

Dr. Snehal Shah

Bhavan's Campus, Munshi Nagar, Dadabhai Road, Andheri (W), Mumbai, 400058

Email: snehal.shah@spjimr.org T: +91 022 61454340 M: +91 9833096508

SUMMARY

- Board Member, Curriculum Board of Studies. Jai Hind College of Commerce and Economics
- Managing Committee Member, SP Jain Institute of Management & Research (SPJIMR)
- Expertise in International Human Resources, Organization Behavior, Leadership Development in US and India
- Professional Roles in the US at Nortel Networks, McNeil Associates and Bank of America
- Teaching at Masters/Ph.D. program at top US and European Universities (Milan, Italy)
- Ph.D. in Organization Behavior from Carnegie Mellon University, USA
- Research Publications in Top Journals such as Journal of Management Information Systems (JMIS), Journal of Applied Psychology (JAP) and Journal of Organization Behavior (JOB)
- Consulting experience in Banking, Telecommunications, Healthcare and Public Policy
- Hogan Certified Coach, Caliper Certified Coach

EXPERIENCE

SP Jain Institute of Management & Research (SPJIMR)

April, 2016 to

Present

Member, Managing Committee. Top Leadership Team at the Institute

Head, Research

Chairperson, Fellow Programme in Management

Professor, Organization Behaviour & Human Resources

12V Solutions, "Enabler of Research Driven HR Strategy"

June, 2014 to March, 2016

Founder and CEO

- Consulting projects with Large Public and Private Sector organization in the area of Case Writing, HR Analytics and HR Strategy
- Visiting Faculty at SOIL teaching Global HR Strategy

School of Inspired Leadership (SOIL),

January, 2011 to May 2014

Professor and Chief Researcher of Human Resources and Organization Behavior

- Taught Personality Development Sessions on "Creativity" at Milan Institute of Polytechnique, Italy
- Designed and Delivered MBA level courses such as: Organization Behavior, Global Human Resources (Cross Cultural Connectedness), Appreciative Inquiry, Organization Development and Strategic Human Resources
- Conducted research in the area of Inspired Leadership and the interface between Spirituality and Business
- Contributed to SOIL HR Consulting/Executive Education projects in the capacity of a Coach, Facilitator & Cross-Culture Thought Leader. Conducted workshops on topics such as High Performing Teams, HR Analytics and Change Management
- Presented papers and thought articles in Conferences & National Level Associations
- Provided leadership to design, deliver and deploy an industry-ready, learning outcome-based curriculum for the Human Resource Leadership Program at SOIL.

Bank of America, Charlotte, NC

2007 - 2009

Vice President, Leadership Development

- Developed model to assess organization culture, specifically to help integrate cultures across three mergers (Bank of America with LaSalle, Countrywide and Merrill Lynch)

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- Evaluated impact of senior leadership development programs, in order to enhance program effectiveness
- Participated in design, content and delivery of senior leader pipeline and transition programs
- Leveraged Attrition Analytics to proactively manage retention practices for senior leaders and expatriates
- Led initiative to automate leadership program participant data management

ABN Amro, India

2006 - 2007

Retention Consultant

- Implemented Retention Management, leveraging in-depth analysis on reasons for attrition, cost of attrition and potential actions to enhance retention; customized for different levels of management.
- Established metrics to track attrition based on regretted and non-regretted attrition
- Enabled inclusion of attrition targets for managers at each level, to ensure successful implementation

T. V. Rao Learning Systems (TVRLS), India

2005 - 2007

Human Resource Consultant

- Managed the Mumbai office of TVRLS, which involved business development, client interface and conducting workshops
- Provided consulting services for 360 Degree Feedback, Competency Mapping, Leadership Development and Change Management

McNeil Research and Evaluation Associates, Raleigh, NC

2002 - 2005

Senior Research Associate

- Led projects to improve effectiveness of US Department of Labor programs
- Prepared high visibility reports used by policy makers, and government administrators
- Managed client interface and served as liaison with sub-contractor, *Mathematica Research*
- Developed data collection instruments and used various analytical tools for complex datasets

North Carolina State University, Raleigh, NC

2000 - 2002

Adjunct Faculty, Ph.D Program

- Designed & Taught "Statistics and Applied Research Methods" in the Doctoral Program

Adjunct Faculty, Masters Program

- Designed & Taught "Organizational Change and Learning", a course focused on how organizations can better manage change and enhance their productivity through developing learning capabilities

Nortel Networks, Raleigh, NC

1999 - 2000

HR Associate, Workforce Research and Strategy

- Developed an attrition model based on structural equation modeling in SAS
- Assessed the impact of an organizational change initiative for the sales force effectiveness team
- Managed several research projects to evaluate productivity conditions, employee satisfaction and sales force effectiveness, using qualitative and quantitative research techniques

Carnegie Mellon University, Pittsburgh, PA

1994 - 1997

Teaching Instructor

- Introduction to Organization Behavior: an undergraduate course
- Organization Management: Taught specific sessions on organizational change

Consultant, Organization Development (for Healthcare Industry)

- Assessed the effectiveness of "empowerment" for a 5000 bed hospital facility in terms of improvement in quality of care, patient satisfaction and nurse professionalism

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Coordinator,
Office

Asia

Projects,

External

Affairs

1994 - 1995

- Developed plans to market the executive education program in India
- Coordinated promotional activities to forge partnerships with business communities in India and SE Asia

GCMMF (India's largest marketing organization for dairy products), India

1992 - 1993

Senior Officer, Human Resources

- Proposed changes to the Performance Appraisal System, which were adopted by top management
- Designed a comprehensive training program for marketing and sales force
- Revised employee-related policies and complied service rules
- Provided counseling services to employees

EDUCATION

Carnegie Mellon University

Ph.D. in Public Policy and Management

Focus: Organization Behavior & Human Resources

Master of Philosophy

Focus: Organization Behavior

Institute of Rural Management, India

MBA (PGDRM degree)

Focus: Human Resources

OTHER

Professional Recognition

- Best Paper Award for Innovative Research in 3rd Conference organised by Aston India Centre for Applied Research held at Aston University, Birmingham, England in 2019
- Academic Game Changer Award for the Best HR Program in the Country – School Of Inspired Leadership
- Special recognition for *Excellence in Project Performance*, Nortel Networks
- *Client Satisfaction Award* for project management, McNeil Research and Evaluation Associates

Publications and Presentations (See Appendix 1)

- Journal of Management Information Systems (JMIS)
- Equality Diversity & Inclusion (EDI)
- Journal of Management Development (JMD)
- Journal of Applied Psychology (JAP)
- Journal of Organization Behavior (JOB)
- Book Chapters and Newspaper Articles
- Paper presentations in International and National Conferences

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Appendix 1

- * *Haldar A., Datta S., & Shah S. (2020) Tokenism or Realism? Gender inclusion lens for corporate boards and ownership structure in India. Equality Diversity & Inclusion (EDI). Emerald Publishing.*
- * *Jha, A. K., Shah, S. (2019). Social Influence on Future Review Sentiments: An Appraisal-Theoretic View. Journal of Management Information Systems 36 (2), 610-638*
- * *Tahora, S.; Shah, S. (2019). Vedanta Philosophy's Contribution to Wisdom Development for Leadership: Grounding Indian Practical Wisdom in Higher Knowledge and Purpose. Book Chapter in 'Applying Wisdom to Contemporary World Problems'; Publisher: Palgrave Macmillan*
- * *Shah, S.; Machado, N; Gauda, J.; Agarwal, V. (2017). Balancing Engagement and Innovation at Bharat Petroleum. Ivey Case Study Publishing, HBSP.*
- * *Shah, S.; Jha, A. (2017). Co-opetition as a framework for technology start-ups. Asian Management Insights. Publication of Singapore Management University, Singapore*
- * *Banerjee, R.; Puliyeel, T.; Shah, S. (2017). How can Indian Organizations become Innovative. Report proceedings of SPJIMR Business Academia Conclave*
- * *Haldar A., Shah S. & Datta S. (2016) Social psychology of Corporate Governance in India: Implications for diversity. Proc. of 26th Annual Conference of the National Academy of Psychology, IIT Madras, December 2016.*
- * *Shah, S. (2014); Sachdev, A. How to develop spiritual awareness in the organization: lessons from the Indian yogic philosophy. Journal of Management Development*
- * *Shah, S; Todi, Nupur (2012). A Myth or A Cure? Compassionate Leadership in the Workplace. A Thought Paper for the CII Conference on Compassionate Leadership, Hyderabad*
- * *Shah, Snehal (2000). "India: Caste, Commitments and Change?" Book Chapter in "International Psychological Contracts": Sage Publication.*
- * *Rousseau, D.; Tijoriwala-Shah, S. (1999). "It Takes a Good Reason to Change the Psychological Contract". Journal of Applied Psychology*
- * *Rousseau, D.; Tijoriwala-Shah, S. (1997). "Measuring Psychological Contracts" Journal of Organization Behavior*
- * *Rousseau, D.; Shah, S. (1996) "Perceived legitimacy and Unilateral Psychological Contract Changes". Presented at SIOP conference (Society for Industrial and Organizational Psychology) at San Diego, 1996.*