

RAM KUMAR KAKANI

PERSONAL INFORMATION:

Present Address:

XLRI Xavier School of Management, Circuit House Area (East),
Jamshedpur- 831001, India

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✉ kakani@xlri.ac.in

EDUCATIONAL BACKGROUND:

- ◆ Doctorate in Management, Fellow Program in Management, Indian Institute of Management (IIM) Calcutta, India, 2002, Finance & Control
- ◆ B. Tech., A. U. College of Engineering, Andhra University, Visakhapatnam, India, 1992.

ACADEMIC EXPERIENCE (including Training Institutes):

<i>Associate Dean, Virtual Interactive Learning (VIL),</i>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2004-06 and 2016- Present
<i>Professor (Finance & Strategic Management Area)</i>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2015- Present
<i>Director, National Center for Leadership Development & Competency Assessment (NC-LDCA)</i>	Lal Bahadur Shastri National Academy of Administration (LBSNAA), this society was earlier part of National Institute of Administrative Research (NIAR), Mussoorie, 2012 – 2015
<i>Professor (Management & Public Administration Area)</i>	Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, 2012 – 2015
<i>ICCR Chair Professor (Management Area)</i>	Lagos Business School (LBS), Lagos, Nigeria, August – December 2013 (sabbatical at LBSNAA Mussoorie)
<i>Associate Professor (Finance & Strategic Management Area)</i>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2008 – 2012
<i>Professor (Finance & Strategic Management Area)</i>	S P Jain Center of Management (SPJCM), Singapore, 2006 – 2008 (sabbatical at XLRI Jamshedpur)
<i>Associate Professor (Finance & Strategic Management Area)</i>	Xavier Labour Relations Institute (XLRI), Dubai & Jamshedpur, 2005 – 2006
<i>Assistant Professor (Finance & Strategic Management Area)</i>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2001 – 2005
<i>Research Scholar (Finance Area)</i>	Copenhagen Business School (CBS), Copenhagen, Denmark, 2000
<i>Teaching/Research Assistant (Finance & Economics Area)</i>	Indian Institute of Management (IIM), Calcutta, 1998 – 2000

COURSES TAUGHT IN MBA PROGRAMS:

↓ Institute	Course →	Corporate Valuation	Financial Accounting	Financial Management	Strategic Management
IIM Calcutta		—	—	—	2013
IIM Kozhikode		—	—	2005-06	—
SPJCM Dubai-Singapore		2006-08	—	2007, 2012	2007
SPJIMR Mumbai		2013	—	—	—
XLRI Jamshedpur		2015-16	2004-06, 2008-12 and 2015-17	2001-05 and 2008-13	2003 and 2008-11

TRAINING PROGRAMS FOR WORKING EXECUTIVES (shortened list):

- ❖ *Leadership Workshop* for District Education Officers of Orissa organized by the Directorate of Teacher Education and [SCERT](#) at Puri (2016)
- ❖ *Hospital Management Workshop* for Senior Doctors at Meril Academy, Vapi (2015)
- ❖ *Leadership and Management Workshop* for GIZ-IDEA delegates from Afghanistan at Delhi (2015)
- ❖ *Systemic Risks in Financial Markets* for 21st Joint Civil Military (JCM) Group on National Security (2014)
- ❖ *Leadership Skills* for Senior Managers at Nigeria for Sterling Bank Plc. and IPF (2013)
- ❖ *Leadership Effectiveness* for the GIZ GmbH, India Office at Delhi (2013)
- ❖ *Land Acquisition: Case Experiences* for mid-level IAS officers at LBSNAA (2010-13)
- ❖ *Holding Company & Organization Structure* for Mubarakheh Steel, Iran at XLRI (2012)
- ❖ *Management* (Certificate Program) for Vedanta, at Balco (2012)
- ❖ *Future Leaders* (Certificate Program) for XLRI (2011)
- ❖ *Strategic Management* for Senior Managers for XLRI at Shimla, Bengaluru, etc. (2003-11)
- ❖ *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)
- ❖ *Financial Management* for XLRI and XLRI-AIT Dubai (2007-12)
- ❖ *Finance for Non-Finance Executives* (Certificate Program) for XLRI (2003-12)

INVITED RESEARCH SEMINARS / KEY NOTE PRESENTATIONS:

- ❖ Workshop on “Leading with Passion and Purpose: Serving People by Leading Self and Purpose” under the Leadership Development Programme for IAS Officers, by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), Feb. 2014 and Jul. 2015 (New Delhi, India)
- ❖ Workshop on “Mid-Career Training Programme for IAS Officers, Phase III”, Apr. 2013 (New Delhi, India)
- ❖ Workshop on “Innovation Lab” under the Human Capacity Development Programme, GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), Nov. 2012 (Bonn, Germany)
- ❖ “Competency-based Human Resource Management for the Civil Services” at the 2nd National Conference as part of the UNDP PIIA Project, 2012 (New Delhi)
- ❖ “Role of Indian Administrative Services in Promoting Responsible Leadership” at the National Convention on Responsible Leadership, Nov. 2012 (XLRI, Jamshedpur)
- ❖ Session Discussant on “Political Relationship Index”, with Madhavi Sethi and Karthik Bakshi, at the 1st International Conference on Emerging Economies – Governance, Institutional Change and Best Practices, Jan. 2012 (SIIB Pune: India)
- ❖ “Public Sector Trainer’s Forum (PSTF) Conference”, GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), Oct. 2012 (South Africa)
- ❖ Workshop on “Making Transformations Happen- Strengthening Change Agents in their Leadership Development”, by GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit), Oct. 2012 (New Delhi, India)
- ❖ Workshop on “Difference & Diversity: Chance or Danger” for Theme Centered Interaction by **National Centre for Livelihood Management** at **LBSNAA**, Aug. 2012 (Mussoorie, Uttarakhand, India).

- ❖ Invited as Guest Speaker to Officer Trainees at the **RCVP Noronha Academy of Administration and Management**, Madhya Pradesh for the Foundation Course for Officer Trainees of All India Services and Central Services in 2012.

AWARDS, GRANTS, AND ACADEMIC HONORS (shortened list):

- ❖ Selected as the Paper setter by Jharkhand Public Service Commission for the 4th combined Civil Services Examination held in 2012.
- ❖ Honored for reviewing the Developmental Challenges in Naxal Affected Areas in Jharkhand by LBSNAA, Mussoorie in 2013
- ❖ Invited Visiting Faculty to teach Corporate Valuation at S.P. Jain, Mumbai in 2013.
- ❖ Selected as Officer In-charge of the MCTP Cell with designation- Professor of Public Administration, at the LBSNAA, Mussoorie in 2013.
- ❖ Offered Appointment as the Indian Council of Cultural Relations (ICCR) Chair Professor of Management for one semester at the Lagos Business School (LBS), Abuja, Nigeria in 2012.
- ❖ Invited Visiting Faculty to the 2nd National Convention for “Sharing Case Studies on Responsible Leadership” at the XLRI, Jamshedpur in 2012.
- ❖ Master of Ceremony for “Government in the 21st Century Leadership Development in Civil Services” by National Institute of Administrative Research (NIAR) at the **Lal Bahadur Shastri National Academy of Administration (LBSNAA)**, Mussoorie in 2012.
- ❖ Master of Ceremonies, at the **Lal Bahadur Shastri National Academy of Administration (LBSNAA)**, Mussoorie as part of their 112th Induction Training Program for IAS Officers in 2012.
- ❖ Selected as the Head, Leadership Development Centre, at the **Lal Bahadur Shastri National Academy of Administration (LBSNAA)**, Mussoorie in 2012.
- ❖ Invited Visiting Faculty to teach “Environment, Organization and Strategy” to the **IIMC PGPEX Students** in 2012.
- ❖ Cumulative co-authored text book sales are above 150,000 copies (as of 2015).
- ❖ Cumulative co-authored international Ivey case sales are above 25,000 copies. (As of 2015).
- ❖ Ranked in Top 1% Authors on the **Social Science Research Network (SSRN)** from 2007-13
 - 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.
- ❖ The “Best Young Teacher Award” for the year 2004-05 at the 17th Annual Management Convention, of the **Association of Indian Management Schools (AIMS)**, Hyderabad, 2005.
- ❖ ‘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 in 1999.

INTERNATIONAL TRAVEL EXPERIENCE:

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|-----------------------|---------------------|------------------------|
| 1. China & Hong Kong | 5. Germany | 9. Maldives |
| 2. Denmark (resident) | 6. India (resident) | 10. Nepal |
| 3. Ethiopia | 7. Japan | 11. Netherlands |
| 4. France | 8. Malaysia | 12. Nigeria (resident) |

13. Singapore (resident)
14. Sweden
15. Thailand

16. U.A.E (resident)
17. U.K

18. U.S.A.

RESEARCH INTERESTS:

“Analysis of Organizations w.r.t. issues under the *realm of Finance-Strategy-Performance Trilogy*”

BOOK PUBLICATIONS (shortened list):

- ❖ Ramachandran, N and Ram Kumar Kakani. *Financial Accounting for Management*. 4th Edition, **McGraw Hill Higher Education**, 2016 [ISBN: 978-93-85965-66-1].
- ❖ Kakani, Ram Kumar, Santosh Sangem and Madhvi Shethi. *Indian Business Group: Strategy and Performance*. **Cambridge University Press India**, 2015 [ISBN: 978-9-38-446337-3].
- ❖ Ross, Stephen A., Randolph W. Westerfield, Jeffrey Jaffe, and Ram Kumar Kakani. *Corporate Finance*, Special Indian Edition, 10th Edition, **McGraw Hill Higher Education**, 2014 [ISBN: 9789339203122].
- ❖ Ramachandran, N and Ram Kumar Kakani. *Finance Made Easy Series (Box Set)*, 3rd Edition, **McGraw Hill Education**, 2013 [ISBN: 9789332901421].
- ❖ Kumar, Mukesh and Ram Kumar Kakani. *The Telecommunications Revolution: Mobile Value Added Services in India*, **Social Science Press**, 2012 [ISBN: 978-8-18-735861-9].
- ❖ Saha, Biswatosh, Parthasarathi Banerjee and Ram Kumar Kakani. *Strategic Thinking: Explorations around Conflict and Cooperation*, **Sage Publications**, 2011 [ISBN: 978-8-13-210690-6].
- ❖ Ramachandran, N and Ram Kumar Kakani. *Financial Accounting for Management*. 3rd Edition, **McGraw Hill Higher Education**, 2011 [ISBN: 978-0-07-133341-2].

INTERNATIONAL CASE PUBLICATIONS (shortened list):

- ❖ Kakani, Ram Kumar, “*Samrira International: Dilemma of the Next Stage*”. **The Case Centre**, CASE - Reference no. 314-040-1; 2014.
- ❖ Kakani, Ram Kumar, Vasudha Singhania & Martin Stack, “*Lehman Brothers’ Fall*”. Richard Ivey School of Business: **Ivey Case Publishing**, Case 9B12B005; May, 2012.
- ❖ Kakani, Ram Kumar & Munish Thakur, “*Barings Private Equity Partners Limited: Banking Services for the Poor in Bangladesh*”. Richard Ivey School of Business: **Ivey Case Publishing**, Case 9B09MB092; Aug. 2009.
 - ◆ Translated to *Chinese Language*, **Ivey Case Publishing**, Case 9B09MB092; Feb. 2013.

NATIONAL CASE PUBLICATIONS:

- ❖ Kakani, Ram Kumar and Basant Purohit, “*Revisiting Gandhigiri for Managerial Skills*”. **XLRI Case Development Center (XLCDC)**, Case XLRI151518; 2015

REFEREED RESEARCH PUBLICATIONS: JOURNAL ARTICLES (shortened list):

- ❖ Chakraborty, Sandip and Ram Kumar Kakani, “*Institutional Investment, Equity Volume and Volatility Spillover: Causalities and Asymmetries*”, *Journal of International Finance Markets, Institutions & Money*, Vol. 44, pp. 1-20, Sep. 2016.
- ❖ Jain, Ankur and Ram Kumar Kakani, “*Applying Population Dynamics Theory to Entrepreneurial Survival Strategy: The Case of Financial Technologies and its Promoter*”, *Jindal Journal of Business Research*, **Sage Publications**, Vol. I(I), pp. 65-86, Jul. 2012.
- ❖ Saha, Biswatosh and Ram Kumar Kakani, “*Knowledge, Power and Action: Towards an Understanding of Implementation Failures in a Government Scheme*”, *AI & Society*, Springer Verlag London Publication, Vol. 21 (1-2), pp. 72-92, Jan. 2007.

Updated October 2016

- ❖ Kakani, Ram Kumar and N Ramachandran, “[Have diversified groups failed to generate value in developing countries too?](#)”, *General Management Review*, Vol. III (2), pp. 38-46, Jul. 2001.
- ❖ Kakani, Ram Kumar and V Nagi Reddy, “[Econometric analysis of the capital structure determinants](#)”, *Decision*, Vol. 23 (1), pp. 73-98, Jan. 1996.

REFEERED PUBLICATIONS: BOOK CHAPTERS/SERIES ARTICLES (shortened list):

- ❖ Kumar, Mukesh and Ram Kumar Kakani, “[Indian mVAS Industry](#)”, in ‘[India, Science & Technology Report 2011](#)’ by CSIR-NISTADS, Foundation Books, Cambridge University Press India Private Limited, New Delhi, pp. T3-186-189, 2012.
- ❖ Kakani, Ram Kumar, Tata L Raghu Ram and Nutan Shashi Tigga, “[Insights into land acquisition experiences of private businesses in India](#)”, in ‘[India Infrastructure Report 2009](#)’, Oxford University Press (OUP), New Delhi, pp. 135-142, 2009.
- ❖ Tata, Raghu Ram L and Ram Kumar Kakani, “[Framework for evaluation of land acquisitions in India: Sustainable development perspective](#)”, in ‘[India Infrastructure Report 2009](#)’, Oxford University Press (OUP), New Delhi, pp. 90-96, 2009.

RESEARCH MONOGRAPHS EDITED/PUBLISHED:

- ❖ Kakani, Ram Kumar, Biswatosh Saha & V Nagi Reddy, “[Determinants of financial performance of Indian corporate sector in the post-liberalization era: An exploratory study](#)”, *NSE Research Initiative Paper No. 5, National Stock Exchange of India*, Nov. 2001.

PUBLISHED THESIS:

- ❖ Kakani, Ram Kumar, “Financial Performance and Diversification Strategy of Indian Business Groups,” *Doctoral Dissertation, IIM Calcutta*, 2002 by LAP Lambert Academic Publishing: Germany, 2010, [ISBN: 978-3-83-837732-0].

CASES, CASELETS, GAMES, AND MIMIOS (excluding those included/listed elsewhere)

- ❖ Area: Management Accounting (comprehensive), ‘Business Standard’ Newspaper (2015, 2016)
- ❖ Area: Corporate Finance, Pink Elephant Fitness- Financial Report Analysis Quiz (2016)
- ❖ Area: Strategy and Control, Balanced Scorecard of a Training Division at the LBSNAA (2013)
- ❖ Area: Financial Accounting, Jay Ram Sweets – only for the one with XL tooth (2010)
- ❖ Area: Resource Based Strategy, House of Tatas (2007)
- ❖ Area: Corporate Finance, ‘The Financial Times’ Newspaper (2007)
- ❖ Area: Corporate Strategy, Jeffrey’s Brandt Group (2002)
- ❖ Area: Capital Markets, Understanding Markets - Game (2002)
- ❖ Area: Value Drivers, A New Framework (2000)

CONSULTANCY/REVIEW REPORTS (shortened list):

- ❖ “*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 upcoming **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 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

INDUSTRY EXPERIENCE (shortened list):

- ❖ **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 engaged in the operations of a section of coke ovens & bye product plant over rotating shifts.
- ❖ **Engineers India Limited**, Delhi, India (1992)
Job Profile: *Management Trainee (Technical)*. On the job training in process equipment designing and commissioning department

COMPANY TRAINING PROGRAMS LIST (shortened list):

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|--------------------------|----------------------------|----------------------------|
| 1. Aditya Birla Nuovo | 8. HCL | 15. NHPC |
| 2. Apollo Tyres | 9. Himalaya Drugs | 16. NTPC |
| 3. Balco (Vedanta Group) | 10. Hughes Escorts Comm. | 17. Meril Life Sciences |
| 4. BSNL | 11. Indian Oil Corporation | 18. Punjab National Bank |
| 5. CESC | 12. Ispat Industries | 19. Reliance Communication |
| 6. Coca Cola India | 13. Jet Airways | 20. Tata Steel |
| 7. GIZ Germany-India | 14. Kirloskar Brothers | 21. WNS Global Services |

REFERENCES:

- ❖ Shri K S Srinivas, IAS, Joint Secretary, Ministry of Agriculture, Government of India
Email: shashi290165@gmail.com
- ❖ Dr Martin Stack, Professor, Helzberg School of Mgmt., Rockhurst University, Kansas, U.S.A.
Email: martin.stack@rockhurst.edu
- ❖ Mr D Rama Rao, Fund Manager, Fund Manager, Abu Dhabi Investment Authority.
Email: dr Raoim@gmail.com
- ❖ Shri Padamvir Singh, Ex-Director, Lal Bahadur Shastri National Academy of Administration (LBSNAA).
Email: padamvir.singh@gmail.com
- ❖ Dr Vijay Sethi, Professor, Nanyang Business School, Nanyang Tech. University, Singapore.
Email: avsethi@ntu.edu.sg
- ❖ Dr P Venugopal, Professor, XLRI School of Management, Jamshedpur, India.
Email: pingali@xlri.ac.in
- ❖ Dr. Christine Bigdon, Director, Competence in Motion, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, GIZ India.
Email: christine.bigdon@giz.de