

# G Raghuram

## Address

### Professor

Indian Institute of Management Bangalore  
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## Education

PhD Northwestern University, Kellogg Graduate School of Management, Evanston, Illinois, USA, 1984  
PGD Indian Institute of Management, Ahmedabad, India, 1978  
M  
BTech Indian Institute of Technology, Madras, India, 1976

## Personal Information

Date of Birth: July 20, 1955  
Citizenship: India  
Email: [graghu@iimb.ac.in](mailto:graghu@iimb.ac.in)

## Positions Held

- Director, Indian Institute of Management Bangalore and Professor, Center for Public Policy, February 2017 -
- Professor, Public Systems Group, Indian Institute of Management, Ahmedabad, April 2013 - February 2017
- Dean (Faculty), Indian Institute of Management, Ahmedabad, September 2013 - December 2015
- Vice Chancellor, Indian Maritime University, Chennai, July 2012 - March 2013
- Indian Railways Chair Professor, January 2008 - August 2010
- Professor, Public Systems Group, Indian Institute of Management, Ahmedabad, July 1992 - July 2012
- Associate Professor, Indian Institute of Management, Ahmedabad, January 1989 - June 1992
- Assistant Professor, Indian Institute of Management, Ahmedabad, October 1985 - December 1988
- Assistant Professor, AB Freeman School of Business, Tulane University, New Orleans, Louisiana, USA, July 1983 - September 1985
- Lecturer, Kellogg Graduate School of Management, and Division of Continuing Education, Northwestern University, Illinois, USA, September 1982 - June 1983
- Research Associate, Public Systems Group, Indian Institute of Management, Ahmedabad, India, April 1978 - August 1979

## Summers

- International Study Visits (Shipping and Logistics), 1988, 1990, 1994, 1995, 1996, 1999, 2000, 2001, 2002, 2007, 2008, 2009
- Visiting Professor, NUS Business School, National University of Singapore, September 2002
- Visiting Professor, Maine Maritime Academy, USA, 1996
- Visiting Professor, AB Freeman School of Business, Tulane University, New Orleans, USA, 1986, 1987, 1988, 1990, 1991
- Visiting Research Scholar, School of Business, Queens University, Kingston, Canada, 1984
- Visiting Research Scholar, Center for Research in Transportation, University of Montreal, Montreal, Canada, 1983

## Interest Areas

- Infrastructure and Transportation Systems
- Supply Chain and Logistics Management

## Company Board Membership

- Adani Ports and Special Economic Zone, Ahmedabad
- Ganpati Carrying Corporation Limited, Mumbai
- IIMB Innovations, Bangalore (Section 8)

## **Teaching**

### ***Doctoral Programme in IIMA***

1. Seminar on Transportation Policy
2. Infrastructure Policy
3. OR in Public Systems
4. Operations Research

### ***Post Graduate Programme Electives Introduced in IIMB***

1. Logistics Management (2017)
2. Infrastructure Development, Public-Private Partnerships and Regulation (2017)

### ***Post Graduate Programme Electives Introduced in IIMA***

3. Service Operations Management (2016)
4. Rail Transport Planning and Management (2015)
5. Infrastructure Development and PPPs (2011)
6. Transport Infrastructure (2010)
7. Supply Chain and Logistics Management
8. Legal and Regulatory Issues in Infrastructure
9. Retail Management
10. Logistics and Infrastructure Management in Agri-Business
11. Infrastructure Development and Financing
12. International Trade Logistics
13. Infrastructure Management and Implications for Logistics
14. Services Management
15. Warehousing Management
16. Logistics Management
17. Transportation Systems Management
18. Operations Strategy
19. Topics in OR

### ***Post Graduate Programme Required Courses Taught in IIMA***

1. Government Systems and the Policy Process
2. Tracking Organization Performance
3. Modelling for Decisions/Quantitative Methods/Decision Models
4. Operations Management
5. Marketing Management

### ***Executive Programmes Designed in IIMB***

1. Indian Railways Institute of Transport Management (2019)
2. Infrastructure Development, PPPs and Regulation (2018)
3. Strategic Management in Ports (2018)
4. Leadership Development in Aviation (2018)
5. Project Management in Ports (2017)

### ***Executive Programmes Designed in IIMA***

1. Project Management in Major Ports (2015)
2. Youth Transport Entrepreneur Programme (2013)
3. Urban Transportation (2012)
4. Food Supply Chain Management (2009)
5. Aviation Management (2008)
6. Delivering Logistics Solutions (2008)
7. Strategic Port Management (2006)
8. World Bank Institute Programme on Frontiers in Infrastructure Finance (2003)
9. Maritime Management (2001)
10. Infrastructure Development and Financing (1998)
11. Top Management Programme on Supply Chain Restructuring (1997)
12. Supply Chain Management (1996)
13. Strategic Management for Department of Post (1995)

14. Shipping Management (1994)
15. Logistics and Infrastructure Management for Core Sector (1994)
16. Managing Macro Economic Reforms (1993)
17. Training of Trainers in Indian Railways (1992)
18. Logistics Management (1990)
19. Management of Road Transport Undertakings (1989)
20. Computer Applications in Railways (1988)
21. Computer Applications in Government (1987)
22. Public Systems Management (1986)

*Coordinated over 60 programmes and taught in over 200 executive programs in India and abroad.  
Have been guest/visiting faculty in over 25 institutions in India and abroad*

## **Publications**

### **Books**

1. ***Trucking Business Management: Cases and Concepts***, McGraw Hill Education (India) Pvt Ltd, Noida, 2016, 2018 (with D Roy, R Jain, S Tripathi and K Sharda)
2. ***Agribusiness Supply Chain Management***, CRC Press, Taylor and Francis Group, Boca Raton (USA), 2014 (with N Chandrasekaran)
3. ***Supply Chain Management for Competitive Advantage: Concepts and Cases***, Tata McGraw-Hill Education (India) Pvt Ltd, Noida, 2009, (with N Rangaraj and MM Srinivasan)
4. ***Logistics and Supply Chain Management: Cases and Concepts***, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj)
5. ***Infrastructure Development and Financing: Public Private Partnership***, Macmillan India Ltd, New Delhi, 1999, (lead edited with R Jain, S Morris, P Pangotra and S Sinha)
6. ***Shipping Management: Cases and Concepts***, Macmillan India Ltd, New Delhi, 1998, (lead edited with VN Asopa, D Bhatnagar, MR Dixit, KV Ramani, VV Rao and S Sinha)

### **Journals**

1. "The Endemic Issue of Truck Driver Shortage - A Comparative Study Between India and the United States," Research in Transportation Economics, Elsevier, Vol 71, November 2018, (with Neha Mittal, Prashanth Udayakumar, Neha Bajaj)
2. "Pradhan Mantri Gram Sadak Yojana (PMGSY) – An Outcome Monitoring Study," The Journal of Governance, Vol 16, New Delhi, January 2018, (with R Jain and S Morris)
3. "Framework for Structuring Public Private Partnerships in Railways," Case Studies on Transport Policy, Elsevier, 2014, and Proceedings of the Conference on Transportation Planning and Implementation Methodologies for Developing Countries (TPMDC), Indian Institute of Technology Bombay, Mumbai, December 2012 (with R Gangwar)
4. "Akshaya Patra, Gandhinagar: Supply Chain Challenges," Vikalpa, Vol 38, No 4, October - December, Ahmedabad, 2013, (with S Mitra and A Ghosh)
5. "Container Movement by Rail in India: A Review of Policy Evolution," Journal of Transport Policy, Elsevier, July 2012, (with R Gangwar, S Morris and A Pandey). Also accessible on Planning Commission website <http://infrastructure.gov.in>
6. "Role of Universal Service Obligation Fund in Rural Telecom Services: Lessons from the Indian Experience," Journal of Telecommunications Management, Vol 3, No 2, pp 181-196, Henry Stewart Publications, UK, July 2010, (with R Jain)
7. "Changing Tracks: Reinventing the Spirit of Indian Railways," Review of book by V Nilakant and S Ramnarayan, Vikalpa, Vol 35, No 2, April - June, Ahmedabad, 2010
8. "Adani Wilmar Limited," Asian Case Research Journal, Vol 13, No 1, pp 157-176, World Scientific Publishing Co Pte Ltd, Singapore, June 2009, (with S Deo, S K Singh and S Choudhari)

9. "Turnaround of Indian Railways: Increasing the Axle Loading," Vikalpa, Vol 33, No 2, April - June, Ahmedabad, 2008, (with N Shukla)
10. "Chilli in Soup (A)," Vikalpa, Vol 32, No 3, July - September, Ahmedabad, 2007, (with T Bandyopadhyay)
11. "Enercon India: Project Planning," Vikalpa, Vol 32, No 1, January - March, Ahmedabad, 2007, (with S Mukherjee)
12. "What is the Future of the Case Method in Management Education in India," Colloquium coordinated by Shiva Kumar Srinivasan, Vikalpa, Vol 30, No 4, October - December, Ahmedabad, 2005
13. "Logistics of Tractor Distribution in an Agriculture-Driven Economy: An Indian Case Study," International Transactions in Operational Research, Vol 11, No 6, pp 701-714, Blackwell Publishing, UK, 2004
14. "Indian Food Specialities Limited: Case Analysis II," Vikalpa, Vol 27, No 3, July - September, Ahmedabad, 2002, (with V Krishnan)
15. "Precious Shipping Public Company Limited," Vikalpa, Vol 26, No 3, July - September, Ahmedabad, 2001
16. "The Pilgrim's Progress: OR in Queuing," IIMB Management Review, Vol 12, No 4, December 2000
17. "Konkan Railway Corporation Limited," Vikalpa, Vol 25 No 1, January - March, Ahmedabad, 2000, (with B Banerjee and N Rangaraj)
18. "Supply Chain Management: The Imperative Evolution," Asian Transport Journal, Asian Institute of Transport Development, December 1999, and as "Logistics to Supply Chain Management: The Imperative Evolution" in Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj). Also reprinted in two parts in Materials Handling and Logistics, Vol 2, No 5, September - October, 2001 and Vol 2, No 4, July - August, 2001
19. "Alternate Means of Financing Railways," Vikalpa, Vol 24, No 1, January - March 1999, and in Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999, (with M Ravi Babu)
20. "Resource Mobilisation Strategies for Financing of Transport Infrastructure and Services," Asian Transport Journal, Asian Institute of Transport Development, May 1997, and in Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999, (with P Pangotra)
21. "Shipping Development in India and the State," Asian Transport Journal, Asian Institute of Transport Development, December 1997
22. "Konkan Railway Corporation Limited - Choice of Alignment in Goa," Vikalpa, Vol 20, No 3, July - September, Ahmedabad, 1995
23. "Orissa State Road Transport Corporation: Acquisition of Orissa Road Transport Company," Journal of Transport Management, May 1995, (with M V Bagade)
24. "Rajasthan State Road Transport Corporation," Vikalpa, Vol 20, No 1, January - March, Ahmedabad, 1995 and in Managing Alternatives, Macmillan India Ltd, New Delhi, 1999, (with C Gopalakrishnan)
25. "Training Programme on Shipping Management," Indian Shipping, Vol 46, No 6, 1994, (with VV Rao and S Sinha)
26. "Kalyan Pharma Limited," Vikalpa, Vol 18, No 3, July - September, Ahmedabad, 1993 and in Managing Alternatives, Macmillan India Ltd, New Delhi, 1999, (with AK Jain and P Agarwal)
27. "Privatisation in Road Transport - Lessons from Country Experiences," Journal of Transport Management, February 1993, (with S Manikutty)
28. "Pallavan Transport Corporation," Vikalpa, Vol 18, No 1, January - March, Ahmedabad, 1993 and in Managing Alternatives, Macmillan India Ltd, New Delhi, 1999, (with J Joseph and R Sridharan)
29. "Operational Research in Indian Railways," Rail Transport, Vol 2, No 1, January - March 1993, and in OR in India - A Retrospective, Silver Jubilee Publication of the Operational Research Society of India, Wiley Eastern, New Delhi, December 1992, (with NM Balasubrahmanyam and KV Ramani)
30. "A Computer Based Crew Scheduling System for Freight Trains in Indian Railways," Rail Transport, Vol 1, No 4, October - December 1992, and in Computers in Railways III, Vol 1, Computational Mechanics Publications, Southampton, August 1992, (with VV Rao)
31. "A DSS for Itinerary Planning for Air Travel," Opsearch, Vol 29, No 3, September 1992, (with R Shobana)
32. "Analysis of Wagon Utilisation for the Indian Railways," Rail Transport, Vol 1, No 2, April - June 1992, (with G Padmanabhan)
33. "Logistics Management - An Introductory Note," Vikalpa, Vol 18, No 1, January 1992 and in Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj)

34. "Passenger Transport in India - A Customers' Perspective," *Journal of Transport Management*, September 1991, (with V Raghunathan and C Gopalakrishnan)
35. "A Decision Support System for Improving Railway Line Capacity," *Public Enterprise*, Vol 11, No 1, March 1991, and in *Computer Applications in Railway Planning and Management*, Computational Mechanics Publications, Southampton, 1990, (with VV Rao)
36. "Utilization of Transportation Units: An Optimal Allocation Study," *Opsearch*, Vol 17, No 1, May 1980, (with KV Ramani)
37. "Coaching Stock Utilization on Indian Railways," *Notes and Comments, Vikalpa*, Vol 4, No 4, October 1979, (with KV Ramani)

***Papers/Cases as Chapters in Books/Conference Proceedings (Reviewed)***

1. "Issues in Rural Infrastructure Development," in Roy Debesh, Nair Gopakumaran and Mani Gyanendra (Eds), *Rural India Perspective 2017*, Oxford University Press, May 2018
2. "Effect of Legal Issues in Infrastructure Development: The Case of Container Terminal Bids in Jawaharlal Nehru Port Trust," in *Transportation Research Procedia*, Elsevier, 2017, (with PD Udayakumar & R Prajapati)
3. "Implications of Vertical Unbundling on Indian Railways: Lessons from German Railway Reform," *Transportation Research Procedia*, Elsevier, 2017, (with R Gangwar)
4. "Effect of Tariff Regulation in Major Port Container Terminals: The Case of Jawaharlal Nehru Port Trust," in *Breaking New Ground: Dispatches on Law & Economics from India*, Eastern Book Company, 2016, (with PD Udayakumar)
5. "Choosing the Bus Rapid Transit System (BRTS) for Ahmedabad," in Sahay V and Sarma PRS (Eds), *Handbook of Management Cases, ET Cases*, Mumbai, 2016, (with M Parikh)
6. "Issues in PPPs in Ports in India," in Mishra RK (Ed), *Public Private Partnership: The Need of the Hour*, Bloomsbury India, New Delhi, 2014, (with N Shukla)
7. "DHL Worldwide Express: The Express Division of Air Freight Limited (AFL)," in Sharma D (Ed), *B2B Marketing*, CENGAGE Learning India Pvt Ltd, Delhi, 2014, (with S Manikutty)
8. "Structuring the Dedicated Freight Corridor Project - A Critique," in *Selected Proceedings of the 13th World Conference on Transport Research (WCTR)*, Rio de Janeiro, Brazil, 2013, (with SK Agarwalla)
9. "Evolution of Model Concession Agreement for National Highways in India," in *Selected Proceedings of the 13th World Conference on Transport Research (WCTR)*, Rio de Janeiro, Brazil, 2013, (with TS Ramakrishnan)
10. "Joy in Creation: The PGPX," in Chand VS and Rao TV (Eds), *Nurturing Institutional Excellence: Indian Institute of Management Ahmedabad*, MacMillan Publishers India Ltd, New Delhi, 2011
11. "How Can Indian Railways Service the Steel Sector Better?," in *Selected Proceedings of the 12th World Conference on Transport Research (WCTR)*, Lisbon, Portugal, 2010, (with R Gangwar)
12. "Container Train Operators in India: Problems and Prospects," in *Selected Proceedings of the 12th World Conference on Transport Research (WCTR)*, Lisbon, Portugal, 2010, (with R Gangwar)
13. "Containerization in India - Building Global Trade Competitiveness," in *Transportation System Studies and Policy Analysis*, Himalaya Publishing House, Mumbai 2010, (with R Gangwar)
14. "Mega Projects in India: Environmental and Land Acquisition Issues in the Road Sector," in Brunn S (Ed), *Engineering Earth: The Impacts of Megaengineering Projects*. Dordrecht, The Netherlands: Springer Science + Business Media, University of Kentucky, USA, 2009, (with S Bastian and SS Sundaram)
15. "Lessons from Leveraging Land: A Case of Bangalore Mysore Infrastructure Corridor," in Mohanty N, Sarkar R and Pandey A (Eds), *India Infrastructure Report - 2009*, 3iNetwork, Oxford University Press, New Delhi, 2009, (with SS Sundaram)
16. "Land Saving Technology and Systems for Urban Infrastructure," in Mohanty N, Sarkar R and Pandey A (Eds), *India Infrastructure Report - 2009*, 3iNetwork, Oxford University Press, New Delhi, 2009, (with S Bastian and D Shetty)
17. "Urban Mass Transit System for Hyderabad: A Comparison of MMTS and Metro," in *Proceedings of the Conference on Cooperation for Urban Mobility in Developing World (CODATU XIII)*, Ho Chi Minh City, Vietnam, 2008, (with SS Sundaram)

18. "Minimum Investment with Maximum Return: A Case of Indore City Transport Service," in Proceedings of the Conference on Cooperation for Urban Mobility in Developing World (CODATU XIII), Ho Chi Minh City, Vietnam, 2008, (with SS Sundaram)
19. "Application of Descending Auction Bidding Model to Telephony in Rural India," in Rastogi A, Kalra P and Pandey A (Eds), India Infrastructure Report - 2008, 3iNetwork, Oxford University Press, New Delhi, 2008, (with R Jain)
20. "Freight Business Marketing Model for Indian Railways," in Rastogi A, Kalra P and Pandey A (Eds), India Infrastructure Report - 2008, 3iNetwork, Oxford University Press, New Delhi, 2008, and as "Marketing Strategies for Freight Traffic on Indian Railways - A System Perspective," Management Science and Practice, Allied Publishers Pvt Ltd, New Delhi, 2007, (with R Gangwar)
21. "PPP Model of Indian Airports - Lessons from Delhi and Mumbai Airport Concessions," in Rastogi A, Kalra P and Pandey A (Eds), India Infrastructure Report - 2008, 3iNetwork, Oxford University Press, New Delhi, 2008, (with R Jain and R Gangwar)
22. "Accelerating Rural Telecom Penetration: A State Level Analysis," in Kalra P and Rastogi A (Eds), India Infrastructure Report - 2007, 3iNetwork, Oxford University Press, New Delhi, 2007, (with R Jain)
23. "Strategies for Improving Indian Railways' Market Share of Port Based Coal Traffic: A Diagnostic Study," in Ravichandran N (Ed), 'Vision 2020: The Strategic Role of Operational Research,' Proceedings of the 37th ORSI Annual Convention, Ahmedabad, January, 2005, (with S Verma, KL Dixit, and S Kapshe)
24. "Systems Perspectives on Inland Water Transport for Freight Movement," in Ravichandran N (Ed), 'Vision 2020: The Strategic Role of Operational Research,' Proceedings of the 37th ORSI Annual Convention, Ahmedabad, January, 2005, (with N Rangaraj)
25. "Indian Railways: Towards Third Party Logistics for Cement - A Case Study," in Pawar KS, Lalwani CS and Shah J (Eds), Logistics and Global Out Sourcing, Proceedings of the 9th International Symposium on Logistics, University of Nottingham, Nottingham, 2004, (with R Jain, D Kumar and RN Prasad)
26. "Integrating Coastal Shipping with the National Transport Network in India," in Proceedings of the International Association of Maritime Economists, Annual Conference 2004, Vol II, School of Maritime Business and Management, Dokuz Eylul Publications, Izmir, 2004
27. "Value for Money in Toll Roads: Lessons from Recent Road Projects," in Morris S (Ed), India Infrastructure Report - 2004, 3iNetwork, Oxford University Press, New Delhi, 2004
28. "Accountability and Change in the IR," in Morris S (Ed), India Infrastructure Report - 2003, 3iNetwork, Oxford University Press, New Delhi, 2002, (with V Krishnan)
29. "Government's Role in Road Toll Collection: The Coimbatore Bypass Experience," in Morris S (Ed), India Infrastructure Report - 2003, 3iNetwork, Oxford University Press, New Delhi, 2002, (with D Kheskani)
30. "State Wide Area Networks: The First Initiatives," in Morris S (Ed), India Infrastructure Report - 2002, 3iNetwork, Oxford University Press, New Delhi, 2001, (with R Jain)
31. "Experiences of Various Forms of Commercial Partnerships in Indian Railways," in Morris S (Ed), India Infrastructure Report - 2002, 3iNetwork, Oxford University Press, New Delhi, 2001
32. "Governance Issues in Airport Development - Learnings from Cochin International Airport Ltd," in Morris S (Ed), India Infrastructure Report - 2002, 3iNetwork, Oxford University Press, New Delhi, 2001 (with B Varkkey)
33. "The Transport Sector," in Morris S (Ed), India Infrastructure Report - 2001, 3iNetwork, Oxford University Press, New Delhi, 2000
34. "Sectoral Issues in Transportation," in Morris S (Ed), India Infrastructure Report - 2001, 3iNetwork, Oxford University Press, New Delhi, 2000
35. "Issues in Handling Pilgrim Population at Tirumala," in Raghavachari M and Ramani KV (Eds), Delivering Service Quality: Managerial Challenges for the 21st Century, Macmillan India Ltd, New Delhi, 2000, (with T Madhavan)
36. "Integrating Coastal Shipping with the National Transport Network," in Morris S (Ed), India Infrastructure Report - 2001, 3iNetwork, Oxford University Press, New Delhi, 2000
37. "Simulation Models to Evaluate Railway Operating Policies," in Rosenhead J and Tripathy A (Eds), Operational Research for Development, New Age International, New Delhi, 1996, (with S Manikutty and VV Rao)
38. "Liberalization and Strategic Response of a Public Enterprise: Turnaround at Rajasthan State Road Transport Corporation," in Gupta and Ahmad (Eds), Managing Transition, Wiley Eastern, New Delhi, 1994, (with C Gopalakrishnan)

39. "Network Based Pricing for Passenger Traffic on Indian Railways," in Rao and Agarwal (Eds), Transportation Systems Studies Analysis and Policy, Institute of Transport Management, Andhra University, Visakhapatnam, 1993, (with MV Kamath and N Rangaraj)
40. "Shipment Size and Routing Decision - Case Study of a Multi-Product Firm in North India," in Transportation Systems Studies Analysis and Policy, Institute of Transport Management, Andhra University, Visakhapatnam, 1993, (with AK Jain and SN Kukade)
41. "Management of Large IT Projects: The Passenger Reservation System of Indian Railways," in Proceedings of the Information Resources Management Association International Conference, Idea Group Publishing, Harrisburg, USA, 1993, (with R Jain)
42. "Implementation of the Operations Information System: The Case of Indian Railways," in Bhatnagar SC and Odedra Mayuri (Eds), Social Implications of Computers in Developing Countries, Tata McGraw-Hill Publishing Co Ltd, New Delhi, 1992
43. "A Computer Based Crew Management System for Freight Trains in South Central Railway," in Srinivasan S (Ed), Information Technology and Management, Allied Publishers, New Delhi, 1992, (with S Manikutty, VV Rao, and TA Roy)
44. "Centre Point Route Network Design," in Transportation Systems Studies, Papyrus Publishing House, New Delhi, 1990, (with R Jain and R Shobana)
45. "Logistics Management - Issues and Implications," in Transportation Systems Studies, Papyrus Publishing House, New Delhi, 1990
46. "Study of the Problem of Improving the Utilization of the Non-Suburban Passenger Fleet in Indian Railways," in Proceedings of the World Conference on Transportation Research, University of British Columbia, Vancouver, 1986 and in Transportation Systems Analysis and Policy Studies, Tata McGraw Hill, New Delhi, 1987

#### ***Chapters in Self Edited Publications***

1. "Challenges in Road Freight Transportation: A Truckers Perspective," in Debjit Roy, G. Raghuram, Rekha Jain, Sanjeev Tripathi, Kirti Sharda, Indian Institute of Management Ahmedabad, Trucking Business Management: Cases and Concepts, McGraw Hill Education (India) Private Limited, Noida, February 2018.
2. "An Overview of the Trucking Sector in India: Significance and Structure," in Roy D, Raghuram G, Jain R, Tripathi S, Sharda K (Eds), Trucking Business Management: Cases and Concepts, McGraw Hill Education (India) Pvt Ltd, Noida, 2016
3. "Decision Areas and Positioning of Cases," in Raghuram G and Rangaraj N (Eds), Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj)
4. "Logistics and Supply Chain Management - Leveraging Mathematical and Analytical Models," in Raghuram G and Rangaraj N (Eds), Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj)
5. "Logistics Infrastructure in India and its Implications for Supply Chain Management," in Raghuram G and Rangaraj N (Eds), Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000. Also published as "Infrastructure Management and Implications for Logistics," in Raghuram G, Jain R, Morris S, Pangotra P and Sinha S (Eds), Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999, (with S Majumdar)
6. "Structure and Systems for Supply Chain Management," in Raghuram G and Rangaraj N (Eds), Logistics and Supply Chain Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 2000, (with N Rangaraj)
7. "Infrastructure Development and Financing in India: An Introduction," in Raghuram G, Jain R, Morris S, Pangotra P and Sinha S (Eds), Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999
8. "Privatisation of Ports and Framework for Governmental Action: Gujarat Maritime Board - A Case Study," in Raghuram G, Jain R, Morris S, Pangotra P and Sinha S (Eds), Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999
9. "Multimodal Transport and Containerisation," in Raghuram G, Jain R, Morris S, Pangotra P and Sinha S (Eds), Infrastructure Development and Financing: Public Private Partnership, Macmillan India Ltd, New Delhi, 1999

10. "Maintenance and Materials Management in Shipping," in Raghuram G, VN Asopa, D Bhatnagar, MR Dixit, KV Ramani, VV Rao and S Sinha, Shipping Management: Cases and Concepts, Macmillan India Ltd, New Delhi, 1998, (with KK Sharma)

The above does not include 5 chapters which have been published as papers in journals and other reviewed works (and listed accordingly), and 48 cases (but listed under Case Studies).



## *Newspaper and Magazine Articles*

1. "Indian Railways Cadre-based Reforms: A 2020 Perspective," Rail Business [Focus-India], Vol. 11, February 2020
2. "Transport Infrastructure in India," Union Budget 2020-21, Yojana, March 2020
3. "Can Reforms Revive Higher Education?," Union Budget FY 2020, Financial Express, February 10, 2020
4. "Executive Education Engine to Drive IIM Bangalore's Revenues," The Hindu Business Line, November 11, 2019
5. "Looking Up – Substantial Progress but Miles to Go," 21st Anniversary issue, Indian Infrastructure, Vol.22, No. 1, August, 2019
6. "Transport Infrastructure and Connectivity," Long Term Projects, Union-Budget 2019-20, Yojana, August 2019
7. "Budget 2019: Study the Past to Predict the Future," The Financial Express, Budget-2019, July 15, 2019
8. "One Should Keep Pushing for Change and Growth," 10th Anniversary Academicians issue, Careers 360, June 2019
9. "A Lifetime of Railways, but Some More Please," Rail Business [Focus-India], Vol. 10, Issue-48, March 2019
10. "Inside India's B-School in the Heart of its Tech Capital," Poets and Quants, 20 February, 2019
11. "We Need to Recognise That Change is Constant," Forbes India, January 8, 2019
12. "The Dark Side," BT Guest Columnist, Review of Book 'Your Happiness Was Hacked' Business Today, December 2, 2018
13. "Railways Requires Sophisticated Dynamic Pricing Mechanisms," Live Mint, November 13, 2018
14. "To Improve Performance, Indian Railways Must Streamline the Flow of Traffic," Hindustan Times, September 21, 2018
15. "New Paradigms: Innovations in Infrastructure Development," 20th Anniversary issue, Indian Infrastructure, September 20, 2018
16. "A Road Map to Remember," Review of Book 'The Excellence Dividend' by Tom Peters, Business Today, August 12, 2018
17. "Bridging the Gap Between ABC and New IIMs: Ways and Means," Special Report, Education World, July 2018
18. "Focus on Pedestrian Movement for Smoother Conveyance in Urban Spaces," Live Mint, May 30, 2018
19. "Infrastructure Creation: Integrating the Nation," Yojana, March 2018
20. "Corridor Concept to Road Development," Yojana, December 2017
21. "New and Emerging Areas of Research and Education with a Focus on Indian B Schools," B School Special Edition, Business Today, December 14, 2017
22. "Five Evolving Needs of Businesses and How Management Education is Gearing Up to Deal with Them," Forbes Management Education Special, December 2017
23. "Five Challenges in the Ahmedabad-Mumbai Bullet Train Project," Mint, September 14, 2017
24. "Rail Safety: Urgent Need for Strategic, Operational Solutions," Forbes India, August 31, 2017
25. "Effect of GST on the Logistics Sector," Commercial Vehicle Magazine, July 2017
26. "Effect of GST on Logistics Sector," Cargo Connect Magazine, July 2017
27. "The Expertise Managers Need to Possess in New-Age India," Hindustan Times, New Delhi, May 31, 2017
28. "We Want to Expand our Public Policy Programme," The Hindu Business Line, May 9, 2017
29. "A Rail Safety Mantra," India Today, December 5, 2016
30. "Dedicated High Speed Rail Network in India: Issues in Development," Technomic Review (IIM Ahmedabad), TR-2016-08-0008, August 2016 (with PD Udayakumar) (Excerpted from a working paper with the same title)
31. "Infrastructure Provisioning: Strategic with Implementation Challenges," Yojana, March 2016
32. "Railway Budget 2016: Execution will be the Big Challenge," Live Mint, Ahmedabad, February 26, 2016
33. "Opening Up of Rail Cargo Operations to Private Players has been a Marginal Success in Ex-Im Movement," The LINK Global Trade and Freight Review, Volume XX No 9, November-December 2015
34. "Transport Infrastructure: Way Forward," Yojana, November 2015
35. "Implementation Challenges of BharatNet," Live Mint, Ahmedabad, November 16, 2015 (with R Jain)
36. "Govt Moving in Right Direction on Untangling Regulatory Knots," Live Mint, Ahmedabad, November 5, 2015
37. "From the Desk of G. Raghuram," IIMA Alumnus, Volume 47, Issue 3, October 2015
38. "Track Changes," Indian Express, February 28, 2015
39. "Railway Budget: Some Questions to Ponder On," Swarajya, February 26, 2015
40. "Rail Budget 2015: How to Get the Railways on Track," Daily (India Today Group), February 25, 2015
41. "Positive Signals: Industrial Development Drives Freight Traffic Growth," Gujarat Infrastructure, October-December, 2014
42. "Budget Starts on a Right Note," DNA, Ahmedabad, July 9, 2014
43. "Taaki Yaatra Yaatna Na Bane (So That Journey Does Not Become Agony)," Rajasthan Patrika, Jaipur, July 4, 2014
44. "How to Fix a Slow Coach," Indian Express, India, July 1, 2014

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60. "Progress on Track: Indian Railways Continues to Expand," Indian Infrastructure, August, 2009
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78. "Welcome Focus on Freight," Business Standard, February 27, 2005
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2. "Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Ordinance 2014: A Process Perspective," Working Paper No 2015-07-03, Indian Institute of Management, Ahmedabad, July 2015 (with S Sunny)
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4. "Lessons of Reforms of the Telecom Sector," Working Paper No 2015-03-22, Indian Institute of Management, Ahmedabad, March 2015 (with R Jain)
5. "Roadmap for Air Cargo Logistics," Year Book – Air Cargo Forum India, 2015 (with S Chakraborty)
6. "Maritime Management," PSG Monograph 75A, 75B and 75C, Indian Institute of Management, Ahmedabad, January 2014
7. "Aviation Monograph," PSG Monograph 74, Indian Institute of Management, Ahmedabad, June 2012
8. "Structuring PPPs in Aviation Sector: Case of Delhi and Mumbai Airport Privatisation," Working Paper No 2010-11-03, Indian Institute of Management, Ahmedabad, November 2010, and accessible on Planning Commission website <http://infrastructure.gov.in> (with A Pandey, and S Morris)
9. "Lessons from PPPs of Indian Railways and Way Forward," Working Paper No 2010-08-02, Indian Institute of Management, Ahmedabad, August 2010, (with R Gangwar)
10. "Study Visit of Japanese Railways: Summary and Compilation of Papers," PSG Monograph 73, Indian Institute of Management, Ahmedabad, March 2010
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13. "Logistics Management in Agriculture: Case Studies," PSG Monograph 72, Indian Institute of Management, Ahmedabad, April 2009
14. "Toilets and Trains," Working Paper No 2008-12-07, Indian Institute of Management, Ahmedabad, December 2008
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17. "Issues in Infrastructure for Export of Marine Products from India," Working Paper No 2008-07-04, Indian Institute of Management, Ahmedabad, July 2008, (with V N Asopa)
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19. "Viability of Inland Water Transport in India," INRM Policy Brief No 13, Asian Development Bank, New Delhi, 2007, (with N Rangaraj)
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21. "A Diagnostic Study of Jawaharlal Nehru Port Trust," Working Paper No 2006-04-09, Indian Institute of Management, Ahmedabad, April 2006
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24. "Roadmap for Logistics Excellence: Need to Break the Unholy Equilibrium," Working Paper No 2004-08-02, Indian Institute of Management, Ahmedabad, August 2004, (with J Shah)
1. "Postal Management: Cases and Notes," PSG Monograph 71, Indian Institute of Management, Ahmedabad, January 2003
2. "Passenger Road Transport Corporations: Cases and Notes," PSG Monograph 70, Indian Institute of Management, Ahmedabad, December 2002
3. "Public Expenditure Accountability in the Telecom Sector," Working Paper No 2002-10-09, Indian Institute of Management, Ahmedabad, October 2002, (with R Jain and V Krishnan)

4. "Supply Chain in Retailing (Case of FoodWorld)," Management of Quality in Fresh Produce Post-Harvest Systems: Proceedings of Conference cum Workshop, Indian Institute of Management, Ahmedabad, April 2001
5. "Logistics Management in Agriculture: Case Studies," PSG Monograph 69, Indian Institute of Management, Ahmedabad, April 2001
6. "Retail Sales Data: The Hidden Treasure," Working Paper No 2001-02-04, Indian Institute of Management, Ahmedabad, February 2001, (with B Banerjee, AK Jain, A Koshy and G Bhatt)
7. "Logistics and Supply Chain Management (Revised)," Self Study Notes, Institute for Rail Transport, June 2000, (With N Rangaraj)
8. "Issues in Infrastructure Development and Financing," Keynote Talk, Ahmedabad Management Association, February 2000
9. "Management of Intangibles in Indian Railways," Working Paper No 1415, Indian Institute of Management, Ahmedabad, November 1997, (with D Bhatnagar, JS Chhokar and Railway Staff College faculty)
10. "Information Technology Implementation Strategies in Indian Railways: Two Case Studies," PSG Monograph 68, Indian Institute of Management, Ahmedabad, September 1997, (with R Jain)
11. "Towards A National Shipping Policy: A Study of the Indian Shipping Industry," PSG Monograph 67, Indian Institute of Management, Ahmedabad, September 1997
12. "Marketing Strategies for Multimodal Transport by Indian Railways," PSG Monograph 66, Indian Institute of Management, Ahmedabad, May 1997, (with S Manikutty, P Pangotra and Railway Staff College Faculty)
13. "Privatisation of Ports - Framework for Governmental Action," Western Regional Cooperation Infrastructure: Vision 2000, Indian Merchants' Chamber, Mumbai, January 1997
14. "Logistics," Self Study Notes, Indira Gandhi National Open University, 1995
15. "Logistics," Self Study Notes, Institute for Rail Transport, 1995
16. "The Trucking Industry - An Introductory Note," Working Paper No 1026, Indian Institute of Management, Ahmedabad, May 1992, (with G Padmanabhan)
17. "Spatial Optimization of the Fuel Purchase Decision for Road Transport Undertakings," Working Paper No 995, Indian Institute of Management, Ahmedabad, December 1991
18. "Analysis of Wagon Utilisation and Estimating the Optimal Freight Transport Effort (Loaded and Empty Wagon Movement) for the Indian Railways," Working Paper No 934, Indian Institute of Management, Ahmedabad, May 1991
19. "Safety Management in Transportation," Working Paper No 910, Indian Institute of Management, Ahmedabad, December 1990, (with D Mathew, JS Chhokar, and R Jain)
20. "A Note on the Indian Motor Vehicle Industry," Working Paper No 908, Indian Institute of Management, Ahmedabad, December 1990, (with MR Dixit and D Mathew)
21. "Iron Ore Linkage for SAIL Plants," Unpublished Proceedings of the Operational Research Society of India Annual Conference, New Delhi, 1986, (with AH Kalro, PR Shukla, and A Tripathy)
22. "Rail Freight Operations and the Classification Policy - Models and Solution Procedures," Unpublished PhD Dissertation, Northwestern University, August 1984
23. "Impact of Passenger Train Operation on Freight Train Operation," School of Business Working Paper #84-21, Queen's University, and Centre de Recherchesur les Transports - Publication #370, Universite de Montreal, August 1984
24. "Queuing Models for Batch Processing," Centre de Recherche sur les Transports - Publication #310, Universite de Montreal, July 1983
25. "Coaching Stock Utilization in Western Railway," PSG Monograph 22, 1979, Indian Institute of Management, Ahmedabad and Operational Research Cell Report No 79/15, Ministry of Railways, New Delhi, (with KV Ramani)
26. "An Exploratory Study of a Marshalling Yard," PSG Monograph 20, Indian Institute of Management, Ahmedabad 1979, (with NR Patel)

*The above does not include 31 working papers which have been published as papers in journals and other reviewed works (and listed accordingly).*

## Registered Case Studies

		Year of Registration	Registration Number	Year of Case Event	Teaching Note	Published (including in Monographs)
<b>A</b>	<b>Infrastructure and Transportation Systems</b>					
<b>I</b>	<b>Agriculture</b>					
1.	"Hindustan Gum, Jodhpur,"	October 2017	CMA 0818	2017	Y	*
2.	"Adani Agri Logistics Limited," (with V Bhamoriya): Way forward in dealing with contractual conditions	January 2014	CMA 0813	2012	Y	*
3.	"RSWC and SSSL: PPP in Agri Warehousing" (with R Jain): Evaluation of an MoU for a PPP in Warehousing	June 2013	CIPR 0013	2012		*
4.	"Hasmukhbhai K Nakum: Cold Storage Entrepreneur," (with NV Baskar and SK Mishra): Choice of location for expansion of cold storage facilities	November 2009	CMA 0812	2006		ASCM (B)
<b>II</b>	<b>Aviation</b>					
5.	"AAI Bidding for Bhogapuram Airport: From Authority to Bidder," (with Gopi S Gopikuttan): Should Airport Authority, as public entity bid for airport projects?	December 2018	IMB723-P DF-ENG	2017	Y	*
6.	"GMR Male International Airport Private Limited - Case A," (with G Devkar): Bidding strategy	March 2014	CIPR 0014 (A)	2010	Y	*
7.	"GMR Male International Airport Private Limited - Case B," (with N Somani and A Narayanan): Dealing with a political risk in a foreign country	July 2013	CIPR 0014 (B)	2012		*
8.	"Navi Mumbai International Airport,": Environmental issues and the conceptualisation of an airport project	July 2011	CIPR 0010	2010		AVIA (M)
9.	"Air Deccan (D)," (with A Pandey, R Jain, G Kuberkar): Consideration of acquisition by Kingfisher Airlines	April 2009	F&A 0481 (D)	2007	Y	AVIA (M)
10.	"Air Deccan (C)," (with A Pandey, R Jain, S Poddar): Choice of investment partner	July 2008	F&A 0481 (C)	2007	Y	AVIA (M)
11.	"Air Deccan (B)," (with A Pandey, R Jain, S Poddar): Mobilization of funds for expansion	July 2008	F&A 0481 (B)	2006	Y	AVIA (M)
12.	"Air Deccan (A)," (with A Pandey, R Jain, S Poddar): Price band for the initial public offer	July 2008	F&A 0481 (A)	2006	Y	AVIA (M)
13.	"Airport Privatization: Bidding Process for Delhi and Mumbai (E)," (with R Jain and R Gangwar): Summary of the Supreme Court judgment	2007	PSG 0102 (E)	2006	Y	AVIA (M)
14.	"Airport Privatization: Bidding Process for Delhi and Mumbai (D)," (with R Jain and R Gangwar): Decision context for the Supreme Court	2007	PSG 0102 (D)	2006	Y	AVIA (M)
15.	"Airport Privatization: Bidding Process for Delhi and Mumbai (C)," (with R Jain and R Gangwar): Way forward by Reliance after having no airports	2007	PSG 0102 (C)	2006	Y	AVIA (M)
16.	"Airport Privatization: Bidding Process for Delhi and Mumbai (B)," (with R Jain and R Gangwar): Decision on choice of airport by GMR	2007	PSG 0102 (B)	2006	Y	AVIA (M)
17.	"Airport Privatization: Bidding Process for Delhi and Mumbai (A)," (with R Jain and R Gangwar): Decision on the bids by the Empowered Group of Ministers	2007	PSG 0102 (A)	2006	Y	AVIA (M)
18.	"Cochin International Airport Limited, (A)," (with B Varkkey): Strategy for sustainability of the corporate airport	2006	PSG 0098 (A)	2001		AVIA (M)
19.	"Trauma with Delta Airlines," (with V Krishnan): Encounter, including judicially, with an airline and its agent for compensation due to bad servicing	2003	Mar 0349	2000		AVIA (M)
<b>III</b>	<b>Information and Communication Technology</b>					
20.	"Bharti Cellular Limited - A," (with R Jain): Bidding strategy for service areas for strategic growth	2004	PSG 0092 (A)	2001		*
21.	"Choice of Methodology for Software Solution at ABC Inc," (with P K Sinha): Choice of methodology for software project management	2004	CISG 0079	2001		*

22.	“System Integration at Queen Port Trust,” (with A Pandey): System integration project risk assessment and decision for exit/continuation	2003	CISG 0080	2000		MM (M)
23.	“Risk Assessment of the Traffic Accounting System at AHAAN Telecommunications Limited,” (with R Jain): System integration project risk assessment	2003	CISG 0078	2001		*
24.	“Tata Infotech Limited: Bid Evaluation for GSWAN,” (with R Jain): Evaluation of a bid for an IT infrastructure project	2001	PSG 0083	2000		*
25.	“Hutchison Max Telecom Private Limited B,” (with R Jain and G Bhatt): Legal battle for cellular license	1998	PSG 0076	1992		IDF (B)
26.	“Hutchison Max Telecom Private Limited A,” (with R Jain and G Bhatt): Bidding for cellular license	1998	PSG 0075	1992		IDF (B)
<b>IV</b>	<b>Maritime</b>					
27.	“Karaikal Port Private Limited,” (with S Nambissan, S Ramakrishnan, S Yegneswaran): Strategy for private port development	August 2015	CIPR 0023	2011	Y	*
28.	“Sethusamudram Ship Channel Project: In Need of Divine Intervention,” (with K Chandrasekaran, S Bhardwaj, S Jain, RS Sahani, A Baliga, P Sarkar): Evaluation of alternative alignments	March 2015	CIPR 0016	2012	Y	*
29.	“Crude Import for Mumbai based Oil Refineries,” (with R Gangwar): Evaluation of a jetty vs SBM	October 2010	CIPR 0008	2006		MM (M)
30.	“MoPT and SWPL: Handling of Coal/Coke,” (with R Gangwar): Conflicts due to lack of rigour in concession/licence agreements	April 2010	CIPR 0006	2008		MM (M)
31.	“Kolkata Port Trust,” (with T Bandyopadhyay, Y Sharma and N Shukla): Strategic management and turnaround of a major port	November 2009	CIPR 0002	2007		*
32.	“WMS (B): Restructuring Post Unitor Acquisition,” (with D Bhatnagar, A Sahay and Y Sharma): Restructuring in the context of a post merger reality	August 2008	OB 0204 (B)	2005		MM (M)
33.	“WMS (A): To Acquire Unitor or Not?,” (with D Bhatnagar, A Sahay and Y Sharma): Acquisition of a ship supplies company	August 2008	F&A 0482 (A)	2005		MM (M)
34.	“Barber and Barwil (A): Strategic Options,” (with Y Sharma, D Bhatnagar and A Sahay): Strategic options to improve the rate of return of the two service businesses	August 2008	BP 0323 (A)	2004		MM (M)
35.	“Marketing Professional Ship Management Services,” (with S Venaik and Y Sharma): Issues in ship management services	2001	Mar 0344	2001		MM (M)
36.	“Dredging Corporation of India,” (with N Vohra): Issues in project management, maintenance and materials management and conflict management	2001	PSG 0081	2000		MM (M)
37.	“Precious Shipping Public Company Limited,”: Financial restructuring	2000	F&A 0459	2000	Y (VIK)	VIK 26-3 (J)
38.	“Jurong Shipyard Limited,” (with A Kothari): Shipyard expansion plan	1997	PSG 0073	1995		SM (B)
39.	“Great Eastern Shipping Company,” (with MR Dixit): Business development plan	1997	BP 0247	1995		SM (B)
40.	“Precious Shipping Public Company Limited,” (with A Kothari): Strategic management for a fast growing international shipping company	1996	PSG 0072	1995	Y	SM (B)
41.	“Foresight: Integrated Case,” (with D Bhatnagar): Strategic management for a multi-location international shipping company	1996	PSG 0071	1994		SM (B)
<b>V</b>	<b>Post and Courier</b>					
42.	“DHL Worldwide Express: The Express Division of Airfreight Limited (AFL),” (with S Manikutty): Strategy for a courier company with a global partner	2003	BP 0293	1997		B2BM (B) PM (M)
43.	“DHL International - Singapore,” (with A Kothari): Review of growth and strategy formulation	2003	BP 0292	1999		PM (M)
44.	“Department of Post - Strategy for the New	2003	PSG	1997		PM (M)

	Millennium,” (with D Bhatnagar, SK Barua, AK Jain, and R Jain): Strategic management for the Department of Post		0089			
45.	“China Post,” (with A Kothari): Review of restructuring and strategy formulation	2003	PSG 0088	1998		PM (M)
46.	“Inventory Management in India Post,” (with SK Barua): Inventory management for postal stationery	2003	Prod 0254	1998		PM (M)
47.	“Australia Post,” (with U Subramanian): Strategic response in the context of national competition policy	2003	PSG 0087	1996		PM (M)
48.	“Air Freight Limited,” (with S Manikutty): Strategy for developing a third party integrated logistics business, based on the strengths of a courier business	1997	BP 0294	1997		PM (M) LSCM (B) SCM (B)
49.	“Project Management for Computerization of Registration Sorting at Ahmedabad,” (with R Jain): Project management	1997	QM 0240	1997		PM (M)
50.	“Swami and His Friends at the Malgudi Post Office,”: Post office queuing analysis	1996	QM 0238	1996	Y	PM (M)
<b>VI Railways and Metro</b>						
51.	“Kutch Railway Company Limited,” (with Satyam Shivam Sundaram)	2015	CIPR 0022	2014	Y	May 19, 2014
52.	“Mumbai Metro: Fare Fixation,” (with Abhinav Gupta, Arushie Mangla, Mayank Tibrewala, Nishant Naveen and Udit Kejriwal): Approach to fare fixation in a metro PPP in the context of legislative framework changes	November 2015	CIPR 0024	2015	Y	*
53.	“Delhi Airport Metro Express Private Limited”: Decision on continuation of involvement by a promoter in a metro PPP	August 2014	CIPR 0017	2012	Y	*
54.	“Delhi Metro - Airport Express Line,” (with J Jacob): Project structuring for a PPP in an urban metro line	June 2013	CIPR 0012	2006	Y	*
55.	“Arshiya Rail Infrastructure Limited,” (with R Gangwar): Business Strategy for a container train operator in the context of a monopoly service provider	August 2011	CIPR 0011	2011		*
56.	“Container Train Operations: Introducing Competition (C) Epilogue” (with R Gangwar, S Morris and A Pandey): The model concession agreement and overall issues	July 2010	CIPR 0007 EP	2007	Y	MM (M)
57.	“Container Train Operations: Introducing Competition (B)” (with R Gangwar, S Morris and A Pandey): Process for finalizing a model concession agreement	July 2010	CIPR 0007(B)	2006	Y	MM (M)
58.	“Container Train Operations: Introducing Competition (A)” (with R Gangwar, S Morris and A Pandey): Developing a policy framework	July 2010	CIPR 0007(A)	2005	Y	MM (M)
59.	“Hyderabad Metro Rail Ltd,” (with N Biyani): Consideration of alternatives for rebidding in a metro rail project	April 2010	CIPR 0005	2009		*
60.	“Pipavav Railway Corporation Limited (A),” (with LV George, N Thusoo, and SS Sundaram): Risk identification in a railway PPP project	April 2010	CIPR 0004 (A)	2001		*
61.	“JSW Steel Ltd: Logistics at Vijayanagar Works,” (with R Gangwar): Inbound and outbound logistics strategy for a steel plant with a focus on increased rail share	June 2009	PSG 0108	2008		*
62.	"Ghaziabad Goods Shed: Strategies for Improved Servicing of the Customer," (with S Bastian): Issues in improving customer service at a railway goods shed	October 2008	PSG 0105	2008	Y	*
63.	"Turnaround of Indian Railways: Increasing the Axle Loading," (with N Shukla): Decision making process for a technological initiative with significant commercial potential	2006	PSG 0100	2006	Y Y (VIK)	VIK 33-2 (J)
64.	“Indian Railways’ Strategic Vision to Serve Ports: A Case of Gandhidham Area,” (with S Verma, KL Dixit and S Kapshe): Infrastructure and service needs to serve ports as a market	2004	PSG 0093	2004		*
65.	“Southern Railway: Publication of a Customer Oriented	2000	PSG	1999		*

	Timetable,”: Modification of an information product		0080			
66.	“Konkan Railway Corporation Limited,” (with B Banerjee and N Rangaraj): Marketing strategy	1999	Mar 0321	1998	Y (VIK)	VIK 25-1 (J)
67.	“The Kandla Bhatinda Pipeline Controversy,” (with S Manikutty): Mode choice for petroleum products and government's role in decision making	1995	PSG 0067	1990	Y	IDF (B)
68.	“Konkan Railway Corporation Limited - Choice of Alignment in Goa,”: Issues in environmental management	1994	PSG 0070	1993	Y (VIK)	IDF (B) VIK 20-3 (J)
69.	“Secunderabad Passenger Reservation System,” (with R Jain and MUMVP Rao): Choice of technology and protocols for computer networking	1992	CISG 0004	1992		ITIR (M)
70.	“Queuing for Railway Reservation - The Case of Gujarat Mail,” (with G Padmanabhan): Layout and work design, highlighting use of queuing models	1992	Prod 0216	1987		*
71.	“Maintenance of Railway Carriage Stock in Bombay Division,” (with MG Korgaonker): Organisational issues in maintenance planning	1992	Prod 0215	1986		*
72.	“Maintenance Scheduling of Railway Coaching Stock - Case of Ahmedabad,” (with MG Korgaonker): Maintenance scheduling	1992	Prod 0214	1985		*
73.	“Configuration Choice for the Indian Railways Freight Operations Information System,” (with R Jain): Configuration choice for a large computer application	1992	QM 0231	1986		ITIR (M)
74.	“Indian Railways Freight Operations Information System,” (with R Jain): Project formulation and technology choice	1992	QM 0230	1989		ITIR (M) SICD (B)
75.	“Passenger Train Crew Scheduling in Indian Railways - A Case of Vadodara Division,” (with VV Rao and JL Saha): Developing an OR based procedure for crew scheduling	1992	QM 0223	1987		TSAP (C)
76.	“Freight Train Crew Scheduling,” (with VV Rao, JL Saha and N Devarajan): Developing a decision support system for crew scheduling	1992	QM 0222	1987		*
77.	“Indian Railways’ Computerised Passenger Reservation System,” (with R Jain): Configuration choice	1988	QM 0213	1988		ITIR (M)
<b>VII</b>	<b>Road</b>					
78.	GMR KUAEL: The Longest Road PPP (with PD Udayakumar): Conflict between NHAI and GMR	November 2016	CIPR 0026	2013	Y	*
79.	“The Yamuna Expressway,” (with P Mehta): Land leveraging for an expressway project	May 2011	CIPR 0009	2010	Y	*
80.	“Vadodara Halol Toll Road,”: Issues in toll restructuring	2003 Rev: 2006	PSG 0091	2002		*
81.	“Mhow Ghatabillod Road,” (with N Parikh): Restructuring of a BOT road project towards viability	2004	PSG 0095	2000		*
82.	“LTTIL: Coimbatore Bypass Project,” (with D Kheskani): Issues in tolling of the bridge	2002	PSG 0084	2000		*
83.	“ROB BOT Experience in Gujarat,” (with N Parikh): BOT project formulation and evaluation	1998	PSG 0077	1998		IDF (B)
<b>VIII</b>	<b>Road Transportation (Freight and Passenger)</b>					
84.	“Rivigo,” (with Pooja Sanghani): Strategy of a disruptive player in the trucking sector	July 2017	BP 0401		Y	*
85.	“Shreeji Transport Services Private Limited,” (with R Jain): MIS design for operational decisions	December 2015	CISG 0131	2013	Y	*
86.	“Ispaat Parivahan Limited: Additional Fleet Acquisition,” (with S Chakraborty): Impact of return loads on fleet acquisition	July 2015	QM 0276	2014	Y	TBM (B)
87.	“Delhi Transport Department: Case of Uber Taxi Rape,” (with D Jasani): Issues of women safety in application based taxi services	May 2015	PSG 0119	2014	Y	*
88.	“Indore City Bus Transport Service (B),” (with SS Sundaram and H Patni): Challenges for the growth and operations of the city bus transport service	January 2010	CIPR 0003 (B)	2008	Y	*
89.	“Indore City Bus Transport Service (A),” (with SS	January	CIPR	2005	Y	*



	Sundaram): Conceptualisation of a public transport system	2010	0003 (A)			
90.	"Extension of V & J Limited Stop Services: Pallavan Transport Corporation," (with AK Jain): Issues in service differentiation	2002	Mar 0347	1987		PRTC (M)
91.	"Rajasthan State Road Transport Corporation (C)," (with C Gopalakrishnan): Strategic management of a road transport corporation	1995	PSG 0069	1993	Y (VIK)	PRTC (M) MA (B) VIK 20-1 (J)
92.	"Orissa State Road Corporation: Acquisition of Orissa Road Transport Company," (with MV Bagade): Issues in merger and government's role in decision making	1994	PSG 0068	1990		PRTC (M) IJTM 19-5 (J)
93.	"Rajasthan State Road Transport Corporation (B)," (with C Gopalakrishnan): Sustainability of organisational changes and profit linked incentive scheme	1993	PSG 0061	1991		PRTC (M)
94.	"Rajasthan State Road Transport Corporation (A)," (with C Gopalakrishnan): Strategic planning for turnaround	1993	PSG 0060	1991		PRTC (M)
95.	"Bus Body Tender Evaluation and Negotiation for NISRTC,": Tender evaluation, highlighting use of computer based spreadsheet	1992	QM 0232	1990		PRTC (M)
96.	"Manpower Planning and Development in Yatri Transport Corporation,": Manpower planning, highlighting use of computer based spreadsheet	1992	QM 0229	1990		PRTC (M)
97.	"Vidyarthi Transport Corporation,": Evaluation of subsidy amount for student concessions	1992	QM 0225	1988		PRTC (M)
98.	"Fuel Planning for ABC State Road Transport Corporation," (with G Padmanabhan): Minimum cost fuel purchase planning	1992	QM 0224	1986		PRTC (M)
99.	"UPSRTC: Influence of Regulation on Bus Chassis Logistics": Impact of regulation on the Corporation's strategy	1992	Prod 0218	1990		*
100.	"Lakshmidhan Transport Company,": Viability of a private operator	1989	PSG 0056	1989		PRTC (M)
101.	"Pallavan Transport Corporation," (with J Joseph and R Sridharan): Strategic management for an urban road transport corporation	1988	PSG 0054	1987	Y (VIK)	PRTC (M) MA (B) VIK 18-1 (J)
<b>IX</b>	<b>Other Services</b>					
102.	"Brooklyn Central," (with Debjit Roy)	March 2020	PROD 0321	2016	Y	*
103.	Rotary Club of Madras: Open Defecation Free Communities Project (with A Jalote Parmar): Process of making a community 100% open defecation free	February 2016	BP 0393	2015	Y	*
104.	"IFCI Limited (B)," (with V Virmani and C Singla): Way forward for growth of a recently turned around financial services company	June 2015	BP 0363 (B)	2011	Y	*
105.	"IFCI Limited (A)," (with V Virmani and C Singla): Issues in attempting a turnaround of a financial services company	August 2013	BP 0363	2008		*
106.	"IOT Infrastructure and Energy Services: A Saga of Growth," (with A Kaul, VV Rao and S Verma): Future strategy for IOT	October 2012	BP 0347	2012		*
107.	"Tirumala Tirupati Devasthanams," (with T Madhavan): MIS for appropriate infrastructure at TTD	2004	PSG 0096 (A)	1998		*
108.	"Go Car Autos, Karnavati,": Encounter with a customer for sales and service	1998	Mar 0314	1997		*
<b>B</b>	<b>Supply Chain Management</b>					
<b>X</b>	<b>SCM: Agriculture</b>					
109.	"Akshaya Patra, Gandhinagar," (with S Mitra and A Ghosh): Supply chain issues for an NGO run midday meal scheme	May 2011	QM 0254	2010	Y (VIK)	VIK 38-4 (J) ASCM (B)
110.	"Marico: Disintermediating the Copra Supply Chain," (with S Mukherjee): Choices in disintermediation	September 2008	Prod 0293	2007		LMA II (M) ASCM (B)
111.	"Chilli in Soup (B)," (with T Bandyopadhyay): Choices	June	CMA	2005		LMA II (M)

	for the Spices Board of India in the context of product recall in UK involving chilli exported from India, including testing for quality	2008	0811(B)			ASCM (B)
112.	"Woolworths Limited, Australia," (with G Kuberkar): Supply chain restructuring for a large food retailer in Australia	May 2008	Mar 0394	2007		LMA II (M) ASCM (B)
113.	"Bayer Crop Science: Science for a Better Supply Chain," (with S Mukherjee): Supply chain improvement possibilities for a pesticide firm	March 2007	Prod 0290	2005		SCM (B) LMA II (M) ASCM (B)
114.	"Chilli in Soup (A)," (with T Bandyopadhyay, and N Sisodia): Choices for the Spices Board of India to improve the image and quality of chilli exports in the context of detection of banned substances in the product by EU	November 2005	CMA 0811(A)	2003	Y Y (VIK)	VIK 32-3 (J) SCM (B) LMA II (M) ASCM (B)
115.	"Maharashtra Hybrid Seeds Corporation (MAHYCO)," (with N Rangaraj, S Periyakaruppan, A Roy): Overview of issues for supply chain management in an agri-enterprise	2004	CMA 0810	2002		LMA II (M)
116.	"Adani Wilmar (B): Exploring Southern Fortunes," (with H Joshi, S Bernard and S Mukherjee): Warehouse location for entry into new markets	2004	CMA 0809 (B)	2003		LMA II (M)
117.	"Adani Wilmar Limited (A)," (with S Deo, S K Singh and S Choudhari): Distribution network design for edible oil	2001 Rev: Oct, 2007	CMA 0802 (A)	2000		LMA I (M) ACRJ 13-1 (J) ASCM (B)
118.	"CONCOR: Tea Transportation," (with A Dhasarathy, P Monippally, R Pathak, M Pillai and R Rajan): Marketing strategy for containerized tea transportation	2001	PSG 0082	2000		LMA I (M) SCM (B)
119.	"FarmAid Tractors Limited,": Distribution logistics for a tractor manufacturer	2000 Rev: 2004	QM 0242	1999		LMA I (M) SCM (B) TBM (B)
120.	"FoodWorld (D): Design of MIS," (with A Gupta, A Parikh, B Banerjee and A Koshy): Design of management information systems for a large food retailing company	2000	Mar 0325 (D)	1999		LMA I (M)
121.	"Pune Flower Designs Limited," (with SL Bapna): Marketing and procurement strategy for dried flower exports	2000	CMA 0780	1996		LMA I (M)
122.	"Tobacco Purchase Logistics at CMC,": Procurement of tobacco for a cigarette manufacturer	2000	QM 0241	1999		LMA I (M)
123.	"FoodWorld (C): The Road Ahead," (with B Banerjee and A Koshy): Future strategy for a large food retailing company	1999	Mar 0325 (C)	1998		LMA II (M)
124.	"FoodWorld (B): Supply Chain Strategy," (with B Banerjee and A Koshy): Supply chain strategy for a large food retailing company	1999 Rev: 2004	Mar 0325 (B)	1998		LMA I (M) SCM (B)
125.	"FoodWorld (A): Market Entry Strategy," (with A Koshy and B Banerjee): Review of past performance of a large food retailing company	1999	Mar 0325 (A)	1998		LMA II (M)
126.	"Chemicals (India) Limited,": Issues in distribution logistics for a chemical company	1996	Prod 0235	1996		LMA I (M) LSCM (B)
127.	"Pashu Khadya Company Limited,": Mode choice and distribution network design for an animal feed producer	1995	Prod 0230	1995		LMA I (M) LSCM (B)
128.	"Warana Sugar Cooperative Factory," (with SL Bapna): Crop harvest planning and scheduling for sugar factory	1994	CMA 0719	1993		LMA I (M)
<b>XI</b>	<b>SCM: Manufacturing</b>					
129.	"Take Solutions, MEA," (with N Chandrasekaran): Competitive challenges due to pricing of handsets in the Middle East	November 2011	CISG 0117	2011		*
130.	"ACC Limited: Project 30-30," (with S Mukherjee and C Soman): Supply chain management issues for a cement manufacturer	September 2011	Prod 0295	2011	Y	*
131.	"PetMate and ClearOrbit/TSC," (with N Chandrasekaran): Focus on improving customer	August 2010	Prod 0294	2009	Y	*

	engagement of a supply chain software solutions provider					
132.	“Novire Technologies: Automatic Vehicle Location,” (with A Goyal): Implementation of a GPS based vehicle tracking system	July 2008	Prod 0292	2008	Y	TBM (B)
133.	“Western Oil Limited (A),” (with C Soman): Determination of optimal jetty capacity for a petroleum supply chain	February 2008	Prod 0291(A)	2007		SCM (B)
134.	“Supply Chain Management at Titan Industries Limited,”: Integrated view of issues in supply chain management for a watch manufacturer	2004	Prod 0285	1996		SCM (B)
135.	“Lotus Thread Company Limited E,” (with AK Jain and P Vyas): Marketing strategy and impact on logistics for a thread manufacturer	2004	Mar 0359	1993		*
136.	“Enercon India: Project Planning,” (with S Mukherjee): Supply chain for project management	2004	Prod 0265	2003	Y (VIK)	VIK 32-1 (J)
137.	“Rajashree Cement: Engine on Load,” (with R Jain, D Kumar and RN Prasad): Implications of a bulk cement supply chain for Railways	2004	Prod 0264	2004		ISL (C) SCM (B)
138.	“Seth Dhaniram - C&FA,” (with N Chudasama): Role of a C&FA in the context of whether to continue a business relationship or not.	2003	Mar 0350	1999		SCM (B)
139.	“Lotus Thread Company Limited C,” (with AK Jain): Distribution network design, concept of a central warehouse and buffer stocking norms for a thread manufacturer	2000	Prod 0228 (C)	1993		LSCM (B)
140.	“Coil & Sheet Steel Co Ltd,” (with A Tripathy and G Bhatt): Integrated view of issues in supply chain management for a cold rolled coil and galvanised sheet manufacturer	1999	Prod 0246	1999		LSCM (B)
141.	“Body Line Health Care Ltd,” (with B Banerjee): Assembly line balancing for despatch of samples for a pharmaceutical company	1999	Prod 0243	1998		*
142.	“Ashima Attires B,” (with B Banerjee): Evaluation of a direct to home sales channel for a ready-to-stitch garment manufacturer	1999	Mar 0320	1997		*
143.	“Ashima Attires A,” (with B Banerjee): Marketing strategy for a ready-to-stitch garment manufacturer	1998	Mar 0319	1998		*
144.	“Lubol India Limited (C),” (with B Banerjee): Service level and buffer stock determination for a lubricant manufacturer	1998	Prod 0241 (C)	1998		LSCM (B)
145.	“Lubol India Limited (B),” (with B Banerjee): Distribution network design for a state for a lubricant manufacturer	1998	Mar 0312 (B)	1998		LSCM (B)
146.	“Lubol India Limited (A),” (with B Banerjee): Distribution network design for the country for a lubricant manufacturer	1998	Mar 0312 (A)	1998		LSCM (B)
147.	“Madura Accessories,” (with S Nilakantan): Review of the logistics of outsourcing for an interlining supplier	1997	Prod 0238	1996	Y	LSCM (B)
148.	“Detergents India Limited,”: Allocation of detergent between factories and warehouses	1996	QM 0239	1994		LSCM (B)
149.	“Lotus Thread Company Limited D,” (with AK Jain): Despatch planning - shipment size and routing for a thread manufacturer	1995	Prod 0228 (D)	1993		LSCM (B)
150.	“Lotus Thread Company Limited A,” (with AK Jain): Overview and prioritisation of decision areas in supply chain logistics management for a thread manufacturer	1995	Prod 0228 (A)	1993		LSCM (B)
151.	“Procurement of Explosives at CIL,”: Choice of planning horizon and vendors for a coal company	1995	QM 0237	1991		LSCM (B)
152.	“Lotus Thread Company Limited B,”: Product mix, aggregate production and capacity planning for a thread manufacturer	1995	QM 0236 (B)	1993		*
153.	“The Mahabharat Coal Limited,” (with A Tripathy):	1993	Prod	1992		LSCM (B)

	Materials handling mode choice for a coal company		0225			
154.	“Success Unlimited Incorporated B,” (with S Nilakantan): Distribution network design and concept of a regional warehouse for a thread manufacturer	1992	Prod 0224	1992		LSCM (B)
155.	“Kalyan Pharma Limited,” (with AK Jain and P Agarwal): Distribution channel selection and implications on product and cash logistics for a pharmaceutical company	1992 Rev: 1999	Mar 0300	1991	Y (VIK)	LSCM (B) MA (B) VIK 18-3 (J)
156.	“Karnataka Engineering Company,” (with D Mathew): Depot location and distribution network design for a two wheeler company	1992	Prod 0221	1988		LSCM (B)
157.	“Viswam Ispat Limited,”: Cutting stock problem for a steel manufacturer	1992	QM 0228	1990		*
158.	“Venky Toys,” (with AH Kalro): Product mix decision and need for marginal analysis for a toy manufacturer	1992	QM 0227	1991		*
159.	“Iron Ore Distribution for SAIL,” (with AH Kalro, PR Shukla and A Tripathy): Iron ore allocation between mines and steel plants with quality and cost considerations	1992	QM 0226	1987		LSCM (B)
160.	“Dispatch Planning of Finished Steel Products at a Steel Plant,” (with AH Kalro, PR Shukla and A Tripathy): Order processing and use of information technology for dispatch planning for a steel manufacturer	1992	Prod 0220	1989		LSCM (B) ORIS (B)
161.	“Laxmi Transformers,” (with D Mathew): Mode choice and logistics driven market choice for a sponge iron manufacturer	1992	Prod 0219	1990		LSCM (B) SCM (B) TBM (B)
162.	“Yamanote India Limited,”: Impact of Octroi tax on routing for a two wheeler company	1992	Prod 0217	1992		LSCM (B)
163.	“Logistics at Voltas,”: Plant location for expansion for a refrigerator manufacturer	1991	Prod 0208	1989		LSCM (B)

#### Registered Technical Notes

		Year of Registration	Registration Number	Published (including in Monographs)
1.	“Regulation and Privatisation: A Comparative Study of Gujarat Maritime Board and Jawaharlal Nehru Port Trust,”	2003	PSG 0090 TEC	*
2.	“A Note on Air Express Industry,” (with S Manikutty):	1998	BP 0249 TEC	PM (M)
3.	“Pallavan Transport Corporation and Board Level Decision Making,” (with R Sridharan): Description of board level functioning	1992	PSG 0058 TEC	PRTC (M)
4.	“Pallavan Transport Corporation and the Environment,” (with R Sridharan): Description of the external influences on the corporation	1992	PSG 0057 TEC	PRTC (M)
5.	“Road Transport Undertakings - The Tamil Nadu Experience,” (with J Joseph and R Sridharan): Government's role in structuring passenger road transport in a state	1992	PSG 0055 TEC	PRTC (M)
6.	“A Note on the Transport Sector,” (with G Padmanabhan and S Manikutty)	1991	PSG 0053 TEC	*

#### Cases Associated with

		Year of Registration	Registration Number	Year of Case Event	Published (including in Monographs)
1.	“Pipavav Railway Corporation Limited (B) Epilogue,”: Agreement clauses that need modification to reduce risk	April 2010	CIPR 0004 (B)	2003	*

2.	"Mundra Port and Special Economic Zone" (by G Modi and D Vaidya): Driveband for initial public offering	February 2009	PSG 0107	2007	MM (M)
3.	"Barber and Barwil (B): Strategic Options,": Actual recommendations on the strategic options to improve the rate of return of the two service businesses	August 2008	BP 0323 (B)	2004	*
4.	"Dispute Resolution in an ROB Infrastructure Project (D)" (by K Venkataraman): Arbitration panel's decision on the dispute	June 2008	PSG 0103(D)	2006	*
5.	"Dispute Resolution in an ROB Infrastructure Project (C)" (by K Venkataraman): Arguments made by the Government and seeks the decision from the arbitration panel	May 2008	PSG 0103(C)	2006	*
6.	"Dispute Resolution in an ROB Infrastructure Project (B)" (by K Venkataraman): Actual arguments made by the contractor and seeks counter arguments to be made by the Government	April 2008	PSG 0103(B)	2006	*
7.	"Dispute Resolution in an ROB Infrastructure Project (A)" (by K Venkataraman): Background of the project and the dispute and seeks arguments to be made by the contractor	April 2008	PSG 0103(A)	2006	*
8.	"Food Corporation of India, Andhra Pradesh" (by M Raghavachari): Allocation decision between surplus and deficit depots	1993	QM 0234	1989	LSCM (B)

### Other Publications

- Report submitted "Maritime Indian Summit 2016," Ministry of Shipping, Government of India, 2017 (with Alok Srivastava)

### References

ACRJ (J)	<i>Asian Case Research Journal</i> , World Scientific Publishing Co Pvt Ltd, Singapore
ASCM (B)	<i>Agribusiness Supply Chain Management</i> , CRC Press (Taylor & Francis Group), Boca Raton (USA), 2014
AVIA (M)	<i>Aviation Monograph</i> , PSG Monograph 74, Indian Institute of Management, Ahmedabad, 2012
B2BM (B)	<i>B2B Marketing</i> , CENGAGE Learning India Pvt Ltd, Patparganj, Delhi, 2014
IDF (B)	<i>Infrastructure Development and Financing: Towards a Public-Private Partnership</i> , Macmillan India Ltd, New Delhi, 1999
IJTM (J)	<i>Indian Journal of Transport Management</i> , Central Institute of Road Transport, Pune
ISL (C)	<i>Logistics and Global Out Sourcing</i> , Proceedings of the 9th International Symposium on Logistics, University of Nottingham, Nottingham, 2004
ITIR (M)	<i>Information Technology Implementation Strategies in Indian Railways</i> , PSG Monograph 68, Indian Institute of Management, Ahmedabad, 1997
LMA I (M)	<i>Logistics Management in Agriculture: Case Studies</i> , PSG Monograph 69, Indian Institute of Management, Ahmedabad, 2001
LMA II (M)	<i>Logistics Management in Agriculture: Case Studies</i> , PSG Monograph 72, Indian Institute of Management, Ahmedabad, 2009
LSCM (B)	<i>Logistics and Supply Chain Management: Cases and Concepts</i> , Macmillan India Ltd, New Delhi, 2000
MA (B)	<i>Managing Alternatives</i> , Macmillan India Ltd, New Delhi, 1999
MM (M)	<i>Maritime Management</i> , PSG Monograph 75 (A, B, C), Indian Institute of Management, Ahmedabad, 2014
ORIS (B)	<i>Operational Research in Indian Steel Industry</i> , Wiley Eastern, New Delhi, 1993
PM (M)	<i>Postal Management: Cases and Notes</i> , PSG Monograph 71, Indian Institute of Management, Ahmedabad, 2003
PRTC (M)	<i>Passenger Road Transport Corporations: Cases and Notes</i> , PSG Monograph 70, Indian Institute of Management, Ahmedabad, 2002
SCM (B)	<i>Supply Chain Management for Competitive Advantage: Cases and Concepts</i> , Tata McGraw-Hill Education (India) Pvt Ltd, Noida, 2009
SICD (B)	<i>Social Implications of Computers in Developing Countries</i> , Tata McGraw Hill, New Delhi, 1992
SM (B)	<i>Shipping Management: Cases and Concepts</i> , Macmillan India Ltd, New Delhi, 1998
TSAP (C)	<i>Transportation Systems Analysis and Policy Studies</i> , Tata McGraw-Hill, New Delhi, 1987
TBM (B)	<i>Trucking Business Management: Cases and Concepts</i> , McGraw Hill Education, 2016
VIK (J)	<i>Vikalpa: The Journal of Decision Makers</i> , Indian Institute of Management, Ahmedabad

- (J) Journal  
(B) Book

- (C) Conference Proceedings
- (M) Monograph
- \* Unpublished

## **Software Developed**

1. Train Scheduling for Planning Purposes
2. Crew Scheduling for Freight Trains
3. Itinerary Planning on a Transportation System
4. Traffic Assignment Model on a Network
5. Centre Point Route Network Design
6. Trim Loss Problem
7. Shortest Path Problem and Extensions (k-SPP, Capacitated SPP) with Graphics

## **Honours and Awards**

1. 'Life-time Achievement Award' for Transport Excellence, by Mahindra and Mahindra, supported by Ministry of Road Transport and Highways, March 7, 2018
2. Operational Research Society of India 'MC Puri Memorial Award' for Contribution to Operational Research in India, December, 2016
3. ET Cases Award, IIM Raipur, February, 2016
4. Exim-India 'Gujarat Junction 2014,' 'Lifetime Achievement Award,' January 18, 2014
5. Chartered Institute of Logistics and Transport (India), 'Logistics Academician of the Year,' April 7, 2012
6. Indian Railways Chair Professor, IIMA, January 2008 - August 2010
7. Operational Research Society of India (ORSI) - Fellow
8. Chartered Institute of Logistics and Transport (CILT) – Fellow
9. Doctoral Fellowship, Northwestern University, 1979-82
10. Hindustan Unilever Industry Scholarships, IIMA, 1977

## **Doctoral Guidance**

### ***Doctoral Thesis Advisory Committee Chair***

#### *IIMA*

1. Issues in Port Privatisation (Ganesh Radhakrishnan, 2018)
2. Modal Shift Estimation and Financial Viability of High Speed Rail in India: The Case Study of Ahmedabad – Mumbai Corridor (TS Ramakrishnan, 2015)
3. Formation Process of Public Private Partnerships in Transport Infrastructure in India (Satyam Shivam Sundaram, 2009)
4. A Disaggregate Study of Mode Choice for Inland Movement of Export Cargo Containerised on Marine Segment (Ravi Babu, 2001)
5. Occupational Withdrawal: A Study of Indian MNOs in the International Shipping Industry (Krishan Kumar Sharma, 1998)
6. Decision Support System for Urban Bus Route Network Design (Yogesh Kumar Bhatt, 1998)
7. Modelling a Pull Production System (Arunabha Chatterjee, 1998)

#### *CEPT University*

- o Framework for Structuring Public Private Partnerships in Railways: Implications for Indian Railways (Rachna Gangwar, 2013)

### ***Doctoral Thesis Advisory Committee Member***

#### *IMU*

1. PPP in Major Ports – A Critical Study on Concession Agreements (A. Balasubramanian, 2018- )
2. Multimodal Freight Transportation in India - An Assessment of Issues, Policies and Prospects (P. Raveendran, 2018-)

#### *IIMA*

3. Store Format Choice Behaviour for Planned Purchases: A Case of Bulk Grocery (Kamaljit Singh Anand, 2008)
4. Integrated Assessment of Energy and Environment Policy: Mitigation Impacts and Adaptation (Manmohan Kapshe, 2003)
5. Television Advertising and Consumer Price Sensitivity: A Contingent Model (VVP Badarinath, 2000)
6. Risk in Agriculture and Agricultural Development: The Role of Public Policy (SJ Phansalkar, 1989)
7. Multi-Stage Bulk Commodity Distribution: Development of Decomposition - Lagrangian Relaxation Based Algorithm (RRK Sharma, 1988)

#### *CEPT University*

- o Organizational Ambidexterity and Effectiveness: A Case Study of Public Urban Transport at Ahmedabad Municipal Corporation (Margie Parikh, 2013)

### ***Doctoral Thesis Examination Committee***

#### *IIMA*

- o Served on over 20 Committees as a Chair or as a Member

#### *Other*

- o IIM Calcutta (2007), IIT Bombay (2009), IIT Madras (2009, 2010 and 2012), NMIMS (2013), University of Calcutta (2015)



## Professional Activities

### Present

<b>I</b>	<b>Company Board Membership</b>		
1.	Ganpati Carrying Corporation Limited, Mumbai	Board Member	2019-
2.	IIMB Innovations, Bangalore (Section 8)	Board Member	2018-
3.	Adani Ports and Special Economic Zone, Ahmedabad	Board Member	2012-
<b>II</b>	<b>Company Board Sub Committees</b>		
	<i>Audit Committee</i>		
1.	Adani Ports and Special Economic Zone Ltd	Member	
	<i>Nomination and Remuneration Committee</i>		
2.	Adani Ports and Special Economic Zone Ltd	Chairman	
	<i>Stakeholder Relationship Committee</i>		
3.	Adani Ports and Special Economic Zone Ltd	Member	
<b>III</b>	<b>Institutional Board Membership</b>		
1.	CREDAI National Advisory Board, Bengaluru	Member, Advisory Board	2019-
2.	Gujarat Maritime University, Vadodara	Member, Board of Governors	2019-
3.	The Akshaya Patra Foundation, Bengaluru	Member, Consultative Council	2018-
4.	All India Management Association	Distinguished Invitee, Council	2017-
5.	Association of Management Development Institutions of South Asia (AMDISA)	Member, Executive Board	2017-
6.	Christ, Bangalore	Member, Board of Governors	2017-
7.	Indian Institute of Management, Visakhapatnam	Member, Board of Governors	2017-
8.	Shailesh J. Mehta School of Management (SJMSOM), IIT Mumbai	Member, Advisory Board	2017-
9.	Sathi, Bangalore	Member, Board of Governors	2009-
10.	Adani Institute of Infrastructure Management, Ahmedabad	Member, Board of Governors	2008-
<b>IV B</b>	<b>Key Committees: National</b>		
1.	Empowered Expert Committee to Review Institution of Eminence, University Grants Commission, New Delhi	Committee Member	2019-
2.	Working Group for Infrastructure and Transport Chapter of Vision Document -2035, NITI Aayog, New Delhi	Committee Member	2019-
3.	Apex Level Steering Committee, Department of Science and Technology, New Delhi	Committee Member	2019-2020
4.	FICCI National Committee on Logistics	Committee Member	2019-
5.	XXIII Annual International Conference, Society of Operations Management (SOM 2019), IME Department, IIT Kanpur, Kanpur	Core Committee Member	2019-
6.	Fellowship Section Committee for ORSI, 2018	Chair, Selection Committee	2018-
7.	National Innovation and Start-up Policy for Students and Faculties of Education Institutions, MHRD's Innovation Cell (MIC), New Delhi	Committee Member	2018-
<b>V</b>	<b>Jury for Awards</b>		
1.	All India Management Association	Distinguished Invitee, Council	2019-20
2.	Mahindra Transport Excellence Award	Member	2011-
<b>VI</b>	<b>Affiliations</b>		
1.	Operational Research Society of India	Life Member	
2.	The Chartered Institute of Logistics and Transport	Life Member	
3.	Ahmedabad Management Association	Patron Member	

4.	World Conference on Transport Research Society	Member	
5.	Indian Roads Congress	Life Member	
6.	Institute for Rail Transport	Life Member	
7.	Institute for Urban Transport	Life Member	
8.	Society of Operations Management	Life Member	
9.	Transportation Research Group	Life Member	

**Past**

<b>I</b>	<b>Company Board Membership</b>		
1.	Take Solutions Ltd, Chennai	Board Member	2001-19
2.	NABARD Consultancy Services Pvt Ltd, Mumbai	Board Member	2014-18
3.	Vidya Vardhini Education Foundation (Sec 25), Mumbai	Board Member	2012-17
4.	Arshiya International Ltd., Mumbai	Board Member	2007-17
5.	Alcock Ashdown Gujarat Ltd, Bhavnagar	Board Member	1994-17
6.	Indian Register of Shipping (Sec 25), Mumbai	Board Member	2013-16
7.	Hindustan Petroleum Corporation Ltd, New Delhi	Board Member	2012-15
8.	DARCL Logistics Ltd, New Delhi	Board Member	2011-14
9.	India Infrastructure Finance Company Ltd	Board Member	2010-13, 2006-09
10.	Konkan Railway Corporation Ltd	Board Member	2007-10
11.	Sequel Logistics Pvt Ltd, Ahmedabad	Board Member	2006-09
<b>II</b>	<b>Company Board Sub Committees</b>		
	<i>Audit Committee</i>		
1.	NABARD Consultancy Services Pvt Ltd	Member	2014-18
2.	Indian Register of Shipping (Sec 25), Mumbai	Member	2013-14
3.	India Infrastructure Finance Company Ltd	Member Chairman	2007-09 2010-13
4.	Hindustan Petroleum Corporation Ltd	Member	
5.	Konkan Railway Corporation Ltd	Member	2008-10
	<i>Bond Issue Committee</i>		
6.	India Infrastructure Finance Company Ltd	Member	2010-13
	<i>CSR &amp; Sustainability Development Committee</i>		
7.	Hindustan Petroleum Corporation Ltd	Member	
	<i>Remuneration Committee</i>		
8.	Arshiya International Ltd	Member	
9.	Hindustan Petroleum Corporation Ltd	Member	
10.	DARCL Logistics Ltd	Member	
	<i>Risk Mitigation and Management Committee</i>		
11.	India Infrastructure Finance Company Ltd	Member	2010-13
	<i>Shareholders/Investors' Grievances Committee</i>		
12.	Adani Ports and Special Economic Zone Ltd	Member	
13.	Hindustan Petroleum Corporation Ltd	Member	
	<i>Sustainability Development Committee</i>		
14.	Hindustan Petroleum Corporation Ltd	Chairman	
<b>III</b>	<b>Institutional Board/Professional Activities</b>		
1.	Indian Institute of Information Technology Design and Manufacturing (IIITDM), Kurnool	Member, Board of Governors	2017
2.	Executive Council, National Aviation University	Member, Executive Council	2016-17
3.	Centre for Excellence in Urban Transport, CEPT	Member, Executive Council	2010-17
4.	Logistics University, Kakinada, Andhra Pradesh	Member, Advisory Board	2016
5.	TruKker Technologies Pvt Ltd, Ahmedabad	Member, Advisory Board	2016
6.	Management Development Institute, Murshidabad	Member, Advisory Board	2015-16
7.	Internal Advisory Board for Operations & Systems Area, IIM Raipur	Member, Advisory Board	2015
8.	TA Pai Management Institute	Member, Board of Studies	1993-15
9.	Mahindra Saarthi Abhiyaan, (CSR Initiative of Mahindra Truck and Bus Division)	Member, Governing Board	2014
10.	Group of Institutes of Bapu Gujarat Knowledge Village, Gandhinagar	Member, Advisory Board	2014
11.	Centre for Excellence in Logistics and Supply Chain Management, JK Business School, Gurgaon	Advisory Council Member	2010-11

12.	Transport Planning Department, School of Planning and Architecture (SPA), New Delhi	Member, Board of Studies	2009-10
13.	Task Force for Curriculum Development of Management Programmes to be offered by Indian Maritime University, Ministry of Shipping	Chairman	2008
14.	Post Graduate Diploma in Management, FLAME, Pune	Advisory Council Member	2007-08
15.	Doctoral Programme Committee of CEPT University	Member	2005-07
16.	Steering Committee, Logistics Institute, CII, Chennai	Member	2002-07
17.	Operational Research Society of India	Council Member	1992-02
18.	3-i Network (a research network on infrastructure), IIMA	Coordinator	1999-01
19.	Operational Research Society of India	President	1999-00
20.	Operational Research Society of India	Vice President	1996-98
21.	Silver Jubilee Convention of the Operational Research Society of India	Conference Chair	1992
22.	Operational Research Society of India, Ahmedabad Chapter	President	1990, 1991, 1992
23.	Workshops on Transportation, IIMA	Coordinator	1987, 1988, 1992
24.	Operational Research Society of India, Ahmedabad Chapter	Vice President	1989
25.	Conference Sessions, TIMS/ORSA Conferences	Organiser and Chair	1983-85
26.	Workshop on Teaching Operations Management, Queen's University	Organiser	1984
<b>IV A</b>	<b>Key Committees: International</b>		
1.	Global Future Council on Mobility, World Economic Forum	Member	2016
2.	Network of European - Asian Rail Research (NEAR2)	Expert Member	2014
3.	Roundtable on High Speed Rail, International Transport	Member	2013
4.	Roundtable on Ports, International Transport Forum	Member	2013
<b>IV B</b>	<b>Key Committees: National</b>		
1.	Vibrant Gujarat 2019 Summit, Gujarat	Member, Advisory Committee	2018-
2.	12 <sup>th</sup> Indian Subcontinent Decision Sciences Institute (ISDSI) International Conference, Mumbai	Member, Advisory Board	2018-
3.	Framing Rules under the IIM Act 2017, New Delhi	Committee Member	2018-
4.	51 <sup>st</sup> Annual Convention of Operational Research Society of India (ORSI), Mumbai	Member, Advisory Committee	2018-
5.	10 <sup>th</sup> International Conference, Prestige Institute of Management, Gwalior	Member, Advisory Board	2018-
6.	Executive Council, National Aviation University	Member, Executive Council	2016-17
7.	Steering Committee, National Aviation University, Ministry of Civil Aviation, Government of India	Member	2013-16
8.	Selection of PMC for Sagarmala	Member	2016
9.	Committee for Review of the Department of Management Studies, IISc Bangalore	Member	2016
10.	Faculty Work Norms Committee, IIM Kozhikode	Member	2015-16
11.	Global Agenda Council, World Economic Forum	Member	2014-16
12.	High Level Committee on Restructuring of Food Corporation of India	Member	2014-15
13.	Central Board of Railway Research (CBRR) of RDSO, Lucknow	Special Invitee Member	2014
14.	Port and Shipping Sectoral Innovation Council	Member	2011-13
15.	Performance Audit Report: PPP Projects in Airport Authority (CAG)	Technical Expert	2012
16.	Steering Committee on Transport Sector for the Formulation of the Twelfth Five Year Plan (2012-17)	Member	2011-12
17.	Working Group on Ports and Shipping for the National Transport Development Policy Committee	Member	2011-12
18.	Expert Group for Modernization of Indian Railways	Member	2011-12

19.	Task Force on Performance Management of the Infrastructure Ministries, Cabinet Secretariat	Member	2009-12
20.	Task Force for Strategy Development for the Ministry of Food Processing Industries	Member	2010-11
21.	Steering Group for the Formulation of the Strategic Plan for Ministry of Civil Aviation	Member	2010-11
22.	Inter-Ministerial Group (IMG) for Restructuring of AAI	Member	2008-09
23.	Task Force on Infrastructure Development and Mega Projects, Commission on Centre State Relations	Member	2008-09
24.	Committee to Examine Issues Relating to the Financial Crisis of Domestic Airlines	Member	2008
25.	Project Advisory Board, RITES	Member	2006-10
26.	ADB Project on Policy Research Networking to Strengthen Policy Reforms: Transportation	Coordinator	2003-06
27.	Working Group on the Postal Sector for the Tenth Five Year Plan, Planning Commission	Member	2001
28.	Management Training Need Analysis Group, Indian Railways	Member	1999-01
29.	Committee on Railway Restructuring, Indian Railways	Member	1999-01
30.	Committee on Career Management and Training, Indian Roads Congress	Member	1988-91
<b>IV C</b>	<b>Key Committees: State</b>		
1.	Coastal Area Development Board, Government of Gujarat	Member	2006-07
2.	CII-Gujarat Council, Ahmedabad (Infrastructure)	Member	2003-10
3.	CII-Gujarat Council, Ahmedabad (Tourism)	Member	2003-05
4.	CII-Gujarat Council, Ahmedabad (Logistics)	Member	2002-09
5.	Gujarat Maritime Board, Gandhinagar	Invitee Member	2004
6.	Ahmedabad Mehsana Road Projects Toll Review Committee	Chairman	2003
7.	Vadodara Halol Road Project Toll Review Committee	Chairman	2002
8.	Steering Committee on Integrated Public Transportation Systems, GIDB	Member	1999-04
	<b>Jury for Awards</b>		
1.	ET Logistics Awards	Member	2016
2.	Rail Vikas Shivir	Member	2016
3.	Gujarat Star Awards, Daily Shipping Times	Member	2012
4.	CII Infra Awards, CII Supply Chain Management Awards, Times Gujarat Logistics Awards	Member	2007-08
5.	Supply Chain Excellence Award, SPJIMR, Mumbai	Member	2004, 2005, 2006
6.	'Best Managed Company,' Business Today	Member	2005
<b>VI</b>	<b>Affiliations</b>		
1.	International Association of Maritime Economists		
2.	Institute for Operations Research and Management Science		

### Academic Administration

#### IIM Bangalore

- Director, Indian Institute of Management Bangalore, 2017-

#### IMU Chennai

- Vice Chancellor, 2012-13

#### IIM Ahmedabad

- Chairperson, Public Systems Group, 2016-17
- Chairperson, Centre for Infrastructure Policy and Regulation, 2016-
- Member, School of Public Policy Planning Group, 2016-
- Dean (Faculty), 2013-15
- Member, PGPX Executive Committee, 2013-15
- Executive Committee Member, IIMA IDEA Telecom Centre of Excellence, 2011-14
- Member, PGP-ABM Review Committee, 2013-14
- Member, PGP Review Committee, 2013-14
- Member, PSG/Marketing Faculty Recruitment Committee, 2009-12

- Member, Board of Governors, 2008-10
- Member, Committee on Future Directions, 2008-10
- Executive Committee Member, One Year Post Graduate Programme in Public Management and Policy (PGP-PMP), 2007-10
- Member, Economics Faculty Recruitment Committee, 2009
- Member, OB/P&QM/P&IR Faculty Recruitment Committee, 2008-09
- Member, Marketing/RJMCEI Faculty Recruitment Committee, 2007-09
- Advisory Committee Member, VSNL Centre for Telecom Studies, 2007-09
- Member, Faculty Development and Evaluation Committee, 2006-09
- Executive Committee Member, One Year Post Graduate Programme for Executives (GPX), 2004-09
- Founder Chairperson, One Year Post Graduate Programme for Executives (GPX), 2004-07
- Chairperson, Post Graduate Programme in Management, 2001-03
- Chairperson, PGP-ABM Review Committee, 2002-03
- Coordinator, Centre for Retail Management, 2000-01
- Organiser, Silver Jubilee Seminar of the Fellow Programme in Management, 1998
- Chairperson, Fellow Programme in Management, 1996-98
- Chairperson, Public Systems Group, 1993-95
- Organiser, Alumni Refresher Course, 1993
- Chairperson, Alumni Relations and Activities, 1990-93
- Chair/member of various academic administrative committees and task forces

#### Tulane University

- Served as a member of two academic committees

## Consulting

Consulted for 66 organizations in India and abroad, both in the public and private sector. The studies are related to (i) infrastructure and transportation (ii) supply chain and logistics management and (iii) management education and institution building. Most of the studies have resulted in research-based reports with recommendations to the client. Many of the studies have been written as disguised cases and/or papers, some of which have been published.

### (i) Infrastructure and transportation:

1. Deendayal Port Trust	2. Jawaharlal Nehru Port Trust
3. Indian Ports Association/Comparative Wage Study	4. NRRDA/World Bank
5. Punjab State Electricity Regulatory Commission	6. Government of Andhra Pradesh
7. Government of Chhattisgarh	8. Mumbai Metro One/FFC
9. NABARD/RIDF	10. ADB/CRISIL/Indian Railways (2)
11. IL&FS/GMB	12. LEA Associates/DMICDC: Madhya Pradesh
13. Mumbai Port Trust	14. St John Freight Systems Ltd
15. Wilhelmsen Maritime Services	16. IDFC/Papers on Infrastructure (6)
17. Sixth Pay Commission/PRP for Indian Railways	18. Indian Railways/Turnaround Appraisal
19. World Bank/Connectivity for Ports	20. CEPT/BRTS
21. ADB/Transport Sector	22. Transcare Logistics/Cochin Port
23. Planning Commission/NHAI Restructuring	24. Ministry of Commerce/JNPT Congestion
25. World Bank/Department of Telecom	26. LEA Associates/Port Connectivity Strategy
27. Petronet	28. Dalal Consultants/Ennore Port`
29. Konkan Railway Corporation/Marketing Strategy	30. Alcock Ashdown Gujarat
31. Tirumala Tirupati Devasthanam	32. Government of Andhra Pradesh/Infrastructure Policy
33. Indian National Shipowners' Association/Shipping Policy	34. Tata Unisys/Railway Board MIS
35. Gujarat Maritime Board/Port Privatization	36. South Central Railway
37. Coal India/Project Management	38. ORG/Road Development
39. RITES	40. Government of Jamaica/Urban Transport
41. CMC	

The subject areas include policy for infrastructure development, privatization, strategy formulation, decision support systems for operations planning, and project management.

### (ii) Supply chain and logistics management:

1. MPEDA	2. Arshiya International
3. Universal Consulting India (P) Ltd	4. Essar Oil
5. Piramyd Retail	6. Confederation of Indian Industry
7. Scope Marketing/TI Cycles (2)	8. Cargo Domain
9. TVS Srichakra	10. H&R Johnson
11. Cadila Pharma	12. Mahindra and Mahindra
13. Indo Mobil	14. Mahavir Spinning Mills (2)
15. Godfrey Phillips India	16. Hyderabad Allwyn
17. Essar Steel	18. Food Corporation of India
19. TVS-Suzuki	20. Steel Authority of India

The subject areas include supply chain coordination, marketing strategy (including for services), inventory management, transport management, distribution network design, production planning, sourcing, and related management information systems and organisation structure.

### (iii) Management education and institution building:

1. Adani Institute of Infrastructure Management	2. Indian Maritime University
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3.	Asia Graduate School of Business	4.	DG Shipping/Indian Maritime University
5.	Adani Group	6.	Nalanda Group
7.	Railway Staff College (2)		



## In Company Training Programmes:

### (i) Infrastructure and Transportation:

1. IRITM (3)	2. Airports Authority of India (3)
3. IDAS (3)	4. IES (2)
5. IPA	6. Mahindra (Youth Transporter) (11)
7. Ministry of Shipping (Project Management for Major Ports) (2)	8. Comptroller & Auditor General (CAG) (3)
9. L&T (8)	10. World Bank (Project Management for Highway Engineers) (3)
11. Ministry of Defence (11)	12. Government of Chhattisgarh
13. Bharat Broadband Network Ltd (2)	14. ADB on Agribusiness
15. NABARD (2)	16. IMTC (15)
17. DMRC (3)	18. Forum of Regulators (2)
19. LBSNAA (Phase IV- IAS) (2)	20. IRICEN (3)
21. Planning Commission	22. IRSMI
23. LBSNAA - Kennedy School of Government (Phase V- IAS) (4)	24. IPS (Phase V)
25. LBSNAA (Phase III - IAS)	26. Indian Oil Tanking (2)
27. IIM Lucknow (2)	28. Railway Staff College/BIMSTEC
29. SAFIR – IIMA	30. Office of Mayor of London
31. Planning Commission: PPP (2)	32. LBSNAA (2)
33. Sri Lanka Port Authority	34. TERI (2)
35. IIT Kanpur	36. IIT Bombay
37. Ministry of Finance	38. HEC (2)
39. NIAS	40. World Bank Institute (4)
41. GIDB	42. Apollo Tyres
43. Patni Computer Systems	44. NHAI (2)
45. Tata Infotech	46. i-Maritime
47. Department of Telecom	48. Dredging Corporation of India
49. Government of Gujarat	50. SAFIR - TERI (2)
51. Department of Post (4)	52. Air Freight
53. Vasant Sheth Memorial Foundation	

### (ii) Supply chain and logistics management:

1. ACC: Strategic Supply Chain Management (3)	2. ACC: General Management (6)
3. FCI	4. CWC
5. IIPM/IOC (6)	6. Poornaprajna Institute of Management
7. National Institute of Agricultural Marketing	8. Adani Institute of Infrastructure Management
9. George Washington University	10. SPJCM (3)
11. TCS - Retail Vertical	12. Asian Paints
13. Aditya Birla Group	14. Bayer Crop Science (2)
15. SCM Consultants	16. Enercon India
17. DHL India (2)	18. National Institute of Agricultural Extension Management (4)
19. Ballarpur Industries	20. Ispat Industries
21. Eicher Consultancy Services (3)	22. Pfizer
23. Hindustan Lever (2)	24. Government of Rajasthan - Project Swach

### (iii) Services management:

1. Life Insurance Corporation (3)	2. BSNL (4)
3. Thomas Cook (2)	4. ITW/RAI
5. ALTTC	6. Canara Bank (2)
7. Bank of India (2)	8. IDBI

### (iv) Management education:

1. Railway Staff College (11)	2. Mudra Institute of Communications
3. Case Research Society of India (2)	4. Central Institute of Road Transport

### Papers Selected and Presented at Conferences/Workshops

1. "Dedicated Freight Corridor: Current Challenges," 15th World Conference on Transport Research (WCTR), IIT Bombay, Mumbai, May 29, 2019
2. "Disruption in Trucking Sector," 4th Conference of the Transportation Research Group of India (CTRG), IIT Bombay, Mumbai, December 18, 2017
3. "Dedicated High Speed Rail Network in India: A Systems Perspective in Development," Operations Research Society of India (ORSI) International Conference, BIMTECH, Greater Noida, December 12-14, 2016
4. "Effect of Legal Issues in Infrastructure Development: The Case of Container Terminal Bids in Jawaharlal Nehru Port Trust," World Conference on Transport Research, Shanghai, July 10-15, 2016
5. "Competition and Tariff Regulations of Indian Container Terminals," World Conference on Transport Research, Shanghai, July 10-15, 2016
6. "Implications of Vertical Unbundling on Indian Railways: Lessons from German Railway Reform," World Conference on Transport Research, Shanghai, July 10-15, 2016
7. "RFCTLARR Ordinance 2014: A Process Perspective," 2nd International Conference on Contemporary Debates in Public Policy and Management, IIM Calcutta, Kolkata, January 15-17, 2016
8. "Issues in PPPs in Ports in India," International Conference on "Public Private Partnership - The Need of the Hour," Institute of Public Enterprise, Hyderabad, January 23-24, 2014
9. "Structuring the Dedicated Freight Corridor Project - A Critique," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013
10. "Evolution of Model Concession Agreement for National Highways in India," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013
11. "Issues in PPPs in Ports in India," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013
12. "Framework for Structuring PPPs in Railways," World Conference on Transport Research, Rio de Janeiro, July 15-18, 2013
13. "Lessons from PPPs of Indian Railways and Way Forward," Conference on Transportation Research Group of India (CTRG), Bangalore, December 9, 2011
14. "Evolution of Model Concession Agreement for National Highways in India," Conference on Transportation Research Group of India (CTRG), Bangalore, December 9, 2011
15. "Simultaneous Pursuit of Efficiency and Innovation: Exploring Ambidexterity in Organization Design in the Public Urban Transport," UMI Research Symposium, IUT Delhi, December 3, 2011
16. "Lessons from PPPs of Indian Railways and Way Forward," IIMA Research Seminar Series, IIM Ahmedabad, November 24, 2010
17. "How Can Indian Railways Service the Steel Service Better?" 12th World Conference on Transport Research, Lisbon, July 11-15, 2010
18. "Container Train Operators in India: Problems and Prospects," 12th World Conference on Transport Research, Lisbon, July 11-15, 2010
19. "Use of Cases for Teaching OR/OM/Modeling," 1st APORS/INFORMS/IFORS Teaching Effectiveness Workshop Program, 8 Triennial Conference of APORS, Jaipur, December 6-9, 2009
20. "Strategies for Improved Servicing of the Customers: Case of Ghaziabad Goods Shed of the Indian Railways," 8th Triennial Conference of APORS, Jaipur, December 6-9, 2009
21. "Containerization - Building Global Trade Competitiveness," The International Association of Maritime Economists (IAME) Annual Conference, Dalian, China, April 2-4, 2008
22. "Simulation Modelling and Analysis of Jetty Operations: A Case Study," The International Association of Maritime Economists (IAME) Annual Conference, Dalian, China, April 2-4, 2008
23. "Advances in Mass Transit Planning Methodologies and Their Implementation in India," Mass Transit and Travel Behaviour Research (MTTBR-08), International Conference, IIT Guwahati, Guwahati, February 12-15, 2008
24. "Containerization - Building Global Trade Competitiveness," International Conference on Transportation Systems Studies, Department of Economics, University of Mumbai, Mumbai, January 10-12, 2008
25. "Toilets and Trains," World Toilet Summit - 2007, New Delhi, October 31-November 3, 2007.
26. "Airport Privatization in India: Lessons from the Bidding Process in Delhi and Mumbai," Air Transport Research Society Conference, Berkeley, USA, June 21-24, 2007\*
27. "Marketing Strategies for Freight Traffic on Indian Railways - A Systems Perspective," 2<sup>nd</sup> National Conference on Management Science and Practice, IIT Madras, Chennai, March 9-11, 2007
28. "Hinterland Connectivity for Ports," International Conference on Infrastructure Development in the Ports and Shipping Sector and its Management, Chennai Port, Chennai, January 18, 2007
29. "A Diagnostic Study of Jawaharlal Nehru Port Trust," International Conference on Infrastructure Development in the Ports and Shipping Sector and Its Management, Chennai Port, Chennai, January 18, 2007
30. "Marketing Strategies for Freight Traffic on Indian Railways," 2<sup>nd</sup> IIMA Conference on Research in Marketing, Ahmedabad, Jan 3-5, 2007
31. "Problem Based Learning in Teaching of Infrastructure Development and Financing," NAPSIPAG Annual Conference, Beijing, China, December 2005
32. "Shift in Marketing Paradigm from Supply Chain Focus to Providing ROI: Case of Indian Railways," 2005 INFORMS

Marketing Science Conference, Emory University, Atlanta, USA, June 2005

33. "Systems Perspectives on Inland Water Transport for Freight Movement," ORSI Convention, Ahmedabad, January 2005

34. "Strategies for Improving Indian Railways' Market Share of Port Based Coal Traffic: A Diagnostic Study," ORSI Convention, Ahmedabad, January 2005

*And 81 earlier presentations (34 International, 47 Indian) since March 1979*

## Invited/Special Seminars

1. "A Conversation on Liberal Arts Education," Panelist, Vassar College, New Delhi, January 7, 2020
2. "Infrastructure, Transportation & Public Private Partnerships," Shaastra 2020, IIT Madras, Chennai, January 5, 2020
3. "Experience of IIMB in Making the Courses Inclusive," Golden Jubilee Celebrations, Balavidyalaya, Chennai, December 19, 2019
4. "Future Rail Passenger Demand and Implications for Indian Railways," Emerging Trends in Rail Business Symposium, Institute of Rail Transport, New Delhi, November 26, 2019
5. "Innovation in Infrastructure," Panel Chair, Utthan, IIMB's Public Policy Summit, IIM Bangalore, Bengaluru, November 10, 2019
6. "Transformational Leadership Strategy in Management 4.0," Panelist, CPM Management Conference 2019, Colombo, October 30, 2019
7. "PPP and Indian Railways," Wheel and Axle Plant, Bengaluru, October 18, 2019
8. "Current Management Practices and Contexts Unique to India," National Workshop on Bharatiya Management, Centre for Educational and Social Studies, Reva University, Bengaluru, October 18, 2019
9. "Innovations in Infrastructure Development: The Business of Public Private Partnerships with a Focus on Sustainability," DST Training programme on Science and Sustainability in India, National Institute of Advanced Studies, IISc, Bengaluru, September 25, 2019
10. "Contours of a Logistics Policy in India," Panel Chair, XIV International Conference on Public Policy & Management, IIM Bangalore, Bengaluru, August 23, 2019
11. "Innovations in Infrastructure Development: The Business of Public-Private Partnerships," Keynote Address, 11th Global Advances in Business and Communication (GABC) Conference, Delhi School of Business, New Delhi, July 11, 2019
12. "Experiences of an MBA Education," Neev 2019, Welinkar Institute of Management Development & Research (WeSchool), Mumbai, July 1, 2019
13. "Experiences of a School Education," Silver Oaks International School, Whitefield, Bengaluru, June 22, 2019
14. "Understanding Digital Supply Chain - Shifting Patterns and Unlocking the Value," Panel Chair, Conference on Digital Supply Chain, Edition VI: Implementing Digital Solutions, CII Institute of Logistics, Chennai, June 13, 2019
15. "PPPs in the Indian Transportation Sector: Research Landscape," Special Session, 15th World Conference on Transport Research (WCTR) 2019, IIT Bombay, Mumbai, May 29, 2019
16. "Innovations in Infrastructure Development," Keynote Address, International Conference on Research in Business and Management and Information Technology, RNS Institute of Technology, Bengaluru, April 25, 2019
17. "Data Analytics Opportunities for Indian Railways," Keynote Address, Industrial Engineering and Operations Research (IEOR) Day, IIT Bombay, Mumbai, March 31, 2019
18. "Love Affair with and Challenges for Indian Railways," Foundation Day Address, National Academy of Indian Railways, Vadodara, January 31, 2019
19. "Effects of Geo-Political Developments on Indian Ports Sector," Theme Address, 9th Vibrant Gujarat Global Summit 2019, Ahmedabad, January 17, 2019
20. "Lesson's from PPPs in Transport Infrastructure Projects," Transportation Infrastructure Projects - Conception to Execution 2019, IIT Roorkee, Roorkee, January 10, 2019
21. "Data Analytics Opportunities for Indian Railways," Keynote Address, Sixth International Conference on Business Analytics and Intelligence, IISc, Bengaluru, December 20, 2018
22. "Improving Logistics in India: the SWIFT Way," Keynote Address, Sixth Biennial SCM Conference, IIM Bangalore, Bengaluru, December 11, 2018
23. "Improving Logistics in India: the SWIFT Way," *Convocation Address*, Calcutta Business School, Kolkata, December 9, 2018
24. "Issues in Skill Development and Rural Infrastructure," *Convocation Address*, Mahatma Gandhi University, Nalgonda, November 11, 2018
25. "Implications of Logistics in the Maritime Sector," Keynote Address, Maritime Lecture Series, Indian Maritime University, Kochi, October 12, 2018
26. "Emerging Management Challenges," Keynote Address, 17th Madras Management Association All India Management Students Convention 2018, Chennai, September 25, 2018
27. "Logistics as a Competitive Tool: Context of Tier II Towns," Gogte Memorial Lecture, Karnatak Law Society Institute of Management Education and Research, Belagavi, September 16, 2018
28. "Issues in Skill Development and Rural Infrastructure," *Convocation Address*, Gogte Institute of Technology, Karnatak Law Society, Belagavi, September 16, 2018
29. "Improving Logistics in India: SWIFT Way," *Convocation Address*, Thiagarajar School of Management, Madurai, September 1, 2018
30. "Leading Change in Management Education – Leading Self, Leading Others, Leading Change," Panelist, AIMS Management Education Convention 2018, Bengaluru, August 30, 2018
31. "Maritime Policy: Towards Ease of Doing Business," Panelist, XIII International Conference on Public Policy & Management, New Delhi, August 23, 2018
32. "Innovations in Infrastructure Development," IIT Dharwad, Dharwad, August 8, 2018
33. "MBA Pedagogy for 21st Century Business Schools," Opening Remarks and Address, Indian Management Conclave, IIM Bangalore, August 3, 2018
34. "Innovations in Infrastructure," *Convocation Address*, R.V. College of Engineering, Bengaluru, July 28, 2018
35. "Data and Worldviews," Valedictory Speech, Christ MUN, Christ, Bengaluru, July 23, 2018
36. "Role of Culture in Creating Excellence," *Convocation Address*, Indian Council for Cultural Relations, Federation of

International Students' Associations-Bangalore, Bengaluru, June 25, 2018

37. "Bridging the Gap Between ABC and New IIMs: Ways and Means," Keynote Address, EW India Higher Education Rankings Awards, Bengaluru, June 23, 2018
38. "Procurement Methodologies," Panelist, India Infrastructure Forum 2018, New Delhi, June 8, 2018
39. "Employment Skill Gap in Infrastructure Sector," *Convocation Address*, XIME, Bengaluru, May 5, 2018
40. "Public Private Partnership - Developing an Academic Research Agenda," Panelist, 9<sup>th</sup> Conference on Excellence in Research and Education 2018, Indore, May 4, 2018
41. "Improving the Logistics in India: The SWIFT Way," Keynote Speaker, DISHA 2018, Indian Institute of Materials Management, Mumbai, April 20, 2018
42. "Improving Logistics and Transportation," Panelist, India Infrastructure Forum 2018, New Delhi, April 9, 2018
43. "Strategy, System and Service for Sustainability and Scalability of Business," Keynote Speaker, Pondicherry University, Puducherry, March 23, 2018
44. "Commercial Vehicle End-of-Life Policy in India," Panelist, Mahindra Transport Excellence Awards 2017, New Delhi, March 7, 2018
45. "Drones: Organisational Challenges," Indo-US Workshop on Emergency Medical Delivery Systems, Centre for Product Development and Manufacture, IISc, Bengaluru, March 6, 2018
46. "Exploring the state of Aviation and Aerospace Industry," Opening Remarks and Address, Future of Aviation and Aerospace 2018, Bengaluru, February 24, 2018
47. "High Speed Rail," IIM Bangalore, Bengaluru, February 10, 2018
48. "Educating students for Entrepreneurship careers," Panelist, Development Dialogue 2018, Deshpande Foundation, Hubballi, February 3, 2018
49. "Innovation in Karnataka," Centre for Public Policy, IIM Bangalore, January 17, 2018
50. "Quality in Higher Education: Truth & Reconciliation," 2nd National Teachers' Congress, MIT World Peace University, Pune, January 11, 2018
51. "Infrastructure Issues in Karnataka," The New Indian Express Vision Karnataka-2025, Bengaluru, January 1, 2018
52. "Academic Leadership in a World of Digital Disruption: Perspectives of Academic Leaders," Panelist, 11th ISDSI International Conference, IIM Tiruchirappalli, Tiruchirappalli, December 28, 2017
53. "Dedicated High Speed Rail Network in India: Issues in Development," Keynote Address, 4th Conference of the Transportation Research Group of India, IIT Bombay, Mumbai, December 18, 2017
54. "Management Education in Digital Era," Panelist, 5th PAN IIM World Management Conference, IIM Lucknow, Lucknow, December 16, 2017
55. "Urban Transport, City Planning, Infra Development: Experiences of Japan, Opportunities in India," Panelist, PAN IIT India-Japan Convention, Tokyo, Japan, December 1, 2017
56. "Research Excellence from Scarce to Abundance," Panelist, TCS Sangam 2017- Leadership and Academicians Meet, Kolkata, November 25, 2017
57. "GMR KUAEL: The Longest Road PPP," 3rd International Conference on Law and Economics, GNLU-IIMA-IITK, Ahmedabad, November 19, 2017
58. "Strategic Transformation of the Indian Railways," National Academy of Indian Railways, Vadodara, November 18, 2017
59. "Future Trends in Ports and Railways," NATCOM –SCALE 2017, Bengaluru, November 16, 2017
60. "Israel in the Spotlight: Building Innovation Partnership between Israel and India," Melting Pot 2020, Hyderabad, November 14, 2017
61. "Relevance of Management Education and Research in Building Modern India," Foundation Day Lecture, Vijayanagara Sri Krishnadevaraya University, Bellary, October 21, 2017
62. "Inter Disciplinarity in Education and Research," 6th ASEF Rector's Conference and Students' Forum, Singapore, October 12, 2017
63. "From Farm to Fork: Can We Truly Reimagine and Deregulate Indian Farming?," India@75: Is this the New India?, Mindmine Conversation, Hyderabad, October 6, 2017
64. "Overview of Transport Sector in India," Transport Working Group, NITI Aayog, New Delhi, September 29, 2017
65. "New India: Vision 2022," MS Ramaiah Foundation, Bengaluru, September 23, 2017
66. "Air Transportation in India: Challenges," Engineer's Conclave 2017, the Indian National Academy of Engineering and CSIR, National Aerospace Laboratories, Bengaluru, September 16, 2017
67. "Business Ethics and Social Values," Keynote Address, UGC Sponsored National Seminar, Sri Poornaprajna Evening College, Udupi, September 6, 2017
68. "Challenges of Infrastructure Development," *Convocation Address*, MS Ramaiah Institute of Technology, Bengaluru, August 21, 2017
69. "Architecting Infrastructure Projects in the New World Order," Valedictory Address, Project Management Practitioners Conference, PMI India Chapter, Bengaluru, July 22, 2017
70. "India-Japan Collaboration in Infrastructure," Asia Business Leader Partnership 2017-18 Program, Graduate School of Management, Kyoto University, Japan, June 29, 2017
71. "Logistics and Infrastructure Management," Society of Global Business, Japan, June 28, 2017
72. "Higher Education Conclave," Panelist, IIT Kharagpur Alumni Foundation and Pan IIT Alumni India, New Delhi, June 10, 2017
73. "Challenges of Infrastructure Development," *Convocation Address*, Christ University, Bengaluru, May 28, 2017
74. "Issues in Bulk Logistics and Infrastructure Development," KC Khanna Memorial Lecture, KIOCL, Bengaluru, April 01, 2017
75. "Management Education: Coping with the Emerging Trends in the Globalized World," Panelist, Conference on Globalizing Management Education: An Agenda for Action, XIME Bangalore, Bengaluru, March 27, 2017

76. "Improving Logistics in India: The Way Forward," Best Practices Exchange Meet, Centre for Supply Chain, IIM Bangalore, March 17, 2017
77. "Innovations in Road Safety in Approach, Processes, Measures and Perspective," Panel Chair, 6th Edition of Mahindra Transport Excellence Awards Program, New Delhi, February 3, 2017
78. "Logistics and Infrastructure: Policy Aspects for Infrastructure Development," Vibrant Gujarat Global Investors Summit, Gandhinagar, January 12, 2017
79. "Making Agri-Food Supply Chains Sustainable: Key Issues and Way forward," IIM Bangalore, December 16, 2016
80. "Public Private Partnership (PPP) for Public Service Delivery," Panel Chair, 4th PAN IIM World Management Conference, IIM Ahmedabad, December 15, 2016
81. "Gujarat Ports-leveraging on Make in India & Sagar Mala for Infrastructure Development and Capacity Enhancement," Gujarat Maritime Board Pre-Vibrant Conference on Port Sector, Gandhinagar, December 01, 2016
82. "Cost, Finance, Taxation and Accounting: Issues and Challenges in Logistics and Supply Chain Management," Keynote Speaker, Gitam School of International Business, Gitam University, Visakhapatnam, October 29, 2016
83. "Plenary: Integrating sustainability in education," Panelist, Western Region Sustainability Symposium, WIPRO, Ahmedabad, October 21, 2016
84. "Competition Policy in Transport Infrastructure," Workshop on Competition Law and Policy, Competition Commission of India and NLSIU, New Delhi, October 19, 2016
85. "Reshaping the Manufacturing Ecosystem: Challenges and Solutions," Panel Chair, GGPX Connexions 2016, IIM Ahmedabad, October 14, 2016
86. "Infrastructure Creation for Agri Warehousing Private Sector: Administrative & Fiscal Perspectives," Panel Chair, Conference on Agri Supply Chain 2016, CII, Mumbai, September 26, 2016
87. "Agri Supply Chain," Conference on Agri Supply Chain 2016, CII, Mumbai, September 26, 2016
88. "Skill Development for Maritime Logistics and Supply Chain Management," Maritime India Summit, Mumbai, April 14, 2016
89. "Why PPP?," Keynote, Strategic Thinking in Infrastructure Sector, Adani Institute of Infrastructure Management, Ahmedabad, February 20, 2016
90. "Firm Level Strategic Issues in Infrastructure Sector," Panelist, Strategic Thinking in Infrastructure Sector, Adani Institute of Infrastructure Management, Ahmedabad, February 20, 2016
91. "Experiences of PPPs in Indian Railways' Modernization," Infrastructure Finance for IRAS Probationers, National Academy of Indian Railways, Vadodara, February 15, 2016
92. "Sustainable Freight Transport and Logistics – Challenges and Way Out," Panelist, 3rd Conference of the Transportation Research Group of India, Kolkata, December 19, 2015
93. "Strategic Issues in the Food Security Value Chain," 48th Annual Convention of Operational Research Society of India and International Conference, Bhubaneswar, December 18, 2015
94. "Improving Logistics in India: The Way Forward," Third Pan IIM World Management Conference, IIM Indore, December 16, 2015
95. "Strategic Issues in the Food Security Value Chain," National Seminar on Financing of Agri-Commodity Value Chain, NABARD & IFPRI, Lucknow, November 29, 2015
96. "Strategic Issues in the Supply Chain of Food Security in India," Lead Presentation, "Building Warehousing Competitiveness 2015: Value Addition and Coping up with Changes," CII, Mumbai, November 20, 2015
97. "Building Warehousing Competitiveness 2015: Value Addition and Coping up with Changes," Theme Address, CII, Mumbai, November 19, 2015
98. "The Role of the Marine Sector in the Indian National Economy," 7th National Conference on Infrastructure and Ports, Ahmedabad, October 30, 2015
99. "Why PPP: Issues in Infrastructure Development and Financing," TAPMI School of Business, Jaipur, October 6, 2015
100. "Issues in Rural Infrastructure," Foundation Day Seminar on "Mitigating Agrarian Distress and Enhancing Farm Income," NABARD, Mumbai, July 12, 2015
101. "Strategic Issues in the Supply Chain of Food Security in India," Seminar on "Food and Nutritional Security: Role of State," University of Hyderabad, March 30-31, 2015
102. "Legal and Regulatory Issues in Infrastructure: Case of JNPT," International Conference on Law and Economics, GNLU-IIMA-IITK, Ahmedabad, March 14-15, 2015
103. "Supply Chain Initiatives to Support Petrochemicals Marketing," 4th Petrochemical Conclave on Petrochemicals Beckon - Make in India, Gurgaon, February 12, 2015
104. "Logistics Infrastructure for People Mobility in Chennai," Conference on People Mobility within Chennai, CII, Chennai, February 6, 2015
105. "Major Trends and Role of Maritime Clusters in the Post Financial Crisis World," Gujarat Maritime Board International Conference, Ahmedabad, December 12, 2014
106. "Experiences of PPPs in Indian Railways' Modernization and High Speed Rail Project," Conference on SmartRail Asia 2014, Bangkok, November 26-28, 2014
107. "Infrastructure and Logistics for Food Security," IIMA Public Policy Conference, New Delhi, November 21-22, 2014
108. "Indian Railways: Current Challenges and Opportunities," PHD Rail Infrastructure Summit 2014: New Initiatives - Climate for Growth - A Curtain Raiser, New Delhi, November 21, 2014
109. "Issues in Infrastructure Regulation," International Conference on Frontiers of Infrastructure Finance, IIT Kharagpur, Kharagpur November 13-15, 2014
110. "Indian Railways: Need for Structural Reforms," 8th Annual Conference on "Railways in India: New Focus Areas: Challenges and Opportunities," India Infrastructure Publishing (P) Ltd, New Delhi, October 16, 2014
111. "Gujarat under A New Leadership," Panelist, Business Standard, Ahmedabad, August 25, 2014

112. "Gujarat Maritime Horizon: Development & Way Forward," Gujarat Maritime Board, Ahmedabad, August 20, 2014
113. "Electric Vehicles in India," Conference on Sustainable Mobility, CII, Ahmedabad, August 20, 2014
114. "Direct Benefits Transfer (DBT) and Public Service Delivery," Ninth Annual International Conference on Public Policy and Management, IIM Bangalore, August 11-12, 2014
115. "Logistics Infrastructure in Chennai," Conference on Logistics Infrastructure, CII, Chennai, August 8, 2014
116. "Overview of Indian Railways," NEAR2 Project Conference, Interactive Technology, Software and Media Association & EIRC Consulting Pvt Ltd, Shanghai, China, July 9-11, 2014
117. "Logistics in India: A Peep into the Next Decade - Infrastructure and Legislation," Castrol Logistics Contractor Meet, Castrol India Ltd, Mumbai, April 16, 2014
118. "Business Policies for Air Cargo Supply Chain Growth," Symposium on Progressing Air Cargo - Challenges and Opportunities, ACAA and ACFI, Delhi, March 26, 2014
119. "Issues in Setting up a Sector Specific University," Conclave of Industry and Academia, HAL Management Academy, Bangalore, February 17, 2014
120. "Research Strategy for Indian Railways," 47th Meeting of Central Board of Railway Research (CBRR) of RDSO, Lucknow, January 16, 2014
121. "Emerging Issues in Management Curriculum Redesign," Seminar on Horizon - Thinking Beyond, GLS Institute of Business Administration, Ahmedabad, January 4, 2014
122. "Challenges in Management Curriculum Redesign," IIMA FDP Alumni Conference, GITAM Institute of Management, GITAM University, Visakhapatnam, December 20-21, 2013
123. "Issues in HSR for India," The Economics of Investment in High Speed Rail, Planning Commission and International Transport Forum, New Delhi, December 18-19, 2013
124. "Railways in India," Wrap Up Presentation, 7th Annual Conference on "Railways in India, Challenges and Strategies; Issues and Opportunities," India Infrastructure Publishing (P) Ltd, New Delhi, December 10-11, 2013
125. "Organization Structure and Development," 7th Annual Conference on "Railways in India, Challenges and Strategies; Issues and Opportunities," India Infrastructure Publishing (P) Ltd, New Delhi, December 10-11, 2013
126. "Indian Railways: Key Trends and Outlook," 7th Annual Conference on "Railways in India, Challenges and Strategies; Issues and Opportunities," India Infrastructure Publishing (P) Ltd, New Delhi, December 10-11, 2013
127. "Emerging Issues in Management Curriculum Redesign," Business Management Symposium, 2013, School of Petroleum Management (SPM) and Pandit Dayal Petroleum University (PDPU), Raisan, Gandhinagar, December 6, 2013
128. "Right to Food: Value Chain Analysis," International Conference on Humanitarian Logistics, IIM Raipur, Raipur, December 2-3, 2013
129. "Growth Corridors in India - Financing," Workshop on "Building National and Regional Growth Corridors in South Asia," Asian Development Bank, Manila, October 16-17, 2013
130. "Growth Corridors in India - Special Focus on Kolkata Chennai Corridor," Workshop on "Building National and Regional Growth Corridors in South Asia," Asian Development Bank, Manila, October 16-17, 2013
131. "Financing of PPPs in Port Infrastructure Projects," Infrastructure Finance for SAG IRAS Officers, National Academy of Indian Railways, Vadodara, September 20-21, 2013
132. "Freight Logistics: Policy and Other Contemporary Issues," Key Note Address, Workshop on "Next Generation Sustainable Freight Transportation," IIT Delhi, New Delhi, August 8-9, 2013
133. "Building Core Infrastructure that Integrates and Strengthens Our Transport Infrastructure," The Multimodal Logistics Summit, Kerala Sea and Trade Summits & Smartways B2B Pvt Ltd, Cochin, August 2, 2013
134. "Delivering Seafaring as a Profession of Choice," The Maritime Education and Training Summit, Kerala Sea and Trade Summits & Smartways B2B Pvt Ltd, Cochin, August 1, 2013
135. "Issues in Risk Management," 2nd Directors' Conclave: Towards Value Adding Board, International Management Institute and Department of Public Enterprises, Bangalore, June 27-29, 2013
136. "Lessons from PPP: Aviation/Tel Sector," Railway Staff College, Vadodara, June 14, 2013
137. "Study on High Speed Rail," organised by Japan International Co-op. Agency (JICA), Japan External Trade Organization (JETRO), and University of Tokyo, Japan, June 2-8, 2013
138. "Emerging Issues in Management," Panelist, First Pan IIM World Management Conference, organized by IIM Calcutta, Goa, May 30-June 1, 2013
139. 'Issues in High Speed Rail Development in India,' High Speed Rail Symposium, Transport Research Group of India, Mysore, May 9-10, 2013
140. 'Way Forward in Coastal Shipping for India,' Conference on Coastal Shipping, CII Institute of Logistics, Mumbai, April 17, 2013
141. "Issues in Maritime Training and Education," National Maritime Day Seminar, Mumbai, April 4, 2013
142. Twelve invited seminars/talks as Vice Chancellor, IMU between July 2012 and January 2013
143. "Skill Development in Logistics and Supply Chain," Panelist, Brainstorming Workshop, Tata Institute of Social Sciences, Mumbai, May 24, 2012
144. "Railway Transport," Training of Trainers on Development in Transport Infrastructure, CEPT, Ahmedabad, March 6, 2012
145. "Best Practices in Aviation Sector," Forum of Indian Regulators (FOIR), Mount Abu, March 2, 2012
146. "Capacity Expansion and Improving Efficiency: The Way Forward," Ninth Annual Conference on Ports in India, Indian Infrastructure Publishing (P) Ltd, Mumbai, February 1, 2012
147. "Key Issues and Challenges," Ninth Annual Conference on Ports in India, Indian Infrastructure Publishing (P) Ltd, Mumbai, January 31, 2012
148. "How Do We Meet the Infrastructure Challenges For Developing Nations," Knowledge Globalization Conference-2012, FLAME, Pune, January 5, 2012

*And 205 earlier invited presentations (25 International, 180 Indian) since March 1982*