

## RAM KUMAR KAKANI

### PERSONAL INFORMATION:

Address:

[Indian Institute of Management Kozhikode](#), IIMK Campus PO, Kozhikode, PIN 673570, INDIA

Other Contacts:

✉ [ramkumarkakani@gmail.com](mailto:ramkumarkakani@gmail.com)

### EDUCATIONAL BACKGROUND:

- ◆ Doctorate in Management, [Fellow Program in Management, Indian Institute of Management \(IIM\) Calcutta](#), India, 2002, Finance & Control
  - ❖ Triple accredited management school (AACSB, EQUIS & AMBA); ranks within top 20 management programs in the world by Financial Times
- ◆ B. Tech., Government College of Engineering, [Andhra University](#), Visakhapatnam, India, 1992, Chemical Engineering
- ◆ Intermediate, Government Junior College, Rajahmundry, Andhra Pradesh, India, 1988

### ADMINISTRATIVE EXPERIENCE:

<i>Head</i>	Governance 'Center', Indian Institute of Management Kozhikode, 2020 – Present
<i>Associate Dean</i>	Virtual Interactive Learning ( <a href="#">VIL</a> ), XLRI Xavier Institute of Management, Jamshedpur, 2016 – 2018
<i>Associate Dean</i>	Corporate Programs, XLRI Xavier Institute of Management, Jamshedpur, 2012
<i>Founder Director</i>	National Center for Leadership Development & Competency Assessment (NCLDCA), a registered society, part of Government of India, Mussoorie, 2012 – 2014
<i>In charge, Mid-Career Training Programs Cell</i>	Lal Bahadur Shastri National Academy of Administration ( <a href="#">LBSNAA</a> ), Mussoorie, 2013
<i>Chairperson (Finance Area)</i>	S P Jain Center of Management ( <a href="#">SPJCM</a> ), Singapore, 2006 – 2008
<i>Associate Dean</i>	Virtual Interactive Learning ( <a href="#">VIL</a> ), XLRI Xavier Institute of Management, Jamshedpur, 2004 – 2006
<i>Chairperson (Strategic Management Area)</i>	Xavier Labour Relations Institute ( <a href="#">XLRI</a> ), Jamshedpur, 2004 – 2006

### ACADEMIC EXPERIENCE (including Training Institutes):

<i>Professor</i>	Indian Institute of Management ( <a href="#">IIM</a> ), Kozhikode, 2019 – Present <ul style="list-style-type: none"><li>❖ AACSB &amp; AMBA accredited management school; consistently ranks within top 10 in India</li></ul>
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<i>Professor</i>	XLRI Xavier Institute of Management ( <a href="#">XLRI</a> ), Jamshedpur, 2015 – 2019 ❖ AACSB & AMBA accredited management school; consistently ranks within top 10 in India
<i>Professor</i>	Lal Bahadur Shastri National Academy of Administration ( <a href="#">LBSNAA</a> ), Mussoorie, 2012 – 2015 ❖ India's apex public administration and public policy research and training institute
<i>ICCR Chair Professor</i>	Lagos Business School ( <a href="#">LBS</a> ), Lagos, Nigeria, Aug.–Dec. 2013 (sabbatical at LBSNAA Mussoorie) ❖ AACSB & AMBA accredited management school; consistently ranks within top 75 in the world by Financial Times
<i>Associate Professor</i>	XLRI Xavier Institute of Management ( <a href="#">XLRI</a> ), Jamshedpur, 2005 – 2006 and 2008 – 2012
<i>Professor</i>	S P Jain Center of Management ( <a href="#">SPJCM</a> ), Singapore, 2006 – 2008 (sabbatical at XLRI Jamshedpur) ❖ Global MBA program has been ranked within top 5 in the world by Times Higher Education-Wall Street Journal b-school rankings of 1-year International MBAs
<i>Assistant Professor</i>	XLRI Xavier Institute of Management ( <a href="#">XLRI</a> ), Jamshedpur, 2001 – 2005

Note:

⌘ At LBS – part of **Management** Area.

⌘ At LBSNAA – part of both **Management & Public Administration** Areas.

⌘ At SPJCM – part of both **Finance & Strategic Management** Areas.

⌘ At XLRI – part of **Finance**. Also allied to **Strategic Management** Area.

### **ALLIED EXPERIENCE:**

<i>Research Scholar (Finance Area)</i>	Copenhagen Business School ( <a href="#">CBS</a> ), Copenhagen, Denmark, 2000
<i>Teaching/Research Assistant (Finance &amp; Control and Economics Areas)</i>	Indian Institute of Management ( <a href="#">IIM</a> ), Calcutta, 1998 – 2000

### **INDUSTRY EXPERIENCE:**

❖ **Blue Dart Express Limited**, Kolkata, India (Winter 1996)

Marketing Research Team Member, Evaluation of Aviation Division (Air Cargo Service)

❖ **Steel Authority of India Limited**, Bokaro, India (1993-96)

Job Profile: *Shift in-charge (operations), Recovery section, Coke Ovens & Bye Products Plant*

Herein, I was responsible for managing independently, a brigade consisting of more than 50 employees engaged in the operations of a section of coke ovens & bye product plant over rotating shifts. It called for a tremendous amount of man management skills, coordination with other operations in the shop as well as with centralized plant wide maintenance agencies and hence involved a good deal of accountability.

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❖ **Engineers India Limited**, Delhi, India (1992)

Job Profile: *Management Trainee (Technical)*. On the job training in process equipment designing and commissioning department

### **AWARDS, GRANTS, AND ACADEMIC HONORS:**

- ◆ 90-year old prestigious Journal [Public Administration](#), [praised co-authored research monogram as “excellent new book”](#) in 2021.
- ◆ [Research Grant](#) from the Securities Exchange Board of India (**SEBI**), Mumbai in 2021.
- ◆ Cumulative co-authored [textbook sales are above 430,000 copies](#) (as of 2021).
- ◆ *Regular Leadership trainer* at India’s premier public administrative training institutions including LBSNAA Mussoorie and SVPNPA Hyderabad (2012-21)
- ◆ Google Scholar all **Citations** count: 490+ (as of 2021)
- ◆ [Invited Guest Faculty to Senior IAS Officers](#) at the **LBSNAA** in 2010 (Phase IV Training). Received [Appreciation](#) for regular mid-career training of the IAS Officers (2010-21).
- ◆ Coordinated and/or trained Mid-Career Civil Servants from **Afghanistan, Bangladesh, Bhutan, Maldives, South Sudan and Sri Lanka** during 2014-19 (took training sessions for participants from 20+ countries).
- ◆ Appointed as the [Indian Council of Cultural Relations \(ICCR\) Chair](#) of Management at the **Lagos Business School (LBS)**, Abuja, Nigeria in 2013.
- ◆ [Ranked in Top 1% Authors](#) on the [Social Science Research Network \(SSRN\)](#) from 2007-16.
  - ❖ Paper titled, “The Tata Group after the JRD Period: Management and Ownership Structure” **Ranked # 1** on [SSRN’s All-Time Hits List](#) for “Corporate Governance: Case Studies”, 2009-14
- ◆ The [“Best Young Teacher Award”](#) for the year 2004-05 at the 17<sup>th</sup> Annual Management Convention, of the **Association of Indian Management Schools (AIMS)**, Hyderabad, 2005.
- ◆ [Research Grant](#) from the **National Stock Exchange** of India Limited, Mumbai in 2001.
- ◆ ‘[Aage og Elva Nimbs](#)’ Scholarship at the **Copenhagen Business School**, Denmark in 2000.
- ◆ [Research Grant](#) from the **Aditya Birla Center for Management Research** of London Business School in 1999.
- ◆ “[Best Research Proposal](#)” Award in the ‘Strategy’ Category at the **A V Birla workshop on Management Research**, organized by Aditya Birla Center of London Business School and IIMs of Ahmedabad, Bangalore, and Calcutta in 1999.
- ◆ “[Best Doctoral Students Paper Award](#)” at the **Management Development Institute (MDI)** Gurgaon in 1997.

**Courses Taught in MBA Programs:**

<b>Course →</b> <b>↓ Institute</b>	<i>Anchors of Leadership</i>	<i>Corporate Valuation</i>	<i>Financial Accounting</i> (a.k.a. <i>Management Accounting I</i> )	<i>Financial Management</i>	<i>Strategic Management</i>
<a href="#">IIM Calcutta</a>	—	—	—	—	2012-13
<a href="#">IIM Indore</a>	—	—	—	—	2000-01
<a href="#">IIM Kozhikode</a>	—	—	2019-21	2005-06, 2019-20	—
<a href="#">IIM Ranchi</a>	—	—	2011-12	—	—
<a href="#">LBS Nigeria*</a>	—	2013	—	—	2013
<a href="#">SPJCM Singapore</a>	—	2006-08	—	2007	2007
<a href="#">SPJIMR Mumbai</a>	—	2013	—	—	—
<a href="#">XIM Bhubaneswar</a>	—	—	—	—	2012
<a href="#">XLRI Jamshedpur</a>	2018-19	2015-17	2004-06, 2008-12, and 2015-18	2001-05 and 2008-13	2003 and 2008-11

Note:

- ⌘ The above courses typically involve *30-37 hours of classroom work (sessions) and 100-120 hours outside the classroom work.*
- ⌘ Please note that MBA (Business Management) Programmes at the [IIM Kozhikode](#) and the [XLRI](#), the *Financial Management* module is split into two courses i.e., *Financial Management I* and *Financial Management II*. Each of *30 hours of Classroom work. I taught both of them.*
- ⌘ Also co-facilitated *Principles of Management* course and *Strategic Financial Management* course at the [IIM Kozhikode](#) (2020-21).
- ⌘ Also took *Microfinance* course at National Institute of Agricultural Extension Management ([MANAGE](#)), Hyderabad (2002-04) and National Institute of Agricultural Marketing ([NIAM](#)), Jaipur (2001-03).
- ⌘ An asterisk (\*) above stands for half-course.

**Modules / Courses Facilitated in Public Administrative Training Institutes:**

<b>↓ Training Module / Course</b>	<b>Institute →</b>	<b>Institutes</b>	<b>Year</b>
<i>Financial Management Module for Foundation Course to entry-level IAS and other ICS officers (10 hours module)</i>		LBSNAA	2012-14, 2020
<i>Financial Management Module for Phase I Programme to probationary IAS officers (10 hours module)</i>		LBSNAA	2013, 2021
<i>Land Acquisition, Public Administration Module for Phase I Programme to probationary IAS officers (3 hours)</i>		LBSNAA	2013-14

<b>↓ Training Module / Course</b>	<b>Institute →</b>	<b>Institutes</b>	<b>Year</b>
<i>module)</i>			
<i>Leadership Module for Foundation Course to entry-level IAS &amp; other ICS officers (21 hours module, co-created with M/s CCL USA)</i>		LBSNAA and SVPNPA	2013-21
<i>Leadership Module for Phase I Programme to probationary IAS, IFoS, IPS &amp; IRS officers (16 hours module, co-created with M/s GIZ Germany)</i>		IGNFA, LBSNAA, NADT and SVPNPA	2014-18, 2021
<i>Leadership Module for Phase II Programme to probationary IAS officers (12 hours module)</i>		LBSNAA	2014
<i>Leadership Module for Phase III Programme to IAS officers (20 hours module, co-created with M/s CCL USA)</i>		IGNFA and LBSNAA	2014-21
<i>Leadership Module for Phase III Programme to IPS officers (16 hours module, co-created with M/s CCL USA)</i>		SVPNPA	2014-18
<i>Leadership Module for Phase IV Programme to IAS officers (16 hours module, co-created with M/s CCL USA)</i>		LBSNAA	2014-17
<i>Leadership Module for Induction IAS and IPS officers (16 hours module, co-created with M/s CCL USA)</i>		LBSNAA and SVPNPA	2013-20
<i>Negotiation Module for Phase IV Mid-Career Training Programme for IAS and IPS officers</i>		LBSNAA and SVPNPA	2015-19
<i>Challenges of Global Poverty, Public Administration Module for Phase I Programme to probationary IAS officers (15 hours module, co-created with Massachusetts Institute of Technology (MIT), in collaboration with the Abdul Latif Jameel Poverty Action Lab (J-PAL))</i>		LBSNAA	2014
<i>Other Management Modules for Foundation Course to entry-level IAS and other ICS officers (15 hours module)</i>		LBSNAA	2012-14
<i>Other Management Module for Phase I Programme to probationary IAS officers (10 hours module)</i>		LBSNAA	2013-14

Note:

- ⌘ [IGNFA](#)~ Indira Gandhi National Forest Academy; [LBSNAA](#)~ Lal Bahadur Shastri National Academy of Administration, Mussoorie; [NADT](#)~ National Academy of Direct Taxes, Nagpur; [SVPNPA](#)~ Sardar Vallabhbhai Patel National Police Academy, Hyderabad
- ⌘ A few modules and trainings were also done at [AASC](#)~ Assam Administrative Staff College, Guwahati; [GAA](#)~ Gopabandhu Academy of Administration, Bhubaneswar; [MGSIPA](#)~ Mahatma Gandhi State Institute of Public Administration; [RCVP](#) ~ RCVP Noronha National Academy of Administration, Bhopal
- ⌘ ICS~ Indian Civil Services; IAS~ Indian Administrative Service; IFoS~ Indian Forest Service; IPS~ Indian Police Service; IRS~ Indian Revenue Service
- ⌘ There could be minor breaks in-between for an institute

### **Course Director for Training Programs for Working Executives:**

- ◆ 21<sup>st</sup> Joint Civil Military (JCM) Group on National Security at LBSNAA (2014)
- ◆ *Balanced Scorecard* (for Senior Managers) at XLRI (2006 and 2012)
- ◆ *Business and Leadership Excellence* (for Top Management) for Bank of Maharashtra at IIMK (2019)

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- ◆ *Business Excellence* (for Senior Management) for Mahindra Comviva at XLRI (2018)
- ◆ *Business Leadership and Management Programme* (for Senior Management) for Hindustan Aeronautics at IIMK (2019)
- ◆ *Emotional Mastery* for Mahindra Comviva at XLRI (2019)
- ◆ *Executive Certificate in Accounting and Auditing* (Certificate Program) for XLRI (2017)
- ◆ *Executive Certificate in Healthcare Management* (Certificate Program) for XLRI (2017)
- ◆ *Executive Certificate in Strategic Change Management* (Certificate Program) for Novo Nordisk GSC at XLRI (2019)
- ◆ *Finance for Non-Finance Executives* (Certificate Program) for HPCL & Other Corporates at XLRI (2003-12, 2017-18)
- ◆ *Financial Analysis Techniques and Equity Research* for XLRI (2018)
- ◆ *Financial Management* (Certificate Program) for XLRI-AIT at Dubai, U.A.E (2008)
- ◆ *Future Leaders* (Certificate Program) for XLRI (2011)
- ◆ *General Management Program* (for Senior Management) for UCO Bank at IIMK (2019)
- ◆ *Hospital Management Workshop* for Senior Doctors at Meril Life Sciences, Vapi (2015-18)
- ◆ *How to Prepare a Business Plan* for XLRI (2009)
- ◆ *Land Acquisition in India: Legal, Policy & Strategic perspective* for XLRI at Delhi (2009-10)
- ◆ *Land Acquisition: Case Experiences* for mid-level IAS officers at LBSNAA (2010, 2012-13)
- ◆ *Leadership and Management Workshop* for GIZ-IDEA delegates from Afghanistan at Delhi (2015)
- ◆ *Leadership Effectiveness* for the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, India Office at Delhi (2013)
- ◆ *Leadership Skills* for Senior Managers in Nigeria for Sterling Bank Plc. and IPF (2013)
- ◆ *Leadership Workshop* for District Education Officers of Orissa organized by the Directorate of Teacher Education and [SCERT](#) at Puri (2016)
- ◆ *Leadership Workshop* for Officer trainees at [National Academy of Direct Taxes](#), Nagpur (2017)
- ◆ *Management* (Certificate Program) for Bihar Administrative Services Officers, Government of Bihar, Patna (2012)
- ◆ *Management* (Certificate Program) for Vedanta, at Balco (2012)
- ◆ *Management Development* for Managers (Certificate Program) for CESC at Kolkata (2011, 2017)
- ◆ *Managing Business in Uncertain times: E-Colloquium programme* for Castrol Royals, at IIMK (2020-21)
- ◆ *Negotiation Skills Module* for IPS and other Civil Service Officers at SVPNPA, Hyderabad (2017-18)
- ◆ *People and Culture Success & Emotional Mastery* for Mahindra Comviva at XLRI (2018-19)
- ◆ *Strategic Management* for Senior Managers for XLRI at Shimla, Bengaluru, etc. (2003-11)
- ◆ *Senior Management Programme* (Certificate Program) for Senior Managers for IIMK. (2019-20)
- ◆ *Strategic Thinking* (for Senior Managers) for XLRI at Haldia, Mumbai, and Surat (2005-07)
- ◆ *Strategies for Creating Value* (for Senior Managers) for XLRI (2004-05)
- ◆ *Talent Management, Career Progression and Capability Development* for NMDC at IIMK (2019)

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I have received consistently 'good to excellent' feedback from both training program participants as well as students. On request, 'teaching dossier' and sample feedback would be shared.

### Teaching in Executive Education Programs:

- ◆ *Anchors of Leadership* (for Senior Managers only) at the XLRI-Jamshedpur PGC-Senior Leadership (2018-19)
- ◆ *Corporate Valuation* at the SPJCM Dubai Exec-MBA (2007) and the XLRI-Jamshedpur Exec-MBA (2015-16)
- ◆ *Creating Corporate Value* (for Senior Managers only) at the XLRI-Jamshedpur PGC-Senior Leadership (2018)
- ◆ *Financial Accounting* at the IIM Kozhikode Exec-MBA (2019-20), XLRI-Jamshedpur Exec-MBA (2005-06, 2008-12, and 2015-18) and the XLRI-Image Exec-MBA in Singapore (2006)
- ◆ *Financial Management* at the XLRI-Jamshedpur Exec-MBA (2001-04) and the XLRI-AIT Exec-MBA in Dubai, U.A.E (2001-02)
- ◆ *Strategic Thinking* (for Senior Managers) for XLRI at Bengaluru, Mumbai, etc. (2005-12)

### Special Training Modules Facilitated/Taught for Working Executives:

- ◆ *Strategic Financial Management* at IIM Kozhikode Executive Programme (2021)
- ◆ *Annual Report Analysis* at XLRI-Jamshedpur Executive Certificate in Accounting and Auditing (2018)
- ◆ *Holding Company & Organization Structure* for Mubarakheh Steel, Iran at XLRI (2012)
- ◆ *Systemic Risks in Financial Markets* for 21st Joint Civil Military (JCM) Group on National Security at LBSNAA (2014)

### Student Advising/Counselling/Mentoring

- ⌘ I have been a Counselor for 40+ IAS officers. The job of listening, nudging, and counseling to ensure that they are on the right development track.
- ⌘ I have been a Mentor for over 10+ young faculty colleagues.

A quotation from one of my mentee (Doctorate from IIM Ahmedabad & currently faculty in India's top-10 business school):

*"...Thanks for being the guiding light in my life."* ... vide email dated 18-07-2008

### FACULTY DEVELOPMENT PROGRAMS (Director-Cum-Facilitation):

- ◆ *"Insights on Writing Case Studies, Editorial Board Member Insights"* Webinar, Dr. A P J Abdul Kalam Technical University, 2021 (Lucknow)
- ◆ 3-days *'Leadership Skills' Workshop Training of Trainers*: LBSNAA, 2021 (Mussoorie: Uttarakhand)
- ◆ *"Insights on Emerald EMCS (Emerging Markets Case Studies), Author's Expectations"* Webinar, Sharda University, 2021 (Greater Noida)
- ◆ *"How to Write Effective Teaching Cases: EMCS Editor and Reviewer Insights"* Plenary Session, Christ University, 2020 (Bangalore)
- ◆ *'Techniques and Strategies for Postmillennial Educators'* workshop: KAHM Unity Women's College, 2020 (Manjeri: Kerala)

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- ◆ 4-days 'Leadership Skills' Workshop Training of Trainers: LBSNAA, 2020 (Mussoorie: Uttarakhand)
- ◆ 2-days 'Leadership and Goal Setting' Module Training of Trainers: Gopabandhu Academy of Administration, 2019 (Bhubaneswar)
- ◆ 4-days 'Leadership' Module Training of Trainers (twice): State Bank Leadership Academy, SBI, 2019 (Jamshedpur)
- ◆ 3-days 'Negotiation' Workshop Pan-India Training of Trainers: (i) Central region, RBVRR Telangana State Police Academy (TSPA), 2019 (Hyderabad); (ii) Northern region, Haryana Police Academy (HPA), 2018 (Madhuban); (iii) Western region, Maharashtra Police Academy (MPA), 2018 (Nashik)
- ◆ 3-days Leadership Workshop Training of Trainers: SVPNPA, 2018 (Hyderabad)
- ◆ [Pedagogy and Personality](#), DCSMAT Business School, 2017 (Vagamon: Kerala)
- ◆ Teaching Workshop, Xavier Institute of Development Action and Studies (XIDAS), 2017 (Jabalpur: Madhya Pradesh)
- ◆ Facilitating 'Leadership Development' Workshop, SVPNPA, 2015 (Hyderabad: Telangana)
- ◆ Case Teaching Workshop, Marian College, 2014 (Kuttikanam: Kerala)
- ◆ Strategic Management, Magarpatta City Institute of Management & Technology, 2013 (Pune: Maharashtra)

### INTERNATIONAL TRAVEL EXPERIENCE:

⌘ Bangladesh	⌘ Japan	⌘ Singapore (resident)
⌘ China & Hong Kong	⌘ Kenya	⌘ Sweden
⌘ Denmark (resident)	⌘ Malaysia	⌘ Thailand
⌘ Ethiopia	⌘ Maldives	⌘ U.A.E (resident)
⌘ France	⌘ Nepal	⌘ U.K
⌘ Germany	⌘ Netherlands	⌘ U.S.A.
⌘ India (resident)	⌘ Nigeria (resident)	

### KNOWLEDGE UPGRADATION EFFORTS:

- ❖ Participated in two workshops on “Facilitating Competence-based Learning Programmes” Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Jan. 2015 & Mar. 2015 (New Delhi, India)
- ❖ Certified Negotiation Skills module trainer by LBSNAA & **Bocconi** University, Feb. 2015 (Mussoorie, India)
- ❖ Certified Mezzanine Leadership Skills module trainer by LBSNAA & M/s **Center for Creative Leadership (CCL)** Sep. 2014 (Mussoorie, India)
- ❖ Completed 'Workplace **Big Five Profile**' Personality Assessment Certification Programme, **Center for Applied Cognitive Studies (CentACS)** through CCL Singapore-U.S.A., Jun. 2014 (Mussoorie, India)
- ❖ Certified GIZ Leadership Skills module facilitator by LBSNAA & GIZ May 2014 (Mussoorie, India)
- ❖ Participated in *Case Writing Workshop* by **Richard Ivey School of Business**, Feb. 2014 (Mussoorie, India)



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- ❖ Participated, “National Public Private Partnership (PPP) Capacity Building Programme”, Feb. 2014 (Mussoorie, India)
- ❖ Certified Basic Leadership Sills module trainer by LBSNAA & CCL Dec. 2013 (Mussoorie, India)
- ❖ Participated in workshop on “*Collective Action – Challenging Leadership Value*”, by GIZ, Oct. 2013 (Bonn, Germany)
- ❖ Completed Leadership Coach Certification, CCL USA Jun. 2013 (Mussoorie, India)
- ❖ Participated in workshop on “*Innovation Lab*” under the Human Capacity Development Programme, GIZ, Nov. 2012 (Bonn, Germany)
- ❖ Participated in workshop on “*Making Transformations Happen- Strengthening Change Agents in their Leadership Development*”, by GIZ, Oct. 2012 (New Delhi, India)
- ❖ Participated in workshop on “*Difference & Diversity: Chance or Danger*” by the **Ruth Kohn Institute for TCI International**, National Centre for Livelihood Management, Aug. 2012 (Mussoorie, India).

### **SOCIAL MEDIA PRESENCE:**

- ❖ LinkedIn: 6,000+ professional connections; # of **Skills Endorsed** by 100+ Connects: 3
- ❖ Facebook: 5,000 social friends

### **OTHER AWARDS, GRANTS, AND ACADEMIC HONORS: (excluding those listed earlier)**

- ◆ Special Recognition Award entitled, “Successful Execution and Delivery of the Executive Development Program in HRM” presented by Society for Human Resource Management (**SHRM**) in 2017.
- ◆ Paper entitled, “A Framework for Evaluation of Land Acquisitions in India: Sustainable Development Perspective” listed on **SSRN’s Top Ten list** for “SRPN: Sustainable Development (Topic)”, in 2013. Relevant URL [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1313035](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1313035)
- ◆ Paper entitled, “Telecom Sector: Achieving Sustainable Corporate Growth” listed on **SSRN’s Top Ten list** for “SRPN: Sustainable Growth and “Sustainability & Economics eJournal” in 2012. Relevant URL: <http://ssrn.com/abstract=905857>
- ◆ Paper entitled, “The Tata Group after the JRD Period: Management and Ownership Structure” listed on **SSRN’s Top Ten list** for “Corporate Governance & Management” and “CGN: Case Studies”, in 2009-11 and “Business Policy and Strategy”, in 2010. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Power, Public Administration and Poverty: An Enquiry into Implementation of Rural Employment Program in India” listed on **SSRN’s Top Ten list** for “ERP: Other Labor Economics and ERP: Social Justice & Incentives”, in 2010. Relevant URL <http://ssrn.com/author=585980>

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- ◆ Paper entitled, “Insights into Land Acquisition Experiences of Private Businesses in India” listed on **SSRN’s Top Ten list** for “UERS: Urban Infrastructure”, “Urban Markets” in 2009 “ERN: Urban Infrastructure”, in 2010 and “ERN: Econometric Modeling in Financial Economics and Econometrics: Applied Econometrics & Modeling eJournal”, in 2010. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Motives for Mergers and Acquisitions in the Indian Banking Sector” listed on **SSRN’s Top Ten list** for “Banking & Financial Institutions eJournal” and “Banking & Insurance eJournal”, in 2010. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Applying Population Dynamics Theory on Entrepreneurial Survival Strategy: Case of Financial Technologies and its Promoter” listed on **SSRN’s Top Ten list** for “POL: Other Strategy & Microeconomic Policy”, in 2010. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “A Framework for Evaluation of Land Acquisitions in India: Sustainable Development Perspective” listed on **SSRN’s Top Ten list** for “ERP: Other Economic Development & Technological Change (Sub-Topic)”, in 2010. Relevant URL <http://ssrn.com/author=585980>
- ◆ Chosen for the “Best Citizen of India Award” by the International Publication House (IPH) in 2010.
- ◆ Paper entitled, “Econometric Analysis of the Capital Structure Determinants” listed on **SSRN’s Top Ten list** for “AEM: Econometric Modeling in Financial Economics” and “Econometrics: Applied Econometrics & Modeling” in 2008-10. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Evolution of Seeds Commerce: Deregulation, Technology, and Local Practices” listed on **SSRN’s Top Ten list** for “ERP: Local Development”, “ERP: Fields of Activities”, “Corporate Governance: International/Non-US”, and “CGN India” in 2009. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Financial Performance and Diversification Strategy of Indian Business Groups” listed on **SSRN’s Top Ten list** for “Operations Strategy” in 2008 and “DSP: Other Diversification Strategy & Policy” in 2009. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “A Framework for Evaluation of Land Acquisitions in India: Sustainable Development Perspective” listed on **SSRN’s Top Ten list** for “DEV: Development Strategies” in 2009. Relevant URL <http://ssrn.com/author=585980>
- ◆ Paper entitled, “Milestones in Financial Management” listed on **SSRN’s Top Ten list** for “History of Accounting” in 2008. Relevant URL <http://ssrn.com/author=585980>
- ◆ Invited by the Institute of Chartered Accountants of India (ICAI) among others as faculty for their Post Graduate Program in 2008.
- ◆ Paper entitled, “Managerial Remuneration: Of Changing Guidelines, Pay Packets, and Incentives to Performance” listed on **SSRN’s Top Ten list** for “Emerging Markets: Finance”, “International Finance: Corporate” and “Labor: Personnel Economics” in 2007. Relevant URL <http://ssrn.com/author=585980>
- ◆ “Best Research Paper Award” in the 6th **International Business & Economics Research (IBER)** Conference held at Las Vegas, U.S.A. in Oct. 2002.
- ◆ Selected at the IIM Calcutta to be a visiting research scholar to the **Copenhagen Business School**, Denmark in 2000.

### **EXAMINATION / SUPERVISION OF Ph.D. THESIS/ SIMILAR:**

- ❖ Examiner, Sardar Vallabhbhai Patel National Police Academy, Project titled ‘Training for Attitudinal Changes in Police’, Hyderabad: India: 2019
- ❖ Examiner, ICFAI Foundation for Higher Education (IFHE) University, Ph.D. Thesis titled ‘Related Party Transactions, Corporate Governance And Firm Performance: An Empirical Analysis Of Indian Firms’, Hyderabad: India: 2018
- ❖ Examiner, ICFAI Foundation for Higher Education (IFHE) University, Ph.D. Thesis titled ‘A Study On The Impact Of Algorithmic Trading On Liquidity, Volatility And Price Discovery In An Emerging Market: Evidence From Indian Equity Market’ by Ritesh Kumar Dubey, Hyderabad: India: 2018
- ❖ Examiner, Indian Institute of Management-Ahmedabad (IIM-A), Ph.D. Thesis titled ‘An Integrative Delineation of the Determinants of Dynamic Capabilities: A Study in the Information Technology Industry’ by Atul Pathak, Ahmedabad: India: 2014
- ❖ Examiner, LM Thapar School of Management, Thapar University, Ph.D. Thesis titled ‘Impact of Diversification-Strategy on Capital Structure, Systematic Risk and Corporate Performance in the Indian Context’, Patiala: India: 2014
- ❖ Examiner, ICFAI Institute for Management Teachers (IIMT), ICFAI University, Ph.D. Thesis titled ‘Commonality in Liquidity: An Empirical Examination of Stocks and Options Listed on National Stock Exchange of India’ by Sudhakar Reddy Syamala, Hyderabad: India: 2013
- ❖ Examiner, IIMT, ICFAI University, Ph.D. Thesis titled ‘Valuation Response to Capital Expenditure Project Decisions in Emerging Markets: Evidence from Indian Business Groups and Stand-alone firms’ by Jadhav Aditya Mohan, Hyderabad: India: 2011
- ❖ Examiner, IIMT, ICFAI University, Ph.D. Thesis titled ‘Determinants of E-Commerce Adoption and Its Impact on Firm Performance: An Analysis on Indian Financial Services Sector’ by Sridhar Vaithianathan, Hyderabad: India: 2011
- ❖ Thesis Advisory Committee member, Thesis Progress Seminar, XLRI FPM & Research: ‘Mergers and Acquisitions in India’ by Parama Barai, Jamshedpur: 2010
- ❖ Examiner, IIMT, ICFAI University, Ph.D. Thesis titled ‘Diversification and Performance: A Study of Indian Manufacturing Firms’ by Saptarshi Purkayastha, Hyderabad: India: 2009
- ❖ Examiner, IIMT, ICFAI University, Ph.D. Thesis titled ‘The Information Content of Stock Price Synchronicity – An Empirical Analysis of Stand Alone and Business Group Firms in India’ by Vishwanathan Iyer, Hyderabad: India: 2008

### **CONSULTANCY/RESEARCH REPORTS:**

- ❖ Vetted the business ideas and/or financial viability of number of NGOs and Start-Ups. The list includes: (i) Green Leaf Energy (2010); (ii) Oriental Group Cuisine (2010); (iii) Nueve Consultants (2010); (iv) Rummy Online (2011); (v) Anusa India IT Solutions (2011); (vi) Traders Hut (2011); (vii)

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- Peer-to-Peer Lending (2013); (viii) Cite.Co (2013); (ix) Enterprise Systems Solutions Private Limited (2014); (x) Vedika Capital (2015); (xi) Konnect Consulting (2015); (xi) R Holding LLP (2017); (xii) Falcon E Austria (2018); (xiii) Global Wellness UAE (2018)
- ❖ With Yogesh Chauhan and Nemiraja Jadiyappa, “Pattern of PE Ratio of NSE and BSE” for India’s capital market regulator at the IIMK: 2020 – 2021 (ongoing)
  - ❖ With Ashutosh Sarkar, T. N. Krishnan, Rajesh S Upadhyayula, and Rudra Sensarma, “COVOD-19 Impact and Opportunities” for one of India’s largest Co-Operative Society at the IIMK: 2020
  - ❖ *Auditor*, MBA (Banking & Finance) curriculum programme, SSBF, [Symbiosis International \(Deemed Univ.\)](#), 2020 (Pune: India)
  - ❖ “*Designing Competencies around EQ*” in two phases for the management training center in one of the **most reputed Indian business group** at the IIMK: 2019 – 2020
  - ❖ With Amar Nayak, “*Codifying the process underlying the dynamics of good District Administration*” **Bhopal District Study** at the XLRI: 2017 – 2018
  - ❖ With Amar Nayak, “*Codifying the process underlying the dynamics of good District Administration*” **Osmanabad District Study** at the XLRI: 2017
  - ❖ With Rahul Shukla, “*Vision Building*” Prepared for an emerging Eastern India-based **Microfinance Bank** at the XLRI: 2017
  - ❖ With Sanjeev Varshney and Atul Pathak, “*Sales and Marketing Plan*” Workshop for a giant **Business Group** manufacturing affiliate (sectors’ largest player) at the XLRI: 2016
  - ❖ With Anita Sarkar, “*Leave of Absence*” report and a global law complying (including FMLA/CFRA/NJFLA) manual for a **Global Giant Consulting Firm** at the XLRI: 2011-12
  - ❖ “*Agricultural Finance*” Course Preparation for Nagarjuna Fertilizers Post-Graduate Diploma at the XLRI: 2009.
  - ❖ “*Review of MBA Program Course Outlines*” for accreditation by AICTE for a well-known **South India-based Business School** at the XLRI: 2009
  - ❖ “*Review of Undergraduate Course Outlines in Finance*” for accreditation by U.S. education department for a **Middle East Asian University** at the XLRI: 2008
  - ❖ With Jackson P Fernandez & Arun Baheti, “*Business Plan-cum-Feasibility Study*” Prepared for an **established Singapore Firm** at the SPJCM Singapore: 2007
  - ❖ “*Valuation of Real Estate Project*” Prepared for an **Entrepreneur** (Mumbai based) at the SPJCM Singapore: 2007
  - ❖ “*Business & Financial Analysis Report*” Prepared for a large **Business Group** manufacturing affiliate (sectors third biggest player) at the XLRI: 2006
  - ❖ With E Venkat Ramnayya & Biswatosh Saha, “*Micro-Insurance – Review-cum-Feasibility Study*” Prepared for an established NGO on behalf of a well-known **International Aid Agency**: 2006

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- ❖ With Azad K Purohit, “*Raising Finance through Capital Markets*” Prepared for an established Developmental Consultancy organization on behalf of a well-known **International Aid Agency** at the XLRI: 2005
- ❖ With Biswatosh Saha, “*Evaluation of Food-for-Work Scheme in Bihar*”, Prepared for the **Planning Commission**, Ministry of Finance, Government of India at the XLRI: 2004
- ❖ With R K Premarajan, Fr. P T Joseph SJ, & Sharad Sarin, “*Organizational Assessment & Recreating Excellence*” Prepared for a large **Business Group** manufacturing affiliate (sectors biggest player) at the XLRI: 2003
- ❖ With Ashis K Pani & Prithwiraj Nath, “*Diagnostic-cum-Rehabilitation Study of a Sick Firm*” Prepared for the **Small Industries Service Institute**, Government of India at the XLRI: 2003
- ❖ “*Equity Research*” Prepared for a Middle East Asia based FII at the XLRI: 2002
- ❖ With Project Head V Nagi Reddy “*External Evaluation of Post Literacy Programme in Jalore*” Prepared for the **Government of Rajasthan** and conducted by IIM Calcutta: 2001
- ❖ “*Equity Research*” Prepared for an Investment Banker at the IIM Calcutta: 2000
- ❖ With Project Head N Ramachandran “*Activity Based Costing Application*” Prepared for a **National Laboratory**, Government of India and conducted by IIM Calcutta: 2000
- ❖ With Project Head V Nagi Reddy “*External Evaluation of Post Literacy Programme in Tripura*” Prepared for the **Government of Tripura** and conducted by IIM Calcutta: 1999
- ❖ With Project Head K K Bhattacharya “*Management Audit of a Regional Rural Bank*” Prepared for the **NABARD**, Government of India and conducted by IIM Calcutta: 1999
- ❖ With Project Head Bani K Sinha “*Developing Marketing Strategy*” Prepared for a large coal-based **Public Sector Unit**, Government of India and conducted by IIM Calcutta: 1998

#### COMPANY/ ORGANIZATION TRAINING PROGRAMS LIST:

⌘ Aditya Birla Nuovo*	⌘ Balco (Vedanta Group)*^	⌘ BSNL*
⌘ Afghan Civil Service*	⌘ Bangladesh Civil Servants (MCTP)	⌘ Castrol*
⌘ Airtel Nigeria*	⌘ Bank of Maharashtra*	⌘ CESC*^
⌘ Apollo Tyres*	⌘ Bhutan Royal Civil Servants	⌘ Coca Cola India*
⌘ Aster DM Healthcare UAE*^	⌘ BIPARD*	⌘ Competition Controller of India

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⌘ GIZ India*	⌘ Lok Sabha Secretariat	⌘ South Sudan Senior Police*
⌘ GIZ-ESRA Afghanistan*^	⌘ Mahindra BT	⌘ Sri Lanka Administrative Service
⌘ HCL*	⌘ Mahindra Comviva*	⌘ State Bank of India*
⌘ Himalaya Drugs	⌘ Meril Life Sciences*	⌘ Sterling Bank Plc. Nigeria*
⌘ Hindustan Aeronautics*	⌘ NHPC*	⌘ Tata Steel
⌘ HPCL*^	⌘ NMDC*	⌘ TMTC
⌘ Hughes Escorts Comm.*	⌘ Novo Nordisk GSC*^	⌘ TSRDC
⌘ Indian Oil Corporation*	⌘ NTPC*	⌘ UCO Bank*
⌘ IPF Nigeria*	⌘ Prestige Assurance Plc. Nigeria*	⌘ UltraTech Cement
⌘ Ispat Industries*	⌘ Punjab National Bank	⌘ Usha Martin*
⌘ Jet Airways*	⌘ Reliance Communication*	⌘ WNS Global Services*
⌘ Kerala Supply Co*	⌘ SAIL*	
⌘ Kirloskar Brothers*	⌘ Sany India*^	

Note:

⌘ Asterisk (\*) above stands for a role as a *programme director* for that in-company training programme; Carat (^) above stands for a *certificate programme*.

### **SELECT COMMUNITY SERVICE & ORGANIZATION MEMBERSHIP:**

- ❖ “[\*Transition of Engineers into Managers\*](#)” at the St Joseph’s College of Engineering, Jul. 2020 (Chennai, India)
- ❖ Editorial Board member, ‘[\*Marian Journal of Professional Management\*](#)’: 2016–20
- ❖ *Invited Guest*, *SHRM India Annual Conference*, Oct. 2018 (Delhi, India)
- ❖ *Member*, Editorial board, ‘[\*Perspectiva: A Case Research\*](#)’ Journal: 2016–18
- ❖ *Facilitator*, ‘Leadership module’ for Senior Officers of Government of Odisha, Gopabandhu Academy of Administration (GAA), Jun. 2018 (Bhubaneswar: India)
- ❖ *Interview finalist*, ‘**Y Combinator**, top ranked American seed accelerator funding startups’, Mountain View, May 2018 (California: U.S.A.)
- ❖ *Facilitator*, HRD for Senior Police Officers, ‘Counselling, Coaching & Mentoring to improve Performance’, SVPNPA, Apr. 2018 (Hyderabad: India)

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- ❖ Workshop, “Analytical Finance and Valuation”, *St. Xavier’s College*, 2018 (Mumbai: India)
- ❖ Workshop, “Advanced Finance”, *Xavier Institute of Development Action and Studies (XIDAS)*, 2018 (Jabalpur: India)
- ❖ *Speaker, Employees’ Provident Fund Organization*, Zonal Training ‘Values and Ethics: An approach to life’, Nov. 2017 (Kolkata, India)
- ❖ Workshop, “Career Counselling”, *Disha*, 2017 (Jamshedpur: India)
- ❖ Author Workshop for Students, *St. Xavier’s College*, 2017 (Mumbai: India)
- ❖ Author Workshop for Students, *K. J. Somaiya Institute of Management Studies and Research*, 2017 (Mumbai: India)
- ❖ Author Workshop for Students, *Maharashtra Institute of Technology (MIT) School of Management*, 2017 (Pune: India)
- ❖ Author Workshop for Students, *Vivekanand Education Society’s Institute of Management Studies and Research (VESIM)*, 2017 (Mumbai: India)
- ❖ *Jury Member*, Teachers Day Competition for faculty, ‘Effective Use of Key Resources for Teaching, Learning and Evaluation’, [Symbiosis International University](#), Sep. 2017 (Pune: India)
- ❖ Workshop, “Soft Skills”, *Xavier Institute of Development Action and Studies (XIDAS)*, 2017 (Jabalpur: India)
- ❖ *Guest Speaker*, ‘Talk on Valuation for Start-up CEOs’, [Lemon School of Entrepreneurship \(LSE\)](#), Apr. 2017 (Nagpur: India)
- ❖ Workshop, “Leadership and Managerial Skills Using Reflection”, *Kerala Supply Co. Kochi*, 2017 (Kochi: India)
- ❖ Panel discussion member, “National Seminar on Finance and Banking”, *MIIM Kuttikanam*, 2017 (Kerala: India)
- ❖ *Guest Speaker*, “Leadership, Capacity Building & Management”, Seminar on Quality Education, Adityapur Auto-Cluster (AAC), Oct. 2016 (Jamshedpur: India)
- ❖ *Research Seminar*, “[Preparing IAS officer trainees for the role of district magistrate: A competency-based approach](#)”, XLRI, Sep. 2016 (Jamshedpur, India)
- ❖ *Facilitator*, ‘Leadership’ for mix group of Government officers, SVPNPA, Apr. 2018 (Hyderabad: India)
- ❖ *Guest Speaker*, TechCircle Startup Bengaluru, Apr. 2016 (Bengaluru, India)
- ❖ *Research seminar*, “What leader Does? A Day in DM’s Life”, with Gaurav Marathe, XLRI, Nov. 2015 (Jamshedpur, India)
- ❖ *Guest seminar*, “Introduction to Case Research Method”, Kolhan University, May 2015 (Chaibasa: Jharkhand)
- ❖ *Guest seminar*, “Leading with passion and purpose”, the Rotary Club of Jamshedpur, Apr. 2015 (Jamshedpur, India)
- ❖ Guest speaker, “The new industrial policy of Telangana state, 2014: A critical look” *Centre for Economic and Social Studies (CESS)*, Hyderabad, 2015 (CESS, Hyderabad)

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- ❖ Academic Advisor, “*Maheshwari Vidya Pancharak Mandal*”, 2015 (Pune)
- ❖ Workshop, “Leadership and Managerial Effectiveness”, *Indian Institute of Management Ranchi (IIM – R)*, 2014-15 (Ranchi)
- ❖ Testimonial for Suman Arora’s book [\*One Step Higher\*](#) : 2015
- ❖ *Member*, Editorial board, ‘Administrator’ Journal: 2014
- ❖ *Guest seminar*, “Career Planning”, the Sagar School, 2014 (Alwar: Rajasthan)
- ❖ *Guest seminar*, “Leadership through Reflection”, the IPF, 2013 (Lagos, Nigeria)
- ❖ *Guest seminar*, “Leadership in the 21<sup>st</sup> Century”, the Rotary Club of Palm Grove, 2013 (Lagos, Nigeria)
- ❖ Book Review with Swati Srivastava, “*Developmental Challenges in Naxal Affected Areas of Jharkhand*” by Sage Publishers, Delhi in 2013
- ❖ Invited lecture, “Career Choice Decisions” *Maheshwari Vidya Pancharak Mandal*, Pune, 2013 (Pune)
- ❖ *Founder-cum-Secretary*, TRACES, AU Chemical Engineering Students *Alumni*, 2001-13 (Andhra University, Visakhapatnam)
- ❖ Editorial Board member, ‘***Jindal Global Business Review***’ (JGBR): 2011–12.
- ❖ *Judge*, 23rd Inter-School Bro. C.J. Bergin Debate, St. George’s College, 2012 (Mussoorie)
- ❖ *Workshop* on case analysis at Jindal Global Business School, 2012 (Sonipat)
- ❖ *Guest lecture*, “Social entrepreneurship case”, Aurora’s Business School, 2012 (Hyderabad)
- ❖ *Guest lecture*, “Managing Innovations”, United World School of Business, 2012 (Hyderabad)
- ❖ *Reviewer* for ‘International Journal of Accounting, Auditing and Performance Evaluation’: 2011
- ❖ *Reviewer*, ‘***International Conference***’ dedicated to Professor C K Prahalad by the Strategic Management Forum at the Indian Institute of Management (IIM) Ahmedabad: 2010
- ❖ *Guest Seminar*, “Banking for the poor in South Asia”, the Rotary Club of Jamshedpur, 2009 (Jamshedpur)
- ❖ *Reviewer* for the ‘Physica’ Journal: 2007
- ❖ With Dipti Singhal & Ravi Shankar Mishra, *White paper for an Intermediary on Adoption*: 2007 (Jamshedpur)
- ❖ *Chairman*, Jharkhand Chapter, North South Foundation, 2004-06 (Jamshedpur)
- ❖ *Guest speaker*, ‘*India: A Social Perspective*’, 2000 (Copenhagen Business School, Denmark)
- ❖ *Member*, IIM Calcutta *Students Committee*: 1999



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- ❖ Guest lectures, '*Capital Market Investing*', 1994 (United Club, Bokaro Steel City)
- ❖ President, *Students Association*, Department of Chemical Engineering, 1991-92 (Andhra University, Visakhapatnam)
- ❖ Coordinator, *All India Industrial Tour*, Department of Chemical Engineering, 1990 (Andhra University, Visakhapatnam)
- ❖ Member, *National Scouts & Guides of India*, 1984-86 (Model High School, Rajahmundry)

### **HOBBIES:**

⌘ Driving (Long Trips)

⌘ Long-walks in Nature

⌘ Reading Short Stories

⌘ Listening to Classical Music