

BACKGROUND

Professor Krishna Kumar is an Electrical and Mechanical Engineer, and a Fellow in Management from IIM, Ahmedabad. He has a unique blend of industry and academic experience in his career spanning over 43 years. He served Bharat Heavy Electricals Ltd. for about 10 years and Bank of Baroda for 5 years, before joining IIM Lucknow in 1986.

As one of the initial faculty member of the IIM, Lucknow, he has been actively *engaged in all round academic activities* of the institute, be it teaching, training, consulting, research, or organizing seminars/conferences. He has written over *100 case studies/ research papers and published 3 books*, and has been engaged in many significant research projects. He has done consulting for several organisations like NABARD, Hindustan Latex, UP Sugar Corporation & Federation, Spices Board, Military College of Electronics & Mechanical Engg., Ministry of Power etc.

Dr. Krishna Kumar has been *Dean* (Academic Affairs), *Chairman* Corporate Collaborations, *Chairman* Postgraduate Programme, *Chairman*, Business Policy and Finance Group, *Chairman*, Placement etc. at IIM, Lucknow, He has also been a member of Board of Governors of IIM, Lucknow for 9 years.

He was a member of National Board for Accreditation as well as Management Studies Board of *All India Council of Technical Education*, *Visitor's nominee for faculty selection at IIT Kanpur and AMU*, Aligarh. He has also been a Member, Technical Committee for Indian Response to WTO in education sector, Editorial Board of Indian Journal of Finance; Editorial Advisory *Board of the World Association of Case Method Research & Application*, Boston. He was a Director, IIITM, Kerala etc, Neyveli Lignite Corporation, Kerala Finance Corporation etc. besides being members of various other academic bodies and committees appointed by government of India and Kerala.

He is known as change agent in the organizations he served, *giving impetus* to activities and *making radical departures* from the past in starting new activities. In his tenure as Director IIM, Kozhikode, he has *more than doubled* the level of all the academic activities and started new activities, He has *many Firsts* to his credit and has made *pioneering efforts for developing inter-institutional and international linkages*.

Widely travelled, Prof. Krishna Kumar has been a Visiting Fellow at ESADE, Barcelona under Euro-India Cooperation and Exchange Programme. As Dean, he has been instrumental in internationalization of IIM, Lucknow and initiated internationalization of IIM, Kozhikode.

He is a founder member and Secretary of *Strategic Management Forum*, a unique, virtual professional body, working for advancement in the discipline through *cooperation of the leading management institutions*, *helping* grooming of over 1700 faculty members in the discipline and facilitating 28 Conferences/ Seminars in Strategic Management and related areas.

New area of active interest are **web application** for **senior citizens**, and **training/ teaching from remote places** without elaborate video conferencing infrastructure, new product development like 10 versions of Text and Case Book on Strategic Management, Setting up Low Cost Oxygen Generating Plant with Cylinder Filling Capability for Small Hospitals.

EDUCATION

1. B.E. (Electrical Engg.) University of Roorkee (now IITRke), 1969, (7th rank in merit)
2. A.M.I.E. (Mechanical Engg.), 1971, Institution of Engineers (India)
3. Intermediate (Cost Accountancy), 1974, Institute of Cost & Works Accountants of India
4. Fellow in Management (Ph.D equivalent)[Business Policy], 1979, Indian Institute of Management, Ahmedabad.

EMPLOYMENT RECORD

1. Bharat Heavy Electricals Ltd. (1970-1980) (Design, Commercial, Systems, Planning)
2. Bank of Baroda (1980-1987)
3. Indian Institute of Management, Lucknow (1986 till date, on leave).
4. Visiting Professor, ESADE, Barcelona under Euro- India Co-operation & Exchange Programme (1991-92).
5. Director, Indian Institute of Management, Kozhikode (Feb. 2004 -2009)

ACHIEVEMENTS

1. University Merit Scholarship holder, University of Roorkee, (1965-69)
2. IFCI Award for Doctoral Thesis at IIM, Ahmedabad. (1977-78)
3. ICSSR Research Grant for Doctoral Thesis at IIM, Ahmedabad
4. Fastest Promotion to Professorship at IIM, Lucknow (1987)
4. Best Faculty Award, IIM, Lucknow (1989-90, 1990-91)
5. Taught a record 58 Course Credit (1986-2003) at IIM, Lucknow
6. EICEP Fellow at ESADE, Barcelona (1991-92)
7. Established Strategic Management Forum (1997) at IIM, Lucknow
8. **Gave quantum jump to academic activities (2-5 times in 5 years) at IIM, Kozhikode** (IIMK fastest to reach 261 batch size among IIMs, conducts maximum number of Faculty development programmes (>10 weeklong programmes), fastest foreign collaborations among IIMs, maximum number of conferences in a single year (6), most efficient among IIM etc., setting a record of adding 60 students to population for 4 consecutive years etc.)
9. Others (as listed under Firsts)

FIRSTS

1. Launched Common Website of IIMs (www.iimsworld.in) (2012) \$
2. Increasing in PGP intake at IIMK to achieve 85% of the target under OBC quota in the first year itself, enabling institute increase intake to achieve not only to achieve but surpass the target by 10% in the second year (2008) \$
3. Launching Four, New 6- months long executive programmes on Interactive Distance Learning Platform (2008) \$
4. Starting Fellow (Doctoral) Programme in Management launched at IIMK 2007 @
5. First Joint Conference with another IIM (2007) \$.
6. IIMK becomes only Major QIP Centre of AICTE in the field of Management 2005\$
7. First Batch of Management Teachers' Programme of Strategic Management Forum May 2005\$
8. First International Exchange Programme at IIMK, 2004@
9. First Director of an IIM from IIM, Lucknow, 2004

10. First Collaborative Teachers. Programme (with IIMA, IIMB, IIMK, IIMDr, IIML, IIFT, MDI, XLRI) 2003-2004) \$
11. First Colloquium in Collaboration with Press on Competitiveness and the Role of Fourth Estate (Sept. 13, 2003) @
12. First Web-based Industry-Academic Network Initiative for Studies on Global Competitiveness (2003) \$
13. First Collaborative Research Work at IIML with Faculty of other IIMs (2002) (IIML as Nodal Agency) \$
14. First Collaborative (with IIFT) National Seminar at IIFT, New Delhi (2002) @
15. First Chairman, Corporate Collaboration (2001-03) @
16. First Collaborative (with other IIMs) National Seminar at IIM, Lucknow (2001) \$
17. First Dean (Academic Affairs), IIM, Lucknow, India (1998-2001) @
18. First person at IIM, Lucknow to float a national level professional body (1997) \$
19. First National Conference at the Institute. (1997) @
20. First Case Analysis and Instructors Guide for Case Book in Strategic Management (1997) \$
21. First Management Teachers' Programme (1996) at IIM, Lucknow @
22. First Case Book (on Strategic Management) at IIM, Lucknow (1996) \$
23. First MDP Series of 5 programmes for IFS Officers (1993-95) @
24. First IIML Case Series (1994) @
25. First International Collaborative Research Study conducted at IIM, Lucknow (1993-94) @
26. First person to conduct 6 PGP courses in a single year (1993-94) \$
27. First Case Study with International Collaboration. (1992) @
28. First person to get the Best Faculty award at IIM, Lucknow (1989) @
29. First Case Written at IIM, Lucknow @
30. First Chairman, Placement, IIM, Lucknow (1986-88) @
31. First Chairman, Business Policy (Strategic Management Area) (1986-88) @
32. First person sent by Bank of Baroda on deputation to a Management Institution (1985) @
33. First person to complete doctoral course (FPM) with specialization in Business Policy area at IIM, Ahmedabad/ in India (1979) \$
34. First Recipient of ICSSR Research Grant at IIM, Ahd for doctoral research (1978) @ First person to be sent on Study Leave by Bharat Heavy Electricals Ltd. (BHEL) (1975)@

@ in the organization \$ in the country

INSTITUTION BUILDING

1. Dean (Academic) and Chairman, Project Management Committee, IIM, Lucknow
2. Director, Indian Institute of Management, Kozhikode, (Feb. 2004-09)
3. Chairman, Corporate Collaboration IIM, Lucknow (2001-03)
4. Dean (Academic Affairs), IIM, Lucknow (1998- 2001)
5. Secretary, **Strategic Management Forum** (1997 onwards)
6. Member, Management Committee, IIM, Lucknow (1998-2001)
7. Chairman, Post Graduate Programme (1989-91)
8. Chairman, Business Policy and Finance Group (1986-88)
9. Chairman, Placement (1986-88)
10. Member, Committee on International Linkages (1999 onwards)
11. Member, Library Committee (1993-96)
12. Member, Admissions Committee (1989-91)
13. Member, Campus Planning and Monitoring Committee (1993- 96)
14. Member, MDP Committee (1994-96)
15. Convener, External Relations Committee (1988-90)

INSTITUTE GOVERNANCE

1. Member, Board of Governors, and I.I.M. Lucknow Society (2009-11)
2. Member, Board of Governors, and I.I.M. Lucknow Society (1994-96), and Secretary, Board of Governors and IIML Society (1994-95).
3. Member, Board's Committee for Reorganisation (1995-96)
4. Member, Board's F & A Committee (1995-96)
5. Member, Board's Campus Development Committee (1995-96)
6. Member, Board of Governors, and I.I.M. Lucknow Society (1990-92)
7. Member, Perspective Planning Group (1992-93)
8. Member, Faculty Evaluation Committee (1987-89)
9. Member, Committee for Future Direction (1987-88)

OTHER PROFESSIONAL ACTIVITIES

1. Visitor's nominee, **IIT Kanpur** (2008 onwards)
2. Member, NBA Committee (AICTE) for Development Policies for Accreditation of Distance Learning Programmes (2011)
3. Director, **Kerala Finance Corporation**, Thiruvananthapuram (2007-09)
4. Director, **Neyveli Lignite Corporation**, Chennai (2007-10)
5. Director, **IITMK**, Trivendrum (2006-09)
6. Member, All India Board of Management Studies, AICTE (2006-09)
7. Member, Sectoral Committee of **National Board of Accreditation**, AICTE (2005 onwards)
8. Member, **CAPART** Southern Regional Committee (2004-09)
9. **Visitor's nominee** for Faculty of Commerce, AMU, Aligarh, U.P. (2004-07 onwards)
10. Member, **Governing Board, Institute of Management Studies**, University of Lucknow (November 2001-2003)
11. Member, **Committee to Augment the Activities of Patent Information Centre**, U.P. (2002 onwards)
12. Member, **Governing Board, G.B. Pant Engineering College**, Pauri Garhwal, U.P. October 2001 onwards)

13. Member, *Editorial Advisory Board, World Association for Case Method Research & Application*, Boston, U.S.A. (October 1999 onwards)
14. Member, *Editorial Board, Indian Journal of Finance* (1998 onwards).
15. Secretary, *Strategic Management Forum* (1997 onwards),
16. Member, *Senate, IIT, Kanpur* (1997-98)
17. Ph.D.*Thesis Examiner* for IIT, Kanpur/ Delhi, IIM, Calcutta, Osmania/ Delhi/ Bharti/ Lucknow Universities (from time to time)
18. Nominee of *Board/ Senate/ Vice Chancellors* for faculty selection at IIT, Kanpur/ Delhi University/ Roorkee University (from time to time)
19. Member, *Expert Panels* of the Association of Indian Universities and Council for Technical Education U.P. / AICTE (from time to time).
20. Member, *Expert Panels* for Selection of Executives for Senior/Top Level appointments in U.P. State Enterprises (from time to time)

COURSES TAUGHT

- (a) In the Post-graduate Programme in Management at Indian Institute of Management, Lucknow (Since first batch in 1986) (**record 58 credits** in 18 years)
 - (i) Strategic Management (16 yrs, 34 Credits),
 - (ii) Management of Change & Transformation including Application of Creativity on Managerial Roles (9 yrs, 11 Credits),
 - (iii) Management Control Systems (5 yrs, 6 Credits),
 - (iv) Management of Acquisitions & Mergers (4 yrs, 4 Credits)
 - (v) Reading Seminar on Advance Strategic Management (doctoral course) (3 yrs, 3 Credits)
 - (vi) Management Control Systems at IIM Rohtak (2 years, credits)

Holds the distinction of being the only faculty at IIML, (perhaps in whole IIM System) who has taught all (but two) PGP students of the first 14 batches of IIM, from 1986-99

- (b) In Working Executive Programmes WMP/ IPMX/ MEP (IIMK) courses on
 - (i) Management Control System (3 years, 3 credits)
 - (ii) Management of Change and Transformation (4 years, 5 credits)

- (c) Ph.D Guide to a first batch Doctoral Student in Strategic Management

TRAINING PROGRAMMES CONDUCTED

a) Designed and conducted several Management Development Programme:

- (i) At I.I.M. Lucknow (**record 24 MDPs** in 10 years 1993-03)
 - * Management of Change (2)
 - * Managing for Excellence (5)
 - * Strategic Management (5)
 - * Management of Turnaround & Transformation (1)
 - * Creative Problem Solving (1)
 - * Management Teachers' Programme on Launching Strategic Management Course (1)
 - * Top Management Programme for NHDC on Corporate Strategy (1)

- * Managing Change in the 21st Century (1)
- * Management of Mergers & Acquisitions (1)
- * Managing Renaissance (1)
- * Towards Sugar Glory (2)
- * Case Workshop for faculty of IIML (1)
- * Strategic Leadership for Creating World Class Organisation (for SBI Sr. Executives) (1)
- * Strategic Management (for ONGC Sr. Executives) (1)

FACULTY DEVELOPMENT PROGRAMMES

- * Foundation Course in Strategic Management (3)
- * Managing Strategic Change & Transformation (1, Jtly.)
- * Programme on Case Method (Teaching Through case Method, Case Writing & Case Research) (1, Jtly.)
- Managing Strategic Incoherence (3)

(ii) At Bank of Baroda (1981-87) (record 20 MDPs in 6 years)

- * Management of Change (3)
- * Corporate Management (3)
- * Management Information System (1)
- * Organisation and Methods (7)
- * Computer Appreciation (6)

CONFERENCE/ SEMINARS/ COLLOQUIUM ORGANISED AT IIM LUCKNOW

1. First Conference of Strategic Management Forum (Jan. 27-29, 1997)
2. National Seminar on WTO and Allied Issues (Feb. 24-25, 2001)
3. National Seminar on WTO and Allied Issues (Feb. 2-3, 2002)
4. Colloquium on Competitiveness and The Fourth Estate (Sept. 13, 2003)

RESEARCH

a) Areas of Active Research Interest

1. Strategic Alliances and Coopetition
2. Strategic Management
- 2 Value Chain Analysis of Indian Industry,
- 3 Mergers and Acquisitions,
- 4 Internationalisation of Indian Business,
- 5 European Industry and Business,
- 6 WTO Agreements: Their Impact and Coping Strategies
- 7 Management of Change, Rejuvenation, Turnaround and Transformation
8. Strategic Incoherence
10. Management Control System
11. Case Method of Teaching and Research
12. Case Writing

b) Major Research Studies Completed

(i) Major Empirical Studies Completed recently

1. Corporate Tax Patterns in India
2. Fragility of Indian Firms in the post liberalization era
3. Performance of Indian Corporate Leaders in the Pre and Post Liberalisation Era
4. Study of Foreign Collaborations in India.
5. Study of Indian Business Ventures Abroad
6. Fallout of Liberalisation: Performance of Indian Industry in the Post-liberalisation Era
7. Perception of European Executives about India as a Business Partner: a comparative study of UK, France, Germany, Netherlands and Spain
8. A Study of Usage and Development of Case Material in SAARC countries with Special Reference to India.
9. An Experiment on Case Writing as a Pedagogical Tool for Management Education.
10. An Experiment on Use of Live Case in India
11. Global Competitiveness

(ii) Case Research (see under the heading Case Studies Completed)

(ili) Doctoral Research (at I.I.M., Ahmedabad)

A Comparative Study of the Public Sector, Domestic Private Sector and Multi-national Subsidiary Companies in India. It is a pioneering study that brings out the influence of Ownership on the management of companies in the three sectors. Published as a book "Organisation and Ownership" (Macmillan India Ltd. 1982).

MAJOR ASSIGNMENTS/ CONSULTING (not including training as consulting)

(A) At IIMs

- 1 2011-12 Reorienting and Implementing Strategy for Growth and Development of Jaipuria Group of Institutions, Ghaziabad (terminated after 3 months due to health reasons)
- 2 2010-11 Reorienting and Implementing Strategy for Growth and Development of Jaipuria Group of Institutions, Ghaziabad
- 3 2008-09 Developing a model DPR for 6 New Indian Institutes of Management (EdCIL Team) **
- 4 2007-08 Review of Rehabilitation and Modernisation Schemes of Power Sectors Schemes in India **
- 5 2006-08 Developing a Model for CAT 'A' establishment of Indian Army*
- 6 2006-07 Evaluation of X plan Schemes of Spices Board, Kerala
- 7 2004-05 Rehabilitation of Sick Mills, Kerala State Beverages Corporation
- 8 2001-02 GIS based Child Monitoring System for Rajasthan **
- 9 1999-00 Future of 23 State Spinning Mills*
- 10 1999-00 Future of 62 State Sugar Mills *

- 11 1998-99 Corporate Planning for Hindustan Latex Ltd
- 12 1995-96 Reorganisation of Regional Rural Banks **

* Team Leader
 ** Team member

B) In-house (at Bank of Baroda 1980-85)

1. Shifting of Regional Offices away from Zonal Head Quarters (Joint Study)
2. Reorganisation of the Bank (Joint Study)
3. Development of Computerisation Plan for the Bank. (Joint Study)
4. Creation of Computer Centre and Design of Computer Training Strategy for the Bank
5. Introduction of Quality Circles in the Bank
6. Cost Benefit Analysis of MIS
7. Use of Satellite Communication for the Bank/ Development of Banknet
8. Travelers' Cheques Business: Present Status and Future Growth Strategy
9. Reducing Overdue Interest on TTs Discounted
10. Survey of Top Management Training Needs
11. Non -Resident External Business: Present Status & Future Growth Strategy

BOOKS PUBLISHED

1. **Organisation and Ownership**, (1982) McMillan India Ltd.,
2. **Cases in Strategic Management: Managerial Experiences** (1996) Global Business Press.
3. **Case Analysis and Instructors' Guide**, SURI Educational Systems (1997),

RESEARCH PAPERS / ARTICLES PUBLISHED

(36 Papers/ Articles in 36 years)

- 1 Biased Analysis of Public Sector *Indian Express* Apr. 19, 1978
- 2 Need for a Systematic Analysis to Understand Sickness of Firms *Lok Udyog* May 1978
- 3 Top Executive Pay Parity *Lok Udyog* Jun 1979 (Coauthored)
- 4 Problems of internal Change Agent in Public Sector *Indian Management* Aug. 1981
- 5 Enterprise Autonomy; Myths & Realities *Vikalpa* Dec. 1981
- 6 Diversification in Indian Industry *Vikalpa* Jan. 1982 (Coauthored)
- 7 Marketing of Bank Services: The Case of Travellers Cheques *Integrated Management Jan. 1982*
- 8 Motivational Strategies in Indian Corporate Sector *Lok Udyog* May 1982
- 9 How general is the General Management Function *Indian Management* Aug. 1982
- 10 Organisational Climate in Indian Corporate Sector *Managerial Psychology* Sept. 1982 (Coauthored)
- 11 Problems in Designing Information System for Commercial Banks *Lok Udyog* Jan. 1983
- 12 Executive Mobility: Challenges in the '80s (Co-authored) *Economic Times* Jan. 23, 1983
- 13 Theory & Practice Gulf in Designing Human Behaviour: Who is the Culprit *Lok Udyog* Jan. 1984
- 14 Corporate Planning & Stages of Corporate Development *Economic Times* May 6, 1984
- 15 Japanese Management: It's Relevance to Indian Firms *Financial Express* Aug.2, 1984
- 16 Autonomy, Control & Accountability in Public Sector *Indian Management* October, 1984

- 17 Situational Factors in Management of Change *Financial Express* Nov.1984
- 18 "Determinants of the Ex- post Performance of Mergers & Acquisitions", Nirmal Gupta &
- 19 Abad Ahmed (ed.) *Managing Transition*, New Delhi (1994) Wiley Eastern
- 20 "Grooming the Strategists: The HRD Challenge", Udesh Kohli and Dharni Sinha Ed.
- 21 *Human Resource Development: Global Challenges and Strategies in 2000 A.D.*, New
- 22 Delhi (1994), Allied Publishers
- 23 "An Experiment on Use of Live Case in India, Hans Klein (ed.) *Interactive Teaching*
- 24 *and Learning Across Disciplines and Cultures*, WACRA, 2001
- 25 "Making the Crippled Dance", in Shailendra Singh (ed.) *High Performing Organisations*
- 26 New Delhi (2002) New Age
- 27 "From Business of Education to Education of Business" *Strategies for Sustainable*
- 28 *Challenges for Indian Business and Management Education* NOIDA (2002)
- 29 Association of Indian Management Schools.
- 30 "Foreign Collaborations in India: Patterns in the Pre and Post Liberalisation Era",
- 31 *Management of Research and Development in the New Millennium*, New (Delhi) (2003)
- 32 Macmillan India Ltd.
- 33 "Indian Business Ventures Abroad". *Vision: The Journal of Business Perspective*,
- 34 Gurgaon (2003), Management Development Institute
- 35 "Has India Inc. Failed in Playing Leadership Role" *Vikalpa* July- Sept. 2003
- 36 *Fragility of Firms in Indian Corporate Sectors (2006)****
- 37 *Patterns of Corporate Tax Payments in India (2007)****

UNPUBLISHED RESEARCH PAPERS/ ARTICLES

- 1 *Sectoral Moulds in Management*, WP N0.1, IIML, 1993
- 2 *A Study of Indian Foreign Collaborations*, WP No.10, IIML, 1994**
- 3 *Perception of European Executives about India as a Business Partner* W.P. 11, 1994**
- 4 *Learning by Doing: An Experiment on Case Writing as a Pedagogical Tool*,
- WP No.8, IIML, 1994
- 5 *A Survey on the Usage and Development of Case Material for Management Education*
- and Training in SAARC Countries, with special reference to India*", WP No. 9, IIML, 1994
- 6 *Imperative, Challenges and Task Requirements of Becoming a Global Player*, WP No. 4,
- IIML, 1997**
- 7 *Imperative, Challenge and Task requirements of New Product Development*
- 8 *Exit or Renaissance*, WP No. 2000/ 07, IIML, 2000
- 9 *New Product Development: Imperative, Inhibitors and Coping Strategies*
- 10 *New Product Development: Key challenge to Indian Firms in the Liberalised*
- Era***
- 11 *Meeting the Challenge of a Borderless Economy: Needed a Policy Shift?*
- WP No. 2000/ 14 IIML, 2000**
- 12 *An Experiment on Using Live Case Method in India****
- 13 *Fallout of Liberalisation: Performance of Indian Industry in Post-libralisation*
- Era*,

W.P. No. 2002/ 05, IIML, 2002**

- 14 ***From Tool Down to Retooling: Emerging Challenges to Labour and Unions In the LPG Era*** W.P. No. 2002/ 16, IIML, 2002**
- 15 ***International Tourism in India: Strategic Significance, Gaps and Vulnerabilities***
W.P. No. 2003/ 02, IIML, 2002**
- 16 ***Corporate Leaders of India: A Study of Their Contribution and Performance the Post Liberalisation Era*** W.P. No. 2003/ 01, IIML, 2002***
- 17 ***How Leveled is the Playing Field: Strategic Disadvantages of Developing Countries- the Case of India (2004)*****
- 18 ***A Comparative Analysis of Websites for International Tourism in India (2008)*****
- 19 ***Globalisation and Dependence of Indian Industry(2010)*****
- 20 ***Economic Emergency: Is it a Hoax Call? (2013)*****

CASE STUDIES DEVELOPED

(59 Case Studies in 30 years)

*(Many of them Published, indicated by *, Many Presented in Conferences, indicated by *, Some Published in the Case Book, indicated by \$)*

- 1 Marketing of Bank Services: The Case of Travellers Cheques Integrated Management Jan.1982*
- 2 Takshila Engineering Corporation Ltd. (Case in O.D.) Vikalpa Apr. 1982\$
- 3 Janata Bank (Case on Formal Control Systems) Indian Management Jun. 1984*
- 4 Kamini Bank (Case on Management of Change) Indian Management Jun.1984*
- 5 Growth Bank (Case on Strategic Management) Indian Management Aug. 1985\$
- 6 Viplav Bank (Case on MIS)
- 7 Shilpi Ltd. (Case on SSI/Sickness) \$
- 8 Vikas Bank (Case on Resource Allocation)
- 9 Mein Kampf (A) (Case on HRD) \$
- 10 Mein Kampf (B) (Case on HRD) \$
- 11 First National Bank (Case on Organisation Structure) \$
- 12 Bombay Bank (Case on Strategic Management) \$
- 13 Scooters India Ltd. (A) (Case on Strategic Management) \$ @
- 14 Scooters India Ltd. (B) (Case on Strategic Management) \$ @
- 15 Scooters India Ltd. (C) (Case on Strategic Management) \$ @
- 16 Scooters India Ltd. (Case on Extraordinary Turnaround) Vikalpa, Apr.-Jun. 2001 *@
- 17 Apollo Hospital Enterprise Limited (Case on Strategic Management) \$ @
- 18 Central Institute of Medicinal and Aromatic Plants (Case on Planning & Control)\$
- 19 The Molehill (Case on scheduling under multiple constraints)
- 20 Vindhya Pradesh Forest Corporation (Case on Management Control System) \$
- 21 Parc Tauli Consortium Hospital (A) (Case on Mergers), (Co-authored) \$ @
- 22 Parc Tauli Consortium Hospital (B) (Case on Mergers), (Co-authored) \$ @
- 23 Parc Tauli Consortium Hospital (C) (Case on Mergers), (Co-authored) \$ @
- 24 Suman Industries (Case on Indian Joint Venture Abroad), (Co-authored)\$
- 25 Growth Pharmaceuticals (Case on Indian Joint Venture Abroad), (Co-authored) \$

- 26 Surprise Institute of Technology (Case on Organisation Diagnosis) @
- 27 Kaiserganj Railway Workshop (Case on Transformation),(Co-authored)**
- 28 Bharat Latex Ltd. (Case on Corporate Strategy)
- 29 To Run or to Closed Down (Case on Survival Strategy for a Group of Sugar Mills) @
- 30 Is Small Beautiful (A)? (Challenges to a new leader in public sector institution)*
- 31 Is Small Beautiful (B)? (Challenges to a new leader in public sector institution)*
- 32 Is Small Beautiful (C)? (Project Management as Road block in Strategy Implementation)**
- 33 Is Small Beautiful (D)? (Leveraging Delays in Project Management)**
- 34 Is Small Beautiful (E)? (Diversification- There is room for every player)
- 35 Power of a Missed Meal
- 36 Is Small Beautiful (F)? (Containing faculty politics)
- 37 Is Small Beautiful (G)? (How to improve infrastructure/ asset utilisation)
- 38 The Fun of Case Writing (A) (Growth is not such a difficult task)@
- 39 The Fun of Case Writing (B) (Tasks, Complexities and Challenges in Strategy Implementation)@
- 40 The Power of Check Listing (How we miss the opportunities)@
- 41 Do We Matter? (Management Perspective and Change)**
- 42 The Essence of Case Writing (Why things don't happen)
- 43 The Time Estimates (Project Management in Backyard)
- 44 The Power of Interior Design (Innovation in Strategy Formulation and Implementation)**
- 45 Institute of Information Technology (Problem of Portfolio Management and Implementation)
- 46 UP State Tourism Development Corporation (Problems in Objective Setting and Strategy Formulation)\$
- 47 Vindhya Matsya Vikas Nigam (Problems in Strategy Formulation)\$
- 48 City Montessori School (Top Executive Values and Org. Growth Strategy)\$
- 49 Industrial Toxicology Research Centre \$
- 50 Rewards Galore (Case on Incentive System and Leadership)**
- 51 Challenge of Promoting Excellence (Case on Management of Academic Personnel)
- 52 The Research Incentives (How to discourage through policies)
- 53 Academic Resource Park (How do we miss opportunities)
- 54 The Management Case Tree (Advantages of Serving through Collaboration)
- 55 Surprise Institute of Management (A) (Making simple things complex- Focusing on Irrelevant)
- 56 Surprise Institute of Management (A) (Making simple things complex- Focusing on Irrelevant)
- 57 Whom do we follow? (How to be follower than leader institution)
- 58 Establishment of a Computer Centre for Training
- 59 Kingfisher Airlines: Fall from Great Height (Case of strategic failure)

GUIDING STUDENTS' CASE WRITING (BY IIML STUDENTS)

1. Pradeshiya Cooperative Milk Federation
2. City Montessori School
3. UP State Tourism Development Corporation
4. Vindhya Matsya Vikas Nigam
5. Industrial Toxicological Research Centre
6. UP Khadi and Village Industries Board.
7. UP State Bridge Corporation

CONFERENCE PAPERS/ CASES PRESENTED

(36 Papers/ Case Studies in 20 years)

1. **Sectoral Moulds in Management**, WP N0.1, IIML, 1993
2. **Parc Tauli Hospital (A), (B) and (C)** (Case Study)
(Presented in the 2nd *Case Colloquium of World Association for Case Method Research and Application*, Sweden, June 15-16, 2001)
3. **A Study of Indian Foreign Collaborations**, WP No.10, IIML, 1994
(Presented in the *First International Conference of Euro-India Co-operation and Exchange Programme*, June 25-26, 1994)
4. **Perception of European Executives about India as a Business Partner**, WP 11, IIML, 1994
(Presented in the First *International Conference of Euro-India Co-operation and Exchange Programme*, June 25-26, 1994)
5. **Determinants of the Ex- post Performance of Mergers & Acquisitions: A Case Study**, WP. No. 7, IIML, 1994
(Presented in the *6th National Convention of Association of Indian Management Schools* August 25-27, 1994)
6. **Learning by Doing: An Experiment on Case Writing as a Pedagogical Tool"**, WP No.8, IIML, 1994
(Accepted for presentation in *11th International Conference of World Association for Case Method Research and Application*, Montreal June 18-22, 1994)
(Presented in the *6th National Convention of Association of Indian Management Schools*, Delhi, August 25-27, 1994)
7. **A Survey on the Usage and Development of Case Material for Management Education and Training in SAARC Countries, with special reference to India"**, WP No. 9, IIML, 1994
(Accepted for presentation in *11th International Conference of World Association for Case Method Research and Application*, Montreal June 18-22, 1994)
(Presented in the *7th National Convention of Association of Indian Management Schools, Chennai*, August, 1995)
8. **Grooming the Strategists: The HRD Challenge**, WP 12, IIML, 1994
(Presentation in the *23rd International Conference of the International Federation of the Training and Development Organisations*, November 8-10, 1995)
9. **Imperative, Challenges and Task Requirements of Becoming a Global Player**, WP No. 4, IIML, 1997
(Presented in the *Conference on Economic Foundations for Strategic Management*, Indira Gandhi Institute for Development Research, Bombay, Aug. 21-22, 1997)
10. **Kaiserganj Railway Workshop** (Case Study)
(Presented in the *6th Case Colloquium of World Association for Case Method Research and Application*, Sweden, June 15-16, 2001)
11. **Scooters India Ltd.** (Case Study) W.P. No. 2000/08, IIML, 2000
(Presented in the *2nd Conference of Strategic Management Forum*, Indian Institute of Management, Bangalore, May 27-29, 1999)
12. **Imperative, Challenge and Task requirements of New Product Development**
(Presented in the *2nd Conference of Strategic Management Forum*, Indian Institute of Management, Bangalore, May 27-29, 1999)
13. **Making the Crippled Dance**, WP No. 2000/ 05, IIML, 2000
(Presented in the *National Seminar on Managing and Sustaining High Performing Organisations*, Indian Institute of Management, Lucknow, April 2000)
14. **Exit or Renaissance**, WP No. 2000/ 07, IIML, 2000

- (Presented in *3rd Conference of Strategic Management Forum*, Indian Institute of Management, Calcutta, May 2000)
15. **New Product Development: Imperative, Inhibitors and Coping Strategies**
(Presented in the *Round Table on "India's Design and Management Programmes"*, National Institute of Fashion Design, New Delhi, Sept. 21, 2000)
 16. **New Product Development: Key challenge to Indian Firms in the Liberalised Era**
(Presented in the *National Seminar on Prospects of Industrial R & D in India under Globalisation*, Indian Institute of Technology, Kanpur, Feb.6-7, 2001)
 17. **Meeting the Challenge of a Borderless Economy: Needed a Policy Shift? WP No. 2000/ 14 IIML, 2000**
(Presented in the *Opening National Seminar on WTO and Allied Issue*: Indian Institute of Management, Lucknow, February 24-25, 2001)
 18. **Indian Business Ventures Abroad, WP 2001/ 21, IIML 2001**
(Presented in the *4th Conference of Strategic Management Forum*, Indian Institute of Management, Ahmedabad, May 24-26, 2001)
 19. **An Experiment on Using Live Case Method in India**
(Presented in the *18th Conference of World Association for Case Method Research and Application*, Sweden, June 17-20, 2001)
 20. **To Wind up or to Run (Case Study)**
(Presented in the *8th Case Colloquium of World Association for Case Method Research and Application*, Sweden, June 15-16, 2001)
 21. **Fallout of Liberalisation: Performance of Indian Industry in Post-liberalisation Era, W.P. No. 2002/ 05, IIML, 2002**
(Paper presented in the *Second National Seminar on Meeting the WTO and Allied Issues*, Indian Institute Foreign Trade. New Delhi. February 2-3, 2002)
 22. **Bharat Latex Ltd.**
(Paper presented in the *V Annual Conference of Strategic Management Forum*, Management, Development Institute, Gurgaon, April 25-27, 2002)
 23. **From Business of Education to Education of Business: Emerging Challenges to Management Education W.P. No. 2002/ 15, IIML, 2002**
(Paper presented in the *16th Annual Convention of Association of Indian Management Schools*. Amity Business School, NOIDA, August 23-25, 2002)
 24. **From Tool Down to Retooling: Emerging Challenges to Labour and Unions In the LPG Era W.P. No. 2002/ 16, IIML, 2002**
(Paper presented in the *Tripartite National Seminar on Emerging Challenges to Labour* Mahatma Gandhi Labour Institute, Ahmedabad, October 26-27, 2002)
 25. **Foreign Collaborations in India: A Study of Patterns In the Pre and the Post- liberalisation Era W.P. No. 2002/ 14, IIML, 2002**
(Paper accepted for presentation in *Conference of American Society for Competitiveness* October 10-12, 2002, Virginia, U.S.A.)
(Presented in the *International Seminar on Management of R & D*, IIT, Delhi, January, 10-11, 2003)
 26. **International Tourism in India: Strategic Significance, Gaps and Vulnerabilities W.P. No. 2003/ 02, IIML, 2002**
(Paper presented in the *3rd National Seminar on WTO and Allied Issue*, organised by Strategic Management Forum, University of Goa, TERI Goa and International Centre Goa, Feb. 21-22, 2003)
 27. **Corporate Leaders of India: A Study of Their Contribution and Performance in the Post Liberalisation Era W.P. No. 2003/ 01, IIML, 2002**

- (Paper presented in the *VI Annual Conference of Strategic Management Forum*, by Strategic Management Forum, XLRI, Jamshedpur, (April 24-26, 2003)
28. **How Levelled is the Playing Field: Strategic Disadvantages of Developing Countries- the Case of India**
(Paper presented in the *VII Annual Conference of Strategic Management Forum*, by Strategic Management Forum, IIM, Indore (May 13-15, 2004)
29. **Fragility of Indian Corporate Sector**
(Paper presented in the *VIII Annual Conference of Strategic Management Forum*, by Strategic Management Forum, IIFM Bhopal, (May 10-12, 2005)
30. **Is Small Beautiful (A & B)?**
(Paper presented in the 9th Annual Convention of Strategic Management Forum, India Institute of Technology, Bombay, May 8-10, 2007)
31. **Corporate Tax Patterns in India**
(Paper presented in the Conference on Global Competitiveness (May 18-20, 2007) Indian Institute of Management, Kozhikode
32. **Is Small Beautiful (C)?**
(Case presented in the 11th Annual Convention of Strategic Management Forum, India Institute of Technology, Kanpur, May 8-10, 2008)
33. **A Comparative Analysis of Websites for International Tourism in India**
(Paper presented in the Conference on Tourism in India (May 15-17, 2008) Indian Institute of Management, Kozhikode
34. **Globalisation and Dependence of Indian Industry**
(Paper presented in the Conference on Global Competitiveness (May 29-31, 2008) Indian Institute of Management, Lucknow
35. **Do we matter?**
(Case presented in the 13th Annual Convention of Strategic Management Forum, India Institute of Management Lucknow, May 27-29, 2010)
36. **Frightening development in External Sector**
(Paper presented in the 14th Annual Convention of Strategic Management Forum, India Institute of Management Indore, May 3-5, 2012)

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