



Indian Institute of Management Kozhikode

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BRIEF DESCRIPTIVE BIO



K Unnikrishnan Nair [Fellow - IIM Ahmedabad, Doctoral Studies]
Professor (OB&HR Area) & Former ICCR Rotating Chair Professor
of Indian Studies, Friedrich Schiller University Jena, Germany
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K Unnikrishnan Nair is currently Professor of Organizational Behaviour at the Indian Institute of Management Kozhikode (IIMK), and former ICCR Rotating Chair Professor of Indian Studies, Friedrich Schiller University Jena, Germany. Obtaining doctoral degree from IIM Ahmedabad (IIMA; with multiple *Best Dissertation Proposal Awards*), he began his academic career in the Behavioral Sciences Group at IIM Calcutta (IIMC), later moving to IIM Kozhikode (IIMK). A graduate Mechanical Engineer from Kerala University (First Rank-Gold Medal) and a National Talent Search Scholar (NCERT, New Delhi), he was selected for B.Tech. at Indian Institute of Technology (IIT) Kharagpur, and had worked in front-line managerial positions in a reputed and large integrated steel plant prior to his doctoral studies.

Unnikrishnan's research on themes such as organizational learning, social enterprises, decision-making in ill-structured situations, and change management and postmodern trends has been published in refereed international journals such as *Journal of Research in Personality, Nonprofit Management and Leadership, Systems Research & Behavioral Science, Simulation & Gaming, Marketing Intelligence and Planning* and *IIMB Management Review*. His chapter on Cognitive Maps of Managers & Complex Problem Solving in the book *Organizational Cognition: Computation and Interpretation* (Eds. Z Shapira & T Land, NJ: Lawrence Erlbaum Associates) won the Best Research Paper Award of the *Association of Indian Management Schools (AIMS)* in 1998; and the paper titled: Learning about Learning Routines: Insights from the Indian Social Enterprise Sector, co-authored with Ms. Ankita Tandon won the [Emerald] Best Paper Award and Cash Prize of £500 at the 2nd Pan IIM World Management Conference, 5-8 Nov 2014, held at IIM Kozhikode. He has also been presenting refereed papers at the Annual Meetings of the US Academy of Management in Divisions such as Managerial and Organizational Cognition (MOC), Organization & Management Theory (OMT) and Management Consulting.

Enthusiastic about being a teacher, he has been teaching in the MBA, Executive MBA, Ph.D., and Executive Ph.D. programs with consistently good student feedback. Over the years, in addition to teaching regular course, he has also newly conceptualized, designed and taught Courses such as *Philosophy of Management* (Doctoral Level Core Course), *Leadership: Applied, Conceptual & Evolving (LACE)*, and *Management Consulting: Profession & Practice (MCPP)* (MBA Electives).

Besides academics, Unnikrishnan has been active in institution building, other responsible roles and social work since his student days, being the School Captain, elected Chairperson of College Students' Council, NCC Cadet in school, National Service Scheme (NSS) Volunteer in college, and a reader for the blind during his doctoral days, among others. At IIM Kozhikode he served as: Chairperson of its flagship Post Graduate Programme (PGP, i.e. MBA) and Publications & Research Dissemination; founder Chairperson of Organizational Behaviour & Human Resource (OBHR) Area, and Management Development Programmes (MDP); and founder Co-Chairperson of India's (and perhaps Asia-Pacific's) first Interactive Distance Learning (IDL) Programme, alongside a variety of other involvements, committee chair/memberships and roles. He has also served two tenures on the Board of Governors (BOG) of IIMK as a Member.

Unnikrishnan has also organized/taught-in a number of Management/Executive & Faculty Development Programmes for organizations such as: (i) *Corporate*: ABN-AMRO, Asianet, BEL, Cochin Shipyard, ECIL, ER&DC, Firstsource, GMR, HUL, JK, Kochi Refineries, L&T, Malabar Gold, Mankind Pharma, Mathrubhumi, MRPL, Reliance, SAP Labs and SBT; (ii) *NGO/Co-operative*: Socio Economic Unit Foundation and Vegetable & Fruit Promotion Council; (iii) *Defence*: Indian Army & Indian Naval Academy; (iv). *Educational*: Vice-Chancellors of Indian Universities, Faculty of TN & Kerala Veterinary & Animal Sciences University, TEQUIP Principals/Directors, and (v). *Government*: Senior Officers of the Indian Administrative (IAS), Police (IPS) and Forest (IFS) Services, on themes such as Organizational Leadership, Learning & Transformation; Change Management and Conflict Resolution. Most significantly, he had the good privilege to conduct/facilitate (rather than to 'teach!') an intensive session for the entire *Council of Ministers, Govt. of Kerala*, on the theme of *Building a Culture of High Performance*. Among his Consulting assignments have been the organizational re-structuring of Kerala Tourism Department (of God's Own Country fame), and top management strategy formulation retreat/workshop for Cochin Shipyard Ltd.

Born at the place where *Kathakali* originated (Kottarakara) and working at the place that triggered that beginning (Kozhikode), Unnikrishnan has interest in Classical Themes-Domains, Institutions, the Pope & the Vatican, the British Monarchy, Kerala Temples, Parliaments such as of India, UK & USA, and the Indian Armed Forces, and occasionally follows National-Global Events & Sports closely. He is married to Deepa, a Higher Secondary School Teacher, and they have a Son, Aalap Shankar Nair, currently in Class III.



CURRICULUM VITÆ¹

K Unnikrishnan Nair

Academic Career

Professor (Full)	Feb 2006 - Till Date (HAG Scale since Feb 2012)	Organizational Behaviour, IIMK
Associate Professor	Oct 2000 - 2006	Organizational Behaviour, IIM Kozhikode (IIMK)
Assistant Professor	Jun 1997 - 2000	Behavioural Sciences Group, IIM Calcutta (IIMC)
ICCR Rotating Chair Professor of Indian Studies	Nov 2017 - Apr 2018	Bereich Interkulturelle Wirtschaftskommunikation Friedrich-Schiller-Universität Jena, Germany

Industrial Career

Assistant Manager	1991-92, Steel Authority of India Ltd. (SAIL)
Junior Manager	1989-91, SAIL
Management Trainee (Technical)	1988-89, SAIL

Education, Awards & Scholarships

Doctoral Studies Mar 1997, *Fellow* IIM Ahmedabad (IIMA)

- Best Thesis Proposal Awards from:
 - Industrial Finance Corporation of India (IFCI), March 1996
 - Choudhury-Padmanabhan-Pant IIMA FPM Alumni Trust, March 1996.
- Fellowship for Doctoral Research from *PD Agarwal Foundation*.

Graduation May 88, B Tech. in Mechanical Engineering, Kerala University

- First Rank, *University Gold Medal*
- At **IIT Kharagpur**. Selected for B.Tech. following IIT-JEE '83, studied briefly, then shifted to Kerala University, owing to personal reasons.

Schooling Sainik (Military) School, Kazhakootam, Kerala

- *National Talent Search Scholarship* from NCERT, Oct 1981
- Topper in *School & Kerala State* in Class X and XII Exams of CBSE

Short Term Course Harvard Business School - Global Colloquium on Participant Centered Learning (2010-11)

Personal Details

Date of Birth :: 05 May 1966	Gender :: Male
Nationality :: Indian	Marital Status :: Married, One Son

Major Institution Building - Administrative - Leadership Roles & Responsibilities

▪ **AT IIM KOZHICODE**

Member	Board of Governors (BoG), Two Tenures: 2012-14 & 2006-08.
Member	Committee on Future Directions for IIMK, 2002-03.
Member	Faculty Advisory Committee (FAC), Jan 2013 – Jan 2014.
Member	Faculty Selection Committee (numerous occasions).
Chairperson	Post Graduate Programme (PGP; i.e. MBA), 2006-08 [Acting Chair: Apr-May 2002].
Chairperson	Management Development Programmes, 2001-03 (Founding).
Chairperson	Publications & Research Dissemination, 2005-07.
Chairperson	Organizational Behaviour & Human Resource Area, 2000-03 (Founding) & 05-07.
Jt. Coordinator	Interactive Distance Learning (IDL), 2001-02 (Founding).

¹ I have taken good care in preparing this entire document. The data presented is correct and factual, to the best of my belief and knowledge. However, if there are any errors, I would regret that, they c/would have crept in inadvertently, and I would rectify them if brought to my attention. [This document is still not complete, as some more data up-dation and inclusion remains to be done. Dt. 26 Jan 2023.]

Faculty Advisor SPIC MACAY, 2001-08 (Founding).

▪ **OUTSIDE IIM KOZHIKODE – IN SISTER IIMS & ELSEWHERE**

Member Board of Governors (Kerala Governor's Nominee), Govt. Engg. College, Kannur, 2011-'17.
Member Governing Council, Socio-Economic Unit Foundation (SEUF), a NGO, 2003-09.
Member Faculty Selection / Promotion Committees (2002-Till Date): IIT Kharagpur, IIM Calcutta, IIM Kozhikode, IIM Lucknow, IIM Trichy, IIM Raipur, IMT Dubai, and Kerala University & SMS CUSAT (Chancellor's Nominee).
Associate Editor *IIMB Management Review* (Elsevier; 2018-Till Date)
Member – Editorial/Manuscript Review Board/Panel: *Decision* (Springer; IIM Calcutta), July 2008 - Mar 2013; *IIMB Management Review* (Elsevier), May 2008 - Sep 2018; *IIMK Management & Society* (Sage), March 2011 - May 2015
Chairperson (Elected): College Students Council, 1987-88.
School Captain (Selected) : Sainik (Military) School, 1982-83.

Other Research/Academic Awards/Selections/Scholarships

Best Research Paper Award: 1. 2nd Pan IIM World Management Conference 2014 (Co-Authored)
2. Association of Indian Mgmt. Schools (AIMS), 1998.
Govt. of India Merit Certificate & Defense Minister's Trophy, Class XII CBSE Exam, 1983.
Lower Secondary School Scholarship, Govt. of Kerala, Apr 1974.

Significant Lectures/Addresses (International)

Invited Keynote Address (in Sri Lanka)

Nair, U. K. (2014). "Executive Learning, Education & Development: An Indian Scenario Scan." **Keynote Address.** 2nd HR Dialogue, Deptt. of HRM, Sri Jayewardenepura University, Sri Lanka, 29 Nov 2014. Video at: <http://mgt.sjp.ac.lk/hrm/2nd-hr-dialogue-2014/>

ICCR India Lecture (co-hosted by Indian Embassy in Berlin, Germany & FSU Jena, Germany)

Nair, U. K. (2018). 'Impressions on Leadership: Select Episodes from the Life of Mohandas K Gandhi.' The ICCR India Lecture, 20 Apr 2018, Friedrich-Schiller-Universität Jena, Germany.

Research-Publications, Doctoral Guidance & Editorial-Review Engagements

Refereed International Publications: Journal Articles / Book Chapters

Nair, U. K., Kumar, D.S. and Purani, K. (2022), "How well designed is your servicescape?", *Marketing Intelligence & Planning*, Vol. 40 (3): 388-407. <https://doi.org/10.1108/MIP-04-2021-0129>.

Tandon, A., & Nair, U. K. (2020). Understanding and managing learning in social enterprises: The role of implicit organizational boundaries. *Nonprofit Management & Leadership*. 31(2): 259-286. <https://doi.org/10.1002/nml.21429>

Nair, U. K., & Purani, K. (2018). KHL: Consulting for Managing Sales Force Attrition (A). *Asian Journal of Management Cases*. (<https://doi.org/10.1177/0972820118806399>) [Teaching Note available from the authors on request].

Nair, U. K., & Purani, K. (2018). KHL: Consulting for Managing Sales Force Attrition (B). *Asian Journal of Management Cases*. (<https://doi.org/10.1177/0972820118806434>). [Teaching Note available from the authors on request].

Nair, U. K., & Tandon, A. (2015). Boundary Objects and End User Engagement: Illustrations from the Social Enterprise Domain. In "*Boundary Spanning Elements and the Marketing Function in Organizations*," Sahadev, S., Purani, K., & Malhotra, N. (Eds.), pp. 137-160, Springer.

Nair, U. K. (2003). Middle Managers Score Fewer Goals and Make more Fouls: Findings from a Computerized Top Mgmt. Simulation. *Simulation & Gaming*, Vol. 34, No. 3, 387-408. [Special Issue on *Asian Experiences in Simulation & Gaming*]

Nair, U. K. (2001a). Adaptation to Creation: The Progress of Organizational Learning and Increasing Complexity of Learning Systems. *Behavioral Science and Systems Research*. Vol. 18, 505-521.

Nair, U. K. (2001b). Cognitive maps of managers and complex problem solving. In Z. Shapira and T. Land (Eds.), *Organizational Cognition: Computation and Interpretation*, Ch. 10, pp. 211-239. Series

Editors: J. P. Walsh & A. P. Brief, New Jersey: Lawrence Erlbaum. [Won the Best Research Paper Award, *Assn. of Indian Mgmt. Schools*, 1998]

Nair, U. K., & Ramnarayan, S. (2000). Individual Differences in Need for Cognition and Complex Problem Solving. *Journal of Research in Personality*, 34, 2, 305-328.

Ramnarayan, S., & Nair, U. K. (1999). Fostering Organizational Learning Process: Evidence from an R&D Organization. *Journal of Euro-Asian Mgmt.*, 5, 2, 113-142.

Nair, U. K. (1996). Managerial Implications of Postmodernism. *IIMB Management Review*, 8 (3 & 4): 65-73.

Papers-Presentations - Refereed International Conferences

Annual Meeting of US Academy of Management

Azeez, N., Nair, U.K., & Jeyavelu, S. (2018). 'Factors Influencing Co-worker's Attribution of Workplace Romance Motives,' Academy of Management Proceedings, Vol. 2018, No. 1. 78th Annual Meeting of US Academy of Management, Chicago, August 10-14.

Tandon, A., & Nair, U. K. (2015). Organizational learning in social enterprises: Navigating implicit and dynamic boundaries. 75th Annual Meeting of US Academy of Management, Vancouver, Aug 7-11 (OMT Division).

Tandon, A., & Nair, U. K. (2015). Enactment of knowledge brokering: Agents, roles, processes and the impact of immersion. 75th Annual Meeting of US Academy of Mgmt., Vancouver, Aug 7-11 (MOC Division).

Nair, U. K., & Chatterjee, D. (2014). Documenting Organizational Culture: Not just a Top-Down or Bottom-Up Act. Management Consulting Division Paper. 74th Annual Meeting of US Academy of Management, Philadelphia, Aug 1-5 (Management Consulting Division).

Nair, U. K. (2006). Diminishing Marginal Utility of the "Next Attribute": Cognitive Complexity & Complex Decisions. In the MOC Division, *Annual Meeting of the US Academy of Management*, Atlanta, August 11-16 (MOC Division).

Other Refereed International/National Conferences

Desai, A., & Nair, U. K. (2022). Socio-cultural motivators and leadership traits of the Indian rural woman entrepreneur. 7th Biennial Conference of INDAM (Indian Academy of Management), 7-9 January 2022, IIM Rohtak.

Kumar, V S., & Nair, U. K. (2018). Idiosyncratic Deals (I-Deals) - A Literature Review. 32nd Annual Conference of British Academy of Management, Bristol Business School.

Tandon, A., & Nair, U. K. (2014). Learning about learning routines: Insights from the Indian social enterprise sector. 2nd PAN IIM World Management Conference, IIM Kozhikode, Nov 5-8. **Emerald Best Research Paper Award** [& Cash Prize of GBP 500].

Purani, K., & Nair, U. K. (2009). Project Zero-D : Managing Sales Force Attrition at Karnavati Healthcare Limited. *Annual Meeting of the North American Case Research Association* (NACRA), Santa Cruz, California, October 29-31 [Purani participated].

Das, H., & Nair, U. K. (2007). Attitudes of Indian MBAs toward Unions: Some Correlates and Implications. *South East Decision Sciences Institute Conference*, Savannah, Georgia, February. [Das participated].

Nair, U. K. (2001d). Middle managers score less goals and make more fouls: Musings from a Computer simulated top management game. Selected in the refereed section, Annual Meeting of *Australian & New Zealand Association of Management (ANZAM)*, Dec. 5-8, 2001 at Auckland. [Couldn't participate - funding constraints. Later published in *Simulation & Gaming*.]

Nair, U. K. (1998). Cognitive Maps of Managers and Complex Problem Solving. *Int. Conf. on Managerial & Orgn'l. Cognition*, Stern School of Business, NYU, May. [Couldn't participate - funding constraints, but the paper was presented by the organizers and then selected to be a Chapter in the Book edited by T.Lant & Z. Shapira].

Nair, U. K. (1996). "Ethical Dilemmas of Managers: Moral Reasoning and Teaching Ethics." *Int. Conf. on Mgmt. & Business*, McGill Univ. & Lahore Univ. of Mgmt. Sciences, at Lahore, June 3-5, 1996. [Couldn't participate as Pakistan denied Visa, waiting till the last day of travel].

Das, H., Chhokar, J., & Nair, U. K. (2005). "Preparing For Global Business Careers: Findings From India" Conference on *Post Globalization: Higher Education Institutions Facing the Knowledge Society*, Veracruz, Mexico, July. [Das & Chhokar participated].

Presentations in Other Conferences

Nair, U. K. (1999). "Organizing and Organizations in the New Millennium: Some Prospects and Problems". National Convention on *Managing in the New Millennium*. Quilon Management Association, Quilon, Dec. 11-12.

Nair, U. K. (1998). "Doctoral Research in Mgmt. in India and Indian Industry: In Search of Firm Moorings." Seminar on *Doctoral Edn. in Mgmt.* IIM Ahmedabad, Mar 20-21.

Nair, U. K. (1987). "Fluidics: Gateway to Low Cost Automation." *National Seminar on R&D in Mech. Engg.* (NSME '87), REC Calicut, Best Paper Award.

Nair, U. K. (1987). "Low Cost Houses." *South Indian Regional Workshop on Appropriate Technology for Rural Development*, REC Calicut, Best Overall Performance Award.

Book Reviews in Refereed National Journals

Nair, U. K. (2006). "CHaNGE management: Altering mindsets in a global context" by V Nilakant and S Ramnarayan, Book Review, *Vikalpa*, September.

Nair, U. K. (2001c). "Leadership: Myths and Realities" by Robert J. Allio. Book Review, *The IIMB Management Review*, 13, 1: 119-120.

Nair, U. K. (2000a). "Cognition within and between organizations" by J. R. Meindel, C. Stubbart & J. F. Porac (Eds.). Book Review, *IIMB Management Review*, 12, 3, 108-110.

Nair, U. K. (2000b). "Managing organ'l. processes: The individual, enterprise, nation and beyond" by Gouranga P. Chattopadhyay. Book Review, *Decision*, 27(1): 158-61.

Nair, U. K. (1995). "Post-industrial Lives: Roles and Relationships in the 21st Century" by J. Hage and C. Powers. Book Review, *Vikalpa*, 20, 1, 84-86.

Articles in Business / Popular Periodicals

Nair, U. K. (2002). Surfing the virtual workplace. *The Hindu Business Line*, Mon, 22 July.

Nair, U. K. (2001e). Setting new rules for the managers of tomorrow. *The Hindu Business Line*, Thursday, 29 November, p.8.

Nair, U. K. (1997). How does your organization learn? *Transactions*. Vol. 5, 1&2.

Invited Reviewer / Referee Assignments

Asian Journal of Management Cases, 2019

Decision (Springer), 2000, 02, 03 & 05, 15 (On Manuscript Rev. Board, Jul 2008 – Mar 2013).

IIMB Mgmt. Review (Elsevier), 2005, 07, 08, 10, 12, 13, 15 & 16 (On Ed. Rev. Panel since 2008).

IIM Kozhikode Society and Management Review, 2016

Indore Management Journal (IIM Indore), 2010

International Journal of Organizational Analysis (Emerald), 2012, 13.

Journal of Indian Business Research (Emerald), 2012

Journal of Research in Personality, 2016

Management Consulting Division, US Academy of Management Annual Conference 2014

Managerial & Organizational Cognition Interest Group [MOCIG] / MOC Division, US Academy of Management Annual Conference, 1999 & 2000.

National Science Foundation (NSF), USA, 2004.

Nonprofit Management and Leadership, 2021

Organization & Management Theory [OMT] Division, US Academy of Management Annual Conference, 1998, 99, 2000 & 06.

Pearson Education (Singapore, Book Manuscript), 2005.
Psychological Reports, Ammons Scientific, 2008
Sage India (Book Manuscript), 2003.
South Asian Journal of Human Resources Management (Sage), 2015
Systems Research and Behavioral Science (Wiley), 2002.
Vikalpa: The Journal for Decision Makers, 2018

Doctoral Research – Dissertation Related Works

Chair: Dissertation Advisory Committee – Full Time Ph.D. Candidates @ IIM Kozhikode

- ⇒ **Ms. Rona Elizabeth Kurian** (Batch 13), Reached Dissertation stage.
- ⇒ **Mr. Vijay Kumar S** (Batch 09), Dissertation on I-Deals getting ready; reached near completion.
- ⇒ **Dr. Neetha Azeez** (Batch 05), Graduated, March 2018: “How co-workers make sense of romance at work: Examining an attribution model of workplace romance motives.”
- ⇒ **Dr. Ms. Ankita Tandon** (Batch 02), Graduated, March 2014: “Boundary conceptions, knowledge brokering and enabling processes: A study of organizational learning in social enterprises” (Now Faculty @ International Management Institute (IMI), New Delhi).

Chair: Dissertation Advisory Committee – Practice Track Ph.D. Candidates @ IIM Kozhikode

- ⇒ **Brigadier Gagan Deep Sigh Baath** (Batch 02), Reaching Dissertation Proposal Stage
- ⇒ **Mr. Riishi Riitambhar** (Batch 01), Reached Dissertation Proposal stage.

Member: Dissertation Advisory Committee – Full Time Ph.D. Candidates @ IIM Kozhikode

- **Mr. Swaraj Kumar Dey** (Batch 13). Economics Area. Reaching Dissertation Proposal stage.
- **Ms. Geethika Raj** (Batch 13), OBHR Area. Reaching Dissertation Proposal Stage.
- **Mr. Reddy Sai Shiva Jayanth** (Batch 10), Economics Area. Awaiting dissertation defence.
- **Ms. Aditi Sharma** (Batch 10), Marketing Area. Awaiting dissertation defence.
- **Dr. Mr. Parimal Kumar** (Batch 09), Graduated, March 2022: “Avatar's Smile in Online Service Encounters”.
- **Dr. Ms. Ranjitha G P** (Batch 08), Graduated: “Consumption as a Mechanism to Compensate the Loss of Ownership of Self among Women after Marriage: A Life Transition Perspective” (Now Faculty at IIM Nagpur, Marketing Area).
- **Dr. Mr. Subin Sudheer** (Batch 04), Graduated: “Understanding Customer Motivations to Share Rumors in the Marketplace” (Now Faculty at IIM Indore, Marketing Area).
- **Dr. Mr. V Mukundhan** (Batch 03), Graduated, March 2015: “An Inter-Organizational Imitation Perspective To FDI-Based Entry Mode Choices Of Emerging Market Firms And Their Impact On Performance” (Now Faculty at IIM Trichy, Strategy Area).
- **Dr. Mr. Jayashankar Ramanathan** (Batch 01), Graduated, March 2014: “Consumer Evaluation of Brand Extensions: Good to Service and Service to Good” (Now Faculty at IIM Vishakhapatnam, Marketing Area).
- **Dr. Mr. Deepak S Kumar** (Batch 01), Graduated, March 2014: “Modeling Visual Servicescape Aesthetics and Consumer Response Relationships” (Now Faculty at IIM Kozhikode, Marketing Area).

Member: Dissertation Advisory Committee – Practice Track Ph.D. Candidates @ IIM Kozhikode

- **Mr. Abhishek Amal Sanyal** (Batch 02), Strategy Area. Presented the Dissertation Proposal.
- **Mr. Aniket Bhanu** (Batch 02), Finance & Accounting Area. Reaching Dissertation Proposal Stage.

- **Ms. Smitha Balakrishnan** (Batch 01), OBHR Area, Reached dissertation stage.
- **Mr. Hari S Nair** (Batch 01), Marketing Area, Reached Dissertation Stage.

Dissertation Examiner – External to IIM Kozhikode

- ⇒ **IIM Lucknow**: Title: "*Nurturing Good Soldiers: The Military Way: Understanding OCB and How it is Effectuated In the Context of the Indian Armed Forces*". Candidate: Anonymous, Oct 2020.
- ⇒ **IIM Calcutta**: Title: "*Meaningfulness of Work under Multilevel Identity Interactions: Case of Organisational and Occupational identities at a Uniformed Service Organisation*". Candidate: Ms. Himanshi Rajora, Aug 2020.
- ⇒ **IIM Calcutta**: Title: "*Relationship of Workplace Inclusion with Personal Dispositional Factors and Job Satisfaction: A Study of Persons with Disabilities in India*". Candidate: Mr. Amit Jain, Feb 2019.
- ⇒ **IIM Ahmedabad**: Title: "*Beauty Service Work as Dirty Work: Understanding Employees' Lived Experiences*". Candidate: Ms. Avina Mendonca, Dec 2017.
- ⇒ **CUSAT**: Title: "*Innovative Human Resource practices and selected HR outcomes in software firms in Kerala*". Candidate: Mr. Binoy Joseph, 2012. (School of Management Studies, Cochin University of Science & Technology).
- ⇒ **IIM Calcutta**: Title: "*Effects of Slack, Different Strategy Dimensions and Organicity on Innovation Performance in Indian Manufacturing Organizations*". Candidate: Ms. Roma Puri, Dec 2008.
- ⇒ **IIM Calcutta**: Title: "*Collaborative Technology Use: A Multilevel Theory and Empirical Demonstration*". Candidate: Ms. Priya Seetharaman, Feb 2007.
- ⇒ **IIM Bangalore**: Title: "*Integrating Causal Patterns with Business Processes: An Object Oriented Approach*". Candidate: Mr. Parag U Kosalge, March 2002.
- ⇒ **IIM Calcutta**: Title: "*Top Management Teams and Organizational Performance: The Moderating Role of Differentiation & Integration Processes and Managerial Discretion*". Ms. Nandini S, 2000.

Dissertation Proposal Advisor

- ⇒ One of the Dissertation Proposal Advisors of Ms. Madhushree Nanda Aggarwal at IIM Calcutta, 1999-2000.

Pre-Doctoral Dissertation Advisor

- ⇒ Ms. Ankita Tandon, IIM Kozhikode, 2009-10

Doctoral Student Faculty Advisor

- ⇒ Ms. Aparna Venugopal, IIM Kozhikode, 2011-12
- ⇒ Ph.D. PT Batch 03 – OBHR Area Students, 2021-22.

Teaching

Doctoral Level - @ IIM Kozhikode

- **Organization Theory & Its Research Methods**: 2009, 10, 14, 15, 21 & 22 (*New Course Designed by me* in 2009 at IIMK) – Core Course for Ph.D. Students in OB&HR Area.
- **Organizational Change & Transformation: Theories, Applications and Consulting for Change**: 2016 - Core Course for Ph.D. Students in OB&HR Area
- **Philosophy of Management I**: 2007, 10, 11 (*New Course Designed by me* in 2007); Core Course for All Ph.D. Students at IIM Kozhikode
- **Philosophy of Management II**: Oct 2007, 10, 11. (*New Course Designed by me* in 2007) - Core Course for All Ph.D. Students at IIM Kozhikode

- **Philosophy of Management:** Above two Courses I & II re-designed and offered: 2017, 18, 19 and 20, Core Course for All Ph.D. Students at IIM Kozhikode
- **Organization Theory & Its Research Methods:** 2021 & 22 (Practice Track Ph.D.) – Core Course for Ph.D. Students in OB&HR Area.
- **Organization Theory & Organizational Behaviour:** 2021, 22 (for Practice Track Ph.D.)

IIM Calcutta

- Communication skills for Teaching & Research in Mgmt: 1998 & 2000
- Research Methods I: 1999
- Organization Theory: 1999

PGP (MBA) Level: First Year Core Courses

IIM Kozhikode

- Leadership & Change Management: 2022-23
- Organizational Behaviour II (Orgn. Theory & Design): 1999, 2000, 01, 02, 10, 11 & 12 [At IIMK, OB II was taught as a separate, specific course for the First Time in Oct-Dec 1999, with my design]
- Organizational Behaviour I (Micro OB): 2005, 06, 16
- Organizational Behaviour: 2021

IIM Calcutta

- Behavioural Sciences II (Orgn. Theory & Design): 1997, 98 & 99
- Behavioural Sciences I (Micro OB): 1998 & 2000

PGP (MBA) Level: Second Year Elective Courses

IIM Kozhikode

- Management Consulting: Profession & Practice [MCPPE]: 2013, 14, 15, 16 (*New Course Designed by Me* in 2012-13).
- Leadership: Applied, Conceptual & Evolving [LACE]: 2011 (*New Course Designed by Me* in 2011-12)
- Leadership: Inspiration, Dilemmas & Action [LIDA]: 2002, 04, 05, 06, 07, 09, 2017, 18, 19 & 2020.
- Organization Change & Development: 2003 & 04
- Sales & Distribution Management: 2001 & 02 (Guest Appearance)
- Supply Chain Management: 2002 (Guest Appearance)
- Marketing Strategy: 2003 (Guest Appearance)

IIM Calcutta

- Orgnl. Leadership: Inspiration, Dilemmas & Action [OLIDA]: 1998
- Organization Theory: 1998
- Organizational Decision Making: 1998 (*New Course Designed by Me*)
- Business Modeling Through Systems Dynamics: 2000 (Guest Session)

Executive PGP (MBA) Level Courses

IIM Kozhikode – Kochi Campus

- Organizational Behaviour I, ePGP 01 Batch, 2013 (Core Course: New/First Design)
- Managing (Organizational) Change & Transformation: ePGP 02 Batch, 2015 (Elective Course), 16, 18, 19, 20 & 2022.

IIM Kozhikode – Satellite Based Real Time Interactive Executive MBA

- History & Evolution of Mgmt. Thought: eMEP 01, 02, 03 & 05 Batches
- Research Methods: eMEP 01, 02 & 03 Batches
- Managerial Effectiveness: eMEP 01 Batch
- Organization Structure & Processes: eMEP 01 & 02 Batches
- Organization Design & Development: eMEP 01 & 02 Batches
- Personality at Work: eMEP 02 Batch
- Interpersonal & Group Effectiveness: eMEP 02 Batch
- Individual & Group Effectiveness: eMEP 03 Batch
- Organization Theory, Design & Development: eMEP 03 Batch
- Organizational Behaviour I: eMEP 04, 05, 06 & 07 Batch
- Contemporary Issues in Mgmt. eMEP 06, 08, 09 Batches (Co-Instructor)

IIM Calcutta

- Organization Structure & Administration: 1997
- Behavioural Sciences I (Micro OB): 1998 & 99.

Institution Building, Academic Administration & Committee Work [At/For IIM Kozhikode]

Sl. No.	Nature of Committee/Function	Nature of Involvement	Period/Years
1	IIMK Board of Governors (BOG)	Member	2012-14; 2006-08
2	Faculty Advisory Committee (FAC)	Member	2012/13-14
3	Post Graduate Programme (PGP)	Chairperson	2006-07, 07-08
		Acting Chairperson	Apr-Jun 2002
4	Mgmt. Development Programmes (MDP)	Chairperson (Founding)	2001-02, 02-03
5	Publications & Research Dissemination (P&RD)	Chairperson	2005-06, 06-07
		Member	2007-08
6	Interactive Distance Learning (IDL)	Jt. Coordinator (Founding)	2001-02
7	OB-HR Area	Chairperson (Founding)	2000-01, 01-02, 02-03, 05-06, 06-07
8	Committee on Perspective Plan for Doctoral Programme at IIMK	Chairperson	2004
9	Discussion Paper on Doctoral Programme at IIMK (for IIMK Faculty Council)	Sole Author	2003
10	Horizons (Annual Seminar of IIMK)	Faculty Advisor	2001, 02 & 03
11	SPICMACAY (Society for Promotion of Indian Culture, Music & Arts Among Youth)	Faculty Advisor (Founding)	2001-02, 02-03, 03-04, 04-05, 05-06, 06-07, 07-08
12	Post Doctoral Research Committee	Member	2010-11
13	Committee on Differentially Paced PGP	Member	2010 (Com. of 2 Members)
14	Committee on Common Grading Policies	Member	2009 (Com. of 2 Members)
15	IIMK Vision Formulation Committee	Member	2006-07
16	FPM (Doctoral) Programme Committee	Member	2006-07
17	OBC Report Committee (for GOI)	Member	2006-07
18	Need Based Scholarship Committee	Member	2006-07, 07-08
19	Disciplinary Committee	Chairperson (Ex Officio)	2007-08
		Member (Ex Officio)	2006-07
20	PGP Review Committee	Member	2005-06
21	Faculty Work Norms Committee	Member	2005
22	Admissions Committee	Member	2000-01, 2005-06
23	Committee on Future Directions for IIMK	Member	2002-03

24	Library & Information Systems Committee	Member	2000-01, 01-02, 02-03, 03-04, 04-05, 05-06, 06-07, 07-08
25	CAT: Test Construction	Team Member Contributing Questions	Once A Few Times
25	CAT: Test Conduct	Venue Coordinator	2002, 03, 04, 05, 06, 07 & 08
26	CAT: Interview Panels PGP	Member	99 & 2000 (for IIMK, while working at IIM Calcutta), 01, 02, 03, 04, 05, 06, 07, 08 & 09, 14, 15, 16****, 20, 21, 22.
27	FPM: Interview Panels	Member	2008, 10, 15, 16**** 22
28	IIMK Faculty Selection: Interview Committees	Member	Number of Occasions as Req'd.
29	Staff Selection Committees	Member/Chair	Occasionally (When Extremely Essential)
30	Restructuring Academic Areas at IIM Kozhikode – A Study/Proposal	With Dr. Sunil Sahadev	2001-02
31	Compilation and Reporting of Data for various B-School Ranking Surveys	With Dr. Saji Gopinath	2001-03 ²
32	Supporting Students in their Social Service Group (SSG) Activities		Occasionally
33	Informal Counseling of (needy-approaching) Students		Occasionally
34	Appearing in / Addressing Press Conferences for IIMK: With or on behalf of the then Director Prof. AH Kalro		On a Few Occasions During 2001-03.

Executive Development/Training

Coordination & Conduct of Institutional Open Programmes

IIM KOZHIKODE

Programme Title	Date	Role	Notes
<i>Becoming & Being Leaders: A Programme for Young – Leaders in the Making.</i>	Oct 2012 Jan 2012 Sep 2005	Programme Co-ordinator & Lead Facilitator	--
<i>Leading Organization Change, Transformation & Rejuvenation</i>	Feb 2005	-Do-	With Professor Krishna Kumar, Director, IIMK
<i>Leadership & Team Building</i>	Nov 2001 May 2001	-Do-	--

IIM CALCUTTA

<i>Effective Leadership & Conflict Resolution</i>	Aug 2000	Programme Jt. Co-ordinator & Instructor	For IFS (Forest) Officers with Prof. BN Shrivastava
<i>Managing Change in Organizations</i>	Nov 1998	-Do-	For IAS Officers with Prof. V. Jha

² Academic Year 2002-03 was the first time that IIMK participated in any B-School ranking ever (for the work carried out and achievements earned during AY 2001-02). The decision to participate in the 2002 “Best B-Schools” ranking by *Business Today* (arguably seen as the best and most comprehensive b-schools survey in India in those days) was very consciously and carefully taken by the Faculty Council chaired by the then Director Prof. A. H. Kalro. The data form was hand-filled by me, sitting in Prof. Saji Gopinath’s faculty room, and with good support and inputs from Prof. Kalro. **AND**, giving extreme joy (with humility) to the **IIMK** Community, we were **ranked Fifth!** The punchline in *Business Today*’s evaluation of IIMK is noteworthy: “The youngest among the IIMs, it survives on rented infrastructure. But innovative teaching methodology sees it through” (p. 56). The description for IIM Indore, IIMK’s same age cousin for its 7th Rank read: “Another young IIM, it managed to rake up the highest average salary in what was otherwise a bad year for B-Schools.” (p. 56). The subtle difference in the essence of these two descriptions for IIMK and IIMI also might be noted. The top 10 in this ranking were: IIMB (1), IIMC (2), IIML (3), NITIE (4), IIMK (5), MDI (6), IIMI (7), SJSOM-IITB (8), SP Jain (9) & IIFT (10). IIMA did not participate. [Source: *Business Today*. (2002). The Best B-Schools in India. August 4, pp. 45-87; & THE TOP TEN, p. 56.]. This ranking formed a significant milestone in the morale and further evolution of IIMK.

Coordination & Conduct of Institutionally Approved In-Company Programmes

SWOT Analysis: Top Mgmt. Team of Satyam Computers – Banking & Financial Services Unit

Organizational Effectiveness Through Team Synergy: Journalists & Senior Managers of Mathrubhumi (Leading Newspaper)

Training Needs Assessment: Senior/Top Mgrs. of Socio Economic Unit Foundation [SEUF, A NGO in the field of Sanitation, Water Mgmt. & Women Welfare]

Leadership & Teambuilding: Senior Managers, Kochi Refineries (with IIMK Faculty)

Leadership & Teambuilding: Front-line/Middle Level Mgrs. of Vegetable & Fruits Promotion Council, Keralam [VFPCK; A Semi-Governmental Organization in the field of Co-operative Farm Products Marketing at the grass-root level]

Topics/Themes Handled in Various Training Programmes




- Change Management: Future Challenges & Options
- Dealing with Complexity in the Change Process
- Dealing with Resistance & Skepticism to/of Change
- Interpersonal Influence/ Effectiveness
- Issues of Organizational Change in Building & Leading Library & Information Services
- Leadership Personality & Styles
- Leadership: Myths, Meaning & Reality
- Leading Strategic Change for Organizations in the Social Dev. Sector
- Managing Organizational Culture, Learning & Transformation
- Managing Stress & Work-Family Balance
- Organizational Issues in New Product Development
- Organizational Renewal & New Leadership Role
- Sales Force Motivation & Leadership
- Systems Thinking – Building Blocks of Learning Organizations
- Systems Thinking for Competing Successfully
- Teamwork – Synergy, Roles & Processes
- Vision, Dreams, Illusion & Reality (Don Quixote)
- Building a Culture of High Performance in the Government (For the **Kerala Cabinet – Council of Ministers**)
- Competition & Collaboration
- Conflicts Resolution
- Decision Making
- Deconstructing Leadership Notions
- Emerging Forms of Organizations
- Giving & Receiving Feedback
- Group Dynamics
- IT & Organizational Change
- Leading Change: The Big Bang Way
- Leading Change: The Planned Way
- Leading Organizational Change
- Managerial Effectiveness
- Managing Sales Force Attrition
- Negotiation Strategies
- Organizational Innovativeness
- Persuasive Communication
- Postmodern Leadership
- Project Management Organization
- Reconstructing Leadership
- TQM: A Systems View
- Change Management: Power & Influence (Simulation)


Faculty Development/Training

Topics/Themes Handled in Various Programmes

- Simulation & Gaming (For Teachers & Researchers)
- Managing Organizational Change & Transformation
- Beer Game (with Profs. SS & SG)
- Doing Complex Simulations in the Classroom
- Leadership – Definition & Styles
- Individual & Group Dynamics
- Dilemmas of a Case Teacher
- Change Management: Power & Influence (Simulation)
- Leadership in Technical Educational Institutions: Setting the Agenda
- Strategy Implementation
- Evolution of Mgmt. Thought
- Academic Publishing
- Postmodern Mgmt.
- Team Building
- On Teaching Ethics
- Introduction to Case Method
- The Student & The Teacher: The Classroom Dynamics

Consulting Assignments

-  *Strategic Retreat – Process Workshop for Top Management of Cochin Shipyard Ltd. (with Prof. Abhilash S Nair: June 2016)*
-  *Marketing Strategies & Organizational Development Towards Oushadhi Vision 2020 (with Prof. Rajesh S Upadhyayula and Prof. Keyoor Purani; 2016)*
-  *Culture Document for Arbitron Technology Services India (with Prof. Debabrata Chatterjee), Oct 2013. IIM Kozhikode.*

-  *Restructuring the Kerala Tourism Department* [of God's Own Country!]. Oct 2003. IIM Kozhikode.
- *Restructuring the National Test House* (with Prof. N Ramachandran & Prof. Bani K Sinha). Sep 2000. IIM Calcutta.

End