

RAM KUMAR KAKANI

PERSONAL INFORMATION:

Address:

[Indian Institute of Management Kozhikode](#), IIMK Campus PO, Kozhikode, PIN 673570, INDIA ✉ ramkumarkakani@gmail.com

Other Contacts:

Other Personal Information: Indian, Male, 49 years, Married, with children

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 (VIL), 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 (LBSNAA), Mussoorie, 2013
<i>Chairperson (Finance Area)</i>	S P Jain Center of Management (SPJCM), Singapore, 2006 – 2008
<i>Associate Dean</i>	Virtual Interactive Learning (VIL), XLRI Xavier Institute of Management, Jamshedpur, 2004 – 2006
<i>Chairperson (Strategic Management Area)</i>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2004 – 2006

ACADEMIC EXPERIENCE (including Training Institutes):

<i>Professor</i>	Indian Institute of Management (IIM), Kozhikode, 2019 – Present
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	❖ AACSB & AMBA accredited management school; consistently ranks within top 10 in India
<i>Professor</i>	XLRI Xavier Institute of Management (XLRI), 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 (LBSNAA), Mussoorie, 2012 – 2015
	❖ India’s apex public administration and public policy research and training institute
<i>ICCR Chair Professor</i>	Lagos Business School (LBS), 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>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2005 – 2006 and 2008 – 2012
<i>Professor</i>	S P Jain Center of Management (SPJCM), 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>	Xavier Labour Relations Institute (XLRI), Jamshedpur, 2001 – 2005

Note:

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

⌘ At LBSNAA – part of both **Management & Public Administration** Areas. ⌘ At XLRI – part of **Finance**. Also allied to **Strategic Management** Area.

ALLIED EXPERIENCE:

<i>Research Scholar (Finance Area)</i>	Copenhagen Business School (CBS), Copenhagen, Denmark, 2000
<i>Teaching/Research Assistant (Finance & Control and Economics Areas)</i>	Indian Institute of Management (IIM), 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*

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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.

❖ **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:

- ◆ Cumulative co-authored textbook sales are above **400,000 copies** (as of 2020).
- ◆ *Regular Leadership trainer* at India's premier public administrative training institutions including LBSNAA Mussoorie and SVPNPA Hyderabad (2012-20)
- ◆ Google Scholar all **Citations** count: 410+ (as of 2020)
- ◆ 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 (2010-20).
- ◆ 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 17th 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:

Course → ↓ Institute	<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>
IIM Calcutta	—	—	—	—	2012-13
IIM Indore	—	—	—	—	2000-01
IIM Kozhikode	—	—	2019-20	2005-06, 2019	—
IIM Ranchi	—	—	2011-12	—	—
LBS Nigeria*	—	2013	—	—	2013
SPJCM Singapore	—	2006-08	—	2007	2007
SPJIMR Mumbai	—	2013	—	—	—
XIM Bhubaneswar	—	—	—	—	2012
XLRI Jamshedpur	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 for MBA (Business Management) Programme at 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 taught *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:

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

↓ Training Module / Course	Institute →	Institutes	Year
<i>Land Acquisition, Public Administration Module for Phase I Programme to probationary IAS officers (3 hours module)</i>		LBSNAA	2013-14
<i>Leadership Module for Foundation Course to entry-level IAS & other ICS officers (21 hours module, co-created with M/s CCL USA)</i>		LBSNAA and SVPNPA	2013-19
<i>Leadership Module for Phase I Programme to probationary IAS, IFoS, IPS & IRS officers (16 hours module, co-created with M/s GIZ Germany)</i>		IGNFA, LBSNAA, NADT and SVPNPA	2014-18
<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	2014-20
<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>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 1-2 years breaks in-between for an institute

Course Director for Training Programs for Working Executives:

- ◆ 21st 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)
- ◆ *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)

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- ◆ *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)
- ◆ *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)

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)

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- ◆ *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:

- ◆ *Annual Report Analysis* at XLRI-Jamshedpur Executive Certificate in Accounting and Auditing (2018)
- ◆ *Holding Company & Organization Structure* for Mubarekeh 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):

- ◆ *'Techniques and Strategies for Postmillennial Educators'* workshop: KAHM Unity Women's College, 2020 (Manjeri: Kerala)
- ◆ *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:

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

RESEARCH INTERESTS:

In early research (1997-2000), I skated the intersection between corporate finance, corporate strategy, and financial analysis, brought forth by empirical work of the Indian business groups. It was found that Indian business group's product diversification was negatively related to their profitability and shareholder value. Apart from co-authoring books and keeping them abreast of developments in those domains, case studies were also taken up (2001-13). Moving on, research interests embraced capital market anomalies, corporate governance, and developmental issues of public interest (2003-14) and thus, I ended up learning on topical topics such as land acquisitions, microfinance, mobile value-added services, and review of a government schemes.

Going forward, I would focus learning & research interests on issues under the realm of 'Leadership within Public Spaces' with large scale social impact; such as Public Administration & Leadership linkages. Currently, I do real-life case studies by shadowing public administration leaders; also creating database about civil servants for empirical research in the long-run.

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 Sills module facilitator by LBSNAA & GIZ May 2014 (Mussoorie, India)
- ❖ Participated in *Case Writing Workshop* by **Richard Ivey School of Business**, Feb. 2014 (Mussoorie, India)
- ❖ 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)

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- ❖ 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).

BOOK PUBLICATIONS:

- Ramachandran, N and Ram Kumar Kakani. [Financial Accounting for Management](#). 5th Edition, **McGraw Hill Series**, 2020 [ISBN: 978-93-89811-73-5 (Print) & ISBN: 978-93-89811-74-2 (E-book)].
- Ross, Stephen A. Ross, Randolph W. Westerfield, Jeffrey Jaffe, Bradford D. Jordan, and Ram Kumar Kakani: [Corporate Finance](#), 11/e (SIE), **McGraw Hill Education**, 2018 [ISBN: 978-93-5260-745-7].
- Ramachandran, N and Ram Kumar Kakani. [Financial Accounting for Management](#). 4th Edition, **McGraw Hill Series**, Tata McGraw Hill 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 Irwin**, McGraw Hill Higher Education, 2014 [ISBN: 978-9-33-920312-2].
- Ramachandran, N and Ram Kumar Kakani. [Finance Made Easy Series \(Box Set\)](#). **McGraw Hill Professional**, 2013 [ISBN: 978-9-33-290142-1].
- Ramachandran, N and Ram Kumar Kakani. [How to Analyze Financial Statements. Finance Made Easy Series](#). 2nd Edition, **McGraw Hill Professional**, 2013 [ISBN: 978-9-35-134485-8].
- Ramachandran, N and Ram Kumar Kakani. [How to Read a Cash Flow Statement. Finance Made Easy Series](#). 2nd Edition **McGraw Hill Professional**, 2013 [ISBN: 978-9-35-134301-1].
- Ramachandran, N and Ram Kumar Kakani. [How to Read a Profit & Loss Statement. Finance Made Easy Series](#). 2nd Edition **McGraw Hill Professional**, 2013 [ISBN: 978-9-35-134299-1].
- Ramachandran, N and Ram Kumar Kakani. [How to Read a Balance Sheet. Finance Made Easy Series](#). 2nd Edition **McGraw Hill Professional**, 2013 [ISBN: 978-1-25-902843-4].

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- 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].
- Ramachandran, N and Ram Kumar Kakani. [*How to Analyze Financial Statements. Finance Made Easy Series*](#), **Tata McGraw Hill Professional**, 2011 [ISBN: 978-0-07-070715-3].
- Kakani, Ram Kumar. [*Financial Performance and Corporate Strategy of Indian Business Groups: A Study & Synthesis*](#), **LAP Lambert Academic Publishing: Germany**, 2010 [ISBN: 978-3-8383-7732-0].
- Ramachandran, N and Ram Kumar Kakani. [*How to Read a Cash Flow Statement. Finance Made Easy Series*](#), **Tata McGraw Hill Professional**, 2010 [ISBN: 978-0-07-068071-5].
- Ramachandran, N and Ram Kumar Kakani. [*How to Read a Profit & Loss Statement. Finance Made Easy Series*](#), **Tata McGraw Hill Professional**, 2010 [ISBN: 978-0-07-068019-7].
- Ramachandran, N and Ram Kumar Kakani. [*How to Read a Balance Sheet. Finance Made Easy Series*](#), **Tata McGraw Hill Professional**, 2009 [ISBN: 978-0-07-014775-1].
- Ross, Stephen A., Randolph W. Westerfield, Jeffrey Jaffe, and Ram Kumar Kakani. [*Corporate Finance*](#). Special Indian Edition, 8th Edition, **McGraw Hill Irwin**, Tata McGraw Hill Higher Education, 2009 [ISBN: 978-0-07-009124-5].
- Ramachandran, N and Ram Kumar Kakani. *Financial Accounting for Management: Workbook*. **McGraw Hill Series**, Tata McGraw Hill Education, 2009 [ISBN: 978-0-07-014695-2].
- Ramachandran, N and Ram Kumar Kakani. [*Financial Accounting for Management*](#). 2nd Edition, **McGraw Hill Series**, Tata McGraw Hill Education, 2007 [ISBN: 978-0-07-066691-7].
- Ramachandran, N and Ram Kumar Kakani. [*Financial Accounting for Management*](#). 1st Edition, **McGraw Hill Series**, Tata McGraw Hill Publications, 2005 [ISBN: 978-0-07-060053-8].

INTERNATIONAL CASE PUBLICATIONS

- ❖ Hanish, Mohammed A., Ram Kumar Kakani and Gaurav M. Marathe. "[Can Rakesh Acquire Land for a Factory? A Stakeholder Approach](#)." In **SAGE Business Cases**. SAGE Publications Ltd., 2020. 10.4135/9781529706611

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- ❖ Balasubramanian, Girish, Gaurav M. Marathe and Ram K. Kakani. "[Conflict Management by a Police Leader](#)." In **SAGE Business Cases**. SAGE Publications Ltd., 2020. 10.4135/9781529701210.
- ❖ Kakani, Ram Kumar, Santosh Sangem & Karunanidhy Thavaseelan, "[Creating a Customized Balanced Scorecard: Assessing and Optimizing Processes and Practices](#)". **Journal: SAGE Business Cases**, SBC-18-0040; 2019 [ISBN: 9781526465924].
- ❖ Kakani, Ram Kumar & Gaurav Marathe, "[A Day in the Life of a District Magistrate](#)". **Journal: SAGE Business Cases**, SBC-17-0041; 2018 [ISBN: 9781526437310].
- ❖ Marathe, Gaurav & Ram Kumar Kakani, "[Sense-Making Framework for Effective Leadership](#)". **Journal: SAGE Business Cases**, SBC-17-0021; 2018 [ISBN: 9781526436184].
- ❖ Kakani, Ram Kumar & Monika Verma, "[The Himalayan Challenge: Scale or Fail?](#)". **Journal of Critical Incidents**, Volume 10; Fall 2017
- ❖ Kakani, Ram Kumar "[Samrira International: Dilemma of the Next Stage](#)". The Case Centre, **LBS Case Reference # 314-040-1**; Feb. 2014 (assisted by Kingsley Ejiofor)
- ❖ Kakani, Ram Kumar, Vasudha Singhanian & Martin Stack, "[Lehman Brothers' Fall](#)". Richard Ivey School of Business: **Ivey Case Publishing**, Case 9B12B005; May 2012
- ❖ Kakani, Ram Kumar, Santosh Sangem & Siddhartha Saran, "[Silverline Technologies Limited, Fall of an IT Giant: A Case of 'Careless Carefulness' or 'Careful Carelessness'?](#)". **The Case Center**, European Case Clearing House (ECCH) Case Reference # 111-044-1, DVD # 111-044-3; Aug. 2011
- ❖ 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:

- ❖ Gaurav Marathe & Ram Kumar Kakani (2020) [Recognizing Innate Transformational Traits in Public Administrative Services: Are We Doing Right?](#), **International Journal of Public Administration**, 43:7, 587-598, DOI: [10.1080/01900692.2019.1644518](#)
- ❖ Gupta, Vishal, Sanjeev Chopra, & Ram Kumar Kakani. [Leadership competencies for effective public administration: a study of Indian Administrative Service officers](#). **Journal of Asian Public Policy**, 11(1), 98-120, 2018.

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- ❖ Chakraborty, Sandip, Ram Kumar Kakani and Bernadette C. Canasa. "[Impact of International Outsourcing on Domestic Wage of Singapore Manufacturing Sector](#)." **International Journal of Economics and Finance**, 9(6): 82-97, 2017.
- ❖ 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.
- ❖ Kakani, Ram Kumar and Shyam Sundar, "[Profiting from Technical Analysis in Indian equity markets: Using moving averages](#)", *Finance India*, Vol. XXIV (3), pp. 867-883, Sep. 2010.
- ❖ Kakani, Ram Kumar and Biswatosh Saha, "[The development elite and institutions of the local poor: Experiences from a development NGO in India](#)", *The Innovation Journal: The Public Sector Innovation Journal*, Vol. 12 (2), pp. 1-24, Oct. 2007.
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- ❖ 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.
- ❖ Kakani, Ram Kumar and Pranabesh Ray, "[Managerial remuneration in India – Of changing guidelines, fatter pay packets, and incentives to performance](#)", *Management and Accounting Research*, Vol. 6 (3), pp. 107-130, Jan. 2003.
- ❖ Venugopal, P and Ram Kumar Kakani, "[Management education: A framework for grading](#)", *Management and Labour Studies*, Vol. 27 (3), pp. 177-188, Jul. 2002.
- ❖ 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, "[The determinants of capital structure: An econometric analysis](#)", *Finance India*, Vol. XIII (1), pp. 51-69, Mar. 1999 (Also, IIM Calcutta WPS – 333/98, Mar. 1998).
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- ❖ Sridev, R and Ram Kumar Kakani, "[Telecom sector: Achieving sustainable corporate growth](#)", *Decision*, Vol. 23 (4), pp. 137-148, Dec. 1996. (Also, IIM Calcutta WPS – 328/98, Feb. 1998)
- ❖ Kakani, Ram Kumar and V Nagi Reddy, "[Econometric analysis of the capital structure determinants](#)", *Decision*, Vol. 23 (1), pp. 73-98, Jan. 1996.

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- ❖ 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. (Also, XLRI WP 08-11, 2008)
- ❖ 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. (Also, XLRI WP 08-12, 2008)
- ❖ Kakani, Ram Kumar, “[An alternative perspective on the recent bull run in Indian equity markets](#)”, in *‘India’s Capital Markets: Trends and Reforms’*, ICAFI professional reference book, ICAFI University Press, 2007.
- ❖ Saha, Biswatosh and Ram Kumar Kakani, “[Power, public administration and poverty: An enquiry into implementation of rural employment program in India](#)”, in *‘The Role of Public Administration in Alleviating Poverty and Improving Governance’*, Asian Development Bank, Philippines, 2006.
- ❖ Kakani, Ram Kumar and Pranabesh Ray, “[CEO remuneration - issues](#)”, in *‘CEO Pay Packages in the Global Economy – Issues and Perspectives’*, ICAFI University Press, 2005.
- ❖ Kakani, Ram Kumar “[Does ownership pattern influence value](#)”, in *‘Boards and Governance – The New Agenda’*, ICAFI University Press, 2003.
- ❖ Kakani, Ram Kumar and Pranabesh Ray, “[The burning issue of pay Vs performance](#)”, in *‘Boards and Governance – The New Agenda’*, ICAFI University Press, 2003.
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- ❖ Kakani, Ram Kumar, K M Rajesh and Satish K Sehgal, “[Power sector analysis](#)”, in *‘Managing Global Competitiveness: What Indian Companies Should Do’*, edited by A K Sengupta & A Gupta, Excel Books, 2002.

REFEERED RESEARCH PUBLICATIONS: PROCEEDINGS:

- ❖ “The Relationship between Auditor Tenure, Compensation, and Audit Quality: Evidence from India Prior to Impending Mandatory Rotations” with L Emily Hickman and Nemiraja Jadyappa, [2020 Impact The Future Conference](#) of the **American Accounting Association (AAA)**, Apr. 2020 (Los Angeles: USA)
- ❖ “Gaining meaningfulness but losing meaning: Inquiry into the meaning of work of Indian community health workers” with Gaurav Marathe, Aadarsh Das, Manjeet Kumar, Nitin Kulkarni and Nelson D’Silva, [36th European Group for Organizational Studies \(EGOS\) Colloquium](#), Jul. 2019 (Edinburgh: UK)

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- ❖ “Developing Transformational Public Administrative Leaders: Are We On Right Track?” with Gaurav Marathi and Swathi Dhir, [21st International Research Society on Public Management Conference](#), Nov. 2016 (Budapest: Hungary)
- ❖ “Preparing Indian Administrative Service Officers for Public Service: A Competency-Based Approach” with Sanjeev Chopra and Vishal Gupta, 2016 Annual meeting of the **Academy Of Management (AOM)**, Aug. 2016 (Anaheim: USA)
- ❖ “Identifying Business-Political Connections and their Determinants in India”, with Vivek Kumar and Munish Thakur, 2013 SMS Special Conference on "Strategic Leadership: An Emerging Markets Perspective" of the **Strategic Management Society (SMS)**, Dec. 2013 (Mohali: India)
- ❖ [Guest speaker, “Strategic leadership education: Developing a sustainable frame work for leadership education”](#) *Murtala Muhammed Foundation (MMF) Conference*, Sep. 2013 (Lagos: Nigeria)
- ❖ “Going beyond compliance to gain social consent to operate: Framework for Land Acquisitions in India”, with Tata L Raghu Ram, 2009 Annual meeting of the **Academy Of Management (AOM)**, Aug. 2009 (Chicago: USA)
- ❖ “Ethics and the globalization of health care”, with Martin Stack and Myles Gartland, 2009 AIB-Midwest Annual conference of the **Academy of International Business (AIB)** organized by Midwest Business Administration Association (MBAA) International, Mar. 2009 (Chicago: USA)
- ❖ “[Power, public administration and poverty: An enquiry into implementation of rural employment program in India](#)”, with Biswatosh Saha, 2nd Annual conference of the **Network of Asia-Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG)** organized by ADB, Dec. 2005 (CNSA, Beijing: China).
- ❖ “Managerial remuneration in India – Regulatory guidelines and performance incentives”, with Pranabesh Ray, at the **International Academy of Business & Public Administration Disciplines (IABPAD)** Spring Conference, May 2004 (Tunica: USA)
- ❖ “The dark side of product diversification in business groups: Long run evidence from India”, at the 4th **International Business & Economics Research (IBER)** Conference, Oct. 2002 (Las Vegas: USA)

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- ❖ 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.

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- ❖ Chopra, Sanjeev, Ram Kumar Kakani and Vishal Gupta, “[Preparing IAS officer trainees for the role of district magistrate: A competency-based approach](#)” (Aug. 2014), Indian Institute of Management (IIM) Ahmedabad Working Paper Series, WP2014-07-02.
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- ❖ Kakani, Ram Kumar and P Jackson Fernandez, "[Value added services: Emerging partnerships.](#)", **Voice and Data**, May 2007.
- ❖ Kakani, Ram Kumar and Ashis K Pani, "Understanding technology in education", IL&FS Focus, **Education World**, pp. 30, Mar. 2005
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- ❖ Kakani, Ram Kumar, "Managing risk", **Ramanujam Management Review**, pp. 2-4, Nov. 1997

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- ❖ "[Bigger fool theory at work](#)" **The Business Standard** Dated 23 Jun-2007
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- ❖ The high cost of underperformance, **The Telegraph**, 7 September 2002
- ❖ [“CEO remuneration – II: Issue of pay Vs Performance”](#) **The Hindu Business Line** Dated 14 Aug-2002
- ❖ [“CEO remuneration – I: The burning issue”](#) **The Hindu Business Line** Dated 13 Aug-2002
- ❖ “Scandinavian Experiences – Where the State and the people complement each other” **Financial Express**, Dated 5 Oct. 2001
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- ❖ [“Milestones in Financial Management \(Part II\)”](#) **The Hindu Business Line** Dated 02-Jul-2001
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- ❖ Kakani, Ram Kumar, “Financial Performance and Diversification Strategy of Indian Business Groups,” *Doctoral Dissertation*, **IIM Calcutta**, 2002 published by **Cambridge University Press India**, 2015 [ISBN: 978-9-38-446337-3]

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- ❖ Area: Annual Report Analysis in Services Sector, Aceleya Kale Solutions Vs Vakrangee Software (2018)
- ❖ Area: Annual Report Analysis in Trading Sector, PTC India (2018)
- ❖ Area: Annual Report Analysis in Manufacturing Sector, Jindal Steel & Power (2018)
- ❖ Area: Financial Statement Analysis of Indian Cement Sector (2018)
- ❖ Area: Financial Reporting (Comprehensive), Q Care (2018)
- ❖ Area: Annual Report Analysis, Linc Pen and Plastics (2017)
- ❖ Area: Management Accounting (Comprehensive), ‘The Business Standard’ Newspaper (2015, 2016, 2017)
- ❖ Area: Corporate Finance (Comprehensive), Pink Elephant Fitness- Financial Report Analysis Quiz (2016)
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- ❖ Area: Environment Management, Land Acquisition by Mugabe Fishing Equipment Ltd. (2009)
- ❖ Area: Corporate Finance (Comprehensive), 'The Business Standard' Newspaper (2009)
- ❖ Area: Resource Based Strategy, House of Tatas (2007)
- ❖ Area: Corporate Finance (Comprehensive), 'The Financial Times' Newspaper (2007)
- ❖ Area: Valuation of a Brand, Three Basmati Rice Manufacturers (2006)
- ❖ Area: Futures & Options, Crude Oil Trading: A Game on 'Futures' (2004)
- ❖ Area: Human Resource, Five Training Programs: Deciding on Processes for RoI (2003)
- ❖ Area: Financial Management (Comprehensive), Bull Fight – The Stock Market Game (2003)
- ❖ Area: Microfinance, Business Models in Microfinance (2002)
- ❖ Area: Financial Markets (Comprehensive), 'The Business Standard' Newspaper (2002)
- ❖ Area: Corporate Strategy, Jeffrey's Brandt Group (2002)
- ❖ Area: Capital Markets, Understanding Markets - Game (2002)
- ❖ Area: Mergers and Acquisitions (Introductory), Reliance Group: RIL-RPL Merger (2002)
- ❖ Area: Securitization (Introductory), Securitization of Debt by ICICI (2002)
- ❖ Area: Value Drivers, A New Framework (2000)
- ❖ Area: Microfinance, Bardhaman Grameen Bank (1999)

CONFERENCE PRESENTATIONS: (excluding proceedings listed earlier)

- ❖ "*Healthcare Start-up*", with Ravi Shankar Mishra, Health Tech Track, **TiE Inflect** (formerly known as TiEcon), hosted by **TiE Silicon Valley**, the world's largest entrepreneurship conference, 2018 TiE Inflect Conference, May 2018 (Santa Clara: U.S.A)
- ❖ "*How to Prevent Plans from Derailing: A Stakeholder Approach*", with APM Mohammad Hanish and Gayathri Iyer, Critical Incident Presentations, **Society for Case Research (SCR)**, 2018 MBAA-SCR Conference, Apr. 2018 (Chicago: U.S.A)
- ❖ "*Identifying Business-Political Connections and their Determinants in India*", with Vivek Kumar and Munish Thakur, 2013 SMS Special Conference on "Strategic Leadership: An Emerging Markets Perspective" of the **Strategic Management Society (SMS)**, Dec. 2013 (Mohali: India)
- ❖ "*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)

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- ❖ “*Land acquisition for industry: Lessons of experience for how it should be done*”, with T L Raghu Ram, Joint Seminar by **IIMB-IIMC** on “Towards Industrial Revival of West Bengal- New Directions and Policies”, Sep. 2011 (Kolkata, India)
- ❖ “*Food-for-work program – Issue of strategy planning & implementation*”, with Biswatosh Saha, at the 8th **Strategic Management Forum (SMF) Convention**, May 2005 (IIFM Bhopal: India)
- ❖ “*Silverline Technologies – Falling from grace*”, with Himanshu Raj, at the 7th **SMF Convention**, May 2004 (IIM Indore: India)
- ❖ “*Management education: A framework for grading*”, with P Venugopal, at the 7th South Asian Management Forum of Association of Management Development Institutions in South Asia (**AMDISA**), Apr. 2002 (AMDISA, Male: Maldives)
- ❖ “*Has diversification failed in generating value in India too?*” with N Ramachandran, at the 4th **SMF** Convention, May 2001 (IIM Ahmedabad: India)
- ❖ “*Corporate strategy for Indian companies in power sector*”, with Satish K Sehgal & K M Rajesh, at the **8M IIFT** and **JIMS** Research Paper Conference, Feb. 2001 (JIMS: Delhi)
- ❖ “*Sustainable corporate growth*”, with Ramaswamy Sridev, at the **MDI Delphique** Management convention, Oct. 1997 (Management Development Institute, Gurgaon)

INVITED RESEARCH SEMINARS / KEY NOTE PRESENTATIONS: (excluding those listed earlier)

- ❖ [National Seminar on Banking and Finance](#) at Marian International Institute of Management (**MIIM**) **Kuttikanam**, Jan. 2017 (Kerala, India)
- ❖ “*Evolving Negotiation Skills for Police Officers in India*” at **SVPNA**, Sep. 2016 (Hyderabad, India)
- ❖ “*Leading with passion and purpose: Serving people by leading self and others*” at **GIZ**, Jul. 2015 (w Delhi, India)
- ❖ Report analysis of “Work Place Big Five”, seminar given at **LBSNAA**, May 2015 (Mussoorie, India)
- ❖ “*Translating Competency Frameworks into Solutions*” at **GIZ**, Mar. 2015 (New Delhi, India)
- ❖ “*Leading with passion and purpose: Serving people by leading self and others*” at **GIZ**, Feb. 2014 (New Delhi, India)
- ❖ “[Role of the IAS in promoting responsible leadership](#)”, Plenary Session at the 2nd National Convention on Responsible Leadership, **XLRI**, Nov. 2012 (Jamshedpur)
- ❖ “*Competency-based human resource management for the civil services*” at the 2nd National Conference as part of the **UNDP-Govt. of India PIIA** Project, Sep. 2012 (New Delhi)
- ❖ “Land acquisition experiences of private businesses” at the capacity building for resettlement management workshop, **Council for Social Development**, New Delhi, Dec. 2010 (Delhi, India)

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- ❖ “Strategy formulation and implementation: Experiences of India Inc.” Seminar given at the **Institute of Management Technology (IMT) Ghaziabad**, Nov. 2010 (Ghaziabad, India)
- ❖ “Global financial crisis: Lessons learned and the way forward”, Seminar given at the **Jindal Global Business School**, Apr. 2010 (Delhi, India).
- ❖ “Management education in India: Emerging strategies in distance learning”, keynote address at the 11th Strategic Management Convention, **Indian Institute of Technology (IIT) Kanpur**, May 2008 (Kanpur, India).
- ❖ “Strategies for creating value by Indian Business Groups” at the strategic management program, **Indian Institute of Management (IIM) Calcutta**, Oct. 2007 (Kolkata, India).
- ❖ “Management education in India”, Seminar given at the 1st Globalization of Management Education Conference, **Shanghai University**, Oct. 2006 (Shanghai, China).
- ❖ “Finance and IT interactions”, Seminar given at the Technology & Business Convention, **University of Burdwan**, Oct. 2005 (Burdwan, India).
- ❖ “Corporate performance: An econometric analysis”, Seminar given at the **National Stock Exchange (NSE)**, Apr. 2001 (Mumbai, India).

CONFERENCE SERVICE/PARTICIPATION:

- ❖ Session Chair, Governance and Leadership, 2020 Globalizing Indian Thought, Jan. 2020 (IIM, Kozhikode: India)
- ❖ Invited Guest, SHRM India Annual Conference 2018 by the Society for Human Resource Management, Oct. 2018 (Delhi: India)
- ❖ Session Discussant, Critical Incident Presentations, Society for Case Research, 2018 MBAA-SCR Conference, Apr. 2018 (Chicago: U.S.A)
- ❖ Facilitator, “Evolving Negotiation Skills for Police Officers in India” at SVPNPA, Jan. 2017 (Hyderabad :India)
- ❖ Participant, 1st Symposium, “Transition Strategies for Sustainable Community Systems” at Xavier University, Jan. 2017 (Bhubaneswar: India)
- ❖ Facilitator, “Leadership Workshop for IAS Officers” at LBSNAA, May 2016 (Mussoorie :India)
- ❖ Guest Speaker, “Facilitating a Leadership Development” at SVPNPA, Aug. 2015 (Hyderabad: India)
- ❖ Facilitator, “Study on sustainability orientation index”, at LBSNAA, Feb. 2015 (Mussoorie: India)
- ❖ Facilitator, “Training for effective civil service”, Golden Jubilee Re-Union, LBSNAA, May 2014 (Mussoorie: India)
- ❖ MC “Competency-based human resource management for the civil services”, 2nd National Conference, UNDP PIIA Seminar, Sep. 2012 (New Delhi: India)
- ❖ “Emerging Economies – Governance, Institutional Change and Best Practices”, Session Discussant, at the International Conference, Jan. 2012 (SISB, Pune: India)

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- ❖ Session Discussant, Indo Russian Conference on Socio-economic and Technological Innovations in the Globalizing Economy (STIGE-2011): Mechanism and Institutions, Nov. 2011 (National Agricultural Science Complex (NASC), New Delhi: India)
- ❖ Session Chair, Round Table on Curriculum Development for Strategic Management Education, 13th Strategic Management Convention, May 2010 (IIM Lucknow, Noida Campus: India)
- ❖ Session Discussant, Firm Identity & Firm Performance Track, 2009 Inaugural Indian Academy of Management (IAM) Conference, Dec. 2009 (XLRI Jamshedpur: India)
- ❖ Session Chair, Case Studies, 11th Strategic Management Convention, May 2008 (Indian Institute of Technology (IIT), Kanpur: India)
- ❖ Participant, 3rd Annual Entrepreneurship, Venture Capital, and Initial Public Offerings (EVI) Conference, May 2004 (Tuck School of Business, New Hampshire: USA)
- ❖ Session Discussant, Strategy Track, 2004 IABPAD Conference, May 2004 (Tunica: U.S.A)
- ❖ Session Discussant, Strategy Track, 2003 Annual HR Conference, Feb. 2003 (XLRI: India)

REVIEW AND EDITORIAL WORK FOR REFERRED JOURNALS:

- ❖ Member, Editorial board, *Emerald Emerging Markets Case Studies*: 2018–Present
- ❖ Reviewed for:
 - ◆ *Decision*;
 - ◆ *Emerald Emerging Markets Case Studies*;
 - ◆ *European Business Review*;
 - ◆ *IIM-B Management Review*;
 - ◆ *International Journal of Public Sector Management*;
 - ◆ *Journal of Critical Incidents*;
 - ◆ *Management and Labour Studies*;
 - ◆ *Quantitative Finance*;
 - ◆ *Quarterly Review of Economics and Finance*;
 - ◆ *Review of Public Personnel Administration*;
 - ◆ *Review of Quantitative Finance and Accounting*;
 - ◆ *Vikalpa*
- ❖ Editorial Review Board Member, '*Decision*' Journal: 2008-11
- ❖ Member, Editorial board, '*Management and Labour Studies*' Journal: 2005-10

BOARD LEVEL MEMBERSHIPS: (Select Board Membership)

- ❖ Academic Council Member: [Indira Gandhi National Forest Academy \(IGNFA\)](#) Dehradun, 2020–Present

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- ❖ Governing Board member, [Marian International Institute of Management](#): 2020–Present
- ❖ Member, Board of Studies, [Marian International Institute of Management](#): 2019–Present
- ❖ Board member, [Medinfi Health Care Private Limited](#): 2014–18
- ❖ [Advisor](#), Syntizen Technologies: 2014-17
- ❖ [Advisory board member](#), Cite. Communities: 2013-17
- ❖ Board member, School managing committee, [The Sagar School](#): 2015–17
- ❖ *Chairman's Nominee*, General body member, National Center for Good Governance (earlier, National Institute of Administrative Research, [NIAR](#)), 2013-14
- ❖ Board member, National Center for Sustainable Community Systems ([NC-SCS](#)) Society: 2014 (also, Founder Member)
- ❖ Member, *Committee for capacity-building of leadership development programmes of Indian public administrators*, [UNDP-Government of India](#) PIIA Project, 2012-13
- ❖ Advisory board member, [Hages B Solutions Private Limited](#): 2005-07
- ❖ Board member, [Youth For Action](#): 2005-06
- ❖ Board member, [Strategic Management Forum of India](#) (SMF): 2003-07

RESEARCH QUOTES/MENTIONS/NEWS:

- ❖ Kakani, Ram Kumar & Others, “Talent Edge, XLRI launches SLIQ 2.0,” interview featured in multiple media, Aug. 2016
- ❖ Kakani, Ram Kumar, “HNIs investing in Start Ups,” interview by The Forbes India in Jul. 2016
- ❖ Kakani, Ram Kumar & Others “[2013 Public Policy Dialogue](#)”, by Murtala Muhammad Foundation (MMF) was widely covered by CNBC Africa and other channels, Sep. 2013 (Lagos, Nigeria)
- ❖ Mentioned in a book by Prof. Venkateshwara Rao Kamireddi as one of the best fifty former students in 2011
- ❖ Ramachandran, N and Ram Kumar Kakani, “How to Read a Balance Sheet”, Book Review featured in The Hindu Business Line in 2011
- ❖ Kakani, Ram Kumar, “Parliament Session Effect on the Stock Markets,” Research Findings featured in multiple media including CNBC, The Economic Times, Business Standard, and The Financial Express in 2006
- ❖ Kakani, Ram Kumar, “Virtual Classroom Experience,” Findings of Survey featured in print media including The Times of India, The Indian Express, and Business Standard in 2005

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- ❖ Kakani, Ram Kumar, “CEO remuneration,” Findings of the Research study featured in multiple media including CNBC India, Financial Express, and The Hindu Business Line in 2002

SOCIAL MEDIA PRESENCE:

- ❖ LinkedIn: 5,100+ professional connections; # of **Skills Endorsed** by 100+ Connects: 3
- ❖ Facebook: 4,900+ 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
- ◆ 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>
- ◆ 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>

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- ◆ 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.

CONTRIBUTION TO INSTITUTION BUILDING AT IIM Kozhikode (2019–Present):

- ❖ Head, IIMK ‘Governance’ Center, 2019–Present
- ❖ Member, IIMK Investment and Finance Committee, 2019–Present
- ❖ Member, IIMK 2-year residential MS-Finance (a.k.a. PGPF) Launch Committee, 2019–Present
- ❖ Member, IIMK 2-year residential MS-Finance Proposal Plan and Design Committee, 2019

CONTRIBUTION TO INSTITUTION BUILDING AT XLRI Jamshedpur (2001-12; 2015-19):

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- ❖ President, XLRI Staff Cooperative Credit Society: 2002–04, 2016–19
 - ◆ Registered Society, Founder President, XLRI Employees Self Supporting Co-operative Thrift and Credit Society Ltd.: Feb. 2018
- ❖ Member, XLRI Faculty Association: 2018–19
- ❖ Member, XLRI Faculty Review Committee: 2016–19
- ❖ Associate Dean (Virtual Interactive Learning): 2004 – 2006, 2016 – 2018

This program was operated by way of a technological alliance between the XLRI and the virtual classroom technology provider's viz., TalentEdge, Times Groups' Times Center for Learning Limited (TCLL), Unified Collaboration Services (UCS) VC Now, HughesNet, ICICIdirect Centre for Financial Learning (ICFL) and TechMahindra. It has multiple programmes (4 Postgraduate Certification Programs, 3 Executive Certificate Programs, and 20+ eMDP i.e., online Executive Development Programs) with more than 2500 executives (in FY2018) enrolled as students from all over India.

- ◆ Doubled the size of the division during both the stints i.e., 2004 – 2006 and 2016 – 2018
- ◆ Co-created new programmes/offerings (list of long duration programmes only)
 - Post-Graduate Certificate in Logistics and Supply Chain Management (PGCLSCM), 300 Hrs., 1-year: 2004
 - Post-Graduate Certificate in Business Analytics for Managerial Decisions (PGCBAMD), 300 Hrs., 1-year: 2017
 - Executive Certificate in Accounting and Auditing (ECAA), 150 Hrs., 1-year: 2017
 - Executive Certificate Programme in Healthcare Management (ECPHM), 150 Hrs., 1-year: 2017
 - Post-Graduate Certificate in Senior Leadership (PGCSL), 300 Hrs., 1-year: 2018
 - Executive Certificate in Strategic Change Management (ECPSCM) for senior management, 96 Hrs., 18-months: 2018
- ❖ Member, XLRI Academic Council: 2016 – 2018
- ❖ Member, XLRI Investment Committee: 2016 – 2017
- ❖ Associate Dean (Corporate Programs), Management Development Programs & In company Training: 2012
- ❖ Member, Students Discipline Report for AACSB accreditation: 2011
- ❖ Chairperson, Strategic Management Area: 2004-06
- ❖ Coordinator, Faculty Best Practices Committee: 2005
- ❖ Usher, 2nd Annual Satellite Programs Convocation Ceremony: May 2005
- ❖ Joint Coordinator & Instructor, Management Teachers Course titled 'Strategic Management' held by SMF-AICTE-XLRI collaboration: 2005

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- ❖ Joint Coordinator, Management Teachers Course titled ‘Designing Organizations in Uncertain Environment’ held by SMF-AICTE-XLRI collaboration: 2004
- ❖ Faculty Representation, 1st Annual Satellite Programs Convocation Ceremony: May 2004
- ❖ Member, Faculty Search Committee: 2002-05
- ❖ Faculty Mentor, Social Initiatives Group for Managerial Assistance (SIGMA), Students Body at the XLRI: 2003 – 2006
- ❖ Joint Coordinator, 6th International Annual Convention of the SMF held at the XLRI: 2003

CONTRIBUTION TO INSTITUTION BUILDING AT LBSNAA Mussoorie (2012-15):

- ❖ *Alternate Officer In-charge* of “Faculty Coordinator of Management” Section: 2013-15
- ❖ *Counsellor* / Associate Counsellor for Probationary IAS Officers of Chhattisgarh and Jharkhand States: 2012-15
- ❖ Directors’ Nominee, *Management Circle Society*, 2012-15
- ❖ Founder **Director**, National Center for Leadership Development and Competency Assessment (NCLDCA), Mussoorie & Delhi: 2012-14

The center was started in 2012 as part of the National Institute of Administrative Research (NIAR) – an affiliate of the LBSNAA. It was created by the Department of Personnel and Training (DoPT), Government of India and the United Nations Development Programme (UNDP) as part of a project called “Pathways for an Inclusive Indian Administration” (PIIA). The position involves identifying Leadership Competencies in the various career stages of a Civil Services Officers in the Indian Public Administration – and creating training modules to enhance the same. As part of this center some of the new initiatives taken include:

- ◆ Partnering with M/s Centre for Creative Leadership (CCL) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH to create a National Pool of Trainers on Leadership Development of Indian Public Administrators, 2012-14. Trained and certified 39 trainers.
- ◆ Co-creating with GIZ Germany a module for Phase I IAS officers on Leadership, 2013-14, This programme has been successfully rolled out thrice by National Pool of Trainers.
- ◆ Development, Piloting and Rolling Out of Training Module on Leadership for 8-10 years mid-level IAS (and other Civil Service) Officers training - as part of their mid-career training programmes in 2014. This programme has been successfully rolled out thrice by National Pool of Trainers.
- ◆ Development, Piloting and Rolling Out of Training Module on Leadership for probationary IAS (and other Civil Service) Officers training – as part of the Foundation Course at various Public Administrative Training Institutes in India in 2013. This programme has been successfully rolled out multiple times by National Pool of Trainers.
- ◆ Study on existing leadership development elements in Civil Service training and identifying gaps as part of Leadership Development Policy for the Indian Civil Service in 2012

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- ◆ Capacity assessments of select institutions for strengthening leadership competencies in the Civil Service in 2012
- ◆ Documenting “Leadership Training Review at the LBSNAA: During the Period 2009-12”
- ◆ Documenting “Leadership Competencies in Public Service: Comparison Across Nations”
- ❖ Paper setter, “Management and Behavioral Science” Examination for the officer trainees of the 89th foundation course: 2014
- ❖ *Leadership and Management for the delegates from GIZ-ESRA, Afghanistan (Workshop)*, GIZ at Delhi, 2014
- ❖ MC, Valedictory Function of Mid-Career Training Programme for IAS Officers, Phase III: Oct. 2014
- ❖ **Associate Course Coordinator**, Phase III Mid-Career Training Programme for IAS Officers, 2014 batch
- ❖ MC, Inaugural Function of Mid-Career Training Programme for IAS Officers, Phase III: Aug. 2014
- ❖ MC, Valedictory Function of 21st Joint Civil Military Training Programme on 'National Security', Jun. 2014
- ❖ **Associate Course Coordinator**, 21st Joint Civil Military (JCM) Training Program on National Security, 2014
- ❖ Paper setter, “Management and Behavioral Science” Examination of IAS Professional Course Phase I (2013 Batch): 2014
- ❖ Instructor, “Mid-Career Training Programme in Field Administration for Civil Servants of Bangladesh, 2014
- ❖ Coordinator “Leading with passion and purpose: Serving people by leading self and others” at Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Feb. 2014 (New Delhi, India)
- ❖ MC, [Inauguration Function](#) of 21st Joint Civil Military Training Programme on 'National Security', Jun. 2014
- ❖ Facilitator, “Strengthening Management Capacities for International Cooperation (CICM)”, GIZ India, 2014
- ❖ Officer In-charge of the Mid-Career Training Program (MCTP) Cell, 2013
- ❖ *Master of Ceremony*, Governance in the 21st Century – Leadership Development in civil services, UNDP Sponsored Seminar, 2012
- ❖ *Associate Course Coordinator*, 112th Induction Training Program for IAS Officers, 2012-13

CONTRIBUTION TO INSTITUTION BUILDING AT SPJCM Singapore (2007-08):

- ❖ Report on “Corporate Visits and Alumni Meets in India” for SPJCM GMBA Program: 2007
- ❖ Created the Finance Area Manual for SPJCM GMBA Program: 2007
- ❖ Chairperson, Finance Area: 2007-08

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CONTRIBUTION TO INSTITUTION BUILDING AT OTHER INSTITUTES:

- ❖ Member, *Faculty Selection Process*, Institute of Management & Technology (IMT), Nagpur, 2019
- ❖ Member, *Faculty Selection Process*, Development Management Institute (DMI), Patna, 2018
- ❖ *Guest Speaker*, Teachers Day, 'Effective Use of Key Resources for Teaching, Learning and Evaluation', [Symbiosis International University](#), Sep. 2017 (Pune: India)
- ❖ Co-researcher, "Evolving Negotiation Skills Intervention for Police Officers in India" at SVPNPA, Jul. 2017 (Hyderabad: India)
- ❖ *Facilitator*, 'Team Building and Leadership', Lok Sabha Secretariat, Government of India at National Center for Good Governance (NCGG), Jun. 2014 & Jun. 2017 (Mussoorie: India)
- ❖ *Coordinator-cum-Facilitator*, 'Leadership module' for District Education Officers of Government of Odisha, Feb. 2017 (Puri: India)
- ❖ Co-researcher, "Evolving Negotiation Skills for Police Officers in India" at SVPNPA, Jan. 2017 (Hyderabad :India)
- ❖ External Collaborator, *Corporate Governance & Ethics* Research Group, Jindal Global Business School, Sonapat, 2010-12
- ❖ Paper setter for a state Public Service Commission for their Civil Services Examination, 2012.
- ❖ Expert Member, *Interview Selection Panel*, MANAGE, 2012 (Hyderabad)
- ❖ Member, *Faculty Selection Process*, Indian Institute of Management (IIM), Kozhikode, 2009 and 2016

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

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- ❖ 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

SUPERVISION OF RESEARCH INTERNSHIPS:

- ❖ Project Coordinator, **Commonwealth Executive MBA**, Collaboration of IGNOU (International Division) with Commonwealth of Learning, Vancouver: Canada: 2002
- ❖ Project Coordinator, ‘Econometric Methods’ course, **MBA** program, IIM Calcutta: 1999

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) Peer-to-Peer Lending (2013); (viii) Cite.Co (2013); (ix) Enterprise Systems Solutions Private Limited (2014); (x) Vedika Capital (2015); (xi) Konnect Consulting (2015); (xii) R Holding LLP (2017); (xiii) Falcon E Austria (2018); (xiv) Global Wellness UAE (2018)
- ❖ “*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

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- ❖ 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
- ❖ 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

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- ❖ 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*	⌘ Himalaya Drugs	⌘ NTPC*
⌘ Afghan Civil Service*	⌘ Hindustan Aeronautics*	⌘ Prestige Assurance Plc. Nigeria*
⌘ Airtel Nigeria*	⌘ HPCL*^	⌘ Punjab National Bank
⌘ Apollo Tyres*	⌘ Hughes Escorts Comm.*	⌘ Reliance Communication*
⌘ Aster DM Healthcare UAE*^	⌘ Indian Oil Corporation*	⌘ SAIL*
⌘ Balco (Vedanta Group)*^	⌘ IPF Nigeria*	⌘ Sany India*^
⌘ Bangladesh Civil Servants (MCTP)	⌘ Ispat Industries*	⌘ South Sudan Senior Police*
⌘ Bank of Maharashtra*	⌘ Jet Airways*	⌘ Sri Lanka Administrative Service
⌘ Bhutan Royal Civil Servants	⌘ Kerala Supply Co*	⌘ Sterling Bank Plc. Nigeria*
⌘ BIPARD*	⌘ Kirloskar Brothers*	⌘ Tata Steel
⌘ BSNL*	⌘ Lok Sabha Secretariat	⌘ TMTC
⌘ CESC*^	⌘ Mahindra BT	⌘ TSRDC
⌘ Coca Cola India*	⌘ Mahindra Comviva*	⌘ UCO Bank*
⌘ Competition Controller of India	⌘ Meril Life Sciences*	⌘ UltraTech Cement
⌘ GIZ India*	⌘ NHPC*	⌘ Usha Martin*
⌘ GIZ-ESRA Afghanistan*^	⌘ NMDC*	⌘ WNS Global Services*
⌘ HCL*	⌘ Novo Nordisk GSC*^	

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:

- ❖ Editorial Board member, ‘*Marian Journal of Professional Management*’: 2016–20

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- ❖ *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)*
- ❖ *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)*

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- ❖ *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)
- ❖ *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 21st 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 Prahlad 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)

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- ❖ *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
- ❖ 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) | ⌘ Playing with Small Children |
| ⌘ Listening to Old Classical Music | ⌘ Reading Short Stories |