

Dr. KEITH C. D'SOUZA

PGDPM&IR (XLRI), Fellow (IIM – Ahmedabad)

Professor of Organizational Behavior and Human Resources
S.P. Jain Institute of Management Studies and Research, Mumbai

AREAS OF EXPERIENCE

- Academic teaching in the areas of Organizational Behaviour, Human Resource Development, and Organization Development
- Consulting and research in Organizational Behaviour and Human Resource Development
- Academic Administration
- Management practice in the areas of HRD and OD

EDUCATION

- Fellow (Doctorate) in Management with specialization in Organizational Behaviour, Indian Institute of Management, Ahmedabad, 1988
- Masters (PGDIR & PM) in Personnel Management and Industrial Relations XLRI Jamshedpur, 1978
- B.A. (History, Economics, Political Science), Mysore University, 1976

EMPLOYMENT EXPERIENCE

Thirty-nine years of experience covering academic teaching and administration, research, and consulting in management and human resource development, and management level employment in the corporate sector, in the following positions (in reverse chronological order):

- Professor of Organizational Behavior and HRM, People and Performance Area, SPJIMR (2007 to date)
- Director – Human Touch HR and OD Services (2005-2007)
- Vice-President – Organization Development, Wockhardt Limited (2003-2005)
- Director – Organization Effectiveness, Pfizer Limited (2005-2007)
- Chief Human Resources Officer, Epicenter Technologies Limited (2003)
- Associate Vice-President (Human Resources), Ion Exchange India Limited (1998-2003)
- Head of HR, DHL Worldwide Express, India (1997-1998)
- Faculty Member (Associate Professor and then Professor of Organizational Behaviour) and Dean-Academics, XLRI Institute of Management (1986-1997)
- Executive Director, Academy of Human Resource Development, Ahmedabad, on deputation from XLRI (1992-1994)

OTHER POSITIONS HELD

- National Secretary, National HRD Network
- National Treasurer, National HRD Network
- Member, Governing Board, and Academic Council, Academy of Human Resource Development
- Coordinator, L&T Centre for Human Resource Development, XLRI
- Coordinator (Head), Organizational Behaviour Department, XLRI
- Member, Editorial Board of the *HRD Newsletter*, and of *Management and Labour Studies*

EXPERIENCE AS A FACULTY MEMBER

- Full-time faculty in the People and Performance (OB-HR) Area, SPJIMR, Mumbai, since 2010

- International Adjunct Professor (OB-HR), SPJIMR, Mumbai 2007-2010
- Visiting Professor at the SP Jain Centre of Management at Dubai and Singapore, 2007-2015
- Full-time faculty in the Organizational Behavior Area, XLRI Jamshedpur, 1981-1996
- Visiting Professor in the OB Area at: BK School of Management, Ahmedabad; Xavier Institute of Management, Bhubaneswar; Academy of HRD, Ahmedabad; Xavier Institute of Management and Research, Mumbai; and for the Joint Doctoral Programme in Management of NMIMS-XIME-TAPMI.

EXPERIENCE IN HR AND ORGANIZATION DEVELOPMENT CONSULTING

Undertook and was involved with a number of consulting assignments relating to HRD and Organization Development in a variety of organizations over the last more than 38 years.

Major consulting assignments handled:

- HRD climate surveys for EID Parry and Reliance Industries
- HR audits of the Aditya Birla Group companies such as Grasim, Rajashree Syntex, and Jayashree Textiles
- HRD strategy development for the Trivandrum Regional Cooperative Milk Union and for Indian Immunologicals
- Executive selection for NDDB
- Performance appraisal system development for State Bank of Indore
- HRD interventions in the GIC Group companies
- Organizational review of St. John's Medical College and Hospital, Bangalore
- Organizational assessment of Mercy Hospital, Jamshedpur
- Organizational culture assessment of Mahindra Holidays and Resorts
- Organization Development in the State Bank of India, Ahmedabad LHO
- Competency Assessment System for Intelenet Global
- Leadership Assessment Centre for LIC senior managers
- Leadership Development for Intelenet Global
- Vision workshops and Cultural Integration workshops for the Wockhardt chain of hospitals across India
- Managerial Development workshops for Deepak Fertilisers and Chemicals
- Performance Management Workshops for the Taj Group of Hotels and for Crompton Greaves Limited
- Coaching for Performance intervention in Sanofi Aventis
- Competency and Performance Assessment of Top Management of Eisai Pharmaceuticals
- Development of the MHRM Programme of the Society for Human Resource Management
- Organizational Development for Child Fund International
- Organization Development and Change Management Intervention for CMS Computer Systems

EXPERIENCE IN MANAGEMENT DEVELOPMENT

- Developed and conducted a number of management development programmes in the areas of behavioral science, organizational behavior, organization development, and general management, for a large number of business and non-business organizations, including training programmes for the Indian Administrative Service and the Indian Police Service.
- Developed and conducted every year consecutively for 11 years at XLRI for managers from various companies, one-week MDPs on *Human Resource Development*, *Transactional Analysis for Managerial Effectiveness* (co-conducted with Fr. T.A. Mathias SJ), and *Personal Growth Lab for Executives* (co-facilitated with Fr. John Prabhu, SJ.)
- Developed and conducted in-company programmes for a companies such as Tata Steel, Telco, Tinplate Company, NICCO, HAL, HCL, Infar India, Godrej Soaps, Coal India, NDDB, SAIL, Taj Hotels, Air India, American Express, GIC group companies, State Bank of India, L&T, HPCL, GlaxoSmithKline, Sanofi Aventis, Tata Class Edge, BhartiAxa Life, Pidilite Industries, Kalpataru Power Transmissions, etc.
- Handled sessions on various topics in HRD and Behavioral Science in various other MDPs at XLRI open to managers from different companies.

- On behalf of the National HRD Network and Academy of HRD, developed and conducted the annual *HRD Facilitator's Programme* for five years consecutively.
- Certified by Pfizer Inc., New York, as a trainer for the *Pfizer Leading Edge* leadership development program, and by the Ken Blanchard Associates as a trainer in *Situational Leadership*.

Areas of training/management development: Self-awareness, Personal Development, Interpersonal Effectiveness, Communication, Transactional Analysis, Team Building and Team Effectiveness, Inter-group Relations, Conflict Management, Organization Development, Human Resource Development, HR and OD Facilitation Skills, Organization Culture, Organization Change, Sensitivity Training, Performance Management, Counseling, Leadership Effectiveness, Training for Trainers, etc.

RESEARCH AND PUBLICATIONS

Published a number of papers in national and international journals, co-edited books on Human Resource Development and organization Development, presented papers related to OB, OD, and HRD, at national and international conferences, and published case studies in national and international publications. For details, see Appendix.

OTHER PROFESSIONAL HIGHLIGHTS

- Founder member of the National HRD Network, India
- Along with Dr. T.V. Rao, developed the *Diploma Program in HRD* and later, the XLRI-AHRD doctoral level *Fellow Program in HRD*. Coordinated the FPHRD program for two years until I left XLRI in 1997
- Member of the expert committee to develop course material on HRD for the Indira Gandhi National Open University, New Delhi
- Member of an expert panel appointed by the Overseas Development Agency of the Government of U.K. to work on a project on *Education and Training for Self Employment*, in collaboration with the Universities of London and Edinburg, in 1993
- International observer in an expert consultation workshop on *Employment Oriented Education and Training* at the ILO International Training Centre in Turin, in 1993
- USIS international visitor to the USA in 1996 on a U.S. Government sponsored project on *Workforce Training*
- Thesis guide and advisor for master's and doctoral level theses in the areas of Organizational Behaviour and HRD at XLRI, the Academy of HRD (India), and SP Jain Institute of Management and Research, Mumbai.

MEMBERSHIPS

- Life member of the National HRD Network - India

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Appendix to CV of Dr. Keith C. D'Souza as on 31-12-18-2018

RESEARCH & PUBLICATIONS

Articles:

- "Striking the Right Chord: Culture and Emotion in Consumer Choice", coauthor with Ekta Sinha, <http://www.forbesindia.com/article/spjimr/Aug 29,2018>
- "Relevance and Practice of Traditional Organization Development Values in a Globalizing Business Environment"(coauthor with Ravindra Dey), *Journal of Management and Entrepreneurship*, 10(3), 2016, pp 65-84.
- "Literature Survey on Career Choices of Successors In Family Businesses In India", coauthor with Rajiv Agarwal and Arya Kumar. *Journal of Applied Management and Investments*, 5(1), 2016, pp 1-19.
- "Successors in Indian Business Families: A Demographic Sample Study", coauthor with Rajiv Agarwal and Arya Kumar, *Journal of Applied Management and Investments*, 4(4), 2015, pp 201-208.
- "A Study Of The Factors Influencing Successors' Choices In Indian Family-Managed Businesses", coauthor with Rajiv Agarwal, and Arya Kumar, *Journal of Applied Management and Investments*, 4(3), 2015, pp 128-136.
- "Managerial Work Values of Aspiring Gen Y Managers", coauthor with Ravindra Dey, *International Journal of Management Development and Training*, 1(1), March 2014, pp 118-133.
- "Demographic Profiling of the Locus of Control of Employees: Evidence from India" (co-author with Upasna Agarwal and Usha Chavali, *Management and Labour Studies*, 38(4), 2013, 335-356.
- "Organization Structure and Innovation" (coauthor with Anjan Bhowmick), *National HRD Network Journal*, 5(2), April 2012, pp 25-31.
- "Transformational Leadership: The Link between P-O Fit, Psychological Contract & Signature Experiences" (co-author with Upasana Aggarwal), *Indian Journal of Industrial Relations*, 47(3), pp 485-497, 2012.
- "Challenges for HR in Call Centers" *Financial Express, Bombay* (May 2003).
- "Participative Decision-Making: An Empirical Analysis", (coauthor with Ranu Singh), *Management and Labor Studies* 22 (2), 1998, pp 106-113 (1998).
- "Enabling Organizations for Human Development: HRD in the Voluntary Sector" *NGO-OD Bulletin* (1995).
- "Responding to Globalization" *HRD Newsletter* 9 (1&2) pp 3 (1993).
- "Laboratory Training and the India Syndrome" *HRD Newsletter* 9(1 & 2) pp 22-23 & 28 (1993).
- "Training for Self-Development" *Growth* 21 (1) pp 21-24 (1993).
- "Intergroup Harmony: An Agenda for HRD" *HRD Newsletter* 8(4), 1992, pp 3 & 19 (1992).
- "Towards Socially Relevant HRD" *HRD Newsletter* 8(3) pp 2 & 23 (1992).
- "New Directions in HRD" *HRD Newsletter* 7(4) pp 2 (1992).
- "Attitudes and Perceptions of Prospective Managers about HRD: Implications for Career Choice" (co-author with Sumita Dutta), *HRD Newsletter* 8(3) pp 5-7 (1992).
- "Building Management Capabilities of Voluntary Organizations in Development" *Management and Labor Studies* 17(4) pp 183-192 (1992).
- "The Great Placement Bazaar" *Business India* (April 1990).
- "Blind in India: Challenge and Promise" (coauthor with Hari Das), *Udayam, (Canada)*, 2(1) pp 15-18 (1989).
- "Issues in OB and HRD: Indian and Western Perspectives" *HRD Newsletter* 5(2-3) pp 3-8 (1989).
- "Value Issues in Organization Development" (co-author with N Khosla & N Srinath), *HRD Newsletter*, 5(2-3) pp 16-18 (1989).
- "New Challenges in Organization Development" *K-Man* 1(2) pp 37-40 (1988).
- "A Critical Look at Training in Industry" *Indian Journal of Training and Development* 16(1) pp 12-15(1986).
- "Organizations as Agents of Social Change" *Vikalpa*, 9(3) pp 233-257 (1984).
- "QWL: An Evolutionary Perspective" *Abhigyan* pp 1-15 (1984).

Chapters in Edited Books

- "OD Values in Family Owned Business in India." Coauthor with Ravindra Dey and Sheba Mathew. In T.V. Rao and Anil Khandelwal (eds.): *HRD, OD, and Institution Building: Essays in Memory of Udai Pareek*. New Delhi: Sage, 2016.
- "Role of HRD for Workers in the New Context ," (coauthor with Rakesh Kumar) in T.V. Rao et al (eds): *HRD in the New Economic Environment*, New Delhi : Tata McGraw Hill, 1994, 309 – 313.
- "Development of HRD Professionals through Distance Education" (coauthor with T.V. Rao and Mini Nath), 1992
- "Organizational Assessment, " in D. Sarupriya, T.V. Rao and P. Sethumadhavan (eds) : *Measuring Organizational Climate*, Hyderabad : Academy of HRD, 1996.
- "Organization Development : An Introduction," in S. Ramnarayan, T.V. Rao and Kuldeep Singh : *OD Interventions and Strategies*, New Delhi : Response Books, 1998.
- "Some Issues Relating to the Structuring of the HRD Function in Indian Organizations," in T.V. Rao et al (eds) : *Alternative Approaches and Strategies of Human Resource Development*, Jaipur : Rawat Publications, 1988.

Cases:

- "The Mukhtangan Story (Part A): An organizational study, and The Mukhtangan Story (Part B): Winds of Change", (coauthor with Mihir Ajaonkar), *Emerald Emerging Markets Case Studies*, Vol. 8 Issue: 3, pp.1-25. <https://doi.org/10.1108/EEMCS-08-2017-0216>.
- Teaching note on "The Mukhtangan Story: Part A – An Organizational Study, and Part B – Winds of Change" coauthor with Mihir Ajaonkar), *Emerald Emerging Markets Case Studies*, Vol. 8 Issue: 3, pp.1-25. <https://doi.org/10.1108/EEMCS-08-2017-0216>
- "Prospecta Engineering: The Dynamics of Industrial Relations" (coauthor with Mihir Ajaonkar), *ET Cases OB-2-0048, OB-2-0048A*, www.etcases.com, December 2, 2016.
- "Bright Horizons: Building Skills for Life," (coauthor with Ekta Sinha), *ET Cases: ENTP-1-1-0018*, www.etcases.com, November 23, 2016.
- "AGV: Crisis at the Top". Coauthored with Rajiv Agarwal and Arun Jacob Kumbluelil. Ivey Publishing, 2014 (One of the ten top selling cases worldwide, as on July 28, 2016).

Cases (unpublished):

- "Shankar: A Case Study in Personal Growth"
- "The Blind Men's Association of Ahmadabad" (coauthor with Hari Das)
- "The Case of the Peeved Professor"
- "Upstart Technologies Private Limited"
- "Nascent Technologies"

Books / Reports

- *Asian Seminar on Rural Development : Evaluation of the Indian Experience* (co-editor with M.L. Dantwala and Ranjit Gupta), Oxford and IBH, New Delhi, 1986
- *Human Resource Development (Vol 1-4)* (coauthor with Udai Pareek and T.V. Rao), Course Material - School of Management Studies, Indira Gandhi National Open University, 1990
- *Repositioning HRD: The Contemporary Issues* (coeditor with G Venkataswamy, S Bannerjea & P Ramachandran). National HRD Network, Calcutta, 1995
- *Education and Training for the Informal Sector*, (co-author with Osei Boeh-Ocansey, Graciela Messina, and Henry Oketch), Overseas Development Administration of the Government of UK, 1995
- *Empowering Workers through HRD* (coeditor with G Upadhyaya & R Kumar). Allied Publishers, New Delhi, 1997

CONFERENCE PAPERS PRESENTED

- "Urban Women and Digitization" (with Ekta Sinha). Paper presented at 10th edition of International Conference on Theory and Practice of Electronic Governance, GOI & UNESCO, New Delhi, March 7-9, 2017.
- "A Comparative Analysis of the Behavioral Profiles of Operations Versus Non-Operations Management Professionals " (with Sheba Mathew). Presentation at SPIJMR-POMS India Chapter Conference on Big-Data Analytics for Optimizing Supply Chains, S.P. Jain Institute of Management and Research, July 30, 2016.

- “Leadership Styles of Leader Role Models of Gen Y Prospective Managers Studying in B-Schools” (with Ravindra Dey). Paper presented at the 8th Doctoral Thesis Conference, IBS, Hyderabad, April 23, 2015.
- “Relevance and Practice of Traditional OD Values In A Globalizing Business Environment” (with Ravindra Dey). International Conference on: Globalization: The Way Ahead, Xavier Institute of Management and Research, Mumbai, March 21, 2013.
- “Profiling the Locus of Control for Different Groups of Employees: Evidence from India” (with Upasna Aggarwal and Usha Chavali. 12th International HRM Conference, “Dream, Discover, Dare: Innovations in the Global Village: Role of International HRM”, MDI Gurgaon, December 10-13, 2012.
- “Role of HRD for Workers in the New Context” (with Rakesh Kumar). National Conference on ‘HRD for Workers’, Bhilai Steel Plant, SAIL 1994.
- “HRD in the Emerging Industrial Context” . Round table Conference on ‘HRD in the Emerging Industrial Context’, Academy of Human Resource Development, Madras, November 1993.
- “Education and Training Needs of the Informal Sector in India”, Overseas Development Agency, London, Edinburgh & Turin, November 1993.
- “Some Issues Relating to the Structuring of the HRD Function in Indian Organizations” National HRD Network Conference on Alternative Approaches and Strategies of HRD, Chennai, 1987.

DOCTORAL THESES GUIDED

- Ravindra Ashit Dey: *Impact of Personal Values and Emotional Intelligence on Leadership Effectiveness of Gen Y Students in B-Schools*. Doctoral Thesis, Academy of Human Resources Development, Ahmedabad, 2018
- Rajiv Agarwal: *Factors Influencing Career Choices of Successors in Family-Managed Businesses*. (Co-guide with Dr. Arya Kumar). Doctoral Thesis, Birla Institute of Technology and Sciences, Pilani, 2017.
- Shweta Maheshwari: *Role of Internal Communication and Training and Development Practices in Implementing Change*. (Member-Thesis Advisory Committee with Veena Vohra and Preeti Rawat). Doctoral Thesis. SVKM’s NMIMS University, Mumbai 2017
- Anjan Bhowmick: *Examining the Relationship between Organization Structure and Innovation: A Study of Indian Corporations*. (Jointly guided with Upasna Agarwal), Academy of HRD, 2015.
- Madhavi Mehta: *A Study of Professional Values, Value Conflict and Coping Mechanisms of HRD professionals in India*. XLRI-AHRD, December 2002.
- Ramachandran, S. : *A Study of the Congruence between Individual Values and Perceived Organizational Values, and its Impact on Commitment to the Organization*. XLRI-AHRD, March 2003.
- Anuradha Challu: *An Assessment of the Role of HR in the Indian Corporate Sector*. XLRI-AHRD, December 2004.

RESEARCH IN PROCESS

- “Leader Role Models of Gen Y Prospective Managers in India”. With Ravindra Dey.
- “Exploring Career Anchors of Indian Managers and their Interaction with Porter-Lawler Expectancies of Motivation”. With Mihir Ajgaonkar and Debasis Mallik.
- “Personality Profile of Operations Management Post-Graduate Students”. With Sheba Mathew.
- “Passion and Professionalism : Case studies of NGO’s in India” With Nirja Mattoo.

DOCTORAL THESES GUIDANCE IN PROCESS

- Prajakta Dhuru: *Assessing the Demand-Supply Competency Gaps among Graduates of Different B-Schools in Mumbai*. Doctoral Thesis, Pacific Academy of Higher Education and Research, Udaipur (*under completion*).

EDITORIAL ACTIVITIES

- Past member Editorial Board, and past Editor, *HRD Newsletter* (1988-96)
- Past member, Editorial Board, *Management and Labour Studies* (1988-92)

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