

**VILAS VASANTRAO KULKARNI**

DOB: 08/11/1973

**Address:** G. H. Patel Post Graduate Institute of Business Management, (MBA department), University staff colony, Vallabh Vidyanagar, Dist Anand, Pin: 388120**Email:** kvilas@gmail.com, **Cell no:** 9228323113**EDUCATION**

<b>Ph. D. (Management)</b>	<b>2007</b>	<b>Sardar Patel University, Vallabh Vidyanagar</b>	
<b>Title: "Impact of Corporate Downsizing Strategy on Human Resource Management – A study of selected organizations in Gujarat"</b>			
<b>Masters (Human Resource Development)</b>	<b>1999</b>	<b>Veer Narmad South Gujarat University, Surat</b>	<b>66%</b>
<b>B.Sc. (Chemistry)</b>	<b>1997</b>	<b>Veer Narmad South Gujarat University, Surat</b>	<b>65%</b>

**PROFESSIONAL/TEACHING EXPERIENCE**

<b>Associate Professor</b>	Jan 2017 till date
G. H. Patel Post Graduate Institute of Business Management, (MBA department) Sardar Patel University, Vallabh Vidyanagar, Anand, Gujarat.	
<b>Teaching Research Associate</b>	Aug 2005 – Jan 2017
B. K. School of Business Management, Gujarat University, Ahmedabad	
<b>Placement Officer</b>	Oct 2002 - Aug 2005
G. H. Patel Post Graduate Institute of Business Management, (MBA department)	
<b>Trainee Academic Associate</b>	Nov 2000 – Oct 2002
<i>(Personnel and Industrial Relations Area)</i> Indian Institute of Management, Ahmedabad. (IIMA)	
<b>Trainee Assistant Officer - HR</b>	Aug 1999 - Oct 2000
Heubach Colour Ltd, Ankleshwar (An ISO 9002 and 100% EOU)	

**ADDITIONAL TEACHING EXPERIENCE (Visiting faculty)**

• Dharmsinh Desai University, Nadiad	2001-05
• Anand Institute of Management Studies, Anand	2004-05
• G. H. Patel P.G. Institute of Business Management, Sardar Patel University, Anand	2005-07
• K. S. School of Business Management, Ahmedabad	2005-07
• St. Kabir Institute of Professional Studies, Ahmedabad	2008-09
• H. L. College of Business Management, Ahmedabad	2007-2010.

**Area of specialization:** **Human Resource Management, Compensation management, Labour Laws.****Professional Training Received**

<b>Year</b>	<b>Nature of Training</b>	<b>Duration</b>	<b>Organized by</b>
2004	Faculty Development Programme	1 day	ICFAI, Vadodara
2007	Case Study Development Initiative Workshop	1 day	Aditya Birla India Centre at London Business School, at Mumbai
2009	Orientation Programme	28 days	Academic Staff College, Gujarat University, Ahmedabad
2010	Refresher Programme in Commerce and Management	21 days	Academic Staff College, Gujarat University, Ahmedabad

## RESEARCH EXPOSURE: PUBLICATIONS (PAPERS)

---

Maheshwari Sunil K. and Kulkarni Vilas (2002), **Rejuvenation of Amal Products Ltd.** *Asian Case Research Journal*, Vol.8 (2) pp. 215-239. ISSN 0218 – 927, 5UGC list serial number 8746.  
Also published in Maheshwari Sunil K. (2007), *Turnaround Excellence*, Penguin Publishers, New Delhi.

Maheshwari Sunil K. and Kulkarni Vilas (2003), **Implementation of VRS in India**, *Vikalpa*, Vol. 28 (2), April-June, pp. 75-82. ISSN 0256 – 0909, UGC list serial number 32631.

Prabhakar R. K. and Kulkarni Vilas (2004), **HR Outsourcing – Emerging Issues and Implications** *Synergy – Journal of Management*, Jan 2001 – Dec 2003 No 1-5 pp. 73-82. ISSN 0973-922, XUGC list serial number 45203

Kulkarni Vilas (2007), **Role of Information Technology in Human Resource Management**, *Vidya – The Journal of Gujarat University*, October, Vol. II (2), pp 102-109.

Kulkarni Vilas, (2008), **How does downsizing affect survivors? Insights from the literature**, *Management and Labour Studies*, May, Vol. 33 (2), pp. 241-259. ISSN 0258-042X, UGC list serial number 5802.

Kulkarni Vilas (2008), **Impact of Corporate Downsizing on Organizations with a Special Focus on Human Resource Management - An Empirical Study of Selected Organizations in Gujarat**, in I. S. Singh (ed) (2008), *Human Resources Management and Processes*, published by Mahatma Gandhi Labour Institute, Ahmedabad.

Kulkarni Vilas and Srivastava Amit Kumar (2008), **Disinvestment in India - A Stakeholders' Management Perspective**, *The South East Journal of Management*, April, Vol. III (1). ISSN 2355-6641 UGC list serial number 43523 ([www.ssrn.com](http://www.ssrn.com))♣.

Srivastava Amit and Kulkarni Vilas (2009), **Disinvestment of National Aluminium Company Limited (NALCO): A Public Sector Enterprise, Government of India**, *The South Asian Journal of Management*, Vol. 16 (3). ISSN 0971-5428, UGC list serial number 46492.

Kulkarni Vilas (2009), **HR as a profession – Prospects and Challenges**, published in booklet *On Special issues on Employment, Education Commissioner, Government of Gujarat, Gandhinagar*.

Kulkarni Vilas (2009), **Impact of Power Sector Reforms in Gujarat, Rajagiri Management Journal**, published by *Rajagiri Centre for Business Studies*, Kochi, Kerala, India, December, Vol. 5 (2), ISSN No 09729968 pp.78-86. UGC list serial number 45934

Kulkarni Vilas (2011), **Mass Exodus of Workers: A Case Study of Strike in Power Loom Industry in Surat**, registered at European Case Clearing House, UK, Case number - 411-072-1

Kulkarni Vilas (2012) **Mass exodus of workers: A case study of strike in power loom industry in western part of India**, *International Journal of Advances in Management, Technology and Engineering Sciences*, Vol. 1, Issue 6 (II), March, ISSN No 2249-7455. UGC list serial number 47955.

Singh I. S. and Kulkarni Vilas (2013), **Trade Unionism in India - Perceptions and Future**, *The Indian Journal of Industrial Relations*, July, Vol. 49, No. 1, ISSN Number: 0019-5286. UGC list serial number 20795.

Kulkarni Vilas (2014), **Work-life balance among female employees in banking sector – A study of female bank employees in Ahmedabad**, Niskarsh, *The Journal of Management and Technology*, Vol. II (2), ISSN: 2320-4192.

Kulkarni Vilas (2015), **HR Challenges for a Mid-Size Company: A Case of KMZD Pharmaceuticals Pvt. Ltd.**, *Atmaboth, Journal of Rajashi School of Management and Technology*, Autumn, Vol. XII, (2), pp 44-48. ISSN 0972-1398, UGC list serial number 42969.

Bavishi Hardik and Kulkarni Vilas (2016), **Perception of citizens towards online civic services – An empirical study of citizens in Ahmedabad**, *AAG AM International Journal of Humanities, Social Science, Management and Technology (AIJH SMT)*, ISSN 2454 – 1567, APR-JUN 2016. UGC list serial number 47510.

Kulkarni Vilas and Dureja Ranjana (2016), **Towards becoming a Learning Organisation: An Action oriented approach for sustainable development**, *International Journal of Management* (ISSN 2424-6433) online, (ISSN 2424-6425).

Kulkarni Vilas and Sheth Pranav, (2016), **New Developments in Consulting – Political Consulting**, *Research Ambition – An International Multidisciplinary e –journal*, Vol1 Issue II, (ISSN 2456-0146).

Kulkarni Vilas and Kamlesh Kumar Agwaral, (2017), **Employee Engagement - A Conceptual Framework**, *Global Journal of Research in Management*, Vol. 7 No (1) pp 50-60. (ISSN 23198915) UGC list serial number 43564.

Kulkarni Vilas and Kamlesh Kumar Agwaral, (2017), **Human related factors leading to employee engagement - A study in selected industries of Faridabad Industrial area**, *International Research Journal of Human Resources and Social Sciences*. (ISSN 23494085), UGC list serial number 49194.

Kulkarni Vilas and Kamlesh Kumar Agwaral, (2017), **An empirical study of the organizational factors leading to employee engagement in selected industries of Faridabad industrial area**, *Indian Journal of Commerce and Management Studies*, Vol. III, Special issue 1 (7), July 2017, (ISSN: 2249-0310), UGC list serial number 15556.

## **PUBLICATIONS (BOOKS)**

- 1) ‘Downsizing and HRM – A study of selected organizations in India’ (2010) LAP LAMBERT Academic Publishing AG & Co, ISBN 978-3-8383-9474-9.
- 2) Customized book on ‘Principles of Management’ for Gujarat Technological University, Pearson education (2010). ISBN 978-81-317-5653-5.
- 3) Customized book on ‘Principles and Practice of Management and Business Communication’ for Calcutta University, Pearson education (2010) ISBN 978-81-317-5430-6.
- 4) Impact and Implications of Power Reforms in India: Power Reforms: A Study on its strategic implications and impact on selected companies in India (2010), co-authored with Dr. Rajiv Kurulkar, ISBN 978-3843355698.
- 5) Revised book on ‘Management –I’ for Pearson education (2010) Gujarat Technological University, Pearson education (2010). ISBN 978-81-317-5876-2. Again revised (2012) ISBN 978-81-317-7118-1.
- 6) Revised book on ‘Management –II’ for Pearson education (2011) Gujarat Technological University, Pearson education (2010). ISBN 978-81-317-6576-0.

- 7) Engineering Economics and Management Vikas Publishing house P. Ltd, (2016), ISBN - 978-93259-9024-1
- 8) Case studies in Management, Himalaya Publications, (2016), ISBN- 978-93-5262-262-7, co-authored with Achuthan Sarla.

### **Articles / Chapters published in Books**

Kulkarni Vilas and Prabhakar Rohit (2012), **An over view of India Diaspora – Learning from Scott Lewi** chapter in the book Indian Diaspora in National and Regional context' edited by Jaiprakash M Trivedi, ISBN 978-93-81386-06-4

Singh I. S, (2008), Impact of corporate downsizing on organizations with a special focus on human resource management – An empirical study of selected organizations in Gujarat, Human Resources Management and Processes, published by Mahatma Gandhi Labour Institute, Ahmedabad.

Mucherji Nina et. el. (2015), Business excellence and leadership – Transforming HR for enhanced organizational capability, Challenge of HRM in Small Scale Industries – A study of organizations in western India, Excel India Publishers, New Delhi. ISBN 789384869083.

Makwana Ashish K. et. al (2016), Human resource trends in dairy sector – An Indian perspective, S.M.C. College of Dairy Science, Anand Agricultural University, Anand, pp. 237-241, ISBN 978-81-931704-3-4.

Ruparel Neelima et. al (2016), Election tourism in India, pp. 244-247, published by B. K. School of Business Management, Gujarat University, Ahmedabad, ISBN 978-93-80867-85-4.

### **Conference proceedings**

Makwana Ashish K. and Kulkarni Vilas, **Quality Management and the Role of Human Resource Development** in the proceedings of National Seminar on “Food Safety, Food Laws and Standards Relevant to Dairy Industry, April 23-25, 2005, pp. 131-135.

Maheshwari Sunil K. and Kulkarni Vilas, **Responses to changing environment by business organisations in India: Voluntary Retirement Schemes and their outcomes** - Asia Academy Conference, Third Conference, Bangkok, Thailand, December, 2002.

Prabhakar, R. K. and Kulkarni Vilas, **Indian Diaspora in Central Asia: Review of Research Findings of Scott C. Levi**, International Conference on Indian Diaspora, held at Sardar Patel University, Vallabh Vidyanagar, January 4-5, 2005.

Prabhakar R. K., Makwana Ashish K. and Kulkarni Vilas, **Training and Developing Human Resources for Future Needs: A Case Study of Vidya Dairy Anand**, NICOM – 2005, an international conference organised by Nirma Institute of Management, Nirma University, Ahmedabad, January 28-30, 2005.

Makwana Ashish K. and Kulkarni Vilas, **Quality Management and the Role of Human Resource Development** “Food Safety, Food Laws and Standards Relevant to Dairy Industry, April 23-25, 2005, pp. 131-135.

Kulkarni Vilas and Dr. Sarla Achuthan, **Indian Management Education: Impact of Government, Regulatory Bodies and Judiciary** - International Conference on ‘Management Education at a Cross Roads’ organised by Association of Indian Management Scholars held at Indian Institute of Management, Ahmedabad, January 2-4, 2006.

Kulkarni Vilas, **How does downsizing affect survivors? Insights from the literature**, Human Resource Management and Processes, organised by Mahatma Gandhi Labour Institute, Ahmedabad, January 30-31, 2007.

Kulkarni Vilas, **Disinvestment in India – A Stakeholders’ Management Perspective** Asia Academy of Management Conference, Organized by Taiwan Academy of Management, Taiwan, December 14 16, 2008.

Achuthan Sarla and Kulkarni Vilas, **Emergence of Management Education in Gujarat: Role of Institutional Leadership**, International Seminar on Managing Education for business and commerce in a globalised World: Strategies for excellence" organized by PSGR Krishnammal College for Women & GRG School of Management Coimbatore, December 10-12th 2009.

Kulkarni Vilas, **Turmoil in Indian Civil Aviation Industry – A case of Air India Strike**, National conference on "Managing for Tomorrow - Emerging Trends, Issues and Challenges", organized by AES Post Graduate Institute of Business Management, School of Management, Ahmedabad University, January 23-24<sup>th</sup> 2011.

Kulkarni Vilas, **Mass exodus of workers: A case study of Strike in Power loom industry in western part of India**, International Conference on Advances in Management, Technology and Engineering, Sciences, organized by Choice Institute of Management, at Bangkok, Thailand, February, 7-9, 2012.

Kulkarni Vilas, **Understanding the factors affecting work life imbalance and its impact on employees - A study of executives in Ahmedabad**, National Seminar on Interdisciplinary Approaches to Knowledge organized by Pandit Deendayal University, Gandhinagar, 4-5 April 2013.

Dave Bansari and Kulkarni Vilas, **A study to measure applicability and practical relevance of achievement motivational theory in selected technical education institute of Gujarat**, National Conference on Emerging Trends in engineering, Technology and Management, organized by Indus University, Ahmedabad. 31<sup>st</sup> January – 1<sup>st</sup> February 2014.

Kulkarni Vilas, **Challenges of human resource management in small scale industries – A study of organizations in western India**, NICOM – 2015, An international conference of ‘Transforming HR for Enhanced, organizational Capability’ organised by Nirma Institute of Management, Nirma University, Ahmedabad, January 8-10, 2015.

## Conferences and workshops attended

Sr. No.	Event	Organizer	Place	Duration	
1.	Attended workshop on Strengthening Democracy. Understanding conflicts	Sardar Patel University	Vallabh Vidyanagar	09/11/2002	09/11/2002
2.	Faculty development Programme	ICFAI University,	Vadodara	04/12/2004	04/12/2004
3.	Attended workshop on Intercultural Communication Competence: Learning, Teaching and Research in Borderless World	Indian Institute of Management	Ahmedabad	26/10/2006	27/10/2006

4.	Attended seminar on 'Teaching and Research in Management	B. K. School of Business Management	Ahmedabad	30/03/2009	31/03/2009
5.	Attended Experiential Workshop: Appreciative Inquiry for Organizational Change'	Academy of HRD, Ahmedabad and ISABS	Ahmedabad	24/08/2009	26/08/2009
6.	Attended Faculty development programme	ICFAI University	Ahmedabad	05/12/2009	05/12/2009
7.	Attended Introduction of Semester System''	Gujarat University	Ahmedabad	20/12/2009	20/12/2009
8.	Participant, Workshop on SPSS 18.0	Gujarat University	Ahmedabad	29/10/2010	30/10/2010
9.	Participated in Workshop on Entrepreneurship	Indus University	Ahmedabad	25/02/2013	25/02/2013
10.	Participated in Training of Trainers on Climate Change Adaptation	German Government supported Global Consulting firm	Ahmedabad	27/06/2014	27/06/2014

### International Collaboration

Worked as co-ordinator for survey on "Time-Use in Indian Households" financed with a grant from the Netherlands National Science Foundation (NWO) and the Indian Council for Social Sciences Research (ICSSR).

### TRAINING PROGRAMMES (ACTED AS A RESOURCE PERSON)

Sr No.	Type/Tile	Organisation	Focus group	Duration and Venue
1.	Executive Training	Sardar Sarovar Nigam Ltd	Officers and above	April 2006, Vadodara, Gujarat
2.	Change Management	Reserve Bank of India	Officers and above	8 and 21 February 2007, Ahmedabad, Gujarat
3.	Strategic Thinking and Management for Competitive Advantage	Coordinated and anchored the programme for Insight Associates, Ankleshwar	Senior managers	25 February 2007, Vapi, Gujarat
4.	Programme for HR Executives (Module: Human Resource Management)	Welspun Industries Ltd, for All India Management Association, New Delhi, (AIMA)	HR executives	30-31 May 2007, Anjar, Gujarat
5.	Programme for HR Executives	Welspun Industries	HR executives	9-10th October

	(Module: Training and Development)	Ltd (for AIMA))		2007, Vapi, Gujarat.
6.	Programme for HR executives (Module: International Human Resource Management)	Welspun Industries Ltd (for AIMA)	HR executives	17th March 2008, Vapi, Gujarat
7.	Management Development Programme – Downsizing: Its relevance and impact	Employee State Insurance Corporation, Regional Group, Ahmedabad.	Inspectors and Branch Managers	5- 15th June 2009, Ahmedabad, Gujarat.
8.	Refresher Course in Management (Topic : Motivation)	Employee State Insurance Corporation, Regional Group, Ahmedabad.	Inspectors and Branch Managers	7 <sup>th</sup> October 2009, Ahmedabad, Gujarat.
9.	Management Development Programme (Topic: Responsible Leadership)	Income Tax Department, Ahmedabad	Income Tax Inspectors	16 <sup>th</sup> February 2010, Ahmedabad, Gujarat.
10.	Programme for HR Executives (Module: Training and Development)	Welspun Industries Ltd. Vapi (for AIMA)	HR Executives	14-16 <sup>th</sup> April 2010, Anjar, Gujarat
11.	Soft skill Development (Topic: Self Motivation)	Mahatma Gandhi Labour Institute, Ahmedabad	Trade Union Leaders	13 <sup>th</sup> October 2011, Ahmedabad. Gujarat.
12.	Importance of Soft Skills	Mahtma Gandhi Labour Institute, Ahmedabad	Teachers of Industrial Training Institute	12 <sup>th</sup> September 2012, Ahmedabad. Gujarat.
13.	Leadership	Mahtma Gandhi Labour Institute, Ahmedabad	Principals of Industrial Training Institute	4 <sup>th</sup> October 2012, Ahmedabad. Gujarat.
14.	Case based teaching methodology	Academic Staff College, Gujarat University, Ahmedabad	Post graduate teachers	3 <sup>rd</sup> December 2012, Ahmedabad. Gujarat.

#### **INVITED AS RESOURCE PERSON/ LECTURE DELIVERED/CHAIED SESSIONS**

Chaired session in the 2<sup>nd</sup> National conference on ‘**Managing for tomorrow – Issues and Challenges**’ organized by Ahmedabad University, on 14-15th April 2012.

**Jury Member:** “Perspective-2014”, National Conference on **Innovations in Management**, organized by Shri Chimanbhai Patel Institutes, Ahmedabad, 25th April, 2014.

Invited as an external member in Research and Development Committee for assessing progress of the Phd candidates and new Phd admissions by B. K. School of Business Management, Gujarat University, Ahmedabad, 13th September 2017.

**Chaired** a session in **National Youth Summit**, organized by, 30th January 2017.

Invited to deliver lecture on ‘**Contemporary issues in HRM**’ at B. K. School of Business Management, Gujarat University, Ahmedabad 7th April 2017.

Invited to deliver lecture on ‘**Strategic HRM**’ at B. K. School of Business Management, Gujarat University, Ahmedabad 14th July 2017.

Acted as a resource persons in **National conference on Maritime India : Trade and Policy in the Indian Ocean**, at B. K. School of Business Management, Gujarat University, Ahmedabad 30th August 2017.

Invited to deliver lecture on **‘Contemporary Issues in Management’** at Department of Commerce English Medium, Maharaja Krishnakumarsinghi Bhavnagar University, Ahmedabad 8<sup>th</sup> September 2017.

Invited as an external member in Research and Development Committee for assessing progress of the Phd candidates and new Phd admissions by B. K. School of Business Management, Gujarat University, Ahmedabad, 13th September 2017.

## SPONSORED PROJECTS UNDERTAKEN

### Ongoing and Completed Research Projects and Consultancies

Sr. No.	Title	Agency	Period	Grant/Amount Mobilized (Rs. Lakh)
1.	Remedial programme for SC/ST/OBC and minority students	Sponsored by UGC	2013 -2014	Rs. 3,00,000
2.	Modernization and Removal of Obsolescence (MODROB)	AICTE	11/07/2013	Rs. 10,50,000
3.	Management of Small Scale Enterprises in India with special reference to Western Region - Research and Development	AICTE	22/07/2013	Rs. 1,52,941
4.	Industry Institute Interaction Cell at B. K. School of Business Management	UGC – Gujarat University	01/01/2015	Rs. 8,06,000

### Completed Projects / Consultancies

Sr. No.	Title	Agency	Period	Grant/Amount Mobilized
1.	Remedial programme for SC/ST/OBC (Non creamy) and Minority students	UGC – Gujarat University.	2009-2010	Rs.7,01,000
2.	Remedial programme for SC/ST/OBC and minority students	Sponsored by UGC	2010 -2 012	Rs. 3,00,000
3.	Competition and Indian Organizations: How do they cope with the changes – Some case studies in Management	AICTE, New Delhi	2006-2013	Rs. 4,00,000
4.	Remedial programme for SC/ST/OBC (Non creamy) and Minority students	UGC – Gujarat University.	2012-2014	Rs. 4,00,000
5.	Remedial programme for SC/ST/OBC (Non creamy) and Minority students	UGC – Gujarat University.	2014-2015	Rs. 1,31,750
6.	Remedial programme for SC/ST/OBC (Non creamy) and Minority students	UGC – Gujarat University.	2015-2016	Rs. 41,500

## CONSULTANCY

Organization	Title of project	Amount of grant
International Crop Research Institute for Semi Arid Regions (ICRISAT), Hyderabad	Transforming ICRISAT	Rs. 1,00,000

## AWARDS AND RECOGNITION

Cleared University Grants Commission **National Education Test (HRM)**, eligibility test for Lecturership in Graduate and Post Graduate courses in Indian universities (2001). Also awarded **Junior Research Fellowship** in this examination

Ph. D thesis awarded as the Best Thesis in the ‘Best Ph. D Thesis Competition’ organized by Prestige Institute of Management, Indore, February, 7-8th, 2009.

## OTHER ACADEMIC AND CORPORATE ACTIVITIES

Recognized PhD Guide at Gujarat University, Ahmedabad, Baba Saheb Ambedkar University, Ahmedabad and Jagdishprasad Jhabarmal Tibrewala University Jhunjhunu Rajasthan

Currently guiding seven Phd students

Was member at Gujarat University and B. K. School of Business Management

- Industry Institute Partnership Cell funded by AICTE, New Delhi
- Library committee, Placement committee, Infrastructure committee and Seminar committee
- Editorial Board of ‘Vidya’ – The Journal of Gujarat University, published by Gujarat University, Ahmedabad
- Faculty coordinator for placement of students
- Committee formed by the University for getting NAAC accreditation

Expert in the selection panel

- Gujarat Common Entrance Test (GCET) organised by the Government of Gujarat to select MBA students for the management institutes in the state
- Mahatma Gandhi Labour Institute, Government of Gujarat, Ahmedabad, to select students for the course of P.G. Diploma in Human Resource Management
- Mahatma Gandhi Labour Institute, Government of Gujarat, Ahmedabad, for project viva of the summer internships undergoing P.G. Diploma in Human Resource Management

Coordinated

- One day seminar on ‘Emerging Issues and Challenges in HR’ at B. K. School of Business Management, February 03, 2007 and 15th March 2008.
- One day seminar on ‘Recession and the role of HR’ at B. K. School of Business Management, 14th March 2009.
- One day ‘Mock interview session’ for the students of MBA in Marine Management Studies, 4th February 2012
- Acted as Dy coordinator for training programme for “Training programme for newly recruited executives of Gujarat Maritime Board” from 4<sup>th</sup> – 7<sup>th</sup> September 2012.

**Other academic works**

- Member, Course preparation committee for ‘Human Resource Management’ on Babasaheb Ambedkar Open University, Ahmedabad for the subject of Master of Commerce – 2009.
- Worked for developing a syllabus on ‘Human Resource Management’ for Gujarat Technical University, Ahmedabad.
- Member, Board of Studies for Management, Gujarat University.

**(Vilas Kulkarni)**