

Amit Gupta, Ph. D.
Associate Professor
Indian Institute of Management Amritsar
Punjab Institute of Technology Building, Polytechnic Road, PO: Chheharta, G.T. Road
Amritsar - 143105
Email: amitg@iimamritsar.ac.in

Teaching

IIM Amritsar (MBA)

1. Creating and sustaining teams
2. Organization Structure and Processes
3. Written analysis and communication
4. Business ethics
5. Negotiation and conflict resolution (MBA elective)
6. Organization change and development (MBA elective)
7. Knowledge management (MBA elective)

Publications

1. Gupta, A. (2022) Impact of Service Climate Dimensions on Customer Service Quality: Test of a Multilevel Model. *South Asian Journal of Management*, 29(1), 7-29. **(ABDC-C)**.
2. Gupta, A., Goel, A., & Bande-Vilela, B. (2021). Role of empowerment and interpersonal relations in reducing cynicism and politics among Indian IT workers. *Vision: The Journal of Business Perspective* (<https://doi.org/10.1177/09722629211029008>) **(ABDC-C)**.
3. Bamel, U. K., Pandey, R., & Gupta, A. (2020). Safety climate: Systematic literature network analysis of 38 years (1980-2018) of research. *Accident Analysis & Prevention*, Vol. 135, February 2020, p. 1-16. (<https://doi.org/10.1016/j.aap.2019.105387>) **(ABDC-A*)**
4. Ramamoorthy, N., Yu, C., Kulkarni, S., Gupta, A., & Mkamwa, T. (2019). An examination of attributions, performance rating, and reward allocation patterns: A comparative study of China, India, Tanzania, and the United States. *South Asian Journal of Human Resource Management*, Vol. 6, Issue 2, p. 202-221. (<https://doi.org/10.1177/2322093719849970>) **(ABDC-C)**
5. Ramamoorthy, N., Kulkarni, S.P., & Gupta, A. (2015). To bribe or not to bribe: Determinants in the Indian context. *European Management Review*, 12:4, 247-259. (<https://doi.org/10.1111/emre.12053>) **(ABDC-B)**
6. Ramamoorthy, N., Flood, P.C., Kulkarni, S.P. & Gupta, A. (2014). Individualism-collectivism and tenure intent among knowledge workers in India and Bulgaria: Moderating effects of equity perceptions and task interdependence. *Journal of High Technology Management Research*, 25: 201-209. (<https://doi.org/10.1016/j.hitech.2014.07.005>) **(ABDC-C)**
7. Kulkarni, S., Gupta, A., & Ramamoorthy, N. (2013). Designing effective work teams in a transnational context: Challenges and opportunities. *Current Issues of Business and Law*, 8:17-29. (Published by the International School of Law and Business, Laisves av.58, Vilnius, Lithuania.)
8. Bala, Madhu, Chalil, G.R.B., and Gupta, Amit (2012). Emic and Etic: Different Lenses for Research in Culture: Unique Features of Culture in Indian Context, *Management and Labour Studies*, February 2012 vol. 37 no. 1 45-60. (DOI: 10.1177/0258042X1103700105) **(ABDC-C)**
9. Gupta, Amit & Prabhu, Ganesh N., (2011). Governance of IIMs: A Critique of the Bhargava Committee Report. *Economic & Political Weekly*, April 23, 2011 vol xlvi no 17. (<https://www.jstor.org/stable/41152124>) **(ABDC-B)**
(<https://www.scimagojr.com/journalsearch.php?q=19957&tip=sid&clean=0>)
10. Ramamoorthy, N., Kulkarni, S., Gupta, Amit, & Flood, P. C., (2007). Individualism - Collectivism orientation and employee attitudes: A comparison of employees from the high technology sector in India and Ireland. *Journal of International Management*, Vol. 13, no. 2, June, pp. 187-203. (<https://doi.org/10.1016/j.intman.2006.11.002>) **(ABDC-A)**
11. Gupta, Amit and Gannon, M. J. (2007). Effects of service climate on service quality: An integrative model. *International Journal of Services Technology and Management*, Vol. 8, no. 2/3, pp. 174-

187. (doi: 10.1504/IJSTM.2007.012867) (SJR Index – 22) (<https://www.scimagojr.com/journalsearch.php?q=19699&tip=sid&clean=0>)
12. Gannon, Martin J., Locke, Edwin A., Gupta, Amit, Audia, Pino, and Kristof-Brown, Amy L., (2005). Cultural Metaphors as Frames of Reference for Nations: A Six-Country Study, International Studies of Management & Organization, Winter 2005/06, Vol. 35 no. 4, pp. 37-47. (DOI: 10.1080/00208825.2005.11043744) (ABDC-B)
 13. Ramamoorthy, N., Gupta, Amit, Sardesai, R. M., & Flood, P. C., (2005) Individualism / Collectivism and Attitudes towards Human Resource Systems: A Comparative Study of American, Irish and Indian MBA Students. International Journal of Human Resource Management, 16, 852-869. (DOI: 10.1080/09585190500083459) (ABDC-A)
 14. Gupta, A. (2004). Book Review "The Dynamics of Knowledge Regime: Technology, Culture and Competitiveness in USA and Japan" by Dengjian Jin, London: Continuum, 2001, 321 pp, Hardback (ISBN: 0-8264-5453-4)", Journal of Cross Culture Management, Vol 4, Issue 1, pages 123-126.
 15. Gupta, Amit, Ramamoorthy, N., Taylor, M. S., & Premack, S., (2003). Antecedents of Met Expectations of Newcomers: A longitudinal Analysis. South Asian Journal of Management, Vol. 10, Issue 3, p 7-18, AMDISA Secretariat, Plot No. 1228, Road No. 60, Jubilee Hills, Hyderabad – 500 033, India). (ABDC-C)

Publications –Book Chapters

1. Srinivasan, Vasanthi and Gupta, Amit (2013). Women professionals in the software services sector in India, (pp. 353-368), Handbook of Research on Promoting Women's Careers, Susan Vinnicombe, Ronald J. Burke, Stacy Blake-Beard and Lynda L. Moore (eds.), Edward Elgar publisher. (<https://www.elgaronline.com/view/9780857938954.00026.xml>)
2. Gupta, Amit, and Thomas, J. (2004). India: The dance of Shiva. In Martin J. Gannon and Associates, Understanding Global Cultures, Thousand Oaks, Sage Publication, USA. (1st edition – 1994, 2nd edition – 2003 and 3rd edition – 2004).

Publications – Conference Proceedings

1. Goel, Abhishek, Gupta, Amit and Bande-Vilela, Belen (2014). It's all in interpersonal interactions: Empowerment, organizational cynicism, and perception of organizational politics, (p. 418-427), Values in Shock: The role of contrasting management, economic, and religious paradigms in the workplace, Jorge F. S. Gomes & Joaquim P. Coelho (Eds.) Published by ISSWOV - International Society for the Study of Work & Organizational Values, Department of Management and Marketing, Louisiana State University Shreveport, One University Place, Shreveport, LA 7115-2399, USA. (p. 418-427).
2. Ramamoorthy, N., and Gupta, Amit (2013). The effect of psychological contract fulfillment (PCF) on affective and normative commitment among Indian and Bulgarian employees, Changes in Social and Business Environment, Proceedings of the 5th International Conference, November 7-8, 2013, Kaunas University of Technology, Panevėžys Institute, Lithuania. (p. 136-140).

Publications – Newletters / Reports

1. Gupta, Amit (1995). Success stories of past U. S. Senate Productivity Award recipients. The Maryland Workplace, Vol. 16, 2.
2. Gupta, Amit, and Tuttle, T. C., (1995). Work Restructuring Interview Guide: Judging the Quality and Effectiveness of Work Restructuring Consultants. Published by National Alliance of Business under Grant Number F-4357-3-00-80-60 by the U. S. Department of Labor.
3. Gupta, Amit (1992). Facing the challenge of change. The Maryland Workplace, Vol. 14, 1.

Publications – Cases

1. Mishra, Pavitra and Gupta, Amit (2023). Suraj Kumar: Balancing career, family, and self. Emerald Emerging Markets Case Studies (accepted)

2. Chawla, Sonam and Gupta, Amit (2014) Managing Talent at Seven Oaks School. Case Reference no. 414-127-1. Published by Case Center, Cranfield University, Wharley End, Beds MK43 0JR, UK (<https://www.thecasecentre.org/main/products/view?id=124936>)
3. Gupta, Amit and Joseph, Amita (2012) Livelihood Advancement Business School. Case no. 9B12M101, Published by Ivey Case Bank, Richard Ivey School of Business, University of Western Ontario. (<https://www.iveycases.com/ProductView.aspx?id=56566&CM=true&HID=335>)
4. Gupta, Amit and Joseph, Amita (2012) MSPL Limited: CSR and sustainability in mining. Case no. 9B12C023. Published by Ivey Case Bank, Richard Ivey School of Business, University of Western Ontario. (<https://www.iveycases.com/ProductView.aspx?id=54732>)
5. Gupta, Amit and Saxena, Kshitij (2011) Sumeru software solutions: creating a culture of serene dynamism, Case no. 9B11C036, Published by Ivey Case Bank, Richard Ivey School of Business, University of Western Ontario. (<https://www.iveycases.com/ProductView.aspx?id=52026>)
6. Gupta, Amit and Srinivasan, Vasanthi (2011) Sports Goods Foundation of India (SGFI): Collective response to CSR issues - Part A: FIFA and the Genesis of SGFI, published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (<http://www.teachcsr.com/userfiles/linkfiles/Final%20Compendium.pdf>) (listed in SSRN: <http://papers.ssrn.com/abstract=2123044>)
7. Gupta, Amit and Srinivasan, Vasanthi (2011) Sports Goods Foundation of India (SGFI): Collective response to CSR issues - Part B: UNIDO and Cluster Development, published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (<http://www.teachcsr.com/userfiles/linkfiles/Final%20Compendium.pdf>) (listed in SSRN: <http://papers.ssrn.com/abstract=2123044>)
8. Gupta, Amit and Srinivasan, Vasanthi (2011) Sports Goods Foundation of India (SGFI): Collective response to CSR issues - Part C: The Future of SGFI, published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (listed in SSRN: <http://papers.ssrn.com/abstract=2123044>)
9. Gupta, Amit and Srinivasan, Vasanthi (2011) Suzlon Foundation: Engage, Empower, Sustain published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (listed in SSRN: <http://papers.ssrn.com/abstract=2123039>) (<http://www.teachcsr.com/userfiles/linkfiles/Final%20Compendium.pdf>)
10. Gupta, Amit and Srinivasan, Vasanthi (2011) When Principles pay: Tata Power Plant Mundra, published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (listed in SSRN: <http://ssrn.com/abstract=2123035>) (<http://www.teachcsr.com/userfiles/linkfiles/Final%20Compendium.pdf>)
11. Srinivasan, Vasanthi and Gupta, Amit (2011) Affirmative Action: The Tata Story, published in A Compendium of Business Case Studies on Responsible Business Practices, An IICA-GIZ CSR Initiative, 2011. (<http://www.teachcsr.com/userfiles/linkfiles/Final%20Compendium.pdf>) (listed in SSRN: <http://papers.ssrn.com/abstract=2123029>)

Refereed Conference Presentations

1. Gupta, A. (2023). Workplace inclusivity and employee creativity: Some research questions. Paper presented in 13th International Conference on Excellence in Research and Education "Organizations in Action: Digitalization and Sustainability in Management practices", Indian Institute of Management Indore, 9-11 June 2023.
2. Gupta, A. (2023). Cooperation, cooperatives and farmer producer organization in Indian agriculture. Paper presented in CBS National Conference "New horizon of business resilience for Economical and sustainable growth", 25 March, 2023.
3. Gupta, A. (2023). Dimensions of sustainability in agriculture. Paper presented in CBS National Conference "New horizon of business resilience for Economical and sustainable growth", 25 March, 2023.
4. Gupta, A. (2023). Technology adoption in agriculture in India. Paper presented in CBS National Conference "New horizon of business resilience for Economical and sustainable growth", 25 March, 2023.

5. Ramamoorthy, N., Jha, J. K., Kulkarni, S., & Gupta, A., (2019) Do Individualism-Collectivism Orientations and Sensitivity to Impact on Human Capital Affect Decisions about Layoffs and Wage Cuts? Paper presented at the 11th International Conference of the Dutch HRM Network, Tilburg, Netherlands, November 14-15, 2019.
6. Ramamoorthy, N., Yu, C., Kulkarni, S., Gupta, A., & Mkamwa, T. (2017) An examination of attributions, performance rating, and reward allocation patterns: A comparative study of China, India, Tanzania, and the United States. Paper presented at the 10th Dutch HRM Network Conference, Netherlands, November 9-10, 2017.
7. Srinivasan R, Srinivasan, Vasanthi and Gupta, Amit (2016) Inclusivity as a dynamic capability, Paper presented at the 4th Indian Academy of Management (INDAM) conference January 11-13, 2016
8. Ramamoorthy, N., and Gupta, Amit (2013) The effect of psychological contract fulfillment (PCF) on affective and normative commitment among Indian and Bulgarian employees. Paper presented at the 5th International Scientific Conference, Changes in Social and Business Environment (CISABE'13), November 7 -8, 2013, Panevėžys, Lithuania.
9. Aggarwal, Shweta, Gupta, R.K. and Gupta, Amit (2013) Cooperative business system of dairy sector in India, Paper presented at the 29th European Group for Organizational Studies (EGOS) Colloquium, July 4–6, 2013, Montréal, Canada.
10. Ramamoorthy, N., Kulkarni, S.P., Gupta, Amit, Flood, P.C. (2013) Individualism-Collectivism and Tenure Intent: Role of Equity Perceptions and Task Interdependence, Paper presented at the 73rd Annual Meeting of the Academy of Management - August 9-13, 2013 - Lake Buena Vista, Orlando, Florida, USA.
11. Flood, P.C., Ramamoorthy, N., Kulkarni, S.P., Gupta, Amit (2013) To Bribe or not to bribe? Determinants in the Indian context, Paper presented at the Euram Conference, 26 – 29 June, 2013, Galatasaray University, Istanbul, Turkey.
12. Gupta, Amit and Goel, Abhishek (2012) Impact of Management Practices on Employee Attitudes in Indian IT Service Industry: Differences between Managers and Frontline Staff. Paper presented at the ISSWOV 2012 - 13th Biennial Conference of the International Society for the Study of Work and Organizational Values Conference, Goa, India June 24-27, 2012.
13. Ramamoorthy, N., Flood, P.C., Kulkarni, S.P., Gupta, Amit, Marchev, Jr., A., and Kondukova, P. (2011) Organizational Justice Perceptions and Work-Related Outcomes: A Study of Indian and Bulgarian Employees. Paper presented at the European Academy of Management, Tallinn, Estonia, June 1-4, 2011 (<http://www.euram2011.org/r/default.asp?iId=EJKMHG>)
14. Gupta, Amit and John, Sunil William (2009) A Field Study of Organizational Responses to the Current Downturn. Paper presented at Seventh AIMS International Conference on Management, IIM Bangalore, 20-23 December, 2009.
15. Ramamoorthy, Nagarajan, Flood, Patrick C., MacCurtain, Sarah, Gupta, Amit, Kulkarni, Subodh P. (2006) Role of Organizational Justice Perceptions in India and Ireland: An Empirical Examination. Paper presented at Academy of World Business Marketing and Management Development (AWBMAMD) Conference, Paris, July 10 to 13, 2006.
16. Ramamoorthy, Nagarajan, Kulkarni, Subodh P., and Gupta, Amit (2005) Culture and Employee Attitudes: A Comparison of Employees from India and Ireland. Paper presented at the Annual Conference of The Society for Advancement of Management, Las Vegas, April 3-5, 2005.
17. Ojha, Abhoy K., and Gupta, Amit (2004) HMT International: Options for the future. Case presented at Association for Indian Management Schools (AIMS) Conference, Goa, 27-29 August, 2004.
18. Gupta, Amit, Sardesai, R. M., Ramamoorthy, N., & Flood, P. C. (2003) Individualism / Collectivism and Attitudes Towards Human Resource Systems: A Comparative Study of American and Indian MBA Students. Paper presented at the First AIMS International Conference on Management, IIM Bangalore, December 28-31, 2003.
19. Ramamoorthy, N., Gupta, A., Sardesai, R., & Flood, P. (2003) Individualism/Collectivism and attitudes towards human resource systems: A comparative study of American, Irish, and Indian MBA students. Paper presented at the 18th Annual Employment Research Unit Conference, September 10-11, 2003, Cardiff, United Kingdom.

20. Tuttle, T. C., Mordecai, M., and Gupta, A. (1997) Development and deployment of performance measurement in a major U. S. city: A case study. Paper presented at the 10th International Productivity Congress, October 12-15, Santiago, Chile.
21. Gannon, M. J., Thomas, J., Locke, E. A., Kristof, A. L., Collins, C., Gupta, A., Osmond, C. P., Salam, S., and Audia, G. (1997) Cultural metaphors as frames of reference for nations: A six-country study. Paper presented at the International Management Division at the 1997 Academy of Management National Meeting, August 10-13.

Working Papers

1. Agarwal, Shweta, Gupta, Rajen and Gupta, Amit (2019) Cooperative Business System of Dairy Sector in India: Role of State, Caste and Gender. (July 26, 2019), Working paper, Management Development Institute, Gurgaon. (listed in SSRN: <https://ssrn.com/abstract=3427088>)
2. Naik, Hari Suman and Gupta, Amit (2012) Learning about organizational capabilities, structures and strategies from Virtual Gaming Teams. Working Paper No. 386, Indian Institute of Management, Bangalore. (listed in SSRN: <http://ssrn.com/abstract=2178353>)
3. Jungegård, Niklas, Wilkorsz, Patrick and Gupta, Amit (2012) A Study of Recruitment and Retention Strategies of Swedish Firms in India. Working Paper No. 385, Indian Institute of Management, Bangalore. (listed in SSRN: <http://ssrn.com/abstract=2178396>)
4. Gupta, Amit, Dalal, Sucheta, Basu, Debashis and Joseph, Amita (2012) Magarpatta City: Farmers Direct Investment (FDI). Working Paper No. 384, Indian Institute of Management, Bangalore. (listed in SSRN: <https://ssrn.com/abstract=2179495>)
5. Ramamoorthy, Nagarajan, Flood, Patrick C., MacCurtain, Sarah, Gupta, Amit and Kulkarni, Subodh P. (2012) Role of Organizational Justice Perceptions in India and Ireland: An Empirical Examination. Working Paper No. 383, Indian Institute of Management, Bangalore. (listed in SSRN: <http://ssrn.com/abstract=2179500>)
6. Gupta, Amit and Srinivasan, Vasanthi (2011) Sports Goods Foundation of India (SGFI): Collective response to CSR issues - Part A: FIFA and the Genesis of SGFI. Working Paper No. 344, Indian Institute of Management, Bangalore. (listed in SSRN: <http://papers.ssrn.com/abstract=2123044>)
7. Gupta, Amit and Srinivasan, Vasanthi (2011) Suzlon Foundation: Engage, Empower, Sustain. Working Paper No. 345, Indian Institute of Management, Bangalore. (listed in SSRN: <http://papers.ssrn.com/abstract=2123039>)
8. Gupta, Amit and Srinivasan, Vasanthi (2011) When Principles pay: Tata Power Plant Mundra. Working Paper No. 346, Indian Institute of Management, Bangalore. (listed in SSRN: <http://ssrn.com/abstract=2123035>) (paper listed on SSRN's Top Ten download list for: SRPN: Biofuels (Topic), SRPN: CSR & Process Issues (Topic), Management Educator: Courses, Cases & Teaching eJournal and CSR & Management Practice eJournal).
9. Srinivasan, Vasanthi and Gupta, Amit (2011) Affirmative Action: The Tata Story. Working Paper No. 347, Indian Institute of Management, Bangalore. (listed in SSRN: <http://papers.ssrn.com/abstract=2123029>)
10. Gupta, Amit, Ramamoorthy, Nagarajan, and Kulkarni, Subodh P., (2005) Individualism-collectivism orientation and employee attitudes: A comparison of employees from India and Ireland. Working Paper No. 236, Indian Institute of Management, Bangalore. . (listed in SSRN: <http://ssrn.com/abstract=2147356>)
11. Chattopadhyay, Smita and Gupta, Amit (2005) The impact of life stages and career stages on employee job performance: A review. Working Paper No. 234, Indian Institute of Management, Bangalore. . (listed in SSRN: <http://ssrn.com/abstract=2150074>)
12. Gupta, A., Ramamoorthy, N., Sardesai, R. M., & Flood, P. C. (2003), Individualism / Collectivism and Attitudes towards Human Resource Systems: A Comparative Study of American, Irish and Indian MBA Students, Working Paper No. 212, Indian Institute of Management, Bangalore. (listed in SSRN: <http://ssrn.com/abstract=2159716>).
13. Madanmohan, T. R. and Gupta, A. (2003) Impact of Indian Science Academies: A community perspective, Working Paper No. 209, Indian Institute of Management, Bangalore.

14. Gupta, A. & Gannon, M. J. (2002) Effect of Service Climate on Service Quality: Test of a Model Using Hierarchical Linear Modeling. Working Paper No. 202, Indian Institute of Management, Bangalore, Bannerghatta Road, Bangalore – 560 076. (listed in SSRN: <http://ssrn.com/abstract=2160700>)
15. Gupta, A. & Gannon, M. J. (2002) Effect of Service Climate on Service Quality: Test of a Model Using Structural Equation Modeling. Working Paper No. 197, Indian Institute of Management, Bangalore, Bannerghatta Road, Bangalore – 560 076. (listed in SSRN:)
16. Gupta, A., Ramamoorthy, N., Taylor, M. S., & Premack, S., (2002) Antecedents of Met Expectations of Newcomers: A longitudinal Analysis. Working Paper No. 195, Indian Institute of Management, Bangalore, Bannerghatta Road, Bangalore – 560 076. . (listed in SSRN: <http://ssrn.com/abstract=2155146>)
17. Gupta, A., Taylor, M. S., Ramamoorthy, N., Premack, S., (1994) A Longitudinal Analysis of Factors Affecting Met Expectations. Working paper, Robert H. Smith School of Business, University of Maryland.

Other Publications

1. Nokia - Restructuring a Giant, Faculty Contributor: Amit Gupta, Associate Professor, IIMB, Student Contributors: Ankit Agarwal, Swati Jain, Amit Mantri, Vibhu Manya, Ashish Sahay tejas@iimb An IIMB MANAGEMENT REVIEW Initiative, (<http://tejas-iimb.org/articles/16.php>)
2. Samsung India Software Operations: On Verge of a Radical Shakeup, Faculty Contributor : Amit Gupta, Associate Professor IIMB, Student Contributors : Akhil Gupta, Maria Cheryl Fernandez, Pulkit Jain, T Srirathivarman and Tejas Dave tejas@iimb An IIMB MANAGEMENT REVIEW Initiative, (<http://tejas-iimb.org/articles/50.php>)
3. Insights from Complexity Theory: Understanding Organizations Better, Faculty Contributor: Amit Gupta, Associate Professor, Student Contributors: S. Anish, tejas@iimb An IIMB MANAGEMENT REVIEW Initiative, (<http://tejas-iimb.org/articles/12.php>)
4. Job stress and performance, Faculty Contributor: Amit Gupta, Associate Professor, Student Contributors: Rajesh Chandwani, tejas@iimb An IIMB MANAGEMENT REVIEW Initiative, (<http://tejas-iimb.org/articles/24.php>)

Doctoral Dissertaions

1. Shweta Agarwal, (MDI), Chair till Proposal Defense
2. Shelly Taneja, (MDI), Chair (Candidate left the program to emigrate to UK)
3. Manu Parashar, (IIMB), Member
4. Sunil Kumar Singh, (IIMB), Member

Management Development Programs (MDP's)

1. Sessions on “Organizational Culture” and “Organization Change Management” in SJVN Leadership for Changing Times MDP program, IIM Amritsar
2. Sessions in Atal Academy on “Altering Mindsets for Effective Teaching and Learning” and “Nuances of Assessment and Evaluation”, IIM Amritsar.
3. Session on ‘Leading change and organizational renewal’ in Leadership Development Program for IOCL Officers: Leading in the Next Normal, IIM Amritsar
4. Session on ‘Cultural DNA for successful organizations’ in Leadership Development Program for IOCL Officers: Leading in the Next Normal, IIM Amritsar
5. Session on ‘Cultural DNA for learning organizations’ in CBSE School Leadership program for Principals and Vice-Principals, IIM Amritsar
6. Designed and coordinated management development programs (MDP) at IIM Bangalore for Reliance Industries Limited, India; Toyota Kirlosker Motors, India; Roche Diagnostics India; Infosys BPO, India; Cognizant, India.
7. Taught in MDP's at IIM Bangalore in the areas of organization structures and processes, negotiations, conflict, power and politics in organizations, managing service organizations, organization change, organization culture, organization vision and values.

Organizational Service

1. January 2011 to date – Advisory Board, CEO Search India Pvt. Ltd., 10/2, 1st floor, Srinivasa Plaza, Varthur Main Road, Tubrahalli, Bangalore-560066 (www.ceosearchindia.in).
2. June 2008 to December 2010, Board Member, SAFAL (Skills Academy for Appropriate Livelihood-NGO), #80, 1st stage, Arekera Mico Layout, Bangalore 560 076.

Professional Service

1. Ad hoc reviewer for Vikalpa (IIM Ahmedabad), Vision (MDI), Journal of Advances in Management Research, Journal of Organizational Analysis.
2. Member, Editorial Board, Current Issues of Business and Law, published by International School of Law and Business, 58 Laisves Ave., LT-05120 Vilnius, Lithuania, Europe
3. Member, Review Board, Journal of Services Research (JSR), published by Institute for International Management and Technology (IIIMT), #336, Phase-IV, Udyog Vihar, Gurgaon, Haryana – 122001, India.
4. Examiner, NASSCOM Awards for Excellence in Gender Inclusivity, 2009.
5. Member, Editorial Advisory Board, Journal Pengurusan (Journal of Management), Universiti Kebangsaan Malaysia, from 1998 to 2001.

Consulting Activities

No.	Year	Project Title	Customer
1.	2021	HR Audit Compliance to PCMM Level 2 and 3 for SJVN Limited (IIM Amritsar).	SJVN Limited
2.	2006	Consulting Capabilities of Wipro (IIM Bangalore).	Corporate Human Resource Development, Wipro Limited, Doddakannelli, Sarjapur, Bangalore – 560 035, India
3.	2006	Study of Organizational Structure and Staffing Pattern of CCI (with Prof's. Subhashish Gupta, Abhoy K. Ojha, Deepak Sinha) (IIM Bangalore).	Competition Commission of India, 'B' Wing, HUDCO Vishala, 14, Bhikaji Cama Place, New Delhi-110 066, India
4.	2005	Study of a Matrix Organization (IIM Bangalore).	Olam International Limited, 9 Temasek Boulevard, Suntec Tower Two, Singapore – 038989
5.	2005	Outside/peer review of autonomous organizations under the Ministry of Health & Family Welfare, All India Institute of Speech & Hearing, Mysore, Karnataka (with Prof. Abhoy K. Ojha) (IIM Bangalore).	Pasteur Institute of India, Coonoor - 643 103, Nilgiris, Tamil Nadu, India
6.	2005	Outside/peer review of autonomous organizations under the Ministry of Health & Family Welfare, All India Institute of Speech & Hearing, Mysore, Karnataka (with Prof. Abhoy K. Ojha) (IIM Bangalore).	All India Institute of Speech and Hearing (AIISH), Manasa Gangotri, Mysore - 570 006, India
7.	2005	Re-evaluation of Strategic Objectives and Business Model of HMT (International) (with Prof. Abhoy K. Ojha) (IIM Bangalore).	HMT (International) Limited, HMT Bhavan, 59, Bellary Road, Bangalore – 560 032, India

8.	2003	Review of Organizational Structure, Grasim Industries Ltd., Haveri (with Prof. V. Anand Ram) (IIM Bangalore).	Grasim Industries Limited, Unit: Harihar Polyfibers (HPF) & Grasilene Division (GRD), P.O. Kumarapatnam, Dist. Haveri – 581 123, India
9.	2003	Evaluation of the operations at Aero India 2003 (with Prof. Abhoy K. Ojha) (IIM Bangalore).	Department of Defense Production and Supplies, Ministry of Defence, Government of India, New Delhi, India
10.	2003	Taj Campus Recruitment Process (with Prof. T. R. Madanmohan).	Indian Hotels Company Ltd., Mumbai, India
11.	2003	Technical Report on Program Management Structure of IFCOsDP (with Prof. T. R. Madanmohan) (IIM Bangalore).	Combat Vehicles Research and Development Establishment (CVRDE), Defence Research and Development Organization, Ministry of Defence, Government of India, Avadi, Chennai – 600 054, India
12.	2002	Leadership and Team Building (with Prof. C. Manohar Reddy) (IIM Bangalore).	Autoliv IFB India Pvt. Ltd., 16 Visveswaraiah Industrial Estate, Mahadevapura, Bangalore, India
13.	2002	Leadership and Change Management (with Prof. N. M. Agrawal) (IIM Bangalore).	Bharatiya Reserve Bank Note Mudran Limited, Mysore, India
14.	1999	Senior Management Program for Matlani Group, Indore, on Delegation in Organizations (with Prof. P. W. Khokle) (IIM Indore).	Matlani Group, 38 Patel Nagar, Indore – 452 001, India

Leadership and Managerial Experience

- I have a rich and varied managerial experience in both India and US.
- I was one of the earlier faculty members to join the newly established IIM Indore. I was involved (as part of a team of faculty members) in all facets of the management of the Institute.
- In US, my managerial experience has been with the Maryland Center for Quality and Productivity (an outreach arm of the University of Maryland College Park).

No.	Organization	Experience
1.	Indian Institute of Management Amritsar	<ul style="list-style-type: none"> • Dean Administration • Acting / Interim Dean • Procurement/Purchase Committee, Chair • Officers development and evaluation committee, Chair • Staff Development and evaluation committee, Chair • MBA Program Committee, Member • Ph.D. Program Committee, Member • MBA Analytics Committee, Member • MBA HRM Committee, Member • Admissions committee, Member • Faculty recruitment coordinator • Admission interview, panelist
2.	Wipro BPO Wipro, India	<ul style="list-style-type: none"> • Headed the Strategic Leadership Development Group leading a team of 13 people, reporting to VP, HR, WBPO. • Responsible for leadership and behavioral training at managerial level for Wipro BPO with 17,000 employees.

		<ul style="list-style-type: none"> • Successfully designed and launched a number of new programs and increased the coverage of training programs in WBPO.
3.	CHRD Wipro, India	<ul style="list-style-type: none"> • Internal consulting projects as part of the organizational development unit of CHRD Wipro.
4.	Indian Institute of Management, Indore, Rajendra Nagar, Indore 452 012, India	<ul style="list-style-type: none"> • I was intimately involved with all aspects of administrative processes of the newly setup IIM Indore. I was the Chair of the LAN, Library, Experiential Learning, and Research and Publication Committees. I was a member of the Admissions and Financial Aid, Institute Perspective Planning, MDP, Placement, and Estate committee.
5.	University of Maryland Center for Quality and Productivity (UMCQP) 4511 Knox Road, Suite 102, College Park, MD, 20740, USA	<ul style="list-style-type: none"> • Assisted in consulting in the areas of Total Quality Management, Strategic Planning, Organizational Performance Measurement, Employee and Customer Surveys, and Statistical Data Analysis. Assisted in conducting Executive Development workshops as part of consulting projects. • Administrator for the State Quality and Productivity Awards (similar to the Malcolm Baldrige National Quality Awards). Managed the Awards process in conjunction with the Offices of U. S. Senators (Maryland), the Department of Business and Economic Development (Maryland), and Maryland Chamber of Commerce. Also involved in arranging and managing the MCQP Annual Quality Conference.
6.	Hoechst India Limited, India, Hoechst Center, Andheri Kurla Road, Andheri (E), Mumbai, India	<ul style="list-style-type: none"> • Area Manager in the Veterinary Division and posted to Delhi and Pune • Involved with evaluating the customer and market response to a new feed supplement • Involved with the launch strategy for poultry vaccines • Assigned as Regional Manager, Seeds Division just before leaving organization.

Other Trainings/Courses Attended

- 58th Basic Yoga-Vedanta Course held by the Yoga-Vedanta Forest Academy in March-April 2008, The Divine Life Society, P.O. Shivanandanagar, Rishikesh, District Tehri-Garhwal, Uttarakhand - 249192.
- ISO 9000: Documentation Training, January, 1997.
- Values Technology: Introductory Workshop, August 1996, Values Technology, CA.

Scholarships

1989 – 90, Godrej and Boyce Manufacturing Company Ltd., Scholarship awarded by the Indian Institute of Management, Ahmedabad for academic performance in the second year of the two-year Post-Graduate Program in Management.