



# **ANNUAL REPORT 2008–2009**

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



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## 52<sup>nd</sup> ANNUAL REPORT 2008-2009

### Chairman's Statement



I have pleasure in presenting, on behalf of the Court of Governors, the Fifty-Second Annual Report and Audited Statement of Accounts of the Administrative Staff College of India (ASCI), for the year ending 31 March 2009.

It has been another good year for the College in terms of financial results. The total income comprising both operating income and investment income reached a new high at Rs. 2,914 lakhs, representing an increase of 24 per cent over the previous year. The total expenditure, however, grew at a slower rate and amounted to Rs. 2,490 lakhs. After providing for depreciation and accounting for prior period adjustments, the net surplus was an impressive Rs. 307 lakhs-the highest recorded so far. This compares with Rs. 159 lakhs in the previous year. The increase in operating income was on account of contributions from all major streams of activity, viz., management development programmes, research and management studies, and the Post-Graduate Diploma in Hospital Management.

The income earned from standard management development programmes in 2008-09 was Rs. 1,426 lakhs and that from the Post-Graduate Diploma in Hospital Management was Rs. 122.54 lakhs. Both these were significantly higher than what was recorded in the previous year. Programmes in the areas of General Management (Rs. 455.70 lakhs), Human Resources (Rs. 275.70 lakhs) and Operations (Rs. 245.42 lakhs) contributed significantly to the income from management development activity. The College conducted 172 programmes with 3,987 participants. This included 264 participants from abroad (foreign nationals and those representing international institutions) and 404 women participants. The participant profile remains more or less the same as in previous years with 53 per cent being from the Government sector, 21 per cent from the public sector and a little under 10 per cent from the private

sector; 10 per cent from banks, both public and private; and about 7 per cent of the participants came from abroad.

During the period under review, in keeping with the objective of extending management development training to women, we successfully conducted five programmes that attracted 117 women participants. Twelve new programmes were introduced in 2008-09. The College continues to explore new areas of management development activity and, in the year under review, there were several programmes in the education sector, such as, Educational Leadership for Vice-Chancellors; Administrative Law for Senior-Level Educational Managers; Specialized Programme on Educational Administration for Middle-Level Educational Managers. Other new programmes included Health Insurance for CEOs & CAOs of TPAs; Data Analysis for Business Research; Business Analytics; Environmental Management Systems in the Drugs & Pharma Sector; Customer Relationship Marketing; Leadership for Managing Change; Decision-Making for Effective Leadership; Gender Sensitization; and Customer Relationship Marketing.

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 30 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, and an indication of this is that several hospitals have come forward with placements for the participants graduating from this course.

A conference, a workshop, a group discussion, a retreat, and two seminars and two skill improvement programmes were conducted on management subjects of contemporary relevance, with good participation. The details in regard to these activities are set out in Annexure 5.

The progress in the management development programmes of the College has been the result of a commitment of the faculty to conduct good quality programmes and its initiative to offer new programmes of interest to industry and Government. The faculty have 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 and, for the first time, generated an income of above Rs 1,000 lakhs. During the year, the College received 64 new projects on research and management studies (as against 69 in 2007–08), of the value of Rs. 1,543.12 lakhs (as against Rs. 789 lakhs in 2007–08). Of these, research assignments accounted for Rs. 694.67 lakhs; and management studies accounted for Rs. 848.45 lakhs. As in the past, the Centre for Energy, Environment, Urban Governance and Infrastructure Development accounted for a major share of the total R&MS activity. The Centre for Management Studies, the Centre for Human Development, and the Centre for Economics & Finance also made significant contributions during 2008–09.

The College successfully completed 49 projects—15 research studies and 34 management studies—as compared to 51 in the previous year, comprising 24 research and 27 management studies. The College has initiated measures to evaluate the impact on the client organizations of its research and management studies. Management studies and research studies contributed to the income of the College Rs. 620 lakhs and Rs. 390 lakhs, respectively. Both these figures represent a significant increase over that of the previous years.

Among the important assignments awarded to the College, which also reflected the diversity of subjects handled by the College and the institutions awarding them were: Andhra Pradesh Health Sector Reform Programme in partnership with Family Health International, under DfID, Govt. of UK; Organizational Structure and Manpower Requirements of the University Grants Commission for UGC; Concurrent Evaluation of the National Rural Health Mission-Andhra Pradesh for Ministry of Health & Family Welfare, GoI; Appraisal and Handholding Reforms under JNNURM for the Ministry of Urban Development, GoI; Aceh Scoping Study for the Ministry of External Affairs, GoI; Implementation of

the National Programme on Capacity Building for Urban Poverty Alleviation for the Ministry of Housing & Poverty Alleviation, GoI; Study on Cross-Media Ownership in India for the Ministry of Information & Broadcasting, GoI; Institutional Support for the Provision of Urban Water Supply and Sewerage for the Kerala Sustainable Urban Development Project (KSUDP), Govt. of Kerala; Preparation of Development Activity-Specific Technical Environmental Impact Assessment (EIA) Guidance Manuals for 10 Activities in EIA for the Ministry of Environment & Forests, GoI; Capacity-Building Support for Developing Infrastructure through Public-Private Partnerships for Infrastructure Development Finance Co.; Public-Private Partnership (PPP) with a Sectoral Focus on Water and Environmental Sanitation for Veolia Environnement Campus, France; Developing a Revenue Forecasting Model for the Govt. of Andhra Pradesh; Capital Cost Benchmarks for Distribution Business for the Forum of Regulators; Development of e-Content for Modules on Social Accountability for the World Bank Institute; Hygroscopic Flare Technologies for Weather Modification for Technical Services Unit, Jakarta; Audit of Work Culture in the Integrated Headquarters of the Navy for the Ministry of Defence, GoI; Promoting Quality Education for Children Belonging to Tribal Communities in Andhra Pradesh for UNICEF; Preparing Corporate and Recovery Plans for Nagaland Industrial Development Corp. and Nagaland Handlooms & Handicrafts Development Corp.; Development of Project Review Techniques for High-Risk Projects to Overcome Time Delays & Cost Overruns for the Defence Electronics Research Labs (DLRL); Quality and Quantity Inspections of Works in Six Districts of Central Power Distribution Co. of Andhra Pradesh Ltd. for APCPDCL; Implementation of Sevottam in Two Departments for the Govt. of India; Improvements in the Quality of Public Expenditure to Obtain Better Outputs and Outcomes for the 13th Finance Commission, GoI; National Rural Employment Guarantee Act (NREGA) Appraisal Studies for United Nations Development Programme; PM's Trophy for the Best Steel Plant in Country (second consecutive year) for Ministry of Steel, GoI; Study of Gold Loan Portfolio for the Andhra Pradesh State Cooperative Bank; Preparation of Tariff Regulations for the Joint Electricity Regulatory Commission for Manipur & Mizoram.

In line with the Vision Committee's recommendations that greater salience be given to work on good governance, poverty studies and rural development, and

human development, ASCI has been directing its attention to building capacities and achieving results in these key areas.

As part of its commitment to working on problems of relevance to the national economy, the College organized a Conference on Growth and Development in the Lagging Regions of India, in collaboration with the World Bank on 28-29 June 2008. It was inaugurated by Dr. Montek Singh Ahluwalia, Deputy Chairman, Planning Commission, Government of India. The Conference facilitated a rich exchange of ideas on how development may be accelerated in the lagging regions of the country.

The College also organized a Seminar on Capacity Building of the Police for Countering Terrorism on 14 March 2009. It was inaugurated by Mr. Soli Sorabjee, former Attorney General of India. Held in the wake of the 26 November Mumbai terror attacks, the seminar discussed several ways to strengthen the capacity of the security forces to combat terrorism.

During 2008-09, eight faculty members were recruited, and five members either retired or left the College, taking the faculty strength to 44 by end-March 2009, as compared to 43 in the previous year. In recruiting new faculty, the College has tried to look for younger professionals and has succeeded in reducing the age profile of the faculty. At the invitation of the Chairman of the Court of Governors, six distinguished persons joined the College as Honorary/Visiting Professors during the year. The chapter on "Governance of the College" provides the details.

As in previous years, the College organized memorial lectures in honour of Mr. K. L. N. Prasad, Dr. Y. Nayudamma and Dr. B. R. Ambedkar. These lectures were delivered respectively by the following eminent persons: Prof. Arvind Panagariya, Professor of Economics, Columbia University, USA, on "Indian Growth Miracle: What Are the Lessons"; Mr. M. Pallam Raju, Minister of State for Defence, Govt. of India, on: "Science and Technology: Future Challenges"; Dr. T. Ramasami, Secretary, Dept. of Science & Technology, Govt. of India, on: "Solution Science for National Development"; and Justice M. N. Venkatachaliah, former Chief Justice of India, on: "The Social Pillars of Economic Development." Four public lectures by eminent personalities were also organized by the College (details are available in Annexure 7).

During 2008-09, 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, the College submitted for municipal approvals its plans for construction of the Administrative and Hostel Blocks at the College Park Campus in Banjara Hills. The approvals have since been received and, construction has commenced from September 2009, i.e., after the end of the year under review.

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, such as the World Bank, the Commonwealth Secretariat and the United Nations.

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 enhance further 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 Government and industry, ASCI looks forward to its continuing relevance and service to the nation.

The progress of the College during 2008-09, as in earlier years, could not have taken place without the assistance 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 effort.



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





# Governance of the College

## A. General Body

During 2008–09, the General Body of the College Society met once. The composition of the 93-member College Society as on 31 March 2009 is as follows:

Table 1: **College Society**

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

The detailed list is presented in Annexure 1.

## B. Court of Governors

During the year under review, the Court of Governors (CoG) met thrice. Mr. B. Ramalinga Raju, former Chairman, Satyam Computer Services Ltd., resigned from the Court of Governors. Mr. Arun Ramanathan IAS, Finance Secretary, Govt. of India (GoI), and Mr. Rahul Sarin, Secretary Personnel, GoI, were invited as members of the CoG in an ex-officio capacity.

The list of elected, co-opted and ex-officio members of the CoG as on 31 March 2009 is given in Annexure 2.

## C. People

The Director General of ASCI, Dr. S. K. Rao, was invited by the United Nations Department of Economic and Social Affairs (UNDESA) to participate in the Seventh Session of the Committee of Experts on Public Administration (CEPA), which was held in New York on 14–18 April 2008.

At the invitation of UNDESA, he also participated in the (five-day) Eighth Session of CEPA, which began on 30 March 2009.

During 2008–09, the College recruited eight faculty members. The new members joined the following centres:

- ▶ Centre for Management Studies:
  - Prof. K. N. Viswanath, Professor
  - Prof. Vikramaditya Duggal, Professor
  - Dr. P. Subhashini, Assistant Professor
- ▶ Centre for Economics and Finance:
  - Ms. Parveen Mehta, Advisor
  - Prof. Subbaiah Singala, Professor
- ▶ Centre for Human Development:
  - Dr. Yamini Atmavilas, Associate Professor
  - Dr. Subodh Kandamuthan, Assistant Professor
  - Mr. Harish P. Jagannath, Assistant Professor

The following faculty members left the College during the year: Mr. Piush Bahl, Dr. Dipayan Datta Chaudhuri, Dr. S. K. Ghosh and Ms. Uppalapati Sreedevi. Prof. Rahul Bhimjiani passed away.

Others who joined the College during the year under review are: Mr. P. Abraham, Chairman, Maharashtra State Power Generation Co., as Honorary Advisor; Mr. Percy S. Mistry, Chairman, Oxford International Group, as Honorary Visiting Professor; Prof. Arun Nigavekar, Raja Ramanna Fellow, Trustee & Senior Advisor, as Honorary Visiting Professor; Dr. K. Ramakrishna, MBBS, as Advisor, College Medical Unit (CMU) & Post-Graduate Diploma in Hospital Management (PGDHM); Dr. Bhanoji Rao, Adjunct Professor and Senior Research Fellow, Lee Kuan Yew School of Public Policy, National University of Singapore, as Honorary Visiting Professor; Dr. G. Thyagarajan, Chairman, Research Council, Central Institute of Mining and Fuel Research, as Honorary Visiting Professor.

The list of faculty members, officers in administration, and honorary visiting professors, advisors and consultants, as on 31 March 2009, 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 endeavours towards identifying areas of current concern and topical interest to Government and industry for developing suitable proposals.

The ASCI management studies teams generally use a multi-disciplinary approach to problem solving. Many faculty members are involved in management studies assignments. This gives them the opportunity to generate new ideas and approaches for meeting the requirements of the organizations/agencies and enhancing their economic performance and long-term effectiveness. Taking up management studies assignments also allows the faculty to enrich its teaching inputs.

The research 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 marked the diversity of subjects of the various project proposals in functional and sectoral areas. ASCI's efforts were also directed to securing 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 2008–09, the College received 64 new assignments for research and management studies (RM&S) valued at Rs. 1,543.12 lakhs. Of these, research studies assignments accounted for Rs. 694.67 lakhs; and management studies accounted for Rs. 848.45 lakhs. Of these, the Centre for Energy, Environment, Urban Governance & Infrastructure Development secured 38

projects, and the Centre for Management Studies and the Centre for Human Development secured 7 projects each.

As in the previous year, the Centre for Energy, Environment, Urban Governance & Infrastructure Development (CEEUG&ID) continued to account for a significant proportion of the projects (see Table 1). Areas under CEEUG&ID have won several prestigious projects, many of them through open competitive bidding.

Table 1  
**Research & Management Studies Received**

<i>Centre/Others</i>	<i>2008–09</i>	<i>2007–08</i>
Energy, Environment, Urban Governance & Infrastructure Development	38	31
Public Policy, Governance & Performance	2	13
Economics & Finance	6	11
Innovation & Technology	–	5
Management Studies	7	5
Poverty Studies & Rural Development	4	2
Human Development	7	1
Library	–	1
<b>Total</b>	<b>64</b>	<b>69</b>

These assignments were undertaken at the request of national and international agencies, enterprises and establishments in the corporate sector, as well as the central and state governments (Annexure 6-C gives a complete list of the new research and management studies received by the College during 2008–09). Andhra Pradesh, Gujarat, Bihar, Kerala, Rajasthan, Manipur, Mizoram, Tamil Nadu and Karnataka 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, Defence, Environment & Forests, Administrative Reforms & Public Grievances, External Affairs, Power, Housing & Poverty Alleviation, Steel, Cooperative Bank, Finance Commission,

Information & Broadcasting, Health & Family Welfare, University Grants Commission, Handlooms & Handicrafts Development, and Agriculture. International institutions that awarded projects to the College include: Department for International Development (DfID), Govt. of UK, World Bank group, UNICEF, UNDP, and Veolia Environnement, France.

For the fourth consecutive year, ASCI continued to work with the Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India, in implementing the 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 49 projects (15 pertaining to research studies and 34 to management studies) during the year (as compared to 51 in the previous year, comprising 24 research studies and 27 management studies). Annexure 6-B provides full details of the research and management studies completed by the College during 2008-09. The Centre for Energy, Environment, Urban Governance & Infrastructure Development once again maintained its lead, with a project closure score of 24 (see Table 2 below).

Table 2  
**Research & Management Studies Completed**

<i>Centre/Others</i>	<i>2008-09</i>	<i>2007-08</i>
Energy, Environment, Urban Governance & Infrastructure Development	24	29
Public Policy, Governance & Performance	7	5
Economics & Finance	6	5
Innovation & Technology	2	3
Management Studies	5	4
Poverty Studies & Rural Development	2	3
Human Development	1	2
Library	2	-
<b>Total</b>	<b>49</b>	<b>51</b>

### Income Earned

Income from the various projects amounted to Rs. 1,010 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>	
	<i>2008-09</i>	<i>2007-08</i>
Research studies	389.64	284.40
Management studies	620.72	474.37
<b>Total</b>	<b>1,010.36</b>	<b>758.77</b>

Thus, there is an increase in the project income to the tune of about 33 per cent. The limited faculty strength of 30 who are involved carrying out research and management studies constrains the prospect for any large increase in this activity.

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 projects of substantial size in the coming year.

### Projects Carried Over

A total of 71 research and management studies were carried over from the previous year to 2008-09 (see Annexure 6-A for a complete list of the projects and organizations/agencies). Here too, a majority of the assignments were undertaken by the Centre for Energy, Environment, Urban Governance & Infrastructure Development (see Table 4 on p. 12).

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

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

### Research Output/Publications

The research and management studies carried out by the College are almost entirely of a sponsored nature. Hence, the ownership of the output rests with the respective organizations/agencies that sponsor the studies.

Faculty members published articles and presented research papers at national/international workshops and conferences. Considerable scope, however, exists for improvement in this area.

The College has continued to encourage independent research for publication, and had instituted a seed research fund of Rs. 10 lakhs in 2006–07. Faculty members avail themselves of this provision for pursuing research on issues of topical interest and contemporary concern. The objective of this initiative is that scientific and evidence-based research carried out by faculty members with internal funding will be free of any restrictions and constraints unlike in the case of external organizations/agencies who sponsor studies. This, in turn, should facilitate the publication of research findings and case studies, which can also be used in the management development programmes of the College. During 2008–09, the seed fund was availed for only one project comprising the development of case studies on two mandals in Andhra Pradesh. The study report has been completed and circulated to the members of the ASCI Court of Governors.

### 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 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, as a unified team, has contributed to the success of the management development programmes (MDPs) during 2008–09. The total earned income from MDPs during the year was Rs. 1,426.12 lakhs—a 19 per cent increase over the 2007–08 income of Rs. 1,215.47 lakhs. The contribution of each of the three categories of programmes is shown in Table 5 (see Annexures 4 and 5 for a complete listing of the programmes). It may be noted that the income of Rs. 122.54 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, 2008–09**

<i>Programme Type</i>	<i>Income (in Rs. Lakhs)</i>
College announced	477.45
In-company on-campus*	927.76
In-company off-campus*	20.91
<b>Total</b>	<b>1,426.12</b>

\*Includes workshops, conferences & seminars.

Programmes in the areas of General Management (Rs. 455.70 lakhs), Human Resources (Rs. 275.70 lakhs) and Operations Management (Rs. 245.42 lakhs) contributed significantly to the MDP activity.

Table 6  
Comparative Programme Profile

<i>Programme Type</i>	<i>No. in 2007–08</i>	<i>No. in 2008–09</i>
Announced	57	66
In-company on-campus*	91	94
In-company off-campus*	12	12
<b>Total</b>	<b>160</b>	<b>172</b>

\*Includes workshops, conferences & seminars.

A large part of the increase in the number of MDPs conducted during 2008–09 was mainly on account of the increase in the number of announced programmes. Faculty members initiated new announced programmes of interest to the academia and industry. As a result, the overall productivity and MDP revenues increased.

As can be seen from Table 6, of the 172 programmes conducted during 2008–09, 66 were announced programmes (compared to 57 in the previous year). The in-company on-campus training programmes increased by three, while the number of in-company off-campus programmes remained unchanged. (Tables 8, 9 and 10, respectively, give 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 while participation by the Government, public sector and banks increased during the year under review, the share of the private sector declined. This may partly be attributable to the economic recession and the shrinking budget for management development needs. Despite the economic slowdown, it is gratifying to observe higher participation from other sectors. It is also noteworthy that the number of women participants in ASCI's management development programmes increased during 2008–09 compared to the previous year. On the other hand, participation by foreign nationals declined, which again may be due to the impact of the recession on national economies.

Table 7  
Profile of Participants

<i>Sectors</i>	<i>No. in 2007–08</i>	<i>No. in 2008–09</i>
Government	1,708	2,124
Public sector	788	844
Private sector	623	377
Banks	293	396
Others		246
<b>Total</b>	<b>3,773</b>	<b>3,987</b>
Women participants	376	404
Foreign participants & international institutions	361	264

Compared to the previous year, the number of participants who attended College-announced programmes grew from 1,338 to 1,359. The number of participants in the on-campus programmes also increased—from 2,085 to 2,230.

Table 8  
College-Announced Programmes, 2008–09

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Economics	2	45
Education Studies	4	65
Environment	1	23
Finance	2	41
Gender Studies	1	9
General Management	5	87
Health Studies	3	30
Human Resources	25	495
Innovation & Technology	2	15
Information Technology	5	130
Marketing	4	52
Operations	7	256
Strategic Management	1	9
Urban Governance	4	102
<b>Total</b>	<b>66</b>	<b>1,359</b>

Table 9  
**Customized On-Campus Programmes\*, 2008–09**

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Poverty & Rural Development	5	114
Economics	8	136
Energy	1	80
Environment	5	118
Education Studies	1	21
Finance	2	35
Gender Studies	1	29
General Management	24	620
Health Studies	3	45
Human Resources	22	465
Infrastructure	2	45
Innovation & Technology	6	151
Information Technology	4	113
Operations	4	99
Public Policy	1	45
Urban Governance	5	114
<b>Total</b>	<b>94</b>	<b>2,230</b>

\*Includes workshops, conferences & seminars.

Table 10  
**Customized Off-Campus Programmes\*, 2008–09**

<i>Area</i>	<i>No. of Courses</i>	<i>No. of Participants</i>
Energy	3	206
Finance	4	96
General Management	4	76
Operations	1	20
<b>Total</b>	<b>12</b>	<b>398</b>

\*Includes workshops, conferences & seminars.

Twelve new programmes were announced and conducted during the year: Educational Leadership for Vice-Chancellors; Administrative Law for Senior-Level Educational Managers; Specialized Programme on Educational Administration for Middle-Level Educational Managers; Gender Sensitization; Health Insurance for CEOs & CAOs of TPAs; Data Analysis for Business

Research; Business Analytics; Environmental Management Systems in the Drugs & Pharma Sector; Customer Relationship Marketing; Leadership for Managing Change; Decision-Making for Effective Leadership; and Customer Relationship Marketing.

One conference, one workshop, two seminars, one group discussion, two improvement programmes and one retreat were conducted during 2008–09 (for details, see Annexure 5).

Table 11a  
**Non-Corporate Agencies, 2008–09**

<i>International</i>	<i>Government</i>
Commonwealth Secretariat, London	National Fisheries Development Board, Ministry of Agriculture, Gol
M/s Aureos Advisors, London	Ministry of Development of the North-Eastern Region (MDoNER)
Public Administration Leadership and Management Academy (PALAMA), South Africa	Dept. of Science & Technology (DST), Gol
Govt. of Afghanistan	Dept. of Personnel & Training (DoPT), Gol
	Indian Economic Service
	Indian Statistical Service
	Ministry of Environment & Forests (MoEF), Gol
	Govt. of Andhra Pradesh
	Indian Space Research Organization (ISRO), Gol
	Defence Research & Development Organization (DRDO), Gol
	Bureau of Police Research & Development, Gol
	National Institute of Technology, Warangal
	Indian Council of Forestry Research & Education, Gol
	Kolkata Urban Services for the Poor
	North-Eastern Region Community Resource Management Project (NERCOMP), Shillong

Table 11b  
**Corporate Organizations, 2008-09**

<i>Public Sector (Including Banks)</i>	<i>Private Sector</i>
NTPC Ltd.	Crompton Greaves Ltd.
National Mineral Development Corp. NMDC) Ltd.	Fortis Healthcare Ltd.
Oil and Natural Gas Corp. (ONGC) Ltd.	
NHPC Ltd.	
Andhra Bank	
Punjab National Bank	
Steel Authority of India Ltd. (SAIL)	
Indian Farmers Fertilizer Cooperative (IFFCO) Ltd.	
HMT Machine Tools Ltd.	

### **Outlook for the Future**

The College continues to conduct value-based, high-quality and result-oriented management development programmes. A unified team approach and the commitment and enthusiasm of faculty members in initiating new programmes of national, economic and industry interest, while strengthening ASCI's core competencies and sustaining the ongoing MDPs, are the main reasons for continued excellence in the management development domain. The College continues to look at faculty needs while searching for business opportunities to improve the revenue strength and enter new domains. ASCI emphasizes active faculty participation in research and management studies to bring in fresh learning and make the MDPs more meaningful and result-oriented.

## Activities of Centres

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

#### Research and Management Studies

##### New Projects

- Implementation of Sevottam in Two Departments: Sponsored by the Dept. of Administrative Reforms & Public Grievances (DARPG), GoI.
- Aceh Scoping Study: Sponsored by the Ministry of External Affairs (MEA), GoI. The study will examine the possibility of starting an Administrative Staff College of Aceh, a province in Indonesia. The Governor of Aceh visited ASCI and was impressed by the structure, role and performance of the College. He requested the Government of India and ASCI to take the initiative to eventually set up a similar institute for his province. The ASCI team visited Aceh in March 2009. The report was submitted to MEA in the next financial year.

##### 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:

- Repositioning of India Posts: Sponsored by the Dept. of Posts, GoI. The study was underway during the year under review. The centre expects to further expand its involvement in the postal sector.
- Factor Productivity and Marketed Surplus of Major Crops in India: Sponsored by Planning Commission, GoI. The study was underway.
- Impact of WTO on Oilseed Growers and Processors in India: A Case Study in Anantapur District: Sponsored by South Asia Network of Economic Research Institutes (SANEI), Pakistan. The study was completed during the year. It was originally awarded to the Centre for Poverty Studies & Rural Development. But has it been shown against CPPGP after the involved faculty member moved to this centre.

- Export Potential of Khadi Institutions: Sponsored by Khadi Village Industries Commission (KVIC), Mumbai. The study was underway.
- PM Awards for Excellence in Public Administration, 2007-08: The support work for the selection exercise was successfully completed during 2008-09. The Prime Minister gave the awards away on 21 April 2009. Each year, Civil Service Day is celebrated on 21 April.
- Theme paper for Civil Service Day 2008: Sponsored by DARPG, GoI. A paper titled "Readiness of the Civil Service to Meet Current Challenges" was prepared.
- Theme papers for IBSA Seminar: Sponsored by DARPG, GoI. Papers on "Conflict of Interest" and "Community Mobilization" were prepared for the Seminar on South-South Practices in Management, Leadership Training and Public Service Delivery, held at ASCI in August 2008 under the India-Brazil-South Africa (IBSA) initiative.
- Collection of Data on Staffing Position of Government of India Senior Officers: Sponsored by DARPG, GoI. The study was completed during the year.
- Model Code of Conduct: Sponsored by DARPG, GoI. The study was completed during the year.
- Strengthening State Support Institutions: Sponsored by UNDP, New Delhi. The study was completed during the year under review, and the report was well received.

#### **Management Development Programmes**

CPPGP organized a Conference on Growth and Development in the Lagging Regions of India, led by the Director General of ASCI. The Conference was jointly held by ASCI and the World Bank (28-29 June 2008).

A member of the CPPGP faculty presented four papers at universities and research institutes within the country. Members also participated in seminars and a workshop.



## II. Centre for Poverty Studies & Rural Development

### A. Management Development Programmes

The series of management development programmes (MDPs) designed and delivered by the Centre for Poverty Studies & Rural Development (CPSRD) for the small and medium enterprises (SMEs) of Africa during the two-year period 2006 April–2008 March—with funding support from the Indian Technical and Economic Cooperation (ITEC) division of the Ministry of External Affairs, Govt. of India (GoI), and the Commonwealth Secretariat, London—received very positive feedback from the sponsors and the participants. A similar programme was sponsored by M/s Aureos Advisors, London, for a group of SME professionals and entrepreneurs from Africa and the Asia-Pacific region. The customized international MDP was organized during 1–12 September 2008 at the Bella Vista campus with funding support from the Norwegian Equity Fund, Norfund.

The feedback from the participants of these programmes was very encouraging—so much so that they subsequently made a request for an off-campus programme to be designed and delivered exclusively for SMEs of the Pacific region. Over the last couple of years, ASCI has emerged as a learning partner for the investee companies of M/s Aureos Advisors, which is part of the Commonwealth Private Investment Initiative (CPII).

A customized course in strategic management was offered for a homogenous group of human resource professionals from the NHPC (formerly National Hydro-Power Corp.) Ltd. on 18–22 August 2008. The programme was very well received by the target group. CPSRD has also actively contributed strategy-related inputs to various other management development programmes, including the Senior Executive and Advanced Management courses, of the College during 2008–09.

A one-week management development programme was conducted for the top management of state fishery departments/state fishery corporations on 15–19 December 2008. The programme was sponsored by the National Fisheries Development Board (NFDB), Ministry of Agriculture, GoI. NFDB has borne the full programme fee on par with other corporate-sponsored training programmes. The board is willing to sponsor more capacity-building programmes in the near future on the basis of the very positive feedback received from the programme participants.

CPSRD has forged strong linkages with, and contributed to the activities of, other management institutions in the areas of agriculture and rural development. The centre contributed lecture inputs on the Strategic Management of Anti-Poverty Programmes in the foundation courses for central civil service probationers, and the training programmes offered by the Dr. Marri Channa Reddy Human Resource Development Institute (CRHRDI) for senior officers of the Lok Sabha Secretariat service. Considerable support was also extended to the National Academy of Agricultural Research Management (NAARM), National Institute of Agricultural Extension Management (MANAGE), National Institute for Micro, Small and Medium Enterprises (NIMSME), and others in the design and delivery of training and development programmes, faculty recruitment and development.

### B. Research and Management Studies

NFDB awarded the centre a study on the Training Needs Assessment (TNA) of Senior Officers of State Fishery Departments. The study commenced on 15 September 2008 and was completed within a very demanding timeline of end October 2008. Five states—Andhra Pradesh, Maharashtra, Uttar Pradesh, West Bengal and Tamil Nadu—were sampled for the study. Based on its findings, the above-mentioned one-week management development programme was designed and delivered during December 2008 for senior officers of the state fishery departments.

CPSRD was invited to join the Professional Institutional Network (PIN) constituted by the Ministry of Rural Development (MoRD), GoI. The network has participation by reputed social sciences and management development institutions, including the IIMs, for monitoring and evaluation of the ongoing National Rural Employment Guarantee Scheme (NREGS) all over the country. A study for a quick appraisal of NREGS in three districts of Andhra Pradesh, with funding support from UNDP, was awarded to the centre in December 2008. Work was underway when the year under review ended.

Two studies on the organizational restructuring of the Nagaland Industrial Development Corp. (NIDC) and Nagaland Handicrafts & Handlooms Development Corp. (NHHDC) were initiated during 2008–09. The CPSRD team visited Dimapur and Kohima in July 2008. Based on their discussions with senior officers in the Dept. of Industries and Commerce, Govt. of Nagaland (GoN), and with the management teams of both corporations,

inception reports and situational analysis reports were furnished to GoN in October 2008.

Subsequently, the GoN team, comprising Mr. Imkonglemba, Secretary, Dept. of Industries & Commerce, Mr. K. Haralu, Officer on Special Duty, Dept. of Industries & Commerce, Mrs. Hushili Sema, Managing Director, NHHDC, and Mr. B. Longkumer, General Manager, NIDC, visited ASCI in February 2009 to share their feedback on the above assessment reports.

The Ministry of Health and Family Welfare (MoHFW), GoI, had assigned a study to ASCI for an evaluation of the Professional Development Course (PDC) offered by the National Institute of Health and Family Welfare and other institutions in the states. Carried over from the previous year, the study was completed and the draft report submitted to MoHFW in December 2008. After receipt of their comments on the draft report, the study report was finalized in March 2008.

### **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.

An important achievement during the year under review was the recruitment of faculty for the Health and Gender areas of the centre. Prof. Arun Nigavekar, former Chair, University Grants Commission, accepted ASCI's invitation to become a Hon. Visiting Professor in Education. Dr. Yamini Atmavilas, a PhD in Gender Studies from Emory University, USA, joined the Gender area as Associate Professor in December 2008. Dr. Subodh Kandamuthan and Mr. Harish Jagannath joined the Health area as Assistant Professors in November 2008. Ms. Sohini Basu returned from a fellowship in Bangladesh in July 2008. Thus, CHD received a major boost in terms of critical strength so as to grow and find direction.

Compared to the previous year, work began in right 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.

The Health area was the recipient of a project of the value of Rs. 1.33 crores toward 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 & 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 is 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 Health area also received a project of the value of Rs. 48.26 lakhs for a concurrent evaluation of the National Rural Health Mission in Andhra Pradesh. In the first phase of this evaluation, ASCI will be carrying out field surveys in six districts of Andhra Pradesh to ascertain, monitor and evaluate the quality.

The Health area also undertook a study on the Effectiveness of Behaviour Change Communication Training in Medak and Raichur districts in November 2008 for a total project cost of Rs. 11.55 lakhs.

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

- Using Data for Monitoring and Evaluation: 1–3 December 2008 (15 participants).
- Public Health Field Leader Fellowship, Communications and Advocacy: 26–31 May 2008 (25 PHMI fellows). Sponsored by the Centers for Disease Control and Prevention, Govt. of USA, in collaboration with SHARE/MEDICITI's Public Health Management Institute (PHMI) and the Andhra Pradesh State AIDS Control Society (APSACS).
- Hospital Operations Management for the Executives of Afghanistan Provincial and Regional Hospitals (held twice): December 2008 and January 2009. Sponsored by the Ministry of Public Health, Govt. of Afghanistan. Both the programmes were well appreciated by the 26 participants.

The Health Studies area has successfully concluded the training of the first batch of students in the PGDHM programme. Admissions to the third batch were completed, and students were halfway through their programme at the end of the year under review.

Faculty in the Health Studies area were also engaged in research and management studies in their individual

capacities. These are reported separately, and such activities strengthen the area as a whole.

The Education area received grants for projects during the year under review. The World Bank Institute commissioned ASCI to develop a compendium of cases on Social Accountability in the Urban Sector. The project, of the value of Rs. 12.5 lakhs, was awarded in June 2008. Work was underway during the period under review.

Similarly, the UN-ESCAP-Asian and Pacific Training Centre for Capacity Building in Information and Communication Technologies for Development (UN-APCICT) invited ASCI to be its national partner in its flagship Academy of ICT Essentials for Government Leaders. The first subregional workshop to train 21 senior civil servants from Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan and Sri Lanka was held at ASCI on April 14–19 2008. It was funded by APCICT for Rs. 12.09 lakhs. UN-APCICT also invited participants from ASCI to attend the Trainers of Trainers Workshop (16–28 June 2008) held in Seoul, Korea.

UNICEF awarded the Education area a project of the value of Rs. 17.75 lakhs for a project on Promoting Quality Education for Children Belonging to Tribal Communities in Andhra Pradesh: Proposal for Participatory Review, Organizational Assessment and Advocacy. At the close of 2008–09, the first phase of the project (scheduled to end in January 2010) was well underway.

The Hyderabad-based National Institute for Tourism and Hospitality Management gave a project of the value of for Rs. 4.5 lakhs for a structural review of their institution. The work was completed during the year under review.

Management development programmes to develop leadership among senior educational managers began with the MDP on Administrative Law for Senior-Level Educational Managers (1–3 May 2008, 17 participants). A very successful programme, it was attended by Registrars, Senior Professors and Pro Vice Chancellors.

This was followed by the MDP on Educational Leadership for Vice Chancellors (12–14 May 2008, 21 participants). The programme was again held in November 2008 and had 15 participants. Planning is underway to present an international programme on the theme in partnership with national and international institutions.

At the initiative of the Kerala Government, the Education area conducted a specialized programme on Educational Administration for Middle-Level Educational Managers (11–15 August 2008, 24 participants). Of these, 20 were nominated by the Kerala Government and the remaining were from other institutions.

The Gender Studies area initiated its activities and began charting a direction during the year under review. Faculty of the area regularly delivered a module for all ASCI management development programmes held during the year. A three-day MDP on Gender Sensitization was conducted as a pilot (21–23 July 2008) to determine the kind of programmes that the area could organize. Nine participants—from central and state governments, academic institutions across the country, and general insurance companies—attended the programme.

The Gender area also conducted a MDP on Ethical, Legal and Gender Issues in Science for Women Scientists (12–16 January 2009, 29 participants), sponsored by the Dept. of Science & Technology, Govt. of India. The first of its kind conducted by ASCI, the programme aimed to create a better understanding of gender concepts, integrate gender issues with law and ethics, and enhance the gender sensitivity and capacity of participants to understand, analyze and utilize gender consideration.

With the return of Ms. Sohini Basu and the induction of Dr. Yamini Atmavilas, the planning efforts in the Gender Studies area will become a strong and visible part of the centre's activities during the next and subsequent financial years.

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

The Centre for Economics & Finance (CEF) has been involved in a range of management development programmes and research and management studies, which are delineated below.

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

##### **Management Development Programmes**

The area conducted a number of management development programmes and a training-related workshop. The participants included government officers, corporate executives and scientists. Specific details of the programmes, led by the area faculty, follow.

***Intellectual Property Rights and World Trade Organization-Related Issues for Senior Scientists: 28 April–2 May 2008***

The programme was sponsored by the Dept. of Science & Technology (DST), Govt. of India (GoI). Its aim was to facilitate understanding of the key features of the multilateral system of trade rules. The programme covered intellectual property rights within the WTO so as to enable scientists to prepare for the major opportunities and challenges emerging in the world trading system and maximize the benefits arising out of it. Twenty-four scientists attended the programme.

***Workshop on Intellectual Property Rights and Patent Cooperation Treaty: 8–9 May 2008***

The programme was sponsored by the Ministry of Human Resource Development, GoI. The basic objective of the workshop was to sensitize faculty from universities, colleges, research institutes and scientific organizations to intellectual property rights (IPRs) and the Patent Cooperation Treaty. Faculty and researchers from academic institutions in Hyderabad participated in the workshop. In all, there were 44 participants, including members of the ASCI faculty.

***PALAMA/India Training Programme for Senior Managers in Government of South Africa: 13–24 October 2008***

The programme was sponsored by Public Administration Leadership and Management Academy (PALAMA), Republic of South Africa. The aim of the programme was to improve the policy, administration and management-related skills of the participants through this exposure visit so that they are able to function more efficiently. Twenty-four middle-level officials from the Government of South Africa, aspiring to fill senior management positions, attended the programme. The participants were drawn from various departments, such as Home Affairs, Trade & Industry, Education, Local Government, Housing, Agriculture, and Land Administration, and from the Premier's Office.

***Sixth DST Review Meeting: 14–15 November 2008***

The programme was sponsored by DST, GoI. The objective of this meeting was to review all DST-sponsored

programmes over the past year and discuss/plan for the future programmes to be sponsored by DST. The Review Meeting was attended by Secretary, Joint Secretary, Financial Advisor, all DST; and a team of senior scientists and officials of DST. In all, there were 41 participants, comprising mostly senior scientists from leading scientific institutions in the country. Other institutions that participated in the meeting were Indian Institute of Public Administration, New Delhi; CUTS International, Jaipur; Lal Bahadur Shastri National Academy of Administration, Mussoorie; National Institute of Advanced Studies, Bangalore; and Centre for Cellular and Molecular Biology (CCMB), Hyderabad.

***Retreat for Senior Executives on Indian Industry in the Current Scenario: Challenges for Capacity Building: 28 February 2009***

Upon a suggestion made by the Standing Committee of the Court of Governors, a retreat for ASCI's major partners in the industry sector in the area of MDPs was organized at the College. The objective of the retreat was to identify and suggest areas for conducting management development programmes for industry during the recent global recession, and the role ASCI could play in this context, through a brainstorming session. Seventeen senior executives (executive directors and general managers) from companies in the power, coal, oil, minerals, steel, financial services and infrastructure sectors attended the retreat. The CMD of Singareni Collieries Co. Ltd., the Director General of ASCI, the Dean of Management Development Programmes, and 14 faculty members also participated in the retreat. It ended with a useful set of suggestions for conducting MDPs across the above-mentioned sectors.

Other management development programmes conducted by the Economics area are as follows:

- New Tax Regime and Its Implications: 21–23 July 2008 (23 participants).
- Basic Course on WTO for IAS Officers: 18–22 August 2008 (18 participants).
- Programme on General Management for Senior Women Scientists: 15–26 September 2008. Sponsored by DST, GoI (28 participants).
- Advanced Course on WTO for IAS Officers: 17–21 November 2008. Sponsored by the Dept. of Personnel & Training, GoI (9 participants).

- Programme for Young Managers: 17-28 November 2008 (15 participants).
- Programme for Senior Officers of the Indian Economic Services: 8-12 December 2008. Sponsored by the Ministry of Finance, GoI (12 participants).
- Technology-Led Economic Growth: 15-19 December 2008. Sponsored by DST, GoI (15 participants).
- WTO Issues for Senior Indian Statistical Services Officers & Senior Officers of States/UTs (new programme): 16-20 February 2009: Sponsored by the Ministry of Statistics & Programme Implementation, GoI (17 participants).
- Science and Law for Scientists: 23-27 February 2009. Sponsored by DST, GoI (16 participants).
- Competition Issues in the Domestic Segment of the Air Transport Sector in India: Sponsored by the International Finance Corporation, World Bank Group, New Delhi, and conducted for the Competition Commission of India, New Delhi. The revised final report was submitted in February 2009. The project is complete in all respects.
- Role of District Administration: Sponsored by the Administrative Reforms Commission, GoI. Carried over from the previous year, the revised final report was submitted in November 2008.
- Pro-poor Service Delivery: Sponsored by Govt. of Andhra Pradesh (GoAP). Carried over from the previous year, the final report was submitted in December 2008.
- Socio-economic Study of the Tehri Hydro-electric Project: Sponsored by Tehri Hydro Development Corp. (THDC) Ltd. Carried over from the previous year, the final report was submitted in January 2009.
- Developing a Revenue Forecasting Model for AP: Sponsored by Govt. of Andhra Pradesh and financed by a grant from the World Bank. The final report was submitted to the Finance Dept., GoAP, in October 2008.
- Improvement in the Quality of Public Expenditure to Obtain Better Output and Outcomes. Awarded by the 13th Finance Commission, GoI, in July 2008. Work was in progress during the period under review.

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

#### **Links with Institutions Abroad**

- The Area Chairperson attended a two-day Symposium on Challenges and Opportunities in Exporting HRD Services, 14-15 April 2008, in Mauritius, organized by the Board of Investment, Government of Mauritius. She was invited to make a presentation in a session on Global/Regional Issues and Trends in Education and Training in Public Administration.
- The Chairperson also attended a programme on Our World Working organized by the Henley Management College, South Africa, during 25-31 May 2008. Henley Management College has expressed interest in replicating the same programme in India in collaboration with ASCI.

#### **Research and Management Studies**

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

- Cross-Media Ownership in India: Awarded on the basis of a competitive bidding process. Sponsored by the Ministry of Information & Broadcasting (I&B), GoI. Work started in October 2008 and was underway during the period under review.

#### ***Proposal for Research and Management Studies***

- A proposal for a study on Panchayat Raj Institutions: Improving Rural Administration and Development was submitted to the Ministry of Panchayati Raj, GoI, in August 2008.

#### **Impact of MDPs and Research & Management Studies**

- As a part of the study on Competition Issues in the Domestic Segment of the Air Transport Sector in India, suggestions were made for competition advocacy in the domestic air transport sector. These are expected to have an impact on the decisions of the Competition Commission of India.

- The study on Cross-Media Ownership in India, sponsored by the I&B Ministry, GoI, is expected to contribute to the drafting of a broadcasting law for the country.

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

### **Management Development Programmes**

The area faculty conducted the following programmes:

- Public-Private Partnerships for Officials of Govt. of Andhra Pradesh: 16 July 2008 (15 participants).
- Finance for Non-Finance Executives of the Systems Department of IFFCO (in Gurgaon): 18–19 July 2008 (24 participants).
- Understanding the Numbers that Drive the Business for Executives of Indian Farmers Fertilizer Cooperative Ltd. (IFFCO) (in Gurgaon): 25–26 July 2008 (25 participants).
- Risk Management for the Officers of Punjab National Bank (in Delhi): 25–27 August 2008 (24 participants) and 28–30 August 2008 (23 participants).
- Management Development Programme for the Assistant General Managers of Punjab National Bank: 15–19 September 2008 (21 participants); 3–7 November 2008 (28 participants); 24–28 November 2008 (21 participants).
- General Management Programme for Executives of National Thermal Power Corp. Ltd. (NTPC): 24 November–6 December 2008 (25 participants).
- Financial Systems, Management and Accountability in Government: 17–19 December 2008. A new training programme, it received a tremendous response. As against the envisaged 15 participants, it attracted 32 participants. Many of them were of the opinion that it should be a five-day programme. It is being redesigned accordingly, to be conducted twice during 2009–10.
- Strategic Financial Management: 26–28 January 2009 (12 participants).

- Valuation and Due Diligence for Finance Executives of Oil and Natural Gas Corp. (ONGC): 2–6 February 2009 (20 participants).
- Orientation Programme for the Presidents and the Newly Appointed CEOs of District Central Cooperative Banks (DCCBs): 21–22 February 2009 (18 participants) and 28 February–1 March 2009 (20 participants).

### **Research and Management Studies**

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

- Corporate Plan and Recovery Plan for North-Eastern Handicrafts and Handloom Development Corp. (of the value of Rs 12.5 lakhs). The study, conducted jointly with the Centre for Public Policy, Governance and Performance, was nearing completion when the year under review ended.
- As part of the ongoing Study of Corporate Governance Practices for State-Level Enterprises of the Govt of Orissa (of the value of Rs. 3.75 lakhs, received from National Foundation for Corporate Governance), the following events were organized (jointly with the Centre for Public Policy, Governance & Performance):
  - Consultative Meet on Corporate Governance Manual with all State-Level Public Enterprises (SLPEs) of Govt. of Orissa was held in Puri: 20–21 July 2008.
  - Seminar on Corporate Governance: Beyond Compliance to Self-Regulation was conducted in Bhubaneswar: 31 Oct 2008. The keynote speaker was Mr. Pratip Kar.
  - Seminar on Corporate Governance: Then & Now was conducted in Bhubaneswar: 30 January 2009. The keynote speaker was Mr. Jagdish Khattar.
- Study of the Cost Chart Mechanism for Khadi Village and Industries Commission (KVIC) (of the value of Rs 8.03 lakhs). Carried over from the previous year, the study was conducted jointly with the Centre for Public Policy, Governance & Performance. It was expanded to include a Study of the Rebate Mechanism of KVIC and was underway during the year under review.

- Evaluation Study on the Impact of Product Development, Design Intervention and Packaging (PRODIP) Scheme for KVIC (of the value of Rs. 9.4 lakhs). Carried over from the previous year, the study was underway during the year under review.
- Study of Gold Loan Portfolio sponsored by Andhra Pradesh State Cooperative Bank Ltd. The project was awarded in February 2009. Work commenced soon afterwards, and the study was nearing completion when the year under review ended.

A faculty member of the area participated in the following studies conducted by other centres of the College:

- CPSRD-led study (September–October 2008) on the Training Needs Assessment (TNA) of Senior Officers of State Fishery Departments awarded by NFDB.
- CPPGP-led study on Repositioning of India Posts awarded by the Dept. of Posts, GoI. The study was underway during the year under review.

### **Proposals for Research and Management Studies**

Proposals were submitted to NFCG in February 2009 for the following R&MS projects:

- Research Studies on the Corporate Governance Practices of SLPEs in AP and Corporate Governance Practices in SMEs.
- Seminar on Corporate Governance Practices for Govt. of Orissa, Govt. of Karnataka, Govt. of Andhra Pradesh and Govt. of Gujarat.

Both the projects were awarded in the next financial year.

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

The Centre for Energy, Environment, Urban Governance & 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

rapid 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 committed to supporting the development of lagging states, and a number of customized interventions were initiated in support of these states.

During 2008–09, CEEUG&ID conducted five announced management development programmes, eleven customized (organization-specific) on-campus programmes and two customized off-campus programmes. Included in the last two categories are a workshop, a seminar, a group discussion and a faculty development programme (See Annexure 5 for the details). The centre carried over 38 research and management studies from 2007–08 and received 38 new assignments during the year. The centre completed 24 assignments during 2008–09.

### **Urban Governance Area**

The Urban Governance (UG) area has received national recognition and continues to grow at a rapid pace. The area continues to extend strategic technical support to the Jawaharlal Nehru National Urban Renewal Mission (JNNURM)—a major centrally supported incentive scheme for urban renewal. In recognition of the close collaboration with the Ministry of Urban Development (MoUD), Govt. of India (GoI), in much of its JNNURM work, ASCI was identified as a capacity-building partner and knowledge manager for JNNURM. The UG area is continuing its role of third-party monitoring and evaluation agency, appointed by GoI, for appraising the MoUs of 18 cities and corresponding state governments. Further, the College was engaged to extend hand-holding support to these cities (including priority states such as the North-Eastern states, Bihar, Jharkand and Uttar Pradesh) in implementing the reforms under JNNURM.

ASCI, in partnership with MoUD, GoI, and Confederation of Indian Industries (CII), instituted the National Urban Water Awards in 2008. This first of its kind initiative, the awards are aimed at recognizing excellence in the urban water and sanitation sectors. The response of city water boards and utilities across the country to the National Urban Water Awards 2008 was overwhelming. The awards ceremony was held at ASCI in May 2008.

In recognition of the relevant and high-quality work undertaken in the previous years, the partnerships with the World Bank Institute (WBI) and Water and Sanitation Programme–South Asia (WSP–SA) were extended for 2008–09. Grant support was extended to ASCI through these partnerships for undertaking research, policy advocacy and capacity-building activities in the areas of water supply, sanitation, solid waste management and urban governance.

In the Urban Governance area, 24 research and management studies projects were carried over from 2007–08 and 17 projects were received during the year. Of these 41 assignments, 10 were completed in 2008–09. The new assignments that were undertaken during 2008–09 are briefly described below.

The Ministry of Urban Development, Govt. of India, has recognized ASCI as a Center of Excellence in urban development with a focus on service delivery (water, sanitation, solid waste management), public private partnership and governance reforms. The project envisages research, knowledge management and capacity building, including hand-holding support to cities and states. Financial assistance of Rs. 2.44 crores was provided for the period of 2008–10.

The UG area received a major a project of the value of Rs. 2.9 crores from the Govt. of Kerala (GoK). The project envisages providing technical assistance to GoK in designing, implementing and monitoring reform programmes and infrastructure development under JNNURM.

ASCI has signed an MoU with India PPP Capacity Building Trust (I-CAP), a funding initiative of Infrastructure Development Finance Co. Ltd., for extending capacity-building support to governments from promoting PPP in urban infrastructure. I-CAP agreed to extend financial support for establishing a PPP unit in the Urban Governance area and for offering capacity building programmes for cities.

The UG area also received an assignment from the Ministry of Housing & Urban Poverty Alleviation, GoI. The project envisages extending support to the Government for Implementation of the National Programme on Capacity Building for Urban Poverty Alleviation.

The area also received an assignment from the Govt. of Jharkhand (GoJ) for developing a Reform Implementation Action Plan under JNNURM. ASCI will develop a detailed reforms implementation action plan and extend hand-holding support to GoJ for the operationalization of the action plan.

The other new assignments received by the UG area during 2008–09 are as follows:

- Appraisal and Handholding Reforms under JNNURM: Sponsored by MoUD, GoI.
- Public-Private Partnerships (PPP) with a Sectoral Focus on Water and Environmental Sanitation: Sponsored by Veolia Environnement Campus, France.
- Capacity Building for Urban Management: Sponsored by World Bank Institute.
- Capacity Development for Preparation of City Development Plans: Sponsored by Kerala Institute of Local Administration, Thrissur.
- Institutional Support for the Provision of Urban Water Supply and Sewerage: Sponsored by Kerala Sustainable Urban Development Project (KSUDP, Govt. of Kerala).
- 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 West Bengal: Sponsored by Kolkata Urban Services for the Poor (KUSP), Govt. of West Bengal.
- Preparation of Model Municipal Bill: Govt. of Jharkhand.
- Exposure Visits for Officials and Elected Representatives from Urban Local Bodies of Tamil Nadu: Sponsored by Tamil Nadu Urban Development Project, Govt. of TN.
- Time-Bound Action Plan for Provision of Seven-Point Charter (Basic Services to the Urban Poor): Sponsored by Ministry of Housing & Urban Poverty Alleviation, GoI.
- Demand Responsive Support to Cities for Service Delivery Improvement and Governance Reforms: Sponsored by Water and Sanitation Programme–South Asia (WSP–SA).



The Urban Governance area has been involved in conducting nine management development programmes and has also conducted a number of national-level research seminars and workshops. Senior administrators and elected representatives from various cities and state governments have attended the programmes.

The UG area conducted the following announced programmes:

- ASCI-WBI Certification Programme in Urban Management in India, 2008 (in partnership with World Bank Institute): 7–18 April 2008.
- Change Management for Achieving Continuous Water Supply (24x7) for All in Urban Areas: 12–16 May 2008.
- Strengthening Urban Management: India (in partnership with World Bank Institute): 19–23 January 2009.
- Training Programme on Public-Private Partnerships (PPPs) in Urban Infrastructure and Service Delivery (in partnership with I-CAP): 23–25 March 2009.

The UG area conducted the following in-company programmes:

- Promoting Good Urban Governance and Enhancing Service Delivery for Mayors and Chairpersons of West Bengal: Sponsored by Kolkata Urban Services for the Poor, Govt. of West Bengal (two programmes)
- Change Management for Enhancing Water and Sanitation Service Delivery in MP: Sponsored by UN-HABITAT, New Delhi (two programmes).
- Workshop on Urban Poverty Alleviation Action Plan and Improving Urban Water Supply and Sanitation for the Urban Poor in Andhra Pradesh: Sponsored by Govt. of Andhra Pradesh.

With the objective of enhancing human resource capacity, the UG area organized 26 workshops/seminars under its research projects. These include:

- Urban Poverty Alleviation Action Plan
- Capacity Building Support for Developing Infrastructure through PPP
- PPPs in Urban Water and Sanitation in India
- Capacity Building in Urban Governance
- Effective Implementation of JNNURM Reforms

The Urban Governance area conducted exposure visits to urban local bodies in India for senior officials of Govt. of Tamil Nadu. The programmes comprised exposure visits for elected representatives/municipal officials to Hyderabad, Vijayawada, Visakhapatnam and Kolkata. A consolidated workshop was held at Chennai, and an action plan for implementation of key learnings was developed.

Rapid training workshops were conducted by the UG area for municipal officials and elected representatives of urban local bodies in various cities—Jabalpur, Raipur, Bhopal, Indore, Ujjain, Trivandrum, Asansol, Raniganj, Jamuria, Kulti, Cochin, Madurai, Coimbatore, Puducherry, etc.

The Urban Governance area has commissioned an independent assessment of its management development programmes and research and management studies activities. This study aims to understand and document the impact of ASCI's work on sponsoring organizations and on the overall urban sector in India. The results of this assessment will help the area to enhance the quality and reach of its activities in future.

### **Environment Area**

The Environment area conducted five in-company on-campus training programmes: Natural Resource Management and Conflict Resolution, Environmental Impact and Indicators and Valuation Techniques, and Environmental Economics and Accounting for Indian Forest Service (IFS) officers—all sponsored by the Ministry of Environment and Forest (MoEF), Govt. of India (Gol). The Natural Resource Management and Conflict Resolution programme was also conducted for Orissa IFS officers and was sponsored by the Forest & Environment Dept., Govt. of Orissa. The area also conducted a Workshop on Bio-prospecting for IFS Officers, sponsored by MoEF, Gol.

An announced programme on Environmental Management Systems in the Drugs and Pharma Sector was conducted by the area.

The Environment area continued to expand rapidly and secured seven new research and management studies assignments during 2008–09. Two assignments were carried over from 2007–08.

Among the new assignments received by the area during the year are:

- Preparation of Development Activity-Specific Technical Environmental Impact Assessment (EIA) Guidance Manuals for 10 Activities in EIA: Sponsored by MoEF, GoI, work was underway during the year.
- Assessment of the Impact of Flare Chemicals on Rainwater: Sponsored by Agni Aviation Consultants, Bangalore, the project was completed during the year under review.
- Workshop on Hygroscopic Flare Technologies for Weather Modification: Sponsored by Weather Modification Technical Unit, Jakarta, Indonesia, it was successfully completed in December 2008.
- Study for Expansion and Restructuring of the Rajasthan State Pollution Control Board (RSPCB): Sponsored by RSPCB, Jaipur.
- Environmental Audit for Piramal Health Care (PHC) Ltd.: Sponsored by PHC.

### **Energy and Infrastructure Areas**

In the Energy and Infrastructure (E&ID) areas, 13 research and management studies were carried over to 2008–09 and 14 new assignments were received. The 27 assignments that were underway included repeat assignments for the Gujarat Electricity Regulatory Commission (GERC) on the Analysis of Multi-year Tariff Petitions of Unbundled Entities of the Gujarat Electricity Regulatory Board. The new assignments awarded covered a variety of issues. Among them were: Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes of two power distribution companies of Andhra Pradesh; Preparation of Tariff Petition for the Bhilai Steel Plant; Preparation of Tariff Regulations, and Preparation of Supply Code and Grid Code for the Joint Electricity Commission for Mizoram and Manipur; Study of Workload and Manpower Requirements for Karnataka Power Transmission Corp. Ltd. (KPTCL) and Five Electricity Supply Companies (Escoms) in Karnataka; Preparation of Reports on Organization Structure, Manpower Requirement, Business Potential for GRIDCO, Orissa; and Vetting of Fuel Price and Power Purchase Adjustment Charges of Torrent Power Ltd. and Gujarat Urja Vikas Nigam Ltd. for GERC. The Forum of Regulators has awarded ASCI a study on the benchmarking of distribution capital costs across 10 states in the country.

The Energy area completed the following research and management studies in 2008–09:

- Study of the Gap Analysis of Rural Distribution Systems in Five Different States for the Rural Electrification Corp., New Delhi.
- Advisory Services to the Calcutta Electricity Supply Co. (CESC) for 2008.
- Quality and Quantity Inspection of Works in Central Power Distribution Company of Andhra Pradesh Ltd. (APCPDCL), Hyderabad.
- Third-Party Inspection of Works in Northern Power Distribution Company of Andhra Pradesh Ltd. (APNPDCL) Area, Warangal.
- Processing of the Tariff Petition of Punjab State Electricity Board, Chandigarh.
- Processing of the Tariff Petition of Torrent Power Ltd., for Gujarat Electricity Regulatory Commission, Ahmedabad.

A major assignment that was underway during the year in the Energy area was the Study to Assess the Functioning of the Consumer Grievances Redressal Mechanism in 15 states of the country for the Ministry of Power, Govt. of India.

The Infrastructure area conducted two in-company management development programmes:

- Public-Private Partnerships for IAS Officers: 1–5 September 2008 (20 participants).
- Electricity Tariffs: Filing and Analysis for AGMs & DGMs of National Thermal Power Corp. (NTPC) Ltd.: 10–12 November 2008 (25 participants).

The faculty members of the (E&ID) area have also conducted a number of general management development programmes and delivered lectures in the programmes of other centres.

CEEUG&ID submitted a number of high-value and long-duration proposals for management development programmes and research and management studies during 2008–09. Some of these proposals are expected to be awarded during 2009–10. Faculty members made presentations at national and international seminars/workshops and shared ASCI's research work for wider dissemination.

## VI. Centre for Innovation & Technology

The Centre for Innovation & Technology (CIT), which was set up in 2005 following the recommendations of the ASCI Vision Committee, has been steadily increasing its share of the College activities in terms of scale, scope and specialization of tasks undertaken. Accordingly, during the year under review, CIT continued to steer, and take active part in, innovative research and management studies and bring greater value-addition to the capacity-building assignments.

### Management Development Programmes

CIT continues to play a catalytic role in the consolidation and growth of the ongoing partnership between ASCI and the Dept. of Science & Technology (DST), Govt. of India (GoI). This has led to the centre developing programmes on new themes (e.g., innovation management).

CIT continued to direct and coordinate the largest number of DST-sponsored capacity building assignments in such cutting edge areas and themes as technology commercialization, decision support tools and techniques, e-procurement, and science audit. Exclusive programmes for women scientists on some of these themes are highlights of the centre's performance.

CIT has also been successful in gaining the confidence and patronage of new sponsors and partners. On such instance is a unique programme awarded by the Technology Information, Forecasting and Assessment Council (TIFAC), DST. The aim of this programme was to enhance the capacities of the coordinators of the Centres of Relevance and Excellence (CORE), established in about 32 engineering, medical and pharmacy colleges across the country by TIFAC. This initiative is a part of its Mission REACH, viz., Relevance and Excellence in Achieving new heights in educational institutions.

The management development programme on Research Management and Administration for senior officers of the Indian Council of Forestry Research and Education, Ministry of Environment & Forests, GoI, conducted by CIT for the second consecutive year, is testimony to the success of the centre's MDP activity. The programmes are designed, developed and delivered after due customization, pursuant to researching the needs of the sponsors.

In the company-sponsored and announced programme categories too, CIT continued its strong contribution. The

centre conducted programmes in the areas of strategic use of IT, business analytics and business research tools.

CIT also lent useful support, by way of course direction as well as lecture delivery, in the conduct of various general management and management development programmes of the College. This includes full course modules offered in the Post-Graduate Diploma in Hospital Management, a GoI-recognized two-year masters programme conducted by ASCI.

The popularity of marketplace simulation games, developed by a CIT faculty member, exemplifies the centre's ability to successfully bring novelty and innovation to its MDP initiatives. These management games and exercises, used in a wide variety of programmes, help the participants experience and appreciate real-life business scenarios.

### Research and Management Studies

During 2008–09, CIT continued to contribute in good measure to the research and management studies taken up by the College.

The centre successfully completed an assignment—awarded by the Dept. of Information Technology, GoI, in the previous year—on the summary assessment of e-governance initiatives in Orissa in the land records, property registration and transport sectors. Such opportunities for value addition in the e-governance space continue to be a focus area for the centre.

CIT also completed an exciting and novel project—again, awarded by DST, GoI, in the previous year—on the development of S&T performance measures and indicators. The purpose of this task was to formulate tangible, quantitative and objective metrics—as well as intangible, qualitative and subjective metrics—so as to facilitate a more efficient and effective assessment of the outputs and outcomes of S&T programmes and projects.

As part of the rich portfolio of tasks assigned by the Dept. of Scientific and Industrial Research (DSIR), GoI, towards building the capabilities of research institutions and manufacturing organizations in technology management, CIT made good progress in its ongoing in-depth study of the wine industry in India. The objective is to develop deeper insights and bring forth findings and recommendations on the policy and technology aspects of viticulture that could help the sector become more vibrant. The study encompasses the entire value chain of

wine grape growers, wine equipment manufacturers, wine-makers and wine sellers. It is expected that the results of the study will provide useful inputs for the agricultural and food-processing sectors

Carrying out a primary survey and an exploratory study of the technology management practices of the computer animation industry is another component of the aforementioned portfolio of research assignments awarded by the DSIR. This too has registered good progress.

Another interesting study that CIT is engaged in is assessing the manpower requirements of police stations in Andhra Pradesh, using operations research techniques. Substantial work, in the form of visiting a representative sample of police stations across the state and taking stock of the resource availability, has been completed during the year under review. Scientific analysis of the extensive data collected is nearing completion, for arriving at meaningful conclusions and recommendations.

The centre continued to provide technical assistance and implementation support to Mishra Dhatu Nigam Ltd. a defence public sector undertaking, in the exacting task of selection and monitoring the operationalization of an enterprise resource planning (ERP) solution.

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

Further, as a proactive endeavour, the centre readied plans for the pursuit of pro bono research in such interesting areas as the evolution of the IT industry in Hyderabad as well as the income elasticity of exports from the gems and jewellery sector in India. These studies will be supported by the seed research grants offered by ASCI. It is expected that these research pursuits will yield significant findings worthy of wide dissemination through publication in peer-reviewed journals.

The CIT Director presented a paper on "The Changing Face of R&D: Emerging Issues of Management", at the R&D Management Conference, Managing the New Genre R&D: The Indian Perspective, organized by the Council of Scientific & Industrial Research on 6–7 December 2008. Other faculty members also presented papers at this conference.

At the invitation of DSIR, the centre contributed to curriculum development in technology management by authoring chapters and case studies on innovation management.

Thus, the centre's performance during 2008–09 has been impressive. The outlook for the future is promising and encouraging. CIT continues to be active in identifying suitable opportunities in new and emerging areas of topical interest in the technology domain.

## VII. Centre for Management Studies

### A. Overall Performance

The Centre for Management Studies (CMS) continued to make significant contribution to the College's activities during 2008–09. The centre undertook a very large number of management development programmes and research and management studies, which addressed the needs of the corporate sector and government organizations. CMS has designed and delivered several unique programmes in each of its areas—Human Resources (HR), Marketing, Operations and Strategic Management. An impressive total of 82 programmes, with a record number of 1,808 participants, were conducted. As in the past, the centre continued to attract a large number of foreign participants from different countries across the globe.

<i>Programmes</i>	<i>No. of Programmes</i>	<i>No. of Participants</i>
Announced	42	947
In-company on-campus	35	761
In-company off-campus	5	101
<b>Total</b>	<b>82</b>	<b>1,808</b>

### B. Area-Wise Performance

<i>Area</i>	<i>No. of Programmes</i>	<i>No. of Weeks</i>
Human Resources	57	67
Marketing	5	5
Operations	19	39
Strategic Management	1	1
<b>Total</b>	<b>82</b>	<b>112</b>

### **i. General Management Programmes**

CMS conducted several heavily subscribed announced general management programmes. These include the General Management Programme for Senior Executives, the Advanced Management Programme and the Management Development Programme for Women Executives.

A number of customized in-company on-campus as well as off-campus general management programmes were offered. These include: Specialized Management Programme, 2009: Leading Change for Senior Executives of SAIL; MDP for Central Labour Officers; MDP for ISRO Scientists/Engineers; MDP on Mentoring and Career Mapping for DRDO Scientists; Innovations and Good Practices in New Public Management, Dept. of Personnel & Training, Govt. of India, in association with Commonwealth Secretariat, London; MDP for Senior Management Grade Officers of Andhra Bank (twice); GMP for Executives of Ispat Industries Ltd.; GMP for Top-Level Executives of IFFCO; MDP for Executives of NMDC; Advanced Management Programme for Assistant General Managers and Deputy General Managers of NTPC; GMP for Senior Scientists (twice), Dept. of Science & Technology (DST); Advanced Techno-management Programme for Middle-Level Scientists (twice), DST.

### **ii. Human Resources Area**

The announced programmes in the Human Resources area covered: HR Audit, Communication Skills for Managers (twice), Personality Development (twice), Leadership through Self-Discovery, Developing Emotionally Intelligent Leadership, Strategic Human Resource Management (twice), Leadership and Organization Development (twice), Negotiation Skills, Leadership Skills Development (twice), Mentoring and Career Development, Effective Human Resource Training and Development, Managing Creativity, Leadership for Managing Change, Managing Performance, Personal Growth for Effective Leadership (twice), Managing Human Relations in Organizations, Human Resource Management for Line Managers, Transactional Analysis for Interpersonal Effectiveness, Improving Work Culture, Team Building and Conflict Management, Building Learning Organizations, Enhancing Managerial Effectiveness, Decision-Making for Effective Leadership, and Effective Trade Union Management.

The HR faculty also conducted several customized in-company on-campus as well as off-campus programmes for central government and public sector organizations. These included: Strategic Human Resource Management for Executives of NHPC, Faculty Development Programme for Punjab National Bank (twice), Strategic Human Resource Management for IFFCO, Human Resource Management for Line Managers of NHPC, Effective Human Resource Training and Development for Executives of NHPC, Workshop on Effective Management and Leadership for Executives of Fortis Healthcare Ltd. (thrice), Management of Change for NHPC, Vertical Interaction Programme for IPS Officers on Image Building: Behaviour Pattern of the Police (sponsored by Bureau of Police Research & Development), Managerial Effectiveness for Executives of DRDO, Personal Growth for Effectives Leadership for Addl. Superintendents of Police and Directly Recruited Dy. Superintendents of Police (sponsored by BPR&D), Leadership and Organization Development for DRDO Scientists, Personal Growth for Effective Leadership for IPS Officers (sponsored by BPR&D), Negotiation Strategies in the Work Environment, DST, Managerial Effectiveness for Executives of HMT-MTL, Effective Leadership and Creativity for Senior Scientists, DST, Management Insight for Faculty Members of National Institute of Technology, Warangal, and Mentoring and Coaching Skills for Crompton Greaves Ltd.

The HR area completed three research and management studies, while one is in progress.

### **iii. Marketing Area**

The Marketing area conducted four announced programmes: Sales Management, Strategic Marketing, Product Strategies and New Product Development, and Customer Relationship Marketing. The area also conducted a GMP for Senior Executives (Session 112), jointly with other centres.

### **iv. Operations Area**

The Operations area conducted announced programmes on Inventory Management, Project and Contract Management (twice), Procurement Procedures for World Bank-Aided Projects (thrice; with heavy participation, 168, including many foreign nationals), GMP for Senior Executives (Session-111), Materials and Supply Chain Management.

The Operations area also conducted several customized in-company on-campus as well as off-campus programmes for central government and public sector organizations. These included: World Bank Procurement Procedures for the Ministry of Labour & Employment, Scientific Project Formulation, Implementation and Evaluation for DST, Hospital Operations Management for the Executives of Afghanistan Provincial and Regional Hospitals, World Bank Procurement Procedures for Senior Officials of AP Community-Based Tank Management Project, and Project Management, Planning, Implementation and Evaluation for Executives of North-Eastern Region Community Resource Management Project.

The Operations area completed two research and management studies, while four are in progress.

#### **v. Strategic Management Area**

The Strategic Management area conducted an announced programme on Strategic Management.

#### **C. Research and Management Studies**

Besides training, a group of 13 full-time CMS faculty members, with expertise in various functional areas of management, are engaged throughout the year in a number of research and management studies that are awarded against open market competition. Assignments have been undertaken in the following areas: Organizational Study and Manning Patterns, Promotion Exercise, Development of Project Review Techniques, among others.

During 2008–09, the centre completed the following research and management studies:

- Organization Structure and Manning Patterns in Mangalore Refinery and Petrochemicals Ltd., Mangalore (carried over from the previous year).
- Hyderabad Bus Rapid Transit System (carried over from the previous year).
- Promotion Exercise for General Managers of GIPSA (General Insurers' Public Sector Association of India) Companies and GIC, 2008–09 (awarded during the year).
- Promotion Exercise for Deputy General Managers of GIPSA Companies and GIC, 2008–09 (awarded during the year).

- Development of Project Review Techniques for High-Risk Projects to Overcome Time Delays and Cost Overruns (awarded during the year).

The on-going research and management studies are as follows:

- Organizational Structure and Manpower Requirements of UGC (awarded during the year).
- Waste Minimization Circle (awarded during the year).
- PM's Trophy for the Best Steel Plant in Country, 2006–07. Awarded in the previous year, work on the report was underway.
- PM's Trophy for the Best Steel Plant in Country, 2007–08 (awarded in Jan 2009).
- Research Study on Audit of Work Culture in Integrated Headquarters of the Navy (awarded during the year).

A faculty member of the HR area participated in the Study of Workload and Manpower Requirements for Karnataka Power Transmission Corp. Ltd. and Five ESCOMS. Led by the Energy area, the project was awarded in January 2009 and was underway.

**Chartered Accountants**

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Fax: +91-040-40312714

**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, 2009, and also the Income and Expenditure Account of the College for the year ended on that date, annexed thereto. These financial statements are the responsibility of the management of the College. Our responsibility is to express an opinion on these financial statements based on our audit.
2. We conducted our audit in accordance with the auditing standards generally accepted in India. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.
3. We report as follows:
  - i. we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
  - ii. the Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of account;
  - iii. in our opinion and to the best of our information and according to the explanations given to us, the said accounts give a true and fair view, in conformity with the accounting principles generally accepted in India:
    - a) in the case of the Balance Sheet, of the state of the affairs of the College as at March 31, 2009; and
    - b) in the case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

For **S.B.BIILIMORIA & CO.,**  
Chartered Accountants

Place : Secunderabad  
Date : 18 September, 2009.

K.RAJASEKHAR  
Partner  
Membership No. 23341

**Balance Sheet as at 31st March 2009**

<b>SOURCES OF FUNDS</b>			<b>As at 31.3.2009 Rupees</b>	<b>As at 31.3.2008 Rupees</b>
	<b>Schedule</b>	<b>Rupees</b>		
<b>SOURCES OF FUNDS</b>				
<b>1 FUNDS</b>				
a. CORPUS FUND	A		<b>64,190,631</b>	64,190,631
b. ENDOWMENT FUND - SPECIFIC	B		<b>15,146,678</b>	15,146,678
c. ASCI DEVELOPMENT FUND				
As per last Balance Sheet		83,188,282		79,722,806
Add : Transferred from Income and Expenditure Account		10,738,858		3,465,476
			<b>93,927,140</b>	83,188,282
d. RESERVE FOR CONTINGENCIES				
As per last Balance Sheet		10,000,000		7,500,000
			<b>10,000,000</b>	2,500,000
				10,000,000
e. GOI LOAN REPAYMENT RESERVE		10,000,000		10,000,000
Add : Transferred from Income and Expenditure Account		20,000,000	<b>30,000,000</b>	
<b>2 LOAN FUNDS</b>				
	<b>C</b>			
a. SECURED LOANS				798,000
b. UNSECURED LOANS		50,000,000		50,000,000
			50,000,000	50,798,000
<b>TOTAL</b>			<b>263,264,449</b>	<b>233,323,591</b>
<b>APPLICATION OF FUNDS</b>				
<b>3 FIXED ASSETS</b>				
	<b>D</b>			
a. Gross Block		191,723,203		187,916,501
b. Less : Depreciation		144,972,371		136,859,247
		46,750,832		51,057,254
c. Add : Capital Work in Progress		2,822,465		387,942
			<b>49,573,297</b>	51,445,196
<b>4 INVESTMENTS</b>				
<b>5 CURRENT ASSETS, LOANS AND ADVANCES</b>				
a. Inventories - Stock at Cost		1,729,118		851,265
b. Book Debts	F	62,619,674		43,117,627
c. Interest Accrued on Investments		9,168,379		6,501,251
d. Cash and Bank Balances	G	5,017,362		10,861,639
e. Loans and Advances	H	19,924,046		14,064,753
		98,458,579		75,396,535
<b>6 LESS : CURRENT LIABILITIES AND PROVISIONS</b>				
a. CURRENT LIABILITIES	I	77,592,763		41,564,979
b. PROVISIONS	J	12,974,968		62,957,382
		90,567,731		104,522,361
<b>7 NET CURRENT ASSETS / (LIABILITIES) (5 - 6)</b>				
			<b>7,890,848</b>	(29,125,826)
<b>TOTAL</b>			<b>263,264,449</b>	<b>233,323,591</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

Col. (Retd.) TEJINDER SINGH  
Registrar & Secretary

SIRIPURAPU K. RAO  
Director General

M. NARASIMHAM  
Chairman

Hyderabad, 18 September 2009



## Income & Expenditure Account for the Year ended 31st March 2009

	Schedule	For the Year ended 31.3.2009 Rupees	For the Year ended 31.3.2008 Rupees
<b>INCOME</b>			
Management Development Programmes Income	1	154,866,064	131,387,983
Research Studies (Applied Research) Income		38,963,683	28,440,454
Management Studies Income		62,072,477	47,436,934
Membership Subscription		101,500	115,000
Income from Investments	2	19,209,500	16,624,585
Miscellaneous Income	3	16,237,569	10,293,460
		<b>291,450,793</b>	<b>234,298,416</b>
<b>EXPENDITURE</b>			
Salaries and Allowances	4	100,596,810	98,469,764
Staff Welfare Expenses	5	7,760,518	7,061,781
Travelling Expenses (including Overseas Travel)		42,155,278	22,986,925
Food Expenses		4,588,342	4,726,556
Rent, Rates and Taxes		1,498,539	1,308,581
Electricity and Water		6,537,359	5,836,673
Repairs and Maintenance of Assets		7,973,801	5,774,925
Hired Services		47,252,021	35,179,586
Visiting Specialists Expenses		5,337,917	6,020,370
Advertisement		3,650,881	3,180,298
Postage, Telegrams and Telephones		2,994,388	2,843,859
Printing and Stationery		5,231,570	4,538,310
Subscription to Periodicals and Technical Journals		3,232,476	3,137,842
Auditors Fees		150,000	100,000
General Expenses	6	6,391,237	4,338,957
Provision for Doubtful Debts and Advances		9,724,876	5,053,770
Bad debts Written Off		—	122,873
		<b>255,076,013</b>	<b>210,681,070</b>
Less : Expenses Recovered - Management Studies and Incompany Programmes		<b>6,061,387</b>	2,607,351
		<b>249,014,626</b>	<b>208,073,719</b>
<b>Surplus for the year before depreciation, Prior period adjustment &amp; Loss on sale/redemption of investments</b>		<b>42,436,167</b>	<b>26,224,697</b>
Depreciation		8,113,124	10,107,207
<b>Surplus for the year before prior period adjustments &amp; Loss on sale/redemption of investments</b>		<b>34,323,043</b>	<b>16,117,490</b>
Prior Period Adjustments (Net)		(1,709,978)	(152,014)
<b>Surplus for the year before loss on sale/redemption of investments</b>		<b>32,613,065</b>	<b>15,965,476</b>
Loss on sale/redemption of Investments (Refer Note 6 of schedule K)		1,874,207	—
<b>SURPLUS AVAILABLE FOR APPROPRIATION</b>		<b>30,738,858</b>	<b>15,965,476</b>
<b>Transferred to GOI Loan Repayment Reserve account</b>		<b>20,000,000</b>	<b>10,000,000</b>
<b>Transferred to Reserve for Contingencies</b>		<b>—</b>	<b>2,500,000</b>
<b>Transferred to ASCI Development Fund</b>		<b>10,738,858</b>	<b>3,465,476</b>
		<b>30,738,858</b>	<b>15,965,476</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

Col. (Retd.) TEJINDER SINGH  
Registrar & Secretary

SIRIPURAPU K. RAO  
Director General

M. NARASIMHAM  
Chairman

Hyderabad, 18 September 2009

**Schedules Forming Part of the Balance Sheet as at 31st March 2009**

<b>SCHEDULE-A</b>	As at 31.3.2008 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As at <b>31.3.2009</b> 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 31.3.2008 Rupees	Additions Rupees	Total Rupees	Deductions Rupees	As at <b>31.3.2009</b> 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>
MMTC 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 Ltd. and Rashtriya Chemicals & Fertilizers Ltd.,

Rupees

Note: Aggregate of investments earmarked against Endowment Fund-Specific.      31.03.2009 **1,51,46,678**  
31.03.2008 **1,51,46,678**

## Schedules Forming Part of the Balance Sheet as at 31st March 2009 (contd.,)

<b>SCHEDULE-C</b>	<b>As at 31.3.2009 Rupees</b>	As at 31.3.2008 Rupees
<b>LOAN FUNDS</b>		
a. SECURED LOANS		
Loan from Syndicate Bank (Note: 1)	—	7,98,000
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>5,07,98,000</b>

Note :

1. Secured by hypothecation of solar water heating systems and Secondary Pledge of Term Deposits with the Bank.

### SCHEDULE-D Fixed Assets

Particulars	GROSS BLOCK (AT COST)				DEPRECIATION				NET BLOCK	
	As at 31.3.2008 Rupees [1]	Additions Rupees [2]	Deletions Rupees [3]	As at 31.3.2009 Rupees [1+2-3]=[4]	As at 31.3.2008 Rupees [5]	For the Year Rupees [6]	Deletions Rupees [7]	As at 31.3.2009 Rupees [5+6-7]=[8]	As at 31.3.2009 Rupees [4-8]=[9]	As at 31.3.2008 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	15,901,596	1,322,237	—	17,223,833	35,665,640	36,987,877
Micro Computer System	33,671,129	1,571,200	—	35,242,329	32,807,273	1,159,243	—	33,966,516	1,275,813	863,856
Audio Visual Aids	4,626,883	114,340	—	4,741,223	4,066,797	522,323	—	4,589,120	152,103	560,086
Furniture & Fixtures	11,817,669	292,112	—	12,109,781	9,599,524	562,864	—	10,162,388	1,947,393	2,218,145
Air Conditioning & E. Accessories	18,056,119	879,035	—	18,935,154	16,216,607	624,791	—	16,841,398	2,093,756	1,839,512
Library	27,745,558	798,095	—	28,543,653	24,782,379	1,434,891	—	26,217,270	2,326,383	2,963,179
Office Equipment, Utensils Etc	5,809,185	67,957	—	5,877,142	5,069,880	240,111	—	5,309,991	567,151	739,305
Vehicles	2,236,918	—	—	2,236,918	1,494,211	302,192	—	1,796,403	440,515	742,707
Miscellaneous	28,282,795	83,963	—	28,366,758	24,902,662	1,944,472	—	26,847,134	1,519,624	3,380,133
<b>Total</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>	<b>51,057,254</b>
Previous Year	183,575,618	4,566,138	225,255	187,916,501	126,977,295	10,107,207	225,255	136,859,247	51,057,254	

- Note: 1. Pending fixation of compensation payable, no adjustment has been made in the accounts for 1360.30 sq.yards of Freehold Land (Bella Vista) acquired by the Municipal Corporation of Hyderabad.
2. Assets acquired out of the grant from Government of India towards Computer Aided Management Centre aggregating to Rs. 27,44,822 (as at 31.3.2008 : Rs. 27,44,822) ownership whereof vests in the Department of Electronics, Government of India, are included in the Schedule with corresponding credit to Corpus Fund.

**Schedules Forming Part of the Balance Sheet as at 31st March 2009 (contd.,)**

<b>SCHEDULE-E</b>	<b>As at 31.3.2009 Rupees</b>	<b>As at 31.3.2008 Rupees</b>
<b>INVESTMENTS (Unquoted)</b>		
<b>Long Term Investments (at cost)</b>		
1 Fixed Deposits with HDFC Ltd.	<b>9,000,000</b>	—
2 UTI - CRTS (No of Units = 216,013.636; valued at cost NAV Rs. 21,963,942 (31.03.2008: Rs. 25,080,295))	<b>23,405,874</b>	21,803,444
3 UTI - Master Share (No of Units = 216,604.623; valued at cost NAV Rs. 4,028,846 (31.03.2008: Rs. 8,013,214))	<b>5,524,425</b>	5,097,984
4 UTI - Master Plus (No of Units = 95,531.572; valued at cost NAV Rs. 3,074,206 (31.03.2008: Rs. 5,322,320))	<b>3,125,793</b>	5,000,000
	<b>41,056,091</b>	<b>31,901,428</b>
<b>Current Investments (at lower of cost and fair value)</b>		
5 Fixed Deposits with Banks	<b>164,744,213</b>	179,102,793
	<b>205,800,304</b>	<b>211,004,221</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 ( <i>refer Note 5 of Schedule K</i> )	<b>24,308,608</b>	36,938,903
(c) Provision for Leave Liability ( <i>refer Note 5 of Schedule K</i> )	<b>22,463,190</b>	26,018,479
(d) Secured Loan from Syndicate Bank	—	798,000
(e) Government Loan	<b>10,000,000</b>	—
	<b>71,918,476</b>	<b>78,902,060</b>

\* The loan liability in respect of the Govt. of India loan for Rs. 4 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 2009 (contd.,)

<b>SCHEDULE-F</b>	<b>As at 31.3.2009 Rupees</b>	As at 31.3.2008 Rupees
<b>SUNDRY DEBTORS (UNSECURED)</b>		
a. <b><i>Unsecured - Considered Good</i></b>		
Dues by Clients - Consultancy	<b>30,393,843</b>	18,285,582
Dues by Clients- Computer	—	509,885
Dues by Sponsors of Research Projects	<b>17,078,647</b>	12,127,540
Dues by Participants	<b>13,675,833</b>	11,528,487
Sundry Accounts	<b>1,471,351</b>	666,133
	<b>62,619,674</b>	<b>43,117,627</b>
b. <b><i>Unsecured - Considered Doubtful</i></b>	<b>23,502,782</b>	18,799,954
Less : Provision for Doubtful Debts	<b>86,122,456</b> <b>23,502,782</b>	<b>61,917,581</b> 18,799,954
	<b>62,619,674</b>	<b>43,117,627</b>
Note:		
Debts outstanding for a period exceeding six months	<b>34,520,632</b>	24,309,297
Others	<b>51,601,824</b>	37,608,284
	<b>86,122,456</b>	<b>61,917,581</b>
<b>SCHEDULE-G</b>		
<b>CASH &amp; BANK BALANCES</b>		
Cash on Hand (including balances in imprest)	<b>560,104</b>	424,543
BALANCE WITH SCHEDULED BANKS:		
Current Accounts	<b>190,311</b>	83,965
Savings Accounts	<b>4,266,947</b>	10,085,211
Demand Drafts on Hand	—	267,920
	<b>5,017,362</b>	<b>10,861,639</b>

**Schedules Forming Part of the Balance Sheet as at 31 March 2009 (contd.,)**

<b>SCHEDULE-H</b>	<b>As at 31.3.2009 Rupees</b>	<b>As at 31.3.2008 Rupees</b>
<b>LOANS &amp; ADVANCES (unsecured)</b>		
a. <b>Unsecured - Considered Good</b>		
Loans and Advances to Staff	<b>4,529,033</b>	3,841,501
Advances for Supplies and Services	<b>418,305</b>	1,096,665
Advances for Capital Expenditure	<b>207,493</b>	200,545
Medical Claims Receivables	<b>312,483</b>	367,830
Pre-paid Expenses	<b>5,965,787</b>	3,214,103
Interest Accrued on Deposits and Loans	<b>2,549,469</b>	2,577,799
Deposits with Public Bodies and Others	<b>2,112,775</b>	1,843,775
Tax Deducted at Source	<b>3,828,701</b>	922,535
	<b>19,924,046</b>	<b>14,064,753</b>
b. <b>Unsecured - Considered Doubtful</b>	<b>64,854</b>	403,793
	<b>19,988,900</b>	<b>14,468,546</b>
Less : Provision for Doubtful Advances	<b>64,854</b>	403,793
	<b>19,924,046</b>	<b>14,064,753</b>
<b>SCHEDULE-I</b>		
<b>CURRENT LIABILITIES</b>		
Sundry Creditors	<b>18,106,492</b>	16,783,312
Advance Receipts and Unexpired Income	<b>18,073,941</b>	18,887,057
Due to Trustees, Provident Fund	<b>1,246,349</b>	1,990,791
Due under Pension Fund Scheme	<b>121,586</b>	141,504
Security and Other Deposits	<b>695,617</b>	674,712
Other Liabilities	<b>5,551,948</b>	3,087,603
Dues to ASCI Employees Group Gratuity Trust on account of Gratuity	<b>20,452,907</b>	—
Dues to LIC under Employees Group Leave	<b>13,343,923</b>	—
Encashment - cum- Life Assurance (Cash Accumulation) Scheme	<b>13,343,923</b>	—
	<b>77,592,763</b>	<b>41,564,979</b>
<b>SCHEDULE-J</b>		
<b>PROVISIONS</b>		
For Gratuity to Employees	<b>3,855,701</b>	36,938,903
For Leave Liability	<b>9,119,267</b>	26,018,479
	<b>12,974,968</b>	<b>62,957,382</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 31.03.2009 are Rs. 4,330,880/- (31.03.2008: Rs. 2,832,500).
  - (b) The Service Tax Department has demanded tax of Rs. 1,59,86,170/- in respect of "Commercial Training & Coaching" and "Scientific & Technical Consultancy" from July 2003 to March 2005 and July 2001 to March 2005 respectively. These Orders were appealed before CESTAT, Bangalore. Appeal was disposed in favour of the College.  
  
Show cause notices were issued by the Department for subsequent period of April 2005 to April 2006 and 01.05.2006 to 31.03.2008. Replies were filed and the matter was heard on 19.11.2008 and Orders are awaited. The element of Service Tax proposed in the show cause notices amounts to Rs. 14,006,555/- and Rs. 12,170,055/- respectively.
2. In terms of Notification No. 74/2007, dated 23.03.2007 issued by the Central Government, the College's income is exempted from tax. In view of the exemption from income from tax, 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 at 31st March 2009, the unutilized amount and interest thereon aggregating to Rs. 57,970,762/- 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 out a policy with Life Insurance Corporation of India under the LIC's Group Gratuity Scheme ("the Scheme") effective 31st January 2009.

In accordance with the scheme, the College is required to fund the accrued liability as at 31st March 2008. In terms of the arrangement, the College has paid the contribution of Rs. 11,704,937 during the year and has opted to pay the balance in equal installments over the remaining 4 years. The total future liability for retiring gratuities payable in accordance with the Payment of Gratuity Act and the College's Rules as at 31st March, 2009 as per the certificate of an independent actuary is Rs. 36,013,545 (31.03.2008: Rs. 36,938,903). Having regard to the amounts available with the Gratuity Fund together with the amount payable to the trustees of Rs. 20,452,907 and provision of Rs. 3,855,701 in provision for Gratuity Account, the liability is fully covered. Approval from Income Tax Department under Section 12AA for registration is awaited.

### **Leave:**

The College has taken out a 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") effective 31st January 2009.

The total future liability for retiring leave benefits payable in accordance with the College's Rules as at 31st March 2009 as per the certificate of an independent actuary is Rs. 30,648,225 (31.03.2008: Rs. 26,018,479). Having regard to the amounts available with the Leave Fund together with the amount payable to the trustees of Rs. 13,343,923 and provision of Rs. 9,119,267 in provision for leave Account, the liability is fully covered.

6. The loss on sale/redemption of investments represent loss on exercising switch over option from growth to dividend pay-out in respect of units held in master plus scheme.
7. Figures for the previous year have been regrouped wherever necessary.

## 8. SIGNIFICANT ACCOUNTING POLICIES

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

(ii) **Revenue Recognition**

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

(iii) **Gratuity and Leave Liability**

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

(iv) **Depreciation**

Depreciation is provided on the 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. 5,000 except Library Books have been fully charged to Income and Expenditure Account.



(v) **Foreign Currency Transactions**

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

(vi) **Fixed Assets**

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

(vii) **Investments**

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

(viii) **Inventories**

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

**Schedules Forming Part of the Income and Expenditure Account for the  
Year Ended 31st March 2009**

	<b>Year Ended 31.03.2009 Rupees</b>	Year Ended 31.03.2008 Rupees
<b>SCHEDULE-1</b>		
<b>INCOME FROM MANAGEMENT DEVELOPMENT PROGRAMMES</b>		
Income from Courses and Seminars	59,998,411	57,275,546
Income from Incompany Programmes	94,867,653	74,112,437
	<b>154,866,064</b>	<b>131,387,983</b>
<b>SCHEDULE-2</b>		
<b>INCOME FROM INVESTMENTS (GROSS)</b>		
Dividend	2,219,934	2,324,706
Interest	18,389,162	15,602,956
	20,609,096	17,927,662
Less : Amount brought forward/(Amount carried forward) (Refer Note.2 below)	1,399,596	1,303,077
	<b>19,209,500</b>	<b>16,624,585</b>
Notes :		
1. Tax Deducted at Source Rs. 224,998 (31.03.2008: Rs. Nil)		
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	329,960	333,703
Other Interest	1,742,698	1,019,066
Licence fee	1,858,412	1,937,374
Provisions no longer required and Sundry Credit-Balances Written Back	5,108,585	1,804,409
Sundry Receipts	7,197,914	5,198,908
	<b>16,237,569</b>	<b>10,293,460</b>

**Schedules Forming Part of the Income and Expenditure Account for the  
Year Ended 31st March 2009**

	<b>Year Ended 31.03.2009 Rupees</b>	Year Ended 31.03.2008 Rupees
<b>SCHEDULE-4</b>		
<b>Salaries and Allowances</b>		
Salaries and Allowances	<b>89,640,817</b>	79,921,353
Contribution to Provident Fund	<b>7,181,557</b>	7,153,694
Provision for Gratuity to Employees	<b>3,774,436</b>	11,394,717
	<b>100,596,810</b>	<b>98,469,764</b>
<b>SCHEDULE-5</b>		
<b>Staff Welfare Expenses</b>		
Medical Expenses	<b>5,507,287</b>	4,879,924
Leave Travel Concession	<b>687,446</b>	979,517
Other Welfare Expenses	<b>1,565,785</b>	1,202,340
	<b>7,760,518</b>	<b>7,061,781</b>
<b>SCHEDULE-6</b>		
<b>General Expenses</b>		
Legal Expenses	<b>111,300</b>	76,550
Insurance	<b>122,503</b>	357,850
Staff Recruitment	<b>477,378</b>	155,221
Uniforms and Liveries	<b>287,563</b>	187,048
Laundry and Cleaning Materials	<b>757,403</b>	733,392
Entertainment	<b>1,619,004</b>	1,479,676
Staff Development Expenses	<b>135,018</b>	89,707
Miscellaneous Expenses	<b>2,881,068</b>	1,259,513
	<b>6,391,237</b>	<b>4,338,957</b>

**Annexure 1**  
**Members of the College Society**  
**(as on 31 March 2009)**

**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 Aluminium 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 2009)**

#### **A. ELECTED MEMBERS**

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

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

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

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

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

**Idris Hassan Latif**, retd. Air 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**

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

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

**Chennamaneni Hanumantha Rao**, MA (Osmania Univ.), PhD (Delhi Univ.): Former Chairman, Centre for Economic & Social Studies; Member, Seventh & Eighth 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.

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

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

**Rahul Sarin**, IAS: Secretary, Dept. of Personnel & Training, Govt. of India.

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 2009)

#### A. PROFESSOR EMERITUS

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

#### B. DIRECTOR GENERAL

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

#### C. DEANS

**Paramita Dasgupta**, MA (Economics), PhD (both JNU,  
New Delhi): *Professor & Dean of Management  
Development Programmes*

**Mylavarapu Chandrasekhar**, BE (Mech.) (Osmania  
Univ.), MTech (Prod. Engg.), MTech (M&S) (IIT-Delhi):  
*Professor & Dean of Research & Management Studies.*

#### D. CENTRE DIRECTORS

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

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

**Umeshwar Pandey**, BA (Sociology) (Hons.), MA  
(Sociology) (both Patna Univ.): *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), MBA  
(JNTU, Hyd), MBA (Durham), PhD (JNTU, Hyd):  
*Professor & Officiating Director, Centre for Poverty  
Studies & Rural Development.*

**Usha Vyasulu Reddi**, MA (Journalism &  
Communication) (Univ. of Florida), MSc (International

Relations) (Univ. of West Indies), PhD (Communication)  
(Poona Univ.): *Professor & Director, Centre for Human  
Development.*

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

#### E. AREA CHAIRPERSONS

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

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

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

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

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

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

**Usha Ramachandra**, MA (Economics), MPhil, PhD (all  
Univ. of Hyderabad): *Professor & Officiating  
Chairperson, Infrastructure Development area, Centre*



for Energy, Environment, Urban Governance & Infrastructure Development.

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

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

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

## F. PROFESSORS

**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, Health Studies area, Centre for Human Development.*

**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.*

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

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

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

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

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

**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

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

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

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

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

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

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

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

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

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

**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.*

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

**P. Subhashini**, PhD (Psychology) (Osmania Univ.), Masters in Human Resource 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 & ADJUNCT PROFESSORS

**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*. 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.

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

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

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

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

**Priscilla Moraes:** *Principal Executive Secretary to DoTC.*

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

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

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

**P. Mahalaxmi:** *Personal Assistant.*

**M. Phani:** *Deputy Accounts Officer.*

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

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

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

**Sukantha Rangarajan:** *Officer, Housekeeping.*

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

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

**C. Sathynarayana:** *Deputy Accounts Officer.*

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

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

## Annexure 4

### Management Development Programmes (April 2008–March 2009)

#### A. COLLEGE-ANNOUNCED PROGRAMMES

1. 7–18 April 2008: ASCI-WBI Certification Programme in Urban Management in India: 2008. **Programme Directors:** Prof. S. Chary Vedala & Prof. A. Narender.
2. 28–30 April 2008: e-Procurement. **Programme Director:** Prof. G. Mohan.
3. 1–3 May 2008: Administrative Law for Senior-Level Educational Managers. **Programme Director:** Prof. Usha Vyasulu Reddi.
4. 12–14 May 2008: Educational Leadership for Vice Chancellors. **Programme Director:** Prof. Usha Vyasulu Reddi.
5. 12–16 May 2008: Change Management for Achieving Continuous Water Supply (24/7) for All in Urban Areas. **Programme Directors:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
6. 2–27 June 2008: General Management Programme for Senior Executives–Session 111. **Programme Director:** Mr. Raj V. Ponnaluri.
7. 2–4 June 2008: HR Audit. **Programme Director:** Prof. Umeshwar Pandey.
8. 9–11 June 2008: Inventory Management. **Programme Director:** Mr. B. V. N. Sachendra.
9. 16–20 June 2008: Project and Contract Management. **Programme Director:** Mr. B. V. N. Sachendra.
10. 23–27 June 2008: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
11. 23–27 June 2008: Personality Development. **Programme Director:** Prof. R. N. Saxena.
12. 7–18 July 2008: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty, Mr. B. V. N. Sachendra & Prof. Vilas Shah.
13. 7–11 July 2008: Sales Management. **Programme Director:** Ms. Kanupriya Katyal.
14. 14–16 July 2008: Leadership through Self Discovery. **Programme Directors:** Prof. Prabhati Pati & Mr. V. K. Talithaya.
15. 21–25 July 2008: Developing Emotionally Intelligent Leadership. **Programme Director:** Prof. R. N. Saxena.
16. 21–23 July 2008: New Tax Regime and Its Implications. **Programme Director:** Ms. Ashita Allamraju.
17. 21–23 July 2008: Gender Sensitization. **Programme Director:** Prof. Usha Vyasulu Reddi.
18. 28 July–1 August 2008: Strategic Human Resource Management. **Programme Director:** Prof. Umeshwar Pandey.
19. 4–8 August 2008: Leadership and Organization Development. **Programme Director:** Prof. R. N. Saxena.
20. 4–8 August 2008: Strategic Marketing. **Programme Director:** Ms. Kanupriya Katyal.
21. 11–13 August 2008: e-Procurement. **Programme Director:** Prof. G. Mohan.
22. 11–13 August 2008: Negotiation Skills. **Programme Director:** Prof. Ali A. Firdausi.
23. 11–15 August 2008: Educational Administration for Middle-Level Educational Managers. **Programme Director:** Prof. Usha Vyasulu Reddi.
24. 18–29 August 2008: ASCI Advanced Management Programme. **Programme Directors:** Prof. Usha Ramachandra & Prof. Prabhati Pati.

25. 25–29 August 2008: Leadership Skills Development. **Programme Director:** Prof. R. N. Saxena
26. 25–29 August 2008: Materials and Supply Chain Management. **Programme Director:** Mr. B. V. N. Sachendra
27. 8–12 September 2008: Data Analysis for Business Research. **Programme Director:** Dr. Nirmalya Bagchi.
28. 25–26 September 2008: Health Insurance for CEOs and CAOs of TPAs. **Programme Director:** Dr. B. M. Naidu.
29. 29 September–1 October 2008: Environmental Management Systems in the Drugs & Pharma Sector. **Programme Director:** Mr. G. Bala Subramanyam.
30. 13–15 October 2008: Product Strategies and New Product Development. **Programme Director:** Ms. Kanupriya Katyal.
31. 13–17 October 2008: Effective Human Resource Training and Development. **Programme Director:** Prof. Umeshwar Pandey.
32. 20–22 October 2008: Managing Creativity. **Programme Director:** Prof. Prabhati Pati.
33. 20–24 October 2008: Leadership for Managing Change. **Programme Director:** Prof. Ali A. Firdausi.
34. 3–14 November 2008: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Mr. B. V. N. Sachendra.
35. 3–7 November 2008: Personal Growth for Effective Leadership. **Programme Director:** Prof. R. N. Saxena.
36. 17–21 November 2008: Managing Human Relations in Organizations. **Programme Director:** Prof. Prabhati Pati.
37. 17–28 November 2008: Programme for Young Managers. **Programme Director:** Ms. Ashita Allamraju.
38. 24–28 November 2008: Personality Development. **Programme Director:** Prof. R. N. Saxena.
39. 24–27 November 2008: Educational Leadership for Vice Chancellors. **Programme Director:** Prof. Usha Vyasulu Reddi.
40. 1–3 December 2008: Using Data for Programme Monitoring and Evaluation. **Programme Director:** Prof. P. H. Rao.
41. 1–3 December 2008: e-Procurement. **Programme Director:** Prof. G. Mohan.
42. 1–5 December 2008: Project and Contract Management. **Programme Director:** Prof. Vilas Shah.
43. 8–10 December 2008: Customer Relationship Marketing. **Programme Director:** Ms. Kanupriya Katyal.
44. 15–17 December 2008: Transactional Analysis for Interpersonal Effectiveness. **Programme Directors:** Prof. Ali A. Firdausi & Mr. V. K. Talithaya.
45. 15–17 December 2008: Improving Work Culture. **Programme Director:** Dr. P. Subhashini.
46. 17–19 December 2008: Financial Systems, Management and Accountability in Government. **Programme Director:** Ms. Parveen Mehta.
47. 5–9 January 2009: Leadership and Organization Development. **Programme Director:** Prof. R. N. Saxena.
48. 5–9 January 2009: Management Development Programme for Women Executives. **Programme Director:** Prof. Prabhati Pati.
49. 7–9 January 2009: Business Intelligence with Data Warehousing and Data Mining. **Programme Director:** Prof. Nirmala Apsingkar.
50. 12 January–6 February 2009: General Management Programme for Senior Executives–Session 112. **Programme Directors:** Prof. G. Mohan & Ms. Kanupriya Katyal.

51. 19-23 January 2009: Strategic Human Resource Management. **Programme Director:** Prof. Umeshwar Pandey.
52. 19-23 January 2009: Strengthening Urban Management: India. **Programme Directors:** Prof. S. Chary Vedala & Prof. A. Narender.
53. 26-28 January 2009: Strategic Financial Management. **Programme Director:** Prof. Mubeen Rafat.
54. 2-6 February 2009: Team Building and Conflict Management. **Programme Director:** Prof. Ali A. Firdausi.
55. 9-20 February 2009: Procurement Procedures for World Bank-Aided Projects. **Programme Directors:** Prof. B. S. Chetty & Prof. Vilas Shah.
56. 9-13 February 2009: Personal Growth for Effective Leadership. **Programme Director:** Prof. R. N. Saxena.
57. 16-20 February 2009: Enhancing Managerial Effectiveness. **Programme Director:** Prof. Ali. A Firdausi.
58. 23-25 February 2009: Strategic Management. **Programme Director:** Prof. G. Mohan.
59. 23-25 February 2009: IT-Enabled Knowledge Management. **Programme Director:** Prof. Nirmala Apsingkar.
60. 23-27 February 2009: Communication Skills for Managers. **Programme Director:** Prof. Prabhati Pati.
61. 26-28 February 2009: Business Analytics. **Programme Director:** Dr. Nirmalya Bagchi.
62. 9-13 March 2009: Decision Making for Effective Leadership. **Programme Director:** Dr. P. Subhashini.
63. 16-17 March 2009: Health Insurance for CEOs and CAOs for TPAs. **Programme Director:** Dr. B. M. Naidu.
64. 19-20 March 2009: Tax Deduction at Source. **Programme Director:** Prof. M. Surendar Reddy.
65. 23-27 March 2009: Effective Trade Union Management. **Programme Director:** Prof. Umeshwar Pandey.
66. 23-25 March 2009: Training Programme on Public-Private Partnerships (PPPs) in Urban Infrastructure and Service Delivery. **Programme Directors:** Prof. S. Chary Vedala & Prof. A. Narender.
- B. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (ON-CAMPUS)**
1. 31 Mar-4 April 2008: Faculty Development Programme for Faculty Members of Punjab National Bank. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Punjab National Bank, New Delhi.
2. 31 Mar-9 April 2008: Strategic Leadership Development Programme for SMEs of Africa. **Programme Director:** Prof. H. Hemnath Rao. **Organizations/Agencies:** ITEC, Ministry of External Affairs, Govt. of India & Commonwealth Secretariat, London.
3. 31 Mar-11 April 2008: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Indian Space Research Organization, Bangalore.
4. 07 Apr-11 April 2008: Promoting Good Governance and Enhanced Service Delivery for Mayors and Chairpersons of West Bengal. **Programme Directors:** Prof. S. Chary Vedala & Ms. Vasavi Narla. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal.
5. 14-19 April 2008: Academy of ICT Essentials for Government Leaders South Asia Subregional Workshop. **Workshop Director:** Prof. Usha Rani Vyasulu Reddi. **Organization/Agency:** UN Asian and Pacific Training Centre for Information and Communication Technology for Development, Incheon, Republic of South Korea.
6. 21-26 April 2008: Managerial Effectiveness for the Executives of HMT-MTL. **Programme Director:** Prof. Prabhati Pati. **Organization/Agency:** HMT-Machine Tools Ltd., Bangalore.

7. 21–25 April 2008: Management of Change for Senior Executives of NHPC. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** NHPC Ltd., Faridabad.
8. 21–25 April 2008: Promoting Good Governance and Enhanced Service Delivery for Mayors and Chairpersons of West Bengal. **Programme Directors:** Prof. S. Chary Vedala & Ms. Vasavi Narla. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal.
9. 21 April–2 May 2008: Project Formulation and Implementation for Scientists. **Programme Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** Dept. of Science & Technology, Govt. of India.
10. 28 April–2 May 2008: Decision Support Tools and Technologies for Senior Scientists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
11. 28 April–2 May 2008: Intellectual Property Rights and WTO-Related Issues for Senior Scientists. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** DST, GoI.
12. 05–10 May 2008: Management Development Programme for Senior Management Grade Officers. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Andhra Bank, Hyderabad.
13. 05–16 May 2008: Negotiating Strategies in the Work Environment for Senior Scientists. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** DST, GoI.
14. 05 May–6 June 2008: Advanced Techno-management for Middle Level Scientists. **Programme Directors:** Mr. B. V. N. Sachendra & Prof. Vilas Shah. **Organization/Agency:** DST, GoI.
15. 08–09 May 2008: IPRs and Patent Cooperation Treaty. **Workshop Directors:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju. **Organization/Agency:** Ministry of Human Resource Development, GoI.
16. 26–30 May 2008: Science Audit for Senior Scientists and Senior Administrators. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
17. 26–31 May 2008: Public Health Field Leader Fellowship, Communications and Advocacy. **Programme Director:** Dr. Anand Akundy. **Organizations/Agencies:** Collaboration Programme between ASCI, Public Health Management Institute, Secunderabad, and Centres for Disease Control, Atlanta, USA.
18. 02–13 June 2008: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Indian Space Research Organization, Bangalore.
19. 06–07 June 2008: Bio-prospecting: Role of the State Forest Departments. **Workshop Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests, GoI.
20. 16–20 June 2008: Strategic Human Resource Management. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** NHPC Ltd., Faridabad.
21. 16–27 June 2008: General Management for Senior Scientists. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** DST, GoI.
22. 23–27 June 2008: e-Procurement for S&T Establishments and Administrators. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** DST, GoI.
23. 30 June–4 July 2008: Effective Human Resource Development. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** NHPC Ltd., Faridabad.
24. 30 June–4 July 2008: Effective Leadership and Creativity for Senior Scientists. **Programme Director:** Prof. Prabhathi Pati. **Organization/Agency:** DST, GoI.
25. 30 June–4 July 2008: Effective Human Resource Training and Development. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** NHPC Ltd., Faridabad.



26. 16 July 2008: Public-Private Partnerships for Officials of Govt. of AP (GoAP). **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** PPP Cell, Finance Dept., GoAP, Hyderabad.
27. 28 July-1 August 2008: Environmental Impact Indicators. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests, GoI.
28. 28 July-8 August 2008: Management Development Programme for ISRO Scientists/Engineers. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Indian Space Research Organization, Bangalore.
29. 28 July-1 August 2008: Promoting Good Governance and Enhanced Service Delivery. **Programme Director:** Prof. S. Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
30. 28 July-8 August 2008: General Management Programme for Senior Scientists. **Programme Directors:** Prof. Vilas Shah & Dr. Anand Akundy. **Organization/Agency:** Dept. of Science & Technology, Govt. of India (GoI).
31. 4-9 August 2008: Management Development Programme for Senior Management Officers of Andhra Bank. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Andhra Bank, Hyderabad.
32. 11-13 August 2008: Management Development Programme on Mentoring and Career Mapping for Defence Research Development Organization (DRDO). **Programme Director:** Ms. T. R. Uma Maheshwari. **Organization/Agency:** DRDO, Hyderabad.
33. 18-22 August 2008: Basic Course on WTO for IAS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Dept. of Personnel & Training, GoI.
34. 18-23 August 2008: Image Building: Behaviour Pattern of the Police. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Bureau of Police Research & Development, Ministry of Home Affairs, GoI.
35. 18-22 August 2008: Strategic Use of Information Technology for Executives of ONGC. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corp. Ltd., Dehra Dun.
36. 18-22 August 2008: Strategic Management for HR Executives of NHPC. **Programme Director:** Prof. H. Hemnath Rao. **Organization/Agency:** NHPC Ltd., New Delhi.
37. 25 August-5 September 2008: Management Development Programme for Executives. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** NMDC Ltd., Hyderabad.
38. 1-12 September 2008: ASCI-Aureos Partnership and Capacity Building of the SMEs of Africa and Asia-Pacific Region. **Programme Director:** Prof. H. Hemnath Rao. **Organization/Agency:** Aureos Capital Ltd., London.
39. 1-5 September 2008: Leadership for Women Scientists. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Dept. of Science & Technology, Govt. of India (GoI).
40. 1-5 September 2008: Public-Private Partnerships for IAS Officers. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** Dept. of Personnel & Training, GoI.
41. 1-5 September 2008: Managerial Effectiveness for Defence Research & Development Organization (DRDO). **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** DRDO, Hyderabad.
42. 8-12 September 2008: Environmental Economics and Accounting. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests, Govt. of India (GoI).
43. 8-12 September 2008: Management Development Programme for Central Labour Service Officers. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Ministry of Labour, GoI.
44. 8-26 September 2008: Advanced Management Programme for AGMs & DGMs of NTPC. **Programme Directors:** Prof. Nirmala

- Apsingikar & Mr. B. V. N. Sachendra.  
**Organization/Agency:** National Thermal Power Corp. Ltd., Noida.
45. 15–19 September 2008: Management Development Programme for Assistant General Managers of Punjab National Bank. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Punjab National Bank, New Delhi.
46. 15–26 September 2008: Strategic Human Resource Management for Executives. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Indian Farmers Fertilizer Cooperative Ltd., Gurgaon.
47. 15–26 September 2008: Programme on General Management for Senior Women Scientists. **Programme Directors:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju. **Organization/Agency:** Dept. of Science & Technology (DST), GoI.
48. 15–26 September 2008: Management Development Programme for Executives. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** NMDC Ltd., Hyderabad.
49. 22–26 September 2008: Personal Growth for Effective Leadership for Additional SPs/Directly SPs. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Bureau of Police Research & Development, Ministry of Home Affairs, GoI.
50. 6–10 October 2008: Public Management on Innovation and Good Practices in New Public Management. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Commonwealth Secretariat, London.
51. 13–24 October 2008: PALAMA/India Training Programme for Senior Managers in Government of South Africa. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Public Administration Leadership and Management Academy (PALAMA), South Africa.
52. 13–24 October 2008: Technology Commercialization for Senior Scientists. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** DST, GoI.
53. 13–15 October 2008: Mentoring and Coaching Skills for Executives of Crompton Greaves. **Programme Director:** Dr. P. Subhashini. **Organization/Agency:** Crompton Greaves Ltd., Mumbai.
54. 20–24 October 2008: Faculty Development Programme for Punjab National Bank. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Punjab National Bank, New Delhi.
55. 3–7 November 2008: Management Development Programme for Assistant General Managers of Punjab National Bank. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Punjab National Bank, New Delhi.
56. 10–12 November 2008: Electricity Tariffs: Filing & Analysis for AGMs & DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** National Thermal Power Corp. Ltd., Southern Region Headquarters, Hyderabad.
57. 14–15 November 2008: Sixth DST Review Meeting. **Meeting Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
58. 17–21 November 2008: Advanced Course on WTO for IAS Officers. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Dept. of Personnel & Training, GoI.
59. 17–21 November 2008: Training Programme for Management of Industry-Academia Linkages for Academicians/Scientists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** Technology Information Forecasting and Assessment Council (TIFAC), DST, GoI.
60. 24 November–6 December 2008: General Management Programme for Executives. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** National Thermal Power Corp. Ltd., Southern Region Headquarters, Hyderabad.

61. 24-28 November 2008: Management Development Programme for Assistant General Managers of Punjab National Bank. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Punjab National Bank, New Delhi.
62. 4-6 December 2008: Human Resource Management for Line Managers of NHPC Ltd. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** NHPC Ltd., Faridabad.
63. 8-12 December 2008: Leadership and Organizational Development for Technical Officers of DRDO. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Defence Research Development Organization, Hyderabad.
64. 8-19 December 2008: Management Development Programme for Scientists/Engineers. **Programme Director:** Prof. Vilas Shah. **Organization/Agency:** Indian Space Research Organization, Bangalore.
65. 8-12 December 2008: Programme for Senior Officers of the Indian Economic Services. **Programme Director:** Prof. M. Surendar Reddy. **Organization/Agency:** Dept. of Economic Affairs, Ministry of Finance, Govt. of India.
66. 8-12 December 2008: Management Insight for Faculty Members of National Institute of Technology (NIT), Warangal. **Programme Director:** Prof. Prabhathi Pati. **Organization/Agency:** NIT, Warangal.
67. 15-19 December 2008: Strategic Use of Information Technology for Executives of ONGC Ltd. **Programme Director:** Prof. Nirmala Apsingkar. **Organization/Agency:** Oil & Natural Gas Corp. Ltd., Dehra Dun.
68. 15-19 December 2008: Technology-Led Economic Growth. **Programme Director:** Ms. Ashita Allamraju. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
69. 15-19 December 2008: Management Development Programme for Senior Officers of State Fisheries Departments. **Programme Director:** Prof. H. Hemnath Rao. **Organization/Agency:** National Fisheries Development Board, Ministry of Agriculture, GoI.
70. 22 December 2008-2 January 2009: Hospital Operations Management for the Executives of Afghanistan Provincial and Regional Hospitals. **Programme Directors:** Dr. Anand Akundy & Mr. B. V. N. Sachendra. **Organization/Agency:** Islamic Republic of Afghanistan, Ministry of Health, Afghanistan.
71. 22-26 December 2008: Natural Resources Management and Conflict Resolution. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Forest and Environment Dept., Govt. of Orissa, Bhubaneswar.
72. 5 January-6 February 2009: Advanced Techno-management Programme for Senior Scientists. **Programme Directors:** Prof. Vilas Shah & Mr. B. V. N. Sachendra. **Organization/Agency:** DST, GoI.
73. 5-9 January 2009: Natural Resource Management and Conflict Resolution for IFS Officers. **Programme Director:** Dr. Valli Manickam. **Organization/Agency:** Ministry of Environment & Forests, GoI.
74. 12-16 January 2009: Ethical, Legal and Gender Issues in Science for Women Scientists. **Programme Director:** Ms. Sohini Basu. **Organization/Agency:** DST, GoI.
75. 19-30 January 2009: Hospital Operations Management for the Executives of Afghanistan Provincial and Regional Hospitals. **Programme Directors:** Dr. Anand Akundy & Dr. Subodh Kandamuthan. **Organization/Agency:** Islamic Republic of Afghanistan, Ministry of Health, Afghanistan.
76. 2-6 February 2009: Valuation and Due Diligence for Finance Executives of ONGC. **Programme Director:** Prof. Mubeen Rafat. **Organization/Agency:** Oil & Natural Gas Corp. Ltd., Dehra Dun.
77. 13-17 February 2009: World Bank Procurement Procedures for Senior Officials of Andhra Pradesh Community-Based Tank Management Project.

- Programme Director:** Prof. Vilas Shah.  
**Organization/Agency:** Andhra Pradesh Tanks Improvement Project, Irrigation and Command Area Development Dept., Govt. of Andhra Pradesh, Hyderabad.
78. 16–20 February 2009: WTO Issues for Senior Indian Statistical Services Officers & Senior Officers of States/UTs. **Programme Director:** Prof. Paramita Dasgupta. **Organization/Agency:** Ministry of Statistics & Programme Implementation, Govt. of India.
79. 21 February–8 March 2009: SMP-2009: Leading Change for Senior Executives of SAIL. **Programme Director:** Prof. Umeshwar Pandey. **Organization/Agency:** Steel Authority of India Ltd., New Delhi.
80. 21–22 February 2009: Orientation Programme for the Presidents and Newly Appointed CEOs of District Central Cooperative Banks (DCCBs). **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Andhra Pradesh State Cooperative Bank Ltd., Hyderabad.
81. 23–27 February 2009: Science and Law for Scientists. **Programme Director:** Ms. Ashita Allamraju. **Organization/Agency:** Dept. of Science & Technology (DST), Govt. of India (GoI).
82. 28 February–1 March 2009: Orientation Programme for the Presidents and Newly Appointed CEOs of DCCBs. **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Andhra Pradesh State Cooperative Bank, Hyderabad.
83. 2–6 March 2009: Training Programme on Planning, Implementation, Monitoring and Evaluation (PIME) of Development Programme 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.
84. 2–6 March 2009: Decision Support Tools and Techniques for Women Scientists. **Programme Director:** Dr. Nirmalya Bagchi. **Organization/Agency:** DST, GoI.
85. 2–14 March 2009: General Management Programme for Senior Executives. **Programme Directors:** Prof. R. N. Saxena & Prof. Vikramaditya Duggal. **Organization/Agency:** ISPAT Industries Ltd., Mumbai.
86. 9–13 March 2009: e-Procurement Programme for Senior Scientists and Administrative Personnel of S&T Establishments. **Programme Director:** Prof. G. Mohan. **Organization/Agency:** DST, GoI.
87. 9–27 March 2009: Advanced Management Programme for AGMs & DGMs of NTPC Ltd. **Programme Director:** Prof. Usha Ramachandra. **Organization/Agency:** National Thermal Power Corp. Ltd., Noida.
88. 9–13 March 2009: Research Management and Administration. **Programme Director:** Prof. M. Chandrasekhar. **Organization/Agency:** Indian Council of Forestry Research and Education, Ministry of Environment & Forests, GoI.
89. 9–20 March 2009: Management Development Programme for Scientists/Engineers. **Programme Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Indian Space Research Organization, Bangalore.
90. 16–20 March 2009: Personal Growth for Effective Leadership for IPS Officers. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Bureau of Police Research Development, Ministry of Home Affairs, GoI.
91. 16–20 March 2009: Capacity Enhancement Training Programme for Promoting Effective Delivery of Water and Sanitation Services. **Programme Director:** Prof. S. Chary Vedala. **Organization/Agency:** UN-HABITAT, New Delhi.
- C. CUSTOMIZED ORGANIZATION-SPECIFIC PROGRAMMES (OFF-CAMPUS)**
1. 8–11 April 2008: Effective Management and Leadership for the Executives of Fortis Healthcare Ltd. **Workshop Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Fortis Healthcare Ltd., New Delhi.
2. 13–19 April 2008: General Management Programme for Senior-Level Executives of IFFCO at Fertilizer Management Development Institute,

Gurgaon. **Programme Director:** Prof. R. N. Saxena. **Organization/Agency:** Indian Farmers Fertilizer Cooperative (IFFCO) Ltd., Gurgaon.

3. 20–23 May 2008: Effective Management and Leadership for the Executives of Fortis Healthcare Ltd. **Workshop Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Fortis Healthcare Ltd., New Delhi.
4. 17–20 June 2008: Effective Management and Leadership for the Executives of Fortis Healthcare Ltd. **Workshop Director:** Prof. Ali A. Firdausi. **Organization/Agency:** Fortis Healthcare Ltd., New Delhi.
5. 18–19 July 2008: Finance for Non-Finance Executives of the Systems Department of IFFCO. **Workshop Director:** Prof. Mubeen Rafat. **Organization/Agency:** IFFCO Ltd., Gurgaon.
6. 25–26 July 2008: Understanding the Numbers that Drive the Business for the Executives of IFFCO. **Workshop Director:** Prof. Mubeen Rafat. **Organization/Agency:** IFFCO Ltd., Gurgaon.
7. 18–20 August 2008: Project Management, Planning, Implementation and Evaluation. **Workshop Director:** Mr. B. V. N. Sachendra. **Organization/Agency:** North- Eastern Regional Community Resource Management Project, Shillong.
8. 25–27 August 2008: Risk Management for the Officers of Punjab National Bank (PNB). **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** PNB, New Delhi
9. 28–30 August 2008: Risk Management for the Officers of Punjab National Bank (PNB). **Programme Director:** Prof. Subbaiah Singala. **Organization/Agency:** Punjab National Bank (PNB), New Delhi.

**Annexure 5**  
**Major Workshops, Conferences and Seminars**  
**(April 2008–March 2009)**

1. *23–25 May 2008*: Faculty Improvement Programme on Solar Energy, in partnership with Solar Energy Centre, Ministry of New & Renewable Energy (MNRE), Govt. of India (GoI) (held in Rajahmundry). **Programme Director**: Dr. P. Radhakrishna.
2. *10–11 June 2008*: Third Research Seminar on Coal Power Technologies and Road Mapping (held at Power Management Institute, Noida), with support from National Thermal Power Corp., Coal India Ltd., and Singareni Collieries Co. Ltd., in partnership with J. F. Kennedy School of Government, Harvard University, and Planning Commission, Govt. of India. **Seminar Director**: Mr. T. L. Sankar.
3. *20–22 June 2008*: Faculty Improvement Programme on Solar Energy, in partnership with Solar Energy Centre, Ministry of New & Renewable Energy (MNRE), Govt. of India (GoI) (held at ASCI). **Programme Director**: Dr. P. Radhakrishna.
4. *28–29 June 2008*: Conference on Growth and Development in the Lagging Regions of India, in partnership with World Bank, New Delhi. **Conference Directors**: Dr. S. K. Rao & Mr. Mohammed A. Abid.
5. *28–29 July 2008*: National Group Discussion on Review of the Present Indian Scenario on Bio-Fuels and Planning for Short- and Long-Term Programme Implementation, in partnership with MNRE, GoI (held at National Institute of Micro, Small & Medium Enterprises, Hyderabad). **Programme Director**: Dr. P. Radhakrishna.
6. *1 December 2008*: Workshop on Urban Poverty Alleviation Action Plan and Improving Urban Water Supply & Sanitation for Urban Poor in Andhra Pradesh, in partnership with Govt. of Andhra Pradesh. **Workshop Director**: Prof. S. Chary Vedala.
7. *28 February 2009*: Retreat for Senior Executives on Indian Industry in the Current Scenario: Challenges for Capacity Building. **Retreat Director**: Prof. Paramita Dasgupta.
8. *14 March 2009*: Seminar on Capacity Building of the Police for Countering Terrorism (held in Delhi). **Seminar Director**: Mr. Kamal Kumar.

## Annexure 6-A

### Research & Management Studies (Carried Over to April 2008–March 2009)

#### CENTRE FOR ECONOMICS & FINANCE

1. Imbalance in the Current WTO Agreement on Subsidies and Countervailing Measures and Trade. **Organization/Agency:** Ministry of Commerce & Industries, Govt. of India. **Involved Faculty:** Mr. S. Narayanan.
2. District Administration. **Organization/Agency:** Second Administrative Reforms Commission, Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Surendar Reddy.
3. Improving Pro-Poor Service Delivery in Select Departments with a Large Public Interface. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. M. Surendar Reddy, Prof. V. Sanal Kumar, Mr. B. Venkat Rao, Mr. Mohammed A. Abid & Ms. Vasavi Narla.
4. 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.
5. Corporate Governance Study. **Organization/Agency:** North-Eastern Handicrafts & Handlooms Development Corp., Guwahati. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.
6. Updation of Socio-economic Study of Tehri Hydro Power Project. **Organization/Agency:** Tehri Hydro Development Power Corp. Ltd., Uttarakhand. **Involved Faculty:** Prof. M. Surendar Reddy & Dr. A. Amarender Reddy.
7. Study of Cost Chart Mechanism. **Organization/Agency:** Khadi & Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.
8. Evaluation Study on the Impact of Product Development, Design Intervention and Packaging.

**Organization/Agency:** Khadi and Village Industries Commission, Mumbai. **Involved Faculty:** Prof. Mubeen Rafat.

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

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

1. Human Resources in Damodar Valley Corp. **Organization/Agency:** Damodar Valley Corp., Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Prof. Umeshwar Pandey.
2. Study on Framing of Rules and Regulations by CEA–Clause 171 & 172 of the Electricity Bill. **Organization/Agency:** Central Electricity Authority, Ministry of Power, Govt. of India. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra & Mr. K. Balarama Reddi.
3. 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.
4. Determination of Tariff, Framing of Regulations, etc., for Bihar Electricity Regulatory Commission. **Organization/Agency:** Bihar Electricity Regulatory Commission, Patna. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

5. Evaluation of Accelerated Power Development Reform Programme (APDRP) Works in Andhra Pradesh. **Organization/Agency:** Ministry of Power, Govt. of India. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
6. Appraisal of City Development Plans Received from 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.
7. City Development Plans for Tirupathi. **Organization/Agency:** JNNURM, MoUD, GoI. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
8. Preparing City Development Strategy for Hubli Dharwad Municipal Corp. (HDMC) **Organization/Agency:** HDMC, Hubli. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
9. Preparation of City Development and Reforms Plan for Six Cities. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
10. Andhra Pradesh Urban Development and Poverty Reduction Strategy. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
11. Support to Urban Local Bodies (ULBs) for Compilation of Draft Development Plans (DDPs) and Internal Appraisal of DDPs. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
12. Gujarat Urban Poverty Reduction and Slum Upgradation Strategy. **Organization/Agency:** Gujarat Urban Development Co. (GUDCO), Ahmedabad. **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
13. Consultancy: 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 & Dr. S. K. Ghosh.
14. Formulation of Promotion Policy, Design of CR Formats, etc. **Organization/Agency:** Chhattisgarh State Electricity Board (CSEB), Raipur. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
15. Technical Support for Sustaining Andhra Pradesh Urban Services for the Poor (APUSP) Institutional Reforms. **Organization/Agency:** Dept. for International Development (DFID), UK. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender, Ms. Vijaya Venkataraman & Mr. T. Murali Mohan.
16. Subsidy Analysis for Vijayawada Municipal Corp. (VMC). **Organization/Agency:** VMC, Vijayawada. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vasavi Narla.
17. Gap Analysis of Rural Power Distribution in Selected Six Districts of India. **Organization/Agency:** Rural Electrification Corp. Ltd., New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Ms. Ashita Allamraju.
18. Preparation of Pourashava Development Plan in Bangladesh. **Organization/Agency:** GHD Pvt Ltd., Bangladesh. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
19. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana and High-Voltage Distribution System Works in APNPDCL Area. **Organization/Agency:** Northern Power Distribution Co. of AP Ltd. (APNPDCL), Warangal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.



20. Preparation of City Development Plan for Secunderabad Cantonment Board (SEC). **Organization/Agency:** SEC, Secunderabad. **Involved Faculty:** Prof. S. Chary Vedala.
21. Advisory Services to CESC for the Year 2008. **Organization/Agency:** Calcutta Electric Supply Co. (CESC), Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
22. Quality and Quantity Inspection of Works Relating to Various Schemes/Programmes Covered in Six Districts of Andhra Pradesh. **Organization/Agency:** Central Power Distribution Co. of Andhra Pradesh Ltd. (APCPDCL). **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
23. Preparation of City Development Plans for Cuttack, Sambalpur and Berhampur. **Organization/Agency:** United Nations Development Programme (UNDP), Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
24. Processing the Annual Revenue Requirement and Tariff Applications for PSERC. **Organization/Agency:** Punjab State Electricity Regulatory Commission (PSERC), Chandigarh. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
25. 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.
26. Implementation of C1 Reforms in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Urban Services for the Poor (APUSP), Municipal Administration Dept., Govt. of AP. **Involved Faculty:** Prof. S. Chary Vedala.
27. Hyderabad City-Wide Slum Upgrading Action Plan. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
28. Visakhapatnam City Development Strategy and Slum Upgradation Action Plan–Phase I. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
29. Inventorization of Hazardous Waste in Orissa State. **Organization/Agency:** Orissa State Pollution Control Board, Bhubaneswar. **Involved Faculty:** Dr. Valli Manickam.
30. 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.
31. Learning Programmes for Senior Officials of Kerala Water Authority. **Organization/Agency:** Kerala Water Authority, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala.
32. Deepening Certification in India. **Organization/Agency:** World Bank, New Delhi. **Involved Faculty:** Prof. S. Chary Vedala.
33. Urban Resource Link. **Organization/Agency:** Ministry of Urban Development (MoUD), Govt. of India (GoI). **Involved Faculty:** Prof. S. Chary Vedala.
34. Preparation of Tender Documents for Outsourcing the Maintenance of Water Supply Services in Udipi Town. **Organization/Agency:** Udipi City Municipal Corp., Udipi. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
35. Preparation of Rapid Readiness Assessment and Strategic Action Plan for Moving Towards Continuous Water Supply in Chandigarh. **Organization/Agency:** Chandigarh Municipal Corp., Chandigarh. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
36. Preparation of Rapid Readiness Assessment and Detailed Project Reports for Improvement of Water Supply Systems in Bhubaneswar and Puri Towns. **Organization/Agency:** Government of Orissa, Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
37. 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. U. Sreedevi, Ms. Vijaya Venkataraman & Ms. Vasavi Narla.

38. Analysis of Existing Environment Instruments to Implement the National Environment Plan (NEP). **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Dr. Valli Manickam.

#### 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., Hyderabad. **Involved Faculty:** Prof. Nirmala Apsingkar & Prof. G. Mohan.
2. Summary Assessment of e-Government Projects, Orissa. **Organization/Agency:** Dept. of Information Technology, Govt. of India (GoI). **Involved Faculty:** Prof. G. Mohan & Prof. Nirmalya Bagchi.
3. Development of S&T Performance Measurement and Indicators. **Organization/Agency:** Dept. of Science & Technology, GoI. **Involved Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle, Dr. S. K. Ghosh & Dr. Nirmalya Bagchi.
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, Dr. S. K. Ghosh, Dr. N. G. Satish, Prof. G. Mohan & Mr. B. V. N. Sachendra.

#### CENTRE FOR MANAGEMENT STUDIES

1. Operational Research Study on Manpower Requirement of Police Stations in Andhra Pradesh. **Organization/Agency:** Andhra Pradesh Police Dept., Govt. of AP. **Involved Faculty:** Dr. S. K. Ghosh, Dr. Nirmalya Bagchi, Prof. G. Mohan, Prof. M. Chandrasekhar & Prof. Gautam Pingle (Advisor).
2. Situation Analysis Study of the Public Health System of Andhra Pradesh. **Organization/Agency:** Public Health Foundation of India, New Delhi. **Involved Faculty:** Dr. Somnath Ghosh, Mr. B. V. N. Sachendra & Dr. S. K. Ghosh.

3. Hyderabad Bus Rapid Transit System. **Organization/Agency:** Municipal Corporation of Hyderabad, Hyderabad. **Involved Faculty:** Mr. Raj V. Ponnaluri, Prof. S. Chary Vedala & Mr. B. V. N. Sachendra.
4. PM's Trophy for the Best Steel Plant in the Country, 2006–07. **Organization/Agency:** Steel Authority of India, Ministry of Steel, Govt. of India. **Involved Faculty:** Mr. Raj V. Ponnaluri & Dr. S. K. Ghosh.
5. Organization Structure and Manning Patterns in MRPL, Mangalore. **Organization/Agency:** Mangalore Refinery and Petrochemicals Ltd., Mangalore. **Involved Faculty:** Prof. Umeshwar Pandey.

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

1. Theme Papers for IBSA: "Conflict of Interest" and "Community Mobilization". **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances (DARPG), Govt. of India (GoI). **Involved Faculty:** Prof. Gautam Pingle.
2. Model Code of Conduct. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.
3. Collection of Data on Staffing Position of Government of India Senior Officers. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.
4. Repositioning of Postal Services. **Organization/Agency:** Dept. of Posts, GoI. **Involved Faculty:** Prof. Gautam Pingle & Prof. H. Hemnath Rao.
5. Strengthening State Training Institutions. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Mr. Mohammed A. Abid, Dr. Pitabasa Sahoo & Prof. Gautam Pingle (Advisor).
6. Export Potential of Khadi Institutions. **Organization/Agency:** Khadi and Village Industries Commission, Mumbai. **Involved Faculty:** Dr. A. Amarender Reddy.
7. Theme Papers for Civil Services Day, 2008. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.

8. PM's Awards for Excellence in Public Administration, 2007-08. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle, Mr. Mohammed A. Abid, Dr. Anand Akundy & Prof. M. Chandrasekhar.
9. Factor Productivity and Marketed Surplus for Major Crops. **Organization/Agency:** Planning Commission, Govt. of India. **Involved Faculty:** Dr. A. Amarender Reddy.
10. Impact of WTO on Oilseed Growers and Processors in India: A Case Study in Anantapur District of Andhra Pradesh. **Organization/Agency:** South Asia Network of Economic Research Institutions, Pakistan. **Involved Faculty:** Dr. A. Amarender Reddy.

#### **CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT**

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

#### **LIBRARY**

1. Industrial R&D in India: A Web Portal. **Organization/Agency:** Dept. of Science & Technology (DST), GoI. **Involved Faculty:** Dr. N. G. Satish.
2. Visual Directory of S&T Research Base in India. **Organization/Agency:** DST, GoI. **Involved Faculty:** Dr. N. G. Satish.

**Annexure 6-B**  
**Research & Management Studies**  
**(Completed during April 2008–March 2009)**

**CENTRE FOR ECONOMICS & FINANCE**

1. District Administration. **Organization/Agency:** Second Administrative Reforms Commission, Dept. of Administrative Reforms & Public Grievances, Govt. of India. **Involved Faculty:** Prof. M. Surendar Reddy.
2. Improving Pro-Poor Service Delivery in Select Departments with a Large Public Interface. **Organization/Agency:** Centre for Good Governance, Hyderabad. **Involved Faculty:** Prof. M. Surendar Reddy, Prof. V. Sanal Kumar, Mr. B. Venkata Rao, Mr. Mohammed A. Abid & Ms. Vasavi Narla.
3. Updation of Socio-economic Study of Tehri Hydro Power Project. **Organization/Agency:** Tehri Hydro Development Corp. Ltd., Uttarakhand. **Involved Faculty:** Prof. M. Surendar Reddy & Dr. A. Amarender Reddy.
4. Research Study on Competition Issues in the Domestic Segment of the Air Transport Sector in India. **Organization/Agency:** International Finance Corp. (World Bank Group). **Involved Faculty:** Prof. Paramita Dasgupta & Ms. Ashita Allamraju.
5. Setting of Question Papers for Selection of Accounts Officers for Andhra Pradesh State Road Transport Corp. **Organization/Agency:** Andhra Pradesh State Road Transport Corp., Hyderabad. **Involved Faculty:** Ms. Parveen Mehta.
6. Study on Corporate Governance Practices. **Organization/Agency:** National Foundation for Corporate Governance, New Delhi. **Involved Faculty:** Prof. Mubeen Rafat.

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

1. Gap Analysis of Rural Power Distribution in Selected Six Districts of India. **Organization/Agency:** Rural Electrification Corp. Ltd., New

Delhi. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Usha Ramachandra & Ms. Ashita Allamraju.

2. Environmental Audit for Piramal Health Care Ltd. **Organization/Agency:** Piramal Health Care Ltd., Digwal village, Andhra Pradesh. **Involved Faculty:** Mr. G. Bala Subramanyam & Prof. Vilas Shah.
3. Analysis of Existing Environment Instruments to Implement the National Environment Plan. **Organization/Agency:** United Nations Development Programme (UNDP), New Delhi. **Involved Faculty:** Prof. S. Chary Vedala & Dr. Valli Manickam.
4. Assessment of the Impact of Flare Chemicals on Rain Water. **Organization/Agency:** Agni Aviation Consultants, Bangalore. **Involved Faculty:** Dr. Valli Manickam.
5. Hygroscopic Flare Technologies for Weather Modification. **Organization/Agency:** Weather Modification Technology Centre (WMTC), Jakarta. **Involved Faculty:** Dr. Valli Manickam.
6. Determination of Tariff, Framing of Regulations for Bihar Electricity Regulatory Commission (BERC). **Organization/Agency:** BERC, Patna. **Involved Faculty:** Mr. K. Balarama Reddi, Prof. Gautam Pingle, Prof. Usha Ramachandra, Prof. Mubeen Rafat & Dr. S. K. Ghosh.
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. Study for Expansion and Restructuring of Rajasthan State Pollution Control Board **Organization/Agency:** Rajasthan State Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Bala Subramanyam,

- Prof. S. Chary Vedala, Prof. Umeshwar Pandey & Mr. Nirmalya Bagchi
9. Analysis of Tariff Petition of Torrent Power under Multi-year Tariff. **Organization/Agency:** Gujarat Electricity Regulatory Commission (GERC), Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  10. Human Resources in Damodar Valley Corp (DVC). **Organization/Agency:** DVC, Kolkata. **Involved Faculty:** Mr. T. L. Sankar, Prof. Usha Ramachandra & Prof. Umeshwar Pandey.
  11. Gujarat Urban Poverty Reduction and Slum Upgradation Strategy. **Organization/Agency:** Gujarat Urban Development Co., Ahmedabad. **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
  12. Third-Party Inspection of Rajiv Gandhi Grameen Vidyutikaran Yojana and High- Voltage Distribution System Works in Northern Power Distribution Co. of AP Ltd. (APNPDCL). **Organization/Agency:** APNPDCL, Warangal. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
  13. Project Preparatory Technical Assistance (PPTA) in Bangladesh. **Organization/Agency:** Asian Development Bank, The Philippines. **Involved Faculty:** Prof. S. Chary Vedala.
  14. Preparation of City Development Plan for Secunderabad Cantonment Board (SEC). **Organization/Agency:** SEC, Secunderabad. **Involved Faculty:** Prof. S. Chary Vedala.
  15. Advisory Services to Calcutta Electric Supply Company (CESC) for the Year 2008. **Organization/Agency:** CESC, Kolkata. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  16. Processing the Annual Revenue Requirement and Tariff Applications for Punjab State Electricity Regulatory Commission (PSERC). **Organization/Agency:** PSERC, Chandigarh. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.
  17. Preparing a City Development Strategy for Hubli Dharwad Municipal Corp. (HDMC). **Organization/Agency:** HDMC, Hubli. **Involved Faculty:** Prof. S. Chary Vedala & Prof. A. Narender.
  18. Support to Urban Local Bodies for Compilation of Draft Development Plans (DDPs) and Internal Appraisal of DDPs. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal. **Involved Faculty:** Prof. S. Chary Vedala & Dr. A. Narender.
  19. Inventorization of Hazardous Waste in Orissa State. **Organization/Agency:** Orissa State Pollution Control Board, Bhubaneswar. **Involved Faculty:** Dr Valli Manickam.
  20. Technical Support for Sustaining Andhra Pradesh Urban Services for the Poor (APUSP) Institutional Reforms. **Organization/Agency:** Dept. for International Development, Govt. of UK. **Involved Faculty:** Prof. S. Chary Vedala, Prof. A. Narender & Ms. Vijaya Venkataraman.
  21. Preparation of Pourashava Development Plan in Bangladesh. **Organization/Agency:** GHD Pty Ltd., **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
  22. Learning Programmes for Senior Officials of Kerala Water Authority (KWA). **Organization/Agency:** KWA, Thiruvananthapuram. **Involved Faculty:** Prof. S. Chary Vedala.
  23. Urban Resource Link. **Organization/Agency:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala.
  24. Preparation of Rapid Readiness Assessment and Detailed Project Reports for Improvement of Water Supply Systems in Bhubaneswar. **Organization/Agency:** Govt. of Orissa, Bhubaneswar. **Involved Faculty:** Prof. S. Chary Vedala & Ms. U. Sreedevi.
- CENTRE FOR PUBLIC POLICY, GOVERNANCE & PERFORMANCE**
1. Model Code of Conduct. **Organization/Agency:** Dept. of Administrative Reforms &

- Public Grievances (DARPG), Govt. of India (GoI). **Involved Faculty:** Prof. Gautam Pingle.
2. Collection of Data on Staffing Position of Government of India Senior Officers. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.
  3. Strengthening State Support Institutions. **Organization/Agency:** United Nations Development Programme (UNDP), New Delhi, & GoI. **Involved Faculty:** Mr. Mohammed A. Abid, Dr. Pitabasa Sahoo & Prof. Gautam Pingle.
  4. Theme Papers for Civil Service Day, 2008. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.
  5. Theme Papers for IBSA: "Conflict of Interest" and "Community Mobilization". **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Prof. Gautam Pingle.
  6. Impact of WTO on Oilseed Growers and Processors in India: A Case Study in Anantapur District of Andhra Pradesh. **Organization/Agency:** South Asia Network of Economic Research Institutions, Pakistan. **Involved Faculty:** Dr. A. Amarendra Reddy.
  7. PM's Awards for Excellence in Public Administration, 2007-08. **Organization/Agency:** DARPG, GoI. **Involved Faculty:** Mr. Mohammed A. Abid, Prof. Gautam Pingle & Prof. M. Chandrasekhar.

#### CENTRE FOR MANAGEMENT STUDIES

1. Organization Structure and Manning Patterns in MRPL, Mangalore. **Organization/Agency:** Mangalore Refinery and Petrochemicals Ltd., Mangalore. **Involved Faculty:** Prof. Umeshwar Pandey.
2. Promotion Exercise for Scale VII Officers of GIPSA Cos. & GIC, 2008-09. **Organization/Agency:** General Insurer's (Public Sector) Association of India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
3. Promotion Exercise for Scale VI Officers of GIPSA Cos. & GIC, 2008-09. **Organization/Agency:** General Insurer's (Public Sector) Association of

India (GIPSA), New Delhi. **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.

4. Hyderabad Bus Rapid Transit System. **Organization/Agency:** Municipal Corporation of Hyderabad, Hyderabad. **Involved Faculty:** Mr. Raj V. Ponnaluri, Prof. S. Chary Vedala & Mr. B. V. N. Sachendra.
5. Development of Project Review Techniques for High-Risk Projects to Overcome Time Delays & Cost Overruns. **Organization/Agency:** Defence Electronics Research Laboratory, Hyderabad. **Involved Faculty:** Prof. Vilas Shah.

#### CENTRE FOR POVERTY STUDIES & RURAL DEVELOPMENT

1. Training Needs Assessment of State Fisheries Departments. **Organization/Agency:** National Fisheries Development Board, Ministry of Agriculture, Govt. of India (GoI). **Involved Faculty:** Prof. H. Hemnath Rao & Prof. Subbaiah Singala.
2. Evaluation of the Professional Development Course (PDC) in Management, Public Health and Health Sector Reform for District-Level Medical Officers. **Organization/Agency:** Dept. of Family Welfare, GoI. **Involved Faculty:** Dr. Pitabasa Sahoo.

#### CENTRE FOR HUMAN DEVELOPMENT

1. Organizational Structure and Positioning of National Institute of Tourism and Hospitality. **Organization/Agency:** National Institute of Tourism and Hospitality Management, Hyderabad. **Involved Faculty:** Prof. Usha Vyasulu Reddi & Prof. Gautam Pingle.

#### CENTRE FOR INNOVATION & TECHNOLOGY

1. Summary Assessment of e-Government Projects, Orissa. **Organization/Agency:** Dept. of Information Technology, Govt. of India (GoI). **Involved Faculty:** Prof. G. Mohan & Dr. Nirmalya Bagchi.
2. Development of S&T Performance Measures and Indicators. **Organization/Agency:** Dept. of Science & Technology (DST), GoI. **Involved**

**Faculty:** Prof. M. Chandrasekhar, Prof. Gautam Pingle & Dr. Nirmalya Bagchi.

**LIBRARY**

1. Industrial R&D in India: A Web Portal.  
**Organization/Agency:** DST, Gov. **Involved Faculty:** Dr. N. G. Satish.
2. Visual Directory of S&T Research Base in India.  
**Organization/Agency:** DST, Gov. **Involved Faculty:** Dr. N. G. Satish.

**Annexure 6-C**  
**Research & Management Studies**  
**(Received during April 2008–March 2009)**

**CENTRE FOR ECONOMICS & FINANCE**

1. Developing a Revenue Forecasting Model. **Organization/Agency:** Govt. of Andhra Pradesh, Hyderabad. **Involved Faculty:** Ms. Ashita Allamraju & Dr. Nirmalya Bagchi.
2. 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.
3. 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.
4. Conference on Corporate Governance Reform for SLPEs of Karnataka. **Organization/Agency:** National Foundation for Corporate Governance (NFCG), New Delhi. **Involved Faculty:** Prof. Mubeen Rafat & Prof. Gautam Pingle.
5. Study of Gold Loan Portfolio. **Organization/Agency:** Andhra Pradesh State Cooperative Bank, Hyderabad. **Involved Faculty:** Prof. Subbaiah Singala.
6. Setting of Question Papers for Promotion of Accounts Officers of Andhra Pradesh State Road Transport Corp. (APSRTC). **Organization/Agency:** APSRTC, Hyderabad. **Involved Faculty:** Ms. Parveen Mehta.

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

1. Analysis of Tariff Petition of Torrent Power under Multi-year Tariff. **Organization/Agency:** Gujarat Electricity Regulatory Commission, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi, Mr. T. L. Sankar & Prof. Usha Ramachandra.

2. 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.
3. 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.
4. 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.
5. 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.
6. 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.
7. 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.



8. Study on Expansion and Restructuring of Rajasthan State Pollution Control Board. **Organization/Agency:** Rajasthan Pollution Control Board, Jaipur. **Involved Faculty:** Mr. G. Bala Subramanyam, Prof. Umeshwar Pandey, Prof. S. Chary Vedala & Dr. Nirmalya Bagchi.
9. 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.
10. Environmental Audit for Piramal Healthcare Ltd. **Organization/Agency:** Piramal Healthcare Ltd., Digwal village, Medak district, AP. **Involved Faculty:** Mr. G. Bala Subramanyam & Prof. Vilas Shah.
11. 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.
12. Analysis of Multi-year Tariff Petitions of Unbundled Entities of Gujarat Electricity Regulatory Board on Behalf of Gujarat Electricity Regulatory Commission. **Organization/Agency:** GERC, Ahmedabad. **Involved Faculty:** Mr. K. Balarama Reddi.
13. Programme Management Unit. **Organization/Agency:** Kerala Sustainable Urban Development Project, Local Self-Govt. Dept., Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. S. Chary Vedala.
14. 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.
15. Exposure Visits [two] 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.
16. Appraisal and Handholding Reforms for the Year 2008–09 under Jawaharlal Nehru National Urban Reforms Mission (JNNURM). **Organization/Agency:** Ministry of Urban Development, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Mr. T. Murali Mohan.
17. 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.
18. Capital Cost Benchmarks for Distribution Business. **Organization/Agency:** Forum of Regulators, New Delhi. **Involved Faculty:** Mr. K. Balarama Reddi & Prof. Usha Ramachandra.
19. 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.
20. 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.
21. 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.
22. Institutional Support for the Provision of Urban Water Supply and Sewerage. **Organization/Agency:** Kerala Sustainable Development Project, Local Self-Govt. Dept., Govt. of Kerala. **Involved Faculty:** Ms. Vijaya Venkataraman & Prof. S. Chary Vedala.

23. 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. Bala Subramanyam & Prof. S. Chary Vedala.
24. 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-KMA ULBs for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
25. 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.
26. Capacity-Building Support for Developing Infrastructure through Public-Private Partnerships. **Organizations/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.
27. 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.
28. Assessment of the Impact of Flare Chemicals on Rainwater. **Organization/Agency:** Agni Aviation Consultants, Bangalore. **Involved Faculty:** Dr. Valli Manickam.
29. Reform Implementation Action Plan under Jawaharlal Nehru National Urban Renewal Mission in Jharkhand. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
30. 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, Govt. of India. **Involved Faculty:** Prof. S. Chary Vedala & Ms. Vijaya Venkataraman.
31. 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.
32. Workshop on Hygroscopic Flare Technologies for Weather Modification. **Organization/Agency:** Weather Modification Technical Services Unit, Jakarta. **Involved Faculty:** Dr. Valli Manickam.
33. 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.
34. Consultancy Services for Support to ULBs for Compilation of DDPs and Internal Appraisal of Draft Development Plans for Non-Kolkata Metropolitan Area (KMA) Urban Local Bodies for West Bengal. **Organization/Agency:** Kolkata Urban Services for the Poor, Dept. of Municipal Affairs, Govt. of West Bengal. **Involved Faculty:** Ms. Vasavi Narla & Prof. S. Chary Vedala.
35. Study on Time-Bound Action Plan for Provision of Seven-Point Charter (BSUP & HSDP). **Organization/Agency:** Ministry of Housing & Poverty Alleviation, Govt. of India (GoI). **Involved Faculty:** Prof. A. Narender & Prof. S. Chary Vedala.
36. 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.
37. Preparation of Model Municipal Bill. **Organization/Agency:** Govt. of Jharkhand, Ranchi. **Involved Faculty:** Prof. S. Chary Vedala.
38. Centre for Excellence in Urban Governance. **Organization/Agency:** Ministry of Urban

Development (MoUD), GoI. **Involved Faculty:** Prof. S. Chary Vedala.

#### CENTRE FOR HUMAN DEVELOPMENT

1. Development of e-Content for Modules on Social Accountability. **Organization/Agency:** World Bank Institute, New Delhi. **Involved Faculty:** Dr. Usha Vyasulu Reddi, Prof. S. Chary Vedala & Ms. VijayaVenkataraman.
2. Organizational Structure and Positioning of National Institute of Tourism and Hospitality Management (NITHM). **Organization/Agency:** NITHM, Hyderabad. **Involved Faculty:** Prof. Usha Vyasulu Reddi & Prof. Gautam Pingle.
3. Concurrent Evaluation of National Rural Health Mission–Andhra Pradesh. **Organization/Agency:** Ministry of Health & Family Welfare, Govt. of India. **Involved Faculty:** Prof. P. H. Rao, Dr. Anand Akundy & Prof. Mubeen Rafat.
4. Impact Assessment Study: R&R Projects in Orissa. **Organization/Agency:** United Nations Development Programme, Bhubaneswar. **Involved Faculty:** Dr. Anand Akundy.
5. Andhra Pradesh Health Sector Reform Programme. **Organization/Agency:** Family Health International, under DfID, Govt. of UK. **Involved Faculty:** Dr. Usha Vyasulu Reddi & Dr. Anand Akundy.
6. Effectiveness of BCC Training in Medak and Raichur Districts. **Organization/Agency:** United Nations Children’s Fund (UNICEF), Hyderabad. **Involved Faculty:** Prof. P. H. Rao.
7. 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 MANAGEMENT STUDIES

1. Promotion Exercise for Scale VII Officers of GIPSA Companies & GIC, 2008–09. **Organization/Agency:** General Insurer’s (Public Sector) Association of India (GIPSA). **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.

2. Promotion Exercise for Scale VI Officers of GIPSA Companies & GIC, 2008–09. **Organization/Agency:** General Insurer’s (Public Sector) Association of India (GIPSA). **Involved Faculty:** Prof. R. N. Saxena & Prof. Umeshwar Pandey.
3. Waste Minimization Circle. **Organization/Agency:** Environment Group, National Productivity Council, Delhi. **Involved Faculty:** Prof. Vilas Shah, Dr. Valli Manickam & Mr. G. Bala Subramanyam.
4. Development of Project Review Techniques for High-Risk Projects to Overcome Time Delays & Cost Overruns. **Organization/Agency:** Defence Electronics Research Laboratory, Hyderabad. **Involved Faculty:** Prof. Vilas Shah.
5. 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.
6. PM’s Trophy for the Best Steel Plant in Country, 2007–08. **Organization/Agency:** Steel Authority of India Ltd., Ministry of Steel, Govt. of India (GoI). **Involved Faculty:** Prof. Vilas Shah, Mr. B. V. N. Sachendra & Prof. K. N. Viswanath.
7. 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.

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

1. Implementation of Sevottam in Two Departments. **Organization/Agency:** Dept. of Administrative Reforms & Public Grievances, Govt. of India (GoI). **Involved Faculty:** Mr. Mohammed A. Abid, Dr. Nirmalya Bagchi & Prof. Gautam Pingle.
2. Aceh Scoping Study. **Organization/Agency:** Ministry of External Affairs, GoI. **Involved Faculty:** Prof. Gautam Pingle.

**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. **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, Govt. of Nagaland. **Involved Faculty:** Prof. H. Hemnath Rao & Ms. Kanupriya Katyal.
3. Training Needs Assessment of State Fisheries Departments. **Organization/Agency:** National Fisheries Development Board, Ministry of Agriculture, GoI. **Involved Faculty:** Prof. H. Hemnath Rao & Prof. Subbaiah Singala.
4. National Rural Employment Guarantee Scheme (NREGS) Appraisal Studies. **Organization/Agency:** United Nations Development Programme, New Delhi. **Involved Faculty:** Prof. H. Hemnath Rao.

## **Annexure 7**

### **Endowed and Public Lectures**

#### **(April 2008–March 2009)**

#### **A. ENDOWED LECTURES**

1. *8 July 2008*: K. L. N. Prasad Memorial Lecture (endowed by K. L. N. Trust, Hyderabad). “Indian Growth Miracle: What Are the Lessons”, by Prof. Arvind Panagariya, Professor of Economics, Columbia University, New York, USA.
2. *25 July 2008*: Dr. Y. Nayudamma Memorial Lecture (endowed by M/s Spartek Ceramics India Ltd.). “Science and Technology: Future Challenges”, by Mr. M. M. Pallam Raju, Minister of State for Defence, Govt. of India.
3. *29 January 2009*: Dr. B. R. Ambedkar Memorial Lecture (endowed by Govt. of Andhra Pradesh). “The Social Pillars of Economic Development”, by Justice M. N. Venkatachaliah, former Chief Justice of India.
4. *21 February 2009*: Dr Y. Nayudamma Memorial Lecture (endowed by M/s Spartek Ceramics India Ltd.). “Solution Science for National Development”, by Dr. T. Ramasami, Secretary, Dept. of Science & Technology, Govt. of India, New Delhi.

#### **B. PUBLIC LECTURES**

1. *22 August 2008*: “Agricultural Prices, Food Security and Trade in Agriculture”, by Prof. Abhijit Sen, Member, Planning Commission, Govt. of India.
2. *26 August 2008*: “Global Turbulence: Its Unfolding Trajectory and the Likely Implications for India”, by Mr. Percy S. Mistry, Chairman, Oxford International Group.
3. *5 December 2008*: ASCI Foundation Day Lecture. “Being and Becoming an Indian”, by Dr. Abid Hussain, Member, Court of Governors, ASCI; Member, International Panel on Democracy & Development, UNESCO; former Secretary, Govt. of India; former Member, Planning Commission; former Ambassador of India to USA.

4. *2 February 2009*: “The Role of the Public Service in the 21<sup>st</sup> Century Democracy”, by H.E. Sir Richard Stagg, High Commissioner of the United Kingdom in India.

## Annexure 8 Faculty Publications

Chandrasekhar, M., and R. M. Sonar. 2008. "Impact of Information Technology on the Efficiency and Total Factor Productivity of Indian Banks." *South Asian Journal of Management* 15 (3): 74–100.

———. 2008. "Innovation Value Chain." In DSIR, ed., *Management of Innovation*. New Delhi: Technology Management Division, Dept. of Scientific & Industrial Research (DSIR), Government of India.

Dasgupta, Paramita, ed., 2009. *WTO at the Crossroads*. New Delhi: Concept Publishers.

———. 2009. "Competition Policy, Mergers and Acquisitions, and the Relevance of a Multilateral Framework for India." In Paramita Dasgupta, ed., *WTO at the Crossroads*, 183–217. New Delhi: Concept Publishers.

———. 2009. "Introduction." In Paramita Dasgupta, ed., *WTO at the Crossroads*, xix–xxxii. New Delhi: Concept Publishers.

Katyal, Kanupriya, and Jagrook Dawra. 2008. "Use of Coercive Strategies in Purchase Decisions: Relationship of Influence Strategies with the Degree of Involvement." *ICFAI Journal of Marketing Management* 7 (2): 17–29.

Katyal, Kanupriya, Jagrook Dawra and B. Kinnera Murthy. 2008. "Building Strong Store Brands." *Milagrow Retail Newsletter*, May.

Manickam, Valli, and I. V. Murali Krishna. 2009. *Global Climatic Changes and Weather Modification Technologies*. Hyderabad: BS Publications.

———. 2009. "Impact of Cloud Seeding on Rainwater Composition in Selected Districts of Andhra Pradesh." *Environmental Pollution Control Journal* 12 (2): 63–70.

Rao, S. K. 2008. "Shridath Ramphal and His Struggle for Peaceful Change in South Africa." In Richard Bourne, ed., *Shridath Ramphal: The Commonwealth and the World, Essays in Honour of His 80th Birthday*, 61–70. Hertford, UK: Hansib Publications.

Satish, N. G., P. Ramarao, and R. K. Shukla. 2009. "Asymmetry in S&T Base and Its Bearing on Regional Development." *Margin: The Journal of Applied Economic Research* 3 (1): 63–96.