Management Development Programs
2015-16

Administrative Staff College of India
MANAGEMENT DEVELOPMENT PROGRAMS

April 2015 – March 2016
“I have been hearing about this Administrative Staff College for some time – in fact, since before it started .... I need not tell you how important I feel this institution is, not because it is the first in Asia or third in the world, but because obviously, it performs a task which is of high importance in the present state of our country – perhaps of other countries too.”

- Pandit Jawaharlal Nehru
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ASCI is modeled on the renowned Management College at Henley, UK
RAVI KANT
Director - General
Dear Friend

The Administrative Staff College of India (ASCI) is an independent, autonomous and self supporting public purpose institution. The ASCI has an enviable heritage and enjoys a high reputation for its impartial & dispassionate opinion and studies. It is essentially an institution for practicing managers (government, public & private) and over the last 57 years more than 1.25 lakh managers have passed through its portals.

The ASCI has pioneered ‘post experience management training programs’, research and advisory activities for government organizations, corporate sector and international agencies. With the transformation of India, the ASCI is providing visionary intellectual leadership to all these sectors as our country evolves in globalized world.

With the current initiatives undertaken by the Government of India on ‘Swachh Bharat Mission’, ‘Skill Development’, ‘Digital India’, ‘Corporate Social Responsibility’ including Sustainability and empowerment of the poor and the unreached, the ASCI is poised for a quantum leap in its partnerships, reach and deliverance. I can envision the enabling role of ASCI in our national development and growth.

The “Management Development Programs” for 2015-16 will be led by our talented faculty and the competent guest speakers. These Programs will empower our practicing managers by re-skilling them and pooling their efforts in order to convert creative and innovative ideas into practical, viable and economically sustainable solutions to country’s problems and to ensure effective service delivery without reinventing the wheel.

We welcome all individuals, national and international organizations to collaborate with ASCI.

Ravi Kant
Director General
Formerly IAS (1985 batch)
B.Tech, IIT Roorkee, Masters (Econ), Manchester
A GREAT EXPERIENCE

- S T Kodikara, Secretary,
  Ministry of Education & Local Government, (Western Province), Sri Lanka

Civil Servants of any country play a vital role in ensuring social, economic and cultural development as they are responsible for implementing various policies of the governments. Members of the Indian Administrative Service (IAS) are a perfect example of this, as seen in the people-centric policies they have developed, which have played a remarkable role in determining the well-being of millions of people while ensuring optimum utilisation of resources.

In this backdrop, sharing knowledge and strategies with the IAS Officers was a great learning experience for the members of the Sri Lanka Administrative Service (SLAS). With Sri Lanka moving towards becoming the ‘wonder of Asia’, what’s important is to identify issues affecting social change and timely implementation of development policies, for which gaining more knowledge is paramount.

Testimonials

“AMP was a career changing experience for me as it set me on a path with improved clarity of purpose, renewed energy – and new lifelong friends.

I found the leadership module very interesting. The application-oriented teaching methods of the faculty made it easy to understand and see the relevance of the concepts to actual practice.”

– Mr V K Shukla,
  Executive Director, Indian Oil Corporation Ltd.

ASCI’s AMP was truly a paradigm-shifting program.

The value for me was the focus on the multi-cultural thought processes and perspectives. The networking opportunities with other members of the group greatly enhanced the learning from team dynamics and were a good learning experience. The faculty members were very knowledgeable and were equipped with the latest research findings / market trends. They used inspiring methods for transfer of knowledge.

– Mr K Vijay,
  General Manager (HRD), Indian Oil Corporation Ltd

The program has been well designed and implemented. The mix and range of industry visits has been good and led to insights/learning about global trends.

– Mr P. Dwarakanath,
  CEO & Director, South Asia LPG Co. Pvt. Ltd.

ASCI’s Advanced Management Programme (AMP) has proved to be a very popular and effective programme for higher level executives ready to take up the leadership positions in their respective industries. The blend of rich practical experience with academic inputs makes AMP one of the most useful programmes of its kind. In the last 10 years, many of our executives at the level of General Manager/Executive Director attended the AMP. They have risen to the top leadership positions in the company and have contributed in a major way to the success of NTPC.

– Mr R.S. Sharma,
  former CMD, NTPC
A. ELECTED MEMBERS

SRI S M DATTA  
Chairman, Court of Governors, ASCI  
Chairman, Castrol India Ltd.  
C/o Peerless General Finance & Investment Company Limited  
11-A, Mittal Tower, ‘A’ Wing, First Floor, Nariman Point  
MUMBAI  400 021

DR VIJAY KELKAR  
Chairman  
India Development Foundation  
134/4-6, Ashok Nagar, Off: Range Hill Road  
PUNE - 411007

DR V KRISHNAMURTHY  
Chairman, National Manufacturing Competitiveness Council, Govt. of India  
Unit No.705, 7th Floor, Raheja Towers, 177, Anna Salai  
CHENNAI – 600 002

SRI K PADMANABHAIAH, IAS (RETD)  
Former Home Secretary, Govt of India  
H No:-8-2-684/1/14, Road No.12, Banjara Hills  
HYDERABAD  500 034

SRI DEEPAK S PAREKH  
Chairman  
Housing Development Finance Corporation Ltd.  
Ramon House, 169, Backbay Reclamation  
MUMBAI  400 020

SRI JUSTICE M N RAO  
Chief Justice (Retd)  
High Court of Himachal Pradesh  
Flat No.313, Prithvi, My Home Nava Dweepa  
Madrapur, Near Hitech City, HYDERABAD - 500 081

DR P RAMA RAO  
Former Vice Chancellor - University of Hyderabad  
Flat No.301, Naimisam, Plot No. 22, Srinagar Colony  
HYDERABAD

PROF T NAVANEETH RAO  
Former Vice Chancellor - Osmania University  
Plot No.1298, Road No.63, Jubilee Hills  
HYDERABAD  500 033

SMT K UDENDRI  
Former Deputy Governor, RBI and Member,  
15, Summit Apartments, 31, Carmichael Road  
MUMBAI 400 026

B. CO-OPTED MEMBERS

DR SHANKAR ACHARYA  
Member, Board of Governors and Honorary Professor  
Indian Council for Research on International Economic Relations  
Core-6A, Fourth Floor, India Habitat Centre, Lodi Road  
NEW DELHI 110 003

SRI RAVI BHOOOTHALINGAM  
Founder & Chairman  
Manas Advisory  
# 308-B, The Laburnam, Sector 28, Block A, Sushant Lok  
GURGAON 122002

PROF SHEKHAR CHAUDHURI  
Director - School of Management & Entrepreneurship  
Shiv Nadar University  
Village Chithera – Tehsil Dadri, Gautam Buddha Nagar 2  
UTTAR PRADESH 201 307

SRI CYRUS J GUZDER  
Chairman & Managing Director  
AFL Private Limited  
AFL House , Lok Bharati Complex, Marol Maroshi Road, Andheri (East), MUMBAI - 400 059

SRI VEPA KAMESAM  
Former Deputy Governor, RBI  
Flat No.F1, Prudent Pranathi, Plot No.74, Ashwini Layout  
Road No.70, Jubilee Hills, HYDERABAD 500 033

SRI P M MURTY  
Former Managing Director & CEO, Asian Paints Ltd.  
102, Ashoka Lake View Apartments, Kundanbagh  
Begumpet, HYDERABAD  500 016

SRI C S RAO, IAS (RETD)  
Former Chairman, Insurance Regulatory Development Authority  
D 101, Aditya Hilltop, Road No.82  
Jubilee Hills Sub-post, HYDERABAD 500 096

DR S K RAO  
Former Director General – ASCI  
Plot # 839-P, Road # 44-A, Jubilee Hills  
HYDERABAD  500 033

SRI RICHARD B Saldanha  
Former Chairman & CEO, Hindustan Lever & Unilever Plc,  
H No 24, Senor Valley, Road No 13, Filmnagar  
HYDERABAD  500 033

C. CO-OPTED MEMBERS (EX-OFFICIO)

SRI RAVI KANT, IAS (VR)  
Director General  
Administrative Staff College of India  
Bella Vista, HYDERABAD  500 082

SRI SANJAY KOTHARI, IAS  
Secretary (Personnel)  
Dept of Personnel & Training  
Ministry of Personnel, Public Grievances & Pensions  
Government of India  
North Block , NEW DELHI 110 001

SRI RAJIV MEHRISHI, IAS  
Finance Secretary  
Department of Economic Affairs  
Ministry of Finance  
Government of India  
North Block , NEW DELHI 110 001

SRI SATYANARAYAN MOHANTY, IAS  
Education Secretary  
Department of Secondary & Higher Education  
Government of Telangana  
Secretariat, HYDERABAD 500 022

Registrar & Secretary to COG  
SRI KALYAN K ROY
Dear Sir / Madam,

Greetings!

I have pleasure in presenting to you this Booklet of Management Development Programs, containing the details of our capacity-building initiatives for the year 2015-16.

ASCI is an institution with a difference. It is the first and foremost institution of its kind in the country. As a path-breaker and trend-setter in management-education, ASCI has always been guided by the principles of public-purpose, propriety and pragmatism. It is these values coupled with the immense good-will and patronage of reputed organizations like yours that have helped ASCI, since its inception in 1956, to scale newer heights of performance-excellence year after year. We, therefore, owe due gratitude to all our valued stakeholders.

ASCI is a much sought-after forum for young managers and top officials alike from the government, public and private sectors enabling them to interact and discuss issues of topical interest concerning progress and growth, performance and profitability, efficiency and effectiveness. Accordingly, our programs span a wide variety of functional areas, theme-specific domains and sectoral disciplines straddling policy, strategy, management, governance, regulation and impact evaluation. We integrate into these courses - economic, social, cultural, financial, technological, human, organizational, and environmental aspects. Such well-rounded exposure helps the participants understand and appreciate better, the longitudinal perspectives of the government, near-term challenges of the industry, current needs of the citizens/customers and expectations of the society at large. The relevance of our training programs is reinforced by the value-add we bring in from our management research activities in the form of a large number of studies and projects (typically 100 per year), that we undertake for the government and the industry.

Thus, our programs are an enabler for the participants to expand their horizons, enrich their competencies and enhance their capacities so that they are well-positioned and better-equipped to optimally manage the resources, efficiently deliver the services and effectively govern the organizations. Developing sustainable policies, devising inclusive strategies and deploying robust plans for improved performance in the work places are the skill sets that participants acquire in our programs.

Yet another significant feature is that our course offerings not only infuse the domain knowledge of management concepts, tools and techniques, but also instil in the participants a set of soft skills, values and ethics that make them respected professionals and responsible citizens, standing them in good stead for all times to come.

We derive our strength from our hoary past. Client-feedback helps us constantly enrich our course offerings to make them contemporaneous. As a result, we at ASCI are proud that we enjoy the immense confidence of the government and the industry and are entrusted with capacity-building assignments of varied scale, scope and specialization. That we trained cumulatively about 125,000 practising managers as on date is an exemplification of this fact. In the year 2014-15 alone, we conducted 190 programs for 4,300 participants representing 575 organizations. 220 international participants from about 95 organizations in 35 countries, who availed the benefit of our programs, signify our global reputation and reach.

Our faculty members, with their impressive academic credentials, rich industry exposure and wealth of teaching experience are a positive catalyst and a key contributor in the learning journey of our participants.
The pedagogy practised by them is conducive to experiential learning, involving, besides class-room discussions, role plays, tutorials, workshops, team projects, case study analyses, simulation games, industry-interaction, outreach activities and outbound exercises. In addition, our international programs that leverage the knowledge partnerships that we build and nurture with similar top-notch institutions abroad, provide the much-desired exposure to global best practices.

In essence, our content-rich and practice-based programs are designed innovatively and delivered imaginatively to build a pipeline of competent and confident managers and capable leaders for the business enterprises and the government.

I take this opportunity to extend a cordial invitation to you, the current and potential participants and patrons, to gainfully utilize the spring-board of our management and leadership development programs.

I must also highlight that our two picturesque campuses located in the heart of Hyderabad offer comfortable facilities and amenities - ideal for learning, relaxation and rejuvenation. Extra-curricular activities in the form of yoga, sports and games, city sightseeing, cultural programs and get-togethers are an essential ingredient of our programs. Our unparalleled on-campus hospitality, not to forget the rich and diverse cuisine, lives up admirably to the vibrant culture and traditions of Hyderabad.

I am positive that (potential) participants would find the value-proposition of our programs appealing and the experience of attending them, truly rewarding.

Good wishes and warm regards.

M. Chandrasekhar
Dean of Training Programs
Clients for Announced Programs – India

A P Pollution Control Board
Advanced Systems Laboratory
Agriculture Insurance Company of India Ltd.
Ahmedabad Municipal Corporation
Air Force Station
Airports Authority of India
All India Institute of Speech & Hearing
Andhra Pradesh Municipal Development Project
Andhra Sugars Ltd
Andrew Yule & Co. Ltd.
Animal Husbandry and Veterinary Deptt. Guwahati
APMDC Ltd
APSPDCL
Asian Development Bank
Assam Electricity Regulatory Commission
Aurobindo Pharma Limited
Balmer Lawrie & Co. Ltd
Bangalore Water Supply and Sewerage Board
Bank of Baroda
Bank of India
Bank of Maharashtra
Banspani Iron Ltd.
Basin & Petroleum System Modelling (BPSM) Group
Bhakra Beas Management Board, Nangal
Bharat Coking Coal Ltd
Bharat Heavy Electricals Ltd
Bharat Petroleum Corporation Ltd
Bhartiya Rail Bijeel Co Ltd
Bhubaneswar Municipal Corporation
Birla Corporation Ltd
Board of Revenue, Govt. of UP
Bridges Department, Corporation of Chennai
Cairn India Limited
Calcutta Electric Supply Corporation Ltd, (CESC Limited)
Cauvery Neeravari Nigam Ltd
Central Bank of India
Central Coalfields Ltd
Central Electricity Supply Utility of Odisha
Central Mine Planning & Design Institute Ltd (CMPDI)
Chandigarh Municipal Corporation
Chennai Petroleum Corporation Limited
Chhattisgarh Government
Chidambaram Port Trust
Chola MS General Insurance Company Ltd
Chutka MP Atomic Power Project
CIDCO Ltd
Civil Engineering Department, Hyderabad
Coast Guard Air Enclave (Kolkata)
Coast Guard, Chennai
Cochin Shipyard Ltd
Coromandal International Ltd
CTARA, Indian Railways, Secunderabad
Damodar Valley Corporation
Darlipali Super Thermal Power Project
Delhi Jal Board
Delhi Urban Shelter Improvement Board
Department of Agricultural Marketing
Department of Civil Engineering
Department of Economic Analysis and Research, Mumbai
Department of Environment & Forest
Department of Environment & Forests, Lakshadweep
Department of Environment and Climate Change
Department of Health Services, Govt. of Maharashtra
Department of Horticulture, Karnataka
Department of Revenue & Disaster Management
Department of Water Resources, Govt. of Odisha
Design & Engineering Department, Visakhapatnam
DHS, Mumbai
Director General of Health & Family Welfare, Uttarakhand
Director of Accounts
Director of Horticulture
Directorate General of Border Roads
Directorate General of Quality Assurance
Directorate of Agriculture
Directorate of Health Services
Directorate of ICDS, Bhopal
Directorate of Logistics Planning
Directorate of Logistics Support, Integrated Headquarters of Ministry of Defence (Navy)
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<td>Directorate of Rural Development</td>
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<td>Directorate of Sheep Husbandry Department</td>
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<td>Directorate of Technical Education</td>
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<td>Directorate of Urban Development and Poverty Alleviation</td>
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<td>Directorate of Urban Development, Mizoram</td>
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<td>Directorate of Urban Local Bodies</td>
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<td>Directorate of Women Empowerment, Madhya Pradesh</td>
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<td>District Planning Office, Kannur</td>
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<td>District Revenue, Chennai</td>
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<td>East India Pharmaceutical Works Ltd</td>
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<td>Eastern Coalfields Limited</td>
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<td>Engineers India Ltd</td>
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<td>Enhancing Education Development Project, Ministry of Education</td>
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<td>Envirogreen Consultants (I) Pvt Ltd</td>
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<td>Ernst &amp; Young LLP</td>
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<td>Essar Oil Limited</td>
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<td>Essar Steel India Ltd</td>
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<td>Essel Utilities Distribution Co</td>
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<td>Export-Import Bank of India</td>
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<td>Federal Bank</td>
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<td>Financial Commissioner (Revenue), Jammu and Kashmir</td>
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<td>Fire, Industrial &amp; Environmental Safety Integrated Test Range</td>
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<td>GAIL India Ltd</td>
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<td>General Insurance Corporation of India</td>
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<td>Goa College of Architecture</td>
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<td>Goa Pollution Control Board</td>
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<td>Goa State Appraisal Committee</td>
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<td>Government Engineering College, Tiruvananthapuram</td>
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<td>Government of Jammu and Kashmir</td>
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<td>Government of Odisha</td>
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<td>Granules India Limited</td>
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<td>Greater Hyderabad Municipal Corporation, GHMC</td>
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<td>Greater Visakhra Municipal Corporation</td>
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<td>GSPL India Transco Ltd.</td>
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<td>Gujarat Electricity Regulatory Commission</td>
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<td>Gujarat Pollution Control Board</td>
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<td>Gujarat Sidhee Cement Ltd</td>
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<td>Gujarat State Electricity Corporation Ltd</td>
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<td>Gujarat State Petronet Limited (GSPL)</td>
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<td>Gujrat International Finance Tec-City Company Ltd.</td>
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<td>H P Power Corporation Ltd</td>
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<td>Haryana Vidyuth Prasaran Ltd</td>
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<td>Health &amp; Family Welfare Training Centre</td>
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<td>Heavy Water Board</td>
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<td>Hetero Drugs Ltd</td>
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<td>Higher Education for the Twenty First Century</td>
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<td>Himachal Pradesh Power Corporation Ltd</td>
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<td>Himachal Pradesh Road &amp; Other Infrastructure Development Corporation Ltd</td>
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<td>Hindalco Industries Limited</td>
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<td>Hindustan Aeronautics Ltd</td>
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<td>Hindustan Copper Limited</td>
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<td>Hitech Hot Working Tools</td>
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<td>Housing &amp; Urban Development Department, Govt. of Odisha</td>
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<td>HPCL Visakh Refinery</td>
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<td>HPPWD</td>
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<td>HQ DGBR</td>
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<td>HUPNPL</td>
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<td>Hyderabad Metropolitan Water Supply &amp; Sewerage Board</td>
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<td>ICF Consulting Services</td>
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<td>ICGS, West Bengal</td>
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<td>IFFCO Kandla Unit</td>
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<td>IFFCO Ltd, New Delhi</td>
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<td>IL &amp; FS Ltd</td>
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<td>Indane Bottling Plant, IOCL</td>
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<td>India Infrastructure Finance Company Ltd</td>
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<td>Indian Institute of Technology, Gandhinagar</td>
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<td>Indian Navy</td>
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<td>Indian Oil Corporation Limited</td>
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<td>Indian Oil Institute of Petroleum Management</td>
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<td>Indian Overseas Bank</td>
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<td>Indian Railways</td>
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<td>Indian Tourism Development Corp</td>
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<td>Indofil Industries Limited</td>
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<td>Infres Methodex Ltd.</td>
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<td>Inland Waterways Authority of India, Noida</td>
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<td>Insurance Regulatory &amp; Development Authority</td>
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Clients for Announced Programs 2014-15

Integrated Headquarters of Ministry of Defence (Navy)
Invensys India Software Pvt Ltd
Irrigation & Flood Control Department
Jaipur Development Authority
Jammu & Kashmir Bank
Jawaharlal Nehru Port Trust
Jhansi Nagar Nigam
Joint Controller Warehousing
JSW Steel Ltd.
Kalanjali, Hyderabad
Kamarajar Port Limited
Karnataka Health System Development & Reform Project
Karnataka Neeravari Nigam Ltd
Karnataka State Department of Agriculture
Karnataka Urban Infrastructure Development & Finance Corporation (KUIDFC)
Karur Vysya Bank
Kerala Rural Water Supply and Sanitation Agency
Kerala State Environment Impact Assessment Authority
Kerala State Planning Board
Kerala State Transport Project-PMT
Kerala Sustainable Urban Development Project
Kerala Water Authority
KERS, Karnataka
Khadi & Village Industries Commission
Kolkata Port Trust
Krishna Patnam Port Ltd
KUIDFC – NKUSIP
Lanco Industries Ltd
Life Insurance Corporation of India
Lohiya Edible Oil Pvt Ltd
Lower Parel Carriage Workshop, Western Railway
Mahanadi Coal Fields Ltd
Maharashtra State Electricity Distribution Co. Ltd. (MSEDCL)
Malabar Regional Co-operative Milk Producer’s Union Ltd
Management Sciences for Health
Mandakini Coal Company Ltd.
Manipur State Power Company Ltd, Manipur
Material Organisation (Navy), Mumbai
Mazagon Dock Ltd
MCL
Member Goa SEAC
Menon & Menon Limited
Metamorphosis Projects Consultants Pvt Ltd
Mineral Enterprises Ltd.
Ministry of Agricultural Development
Ministry of Defence (Navy)
Ministry of Education
Ministry of Food
Ministry of Local Government & Provincial Councils
Ministry of Shipping Noida
Minor Irrigation Division (Water Resources Division)
Mira Bhayandar Municipal Corporation, Maharashtra
MMIC, Conservancy & Holding, Howrah
MP State Tourism Development Corpn Ltd
MP Water Resource Department
MSTC Ltd
Mumbai Housing & Area Development Authority
Mumbai Refinery
Municipal Corporation, Guntur
Municipal Corporation, Raipur
Municipality of Ichapuram
Municipal Corporation Kadapa
Municipal Corporation Kakinada
Municipal Corporation Khammam
Municipal Corporation Korba
Municipal Corporation Nashik
Municipal Corporation of Greater Mumbai
Municipal Corporation Rajamundry
Municipal Corporation Tirupati
Mussoorie Dehradun Development Authority
My Home Industries Limited
Mysore Sales International Ltd
Nagar Nigam Gorakhpur
Nathpa Jhakri Hydro Power Station
National Aluminium Company Ltd
National Bank for Agriculture and Rural Development
National Dairy Development Board (NDDB)
National Highways Authority of India
National Institute of Defence Estates Management (NIDEM)
Clients for Announced Programs 2014-15

National Institute of Technology
National Insurance Company Ltd.
Nellore Municipal Corporation
New Town Kolkata Development Authority
Neyveli Lignite Corporation Ltd
NHDC
NHPC Ltd
Nizamabad Municipal Corporation
NMDC Ltd
North Delhi Municipal Corporation
North Eastern Council
North Eastern Electric Power Corporation Ltd
Northern Coal Fields
NTPC Ltd
Nuclear Power Corporation of India Ltd
O/o SE, NSDC, Telangana, India
O/o The Engineer-In-Chief, Bhubaneswar
Office of the Chief Engineer (Roads) Mizoram
Oil India Limited
Omkareshwar Power Station
ONGC Ltd
OPGC Ltd
Ordnance Factory
Orient Cement
Padre Coceicao College of Engineering
Pakri Barwadih Coal Mining Project
Panchayati Raj Department, Govt. of A P
Paradip Port Trust
Parvathipuram Municipality, Vizianagaram
Pioneer Enviro Laboratories & Consultants Pvt Ltd
Planning and Development Department
Planning Commission, GOL
Planning Irrigation & Flood Development Department
Planning, Development & Special Initiatives Department
Power Finance Corporation Ltd
Powergrid Corporation India Limited (PGCIL)
Principal Resident Commissioner
Procurement & Disposal Unit
Project Financing Cell
Project Implementation Unit (Roads & Bridges), Uttarakhand Disaster Recovery Project
Project Implementation Unit, Engineer-in-Chief Office, Public Works Department, Mizoram
Public Health Department, Govt. of Maharastra
Public Health Division, Adilabad
Public Works Department, Rajasthan
Public Works Roads Department, Govt. of Assam
Punjab National Bank
Rae Bareily Project
RailTel Corporatin of India Ltd.
Rajasthan State Mines & Minerals Ltd
Rashtriya Chemicals & Fertilizers Ltd.
Reliance Industries Limited
Reserve Bank of India
Revenue Department
Rio Tinto India Private Limited
Rotary Wing Research & Design Center
RPMU, Jalanidhi, Kerala
RSTPS
Rural Development Department, Govt of Bihar
Rural Electrification Corporation Ltd
S V Enviro Labs & Consultants
Satluj Jal Vidyut Nigam Limited
Saurashtra Cement Ltd
SBI Capital Markets Limited
SECL
Self Employed Women’s Association (SEWA)
SEWA Purchase Committee
Simhapuri Energy Limited
Society for Elimination of Rural Poverty, Hyderabad
Society for Social Audit, Accountability & Transparency (SSAAT)
SOS Kinderdorf International, Faridabad
South Central Railway
South Eastern Coalfields Limited
Southern Region Pipeline Division, IOCL
Sri Sai Manasa Nature Tech Pvt Ltd
Srinivasa Hatcheries Limited
SSQAG
State Project Management Unit (SPMU), West Bengal
State Society for Ultra Poor & Social Welfare, Bihar
Statistical Training School
Suchitwa Mission
Clients for Announced Programs 2014-15

T T D Tirumala
Tamil Nadu Mineral Limited
Tamil Nadu State Pollution Control Board
Tata Power
Team Labs & Consultants
Telangana State Industrial Infrastructure Corporation Limited (TSIIC)
Telecom Regulatory Authority of India (TRAI)
THDC India Limited
The Andhra Sugars Ltd
The Jammu & Kashmir Bank Ltd.
The New India Assurance Co. Ltd.
The Oriental Insurance Company Ltd.
The Shipping Corporation of India Ltd.
The Singareni Collieries Company Ltd
The West Coast Paper Mills Ltd
The World Bank
Total Supply Chain and Food Solutions Pvt. Ltd
TSNPDCL
Tubed Coal Mines Limited
UCO Bank
Unichem Laboratories
Union Bank of India
Unistar Environment & Research Labs Pvt Ltd
United India Insurance Co. Ltd.
Universal Sompo General Insurance Co Ltd
University Grants Commission
Urban Department Authority, Visakhapatnam
Uttar Pradesh Electricity Regulatory Commission
Uttarakhand Disaster Recovery Project
Uttarakhand Electricity Regulatory Commission (UERC)
Vijayanagar Biotech Ltd
Visaka Industries Ltd
Visakhapatnam Steel Plant / RINL
Visakhapatnam Urban Development Authority
Volvo Trucks
Warangal Municipal Corporation
Water Resources Department, Govt of Odisha
West Bengal Electricity Regulatory Commission
West Bengal Pollution Control Board
West Bengal State Electricity Distribution Company Limited
Western Coal Fields
Western Railways
World Bank Aided Projects, Guwahati
Zoology & Environmental Biology
Clients for Announced Programs - International

Anti-Corruption Commission, Maldives
Bandaranaike Centre for International Studies (BCIS), Sri Lanka
Butwal Distribution Centre, Nepal
Central Procurement Board, Mauritius
Ceylon Electricity Board, Sri Lanka
Civil Aviation Authority of Nepal (CAAN), Nepal
Criminal Investigation Department, Ghana
Customs General Administration of Mongolia
Department of Agriculture, Nepal
Department of Livestock Services, Nepal
Deputy Divisional Police Commander, Fiji
Divisional Secretariat, Sri Lanka
Economics and Business Administration, Vietnam
Egyptian Tax Authority
Electricity Company of Ghana Ltd
Embassy of the Republic of Bulgaria
Enterprise Lithuania, Lithuania
Federation of Yemen Chambers of Commerce and Industry, Yemen
Fiji Police Intelligence Bureau, Fiji
General Motors, Uzbekistan
Ghana Police Service, Ghana
Hall of Arts, Kyrgyzstan
High Mountain Agribusiness and Livelihood Improvements (HIMALI), Nepal
IFAD - Country Office in Sudan
Jigme Namgyel Polytechnic, Bhutan
Kaue Town-Muzuma Victoria Falls Regional Transmission Reinforcement Project, Zambia
Local Government Engineering Department, Bangladesh
Logistics and Supply Unit, Directorate General of Family Planning, Ministry of Health and Family Welfare, Bangladesh
Lumbini Bank Ltd., Nepal
Lusaka Transmission Distribution Rehabilitation Project, Zambia
Management Sciences for Health, Kenya
Materials Management Division, Ghana

Microfinance Investment Support Facility for Afghanistan (MISFA Ltd), Afghanistan
Ministry of Agricultural Development, Nepal
Ministry of Defence, Kenya
Ministry of Defence, Tanzania
Ministry of Economy and Trade, Lebanon
Ministry of Education, Maldives
Ministry of Emergency Situations of Republic of Armenia, Armenia
Ministry of Energy and Mineral Resources, Uganda
Ministry of Finance, Afghanistan
Ministry of Food, Food Planning and Monitoring Unit, (FPMU), Bangladesh
Ministry of Foreign Affairs, Niger
Ministry of Health & Family Welfare, Bangladesh
Ministry of Health, Mongolia
Ministry of Industry, Lebanon
Ministry of Justice, Afghanistan
Ministry of Local Government & Provincial Councils, Sri Lanka
Ministry of Planning, Bangladesh
Ministry of Sugar Industry Development, Sri Lanka
Ministry of Vocational Training and Education, Niamey, Niger
Ministry of Work & Public Transport, Lebanon
National TV & Radio Company, Uzbekistan
Nepal Electricity Authority
NPO Plasma Ltd, Russia
Office of Administrative Affairs and Council of Ministers, Afghanistan
Office of the President and Cabinet, Zimbabwe
Office of the Vice-President of Nepal
Palestine Medical Council, Palestine
Planning, Monitoring and Information, Technology Directorate, Nepal
Presidency of the Tunisian Government, Tunisia
President’s Office Zimbabwe
Prime Minister’s Office - Private Office Port Louis, Mauritius
Procurement Policy Unit (PPU), Afghanistan
Public Works Department, Bangladesh
Road Development of the UVA Province, Sri Lanka
Royal Construction Division, Bhutan
Royal University of Bhutan
SAARC Development Fund, Bhutan
Saker Quraish El Maady, Egypt
Southern Generating Station CFSC Ltd
Sri Lanka Railways, Sri Lanka
The Directorate General of Urban Planning, Ministry of Work & Public Transport, Lebanon
The Higher Institute for Career Engineering, Tripoli, Libya
The Ministry of Food and Agriculture, Mongolia
Training and Retired Military Major Generals
Trinidad and Tobago Police Service, Trinidad
Tunisia Ministry of Vocational Training and Education
Uganda Coffee Development Authority
Ural Nanotechnology Centre, Russia
Western Railway
Wood Craft Centre Ltd, Bhutan
Zanzibar Public Services Commission, Tanzania
ZESCO Limited, Zambia
Zimbabwe Munhumutapa Building Samorah, Zimbabwe
Clients for In-Company Programs 2014-15

PUBLIC SECTOR
Air India Ltd
Asian Development Bank
Astra Microwave Products Ltd
Bank of Baroda
Bank of India
Cauvery Neeravari Nigam Limited
Central Bank of India
Coal India Limited
Dena Bank
DRDO
Federal Bank
Granules India Ltd
Indian Oil Corporation Ltd.
Indian Overseas Bank
Indus Towers Limited
Kamarajar Port Ltd
Karnataka Neeravari Nigam Ltd
MRF
Neyveli Lignite Corporation
NHPC Ltd
NMDC
Northern Coalfields Ltd
NPCIL
NSPCL
NTPC
ONGC
Power Exchange India Limited (PXIL)
Power Grid Corporation of India Ltd (PGCIL)
Satluj Jal Vidyut Nigam Ltd
STC of India
Suguna Foods Ltd
Tehri Hydro Development Corporation Ltd
Ultra Tech Cement

GOVERNMENT
Department of Science & Technology, GoI
Department of Personnel & Training, GoI
Department of TEQIP Institutions, GoI
Directorate Of Economics And Statistics Govt of Maharashtra
Directorate of Employment & Training, Ministry of Labour & Employment, GoI
Finance Department, Government of Assam
Geological Survey of India
Government of Karnataka
Govt. of Uttar Pradesh
Institutitue of Management in Government, Kerala
ISRO
Jammu & Kashmir Government
Kerala State Planning Board
Ministry of Environment, Forests & Climate Change, GoI
Ministry of Labour & Employment, GoI
Ministry of Statistics and Program Implementation, GoI
National Institute of Defence Estates Management, Delhi
National Statistical Systems Training Academy
North Eastern Space Applications Centre, GoI
Prosecution Directorate, Govt. of UP
Railway Board, Ministry of Railways
Road Construction Department, Govt. of Bihar

ICTP INTERNATIONAL ORGANIZATIONS
Ministry of Communication and Information Technology, Government of Afghanistan
Sri Lanka Institute of Development Administration, Sri Lanka
Commonwealth Secretariat, London
Countries under ITEC & SCAAP Collaborations of GoI
**Testimonials**

**GMP for Senior Executives**

The course has a deeper awakening of self to areas in life that we take for granted like time management.

- **Mr. William Makanu Nasongo**, Assistant Secretary, Ministry of Defence, Kenya
  
  This course will certainly enrich your self-development as a professional and as an individual.

- **Mr. Deodat Dulalachan**, Assistant Commissioner of Police, Trinidad and Tobago Police Service, Trinidad.
  
  Very satisfying lectures in the Course and very enjoyable, unforgettable out-bound sports activities, very good campus.

- **Mr. Alimardon Khayitov**, National TV & Radio Company, Uzbekistan.
  
  Courses are very interesting and impressive, very high level instructors, here are wonderful gardens where you can hold your breath. I recommend it to everyone.

- **Ms. Anna Simonyan**, Chief Specialist, Financial Department, Ministry of Emergency Situations of Republic of Armenia, Armenia.
  
  A very comprehensive and informative kind of training programme where topics of a complex nature were covered in a very effective and user-friendly manner. Attendees must make full use of the same.

- **Capt. Piyush Kumar Pandey**, General Manager (Fleet Personnel), The Shipping Corporation of India Ltd., Mumbai.
  
  The programme is all encompassing; bringing both personal and professional development / benefits.

- **Mrs. Erla Christopher**, Assistant Commissioner of Police, Trinidad and Tobago Police Service, Trinidad.
  
  Well-designed curriculum and well equipped learning environment.

- **Mr. Divangar Sangaa**, The Ministry of Food and Agriculture, Ulaanbaatar, Mongolia.
  
  The course enables the participant to identify his potential as an effective manager, identify that of his colleagues/ subordinates at his workplace and how to blend those for the betterment of the organization in which the participant works.

- **Mr. Nestor Macauley**, Assistant Superintendent of Police, Ghana Police Service, Ghana.
  
  All the new and unique taught here gives me more experience to achieve my work of high level, to complete the work fast and accurately.

- **Mr. Z Abdul Wahab Salem**, The Higher Institute for Career Engineering, Tripoli, Libya.
  
  The course is very enriching and the exchange of experience of participants from different countries is fantastic.

- **Mrs. Kantabye Babajee**, Acting Deputy Permanent Secretary, Prime Minister’s Office, Mauritius
  
  The programme was fantastic and was the best among all, which I had attended earlier.

- **U C Bajpai**, Dy. General Manager (PH), IFFCO, Kandla Unit, Gurajat.
  
  The content is very rich; it is practical and has direct bearing on leadership.

- **Mr. Daniel Boakye**, Station Officer/Administrator, Criminal Investigation Deptt., Ghana.
  
  Highly interactive and knowledge enhancing programme.

- **Ms. Fathmath Nazima**, Asst. Director, Anti-Corruption Commission, Maldives.
  
  This course is very effective to daily responsibilities especially for Administrators and Managers.

- **Ms. Mariam Rished Mbarouk**, Director of Admin & Finance, Zanzibar Public Services Commission, Tanzania.
<table>
<thead>
<tr>
<th>PROGRAM TITLE</th>
<th>START DATE</th>
<th>END DATE</th>
<th>COURSE DIRECTOR / S</th>
</tr>
</thead>
<tbody>
<tr>
<td>MANAGEMENT DEVELOPMENT PROGRAMS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Empowering Proven Leaders to Drive Strategic Renewal for Sustainable Growth</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Study Tour to Milan, Zurich, Paris &amp; Amsterdam)</td>
<td>6-Sep-2015</td>
<td>20-Sep-2015</td>
<td>Reshmy Nair</td>
</tr>
<tr>
<td>Study Tour to Berlin, Cologne Bonn, Maastricht and Amsterdam</td>
<td>19-Oct-2015</td>
<td>31-Oct-2015</td>
<td>Reshmy Nair</td>
</tr>
<tr>
<td>Social Impact Assessment</td>
<td>7-Dec-2015</td>
<td>9-Dec-2015</td>
<td>Reshmy Nair</td>
</tr>
<tr>
<td>GMP for Senior Executives: SEC - 126</td>
<td>4-Jan-2016</td>
<td>29-Jan-2016</td>
<td>Sutanuka Dev Roy/ Y Malini Reddy</td>
</tr>
<tr>
<td>MD P for Women Executives</td>
<td>18-Jan-2016</td>
<td>22-Jan-2016</td>
<td>B Lakshmi</td>
</tr>
<tr>
<td>Leadership &amp; Performance Management</td>
<td>18-Jan-2016</td>
<td>22-Jan-2016</td>
<td>B Lakshmi</td>
</tr>
<tr>
<td>Ethics &amp; Values in Administration</td>
<td>1-Feb-2016</td>
<td>3-Feb-2016</td>
<td>B Lakshmi</td>
</tr>
<tr>
<td>Using Data for Program Monitoring &amp; Evaluation</td>
<td>8-Feb-2016</td>
<td>10-Feb-2016</td>
<td>Subodh Kandamuthan</td>
</tr>
<tr>
<td>Base Line Survey for R&amp;R - CSR Projects</td>
<td>7-Mar-2016</td>
<td>9-Mar-2016</td>
<td>Reshmy Nair</td>
</tr>
<tr>
<td>ECONOMICS</td>
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<tr>
<td>ENERGY</td>
<td></td>
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<tr>
<td>Regulating Electricity Tariffs and Related Issues</td>
<td>29-Jun-2015</td>
<td>3-Jul-2015</td>
<td>Usha Ramachandra</td>
</tr>
<tr>
<td>Electricity Distribution Management</td>
<td>31-Aug-2015</td>
<td>4-Sept-2015</td>
<td>Rajkiran V Bilolikar</td>
</tr>
<tr>
<td>ENVIRONMENT</td>
<td></td>
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<tr>
<td>Planning Behavior Based Safety Intervention</td>
<td>7-Sep-2015</td>
<td>8-Sep-2015</td>
<td>G Bala Subramanyam</td>
</tr>
<tr>
<td>Environmental Regulations, Aspects and Mitigation</td>
<td>8-Feb-2016</td>
<td>10-Feb-2016</td>
<td>G Bala Subramanyam</td>
</tr>
<tr>
<td>Planning for Building and Construction Projects</td>
<td></td>
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<tr>
<td>FINANCE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Project Appraisal and Financing</td>
<td>3-Aug-2015</td>
<td>7-Aug-2015</td>
<td>Dushyant Mahadik</td>
</tr>
<tr>
<td>Business Collaborations - Strategic Alliances, Joint Ventures and Acquisitions</td>
<td>9-Dec-2015</td>
<td>11-Dec-2015</td>
<td>Mubeen Rafat</td>
</tr>
<tr>
<td>Corporate Valuation &amp; Due Diligence</td>
<td>4-Jan-2016</td>
<td>6-Jan-2016</td>
<td>Mubeen Rafat</td>
</tr>
<tr>
<td>Advanced Financial Management</td>
<td>18-Jan-2016</td>
<td>20-Jan-2016</td>
<td>Mubeen Rafat</td>
</tr>
<tr>
<td>Business Risk Management</td>
<td>1-Feb-2016</td>
<td>5-Feb-2016</td>
<td>Dushyant Mahadik</td>
</tr>
<tr>
<td>Financial Decision Making for Managers</td>
<td>4-Feb-2016</td>
<td>6-Feb-2016</td>
<td>M.V. Anjali</td>
</tr>
<tr>
<td>Strategies for Cost Leadership</td>
<td>15-Feb-2016</td>
<td>17-Feb-2016</td>
<td>Mubeen Rafat</td>
</tr>
<tr>
<td>GENDER STUDIES</td>
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<tr>
<td>HUMAN RESOURCE MANAGEMENT</td>
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<tr>
<td>Leadership through Self-Discovery</td>
<td>6-Jul-2015</td>
<td>8-Jul-2015</td>
<td>Prabhati Pati</td>
</tr>
<tr>
<td>Enhancing Managerial Effectiveness</td>
<td>13-Jul-2015</td>
<td>17-Jul-2015</td>
<td>Subhashini</td>
</tr>
<tr>
<td>Leadership Skills Development</td>
<td>3-Aug-2015</td>
<td>7-Aug-2015</td>
<td>Prabhati Pati</td>
</tr>
<tr>
<td>Negotiation Skills</td>
<td>24-Aug-2015</td>
<td>26-Aug-2015</td>
<td>Harsh Sharma</td>
</tr>
<tr>
<td>Effective Trade Union Management</td>
<td>7-Sep-2015</td>
<td>11-Sep-2015</td>
<td>J Swarnalatha</td>
</tr>
<tr>
<td>Personality Development</td>
<td>21-Sep-2015</td>
<td>25-Sep-2015</td>
<td>P Subhashini</td>
</tr>
<tr>
<td>Human Factors and Workplace Safety</td>
<td>2-Nov-2015</td>
<td>4-Nov-2015</td>
<td>Prabhati Pati/ P Subhashini</td>
</tr>
<tr>
<td>(Study Tour with International Component)</td>
<td>21-Nov-2015</td>
<td>29-Nov-2015</td>
<td>K N Viswanatham</td>
</tr>
</tbody>
</table>
### Management Development Programs for 2015-16

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Start Date</th>
<th>End Date</th>
<th>Course Director / S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Excellence for Organizational Effectiveness</td>
<td>30-Nov-2015</td>
<td>4-Dec-2015</td>
<td>Prabhati Pati</td>
</tr>
<tr>
<td>Competencies for Strategic Leadership &amp; Change Management</td>
<td>7-Dec-2015</td>
<td>11-Dec-2015</td>
<td>K N Viswanatham</td>
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<tr>
<td>Values Driven Leadership</td>
<td>7-Jan-2016</td>
<td>9-Jan-2016</td>
<td>J Swarnalatha</td>
</tr>
<tr>
<td>Communication Skills for Managers</td>
<td>18-Jan-2016</td>
<td>22-Jan-2016</td>
<td>Prabhati Pati</td>
</tr>
<tr>
<td>HRM for Line Managers</td>
<td>1-Feb-2016</td>
<td>5-Feb-2016</td>
<td>J Swarnalatha</td>
</tr>
<tr>
<td>Executive Coaching and Mentoring: Competencies to Develop Future Leaders</td>
<td>8-Feb-2016</td>
<td>12-Feb-2016</td>
<td>K N Viswanatham</td>
</tr>
<tr>
<td>Team Building and Conflict Management</td>
<td>8-Feb-2016</td>
<td>12-Feb-2016</td>
<td>Harsh Sharma</td>
</tr>
<tr>
<td>Managing Creativity and Innovation</td>
<td>15-Feb-2016</td>
<td>17-Feb-2016</td>
<td>Prabhati Pati</td>
</tr>
<tr>
<td>Strategic Human Resource Management</td>
<td>22-Feb-2016</td>
<td>26-Feb-2016</td>
<td>Harsh Sharma</td>
</tr>
<tr>
<td>Good Governance and Sustainability through HR Practices</td>
<td>22-Feb-2016</td>
<td>24-Feb-2016</td>
<td>Dimple Grover</td>
</tr>
<tr>
<td>Decision Making for Effective Leadership</td>
<td>29-Feb-2016</td>
<td>4-Mar-2016</td>
<td>P Subhashini</td>
</tr>
<tr>
<td><strong>Health Studies</strong></td>
<td></td>
<td></td>
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<tr>
<td>Empowering Hospital Administrators with Management Skills in Turbulent Times</td>
<td>15-Feb-2016</td>
<td>19-Feb-2016</td>
<td>B Lakshmi</td>
</tr>
<tr>
<td><strong>Information Technology</strong></td>
<td></td>
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<tr>
<td>Leveraging Big Data and Analytics</td>
<td>14-Sep-2015</td>
<td>16-Sep-2015</td>
<td>Nirmala Apsingikar</td>
</tr>
<tr>
<td>IT Enabled Knowledge Management</td>
<td>14-Dec-2015</td>
<td>16-Dec-2015</td>
<td>Nirmala Apsingikar</td>
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<tr>
<td>e-Learning and Digital Education</td>
<td>7-Mar-2016</td>
<td>9-Mar-2016</td>
<td>G Mohan</td>
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<tr>
<td><strong>Infrastructure</strong></td>
<td></td>
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<tr>
<td>Housing for All: Implementing the National Vision</td>
<td>4-Sep-2015</td>
<td>6-Sep-2015</td>
<td>M S Raghavendra</td>
</tr>
<tr>
<td>Urban Infrastructure Project Preparation and Management</td>
<td>12-Feb-2016</td>
<td>14-Feb-2016</td>
<td>M S Raghavendra</td>
</tr>
<tr>
<td><strong>Innovation and Technology</strong></td>
<td></td>
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<tr>
<td>Managing Strategic Innovation</td>
<td>7-Dec-2015</td>
<td>9-Dec-2015</td>
<td>Nirmalya Bagchi</td>
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<tr>
<td>Strategic R&amp;D Management</td>
<td>14-Dec-2015</td>
<td>16-Dec-2015</td>
<td>Nirmalya Bagchi</td>
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<tr>
<td><strong>Marketing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Brand Management</td>
<td>14-Sep-2015</td>
<td>16-Sep-2015</td>
<td>P Shahaida</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials and Supply Chain Management</td>
<td>30-Nov-2015</td>
<td>4-Dec-2015</td>
<td>B V N Sachendra</td>
</tr>
<tr>
<td>Project and Contract Management</td>
<td>1-Feb-2016</td>
<td>5-Feb-2016</td>
<td>B V N Sachendra</td>
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<tr>
<td>Procurement Procedures for World Bank Aided Projects</td>
<td>15-Feb-2016</td>
<td>26-Feb-2016</td>
<td>Vilas Shah / B S Chetty</td>
</tr>
<tr>
<td><strong>Urban Governance</strong></td>
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<tr>
<td>Program on Smart Cities</td>
<td>3-Jun-2015</td>
<td>5-Jun-2015</td>
<td>V Srinivas Chary</td>
</tr>
<tr>
<td>International Certification Program - Change Management for Achieving Continuous Water Supply for All in Urban Areas - (India &amp; TelAviv &amp; Jerusalem in Israel)</td>
<td>26-Nov-2015</td>
<td>4-Dec-2015</td>
<td>V Srinivas Chary</td>
</tr>
<tr>
<td>Change Management for Achieving continuous Water Supply (247) for all in Urban Areas</td>
<td>6-Jan-2016</td>
<td>10-Jan-2016</td>
<td>V Srinivas Chary</td>
</tr>
<tr>
<td>International Training Program on Smart Cities - (India &amp; Barcelona, Amsterdam) - 9 days</td>
<td>11-Feb-2016</td>
<td>19-Feb-2016</td>
<td>V Srinivas Chary</td>
</tr>
</tbody>
</table>
The Union Minister for Urban Development, Housing and Urban Poverty Alleviation, Shri. M. Venkaiah Naidu, announcing the names of 18 brand ambassadors for the prestigious Swachh Bharat campaign at the College Park Campus (CPC) of ASCI on January 5, 2015.

ASCI’s Prof. V Srinivas Chary and the District Magistrate and Collector of Unakoti, Mrinal Kanti Nath, exchanging the MoA at the Secretariat in Agartala. Tripura’s Minister of Education Tapan Chakraborty (third from right) is also seen.
PROGRAM BRIEFS
ASCI is the KOHINOOR amongst the Administrative and Management Institutes globally and of course in India.

- V Prakash
Distinguished Scientist of India (CSIR), Mysore

A privilege to visit this great Institution

- Lt Gen A K Singh, PVSM, AVSM, SM, VSM (Retd)
the Lt Governor of the Andaman and Nicobar Islands

Managing Technology Value Chains for Directors & Division Heads
(Sponsored by Department of Science and Technology) – at ASCI,
Hyderabad from January 5 to 9, 2015

At ASCI we were exposed to a different dimension of looking at our research activities encompassing project portfolio management and interventions facilitating management of technology value chains at different levels. Rich experience of fellow colleagues sensitized our thinking process. Thanks to ASCI for providing this opportunity.

- Uday Burman, Principal Scientist & Incharge,
Institute of Technology Management Unit, Central Arid Zone Research Institute, Rajasthan

I followed a course in negotiation skills at ASCI many years ago. In addition to the knowledge base in your organization, the salient point I noticed in your staff was the politeness and helpfulness. I am sure, they still exhibit that character.

- Devasri Mutugala, Divisional Director, CIC Holdings PLC, Colombo.

Capacity Building Program for Officers of Prosecution Directorate, Govt. of UP

आदरणीय,
मैंने स्वर्णलता जी सादर नमस्कार, आपके कुशलता की कामना करते हैं |
जो प्रशदित हुमें आपके माध्यम से दिया गया यो बहुत ही उच्चकोटि का था | इसके अलावा आपके दृष्टान्त हमें जो आदर सक्कार व रहने की व्यवस्था, वाहन व्यवस्था प्रदान की गई थी वह भी अत्यंत सराहनीय था |
फेक्टरी बहुत ही उच्चकोटि की है | आपका बहुत-बहुत धन्यवाद |
पुज: होली की शुभकामनाएं |
सादर, अभवीय

- डॉ देबेंद्र तिवारी
एनएचपीसी फरीदाबाद

SYNERGISING / SENSITISING ADMINISTRATIVE AND OTHER SUPPORT SYSTEM PERSONNEL TO NEWER INITIATIVES / CHALLENGES IN GSI
at GSI, Hyderabad, (March 20 - 21, 2015)

We must congratulate you for successfully completing the Geological Survey of India (GSI) Workshop as all the participants are extremely satisfied the way the Workshop has progressed and concluded in addressing various issues related to synergy among various streams of GSI.

We are extremely thankful to you all, the way the workshop was designed and scheduled as a program customized for GSI. All the participants felt that the sessions would have a sizable positive influence on them.

Once again we thank you all and hope to continue this partnership with ASCI in our future related programmes.

- M.Surendranth, Director, GSI Training Institute
SOCIAL IMPACT ASSESSMENT

Program Overview

Social Impact Assessment (SIA) includes the processes of analyzing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions (International Association for Impact Assessment, 2003). The most important outcome of SIA is to develop mitigation plans to overcome the potential negative impacts on individuals and communities, and the society at large. SIA alerts the planners and programs executors of the likely benefits and costs of a proposed project and the data thus generated is used in designing mitigation measures as well as in monitoring mitigation implementation. The projects with significant social impacts include dams and reservoirs, mining, power and industrial plants, roads and linear projects, landfill and hazardous waste disposal sites etc.

SIA has now become an important part of the project preparation process, especially for the preparation of Resettlement Action Plans (RAPs). The New Legislation on Land Acquisition (The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013) mandates conduct of SIA as a prelude to all land acquisition projects. It also specifies an elaborate process for the conduct of the SIA study and its subsequent evaluation through Expert Group. SIA helps in holistically identifying affected people, avoiding/minimizing adverse impacts including acquisition of land/involuntary displacement, enhancing positive impacts and reducing costs.

Impact

- Develop an understanding of the types of social impacts and methods to be used for predicting social impacts of development projects.
- Provide a comprehensive understanding of theoretical and practical aspects of conducting a SIA study.
- Provide an in-depth understanding of conducting SIA study as envisaged under the new legislation on land acquisition, (The RFCTLARR Act, 2013), preparation of a Social Impact Mitigation Plan (SIMP) and a Resettlement Action Plan (RAP).

Participant Profile

Executives working in power, mining, industrial plants, roads and linear projects etc. Besides, the programs would also significantly benefit officers in land acquisition, environment, CSR and R & R departments in public and private sector organizations.
HIGH IMPACT CSR - NEED ASSESSMENT TO IMPACT EVALUATION

Program Overview
High income disparities combined with lack of access to basic necessities for a significant majority of our population has necessitated a concerted action from all stakeholders including the corporate sector. It is recognized that corporate intervention can become a forceful tool contributing towards sustainable development and societal regeneration.

The Companies Act, 2013 has provided for thresholds for applicability of mandatory CSR (companies with a net worth of Rs 500 crore or more, turnover of Rs 1,000 crore or more or a net profit of Rs 5 crore or more). India is the first country in the world that mandates CSR in the statute. The Department of Public Enterprises, Ministry of Heavy Industries and Public Enterprises has also issued comprehensive Guidelines on CSR and Sustainability for Central Public Sector Enterprises in October 2014 (to supplement the CSR Rules issued by Ministry of Corporate Affairs). The guidelines emphasise a move from an ad-hoc approach to the project mode with specified time frames and periodic milestones for the CSR activities. The planning for High Impact CSR should start with the identification of the activities/projects to be undertaken based on the need assessment study. The impact made by CSR activities should also be quantified with reference to base line data, which need to be created before the start of any project.

Highlights of ASCI CSR Course:
1. Developing a Robust CSR Roadmap/Policy with Impactful CSR Interventions
2. Evaluating CSR Interventions with Latest Tools/Techniques like SROI, MPI etc
3. Aligning CSR with Companies Act/National Priorities through Convergence of Resources/Initiatives

Objectives
- To provide an understanding of the need for a strategic CSR framework in line with the MoU target.
- To equip the participants with strategies for operationalization of the CSR initiatives through situational analysis and identification of needs assessments (social, economic, environment) of the CSR target area.
- To acquaint the participants with the design of specific high impact CSR initiatives to promote employer branding and market image.
- To provide an in-depth practical understanding of the evaluation strategies/methodologies for high impact CSR.

Participant Profile
Officers of Public Sector and Private Sector organizations engaged in Planning, Land Acquisition, Environment, CSR and R&R Departments.
GMP FOR SENIOR EXECUTIVES

“Enhancing Leadership Potential for Organizational Success”

Program Overview

The General Management Program for Senior Executives (also referred to as SEC) is a flagship program of ASCI. This four-week program is designed to facilitate the transition of senior functional executives to general managers. The program's design consists of modules reflecting key areas essential for building the competencies of leaders in excellence-driven organizations.

The program will focus on global business challenges, economic uncertainties, and complexities and will address key business domains of strategy, leadership skills, and decision making for senior managers. The program will enable managers to understand contemporary concepts and applications in functional areas such as Finance, Marketing, Human Resources, Operations, IT, etc., and will focus on superior understanding of oneself and developing personal power to become effective leaders.

SEC has been specifically designed to enable managers to enhance their competencies to meet the imperatives of developing organizational excellence for sustaining growth. The programs will include the design of innovative strategies leading to sustained growth of organizations.

Organizations who have participated in this program include: Shipping Corporation of India, IFFCO, RINL, ACC, ABB, ONGC, NTPC, Tata Power, HPCL, RBI, SBI, BSES, CESC, BPCL, Tasty Bites, Telco, Seagram, Usha Beltron, Andhra Bank, Punjab National Bank, Corporation Bank, Voltas, SAIL, NFCL, Singareni Collieries Co. Ltd, Andhra Cements, Oil India Ltd, IDBI, NMDC, Indian Aluminium Co. Ltd, Power Grid Corporation of India, Gabriel India Ltd, Visakha Steel Ltd, Hindustan Zinc, Clariant Chemicals, Ministries of Foreign & Regional Integration, Infrastructure & Energy, Tourism, Environment & Water, Sports Affairs, Department of Agriculture & Rural Development, and others. The Program also attracts a large number of participants from Asian, African, European, and Latin American countries.

Impact

a. Understand the various perspectives about the world business scenario
b. Build specific competencies in functional areas of management
c. Enable participants to reflect and examine personal leadership processes
d. Provide opportunities for collaborative networking with top management, industry leaders, and policy makers.

Participant Profile

The Program is designed to provide inputs for senior executives with work experience of at least ten years. We invite senior officers who are likely to shoulder higher responsibilities and grow into leadership positions at various governmental bodies, public sector undertakings, and private corporations. Participants in the earlier programs included executives from finance, marketing & sales, commercial & technology, research & development, engineering, energy, pharmaceuticals, petrochemicals, high-technology and cement firms. Entrepreneurs who built credible organizations also benefited immensely from attending the Senior Executive Course.
ADVANCED MANAGEMENT PROGRAM-2015
EMPOWERING PROVEN LEADERS TO DRIVE STRATEGIC RENEWAL FOR SUSTAINABLE GROWTH

Program Overview
ASCI’s AMP 2015 has been designed as a world-class learning experience that addresses the challenges of achieving sustainable growth in an increasingly competitive environment. The programs provides insights into the strategic responses of organizations to the entry of domestic and foreign competitors. The programs is designed to provide a comprehensive coverage of the process of strategic renewal in an increasingly global business environment. The functional strategies in marketing, HR, finance and operations which will be relevant in the changing business environment, will be delivered through innovative methodologies by academicians and industry experts. AMP participants experience global management practices and business strategies for sustaining growth by working together within groups on thought provoking case studies, guided by faculty, who are among the best in the world.

ASCI’s AMP 2015, offers a unique opportunity to a selected class of proven leaders to leverage leadership capabilities across the organization. This intensive and transformative learning experience would enable the participants to go beyond the acquisition of knowledge and accelerate their career growth trajectory.

Impact
- Develop competencies to track developments in the global business environment.
- Develop skills to empower organisations by leveraging leadership capabilities
- Develop strategies to achieve global leadership through organizational excellence and value creation

Participant Profile
ASCI’s AMP is a carefully selected group of participants drawn from the top management teams of private and public sector companies, with at least 10 years of experience with cross-functional responsibility, likely to assume board level positions. Past participants of AMP included Directors, Executive Directors, General Managers, Additional General Managers and Senior DGMs on the verge of promotion of different Public and Private Sector, Corporate organizations. Top level executives from commercial banks, finance companies and Reserve Bank would also benefit from the programs. Officials from Government organizations such as various Ministries, Armed Forces and Ordnance Factory Board, AMP participants have ascended to CMD, Director positions on the basis of their broadened strategic perspectives in the programs.
INDEX BASED CROP INSURANCE - CONCEPTS, DESIGN AND IMPLEMENTATION

Program Overview

Assured irrigation is not a reality for more than half of the net cropped area in India. Weather continues to play an irrevocable role in determining the performance of the agriculture sector in the country. The evolution and expansion of index insurance products owes a lot to the inherent characteristics of Indian agriculture and the difficulties associated with the replicability of the insurance models of other countries to Indian conditions. The crop insurance sector is poised to grow in the coming years, with the twelfth five year targeting the extension of insurance coverage to over half of the total land holdings in the country.

Index insurance products have been constantly evolving in the country. During the period, Rabi 1999-2000 to Kharif 2013, about 22 crore farmers were covered under National Agricultural Insurance Scheme (NAIS) covering an area of 3245 lakh hectares, insuring a sum of Rs. 3,15,577 crores and benefitting 5.6 crore farmers. Recognising the drawbacks of NAIS, a scheme that proxies the yield called the Weather Based Crop Insurance Scheme (WBCIS) was launched during Kharif 2007 season and an improvised version of NAIS called the Modified National Agricultural Insurance Scheme (MNAIS) was operationalised from Rabi 2010-11 season. Both WBCIS and MNAIS were being implemented on pilot basis. Based on the implementation experience and suggestions for improvement from various stakeholders, a National Crop Insurance Program was launched throughout the country since Rabi 2013-14 season (incorporating the three schemes of WBCIS, MNAIS and Coconut Palm Insurance Scheme).

Objective of the Program

Crop insurance (yield and weather based) is a specialty insurance, the technical nuances of which need to be clearly understood by all the stakeholders. The programs aims at enhancing the understanding of critical issues related to these specialised products and providing a comprehensive technical understanding of the index insurance covers in India.

The programs has the following core objectives:

- To provide a comprehensive perspective on implementation of crop insurance programs in India
- To share information on the performance of index-based insurance covers in India.
- To provide an in-depth understanding of the technical and operational aspects of index insurance (weather and yield based).

Program Content

The Program will offer the following modules:

- Crop insurance as agricultural risk mitigation tool
- National Crop Insurance Program (MNAIS & WBCIS)
- Underwriting, Claims Processing of Index Insurance Products
- Contract Design and Pricing of Index Insurance Products
- Weather Data Infrastructure & Quality Issues.
- Reinsuring crop insurance
- Regulatory Environment for Agriculture Insurance

Participant Profile

The Program targets various agricultural stakeholders’ viz. executives in the insurance and reinsurance sector, state government, financial institutions, and non-governmental organizations desirous of understanding the technicalities of implementation of index based crop insurance. Academicians/researchers working in the area may also participate in the programs.
BUSINESS EXCELLENCE FOR AGRIBUSINESS PROFESSIONALS

Program Overview
Agribusiness in India has grown multifold in the past decade with a healthy growth rate of 10-12%, entry of at least 10 foreign players and 20 home companies reaching exceptional pinnacle. The industry’s landscape has been witnessing worthy transformations especially in the areas of product development, technology adoption, value chain integration and agro processing. A country like India which holds the 2nd largest cultivated land in the world and ranks 2nd worldwide in farm output offers sufficient room for industrial growth in the sector.

Given the rapid transition from production focused to industry oriented agribusiness, talent management of human resources across the supply chain becomes highly relevant in the current hour. Nevertheless a vibrant sector, the supply chain operations are highly dynamic, complex and competitive in nature as compared to any other industry. While the investments are picking up in the sector, there is a serious dearth of well oriented people to handle agribusiness operations on the other hand. In addition, organizations feel there are noticeable gaps in capabilities of the existing resources and there is scope for improving productivity.

Catering to the dire talent management needs of the agribusiness industry, the proposed program is a broad based one aiming at strengthening the management acumen of middle and senior level professionals. The program targets covering key and relevant topics such as emerging trends, planning in agribusiness, marketing strategy & tactics, supply chain/inventory management, channel management, procurement, team building, talent management, customer relationship management in agribusiness, infrastructure for agribusiness, IT tools and applications in agribusiness etc.

Impact
- Comprehend the significance of application of management principles and processes in agribusiness
- Learn from successful business cases

Participant Profile
The program targets at a comprehensive and heterogeneous participant group from across sub sectors including seed, fertilizer, feed, pesticides, machinery, agriculture commodities, credit, insurance, marketing, storage, processing, supply chain, distribution, consultancy etc. The program is also useful for the Government officials and Policy makers involved in the sector.
EFFECTIVE LAND ACQUISITION, RESETTLEMENT & REHABILITATION (LARR)

Program Overview
Growing protest movements against displacement by project affected persons (PAPs) have been stalling/ delaying projects of national importance. Projects worth a staggering $ 150 billion are estimated to be stalled in India in the past decade due to land acquisition issues and a strong opposition from local communities.

It is important to strike a balance between the need for land for developmental activities and the need to adequately address the issues raised by those impacted by the acquisition of land. The issues of land acquisition and compensation are now occupying the attention of the policy makers. The Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013 that replaced the colonial Land Acquisition Act (LAA), 1894 is an effort in this direction. The Act, that seeks to ensure humane, participative, informed and transparent process for land acquisition is the first ever legislation mandating R & R. To address the shortcomings in LARR, it is necessary to learn from both the successes as well as mistakes made in the land acquisition process and resettlement and rehabilitation practices of various organizations.

Program Objectives
The programs aims to:

- Provide the participants with an in-depth understanding of the legislative framework governing land acquisition/ R & R at the centre and state levels.
- Enable the participants formulate an effective resettlement action plan adequately incorporating the environmental, social and gender safeguards.
- Provide an in-depth understanding of the alternate R & R models and create awareness about the innovative approaches to deal with R & R issues.

Program Content
- Social Impact Assessment
- Resettlement Action Plan (RAP) and Livelihood Restoration Plans (LRP)
- Transparency and Grievance Redressal Mechanism
- Effective Participatory Approaches in Resettlement
- Conflict Resolution
- Benefit Sharing
- Monitoring and Evaluation
- Gender Issues in R & R and Engendering R & R Plan
- Integrating CSR with R & R.
- Innovative approaches to deal with Land Acquisition R & R issues.
- Environment Impact Assessment and Environmental Clearances for Projects.

Participant Profile
Officers in Land Acquisition, R&R, CSR and Environment departments of government, public and private sector organizations.
PROGRAM FOR YOUNG MANAGERS

Program Overview

Management Development needs to be dynamic. It should focus on the ‘needs of tomorrow’. This program focuses on transitioning Young Managers from the role of specialists to generalists. It aims to broaden the participants’ knowledge of today’s business environment and sharpen their decision making and leadership skills. The program also provides cross functional exposure to the essential Management disciplines of Finance, Marketing, Operations, Human Resources and Strategy.

Experience sharing, one on one interaction, and panel discussions with senior professionals from the industry is the hallmark of this program.

Impact

- Equip participants with emerging management concepts and tools to enhance their business skills.
- Develops capability to work in teams by understanding and appreciating the importance of interdependence.
- Prepare participants to take on higher responsibilities in the days to come.
- Expand the vision of participants.

Participant Profile

Young entrepreneurs and managers with high potential, who are perceived as ‘change agents’ by their respective organizations. They should have at least 5 years of experience, and should have held executive management positions in production, marketing, human resources, finance, R & D, IT etc. We welcome participants from both the manufacturing as well as the service sector organizations.
GENERAL MANAGEMENT PROGRAM FOR MIDDLE LEVEL EXECUTIVES

Program Overview

GMP for Middle Level executives is a two week programs with an international immersion component of one week duration in Europe. Program has been designed keeping in mind the needs of promising young executives who have the talent to grow to higher positions in their organization. The programs will help these executives to acquire skills that are essential for taking up higher responsibilities of senior management. Home component of the programs will focus on building functional and individual managerial competencies that would be supplemented with the exposure of best practices in the world during the study visit to Europe. Program has the following objectives:

- To facilitate building of functional managerial competencies
- To help participants develop leadership and interpersonal competencies
- To bring out the unique challenges faced by managers at senior management positions
- To broaden the horizon of the participants’ thinking by exposure to the international business environment and practices
- To appreciate the importance of innovation for greater competitiveness and the means to create a culture that fosters innovation

GMP will be conducted in an interactive manner with a lot of focus on participative learning and would involve simulation exercises, case studies, discussion and interactive lectures. Topics in general management, strategy, finance, human resources, operations, innovation, IT, and business environment will be delivered through an intense modular approach. Program is focused on achieving the following learning outcomes for the participants.

- Appreciating highly dynamic and integrated nature of management function
- Understanding of the role of environment in which business is embedded
- Willing to revisit and reflect on their assumptions and learned behavior
- Gain confidence to take up new challenges and higher leadership positions in the organizations
- Internalise the importance of innovation and leadership for greater competitiveness and be equipped to build a culture that fosters innovation, risk taking and leadership.

Managers having 7 to 15 years experience are ideally suited to participate in this programs. Program will be helpful to public, private, government, regulatory and academic organizations to groom their executives with prospects for accelerated growth.
Program Overview
The sharp decline in morality and ethics witnessed in our country in the last one year has left many extremely concerned. We believe it is the kind of time when as many of us as possible need to meet to seek new inspiration in our lives for becoming instruments of change, individually and collectively. One such occasion is the Management Training programs on “Ethical Leadership in Public Governance”.

Innovative restructuring of governance models are being tried out across the world in an attempt to make them more ‘resilient’, ‘networked’ and ‘sustainable’. The thrust of bringing in “Ethics and Values’ in Public Governance is focused on making institutions more effective and citizen-oriented, making decision more transparent and accountable.

The three day programs would encourage participants from the belief that accountability lies at the heart of Governance.

Participant Profile
The Program is designed for middle and senior level executives who make decisions for both the Public and Private Enterprises.

Program Director
B Lakshmi

Dates : 16–18 November 2015
Fee : ₹ 34,000/- (US $ 1495) + Applicable Service Tax
MDP FOR WOMEN EXECUTIVES

Program Overview

More and more organizations are working towards increasing the ratio of women in their workforce. Women face unique challenges at the workplace today, the challenges of managing their careers to maximize professional and personal goals, women often struggle with how to develop their own leadership styles and effectively enhance their power and status within an organization. To reach the highest levels of management, it is essential for women to recognize, understand, and transform common business challenges into career-building opportunities.

Impact

The programs aims to help the participants to

♦ Understand the current challenges facing a business unit: setting strategy, building the organization, understanding the economics and key value drivers and exploiting new opportunities in both good and bad times.
♦ Understand how gender shapes leadership and address issues related to women at the workplace

Content

♦ Recent developments in the macroeconomic environment and their implications
♦ Functional concepts in Strategy, Marketing, Finance, IT and Human Resource Development
♦ Gender, Leadership and Power
♦ Discussion on gender related issues at the modern workplace

Participant Profile

The programs will add value to senior and middle level women executives from public and private sector, financial institutions, and government departments. The participants and professionals from any functional area having responsibilities in management or policy-making will benefit from the programs.
LEADERSHIP AND PERFORMANCE MANAGEMENT

Program Overview
Leadership and performance management can be exhibited in a variety of ways and circumstances. We were used to thinking of ongoing performance management for employees, for example, setting goals, monitoring an employee’s achievement of those goals, sharing feedback with the employee, evaluating the employee’s performance, rewarding the employee’s performance or firing the employee. However, performance management applies to teams and organizations, as well. Organizational performance involves the recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. Those recurring activities are much of what leaders and managers inherently do in their organizations — some of them do it far better than others. The five day programs has been designed with the above objectives.

Participant profile
The Program is designed for Middle and Senior Level Executives who make decisions for both the Public and Private Enterprises. This programs will be particularly useful for managers who lead teams, drive business development; and manage channel partner performance.

ETHICS & VALUES IN ADMINISTRATION

Program Overview
Today we are witnessing far-reaching changes globally in the social and political environment. There is growing awareness in civil society and greater rights-based demands for more open, responsive and accountable governments. The earlier emphasis on ‘efficiency’ as a criterion for service delivery has been replaced in recent years by ‘effectiveness’ and more citizen-oriented approaches to service delivery. The framework of efficiency alone is no longer adequate to deal with the pressures and aspirations for change. Systemic corruption along with ‘weak governance’ has resulted in the misuse of scarce resources, uncertainty of outcomes, failure in achieving objectives and the gradual undermining of institutions.

Participant profile
The programs is designed for Middle and Senior Level Executives who make decisions for both the public and private enterprises.
**USING DATA FOR PROGRAM MONITORING & EVALUATION**

**Program Overview**
Well-conceived and designed programs often fail due to weak monitoring systems. This inevitably leads to poor outputs and outcomes. It is also a fact that only a small number of programs get evaluated systematically. Adequate, timely and reliable data is vital for effective monitoring and evaluation of programs. All social sector programs including health, education, gender, rural development etc often generate huge quantities of data, with almost negligible use of data at the ground level for making corrective actions. Timely correction can lead to better outputs and outcomes.

This training programs aims at understanding sources of data, exploring issues of data quality and data analytics and data visualisation. Participants will also be exposed to basic elements of demographics techniques, education, poverty, water and sanitation programs and monitoring parameters of national flagship programs. Participants will also be able to gain experience in data analysis and visualisation techniques.

**Impact**
- To acquaint the participants with sources of data, exploring issues of data quality and data analytics and data visualisation
- To improve their skills to use data for effective monitoring and evaluation of various social sector programs

**Participant profile**
Researchers, practitioners from development and evaluation sectors, statisticians, officials involved in monitoring and evaluation, programs staff and others.
Program Overview

A baseline study defines the ‘pre-operation exposure’ condition for the set of indicators that will be used to assess achievement of the outcomes and impact of a project. Baseline data is critical for measuring change over time and to establish whether change at the outcome level has in fact occurred. Base line studies are mandatory for Resettlement and Rehabilitation (R & R) as well as Corporate Social Responsibility (CSR) projects.

The impact made by R & R/ CSR activities should be quantified to the best possible extent with reference to base line data, which need to be created before the start of any project. Base line study for resettlement projects should specify the size and composition of the affected population, their existing levels and sources of income as also the value of the fixed assets that would be lost, besides making an assessment of the income restoration measures. Since the baseline data can also be obtained from the existing sources, the knowledge regarding these would also suitably benefit the organisation before planning for an extensive baseline survey. Though the baseline survey is conducted by an external agency, a clear understanding of the data needs, sources and methodology of data collection would be critical for the organisation to efficiently communicate the data requirements to the concerned agency as also evaluate and monitor the progress of such surveys.

Impact

- Provide an in-depth understanding of the comprehensive data needs for high impact CSR/R & R strategies.
- Acquaint participants with information on existing and available information data sources.
- Enable the officials in responding to changing situations involving stakeholders at various stages of the survey.

Participant Profile

Officers of government (central and state), public sector and private sector organisations engaged in Land acquisition, Environment, CSR and R & R departments.
FINANCIAL SYSTEMS, MANAGEMENT AND ACCOUNTABILITY IN GOVERNMENT

Program Overview
Strong public financial management (PFM) systems are essential for effective and sustainable economic management and public service delivery. Also, transparent and accountable governance and administration in all sectors of society are indispensable foundations of sound economic management. The programs thus aims to give participants an insight into the Government Financial System. It enhances knowledge and understanding of the Public Financial Management and Accountability System - its strength and weaknesses, its limitations, challenges faced by it and reforms being undertaken. This leads to a better appreciation of the more proactive role needed to be played to bring in greater fiscal discipline, better accountability and enhanced transparency, essentially facilitating better governance.

Impact
- Enhanced awareness about budget preparation and budget execution
- Enhanced appreciation of the role of audits in bringing in fiscal discipline, better accountability and enhanced transparency-essentially facilitating better governance.
- Better appreciation of the role of Public Private Partnership in enhancing organizational performance.

Participant Profile
Chief Accounting Authorities / Senior Officers responsible for financial management of various administrative departments as well as senior officers of the Finance Department of State Governments, Union Territory Governments and Union Government.

Program Director
Ashita Allam Raju
Dates: 17–21 August 2015
Fee: ₹ 54,000/-
   (US $ 1840) +
   Applicable Service Tax
PARTICIPATORY PLANNING: CHALLENGES, ISSUES AND IMPLEMENTATION

Program Overview
The government each year commissions several schemes/projects targeting social welfare and economic development. The successful implementation of a scheme requires adequate planning, monitoring mechanisms, synergy between different departments, and, involvement of different stakeholders including the central government, private partners, NGO’s and the community. Community support for schemes enhance the reputation of government, significantly improves the quality of service delivered by the government, and improve the sustainability of the schemes, ultimately leading to community cohesion and growth. Today there is a growing need towards decentralised planning where local organisations and institutions formulate, adopt, execute actions and supervise the plan without interference by the central body. This move from a ‘Top Down’ to a ‘Bottoms Up’ approach ensures proper flow of information, addresses local needs, ensures citizen participation and of course, brings in accountability.

This Program entitled “Participatory Planning: Challenges, Issues and Implementation”, especially aims to facilitate a solid understanding of the macro-economy and its associated sectoral linkages, the planning process with focus on decentralized planning, and multilevel stakeholder participation and societal involvement to plan and execute successful schemes/projects.

Impact
The Programs would have the following objectives:

- To facilitate understanding of the overall functioning of an economy and the inter-linkages between the various sectors.
- To learn the usage of the input-output table to help in the process of economic planning.
- To provide current planning and management techniques for government schemes.
- To understand the decentralized planning process with multilevel stakeholder engagement.
- To understand the complexities from the perspectives of resources, risks and accountability in implementing schemes/projects.

Participant Profile
Senior and middle level officials from central and state governments involved in planning and implementation. Indicative roles are additional secretaries, deputy secretaries, undersecretaries, secretaries, sub divisional officers District collectors and District planning officers.
REGULATING ELECTRICITY TARIFFS AND RELATED ISSUES

Program Overview
The program is designed to apprise participants the principles and methodology of tariff regulation enunciated in the Electricity Act – 2003 and subsequent policy and regulations. The program covers various components of a typical filing for Annual Revenue Requirements (ARR) and tariff revision with respect to the generation, transmission, and distribution of electricity as well as issues of retail tariff design. The program includes issues pertaining to Open Access, Electricity Trading, and Development of Markets and the challenges being faced currently.

Impact
Participants would:
- Develop an understanding of the current issues pertaining to regulating electricity tariffs in India in generation, transmission, and distribution and the design of retail tariffs.
- Gain an insight into important tariff-related issues dealt with by the Appellate Tribunal for Electricity.
- Be exposed to the current challenges on account of open access, trading, and development of electricity markets.

Participant Profile
Senior executives in Distribution Utilities, Power Companies, Electricity Regulatory Commissions, and senior officials in government departments.

Program Director
Usha Ramachandra
Dates: 29 June – 3 July 2015
Fee: ₹ 54,000/-
(US $ 1840) +
Applicable Service Tax
ELECTRICITY DISTRIBUTION MANAGEMENT

Program Overview
Over the last two decades, the power sector reforms process in developing countries has focused primarily on the distribution sector with a strong emphasis on regulatory intervention, operational efficiency, financial viability and transparency with customer focus. Though the reforms enacted by these nations differ in nomenclature, all of these steps underscore the professionalization, corporatization, and commercialization.

Notwithstanding the considerable improvement in the generation & transmission segments of the electricity sector, the distribution sector, which provides both the revenue and the consumer interface, continues to be a weak link. Therefore, there is an urgent need to pay focused attention towards distribution segment improvement through advanced techno managerial intervention and capacity building.

The Administrative Staff College of India which has been at the fore front of policy, technical assistance and capacity building in the power sector, is pleased to announce its *Program on 'Electricity Distribution Management’ during 31 August - 4 September, 2015.*

Impact

| This program is directed at practicing electricity distribution sector professionals to broaden their understanding about the evolution of legal and policy framework and effective management principles to develop a sustainable electricity distribution utility. The programs would also cover innovative business models and IT intervention to bring the rapid managerial and technological advancement in improving the operations of the utility. |

Participant Profile
Senior Executives of Electricity Distribution Utilities, Power Companies and Electricity Regulatory Commissions.
ENVIRONMENTAL IMPACT ASSESSMENT FOR PROJECTS

Program Overview

Recognizing the need for environmental appraisal of certain developmental projects, the Ministry of Environment & Forest, Government of India had promulgated certain regulatory framework under the provisions of Environmental (Protection) Act, 1986. It is mandatory to conduct Environmental Impact Assessment and to prepare EIA report for these projects under the provisions of EIA Notification, 2006 and CRZ Notification, 2011.

Environmental Impact Assessment is a planning tool and generally accepted as an integral component of sound decision – Making. The purpose of EIA is to give the environment its due place in the decision making process by clearly evaluating the environmental consequences of the proposed activity before action is taken. One of the key objectives of the EIA is to ensure that potential environmental problem are foreseen and avoided at an early stage in planning cycle so as to pre - empty problems.

Recognizing the importance of EIA, the QCI / NABET is accrediting the consulting organisations. Ministry of Environment, Forest and Climate Change, GoI made it mandatory that only QCI / NABET accredited consulting organisations can conduct and prepare EIA report.

The programs will cover regulatory framework, EC process and EIA requirements - baseline data, identification of project specific impacts, additional studies and planning for mitigation. The course will have interactive lectures, case studies and group exercise along with presentations.

Impact

- To enhance the knowledge on environmental appraisal procedure and its requirement
- To enhance the knowledge on EIA Report – baseline data, aspects, mitigation planning and additional studies
- To enhance the knowledge on reviewing the EIA report for its adequacy

Participant Profile:

The programs is designed for senior and middle level officers of industry, regulatory authorities and environmental professionals.
FOREST CONSERVATION INTERVENTION MEASURES THROUGH GOVERNANCE (FCIMTG)

Program Overview

Tropical forest conservation presents a paradox – there is a large dependence on forest resources within several countries, globally, an estimated one billion people live on the fringes of forests and derive a livelihood from forests. Simultaneously, the tropics harbour high levels of biodiversity, close to three-quarters of all the global biodiversity hotspots are located in the tropics. Deforestation and forest degradation continues unabated in the tropics and there is an urgent need to implement conservation measures through interventions in governance. Global emissions of greenhouse gases from deforestation and degradation contribute between 10 and 15% annually, and come predominantly from tropical forests. Drivers of deforestation and forest degradation operate at several scales and similarly scale based interventions in governance will be important for arresting forest degradation, reversing biodiversity loss in the tropics, and combating climate change globally. The UN will adopt sustainable development goals (SDGs) in 2015 and Goal 9 and Goal 10 relates to biodiversity conservation through governance improvement and technological transformation.

GOAL 9: Secure biodiversity and ensure good management of Oceans, Waters, Forests, and Natural Resources

GOAL 10: Transform governance and technology for sustainable development

Our Approach:

Ecological processes operate at various spatial scales and so also the drivers of forest change in human-dominated landscapes. Identifying these drivers and the scales at which they operate is critical for implementing conservation programs in forested regions. Policy makers and managers responsible for administering programs related to social aspects of natural resources will be sensitized to the different intervention measures and the scales at which they operate and their implications for conservation. The main objective of this programs is to ameliorate lives, welfare, and livelihoods through conservation intervention measures and contribute to sustainable development and environmental improvement in the tropics.

Program Objectives:

The programs on forest conservation intervention is designed to:

- Facilitate interaction and constructive engagement in governance of natural resources.
- Highlight the importance of conservation intervention measures to alleviate poverty and conserve biodiversity in human-dominated landscapes across the tropics.
- Explain biophysical and socio-economic concepts with reference to spatial scale, temporal scale, and feedback loops in the implementation of conservation intervention programs in human-dominated landscapes.
- Discuss methods of sustainable conservation through several case studies from around the tropics.
- Disseminate information on good practices to be adopted in implementing conservation measures in the tropics.

Participant Profile

The programs will be of value to senior and middle level managers in government, professionals from multilateral and bilateral agencies such as the World Bank, Asian Development Bank, United Nations Environment Program, NGOs actively engaged with forest conservation in the tropics, and conservation biologists. Participants from tropical countries especially Africa, South Asia, SE Asia are welcome to apply for the training programs.
PLANNING BEHAVIOR BASED SAFETY INTERVENTION

Program Overview
Safety can be divided into three different areas - physical environment, safe work procedures and training. Even, if the three areas are being addressed by the companies, still accidents are taking place - Why? Providing safety gadgets and formulating the procedures on its usage does not guarantee that people will use it. People take short cuts and slip back into at-risk habits. We must add a focus on behaving safely (doing the right things) such as using the safety tools and following the procedures.

Behavior Based Safety is a process that enables managers, supervisors and frontline employees manage behaviors which impact safety, such as wearing PPE, following a precise routine for performing hazardous tasks and so on. This process is based on the science of behavior, which teaches that the most effective way to improve behavior is through a system of observation/measurement, feedback and positive reinforcement.

Impact

- To help the participants understand and appreciate the importance of the BBS process in improving safety culture
- To help the participants in understanding the steps involved in BBS implementation
- To help the participants in understanding the planning for BBS implementation in their organization

Participant Profile
This program is designed for senior and middle level officers of industry and infrastructure projects - EHS leaders, plant heads, engineering and project teams and regulatory authorities.

Program Director

G Bala Subramanyam

Dates: 7–8 September 2015
Fee: ₹ 23,000/-
   (US $ 1000) + Applicable Service Tax
ENVIRONMENTAL REGULATIONS, ASPECTS AND MITIGATION PLANNING FOR BUILDING AND CONSTRUCTION PROJECTS

Program Overview
Building and construction projects play an important role in developing infrastructure of the country. At the same time these projects utilize a large quantity of natural resources during the construction and operational stages and potential to create adverse environmental impacts, if not planned properly. Recognizing the need to regulate the projects from environment angle, Ministry of Environment, Forest and Climate Change made it mandatory to obtain Environmental Clearance mandatory under the provisions of EIA Notification 2006. Urban Local Bodies also reviews many environmental parameters before issuing permits. For achieving sustainable development, the project specific key environmental aspects are to be identified and addressed during the planning stage itself. The key environmental aspects such as regulations; lay out planning; water & waste water management; rain water recharge; energy management; solid waste management; parking and requirements for fire fighting in emergencies are to be addressed properly during planning stage itself.

Impact

- To help the participants understand regulatory compliance requirements
- To help the participants understand the key environmental aspects and planning for mitigation by adopting good practices
- To enhance the knowledge on EIA & EMP

Participant Profile
This program is designed for senior and middle level officers of infrastructure project developers, urban local bodies, SPCB and environmental consultants.
PROJECT APPRAISAL AND FINANCING

Program Overview
A country known for its high savings rate and high investment rate, India invests about a third of GDP or Rs 30 trillion every year. For this capital formation, many large projects are undertaken through public spending and private spending.

In order to prevent non-productive investments, it is imperative that projects are carefully assessed by applying appropriate criteria. The quantitative and qualitative aspects of project selection determine the success or failure of an organization.

Moreover, these investment projects are unique events being executed for the first time. Due to the scale and complexity, financing of projects involves multiple risks, which must be analysed and appraised with care. Projects such as infrastructure development, mineral exploration, product launch and technology selection, are associated with high level of uncertainty and call for newer techniques.

Impact
The programs aims to provide hands on experience to the participants about project appraisal and risk analysis. In addition, the participants will be familiarized to emerging areas such as infrastructure development through private financing (PPPs), and cross-border financing. The programs is designed for improving the conviction of officers making capital budgeting decisions.

Participant Profile
The programs is designed to sharpen the skills of professionals working in the financing or project appraisal functions of Commercial Banks, large Corporations and government. Senior executives from project organizations will also benefit from attending the programs.
COMPANIES ACT, 2013: IMPACT ON CORPORATES

Program Overview

After consent of the President of India, the Companies Bill has been finally promulgated as Companies Act, 2013. This Act replaces the archaic Companies Act of 1956. The new legislation has been pruned to around 470 clauses, compared to 700 sections in the older law. Its objectives are multipronged and in line with the liberalized economy of India. It aims at bringing adoption to the internationally accepted practices, more self regulation and transparency through wider disclosures. It envisages efficient law enforcement and stringent penalties for violations and malpractices. At the same time it aims to promote growth of businesses by easing the process of doing business in the country. It has clauses specifically for code of conduct of directors, protection of investors, minority shareholders and depositors. Several new concepts have been introduced like one woman director on the board of specified class of companies, allowing class action suits by members against prejudicial acts of company management, among many others. This Act has wide ramifications on the structure, governance, and operations of all companies registered under the Act.

Impact

The program aims to help the participants to

- Discuss the new amendments and concepts in the Companies Act, 2013.
- Analyze the implications of the amendments to Companies Act, 1956 on the companies.
- Highlight the various compliance requirements, the contravening penalties and the grievance redressal mechanisms under the new Act.

Participant Profile

Senior Management Personnel, Officers from Finance, Accounts and Legal Departments, Management and Tax Consultants and Entrepreneurs.
FINANCE FOR NON-FINANCE EXECUTIVES

Program Overview
As executives move up the corporate hierarchy, they need to develop an understanding of the numbers that drive business. This program is designed to enable executives to develop a profit orientation and understand the difference between cash flow, profits and profitability. A major learning of the program is to interpret the informational content of financial statements and understand their connection with the managerial decisions. The emphasis will be on making the contents relevant to the participants’ own business environment. The program would also enable the participants to understand how to use financial information in evaluating the impact of operating decisions on the bottom-line. The concept of shareholder value creation and its linkages with managerial decisions, will also be covered.

Impact
◆ More effective communication with the finance executives
◆ Analyse the impact of managerial decisions on the profitability of the business
◆ Understand the power of numbers in driving business performance

Participant Profile
Senior executives from non finance functions such as marketing, operations, technical, HR, Legal and IT, who would like to enhance their knowledge of finance and obtain practical insights into the subject. The program is also applicable for those executives who are responsible for achieving performance targets and take decisions based on financial information.

Program Director
Mubeen Rafat
Dates: 26–28 November 2015
Fee: ₹ 34,000/-
   (US $ 1495) + Applicable Service Tax
**Program Director**

**Mubeen Rafat**

Dates: 9–11 December 2015

Fee: ₹ 34,000/-
   (US $ 1495) +
   Applicable Service Tax

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**BUSINESS COLLABORATIONS - STRATEGIC ALLIANCES, JOINT VENTURES AND ACQUISITIONS**

**Program Overview**

The program has been designed to provide conceptual clarity on the strategic options for inorganic growth. The major learning of the programs will be to understand the implications of the different structures for setting up business collaborations from a strategic and legal perspective. The identification and evaluation of strategic partners will also be covered in the programs.

**Impact**

With the intensification of competition and the globalisation of business, business collaborations are increasingly becoming an option for growth:

- To develop skills in tracking trends in the business environment and identifying opportunities for growth
- To understand the strategic aspects of business collaborations – mergers, joint ventures and strategic alliances
- To gain insights into the legal and regulatory issues in structuring business combinations

**Participant Profile**

- Executives from public and private sector companies involved in mergers, acquisitions and business combinations.
- Executives from public and private sector banks and financial service companies.
- Officials from Govt departments involved in formulating policies on business collaborations.
- Finance and Accounting Professionals like Chartered Accountants, Management/Cost Accountants, Company Secretaries, etc, working as independent consultants
CORPORATE VALUATION & DUE DILIGENCE

Program Overview
This program provides a comprehensive coverage of the various approaches used in valuing a business. The participants would be able to develop skills in analysing a business valuation and identify the critical factors impacting the value. The process of due diligence and its impact on valuation will also be discussed. Real life examples will be used to demonstrate the concepts.

Impact
- Develop skills in conducting a valuation
- Identifying the critical factors impacting the valuation
- Gain insights into the practical issues in evaluating a valuation report

Participant Profile
The program is specially designed for professionals in Investment and Treasury departments of Commercial Banks, Financial Institutions, Financial Analysts in Investment Banking and other Financial Intermediaries. Executives working in investment departments of large/medium corporates involved in mergers, acquisitions and business combinations would also find the program useful. The program would also be beneficial for Finance and Accounting Professionals like Chartered Accountants, Management/Cost Accountants, Company Secretaries, etc, working as independent consultants in portfolio management and investment analysis.

Program Director

Mubeen Rafat

Dates: 4–6 January 2016
Fee: ₹34,000/-
   (US $ 1495) + Applicable Service Tax
Program Director

Mubeen Rafat

Dates: 18–20 January 2016
Fee: ₹ 34,000/-
(US $ 1495) +
Applicable Service Tax

ADVANCED FINANCIAL MANAGEMENT

Program Overview

In the fast changing business environment, finance executives need to develop skills in identifying trends in the business environment and evaluating business opportunities. Risk assessment and mitigation are also extremely important functions within the purview of the Finance function.

This program has been designed to provide a comprehensive coverage of the latest developments in the field of finance. The program combines financial rigor with strategic insights to enable finance executives to develop skills in measuring and managing shareholder value. The program also provides insights into the tools and techniques currently available for the effective management of risk. The program concludes with the design of performance measurement system and its linkages with incentive compensation.

Impact

- Track developments in the business environment & understand their strategic implication
- Gain insights into the financial aspects of organic and inorganic growth
- Develop an understanding of the risk assessment procedures and strategies for risk mitigation

Participant Profile

Senior finance executives with responsibilities in the areas of financial planning, treasury, mergers and acquisitions and risk management. Managers with an understanding of basic finance and who are involved in capital investment and financing decisions, would also find the program useful.
BUSINESS RISK MANAGEMENT

Program Overview

Volatility in commodity markets, financial markets and the economy have a significant bearing on the way businesses are managed. As profitability comes under pressures, the risks faced by business must be understood at all levels of management. In the aftermath of global financial crisis, it is widely understood that thorough evaluation of underlying risks is vital to the survival of any organization, especially the large and structured organizations.

The programs provides an understanding of various types of risks faced by organizations. It examines how businesses can safeguard themselves from uncertainty.

Impact

- Understand the evolving field of enterprise-wide risk management, also referred to as integrated risk management
- Comprehend tools, techniques and practices across various business functions such as purchase, treasury, operations, and most importantly audit. These include tools for measuring and prioritizing risks; tools for decision making and instruments for taking contractual coverage against risks.
- Appreciate the state of the art of business risk management.

Participant Profile

The programs is aimed at middle level executives and senior executives from financial and non-financial sectors, across all functions.
FINANCIAL DECISION MAKING FOR MANAGERS

Program Overview
Managers and promoters of business organisations must assess the financial impact of every major decision they make for their firm. Whether the decision involves capital expansion, pricing of a product or service, or acquiring major equipment or merger or buy out of another firm, hedging assets or investing in securities or simply understanding the financial performance of companies, this programs will provide managers with easy to understand working knowledge of appropriate financial analysis tools that will assist in the decision making process.

Impact
The programs aims to help the participants to

- Enable managers to understand and interpret the financial statements of a business organization.
- Understand the methods of costing of product/services, capital budgeting, valuation for mergers and acquisitions.
- Understand the various methods of raising financing and its impact on the organization.
- Understand the various methods for managing investments in a business enterprise.
- Enable the managers to understand the financial impact of all operating, financing and investment decision which will help businesses to reduce/prevent financial losses and optimise resources and outcomes.

Participant Profile
Senior Management Personnel, Officers from Finance and Accounts Departments, Management and Tax Consultants and Entrepreneurs.
STRATEGIES FOR COST LEADERSHIP

Program Overview

Shrinking bottomlines and declining profit margins have made it imperative for organizations to manage costs as a strategy. Organisations are aggressively looking for opportunities to minimize costs without impacting the product/service quality or market positioning. This programs offers a unique approach managing costs by improving visibility over product cost structures and business processes. The latest concepts minimising costs such as activity based costing, target costing and benchmarking will be comprehensively covered with a practical orientation.

The objective of the programs is to enable the participants to develop skills in formulating a cost minimisation strategy by applying the latest concepts. The programs also provides participants the tools for analysis of the costs across the value chain. Participants will also learn to identify ways of redesigning activities and processes to improve productivity and increase value. The programs provides a discussion of the implementation issues in applying the latest techniques for cost management and integrates a broad range of examples from both manufacturing and service sectors. Participants will also develop action plans based on the concepts presented in the class.

Impact

- Understand product/service cost structures
- Gain insights into techniques for analyzing and minimising costs across the value chain
- Develop perspectives on strategies for cost minimisation

Participant Profile

Senior executives in the finance and accounting functions and those responsible for managing business through the P&L. SBU heads and team leaders responsible for bringing about improvements through cost minimization will also find the programs useful.
Gender Mainstreaming, Budgeting and Auditing: Practices for Equity and Accountability

Program Overview

Gender Mainstreaming in policymaking programming and budgeting is a key strategy today for reducing gender inequalities and improving the status of women and girls. Gender does not refer solely to women, but also other social groupings based on socio-economic status, caste, religion, region, age, and marital status. Gender budgeting facilitates achievement of Millennium Development Goals bringing greater gender equity, enhancing government transparency and accountability. It also promotes greater economic efficiency and alleviates poverty in the country.

Gender Budgeting includes a range of practices including auditing expenditure budgets to ensure equity during programs and policy formulation, review of extent policies and guidelines, and re-prioritization and allocation of resources.

In India, under the directive of the Ministry of Finance, Govt. of India, many ministries as well as municipal bodies, and panchayats have undertaken Gender Budgeting. Some of the leading states implementing gender budgeting are Chhattisgarh, Madhya Pradesh, Rajasthan, Kerala, Karnataka, Odisha, among others.

This three-day program is aimed at capacitating representatives of government, research institutions, NGOs at national, state, urban and panchayat levels who may be involved in planning, budgeting and monitoring.

Impact

The programs is designed to provide

- Understand concepts of gender, gender disparities, gender equity
- Understand various gender budgeting tools like beneficiary incidence analysis, gender based public expenditure analysis,
- Develop the capacity to apply gender budgeting and planning in various sectors

Participant Profile

This program is ideal for government representatives at national, state, urban and panchayat level who may be involved in planning, budgeting and monitoring, research institutions, NGOs and training institutions.
LEADERSHIP THROUGH SELF DISCOVERY

Program Overview

Leadership is a quality, which exists between people. Essentially Leadership is the relationship between the leader and his team. It is, therefore, the combination of –

- Who you are: your values, beliefs and goals
- Your skills, capabilities and talents
- The relationship you create with others AND
- Your situation or your environment

We have mentioned the word ‘and’ in capital because that is the key word; it is not any one or more of these qualities which make a leader, but all of them in combination and congruence. Your personality is a system, consisting of these parts in congruence. The focus of this program is on understanding these parts of your personality; enhance their congruence as a system and building leadership capabilities. The programs will take the participants on a journey of change and is based on the assumption that each individual is unique and everyone has the capacity to face his/her challenges and take appropriate decisions.

Impact

- Deeply held values, beliefs and existing level of capabilities.
- The change process is learned through focusing on his/her inherent capabilities, enhancing their effectiveness and learning to use these capabilities effectively through the tools available in Neuro Linguistic Programming.

Participant Profile

Senior level executives of public, private sector organizations and Banking sector both in the functional and Human Resource Areas.
Human Resource Management

**Program Director**

**P Subhashini**

Dates : 13–17 July 2015

Fee : ₹ 54,000/-

(US $ 1840) + Applicable Service Tax

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**ENHANCING MANAGERIAL EFFECTIVENESS**

**Program Overview**

The fast changing business scenario and an increasingly competitive environment are sending strong signals for change in organizational culture and managerial practices. Organizations which have largely been static and mechanistic, so far, need to become dynamic, organic and innovative. Managers, therefore, have to reorient their functioning by shifting attention from more efficiency in performance to effectiveness and excellence.

In order to facilitate this process of change in the organizational culture, managers should orient themselves towards entrepreneurial management strategies in effectively managing the human resource and other assets of an organization.

**Impact**

- Helps develop competencies for achieving organizational excellence
- Helps in enhancing repertoire of managerial skills to face continuously changing business environment.
- Enables participants to turn the challenges into opportunities for individual and organizational development.

**Participant Profile**

Senior and middle level executives (managers / administrators) of public and private sector organizations, Government departments and service organizations such as banks, corporate hospitals, transport corporations, etc.

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**BUILDING COMPETENCIES FOR LEADERSHIP**

**Program Overview**

Developing leadership competencies is crucial for organizations to thrive and survive. Competency-based approach to leadership development has proved to be successful and result-oriented. The programs helps participants understand the competency framework for leadership development. The twin goals of the programs are (a) assessment of identified set of leadership competencies (b) intervention to consciously develop the reflective mindset to build leadership competencies necessary to perform effectively in organizations.

**Impact**

- Identification of Competencies for Leadership Development
- Assessment of Leadership Competencies
- Intervention plan to build Leadership Competencies.

**Participant Profile**

Senior and Middle level executives of private sector, public sector and government departments. Also useful for HR professionals and trainers.
LEADERSHIP SKILLS DEVELOPMENT

Program Overview

In the current fast-paced business environment and highly competitive labour market, organisations have high expectations of their leaders. The ideal leader is flexible, proactive, possesses strategic thinking and analytical skills, is culturally competent and adept at competitive positioning. To attain this level of leadership, the organisation must be committed to leadership development. The programs is designed towards achieving these objectives.

Impact

To enhance participants learn various leadership skills like
- Problem Solving and Decision Making
- Communication Skills
- Conflict Resolution and Negotiation Skills
- Managing Change
- Adversity Quotient
- Executive Coaching and Performance Counseling

Participant Profile

Senior and middle level executives (managers / administrators) of public and private sector organisations, Government departments and service organisations such as banks, corporate hospitals, transport corporations, etc.

Program Director

Prabhati Pati

Dates : 3–7 August 2015
Fee : ₹ 54,000/-
(US $ 1840) +
Applicable Service Tax

Dates : 14–18 December 2015
Fee : ₹ 54,000/-
(US $ 1840) +
Applicable Service Tax
TRANSACTIONAL ANALYSIS FOR INTERPERSONAL EFFECTIVENESS

Program Overview
While there has been growing realization that interpersonal relationship is very important for achieving organizational goals, there has been little effort by organizations to enable their managers to develop the skills of interpersonal relationship. This program is designed to bridge this gap.

Although the program is based on the simple but profound theory of Transactional Analysis, it is designed keeping in mind the need for managers to internalize the concepts within the short duration of the training programs. The delivery will be free of jargons and intimidating theoretical digressions. The thrust of the program is self-realization and reinventing one’s relations with others, particularly in the context of organizational functioning. The programs will be highly practical with hands-on exercises and group discussions.

Participant Profile
Senior and middle level executives of private sector, public sector and government departments. Also useful for HR professionals and trainers.

NEgotiation SKills

Program Overview
In the present era of competitive business environment, profitability and benefits depend, highly, on the negotiation skills of the involved stakeholders. In addition to business conditions, we do negotiate, all the time, with colleagues, family members, friends and many others. In the contemporary world, understanding of negotiation process is important for achieving the desired and expected results. Individual skills in understanding and establishing relationship is crucial in his / her success or failure. The negotiating skills help individual in selling ideas, determining the price and other terms within and outside the organization. A person with good negotiation skills would resolve differences and promote collaboration. Negotiation process is widening its coverage and currently there are multiple national and international fora for effective negotiations.

Impact
- Facilitate understanding the individual role in negotiation process.
- Help in developing effective and successful negotiation strategies.
- Create a sense of mutuality while negotiating with others.
- Emphasise the need to identify the bargaining zones.

Participant Profile
Senior and middle level executives of public and private sector organizations, financial institutions and government departments, specially dealing with internal and external stakeholders are eligible to participate in this program.
EFFECTIVE TRADE UNION MANAGEMENT

Program Overview

Trade unions are in the midst of dramatic changes the world over. The crisis is especially acute in India. Trade unions need to organize their resources better and utilize the executive and administrative skills of their office-bearers optimally.

The programs is not only meant for the office-bearers of trade unions, associations or federations, but also for HR professionals and line managers who are in regular contact with workers and union members. Working knowledge of English is essential for comprehension and self-expression during the programs.

The Business Environment has become more dynamic. The pace at which the changes are taking place in the global Business Environment has never been experienced. The present context of the Business Environment brings enormous pressure on the Trade Unions to keep themselves aligned with the changing requirement of the Business Environment. It is imperative that the Trade Unions need to organize their resources better and utilize the executive and administrative skills of their office-bearers optimally.

Moreover, there has been, over the last few decades, a marked change in the socio-economic status of workers in the organized sector. This change has created new challenges for the leaders of most unions. Further, several segments of officers too have collectivized.

In view of these external and internal turbulences, the Administrative Staff College of India is pleased to offer an exclusive programs for Trade Union leaders to enable them to understand the new realities and provide an environment to work out strategies for improving their effectiveness.

PERSONALITY DEVELOPMENT

Program Overview

The programs enable participants to gain awareness into the various personality attributes, which have a major role to play in superior job performance. It provides an opportunity to participants to develop their personality by gaining self-insight and getting feedback from others. It facilitates realization of fell potential, which will lead to improved organizational performance and personal effectiveness.

Impact

- Understanding Self.
- Managing Relationships.
- Effective Communication and Presentation.
- Work-Life Balance.

Participant Profile

Senior and middle level executives of private sector, public sector and government departments.
BUILDING HIGH PERFORMANCE IN ORGANIZATIONS THROUGH WORK LIFE BALANCE

Program Overview

Organizations in the present day context recognize the value of happy workforce. Research also indicates that happy employees (executives) are productive employees. However, increase in work pressure has left the employees with no time for their personal endeavors. Poor work life balance has resulted in negative impact for both, the employees and the business. For the employees it has led to stress, physical illness, depression and mental illness, compromised safety and damaged relationships (not only at personal front but also in teams). For the business, productivity has been compromised due to absenteeism, poor performance, injuries, lack of motivation or engagement, increased errors and faults. Thus, it becomes imperative that organizations facilitate their employees in striking a chord between their professional and personal demands.

Building High Performance in Organizations through Work Life Balance intends to bridge the gap between the professional and personal aspirations of the employees by helping them to identify stressors, develop resilience and adaptability to encounter uncertainties at work and in personal lives. Facilitating the employees to envision their career through the journey of life and aligning them with personal goals, the program aims to join hands with organizations in their commitment to create happy, productive and sustainable team.

Impact

- Managing multiple responsibilities at home and work without guilt or regret
- Adaptable in meeting commitments
- Enhanced Productivity
- Supportive, valued and trust worthy employee

Participant Profile

The programs will add value to senior and middle level executives from public and private sector, financial institutions and government departments. The participants from any functional area like Marketing and Sales, Customer Service, R&D, Production, Human Resources Management, Finance, Logistics and IT will benefit from attending the programs.
H R AUDIT

Program Overview
There has been growing realization among enterprises that the alignment of human resource and HRM processes is prerequisite to complete internal alignment processes to respond to the ever-changing business environment. Gearing up to the emerging opportunities and staying in a competitive business environment requires more responsive and innovative approaches to Human Resource Management. In this context, it is extremely important for an organization to orient their HR function in consonance with corporate goals. In order to achieve this, it is essential to carry out an HR Audit to understand the current status, gaps between existing and desired levels of HRM function, and to develop appropriate action plan to bridge the gaps.

Keeping the above in view, the Administrative Staff College of India, therefore, takes pleasure in announcing a Program on HR Audit. The Program focuses on current status of HRM function and the issues involved in aligning HRM processes with the business goals by developing an insight into various facets of HR Audit to make HRM function more business-oriented.

The Program is meant for senior and middle level executives connected with the responsibility of managing Human Resources, including those dealing with HRD, Employee Appraisal, Manpower Planning, Employee Relations, etc.

DEVELOPING EMOTIONALLY INTELLIGENT LEadership

Program Overview
This programs enables participants to understand the importance of emotions in leading others. It also helps them build stronger personal relationships and inspire followers to achieve outstanding results.

Impact
- Leadership Competencies.
- Emotional Intelligence.
- Self-Awareness.
- Self-Management.
- Developing Sensitivity.
- Managing Conflicts.
- Relationship Management.

Participant Profile
Senior and middle level executives of private sector, public sector and government departments.
HUMAN FACTORS AND WORKPLACE SAFETY

Program Overview

Human Factors is the scientific application of knowledge about the capacities and limitations of users with the aim of making products, systems, services and environments safe, efficient and easy to use. It works to apply principles of psychology to designing products and creating work environments that boost productivity while at the same time minimize workplace hazards.

The objective of the programs on ‘Human Factors and Workplace Safety’ is to provide an understanding of ways to reduce human error so as to promote workplace safety.

Impact

- Sensitize participants on the importance of Human Factors in Workplace Safety
- Help participants understand causes of accidents due to human error
- Create awareness of ways to prevent human error and improve Workplace Safety

Participant Profile

The programs is suitable for senior and middle level managers from public and private sectors, manufacturing units, R&Ds, and Institutions where Safety is of prime concern.

EFFECTIVE HUMAN RESOURCE TRAINING & DEVELOPMENT

Program Overview

The Program aims at upgrading the managerial capabilities in the area of Training and Development. The overall objective of the Program is to align Training and Development activities of the organization with the business objectives. The Program deals with various aspects and provides an excellent opportunity to give exposure to the new emerging concepts, techniques and methodologies like sensitivity training, outbound training, boot camp, e-learning etc.

Impact

- Help improve the overall effectiveness of Training and Development function in the organization.
- Build personal competencies for being Effective Training Managers / Trainers.
- Learn about organizational strategy and training linkage
- Acquire capacity to build measurable training evaluation tools to understand effectiveness of the training programs.

Participant Profile

Trainers, senior and middle level executives responsible for planning and conducting executive development programs and having at least five years experience in the field and those who have long-standing executive experience and are likely to assume responsibility for Human Resource Training and Development.
STRATEGIC HUMAN RESOURCE MANAGEMENT
(Study Tour: Abroad)

Program Overview
The program aims at developing an in-depth understanding of issues involved in aligning Human Resource Management Processes with the corporate strategies. It provides value addition by managing Human Resources in the business process and an integrated approach in dealing with the Talent Management, Competency Management and Performance Management for aligning HR processes with business objectives.

Impact
- Help participants recognize the importance of Strategic Human Resource Management and understand the intricacies involved in aligning the people-management with the organizational business requirement and the changing direction of the organization.
- Exposure to the best practices of HRM in world-class organizations

Participant Profile
Senior and Middle Level Executives responsible for Human Resource Management, including Line functionaries.

IMPROVING WORK CULTURE

Program Overview
Work culture is an important determinant of performance. When the work culture is positive, even employees with average skills give high levels of performance. On the other hand, negative work culture provides the breeding ground for many kinds of problems at the workplace. In extreme cases, it might lead to violence, thefts, sabotage, deliberate wastage and other forms of aberrant behavior. The best of structures, systems, and processes are a sheer waste in the absence of positive work culture. This program sheds light on how an organization can improve its work culture.

Impact
- Facilitate understanding of the elements that constitute work culture.
- Provide an insight into the determinants of positive work culture.
- Enable participants to hone skills required to improve work culture.

Participant Profile
Senior and middle level managers across different functions from various sectors.
INDIVIDUAL EXCELLENCE FOR ORGANISATIONAL EFFECTIVENESS

Program Overview
Organisational effectiveness depends largely on how the leader’s excellence resonates with the organisational Vision, Mission and Objectives. Individual excellence circumscribes the highest degree of professionalism. If the individuals, as leaders, fit as jewels in organisations, peak performance starts emerging. Journey towards excellence starts when the individual brilliance of leaders is synchronized with the effective teamwork in an organisation.

In a nutshell, the aim of the programs is to help the participants discover strengths in them for further amplification and identify some areas for their self development.

Impact

- Helps build competence in the areas of Personality correlates of Leadership
- Time and Stress Management
- Emotional Intelligence
- Communication
- Leadership Competence
- Individual and group counseling after psychological assessment.
- Creativity and Innovativeness.

Participant Profile
Middle and Top Level Executives from Government, Private, Public Sectors including executives from Multinational Companies.

COMPETENCIES FOR STRATEGIC LEADERSHIP & CHANGE MANAGEMENT

Program Overview
Strategic Leadership concerns with the long-term viability, quality and competitiveness of the organization, which will pave way for the implementation of necessary change initiatives. As Competency-based approaches have gained significance in the recent past, the programs helps participants understand the competency framework for Strategic Leadership and Change Management. The twin goals of the programs are (a) assessment of identified set of competencies related to strategic leadership and change management (b) intervention to consciously develop the reflective mindset to build the relevant competencies in executives.

Impact

- Identification of Competencies for Strategic Leadership and Change Management
- Assessment of Strategic Leadership Competencies
- Intervention plan to develop a map of change initiatives.

Participant Profile
Senior level executives of any organization. Also useful for HR professionals and trainers.
VALUES DRIVEN LEADERSHIP

Program Overview

Research on emerging global companies supports the perspective that leading high performance organizations require leaders to create visions that reach beyond the bottom line. Values-driven leaders embrace this opportunity by focusing on possibilities and finding creative solutions to global challenges. This is not an ethical guideline that stifles the company’s growth but rather a business opportunity that ignites innovation and increases performance, growth and profitability.

Values-driven leadership offers a platform for leaders to unleash this potential by serving as a catalyst for personal development and transformation and by encouraging employees to engage their values, sense of purpose and intrinsic motivation to be part of something that contributes positively to society.

Values-driven companies lead in the marketplace and benefit society by innovating to create short-term and long-term value for their full community of stakeholders – employees, customers, shareholders, communities in which they operate and the natural environment.

These organizations see themselves as corporate citizens of the communities in which they serve and are committed to providing solutions to the most challenging social and environmental issues facing the world today.

A growing number of these exemplars provide insight into the successful leadership of an organization committed to balancing the three principal pillars of values-driven companies: people, planet and profit.

Managers are currently dealing with a tremendous amount of change. Change in the product, change in the customer and change in the way the product and service is sold.

Today’s Manager needs to deal with all of this change daily, yet be able to communicate with and develop every single employee. This can be an enormous task. But it can be done.

Managers need to become “Leaders!” This amounts to:

- Developing a Vision for your people
- Focusing on the correct Attitudes of your people
- Listening to your people
- Understanding your people
- Empowering your people
- Using Systems to measure and monitor your people

...in other words: “VALUES-Driven Leadership!”
COMMUNICATION SKILLS FOR MANAGERS

Program Overview

Organisations today face unprecedented and often unforeseen challenges in meeting internal as well as external growing expectations. In order to sustain growth in such a competitive market environment, these organisations are constantly looking for strategies, which would result in cost reduction, improvement of productivity and quality products. These could be achieved to a certain extent through technological upgradation and absorption of new technology. However, it has been observed that technological changes per se do not necessarily yield expected results without employees’ willing cooperation in the entire process. Managers have a crucial role to play in obtaining this cooperation.

Success of managers in this endeavor is dependent on their ability to effectively use their repertoire of communication skills. Effective communication involves the use of a variety of skills appropriate to the situation. The present programs is designed to help the practicing managers communicate effectively in various situations such as interpersonal interactions, group interactions and negotiations, and thereby contribute to overall organisational effectiveness.

Impact

The present programs is a comprehensive application-oriented communication skills package. It will help participants:

- Reflect on the way they communicate currently and enable them to diagnose and minimize the barriers they encounter in communication.
- Sharpen their verbal, non-verbal and written communication skills.

Participant Profile

The programs is suitable for senior and middle level managers of Government, Public, Private and Service Sector Organisations including Banks from all functional areas.

HRM FOR LINE MANAGERS

Program Overview

Human Resource Management function, per se, is largely performed by the line functionaries, as they interface with the people on continuous basis to accomplish the task to make the organization effective. Gearing up to the emerging opportunities and staying in a competitive business environment requires more responsive and innovative approaches to Human Resource Management. In this context, it is extremely important for an organization to orient their HR function in consonance with corporate goals and thus enhance the contribution of HR in the organizational performance. This calls for developing a common perspective of Human Resource Management on the part of line functionaries and the HR professionals in the organization.

Keeping the above in view, the Administrative Staff College of India has launched a Program on Human Resource Management for Line managers. The Program is meant for senior and middle level executives connected with the responsibility of managing Human Resources, including those dealing with HRD, Performance Appraisal, Manpower Planning, Employee Relations, etc.
EXECUTIVE COACHING AND MENTORING: COMPETENCIES TO DEVELOP FUTURE LEADERS

Program Overview

Executive Coaching & Mentoring are growth initiatives to develop employees. Acquiring necessary competencies to meet the future demands in the dynamically changing competitive environment is the need of the hour. The programs helps participants to explore, understand and appreciate conceptual underpinnings of Coaching and Mentoring phenomenon. Participants will be helped to build various competencies required to be an effective coach and mentor to develop the talent within the organization.

Impact

- Identification of Competencies for Coaching and Mentoring future leaders in the organization
- Assessment of current Coaching and Mentoring Competencies
- Intervention plan to develop the set of competencies to groom future leaders.

Participant Profile

Senior and middle level executives across different functions from any sector. Also useful for HR professionals and trainers.

TEAM BUILDING AND CONFLICT MANAGEMENT

Program Overview

The demand on managers to pool together people of diverse backgrounds, personalities, training and experience and integrate them into an effective team is increasingly felt in recent years. Effective teams are thus inevitable to organizational growth and development. A cohesive team, while ensuring optimum utilization of human resources and talent, enables the members to be effective in whatever task they undertake and provide necessary capabilities in solving problems and achieving goals.

Impact

- Help mitigating differences and conflicts at workplace and in other social situations.
- Facilitate building organizational culture conducive for team work.
- Develop creative and learning skills to enhance interpersonal relationships.

Participant Profile

Senior and middle level executives of public and private sector organizations, financial institutions and government departments.
MANAGING CREATIVITY AND INNOVATION

Program Overview
In the present day scenario, the organisations do not have much edge on the basis of availability of knowledge, finance and other factors of production. The cutting edge is provided by the Creativity and Innovativeness of its employees. When there is high level of competitive pressure as it is happening now, only creative and innovative organisations can survive and prosper. Creativity is the thinking process that helps us generate ideas; and innovation is the practical application of such ideas towards meeting the organisation’s objective in a more effective way. There is an urgent need to expose the employees to the process of creativity and remove their blocks so that they can contribute to the development of their organisations. Further, nurturing a creative climate has also become a necessity in the organisations of today. This program has been designed to impart the skills of creative thinking to enable the organisations to compete effectively and develop the employees’ motivation, job satisfaction and teamwork.

Impact

- Gain conceptual and Operational understanding on Creativity and Innovation.
- Learn various techniques of Creativity.
- Build a Creative and Innovative Organisation Climate to sustain innovative ideas and practices.

Participant Profile
Senior and middle level executives of public and private sector organisations, both in the functional as well as in the human resources area.
STRATEGIC HUMAN RESOURCE MANAGEMENT

Program Overview

The Program aims at developing in-depth understanding of issues involved in aligning Human Resource Management Processes with the corporate strategies. It provides value addition managing Human Resources in the business process. An integrated approach in dealing with the Talent Management, Competency Management and Performance Management for aligning HR processes with business objectives is stressed upon in the programs. Tools like MBO, Balanced Score Card, Competency Mapping etc; are integral part of the programs.

Impact

- Help participants recognize the importance of Strategic Human Resource Management.
- Understand the intricacies involved in aligning the people management with the organizational business requirement and the changing direction of the organization.
- Build personal competency to design HR process in line with business strategy.
- Evaluate macro and micro level issues in implementing SHRM
- Understand impact of SHRM practices on all levels of Employees and organizational systems.

Participant Profile

Senior and middle level executives, responsible for Human Resource Management, including Line functionaries.

Program Director

Harsh Sharma

Dates: 22–26 February 2016
Fee: ₹ 54,000/-
    (US $ 1840) +
    Applicable Service Tax
GOOD GOVERNANCE AND SUSTAINABILITY THROUGH HR PRACTICES

Program Overview

Business in the present day context encompasses a long value chain and complex partnerships. It therefore, becomes pertinent that companies acknowledge its various legitimate stakeholders. Moreover to sustain in the highly competitive world the organizations need to create best practices which sustain them in the long run. Good governance goes beyond compliance and helps the organization build an environment and culture of high ethics and integrity. Additionally, Directors and Stewards of the company learn the herculean task of implementing and executing organizational strategy to the managers.

The present programs focuses on linking strategy, sustainability and governance factors assisting the managers to build on the various operational practices across different functions like marketing, finance, logistics, IT, R&D leading to competitive advantage.

Impact

- Generate Awareness regarding the linkages between good governance policies and sustainability
- Sensitizing organizational concerns related to sustainability
- Benchmarking the best practices
- Constructing governance module for the organization

Participant Profile

The programs will add value to senior and middle level executives from public and private sector, financial institutions, and government departments. The participants from any functional area like Marketing and Sales, Customer Service, R&D, Production, Human Resources Management, Finance, Logistics and IT will benefit from attending the programs.
DECISION-MAKING FOR EFFECTIVE LEADERSHIP

Program Overview
Decision-making is one of the most important functions of a leader. Effective leadership, to a large extent, depends on the leader’s capacity to make proper decisions. If a leader is able to analyze a situation, weigh alternatives and select the best alternative, then most of the problems in decision-making can be avoided. Though the process of decision-making looks simple, it is complex and multi-layered. This program is designed to provide insight into the process, tools and techniques of effective decision making.

Impact

- Provides an overview of decision making process.
- Enhances Decision Making Skills.
- Fosters Effective Leadership.
- Facilitates meeting the challenges of changing business environment.

Participant Profile
Senior and middle level managers across functions from different sectors. This program would prove beneficial for managers who are involved in decision-making processes of a company.
EMPOWERING HOSPITAL ADMINISTRATORS WITH MANAGEMENT SKILLS IN TURBULENT TIMES

Program Overview
Health care in India is a recession proof and dynamic industry with unprecedented growth potential. The quality of health care in the corporate sector hospitals is of international standards. India has become the medical destination of choice for patients from all hemispheres. This encouraging scenario has its own promises and challenges that must be addressed by the leadership of public, corporate, and stand-alone hospitals and health care facilities for their sustainability and achieving the desired outcomes.

Impact
To bring together leadership from all sectors of health care to familiarize themselves with the multitude of opportunities and contemporary challenges. In order to be successful in this competitive environment, the decision-makers in hospitals need to have a variety of tangible and intangible knowledge, skills, and attitudes to continue being an asset to their respective organizations by participating in this highly customized multi-faceted programs.

Participant Profile
CEOs, Hospital Administrators, Hospital Superintendent, Chief of Medical Staff, Department Heads of Finance/Administration/Human Resources/Nursing/Support Services. Members of Hospitals Governing Board would benefit from being exposed to the intricacies of managing a hospital successfully. In addition, hospitals can identify the future leaders within the hospital who need to be exposed to the ways and means of managing hospitals effectively.
e-PROCUREMENT

Program Overview

e-Procurement (Electronic Procurement) is the Business to Business purchase of goods and services through the internet as well as other electronic networks. e-Procurement has been found to offer benefits in the form of bringing down the procurement time, superior price discovery due to larger participation and also reduced cost of procurement. Government of India has initiated a Mission Mode Project on E-Procurement under NeGP.

The proposed programs draws upon the successful current practices in Electronic Procurement and presents an integrated perspective to implement and use it successfully. The programs draws upon case studies of successful implementations. Simulation of e-tendering, reverse auctions and demo of e-tendering software is one of the highlights of this programs.

Impact

It is envisaged that the participants would gain a better understanding of the ingredients of successful e-Procurement implementation such as:

- Leveraging internet for procurement.
- Software tools and technologies for e-auctions.
- Information security in the internet age.
- Developing a roadmap for e-Procurement implementation.

Participant Profile

Senior and middle level managers from public sector undertakings and government departments, World Bank projects, private sector and manufacturing industries. Also suitable for managers in materials management, stores, purchase and IT functions.

LEVERAGING BIG DATA AND ANALYTICS

Program Overview

The programs provides perspectives on unlocking the potential of Big Data for business advantage; Big Data Analytics including Frameworks, tools and techniques and applications; Technologies associated with Big data; Defining strategies for Big Data and Advanced Analytics for the organization.

Impact

Participants will gain the perspectives and knowledge to recognize the opportunities and initiate and take forward Big Data and advanced Analytics Strategies for their organizations.

Participant Profile

Senior executives representing business areas/functions and information technology, from organizations in the services, manufacturing and institutional sectors.
IT ENABLED KNOWLEDGE MANAGEMENT

Program Overview
The program focuses on KM implementation and maturity frameworks; best practices, processes and applications. The deployment of modern information technology platforms including Social Media and big data for Knowledge Management; Effective implementation to achieve higher Knowledge Management maturity levels.

Impact
Enables participants to take stock of the organization’s present Knowledge Management from all relevant perspectives, and helps your organisation to take its IT-Enabled Knowledge Management initiatives to a higher level of maturity.

Participant Profile
Senior and middle level executives and officers in business and administrative functions and information technology from organisations in the manufacturing, services and institutional sectors.

e-LEARNING AND DIGITAL EDUCATION

Program Overview
There is an explosion of knowledge in all spheres of economic and social life. The pace of technological changes is making knowledge obsolete very rapidly, thus making it essential for practicing managers and professionals to continuously update themselves with the latest knowledge. Internet has become a utility which is available at all workplaces, homes and public places. With paucity of time at the hands of the managers to go for structured courses, the medium of internet to deliver courses is becoming very popular.

e-Learning is being integrated with classroom training in schools, colleges, universities and companies.

This program aims to explore and share with participants the concepts of digital learning, learning management systems, electronic certification and rapidly growing areas of Massive Open Online Courses (MOOC).

Impact
On undergoing this course it is expected that the participant will get the following:
- Awareness of contemporary e-learning methodologies
- Information on the popular IT tools for education
- Developing a road map for e-learning and blended learning in organizations and educational institutions.

Participant Profile
This program is aimed at training managers, IT professionals involved in building knowledge management systems and educationists.
URBAN FUTURES PLANNING

Program Overview
Cities contribute from within a complex maze of regional, national, and global competition. Cities are therefore constellations of interactions, communications, and flows, rather than merely locations. The growing complexity of urban systems requires new planning approaches, which traditional planning methods, usually short-term oriented and lacking in integrated approach, are unable to deliver. Futures studies, scenarios and strategic planning frameworks are seen as a sustainable alternative to traditional ‘blueprint’ planning and increasingly find use in the developed world as bases for decision-making.

The program aims at building capacity of civil servants, urban planners, and professionals in the urban space to develop futures plans such as development plans, perspective plans, and long range vision documents. The program assumes significance in view of major impetus accorded to urban planning in not merely preparation of long-term plans but also in planning for strategies to contain sprawl, develop (or improve) city human capital and competitiveness, promote inclusive planning, link infrastructure and spatial planning, conserve our cherished heritage, foster green development, improve pedestrian friendliness, etc.

Impact
The recently approved URDPFI (Urban and Regional Development Plans Formulation and Implementation) guidelines will serve as a springboard for thematic discussions. The program will explore advances in long-term thinking for sustainability, futures studies and strategic planning. The program will greatly aid participants in planning for the following three thematic threads:

- Forward Planning Methods and Modeling
- Future Urban Systems Planning
- Preparation of long-range vision documents and plans

Participant Profile
The course encourages participation of civil servants, town planners, urban professionals, administrators in state governments and urban development authorities, and civil society groups.
HOUSING FOR ALL: IMPLEMENTING THE NATIONAL VISION

Program Overview

All action is local, and more so in the poverty alleviation space. The Prime Minister of India has embarked on bold transformation of the nation into one without slums, poverty, and with world-class services and infrastructure to match. The Poverty Elimination Mission, Sardar Patel ‘Housing for All by 2022’ Mission, Smart Cities Initiative, National Urban Development Mission, National Urban Health Mission form crucial cogs in the national strategy for attainment of this vision. The Sardar Patel Mission for example aims to build 30 million houses, mainly for the poor, in the ensuing seven years, or nearly 5 million houses every year. Even the most successful housing programs launched in the world (eg. Minha Casa, Minha Vida in Brazil, Baan Mankong in Thailand, TOKI in Turkey) have not embarked on such an ambitious agenda. The task before the nation is truly daunting not merely in creation of new housing stock but also in providing services, facilities, and ‘enablers’ for poverty elimination.

Our capacity to attain the vision of ‘a home for all’ is admittedly weak, even as we embark on an unchartered course. Many countries in the developed world, including Singapore, have rid themselves of the scourge of deprivation in skills, shelter, and security. Countries that managed to curb growth of slums such as Brazil and Egypt are those where slum policy relied on a combination of instruments – including efforts to increase the transparency and efficiency of land markets, to improve local capacity, to improve public investment massively, and to increase the supply of affordable housing. The programs will build upon global good experience in slum and poverty elimination, and will develop 360° capacity of participants in implementing the national vision of “Housing for All by 2022”. Come, let us learn together and unlock our potential to take the poor and place in their hands the key to their homes, and in turn to a bright future.

Impact:

- Participants will vastly improve their understanding of and exposure to:
  - impact of globalisation on patterns of urbanisation,
  - measurement of multidimensional poverty and elimination strategies,
  - standards and norms applicable to low income housing,
  - international good practice in slum upgrading,
  - community participation techniques, etc

Participant Profile:

The course encourages participation of civil servants, engineers, community organisers, urban professionals, administrators in state governments and urban development authorities, and project preparation consultants.
LOCAL GOVERNMENT PERFORMANCE: LEARNING FROM GLOBAL LEADERS

Program Overview
Cities need competent governments with enough money. The big problem developing country cities face is that they lack in both. For instance, India spends one-tenth of monies required to develop infrastructure and deliver civic services to citizens – USD 17 as against global average of USD 150 per capita per year. Even as money spend is inadequate, competence and capacity of local governments need to improve manifold. Our archaic processes will not take us far. With nearly 600 million people living in our towns and cities by the year 2030, urban India is likely to break apart at the seams if we do not urgently transform our local government institutions. We must get our act together, and fairly soon.

Imagine a day in the workings of local government in New York, London, Paris, Singapore, or even Santiago. The procurement systems, HR practice, knowledge management, deployment of technologies driving process reform, asset creation and management, visioning and strategy development, design of data analysis and response systems, are all more relevant to the time in which the city governments operate. Similarly, imagine a day in the life of citizens in these cities. All of them have strong, accountable, and transparent processes and institutions to adequately deal with challenges of retaining city competitiveness.

The programs will help participants gain first-hand experience of the workings, practices, and procedures in place at good local governments from across the globe. Global good practice such as Deliverology (UK), Vision Zero Initiative (Sweden), PerformanceStat (US), Minha Casa Minha Vida (Brazil), Baan Mankong (Thailand), Participatory Budgeting (Porto Alegre), etc will prominently feature in the programs.

Impact

- Exposure to global good practice in local government functioning and structures
- Experience of global good practice on data management and response
- Improved capacity to envision transformation in service delivery

Participant Profile
The programs encourages participation of civil servants, engineers, urban professionals, administrators in state governments and urban development authorities, consultants, and civic enthusiasts.
**Program Overview**

The quality and extensiveness of infrastructure networks significantly impact economic growth and reduce income inequalities and poverty in a variety of ways. Infrastructure projects enable service delivery improvement and in consequence, human development. Project preparation is a key building block in the project cycle and requires sufficient rigour and presentation of necessary details on inputs, processes, outputs, and outcomes. Else, projects are unlikely to take off or will not attain completion on time, leading in turn to avoidable time and cost overruns.

Our experience in project encapsulation and execution is poor. India ranks 85th among 148 countries for its infrastructure in the World Economic Forum’s Global Competitiveness Index compiled for 2014-15. Estimates suggest we forego more than 2 per cent of annual GDP growth due to delay in project completion. The opportunity cost of such GDP loss is immense – equal to roughly USD 150 per capita, 30-35 million jobs in infrastructure and dependent sectors, 5-6 percent reduction in the rate of unemployment, and missed opportunity to lift 3-4 per cent of the population below the poverty line. This is not all - we rank 185/189 among countries in contract management.

For long, we subscribed to the view that project finance was woefully short of the sectoral need but that isn’t any longer true. Our rate of urbanisation implies we will spend massively on urban infrastructure: from rail systems to water supplies, and waste management. For instance, the 12th Five Year Plan has allocated USD 1 trillion (Rs. 60 lakh crore) for infrastructure improvement, and it is about time we get to deliver infrastructure on time.

**Impact**

The program lends special focus on key sectors under flagship programs of MoUD (including smart cities, urban development mission, housing for all). Besides, the programs shall pragmatically demonstrate to participants state-of-the-art techniques in project monitoring and management. Participation in the programs will lead to:

- improved capacity in project preparation for urban development,
- awareness in outcome-based planning and development,
- greater rigour and scientific temper in project appraisal,
- understanding of tools and techniques to monitor and manage projects, and
- development of capacity in activity planning, monitoring, and management.

**Participant Profile**

Officers at Urban Development/Housing Departments, Commissioners and Assistant Commissioners of ULBs, Senior Engineers at ULBs/Water Supply and Sewerage Boards, Public Health Departments, Housing Corporations and para-statal agencies
URBAN APPS: TOP 25 GLOBAL URBAN APPLICATIONS

Program Overview
Cities have emanated from the need to eliminate distance between firms and people. To address the stark contrast in development between the developed and developing worlds, nations in the year 2000 agreed and enlisted eight Millenium Development Goals (MDGs) for attainment by the year 2015. Progress on these agreed goals is palpable but much needs to be done in our towns and cities, the springboards for local action.

Goal setting for 2015-30 is now underway and in the final stages of agreement and conclusion between nations. A key feature of the goals, now likely to be called the Sustainable Development Goals (SDGs), is the focus on urban planning and in turn the promise of better public health outcomes. On the anvil are targets for eleven areas, notably containment of urban sprawl, improved mobility, enhanced public spaces, encouragement to sustainable energy sources, improved urban resilience and safety, etc. The SDGs (2015-30) aim at promoting cities that are economically sustainable, socially inclusive, economically productive and resilient.

The world abounds in exemplary application of urban planning and applied economics aimed at achieving targets discussed in the SDGs. For instance, we have much to learn from New York’s Greatest Grid (Commissioner’s Plan of 1811), Singapore’s ERP road pricing system, Citi Stat implemented first in Baltimore and then in New York Police Department (NYPD), the Bus Rapid Transit System introduced first in Curtitiba in 1974 and subsequently in 46 cities across the world. For a start, these initiatives have emanated from theory founded in urban economics and planning, namely ‘eminent domain’, ‘data driven governance’, and ‘congestion pricing’, recommended way back in 1952 by the British economist, William Vickrey. There are other examples as well. For instance, Singapore, ranked 1st in Asia on several indices of liveability, greenness, ease of doing business, etc, deploys a four tap system to meet its water needs. There’s much to learn from these applications of planning principles and in our home country, India as well.

Impact
The programs will expose participants to global good applications in the urban realm, including award-winning applications cited by the Economist Intelligence Unit, the international media, the United Nations, and the World Bank.

Participant Profile
The course encourages participation of civil servants, urban professionals, administrators in state governments and urban development authorities, and civil society groups.
MANAGING STRATEGIC INNOVATION

Program Overview

Peter Drucker defines innovation as ‘a change that creates a new dimension of performance’. In today’s ever-changing, fast-moving business environment, innovating quickly, and effectively is the only way for achieving competitive advantage. Yet, only a few organizations are able to generate creative ideas and effectively move them to market. It is now being appreciated that the main focus of top and middle level management should be innovation and the techniques that promote it. Innovation and its management is the final frontier, which if managed well will result in competitive advantage for companies. The inability to link innovation with strategy and gain competitive advantage from such innovations is also an area of concern for many organizations.

The programs Managing Strategic Innovation changes the way business leaders think about innovation, giving them a deeper and more comprehensive roadmap for executing change. Participants leave the program knowing how to influence corporate culture for fostering innovation and alter the way an organization responds to the challenge of innovation, and create/strengthen relationships with partners along the value chain. The programs will also look into how innovation can be promoted within the organization and how it can be measured and linked with long term performance of an organization.

Program Benefits

The programs will help participants to:

- UNDERSTAND how a firm can capture, harvest and leverage breakthrough ideas from different sources (internal as well as external) and move them rapidly towards effective commercialization & maximizing value.
- INTEGRATE marketing effort, product development, process development, generic R&D, HR tools and techniques, collaborations and value chain strategy
- LINK technology with business strategy
- LEARN how technologies and markets evolve and what opportunities lie in store at each stage.
- COPE with shorter product/process life cycles, disruptive change, and market dynamics while delivering greater customer satisfaction
- ALIGN business processes with strategy
- ENGAGE creative talent within the organization and across the value chain

Program Contents

Idea Generation and Management

- Brainstorming
- Prototyping
- Mind Mapping
- Lateral Thinking
- Six Thinking Hats
Rewards And Incentives For Innovation
- Remuneration trends and changes
- Global best practice

Innovation Strategy
- Creating, capturing, and delivering value
- Industry life cycle and the evolution of markets
- The innovation funnel
- Blue Ocean Strategy

The Innovative Organization
- Organization environment and structure
- Physical environment
- Organization culture
- Managing the balance between Creativity and Value Capture
- Entrepreneurial drive vs. control and coordination
- Shaping one’s organization for innovation: the crucial building blocks for an innovation driven organization.

Innovation Tools
- Different types of innovation
- Logical tools
- Emotional tools

Top Management Initiatives
- Innovation and Leadership
- Creating a groundswell

Impact
- Increase awareness amongst participants for the need for innovation management
- Develop skills to enable participants to foster the culture of innovation in their organizations
- Develop an innovation based thinking process amongst participants
- Create an appreciation, understanding and awareness of innovation management and its value for the organization.

Participant Profile
Senior and middle level executives of private and public sector organizations, service organizations such as Financial Institutions, Banks etc., IT and ITES organizations, Government departments, and R & D organizations. Also useful for HR Professionals and Trainers.
Innovation and Technology

Program Director

Nirmalya Bagchi

Dates: 14–16 December 2015
Fee: ₹ 34,000/-
   (US $ 1495) +
   Applicable Service Tax

STRATEGIC R&D MANAGEMENT

Program Overview

The post-liberalization era has opened Indian markets to foreign goods and services. This is leading to intense competition and forcing Indian companies to pay more attention to knowledge generation through Research and Development (R&D). Indian organizations are realizing that true competitive advantage can only be derived from R&D. Over a period of time, R&D management has moved from back office to center stage, becoming a key driver of organizational development. Today, R&D managers need not only to broaden their managerial and strategic perspectives and enhance their operational and business instincts, but also sharpen their ability to tackle management challenges with fewer resources. Doing so successfully means quickly adapting to shifting circumstances, utilizing skill-sets, and effectively managing the resources. The drive for growth, the search for new ideas, and increasing competitive pressures has transformed the R&D function into one of strategic importance.

Strategic R&D Management helps managers engage in and support R&D in a way that supports – rather than dissipates – their planning and implementation strategy. Given R&D’s primary strategic role, managers, scientists and engineers involved in R&D have to build the organizational structure and processes that will successfully guide innovation and gain tools to manage relationships with other functions.

Objectives of the Training Program

The proposed training program on Strategic Research and Development Management is broadly intended to provide perspective, insights and knowledge required for effective and efficient management of R&D environment. The specific objective of the training program is to enhance the capacities in the stakeholders, viz. R&D managers and Senior Scientists in:

1. Understanding the concepts and characteristics behind R&D management
2. Gaining greater appreciation of the views and approaches of other stakeholders to the issues of R&D management and governance
3. Assessing the stock of existing R&D management practices instituted in public and private sector
4. Addressing issues of concern in contemporary R&D management practices
5. Identifying the gaps and scope for improvement in the existing practices
6. Endeavoring to evolve R&D management systems that might find greater acceptance among the stakeholders
7. Exploring ways of institutionalizing such acceptable R&D management principles and practices
Program Content

The program would cover:

1. Distinctive need, importance and structure for management of R&D systems
2. Push, pull and contextual factors that affect R&D management
3. Relationship between R&D objectives and innovation
4. R&D management approaches/methods,
5. R&D mission as well as project portfolio management
6. Issues of concern in designing and implementing R&D management systems,
7. R&D management against the background of overall technology management,
8. Integration of the R&D management systems into innovation management, technology management, knowledge management and other functions like finance and business development activities
9. Intellectual property management, valuation and exploitation

Pedagogy

- Lectures by faculty and experts drawn from ASCI, scientific & research communities, academia, government, industry as well as private agencies.
- Interaction with professionals with expertise and experience of R&D management
- Theme-based group discussions and exercises
- Experience-sharing, participative and interactive learning
- Case study illustrations, analyses and presentations

Participant Profile

Senior and middle level executives dealing with R&D or having interface with R&D of private and public sector organizations, Government departments, and R & D organizations. Also useful for HR Professionals and Trainers.
CUSTOMER INSIGHT, RELATIONSHIP AND EXPERIENCE MANAGEMENT

Program Overview
This program aims to develop the crucial competencies of leveraging customer insight for creating memorable customer experiences and implementing profitable customer relationship management strategies.

Customer centricity is the key to success in any business. There are few marketing challenges that are tougher than identifying and influencing what drives customers’ attitudes and behavior. Marketers use a combination of quantitative and qualitative research tools to derive insight from recollection of past and real-time experiences. Customer relationship management is a strategic methodology that recognizes customers as the core of the business and helps capitalize on improved customer relations. The better an organization can manage the relationships it has with its customers, the more successful it will become. Relationship building initiatives play an integral role in customer experience development. Providing the customers with a ‘sense of discovery, inspiration, and entertainment’ in both offline and online mediums is increasingly becoming a differentiator. Positive customer experiences in turn help in building strong relationships.

Impact

- **Gaining and Leveraging Customer Insight:**
  - Selecting and using effective and methods and tools for building customer insight
  - Data capture, management and transformation into knowledge
  - Identifying and using insights as a source of differentiation

- **Managing Customers for Profit:**
  - Development and Implementation of CRM strategy
  - Tackling implementation issues
  - Selecting the most appropriate technology solutions
  - Creating customer profiles
  - Customer profitability analysis
  - Customer retention strategies
  - Customer complaint Management

- **Managing the Customer Experience for Value:**
  - Developing multi-channel integration strategies for consistent image, communication and experience
  - Developing customer experience goals and campaign management
  - Social media optimisation

Participant Profile
This program is designed for those involved in activities that involve customer interface, customer data management, relationship management, complaint management, marketing research and communications activity. It is equally well suited for (a) Public, Private and Non-Government Organizations (b) For-Profit and Not-for-Profit (c) SMEs and Large corporations (d) Business-to-Business, Business-to-Consumer, and Government-to-Consumer contexts. The target audience includes Entrepreneurs; Chief Executive Officers; Marketing practitioners; Customer Relationship Managers; Technology Managers with data related responsibilities; Marketing Research Executives; Executives in general managerial and administrative roles.
ENHANCING SALES PERFORMANCE THROUGH EFFECTIVE LEADERSHIP

Program Overview
The dynamic nature of business scenario creates opportunities as well as challenges to sales managers. Sales productivity has gained higher prominence as organizations strive to achieve enhanced performance through tried-and true methods such as clear target setting, transparent metrics, robust sales mechanism and technical support systems. The results of transaction based tactics do not translate into significant core competencies for the organization and have short-lived positive outcomes. Today’s sales leaders have to address two key areas: Managing the sales process and leading sales people. The focus of this programs will be on enhancing performance parameters for sales managers by effectively using inspirational and collaborative leadership.

Objective
This programs is designed for sales managers to strengthen the overall effectiveness of sales managers in performing their roles by providing deeper insights into the sales/marketing functions and leveraging on the human capital in the sales team.

Impact
- Understand performance driven sales management
- Insights about leading high performance sales teams
- Understanding customer needs and assessing competition
- Creating value for the customer
- Developing effective sales strategies
- Effective structuring of sales force including territory design, and quota allocations
- Nuances in sales team motivation and reward management
- Understand how technology enhances sales force effectiveness
- Developing sales negotiation skills

Participant Profile
The programs is designed for middle and senior level managers engaged in management of sales function or about to assume such responsibilities at corporate, zonal, regional or branch level, promoters of start-ups and family business. Marketing and commercial managers responsible for revenues and field level sales, retail and category managers, heads of business units, CEOs of small and medium enterprises.

Program Director
Shahaida P

Dates : 22–26 June 2015
Fee : ₹ 54,000/-
   (US $ 1840) +
   Applicable Service Tax

Dates : 16–20 November 2015
Fee : ₹ 54,000/-
   (US $ 1840) +
   Applicable Service Tax
SERVICE EXCELLENCE: PUBLIC PRIVATE AND SOCIAL SECTOR EXPERIENCE

Program Overview

Services pervade the world around us. The contribution of services sector to India’s GDP and employment is growing progressively with business model innovations and IT advancements continually creating new services and opportunities to provide high value at lower costs.

Further, industries in the manufacturing as well as agriculture sectors are being compelled to rely on services and service quality to gain competitive advantage. Therefore, regardless of the sector, a deep understanding of services marketing is vital for any organization’s success.

This program draws upon successful current practices in delivery of services from both product and service contexts. It aims to provide practical insights into profitable marketing of services to the consumers in India.

It is equally well suited for services delivered by private, public & social sector enterprises.

Impact

- Service design through market, consumer and competitor research
- Understanding service quality, its measurement and management
- Complaint management, service recovery and relationship management
- Blueprinting for efficient delivery
- Establishing people processes, training, internal marketing
- Designing conducive service environments
- Communication and branding of services
- Using technology to enhance service quality, acceptance and profitability
- Developing supplementary services as a differentiator and pricing strategies

Participant profile

This program is useful for all Indian and foreign organizations that are looking at developing a stronghold in the large and growing domestic market opportunity presented by India. It is equally well suited for (a) Public, Private and Non-Government Organizations (b) For-Profit and Not-for-Profit (c) SMEs and Large corporations (d) Business-to-Business, Business-to-Consumer, and Government-to-Consumer contexts.

The target audience includes Entrepreneurs; Chief Executive Officers; Marketing Executives; Executives in general managerial and administrative roles.
STRATEGIC BRAND MANAGEMENT

Program Overview
The power of effective branding is elucidated by this quote:

“Products are made in the factory, but brands are created in the mind,”
--Walter Landor, Founder, Landor Associates

“In this ever-changing society, the most powerful and enduring brands are build from the heart. They are real and sustainable. Their foundations are stronger because they are built with the strength of the human spirit, not an ad campaign. The companies that are lasting are those that are authentic”

-- Howard Schultz, Founder, Starbucks

Building and sustaining brand equity is a great challenge in the hypercompetitive market place. The most valuable assets of a company are its brands and they have to be nurtured over time. Even during slow economic growth, companies possessing strong brand portfolios have been able to sustain growth. Investment in brand building has resulted in short term and long term profitability.

This program is holistic and provides you with necessary theory, models and practical applications to analyze, develop and manage a brand over time.

Impact

- The programs will enable managers to develop an in-depth understanding of brand management from strategic and tactical perspectives.
- Managers will be able to gain insights into how to create successful brands, measure brand equity and design branding strategies.
- Building and communicating strong brand messages
- Leveraging brand systems using customer advocacy

Participant Profile
Middle and senior level managers working in the areas of sales, marketing and business development. The program is suitable for managers from any sector such as consumer, trade and business to business markets representing both products and services. Typical designations would be product / brand managers, marketing managers, public relations officers, strategic planners, business heads, Marcom managers, corporate communications managers from public, private and NGO sectors.
DEVELOPING THE LEADING EDGE WITH STRATEGIC MARKETING

Program Overview
Developing the Leading Edge with Strategic Marketing is a comprehensive program that pulls together the various aspects of marketing as experienced through formal education and by practice. The focus is on building a strong decision-making foundation for development and implementation of successful marketing strategies.

It aims to help the participants achieve sustainable competitive advantage in the dynamic, data-infused, customer-centered, digitally-charged, global environment. By drawing on experiences of companies from around the world and from diverse sectors, this program would build the participants’ strategic intelligence. Project-based simulation game enhances learning in this program.

Impact
- Employ research and best practices to forecast industry evolution; recognize competition; and understand consumer needs and behavior
- Enhance problem-solving abilities in operational areas of marketing by learning to use analytical tools - frameworks, concepts, models, and techniques
- Apply the key concepts of strategy in developing marketing strategy; planning a marketing program; and tailoring strategies to better address the changing market and customer needs
- Develop pricing, branding and market-positioning strategy
- Align organizational culture with strategy to improve execution; articulate vision to garner buy-in and support for implementation
- Apply strategic marketing concepts to the global digital economy

Participant Profile
This program is designed for those involved in developing and implementing sustainable strategies for doing business in India and around the globe. It is equally well suited for (a) Public, Private and Non-Government Organizations (b) For-Profit and Not-for-Profit (c) SMEs and Large corporations (d) Business-to-Business, Business-to-Consumer, and Government-to-Consumer contexts.

The target audience includes Marketing practitioners; Entrepreneurs; Chief Executive Officers; Executives in general managerial responsibilities; Technical Managers taking on marketing responsibilities; Executives in strategic planning roles.
CREATING AND MANAGING DIGITAL PRESENCE

Program Overview

Developing digital strategy and online relationship with customers is no longer a competitive advantage. It is a basic requirement for doing business. Several organizations are struggling to keep pace with the rapidly evolving world of digital marketing that involves using internet and electronic devices to profitably engage with customers and other business partners in a timely, relevant, personal and cost-effective manner.

When consumer and business markets globally are going digital, shouldn’t your marketing be digital too?

This programs is designed to help develop the participants into confident and knowledgeable digital marketing practitioners. It provides an in-depth coverage of the current tools, techniques, channels and platforms required for creating as well as implementing a digital marketing strategy. It is delivered in an easy to understand and guided ‘do-it-yourself’ practice based pedagogy to crystallize learning.

Impact

- Over view of digital media and emerging digital technologies
  - Internet Marketing (Website, Email, directories and listing, search engine optimization, social media, public relations, online advertising, search engine marketing)
  - Mobile marketing (SMS, MMS, apps, games, web, Bluetooth, QR codes)
  - Digital out of home advertising (Billboards, print, dynamic interactive media)
- Creating actionable objectives for digital marketing initiatives
- Developing the digital marketing strategy and plan
- Coordinating marketing initiatives across online and offline channels
- Online consumer behavior
- Customer acquisition and retention strategies
- Social media strategy – engaging with target profile
- Search Engine Marketing – paid search
- Measurements and Analytics
- Online business models
- Online reputation management

Participant Profile

This programs is designed for those involved in activities related to marketing – advertising, public relations, sales, campaigns, CRM, customer feedback, branding. It is equally well suited for (a) Public, Private and Non-Government Organizations (b) For-Profit and Not-for-Profit (c) SMEs and Large corporations (d) Business-to-Business, Business-to-Consumer, and Government-to-Consumer contexts.

The target audience includes Entrepreneurs; Chief Executive Officers; Marketing Managers; Brand Managers; Sales Managers; Relationship Managers; PR Professionals, Online Marketing and Software Development Executives; Consultants, Digital and Social Media Analysts.

Program Director

Y Malini Reddy

Dates : 30 Nov–2 Dec 2015
Fee : ₹ 34,000/-
      (US $ 1495) +
      Applicable Service Tax
CREATING SOCIAL VALUE THROUGH CORPORATE SOCIAL RESPONSIBILITY

Program Overview
Indian corporate sector both government funded and private has a rich tradition of philanthropy and the corporate sector has attempted to bridge the gap in many social areas to uplift the general well-being of society. The Ministry of Corporate Affairs proposed a groundbreaking Companies Act 2013. The CSR guidelines attempt to move beyond a philanthropic model to a more expansive view that encompasses the integration of social and environmental issues into businesses’ decisions, goals and operations and also the integrations between corporations and their stakeholders. There is an increased need for organizations to focus on evolving a strong CSR policy and ensure implementation of the same.

Impact

- Understand the role of CSR and its benefits
- Integrating social and organizational values
- Understand the issues in implementation and sustainability of CSR initiatives
- Driving social responsibility throughout the organization
- Building social value through CSR
- Embedding CSR within the culture of the organization and demonstrating social value
- Stakeholder model of CSR
- Selecting and implementing CSR initiatives
- Integrating CSR with key stakeholders: employees, suppliers, NGO partners, communities etc

Participant Profile
The programs would be appropriate for business managers with 10 – 15 years of experience in the areas of human resources, administration, planning, divisional heads, executives from CSR department/foundations etc.
INVENTORY MANAGEMENT

Program Overview

In today’s economy, companies must be able to move large quantities of products quickly to locations across the globe. Overnight delivery methods have drastically altered customers’ expectations regarding delivery times. Effective inventory management is no longer static. The emphasis is on movement and quick response to changing market demands.

Successful inventory management involves balancing the costs of inventory with the benefits of inventory. Research reveals that many organizations are failing to appreciate fully the true costs of carrying inventory, which include not only direct costs of storage, insurance and taxes, but also the cost of money tied up in inventory in a comprehensive way.

This program equips the participants with the tools and techniques they need to analyze and control inventory - from cost-cutting techniques to day-to-day management and the latest developments in inventory handling, including the practices of JIT and lean manufacturing.

Impact

- Enhance the understanding on how to purchase, plan, manage and control inventories and materials.
- Promote an active exchange of experiences to evaluate inventory methods, make improvements to the current system, determine optimum inventory levels and analyze replenishment policies.
- Facilitate reduction of excess inventory and investment in the right inventories for better customer service, better investment turnover and greater profits.

Participant Profile

Senior executives and managers who are involved in activities pertaining to Forecasting or Demand Management, Sales and Operations Planning, Production Planning, Material Requirements Planning and Inventory Reduction. It will also be very useful to the Operations Managers, Planners, Product Managers, other senior officers and managers who are involved in inventory accuracy, cycle counting, lot sizing, safety stock, manufacturing, warehousing, shipping, receiving, material handling and safety.

Program Director

B V N Sachendra

Dates: 20–22 July 2015

Fee: ₹ 34,000/-

(US $ 1495) + Applicable Service Tax
PROCUREMENT PROCEDURES FOR THE WORLD BANK AIDED PROJECTS

Program Overview

This prestigious international programs conducted three times every year during the last 19 years has benefited over 3200 Senior Operational and Procurement Officials from 53 nations working in the World Bank Aided Projects all over the world. This programs is conducted in association with the World Bank and the Department of Economic Affairs, Ministry of Finance, Government of India.

Impact

| Understanding and appreciating the principles and procedures involved in procurement of goods, works and services for the World Bank Aided Projects. |

Participant Profile

Senior officials involved in the preparation, design, appraisal, procurement and contracts implementation of the World Bank Aided Projects.

LIST OF COUNTRIES PARTICIPATED IN THE PROGRAMS SO FAR:

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PROJECT AND CONTRACT MANAGEMENT

Program Overview
Due to the complexities associated with executing both small and large scale projects, in all domains of expertise, more and more organizations are focusing on the development of Project and Contract Management skills. The need for cross-functional coordination, human aspects of project success, intricacies of project formulation, implementation and evaluation and effective administration of contracts during execution, have become key success areas of project management expertise. This program aims toward meeting the current needs of a project manager both from the organizational and individual perspective. The program adopts an interactive approach, with a judicious blend of pedagogical tools like lectures, case studies, simulation exercises, group discussions, audio visual aids, business games and other exercises.

Impact
The program provides a broad project and contract management perspective to executives in industrial, service and governmental organizations. The specific objectives of the program are:

- To acquaint participants with tools and techniques to develop effective and efficient project planning, implementation and monitoring systems for various projects and contract award and implementation and
- To provide a forum for executives from different organizations to discuss various problems, issues and techniques of project and contract management and share their experiences for implementation of projects and contracts.

Participant Profile
Senior Executives and Managers responsible for project planning, appraisal, contract, commercial management and project implementation in financial institutions, development authorities, research and development agencies, construction companies, manufacturing industries and service organizations.

Program Director
Vilas Shah
Dates: 24–28 August 2015
Fee: ₹ 54,000/-
    (US $ 1840) + Applicable Service Tax

Program Director
B V N Sachendra
Dates: 1–5 February 2016
Fee: ₹ 54,000/-
    (US $ 1840) + Applicable Service Tax
MATERIALS AND SUPPLY CHAIN MANAGEMENT

Program Overview

The advent of globalization has resulted in a paradigm shift in the business environment. A transformed global commerce has eschewed highly unstable, unpredictable demand intensities and shrinking product life-cycles. Organizations, worldwide, have realized the need for optimizing effectiveness and efficiency at systems’ level and adopting new technologies to enhance and optimize their supply chain capabilities.

The program is designed to provide valuable insights on key concepts and strategies in the management of materials and supply chains; effective materials and supply chain management practices; business policies necessary to achieve effective materials management; ideas for organizing warehouse or stocking facility; norms to decide when and how much to order; and analyzing the extent of material investment required.

Impact

- Enhance the understanding on the key issues in customer-centric supply chains.
- Highlight the increasing significance and contribution of materials and supply chain management to business results and illustrate ways to cope with uncertainty in supply chains.
- Promote an active exchange of experiences to evaluate materials management methods, make improvements to the current materials management system, determine optimum inventory levels and analyze replenishment policies.
- Facilitate reduction of excess inventories and investment in right materials for better customer service, better investment turnover, and of course, greater profits.

Participant Profile

Senior executives and managers of operations, materials / production planning; purchasing, stores, distribution, marketing and sales. It is also very useful to systems analysts and MIS managers, financial and cost accountants and maintenance engineers for the design and implementation of materials and supply chain management systems and all those whose activities are closely associated with marketing, materials and distribution. Bankers can also derive benefit from this course in developing background in materials management to help their clients in financing and managing their working capital.
URBAN SANITATION

Program Overview
Sanitation remains one of the biggest development challenges in India. Almost one fourth of the urban population in India does not have access to safe sanitation facilities and only about 30% are served by sewerage and wastewater treatment systems. Open defecation is widely prevalent in many cities and towns. Inadequate access to sanitation especially in urban slum settlements is one of the key impediments of improving the quality of life, public health outcomes and urban productivity. City managers have to think through appropriate approaches and strategies to ensure cities insulated from fecal contamination. Recognizing the importance of urban sanitation in India, the Ministry of Urban Development, GoI, has launched National Urban Sanitation Policy and Reward Scheme.

The programs on “Urban Sanitation” aims to enhance knowledge and skills of policy makers and practitioners in state and urban local governments and parastatal agencies in achieving sanitation goals as articulated under national urban sanitation policy. The programs aims to provide an in-depth understanding of policy formulation, strategic planning, technical, financial, social, institutional aspects in achieving city wide sanitation and making cities free from open defecation. The programs assumes significance as national government’s Swatch Bharat Mission (SBM) provides appropriate incentives to urban local bodies in developing and implementing outcome focused sanitation programs and projects.

The Program has the endorsement and support of the Ministry of Urban Development, GoI.

Impact

- Capacity building contribute towards meaningful growth of sanitation initiatives in scale and scope in India
- Creation of cadre of sanitation managers with core skills in effectively managing the entire sanitation system from safe treatment to disposal
- Capacity building for decentralized management of fecal waste.

Participant Profile
Policy makers and practitioners from state and city governments, public health officers and municipal engineers, NGOs, private sector and other agencies associated with sanitation in urban areas.

Program Director
Srinivas Chary Vedala

Fee: ₹ 34,000/-
   (US $ 1495) +
   Applicable Service Tax

Dates: 14–16 March 2016
Fee: ₹ 34,000/-
   (US $ 1495) +
   Applicable Service Tax
PROGRAM ON SMART CITIES

Program Overview
The world is undergoing a major transition with a majority of its people moving towards urban areas. Over the next five years, some 500 million people will be added to the world’s cities demanding efficient and effective services delivery in urban areas. Rapid urbanization has led to increased congestion on roads, increased demand for power, water, sewerage, sanitation, education and health infrastructure and increased demand for investment. Indian cities, with rapid urbanization are no exception to this trend. The environmental, social and economic impact of this shift is significant and will only continue to grow.

Many approaches have been adopted over decades to address the issues and most of them lack the ability to scale fast enough to effectively provide infrastructure to a rapidly growing community. Thus, a need is felt to take a different and planned approach – creating Smart Cities - by changing how cities deliver services to residents, be it water, energy, waste, public transport operation & traffic management, real estate resource utilization and management. It is also, about how residents work live and lead quality life and amongst several other things, the emphasis is on how to make cities safe and secure and consequently smart.

A city can be defined as ‘smart’ when investments in human and social capital and traditional and modern (ICT) communication and infrastructure fuel sustainable economic development and a high quality of life, with a wise management of natural resources through participatory governance.

In India, given the pressures of rapid urbanization, the need of the hour for its cities is to utilize ICT as a critical enabling factor to transform into Smart Cities to manage their growth. Cities have not yet invested heavily in ICT and therefore it is the right time to coordinate all service agencies, technology players, implementation agencies, service providers and collaborating departments belonging to the cities, governments and industry.

Impact
♦ Acquire exposure to elements of ‘Smart Cities’ and the need to create ‘Smart Cities’. Gain appreciation of the current GOI policy in building Smart Cities and the efforts and endeavors made by Indian cities in moving towards Smart Cities
♦ Acquire insight of the role of ICT in building Smart Cities and exposure to national and global experiences in building Smart Cities leveraging ICT & emerging technologies
♦ Gain knowledge and skills needed for preparation of DPRs for smart cities and its implementation.

Participant Profile
Policymakers, practitioners from state and city governments, representatives, Municipal commissioners, CIOs, department heads from urban local bodies / Water utilities, private sector, consultants and other agencies associated with urban sector involved in building better cities.
INTEGRATED SOLID WASTE MANAGEMENT

Program Overview

More than ten years after the notification of the Municipal Solid Waste Management (MSW) Rules 2000 and seven years after the deadline for implementation, most municipalities are even today far from achieving compliance with the Rules even after spending about 20-30% of their budget. A host of institutional factors are hindering the development of sustainable collection, transportation, treatment and disposal systems namely, lack of managerial and technical capacity, inadequacy of financial resources, non-availability of appropriate land, fragmented management of the SWM function etc. Urban areas require capacity building support to implement Integrated Solid Waste Management (ISWM) programs and practices in compliance with the MSW 2000 rules.

This training programs on ISWM is designed to enhance the capacities of urban sector professionals who are appropriately trained and have demonstrated their competence in effectively taking up challenging responsibilities in solid waste management. The programs provides latest knowledge on key aspects of SWM. National and international good practices will also be shared and discussed.

Impact

- Acquire knowledge and skills for effective planning and implementation of ISWM in compliance with MSW 2000 Rules
- Gain exposure to good practices in ISWM and lessons
- Gain understanding of PPP options and learnings.

Participant Profile

Policy makers and practitioners from state and city governments, Public Health Officers and Municipal Engineers, NGOs, private sector and other agencies associated with urban sector.

Program Director

Srinivas Chary Vedala

Dates : 6–10 July 2015

Fee : ₹ 54,000/-
(US $ 1840) + Applicable Service Tax
PUBLIC PRIVATE PARTNERSHIP IN URBAN INFRASTRUCTURE & SERVICE DELIVERY

Program Overview

Provision of high quality infrastructure and service delivery is important for realizing and sustaining cities’ productivity. Public Private Partnerships (PPP) is a potential strategy to promote urban infrastructure investments, improve efficiency in service delivery and promote inclusive growth. Development of urban infrastructure through PPP is identified as a priority by the national and several state governments in India.

The draft Urban Mission, Swatch Bharat Abhyan and the Smart City initiative provide a framework and incentive for states and urban local governments to promote PPP. However, structuring and implementing PPP projects that are both viable and affordable in sectors such as urban water and sanitation, urban transportation, solid waste management remains a challenge. This is mainly due to lack of enabling legal and regulatory environment at the state/city level, apprehensions about managing PPP related contracts, capacity and knowledge gap among institutions and key stakeholders.

The programs covers PPP models and their suitability, policy and legal framework, project development cycle, project documentation, proactive communication strategy, pro-poor issues etc. National and international good practices will also be shared and discussed.

Impact

- Acquire working knowledge and core skills needed for developing and managing PPP in urban infrastructure and service delivery covering Project development process; financial analysis; project documentation; bid process management and drafting concession agreement etc.
- Share national and international good practices in PPP
- Acquire understanding of the eco-system needed for making PPP a success.

Participant Profile

Policy makers and practitioners from state and city governments, parastatal agencies, Municipal Engineers, NGOs, private sector and other agencies associated with urban sector.
CHANGE MANAGEMENT FOR ACHIEVING CONTINUOUS WATER SUPPLY FOR ALL IN URBAN AREAS

Program Overview

Provision of high quality and continuous urban water and sanitation services for all residents, including the poor, is critical to enhance the economic productivity through public health improvements. Presently, water and sanitation service in urban areas of India is limited, financially unsustainable and is particularly unsatisfactory for the urban poor who are the target beneficiary of all the governmental and international agencies programs and efforts.

For cities to achieve world-class public health status, it is imperative that they move from an intermittent water supply system to a continuous (24/7) supply regime. Twenty-four hour water supply, seven days a week, is an accepted global practice and is prevalent in cities of not only developed but also less developed countries.

For Indian towns to achieve continuous water supply, a change management programs that can challenge the existing mind set and provide the knowledge and skills necessary to plan and manage the system on a sustainable basis is required. The Program has the endorsement and support of the Ministry of Urban Development, Government of India.

Impact

- Gain knowledge and skills needed for achieving continuous water supply (24X7) in urban areas through balanced integration of technical, financial, social, institutional and managerial aspects
- Gain knowledge on non revenue water management
- Gain knowledge on national and international experiences

Participant Profile

Senior policy makers, elected representatives, Municipal Commissioners of urban local bodies, senior water supply engineers and Public Health Officials from water utilities and urban local bodies.

Program Director

Srinivas Chary Vedala

Dates : 5–9 October 2015
Fee : ₹ 54,000/-
   (US $ 1840) + Applicable Service Tax

Dates : 6–10 January 2016
Fee : ₹ 54,000/-
   (US $ 1840) + Applicable Service Tax
INTERNATIONAL CERTIFICATION PROGRAM—CHANGE MANAGEMENT FOR ACHIEVING CONTINUOUS WATER SUPPLY FOR ALL IN URBAN AREAS

Program Overview

Provision of high quality and continuous urban water and sanitation services for all residents, including the poor, is critical to enhance the economic productivity through public health improvements. Presently, water and sanitation service in urban areas of India is limited, financially unsustainable and is particularly unsatisfactory for the urban poor, the target beneficiaries are all the governmental and international agencies programs and efforts. For cities to achieve world-class public health status, it is imperative that they move from an intermittent water supply system to a continuous (24/7) supply regime. Twenty-four hour water supply seven days a week is an accepted global practice and is prevalent in cities of not only developed but also less developed countries.

For Indian towns to achieve continuous water supply requires a change management programs that can challenge the existing mind set and provide the knowledge and skills necessary to plan and manage the system on a sustainable basis.

In Israel, a semi-arid country, water has always been a focus of attention due to scarcity. But still there is ample water available for domestic, Municipal and industrial purposes, due to improved water demand management through metering, NRW management, reuse of waste water etc. The Israeli water industry is widely acknowledged as a world leader, especially with its innovative technologies. There are many lessons for Indian cities to learn from Israel for achieving the goal of improved water and sanitation services.

This international training program is structured with two components: India component and International component in Israel with site visits to various leading Israeli water utilities and companies, demonstration project sites and tertiary waste water treatment plants etc.

Impact

- Gain knowledge and skills needed for achieving 24x7 continuous water supply in urban areas through balanced integration of technical, financial, social, institutional and managerial aspects.
- Gain an understanding of methodologies and technology options for NRW management in Israel (Jerusalem & Tel Aviv)
- Gain knowledge on national and international experiences.

Participant Profile

Senior policy makers, elected representatives, municipal commissioners of urban local bodies, senior water supply engineers and other public health officials from water utilities and urban local bodies.
INTERNATIONAL TRAINING PROGRAM ON SMART CITIES

Program Overview
The world is undergoing a major transition with a majority of its people moving towards urban areas. Over the next five years, some 500 million people will be added to the world’s cities demanding efficient and effective services delivery in urban areas. Rapid urbanization has led to increased congestion on roads, increased demand for power, water, sewerage, sanitation, education and health infrastructure and increased demand for investment. Indian cities, with rapid urbanization, are no exception to this trend. The environmental, social and economic impact of this shift is significant and will only continue to grow.

Many approaches have been adopted over decades, to address the issues and most of them lack the ability to scale fast enough to effectively provide infrastructure to a rapidly growing community. Thus, a need is felt to take a different and planned approach – creating Smart Cities - by changing how cities deliver services to residents, be it water, energy, waste, public transport operation & traffic management, real estate resource utilization and management. It is also, about how citizens work, live and lead quality life and amongst several other things the emphasis is on how to make Indian cities safe and secure and consequently smart.

The nine day international programs has a built in component of field visit to Barcelona and Amsterdam, to expose the participants to the good practices involved in transforming the cities into smart cities after the initial Indian component at ASCI, Hyderabad. Participants gain insight into how Barcelona emerged as a world reference for Smart Cities by merging urban planning, ecology and information technology and making technology reach every neighborhood to improve the quality of life of its citizens and on how Amsterdam is focused on public private partnership rendering its city an urban laboratory for the use of open data and new mobility solutions ultimately improving the quality of life of all its citizens.

Impact
- Acquire exposure to elements of “Smart Cities”; the need to create “Smart Cities”
- Gain appreciation of the current GOI policy in building Smart Cities and the efforts and endeavors made by Indian cities in moving towards Smart Cities
- Acquire insight of the role of ICT in building Smart Cities and exposure to national and global experiences in building Smart Cities leveraging ICT and emerging technologies
- Acquire first hand experience of the concept of “Smart City” and exposure to initiatives that have rendered Barcelona & Amsterdam smart.

Participant Profile
Policymakers, practitioners from state and city governments, representatives, Municipal commissioners, CIOs, department heads from urban local bodies / Water utilities. NGO and voluntary organizations, private sector, consultants and other agencies associated with urban sector involved in building better cities.
POST GRADUATE DIPLOMA IN HOSPITAL MANAGEMENT  
(ASCI-PGDHM: 2015-17)

The Program
The PGDHM Program of ASCI, approved by the All India Council for Technical Education (AICTE), is the preferred higher-education option for a large section of graduates aspiring to become professionals in hospital administration and healthcare management.

Genesis of the Program
With the increasing focus both at the Central and State government levels to improve the service delivery in hospitals and consequently, healthcare outcomes, and with rising awareness and expectations from the citizens about quality healthcare, ASCI started the two-year, full-time PGDHM Program, in 1998. The objective of this Program is to equip the industry and the government, and through them the society at large, with well-trained hospital administration and healthcare management professionals. Thus, the Program, approved by the All-India Council for Technical Education (AICTE), is now into its 17th successful year of running.

Salient Features of the Program
The Program has academic rigor and industry-orientation, duly backed by a multi-disciplinary team of faculty, excellent infrastructure and learning aids. It includes specially designed modules on healthcare information technology, hospital operations, personality development, and such other modules that are crucial for the students for advancing their knowledge frontiers as well as securing placements in the best hospitals, IT enterprises, consultancy firms as well as private corporations and public organizations engaged in healthcare management. The Program has the following distinguishing features:

- Up-to-date curriculum
- Extensive industry interaction
- Summer internship on live projects
- Specialized and experienced faculty
- Exposure to new and emerging areas of healthcare by practising managers from the industry
- Interactive / participative learning
- Support from strong alumni network
- Well-equipped, centrally located campus
- Excellent on-campus hostel facilities (*Hostel stay is optional*)

Academic Advisory Board
A distinguished Academic Advisory Board provides well-informed advice and guidance on constantly enhancing the quality of the Program so that the course content, curriculum and pedagogy are up-to-date, providing holistic and enriched learning to the students. The Board also ensures that the felt-needs of the industry are duly addressed in the Program on an ongoing basis.

Placements
The Program attracts a large number of recruiters during the annual placements season. Alumni of the Program are in responsible positions in several corporate hospitals as well as in the industry in India and abroad, competently handling healthcare service delivery management and winning accolades for their work accomplishments. Placement-assistance is provided by a dedicated Placement Cell under the leadership of professionals who have extensive industry exposure at top-management levels.

Eligibility
- Graduates in any discipline with a minimum of 50% marks in the aggregate.
- A valid score from any one of the Management Admission Tests approved by the AICTE viz. MAT / CMAT / CAT / GMAT / XAT / ATMA.
Candidates appearing for their final year examination of Bachelor’s degree or waiting for the final year results in 2015 are also eligible to apply. Such candidates will be given provisional admission and will be needed to produce proof of graduation within two months of the start of the Program, which is typically in July.

Selection & Admission
- Selection is based on a combination of Academic credentials, Management Admission Test score, Performance in the Group Discussion (GD) and Personal Interview (PI), Demonstrated interest in the healthcare management, Communication skills etc.
- Candidates shortlisted for admission are invited for GD and PI at Hyderabad and New Delhi. More centres for holding the selection process might also be considered.

How to Apply
- Application form is available on the website if ASCI (www.asci.org.in) which may be downloaded, duly filled and sent to the address mentioned below along with a non-refundable Demand Draft for Rs.1,000/- (Rupees One Thousand only) drawn in favour of Administrative Staff College of India, so as to reach the Centre for Healthcare Management, ASCI, latest by May 31, 2015.
- Interested candidates may also get in touch with the Centre for Healthcare Management, ASCI for the application form and for any additional information.

Program Fee

Tuition Fee Instalment Plan for PGDHM

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Amount (Rs.)</th>
<th>Due Date of Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>First instalment</td>
<td>40,000/-</td>
<td>To be paid within 7 days of admission confirmation</td>
</tr>
<tr>
<td>Second Instalment</td>
<td>1,10,000/-</td>
<td>July 2015</td>
</tr>
<tr>
<td>Third Instalment</td>
<td>1,10,000/-</td>
<td>December 2015</td>
</tr>
<tr>
<td>Fourth Instalment</td>
<td>2,40,000/-</td>
<td>July 2016</td>
</tr>
<tr>
<td><strong>Total Tuition Fee</strong></td>
<td><strong>5,00,000/-</strong></td>
<td></td>
</tr>
</tbody>
</table>

- Hostel fee for residential students is Rs.1,15,000/- extra (double occupancy). House-keeping and food charges for residential students are Rs. 1,15,000/- extra. These charges together are payable in two equal instalments by 01 July 2015 and 01 July 2016.
- An amount of Rs. 65,000/- only is payable by non-residential students towards food (lunch and tea), payable in two equal instalments by 01 July 2015 and 01 July 2016.
- License fee to be paid to hospitals where students intend to pursue their internship, would be extra.
- All fees are non-refundable.
- Assistance is provided to students to avail bank loan facility.
- Rs.1000/- will be charged towards Registration Fees.

Fee Concessions

Tuition Fee concessions are available for:
- Spouses / Wards of Armed Forces Personnel (Serving & Retired)
- Candidates from the eight North-eastern States (including Sikkim)
For further enquiries Please contact:

Program Director
Nirmalya Bagchi
E-mail: nirmalya@asci.org.in

TRAINING PROGRAM FOR ARMED FORCES OFFICERS

The Directorate General Resettlement (DGR), Department of Ex-Servicemen Welfare, Ministry of Defence, Govt. of India selected ASCI to conduct a six-month Certificate Program in Business Management for the Officers of the Armed Forces, from 08 June to 20 November 2015.

Focus
◆ Capacity building of the Officers to facilitate their smooth and successful transition into a second career in the corporate sector.

Program Content
◆ Tailor-made, structured and content-rich course design and delivery to make the officers industry-ready.
◆ Judicious combination of core and elective courses in the domains of General Management, Finance, Human Resources, Operations, Marketing and Strategic Management.

Pedagogy
◆ Practice-oriented inputs and experiential learning based on extensive use of case-studies.
◆ Judicious mix of theme-based group discussions, team-oriented group work, simulation exercises, management games and role plays.
◆ Regular interactive sessions with industry leaders & Invited talks by top executives (especially from HR) from the corporate sector for holistic exposure to various managerial concepts, tools and techniques.

Distinct Benefits of the ASCI Course
◆ Leveraging of:
  o Rich expertise and experience since 1956, in training top executives and officials from the government and industry.
  o Successful Placement Record, since 1998, in its two-year, full-time Post-Graduate Program in Management.
◆ Distribution of select books and case studies.
◆ Value-addition
  o Certification in Business Analytics; Six-Sigma; Neuro-linguistic Programming; Project Management; and, Information Security Management
  o HR Networking events and industry-exposure visits.

Placement Assistance
◆ Dedicated Placement Cell headed by a retired top ranking Officer of Armed Forces with rich experience in the HR & Operations functions in the corporate sector.
• Publication and distribution of well-designed placement brochure among the recruiters with credentials and achievements of participants duly highlighted.

Venue
Picturesque College Park Campus of ASCI in Banjara Hills, Hyderabad. The Course is non-residential.

Fee
• Total: Rs. 2,20,000/-.  
• Officer’s share: Rs. 88,000/-. (payable before the commencement of the Course, in a single instalment)

For Further Details
Please visit: www.dgrindia.com and www.asci.org.in

Contact:
Program Director:
Prof. Nirmalya Bagchi
nirmalya@asci.org.in;
Phone: 040 – 6653 4268
Fax: 040 - 6653 4356.

Dean of Training Programs:
Prof. M. Chandrasekhar
chandrasekhar@asci.org.in;
Phone: 040 – 6653 3083
Fax: 040 – 2331 3882.
MANAGEMENT STUDIES & RESEARCH ACTIVITY
Wonderful place to ideate.
Look forward to a productive association.

- K Taraka Rama Rao
Minister for Panchayat Raj & IT, Telangana State.
ASCI traditionally organized its activity into three areas - Training, Research and Management Studies. Activities related to Research and Management Studies is facilitated by the Dean of Research and Management Studies.

**MANAGEMENT STUDIES ACTIVITY**

The Administrative Staff College of India (ASCI) provides consultancy to industry, business and government. The objective is to provide professional services for improving management practices in the organization leading to improved economic performance and long-term effectiveness.

Some of the areas in which consulting assistance has been provided by ASCI include policy analysis and recommendation, strategic planning, organizational restructuring, human resources management and development, restructuring, health management, organization management, forest management, energy management, business process re-engineering, urban governance and improving of service delivery of various institutions. Over 1370 assignments have been carried out since 1965. At any point of time, the number of projects under implementation will be around 100.

The ASCI Management Studies Team generally uses a multi-disciplinary approach to problem solving. Many faculty members in the College are involved in these assignments so that they will get opportunities to provide new ideas and approaches in achieving economic performance and long-term effectiveness for the clients. This approach also provides an opportunity for the faculty to enrich their teaching inputs.

Some of the major assignments in management studies undertaken by the College in the recent period in functional and sectoral areas include:

- Development of Roadmap for the Two States of Telangana and Andhra Pradesh
- Assistance to APSERC in processing of Tariff Petition to Determine ARR and Tariff for FY 2014-15
- Promotion Exercise for the Officers of Scale Scale VI & Scale VII of GIPSA Companies
- To Undertake Study on Digital Marketing Capabilities of Public Sector Enterprises
- SSERC-Consultancy Services on Yearly Retainership for FY 2014-15
- Implementation of Energy Conservation Building Code (ECBC) - Capacity Building for ECBC and hand holding support for empanelment.
- Generation Tariff Estimation from Imported Coal
- Engaging HR Consultant to conduct Manpower Study at CPCL
- A detailed Market Research on the Parenterals Sector Covering the States of Andhra Pradesh, Telangana, Tamil Nadu, Odisha and Karnataka
- Manpower Requirement Planning for NFC-Kota
- Consultancy Services for Quality Control Inspections of works relating to various Schemes/Programs in Five Operation Circles of TSSPDCL Region for the period from July to December, 2014.
- Conduct of Customer Satisfaction Survey for Rural Electrification Corporation
- Orientation Program for Planning Behavior Based Safety M/s.Vishakha Refinery, Visakhapatnam
- Program Management Unit to Assist SLNA, KSUDP, Kerala
- Organizational Development Intervention (ODI) for Air India
- Establishment of Capacity Delivery Unit and State Reforms & Performance Management Centre for Government of Odisha
- Study of Telangana State Urban Mission, Telangana Urban Finance & Infrastructure Development Corporation Ltd, Telangana
- Study on Andhra Pradesh State Urban Mission Urban Finance & Infrastructure Development Corporation Ltd., Andhra Pradesh
- Study on Alternative Approaches to Land Procurement and Value Capture for the Capital City of Andhra Pradesh, Infrastructure Corporation of Andhra Pradesh,(INCAP),Hyderabad
- Preparation of True up of Orders for the Tariff Orders for FY 2010-11, FY 2011-12 and FY 2012-15 issued by MSERC, Shilling
- Preparation and Submission of HRM Plan to Bharat Dynamics Limited (BDL),Hyderabad
- Assistance to MSERC in Processing of Tariff Petitions of Me-PGCL, Me-PTCL, Me-PDCL to determine ARR and Tariffs for FY 2015-16
Andhra Pradesh Port Policy and Andhra Pradesh Maritime Board
Content Development on e-Municipalities for MMP Project on CIPS
Capacity Building Support for Establishing Patrolling System for Hyderabad and Cyberabad, Director General of police, Telangana
Carrying out Survey on Customer Satisfaction
Study on Integrated Project Advisory and Management Consultant for Development of New Capital City for the State of Andhra Pradesh,(INCAP),Hyderabad
Study On Rationalizing Domestic Water Usage in Navy Mumbai · Municipal Corporation, Navy Mumbai Municipal Corporation
Assistance to JERC for finalization of Tariffs in Goa and UTs for FY 2015-16,2016-17, and 2017-18 under MYT
Assistance to NERC process tariff petitions to Determine ARR and tariff for FY 2015-16 Nagaland Electricity Regulatory Commission, Old MLA Complex, Nagaland
Consultancy services to BERC - for true up from FY 2013-14,APR for FY 2014-15 and determination of Tariffs for FY 2015-16 in Bihar
Consultancy Services to JERC, Manipur and Mizoram for determination of Tariffs for Manipur and Mizoram for FY 2015-16
Assistance to DERC in Scrutiny, Analysis and Disposal of Tariff/ARR/True up Petitions of BRPL,YPL,TPDDL,NDMC and DTL for FY 2015-16
True up for FY 2013-14 and ARR - Tariffs for FY 2015-16 under MYT for utilities in Gujarat
Study on Improving Health and Education Outcomes through “Water, Sanitation and Hygiene in Schools”, Rural Electrification Corporation (REC),New Delhi
Advisory Services to CESC, Kolkata for 2015
Quantity and Quality Inspections of Works in Four Rural Circles of TSSPDCL
“Preparation of the Manual - State Agriculture Infrastructure Development Program (SAIDP)”
Analysis of Existing State Level Instruments in Madhya Pradesh under the Global Environment Facility supported SLEM project
Study of Effectiveness and Functioning of CGIRF, Ombudsman, Consumer Survey in Assam
Customer Satisfaction for Study for Pawan Hans Ltd
Study and advise regarding offer price etc., for participating in coal block auction - reg

Research Activity

Research at ASCI takes several forms: sponsored research grants from external sources, publication in international / national journals and conference proceeding, working paper / occasional paper series, research colloquiums and seminars etc. In addition, ASCI publishes ASCI Journal of Management and Monographs.

Several efforts are under consideration to increase research activity at ASCI, involving recruitment of research fellows for projects, competitive internal research grant programs, and encouraging faculty to publish in top international / national journals.

A large number of private and public sector organizations have endowed Chairs for supporting research at ASCI. ASCI offers research services to a wide variety of organizations including government, public, private, corporate, UN agencies and other foreign institutions.

Some of the subjects on which Research has been carried out:

- Program Cooperation Agreement for WASH in Schools Lead Course - UNICEF, New Delhi
- NRDMS Review Meeting - Department of Science & Technology, New Delhi
- Final Evaluation of PPP MAA Graham Project Under NHM in Odisha
- Transaction Advisory Support to Delhi Jal Board for Improving Delivery Mechanisms for Potable
Water in Informal Settlements, Delhi Jal Board, New Delhi

- Geospatial Public Health, Department of Science & Technology, Government of India, New Delhi
- Knowledge Management Through e-learning 2014, Global Development Learning Network (GDLN), Tokyo
- Research Fellow at Asian Institute of Management
- To Provide Advisory Support to the GHMC in Hosting the XI Metropolis World Congress 2014.
- Evaluation of the R&D Scheme of Ministry of Steel being pursued with financial assistance from Steel Development Fund
- Evaluation of Scheme “Ministry of Steel Chair Professor and Scholarships to undergraduate students pursuing study in Metallurgical Engineering”
- Creating Enabling Environment and Building Capacities of Planning Units for Decentralized District Planning in Odisha
- National Commission of Women - Situational Analysis of Women & Girls in Six States/UT of India - Odisha
- Final/Mid term Evaluation of Maa PPP PHC New Project under NHM in Odisha
FACULTY PROFILE
Senior civil servants from Sri Lanka with Mr. Mohammad Jasimuddin, Commonwealth Secretariat, and ASCI chairman Mr. SM Dutta after the inaugural of a two-week Programme on Performance Management & Leadership Development on June 9, 2014.

Officials of ASCI and Institute of Chinese Studies (ICS) after signing the MoU at New Delhi
Mr M Narasimham is an economist and a former civil servant who has held the posts of Finance Secretary to the Government of India and Governor, Reserve Bank of India. He has been on the Boards of The World Bank and the International Monetary Fund and was also Vice-President of the Asian Development Bank and the Principal of ASCI. He was a Member of the Prime Minister’s Economic Advisory Council. He has authored several articles in professional journals and books entitled, “World Economic Environment and Prospects for India”, “Economic Reforms: Development and Finance” and “From Reserve Bank to Finance Ministry and Beyond: Some Reminiscences.” He has headed several Committees appointed by the Reserve Bank of India and the Government of India, the more notable of which were the Committee on Controls, the Committee on the Financial System and the Committee on Banking Sector Reforms. He was associated with several research organizations in the country as a Member of their Governing Bodies and was also Director on the Boards of well-known companies. Mr. Narasimham was awarded the Padma Vibhushan in January 2000 and the Telugu Talli Award the same year. The Hyderabad Management Association conferred on him the Life Time Achievement Award in 2001. The Businessworld conferred on him the Life Time Achievement Award in December 2009.

Mr Susim Mukul Datta, Chairman of the Court of Governors of Administrative Staff College of India since October 2012, is a Management Professional and a Director on the boards of several reputed corporate companies.

Mr Datta was Chairman of Hindustan Lever Limited and the Unilever Group of Companies in India and Nepal from 1990 to 1996. He is non-executive Chairman of several leading companies in India – such as Castrol India Ltd., Philips Electronics India Ltd., among others.

Mr Datta is Past President of Associated Chambers of Commerce and Industry, Council of EU Chambers of Commerce in India, the Bombay Chamber of Commerce & Industry, and Indian Chemical Manufacturers Association.

Mr SM Datta was Chairman of IIM Bangalore (1995-2005) and Founder Chairman of Goa Institute of Management [1993-2006]. He had been a member of the Board of Governors of IIM Kolkata [2004-2014] and served on the First Review Committee (Kurien Committee) of IIMs.

Mr S M Datta graduated with Honours in Chemistry from the Presidency College, Kolkata and obtained his Post-Graduate Degree in Science & Technology from the Kolkata University. He is a Chartered Engineer, Fellow of The Institution of Engineers (India), Fellow of the Indian Institute of Chemical Engineers and Honorary Fellow of the All India Management Association.
Ravi Kant took charge as Director General, Administrative Staff College of India, Hyderabad on 1st March, 2015. He is a Civil Engineer from IIT Roorkee, 1983 batch. He was awarded Gold Medal and ‘Best passing out Student’ award. He was awarded Masters Degree (Economics & Management of Development) with ‘Distinction’ from University of Manchester, United Kingdom. He successfully completed dissertation on “Globalization and the Management of International Trade – WTO and the Developing Countries”.

He joined the Indian Administrative Service in 1985 and worked in West Bengal Cadre for 21 years. Some of his key assignments were District Magistrate & Collector – Howrah; Special Secretary – World Bank Health Project; Member Secretary – West Bengal Pollution Control Board; Special Secretary – Information Technology and MD – West Bengal Electronics Development Corporation; Labour Commissioner – West Bengal. He has been trained in professional courses in the World Bank Institute, Washington; Asian Development Bank, Manila; Tata Management Training Centre, Pune; GIZ environment training in Germany etc.

To pursue his passion for ‘Swachh Bharat’ & scientific solid waste management, he joined the corporate sector after taking voluntary retirement from the IAS in June 2006. He worked in the Ramky Group for more than 8 years in various capacities like MD – Ramky Enviro Engineers Limited, Project Director – Hyderabad Integrated MSW Management Project, Director – Medicare Environmental Management Private Limited, Group HR Head – Ramky.

He has established sustainable PPP projects in waste management. He has practical experience of managing 40 wastes management projects in the country - Industrial, Medical & Municipal. His passion is to train policy makers and practicing managers on establishing viable & sustainable waste management infrastructure in public private partnership – the presentations are available on the Net. He is closely associated with Ministry of Urban Development, Government of India in “Swachh Bharat Mission” – advocacy, implementation & monitoring.

Chandrasekhar has been with ASCI since April 2002. Prior to assuming his current role-responsibilities, he was (in chronological order) Professor of Information Technology; Professor & Area Chairperson of Technology Policy, Management and Innovation Area; Director of the Centre for Innovation & Technology, Dean of Research & Consulting and Dean of Long-term Programs. He was also the first Director (May 2010 – July 2011) of the Centre for Innovations in Public Systems established at ASCI at the recommendation of the Thirteenth Finance Commission, Govt. of India.

Between 1983 and 2002, Chandrasekhar held senior management and top executive grade positions in the corporate sector, in manufacturing and financial services.

Professional affiliations, recognitions and achievements of Chandrasekhar (past and present) include:

(a) A member of the Memorandum of Understanding (MoU) Task Force of the Dept. of Public Enterprises (DPE), Govt. of India;

(b) A member of the Adhoc Task Force for Results Framework Documents constituted by the Performance Management Division of the Cabinet Secretariat, Govt. of India;
(c) An external expert on the Assessment Board of the Defence Research & Development Organization, Govt. of India;

(d) An external expert on the selection committees of the Dept. of Science & Technology, Govt. of India;

(e) A member of the high-powered Committee on Reviewing the Operational Models of Public-Private-Partnership Programs set up by the Office of the Principal Scientific Advisor to the Govt. of India;

(f) A member of the Project Advisory Committee, National Science & Technology Management Information Systems Division, Department of Science & Technology, Govt. of India;

(g) A member of the Project Evaluation Committee of the Technology Development Board, Department of Science & Technology, Govt. of India;

(h) A member of the Project Steering Review & Monitoring Committee of the Technology Information, Forecasting and Assessment Council (TIFAC), Dept. of Science & Technology, Govt. of India;

(i) A member of the Task Force of the Natural Resource Data Management System / National Spatial Data Infrastructure of the Dept. of Science & Technology, Govt. of India;

(j) A member of the Advisory Committee of the Human Resource Development Centre of the Council of Scientific & Industrial Research, Govt. of India;

(k) A member on the Governing Board, Centre for Forest and Natural Resource Management Studies, Govt. of the State of Andhra Pradesh;

(l) A member on the External Advisory Board, the European Union and India Enhanced Cooperation Framework for Improved Bilateral Dialogue in the field of Science and Technology;

(m) An Independent Director on the Board of Electronics Corporation of India Ltd., Hyderabad, a Schedule-A Central Public Sector Enterprise under the Dept. of Atomic Energy, Govt. of India;

(n) A Vice-President at Large, Indian Subcontinent Decision Sciences Institute Region, Decision Sciences Institute, USA;

(o) An external examiner for the Doctoral programmes in management of the Indian Institute of Science, Bangalore and Jawaharlal Nehru Technological University, Kakinada, Andhra Pradesh.

(p) An external examiner for the Master’s programmes in Computer Science of the University of Hyderabad;

(q) A member of the Academic Committee of the Institute for Research in Banking Technology (IDRBT, established by the Reserve Bank of India), an Associate Institute of the University of Hyderabad;

(r) A senior life member of the Computer Society of India;

(s) A member of the Information Systems Audit and Control Association, USA.

Chandrasekhar has publications in reputed national and international refereed journals.

Chandrasekhar’s areas of current interest include Public Policy, Public Service Delivery, Planning & Development, Administrative & Governance Reforms and Performance Management.
Lakshmi holds a Bachelor’s degree in Economics and a Master’s in Public Administration. She has her M.Phil and a Doctoral Degree in Public Administration from Madras University.

Her post Doctoral Master’s in Hospital Administration (MHA) from University of New South Wales, Sydney. She earned a Graduate Diploma in Education specializing in Human Society and its Environment form University of New England, Armidale, New South Wales, Australia. She also holds a Post Graduate Diploma in Public Relations from Annamalai University, and a Certificate IV in Training and Assessment from HBO-Sydney.

Lakshmi is Dean of Research and Management Studies and was twice acting Registrar & Secretary (l/c), She was also the Dean of Management Programs. Lakshmi is Professor and Centre Director for Human Development, and is Area Chairperson of Health Studies. She joined ASCI in 2005 and served as Program Director of AICTE approved Post Graduate Diploma in Hospital Management (PGDHM) from 2005 - 2009. Under her leadership, the PGDHM ranked among the Top Ten Programs in Hospital Management in India with 100 percent record of placement of PGDHM graduates in leading hospitals in India and abroad.

Lakshmi has been drafted into the 6-Member Expert Sub-Group formed by the Government of India on Health Care Regulation under the Chairmanship of Mr. Navreet Singh Kang, Additional Secretary & DG (CGHS), Department of Health & Family Welfare, Government of India to formulate the new National Health Policy in December 2014.

Department of Personnel and Training has recognized her as a Master Trainer on “Ethics and Values in Administration”.

She did a two-year (2009 – 2011) stint as faculty member at the University of Technology and Trainer at The Bridge Business College in Sydney, Australia. Upon her return to ASCI in 2011, she has been focusing in Health Studies Area. She directed several Management Development Programs (MDP/SEC/AMP). In company Training Programs (ICTPs) in the areas of Leadership Development, Human Resource Development, Women Empowerment, programs related to Hospital Management, Performance Management, Ethics and Values in Public Governance.

She is a regular faculty / resource person in the Commonwealth and multinational sponsored MDPs of ASCI for South Pacific Islanders in Papua New Guinea. She has been invited by Initiatives of Change to represent as a core facilitator for the program on ‘Heart of Effective Leadership’ at Caux, Switzerland in July 2014.

She was Project Director and Team Leader for the Certification Program on Service Delivery Management in Modernizing Government Programs for the Government of Kerala, and a team member on a research project “Restructuring Kerala State Planning Board”.

Lakshmi has publications in reputed National / International journals.

**Current Interests**

Her current areas of interest include Risk Management in Hospitals, Skills Development, Talent Management, Human Resource Development, Performance Management, Ethics and Values in Public Governance, and on improving health services to the hitherto unreached populace in the tribal and remote areas of India.
Ashita Allamraju is an Associate Professor in the Centre for Economics and Finance at ASCI. Prior to joining ASCI, she worked as Adjunct Faculty with the Icfai School of Public Policy and as a Guest Lecturer at the Delhi School of Economics and Kirori Mal College, University of Delhi.

She has designed and delivered a variety of training programmes in the areas of Economics and Management. She has also been involved in many research and consultancy assignments sponsored by national and international organisations like UNCTAD, Ministry of I&B, Go I, Ministry of Coal, GoI, Ministry of Finance, Government of Andhra Pradesh, Competition Commission of India and the World Bank. She was a part of the ASCI Study on Improvements in the Quality of Expenditure to Obtain Better Outputs and Outcomes sponsored by the Thirteenth Finance Commission, Government of India. The Study finds a mention in the Thirteenth Finance Commission report and the formula suggested by the ASCI team was accepted by the Commission.

She has also co-authored a book, ‘Issues in Public Finance: An Indian Experience ICFAI University Press, 2006 and has several articles to her credit.

Her areas of interest include public finance, Econometric techniques and Sectoral Studies in Competition and Regulation.

M V Anjali is Assistant Professor in Corporate Finance Area, Centre for Economics and Finance. She has a PGDM from Xavier Institute of Management, Bhubaneswar, with specialisation in Finance. She is certified in Oracle Financials. She also holds the National Institute of Securities Management (NISM) certification for Mutual Funds and Capital Markets. She has over 10 years of experience in management consulting in the financial services industry. She has been a trader and investor of securities on the National Stock Exchange (NSE) for the past 8 years.

She started her career with Price Waterhouse Coopers. Here she worked on the prestigious assignments like the World Bank aided computerization of Allahabad Bank. She worked in Oracle Financial implementation for clients like SRFF and Usha Martin. Then she worked with Tata Technologies India Ltd., as functional consultant SAP R/3 ERP implementations. Haldia Petrochemicals and TELCO are some of the clients she has worked for. Prior to joining ASCI she also worked as a Financial Consultant and Financial Planner. She taught as guest faculty in Financial Management area, at Centre for Organization Development (COD). She has experience in financial planning and budgeting, ERP implementation, funds and investment management.

She is presently involved in research and consulting projects for Government of India in the areas of Financial Planning, Budgeting and Monitoring and Evaluation. She has worked on research assignment for the UN Women on the subject of “Social Security for Single Women”. She has also worked for National Rural Health Mission (NRHM), in the monitoring and evaluation of the PPP model of the MCH units in five districts of Odisha. She also led a consulting assignment on the “Development Roadmap for Andhra Pradesh and Telangana”. Her present areas of interest include Regulations of The Companies Act, 2013, gender budgeting, entrepreneurship development, and financial inclusion.
Nirmala Apsingikar has been with ASCI for over 29 years. She started her career in the Information Technology. Her areas of specialization include IT Strategy; IT-enabled Business Process Improvement; Knowledge Management, Enterprise Solutions, e-Governance and Business Strategy. She has undertaken several consulting, research and training assignments in these areas, mainly for organizations in the core/infrastructure/strategic sectors.

She designs, conducts, and teaches in programmes on Knowledge Management, Strategic Use of IT, Enterprise Solutions and Business Intelligence and Big data. She directs and teaches in several announced as well as organization-based General Management Programs at ASCI. She has been the recipient of research and training fellowships during her career.

Nirmalya Bagchi is Ph.D in Business Management from University of Calcutta and an M.B.A. He has about 15 years experience of training, research and consultancy in Innovation Management, Strategic Management of Innovation and R&D, Business Analytics and Decision Sciences.

He has been working with the Administrative Staff College since September 2006, first as an Associate Professor till October 2012 and from November 2012, as Professor. He worked as Lecturer in Indian Institute of Social Welfare and Business Management, Calcutta prior to joining ASCI and at the Institute of Engineering and Management as Lecturer prior to joining IISWBM.

Dr. Bagchi has written books, book chapters, and academic papers in reputed peer reviewed journals. His study in 2012 on “Study to Identify Policy Measures for the new Science, Technology and Innovation Policy 2013” has been cited in detail in the Department of Science and Technology’s white paper (http://www.dst.gov.in/white-paper.pdf) prepared by the Joint Committee of Industry and Government for stimulating private sector investment into R&D.

At ASCI, Dr. Bagchi has worked on important research and consultancy assignments sponsored by the Department of Science and Technology, Ministry of Steel, Defence Research and Development Organization, European Commission, UNICEF, Ministry of Steel, Department of Administrative Reforms and Public Grievances, Reserve Bank of India, Government of AP (Dept. of Finance), AP Police, Sardar Vallabhbhai Patel National Police Academy (Ministry of Home Affairs), Department of Scientific and Industrial Research, Department of Electronics and Information Technology, CIPS, Department of Biotechnology, FMC, DHFW and INAE.

Each year he conducts around 12-13 weeks of Management Development Programs, mainly on themes related to Innovation Management, Innovation Strategy and R&D Management. He conducts training programmes for IAS officers, Scientists and technologists and senior executives in public and private sector.
Mr Bilolikar has been working in various capacities since last 14 years on Energy Conservation and Energy Efficiency in Buildings, Electricity Distribution Management, Techno economic feasibility studies, Regulatory affairs of Electricity Industry, Tariff analysis, Annual Performance analysis of Power utilities, IT application development in utilities and Renewable projects in India.

Government of Andhra Pradesh appointed Mr. Bilolikar as member of Technical Committee formed by GoAP to look into the implementation aspects of Energy Conservation Building Code. Mr Bilolikar played key instrumental role in mandatory compliance framework in the states of Andhra Pradesh and Telangana. Apart from that he was involved in advising GoAP in bifurcating power sector, O&M planning of 1200 MW of Singareni Thermal Power Plant, Study of ICT usage in Customer Relationship Management in India, Sri Lanka and Bangladesh, Asset Valuation of MPECS etc.

Prior to joining ASCI he was heading the Energy Team in Andhra Pradesh Technical Consultancy Organization Limited, Hyderabad. There, he worked on UNDP-GEF Project on CO2 emission reduction program in steel re-rolling industry, BEE-SME project in different clusters like Ice making, Rice milling, Sponge iron and Refractories.

Mr Rajkiran is a former employee of Maharashtra State Electricity Board. He was involved in ‘High voltage distribution system’ and ‘Single phasing system’ in Maharashtra State Electricity Distribution Company Limited. Thereafter he worked with ABPS Infrastructure advisory services, Mumbai and Enzen Global Solutions Private Limited, Bangalore. He worked with clients like, MERC, Suzlon Energy, Adani Power, UNDP, BEE and MNRE. He also has to his credit a number of papers presented at seminars and conferences.

His current areas of interest are Energy Conservation and Energy Efficiency, Electricity Distribution, Rural Electrification, Policies and Regulations in power sector, Electricity markets, Tariff analysis, Renewable Energy and IT application in Power sector.
V. Srinivas Chary is the Director, Centre for Energy, Environment, Urban Governance and Infrastructure Development at ASCI. He specializes in governance, institutional reforms and capacity building for improvements in urban service delivery. He has over 22 years of professional experience in the areas of urban infrastructure and service delivery and extensively worked on 24-7 water supply, urban sanitation, PPP, pro poor strategies etc. An engineer, urban planner and management professional by training, Prof. Chary, prior to joining ASCI, was a Senior Faculty at the Environment Protection Training and Research Institute (EPTRI), Hyderabad and at Tata Energy Research Institute (TERI), New Delhi. He was professionally affiliated to the University of Pennsylvania, Philadelphia, University of Bradford, UK, University of Manchester, UK, and Water Engineering Development Centre, UK. He is a Chevening fellow.

Prof Chary has lead over 150 advisory, consulting and research assignments both in India and South Asia. He has conceptualized and implemented structured capacity building programmes for elected representatives, officers of Administrative Service and urban sector professionals in India and outside. Prof Chary was also instrumental in establishing the Urban Resource Link (url@asci.org.in) - a unique model of knowledge support for cities and water utilities, the Change Management Forum, which facilitates peer learning amongst a network of municipal officers and elected representatives. He facilitates the National Urban Water Awards (www.waterawards.in) to recognize excellence in urban water management for water utilities and municipalities in India. Prof Chary leads urban service level benchmarking programme of the Government of India involving over 1300 municipalities. As a member of the urban sanitation taskforce of the MoUD, he played a catalytic role in the formulation of the National Urban Sanitation Policy of the Government of India.

Prof Chary leads the Centre of Excellence (CoE) in Urban Development at ASCI instituted by the Ministry of Urban Development, Government of India. Prof Chary supports the Ministry of Urban Development, Government of India by undertaking independent appraisal of city development plans and reforms implementation. He has published extensively in national and international professional journals and presented over hundred papers as invited speakers in conferences. He serves on numerous national and international committees. He was a member of the Steering Committee on Urbanisation established by the Planning Commission for drafting approach paper for the 12th Five Year Plan (2012-2017). He is passionately committed to capacity building with the objective of ensuring continuous water supply and open defecation free urban systems in India.
Paramita Dasgupta was EFMD Research Fellow at the Rotterdam School of Management, Erasmus University, The Netherlands working on issues relating to Indo-EU trade. She has postdoctoral research experience at the Department of Economics, Harvard University, USA, where she worked on issues relating to employment and income in macroeconomics. She was trained on the area of Management of Change at Birmingham in UK.

Prior to joining ASCI, she was with the Centre of Economic & Social Studies, Hyderabad. In the area of management development programmes, Dr. Dasgupta has designed and conducted international programmes in collaboration with the Public Administration Leadership and Management Academy (PALAMA), South Africa, The World Bank Institute, Washington D.C. and the Department of International Development (DFID), U.K. for government officials and senior managers in areas including international business, management of change and issues pertaining to general management. She was instrumental in conducting several management development programmes for Officers of the Indian Administrative Service, senior executives/managers of public and private sector organisations and scientists focusing on WTO and its implications, intellectual property rights, international trade, international business, management of change in organisations and national economic management.

She has led several consultancy and research assignments sponsored by Government of India and State Governments as well as international organizations including the Delegation of the European Commission, UNCTAD and the World Bank. Dr. Dasgupta has published an edited book entitled “WTO at the Crossroads” and several research papers in leading journals. She was the Executive Editor of the ASCI Journal of Management and has served as a Consultant-in personal capacity to UNDP.

Her areas of academic interest include WTO Negotiations and Related Issues, International Trade, Competition Policy, Trade Liberalisation and its Impact on Developing Countries and Industrial Policy and Development.
Dimple Grover, Ph.D., (Indian Institute of Technology, Delhi), is an Associate Professor in the Center of Management Studies at ASCI. Her doctoral work: “Corporate Governance and Ethical Climate: A Study of Select Indian Companies,” is an interdisciplinary work with emphasis on Governance issues in Companies at Macro and micro level. Trained as an Industrial Psychologist she also holds an M.Phil degree from Delhi University and Masters from Allahabad University in the field of Industrial/Organizational Behavior.

She has conducted various training and management development programmes for senior executives and executives in public and private sector in the field of Corporate Governance (focus on Building good governance through HR Practices; Leadership and Governance; Values and Ethics); Career and Life Integration (emphasis on Stress Management and Work Life Balance); and Leading Teams (an orientation towards Talent Management and Employee Engagement)

Her area of specialization covers macro organizational behavior (how organizations move in markets and how their strategies regarding employees and leadership affect the performance of the entire organization), Corporate Governance, HR Governance.

Her research interest includes Leadership; Leadership and Governance; Corporate Social Responsibility; Visioning; Strategic Planning; Effective Communication; Team Building and Group Dynamics; Power, Influence and Ethics; and Facilitation and Collaborative Action Research.

Dr Dimple Grover is an affiliate of East West Center, Hawaii; and Brown International Advanced Research Institute (BIARI), Brown University, Rhode Island.

She has been to various countries like U.K; U.S.A; Canada; Japan and China for teaching, research and consulting assignments. She has various research papers to her credit.
SwarnaJ is a Senior Human Resources Professional with a high degree of commercial acumen and entrepreneurial flair demonstrated through an outstanding record of achievement in a variety of business sectors. She possesses substantial experience in global organisations as an adaptable individual offering significant strategic and operational HR inputs, strong troubleshooting skills and a proven ability to implement innovative solutions and optimise resources with impact on the business bottom line. She has expertise in areas of HR and OB including HR planning and strategy; HR Training and Development, Performance Management Systems, Compensation and Benefits administration, HR Audit & Balanced Score Card; Recruiting and staffing; Employee Counselling, Mentoring; Conflict Resolution; Vendor Management; ERP(SAP-HR), Emotional Intelligence; Interpersonal skills & Communication etc. She headed the HR & Operation division of Fortune 500 global company and based at London prior to joining ASCI, and also held different designations in organizations both in India and abroad.

Currently working as Associate Professor, Human Resources, Centre for Management Studies, since 2010, had been instrumental in directing several Management and Leadership Development Programs for esteemed clients like NTPC, THDC, DVC, several Nationalised Banks like UCO Bank, Punjab National Bank, Bank of Maharashtra, Scientists of DRDO, Department of Science and Technology, Government of India, SAIL, BPR&D etc., apart from directing several programmes for private sector companies like Zuari Industries, Aditya Birla Group, Greenko etc. Currently engaged in consultancy assignments and research work apart from directing management programmes.

Her current interests include a) Strategic Leadership b) Enhancing Managerial Effectiveness c) Interpersonal Effectiveness d) Balanced Scorecard e) Creative Problem Solving f) HR Audit g) Transactional Analysis for Interpersonal Effectiveness h) Effective Trade Union Management and Industrial Dispute Resolution i) Organisational Psychology

She has several certifications to her credit including

1. Competency Mapping from TVRLS.
2. NLP Practitioner Certification from NLP Institute, Florida, USA.
3. Certification in Research Methodology from TISS, Mumbai.
4. Certified Recruitment Analyst and Competency and Performance Developer from Carlton Advanced Management Institute, USA.
5. Train the Trainer international certification from City and Guilds, London, UK.
7. Certified Internal Information Systems Auditor (CIISA) from STQC Directorate, Department of Information Technology, Government of India
8. Qualified Internal Auditor for ISO 9000.

She presented papers on “Managerial Challenges in Promoting Economic Cooperation in Seven South Asian Nations - SAARC” in 2000 and on ‘Women Policin in India - Constraints and need of paradigm shift’ in International Seminar at University of Milan, Italy, 2003.
Subodh Kandamuthan is currently an Associate Professor and Director of the Centre for Health Care Management at Administrative Staff College of India, Hyderabad. He holds a Masters Degree in Development Economics, M Phil Degree in Applied Economics and Ph.D in Health Economics. He has also worked as faculty in Health Economics at the Institute of Economic Growth, New Delhi, Institute of Health Systems, Hyderabad and as a technical consultant to Health Department of Government of Andhra Pradesh. His areas of expertise include Health Economics, Health Financing, Health Policy, Monitoring and Evaluation, Trade in Health Services and Public Private Partnerships in Social Sector. He has worked on projects related to Economic Costing, Adoption of health technologies in India; Evaluation of Health Programs, Medium Term Health Expenditure Frameworks, Out of Pocket Expenditure Analysis, Trade in Health and Hospital Services, Social Protection and Public Private Partnerships in Health Care. He also conducts training programmes in the areas of Trends and Challenges in Social Sector, Financing in Social Sector, Monitoring and Evaluation and Public Private Partnerships in Health Sector. He won the IDRC Social Science Research Award in December 2009 in the category of Equity in Health. He is the director of the ASCI Post Graduate Diploma in Hospital Management (PGDHM) program and teaches Health Economics, Health Financing and Health Policy in the program. He visited the United States in September 2014 as a participant of the International Visitor Leadership Program (IVLP) on American Think Tanks sponsored by the US State Department. He is also currently a member of the World Health Organization Technical Advisory Group on Mobile Health. He is also a recipient of the first Australia India Council Research fellowship. He has published papers in national and international journals and has co-authored three books. He has also attended a large number of National and International conferences.

Nareendran Kodandapani is currently working as an Associate Professor in the Environment Area, Centre for Energy, Environment, Urban Governance, and Infrastructure Development. He completed his PhD in Geography from Michigan State University in 2006. He was supervised by Prof. Mark Cochrane, an expert on forest fires in the Amazon. His PhD dissertation, titled “Fire regimes and ecological effects in seasonally dry tropical ecosystems in the Western Ghats, India”, examined the spatial, temporal, and ecological components of forest fires in the Mudumalai tiger reserve, Bandipur tiger reserve, and Wyanad wildlife sanctuary. An environmental scientist by training, he obtained a Masters degree in environmental science in 1995 from the Bharathidasan University. He was supervised by Prof. David W. Martin, an expert in environmental economics, for his Master’s thesis, titled “Environmental impacts of the proposed thermal power plant in Jayankondam, Tamil Nadu, India”. He has over a decade of experience in academia and applied conservation. He has worked in environmental conservation roles in India, Brazil, and the United States of America.

His areas of interest lie in the application of geospatial technologies, such as remote sensing and GIS for solving problems. He has recently completed two conservation projects for the Tamil Nadu forest department. He has written numerous research articles in international and national peer-reviewed journals. Specific areas of interest are, tropical forest conservation, application of remote sensing and GIS for environmental problems; conservation through sustainable forest policies; spatial data analysis, and tropical fire ecology.
Dushyant Mahadik has over a decade of experience in industry and academia. He has worked in corporate planning as well as execution roles in India and USA. Apart from various advisory roles in different Fortune 100 companies, he has carried out leadership responsibility at a manufacturing unit. His clientele at ASCI includes ADB, Bharat Dynamics Limited, Department of Finance, Government of Andhra Pradesh, Department of Higher Education (MHRD), Department of Science and Technology, INCAP, ISRO, MRF Ltd, NABARD, NTPC, Rajasthan Accounts Service, SAP India Limited, etc.

He has written numerous articles at national and international forums. At ASCI, he has worked on policy level assignments in the areas of infrastructure development, programme evaluation, financial structuring, risk management, etc. His areas of interest are infrastructure development, corporate finance and risk management.

Valli Manickam, Professor and Area Chairperson, Environment Area, CEEUGID, ASCI, is a Ph.D in Environment and Masters in both Computer Applications and Sciences, with over 18 years of research and teaching experience in the field of Environmental Science and Technology. Prior to joining ASCI, she has worked at Centre for Atmospheric Sciences and Weather Modification and at Centre for Environment, Jawaharlal Nehru Technological University, Hyderabad. She has executed a DST Women Scientist Project for Lake Remediation technologies. Dr. Manickam has developed software for the automation of the water and wastewater treatment systems and has also designed and developed a database for storage of the data during cloud seeding operations. She has worked for a number of environmental projects and activities which include environmental impact assessment study for taking up industrial or tourism activity, study of lakes in and around Hyderabad, study of pollution in surface and ground waters, review of environmental statements, risk assessment, common effluent treatment plants, air pollution assessment studies, weather modification operations.

She has worked in the area of climate change, developed a decision support system for storage and retrieval of geospatial data to help decision makers for the seven agro climatic regions in Andhra Pradesh. She has also been working on open data policy for the various state governments and government of India. Dr. Valli has conducted training programs in ASCI for IFS officers in the area of Natural Resource Management, Environmental Indicators and Environmental Economics, Climate change for forestry sector, besides organizing three international conferences and five workshops.

She has coauthored five books in the field of environment on Environmental Impact Assessment, Analytical Chemistry, C for Environmental Engineers, Climate Change and Weather Modification Technologies and Environmental Management – A primer. She has published around 25 papers in peer reviewed journals and also presented papers in various international conferences and workshops. She was awarded Associate Fellow of the AP Academy of Sciences for her contribution to the field of environmental science in 2010. She is also currently the associate editor for the Journal of the Air & Waste Management Association, by Taylor and Francis group. She is presently executing projects sponsored by MoEFCC, DST and other state governments.
G Mohan has over 27 years of experience in Industry and academia. He has been with ASCI in the Information Technology Area since April 2006. He directs and teaches theme based programmes in Information Technology. He also conducts sessions related to strategic management and conducts simulation games in General Management Programs.

His areas of interest lie in the Application of Information Technology for solving problems in business. Areas of consultancy include, e-Governance, e-Procurement and leveraging IT for competitiveness. He also conducts programmes related to Technology and Innovation Management for Department of Science and Technology, Govt. of India. He has keen interest in using social media for organizations. He has created the ASCI Alumni Network online and is currently moderating the same.

MBBS and MBA (Hospital Management) with 12+ years of versatile experience of Hospital administration and setting of Quality standards and Accreditation Programs for Health Care Industry. She was working as the Deputy Director of National Accreditation Board for Hospital & Health Care Providers (NABH), an arm of Quality Council of India prior to joining ASCI as an Associate Professor. She is a committee member for National Committee for Wellness tourism by Ministry of Tourism and Committee member for Guidelines for Wellness Training course with Ministry of Tourism. She has been an external examiner and guest faculty to Jamia Hamdard University. She has also been a member to FICCI Wellness Committee. She has been a speaker in numerous national and international conferences and has many awareness programmes to her credit. She has contributed numerous articles in many national and international journals/magazines on Quality standards in Ayurveda and Wellness industry. She was invited to US to present her innovative work and was also conferred a rare opportunity of being selected for Harvard Management course.

Her current areas of interest are Quality and Systems, Continual Quality Improvement, Accreditation, Patient Safety, Skill Development, Hospital Operations and Human Resource Development.
Vasavi Narla, an Architect and Urban Planner, did her graduation in Architecture from School of Planning and Architecture, Jawaharlal Nehru Technological University (JNTU), Hyderabad and then post graduation in Master of City Planning (MCP) from IIT Kharagpur.

Vasavi is currently Associate Professor in Urban Governance Area (UGA) and involved in the areas of training, action research and consultancy projects in urban/municipal management, governance and service delivery. She has been extending extensive handholding support to Government of West Bengal in implementation of various Development Programs time to time under Kolkata Urban Services for the Poor Programe (KUSP) supported by Department for International Development (DFID) and currently she is passionately involved in “Housing for All by 2022” Mission.

In the past she is involved in many important assignments of UGA especially related to City Development Plans, Capacity Building activities, reform related studies and appraisals Under JnNURM. She is also associated with several other urban issue assignments such as Knowledge Management, Governance Reform, Service Delivery, Water and Environmental Sanitation and Affordable Housing. Her area of focus was in Slum Development, Solid Waste Management and Urban Sanitation.

She led partnerships with states like Tripura, Karnataka, Tamil Nadu and states in North East Region of India in designing customized training programmes for urban functionaries.

Prior to joining ASCI, worked with reputed architecture, urban - environment planning and urban planning organizations and accomplished strong professional track record. She regularly engages in writing papers and case studies and has few publications to her credit. She is also member of few professional organizations and contributes in their activities.

A Narender is currently working as Professor in the Urban Governance Area of ASCI. He has over 20 years’ experience in the urban sector and specializes in the areas of urban governance, urban poverty, service delivery, urban economic policy and management. He has worked extensively in the areas of city development strategies, municipal reforms, urban poverty reduction, and service delivery with a focus on sanitation and integrated solid waste management. He is significantly associated with Certification Program in Urban Management, strengthening urban management programmes, which aim at capacity building for urban-sector professionals. He was deeply involved in the conceptualization and implementation of City Development Plans / Strategies for Hyderabad, Vijayawada and Visakhapatnam. He has also undertaken comparative studies across Indian cities in the areas of urban decay and redevelopment. He is also associated with the Change Management Forum and other management development programmes in the Urban Governance Area. He has worked on several consulting assignments on urban issues for various agencies. He has published over 15 papers in professional journals.
Dr Reshmy Nair is Associate Professor in the Centre for Excellence in Management of Land Acquisition, Resettlement and Rehabilitation (CMLARR), CEEUGID, ASCI. She has graduated in Economics (Hons.) from Shri Ram College of Commerce, Delhi University and holds M. Phil & Doctorate degrees in Economics from Jawaharlal Nehru University, New Delhi. A UGC (NET) qualified academician with keen research interests, she has served as a faculty in reputed institutes in Delhi NCR.

Dr Nair has conceptualised, designed and directed customised capacity building interventions on ‘Land Acquisition, Resettlement & Rehabilitation (LARR)’ for senior IAS Officers, World Bank & Asian Development Bank Supported Projects, government organisations and several PSUs. The CMLARR, established with the support of the World Bank is the only Centre in the country involved in dedicated research/capacity building in LARR. The Centre has trained more than 1500 dedicated officers in LARR during the last couple of years. The international and national conferences organised by the Centre in the recent past included the World Bank sponsored five day International Conference and South-South learning event on R & R and Benefit-sharing (participated by 110 participants from 20 countries); Department of Land Resources, Govt. of India sponsored National Conference on Best Practices in R & R and National Conference on the Right to Fair Compensation and Transparency in Land Acquisition and R & R (RFCTLARR) Act, 2013; SCCL sponsored National Workshop on Implementing the RFCTLARR Act, 2013 etc. The annual announced programmes on LARR have been receiving unprecedented participation from senior officers of several organisations.

The Centre has been providing support to the Department of Land Resources, Govt. of India and various state governments in the implementation of the new land acquisition Act through organising conferences, at the central and state level, conducting customised training courses on the new LARR Act/Social Impact Assessment (SIA), submitting reports for formulation of rules, guidelines, corrections & amendments required in the Act etc. The Centre has developed a comprehensive training module on the RFCTLARR Act, 2013 and SIA and has also been providing faculty support to various organisations. The CMLARR also provided advisory guidance to University of Peradeniya, Sri Lanka in strengthening their LARR capacity building interventions.

Dr Nair is a National Social Expert in the two-member Panel of Experts constituted by the Directorate of Energy, Government of Himachal Pradesh for providing guidance to address the social issues in hydro sector development. She has also initiated capacity building, research and consultancy initiatives in the area of crop/weather insurance at ASCI. These initiatives include conducting research studies, directing National Seminars/Workshops on Weather Insurance/crop insurance, focused programmes for the insurance industry, partnering with Ministry of Agriculture, Govt. of India in building capacity of the senior state government officials, etc. She has researched extensively and has published several papers in reputed journals in the areas of food security, public distribution system, LARR, agriculture insurance etc.
**Dr Prabhati Pati** currently the Director-Centre for Management Studies at Administrative Staff College of India, Hyderabad. She is also the Area Chair-Human Resources Area,

She holds Ph.D. degree from IIT Kharagpur and her Doctoral thesis is on ‘Designing Organizations for Innovations, Performance and Quality of Work Life’.

At ASCI as a senior faculty member she is engaged in management research, training and consulting activities. She is the chief consultant and team leader for various consulting projects for organisations like Chennai Petroleum Corporation Ltd, Nuclear Power Corporation of India Ltd, Mishra Dhatu Nigam Ltd, Yanam Chamber of Commerce & Industry, National Police Academy, Bharat Dynamics Ltd; and a team member in the project with Nuclear Fuel Complex.

She has conducted a large number of training programmes for public sector, private sector, government sector and banking sector organisations. She has published a number of research articles in various Indian Journals.

Her areas of consulting interest include Human Resource Policy and Guidelines, Manpower Planning, Performance Management, Improvement, and Appraisal, Employee Engagement, Motivation, Job Satisfaction and Employee Commitment Issues, Human Factors and Safety, Assessment Centre, Corporate Social Responsibility, etc.

Her training interests are in the areas of Leadership, Culture Building, Performance Management and Improvement, Systems Thinking, Change Management, Organisation Development, Positive Psychology, Human Factors, Adversity Quotient, Mindfulness, Organisational Communication, Women in Management, etc.

Her current research interest is in the area of Agribusiness, Human Factors, and Human Resources issues in large public sector organisations.

She is a Member with professional bodies like ISTD, NHRD, etc.
Mubeen Rafat
MMS (JBIMS), Mumbai,
Specialisation in Finance
Professor
Money, Banking,
Corporate Finance &
Governance Area

She has over 25 years of experience in industry and academics. She started her career in the Treasury Department of National Organic Chemical Industries Ltd, Mumbai, and was also heading the Finance and Accounting function at Intergraph Consulting Private Ltd, Hyderabad.

She has designed and conducted over 100 training programmes in Finance and General Management. She has worked on training assignments with companies like Larsen & Toubro, TCS, Indus Towers, Crompton Greaves, IFFCO, Cairn India, HPCL, ITC-Bhadrachalam Paperboards Division, ACC, LG India, Zuari Industries, Steel Authority of India Ltd, ONGC, NTPC, and MRF.

She has designed and conducted a series of training programmes on the capital market with a focus on demonstrating the power of the trading software used by National Stock Exchange. She has also designed and delivered several training programmes on Public Private Partnerships and Infrastructure Finance for senior IAS officers.

She has published several articles in the areas of capital market and the financial services industry in India. She has worked on a prestigious consultancy assignment on Corporate Governance for State Level Public Enterprises in Orissa. She has drafted the business plans for several organizations, like North East Handloom and Handicraft Corporation. She has also consulted with Khadi & Village Industries on Cost Chart Mechanism and PRODIP.

She is an independent director on the Board of VST Industries Ltd.

She has been invited as a visiting faculty by Reserve Bank of India Staff Training College, Indian School of Business, Tata Management and Training Centre, Pune, SBI Staff Training College Hyderabad.

A Gates Cambridge Scholar, **MS Raghavendra** studied to attain his PhD in Urban Planning from Cambridge University. His doctoral programme was funded by the Gates Cambridge Trust, which aims to build a global network of future leaders committed to improving lives of others.

Prof Raghavendra blends academic interests in sense-able cities, social housing, water management, and urban poverty alleviation with sub-national government experience in urban infrastructure development. His research and consultancy interests include:

- local government capacity development,
- off-grid development of infrastructure,
- deployment of mapping tools to improve service delivery,
- evaluation of urban development and social housing interventions,
- infrastructure development and finance,
- estimation of user willingness to pay for improved civic services,
- planning for large public events.

Having served on the Kakodkar Infrastructure Vision 2035 Committee for the country, he has also contributed as a capacity building advisor to Municipal Corporation of Greater Mumbai, the most pre-eminent civic body in the country. He is currently consulting engaged on ‘culture-change’ in Mumbai and for the Government of Odisha. A member of Royal Town Planners’ Institute, Prof Raghavendra is keen on utilizing talent pool across the globe, particularly at MIT and Cambridge University, to improve capacity for planning and design of India’s cities and towns. He is a member of the **Gates Community** which aims to build a global and diverse network of socially conscious individuals by promoting cooperation, collaboration and opportunity in accordance with the goals of the Bill & Melinda Gates Foundation and the University of Cambridge.

**Usha Ramachandra** joined ASCI as a Tarun Sondhi Fellow in 1995, to carry out a study on the Liberalisation of India’s Civil Aviation. She joined the faculty in 1998 and became involved in several of ASCI’s training programmes and consulting assignments in the power sector. She provides inputs on infrastructure regulation, power sector reforms and the energy sector for ASCI’s other programmes for senior management and the civil services.

She has worked in the South Asia region particularly in Bhutan, Sri Lanka, Bangladesh and Pakistan as a resource person on energy and power sector related issues. She has worked on consulting assignments with power utilities, state and central regulatory commissions and governments in a variety of areas including tariff filing, tariff analysis, demand and supply estimates, regulations and policy related issues.

She has conducted specially designed programmes for the THDC India Ltd., NTPC, PXIL, DVC etc. Apart from being actively involved in ASCI’s management development programmes, she has several publications and conference and workshop presentations to her credit.

Her areas of interest are Restructuring and Regulation of Infrastructure particularly in the Energy Area, Power Sector Reforms and Public Private Partnerships in Infrastructure.
Y. Malini Reddy, is an Associate Professor in Marketing Area of ASCI. She has graduated in Economics (Hons) from Sri Ram College of Commerce, Delhi University and completed her Post Graduate Diploma in Garment Manufacturing Technology from National Institute of Fashion Technology, New Delhi. She holds a Doctorate Degree from ICFAI University, Dehradun and has more than 16 years of experience in academics and industry in the sectors of apparel, retail, hospitality, and education.

She has taught executives and students of post graduate programs at National Institute of Fashion Technology, Hyderabad; ICFAI Business School, Hyderabad; Institute of Management Technology, Hyderabad; Narsee Monjee Institute of Management Studies, Hyderabad; Indian Institute of Crafts and Design, Jaipur, Tata Institute of Social Sciences, Hyderabad. She has guided several masters level research projects. She is a PhD evaluator and is currently guiding one PhD student.

She is a Non-Resident Research Fellow with Asian Institute of Management, Manila and is working in the area of co-creation, social marketing and citizen participation in effective delivery of public services.

Her areas of interest and expertise for conducting training programs include Quality of Public Services, Social Marketing, Inclusive Markets, Services Marketing, Customer Relationship Management, Retailing, Digital Marketing, Product Management, Principles of Management, Rural Marketing, Sales Management, Strategic Marketing, Consumer Behavior, Complaint Management and Recovery.

In addition to marketing, her research interests are in the area of e-learning and educational quality. Her doctoral research was on the assessment and enhancement of student learning outcomes. She has working knowledge of globally known management education accreditation systems such as AACSB, EFMD, AMDISA, and AMBA.

She has entrepreneurial experience in Apparel (sourcing, manufacturing, retail) and Hospitality (restaurant management and promotion, service apartment management). She has led consulting assignments in the area of Marketing Research, Branding, Communications Strategy, Digital Marketing, Online Education and Education quality in B2B, B2C and G2C contexts.

She has published 16 research papers in international and national journals. She has also published case studies and book reviews in reputed journals. Having been a Consulting Editor with the FedUni Journal of Higher Education from 2009-2011, she is currently a reviewer with Sage Publications India, Emerald Emerging Markets and Case Studies, Asian Education and Development Studies, Educational Management, Administration and Leadership, and Tata McGraw Hill. She has published close to 100 articles on marketing, education, apparel and fashion in the professional magazines as well as Hyderabad edition of Times of India and Deccan Chroniclal newspapers. She has published her thesis in the form of a book and is currently working on her text book on Services Marketing.
Sutanuka Dev Roy is currently working as an Associate Professor at the Centre for Economics and Finance. She has completed her MA and Ph.D. in Economics from Clark University, Massachusetts, USA. She has also completed formal training in ‘Statistical Data Linking, Integration, and, Data Imputation Programme’ conducted by the United States Census Bureau. She has worked as Faculty of Economics and Statistics at Clark University, USA, and as Adjunct Faculty at Worcester State University, USA. She is also a Certified Insurance Broker from NIA, Pune.

Prior to joining ASCI, she worked as a Consultant at GTFS Multi Services Ltd., where she has experience working in various areas such as Insurance, Mutual Funds, and, Micro Finance.

Her areas of interest are Applied and Spatial Econometrics, Labour Economics, Macroeconomics, Resource and Environmental Economics, Quantitative Methods and Analysis, Industrial Organization, Decision Theory and Analysis, Insurance and Risk Management.

B V N Sachendra has about 17 years of work experience, which includes corporate as well as academic. While working as Engineer (Purchase), he was responsible for Vendor Development, Supplier Selection, Material Procurement and Follow up. He started his academic career as Research Associate and was involved in developing comprehensive case studies and study materials including textbooks and workbook on Operations Management. He has more than a decade of teaching and training experience during which he taught courses on Operations Management, Total Quality Management, Supply Chain Management, Project Management to PGDBM students in Business Schools of repute. In addition, he is also proactive in developing, designing and delivering Executive Development Programs and Management Development Programs. He has ten papers to his credit, out of which four were presented at international level.

His areas of interest include Materials and Supply Chain Management, Project Management, Productivity Management and Quality Management.
Sreerupa has completed PhD and MPhil in Women’s Studies from Jadavpur University, M.A. and B.A. in Sociology from Delhi School of Economics, University of Delhi and Presidency College, University of Calcutta.

Her doctoral research was on HIV and AIDS communication, gender and human rights. She received the prestigious Sasakawa Young Leaders Fellowship Fund (SYLFF) from the Tokyo Foundation, Japan for her PhD. She was also a Visiting Fellow at Howard University, Washington D.C., USA and the American University of Cairo, Egypt.

Sreerupa has worked with both international and national NGOs in the capacity of a Research Associate and Consultant in the areas of gender, sexuality, education, HIV and human rights. She was also associated with The Telegraph for a year. She has conducted workshops and training programmes for college students, NGOs and Government bodies. She has developed audio-visual educational materials for NGOs on HIV, Violence against Women and human rights.

She has presented papers in international and national conferences on gender, violence against women, HIV and human rights.

Prior to joining ASCI, Sreerupa was coordinating a UGC supported project on Gender Audit of Higher Education Institutions in West Bengal. She has worked as a Guest Faculty in the Department of Sociology and the School of Women’s Studies at Jadavpur University.

Her areas of interest include gender, sexual harassment at higher education, violence against women, HIV and AIDS, communication, human rights workplace.

Srilekha Ravvarapu in the Centre for Poverty Studies and Rural Development holds Post Graduate Diploma in Management from National Institute of Agricultural Extension Management (MANAGE). She has 6 years of experience in management consulting and project management domains. She had played versatile roles in the capacity of a project manager across various agriculture projects sponsored by USAID, Indo US Science and Technology Forum, NRTT, Bill and Melinda Gates Foundation, Ministry of Food Processing, Ministry of Rural Development, Ministry of External Affairs etc. She specializes in agribusiness management, capacity building, agriculture education & extension and food processing domains.

At ASCI, she is engaged in research, consulting and training activities in the areas of agribusiness management and inclusive businesses. She is currently working on a project sponsored by the Department of Agriculture, Government of Telangana to plan agriculture infrastructure creation across 10 districts of the State. Prior to joining ASCI, she was a key resource in project management and planning of infrastructure schemes for Ministry of Textiles and Ministry of Food Processing, Government of India. She also had worked with the Andhra Pradesh/Telangana Department of Industries (Food Processing) in strategizing the way forward for food processing sector in the states.

Her areas of interest are project management in agriculture and allied sectors, policy research, social inclusion by agribusiness companies, rural marketing and risk management in agriculture credit.
Vilas Shah specializes in Procurement, Projects, Operations Management and Strategic Initiatives in start-up and high performance organizations. He is M.Tech. in Industrial Engineering & Operations Research. He has also cleared Inter-ICWA, and is an Energy Auditor certified by the Bureau of Energy Efficiency, Government of India.

He was leader of the team for assessment of Enabling parameters for Prime Minister’s Trophy for Best Integrated Steel Plant in India. He also led the team for the project of Audit of Work culture in the IHQ MOD Navy. He has also led the project at DRDO for developing template for evaluation of High Risk Research Projects. He has offered consultancy on various projects on energy saving, energy audits, software development and productivity improvement, Project Management, Critical Chain Project Management.

His areas of interest include Project Management, Critical Chain Management, the New Technique for Managing Projects fast and under budget, Energy Audit, Inventory Management and Modeling, Product Mix Optimization for maximization of profits and distribution of products at minimum costs.

Shahaida P is Associate Professor and Area Chairperson-Marketing in the Centre for Management Studies. She holds a Ph. D. in the Services Marketing Area from University of Mysore. She has an M. Phil degree in Management from Alagappa University. She is a Master in Business Administration (Marketing) from Kuvempu University. She holds a Graduate degree in Pharmacy, Government College of Pharmacy, Bangalore University.

She has 18 years of industry, teaching, training, research and consulting experience. She has served as a faculty in reputed management institutes in Bangalore and Hyderabad. Her core areas in teaching are brand management, services marketing, marketing research, sales management, strategic marketing and Corporate Social Responsibility.

She has worked in the industry with multinational companies in the areas of sales, sales training and product management. She has published research papers and case studies in many national and international journals in the areas of services marketing, branding, retail etc including South Asian Journal of Management, International Journal of Commerce and Management and International Journal of Mobile Marketing. She has provided training and consulting services to ORACLE GFIC, Bangalore, AMUL, Orient Cements, Karur Vysya Bank, Wisdom.in, ACC, BHEL etc. She has worked on projects in Measuring Customer Satisfaction, Assessing Brand positioning, Assessing Market Potential and Restructuring of Planning Board.

She has conducted more than 30 training programmes at ASCI in General Management and Marketing areas. The clients for training programmes include UCO Bank, PGCIL, NCL, BCCL, Goodricke Ltd, Orient Cements, Sun Pharma, MSIL etc.

At ASCI, she has served as the Director: Centre for Healthcare Management from March 2012-November 2014.

She has been involved in five projects for government, public sector and private sector clients in the areas of Marketing and CSR. Specific projects such as Measuring Service Quality, Community Policing, Formulation of Incentive Plans for Sales Executives, Evaluation of CSR Projects and Customer Satisfaction studies.
**Harsh Sharma** is working with Administrative Staff College of India, Hyderabad as a Professor.

Harsh is actively involved with management training and development and consultancy. He has conducted short and long duration MDPs for ONGC, Exim Bank, Nokia, NHPC, NTPC, Department of Science and Technology, Nuclear Power Corporation, Punjab National Bank, Wipro, Bank of Maharashtra, Waters India Limited, ISRO, UltraTech Cement, Volvo etc. on topics such as Negotiation Skills, HR for Line Managers, Leadership and Organisation Development, Train the Trainer, Strategic Human Resource Management, Enhancing Managerial Effectiveness and others.

He has worked on consulting assignments with Oil India, OHPC, and Waters etc. on performance & talent management, reformulating HR policies, evaluating training effectiveness etc. Currently, he is working with Goa Ship yard Limited and Cement Corporation of India Limited on Manpower Planning and Indian Renewable Energy Development Agency.

Harsh is an alumnus of German Development Institute, Bonn. He has done advanced certificate course on “Managing Global Governance School” from German Development Institute, Bonn. He has been associated with ILO and has completed a long term research project at International Labour Organisation, Geneva on the topic of ‘Green Jobs and Decent Work Agenda.’ He has also participated in International Program on Futures organised by German Foreign Ministry in Berlin.

He has done his Ph.D in the area of ‘Training Effectiveness’ from Indraprastha University, Delhi, India. He holds three post graduate degrees including MBA with specialisation in Human Resource Management, Master of Arts (Sociology) and Master of Science. He also holds Diploma in Training and Development from ISTD and certificates in Statistical Analysis Tools, ISO 9000:2000 and Gaming Simulation from reputed international professional bodies. He has published and presented numerous papers and articles in International journals published by emerald, inderscience and macrothink USA and indexed by Scopus, Ebsco etc.

**P Subhashini** is currently working as Associate Professor in Human Resource Area under Centre for Management Studies at Administrative Staff College of India (ASCI). Prior to joining ASCI, she worked at the Centre for Organization Development and ICFAI College of Education. She is involved in training, research and consultancy activities of the College. She has presented papers in national and international conferences and has published papers in reputed journals.

Her areas of interest are Emotional Intelligence, Humor at Workplace, Group Dynamics, Leadership, Workplace Relationships, Decision Making and Creative Thinking.
G. Bala Subramanyam, prior to joining ASCI, worked with AP Pollution Control Board for 23 years. He also worked at Ganga Project Directorate, MoEF, GoI for a period of one year. He was a member of Expert Appraisal Committee to appraise the infrastructure projects under EIA Notification 2006 and projects under CRZ Notification during the period 2010 – 13. He was a member of the committees constituted by MoEF to review the provisions of EIA Notification 2006 relating to Roads, Building and SEZ projects and to inspect and monitor the pollution problems due to the ceramic industry at Morbi and Wakaner. Presently he is a member of Andhra Pradesh State Level Expert Appraisal Committee nominated by MoEF to appraise the Projects under EIA Notification.

He is well experienced in the areas of environmental regulations, environmental appraisal for projects, review of EIA reports, environmental auditing Behaviour Based Safety and training the environment officers. He is a certified ISO 14000 Lead Auditor.

At the instance of MoEF, the Administrative Staff College of India, with the assistance of experts prepared “EIA Sector Specific Guidance Manuals” for ten sectors. He was involved in the preparation of EIA Guidance Manuals as one of the key resource persons. These manuals are in the public domain of MoEF. He was involved in the preparation of sector specific environmental guidance manuals for Rajasthan State Pollution Control Board. Currently leading a project for preparation of Environmental Management and Monitoring Plan for Vishakhapatnam Port Trust and extending handholding support to a pharma industry in the implementation of Behaviour Based Safety.
K. N. Viswanatham is Professor, Human Resources Area, at Centre for Management Studies, ASCI, Hyderabad. He has a Master’s degree in Psychology from Andhra University, Visakhapatnam, and an M. Phil & Ph.D. in Clinical Psychology from National Institute of Mental Health and Neurosciences (NIMHANS), Bangalore. He is an OD Consultant, Corporate Trainer, Management Teacher & Researcher, Clinical Psychologist, and Psychotherapist.

Before joining ASCI, he worked as Head, Leadership Centre, Indu Projects Ltd, Hyderabad; DGM/Associate Dean-Corporate Training, Everonn Systems India Ltd., Chennai; Faculty in OB & HRM, ICFAI Business School, Hyderabad, and Senior Research Fellow in an Indo-US Project, NIMHANS, Bangalore.

He has extensive experience in designing and conducting cognitive and behavioural skill workshops for a range of multinational organizations, software companies, public limited companies, and academic institutes. He is an accredited trainer in administering and interpreting MBTI, FIRO-B & Thomas Profiling. He is also a regular consultant for print and electronic media on mental health aspects. He has published and presented papers at national and international fora and has supervised doctoral and pre-doctoral dissertations.

He has carried out several consulting assignments. He has functioned as a Team Leader for a project on “Assessment of enabling parameters of the scheme for Prime Minister’s Trophy for all integrated Steel Plants in India. He has conducted interviews with CMDs of all Steel Plants in country and his focal areas in the assignment were Leadership, Policy & Strategy, People & Competency Mapping. He has also developed Key Performance Indicators for Department of Health, Government of Andhra Pradesh. He has conducted Leadership Effectiveness Survey and developed a Leadership Intervention Strategy for Bharat Heavy Electrical Limited (BHEL), Electronics Division, Bangalore. He has built “Performance Management System” for Container Corporation of India. He has also been associated with Sardar Vallabhbhai Patel National Police Academy, Hyderabad in terms of providing Professional/Special Counselling for their IPS Probationers. He has also carried out a large project titled “Cognitive Factors, Emotional Intelligence, and Effective Leadership for Scientists” sponsored by Department of Science & Technology, Government of India. Further, He carried out OD intervention and subsequently conducted “Strategic Retreat” for Air India.

Viswanath’s areas of current interest include - Assessment and development of leadership potential; Designing customized leadership development interventions for organizations; Coaching for Emotional Intelligence, and Executive Coaching for Leadership Development & Effectiveness.
Balbir Singh received his Bachelor in Medicine from Bhopal, M.P. He completed his PG Diploma in Hospital Administration from Apollo Medvarsity and PG Diploma in Preventive & Promotive Health Care from Apollo Wellness Rx.

His MBA in Health Care Management is from Apollo Hospitals. In addition, he is a certified Project Management Professional from IIT, Delhi, UGC-NET qualified for lectureship in “Social Medicine and Community Health” and Six Sigma Black Belt Certified from MSME, Govt. of India.

He is a management professional and researcher with a mix of academia and industry experience. A firm believer of continuing education, he holds more than two dozen certificates and diplomas. Sample of his trainings and CME’s include programmes from Harvard Medical School, John Hopkins and Center for Public Health, The University of Edinburgh, Stanford University, Asian School of Cyber Laws, NIOS and IGNOU.

His academic qualification and trainings are in the area of Health Management, Hospital Administration, Preventive Health, HIV & Family Education, Public Health, Nutrition, Quality management and Information Technology. He has worked as a consultant to Health Department of Government of Madhya Pradesh. Dr Singh holds the experience of Program Development and Evaluation, I.T. Implementation, Training and Administration. He has designed and successfully delivered training programmes in the areas of Education, Distance Learning, Health, Hospital, Information Systems and Management. He has published and presented extensively in the area of Health and Information Technology at National and International forums.

Prior to joining ASCI, he was associated with Apollo Hospitals Educational & Research Foundation (AHERF), Apollo Health Street (I.T Implementation and Software Development), HPCL, ZEE News, Bhopal Medical Center and Expressions Education & Health Care Society.

His current areas of interest include Public Health, Information Technology, Hospital Operations, Public Private Partnership, Capacity Building and Skills Development.
Dr Ramu Suravajjula is currently the Editor & Public Relations Officer of the ASCI, a position he assumed in April 2014. Dr Ramu was educated in Asian College of Journalism, Osmania and Kakatiya universities. He was awarded Bachelor of Communication and Journalism (BCJ), Master of Communication and Journalism (MCJ) and PhD degrees from Arts College, Osmania University, Hyderabad. His theses, titled: Ethics and Journalists: An Exploratory Study of Issues in Andhra Pradesh, is considered as first-of-its-kind comprehensive study on the delicate issue of journalistic ethics in the country.

Having learnt the basics of journalism from his mother, S Nageswari, a former journalist, Dr Ramu chose the profession with passion. He received Shoyabullah Khan Gold medal for scoring highest marks in BCJ in 1997-98 and Urdu Academy Gold medal for securing highest marks in project report in MCJ in 1998-99. An alumnus of the prestigious Asian College of Journalism, Chennai, Dr Ramu received the Dean’s cash prize for securing highest marks in ‘Making Sense of Politics’ elective at ACJ in 2001-2002. He worked with Mail Today, a venture of Daily Mail, United Kingdom and India Today group, India, as Special Correspondent from September 2008 to April, 2009. He was with The Hindu, a highly reputed English daily, from September 2002 to September 2008 as Principal Correspondent. He worked with Eenadu, the largest circulated Telugu newspaper, as sub-editor/reporter from September 1992 to July 2002.

During his college days (1989-1992) he had worked as a part-time correspondent for Eenadu and Aakashavani (FM Station) at Kothagudem in Khammam district. As a reporter and a researcher, Dr Ramu published hundreds of news stories, features, analytical pieces and a few research articles. He contributed chapters to a couple of books apart from presenting papers at national and international seminars on journalism-related issues. Dr Ramu launched the Print Journalism stream in the University of Hyderabad in 2009 and contributed to the department of Communication till 2014 in the capacity of Visiting Professor (annual contract). Many of his students are working in the mainstream newspapers. He also acted as the Dean of Indian School of Journalism (ISJ), an educational institute launched by the Kapil group, which owns HM-TV and The Hans India newspaper.

A keen observer of the developments in the media, Dr Ramu writes extensively for his blog, apmediakaburlu.blogspot.in, which won the Laadli Media-UNFPA award for the year 2010-11. He visited the USA on a brief fellowship offered by the Department of State and took part in various workshops in 2009.

Dr Ramu has been the executive committee member of the Telangana State Table Tennis Association (TSTTA) and the Hyderabad chapter of the Public Relations Society of India (PRSI). He won the appreciation of the International Table Tennis Federation (ITTF) for his contribution to the game in the capacity of the Media Committee Chairman of the World Junior TT Championships held in Hyderabad in 2012. A university-level player in shuttle badminton, Dr Ramu launched Global Table Tennis Academy (GTTA) and produced national and international players in Table Tennis.

Being the Editor and PRO, Dr Ramu edits the ASCI Journal of Management, a biannual peer-reviewed publication and takes care of PR activities of the institution. He also runs workshops for journalists in collaboration with organizations such as International Centre for Journalists (ICFJ), Washington.
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<thead>
<tr>
<th>S.No.</th>
<th>Name</th>
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<tbody>
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<td>Sri K Balarama Reddi</td>
<td>Sr Consultant Energy Sector</td>
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<td>2.</td>
<td>Sri T L Sankar</td>
<td>Hon Visiting Professor Energy Sector</td>
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<td>Sri S Narayanan</td>
<td>Honorary Visiting Professor</td>
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<td>Honorary Visiting Professor</td>
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<td>Dr G Bala Subramanyam</td>
<td>Advisor</td>
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<td>14.</td>
<td>Dr K Ramakrishna</td>
<td>Advisor – CMU &amp; PGDHM</td>
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AP State Co-operative Rural Irrigation Corporation Ltd
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Mr Sanjay Gupta
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(Founder, Niche Consulting Services)
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Vice President & Chairman
Water Supply and Sewerage Committee Malkapur, Maharashtra
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ASCI, Hyderabad

Mr Anand K Jalakam
M/s Jalakam Solutions Pvt Ltd
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Managing Director
Dinesh Rathi & Associates, Maharashtra

Dr Pradip Kalbar
Synergy Engineering Solution Ltd

Mr P V Ratnam
Hyderabad

Mr M Gopalakrishna, IAS (Retd.)
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Mr Sree Charan Tadepally
Hyderabad

Mr Sahil Lakdawala
Tempest Advertisement
Digital Media, Hyderabad

Prof Ashok Shettar
Principal, BVB College of Engineering & Technology,
Hyderabad

Prof B R Virmani
Chairman
Centre for Organisation Research and Development
in Management, Hyderabad

Mr Shivayogi C Kalasad, IAS
Commissioner (R & R), Government of Karnataka

Dr I U B Reddy
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Our Guest Speakers

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Mr Mathew Jacob
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Mr P C Parakh
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Mr Praful Kumar Sahgal
Five Elements and Beyond
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Mr Anirban Pal
Head of Emerging Trends and Technologies
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Ms Bhuvaneshwari Ravi
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Mr Sharath Chandra Ankaraju
Co-Founder
First Show Digital, Hyderabad

Mr B P Sharma
Executive Director
Bank of India, Mumbai
Our Guest Speakers

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Director, B M Birla Science Centre, Hyderabad

Dr B V Phani
Associate Professor
Finance & Entrepreneurship Coordinator
IIT, Kanpur

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AG Office, Hyderabad

Mr Shiva Kumar Reddy
Joint Director
Director of Treasuries and Accounts
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Ms P Madhavi
Senior Deputy Accountant General AG Office,
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Secretary to Government of Kerala

Mr Shiva Rajaraman
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Mr Arun Kulsur
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Our Guest Speakers

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Professor of Law & Registrar  
Nalsar University of Law, Hyderabad

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Northern Coalfields Ltd

Mr K Manickraj, IAS  
Commissioner R & R  
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Revenue Secretary, Government of Bihar

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Conservator of Forests and  
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Mr U Ramamohan  
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Justice B Seshasayana Reddy  
Chairman, Special Court, Anti-Land Grabbing

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Mr M Srinivas  
Yoga Instructor, Hyderabad

Mr B Mohan Babu  
Yoga Instructor, Hyderabad

Mr. Arvind Kartikeya  
Samskar Yoga, Begumpet
Let us be together
Let us interact together
And may our minds
Comprehend together