

Dr. Urvashi Makkar

Director General

G.L.Bajaj Institute of Management & Research (GLBIMR)

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Ph.D., EPHRM-IIM Calcutta, MBA, PGDCA, B.Sc.(Physics)

Brief Profile

Dr. Urvashi Makkar, Director General of GL Bajaj Institute of Management & Research, Greater Noida is a seasoned academician backed with 22 years of experience in academics, research, consultancy & training; and is having a knack of entrepreneurial spirit and persistent passion for continuous learning. Dr Makkar is Ph.D, EPHRM-IIM Calcutta, MBA, PGDCA and with her strong academic background and ardor for innovative learning; she has created a niche for herself in Education Industry. She carries with herself a rich experience of more than 20 years in academics, research, training & consultancy and with an expertise in transforming educational Institutions by focusing on organisational development. Confident, effective leaders are paramount to the success of peak-performing organizations and Dr. Makkar has been proving this time and again in various assignments led by her. In her current role as the Director General, GLBIMR, she has been contributing immensely in success of the Institute which is distinctly visible in the recent Awards & Rankings received by the Institute. Her continuous perseverance in improving Academic Quality and Research Orientation, Building Global Interface, Developing Entrepreneurial Culture, Improving Corporate Linkage and Creating Performance Oriented Work Culture has facilitated GLBIMR in reinventing Management Education.

Keeping her journey to contribute in the areas of Research and Consultancy, She has recently successfully completed Certification Course on “**Higher Education Leadership Program**” from **Harvard School of Education, Harvard University, Boston, USA. in October, 2016.** Dr. Makkar was accorded as ‘Trainer Associate & Local Coordinator’ for UGC sponsored workshops on Capacity Building for Women Managers in Higher Education. She is the Founder Chief Editor of International Journal of Customer Relations. She is holding the Chair of Sr. Associate Editor in Editorial Board of IARS, International Research Journal, Malaysia and Member, Board of Editors, International Journal, Environmental and Social Psychology, USA. Dr. Makkar has conducted more than 50 EDPs/MDPs/Workshops and has been associated extensively with Research & Consultancy assignments of reputed companies. She has to her credit more than 76 publications in refereed International/National Journals and has authored/edited 10 books on CRM & Retail with reputed publishers like Tata McGraw Hill. She has also attended various National & International conferences/ seminars, presented research papers & chaired technical sessions at Zhejiang University, Hangzhou, China, Harvard University, Massachusetts, USA, Universities Malaysia Sarawak, Malaysia, IIT-Bombay, IIM-Ahmedabad, IIT-Kanpur, IIM-Kozhikode etc. She is a Board Member of “Asian Observatory of Social Quality (AOSQ), the Asian branch of International Association of Social Quality (EU funded Project) at Zhejiang University, Hangzhou, China.

Prior to joining GLBIMR, she worked as the Director of reputed Business Schools in UP & Haryana

Director General

G L Bajaj Institute of Management & Research, Greater Noida, w.e.f. March 01, 2016

A. Few Achievements during current affiliation.

- 1. Global Academic Alliances.**
 - a) Membership of Indian Local Network of the UN Global Compact, New York.
 - b) MoU signed with Mersion for Global Platform of GLBIMR, PGDM Students.
 - 2. Value added certification course offered by MSME.**
 - a) Digital Marketing.
 - b) Six Sigma Yellow Belt Certification.
 - c) Financial Services Certification
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Academic Overview

- 1. EPHRM-IIM Calcutta (Batch 2013-14), One Year Executive Program in HRM from IIM Calcutta**
 - 2. Ph.D. (Topic-Consumer Behaviour and Societal Marketing Concept with special reference to Total Customer Satisfaction), 2003.**
 - 3. M.B.A. (Specialization: Marketing), 1990-1992, 67.3% marks, M.D. University, Rohtak**
 - 4. PGDCA , 69% marks, Kurukshetra University, Kurukshetra (K.U.K.)**
 - 5. B.Sc. (Physics, Chemistry & Mathematics), 1990, 68.6% marks, K.U.K**
 - 6. 10+2 (Physics, Chemistry & Mathematics), 1987, 71.5% marks**
 - 7. 10th, 1985, 84.3% marks**
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Awards/Recognitions/Scholarships

- 1. Conferred with “ Vishvamitra Award”; September 2018**
- 2. Awarded as “ Eminent Director of Leading Institutes-2018” by Competition Success Review; March 2018**
- 3. Conferred with “ Exemplary Contribution to Higher Education Award” by Federation for World academics (FWA); February 2018**
- 4. Conferred with “ Women Leadership Award for Promotion of Responsible Management Education” by Canara Bank School of Management Studies, Banglore University; November 2017**
- 5. Confederation of “ Shakti Achievement Award” in 10th National Women Excellence Award Ceremony; November 2017**
- 6. Confederation of “ Leading Women in Education Award”;February 2017**
- 7. Certification Course on “Higher Education Leadership Program” from Harvard School of Education, Harvard University, Boston, USA. in October, 2016.**
- 8. “Eminent Director of Leading Institutes of India Award” by Competition Success Review (CSR), 2016.**
- 9. “Editor Choice Education Excellency Award for Best Director” by Dialogue India 2016.**
- 10. CSI IT Excellence Award” by The Computer Society of India, Ghaziabad, 2016.**
- 11. “Eminent Director of Leading Institutes of India Award” by Competition Success Review (CSR), 2015**
- 12. Managing Committee Member of Delhi Management Association (DMA); Chairperson, Skill Based Programs Committee, DMA.**
- 13. Confederation of Education Excellence Teacher's Award 2014 in the Category of Higher Education; September, 2014.**

14. **Member Advisory Council of Centre for Education Growth and Research (CEGR);** August, 2014
15. Conferred with “**Rashtriya Shiksha Gaurav Puraskar**” for the year 2014 by "Centre For Education Growth and Research (CEGR)” ; July, 2014
16. Nominated as **Board Member of “Asian Observatory of Social Quality (AOSQ), the Asian branch of International Association of Social Quality. (EU funded Project) ”** at Zhejiang University, Hangzhou, China, June 2014
17. Accorded as ‘**Trainer Associate & Local Coordinator**’ for UGC sponsored workshops on Capacity Building for Women Managers in Higher Education; March, 2012.
18. Member of International Editorial Board, Malaysian Online Journal of Educational Management, (MOJEM)
19. Founding **Chief Editor**, International Journal of Customer Relations; since 2012
20. Appointed as the Chair of **Sr. Associate Editor in Editorial Board of IARS’ International Research Journal; September, 2013.**
21. Founder **Editor-in-Chief** of ‘Journal of IMS Group’ (Cabell’s 11th Management Edition, USA), since 2006
22. Member, Managing Committee, Delhi Management Association (DMA) 2012-16.
23. Member Special Invitee, Delhi Management Association (DMA), 2016.
24. Member, Board of Editors, International Journal, Environmental and Social Psychology, USA
25. **National Merit Scholarship** holder right from Middle Std. (8th Class) up to Graduation- B.Sc. (Non-Medical), 1983- 1990
26. **Special Merit Scholarship** holder during M.B.A., 1991-92
27. Awarded merit certificate for contribution in Mass Literacy Campaign as an active member of N.S.S. during graduation.
28. Has been an all-rounder, participated and won prizes in number of extracurricular activities like Debates, Poetic Symposia, Quizzes etc at State & Zonal Youth Festival Level.

Areas of Interest

Marketing as Major Area, HR/OB as Additional Area

- Consumer Behaviour
- Advertising & Sales Promotion Management
- Customer Relationship Management
- Retail Management
- Organizational Behavior
- Sales Management

Career Highlights (22 years)

- A. Academics: - 20 years of Full time Teaching Experience**
1. **Director & Professor – Marketing, Institute of Management Studies (IMS), Ghaziabad, July, 2004-Oct, 2015**
2. **Director, Tilak Raj Chadha Institute of Management & Technology, Yamuna Nagar** (Approved by AICTE and Affiliated to Kurukshetra University, Kurukshetra for MBA & MCA Programmes), from March 2001 to July 2004. During this tenure, managed all types of academic, administrative, financial matters independently and was reporting directly to the Chairman, Governing Body.
3. Maharaja Aggarsen Inst. of Mgmt. & Tech. Jagadhri, Haryana (Approved by AICTE and Affiliated to Kurukshetra University, Kurukshetra for MBA & MCA Programmes), from 1997 to February 2001 as **Asst. Professor**, out of which 2 yrs worked as Director (Officiating).

4. **Lecturer** in General Management in S.J.P.M.L. Institute of Management & Technology, Radaur (Yamuna Nagar) from February 3, 1997 to May 31, 1997.
5. **Lecturer** in Marketing Management in Regional Institute of Management and Administration, Chandigarh from August 1995 to December 1995.
- B. **Corporate: - 2 Years of Corporate Experience in Marketing/Sales; 1992-1994**

Research Work

- A. **AICTE Funded Research Projects/STTP conducted**
 1. **Principal Investigator** for a Project entitled "**Marketing Practices in Retail in India**", under **RPS (Research Promotion Scheme)** funded by All India Council for Technical Education (AICTE) , Grant of Rs. 7.5 lacs has been sanctioned & received. **Year 2007-2010**
 2. **Principal Coordinator** of AICTE Sponsored Short-Term Training Programme -STTP (Organised through Indian Society for Technical Education) "**Retail Management Practices in Indian Industries**", **April 28- May 2, 2008.**
 3. **Principal Coordinator** of AICTE Sponsored 3-Days Entrepreneurship Awareness Camp for Students (EACS) (Organised through Indian Society for Technical Education) -**April 21-23, 2008.**
- B. **Research & Consultancy Assignments handled**
 - B1. **International Consultancy**
 1. Consultancy Assignment at **Kenya Institute of Management, Nairobi, Kenya**, related to **Organizational Performance Index (OPI)** at Kenya Institute of Management (KIM), Nairobi. **Duration- November, 2009 - October, 2010.**
 2. The Assignment included designing an **Organisational Performance Index (OPI) Tool** for the companies participating in highly prestigious **Company of the year Award (COYA)**, constituted by KIM 10 years ago and conducting three workshops in Nairobi for the team of 30 consultants involved. **The 1st 3-day workshop was conducted from December 17-19, 2009 in Nairobi. 2nd ToT/Workshop organized during March, 2010**
 - B2. **National Consultancy**
 3. Handled more than **10 Research Projects of different organisations including BSNL, Apollo Tyres, CMC Ltd.** etc.
 4. List of **Research and Consultancy Projects handled** enclosed as **Annexure-III (Page 11)**

Publications

- A. **Books Authored/Edited**
 - Published Books : 11**
 1. **Innovation, Technology and Development: A Roadmap for Achieving Global Competitiveness**, Makkar, Urvashi; Sharma, Soni; Agarwal, Prachi, Bharti Publications, Delhi, (Hard Cover) (Edited).
 2. **"Entrepreneurship: Learning & Implementation"**, Sinha, Praveen; Makkar, Urvashi; Dutta, Kirti; Centre For Education Growth & Research, Delhi 2015, ISBN: 978-93-85000-18-8 (Edited)
 3. **"Innovation & Creativity Management: The Design for Future "** Makkar, Urvashi; Sanjeev, Rinku; Jain, Sunayana; Bharti Publications, Delhi 2015, ISBN: 978-93-85000-26-3 (Hard Cover) (Edited)
 4. **"Customer Relationship Management"**, Makkar, Urvashi; Makkar, Harinder, Tata McGraw Hill, ISBN: 9780071333313, Translated in Chinese language by China's People University.
 5. **"Reinventing Management Strategies: The Design for Future "** Makkar, Urvashi; Pandey, Vijay Kumar; Sanjeev, Rinku; Jain, Rajnesh; Bharti Publications, Delhi 2014, ISBN: 978-93-81212-70-7 (Hard Cover) (Edited)
 6. **"Futuristic Human Resource and Strategic Management"** Makkar, Urvashi; Pandey, Vijay Kumar; Sanjeev, Rinku; Jain, Rajnesh; Bharti Publications, Delhi 2014, ISBN: 978-93-81212-71-4 (Hard Cover) (Edited)
 7. **"Corporate Social Responsibility: Conceptual Framework, Practices & Key Issues"**, Makkar, Urvashi;

- Pahuja, Anurag;** Bharti Publications, Delhi 2012, ISBN: 978-93-81212-35-6 (Hard Cover) (Edited)
8. **"Future Directions in Management", Sadri, Sorab; Makkar, Urvashi,** Bharti Publications, Delhi 2012, ISBN: 978-93-81212-19-6 (Hard Cover) (Edited)
 9. **"Customer Relationship Management", Knowledge Axis University (DLP), Makkar, Urvashi; Makkar, Harinder, Vikas Publishing House, 2010**
 10. **"Marketing Practices In Retail In India",** Makkar, Urvashi, Bharti Publications, Delhi 2011, ISBN: 978-81-908869-9-4
 11. **"Recent Practices in Retail in India", Bharadwaj, RK; Makkar, Urvashi** ISBN : 978-81-904762-6-3 (PB), 2009, Bharati Book Organisation, Delhi, 2008 ISBN: 8190476262 (Hard Cover) (Edited)

B. Research Articles/Cases developed/Papers Published in International/National Refereed Journal

1. **76 Publications** in Refereed International/National Journals/ Conference Proceedings
2. **12 cases developed, published in "Customer Relationship Management", Makkar, Urvashi; Makkar, Harinder,** Tata McGraw Hill, ISBN: 9780071333313
3. **6 Chapters** contributed in books
4. **'Chronological List of Publications'** enclosed as **Annexure-I (Page 6-7)**

C. Conferences/ National & International/ Seminars Attended

1. Attended more than **30 International/National Conferences/Seminars** & presented papers/research articles, which have been published in Conference Proceedings/Edited Books & chaired technical sessions.
2. List of **'Participation and Presentation of papers in National/International Seminars/Conferences'** enclosed as **Annexure-II (Page 8-10)**

Workshops/MDPs/EDPs Conducted

- **Conducted more than 30 Workshops/MDPs/EDPs**
- Listed on Panel of Experts with **ALTTC, BSNL & Postal Staff College, Department. Of Post,** Ghaziabad
- **List of Workshops/MDPs/EDPs conducted enclosed as Annexure-IV (Page-12).**

Personal Dossier

Date of Birth : June 15, 1970
Marital Status : Married
Husband's Name : Mr. Harinder Makkar, I.T.S
& Designation : Director (Policy and Implementation)
Ministry of Home Affairs, Govt. of India, New Delhi

Annexure-1

Chronological list of Publications in Refereed Journals

A. International Publications:

1. "Diagnostic Analysis of Factors affecting Customer Satisfaction Index in Retail Sector in India", published in **International Journal of Arts & Sciences (IJAS)**, November, 2013.
2. "An Empirical Study on Customer Satisfaction Index in Mobile Telecom Sector in India: With Special Reference to Rural Market", **International Journal of Arts & Sciences (IJAS)**, December, 2012.
3. "Role of E-Media in Decision Making Process: An Empirical Study with Special Reference to Urban Youth in India", **International Journal of Marketing & Business Communication**, Volume 1, Issue 2, April, 2012.
4. "Attributes Affecting growth of online Banking: A consumer Perspective", **International Journal of Technology Marketing (IJTMKT)**, **Inderscience**, Volume 3, No. 4, 2008.5.
5. "Internet Banking: A Revolutionary Approach To Achieve Customer Satisfaction-A Case Study Of Indian Banks", 'The Accountancy and Business Review', The Journal of the Institute of Accountancy, Arusha, Africa June-Dec.,2007 issue, published by the Institute of Accountancy, Arusha, Africa.
6. "Global Competitiveness of India: Success Story of Indian Telecom Sector", 'The Accountancy and Business Review', The Journal of the Institute of Accountancy, Arusha ,July- Dec. 2006 issue, published by the Institute of Accountancy, Arusha.

B. National Publications:

8. Determining Employees' Perception through effective HRIS: An Empirical Study, **Journal of Strategic Human Resource Management**, July-December, 2015 issue.
9. Impulse Buying Behavior in FMCG Sector: An Ethical Issue in Advertising, **Special Issue of 3D IBA Journal of Management and Leadership Vol; 3 Issue 1, 2011**
10. "Impact of Implementation of Balance Business Score Card (BBSC) on Organizational Effectiveness-A Case Study of Bharat Sanchar Nigam Ltd (BSNL)", **Prabandhan: Indian Journal of Management, January 2011 issue.**
11. Consumer Perception towards Different Media Options: An Empirical Study of Rural v/s Urban Perspective", **Indian Journal of Marketing, May, 2010 issue.**
12. "Impact of Promotional Tools on the Consumer Buying Behavior in Insurance Sector-An Empirical Study", **Srusti Management Review, Published by Srusti Academy of Management, July 2009 issue.**
13. "Consumer Attitude Regarding Mobile Service Buying Behavior in India with Special Reference to National Capital Region (NCR)" '**Review of Professional Management' (NDIM Journal), Jan-June, 2009 issue.**
14. "**Descriptive and Diagnostic Study about Customer Satisfaction in Retail Sector**", **Amity Management Analyst (The Journal of Amity Business School, Gurgaon), Volume III, No. 1, July-December,2008.**
15. "Impact of Sales Promotion Strategies on Household Purchase Behavior, Through Household Connectivity Program: With special reference to IFB", **Knowledge Hub, (Vol. 4, No. 2), December, 2008**, Listed in Cabell's Directory, USA.
16. "Impact of Reinforcement Advertisement on Consumer Attitude with special reference to DTH Services", **The ICAFI University Journal of Services Marketing, December 2008 issue.**
17. "Impact of Ambience on the Buying Decision of Customers in Retail Sector", **Bharati Vidyapeeth University's IMED Journal of Management and Social Research, December 2008 issue.**
18. "Impact of Organised Retail on the purchase of Fresh Food items, with a Comparative Analysis of Organised vs. Unorganised Retail", **Management Dynamics, Vol.8, No.2, 2008**, Jaipuria Institute of Management, Lucknow.

19. "Consumer Attitude Regarding Mobile Service Buying Behavior in India with Special Reference to National Capital Region (NCR)", **Review of Professional Management (A Journal of New Delhi Institute of Management)**, Vol. 6, Issue 2, July-December, 2008.
20. "Internal Branding of Human Resources Using the Expectation Gap Analysis (A Case Study of NTPC)", **Bharati Vidyapeeth University's IMED Journal of Management and Social Research**, July 2008 issue.
21. "Value Chain for Higher Education Sector-Case Studies of India & Tanzania", **Journal of Services Research**, February, 2008 issue (Journal of IIMT, Gurgaon).
22. "Changing Attitude of Consumers from Chemical to Herbal Cosmetics in India", "**Indian Journal of Marketing**", April, 2007 issue.
23. "Why Mutual Funds come out as the "BEST investment option for Retail Investor?", "**ICFAI Portfolio Organizer**", Nov. 2006 issue.
24. "Impact of the Phenomenon of Social Class Mobility on the Consumer Buying & Disposal Behavior in Indian perspective: A Case Study of White Goods Market", "**Indian Journal of Marketing**", Feb., 2006 issue.
25. "**Life insurance advertisement on television**", **Indian Journal of Marketing**, Vol.55, Feb. 2006, pp. no.20-26
26. "An Attempt Of Revival Of Small Scale Industries In North -West Belt Of India: The Post Liberalisation Scenario", "**Journal of IMS Group**" March - August, 2005 issue published by Institute of Management Studies, Ghaziabad (IMS)
27. "Advertising Effectiveness through Message Strategies- A Case Study of Airtel", "**Indian Journal of Marketing**" July, 2005 issue.
28. "Achieving Total Customer Satisfaction (TCS) Through Total Quality Management (TQM)", **Journal of Management Development & Information Technology (JMDIT)**, July, 2005 issue. Published by Hindustan Institute of Management & Computer Studies.
29. "Achieving Customer Satisfaction through Total Quality Management: A case Study of Telecom Sector", '**Business Perspectives'-Bi-Annual Journal of Birla Institute of Management Technology, Noida, India, January-June-2005 issue.**
30. "Marketing Support System for Small Scale Industries: Will it be able to withstand the impact of Globalization (with special reference to NSIC)", **Indian Journal of Marketing**, Feb, 2004 issue.
31. "Changing Scenario of Insurance Sector in the Wake of Privatization and its Impact on Indian Economy", **Southern Economist**, March 1, 2004 issue.
32. "Charging up the Employees", **Indian Management**, February, 2001 issue.
33. "Over the pot of Gold", **Human Capital**, February, 2001 issue.
34. "A framework for purposive Team-Work", **Indian Management**, November 1998 issue.

C. Contributed Chapters in few books as follows:

35. "Green Marketing: A Tool for Sustainable Branding Strategy", Makkar, U. & Pahuja, A. (Eds.), Corporate Social Responsibility: Conceptual Framework, Practices and Key Issues, Bharti Publishers, New Delhi, pp: 246-258. ISBN: 978-93-81212-35-6
36. "Impact of E-Media on Decision Making Process with special reference to Urban Youth in India" published in a book entitled "Technology and Innovation in Marketing" edited by Prof. Rajat Gera, IMT, Ghaziabad, edition 2009, Allied Publishers
37. "Internet Banking Adoption in a Developing Country: The Case of India" published in a book entitled "Technology and Innovation in Marketing" edited by Prof. Rajat Gera, IMT, Ghaziabad, edition 2008, Allied Publishers
38. "*HR Outsourcing in India: A Tool for Strategic Competitiveness*" published in a book entitled "Strategic Outsourcing", Deep & Deep Publications, Edition-2007.
39. "Role of Entrepreneurship in Education" published in the book entitled *Changing Paradigms in Modern Management.. ..a perspective*" edition 2005, Wisdom Publications, Delhi
40. "Transformation of Insurance Sector" published in the book entitled *Corporate Governance & Restructuring of Industries*, edition 2004, Wisdom Publications, Delhi

Annexure-II

Participation and presentation of papers in National and International Seminars, Conferences, Workshops etc.

41. "An Empirical Analysis of Cosmetic Industry in India: A Case Study of Men's Fairness Cream Segment', accepted for Maui, Hawaii January 4-8, 2015 International Education Conference.
42. "Social Quality as Predictor of Quality of Life : An Empirical Study", at Zhejiang University, Hangzhou, China during UN funded International Conference on "Sustainable Development, Environmental Public Participation and Social Quality" from June 20-26,2014.
43. 'Environmental Issues with Indian Perspective', Keynote address delivered during UN funded International Conference on "Sustainable Development, Environmental Public Participation and Social Quality" from June 20-26,2014.
44. "Diagnostic Analysis of Factors affecting Customer Satisfaction Index in Retail Sector in India", presented in International Journal of Arts & Sciences (IJAS) conference held at the University of London Union, Malet Street, London WC1E 7HY, UK from 5 to 8 November 2013.
45. "An Empirical Study on Customer Satisfaction Index in Mobile Telecom Sector in India: With Special Reference to Rural Market", International Journal of Arts & Sciences (IJAS) Conference held in Harvard University, 10 Garden Street, Cambridge, Massachusetts, USA organized by Central Connecticut State University, USA from May 27 - 31, 2012. Received Travel Grant from AICTE to attend the Conference.
46. "Customer Satisfaction Index in Mobile Telecom Sector in Rural India", Strategic Management Forum (SMF) International Conference 2010, December 15th to 17th, 2010, IIM, Ahmedabad.
47. "Internet Banking Adoption in India:Urban v/s Rural Scenario", Strategic Management Forum (SMF) International Conference 2010, December 15th to 17th, 2010, IIM, Ahmedabad.
48. "Internet Banking Adoption in India: Urban v/s Rural Scenario" presented during National Conference on Modern Management Practices & IT Trends, organized by DAV Institute of Engineering & Technology, Jalandher, April 17-18,2009. Chaired three Sessions on Corporate Governance, e-Governance & Modern Marketing Practices.
49. "Internet Banking Adoption in India: An Empirical Study" accepted for presentation in 3rd ASIA PACIFIC MARKETING CONFERENCE 2009: Universiti Malaysia Sarawak (UNIMAS), Kuching, Malaysia, held from 9th 11th December 2009.
50. Delivered Plenary Talk on, "Corporate Excellence Through People" during National Conference on Modern Management Practices & IT Trends, organized by DAV Institute of Engineering & Technology, Jalandher, April 17-18,2009.
51. "Impact of E-Media on Decision Making Process with special reference to Urban Youth in India", 'Second International Conference on Technology and Innovation in Marketing', February 20-21, 2009, held at Institute of Management Technology, Ghaziabad,. Co-chaired the session on CRM.
52. "Internet Banking Adoption in India: Urban v/s Rural Scenario", "2nd Conference on "Marketing to Rural Consumers", April 6 - 8, 2009, IIM, Kozikhode.
53. "Media as a Buying Guide: Rural v/s Urban Perspective", "2nd Conference on "Marketing to Rural Consumers", April 6 - 8, 2009, IIM, Kozikhode.
54. Attended a National Conference as the Chairperson of Technical Session on "Management", organised by IMS Engineering College, Ghaziabad, January 10-11,2009.
55. "Impact of Organised Retail on the purchase of Fresh Food items, with a Comparative Analysis of Organised & Unorganised Retail", Third National Conference on Interdependence, Integration and Co-creation (Theme:Retail Business), November 29-30, 2008, Jaipuria Institute of Management,Lucknow, Noida, Jaipur & Global Institute of Flexible Systems Management, Delhi.

56. **"Impact of Implementation of Balanced Business Score Card (BBSC) on Organizational Effectiveness, with Special Reference to Bharat Sanchar Nigam Ltd. (BSNL)"**, International Conference held during 11th Annual Convention of the Strategic Management Forum of India, **8 - 10 May 2008. IIT, Kanpur.**
57. **"Internet Banking Adoption in a Developing Country: The Case of India"**, International Conference on Technology and Innovation in Marketing 2008, **April, 18-19, 2008, Institute of Management Technology, Ghaziabad**, Co- chaired the session on Service Quality, Customer satisfaction and Customer loyalty.
58. **"Customer Satisfaction Index in Mobile Telecom Sector in Rural India"** presented during the Conference on Marketing To Rural Consumers- Understanding and tapping the rural market potential on **3, 4, 5 April 2008 at IIM, Kozhikode.**
59. **"Corporate Social Responsibility - A Tool for Sustainable Future" A Case Study of National Thermal Power Corporation (NTPC), Dadri Plant, India"** during the Conference on Expanding Horizons of Indian Business & Indian Management **February 19-20, 2008 at Indian Business Academy, Greater Noida.**
60. **"Value Chain for Higher Education Sector" A new dimension of "Porter's Value Chain" presented in "The 2nd International Conference on Services Management" held on 1-2 June 2007 at Hotel Radisson, New Delhi, India**, organized and hosted by Institute for International Management and Technology, **Gurgaon & Oxford Brookes University & Penn State School of Hospitality Management Pennsylvania, U.S.A.** The Paper was awarded with the Best Paper Award during this conference
61. **"A Journey of Continuous Success and Excellence: A Case of Turnaround of UP State Road Transport Corporation, Lucknow"** presented in the International Conference on Global Competition & Competitiveness of Indian Corporates held **from May 18-19, 2007, at Indian Institute of Management (IIM), Kozhikode.**
62. **"On The Path Of Continuous Success And Excellence: A Case Of UP State Road Transport Corporation, Lucknow"** presented in **10th International Convention, May 10-12, 2007**, organised by Strategic Management Forum held at **IIT- Bombay.**
63. Attended **"International Business Summit - 2006** on the theme **India Towards Fastest Growing Economy-IFG-2006**, held from **31st October-2nd November, 2006** at Hotel Le-Meridien, New Delhi organised by **Foundation of Indian Industry & Economists (FIIIE)** and presented a paper entitled **"Balanced Scorecard for achieving Excellence in National Infrastructure in India"**
64. A paper entitled **"Global Competitiveness of Indian Telecom Sector "** has been presented in the **National Conference on 'Global Competitiveness'** held during **March 24-25, 2006** at **Indian Institute of Management (IIM), Kozhikode**
65. Attended **"International Business Summit (ITLEe2 - 2006)** on the theme **"India The Lead Emerging Economy- Strategies, Tools & Technologies to make India a Global Investment Destination"**, organised by **Foundation of Indian Industry & Economists (FIIIE)** from **31st January - 2nd February, 2006** held at Le-Meridien, New Delhi (INDIA) and presented a paper entitled **"Success story of Global Competitiveness of Indian Telecom Sector"**
66. Attended Marketing Summit-2006, organised by CII from August 17-18,2006 Presented a paper entitled **"HR Outsourcing: A Tool for achieving Global Competitiveness "** in National Level Seminar on the theme **"Strategic Outsourcing"** organised by **Apeejay Institute of Management, Jalandhar on December 17, 2005.**
67. "Services Marketing", National Seminar on **"Global Marketing Challenges and Opportunites"**, **Feb- 26- 27, 2005**, Jointly organised by School of Management, K.S.R. College of Technology, Coimbatore Management Association & Summer India Textile Mills Pvt. Ltd., Triuchengode, Tamil Nadu.
68. "Role of Entrepreneurship in Education" in National Seminar Organised by **Fore School Of Management, New Delhi on the theme "Institutional Governance On Feb. 26-27,2004.**
69. **Presented Paper on "Internationalization of Higher Education"**, National Conference organised by Institute for Quality in Higher Education (IQUE), New Delhi, **December 4-6, 2003.**

70. Participated in AIMA's AICTE sponsored National Workshop on **"Case Development"** held from **November 27-29, 2003** at All India Management Association, Management House, 14, Institutional Area, Lodhi Road, New Delhi-03.
71. **"Global Competitiveness through Service Excellence"**, National Level Seminar sponsored by AICTE on the theme **"Global Competitiveness and Productivity in Indian Business"** organised by **Apeejay Institute of Management, Jalandhar on March 21-22, 2003.**
72. **"Changing Scenrio of Insurance Sector in the wake of Privatization and its impact on Indian Economy"**, National Level Seminar sponsored by AICTE on the theme **"Changing Horizons of Corporate Governance and Restructuring of Industry in India"** organised by **M.M. Institute of Computer Technology & Business Management, M.M. Educational Complex, Mullana on March 14-16,2003.**
73. **"An Attempt of Revival of Small Scale Industries : The post Liberlisation Scenrio"**, National Level Seminar on the theme **"Problems and Prospects of Small Scale Industries in North-Western States of India"** organized by Department of Business Economics, Faculty of Management, Guru Jambheshwar University, Hisar, on **March 8-9, 2003.**
74. **"Will Marketing Support System for Small Scale Industries be able to withstand the impact of Globalization (with special reference to NSIC)"**, National Level Seminar on the theme **"Problems and Prospects of Small Scale Industries in North-Western States of India"** organized by Department of Business Economics, Faculty of Management, Guru Jambheshwar University, Hisar, on **March 8-9, 2003.**
75. Attended Conference organised by Confederation of Indian Industry (CII) Chandigarh & presented paper on the topic **"Building Competitiveness in Technical Education- Awareness programme on Quality"** from August 20-21, 2003.
76. **"Achieving Corporate Competitiveness through Total Customer Satisfaction"**, International Conference organised by Federation of Indian Industries & Economy (FIIIE) and Price Waterhouse Cooper (PWC) on **"Strategic Value Creation for Corporates -Opportunities & Challenges"**, July 29-31, 2003 at Hotel Le Meridian, New Delhi and and attended the conference as VIP-Delegate.
77. Attended Conference & presented a paper on **"Revision of Syllabi of Technical Courses"**, organised by Confederation of Indian Industries (CII), Chandigarh on May 9, 2003.
78. **"Total Employee Involvement & Transformational - Leadership - driven - Management - Tools for successful implementation of corporate restructuring in new Millennium"**, **National Seminar organized by Deptt. of Management, Kurukshetra University, Kurukshetra on March 11, 2000.**

Annexure III

Research and Consultancy Projects handled

Handled following Research/Consultancy Assignments as **Chief Consultant:**

National Consultancy

- 1. For Pragati Silicons Ltd (ISO 9002 Co), Yamuna Nagar, the following research assignments were handled (Year 2002): -**
 - a. Market Research for expanding Distribution Network in Punjab
 - b. Performance Evaluation System for the Company
 - c. Establishing Marketing Division in the Company
- 2. For CMC Ltd., the following projects were undertaken (Year 2003): -**
 - a. Assessment of need of Fashion Designing.
 - b. Critical Appraisal of the Computer Education Centers.
- 3. For Apollo Tyres , the following project was undertaken (Year 2003) :-**
 - a. Implementation of Sales Promotion Strategy.
 - b. Designing Promotional Strategy for North India
- 4. For BSNL, the following projects were handled (Year 2004):**
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 - a. Assessment of Buying Behaviour in case of the Mobile cash cards.
 - b. Consumer Perception in case of India Telecom Card (ITC)
 - c. Use of Virtual Private Network in the Changing Scenario.

Annexure IV

List of Workshops/MDPs/EDPs Conducted/Attended

1. Attended UGC Workshop on Capacity Building of Women Managers in Higher Education from 24-28 April, 2012 at Jamia Millia Islamia University, New Delhi.
2. 2-Days MDP on "Customer Relationship Management" for Probationers of Indian Postal Service from January 2-3, 2012 at National Postal Academy, Ghaziabad.
3. Conducted 3-Days MDP on "**Marketing Management**" for Probationers of Indian Postal Service - 2008 Batch from July 12-14, 2010.
4. One-Day Management Development Program for senior level officers of Department of Post at Postal Staff College, Ghaziabad on Sept 23,2010 on "**The framework of CRM and its implementation in a public organization like the Department of Post.**"
5. One-Day Management Development Program for senior level officers of Department of Post at Postal Staff College, Ghaziabad on January 04, 2011 on "**The framework of CRM and its implementation in a public organization like the Department of Post.**"
6. One-Week program on **Management Techniques** for Group A Officers of BSNL in ALTTC, Ghaziabad from April 9 - 17, 2010. Covered extensive topics for development of soft-skills in the areas of Communication Skills, Leadership, Team Building, and Negotiations Skills etc.
7. One-Day program on **Business Process Re-Engineering (BPR)** for Group A Officers of BSNL in ALTTC, Ghaziabad from December 12, 2010.
8. Designed & coordinated one-week MDP on "**The Role Of WTO In Local And Global Businesses: Prospects & Challenges**" at Mzumbe University, Mzumbe, Tanzania from May 14-17,2007.
9. Designed & delivered Lecture series on Organisational Development & OD-Interventions for Group A (ITS Batch 2004) Officers of BSNL in ALTTC, Ghaziabad from May 15-16,2007 during Two-Day Workshop on Work Place Culture Development.
10. One-Day Management Development Programme for senior level officers of Department of Post at Postal Staff College, Ghaziabad on Sept 23,2006 on " The framework of CRM and its implementation in a public organization like the Department of Post." (The same program has been conducted for more than 15 times with different audience-Group A,B &C Officers from April, 2007-April, 2009).
11. Organised 2-Day Workshop as Chief Trainer & Coordinator on " Energizing Your People" from May 4-5,2006, at IMS Campus; which focused on Soft Skills Development in the areas of Team Building, Negotiation Skill & Conflict Management. The delegates from reputed corporate houses like- BSNL, Oracle, Tata AIG, ISGEC, Oracle Granito & various B-Schools from across the country participated in this workshop One-Week program on Management Techniques for Group A (ITS Batch 2004) Officers of BSNL in ALTTC, Ghaziabad from April 9 -17, 2005. Covered extensive topics for development of soft-skills in the areas of Communication Skills, Leadership, Team Building, and Negotiations Skills etc.
12. One Day Workshop on "Emotional Intelligence" for Senior Managers/engineers in ISGEC (An ISO 9002 Co.), Yamuna Nagar, on May 13, 2003.
13. One day EDP on "Counseling Skills" for Senior Engineers/ HR Executives of ISGEC (ISO 9002 Co), Yamuna Nagar, Conducted on April 11, 2003.
14. One Day EDP on "Empowerment" for Senior Engineers/ HR Executives of ISGEC (ISO 9002 Co), Yamuna Nagar, (Year 2001).
15. 3 days EDP for Sales and Marketing Professionals of Pragati Silicons Ltd, (ISO 9002 Co), Yamuna Nagar, (Year- 1999)