Appendix

A. PSU Companies in India

Maharatna Companies

In 2009, the government established the Maharatna status, which raises a company's investment ceiling from Rs. 1,000 crore to Rs. 5,000 crore. The Maharatna firms can now decide on investments of up to 15 per cent of their net worth in a project; the Navaratna companies could invest up to Rs 1,000 crore without explicit government approval.

Eligibility Criteria

The six criteria for eligibility as Maharatna are

1. Having Navratna status.
2. Listed on Indian Stock Exchange with minimum prescribed public shareholding under SEBI regulations.
3. An average annual turnover of more than Rs. 20,000 crore during the last 3 years. Earlier it was Rs 25,000 Crore.
4. An average annual net worth of more than Rs. 10,000 crore during the last 3 years. Earlier it was Rs. 15,000 crore.
5. An average annual net profit after tax of more than Rs. 2500 crore during the last 3 years. Earlier it was Rs. 5000 crore.
6. Should have significant global presence in the different set of countries/international operations.
Miniratna Companies

In order to make the public sector undertaking more competitive and efficient as a policy objective, it was decided by the government to allow increased autonomy and transferring of power to the profitable enterprises. Thus the government created another category called Miniratna. Miniratna can also enter into joint ventures, set subsidiary companies and overseas offices but with certain conditions. In 2002, there were 41 government enterprises that were awarded Miniratna status.

Category I

This designation applies to PSEs that have made profits continuously for the last three years or earned a net profit of Rs. 30 crore or more in one of the three years. These Miniratna granted certain autonomy like incurring capital expenditure without government approval up to Rs. 500 crore or equal to their net worth, whichever is lower.

Category II

These categories include those PSEs which have made profits for the last three years continuously and should have a positive net worth. Category II Miniratna has autonomy to incurring the capital expenditure without government approval up to Rs. 300 crore or up to 50% of their net worth whichever is lower.
List of Maharatna Companies

<table>
<thead>
<tr>
<th>Sl.no</th>
<th>Name of Organization</th>
<th>No. of Employees</th>
<th>Revenue US$.(billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coal India Ltd.</td>
<td>3,71,546</td>
<td>▲14</td>
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<td>2</td>
<td>Indian Oil Corporation Ltd.</td>
<td>36,198</td>
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<td>3</td>
<td>NTPC Ltd.</td>
<td>26,000</td>
<td>▲12</td>
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<td>4</td>
<td>Steel Authority of India Ltd.</td>
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<td>5</td>
<td>Bharat Heavy Electricals Ltd.</td>
<td>46,274</td>
<td>▲9.07</td>
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<tr>
<td>6</td>
<td>Gail (India Ltd.)</td>
<td>3994</td>
<td>▲6.9</td>
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</table>

Figure - A.1

Coal India Limited

After the independence need for coal production was felt in the First Five year Plan. In the year 1951 a working party for the coal industry was formed which included members representing the coal industry, labour unions and the government suggesting the joint venture of small and disunited production units. Hence an idea for nationalized unified coal sector was evolved. National Coal Development Corporation was formed and took the initiative to dig into new coalfields and start the journey for the development of new coal mines.

With the Government’s national energy policy the total national control of coal mines in India took place in two stages in the year 1970. The Coking Coal Mines (Emergency Provisions) Act 1971 was formally made public by Government on 16 October 1971 under which except the confined mines of IISCO, TISCO and DVC, the Government of India took over the management of all 226 coking coal mines and nationalized them on 1 May 1972 and thus
resulted into the birth of Bharat coking Limited. The formal act of proclaiming of Coal Mines taking over the management on 31 January 1973, the Central Government also took over the management of all 711 non-coking coal mines.

In the next phase these non-coking mines were nationalized with effect from 1 May 1973 and a public sector company named Coal Mines Authority limited (CMAL) was formed to manage these non-coking mines. A formal holding company in the form of Coal India Limited was formed in November 1975 to manage both of these companies.

Coal India Limited was awarded the MAHARATNA status on 11 April 2011 by the Government of India, thus becoming the only fifth public sector enterprise in the country. The Government of India has introduced this MAHARATNA scheme in February 2010 for all Central public sector enterprise, in order to give power or authority for central public sector enterprises to expand their operations and emerge as global giants. The objective of Maharatna status is to transfer power to the Boards of the identified large Navaratna central public sector enterprises, fulfilling the specified criteria, to facilitate expansion of their operations both in domestic as well as global markets.

Coal India Limited joins the Sensex on 8 August 2011. It is globally considered to be the barometer of the Indian economy, in short span of nine months since its listing on 4 November 2010. No other company has made it to the index in such a short time. And then Coal India's raise to the top came in just seven trading sessions since its entry to Sensex. This is considered to be a remarkable accomplishment.

On 17 August 2011, Coal India emerged as the most valued company in the country in terms of Market Capitalization reaching the highest level of success. The company’s value stood at Rs 251296 Crore. Coal India Limited
signed a Memorandum of Understanding of Ministry of Coal on 31 March 2011 for its key performance areas for the fiscal 2011-12. As per the memorandum of understanding for the fiscal year, Coal India Limited’s targeted production of coal helped in attaining an “Excellent” rating. For the previous three fiscal years 2007-08, 2008-09 & 2009-10 Coal India limited was rated “Excellent”.

Coal India Limited pocketed a prestigious first ever international award in Geneva on 7 March 2011. Coal India Limited was conferred with the “Century International Quality ERA Award (CQE)” in the Gold Category in recognition of commitment to Quality, Leadership, Technology and Innovation. It was stated that Coal India represents success for India in the business world. The awards were given by Business Initiative Directions (BID) – A leading private organization focused on the Quality Mix Plan.

In early seventies Nationalization of coal field industry in India took place for some related event. Firstly the rise in price of oil led the country to take a close look on other opportunities of energy options. A Fuel Committee was built for this reason and they named **COAL** as the primary source of commercial energy. Secondly the much needed investment needed for growth of this sector was not approaching with coal mining largely in the hands of private sector. The objectives of nationalization were conservation of the scarce coal resource, particularly coking coal, of the country by

- Halting wasteful, selective and slaughter mining.
- Planned development of available coal resources.
- Improvement in safety standards.
- Ensuring adequate investment for optimal utilization consistent with growth needs.
- Improving the quality of life of the work force.
Steel Authority of India Limited

Steel Authority of India Limited (SAIL) is one of the largest state-owned steel-making companies whose headquarter is located at New Delhi, India. SAIL is also awarded MAHARATNA status and is among the other public sector enterprise. SAIL is one of the top steel making industries in the world. SAIL has a turnover of Rs 48681 crore (US$8.4 billion). SAIL is amongst the highest profit earning corporate of the country. SAIL is a public sector undertaking organization which trades publicly in the market and is largely owned by Government of India. SAIL was formed on 24 January 1973 and has more than One Lakh employees. With an annual production of 13.5 million metric tons, SAIL is the 14th largest steel producer in the world.

Major steel plants owned by SAIL are located at Bhilai, Durgapur, Rourkela, Burnpur and Salem. SAIL is investing Rs 21000 crore in West Bengal, to set up a wagon factory. SAIL is a public sector company, owned and operated by the Government of India. According to a recent survey, SAIL is one of India's fastest growing Units. Besides, it has R&D Centre for Iron & Steel (RDCIS), Centre for Engineering and Technology (CET), Management Training Institute (MTI) and SAIL Safety Organization (SSO) located at Ranchi, capital of Jharkhand.

SAIL finds its origin to the formative years of an emerging nation-India. After independence the builders of modern India worked with a vision to lay the infrastructure for rapid development of industrialization in the country. The steel sector gave an incentive for action for the economic growth. Hindustan Steel Private Limited was originated on 19 January 1954.

Hindustan Steel Limited was initially planned to manage only one plant which was coming at Rourkela. For Bhilai and Durgapur Steel Plants, the preliminary work was done by the Ministry of Iron and Steel. In the year April 1957 the management and control of the two steel plants were handed over to
Hindustan Steel. Originally the registered office was at New Delhi, later on it was moved to Calcutta in the year July 1956 and at last it was moved to Ranchi in the year December 1959. The units of Bhilai and Rourkela Steel Plants were completed by the end of the year December 1961. Also the unit of Durgapur Steel Plant was completed the next year in January 1962 after the commissioning of Wheel and Axle plant. The production of Hindustan Steel Limited went up from .158 MT to 1.6 MT.

A new steel plant was founded in January 1964 to construct and operate the steel plant at Bokaro. The second phase of Bhilai Steel Plant was completed in the year September 1967 after the commissioning of the Wire Rod Mill was finished. The last unit of Tandem Mill at Rourkela was completed in the year August 1969 having a capacity of 1.8 MT. The unit of Durgapur Steel Plant having capacity of 1.6 MT was completed in the year August 1969 after commissioning the furnace. Therefore after the completion of 2.5 MT unit of Bhilai Steel Plant, 1.8 MT unit of Rourkela plant and 1.6 MT unit of Durgapur Steel Plant and the total capacity of Hindustan Steel Limited was raised to 3.7 MT in the year 1968-69 and raised to 4 MT in the year 1972-73.

The Ministry of Steel and Mines outlined a plan of action to develop a new model for managing industry. The policy statement was presented to the Parliament in the year December 2, 1972. On this basis the concept to create a holding company to manage input and output under a single shelter was considered. This headed to the formation of Steel Authority of India Limited. It was founded in the year January 24, 1973 with an authorized capital of Rs 2000 crore, and was made responsible for managing the five integrated steel plants at Bhilai, Bokaro, Durgapur, Rourkela and Burnpur and also the Alloy Steel Plant and the Salem Plant. In the year 1978 SAIL was reconstituted to an operating company.

Since its origin SAIL has been implemental in laying a healthy base for the
industrial development of the country. Besides these it has contributed to a great extent for the development of management and technical expertise. It has activated the secondary and the tertiary waves of economic growth by continuously providing the inputs for the consuming industry.

**Oil and Natural Gas Corporation**

Oil and Natural Gas Corporation (ONGC) is a MAHARATNA company. It is a public sector undertaking organization. It is an Indian multinational Oil and Gas company having it’s headquarter in Dehradun, India. It is one of the largest Asia based Oil and Gas exploration and production companies and produces around 72% of India’s crude oil (equivalent to around 30% of the country’s total demand) and around 48% of its natural gas. ONGC is an organization under the Government of India Enterprise. It is one of the largest publicly merchandise company by market in India. ONGC has been ranked 357th in the Fortune Global list of the world’s largest corporations for the year 2012. It is also amongst the top 250 Global Energy Companies.

ONGC was incorporated in the year 14 august 1956 by the India state, which currently holds 69.23% equity share. It involves in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India, and owns and operates over 11000 kilometers of pipelines in the country. Its international subsidiary ONGC Videsh currently has projects in 15 countries. ONGC has discovered six of the seven commercially producing Indian basins in the last 50 years, adding over 7.1 billion tons of In-place Oil & Gas volume of hydrocarbons in Indian basins. Against a global decline of production from matured fields, ONGC has maintained production from its brown fields like Mumbai, with the help of aggressive investments in various IOR (Improved Oil Recovery) and EOR (Enhanced Oil Recovery) schemes. Recovery Factor has improved from 28% (in 2000) to 33.5% (in 2011). Significantly Reserve Replenishment Ratio for the last seven years has been more than one.
During the pre-independence period, the Assam Oil Company in the northeastern and Attock Oil company in northwestern part of the undivided India were the only oil companies producing oil in the country with minimum exploration input. The major part of Indian sedimentary basins was viewed to be unfit for development of oil and gas resources.

After independence, the National Government realized the importance of oil and gas for rapid industrial development and its strategic role in defense. Consequently, while framing the Industrial Policy Statement in the year 1948, the development of petroleum industry in the country was considered to be of necessary requirement.

Until 1955, private oil companies mainly carried out exploration of hydrocarbon resources in India. In Assam, the Assam Oil Company was producing oil at Digboi (discovered in 1889) and Oil India Limited (a 50% joint venture between Government of India and Burmah Oil Company) was engaged in developing two newly discovered large fields Naharkatiya and Moran in Assam. In West Bengal, the Indo-Stanvac Petroleum project (a joint venture between Government of India and Standard Vacuum Oil Company of USA) was engaged in discovery work. The vast sedimentary in other parts of India and adjoining offshore remained largely unexplored.

In 1955, Government of India decided to develop the oil and natural gas resources in the various regions of the country as part of the Public Sector development. With this objective an Oil and Natural Gas Directorate was set up at the end of the year 1955, as a subordinate office under the then Ministry of Natural Resources and Scientific Research. The department was constituted with a nucleus of geoscientists from the Geological survey of India.

A group of representatives under the leadership of Mr. K D Malviya, Minister of Natural Resources, visited several European countries to study the status of oil industry in those countries and to facilitate the training of Indian
professionals for exploring potential oil and gas reserves. Experts from Romania, the Soviet Union and the United States and West Germany afterwards visited India and helped the Government with their expertise. Soviet experts later came up with a detailed plan for geological and geophysical surveys and drilling operations to be carried out in the second five year plan (1956-57 to 1960-61).

In April 1956, the Government of India adopted the Industrial Policy Resolution which placed mineral oil industry among the schedule A industries, the future development of which was to be the sole and exclusive responsibility of the state. Soon after the formation of the Oil and Natural Gas Directorate, it became evident that it would not be possible for the Directorate with its limited financial and administrative powers as subordinate office of the Government, to function efficiently. So in August 1956, the Directorate was raised to the status of a commission with enhanced powers, although it continued to be under the government. In October 1959, the Commission was converted into a legal body by an act of the Indian Parliament which enhanced powers of the commission further.

The main functions of the Oil and Natural Gas Commission subject to the provisions of the Act were "to plan, promote, organize and implement programs for development of Petroleum Resources and the production and sale of petroleum and petroleum products produced by it, and to perform such other functions as the Central Government may, from time to time, assign to it The act further outlined the activities and steps to be taken by ONGC in fulfilling its mandate.

Since its origin, ONGC has been instrumental in transforming the country's limited upstream sector into a large workable playing field with its activities spread all over India and significantly in overseas territories. In the inland areas, ONGC not only found new resources in Assam but also established new
oil province in Cambay basin (Gujarat), while adding new petroliferous areas in the Assam-Arakan Fold Belt and East coast basins (both inland and offshore).

ONGC went offshore in early seventies and discovered a giant oil field in the form of Bombay High, now known as Mumbai High. This discovery, along with subsequent discoveries of huge oil and gas fields in Western offshore changed the oil scenario of the country. Subsequently over 5 billion tons of hydrocarbons which were present in the country, were discovered. The most important contribution of ONGC, however, is its self-reliance and development of core competence in E&P activities at a globally competitive level.

The liberalized economic policy, adopted by the Government of India in July 1991, sought to de-regulate and de-license the core sectors (including petroleum sector) with partial disinvestments of government equity in Public Sector Undertakings and other measures. As a consequence thereof, ONGC was re-organized as a limited Company under the Companies Act, 1956 in the year February 1994. After the conversion of business of the Oil & Natural Gas Commission to that of Oil & Natural Gas Corporation Limited in the year 1993, the Government disinvested 2% of its shares through competitive bidding. Subsequently, ONGC expanded its equity by another 2% by offering shares to its employees.

During the year March 1999, ONGC, Indian Oil Corporation (IOC) a downstream giant and Gas Authority of India Limited (GAIL) - the only gas marketing company, agreed to have cross holding in each other’s stock. This surfaced the way for long-term strategic alliances both for the domestic and overseas business opportunities in the energy value chain, amongst themselves. Consequent to this the Government sold off 10% of its shareholding in ONGC to IOC and 2.5% to GAIL. With this the Government
holding in ONGC came down to 84.11%.

In the year 2002-2003, after taking over MRPL from the A V Birla Group, ONGC diversified into the downstream sector. ONGC has also entered the global field through its subsidiary, ONGC Videsh Limited (OVL). ONGC has made major investments in Vietnam, Sakhalin, Columbia, Venezuela, Sudan, etc. and earned its first hydrocarbon overseas revenue from its investment in Vietnam.

**Indian Oil Corporation Limited**

Indian Oil Corporation Limited (IOCL) or Indian Oil is a state owned oil and gas corporation having headquartered at New Delhi, India. The company is the world’s 83rd largest public sector enterprise as per the Fortune Global 500 list. It is also the largest public sector enterprise in India when ranked by revenue. IOCL has been awarded the MAHARATNA status. Indian Oil and its subsidiaries account for a 49% share in the petroleum products market, 31% share in refining capacity and 67% downstream sector pipelines capacity in India. The Indian Oil Group of Companies owns and operates 10 out of India’s 22 refineries with a combined refining capacity of 65.7 million metric tons per year.

The President of India owns 78.92% (1.9162 billion shares) in the company. In Financial Year 2012, IOCL sold 75.66 million tons of petroleum products and reported a PBT of 37.54 billion, and the Government of India earned an excise duty of 232.53 billion and tax of 10.68 billion. It is one of the seven Maharatna status companies of India, apart from Coal India Limited, NTPC Limited, Oil and Natural Gas Corporation, Steel Authority of India Limited, Bharat Heavy Electricals Limited and Limited. Indian Oil operates the largest and the widest network of fuel stations in the country, numbering about 20575. It has also started Auto LPG Dispensing Stations (ALDS).
It supplies Indane cooking gas to over 66.8 million households through a network of 5934 Indane distributors. In addition, Indian Oil’s Research and Development Center (R&D) at Faridabad supports, develops and provides the necessary technology solutions to the operating divisions of the corporation and its customers within the country and abroad. Indian Oil made suggestion for reduction in prices of petrol on 28 May 2012.

Indian Oil is India’s chief national oil company with business interests ranging the entire hydrocarbon value chain from refining, pipeline transportation and marketing of petroleum products to exploration & production of crude oil & gas, marketing of natural gas and petrochemicals. It is the leading Indian corporate in the Fortune “Global 500” listing, ranked at the 83rd position in the year 2012.

With over 34,233 strong workforces, Indian Oil has been helping to meet India’s energy demands for over half a century. With a corporate vision to be the Energy of India, Indian Oil closed the year 2011-2012 with a sales turnover of Rs. 40,995.7 crore ($85.550 million) and profits of Rs. 3,955 crore ($825 million).

At Indian Oil, operations are strategically structured along business verticals such as Refineries, Pipelines, Marketing, Research & Development Centre and Business Development E&P, Petrochemicals and Natural Gas. To achieve the next level of growth, Indian Oil is currently shaping ahead on a well laid-out road map through vertical integration, upstream into oil exploration & production (E&P) and downstream into petrochemicals and diversification into natural gas marketing and alternative energy, besides globalization of its downstream operations. Having set up subsidiaries in Sri Lanka, Mauritius and the United Arab Emirates (UAE), Indian Oil is simultaneously exploring in order to gain for new business opportunities in the energy markets of Asia and Africa.
Indian Oil Corporation has two major domestic competitors, one is Bharat Petroleum and the other is Hindustan Petroleum. Both are state controlled like Indian Oil Corporation Limited. There are also two private competitors Reliance and Essar Oil.

**Gas Authority of India Limited**

GAIL (India) Limited is the largest state owned natural gas processing and distribution company having it’s headquarter in New Delhi, India. It has following business segments: - Natural Gas, Liquid Hydrocarbon, LPG Transmission, Petrochemical, City Gas Distribution, Exploration and Production and Electricity generation. Gas Authority of India Limited has been awarded the MAHARATNA status on 1 February 2013 by the Government of India. Presently only six other public sector enterprises own this Maharatna status amongst all other public sector enterprises.

GAIL (India) Limited was incorporated in the year August 1984 as a Central Public Sector undertaking (PSU) under the Ministry of Petroleum & Natural Gas. The company was previously known as Gas Authority of India Limited. It is India's major Gas transmission and marketing company. The company was initially given the responsibility of construction, operation & maintenance of the Hazira, Vijaypur and Jagdishpur (HVJ) pipeline Project. It was one of the largest cross country natural gas pipeline projects in the world. Originally this 1800 kilometer long pipeline was built at a cost of Rs 1700 crore (US$290 million) and it laid the foundation for development of market for natural gas in India. GAIL commissioned the 2800 kilometers Hazira, Vijaypur and Jagdishpur (HVJ) pipeline in 1991.

Between 1991 and 1993 three liquefied petroleum gas (LPG) plants were constructed and some regional pipelines were acquired, enabling GAIL to begin its gas transportation in various parts of India. GAIL began its city gas distribution in New Delhi in 1997 by setting up nine compressed natural gas...
(CNG) stations.

GAIL today has reached new milestones with its strategic diversification into Petrochemicals, Telecom and Liquid Hydrocarbons besides gas infrastructure. The company has also extended its presence in Power, Liquefied Natural Gas re-gasification, City Gas Distribution and Exploration & Production through participation in equity and joint ventures, incorporating the new found energy into its corporate identity Gas Authority of India was renamed GAIL (India) Limited on 22 November 2002.

GAIL (India) Limited has shown growth in gas transmission through the years by building large network of trunk pipelines covering length of around 11000 kilometers. Leveraging on the core competencies, GAIL played a key role as gas market developer in India for decades providing to major industrial sectors like power, fertilizers and city gas distribution. Currently GAIL transmits gas through its dedicated pipelines and have more than 70% market share in both gas transmission and marketing.

As a strategy of going global and further expanding global footprint, GAIL has formed a wholly owned subsidiary company called GAIL Global (Singapore) Limited in Singapore for pursuing overseas business opportunities including LNG & petrochemical trading. GAIL has also established a wholly owned subsidiary GAIL Global (USA) Inc. in Texas, USA. The US subsidiary has acquired 20% working interest in an unincorporated joint venture with Carrizo Oil & Gas Inc. in the Eagle Ford shale acreage in the state of Texas. In addition to having two wholly owned subsidiaries in Singapore & USA, GAIL has a representative office in Cairo, Egypt to pursue business opportunities in Africa and Middle East.

GAIL is also an equity partner in two retail gas companies in Egypt, namely Fayum Gas Company (FGC) and National Gas Company (Nat gas). Besides this GAIL is an equity partner in a retail gas company involved in city gas and...
CNG business in China named China Gas Holdings Limited (China Gas). Further, GAIL and China Gas have formed an equally owned joint venture company named GAIL China Gas Global Energy Holdings Limited for pursuing gas sector opportunities primarily in China.

GAIL is a part of consortium in two offshore E&P blocks in Myanmar and also holds participating interest in the joint venture company named South East Asia Gas Pipeline Company Limited incorporated for transportation of gas to be produced from two blocks in Burma (Myanmar) to China.

**National Thermal Power Corporation Limited**

National Thermal Power Corporation Limited (NTPC) is the largest Indian state owned company having headquartered based in New Delhi, India. It is listed in Forbes Global 2000 for the year 2012 and has been ranked 337th in the world. It is a public sector enterprise listed on the Bombay Stock Exchange in which the Government of India holds 84.5% of its equity. With a power generating capacity of 41184 Mega Watt, NTPC proceeds to become a 128000 MW company by 2032. NTPC was incorporated on 11 November 1975. On 21 May 2010 NTPC was awarded the MAHARATNA status by the Government of India.

NTPC’s core businesses are Engineering, Construction and Operation of power generating plants and providing consultancy to power utilities in India and overseas.

The total installed capacity of the company is 41184 MW (including Joint Venture) with 16 coal based and seven gas based stations located across the country. In addition under the joint ventures, six stations are of coal based and another station uses Naphtha/LNG as fuel. By the year 2017, the power generation function is expected to have a diversified fuel mix with coal based capacity of around 31855 MW, 3955 MW through gas, 1328 MW through
hydro-generation, about 1400 MW power from nuclear sources and around 1000 MW from renewable energy sources. NTPC has adopted a multi-pronged growth strategy which includes capacity addition through green field projects, expansion of existing stations, joint venture, subsidiaries and takeover of stations.

NTPC has been operating its plants at high efficiency levels. Although the company has 19% of the total national capacity, it contributes 29% of total power generation due to its focus on high efficiency. NTPC’s share at 31 March 2001 of the total installed capacity of the country was 24.51% and it generated 29.68% of the power of the country in 2008-09. Every fourth home in India is being provided electricity by NTPC. As on 31 March 2011 NTPC’s share of the country’s total installed capacity is 17.18% and it generated 27.4% of the power generation of the country in 2010-11. NTPC is lighting every third bulb in India. The Net Profit after tax on 31 March 2006 was Rs 58.20 billion. Net profit after tax for the quarter ended 30 June 2006 was Rs 15.528 billion, which is 18.65% more than that for the same quarter in the previous financial year. It is listed in Forbes Global 2000 for 2011 ranked it 348th in the world.

Pursuant to a special resolution passed by the shareholders at the Company’s Annual General Meeting on 23 September 2005 and the approval of the Central Government under section 21 of the Companies Act, 1956, the name of the Company “National Thermal Power Corporation Limited” has been changed to “NTPC Limited” with effect from 28 October 2005. The primary reason for this is that the company's immediate attempt into hydro and nuclear based power generation along with backward integration by coal mining.

**Bharat Heavy Electricals Limited**

Bharat Heavy Electricals Limited (BHEL) is an Indian state owned integrated power plant equipment manufacturer and operates as Engineering and
Manufacturing industry based in New Delhi, India. BHEL was established in the year 1964, showing in the indigenous Heavy Electrical Equipment industry in India. The company has been earning profits continuously since year 1971-72 and paying dividends since year 1976-77. It is one of the only seven mega public sector undertakings (PSUs) of India merged under the esteemed MAHARATNA status. On 1 February 2013 the Government of India granted MAHARATNA status to Bharat Heavy Electricals Limited.

It is employed in the designs, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of the economy such as Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defense. BHEL has fifteen manufacturing divisions, two repairing units, four regional offices, eight service centers, eight overseas offices and fifteen regional centers and currently operates at more than 150 project sites across India and overseas. Most of its manufacturing units and other entities have been licensed to Quality Management Systems (ISO 9001:2008), Environmental Management Systems (ISO 14001:2004) and Occupational Health & Safety Management Systems (OHSAS 18001:2007).

It is the 7th largest power equipment manufacturer in the world. In the year 2011, it was ranked 9th most innovative company in the world by United States business magazine Forbes. BHEL is the only Indian Engineering company on the list which contains online retail firm Amazon at the second position with Apple and Google at fifth and seventh positions respectively.

BHEL has a share of 59% in India’s total installed generating capacity contributing 69% approx. to the total power generated from utility sets (excluding non-conventional capacity) as of 31 March 2012. The company has been exporting its power and industry segment products and services for over 40 years. BHEL’s global references are spread across 75 countries. The
cumulative overseas installed capacity of BHEL manufactured power plants exceeds 9000 MW across 21 countries including Malaysia, Oman, Iraq, the UAE, Bhutan, Egypt and New Zealand. Its physical exports range from turnkey projects to after sales services.

The company’s corporate Research & Development section at Hyderabad leads BHEL’s research efforts in a number of areas of importance to its product range.

Research and Product Development (RPD) centers at all its manufacturing divisions play a complementary role. BHEL has introduced in the recent past several state of the art products. Commercialization of products and systems developed by way of in house Research and Development contributed Rs 95120 million corresponding to around 19.3% of the company’s total turnover in 2011-12.

In 2011-12, BHEL filed 351 patents and copyrights, enhancing the company’s intellectual capital to 1786 patents and copyrights filed, which are in productive use in the company’s business. The company established four new Centers of Excellence taking the total tally to thirteen. Significantly BHEL is one of the only four Indian companies and the only Indian Public Sector Enterprise figuring in “The Global Innovation 1000” of Booz & Company, a list of 1000 publicly traded companies which are the biggest spenders on Research & Development in the world.

The company has a dedicated team of highly skilled and committed workforce of 49390 employees. BHEL works along a pre-determined CSR scheme and its mission statement on CSR is “Be a Committed Corporate Citizen, alive towards its Corporate Social Responsibility”.

BHEL’s contributions towards Corporate Social Responsibility till date include adoption of villages, free medical camps/charitable dispensaries,
schools for the underprivileged and handicapped children, ban on child labor, disaster/natural calamity aid, employment for the differently able, widow resettlement, employment for ex-servicemen, irrigation using treated sewage, pollution checking camps, plantation of millions of trees, energy saving and conservation of natural resources through environmental management.

As part of social commitment BHEL provides financial assistance to various NGOs/Trusts/Social Welfare Societies that are engaged in social welfare activities throughout the country. 56 villages having nearly 80000 inhabitants have been adopted. In the year June 2012, BHEL commissioned 250 MW power generating unit at Harduaganj in Uttar Pradesh. This would add six million units of electricity on a daily basis.

Navratna Companies

Navratna was the title given originally to nine Public Sector Enterprises (PSEs), identified by the Government of India in 1997 as having comparative advantages, which allowed them greater autonomy to compete in the global market. The number of PSEs having Navratna status has been raised to 14.

Eligibility Criteria

The Central Public Sector Enterprises (CPSEs) fulfilling the following criteria are eligible to be considered for grant of Navratna status:

1. Having Schedule ‘A’ and Miniratna Category-1 status.

2. Having at least three ‘Excellent’ or ‘Very Good’ Memorandum of understanding (MoU) ratings during the last five years.

3. Having a composite score of 60 or above out of 100 marks based on its performance during the last three years on the following six identified efficiency parameters:
- Net Profit to Net Worth
- Manpower cost to cost of production or services
- Gross margin as capital employed
- Gross profit as Turnover
- Earnings per Share
- Inter-Sectorial comparison based on Net profit to net worth

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<td>▲34.44</td>
</tr>
<tr>
<td>5</td>
<td>Mahanagar Telephone Nigam Limited</td>
<td>45,000</td>
<td>▼788.7 million</td>
</tr>
<tr>
<td>6</td>
<td>Oil India Limited</td>
<td>8634</td>
<td>▲3.2</td>
</tr>
<tr>
<td>7</td>
<td>Power Grid Corporation of India Limited</td>
<td>10,000</td>
<td>▲2.3</td>
</tr>
<tr>
<td>8</td>
<td>Rashtriya Ispat Nigam Limited</td>
<td>16400</td>
<td>▲1.8</td>
</tr>
<tr>
<td>9</td>
<td>Rural Electrification Corporation Limited</td>
<td>600</td>
<td>▲1.8</td>
</tr>
<tr>
<td>10</td>
<td>Shipping Corporation of India Limited</td>
<td>3250</td>
<td>▲670 million</td>
</tr>
<tr>
<td>11</td>
<td>National Building Construction Corporation</td>
<td>2227</td>
<td>▲35.95 billion</td>
</tr>
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</table>

Figure - A.2
**Rural Electrification Corporation Limited**

Rural Electrification Corporation Limited (REC) is a leading Public Infrastructure Finance Company in India’s power sector. The company finances and promotes rural electrification projects across India operating through a network of 13 Project Offices and 5 Zonal Offices, headquartered in New Delhi, India. The company provides loans to Central/ State Power sector Utilities, State Electricity Boards, Rural Electric Cooperatives, NGOs and Private Power Developers.

REC is a NAVARATNA company functioning under the horizon of the Ministry of Power, Government of India. The company is listed on both National Stock Exchange of India and Exchange. The company is currently among the top 500 Global Financial Services brands by UK based plc. Brand Finance (Brand Finance @ Global Banking 500 for 2010). The company is also among the Forbes Global 2000 companies for 2010.

REC’s business model spans across the value chain of power infrastructure financing including

1. Equipment finance.

2. Technical/ financial appraisal of project.

3. Project finance as well as short term or bridge loans for generation, intensive electrification, transmission, distribution, repair and maintenance.

4. Support functions like project monitoring, consultancy and advisory.

The company operates autonomously as a Central Public Sector Enterprise under the Ministry of Power, Government of India and also acts as nodal
agency for expansive Government of India schemes for building electricity infrastructure. Business operations in India are supported by a network of 19 offices headquartered in New Delhi.

The company is mainly engaged in providing finances for rural electrification projects across India and provides loans to Central/ State Power Sector Utilities, State Electricity Boards, Rural Electric Cooperatives, NGOs and Private Power Developers. The company sanctions loan as an only lender or co-lender with or without the status of lead financer. It also provides consultancy, project monitoring and financial/ technical appraisal support for projects and also in the role of nodal agency for Government of India schemes or projects.

REC provides financial support to all types of Power Generation projects including Thermal, Hydel, and Renewable Energy etc. without limit on size or location. The company aims to increase presence in emerging areas like de-centralized distributed generation (DDG) projects, and new and renewable energy sources to reach remote and difficult areas not connected by power grid network.

In Transmission & Distribution (T&D) REC is primarily engaged in ascertaining financial requirements of power utilities in the country in the T&D sector along with appraising T&D schemes for financing. REC has financed T&D schemes for system improvement, intensive electrification and pump-set energization and APDRP programs. The company is also actively involved in physical as well as financial monitoring of T&D schemes.

REC also offers loan for financing Renewable Energy projects. The company has tied up a line of credit for approximately Rs 6000 million with KfW under Indo-German Development Cooperation for financing renewable energy power projects at reasonable rates of interest. The eligible projects include Solar, Wind, Small Hydro, Biomass Power and Cogeneration Power & Hybrid
Projects.

REC was incorporated in the year July 1969, in the background of a critical draught situation facing India in the late sixties. The company’s initial authorization was mainly to help State Electricity Boards energize pump-sets across the country to boost agriculture and overcome the disable impact of three successive years of deficient monsoons. The company also provided finance to accelerate the pace of rural electrification in the overall context of planned programs for increased agricultural production. Besides finance, REC also offered appraising, consultancy, technical support and monitoring of projects to assist State Electricity Boards/Power Utilities, Rural Electric Cooperatives and other such institutions.

Liberalization by the Government of India in the year 1991 saw introduction of amendments to existing laws and reform measures enabling the private sector to participate in large-scale in manufacturing industry, services industry and infrastructure. Sectors like power, airports, seaports, roadways, projects were identified for private participation and nodal agencies were set up to do the initial spade work and later hand over such projects to private players through competitive bidding routes. In April 2006, Government of India identified 14 transmission projects worth Rs 20000 crore for development by the year 2012. REC was identified as one of the two Government of India appointed nodal agencies for transferring identified projects to private developers. REC also started extending loans to manufacturers of T&D equipment.

Till 2000, REC focused on the Transmission and Distribution aspect of power, with projects for household electrification in rural and semi-urban areas, area electrification in tribal/ Dalit areas, intensive electrification, and system improvement projects based on strengthening and improving transmission, sub transmission and distribution systems. REC’s portfolio of Generation projects
constituted mainly Mini/Micro Generation Projects up to 25 MW capacities till 2000. In June 2002, the authorization of REC was expanded to include financing of all generation projects without limit on size or location. Today financing of Generation projects has become a major thrust area of operations for REC, also attracting majority of its private sector borrowers.

REC has systematically diversified into new and emerging areas of potential in the power business and is today a major player in India’s power financing business with robust presence in all three functional areas of the power sector such as generation, transmission and distribution. In coming years REC plans to invest heavily on financing of New and Renewable Energy, De-centralized Distributed Generation (DDG) and modernization of T&D systems for optimization of reliable power supply to remote or difficult rural and urban areas including hill, desert, tribal, reverie areas etc.

**Bharat Petroleum Corporation Limited**

Bharat Petroleum Corporation Limited (BPCL) is a NAVARATNA company. It is an Indian state owned Oil and Gas Company having it’s headquarter in Mumbai, Maharashtra, India. BPCL has been ranked 225th in the Fortune Global 500 ranking of the world’s biggest corporation in the year 2012.

In the year 1989 during the vast industrial development an important player in the South Asian market was the Burmah Oil Company. Though incorporated in Scotland in 1886, the company grew out of the enterprises of the Chef Rohit Oil Company, which had been formed in 1871 to refine crude oil produced from primitive hand dug wells in Upper Burma.

In the year 1928, Asiatic Petroleum Company (India) started cooperation with Burma Oil Company. This alliance led to the formation of Burmah-Shell Oil Storage and Distributing Company of India Limited. Burmah Shell began its operations with import and marketing of Kerosene.
On 24 January 1976, the Burmah Shell was taken over by the Government of India to form Bharat Refineries Limited. On 1 August 1977, it was renamed Bharat Petroleum Corporation Limited. It was also the first refinery to process newly found indigenous crude Bombay High.

In 2003, following a request by the Centre for Public Interest Litigation, the Supreme Court held the Central government from privatizing Hindustan and Bharat Petroleum without the approval of Parliament. As counsel for the CPIL, Rajinder Sachar and Prashant Bhushan said that the only way to disinvest in the companies would be to repeal or amend the Acts by which they were nationalized in the 1970s. As a result, the government would need a majority in both houses to push through any privatization.

Bharat Petroleum owns Mumbai Refinery and Kochi Refineries with a capacity of 12 and 9.5 million metric tons per year.

**Hindustan Aeronautics Limited**

Hindustan Aeronautics Limited (HAL) based in Bangalore, India. It is one of the Asia’s largest aerospace companies. HAL is under the management of the Indian Ministry of Defense. This state owned company is mainly involved in aerospace industry which includes manufacturing and assembling of aircraft, navigation and related communication equipment as well as operating airports.

HAL built the first military aircraft in South Asia and is currently involved in the design, fabrication and assembling of aircraft, jet engines and helicopters as well as their components and spare parts. It provides facilities across different states in India including Nasik, Korwa, Kanpur, Koraput, Lucknow, Bangalore and Hyderabad. The German engineer Kurt Tank designed the HF-24 Marut fighter-bomber, the first fighter aircraft made in India.

HAL has collaboration with other International and Domestic aerospace
agencies such as Airbus, Boeing the Indian Aeronautical Development Agency and the Indian Space research organization.

HAL was established as Hindustan Aircraft in Bangalore in the year 1940 by Seth Walchand Hirachand to produce military aircraft for the royal Indian Air Force. The initiative was encouraged by the kingdom of Mysore, especially by the Diwan Sir Mirza Ismail and it also had financial help from the Indian Government.

Mysore was favorite because of the availability of cheap electricity. The organization and the equipment of the factory at Bangalore were set up by William D. Pawley of the International Aircraft Corporation of New York, an exporter of American aircraft to the region. Pawley managed to obtain a large number of machine tools and equipment from the United States.

The Indian Government bought a one-third stake in the company and by the year April 1941 as it believed this to be a strategic imperative. The decision by the government was primarily motivated to boost British military hardware supplies in Asia to counter the increasing threat posed by Imperial Japan during Second World War. The Kingdom of Mysore supplied two directors: Air Marshal John Higgins was resident director. The first aircraft built was a Harlow PC-5. On 2 April 1942, the government announced that the company had been nationalized when it had bought out the stakes of Seth Walchand Hirachand and other promoters so that it could act freely. The Mysore Kingdom refused to sell its stake in the company but yielded the management control over to the Indian Government.

In 1943 the Bangalore factory was handed over to the United States Army Air Forces but still using Hindustan Aircraft management. The factory expanded rapidly and became the center for major overhaul and repairs of American aircraft and was known as the 84th Air Depot. The first aircraft to be overhauled was a Consolidated PBY Catalina followed by every type of
aircraft operated in India and Burma. When returned to Indian control two-years later the factory had become one of the largest overhaul and repair organizations in the East. In the post war reorganization the company built railway carriages as an interim activity.

After India gained independence in the year 1947, the management of the company was passed over to the Government of India. Hindustan Aeronautics Limited (HAL) was formed on 1 October 1964 when Hindustan Aircraft Limited joined the consortium formed in June by the IAF Aircraft Manufacturing Depot, Kanpur (at the time manufacturing HS.748 under license) and the group recently set up to manufacture Mig-21 under license (with its new factories planned in Koraput, Nasik and Hyderabad). Though HAL was not used actively for developing newer models of fighter jets, the company has played a crucial role in modernization of the Indian Air Force. In 1957 company started manufacturing Orpheus jet engines under license at new factory located in Bangalore.

During the year 1980 HAL’s operations saw a rapid increase which resulted in the development of new indigenous aircraft such as HAL Tejas and HAL Dhruv. HAL also developed an advanced version of the MiG-21, known as MiG-21 Bison, which increased its life span by more than 20 years. HAL has also obtained several multi-million dollar contracts from leading international aerospace firms such as Airbus, Boeing and Honeywell to manufacture aircraft spare parts and engines.

By 2012, HAL was reportedly been slowed down in the details of production and has been slipping on its schedules. HAL is one of the largest aerospace companies in Asia with its annual turnover to be running above US$2 billion. More than 40% of HAL’s revenues come from international deals to manufacture aircraft engines, spare parts and other aircraft materials.
Hindustan Petroleum Corporation Limited

Hindustan Petroleum Corporation Limited (HPCL) is an Indian state owned Oil and Natural Gas company with its headquarters at Mumbai, Maharashtra and with NAVARATNA status. HPCL has been ranked 267th in the Fortune Global 500 rankings of the world's biggest corporations and 4th among Indian Companies for the year 2012. HPCL has about 20% market share in India among PSUs and a strong marketing infrastructure. The President of India owns 51.11% shares in HPCL.

HPCL was incorporated in the year 1974. In 2003, following the request by the Centre for Public Interest Litigation (CPIL), the Supreme Court of India restrained the Central government from privatizing Hindustan Petroleum and Bharat Petroleum without the approval of Parliament.

As counsel for the CPIL, Rajinder Sachar and Prashant Bhushan said that the only way to disinvest in the companies would be to repeal or amend the Acts by which they were nationalized in the 1970s. As a result the government would need a majority in both houses to push through any privatization.

HPCL has been steadily growing over the years. The refining capacity steadily increased from 5.5 million metric tons in 1984-85 to 14.80 million metric tons (MMT) as of March 2013. On the financial front, the Net income form Sales or operations grew from Rs 2687 crore in 1984-85 to Rs 206529 crore in financial year 2012-13. During financial year 2012-13, its net profit was in Rs 904 crore.

HPCL operates two major refineries producing a wide variety of petroleum fuels & specialties one in Mumbai (West Coast) of 6.5 Million Metric Tonnes Per Annum (MMTPA) capacity and the other in Vishakhapatnam (East Coast) with a capacity of 8.3 MMTPA. HPCL holds an equity stake of 16.95% in Mangalore Refinery & Petrochemicals Limited (MRPL), a state-of-the-art...
refinery at Mangalore with a capacity of 9 MMTPA. HPCL has signed a Memorandum of Understanding with Government of Rajasthan for setting up a Refinery near Barmer in Rajasthan.

HPCL also owns and operates the largest Lube Refinery in India producing Lube Base Oils of international standards with a capacity of 335 TMT. This Lube Refinery accounts for over 40% of India's total Lube Base Oil production. Presently HPCL produces more than 300 grades of Lubes, Specialties and Greases.

The marketing network of HPCL consists of 13 Zonal offices in major cities and 101 Regional offices facilitated by a Supply & Distribution infrastructure comprising Terminals, Aviation Service Facilities, LPG Bottling Plants, Lube filling plants, Inland Relay Depots, Retail Outlets (Petrol Pumps) and LPG & Lube Distributorships. HPCL has state of art information technology infrastructure to support its core business. The data center is located at Hi-tech city in Hyderabad.

**Mahanagar Telephone Nigam Limited**

Mahanagar Telephone Nigam Limited (MTNL) is a state owned telecommunications service provider in the metro cities of Mumbai and New Delhi in India and in the island nation of Mauritius in Africa.

The company had a monopoly in Mumbai and Delhi until 1992 when the telecom sector was opened to other service providers. “Transparency makes us different” is the slogan of the company. The Government of India currently holds 56.25% stake in the company. In recent years MTNL has been losing revenue and market share heavily due immense competition in the Indian telecom sector.

MTNL was incorporated on 1 April 1986 by the Government of India with the
aim of upgrading the quality of telecom services, expanding the telecom network, introducing new services and raising revenue for the telecom development needs of India’s key metros i.e. Delhi and Mumbai.

MTNL’s history in Mumbai dates back to 1882 when a company called Bombay Telephone was founded. Bombay Telephone set up the first Telephone exchange in Mumbai (then known as Bombay) at Fort on 28 January 1882.

Delhi’s first telephone system with manual exchange was established in the year 1911.

On 23 February 2011 The Department of Telecommunications (DoT) wanted to recreate a proposal for the merging of state owned operators BSNL and MTNL. In its draft plan, the DoT while showing concern over the deteriorating performance of BSNL and MTNL said that BSNL and MTNL should be merged as they have complimentary operations and can combine their strengths. DoT said the government should set up a multi stakeholder committee to develop a restructuring plan for both firms.

The committee should have members from public enterprises, the DoT, Department of IT, and Ministry of Finance. The telecommunication operators should focus on enterprise business, services to government, value added services, and technologies like 3G.

**Oil India Limited**

Oil India Limited (OIL) is a public sector enterprise based in Assam, India under the administrative control of the Ministry of Petroleum and Natural Gas of the Government of India. OIL is engaged in the business of exploration, development and production of crude oil and natural gas, transportation of crude oil and production of liquid petroleum gas. The story of Oil India
Limited (OIL) traces and symbolizes the development and growth of the Indian petroleum industry. From the discovery of crude oil in the far east of India at Digboi, Assam in the year 1889 to its present status as a fully integrated upstream petroleum company. OIL has come from far crossing many milestones.

The Company presently produces over 3.2 MMTPA (million tons per annum) of crude oil over 5 MMSCMD of Natural Gas and over 50000 tons of LPG annually. Most of this forth from its traditionally rich oil and gas fields concentrated in the northeastern part of India and contribute to over 65% of total Oil & Gas produced in the region.

The search for newer avenues has seen OIL spreading out its operations in onshore / offshore Orissa and Andaman, deserts of Rajasthan, plains of Uttar Pradesh, riverbeds of Brahmaputra and offshore Saurashtra. In Rajasthan OIL discovered gas in the year 1988, heavy oil in the year 1991 and started production of gas in the year 1996. The company has gathered over a hundred years of experience in the field of oil and gas production, since the discovery of Digboi oilfield in the year 1889. It is possibly the only company to do so.

The company has over 100000 square kilometers of license areas for oil and gas exploration. It has emerged as a consistently profitable international company with exploration blocks as far as Libya and sub Saharan Africa.

In recent years, OIL has stepped up E&P activities significantly including Gas monetization in the North-East India. OIL has set up the NEF (North East Frontier) project to intensify its exploration activities in the field areas of North East which are logistically very difficult and geologically complex. Presently seismic surveys are being carried out in Manbhum, Pasig hat and other Trust Belt areas. The Company operates a crude oil pipeline in the North East for transportation of crude oil produced by both OIL and ONGCL in the region to feed Numaligarh, Guwahati, Bongaigaon and Barauni refineries and
a branch line to feed Digboi refinery.

OIL was commissioned in the year 1962 the double skinned crude oil pipeline traverses 78 river crossings including the mighty Brahmaputra River meandering through paddy fields, forests and swamps. There are 9 pumping stations, 17 Repeater stations and a terminal at Barauni. The engines that drive the giant pumps along the pipeline have crossed over two hundred thousand hours of service and established a world record of machine run-hours.

The Company is currently in the process of constructing a 660 KM long Product Pipeline from Numaligarh to Siliguri. The Pipeline is expected to be completed by mid-2007. OIL also sells its produced gas to different customers in Assam viz. BVFCL, ASEB, NEEPCO, IOC (AOD), and APL and to RSEB in Rajasthan. The company also produces Liquefied Gas (LPG) in its plant at Duliajan, Assam.

**Power Grid Corporation of India Limited**

Power Grid Corporation of India Limited (Power Grid) is an Indian state owned utilities company headquarters in Gurgaon, India. Power Grid wheels about 50% of the total power generated in India on its transmission network. Power Grid has a pan India presence with around 100619 Circuit-km of Transmission network and 168 EHVAC & HVDC sub-stations with a total transformation capacity of 164763 MVA. The Inter-regional capacity is enhanced to 28000 MW. Power Grid has also diversified into Telecom business and established a telecom network of more than 25000 km across the country. Power Grid has consistently maintained the transmission system availability over 99.00% which is at par with the International Utilities.

In 1980 the Rajadhyaksha Committee on Power Sector Reforms submitted its report to the Government of India suggesting extensive reforms in the Indian power sector. Based on the recommendations of the Rajadhyaksha Committee
in 1981 the Government of India took the policy decision to form a national power grid which would surface the way for the integrated operation of the central and regional transmission systems.

Power Grid was incorporated on October 23, 1989 under the companies Act, 1956 as the National Power Transmission Corporation Limited, with the responsibility of planning, executing, owning, operating and maintaining the high voltage transmission systems in the country. The Company received a certificate for commencement of business on November 8, 1990. Subsequently the name of the Company was changed to Power Grid Corporation of India Limited with effect from 23 October 1992.

Power Grid Corporation of India Limited being a responsible corporate entity has taken up various programs in different areas like education, health, infrastructure development, games & sports etc. for improving the standard and quality of life of local people in and around its establishments as a Corporate Social Responsibility (CSR) initiative. For taking up regular CSR activities, 1% of Profit after Tax (PAT) for the preceding year has been reserved as non-lapsable budget. The efforts made by Power Grid has been praised and earned the goodwill of the local people.

**Bharat Electronics Limited**

Bharat Electronics Limited (BEL) is a state owned electronics company having about nine factories, and few regional offices in India. It is owned by the Indian Government & mainly manufactures advanced electronic products for the Indian Armed Forces. BEL is one of the eighth Public Sector Enterprise under the Ministry of Defence, Government of India. It has even earned the government's NAVARATNA status.

BEL is involved in various community development programs wherever it is present across India. BEL has its own educational institutions and also among
them there is one special school for the mentally challenged students. It has built hospital and other welfare measures for its employees and their dependents.

BEL assigns some resources for social causes. When it has completed 50 years of existence, it has allocated a good amount of funds for celebration. Approximately Rs 4 crore were spent on society related initiatives. BEL has set up an Electronics Gallery at Visveswariah Industrial and Technological Museum in Bangalore and Chennai. BEL encourages culture of community initiative at its manufacturing unit and ensures all the employees take part in these initiatives.

Bharat Electronics is forming some joint ventures programs to achieve technical excellence. Bharat Electronics Limited has set up a joint venture with General Electric (GE) USA, for manufacturing high voltage tanks and detector modules for Computed Tomography (CT) scan systems and advanced level of X-ray tubes. The company is in the process of joining with BHEL (Bharat Heavy Electricals Limited) to set up a joint venture to make solar photovoltaic components.

BEL has signed a memorandum of understanding (MOU) with Indus Teqsite, Chennai for the design and development of digital subsystems for its equipment, test systems for its radars, avionics and electronic warfare. BEL signed another MOU with a French company Thales International to set up a joint venture for civilian and Defense Radars.

**Rashtriya Ispat Nigam Limited**

Rashtriya Ispat Nigam Limited (RINL) is also known as Vizag Steel (Pride of Steel), is an Indian government owned steel producer. Based in Visakhapatnam, RINL has been awarded the NAVARATNA status with accompanying autonomy of operations due to its strong financial performance.
The plans for having a Steel Plant at Visakhapatnam were announced in the year 1961 by then Prime Minister of India, Indira Gandhi. Originally it aimed as a plant for the state owned Steel Authority of India Limited. RINL was established as a separate company in the year 1982, just before the start of its operation. It has been constructed with collaboration with former USSR and Germany. It is the most advanced Steel Plant in India and one of largest integrated Steel Plant in the world.

RINL is totally owned by the Government of India. In November 2010, the company was granted the NAVARATNA status by the Government of India. In September 2011, the government announced plans to take away 10% of its stake from RINL through an initial public offering.

RINL runs 3 million tons per annum capacity steel plant at Visakhapatnam. During the initial periods the company suffered huge loss but later the profits have gone up by 200% making it the only steel industry to achieve such target.

RINL is investing Rs 125 billion in the first phase of expanding its capacity to target production of 6.3 million tons of steel a year by 2012. In the next phase of its expansion to be completed by 2015, it plans to invest Rs 70 billion to add another 4 million tons to its annual capacity. In addition it plans to invest Rs 250 billion to add capacity for the production of 4 million tons of specialized steel. Its annual capacity is expected to reach around 15 million tons by 2015.

**Power Finance Corporation Limited**

Power Finance Corporation Limited (PFC) is an Indian financial institution. It was established in the year 1986. It is also the financial back bone of Indian Power Sector. The Net worth of the company during the year 2007-2008 was Rs 8688 crore. PFC is totally owned by the Government of India. PFC is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange.
(NSE). The company has been conferred with many prestigious awards. The latest of which is “KPMG Infrastructure Today Award 2008” for its contribution in development of power sector. Power Finance Corporation is also an ISO 9001:2000 certified company and enjoys the status of NAVARATNA Company in India.

This Corporation is guided by the Chairman and Managing Director who at present is Satnam Singh. The company has three wings, each headed by a Functional Director namely, Institutional Development & Administration (IDA) Division, Projects Division and Finance & Financial Operations division. The IDA Division looks after the credit appraisal and categorization of borrower entities, power sector reforms, review and analysis. The Projects Division controls the operation in various states and project appraisal. Finance & Financial Operations Division looks after the Fund Mobilization and Disbursement. PFC is a lean organization.

**Shipping Corporation of India**

Shipping Corporation of India (SCI) is a Government of India Public Sector Enterprise having it’s headquarter in Mumbai that operates and manages services both National and International lines.

SCI was incorporated on 2 October 1961 by the amalgamation of Eastern Shipping Corporation and Western Shipping Corporation. Two more shipping companies Jayanti Shipping Company and Mogul Lines Limited were merged with SCI in the year 1973 and 1986 respectively.

SCI started out with 19 vessels. It gradually transformed into a conglomerate having 80 ships of 5.9 million metric tons deadweight (DWT) with interests in different segments of the shipping trade.

SCI started as a marginal Liner shipping Company with just 19 vessels. SCI
has today evolved into the largest Indian shipping Company. SCI also has significant interests in various segments of the shipping trade. SCI’s owned fleet includes Bulk carriers, Crude oil tankers, Product tankers, Container vessels, and Passenger-cum-Cargo vessels, Phosphoric Acid/Chemical carriers, LPG/Ammonia carriers and Offshore Supply Vessels. SCI has been sailing through for nearly five decades and today has a significant presence on the global maritime map.

As SCI is the country’s premier shipping line, it owns and operates around one-third of the Indian tonnage, and has operating interests in practically all areas of the shipping business servicing both National and International trades. In view of the demand from Indian trade, the SCI has diversified into a large number of areas. SCI is today the only Indian shipping Company operating break-bulk services, international container services, liquid/dry bulk services, offshore services, passenger services.

In addition, SCI manages a large number of vessels on behalf of various government departments and organizations. SCI has immensely contributed to the growth of India’s Exim trade and the national exchequer, by being a net earner/saver of valuable foreign exchange.

Over the years SCI has been a lifeline for the country during times of emergency, by ensuring continued and uninterrupted supply of crude oil, which drives the country’s economy. Liberalization and Globalization of the Indian economy has presented SCI with a suite of growth and diversification opportunities. SCI’s growth has been additionally spurred on by the presence of a modern, young and diversified fleet, operated by a large pool of well trained and experienced manpower.

As a profitable commercial venture of the Government of India, SCI has an excellent track record of profitability since its origin. SCI’s annual performance has consecutively been rated excellent for a record 18 times,
under the Memorandum of Understanding (MoU) signed with the Government of India. The Government of India has conferred NAVARATNA status to SCI on 1 August 2008. SCI have an enhanced autonomy and delegation of powers to the Company towards capital expenditure, formation of Joint Ventures, mergers etc.

SCI’s continued profitability is been due to a slew of innovative and timely strategies and measures adopted by the management of SCI. Amongst these include judicious and optimal utilization of available tonnage, by deploying it in the most remunerative sectors commencement of new services in niche markets identification and efficient disposal of value destroyers or non-performing assets forming alliances with leading market players to enhance cargo availability and allocation of expenses and administrative cost cutting.

SCI takes the pride of being a responsible and socially committed owner, placing greater emphasis on the safety of life, vessels, cargo and the environment it operates in. Today SCI has evolved into a highly quality and safety organization. Not surprisingly, SCI has received numerous awards and honor from various National and International organizations for excellence in Customer Satisfaction, Operational Efficiencies, Human Resource Training and Emergency preparation.

In tune with the global trend for specialization and the premium placed on core competencies, SCI has graphed a definitive course of action for the future. Thrust areas for growth and diversification focus on energy transportation, including a sunrise segment like transportation of LNG and containers. SCI forays into new thrust areas could either take the form of direct capital investment or by forging strategic and symbiotic alliances with significant market players in the market.

SCI has publicly announced India’s entry into the specialized field of LNG transportation, by acquiring a stake in the two Indian LNG transportation
agreements contract till date, after a global bidding process. SCI is the only Indian shipping company engaged in transportation of LNG, a vital fuel for India’s power plant and Chemical/Petrochemical industry. For the same purpose, SCI has formed three Joint Ventures with one vessel each. On two of these LNG vessels, SCI is managing onboard operation and technical management and the remaining vessels are fully worked by SCI.

The SCI possesses all the ingredients essential for emerging as a truly world class international shipping Company. The effort of the management is to facilitate the release of boundless energy and initiative streams, which will be channeled for the growth and prosperity of the Company and the nation.

Miniratna Companies (Category – I)

Bharat Sanchar Nigam Limited

Bharat Sanchar Nigam Limited (BSNL) is a MINIRATNA company of category-I. It is an Indian state owned telecommunications company having it’s headquarter in New Delhi, India. It was incorporated on 15th September 2000. It took over the business of providing Telecom Services and Network Management from the former Central Government Departments of Telecom Services (DTS) and Telecom Operations (DTO) with effect from 1 October 2000 on going concern basis. It is the largest provider of landline telephones and fourth largest mobile telephone provider in India and is also a provider of broadband services. However in recent years the company’s revenue and market share plunged into heavy losses due to intense competition in the Indian telecommunications sector.

BSNL is India’s oldest and largest communication service provider (CSP). It has a customer base of 95 million as on June 2011. It has footprints throughout India except for the metropolitan cities of Mumbai and New Delhi which are managed by Mahanagar Telephone Nigam Limited. BSNL is divided into a
number of administrative units termed as telecom circles, metro districts, project circles and specialized units. It has twenty four telecom circles, two metro districts, six project circles, four maintenance regions, five telecom factories, three training institutions and four specialized telecom units.

BSNL competes with fourteen other telecom operators across India. The other competitors are Airtel, Airtel, Idea, Loop Mobile, MTNL, MTS, Reliance Communication, Tata Docomo, Uninor, Videocon, Virgin Mobile and Vodafone. BSNL slogan goes by the “Connecting India faster” and this is also displayed at their homepage.

**Bridge & Roof Company India Limited**

Bridge & Roof Company was incorporated in the year 1920 and has since come under the administrative control of Department of heavy Industries, Ministry of Heavy Industries and Public Enterprises, Government of India.

Bridge & Roof Company works on multiple fields such as Engineering and Construction across the country. The company has been under the field of construction for the past eighty-eight years during which it has served all the major Project Implementation Authorities in the country both in Public and Private Sectors.

With the present turnover of Rs 1327.70 crore in the year 2010–11 (Unaudited Provisional) and an average annual growth rate of around 15% since last five years, Bridge & Roof has work shop facilities at its Howrah Division (West Bengal).

Bridge & Roof employs over 1800 permanent and 10000 temporary workers. Bridge & Roof has been involved in the construction of Refineries, petrochemical, Salt Lake Stadium in Kolkata and the Delhi Metro in New Delhi.
The constitution of the company is as follows-

1. Origin in the year 1920 as totally owned subsidiary of Balmer Lawry & Company Limited, Kolkata.


3. Bridge & Roof came under the administrative control of DHI in the year 1986 (with M/s. BYNL as holding company from 1987 to May 2008).

4. Presently under Ministry of Heavy Industries and Public Enterprises, Department of Heavy Industry (DHI), Government of India.

5. Bridge & Roof has been awarded MINIRATNA Category-I status on 21 September 2010 by Government of India.


**Central Coal Fields Limited**

Central Coalfields Limited (CCL) is a subsidiary of Coal India Limited (CIL) and an undertaking of the Government of India. CCL manages the nationalized coal mines of the Coal Mines Authority, Central Division. The Registered and Corporate office is at Darbhanga House at Ranchi, Jharkhand. It presently has 63 mines (26 underground, 37 open cast) in areas of East Bokaro, West Bokaro, North Karanpur, South Karanpur, Ramgarh and Giridih. Their facilities include seven coal preparation plants, three for non-coking coal and four for medium coking coal. They earned their MINIRATNA status in 2007. During the year 2009-2010, coal production of the company
reached its highest ever figure of 47.08 million tons, with net worth amounting to Rs 2644 crore against a paid-up capital of Rs 940 crore. CCL was formed on 1 November 1975, CCL (formerly National Coal Development Corporation Limited) was one of the five subsidiaries of Coal India Limited which was the first holding company for coal in the country (CIL now has 8 subsidiaries).

The Coal Mines Authority Limited (CMAL) with its three divisions continued up to 1 November 1975 when it was renamed as Coal India Limited (CIL) following the decision of Government of India to restructure the coal industry. The Central Division of CMAL came to be known as Central Coalfields Limited and became a separate company with the status of a subsidiary of CIL, which became the holding company.

**Kudremukh Iron Ore Company Limited**

It was incorporated on April 2, 1976. KIOCL Limited is a Government of India enterprise, was Asia's largest iron ore mining and pelletisation complex and the country's biggest 100% export oriented unit engaged in the business of exporting high quality iron oxide pellets and pig iron. KIOCL has it’s headquarter at Bangalore with the Company’s mining and beneficiation facilities located at Kudremukh and iron oxide pelletisation complex and pig iron unit at the well-connected coastal city of Mangalore in Karnataka. The 3.5 million-ton capacity Pellet Plant complex comprises of the Filter Plant, Wet grinding mills, mechanized ship loading unit, 28 MW captive power plant, Roll Press, Pelletisation discs, Furnace etc.

The idea of beneficiating the ore deposits was first proposed when several Japanese companies came together with the National Mineral Development Corporation (NMDC), a Government of India undertaking, expressing an interest on such a project. Pilot studies suggested that the surface ore with 38% iron could be enriched to a concentrate of 67% iron with available new technologies.
The Company added to its fleet a new unit of Pig Iron complex known as KIOCL Limited located at the Bykampady Industrial area in Mangalore by uniting with it with effect from 1 April 2007. The merged unit, named as Blast Furnace Unit (BFU) possesses a Blast Furnace of 350 cubic meters to produce 230000 tons per annum of high grade pig iron of low phosphorous and low sulphur content. Both Pelletisation Complex and Blast Furnace Unit have their own captive power plants to meet their energy requirement. The public sector Company, under the Ministry of Steel, has a good track record of commitment to quality, customer satisfaction and environment management system that propelled it to achieve ISO 9001:2000, ISO 1401:1996 and OHSAS 18001:1999. Mining activities at the worksite at Kudremukh, 110 Kms from Mangalore came to halt in the end of the year 2005 with the Supreme Court confirming the status of Kudremukh National Park area over the present mines at Kudremukh.

The Company’s Mangalore units of Pellet Plant and Blast Furnace Units are running with the outsourced hematite iron ore to convert into iron oxide pellets. Company’s pioneering Research & Development programs proved fruitful in switching over the system designed for conversion of Magnetite ore to that of hematite ore into iron oxide pellets under wet grinding process with the existing plant and machinery.

KIOCL’s products are now widely accepted in the domestic and international markets and have very high brand equity.

**Central Warehousing Corporation**

Central Warehousing Corporation (CWC) was established during 1957 to provide logistics support to the agricultural sector. It is a public Warehouse operator offering logistics services to diverse group of clients. CWC operates 476 Warehouses across the country with a storage capacity of 10.18 million tons providing warehousing services. These services include food grain
warehouses, industrial warehousing, custom bonded warehouses, container freight stations, inland clearance depots and air cargo complexes.

Apart from storage and handling CWC offers services in the areas of clearing and forwarding, handling and transportation, procurement and distribution, disinfection services, fumigation services, consultancy services/training for the construction of warehousing infrastructure to different agencies and other auxiliary activities. CWC has 17 Regional Offices in the country.

CWC operations include scientific storage and handling services for more than 400 commodities include Agricultural produce, Industrial raw-materials, finished goods and variety of hygroscopic and perishable items.

1. Scientific Storage Facilities for commodities including hygroscopic and perishable items through network of 476 warehouses in India with its 5658 trained personnel.

2. Import and Export Warehousing facilities at its 36 Container Freight Stations in ports and inland stations.

3. Bonded Warehousing facilities.

4. Disinfection services.

5. Handling, Transportation & Storage of ISO Containers.

CWC enables the movement of imported and exported goods to and from the port towns and has developed infrastructure of Container Freight Stations & Inland Clearance Depots throughout the country. It operates 36 Container Freight Stations & Inland Clearance Depots where composite services for containerized movement of import/export cargo are provided. The Warehousing Corporation is authorized to acquire and build Warehouses for storage of Agricultural products, seeds, fertilizers and other notified
commodities and also to act as an agent of the Central Warehousing Corporation or of the Government for the purpose of purchases, sales storage, and distribution etc. of Agricultural Commodities at time of need.

**Engineers India Limited**

Engineers India Limited was incorporated in the year 1965 to provide Engineering and related Technical services to petroleum refineries and other industrial projects. EIL is working under the administrative control of Ministry of Petroleum and Natural Gas, Government of India. In addition to petroleum refineries with which EIL started initially over the years it has diversified and excelled in various other fields. EIL today has come out as an India’s leading design, engineering and turnkey contracting company providing a complete range of project services needed to conceptualize, plan, design, engineering and construct projects to meet the specific requirements of its clients in the following fields:

1. Petroleum Refining  
2. Petrochemicals  
3. Pipelines  
4. Offshore Oil & Gas  
5. Onshore Oil & Gas  
6. Terminals & Storages  
7. Mining & Metallurgy  
8. Infrastructure

With a vision “To be a World Class Globally Competitive EPC and Total Solutions Consultancy Organization”, the company is targeting higher business projections and closely looking at diversification based on its strengths in design, engineering and project management capabilities.

EIL is looking to get into the solar power project consultancy business. EIL
plans to provide end to end solutions for the development of solar power projects. Meanwhile EIL is also planning to enter into the gas-based power project consultancy business. Once EIL gets a pathway to get into gas fire power consultancy business, it can also diversify into coal based power consultancy. The company is also planning to tap the nuclear power consultancy business. EIL is trying to leverage our expertise to provide consultancy for balance of plant packages for nuclear power projects.

Earlier, EIL was in fertilizer project consultancy. It had provided consultancy services for various fertilizer plants, including National Fertilizers Ltd (NFL) Bathinda and Panipat units. But subsequently, the company had to quit this business in favor of other public sector consulting firms. Now that business environment has changed, EIL is planning to get back into the fertilizer consultancy business.

**Chennai Petroleum Corporation Limited**

Chennai Petroleum Corporation Limited (CPCL) is a MINIRATNA company and an Indian state owned Oil and Gas corporation having it’s headquarter in Chennai, India. It was formed as a joint venture in the year 1965 between the Government of India, AMOCO and National Iranian Oil Company (NIOC) having a shareholding in the ratio 74%:13%:13% respectively. From the grass root stage CPCL refinery was set up with installed capacity of 2.5 million tons per annum (MMTPA) in a record time of 27 months at a cost of Rs 430 million without any time or cost overrun.

In the year 1985, AMOCO disinvested in favor of Government of India and the percentage share of Government of India and NIOC stood revised at 84.62% and 15.38% respectively. Later Government of India disinvested 16.92% of the paid up capital in favor of Unit Trust of India, mutual funds, insurance companies and Banks on 19 May 1992 thereby reducing its hold to 67.7%. The public issue of CPCL shares at a premium of Rs 70 in the year
1994 was oversubscribed to an extent of 27 times and added a large shareholder base of over 90,000. As a part of the restructuring steps taken up by the Government of India, Indian Oil Corporation Limited (IOCL) acquired equity from Government of India in the year 2000-2001. Currently IOC holds 51.88% while NIOC continued its holding at Wax and Petrochemical feedstock production facilities.

CPCL has two refineries with a combined refining capacity of 11.5 million tons per annum (MMTPA). The Manali Refinery has a capacity of 10.5 MMTPA and is one of the most complex refineries in India with Fuel, Lube, Wax and Petrochemical feedstock production facilities. CPCL’s second refinery is Nagapattinam Refinery located at Cauvery basin at Nagapattinam in Panangudi. This unit was set up in Nagapattinam with a capacity of 0.5 MMTPA in the year 1993 and later enhanced to 1.0 MMTPA.

The main products of the company are LPG, Motor Spirit, Superior Kerosene, Aviation Turbine Fuel, High Speed Diesel, Naphtha, Bitumen, Lube Base Stocks, Paraffin Wax, Fuel Oil, Hexane and Petrochemical feed stocks. The Wax Plant at CPCL has an installed capacity of 30,000 tons per annum which is designed to produce paraffin wax for manufacture of candle wax, waterproof formulations and match wax.

A Propylene Plant with a capacity of 17,000 tons per annum was commissioned in the year 1988 to supply petrochemical feedstock to neighboring downstream industries. The unit was revamped to enhance the propylene production capacity to 30,000 tons per annum in 2004. CPCL also supplies LABFS to a downstream unit for manufacture of Liner Alkyl Benzene.

CPCL plays the role of a Mother Industry supplying feed stocks to the neighboring industries in Manali. CPCL’s products are marketed through IOCL. CPCL’s products are mostly consumed domestically except Naphtha,
Fuel Oil and Lubes which are partly exported. CPCL has also made pioneering efforts in the field of Energy and Water Conservation by setting up a Wind Farm and Sewage Reclamation and Sea Water Desalination Plants.

The crude throughput for the year 2011-2012 was 10.557 million metric tons (MMT). The company’s turnover for the year 2011-2012 was Rs 45385 crore and the Profit after Tax was Rs 61.83 crore. The Company has declared a dividend of 20% on the paid-up equity share capital of the Company for the year 2011-2012.

**Manganese Ore India Limited**

A MINIRATNA public sector undertaking was originally incorporated in the year 1896 as Central Province Prospecting Syndicate which was later renamed as Central Provinces Manganese Ore Company Limited (CPMO), a British Company incorporated in the UK. In the year 1962, as a result of an agreement between the Government of India and CPMO, the assets of the latter were taken over by the Government and MOIL was formed with 51% capital held between the Government of India and the State Government of Maharashtra and Madhya Pradesh and the balance 49% by CPMO. It was in the year 1977 that the balance 49% shareholding was acquired from CPMO and MOIL became a 100% Government Company.

At present, MOIL operates 10 mines, six located in the Nagpur and Bhandara districts of Maharashtra and four in the Balaghat district of Madhya Pradesh. All these mines are about a century old. Except three, rests of the mines are working through underground method. The Balaghat Mine is the largest mine of the Company. The mine has now reached a mining depth of 309 meters from the surface. Dongri Buzurg Mine located in the Bhandara district of Maharashtra is an opencast mine that produces manganese dioxide ore used by dry battery industry. This ore in the form of manga nous oxide is used as micro-nutrient for cattle feed and fertilizers.
MOIL fulfills about 50% of the total requirement of dioxide ore in India. At present, the annual production is around 1093363 tons which is expected to grow in the coming years. MOIL has set up Ferro Manganese Plant (10000 TPY) and Electrolytic Manganese Dioxide (EMD) Plant (1000 TPY) as per its diversification plan for value addition to manganese ore. MOIL has also set up a Captive Power Plant and is further considering, expanding the capacity of Ferro manganese plant and setting up a new Silicon Manganese Plant by means of joint ventures entered into with Rashtriya Ispat Nigam Limited and Steel Authority of India Limited.

**Container Corporation of India Limited**

Container Corporation of India Limited is a Category I MINIRATNA public sector undertaking under the Indian Ministry of Railways. Incorporated in the year March 1988 under the Companies Act, 1956 started its operations in the year November 1989 taking over an existing network of seven Inland Container Depots (ICDs) from Indian. It now has a network of 61 ICDs/CFSs (Container Freight Stations) throughout India.

Indian Railways strategic initiative to containerize cargo transport put India on the intermodal freight transport map for the first time in 1966. Given India’s size (almost 3000 kilometers from North to South and East to West), rail transport is often a cheaper option for all cargo over medium and long distances, especially if the cost of inter modal transfers can be reduced. Seeing that containerized multi modal door to door transport provided a solution to this problem, in the year 1966 Indian Railways entered the market for moving door to door domestic cargo in special DSO containers.

Although the first ISO container in India had been handled in Kochi as early as 1973, it was not until 1981 that the first ISO container was moved inland by Indian Railways to the country’s first ICD at Bangalore, also managed by the Indian Railways.
Expansion of the network to seven ICDs by 1988 saw an increase in container handling capacity, while along the way a strong view emerged that there was a need to set up a separate pro-active organization to promote and manage the growth of containerization in India.

**Cochin Shipyard Limited**

Cochin Shipyard Limited (CSL) is the largest ship building and maintenance facility in India. It is part of line of maritime related facilities in the port city of Kochi, in the state of Kerala, India.

Of the services provided by the shipyard are building platform supply vessels and double hulled oil tankers. Presently it is building the first indigenous aircraft for the Indian Navy.

Cochin Shipyard was incorporated in the year 1972 and is a Government of India company, with the first phase of facilities coming online in the year 1982. The yard has facilities to build vessels up to 1.1 million tons and repair vessels up to 1.25 million tons, the largest such facilities in India.

In the year August 2012, Government of India announced plans of divestment to raise capital of Rs 1500 crore for further expansion through an IPO towards the end of the fiscal year.

The shipyard also provides training to graduate engineers in marine engineering. Around hundred students are trained each year.

Cochin Shipyard is currently building India’s first indigenous Aircraft Carrier. The Vikrant class aircraft carrier (formerly, the Project 71 “Air Defense Ship” (ADS)) are the first aircraft carriers of the Indian Navy to be designed and built in India. The Vikrant class carriers will be the largest warships built by CSL.
Dredging Corporation of India Limited

Dredging Corporation of India Limited or DCI is a MINIRATNA public sector enterprise engaged in the business of dredging. DCI does dredging mainly for Indian seaports, though occasionally it dredges at foreign seaports in countries such as Taiwan and Dubai.

It is mainly involved in maintenance dredging almost all the maintenance dredging in Indian seaports is carried out by DCI. DCI is also involved in capital dredging, beach nourishment, and land reclamations.

The main seaports in which DCI does business are Haldia, Kandla and Paradip. The bulk of the dredging for the Sethusamudram Shipping Canal Project (SSCP) is also being carried out by DCI.

DCI has its headquarters at Visakhapatnam and has project offices at many seaports in India. It reports to the Indian Ministry of Shipping.

Ennore Port Limited

Ennore Port Limited is located on the Coromandel Coast about 24 km north of Chennai Port, Chennai; it is the 12th major port of India, and the first port in India which is a public company. The Ennore Port is the only corporate major port and is registered as a company under the Companies Act, 1956. The Centre holds a stake of about 68% in the Ennore Port and the remaining 32% is held by the Chennai Port Trust. The port has been able to attract an investment of Rs 26000 million by private entrepreneurs on various terminals and harbor craft. Ennore Port, designed as Asia’s energy port, is the first corporate port in India and has only 86 employees. Imagined as being a satellite port to decongest and improve the environmental quality at the noisy Chennai Port.

Ennore Port is evolving itself into a full-fledged port with the capacity to
handle a wide range of products. With a permissible draught of 13.5 m, the port handled a total volume of 11.01 million tons in 2010–2011, up by 2.86% from the previous year.

Ennore Port was commissioned by the then Prime Minister of India on 1 February 2001. The port was set up under the Companies Act, 1956 keeping it outside the scope of the Tariff Authority for Major Ports, the tariff regulator for 11 of the 12 ports owned by the Indian Government. The port was declared as a major port under the Indian Ports Act, 1908 in March 1999 and incorporated as the Ennore Port Limited under the Companies Act, 1956 in October 1999.

Ennore Port has been conferred with the “memorandum of excellence certificate” by the Government of India in the year 2008–2009. It is the second consecutive year that the port has been selected for the honor. The union ministry of heavy industries and public enterprises had granted MoU excellence awards and certificates for achieving “excellent” MoU rating.

Government of India has awarded Category-I Miniratna status to Ennore Port Limited.

**Hindustan Copper Limited**

Hindustan Copper Limited (HCL) is a Government owned corporation and is a Central Public Sector Enterprise under the Ministry of Mines (India), Government of India. HCL is the only vertically integrated copper producer in India engaged in a wide spectrum of activities ranging from Mining, Beneficiation, Smelting, Refining and Continuous Cast Rod manufacturer.

HCL shares are listed at Mumbai, Delhi, Calcutta, Chennai, Ahmadabad exchanges.
**Origin**

Hindustan Copper Limited (HCL) was incorporated in 9 November 1967 to take over the plants and mines at Khetri, Kolihan in Rajasthan and Rakha Copper Project in Jharkhand from National Mineral Development Corporation. HCL headquarter is located at Kolkata in West Bengal.

In the year 1972 Indian Copper Corporation Limited (ICC), Private Sector Company located at Ghatsila, Jharkhand with Smelter and Refinery was Nationalized and made part of HCL. Hindustan Copper Limited developed Malanjkhand Copper Project in Madhya Pradesh the largest hard rock open pit mine in the country which was dedicated to the nation on 12 November 1982.

Further in the year 1990 a Continuous Cast Wire Rod plant of South Wire Technology was commissioned at Taloja in Maharashtra.

**Services**

HCL also manufactures Gold, Silver, Nickel Sulphate, Selenium, Tellurium and Fertilizer as by products. It is the first Indian Copper producer to be awarded with ISO 9002 certification for Continuous Cast Rod Manufacturer at its Taloja Plant and for manufacture of Cathode at its Refineries both at Indian Copper Complex (ICC), Ghatsila, Jharkhand and Khetri Copper Complex (KCC) at Khetri, Rajasthan.

Hindustan Copper Limited is engaged in mining and smelting of copper, having its production facilities and offices at various locations across the country. On 29 June 2012, Chief Managing Director of the company said that construction of a smelting refinery at Vishakapatnam with an annual capacity of 6 lakh tons at a cost of Rs 2000 crore is under consideration.
**Hindustan Newsprint Limited**

Hindustan Newsprint Limited (HNL) is a Government company in the Indian Central Public Sector. HNL was incorporated under the Companies Act, 1956 on 7 June 1983, in Kottayam District, Kerala State. HNL is a fully owned subsidiary of Hindustan Paper Corporation Limited (HPC) which is a fully owned Government of India Enterprise.

**Origin**

This Project was conceived as early as in the year 1968 when the first Feasibility Report was prepared, and on the basis of the Report the Government of India took a decision in the year May 1970 to approve this Project in principle and desired that the HPC or HNL on being established should prepare a Detailed Project Report for approval of Government.

**THDC India Limited**

THDC India Limited is a joint venture between Government of India and Government of Uttar Pradesh. The Equity is shared in the ratio of 3:1 between Government of India and Government of Uttar Pradesh for the Power Component. The Company was incorporated in the year July 1988 with the initial motive to develop, operate & maintain the 2400 MW Tehri Hydro Power Complex (comprising of 1000 MW Tehri Dam & HPP, 1000 MW Tehri Pumped Storage Plant & 400 MW Koteshwar HEP) and other hydro projects. The Memorandum and Articles of Association of the company has been modified to reflect the current business reality of projects outside Bhagirathi valley. The Company has been transferred into Public Limited Company and object clause has been improved to incorporate development of Conventional/ Non-conventional/ Renewable sources of Energy and River Valley Projects.
The company has successfully commissioned the Tehri Dam & HPP (1000 MW) Stage-I and Koteshwar HEP (400 MW) during the tenth and eleventh plans respectively. The Tehri Project is a multipurpose Project providing power benefits to the Northern Region, Irrigation benefits to Uttar Pradesh, and Drinking Water benefits to NCT Delhi and UP. Due to regulated releases from the Tehri storage reservoir, the existing downstream hydro projects of the State are also benefitted by way of augmentation in generation at no additional cost to them.

Power generated from Tehri Dam & HPP and Koteshwar HEP with present installed capacity of 1400 MW is supplied to nine beneficiaries States/UT of Northern Region. THDCIL has generated 4591.25 MU of electrical energy in financial year 2011-2012 and cumulative generation till 30 November 2012 is 19417.05 MU. THDC is a consistently profit making company since the commissioning of Tehri Dam & HPP in the year 2006-2007. THDC paid to Government of India & Government of Uttar Pradesh a maiden dividend of 97.50 crore for the year 2007-2008 and dividend of 98.00 crore for the year 2008-2009. Further dividends of 145 crore, 181 crore and 212 crore has been paid respectively for years 2009-2010, 2010-2011 and 2011-2012.

THDCIL has been conferred with prestigious award “International Milestone Project” of International Commission of Large Dam (ICOLD) for Tehri Dam Project in the year October 2009 at China, considering the uniqueness of its design and construction features. Koteshwar Hydro Electric Project (400MW) has won the prestigious “PMI India 2012 for the best Project of the Year Award”. The award has been received by THDCIL on 28 September 2012 in grand ceremony in Project Management National Conference held at Chennai. Koteshwar project has been adjudged winner in Category “Best Project of the year- Long duration (more than 3 years)” among more than 75 submissions from all sectors under this category. The award has been given in recognition of excellence and the outstanding performance by THDCIL in implementation
of Koteshwar Hydro Electric Project by applying best project management principles and techniques.

THDCIL has obtained ISO 9001:2008 Certificate of Quality Management System for Corporate Office at Rishikesh, Tehri HPP, Tehri PSP and Vishnu gad Pipalkoti HEP. THDCIL has also obtained ISO 14001-2004 Certification (Environment Management System) for Tehri HPP, Tehri PSP and Vishnu gad Pipalkoti HEP.

THDCIL is a MINIRATNA Category-I company under the Government of India. The authorized share Capital of the company is 4000 crore. The Paid up capital as on March 2012 is Rs 3297.58 crore.

The wide range of Technical, Environmental and Social Proficiency and Experience of THDCIL places it in leading position to take up challenging Hydro Power Projects. THDCIL is entrusted with new projects for execution/preparation/updating of DPR for hydro power projects, Pump Storage Schemes in India and abroad. Major works of 1000 MW Tehri Pump Storage Schemes have been taken up with effect from 27 July 2011 through a single EPC Contract.

THDCIL has now grown to a multi project organization having 15 projects totaling to an installed capacity of 8.790 MW under operation/ various stages of development in Uttarakhand, U.P, Maharashtra and Bhutan. In addition, a number of Projects totaling to 5490 MW are in the business development stage in Chhattisgarh, Uttarakhand & Odisha.

With the allotment of Kurja Super Thermal Power Plant (1320 MW) in Kurja, Uttar Pradesh, THDCIL has taken a step forward in diversification into Thermal Power. As a further step ahead towards renewable energy resources, THDCIL is venturing into Solar and Wind energy areas. THDCIL also plans to diversify into non-conventional and renewable sources of energy viz. solar
and wind power. THDCIL has taken initiatives to venture into the Wind Energy sector. THDCIL is looking forward to install 50MW capacity wind farm initially as an investor. THDCIL has taken initiative for establishing grid connected Solar Power Project in Uttar Pradesh. The State Nodal Agencies have been requested to allot the required land for the Solar Power Project.

THDCIL has been conferred SCOPE “Meritorious Award for Corporate Social Responsibility and Responsiveness” in the year April 2012. THDCIL has also been conferred the Power Line Award in the category of “Best Performing Generation Company (in Hydro Sector)” from the Honorable Union Minister of Power in May 2012.

**HLL Life care Limited**

HLL Life care Limited (formerly known as Hindustan Latex Limited) (HLL) is an Indian healthcare products manufacturing company based in Thiruvananthapuram, Kerala, India. A Government of India owned corporation Public Sector Enterprise. It produces health care products, including condoms, surgical sutures, hydrocephalus shunts, tissue expanders, blood bags, and contraceptive pills. One of HLL’s contraceptive products isormeloxifene, branded as Saheli, a non-hormonal and non-steroid weekly oral contraceptive. In the year 2012, HLL announced a polymerase chain reaction based duplex test kit for chikungunya and dengue fever tests in collaboration with the Rajiv Gandhi Centre for Biotechnology, Trivandrum.

**History**

Earlier Hindustan Lever Limited had the same as HLL. But Hindustan Lever Limited changed their name as Hindustan Unilever Limited with acronym as HUL. Today HLL means HLL Life care Limited. In the year 2005 it established Life Spring Hospitals, a fifty-fifty joint venture with the Acumen Fund, a US based nonprofit global venture philanthropy fund to provide low
cost maternity services starting at Hyderabad. Today it has nine hospitals across Andhra Pradesh state today.

**IRCTC**

Indian Railway Catering and Tourism Corporation abbreviated to IRCTC, is a subsidiary of the Indian Railways that handles the catering, tourism and online ticketing operations of the railways in India.

**Services**

As per new Railway Catering Policy 2010 introduced by Railway Minister Mamata Banerjee, catering services provided by IRCTC were handed over to Indian Railways. Now IRCTC is in charge of catering services on few trains such as All Duranto Express, Farakka Express, Maitree Express and also trains between India and Bangladesh, Kandhari Express and some Rajdhani Express rest all of train operated by Zonal Railways railway stations across India. IRCTC also started NRC project (Non-Railway Catering) under which cafeteria were operated in many Indian Ministries and Institutes.

IRCTC is better known for changing the face of railway ticketing in India. It opened internet based rail ticket booking system through its website, as well as from the mobile phones via GPRS or SMS. Ticket cancellations can also be done online. In addition to e-tickets, IRCTC also offers I-tickets that are basically like regular tickets except that they are booked online and delivered by post. The tickets PNR status is also made available. Commuters on the Mumbai Suburban Railway can also book season tickets through the IRCTC website. IRCTC has also launched a loyalty program called Shubh Yatra for frequent travelers. Through this program passengers can get discounts on all tickets booked round the year by paying an upfront annual fee.

IRCTC also organizes budget and deluxe package tours for domestic and
foreign tourists. A popular tourism package for budgeted tourists covering important tourist destination across India is Bharat Darshan.

**IRCON**

Ircon International Limited (IRCON) is an Engineering and Construction company having specialization in transport infrastructure. The company was incorporated in the year 1976, by the Government of India under the Companies Act, 1956. IRCON was registered as the Indian Railway Construction Company Limited, a wholly owned entity under the Ministry of Railways. Initially its primary engagement was the construction of railway projects in India and abroad. The company has since diversified into other transport and infrastructure segments and with its expanded scope of operations across the world. The name was changed to Ircon International Limited in the year October 1995.

The company is well known for undertaking challenging infrastructure projects especially in difficult terrains in India and abroad. Ircon has completed over 300 major infrastructure projects in India and over 121 major projects across the globe in more than 21 countries.

The core competence of the Company in order of priority is Railways, Highways and EHT Substation Engineering and Construction. IRCON is a turnkey construction company that is specialized in Railways (New Railway lines, rehabilitation/conversion of existing lines, Station Buildings and facilities, Bridges, Tunnels, Signaling and Tele-communication, Railway Electrification, and Wet Leasing of Locomotives), Highways, EHV sub-station (engineering, procurement and construction) and Metro rail.

**Mangalore Refinery and Petrochemicals Limited**

Mangalore Refinery and Petrochemicals Limited (MRPL), is an oil refinery at
Mangalore and is a subsidiary of ONGC. It was established in the year 1993. The refinery is located at Katipalla, north from center of Mangalore city. The refinery was established after displacing five villages of Bala, Kalavar, Kuthetoor, Katipalla, and Adyapadi.

The refinery has a versatile design with high flexibility to process crudes of various: - API gravity and with high degree of automation. MRPL has a design capacity to process 9.69 million metric tons per annum and is the only refinery in India to have two hydrocrackers producing premium diesel (high cetane). It is also the only refinery in India to have two CCRs producing unleaded petrol of high octane. Currently, the refinery is processing about 12.5 million tons of crude per year and had a turnover of US$8 billion during last year.

MRPL, which was a joint sector company, become a enterprise subsequent on acquisition of its majority shares by ONGC. As on 1 April 2007, 71.62% shares are held by ONGC, 16.95% shares are held by HPCL and remaining shares are with public and financial institutions. MRPL has also been declared as MINIRATNA, a mini jewel by Government of India in 2007.

Before acquiring it by ONGC in March 2003, MRPL was a joint venture oil refinery promoted by M/s Hindustan Petroleum Corporation Limited (HPCL), a public sector company and M/s IRIL & associates (AV Birla Group). MRPL was established in the year 1988 with the initial processing capacity of 3.0 million metric tons per annum that was later expanded to the present capacity of 9.69 million metric tons per annum.

The refinery was believed to maximize middle distillates, with capability to process light to heavy and sour to sweet crudes with 24- 46 API gravity. On 28 March 2003, ONGC acquired the total shareholding of A.V. Birla Group and further infused equity capital of Rs 6 billion thus making MRPL a majority-held subsidiary of ONGC.
The lenders also agreed to the debt restructuring package (DRP) proposed by ONGC, which included inter alia, conversion up to Rs 365 crore of their loans into equity. Subsequently ONGC has acquired equity allotted to the lenders, consistent to DRP raising ONGC’s holding in MRPL to 71.62%.

**Mazagon Dock Limited**

Mazagon Dock Limited (MDL) is a MINIRATNA company of category-I and is India’s prime shipyard. It manufactures warships and submarines for the Indian Navy as well as offshore platforms and associated support vessels for offshore oil drilling. It also builds tankers, cargo bulk carriers and passenger ships and ferries.

The shipyards of MDL were established in the 18th century. These yards have over two centuries of experience in shipbuilding. Ownership of the yards passed through various entities, including the P&O Lines and the British India Steam Navigation Company. Eventually Mazagon Dock Limited was registered as a public company in the year 1934. The shipyard was nationalized in the year 1960 and is now a public sector enterprise of the Government of India.

The activities at the yard are shipbuilding, submarine, and fabrication of offshore structures. It has manufacturing facilities situated at Mumbai and Nhava.

**MECON Limited**

MECON Limited, formerly known as Metallurgical & Engineering Consultants India Limited is a Public Sector Undertaking under the Ministry of the Government of India. It began in 1959 as the Central Engineering and Designing Bureau (CEDB) of the Hindustan Steel Limited (HSL), the first public sector steel company. Subsequently CEDB grew as Metallurgical and
Engineering Consultant (MECON), a subsidiary of the Steel Authority of India Limited (SAIL) in the year 1973. It later became a self-governing company reporting to the Ministry of Steel in 1978. 1 April is observed as Foundation Day in MECON.

MECON Limited provides services in Power, Energy & Environment, Infrastructure, Oil & Gas, Metallurgy and other specialized areas. MECON is the first engineering consultancy organization in India to be granted with the ISO 9001 certification.

MECON Limited has its headquarters at Ranchi, Jharkhand, India. Its corporate offices are situated at New Delhi and Bengaluru. Apart from these Regional & Site Offices are located all across the country.

MECON Limited also has its establishment at Lagos, Nigeria.

MECON has been appointed as Consultants for SAIL’s ongoing modernization & expansion projects. MECON is also providing Engineering Consultancy & Project Management Consultancy Services (Construction), to National Mineral Development Corporation for its first 3 MTPA Iron & Steel Plant at Nagarnar, Chhattisgarh.

**Mishra Dhatu Nigam Limited**

Mishra Dhatu Nigam Limited (Midhani) is the prime specialized metal and alloys manufacturing facility in India located at Hyderabad, Andhra Pradesh.

Midhani is an ISO 9001:2000 company with modern metallurgical facilities and high degree of Technical competence in manufacturing a wide range of Super alloys, Titanium, Special Purpose Steels and other special metals and alloys meeting stringent international standards for application in Aerospace, Defence, Atomic Energy, Power Generation, Chemical and other Hi-Tech industries.
Midhani specializes in the manufacture of Super alloys, Titanium and Titanium alloys, Special Purpose Steels and other specialized metals and alloys for applications in Aerospace, Defence, Nuclear Energy, Power Generation, Chemical Industry and other Hi-Tech Industries.

Midhani primary manufacturing facilities are located in Hyderabad. This includes facilities for melting furnaces, forge presses, conditioning, heat treatment, hot rolling, cold rolling, tube shop, investment casting, bar and war drawing, machining, Kanchan Armour Plant, pickling, quality control laboratory etc.

**National Fertilizers Limited**

National Fertilizers Limited (NFL) is a major Indian producer of inorganic and organic fertilizers and industrial chemicals. NFL was established in the year 1974 and it operates 5 major plants across India.

NFL was established in 1974 as a public sector undertaking of the Government of India. The company operates under the administrative control of the Department of Fertilizers in the Ministry of Chemicals and Fertilizers.

NFL initially operated two plants in Bathinda and Panipat. In the year 1978 the ownership and operations of the Nangal plant was transferred to NFL.

In the year 1988, the company built and commissioned its Vijaypur plant in Guna district of Madhya Pradesh. The plant’s capacity was doubled to 1.45 million tons in the year 1997.

NFL was granted the MINI-NAVARATNA status with additional autonomy due to its profitable operations.

In the year 2001, the company went public, with listings on the Bombay Stock Exchange and the National Stock Exchange.
NHPC Limited

NHPC Limited formerly called as National Hydroelectric Power Corporation. It is an Indian Hydro Power Generation company that was incorporated in the year 1975 with an authorized cs. 2000 million and with an objective to plan, promote and organize an integrated and efficient development of hydroelectric power in all aspects. Later on NHPC expanded its objects to include other sources of energy like Geothermal, Tidal and Wind etc.

At present NHPC is a MINIRATNA Category-I enterprise of the Government of India with an authorized share capital of Rs 150000 million. With an investment base of Rs 387180 million approx. NHPC is among the top ten companies in the country in terms of investment. Bairasuil Power station in Salooni Tehsil of Chambal district was the first project undertaken by NHPC.

NHPC is listed in National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) on September 1, 2009. Government of India and State Governments have 86.36% share as a promoter of the company, while remaining 13.64% is public shareholding. The total numbers of shareholders are 191337 and share capital is Rs 12300742773.

Rashtriya Chemicals and Fertilizers Limited

Rashtriya Chemicals & Fertilizers Limited (RCF) is a public sector undertaking in India under the Ministry of Chemicals and Fertilizers of the Government of India, based in Mumbai. RCF is one of the leading producers of fertilizers in India and is a MINIRATNA company, a status awarded by the Government of India. It is now poised to achieve NAVARATNA status.

RCF was incorporated under the Companies Act, 1956. The company was formed after the reorganization of the Fertilizer Corporation of India (FCI) into five companies. Until 1992, the company was totally owned PSU. During
the year 1992 and 1993 some of the equity was disinvested to financial institutions and the public.

RCF is one of the leading producers of fertilizers in India and produces several brands. The “Ujjawala” Urea and complex fertilizer brand “Suphala” manufactured by RCF carry high brand equity and are recognized brands all over the country. RCF has a countrywide marketing network in all major states.

**Tehri Hydro Development Corporation**

The Tehri Dam is the highest dam in India and one of the tallest in the world. It is a multi-purpose rock and earth-fill embankment dam on the Bhagirathi River near Tehri in Uttarakhand, India. It is the primary dam of the THDC India Limited and the Tehri hydroelectric complex. Phase I was completed in 2006 the Tehri Dam withholds a reservoir for irrigation, municipal water supply and the generation of 1000 MW of hydroelectricity. The dam’s 1000 MW pumped storage scheme is currently under construction.

A preliminary investigation for the Tehri Dam Project was completed in the year 1961 and its design was completed in the year 1972 with a 600 MW capacity power plant. Construction began in the year 1978 after feasibility studies, but was delayed due to financial, environmental and social impacts. In the year 1986, technical and financial assistance was provided by the USSR but this was interrupted years later with political instability. India was forced to take control of the project and at first it was placed under the direction of the Irrigation Department of Uttar Pradesh.

However in the year 1988 the Tehri Hydro Development Corporation was formed to manage the dam and 75% of the funding would be provided by the Federal Government, 25% by the state. Uttar Pradesh would finance the entire irrigation portion of the project. In the year 1990, the project was reconsidered
and the design changed to its current multi-purpose. Construction of the Tehri Dam was completed in the year 2006 while the second part of the project, the Koteshwar Dam was completed in the year 2012.

**Airport Authority of India Limited**

Airports Authority of India (AAI) was constituted by an Act of Parliament and came into being on 1 April 1995 by merging National Airports Authority and International Airports Authority of India. This brought into existence a single Organization entrusted with the responsibility of creating, upgrading, maintaining and managing civil aviation infrastructure both on the ground and air space in the country.

The Airports Authority of India (AAI) manages a total of 125 Airports, which include 11 International Airports, 8 Customs Airports, 81 Domestic Airports and 25 Civil Enclaves at Defence Airfields. AAI also provides Air Traffic Management Services (ATMS) over entire Indian Air Space and adjoining oceanic areas with ground installations at all Airports and 25 other locations to ensure safety of Aircraft operations.

The Airports at Ahmadabad, Amritsar, Calicut, Guwahati, Jaipur, Trivandrum, Kolkata, Lucknow & Chennai, which today are established as International Airports, are open to operations even by Foreign International Airlines. Besides, the International flights, National Flag Carriers operate from Coimbatore, Tiruchirappalli, Varanasi, and Gaya Airports. Not only this but also the Tourist Charters now touch Agra, Coimbatore, Jaipur, Lucknow, Patna Airports etc.

AAI has entered into a joint venture at Mumbai, Kolkata, Delhi, Hyderabad, Bangalore and Nagpur Airports to upgrade these Airports and emulate the world standards.
All major air routes over Indian landmass are Radar covered (29 Radar installations at 11 locations) along with VOR/DVOR coverage (89 installations) co-located with Distance Measuring Equipment (90 installations). 52 runways are provided with ILS installations with Night Landing Facilities at most of these Airports and Automatic Message Switching System at 15 Airports.

**Bharat Earth Movers Limited**

Bharat Earth Movers Limited known as BEML is an Indian Public Sector Undertaking, having it’s headquarter in Bangalore. It manufactures a variety of heavy equipment’s that are used for earth moving, transport and mining.

BEML was incorporated in the year May 1964, and commenced operations on 1 January 1965. It was wholly owned and operated by India’s Ministry of Defense, until 1992 when the government divested 25% of its holdings in the company. BEML is Asia’s second largest manufacturer of earth moving equipment and it controls 70% of India’s market in that sector. It trades on the National Stock Exchange of India under the symbol “BEML”, and on the Bombay Stock Exchange under the code “500048”. The company went for Follow on Public Offer (FPO) and fixed the price for its FPO between Rs 1020 and Rs 1 090.

BEML manufactures a wide range of products to meet the needs of Mining, Construction, Power, Irrigation, Fertilizer, Cement, Steel and Rail Sectors. The earthmoving equipment includes Bulldozers, Dump Trucks, Hydraulic Excavators, Wheel Loaders, Rope Shovels, Walking Draglines, Motor Graders and Scrapers.

BEML has recently introduced Road Headers and Slide Discharge Loaders for underground mining applications. Railway products include Integral Rail coaches, Electric Multiple Units, Rail Buses, Track Laying Equipment and
Overhead Equipment Inspection Cars. BEML manufactures Heavy Duty Trucks and Trailers and hydraulic aggregates for transportation sector.

The company also manufactures high power diesel engines and heavy duty hydraulic aggregates to meet specific customer requirements. The company plans to diversify into varied activities including underground mining equipment, underground storage for petro-products, leasing and financial services and joint ventures abroad.

**Garden Reach Shipbuilders and Engineers Limited**

Garden Reach Shipbuilders & Engineers Limited (GRSE) is one of India’s leading shipyards, located in Kolkata, West Bengal. It builds and repairs commercial and naval vessels.

GRSE was founded in the year 1884 as a small privately owned company on the eastern bank of the Hooghly River; it was renamed as Garden Reach Workshop in the year 1916. The company was nationalized by the Government of India in the year 1960. It was awarded the MINIRATNA status with accompanying financial and operational autonomy in September 2006.

GRSE has ship building facilities in Kolkata and Ranchi. It has a large Computer Aided Design (CAD) center for ship modeling and design. There are four workshops for plate preparation and steel fabrication.

GRSE has a dry dock for ships up to 26000 metric tons deadweight (DWT). It has a building berth and two slipways for hull construction. It has a covered all weather non-tidal wet basin for fitting out medium and small ships and another fitting out complex for ships with three berths alongside. In addition, it has two river jetties for berthing smaller vessels up to 60 meters (200 ft.) in length. GRSE has engine repair and overhaul facilities in Ranchi.
On 1 July 2006, GRSE acquired the loss making Rajabagan Dockyard (RBD) of Central Inland Water Transport Corporation (CIWTC). RBD facilitates with its 600 meters (2000 ft.) waterfront to help alleviate some of GRSE space constraints and increase its production capacity.

As in the year 2011, the shipyard is undergoing Rs 5.3 billion (US$91 million) upgrade program expected to be completed by March 2012.

**Goa Shipyard Limited**

Goa Shipyard Limited (GSL) is one of India’s leading shipyards. It is located on the West Coast of India at Vasco da Gama, Goa. It was established in the year 1957, originally by the Portuguese-India Government as to build boats carrying heavy loads. These are to be used in Goa’s growing mining industry, which took off after the establishment of India’s blockade of Goa in the year 1955. After the freeing of Goa by the Indian armed forces in 1961, it was requisitioned to manufacture warships for the Indian Navy and Indian Coast Guard.

GSL is undergoing to modernize its yard to adapt the latest technology in shipbuilding. To this purpose it is negotiating with well-known shipbuilders for an arrangement to collaborate. Till date it has built 167 vessels including barges, tugs, landing craft, offshore patrol vessels and other vessels for the Indian Navy and Coast Guard and for export to countries like Yemen.

A new slipway has been commissioned to take up major repair jobs of ships in the dry dock area. A damage control simulator and two double boom level bluffing cranes for heavy lifting have been constructed.

**WAPCOS**

WAPCOS Limited is a MINIRATNA public sector enterprise under the protection of the Union Ministry of Water Resources.
WAPCOS was incorporated on 26th June 1969 under the Companies Act, 1956. WAPCOS provides consultancy services in all areas of Water Resources, Power and Infrastructure sectors in India and abroad.

With recent amendment in its Articles of Association, WAPCOS has geared itself to provide Concept to Commissioning services for developmental projects across the globe. It is an ISO 9001:2008 certified company. WAPCOS always strives to provide state of the art technology, cost effective solutions and on time implementation and delivery of projects to its clients across the world.

Apart from India WAPCOS has successfully completed on going consultancy assignments abroad in more than 50 countries and is currently engaged in providing consultancy services in Afghanistan, Bangladesh, Bhutan, Burundi, Cambodia, Chad, Central African Republic, Chad, DR Congo, Ethiopia, Ghana, Kenya, Lao PDR, Mozambique, Myanmar, Nepal, Nigeria, Rwanda, Senegal, Sierra Leone, Sri Lanka, Swaziland, Tanzania, Togo, Yemen and Zimbabwe.

**Western Coalfields Limited**

Western Coalfields Limited (WCL) is one of the eight subsidiary companies of Coal India Limited (CIL) which is under administrative control of Ministry of Coal. The company was incorporated under the Companies Act, 1956 has its registered office at Coal Estate, Civil Lines, and Nagpur-440001.

WCL has been conferred MINIRATNA status on 15 March 2007. The Company has contributed about 8.6% of the national coal production during the year 2009-2010. It has mining operation spread over the states of Maharashtra (in Nagpur, Chandrapur & Yeotmal Districts) and Madhya Pradesh (in Betul and Chhindawara Districts).
The Company is a major source of supplier of coal to the industries located in Western India in the States of Maharashtra, Madhya Pradesh, and Gujarat and also in Southern India in the States of Andhra Pradesh, Tamil Nadu, Karnataka and Kerala. A large number of Power Houses under Maharashtra, Madhya Pradesh, Gujarat, Karnataka, Punjab and Uttar Pradesh Electricity Boards are major consumers of its coal along with cement, steel, chemical, fertilizer, paper and brick Industries in these states.

Miniratna Companies (Category-II)

India Trade Promotion Organization

India Trade Promotion Organization (ITPO) is the nodal agency of the Government of India under aegis of Ministry of Commerce and Industry (India) for promoting the country's external trade. ITPO is a Schedule-B MINIRATNA central public sector enterprise (CPSE) with 100% share of Government of India.

India Trade Promotion Organization (ITPO) was incorporated by merging of Trade Development Authority (TDA), a Registered Society under the administrative control of the Ministry of Commerce & Industry with The Trade Fair Authority of India (TFAI) with effect from 1 January 1992.

TFAI was earlier incorporated under Section 25 of the Indian Companies Act, 1956 on 30 December 1976 by amalgamating three organizations of the Government of India viz. India International Trade Fair Organization, Directorate of Exhibitions and Commercial Publicity and Indian Council of Trade Fairs and Exhibitions and commenced operations with effect from 1 March 1977.

ITPO during its existence of more than three decades has played an active role in catalyzing trade, investment and technology transfer processes. Its
promotional tools include organizing of fairs and exhibitions in India and abroad, buyer-seller meets, Contact Promotion Programs, Product Promotion Programs, and Promotion through Overseas Department Stores, Market Surveys and Information Dissemination. ITPO is committed to showcase excellence achieved by the country in diverse fields especially trade and commerce.

**National Film Development Corporation of India**

The National Film Development Corporation of India (NFDC) is the central agency established in 1975 to encourage good cinema in India based in Mumbai.

It functions under Ministry of Information and Broadcasting, Government of India. The primary goal of the NFDC is to plan, promote and organize an integrated and efficient development of the Indian film industry and foster excellence in cinema.

It was established in the year 1975. Over the years NFDC has provided a wide range of services essential for the growth of Indian cinema, especially Indian parallel cinema in 1970’s. The NFDC and its predecessor the Film Finance Corporation has so far funded or produced over 300 films. These films in various Indian languages have been widely applauded and have won many National and International awards.

A recent example is the third ever Kashmiri feature film, Bub (“father” in English), which was directed by Jyoti Sarup.

The National Film Development Corporation of India was also one of the production companies for Gandhi, which won eight Academy Awards in 1983.

Director Ramesh Sippy took over the position of chairman of NFDC in 2012. He replaced actor Om Puri who was appointed in 2008.
**Rail India Technical and Economics Service**

Rail India Technical and Economic Service also known as RITES is an engineering consultancy company. RITES are specialized in the field of transport. It was established in the year 1974 by the Government of India, the company’s initial charter was to provide consultancy services in rail transport management to operators in India and abroad.

RITES have since diversified into planning and consulting services for other infrastructure, including airports, ports, highways and urban planning. It has been awarded the status of MINIRATNA in the year 2002.

It has executed projects over 62 countries on every major continent. In the year 2011, it was executing projects in over 30 countries.

**BECIL**

Broadcast Engineering Consultants India Limited (BECIL) an ISO 9001:2008 certified, MINIRATNA public sector enterprise of Government of India. It was established in 24 March 1995 and provides project consultancy services and turnkey solutions encompassing the entire gamut of radio and television broadcast engineering viz content production facilities, terrestrial, like satellite and cable broadcasting in India and abroad. It also provides associated services like building design and construction, human resource related activities like training, providing man power etc. It also undertakes supply of specialized communication, monitoring, security and surveillance systems to defense, police department and various Para-military forces. BECIL has it’s headquarter at New Delhi, corporate office in Noida and Regional Office in Bangalore.

Over the years BECIL has consciously groomed and developed a team of in house, versatile and dedicated engineers and also cultivated a vast reservoir of
professionals drawn from various fields of broadcasting industry which includes public and private broadcasters, defense and cable industry. Through this network of resourceful Technical professionals, BECIL serves the needs of the industry.

BECIL has a vast reservoir of experts and integrates the expertise of All India Radio (AIR) and Doordarshan (DD), The National Broadcasting of India which have been built by one of the largest Radio Network catering to nearly one billion people and the world’s largest Terrestrial Television Network supplemented by Analog and Digital satellite broadcasting services reaching out to millions of people in India and Overseas.

BECIL works as consulting agency, as a system integrator and as a turnkey solution provider in the fields of Broadcast Engineering and Information Technology.

**Rajasthan Electronics and Instruments Limited**

Rajasthan Electronics and Instruments Limited (REIL) have a prominent place amongst the electronics industries of Rajasthan. The Company is in a joint venture with the Government of India & the Government of Rajasthan. The company was awarded the status of a MINIRATNA by the Department of Public Enterprises, Ministry of Industries and Government of India in the year 1997 on account of its good all round performance and manufacturing excellent products.

The Company has added another feather in its cap by establishing a Quality Management system for its operations and has been certified as an ISO 9001 firm with effect from 31 July 1998. The area of business extends to manufacturing and marketing of electronic products and services in the following areas: Agro-Dairy Sector, Solar Photovoltaic Sector, Industrial Electronics Sector, and Information Technology.
In all these sectors, the manufacturing facility is congratulated by the departments for the function of Materials management, Quality Assurance, Research & Development, Planning & Finance Management along with infrastructure and country wide network of offices of marketing and after sales support. The Company is self-reliant as far as development activity is concerned to enable modification and improvement in existing products and also introduce new products as per customer requirements.

REIL has its headquarter and factory at Jaipur, Rajasthan famous for being called the Pink City of India known for its palaces, forts, museums and handicrafts all over the world. The city is well connected by Rail, Road and Air to the two major metros of India namely New Delhi & Mumbai and forms part of the golden triangle of tourism along with New Delhi and Agra.

**Ferro Scrap Nigam Limited**

Ferro Scrap Nigam Limited (FSNL) is a joint venture company incorporated on 28 March 1979. It is a MINIRATNA II public sector enterprise and alsoIMS Certified. FSNL is a Government of India organization under Ministry of Steel. It is a wholly owned subsidiary of MSTC Limited and the share capital is Rs 200 million. FSNL undertakes the job of recovery and processing of scrap from slag and refuse generated during iron and steel making at Steel Plants.

Ferro Scrap Nigam Limited offers specialized services for Dig and Haul of Blast Furnaces & Steel Melting Shop slag at slag yards. Processing of iron and steel skulls, mill rejects & maintenance scraps per customer’s requirement. FSNL also offers scarfing of slabs, crushing and screening of LD slag to be used in sinter plant, blast furnace and rail ballast. It removes sludge & ash deposit from sludge compartments & ash ponds too.

Ferro Scrap Nigam Limited has also diversified in to Research &
Development, Consultancy & Central Workshop to make the company globally competitive. FSNL has been awarded language Policy and Indira Gandhi Rajbhasha Shield (1st Prize) for Implementation of Official language. FSNL has been awarded IMS (Integrated Management system) ISO 9001:2008, ISO 14001:2004 & OHSAS 18001:2007 by M/S IRQS.

**HSCC**

HSCC was established in the year 1983 with an authorized capital of Rs 20 million. HSCC is one of the few organizations in south-east Asia delivering comprehensive range of professional consulting services in health care and other social sectors in India and abroad.

HSCC services has been utilized by various organizations both in public and private sectors, Central Government Department, State Government and also international agencies like the World Bank, WHO and others for their projects in India and abroad.

HSCC is multi-disciplinary organization with experienced professionals (i.e. health planners and economists, doctors, biomedical engineers, computer experts, pharmacists, architects and public health engineers etc.) on rolls and a network of consultants specialized in various activities associated with health systems. Besides it has institutional arrangements with various research laboratories and special hospitals. Further to render high quality professional services it draws on resources from other agencies and institutions to implement its in house capacities and capabilities for implementation of project wherever necessary. HSCC addresses themselves to all levels of health system, health care facilities design, project management, procurement and supply, logistics and installation, commissioning and skill enhancement through training and retraining.

HSCC is ISO 9001:2000 accredited company and adopts an integrated
approach to projects, drawing on its pool of expertise to provide the best combination to develop client specific, cost effective solutions.

Other Public Sector Companies

Air India Express

Air India Express is a low cost subsidiary airline of Air India having head office at Kochi. It operates mainly from Kerala. It operates services mainly to the Middle East and Southeast Asia. The airline belongs to Air India Charters Limited a wholly owned subsidiary of Air India Limited. Today Air India Express operates nearly 100 flights per week, mainly from southern states of Tamil Nadu and Kerala in India.

The airline was established in May 2004, after a long demand from Malayalee expatriate communities living in Middle East, seeking for a low cost budget airline. The airline started operations on 29 April 2005 with a flight from Thiruvananthapuram to Abu Dhabi.

Delivery of the first aircraft for Air India Express took place on 22 February 2005 when a new production Boeing 737-86Q (leased from Bouillon Aviation Services) was handed over.

Ultra Mega Power Projects

Ultra Mega Power Projects (UMPP) is a series of ambitious power projects planned by the Government of India. With India being a country of chronic power deficits the Government of India has planned to provide “Power for all” by the end of the Eleventh Five Year Plan (2007-2012). This would mean the creation of an additional capacity of at least 100000 MW by 2012. The Ultra Mega Power projects each with a capacity of 40000 MW or above are being developed with the aim of reducing this gap.
The UMPP are seen as an expansion of the MPP (Mega Power Projects) projects that the Government of India took in the 1990s, but met with limited success. The Ministry of Power in association with the Central Electricity Authority and Power Finance Corporation Limited has launched an initiative for the development of coal based UMPP’s in India. These projects will be awarded to developers on the basis of competitive bidding.

Based on technology 16000 MW of capacity has been contracted through the competitive bidding process for UMPP. The average tariff for these projects is in the range of Rs 2-3 per unit which is much lower than the recent cost plus tariffs. The first UMPP developed by Tata Power at Mundra, Gujarat has been commissioned and contributes 4000 MW in power to the northern grid.

**Andrew Yule & Company Limited**

Andrew Yule & Company Limited is an Indian manufacturing and industrial empire primarily owned by the Indian Government. It is an organization owned by the Yule Group. Its current head office is in Kolkata (formerly Calcutta) and has offices in the main Indian cities. The majority of the products and services offered by the company’s subsidiaries are related to heavy industry and engineering.

The business was originally founded by Andrew Yule in the year 1863 and incorporated as a private company in the year 1919. During British Rule the company was a large conglomerate.

The company worked on various and diversified business ranging from jute, cotton, coal, tea, engineering, electrical, power, chemicals, insurance, railways, shipping, paper, printing apart from maintaining a zamindari and managing house of several companies in India. The company was managed by Andrew Yule and his brother George Yule and later by David Yule.
The company was turned into a public company in the year 1948, after India’s independence from the British. It became a central public sector enterprise (CPSE) schedule B company in the year 1979.

**Antrix Corporation Limited**

Antrix Corporation Limited is the marketing arm of ISRO for promotion and commercialization of Space products, Technical consultancy services and Transfer of technologies developed by ISRO.

Antrix Corporation was incorporated as a private limited company owned by Indian government in September 1992. It got the MINIRATNA status by the Government in the year 2008.

Antrix provides space products and services to International customers worldwide. Its clients include EADS Astrium, Intelsat, Avanti Group, World Space, Inmarsat and other space institutions in Europe, Middle East and South East Asia.

The company achieved a turnover of Rs 8.83 billion in the year 2009-2010 which was a 16.52% fall as compared to the previous year. The company in 2009-2010 annual report attributed this to capacity constraints. The profit during the year was Rs 1.28 billion.

**ALIMCO**

Artificial Limbs Manufacturing Corporation of India (ALIMCO) is a public sector enterprise. It was established in the year 1956. ALIMCO manufactures artificial limbs and rehabilitation aids. The company has its head office in Kanpur.

ALIMCO is a nonprofit making organization, working under the guidance of the Government of India under the Ministry of Social Justice and
Empowerment. It was incorporated in 1972, and started production in 1976, to manufacture artificial limb components and rehabilitation aids for the benefit of the physically handicapped.

**BBJ Construction Company Limited**

Braithwaite Burn & Jessop Construction Company Limited (BBJ) is a public sector enterprise, Government of India. It was established in the year 1930. BBJ Construction Company has been involved in the construction and maintenance of many of India’s bridges. The company is registered and has its head office in Kolkata.

The Howrah Bridge in Calcutta over the river Hooghly was built in the period 1935-1941 by BBJ Construction Company Limited.

The early story of BBJ started around the mid-thirties. The ever increasing traffic movement between the twin cities of Calcutta & Howrah demanded a wider and stronger bridge in replacement of the then existing bridge. The authorities accordingly decided on building a cantilever bridge across the river Hooghly. The job undoubtedly required for greater expertise. So three engineering firms Braithwaite, Burn and Jessop came together and formed a new company. On 26 January 1935 BBJ was established.

The onward march began in the year 1941 with Howrah Bridge later named Rabindra Setu. Its recent achievement is the second Hooghly Bridge also called as Vidyasagar Setu.

The Ganges Bridge at Mokameh, Yamuna Bridge at Delhi, Godavari Bridge at Rajahmundry, Krishna Bridge at Vijawada, Brahmaputra Bridge at Pandu are some of the achievements of this company.

BBJ was nationalized in the year 1987. BBJ today is a subsidiary of multiple resource organization and Government of India undertaking BBUNL. BBJ’s
engineering activity is also evident in installation of major Steel plants, Thermal power stations, Oil refineries, Fertilizer projects. BBJ has also undertaken renovation of damaged bridges, creation of fabricated industrial structures and civil construction of major commercial and administrative buildings.

**Bengal Chemicals and Pharmaceuticals Limited**

Bengal Chemicals and Pharmaceuticals Limited (BCPL) was established in the year 1901. It is a public sector enterprise, Government of India and India’s first pharmaceutical company. The company was started by Prafulla Chandra Roy in Kolkata and has since manufactured such household Indian products such as “naphthalene balls” and “Phenyl”. The company has its head office in Kolkata.

Bengal Chemical & Pharmaceutical Works Limited (BCPW) was the predecessor of its present company Bengal Chemicals & Pharmaceuticals Ltd (BCPL). Acharya P.C. Roy took a rented house at 91 Upper Circular Road, Calcutta and started a business with a capital of Rs 700.

The reputation of the company grew and Acharya P.C.Roy added funds to the company to increase the scale of production. Soon the business was converted into a limited company and on 12 April 1901 the name of the company became Bengal Chemical and Pharmaceutical Works Ltd. (BCPW) retaining the same premises at 91 Upper Circular Road, Calcutta.

**Bharat Bhari Udyog Nigam Limited**

Bharat Bhari Udyog Nigam (BBUNL) is a public sector undertaking, Government of India and is a holding company for four eastern Indian engineering companies:- Burns Standard Company, Braithwaite & Company, Bharat Wagon and Engineering Company and Braithwaite, Burn & Jessop
Construction Company. The company has head office in Kolkata, West Bengal. BBUNL was established in the year 1986.

The administrative control of M/s Bharat Wagon & Engineering Co Ltd (BWEL) Patna, a central PSE and subsidiary of Bharat Bhari Udyog Nigam Limited (BBUNL) is transferred from the Department of Heavy Industry, Ministry of Heavy Industries and Public Enterprises to the Ministry of Railways with effect from 13 August 2008. Government of India Enterprise, Bharat Bhari Udyog Nigam Limited (BBUNL) is a holding company comprising five eastern India based engineering companies under its umbrella as its wholly owned subsidiary units.

BBUNL was established in 1986 as a public sector holding company under the administrative control of the Department of Heavy Industry & Public Enterprises, Government of India. The individual subsidiary units have more than 150 years of experience.

The group is engaged in the design, manufacture, supply, erection and commissioning of a wide range of capital goods and turnkey projects required by the core sector industries such as Railways, Ports, Coal Mines, Power, Petroleum and Oil, together with Construction of Highways & Flyovers.

**Bharat Coking Coal Limited**

Bharat Coking Coal Limited (BCCL) is a subsidiary of Coal India Limited having its head office in Dhanbad, India. It was incorporated in January 1972 to operate coking coal mines (214 in number) operating in the Jharia and Raniganj coalfields taken over by the Government of India on 16 October 1971.

The company operates 81 coal mines which include 40 underground, 18 opencast and 23 mixed mines. The company also runs six coking coal
washeries, two non-coking coal washeries, one captive power plant (2 by 10MW) and five by product coke plants. The mines are grouped into 13 areas for administration purposes.

BCCL is the major producer of prime coking coal (raw and washed) in India. Medium coking coal is produced in mines of Mohuda and Barakar areas. In addition to production of hard coke, BCCL operates washeries, sand gathering plants, a network of aerial ropeways for transport of sand, and coal bed methane based power plant in Moonidih.

Bharat Coking Coal Limited gave an annual coal production of around 30 million tons in 2010-2011 with a profit of Rs 1094 crore. The company is under checks by the BIFR (Board for Industrial and Financial Reconstruction) due to the losses incurred by it in previous years. It has manpower of about 67900.

**Bharat Pumps and compressors Limited**

Bharat Pumps and Compressors Limited (BPC) is a MINI-NAVARATNA company and public sector enterprise, Government of India. The company manufactures reciprocating pumps, centrifugal pumps, reciprocating compressors and high pressure seamless gas cylinders. It has its head office in Allahabad.

Bharat Pumps and Compressors Limited (BPC) was established in the year 1970 to cut the country’s dependence on import of Hi-Tech equipment like pumps and compressors for use in critical areas like oil & gas exploration, refineries, chemical & fertilizer plant and nuclear plants.

Unfortunately the company was unable to make profits. Eventually it turned sick and was referred to the Board for Industrial and Financial Restructuring (BIFR). BPC’s losses had accumulated to Rs 17529 lakh as on March 31,
2005 and the net worth had turned negative at Rs 12161 lakh. The company was referred to the BIFR and was on the verge of being closed down after 35 years of operations.

The company has seen a dramatic turnaround in its performance from the financial year 2005-2006. The company’s profit before tax (PBT) in the financial year 2006-2007 was Rs 1914 lakh which increased to Rs 3109 lakh in 2009-2010. During the same period net worth increased from Rs 5696 lakh to Rs 12406 lakh. The turnover went up to Rs 27112 lakh in 2009-2010 from Rs 14372 lakh in 2006-2007.

**Cement Corporation of India Limited**

Cement Corporation of India Limited (CCI) is a public sector undertaking, Government of India. The company was incorporated as a wholly Government organization on 18 January 1965 with the objective of setting up cement units in public sector to help achieve self-sufficiency in cement production in the country. CCI is based in New Delhi. The corporation manufactures various types of cements such as Portland pozzolana cement (PPC), Portland slag cement (PSC), and ordinary Portland cement (OPC) of varying grades 33, 43, 53 and 53S (special grade cement for manufacture of sleepers for Indian Railways).

CCI currently has 10 operating units spread over seven Indian states and union territories with a total annual installed capacity of 38.48 lakh MT.

**Central Electronics Limited**

Central Electronics Limited (CEL) was established in June 1974. It is a Technology and Production Enterprise of the Department of Scientific & Industrial Research, Ministry of Science & Technology and Government of India. It was established in the year 1974 with an objective to commercially
exploit the inborn technologies developed by National Laboratories and Research & Development Institutions in the country.

CEL has developed a number of products for the first time in the country through its own R&D efforts and in close association with the premier National & International Laboratories including Defense Laboratories. In recognition of all these efforts CEL has been awarded a number of times with prestigious awards including the National Award for R&D by DSIR.

CEL works in the field of Solar Photovoltaic (SPV) and it has developed technology with its own R&D efforts. Its Solar Photovoltaic have been qualified to International Standards “IEC 61215 (Edition-II)” certified by TUV Rhineland, Germany.

CEL pioneer in the field of Railways Safety & Signaling has been identified as a major indigenous agency for design and development of modern electronic signaling and safety equipment by Indian Railways. The equipment manufactured in CEL finds extreme usage in Railways in the form of Axle Counter, Axle Counter Block System and Train Approach Warning Devices. CEL’s Digital Axle Counter is approved as per European CENELEC safety level SIL-4 by RDSO (Research, Design and Standard Organization of Indian Railways) as an approved source in Part-I for various Railway Safety and Signaling Equipment for more than 25 years.

The entire paid up share capital of the company is held by the President of India and its nominees. It’s paid up share capital is Rs 53.27 crore. The Board of Directors of the CEL meets at least once in a quarter.

CEL has developed a number of critical components for strategic applications and is supplying these items to defense. Central Electronics Limited (CEL) manufacturing unit is located in Sahibabad district Ghaziabad in state of Uttar Pradesh.
CEL has pioneered the development and commercial production of Solar Cells, Modules and Solar PV systems based on crystalline silicon technology. CEL is ISO 9001:2008 & ISO 14001:2004 certified company backed by a strong group of highly dedicated and well qualified R&D team and has a production plant with an established capacity of 13 MWp per year. In addition, the internationally acknowledged expertise of CEL also covers the design, development, manufacturing, integration, installation, servicing and consultancy with respect to various solar photovoltaic systems. Our PV modules have been tested qualified to the International Standards “IEC 61215 (Edition-II)” certified by TUV Rheinland, Germany.

As one of the pioneers of Solar Photovoltaic in the world with a product portfolio covering from industrial to rural applications. CEL has very good strength in all aspects of Photovoltaic. CEL is one of the very few companies in the world with a large scale SPV cell and module production capability as well as systems design engineering manufacture and support capability, built and nurtured entirely through in house R&D efforts. Over the last three decades, CEL has built up a highly skilled pool of manpower with direct hands on experience on every aspect of SPV.

Over the past several years, CEL has designed and installed SPV systems for a very wide range of applications with a strong focus on those used in remote and rural areas. With more than 30 years of field experience CEL has acquired substantial engineering skills which places itself among the world leaders in SPV. CEL has more than 35 years of experience in installation of SPV systems within and outside India.

**Electronics Corporation of India Limited**

Electronics Corporation of India Limited (ECIL) is an indigenous Government of India Enterprise under Department of Atomic Energy (India) established in the year 1967 by A.S. Rao in Hyderabad to create a strong indigenous base in
electronics.

ECIL is presently a multi-product, multi-disciplinary organization with focus on indigenous Nuclear energy, space and Defense sectors. ECIL also has a strong presence in indigenous Electronic, Communications, Networking and E-Governance domains.

ECIL has committed partnerships with nuclear energy establishments of India particularly Bhabha Atomic Research Center (BARC), Nuclear Power Corporation of India Limited (NPCIL) and Indira Gandhi Centre for Atomic Research (IGCAR). ECIL also actively supports other strategic sectors such as indigenous Defense (Defense Research and Development Organization (DRDO)), Space (Department of Space (India)) Civil Aviation, Information and Broadcasting, Telecommunications, Insurance, Banking, Police and Paramilitary Forces, Oil and Gas, Power, Space Education, Health, Agriculture, Steel and Coal.

ECIL is credited with producing the first indigenous digital computer, solid state TV, control and instrumentation for nuclear power plants and first earth station antenna of India.

**Export Credit Guarantee Corporation of India Ltd**

Export Credit Guarantee Corporation of India Limited (ECGC) is a company wholly owned by the Government of India based in Mumbai, Maharashtra. It provides export credit insurance support to Indian exporters and is controlled by the Ministry of Commerce. India had initially set up Export Risks Insurance Corporation (ERIC) in July 1957. It was transformed into Export Credit and Guarantee Corporation Limited (ECGC) in 1964 and to Export Credit Guarantee Corporation of India in 1983.

ECGC of India Ltd was established in July 1957 to strengthen the export
promotion by covering the risk of exporting on credit. It functions under the administrative control of the Ministry of Commerce & Industry, Department of Commerce and Government of India.

It is managed by a Board of Directors comprising representatives of the Government, Reserve Bank of India, banking and insurance and exporting community.

ECGC is the fifth largest credit insurer of the world in terms of coverage of national exports. The present paid up capital of the company is Rs 900 crore and authorized capital Rs 1000 crore.

**Fertilizers and Chemicals Travancore**

Fertilizers and Chemicals Travancore (FACT), is a fertilizer and chemical manufacturing company in Kochi, Kerala, India. It was incorporated in the year 1943. In 1947 FACT started production of Ammonium Sulphate with an installed capacity of 50000 MT per annum at Udyogamandal near Cochin. It is one of the largest chemical manufacturing facilities in Kerala. The company has two production units Udyogamandal Division (UD) and Cochin Division (CD).

The Caprolactam plant was commissioned in the year 1990. Main products of the company are Factomfos, Ultraphos, Ammonium Sulphate, Ammonium Phosphate, Caprolactam, Sulphuric Acid, Ammonia and other complex fertilizers. Gypsum, Nitric acid and Soda ash are major byproducts.

The factory commenced production of ammonium Sulphate in 1947 at the dawn of Indian independence using wood as the raw material for production of ammonia. With the flow of time, wood gasification became uneconomic and was replaced with naphtha reforming process. Through a series of expansion programs FACT soon became the producer of the widest range of fertilizers.
suited for all crops and all types of soil in India.

It became a Kerala State public sector enterprise in 1960 and in 1962 it came under the Government of India. Diversification to full-fledged engineering services (FEW) in the fertilizer field and allied areas followed. The next major step was the diversification of petrochemicals an important milestone in the growth of the company. FACT has formed a joint venture with Rashtriya Chemicals & Fertilizers Limited for manufacturing load bearing panels and other building products using phosphogypsum.

**Food Corporation of India Limited**

Food Corporation of India (FCI) was established on 14 January 1965 having its first District Office at Thanjavur rice bowl of Tamil Nadu and head office at Chennai under the Food Corporation Act 1964 to implement the following objectives of the National Food Policy:

1. Effective price support operations for safeguarding the interests of the farmers.
2. Distribution of food grains throughout the country for Public Distribution System.
3. Maintaining satisfactory level of operational and buffer stocks of food grains to ensure National Food Security.
4. Regulate market price to provide food grains to consumers at a reliable price.

It is one of the largest corporations in India and probably the largest supply chain management in Asia. It operates through five zonal offices and 26 regional offices. Each year the Food Corporation of India purchases roughly 15-20% of India’s wheat output and 12-15% of its rice output. These
purchases are made from the farmers at the rates declared by the Government of India. This rate is called as MSP (Minimum support Price). There is no limit for procurement in terms of volume. Any quantity can be procured by FCI provided the stock satisfies FAQ (Fair Average Quality) specifications with respect to FCI.

The stocks are transported throughout India and issued to the State Government nominees at the rates declared by the Government of India, for further distribution under the Public Distribution System (PDS) for the consumption of the ration card holders. (FCI itself does not directly distribute any stock under PDS and its operations end at the exit of the stock from its depots). The difference between the purchase price and sale price along with internal costs are reimbursed by the Union Government in the form of Food Subsidy.

At present the annual subsidy is around $10 billion. FCI by itself is not a decision making authority, it does not decide anything about the MSP, Imports or Exports. It just implements the decisions made by the Ministry of Food and Ministry of Agriculture.

**Hindustan Antibiotics Limited**

Hindustan Antibiotics Limited (HAL), based in Pimpri, India. It is the first public sector drug manufacturing company’s setup by the Government of India. It was the first company in India to launch recombinant DNA product, rHU Erythropoietin (Hemax) in the year 1993. The company introduced new products like Hal pen, Hal tax and Hex pan in 2008. Sati HIV drugs will be produced from September 2009.

HAL was set up in cooperation with the WHO and UNICEF with the social objective of providing affordable drugs throughout India. It was inaugurated by India’s first Prime Minister Jawaharlal Nehru on 10 March 1954.
Production began in the year 1955. It was based on Mahatma Gandhi’s vision that the poor in India should get medicines at affordable rates.

After reporting an operating loss in 1997 the company was reported to the Bureau of Industrial and Financial Restructuring (BIFR). On 17 January 2009 the company was taken off from the books of the BIFR after reporting a record turnover of Rs 120 crore.

Although the company’s primary objective was to develop drugs for the health care industry, the company has now diversified in the Agro Vet area as well. The manufacturing plant located in Pimpri has facilities to produce Bulk drugs (capacity 60 MMU annually) as well as Formulations in various dosage forms injectable (132 million vials), capsules (250 million), tablets (120 million), large volume parenteral (12 million bottles annually), liquid orals etc.

**National Mineral Development Corporation**

National Mineral Development Corporation (NMDC) is a state controlled mineral producer, Government of India. It is fully owned by the Government of India and is under administrative control of the Ministry of Steel. It is involved in the exploration of iron ore, copper, rock, phosphate, limestone, dolomite, gypsum, bentonite, magnetite, diamond, tin, tungsten, graphite etc.

It is India’s largest iron ore producer and exporter producing about 30 million tons of iron ore from 3 fully mechanized mines in Chhattisgarh and Karnataka. It also operates the only mechanized diamond mine in the country at Panna in Madhya Pradesh.

NMDC Limited is also diversifying into other raw materials for steel industry like low silica limestone. Production of Dead Burnt magnetite and further value addition is under study through its subsidiary J. K. Mineral Development Corporation Limited.
NMDC Limited has taken over a Silica Sand mining and beneficiation project from Uttar Pradesh State Mineral Development Corporation Limited. The plant has been designed to produce high purity beneficiated silica sand of around 300000 tons per year which is a raw material for production of float or sheet glass.

With a view to capture the opportunities now available following the NAVARATNA recognition and its expertise in the field of mineral exploration and mining, NMDC is venturing into development of high value minerals like gold, diamond etc. as joint ventures in some of the African countries.

A memorandum of understanding has been signed between NMDC, Indian Rare Earths Limited (IRE) and Andhra Pradesh Mineral Development Corporation to establish a joint venture for the development of Bheemunipatnam Beach Sand. The project envisages mining of beach sands setting up of mineral separation plant for Ilmenite concentrate and a downstream value addition plant for conversion of Ilmenite into synthetic Rutile/TiO2 slag/TiO2 pigment with pig iron as by product. National Mineral Development Corporation (NMDC) is setting up a 3 MTPA capacity Greenfield Integrated Steel Plant in Nagarnar located 16 km from Jagdalpur with an estimated outlay of Rs 21000 crore. The land for the plant has already been acquired on August 2010 and as of February 2012, five major packages of the steel plant have already been awarded to internationally acclaimed companies at a cost of around Rs 6500 crore.

**Konkan Railway Corporation**

Konkan Railway Corporation (KRC) is a subsidiary of the Indian Railways. It operates the Konkan Railways a subsidiary zone of the Indian Railways. It has head office at CBD Belapur in Navi Mumbai. The company started its full operations on 26 January 1998. The first passenger train which ran on Konkan
railway tracks was on 20 March 1993 between Udupi and Mangalore.

Konkan Railway Corporation is at the forefront of Research and Development of new technologies and concepts for Indian railways. During its initial years of operations in the mountainous Konkan region lots of accidents prompted Konkan Railway to investigate new technologies? The anti-collision devices, the Sky Bus and RORO are a few of the innovations from Konkan Railways.

Konkan Railway has introduced a novel, modified concept of Sky Bus. This is seen as solution for problem of public transportation in thickly populated areas, especially in big cities. The unique feature of this concept is that it requires less space and money as compared to other Mass Rapid Transit systems.

The self-propelled coaches hang over rails mounted on a structure and travel. This concept can be easily implemented even on existing roads. Vehicles can move on the road and Sky Bus can move on their top. Hence the name Sky Bus. A prototype is ready at Margo railway station.

**Mumbai Rail Vikas Corporation**

Mumbai Rail Vikas Corporation is a subsidiary of the Indian Railways. It is responsible for the improvement of the infrastructure of Mumbai Suburban Railway system.

Mumbai Railway Vikas Corporation Limited (MRVC), a public sector undertaking, Government of India under Ministry of Railways. It was incorporated under Companies Act, 1956 on 12 July 1999 with an equity capital of Rs 25 crore shared in the ratio of 51:49 between Ministry of Railways and Government of Maharashtra.

MRVC is responsible to execute the projects under Mumbai Urban Transport Project (MUTP) as sanctioned by Ministry of Railways. The Corporation will
execute a number of suburban rail improvement projects for enhancing suburban rail transportation capacity thereby reducing the overcrowding and meeting future traffic requirements.

The corporation will also be involved in the planning and development of Mumbai Suburban Rail system.

The main objectives of MUTP are:

1. Bringing down the passengers per 9 coaches to 3000 as against existing 5000.

2. Segregate the suburban train operation from the main line passenger and freight services.

**National Insurance Company Limited**

National Insurance Company Limited (NICL) is one of the largest and fastest growing general insurance companies in India. The company has head office at Kolkata. It was established in the year 1906 and got nationalized in the year 1972. After nationalization in 1972, NICL operated as a subsidiary of General Insurance Corporation of India (GIC). In April 2004 NIC signed an agreement with Nainital Bank for distribution of its general insurance products through the bank’s branches in Uttarakhand, Haryana and New Delhi.

National Insurance Company Limited was incorporated in December 5, 1906 with its registered office in Kolkata. Consequent to passing of the General Insurance Business Nationalization Act in 1972, 21 Foreign and 11 Indian Companies were amalgamated with it and National became a subsidiary of General Insurance Corporation of India (GIC) which is fully owned by the Government of India.

After the notification of the General Insurance Business (Nationalization)
Amendment Act on 7 August 2002, National has been de linked from its holding company. GIC is presently operating as an independent insurance company wholly owned by Government of India. National Insurance Company Limited (NICL) is one of the leading public sector insurance companies of India carrying out non-life insurance businesses.

NICL has about 1000 offices, worked by more than 16000 skilled personnel. It is spread over the length and breadth of the country covering remote rural areas, townships and metropolitan cities. NIC’s foreign operations are carried out from its branch offices in Nepal.

**Nuclear Power Corporation of India Limited**

The Nuclear Power Corporation of India Limited (NPCIL) is a Government owned corporation of India based in Mumbai. One of the public sector undertakings, it is wholly owned by the Union Government and is responsible for the generation of nuclear power for electricity. NPCIL is administered by the Department of Atomic Energy (DAE). NPCIL is the only power utility company in India which uses nuclear fuel sources.

NPCIL was established in September 1987 as public limited company under the Companies Act 1956, “with the objective of undertaking the design, construction, operation and maintenance of the atomic power stations for generation of electricity in pursuance of the schemes and programs of the Government of India under the provision of the Atomic Energy Act 1962”. All nuclear power plants operated are certified for ISO 14001 (Environment Management System).

NPCIL is the only body responsible for constructing and operating India’s commercial nuclear power plants. On 10 August 2012 the company had 21 nuclear reactors in operation at seven locations, a total installed capacity of 5780 MW. Subsequent to the Government’s decision to allow private
companies to provide nuclear power, the company has experienced problems with private enterprises “poaching” its employees.

**Pawanhans Helicopters Limited**

Pawan Hans Helicopters Limited (PHHL) is a helicopter service company based in Noida, Uttar Pradesh, India. The operations are based at the Juhu Aerodrome in Vile Parle (West), Mumbai. Other than providing helicopter services to ONGC to its off shore locations, this public sector company is often engaged for providing services to various State Governments in India, particularly in North-East India, Inter-island ferry services in Andaman & Nicobar Islands for last 26 years’ service to Lakshadweep Administration in ferrying people from Islands to Kochi Intl airport and inter-island services.

These are considered as backbone of Lakshadweep and Minicoy Islands which are far flung from Indian shores extending up to 400-500 km into Arabian Sea, Vaishno Devi Helicopter service for devotees. Service to BSF and Maharashtra Police for Medical and Logistics support in event of Maoist attack on troops.

Pawan Hans was incorporated on 15 October 1985 as the Helicopter Corporation of India (HCL).

The country's national helicopter company with the objective of providing helicopter support services to the oil sector for its off shore exploration operations, services in remote areas and charter services for promotion of tourism.

It is a government owned enterprise with 78.5% in Government hands & 21.5% with ONGC. ONGC has upped its stake to 49% recently, a move that will see the equity base of PHHL being enhanced to Rs 245 crore from the existing Rs 113 crore.
The corporate office is located at Noida with regional offices at Delhi and Mumbai. The company has a net worth of Rs 37015 million and equity capital is Rs 1137 million. Pawan Hans is “Approved Maintenance Centre of Eurocopter” and also the first ISO 9001:2000 certified Aviation Company in India.

**Uranium Corporation of India Limited**

Uranium Corporation of India Limited (UCIL) was incorporated on 4 October 1967. Uranium Corporation of India Limited is a public sector enterprise under the Department of Atomic Energy.

UCIL is at the forefront of the Nuclear Power cycle. Fulfilling the requirement of Uranium for the Pressurized Heavy Water Reactors, UCIL plays a very significant role in India’s nuclear power generation program.

UCIL is an ISO 9001, 14001 and 18001 companies and has adopted the latest state of the art technology for its mines and process plant. It had an annual turnover of about Rs 304 crore in the financial year 2007-2008.

Uranium Corporation of India (UCIL) is a public sector enterprise (PSU), under the Department of Atomic Energy for uranium mining and uranium processing.

The corporation was founded in 1967 and is responsible for the mining and milling of uranium ore in India. The firm operates mines at Jadugora, Bhatin, Narwapahar, Turamdih and Banduhurang.

**Bharat Aluminum Company Limited**

Bharat Aluminum Company Ltd. (BALCO) is an Indian aluminum company. It was in the public sector until 2001, when it was taken over by Vedanta Resources a company which is listed on the London Stock Exchange.

It was incorporated in 1965 as a public sector undertaking. It is the first public
sector enterprise in India which started producing aluminum in the year 1974. Till 2001, BALCO was a public sector enterprise owned 100% by Government of India. In 2001, Government of India divested 51% equity and management control in favor of Sterlite Industries India Limited.

There’s a little history behind the privatization of the company that was not doing so well being a public sector company. There were groups formed among people or rather BALCO employees namely supporters of privatization and the ones who opposed it.

Rallies and processions were carried out in the evenings to oppose the privatization and those who supported it were left in minority. Eventually things happened as they were planned and the company was listed under Sterlite.

**Hindustan Zinc Limited**

Hindustan Zinc Limited (HZL) is an integrated mining and resources producer of zinc, lead, silver and cadmium. It is a subsidiary of Vedanta Resources. HZL is the world’s second largest zinc producer. Its financial year 2011 revenues were Rs 108.91 billion.

Hindustan Zinc Limited was incorporated from the Metal Corporation of India on 10 January 1966 as a public sector undertaking. In 2001 as part of the BJP Government’s anti-corruption drive, the company was put up for sale.

In April 2002, Sterlite Opportunities and Ventures Limited (SOVL) made an open offer for acquisition of shares of the company; consequent to the disinvestment of Government of India’s (GOI) stake of 26% including management control to SOVL and acquired additional 20% of shares from public, consistent to the SEBI Regulations 1997.

In August 2003, SOVL acquired additional shares to the extent of 18.92% of
the paid up capital from Government of India in exercise of “call option” clause in the shareholder’s agreement between Government of India and SOVL.

With the above additional acquisition SOVL’s stake in the company has gone up to 64.92%. Thus Government of India’s stake in the company now stands at 29.54%.

**Jessop and Company Limited**

Jessop & Company Limited is a privately owned engineering company based at Kolkata. It is part of Ruia group of conglomerate which also owns Dunlop India and Falcon Tyres as well textile business.

Jessop & Company Limited is India’s oldest engineering company. It was established in 1788.

The history Jessop & Company Limited goes back to year 1788 when Breen & Company was founded in Calcutta. In 1820, Henry and George sons of William Jessop acquired Breen & Company on behalf of Butterley Company which was established by William Jessop in Derbyshire. These two companies were merged in 1820 to be renamed as Jessop & Company. The Company during British was a large engineering giant having its head office at 63, Netaji Subhas Road, Kolkata and large manufacturing facilities spread over 63 acres at Dum Dum.

The management of company was taken over by Government of India in 1958 and subsequently in 1973 the company was wholly taken over by the Government of India and Jessop became public sector undertaking. In 1986, with the formation of Bharat Bhari Udyog Nigam (BBUNL), a public sector holding Company under administrative control of Department Of Heavy Industry, Ministry of Industry, Government of India, and Jessop became a
subsidiary of the Holding company.

**CMC Limited**

CMC Limited is an Information Technology services, consulting and software company having its head office in New Delhi, India. CMC is part of the TATA Group and is a subsidiary of Tata Consultancy Services. CMC was incorporated on December 26, 1975, as the “Computer Maintenance Corporation Private Limited”.

The Government of India held 100% of the equity share capital owned by Government of India. On August 19, 1977 it was converted into a public limited company. In October 2001, CMC was privatized by the Government of India in a sale to India based Tata Consultancy Services (TCS), the largest software services company in Asia. It also features on top ten companies in India.

**B. Consulting Companies in India**

**Multinational Companies India**

The 1991 crisis as stagnation created by severe macro-economic imbalances and cumulative problems resulting from the poor productivity performance in the economy; rising inflation and dwindling of foreign exchange reserves to a level barely enough to meet India's normal import needs for ten days. The trade deficit in 1990 reached US$9.44 billion and the current account deficit was US$9.7 billion 4. With below US$1 billion of foreign exchange reserves, the first measures of change implemented in the 1980s became the credo of the new elected government of Narasimha Rao. Led by his Finance Minister, Manmohan Singh (Prime Minister since 2004), they agreed new policies.

The first significant measure was the dismantling of the License Raj with the
exception of only six industries (tobacco, alcoholic beverages, industrial explosives, chemicals, drugs and pharmaceuticals, electronic, space and defense equipment). Additionally, the number of reserved items for the Small Scale Industries (SSI) was reduced.

The second measure linked to the Balance of Payment crisis was to improve the trade balance by a revision of the exchange-rate policy. In 1991, the country still had a fixed exchange-rate system where the rupee was linked to a basket of its major trading partners’ currencies. Consequently, the rupee was devalued by 20%. The last major set of measures concerned the custom tariffs. Tariffs were lowered from 150% before 1991 on average, to 30% in 1997.

This new international orientation also allowed a move from an import substitution policy to export promotion, and gave foreign trading firms the opportunity to invest up to 49 or even 51% (and even more depending on the sectors) in a joint venture. At the same time, the approval process became much simpler and more systematic.

These economic reforms were not slow to show results: the annual growth rate of the GNP reached 6.8% between 1992 - 1997. The years 1997-2003 saw a slowdown of this growth (5.6% 1997-2002, then 4.2% between 2003-04) because of the Asian crisis and the political instability due to two years of a coalition government without a real majority (from 1996-98). This period did not favor radical economic policy decisions. However, driven by strong growth in the industry and services sectors, the growth rate climbed to 8.5% in 2003-04. India also improved its exports from US$18.143 billion in 1991 to US$126.4 billion in 2006-07 (with an average growth of more than 20% since 2004). However, the balance of payment still remains in deficit (US$59.4 billion in 2006-07).
Although there was a slow-down in the pace of reform overall during the second half of the 1990s, FDI inflows continued to rise. From August 1991 to November 2007, the cumulative amount of FDI inflow reached US$ 65.8 billion. In 2007, India received more FDI than ever: US$17.6 billion (26.75% of the cumulative amount, and +94% compared to 2006). This growth is partly due to investments made by Wal-Mart, which has started to enter the market, but also to investments by General Motors, IBM, Toyota, Nissan and Renault, which are expanding their presence in the country. One of the biggest investments this year was the acquisition by Kohlberg Kravis Roberts & Co. (United States) of 85% of Flextronics Software Systems Ltd, with an investment of US$900 million (World Bank, 2007).

In the flow of FDI from other countries lot of consulting firms also open their office in India in which some famous MNC or Multi National Companies are as follows:

**The Boston Consulting Group**

BCG in India formally started operations in 1995, opening its offices after nearly a decade of work in India. Today, they are located in the central business district at Nariman Point in Mumbai, at DLF Cyber city in Gurgaon, and at Taj Connemara in Chennai.

Since then, it have consistently drawn staff from prestigious institutes like The Indian Institute of Management, the Indian School of Business, Indian Institute of Technology, INSEAD, Wharton, Harvard and complementing local talent with BCG consultants from Asia Pacific, Europe and the Americas.

BCG India projects encompass the spectrum of challenges facing today’s CEO. This gives our team an opportunity to build skills and gain knowledge and experience on critical strategic issues in India and beyond.
BCG's expertise covers a wide range of industries.

1. Automotive
2. Industrial Goods
3. Consumer & Retail
4. Insurance
5. Energy & Environment
6. Private Equity
7. Financial Institutions
8. Public Sector
9. Hardware, Software, Media & Telecommunications
10. Transportation, Travel & Tourism
11. Health Care

**Bain & Company**

Bain & Company is one of the top management consulting firms in the world. Since opening the New Delhi office in 2006, Bain India has been one of the fastest growing offices in the Bain system. Their Mumbai office opened in 2009 to expand Bain’s support of results-oriented local and multinational clients in India’s dynamic economic landscape.

Bain & Company is one of the world's leading management consulting firms. It works with client to help them make better decisions and deliver the sustainable success they desire. They are professional about achieving better results for their clients—results that go beyond financial and are uniquely tailored, pragmatic, holistic, and enduring.

Bain & Company is expertise covers a wide range of industries

1. Airlines & Transportation
2. Consumer Products
3. Financial Services
4. Healthcare 
5. Industrial Goods & Services 
6. Media 
7. Metals & Mining 
8. Oil & Gas 
9. Private Equity 
10. Retail 
11. Social & Public Sector 
12. Technology 
13. Telecommunications 
14. Utilities & Alternative Energy 

**A. T. Kearney**

A T Kearney open its office in India is 1997 since then they are continuously contributing to the Indian economy. A T Kearney is expertise covers a wide range of industries as follows:

1. Aerospace & Defense 
2. Automotive 
3. Chemicals 
4. Communications Media & Technology 
5. Consumer products & Retail 
6. Financial Institutions 
7. Health 
8. Metals & Mining 
9. Oil & Gas 
10. Private Equity 
11. Public Sector 
12. Transportation, Travel & Infrastructure 
13. Utilities
McKinsey

McKinsey was the first global consulting firm to open its doors in India, over 20 years ago in 1994. Today work with most of the country’s largest companies—and have helped several of them become global champions.

They partner with government leaders, working to drive growth in the Indian subcontinent, raise living standards, and strengthen education and health. They also develop an unequalled amount of high quality knowledge, data, and analytics, on both global and Asia-specific topics, supported by India-based experts in the McKinsey Global Institute.

Their alumni hold senior roles across business and government—and are passionate about building India’s future leaders. They recruit the best talent from India’s top schools, invest heavily in their development, and put a major focus on building our clients’ capabilities.

McKinsey is expertise covers a wide range of industries as follows

1. Advanced Electronics
2. Aerospace & Defense
3. Automotive & Assembly
4. Chemicals
5. Consumer Packaged Goods
6. Electric Power & Natural Gas
7. Financial Services
8. Healthcare Systems & Services
9. High Tech
10. Infrastructure
11. Media & Entertainment
12. Metals & Mining
13. Oil & Gas
Accenture

Accenture has been operating in India since 1987, and was the first Multi
tional Consulting firm to set up operations in India. Today, Accenture serves
more than 500 global clients, including Fortune® 1000 companies, through its
operations in Bangalore, Chennai, Delhi, Hyderabad, Kolkata, Mumbai and
Pune.

India is a strategic market for Accenture both for its unparalleled access to
talent and the business opportunities that the Indian domestic market presents.
The company is committed to the overall development of the Indian corporate
sector and is keen to partner with Indian companies in their growth.

India is also an integral part of Accenture's Global Delivery Network, the
largest and most diversified group of technology, business process and
outsourcing professionals in the world. The network provides clients with
seamless delivery of services from multiple geographic locations, with
24x7coverage. Accenture Delivery Centers in India enable Accenture to
extend its global reach and provide deep technology, outsourcing and industry
skills with a proven delivery approach.

The Accenture Technology Lab in Bangalore, India is our second-largest lab
with over 50 R&D personnel. Technology Labs in Bangalore work on a number of projects to enhance large, complex systems integration environments for our clients, with a focus on reducing the cost and improving the quality of technology solution delivery.

India has close to 30 Centers of Excellence. These centers are building assets and prototypes for our global clients to leverage. Accenture has Centers of Excellence for specific partner platforms, such as Microsoft, SAP, Sun Microsystems and Oracle; as well as for individual industry sectors, such as insurance, banking, capital markets and health and life sciences.

Accenture India employs over 60,000 diverse people from different backgrounds with vast ranges of skills and experience. Over 30 per cent of the Accenture India workforce is women. Accenture is expertise covers a wide range of industries as follows:

1. Business Services
2. Software
3. Analytics
4. Application Outsourcing
5. Capacity Services
6. Cloud Computing
7. Data Center
8. Global Delivery
9. Human Capital Management
10. Information Management
11. IT Infrastructure
12. IT Service Excellence
13. IT Strategy and Transformation
14. Mobility
15. ERP
16. Smart Grid
17. Sustainability
18. System Integration Consulting
19. Testing Services
20. Technology Consulting

**Strategy &**

Strategy& (Formerly Booz & Company) is a global management consulting arm of assurance and management consulting firm established in the United States in 1914 as the Business Research and Development Company. The firm was acquired by PwC on April 4, 2014, and is active in a broad range of sectors, including

1. Energy
2. Healthcare
3. Financial Services,
4. Chemicals
5. Telecommunications
6. Automotive
7. Aerospace
8. Media
9. Technology
10. Fast-Moving Consumer Goods (FMCG)

**Deloitte**

Deloitte, the world’s leading accounting, consulting and advisory firm, targets to have 10 per cent of its projected 225,000 worldwide employees based in India. Deloitte invested $100 million to strengthen its operations in the country, with India identified as among its top five priority markets.
In India Deloitte offers

1. Audit
2. Enterprise risk
3. Tax
4. Consulting
5. Financial Advisory Services
6. Technology, Media & Telecommunication

**Ernst & Young**

Ernst & Young (known as EY) is a multinational professional services firm headquartered in London, United Kingdom. It was the third largest professional services firm in the world by aggregated revenue in 2012 and is one of the "Big Four" audit firms.

The organization operates as a network of member firms which are separate legal entities in individual countries. It has 175,000 employees and more than 700 offices in over 150 countries. It provides assurance (including financial audit), tax, consulting and advisory services to companies. In India EY offers

1. Automotive
2. Cleantech
3. Consumer Products
4. Financial Services
5. Private Equity

**PricewaterhouseCoopers**

PricewaterhouseCoopers (trading as PwC) is a multinational professional services network. It is the world's second largest professional services network, as measured by 2013 revenues, and is one of the Big Four auditors, along with Deloitte, Ernst & Young (EY) and KPMG.
PwC is a network of firms in 157 countries with more than 184,000 people. It had total revenues of $32.1 billion in FY 2013, of which $14.8 billion was generated by its Assurance practice, $8.2 billion by its Tax practice and $9.2 billion by its Advisory practice.

The firm was formed in 1998 by a merger between Coopers & Lybrand and Price Waterhouse. The trading name was shortened to PwC in September 2010 as part of a rebranding.

As of 2012 PwC United States is the fifth-largest privately owned organization in the United States. PricewaterhouseCoopers is organized into the following three main service lines

1. Assurance Services
2. Tax Advisory
3. Academy

PwC's service lines face the market in each country by broad industry specializations such as:

1. Consumer and Industrial Products and Service (CIPS)
2. Financial Services (FS)
3. Technology, Information, Communications and Entertainment (TICE)
4. Infrastructure, Government and Utilities (IG&U)
5. Private Company Services (PCS)

KPMG

KPMG is one of the largest professional services companies in the world and one of the Big Four auditors, along with Deloitte, Ernst & Young (EY) and PricewaterhouseCoopers (PwC).

Its global headquarters is located in Amstelveen, the Netherlands.
employs 152,000 people and has three lines of services: audit, tax, and advisory.

KPMG was established in India in September 1993, and has rapidly built a significant competitive presence in the country. The firm operates from its offices in Mumbai, Pune, Delhi, Kolkata, Chennai, Bangalore, Hyderabad, Kochi, Chandigarh and Ahmadabad, and offers its clients a full range of services, including financial and business advisory, tax and regulatory, and risk advisory services.

In India, KPMG has a client base of over 2700 companies. The firm's global approach to service delivery helps provide value-added services to clients. The firm serves leading information technology companies and has a strong presence in the financial services sector in India while serving a number of market leaders in other industry segments.

Our differentiation is derived from rapid performance-based, industry-tailored and technology-enabled business advisory services delivered by some of the leading talented professionals in the country. KPMG professionals are grouped by industry focus and our clients are able to deal with industry professionals who speak their language. Our internal information technology and knowledge management systems enable the delivery of informed and timely business advice to clients.

KPMG offer the following services

1. Assurance
2. Tax Advisory
3. Consulting
4. Financial Advisory
5. Actuarial
6. Legal
Indian Consultants & Growth

The consulting in India started between 1950 and 1960. In the beginning engineering services were provided almost fully by the in house engineering departments of government.

With the passage of time the process of development accelerated to such an extent that these engineering departments could not cope with the rapidly increasing volume and fast expanding diversity of services required for the desired rate of growth.

To effectively bridge this increasing gap a few consultancy organizations emerged in public as well as in private sector during the sixties and seventies. Over the succeeding years these consulting organizations have been growing and in house government engineering organizations have been shrinking.

In India though the consultancy profession is rather young, but growing tremendously. Due to structural transformation of the Indian economy in the new millennium in favor of a service dominated economy from an agrarian one, the share of the service sector in the total GDP has increased notably from 49.8 percent in 200-01 to nearly 55 percent in 2006-07.

Powered by the booming software, BPO, consultancy, engineering and tourism sectors India’s services exports could surpass merchandise exports, which are seen to be more than double to USD 305.5 billion in the next five years.

The Indian Consultancy services industry has come a long way from its fledgling roots in the early fifties. The skill sets, capabilities and expertise of Indian consultancy industry has increased many fold and it has emerged from the provider of low value consultancy services to an industry capable of providing high value sophisticated services across the world.
The spectrum of consultancy firms has been characterized by a variety of professional backgrounds such as engineering, accounting, law and banking. It can be seen that development of consultancy industry is largely dependent on the development trends of the country.

Consultancy organizations in India can be classified into major categories i.e. management consultancy organizations, engineering consultancy organizations and others which include financial consultancy organizations, socio economic consultancy organizations individual experts and professionals. Today in India consultancy is provided across the entire major sectors as follows:

1. Agriculture and Rural Development
2. Banking and finance
3. Construction
4. Education
5. Energy
6. Environment
7. Governance and administration
8. Geology and mining
9. Health and Demography
10. Insurance
11. Information Technology
12. Law and Regulation
13. Life Sciences
14. Manufacturing
15. Management
16. Science and Technology
17. Telecommunication
18. Tourism
19. Transport
20. Urban Developments
21. Water Management

Consultants, domain experts and consultancy firms provide a large spectrum of services across all these sectors, even specialized services are provided in sub-sectors under the main sector indicated above by specialized consultancy firms.

A feature of India’s consultancy expertise in their capability and capacity to provide expertise especially suitable for developing countries besides offering consultancy services to developed countries like USA, UK, France, Germany, Australia etc. in sophisticated areas like information technology, advanced financial and banking services etc. Leveraging India’s strengths in information technology, the consulting industry has diversified its portfolio of services and expanded its markets.

Consultancy industry by nature is very diverse and encompasses a wide range of services and sectors. According to one of the estimates, the size of consultancy industry in India in 2006 was about 10,000 crore and is growing about 25 percent in year 2012-13.

Number of consultancy firms operating in India as per department of Scientific & Industrial Research survey and extrapolation of available data there exists about 5000 consultancy firms in India and employ over 70,000 professionals.

**Tata Consultancy Services**

Tata Consultancy Services Limited (TCSL) is a multinational information technology (IT) service, consulting and business solutions company headquartered in India. TCS operates in 46 countries. It is a subsidiary of the
Tata Group and is listed on the Bombay Stock Exchange and the National Stock Exchange of India.

TCS is the largest Indian company by market capitalization and is the largest India-based IT services company by 2013 revenues. TCS is now placed among the ‘Big 4’ most valuable IT services brands worldwide. TCS is ranked 40th overall in the *Forbes* World's Most Innovative Companies ranking, making it both the highest-ranked IT services company and the top Indian company. It is the world's 10th largest IT services provider, measured by revenues.

TCS is one of the largest private sector employers in India and the second-largest employer among listed Indian companies (after Coal India Limited). TCS had a total of 276,196 employees as of March 2013, of which 31% were women. The number of non-Indian nationals was 21,282 as at March 31, 2013 (7.7%).

The employee costs for the FY 2012-13 were US$ 4.38 billion, which was approx. 38% of the total revenue of the company for that period. In the fiscal year 2012-13, TCS recruited a total of 69,728 new staff, of whom 59,276 were based in India and 10,452 were based in the rest of the world. In the same period, the rate of attrition was 10.6%.

The average age of a TCS employee is 28 years. The employee utilization rate, excluding trainees, for the FY 2012-13 was 82%. TCS was the fifth-largest United States visa recipient in 2008 (after Infosys, CTS, Wipro and Mahindra Satyam). In 2012, the Tata group companies, including TCS, were the second largest recipient of H-1B visas.

TCS' services are currently organized into the following service lines (percentage of total TCS revenues in the 2012-13 fiscal year generated by each respective service line is shown in parentheses):

1. Application development and maintenance (42.80%)
2. Asset leverage solutions (2.70%)
3. Assurance services (7.70%)
4. Business process outsourcing (12.50%)
5. Consulting (3.00%)
6. Engineering and Industrial services (4.60%)
7. Enterprise solutions (15.20%)
8. IT infrastructure services (11.50%)

Telecommunication Consultant of India Limited

Telecommunications Consultants India Limited (TCIL) is a government-owned engineering and consultancy company under the administrative control of the Department (DOT), Ministry of Communications and Information Technology, Government of India.

It was set up in 1978 to give consultations in fields of Telecommunications to developing countries around the world. Started with an initial investment of 10lakh. TCIL is present in almost 45 countries, mainly in the Middle East, Africa and Europe. The main objective is providing globally world-class technology and Indian expertise in all fields of Telecommunications.

CIL has been undertaking various projects in all fields of telecommunications and information technology and also continuously deploying new technologies in the field of Telecom Software, Switching and Transmission Systems, Cellular Services, Rural Telecommunications, Optical Fiber based Backbone Transmission Systems etc.

TCIL has diversified its operation and has been executing turnkey projects of Power Transmission, Rural Roads and Civil Construction. TCIL has been executing projects in latest technologies like FTTH, VOIP, IPTV, 3G etc.

It has executed E-governance projects, GSM systems, and optical fiber on
power transmission lines, VSAT networks and radio trunking projects. It diversified into civil works also.

In 2012, the standalone net worth of the company was 420 crore. It is a Miniratna company under Ministry of Communications & IT. In 2010-2011 financial year, the turnover of the company was 1833 crore.

Pan-African e-Network project for Tele-medicine and Tele-education was implemented by the company on a turnkey basis. It provides training activities in the field of Telecom and IT. The company was selected as one of the most caring companies of India in the year 2013 for their CSR activities.

The company holds 30% share in the in Bharti Hexacom, a joint venture with Bharti Airtel. It has a presence in Kenya through a joint venture with Airtel Kenya. In Saudi Arabia it has presence through a joint venture with NESMA group.

*Tamil Nadu Telecommunications Ltd* in Tamil Nadu is a joint venture between TCIL and TIDCO. It manufactures Optical fiber cable and does cable laying business. In Palestine it has a presence through a joint venture with BellSouth International. It provides Telecom Software services

In collaboration with DSIIDC, it has formed Intelligent Communication Systems India Limited an IT service and solution provider.

TCIL offer the following services

1. Consultancy
2. Managed Service
3. Turn Key Implementation
4. Training
TCIL executes the projects in the following areas

1. Telecommunications
2. Information Technology Networking
3. Civil & Architecture

**KVP Business Solutions**

Prabhu, founder CEO of KVP Business Solutions, named his company after his great grandfather, Sri K. Venkatesh Prabhu, a staunch Gandhian and the founder of K. V. Prabhu Oil Mills, Karkala.

KVP is a management consulting firm with strong cloud technology practices. KVP provides services for organizations who are looking forward to unleash their potential to scale to next level of growth. KVP is the leading partners of Salesforce.com in India.

KVP provide their customers consulting on the follows

1. Sales & Marketing
2. Supply Chain
3. Cloud Consulting

KVP provides consulting to the customers with process re-engineering and end-end support on Cloud Technology. Their customers are some of the well known companies from the Manufacturing, Technology, Life Sciences & Financial Services.

KVP handling the following industry segments

1. Industrial equipment
2. Fabrication & custom manufacturing
3. Product manufacturing
Tata Strategic Management Group

Founded in 1991 as a division of Tata Industries Limited, the Tata Strategic Management Group (Tata Strategic) is a management consulting firm that works closely with client top managements. Tata Strategic help clients explore uncharted territories, exploit new opportunities, unlock hidden potential and create shareholder value. Tata Strategic is part of the $100 billion Tata Group, one of the largest and most respected business groups in India.

Tata Strategic’s business purpose is to provide creative, implementable solutions to complex problems facing the CEO. W Tata Strategic address ‘top-of-mind’ needs of the client top management through a range of contemporary offerings including strategy formulation & strategy deployment. Tata Strategic also provide implementable solutions for business process improvement, cost reduction, supply chain transformation, project delivery excellence and organizational effectiveness.

In order to create focused sector expertise, Tata have organized ourselves across diverse industry practices. Their close association with the Tata Group corporate centre, group companies and several other Indian and multinational corporations, has enabled us to hone our resident expertise and business offerings in several sectors including automobiles, engineering, chemicals, technology, infrastructure, power, energy, retail, consumer products, hospitality, education and healthcare.

Multiple clients have approached Tata Strategic specifically for inputs regarding the strategy to be adopted for India entry, working in rural markets as well as other India insights. Their participative approach for developing
solutions coupled with our focus on institutionalization of business processes has helped Tata Strategic differentiate ourselves from the competition while also providing unmatched value to their clients.

Tata Strategic initial clientele included a fair number of Tata Group entities and its holding companies. From there, it expanded its client base to several public and private sector enterprises, government and quasi government bodies, and multinational corporations; including a few Fortune 500 companies.

Today, Tata Strategic is a name to reckon with in the consulting fraternity. As an Indian consulting firm, it continues to one of the most prominent names in the industry. Competition from other consulting firms are notwithstanding, Tata Strategic have overcome seemingly insurmountable challenges to emerge a frontrunner. Their past success has only reaffirmed our resolve for future growth — not just in business offerings and thought leadership, but also across geographic boundaries.
Tata Strategic offer services as follows

In the industry domain –

1. Automotive
2. Engineering
3. Metals
4. Infrastructure & EPC
5. Retail
6. Durables
7. FMCG
8. Hospitality & Tourism
9. Chemicals
10. Energy
11. Logistics
12. Technology
13. Education
14. Healthcare
15. Social Sector
16. In the functional areas –
17. Strategy
18. Strategic Risk Management
19. Organization Effectiveness
20. Delivery Excellence
21. Sourcing
22. Supply Chain Management
23. In the proprietary Models –
24. Intellectual property
**Arshiya International Limited**

The company was established in 1999 as BDP India, as a partnership between Ajay S Mittal and the US based logistics provider BDP. In 2006, the promoters acquired a company IID Forgings, which was into forging steel parts. It was subsequently renamed as Arshhiya Technologies International Ltd. It then diversified into the integrated logistics space to offer Supply Chain Management, Warehousing, End-to-end Freight Forwarding, Rail transportation and Software development services. Thereafter, the company acquired Cyberlog Technologies International Ltd, a company engaged in the development of software products and solutions for the logistics sector. The same year, it formed a joint venture - Genco India Private Ltd. with BDP International Inc. and Genco Inc., both US based companies, to foray into the 4PL activities.

In 2007, the company name was renamed from Arshhiya Technologies International Ltd. to Arshiya International Ltd. and it formed a Joint Venture in Oman, Arshiya Logistics LLC, to carry out the business of Air, Ocean Freight Forwarding and Supply Chain Logistics. In April 2008, Arshiya acquired a license to operate a pan-India rail service, giving rise to Arshiya Rail Infrastructure. In the same year the company unified all its offerings under a single brand 'Arshiya'.

It provide the following services

1. Free Trade and Warehousing Zones
2. Rail & Rail Infrastructure
3. Industrial and Distribution Hubs
4. Forwarding
5. Supply Chain Technology & Management
6. Transport and Handling
Madras Consultancy Group

Madras Consultancy Group (MCG), Chennai, India, was founded in 1985 to provide management consulting, and market research services. MCG has carried out assignments in a wide range of industries, from steel and aluminum to automotive products. MCG provides market intelligence services and assists clients in developing Market Entry Strategies. MCG conducts Industry Studies, B2B Market Research and Analysis including demand forecasting, Feasibility Studies and offers Marketing Advisory Services.

MCG provides a framework for understanding the Indian Regulatory Environment and the options available for structuring a new venture in India; policies, rules and regulations of the Government of India are presented in an easy-to-comprehend manner. MCG assists foreign clients in filing applications and obtaining the necessary approvals to commence operations in India.

MCG management consulting, and market research services have been availed a large number of Indian companies as well as international firms in Austria, Australia, Canada, Germany, Hong Kong, Philippines, Saudi Arabia, Singapore, Switzerland, United Kingdom, and USA.

MCG secondary research and knowledge processing division constantly monitors various industry sectors and prepares updated Indian Industry Profiles. These well researched documents provide an insight into specific industry sectors in appropriate data format for the clients.
MCG offer service in the following areas

1. Aluminum including downstream
2. Steel
3. Packaging and packaging machinery
4. Building and Construction
5. Engineering and manufacturing
6. Food processing
7. Paper & printing
8. Chemicals
9. Developmental studies Location analysis
10. Feasibility studies
11. Satisfaction studies
12. Location analysis
13. Feasibility studies
14. Satisfaction studies
15. Market research
16. Market analysis

**NOESIS Strategic Consulting Services**

Noesis Strategic Consulting Services has been established by people who bring together knowledge and experience in the area of Public Policy and Strategic Business advice.

Its team comprises personnel with expertise in public and regulatory policy making for the economic and fiscal sectors, Indian and international financial sectors, investment and regulation of infrastructure and core sectors, privatization and strategic communications.
Noesis at the Management level, is led by specialists who come with a background of having contributed significantly in the process of formulating Policy and Regulatory Frameworks in their respective domain areas.

Their knowledge, understanding and experience in the dynamics of the sectors is the key differentiator in adding value to the consulting services Noesis offers to its clients.

Strategic and tactical advice on Public Policy and Regulatory issues based on understanding of the process and evolution of policy formulation for ensuring Regulatory and Public Policy Risk Mitigation and framing of Business Strategies Investment advice to infrastructure, equity and hedge funds and other investors and lenders related issues and other matters for the same.

Advice on implementation of large projects in areas of cost recovery, payment security, project financing, mitigation of Public Policy, Regulatory Risks and other implementation issues such as regulatory policy implementation.

Advice to governments, public entities, Regulatory Agencies engaged in infrastructure development and provision of public services for institutional strengthening, design of Regulatory Systems, approaches to Public Private Partnerships, pricing and cost recovery of public goods and services, design of privatization strategies for the organizations and governance related improvement.

Noesis Strategic Consulting Services provides Industry specific Public Policy and Regulatory Issues advice to businesses in India. Country strategy advice to multinationals and foreign companies, including periodic briefings to Boards, Chief Executives and others Formulation of Corporate Social Responsibility Important Strategies required necessary and related Programmes Formulation of Corporate Social Responsibility Strategies and Programmes
Public Policy, Governance and Infrastructure development advice to Multilateral Agencies and developing countries who are being assisted by Multilateral agencies.

Noesis has a panel of associates who bring their domain expertise, knowledge and understanding to enhance the value addition to the consulting mandates.

These associates span sectors like Telecom, Power, Ports and Highways, Public Private Partnerships - Infrastructure, Investment Advisory, Corporate Social Responsibility, Core Manufacturing sector, etc.

**Sathguru Management Consultants**

Since its establishment in 1985, Sathguru Management Consultants has evolved into a multidisciplinary consulting firm with strong expertise in technology commercialization & innovation advisory, strategy advisory, corporate finance & transaction advisory, regulatory advisory, audit & assurance services, international development, executive education and ERP product development. Sathguru currently employs over a hundred full time professionals from both the technical and management arena. Sathguru Management Consultants has offices in India, USA and Bangladesh and representative/affiliate offices in Southeast Asia, Africa and Europe.

Over the years, Sathguru Management Consultants have developed intense capabilities in several functional and specialty segments and have emerged as the chosen partner in several innovative and path breaking initiatives undertaken by various stakeholders across the world.

Strong commitment to high quality professionalism, comprehensive capability across varied segments of disciplines, proactive and continuous learning in ever changing global environment and ability to conceive innovative strategies and provide comprehensive support in executing such strategies distinguish
Sathguru and provide the competitive edge in ensuring growth.

Sathguru Management Consultants provides services in the following fields

1. Life Science
2. Financial Services
3. Hospitality & Entertainment
4. Health Care Delivery
5. Information Technology
6. Retailing
7. Infrastructure
8. Policy Planning & Regulatory
9. Management Audits
10. International Taxation

**Lakshy Management Consultant Private Limited**

Lakshy Management Consultant Pvt. Ltd. is one of the largest management consulting organizations with clients in India, UAE, Dubai, U.K., USA, Saudi Arabia, Maldives, Kuwait, Greece, Kuwait, Maldives, Africa & Europe.


Lakshy Management Consultant Pvt. Ltd. are the preferred ISO 9000 Certificate Consultants across the world. They provide consulting in getting ISO certificate. They also provide ISO certification consulting, training and implementation services in Mumbai, Pune, Chennai, Bangalore, Delhi & all cities of India.
**BMR & Associates**

BMR & Associates LLP is a premier professional services Firm focused on providing high quality services to its clients in the tax and regulatory domains and adding value by blending practical business advice with tax and regulatory inputs.

They expect to realize this vision by placing their clients’ needs front and center at all times, hiring the best professionals, investing continuously in their personal and professional development and adhering rigorously to a set of values that are core to everything they do.

BMR & Associates LLP believe that what clients truly value is sound technical advice, delivered in the context of their business or commercial situation – advice that is not only technically sound, but which is also practical, effective and implementable.

This requires going beyond the specific tax or regulatory issue to understanding the underlying business transaction and the business imperatives and then applying an understanding of the tax and regulatory framework to fashion a solution that works. BMR & Associates LLP equally believe that they will gain and retain our clients’ confidence only when they are able to provide such advice consistently, from engagement to engagement, from one year to the next.

**ABC Consultants Private Limited**

Founded in 1969 by Dr Bish Agrawal, ABC Consultants is the pioneer of organized recruitment services in India. Over the years, ABC have acted as preferred recruitment partners to multinationals and leading Indian businesses to emerge as the leading recruitment brand nationally. This combined with their role as trusted consultants for Indian professionals translates into their
core capability - Building Careers, Building Organizations.

ABC's roots in management consulting enable them to bring a unique approach to recruitment. ABC Consultants focus has always been on middle and senior management talent needs. ABC Consultants recruit across various industry segments for multinational corporations as well as leading Indian business houses and in the past 44 years, have helped shape the careers of over 145,000 professionals.

ABC Consultants as an organisation network includes offices spread across 8 major Indian cities and an international presence in Dubai. ABC Consultants have over 350 consultants who bring with them over 2400 man years of experience with leading Indian and international companies. ABC Consultants operate through domain-specialist teams spread across the country, providing customized recruitment solutions across 16 industry verticals.

ABC is proud of its long standing relationships in the industry and the fact that 75% of its revenue comes from its existing clients, which is a testimonial of happy clients.

ABC Consultants offers services in various segments of industry pointed as follows

1. Aerospace & Defense
2. Automobiles and Auto Components
3. Consumer & Service
4. Engineering
5. Financial Services
6. FMCG
7. Infrastructure
8. Media & Entertainment
9. Healthcare
ALP Consulting

ALP consulting was established in 1996 and since then, their story of success has been scripted by our investment in happiness resulting in improved productivity. Alp has grown to have the enviable reputation of being one of the most respected Search and Staffing companies in India and it is built on a strong foundation of commitment to quality and quest for excellence. Today, Alp’s service offerings are the benchmarks in the HR industry.

At Alp, they believe that a perfect HR strategy that centers on the happiness of the employees is of paramount importance for every organization. ALP consulting state-of-the-art technology backed by proven processes along with certain sensitivity when it comes to managing talent has made Alp the HR partner of choice.

ALP consulting have professionals in specialized domains on our payrolls so ALP bring to your table a phenomenal talent pool like no other. Alp offers clients the best consulting brains to provide them with personalized and customized services. ALP consulting client list boasts of Fortune 500 companies and our pan India presence, with offices in Mumbai, Bangalore, Hyderabad, Delhi, Chennai, Noida and Pune make us easily accessible.

ALP offer services in the following areas
1. HR outsourcing
2. Outsource payroll services
3. Compliance outsourcing
4. HR Software
5. Payroll Software
6. Compliance outsourcing

Vruksham Talent Group

The seed of Vruksham Talent Group were sown in the year 1999 in the garden city, Bangalore. In the course of its existence from 12+ years, it's been Vruksham’s endeavor to strive and evolve itself in line with the pulse of the market, while keeping the 'human element' at the core of all activities.

Just as the garden city has morphed to don the tag of Silicon Valley of India, Vruksham sapling too is evolving organically into a mature tree that can provide natural shelter to all who come to its fold.

Vruksham is focused on the career management of professionals in the field of IT, Telecom, Networking, Storage, Security & Convergence space as "primary focus area", while Vruksham also deliver "selectively" on Non IT Industries like finance & retail.

Since its humble beginning, Vruksham has been fairly successful in creating a niche' of it's own in the space of it's operations. This couldn't have been possible, but for the relentless efforts being put by us in 'understanding' client's needs as well as emphasis on giving 'disha' to the career aspirations of the candidates who approach Vruksham; and of course the faith reposed in our services by our esteemed clients as well as candidates.

Vruksham in a span of 12+ years, is already having offshoots in Chennai, Hyderabad, Ahmadabad, Belgaum etc. and is now poised to spread its wings to Goa, Coimbatore etc. Vruksham prides itself in being a Professionally Managed People Management Consultancy Organization.
Vruksham are privileged to provide our services to all the relevant players that matter in the industry- within India as well as Overseas.

Vruksham caters to positions also ranging from CTO's to CEO's

**Mitcon Consultancy Services Limited**

MITCON Consultancy & Engineering Services Ltd. is an ISO 9001:2008 certified company, listed on SME Platform (EMERGE) of National Stock Exchange of India Limited. MITCON was formed as a technical consultancy organisation in 1982 jointly by ICICI, IDBI, IFCI, SICOM, MIDC, MSSIDC and various banks.

MITCON Consultancy & Engineering Services Ltd. headquartered at Pune (India) and has presence across the country through our offices at Mumbai, New Delhi, Ahmadabad, Chennai, Bangalore and Nagpur which are equipped with high speed communication network with state of the art infrastructure.

Over the last three decades, MITCON have gained proficiency in providing corporate solutions in power generation, energy efficiency, renewable energy, climate change and environmental management sectors. Over the years, MITCON have diversified into providing services to banking, infrastructure and biotechnology sectors.

MITCON has more than 200 employee base. It provide services to small and medium enterprises (SME's), large corporate, banks, financial institutions and various government organizations.

MITCON prides itself in providing the best assistance to existing & new entrepreneurs. It have fostered good working relationships with various state and federal agencies. MITCON diverse project experience has allowed them to work closely with various industrial sectors.
With a comprehensive and clear understanding of businesses across segments, MITCON's goal is to integrate environmentally responsible consulting into the framework of every client's project to maximize value and reduce the environmental footprint. MITCON is committed to contributing to the economic and environmental growth of the society in which MITCON work. MITCON believe in the fact that knowledge is everywhere but expertise lies within.

MITCON provide following services
1. Power Division
2. Energy & Carbon Services
3. Environ Management and Engineering
4. Infrastructure
5. Banking and financial services
6. Market research
7. Textiles
8. Agro Infra and food consulting
9. Biotechnology
10. Pharmaceutical
11. ISO/Quality Assurance
12. MITCON provide solutions to their clients depending on their requirements inter alia including
13. Feasibility studies,
14. Detailed project reports,
15. Techno economic feasibility reports,
16. Financial syndication,
17. Lender's engineer services,
18. Environment Impact Assessment (EIA),
19. Basic and detailed engineering,
20. Bid process management,
21. Project management,
22. Cluster development,
23. Technical/ Financial restructuring,
24. Energy audits,
25. Corporate debt restructuring,
26. Valuations
27. Due diligence,
28. Qualitative and market research,
29. Assets/ business valuation
30. Consultation services in wind power project registration.
31. MITCON also conduct IT based training courses and variety of skill based training programs.

**Omam Consultants**

Established in 1984, Omam Consultants Private Limited is one of India's largest and leading manpower consulting and recruitment company. Omam Consultants have a presence in 6 cities spanning all across India and manned by 100 personnel.

Omam is correctly positioned to address any kind of requirement - Indian or Global in the manpower consulting and recruitment business. The key drivers to their success are highest standards of quality, integrity, trust and commitment, whereby providing top quality professional services.

Omam Consultant’s selection and recruitment process is very methodical. This enables them to maintain a very high operating standard to match the needs of both the clients as well as candidates. Omam Consultants serve their clients by identifying, assessing and recruiting exceptional candidates.
Omam Consultants provide services in the following areas

1. Selection and recruitment
2. Head Hunting & Search
3. Project Recruitment
4. HR Services
5. Compensation Research
6. Performance Management
7. Manpower Rationalization

**i2m Management Services Pvt. Ltd.**

Founded in year 2005, i2m offers a complete range of project management expertise that enables organizations to implement, manage and monitor strategy execution. They do this using their team of PM experts, proven methodologies, and a unique learning approach that guarantees translating learning to actual performance. i2m powers its PM Academy with consulting and practical experiences. It is also reviewed and approved by PMI as a Global REP. They have the following specialties.

1. PMO (Project Management Office)
2. Portfolio
3. Project Management
4. Developing and Mentoring Project Managers

**Avalon Consulting**

Avalon consulting was established in year 1989, and since then it has been counted as Asia’s one of the finest consulting firms. With its operations centered in India, and serving markets mainly in its home country and the Middle East, Avalon Consulting is perhaps the most Asia-centric firm on their ranking. As such, it represents a breath of fresh air within the industry and the...
Avalon consulting is having presence in India and abroad local presence in five cities across India i.e. Mumbai, New Delhi, Chennai, Bangalore and in Singapore. Avalon Consulting has executed engagements globally serving clients in APAC, Middle East, Europe, Asia and America. Avalon consulting provides the following services:

1. Strategy
2. Performance Improvement
3. Transformation
4. Transactions
5. Avalon consulting having the following industry experience:
6. Agribusiness
7. Automobiles
8. Chemicals
9. Consumer Goods and Retail
10. Education
11. Engineering and Capital Goods
12. Health
13. Pharmaceuticals
14. Infrastructure & Construction
15. Metals

C Project Management Professional Bodies in India

Project Management Institute

Project Management Institute is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI delivers value for more than 2.9 million
professionals working in nearly every country in the world through global
advocacy, collaboration, education and research.

PMI advances careers, improves organizational success and further matures
the profession of project management through its globally recognized
standards, certifications, resources, tools, academic research, publications,
professional development courses, and networking opportunities.

As part of the PMI family, Human Systems International (HSI) provides
organizational assessment and benchmarking services to leading businesses
and government, while ProjectManagement.com and ProjectsAtWork.com
create online global communities that deliver more resources, better tools,
larger networks and broader perspectives.

PMI is the world’s largest not-for-profit membership association for the
project management profession. PMI professional resources and research
empower more than 700,000 members, credential holders and volunteers in
nearly every country in the world to enhance their careers, improve their
organizations’ success and further mature the profession.

PMI is governed by a 15-member volunteer Board of Directors. Each year
PMI members elect five directors to three-year terms. Three directors elected
by others on the Board serve one-year terms as officers.

Day-to-day PMI operations are guided by the Executive Management Group
and professional staff at the Global Operations Center located near
Philadelphia.

PMI’s worldwide advocacy for project management is reinforced by their
globally recognized standards and certification program, extensive academic
and market research programs, chapters and communities of practice, and
professional development opportunities.
PMI offer seven certifications that recognize knowledge and competency, including the Project Management Professional (PMP)® credential held by more than 590,000 practitioners worldwide. Salaries and career opportunities for credential holders show that employers recognize the value delivered by trained practitioners.

In an increasingly projectized world, professional certification ensures that project managers are ready to meet the demands of projects across the globe.

PMI offers a comprehensive certification program for project practitioners of all education and skill levels. There are currently eight credentials available, rigorously developed, globally accredited and easily transferable across borders and industries. People use to demonstrate their expertise and their commitment to the profession with a PMI certification.

PMI offer the following certifications for the professionals

1. Certified Associate in Project Management (CAPM)
2. Project Management Professional (PMP)
3. Program Management Professional (PgMP)
4. Portfolio Management Professional (PFMP)
5. PMI Agile Certified Practitioner (PMI-ACP)
6. PMI Professional in Business Analysis (PMI-PBA)
7. PMI Risk Management Professional (PMI-RMP)
8. PMI Scheduling Professional (PMI-SP)
9. OPM3 Professional Certification

PMI's standards for project, program and portfolio management are the most widely recognized standards in the profession — and increasingly the model for project management in business and government.

They are developed and updated by thousands of PMI volunteers with
experience in every type of project, and provide a common language for project management around the world.

Much of PMI activity takes place in 280 geographic chapters and in many industry and interest-based communities of practice. These communities open to PMI members and led by volunteers, support the knowledge sharing and professional networking that are central to mission.

Exclusively available to PMI members, PMI communities of practice are interactive places for members to meet online, discuss ideas and build the profession’s body of knowledge.

Collaborate with their peers worldwide through wikis, webinars, discussion forums and blogs. Users use shared documents, surveys, announcements, popular links and a member directory.

The PMI Research Program, the most extensive in the field, advances the science, practice and profession of project management. It expands project management’s body of knowledge through research projects, symposiums and surveys, and shares it through publications, research conferences and working sessions.

PMI Academic Resources works to advance the profession through research and education programs, informing the practice of project management and the real-world application of research results.

Project management is the strategic competency that enables organizations to implement strategies and deliver expected benefit, and PMI has invested more than US$18 million in project management research since its inception, which supports the work of academics through a dedicated research program.

Funding for new academic research in project, program and portfolio management and the following activities
Venues to showcase present and discuss new and cutting-edge research

Opportunities to exchange ideas and network with scholars and advanced practitioners

Access to publications including articles, books and papers on basic and applied research findings

Opportunities and resources for PMI member to conduct research

The PMI Doctoral Research Grant Program supports doctoral research in project, program, and/or portfolio management. Applications are accepted from part-time and fulltime doctoral students at accredited colleges and universities. The grant is awarded annually.

International Project Management Association

IPMA is the leading authority on competent project, program and portfolio management (PPPM). Through their efforts, PM (project management) best practice is widely known and appropriately applied at all levels of public and private sector organizations.

IPMA is the World’s first project management association, founded in 1965. IPMA national associations collaborate to advance our profession's achievements in project and business success. Evidence of their strategic vision, their prior name was INTERNET, which they changed to IPMA, International Project Management Association, in the early 1970s.

IPMA is member-driven, and volunteer-staffed. IPMA boards and Member Associations are filled with experienced project management practitioners. As a geographically-distributed organization, IPMA collaborate on an ongoing basis, holding board and council meetings regularly around the World. This "collaborate globally, serve locally" approach to serving PPPM is unique to
IPMA.

IPMA actively promotes competence in project management for individuals, project teams, businesses, organizations and government agencies around the World. To increase the recognition and effectiveness of the profession,

Certify project managers in a wide range of specific roles,

Seek to highlight, improve and increase the behavioral and contextual competences of all project and program stakeholders, a key prerequisite to initiative success, recognize and Award excellent and successful project teams, research projects, and individuals, assess and certify the PM maturity of entire organizations, support basic and advanced PM education and learning, acknowledge and further develop the performance competence of emerging young professionals, and Offer distinctive and useful project management publications.

IPMA has spread from Europe to Asia, Africa, the Middle East, Australia, and North and South America. The demand for IPMA products and services and the number of our Member Associations is steadily growing.

Through IPMA, project management practitioners from all cultures and all parts of the world can network, share ideas, and move their practice and their stakeholders forward through effective collaboration and cooperation.

IPMA provides the following types of Memberships

1. Member Associations (MA)
2. Individual Memberships
3. Corporate Memberships
4. Honorary Fellows
5. Contact Membership
While IPMA manages the 4-L-C system, the Certification Bodies of IPMA Member Associations perform the actual assessments and certification. The certification process involves several steps for the assessment of a candidate.

The assessment steps for individuals are applied to each of the IPMA competence levels A, B, C, and D. If the Candidate meets the Competence requirements he can apply directly to the desired Level. It’s not necessary a lower Certificate Level to apply to a higher Certificate Level.

The IPMA certification system is not completely rigid: Each Member Association adapts some factors and requirements to their local needs. In some cases, Member Associations add more roles to certain levels; this most-often happens with IPMA Level A® and IPMA Level B®.

The four Level Certification system and process are as follows

1. Certified Project Directors (IPMA Level A)
2. Certified Senior Project Manager (IPMA Level B)
3. Certified Project Manager (IPMA Level C)
4. Certified Project Management Associate (IPMA Level D)

**Projects IN Controlled Environments (PRINCE2)**

PRINCE2 (Projects in a Controlled Environment) is a structured project management method based on experience drawn from thousands of projects - and from the contributions of countless project sponsors, Project Managers, project teams, academics, trainers and consultants.

PRINCE2 is a non-proprietary method and has emerged worldwide as one of the most widely accepted methods for managing projects. This is largely due to the fact that PRINCE2 is truly generic, and truly global: it can be applied to any project regardless of project scale, type, organization, geography or...
PRINCE2 achieves this by isolating the management aspects of project work from the specialist contributions, such as design, construction etc. The specialist aspects of any type of project are easily integrated with the PRINCE2 method and, used alongside PRINCE2; provide a secure overall framework for the project work.

Because PRINCE2 is generic and based on proven principles, organizations adopting the method as a standard can substantially improve their organizational capability and maturity across multiple areas of business activity - business change, construction, IT, mergers and acquisitions, research, product development and so on.

A key challenge for organizations in today's world is to succeed in balancing two parallel, competing imperatives:

To maintain current business operations - profitability, service quality, customer relationships, brand loyalty, productivity, market confidence etc. What they term 'business as usual'.

To transform business operations in order to survive and compete in the future - looking forward and deciding how business change can be introduced to best effect for the organization.

As the pace of change (technology, business, social, regulatory etc.) accelerates, and the penalties of failing to adapt to change become more evident, the focus of management attention is inevitably moving to achieve a balance between business as usual and business change.

Projects are the means by which they introduce change. PRINCE2 defines a project as "a temporary organization that is created for the purpose of delivering one or more business products according to an agreed Business
Within these Accredited Training Organizations (ATOs), only Approved Trainers can deliver the accredited courses in PRINCE2. Here, too, technical and management standards apply - in this case International Standard ISO/IEC17024.

Professional qualifications based on PRINCE2® are offered by Examination Institutes. An Examination Institute (EI) is an organization accredited and permitted to operate an examination scheme through a network of Accredited Training Organizations, and Accredited Trainers with Accredited materials. The Examination Institutes are:

1. APMG International
2. BCS
3. CSME
4. DANSK IT
5. DF Certifying AB
6. EXIN
7. Loyalist Certification Services
8. PEOPLECERT
9. TUV SUD

The Accredited Consulting Organizations (ACOs) listed below sponsor experienced consultants who have been assessed on their knowledge of PRINCE2®, to provide advice on the method. These organizations are also qualified to assess organizations using the PRINCE2 Maturity Model (P2MM) and the Portfolio, Program and Project Management Maturity Model (P3M3).

ACOs have fully qualified individuals as PRINCE2 Registered Consultants but have also undergone a full assessment of their organization's management systems and processes for undertaking consultancy assignments.
1. A1-Yellowhouse (Yellowhouse.net Pty Ltd trading as) - Australia, India and New Zealand
2. Aikona Management Ltd – UK
3. Alluvion Consulting Pty Ltd - South Africa and Australia
4. Ambition Group – Netherlands
5. Aravena Global Solutions - Australia, New Zealand, SE Asia, Pacific
6. Aspire Europe Limited - UK, Global
7. Centrum Rozwiązań Menedżerskich SA – Poland
8. Corporate Project Solutions Ltd – UK
9. CUPE Ltd – UK
10. Daylight Group- France
11. Ferguson Project Management Services (FPMS) – Australia
12. Fornebu Consulting AS – Norway
14. iCONS - Innovative Consulting France – France
15. ILX Group - UK, North America, South America, Europe, Baltics, Asia, Middle East, Africa, Australia, New Zealand
16. International Project Teams A/S - Denmark
17. KPMG - Australia – Australia
18. MetaPM Learning Pty Ltd - Australia, New Zealand, Global
19. Metier Academy International AS - Scandinavia, UK, Germany, Netherlands
20. Onemind Management – UK
21. Oppidum Orenda – Netherlands
22. Outperform – UK
23. PA Consulting Group AS - Scandinavia, Europe
24. Program Planning Professionals Pty Ltd (Pcubed) - EMEA, North America, APAC
25. Peak Consulting Group – Denmark
26. PM Academy - South Africa
27. Snap-Tech (Pty) Ltd - South Africa, global
28. SOMOS Consulting Group Ltd. - North America
29. Tanner James Management Consultants - Australia, NZ, SE Asia, UK
30. UXC Consulting - Australia, New Zealand, Singapore, Malaysia
31. Wired Consulting - Australia