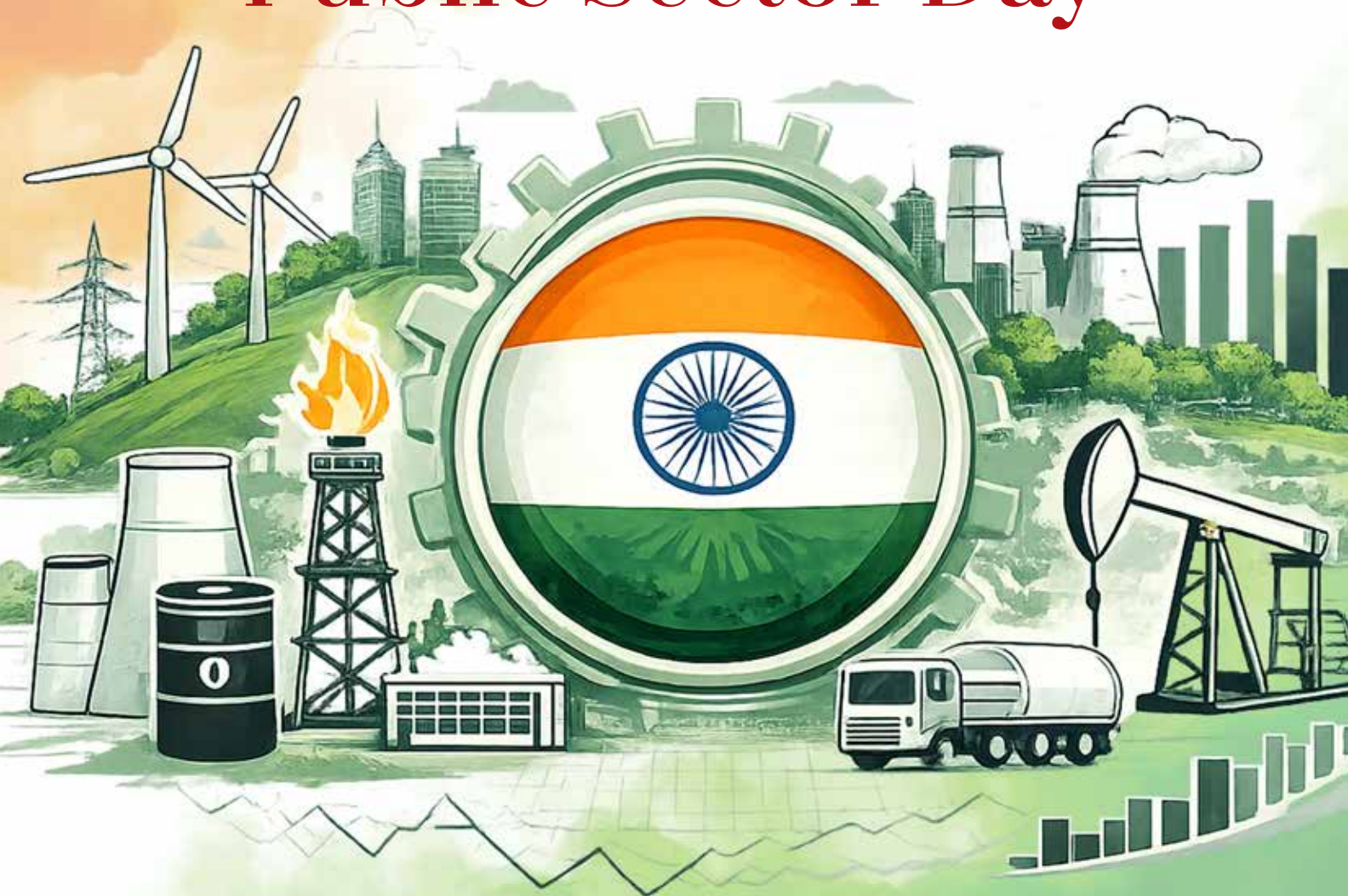


KALEIDO **SCOPE**

STANDING CONFERENCE OF PUBLIC ENTERPRISES

SCOPE & PSEs *celebrate* **Public Sector Day**



Commemorating the incessant role of Public Sector Enterprises (PSEs) in nation building

SCOPE

Celebrates

Public Sector Day

Honouring the exemplary contribution, performance, remarkable achievements, and the enduring spirit that drives India's growth and progress.

Public Sector Enterprises have evolved beyond their foundations to become global benchmarks for excellence

CALL TO CELEBRATE

SCOPE invites all PSEs to embark on a **month-long celebration** across Head Offices, Regional Offices, Factories, and Plants.

- **Host Events:** Organize Webinars, Debates, and Quizzes showcasing PSE achievements.
- **Document Success:** Capture your celebrations and outstanding contributions.
- **Get Featured:** Share your program details with us for publication in our monthly journal, KALEIDOSCOPE.

Let us mark this landmark day with profound pride. Together, we make the future truly memorable and inspiring.

HAPPY PUBLIC SECTOR DAY!

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SCOPE & PSEs celebrate Public Sector Day



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Message by Chairman

The arrival of April brings with it a moment of profound pride and reflection as we observe Public Sector Day. This month-long celebration is far more than a highlight on our calendar; it serves as a powerful testament to the enduring values that Public Sector Enterprises (PSEs) uphold: excellence, resilience, and an unwavering commitment to the nation's socio-economic fabric.

As we immerse ourselves in these celebrations, I extend my most heartfelt greetings to the men and women whose dedicated service continues to strengthen the legacy of the Public Sector—the very backbone of our modern economy.

For more than five decades, SCOPE has stood as the apex body for PSEs. Our journey has been defined by a constant evolution. Today, more than ever, SCOPE remains firmly anchored by four strategic imperatives that guide our mission: Impactful Advocacy, the creation of Future-Ready Talent, robust Capacity Enhancement, and the building of a formidable Global Brand for Indian PSEs.

Our recent initiatives have been meticulously designed to build a high-performance leadership pipeline that ensures sustainability for decades to come. Through our specialized programs, we are cultivating a new generation of visionaries—leaders who are not only equipped with agile learning and strategic foresight but also possess the courage for creative disruption.

As part of this we now stand at a historic milestone as we prepare for the DAKSH *Dikshant Samaroh*, the convocation of our inaugural batch. This unique collaboration between SCOPE and the Capacity Building Commission (CBC) represents a significant leap forward in institutional excellence. We are ready to honour this first cohort of trailblazers who will lead our PSEs into a new era of global distinction.

Moving forward, SCOPE is spearheading a series of unique workshops and specialized programs designed specifically to capacitate and empower our members.

By prioritizing these intensive efforts and strategic brand-enhancing initiatives, we are ensuring that our enterprises do not only excel domestically but also command a significant presence on the international stage.

To honour the spirit of our fraternity, we will be featuring your milestones, success stories, and strategic initiatives in our forthcoming issues. I look forward to your support, as we continue to move forward, hand-in-hand, toward a future defined by growth, innovation, and collective triumph.

K. P. Mahadevaswamy
Chairman, SCOPE

As part of Month-long
Public Sector Day celebrations



presents

Leadership during uncertain times

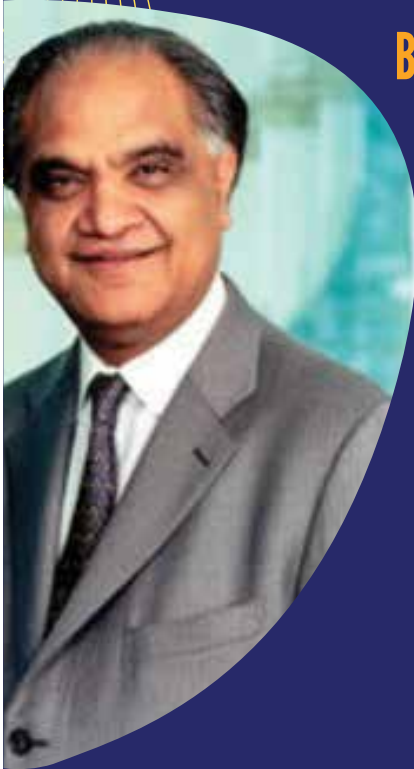
with

Prof. Dr. Ram Charan

Bestselling author, world-renowned business
advisor & speaker

SATURDAY, 11 APRIL 2026
18:00 HRS - 20:00 HRS

SCOPE CONVENTION CENTRE
LODHI ROAD, NEW DELHI



KEY TAKEAWAYS :

- How to overcome challenges and mitigate risks during Uncertain times
- From Strategy to "Operational Reality"
- Precision in Talent Alignment
- Developing "Peripheral Vision"

WHO SHOULD ATTEND?

- Senior Leaders of PSEs : CMDs , Directors & Senior Level officers

Standing Conference of Public Enterprises

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Director General's Desk

The Public Sector has long been the bedrock of our nation's economic sovereignty, serving as a pivot for social equity and industrial self-reliance. From building foundational infrastructure in post-independence India to spearheading today's technological breakthroughs in green energy and digitalization, PSEs have been instrumental in shaping the modern Indian landscape.

SCOPE's Foundation Day, 10th April, is an opportune occasion to celebrate the incessant contributions of the Public Sector and this landmark date marks the beginning of month-long celebrations across the country to honour the legacy and spirit of PSEs.

As part of the celebrations, SCOPE recommit itself to taking its initiatives across the globe, ensuring that the voice and expertise of PSEs resonate globally while aligning with the era of rapid transformation.

As part of SCOPE's global representation efforts, it was my profound honour to represent the Indian employer fraternity, as one of the fourteen Titular Members of the Governing Body of the International Labour Organization (ILO) at the 356th Governing Body (GB) meeting of the ILO which is the only UN agency promoting tripartite participation in areas of social justice, human rights, and labour standards. As a member of the Governing Body, I had the unique opportunity to deliberate on the changing role of the ILO in the evolving economic environment while also ensuring the protection of interests of global employers as initiatives are taken to ensure decent work and foster resilient industrial relations in the modern labour market. The presence of an Indian representative in the Governing Body ensures that the voice of Indian employers is heard while integrating the public sector into such prestigious forums. In fact, this becomes all the more important as India has secured a significant place on the global map and is looked upon as one of the key nations driving the world economy.

While playing an important role in policy making, SCOPE has also taken firm steps towards developing a robust leadership pipeline which is not only sound in knowledge but also possesses leadership skills to navigate today's public sector within a complex and dynamic business environment.

For this, leaders also require constant guidance and motivation, which can be effectively achieved through coaching. The experience of this has also been reflected in our DAKSH programme. Hence, taking coaching to the next level in PSEs, SCOPE, in collaboration with the International Coaching Federation (ICF), is embarking on a specialized joint study titled 'State of Coaching within Indian PSEs.'

This study is a strategic intervention designed to map the current coaching landscape and conduct periodic assessments of organisational culture. By integrating ICF's gold-standard credentialing with our existing leadership frameworks, we aim to drive data-driven developmental outcomes.

Also, I am happy to share that we are all set to organize 'DAKSH' Dikshant Samaroh. This convocation ceremony of the first batch of DAKSH Leadership Programme, is not merely a formal event but a celebration of skill, dedication, and the successful capacity building of our workforce.

It marks a milestone in our journey of professionalizing management and technical expertise within PSEs, ensuring that our talent pool is sufficiently proficient to meet global challenges.

As the public sector embarks on a new chapter of success and a sustainable future, SCOPE also looks forward to continuing its work with GIZ, Germany, to ensure that Indian PSEs contribute effectively to the global movement towards a sustainable future.

In the coming months, SCOPE is launching a series of high-impact programs designed to equip our workforce with future-ready competencies. Together, let us continue to build a legacy that the future generations will look upon with pride.

Once again, I'd like to wish everyone a very Happy Public Sector Day!

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)
DAKSH Batch 2.1 Begins Its Leadership Journey with Immersive Learning at IIM Indore- 23rd -26th March, 2026
Programmes & Initiatives in the offing
SCOPE Celebrates Public Sector Day : DAKSH Dikshant Samaroh- 10th April 2026
SCOPE and International Coaching Federation (ICF) launch joint study on 'State of Coaching within Indian PSEs' – April 2026
Lecture on Leadership during Uncertain Times with Prof. Dr. Ram Charan - 11th April 2026
SCOPE-IISD meeting of SOEs' Practitioners' Network- 15th April 2026

Atul Sobti
Director General, SCOPE

Public Sector Enterprises: The Backbone of India's Socio-Economic Progress



The Birth of the Public Sector

At the dawn of independence, as India stood at the zenith of its hard-won freedom, it faced a daunting landscape of an unstable industrial base, inadequate infrastructure, and stark regional imbalances. Confronted with the immediate necessity of national development, the country took a sacred vow to forge its future through a "mixed economy." In this visionary framework, the Public Sector was appointed as the lead architect, creating a powerful synergy where government policy met grassroots implementation.

From 5 PSEs to 475: An Evolution of Scale

Public Sector Enterprises (PSEs) were brought into existence to serve as the engines of socio-economic progress. What began in 1951 as a journey with a mere 5 enterprises and a modest investment of ₹29 crore has transformed into a colossal network of 475 PSEs in 2024-25. What was once a flicker in the dark—a small bet on a grand vision of self-sufficiency—has ignited into a monumental force that continues to power the nation's dreams today.

Yet, the road to self-reliance was never a straight path; it was a climb through uncharted territory. To transform a grand vision into a functioning reality, the State had to transition from a hopeful dreamer to a disciplined and strategic lead architect.

The Transcendence: Command to Competition

The "Foundations of Command" were laid between 1948 and 1956 through landmark resolutions. The **Industrial Policy Resolution (IPR) of 1948** served as the nation's economic manifesto, carving out a dominant role for

the State. This was followed by the **1956 Resolution**, a blueprint that cemented the Public Sector as the primary instrument for rebuilding India, placing the "commanding heights" of industry—steel, mining, and power—firmly in the hands of the people.

By 1991, global inter connectedness necessitated a "Great Pivot." The **New Economic Policy (NEP)** marked the dawn of liberalization and globalization. For the first time, the protected walls of industry were lowered, inviting private investment and competition. In response, PSEs undertook massive initiatives to upscale technology and build self-reliant capacities, turning a period of challenge into a series of success stories.

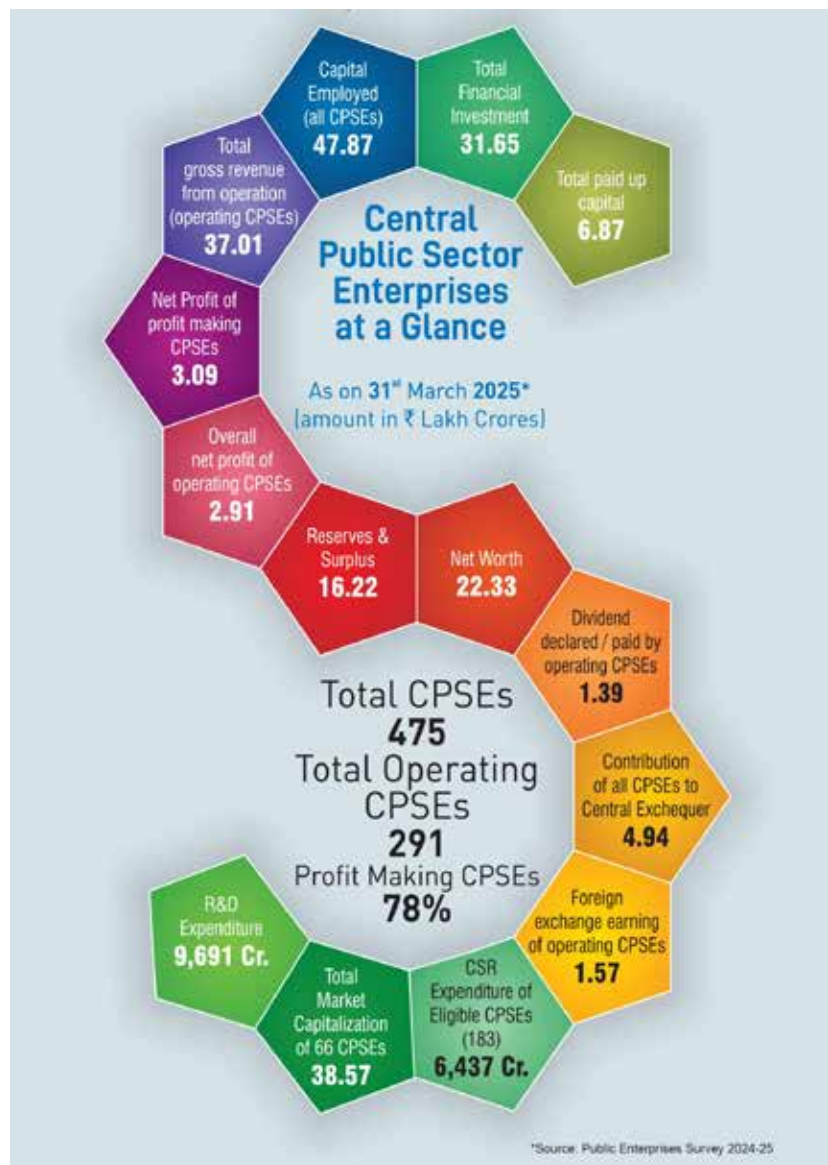
From Presence to Performance: The MoU Era

With the arrival of competition came a demand for excellence. The government’s focus shifted from mere ownership to ensuring market-leading performance. To bridge this gap, a new culture of accountability was born through the **Memorandum of Understanding (MoU)** system. Signed between PSEs and their Administrative Ministries, these agreements replaced vague expectations with defined targets and clear paths to achievement. This "handshake of responsibility" ensured that every effort was concerted and every rupee tracked, transforming PSEs into global competitors ready for the 21st century.

A Global Titan: The Bedrock of the Economy

Conceived to balance industrialization with socio-economic goals, today’s PSEs have evolved into global corporate entities focused on sustainable and inclusive growth. They have matured from a "flicker" into a massive financial powerhouse. From the initial investment of **₹29 crore**, the portfolio has grown to an investment of **₹31.65 Lakh Crore** in 2024-25.

Their financial strength is formidable. With a **Gross Revenue of over ₹37 Lakh Crore (approx. \$398 Billion)**, the Indian Public Sector’s revenue exceeding GDP of some nations. As net contributors to the economy, they provided **₹4.94 Lakh Crore** in taxes, duties, and dividends in the latest fiscal year. Contributing nearly **12% to the national GDP**, PSEs maintain high profitability ratios and enjoy immense investor confidence.



Strategic Presence in Core Sectors

The upward trajectory of PSEs is most visible in their dominance over strategic sectors. They contribute **76% of the nation's oil production, 62% of its gas production, and over 80% of the coal sector**, safeguarding India's long-term energy security. Furthermore, they provide **69% of the country's installed power capacity**, a feat that has ensured the electrification of every village in the country.

Moving Forward: The Digital and Green Vow

The titan is now mastering the language of the future. No longer confined to coal and steel, PSEs are the architects of a digital and green India. As flag bearers of the Digital India mission, they are integrating AI, Machine Learning, and Robotics into Industry 4.0.

Simultaneously, they have adopted a "climate-conscious

heart." Sustainability is now a core corporate priority. More than 25 PSEs have committed to achieving **Net Zero by 2047**—well ahead of the national 2070 commitment. By pivoting to clean coal, bio-gas, and EV systems, they are ensuring that economic growth does not come at the cost of the environment.

People, Innovation, and the Human Story

Behind the trillions in revenue lies a deeply human story. With an **R&D expenditure of ₹9,691 crore** in FY 2024-25, PSEs are building a shield of indigenous technology. They are also among the nation's greatest providers of stability, employing more than 15 lakh people directly.

Through a **CSR expenditure of ₹6,437 crore**, they touch lives in the remotest corners of India—skilling youth, adopting ITIs, and ensuring that the country is empowered for the digital age.

Catalysts of Growth and Pillars of Prosperity

As India marches toward **Viksit Bharat 2047**, PSEs remain the catalysts of transformation and the undisputed bedrock of the Indian dream. At the 2025 SCOPE Eminence Awards, the **Hon'ble President of India, Smt. Droupadi Murmu**, hailed PSEs as "catalysts of growth and pillars of prosperity." She envisioned a future where PSEs' decisions are dedicated to nation-building, actions are rooted in ethics, and thinking is inspired by a humane approach.

Forged in the fires of independence and tempered by the competitiveness of a new era, the Public Sector remains the steel spine of a destiny that belongs, finally and fully, to every Indian.



Smt. Droupadi Murmu, Hon'ble President of India addressing the participants during SCOPE Eminence Awards Ceremony held on 29th August 2025 at Vigyan Bhawan, New Delhi



Daksh

दक्षिणत इमारोह

Lauding Future Leadership

on

Public Sector Day

10th April 2026

SCOPE Convention Centre, Lodhi Road, New Delhi



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SCOPE News

DAKSH Inaugural Batch Concludes its learning journey with Final LALP Milestone



DAKSH (Development of Aspiration, Knowledge, Succession & Harmony) is a flagship leadership initiative jointly conceptualised by SCOPE and the Capacity Building Commission (CBC) to build a strong pipeline of future-ready leaders for Public Sector Enterprises (PSEs).

Since its launch in April 2025, the inaugural batch of DAKSH has progressed through a carefully designed and immersive learning journey. The program has combined multiple interventions, including

psychometric assessments, coaching, in-person classroom learning at IIM Ahmedabad, international immersion at Kitzbühel, Austria, spiritual and outbound experiential learning in Goa, leadership immersion workshops at Gurgaon, industry exposure at Hyderabad alongwith continuous mentoring and reviews of the participants. Together, these interventions have provided participants with a holistic platform to develop strategic thinking, leadership capability, and an enterprise-wide perspective.

A key and distinctive component of this journey has been the Live Action Learning Projects (LALPs), designed to translate learning into real-world application. These projects provided participants with an opportunity to work on contemporary and high-impact challenges relevant to Public Sector Enterprises. As part of this initiative, all 73 participants of the inaugural batch were divided into 16 groups and assigned projects aligned with critical and emerging priorities of the public sector. These projects covered a wide spectrum of themes, including

digital transformation, Artificial Intelligence, sustainability and energy transition, infrastructure and project execution, innovation and R&D, as well as organisational effectiveness areas such as customer centricity and succession planning.

The projects witnessed enthusiastic participation, with teams working collaboratively to analyse complex issues and develop practical, solution-oriented approaches. This collaborative engagement not only strengthened strategic thinking and problem-solving skills but also enhanced cross-functional understanding and leadership capabilities among participants.

A key strength of the LALP component was the continuous mentoring and structured review

process. Participants received guidance from subject matter experts from PSEs, ensuring that the solutions remained grounded in practical realities. In addition, periodic reviews were conducted by partners from McKinsey & Company and faculty from IIM Ahmedabad, who provided valuable insights, challenged assumptions, and offered constructive feedback at various stages of the projects.

The process culminated in the final presentation and review of all project teams by the DAKSH Committee, marking the successful completion of this important experiential component. The Live Action Learning Projects truly embodied the spirit of “learning through experience”, enabling participants to engage

directly with real organisational challenges and equipping them with the skills required for higher leadership responsibilities in the public sector.

As the inaugural batch approaches the culmination of this transformative journey, the Convocation Ceremony will be celebrated as the DAKSH Dikshant Samaroh on 10th April 2026, coinciding with the celebration of Public Sector Day by SCOPE and Public Sector Enterprises across the nation. This occasion will mark not only the successful completion of the programme but also the emergence of a new cohort of confident, capable, and future-ready leaders for India’s public sector.



DAKSH Batch 2.1 Begins Its Leadership Journey with Immersive Learning at IIM Indore



Building on the strong foundation of SCOPE's flagship leadership initiative, the second batch of DAKSH – a Leadership Program for Senior Executives of PSEs, commenced its journey with a high-impact Leadership Immersion Module at the Indian Institute of Management (IIM) Indore.

The second batch of DAKSH, which comprises 72 senior executives from 20 CPSEs across diverse sectors and functional domains, had earlier been formally inaugurated on 06th February 2026 by Dr. P.K. Mishra, Principal Secretary to the Hon'ble Prime Minister, who addressed participants and underscored the importance of future-ready leadership in public sector enterprises. The immersion at IIM Indore marked the first academic intervention

for the cohort, setting the tone for a transformative and reflective journey ahead.

Designed as an intensive and experiential engagement, the three-day immersion held from 23rd to 26th February 2026 focused on strengthening self-awareness, interpersonal effectiveness, and leadership agility. The programme followed

a carefully curated progression— from understanding self and identity to building relationships, leading teams, and enabling collective action.

The sessions commenced with an in-depth exploration of leadership styles and identity, followed by modules on trust, unconscious bias, and team dynamics, enabling participants



to develop stronger collaborative capabilities. To recognise the critical role of psychological safety, fairness, and inclusion in fostering high-performing teams. A distinctive feature of the intervention was its emphasis on emotional intelligence and energy management, with reflective exercises highlighting often-overlooked emotional dimensions of leadership and fostering deeper connections within the cohort.

The programme also marked the launch of Live-Action Learning Projects, where cross-functional teams were formed by bringing together participants from different organisations and domains. These teams collaboratively identified real-world organisational challenges and developed structured project charters, laying the groundwork for sustained engagement and impact beyond the classroom.

The final leg of the immersion



focused on structured self-assessment and executive presence. Participants undertook psychometric and competency-based assessments, along with recorded presentations, enabling them to gain deeper insights into their leadership styles, behavioural patterns, and areas for development.

As the first batch of DAKSH nears completion of its interventions, the commencement of

engagements for the second batch reflects the continued SCOPE's commitment to building a robust leadership pipeline for CPSEs. The immersion at IIM Indore has established a strong base for the cohort, equipping participants with the vision, insights, and collaborative spirit required to navigate complex organisational challenges and contribute to the evolving public sector landscape.



SCOPE represents employers at the 356th Governing Body Meeting of the ILO

The 356th Session of the Governing Body of International Labour Organization (ILO) was held at the ILO Headquarters recently. The session served as a critical platform for recalibrating the need for a renewed role of ILO and strengthening the multilateral organisation in the evolving global economic scenario.

As the executive arm of the ILO, the Governing Body deliberated on decisions pertaining to improving efficiency and effectiveness of the ILO in a changing multilateral environment, the organisation's financial realignment, the need for implementation of ILO reform measures, while finalising the agenda for the future International Labour Conference. This session of the Governing Body also deliberated on the ILOs' development strategy for 2026-29 thereby outlining the Organization's approach to partnerships and development cooperation in support of decent work priorities. This Governing Body meeting was particularly critical in light of the discussion on the need for a standard for responsible business conduct across global supply chains business conduct across global supply chains and the employers' position in the second discussion on decent work in the platform economy to be discussed at the 114th International Labour Conference in June 2026. In addition, the Governing Body reviewed the implementation of the strategy to eliminate violence and harassment in the world



Senior officials of ILO, IOE and employer representatives from across the globe at the 356th session of ILO Governing Body at Geneva

of work which was a six-year strategy endorsed in 2019 and concluded in December 2025. The agenda included a review of the outcomes of the strategy and consideration of the next steps in this regard. The 356th Governing Body also examined the country-specific developments, including follow-ups on the implementation of resolutions related to Belarus, Myanmar, Venezuela, Bangladesh, Nicaragua, Saudi Arabia and Chile.

Shri Atul Sobti, Director General, SCOPE elected as one of the fourteen Titular (regular) Employer Members of the Governing Body of the ILO, represented the interests of Global employers and contributed strategic inputs and direction to the deliberations. He was also invited to a panel discussion on "Global Delocalised Online Workforces" which focussed on the issues arising in cross border workforce models which have increased manifold, given the rise of online platforms. The deliberations focussed on key challenges in online models

including applicable labour laws, dispute settlement, and social protection Shri Sobti was invited to reflect on how Indian enterprises are structuring cross border workforce arrangements and the challenges they are facing in this context. Additionally, he was also invited to present on "AI and New Labour Reforms – The Indian Perspective" during the The Asia Employers Group Meeting also saw useful insights on country policies and practices on AI in UAE and South Korea.

Shri Atul Sobti is also amongst the six nominated employer members to the ILO Committee on Freedom of Association (CFA) which is a specialized tripartite body that examines complaints of violations of trade union rights, even if the country concerned has not ratified the relevant conventions. This critical Committee studies and analyses the complaints from employers' or workers' organizations to protect freedom of association and collective bargaining. During the CFA meeting seventeen cases on the merits were examined.

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An apex body of Public Sector Enterprises

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SCOPE: Centered on the theme 'Give to Gain,' SCOPE celebrated International Women's Day with an inspiring address by Atul Sobti DG, SCOPE to the organization's female workforce. He articulated that facilitating women the right platforms, mentorship, and equitable opportunities is a strategic investment that allows organizations to 'gain' unparalleled leadership and edge in the global scenario. He emphasized that by fostering an environment of mutual support and professional empowerment, SCOPE is ensuring a future where gender parity drives organizational excellence. The session was attended by women employees and senior officials of SCOPE.



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The Statesman

SCOPE marks Women's Day with 'Give to Gain' theme:

SCOPE celebrated International Women's Day on the theme "Give to Gain", with Director General Atul Sobti addressing the organisation's women employees. He said providing women with the right platforms, mentorship and equal opportunities is a strategic investment that strengthens leadership and boosts organisational excellence. Sobti stressed that gender parity can drive institutional success and global competitiveness. The event was attended by women staff members and senior officials of SCOPE.



अमर उजाला

स्कोप ने महिला दिवस पर गिव टू गेन थीम पर कार्यक्रम आयोजित

नई दिल्ली। अंतरराष्ट्रीय महिला दिवस 2026 के पर सार्वजनिक उपक्रमों के संगठन स्कोप ने गिव टू गेन थीम पर एक विशेष कार्यक्रम का आयोजन किया। कार्यक्रम में स्कोप के महानिदेशक अतुल सोबती ने कहा कि आपसी सहयोग और पेशेवर सराफ़ितकरण का माताघरण बनाकर स्कोप लैंगिक समानता को संगठन की सफलता का मुख्य आधार बना रहा है। इस अवसर पर महिला कर्मचारियों ने अपने विचार साझा किए और कार्यक्रम संवादात्मक व प्रेरणादायक रहा।

SCOPE: Atul Sobti, Director General, SCOPE and Mr. Steve Weiss, Vice President of ICF, USA signed a MoU to integrate the critical role of coaching in strengthening human capital and supporting organizational transformation. The long-term memorandum of understanding entails an evidence-based study to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. With this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.



THE FREE PRESS JOURNAL

SCOPE - International Coaching Federation (ICF), USA collaborate for Coaching-Led Leadership Development



Mr. Atul Sobti, Director General, Standing Conference of Public Enterprises (SCOPE), the apex body for Public Sector Enterprises (PSEs) in India, and Mr. Steve Weiss, Vice President, International Coaching Federation (ICF), USA, the world's leading association for the advancement of the coaching profession, signed a Memorandum of Understanding (MoU) to integrate the critical role of coaching in strengthening human capital and supporting organizational transformation. The long-term MoU entails an evidence-based study to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. Through this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.

SCOPE: Atul Sobti, Director General, SCOPE and Mr. Steve Weiss, Vice President of ICF, USA signed a MoU to integrate the critical role of coaching in strengthening human capital and supporting organizational transformation. The long-term memorandum of understanding entails an evidence-based study to understand the state of coaching in India and accordingly developing leadership tools, and internal coaching capabilities for the corporate sector. With this partnership, SCOPE seeks to align leadership with ICF's gold standard of coaching.



Personalia



Shri Burra Vamsi Rama Mohan
assumes charge as
CMD,
POWERGRID



Shri Shivakumar Subramaniam
assumes charge as
CMD,
Rashtriya Chemicals and Fertilizers Ltd.



Shri Jose V J
Director (Finance), Cochin Shipyard Ltd.
assumes charge as CMD (Addl. Charge),
Cochin Shipyard Ltd.



Shri Krishna Kumar Singh
Director (Personnel), SAIL
assumes additional charge as
Chairman, SAIL



Shri Subhankar Sen Gupta
Director (Marketing), BPCL
assumes Addl. charge as
Director (HR),
BPCL



Shri Anurag Kapil
assumes charge as
Director (Finance),
NMDC Ltd.



Shri Nagesh Das Pal
assumes charge as
Director (CPP & BD)
Goa Shipyard Limited



Shri B. Mugunthan
assumes charge as
Director, (Finance),
Dedicated Freight Corridor Corporation of India Ltd.



Shri Prem Singh Meena
assumes charge as
Director (Projects),
RITES



Shri Krishna Kumar Thakur
assumes charge as
Director (Personnel),
NMDC



Shri Rajesh Kumar
assumes charge as
Director (Finance),
REC Ltd.

HR for Project Excellence: The NUPPL Experience



Kaushik Bhar
DGM, HR
Neyveli Uttar Pradesh Power Limited

Large infrastructure projects are often evaluated through the lens of engineering capability, financial planning, and execution speed. Yet, the true differentiator — the force that quietly binds every milestone — is the strength of the human ecosystem behind it.

NUPPL's journey at Ghatampur 3x660 MW supercritical thermal plant has been shaped not only by technical expertise but by the robust HR pipeline and governance culture inherited from NLCIL, our parent organization. This foundation enabled us to institutionalize processes, build trust with stakeholders, and create a resilient workforce capable of delivering under demanding timelines.

Project excellence, in our experience, is not an accident — it is the outcome of structured HR interventions, consistent engagement, and unwavering commitment to people.

NLCIL's HR Legacy: The Foundation of NUPPL's People Strategy

NLCIL has long been recognized for its strong HR systems, ethical governance, and people-first philosophy. This legacy provided NUPPL with:

- A mature HR framework rooted in discipline, transparency, and welfare
- A culture of institutionalized compliance and documentation
- A pipeline of trained HR professionals with experience in large-scale projects
- Standardized processes for recruitment, training, industrial relations, and CSR
- A governance mindset that prioritizes fairness, community trust, and long-term sustainability

At the heart of this legacy lies **NLCIL COMMITS**, a value system that shapes every HR decision at Neyveli Uttar Pradesh Power Ltd (NUPPL).

COMMITS in Action at NUPPL

- **Customer Focus** guides our service delivery to employees, contractors, PAPs, and the community.
- **Organizational Pride & Growing Together** strengthens unity and purpose across teams.
- **Mutual Trust & Teamwork** enables seamless coordination with district authorities, contractors, and internal departments.
- **Motivation** keeps morale high during demanding project phases.
- Integrity, accountability & transparency defines our compliance culture and grievance redressal.
- **Total Quality & Total Wellness** influences training, welfare, and township services.
- **Safety & Sustainability** forms the back bone of our site practices and CSR initiatives.

COMMITS is not just a philosophy — it is the operational backbone of NUPPL's HR function.

Training & Capacity Building: Preparing People for Project Demands

A project succeeds when its people are prepared for its demands. NUPPL HR institutionalized a structured training ecosystem:

- Safety training for all categories of workers
- Technical upskilling aligned with project phases

- Behavioural and leadership programmes for employees
- Contractor workforce orientation on discipline, safety, and work ethics

These interventions ensured that every individual — from engineers to contract labour — was aligned with the project's expectations.

Regular Interaction & Employee Engagement: Keeping the Human Engine Energized

In a high-pressure project environment, communication and empathy matter as much as technical planning. We focused on:

- Daily site interactions and open-house forums
- Welfare initiatives, health camps, and recreational activities
- Transparent grievance redressal
- Continuous presence of HR at the ground level

This created a culture of trust, belonging, and a shared purpose — essential for maintaining momentum during critical execution stages.

Employee Services & Welfare: Creating an Environment Where People Can Perform

NUPPL HR ensured that employees could focus on their core responsibilities without concern for basic needs. Key initiatives included:

- Quality township facilities and essential services
- Medical support, insurance, and emergency response
- Smooth onboarding, documentation, and HR services
- Transport, canteen, and welfare amenities

These measures contributed to a stable, motivated workforce — a crucial factor in project continuity.

CSR & Community Development: Strengthening Social License to Operate

A project of this scale must earn community trust. Through CSR, we focused on:

- Education, health, and sanitation initiatives

- Infrastructure support to nearby villages
- Skill development programs for local youth
- Support to schools, anganwadis, and community institutions

These initiatives reinforced NUPPL's commitment to inclusive development and strengthened our relationship with the community.

PAP Engagement: Building Trust Through Transparency and Empathy

Engaging with Project-Affected Persons (PAPs) required sensitivity, patience, and fairness. HR played a central role in:

- Continuous dialogue with PAP families and representatives
- Facilitating employment opportunities for eligible PAPs
- Addressing grievances promptly and respectfully

This approach prevented conflicts and ensured social harmony — a critical enabler for project progress.

Coordination with the District Administration: A Model of Collaborative Governance.

From land matters to law-and-order support, HR maintained close coordination with:

- Police and District Administration
- Public representatives and village elders, pradhans
- Revenue and forest authorities

This collaborative approach ensured timely resolution of issues that could otherwise delay project execution.

Crisis Management: Responding With Preparedness and Compassion

Whether it was labour unrest, medical emergencies, or operational contingencies, HR acted as a stabilizing force:

- Rapid mobilization of resources
- Clear communication with stakeholders
- Ensuring safety and continuity of operations

- Supporting employees and contractors during emergencies

This resilience strengthened NUPPL's reputation as a responsible and dependable organization.

Public Relations & Stakeholder Communication: Shaping a Positive Narrative

HR also played a key role in shaping NUPPL's public image by:

- Managing community communication
- Highlighting project achievements
- Ensuring transparency in public messaging
- Building trust with local leaders and institutions

Effective communication ensured that the project

remained socially accepted and institutionally supported.

Conclusion: HR as the Strategic Driver of Project Excellence

The Ghatampur Power Project is not just an engineering achievement — it is a testament to what disciplined, empathetic, and institutionally grounded HR can accomplish. Supported by NLCIL's strong HR legacy and guided by the COMMITS value system, NUPPL has demonstrated that project excellence is ultimately about people excellence.

This model of HR-driven project support can serve as a benchmark for public sector enterprises as India moves toward the vision of Viksit Bharat @2047.



How Intelligent Can Artificial Intelligence Be?



Sneha Viresh Bagdiya
Cyber Crime Investigator,
Cyber Forensic and Laws
Expert, Acclaimed Writer

We cannot ignore the immense potential of this emerging technology in improving our work and our lives, be it a simple voice assistant in a smart device or AI-powered technological advancements in almost every discipline. But while reaping its fruits, we often unheed its flip side, that might extend to threatening human existence. Yes, hard to accept, but it is a double-edged sword in the human domain. The ability of AI to learn and adapt autonomously has now become dangerous. The fringes of sophistication that it falls into are introducing newer, unforeseen complexities, especially when exploited by antisocial elements, with profound malicious intent.

Evolution:

AI was built in the quest for perfection to eliminate human errors. There are no doubt that AI can generate ideas despite lacking human skills. It can brilliantly assist and amplify human efficiency, but whether we make it a tool to empower us or a crutch to weaken our foundation, depends entirely on HOW WE USE it! AI is a mirror held up to what we choose to value, depth or mere convenience. AI exists because the human mind made it, but this overreliance is making it a reflection of utter impatience rather than matchless brilliance. What is the human mind trying to prove? The excellence of its technological marvel or its own enslavement?

Who cares to think why the world was offered an endless pool of information in the 1990's? Was the free content and storage, a gift of technology or a a product of human intent? Wasn't it a bait? The data that we kept pouring query after query and upload after upload fuelled the machine for

an acumen that feeds on the minds that built it, to mock its own makers. Our ignorance and extreme dependence have eroded the very core essence of this innovation, what was originally designed to assist has inadvertently begun to rot our minds.

Original is passé; imitation is the new real.

The irrational rise in the usage of AI has begun to cast a shadow over human creativity. Aren't we eroding originality and wasting real talent in the name of convenience and speed? That too, on grounds we genuinely do not need Can just one inane prompt replace the life long dedication of an author to command language, of a designer to create a masterpiece, of a photographer to develop the stability and patience to capture that one perfect shot, or of an artist to breathe life into art? Never! holds the essence' the essence of its creator, shaped by spontaneity, emotions, flaws and experiences that no machine can imitate! The Mona Lisa remains irreplaceable despite innumerable flawless digital reproductions. Hand-embroidered and hand-painted fabrics hold a lot more value than machine-perfect embroidery and immaculate prints in the trillion-dollar fashion industry.

AI can only SIMULATE based on existing data and algorithms. It is bizarre that creators themselves have started relying on AI tools to generate ideas, at the cost of their own imagination and this growing dependence is not only weakening creative instincts but also flooding our world with content that is stale, redundant and meaningless. A day will come when we may even forget to comprehend things on our own. AI systems were envisioned to replicate human brains, yet the absurdity of this digital age is

the real intelligence being submissive to its artificial version. While these systems mimic human patterns and behaviour, ironically, humans find themselves at the mercy of imitated counterparts. While chasing speed, we are thoughtlessly choosing to lose what makes human creation deeply human?

AI in Behavioural learning: End of Privacy

AI systems are trained on vast datasets to identify patterns, preferences, emotional triggers and human tendencies, to predict human behaviour. AI can tailor content to create biased inclinations towards trivial purchases (such as fake influencers flooding social media) to supreme political choices as well, and this silent manipulation is not just unethical, it is perilous. Recalling an incident that happened in 2016 US elections where AI was used to analyse social media data of over 87 million users (without consent) to build psychological profiles to deliver personalised political content to influence voter behaviour. Using emotion to drive addiction especially in the younger generation constitutes neuropsychological manipulation as the algorithms exactly know when they are sad, happy, lonely or angry and are designed to engage users accordingly for their profits.

With AI systems exclusively built for surveillance, our movements and behaviour, online and offline are heavily tracked by governments, public bodies, and private sectors. China's social credit system heavily relies on AI and facial recognition technology, Vietnam is close to launching its own version of "digital citizen" rating system, Moscow uses more than 1,50,000 cameras to detect suspicious behaviour and cities like London use automated facial recognition systems that continually scan crowds. While AI holds the promise of transformation, the drawbacks cannot be overlooked. The potential risks of AI's behavioural learning to human safety, privacy and global stability are real due to this technology. In the AI era, you are the product of a massive network built upon the data of your life and once data leaves you or your device, it is literally immortal. Such systems gain significant control.

Our everyday mundane digital companions like platforms like Amazon, Google, and Meta don't just monitor what we say, but also keep a detailed

record of what we feel in terms of typing speed, voice tone, facial expressions, pauses, eye movements, heart rates (monitored by the wearables that we use which are by default - always connected to a mobile app) and a lot more to determine emotional states that can ultimately optimize engagement. Vast amounts of consumer data from online searches to social media uploads are monitored to build comprehensive user profiles that can be sold to advertisers and data seekers. The lures of instant gratification entrap users in an intensely controlled environment, proving that people no longer control their own opinions, ALGORITHMS DO!

AI in Cybercrime: Stealing the Future, Byte by Byte

AI is being used to automate cyberattacks at speeds humans just can't match, and AI powered cybercrimes are scaling rapidly. A 4000% increase in phishing attacks has been observed and around 3.4 billion fake emails are being sent every day since Generative AI was introduced (Late 2022). Absurdly, these AI generated emails (which barely take minutes to launch) achieve more than 50% click through rate compared to mere 10-15% for human crafted fake emails (taking days, Pre-AI). AI driven phishing attacks look believable as they are based on analysis of vast amounts of data all over the internet, meticulously adapting to each victim's unique style and behaviour compared to traditional phishing.

AI can also launch denial-of-service attacks and sabotage crucial control systems like water, traffic, transportation networks and power grids which can be catastrophic. Many antisocial elements use AI to conduct covert operations that infiltrate sensitive systems to disrupt critical infrastructure. AI driven malware and ransomware are much harder to detect, contain and eradicate as they bypass traditional defences, readily adapt to security measures, instantly evolve and pick their own targets identifying vulnerabilities in any network to determine the most effective way to exploit. Deep fake AI creates hyper-realistic fabricated videos, frauds and fake campaigns. Seven years ago, the first instance of deep fake came to light where a cloned audio of a CEO was used in a cyberattack that cost a British company \$2,43,000.

The annual cost of cybercrime is projected to surpass \$20 trillion by 2027 (Including direct financial losses, data destruction and post-attack recovery expenses), according to the Statista Cybersecurity Outlook as reported by Global Security Mag.

AI in Autonomous Weapons: Ethical Dilemmas

The most controversial use of AI in my opinion is to develop autonomous weapon systems where machines can independently identify and engage targets without human intervention. Though it may definitely reduce casualties at the warfront, the risk of allowing a machine to make a life and death decision stands beyond my comprehension. No matter how evolved and sophisticated these systems seem in the near future, how can they ever mitigate the risk of Type 1 Error (false positive) when systems have misinterpreted human behaviour? Anxiety can be mistaken as hostility, or a high energy social gathering like Spain's La Tomatina could be misidentified as a violent assembly or a rampage. An ethical dilemma will always hover - how do we ever hold a machine accountable for an action or vent the legal vacuum created due to this accountability gap? Autonomous weapon systems thus, must be banned.

Building systems for whom? A better 'MORE HUMAN' or 'MORE MACHINE' world?

AI was designed to augment, not replace and overpower human capability or overcast human mind. The whole idea was to free humans from redundant work for high value work and not treat humans as mere data points. AI systems lack empathy and are totally opaque, stealing a lot more than what is being offered. Predictive AI must be under the ethical window and must adhere to the law. There shouldn't be any room for unconsented data. Every AI system must be assessed for biases and AI developers must be held responsible for misuse. Our planet needs a legal framework to safeguard people living on it. Our dependence on AI has become so profound that we have willingly let it coach us, but think again, can we let it outgrow human control? Only if machines knew how to think, we would have lost our world to technology long back.

Invoice of a single innocuous looking prompt – A sip for the machine, a drought for the dessert!

Clicks aren't free or harmless - every hit on the keyboard is a hit on the planet that pays a price behind the screens. To be able to quickly answer every effortless question, invisible energy flows through massive data centres burning fossil fuels and emitting CO₂ into the atmosphere that is already struggling to breathe. This lightning speed, ease and convenience we barely even care to notice has fuelled storms, melted ice and heated oceans. Maybe one single prompt means zilch but billions of them every day are bleeding Earth dry of all its perishable resources. Projections shared by experts by Byteplus have stated that by 2025, global systems have nearly processed 15 billion AI prompts daily, which means they have consumed 3.6 GWh of electricity - enough to power a typical Indian TV for 1 billion hours, emitted 450 tons of CO₂, equivalent to a car circling the equator 40 times, and drank almost 4 million litres of freshwater, equivalent to enough drinking water to sustain over 1.1 million people, just to cool its overheating servers - all of this only to equip systems so that someone, somewhere, can ask a needless "harmless" question?

New labour divide: Make AI the perfect executor and free Human Mind to innovate!

Only if the human mind could identify the thin line between using what it created or being used by its own creation, AI could drive tremendously meaningful changes. When used responsibly, AI can become a companion rather than a competitor. We can let go of all our redundant, repetitive boring jobs like data entry, drafting and scheduling emails, screening resumes, managing inventory, generating reports etc. to free the minds to focus on creativity. Farmers can access technology and receive their knowledge base in local language for easy comprehension, small business owners can manage daily operations more efficiently and use business analytics to evaluate their growth graphs and identify loop holes, personalized tutoring can allow students to learn at their own pace in under-resourced schools, making education inclusive. AI can reduce wastage and optimize resources in

logistics. The key is to find a balance in carefully managing the offline cost of our online actions. The real challenge lies in what we demand out of it, a fake show or real substance.

Good Citizenship – Make it the next favourite AI trend!

AI can hype even normalcy, recently it turned an ordinary practice like wearing a saree into a viral trend. Social media exploded with millions of Indian women in retro styled flawless drapes generated by Gemini, as if our Indian heritage attire needed an algorithmic validation. Likes and shares fuelled the fire, making a simple daily habit feel so aspirational.

Conversely, 'The Chat GPT AI generated Studio Ghibli Trend' was nothing but a masterclass for systems to extract sensitive biometric face geometry in exchange of a cartoon selfie, and the genius of this bait was that no one realized that it isn't a free trade, users traded their permanent digital identity for an insignificant temporary profile picture. Since millions of users consent to upload their pictures on third party servers, this sensitive data roams freely, to be used in any which way, for AI training models, forged biometric authentications, deep fakes, Aadhaar linked frauds and many others.

When this tool holds a lot more potential than we realise it does, why can't we use AI to rewire responsible public behaviour? From thoughtless clicks to real actions, AI driven trends can redefine civic sense as well if it can make a saree or a caricature go viral overnight. Imagine AI-generated challenges and campaigns showing citizens who voluntarily participate in No litter drives, keeping streets clean, proper waste segregation, tree plantation, traffic sense, sustainability, going zero waste, quashing plastic use or public hygiene. Once these images and videos flood social media, people will feel proud to participate and post content while doing their bit towards the society. Turning responsible behaviour into a trend, with civic pride badges and local leader boards could turn good habits into viral moments. Imagine schools, societies and cities competing for recognition where being civically responsible looks cooler than ever! By using the same psychology behind viral online trends, AI can gently and swiftly nudge millions to

adopt civic sense without any pressure, inspiring tremendous engagement and shaping a culture of accountability, positively impacting the society in which we live!

Beyond algorithms – The irreplaceable human mind!

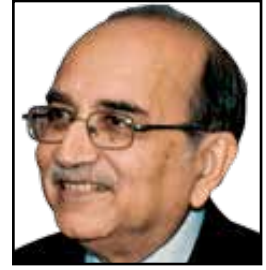
The humble human brain uses about 1.25 million less power than a super computer, yet it is more resilient, adaptive and has the ability to self-repair and reroute after damage unlike supercomputers that have zero fault tolerance and can collapse on one single hardware/software glitch. Even the world's most advanced supercomputers (merely capable of storing raw data that stands meaningless until meaningfully processed) cannot match the human brain's effortless creativity, learning and emotional understanding. In the race of intelligence, intuition will always win over instruction.

Final Verdict:

AI is not a neutral tool but an active threat to the human mind if recklessly deployed. Stop letting machines do what you were born to do. A day will come when your WIT and your PLANET may fail to survive another shortcut. With great AI power, comes greater human responsibility! I unwaveringly believe that despite all the evolution, AI stands utterly incapable to outshine, overshadow or override genuine human intelligence without human accord.



Labour Laws in India: Historical Roots and Contemporary Relevance



Dr. Rajen Mehrotra*

Background: Milestone Events of the Last Century

Labour laws cannot be understood in isolation. They are deeply linked to major global events. Three milestone events in the last century—the end of World War I (1918), the end of World War II (1945), and the end of the Cold War (1989)—were not merely political or military turning points; but also reshaped global economic thinking and, consequently, labour systems.

End of World War I and the International Labour Organization (ILO)

After World War I, the world recognised that durable peace required social justice. This belief led to the establishment of the International Labour Organization (ILO) in 1919 as part of the Treaty of Versailles. The ILO was founded on the principle that universal and lasting peace can be achieved only if it is based on social justice.

From its inception, the ILO has been a tripartite organisation representing governments, employers, and trade unions, ensuring that all three stakeholders are reflected in decision-making. This structure marked a shift in thinking where labour was no longer seen merely as a factor of production but as a social and political force requiring institutional recognition.

In its very first year, the ILO adopted six important conventions covering issues such as working hours, maternity protection, minimum age, and

restrictions on night work. These early conventions reflected a global realisation that industrial growth must be balanced with humane working conditions.

End of World War II

Following the end of World War II and the creation of the United Nations in 1945, the League of Nations was dissolved in April 1946, with its assets transferred to the United Nations. The ILO formally became a specialised agency of the United Nations in June 1946.

The post-war period also saw decolonisation across Asia, Africa, and the Middle East between 1946 and 1970. Newly independent countries chose their economic paths—whether to be state-led, market-driven, or mixed economies. India, which became independent in 1947, adopted a mixed economy with significant state control in core sectors until economic liberalisation in 1991.

These countries inherited labour laws from colonial regimes, which they later modified and supplemented to suit their own socio-economic contexts.

End of the Cold War

The end of the Cold War in 1989 marked a shift toward open economies across much of the world. The World Trade Organisation (WTO) framework helped shape tariff structures and promote more transparent global trade, reducing barriers while allowing for necessary exceptions.

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This transition had a significant impact on labour, particularly in developing economies. In 1998, the ILO adopted the “Fundamental Principles and Rights at Work,” identifying essential pillars of “Decent Work.” These include eight core ILO Conventions (i.e., ILO Conventions 87, 98, 29, 105, 138, 182, 100, and 111) covering freedom of association, collective bargaining, forced labour, child labour, equal remuneration, and non-discrimination.

India has not ratified Conventions 87 and 98, though neighbouring countries such as Bangladesh, Pakistan, Sri Lanka, and Nepal have ratified all eight. These conventions now influence international business practices through platforms such as the UN Global Compact, the Global Reporting Initiative, and Sustainable Development Goal 8 on Decent Work. Increasingly, they are also embedded in global supply chains through buyer codes of conduct.

This evolution reflects a key shift where labour standards are no longer purely domestic legal matters but part of global accountability.

It is also important to recognise that every country is sovereign in its legislative authority. ILO conventions become binding only when ratified through national legislative processes. India’s labour laws, therefore, have evolved independently, shaped by their own political and economic priorities.

India’s Labour Law Legacy to the Present Stage

Labour legislation in India during the British era was influenced by pioneers such as Narayan Meghaji Lokhande, widely regarded as the father of the Indian trade union movement. He founded the Bombay Mill Hands Association in 1884 and successfully campaigned for worker rights, including a weekly holiday on Sundays.

Several foundational labour laws in India originated during the colonial period:

- The Factories Act, 1881 introduced the first framework to regulate working hours, though its scope was limited.
- The Indian Mines Act, 1901 addressed safety and working conditions following major industrial accidents.

- The Workmen’s Compensation Act, 1923 mandated compensation to employees or their dependents for workplace injuries and occupational diseases.
- The Trade Unions Act, 1926 provided legal recognition and protection to trade unions. It empowered any seven or more members to register a union, granting corporate personality and protection from certain civil and criminal liabilities during labour disputes.
- The Royal Commission on Labour (1931), chaired by John Henry Whitley, highlighted poverty as a root cause of industrial issues and led to further legislative reforms, including the Factories Act, 1934 and the Payment of Wages Act, 1936. The Factories Act, 1934 aimed to consolidate and amend laws regulating labour in factories across British India. It applied to premises employing 10 or more workers, setting standards for health, safety, and working hours. The Payment of Wages Act, 1936, on the other hand, regulates the wages paid to workers and the deductions that may be made from them.
- The Tea District Emigrant Labour Act, 1932 regulated labour recruitment but did not adequately address worker welfare.

These laws were designed for an economy dominated by sectors such as textiles, mining, plantations, railways, and ports. Modern sectors like steel, cement, automobiles, electronics, ready-made garments, flexible packaging, and many others, as well as service sector, had not yet emerged. Consequently, the structure and definitions within these laws reflected early industrial realities rather than a diversified economy.

During the transitional phase before independence, the Industrial Employment (Standing Orders) Act, 1946 was enacted to reduce disputes by requiring employers to clearly define employment conditions.

Post-Independence Developments

After independence in 1947, India adopted a welfare-oriented approach. The state assumed a

central role in protecting labour while building industrial capacity. This led to the enactment of several key laws:

- Industrial Disputes Act, 1947
- Minimum Wages Act, 1948
- Employees' State Insurance Act, 1948
- Factories Act, 1948
- Plantations Labour Act, 1951
- Mines Act, 1952
- Employees' Provident Funds and Miscellaneous Provisions Act, 1952.
- Maternity Benefit Act, 1961
- Payment of Bonus Act, 1965
- Payment of Gratuity Act, 1972
- Equal Remuneration Act, 1976

These legislations emphasised employment security, social security, and trade union rights.

Additional laws, such as the Contract Labour (Regulation and Abolition) Act, 1970, sought to regulate emerging employment practices.

The First National Commission on Labour (1966–1969), chaired by former Chief Justice of India, Justice P.B. Gajendragadkar, provided a comprehensive review of labour conditions. However, only a limited number of its recommendations, such as those relating to Works Committees and Contract Labour, were implemented.

Post-Liberalisation Phase (1991 Onwards)

The economic liberalisation of 1991 transformed India's economic landscape. However, labour laws largely remained unchanged. Some new legislations such as the Building and Other Construction Workers Act (1996) and the Unorganised Workers' Social Security Act (2008) were introduced, but they did not fundamentally alter workplace dynamics.

The Second National Commission on Labour (1999–2002), chaired by former Union Minister for Labour, Ravindra Varma, was tasked with rationalising existing laws and proposing protections for unorganised workers. Its recommendations eventually led to the formulation of the four Labour Codes, passed in 2019 and 2020 and implemented

in November 2025, after a gap of over two decades.

COVID-19 – A Defining Event of the Current Century

The COVID-19 pandemic in 2020 was a milestone event with far-reaching implications. It disrupted economies, livelihoods, and traditional workplace models across the world for 12 to 18 months.

While each country tackled it differently, one of its most lasting impacts has been the shift toward remote and flexible work. The concept of a fixed workplace has evolved into “work from home” or “work from anywhere,” particularly for roles enabled by technology.

The pandemic also accelerated the growth of the gig and platform economy, creating new forms of employment based on flexible, task-oriented engagement. This type of employment is experiencing exponential growth in the Indian economy.

Interestingly, although three of the four Labour Codes were passed by the Indian Parliament during this period, these new forms of work did not find explicit recognition within them.

In June 2022, drawing from the pandemic experience, the ILO expanded its framework by adding two ILO Conventions (i.e., Conventions 155 and 187), which are Occupational Safety and Health (OSH) conventions, to its eight core conventions dealing with “Decent Work”. These additions underscore the growing importance of workplace safety in a rapidly changing work environment. Even if these two conventions are not ratified by a member country, member countries will still be required to report to the ILO on these two additional core conventions.

Conclusion

Technological advancements continue to reshape industries, driving enterprises to adopt more efficient and competitive practices. At the same time, there is a growing emphasis on sustainability, including green manufacturing and supply chains.

Every organisation depends on its workforce, across worker, supervisory, executive, and contractual levels. These relationships are governed both by employment contracts and labour laws.

However, labour legislation has historically lagged behind economic and technological change. This gap is evident from the evolution of labour laws over the past century, as reflected in the historical context stated above.

Drawing from my own 42 years of professional experience spanning both pre- and post-liberalisation periods equally, I have observed that while economic models have evolved significantly, labour laws have changed relatively slowly. In many cases, organisations have relied on

interpretation and practical adaptation rather than legislative reform.

The operationalisation of the Four Labour Codes in 2025, more than three decades after economic liberalisation, represents a significant step forward.

It is hoped that these reforms will lead to better days (i.e. "Ache Din") for employers, employees, and trade unions alike, across both formal and informal sectors of the Indian economy.



Give to Gain



C.A. Lalita Pandey
DGM (Finance)
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“Give to Gain” means when you give something good, you receive something good in return. It is a powerful principle that teaches us an important truth about life: when we give selflessly, we often receive far more in return.

However, in today’s world, most people focus mainly on gaining. The feeling of giving is slowly disappearing. Everyone thinks about what they can get, not what they can give. But history, experience, and wisdom teach us that true success begins with giving. The more we give positively to others, the more we grow as individuals and as a society.

When we focus only on taking, we may gain temporary satisfaction, but it rarely brings lasting joy. On the other hand, when we give sincerely, we feel a deep sense of fulfilment. Science and Psychology also suggest that helping others reduces stress and increases happiness.

Let me share a simple example from daily life. When we buy a saree for ourselves, we choose a very good and expensive one. In general, when we buy a saree as a gift, we sometimes choose a slightly cheaper one. This suggests that we often do not give our best to others. We give, but not from the heart. “Give to Gain” does not mean only giving money. It means giving our best—our effort, honesty, time, support, and positivity. It is about intention and sincerity.

Nature itself follows this principle. The sun gives light without asking for anything in return. Trees give us oxygen, fruits, and shade. Rivers provide water to all. In giving, they fulfil their purpose.

I would like to share a real incident from my workplace. One of the employees in our team was very rude. Because of his behaviour, most people

disliked him. Once, he fell seriously ill. Surprisingly, no one from our team spoke to him or asked about his health. At that time, I decided to talk to him. I asked how he was feeling and enquired about his health. That small act of care created a significant turnaround. Gradually, he realised his mistakes, and his behaviour completely changed towards me. Today, he and his wife are like family friends to me.

This experience taught me that a small act of kindness can create a big change.

At home, the caretaker who looks after the entire house and takes care of my mother in my absence always works happily. The reason is simple—I treat her with respect and regard, and I make sure her needs are taken care of. In return, she takes sincere care of my mother and my son.

This again proves that when we give respect and care, we receive the same in return, often in an even greater way.

I also started a small habit in my office—having lunch together. I began bringing good food from home and sharing it with my colleagues. Slowly, they also started cooking and bringing healthy food. Now we all share and enjoy meals together. Our lunch plates are now a mix of South and North Indian food. This has improved our bonding and positivity at the workplace.

Through these real-life experiences at home and in the office, I have clearly seen that when I started helping others selflessly and doing things with a positive mindset, I began to receive favourable results. People supported me, respected me, and things started working out better for me.

Consider great leaders and visionaries. Mother Teresa dedicated her life to serving the poor and earned the love of millions worldwide. She devoted her life to serving the poor and sick without expecting anything in return. Although she lived simply, she earned immense respect, love, and admiration from people all over the world. Her life shows that true wealth is not measured in money but in compassion and service.

Mahatma Gandhi dedicated his life to truth and non-violence and helped lead a nation to freedom. His gain was not money or power; it was impact and legacy.

Even in modern times, successful entrepreneurs and innovators focus on giving value first. Companies that give quality service, trust, and innovation gain loyal customers and long-term success. For example, successful entrepreneurs like Bill Gates have donated large portions of their wealth to improve healthcare and education worldwide. Through such generosity, they not only help millions of people but also create a lasting positive legacy.

“Give to Gain” is not just a phrase; it is a practical rule of life.

When we give happiness, happiness comes back to us.

When we give care, we receive care.

When we give kindness, we gain respect.

When we give effort, we gain success.

When we give time to learning, we gain knowledge.

When we give love, we gain stronger relationships.

When you help a friend understand a lesson, you strengthen your own knowledge.

When you encourage someone, you build a positive environment.

When you share happiness, it multiplies.

So let us start giving from the heart. The gain will automatically follow, often in ways we never expect.

In fact, life is like an echo—what you send out comes back to you.

At the end, based on my personal experience, I believe giving truly begins at home. When we practise kindness, love, and responsibility in our family, we shape strong character in our children and ourselves. Instead of complaining about our children’s habits, we must begin the change. While cooking healthy food, I consciously add positive affirmations and pray that it brings good health, positive energy, and helps my family grow into kind and responsible human beings. When children learn sharing and respect at home, they build strong friendships at school, spreading positivity further. In this way, a beautiful cycle of giving continues, and overall, society benefits.



Mental illness.... Unseen Wounds with Unbreakable Strength



Prof. (Dr.) Dewakar Goel
 Writer, Psychologist,
 Philosopher, Advocate

It is still a very derogatory remark if you tell someone that he is suffering from mental illness. Nobody will accept it; rather, they will get annoyed and angry. It is a fact that in today's scenario, at a world level, one in every eight people is suffering from it. Do not be surprised; these are findings of the WHO. It is universal for all, irrespective of gender, location, religion, poverty, or wealth. The study reveals that 53% of urban youth with a modern lifestyle are victims of mental illness in one way or the other.

Much away from the psychologist and psychiatrist's point of view, let me describe it in general terms. I say mental illness is identified with Mood Disorders, Depression, loss of interest, Trauma, Hallucinations, Schizophrenia, Tension, Anxiety, and Physical, Emotional, or Psychological Stress, Obsessions, Anti-Social Negative Thoughts, Alzheimer's, and Dementia, to name a few. The list of visible symptoms is endless. The most alarming situation is that 70% to 92% of cases are treatable. Mental illness is not a weakness, but a medical condition of the brain; yet people do not take it seriously, let alone seek treatment.

Mental illness, as the term is used, surely relates to our brain, which is the most powerful organ of our body with 86 billion nerve cells, and these cells communicate with thousands of other cells of our body. If I can compare the brain, it creates more connections than the stars of the galaxy.

We take care of all parts of our body—lungs, kidneys, liver, and heart—and when there is any problem with these organs, we immediately go for treatment. See, if someone has an accident resulting in a fracture, we take him to the hospital, and if

someone gets a fever, we give him medicine. But if we find someone with a mental illness like anxiety, depression, or loneliness, we only advise them by saying, "Be strong," "Ignore it," "Take rest," or "Don't think too much," and so on.

In simple words, I want to say that we rush to hospitals for a broken bone, but when the mind breaks, we offer advice instead of treatment. Have you ever thought about why we treat physical and mental illness differently? We need to protect our mind and our brain. Maybe it is because physical wounds are visible. It is a pathetic situation that mental illness is still taken as a stigma; people hide it for fear of society. It is taken as a weakness, and we forget about the great personalities across the world who suffered from mental illness but made their name through their extraordinary talent and achievements. Let me mention a few here:

Abraham Lincoln, President of the US, was suffering from depression. Isaac Newton was a victim of anxiety. The writer of the bestselling book Harry Potter, J.K. Rowling, a single mother, was suffering from depression. John Nash, Nobel Prize winner, was a Schizophrenia patient; his life was celebrated with the movie *A Beautiful Mind*. Coming to India, the famous film actress Deepika Padukone narrated a long history of her suffering with depression. She recovered with strong willpower and started a foundation named LIVE... LOVE... LAUGH to help the people suffering from mental illness.

I do not know why, with all fairness, we cannot take mental illness in positive terms. Here, I would like to share some live stories to generate sensitivity and realization, to motivate society at large to have

empathy rather than sympathy for people suffering from mental illness.

There was a boy who was visiting his mother, who was admitted to the hospital for Alzheimer's combined with Dementia. The boy used to come with chocolates and flowers everyday, spending time seeing his mother. The attending doctor once told him, "Why are you bringing things when you know that your mother cannot recognize you and she is not in a position to talk?" The boy simply answered, "Yes, I know that, but for me to see and recognize her as my mother is sufficient. I can feel her within me looking at her. I bring her favorite chocolates and flowers she liked, remembering her love, care, and affection." The moral of the story is that the treatment lies in the bonding, care, and feelings of loved ones. Love does not need memory to exist.

There was a gardener who used to bring water in two earthen pots, balancing them on his shoulders, left and right, on a wooden pole. One pot was having a leakage, and by the time he reached his destination, the pot was left with nearly half the quantity of water. The pot having the leakage used to feel sorry for its handicapped position and deficiency. After a month or so, the gardener observed that the path where water was leaking was now having greenery because of the regular water supply, whereas the other side of the path was barren. He greeted that pot and felt grateful for its weak point. Here, the message is that a person suffering with a deficiency can give better results. What we call weakness may be someone else's strength.

It so happened that an engineer suffered from schizophrenia and, as part of his treatment, he was given the task of gardening. He was too much attached to the plants, taking care of them in every possible manner, and he was slowly recovering. One day the doctor asked why he was taking so much care of the plants; he replied that his action makes him feel that someone takes care of him, so why should he not? Over a period of time, he became a horticulturist and a trainer too. This story tells us that healing begins when someone feels valued.

In view of the large population of people suffering from mental disorders in one way or another, there

is a need to realize that this disease is at par with other physical illnesses. Society must change its outlook and mindset to support people by their potential rather than judgment on their illness. Why I am narrating these stories here is because we must correlate with live examples of positivity.

There was a person suffering from mental illness. Once, he told his attending doctor that at times he talks to himself. The doctor happily told him that it's a good sign because many great, highly intellectual people talk to themselves. The man replied that it's not like that because at times he argues but loses the arguments with himself. This humor motivates and encourages the suffering patient.

I have seen many highly intelligent intellectuals suffering from Schizophrenia, but they survive with confidence, saying that this illness is not a weakness and one should not consider it as the end of life; rather, it is the beginning of understanding themselves within.

In a wildlife sanctuary, there were grown-up elephants who were tagged with a rope attached to wooden blocks to restrict their movements. Looking at the size of the wooden blocks, a visitor got surprised why the big, strong elephants were not being able to break the rope and small wooden blocks so as to make themselves free. The caretaker informed him that when these elephants were small, at that time they tried their level best to break the ropes and go with the wooden blocks, but in spite of repeated attempts, they did not succeed. Finally, they surrendered. The failed attempts made their mindset convinced that it was impossible for them.

The strongest chains are not on the body but in the mind. The biggest prison is not made of walls but a belief that we cannot recover, we cannot succeed, and we cannot live a normal life. The moral of the story here is that a positive outlook is the key to recovery.

Let us understand that mental illness doesn't usually have a single cause; it arises from a combination of biological, psychological, and social factors because different conditions tend to have different dominant causes which may overlap. Here, I would like to discuss various causes of mental illness.

Biological causes relate to brain and body factors relating to Genetics (i.e., family history), hormonal imbalance, brain injury, or any other neurological issues such as Depression, Schizophrenia, or Bipolar Disorder.

Psychological causes relate to the mind and emotions, which arise from personal experiences and emotional patterns. We can identify them with childhood trauma, abuse, neglect, or poor parenting, which also become a cause resulting in low self-esteem. We have examples of anxiety conditioning and obsessive-compulsive disorder, especially in children.

Social and environmental factors also become causes of mental illness because external life conditions play a major role. Poverty or financial stress, problems in relationships, social isolation, alcohol, and drugs also become causes. Failure and loneliness lead to depression.

Physical health can directly impact mental health. Chronic diseases like cancer, diabetes, and brain infections make a person seek medical help. In extreme cases, Alzheimer's causes brain cell degeneration and sleep disorders, and here also, one needs medication resulting in side effects causing mental illness.

The most common mental illness comes from a change in lifestyle, because in the young generation, adopting a modern lifestyle becomes the major cause. We can observe poor diet, lack of exercise, sleep deprivation, excessive screen time, social media pressure, a sedentary life, and isolation giving an adverse effect, ultimately causing mental illness. We find in these changes in lifestyle that a person suffers from depression and anxiety.

Sometimes major life events become triggers; since mental illness, the death of a loved one, divorce, job loss, or an accident leads to adjustment disorders, and a person suffers from depression, anxiety, and stress. Mental illness is not caused by one reason; it is a combination of life itself.

What is the most powerful medicine for the treatment of mental illness? I feel it's simply to listen with respect and patience. Early diagnosis and acceptance are necessary. We need to have compassion and consider physical and mental

illness equal for treatment. When we talk about rehabilitation, then vocational training and skill development are great tools for recovery. The patient with mental illness should be seen like other patients, with no stigma or isolation. I must emphasize that the most dangerous part is not the mental illness, but ignoring it.

Once, while addressing a conference with a large gathering on the topic of mental illness, I asked how many of them are carrying a mobile phone. It was natural that all responded affirmatively; then I asked, "Suppose you observe that your phone battery is only 5% left; what will happen?" I got a response in unanimity that it will cause extreme tension and stress, and they won't be able to have the mental presence to listen to me. I told them, "If your phone battery drops to 5%, you panic. But when your mental energy drops to 5%, you ignore it." Mental illness is not a sign of weakness, but a sign that someone has been so strong for too long. It is, in fact, a health condition like diabetes, high or low blood pressure, fever, or jaundice.

As I said earlier, mental illness does not need sympathy but opportunity, dignity, and acceptance. Recovery will happen when we give them respect and the opportunity of doing meaningful work. My grandfather, Rai Bahadur Dr. Kedar Nath Goel, was the first Indian civil surgeon and an eminent physician. He used to say, "Medicine heals illness, but love, care, and patience heal a human being." He also said that "A broken bone can heal in months, but a broken spirit needs understanding, compassion, love, and patience with a lot of empathy." We must realize that the most powerful medicine is not a pill, but a patient listener.

I must say that recovery from mental illness is not a miracle; it's a journey supported by family, society, friends, and institutions involved in the rehabilitation process for persons suffering from mental illness.

Remember, behind every such patient, there is a family member who refuses to give up. When a patient smiles after long treatment, it's like the sun rising after a long night for his family.

With all I said above by way of my critical analysis of this burning topic, I think I justified the title of this article... Think.

Strengthening Financial Foundations: HURL Refinances INR 12,842 Crore Loan with IRFC

HURL has successfully refinanced its existing rupee term loan of INR 12,842 crore through M/s Indian Railway Finance Corporation (IRFC) at highly competitive rates and terms, unlocking substantial financial savings and reinforcing its commitment to prudent financial management.

The agreement was formalised at

a signing ceremony held recently at the India International Centre, in the presence of the Chairman, HURL; Chairman, Audit Committee; Managing Director, HURL; CMD, IRFC; and senior officials from both organisations.

This marks the beginning of a promising partnership between HURL and IRFC, a Navratna PSU

and one of India's leading NBFCs under the Ministry of Railways, Government of India.

With this strategic move, HURL continues to strengthen its financial foundation, fuelling growth, enhancing efficiency, and advancing its journey towards greater heights.



REC & PFC Organise Session at Bharat Electricity Summit 2026 Focusing on Advancing ‘Make in India’ in Power Distribution

On the third day of the Bharat Electricity Summit 2026, a high-level Vendor Development Session titled “Advancing Make in India for Power Distribution” was successfully convened. The session was co-hosted by REC Limited and Power Finance Corporation, bringing together over 150 senior representatives from the Ministry of Power, Ministry of Electronics and Information Technology, Central Electricity Authority, leading distribution utilities, the Indian Electrical and Electronics Manufacturers’ Association (IEEMA), OEMs, vendors, suppliers, and industry associations. KPMG served as the Knowledge Partner for the session.

The session was chaired by Shri Shashank Misra, Joint Secretary

(Distribution), Ministry of Power, and commenced with welcome remarks by Shri T. S. C. Bosh, Director (Projects), REC Limited, who set the context for the deliberations. Industry perspectives were presented by IEEMA, followed by insights from leading DISCOMs on best practices, including SCADA indigenisation and the application of AI/ML in power distribution.

A panel discussion, moderated with senior officials including Shri Pranav Tayal (Director, Ministry of Power), Shri Saurav Kumar Shah (Executive Director, PFC), and Shri Prabhat Kumar Singh (Executive Director, REC), highlighted India’s preparedness to strengthen domestic manufacturing and supply chains. The discussion emphasised scaling proven

DISCOM practices such as compact substations, planned underground cabling with GIS-based fault management, SCADA-DMS-OMS integration, and RT-DAS, while addressing critical gaps in import-dependent materials. The panel also underscored the need to reinforce standards, interoperability, and testing infrastructure to ensure reliability and resilience at scale.

The session concluded with closing remarks by Shri Ravi Dhawan, Director (Distribution), Ministry of Power.

The Bharat Electricity Summit 2026 continues to serve as a pivotal platform for fostering collaboration among industry, government, and utilities, aligning efforts towards the vision of a Viksit Bharat 2047.



OIL Records Highest Daily Oil & Gas Production in 10 Years

OIL hit a record 1,47,159 BOE a day as West Asia fuel disruptions squeeze supplies and India pushes to steady energy flows



Oil India Limited (OIL) recently announced that it recorded its highest-ever daily oil and gas production of 1,47,159 barrels of oil equivalent (BOE) on March 26, 2026, calling it “a landmark achievement for India’s energy sector.” The company stated that the milestone was supported by the “record drilling of 73 wells and 300 workovers,” and added that crude oil production of 80,060 barrels on the same day marked its highest daily output in the last 10 years.

Record Daily Output Builds on FY25 Performance

The daily production milestone follows OIL’s strongest annual

output reported in FY 2024-25. According to the company’s annual report, crude oil production rose by 2.95 percent year-on-year to 3.458 million metric tonnes (MMT), up from 3.359 MMT in FY 2023-24, while natural gas production reached a record 3,252 MMSCM. The company’s total oil and oil-equivalent gas output touched 6.710 MMTOE, its highest-ever level since inception.

Significance in a Tighter Energy Market

The production gains are particularly significant as India faces a challenging energy environment amid disruptions

in West Asia. In a parliamentary statement, the Ministry of Petroleum and Natural Gas noted that the Strait of Hormuz - through which around 20 percent of the world’s crude oil, natural gas, and LPG flows - had been disrupted and was “effectively closed to commercial shipping.”

OIL stated that the achievement reflects “strong operational performance” and its “continued commitment towards strengthening India’s energy security.”

NHPC, JKSPDCL Sign Pact for 500 MW Hydropower Projects in Jammu & Kashmir



NHPC Limited and Jammu & Kashmir State Power Development Corporation Limited (JKSPDCL) have signed an Implementation Agreement for the development of two major hydroelectric projects with a combined capacity of 500 MW in the Union Territory of Jammu & Kashmir.

The agreement covers the 240 MW Uri-I Stage-II and 260 MW Dulhasti Stage-II hydroelectric projects and was signed in Jammu recently. The projects will be developed by NHPC on a BOOT (Build-Own-Operate-Transfer) basis for a period of 40 years.

The agreement was signed by Rahul Yadav, Managing Director, JKSPDCL, and Anish Gouraha, Executive Director, NHPC, in the presence of senior officials from both organisations.

CMPDI, IIT Dhanbad to undertake study on coal mine emissions for climate reporting

The Central Mine Planning & Design Institute Limited (CMPDI), in association with Indian Institute of Technology (ISM) Dhanbad, is undertaking a study on assessing fugitive emissions from coal mines and fuel transformation as part of India's upcoming Biennial Transparency Reports (BTR-2 and BTR-3).

As part of the initiative, CMPDI had earlier organised a one-day workshop on February 14, 2026, at its Ranchi headquarters, bringing together experts and stakeholders to deliberate on methodologies for greenhouse

gas (GHG) emission estimation.

In continuation, CMPDI officials held a meeting on March 30, to discuss detailed methodologies for GHG assessment, including sampling strategies and data collection protocols for underground, opencast, and abandoned mines.

The deliberations focused on aligning emission estimation processes with Intergovernmental Panel on Climate Change (IPCC) guidelines and included a review of inputs submitted under the first Biennial Transparency Report (BTR-1). The exercise aims

to improve accuracy, consistency, and transparency in emissions data.

CMPDI, IIT Dhanbad to undertake study on coal mine emissions for climate reporting.

Coal India's arm CMPDI shares drop over 10% in debut trade. The study underscores CMPDI's role in strengthening scientific approaches for emission assessment and supporting India's commitments towards climate transparency and sustainable mining practices.

Coal India to Invest INR 3,300 Crore in Eight New Coking Coal Washeries

Coal India Limited (CIL) has announced a capital investment of Rs 3,300 crore to set up eight new coking coal washeries



Coal India Limited (CIL) has announced a capital investment of INR 3,300 crore to set up eight new coking coal washeries, aimed at improving the quality of domestic coking coal and reducing dependence on imports.

According to a company statement issued recently, the upcoming washeries are expected to be operational by FY2030 and will have a combined washing capacity of 21.5 million tonnes per year (MT/Y). The new facilities will supplement the PSU's existing 10 washeries, which currently have a cumulative capacity of 18.35 MT/Y.

As part of its expansion and efficiency drive, CIL will also invest an additional INR 300 crore towards the renovation

and modernisation of existing coking coal washeries to enhance operational performance and utilisation.

Out of the eight new washeries, five with a total capacity of 14.5 MT/Y will be set up under Central Coalfields Limited, while the remaining three, with a capacity of 7 MT/Y, will come up under Bharat Coking Coal Limited.

The initiative is part of a broader strategy to improve the quality of domestically produced coking coal, which typically has higher ash content compared to global benchmarks. By enhancing washing capacity and efficiency, the company aims to reduce import dependence and support the domestic steel industry.

CIL is also exploring the monetisation of three older, non-operational coking coal washeries in line with the government's asset monetisation strategy. This follows the successful monetisation of one such facility in Bharat Coking Coal Limited last year.

Additionally, the company is leveraging public-private collaboration to enhance output and quality. It is working with Tata Steel Limited to utilise washing capacity and technical expertise for improving the supply of quality coking coal to the domestic steel sector.

Historic Delivery of “Triplets” : GRSE Hands Over three Warships to Indian Navy

In a significant milestone for indigenous defence manufacturing, and in alignment with the Government of India’s *Aatmanirbhar* Bharat vision, Garden Reach Shipbuilders & Engineers Ltd. (GRSE) delivered three frontline Naval platforms— *Dunagiri*, *Sanshodhak*, and *Agray*— to the Indian Navy recently.

This first-of-its-kind achievement underscores GRSE’s strengthened execution capabilities, enhanced production capacity, and its ability to deliver multiple complex Naval platforms within aligned timelines, further reinforcing its commitment to efficiency and operational excellence.

With the delivery of *Dunagiri*, *Sanshodhak*, and *Agray*, GRSE has reached the milestone of **building 118 warships, including 80 delivered to the Indian Navy**. The delivery of these warships was formally accepted on behalf of the Indian Navy by Rear Admiral Gautam Marwah, VSM, CSO (Tech), HQENC, for the 2nd Project 17A Frigate *Dunagiri* and the 4th ASW SWC *Agray*, and by Cmde Shishir Dixit, CSO (Tech), HQSNC, for the 4th Survey Vessel (Large) *Sanshodhak*.

Dunagiri, the second Advanced Guided-Missile Frigate built by GRSE under Project 17A, represents a significant advancement in indigenous warship design and construction. Launched on July 15, 2022, by



the Hon’ble Raksha Mantri Shri Rajnath Singh, the warship is among the most sophisticated platforms built by GRSE. Powered by a combination of diesel engines and gas turbines, it offers superior speed, endurance, and operational flexibility. The 149-metre-long, 6,670-tonne guided-missile frigate is equipped with state-of-the-art weapons and sensors, including advanced missile systems, modern AESA radar, and an integrated combat management system, enabling multi-dimensional operations across air, surface, and sub-surface domains. Equipped with BrahMos anti-ship and land-attack cruise missiles, along with advanced defence systems, *Dunagiri* represents a significant leap in naval strike and defensive capabilities.

Sanshodhak, last of the four Survey Vessels (Large) built by GRSE, represents a key addition to the

Indian Navy’s hydrographic and survey capabilities. Launched on June 13, 2023, the 110-metre-long vessel is equipped with advanced systems for conducting full-scale coastal and deep-water hydrographic surveys, including port and harbour approaches, navigation channels, and maritime limits. It is also capable of collecting oceanographic and geographical data for defence applications. In addition to its primary survey role, the vessel can support helicopter operations, participate in low-intensity combat, function as a hospital ship, and undertake Humanitarian Assistance and Disaster Relief (HADR) missions. Powered by marine diesel engines and fitted with bow and stern thrusters for enhanced manoeuvrability at low speeds, the vessel is ideally suited for precise survey operations.

Agray, one of the eight Anti-

Submarine Warfare Shallow Water Crafts (ASW-SWCs) being built by GRSE and launched on March 13, 2024, reflects steady progress in this critical class of ships. The approximately 77.6-meter-long warship is designed for operations in coastal waters, these vessels are capable of full-scale sub-surface surveillance, search and attack missions, as well as coordinated operations with aircraft. The warship is equipped with a Combat Management System and is armed with lightweight torpedoes and anti-submarine warfare rockets. With approximately 88% indigenous content, Agray is also fitted with a 30 mm Naval Surface Gun, further reinforcing indigenous capabilities. Engineered for agility and precision, the vessel is powered by marine diesel engines coupled with waterjets, enabling high manoeuvrability. With a shallow draught of about 2.7 metres, it is ideally suited for operations in littoral waters.



The simultaneous delivery of *Dunagiri*, *Sanshodhak*, and *Agray* highlights GRSE's robust shipbuilding infrastructure, efficient project management, and its ability to execute multiple complex builds concurrently. It also reinforces the shipyard's position as a key contributor to strengthening the Indian Navy's capabilities across diverse operational roles.

GRSE is currently constructing multiple warships, including one

Project 17A Advanced Stealth Frigate, four ASW-SWCs, and four Next Generation Offshore Patrol Vessels. In addition, the shipyard is building 30 other vessels, of which 13 are export platforms. GRSE is also in the advanced stages of concluding a prestigious contract for the construction of five Next Generation Corvettes.



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Tagore Chamber



The chamber has capacity of 92 persons (86 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos. projector screens and mikes on dais, tables & podium.

Auditorium



The Auditorium has a capacity of 310 persons (300 Chairs + 10 Nos. Chairs at stage) capacity equipped with projector, screen and mikes on dais and podium on stage.

Bhabha Chamber (Board Room)



The chamber has the capacity of 44 persons (24 Nos. Chairs on round table and 20 Nos. Chairs on sides) equipped with 4K advanced VC system for 12 person, projector screen and mikes on dais, tables & podium.

Mirza Ghalib Chamber



The chamber having capacity of 108 persons (102 Nos. Chairs + 6 Nos. Chairs on Dais) equipped with 2 Nos.-projector & screen and mikes on table, dais and podium.

Fazal Chamber



The chamber has a capacity of 25 persons (15 Nos. Chairs on round table and 10 Nos. Chairs on sides) capacity with board room type seating arrangement equipped with screen and mikes.

Business Centre



The Business Centre has a capacity of 7 persons and is equipped with multi point Video Conferencing System (1+3), that can connect with three locations at a time.

Annexe II



The Annexe-II has the capacity of 15 Persons and is equipped with projector screen.

Banquet Hall



The banquet hall has a capacity of 500 Persons for the purpose of lunch & dinner with variety of cuisines. Seating can be arranged for 40 persons.

Tansen Chamber at UB



The Tansen Chamber has capacity of 30 persons and also has stage & podium equipped with projector and screen.

Annexe I



The Annexe-I has capacity of 20 Persons and is equipped with projector and screen.

Amir Khusro Chamber at UB



The Amir Khusro Chamber has capacity of 35 persons with facility of stage & podium equipped with projector and screen.

Facilities for specially-abled persons at SCOPE Convention Centre:



For Booking & Tariff details please contact:

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Conference Facilities at SCOPE Minar Convention Centre, Laxmi Nagar, New Delhi

SCOPE Minar, Architecturally conceived in the form of two high rise curvilinear tower with blocks sitting on a four storey circular Podium Block, is strategically located in Laxmi Nagar District Centre, Delhi -110092 and housing around 40 PSEs of repute. It is one of the iconic buildings of East Delhi. It has a huge foyer which gives an ambience look inside the building. There is greenery all around the SCOPE Minar building with large size planters. The building also has state-of-the-art Convention Centre comprising of five conference halls:

Board Room



Board room having "U" shaped table, has a seating capacity of 50 delegates with modern facilities - projector, screen, sound system, table mic etc.

Auditorium



The auditorium has a capacity of 350 delegates. Various seminars, training programmes, presentations, get together etc. can be conducted in auditorium which is equipped with projector screen. It provides ambient and peaceful environment for the programmes.

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SCOPE Academy of Public Sector Enterprises (APSE) conducts executive development programmes for PSEs' executives. It has three training halls equipped with projector, screen, sound system etc. one with capacity of 40 persons and two halls with capacity of 30 persons each for training purpose.

VIP Lounge



VIP Lounge has seating capacity of 30 delegates. CMDs, Directors, and other high level officials can use it as waiting lounge also,

Meeting Hall



Meeting hall having "U" shaped table, has a seating capacity of 62 delegates. Most widely used for small size meetings and training programmes, group power point presentations etc. and is equipped with projector and screen.

For Booking & Tariff details for Convention Center, SCOPE Minar, Laxmi Nagar please contact

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