

Curriculum Vitae of Dr. R.P. Mohanty



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Date of birth: 1st November 1944.
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EDUCATIONAL BACKGROUND

Degree	Discipline	Institute / University	Year	Class
Ph.D.	Mechanical Engineering	U.C.E,Burla, Sambalpur University	1980	
Post Graduate Diploma	General Management	The Research Institute for Management Science, Delft,The Netherlands	1980	1 st
M.Tech.	Industrial Engineering & Operations Research	Indian Institute of Technology, Kharagpur	1975	1 st
B.Sc. Engineering	Mechanical Engineering	U.C.E,Burla, Sambalpur University	1967	1 st
Pre Professional	Science	Bhadrak College Utkal University	1963	1 st
Matriculation		A.B.High School,Basudebpur B.S.E (Orissa)	1961	1 st

PROFESSIONAL ACHIEVEMENTS: (HONOURS AND AWARDS)

2009

- **International Life Time Achievement Award** from the Association of Indian Management Scholars (USA) (AIMS).
- **Life Time Achievement Award** from Indian Institution of Industrial Engineering (IIIE).
- **Who's Who in the World, 2009 Edition** - Marquis Who's Who, U.S.A.

2006.

- **Special First Edition of Who's Who in Asia** –Marquis Who's Who
- **Life Time Achievement Award**, Institution of Engineers (India).
- **Distinguished Alumni Award**, University College of Engineering, Burla (ORISSA) in the Golden Jubilee Celebration.

2004

- **Fellow**, Indian National Academy of Engineering; towards outstanding contributions in “Engineering”.

2003

- **Bharat Ratna Sir Visveswaraya Award** –: Outstanding contributions to the field of Human Resource Management, The Orissa Engineers’ Forum.
- **Intellectual Colossus Award**: Super Services/Contribution in the field of knowledge in Human Resource Management, Sambalpur University, Jyoti Vihar, Orissa.
- **Felicitation by Utkal University**, Vani Vihar, Orissa, towards Profound Contribution in the field of Human Resource Management and Education.

2000

- **Delivered Sir Visveswaraya Memorial Lecture in The Institutions of Engineers (India)**

1998

- **Distinguished Leadership Award in Academics**: American Biographical Institute.
- **Who is who in The World-98**: A Who is who in America’ publication.

1997

- **Outstanding Academician (UNI TOP) Award**: Indian Institute of Materials Management.

1995

- **Lillian Gilbreth Award**: Outstanding Contributions to the field of Industrial Engineering: The highest award in the Industrial Engineering Profession in India.

1987

- **Best Research Paper Award**: Indian Institution of Industrial Engineering

1985

- **Fellowship Award**: Indian Institution of Industrial Engineering.
- **Best Research Paper Award**: Indian Institution of Industrial Engineering

1984

- **Ramaswamy Cup**: Award for the significant contribution to IE profession in India
- **Best Research Paper Award**: Institutions of Engineers (India)

1983

- **Best Research Paper Award**: Indian Institution of Industrial Engineering

1982

- **Best Research Paper Award**: Institutions of Engineers (India)
- **Best Research Paper Award**: Indian Institution of Industrial Engineering.

RECOGNITION IN THE GLOBAL PROFESSIONAL BODIES:

1. Member, Advisory Council; The Association of Indian Management Scholars.
2. Honorary Director, Research Board of Advisors, American Biographical Institute
3. Member, International Board of Directors, International Foundation of Production Research
4. Member, International Advisory Board for the 14th International Conference on Production Research, OSAKA (Japan) in Aug 97.
5. Member, International Advisory Board, 13th International Conference on Production Research, Jerusalem (Israel) Aug. 1995.
6. Member, International Association of Industrial Engineers, USA.
7. Charter Member, British Literati Club, UK
8. Member, International Advisory Board for the Conference on Industry and Academic Collaborating to meet the challenges of the Global Economy, Monash University, Australia.

National Recognitions in India

1. Member – Governing Board, Institute of Science and Management, Ranchi.
2. Member – Governing Board, National Center for Quality Management, Mumbai.
3. Member - Governing Board, Kohinoor Business School, Lonavala..[2007-2010]
4. Member-Governing Board, Templecity Institute of Technology and Engineering, Bhubaneswar.[2007-2010]
5. Member, Academic Advisory Board; Lal Bahadur Sastry Institute of Management, New Delhi.[2003-2007]
6. Advisor, Paradyne Infotech Ltd. Mumbai [2005--]
7. Chairman, Academic Advisory Board, Institute of Technology Education and Research & Institute of Business and Computer Science; Bhubaneswar. [2002-2003]
8. Member, Academic Council, SNTD University, Mumbai [2001-2003].
9. Vice President, Operational Research Society of India [2001-2003].
10. Member, Planning Board [Working Group on Technical Education], Government of Rajasthan[1995-1997].
11. Member, All India Board of Post-Graduate Education & Research, (AICTE), New Delhi [1995-1996].
12. Vice President, Board of Governors, Bombay Productivity Council [1999-2005].
13. Governing Board Member, National Center for Quality Management [2003-2006].
14. Member, Quality Group, All India Manufacturers' Organization [1995-1996].
15. Member, TQM Committee: Confederation of Indian Industry, Western Region [1999-2000].
16. Member, Human Resource and Productivity Committee, Indian Merchants Chambers [1999-2006]
17. Patron, Institute of Management & Information Science, Bhubaneswar.
18. Member, AICTE Research and Project Proposals Evaluation Committee [1993-1995].
19. UGC Nominee to represent Ministry of Industry (Govt. of India) for promotion of Industrial Development Training in the Govt. Sectors [1994-1995].
20. Member, Board of Studies, Indian School of Mines, Dhanbad [1990-1995]
21. Chairman, Board of Examinations, Indian Institution of Industrial Engg. (1995-1998)
22. Vice President, Operational Research Society of India. (1996-97)
23. Chairman, Indian Institution of Industrial Engineering, (1986-87).
24. Honorary Secretary, Indian Institution of Industrial Engineering, (1985-86)
25. Honorary Treasurer, Indian Institution of Industrial Engineering, (1983-85)

26. Editor-in-Chief, Industrial Engineering Journal, (1983-1988)
27. Chairman, Organizing Committee, XXXIX Convention of ORSI (Dec 1995)
28. Member, National Award Committee, Indian Institution of Industrial Engineering,(1996)
29. Adviser, Indian Institute of Materials Mgmt.[1997-98]
30. Member, Editorial Board, Industrial Engg. Journal [1989-2005]
31. Member, National Council of Indian Institution of Industrial Engineering, (83- 98).
32. Chairman, Editorial Board, Bombay Productivity Council. (Journal: Achieve)[1990-2004]
33. Chairman, Editorial Board, NITIE. (Journal: Udyog Pragati). (1989-1992)
34. Member, Advisory Committee, Dhaneswar Rath Institute of Engg. & Mgmt. Studies DRIEMS, Cuttack.

WORK EXPERIENCES [42 YEARS]

INDUSTRY {10years}

- ❖ **Associated Cement Companies Ltd., Bombay, (1995-2004)-A a multi-product, multi-location, multi-division company operating in India and Overseas and having a turnover of Indian Rs.6000 CRORES, and employing more than 12,000 people across India and overseas.**

- **Vice-President (Human Resource Division): This position is the HEAD of Human Resources Management.**

Nature of Work:

1. **Human Resource Planning.**
2. **Human Resource Acquisition**
3. **Human Resource Development.**
4. **Performance Management System: Design and implementation.**
5. **Benefits and compensation system**
6. **Design and implementation of Human Resource Information System. Work Systems Design.**
7. **Organization Design and Human Resource Restructuring.**
8. **Employee relations.**

Significant Contributions in the field of Human Resource Management:

- **Design and Implementation of:** Performance Management System, Organizational Restructuring and Design, Employees' Management and Technology Competency Development Systems, Reengineering of Organizational Management Systems and Total Productivity Management System, Innovation and creativity based action research projects.
- ***Performance Management System and Innovate to Excel*** - Two manuals have been prepared.
- **Corporate Social Initiatives:** Capacity building of community, adult education, health & sanitation development, youth entrepreneurship development, small and micro industries technical development, marginal farmers' education programs etc.
- **Demonstrated Key Competencies:** Excellent analytical skills, total system thinking, managing diversity through productive team building, collaborative process management, strategic planning and policy formulation, affinitive commitment, action orientation, drive for results, integrity, self-awareness and self-regulation, fairness and equity etc.

- ❖ **Govt. of Orissa, Irrigation & Power Dept.**

Junior Engineer, April 67 to July 67 (Project Execution, at Talcher Thermal Power Project).

ACADEMIC {32 years}

- ❖ **Institute for Technology and Management-Group of Institutions**
[Mumbai, Chennai, Bangalore, Hyderabad, Warangal, Raipur] (Feb-2005 continuing.)
 - **Chair Professor, Adviser and Dean.**[*Nature of Work: Institutional development, Project Management, Faculty Development, Research Programme Development and Management Development and Consulting*)]
- ❖ **Asian Institute of Technology, Bangkok. (1986-87)**
 - **Visiting Professor**, Division of Industrial Engineering and Management,
- ❖ **National Institute of Industrial Engineering, Bombay.**
 - **Professor**, Jan. '83 to August '95;
 - **Dean (Post graduate & Research Programs)**, Jan 83 to April 86.
 - **Head, General Management Group**, March 81 to April 86;
- ❖ **Xavier Labor Relations Institute, Jamshedpur; Associate Professor, June 80 to March 81.**
- ❖ **University College of Engineering; Burla; Lecturer. August 1967 to May 1980.**

Academic Administrative Works Undertaken:

Dean; Head of the Department; Hostel Warden; Chairman of Standing Committee; Chairman of Recruitment and Selection Committee; Chairman of Examination Committee Chairman of Academic Regulation Committee etc.

SIGNIFICANT PROFESSIONAL CONTRIBUTIONS

Text Book Publication

1. **Human Resource Management: The Multiple Perspectives, (Edited)**; Excel Books, New Delhi 2008.
2. **Quality Management Practices, (Edited)**; Excel Books, New Delhi 2007.
3. **Human Resource Management: Linkages with Organizational Processes, (Edited)**; Excel Books, New Delhi 2007.
4. **Managing Human Capital (Edited)**; Excel Books, New Delhi; 2006.
5. **Supply Chain Management: Theories and Practices**, Wiley-Dream tech Publishers, New Delhi, 2004.
6. **Indian case studies in Supply Chain Management and other Learning Resources**, Biztantra Publishing, 2005
7. **Essentials of Supply Chain Management**, Jaico Publishers, New Delhi, 2004.
8. **Advanced Operations Management**, Pearson Publishing Co, Singapore, 2003.
9. **Total Quality Management in the Service Sector**, Jaico Publishers, New Delhi, 2002.
10. **Handbook on Total Quality Management**, Jaico Publishers, New Delhi, 1998.
11. **A Text Book on Works Management**, Published by All India Management Association, New Delhi, 1984.

Guidance To Doctoral Students:

- **COMPLETED**
- 1. A study of Emotional Intelligence and Communication Excellence of School Children of different Socio-Economic strata in India .2009
- 2. Productivity Management Policies in Cement Industries: A Comparative Study of Public and Private Sectors, 1999.

3. Adaptation of Japanese Management Approaches in Indian Organizations: Some Studies, 1998.
4. Towards The Evolution of Strategic Information System for a Large Corporation, 1994.
5. Productivity Management of Manufacturing Organizations: Some Studies. 1992
6. A Study of Aggregate Production and Raw Materials Supply Planning Problems of an Integrated Steel Manufacturing System. 1991
7. Multi Location Plant Sizing and Timing: Studies of Some Decomposition Procedures. 1990
8. Some Studies on Environmental Impacts of Public Utility Projects.1984
9. Operational Management of University Libraries: Some studies.1982
- **SUBMITTED**
10. EVA Optimizing Model: Some Studies with BITS, Pilani. 2009
11. Impacts of Human Resource Management systems on Organizational Performance – A study of ONGC with BITS, Pilani. 2009
- **UNDER PROGRESS**
12. Predicting Bankruptcy: An Encompassing Approach with BITS, Pilani.
13. Management of Micro-irrigation system in Arid Areas of India: Some studies with BIT, Mesra (Ranchi).
14. Employees' satisfaction with HR Practices and their commitment to the Organization: An Empirical Study in "BSNL" with BIT, Mesra (Ranchi).
15. Impact of drivers of human resource engagement on organizational performance (some studies in auto manufacturing sector) with BIT, Mesra (Ranchi).
16. Supply chain of Indian petroleum industry:- Studies on management processes and influence of the stakeholders with BIT, Mesra (Ranchi)
17. Design and development of decision support system (DSS) for management of multiple projects in multiple locations with BIT, Mesra (Ranchi)
18. Linking organisational culture with performance: An empirical study for Indian industry" with BIT, Mesra (Ranchi)
19. Impact of Microfinance in Improving Quality of Life: Some studies in India with BIT, Mesra (Ranchi)
20. Strategic Collaborations between Oil Sector and Auto Service Sector with BIT, Mesra (Ranchi)
21. A Study on Assessment of Value Innovation potential for Automobile Component Industry with BIT, Mesra (Ranchi)
22. Technology Applications in Learning Communities: An Analytical Study with BIT, Mesra (Ranchi)
23. Risk Management Framework for Software Services Industry with BIT, Mesra (Ranchi)
24. Linking Information Technology (IT) enabled relationship Management Portfolio of Application, IT capabilities and firm's performance with BIT, Mesra (Ranchi)
25. Employee Performance Management System: Some Studies with BIT, Mesra (Ranchi)
26. Developing an information technology (IT) governance model for business conglomerates with BIT, Mesra (Ranchi)

Sponsored Research Projects:

1. Research Project on "Performance Optimization Studies for multi-purpose multi-objective water resources systems". Funded by UGC, New Delhi.
2. "State of the Art in Industrial Engineering" - funded by the Department of Science & Technology, Government of India.

3. "A Research Project sanctioned by ministry of HRD, Government of India to develop "Automated Manufacturing Management System Lab."
4. Research Project on "A diagnostic study on attrition" sponsored by Mahindra and Mahindra Ltd. (Automotive Sector).

Special International Study Assignments

1. Member, Special Study Group for CIMS in Philips, Singapore.
2. Member, Special Study Group for Quality Management, Korea

Invited Lectures Delivered in International Forums and Universities

1. University of Texas at Dallas, USA
2. Wayne State University, Detroit, USA
3. Schneider Logistics, Wisconsin, Green bay, USA
4. I L O, New Delhi
5. UNIDO, Bangkok
6. Malaysian Productivity Council, Penang
7. Thailand Productivity Council, Bangkok

Visiting Faculty Assignments

1. Indian Institute of Technology, Bombay
2. Indian Institute of Technology, Roorkee
3. Indian Institute of Management, Ahmedabad
4. Indian Institute of Management, Calcutta
5. Administrative Staff College of India, Hyderabad
6. University of Bombay
7. Tata Management Training Centre, Pune

Recognition in the Editorial Boards of International and National Journals

1. Member, International Editorial Board, Journal of Studies on Manufacturing (JSM).
2. Member, International Editorial Board, Journal of Production Planning and Control.
3. Member, International Editorial Board, International Journal of Industrial Engineering.
4. Member, International Editorial Board, International Journal of Manufacturing Technology and Management.
5. Member, International Editorial Board, International Journal of Advanced Manufacturing Technology.
6. Area Editor, International Journal of Operations & Quantitative Management.
7. Member, Editorial Board, OPSEARCH.
8. Editor, Special Issue On "Manufacturing Performance Management", International Journal of Manufacturing Technology and Management.
9. Member, International Advisory Board, Journal of Manufacturing Technology and Research.
10. Member, Editorial Board, South Asian Journal of Management.
11. Member, Editorial Board, Industrial Engineering Journal. (India).
12. Member, Editorial Advisory Board, LBS Journal of Management, New Delhi, India.
13. Member, Editorial Advisory Board, The Alternative (Journal of Management Studies and Research), Birla Institute of Technology, Mesra, Ranchi, India.
14. Member, Editorial Advisory Board, Bharati Vidyapeeth University's IMED Journal of Management and Social Research, Pune, India.
15. Member, Editorial Advisory Board, Srusti Management Review, A Bi-Annual Journal of Management & IT, Bhubaneswar, Orissa, India
16. Editor-in-Chief, Industrial Engineering Journal, (1983-1988)

Reviewer of Research Papers in International Journals

1. International Journal of HRM
2. Computer & Industrial Engineering,
3. European Journal of OR
4. International Journal of Production Economics
5. International Journal of Quality & Reliability Management
6. International Journal of Production Research
7. International Journal of Operation Management
8. International Journal of Technology Management
9. International Journal of Productivity and Quality Management.
10. The Afro-Asian Journal of Finance and Accounting.
11. International Journal of Benchmarking.

Chairperson in International Conferences

1. Conference Chair, International Conference on Service Quality ICSQ-08, 16th & 17th February, 2009
2. Panelist in the session on “Corporate and Self Help Group Linkage as part of corporate social responsibility”, International Conference on Microfinance, Pondicherry, 21-23, January, 2009.
3. Chaired in the technical session on “Microfinance: Empirical Studies”, International Conference on Microfinance, Pondicherry, 21-23, January, 2009.
4. Conference Chair, International Conference on Quality Management Practices ICQMP-07, 16th & 17th August, 2007.
5. Chaired in the session on “Emerging Technologies and their Impact on Total Quality and Productivity”, ICPQR Conference, New Delhi; 12-15, December 2005.
6. Delivered the Plenary session lecture on “Competitive Advantages through Manufacturing”; 14th ISME Conference, New Delhi; 12-14, December 2005.
7. Chaired in the Manufacturing Strategy session in the 13th ICPR in Jerusalem on 6-9 August 1995.
8. Chaired in the Technical Session at the International Conference in "Multiple Criteria Decision making", Bangkok, and Dec.'1989.
9. Chaired in the Technical Session at 9th International Conference in Production Research, August 17 - 20, 1987, University of Cincinnati, USA
10. Chaired in the Technical session of the 4th World Productivity Congress, Oslo, Norway, May 1984.

Management Development Programs Conducted:

Strategic Human Resource Management, Performance Management, Leadership Development, Managerial Effectiveness, Team Building and Conflict Management, Decision Making and Problem Solving, Organization And Techniques Of Training, Innovations Management, Project Management, Quantitative Methods For Business Executives, Manpower Planning, Managerial Skills For Technical Personnel, Total Quality Mgmt.; Interviewing Skills, Coaching and Counseling etc.

Continuing Education Programs Conducted:

Analytical Skills Development, Managerial Skills Development, Leadership Competency Development, Productivity Management, Total Quality Management, Operation Research Methods & Applications etc.

In-Company Management Development Programs Conducted

ACC, ONGC, Indian Oil Corporation, Nuclear Power Corporation, Jyoti Ltd., Johnson & Johnson, FACT, Ordnance Factories, TISCO, IRE, AIR INDIA, RCF, BPCL, Kirloskar Group, AV Birla Group of Companies, Naval Dockyard, Godrej, L & T, Indian Aluminum Co, National Aluminum Co, Century Rayon, Essar Steels, and *for many other reputed companies in India and abroad.*

Consulting Projects Undertaken:

Strategic Plan Document for higher Technology Education, Technical Manpower Planning Document; Total Quality Management; Business Process Reengineering; Supply Chain Management; Design of Incentive Systems; Layout and Material handling Systems; Manpower Planning, Organization & Methods; Time Standards Development; Development of Productivity Norms; Organizational Design; Corporate Restructuring.

Publications in International Journals

2010

1. Insights and Learning from Lean Manufacturing Implementation Practices, International Journal of Service and Operations Management, Vol. 6, No. 3, 2010.
2. Towards Formulation of Software Project Risk Radars, International Journal of Business Information System[**IN PRESS**]
3. Production as a Service: An Analysis of Theory of Constraints (TOC) Methods, International Journal of Services, Economics and Management (IJSEM) [**IN PRESS**].
4. Estimating Operational Risk Index for Software Services Outsourcing Industry: A Case Study. International Journal of Services, Economics and Management (IJSEM) [**IN PRESS**]
5. HRM policies, attitudinal outcomes and turnover intent: an empirical study of Indian oil industry, South Asian Journal of Management (under review).
6. Determinants of Innovation as a Competence – An empirical study, International Journal of Business Innovations and Research (IJBIR) (under review).
- 7.

2009

1. Towards managing quality cost: A case study, Total Quality Management, Volume 20, No.10, October, 2009..
2. Factors affecting emotional intelligence: an empirical study for some school students in India, International Journal of Management in Education (IJMIE) Vol.3, No.1, 2009.
3. Comparative Study of Production Outsourcing Models, Journal of Advances in Management Research, Vol. 6, No.1, 2009 pp. 41-69.

2008

1. Economics of Environment Management System: A Quality Cost Perspective, IEEE Computer Society, USA. 2008, 758-762, doi.ieeecomputersociety.org.

2007

1. Value drivers of Return on Equity (ROE): A study of Indian companies, International Journal of Accounting, Auditing & Performance Measurement, Vol. 4 No.6, 2007.
2. Quality Dimensions of E-Commerce and their Implications, Total Quality Management & Business Excellence, Volume 18, Issue 3, May 2007.

2006

1. Linkage between TQM and organizational performance: an empirical study for Indian industry, Production Planning and Control, Vol.17, No.1, 2006.

2005

1. Performance Management through Strategic Total Productivity Optimization, International Journal of Advanced Manufacturing Technology, Volume 25, No.1, 2005.

2. Application of Fuzzy Analytical Network Process to R & D Project Selection, International Journal of Production Research, Vol.43, No. 24, 2005.

2003

1. Towards knowledge management: A Case. International Journal of Information Technology Management, Vol.2, No.3, 2003.
2. Performance Measurement Systems For Manufacturing Organizations- A Review; International Journal Of Manufacturing Technology And Management; Vol. 5, No 5/6, 2003.
3. Managing Total Productivity: A Practical Application Of Measurement And Optimization; International Journal Of Manufacturing Technology And Management; Vol. 5, No 5/6, 2003.
4. Impact Of Cellular Manufacturing On Supply Chain Management: Exploration Of Inter-Relationships Between Design Issues; International Journal Of Manufacturing Technology And Management, Vol.5, No 5/6,2003.
5. Expert Enhanced Coloured Fuzzy Petri Net models of Traditional, Flexible and Reconfigurable Kanban Systems. Production Planning and Control, Vol.14, No.5, 2003.

2001

1. Building knowledge base for Indian Corporations, International Journal of Human Resource Development and Management. Vol.1, No. 2/3/4, 2001.
2. Agility: Searching for Definitions and Boundaries, International Journal of Agile Manufacturing Vol.4, Issue 2, 2001.
3. Use of Timed Petri Net and Activity Cycle Diagram Methodology for Modeling Tandem AGVs in FMS and its Performance Evaluation, International Journal of Computer Integrated Manufacturing, Vol.14, No. 4, 2001.
4. Reengineering of Materials Management System: A Case Study, International Journal of Production Economics, Vol.70, No 3, 2001.
5. Business Process Reengineering: Value Innovations in Industrial Engineering Practices, International Journal of Computer Applications in Technology, Vol. 4/5/6; 2001.

2000

1. Reengineering A Supply Chain Management System: A Case Study; Production Planning &Control, Vol.11, No 1, 2000.

1999

1. A Study of ERP Justification Problem, International Journal of Operations and Quantitative Management, Vol.5, No.3, 1999
2. Evaluating Manufacturing Strategy for a Learning Organization: A Case, International journal of Operations & Production Management. Vol.19, No.3, 1999.
3. Managing Green Productivity: A Case Study, Work Study, Vol.48, No.5, 1999.
4. Value Innovation Perspective in Indian Organizations, Participation and Empowerment-- An International Journal, Vol.7, No.4, 1999.

1998

1. Advanced Manufacturing Technology Selection: A Strategic Model for Learning and Evaluation. International journal of Production Economics. Vol. 55 (1998).
2. Managing Green Productivity: Some Strategic Directions, Production Planning and Control, Vol. 9, No. 7, 1998.
3. Understanding the Integrated Linkage: Quality and Productivity, Total Quality Management. Vol.9, No.8. 1998.
4. Factors Affecting TQM Implementation: An Empirical Study in Indian Industry, Production Planning and Control. Vol.9 No.5, 1998

5. BPR: Beyond Industrial Engineering, Work Study, Vol.47, No.3, 1998.

1997

1. TQM: Some Issues for Deliberation: Production Planning & Control, Vol. 8, No 1, Jan-Feb. '97.
2. Evolution of a DSS for Human Resource Planning in Petroleum Company, International Journal of Production Economics. 51,1997.
3. Strategic Adoption of a Flexible Manufacturing System: A case study of an Indian Electronics enterprise. Production Planning and Control Vol.8 No.8, 1997.

1996

1. Social Reengineering: The Indian Perspective. Social Engineer (Vol. 5, No2, July, 1996)
2. Understanding the fundamentals for management of Change, Work Study, Vol. 45, No 7, Nov-Dec '96.
3. Multi-location Plant Sizing and Timing: Study of Temporal Decomposition Procedure, Production Planning & Control. (Vol. 7, No. 1, 1996)
4. Multi-location Plant Sizing and Timing: Study of Spatial - Temporal Decomposition Procedure, Production Planning & Control. (Vol. 7, No. 5, 1996)
5. TQM: A Comparative Approach, Work Study. (Vol. 45, No. 1, Jan-Feb '96)
6. TQM: Implementation for Health Care System, Work Study. (Vol. 45, No.2, Mar-April '96)
7. TQM in Service Sector, Work Study. (Vol. 45, No. 3, May - June '96)

1995

1. Corporate Manufacturing Relationship, Production Planning & Control, Vol.6, No.1, 1995
2. Factors Affecting Industrial Automation Project: Some Inferences for Indian Industry, Work study, Vol., 44, No. 5 Jul-Aug, 1995.
3. Understanding TQM in Service Systems, International Journal of Quality & Reliability Management ;(Vol. 12, No. 9, 1995)
4. Productivity Growth: Some Imperatives, Work-study, Vol., 44, No. 1 Jan-Feb, 1995.
5. Productivity Growth: Some Propositions, Work-study, Vol., 44, No. 2 Mar-April, 1995.
6. Managing TQM Affairs - Some Lessons, Work study, Vol., 44, No. 6 Sept- Oct, 95.

1994

1. An Industrial Application for Total Productivity Optimization: Production Planning & Control, Vol.5, No.2, 1994.
2. TQM: Concepts, Evolution & Acceptability, International Journal of Quality & Reliability Mgmt., Vol.12, No.1, 1994.
3. Understanding TQM, Production Planning & Control, Vol.5, No.5, 1994.
4. A Nonlinear Integer Programming Model for designing FMS - International Journal of Manufacturing System Design, Vol.1, No.2, 1994.

1993

1. Productivity Management: A Soft Systems Approach; Work Study, Vol.42, Jan-Feb, 1993.
2. Analysis of Justification Problems in CIMS: Review & Projections. Production Planning & Control, Vol.4, No.3, 1993.
3. Availability Estimation for an Iron Ore Production Plant using Simulation, International Journal of Quality & Reliability Mgmt., Vol.10, No.3, 1993.
4. Use of Analytical Hierarchic Process for Selecting Automated Manufacturing Systems. International Journal Of Operations and Production Management, Vol.13, No.8, 1993.
5. Multilocation Plant Sizing and Timing Problem: Spatial Decomposition Procedure, International Journal Of Production Economics, Vol.29, No.3, 1993.

6. Revisiting Scientific Management, *Work Study*, Vol.42, Sept-Oct, 1993.
7. Use of AHP in Evaluating Sources of Supply, *International Journal of Physical Distribution & Logistics Management*, Vol.23, No.3, 1993.
8. Justification Study for CIMS, *Computer Integrated Manufacturing Systems Journal*, Vol.6, No.5, 1993.
9. The Importance of Accountability in Productivity Management, *Work Study*, Vol. 42, July-Aug, 1993.

1992

1. Socio-Technological Systems Approach to Organization of Work and its place in Total Productivity management-Malaysian Productivity Journal, Vol.12, and June 1992.
2. Hierarchical Systems Approach for Production Planning in a Steel Plants; *International Journal of Operations and Production Management*, Vol.12, No.5, 1992.
3. Project Selection by a Multiple Criteria Decision Making Method, An example form A Developing Country, *International Journal of Project Management*, Vol.10, No.1, Feb 1992.
4. Why and How of Productivity Management; *Work Study*, Vol. 41, Nov-Dec, 1992.
5. Managing Our Pluralistic Organizations; *Work Study*, Vol. 41, Nov-Dec, 1992.
6. Consensus and Conflicts in understanding Productivity; *International Journal of Production Economics*, Vol.28, 1992.
7. Status of MS Research in Multistage Production Systems; *Management research News*, Vol. 17, No7, 1992.

1991

1. Searching for Definition and Boundaries in FMS; *Production Planning & Control*, Vol.2, No.2, 1991.
2. Planning for CIMS: A Case Example; *Journal of Applied Manufacturing Systems*, Vol.4, No.1, summer, 1991.
3. Availability Management: Concepts, Evaluation and Strategic Directions; *International Journal of Quality and Reliability Management*, Vol.8, No.4, 1991
4. Planning for Productivity: Discussion of A Case Study; *Productivity, Malaysian productivity Journal*, January 1991, Issue No. 10.
5. State of Management Science Research in Steel Industries; *Management Research News*, Vol.14, No.6, 1991.

1990

1. How Developed is Materials Management: An Indian survey; *Malaysian Productivity Journal*, 1990, Issue No.8.
2. Managing the Process of Subcontracting to Improve Industrial Productivity; *Malaysian Productivity Journal*, December 1990, Issue No.9.

1989

1. Multiple Projects - Multiple Resources Constrained Scheduling Problem: Some Studies, *International Journal of Production Research*, Vol.27, No.2, 1989.
2. A Computer Algorithm for Determining Optimal Buffer size in a Serial Flow Production System, *Computer and Industrial Engineering Journal* Vol.16, No.1, 1989.
3. Design of a Production Planning and Control System for a Tool Room: A Case Study; *Engineering Costs and Production Economics*, Vol.16, No.2, 1989.
4. Multiple Projects - Multi-objective Analysis, *Engineering Costs and Production Economics*, Vol.18, 1989, P.83-92.

5. Process Improvement: Evaluation of Some Methods, Journal of Quality Progress, Vol. XXII, No.9, September 1989.
6. Simulating Availability in a Manufacturing plant; International Journal of Operations and Production Management, Vol.9, No.4, 1989.
7. Availability Management: The Key to Productivity Improvement; Malaysian Productivity Journal, Vol.7, Dec 1989

1988

1. Assuring the Quality in Procurement System: Some Observations; International Journal of Quality and Reliability Management, Vol.5, No.1, 1988.
2. A Goal Programming Application for Waste Treatment Quality Control, International Journal of Quality and Reliability Management, Vol.5, No.4, 1988.
3. Productivity Measurement Models for a Wire Rope Manufacturing Plant; International Journal of Operations and Production Management, Vol.8, No.4, 1988.
4. Assessment of Relationship between Productivity and Profitability: An Indian Example; Malaysian Productivity Journal, Vol.4, June 1988.
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