Synopsis of Resume
Prof. Kajari Mukherjee

Part of IIM-Indore since July 2012. Over two decades of industry experience in a wide gamut of industries, spanning both public and private sector. Fourteen years in line function, including almost six years as head of department. Eight years in management consulting; Principal Consultant in one of the world's largest consultancy firms. Completed PhD in 2012 and immediately joined academics.

In 2015, selected for the "Best Teacher" award in IIM-Indore.

Multiple research grant awards of IIM-Indore.

Current position: Professor, Indian Institute of Management, Indore

Academic background:

COURSE	YEAR-START	YEAR-FINISH	University/Institution	THESIS TITLE/SUBJECTS	Comments
PHD	2008	2012	Tata Institute of Social Science	Organisation Structuring from the Perspective of Complexity Paradigm – A Case of Content Creating Company of Entertainment Industry	
Chevenning Scholarship	2004	2004	University of Bradford, UK		One of the twelve senior managers of India selected for this prestigious commonwealth scholarship in year 2004.
PGPRM	1994	1996	IRMA, Anand	HRM and Finance	Amongst top five in all semesters.
M Sc	1987	1989	RS University, Raipur	Mathematics	Merit position in the University
B Sc	1985	1987	do	Physics, Chemistry, Mathematics	
Class XII	1984	1985	CBSE	Do, English, Biology	

- **Continuous Learning:**

  ➢ Selected for *HBS Global Colloquium* on Participant centered Learning (PCL) in year 2015
  ➢ Selected for two week-long Complex System Winter School, 2015 conducted by *Santa Fe Institute*, the premier research institute in complex systems.

- **Publications:**

  ➢ **Books:**

Title	Publisher	Year
Contours of Corporate Governance (co-author)	Quest	2005
Complex Issues Management: Strategies & Tactics (co-author)	Tata McGraw Hills	2006 (in reprint)
SWIFT: Go Faster! Go Further! Tales of trainees who trained themselves to the top (co-author)	Quest	2008

  ➢ **Book Chapters:**

  - Kajari Mukherjee, 2017, Mandated Corporate Social Responsibility (mCSR): Implications in context of Legislation. In *International Business Strategy* (pp. 415-433). Palgrave Macmillan, London.
  - Kajari Mukherjee, Rautiainen, M., Pihkala, T. and Rosa, P., 2019. The Dynamics and Complexity of Family Business Groups. In *The Family Business Group Phenomenon* (pp. 177-200). Palgrave Macmillan, Cham.
  - Timo Pihkala, Goel, S., Rautiainen, M., Mukherjee, K. and Ikävalko, M., 2019. Deciphering Ownership of Family Business Groups. In *The Family Business Group Phenomenon* (pp. 223-252). Palgrave Macmillan, Cham.

  ➢ **Book Editor:**

  Maria Jose Parada, Timo Pihkala, Marita Rautenian, Allan Discua-Cruz, Naveed Akther and Kajari Mukherjee, 2022, "*The Handbook of Family Business Groups: Perspectives on Strategy Innovation and Growth*". Palgrave Macmillan, London (upcoming).

  ➢ **Journal article (published):**

  - Kajari Mukherjee, 2014. *Scale the Peak: Challenges of Growth and Continuity in a not-for-profit organization*, South Asian Journal of Management, 21(4), 166-189 ("C" in ABDC)

- Kajari Mukherjee, 2015, *Coopting formal and informal structures: Organization structuring from the perspective of complexity theory*, Emergence: Complexity & Organization, 17(3) ("B" in ABDC)
- Kajari Mukherjee, 2016, *Human Resource Metrics: Action Research in an Indian Firm*, Action Learning Action Research Journal, 22(1) ("C" in ABDC)
- Kajari Mukherjee, 2016, *CSR approaches of MNEs in developing countries: Common-sense morality of sending water-tankers to parched neighbors*, Journal of Global Responsibility, 7(2) ("C" in ABDC)
- Kajari Mukherjee and Rastogi, S.K., 2018. *The Challenges of Skill Development in India*, Economics & Applied Informatics, 24(1) ("C" in ABDC)
- Kajari Mukherjee and Bhatta, N.M.K., 2018, *Bridging the Rural-Urban Divide in Developing Countries: SBI Youth for India Model*, Journal of International Business and Education, 13 ("B" in ABDC)
- Kajari Mukherjee, 2018, *Free Basics: Fragmenting the Internet or Digital Inclusion*, Journal of International Business and Education, 13 ("B" in ABDC)
- Basu, Shubhabrata, Bishakha Majumdar, Kajari Mukherjee, Surender Munjal, and Chandan Palaksha, 2022, *The role of artificial intelligence in HRM: a systematic review and future research direction*, Human Resource Management Review (accepted 7th January, 2022). ("A" in ABDC)

- ➢ **A. Case and Teaching Note published (Ivey Publishing):**

  - Kajari Mukherjee, 2014, *Perna Arts: Managing the Complexity of Creativity and Commerce*, Ivey Publishing (Case: 9B14M098)
  - Kajari Mukherjee, 2015, *NationWide Primary Healthcare Services: Evolving Business Model*, Ivey Publishing (Case: 9B15MO12)
  - Kajari Mukherjee & Meenakshi Aggarwal-Gupta, 2016, *Hubtown (A) – Designing a Bottom-Up approach to Performance Management & Hubtown (B) - Implementing a Bottom-Up approach to Performance Management*, Ivey Publishing (Case: 9B16C053/54)
  - Kajari Mukherjee, Bhuvaneashwar S, & Michael Rouse, 2017, *The Hewlett Packard eHealth Center: Healthcare access through technology convergence,* Ivey Publishing (Case: 9B17M101)
  - Kajari Mukherjee & Sanjay Goel, 2018, Sandu Pharmaceuticals – Family Dynamics and Succession, Ivey Publishing (Case: 9B19M055)

- ➢ **B. Exercise cases:**

  - Kajari Mukherjee, 2012, *Razor's Edge: Challenges of Ethical Decision Making*
  - Kajari Mukherjee, 2011, *The Power Company: Creating Compensation Philosophy*
  - Kajari Mukherjee, 2012, *SuperDuper Pickpocket Limited – Job Analysis*
  - Kajari Mukherjee, 2012, *Sunflower Solution Limited, Part A &, B, Sunflower Soaps Limited – Internal alignment and Employment Cost analysis*

> ➢ **Working paper:**

- Kajari Mukherjee, 2014, *Organisation as a Designed Entity: Is self-organization for everybody?* IIM Indore Working Paper Series
- Kajari Mukherjee, 2016, *Mandated CSR (mCSR) in India: Test of CEO Leadership-Implementation challenges of substance over form*, WP/01/016/OB & HRM, IIM Indore Working Paper Series
- Kajari Mukherjee, 2016, *CSR approaches of MNEs in developing countries: Common-sense morality of sending water-tankers to parched neighbors*, WP/01/016/OB & HRM, IIM Indore Working Paper Series

> ➢ **Case Commentary:**
- Case commentary on "*Employee Background Verification Systems: Implementation Challenges?*" for Indore Management Journal, 3(4), Jan-Mar 2012

> ➢ **Book review:**
- Book review of "*Conquering the Chaos: Win in India, Win Everywhere*" for Indore Management Journal, 4(4), Jan-March 2013

> ➢ **Other publications:**
- *Katha Kahani aur Copy*: aimed at character literacy of students
- *Great Managers*: aimed at competency development of managers
- Formulating and delivering internal publications to capture success stories, salient learning, organizational memories for three companies (ONGC, IOC, GAIL India), as part of its knowledge management process. One such publication (for GAIL India) was the Indian entry (2005) in the yearly award for corporate communications in Energy sector across the world (***Energy Institute award UK***)

▪ **Courses taught:**

	Course Name	Program	Own case or article used as part of course
Core	Organisation Behavior – I	PGP, EPGP	**One case**
	Business Ethics and CSR	PGP, PGP-MX	**Three cases**
	Complexity Thinking	PGP-MX	**One case**
	Foundation course in OB & HRM	FPM, EFPM	**Two cases**
	Organisation Theory	EFPM	
	Contemporary Debates	PGP	
	Strategic Reward Management	PGP, PGP-HRM	**Five exercise cases**
	Competency Framework, Assessment & Development Center	PGP-HRM	**One case**

Elective	People Management – Decision for Business Managers	PGP, PGP-MX	**Three cases**
	Advanced Readings – Corporate Social Responsibility	FPM	**Two Articles**
	Managing and Leading in VUCA World	PGP, PGP-MX	**One case**

- **MDPs offered:**

  - Managing & Leading in Professional Services Firms (PSFs)
  - Managing Complexity
  - Strategic Reward Management
  - Business Management and Corporate Social Responsibility
  - Leadership Development program for First time Managers
  - Family Business Management
  - Social Entrepreneurship and Social Enterprises
  - Managing and Leading in VUCA World

- **Specialized Training Programs:**

  - *Samavesh*: Five-day induction programs for graduate engineers for HPCL.
  - Leadership Development Program: Five day programs for first time managers for Mahindra Finance Limited.
  - *Women in Leadership*: Special five day training session for women senior managers for John Deere.

- **Consultancy:**

  - **Eight phase intervention program** titled "Driving High Performance Culture through People Management" for Adani Electricity Limited
  - **Designing Performance Evaluation Model** for Hubtown Limited, a publicly listed real estate company.
  - **Tata Rewards+ Core**: Four and half day program on compensation management for Tata Group. Launched in 2011, by now about 250 employees dealing with compensation and benefit (C&B) management has gone through this program.
  - **Tata Rewards+ Advanced**: Three day program on advanced compensation management aimed at C&B heads of various Tata companies.
  - Teaching in **IIM Ranchi, IIM Trichy, IIM Sambalpur and IIM Sirmaur**

- **Research Seed Money projects (since the IIM Indore Research Fund was created in April 2014)**

  - Funding for writing a case study on NationWide Primary Healthcare Services (closed)

- Funding for writing a case study on National Skill Development Council (NSDC) (closed)
- Funding for research project on leadership and mandatory CSR in India
- Funding for research on organization design in family business firms
- Funding for research on social entrepreneurship

- **Administrative role:**

    - **Area Chair**, OB&HRM, for the year 2013-14 and 2014-15.

    - **Program Chair,** PGP-MX, for the year 2016-17 and 2017-18

- **Organizing seminars:**

Seminar Name	Institutions involved	Extent of involvement	Year
CSR : The Donor – Doer Meet (The Art of Giving)	CSR&L	Co-conceptualisation, Moderation	2007, 2008, 2009, 2010, 2011
Global Warming – Causes & Effects	CSR&L	Co-conceptualisation, Moderation	2008-09
Performance Management in PSUs	Mercer Consultancy	Co-conceptualisation,	2009
1st Asian Conference on Corporate Social Responsibility	CSR&L, TISS	Conceptualisation, end-to-end organizing & fund raising, Moderation	2009
Me and My Nation	CSR&L	Co-conceptualisation, fund raising	2012

Note: In 1st Asian Conference on Corporate Social Responsibility, more than 100 organizations participated in this conference. In total, these organizations spend close to Rs 400 crores ($8 million) – out of Rs 1800 crores ($36 million) spent through public-private partnership in India on CSR.

- **Board membership:**

Founder-member and board director of CSR&L (Corporate Social Responsibility and Leadership), a registered NGO, which encourages, trains and mentors corporate to do more for the society. Currently, it trains about 1000 poor students per year from hinterland of the country to compete and enter IITs and other prestigious engineering colleges. There are 25 fully residential training centers spread across India for this purpose. Some of the locations are Srinagar, Itanagar, Dibrugarh, Jodhpur, Mumbai, Delhi, Kanpur, Bhubaneswar, etc. About 40% of the students trained get selected in in IITs, rest in NITs and state engineering colleges.

- **Managerial experience:**

    - Varied and indepth experience in a wide gamut of industry, both in public and private sector. In total, more than **twenty years of industry experience**.

➤ Strong operational experience in HR discipline, coupled with experience in integrating business strategy with HR plans and programs.
➤ Various roles during the career:

Organisation	Position	Reported to	Year
Calcutta Port Trust	Junior Assistant Secretary (Class I Government Officer)	Secretary to Calcutta Port Trust	1990-1994
ITW Signode India Ltd	Manager – HR	GM – HR & GM - Marketing	1996-1997
Tata Finance Limited	Manager – HR	Vice President – HR	1997-1999
TCG Software Services	HOD – Human Resources Dept	CEO	1999-2004 (Jan)
Organisation Dynamics	Principal Consultant	Revenue Sharing arrangement	2004-2006
Mercer Consulting	Principal Consultant	Country Head	2007-2009 (July)
Self Employed	Consultant and Advisor		2009 (July)-2011

Professional Highpoints:

- **Turnkey HR** system and process creation and implementation, including organization structure and visioning for a downstream E&P company in petroleum sector.
- **Transformation** of a pharmaceutical company that recorded the highest growth in revenue in year 2005-06 as per published ORG data.
- Redesign of HR and training department of the largest bank in Turkey, as part of **business transformation**.
- Handling **merger of three firms** in a software company as its Head-HRM. Setting up a captive development center for a well-known Enterprise Data Management (EDM) firm in Mumbai.
- Managing HRM for close to five years for a multinational software firm, spread across countries.
- Project on **Knowledge Management** in Accenture (UK) with Products Operating Group; recommendation regarding process of managing organizational memory, including role of knowledge aggregators, agreed to, and were used to define their services for the ensuing year (2005).
- Member of two committees that **revamped** freight & shipping rates and Byelaws of Calcutta Port (these are main regulations that govern the operations of Port).