**RESUME**

1. **PERSONAL PARTICULARS**

 NAME IN FULL R.S.S.L.N, BHASKARUDU

DATE OF BIRTH July 1, 1940

PRESENT ADDRESS House No. 2210, Sector-D,

 Pocket 2, Vasant Kunj,
 NEW DELHI — 110070

Phone: 9868231144

Email: Bhaskarudu@nic.in

FORMER CHAIRMAN

**PUBLIC ENTERPRISES SELECTION BOARD** GOVERNMENT OF INDIA

FORMER MANAGING DIRECTOR **MARUTI UDYOG LIMITED**

1. **EDUCATIONAL BACKGROUND**
2. **FORMAL EDUCATION** (From school leaving examination onwards).

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| --- | --- | --- | --- | --- | --- |
| **SL** **NO** | **Name of the Institution** | **Degree / Diploma** | **Year** | **Sub / Area / Field of Specification** | **Class Rank** |
| 1 | Board High School Ravela, Guntur Dist. AP |  SSLC | 1955 | Telugu, English, Hindi, Mathematics, Gen. Science and | First |
|  |  |  |  |  Social Studies. |  |
| 2 | SSN College, Narasaraopet | Intermediate | 1957 | Physics, Chemistry | First Rank |
|  | Andhra University |  |  | & Mathematics |  |
| 3 | College of Engineering. | B,E (Electrical) | 1961 | Electrical | First Class with |
|  | Kakinada, Andhra University |  |  | Engineering | Hons. |
| 4 | Max Muller Bhavan, German | Grund-Stufe | 1973 | German Language |  |
|  | Cultural Centre, Hyderabad | TEIL-I |  |  |  |

**b) SPECIALISED TRAINING I COURSES ATTENDED {TRANING I VISITS ABROAD}**

**Purpose** **Place of visit** **Duration**

Training in Steam Turbine Manufacturing Skoda Works Czechoslovakia. 1963-65 Technology including the Power House First Brno Engg. Works, Brno. 21 months auxiliaries Czechoslovakia

Preparation of the Project Report for the Skoda Works, Czechoslovakia. 1974

Introduction of 200 & 500 MW TG Set **BHEL.** 3 months

 Hyderabad.

Preparation of the Project Report for the introduction of High Speed Drive Turbine at BHEL, Hyderabad

Siemens Wesel Works, West Germany.

Kraftwerke Union, West Germany.

Kraftwerke Union, West Germany.

Suzuki Motor Corp. **and** various equipment & component suppliers in Japan

1974

4 weeks

1978

7 weeks

1982

1 week

Various Times

Vienna, Austria 1991:4 weeks

Cairo 1992:6 weeks

Egypt 1994:6 weeks

Cairo, Egypt 1998:1 week

Preparation of the Project Report for the introduction of Large Size Turbo-Generators 200- 100Olv1W at BHEL Hardwar

Finalization of 500 MW TG Set manufacturing activities and back-up support

Training in the manufacturing technology of passenger cars, vans and 4-wheel drive vehicles; preparation of Project Report for the introduction of 1000 cc car; localization program; technical tie-ups for YE-2 (Zen) car project, etc.

**Purpose** Commercial visits

**Duration** Various Times

1990 11
WEEKS

**Place of visit**

SMC, Japan; Component

makers in Japan & Germany

Boston, USA

 **HARVARD UNIVERSITY** School of Business

 Administration Advanced Management Program-

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**UNIDO Assignments:** Industrial Sub­contracting policies and Exchanges. Promotion of Automobile component Industry in Egypt. Enterprise to Enterprise

Co-operation

**3. POSTS HELD**

**SL COMPANY DESIGNATION Reporting**

**Period of Reason for**

**Employment Change**

July 2004 to June 2005

**No. Level**

1. **PUBLIC ENTERPRISES**

 **SELECTION BOARD**

 **CHAIRMAN**

1. **PUBLIC ENTERPRISES**

Aug. 1999 to June 2004

Aug. 1997 to Aug. 1999

Jun. 1993 to Aug. 1997 BOARD LEVEL

Jul. 1989 to Jun. 1993 BOARD LEVEL

Mar. 1988 to 1989 Appointed to the BOARD LEVEL

 **SELECTION BOARD :** MEMBER (Equivalent to Secretary to the Govt. of INDIA )

1. **MARUTI UDYOG LIMITED:**

MANAGING DIRECTOR BOARD

JOINT MANAGING DIRECTOR MD

DIRECTOR MATERIALS C.M.D.

DIRECTOR PROJECTS & C. M.D

PRODON.

GENERAL MANAGER (Production Engineering / Projects)

GENERAL MANAGER DIR (Prod.) Aug. 1984 to Jun. 1985 Additional

(Production & Production Responsibility
Engineering)

CHIEF GENERAL MANAGER MD *I* DIR Jun. 1985 to Jan. 1987 Promoted

PLANT MANAGER MD Jan. 1987 to Mar. 1988 Additional

Responsibility

(Prod.)

DR (Prod.) Dec. 1983 to Aug. 1984

D) BHARAT HEAVY ELECTRICALS LTD. ( CORPORATE OFFICE ) Additional General Manager

GM {Ping.. Jul. 1983 to Dec. 1983 Promoted

DIR

(Tech)

1. **BHARAT HEAVY**

**ELECTRICALS LTD. : RANIPUR, HARDWAR**

Dy. General manager ( Production & Production Engineering)

GM (Opn.) Dec. 1979 to Jun. 1983 Promoted

Sr. manager ( Production Engineering )

GM (Opn.) Mar. 1978 to Dec. 1979 INTER-UNIT

Transfer

1. BHARAT HEAVY ELECTRICALS LTD.: RAMACHANDRAPURAM, HYDERABAD

Sr. Manager ( New Projects & Tech. Development )

GM (Opn.) Jan, 1977 to Mar. 1978 Promoted

Manager ( New Projects & Tech. Development )

GM (Opn.) May. 1975 to Jan. 1977 Promoted

Superintendent I Asst. Chief Engineer (Technology)

Works Mgr./ Jun. 1972 to May. 1975 Promoted Chief Engr.

Dy. Chief / Jul. 1962 to Jun. 1972

Astt. Chief

Engineer

Sr. Engineer/ Engineer/ Engineer Trainee

|  |  |  |
| --- | --- | --- |
| G) ANDHRA PRADESH STATE ELECTRICITY BOARD : Jr. Engineer | Executive Engineer | Jun. 1961 to 1962 |

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**R.S.S.L.N. BHASKARUDU**

Mr. R.S.S.L.N. Bhaskarudu held the post of Managing Director of Maruti Udyog Limited (MUL), the largest passenger car manufacturer in INDIA, and one of the top 20 companies in the country with very good turnover. His involvement with MUL had been since its inception and he had played a key role in the organization's good performance and achievement of results since 1983 to 1999.

After graduating in Engineering in first class with honors, Mr. Bhaskarudu joined India's premier heavy engineering organisation, Bharat Heavy Electricals Ltd., (BHEL), involved in the development and implementation of large power projects all over the country. During his tenure at BHEL, where he worked for 21 and a half years, had an opportunity to undergo advanced training and lead negotiations / discussions abroad on number of occasions,

During his long experience he had both formal training and practical experience in various aspects of management. Including an 11 week **Advance Management program at Harvard Business School, USA**, between March 1990 and May 1990. In this program he had formal training through around 160 case studies, discussions and presentations on business strategies, operations management, corporate finance, financial & management accounting, marketing, information and control systems, international economics, leadership & organizational behavior, and the competitive advantage of nations industries and organizations.

All the projects undertaken by Mr. Bhaskarudu had been executed successfully without any time and cost overruns. He headed several project teams, not only in his tenure of 16 and a half-years in MUL, but also in the process of development of important products while in BHEL. He had been responsible for the introduction of new technologies, and introduction of number of new products both in Maruti and BHEL, for all those projects Mr. Bhaskarudu had total responsibility from concept/planning to implementation of the projects. These included preparation of Detailed Project Reports (DPRs), getting Government/ Financial clearances, interaction with collaborators, selection of equipment, machine tools, implementation of project, transfer of technology and shop floor production. It needs to be mentioned that the Maruti project was completed in record time without any time or cost overruns. Not only in Maruti, even in BHEL Mr. Bhaskarudu had tremendous success in transfer of technology from collaborators and subsequent indigenization of components.

Under his leadership, a work culture of efficiency and productivity was established in the operational areas of the company. A productivity incentive scheme was introduced in Maruti, which became the basis of Maruti's consistently high production and productivity levels. The results at Maruti speak for themselves. The kind of efficiency and productivity gained is unprecedented. The capacity utilization of Maruti has always been more than 100%. It has gone up from 122% in 1993-94 to 134% in 1997-1998. Vehicles per employee has almost doubled in a span of five years, it has gone up from 35 in 1993 -94 to 61 in 1997-98. On one hand increase in productivity and on the other hand reduction of cost by various measures like value engineering and value addition gave Maruti a cost leadership which is difficult to match by its competitors. The active involvement of all the employees in reduction of cost through Quality Circle and Suggestion Scheme has paid rich dividends. Cost saving through Quality circle and Suggestion Scheme has gone up from Rs.8.4 crore in 1993-94 to Rs.78 crore in 1997-98. This is a continuous process and every year the cost savings have been higher than the previous year.

The real test of leadership came after Mr. Bhaskarudu became Managing Director of MUL There was recession in the market and an overall slowdown in the economy. The demand of vehicles had become sluggish mostly due to postponement of purchases by the consumers. On the other hand there were quite a few MNC car manufacturers set up operations in India. Because of this and also capacity increase by existing manufacturers there was tremendous over capacity in the industry. Whereas the capacity was close to 12 lakhs vehicles per annum, the demand was almost one third of that. This had resulted in tremendous competition for the market share. Under these conditions it had become a real challenge for Maruti defend its market share. Under the leadership of Mr. Bhaskarudu so far Maruti had been able to defend its market share, which was around 80% in the passenger car market. When all the car manufacturers were inroad, Maruti had made significant profit year after year. Profit before tax had gone up from Rs.136.7 Crore in 1993-94 to Rs.976 Crore in 1997-98. Profit per employee had gone up from Rs.2.08 lakhs in 1993-94 to Rs.11 lakhs in 1997- 98.

It is believed that one of Mr. Bhaskarudu's **greatest strengths had been his ability in dealing with people from varied cultural and educational backgrounds.** This had stood him in good stead in his official interactions with people from countries as different as Germany, Czechoslovakia, USA and Japan. He was actively involved in the finalization of the contracts between BHEL and Kraftwerke Union, Germany, for the manufacture of large size Turbo Generators, as also for the foreign currency loans for the project. As Director (Materials) Director (Projects) at MUL he had been associated with the finalization of the license agreements between Suzuki Motor Corporation. Japan and MUL. Mr. Bhaskarudu had lead an extensive negotiations with companies from Japan, Germany and elsewhere.

Besides having imbibed and practiced Japanese Management Systems over 16 & a half years, Mr. Bhaskarudu had been exposed to Czech, Western & German Management Systems during the course of his career. As a result of his experience, he had in a position to organize the required systems for managing an organization, which inherently called for a high degree of management skills and leadership qualities.

It is often said that, Mr. Bhaskarudu had the ability of spotting talent amongst employees and nurturing it. He had been known for placing right person on the right job. He strongly believed in empowering as a means of developing subordinates, and he always ensure that the officers reporting to him got the opportunity to develop to their full potential and contribute to the growth of the organization. He had been instrumental in developing his subordinates to shoulder higher responsibility and to come out with new ideas. This has resulted in MUL developing a group of senior and middle level managers who will take the company forward into the next millennium.

Planning for human resources is a high priority function for Mr. Bhaskarudu and he felt that the job training and education were indispensable to the development of a positive and effective work culture, and that had helped in the growth and development of the organization. At the same time, his effectiveness as the chief executive was largely due to the rigorous follow up of activities for which he had been ultimately responsible, to ensure that they were being done in line with the company's objectives.

Mr. Bhaskarudu is very IT friendly. As Director and later as Joint Managing Director at MUL, he had also held the additional charge of Information Technology in MUL since 1990, and had overseen the introduction of new and latest technology in this area as well. Under his spirited leadership Maruti had developed an Information Technology expertise on its own. All the required software development and systems design for finance, materials, marketing, etc, had been accomplished in-house. In the past few years MUL had changed over from mainframe computers to distributed systems, and had introduced a network for connections between internal users, as well as a number of its vendors and dealers. MUL used this network for collecting and disseminating data on plans and schedules. Maruti was able to successfully computerize the activities of invoicing, schedules, payroll, materials related activities, production tracking, accounts, transport and dispatch, on-line punching system and payments. MUL’S entire production, materials, financial and personnel records are computerized, including payments. Mr. Bhaskarudu himself uses a network PC and super-mini terminal on a daily basis. Even before joining Maruti he had been associated with computerization since the early 1970s, When he was responsible for computerization of manufacturing activities in BHEL Hyderabad, and BHEL Haridwar.

Ethics and values are some of the things, which were close to his heart. He had imbibed the same in his organization. Under his guidance Maruti developed an exemplary work culture which is unique to this country. It was responsible for the development of current philosophy, which is imbibed in the work culture of the company that "Team work and a recognition that each employee's future growth and prosperity is totally dependent on the Company's growth & prosperity." Mr. Bhaskarudu was a firm believer in corporate governance. He sincerely believed that in the ultimate analysis to sustain in the long run a corporate, entity must have utmost respect for laws, a sense of ethics and a strong value system.

Mr. Bhaskarudu had always tried to play a larger role besides his contribution to the growth of the company. He had always been willing to share his expertise and wisdom for the larger interest of the society, Fortunately, he had been able to contribute through his association with the United Nations, Governments and Industry associations. He had been a technical consultant to UNIDO (United Nations Industrial Development Organization), and had undertaken industry studies in Egypt from 1991 to 1994. The study resulted in concrete recommendations for effective technology transfer to several companies in the Egyptian automobile and automotive component industry. He was a member of the Technology Development Advisory group on "Technology trends for Automation in Industry", set up by the Government of India. He had also been the Chairman of the CII (Northern Region) Manufacturing Technology Sub-Committee. The Sub-Committee had held various Seminars and Workshops for propagating the latest trends in manufacturing technology in the Indian Industry.

Mr. Bhaskarudu while as a Member, National Council of Confederation of Indian Industry (C11), or Executive Committee of Association of Indian Automobile Manufacturers, or Member, Development Council for Automobiles and Allied Industries constituted by the Government of India, or Member, Governing Council, foundation for Innovation and Technology Transfer tried to leave a mark in whatever post he had held.

He took his social responsibility very seriously. Being the Chairman of the Maruti Employees' Educational Trust and co-vice Chairman of the Delhi Public School (CPS), Bhondsi Management Committee\_ He had been involved in setting up the IMPS, Bhondsi for employees' children and citizens of Gurgaon. Since five years of its inception, the school had the best possible infrastructure, library and laboratories that the best school in Delhi can boast of. The school at they had more than 2200 students out of which 800 students were children of local residents of Gurgaon. As a member of the school Management society he was very actively involved in running the school.

**As a Member / Chairman of the Public Enterprises Selection Board of the Government of India (a high powered professional body),** Mr Bhaskarudu was responsible to take decisions collectively with other members of the Board.

* In the Selection /Placement of Board Level Functionaries i.e. Chairman and Managing Directors and Board of Directors of about 250 Central Public Undertakings.
* Advice Government on desired structure of Board and Senior management personnel.
* Suitable performance formulation and enforcement of code of Conduct and Ethics for managerial programs for management personnel of these Companies.
* Constitute in to a Search Committee to look out for and identify suitable persons who can be appointed to senior level positions.
* As Member/Chairman PSEB Bhaskarudu made extensive studies of the following PSUs and Submitted reports to respective departments in the government for their perusal and necessary action.
* NTPC, NHPC, ONGC, BSNL, HMT, HEC etc.

After retirement Mr Bhaskarudu held the positions of

* **Independent external monitor in Indian Oil Corporation and Power grid Corporation.**
* **Independent Director in RINL (PSU)**
* **Member 2nd pay Committee on PSUs of government of India.**
* **Member Prime Minister Trophy in steel Sector**
* **Consultant for HAL and HMT.**
* Independent director on some of the GMR Group companies.

Presently Mr Bhaskarudu is **occupied as an independent Director on GMR companies GIL, DIAL, GHIAL, GAL, DDFS, TIMDA, GADL, GGIAL, etc.**

To summarize Mr Bhaskarudu has a history of solid accomplishments and effective management and leadership skills spanning 44 years in the industry and 14 years in the companies stated above. His strong points are practical background in manufacturing and technology absorption, analytical ability, effective follow-up, both for projects and on-going manufacturing activities, including liaison with government bodies, excellent people management skill and overall experience in all aspects of industry. Mr Bhaskarudu has international exposure and is very comfortable in dealing with people of different cultural backgrounds and has; strong sense of ethics and values, Mr Bhaskarudu is also capable of picking up new skills and learning, wherever they are necessary to meet his responsibilities. He was also responsible for village development at his native place in Andhra Pradesh and also development of two temples in Andhra Pradesh.