

DR. SANJIB CHOWDHURY

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CURRENT

Visiting Professor at Vinod Gupta School of Management, Indian Institute of Technology, Kharagpur in the areas of **1. Strategic Management**, and **2. Operations Management**

EDUCATIONAL QUALIFICATIONS

- **Ph.D.** (Industrial Engineering & Management), **Indian Institute of Technology, Kharagpur**, 1987-90, on Corporate Planning for Upstream Oil and Gas Industry
- **M.Tech.** (Industrial Engineering & Operations Research), **Indian Institute of Technology, Kharagpur**, 1982-84.
- **B.Tech.(Hons.)**, **Indian Institute of Technology, Kharagpur**, 1976-81.

SUMMARY OF SKILLS AND WORK EXPERIENCE

39 years of work experience including **5** years in academics and **34** years in two major oil companies in **India** and **Kuwait** in the cross-functional areas of: **Strategic and Corporate Planning**, Business Performance Improvement, **Optimization** of operations and processes, Project Management, HR and General Management

- Developed long-term **Strategic Plan**, actionable **Strategic Initiatives**, and Strategy Health Check measures; Developed Five Year Business Plan, Balanced Scorecard, Strategy Map etc. for a major oil and gas company and facilitated its implementation.
- Improved **Business Performance** through **Optimization** of operations and processes, and **Business Improvement studies** such as Supply chain Management, Workforce Planning, Business Process Simplification, Economic analysis, Cost control measures etc. (saving potential ~USD 800 million per year)
- Led **HR and General Management** in E&P Assets (1000+ employees); Manpower Planning, Training and Development, Corporate Social Responsibility
- **Visiting Professor** (full time) at Indian Institute of Technology Kharagpur (since Feb 2018); Engaged in teaching and research work; Taught courses on – *Strategic Management, Project Management, Services Management, Manufacturing Strategy*; Conducted several Management Development Programs on “Project Management”, and “Leadership Competencies” for Executives of reputed Cos.; Developed **two** Swayam-NPTEL courses on (1) “Strategic Management for Competitive Advantage”, and (2) “Project Management: Planning, Execution, Evaluation, and Control” under the aegis of Govt. of India; Consultancy work etc.
- **Authored** a book: Sanjib Chowdhury, “*Optimization and Business Improvement studies in Upstream Oil and Gas Industry*,” published by John Wiley & Sons Inc., Hoboken, New Jersey, USA. (*Single-authored, international publication*)
- **Published** several Technical Papers in Journals of repute (Publication list attached)

ACADEMIC EXPERIENCE

- Visiting Professor (full time) at Indian Institute of Technology, Kharagpur (*since Feb 2018*); Engaged in Teaching and Research – courses taught: 1. *Strategic Management*, 2. *Project Management*, 3. *Service Operations Management*, 4. *Manufacturing Strategy*, and 5. *General Management*
- As part of massive open online course (MOOC), developed **two** courses, namely (1) a 12-week course on "Strategic Management for Competitive Advantage", and (2) a 8-week course on "Project Management: Planning, Execution, Evaluation, and Control" under the aegis of Govt. of India's National Programme of Technology Enhanced Learning (NPTEL).

Management Development Program

- Conducted **13** MDP programs on "Project Management", "Leadership Competencies", and others (as Principal Coordinator) for Senior Officers of GOI, PSUs, Indian Oil Ltd., Coal India Ltd. etc. (*Revenue earned: Rs.110 lakh (USD 136,000) in 4 years*)
- Invited speakers to other Depts'. MDP programs; Guest Faculty to other B-schools

ORGANIZATIONAL EXPERIENCE

Kuwait Gulf Oil Company – a major National Oil Company (February 2009 – March 2017, **8+** years)

As Specialist Strategic Planning

Corporate Planning

- Strategic Planning: Developed long-term (20 years) Strategic Plan, Strategic Initiatives, and facilitated implementation; Introduced Strategy Health Check; Prepared Five Year Business Plan.
- Performance Management: Developed Strategy map, Balanced Scorecard, Key Performance Measures, and Performance analysis.
- Capital Budget: Evaluation of budget proposals, Investment appraisals, preparation of capital budget

Oil and Natural Gas Corporation Ltd. India - A Flagship Fortune 500 Company (**25 years**, June 1984 to February 2009)

Joined as Assistant Executive Engineer and rose to Chief Manager - Functioned as Head HR, Industrial Engineering, Training & Development.

Optimization and Business Improvement

- Improved Business Performance through "Optimization and Business Improvement studies" with **saving potential ~USD 800 million per annum** as mentioned below; **Presented to Executive Committee (Board)** of the Co. and were **Implemented** to various extent
 - Optimizing G&G Strategies for Deepwater Oil and Gas Exploration (saving potential ~USD 50 million per year)
 - Optimizing Productivity of Drilling Operations (saving potential ~USD 60 million per year).

- Optimizing Controllable Rig time loss (saving potential ~USD 35 million/year)
- Optimizing Offshore Supply Vessel fleet size for E&P operations using Queuing theory
- Standardizing consumption of HSD, Cement and Chemicals in Oil/Gas Wells and Rigs (saving potential ~USD 63 million)
- Optimizing Supply Chain Management System (Procurement process and Cycle Time, tendering process, Inventory etc.; saving potential ~USD 244 million)
- Developing uniform Standards for Emergency Alarm System and Indicators for Offshore Oil and Gas Installations
- Optimizing Rig Move time and Activity Schedule using Critical Path Analysis (saving potential ~USD 24 million in a year)
- Improving Organizational Efficiency through HR Process Simplification in the organization (40,000+ employees), Minimised Response time and Improved Employee Satisfaction
- Manpower Optimization: Workforce Planning, Introduction of Multitasking, multidisciplinary approach, Best Practice benchmarking (saving potential ~USD 290 million)

Project Management

- EPC Project Planning and Monitoring of 740 MW Gas based Power Plant in a remote area with severe logistic constraints; and Gas Supply Projects

HR and General Management

- Experience in Leading HR and General Management in E&P Assets (1000+ employees); Manpower Planning, Corporate Social Responsibility - Policy Design, Implementation and Monitoring
- Training and Development: Coordinated and organised ~300 Training Programs in which ~3000 employees were trained over a period of 5 years

Steel Authority of India Ltd., 1 year (Aug 1981- July 1982) as Management Trainee

AWARDS & ACHIEVEMENTS

- **KGOC Ideal Employee Award** 2014 for sincerity and dedication to work
- **ONGC Chairman's Award** for Best Published Paper **3** times
- **ONGC Director's Award** for Published Paper
- ONGC Executive/Regional Director's Merit Certificate for devotion to duties and meritorious services **5** times

IT SKILLS

- Proficient in MS-Office, MS-Project, IBM Cognos Business Intelligence, SAP end-user, LINGO, DYMOSIM packages and other computer languages

TRAINING ATTENDED

- *Management*: Managerial Effectiveness; Organizational Conflict & Negotiation Skills; ISO 9001:2008 Internal Audit; ISO 9001: Awareness; Fast Reading & Super Memory etc.
- *Technical*: Emerging Concepts in Industrial Engineering, Business Process Reengineering; Project Management, MS-Project
- *HSE*: General Safety and Environment Awareness, Office Stress, Ergonomics, Safe Driving etc.

LIST OF PUBLICATIONS

Book

- **Sanjib Chowdhury**, “*Optimization and Business Improvement studies in Upstream Oil and Gas Industry*”, John Wiley & Sons Inc., Hoboken, New Jersey, US, 1st edition, August 2016, pp. 336, ISBN 9781119100034.
<http://eu.wiley.com/WileyCDA/WileyTitle/productCd-1119100038,subjectCd-IE00.html>
<http://www.amazon.com/Optimization-Business-Improvement-Upstream-Technology/dp/1119100038>

Paper

1. Sanjib Chowdhury, Facility Location Planning to Mitigate Strategic Conflict in Joint Operations, Journal of Global Operations and Strategic Sourcing, Emerald Publishing – Forthcoming (accepted on 27.6.2022; in print).
2. Sanjib Chowdhury and K.C.Sahu, Forecasting India’s Oil and Gas Reserves and Production Potential; Technological Forecasting and Social Change - An International Journal, Vol. 41, No. 1, February 1992.
3. Sanjib Chowdhury and K.C.Sahu, A System Dynamics Model for the Indian Oil and Gas Exploration/Exploitation Industry; Technological Forecasting and Social Change - An International Journal, Vol. 42, No. 1, August 1992.
4. Sanjib Chowdhury, Financial Planning Using Goal Programming; Productivity, Vol. 37, No. 3, Oct - Dec 1996.
5. Sanjib Chowdhury, Estimation of Offshore Supply Vessel Fleet Size Using Queuing Theory; The Management Accountant, Vol. 31, No. 9, September 1996.
6. Sanjib Chowdhury, Oil Pricing: A Linear Programming Approach; Industrial Engineering Journal, Vol. XXIV, No. 4, April 1995.
7. Sanjib Chowdhury and K.C.Sahu, Global and Indian Oil Scenario: Need for Long Range Perspective; Decision, Vol. 18, No. 4, October - December 1991.
8. Sanjib Chowdhury and K.C.Sahu, Corporate Plan in Oil and Natural Gas Exploration Industry; Productivity, Vol. 33, No. 2, July - September, 1992.

9. Sanjib Chowdhury and K.C.Sahu, Corporate Planning Process: A Brief Survey of Literature; Indian Management, Vol. 31, No. 5, October, 1992.
10. Sanjib Chowdhury, Oil Crisis: Options for Developing/Oil Importing Countries; Energy Management, Vol. 17, No. 2, April - June 1993.
11. Sanjib Chowdhury, Striking Oil; Science Reporter, Vol. 31, No. 5, May 1994.
12. Sanjib Chowdhury, A Perspective on Liberalization; Indian Management, Vol. 34, No. 4, May 1995
13. Sanjib Chowdhury, Development of Performance Indicators in Service Areas; Udyog Pragati, Vol. XIX, No. 1, January - March 1995.
14. Sanjib Chowdhury, Liberalization and India's Oil Exploration/Exploitation Industry; Udyog Progati, Vol. XVIII, No. 2, April - June 1995.
15. Sanjib Chowdhury, Liberalization and the Role of Trade Union, Management, and Government; Personnel Today, Vol. XVII, No. 2, July - September 1996.
16. Sanjib Chowdhury, Estimation of Doctor Strength in a Hospital Using Queuing Theory; The Management Accountant, Vol.32, No.8, August 1997.
17. Sanjib Chowdhury, An Overview of Modern Telecommunication; The Management Accountant, Vol. 32, No. 1, January 1997.
18. Sanjib Chowdhury, Aiding Transformation through Right to Information; Personnel Today, Vol. XXXI, No.2, July - Sept 2010.
19. Sanjib Chowdhury, India's Socio-Economic Duality; The Management Accountant, Vol.47, No.9, Sept 2012.

Delves into the core and functional areas in the upstream oil and gas industry covering a wide range of operations and processes

Oil and gas exploration and production (E&P) activities are costly, risky, and technology-intensive. With the rise in global demand for oil and fast depletion of easy reserves, the search for oil is directed to more difficult areas, such as deepwater, arctic region, and hostile terrains; and future production is expected to come from increasingly difficult reserves- deeper horizon, low-quality crude. All these are making E&P activities even more challenging in terms of operations and technology. Therefore, it is necessary to use scarce resources judiciously and optimize strategies, cost, and capital and improve business performance in all spheres of E&P business.

Optimization and Business Improvement Studies in Upstream Oil and Gas Industry contains 11 real-life optimization and business improvement studies that delve into the core E&P activities and functional areas covering a wide range of operations and processes. It uses various quantitative and qualitative techniques, such as linear programming, queuing theory, critical path analysis, economic analysis, best practices benchmark, and business process simplification to - (1) optimize productivity of drilling operations (2) optimize controllable rig time loss (3) optimize deepwater exploration strategy (4) optimize rig move time and activity schedule (5) optimize offshore supply vessel fleet size (6) optimize supply chain management system (7) manpower optimization and strategic workforce planning (8) optimize base oil price for a country (9) standardize consumption of materials (10) develop uniform safety standards for offshore installations, and (11) improve organizational efficiency through business process simplification.

The book will be of immense interest to practicing managers, professionals, and employees at all levels and disciplines in oil and gas industry. It will also be useful to academicians, scholars, educational institutes, energy research institutes, and consultants dealing with oil and gas. The work can be used as a practical guide to upstream professionals and students in petroleum engineering programs.

Sanjib Chowdhury is working in a major oil company and has over 30 years of experience in cross-functional areas of strategic and corporate planning, optimization and business improvement, HR and general management in upstream sector. He has held responsible positions and carried out many impressive works and studies in these areas—this book is a testimony to that. He holds B.Tech., M.Tech., and Ph.D. degrees in Industrial Engineering and Management all from the Indian Institute of Technology, Kharagpur, and published several technical papers in journals of repute.

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Also available as an eBook



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