

MANISH KUMAR

EDUCATION

- 1999 - 2004 IIM Calcutta
Fellow Programme in Management, Major area- Management Information Systems, Minor area- Operations Management CGPA- 6.9/9.0
- 1990 - 1992 IIT Delhi
M.Tech. (Power Systems) CGPA 8.2/10.0
- 1986-1990 H.B.T.I. Kanpur
B.Tech. (Electrical Engineering) 78% First position in the class.

THESIS WORK

Understanding employee's knowledge sharing behavior in software development companies and development of a knowledge management utility index. First part of the study investigates impact of organizational culture, organizational trust, individual's propensity for prosocial behaviors, knowledge type, and knowledge sharing medium, age, educational qualification and experience on individual's propensity to share knowledge. Second part of the thesis deals with assessment of the utility of IT based knowledge management systems for an organization. A number of parameters like, knowledge intensity of products, knowledge intensity of process, difficulty in knowledge transfer, are used to arrive at a composite 'knowledge management utility index'. A questionnaire-based survey is used for data collection. The hypothesis testing is done using SPSS software.

RESEARCH PROJECTS AND OTHER STUDIES

- *An analysis of estimating software project* studied during summer training at Infosys Technologies Limited. This study involved estimating manpower requirements of a software development job using lines of code, function points, top down, bottom up, Delphi method and a comparison of the existing methods.
- *Power System reliability evaluation using Monte-Carlo Simulation* – This study involved developing a mathematical model of assessing the impact of failure of generating machines or transmission lines on the reliability of electric supply. The simulation of IEEE Reliability Test System done by writing a lengthy software code.
- *Disaster management using relational database management systems*, This project was done to understand requirements and develop a database management system, which can be used in big natural disasters like Orrisa super cyclone.
- *Data Envelopment Analysis of Cement Companies in India*, by Manish Kumar and Raj Jog Singh presented at 'National Conference on Data Envelopment Analysis' held at IIM Calcutta from 13-14 October 2001
- *Status of knowledge management in Indian IT companies* (work under process with Prof. Souren Paul of SIU).
- *Development Knowledge Management Utility Index* (under submission).

AWARDS AND SCHOLARSHIPS

- **Infosys Scholar** at IIM Calcutta. Bagged one of the most prestigious scholarships in India sponsored by Infosys Technologies Limited for pursuing Fellow Programme in Management.
- **General Manager's Award and gold Medal** received for excellent performance in 1998-1999 in South Eastern Railway.
- **Indian Civil Services** Examination- passed in 1992.
- **Indian Engineering Services** Examination passed in 1991.
- **GATE Scholarship** received during M.Tech. for GATE Score 98.05 percentile.
- **National Scholarship** awarded in B.Tech.
- **First position** secured in B.Tech. Electrical Engineering
- **National Scholarship** awarded in 11th and 12th standard.
- **Integrated merit Scholarship** awarded by state govt. of UP in 9th and 10th standard.
- **P&G Case contest** won in 2001.

PROFESSIONAL EXPERIENCE

1992-1999 Indian Railways

Recruited to the Indian Railway Service of Electrical Engineers, Government of India through the Indian Engineering Services Examination conducted by Union Public Service Commission.

Divisional Electrical Engineer (Operations)

1997 to 1999 at Kharagpur Division of South Eastern Railway.

At this position worked as an independent branch manager to look after electric locomotive operation and maintenance.

Job Responsibilities

- *Operations-* Scheduling of locomotives for optimum utilization, scheduling of drivers, punctuality of coaching trains, crew management, coordination with other divisions and other departments.
- *Maintenance-* Maintenance of locomotives, Investigating failures, taking corrective action, identifying trends and presenting them in monthly failure prevention meeting for rectification in base sheds.
- *Human Resource Management-* manpower planning, training, selection, disciplinary action and rewards, posting and transfer of all the staff (561 drivers, 70 maintenance staff, 25 supervisors).
- *Industrial relations-* Interaction with labor unions for involving them in improving productivity and labor welfare.
- *Crisis management-* Personally handled several accidents and serious breakdowns.

Achievements

Improvement in the process of driver booking, locomotive maintenance and scheduling led to all round improvement in the performance statistics. Some of the important ones are reduction in locomotive failure by 29.23%, reduction in over time hours of drivers by 30%. Increased utilization of locomotives leading to a reduction in locomotive requirement by 15.6%, improvement in average speed of goods trains by 5.8%, reduction in idling hours at terminals by 10%. In recognition to the outstanding performance received General Manager's award and gold medal.

Assistant Electrical Engineer (Traction Rolling Stock)

1995- 1997 at EMU Carshed, Tikiapara, Howrah.

At this position looked after maintenance and operation of EMU trains.

Job Responsibilities

- *Maintenance-* maintenance of 30 EMU rakes at three locations, prevention of failures, identification of repeated failures, taking corrective action, scheduling of rakes for maintenance, upkeep of plant and machinery, energy conservation.
- *Operations-* Running 155 local trains daily between Howrah, Kharagpur and Midnapur, scheduling of EMU rakes to work these trains, scheduling of motorman, prevention of punctuality loss of local trains.
- *Material Management-* Inventory management, forecasting of demand, indenting stock and non stock items, review and disposal of obsolete and overstocked items, keeping optimum number of serviceable spares and quality checks.
- *Human Resource Management-* manpower planning, training, selection, posting and transfer, disciplinary action and rewards of all the staff below. (118 motormen, 700 maintenance staff and 60 supervisors)

Achievements

Improvement in maintenance practices and change in maintenance philosophy, resulted in less need for maintenance as well as reduction in failures to negligible levels (from 3 lack km/failure

to 13.3 lack km/failure). We were able to give more rakes for service by reducing maintenance outage (11.5% to 7.98%), which improved punctuality. Energy conservation 21%. Changes in tyre turning procedures of wheel increased wheel life by 30%. The efforts were recognized and I was promoted and posted at most important coaching division of South Eastern Railway to independently manage the electric train operations.

Indian Railway Service of Electrical Engineers (Probationer)

1992 to 1995, Probationary training at various locations on the Indian Railways. Two years intensive training on railway management practices including field training.

Apart from the above I served at two posts for brief periods while pursuing FPM. **Sr. Divisional Electrical Engineer**- July 2003 to Sep 2003- at Adra Division of South Eastern Railway and **Executive Electrical Engineer (Construction)**- June 2002-July2002- at South Eastern Railway Head Quarters Calcutta.

Key Learning

At all the above positions, holding huge responsibility of manpower and assets instilled confidence and maturity. Coordination with other departments and divisions improved team-working ability and interpersonal skills. There were three key ingredients for success. First, understanding business process and improving it. Second, motivating employees and instilling trust in them. Third, better coordination with other wings of the Railways, which are internal customers or internal suppliers.

COMMUNITY ACTIVITIES

- **Cultural Secretary** at South Eastern Railway Officers' Club Kharagpur. Organized many cultural events of different sizes.
- **FP Representative** Represented Fellowship Students in the student council of IIM Calcutta in 2000-01.

LIST OF COURSES TAKEN DURING FPM

- **Information Systems:** Data Processing, Database Management systems, Data Communication and networking, Management Information System, Information Technology for strategic objectives, Electronic commerce, Management Strategies for Electronic Commerce, Framework for network model of organization in B to B E-commerce
- **Operations Management:** Operation Research, Project Management and Scheduling, Data Envelopment Analysis, Production management, Product Life Cycle Management, Production and Inventory Control.
- **Advanced Statistics:** Probability, statistics and Hypothesis testing
- **Finance:** Financial Accounting, Cost Accounting and Financial management
- **Organization Theory:** Behavioral Science, Organizational Theory, and Human Resources Management
- **Economics:** Micro Economics, Macro Economics, and Indian Economics
- **Marketing:** Marketing management, Marketing Research

PERSONAL INFORMATION

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