



# **ANNUAL REPORT 2009–2010**

**Administrative Staff College of India**  
Bella Vista : Hyderabad

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## 53<sup>rd</sup> ANNUAL REPORT 2009-2010

### Chairman's Statement



I have pleasure in presenting, on behalf of the Court of Governors, the Fifty-Third Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31 March 2010.

It has been a reasonably satisfactory year for the College in terms of financial results. In the year ending March 2010, total income comprising both operating income and investment income reached a new high at Rs. 3,150 lakhs, representing an increase of 8.10 per cent over the previous year; and total expenditure amounted to Rs. 3,058 lakhs. After providing for depreciation and accounting for prior period adjustments, the net surplus was Rs. 38 lakhs. This compares with Rs. 307 lakhs in the previous year. The decrease in net operating income was to a large degree on account of higher expenditure on salaries and allowances, a significant part of which was on account of faculty salaries.

The income earned from the management development programmes in 2009-10 was Rs. 1,724 lakhs; and that from the Post-Graduate Diploma in Hospital Management was Rs. 125.59 lakhs. Both these were significantly higher than what was recorded in the previous year. Programmes in the areas of General Management (Rs. 622.49 lakhs), Human Resources (Rs. 399.17 lakhs) and Operations (Rs. 254.85 lakhs) contributed significantly to the income from management development programmes. Overall, the College conducted 181 programmes with 4,206 participants; including 283 participants from abroad (foreign nationals and those representing international institutions) and 495 women participants. The participant profile remains more or less the same as in previous years with 52 per cent of the participants being from the Government sector, 30 per cent from the public sector, and a little under 8 per cent from the private sector; 10 per cent

from banks, both public and private; and about 7 per cent from abroad.

During the period under review, in keeping with the objective of extending management development training to women, the College successfully conducted four programmes exclusively for women that attracted 93 participants. Eleven new programmes were introduced in 2009-10. The College continues to explore new areas of management development activity and, in the year under review, it conducted programmes on such new themes as Treasury and Investment Management; Financial Risk Management and Derivatives; Gender and the Workplace; Gender Budgeting and Planning; Environmental Management Systems in Chemical Industries; ASCI-ICAPMDP on PPP in Urban Infrastructure & Service Delivery; ASCI-WBI MDP on Integrated Municipal Solid Waste Management; ASCI-WBI MDP on Achieving Universal Sanitation in Urban India; Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas; Value-based Leadership; and Innovation Management.

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

The progress in the management development programmes of the College has been the result of the faculty's commitment to conduct good quality programmes and its initiative to offer new programmes of interest to industry and Government. The faculty has also been involved in research and management studies, which has helped to give the management development

programmes a measure of practical relevance and fresh insights.

Research and management studies activities have continued to grow. During the year, the College received 41 new projects on research and management studies (as against 64 in 2008–09), with a combined value of Rs. 831 lakhs (as against Rs. 1,543.12 lakhs in 2008–09). Of these, research assignments accounted for Rs. 165 lakhs; and management studies accounted for Rs. 666 lakhs. As in the past, the Centre for Energy, Environment, Urban Governance and Infrastructure Development accounted for a major share, bagging 25 projects of the total R&MS activity. The Centre for Management Studies, the Centre for Innovation and Technology, the Centre for Poverty Studies and Rural Development, and the Centre for Economics and Finance also made significant contributions during 2009–10.

The College successfully completed 54 projects—15 research assignments and 39 management studies—as compared to 49 in the previous year, comprising 15 research projects and 34 management studies. ASCI has initiated measures to evaluate the impact on the client organizations of its research and management studies. Management studies and research studies contributed Rs. 591 lakhs and Rs. 396 lakhs, respectively, to the income of the College. Details are provided in the relevant sections of the chapter on “Academic Activities”.

Several important assignments were awarded to the College, reflecting the diversity of subjects handled by ASCI. These included: Draft Postal Bill, 2009; Developing Convergence Guidelines for National Rural Employment Guarantee Act; Technical Assistance and Capacity Building in the Area of Internal Audit for Defence Electronics Research Laboratory (DLRL), Hyderabad; National Urban Water Awards, 2009; Drafting Grid Code and Supply Code for the Joint Electricity Regulatory Commission for Union Territories; Euro-India SPIRIT: Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory; Consultancy Services for Human Resource Development Programme on Planning and Management of Eco-Industrial Estates; Preparation of an Integrated Risk Management Policy for Andhra Pradesh State Cooperative Bank; and Performance Management Systems for Container Corporation of India.

Andhra Pradesh, Maharashtra, Gujarat, Bihar, Rajasthan, Manipur, Mizoram and Orissa were among the states

from where projects were secured by the College. Many assignments were also secured from departments, ministries and agencies under the Union Government, such as Urban Development, Environment & Forests, Administrative Reforms & Public Grievances, Power, Steel, Posts, Defence, and Science & Technology. The international institutions that awarded prestigious projects to the College included: the World Bank, Department for International Development (DfID), Govt. of UK, the European Union, German Development Cooperation (GTZ), UNDP and Japan International Cooperation Agency (JICA).

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

In line with the Vision Committee’s recommendations that greater salience be given to work on good governance, poverty studies, rural development and human development, ASCI has been directing its attention to building capacities and achieving results in these key areas.

During 2009–10, four new faculty members were recruited, two members retired and two left the College. The faculty strength by end-March 2010 was 44, the same as in the previous year. In recruiting new faculty, ASCI looked for younger professionals and had a measure of success in reducing the age profile of its faculty. At the invitation of the Chairman of the Court of Governors, Mr. Narayan Valluri, IAS (retd.), former Member Secretary, Expenditure Reforms Commission, Government of India, joined the College as Honorary Advisor during the year. The chapter on “Governance of the College” and Annexure 3 provides the details.

On 28–30 December 2009, the College organized an International Conference on Global Inter-dependence and Decision Sciences, led and anchored by the Centre for Innovation & Technology, ASCI, and sponsored by the Dept. of Science & Technology (DST), GoI, and Council of Scientific & Industrial Research (CSIR), GoI.

ASCI also organized two seminars: Financial Crisis, 2008: Anatomy of Failure, by Dr. A. Premchand, former Head of Public Expenditure, International Monetary

Fund; and Fiscal Consolidation with High Growth by Dr. Sudipto Mundle, Emeritus Professor, National Institute of Public Finance & Policy; and former Director, Strategy & Policy Dept., Asian Development Bank.

As in previous years, the College organized several memorial lectures by eminent persons. The Mr. K. L. N. Prasad Memorial Lecture on “Corporate Governance: Tyranny or Triumph?” was delivered by Mr. G. N. Bajpai, former Chairman, Life Insurance Corporation of India. The Rajiv Gandhi Memorial Lecture on “Knowledge for Growth: Harnessing India’s Demographic Dividend” was delivered by Mr. Sam Pitroda, former Chairman, National Knowledge Commission. The Dr. B. R. Ambedkar Memorial Lecture on “Ambedkarism: Its Impact on the Constitution of India” was delivered by Justice M. N. Rao, former Chief Justice, High Court of Himachal Pradesh, and Member, ASCI Court of Governors. 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 “Development of a Competitive Manufacturing Industry” by Dr. V. Krishnamurthy, Member, ASCI Court of Governors; and Chairman, National Manufacturing Competitiveness Council, Ministry of Commerce & Industry, GoI.

During 2009–10, the General Body of the College Society met once, the Court of Governors (CoG) thrice and the Standing Committee of the CoG on four occasions. The College continues to receive valuable guidance and direction from its distinguished Court of Governors on various aspects of its activities, the development of infrastructure and its investments.

During the year under review, new construction work on the Administrative and Hostel Blocks at the College Park Campus in Banjara Hills was initiated. It is expected that the structural work will be completed by the end of March 2011.

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

Looking ahead, I believe the College will continue to maintain its tempo of activity. ASCI has been reinforcing its existing capacities and building new ones by recruiting new faculty and undertaking a wider range of

programmes and studies. Steps are being taken to further enhance its international reach. Streamlining of administrative and financial processes and upgrading of infrastructure facilities continue to be given due attention. As an institution of national importance, working in the area of enhancing the professional quality of management in governments and industry, ASCI looks forward to continuing its service to the nation.

The progress of the College during 2009–10, as in earlier years, could not have taken place without the involvement and continued dedicated efforts put in by the Director-General and his team of faculty, officers in administration and staff at all levels. I extend my warm commendation to all of them for their efforts.

*M. Narasimham*

**M. NARASIMHAM**  
**Chairman**  
**Court of Governors**

## Governance of the College

### A. General Body

During 2009–10, the General Body of the College Society met once. The composition of the 93-member College Society as on 31 March 2010 is 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. Dr. Shankar Acharya, Member, Board of Governors and Honorary Professor, Indian Council for Research on International Economic Relations (ICRIER), was invited to be a Member of the CoG. Mr. Ashok Chawla, IAS, Finance Secretary, Govt. of India (GoI), Mr. Shantanu Consul, Secretary, Personnel & Training, GoI, Mrs. Vibhupuri Das, IAS, Education Secretary, GoI, and Mr. S. V. Prasad, Chief Secretary, Govt. of Andhra Pradesh (GoAP), were invited as members of the CoG in their ex-officio capacities.

The list of elected, co-opted and ex-officio members of the CoG as on 31 March 2010 is given in Annexure 2.

### C. People

During 2009–10, the College recruited four faculty members. The new members joined the following centres:

- ▶ Centre for Management Studies:
  - Prof. Milind Phadtare, Professor

- ▶ Centre for Healthcare Management:
  - Prof. Anirban Sengupta, Professor
- ▶ Centre for Energy, Environment, Urban Governance and Infrastructure Development:
  - Ms. Ekta Singh, Assistant Professor
  - Mr. Rajkiran V. Bilolikar, Assistant Professor

The following faculty members retired from ASCI: Prof. M. Surendar Reddy and Prof. R. N. Saxena. The following faculty members left the College during the year: Mr. Mohammed A. Abid and Dr. A. Amarender Reddy.

Mr. Narayan Valluri, IAS (retd.), former Member Secretary, Expenditure Reforms Commission, Govt. of India, joined ASCI as Honorary Advisor.

The list of faculty members, honorary visiting professors, advisors and consultants, and officers in administration of the College, as on 31 March 2010, is given in Annexure 3.

## Academic Activities

### A. Research and Management Studies

In line with the recommendations of the Vision Committee, the Administrative Staff College of India has been increasingly directing its endeavors towards identifying areas of current concern and topical interest to Government and industry for developing suitable proposals.

The research and management studies undertaken by the College are predominantly action-oriented and are driven by the policy and capacity-building needs of Government and industry.

#### New Assignments

The year under review once again witnessed the diversity of themes covered by various projects in functional as well as sectoral areas. ASCI's efforts were focused on working on new projects in these areas. These include: energy, urban infrastructure, corporate governance, administrative 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 faculty. ASCI has effectively leveraged the skills, expertise and experience of its faculty to successfully carry out the assignments and maintain its momentum in attracting new projects.

During 2009–10, the College received 41 new assignments for research and management studies (R&MS) valued at Rs. 831 lakhs. Of these, research studies assignments accounted for Rs. 165 lakhs; and management studies accounted for Rs. 666 lakhs. Of the 41 new assignments received, the Centre for Energy, Environment, Urban Governance & Infrastructure Development (CEEUG&ID) secured 25 projects.

As in the previous year, CEEUG&ID continued to account for a sizeable chunk of the projects (see Table 1). Areas under the Centre have won several prestigious contracts, many of them via an open and competitive bidding process.

Table 1  
**Research & Management Studies Received**

<i>Centre/Others</i>	<i>2009–10</i>	<i>2008–09</i>
Public Policy, Governance & Performance	2	2
Poverty Studies & Rural Development	3	4
Human Development	1	7
Economics & Finance	3	6
Energy, Environment, Urban Governance & Infrastructure Development	25	38
Innovation & Technology	3	–
Management Studies	3	7
Library	1	–
<b>Total</b>	<b>41</b>	<b>64</b>

These assignments were awarded by national and international agencies, enterprises and establishments in the corporate sector, as well as the central and state governments (Annexure 5-C gives a complete list of the new research and management studies received by ASCI during 2009–10). Andhra Pradesh, Maharashtra, Gujarat, Bihar, Rajasthan, Manipur, Mizoram and Orissa were among the states from whom projects were secured by the College. Many assignments were also secured from departments, ministries and agencies under the Union Government, such as Urban Development, Environment & Forests, Administrative Reforms & Public Grievances, Power, Steel, Posts, Defence, Cooperative Banks, and Science & Technology. International institutions that awarded prestigious projects to the College include: Department for International Development (DfID), Govt. of UK, the European Union, German Development Cooperation (GTZ), UNDP and Japan International Cooperation Agency (JICA).

For the fifth consecutive year, ASCI continued to work with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in providing inputs for the prestigious Prime Minister's Awards for Excellence

in Public Administration. The College assisted DARPG in carrying out scrutiny, evaluation as well as spot studies of the nominations received under the scheme. Similarly, the Director-General of ASCI was a member of a panel of judges that selected the best steel plant in the country for award of the Prime Minister's Trophy.

### Assignments Completed

The College successfully completed 54 projects (15 pertaining to research studies and 39 to management studies) during the year (as compared to 49 in the previous year, comprising 15 research studies and 34 management studies). Annexure 5-B provides full details of the research and management studies completed by ASCI during 2009–10. The Centre for Energy, Environment, Urban Governance & Infrastructure Development once again maintained its lead, with a project closure score of 26 (see Table 2 below).

Table 2  
**Research & Management Studies Completed**

<i>Centre/Others</i>	2009–10	2008–09
Public Policy, Governance & Performance	4	7
Poverty Studies & Rural Development	2	2
Human Development	3	1
Economics & Finance	11	6
Energy, Environment, Urban Governance & Infrastructure Development	26	24
Innovation & Technology	1	2
Management Studies	7	5
Library	–	2
<b>Total</b>	<b>54</b>	<b>49</b>

### Income Earned

The income earned from various projects during the year amounted to Rs. 987.60 lakhs. The break-up is given in Table 3 below.

Table 3  
**Income Earned from Research & Management Studies**

<i>Activity</i>	<i>in Rs. Lakhs</i>	
	2009–10	2008–09
Research studies	396.41	389.64
Management studies	591.19	620.72
<b>Total</b>	<b>987.60</b>	<b>1,010.36</b>

Thus, there is a marginal decrease in the project income to the tune of about 2.25 per cent.

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

### Projects Carried Over

A total of 89 research and management studies were carried over from the previous year to 2009–10 (see Annexure 5-A for the complete list of projects that were carried over and the respective organizations/agencies). Here too, a majority of the assignments were undertaken by the Centre for Energy, Environment, Urban Governance & Infrastructure Development (see Table 4 below).

Table 4  
**Research & Management Studies Carried Over**

<i>Centre/Others</i>	2009–10	2008–09
Public Policy, Governance & Performance	5	10
Poverty Studies & Rural Development	3	2
Human Development	6	–
Economics & Finance	11	10
Energy, Environment, Urban Governance & Infrastructure Development	55	38
Innovation & Technology	4	4
Management Studies	5	5
Library	–	2
<b>Total</b>	<b>89</b>	<b>71</b>



## Impact Assessment of Projects

The impact of projects undertaken by the College has largely been in two areas: Urban Governance and Energy. In the former, ASCI has become an advisor and facilitator for urban development projects, both at the central policy-making level and for the implementation of JNNURM projects in the states of Kerala, Orissa and Jharkhand. As can be seen, the share of this sector in the College portfolio is very large and amounts to around half the number of projects on hand.

In the case of the Energy area, which is also part of the same centre, this is due to the signal contribution of Mr. K. Balarama Reddi, Senior Advisor, and his group of consultants.

### B. Management Development Programmes

The College contributed to the success of the management development programmes during 2009–10. The total earned income from MDPs during the year was Rs. 1,723.85 lakhs—a 21 per cent increase over the 2008–09 income of Rs. 1,426.12 lakhs. The contribution of each of the three categories of programmes is shown in Table 5 (see Annexure 4 for a complete listing of the programmes). It may be noted that the income of Rs. 125.59 lakhs generated by the ASCI Post-Graduate Diploma in Hospital Management (PGDHM) is not included in the total earned income from standard MDPs.

Table 5  
Programme Income, 2009–10

<i>Programme Type</i>	<i>Income (in Rs. Lakhs)</i>
College announced	615.19
In-company on-campus	1,040.41
In-company off-campus	68.25
<b>Total</b>	<b>1,723.85</b>

Programmes in the areas of General Management (Rs. 622.49 lakhs), Human Resources (Rs. 399.17 lakhs) and Operations (Rs. 254.85 lakhs) contributed significantly to the income from MDPs.

Table 6  
Comparative Programme Profile

<i>Programme Type</i>	<i>No. in 2008–09</i>	<i>No. in 2009–10</i>
Announced	66	67
In-company on-campus	94	95
In-company off-campus	12	19
<b>Total</b>	<b>172</b>	<b>181</b>

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

As can be seen from Table 6, of the 181 programmes conducted during 2009–10, 67 were announced programmes (compared to 66 in the previous years). The in-company on-campus training programmes also increased marginally, while the number of in-company off-campus programmes increased by more than 50 per cent. (Tables 8, 9 and 10, respectively, provide an area-wise break-up of these three categories of programmes, with details of participation).

The sector-wise break-up, shown in Table 7, indicates that participation by the Government, public sector and banks increased during the year under review. It is also noteworthy that the number of women participants in ASCI's management development programmes increased by 22 per cent during 2009–10. Participation by foreign nationals also increased, though marginally.

Table 7  
Profile of Participants

Sectors	No. in 2008-09	No. in 2009-10
Government	2,124	2,180
Public	844	1,257
Private	377	357
Banks	396	412
Others	246	-
<b>Total</b>	<b>3,987</b>	<b>4,206</b>
<b>Women participants</b>	404	495
<i>Foreign participants</i>	264	283

Compared with the previous year, the number of participants who attended the College- announced programmes grew from 1,359 to 1,442; but the number of participants in the on-campus programmes decreased marginally from 2,230 to 2,168.

Table 8  
College-Announced Programmes, 2009-10

Area	No. of Courses	No. of Participants
Economics	1	7
Education Studies	1	15
Environment	2	47
Finance	5	87
Gender Studies	1	14
General Management	7	150
Health Studies	1	17
Human Resources	28	605
Information Technology	2	33
Infrastructure	1	19
Innovation & Technology	1	15
Marketing	5	67
Operations	7	262
Strategic Management	1	10
Urban Governance	4	94
<b>Total</b>	<b>67</b>	<b>1,442</b>

Table 9  
Customized On-Campus Programmes, 2009-10

Area	No. of Courses	No. of Participants
Economics	5	76
Energy	1	33
Environment	3	63
Finance	10	208
Gender Studies	1	28
General Management	24	608
Health Studies	1	30
Human Resources	21	439
Infrastructure	4	86
Innovation & Technology	7	155
Information Technology	6	138
Marketing	1	19
Operations	3	73
Public Policy	1	27
Poverty & Rural Development	2	45
Urban Governance	5	140
<b>Total</b>	<b>95</b>	<b>2,168</b>

Table 10  
Customized Off-Campus Programmes, 2009-10

Area	No. of Courses	No. of Participants
Finance	2	48
General Management	4	89
Human Resources	4	96
Health Studies	2	84
Innovation & Technology	1	33
Operations	4	100
Strategic Management	1	20
Urban Governance	1	126
<b>Total</b>	<b>19</b>	<b>596</b>

During the year, 11 new programmes were announced and conducted on the following themes: Treasury and Investment Management; Financial Risk Management and Derivatives; Gender and the Workplace; Gender Budgeting and Planning; Environmental Management Systems in Chemical Industries; ASCI-ICAPMDP on PPP

in Urban Infrastructure & Service Delivery; ASCI-WBI MDP on Integrated Municipal Solid Waste Management; ASCI-WBI MDP on Achieving Universal Sanitation in Urban India; Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas; Value-based Leadership; and Innovation Management.

Table 11a  
**Corporate Organizations, 2009-10**

<i>Public Sector (Including Banks)</i>	<i>Private Sector</i>
Bank of India	
Bharat Electronics Ltd.	Ispat Industries Ltd.
Chhattisgarh State Power Generation Co. Ltd.	
Damodar Valley Corporation	
Eastern Power Distribution Company of Andhra Pradesh Ltd. (APEPDCL)	
Greater Hyderabad Municipal Corporation	
Hindustan Computers Ltd.	
HMT-Machine Tools Ltd.	
Indian Farmers Fertilizer Cooperative (IFFCO) Ltd.	
Indian Institute of Space Science & Technology	
LIC of India	
Mishra Dhatu Nigam Ltd. (Midhani)	
National Bank for Agriculture and Rural Development (NABARD)	
NHPC Ltd.	
NMDC Ltd.	
Nuclear Power Corporation of India Ltd.	
NTPC Ltd.	
Oriental Bank of Commerce	
Oil & Natural Gas Corporation Ltd. (ONGC)	
Punjab State Electricity Board	
Steel Authority of India Ltd. (SAIL)	

Table 11b  
**Non-Corporate Agencies, 2009-10**

<i>International</i>	<i>Government</i>
Commonwealth Secretariat, London	Defence Ordnance Factory Board, Ministry of Defence, GoI
Centre for the Development of Enterprise (CDE) Brussels	Defence Research & Development Organization (DRDO), GoI
Food and Agriculture Organization	Bureau of Police Research & Development, GoI
Govt. of Afghanistan	Ministry for the Development of the North-Eastern Region (MDoNER), GoI
Public Administration Leadership and Management Academy (PALAMA), South Africa	Dept. of Personnel & Training (DoPT), GoI
Department for International Development (DfID), Govt. of UK	Dept. of Science & Technology (DST), GoI
South Asian Association for Regional Cooperation (SAARC)	Dept. of Water Resources Govt. of Orissa
United Nations Human Settlements Programme (UN-HABITAT)	Govt. of Andhra Pradesh
United Nations Children's Fund (UNICEF)	Govt. of Jammu & Kashmir
	Govt. of Karnataka
	Govt. of Orissa
	Indian Economic Service
	Indian Space Research Organization (ISRO), GoI
	Indian Statistical Service
	Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Ministry of Urban Development (MoUD), GoI
	Ministry of Environment & Forests (MoEF), GoI
	Ministry of Tourism, GoI
	National Fisheries Development Board (NFDB), Ministry of Agriculture, GoI

## **Outlook for the Future**

ASCI continues to make strides in delivering quality management development programmes for the government, public sector undertakings and private corporations. The announced programmes are primarily targeted at the public sector, and it is expected that the faculty will take new initiatives to expand its footprint in this important business sector. The College also intends to adopt methods to improve further the quality of MDP delivery while aiming to enhance its standing among training and development institutes of the country. While doing so, ASCI will continue its long-standing relationship with government departments and public sector undertakings. The college community at large works in unison to provide high-quality hospitality and allied services with a human touch.

## Activities of the Centres

### I. Centre for Public Policy, Governance and Performance

#### Research & Management Studies

##### New Projects

- Draft Postal Bill, 2009: Sponsored by Dept. of Posts, Ministry of Communications & Information Technology, Govt. of India (GoI).
- Evaluation of AMR-Andhra Pradesh Academy of Rural Development Training Programmes: Sponsored by A. Madhava Reddy-Andhra Pradesh Academy of Rural Development (AMR-APARD), Hyderabad.

##### Completed/Ongoing Projects

In addition to the projects received, the Centre for Public Policy, Governance & Performance (CPPGP) worked on the following projects during the year and completed most of them:

- Factor Productivity and Marketed Surplus of Major Crops in India: Sponsored by
- Planning Commission, GoI. This study was completed during the year.
- Export Potential of Khadi Institutions: Sponsored by Khadi & Village Industries Commission, Mumbai. The study was completed during the year, and the report was well received.
- Implementation of Sevottam in Two Departments: Sponsored by Dept. of Administrative Reforms & Public Grievances, GoI. The project was underway and nearing completion.
- Aceh Scoping Study: Sponsored by Ministry of External Affairs, GoI. The study was underway during the year; the ASCI team visited Aceh in March 2009.
- Repositioning of Postal Services: Sponsored by the Dept. of Posts, GoI. The project was completed during the year.

### Management Development Programmes

CPPGP organized a Programme for Sri Lankan Senior Officials: Innovations in Government (16–28 November 2009), sponsored by the Commonwealth Secretariat. The focus of the programme was on policies and strategies with respect to a new approach to public administration and management for national competitive advantage and capacity building of civil servants. Exposure visits to Patna and Delhi were also organized as a part of the programme, during which the participants were able to observe public administration reform practices.

### II. Centre for Poverty Studies and Rural Development

#### Management Development Programmes (MDPs)

The contribution made by the Centre for Poverty Studies and Rural Development (CPSRD) to the capacity building of managers and entrepreneurs from small and medium enterprises (SMEs) of continental Africa during the previous years has been widely recognized by international sponsors like Commonwealth Secretariat (ComSec), London, the Norwegian Fund (Norfund), Centre for the Development of Enterprise (CDE), Brussels, and Messrs Aureos Capital Ltd., London. Based on the positive feedback from African SMEs who participated in the on-campus training programmes at ASCI, CPSRD was invited to offer an off-campus one-week management development programme (MDP) for SMEs from various countries in the Pacific region, like the Papua New Guinea (PNG), Fiji, Tonga, Samoa and Vanuatu. Based on the training needs analysis conducted through a telephonic survey with a sample of investee companies of Aureos Capital (Pacific Capital Partners, Brisbane) in the Pacific region, a customized MDP was offered in collaboration with the Divine Word University (DWU) in Madang, Papua New Guinea, during 26–30 October 2009. The programme was sponsored by ComSec and CDE.

Besides 20 participants from SMEs based in PNG, Fiji, Tonga and Vanuatu, one observer each representing the ComSec and CDE, and two observers from the Pacific Capital Partners participated in the above-mentioned

MDP. The wide coverage in the national press of PNG apart, the programme received very encouraging feedback from the observers, participants and their sponsoring employers. In the reactive feedback obtained from the participants at the end of the programme, it was reported that the programme offered an opportunity for a clinical analysis of small business problems in the region through field visits and classroom exercises, and that more such learning opportunities were required for equipping SMEs in the region to compete globally. This positive feedback is likely to pave the way for repeating the programme in future in PNG and neighbouring countries of the Pacific region.

The positive feedback received on the programme sponsored by the Dept. of North-Eastern Region (DoNER), Govt. of India (GoI), for senior officers of state governments across the region in the areas of planning, implementation, monitoring and evaluation (PIME) of development programmes, in March 2009, led to a repeat programme during 25–29 May 2009. As against 18 participants in the previous programme, 25 participants attended the second PIME course. Feedback from the participants indicated that there was widespread appreciation of the tools and techniques discussed during the course for strengthening formulation and implementation of development projects in the North-Eastern region. CPSRD has also contributed to the design and delivery of ASCI's Advanced Management Programme 2009 through co-direction of both its domestic and international components.

CPSRD organized a National Seminar on Micro Finance Development and Cooperative Credit Institutions at ASCI on 5–6 March 2010 with sponsorship support from the National Bank for Agriculture and Rural Development (NABARD). Representatives of district central cooperative banks, state departments of cooperation, the National Cooperative Union of India, micro-finance institutions (MFIs), state cooperative banks, NABARD and RBI attended the seminar. Some interesting papers were presented on the role and relevance of MFIs in reducing poverty. Besides presentation of papers by MFIs, representatives of state cooperative banks and other cooperatives also made insightful presentations on the progress of reforms in the cooperative credit sector following the recommendations of the Vaidyanathan Committee. The seminar was inaugurated by Dr. S. K. Rao, Director General, ASCI; and the valedictory address was delivered by Shri V. Bhali, Chief General Manager, NABARD, Mumbai.

In terms of institutional linkages, CPSRD has actively contributed to the institution-building efforts of the National Institute for Micro, Small and Medium Enterprises (NIMSME) by assisting them in the screening of applications for the recruitment of faculty. The Ministry of Micro, Small and Medium Enterprise, Govt. of India, subsequently requested the Director of CPSRD to chair the meeting of the selection committee for recruitment of faculty in NIMSME. Similar support was also provided to the AMR-Andhra Pradesh Academy of Rural Development (APARD), the state institute for rural development, in selection for their faculty resources.

CPSRD was also invited to make a presentation on "Strategies for Designing and Strengthening Anti-Poverty Programmes" to the Central Civil Services (Group 'A') batch, 2009, attending their Foundation Course at the Dr. Marri Channa Reddy Human Resource Development Institute (MCRHRDI). The Center was also invited to make repeat presentations at the National Academy of Agricultural Research Management (NAARM) to contribute to the capacity-building effort of the Indian Council of Agricultural Research (ICAR) to transform the National Agricultural Research System (NARS) into the National Agricultural Innovation System (NAIS). Similarly, faculty resource support has been extended to the National Institute of Agricultural Extension Management (MANAGE) and the Institute of Public Enterprise (IPE). The National Mineral Development Corporation invited the Director, CPSRD, to deliver the keynote address to launch the 'Productivity Week' celebrations that began on the 12 November 2009.

### **Research and Management Studies**

After CPSRD joined the Professional Institutional Network (PIN) constituted by the Ministry of Rural Development (MoRD), Govt. of India, during 2008–09, the involvement of the Centre with the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) has been consistently growing. Soon after the initial appraisal by CPSRD of MGNREGA in three districts of Andhra Pradesh, completed in July 2009, MoRD awarded the Centre a study to develop guidelines for convergence of the development schemes of the Ministry of Agriculture (MoA) and MGNREGA, with funding support from UNDP, New Delhi. Guidelines were developed for convergence of the Rashtriya Krishi Vikas Yojana (RKVY); the National Horticulture Mission (NHM) and the National Food Security Mission (NFSM) with MGNREGA. When the year under review closed, the

process of consultation between the Dept. of Agriculture & Cooperation in MoA and the Dept. of Rural Development in MoRD was underway. The study was carried over to the next financial year.

Besides, CPSRD was invited in December 2009 to join the Expert Committee for Selection of Awardees under the Scheme of Award for Excellence in NREGA Administration. Further, the Centre was also represented on the Working Group for Development of Individual Lands under MGNREGA, constituted in March 2010, as part of the effort in the Govt. of India to strengthen the implementation of the Act. A presentation was made to the Administrator, UNDP, Ms. Helen Clark, at a Round Table Discussion organized on 7 March 2010 at Udaipur to brainstorm the problems and prospects for the effective implementation of MGNREGA.

The Dept. of Land Resources (DoLR) in MoRD, GoI, awarded CPSRD a study in December 2009 for designing the Programme Management Unit (PMU) to facilitate effective implementation of the National Land Records Modernization Programme (NLRMP). The study involved an analysis of various initiatives in land records management across the country, such as the Bhoomi project in Karnataka; Bhu Bharati project in Andhra Pradesh and similar land records modernization projects in Tamil Nadu, West Bengal and other states. Based on the assessment of the status of land records modernization in different states, a unique organizational design has been recommended to DoLR, specifying the job description, competency profiles and suggestions for talent sourcing to make PMU operational. The report is being positively considered by the Govt. of India for setting up the unit. The study was carried over to the next financial year.

To provide opportunities to the rural population for education and acquisition of skills, who often find the opportunities to be expensive and inaccessible, the National Council of Rural Institutes (NCRI), Hyderabad, an autonomous institute under the Ministry of Human Resource Development, Govt. of India, has been assisting institutions that are seeking to implement Gandhiji's ideas and ideals of rural development and rural transformation. At the request of NCRI, CPSRD took up a study in September 2009 on monitoring and evaluation of NCRI projects. The study covered the activities of 13 rural institutes in eight states in the areas of rural higher education, vocational studies, Gandhian studies,

entrepreneurship development and networking of rural institutes. Following the completion of the study in November 2009, a new framework for monitoring ongoing projects and for evaluating completed ones was recommended to NCRI and a presentation made to their governing council. The study also pointed to the need for strengthening the capacity-building activities of NCRI aimed at teacher training (with a focus on children); peace and conflict resolution (with a focus on youth); and micro-planning (with a focus on panchayati raj institutions).

CPSRD submitted the final reports for two studies during the year under review: Corporate and Recovery Plan for the Nagaland Industrial Development Corporation (NIDC) and for the Nagaland Handicrafts and Handlooms Development Corporation (NHHDC). The studies have made recommendations for strengthening both the organizations, given the challenges of the business and development environment in Nagaland, particularly in the context of the law and order scenario in the state. Some innovative suggestions have been made for creating and sustaining a superior strategy fit between the two vital state-level public enterprises and their policy environment. The Government of Nagaland (GoN) has been examining the recommendations of CPSRD, and it is expected that the recovery packages for repositioning the two institutions will soon be considered. Pending a formal presentation to GoN, both the studies were carried over to the next financial year.

### **III. Centre for Human Development**

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

Compared to the previous year, work began in earnest in all the areas of the Centre. While the Health area led the way in terms of continuity in work, other areas also found support for management development programmes and research and management studies.

#### **Health Area**

The Health Studies area received another project under ASCI's partnership in the DFID-funded, Family Health International-led project on Andhra Pradesh Health Sector Reforms Programme for the period September 2008–June 2010. The project envisages providing

technical assistance to the Dept. of Health, Medical and Family Welfare, Govt. of Andhra Pradesh, to undertake a major overhaul of the public health sector so as to improve health service delivery to the rural and poor segments of the state. ASCI's role in this project has been to support a process consultancy, which includes training and capacity building, procurement and some financial management. One consultant was hired for this project full time. The project was nearing completion at the close of the year under review.

The Health area had received, during 2008–09, a project for a concurrent evaluation of the National Rural Health Mission in Andhra Pradesh. In the first phase of this evaluation, ASCI carried out field surveys in six districts of Andhra Pradesh to ascertain, monitor and evaluate the quality of care provided. All the data collection for this study was completed during 2009–10. The final report is to be submitted after a review by the Ministry of Health & Family Welfare, Govt. of India.

In November 2008, the Health area had been awarded a project on the Effectiveness of Behaviour Change Communication Training in the Medak and Raichur Districts by UNICEF, Hyderabad. The project was completed and submitted to UNICEF during the year under report.

The project on Impact Assessment Study: Resettlement & Rehabilitation in Eight Districts, for UNDP and the Govt. of Orissa, was completed in September 2009. The report submitted was well received. The project had been awarded during 2008–09.

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

- Using Data for Programme Monitoring and Evaluation: 17–19 December 2009 (17 participants). This was a college-announced programme.
- Using Data for Programme Monitoring and Evaluation of NGO Partners of UNICEF. The programme was held twice for UNICEF, Hyderabad: 21–23 January 2010 (49 participants) and 22–24 February 2010 (35 participants).
- Advanced Techno-Management Programme for Middle-Level Scientists: 4 January–5 February 2010 (18 participants): This general management programme was jointly conducted with faculty

from the Human Resources area and sponsored by the Dept. of Science & Technology, Govt. of India.

- Executive Level Course on Evaluations: 6–10 April 2009 (30 participants). The programme was sponsored by UNICEF, New Delhi, and the participants included senior government officers and members of NGOs.

Before the Post-Graduate Diploma in Hospital Management (PDGM) programme was shifted to the newly created Centre for Health Care Management, the Health Studies area had successfully concluded the training of the third batch of students. Admissions to the fourth batch were completed, and students were halfway through their programme at the end of the year under review.

Faculty in the Health area were also engaged in research and consultancy in their individual capacities. These are reported separately, and such activities strengthen the area as a whole.

### **Education Area**

The Education area received grants towards projects during the year under review. The World Bank Institute (WBI) awarded, during the year, a project for the Development of e-Content on Social Accountability for Senior- and Middle-Level Government Leaders. The project was completed in July 2009 and submitted to the World Bank Institute.

During 2008–09, ASCI had been awarded an advocacy project by UNICEF, Hyderabad, on Promoting Quality Education for Children belonging to Tribal Communities in Andhra Pradesh: Proposal for Participatory Review, Organizational Assessment and Advocacy. Work was in progress during 2009–10, and the project was carried over to the next financial year.

The Sports Authority of Andhra Pradesh has commissioned ASCI to undertake a project on the Formulation of Detailed Project Report (DPR) for Implementation of Panchayat Yuva Krida Aur Khel Abhiyan (Pykka) in Andhra Pradesh (2010–20). The project was awarded in January 2010.

A project on the Euro-India Spirit was initiated on 1 January 2010 by a consortium of several European and Indian partners, including ASCI. More specifically,



the objective of the Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory is to provide support to information society policy dialogues and strengthen international cooperation. The proposal for this project, jointly prepared and submitted by the Chairperson, Education area and the Chairperson, Innovation area was accepted before the close of the year under review.

The MDP on Educational Leadership and Administrative Law for Vice Chancellors and Senior-Level Educational Managers (25–27 May 2009, 15 participants) was well received. The feedback indicates that ASCI should conduct only one programme a year on this theme

### **Gender Area**

Faculty of the Gender Studies area regularly delivered a module for several ASCI management development programmes (MDPs) held during the year.

The following programmes were directed by the Gender faculty during the year:

- Enhancing Managerial Effectiveness and Capacity Building for Officials from the Govt. of Afghanistan: 27 Sep–8 Oct 2009 (18 participants). This programme was co-directed with faculty from the Human Resources area and was sponsored by the Govt. of Afghanistan.
- General Management Programme for Senior Women Scientists: 23 November–4 December 2009 (28 participants). The programme was co-directed with faculty from the Economics area and was sponsored by the Dept. of Science & Technology (DST), Govt. of India (GoI).
- Management Development Programme for Women Executives: 4–8 January 2010 (13 participants). This college-announced programme was co-directed with faculty from the Human Resources area.
- Programme on Gender Budgeting and Planning: Practices for Equity and Accountability: 11–13 January 2010 (14 participants).
- Ethical, Legal and Gender Issues in Science for Women Scientists: 18–22 January 2010 (28 participants). Sponsored by DST, GoI.

A Gender faculty member presented a paper on “Researching Violence: A Focus on Social Capital” at

the Ninth Annual Fellows Conference of the Asian Scholarship Foundation (ASF) on Forging Our Asian Commitment: Regional Perspectives on and Responses to the Global Crisis, held in Bangkok, 17–18 July 2009.

### **IV. Centre for Economics and Finance**

The Centre for Economics and Finance (CEF) has been involved in a number of management development programmes and, research and management studies. The details for the two areas are provided 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 coordination as well as handling sessions in programmes for scientists and government officials, and conducting general management programmes for the corporate sector. The details are provided below:

General Management Programme for Senior Scientists: 15 June–26 June 2009 (25 participants). Sponsored by the Dept. of Science and Technology (DST), Govt. of India (GoI).

- Programme for Senior Officers of the Indian Economic Service: 14–18 September 2009 (15 participants). Sponsored by the Dept. of Economic Affairs, GoI.
- Basic Course on WTO for IAS Officers: 2–6 November 2009 (14 participants). Sponsored by the Dept. of Personnel and Training (DoPT), GoI.
- Advanced Course on WTO for IAS Officers: 16–20 November 2009 (21 participants). Sponsored by DoPT, GoI.
- General Management Programme for Senior Women Scientists: 23 November–4 December 2009 (28 participants). The programme was co-directed with faculty from the Gender Studies area and was sponsored by DST, GoI.
- Science and Law for Scientists: 1–5 February 2010 (16 participants). Sponsored by DST, GoI.
- WTO Issues for Senior ISS Officers & Senior Officers of States/UTs: 15–19 February 2010 (10 participants). Sponsored by the Ministry of Statistics & Programme Implementation, Govt. of India.

A faculty member of the area taught a module on Health Economics to the participants of the Post-Graduate Diploma in Hospital Management (PGDHM), a two-year masters programme conducted by ASCI.

Economics area faculty took sessions in a number of management development programmes (MDPs), including Advanced Management Programme, Financial System Management and Accountability in Government, and MDPs for ISRO and IFFCO.

### **Research and Management Studies**

The Economics area was involved in the following research and management assignments:

- Cross-Media Ownership in India: Carried over from 2008–09, the study is sponsored by the Ministry of Information & Broadcasting (I&B), Govt. of India (GoI). The draft report was submitted and a presentation made to the client in June 2009. Following the presentation and comments received from the ministry, the final report was submitted in July 2009.
- Improvement in the Quality of Public Expenditure to Obtain Better Outputs and Outcomes: Awarded by the Thirteenth Finance Commission, GoI, in July 2008. The study was completed and the final report was submitted to the client in May 2009.
- Developing a Revenue Forecasting Model for AP: The study was awarded by the Govt. of AP (GoAP) in 2008–09. The revised final report was submitted to the client during the year, and comments from GoAP are awaited.

The Economics area Chairperson, jointly with the Operations area Chairperson, participated in a National Conference on the State of Competition in the Indian Economy held in New Delhi, 11–12 June 2009. The conference was jointly organized by the Competition Commission of India and the Investment Climate Advisory Service (FIAS), part of the World Bank Group. Both the ASCI chairpersons presented a report based on the research study Competition Issues in the Domestic Segment of the Air Transport Sector in India completed by the Economics area in 2008–09. The presentation was well received. The conference was attended by eminent personalities from the government, academia and industry, as well as international organizations like the World Bank and DfID among others.

A senior member of the Economics faculty attended a UNDP and Govt. of India-supported capacity assessment (CA) mission held in Chhattisgarh during 18–24 August 2009. The follow-up of the mission is to assess the capacities of other states to train elected representatives and officials at different levels, preparation of perspective plans and action plans, and their implementation in the respective states. This exercise will continue till the end of the Eleventh Five-Year Plan. The Ministry of Panchayati Raj, Govt. of India, has requested ASCI to help them out in this massive effort.

### **College-Related Administrative Activities**

The Economics area Chairperson functioned as the Dean of Management Development Programmes (DoMP) till August 2009.

A senior faculty member was nominated as Chairman of the ASCI Procurement Committee. He was engaged in preparing guidelines to improve the procurement of goods and services by the college.

### **Impact of Research Studies**

- The recommendations of the study on Cross-Media Ownership in India, sponsored by the I&B Ministry, GoI, are expected to contribute to the drafting of the bill on Broadcasting Law in India.
- The research study on Competition Issues in the Domestic Segment of the Air Transport Sector in India, completed during 2008–09, has been well received and is expected to contribute to the advocacy aspects of the Competition Commission of India, New Delhi.

### **Money, Banking, Corporate Finance and Governance Area**

#### **Management Development Programmes**

The Finance area faculty conducted the following programmes:

- Management Audit: A Way Forward for Performance Improvement: 6–10 April 2009 (35 participants); 5–9 October 2009 (18 participants).
- Financial Systems, Management and Accountability in Government: 17–21 August 2009 (19 participants); 14–18 December 2009 (27 participants).

- The Transition to Accrual Accounting in Governments: 4 September 2009 (16 participants). This one-day workshop was conducted in partnership with GASAB (Government Accounting Standards Advisory Board). It had a practical orientation with an emphasis on the implementation of the already prepared road map by GASAB.
- Financial Systems, Management and Accountability: 21–25 September 2009 (14 participants). Conducted for National Fisheries Development Board, Hyderabad.
- Management Audit for National Fisheries Development Board: 22–26 February 2010 (16 participants).
- Finance for Non-Finance Executives of APCPDCL: 11–12 May 2009 (27 participants).
- Treasury and Investment Management: 25–29 May 2009 (15 participants).
- General Management Programme for Senior Executive Course–113: 8 June–3 July 2009 (25 participants, including 13 foreign participants). The programme was co-directed with faculty from the Human Resources area.
- Financial Risk Management and Derivatives: 6–10 July 2009 (13 participants).
- New Tax Regime and Its Implications (Service Tax, VAT & Works Contract Tax): 20–22 July 2009 (7 participants).
- Training Programme on Financial Management for Officers of APCPDCL: 29–30 July 2009 (25 participants).
- Training Programme on Financial Management for Senior Executives of APEPDCL: 17–18 August 2009 (25 participants). This was an off-campus programme.
- Strategic Financial Management for Finance Executives of IFFCO: 26–30 October 2009 (20 participants).
- Training Programme on Financial Management for Finance Executives of APCPDCL: 16–17 November 2009 (26 participants).
- Leveraging Organizational Resources for Competitive Advantage for Govt. of Karnataka: 23–27 November 2009 (20 participants). The

programme was co-directed with faculty from the Operations area.

- Finance for Non-Finance Executives of IFFCO: 6–7 December 2009 (22 participants).
- Valuation and Due Diligence for Finance Executives of ONGC: 4–8 January 2010 (22 participants).
- Finance for Non-Finance Executives: 18–20 January 2010 (13 participants).
- Training Programme on Budgeting and Public Financial Management for Officers in the Finance Department: 10–12 March 2010 (23 participants). This was an off-campus programme.

### **Research and Management Studies**

The Finance area was involved in the following research and management studies:

- Technical Assistance and Capacity Building in the Area of Internal Audit for Defence Electronics Research Laboratory (DLRL), Hyderabad. The project was awarded and completed during 2009–10.
- Study of Gold Loan Portfolio: Sponsored by Andhra Pradesh Co-operative Bank Ltd. (APCOB). The study was received in 2008–09 and completed in May 2009.
- Preparation of an Integrated Risk Management Policy for APCOB: The study was awarded in April 2009 and completed in March 2010.
- District Central Cooperative Banks in Andhra Pradesh: Retail Loans, Banks' Gold Loans to Individual Portfolios: Sponsored by APCOB, the study was awarded May 2009 and was completed in January 2010.
- Research Study on Corporate Governance Practices of State-Level Public Enterprises (SLPEs) in AP and Corporate Governance Practices in SMEs: Sponsored by National Foundation for Corporate Governance (NFCG), New Delhi, the project was awarded in November 2007 and completed in December 2009.
- Conference on Corporate Governance Reform for State-Level Public Enterprises (SLPEs) of Karnataka. Sponsored by NFCG, the project was

awarded in January 2009 and work was underway during the year under review.

- Corporate Plan and Recovery Plan for the North-Eastern Handicrafts & Handlooms Development Corporation (NEHHDC): Sponsored by NEHHDC, the project was awarded during 2007–08 and completed during the year. The study was jointly conducted with the Centre for Public Policy, Governance & Performance (CPPGP).
- Study of Cost Chart Mechanism: Sponsored by Khadi & Village Industries Commission (KVIC), Mumbai, the project was awarded during 2007–08 and completed during the year.
- Evaluation Study on the Impact of Product Development, Design Intervention and Packaging (PRODIP) Scheme for KVIC. Sponsored by KVIC, Mumbai, the project was awarded during 2007–08 and completed during the year.

### **Impact of Research Studies**

India Post evinced interest in entrusting a study on drawing a roadmap for setting up a Post Bank of India, based on an earlier study conducted by ASCI—led by CPPGP with the participation of Finance area faculty—on repositioning of the financial services operations of India Post. A proposal for the Post Bank of India study was submitted by the Finance faculty.

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

The Centre for Energy, Environment, Urban Governance and Infrastructure Development (CEEUG&ID) has established a national reputation for its contribution to policy development and for extending capacity building and knowledge management support to governments at different levels. The activities of the Energy, Urban Governance, Infrastructure Development and Environment areas of the centre continue to grow at a healthy pace. Through its wide range of management development programmes and research and management studies, 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 to the development goals of the country. The Centre is paying special attention to the

development of lagging states, and a number of customized interventions were initiated in support of these states.

During 2009–10, CEEUG&ID conducted seven announced management development programmes, thirteen customized (organization-specific) on-campus programmes and one customized off-campus programme. The Centre carried over 55 research and management (R&M) studies from 2008–09 and received 25 new assignments during the year. The Centre completed 26 R&M studies during 2009–10.

### **VI. Centre for Innovation & Technology**

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

#### **Management Development Programmes**

The Centre is increasingly making a mark in conducting programmes that revolve around the strategic use and application of technology and management of innovation in the corporate and government sectors. This is evidenced from CIT's diversity of programmes and the growing demand for them. Reputed organizations like the LIC of India are now part of the clientele list of the Centre, which comprises such respected names like ISRO, HCL and ONGC.

To cite a concrete example, CIT responded positively to the requirement of the High Court of Andhra Pradesh for conducting a capsule programme for their senior officers from the administration on the nuances of better organizational management. The Centre, in collaboration with the Centre for Management Studies, conducted a two-day workshop, on 29–30 May 2009, for the registrars, joint registrars, deputy registrars and assistant registrars of the High Court, focusing on enhancing their capacities in meeting the emerging challenges. This initiative demonstrates yet again the strengths of CIT in responding to and successfully addressing the focused needs of special clients.

The Centre also took the lead in designing, developing and successfully delivering, on 30 March 2008–4 April 2009, an Advanced Leadership Programme for the Senior Administrative Grade (SAG) Officers of the Ordnance Factories Board, a customized programme for a prestigious client.

An exclusively designed and well-received programme was on e-Business Strategies and Solutions for officers of the Government of Jammu & Kashmir, conducted on 21–25 December 2009.

The Centre continues to dominate in its offer of area- and theme-specific programmes for the Dept. of Science & Technology, Govt. of India (GoI). During the year, CIT conducted programmes on themes of topical interest to scientists and science managers, such as technology commercialization, science audit, decision support tools & techniques, e-procurement and innovation management.

CIT faculty members have also been very active in contributing to the general management and management development programmes being offered by the College, accounting for a sizeable share of the activity. The Centre, in partnership with the Centre for Public Policy, Governance and Performance, conducted a customized general management programme on Innovations in Government for senior Sri Lankan civil servants on 16–28 November 2009. The Commonwealth Secretariat, London, sponsored this initiative.

Further, members from the Centre have also been providing support to the Post-Graduate Diploma Programme in Hospital Management (PGDHM), by offering (full-semester) courses in strategy and information technology.

### **Research and Management Studies**

CIT continues its good performance on the projects front too. A prestigious project bagged by the Centre during the year is the Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory (Euro-India SPIRIT) project—an initiative funded by the European Commission. The project aims at finding common ground and synergizing the policies of India and Europe in the information and communication technology (ICT) arena.

The Dept. of Administrative Reforms and Public Grievances (DARPG), GoI, awarded the prestigious task of implementing the Prime Minister's Awards for Excellence in Public Administration, 2008–09, to ASCI. CIT has been leading this work for the fourth consecutive year, since the inception of the scheme, successfully meeting the stringent requirements of DARPG and retaining its confidence.

The Centre continued to provide technical assistance to Mishra Dhatu Nigam Ltd. (Midhani), by way of enterprise resource planning (ERP) consultancy, monitoring and implementation management support. The project, which was awarded during 2006–07, was completed during 2009–10. During the year, an additional project along similar lines but with an expanded scope, extending to multiple phases, was awarded by Midhani.

Other key management studies that continued during the year were: Impact Evaluation of a Pilot Programme for the Control of Micronutrient Malnutrition, sponsored by the Ministry of Health & Family Welfare, GoI; and Operational Research Study on the Manpower Requirements of Police Stations in Andhra Pradesh, sponsored by the AP Police Dept. The project on Implementation of Sevottam (which sets service-level benchmarks), sponsored by DARPG, GoI, and carried over from 2008–09, was transferred to CIT from CPPGP.

### **Research Colloquium**

A significant event of the year led and anchored by the Centre was an International Conference on Global Interdependence and Decision Sciences (ICGIDS) that was held during 28–30 December 2009. Shailesh J. Mehta School of Management, IIT-Bombay, and the Indian Subcontinent Decision Sciences Institute Region (Indian branch of the Decision Sciences Institute, USA) were the knowledge partners. The Dept. of Science & Technology, GoI, and the Council of Scientific & Industrial Research, GoI, sponsored the conference. About 72 papers and three tutorials were presented in three parallel tracks. Twenty papers were by authors from foreign universities; 36 papers were by Indian authors; three were by doctoral students from abroad; and 16 papers were by research scholars from India. After undergoing a peer review process, 47 papers were selected for publication. Macmillan India published this edited volume under its Advanced Research Series. Faculty members from CIT contributed papers for the conference and edited the volume of selected papers.

During 2009–10, CIT also brought out an Occasional Paper on the IT Industry of Hyderabad.

### **Other Activities**

Another significant initiative entrusted to the Centre is the responsibility to develop a long-duration Executive

Development Programme. In pursuance of this, CIT actively established contact with select universities in the United States, ranked high for their degree programmes in public policy and business management, to explore the possibilities for a joint endeavour. Discussions are progressing well with the universities that evinced interest in such a collaboration. Their top management teams have also visited ASCI. Curriculum design and costing details are being worked out.

## **VII. Centre for Management Studies**

The Centre for Management Studies (CMS) continued its excellent contribution to the activities of the College during 2009–10. CMS undertook numerous management development programmes, and research and management assignments for addressing the needs of government, public sector undertakings and private corporations. Via its various areas—Human Resources (HR), Marketing, Operations and Strategic Management—the Centre has designed and delivered several new initiatives in addition to delivering in its established domain. As in the past, CMS programmes continued to attract a large number of foreign participants from across the globe.

### **Management Development Programmes**

#### **General Management Programmes**

The Centre conducted several well-subscribed announced general management programmes, including the General Management Programme for Senior Executives (sessions 113 & 114), Advanced Management Programme, Management Development Programme for Women Executives and Programme for Young Managers.

A number of customized in-company on-campus as well as off-campus general management programmes (GMP) were also offered. These include the GMP for Senior Executives of IFFCO, Programme for Young Managers of HCL Infosystems Ltd., MDP for Women Executives, MDP for Faculty Members of the Institute of Hotel Management and Indian Institute of Tourism & Travel Management (IITTM), Executive Development Programme for NMDC Ltd., Advanced Techno-Management for Dept. of Science and Technology (DST), Govt. of India (GoI), Senior Management Programme for Steel Authority of India (SAIL), MDP for Indian Space Research Organization (ISRO).

### **Human Resources Area**

The announced programmes in the Human Resources (HR) area included HR Audit, Programme on Communication Skills for Managers, Programme on Leadership through Self-Discovery, Strategic Human Resource Management, Negotiation Skills, Workshop on Values-Driven Leadership, Leadership for Managing Change, Programme on Coaching Skills for Leaders, Programme on Managing Creativity and Innovation, Effective Human Resource Training & Development, Programme on Managing Human Relations in Organizations, Transactional Analysis for Interpersonal Effectiveness, Human Resource Management for Line Managers, Improving Work Culture, Programme on Strategic Leadership, Team Building and Conflict Management, Personal Growth for Effective Leadership, Enhancing Managerial Effectiveness, Decision-Making for Effective Leadership, Personality Development, Developing Emotionally Intelligent Leadership, Leadership Skills Development, and Leadership and Organizational Development.

The HR faculty also conducted several customized in-company on-campus as well as off-campus programmes. These include: Managerial Effectiveness for Senior Executives of HMT-MTL, Negotiating Strategies for the Work Environment for DST, GoI, Communication Skills for Managers of NHPC, Vertical Interaction Programme for IPS Officers on Image Building: Behaviour Pattern of the Police conducted for the Bureau of Police Research & Development (BPRD), Strategic Human Resource Management for IFFCO, Enhancing Managerial Capacity and Effectiveness for Govt. of Afghanistan, Management of Change for J&K Officials, Team Building and Conflict Management for J&K Officials, Human Resource Management for Line Managers of Nuclear Power Corporation of India Ltd. (NPCIL), Leadership Development for AGMs of Bank of India, Managerial Effectiveness for Defence Research Technical Cadre Officers (DRTC) of Defence Research & Development Organization (DRDO), High Performing Teams and Leadership Issues for Women Scientists, Leadership and Organization Development for DRTC Officers of DRDO, Leadership Development Programme for Bank of India, and Personal Growth for Effective Leadership for Additional Superintendents of Police/Deputy Superintendents of Police for BPRD.

### **Marketing Area**

The Marketing area conducted five announced programmes, which included Sales Management (twice), Product Strategies and New Product Development, Customer Relationship Marketing, and Strategic Marketing. The Marketing area jointly conducted, with faculty from the Information Technology area, a GMP for Senior Executives-114; and the Advanced Techno-Management Programme for DST, GoI, with faculty from the HR area. The Marketing area also was involved in conducting the Executive Development Programme and Management Development Programme for NMDC.

### **Operations Area**

The Operations area conducted announced programmes on Inventory Management, Materials and Supply Chain Management, Projects and Contract Management (twice), and Procurement Procedures for World Bank-Aided Projects. The last-mentioned programme was conducted thrice, attracting a large number of participants, including many from abroad.

The Operations faculty also conducted several customized in-company on-campus as well as off-campus programmes on Scientific Project Formulation, Implementation, Evaluation for DST, GoI; World Bank Procurement Procedures for officials of the Govt. of Orissa. The area also conducted general management programmes along with faculty from other areas.

### **Strategic Management Area**

The Strategic Management area conducted an announced programme on Strategic Management. The faculty also conducted MDPs for ISRO (thrice); an off-campus Faculty Development Programme on Teaching Skills for the Indian Institute of Space Science and Technology, Thiruvananthapuram; and an off-campus programme on Results-based Management in Dacca, sponsored by the Food and Agriculture Organization (FAO), Bangladesh.

### **Research and Management Studies**

Besides training, CMS faculty members, with expertise in various functional areas of management, are engaged in a number of research and management (R&M) studies.

The Human Resources area completed three R&M studies during the year. The Marketing area was involved

in three research and management projects led by faculty from other areas, of which one project was completed. Four R&M studies were taken up by the Operations area during 2009-10. The area completed three research and management studies. One research study was taken up by the strategic management area and completed during 2009-10; the area was involved in a project led by the Health area, which was also completed during the year.

Details of the R&M studies completed the by Centre for Management Studies are given below:

- Organizational Structure and Manpower Requirements of University Grants Commission: Completed in February 2009.
- Promotion Exercise for Scale VI Officers of GIPSA Cos. & GIC, 2009-10 (7 May-25 June 2009).
- Promotion Exercise for Scale VII Officers of GIPSA Cos. & GIC, 2009-10 (19 May-30 June 2009).
- Assessment of the Enabling Parameters of the Scheme for PM's Trophy for the Best Steel Plant, 2006-07 and for 2007-08: Both the projects were completed during 2009-10.
- Research Study on Audit of Work Culture in the Integrated Headquarters (IHQ) of the Indian Navy.
- Waste Minimization Circle.

The following R&M study was underway during the year under review:

- Performance Management Systems for Container Corporation of India

CMS was involved in the following R&M studies led by other centres:

- Study for Preparing Recovery and Corporate Plans for Nagaland Handloom & Handicrafts Development Corporation Ltd.: Led by CPSRD; underway during the year.
- Study for Preparing Recovery and Corporate Plans for Nagaland Industrial Development Corporation Ltd.: Led by CPSRD; work was underway.
- Andhra Pradesh Health Sector Reform Programme: Training Needs Assessment: Led by CHD; work was underway.

- Building Institutional Capabilities for Dept. of Scientific and Industrial Research, Govt. of India: Led by CIT; work was underway.
- Study of Workload and Manpower Requirements for Karnataka Power Transmission Corporation Ltd. and Five ESCOMS: Led by CEEUG&ID; work was underway.

### **VIII. Centre for Healthcare Management**

The Centre for Healthcare Management (CHM) was established in August 2009 in order to enable the College to focus on the smooth conduct and further development of the two-year Post-Graduate Diploma in Hospital Management (PGDHM) Programme. The Programme, which has been certified by the All India Council for Technical Education, has an approved capacity of 30 students per batch. The following are the activity highlights of the Centre for Healthcare Management during 2009–10.

#### **Student Profile (On-going Batches)**

##### **Batch III**

The initial intake for Batch III (2008–10) in July 2008 was 30 students. The final batch strength was 29. At the time of joining the PGDHM programme, 31 per cent and 38 per cent of the students of Batch III were graduates in medical and paramedical disciplines, respectively. About 21 per cent of the students were graduates or post-graduates in various science disciplines, while 10 per cent had other qualifications.

##### **Batch IV**

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

#### **Academics**

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

industry professionals, deliver sessions for the PGDHM programme modules.

During the year under review, the students of Batch IV completed their first semester. At the close of 2009–10, teaching was in progress for the second semester.

By the time the year under review closed, all the 29 students of Batch III were on the verge of completing the academic requirements of the programme and were pursuing their final semester internships at various healthcare organizations in the country.

#### **Placements Highlights for PGDHM Batch III (2008–10)**

As a result of campus placement efforts, all the 29 students of Batch III received placement offers. The offers were received from organizations in the core healthcare sector, as well as healthcare consulting and healthcare IT services. Organizations that offered placements include: Escorts-Fortis Hospitals, Max Hospital, Apollo Indraprastha (all based in New Delhi); Kaminieni Hospital, Medicity Hospital, Krishna Institute of Medical Sciences (KIMS) and Image Hospital (all based in Hyderabad); Medica Synergie (Kolkata); hospitals in Mumbai and Bengaluru; Infosys and other software services firms and healthcare consulting organizations.



**Chartered Accountants**

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S P Road, Begumpet  
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Tel : +91-040-40312600

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**S B Billimoria & Co.**

## **AUDITORS' REPORT**

THE MEMBERS OF  
ADMINISTRATIVE COLLEGE OF INDIA  
HYDERABAD

1. We have audited the attached Balance Sheet of Administrative Staff College of India ("**the College**") as at March 31, 2010, and also the Income and Expenditure Account of the College for the year ended on that date, annexed thereto. These financial statements are the responsibility of the management of the College. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We report as follows:
  - a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
  - b) the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account;
  - c) in our opinion and to the best of our information and according to the explanations given to us, the said accounts give a true and fair view, in conformity with the accounting principles generally accepted in India:
    - i) in the case of the Balance Sheet, of the state of the affairs of the College as at March 31, 2010; 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 : 24 September, 2010

K.RAJASEKHAR  
Partner  
Membership No. 23341

**Balance Sheet as at 31st March 2010**

<b>SOURCES OF FUNDS</b>	<b>Schedule</b>	<b>Rupees</b>	<b>As at 31.3.2010 Rupees</b>	<b>As at 31.3.2009 Rupees</b>
<b>1 FUNDS</b>				
a. CORPUS FUND	<b>A</b>		<b>64,190,631</b>	64,190,631
b. ENDOWMENT FUND - SPECIFIC	<b>B</b>		<b>15,146,678</b>	15,146,678
c. ASCI DEVELOPMENT FUND				
As per last Balance Sheet		93,927,140		83,188,282
Add : Transferred from Income and Expenditure Account		1,256,446		10,738,858
			<b>95,183,586</b>	93,927,140
d. RESERVE FOR CONTINGENCIES			<b>10,000,000</b>	10,000,000
e. GOI LOAN REPAYMENT RESERVE		30,000,000		20,000,000
Add : Transferred from Income and Expenditure Account		—		10,000,000
			<b>30,000,000</b>	30,000,000
f. INVESTMENT FLUCTUATION RESERVE		—		
Add : Transferred from Income and Expenditure Account		2,573,040		
			<b>2,573,040</b>	—
<b>2 LOAN FUNDS</b>	<b>C</b>			
a. UNSECURED LOANS			<b>50,000,000</b>	50,000,000
<b>TOTAL</b>			<b>267,093,935</b>	<b>263,264,449</b>
<b>APPLICATION OF FUNDS</b>				
<b>3 FIXED ASSETS</b>	<b>D</b>			
a. Gross Block		196,283,584		191,723,203
b. Less : Depreciation		148,655,796		144,972,371
		47,627,788		46,750,832
c. Add : Capital Work in Progress		8,305,704		2,822,465
			<b>55,933,492</b>	49,573,297
<b>4 INVESTMENTS</b>	<b>E</b>		<b>185,008,607</b>	205,800,304
<b>5 CURRENT ASSETS, LOANS AND ADVANCES</b>				
a. Inventories - Stock at Cost		2,076,313		1,729,118
b. Book Debts	<b>F</b>	66,929,926		62,619,674
c. Interest Accrued on Investments		9,679,239		9,168,379
d. Cash and Bank Balances	<b>G</b>	4,511,863		5,017,362
e. Loans and Advances	<b>H</b>	37,575,899		19,924,046
		120,773,240		98,458,579
<b>6 LESS : CURRENT LIABILITIES AND PROVISIONS</b>				
a. CURRENT LIABILITIES	<b>I</b>	84,043,000		77,592,763
b. PROVISIONS	<b>J</b>	10,578,404		12,974,968
		94,621,404		90,567,731
<b>7 NET CURRENT ASSETS(5 - 6)</b>			<b>26,151,836</b>	7,890,848
<b>TOTAL</b>			<b>267,093,935</b>	<b>263,264,449</b>
<b>NOTES ON ACCOUNTS</b>	<b>K</b>			

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

K. RAJASEKHAR  
Partner

T. S. KAMESWARA RAO  
Chief Finance Officer

(On Leave)  
Col. (Retd.) TEJINDER SINGH  
Registrar & Secretary

SIRIPURAPU K. RAO  
Director General

M. NARASIMHAM  
Chairman

Hyderabad, 24 September 2010

## Income & Expenditure Account for the Year ended 31st March 2010

	Schedule	For the Year ended 31.3.2010 Rupees	For the Year ended 31.3.2009 Rupees
<b>INCOME</b>			
Management Development Programmes Income	1	184,945,500	154,866,064
Research Studies (Applied Research) Income		39,641,155	38,963,683
Management Studies Income		59,119,441	62,072,477
Membership Subscription		110,000	101,500
Income from Investments	2	16,777,395	19,209,500
Miscellaneous Income	3	14,389,202	16,237,569
		<b>314,982,693</b>	<b>291,450,793</b>
<b>EXPENDITURE</b>			
Salaries and Allowances	4	129,678,835	100,596,810
Staff Welfare Expenses	5	8,910,040	7,760,518
Travelling Expenses (including Overseas Travel)		46,577,721	42,155,278
Food Expenses		4,676,826	4,588,342
Rent, Rates and Taxes		1,859,969	1,498,539
Electricity and Water		7,038,633	6,537,359
Repairs and Maintenance of Assets		8,990,551	7,973,801
Hired Services		61,642,932	47,252,021
Visiting Specialists Expenses		4,658,808	5,337,917
Advertisement		4,041,741	3,650,881
Postage, Telegrams and Telephones		2,914,810	2,994,388
Printing and Stationery		6,527,440	5,231,570
Subscription to Periodicals and Technical Journals		3,599,642	3,232,476
Auditors Fees		150,000	150,000
General Expenses	6	11,689,671	6,391,237
Provision for Doubtful Debts and Advances		3,752,911	9,724,876
Bad debts Written Off		243,677	—
		<b>306,954,207</b>	<b>255,076,013</b>
Less : Expenses Recovered - Management Studies and Incompany Programmes		1,196,288	6,061,387
		<b>305,757,919</b>	<b>249,014,626</b>
<b>Surplus for the year before depreciation, Prior period adjustment and (Gain)/Loss on sale/redemption of investments</b>		<b>9,224,774</b>	<b>42,436,167</b>
Depreciation		7,399,286	8,113,124
<b>Surplus for the year before prior period adjustments and (Gain)/Loss on sale/redemption of investments</b>		<b>1,825,488</b>	<b>34,323,043</b>
Prior Period Adjustments (Net)		569,042	1,709,978
<b>Surplus for the year before (Gain)/Loss on sale/redemption of investments</b>		<b>1,256,446</b>	<b>32,613,065</b>
(Gain)/Loss on sale/redemption of Investments (Refer Note 6 of schedule K)		(2,573,040)	1,874,207
<b>SURPLUS AVAILABLE FOR APPROPRIATION</b>		<b>3,829,486</b>	<b>30,738,858</b>
<b>Transferred to GOI Loan Repayment Reserve account</b>		—	<b>20,000,000</b>
<b>Transferred to Investment Fluctuation Reserve</b>		2,573,040	—
<b>Transferred to ASCI Development Fund</b>		1,256,446	<b>10,738,858</b>
		<b>3,829,486</b>	<b>30,738,858</b>

## NOTES ON ACCOUNTS

K

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

K. RAJASEKHAR  
Partner

T. S. KAMESWARA RAO  
Chief Finance Officer

(On Leave)  
Col. (Retd.) TEJINDER SINGH  
Registrar & Secretary

SIRIPURAPU K. RAO  
Director General

M. NARASIMHAM  
Chairman

Hyderabad, 24 September 2010

**Schedules Forming Part of the Balance Sheet as at 31st March 2010**

<b>SCHEDULE-A</b>	As at 31.3.2009 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As at 31.3.2010 Rupees
<b>CORPUS FUND</b>					
<b>CORPUS FUND</b>	6,41,90,631	—	6,41,90,631	—	<b>6,41,90,631</b>
	6,41,90,631	—	6,41,90,631	—	<b>6,41,90,631</b>
<b>PREVIOUS YEAR</b>	6,41,90,631	—	6,41,90,631	—	<b>6,41,90,631</b>
<b>SCHEDULE-B</b>	As at 31.3.2009 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As at 31.3.2010 Rupees
<b>ENDOWMENT FUND-SPECIFIC</b>					
C. C. Desai Memorial Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
L & T Industrial Economics Fund	5,00,000	—	5,00,000	—	<b>5,00,000</b>
Public Sector Research Fund*	12,00,000	—	12,00,000	—	<b>12,00,000</b>
MMTCA Chair Fund	5,00,000	—	5,00,000	—	<b>5,00,000</b>
Bharat Business International Chair Fund	15,00,000	—	15,00,000	—	<b>15,00,000</b>
Tarun Sondhi Memorial Fellowship Fund	9,46,678	—	9,46,678	—	<b>9,46,678</b>
Dr. Y. Nayudamma Memorial Lecture Fund	1,00,000	—	1,00,000	—	<b>1,00,000</b>
BHEL Chair Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
ONGC Chair Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
ITC Chair Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
SAIL Chair Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
IPCL Chair Fund	12,00,000	—	12,00,000	—	<b>12,00,000</b>
Rajiv Gandhi Memorial Lecture Fund	5,00,000	—	5,00,000	—	<b>5,00,000</b>
NLC Chair Fund	15,00,000	—	15,00,000	—	<b>15,00,000</b>
Dr. Ambedkar Memorial Lecture Fund	8,00,000	—	8,00,000	—	<b>8,00,000</b>
K. L. N. Prasad Memorial Lecture Fund	4,00,000	—	4,00,000	—	<b>4,00,000</b>
	<b>1,51,46,678</b>	—	<b>1,51,46,678</b>	—	<b>1,51,46,678</b>
<b>PREVIOUS YEAR</b>	<b>1,51,46,678</b>	—	<b>1,51,46,678</b>	—	<b>1,51,46,678</b>

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

Rupees

Note: Aggregate of investments earmarked against Endowment Fund-Specific.      31.03.2010 **1,51,46,678**  
31.03.2009 **1,51,46,678**

## Schedules Forming Part of the Balance Sheet as at 31st March 2010 (contd.)

<b>SCHEDULE-C</b>	<b>As at 31.3.2010 Rupees</b>	As at 31.3.2009 Rupees
<b>LOAN FUNDS</b>		
UNSECURED LOANS		
Interest-Free Loan from Government of India	<b>5,00,00,000</b>	<b>5,00,00,000</b>
	<b>5,00,00,000</b>	<b>5,00,00,000</b>

### SCHEDULE-D Fixed Assets

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at 31.3.2009 Rupees [1]	Additions Rupees [2]	Deletions Rupees [3]	As at 31.3.2010 Rupees [1+2-3]=[4]	As at 31.3.2009 Rupees [5]	For the Year Rupees [6]	Deletions Rupees [7]	As at 31.3.2010 Rupees [5+6-7]=[8]	As at 31.3.2010 Rupees [4-8]=[9]	As at 31.3.2009 Rupees
Land-freehold	615,700	—	—	615,700	—	—	—	—	615,700	615,700
Land-leasehold	146,754	—	—	146,754	—	—	—	—	146,754	146,754
Building-purchased	2,018,318	—	—	2,018,318	2,018,318	—	—	2,018,318	—	—
Other Buildings	52,889,473	—	—	52,889,473	17,223,833	1,322,237	—	18,546,070	34,343,403	35,665,640
Micro Computer System	35,242,329	1,904,344	904,322	36,242,351	33,966,516	1,400,944	904,325	34,463,135	1,779,216	1,275,813
Audio Visual Aids	4,741,223	199,000	65,000	4,875,223	4,589,120	180,266	65,000	4,704,386	170,837	152,103
Furniture & Fixtures	12,109,781	308,247	—	12,418,028	10,162,388	545,696	—	10,708,084	1,709,944	1,947,393
Air Conditioning & E. Accessories	18,935,154	3,622,548	2,329,145	20,228,557	16,841,398	1,039,125	2,329,145	15,551,378	4,677,179	2,093,756
Library	28,543,653	1,058,030	—	29,601,683	26,217,270	1,397,580	—	27,614,850	1,986,833	2,326,383
Office Equipment, Utensils Etc	5,877,142	1,184,834	425,655	6,636,321	5,309,991	338,854	417,391	5,231,454	1,404,867	567,151
Vehicles	2,236,918	—	—	2,236,918	1,796,403	220,258	—	2,016,661	220,257	440,515
Miscellaneous	28,366,758	7,500	—	28,374,258	26,847,134	954,326	—	27,801,460	572,798	1,519,624
<b>Total</b>	<b>191,723,203</b>	<b>8,284,503</b>	<b>3,724,122</b>	<b>196,283,584</b>	<b>144,972,371</b>	<b>7,399,286</b>	<b>3,715,861</b>	<b>148,655,796</b>	<b>47,627,788</b>	<b>46,750,832</b>
<b>Previous Year</b>	<b>187,916,501</b>	<b>3,806,702</b>	<b>—</b>	<b>191,723,203</b>	<b>136,859,247</b>	<b>8,113,124</b>	<b>—</b>	<b>144,972,371</b>	<b>46,750,832</b>	

Note: 1. Pending fixation of compensation payable, no adjustment has been made in the accounts for 1360.30 sq.yards of Freehold Land (Bella Vista) acquired by the Municipal Corporation of Hyderabad.

### Schedules Forming Part of the Balance Sheet as at 31st March 2010 (contd.,)

SCHEDULE-E	As at 31.3.2010 Rupees	As at 31.3.2009 Rupees
<b>INVESTMENTS (Unquoted)</b>		
<b>Long Term Investments (at cost)</b>		
1 Fixed Deposits with HDFC Ltd.	<b>33,000,000</b>	9,000,000
2 UTI - CRTS (No of Units = 49,999.996; valued at cost) (166,013 units sold during the year) NAV Rs.6,077,055 (31.03.2009: Rs.21,963,942)	<b>5,506,784</b>	23,405,874
3 UTI - Master Share (No of Units = 216,604.623; valued at cost) NAV Rs.6,264,206 (31.03.2009: Rs.4,028,846)	<b>5,524,425</b>	5,524,425
4 UTI - Master Plus (No of Units = Nil) ( 95,531.572 Units sold during the year) NAV Rs. Nil (31.03.2009: Rs.3,074,206)	—	3,125,793
	<b>44,031,209</b>	<b>41,056,091</b>
<b>Current Investments (at lower of cost and fair value)</b>		
5 Fixed Deposits with Banks	<b>140,977,398</b>	164,744,213
	<b>185,008,607</b>	<b>205,800,304</b>
Note : *Aggregate of Investments earmarked against		
(a) Endowment Fund - Specific	<b>15,146,678</b>	15,146,678
(b) Provision for Gratuity to Employees	—	24,308,608
(c) Provision for Leave Liability	—	22,463,190
(d) Government Loan	<b>30,000,000</b>	10,000,000
	<b>45,146,678</b>	<b>71,918,476</b>

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

### Schedules Forming Part of the Balance Sheet as at 31st March 2010 (contd.,)

SCHEDULE-F	As at 31.3.2010 Rupees	As at 31.3.2009 Rupees
<b>SUNDRY DEBTORS (UNSECURED)</b>		
a. <b>Considered Good</b>		
Dues by Clients - Management Studies	30,030,794	30,393,843
Dues by Sponsors of Research Projects	17,919,857	17,078,647
Dues by Management programmes	18,110,800	13,675,833
Sundry Accounts	868,475	1,471,351
	<b>66,929,926</b>	<b>62,619,674</b>
b. <b>Considered Doubtful</b>	<b>18,323,475</b>	23,502,782
	<b>85,253,401</b>	<b>86,122,456</b>
Less : Provision for Doubtful Debts	<b>18,323,475</b>	23,502,782
	<b>66,929,926</b>	<b>62,619,674</b>
Note:		
Debts outstanding for a period exceeding six months	<b>38,743,424</b>	34,520,632
Others	<b>46,509,977</b>	51,601,824
	<b>85,253,401</b>	<b>86,122,456</b>
<b>SCHEDULE - G</b>		
<b>CASH &amp; BANK BALANCES</b>		
Cash on Hand (including balances in imprest)	<b>171,436</b>	560,104
BALANCE WITH SCHEDULED BANKS:		
Current Accounts	<b>123,363</b>	190,311
Savings Accounts	<b>4,217,064</b>	4,266,947
	<b>4,511,863</b>	<b>5,017,362</b>

**Schedules Forming Part of the Balance Sheet as at 31 March 2010 (contd.,)****SCHEDULE-H**

	<b>As at 31.3.2010 Rupees</b>	As at 31.3.2009 Rupees
<b>LOANS &amp; ADVANCES (unsecured)</b>		
a. <b>Considered Good</b>		
Loans and Advances to Staff	<b>18,357,386</b>	4,529,033
Advances for Supplies and Services	<b>533,691</b>	418,305
Advances for Capital Expenditure	<b>820,545</b>	207,493
Medical Claims Receivables	<b>826,174</b>	312,483
Pre-paid Expenses	<b>3,522,073</b>	5,965,787
Interest Accrued on Deposits and Loans	<b>2,559,807</b>	2,549,469
Deposits with Public Bodies and Others	<b>2,450,444</b>	2,112,775
Tax Deducted at Source	<b>8,505,779</b>	3,828,701
	<b>37,575,899</b>	<b>19,924,046</b>
	<b>64,854</b>	64,854
	<b>37,640,753</b>	<b>19,988,900</b>
	<b>64,854</b>	64,854
	<b>37,575,899</b>	<b>19,924,046</b>
b. <b>Considered Doubtful</b>		
Less : Provision for Doubtful Advances		

**SCHEDULE - I****CURRENT LIABILITIES**

Sundry Creditors	<b>39,262,183</b>	18,106,492
Advance Receipts and Unexpired Income	<b>22,212,689</b>	18,073,941
Due to Trustees, Provident Fund	<b>2,339,457</b>	1,246,349
Due under Pension Fund Scheme	<b>121,572</b>	121,586
Security and Other Deposits	<b>752,181</b>	695,617
Other Liabilities	<b>7,447,192</b>	5,551,948
Dues to ASCI Employees Group Gratuity Trust on account of Gratuity	<b>3,095,160</b>	20,452,907
Dues to LIC under Employees Group Leave Encashment-cum-Life Assurance (Cash Accumulation) Scheme	<b>8,812,566</b>	13,343,923
	<b>84,043,000</b>	<b>77,592,763</b>

**SCHEDULE - J****PROVISIONS**

For Gratuity to Employees	<b>5,515,827</b>	3,855,701
For Leave Liability	<b>5,062,577</b>	9,119,267
	<b>10,578,404</b>	<b>12,974,968</b>



**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 31.03.2010 Rs.24,94,771/- (31.03.2009: Rs.43,30,880).
  - (b) The Service Tax Department has issued show cause notices in respect of "Commercial Training & Coaching" and "Scientific & Technical Consultancy" for the periods from April 2005 to April 2006; May 2006 to March 2008 and April 2008 to March 2009. Replies were filed and disposal pending with the Department. The Demand proposed in the show cause notices amounts to Rs.36,298,099/-.
  - (c) The Income Tax assessment for the Assessment Year 2007-08 was reopened by the Deputy Commissioner of Income Tax (Exemptions), Hyderabad for scrutiny, and following the assessment order a demand of Rs.2,865,587 was served on the college. The College filed an appeal and the matter is pending with the Commissioner of Income Tax Appeals-IV, Hyderabad.
2. In terms of Notification No. 74/2007, dated 23.03.2007 issued by the Central Government, the College's income is exempted from tax and hence, in the accounts no provision for income tax has been made.
3. The unsecured loan of Rs.5 Crores from the Government of India was received on the following terms.
  - a) The loan is repayable after a period of five years from the date of disbursement (i.e.05.04.2007) in ten equal annual installments of Rs. 50 lakhs each.
  - b) The College may invest any unutilized money from the loan amount in Government Securities or in fixed deposits in any of the nationalized banks or public sector enterprises. As on 31 March,2010, the unutilized amount and interest thereon aggregating to Rs.57,613,508/- has been invested in fixed deposits with State Bank of Hyderabad.
4. As per the decision of Court of Governors, debts outstanding for more than one year are considered as doubtful debts and have been provided for.

**5. Gratuity:**

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

The gratuity liability as at March 31, 2010 has been actuarially determined at Rs. 39,399,986 after taking into consideration the plan assets of Rs. 30,788,999 which represents amounts funded by the trustees with Life Insurance Corporation of India. The balance liability of Rs. 8,610,987 has been accounted for and reflected in the accounts as follows:

Dues to ASCI Employees Group Gratuity on account of Gratuity -	Rs. 3,095,160
Provision for Gratuity to Employees	- Rs. 5,515,827

**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 March 31, 2010 has been actuarially determined at Rs. 39,768,937 after taking into consideration the plan assets of Rs. 25,893,794 which represents amounts funded by the college with Life Insurance Corporation of India. The balance liability of Rs. 13,875,143 has been accounted for and reflected in the accounts as follows:

Dues to LIC under Employees Group Leave Encashment -cum-Life Assurance (Cash Accumulation) Scheme	- Rs.8,812,566
Provision for leave liability	- Rs.5,062,577

6. Gain on sale/redemption of investments represent the overall surplus on sale of CRTS and Master Plus.
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 unutilised income carried forward where there is stipulation to that effect.
- (iii). **Gratuity and Leave Liability**  
Provision for Gratuity and Leave encashment 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.

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

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

(v). **Foreign Currency Transactions**

Monetary assets and liabilities are not restated at yearend 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 2010**

	<b>Year Ended 31.03.2010 Rupees</b>	Year Ended 31.03.2009 Rupees
<b>SCHEDULE - 1</b>		
<b>INCOME FROM MANAGEMENT DEVELOPMENT PROGRAMMES</b>		
Income from Courses and Seminars	<b>74,078,266</b>	59,998,411
Income from Incompany Programmes	<b>110,867,234</b>	94,867,653
	<b>184,945,500</b>	<b>154,866,064</b>
<b>SCHEDULE - 2</b>		
<b>INCOME FROM INVESTMENTS (GROSS)</b>		
Dividend	<b>1,632,472</b>	2,219,934
Interest	<b>16,295,159</b>	18,389,162
	<b>17,927,631</b>	20,609,096
Less: Amount brought forward/(Amount carried forward) (Refer Note.2 below)	<b>1,150,236</b>	1,399,596
	<b>16,777,395</b>	<b>19,209,500</b>
Notes :		
1. Tax Deducted at Source Rs. Nil(31.03.2009: Rs.224,998)		
2. Unutilised Income from Investment of Specific Endowments is carried forward where there is stipulation to that effect.		
<b>SCHEDULE - 3</b>		
<b>MISCELLANEOUS INCOME</b>		
Interest on Loans to Employees	<b>352,563</b>	329,960
Other Interest	<b>172,521</b>	1,742,698
Licence fee	<b>1,973,455</b>	1,858,412
Provisions no longer required and Sundry Credit- - Balances Written Back	<b>4,961,138</b>	5,108,585
Sundry Receipts	<b>6,929,525</b>	7,197,914
	<b>14,389,202</b>	<b>16,237,569</b>

**Schedules Forming Part of the Income and Expenditure Account for the  
Year Ended 31st March 2010**

	<b>Year Ended 31.03.2010 Rupees</b>	Year Ended 31.03.2009 Rupees
<b>SCHEDULE-4</b>		
<b>SALARIES AND ALLOWANCES</b>		
Salaries and Allowances	<b>114,872,536</b>	89,640,817
Contribution to Provident Fund	<b>8,979,339</b>	7,181,557
Provision for Gratuity to Employees	<b>5,826,960</b>	3,774,436
	<b>129,678,835</b>	<b>100,596,810</b>
<b>SCHEDULE - 5</b>		
<b>STAFF WELFARE EXPENSES</b>		
Medical Expenses	<b>5,773,394</b>	5,507,287
Leave Travel Concession	<b>1,012,646</b>	687,446
Other Welfare Expenses	<b>2,124,000</b>	1,565,785
	<b>8,910,040</b>	<b>7,760,518</b>
<b>SCHEDULE - 6</b>		
<b>GENERAL EXPENSES</b>		
Legal Expenses	<b>194,600</b>	111,300
Insurance	<b>205,988</b>	122,503
Staff Recruitment	<b>75,396</b>	477,378
Uniforms and Liveries	<b>202,115</b>	287,563
Laundry and Cleaning Materials	<b>902,622</b>	757,403
Entertainment	<b>2,087,168</b>	1,619,004
Staff Development Expenses	<b>31,300</b>	135,018
Miscellaneous Expenses	<b>7,990,482</b>	2,881,068
	<b>11,689,671</b>	<b>6,391,237</b>

**Annexure 1**  
**Members of the College Society**  
**(as on 31 March 2010)**

**A. HONORARY PATRONS FOR LIFE**

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

**B. PATRONS**

22. DCM Shriram Consolidated Ltd.

**C. ORDINARY MEMBERS**

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

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

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

**D. ASSOCIATE MEMBERS**

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

## Annexure 2

### Court of Governors (as on 31 March 2010)

#### A. ELECTED MEMBERS

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

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

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

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

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

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

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

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

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

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

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

**Makani Narayana Rao**, LLB (Andhra), LLM (Madras): Advocate, Supreme Court of India. Former Chief Justice, High Court of Himachal Pradesh.

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

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

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

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



## **B. CO-OPTED MEMBERS**

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

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

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

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

**Kakarla Subba Rao**, MBBS, MS, FRCR, FICP, FSAMA, FCCP, FICR: Former Advisor, Govt. of Andhra Pradesh, on health and medical & family welfare.

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

## **C. CO-OPTED MEMBERS (EX-OFFICIO)**

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

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

**Shantanu Consul**, IAS: Secretary, Dept. of Personnel & Training, Govt. of India.

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

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

## **D. REGISTRAR & SECRETARY**

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

### Annexure 3 People at ASCI (as on 31 March 2010)

#### A. PROFESSOR EMERITUS

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

#### B. DIRECTOR-GENERAL

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

#### C. DEANS

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

**Gautam Pingle**, BCom (Osmania Univ.), BSc  
(Economics) (Hons.) (Univ. of London), PhD (Glasgow):  
*Professor & Dean of Research & Management Studies.*

#### D. CENTRE DIRECTORS

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

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

**Umeshwar Pandey**, BA (Sociology) (Hons.), MA  
(Sociology) (both Patna Univ.): *Professor & Director,  
Centre for Management Studies.*

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

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

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

**Anirban Sengupta**, BE (Electrical) (Jadavpur Univ.),  
PhD (Management) (Univ. of Pune): *Professor & Director,  
Centre for Healthcare Management.*

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

#### E. AREA CHAIRPERSONS

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

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

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

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

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

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

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

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

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

**Umeshwar Pandey**, BA (Sociology) (Hons.), MA (Sociology) (both Patna Univ.): 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.

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

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

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

**Srinivas Chary Vedala**, BE (Civil) (Osmania Univ.), MTech (Environmental Planning) (CEPT, Ahmedabad),

PG Diploma (Urban Environmental Planning) (Univ. of Pennsylvania), USAID Fellow, Chevining Fellow, Ashoka Fellow: Professor & *Chairperson*, *Urban Governance area*, Centre for Energy, Environment, Urban Governance & Infrastructure Development.

## F. PROFESSORS

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

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

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

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

**Parveen Mehta**, BA (Hons.) (Economics) (Delhi Univ.), MSc (Development Finance) (Univ. of London): Advisor, Centre for Economics & Finance.

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

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

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

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

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

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

### G. ASSOCIATE PROFESSORS

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

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

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

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

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

### H. ASSISTANT PROFESSORS

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

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

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

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

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

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

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

**Ekta Singh**, BArch (Architecture) (Lucknow Univ.), Masters equivalent to MTech (certified by BITS, Pilani) (Consultancy Management & Development Centre, Ministry of Science & Technology, New Delhi): *Assistant Professor, Energy area, Centre for Energy, Environment, Urban Governance & Infrastructure Development.*

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

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

### I. HONORARY VISITING PROFESSORS, SENIOR CONSULTANTS & ADVISORS

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

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

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

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

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

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

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

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

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

**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.

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

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

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

**T. L. Sankar**, IAS (retd.), MSc (Univ. of Madras), MA (Development Economics) (Williams): *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) (Delhi Univ.), MA & MPhil (History) (both JNU, New Delhi).

**K. LIBRARIAN**

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

**L. OFFICERS IN ADMINISTRATION**

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

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

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

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

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

**Samuel Abraham**: *Senior Executive Secretary to Chairman.*

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

**Priscilla Moraes**: *Senior Executive Secretary to DoMP.*

**M. Phani**: *Officer, Accounts.*

**Maria Davidswamy**: *Principal Executive Secretary to DoRS.*

**P. Mahalaxmi**: *Programmes Officer.*

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

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

**V. Kameswara Rao**: *Procurement Officer.*

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

**C. Martin**: *Superintendent, Stores.*

**C. Sreenivasa Murthy**: *Officer, Housekeeping.*

**G. J. Vara Prasad**: *Security Officer.*

**C. G. Rajarathnam**: *Personal Assistant.*

**V. Janaki Ramaiah**: *Assistant Accounts Officer.*

**A. Siva Rao**: *Superintendent, Production Unit.*

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

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

**C. P. Vittal**: *Assistant Accounts Officer.*

## Annexure 4

### Management Development Programmes (April 2009–March 2010)

#### A. COLLEGE-ANNOUNCED PROGRAMMES

1. 6–10 April 2009: Management Audit. A Way forward for Performance Improvement. **Programme Director:** Ms. Parveen Mehta.
2. 4–6 May 2009: General Management Programme for Environmental Managers. **Programme Director:** Mr. G. Balasubramanyam.
3. 4–6 May 2009: e-Procurement. **Programme Director:** Prof. G. Mohan.
4. 18–22 May 2009: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
5. 21–23 May 2009: ASCI-WBI Management Development Programme on Integrated Municipal Solid Waste Management (ISWM): 2009. **Programme Directors:** Prof. Srinivas Chary Vedala & Ms. Vasavi Narla.
6. 25–27 May 2009: Educational Leadership and Administrative Law for Vice Chancellors & Senior-Level Educational Managers. **Programme Director:** Prof. Usha Vyasulu Reddi.
7. 25–29 May 2009: Treasury and Investment Management. **Programme Director:** Prof. Subbaiah Singala.
8. 8–10 June 2009: HR Audit. **Programme Director:** Prof. Umeshwar Pandey.
9. 8–10 June 2009: Inventory Management. **Programme Director:** Mr. B. V. N. Sachendra.
10. 8 June–3 July 2009: General Management Programme for Senior Executives– Session 113. **Programme Directors:** Prof. Mubeen Rafat & Prof. K. N. Viswanath.
11. 15–19 June 2009: Project and Contract Management. **Programme Director:** Mr. B. V. N. Sachendra.
12. 22–26 June 2009: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
13. 29 June–3 July 2009: Leadership Skills Development. **Programme Director:** Prof. R. N. Saxena.
14. 6–10 July 2009: Financial Risk Management and Derivatives. **Programme Director:** Prof. Subbaiah Singala.
15. 6–17 July 2009: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Vilas Shah.
16. 13–15 July 2009: Leadership through Self Discovery. **Programme Directors:** Prof. Prabhati Pati & Mr. V. K. Talithaya.
17. 20–24 July 2009: Leadership and Organization Development. **Programme Director:** Prof. R. N. Saxena.
18. 20–22 July 2009: New Tax Regime and Its Implications (Service Tax, VAT and Works Contract Tax). **Programme Director:** Prof. Mubeen Rafat.
19. 27 July–9 August 2009: Strategic Human Resource Management (A Comprehensive Programme on Aligning HRM Strategies with Corporate Directors). **Programme Director:** Prof. Umeshwar Pandey.
20. 3 August–19 September 2009: ASCI Advanced Management Programme 2009 (Building Leadership in a Turbulent Business Environment). **Programme Directors:** Prof. Prabhati Pati & Prof. H. Hemnath Rao.
21. 10–12 August 2009: Customer Relationship Management. **Programme Director:** Ms. Kanupriya Katyal.

22. 17–21 August 2009: Strategic Marketing. **Programme Director:** Prof. B. Kinnera Murthy.
23. 17–21 August 2009: Personal Growth for Effective Leadership. **Programme Director:** Prof. R. N. Saxena.
24. 17–21 August 2009: Financial Systems Management and Accountability in Government. **Programme Director:** Ms. Parveen Mehta.
25. 24–26 August 2009: Negotiation Skills. **Programme Director:** Prof. Ali. A. Firdausi.
26. 24–28 August 2009: Materials and Supply Chain Management. **Programme Director:** Mr. B. V. N. Sachendra.
27. 7–11 September 2009: Personality Development. **Programme Director:** Prof. R. N. Saxena.
28. 18–19 September 2009: Value-Based Leadership. **Workshop Director:** Prof. Vikramaditya Duggal.
29. 5–9 October 2009: Leadership for Managing Change. **Programme Director:** Prof. Ali. A. Firdausi.
30. 5–9 October 2009: Management Audit: A Way Forward for Performance Improvement. **Programme Director:** Prof. Parveen Mehta.
31. 5–9 October 2009: Strategic Management. **Programme Director:** Prof. B. Kinnera Murthy.
32. 12–14 October 2009: Environmental Management Systems in the Pharma and Chemical Sectors. **Programme Director:** Mr. G. Balasubramanyam.
33. 12–14 October 2009: Coaching Skills for Leaders. **Programme Director:** Prof. K. N. Viswanath.
34. 19–21 October 2009: Managing Creativity and Innovation. **Programme Director:** Prof. Prabhati Pati.
35. 19–23 October 2009: Effective Human Resource Training and Development. **Programme Director:** Prof. Umeshwar Pandey.
36. 26–30 October 2009: Developing Emotionally Intelligent Leadership. **Programme Director:** Prof. R. N. Saxena.
37. 26–28 October 2009: Product Strategies and New Product Development. **Programme Director:** Ms. Kanupriya Katyal.
38. 2–13 November 2009: Procurement Procedures for World Bank-Aided Projects. **Programme Director:** Prof. B. S. Chetty.
39. 2–6 November 2009: Managing Human Relations in Organizations. **Programme Director:** Prof. Prabhati Pati.
40. 16–27 November 2009: Programme for Young Managers (Building Competencies to Forge Ahead). **Programme Director:** Prof. Vikramaditya Duggal.
41. 23–27 November 2009: Electricity Tariffs and Related Issues under a Regulated Regime. **Programme Director:** Prof. Usha Ramachandra.
42. 30 November–2 December 2009: e-Procurement. **Programme Director:** Prof. G. Mohan.
43. 30 November–4 December 2009: Leadership Skills Development. **Programme Director:** Prof. R. N. Saxena.
44. 7–9 December 2009: Transactional Analysis for Interpersonal Effectiveness. **Programme Directors:** Prof. Ali. A. Firdausi & Mr. V. K. Talithaya.
45. 7–11 December 2009: Human Resource Management for Line Managers. **Programme Director:** Prof. Umeshwar Pandey.
46. 14–16 December 2009: Improving Work Culture. **Programme Director:** Dr. P. Subhashini.
47. 14–18 December 2009: Financial Systems, Management and Accountability in Government. **Programme Director:** Ms. Parveen Mehta.
48. 14–25 December 2009: ASCI-WBI Certification Programme in Urban Management India: 2009. **Programme Director:** Prof. Srinivas Chary Vedala & Prof. A. Narender.



49. 17-19 December 2009: Using Data for Programming Monitoring and Evaluation. **Programme Director:** Prof. P. H. Rao.
50. 21-23 December 2009: Strategic Leadership. **Programme Director:** Prof. K. N. Viswanath.
51. 28-30 December 2009: Public-Private Partnerships (PPP) in Urban Infrastructure and Service Delivery. **Programme Directors:** Prof. Srinivas Chary Vedala & Prof. A. Narender.
52. 4-8 January 2010: Management Development Programme for Women Executives. **Programme Directors:** Prof. Ali. A. Firdausi & Ms. Sohini Basu.
53. 4-8 January 2010: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
54. 4-8 January 2010: Leadership and Organization Development. **Programme Director:** Prof. R. N. Saxena.
55. 11-13 January 2010: Gender Budgeting and Planning. **Programme Director:** Dr. Yamini Atmavilas.
56. 11 January-5 February 2010: General Management Programme for Senior Executives-Session 114 (Building Capabilities for Tomorrow). **Programme Directors:** Prof. Nirmala Apsingkar & Ms. Kanupriya Katyal.
57. 11-22 January 2010: International Certification Programme on Management of Public-Private Partnerships in Urban Water and Sanitation Sector in India. **Programme Directors:** Prof. Srinivas Chary Vedala, Ms. Vijaya Venkatraman & Mr. Edouard Stenthal (International Training Director, Campus Veolia Environnement, France).
58. 18-20 January 2010: Finance for Non-Finance Executives. **Programme Director:** Prof. Mubeen Rafat.
59. 18-22 January 2010: Strategic Human Resource Management. **Programme Director:** Prof. Umeshwar Pandey.
60. 25-29 January 2010: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
61. 25-29 January 2010: Project and Contract Management. **Programme Director:** Prof. Vilas Shah.
62. 1-5 February 2010: Team Building and Conflict Management. **Programme Director:** Prof. Ali. A. Firdausi.
63. 8-12 February 2010: Personal Growth for Effective Leadership. **Programme Director:** Prof. Vikramaditya Duggal.
64. 8-19 February 2010: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri.
65. 22-26 February 2010: Enhancing Managerial Effectiveness. **Programme Director:** Prof. Ali. A. Firdausi.
66. 3-5 March 2010: Innovation Management. **Programme Director:** Dr. Nirmalya Bagchi.
67. 8-12 March 2010: Decision Making for Effective Leadership. **Programme Director:** Dr. P. Subhashini.
- B. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (ON-CAMPUS)**
1. 23 March-4 April 2009: General Management Programme for Senior Executives of ISPAT Industries Ltd. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** ISPAT, Mumbai.
2. 30 March-4 April 2009: Advanced Leadership Programme for SAG Officers of OFB (Domestic Component). **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Ordinance Factory Board, Nagpur.
3. 6-10 April 2009: Executive-Level Course on Evaluations. **Programme Director:** Prof. Anand Akundy. **Organization/Agency:** UNICEF, New Delhi.
4. 13 April 2009: Seminar on Transmission Lines for Executives of APCPDCL. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd.(APCPDCL), Hyderabad.

5. 20 April–1 May 2009: Scientific Project Formulation, Implementation and Evaluation. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
6. 20–25 April 2009: Management Development Programme on Managerial Effectiveness for Senior Executives of HMT-MTL. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** HMT-Machine Tools Ltd., Bangalore.
7. 27 April–1 May 2009: General Management Programme for Managers of Bharat Electronics Ltd. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Bharat Electronics Ltd., Bangalore.
8. 4 May–5 June 2009: Advanced Techno-Management for Middle-Level Scientists. **Programme Directors:** Prof. Vikramaditya Duggal & Ms. Kanupriya Katyal. **Organization/Agency:** DST, GoI.
9. 4–15 May 2009: Negotiating Strategies in the Work Environment for Scientists. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** DST, GoI.
10. 11–12 May 2009: Training Programme on Finance for Non-Finance Executives for Officers of APCPDCL. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL), Hyderabad.
11. 25–29 May 2009: Science Audit for Senior Scientists and Senior Administrators. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
12. 25–29 May 2009: Planning, Implementation, Monitoring and Evaluation of Development Programmes for Officers of the Governments of North-Eastern States. **Programme Director:** Dr. Pitabasa Sahoo. **Organization/Agency:** Ministry for the Development of North-Eastern Region, GoI.
13. 1–5 June 2009: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
14. 1–12 June 2009: Technology Commercialization. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** DST, GoI.
15. 8–12 June 2009: e-Procurement Programme for LIC Executives. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** Life Insurance Corporation of India (LIC), Mumbai.
16. 15–26 June 2009: General Management Programme for Senior Scientists. **Programme Director:** Prof. M. Surender Reddy. **Organization/Agency:** DST, GoI.
17. 15–28 June 2009: MDP for Faculty Members of Institute of Hotel Management and Indian Institute of Tourism and Travel Management. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Ministry of Tourism, GoI.
18. 22–26 June 2009: Decision Support Tools and Techniques for Senior Scientists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
19. 29 June–3 July 2009: Communication Skills for Managers of NHPC Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** National Hydroelectric Power Corporation Ltd., Faridabad.
20. 6–10 July 2009: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
21. 13–18 July 2009: Vertical Interaction Course for IPS Officers on Image Building: Behaviour Pattern of the Police. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Bureau of Police Research and Development, Ministry of Home Affairs, Govt. of India.
22. 13–15 July 2009: Leadership Development for Deputy General Managers of Bank of India.

- Programme Director:** Prof. R. N. Saxena.  
**Organization/Agency:** Bank of India, Mumbai.
23. 20–24 July 2009: Strategic Human Resource Management for Executives of IFFCO. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Indian Farmers Fertilizer Cooperative Ltd., New Delhi.
24. 20–21 July 2009: Key Account Management for Marketing Executives of Mishra Dhatu Nigam Ltd. **Programme Director:** Prof. Anirban Sengupta. **Organization/Agency:** Mishra Dhatu Nigam Ltd., (MIDHANI), Hyderabad.
25. 27 July–7 August 2009: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization (ISRO), Bangalore.
26. 27 July–7 August 2009: General Management Programme for Senior Scientists. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** Dept. of Science & Technology, Govt. of India.
27. 27–31 July 2009: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
28. 29–30 July 2009: Training Programme on Financial Management for Officers of APCPDCL. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL), Hyderabad.
29. 24–28 August 2009: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water & Sanitation Services. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
30. 24–28 August 2009: IBSA Seminar on South-South Practices in Management, Leadership Training and Public Service Delivery. **Programme Director:** Mr. Mohammad A. Abid. **Organization/Agency:** Public Administration Leadership and Management Academy (PALAMA), Pretoria, Republic of South Africa.
31. 31 August–4 September 2009: Public-Private Partnerships for IAS Officers. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Dept. of Personnel & Training, Govt. of India (Gol).
32. 31 August–5 September 2009: Management Development Programme for Executive Trainees of NMDC. **Programme Director:** Prof. Milind Phadtare. **Organization/Agency:** NMDC Ltd., Hyderabad.
33. 4 September 2009: The Transition to Accrual Accounting in Governments. **Programme Director:** Ms. Parveen Mehta. **Organization/Agency:** Government Accounting Standards Advisory Board, New Delhi.
34. 7–25 September 2009: Advanced Management Programme for AGMs and DGMs of NTPC. **Programme Director:** Prof. Raj V. Ponnaluri. **Organization/Agency:** NTPC Ltd., Noida.
35. 14–18 September 2009: Programme for Senior Officers of Indian Economic Service. **Programme Director:** Prof. M. Surender Reddy. **Organization/Agency:** Dept. of Economic Affairs, Ministry of Finance, Gol.
36. 14–18 September 2009: Strategic Use of Information Technology for Executives of ONGC Ltd. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Dehra Dun.
37. 21–25 September 2009: Personal Growth for Effective Leadership for Additional SPs/Directly Recruited DSPs. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Bureau of Police Research and Development, Ministry of Home Affairs, Gol.
38. 21–25 September 2009: Financial Systems, Management and Accountability in Government. **Programme Director:** Ms. Parveen Mehta. **Organization/Agency:** National Fisheries Development Board, Hyderabad.

39. 28 September–2 October 2009: Management Change for the Officials of Jammu & Kashmir. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Govt. of Jammu & Kashmir, Jammu.
40. 27 September–8 October 2009: Enhancing Managerial Capacity & Effectiveness for Officials of the Government of Afghanistan. **Programme Directors:** Prof. Ali. A. Firdausi & Dr. Yamini Atmavilas. **Organization/Agency:** Govt. of Afghanistan.
41. 5–9 October 2009: Public-Private Partnership for Jammu & Kashmir Officials. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Govt. of Jammu & Kashmir, Jammu.
42. 5–16 October 2009: Programme for Young Managers of HCL Infosystems Ltd. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** HCL Infosystems Ltd., Hyderabad.
43. 12–16 October 2009: Natural Resource Management and Conflict Resolution. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Govt. of Orissa, Bhubaneswar.
44. 12–15 October 2009: Negotiation Skills for Officials of NHPC Ltd. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** NHPC, Faridabad.
45. 19–30 October 2009: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Indian Space Research Organization (ISRO), Bangalore.
46. 19–30 October 2009: Technology Commercialization. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** Dept. of Science & Technology, Govt. of India (GoI).
47. 26–30 October 2009: Strategic Financial Management for Finance Executives of IFFCO. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Indian Farmers Fertilizer Cooperative Ltd., New Delhi.
48. 26 October–8 November 2009: MDP for Faculty Members of Institute of Hotel Management and Indian Institute of Tourism and Travel Management. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Ministry of Tourism, GoI.
49. 2–6 November 2009: Basic Course on WTO for IAS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Dept. of Personnel & Training (DoPT), GoI.
50. 6 November 2009: National Workshop on Peer Experience and Reflective Learning (PEARL) under JNNURM. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** National Institute of Urban Affairs, New Delhi.
51. 16–20 November 2009: Advanced Course on WTO for IAS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** DoPT, GoI.
52. 16–20 November 2009: Leadership and Organization Development for Defence Research Technical Cadre Officers. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
53. 16–28 November 2009: Programme for Sri Lankan Senior Officials: Innovations in Government. **Programme Directors:** Prof. Gautam Pingle & Dr. Nirmalya Bagchi. **Organization/Agency:** Commonwealth Secretariat, London.
54. 16–17 November 2009: Training Programme on Financial Management for Finance Executives of APCPDCL. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL), Hyderabad.
55. 23–27 November 2009: Environmental Economics and Accounting. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment and Forests, GoI.
56. 23–27 November 2009: Leveraging Organizational Resources for Competitive

- Advantage. **Programme Directors:** Prof. Mubeen Rafat & Mr. B. V. N. Sachendra. **Organization/Agency:** Govt. of Karnataka.
57. 23 November–4 December 2009: General Management Programme for Senior Women Scientists. **Programme Directors:** Prof. Paramita Dasgupta & Ms. Sohini Basu. **Organization/Agency:** DST, GoI.
58. 30 November–13 December 2009: General Management Programme for Executives of NTPC Ltd. **Programme Directors:** Prof. Usha Ramachandra & Ms. Ekta Singh. **Organization/Agency:** NTPC Ltd., Hyderabad.
59. 6–7 December 2009: Finance for Non-Finance Executives of IFFCO. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Indian Farmers Fertilizer Cooperative Ltd., New Delhi.
60. 7–18 December 2009: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization (ISRO), Bangalore.
61. 7 December 2009–1 January 2010: Executive Development Programme for the Executive Trainees of NMDC Ltd. **Programme Directors:** Prof. Milind Phadtare & Mr. B. V. N. Sachendra. **Organization/Agency:** NMDC Ltd., Hyderabad.
62. 14–18 December 2009: Innovation Management for Scientists & Technologists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
63. 14–18 December 2009: Strategic Use of Information Technology for the Executives of ONGC Ltd. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Dehra Dun.
64. 14–18 December 2009: Leadership Development Programme for the AGMs of Bank of India. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Bank of India, Mumbai.
65. 20–21 December 2009: Dissemination Seminar on the Findings of the Study on Critical Factors in Determining the Success of Renewable Energy Projects in South Asia. **Seminar Director:** Mr. T. L. Sankar. **Organization/Agency:** South Asian Association for Regional Corporation (SAARC) Energy Centre (SEC), Islamabad.
66. 21–22 December 2009: Scope of Fund Flow through CDM in the Forestry Sector. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment and Forests, GoI.
67. 21–25 December 2009: Electronic-Business (e-Business): Strategies and Solutions for State Officers/Officials of Jammu & Kashmir. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Govt. of Jammu & Kashmir, Jammu.
68. 28 December 2009–1 January 2010: Team Building and Conflict Management for the Officials of Jammu & Kashmir. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Govt. of Jammu & Kashmir, Jammu.
69. 4 January–5 February 2010: Advanced Techno-Management Programme for Middle-Level Scientists. **Programme Directors:** Dr. Anand Akundy & Prof. K. N. Viswanath. **Organization/Agency:** DST, GoI.
70. 4–8 January 2010: Valuation and Due Diligence for Finance Executives of ONGC Ltd. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Oil & Natural Gas Corporation Ltd., Dehra Dun.
71. 4–9 January 2010: Human Resource Management for the Line Managers of NHPC Ltd. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** NHPC Ltd., Mumbai.
72. 4–29 January 2010: Executive Development Programme for Executive Trainees of NMDC Ltd. **Programme Directors:** Mr. B. V. N. Sachendra & Dr. P. Subhashini. **Organization/Agency:** NMDC Ltd., Hyderabad.
73. 11–15 January 2010: Executive Development Programme for the Deputy General Managers of

- Oriental Bank of Commerce. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Oriental Bank of Commerce, New Delhi.
74. 11–15 January 2010: Leadership Development Programme for the AGMs of Bank of India. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** Bank of India, Mumbai.
75. 18–22 January 2010: Managerial Effectiveness for Defence Research Technical Cadre Officers. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
76. 18–22 January 2010: Ethical, Legal and Gender Issues in Science for Women Scientists. **Programme Director:** Ms. Sohini Basu. **Organization/Agency:** DST, Gol.
77. 1–26 February 2010: Executive Development Programme for Executive Trainees of NMDC Ltd. **Programme Directors:** Prof. Milind Phadtare & Mr. B. V. N. Sachendra. **Organization/Agency:** NMDC Ltd., Hyderabad.
78. 1–5 February 2010: Science and Law for Scientists. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** DST, Gol.
79. 1–5 February 2010: Leadership Development Programme for AGMs of Bank of India. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Bank of India, Mumbai.
80. 6 February–7 March 2010: SMP 2010: Sustaining Business Excellence through Competitive Advantage for Senior Executive of SAIL. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Steel Authority of India Ltd. (SAIL), New Delhi.
81. 8–19 February 2010: Technology Commercialization for Senior Scientists. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** DST, Gol.
82. 14–17 February 2010: Orientation Programme on World Bank Procurement Procedures for Officials of Andhra Pradesh Municipal Development Project. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** Andhra Pradesh Municipal Development Project, Govt. of Andhra Pradesh, Hyderabad.
83. 15–19 February 2010: WTO Issues for Senior ISS Officers and Senior Officers of States/UTs. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Ministry of Statistics & Programme Implementation, Govt. of India.
84. 22–26 February 2010: Managing Human Relations in Organizations for NHPC Ltd. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** NHPC, Faridabad.
85. 22–26 February 2010: Management Audit for National Fisheries Development Board. **Programme Director:** Ms. Parveen Mehta. **Organization/Agency:** National Fisheries Development Board, Hyderabad.
86. 22 February–12 March 2010: Advanced Management Programme for AGMs and DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** NTPC Ltd., Noida.
87. 5–6 March 2010: National Seminar on Micro-Finance Development and Cooperative Credit Institutions. **Programme Director:** Dr. Pitabasa Sahoo. **Organization/Agency:** National Bank for Agriculture and Rural Development (NABARD), Mumbai.
88. 8–24 March 2010: MDP for the Principals of the Institute of Hotel Management and the Officers of the Ministry of Tourism. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Ministry of Tourism, Gol.
89. 8–12 March 2010: Leadership and Organization Development for Defence Research Technical Cadre Officers. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Defence Research & Development Organization, New Delhi.

90. 8–12 March 2010: High Performing Team and Leadership Issues for Women Scientists. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** DST, Gol.
91. 8–12 March 2010: e-Procurement Programme for Senior Scientists and Administrative Personnel of S&T Establishments. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** DST, Gol.
92. 15–26 March 2010: Scientific Project Formulation, Implementation and Evaluation. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** DST, Gol.
93. 15–26 March 2010: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Space Research Organization (ISRO), Bangalore.
94. 22–26 March 2010: Managerial Effectiveness for Defence Research Technical Cadre Officers. **Programme Director:** Prof. Ali. A. Firdausi. **Organization/Agency:** Defence Research & Development Organization, New Delhi.
95. 22–26 March 2010: Management Development Programme for Punjab State Electricity Board Officials. **Programme Directors:** Prof. Usha Ramachandra & Mr. Rajkiran V. Bilolikar. **Organization/Agency:** Punjab State Electricity Board, Patiala.
- C. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (OFF-CAMPUS)**
1. 29 April–4 May 2009: General Management Programme for Senior Executives of IFFCO. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** IFFCO, Gurgaon.
2. 29–30 May 2009: Two-Day Capacity Building Workshop for Senior Officers of the High Court of AP. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** High Court of Andhra Pradesh, Hyderabad.
3. 26–29 June 2009: World Bank Procurement Procedures for Officials of Orissa Community-Based Tank Management Society. **Programme Directors:** Prof. Vilas Shah & Prof. B. S. Chetty. **Organization/Agency:** Dept. of Water Resources, Govt. of Orissa, Bhubaneswar.
4. 28 June–1 July 2009: World Bank Procurement Procedures for Officials of Orissa Community-Based Tank Management Society. **Programme Directors:** Prof. Vilas Shah & Prof. B. S. Chetty. **Organization/Agency:** Dept. of Water Resources, Govt. of Orissa, Bhubaneswar.
5. 6–11 July 2009: Executive Development Programme for Senior Executives of Chhattisgarh State Power Generation Co. Ltd. **Programme Director:** Prof. Vikramaditya Duggal. **Organization/Agency:** Chhattisgarh State Power Generation Co. Ltd., Korba.
6. 17–18 August 2009: Training Programme on Financial Management for Senior Executives of APEPDCL. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** The Eastern Power Distribution Company of Andhra Pradesh Ltd. (APEPDCL), Visakhapatnam.
7. 25 October–5 November 2009: Results-Based Management (at Dhaka). **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Food and Agriculture Organization (FAO), Bangladesh.
8. 26–30 October 2009: MDP for Small & Medium Enterprises (SMEs) of the Pacific Region at Madang, Papua New Guinea. **Programme Director:** Prof. H. Hemnath Rao. **Organization/Agency:** Commonwealth Secretariat, London, and Centre for the Development of Enterprise (CDE), Brussels.
9. 16–18 November 2009: Orientation Programme on Creative Leadership for ONGC Officials. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Oil & Natural Gas Corporation (ONGC), Dehra Dun.
10. 23–25 November 2009: Orientation Programme on Creative Leadership for ONGC Officials. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** ONGC, Dehra Dun.
11. 28 November 2009: Orientation Programme for Bidders on World Bank Procedures for Works Bidding. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/**

- Agency:** Orissa Community Tank Development and Management Society (OCTDMS), Dept. of Water Resources, Govt. of Orissa, Bhubaneswar.
12. *30 November 2009:* Orientation Programme for Bidders on World Bank Procedures for Works Bidding. **Programme Directors:** Prof. B. S. Chetty & Prof. Raj V. Ponnaluri. **Organization/Agency:** OCTDMS, Dept. of Water Resources, Govt. of Orissa, Bhubaneswar.
  13. *21–23 January 2010:* Using Data for Monitoring and Evaluation of NGO Partners of UNICEF. **Programme Director:** Prof. P. H. Rao. **Organization/Agency:** UNICEF, Hyderabad.
  14. *9–10 February 2010:* Decision Making for Effective Leadership for Officials of Damodar Valley Corporation. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** Damodar Valley Corporation, Jharkand.
  15. *20–21 February 2010:* Orientation Workshop for Corporators of Greater Hyderabad Municipal Corporation. **Programme Director:** Prof. Srinivas Chary Vedala. **Organization/Agency:** Greater Hyderabad Municipal Corporation, Hyderabad.
  16. *22–24 February 2010:* Using Data for Monitoring and Evaluation of NGO Partners of UNICEF. **Programme Director:** Prof. P. H. Rao. **Organization/Agency:** UNICEF, Hyderabad.
  17. *22–24 February 2010:* Orientation Programme on Creative Leadership for ONGC Officials. **Programme Director:** Prof. K. N. Viswanath. **Organization/Agency:** ONGC Ltd., Dehra Dun.
  18. *26–28 February 2010:* Faculty Development Programme on Teaching Skills. **Programme Director:** Prof. B. Kinnera Murthy. **Organization/Agency:** Indian Institute of Space Science and Technology, Thiruvananthapuram.
  19. *10–12 March 2010:* Training Programme on Budgeting and Public Financial Management for Officers in the Finance Department. **Programme Directors:** Prof. Subbaiah Singala & Ms. Parveen Mehta. **Organization/Agency:** Finance Dept., Govt. of Andhra Pradesh.



## Annexure 5-A

### Research & Management Studies (Carried Over to April 2009–March 2010)

#### CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Repositioning of Postal Services. **Organization/Agency:** Dept. of Posts, Govt. of India (GoI). **Involved Faculty:** Prof. Gautam Pingle, Prof. Subbaiah Singala & Mr. Harish Jagannath.
2. Export Potential of Khadi Institutions. **Organization/Agency:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. A. Amarender Reddy.
3. Implementation of Sevottam in Two Departments. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, GoI. **Involved Faculty:** Mr. Mohammed A. Abid, Dr. Nirmalya Bagchi & Prof. Gautam Pingle.
4. Aceh Scoping Study. **Organization/Agency:** Ministry of External Affairs, GoI. **Involved Faculty:** Prof. Gautam Pingle.
5. Factor Productivity and Marketed Surplus of Major Crops. **Organization/Agency:** Planning Commission, GoI. **Involved Faculty:** Prof. A. Amarender Reddy.

#### CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Study for Preparing Recovery and Corporate Plans for Nagaland Handlooms and Handicrafts Development Corp. (NHHDC). **Organization/Agency:** NHHDC, Kohima, Dept. of Industries & Commerce, Govt. of Nagaland (GoN). **Involved Faculty:** Prof. H. Hemnath Rao & Ms. Kanupriya Katyal.
2. Study for Preparing Recovery and Corporate Plans for NIDC. **Organization/Agency:** Nagaland Industrial Development Corp. (NIDC), Kohima, Dept. of Industries & Commerce, GoN. **Involved Faculty:** Prof. H. Hemnath Rao & Ms. Kanupriya Katyal.

3. National Rural Employment Guarantee Act (NREGA) Appraisal Studies of Schemes. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. H. Hemnath Rao.

#### CENTRE FOR HUMAN DEVELOPMENT

1. Development of e-Content on Social Accountability for Senior- and Middle-Level Government Leaders. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
2. Concurrent Evaluation of National Rural Health Mission (NRHM): Andhra Pradesh. **Organization/Agency:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Dr. Subodh Kandamuthan & Prof. P. H. Rao.
3. Impact Assessment Study: Resettlement and Rehabilitation Projects in Orissa. **Organization/Agency:** United Nations Development Programme, Bhubaneswar. **Involved Faculty:** Prof. Anand Akundy.
4. Andhra Pradesh Health Sector Reform Programme. **Organization/Agency:** Family Health International, under DfID. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Dr. Anand Akundy, Prof. B. Kinnera Murthy, Dr. Subodh Kandamuthan, Dr. P. Subhashini, Mr. Harish Jagannath & Ms. Kanupriya Katyal.
5. Effectiveness of Behaviour Change Communication Training in Medak and Raichur Districts. **Organization/Agency:** United Nations Children's Fund (UNICEF), Hyderabad. **Involved Faculty:** Prof. P. H. Rao.
6. Promoting Quality Education for Children Belonging to Tribal Communities in Andhra Pradesh. **Organization/Agency:** UNICEF,

Hyderabad. **Involved Faculty:** Dr. Anand Akundy, Prof. H. Hemnath Rao & Ms. Sohini Basu.

#### CENTRE FOR ECONOMICS & FINANCE

1. Imbalance in the Current WTO Agreement on Subsidies and Countervailing Measures and Trade. **Organization/Agency:** Ministry of Commerce & Industry, Govt. of India. **Involved Faculty:** Mr. S. Narayanan.
2. Corporate Governance Study. **Organization/Agency:** Dept. of Public Enterprises, Govt. of Orissa. **Involved Faculty:** Prof. Mubeen Rafat, Prof. Gautam Pingle, Mr. Mohammed A. Abid & Prof. H. Hemnath Rao.
3. Corporate Plan and Recovery Plan for NEHHDC. **Organization/Agency:** North-Eastern Handicrafts & Handlooms Development Corp. (NEHHDC), Guwahati. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.
4. Study of Cost Chart Mechanism. **Organization/Agency:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
5. Evaluation Study on the Impact of Product Development, Design Intervention and Packaging (PRODIP) Scheme for KVIC. **Organization/Agency:** Khadi & Village Industries Commission (KVIC), Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
6. Developing a Revenue Forecasting Model. **Organization/Agency:** Govt. of Andhra Pradesh. **Involved Faculty:** Ms. Ashita Allamraju & Dr. Nirmalya Bagchi.
7. Improvement in the Quality of Public Expenditure to Obtain Better Outputs and Outcomes. **Organization/Agency:** Thirteenth Finance Commission, Govt. of India. **Involved Faculty:** Ms. Ashita Allamraju & Dr. S. K. Rao.
8. Study of Gold Loan Portfolio. **Organization/Agency:** Andhra Pradesh State Cooperative Bank, Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.

9. Research Study on Corporate Governance Practices of State-Level Public Enterprises (SLPEs) in AP and Corporate Governance Practices in SMEs. **Organization/Agency:** National Foundation for Corporate Governance (NFCG), New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.
10. A Study on Cross-Media Ownership in India. **Organization/Agency:** Ministry of Information & Broadcasting, Govt. of India. **Involved Faculty:** Prof. Paramita Dasgupta, Ms. Ashita Allamraju & Prof. Usha Ramachandra.
11. Conference on Corporate Governance Reform for State-Level Public Enterprises (SLPEs) of Karnataka. **Organization/Agency:** NFCG, New Delhi. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.

#### CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT

1. Study on Framing of Rules and Regulations by CEA—Clause 171 & 172 of the Electricity Bill. **Organization/Agency:** Central Electricity Authority (CEA), Ministry of Power, Govt. of India. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra & Mr. K. Balarama Reddi.
2. Reform and Restructuring Related Studies in Himachal Pradesh for HPSEB. **Organization/Agency:** Himachal Pradesh State Electricity Board (HPSEB), Shimla. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. M. Surendar Reddy & Mr. K. Balarama Reddi.
3. Reform and Restructuring of the Power Sector in Mizoram. **Organization/Agency:** Power and Electricity Dept., Govt. of Mizoram, Aizwal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. M. Surendar Reddy.
4. Appraisal of City Development Plans of State Governments/Cities and Implementation of Reforms as Per Timelines Specified in MoA under Jawaharlal Nehru National Urban Reforms Mission (JNNURM). **Organization/Agency:** JNNURM, Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.

5. Preparing a City Development Strategy for the Hubli-Dharwad Municipal Corporation (HDMC). **Organization/Agency:** Hubli-Dharwad Municipal Corporation, Hubli. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
6. Preparation of City Development and Reform Plans for Six Cities. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
7. Andhra Pradesh Urban Development and Poverty Reduction Strategy. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
8. Evaluation Study on the Overall Performance of DVC and the Ongoing Schemes/Programmes under Implementation. **Organization/Agency:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle, Prof. Usha Ramachandra, Prof. Mubeen Rafat & Prof. S. K. Ghosh.
9. Formulation of Promotion Policy, Design of Confidential Report Formats, etc. **Organization/Agency:** Chhattisgarh State Electricity Board, Raipur. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
10. Subsidy Analysis for Vijayawada Municipal Corporation. **Organization/Agency:** Vijayawada Municipal Corporation, Vijayawada. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vasavi Narla.
11. Preparation of City Development Plans for Cuttack, Sambalpur and Berhampur. **Organization/Agency:** Govt. of India & United Nations Development Programme (UNDP), Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
12. Study to Assess the Functioning of the Consumer Grievances Mechanism. **Organization/Agency:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
13. Preparation of Tariff Petition for Bhilai Steel Plant. **Organization/Agency:** Bhilai Steel Plant, Chhattisgarh. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
14. Determination of Tariff for Bihar State Electricity Board, Bihar State Hydro-electric Power Corp. Ltd., Begase/Biomass Plants. **Organization/Agency:** Bihar State Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
15. Preparation of Reports on Organization Structure, Manpower Requirement, Business Potential, etc. **Organization/Agency:** GRIDCO Ltd., Bhubaneswar. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
16. Capacity Development for Preparation of City Development Plans. **Organization/Agency:** Kerala Institute of Local Administration, Thrissur. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
17. Quality and Quantity Inspection of Works Relating to Various Schemes/ Programmes Covered in Six Districts of APCPDCL. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd., (APCPDCL) Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
18. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana and High-Voltage Distribution System, Japan Bank for International Cooperation (JBIC) Works in Five Districts of Northern Power Distribution Co. of AP Ltd. (APNPDCL) Area. **Organization/Agency:** APNPDCL, Warangal. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
19. Preparation of Tariff Regulations for the Joint Electricity Regulatory Commission for Manipur & Mizoram. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur & Mizoram, Aizawl. **Involved Faculty:** Mr. K. Balarama Reddi.

20. Preparation of Supply Code and Grid Code for the Joint Electricity Regulatory Commission for Manipur & Mizoram. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur & Mizoram, Aizawl. **Involved Faculty:** Mr. K. Balarama Reddi.
21. Analysis of Multi-year Tariff Petitions of Unbundled Entities of Gujarat Electricity Regulatory Board. **Organization/Agency:** Gujarat Electricity Regulatory Commission (GERC), Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
22. Programme Management Unit. **Organization/Agency:** Kerala Sustainable Urban Development Project, Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. S. Chary Vedala.
23. Exposure Visits for Officials and Elected Representatives from Urban Local Bodies of Tamil Nadu to Hyderabad, Vijayawada and Visakhapatnam. **Organization/Agency:** Tamil Nadu Urban Development Project, Govt. of Tamil Nadu. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
24. Exposure Visits for Officials and Elected Representatives from Urban Local Bodies of Tamil Nadu to Kolkata. **Organization/Agency:** Tamil Nadu Urban Development Project, Govt. of Tamil Nadu. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
25. Appraisal and Handholding Reforms for the Year 2008–09 under Jawaharlal Nehru National Urban Renewal Mission (JNNURM). **Organization/Agency:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Mr. T. Murali Mohan.
26. Advisory Services to Calcutta Electric Supply Co. (CESC) for the Year 2009. **Organization/Agency:** CESC, Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
27. Capital Cost Benchmarks for Distribution Business. **Organization/Agency:** Forum of Regulators, New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
28. Study of Workload and Manpower Requirements for Karnataka Power Transmission Corp. Ltd. and Five (Electricity Supply Companies) ESCOMs. **Organization/Agency:** Karnataka Power Transmission Corp. Ltd., Bangalore. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. Ali A. Firdausi.
29. Vetting of Fuel Price and Power Purchase Adjustment (FPPPA) Charges Quarterly for Gujarat Electricity Regulatory Commission (GERC) in respect of Torrent Power Ltd. (TPL) and Gujarat Urja Vikas Nigam Ltd. (GUVNL) Quarters. **Organization/Agency:** Gujarat Electricity Regulatory Commission (GERC), Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
30. Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL). **Organization/Agency:** APCPDCL Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
31. Consultancy Services for Support to Urban Local Bodies (ULBs) for Compilation of Draft Development Plans (DDPs) and Internal Appraisal of DDPs for 10 Towns in Non-Kolkata Metropolitan Area ULBs for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
32. Evaluation of Scheme: Creation of Management Structure for Hazardous Substances. **Organization/Agency:** Ministry of Environment & Forests, GoI. **Involved Faculty:** Dr. Valli Manickam & Prof. S. Chary Vedala.
33. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. S. Chary Vedala.
34. Implementation of C1 Reforms in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Urban Services for the Poor (APUSP), Govt. of AP. **Involved Faculty:** Prof. S. Chary Vedala.

35. Urban Reforms Rajiv Nagara Bata Programme. **Organization/Agency:** Municipal Administration and Urban Development Dept., Govt. of Andhra Pradesh. **Involved Faculty:** Prof. S. Chary Vedala.
36. Hyderabad City-wide Slum Upgrading Action Plan. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
37. Visakhapatnam City Development Strategy and Slum Upgradation Action Plan– Phase I. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
38. Visakhapatnam City Development Strategy and Slum Upgradation Action Plan– Phase II. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
39. Deepening Certification in India. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
40. Preparation of Tender Documents for Outsourcing the Maintenance of Water Supply Services in Udupi Town. **Organization/Agency:** Udupi City Municipal Corporation. **Involved Faculty:** Prof. S. Chary Vedala.
41. Preparation of Rapid Readiness Assessment and Strategic Action Plan for Moving Towards Continuous Water Supply in Chandigarh. **Organization/Agency:** Chandigarh Municipal Corporation, Chandigarh. **Involved Faculty:** Prof. S. Chary Vedala.
42. Preparation of Rapid Readiness Assessment and Detailed Project Reports for Improvement of Water Supply Systems in Bhubaneswar and Puri Towns. **Organization/Agency:** Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala.
43. Implementation of Module for Rapid Training Programme. **Organization/Agency:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender, Mr. T. Murali Mohan, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
44. Institutional Support for the Provision of Urban Water Supply and Sewerage. **Organization/Agency:** Kerala Sustainable Development Project, Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. S. Chary Vedala.
45. Preparation of Development Activity-Specific Technical Environmental Impact Assessment (EIA) Guidance Manuals for 10 Activities in EIA. **Organization/Agency:** Ministry of Environment & Forests, Govt. of India. **Involved Faculty:** Dr. Valli Manickam, Mr. G. Balasubramanyam & Prof. S. Chary Vedala.
46. Consultancy Services for Support to Urban Local Bodies for Compilation of Draft Development Plans (DDPs) and Internal Appraisal of DDPs for Non-Kolkata Metropolitan Area (KMA) Urban Local Bodies for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
47. Demand Responsive Support. **Organization/Agency:** Water and Sanitation Programme–South Asia, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
48. Capacity Building Support for Developing Infrastructure through Public-Private Partnerships. **Organization/Agencies:** Infrastructure Development Finance Co. Ltd., Bangalore, and India PPP Capacity Building Trust (I-CAP), New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender & Ms. Vasavi Narla.
49. Public-Private Partnership (PPP) with a Sectoral Focus on Water and Environmental Sanitation. **Organization/Agency:** Veoila Environnement Campus, France. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
50. Reform Implementation Action Plan under Jawaharlal Nehru National Urban Renewal Mission (JNNURM) in Jharkhand. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
51. Implementation of National Programme on Capacity Building for Urban Poverty Alleviation in the Context of Jawaharlal Nehru National Urban Renewal Mission (JNNURM)/Swarna Jayanthi

Shahari Rozgar Yojana (SJSRY) and Other Schemes. **Organization/Agency:** Ministry of Housing & Poverty Alleviation (MoHPA), Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.

52. Workshop on Analysis of Existing Environmental Instruments to Implement the National Environment Plan. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Dr. Valli Manickam & Prof. S. Chary Vedala.
53. Capacity Building for Urban Management. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.
54. Study on Time-Bound Action Plan for Provision of Seven-Point Charter (BSUP & HSDP). **Organization/Agency:** MoHPA, GoI. **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
55. Centre for Excellence in Urban Governance. **Organization/Agency:** Ministry of Urban Development (MoUD), GoI. **Involved Faculty:** Prof. S. Chary Vedala.

#### CENTRE FOR INNOVATION & TECHNOLOGY

1. Selection of Enterprise Resource Planning (ERP) Product and Implementation Partner and Monitoring and Support of ERP Implementation in Midhani. **Organization/Agency:** Mishra Dhatu Nigam (Midhani) Ltd., Hyderabad. **Involved Faculty:** Prof. Nirmala Apsingkar & Prof. G. Mohan.
2. Operational Research Study on Manpower Requirements of Police Stations in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Police Dept., Govt. of AP. **Involved Faculty:** Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle (Advisor).
3. Impact Evaluation of Pilot Programme for Control of Micronutrient Malnutrition. **Organization/Agency:** Ministry of Health & Family Welfare, GoI. **Involved Faculty:** Dr. Nirmalya Bagchi & Dr. Pitabasa Sahoo.

4. Building Institutional Capability in Technology Management–Phase V. **Organization/Agency:** Dept. of Scientific & Industrial Research, Ministry of Science & Technology, Govt. of India. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle (Advisor), Dr. Nirmalya Bagchi, Prof. S. K. Ghosh, Dr. N. G. Satish, Prof. G. Mohan & Mr. B. V. N. Sachendra.

#### CENTRE FOR MANAGEMENT STUDIES

1. PM's Trophy for the Best Steel Plant in the Country, 2006–07. **Organization/Agency:** Steel Authority of India Ltd. (SAIL), Ministry of Steel (MoS), Govt. of India (GoI). **Involved Faculty:** Mr. Raj V. Ponnaluri & Prof. S. K. Ghosh.
2. Waste Minimization Circle. **Organization/Agency:** Environment Group, National Productivity Council, New Delhi. **Involved Faculty:** Prof. Vilas Shah, Dr. Valli Manickam & Mr. G. Balasubramanyam.
3. Organizational Structure and Manpower Requirements of University Grants Commission (UGC). **Organization/Agency:** UGC, New Delhi. **Involved Faculty:** Prof. Ali A. Firdausi, Prof. Umeshwar Pandey, Prof. M. Chandrasekhar & Dr. P. Subhashini
4. PM's Trophy for the Best Steel Plant in Country, 2007–08. **Organization/Agency:** SAIL, MoS, GoI. **Involved Faculty:** Prof. Vilas Shah, Mr. B. V. N. Sachendra & Prof. K. N. Viswanath.
5. Research Study on Audit of Work Culture in the Integrated Headquarters (IHQ) of the Navy. **Organization/Agency:** IHQ, Navy, Ministry of Defence, GoI. **Involved Faculty:** Prof. Vilas Shah, Prof. Gautam Pingle, Prof. M. Chandrasekhar & Mr. B. V. N. Sachendra.

## Annexure 5-B

### Research & Management Studies (Completed during April 2009–March 2010)

#### CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE

1. Repositioning of Postal Services. **Organization/Agency:** Dept. of Posts, Govt. of India (Gol). **Involved Faculty:** Prof. Gautam Pingle & Prof. H. Hemnath Rao.
2. Export Potential of Khadi Institutions. **Organization/Agency:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. A. Amarendra Reddy.
3. Aceh Scoping Study. **Organization/Agency:** Ministry of External Affairs, Gol. **Involved Faculty:** Prof. Gautam Pingle.
4. Factor Productivity and Marketed Surplus of Major Crops in India. **Organization/Agency:** Planning Commission, Govt. of India. **Involved Faculty:** Prof. A. Amarendra Reddy.

#### CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. National Rural Employment Guarantee Act (NREGA) Appraisal Studies of Schemes. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. H. Hemnath Rao.
2. Evaluation of Projects funded by NCRI. **Organization/Agency:** National Council of Rural Institutes (NCRI), Hyderabad. **Involved Faculty:** Dr. Pitabasa Sahoo.

#### CENTRE FOR HUMAN DEVELOPMENT

1. Development of e-Content on Social Accountability for Senior- and Middle-Level Government Leaders. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Prof. Usha Vyasulu Reddi, Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
2. Impact Assessment Study: Resettlement and Rehabilitation Projects in Orissa. **Organization/**

**Agency:** United Nations Development Programme, Bhubaneswar. **Involved Faculty:** Dr. Anand Akundy.

3. Effectiveness of Behaviour Change Communication Training in Medak and Raichur Districts. **Organization/Agency:** United Nations Children's Fund (UNICEF), Hyderabad. **Involved Faculty:** Prof. P. H. Rao.

#### CENTRE FOR ECONOMICS & FINANCE

1. Imbalance in the Current WTO Agreement on Subsidies and Countervailing Measures and Trade. **Organization/Agency:** Ministry of Commerce & Industry, Govt. of India. **Involved Faculty:** Mr. S. Narayanan.
2. Recovery Plan and Corporate Plan for NEHHDC. **Organization/Agency:** North-Eastern Handicrafts & Handlooms Development Corp. (NEHHDC), Guwahati. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.
3. Study of Cost Chart Mechanism. **Organization/Agency:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
4. Evaluation Study on the Impact of Product Development, Design Intervention and Packaging (PRODIP) Scheme for KVIC. **Organization/Agency:** Khadi & Village Industries Commission (KVIC), Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
5. Improvement in the Quality of Public Expenditure to Obtain Better Outputs and Outcomes. **Organization/Agency:** Thirteenth Finance Commission, Govt. of India. **Involved Faculty:** Ms. Ashita Allamraju & Dr. S. K. Rao.
6. A Study on Cross-Media Ownership in India. **Organization/Agency:** Ministry of Information & Broadcasting, Govt. of India. **Involved Faculty:** Prof. Paramita Dasgupta, Ms. Ashita Allamraju & Prof. Usha Ramachandra.

7. Research Study on Corporate Governance Practices of State-Level Public Enterprises (SLPEs) in AP and Corporate Governance Practices in SMEs. **Organization/Agency:** National Foundation for Corporate Governance (NFCG), New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.
  8. Study of Gold Loan Portfolio. **Organization/Agency:** Andhra Pradesh State Co-operative Bank, Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.
  9. Preparation of an Integrated Risk Management Policy for APCOB. **Organization/Agency:** Andhra Pradesh State Cooperative Bank (APCOB), Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.
  10. Technical Assistance and Capacity Building in the Area of Internal Audit for Defence Electronics Research Laboratory (DLRL), Hyderabad. **Organization/Agency:** Defence Research & Development Organization (DRDO), Hyderabad. **Involved Faculty:** Mrs. Parveen Mehta.
  11. District Central Cooperative Banks in Andhra Pradesh: Retail Loans, Banks' Gold Loans to Individual Portfolios: **Organization/Agency:** Andhra Pradesh State Cooperative Bank. **Involved Faculty:** Prof. Subbaiah Singala.
- CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT**
1. Study on Framing of Rules and Regulations by CEA—Clause 171 & 172 of the Electricity Bill. **Organization/Agency:** Central Electricity Authority (CEA), Ministry of Power, Govt. of India. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra & Mr. K. Balarama Reddi.
  2. Reform and Restructuring Related Studies in Himachal Pradesh. **Organization/Agency:** Himachal Pradesh State Electricity Board, Shimla. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra, Prof. M. Surendar Reddy & Mr. K. Balarama Reddi.
  3. Reform and Restructuring of the Power Sector in Mizoram for Power and Electricity Dept. **Organization/Agency:** Govt. of Mizoram, Aizwal. **Involved Faculty:** Mr. Balarama Reddi & Prof. M. Surendar Reddy.
  4. Formulation of Promotion Policy, Design of Confidential Report Formats, etc. **Organization/Agency:** Chhattisgarh State Electricity Board, Raipur. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
  5. Study to Assess the Functioning of the Consumer Grievances Mechanism. **Organization/Agency:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  6. Preparation of Tariff Petition for Bhilai Steel Plant. **Organization/Agency:** Bhilai Steel Plant, Chhattisgarh. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  7. Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of APCPDCL. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  8. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana and High-Voltage Distribution System, Japan Bank for International Cooperation (JBIC) Works in Five Districts of APNPDCL Area. **Organization/Agency:** Northern Power Distribution Co. of AP Ltd. (APNPDCL), Warangal. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  9. Preparation of Tariff Regulations for the Joint Electricity Regulatory Commission for Manipur & Mizoram. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur & Mizoram. **Involved Faculty:** Mr. K. Balarama Reddi.
  10. Analysis of Multi-year Tariff Petitions of Unbundled Entities of Gujarat Electricity Regulatory Board on Behalf of Gujarat Electricity Regulatory Commission (GERC). **Organization/Agency:** GERC, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.



11. Exposure Visits for Officials and Elected Representatives from Urban Local Bodies of Tamil Nadu to Hyderabad, Vijayawada and Visakhapatnam. **Organization/Agency:** Tamil Nadu Urban Development Project, Govt. of Tamil Nadu. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
12. Exposure Visits for Officials and Elected Representatives from Urban Local Bodies of Tamil Nadu to Kolkata. **Organization/Agency:** Tamil Nadu Urban Development Project, Govt. of Tamil Nadu. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
13. Advisory Services to Calcutta Electric Supply Co. (CESC) for the Year 2009. **Organization/Agency:** CESC, Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
14. Capital Cost Benchmarks for Distribution Business. **Organization/Agency:** Forum of Regulators, New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
15. Vetting of Fuel Price and Power Purchase Adjustment (FPPPA) Charges Quarterly for Gujarat Electricity Regulatory Commission (GERC) in respect of Torrent Power Ltd. (TPL) and Gujarat Urja Vikas Nigam Ltd. (GUVNL) Quarters. **Organization/Agency:** GERC, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
16. Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL). **Organization/Agency:** APCPDCL Ltd., Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
17. Analysis of the Aggregate Revenue Requirement/Tariff Petition of the Electricity Dept. of Puducherry for 2009–10. **Organization/Agency:** Joint Electricity Regulatory Commission for Goa and Union Territories, Gurgaon, Haryana. **Involved Faculty:** Mr. K. Balarama Reddi.
18. Urban Reforms Rajiv Nagara Bata Programme. **Organization/Agency:** Municipal Administration and Urban Development Dept., Govt. of Andhra Pradesh. **Involved Faculty:** Prof. S. Chary Vedala.
19. Visakhapatnam City Development Strategy and Slum Upgradation Action Plan–Phase I. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
20. Visakhapatnam City Development Strategy and Slum Upgradation Action Plan–Phase II. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
21. Hyderabad City-wide Slum Upgrading Action Plan. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
22. Deepening Certification in India. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
23. Preparation of Tender Documents for Outsourcing the Maintenance of Water Supply Services in Udupi Town. **Organization/Agency:** Udupi City Municipal Corporation, Udupi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
24. Consultancy Services for Support to ULBs for Compilation of DDPs and Internal Appraisal of Draft Development Plans for 10 Towns in Non-Kolkata Metropolitan Area (KMA) Urban Local Bodies for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
25. Public-Private Partnership (PPP) with a Sectoral Focus on Water and Environmental Sanitation. **Organization/Agency:** Veolia Environnement Campus, France. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
26. Preparing a City Development Strategy for Hubli-Dharwad Municipal Corporation (HDMC). **Organization/Agency:** HDMC, Hubli. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.

### **CENTRE FOR INNOVATION & TECHNOLOGY**

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

Commission, New Delhi. **Involved Faculty:** Prof. Ali A. Firdausi, Prof. Umeshwar Pandey, Prof. M Chandrasekhar & Dr. P. Subhashini.

### **CENTRE FOR MANAGEMENT STUDIES**

1. Waste Minimization Circle. **Organization/Agency:** Environment Group, National Productivity Council, Delhi. **Involved Faculty:** Prof. Vilas Shah, Dr. Valli Manickam & Mr. G. Balasubramanyam.
2. PM's Trophy for the Best Steel Plant in the Country, 2006–07. **Organization/Agency:** Steel Authority of India Ltd. (SAIL), Ministry of Steel (MoS), Govt. of India (GoI). **Involved Faculty:** Mr. Raj V. Ponnaluri & Prof. S. K. Ghosh.
3. PM's Trophy for the Best Steel Plant in Country, 2007–08. **Organization/Agency:** SAIL, MoS, GoI. **Involved Faculty:** Prof. Vilas Shah, Mr. B. V. N. Sachendra & Prof. K. N. Viswanath.
4. Promotion Exercise for Scale VI Officers of GIPSA Cos. & GIC, 2009–10. **Organization/Agency:** General Insurer's (Public Sector) Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
5. Promotion Exercise for Scale VII Officers of GIPSA Cos. & GIC, 2009–10. **Organization/Agency:** General Insurer's (Public Sector) Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
6. Research Study on Audit of Work Culture in the Integrated Headquarters (IHQ) of the Navy. **Organization/Agency:** IHQ, Navy, Ministry of Defence, GoI. **Involved Faculty:** Prof. Vilas Shah, Prof. Gautam Pingle, Prof. M. Chandrasekhar & Mr. B. V. N. Sachendra.
7. Organizational Structure and Manpower Requirements of University Grants Commission. **Organization/Agency:** University Grants

**Annexure 5-C**  
**Research & Management Studies**  
**(Received during April 2009-March 2010)**

**CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE**

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

**CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT**

1. Developing Convergence Guidelines for National Rural Employment Guarantee Act. **Organization/Agency:** Govt. of India, sponsored by United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. H. Hemnath Rao.
2. Evaluation of Projects Funded by NCRI, Hyderabad. **Organization/Agency:** National Council of Rural Institutes (NCRI), Hyderabad. **Involved Faculty:** Dr. Pitabasa Sahoo.
3. Developing a Programme Management Unit (PMU) for Modernization of Land Records. **Organization/Agency:** Dept. of Land Resources (Land Reforms Division), Ministry of Rural Development, Gol. **Involved Faculty:** Prof. H. Hemnath Rao.

**CENTRE FOR HUMAN DEVELOPMENT**

1. Preparation of a Detailed Project Report (DPR) on Panchayat Yuva Kreedha Aur Khel Abhiyan (PYKKA) for Implementation in the State of Andhra Pradesh. **Organization/Agency:** Sports Authority of Andhra Pradesh, Hyderabad.

**Involved Faculty:** Prof. Usha Vyasulu Reddy & Prof. Harish P. Jagannath.

**CENTRE FOR ECONOMICS & FINANCE**

1. Preparation of an Integrated Risk Management Policy for APCOB **Organization/Agency:** Andhra Pradesh State Cooperative Bank (APCOB), Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.
2. Technical Assistance and Capacity Building in the Area of Internal Audit for Defence Electronics Research Laboratory (DLRL), Hyderabad. **Organization/Agency:** Defence Research & Development Organization (DRDO), Hyderabad. **Involved Faculty:** Ms. Parveen Mehta.
3. District Central Cooperative Banks in Andhra Pradesh: Retail Loans, Banks' Gold Loans to Individual Portfolios: **Organization/Agency:** Andhra Pradesh State Cooperative Bank (APCOB) Ltd., Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.

**CENTRE FOR ENERGY, ENVIRONMENT, URBAN GOVERNANCE & INFRASTRUCTURE DEVELOPMENT**

1. Consultancy Services for Human Resource Development Programme on Planning and Management of Eco-Industrial Estates. **Organization/Agency:** German Development Corporation (GTZ), New Delhi. **Involved Faculty:** Dr. Valli Manickam & Prof. S. Chary Vedala.
2. Selection of Executives for Bokaro Power Supply Co. Pvt. Ltd. **Organization/Agency:** Bokaro Power Supply Co. Pvt. Ltd. (a joint venture of SAIL and DVC), Bokaro Steel City. **Involved Faculty:** Mr. K. Balarama Reddi.
3. Third-Party Inspection of RGGVY, HUDS and JBIC Sub-Stations Works in APNPDCL.

- Organization/Agency:** Northern Power Distribution Company of Andhra Pradesh Ltd. (APNPDCL), Warangal. **Involved Faculty:** Mr. K. Balarama Reddi.
4. Quality and Quantity Inspection of Works Relating to Various Schemes/ Programmes Covered in Six Districts of APCPDCL. **Organization/Agency:** Central Power Distribution Company of Andhra Pradesh Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
  5. Determination of Retail Tariffs for the State of Mizoram and Manipur for the Financial Year 2009–10. **Organization/Agency:** Joint Electricity Regulatory Commission for Manipur and Mizoram. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
  6. Preparation of Construction Manual for APCPDCL, Hyderabad. **Organization/Agency:** Andhra Pradesh Central Power Distribution Company Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
  7. Quality Check for Bhu Bharathi Work Products–Nizamabad. **Organization/Agency:** Commissioner of Survey, Settlements & Land Records, Govt. of Andhra Pradesh, Hyderabad. **Involved Faculty:** Dr. Valli Manickam, Prof. S. Chary Vedala & Dr. Nirmalya Bagchi.
  8. Analysis of ARR/Tariff Petition of the Electricity Dept. of Puducherry for 2009–10. **Organization/Agency:** Joint Electricity Regulatory Commission for Goa and Union Territories, Gurgaon (Haryana). **Involved Faculty:** Mr. K. Balarama Reddi.
  9. Investigation of Reliance Infrastructure Ltd. Distribution Business (R.Infra-D) Under Section 128 of the Electricity Act, 2003. **Organization/Agency:** Maharashtra Electricity Regulatory Commission (MERC). **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle & Prof. Usha Ramachandra.
  10. Preparation of City Development Plan for Bhilai, Durg. **Organization/Agency:** State Urban Development Agency (SUDA), Govt. of Chhattisgarh. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vasavi Narla.
  11. Processing Tariff Petition of Bihar State Electricity Board on Behalf of BERC for the Year 2009–10. **Organization/Agency:** Bihar Electricity Regulatory Commission (BERC), Patna. **Involved Faculty:** Mr. K. Balarama Reddi.
  12. Preparation of Working Manuals for State Board and Preparation of Guidance Manuals for Specific Sector, Industry/Project. **Organization/Agency:** Rajasthan State Board Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Balasubramanyam & Prof. S. Chary Vedala.
  13. Drafting Grid Code and Supply Code for the Joint Electricity Regulatory Commission for Union Territories. **Organization/Agency:** Joint Electricity Regulatory Commission for Union Territories, Gurgaon (Haryana). **Involved Faculty:** Mr. K. Balarama Reddi.
  14. Investigating Authority for Investigation of Physical Assets of Three DISCOMS in Delhi. **Organization/Agency:** Delhi Electricity Regulatory Commission (DERC). **Involved Faculty:** Mr. K. Balarama Reddi.
  15. Advisory Services to CESC for the Year 2010. **Organization/Agency:** M/s CESC Ltd., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi.
  16. Programme Management Unit–Orissa. **Organization/Agency:** Housing & Urban Development Dept., Govt. of Orissa. **Involved Faculty:** Mr. T. Murali Mohan & Prof. S. Chary Vedala.
  17. Conducting Quantity and Quality Inspection of Works Relating to Schemes/ Programmes in Six Districts of APCPDCL. **Organization/Agency:** Andhra Pradesh Central Power Distribution Company Ltd. (APCPDCL), Hyderabad. **Involved Faculty:** Mr. K. Balarama Reddi.
  18. Preparation of City Development Plan for Rajahmundry. **Organization/Agency:** Municipal Corporation of Rajahmundry.

**Involved Faculty:** Mr. T. Murali Mohan & Prof. S. Chary Vedala.

19. Preparation of City Development Plan for Warangal. **Organization/Agency:** Municipal Corporation of Warangal. **Involved Faculty:** Mr. T. Murali Mohan & Prof. S. Chary Vedala.
20. Preparation of City Development Plan for Guntur. **Organization/Agency:** Municipal Corporation of Guntur. **Involved Faculty:** Mr. T. Murali Mohan & Prof. S. Chary Vedala.
21. Competence Enhancement Programme in Environment Area for NATCO Pharma Ltd. **Organization/Agency:** NATCO Pharma Ltd., Kathur. **Involved Faculty:** Mr. G. Balasubramanyam.
22. 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.
23. Operationalizing the Service-Level Benchmarking (SLB) Framework in Eight Cities. **Organization/Agency:** Japan International Cooperation Agency (JICA), New Delhi. **Involved Faculty:** Prof. S. Chary Vedala, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
24. National Urban Water Awards, 2009. **Organization/Agency:** Deutsche Gesellschaft fur Technische Zusammenarbeit (GTZ), GmbH. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A Narender, Ms. Vasavi Narla & Ms. Vijaya Venkataraman.
25. Preparation of the Revised Integrated City Development Plan for Greater Hyderabad Municipal Corporation. **Organization/Agency:** Greater Hyderabad Municipal Corporation (GHMC). **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.

#### CENTRE FOR INNOVATION & TECHNOLOGY

1. Prime Minister's Award for Excellence in Public Administration for the Year 2008–09. **Organization/Agency:** Dept. of Administrative

Reforms & Public Grievances, GoI, New Delhi.

**Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Dr. Yamini Atmavilas, Ms. Sohini Basu, Dr. Pitabasa Sahoo, Dr. Subodh Kandamuthan & Ms. Ekta Singh.

2. Consultancy for Selection of Enterprise Resource Planning (ERP) Product and Implementation Partner, Monitoring and Support of Implementation of ERP in Mishra Dhatu Nigam Ltd. (additional scope). **Organization/Agency:** Mishra Dhatu Nigam (Midhani) Ltd., Hyderabad. **Involved Faculty:** Prof. Nirmala Apsingkar.
3. Euro-India SPIRIT: Euro-India Synchronization of Policy Initiatives and Research & Innovation Trajectory. **Organization/Agency:** European Commission Information Society and Media Directorate-General, Brussels. **Involved Faculty:** Dr. Nirmalya Bagchi, Prof. M. Chandrasekhar & Prof. Usha Vyasulu Reddi.

#### CENTRE FOR MANAGEMENT STUDIES

1. Promotion Exercise for Scale VII Officers of GIPSA Cos. & GIC, 2009–10. **Organization/Agency:** General Insurer's (Public Sector) Association of India, New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
2. Promotion Exercise for Scale VI Officers of GIPSA Cos. & GIC, 2009–10. **Organization/Agency:** General Insurer's (Public Sector) Association of India, New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
3. Performance Management Systems. **Organization/Agency:** Container Corporation of India Ltd. **Involved Faculty:** Prof. K. N. Viswanath, Prof. Umeshwar Pandey & Dr. P. Subhashini.

#### LIBRARY

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

## Annexure 6

### Endowed and Public Lectures, Colloquiums and Seminars (April 2009–March 2010)

#### A. ENDOWED LECTURES

1. *6 July 2009*: K. L. N. Prasad Memorial Lecture (endowed by K. L. N. Trust, Hyderabad). “Corporate Governance: Tyranny or Triumph?” by Mr. G. N. Bajpai, former Chairman, Life Insurance Corporation of India.
2. *30 August 2009*: Rajiv Gandhi Memorial Lecture (endowed by M/s National Mineral Development Corporation Ltd.). “Knowledge for Growth: Harnessing India’s Demographic Dividend”, by Mr. Sam Pitroda, former Chairman, National Knowledge Commission.
3. *18 September 2009*: Dr. B. R. Ambedkar Memorial Lecture (endowed by Govt. of Andhra Pradesh). “Ambedkarism: Its Impact on the Constitution of India”, by Justice M. N. Rao, former Chief Justice, High Court of Himachal Pradesh and Member, ASCI Court of Governors.

#### B. PUBLIC LECTURES

1. *8 May 2009*: “Geo-Political Consequences of the Global Economic Crisis”, by Dr. Sanjaya Baru, Visiting Professor, Lee Kuan Yew School of Public Policy, National University of Singapore; Senior Consulting Fellow, International Institute of Strategic Studies, London; former Media Advisor to the Prime Minister of India.
2. *11 May*: “Structuring a National Innovation System (NIS) for Technology Capacity Building”, by Dr. K. Ramanathan, Asia and Pacific Centre for Transfer of Technology (APCTT), United Nations Economic and Social Commission for Asia and the Pacific on the occasion of Technology Day celebrated by ASCI.
3. *18 August 2009*: “The Pharmaceutical Industry: Current Challenges”, by Dr. Ajit Shetty, Vice President, Johnson & Johnson Ltd., USA.

4. *16 September 2009*: “Improving Parliamentary Oversight”, by Mr. N. K. Singh, Member of Parliament (Rajya Sabha); Deputy Chairman, Planning Commission, Govt. of Bihar.
5. *4 December 2009*: ASCI Foundation Day Lecture. “Development of a Competitive Manufacturing Industry”, by Dr. V. Krishnamurthy, Member, ASCI Court of Governors; Chairman, National Manufacturing Competitiveness Council, Ministry of Commerce & Industry, GoI.
6. *7 January 2010*: “Social Security Reforms in India: The Way Forward”, by Prof. Mukul G. Asher, Professor, Lee Kuan Yew School of Public Policy, National University of Singapore.

#### C. RESEARCH COLLOQUIUMS/SEMINARS

1. *28–30 December 2009*: International Conference on Global Inter-dependence and Decision Sciences, led and anchored by the Centre for Innovation & Technology, ASCI; sponsored by Dept. of Science & Technology (DST), GoI and Council of Scientific & Industrial Research (CSIR), GoI.
2. *16 February 2010*: Seminar on “Financial Crisis, 2008: Anatomy of Failure”, by Dr. A. Premchand, former Head of Public Expenditure, International Monetary Fund.
3. *8 March 2010*: Seminar on “Fiscal Consolidation with High Growth” by Dr. Sudipto Mundle, Hon. Emeritus Professor, National Institute of Public Finance & Policy; Member, Reserve Bank of India Advisory Committee on Monetary Policy; former Director, Strategy & Policy Dept., Asian Development Bank.

## Annexure 7

### Faculty Publications

- Akundy, Anand, and Sujit Kumar Mishra. 2009. "Managing Resettlement, Decision Making and Policy: Experiences from Orissa." In M. Chandrasekhar and Nirmalaya Bagchi, eds., *Global Interdependence and Decision Sciences*, 117–23. New Delhi: Macmillan Publishers India Ltd.
- Bagchi, Nirmalaya. 2009. "Decision Support Systems in Government: A Case Study." In M. Chandrasekhar and Nirmalaya Bagchi, eds., *Global Interdependence and Decision Sciences*, 124–35. New Delhi: Macmillan Publishers India Ltd.
- Chandrasekhar, M., and Nirmalaya Bagchi, eds., 2009. *Global Interdependence and Decision Sciences*. New Delhi: Macmillan Publishers India Ltd.
- Chandrasekhar, M., and Rajendra M. Sonar. 2009. "Critical Success Factors of Information Technology Initiatives in the Indian Banking Sector." In M. Chandrasekhar and Nirmalaya Bagchi, eds., *Global Interdependence and Decision Sciences*, 297–311. New Delhi: Macmillan Publishers India Ltd.
- . 2009. "An Analysis of the Impact of Information Technology on the Productivity of Indian Banks." *Prajnan: Journal of Social and Management Sciences*, 38(1) April-June: 7–25.
- Manickam, Valli. 2010. *Air Pollution Control Technologies*. Hyderabad: B. R. Ambedkar Open University.
- Manickam, Valli, Iyyanki V. Murali Krishna, Sottu S. Bhardwaj, Hariprasad Peddi, and A. V. S. Prabhakara Rao. 2009. "Design and Evaluation of Hygroscopic Seeding Operations in Andhra Pradesh, India." *Journal of Weather Modification*, 41 April: 135–43.
- Manickam, Valli, K. Keerti, P. Hariprasad, T. Sunitha, and Iyyanki V. Murali Krishna. 2009. "Analysis of Precipitation in Nalgonda Mandal of Andhra Pradesh." *ICFAI University Journal of Environmental Sciences* 3 (2) May: 60–66.
- Mistry, Percy S. 2010. "The Unfolding Global Crisis: What It Implies for India's Growth." *ASCI Journal of Management* 39 (2) March: 1–12.
- Nigavekar, Arun. 2009. "Redefining the Role of Universities in a Knowledge Economy: Can India Transform Its Education System to Serve the New Role?" *ASCI Journal of Management* 39 (1) September: 19–32.
- Pingle, Gautam. 2010. "The Historical Context of Andhra and Telangana, 1949-56." *Economic & Political Weekly*, 20 February-26 February, 57–65.
- Ponnaluri, Raj V., and Y. Durga Santhi. 2009. "Road Crash History and Risk Groups in India: Need for New Initiatives and Safety Policies". *Transportation Research Record: Journal of Transportation Research Board* 2114: 64–71.
- Rao., P. H. 2009. "GIS in Health Sector: Scenario in India. Health Programme Monitoring and Evaluation." *GIS India* 18 (4) April: 3–5.
- . 2009. "GIS in Health Sector: Scenario in India. Future Scenario." *GIS India* 18 (5) May: 5–6.
- . 2009. "Hospital Waste Management in a South Indian City: A Case Study of Macro and Micro Systems." *Waste Management & Research* 27 (4) June: 322–27.
- . 2010. "A Framework for Building Competency: Improving the Quality of Care at the Primary Health Level." *ASCI Journal of Management* 39 (2) March: 68–94.
- Rao, S. K. 2010. "The Global Economic Crisis: Challenges and Opportunities for Public Administration." *ASCI Journal of Management* 39 (2) March: 33–43.
- Sachendra, B. V. N., and A. V. Avinash. 2009. "Application of Quality Function Deployment in Managing a Hospital: A Selective Study." In M. Chandrasekhar and Nirmalaya Bagchi, eds., *Global Interdependence and Decision Sciences*, 391–99. New Delhi: Macmillan Publishers India Ltd.
- Singala, Subbaiah, and Mukul Asher. 2010. "Rethinking Financial Sector Regulation in the Aftermath of the Global Economic Crisis." *ASCI Journal of Management* 39 (2) March: 13–32.