

RAJIV AGARWAL, PhD.

ASSOCIATE PROFESSOR

Centre For Family Managed Business, S.P.Jain Institute of Management & Research (SPJIMR)

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Summary of Achievements:

- Currently teaching, following a passion for Academics with strong Academic Credentials.
- Certificate holder in Family Business Advising and Family Business Wealth Advising (CBFA, CBWA) from Family Firm Institute, Boston, USA.
- 20 years experience as Founder/Entrepreneur in family owned business running India's largest Independent CD/DVD Manufacturing Facility.
- Passion for Information Technology and its usage in Education sector.

CURRENT RESPONSIBILITIES:

Feb 2012 to-date:

- **Associate Professor**, Core Faculty in Family Business, Strategy & Entrepreneurship.
- **Program Head**, Owner's Management Program.
- **Program Head**, Women's Management Program.
- **Head**, SPJIMR Case Publishing Center
- **Head**, SPJIMR Kindle Project
- **Lead Faculty**, Case writing Initiatives
- **Core Team Member**, Teaching with Simulations, Design Thinking
- **Member of the IT Committee**, SPJIMR.
- **Lead**, SPJIMR Simulations Development Center
- **Core Team Faculty**, Design Thinking
- **Lead Faculty Strategy Area**.
- **System Admin and Head**, ekosh, the SPJIMR LMS.

At the Centre for Family Managed Business, S.P.Jain Institute of Management & Research (SPJIMR)

- The Family Managed Business program is the first and considered as the best Family Managed Business (PGFMB) Certificate Program in India. This is a 18 month program for successors in family managed businesses.

About SPJIMR:

- The two year Full-time MBA Program) is ranked amongst the top 5 MBA Programs in India.
- SPJIMR is ranked amongst the top 5 Business Schools in India.

Teaching Responsibilities:

Courses developed and taught: (Have consistently been rated 8.5-9.5 out of 10)

- **Family Managed Business Program (Rated 9.0-9.5)**
 - *Family Business and Business Families*
 - *Introduction to Strategy and Advanced Strategy*
 - *Entrepreneurial Thinking*
 - *Information Technology for Businesses*
- **Owner Manager's Program (OMP) (Rated 8.5-9.5)**
 - *Family Business and Business Families*
 - *Strategy*
 - *Growth in Family Businesses*
- **Women's Management Program (WMP) (Rated 8.5-9.5)**
 - *Family Business and Business Families*
- **Two year Full time MBA Program (PGDM) (Rated 8.5-9.0)**
 - *Strategy (Jointly Shared Course)*
 - *Design Thinking (co-shared Course)*
 - *Entrepreneurship & New Venture Creation*
- **Executive MBA Program: (PGEMP) (Rated 8.5-9.0)**
 - *Strategy*
 - *Entrepreneurship & New Venture Creation*
- **Full One Year MBA Program for Senior Executives (PGPM) (Rated 8.5-9.0)**
 - *Strategy*
 - *Entrepreneurship & New Venture Creation*

- Faculty Panel Member, for evaluating Business plans in the *Family Managed Business Program & Grow your Business (GYB), Start your own Business Programs (SYB)* in the Centre for Entrepreneurship, SPJIMR.

- Strategy module in Management Development Programs (1 ½ day workshop for senior executives)

Other Responsibilities handled:

- In charge Admissions process including Interviews, Shortlisting and Acceptance of Prospective Candidates from the applicant pool (2014-2016)
- Was responsible for the AACSB certification initiative for the FMB Department in the Institute (reporting to the Dean). (2013-2016)
- Am responsible for the Academic Quality of the inputs on *ekosh*, the SPJIMR electronic Learning Platform. (2013 -2015)

- Am responsible for co-ordinating the Exams, Assignments, Grades, GPA being done electronically and act as the interface between the Faculty, Research Associates, Teaching Assistants, Administration and Students. (2013 to 2016)
- Currently heading the initiative for setting up the SPJIMR case publishing centre.
- Heading the initiative for Simulations development for SPJIMR.

Achievements in Strategic Areas:

- Redesigned the curriculum for the Family Managed Program.
- Have written 6 cases, (3 jointly, 1 individually and published in Ivey) for the Family Managed Business department to start creating intellectual property, a first for the Department. Was amongst the leading contributors to case writing efforts in SPJIMR.
- Am responsible for the commissioning “ekosh” (Moodle based LMS for SPJIMR) which is now the backbone for the entire Department. Was responsible for the design, coding, rollout, training and trouble shooting before handing it over to the Institute.
- Am currently working on a Social Media Initiative for the Students and Alumni.
- Am heading the initiative to offer SPJIMR teaching content digitally, on the internet and have been working with various faculty members on this initiative.
- Am responsible and heading the initiative to publish cases based on the social sector projects undertaken by the MBA students, involving the PGDM faculty members (9 currently) and working towards establishing and heading the SPJIMR Case Publishing Division. The goal was to get these cases eventually distributed by Harvard Business School Publishing. Am also responsible for the HBSP relationship for this initiative. Have jointly published one such case “AGV: Crisis at the Top” with Ivey, to demonstrate proof of concept.
- Have automated and streamlined the workflows for the Admission process for the FMB,OMP, and WMP Programs.

Visiting Professor of Entrepreneurship and New Ventures, IIM Kozhikode, PGP Program.

Taught at the Full-time MBA and Executive Education programs. (2014-2017)

Visiting Professor of Entrepreneurship, IIM Indore, PGPX Program.

Taught full course on Strategic Management of Small and Medium scale enterprises, at the one year part-time MBA students (Dec.2014 –Jan. 2015)

Board Member, Academic Area Committee in Strategic Management & Entrepreneurship, Faculty of Management, Nirma University, Ahmedabad, India.

Papers Published (Peer Reviewed):

1. Prasad, A., Agarwal, R., (2015), “The Oxymoron that is Business Ethics”, *Journal of Management Research*, 15(1), Jan-March 2015, 13-22.
2. Agarwal, R.,Kumar, A., D’Souza, K., (2015), “A Study Of The Factors Influencing Successors’ Choices In Indian Family-Managed Businesses”, *Journal of Applied Management and Investments*, 4(3), 128-136.

3. Agarwal, R., Kumar, A., D'Souza, K., (2015), "Successors in Indian Business Families: A Demographic Sample Study", *Journal of Applied Management and Investments*, 4(4), 201-208.
4. Agarwal, R., Kumar, A., D'Souza, K., (2016), "Literature Survey On Career Choices Of Successors In Family Businesses In India", *Journal of Applied Management and Investments*, 5(1), 1-19.

Cases Published:

- **Authored/co-authored 3 of 14 top selling cases sold in India in 2014 by Richard Ivey Publishing. (Source: Ivey Publishing).**
- **Authored 17th and 18th global top selling cases by Ivey in 2015.**
- **Authored/Co-authored top 9 of the top 20 best selling cases sold worldwide in June 2015 by Richard Ivey Publishing.**
- **Authored/Co-authored top 9 of the top 20 best selling cases sold worldwide in July 2016 by Richard Ivey Publishing.**

1. AGV: Crisis at the Top, Case 9B14C008, Published by Richard Ivey School of Business, Authors: Rajiv Agarwal , Keith D'Souza , Arun Jacob Kumbluvellil (<http://www.iveycases.com/ProductView.aspx?id=62111>)
2. AGV: Crisis at the Top – Teaching note, Case 8B14C008, Published by Richard Ivey School of Business, Authors: Rajiv Agarwal , Keith D'Souza , Arun Jacob Kumbluvellil
3. Indian Steel Ltd, Tri-party Negotiation – The Buyer (A), Case 9B14C005, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal (<https://www.iveycases.com/ProductView.aspx?id=61996>)
4. Indian Steel Ltd, Tri-party Negotiation – The Seller (B), Case 9B14C006, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal (<http://www.iveycases.com/ProductView.aspx?id=61997>)
5. Indian Steel Ltd, Tri-party Negotiation – The Consultant (C), Case 9B14C007, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal (<http://www.iveycases.com/ProductView.aspx?id=61998>)
6. Indian Steel Ltd, Tri-party Negotiation – Teaching note, Case 8B14C005w, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal
7. When there is no will, is there a way? Case 9B13C006, Published by Richard Ivey School of Business, Authors: Rajiv Agarwal, Samish Dalal. (<http://www.iveycases.com/ProductView.aspx?id=57649>)
8. When there is no will, is there a way? Teaching Note, Case 8B13C006, Published by Richard Ivey School of Business, Authors: Rajiv Agarwal, Samish Dalal
9. Pramanik Containers And The Bottleneck Challenge (A), Case 9B12E014, Published By Richard Ivey School Of Business, Author Rajiv Agarwal (<http://www.iveycases.com/ProductView.aspx?id=57014>)
10. Pramanik Containers And The Bottleneck Challenge (B), Case 9B12E015, Published By Richard Ivey School Of Business, Author Rajiv Agarwal. (<http://www.iveycases.com/ProductView.aspx?id=57015>)
11. Simplified Chinese version of case 9B12E014. Pramanik Containers And The Bottleneck Challenge (A), Case 9B12EC014, Published By Richard Ivey School Of Business, Original Author Rajiv Agarwal. Translated by Ivey into Chinese.
12. Simplified Chinese Version of Case 9B12E015 Pramanik Containers And The Bottleneck Challenge (B), Case 9B12EC015, Published By Richard Ivey School Of Business. Translated by Ivey into Chinese.

13. Pramanik Containers And The Bottleneck Challenge (A) And (B) - Teaching Note, Case 8B12E015, Published By Richard Ivey School Of Business, Author: Rajiv Agarwal.
14. The Cinnamon Case: Sales Negotiation (Role Play) (A) The Seller, Case 9B12C046A, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal (<http://www.iveycases.com/ProductView.aspx?id=56312>)
15. The Cinnamon Case: Sales Negotiation (Role Play) - (B) The Buyer, Case 9B12C046B, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal. (<http://www.iveycases.com/ProductView.aspx?id=56313>)
16. The Cinnamon Case: Sales Negotiation (Role Play) (A) The Seller and (B) The Buyer, Teaching Note, Case 8B12C046, Published by Richard Ivey School of Business, Authors: Samish Dalal, Rajiv Agarwal
17. The Case of the Increasing Topline, Case 814-042-1, Published by the Case centre, Author Rajiv Agarwal, (link <http://www.thecasecentre.org/educators/products/view?id=122133>)
18. Teaching note for The case of the Increasing Topline, Author Rajiv Agarwal, Case 814-042-8, Published by the Casecentre.
19. The Airline Industry in India: 2012, Case 314-184-1, Published by the Case centre, Author Rajiv Agarwal, (<http://www.thecasecentre.org/educators/products/view?id=122133>)
20. Teaching note for The Airline Industry in India, 2012, Author Rajiv Agarwal, Case 314-184-8, Published by the Casecentre.

Articles written in Media:

1. Business in the time of Broken Families, *The Hindu Business Line*, April 13, 2016. (<http://www.thehindubusinessline.com/todays-paper/tp-opinion/business-in-the-time-of-broken-families/article8468169.ece>)
2. Takeaways from the Tata Tussle, *The Economic Times*, Nov 22, 2016, <http://economictimes.indiatimes.com/news/company/corporate-trends/takeaways-from-the-tata-tussle/articleshow/55550768.cms>
3. Dealing with LGBT in business families, *Op-Ed, The Economic Times*, December 10, 2016, <http://epaperbeta.timesofindia.com/Article.aspx?eid=31818&articlexml=DEALING-WITH-LGBT-IN-BUSINESS-FAMILIES-Out-of-10122016008039>
4. The Cyrus Mistry Tata Sons imbroglio is a common family business issue, *Forbes India Magazine, Thought Leadership*, December 13, 2016. <http://www.forbesindia.com/article/spjimir/the-cyrus-mistrytata-imbroglio-a-common-family-business-issue/45101/1>
5. Cipla's pathbreaking Succession formula, *The Hindu Business Line*, December 15, 2016, <http://www.thehindubusinessline.com/todays-paper/tp-opinion/ciplas-pathbreaking-succession-formula/article9427279.ece>
6. Why Ananya Birla's Singing debut is applaudable, *Business Today*, December 16, 2016, <http://www.businesstoday.in/opinion/columns/why-ananya-birla-singing-debut-is-applaudable/story/242369.html>
7. When Good Companies make disastrous moves *Forbes India Magazine, Thought Leadership*, March 17, 2017. <http://www.forbesindia.com/article/spjimir/when-good-companies-make-disastrous-moves/46231/1>.
8. Legacies redefined, *Business India*, March 27, 2017.
9. Surviving the Silver Spoon, *Huffingtonpost*, June 4, 2017. (http://www.huffingtonpost.in/rajiv-agarwal/surviving-the-silver-spoon_a_22121053/)

10. The Need for Family Businesses to Stay Relevant, , *BW Businessworld*, June 11, 2017
(<http://businessworld.in/article/The-Need-For-Family-Businesses-To-Stay-Relevant/12-06-2017-119878/>)
11. How to grow kids in Wealth, *BW Businessworld*, June 11, 2017.
(<http://businessworld.in/article/How-To-Grow-Kids-In-Midst-Of-Wealth/11-06-2017-119873/>)
12. Asian Paints' Jalaj Dani Resigns After 18 years, *BW Businessworld*, June 11, 2017.
(<http://businessworld.in/article/Asian-Paints-Jalaj-Dani-Resigns-After-18-Years/11-06-2017-119875/>)
13. "Yudh ki karvai ke tarah hoti hai destination wedding" Dainik Bhaskar, Indore, Business Page.
14. Family Managed Businesses and the dilemma of stepping down in favour of professionals, Forbes Online, Thought Leadership, July 7, 2017. (<http://www.forbesindia.com/article/spjimr/family-managed-businesses-and-the-dilemma-of-stepping-down-in-favour-of-professionals/47461/1>).

Media Coverage/ Quotes:

1. Tata, une Affaire de famililes, Fevrier- Mars, 2017, Afrique Mediterranee Business
(<http://ow.ly/d/6cU4>)
2. Rajasthan Patrika Plus, "Family Interest ko Business se Alag karna hoga" Jaipur Edition, June 22, 2017.

Cases under development:

Six cases on various aspects of family managed businesses.

Areas of Interest:

- Family Managed Business Issues
- Entrepreneurship and New Businesses
- Strategy and Growth in Family Businesses

Research Papers currently working on: (Working Titles)

- Successor's Post Succession Model.
- Family Business in India, a study of the current businesses.
- Culture and its impact in family businesses
- IT usage in Family Managed Businesses.

Workshops Attended:

- Case Writing Workshop, Harvard Business School**, Boston. (January 2015).
- Global Colloquium on Participant Centered Learning, (Glocoll), Harvard Business School**, (July 2014) represented SPJIMR and participated amongst 140 faculty from all over the world.
- **Design Thinking, Creative Thinking and Innovation Workshop** conducted by Dr. Srikant Datar, Harvard Business School, conducted and hosted by SPJIMR in 2013. Was assisting the organizing committee to electronically host the Workshop material as per the requirements of Dr. Datar, and am responsible for all the participants post-workshop communications with the workshop participants.

- **Harvard Case Writing Workshop**, held by HBSP in Mumbai and conducted by Prof V.G. Narayanan, Harvard Business School in 2013.
- **AACSB Conference**, Goa, Feb 2013. Represented the Institute for understanding the AACSB Certification Process.

Workshops Conducted:

- **Faculty Development Case Writing Workshop for SPJIMR Faculty**. (January 2016). (Rated 9.5+ out of 10, and appreciation from the Dean). Repeat Workshop in April 2016.
- **Faculty Development Case Writing Workshop for Faculty at BITS Pilani**. (August 2016).

Consulting Projects Undertaken:

- **Knowledge Capture by Cases** : Consulting cum Workshop for Senior executives at Gas Authority of India Ltd (GAIL) in December 2016 – March 2017.
- Change Management session with Mazagon Dockyard Ltd.
- Growth strategy for a Family business Showroom in a Tier Two City.
- Growth Strategy and restructuring for Jewellery Chain
- Family and Business Restructuring for Family Managed Non-Ferrous Metal Manufacturing Company including advising on management structuring and financial operations.
- Advised on Knowledge Dissemination to and Testing of Healthcare professionals for a Health care firm having over 100 locations.
- Various families on various issues relating to family and business.

MDPs Participated:

- Novartis Oncology Partnership for NGOs engaged in Oncology treatment, September 2016. Strategy and leadership sessions
- Sun Jewels, Oct 2016 took the Strategy sessions.
- Doing Business in India, March 2015, took sessions on family business in India.

Other Current Activities:

- Working on an entrepreneurial project for developing an app for playing Antakshari for Hindi Music on Mobile phones. It is one of the three apps available worldwide. Android version under beta testing, iOS under development.

PROFESSIONAL QUALIFICATIONS:

Certificate in Family Business Advising (CFBA) and Certificate in Family Wealth Advising (CBWA) from the Family Firm Institute (FFI), Boston, USA. (2016). The Family Firm Institute (www.ffi.org) is an international professional membership

organization of over 1800 individuals and organizations across 88 countries, dedicated to providing interdisciplinary education and networking opportunities for family business and family wealth advisors, consultants, educators and researchers.

EDUCATIONAL QUALIFICATIONS:

Birla Institute Of Technology And Science, Pilani (BITS Pilani) (2013-2017)

Ph.D. in Family Business. Thesis topic, "An Empirical Study of Career Choices of Successors in Family Managed Businesses in Indian Context".

Harvard Business School: (2000)

Owner/President Management Program (OPM 30). Graduated in 2000. (OPM is a three weeks in a year program, over three years, equivalent to an Harvard MBA, for Owners/Presidents of Self-Owned Businesses)

Stanford University, School Of Management: (2005)

Executive Education Course (3 weeks) for young entrepreneurs in growing businesses.

S.P. Jain Institute of Management & Research (SPJIMR) (1989-91):

Masters in Management Studies (MMS), Specialised in Marketing with extra credits in Finance. Was ranked in the top four in the Graduating Class. **Ranked 8th in the All India Entrance Exams.**

Sydenham College of Commerce & Economics: (1984-89)

Bachelor of Commerce (B.Com.) Ranked 5th in Bombay University in B.Com. Graduate Examinations.

Institute of Costs & Works Accountants of India ICWAI (Intermediate) (1988)

SSC (Maharashtra Board) 1984; GD Somani Memorial School (82.2%)(1984)

PROFESSIONAL EXPERIENCE:

1994 to Current: Director (Operations), KRCD (India) Pvt. Ltd. India's first CD/DVD manufacturing facility.

Setup as Koch Rajes CD Industries, a joint venture with Koch International AG, and in technical collaboration with Koch Digitaldisc GmbH, Austria. The Indian promoters bought over the Austrian collaborators in 2000 and changed the name to KRCD (India) Pvt. Ltd. The company manufactured CDs and DVDs, for local and export markets, for Music, Movie and Software companies like Universal Music, Saregama, BIG Home Video, Disney, Excel Productions, Sony, UTV, Microsoft, Novell, etc. KRCD operated out of two facilities, in Worli and Vashi. It had a combined strength of about 75 persons, and could manufacture over 200,000 discs per day, and was the largest independent CD/DVD manufacturer in India.

Responsibility:

Was in charge of all the daily operations, customer relationships, technology, and finances of the company.

Achievements:

- Responsibility for the relationship with the JV Partners from the signing to the buyout.
- Market development including developing customers and products in India. Eg Worked with Sony to launch Video CDs in India, as their manufacturing partner.
- Introduction of new technologies in our company, and setting up processes to offer products matching international standards.
- Production, Quality control, Operations, which resulted in KRCD being the foremost company in this sector.
- P&L responsibility for the Company.
- Digital initiative for developing CD-on-Demand Kiosks and the Digitizing initiative, for building a database for all Indian Music.
- **Patent applied** for the process of digitizing and retrieving of the music. The methodology developed in 2000 is still not replicated by the leading music and technology companies. (Patent Application No. 3340/MUM/2011 dt. 28 November 2011 Title: "SYSTEM AND METHOD FOR SEGREGATING RETRIEVING AND PLAYING MUSIC")

1992-1999: Director. Rajes Art Printers.

Set up an audio cassette manufacturing plant, in 1992, catering to customers in the Music industry like TIPS, Magnasound, Saregama, Venus, etc. becoming the largest independent facility in India, in 1993, with an installed capacity of over 150,000 cassettes per day. Migrated to CDs, in 1995, and closed this down around 1999.

Responsibility:

Was responsible for technology, sales and production.

Achievements:

- Setup the company with my Father.
- Was responsible for technology absorption and adaptation
- Developed and manufactured Philips Blank cassettes for the first time in India, replacing a previously imported product for Philips India.

1992: DBS Ltd. (Part of DBS Business Centres) Management Trainee

4 months in the IT department, at the Corporate office Chennai, as a part of the team setting up their All India IT network.

Responsibility:

Troubleshooting and testing the system before rollout, and executing this in two centers in India.

Achievements:

Helped develop the IT system being the liason between the Management and the Developers, and contributed to have the system implemented well within the time frames given.

1992 Grasim (Consumer products) Marketing /Finance Management Trainee:

(Campus Placement, 6 months) Was amongst the first recruits in the Consumer Products Division.

Responsibility:

Drawing up Marketing and Financial plans for the new products.

1991 Canbank Financial Services Ltd. Mumbai. Summer Trainee Summer Project on the Paper Industry, and Loan Schemes of Various Financial Institutions in India.