

S.N. CHARY: Profile

SUMMARY

- ◆ IIM Professor, an IITian (IIT Bombay), with experience in heading a management institution and in management consulting at the highest level in the nation.
- ◆ Board member (Independent Director) of a top public-sector company. Chairman of Audit and other Committees of the Board.
- ◆ Chairman / Member – Advisory Board of Management School and other disciplines.
- ◆ Author of several books; on Management (in the main), Business Leadership, Environment, Gender Issues, National History.
- ◆ Op-Ed Columnist for well-known English dailies and periodicals.

POSITIONS HELD

Chairman / Member, Academic Advisory Board, Ramaiah Foundation

Foundation has a reputed Management Institute and schools in various other disciplines in Bangalore.

Director, on the Board of BEML Ltd.

From 2006 to 2009, Independent Director, PSU company making Railway and Metro EMUs and Coaches, Defence equipment, Earthmoving machinery. Chaired Board's Committees: Compensation and Remuneration Committee and Audit Committee.

Professor, Indian Institute of Management Bangalore (IIM Bangalore). Had been on the faculty of IIM Bangalore for nearly three decades (Sept. 1976 – Nov. 2003). Taught postgraduate students, conducted training programs for company executives and government officers – engineers, IAS and other central services officers. Researched and provided consultancy services to organisations in various sectors – public and private and to the governments (central and state).

Was Coordinator of Production and Operations Management Area for eight years.

Visiting Professor, K.U. Leuven, Belgium. (1990-91). Department of Applied Economics, Katholieke Universiteit Leuven. Conducted research on Just in Time systems in the EU (then European Commission or EC) countries; also a study on Indian Exports to the EC countries (facts, scope and recommendations).

Director, Kirloskar Institute of Advanced Management Studies, Harihar, Karnataka from 1997 to 1999.

As the Director, Prof. Chary was the Head of this Institute, which had been a think-tank for the well-known Kirloskar Group. Headed the CEO level team on Long Range Planning for this Group of companies reporting to the Chairman of the Group. Started the Postgraduate Program in Management. Now it is being successfully conducted in two campuses: Harihar and Pune.

MANAGEMENT CONSULTING

Notable nationally impacting Management Consulting assignments accomplished:

- (i) **Department of Telecommunications (DoT), Government of India: Faculty Leader of the All-India Level Project: *Organizational Restructuring, Rationalisation and Designing the entire Human Resource Management aspects*** (directly impacting 400,000 employees). DoT and Ministry of Communications needed this consultation in view of the rapidly advancing telecom technology and the nation's preparation for the same.
- (ii) **Member of the national level Task Force on Industrial Relations, Ministry of Communications, Government of India.**
This was a part of the National Technology Mission.
- (iii) **Indian Navy: *Materials Management Organisational and Policy study***, impacting several billions worth inventory and the entire Officers and Staff of the Materials organization of the Indian Navy. As a result of the recommendations of this assignment, the Naval Logistics cadre was started. Many Directorates of Indian Navy were reorganised. Materials management systems were revamped.

BOOKS AUTHORED

1. *Production and Operations Management*, McGraw-Hill, Seventh Edition is in the offing. Expected date of publication: September 2026. (June 2019, Sixth edition) Textbook for MBA programs in a number of universities in India and abroad. Is in print since 1988 (first edition).
2. *Sacred Blunders: An Audit of India's Independence Movement*, BluOne Ink. Contract signed. Expected date of publication: October 2026. (Book revealing hitherto less-known facts of India's freedom movement)

3. *Proof of the Pudding is in Making It*, Bloomsbury, October 2017. (Operations Management explained for the common man)
4. *Business Czarinas*, Bloomsbury, 2014. (Women Business Leaders in India. Discussing Gender issues in Corporate India.)
5. *Elements of International Business*, Wiley, March 2006. Second edition, June 2015. (Comprehensive textbook, describing Intercultural Management, International Politics, Economic Integration, International Organisations like WTO, Strategies for International Business emphasising India's International Business and providing details on various aspects such as Foreign Direct Investments which are quite revealing)
6. *Business Gurus Speak*, Macmillan, 2002. (Business Biographies of pioneering Indian Business Leaders who have transformed the course of Indian business. Lessons in Leadership in the Indian context.)
7. *Aise Bolale Business Guru*, Macmillan, 2007. Marathi translation of Business Gurus Speak.
8. *Environmental Studies*, Macmillan, 2008. (Textbook)
9. *Environmental Management: an Indian perspective*, (Jointly with Vinod Vyasulu), Macmillan, 2000. (Essays highlighting issues – constitutional, social, economic and political – typical to India. Discussing possible strategies available to manage the same.)
10. *Mera Bharat Mahaan* (My India is Great, in English) Wheeler Publishing, 1997. (Satirical narration of India's social psychology. Humorously explores and points out the fundamental malaise afflicting the society)
11. *Theory and Problems in Production and Operations Management*, Tata McGraw-Hill, 1995. (Presents the theory by solving numerous graded problems. The large number of problems – easy to difficult - and their solution are the highlight of this book. Intricacies of the theory will thus be better understood by the student.)
12. *Managing India's Planning (Vol. I & II)*, Printwell / Rupa Books, 1992. (Analysis of India's governmental planning process)
13. *Indian Exports to Europe*, Ashish Publishing House, 1992. (EC / EU research report. Facts/numbers were collected – revealed to the author - from international sources such as the Statistical section of the European Commission offices in Brussels and Luxembourg. Several other facts obtained from discussions with top level officers of EC, Consul Generals

of some nations and India's embassy/High Commission/consulate. Even more important is the discussion of these issues and plausible action plans that are suggested.)

NOTABLE ACADEMIC PAPERS

◆ Chary S.N., Herroelen W.S. and Lambrecht M., *The JIT Gospel*, Tijdschrift voor Economie en Management, Vol. XXXVI, 3, 1991, KU Leuven, Belgium, (Sept. 1991).

Fifteen manufacturing industries within Europe (automobile, textile, consumer electronics, steel, consumer products and the pharmaceutical industry) were visited. The basic purpose of this paper was to raise some warnings against blind adherence to JIT precepts, so that managers should not misunderstand both the scope and context of a JIT implementation. Genuine JIT requires a very specific production environment.

◆ Chary S.N., *Gender Equality: A view from India*, Journal of Management Inquiry, Vol. 26, Issue 1 (January 2017).

For a woman to compete and succeed, she may have at times to become more male than the males. Therefore, the words 'gender equality' and 'gender neutrality' could be misleading. Instead, women need 'respect' i.e. accepting them the way they are. Actually what we need to do is to create a world (economic, business, social and political) that utilizes the best of both masculine and feminine qualities, not just create 'opportunities' for women to excel in a man's world.

Note: The above paper and the book 'Business Czarinas' have been extensively used for the PhD thesis "*Gender Equality and Equity Narratives Amongst Women in Nongovernmental Organizations*", Author: Barbara Etta Austin-Lucas, Walden University, 2021.

◆ Chary S.N., *New Concepts in Leadership Effectiveness*, Leadership and Organisational Development Journal (LODJ), Vol. 11, No. 3, Upfront pp. i-iii, 1990,

This theory argues that the vital elements in the making of effectiveness of leadership are (i) Commitment and (ii) Clarity of Goals with respect to the task at hand. Leadership is, thus, 'task-based'; it is neither 'traits based' nor is it 'leadership style' based.

EDUCATIONAL BACKGROUND

B.Tech. (Honours) Chemical Engineering, 1965, IIT Bombay.

M.Tech. Chemical Engineering, 1967, IIT Bombay.

M.S. Chemical Engineering, 1971, University of Rhode Island, USA.

M.B.A., 1972, University of Rhode Island, USA.