Vol. 46 No. 06 November 2026 Rs. 100/-

SCOPE
PROMOTING EXCELLENCE

KALEIDOSCOPE

STANDING CONFERENCE OF PUBLIC ENTERPRISES



SCOPE concludes **Advanced Global Leadership Program** (AGLP 2.0)



Ministry of Defence, GoI & SCOPE in association with PESB organize National Defence Talent & Capability Conclave 2026



Council of Indian Employers Meeting at SCOPE



SCOPE & IISD (Canada & Geneva) launch 'PSUs for PLANET'

SCOPE Wishes All Happy Diwali

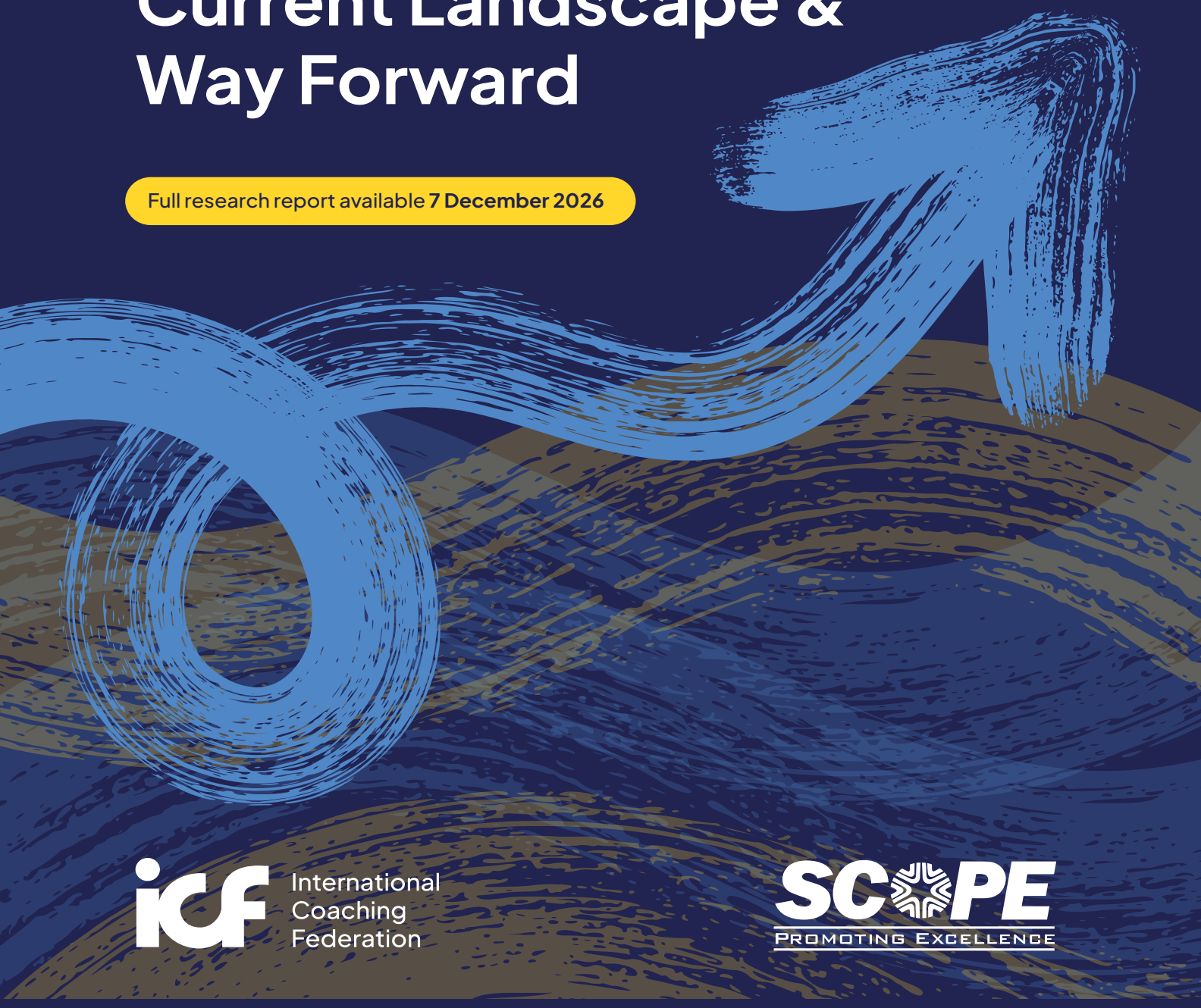
Scan to read other issues of **KALEIDOSCOPE**

ANNOUNCEMENT

State of Coaching in the Indian Public Sector Enterprises:

Current Landscape & Way Forward

Full research report available **7 December 2026**



International Coaching Federation

SCOPE
PROMOTING EXCELLENCE

Joint research study by the Standing Conference of Public Enterprises (SCOPE) and the International Coaching Federation (ICF).
Public Sector Enterprises (PSEs) are also referred to as State-Owned Enterprises (SOEs).

Vol. 46 No. 06, November 2026
KALEIDOSCOPE

Content

MESSAGES

05 Message by Chairman

06 Message by Vice-Chairman

07 Director General's Desk

SCOPE NEWS

08 Ministry of Defence, GoI & SCOPE in association with PESB organize National Defence Talent & Capability Conclave 2026



12 SCOPE at ICF converge 2026



13 SCOPE concludes Advanced Global Leadership Program (AGLP 2.0)



18 National Workshop on Totality of Project Management at SCOPE Complex, New Delhi

18 DG, SCOPE Honoured with Lifetime Achievement Award

19 SCOPE & IISD (Canada & Geneva) launch 'PSUs for PLANET'

22 SCOPE & MoLE organize "Shram Samvad" on Labour Codes in Delhi and Haridwar

23 Council of Indian Employers (CIE) Meeting at SCOPE

24 SCOPE IN MEDIA

28 PERSONALIA

ARTICLE

29 From Personnel Management to Human Resources: What India Gained and What It Lost
By Dr. Rajen Mehrotra

32 80 Years of Independence, 80 Years of HR: From Personnel to People Strategy
By Robin Antony & Dr. A.N. Tripathy

35 Securing the Skies: Cybersecurity Challenges and the Future of Digital Aviation
By Prof. (Dr.) Dewaker Goel

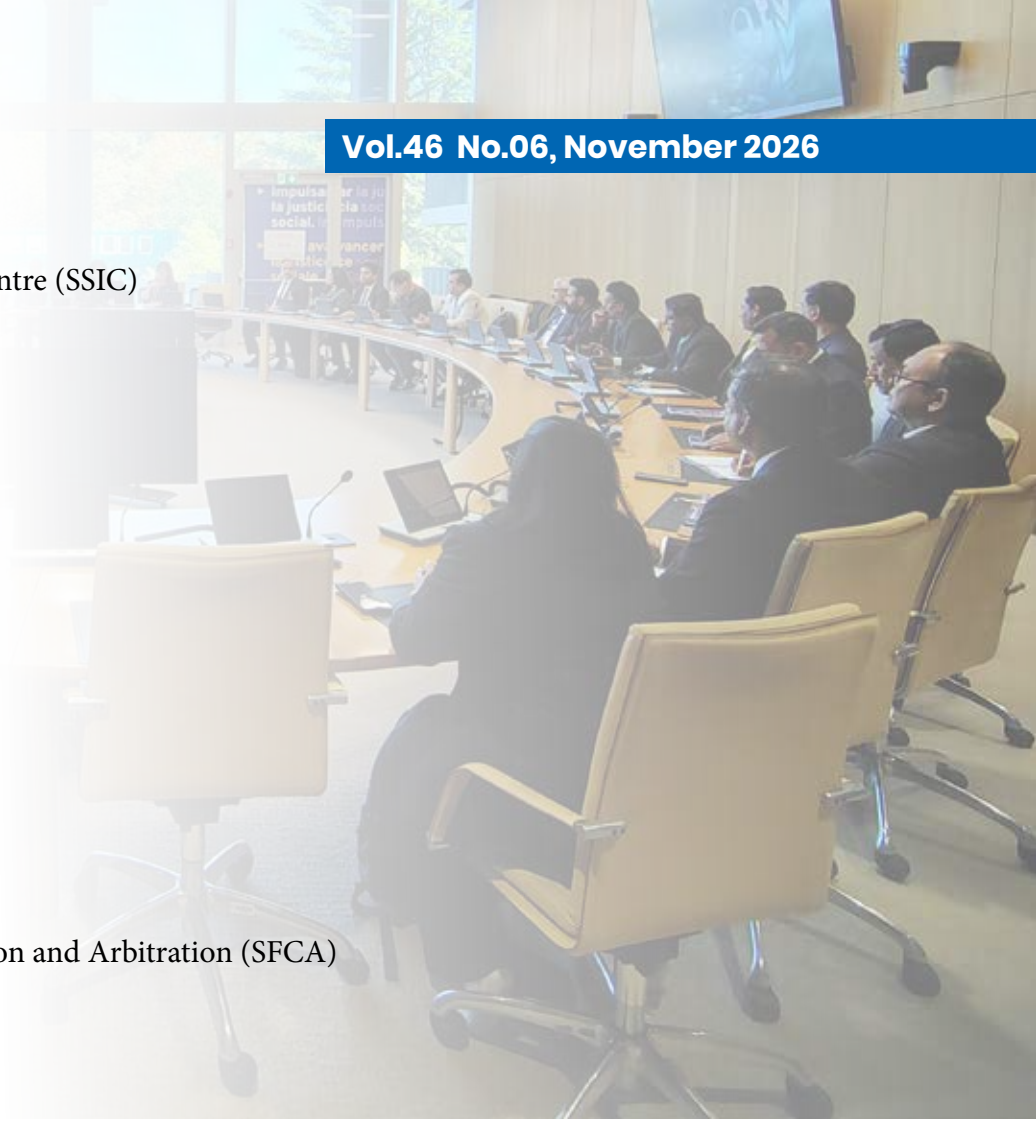
40 India Realistically Ambitious on Steel
By Surya Sarathi Ray

42 Dental Care: A Necessity for Preventing Disease and Ensuring Holistic Health
By Dr. Sharmistha Goel

44 Prolonged Continuous Screen Time Exposure and Its Effects on Heart Health
By Dr. H. K. Chopra

47 PSE NEWS

54 KALEIDOGRAM



Reach us at :

SCOPE Social Interaction Centre (SSIC)
ssic@scopeonline.in

DG Sectt.
scopedg@scopeonline.in

Programme & Studies
ca@scopeonline.in

Corporate Communications
pr@scopeonline.in

Technical
mmo@scopeonline.in

Finance
finance@scopeonline.in

SCOPE Forum for Conciliation and Arbitration (SFCA)
sfca@scopeonline.in

General Queries
info@scopeonline.in

KALEIDOSCOPE
STANDING CONFERENCE OF PUBLIC ENTERPRISES

ADVISORY BOARD
Atul Sobti
Director General, SCOPE

Shubh Ratna
GGM (Tech & HR)

CHIEF EDITOR
Director General

EDITOR & PUBLISHER
Shubh Ratna

ASST. EDITOR
Lipi Singh

Total Pages : 60

Annual Subscription: Rs. 500/-
Price per copy : Rs. 100/-
(Payment may be sent by DD/Cheque/NEFT drawn in favour of "Standing Conference of Public Enterprises")

Material published in KALEIDOSCOPE may be reproduced with prior permission of the Editor and with acknowledgment in the accepted style. The views expressed in various articles are that of the authors and not necessarily of SCOPE Management. - Editor

Published and printed at New Delhi by
Shubh Ratna on behalf of Standing Conference of Public Enterprises, Core 8, 1st Floor, SCOPE Complex, 7 Lodhi Road, New Delhi-110003 • Tel.: 24361495, Fax: 24361371
E-mail: pr@scopeonline.in

Designed and Printed at VIBA Press Pvt. Ltd., C-66/3, Okhla Industrial Area, Phase-II, New Delhi-110020
Tel: +91-98100 49515



MESSAGE BY *Chairman*

The journey towards a future-ready Public Sector begins with visionary leadership, continuous learning, and the ability to translate strategic intent into meaningful action. As India's Public Sector Enterprises (PSEs) navigate an increasingly complex global environment, strengthening leadership capabilities, fostering institutional resilience, and embracing collaboration remain central to their sustained growth and transformation.

In this context, the successful conclusion of the Advanced Global Leadership Program (AGLP 2.0) marks an important milestone in SCOPE's endeavour to nurture visionary leaders for the future. The program has equipped senior executives with broader perspectives, strategic insights, and the leadership competencies required to navigate uncertainty, respond to disruption, and steer their organizations towards greater excellence.

Equally important is the need to foster constructive dialogue and strengthen institutional capabilities. Through the Shram Samvad initiative of the Ministry of Labour & Employment (MoLE), SCOPE continued to facilitate meaningful engagement on the new Labour Codes, promoting a balanced understanding of evolving policy frameworks and supporting their effective implementation across enterprises. The National Workshop on Totality of Project Management, organised by i2P2M in association with SCOPE, reaffirmed the importance of robust project governance, integrated planning, cost discipline, and timely execution.

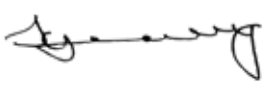
Our recent convening under the PSUs for Practitioners' Learning and Action Network on Energy Transition (PLANET), in collaboration with the International Institute for Sustainable Development (IISD), focused on strengthening climate-related disclosures in Indian PSEs. As sustainability becomes integral to corporate strategy and governance, PSEs must strengthen transparency, align with evolving reporting standards, and incorporate climate-related risks and opportunities into their long-term decision-making. This focus will be essential to building resilient enterprises and ensuring that environmental responsibility remains central to sustainable growth.

India's ambition to emerge as a global leader in defence manufacturing also calls for a strong talent and leadership pipeline. The National Defence Talent & Capability Conclave 2026, organised by the Department of Defence Production, Ministry of Defence, GoI, and SCOPE, in association with PESB and knowledge partner Deloitte, brought public and private sector stakeholders together to address this priority. Building a competitive defence ecosystem will depend on nurturing multidisciplinary leadership, strengthening indigenous capabilities, and fostering innovation to advance India's defence preparedness and self-reliance.

The SCOPE–ICF study, "Coaching in Indian PSEs: Landscape & Way Forward," has been pre-released, highlighting coaching's role across PSEs in nurturing talent, enhancing leadership effectiveness and preparing leaders for the future. Through such initiatives, SCOPE continues to support its member enterprises in adapting to change and contributing to India's development. Strong leadership, sustainable practices, effective governance, and collaboration will remain key to building a resilient and competitive public sector.

As the festival of lights, Deepawali, draws near, may it illuminate our path with hope, positivity, and prosperity. I extend my warm wishes to all our members, readers, and their families for a Happy and Prosperous Deepawali.

Jai Hind.



K. P. Mahadevaswamy

Chairman, SCOPE



MESSAGE BY *Vice-Chairman*

I extend my warm wishes to all our readers and their families for a very Happy and Prosperous Deepawali. May the festival bring new hope, positive energy and success in all our endeavours.

We are witnessing a period of significant change, and India's Public Sector Enterprises (PSEs) is at the helm of it; shaping the nation's growth and future. At SCOPE, our focus remains on enabling this journey through initiatives that strengthen capabilities, foster collaboration and prepare enterprises for emerging opportunities and challenges.

A key step in this direction was the National Defence Talent & Capability Conclave 2026, organised by the Department of Defence Production, Ministry of Defence, Government of India, and SCOPE, in association with PESB and knowledge partner Deloitte. As Vice Chairman of SCOPE and CMD of Goa Shipyard Limited, I personally feel more inclined towards the defence sector, recognizing the strategic importance of a strong and self-reliant defence sector. The conclave reinforced the need to build a robust defence ecosystem through collaboration, competition and the development of future-ready talent and capabilities. And by the enthusiastic feedback received by the fellow colleagues, we are prompted to conduct more such one-of-a-kind roundtable conclaves.

The successful conclusion of the Advanced Global Leadership Program (AGLP 2.0) marked another milestone in preparing senior executives to lead with confidence and navigate an increasingly complex business environment. Building on this initiative, we have also launched the 4th batch of DAKSH.

Alongside leadership development, a supportive policy environment is essential for enabling enterprises to adapt and progress. Through discussions at the Council of Indian Employers (CIE) and the Shram Samvad series with the Ministry of Labour & Employment, SCOPE continued to facilitate constructive dialogue on the new Labour Codes, with an emphasis on balanced implementation, workplace harmony and mutual trust.

Beyond sectoral and institutional capabilities, preparing for the future also demands a strong commitment to sustainability. In collaboration with the International Institute for Sustainable Development (IISD), SCOPE organised a programme on Strengthening Climate-Related Disclosures in Indian PSEs under PSUs for PLANET. The initiative focused on helping enterprises navigate evolving ESG expectations and global reporting standards.

Translating these capabilities and policy frameworks into tangible outcomes also requires effective execution. The National Workshop on Totality of Project Management, organized by i2P2M in association with SCOPE, highlighted the importance of sound project governance in advancing national development priorities.

Together, these initiatives reflect SCOPE's continued commitment to strengthening the public sector through collaboration, sustainability, leadership development, constructive policy engagement and effective project management. I look forward to the continued participation of our member enterprises in shaping a resilient, progressive and future-ready public sector.



Brajesh Kumar Upadhyay
Vice Chairman, SCOPE

Director General's Desk



We are living in an era of profound transition, and India's Public Sector Enterprises are right at the center of it. Navigating these dynamic shifts demands far more, it calls for sharp sector insights, relentless curiosity, and the agility to turn bold ambition into ground reality.

As the apex body of PSEs, SCOPE is committed to driving high-impact initiatives that equip our enterprises to lead this transformation with confidence.

Pursuant to this, Department of Defence Production (DDP), MoD, GoI, & SCOPE, in association with PESB and Knowledge Partner, Deloitte organized the National Defence Talent & Capability Conclave 2026. This conclave reinforced how PSEs, building a robust defence ecosystem requires a shift towards competing, collaborating and coexisting.

At the same time, SCOPE is keeping a steady eye on tomorrow's non-negotiables—chief among them, sustainability. Our recent program with the International Institute for Sustainable Development (IISD), Canada & Geneva, on Strengthening Climate-Related Disclosures in Indian PSEs under 'PSUs for Practitioners' Learning and Action Network on Energy Transition' (PLANET) focused on turning ESG from a compliance checklist into genuine strategic value, giving our organizations the clarity needed to navigate global reporting standards confidently.

As all are aware, visionary strategies need capable hands to lead them. With the conclusion of the Advanced Global Leadership Program (AGLP 2.0), we witnessed yet another batch with the caliber and vision of senior executives ready to steer through market uncertainty and disruption.

On the policy front, I firmly believe that keeping channels open between leadership and policymakers is vital. At the Council of Indian Employers (CIE) meeting, we reviewed the agenda of the upcoming ILO Governing Body, including the election of the Director-General, membership questions, country cases, informality, and discussed the possible changes at the ILO amid its ongoing reforms. We are also engaging closely with the Ministry of Labour & Employment (MoLE) on the new Labour Codes, and continuing that engagement, SCOPE is organizing awareness programs on the Labour Codes so that enterprises are well prepared to transition smoothly while building workplace trust and harmony.

We also teamed up with i2P2M for the National Workshop on Totality of Project Management and reaffirmed our commitment to project governance, cost discipline, and timely delivery across critical national infrastructure and capital investments.

I am happy to share that I was invited to ICF Converge in Washington, USA, where the SCOPE–ICF study, "Coaching in Indian PSEs: Landscape & Way Forward," was pre-released in the presence of ICF's leadership, coaches, trainers, researchers and thought leaders from around the world. The pre-release offered a glimpse into the study's key findings and highlighted the collaboration between SCOPE and ICF in advancing coaching as a tool for leadership development across PSEs. We look forward to launching the study with ICF for PSEs in the coming months.

SCOPE thrives on the insight, energy, and engagement of its member fraternity. As we prepare for an ambitious calendar of events ahead, I look forward to our continued collaboration in shaping a bold, future-ready public sector. I also wish all our readers and their family, a Very Happy and Prosperous Deepawali!

Programmes & Initiatives launched (since last issue of KALEIDOSCOPE)
SCOPE AGLP's International Study Cum Business Tour - **28th September – 9th October, 2026**
SCOPE and MoLE Organize "Shram Samvad" Awareness & Sensitization Programme on Labour Codes - **30th September, 2026**
SCOPE-BHEL & MoLE Organize "Shram Samvad" Awareness & Sensitization Programme on Labour Codes at BHEL, Haridwar - **1st October, 2026**
SCOPE-IISD programme on Strengthening Climate - Related Disclosures in Indian Public Sector Enterprises - **9th October, 2026**
National Workshop on Totality of Project Management - **12th – 14th October, 2026**
National Defence Talent & Capability Conclave 2026 - **22nd October, 2026**
Debriefing Session of Advanced Global Leadership Program (AGLP 2.0) - **23rd October, 2026**
Pre-Release of SCOPE-ICF study -"Coaching in Indian PSEs - Landscape & Way Forward"- **28th October, 2026**
Programmes & Initiatives in the offing
Launch of SCOPE-ICF study -"Coaching in Indian PSEs- Landscape & Way Forward"**- 7th December, 2026**
Launch of fourth batch of DAKSH
SCOPE & ILO Training Program – 'Capacity Building of Middle Managers for Just & Green Transition in PSEs'

Atul Sobti
Director General, SCOPE

Ministry of Defence, GoI & SCOPE in association with PESB organize National Defence Talent & Capability Conclave 2026

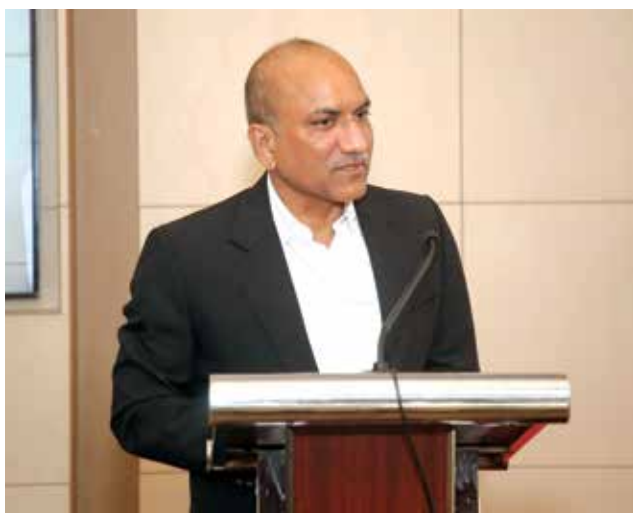


Shri K. Moses Chalai, Secretary, DPE addressing the gathering in the presence of Shri Atul Sobti, DG, SCOPE; Shri Alkesh Kumar Sharma, Member, PESB; Shri Roop Narayan Sunkar, Member, PESB; and Smt. Meera Mohanty, Joint Secretary, DDP, during the Conclave.

The Department of Defence Production (DDP), Ministry of Defence, Government of India, & SCOPE in association with the Public Enterprises Selection Board (PESB) and knowledge partner Deloitte, organized the National Defence Talent & Capability Conclave 2026 on 22nd October, 2026 at SCOPE Convention Centre, New Delhi. The conclave was a first-of-its-kind initiative that brought together key stakeholders from the Government, defence public sector and private organizations operating in defence manufacturing sector to deliberate on talent development and future-ready leadership in India's defence ecosystem.

Shri Sanjeev Kumar, Secretary, DDP; Shri K. Moses Chalai, Secretary, DPE; PESB Members - Shri Alkesh Kumar Sharma and Shri Roop Narayan Sunkar; and Shri Atul Sobti, DG, SCOPE, addressed the participants in the presence of Shri Vijay Namdeorao Zade, Joint Secretary; Smt. Manisha Chandra, Joint Secretary; and Smt. Meera Mohanty, Joint Secretary from DDP. With over 50 participants, the conclave brought together senior Government officials from DDP, DPE and PESB, CMDs and Directors of 16 DPSUs, and leaders from the private defence industry. Leading private defence organizations, including Tata Advanced Systems Ltd., L&T Precision Engineering & Systems, Kalyani Strategic Systems Ltd., and Astra Microwave Products Ltd., also participated.

During the panel discussion on 'Talent Strategy of Defence Organizations', industry leaders from private organizations, shared suggestions on nurturing young talent, promoting



Shri Sanjeev Kumar, Secretary, DDP, addressing the gathering at the National Defence Talent & Capability Conclave 2026.

multidisciplinary skills, AI adoption, enhancing industry-academia collaboration, and providing early leadership opportunities to build a future-ready defence workforce.

Addressing the gathering, Shri Sanjeev Kumar highlighted that the expanding defence sector would require a corresponding expansion of its talent pool. Emphasising the importance of human resource development, he underscored the need to identify and nurture talent and provide employees with meaningful roles and responsibilities from an early stage.

Shri K. Moses Chalai emphasised that sustaining growth in the defence sector requires a strong focus on production, supply chains, value chains, technology and, above all, manpower development.

Shri Alkesh Kumar Sharma emphasised the need to strengthen the leadership pipeline by providing high potential executives in defence PSUs with cross-functional exposure and opportunities to assume responsibilities across diverse functional areas, thereby broadening their experience and preparing them for higher leadership roles.

Shri Roop Narayan Sunkar highlighted that leadership development in the defence sector must extend beyond manufacturing to encompass functions such as legal and finance. He emphasised the importance of bringing together professionals from diverse disciplines to ensure holistic leadership development.

Shri Atul Sobti described the Conclave as a first-of-its-kind initiative that brought together public and private sector defence organizations. He emphasised the need to foster a culture of competing, collaborating and coexisting while nurturing leaders equipped with strategic foresight and deep technical expertise to steer the defence sector's growth and strengthen India's defence capabilities.



Shri Atul Sobti, DG, SCOPE, addressing the participants at the roundtable discussion.



Shri Alkesh Kumar Sharma, Member, PESB, delivering his address at the conclave.

A major highlight of the Conclave was the roundtable discussion, which brought together the 16 DPSUs across three groups, each deliberating on a key theme relating to the future of defence talent. The first group, comprising Bharat Electronics Limited, Hindustan Shipyard Limited, Bharat Dynamics Limited, Armoured Vehicles Nigam Limited and India Optel Limited, deliberated on Attraction and Retention of Talent. The second group, comprising Hindustan Aeronautics Limited, Garden Reach Shipbuilders & Engineers Limited, Mishra Dhatu Nigam Limited, Yantra India Limited, Gliders India Limited and Troop Comforts Limited, focused on Succession Planning. The third group, comprising Mazagon Dock Shipbuilders Limited, Goa Shipyard Limited, BEML Limited, Munitions India Limited and Advanced Weapons and Equipment India Limited, explored Building Future-Ready Skills.

Following the deliberations, each of the three groups presented its findings, outlining key challenges faced by the DPSUs in the respective thematic areas and putting forth recommendations to address them. The presentations brought together the collective perspectives of the participating organizations and identified actionable takeaways for strengthening talent attraction and retention, succession planning, and future-ready skills across the defence sector. These recommendations are expected to serve as valuable inputs for further consideration and follow-up by the concerned organizations.

The conclave highlighted the critical role of skilled talent and collaborative leadership in building a future-ready defence ecosystem. By bringing together perspectives from the government, public and private sectors, the initiative marked an important step towards fostering a more resilient, technologically advanced and self-reliant Indian defence sector.

Glimpses of National Defence Talent & Capability















Conclave 2026 – A Roundtable Discussion















SCOPE at ICF converge 2026

A Pre-launch Glimpse into the SCOPE–ICF Study

ICF Converge 2026, a premier global event organized by the International Coaching Federation (ICF), was held from 28th to 30th October, 2026 at the Marriott Marquis Washington, DC, in Washington, USA. The event brought together coaches, trainers, researchers and thought leaders from across the world.

Mr. Atul Sobti, DG, SCOPE, was invited to ICF Converge, where the SCOPE–ICF study, "Coaching in Indian PSEs: Landscape & Way Forward," was pre-released in the presence of ICF leadership. The pre-release offered a glimpse into the study's key findings and highlighted the collaboration between SCOPE and ICF.

Addressing the gathering, Mr. Sobti reflected on the growing relevance of public sector enterprises in the Indian context and why coaching is an imperative for Indian enterprises. He also identified the priority areas for integrating coaching into PSEs more quickly and effectively, and outlined the focus areas for the future of the ICF and SCOPE partnership.

During the Converge, Mr. Sobti also met several leaders from ICF, including Ms. Magdalena Mook, CEO, ICF; Mr. Steve Weiss, Vice President, ICF Professional Coaching; Mr. Robert Garcia, Vice President, ICF Coaching in Organizations; Ms. Kate Fessler, Vice President, ICF Coaching Education; and Mr. Joel DiGirolamo, Vice President, ICF Research. He also met and discussed with senior leaders of various organizations, including the World Bank and AdventHealth, on how organizations are using coaching to empower their workforce. The purpose of these discussions was to explore how SCOPE can facilitate the integration of professional coaching in the PSE ecosystem, so that it is not a privilege of the leadership alone.

Looking ahead, SCOPE and ICF are preparing to launch the study for PSEs shortly. Once released, the study will offer public sector leaders a detailed view of how coaching is being used today in the PSEs, the gaps that remain, and the practical steps needed to make professional coaching a part of everyday leadership development across the sector across all levels. The launch will mark a further step in the partnership between SCOPE and ICF, and reflects the shared aim of building a stronger, more capable leadership pipeline across India's public enterprises.



(L-R) Mr. Steve Weiss, Vice President, ICF Professional Coaching; Ms. Magdalena Mook, CEO, ICF; Mr. Atul Sobti, DG, SCOPE; Mr. Joel DiGirolamo, Vice President, ICF Research; and Mr. Robert Garcia, Vice President, ICF Coaching in Organizations; unveil the pre-release of the SCOPE–ICF study on coaching in Indian PSEs at ICF Converge 2026.

SCOPE concludes Advanced Global Leadership Program (AGLP 2.0)

SCOPE successfully concluded its flagship Advanced Global Leadership Program (AGLP 2.0) at the debriefing session, on 23rd October, 2026 at SCOPE Convention Centre, New Delhi. Designed to strengthen the leadership capabilities and global outlook of senior executives from PSEs, the debriefing session was addressed by Shri Atul Sobti, Director General, SCOPE; Shri Sipan Kumar Garg, Managing Director, THDC; and Prof. Prashant Mishra, Program Director, SCOPE AGLP & IIM-C. The program witnessed the participation of 27 senior executives from 9 CPSEs. Certificates were presented to participants upon successful completion of the program, which comprised a five-day training module at IIM Calcutta, a two-day workshop at SCOPE, Delhi, and a two-week international study-cum-business tour to Europe.



(L-R) Prof. Prashant Mishra, Program Director, SCOPE AGLP & IIM-C; Shri Atul Sobti, Director General, SCOPE; and Shri Sipan Kumar Garg, Managing Director, THDC, during the debriefing session of AGLP.

Addressing the debriefing session, Shri Atul Sobti highlighted that AGLP 2.0 was a carefully designed leadership development initiative, bringing together academic insights, interactions with distinguished policymakers and industry leaders, and international exposure. He emphasised that the program's learnings should be translated into actionable initiatives within organizations and that continuous learning remains essential throughout one's career.

Shri Sipan Kumar Garg while addressing the participants, emphasised that the impact of a training program may not be immediately visible, but it gradually reflects in an individual's thinking, decisions and actions. He highlighted that these learnings ultimately enrich both the individual and the organization.

Prof. Prashant Mishra in his address, highlighted the importance of learning from shared experiences and diverse perspectives in leadership development. Emphasising the role of diversity in driving innovation, he underscored that breakthrough ideas often emerge from diverse viewpoints.

As part of AGLP 2.0, participants also successfully undertook an immersive international study-cum-business tour from 28th September to 9th October, 2026. During the immersion, the delegation received academic guidance, which helped to contextualise the international learnings for the Indian public sector environment. The tour covered Finland, Sweden, Norway, Switzerland, France and the Netherlands. It began in Helsinki with official meetings at Aalto University School of Business, VTT Technical Research Centre, and the KIRA Hub, followed by Stockholm, where the participants interacted with Accenture, Ericsson, IVL Swedish Environmental Research Institute, RISE, KTH Royal Institute of Technology, and the Indian Embassy.

The group then moved to Oslo, visiting BI Norwegian Business School and the Nexans plant in Halden, before proceeding to Geneva, where meetings were held with the Permanent Mission of India, the International Labour Organization, and the International Organization of Employers. The tour continued to Paris, where the participants visited ESSEC School of Management, and concluded at the Rotterdam School of Management in the Netherlands.

Through these engagements with leading academic institutions, global organizations and industry players, participants gained first-hand exposure to international best practices in business, technology, sustainability and governance, strengthening the global perspective that is central to the program.

Concluding the journey, participants shared their key learnings at the debriefing session, highlighting the importance of global benchmarking, innovation and continuous learning. These insights from the program reflect the value of the international exposure participants gained. SCOPE remains committed to developing globally competent, future-ready leaders for the public sector through impactful leadership development initiatives, and this journey continues.

Across Global Shores: Glimpses of AGLP 2.0's

















International Immersion and Debriefing Session















Feedback from the participants of Advanced

Excellent program and an enriching experience which is bound to shape our thoughts.

A very well designed and progressive program seamlessly integrating academic learning, leadership perspective and international exposure. The content was highly relevant to contemporary CPSE challenges, covering strategy, operational excellence, technology, finance, sustainability, geopolitics etc.

Exposure to senior officers in GOI and abroad research institutions, managerial institutions, international institutions was really extraordinary.

Faculty were very resourceful and sessions were pin-point.

The key learnings that will be most valuable component for my current / future leadership roles

- Think strategically
- Lead responsibly
- Innovate continuously
- Develop sense of proportion

Academia and Industry connect.
Collaborative approach of
Innovation and R&D ecosystem development
Pre cast building construction system
Environmental sensitivity
Digitalization, AI - Catchup with them
Wealth from the waste
Cleanliness

Enriched program - will definitely recommend my colleague to experience this program

Mix of Eminent academicians, former Sr. Govt officials, dispolomats and domain experts. Sessions were Insightful, contemporary & highly relevant to Bd. level leadership.

Exceptional & enriching experience. The program broadened the perspective about the leadership, goverance, Innovation, technology, sustainability & global developments.

The most valuable learning has been the opportunity to view leadership from a much broader persepective moving beyond operational excellence to strategy people, technology, finance, geopolitics, sustainability etc.

National Workshop on Totality of Project Management at SCOPE Complex, New Delhi

A national workshop on the 'Totality of Project Management', organized by the International Institute of Projects and Program Management (i2P2M) in association with SCOPE, was held from 12th to 14th October, 2026 at the SCOPE Complex, New Delhi. The inaugural session was addressed by Shri Atul Sobti, Director General, SCOPE, in the presence of Shri Adesh Jain, Chairman, International Institute of Projects and Program Management (i2P2M), and Smt. Ruchira Jain, Managing Director, CEPM.

The three-day workshop deliberated on project planning, execution, risk management and organizational excellence. Over 60 participants from nearly 20 Public Sector Enterprises (PSEs), along with project management professionals and practitioners, attended the workshop.

Addressing the participants, Shri Atul Sobti emphasized that beyond scheduling, costing and technical frameworks, the ultimate success of any project rests on the human touch. He highlighted the importance of empowering people with conviction and passion to achieve results. In an era of rapid change and artificial intelligence, he stressed that "lifelong learning—skilling, reskilling, and upskilling—must remain our core mantra."



(L-R) Smt. Ruchira Jain, MD, CEPM; Shri Atul Sobti, DG, SCOPE; and Shri Adesh Jain, Chairman, i2P2M; during the inaugural session of the workshop.

Such collaborative programs strengthen professional capabilities and encourage knowledge-sharing. They also advance SCOPE's aim of building a stronger, more efficient and sustainable Public Sector.

DG, SCOPE honoured with the 'Lifetime Achievement Award' at the National Management Summit

The prestigious event was organized by the Top Rankers Management Club at Hotel Le Meridien, New Delhi recently. It celebrated enterprises, academia, entrepreneurs and visionaries who have established new benchmarks of performance, innovation, and integrity.



SCOPE & IISD (Canada & Geneva) launch 'PSUs for PLANET'

Pursuant to a recent MoU, SCOPE and the International Institute for Sustainable Development (IISD), Canada and Geneva, convened a workshop on Climate-Related Disclosures for Public Sector Enterprises (PSEs) on 9th October, 2026 at Orchid Hall, SCOPE Convention Centre, New Delhi. The convening, held under the PSUs for Practitioners' Learning and Action Network on Energy Transition (PLANET) was addressed by Mr. Atul Sobti, Director General, SCOPE, and Mr. Christopher Beaton, Director, Energy Program, IISD.

Addressing the inaugural session, Mr. Atul Sobti highlighted the significance of the initiative and stated that PSUs for PLANET is a platform where the public sector can engage, exchange, and emerge with practical learning, identify challenges, and can make collaborative efforts in the priority areas.

Mr. Christopher Beaton underscored that there will be no mitigation of climate change without involving India's PSUs that can play an incredible role in leading India's energy transition.

The convening aimed to build a shared understanding of the evolving climate-related disclosure landscape in India and globally, including emerging regulatory requirements, reporting frameworks and market expectations. It also sought to explore the challenges and opportunities for energy sector PSEs in disclosure reporting, governance, risk management and transition planning. The convening deliberated on new robust climate-related disclosures that can strengthen governance, inform capital allocation decisions, facilitate access to sustainable finance and demonstrate leadership in India's energy transition.

The program comprised seven sessions featuring experts and practitioners from across the sector. Ms. Tanya Rana, Energy Analyst, South Asia, IEEFA, set the context by leading discussion on climate-related risks and the status of Business Responsibility and Sustainability Reporting (BRSR) among PSEs. Following this, Ms. Runa Sarkar, Professor, IIM Calcutta, led an interactive discussion on policy challenges and market expectations.

A session on Scope 3 emissions and science-based targets were conducted by Mr. Ashish Jindal, Senior Officer, SEforALL, and Ms. Jihyun Kim, Asia Engagement Lead, SBTi. Mr. Anshuman Kumar, Associate Director – ESG, IFCI, presented case studies on ESG reporting, offering practical insights into disclosure practices.



Mr. Atul Sobti, DG, SCOPE and Mr. Christopher Beaton, Director, Energy Program, IISD, during the inaugural session of the workshop.

Representatives from leading public sector enterprises shared their experiences of integrating climate-related disclosures into organizational practices. The speakers included Mr. Himanshu Arora, Senior Manager (Sustainable Development), IOCL; Mr. Raveesh Nandan Singh, Additional Chief Manager – Corporate Environment Cell, NLCIL; and Mr. Tushar Kataria, Senior Manager (Sustainable Development), NTPC. Their perspectives highlighted organizational experiences and practical considerations in advancing sustainability reporting.

The program concluded with an interactive session examining gaps in disclosure reporting, top priorities for PSEs in ESG-related reporting, and the kind of technical assistance required under the platform. These deliberations provided an opportunity to identify areas for further collaboration and capacity-building support.

The convening marked the second engagement in the PSUs for PLANET series, a first-of-its-kind initiative aimed at strengthening the energy transition of public sector enterprises. By bringing together PSEs, practitioners, experts and other stakeholders, the platform seeks to foster collective learning, build a unified voice and develop collaborative solutions to advance climate action and sustainable energy transition.

Charting the Energy Transition: PSUs for PLANET Convening,















9th October 2026, SCOPE Convention Centre, New Delhi















SCOPE & MoLE organize "Shram Samvad" on Labour Codes in Delhi and Haridwar

Standing Conference of Public Enterprises (SCOPE), in association with the Ministry of Labour & Employment, GoI, organized *"Shram Samvad"*, a series of capacity-building and awareness programs on the Labour Codes in Delhi on 30th September, 2026 and at BHEL, Haridwar on 1st October, 2026. The initiatives brought together around 300 representatives from Public Sector Enterprises (PSEs), private sector organizations and other establishments to familiarise them with the key provisions of the four Labour Codes, address implementation-related queries and help organizations prepare for compliance.

The Delhi program witnessed participation from 151 representatives representing 40 PSEs and other organizations, primarily from HR, legal and finance functions. The Haridwar program was coordinated by BHEL and witnessed the participation of around 150 representatives from various public and private sector organizations across Haridwar, Rishikesh and Roorkee.

At the Delhi program, Dr. Mahendra Kumar, Joint Secretary, Ministry of Labour & Employment, addressed the gathering as Chief Guest, while Shri Pandurang Pole, Secretary-cum-Commissioner (Labour), NCT of Delhi, delivered the special address. The technical sessions were conducted by Dr. R.G. Meena, Advisor, Ministry of Labour & Employment. The Haridwar program was inaugurated by Shri Govind Ram, Deputy Secretary, Ministry of Labour and Employment; in the presence of Shri Umesh Chand Rai, Deputy Labour Commissioner; Shri Udit Shah, Regional Provident Fund Commissioner; and other senior officials from the Ministry, EPFO, VVGNLI, the Directorate of Mines Safety and BHEL.



Dr. Mahendra Kumar, Joint Secretary, MoLE, addressing the gathering at SCOPE Minar, New Delhi.

Both programs provided a platform for interaction between government officials, industry representatives and HR professionals, enabling them to clarify queries and discuss practical aspects of implementing the Labour Codes. Through Shram Samvad, SCOPE reaffirmed its commitment to strengthening Government–industry collaboration, promoting awareness of labour reforms and encouraging organizations to adopt effective practices that advance workers' welfare and social security.



Interactive Sessions on Labour Codes at BHEL, Haridwar

Council of Indian Employers (CIE) Meeting at SCOPE



Shri Atul Sobti, DG, SCOPE with Shri Alok B. Shriram, President, CIE; Shri Chetan Bijesure, Executive Director, AIOE; Shri Rajnesh Khosla, Consultant, AIOE; and Smt. Parisha Singh, Deputy Director, AIOE during the meeting.

The Council of Indian Employers (CIE), comprising the All India Organization of Employers (AIOE), Standing Conference of Public Enterprises (SCOPE) and Employers' Federation of India (EFI), held its meeting at SCOPE Convention Centre, New Delhi, on 16th October, 2026. The meeting was attended by Shri Alok B. Shriram, President, CIE, and Senior Managing Director & CEO, DCM Shriram Industries Ltd; Shri Atul Sobti, DG, SCOPE and Member, Governing Body, ILO; Shri Chetan Bijesure, Executive Director, AIOE; Shri Sougata Roy Choudhary, DG, EFI; Shri Rajnesh Khosla, Consultant, AIOE; Smt. Parisha Singh, Deputy Director, AIOE; Ms. Harsh, EFI and senior officials from SCOPE.

The meeting reviewed recent developments at the International Labour Organization (ILO), where it was discussed that India's presence in the Governing Body of the ILO has been strengthened given DG SCOPE's representation as a Titular Employer Member, representing employers across the ILO's 187 member countries. The meeting also reflected on the agenda of the upcoming Governing Body including election of the Director General, ILO; Membership of Chief Industrial Importance, country cases, informality and related issues. The meeting reflected on the possible changes in the ILO given the undergoing reforms and election of the Director-General in coming months.

The meeting also deliberated on a recent meeting of CIE constituents with Ms. Kaori Nakamura, ILO Regional Director for Asia and the Pacific, held during her visit to India.



DG, SCOPE, addressing the CIE meeting.

FINANCIAL EXPRESS

CORPORATE BRIEFS



SCOPE: The National Workshop on Totality of Project Management was inaugurated by Atul Sobti, DG, SCOPE, AT SCOPE COMPLEX, New Delhi, in the presence of Adesh Jain, Chairman, International Institute of Projects and Program Management (I2P2M). The three day workshop is organized by I2P2M in association with SCOPE and brings together over 60 participants from nearly 20 PSEs, along with project management professionals and practitioners. Addressing the participants, Atul Sobti emphasized that in an era of rapid change and artificial intelligence, "lifelong learning—skilling, reskilling, and upskilling—must remain our core mantra."

The Indian EXPRESS

CORPORATE BRIEFS



SCOPE: The National Workshop on Totality of Project Management was inaugurated by Atul Sobti, DG, SCOPE, AT SCOPE COMPLEX, New Delhi, in the presence of Adesh Jain, Chairman, International Institute of Projects and Program Management (I2P2M). The three day workshop is organized by I2P2M in association with SCOPE and brings together over 60 participants from nearly 20 PSEs, along with project management professionals and practitioners. Addressing the participants, Atul Sobti emphasized that in an era of rapid change and artificial intelligence, "lifelong learning—skilling, reskilling, and upskilling—must remain our core mantra."

Hindustan Times

SCOPE Hosts National Project Management Workshop



SCOPE Director General Atul Sobti inaugurated a 3-day Totality of Project Management workshop in New Delhi. Organised by I2P2M with SCOPE, it brings together 60-plus participants from nearly 20 PSEs to strengthen project management capabilities.

Indian GRAPEVINE

SCOPE & IISD Launch 'PSUs for PLANET'



अमर उजाला

नई दिल्ली | सोमवार, 19 अक्टूबर 2026

उद्योग जगत

स्कोप कॉम्प्लेक्स में परियोजना प्रबंधन पर राष्ट्रीय कार्यशाला शुरू



PSU Connect

National Workshop on Totality of Project Management at SCOPE Complex, New Delhi



FREE PRESS

corporate gallery

Nat'l Workshop on Totality of Project Management at SCOPE



The National Workshop on Totality of Project Management (TPM) was inaugurated by Atul Sobti, Director General, SCOPE, at SCOPE Complex, New Delhi, in the presence of Adesh Jain, Chairman, International Institute of Projects and Program Management (I2P2M). The three-day workshop is being organised by i2P2M in association with SCOPE. This unique programme brings together over 60 participants from nearly 20 Public Sector Enterprises (PSEs), along with project management professionals and practitioners, to deliberate on key aspects of effective project planning, execution, risk management and organisational excellence. Addressing the participants, Atul Sobti emphasized that beyond scheduling, costing and technical frameworks, the ultimate success of any project rests on the human touch. He highlighted the importance of empowering people with conviction and passion to achieve results. He further stressed that in an era of rapid change and artificial intelligence, "lifelong learning—skilling, reskilling, and upskilling—must remain our core mantra."

Indian Masterminds

SCOPE and BSD Launch 'PSUs for PLANET' initiative to Advance Energy Transition



PSUWATCH

Fast | Accurate | Engaging

SCOPE, i2P2M organise national workshop on project management

The workshop has brought together more than 60 participants from nearly 20 PSEs, along with project management professionals and practitioners



SCOPE, i2P2M organise national workshop on project management

PSU Watch Bureau

Published on: 14 Oct 2026, 10:58 am

New Delhi: Standing Conference of Public Enterprises (SCOPE) and the International Institute of Projects and Program Management (I2P2M) have jointly organised a three-day National Workshop on Totality of Project Management (TPM) at the SCOPE

IN MEDIA

The Tribune

CORPORATE BROADBAND

SCOPE, IISD unveil climate initiative

The Standing Conference of Public Enterprises (SCOPE) and the International Institute for Sustainable Development (IISD) have launched Practitioners' Learning and Action Network on Energy Transition (PLANET) for PSUs. Following a recent memorandum of understanding, the organisations held a workshop on climate-related disclosures for public sector enterprises. SCOPE Director General Atul Sobti and IISD Energy Programme Director Christopher Beaton addressed the session. The initiative aims to bring together public enterprises, experts and practitioners to develop solutions and strengthen their role in the energy transition.

FINANCIAL EXPRESS

CORPORATE BRIEFS

SCOPE: Pursuant to their recent MoU, SCOPE and IISD (Canada & Geneva) convened a workshop on 'Climate-Related Disclosures for PSEs,' addressed by Atul Sobti, Director General, SCOPE, and Christopher Beaton, Director, Energy Program, IISD. The convening under 'Practitioners' Learning and Action Network on Energy Transition (PLANET) for PSUs' focussed on "Climate-Related Disclosures for PSEs". A first of its kind initiative, this initiative aims to strengthen the energy transition of PSEs by focussing on pertinent subjects while bringing together PSEs, practitioners, experts, and other stakeholders, to form a unified voice through deliberations, discussions and solutions.



The Indian EXPRESS

CORPORATE BRIEFS

SCOPE: Pursuant to their recent MoU, SCOPE and IISD (Canada & Geneva) convened a workshop on 'Climate-Related Disclosures for PSEs,' addressed by Atul Sobti, Director General, SCOPE, and Christopher Beaton, Director, Energy Program, IISD. The convening under 'Practitioners' Learning and Action Network on Energy Transition (PLANET) for PSUs' focussed on "Climate-Related Disclosures for PSEs". A first of its kind initiative, this initiative aims to strengthen the energy transition of PSEs by focussing on pertinent subjects while bringing together PSEs, practitioners, experts, and other stakeholders, to form a unified voice through deliberations, discussions and solutions.



हिन्दुस्तान

सरोकार नए हिन्दुस्तान का

कॉरपोरेट कॉर्नर

आईआईएसडी और स्कोप की कार्यशाला



INDIAN PSU

SCOPE and IISD Launch 'PSUs for PLANET' Initiative to Advance Energy Transition



अमर उजाला

उद्योग जगत

स्कोप और आईआईएसडी ने 'पीएसयू फॉर प्लेनेट' पहल शुरू की



नई दिल्ली। स्कोप और कनाडा व जिनेवा के आईआईएसडी ने सार्वजनिक क्षेत्र के उद्यमों में ऊर्जा बदलाव को बढ़ावा देने के लिए 'पीएसयू फॉर प्लेनेट' पहल शुरू की है। इसके तहत जलवायु से जुड़ी जानकारी और रिपोर्टिंग के विषय पर एक कार्यशाला आयोजित की गई। कार्यशाला में स्कोप के महानिदेशक अतुल सोबती और आईआईएसडी के ऊर्जा कार्यक्रम निदेशक क्रिस्टोफर बीटन ने अपने विचार साझा किए। इस पहल का उद्देश्य सार्वजनिक क्षेत्र के उद्यमों, विशेषज्ञों और अन्य संबंधित पक्षों को एक मंच पर लाकर ऊर्जा बदलाव की चुनौतियों पर चर्चा करना और उनके समाधान तलाशना है। इसके माध्यम से जलवायु संबंधी जानकारी साझा करने और ऊर्जा परिवर्तन को मजबूत बनाने पर जोर दिया जाएगा।

समय जगत

टोटैलिटी ऑफ प्रोजेक्ट मैनेजमेंट पर नेशनल वर्कशॉप का हो रहा आयोजन



दिल्ली, समय जगत। नई दिल्ली के स्कोप कॉम्प्लेक्स में टोटैलिटी ऑफ प्रोजेक्ट मैनेजमेंट पर नेशनल वर्कशॉप का उद्घाटन स्कोप के डायरेक्टर जनरल श्री अतुल सोबती ने किया। इस मौके पर इंटरनेशनल इंस्टीट्यूट ऑफ प्रोजेक्ट्स एंड प्रोग्राम मैनेजमेंट के चेयरमैन आदेश जैन भी मौजूद थे। इस खास प्रोग्राम में लगभग 20 पब्लिक सेक्टर एंटरप्राइजेज से 60 से ज्यादा प्रतिभागी, साथ ही प्रोजेक्ट मैनेजमेंट के प्रोफेशनल और प्रैक्टिशनर शामिल हो रहे हैं। वे असरदार प्रोजेक्ट प्लानिंग, उसे लागू करने, रिस्क मैनेजमेंट और ऑर्गनाइजेशनल एक्सीलेंस जैसे अहम पहलुओं पर चर्चा करेंगे।

Hindustan Times



SCOPE Director General Atul Sobti and IISD Energy Program Director Christopher Beaton addressed a workshop on climate-related disclosures for public sector enterprises, launching 'PSUs for PLANET' to strengthen energy transition through collaboration and expert insights.

NEWS IP

VOICE OF THE SILENT MAJORITIES

SCOPE and IISD Launch PLANET for PSUs



HMM in Action

Learning that moves from insight to action

SCOPE and Harvard Business Impact are enabling public-sector professionals to build practical management capabilities through Harvard ManageMentor®. Explore the reach, the courses learners are using, and the workplace impact they are reporting.

6,540 PSE LEARNERS	**28** PUBLIC-SECTOR ENTERPRISES	**36,600+** COURSE COMPLETIONS
70,350+ LEARNING HOURS	**126,680+** VISITS	**300+** SUPER LEARNERS

Voices of impact | What learners say is changing at work



APPLYING LEARNING TO WORK

"Harvard ManageMentor upgraded my daily work by providing practical checklists for rapid decision-making and feedback tools for stronger team collaboration."

- Chaitrali Ahire, BEL



LEADERSHIP EFFECTIVENESS

"The insights on leadership, communication, and decision-making have strengthened my confidence in handling responsibilities."

- Mohammad Ahmad Rahbar, IOCL

CONTINUOUS GROWTH

"Every module offers practical frameworks, reflective exercises, and real-world insights that can be applied immediately."

- Sanjay Kumar, CIL



FUTURE READINESS

"Overall, the program has contributed significantly to my continuous learning journey and has strengthened my ability to drive results and collaborate effectively within my organization."

- Kuldeep Kumar, GAIL





REFLECTION AND SELF-AWARENESS

"The self-assessment exercises throughout the program encouraged me to reflect on my current capabilities and identify areas where I could improve."

- Shriram Thyagarajan, BEL



PRACTICAL SKILL BUILDING

"The structured modules, practical tools, and real-life business scenarios have helped me strengthen key competencies such as communication, decision-making, team management, problem-solving, and stakeholder engagement."

- Irfan Ali Siddique, NTPC

Learners repeatedly point to practical application, stronger leadership, continuous growth, and readiness for future challenges.

SHARE THE LEARNING : Nominate colleagues and help extend access across your PSE

For Nominations and further details, please reach out to

Ms. Amita Verma, DGM (Corporate Affairs, SCOPE), at amita@scopeonline.in 98719 88923

Hall of Fame | Celebrating progress. Keep learning.

Recognition is one part of the story. The bigger opportunity is to keep more learners exploring, applying, and sharing what works. Celebrating our **recent Super Learners** who have **completed all 42 courses** on HMM till the end of **September 2026.**

BHEL | 18 learners

- A Prasannakumar
- Abhishek Singh
- Abhishek Kumar
- Ambrish Singh
- Archana Kumari
- D S Pradeep Kumar Sarma
- Devabrata Sundar Ray
- J Sengathir
- Kapil Kumar .
- Venkat Rahul K
- Ratna Kumari J
- S Selvaraj
- Sushant Tiwari
- Vaibhav Bansal
- Devdutt Singh
- K Manoj
- Pavan Ahv
- Pavan C Pawar

BPCL | 4 learners

- Aditya Utkarsh
- Bhupendra Kumar Mishra
- Ramaprasad Baral
- Hari Vemireddy

CIL | 4 learners

- Rongali Charanteja
- Chandan Kunal
- Rambabu Pathak
- Ashutosh Swarnkar

IOCL | 10 learners

- Mohd. Lukman
- Dr. Arjyabaran Sinha
- Shivanjay Raj Lavaniya
- Rishabh Gupta
- Mehak Arora
- Tanmay Sarkar
- Prachi Ranjan
- Rohit Pratap Singh
- Sonal Karki Sharma
- Sanghamitra Tripathy

ONGC | 24 learners

- Vinod Kumar
- Bhooraj Sahu
- Komalbala S Pargi
- Sumanta Sarkar
- Swaroopa Dharavath
- Bhishmadev Mandal
- Vipin Shyamkumar Sharma
- Vemula Srinath
- Puneet Tanwar
- Sandip Mohanrao Deshpande
- Jitesh Raj Tanwar
- Ravi Deshwal
- Devendra Kumar
- Manoj Kumar
- Rajendra Kumar Meena
- Wazifa Sultana Rashidi
- Bibhash Kumar Saikia
- Prashant Singh
- Apoorv Agrawal
- Manish Kumar Modi
- Neeraj Kumar Shukla
- Neeraj Kumar
- Debasis Saikia
- Deepak Kumar

POWERGRID | 3 learners

- Nitesh Arora
- Sandeep Kumar Dasari
- Gagandeep Singh

BEL | 2 learners

- Sanchit Saxena
- Pruthviraj N N

GAIL | 2 learners

- Narasinga Rao Ch
- Chaitanya Telu

HPCL | 2 learners

- Prakash Singh
- Prakash Chandra Joshi

MRPL | 2 learners

- Udaya B.
- Ranjith R

NALCO | 1 learner

- Sumita Sahay

NHPC | 3 learners

- Anil Kumar
- Javed Akhtar
- Raja Banavath

RailTel | 1 learner

- Rajmani Singh

Course highlights | Short, applied lessons & tools ready for use

Leadership

Build trust and lead with purpose.

- **Leading People**
- **Leading in the Age of Gen AI**

Communication

Make messages clearer and more persuasive.

- **Feedback Essentials**
- **Difficult Interactions**

Decision Making

Use practical frameworks for stronger choices.

- **Decision Making**
- **Strategic Thinking**

Team Management

Strengthen collaboration and accountability.

- **Team Management**
- **Coaching**

Problem Solving

Move from symptoms to workable solutions.

- **Process Improvement**
- **Innovation and Creativity**

Stakeholder Engagement

Navigate priorities and build alignment.

- **Negotiating**
- **Leveraging Your Networks**

Join your fellow PSEs today in building the nation's leadership capability through Harvard ManageMentor Courses available to you through SCOPE's partnership with Harvard Business Impact.

PERSONALIA



Shri Jatin Kumar Nayak

assumes charge as
CMD
IREDA



Shri Manepalli Sridhar

assumes charge as
Director (HR)
Bharat Heavy Electricals Limited



Shri Ashutosh Gautam

assumes charge as
Director (Projects)
NBCC India Limited



Shri Nirmal Kumar Singh

assumes charge as
Director (Finance)
Mahanadi Coalfields Limited



Shri P L S S Chaitanya Prakash

assumes charge as
Director (Power)
NLC India Limited



Smt. Rekha Pandey

assumes charge as
Director (HR)
Mahanadi Coalfields Limited



Shri P. B. Rangarao

assumes charge as
Director (Operations)
Hindustan Aeronautics Limited



Shri Sanjay Kumar Mishra

assumes charge as
Director(Technical- P&P)
Northern Coalfields Limited

From Personnel Management to Human Resources: What India Gained and What It Lost



Dr. Rajen Mehrotra*

Introduction

In the 1970s, a Personnel Department could employ a qualified social worker to visit workers' homes. Today, few organizations do. This simple contrast captures a significant change in how organizations manage their workforce. Over the years, Personnel evolved into Human Resources (HR), bringing greater professionalisation, technology and new approaches to employee development. Yet, in the process, some of the personal connect and industrial relations expertise that once defined the function, appear to have diminished.

This article traces how Personnel became Human Resources in India and examines what organizations gained from this transition, what they lost, and what they might do well to retain.

The personnel function manages the employee lifecycle and is the primary link between management and the workforce. It covers six areas:

(i) **Personal matters:** Employment contracts, job descriptions, designations, reporting relationships, workplace locations, monthly remuneration, annual benefits, travel entitlements, expense reimbursement, attendance recording, leave entitlements, grievance handling, satisfaction surveys, etc.

(ii) **Welfare:** Statutory welfare benefits; company-specific benefits for all employees (uniforms, winter wear, monsoon protective gear); and benefits for employees at certain levels.

(iii) **Evaluation and development:** Annual performance appraisals, performance bonuses, rewards & recognition, annual increases in remuneration, promotions, competency mapping, training & development.

(iv) **Workforce Planning:** Analyse current workforce, forecast future needs, skill gap analysis, job evaluation, diversity - equity, & inclusion (DEI).

(v) **Workforce discipline:** Service rules and matters related to graft, theft, workplace violence, discrimination, sexual harassment, etc.

(vi) **Statutory compliance & Industrial Relations:** Ensuring compliance with all applicable laws governing employees and non-employees working within or for the organization; dealing with local, state and central government regulators, including the government labour department; dealing with employee and trade union representatives; and managing industrial relations.

Personnel Department

When I began my career in 1970 as an Assistant Engineer with Mukand Iron & Steel Works Ltd. (now Mukand Ltd.), I found a Personnel Department there, as in several other organizations. The Personnel Department handled these activities for all employees, whether an apprentice, a worker (permanent, temporary, badli), a staff member, a supervisor, an officer or a manager. It also dealt with worker, staff and trade union representatives on collective issues. In those days a Personnel Manager headed the department. With negligible automation, the work was done by hand.

In several organizations I observed Personnel Departments also employed qualified social workers. The social worker visited the families of workers and staff, learned of their problems, counselled them in confidence, and helped resolve those problems, with the organization's assistance where needed. These visits served a purpose beyond welfare. This was one of the more personal dimensions of personnel management.

Personnel Department to Human Resources Department

1991: A New Name, a Different Workforce

*Former Senior Employers' Specialist for South Asia, International Labour Organization (ILO)

Following the economic reforms of 1991, I observed that most enterprises in manufacturing and services, renamed their Personnel Departments as Human Resources (HR) Departments. They reduced their existing blue-collar and white-collar workforce through voluntary retirement schemes (VRS), as retrenchment needed prior government approval which was practically impossible to obtain.

Employees opted for VRS, which reduced union membership and weakened the unions' bargaining power. After 2000, industrial relations issues took a back seat in organizations.

The transition brought a more strategic perspective to people management. However, the changing workforce structure also altered the nature of the relationship between organizations and their employees.

Automation and Outsourcing

After 1991, many routine personnel activities were automated using technology for employee data maintenance, attendance recording, leave sanctioning, performance appraisal and more. Many enterprises also used Enterprise Resource Planning (ERP) systems with modules covering the HR function.

Many organizations outsourced payroll processing.

Contract Labour After 2001

The rise of contract labour was a post-1991 phenomenon. The Supreme Court Constitution Bench judgment of 30 August 2001 in *Steel Authority of India Ltd. v. National Union Waterfront Workers*, (2001) 7 SCC 1, was a landmark.

This contributed to a substantial rise in the use of contract labour. Most organizations contract workers instead of filling vacancies by departing workers, or meeting additional requirements, through direct recruitment.

Present Employment Pattern

Today, many manufacturing and service organizations have executives and officers, minimum permanent workers, no temporary workers, and a substantial contract workforce supplied by contractors.

Enterprises also engage trainees: apprentices under the Apprentices Act, 1961 (including Optional Trade apprentices and those supported by the National Apprenticeship Promotion Scheme, NAPS 2.0); interns under the Prime Minister's Internship Scheme (PMIS); and trainees from skilling programmes such as the Pradhan Mantri Kaushal Vikas Yojana (PMKVY 4.0).

In several organizations, I have observed that trainees are used as substitutes for the regular workforce, with only a minimal training component. They perform work that was previously done by workers.

The employment model has changed drastically since 2001. Yet every activity under Personnel Management (now Human Resource Management), must still be performed, whether in-house or outsourced.

The Impact on the HR Function

I now observe a number of organizations using Artificial Intelligence (AI) for various activities, including shortlisting applicants for recruitment, running well-established outsourced payroll systems, and offering digital employee self-service. Most interactions with employees take place electronically.

The transition to HR has undoubtedly brought gains. Technology has improved the speed and efficiency of routine processes, while professional HR systems have strengthened performance management, training and development, and workforce planning.

An unfortunate side-effect of the change in employment pattern or developments in industrial relations, or the nuances of the applicable labour laws. In my observation, few HR professionals today have the knowledge and experience to handle serious, at times explosive, industrial relations situations, or to prevent them.

Another development whose seriousness organizations do not readily recognize is that companies no longer employ qualified social workers. In earlier years, social workers played a critical role in maintaining the morale of workers and staff and in sustaining effective relationships.

Today, neither HR professionals nor those professionals dealing with staff, workers and contract labour take the trouble to understand their problems, hardships and living conditions. Social workers once did this through home visits and conversations with workers, staff and their families.

The concern is not that HR has become more professional or technology-driven. Rather, it is that the growing emphasis on systems, transactions and efficiency may have come at the cost of personal engagement, an understanding of workers' circumstances including contract workers, and the ability to recognize and resolve problems before they escalate.

Conclusion

Since 1970, the HR function, as I have observed it, has become less "personal" and more "transactional". Qualified

professionals increasingly work in silos within the subdivisions of HR.

India has gained from the transition to HR through more structured people management, professional development practices, technology-enabled processes and a stronger alignment between workforce capabilities and business objectives. These are important gains. Yet the loss of close engagement with workers, the weakening of industrial relations expertise and the disappearance of the qualified social worker from many organizations raise questions about what has been left behind.

While the phrase **"people are the greatest asset"** is a staple of corporate mission statements and townhalls, a sharp gap often exists between rhetoric and daily practice in most organizations.

Perhaps the question is not whether Personnel Management or Human Resources is the better model. It is whether organizations can retain the professional strengths of modern HR while recovering the human understanding and personal connect that once gave personnel management its distinctive value.



ARTICLE

80 Years of Independence, 80 Years of HR: From Personnel to People Strategy



Robin Antony*



Dr. A.N. Tripathy**

(Read the first part of this article in the previous issue of KALEIDOSCOPE magazine)

Evolution of HR in the Indian Context

The development of HR in India followed a somewhat different trajectory from that of the West. India's predominantly agrarian economy and the relatively late development of large-scale industrialization influenced the pace at which formal personnel practices emerged.

During the colonial period, growing industrialization and the expansion of the workforce led to increasing attention to employee welfare and industrial relations. The World Wars produced significant economic and industrial pressures in British India, including rising prices, pressure on real wages and increased industrial unrest. These conditions, together with the wider growth of organized labour, contributed to the development of trade unionism and increased pressure on employers to address wages, safety and working conditions through strikes, lockouts.

The growth of trade unions, particularly after the First World War, placed greater pressure on employers to address worker safety, health and working conditions.

The Royal Commission on Labour also played an important role in drawing attention to labour welfare and the need for welfare officers in industrial establishments. Before Independence, therefore, several developments in labour relations and worker protection laid the groundwork for the formalization of personnel practices in India.

Following Independence in 1947, the country's approach to labour and employment became increasingly institutionalized. The Factories Act, 1948, along with several other labour laws introduced over subsequent decades, established important frameworks concerning workplace safety, working conditions, employee rights and industrial relations.

From the 1950s through the 1970s, India's expanding public sector also influenced the development of the HR function. Industrial relations, statutory compliance, employee welfare and workforce discipline became major areas of focus. However, this period also saw a time of economic decline and this affected the workforce including pay, workplace conditions etc.

The first National Commission on Labour (1969) focused on work committees and collective bargaining, emphasized the role of labour/welfare officers for improved working conditions and safety measures.

The second NCL (2002) headed by Sh. Ravindra Verma focused on employee welfare, unorganized sectors, contractual workers, employee compensations. Among other recommendations, the Second National Commission on Labour recommended grouping existing labour laws into a smaller number of broad labour codes (the present labour codes). This recommendation subsequently set the base for the Government's labour-law consolidation process. It is pertinent to mention that in the present scenario, there is an ardent need for constituting a third NCL for mitigating issues related to gig-economy employment model, implementation of labour codes, uniformity in employment conditions, worker protection and safety etc.

During this period, however, HR was often viewed primarily through the lens of personnel administration and compliance. Areas such as leadership development, career planning, organizational learning and employee potential had comparatively less prominence.

The Rise of Human Resource Development in India

*Deputy Manager (HR) THDC India Limited, Rishikesh

**Chief General Manager (HR&A, HRD & CC) THDC India Limited, Rishikesh

A significant shift began to emerge during the 1980s, particularly with the growing emphasis on Human Resource Development (HRD).

Indian HR thinkers such as Dr. Udai Pareek and Dr. T. V. Rao played influential roles in promoting the idea that employees should not merely be administered but developed. Learning, capability building, career development and employee potential began receiving greater attention. They further developed the OCTAPAC Framework, 10 dimensions of role efficacy, HRD Matrix etc.

This represented a fundamental change in thinking. The question was no longer simply, "How do we manage employees?" It increasingly became, "How do we develop people and enable them to contribute more effectively?"

Larsen & Toubro (L&T) became an important example of this shift, establishing a dedicated HRD function with a strong emphasis on learning, development and organizational interventions. Bharat Earth Movers Limited (BEML) was an early public-sector adopter of the HRD approach. In 1978, Udai Pareek and S. K. Bhattacharya recommended the establishment of an HRD department at BEML, with T. V. Rao subsequently involved in developing the function. This marked an important stage in the evolution of HRD in India's public sector. The work of HRD pioneers and institutions such as IIM Ahmedabad contributed to the development and spread of these ideas across Indian organizations.

HR was gradually moving away from traditional personnel management towards a broader and more developmental approach to people.

1991: A Turning Point for Indian HR

The economic reforms of 1991, commonly associated with Liberalization, Privatization and Globalization (LPG), marked a major turning point for Indian businesses—and consequently for HR. The economic reforms of 1991 significantly altered India's competitive and organizational environment, contributing to changes in HRM practices and the increasing strategic role of HR.

The opening of the Indian economy increased competition, encouraged foreign investment and accelerated the growth of sectors such as information technology and services. Indian organizations increasingly found themselves competing not only for customers but also for skilled talent.

The HR function had to respond.

Talent acquisition became more sophisticated and, in many sectors, significantly larger in scale. Organizations invested more heavily in training, leadership development, succession planning, employee retention and capability building. HR professionals increasingly had to align workforce strategies with business objectives.

The traditional personnel function was therefore evolving into Strategic HR.

This transformation also elevated the organizational standing of HR leaders. In many companies, the HR head gradually became part of the senior leadership team, contributing to strategic discussions rather than focusing solely on administrative and compliance matters.

The Digital Transformation of HR

The rapid adoption of technology further changed the way HR operated in India.

Paper-based processes increasingly gave way to Human Resource Management Systems (HRMS) and digital platforms. Employee information, attendance, payroll, recruitment, performance management and learning could increasingly be managed through integrated systems.

The availability of digital data also enabled organizations to measure HR outcomes more effectively. Concepts such as attrition, retention, employee productivity, training effectiveness and return on investment became increasingly important in HR decision-making.

HR was becoming more analytical.

Instead of relying exclusively on intuition and experience, HR professionals could increasingly use data to understand workforce trends, identify risks and support business decisions.

In many respects, Indian HR had moved significantly closer to global HR practices.

The AI Era: What Comes Next for HR?

Today, HR is entering yet another transformative phase.

Artificial Intelligence is changing the way organizations recruit, develop and manage talent. Activities such as resume screening, candidate matching, employee queries, learning recommendations, workforce analytics and elements of performance management

can increasingly be supported by AI-powered systems.

This transformation inevitably raises an important question:

Can AI replace the workforce?

For HR professionals, an equally important question may be:

Can AI replace HR professionals?

The answer is unlikely to be a simple yes or no.

AI can automate processes, analyze enormous volumes of information and perform repetitive tasks with remarkable speed. It can potentially make HR more efficient, reduce administrative workloads and enable professionals to focus on higher-value activities.

But HR is fundamentally about people.

Organizations consist of individuals with different aspirations, emotions, motivations, experiences and expectations. Difficult conversations, conflict resolution, leadership, empathy, trust-building, organizational culture and ethical judgement cannot be reduced entirely to algorithms.

Technology can provide information. It can identify patterns. It can recommend actions. But the human connection remains at the heart of Human Resources.

The Future of HR: Technology with a Human Touch

The evolution of HR over the past several decades reveals a fascinating transformation. What began largely as labour administration gradually developed into personnel management, employee welfare, Human Resource Development, Strategic HR, digital HR and now AI-enabled HR.

Each stage has not completely replaced the previous one; rather, it has added another layer to the function.

The HR professional of the future will therefore need to be both technology-enabled and human-centric.

The ability to understand data will be as important as the ability to understand people. AI literacy will need to coexist with emotional intelligence. Automation will need to be balanced with empathy. Business understanding will need to be complemented by an understanding of organizational culture and employee experience.

India's 80-year journey since Independence provides an appropriate backdrop for reflecting on this evolution. Just as India has transformed from a newly independent nation into an increasingly influential global economy, HR has transformed from a largely administrative function into a strategic contributor to organizational success.

The next chapter of HR will undoubtedly be shaped by AI, analytics, automation and emerging technologies.

But one principle is unlikely to change:

Technology may transform the way organizations manage people, but the future of HR will continue to depend on understanding people and maintaining human relationships between each other.

After all, the function is called Human Resources for a reason.

References:

1. Taylor, F. W. (1911). "The principles of scientific management"
2. Maslow, A. H. (1943). "A theory of human motivation. Psychological Review", 50(4), 370–396.
3. McClelland, D. C. (1961). "The achieving society".
4. Ulrich, D. (1997). Human resource champions: The next agenda for adding value and delivering results
5. Rao, T. V. (1999). HRD audit. Response Books, Sage Publications.
6. Royal Commission on Labour in India. (1931). Report of the Royal Commission on Labour in India.
7. National Commission on Labour. (1969). Report of the National Commission on Labour. Government of India.
8. Pareek, U., & Rao, T. V. (2008). From a sapling to the forest: The saga of the development of HRD in India. Human Resource Development International.
9. Pareek, U., & Rao, T. V. (1992). Designing and managing human resource systems.
10. Stone, D. L., Deadrick, D. L., Lukaszewski, K. M., & Johnson, R. (2015). The influence of technology on the future of human resource management. Human Resource Management Review, 25(2)
11. World Economic Forum. (2021). Human-centred artificial intelligence for human resources: State of play and the path ahead.

SECURING THE SKIES: Cybersecurity Challenges and the Future of Digital Aviation



Prof. (Dr.) Dewaker Goel*

The digital airport and its hidden vulnerabilities

Over the past two decades, civil aviation has undergone a profound digital transformation. Online check-in, electronic boarding passes, biometric identity verification, automated baggage handling, cloud-based applications, electronic flight bags, digital air traffic management and data-driven operational control have changed the way airports and airlines function. Artificial intelligence, robotics and automation are increasingly supporting passenger facilitation, security screening, maintenance, resource planning and air navigation services.

These developments have improved efficiency, capacity, passenger convenience and the ability to make decisions using real-time information. Yet the same connectivity that makes modern aviation more efficient also creates exposure. A disruption to a digital platform can quickly affect systems on which passengers, airlines, airports, air navigation service providers, ground handlers and regulators depend. Cybersecurity is therefore no longer merely an information-technology concern. It is an essential element of aviation safety, aviation security, operational continuity and public confidence.

The central question is not whether aviation should embrace technology. It must. The real question is how the industry can innovate while ensuring that its increasingly interconnected systems remain safe, secure, reliable and resilient.

Why aviation is an attractive cyber target

Aviation is a complex, time-sensitive and highly interconnected ecosystem. An airport may rely on a common network environment or interconnected service providers for passenger processing, access control, baggage reconciliation, flight information displays, building management, communications, parking, retail payments and operational coordination. Airlines, airports, air navigation service providers, border agencies, technology vendors and ground-handling contractors exchange information across organizational boundaries.

This interdependence creates several motivations for malicious actors. Criminal groups may seek financial gain through ransomware, extortion, fraud or theft of personal information. Hacktivists may attempt to disrupt public-facing services or attract attention to a political cause. State-linked actors may pursue espionage, strategic disruption or intelligence gathering. Insiders may misuse legitimate access, whether deliberately or through negligence. A compromised supplier or contractor can also provide an indirect route into systems operated by an airport or airline.

The consequences can extend beyond the immediate loss of data. A cyber incident may interrupt check-in, baggage operations, passenger information, staff access, flight planning or communications. It can cause delays, diversions, congestion, additional costs, regulatory scrutiny and reputational damage. Where systems supporting safety-critical functions are affected, the incident must be assessed through the appropriate aviation safety and security processes rather than treated as an ordinary IT outage.

The changing threat landscape

The threat environment has evolved from relatively simple website defacement and isolated malware incidents to more organized, persistent and commercially motivated operations. Ransomware and data extortion can combine the encryption of systems with the theft and threatened publication of sensitive information. Distributed denial-of-service attacks can make public-facing services unavailable by overwhelming them with traffic. Phishing and social engineering remain effective because attackers frequently target people and their access credentials rather than attempting to defeat technical controls directly.

*Chairman, Aero Academy of Aviation Science and Management, IATA (Switzerland) and ICAO (Montreal), Qualified Instructor Former Executive Director, Airports Authority of India, Former Director, Indian Aviation Academy, Govt. of India.

Other important risks include exploitation of unpatched software, stolen or misused privileged credentials, insecure remote access, supply-chain compromise, cloud misconfiguration, malicious removable media and weaknesses in operational technology. Artificial intelligence can increase the scale and credibility of phishing, impersonation and reconnaissance. At the same time, AI-enabled monitoring and analytics can help defenders identify unusual behaviour. The technology is therefore neither inherently protective nor inherently harmful; outcomes depend on governance, design, controls and human oversight.

A further concern is the integrity and availability of communications, navigation and surveillance information. In September 2026, the United States Government Accountability Office reported that the Federal Aviation Administration had identified spectrum-related threats, including spoofing and jamming, but had not completed all risk and mitigation assessments or established real-time monitoring and detection capability for every relevant threat. The report also discussed vulnerabilities affecting aircraft communication applications. These findings underline that aviation cyber resilience must consider both conventional network attacks and threats involving radio-frequency communications and data integrity [4].

Historical incidents cited in earlier discussions—including attacks affecting airport websites, passenger information displays, airline data and third-party systems—remain useful reminders. However, they should be understood as examples from their respective periods, not as a complete picture of today's threat environment. The sector must continually reassess risks because technologies, threat actors and attack methods change.

What needs protection at an airport?

An airport's cyber risk assessment should consider the complete operational ecosystem, including systems owned by the airport and those operated by airlines, government agencies, concessionaires, contractors and other service providers. Important areas include:

Passenger-processing systems: check-in, boarding, departure control, biometric identity and self-service kiosks.

Baggage systems: baggage handling, reconciliation, tracking and interfaces with airline systems.

Airside and operational systems: access control, perimeter intrusion detection, CCTV, operational databases and resource-management platforms.

Air navigation and communications interfaces: systems and data supporting air traffic services, aeronautical information and operational coordination, subject to the applicable safety and security requirements.

Information technology: corporate networks, email, identity management, databases, websites, cloud services and remote-access platforms.

Operational technology and building systems: power, heating, ventilation, cooling, lifts, lighting, fuel infrastructure and supervisory control and data acquisition (SCADA) environments.

Commercial and public-facing services: airport Wi-Fi, retail point-of-sale systems, parking, passenger apps and digital payment facilities.

Third-party connections: vendors, maintenance providers, ground handlers, consultants, software suppliers and outsourced service providers.

The objective is not to assume that every system has the same level of risk. Each asset should be classified according to its operational importance, the sensitivity of the information it handles, its connectivity, the consequences of compromise and the time required to restore it. Systems whose failure could affect safe operations or essential airport services require especially careful assessment and protection.

Passenger data, biometrics and privacy

Digital identity and biometric processing can make journeys more seamless by reducing repeated document checks and enabling passengers to move through selected airport processes with greater convenience. Initiatives based on interoperable digital identity, including the IATA One ID concept, seek to improve the passenger journey through secure sharing of trusted identity information. Their success, however, depends on trust, transparency, sound data governance and effective safeguards.

Biometric information deserves particular protection because, unlike a password, a person's face or fingerprint cannot simply be changed after compromise. Airports and their partners should collect only information that is necessary for a clearly defined purpose, retain it only for an appropriate period, restrict access, encrypt it in storage and transit, and ensure that data-sharing arrangements are transparent and lawful. Privacy impact assessments, clear accountability and meaningful procedures for handling complaints and breaches should be part of system design—not added after deployment.

Passengers also have a role. They should be cautious about unsolicited messages, suspicious links and requests

for personal information. They should avoid connecting personal devices to unknown USB data ports where safer charging options are available, keep devices updated and use secure networks. Airports should provide safe charging facilities and clear advice. Technical measures such as charge-only adapters or data-blocking ports can reduce exposure at public charging points, but they should complement—not replace—sound network and device security.

Insider risk and the supply chain

Aviation organizations often depend on a large workforce that includes permanent employees, temporary staff, contractors and personnel employed by third-party service providers. These individuals may need access to systems or sensitive information to perform legitimate duties. The risk arises when access is excessive, poorly monitored, shared, retained after a role changes or exploited through coercion, error or malicious intent.

The answer is not to treat every employee or contractor with suspicion. It is to establish proportionate controls that protect both the organization and its people. Access should be based on role and business need, reviewed periodically and removed promptly when no longer required. Privileged accounts should receive stronger protection and monitoring. Personnel should understand how to report suspicious activity without fear of unfair treatment. Background checks, contractual security requirements and supplier assurance should be proportionate to the sensitivity of the work and consistent with applicable law.

Third-party risk deserves particular attention. Contracts should specify minimum security requirements, incident notification timelines, audit rights, data-handling responsibilities, subcontractor controls and arrangements for secure termination of services. Airports should understand which critical services depend on external providers and what alternatives exist if a supplier becomes unavailable.

A practical framework for airport cyber resilience

Cybersecurity should be integrated into corporate governance and airport risk management. It cannot be delegated exclusively to the IT department. The board and senior management should understand the organization's most important cyber risks, the potential operational consequences, the resources required to manage them and the level of residual risk being accepted.

1. Governance, accountability and risk ownership

Establish clear responsibilities across airport management, IT, operations, safety, security, legal, procurement, human resources, communications and business continuity. Maintain an inventory of critical assets, data flows, system owners and external dependencies. Cyber risk should appear in the enterprise risk register and be reviewed regularly by senior leadership.

2. Identify and prioritise critical assets

Map systems according to criticality, connectivity, data sensitivity and operational impact. Assess both the likelihood of compromise and the consequences of disruption. Prioritise protection of systems whose loss could affect safety, security, essential services or the airport's ability to recover. A risk-based approach is more effective than attempting to apply identical controls to every device.

3. Protect systems through layered controls

Use multi-factor authentication, strong identity management, least-privilege access, secure configuration, timely patching, endpoint protection, network segmentation, encryption, secure backups and controlled remote access. Separate operational technology from general corporate networks wherever practicable, while ensuring that necessary interfaces are secure and monitored. Apply secure development and procurement practices to new digital systems.

4. Detect threats early

Maintain centralised logging and monitoring for critical systems, with alerting for unusual access, unexpected data movement, suspicious changes and abnormal network behaviour. Detection arrangements should cover relevant third-party connections and operational environments. Threat intelligence and information sharing can help organizations understand emerging tactics, but information must be assessed and translated into practical action.

5. Respond, recover and learn

Prepare an incident-response plan that defines who makes decisions, who contacts regulators and law-enforcement agencies, how operational teams are involved, and how communications with passengers, employees and partners will be managed. Maintain tested backups and recovery procedures. Exercise realistic scenarios, including ransomware, loss of passenger-processing systems, disruption of baggage services, compromise of a supplier and loss of communications. After every exercise or incident, identify lessons and assign corrective actions.

6. Build a cybersecurity culture

Regular training should be relevant to each role. Front-line

staff need to recognise suspicious behaviour and know how to report it. Managers need to understand business and operational consequences. Technical teams need specialist skills, while senior leaders need the confidence to make timely decisions during a crisis. Cybersecurity awareness should be continuous and practical, reinforced through exercises rather than limited to an annual online module.

The aviation community must act together

No airport can secure the entire aviation system by protecting only its own network. Aircraft operators, airports, air navigation service providers, manufacturers, technology suppliers, ground handlers, regulators and government agencies must cooperate. A weakness in one organization may create risk for others through shared platforms, data exchanges or supplier relationships.

The International Civil Aviation Organization (ICAO) provides an important global framework. Its Aviation Cybersecurity Strategy is built around seven pillars: international cooperation; governance; effective legislation and regulations; cybersecurity policy; information sharing; incident management and emergency planning; and capacity building, training and cybersecurity culture [1]. ICAO's Cybersecurity Action Plan translates the strategy into priority actions and tasks for States and stakeholders [2]. ICAO has also published guidance on cyber information sharing, cybersecurity policy and cybersecurity culture, and its Global Cyber Risk Considerations document supports the integration of cyber risk management into civil aviation risk processes [3].

Industry organizations also have an important role. IATA supports aviation cybersecurity through advocacy, standards, guidance and industry engagement, while the Aviation Information Sharing and Analysis Center (A-ISAC) provides a mechanism for sharing relevant threat information among participating aviation organizations. Airports should seek practical ways to participate in appropriate information-sharing arrangements and should ensure that smaller airports and resource-constrained operators are not left behind.

The European Union Agency for Cybersecurity (ENISA), in its 2026 Threat Landscape, highlighted the continuing impact of ransomware, politically motivated denial-of-service activity and the growing importance of digital dependencies. Its analysis reinforces the need to look beyond an organization's own systems and understand the risks introduced by suppliers and interconnected services [5].

India's opportunity and responsibility

India's aviation sector is expanding through airport capacity development, regional connectivity, modernisation of air navigation infrastructure, digital passenger services and increased private-sector participation. This growth makes cybersecurity a strategic requirement for the country's aviation infrastructure. Digital platforms used by regulators and aviation stakeholders, airport automation, biometric services, cloud systems and outsourced operations must be supported by clear accountability and strong security practices.

The Ministry of Civil Aviation, Directorate General of Civil Aviation, airport operators, airlines, air navigation service providers, national cyber agencies and private technology partners should continue to coordinate their efforts. The Ministry's published annual reporting has described cybersecurity measures for certain digital platforms, including endpoint detection and response, server hardening, security audits, firewalls and web application firewalls [6]. Such controls are valuable, but they must be part of a continuing cycle of risk assessment, testing, monitoring, incident response and independent assurance.

For airport operators, the practical priorities are to maintain an accurate inventory of critical systems; assess supplier and contractor exposure; protect passenger and employee data; test business continuity and disaster recovery; train personnel; and ensure that cyber incidents are incorporated into airport emergency and operational preparedness exercises. The approach should be adapted to the scale, complexity and risk profile of each airport.

Preparing for the worst-case scenario

Every airport routinely prepares for emergencies such as fire, security incidents, severe weather, infrastructure failure and medical emergencies. Cyber incidents should receive the same disciplined attention. A cyber event can develop rapidly and may affect several services at once. The first hours are often critical.

Airport leadership should be able to answer the following questions:

Who has authority to declare a cyber incident and activate the response plan?

How will the airport maintain safe operations if check-in, boarding, baggage or passenger information systems become unavailable?

Which systems can be isolated without creating unacceptable

safety or operational consequences?

Are manual or alternative procedures available, documented and practised?

How will the airport coordinate with airlines, air navigation service providers, government agencies, suppliers and law enforcement?

Who will communicate with passengers, employees, the media and other stakeholders?

Are backups protected, recoverable and tested, and are recovery priorities clearly established?

How will evidence be preserved and the incident investigated without unnecessarily delaying restoration?

The response should be based on a clear command structure and rehearsed decision-making. Restoring systems quickly is important, but systems must not be returned to service until their integrity and safety have been appropriately assessed. Business continuity plans and disaster recovery plans should be aligned with operational priorities and tested under realistic conditions.

A way forward: from cybersecurity to cyber resilience

The aviation sector should move from a narrow focus on preventing attacks to a broader concept of cyber resilience: the ability to anticipate, withstand, respond to and recover from cyber incidents while maintaining safe and secure operations. Prevention remains essential, but no organization can guarantee that every attack will be stopped. Detection, containment, continuity and recovery are equally important.

A practical way forward includes the following priorities:

Make cybersecurity a board-level and enterprise-wide responsibility, linked to safety, security and operational risk.

Adopt a risk-based approach that gives priority to critical systems, sensitive data and essential services.

Strengthen identity controls, network segmentation, secure configurations, backups and continuous monitoring.

Extend security assurance to suppliers, contractors, cloud services and remote-access arrangements.

Develop and exercise incident-response, business-continuity and disaster-recovery plans with operational teams.

Invest in workforce education, specialist skills and a culture in which incidents and near misses are reported promptly.

Share threat information and lessons across airports, airlines, regulators and international aviation bodies.

Design digital passenger services around privacy, transparency, data minimisation and secure identity management.

Conclusion: technology must serve aviation, not control it

Digital technology is indispensable to the future of aviation. Artificial intelligence, biometrics, automation, connected aircraft and smart airports can improve capacity, efficiency, safety and passenger experience. But innovation without security can create vulnerabilities that undermine the very benefits technology is intended to deliver.

The challenge is not to slow down digital transformation. It is to make security and resilience part of its design from the beginning. Cybersecurity must be treated as a shared responsibility involving management, employees, regulators, government, suppliers and passengers. It requires investment, cooperation, continuous learning and the willingness to test plans before a crisis occurs.

The aviation industry has long understood that safety is achieved through systems, procedures, training and a culture of vigilance—not through reliance on a single safeguard. The same principle must guide cybersecurity. No firewall, software product or security team can provide complete protection in isolation. Resilience comes from layered defences, informed people, responsible leadership and coordinated action.

"Technology is not the enemy. Unmanaged dependence on technology is the risk."

The ultimate objective is clear: to ensure that technology remains a tool in the service of aviation—never a point of failure that places its safety, security or public trust at risk.

ARTICLE

India Realistically Ambitious on Steel



Surya Sarathi Ray
PhD Research scholar

India has charted an ambitious target for its burgeoning steel sector. A draft National Steel Policy: Vision 2047, now open for public consultation, projects India's steel production target at 604 million tonnes (MT), per capita consumption at 302 kg and exports of 45 MT by 2047. It's no small target, but a timely one, given India's ambition to become a developed nation by the centenary year of Independence.

India is now the world's second-largest producer and consumer of steel, after China. The sector has come a long way. From a mere 22 MT production capacity in 1991-92 prior to deregulation to 122 MT in FY16, India's production capacity has now reached 220 MT. Its share in global steel production has increased from 5.2% in 2014 to 8.9% in 2025. This is a significant achievement, considering India's late entry into industrialization.

The steel ministry expects manufacturing and infrastructure to drive demand growth. Demand will also be driven by rapid urbanization, expansion of renewable energy, clean mobility, digital infrastructure and emerging technologies. Demand is never a concern for the industry. India's aspiration to become a developed nation by 2047, sustained economic growth, and rapid urbanisation are expected to further increase domestic steel demand. The draft policy projects finished steel demand to go up to 505 MT by 2047 from around 164 MT now.

Projections by the World Steel Association (WSA) also corroborate with the government's projections for steel demand growth in India. In its recently released short-range outlook, the WSA estimated India's steel demand to be the highest among major producing nations in both 2026 and 2027, supported by higher demand in construction, real estate, manufacturing, renewable energy, and other sectors.

"India remains the world's fastest-growing major steel market. Growth continues to be broad-based. Infrastructure-led construction remains the primary driver. Private real estate demand is robust. Healthy manufacturing growth, a substantial renewable energy project pipeline and continued expansion of manufacturing capacity are lifting both electrical and mechanical machinery, while automotive output is buoyed by domestic demand, export momentum and policy support," WSA said.

Steel consumption strongly correlates with a country's economic growth. The International Monetary Fund (IMF) has recently raised India's GDP growth forecast to 7% for 2026 and 2027, up from 6.4% forecast in July.

India's steel sector is well protected by both non-tariff barriers in the form of quality control orders and tariff barriers. Tariff barriers, cumulatively at 18%, are 3-4% higher than those of the ASEAN nations. While these measures help rein in imports, India remains a net importer in the first six months of the current fiscal year. Nearly 45% of the finished steel imports were from two nations - Japan and Korea – with which India has free trade agreements (FTAs) and thus enjoys duty-free exports. However, China, a steel-surplus country, was India's top exporter, contributing 32% of total imports.

The Vision document acknowledges the threats. It said, "Imports of sub-standard or non-conforming steel, sudden import surges and possible circumvention of trade measures pose significant challenges for domestic producers. These concerns require a robust import governance framework based on testing, certification, traceability and real-time import monitoring supported by advanced analytics for early detection of abnormal import trends."

While India needs to review its FTAs, it also needs stronger barriers to reduce Chinese imports, which often come at predatory prices. However, the most acute need is to produce high-quality steel at a much more competitive price to secure and retain market overseas. Building capability to manufacture specialty steel using indigenized technology and capital goods is a priority.

To reach the 45 MT exports target by 2047, India must shift its strategy toward domestic manufacturing of value-added, sustainable products. India's steel already faces stiff competition overseas due to global overcapacity,

lower production costs and local government support in competing economies. Various trade barriers, including anti-dumping and countervailing measures, safeguards, and quotas, along with price volatility and geopolitical developments, can constrain market access.

"At the same time, global markets are placing greater emphasis on quality, certification, traceability and low-carbon production. Strengthening domestic capabilities in these areas would therefore be essential for expanding India's presence in higher-value segments of the global steel market," the document notes.

In 2017, India laid out a National Steel Policy which envisaged 300 MT production capacity by 2030-31 and per capita consumption of 160 kg. Project pipelines indicate that the target will be achieved. Over the last decade, private-sector expansion has dominated capacity growth; they now rule the roost.

Introducing a preemptive policy before the current one has completed its tenure indicates the government's desire to spruce up the sector, which is linked to 18 other sectors. However, to achieve the 604 MT target, India still has a lot to do on the raw-material front. Raw materials account for 65-70% of the steelmaking costs. Iron ore and coking coal are the two major raw materials for making steel. While India has abundant iron ore, it imports around 92% of its coking coal. Higher dependence on Australia, at 54%, is also a cause for concern. The industry urgently needs to diversify its coking coal sources. Price volatility amid geopolitical tensions is a major headache for the industry and the government.

While the proposed policy seeks to reduce import dependence through domestic mining, washery expansion, asset acquisition, long-term supply arrangements, and AI-based optimisation of coal blends, iron ore availability is also an issue, even as the Ministry of Mines has initiated a series of reforms to improve production. India would need 772 MT of iron ore annually to meet the targeted steel production by 2047.

Industry observers said that unless raw material security improves, the new target risks becoming a declaration of intent rather than an achievable roadmap. They also cited issues related to funds, manpower, and required infrastructure, including land, which also needs attention. India must secure coking coal, control production costs, finance decarbonisation and expand value-added steel. Experts said the target is achievable only if capacity growth remains market-led, competitive, and sustainable.

Industry evolves with changing times and requirements. Decarbonisation is now a buzzword worldwide. India's target of achieving net zero by 2070 will depend heavily on decarbonizing the steel sector, since it is one of the most polluting industries. In India, the sector contributes about 10-12% of all CO_2 emissions, with an average emission intensity of 2.54 tonnes of CO_2 per tonne of crude steel (tCO2/tcs), significantly above the global average of 1.92 tCO2/tcs. The policy outlines a phased transition towards Net Zero by 2070 through improved energy efficiency, renewable electricity, greater scrap utilisation, and use of hydrogen.

Secondary steel producers are a key part of the Indian steel industry and cumulatively produce 47% of India's overall steel output. The Vision document acknowledges their importance and highlights the challenges they face, including limited access to raw materials, outdated technology, low digital technology adoption, limited resources for capacity expansion and modernisation, non-compliance with safety standards, and an unskilled workforce. The Vision document suggests support for improved raw material access, technology improvement, skill development and safety.

In India, steel has an output multiplier effect of nearly 1.4X on GDP and an employment multiplier factor of 6.8X. India's steel sector contributes around 2% to GDP and employs about six lakh people directly and more than three times indirectly. The next two decades are set to offer both opportunities and challenges. The focus should, therefore, be on value addition and more prudent resource utilisation using green technologies.

Dental Care: A Necessity for Preventing Disease and Ensuring Holistic Health



Dr. Sharmistha Goel*

Oral health is not merely the absence of dental disease—it is a fundamental component of overall health, well-being, and quality of life. The ability to eat, speak, smile, and socialize confidently depends significantly on the health of the oral cavity. Modern public health recognizes oral health as an integral part of systemic health, yet it remains one of the most neglected domains globally.

According to global estimates, nearly **3.5 billion people suffer from oral diseases**, making them among the most prevalent non-communicable diseases worldwide. Despite being largely preventable, oral diseases continue to impose a significant health, social, and economic burden.

Dental Care: A Necessity to Prevent Diseases

Preventive dental care is the cornerstone of maintaining oral and general health. Most dental conditions, including dental caries (tooth decay) and periodontal (gum) disease, develop gradually and can be effectively prevented through simple, cost-effective measures.

Key Preventive Measures

- Regular brushing with fluoride toothpaste
- Routine dental check-ups
- Balanced diet low in free sugars
- Avoidance of tobacco and excessive alcohol
- Early diagnosis and timely intervention

Dental caries, the most common oral disease, develops when plaque bacteria convert sugars into acids that destroy tooth enamel over time. Without preventive care, this can lead to pain, infection, and tooth loss.

Preventive dentistry reduces not only disease burden but also healthcare costs. Early-stage interventions are significantly less expensive and more effective than advanced treatments.

Dental Diseases as a Cause of Major Sickness

Dental diseases are not isolated conditions; they are closely linked to systemic health and can contribute to major illnesses.

Major Oral Diseases

- Dental caries
- Periodontal (gum) disease
- Tooth loss (edentulism)
- Oral cancer

Untreated dental caries alone affects billions and is considered the **most common health condition globally**. Severe gum disease impacts around **1 billion people worldwide**.

Systemic Impact of Oral Diseases

- **Cardiovascular diseases:** Chronic inflammation from gum disease is associated with heart conditions
- **Diabetes:** There is a bidirectional relationship between diabetes and periodontal disease
- **Respiratory infections:** Poor oral hygiene increases bacterial load
- **Adverse pregnancy outcomes:** Linked to periodontal infections

Oral diseases share common risk factors with other non-communicable diseases such as diabetes, cancer, and cardiovascular diseases, including poor diet, tobacco use, and alcohol consumption.

Beyond physical health, dental diseases lead to:

- Pain and discomfort
- Reduced productivity
- Social stigma and psychological distress

*Dental Surgeon, Public Health Specialist & Research Scholar

Technological Advancements in Dentistry

Dentistry has undergone a revolutionary transformation with rapid technological advancements, enhancing precision, efficiency, and patient comfort.

Key Innovations

1. **Digital Dentistry**
   - CAD/CAM technology for crowns and prosthetics
   - Digital impressions replacing traditional molds
2. **Laser Dentistry**
   - Minimally invasive procedures
   - Reduced pain and faster healing
3. **Dental Implants**
   - Advanced solutions for tooth replacement
   - Improved functionality and aesthetics
4. **3D Printing**
   - Custom prosthetics and orthodontic devices
   - Faster and more accurate production
5. **Artificial Intelligence (AI)**
   - Early diagnosis through imaging analysis
   - Predictive treatment planning
6. **Teledentistry**
   - Remote consultations
   - Increased access in underserved areas

These advancements are shifting dentistry from a reactive model to a **preventive, patient-centred, and technology-driven discipline**.

Why Dental Care is Essential for Overall Health

The mouth serves as a gateway to the body, and its health reflects and influences systemic conditions.

Importance of Dental Care

- Maintains proper nutrition and digestion
- Prevents infections and chronic inflammation
- Enhances speech and communication
- Improves self-esteem and social interaction
- Reduces risk of systemic diseases

When oral health is compromised, general health is also affected, highlighting the deep interconnection between the two.

Moreover, poor oral health can lead to tooth loss, which affects chewing ability and nutrition, especially in older adults, thereby reducing quality of life.

Public Health Perspective

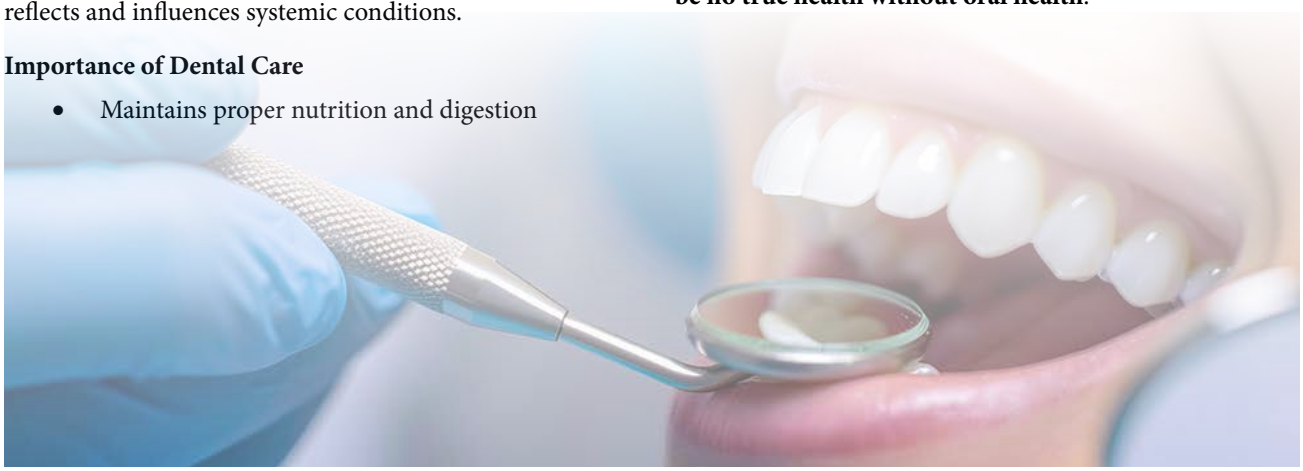
From a public health standpoint, oral health inequalities remain a major concern. Vulnerable and economically disadvantaged populations bear a disproportionate burden of oral diseases.

Efforts must focus on:

- Integrating oral health into primary healthcare
- Promoting awareness and education
- Ensuring affordable access to dental services
- Encouraging community-based preventive programs

Dental care is not optional—it is essential. Oral diseases, though largely preventable, continue to affect billions globally and contribute significantly to overall morbidity. With the integration of advanced technology and a strong emphasis on prevention, dentistry is evolving to meet modern health challenges.

Promoting oral health is, therefore, a shared responsibility—of individuals, healthcare professionals, and policymakers. As rightly emphasized in global health discourse, **there can be no true health without oral health**.



Prolonged Continuous Screen Time Exposure and Its Effects on Heart Health



Dr. H.K. Chopra*

A Modern Cardiovascular Risk Factor in the Digital Era

In today's digital world, prolonged screen exposure has become an unavoidable part of daily life. Adults commonly spend **8–12 hours per day** on smartphones, computers, tablets, and televisions. Although technology has transformed healthcare, education, and communication, excessive screen time has emerged as a significant lifestyle-related cardiovascular risk factor.

How Excessive Screen Time Affects the Heart

1. Sedentary Lifestyle

Long hours of sitting reduce skeletal muscle activity, leading to:

- Weight gain and obesity
- Insulin resistance and diabetes
- Hypertension
- Dyslipidemia
- Increased risk of coronary artery disease

Even individuals who exercise regularly may experience adverse effects if they remain seated for prolonged periods without breaks.

2. Sympathetic Nervous System Overactivity

Continuous digital engagement, social media alerts, gaming, and work-related stress stimulate the sympathetic ("fight-or-flight") nervous system, resulting in:

- Increased heart rate
- Elevated blood pressure
- Higher circulating adrenaline and cortisol
- Increased myocardial oxygen demand
- Reduced heart rate variability (HRV)

Persistent sympathetic activation contributes to endothelial dysfunction and accelerates cardiovascular disease.

3. Sleep Disturbance

Blue light emitted from electronic devices suppresses melatonin production, causing:

- Poor sleep quality
- Shortened sleep duration
- Circadian rhythm disruption

Sleep deprivation is associated with:

- Hypertension
- Obesity
- Diabetes
- Arrhythmias
- Increased risk of myocardial infarction and stroke

4. Mental Stress

Excessive screen exposure is linked with:

- Anxiety
- Depression
- Emotional stress
- Social isolation

Chronic psychological stress promotes inflammation and

*Chief Cardiologist, Medanta Moolchand Heart Institute | Moolchand Medcity, New Delhi, Chairman | CME Committee Moolchand Medcity, Dean | Moolchand Medcity Medical Education Institute, Trustee | Moolchand Medcity, New Delhi - President | World Wellness Foundation, Chairman | World Heart Academy, Country Head | American Heart Association | Formerly President Cardiological Society of India | Formerly President, Indian Academic of Echocardiography | National Awardee, Science & Technology, DST, GOI, For Publishing 15 focused Cardiology Books | Conferred Most Prestigious India Book of Records & Asia Book of Record of writing maximum, focused Textbook of Cardiology | To Commemorate the Contribution of Dr. H.K. Chopra focused, 15 Textbooks of Cardiology a National Stamp was released by GOI | Editor in Chief of Top 40 Handbooks of Cardiology and Medicine | National Chief Advisor, Health Committee, SCOPE

increases the risk of adverse cardiovascular events.

5. Metabolic Dysfunction

Higher screen time is associated with:

- Increased visceral adiposity
- Metabolic syndrome
- Elevated triglycerides
- Reduced HDL cholesterol
- Non-alcoholic fatty liver disease

These metabolic abnormalities substantially increase cardiovascular risk.

6. Endothelial Dysfunction

Prolonged sedentary behaviour decreases nitric oxide bioavailability, impairing endothelial function. Consequences include:

- Arterial stiffness
- Accelerated atherosclerosis
- Increased thrombotic tendency

7. Blood Pressure Elevation

Screen-related stress and prolonged sitting may contribute to sustained blood pressure elevation and increase the likelihood of developing hypertension.

8. Increased Risk of Cardiac Events

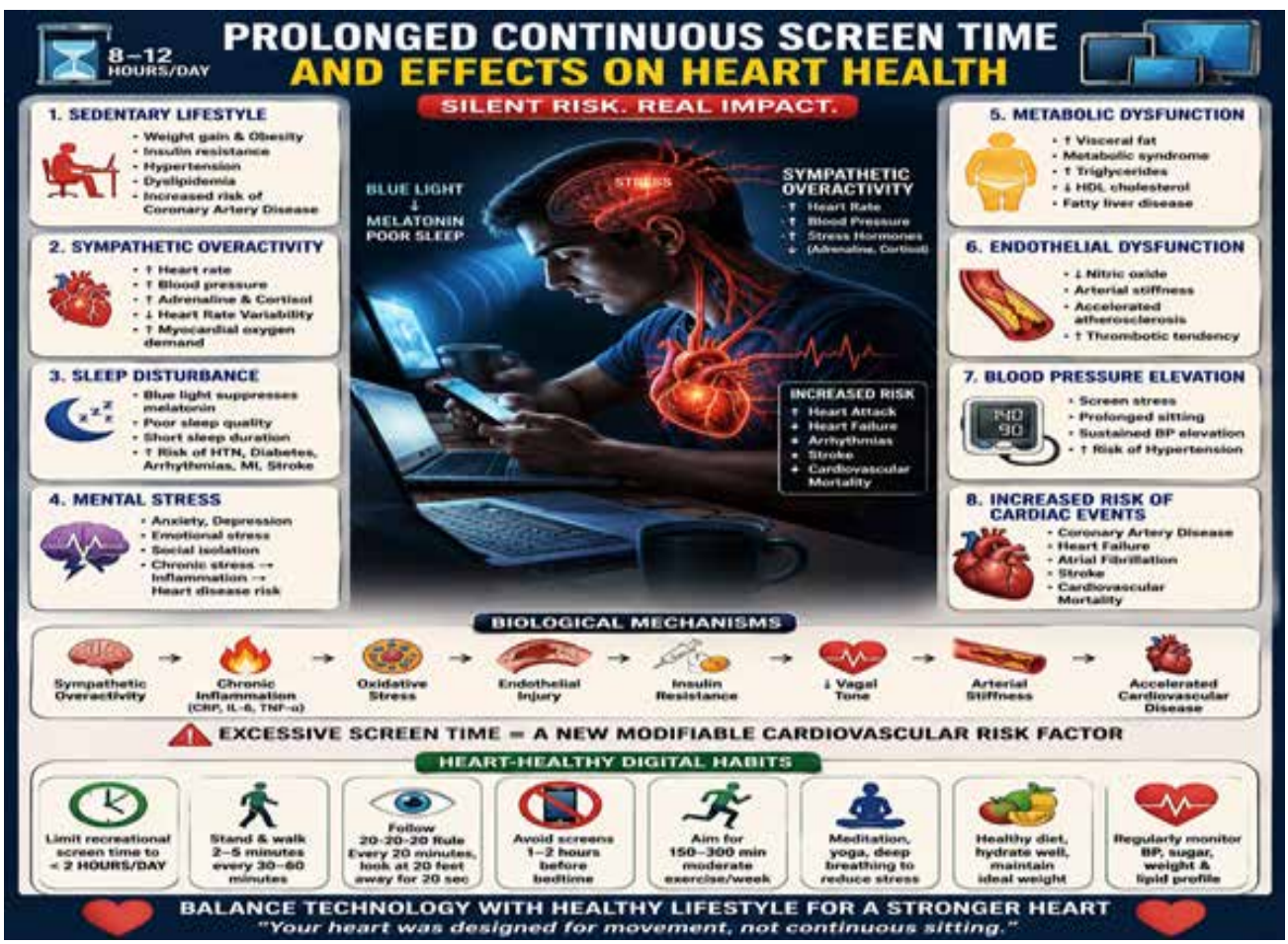
Large observational studies suggest that prolonged recreational screen time is associated with a higher incidence of:

- Coronary artery disease
- Heart failure
- Atrial fibrillation
- Stroke
- Cardiovascular mortality

Biological Mechanisms

Continuous screen exposure promotes:

- Sympathetic overactivity



- Chronic low-grade inflammation (CRP, IL-6, TNF-α)
- Oxidative stress
- Endothelial injury
- Insulin resistance
- Reduced vagal tone
- Increased arterial stiffness

These mechanisms collectively accelerate vascular aging and cardiovascular disease.

Heart-Healthy Digital Habits

- Limit recreational screen time to **less than 2 hours/day** whenever possible.
- Stand and walk for **2–5 minutes every 30–60 minutes**.
- Follow the **20-20-20 rule** for eye health: every 20 minutes, look at something 20 feet away for 20 seconds.
- Avoid screens for **1–2 hours before bedtime**.
- Aim for **150–300 minutes of moderate exercise per week**.
- Practice meditation, yoga, or deep breathing to restore parasympathetic balance.
- Maintain healthy nutrition and adequate hydration.
- Monitor blood pressure, blood glucose, body weight, and lipid profile regularly.

Message

Excessive screen time has become a **new modifiable cardiovascular risk factor**. The digital revolution should improve health, not compromise it. Protecting heart health requires balancing technology with regular physical activity, restorative sleep, stress management, and healthy lifestyle habits.

"Your heart was designed for movement, not continuous sitting. Every hour away from the chair is an investment in a healthier heart."

"A healthy heart needs movement, fresh air, restful sleep, and digital balance, not continuous screen exposure."

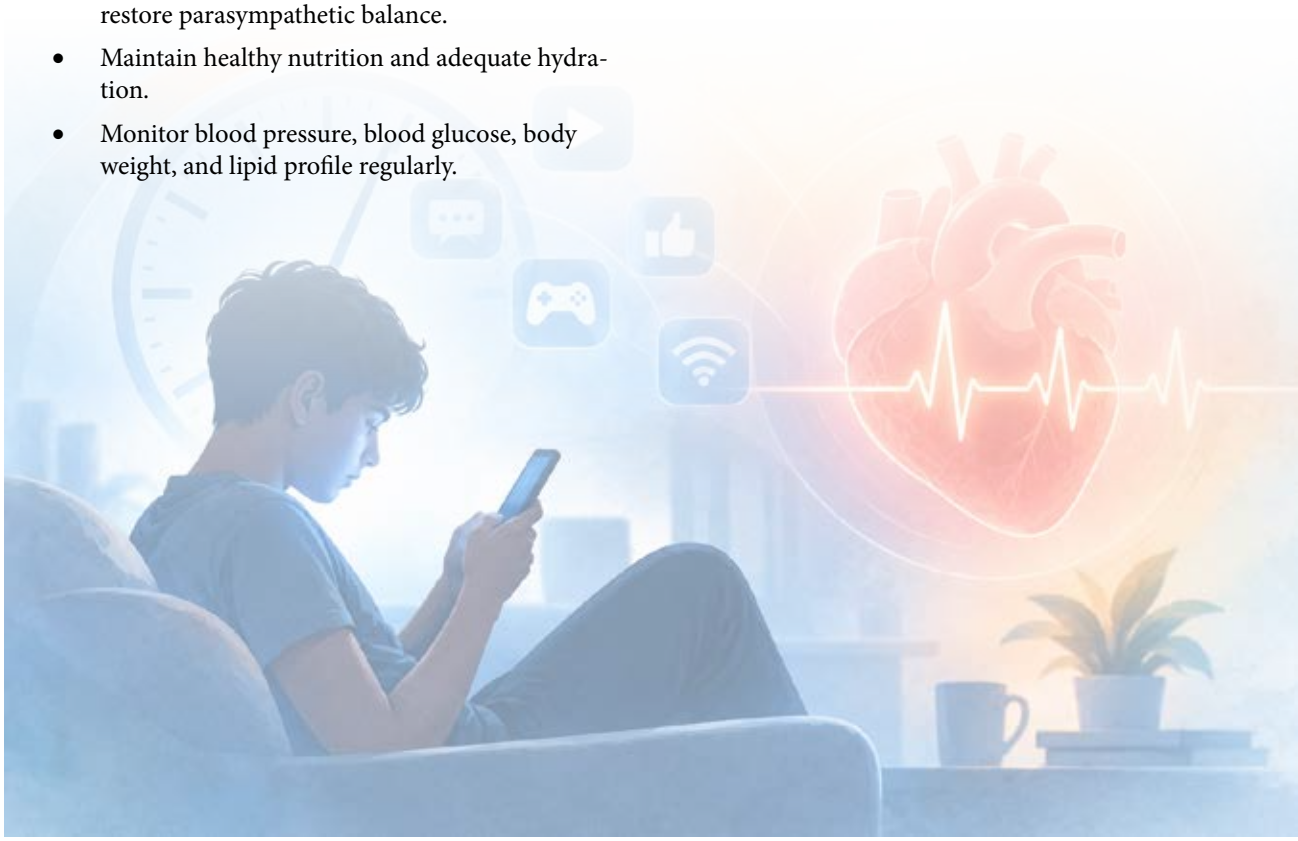
"Technology should empower your life, not shorten it, balance screen time with active living."

"Every 30 minutes you stand up is a step toward protecting your heart."

"Don't let your screen become your heart's silent enemy."

"Continuous screen time is the new silent cardiovascular risk factor of the digital age."

"Balance technology with movement, because every heartbeat deserves a break."



Advancing India's Indigenous Naval Strength : Goa Shipyard Limited launches Next Generation Offshore Patrol Vessel

Goa Shipyard Limited (GSL) recently marked another significant milestone in India's indigenous defence shipbuilding journey with the launch of the Next Generation Offshore Patrol Vessel (NGOPV), INS Srishti (Yard 1283), built by GSL for the Indian Navy. The launch underscores GSL's continuing contribution to strengthening the nation's maritime capabilities through advanced, indigenously built naval platforms.

The vessel was ceremonially launched by Smt. Sandeepa Sahay at a ceremony held at Goa Shipyard Limited, Vaddem, Goa. Shri Vishvajit Sahay, Secretary (Defence Finance), graced the occasion as Chief Guest. Senior officials from the Indian Navy, Ministry of Defence and Goa Shipyard Limited were present at the ceremony.

The launch of Yard 1283 represents an important step in the vessel's journey towards operational service with the Indian Navy. Offshore Patrol Vessels play an important role in maritime surveillance, protection of offshore assets and the safeguarding of India's maritime interests. The platform reflects the importance of sustained collaboration between the Indian Navy and India's domestic shipbuilding industry.

Addressing the gathering, Shri Brajesh Kumar Upadhyay, Chairman & Managing Director, GSL, highlighted the shipyard's commitment to delivering quality naval platforms and supporting the Indian Navy's operational requirements. He noted that each milestone strengthens GSL's role in the country's defence manufacturing ecosystem and advances the national vision of self-reliance in defence production.

The launch also reflects GSL's focus on enhancing production capability, adopting efficient project execution practices and delivering complex vessels to demanding technical and quality standards. The shipyard continues to build on its expertise in designing, constructing and delivering a range of platforms for India's maritime security forces.

The NGOPV program aligns with the Government of India's vision of



Aatmanirbhar Bharat and Make in India by strengthening indigenous shipbuilding capabilities and creating opportunities for Indian industry. Through close coordination with the Indian Navy and its industry partners, GSL continues to contribute to a robust domestic defence industrial base and the development of advanced maritime platforms.

With the launch of NGOPV Yard 1283, Goa Shipyard Limited reaffirms its commitment to nation-building, technological advancement and maritime excellence. The milestone highlights GSL's continuing role as a strategic partner in India's defence preparedness and its journey towards becoming a self-reliant maritime power.



Smt. Sandeepa Sahay formally launching INS Srishti (Yard 1283), the NGOPV, in the presence of Shri Vishvajit Sahay, Secretary (Defence Finance) and Shri Brajesh Kumar Upadhyay, Chairman & Managing Director, GSL.

MRPL Board approves Q2 and Half-Year Financial Results

The Board of Directors of Mangalore Refinery and Petrochemicals Limited (MRPL), a subsidiary of ONGC and a Schedule "A" Mini Ratna Category I company, recently approved its standalone and consolidated financial results for the second quarter (Q2 FY 2026-27) and half year (H1 FY 2026-27) ended September 30, 2026, at its 278th meeting.

Financial Highlights for the second quarter Q2 FY 2026-27 (Q2 FY 2025-26):

Revenue from operations ₹ 35,590 Crore (Q2 FY 2025-26 ₹ 25,953 Crore).

Profit before Tax ₹ 2,519 Crore (Q2 FY 2025-26 Profit before Tax ₹ 975 Crore).

Profit after Tax of ₹ 1,881 Crore (Q2 FY 2025-26 Profit after Tax ₹ 639 Crore).

Financial Highlights for the half year H1 FY 2026-27 (H1 FY 2025-26):

Revenue from operations ₹ 77,199 Crore (H1 FY 2025-26 ₹ 46,942 Crore).

Profit before Tax ₹ 3,734 Crore (H1 FY 2025-26 Profit before Tax ₹ 572 Crore).

Profit after Tax of ₹ 2,796 Crore (H1 FY 2025-26 Profit after Tax ₹ 367 Crore).

The Board of Directors in its meeting declared the first interim dividend of ₹ 3 per equity share (30%).

Physical Highlights:

Particulars	UOM	Q2 FY26-27	Q2 FY25-26	H1 FY26-27	H1 FY25-26
Throughput (Crude + Others)	MMT	4.18	4.43	8.61	7.95

Financial Performance:

Particulars (Standalone)	UOM	Q2 FY26-27	Q2 FY25-26	H1 FY26-27	H1 FY25-26
Revenue From Operations (*including exports)	₹ in Crore	35,590	25,953	77,199	46,942
Exports	₹ in Crore	6,327	10,404	11,339	15,171
Earnings before Interest, Depreciation, Tax and Amortization **(EBITDA)**	₹ in Crore	3,210	1,565	5,070	1,782
Profit / (Loss) Before Tax **(PBT)**	₹ in Crore	2,519	975	3,734	572
Profit / (Loss) After Tax **(PAT)**	₹ in Crore	1,881	639	2,796	367
Total Comprehensive Income / (Loss) **(TCI)**	₹ in Crore	1,878	634	2,790	357

Particulars (Consolidated)	UOM	Q2 FY26-27	Q2 FY25-26	H1 FY26-27	H1 FY25-26
Profit / (Loss) After Tax **PAT (Attributable to Owners of the Company)**	₹ in Crore	1,901	627	2,846	357
Total Comprehensive Income / (Loss) **TCI (Attributable to Owners of the Company)**	₹ in Crore	1,898	623	2,840	348

Others Highlights:

- First-Ever International Credit Rating: Secured a 'BBB–' rating with Stable Outlook from Fitch Ratings, at par with India's sovereign rating.
- Agreement for hiring of Tankages for product storage at Goa for ATF and Kochi for MS/HSD were finalized during Q2. Product loading commenced at Aegis Terminal in Mangaluru, Hindupur depot in Andhra Pradesh and Ennore terminal in Tamil Nadu.
- MRPL Marketing Terminal, Devangonthi, Bengaluru, has successfully obtained ISCC CORSIA (International Sustainability and Carbon Certification – Carbon Offsetting and Reduction Scheme for International Aviation) certification under the Trader and Storage category for the receipt, storage, and blending of Sustainable Aviation Fuel (SAF) with Aviation Turbine Fuel (ATF).
- A joint venture between the Company, Oil and Natural Gas Corporation Limited (ONGC) and ONGC Petro additions Limited (OPaL), by the name ONGC Petrochemicals Marketing Limited (OPML) has been incorporated on October 7, 2026 for undertaking marketing activities relating to petrochemicals, chemicals and kindred products. The Company holds 25% equity stake in OPML along with ONGC holding 50% and OPaL holding 25%.
- Mangalore Refinery and Petrochemicals Limited (MRPL) has been conferred with the prestigious "GEEF Global WaterTech Award 2026" under the category "Water Efficiency Management Company of the Year."

AGM of Central Warehousing Corporation for FY 2025-26

The Central Warehousing Corporation recently hosted its 64th Annual General Meeting (AGM) for the financial year 2025-26 at the Main Auditorium of the NCUI Auditorium & Convention Centre, New Delhi. The meeting was conducted in the presence of Shri Rabindra Kumar Agarwal, IAS, Chairman, CWC, and Shri Santosh Sinha, Managing Director, CWC, alongside other esteemed Directors of the Corporation. Addressing the shareholders, the Chairman appreciated the Corporation's exceptional operational milestones and unprecedented financial performance achieved during the financial year 2025-26. Backed by a substantial expansion of its infrastructure, CWC strengthened its nationwide logistics footprint to an extensive network of 986 warehouses with an aggregate storage capacity of 164.15 lakh MT. Driven by this robust growth, the Corporation delivered record-shattering results, achieving its highest-ever turnover of ₹3,636.24 Crore and a remarkable Profit After Tax (PAT) of ₹694.94 Crore, firmly positioning CWC as a leader in India's warehousing sector.



CWC leadership at the 64th AGM: Shri Rabindra Kumar Agarwal, IAS, Chairman, and Shri Santosh Sinha, Managing Director, with the Corporation's Directors.

MRPL wins Two Prestigious National Innovation Awards at ETM 2026

Fifth consecutive instance of national recognition for excellence in innovation and indigenous technology development

Mangalore Refinery and Petrochemicals Limited (MRPL), a subsidiary of ONGC, recently adjudged Winner in two categories — "Best Indigenously Developed Technology" and "Best Innovation in Refinery" — under the Innovation Awards 2025–26, instituted by the Centre for High Technology (CHT), Ministry of Petroleum and Natural Gas, Government of India.

The awards were presented at the 29th Energy Technology & Innovation Meet (ETM-2026) held at ATI–ONGC, Goa, recognizing outstanding technological achievements among India's petroleum refineries.

MRPL received the awards for two pioneering indigenous innovations:

Best Indigenously Developed Technology: KARVE IBB – Indigenous Active Pharma Intermediate Process Technology for Manufacture of Isobutyl Benzene, marking MRPL's advancement into high-value pharmaceutical intermediates through indigenous technology.

Best Innovation in Refinery: REVEAL™ FCC – Indigenous Closed-Loop Real-Time Optimizer, demonstrating MRPL's capabilities in digital innovation and real-time refinery process optimisation.

The awardees were selected by a distinguished committee chaired by Dr. G. D. Yadav, Chairman, Scientific Advisory Committee (SAC).

The awards were received by an MRPL delegation led by Managing Director, Shri Mundkur Shyamprasad Kamath; Director (Refinery), Shri Nanda Kumar Velayudhan Pillai, Executive Director (Refinery), Shri N. Anandha Kumar; GGM (Maintenance) Shri H. C. Sathyanarayana; GGM (TS), Shri Sudheer Pai. M, Chief Manager Innovation Centre Shri Karthick R, and Chief Manager Innovation Centre Shri S. Nirmal Ganesh.

Significantly, this marks the Fifth consecutive Instance of MRPL receiving national recognition for innovation at premier Government of India platforms, including the Energy Technology Meet and India Energy Week.

These achievements reinforce MRPL's position as an innovation-driven, future-ready refinery, committed to indigenous technology development, operational excellence and the Government of India's vision of Atmanirbhar Bharat.



MRPL delegation led by Managing Director Shri Mundkur Shyamprasad Kamath receives the Innovation Awards 2025–26 at the 29th Energy Technology & Innovation Meet (ETM-2026), Goa.

Supporting India's Offshore Energy Sector: GRSE Signs Four-Vessel Contract with ONGC

Garden Reach Shipbuilders & Engineers Ltd. (GRSE), a Navratna Defence Public Sector Undertaking under the Ministry of Defence, Government of India, has recently signed a contract with Oil and Natural Gas Corporation Limited (ONGC) for the construction of four Hybrid Platform Supply Vessels (PSVs), marking a significant step forward in the shipyard's foray into specialised offshore support vessels. The contract follows the Notification of Award received by GRSE in July 2026.

The contract was signed by Cdr Shantanu Bose, IN(Retd), Director (Shipbuilding), GRSE, and Shri Ratnesh Kumar, Executive Director (Strategy), ONGC, in the presence of Shri Satyen Kumar, Director (Technical), ONGC, Shri Bhaskar Chowdary Nettem, Director (Production), ONGC, and senior officials from GRSE & ONGC.

The project marks an important addition to GRSE's commercial shipbuilding portfolio, extending its capabilities in the specialised offshore support vessel segment. The vessels will support ONGC's offshore exploration and production operations, contributing to the maritime infrastructure required by India's energy sector.

With an overall length of approximately 80 metres, a beam of 20 metres and a deadweight capacity of 3,000 tonnes, each vessel will feature a clear deck area of around 650 square metres and an endurance of 45+3 days. Designed and built in accordance with the Rules of the Indian Register of Shipping (IRS), the vessels will be equipped to undertake a range of offshore logistics and support functions.

A defining feature of the project is the incorporation of an advanced hybrid propulsion architecture, comprising electrically driven azimuth thrusters and a Lithium-Ion Battery Energy Storage System. The battery system will support peak load management, spinning reserve, dynamic positioning operations and emergency response functions. This configuration is intended to enhance operational efficiency and reduce the environmental impact of vessel operations.

The ONGC contract represents a further step in diversifying GRSE's order portfolio and applying its shipbuilding expertise to the requirements of the commercial maritime and offshore energy sectors.



Cdr Shantanu Bose, IN (Retd), Director (Shipbuilding), GRSE, and Shri Ratnesh Kumar, Executive Director (Strategy), ONGC, sign the contract for four Hybrid Platform Supply Vessels, in the presence of senior officials from GRSE and ONGC.

REC Swachhata Inter-School Cricket Tournament concludes successfully, Promoting Sportsmanship and the Spirit of Swachhata

REC Limited, a Maharatna CPSE under the Ministry of Power and a leading NBFC, recently concluded the REC Swachhata Inter-School Cricket Tournament, organized under the nationwide Swachhata Hi Seva 2026 campaign at the Guru Dronacharya Sports Academy Cricket Ground, Sector 82, Gurugram. The two-day leather-ball T10 tournament brought together young sporting talent from eight schools across Gurugram, promoting the values of sportsmanship, teamwork, discipline and cleanliness.

The tournament was organized by UDAAN, REC's Sports & Wellness Club, in line with REC's commitment to community engagement and the objectives of the Swachhata Hi Seva campaign. The initiative transformed the cricket field into a platform for young students to imbibe the values of collective responsibility, healthy competition and civic consciousness.

A total of eight schools participated in the tournament, namely Amity International School-43, DAV Public School Sector-14, Raman Munjal Vidya Mandir, Amity International School-46, Summer Field School, Blue Bells Model School Sector-10, Suncity School and Presidium School. Matches were played in a knockout format over two days, with the winning teams advancing to the final round.

The tournament culminated in an exciting final match between Summer Field School and DAV Public School Sector-14, with Summer Field School emerging as the champions. The event witnessed enthusiastic participation from students, teachers and supporters, reflecting the growing spirit of sports and community involvement among young learners.

The successful organization of the tournament underscores REC's continued commitment towards fostering youth development, promoting wellness through sports and contributing meaningfully to national campaigns that inspire collective action for a cleaner and healthier India. Through initiatives such as the REC Swachhata Inter-School Cricket Tournament, REC continues to create opportunities for young minds to learn valuable life skills while embracing the ideals of teamwork, responsibility and sustainable community development.



Bat, Ball and Cleanliness: Gurugram Schools Come Together for a Healthier India

EIL records Strong Financial Performance in Q2, FY 2026–27 with 58% rise in PBT (on QoQ basis) and 66% growth in PAT (on QoQ basis)

Engineers India Limited (EIL) recently reported a strong financial performance for the Quarter, marked by healthy growth in profitability and continued business momentum.

On the business development front, EIL secured Rs.7,428 crore worth of new orders during H1 FY2026-27, comprising Rs.5,762 crore from consultancy services and Rs.1,666 crore from turnkey projects. With this strong order inflow, EIL's order book recently reached an all-time high of Rs.20,421 crore, reinforcing continued client confidence and ensuring healthy revenue visibility for the coming periods.

During **Q2 FY2026-27**, **PBT increased by 58%** to **Rs.229** Crore, compared to Rs.145 Crore during the first quarter (Q1) of FY 2026-27. **Profit After Tax** (PAT) also grew by **66%** to **Rs.180 Crore**, as against Rs.109 Crore during the first quarter (Q1) of FY 2026-27.

EBITDA (including other Income) of the Company for Q2, FY2026-27 stood at **Rs.240 Crore (EBITDA Margin: 27%)** in comparison to Rs.155 Crore (EBITDA Margin: 19%) during the 1st quarter of 2026-27.

EIL's turnover for Q2, FY 2026-27 stood at Rs.802 crore, vis-à-vis Rs.800 Crore in the first quarter of FY 2026-27.

On Consolidated basis, the Company earned a Profit of Rs.197 Crore for the quarter ended 30.09.2026 in comparison to profit of Rs.158 Crore for the quarter ended 30.06.2026.

During **H1 FY 2026–27**, EIL's **Profit Before Tax (PBT)** increased by **54%** to **Rs.375 crore**, compared to Rs.243 crore in the corresponding period of the previous financial year. **Profit After Tax (PAT)** also registered a growth of **56%** to **Rs.288 crore,** as against Rs.185 crore in H1, FY 2025–26.

The Company's **EBITDA** for H1 FY 2026–27 stood at **Rs.395 crore** (EBITDA margin: 23%), as compared to Rs.265 crore (EBITDA margin: 14%) in the corresponding period of the previous financial year.

On a **consolidated** basis, the Company recorded a **PAT of Rs.355 crore** during H1 FY 2026–27, registering a **growth** of **138%** over Rs.149 crore in the corresponding period of the previous financial year.

The Company continues to focus on business growth, operational excellence, diversification of project portfolio, growing international footprint and leveraging emerging opportunities across traditional energy, energy transition and infrastructure sectors.



KALEIDOGRAM

Kaleidogram
Featuring Post

NOVEMBER

~ONGC



HPCL~



~IOCL



GAIL~



PR_SCOPE OrgSCOPE PrSCOPE PSUSCOPE SCOPE www.scopeonline.in

We are delighted to introduce Kaleidogram

A brand-new feature in Kaleidoscope showcasing the most interesting and creative social media posts from India's Public Sector Enterprises. From milestones to celebrations, it offers a vibrant glimpse into the dynamic digital presence of PSUs. We hope you enjoy this colourful new addition!

Kaleidogram

Featuring Post

NOVEMBER

~BPCL



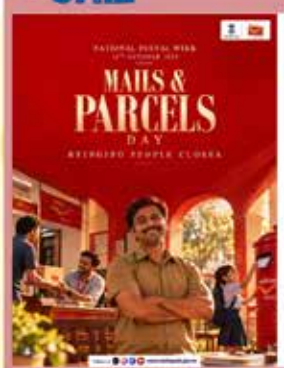
IRCTC~



CIL~



~SAIL



P.S.- Use #Kaleidogram to get featured !

PR_SCOPE OrgSCOPE PrSCOPE PSUSCOPE SCOPE www.scopeonline.in

New and Improved Convention Centre at SCOPE Complex and SCOPE Minar

For Booking visit our official website: www.scopeonline.in

Conference Facilities at SCOPE Convention Centre Lodhi Road, New Delhi

The centrally air-conditioned SCOPE Convention Centre at SCOPE Complex, Lodhi Road, New Delhi provides excellent conference facilities to PSEs, Govt. Departments, Autonomous Bodies, Institutions/NGOs etc. The Auditorium and other Conference Halls are equipped with projector and screen facilities, sound & light control room with recording & P.A. facility, etc. Details of the capacity of the Auditorium and other Halls.

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:

Mr. Nitin Kulshrestha
Manager (Tech. & HR)
Mob: 9313989067
Email: nitin@scopeonline.in

Mr. Shubh Ratna
GGM (Tech. & HR)
Mob: 9873398242
Email: shubhratna@scopeonline.in

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.

SCOPE Academy of Public Sector Enterprises



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

Mr. Gopal Krishna Bharti
Deputy Manager (Tech.) SCOPE Minar,
Mob: 9717564689
Email: scope.convention@scopeonline.in,
gopal@scopeonline.in

Mr. Shubh Ratna
GGM (Tech.& HR)
Mob: 9873398242
Email: shubhratna@scopeonline.in

There is a wide space for vehicle parking that cater to a capacity of 550 cars, including the newly built good quality Banquet Hall wherein 300 delegates can comfortably dine at a time, making it special to deliver an all-round conducive meeting environment.





SCOPE SOCIAL INTERACTION CENTRE

Scan the QR Code for SSIC Location

SSIC
संगच्छध्वं संवदध्वं
May we all move in harmony

Membership now open for Below Board Level Executives for Limited Period only

SCOPE COMPLEX, LODHI ROAD, NEW DELHI

For further queries contact

Mr. Nishant Kumar, Sr. Manager, SCOPE; +91 99530 46060 | Mr. Rajendra Venturi, Manager (Tech), SCOPE; +91 99850 62121

email- ssic@scopeonline.in

Regd. No. DL(S)-17/3229/2021-2023
RNI No. 37112/81
Publication Date: 11.11.2026
Date of Posting: 15.11.2026

