

# CURRICULUM VITAE

## I.

Name : M. R. GOPALAN  
Date of Birth : 7<sup>th</sup> May 1941  
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## II. EDUCATIONAL QUALIFICATIONS:

<b>Institution</b>	<b>Year</b>	<b>Examinations Passed</b>
Annamalai University	1959-64	B.E. Mech.
Indian Institute of Technology - Madras	1967-68	D.I.I.T. (Industrial Engineering) Post-Graduate Diploma
Indian Institute of Management – Ahmedabad	1978* 1972-76	Fellow of Indian Institute of Management (Ahmedabad) Specialized in Production Management, equivalent to Ph.D. in Management (includes two years of course work)
University of Birmingham (UK)	1982-83	M.Sc. in Engineering Production and Management

\* Completed work in 1976 and awarded Fellowship in 1978 Convocation.

## III. WORK EXPERIENCE:

<b>Year</b>	<b>Organization</b>	<b>Nature of Experience</b>
May 1964	National Projects Construction Corporation Ltd., E-9 Defence Colony, New Delhi	Assistant Executive Engineer, In-charge of Stores
Feb 1966	SIMCO Meters Ltd., Trichirappalli - Tamil Nadu	Assistant Engineer, Machine Shop
Sep 1968	Precision Bearings India Pvt. Ltd., Baroda	Technical Assistant, Production Control
Jan 1969	Indian Institute of Management, Ahmedabad	Research Associate, Production Area
Jun 1972		
Jul 1976 -	Xavier Labour Relations Institute, Jamshedpur	Associate Professor, Production and Quantitative Area
Nov 1978		
Nov 1978	Indian Institute of Management,	Assistant Professor in Production

	Bangalore	and Operations Management Area
1984	-- do --	Associate Professor
1991 May – 2003 May.	-- do --	Professor Retired in May 2003
2003 May - NOV	Guest faculty at IIM-Bangalore	
2003 Dec- March 2004	Karpagam Arts & Science College, Coimbatore	Director, Dept. of Management
Since 2004 June	Institute of Finance and International Management, Electronic City, Phase II, Bangalore.	Director ( Research & Academics) & Editor of Management Journal, Focus- International Journal of Management Digest

#### **IV. EXPERIENCE IN OFFERING POST-GRADUATE PROGRAMMES:**

- \* Production and Operations Management
- \* Work Study and Job Evaluation
- \* Materials Management \$
- \* Project Management # %
- \* Technology Management \$
- \* Service Operations Management # , \$

**# Prof.M.R.Gopalan was one of the top 10 faculty out of 80 faculty w.r.t teaching in the Post Graduate Programme (based on student feedback): Year: 1998-2000**

**# Prof.M.R.Gopalan was one of the top 10 faculty out of 80 faculty w.r.t teaching in the Executive Programmes (based on participants' feedback): Year: 1997 - 1999**

**\$ Responsible for developing these courses**

**% Responsible for developing the Executive level Programme**

#### **V. EXPERIENCE IN OFFERING EXECUTIVE DEVELOPMENT PROGRAMMES:**

**Course Director** for Materials Management Programmes (1977 & 1978) at Xavier Labour Relations Institute (XLRI), Jamshedpur.

**Coordinator** for Management Development Programme on Materials Management (1979, 1980, 1981, 1985) at Indian Institute of Management, Bangalore.

**Coordinator** for Management Development Programme on Project Management (1980, 1981, 1982, 1984-2001) at Indian Institute of Management, Bangalore.

**Coordinator** for Management Development Programme on Integrated Materials Management and Financial Control, 1985.

**Joint Coordinator:** Management Development Programme on "Case Studies in Management of Technology", 23-35, October, 1986.

**Coordinator** for Management Development Programme on Technology Management and Technology Transfer, January, 1990.

## **VI. PROFESSIONAL ACTIVITIES:**

- \* Member of the Consultancy Project for Coca-Cola Export Corporation, carried out at I.I.M (A). The study involved determination of Break-Even Sales for different Routes.
- \* Member of the Research Project on "Planning for Technological Change in Textile Industry" sponsored by Indian Institute of Management, Ahmedabad.
- \* Faculty member: **OBP on Production Management for Ordnance Factories** conducted at Ambarnath, Nagpur, Ishapur, Calcutta, Kanpur, Khamaria - Jabalpur, July 1979; Sponsored by **Director General of Ordnance Factories, Ministry of Defence**, Govt. of India.
- \* **Coordinator** for "Management Information System" programme for Department of Personnel and Administrative Reforms, Govt. of India - Aug.14 - Sept.5, 1981.
- \* **Coordinator** for Indian Telephone Industries training programme on Materials Management, Nov.4-6, 1981.
- \* Member of the Consultancy Team for "Systems Study of Narmada Sagar Project" sponsored by Govt. of Maharashtra for obtaining funding from World Bank, 1985.
- \* **Joint Coordinator** for Management Development Programme for Nepal Govt.'s Officers' Programme sponsored by USAID-Delhi, 1985
- \* **Project Leader: Consultancy Project on** "Development of Incentive Scheme for Direct and Indirect Employees" for Karnataka State Agro-Corn Products Ltd., Bangalore 1986.
- \* **Project Leader: Consultancy Project on** "Rationalization of Inventory Management in the Indian Navy" for Naval Headquarters, Ministry of Defence, 1988.
- \* **Member of the Consultancy Team** for the study of "Evaluation of Self-Employment Programme in Kolar District", sponsored by Govt. of Karnataka, 1988.
- \* **Member of the Consultancy Project on** "Survey of S & T Personnel in Higher Salary Groups in Goa, Gujarat & Maharashtra", April 1989.
- \* **Coordinator** for the 3-week Training Programme for IAS Officers from 19th Nov-1990 to 7th Dec-1990, at I.I.M-B.
- \* **Project Leader: Consultancy Project on** "Review of the Incentive Scheme for Direct and Indirect Employees" for Karnataka State Agro-Corn Products Ltd., Bangalore 1991.
- \* Appointed as **one of the panel judges** for evaluating and finalizing the **Bangalore Management Association's (BMA) "MANAGEMENT EXCELLENCE AWARD"** presented to an organization located in the city of Bangalore, July - 1995.
- \* **Project Leader** for the **Consultancy Project on "Revision of Pay Scales and Higher Designations"** for the employees of Karnataka Industrial Areas Development Board (KIADB) Dec - 1996.
- \* **Project Leader** for the **consultancy Project on "Technology Assessment and Technology Availability of Small Scale Industries in Karnataka - A Pilot Study** "sponsored by Karnataka Council for Technology Upgradation, Feb 1999.
- \* **Coordinator** for 11 weeks Programme for Business Managers for **SIEMENS** 1999 (June 14<sup>th</sup>-Oct 1<sup>st</sup>).
  
- \* **Coordinator** for one week programme on " **Purchasing, Materials Management and Negotiation skills**" for the senior executives of KPTCL-1999 (2 Programmes: FEB & DEC)

- \* **Lead Coordinator for 15 weeks programme "Programme for Business Managers for Siemens Executives(PBM 5)" (June 18<sup>th</sup> to Oct 21<sup>st</sup>, 2000).**
- \* **Consultant to TVS-SUZUKI on implementing Project Management System (since year 2000).**
- \* **GUEST FACULTY** in Programmes organized by:
  - Canara Bank, Bangalore.
  - Air Force Technical College, Jalahalli, Bangalore.
  - Hindustan Aeronautics Ltd., Bangalore.
  - Bharat Earth Movers Ltd., Bangalore.
  - Newspaper Research Institute, Madras (programme organized in collaboration with Thomson Foundation, UK).
  - Indian Association for Materials Management, Bangalore.
  - Tata Consultancy Services Ltd., Bangalore.
  - Bharat Heavy Electricals Ltd., Bangalore.
  - WIPRO (Computer-Software Unit), Bangalore.
  - Third World Development Centre, New Delhi.
  - Madura Coats Ltd., Madurai.
  - South India Viscose Ltd., Coimbatore.
  - Expert Member in the Discussion on " Project Monitoring System (PMS) Specifications for ASWAC Project, Ministry of Defence".
  - Hindustan Machine Tools Ltd., Bangalore.
  - Asea Brown Boveri, Bangalore.
  - TVS Motor Hosur

#### **VII. PROFESSIONAL MEMBERSHIP AND POSITION HELD:**

- 1976 - 1977 : **Vice-President** of Jamshedpur Chapter of **Computer Society of India.**
- 1977 - 1978 : **Member** of the **Governing Body** of the **Jamshedpur Chapter of Productivity Council of India.**
- 1985 - 1988 : Member of Computer Society of India and Operations Research Society of India.  
Member of the Computer Society of India.
- 1991 : Appointed as a **Member** On the **Referee Panel** for the Journal **CHINTAN** (A Journal of Tata Management Training Centre)

#### **VIII. INSTITUTE ADMINISTRATIVE POSITIONS HELD SIMULTANEOUSLY:**

For two years worked as **Coordinator, Student Placement**, 1979 - 81

**Coordinator, Research & Consultancy**, 1984 - 85

**Coordinator, Production & Operations Management Area, (POMA)**, 1985.

**Coordinator, Placement and Alumni Association**, 1989 - 91.

**Coordinator, Productions & Operations Area (POMA), 1994-2001**

Chief Editor of FOCUS Journal since 2005.

### IX. New Initiatives handled at IFIM Business School

Launched the management Journal: FOCUS in 2005 at IFIM Business School.

Started the VTU Ph.D Programme in management at IFIM Business School in 2006.

Created Centre for research (CFR) & Centre for Entrepreneurship (CFE) at IFIM.

### X. VISITS ABROAD:

- ◆ Awarded one-year **British Council Fellowship** under Colombo Plan Scheme for an Advanced Course in Engineering Production and Management at the **University of Birmingham, UK** leading to an M.Sc. degree (1982 - 83)
- ◆ Visited **North-Eastern University, USA**, 1988 (July - Sept.) under **UNDP Fellowship** in connection with Computer-Aided Management Programme sponsored by UNDP, DOE & I.I.M, Bangalore.
- ◆ Visited **EMO International Machine Tool Exhibition** at **PARIS** to familiarize with the latest developments in Machine Tool Technology and Manufacturing System - 1983.
- ◆ Visited **Nepal** as a Member of the Study Team to develop teaching materials for the Management Development Programme for Nepal Govt. Officials - February, 1985.
- ◆ Visited **University of Bocconi, Milano, Italy** in connection with development of Technology Management Course sponsored by UNDP - AUG-SEP 1990.
- ◆ Visited **Post Graduate Institute of Management, University of Jayawardenepura, Colombo**, as **Visiting Faculty**, for one month (September 1995).
- ◆ **Visited University of Buckingham (UK)**-Sponsored by British Council and IIMB Under the centre for Entrepreneurial studies in Small & Medium Enterprises, 1997.

### XI. Ph.D. / RESEARCH GUIDANCE:

- **Member of the thesis committee for Mr.Narasimha Rao:**  
Software Development for Hospital Management Information System, 1987.

- **Principal Guide** to Mr. Kaushik Ghatak, Fellowship Student.

Topic: "The impact of new technology on the dimensions of Flexibility and Cost efficiency in a manufacturing system - An experimental investigation"

The above thesis won the **BEST THESIS AWARD** from **FIRST NATIONAL CITY BANK**.

- **Principal Guide** to Mr. S.Venkatramana, Fellowship Topic: Causal Modeling of Manufacturing Strategy: An Empirical investigation. (1996)
- Was appointed as **Ph.D Thesis Examiner** by NITIE, Bombay (1990).
- Appointed as **Thesis Examiner** for the Thesis submitted for the degree of **Master of Science in Industrial Management**, by I.I.T. Madras, 1991.

- **Member of the Committee** to evaluate and consider the Registration for the M.Sc. Engineering Degree of Indian Institute of Science, Bangalore of a candidate **for upgrading to Ph.D. Degree of I.I.Sc.** - September 1996.
- **Ph.D. Thesis Examiner** for the thesis submitted by Sri. Madan, M.V. at Indian Institute of Technology, Kharagpur, 1997 - Jan. (Topic - Study on Multi Echelon Inventory Systems)
- **Ph.D. Thesis Examiner** for the thesis submitted by Sri. Chandrashekara Iyer, K. at Indian Institute of Technology, Madras, 1997 - Jan. (Topic - Identification & Evaluation of Dispute-prone clauses in Indian Construction Contracts)
- **Ph.D. Thesis Examiner** for the thesis submitted by Sri. Gautham Sinha at Indian Institute of Technology, Kharagpur, August, 2000. (Topic – Directions and Dimensions of Customer Service in Indian Steel Industry: 2000 to 2010)

## **XII. PUBLICATIONS, PAPERS, CASE RESEARCH & TECHNICAL NOTES:**

1. Gopalan, M.R. **Effective Management** - the call of the hour in **Textile Industry**, Engg. News of India, June, 1970
2. Gopalan, M.R. **“Time sharing - a new dimension in computer science”**, Jagannathan, A. Journal of the Institution of Engineers (India), Vol.51, no.9, Pt.IDDGE3, May 1971.
3. Hegde, B.K. **Trend report in production management.** - Report of IIM-A.
4. Gopalan, M.R. **“The problems of small-scale industries and the role of management improving the performance”**. Paper presented at VIII Annual Conference of Indian Association for Management Development, October 1-3, 1976.
5. Gopalan, M.R. **“Criticality of factors in an equipment replacement decision model”** (Paper presented at the Annual Convention of Operational Research Society of India).
6. Gopalan, M.R. **“Solving Inventory Problems without ordering and inventory carrying costs - A new approach”** Management & Labour Studies, Vol.d.No.2, December, 1976.
7. Gopalan, M.R. **“Resource allocation and scheduling Project networks under risk” unpublished Fellow\* Programme (equivalent to Ph.D. in Management) Thesis**, Indian Institute of Management, Ahmedabad, 1976.
8. Gopalan, M.R. & Kalro, A.H. **Resource Allocation and scheduling in project network - a review**, Management and Labour Studies, Vol.3. No.2, December, 1977.
9. Gopalan, M.R. et al., **Precision automobiles - a case on hospital materials management.**
10. Gopalan, M.R. **Housing development finance corporation - A case on flow charting**, 1981
11. Gopalan, M.R. **Indian Telephone Industries (A) - A case on Organization for Materials Management**, 1981.
12. Gopalan, M.R. **Indian Telephone Industries (B) - A case on Vendor Development and Vendor Rating**, 1981.
13. Gopalan, M.R. **An overview of part and assembly description language (PADL) and the implementation of a hidden line removal algorithm on the PRIME computer: M.Sc. Thesis** submitted to

- the Dept. of Engineering Production, University of Birmingham, U.K., 1983.
14. Gopalan, M.R. **Application of hidden line removal algorithm: Issues and Problems**, prepared for possible publication in the Journal of Industrial engineering, 1983.
  15. Gopalan, M.R. A critical evaluation and development of a **costing procedure in a non-ferrous foundry - a case study**. Submitted to the Dept. of Engineering Production at the University of Birmingham, U.K., 1983.
  16. Gopalan, M.R. A comparison of Network, Assembly-line and Job-shop based Heuristics in **Project Scheduling under uncertainty - An experimental investigation**, I.I.M-B Management Review, Vol.2, No.2, July 1987, pp.163-192.
  17. Krishna Prasad, Gopalan, M.R. et al., A **DSS for Animal Nutrition Planning**, I.I.M-B Management Review, Vol.4, No.1, Jan-June, 1989, pp.19-33
  18. Gopalan, M.R. **Role of Vendors in Inventory Control** : With Specific reference to Competitive Manufacturing - **Paper** presented in the Seminar organized by Southern Regional Centre of Indian Institute of Materials Management at Kolar, 1990.
  19. Gopalan, M.R. A Note On **Deployment of Science & Technology Personnel in the higher salaried group in Indian Industry**: In the **Seminar** organized by Dept. of Science & Technology at New Delhi, 1990.
  20. Gopalan, M.R. **Project Organization in Practice - A Case** of GWSSB 1990.
  21. Gopalan, M.R. **Project Management Experiences, Issues & Problems – A Post Project Evaluation: Working Paper**, to be included as a chapter in his forthcoming book titled “ A MANAGEMENT GUIDE TO PROJECT MANAGEMENT”
  22. Gopalan, M.R. **Networking Relationship Between Small and Large Industry for Competitive Manufacturing: Paper** presented in the **seminar** on “Applied Technology Centre for Manufacturing Engineering” May 28th, 1991, Bangalore (May 27-29)
  23. Gopalan, M.R. **An Approach to Project Formulation**, Industrial Engineering Journal, Vol. XXIII No.4; April, 1994 (Indian), pp 5-11.
  24. Gopalan, M.R. **Working Paper: A Critique of the Draft Technology Policy Statement** – February, 1993. June 1993. Published in The Economic Times. Nov, 27 1993.
  25. Gopalan, M.R. **An analysis of deployment of Scientific and Technical Personnel in Indian Industry - Part I And A discussion on management issues affecting effective utilization of S&T manpower - Part II**, Journal of Scientific & Industrial Research, Vol.53, March 1994, pp 199-209.
  26. Gopalan, M.R. **Implementation of ISO 9000 quality Standards in Indian Industry; I.I.M-B Working Paper No.61**, 1994.
  27. Gopalan, M.R. **Modern Electric Company Ltd. - A case on ISO 9000 implementation issues**, February, 1994.
  28. Gopalan, M.R. et al., **Manufacturing Action Plans (MAP) of Indian Industry, Compared -- A Statistical Analysis - May 1995**

**Project sponsored by Indian Institute of Management, Bangalore.**

29. Gopalan, M.R. et al., The case of **Pre-Empted Survey: A case study on Manufacturing Strategy in Indian Industries** sponsored by Indian Institute of Management, Bangalore, May – 1995
30. Gopalan, M.R. Pioneer Chemical Works Company Ltd., - **A case study on Materials Management in Process Industry**, Oct – 1995
31. Gopalan, M.R. Venkatramana. S **Manufacturing Practices for Success in Small, Medium and Large Indian Industries - A Comparative Study ;** Paper accepted for presentation in **POMS Australia Conference - July 7 – 10, 1996**
32. Gopalan, M.R. Krishna Sundar, D. **Round Table** Paper on **Out Sourcing & Out Sourcing Strategy** Includes proceedings of the Round Table Workshop on Out Sourcing - **Management Review (Journal of I.I.M-B)** Vol. 8, No.2 Apr - Jun 1996

### **Recent Publications & Research**

1. **Comparison of service Quality across customer segments In an Indian Bank - Savings Bank Accounts of JP Nagar branch of Corporation Bank - a case study. March 12, 1999.**
2. **Manufacturing Strategies for success in small, medium and large Indian Industries: A comparative study by M.R.Gopalan et al. Paper accepted for the National Conference for the Decision Sciences Institute, USA, Nov 1999**
3. **Extending the Effectiveness of service mapping co-author with John Bicheno, University of Buckingham, UK. IIMB Management Review Vol 11 No.1 March 1999.**
4. **Book : A Management Guide to Quality & Productivity-Co-author with John Bicheno ( University of Buckingham-UK): Wheeler Publishing, New Delhi,2000**
5. **Book : Management Guide to Quality & Productivity-Co-author with John Bicheno (University of Buckingham-UK): 2<sup>nd</sup> Revised Edition, Wiley Dreamtech, New Delhi,2005.**
6. **Book : Core Concepts in Project Management by Mantel, S.J et al, Wiley USA , 2001 being adopted to Asian Region with revision by M.R.Gopalan in collaboration with Wiley, New Delhi, India. Published by Wiley India,2006**
7. **Publications in International Journals ( US-3,Korean 1)**

1. P.Radhakrishnan, V.M.Prasad and M. R. Gopalan, " Inventory Optimization in Supply Chain Management using Genetic Algorithm," IJCSNS International Journal of Computer Science and Network security, vol. 9 No. 1, Jan 2009 ,pp.33-40

2. Radhakrishnan, P.; Prasad, V.M.; Gopalan M.R., Genetic Algorithm Based Inventory Optimization Analysis in Supply Chain Management, **IEEE Explore Journal** 6-7 Mar, 2009 , Page(s): 418-422

3. Radhakrishnan, P.; Prasad, V.M.; Gopalan M.R., Optimizing Inventory Using Genetic Algorithm for Efficient Supply Chain Management, **Journal of Computer Science** 5 (3): 233-241, 2009 Science Publications, New York

#### Conference proceedings

P. Radhakrishnan, V.M. Prasad and M. R. Gopalan, "Genetic Algorithm Based Inventory Optimization Analysis in Supply Chain Management, In proceedings of the IEEE International Advance Computing Conference( IACC 2009) , pp 2940-2944, Mar 2009

#### Current Ph.D Guidance:

1. **Principal Guide** to Prof. Radha Krishnan of Dr. N. Mahalingam college (School of Business) Pollachi. **Registered for Ph.D. with Jawaharlal Nehru Technological University, Kukatpally , Hyderabad 500072. Vide letter No. CA/H3/MS/Ph.D./Phil/Admns/2003 –2004 dtd 03/08/2004**

Topic: Performance Analysis and Management of Supply chains for Competitive Advantage.

Co-Guide: Dr. V.M. Prasad, Assoc. Prof, School of Mgmt Studies, JNTU, Kukatpally, Hyderabad.

2. **Principal Guide** to Mr. Subrata Das Scientist at DRDO, Bangalore. **Registered for Ph.D. with VTU, Belgaum. Vide letter No/VTU/Exam 2004-05/BA02/5537 dtd 6<sup>th</sup> June 2005.**

Topic: An Empirical Study to assess technology driven R&D Projects.

Co-Guide: Dr. C.S. Thammaiah, Prof. & Head; Dept of Mgmt Studies, SJCE, Mysore.

#### XII. AREAS OF RESEARCH INTEREST:

- Ψ **Service Operations Management –Service Quality**
- Ψ **Manufacturing Strategy – Implementation Issues.**
- Ψ **Managing by Projects & Project Mgmt**
- Ψ **Managing Quality.**

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