

CURRICULUM VITAE



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Current Residence

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Nationality	:	Indian
Date of Birth	:	28-04-1960
Language Proficiency	:	English, Hindi

1. **Profile Summary**

- Professional with over 30 years of Managerial and Leadership experience in a Indian automobile Company (Escorts), Indian steel company [Steel Authority of India Limited(SAIL)] and Indian metal company [Mishra Dhatu Nigam Limited (MIDHANI)].
- Contributed in the areas of Strategy, Operations, Marketing, Business Developments, Projects, Human Resources, Supply Chain Management, Corporate Governance and Sustainability.
- Leadership skills in managing single / multi-locations business units (Plants, Mines and Townships).
- Imparted knowledge to more than 5000 business students for spreading tacit / explicit knowledge in techno-management domains, as part of individual social initiative.
- Conceptualized and managing Global cause of effective management of strategic alliances through a society named "Society of Strategic Alliance Professionals Association".

2. **Academic Qualifications:**

- Doctor of Philosophy (Ph.D) in Management from IIT Delhi (2009),
- Master in Business Administration (M.B.A) specialization in Corporate Strategy from Maastricht School of Management, Maastricht, The Netherlands (Global Topper) (2000),
- Post Graduate Diploma in Management (P.G.D.M) specialization in General Management from AIMA, New Delhi (1994),
- Master in Engineering (M.E) specialization in Industrial Metallurgy from NIT Rourkela (1986)
- Bachelor in Engineering (B.E.) specialization in Metallurgy from IIT Roorkee (Gold Medalist) (1981)
- Intermediate of Science from U.P. Board (Honours) (1977)
- High School from U.P. Board (Topper of school) (1975)

3. **Professional Trainings**

- Management of change by XLRI, Bhubaneshwar (1984)
- Production Planning and Control by NITIE Mumbai (1990)
- Strategic Leadership by COSMODE, Hyderabad (1994)
- Strategic Management by IIM Bangalore, APO Tokyo (1994, 1995)

4. **Key Areas of Expertise**

- **Corporate Governance** : Formulation, Guidance and Implementation of Corporate Strategy, Performance Management and Stake-holders Management of small organizations (about Rs. 500 crores sales turnover) to large organisations (Rs 50,000 Crores sales turnover).
- **Strategic Management** : Formulation and execution of Strategy (Corporate Plan, Rolling Plan and Business Plan) for multi-product, multi-location organisation and/or for strategic sector organization.
- **Marketing Management** : Demand Forecasting, Product Planning, Pricing and Development of commodities like steel, special steel, special alloys etc for short-range and long range decision makings.
- **Operation Management:** Operation efficiency through resource optimization, effective / efficient supply chain management, fixed cost reduction, process re-engineering and continuous improvement of small department, business unit and multiple units from corporate perspective.
- **Project Management:** Application of key knowledge domains in each stage of project life cycle [Concept, Planning, Execution, Control and closeout].

- **Strategic Initiatives:**

- Inorganic growth initiatives through long term agreements, joint ventures and minor Investments.
- Preparation of request for Proposals, contract finalization and management of alliances.
- Technical due-diligence in M&A cases.

- **Stake Holders Management:**

- Talent Management for participative culture in team, unit and corporate.
- Customer and Vendor Management through continuous and structural interactions.
- Union / officers associations management.
- Interfacing with Government authorities (Labour Commissioner, Factory Inspector, State/Central Ministries)
- CSR Initiatives in education, health and ecologic balance for strategic advantage.

5. **Professional Job Responsibilities & Key Achievements**

- Chairman & Managing Director Mishra Dhatu Nigam Limited (MIDHANI)
(Sep'15 – till date)

- **Job responsibilities.**

- Mishra Dhatu Nigam Ltd (MIDHANI), a Govt of India Enterprise was incorporated during 1973 at Hyderabad with an objective of providing strategic materials.
- Chairman Board of Directors of Mishra Dhatu Nigam Limited
- Chairman Board Sub – Committee :
 - ✓ Procurement Committee
 - ✓ Corporate Social Responsibility & Sustainable Development Committee
 - ✓ Technical Committee
- Member :
 - ✓ Audit Committee
- Director Andhra Pradesh Gas Power Corporation Ltd (APGPCL).
- Joint Research Project for Indigenous Production of Silicon Carbide Fiber
- Member Technical Oversight Committee(TOC)
- Member National Material Policy
- Member Gas Turbine Research Establishment (GTRE)
- Member on the Governing Council of International Advanced Research Centre for Powder Metallurgy and New Materials (ARCI)
- Member Materials for Hypersonic Vehicles (Hypermat)

- **Key Achievements**
 - Raksha Mantri Award in Innovation for the year 2014-15
 - Sustainable & Balanced Business Performance Award to MIDHANI by SKOCH BSE Awards 2016
 - Fellowship of the Indian National Academy and Engineering (INAE) 2016
 - Excellence Award by Institute of Economic Studies 2016
 - Raksha Mantri Award in Innovation for the year 2013-14
 - Best overall performance Award in Governance Now PSU Awards 2015.
 - Strategic Investment Award in Governance Now PSU Awards 2015.
 - Gold Award in Metal & Mining Sector in Greentech CSR award 2015.
 - Best PSU Performance Awards for 2014-15 by Elets Technomedia.
 - Best Production, Sales, Finance Performance for 2014-15.
 - Best MoU Score 2014-15.
- Director (Production and Marketing), I/c Projects and Human Resources, Mishra Dhatu Nigam Limited (MIDHANI) (Sept' 11 – till date)
 - **Job responsibilities.**
 - Mishra Dhatu Nigam Ltd (MIDHANI), a Govt of India Enterprise was incorporated during 1973 at Hyderabad with an objective of providing strategic materials.
 - Plant has about 10,000 T/annum capacity and about 2000 workers (Regular and contract). It has a dedicated township of about 60 acres with own school, health facility and residential accommodation for part of its employees.
 - A member on the Board of Directors of Mishra Dhatu Nigam Limited (MIDHANI). Reports to Chairman and Managing Director / Board. Functional and Plant heads report to undersigned.
 - Responsible for Production, Project, Human Resource, Marketing and Business Development activities of the Company.
 - Responsible for efficient operation and maintenance of the plant facilities at rated capacity, effective control of input costs, consumption norms, introduction of new and efficient technology for improving yield, reducing product cost, quality assurance and timely deliveries directed towards greater customer satisfaction.
 - Responsible for improving order book position, turnover and future business prospects by providing greater thrust to marketing, developing new products, applications and development of niche markets.
 - In-house design and erection of key equipments, process re-engineering for cost minimization efforts.

▪ **Key Achievements**

- As Board Member participated in Board Meetings. In addition, participated in Audit Committee, HR Committee, Technical Committee, Procurement, Remuneration and CSR Committees of Board as member for effective performance management of the company.
- Sales turnover was increased by 50% in last 3 years.
- Strategic Visioning Initiatives: Vision of future inculcated down the rank and order of organization. Organized workshops with key stake holders (customers, vendors, employees), for strategic road-map.
- Significantly improved order book position, by adding to order book @ 100% of capacity of unit on annual basis.
- Marketing Initiatives: To streamline marketing process, a cross-functional group was created to address customers' needs. The focus was to reduce lead-time of supply, collection of fund order-booking, new product development etc.
- Three Customer Meets with following themes were organized in last three years:
 - ✓ 'Strengthening Partnership'
 - ✓ 'Success through Synergy with Innovation'
 - ✓ 'Future Quality Challenges – A Joint Perspective'
- A project management office was created to take care smooth running of projects and to control scope, cost & time of projects such as Ring Rolling Mill, Forge Press and Melt Shop. Projects more than Rs. 1000 Cr were completed within cost and time variance of 20% in last 3 years.
- R & D Specific Initiatives: Three R & D strategies finalized with focus on product, process and equipments. About 20 new product development initiatives were taken during last three years. Indigenization of Vacuum Arc Melting Furnace, cutting machines were undertaken to develop in-house capabilities.
- As in charge of Human Resources Management, ensured revision of policies, schemes for suggestions and retired employees medical scheme. Also ensured excellent industrial relations during the period. Employees Satisfaction Survey was planned first time in PSU in 2011 and continued till date on yearly basis.
- Induction of work force and training of employees were taken after competency mapping exercise to develop future leaders through systematic career planning and analysis.
- Shortage of skilled manpower on account of superannuation was managed through multi tasking work force, outsourcing / job contracting

in the non core areas and better maintenance of equipments to bring down cost with optimum manpower.

- CSR Projects such as supply of drinking water to schools / villages, providing sanitation in nearby government schools, creating peacock sanctuary by identifying area inside plant , mango saplings at township and also Oushada Vanam Project planting aromatic and medicinal plants in township were completed. Further, MoU was signed with ALIMCO for distribution of aids to differently challenged population of Hyderabad.
 - Introduced e-Procurement portal for the company for first time indicating commencement of an era of e-business with subsequent introduction of ERP, e-recruitment, Bio-metric Attendance System etc .
 - Developed indigenous technology for light weight composite armour product for Mi-17 helicopter business and also, indigenized strategic products such as titanium sea water filters and titanium high pressure valves for Indian Navy.
 - Introduced Risk Management Policy, Cyber Security and Process and Whistle Blower Policy for the first time in the company.
 - Leadership Award by Lion Engineers & Architects Forum (2013)
- General Manager (Assistant / Deputy / Senior) (Business Management and Development), Steel Authority of India Limited, (Feb' 1992 to Aug' 2011)

- **Job responsibilities.**

- SAIL is India's largest steel producing Company with an annual turnover of about Rs.51,000 crores with 9 plants, namely Bhilai Steel Plant, Durgapur Steel Plant, Rourkela Steel Plant, Bokaro Steel Plant, Burnpur Steel Plant, Alloys Steel Plant, Salem Steel Plant, Visvesvaraya Steel Plant, Iron ore Mines, Flux Mines, Coal Mines, dedicated township infrastructure in each of Plants/Mines.
- Guided a team of about 15 Senior Managers from core functional areas / Plants / Mines. Reported to Director (Projects & Business Planning), a board member.
- Role included operations and strategic initiatives for each of Plants, Mines and Townships by carrying out, periodic environment analysis, operations, and strategic audits of each area, Formulation of Annual Business Plans, Unit Level Balanced Score Cards, Strategic Unit Level Initiatives such as cost reductions, value additions and debottlenecking.

Key Achievements

2009 – 2011

- Conceptualized vision of corporate and guided plant-wise, mine-wise strategic road map for 2015. Ensured timely preparing of Feasibility and Detailed Project Reports for each Plants / Mines for an investment of about Rs. 50,000 Crs in 5 years.
- Continuous improvements in working of Plants / Mines through structured interactions with plant's heads. This resulted in improvement by about 10% per year in key performance areas such as yield and techno-economic.
- Specific measures to reduce consumption of energy, refractory, water and to improve labour productivity in each of plants.
- Formulated and implemented Long Term Agreements / Joint Ventures to take care of Slag (by product) of each plant, for economic, strategic and ecological prospective.
- Conceptualize joint venture in Ferro Alloys to bring in complementary comfort from mines of Manganese Ore India Limited (2011).
- Wagon Building unit with RITES for Indian Railways at Kulti to utilize steel through value addition. (2011)
- Guided several Indian Companies Consortium to bid for Iron ore assets in Afghanistan (2011).
- Collaborated with International companies for Strategic Technology initiatives (Kobe steel Japan, Nippon Steel Japan, POSCO Steel South Korea etc).
- Introduced concept of six sigma, knowledge management in select area of Plants / Mines (2009-2011)
- Outsourcing proposals and select township facilities, to SAIL Board (2011).
- Worked closely with World Steel Association for India – 2020 study.
- Joint working with Consulting Organizations (like Deloitte and E&Y) for initiatives like Risk Management Process, Transaction Advisory cases.
- Awarded Best Executive Award for New Business Development Project (2010).

▪ **2004 – 2009**

- Annual Operations Plan and performance monitoring for each of Plants / Mines.
- Introduced Coal Dust Injection Technology in each of Blast Furnaces to reduce cost of energy (2004 – 2009).
- Restructuring of Special Steel Plants by closure of negative contribution products / processes (2004 – 2006).
- Comprehensive study of Plant & Mine of subsidiary Company of SAIL (IISCO) for restructuring through divestment, growth and right-sizing options. Closed down Kulti Unit (2005), Expanded Coal / Iron ore Mines (2006-2009), Growth Plan for Steel Plants (2004 onwards).
- Liaisoning with Central Ministry for Mining Leases for Iron Ore, Flux and Coal.
- Was awarded Jawahar Award for Turnaround Initiatives for SAIL and Best Team Award for preparing Strategic road map for each of Plants / Mines.

▪ **1998 – 2002**

- Prepared Turnaround Plan of SAIL and got it validated with International Consultants like McKinsey & Co and BCG. (1998)
- Introduced concepts of Total cost of Ownership (Procurement Area), Key Account Management (Marketing), SBU Concepts (Business Areas), Manpower right sizing (VR Scheme). Restructured balance sheet (Finance Area) (1998 – 2001).
- Introduced Social Accounting Standard (SA8000) in SAIL Plant to ensure Systematic approach to CSR Projects.

▪ **1992 – 1997**

- Worked as a team member in Annual Planning Group of Corporate, responsible for Plants / Mines Performance Management and timely corporate actions for attaining targets. (1992 – 1997)
- Investment Strategy of Plants / Mines (1994).
- Introduced Product Development Process in each of Steel Plants (1995).
- Steered change Management Initiatives such as TQM, ISO Quality Assurance System in each of Plants / Mines (1992 – 1998).
- Introduced Market Driven Planning Process in Marketing / Plants (1996).

- Individual Award for Planning, Investment & Improvement Initiatives (1995).
- Manager (Operations) Rourkela Steel Plant, (Jan' 82 – Jan' 92)
- **Job Responsibilities**
 - A unit of SAIL having about 2.5 mt per annum capacity with linked mines at township at about 10,000 dwelling unit. Employees more than 40,000 (30,000 regular, 10,000 contract). It has turnover of about Rs. 4000 crores per annum with focus on special steel flat products.
 - Role included operations manager (1982 – 1986) and Plant Manager (1986 – 1992)
- **Key Achievements**
- **1986 – 1992**
 - Operations Planning and control of Rs. 3000 Cr Plant / Mines / Township (1986 – 1992). Reporting to Director of Plant on daily basis. Staff functions with 2/3 executives reporting.
 - Introduced technologic upgradation for energy efficiency and 'online' information flow to centralized point (1990 – 1992).
- **1982 – 1986**
 - Operations, Maintenance and dispatches of rolled products of Plate Mills by managing resources (1000 workers in a semi – automatic standard Product Plant).
 - Reported to General Manager of Plant. Reporting of about 20 supervisors to assist in planning and operation of plant.
 - Increased Special Plates Productions by 100% in 5 years and volume by 80% in same period through AMR (Additional Modifications & Replacements) Projects. (1983 – 1986)
- Junior Manager Escorts Tractors Limited (1981 - 1982)
 - **Job Responsibilities**
 - Escorts Limited is an engineering company has business in Agri machinery, construction equipment, railway products and auto parts sales of Rs. 6500 Cr with 1,00,000 nos of tractors. Reported to Senior Manager of purchase. Worked in a team of 5 person in 'Ford' Tractor Plant.
 - **Key Achievements**
 - Responsible for Quality of incoming Material through testing and process audit.

6. **Professional Affiliations:**

- Life Member and Member Governing Council Global Institute of Flexibility Technology (Since 2003)
- Fellow Life Member of Indian Institute of Metals, India (Since 2010)
- Fellow Life Member of Indian Institute of Personnel Management (Since 2012)
- Fellow Life Member of Indian Institute of Materials Management (Since 2012)
- President, Strategic Alliance Professionals Association (Since 2014)

7. **Professional / Social Responsibility Initiatives.**

- Imparted training on Technology Management – Oil India Limited, Strategic Management – Maruti, BPR – Power Grid Corporation of India Limited, Strategic Business Development – Steel Authority of India Limited. (1994 – 2014)
- Interactions with IMT, Ghaziabad for teaching, IIM, Raipur, IIFT, New Delhi, IMI, New Delhi, MDI Gurgaon in the area of strategy and operations management. (1994 – 2014)
- Work for the cause of flexibility management by participating National / International conferences of Society on Flexibility (GIFT) (2003 – 2014).
- Closely working in the area of metal through professional body (Indian Institute of Metals) (IIM) by regular interactions, participation in committees delivering talks on titanium, special metals etc. (2010 – 2014)
- Closely working for cause of professional growth in the areas of mining, geology, metallurgy etc. through MGMI, a nonprofit organisation by delivering talks on steel making technology, corporate governance and mining etc. (2011 – 2014)
- Managed 1000 student school as Chairman, Management Committee for excellence in high school education (2011 – 2014).
- Global Compact cause for advocating triple bottom approach and delivered lecture on topic of ecology-resource optimization, safeguarding living environment and biodiversity (2012 – 2014).
- Working on Strategy with a group of professionals through Strategic Alliance Professionals Association (SAPA) (2014).
- Closely working with HR and materials management professional bodies such as IIPM and IIMM (2012 – 2014).
- Presented more than 30 articles in various national / international journals.

8. **Professional Honors & Awards:**

- Best Graduate Trainee Award (1982-1983)
- Best PSU Executive Award (1995)
- Netherlands Government Fellowship (1999-2000)
- Best Group Award for Turnaround of SAIL (2000)
- Best Group Award for Growth Strategy of SAIL (2005)
- Best Group Award for Business Development Prospects (2011)
- Leadership Award by Lion Engineers & Architects Forum (India) (2013)
- Corporate Excellence Award in marketing area by IPE (2013)
- A K Memorial Award by NDE (2015)
- Udyog Ratan Award by Institute of Economic Studies (2016)
- National Metallurgist Award for Industry instituted by Ministry of Steel, GoI (2016)

9. **International Experience (1992 – 2014)**

- Visited Germany, The Netherlands for understanding European Steel Plants Operations (1995, 1999, 2000)
- Netherlands Government Fellow (1999 – 2000)
- Visited USA for experience sharing in strategic alliances (2005)
- Visited Thailand for experience sharing in strategic alliances (2007)
- Visited South Korea and China for discussions for Strategic Alliance Areas (2007)
- Visited Japan for Business Development Discussions. (2011)
- Visited Mongolia for Government Interface for Future Business Development (2011)
- Participated as Invitee on International Conference on Socially Responsible Restructuring World-wide, Organized by European Commission along with ILO at Brussels (2011)
- Participated as Technical Delegate for Finalization of Technical Specification for various equipments at Italy, China, USA and Russia. (2011 – 2014)
- Participated in Exhibitions promotion of Strategic Products in countries such as France, Brazil and UK (2011 – 2014).

10. **Key Seminars attended**

- *UTI Sydney* - Key note speaker on “**How Can Manufacturing Shape Our Future**” at 16th Global Conference on Flexible System Management organized by UTS, Business School, Australia (2016).

- *NMIMS, Hyderabad* - Academic Interface on **"Capability Building for next Gen : Industry Perspective"** at Narsee Monjee Institute of Management Studies, Hyderabad (2016).
- *IIT, Delhi* - Attended as Speaker in Workshop on **"Flexible systems Management"** organised by IIT Delhi (2016).
- *IIM Ranchi & RDCIS, Ranchi* - Workshop on **"Strengthening Industry - Academia Interface"** (2016) *CII, New Delhi* - Summit on **"Evolving Organisation : Evolving People Management"** (2016).
- *IIM, Delhi Chapter, Delhi* - **Seminar on Stainless Steel/Alloy Special Steels and Super Alloys organized"** by IIM, Delhi Chapter (2016).
- *RDCIS, Ranchi* – Key note address at The 4th International Conference on **"Thermo Mechanical Simulation and Processing of Steel : SIMPRO - 16"** by RDCIS (2015).
- *MGIT, Hyderabad* – Attended as Chief Guest & Guest of Honour in **"National Seminar on Advanced steel for strategic applications"** by MGIT (2015).
- *DPE, New Delhi* - Attended as Speaker in **"2 day International Workshop on Governance of SOEs"** by DPE (2015).
- *IMT, Hyderabad* – Attended as guest speaker **"Under the Leadership series of Students"** at IMT (2015).
- *ISNT, Hyd Chapter* – **"NDE – 2015 Given Lecture & Inaguration of Exhibition"** (2015)
- *ASCI, Hyderabad* - Lecture on **"Interacting with Private Sector"** by ASCI (2015).
- *FICCI & DPSUs & OFB, Delhi* - Attended **"Outsourcing & Vendor Development by DPSUs & OFB"** organized by FICCI (2015).
- *NIPM, Hyd Chapter, Hyderabad* - Panel Discussion in **"National Seminar on Improving Triple-Bottom-Line Performance (People, Planet & Profit) - Key Sustainable Growth"** organized by NIPM (2015).
- *SCOPE New Delhi* - Attended **"National meet of CPIOs / PIOs appallate authorities on Implementation of RTI Act, 2005"** organized by SCOPE (2015).
- *SP Jain Institute of Management & Research, Mumbai* - Attended as speaker in **"Colloquium on future of management education - a changing scenario"** organized by SP Jain Institute of management & Research (2015).
- *TOLIC, BDL, Hyderabad* - Panel Speaker in one day workshop on **"Sab Ka Saath, Sab Ka Vikas : Bhasha Aur Raaj Bhasha Ke Saath"** organized by BDL, Hyderabad (2015).

- *IIME, Hyderabad Chapter* - Chaired Technical Session in one day workshop on **"Emerging Trends in processing and utilization of Iron Ores"** organized by IIME, Hyderabad Chapter (2015).
- *SCOPE, New Delhi* - Two days seminar on **"Challenges & Compliances of Company Act 2013 & Competition Law"** organized by SCOPE, New Delhi (2015).
- *DPE, Delhi* - Attended **"International Workshop on Performance Evaluation under Management of State owned Enterprises"** by DPE, Delhi (2015).
- *IIM, Pune* - Attended as a Delegate **"52nd National Metallurgists Day Events"** by IIM, Pune (2014).
- *MGMI, Hyderabad Branch* - Attended as Panel Speaker in **"Trends in Steel Making Technology"** and paper submitted on **"Steel Making: Choices of available Melting processes"** (2014).
- *ESCI, Hyderabad* - Chaired Session/Group discussions in **"Technology Management" for Executives & Engineers of Oil India Ltd."** (2014).
- *Central University of Jharkhand, Ranchi* - Invited as Panel Speaker in **"The Next Leap: Exploring New Paradigms in Business"** on the Topic of **"Exploring Strategy – People Alignment in Indian Business Organisation for Global Competitiveness"**. (2014).
- *CII Kolkata* - Invited as Panel Speaker in **"Business Opportunities with Defence at BIZ Bridge 2013"** on the Topic of **"Materials Perspective of MIDHANI"**. (2013).
- *Management Training Institute, SAIL, Ranchi* - Invited as Panel Speaker in **"Strategic Management for SAIL Executives"** on the topic of **"Issues Affecting Strategy Implementation"**. (2013).
- *BEL, Bangalore* - Invited as Panel Speaker in **"Annual HR Conference"** on the topic of **"HR Implementation at MIDHANI"**. (2013).
- *Mining, Geological & Metallurgical Institute of India, Hyderabad Branch* - Invited as Panel Speaker in **"Governance in Mining Sector"** on the Topic of **"Governance in Mining"**. (2013).
- *Mining, Geological & Metallurgical Institute of India at Hyderabad* - Invited as Inaugural Speaker in National Workshop on **"Mergers & Acquisitions and Need for Reforms in Engineering Education with Special Reference to Mining and Allied Disciplines"** (2013).
- *Management Development Institute, Gurgaon* - **CSR – Implementation and value creation.** (2013).
- *Steel Guru, Gurgaon* - Invited Panel Speaker on **"Opportunities & Challenges for Powder Metallurgy & Investment Casting products"** (2012).

- *Global Compact Network India, Hyderabad* - Invited as Panel Speaker in "**Essentiality of Sustainable Business**" on the topic of "**Ecology-Resource Optimization, Safe Guarding the living Environment and Bio-diversity**". (2012).
- *IIT Roorkee* - Invited Inaugural speech on "**Advances in Materials and Processing Challenges and Opportunities (AMPCO2012)**" on the topic of "**Establishment of Concept Materials Research Laboratory**". (2012).
- *All India Management Association, New Delhi* - **11th National HRM Summit**. (2012).
- *Birla Institute of management, Greater Noida* - Invited for Inaugural Address for "**International conference on Management Cases**". (2012).
- *Invited by European Commission/ILO* - Brussels to forum on "**Society Responsible Restructuring Worldwide**" (2011).

11. References

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