

## 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,  
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FORMER CHAIRMAN  
**PUBLIC ENTERPRISES SELECTION BOARD**  
GOVERNMENT OF INDIA

FORMER MANAGING DIRECTOR  
**MARUTI UDYOG LIMITED**

### 2. EDUCATIONAL BACKGROUND

#### a) FORMAL EDUCATION (From school leaving examination onwards):

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 Social Studies.	First
2	SSN College, Narasaraopet Andhra University	Intermediate	1957	Physics, Chemistry & Mathematics	First Rank
3	College of Engineering, Kakinada, Andhra University	B.E (Electrical)	1961	Electrical Engineering	First Class with Hons.
4	Max Muller Bhavan, German Cultural Centre, Hyderabad	Grund-Stufe TEIL-I	1973	German Language	

#### b) SPECIALISED TRAINING / COURSES ATTENDED {TRAINING / VISITS ABROAD}

<u>Purpose</u>	<u>Place of visit</u>	<u>Duration</u>
Training in Steam Turbine Manufacturing Technology including the Power House auxiliaries	Skoda Works Czechoslovakia. First Brno Engg. Works, Brno, Czechoslovakia	1963-65 21 months
Preparation of the Project Report for the introduction of 200 & 500 MW TG Set BHEL, Hyderabad	Skoda Works, Dzechoslovakia.	1974 3 months

Preparation of the Project Report for the introduction of High Speed Drive Turbine at BHEL, Hyderabad	Siemens Wesel Works, West Germany.	1974 4 weeks
Preparation of the Project Report for the introduction of Large Size Turbo-Generators 200- 1000MW at BHEL Hardwar	Kraftwerke Union, West Germany.	1978 7 weeks
Finalization of 500 MW TG Set manufacturing activities and back-up support	Kraftwerke Union, West Germany.	1982 1 week
Training in the manufacturing / 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.	Suzuki Motor Corp. and various equipment & component suppliers in Japan	Various Times

<u>Purpose</u>	<u>Place of visit</u>	<u>Duration</u>
Commercial visits	SMC, Japan; Component makers in Japan & Germany	Various Times
<b>HARVARD UNIVERSITY</b> School of Business Administration Advanced Management Program-106	Boston, USA	1990 11 WEEKS
<b>UNIDO Assignments:</b> Industrial Sub-contracting policies and Exchanges. Promotion of Automobile component Industry in Egypt. Enterprise to Enterprise Co-operation	Vienna, Austria Cairo Egypt Cairo, Egypt	1991:4 weeks 1992:6 weeks 1994:6 weeks 1998:1 week

### 3. POSTS HELD

SL No.	COMPANY : DESIGNATION	Reporting Level	Period of Employment	Reason for Change
A)	<b>PUBLIC ENTERPRISES SELECTION BOARD : CHAIRMAN</b>		July 2004 to June 2005	
B)	<b>PUBLIC ENTERPRISES SELECTION BOARD : MEMBER</b> (Equivalent to Secretary to the Govt. of INDIA )		Aug. 1999 to June 2004	
C)	<b>MARUTI UDYOG LIMITED:</b>			
	MANAGING DIRECTOR	BOARD	Aug. 1997 to Aug. 1999	C.E.O
	JOINT MANAGING DIRECTOR	MD	Jun. 1993 to Aug. 1997	BOARD LEVEL
	DIRECTOR MATERIALS	C.M.D.	Jul. 1989 to Jun. 1993	BOARD LEVEL
	DIRECTOR PROJECTS & PRODN.	C.M.D.	Mar. 1988 to Jun. 1989	Appointed to the BOARD LEVEL



	PLANT MANAGER	MD	Jan. 1987 to Mar. 1988	Additional Responsibility
	CHIEF GENERAL MANAGER	MD / DIR (Prod.)	Jun. 1985 to Jan. 1987	Promoted
	GENERAL MANAGER (Production & Production Engineering)	DIR (Prod.)	Aug. 1984 to Jun. 1985	Additional Responsibility
	GENERAL MANAGER (Production Engineering / Projects)	DIR (Prod.)	Dec. 1983 to Aug. 1984	
<b>D)</b>	<b>BHARAT HEAVY ELECTRICALS LTD. : ( CORPORATE OFFICE )</b> Additional General Manager	GM (PIng. & Dev.) / DIR (Tech)	Jul. 1983 to Dec. 1983	Promoted
<b>E)</b>	<b>BHARATH HEAVY ELECTRICALS LTD. : RANIPUR, HARDWAR</b> 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
<b>F)</b>	<b>BHARAT HEAVY ELECTRICALS LTD. : RAMACHANDRAPURAM, HYDERABAD</b> 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 / Asst. Chief Engineer (Technology)	Works Mgr./ Chief Engr.	Jun. 1972 to May. 1975	Promoted
	Sr. Engineer/ Engineer/ Engineer Trainee	Dy. Chief / Astd. Chief Engineer	Jul. 1962 to Jun. 1972	
<b>G)</b>	<b>ANDHRA PRADESH STATE ELECTRICITY BOARD :</b> Jr. Engineer	Executive Engineer	Jun. 1961 to Jun. 1962	



## 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 more than Rs.8000 crores 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.

Mr. Bhaskarudu was primarily responsible for the timely implementation of the project and the commencement of commercial production. As a member of the top management of MUL from the start, and a member of the Board of Directors from 1988 appointed by Government of India, Mr. Bhaskarudu contributed to the development of all the important policies of the company, its philosophy, and work culture. He played a major part in the planning and budgeting, organizing and staffing, controlling and problem solving, establishing direction, aligning, motivating and inspiring people. Besides these, he also played an active part in the development of the overall marketing strategies, product development and sales and service strategies.

After graduating in Engineering in first class with honors, Mr. Bhaskarudu joined India's premier heavy engineering corporation, 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.

Implementation of a project is not an end in itself. It has to deliver results. In this area also Mr. Bhaskarudu did his best. After having set up the Maruti project Mr. Bhaskarudu headed the production function in the organization. It is noteworthy to



mention that production targets were achieved year after year ahead of schedule and Maruti achieved world class volumes very quickly. Maruti became a high quality, low cost manufacturer of small cars, which has become its core strength.

To reduce cost it was of utmost importance for Maruti to maximize localization. The cost of imports was higher and the devaluation of rupee and the appreciation of Japanese Yen during that period made the survival of the company depend on indigenisation. During the same period joint venture companies in Light Commercial Vehicle (LVC) did not SUCCEED, While Maruti thrived because of rapid indigenisation. Today as most of the technology has been transferred to Maruti, its flagship products Maruti 800 and Omni have an indigenisation level of 95%. This was possible because of quick transfer of technology. Not only in Maruti, even in BHEL Mr. Bhaskarudu had tremendous success in transfer of technology from collaborators and subsequent indigenisation of components.

Today it is well recognized that Maruti has been largely responsible for building the auto component industry in India and as the head of Materials function as Director and later Joint Managing Director Mr. Bhaskarudu tried his best to do justice to the job with which he was entrusted. The team headed by Mr. Bhaskarudu to locate vendors and assist them with technology, finance and management support so that they could be able to provide localized components at an affordable price meeting stringent quality norms of Suzuki Motor Corporation. He was also responsible for setting up of Joint Venture Companies for the procurement of components, parts and consumable worth over Rs.4200 crores. Because of this today Mr. Bhaskarudu is perceived as a supporter of local manufacturing for both components and capital equipment.

Being of the opinion that quality is all pervading and is not confined to the quality control department of a company, as head of production and a member of board of directors, Mr. Bhaskarudu has tried to imbibe the quality culture among the employees from the very beginning. The success came when the first batch of Maruti vehicles was exported to Italy in 1987 being Mr. Bhaskarudu, at that time, himself heading production at Maruti. Since then Maruti had regularly exported a large number of vehicles to competitive markets in the Western Europe. Therefore, when finally Maruti decided to go for ISO 9002 in 1995, it was virtually a cakewalk. Maruti went further and a few years later it won CII EXIM Business Excellence award in 1998, by that time, Mr. Bhaskarudu had been entrusted as Managing Director of Maruti. It is pertinent to mention that Maruti is the second company to win this award in India since its inception.

It is widely believed that one of the most important reasons for the success of Maruti was the Management's ability to adapt not only Japanese technologies and Japanese processes, but also Japanese culture and management systems. Mr. Bhaskarudu along with other Indian managers and engineers who were sent for orientation to Suzuki studied the systems and procedures practiced in Suzuki. Suitable policies and procedures were identified, and amalgamated into Maruti practices after making necessary modifications to adapt them to local conditions. Therefore Maruti had taken the best of both Indian and Japanese cultures and a unique way of working has been developed. Mr. Bhaskarudu played a key role in this process.



Under his leadership, a work culture of efficiency and productivity was established in the operational areas of the young 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.

Maruti had expanded its capacity to meet the increasing demand. It is pertinent to mention that all the capacity expansions have financed from internal accruals. Maruti made a second plant in 1996 and the third one in 1999, each of them having capacity to produce a lakhs of vehicles per year. The company had been able to generate enough internal resources to become a debt free company by the end of 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 the last 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.

Mr. Bhaskarudu had a very good record in Industrial Relations. Since inception, Maruti created and developed a work environment that encouraged excellent relationship with its employees. As General Manager (production), he made constant efforts to educate the employees and the Union on the advantages of having no affiliation with any political party and having no outsider as its office bearers. All these efforts paid rich dividends, as Maruti was able to have a single union and not only maintained excellent relation between labor and management but also achieved significant improvement in the productivity levels. Under his leadership, in MUL had not lost any production on account of labor unrest while he had been directly responsible for the production function. Respect for all employees and a positive approach to the aspirations of employees is a hallmark of the Maruti work culture. Maruti has won the coveted All India award for national productivity instituted by NPC a number of times, the last announced award being for the year 1996-97.

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 in 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 planning and dispatch, on-line punching system and payments. MUL's entire production, materials, financial and personnel



records are computerized, including payments. Maruti had been rated as one of the top companies worldwide for the effective use of computers and networks. 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 believed that organizational and individual discipline, continuous increase of productivity of labor and capital, steady improvement of quality and reduction of costs were responsible for the phenomenal success of Maruti. He 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 (CII), 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 (DPS), Bhondsi Management Committee. He had been involved in setting up the DPS, 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 is responsible to take decisions collectively with other members of the Board.

- In the Selection/placement of Board level functionaries i.e. Chairman & 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 PESB Bhaskarudu made extensive studies of the following PSUs and submitted reports to the respective departments in the government for their perusal and necessary action:
  - NTPC
  - NHPC
  - ONGC
  - BSNL
  - HMT
  - HEC
- Presently Mr. Bhaskarudu is partly occupied as non executive Director/ on some of the Public and Private Sectors.

To summarize Mr. Bhaskarudu has a history of solid accomplishments and effective management and leadership skills spanning 44 years in the industry. His strong points are a 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.

- Bhaskarudu was also the member of the 2nd pay revision Committee of the PSUs.

Bhaskarudu

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