

# Dr. AJITABH AMBASTHA

(B.E., MBA, Ph.D.: IIT Delhi)

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## SYNOPSIS

- Worked with few organizations in areas of Companies, Institutes, Research & Academia
- Last assignment was with Tata Capital, Mumbai, as **Vice President** and Member of Sr. Leadership Group (SLG) and recently left (31<sup>st</sup> May 2019)
- A Civil Engineer (MNREC, Allahabad) with an MBA (IMI New Delhi) and Ph.D. (IIT Delhi)
- 25 yrs. of experience, in the areas of:
  - Human Resources, L&D and Organization Development
  - Strategy & Competitiveness
  - Business Development
  - Quality and Business Excellence
  - Valuation
  - Customer Services
- Trained & Certified Senior Assessor (Lead), with experience of Implementation of Models for Business Sustainability
  - Tata Business Excellence Model (TBEM)
  - EFQM Business Excellence Model (CII- Exim Bank)
  - CII HR Excellence Model
  - People CMM (ver. 2.0)
  - Balanced Scorecard by Palladium (Robert Kaplan's BSC Institute)
  - TQM by AOTS, Japan
- Trained in Corporate Governance (Board Evaluation, Effectiveness, Charter and Governance) by Tata - US Organization (June 28-30, 2012); Tata Group Work Level Study / Job Banding
- Member American Society for Quality (ASQ) and AOTS (Tokyo, Japan)
- Book: Published a **Book** on "Global Competitiveness" in March 2008.

## EDUCATION

- Indian Institute of Technology (IIT) Delhi (2000-03) : Ph.D. (Strategy & Competitiveness)
- International Management Institute (IMI), New Delhi (1996-99) : MBA
- MN - NIT Allahabad (1987- 91) : BE (Civil)

## PROFESSIONAL EXPERIENCE

- **Narsee Monjee Institute of Management (NMIMS), as Associate Prof.** (since 10 June 2019 till date)

### Teaching Assignment

(Even Sem)

- Industry 4.0 (*1<sup>st</sup> time being done in the entire University*)
- Design Thinking
- Technology Management

(Odd Sem)

- Design Thinking
- Operational Management
- Principle of Management

### Consultancy/ Industry - connect

- Topics:
  - Strategy/ Balanced Scorecard, TQM, Business Excellence, People CMM/ HR Organization Development & Agility, Value Engineering
- **Innovation centre @ the Institute**
- **Seminars & Workshops:**
  - 2 Done in this Academic Year till date
    - with SOM, IIT Bombay - 21 PSUs participated on People CMM (2-day Workshop)
  - In-House in Company: (Total 3): in Dec '19 to March '20
- Projects
  - 2 Proposals Submitted
- **Business Excellence Assessment, as Sr. Assessor (CII)**
  - For Very Large Pvt. Company (Oct- Nov '19)

#### Advised/ Guided/ Mentor

- Ph.D. Guide in Area of Technology Management (Defense Sector)
- External Examiner in Ph.D. Thesis (Indian & Foreign Univ.)
- Guide for MBA & M. Tech Projects
- Advisor & Mentor for Start-up Companies with SINE (IIT Bombay), Atal Innovation Centre, Angel Network, PIOs, etc.

#### Research Papers

- International Conferences: 2 (Accepted)
  - **PAN IIM** – 12-14 Dec 2019 (New Delhi)
  - Management Studies Dept., **IIT Roorkee**- 6-8 Dec 2019 (Roorkee)
- Journals: 2 (WIP: Target B cat. in ABDC List)

#### Additional Assignment

- Member – **Board of Studies** (BoS)
  - Facilitation in Development of **Innovation Centre**
  - Marketing of Programs with Corporates
  - Area Chair:
    - General Management
    - Strategy & Innovation
  - Management Intern Prog. – Industry – Academia Prog.
- **Tata Capital** (Mumbai – Corporate HR): 02 Aug 2010 – 31 May 2019.

*Designation: Vice President (VP) working in areas of Human Resources, Organization Development (OD), Learning & Development (L&D), Strategy, Business Excellence, Quality, Process Management and Customer Services.*

- Successfully implemented People CMM Level 3 for Tata Capital in less than 3 years
  - World's 1<sup>st</sup> NBFC to be Certified at Level 3 (SEI Carnegie Mellon University and KPMG)
  - India's 1<sup>st</sup> & Only NBFC to be certified at Level 3
- Productivity Benchmarking & Improvement initiatives (with BCG)
- HR:
  - Talent Acquisition & Talent Management
  - Implementation & Certification of People CMM (from Level 2 in 2011 to Level 5 by 2017) across the Organization and its subsidiaries, As part of RACE 2017 Strategy
  - Job Evaluations: Tata Group - Work level Study
- L&D
  - Competency – based Learning & Development / Interventions
  - Developed Training Effectiveness Model, Rol in Training/ Competency Development
- Business Excellence
  - Tata Business Excellence Model (TBEM) Implementation & Award
  - Developed Competency Dictionary for the entire organization

- Assessed Organizations: Jaguar Land Rover, UK (TBEM/ Baldrige Model 2013), Aegis Ltd., Mumbai (CII HR Excellence Award 2013)
  - Responsible for Compliance and Managing Regulator Relationships
  - Valuation Service for Assets & Mortgage for
    - Business Growth
    - Maintaining Portfolio Quality
    - Audits for Regulator (National Housing Bank, NHB)
    - Vendor Management for these services
  - Business Development
    - Alliances with Developers, Govt. Dept., Housing Boards, PSUs and Tata Group Companies for their Financial Needs
    - For Housing Finance, Construction / Project Finance
  - Digital Initiative – Member of the Digital team for Digital initiative for the company to improve Processes, Quality & Services and reduce Costs, using IT and Mobile Applications
- **EMPI Group** (New Delhi – based Group, backed by ex-PSU officials): 18 May 2009 - 15 June 2010
  - (1) **Faculty** and taught Strategy in MBA Class
  - (2) **Head – Knowledge Services – Consulting** in the areas of Organizational Development & Strategy, Business Excellence and Quality
  - (3) **Member – Promoter Team SEZ – GVIC** (A 50:50 JV Project with Govt. of Gujarat)
- **DLF Hotel Holdings Ltd.** (Delhi – based DLF Group Company) (General Manager - HR): 12 Nov 2007 – 31 March 2009

Designation: *Head HR* and reporting to the Head of the Business Unit- Developed HR and L&D Processes, including development of **Training** Manual and Delivery of Training Programs, Developed and Implemented Merger (M&A) activities with Hilton Hotel

- **GMR Group** (Corporate Office, Bangalore) (Associate General Manager) : 01 July 2006 – 08 Nov 2007

Designation: *Head – HR* (GHIAL Airport, Hyderabad) and *Associate GM* (Corporate HR, GMR, Bangalore), with Key responsibilities for Design & deployment of Organizational Development initiatives (OD) and **Developed Competency Development Centre** (CDC), as part of L&D role. Developed Training Manual and Competency Development/ Mapping and Dictionary for Airports, Power, Roads Businesses.

- **CII Institute of Quality** (Bangalore) (*Counselor*): 17 Nov 2003 – 30 June 2006 (Business Ex, Quality & HRM)

Key roles & responsibilities:

- **Consulting & Training:** Designed, Developed and Delivered Training Programs and Consultancy Services in following areas
- Strategy, Business Excellence, HR and TQM (Total Quality Management) & Organizational Development
  - **Strategy** included: Scenario Planning, Vision/ Mission Workshops, ... for many services & manufacturing organizations
  - Linking Organizational Strategy with **HR:** Organizational Development, Aligning Boards' expectations within the organization at large, use of tools / models, such as Balanced Scorecard, KPIs Development, People Capability Maturity Model (P-CMM), EFQM, Baldrige Model
  - **Quality:** QC Tools, Benchmarking, Business Process Management, Six Sigma
- Certified "**Assessor**" for Business Excellence Award and *Human Resources Excellence Award* & assessed following companies (As Sr. Assessor/ Assessor):
  - Software companies:
    - Infosys (Bangalore), Philips Software (Bangalore), Zensar Technologies (Pune), MindTree Consulting (Bangalore), Wipro Peripherals (Bangalore), V-Moksha Technologies (Bangalore)
  - Manufacturing & others (PSUs included):
    - Citi Bank (India) (2016), Forbes Marshall, Pune (2014), Emerson International, Mumbai (2012), GMR Group, BHEL (EDN, Bangalore), NTPC (Talcher), Royal Sundaran Alliance

- **Management Consultancy (Dept. of Management Studies, IIT Delhi)** (Project Associate): 03/11/1997 – 16/5/2003: Areas- Business Strategy, Competitiveness, Organizational Development, Quality

Key roles & responsibilities:

- Varied Industry exposure: IT/ Services, Telecom Company, Auto company, DGS&D, DRDO, Min. of HRD (GoI), as Part of Projects (Sponsored and Consulting) from DST,
- Part time **faculty** in NICMAR for Strategy, Marketing and HR

- **Management & Engineering Consultancy (JTC Pvt. Ltd)** (Consultant): 2/1/1995 – 30/1/1997: Areas- Civil Engg., Business Strategy, HRM, Quality

Key roles & responsibilities:

- Technical & Techno financial evaluation of Projects
- Business Development and other management consulting in Infrastructure projects

- **Gammon India Ltd.** (Asst. Engineer – Civil): 2/5/1994- 30/11/1995: Areas- Planning & Management

Key roles & responsibilities:

- Experience of Construction, Planning, Design, Safety
- Coordination with Clients, Vendors/ Suppliers at Site in Nagaland.

## PUBLICATIONS: CITATION, BOOK AND PAPERS AUTHOURED

- Citation > 200
- Reads > 1000
- **Book** on Authored a book “GLOBAL COMPETITIVENESS”, ISBN No. 978-81-7446-608-2, published by Excel Books, New Delhi, 2008
- 8 Papers in International Journals, 4 in National Journal, 9 in International Conference, 13 in National Conferences and Organized 8 Seminars/ Conferences
- Ph.D. Review: 1 (Univ. of Mauritius)

## • MEMBERSHIPS

- Member of **IIT Delhi Alumni Committee**
- On Board of Guru Gobind Singh Indraprastha University, New Delhi, as Advisor
- *Life Member* of National HRD Network -Delhi Chapter
- *Member* of AOTS, Japan
- *Associate Member* of The Institution of Engineers (India) – Delhi Chapter
- *Life Member* – Institute of Valuers (IoV), Delhi
- *Life Member* of Global Institute of Flexible Systems Management (GIFT) – IIT Delhi

## PERSONAL DETAILS

DATE OF BIRTH	:	30th June 1970
FATHER'S NAME	:	DR. (Col.) U.N. AMBASTHA, Retd. Army Officer
PASSPORT NUMBER	:	M 7245882   Date of Expiry 07/4/ 2025
MARITAL STATUS	:	Married with Ms. Nisha and have a Kid.

## PUBLICATIONS by Dr. AJITABH

1. Total Citations: 264
2. Total Reads: 3318
3. RG Score: 1.94
4. h-index: 3

as on 01 Dec, 2019 as per Research Gate

### Book Published (1)

- “Global Competitiveness”, ISBN 978-81-7466-608-2, Excel Publishers, New Delhi, 2008

### International Journals (Total = 8)

- “Evaluation of Indian firms on Excellence Model”, *Global Journal of Business Excellence*, GIFT Journal, vol 1, no. 1, pp 40 - 43, 2008 (ABDC: Nil)
- “Managing People Process for Enhancing Competitiveness: Implementing P-CMM in a non-IT Organization”, *International Journal of Global Business and Competitiveness*, vol 2, no. 1, December 2006 (ABDC: C)
- “Challenges for Indian Software Firms to Sustain their Global Competitiveness”, *Singapore Management Review*, vol. 26, No. 2, 2004 (ABDC: C)
- “Competitiveness of Firms: Review of theory, frameworks and models”, *Singapore Management Review*, vol. 26, No. 1, 2004 (ABDC: C)
- “Competitiveness of Software Industry: Problems and Challenges”, *The Journal of Asian Management Studies*, Japan Scholarly Association for Asian Management (JSAAM), No. 8, June 2002, pp – 20 – 29. (ABDC: Nil)
- “Evaluating Competitiveness: Case of Select Indian Industries”, Paper in the Journal of Thirteenth International Conference on ‘Competition in a Turbulent World’ held in the Washington. D.C. area on October 10-12, 2002 organised by the American Society for Competitiveness (ASC) (ABDC: Nil)
- “Japanese Corporate Strategies to achieve International Competitiveness: A Case Study of Telecom Industry”, *Asian Academy of Management Journal*, Malaysia, vol. 6, No. 2, July 2001, pp – 73-85. (ABDC: C)
- “Flexibility for Competitiveness: A Case of Software / services firms in India”, *Global Journal of Flexible Systems Management*, October-December 2001, vol. 2, no. 4, pp – 33 – 4 (ABDC: C)

### National Journals (Total = 4)

- “Factors and Frameworks of Competitiveness”, *Productivity*, A quarterly journal of the National Productivity Council, New Delhi, vol. 40 (2), July-Sept. 1999, pp 256-262. (ABDC: Nil)
- “Paper on “International Competitiveness – A prerequisite for success in global economy”, presented in Third National Conference on Construction, organised by ‘Construction Industry Development Council (CIDC)’ in Feb. 2000 in New Delhi (ABDC: Nil)
- “Evaluating competitiveness: Comparing the Indian construction industry with its Asian Counterparts” published in *Construction Journal of India (CJI)*, July - August 2000, pp 55 (ABDC: Nil)
- “Multinationals entering India : Their impact on the Indian construction industry”, published in *Construction Journal of India (CJI)*, July - August 2000, pp 49 (ABDC: Nil)

### International Conferences (Total = 11)

- “Using Design Thinking Methodology for Evolving Balanced Scorecard: Case of an Indian Firm”, 7<sup>th</sup> PAN – IIM, Paper No. 1208, Track – Technology & Innovation, in Strategy – Shared Value Creation, Dec 12-14, 2019, IIM Rohtak (Haryana)
- “Are there linkages between Organizational People Capability Maturity Model Level and its Business Performance”, Global Institute of Flexible Systems Management (GIFT) International Conference, IIT Roorkee, Dec – 6- 8, 2019, Roorkee (Uttarakhand)
- “Green Buildings Financing through Construction Finance: An HFC Approach, Case of Tata Capital”, International Conference in Green Buildings, Dec 2018, GRIHA Council, New Delhi
- “Financing Models for Green Buildings”, International Conference in Green Buildings, Jan 2017, GRIHA Council, New Delhi
- “Models and Frameworks for Evaluating Competitiveness”, *International Conference of Management of R&D (ICMARD - 2003)*, held on Jan 10 – 11, 2003 at IIT Delhi India
- “R&D in Software Industry: A Case of India”, *International Conference of Management of R&D (ICMARD - 2003)*, held on Jan 10 – 11, 2003 at IIT Delhi India
- “Research and Development Management Practices in India – Learnings From Select Industries” (Co – author with Prof. D. K. Banwet and S. Singh), *International Conference of Management of R&D (ICMARD - 2003)*, held on Jan 10 – 11, 2003 at IIT Delhi India .

- 'Issues for Strategic Planning for Technology & Innovation for Business Excellence', (Co-author with Prof. Vidhu Shekhar Jha and Prof. N.P.Singh, MDI, Gurgaon, *International Conference of Management of R&D* (ICMARD - 2003), held on Jan 10 – 11, 2003 at IIT Delhi India.
- "Technology Management and Competitiveness – Is there any relationship?", Paper in 3<sup>rd</sup> *International Symposium on Management of Technology and Technology – based Innovation in the 21<sup>st</sup> Century* (ISMOT 2002), October 18 – 20, 2002, Hangzhou, China.
- "Research and Development Management Practices in India – Learnings from Select Industries", Paper in International Conference, *PROMAC*, Singapore, July 4-5 2002.
- "Competitiveness of Software Industry: A Case of India", Plenary paper presented at the Asian Academy of Management Conference in Kyoto, Japan, 2001

#### National Conferences (Total = 13)

- "Thriving on Chaos", NHRD Conference, May 2009.
- "Competitiveness of Indian Software Industry: Perceptions & Reality", National Seminar on 'Organizational Effectiveness: Key to success in Global Competitive Effective Environment', Amity Business School, Noida, April 6 – 7, 2003
- "Evaluating Competitiveness: Application of different Models and Frameworks in Select Indian industries", 14<sup>th</sup> Annual Mgmt. Education Convention, Amity Business School, August 23-25, 2002, Theme Strategies for sustainable Growth: Challenges, for Indian Business & Management Education (communicated)
- " Firm level competitiveness in Select Industries", Competitiveness 2010: Prospects, Tasks and Challenges, 5<sup>th</sup> Convention, *Strategic Management Forum*, Management Development Institute (MDI) Gurgaon, April 25-27, 2002.
- "Competitiveness Performance: Case of Telecom Industry", Competitiveness 2010: Prospects, Tasks and Challenges, 5<sup>th</sup> Convention, *Strategic Management Forum*, Management Development Institute (MDI) Gurgaon, April 25-27, 2002.
- "Technology Management and Competitiveness: Is there any relationship?", Competitiveness 2010: Prospects, Tasks and Challenges, 5<sup>th</sup> Convention, *Strategic Management Forum*, Management Development Institute (MDI) Gurgaon, April 25-27, 2002.
- "Flexibility for Success in Recessionary period: A case of Software services firm in India", 2<sup>nd</sup> Global Conference on *Flexible Systems Management*, IIITM Gwalior, March 24 – 27, 2002, Proceedings, pp. 336 – 343 (co-author).
- "Flexibility in R&D Management Practices: Case of Pharmaceuticals Firms in India", 2<sup>nd</sup> Global Conference on *Flexible Systems Management*, IIITM Gwalior, March 24 – 27, 2002, Proceedings, pp. 325 – 335 (co-author).
- "Technology & Competitiveness: Is there any relationship?" A Paper in International Conference on Technology Management, NITIE, Mumbai, December 2001.
- "Indian Software Industry – Moving up the Value Chain, Case Study: Infosys". A Presented in the Seminar on 'Competitiveness of IT & Telecom Industry: Learning Indian & Japanese Experiences', FICCI Federation Hall, New Delhi, September 15, 2001.
- "Enhancing Global Competitiveness of Indian Software Companies using Flexibility Management", A paper accepted by GIFT Society, Department of Management Studies, IIT Delhi and presented in International Conference in New Delhi 17 - 20<sup>th</sup> December 2000.
- "Key Success Factors for Competitiveness of Indian IT companies", Minor Project at IIT Delhi, November 2000.
- 'Evaluation of Competitiveness of Indian Telecom Industry on Supply Chain Management related criteria', Paper presented in Conference *Supply Chain Management for Global Competitiveness*, Management Development Institute (MDI), Gurgaon in November 1998.

#### PhD. REVIEWS/ ARTICLES/ BOOK REVIEWS

- **Ph.D. Thesis Review**, as international Expert, "A comparative study of women and men leadership traits and styles in the Mauritian Civil Service", University of Mauritius, Aug., 2018.
- 'International Competitiveness & Knowledge-based industries in India', Edited by Nagesh Kumar & KJ Joseph. Book Review published in *International Journal of Global Business and Competitiveness*, vol 3, December 2008
- 'Challenges & Issues in Software Industry', e-Commerce Magazine, pp – 27 – 28, September 2002

#### ORGANISED CONFERENCES/ SEMINARS/ WORKSHOPS

- International Conference on "R&D Management", at IIT Delhi on Jan 10 – 11, 2003
- Indo – Japan Conference on 'Technology & Innovation Management for Competitiveness in Convergence Era', on November 6 – 8<sup>th</sup> 2002 at India Habitat Centre, New Delhi
- Workshop on " Achieving Global Competitiveness: Case of Software firms; with special focus on Japanese IT Market" – 12<sup>th</sup> August 2002 ((Dept. of Management Studies, IIT Delhi and Electronics & Software Export Promotion Council, Govt. of India)
- Workshop on "Competitiveness of Indian Software Industry" - - 3<sup>rd</sup> August 2002 (Dept. of Management Studies, IIT Delhi)
- Workshop on "R& D Management – Practitioner's Perspective" – 8<sup>th</sup> March 2002 (Dept. of Management Studies, IIT Delhi)

- IT COMPETE Seminar – Competitiveness of IT & Telecom Industry: Learnings from Indian and Japanese Experiences - September 15, 2002 (IIT Delhi & FICCI)
- Workshop on “Challenges for Indian Construction industry”, April 8<sup>th</sup> 2000 (EMPI Business School, New Delhi)  
Seminar on “ Competitiveness for Survival & Growth” – 25-26<sup>th</sup> May 1999 (Dept. of Management Studies, IIT Delhi)