Uttar Pradesh and Karnataka for improvement in sanitation situation and to eliminate open defecation on a mission mode basis. Poor sanitation is a major concern in our country, affecting the health and dignity of all. ASCI is playing a key role in advocating for better sanitation in cities and has been fairly successful.

The Municipal Corporation of Greater Mumbai (MCGM) is the largest city corporation in India and is responsible for the management of civic affairs. This city is considered as an engine of economic growth of not only Maharashtra but also that of India. MCGM has ambitious plans to improve the quality of infrastructure and service delivery through governance reforms. The capacity to manage this transition is a key challenge. During the year, MCGM awarded the area a project on Capacity Building of ULBs to Improve the Level of Basic Services Delivery to the Citizens.

Kerala Sustainable Urban Development Project awarded the UG area an assignment on Development of City Development Plans (CDPs) in Kerala. ASCI is expected to extend handholding support to six select towns in developing CDPs.

Environment Area

The Environment area continued to accord, through both its MDP activity and the research and management studies conducted by faculty, considerable importance to developing capacities at the human and institutional levels to arrest environmental degradation.

An International Study Tour on Innovative Remediation Technologies and Methodologies Focusing on International Best Practices under World Bank-aided Capacity Building for Industrial Pollution Management was conducted by the Environment area. The assignment was awarded to ASCI by the Ministry of Environment & Forests (MoEF) in March 2012.

ASCI continues to help build capacities in the agencies of Government concerned with environmental issues.

Energy Area

The Energy area at ASCI has established a national reputation with its contribution of inputs 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.

During the year, the area continued to play a significant role in advising state and Union governments on issues related to inspection of works and regulation among others.

The Energy area faculty undertook five spot studies under the PM's Award for Excellence in Administration initiative.

VI. Centre for Innovation and Technology

The Centre for Innovation and Technology (CIT) has kept its focus on the various areas articulated in the Vision Document of the College.

Management Development Programmes

Delivering customized management development programmes (MDPs) for key clients remained the major focus of the Centre. During 2011-12, CIT delivered a number of customized programmes for the Dept. of Science and Technology (DST), Govt. of India (GoI). A programme on Technology Valorization and Management was conducted on 4-15 July 2011 (26

participants). A programme on Innovation Management and Technology Valorization for All Levels of Scientists was held in two batches on 7-18 November 2011 (27 participants) and 12-23 December (27 participants). The Techno-Scientific Management Programme for Middle and Senior Scientists was also conducted (1-12 August 2011; 24 participants). All these programmes were sponsored by DST, GoI.

MDP for ISRO Scientists/Engineers was conducted in two batches: 18-29 April 2011 (25 participants and 25 July-5 August 2011 (28 participants). Both the programmes were sponsored by Indian Space Research Organization, Bangalore.

A Workshop on Innovation in e-Governance was conducted on 10-11 June 2011. Attended by 25 participants, the workshop was sponsored by the Centre for Innovations in Public Systems (CIPS). An off-campus Workshop on Evaluation for the Directorate of Evaluation, Govt. of Bihar, was conducted on 11-13 July 2011 in Patna. Attended by 36 participants, the workshop was sponsored by UNICEF.

ONGC continues to remain a key client of the IT area. Two batches of ONGC executives attended programmes on Strategic Use of Information Technology. These were held on 7-11 November 2011 (16 participants) and 2-6 January 2012 (29 participants), and were sponsored by Oil & Natural Gas Corporation, Dehradun.

CIT faculty successfully delivered the following College-announced programme: e-Procurement, Management of IT and IT-Enabled Knowledge Management. In addition, the centre faculty were involved as programme directors for the flagship programmes of the College, viz., Advanced Management Programme and General Management Programme for Senior Executives -Session 117 and Session 118.

Research and Management Studies

Research & Management Studies Underway

The following R&MS projects were underway during the year:

- Academy for Science Policy Implementation and Research (ASPIRE): Awarded by National Science & Technology Management Information System (NSTMIS), DST in 2010-11. Substantial progress was made in the policy formulation phase.

- Consultancy for Selection of ERP Product and Implementation Partner Monitoring and Support of Implementation of ERP in MIDHANI (Additional Scope): Awarded by Mishra Dhatu Nigam Ltd. in 2009–10.
- Quality Audit on the Activities of NPA: Awarded by Sardar Vallabhbhai Patel National Police Academy, Hyderabad, in June 2010. The project made substantial progress and certain critical milestones were achieved.
- National Requirement of Manpower for Police for 8-Hour Shift: Awarded by the Bureau of Police Research & Development, Govt. of India, in 2011–12.
- Prime Minister's Award for Excellence in Public Administration, for the Year 2010–11: Awarded by DARPG, GoI, during 2011–12.

Research & Management Studies Completed

The following R&M studies were completed during the year:

- Under the Euro-India SPIRIT project, the study on Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory: Funded by the European Commission Information Society and Media Directorate General, Brussels, and awarded during 2009–10.
- Consultancy and Advisory Services with UNICEF, First Phase: Awarded by the Directorate of Evaluation, UNICEF, during 2011–12.

The Centre also successfully completed the prestigious task of providing inputs and assistance for implementing the Prime Minister's Awards for Excellence in Public Administration, 2009–10, once again awarded by the Dept. of Administrative Reforms and Public Grievances (DARPG), GoI, to ASCI. CIT has been leading this work for the sixth consecutive year, since the inception of the scheme, successfully meeting the stringent requirements of DARPG and retaining its confidence.

Other Activities

The IT area Chairperson continued in the additional post of Centre Director, Centre for Healthcare Management till 30 September 2011.

VII. Centre for Management Studies

The Centre for Management Studies (CMS) continued to make significant contribution to the activities of the College during 2011–12. CMS undertook numerous management development programmes, and research and management assignments for addressing the needs of the Government, public sector undertakings and private corporations. Through its areas—Human Resource Management, Marketing, Operations Management and Strategic Management—the Centre has designed and delivered several new initiatives in addition to delivering in its established domain.

Management Development Programmes

Human Resources Area

The announced programmes in the Human Resources Area included HR Audit, Personal Growth for Effective Leadership, Communication Skills for Managers (conducted twice), Leadership through Self-Discovery, Enhancing Managerial Effectiveness, Transactional Analysis for Interpersonal Effectiveness, Leadership Skills Development (twice), Negotiation Skills, Values-Driven Leadership, Managing Human Relations in Organizations, Leadership and Organization Development, Managing Creativity and Innovation, Strategic Human Resource Management (with Study Tour), Effective Human Resource Training and Development, Strategic Leadership, Improving Work Culture, Leadership for Managing Change, Strategic Human Resource Management, Team Building and Conflict Management.

Faculty belonging to the HR Area also conducted several customized in-company on-campus as well as off-campus programmes. These included: Human Resource Management for Line Managers of Nuclear Power Corporation of India (NPCIL) (conducted nine times), Personal Growth for Effective Leadership conducted for the Bureau of Police Research & Development (BPRD), Vertical Interaction Course for IPS Officers on "Image Building Behaviour Pattern of the Police", conducted for BPRD, Enhancing Managerial Effectiveness for the Executives of Greenko Group, Negotiation Skills for NHPC Ltd. (formerly National Hydroelectric Power Corporation), Strategic Human Resource Management for Defence Research & Development Organization (DRDO), Leadership Development Programme for Punjab National Bank (PNB), Managing Human Relations for Organization (MHRO) for NHPC Ltd., and Strategic

Human Resource Management with a Study Tour to Singapore (Government of Afghanistan).

Marketing Area

The Marketing area conducted six announced programmes. These were Sales Management (twice), Business Development and Project Marketing, Customer Relationship Management, Marketing of Services, and Strategic Marketing.

Operations Management Area

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

The Operations area faculty conducted several customized in-company on-campus as well as off-campus programmes. These included: Science Administration & Research Management for Middle and Senior Scientists of Dept. of Science & Technology (DST) (twice), World Bank Procurement Procedures Methods for Engineers of Andhra Pradesh Municipal Development Project (APMDP), Project Management: Methodology, Implementation, Monitoring and Evaluation for Women Scientists for DST, Leadership Development Training Programme for Senior Public Officers of Sri Lanka, Orientation Programme on the World Bank Procedures for the Officials of Maharashtra Agricultural Competitiveness Project (MACP) (twice), Project Management for Orissa Community Tank Management Project for Govt. of Orissa, One-day Bidders' Workshop at Bhubaneswar, Procurement and Contract Management of Orissa Community Tank Development Management System (OCTDMS) for Batch I & II, Basic Project Management for Defence Research Development Organization (DRDO) at the Institute of Technology Management, Mussorie (twice), Project Management for Integrated Materials Management for the Executives of Bharat Dynamics Ltd. (BDL), State Level Workshops for Training of Contractors on the World Bank Procurement Procedures at Guntur (once) and Vizag (once), Law of Contract and INCOTERM-2010 for the Executives of Tehri Hydro Development Corporation (THDC), Inventory and Stores Management for Nuclear Power Corporation of India Ltd. (NPCIL), Project Management

for New and Pipeline Projects for Asian Development Bank (ADB).

Strategic Management Area

The Strategic Management area conducted one in-company on-campus programme on Strategic Management and Decision Making for Power Grid Corporation of India Ltd. (PGCIL)

General Management Programmes

CMS conducted several well-subscribed announced programmes during the year, including the General Management Programme for Senior Executives: Session 118, Advanced Management Programme, and Programme for Young Managers.

Several customized in-company on-campus as well as off-campus general management programmes were offered. These include the Advanced Techno-Management Programme for Middle Level Scientists (DST) (conducted twice), Management Development Programme for the Executives of Bank of Maharashtra (twice), Management Development Programme for the Middle Level Managers of Karur Vysya Bank, Management Development Programme for the Senior Managers of Suguna Poultry Farm Ltd., Management Development Programme for the Executive Trainees of NMDC, Executive Development Programme for the Finance Executive Trainees of NMDC (twice), Management Development Programme for the Senior Engineers of Road Construction Department, Govt. of Bihar (twice), Management Development Programme for the Officers of Geological Survey of India (GSI).

Research and Management (R&M) Studies

Besides conducting management development programmes, CMS faculty members with expertise in various functional areas of management were engaged in undertaking a number of research and management studies.

R&M Studies Underway

The following projects were awarded in 2011-12 (except where indicated) and were underway during the year:

- Cognitive Factors, Emotional Intelligence and Effective Leadership in Scientists: Sponsored by

the Dept. of Science & Technology, Govt. of India. This project was awarded in 2010–11.

- Implementation of Scientific Project Management, Development of Evaluation Criteria and Risk Management Techniques for Naval Materials Research Laboratory (NMRL): Sponsored by NRML, Defence Research Development Organization (DRDO), Ambarnath, Thane.
- Streamlining the Administration and Management System for NALSAR University: Sponsored by NALSAR University of Law, Hyderabad.
- Drafting Service Rules and Regulations: Sponsored by Andhra Pradesh Technology Services Ltd. (APTS), Hyderabad.
- Manpower Planning and Review Study: Sponsored by Goa Shipyard Ltd., Vasco-Da-Gama, Goa.
- Manpower Assessment and Organization Restructuring Study: Sponsored by Cement Corporation of India Ltd., New Delhi.
- Key Performance Indicators of Various Strategic Business Units of CONCOR: Sponsored by Container Corporation of India Ltd., New Delhi. This project was awarded in 2010–11.

R&M Study Completed

Prime Minister's Trophy 2009–10 for the Best Steel Plant in the Country. Sponsored by the PM's Trophy Secretariat, Ministry of Steel, Govt of India. Awarded in 2010–11, the project was completed in 2011–12.

Other Activities

During the year under review, the Human Resources area Chairperson was invited to become a member of the Executive Committee of the National HRD Network, Hyderabad Chapter; of the Institutional Ethics Committee, (IEC) ASCI; of the Wage Negotiation Committee, ASCI.

The HR Chairperson also supervised students enrolled for the PhD Programme at the Dept. of Management, Osmania University, Hyderabad.

Various CMS faculty members conducted sessions for the ASCI PGDHM Programme during 2011–12.

Prof. Vikramaditya Duggal, Human Resources Area Chairperson, left the College in April 2011. Prof. Milind Phadtare, Marketing Area Chairperson, left ASCI in August 2011. Dr. P. Shahaida joined the College in December 2011 as Marketing Area Chairperson.

VIII. Centre for Healthcare Management

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

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

The following are the activity highlights of the Centre for Healthcare Management during 2011–12.

Batch IV (2009–11)

The end-semester examinations were held in December 2011, following which the students proceeded on their end-semester break. After the break, the students pursued and completed their fourth semester internships in hospitals/healthcare organizations as also their dissertation requirements. Final viva voce sessions were conducted in May 2011. The students were awarded provisional PGDHM certificates in October 2011 to enable them to join their respective employer organizations.

Batch V (2010–12)

Summer project work for Batch V students during the eight weeks of vacation was finalized in known hospitals in AP and other states/UTs and in established healthcare organizations. Teaching of various programme modules, including delivery of guest lectures, was in progress. Mid-semester and end-semester examinations were conducted.

Interviews for the placement of Batch V students were held in November 2011 in which hospitals, healthcare consultancies and healthcare verticals of IT companies participated.

Placements were also held through Skype and telephonic interviews.

A farewell for the students of Batch V was organized by their juniors in December 2011

Batch VI (2011–13)

Documents were submitted in December 2011 at the Hyderabad office of AICTE and the State Board of Technical Education & Training, Hyderabad, for extension of the AICTE approval for the ASCI-PGDHM Programme for 2012–13. Approval was granted in March 2012.

The admissions process for Batch VI students was carried out in compliance with the new rules stipulated by the AICTE in 2011.

A two-day hospital visit for the students was organized in January 2012 to Medici Institute of Medical Sciences, Shameerpet.

Colloquium, Alumni Meet & Convocation 2011

A colloquium titled Healthscape 2011 and the ASCI-PGDHM Alumni Meet 2011 were organized on 23–24 October 2011. The Annual Convocation 2011 for the graduating students of ASCI-PGDHM Batch 2009–11 was also held on this occasion. ASCI-PGDHM publications *Horizons*, *Pulse* and *Placement Brochure for ASCI-PGDHM Batch 2010–2012* were released as part of this event.

Change in Directorship of CHM

Prof. Nirmala Apsingkar, Chairperson, Information Technology area, continued as Director of the Centre for Healthcare Management till 30 September 2011. Prof. Raj V. Ponnaluri, Director, Centre for Management Studies, assumed charge as Director, CHM on 1 October 2011.

IX. Centre for Innovations in Public Systems

During 2011–12, the Centre for Innovations in Public Systems (CIPS) conducted workshops on innovations in health care, education, e-governance, agriculture, rural development and urban governance in various cities across the country, including Hyderabad, Delhi, Patna, Shimla, Goa, Bangalore, Thiruvananthapuram, Mussoorie, Vellore, Madurai and Dharwad. The workshops saw active participation by civil servants, leaders of innovations and other stakeholders in promoting innovations in public systems. CIPS was also engaged in bringing out edited proceedings of these workshops and in following up with state governments on further initiatives to be undertaken.

The Centre has established linkages with the Lal Bahadur Shastri National Academy of Administration (LABSNA) and National Institute of Administrative Research (NIAR), Mussoorie; National e-Governance Division (NeGD), Dept. of Electronics & IT, Govt. of India; Institution of Engineers, Hyderabad, National Institute of Rural Development (NIRD), Hyderabad, Christian Medical College (CMC) Vellore, and Aravind Eye Care System, Madurai; administrative training institutes (ATIs) of Karnataka, Kerala and Madhya Pradesh; Karuna Trust, Bangalore, National Institute of Mental Health and Neurosciences (NIMHANS), Bangalore, and Delhi Society for Promotion of Rational Use of Drugs, New Delhi.

CIPS has undertaken documentation of innovative/best practices in service delivery with the help of ASCI, Hyderabad; One World Foundation, New Delhi; Indian School of Business (ISB), Hyderabad; and Medium Health Care Consulting, Hyderabad.

The CIPS database on innovations/best practices, which is regularly updated, may be accessed at www.cips.org.in.

Chartered Accountants

1-8-384 & 385, 3rd Floor, Gowra Grand

S. P. Road, Begumpet

Secunderabad - 500 003

INDIA

Tel : +91-040-40312600

Fax: +91-040-40312714

S. B. Billimoria & Co.

AUDITORS' REPORT

THE MEMBERS OF
ADMINISTRATIVE STAFF COLLEGE OF INDIA
HYDERABAD

1. We have audited the attached Balance Sheet of Administrative Staff College of India ("**the College**") as at 31st March 2012, and also the Income and Expenditure Account of the College for the year ended on that date, annexed thereto. These financial statements are the responsibility of the management of the College. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material mis-statement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We report as follows:
 - a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
 - b) the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account;
 - c) in our opinion and to the best of our information and according to the explanations given to us, the said accounts give a true and fair view, in conformity with the accounting principles generally accepted in India:
 - i) in the case of the Balance Sheet, of the state of the affairs of the College as at 31st March 2012; and
 - ii) in the case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

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

Place: Secunderabad
Date: 26th September 2012

K. RAJASEKHAR
Partner
Membership No. 23341

Balance Sheet as at 31st March 2012

		(Amt in ₹)	
SOURCES OF FUNDS	Schedule	As at 31.3.2012	As at 31.3.2011
1 FUNDS			
a. CORPUS FUND	A	64,190,631	64,190,631
b. ENDOWMENT FUND - SPECIFIC	B	15,146,678	15,146,678
c. ASCI DEVELOPMENT FUND			
As per last Balance Sheet		95,183,586	95,183,586
Add : Transferred from Income and Expenditure Account		0	0
		95,183,586	95,183,586
d. RESERVE FOR CONTINGENCIES		15,124,109	10,000,000
Add : Transferred from Income and Expenditure Account		508,248	5,124,109
		15,632,357	15,124,109
e. GOI LOAN REPAYMENT RESERVE		35,000,000	30,000,000
Add : Transferred from Income and Expenditure Account		0	5,000,000
		35,000,000	35,000,000
f. INVESTMENT FLUCTUATION RESERVE		3,326,410	2,573,040
Add : Transferred from Income and Expenditure Account		0	753,370
		3,326,410	3,326,410
2 LOAN FUNDS	C	50,000,000	50,000,000
a. UNSECURED LOANS			
TOTAL		278,479,662	277,971,414
APPLICATION OF FUNDS			
3 FIXED ASSETS			
a. Gross Block	D	206,170,532	201,657,029
b. Less : Depreciation		164,029,542	156,341,480
		42,140,990	45,315,549
c. Add : Capital Work in Progress		63,009,915	33,727,129
		105,150,905	79,042,678
4 INVESTMENTS	E	87,935,280	126,333,575
5 CURRENT ASSETS, LOANS AND ADVANCES			
a. Inventories - Stock at Cost		2,161,121	2,021,042
b. Book Debts	F	108,942,159	89,473,338
c. Interest Accrued on Investments		4,039,311	6,584,857
d. Cash and Bank Balances	G	31,849,442	12,530,414
e. Loans and Advances	H	32,319,708	28,992,178
		179,311,741	139,601,829
6 LESS : CURRENT LIABILITIES AND PROVISIONS			
a. CURRENT LIABILITIES	I	65,833,573	60,042,285
b. PROVISIONS	J	28,084,691	6,964,383
		93,918,264	67,006,668
7 NET CURRENT ASSETS (5 - 6)		85,393,477	72,595,161
TOTAL		278,479,662	277,971,414
NOTES			
K			

As per our report attached
For S. B. BILLIMORIA & CO.
Chartered Accountants

K. RAJASEKHAR
Partner

SUSHMA KANNEGANTI
Chief Finance Officer

V. SRINIVAS CHARY
Registrar & Secretary
(In-charge)

SIRIPURAPU K. RAO
Director-General

M. NARASIMHAM
Chairman-Emeritus

Hyderabad, 26th September 2012

Income & Expenditure Account for the Year ended 31st March 2012**(Amt in ₹)**

	Schedule	For the Year ended 31.3.2012	For the Year ended 31.3.2011
INCOME			
Management Development Programmes Income	1	162,770,453	181,001,248
Research Studies (Applied Research) Income		82,372,441	37,627,297
Management Studies Income		91,350,747	80,597,752
Income from PGDHM		16,567,500	14,234,000
Membership Subscription		85,000	105,000
Income from Investments	2	8,266,857	9,784,214
Miscellaneous Income	3	16,332,539	22,077,731
		377,745,537	345,427,242
EXPENDITURE			
Salaries and Allowances (Refer Note # 2 of Schedule K)	4	192,856,229	155,397,722
Staff Welfare Expenses	5	12,091,151	9,295,744
Travelling Expenses (including Overseas Travel)		38,622,904	45,739,103
Food Expenses		5,572,006	5,036,857
Rent, Rates and Taxes		3,105,391	1,866,522
Electricity and Water		7,235,801	7,418,839
Repairs and Maintenance of Assets		6,351,796	7,780,558
Hired Services		63,269,396	58,574,456
Visiting Specialists Expenses		3,180,704	3,438,094
Advertisement		1,730,269	1,774,238
Postage, Telegrams and Telephones		2,912,810	3,107,588
Printing and Stationery		6,213,748	6,503,783
Subscription to Periodicals and Technical Journals		3,855,694	3,531,398
Auditors Fees		150,000	150,000
General Expenses	6	12,206,674	13,269,466
Provision for Doubtful Debts and Advances		8,552,942	4,749,023
Bad Debts Written Off		1,550,427	500
		369,457,942	327,633,891
Less : Expenses Recovered - Management Studies and In-company Programmes		319,218	1,266,396
		369,138,724	326,367,495
Surplus for the year before depreciation, Prior period adjustment and (Gain)/Loss on sale/redemption of investments		8,606,813	19,059,747
Depreciation		7,688,062	7,685,684
Surplus for the year before prior period adjustments and (Gain)/Loss on sale/redemption of investments		918,751	11,374,063
Prior Period Adjustments (Net)		410,503	1,249,954
Surplus for the year before (Gain)/Loss on sale/redemption of investments		508,248	10,124,109
Gain on sale of Investments		—	(753,370)
SURPLUS AVAILABLE FOR APPROPRIATION		508,248	10,877,479
Transferred to GOI Loan Repayment Reserve account		—	5,000,000
Transferred to Investment Fluctuation Reserve		—	753,370
Transferred to Reserve for Contingencies		508,248	5,124,109
Transferred to ASCI Development Fund		—	—
		508,248	10,877,479

NOTES ON ACCOUNTS

K

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

K. RAJASEKHAR
Partner

SUSHMA KANNAGANTI
Chief Finance Officer

V. SRINIVAS CHARY
Registrar & Secretary
(In-charge)

SIRIPURAPU K. RAO
Director-General

M. NARASIMHAM
Chairman-Emeritus

Hyderabad, 26th September 2012

Schedules Forming Part of the Balance Sheet as at 31st March 2012 (contd.,)*(Amt in ₹)***SCHEDULE-C
LOAN FUNDS**

UNSECURED LOANS

Interest-Free Loan from Government of India

**As at
31.3.2012**As at
31.3.2011**50,000,000**

50,000,000

50,000,000**50,000,000****SCHEDULE-D
Fixed Assets**

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at 31.03.2011 ₹	Additions ₹	Deductions ₹	As at 31.03.2012 ₹	Up to 31.03.2011 ₹	For the Year ₹	On Deductions ₹	Up to 31.03.2012 ₹	As at 31.03.2012 Rupees	As at 31.03.2011 ₹
Land-freehold	615,700	—	—	615,700	—	—	—	—	615,700	615,700
Land-Leasehold	146,754	—	—	146,754	—	—	—	—	146,754	146,754
Building-purchased	2,018,318	—	—	2,018,318	2,018,318	—	—	2,018,318	—	—
Other Buildings	52,889,473	1,394,665	—	54,284,138	19,868,307	1,357,103	—	21,225,410	33,058,728	33,021,166
Micro Computer System	37,253,641	617,900	—	37,871,541	35,958,649	1,701,460	—	37,660,109	211,432	1,294,992
Audio Visual Aids	5,148,363	272,750	—	5,421,113	4,899,864	286,385	—	5,186,249	234,864	248,499
Furniture & Fixtures	12,746,323	250,267	—	12,996,590	11,269,503	586,446	—	11,855,949	1,140,641	1,476,820
Air Conditioning & E. Accessories	20,869,913	594,641	—	21,464,554	16,582,450	1,043,646	—	17,626,096	3,838,458	4,287,463
Library	30,544,243	1,162,670	—	31,706,913	28,935,978	1,457,933	—	30,393,911	1,313,002	1,608,264
Office Equipment, Utensils etc.	6,776,803	220,610	—	6,997,413	5,579,147	353,224	—	5,932,371	1,065,042	1,197,656
Vehicles	2,236,918	—	—	2,236,918	2,236,918	—	—	2,236,918	—	—
Miscellaneous	30,410,580	—	—	30,410,580	28,992,346	901,864	—	29,894,210	516,369	1,418,235
Total	201,657,029	4,513,503	—	206,170,532	156,341,480	7,688,062	—	164,029,542	42,140,990	45,315,549
Previous Year	196,283,584	5,373,445	—	201,657,029	148,655,796	7,685,684	—	156,341,480	45,315,549	

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 Greater Hyderabad Municipal Corporation.

Schedules Forming Part of the Balance Sheet as at 31st March 2012 (contd.,)

(Amt in ₹)

SCHEDULE-E**INVESTMENTS (Unquoted)****Long-Term Investments (at cost)**

	As at 31.3.2012 Rupees	As at 31.3.2011 Rupees
1 Fixed Deposits with HDFC Limited	10,000,000	9,000,000
2 UTI - Master Share (No of Units = 216,604.623; valued at cost) (NAV - 31.03.2012: Rs.55,55,909 (31.03.2011: Rs. 6,370,342)	5,524,425	5,524,425

	15,524,425	14,524,425
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Current Investments (at lower of cost and fair value)

3 Fixed Deposits with Banks	72,410,855	111,809,150
	87,935,280	126,333,575

Note : *Aggregate of Investments earmarked against

(a) Endowment Fund - Specific	15,146,678	15,146,678
(b) Unutilized balance of Interest Free Loan from Govt of India, including Interest accrued thereon	8,532,816	35,115,570

	23,679,494	50,262,248
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Schedules Forming Part of the Balance Sheet as at 31st March 2012 (contd.,)

	As at 31.3.2012	(Amt in ₹) As at 31.3.2011
SCHEDULE-F		
SUNDRY DEBTORS (UNSECURED)		
a. Considered Good		
Dues by Clients - Management Studies	61,050,344	46,543,977
Dues by Sponsors of Research Projects	33,659,184	9,495,194
Dues by Management Programmes	11,611,512	29,083,639
Sundry Accounts	2,621,119	4,350,528
	108,942,159	89,473,338
b. Considered Doubtful	13,992,109	10,934,877
	122,934,268	100,408,215
Less : Provision for Doubtful Debts	13,992,109	10,934,877
	108,942,159	89,473,338
Note:		
Debts outstanding for a period exceeding six months	35,390,344	23,048,500
Others	87,543,924	77,359,715
	122,934,268	100,408,215
SCHEDULE-G		
CASH & BANK BALANCES		
Cash on Hand (including balances in imprest)	531,772	381,067
BALANCE WITH SCHEDULED BANKS:		
Current Accounts	57,663	50,020
Savings Accounts	31,260,007	12,099,327
	31,849,442	12,530,414

Schedules Forming Part of the Balance Sheet as at 31st March 2012 (contd.,)*(Amt in ₹)***SCHEDULE-H****LOANS & ADVANCES (unsecured)**a. **Considered Good**

Loans and Advances to Staff	6,144,115	4,334,182
Advances for Supplies and Services	—	90,926
Advances for Capital Expenditure	—	64,000
Medical Claims Receivable	1,036,125	197,986
Pre-paid Expenses	5,352,385	5,888,757
Interest Accrued on Deposits and Loans	2,153,994	2,379,771
Deposits with Public Bodies and Others	2,863,290	3,193,916
Tax Deducted at Source	14,769,799	12,842,640

32,319,708	28,992,178
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b. **Considered Doubtful**

64,854	64,854
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32,384,562	29,057,032
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Less : Provision for Doubtful Advances

64,854	64,854
---------------	--------

32,319,708	28,992,178
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SCHEDULE-I**CURRENT LIABILITIES**

Sundry Creditors	20,908,818	16,997,790
Advance Receipts and Unexpired Income	33,301,618	30,489,527
Due to Trustees, Provident Fund	2,899,089	2,525,764
Due under Pension Fund Scheme	107,545	118,147
Security and Other Deposits	3,158,354	1,867,456
Other Liabilities	5,458,149	8,043,601

65,833,573	60,042,285
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SCHEDULE-J**PROVISIONS**

For Gratuity to Employees	15,979,533	267,889
For Leave Liability	12,105,158	6,696,494
28,084,691	6,964,383	

SCHEDULE-K

Notes forming part of the Accounts

1. Contingent liabilities not provided for:
 - (a) Guarantees given by banks on behalf of the College outstanding as on 31.03.2012 ₹ 5,484,807. (31.03.2011: ₹ 8,028,836/-).
 - (b) Claims against the college not acknowledged as liability as on 31.03.2012 ₹ 494,639. (31.03.2011 ₹ 494,639)
2. Salaries and Allowances include an amount of ₹ 14,649,148/- which was approved by the Court of Governors was paid as ex-gratia to faculty members and Group II staff in April 2011.
3. The unsecured loan of ₹ 5 crores from the Government of India was received on the following terms.
 - a) The loan is repayable after a period of five years from the date of disbursement (i.e. 05.04.2007) in ten equal annual installments of ₹ 50 lakhs each.
 - b) The College may invest any unutilized money from the loan amount in Government Securities or in fixed deposits in any of the nationalized banks or public sector enterprises. As on 31st March 2012, the unutilized amount and interest thereon aggregating to ₹ 8,532,816/- has been invested in fixed deposits with State Bank of Hyderabad.
4. As per the decision of Court of Governors, debts outstanding for more than one year are considered as doubtful debts and accordingly ₹ 13,992,109/- are provided for in the books.

5. Gratuity

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

The gratuity liability as at 31st March 2012 has been actuarially determined at ₹ 68,831,748/- after taking into consideration the plan assets of ₹ 52,852,215/- which represents amounts funded by the trustees with Life Insurance Corporation of India. The balance liability of ₹ 15,979,533/- has been accounted for and reflected in the accounts as provision for gratuity to employees.

Leave

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

The leave liability as at 31st March 2012 has been actuarially determined at ₹ 48,477,409/- after taking into consideration the plan assets of ₹ 36,372,251/- which represents amounts funded by the college with Life Insurance Corporation of India. The balance liability of ₹ 12,105,158/- has been accounted for and reflected in the accounts as provision for leave liability.

6. In terms of an arrangement with the CIPS (Centre for Innovations in Public Systems), the College has charged ₹ 1,700,000/- towards annual base charge and ₹ 1,200,000/- towards 50% of infrastructure, administration and general charges during the year 2011-2012. These amounts aggregating to ₹ 2,900,000/- are included under other income in Schedule 3 of the financial statements.
7. Figures for the previous year have been regrouped wherever necessary.

8. SIGNIFICANT ACCOUNTING POLICIES

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

(ii). **Revenue Recognition**

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

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

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

(iv). **Depreciation**

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

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

Assets costing less than ₹ 5,000/- except Library Books have been fully charged to Income and Expenditure Account.

(v). **Foreign Currency Transactions**

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

(vi). **Fixed Assets**

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

(vii). **Investments**

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

(viii). **Inventories**

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

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March 2012**

(Amt in ₹)

	Year Ended 31.03.2012 Rupees	Year Ended 31.03.2011 Rupees
SCHEDULE-1		
INCOME FROM MANAGEMENT DEVELOPMENT PROGRAMMES		
Income from Courses and Seminars	55,446,396	66,353,354
Income from In-company Programmes	107,324,057	114,647,894
	162,770,453	181,001,248
SCHEDULE-2		
INCOME FROM INVESTMENTS (GROSS)		
Dividend	476,530	849,822
Interest (Refer Note. 1 below)	9,181,683	10,195,585
	9,658,213	11,045,407
Less: Amount brought forward/(Amount carried forward) (Refer Note. 2 below)	1,391,356	1,261,193
	8,266,857	9,784,214
Notes:		
1. Tax Deducted at Source - Nil -(31.03.2011: Rs.1,63,223)		
2. Unutilized Income from Investment of Specific Endowments is carried forward where there is stipulation to that effect.		
SCHEDULE-3		
MISCELLANEOUS INCOME		
Interest on Loans to Employees	437,605	353,150
Other Interest	735,566	429,524
Licence Fee	1,976,396	1,936,625
Provision for doubtful debts no longer required written back	3,227,082	9,928,800
Sundry Receipts	7,055,890	6,029,631
Income from services rendered to Center for Innovation in Public Systems (Refer Note 6 of Schedule K)	2,900,000	3,400,000
	16,332,539	22,077,731

**Schedules Forming Part of the Income and Expenditure Account for the
Year Ended 31st March 2012**

(Amt in ₹)

	Year Ended 31.03.2012 Rupees	Year Ended 31.03.2011 Rupees
SCHEDULE-4		
SALARIES AND ALLOWANCES		
Salaries and Allowances	160,120,938	122,955,383
Contribution to Provident Fund	11,755,758	10,592,995
Provision for Gratuity to Employees	20,979,533	21,849,344
	192,856,229	155,397,722
SCHEDULE-5		
STAFF WELFARE EXPENSES		
Medical Expenses	6,887,419	5,257,953
Leave Travel Concession	2,719,060	1,759,917
Other Welfare Expenses	2,484,673	2,277,874
	12,091,151	9,295,744
SCHEDULE-6		
GENERAL EXPENSES		
Legal Expenses	3,850	261,200
Insurance	277,266	249,199
Staff Recruitment	111,981	151,862
Uniforms and Liveries	509,908	375,547
Laundry and Cleaning Materials	867,227	934,570
Entertainment	1,892,617	2,045,905
Staff Development Expenses	88,386	614,559
Miscellaneous Expenses	8,455,440	8,636,624
	12,206,674	13,269,466

Annexure 1
Members of the College Society
(as on 31st March 2012)

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 Assam
50. Government of Jammu & Kashmir
51. Government of Karnataka
52. Government of Kerala
53. Government of Madhya Pradesh
54. Government of Maharashtra
55. Government of Punjab
56. Government of Rajasthan
57. Government of Tamil Nadu
58. Government of Uttar Pradesh
59. Government of West Bengal
60. Graphite India Ltd.
61. Gulf Oil Corp. Ltd.

62. Heavy Engineering Corp. Ltd.
63. Hindalco Industries Ltd.
64. Hindustan Copper Ltd.
65. Hindustan Petroleum Corp. Ltd.
66. Hyderabad Industries Ltd.
67. 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 2012)

A. ELECTED MEMBERS

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

S. M. Datta, Chairman, 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., and Wipro Ltd. and nominated member of the Rajya Sabha. Awarded Padma Vibhushan in 2009.

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

V. Krishnamurthy, FIE, PhD (Soviet Academy of Sciences), DSc (*Honoris Causa*) (BHU), DLitt (*Honoris Causa*) (Pondicherry): Chairman, National Manufacturing Competitiveness Council, Govt. of India. Member, National Advisory Council and PM's Council on Trade & Industry. Awarded Padma Vibhushan in 2007.

Avijit Mazumdar, BSc, Engg. (USA): Chairman, TIL Ltd.; Board Member, IIM-C and Honorary Consul for Spain.

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

V. S. Rama Devi, MA, LLB, LLM, Doctor of Laws, (*Honoris Causa*) (Sri Krishnadevaraya Univ., Potti Sriramulu Univ., India, and Kyung Hee Univ., South Korea): Former Governor of Karnataka & Himachal Pradesh; Chief Election Commissioner of India; Secretary

to Govt. of India, Ministry of Law; and Secretary-General, Rajya Sabha.

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

Palle Rama Rao, MSc (Andhra Univ.), 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.

M. S. Swaminathan, PhD (Cambridge), FRS: Member of Parliament, Rajya Sabha; Emeritus Chairman, M. S. Swaminathan Research Foundation; Chairman, High Level Panel of Experts to the UN Committee on World Food Security; and National Commission on Agriculture, Food & Nutrition Security of India. Former Chairman, National Farmers Commission; Principal Secretary, Ministry of Agriculture & Irrigation, Govt. of India; Member, Planning Commission; Director-General, International Rice Research Institute and Indian Council of Agricultural Research; President, International Union for the Conservation of Nature & Natural Resources, National Academy of Agricultural Sciences of India; Pugwash Conference on Science and World Affairs and World Wide Fund for Nature-India. Awarded Padma Vibhushan in 1989.

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

B. CO-OPTED MEMBERS

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

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

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.

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

G. V. Krishna Reddy: Chairman & Managing Director, GVK Power & Infrastructure Ltd.

R. Seshasayee, Chartered Accountant: Executive Vice Chairman, Ashok Leyland Ltd.

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

C. CO-OPTED MEMBERS (EX-OFFICIO)

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

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

Pankaj Dwivedi, IAS: Chief Secretary, Govt. of Andhra Pradesh.

R. S. Gujral, IAS: Secretary (Finance), Dept. of Revenue, Ministry of Finance, Govt. of India.

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

D. REGISTRAR & SECRETARY-IN-CHARGE

Y. Ramakrishna, MA, LL.M, Post-Graduate Diploma in Intellectual Property Rights (Osmania Univ., Hyderabad), Post-Graduate Diploma in Industrial Relations & Mgmt.

Annexure 3

Personnel at ASCI

(as on 31st March 2012)

A. PROFESSOR EMERITUS

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

B. DIRECTOR-GENERAL

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

C. DEANS

Hemnath Rao H., BSc (Agriculture) (APAU, Hyd), MBA (JNTU, Hyd), MBA (Durham), PhD (JNTU, Hyd): Professor & Dean of Management Development Programmes

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

D. CENTRE DIRECTORS

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

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

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

Gautam Pingle, BCom (Osmania Univ.), BSc (Economics) (Hons.) (Univ. of London), PhD (Glasgow): Professor & Director, Centre for Public Policy, Governance & Performance.

Raj V. Ponnaluri, BTech (JNTU, Hyd), MS (Transportation Engg.) (Duke Univ.), MBA (Univ. of

Central Florida): Professor & Director, Centre for Management Studies & Centre for Healthcare Management.

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

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

E. AREA CHAIRPERSONS

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

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

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

Nirmalya Bagchi, MBA (Jadavpur Univ.), PG Course (Statistical Methods & Applications) (Indian Statistical Institute, Calcutta), PhD (Buss. Mgmt.) (Univ. of Calcutta): Associate 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 & Money, Banking, Corporate

Finance and Governance Area, Centre for Economics & Finance.

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

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

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

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

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.

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

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

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

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

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

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.

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

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.

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, Centre for Poverty Studies & Rural Development.*

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.*

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

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

Rajkiran V. Bilolikar, BE (Govt. Engg. College, Aurangabad), MBA (Power Management) (National Power Training Institute, Ministry of Power, GoI,

Faridabad): *Assistant Professor, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

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

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.*

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

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

Gitanjali Sen, MA (Development Economics) (Univ. of Kalyani, West Bengal), PhD (Development Economics) (Univ. of Missouri, Columbia, USA): *Assistant Professor, International Trade & Finance, Industry, Macro-economic Policy & Public Finance area, Centre for Economics & Finance.*

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

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

Human Resources area, Centre for Management Studies.

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.

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, Lepa 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.

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, Hyderabad.

Y. Manohar, *Adjunct Faculty*.

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

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

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

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

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

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

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-College Medical Unit & PGDHM*.

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

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

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

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

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

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

J. EDITOR & PRO

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

K. LIBRARIAN

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

L. OFFICERS IN ADMINISTRATION

Y. Ramakrishna: MA, LL.M, Post-Graduate Diploma in Intellectual Property Rights (Osmania Univ.), Post-Graduate Diploma in Industrial Relations & Mgmt: *Registrar & Secretary*.

Sushma Kanneganti: BCom, CA (ICAI), Company Secretary (ICSI): *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: *Assistant Registrar*.

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

Samuel Abraham: *Senior Executive Secretary to Chairman*.

M. Phani: *Officer, Accounts*.

Maria Davidswamy: *Principal Executive Secretary to Director-General*.

P. Mahalaxmi: *Programmes Officer*.

V. Kameswara Rao: *Procurement Officer*.

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

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

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

K. Paul Sampath Kumar: *Personal Assistant*.

C. Martin: *Superintendent, Establishment Unit*.

C. Sreenivasa Murthy: *Officer, Housekeeping*.

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

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

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

M. Devadas Samuel: *Superintendent, Computer Centre*.

K. Samuel: *Superintendent, Transport & Security*.

R. Subramanian: *Personal Assistant to DoMP*.

K. Swarnalatha: *Personal Assistant*.

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

Annexure 4 Management Development Programmes (April 2011–March 2012)

A. COLLEGE-ANNOUNCED PROGRAMMES

1. 5–9 April 2011: Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas. **Programme Director:** Prof. Srinivas Chary Vedala.
2. 25–29 April 2011: Strategic Management. **Programme Director:** Prof. B. Kinnera Murthy.
3. 11–13 May 2011: Benchmarking Urban Services. **Programme Director:** Ms. Vijaya Venkataraman.
4. 16–20 May 2011: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
5. 1–3 June 2011: Business Development and Project Marketing. **Programme Director:** Prof. Milind Phadtare.
6. 6–8 June 2011: Inventory Management. **Programme Director:** Mr. B. V. N. Sachendra.
7. 6–8 June 2011: HR Audit. **Programme Director:** Ms. J. Swarnalatha
8. 6 June–1 July 2011: GMP for Senior Executives–Session 117. **Programme Directors:** Prof. Milind Phadtare & Dr. Nirmalya Bagchi.
9. 13–17 June 2011: Personal Growth for Effective Leadership. **Programme Director:** Prof. K. N. Viswanatham.
10. 13–24 June 2011: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri.
11. 27–29 June 2011: Hazardous Waste and Chemicals Management. **Programme Director:** Mr. G. Bala Subramanyam.
12. 27 June–1 July 2011: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
13. 11–13 July 2011: Leadership Through Self-Discovery. **Programme Director:** Prof. Prabhati Pati.
14. 18–20 July 2011: Project Appraisal and Financing. **Programme Director:** Mr. Lakshman M. V.
15. 18–20 July 2011: Customer Relationship Management. **Programme Director:** Ms. Kanupriya Katyal.
16. 18–22 July 2011: Enhancing Managerial Effectiveness. **Programme Director:** Dr. P. Subhashini.
17. 25–27 July 2011: Index-Based Weather Insurance–Concepts, Design and Implementation. **Programme Director:** Dr. Reshmy Nair.
18. 25–27 July 2011: Transactional Analysis for Interpersonal Effectiveness. **Programme Director:** Ms. J. Swarnalatha.
19. 1–5 August 2011: Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati.
20. 8–10 August 2011: Productivity Management for Enhanced Organizational Competitiveness. **Programme Director:** Mr. B. V. N. Sachendra.
21. 8–10 August 2011: Public-Private Partnership in Urban Infrastructure & Service Delivery. **Programme Directors:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
22. 8–10 August 2011: Negotiation Skills. **Programme Director:** Dr. Harsh Sharma.
23. 17–19 August 2011: Marketing of Services. **Programme Director:** Prof. Milind Phadtare.
24. 22–26 August 2011: Project and Contract Management. **Programme Director:** Prof. Vilas Shah.

25. 22-26 August 2011: Managing Development Evaluation. **Programme Director:** Dr. Anand Akundy.
26. 22 August-2 September 2011: Advanced Management Programme. **Programme Directors:** Prof. B. Kinnera Murthy & Prof. G. Mohan.
27. 5-7 September 2011: Programme on Values-Driven Leadership. **Programme Director:** Ms. J. Swarnalatha.
28. 5-9 September 2011: Managing Human Relations in Organization. **Programme Director:** Prof. Prabhati Pati.
29. 19-23 September 2011: Managing Land Acquisition and Resettlement & Rehabilitation for a Vibrant Stakeholder Environment. **Programme Director:** Dr. Reshmy Nair.
30. 10-14 October 2011: Leadership and Organization Development. **Programme Director:** Prof. K. N. Viswanatham.
31. 10-21 October 2011: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri.
32. 10-21 October 2011: Programme for Young Managers. **Programme Director:** Mr. B. V. N. Sachendra.
33. 7-19 October 2011: Public-Private Partnership in the Social Sector. **Programme Director:** Dr. Subodh Kandamuthan.
34. 17-19 October 2011: Managing Creativity and Innovation. **Programme Director:** Prof. Prabhati Pati.
35. 31 October-4 November 2011: Materials and Supply Chain Management. **Programme Director:** Mr. B. V. N. Sachendra.
36. 31 October-4 November 2011: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
37. 7-9 November 2011: Environmental Appraisal for Developmental Projects. **Programme Director:** Mr. G. Bala Subramanyam.
38. 14-16 November 2011: Strategic Financial Management. **Programme Director:** Prof. Mubeen Rafat.
39. 14-18 November 2011: Electricity Tariff & Related Issues under a Regulated Regime. **Programme Director:** Prof. Usha Ramachandra.
40. 21-23 November 2011: Corporate Social Responsibility & Sustainability Reporting. **Programme Director:** Prof. B. Kinnera Murthy.
41. 21-25 November 2011: Strategic Marketing. **Programme Directors:** Prof. B. Kinnera Murthy & Ms. Kanupriya Katyal.
42. 21-25 November 2011: Strategic Human Resource Management-(with Study Tour) (26 November-2 December 2011). **Programme Director:** Prof. K. N. Viswanatham.
43. 28-30 November 2011: Finance for Non-Finance Executives. **Programme Director:** Prof. Mubeen Rafat.
44. 28 November-2 December 2011: Leadership Skills Development. **Programme Director:** Prof. Prabhati Pati.
45. 28 November-2 December 2011: Effective Human Resource Training & Development. **Programme Director:** Dr. Harsh Sharma.
46. 5-7 December 2011: e-Procurement. **Programme Director:** Prof. G. Mohan.
47. 12-16 December 2011: Strategic Leadership. **Programme Director:** Prof. K. N. Viswanatham.
48. 12-16 December 2011: Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas. **Programme Director:** Prof. Srinivas Chary Vedala.
49. 19-21 December 2011: Improving Work Culture. **Programme Director:** Prof. K. N. Viswanatham.
50. 9 January-3 February 2012: GMP for Senior Executives-Session 118. **Programme Directors:** Dr. Nirmalya Bagchi & Ms. Kanupriya Katyal.

51. 9–13 January 2012: MDP for Women Executives. **Programme Director:** Prof. B. Lakshmi.
 52. 16–20 January 2012: Leadership for Managing Change. **Programme Director:** Prof. K. N. Viswanatham.
 53. 16–20 January 2012: ASCI-WBI MDP on Strengthening Urban Management in India. **Programme Directors:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
 54. 23–25 January 2012: Pharma & Chemical Sector–Environmental Aspects & Mitigation Planning. **Programme Director:** Mr. G. Bala Subramanyam.
 55. 30 January–3 February 2012: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
 56. 30 January–1 February 2012: Lean Manufacturing. **Programme Director:** Prof. Vilas Shah.
 57. 1–3 February 2012: Achieving Universal Urban Sanitation in India. **Programme Director:** Ms. Vijaya Venkataraman.
 58. 2–4 February 2012: Business Analysis and Forecasting Techniques. **Programme Director:** Dr. Sutanuka Dev Roy.
 59. 2–4 February 2012: Using Data for Programme Monitoring & Evaluation. **Programme Director:** Dr. Anand Akundy.
 60. 6–10 February 2012: Strategic Human Resource Management. **Programme Director:** Dr. Harsh Sharma.
 61. 6–17 February 2012: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri.
 62. 13–17 February 2012: Financial Systems, Management and Accountability in Government. **Programme Director:** Dr. Sutanuka Dev Roy.
 63. 20–24 February 2012: Team Building and Conflict Management. **Programme Director:** Dr. Harsh Sharma.
 64. 22–24 February 2012: IT-Enabled Knowledge Management. **Programme Director:** Prof. Nirmala Apsingkar.
 65. 5–9 March 2012: Project and Contract Management. **Programme Directors:** Prof. Raj V. Ponnaluri & Prof. Vilas Shah.
 66. 12–14 March 2012: Management of IT. **Programme Director:** Prof. G. Mohan.
- B. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (ON-CAMPUS)**
1. 17–21 April 2011: International Programme on Teaching Evaluation in South Asia (TESA): Curriculum Review Workshop. **Programme Director:** Dr. Anand Akundy. **Organization/Agency:** International Development Research Centre, Govt. of Canada, and Sri Lanka Evaluation Association, Colombo.
 2. 18–29 April 2011: MDP for ISRO Scientists/Engineers. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Indian Space Research Organization, Bangalore.
 3. 18–29 April 2011: Science Administration & Research Management for Middle & Senior Scientists. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
 4. 2–13 May 2011: GMP for All Levels of Scientists. **Programme Director:** Ms. Ashita Allamraju. **Organization/Agency:** DST, GoI.
 5. 16–20 May 2011: Programme on Personnel Growth for Effective Leadership for Additional SPs/Dy SPs. **Programme Director:** Prof. K. N. Viswanatham. **Organization/Agency:** Bureau of Police Research & Development (BPRD), Ministry of Home Affairs (MoHA), Govt. of India (GoI).
 6. 23–27 May 2011: Management Development Programme for the Executives of Bank of Maharashtra. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Bank of Maharashtra, Pune.
 7. 30 May–3 June 2011: Management Development Programme for the Executives of Bank of Maharashtra. **Programme Director:**

- Dr. Harsh Sharma. **Organization/Agency:** Bank of Maharashtra, Pune.
8. 30 May–3 June 2011: Vertical Interaction Course for IPS Officers on Image Building Behaviour Pattern of the Police. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** BPRD, MoHA, GoI.
 9. 6–10 June 2011: Building a Vibrant Stakeholder Environment through Effective Resettlement & Rehabilitation for the Executives of Coal India Ltd. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** Coal India Ltd., Kolkata.
 10. 20–24 June 2011: MDP for the Senior Engineers of Road Construction Dept., Govt. of Bihar. **Programme Director:** Mr. Lakshman M. V. **Organization/Agency:** Road Construction Dept., Govt. of Bihar.
 11. 20–21 June 2011: Enhancing Managerial Effectiveness for the Executives of Greenko Group. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Greenko Energies Pvt. Ltd., Hyderabad.
 12. 27 June–29 July 2011: Advanced Techno-Management Programme for Middle & Senior Scientists. **Programme Directors:** Prof. Vilas Shah & Ms. J. Swarnalatha. **Organization/Agency:** DST, GoI.
 13. 4–15 July 2011: Technology Valorization and Management. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** DST, GoI.
 14. 4–5 July 2011: MDP for ISRO Scientists/Engineers. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization, Bangalore.
 15. 4–15 July 2011: General Management Programme for the Senior Officers of THDC. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** THDC Ltd., Rishikesh, Uttarkhand.
 16. 11–15 July 2011: Training Programme for City Managers of Kanpur Nagar Nigam. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** Kanpur Nagar Nigam, Kanpur.
 17. 11–16 July 2011: MDP for NMDC. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** NMDC Ltd., Hyderabad.
 18. 18–23 July 2011: HRM for Line Managers of NPCIL. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
 19. 25–28 July 2011: Negotiation Skills for the Executives of NHPC. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** NHPC Ltd., Faridabad.
 20. 25 July–5 August 2011: MDP for ISRO Scientists/Engineers. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Indian Space Research Organization, Bangalore.
 21. 1–12 August 2011: Techno-scientific Management Programme for Middle & Senior Scientists. **Programme Directors:** Prof. G. Mohan & Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
 22. 1–5 August 2011: Strategic Human Resource Management for DRDO Scientists. **Programme Director:** Prof. K. N. Viswanatham. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
 23. 1–6 August 2011: HRM for Line Managers of NPCIL. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
 24. 8–12 August 2011: Macro-economic Policy Issues for Senior IES Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Ministry of Finance, Dept. of Economic Affairs, Govt. of India (GoI).
 25. 16–20 August 2011: Management Development Programme for the Senior Managers of Suguna Poultry. **Programme Director:** Ms. Kanupriya Katyal. **Organization/Agency:** Suguna Poultry Farm Ltd., Coimbatore.

26. *16–27 August 2011: General Management Programme for the Executives of NTPC Ltd. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** NTPC Ltd., southern region headquarters, Secunderabad.*
27. *25–27 August 2011: Public-Private Partnership in Urban Infrastructure and Service Delivery for Elected Representatives. **Programme Director:** Mr. T. Murali Mohan. **Organization/Agency:** Govt. of Gujarat.*
28. *29 August–9 September 2011: Micro- & Macroeconomics for ISS Officers. **Programme Director:** Ms. Ashita Allamraju. **Organization/Agency:** Central Statistical Organization, Ministry of Statistics, Programme Implementation and Training, GoI.*
29. *5–16 September 2011: Science Administration & Research Management for Middle & Senior Scientists. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** DST, GoI.*
30. *5–16 September 2011: Management Development Programme for GSI. **Programme Directors:** Dr. Subodh Kandamuthan & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** Geological Survey of India, Hyderabad.*
31. *12–17 September 2011: HRM for Line Managers of NPCIL. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.*
32. *12–23 September 2011: GMP for Scientists. **Programme Director:** Ms. Sohini Basu. **Organization/Agency:** DST, GoI.*
33. *19–23 September 2011: MDP for Senior Engineers of Road Construction Dept., Govt. of Bihar. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** Road Construction Dept., Govt. of Bihar.*
34. *19–23 September 2011: Training Programme on Capacity Building for City Managers of Kanpur Nagar Nigam. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** Kanpur Nagar Nigam, Kanpur*
35. *19–30 September 2011: Public-Private Partnership in the Science & Technology Sector for All Levels of Scientists. **Programme Director:** Dr. Subodh Kandamuthan. **Organization/Agency:** DST, GoI.*
36. *19 September–14 October 2011: Executive Development Programme for the Finance Executive Trainees of NMDC. **Programme Directors:** Dr. Harsh Sharma & Ms. Kanupriya Katyal. **Organization/Agency:** NMDC Ltd., Hyderabad.*
37. *26–29 September 2011: World Bank Procurement Methods for Engineers of APMDP. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Andhra Pradesh Municipal Development Project (APMDP), Govt. of Andhra Pradesh (GoAP), Hyderabad.*
38. *30 September–1 October 2011: Disaster Management with a Focus on Climate Change Adaptation with Special Reference to Issues in Coastal Zone Management. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Dept. of Personnel & Training, Govt. of India.*
39. *17–22 October 2011: Leadership Development Programme for Punjab National Bank. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Punjab National Bank, New Delhi.*
40. *31 October–4 November 2011: Current Economic Issues for ISS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Central Statistical Organization, Ministry of Statistics, Programme Implementation & Training, GoI.*
41. *31 October–4 November 2011: Programme for Young Managers of HCL Infosystems Ltd. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** HCL Infosystems Ltd., Hyderabad.*
42. *31 October–4 November 2011: Managing Human Relations in Organizations for NHPC Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** NHPC Ltd., Faridabad.*

43. 31 October-11 November 2011: MDP for the Officers of GSI. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** Geological Survey of India (GSI), Hyderabad.
44. 7-11 November 2011: Strategic Use of Information Technology for the Executives of ONGC. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corporation (ONGC), Dehradun.
45. 7-18 November 2011: Innovation Management and Technology Valorization for All Levels of Scientists. **Programme Directors:** Prof. G. Mohan & Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
46. 14-19 November 2011: HRM for the Line Managers of NPCIL. **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
47. 21-25 November 2011: Innovations in Public Service for IAS Officers. **Programme Director:** Dr Nirmalya Bagchi. **Organization/Agency:** Dept. of Personnel & Training, (DoPT), GoI.
48. 21 November-2 December 2011: GMP for Women Scientists. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** DST, GoI.
49. 28 November-2 December 2011: Natural Resource Management and Conflict Resolution for IFS Officers. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests (MoEF), GoI.
50. 28 November-2 December 2011: Modern Techniques of Evaluation and Monitoring. **Programme Director:** Dr. Anand Akundy. **Organization/Agency:** Planning Commission, GoI.
51. 1-3 December 2011: Power Market: Open Access & Systems Operation-PXIL. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Power Exchange India (PXIL) Ltd., New Delhi.
52. 5-7 December 2011: Strategic Management and Decision Making-PGCIL. **Programme Director:** Prof. B. Kinnera Murthy.
- Organization/Agency:** Power Grid Corporation of India Ltd. (PGIL), Gurgaon.
53. 5-9 December 2011: Managing Land Acquisition and Resettlement & Rehabilitation Issues for a Vibrant Economic Environment. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** DoPT, GoI.
54. 5-10 December 2011: HRM for Line Managers of NPCIL. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
55. 12-23 December 2011: Innovation Management and Technology Valorization for All Levels of Scientists. **Programme Directors:** Prof. G. Mohan & Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
56. 12-23 December 2011: MDP for ISRO Scientists/Engineers. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization, Bangalore.
57. 12 December 2011-6 January 2012: Executive Development Programme for the Executive Trainees of NMDC. **Programme Directors:** Mr. B. V. N. Sachendra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** NMDC Ltd., Hyderabad.
58. 19-23 December 2011: MDP for Karur Vysya Bank. **Programme Director:** Dr. Harsh Sharma. **Organization/Agency:** Karur Vysya Bank, Karur, Tamil Nadu.
59. 19-23 December 2011: MDP for Senior Engineers of the Road Construction Dept., Govt. of Bihar. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** Road Construction Dept., Govt. of Bihar.
60. 19-30 December 2011: MDP for the Officers of GSI. **Programme Directors:** Dr. Valli Manickam & Dr. Subodh Kandamuthan. **Organization/Agency:** Geological Survey of India (GSI), Hyderabad.
61. 2-6 January 2012: Advanced Techno-Management Programme for Middle and Senior Scientists. **Programme Directors:** Dr. Harsh

- Sharma & Dr. Reshmy Nair. **Organization/Agency:** DST, Gol.
62. 2–6 January 2012: Project Management: Methodology, Implementation, Monitoring & Evaluation for Women Scientists. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** DST, Gol.
63. 2–6 January 2012: Strategic Use of Information Technology for ONGC Executives. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corporation, Dehradun.
64. 9–13 January 2012: MDP for Officials and Members of Consumer Disputes Redressal Bodies. **Programme Director:** Prof. Hemnath Rao H. **Organization/Agency:** Ministry of Consumer Affairs, Gol.
65. 16–20 January 2012: Environmental Impact Indicators and Valuation Techniques for IFS Officers. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests (MoEF), Gol.
66. 16–20 January 2012: Due Diligence and Valuation–ONGC. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Oil & Natural Gas Corporation, Dehradun.
67. 16–21 January 2012: HRM for Line Managers of NPCIL: **Programme Director:** Ms. J. Swarnalatha. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
68. 27–28 January 2012: Crop Insurance for Senior & Middle State Government Officials. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** Dept. of Agriculture & Co-operation, Ministry of Agriculture, Gol.
69. 30 January–4 February 2012: Programme on International Marketing and Trade for the Executives of STC. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** State Trading Corporation of India Ltd., New Delhi.
70. 6–10 February 2012: Management Development Programme for the Managers of Karur Vysya Bank. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Karur Vysya Bank, Karur, Tamil Nadu.
71. 6–10 February 2012: Implementation of Remediation Process Based on Cost-Benefit Analysis (National Programme for the Rehabilitation of Polluted Sites). **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** MoEF, Gol.
72. 13–18 February 2012: HRM for the Line Managers of NPCIL. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
73. 13 February–2 March 2012: Advanced Management Programme for AGMs and DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** NTPC Ltd., Noida.
74. 20–24 February 2012: Current Economic Issues for ISS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Central Statistical Organization, Ministry of Statistics, Programme Implementation & Training, Gol.
75. 22–25 February 2012: Optimizing Resources for Competitive Advantage. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Dept. of Public Enterprise, Govt. of Karnataka.
76. 27 February–2 March 2012: 11th Core Course of SAFIR on Infrastructure Regulation and Reforms. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** South Asia Forum for Infrastructure Regulation (SAFIR), New Delhi.
77. 27 February–2 March 2012: Land Acquisition and Resettlement & Rehabilitation. **Programme Director:** Dr. Reshmy Nair. **Organization/Agency:** Border Roads Organization, New Delhi.
78. 27 February–9 March 2012: Strategic Human Resource Management with a Study Tour to Singapore. **Programme Director:** Prof. K. N. Viswanatham. **Organization/Agency:** Ministry of Finance, Govt. of Afghanistan.
79. 12–16 March 2012: Programme on Modern Techniques of Monitoring and Evaluation.

Programme Directors: Dr. Anand Akundy & Dr. Yamini Atmavilas **Organization/Agency:** Planning Commission, GoI.

80. 12-17 March 2012: Advanced Management Development Programme for the Senior Officers of Punjab State Power Corporation (PSPC) Ltd. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** PSPC Ltd., Patiala.

81. 12-30 March 2012: Advanced Management Programme for the AGMs and DGMs of NTPC Ltd. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** NTPC Ltd., Noida.

82. 17-29 March 2012: Managing for Development Results. **Programme Director:** Dr. Yamini Atmavilas. **Organization/Agency:** Ministry of Finance, Govt. of Afghanistan.

83. 19-24 March 2012: Advanced Management Development Programme for Senior Officers of Punjab State Power Corporation (PSPC) Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Punjab State Power Corporation (PSPC) Ltd., Patiala.

84. 19-30 March 2012: Leadership Development Training Programme for the Senior Public Officers of Sri Lanka. **Programme Directors:** Prof. Raj V. Ponnaluri & Dr. Subodh Kandamuthan. **Organization/Agency:** Commonwealth Secretariat, London.

85. 26-28 March 2012: Business Combinations—Mergers, Acquisitions and Joint Ventures. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** PFC Consulting Ltd., New Delhi.

86. 26-31 March 2012: HRM for the Line Managers of NPCIL. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.

C. CUSTOMIZED ORGANIZATION-SPECIFIC WORKSHOPS (ON-CAMPUS)

87. 10-11 June 2011: Workshop on Innovation in e-Governance—CIPS. **Programme Director:** Prof. G. Mohan. **Organization/Agency:**

Centre for Innovations in Public Systems (CIPS), ASCI, Hyderabad.

88. 5 September 2011: Workshop on Draft Metropolitan Development Plan-2013 of Hyderabad Metropolitan Region. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** Hyderabad Metropolitan Development Authority, Govt. of Andhra Pradesh (GoAP), Hyderabad.

89. 9-10 September 2011: Workshop on Equality Means Business: Using UN Global Compact and UN Women's Empowerment Principles to Promote Gender Equality in the Workplace. **Programme Director:** Dr. Yamini Atmavilas. **Organization/Agency:** Friedrich Ebert Stiftung, New Delhi, and UNWomen, South Asia Regional Office, New Delhi.

D. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (OFF-CAMPUS)

1. 27-28 April 2011: Orientation Programme on the World Bank Procedures for the Officials of MACP (held in Pune). **Programme Director:** Prof. B. S. Chetty. **Organization/Agency:** Maharashtra Agricultural Competitiveness Project (MACP) Govt. of Maharashtra, Pune.

2. 30-31 May 2011: Programme on Project Management for Orissa Community Tank Management Project. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** Orissa Community Tank Management Project, Water Resources Dept. (WRD), Govt. of Orissa, Bhubaneswar.

3. 4-6 July 2011: Procurement & Contract Management—Batch I (held in Bhubaneswar). **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Orissa Community Tank Development & Management Society (OCTDMS), WRD, Govt. of Orissa, Bhubaneswar.

4. 25 July-8 August 2011: Basic Project Management (held in Mussorie). **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** Institute of Technology Management, Defence Research & Development Organization, Mussoorie.

5. 28–29 July 2011: Procurement & Contract Management–Batch II (held in Bhubaneswar). **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** OCTDMS, WRD, Govt. of Orissa, Bhubaneswar.
 6. 5–9 September 2011: Programme on World Bank Procurement Procedures for the Officials of MACP (held in Pune). **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Maharashtra Agricultural Competitiveness Project (MACP), Govt. of Maharashtra, Pune.
 7. 20–22 September 2011: Project Management for Integrated Materials Management for the Executives of BDL (held in Hyderabad). **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Bharat Dynamics Ltd. (BDL), Hyderabad.
 8. 27 September–1 October 2011: Law of Contract and INCOTERM–2010 for the Executives of THDC India Ltd (held in Rishikesh). **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** THDC India Ltd., Rishikesh, Uttarkhand.
 9. 30 September–1 October 2011: Finance for the Non-Finance Executives of Indus Towers Ltd. (held in Mumbai). **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Indus Towers Ltd., Gurgaon.
 10. 1–2 December 2011: Inventory & Stores Management for NPCIL (held in Mumbai). **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Nuclear Power Corporation of India Ltd., Mumbai.
 11. 5–9 December 2011: Management Development Programme for Small and Medium Enterprises (SMEs) of the Pacific Region (held in Port Morseby, Papua New Guinea). **Programme Director:** Prof. Hemnath Rao H. **Organization/Agency:** Commonwealth Secretariat, London, Centre for the Development of Enterprise (CDE), Brussels, & Pacific Capital Partners, Brisbane.
 12. 8–10 December 2011: Project Management for New and Pipeline Projects (held in new Delhi). **Programme Director:** Prof. Vilas Shah.
 13. 22–23 December 2011: Finance for the Non-Finance Executives of Indus Towers Ltd. (held in Gurgaon). **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Indus Towers Ltd., Gurgaon.
 14. 30–31 January 2012: Finance for the Non-Finance Executives of Indus Towers Ltd. (held in Hyderabad). **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Indus Towers Ltd., Gurgaon.
 15. 19–30 March 2012: Basic Project Management (held in Mussoorie). **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** Institute of Technology Management, Defence Research & Development Organization, Mussoorie.
- E. CUSTOMIZED ORGANIZATION-SPECIFIC WORKSHOPS (OFF-CAMPUS)**
16. 2 July 2011: One-day Bidders' Workshop (held in Bhubaneswar). **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Orissa Community Tank Development & Management Society, Water Resources Dept., Govt. of Orissa, Bhubaneswar.
 17. 11–13 July 2011: Workshop on Evaluation for the Directorate of Evaluation, Govt. of Bihar (held in Patna). **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** UNICEF, Patna.
 18. 20 September 2011: State-Level Workshop for Training of Contractors on the World Bank Procurement Procedures (held in Guntur). **Programme Director:** Prof. B. S. Chetty. **Organization/Agency:** National Cyclone Risk Mitigation Project (NCRMP), Govt. of Andhra Pradesh (GoAP), Hyderabad.
 19. 22 September 2011: State-Level Workshops for Training of Contractors on the World Bank Procurement Procedures (held in Visakhapatnam). **Programme Director:** Prof. B. S. Chetty. **Organization/Agency:** NCRMP, GoAP, Hyderabad.

Annexure 5-A

Research & Management Studies (Carried Over to April 2011-March 2012)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Draft Postal Bill, 2009. **Organization/Agency:** Dept. of Posts, Ministry of Communications and Information Technology, Govt. of India. **Involved Faculty:** Prof. Gautam Pingle.
2. Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of All India Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Govt. of India. **Organization/Agency:** Dept. Personnel & Training, Govt. of India (GoI). **Involved Faculty:** Prof. Gautam Pingle.
3. Evolving a Methodology for Moderation of Annual Confidential Reports (ACRs)/Performance Appraisal Reports (PARs) for State Cadres of Indian Police Service Officers for Use in Assessing Suitability for Holding Senior Level Posts in the Govt. of India. **Organization/Agency:** Ministry of Home Affairs, GoI. **Involved Faculty:** Prof. Gautam Pingle.

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Developing a PMU for Modernization of Land Records. **Organization/Agency:** Dept. of Land Resources, Ministry of Rural Development, GoI. **Involved Faculty:** Prof. Hemnath Rao H.
2. Terminal Evaluation of UNDP Project for Support to the Operationalization of MGNREGA. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. Hemnath Rao H. & Dr. Reshmy Nair.

CENTRE FOR HUMAN DEVELOPMENT

1. Concurrent Evaluation of NRHM-Andhra Pradesh. **Organization/Agency:** Ministry of Health & Family Welfare, Govt. of India.

Involved Faculty: Dr. Subodh Kandamuthan & Prof. P. H. Rao.

2. Rapid Review and Expanded Scope of State Illness Assistance Fund. **Organization/Agency:** Dept. of Health and Family Welfare, Govt. of Madhya Pradesh. **Involved Faculty:** Dr. Subodh Kandamuthan & Dr. Mala Rao.

CENTRE FOR ECONOMICS & FINANCE

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

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Evaluation Study on the Overall Performance of DVC and the Ongoing Schemes/Programmes under Implementation. **Organization/Agency:** Ministry of Power, GoI. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle, Prof. Usha Ramachandra, Prof. Mubeen Rafat & Dr. S. K. Ghosh.
2. Study of Workload and Manpower Requirements for Karnataka Power Transmission Corporation Ltd. and Five ESCOMs (Electric Supply Cos). **Organization/Agency:** Karnataka Power Transmission Corporation Ltd., Bangalore. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. Ali A. Firdausi.
3. Determination of Retail Tariffs for the States of Mizoram and Manipur for the Financial year 2009-10. **Organization/Agency:** Joint Electricity Regulatory Commission for Mizoram, Manipur and Aizwal, Mizoram. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
4. Preparation of Construction Manual for Andhra Pradesh Central Power Distribution Co. Ltd.

- (APCPDPL). **Organization/Agency:** APCPDPL, Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
5. Investigation of Reliance Infrastructure Ltd.– Distribution Business (R.Infra–D) (ASCI Appointed as Investigating Authority). **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle & Prof. Usha Ramachandra.
 6. Processing Tariff Petitions of Bihar State Electricity Board on Behalf of BERC, Patna, for the Year 2009–10 (Work Done for the Year 2010–11). **Organization/Agency:** Bihar Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
 7. Conducting Quantity and Quality Inspection of Works Relating to Schemes/ Programmes in Six Dists of APCPDCL. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
 8. Tariff Fixation for 2010–13 and True Up for 2007–08 & 2008–09. **Organization/Agency:** Assam Electricity Regulatory Commission, Guwahati. **Involved Faculty:** Mr. K. Balarama Reddi.
 9. Assessment of HRD System & Training Need Analysis for Executives in E1–E4 Grades of the Corporation. **Organization/Agency:** THDC India Ltd., Rishikesh. **Involved Faculty:** Prof. Usha Ramachandra, Prof. B. Kinnera Murthy, Dr. P. Subhashini & Dr. Ekta Singh Vohra.
 10. Preparation of Regulations for the Development of Renewable Energy Sources for JERC. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
 11. Quality and Quantity Inspection–Verification of Flood Damaged Rectifications in Kurnool and Mahaboobnagar Districts. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
 12. Preparation of Regulations for MSERC. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission (MSERC), Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
 13. Preparation of Regulations for (i) Transmission and Wheeling Charges, (ii) Obtaining of Open Access Regulations, (iii) Grid Code for Meghalaya Electricity Regulatory Commission (MERC). **Organization/Agency:** MERC, Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
 14. Assistance to GERC in Approval of Business Plans, True-Up and Approval of ARR for the Second Control Period 2011–12 to 2015–16 in Respect of All Utilities in Gujarat. **Organization/Agency:** Gujarat Electricity Regulatory Commission (GERC), Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 15. Providing Advisory Services to CESC for 2011. **Organization/Agency:** Calcutta Electric Supply Corporation (CESC) Ltd., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
 16. Quality & Quantity Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
 17. Assistance to Process Tariff Petitions to Determine ARR and Tariffs for the Financial Year 2011–12. **Organization/Agency:** Nagaland Electricity Regulatory Commission, Kohima. **Involved Faculty:** Mr. K. Balarama Reddi.
 18. Power Needs to Meet Uninterrupted Power Supply in Andhra Pradesh–A Road Map. **Organization/Agency:** Federation of Andhra Pradesh Chambers of Commerce and Industry, Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
 19. Evaluation of Applications for License for Mula Pravara Electric Cooperative Society, Maharashtra. **Organization/Agency:** Maharashtra Electricity Regulatory Commission,

- Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
20. Quality Check for Bhu Bharati Work Products–Nizamabad. **Organization/Agency:** Commissioner of Survey, Settlements & Land Records, Govt. of Andhra Pradesh, Hyderabad. **Involved Faculty:** Dr. Valli Manickam, Prof. Srinivas Chary Vedala & Dr. Nirmalya Bagchi.
21. Preparation of Working Manuals for State Board & Preparation of Guidance Manual for Specific Sector/Industry/Project. **Organization/Agency:** Rajasthan State Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Bala Subramanyam & Prof. Srinivas Chary Vedala.
22. Competence Enhancement Programme in Environment Area for NATCO Pharma Ltd. **Organization/Agency:** NATCO Pharma Ltd., Mahabubnagar, AP. **Involved Faculty:** Mr. G. Bala Subramanyam.
23. Brainstorming Session on Global Warming and Climate Change. **Organization/Agency:** Andhra Pradesh State Council of Science & Technology, Govt. of AP, Hyderabad. **Involved Faculty:** Dr. Valli Manickam.
24. Water Quality Protocol Study–Service Level Bench Marking (SLB) Framework in Andhra Pradesh. **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board, Hyderabad. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
25. Geo-spatial Analysis of Climate Change–Impact on Agriculture in Different Agro-Climate Regions in Andhra Pradesh. **Organization/Agency:** Ministry of Environment & Forests, Govt. of India (GoI). **Involved Faculty:** Dr. Valli Manickam.
26. National Data Sharing and Accessibility Policy (NDSAP) on Technology Sharing and Access and Data Classification. **Organization/Agency:** Dept. of Science & Technology, GoI. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
27. Indo-US Collaborative Project on Climate Research. **Organization/Agency:** US National Science Foundation, Arlington, Virginia, USA. **Involved Faculty:** Dr. Valli Manickam.
28. Preparation of City Development Plans for Cuttack, Sambalpur & Berhampur. **Organization/Agency:** Govt. of India & United Nations Development Programme (UNDP), Bhubaneswar. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
29. Capacity Development for Preparation of City Development Plans. **Organization/Agency:** Kerala Institute of Local Administration (KILA), Thrissur. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkatraman.
30. Programme Management Unit. **Organization/Agency:** Kerala State Urban Development Project, Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkatraman & Prof. Srinivas Chary Vedala.
31. Consultancy Services for Support to ULBs for Compilation of DDP and Internal Appraisal of Draft Development Plan for Non-Kolkata Metropolitan Area ULBs for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor (KUSP), Govt. of West Bengal, Kolkata. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
32. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
33. Preparation of City Development Plan for Bhilai, Durg. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Chhattisgarh, Raipur. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
34. Programme Management Unit–Orissa. **Organization/Agency:** Housing and Urban Development Dept., Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
35. Preparation of City Development Plan for Rajahmundry City. **Organization/Agency:** Rajahmundry Municipal Corporation, Andhra Pradesh (AP). **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.

36. Preparation of City Development Plan for Warangal City. **Organization/Agency:** Municipal Corporation of Warangal, AP. **Involved Faculty:** Mr. T. Murali Mohan.
37. Preparation of City Development Plan for Guntur. **Organization/Agency:** Municipal Corporation of Guntur, AP. **Involved Faculty:** Mr. T. Murali Mohan.
38. Consultancy Services for Formulation of Urban Sector Strategy in West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal, Kolkata. **Involved Faculty:** Prof. A. Narender.
39. Appraisal of Reforms Implementation in UIDSSMT (Urban Infrastructure Development Scheme for Small & Medium Towns) Towns of Orissa & Tamil Nadu. **Organization/Agency:** Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. Srinivas Chary Vedala.
40. Appointment of Reforms Appraisal Agency for Package No. 6 under JNNURM (AP, Maharashtra & Goa). **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. T. Murali Mohan.
41. Technical Assistance for Preparation of City Sanitation Plans for Five Towns (Srikakulam, Vizianagaram, Eluru, Ongole and Nellore). **Organization/Agency:** Municipal Administration & Urban Development Dept., Govt. of Andhra Pradesh, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
42. Operationalizing the Service Level Benchmarking (SLB) Framework (Phase II). **Organization/Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
43. Capacity Building for Service Level Benchmarking and Preparation of City Development Plans for Municipal Corporations and Municipalities in the State of Chhattisgarh. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Chhattisgarh, Raipur. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender & Ms. Vijaya Venkataraman.
44. Preparation of City Sanitation Plan for Bareilly City. **Organization/Agency:** Bareilly Municipal Corporation, Uttar Pradesh (UP). **Involved Faculty:** Prof. Srinivas Chary Vedala.
45. Preparation of City Sanitation Plan for Agra City. **Organization/Agency:** Agra Municipal Corporation, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
46. Preparation of City Sanitation Plan for Aligarh City. **Organization/Agency:** Aligarh Municipal Corporation, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
47. Developing City Sanitation Plans for Eight City Corporations of Karnataka State under National Urban Sanitation Plan. **Organization/Agency:** Municipal Administration Dept., Govt. of Karnataka, Bengaluru. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
48. Preparation of City Sanitation Plan (CSP) for Moradabad. **Organization/Agency:** Moradabad Municipal Corporation, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
49. Preparation of City Sanitation Plan for Meerut City. **Organization/Agency:** Meerut Nagar Nigam, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
50. Preparation of Tender Documents for Outsourcing the Maintenance of Water Supply Services in Udupi Town. **Organization/Agency:** Udupi City Municipal Council, Karnataka. **Involved Faculty:** Prof. Srinivas Chary Vedala.
51. Preparation of Rapid Readiness Assessment and Strategic Action Plan for Moving Towards Continuous Water Supply in Chandigarh. **Organization/Agency:** Chandigarh Municipal Corporation (CMC). **Involved Faculty:** Prof. Srinivas Chary Vedala.
52. Preparation of Rapid Readiness Assessment and Detailed Project Reports for Improvement of Water Supply Systems in Bhubaneswar and Puri Towns. **Organization/Agency:** Housing & Urban Development Dept., Govt. of Orissa,

- Bhubaneswar. **Involved Faculty:** Prof. Srinivas Chary Vedala.
53. Implementation of Module I for Rapid Training Programme. **Organization/Agency:** Ministry of Urban Development (MoUD), Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
54. Institutional Support for the Provision of Urban Water Supply and Sewerage. **Organization/Agency:** Kerala Sustainable Development Project (KSUDP), Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
55. Capacity Building Support for Developing Infrastructure through Public-Private Partnerships. **Organization/Agency:** Infrastructure Development Finance Co. Ltd., Bangalore, and India PPP Capacity Building Trust (I-CAP), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender & Ms. Vasavi Narla.
56. Reform Implementation Action Plan under JNNURM in Jharkhand. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
57. Implementation of National Programme on Capacity Building for Urban Poverty Alleviation in the Context of JNNURM/Swarna Jayanthi Shahari Rozgar Yojana (SJSRY) and Other Schemes. **Organization/Agency:** Ministry of Housing & Poverty Alleviation, Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
58. Centre for Excellence in Urban Governance. **Organization/Agency:** Ministry of MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
59. Revised Integrated City Development Plan for Greater Hyderabad Municipal Corporation. **Organization/Agency:** Greater Hyderabad Municipal Corporation, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
60. Capacity Building Support–Service Level Benchmarking Framework. **Organization/Agency:** Andhra Pradesh Municipal Development Project (APMDP), Govt. of AP, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Prof. A. Narender.
61. Preparation of City Sanitation Plan (CSP) in Urban Andhra Pradesh. **Organization/Agency:** APMDP, Govt. of AP. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
62. Impact Assessment of Continuous Water Supply–Pilot Project of Dharampath Zone. **Organization/Agency:** Nagpur Municipal Corporation. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narendar & Ms. Vijaya Venkataraman.
63. Setting Up of a Central Finance Commission/State Finance Commission Support Cell for Urban Local Bodies. **Organization/Agency:** National Institute of Urban Affairs (NIUA), New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
64. Peer Experience and Reflective Learning (PEARL) Project–Setting Up of an Urban Help Desk for JNNURM Cities. **Organization/Agency:** NIUA, New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
65. Preparation of City Sanitation Plan (CSP) for Kanpur City. **Organization/Agency:** Kanpur Municipal Corporation, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
66. Preparation of City Sanitation Plan (CSP) for Jhansi City. **Organization/Agency:** Jhansi Nagar Nigam, UP. **Involved Faculty:** Prof. Srinivas Chary Vedala.
67. Capacity Building Support for Preparation of Ward Development Plans for Three Wards. **Organization/Agency:** Greater Hyderabad Municipal Corporation, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
68. National Urban Water Awards 2010. **Organization/Agency:** Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, New Delhi. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Ms. Vasavi Narla & Ms. Vijaya Venkataraman.

69. Preparation of Training Module for Accounting Reforms. **Organization/Agency:** Kerala Sustainable Urban Development Project (KSUDP), Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Operational Research Study on Manpower Requirement of Police Stations in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Police Dept., Hyderabad. **Involved Faculty:** Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle.
2. Impact Evaluation of Pilot Programme for control of Micro-nutrient malnutrition. **Organization/Agency:** Ministry of Health and Family Welfare, Govt. of India, New Delhi. **Involved Faculty:** Dr. Nirmalya Bagchi.
3. Consultancy for Selection of Enterprise Resource Planning (ERP) Product and Implementation Partner, Monitoring and Support of Implementation of ERP in Midhani Ltd. (Additional Scope). **Organization/Agency:** Mishra Dhatu Nigam (Midhani), Hyderabad. **Involved Faculty:** Prof. Nirmala Apsingkar.
4. Quality Audit of the Activities of the National Police Academy. **Organization/Agency:** Sardar Vallabhai Patel National Police Academy, Hyderabad. **Involved Faculty:** Prof. Nirmala Apsingkar & Prof. M. Chandrasekhar.
5. Prime Minister's Award for Excellence in Public Administration for the Year 2009–10. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Ms. Sohini Basu & Dr. Subodh Kandamuthan.
6. Academy for Science Policy Implementation & Research (ASPIRE). **Organization/Agency:** National Science & Technology Management Information System (NSTMIS), a division of DST, Govt. of India. **Involved Faculty:** Dr. Nirmalya Bagchi, Prof. G. Mohan & Dr. N. G. Satish.
7. Euro-India Spirit: Euro-India Synchronization of Policy Initiatives & Research and Innovation Trajectory. **Organization/Agency:** European

Commission Information Society and Media Directorate General, Brussels. **Involved Faculty:** Dr. Nirmalya Bagchi.

CENTRE FOR MANAGEMENT STUDIES

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

LIBRARY

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

Annexure 5-B

Research & Management Studies (Completed during April 2011-March 2012)

CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Draft Postal Bill, 2009. **Organization/Agency:** Dept. of Posts, Ministry of Communications and Information Technology, Govt. of India (GoI). **Involved Faculty:** Prof. Gautam Pingle.

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Developing a PMU for Modernization of Land Records. **Organization/Agency:** Dept. of Land Resources, Ministry of Rural Development, GoI. **Involved Faculty:** Prof. Hemnath Rao H.
2. Training Need Analysis Study for Small & Medium Enterprises in the Pacific Region. **Organization/Agency:** Commonwealth Fund for Technical Co-operation, Commonwealth Secretariat, London. **Involved Faculty:** Prof. Hemnath Rao H.

CENTRE FOR ECONOMICS & FINANCE

1. Trade in Health and Hospital Services. **Organization/Agency:** Dept. of Commerce, Ministry of Commerce & Industry, Govt. of India. **Involved Faculty:** Prof. Paramita Dasgupta, Dr. Subodh Kandamuthan & Ms. Ashita Allamraju.
2. Study to Design a Roadmap for Establishing the Post Bank of India. **Organization/Agency:** Dept. of Posts, Ministry of Communications and Information Technology, Govt. of India. **Involved Faculty:** Prof. Subbaiah Singala and Prof. Gautam Pingle.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Implementation of Module I for Rapid Training Programme. **Organization/Agency:** Ministry of Urban Development (MoUD), Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala,

Prof. A. Narender, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.

2. Consultancy Services for Support to ULBs for Compilation of DDP and Internal Appraisal of Draft Development Plan for Non-Kolkata Metropolitan Area ULBs for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor (KUSP), Govt. of West Bengal, Kolkata. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
3. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. Srinivas Chary Vedala.
4. Processing Tariff Petitions of Bihar State Electricity Board on Behalf of BERC for the Year 2009-10 (Work Done for the Year 2010-11). **Organization/Agency:** Bihar Electricity Regulatory Commission (BERC), Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
5. Preparation of Working Manuals for State Board & Preparation of Guidance Manual for Specific Sector/Industry/Project. **Organization/Agency:** Rajasthan State Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Bala Subramanyam & Prof. Srinivas Chary Vedala.
6. Conducting Quantity and Quality Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
7. Competence Enhancement Programme in Environment Area for NATCO Pharma Ltd. **Organization/Agency:** NATCO Pharma Ltd., Mahabubnagar, Andhra Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam.

8. Tariff Fixation for 2010–13 and True-Up for 2007–08 & 2008–09. **Organization/Agency:** Assam Electricity Regulatory Commission, Guwahati. **Involved Faculty:** Mr. K. Balarama Reddi.
9. National Data Sharing and Accessibility Policy (NDSAP) on Technology Sharing and Access and Data Classification. **Organization/Agency:** Dept. of Science & Technology, Govt. of India. **Involved Faculty:** Dr. Valli Manickam & Prof. Srinivas Chary Vedala.
10. Consultancy Services for Formulation of Urban Sector Strategy in West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor (KUSP), Govt. of West Bengal, Kolkata. **Involved Faculty:** Prof. A. Narender.
11. Brainstorming Session on Global Warming & Climate Change. **Organization/Agency:** Andhra Pradesh State Council of Science & Technology, Govt. of Andhra Pradesh, Hyderabad. **Involved Faculty:** Dr. Valli Manickam.
12. Assessment of HRD System & Training Need Analysis of Executives in E1–E4 Grade of the Corporation. **Organization/Agency:** THDC India Ltd., Rishikesh. **Involved Faculty:** Prof. Usha Ramachandra, Prof. B. Kinnera Murthy, Dr. P. Subhashini & Ms. Ekta Singh Vohra.
13. Preparation of Regulations for MSERC. **Organization/Agency:** Meghalaya State Electricity Regulatory Commission (MSERC), Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
14. Preparation of Regulations for (i) Transmission and Wheeling Charges, (ii) Obtaining of Open Access Regulations, (iii) Grid Code for Meghalaya Electricity Regulatory Commission (MERC). **Organization/Agency:** MERC, Shillong. **Involved Faculty:** Mr. K. Balarama Reddi.
15. Assistance to GERC in Approval of Business Plans, True-Up and Approval of ARR for the Second Control Period 2011–12 to 2015–16 in Respect of All Utilities in Gujarat. **Organization/Agency:** Gujarat Electricity Regulatory Commission (GERC), Ahmedabad. **Involved Faculty:** Mr. Balarama Reddi & Prof. Usha Ramachandra.
16. Providing Advisory Services to CESC for 2011. **Organization/Agency:** Calcutta Electric Supply Corporation (CSEC) Ltd., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
17. Quality & Quantity Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
18. Assistance to Process Tariff Petitions to Determine ARR and Tariffs for the Financial Year 2011–12. **Organization/Agency:** Nagaland Electricity Regulatory Commission (NERC), Kohima. **Involved Faculty:** Mr. K. Balarama Reddi.
19. Analysis of Tariff Petition Filed by the Electricity Dept. of Chandigarh to Determine Retail Tariff. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
20. Fixation of Generation Tariff for PPCL Gas Power Station, Puducherry, for FY 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
21. Drafting Certain Regulations to NERC. **Organization/Agency:** Nagaland Electricity Regulatory Commission (NERC), Kohima. **Involved Faculty:** Mr. K. Balarama Reddi.
22. Capability Building Programme in the Environment Area. **Organization/Agency:** Andhra Sugars Ltd., Tanuku, Andhra Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam.
23. Processing of ARR and Tariff Petitions of the Electricity Dept., Dadra Nagar Haveli for 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
24. Processing of ARR and Tariff Petitions of the Electricity Dept., Daman and Diu for 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.

25. Information Communication Technology (ICT) for Effective Urban Governance and Service Delivery. **Organization/Agency:** Cisco Systems India Pvt. Ltd., Bengaluru. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
26. Developing Water Quality Protocol for Improving Systems in Water Quality. **Organization/Agency:** Delhi Jal Board, New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
27. Capacity Building in Benchmarking Urban Services in Karnataka **Organization/Agency:** State Institute for Urban Development, Govt. of Karnataka, Mysore. **Involved Faculty:** Prof. Srinivas Chary Vedala.
28. Quality & Quantity Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
29. Capacity Building Needs Assessment in Management of PPP in Urban Water Sector **Organization/Agency:** Karnataka Urban Infrastructure Development and Finance Corporation, Govt. of Karnataka, Bengaluru. **Involved Faculty:** Prof. Srinivas Chary Vedala.
30. Evaluation of Three Transmission Schemes of Maharashtra State Electricity Transmission Co. Ltd. (MSETCL) on Behalf of MERC **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
- Directorate General, Brussels. **Involved Faculty:** Dr. Nirmalya Bagchi.
3. Prime Minister's Award for Excellence in Public Administration for the Year 2009-10. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Ms. Sohini Basu & Dr. Subodh Kandamuthan.
4. Consultancy and Advisory Services with UNICEF-1st Phase. **Organization/Agency:** Directorate of Evaluation, UNICEF, Patna. **Involved Faculty:** Dr. Nirmalya Bagchi, Dr. Yamini Atmavilas, Dr. Subodh Kandamuthan & Ms. Sohini Basu.

CENTRE FOR MANAGEMENT STUDIES

1. Assessment of Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant in Country, 2009-10. **Organization/Agency:** PM's Trophy Secretariat, Ministry of Steel, Govt. of India. **Involved Faculty:** Prof. Vilas Shah, Ms. J. Swarnalatha & Prof. Raj V. Ponnaluri.

LIBRARY

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

CENTRE FOR INNOVATION & TECHNOLOGY

1. Impact Evaluation of Pilot Programme for Control of Micro-nutrient Malnutrition **Organization/Agency:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Dr. Nirmalya Bagchi.
2. Euro-India Spirit: Euro-India Synchronization of Policy Initiatives & Research and Innovation Trajectory. **Organization/Agency:** European Commission Information Society and Media

Annexure 5-C
Research & Management Studies
(Received during April 2011–March 2012)

CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Training Need Analysis Study for Small & Medium Enterprises in the Pacific Region. **Organization/Agency:** Commonwealth Fund for Technical Co-operation, Commonwealth Secretariat, London. **Involved Faculty:** Prof. Hemnath Rao H.
2. Evaluation Study of Weather-Based Crop Insurance Scheme. **Organization/Agency:** Agriculture Insurance Company of India Ltd., New Delhi. **Involved Faculty:** Dr. Reshmy Nair.

CENTRE FOR HUMAN DEVELOPMENT

1. 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 Piloting of the Social Institutions and Gender Index (SIGI) in India. **Organization/Agency:** Organization for Economic Co-operation and Development, Paris. **Involved Faculty:** Dr. Yamini Atmavilas & Ms. Sohini Basu.
2. Brainstorming Session on the Impact of Extreme Weather Events and Long-Term Climate Change on Health. **Organization/Agency:** Ministry of Earth Sciences, Govt. of India. **Involved Faculty:** Dr. Mala Rao.
3. Evaluation of Rajiv Arogyasri Health Insurance Scheme in Andhra Pradesh. **Organization/Agency:** International Development Research Centre (IDRC), Canada. **Involved Faculty:** Dr. Mala Rao & Dr. Subodh Kandamuthan.
4. Reducing Gender Disparities Across States in India: Challenges and Opportunities. **Organization/Agency:** Ministry of Women & Child Development, Govt. of India, and International Development Research Centre (IDRC), Canada. **Involved Faculty:** Dr. Yamini Atmavilas & Ms. Sohini Basu.

CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Analysis of Tariff Petitions Filed by the Electricity Dept. of Chandigarh to Determine Retail Tariff. **Organization/Agency:** Joint Electricity Regulatory Commission (JERC), Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
2. Fixation of Generation Tariff for PPCL Gas Power Station, Puducherry, for FY 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
3. Drafting Certain Regulations to NERC. **Organization/Agency:** Nagaland Electricity Regulatory Commission, Kohima, Nagaland. **Involved Faculty:** Mr. K. Balarama Reddi.
4. Processing of ARR and Tariff Petitions of the Electricity Dept., Dadra Nagar Haveli for 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
5. Processing of ARR and Tariff Petitions of the Electricity Dept., Daman and Diu for 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
6. Quality & Quantity Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd., (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
7. Professing of Tariff Petition by the Electricity Dept. of Goa for FY 2011–12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
8. Preparation of Regulations for Open Access, Supply Code and Grid Code Regulations. **Organization/Agency:** Nagaland Electricity Regulatory Commission, Kohima. **Involved Faculty:** Mr. K. Balarama Reddi.

9. Evaluation of Three Transmission Schemes of Maharashtra State Electricity Transmission Co. Ltd. (MSETCL) on Behalf of MERC. **Organization/Agency:** Maharashtra Electricity Regulatory Commission, Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
10. Processing of Tariff Petitions by the Electricity Dept. of Puducherry for FY 2011-12. **Organization/Agency:** JERC, Gurgaon. **Involved Faculty:** Mr. K. Balarama Reddi.
11. Processing of Tariff Petitions of Punjab State Power Corporation Ltd. (PSPCL) and Punjab State Transmission Corporation Ltd. (PSTCL) for ARR and Tariff for FY 2012-13. **Organization/Agency:** Punjab State Electricity Regulatory Commission, Chandigarh. **Involved Faculty:** Mr. K. Balarama Reddi.
12. Assistance to Process Tariff Petitions to Determine ARR and Tariffs for the Financial Year 2012-13. **Organization/Agency:** Nagaland Electricity Regulatory Commission, Kohima, Nagaland. **Involved Faculty:** Mr. K. Balarama Reddi.
13. Quantity and Quality Inspection of Works Relating to Schemes/Programmes in Six Districts of APCPDCL Area. **Organization/Agency:** Andhra Pradesh Central Power Distribution Co. Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
14. Advisory Services to CESC for 2012. **Organization/Agency:** Calcutta Electric Supply Corporation (CESC), Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
15. Approval of Business Plan, Truing Up, ARR and Tariff for SEZs in Gujarat. **Organization/Agency:** Gujarat Electricity Regulatory Authority, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
16. Processing of Tariff Petitions to Determine ARR and Retail Tariffs for Manipur and Mizoram for 2012-13. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur and Mizoram, Aizawal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
17. Drafting Certain Regulations, Processing of Tariff Petitions of the Energy and Power Dept. of Sikkim to Determine ARR and Retail Tariffs. **Organization/Agency:** Sikkim State Electricity Regulatory Commission, Gangtok. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
18. Evaluation of DPR Scheme Submitted by Jaigad Power Transco Ltd. (JPTL) to the Commission for Approval for FY 2010-11. **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC), Mumbai. **Involved Faculty:** Mr. K. Balarama Reddi.
19. Effective Implementation of Indo-US Clean Energy Research & Development Centre. **Organization/Agency:** ClimateWorks Foundation, San Francisco. **Involved Faculty:** Mr. Rajkiran V. Bilolikar & Prof. Srinivas Chary Vedala.
20. Accelerating Building Efficiency through Work with Real Estate Groups and Financial Institutions. **Organization/Agency:** ClimateWorks Foundation, San Francisco. **Involved Faculty:** Mr. Rajkiran V. Bilolikar, Prof. Srinivas Chary Vedala & Prof. Usha Ramachandra.
21. Capability Building Programme in the Environment Area. **Organization/Agency:** Andhra Sugars Ltd., Tanuku, Andhra Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam.
22. In-House Capacity Building Programme-Environment Area. **Organization/Agency:** Krishnapatnam Port Co. Ltd., Nellore, Andhra Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam.
23. Third-Party Evaluation for Pilot Cadastral Survey Products. **Organization/Agency:** Survey Settlement & Land Records, Govt. of Karnataka. **Involved Faculty:** Dr. Valli Manickam.
24. Capacity Building Programme in the Environmental Areas of My Home Industries Ltd. **Organization/Agency:** My Home Industries Ltd., Hyderabad. **Involved Faculty:** Mr. G. Bala Subramanyam.
25. Study on Establishment of State Institute of Environment Management for Training/Research & Development. **Organization/Agency:**

- Directorate of Environment, Govt. of Uttar Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam, Prof. Srinivas Chary Vedala & Dr. Valli Manickam.
26. Enrolling States to Data Sharing and Accessibility Policy. **Organization/Agency:** Dept. of Science & Technology, Govt. of India (GoI). **Involved Faculty:** Dr. Valli Manickam.
27. International Study Tour on Innovative Remediation Technologies and Methodologies Focusing on International Best Practices under World Bank-Aided Capacity Building for Industrial Pollution Management. **Organization/Agency:** Ministry of Environment & Forests, GoI. **Involved Faculty:** Dr. Valli Manickam.
28. Implementation of City Infrastructure Investment Prioritization and Programming (CIPP) Tool Kit in Tirupathi. **Organization/Agency:** Cities Development Initiative for Asia (CDIA), Manila. **Involved Faculty:** Prof. A Narender & Mr. T. Murali Mohan.
29. Preparation of Support Material for Training and Awareness Building on City & Climate Change in India. **Organization/Agency:** Deutsche Gesellschaft fur Internationale Zusammenarbeit (GIZ), New Delhi. **Involved Faculty:** Prof. M. S. Raghavendra, Prof. Srinivas Chary Vedala & Mr. T. Murali Mohan.
30. Capacity Building of ULBs to Improve the Level of Basic Services Delivery to the Citizens for Municipal Corporation of Greater Mumbai (MCGM) **Organization/Agency:** MCGM, Mumbai. **Involved Faculty:** Prof. M. S. Raghavendra & Prof. Srinivas Chary Vedala.
31. Study on Water Supply Timings and Consumer Satisfaction (100 days Action Programme). **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
32. Preparation of City Sanitation Plan for Gorakhpur City. **Organization/Agency:** Gorakhpur Municipal Corporation, Gorakhpur, Uttar Pradesh. **Involved Faculty:** Prof. Srinivas Chary Vedala.
33. Information Communication Technology (ICT) for Effective Urban Governance and Service Delivery. **Organization/Agency:** Cisco Systems India Pvt. Ltd. Bangalore. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
34. Developing Water Quality Protocol for Improving Systems in Water Quality. **Organization/Agency:** Delhi Jal Board, New Delhi. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
35. Capacity Building in Benchmarking Urban Services in Karnataka. **Organization/Agency:** State Institute for Urban Development, Govt. of Karnataka, Mysore. **Involved Faculty:** Prof. Srinivas Chary Vedala.
36. Capacity Building Needs Assessment in Management of PPP in the Urban Water Sector. **Organization/Agency:** Karnataka Urban Infrastructure Development and Finance Corporation, Govt. of Karnataka, Bengaluru. **Involved Faculty:** Prof. Srinivas Chary Vedala.
37. Study on Capacity Building for Urban Local Bodies for Govt. of Odisha. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Odisha, Bhubaneswar. **Involved Faculty:** Mr. T. Murali Mohan & Prof. Srinivas Chary Vedala.
38. Preparation of City Sanitation Plan (CSP) for Allahabad City. **Organization/Agency:** Allahabad Municipal Corporation, Allahabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
39. Support to Andhra Pradesh Infrastructure Authority (APIA) for Advancing Public-Private Partnership (PPP) Projects in AP. **Organization/Agency:** APIA, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A. Narender, Prof. Usha Ramachandra & Mr. Dushyant Mahadik.
40. Project Implementation Unit-UIDSSMT. **Organization/Agency:** Kerala Sustainable Urban Development Project (KSUDP), Govt. of Kerala (GoK), Thiruvananthapuram. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.

41. Development of City Development Plans in Kerala. **Organization/Agency:** KSUDP, GoK. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
42. Implementation of Certification Programme in Urban Management. **Organization/Agency:** KSUDP, GoK. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
43. Regional Capacity Building Hub for Region VI (Andhra Pradesh, Maharashtra and Goa). **Organization/Agency:** Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. Srinivas Chary Vedala, Prof. A Narender & Prof. M. S. Raghavendra.
44. Regional Capacity Building Hub for Region III (Uttar Pradesh). **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala.
45. Regional Capacity Building Hub for Region VII (Tamil Nadu, Karnataka, Kerala & Puducherry). **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala & Ms. Vijaya Venkataraman.
46. Setting up of National Technical Support Unit (NTSU) to Operationalize the Recommendations of 13th Finance Commission. **Organization/Agency:** MoUD, GoI. **Involved Faculty:** Prof. Srinivas Chary Vedala, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
47. Capacity Building Support for Preparation of Ward Development Plans for GHMC. **Organization/Agency:** Andhra Pradesh Municipal Development Project (APMDP), Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
48. Preparation of City Sanitation Plan for 20 Towns in Kerala. **Organization/Agency:** Govt. of Kerala, Thiruvananthapuram. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. Srinivas Chary Vedala.
49. A Paper Promoting Energy Conservation Building Code (ECBC). **Organization/Agency:** ClimateWorks Foundation, San Francisco. **Involved Faculty:** Prof. Srinivas Chary Vedala & Mr. Rajkiran V. Bilollikar.
50. Preparation of Slum-Free City for Agartala City under Rajiv Awas Yojana (RAY). **Organization/Agency:** Govt. of Tripura, Agartala. **Involved Faculty:** Ms. Vasavi Narla & Prof. Srinivas Chary Vedala.
51. Draft National Public-Private Partnership Policy. **Organization/Agency:** Dept. of Economic Affairs, Ministry of Finance, Govt. of India. **Involved Faculty:** Prof. Srinivas Chary Vedala.
52. Pre-Feasibility Study of Moving Towards Continuous Water Supply in Lucknow & Allahabad Cities. **Organization/Agency:** Govt. of Uttar Pradesh, Lucknow. **Involved Faculty:** Prof. Srinivas Chary Vedala.
53. Study on Comprehensive Household Survey for Water Supply, Sewerage and Solid Waste Management in HMWS&SB Service Area. **Organization/Agency:** Hyderabad Metropolitan Water Supply & Sewerage Board, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.
54. Consultancy Services for CIPS at Bengaluru & Kerala. **Organization/Agency:** Centre for Innovations in Public Systems (CIPS), ASCI, Hyderabad. **Involved Faculty:** Prof. Srinivas Chary Vedala.

CENTRE FOR INNOVATION & TECHNOLOGY

1. Consultancy and Advisory Services with UNICEF-1st Phase. **Organization/Agency:** Directorate of Evaluation, UNICEF, Patna. **Involved Faculty:** Dr. Nirmalya Bagchi, Dr. Yamini Atmavilas, Dr. Subodh Kandamuthan & Ms. Sohini Basu.
2. PM's Awards for Excellence in Public Administration for the Year 2010-11. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Dr. Nirmalya Bagchi, Ms. Sohini Basu, Dr. Yamini Atmavilas, Mr. Rajkiran V. Bilollikar & Dr. Subodh Kandamuthan.
3. National Requirement of Manpower for Police for 8-Hour Shifts in Police Station Functioning. **Organization/Agency:** Bureau of Police Research & Development, Govt. of India.

Involved Faculty: Mr. Kamal Kumar,
Dr. Nirmalya Bagchi & Prof. M. Chandrasekhar.

CENTRE FOR MANAGEMENT STUDIES

1. Manpower Planning and Review Study.
Organization/Agency: Goa Shipyard Ltd.,
Vasco-Da-Gama, Goa. **Involved Faculty:**
Dr. Harsh Sharma & Prof. K. N. Viswanatham.
2. Manpower Assessment and Organization
Restructuring Study. **Organization/Agency:**
Cement Corporation of India Ltd., New Delhi.
Involved Faculty: Dr. Harsh Sharma.
3. Streamlining the Administration and Management
System for NALSAR. **Organization/Agency:**
NALSAR University of Law, Hyderabad.
Involved Faculty: Dr. Harsha Sharma &
Ms. J. Swarnalatha.
4. Drafting Service Rules and Regulations.
Organization/Agency: Andhra Pradesh
Technology Services, Hyderabad. **Involved
Faculty:** Ms. J. Swarnalatha.
5. Implementation of Scientific Project Management,
Development of Evaluation Criteria and Risk
Management Techniques for NMRL.
Organization/Agency: Naval Materials
Research Laboratory (NRML), DRDO,
Ambarnath, Thane. **Involved Faculty:**
Prof. Vilas Shah.

LIBRARY

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

Annexure 6

Endowed and Public Lectures, Colloquiums and Seminars (April 2011–March 2012)

A. ENDOWED LECTURES

1. *15 July 2011*: Dr. Y. Nayudamma Memorial Lecture (endowed by M/s. Spartek Ceramics India Ltd.): “Translational Research: Bench to Bedside to Community—Its Birth and Growth in India” by Prof. D. Balasubramanian, Director of Research, L. V. Prasad Eye Institute, Hyderabad.

PUBLIC LECTURES

1. *20 May 2011*: CIPS Foundation Day Lecture: “The Recent Challenges in Governance”, by Hon’ble Mr. Justice N. Santosh Hegde, Karnataka Lokayukta.
2. *17 June 2011*: “Tax Reforms in India”, by Mr. Sunil Mitra, Finance Secretary, Govt. of India.
3. *10 September 2011*: First Mahatma Gandhi Memorial Lecture (organized by Sarvodaya International Trust AP Chapter in collaboration with ASCI) on “India’s Moral Crisis: The Gandhian Answer”, by Mr. Tushar Gandhi, great-grandson of Mahatma Gandhi, author and columnist.
4. *5 December 2011*: ASCI Foundation Day Lecture: “Nurturing Creativity to Make India a Global Leader in Knowledge Creation”, by Prof. C. R. Rao, ScD, FRS, Professor Emeritus, Penn State University, USA, Research Professor, University of Buffalo, USA, Distinguished Professor Emeritus and Advisor, CR Rao Advanced Institute of Mathematics, Statistics and Computer Science (AIMSCS), Hyderabad.
5. *10 January 2012*: “Ethics and Well-being: A Perspective on Leadership”, by Venerable Tenzin Priyadarshi, Founder and Director of the Dalai Lama Centre for Ethics and Transformative Values at the Massachusetts Institute of Technology, USA.
6. *15 February 2012*: “Politics and Governance: The UK Experience”, by Mr. Jeremy Browne, MP, Minister of State for Foreign Affairs, UK.

B. RESEARCH COLLOQUIUMS/SEMINARS

1. *4 June 2011*: Release of, and discussion on, the book *India’s Parliamentary Democracy on Trial*, by Mr. Madhav Godbole, IAS (retd.), former Home Secretary, Govt. of India.
2. *9 September 2011*: “An Interactive Discussion on Development Issues”, with Dr. Kemal Dervis, former Director, UNDP, and Dr Y. V. Reddy, former Governor, RBI.
3. *27 October 2011*: A presentation and interactive discussion on “Afghanistan, Iran and India Region”, with Mr. Akbar Khaleeli, IFS (retd.), former Ambassador of India to Iran, Italy, Egypt and Australia.
4. *21 November 2011*: An interactive discussion on “The Unending Search for a Global Monetary and Financial Architecture”, with Dr. Gerardo Della Paolera, Economist, President of the Global Development Network.
5. *25 January 2012*: An interactive discussion on “Research, Policy Formulation and Learning by Doing: Reflections on the Education of a Practical Policy-Maker”, with Prof. Andrew Sheng, Professor, Graduate School of Economics and Management, Tsinghua University, Beijing.
6. *1 March 2012*: Seminar on “The Power and Inspiration of Arvind Eye Hospital”, by Ms. Suchitra Shenoy.
7. *5 March 2012*: An interactive discussion on “US-India Strategic Partnership and the World It Made”, with Prof. Jeffrey Legro, Professor of Politics, Miller Center, University of Virginia, and Prof. Bharat Karnad, Research Professor in National Security Studies, Centre for Policy Research, New Delhi.

Annexure 7

Faculty Publications

- Bagchi, Nirmalya. 2011. Guest edited the *ASCI Journal of Management Special Issue on Managing Innovations in Emerging Markets* 41 (1) September.
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