

Dr.C.G.Krishnadas A Role Model CEO

P. Thankachan, K.A. Muraleedharan

This amazing book narrates the thrilling story of a role model who won many accolades in his professional career. He was the first civilian to become the first CEO and Chairman of the Hindustan Aeronautics Limited, India's largest Public Sector company in the field of defense. He has not only turned a sick HAL into a profit making company but also made it a globally competitive aerospace industry. He is the founder and founder President of the Society of Indian Aerospace Technologies and Industries(SIATI) to promote private industry participation in Aerospace and Defense Sector. His life and works will certainly inspire the youngsters in our country who should have a vision to make this country a proud nation.

SIL/5045
₹ 280



Kerala Bhasha Institute
Trivandrum



Dr.C.G.Krishnadas: A Role Model CEO

Dr C G Krishnadas A Role Model CEO

P. Thankachan
K.A. Muraleedharan



363

2158

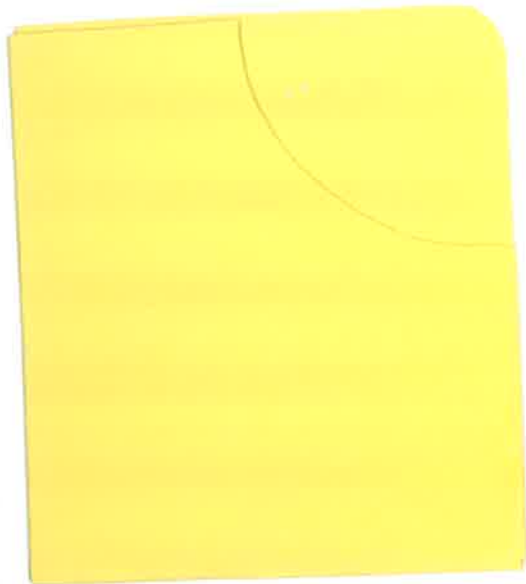
363

**COLLEGE OF AVIAN SCIENCES & MANAGEMENT
KVASU CAMPUS, THIRUVAZHAMKUNNU**

Acc. No. 2158.....

Call No.....

**This book should be returned on or before the
date last given below.**



--	--	--

English

A Role Model CEO

By

P. Thankachan & K. A. Muraleedharan

First Published: April 2021

Published by
State Institute of Languages, Kerala, Thiruvananthapuram - 695 003
© 2021 State Institute of Languages, Kerala

Printed at Vijnanamudranam Press,
State Institute of Languages Kerala,
Nalanda, Thiruvananthapuram

Typesetting at Sree Inclusive Publication, TVPM

Copies: 1000

Price: ₹280

SIL 5045

ISBN: 978-93-90520-88-6

Published by the State Institute of Languages Kerala under the scheme for production of books and literature in regional languages sponsored by the Commission for Scientific and Technical Terminology, Ministry of Education (Department of Secondary and Higher Education), Government of India, New Delhi.

FT 3034

A Role Model CEO

P. Thankachan
K. A. Muraleedharan



State Institute of Languages
Thiruvananthapuram

Foreword

In demographic terms, India today is younger to many other countries of the world. The adolescent population in the total population is an asset to any country which strives for economic growth and development. The youngsters are always looking forward to the role models to realise their dreams and aspirations. During the freedom struggles, there were many role models in our country who were either the freedom fighters or ministers in the union cabinet not only at the center but also in States to lead the nation for a bright future. Scientists such as C.V. Raman, Homi J Bhabha and Vikram Sarabhai were also role models who laid the foundation for making the country self-reliant in science and technology. After India became independent our country produced many role models in various fields, who were instrumental in changing the destiny of the nation. While we are celebrating the 75th year of freedom in this year we pay our respect to the builders of modern India.

This book deals with the life and works of a role model technocrat who was born in an ordinary family with a determination to contribute to the nation's progress. He is none other than Padmashree C.G. Krishnadas who was the first civilian Managing Director and Chairman of the Hindustan Aeronautics Limited, the largest defence PSU in the country. He joined the HAL as a Material Specialist in 1971 and finally rose to become the CEO of the company in 1997. Though an IIT alumnus, he rose to the top echelon of one of the most prestigious Public Sector Undertakings in the country through his hard works, perseverance

General Editor : Prof. V. Karthikeyan Nair
Editor : Dr. Shibu Sridhar
Cover Design : Narayana Bhattathiri

and determination. He had a vision to make it a globally competitive aerospace company in the world and he has succeeded in it.

After his retirement he became the Vice Chancellor of the MATS University Raipur. In 2007 when Cochin International Airport (CIAL), the first Public Private Partnership model Greenfield airport built in the country faced a series of technical and management problems, Kerala Chief Minister Shri.V.S. Achuthanandan requested Dr. Krishnadas to head CIAL. In 2008 he took over the reins of the CIAL and under his able leadership it has become one of the best airports in the country. This book will certainly inspire the readers, particularly the youngsters who will admire his life and works. This book has been the product of the talks and interviews held with Dr. Krishnadas by two journalists Mr. P. Thankachan and Mr. K.A.Muraleedharan. We dedicate this book to the students and youths who can make this country a proud and prosperous nation.

Thiruvananthapuram
April 2021

Prof. V. Karthikeyan Nair
Dr. Shibu Sridhar

Contents

Foreword	v
Abbreviations	viii
<i>Prologue</i>	1
Chapter - 1 - Family Background	7
Chapter - 2 - Learning from Parents, Teachers and Others	16
Chapter - 3 - Engineering Education at IIT Madras	39
Chapter - 4 - Post Graduate Education and Life in Canada	49
Chapter - 5 - Return to India, Marriage and Stay in the UK	72
Chapter - 6 - HAL and Early Efforts in Indigenous Development	81
Chapter - 7 - Turning around a Sick Company	94
Chapter - 8 - Transformation and Growth of the Engine Division	105
Chapter - 9 - Managing Director of HAL, Bangalore	111
Chapter - 10 - Society of Indian Aerospace Technologies & Industries	123
Chapter - 11 - Chairman of HAL – The Largest Defence PSU in India	131
Chapter - 12 - Turbulence, Thunder Clouds & Airpockets	155
Chapter - 13 - On Dealing with unfair and Malicious Allegations	163
Chapter - 14 - Co-Founding of SODET	175
Chapter - 15 - Vice Chancellor, MATS University, Raipur	179
Chapter - 16 - Cochin International Airport Ltd (CIAL)	185
Chapter - 17 - Karmayogi – Never Retires	207
Chapter - 18 - A Role model Manager and a Multifaceted Personality	216
Chapter - 19 - Amidst Laurels	237
Chapter - 20 - Excellent Leadership Qualities to Emulate	241
<i>Epilogue</i>	254
Annexure - I : List of books authored / co-authored by Dr.CG Krishnadas	257
Picture Gallery	261

ABBREVIATIONS

ALCAN	- Aluminum Co. of Canada
AECMA (Currently ASD) Europe	- European Association of Aerospace Industries - Aerospace and Defence Industries Association of Europe
AICTE	- All India Council for Technical Education
ALH	- Advanced Light Helicopter
ASR	- Air Staff Requirements
ARC	- Ariel Research Centre
BEL	- Bharat Electronics Ltd.,
BARC	- Baba Atomic Research Centre
BAe-HAL	- BAe-HAL Softare Pvt. Ltd,
BEML	- Bharath Earth Movers Ltd.,
CIASL	- Cochin International Airport Services Ltd.,
CIAL	- Cochin International Airport Ltd
CVC	- Chief of Vigilance Commission
CEO	- Chief Executive Offer
DGCA	- Director General of Civil Aviation
DRDO	- Defence Research Development Organisation
DMRL	- Defence Metallurgical Research Laboratory
FRP	- Fiber Reinforced Plastic
GIFAS	- Groupement des Industries Francaises Aeronautiques et Spatiales,
HAL	- Hindustan Aeronautics Ltd.,
HVF	- Heavy Vehicle Factory
HR	- Human Resources
HRD	- Human Resource Development
INAE	- Indian National Academy of Engineering
IIT	- Indian Institute of Technology
IIAEM	- Indian Institute of Aerospace Engg and Management
ISRO	- Indian Space Research Organisation
IIE	- Indian Institution of Industrial Engineering
IGNOU	- Indira Gandhi National Open University
INA	- Indian National Army (formed by Netaji Subhash Chandra Bose for Independence struggle)
KMML	- The Kerala Minerals & Metals Ltd
LCA	- Light Combat Aircraft
MAHS	- Mar Athanasius High School

MATS	- Mahaveer Academy of Technology and Science University
MIDHANI	- Mishra Dhatu Nigam Ltd.,
MRO	- Maintenance Repair Overhaul
NIT	- National Institute of Technology
NAL	- National Aerospace Laboratory
NRI	- Non Resident Indians
PTI	- Press Trust of India
REC	- Regional Engineering College
RWRDC	- Rotary Wing Research & Development Centre
SIADTI	- Society of Indian Aerospace Defense Technologies & Industries
SODET	- Society of Defence Technologists
SBAC	- Society of British Aerospace Companies
SME	- Small & Medium Enterprises
MSME	- Ministry of Micro, Small and Medium Enterprises
SNIAS	- Société Nationale Industrielle Aérospatiale
SEZ	- Special Economic Zone
SLV	- Satellite Launch Vehicle
SWOT	- Strengths, Weaknesses, Opportunities and Threats
VSSC	- Vikram Sarabhai Space Centre