

KAMAL KISHORE SHARMA

Fellow of IIM Ahmedabad

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TEACHING, TRAINING, MENTORING, INSTITUTION BUILDING

A PhD Fellow of IIM Ahmedabad and an experienced educationist with 12 years of academics (as VC, Dean, Director & Professor contributing to Teaching, Executive Education, Institution Leadership) and 21 years of government/ industry/ startups/ NGO experience in Civil Service/CEO/Director/Founder roles.

Profile Overview (Skills & Capabilities for Professor of Practice)

- 20 plus years of impactful work experience (since 1989) at Managerial & Senior Administrator (CEO/Director/ Head/Founder) roles in Public Sector, Government Civil Service, MNC, Indian Corporates, Startups and NGO across a wide range of sectors (Metals, Logistics, Transport, Education, Agrimarkets, Water etc.) & functions (Strategy, General Mgmt, Operations, Commercial, Supply Chain, Marketing, Organisation Development etc.)
- Teaching (since 2003, excellent ratings, Taught at AIIM, MICA, CEPT, EDII, Sushant Univ)
 - Primary Subjects: Business Strategy, Entrepreneurship, Corporate Governance, Capstone
 - Secondary Subjects: Supply Chain Strategy, Change Management
- Training & ExEd (since 1992, excellent ratings, @ IIMB, IIMA, IIMK, InCompany (Tata, Adani, Bajaj, Pepsi, Ford, Avaya & numerous Open Programs)
 - Management Simulation based Experiential Learning programs on Business Strategy, Business Acumen, Entrepreneurship, Change Management, Leadership
 - Sectoral expertise: Steel, Logistics and Supply Chain, Agribusiness, Startup Ecosystem
 - Have touched over 10000 senior executives across organisations- PSUs, MNCs, Indian Corporates, Startups
 - Extensive use of Simulation Tools pedagogy, Capstone, Smartbiz, Leadpro
- Education Institution Building & contributions (over 10 years)
 - Leadership experience including Vice Chancellor/ Director/ Dean/ Head-Centre for Excellence/ Professor
 - Building Networks- well networked across Government Civil Services, Academia, Corporates, Public Sector, Entrepreneurs, Startups. 14000 connects at LinkedIn.
 - Establish Schools & Centre for Excellence (with International Collaboration)
 - Building & contributing to Entrepreneurship Ecosystem & Student Mentoring
- Research - Written Papers, Govt Reports, Project Analysis reports, Conference papers & Case studies during Fellowship at IIMA (2002-2005) and at Adani Institute of Infra Mgt (2011-13). Career spent mostly in Corporate & Education Institution Management, Teaching & Training.

ACADEMICS

- Fellow (PhD) of Indian Institute of Management Ahmedabad, 2000-2005
- Specific training: World Bank Course-Transparency in Industry transactions (Infrastructure Concessions), 2003
- MBA (Marketing & Financial Mgmt.) from IMS, Ajmer University, Rajasthan, University Gold Medallist, 1989

WORK EXPERIENCE- ACADEMICS

- **Professor of Practice** Sep'22-Present
Indian Institute of Management, Kozhikode @Kochi
- **Visiting Professor** Mar'22-Present
NRTI (Indian Railways University) Vadodara, Now a Central University named Gati Shakti Vishwavidyalaya
A Prime Minister's initiative
 - ✓ Teaching Course – Capstone Simulation, Business Ethics, Supply Chain Strategy, Special Topics in SCM
 - ✓ Voluntary assistance to activities- Course structuring, Student Mentoring and Placements

- **Advisor & Ex. Director General, Taxila Business School (TBS)** Apr'21– Oct'22
✓ 19 yrs old AICTE approved MBA School in Jaipur. IIRF-10th Cluster, in Top 100 Indian MBA PGDM Schools
- **Professor of Practice & Head, International CoE for Surface & Air Transport** Jan'10–Dec'13, Oct'18–Mar'21
Adani Institute of Infrastructure Management Ahmedabad (AIIM)
✓ The Infrastructure School is a leading Post Graduate and Executive Training School in India today
✓ Led the CoE for Surface & Air Transport to a collaboration with CMAT, Belgium University & CILT
- **Dean & Vice Chancellor (A), Ansal University (Now Sushant Univ) Gurugram** Dec'13 - Jun'15
✓ Led Ansal University School of Management to get 4th rank in National Emerging Business Schools 2015
✓ Founded Vatel School of Hotel Mgt with Swiss Collaboration, a leading Hotel Management School today
✓ Initiated Choice based credit system, a precursor to Liberal Arts Education philosophy at the University

CROSS - INSTITUTIONAL

- **Subject Expertise:** Business Strategy & Management, Entrepreneurship, Change Management, Ethics, Corporate Governance & CSR
- **Visiting Faculty** (Jan'10-Till Date) at IIM-B (ExEd), IIM-K (ExEd), IIM-I (ExEd), NRTI (Gati Shakti Vishwavidyalaya), NAIR (National Academy of Indian Railways as Guest Faculty), IRITM (Indian Railways Transportation Academy as Guest Faculty), EDI (MBA), CEPT (MMS), MICA (Guest Expert), IHM (Guest) etc.
- **Speaking endeavors:** More than 50 Key-Note speeches, Panel Discussions, Chief Guest at events including Indo-Dutch Forum, XIMB, AMA, Presidency University Bengaluru, Asia Pacific ASSOCHAM Summit, Edtech Review Higher Education, ASMA-Business School Summit, EducationPost, ARDOR- Education Leadership Summit, Uttarakhand Investment Summit, Celerity Infrastructure Magazine etc.
- **Professional Memberships**
 - Strategic Management Society (USA), Associate Member
 - Chartered Institute of Logistics, Life-Member
- **Reviewer,** Conference Abstracts and Papers – IIMA (Marketing Conf.), AIIM (@Infrastructure Conf.), MANIT Bhopal research papers
- **FDPs delivered (>25)** on Case Study Method, Teaching Excellence, Technology Commercialisation (EDII)
- **Executive Education** Jun'00 – Present
 - Facilitated more than 50 Executive Development programs for Senior Business Leaders and Emerging Leaders at IIM-B, IIM-K, IIM-I, Adani-AIIM, Ansal University, NRTI, NAIR (Vadodara), IRITM (Lucknow), EDII
Last 6 months at IIMK & IIMB-Open ExEd., Cipla, Hamilton India, Bajaj, L&T Power & Walter Bushnell India
 - Training Domains: Entrepreneurship; Developing Business Acumen; Implementing Strategy; Change Management; Steel Business; Public Policy & Transport; Logistics/SCM
 - Specific Tools used – Strategy & Leadership Simulations
 - Feedback ratings consistently in the top decile

RESEARCH & PUBLISHING

PhD thesis at Indian Institute of Management, Ahmedabad (IIMA) Jul'00 - Jul'05

“Future Energy Transitions in India: An Assessment of New and Renewable Energy Technologies”

- Topic focus on Economic Dimension of New and Renewable Sources of Energy, Energy Security & Policies for Future Indian Energy Transitions in 21st Century
- Involved application of analytical insights, construction & articulation of alternate scenarios & long-term projections on economic sectors, energy mix, emissions & cleaner energy technologies in 21st century India.
- Tools & Methodology- Large optimization model based analytical tool (MARKAL) with ability to handle large databases and make statistical/economic models & inferences; Expert Interaction with global organizations.

Publication, Reviewing & Editing

- Contributions to Celerity e-magazine and Blogs on the CoE (CSAT, AIIM Ahmedabad) homepage, 2019-20
- Editor, 2015- Book titled “Innovative Strategies for Competitiveness and Sustainability in Global Business Environments”, Kalpaz Publications, Gyan Books Pvt. Ltd. ISBN: 978-93-5128-148-1

- Reviewer, 2013- Peer & Anonymous. Elsevier Journal of Cleaner Production, Manuscript Number: JCLEPRO-D-12-00697R1, Title: "A methodology for evaluating environmental co-benefits in the transport sector: Application to the Delhi Metro"
- Case Study, 2010 -"Adani Foundation – CSR & Inclusive Development in Kutch district of Gujarat". International Conference organized by SMF at IIM Ahmedabad on "Challenges to Inclusive Growth in the Emerging Economies, Sub-Theme: Role of NGOs/SHGs towards empowerment".
- Co-editor, 2004. Workshop Proceedings and Background Paper in the Economic and Environmental Modeling Workshop, 2004 organized by IIM Ahmedabad and Battelle Memorial Institute, Columbus, Ohio, USA, Supported by MoEF, Govt. of India and United States Environment Protection Agency (USEPA).
- Joint Paper (Main Writer) published and presented on Emission Scenarios and CO2 Emission Projections in the 2003 Workshop Proceedings of the NATCOM V&A Workshop on Scenarios and Future Emissions, organized by IIMA and MoEF, Govt. of India.
- Co-author, RE Technologies: The Challenges Ahead for the Country, a Feature on Renewable Energy for the Renewable Energy India Magazine, Vol.-1, Issue-1, January 2003, Co-authors, Prof. P.R. Shukla & Prof. Amit Garg (IIM Ahmedabad).
- Co-author of a report on Development & Climate - An Assessment for India prepared by IIM Ahmedabad and sponsored by UNEP Collaborating Centre on Energy & Environment, (UCCEE) (a UNEP sponsored institution), Danish International Development Assistance & Denmark's RISOE National Laboratory.
- Co-Editor of the report on Proceedings of the Workshop on Scenarios and Future Emissions, held on July 22, 2003 at IIM Ahmedabad. Organisers: IIMA and MoEF, Govt. of India. Co-writers: Prof. P.R. Shukla, Subodh Sharma, Dr. Amit Garg and Sumana Bhattacharya.
- Abstract paper accepted on Firm Level Protocol for GHG Risk Management for MODSIM 2003, Parent Event: 2003 International Congress on Modeling and Simulation, Event Name: Session on Greenhouse Gas Emissions Markets, Policy & Impacts organized by Department of Economics, University of Western Australia
- Article on Indian Railways published in the Conference Proceedings on World Class Institutions: Creation and their Management, April 4, 2003 organised by Ahmedabad Management Association.
- Term papers on Assessment of India's Agricultural Exports Infrastructure: Tea & Floriculture Exports. 2001; Transfer of Environmentally Sound Technologies (ESTs) to Developing Countries: Carbon Management Technologies. 2001
- Co-author, A Project Report on The Dynamics of Rates with respect to Rail & Road Transport in the Present Market Scenario as with Praveen Pandey & Ity Pandey at Railway Staff College, Vadodara, India, Feb'98.

Key Consultancy Projects at IIMA (Experience with International Experts & Institutions)

- Stanford University, China (ERI) & IIMA Project on Electricity Sector Reforms in India, 2004.
- Assisted in Workshops, Data Analysis & Interpretation with Indian, US & Chinese Electricity Sector Experts.
- An IIMA, Energy Research Foundation, Netherlands & Max Planck Institute, Denmark Joint Project on Long-term (100 years) Energy and Emissions Scenarios for India, 2004.
- Climate change impact and adaptation issues in India with Environmental Resources Management (ERM)-World's largest environmental consultancy firm (2003) & UN (UNFCCC), Involved in consulting with Indian Environment Policymakers & Energy Infrastructure Experts.

WORK EXPERIENCE- ENTREPRENEURIAL

2016- 2021

- Co-Founder, Director, Investor, Advisor, Mentor
 - Agritech: Cofounder/Director – Aggrow, Indiagro, Farmkraft etc.
 - Mobility: OnRoadPrice (2wheeler demand aggregation), G-Auto (3wheeler auto ride aggregator)
 - HR: Hirecheck (Background Check & Peer rating)
 - Education Technology : EnParadigm, iInteract, Biziga (Management Simulation pedagogy products)
 - Watertech: MLK Inc, Clean-water.co.in
 - Solid Waste Tech: Durogreen
- Startup Idea Evaluation Team at Times of India ET-POI & UDGAM Accelerator, NUMA (Since 2012)

- **ArcelorMittal Steel Company**

Aug'05 – Oct'09

- Feb'07 – Oct'09 CEO, Independent SBU with overall responsibility of a Greenfield Unit
ArcelorMittal Tubular Products Aktau (AMTPA), Mangystau, Kazakhstan
- Aug'05 - Feb'07 Head – Strategy, Management & Organisation Development (SM & OD)
ArcelorMittal Temirtau (AMT), US\$4 bln Steel Company, Karaganda, Kazakhstan

Highlights at ArcelorMittal Steel Company:

Chief Executive Officer (CEO) of AMTPA (a US\$ 150M company),

- ✓ Recruited a management and technical team as well as successfully managed a majority of important business licenses to start commercial production on a pre-decided schedule in 2007.
- ✓ Steered efforts towards stabilizing production & quality & positive EBITDA during the recession period 2007-2009. Awarded 3rd & 2nd Best Industrial Product Quality Awards by local Industry Association for 07-08 & 08-09
- ✓ Excellent HR & Safety Performance - no HR unrest & no safety incident/injury in the entire 2.5 years tenure

Head – Logistics Strategy & OD at ArcelorMittal Temirtau, Kazakhstan (a US\$ 1.5B company)

Specific Assignments having a larger business environment impact

- ✓ Steel Business & Market Analysis in the Natural & Global Markets:
 - Iran and China marketing strategy formulated & implemented from 2006 onwards, Revenues jumped up by about 23% in 2007 & in two years Iran & China accounted for over 70% of AMT's steel business
- ✓ Steel Logistics Strategy formulation & implementation:
 - Internal and External Logistics Strategy formulation & implementation- resulted in cost reductions of US\$ 17000 per month, a 2% improved wagon turnover - annual savings of 1.2 mln USD from 2009
- ✓ Leadership Development & Communication-Coordination
 - Talent Identification & Leadership Development Strategy implemented since 2005 end, over 300 managers identified and trained for higher leadership roles (over 25% held senior roles within 2 years)
 - Handling CEO office's communication and coordination with Local & company offices across the globe

- **Indian Railways Traffic Service (Indian Civil Services), Government of India**

Sep'96 - Jun'00

Assistant Operations & Commercial Manager, Area Manager, Mughalsarai Division, Eastern Railway

Highlights

- ✓ Regularly monitored & supervised goods/passenger train movement & revenue operations (upto 210 trains passing every day) as well as ensured smooth yard planning & movement
- ✓ Maintained round-the-clock punctuality targets - (punctuality record consistently achieved over 96%).
- ✓ Managed HR planning, training and deployment of more than 700 field staff
- ✓ Special projects - Involved in Debottlenecking of Grand Trunk Route at Gaya Yard (Capacity improved by 6%)
- ✓ Planned & executed new market development initiatives in 1999 (new business generated ~ INR 18 mln)
- ✓ Distinctions- Received GM Award for Best Division(2000) & Best Operating Manager (1998) in Eastern Railway

- **Steel Authority of India Limited- Bokaro Steel Plant**

Jan'89 - Sep'96

Assistant Manager, Materials & Logistics Management

Highlights

- ✓ Procurement of fast moving items, vendor development, inventory management & delivery logistics (service level maintained at record 98 % plus during my 3-year tenure), Computerisation & Monitoring inventory transactions on on-line computer system, valued > INR 20 mln p.d., Steel scrap auction (Auction Avg.Rev. ~ INR 45 mln) & Recognized as the ISO-9002 resource person for Materials Department Employee Training.

OTHER SIGNIFICANT CAREER HIGHLIGHTS

- **Professional Associations:**

- Widely connected: 14000 LinkedIn Connects across Academia, Civil Services, Professionals & Non-Profits
- Member, Strategic Management Society (SMS), a USA based global body of 2,600 members from over 60 countries and publishes the prestigious Strategic Management Journal. Since 2012.
- Life-Member, Chartered Institute of Logistics, UK based, Logistics Professionals
- Member, All India Management Association - Young Leader's Council
- Policy Reviewer: Indian FPO Agriculture Policy review with Small Farmers Agribusiness Consortium (SFAC)
- All India Judge at Times of India, Economic Times- Power of Ideas competition for 5 years

- **Professional Achievements**

- Gold Medalist amongst 54 Officers of the All India Railway Executive Service Officers Induction Batch, 1997;
- Amongst top 0.2% out of >300,000 candidates in the All India Civil Services Exam 1995;
- Topper of the SAIL Administrative Officers Induction Batch (46 Selected Officers of 1989 batch);

- **Academic Achievements**

- Selected amongst the 12 Fellow Program Students at IIMA through CAT 1999;
- University Gold Medalist amongst 4 colleges and 150 Post Graduate MBA students, 1989

- **Public Awards**

- National Metallurgist Day Award for Excellence in Teamwork & Leadership, SAIL, 1994
- Global Visionary Award, 2019

- **Extra curriculans-** Sports- Fitness, Music (Singing) & Travelling

REFERENCES

1. Dr. Amit Garg, Fellow of IIMA, Currently Professor at IIM Ahmedabad, +91 94284 04967, amitgarg@iima.ac.in
2. Dr. Sanjay Verma, Fellow of IIMC, Currently Professor at IIM Ahmedabad, +91 98988 44432, sverma@iima.ac.in

PERSONAL DETAILS

Date of Birth : January 30, 1968
Marital Status : Married, Wife (MA, BEd), Daughter (MBA) and a Son
Present Address : G-113, DLF New Town Heights, Kakkanad, Kochi, Kerala, 682037