

CURRICULUM VITAE

SUSHANTA KUMAR MISHRA

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Indian Institute of Management Indore
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EDUCATION

Indian Institute of Management Ahmedabad
Fellow Program in Management, 2009

National Institute of Technology Rourkela
Bachelor of Engineering, 1993

ACHIEVEMENTS

- A[1] The study titled 'Motives and Impact of Volunteerism: A Study of Vidhyadaan Program in India' received the Highly Commended Runner-Up Award from Emerald/INDAM Indian Management Research Fund for the year 2017.
- A[2] One of his cases on ESAF –A Microfinance Company (with S. Vittal Rangan) was ranked among the top ten cases in ISB-Ivey Global Case Competition 2017 and also found an Honourable Mention from the panel of judges.
- A[3] Best Teacher Award at Indian Institute of Management Indore, 2016.
- A[4] Appointed as the First Young Faculty Research Chair at IIM Indore, 2015.
- A[5] His paper has been adjudged as the Best Accepted Paper in the Academy of Management Meeting held at Chicago, August 2009.
- A[6] Received the Emerging Diversity Scholar Award as a promising contributor to Research, Practice, or Teaching related to Diversity from National Center for Institutional Diversity, University of Michigan, 2008.
- A[7] Received the Industrial Finance Corporation of India (IFCI) Award at Indian Institute of Management Ahmadabad for the Best Thesis Proposal (2007-2008).

PROFESSIONAL SERVICES

- P [1]. Member of the Board of Governors: Indian Institute of Management Indore
- P [2]. Member of the Executive Committee: Indian Academy of Management (INDAM)
- P [3]. Member of the Board of Governors: LBS Institute of Engineering and Management Indore
- P [4]. Member of the Academic Council: Adani Institute of Infrastructure Management, Ahmedabad

ACADEMIC SERVICES

- A [1]. Editorial Board Member: Academy of Management Learning and Education
- A [2]. Adhoc Reviewer (Selected Journals)
- Asian Business & Management (Palgrave)
 - British Journal of Management (Blackwell)
 - Human Resource Management (Wiley InterScience)
 - Information Technology & People (Emerald)
 - International Journal of Hospitality Management (Elsevier)
 - International Journal of Manpower (Emerald)
 - Journal of Business Ethics (Springer)
 - Journal of Management & Organization (ANZAM)
 - Journal of Managerial Psychology (Emerald)
 - Personnel Review (Emerald)
 - Relations Industrielles/ Industrial Relations (Laval University)
 - Studies in Higher Education (Taylor and Francis)

RESEARCH GUIDANCE

Doctoral Candidate	Area	Convocation Year	Role in TAC
Nishant Uppal	OB&HRM	2014	Chairperson
Gunjan Tomer	IS	2015	Chairperson
Debolina Dutta	OB&HRM	2015	Chairperson
Payal Anand	OB&HRM	2016	Chairperson
Vivek Khanna	OB&HRM	2016	Chairperson
Roopak Gupta	OB&HRM	2017	Chairperson
Piyush Kant Pandey	OB&HRM	2018	Chairperson
Roshni Das	OB&HRM	Continuing	Chairperson
Devyani Singh	OB&HRM	Continuing	Chairperson
Vittal Rangan S.	OB&HRM	Continuing	Chairperson
Ravishankar Jayaraman	OB&HRM	Continuing	Chairperson
Arti Sharma	OB&HRM	Continuing	Chairperson
Bhuvanagiri Chandrasekhar	OB&HRM	Continuing	Chairperson
Shanu Shukla (IIT Indore)	Psychology	Continuing	Chairperson
Plavini Punyatoya	Marketing	2012	Member
Kunal Kamal Kumar	OB&HRM	2013	Member
Prachee Sehgal	OB&HRM	2015	Member
Bishakha Majumdar	OB&HRM	2016	Member
Jyotshna Singh	IS	2016	Member
J. Vinayan	OB&HRM	2016	Member
Subroto Sarkar	Marketing	2017	Member
Asit B. Acharya	Strategy	2017	Member
Sandip G. Tarda	Marketing	2017	Member
Rajesh Sharma	IS	2017	Member
Sashi K Srivastava	IS	2018	Member
Baljeet Singh Sani	Marketing	Continuing	Member
Brijesh Mishra	F & A	Continuing	Member
Nilesh Asnani	OMQT	Continuing	Member

THESIS EVALUATION

Both for the Doctoral and the Masters level participants in the following Institutions/ Universities:

- IIM Ahmedabad
- IIM Calcutta
- IIM Indore
- XLRI, Jamshedpur
- IIT Madras
- Multimedia University, Malaysia

TEACHING

- T[1] PGP: Organizational Behavior-II
Career and Self
Entrepreneurial Orientation
Leadership Competencies
- T[2] FPM: Basic Research Methodology
Advanced Micro Organizational Behavior
Survey Research Methods
- T[3] FDP: Research Methodology
- T[4] EPGP-EG: Behavioral Science
- T[5] MDP: Interpersonal Effectiveness and Team Building
Building and Leading Teams
Leadership and Motivation
Leadership Competencies in Complex Organizations

EXECUTIVE TEACHING

Designed and delivered in many executive programs conducted for:

Senior IAS officers, Auditor Generals, Apex Level Officers of OFB (Ordinance Factory Board) of Indian Ordnance Factory, Judges, Officers of Indian Army, Border Security Force, Police officers, Officers in many Govt. organizations (Indian Railways, MP Tourism, MP Board), Officers in Indian Public and Private organizations to cite a few.

WORKSHOPS/ TALKS/ SESSIONS

- WS[1] Conducted the session on *Introduction and Foundation of Research* in the STTP program at SGSITS, Indore (on June 26, 2018).
- WS[2] Conducted sessions on *Process of doing Research* at the FDP organized by the Faculty of Management at Marwadi University, Rajkot (on June 21, 2018) at Rajkot, Gujarat.
- WS[3] Conducted sessions on *Quality Research in Management* in the Faculty Development Program organized by Department of Management, Sanjivani College of Engineering, Ahmednagar, Maharashtra (on December 16-17, 2016) at Ahmednagar, Maharashtra.
- WS[4] Talk on *Leadership in Large PSUs* in the Workshop conducted by National Institute of Personnel Management (Odisha Chapter) on January 18, 2016 at Rourkela Steel Plant, Odisha.
- WS[5] Workshop on *Research Methodology in Management* (January 12, 2014) at ITM Gwalior.
- WS[6] Talk on *Fundamentals of Research* on May 11, 2012 at Conference on Excellence in Research and Education (May 10 – 13, 2012) held at IIM Indore.
- WS[7] Workshop on *Foundations of Research* at International Conference & Colloquium on Excellence in Research and Education (September 25-28, 2010) organized by Indian Institute of Management Indore.
- WS[8] Three day National Workshop on *Methodology for Management Research* (June 12-14, 2010) at Acropolis Faculty of Management & Research, Indore.

WS[9] One day Workshop on *Qualitative Research Methods* for Doctoral Students at University Tun Abdul Razak, Malaysia, December 10, 2009.

WS[10] *Tutorials on Research Methods* at Excellence in Research and Education Conference (May 1- 4, 2009) organized by Indian Institute of Management Indore.

PUBLICATIONS: JOURNALS

- J[1] Mishra, S. K. (Forthcoming). Career success schemas and their contextual embeddedness: A comparative configurational perspective (co-authored). *Human Resource Management Journal*.
- J[2] Mishra, S. K. (Forthcoming). Proactive Career Behaviors and Subjective Career Success: The Moderating Role of National Culture (co-authored). *Journal of Organizational Behavior*.
- J[3] Gupta, R., Mishra, S. K., & Sikarwar, E. (Forthcoming). Linking Leader-Follower Proactive Personality Congruence to Creativity. *Personnel Review*.
- J[4] Kodwani, A., Mishra, S. K., Jain, K. K. & Kumar, K. K. (Forthcoming). Linking loneliness to depression: A dynamic perspective. *Benchmarking: An International Journal*.
- J[5] Das, R., Jain, K. K., & Mishra, S. K. (2018). Archival research: A neglected method in organization studies? *Benchmarking: An International Journal*, 25(1), 138-155.
- J[6] Kumar, K. K. & Mishra, S. K. (2017). Subordinate-superior upward communication: Power, politics, and political skill. *Human Resource Management*, 56(6), 1015-1037.
- J[7] Sehgal, P., Nambudiri, R., & Mishra, S. K. (2017). Teacher effectiveness through self-efficacy, collaboration and principal leadership. *International Journal of Educational Management*, 31(4), 505-517.
- J[8] Kumar, K. K. & Mishra, S. K. (2016). Assuming corporate responsibilities in lawless situations: Case study of a news media organization. *Asian Journal of Business Ethics*, 5(1), 81-95.
- J[9] Mishra, S. K. & Kumar, K. K. (2016). Minimizing the cost of emotional dissonance at work: A multi-sample analysis. *Management Decision*, 54(4), 778-795.
- J[10] Tomer, G. & Mishra, S. K. (2016). Exploring the process of identity construction among software engineering students in India. *Information Technology and People*, 29(1), 146-172.
- J[11] Mishra, S. K. (2014). Linking perceived organizational support to emotional labor. *Personnel Review*, 43(6), 845 – 860.
- J[12] Uppal, N. & Mishra, S. K. (2014). Moderation effects of personality and organizational support on the relationship between prior job experience and academic performance of management students. *Studies in Higher Education*, 39(6), 1022-1038.

- J[13] Uppal, N., Mishra, S. K. & Vohra, N. (2014). Prior related work experience and job performance: Role of personality. *International Journal of Selection and Assessment*, 22(1), 39-51.
- J[14] Punyatoya, P., Sath, A., & Mishra, S. K. (2014). Role of brand globalness in consumer evaluation of new product branding strategy. *Journal of Brand Management*, 21, 171–188.
- J[15] Rathi, N., Bhatnagar, D., & Mishra, S. K. (2013). Effect of emotional labor on emotional exhaustion and work attitudes among hospitality employees in India. *Journal of Human Resources in Hospitality and Tourism*, 12, 273-290.
- J[16] Mishra, S. K. (2013). The effect of perceived external prestige on emotional exhaustion and turnover intention: Explaining the mediation effect of organizational identification. *Corporate Reputation Review*, 16(3), 220-233.
- J[17] Mishra, S. K., Bhatnagar, D., D’Cruz, P., & Noronha, E. (2012). The linkage between perceived external prestige and emotional labor: Mediation effect of organizational identification among pharmaceutical representatives in India. *Journal of World Business*, 47, 204-212.
- J[18] Mishra, S. K. & Saxena, R. (2011). Voice or neglect: Understanding employee behavior in two multinational corporations. *Indore Management Journal*, 3(1), 34-48.
- J[19] Mishra, S. K. (2011). Asset Creation under MGNREGA: A study in three districts in the state of Madhya Pradesh. *Indore Management Journal*, 3(3), 34-48.
- J[20] Mishra, S. K. & Bhatnagar, D. (2010). Linking emotional dissonance and organizational identification to turnover intention and emotional well-being: A study of medical representatives in India. *Human Resource Management*, 49(3), 401-419.

PUBLICATIONS: BOOK CHAPTERS

- B[1] Mishra, S. K. (Forthcoming). The Indian cultural paradox. (co-authored). In P. S. Budhwar, R. Kumar & A. Varma (Eds.), *Indian Business: Understanding a Rapidly Emerging economy*, UK: Routledge Publication.
- B[2] Khanna, V. & Mishra, S. K. (2017). The dark side of emotional intelligence. In A. Stachowicz-Stanusch, W. Amann, & G. Mangia (Eds.), *Corporate Social Irresponsibility: Individual Behaviors and Organizational Practices*, NC: Information Age Publishing, Chapter 2, pp. 11-27.
- B[3] Mishra, S. & Mishra, S. K. (2015). Organizations and Indian culture: A multicultural perspective. In Vijay Pereira and Ashish Malik (Eds.), *Investigating Cultural Aspects in Indian Organizations: Empirical Evidence*, Switzerland: Springer International Publishing, Chapter 10, pp. 171-183.
- B[4] Mishra, S. K. & Kumar, K. K. (2014). Capitalism in the Indian social environment: An ethnic perspective. In Hamid Kazeroony and Agata Stachowicz-Stanusch (Eds.), *Capitalism and the Social Relationship: An Organizational Perspective*, UK: Palgrave Macmillan (Chapter 14).

- B[5] Mishra, S. K. & Budhwar, P. (2013). Global careers: An Indian perspective. In Christina Reis and Yehuda Baruch (Eds.), *Careers without Borders: Critical Perspectives*. London: Routledge Publishers, Chapter 15, pp. 285-296.
- B[6] Mishra, S. K. (2011). Sales employee's emotional labor: A question of image or support (Chapter 4). In Charmine E.J. Härtel, Neal M. Ashkanasy, Wilfred J. Zerbe (Eds.), *What Have We Learned? Ten Years On (Research on Emotion in Organizations, Volume 7)*, Emerald Group Publishing Limited, pp.107-131.
- B[7] Mishra, S. K. (2011). Exploring the antecedent and consequences of authenticity of emotional expression (Chapter 12). In Charmine E.J. Härtel, Neal M. Ashkanasy, Wilfred J. Zerbe (Eds.), *What Have We Learned? Ten Years On (Research on Emotion in Organizations, Volume 7)*, Emerald Group Publishing Limited, pp.319-339.

PUBLICATIONS: MANAGEMENT CASES

- MC [1] Mishra, S. K. (2017). ESAF – Becoming a Larger and Stronger Bank – A Microfinance Case of Integrating Performance and Organization Systems through Variable Compensation (co-authored). Ranked among the top ten cases in ISB-Ivey Global Case Competition 2017 and was found an Honourable Mention from the panel of judges.
- MC [2] Mishra, S. K. (2017). Crisis in Happiness Part (A) & (B) (co-authored). *E T Cases*: Mumbai, pp. 179-196.
- MC [3] Mishra, S. K. (2015). Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire through Focused Metrics (co-authored). Harvard Business Publication, Case No: IMB491-PDF-ENG: <https://cb.hbsp.harvard.edu/cbmp/product/IMB491>.
- MC [4] Kumar, K. K. & Mishra, S. K. (2013). Prabhat Khabar: Innovative HR practices that helped sustain journalism as practice. In Jyotsna Bhatnagar, Gita Bajaj and Somnath Ghosh (Eds.), *Innovations in People Management: Cases in Organizational Behaviour, HR, and Communication*. New Delhi: Macmillan Publishers. pp. 118-134.

CONFERENCES (SELECTED LIST)

- C[1] Mishra, S. K. (2018). Volunteers as ‘active citizens’ or ‘secondary workforce’? A critical perspective (co-authored). *British Academy of Management Conference*, September 4-6, 2018, Bristol, UK.
- C[2] Mishra, S. K. (2018). Proximal and distal causes of workplace loneliness: An exploratory study (co-authored). *Academy of Management Annual Meeting*, August 10-14, 2018, Chicago, USA.
- C[3] Mishra, S. K. (2018). Effect of follower–supervisor proactive personality (in-)congruence on idea implementation (co-authored). *Academy of Management Annual Meeting*, August 10-14, 2018, Chicago, USA.
- C[4] Mishra, S. K. (2017). Predictors of job pursuit intention across career stages: A mixed method study (co-authored). *Academy of Management Annual Meeting*, August 4-8, at Atlanta, Georgia.

- C[5] Mishra, S. K. (2017). Ensuring ethical competency measures in organizations: An exploratory study (co-authored). *Academy of Management Annual Meeting*, August 4-8, at Atlanta, Georgia.
- C[6] Mishra, S. K. (2017). Do birds of a feather flock together? Language and its effect on friendship ties (co-authored). *Academy of Management Annual Meeting*, August 4-8, at Atlanta, Georgia.
- C[7] Mishra, S. K. (2017). Does Media multitasking lead to Well Being or Ill Being (co-authored)? *International Conference on Health, Wellness and Society*, October 5-6, 2017, Denver, USA.
- C[8] Mishra, S. K. (2017). Exploring career success via Island analysis (co-authored). *European Group of Organization Studies Colloquium, EGOS Colloquium*, July 6-8, Copenhagen, Denmark.
- C[9] Mishra, S. K. (2016). Does affirmative action ensure access but provide bases for caste group homophily? A network study (co-authored). *Academy of Management Annual Meeting, August 05-09, 2016, Anaheim, California, USA*.
- C[10] Mishra, S. K. (2016). Views on career success across the globe: First steps towards a world map of career success (co-authored). *Academy of Management Annual Meeting, August 05-09, Anaheim, California, USA*.
- C[11] Mishra, S. K. (2016). Workplace loneliness in the shadow of institutions. An explanatory study (co-authored). *European Group of Organization Studies Colloquium, EGOS Colloquium*, July 7-9, 2016 in Naples, Italy.
- C[12] Mishra, S. K. (2016). Voice to change: Power, politics and followers' voice (co-authored). *European Group of Organization Studies Colloquium, EGOS Colloquium*, July 7-9, 2016, Naples, Italy.
- C[13] Mishra, S. K. (2015). Exploring Person technology fit and its impact on work outcomes among IT professionals (co-authored). *Academy of Management Annual Meeting*, August 7-11, 2015, Vancouver, Canada.
- C[14] Mishra, S. K. (2015). Subordinate-superior upward communication: The effect of power, politics, and political skill (co-authored). *2015 Academy of Management Annual Meeting*, August 7-11, 2015, Vancouver, Canada.
- C[15] Mishra, S. K. (2015). Subordinate-superior upward communication: The effect of leader-member exchange and interactional justice (co-authored). *European Group of Organization Studies Colloquium*, July 2-4, 2015 held, Athens, Greece.
- C[16] Mishra, S. K. (2015). Migration and multiculturalism: Centrality of work organizations (co-authored). Presented at the *European Group of Organization Studies Colloquium*, July 2-4, 2015, Athens, Greece.
- C[17] Mishra, S. K. (2014). A cross-culturally generated measure of perceived career success: Results of a three-stage study (co-authored). *Academy of Management Meeting, Philadelphia*.
- C[18] Mishra, S. K. (2014). Using the power of spiritual and religious words to create a sustainable and responsible world (co-presented). *Academy of Management Meeting, Philadelphia*.

- C[19] Mishra S. K. (2014). Understanding person technology fit and analyzing its influence on work related outcomes among IT professionals (co-authored). *18th Pacific Asia Conference on Information Systems (PACIS 2014)*, Chengdu, China.
- C[20] Mishra, S. K. (2014). Should I stay or quit the organization: Exploring the cost of emotional labor and organizational response to cope with it (co-authored). *European Group of Organization Studies*, Rotterdam, Netherlands.
- C[21] Mishra, S. K. (2014). Employee voice: The moderating role of power, politics, and political skill (co-authored). *SMA Annual Meeting*, Savannah, Georgia, USA, November 12-15, 2014.
- C[22] Mishra, S. K. (2014). Faking News: How a news satire portal helps uphold journalism ethics (co-authored). *5th World Business Ethics Forum, University of Macau*, Macau, December 9-11, 2014.
- C[23] Mishra, S. K. (2014). Affective well-being in organizational context: A study among medical sales representatives in India (co-authored). *2nd Pan IIM World Management Conference, IIM Kozhikode*, India, November 5-8, 2014.
- C[24] Mishra, S. K. (2014). Assuming corporate responsibilities in lawless situations: Case study of a news media organization (co-authored). *Academy of International Business 2014 Annual Meeting*, Vancouver, Canada, June 23-26, 2014.
- C[25] Mishra, S. K. (2013). Path linking emotional labor strategies to turnover intention: Effect of POS. *Academy of Management Meeting*, Orlando, Florida.
- C[26] Mishra, S. K. (2013). Caught in a quandary: Can business organizations be both virtuous and competitive? (co-authored). *Annual Meeting of the Society for Business Ethics*, Orlando, Florida.
- C[27] Mishra, S. K. (2013). Capitalism in the Indian social environment: An ethnic perspective (co-authored). *India Academy of Management, IIM Ahmedabad*, India.
- C[28] Mishra, S. & Mishra, S. K. (2013). Globalization, technology and cultural transition: A study in the off-shore industry. Accepted for presentation at *EGOS Colloquium 2013*, Montreal, Canada.
- C[29] Mishra, S. K. (2013). Prior related work experience and job performance: Moderation effect of fit between personality and organizational culture (co-authored). Accepted for presentation at *EGOS Colloquium 2013*, Montreal, Canada.
- C[30] Mishra, S. K. (2013). Transition from Physical Labor to Emotional Labor: Challenges and Opportunities. *The World conference on Emerging Issues in Management*, Goa, India.
- C[31] Mishra, S. K. (2013). Employee well-Being: Exploring the antecedents and consequences in organizational context. Presented at *2nd International Conference of Nepalese Academy of Management*, Kathmandu, Nepal.
- C[32] Mishra, S. K. (2013). Prior related work experience and job performance: Role of personality (co-authored). Accepted for presentation at *Southern Management Association Meeting*, New Orleans, Louisiana.

- C[33] Mishra, S. K. (2013). Towards developing career technology fit frame work and analyzing its influence on work related outcomes among it professionals (co-authored). Accepted for presentation at 22nd *International Conference on Information System Development*, Seville, Spain.
- C[34] Mishra, S. K. (2012). Identity formation process: The role of professional education in identity morphing among engineering students (co-authored). 12th *IHRM Conference*, Gurgaon, India.
- C[35] Mishra, S. K. (2012). Prabhat Khabar: Innovative HR practices that helped sustain journalism as practice (co-authored). 12th *IHRM Conference*, Gurgaon, India.
- C[36] Mishra, S. K. (2011). Strength of friendship ties: Role of linguistic distance and physical propinquity (co-authored). *Indian Academy of Management*, Bangalore, INDIA.
- C[37] Mishra, S. K. (2011). Explaining the antecedents of emotional labor through social exchange theory and social identity theory. *Eastern Academy of Management International Conference*, Bengaluru, India.
- C[38] Mishra, S. K. (2011). Linking perceived organizational support, organizational identification to turnover intention and emotional exhaustion. Accepted for presentation, *Southern Management Association Meeting*, Savannah, Georgia.
- C[39] Mishra, S. K. (2010). Emotional dissonance, emotional exhaustion, and turnover intention: Moderation effect of POS. *Academy of Management Meeting*, Montreal, Canada.
- C[40] Mishra, S. K. (2010). Explaining the effect of emotional labor strategies on emotional exhaustion and well-being (co-authored). *Academy of Management Meeting*, Montreal, Canada.
- C[41] Mishra, S. K. (2010). Sales employees' emotional labor: A question of image or support. *Seventh International Conference on Emotions and Worklife*, Montreal, Canada.
- C[42] Mishra, S. K. (2010). Exploring the antecedent and consequences of authenticity of emotional expression. *Seventh International Conference on Emotions and Worklife*, Montreal, Canada.
- C[43] Mishra, S. K. (2009). The effect of construed external image on emotional exhaustion and turnover intention: Explaining the mediation effect of organizational identification (co-authored). *Indian Academy of Management Meeting*, XLRI, India.
- C[44] Mishra, S. K. (2009). Understanding voice and neglect behavior of employees: A study of two MNEs in India (co-authored). *Indian Academy of Management Meeting*, XLRI, India.
- C[45] Mishra, S. K. (2009). Linking emotional dissonance and organizational identification to turnover intention and well-being (co-authored). *Academy of Management Meeting*, Chicago.

- C[46] Mishra, S. K. (2008). Top management's imperative on trust during post-acquisition implementation phase: A case from India (co-authored). *Strategic Management Society Special Conference*, Hyderabad, India.
- C[47] Mishra, S. K. (2008). Organizational identification and well-being: Exploring the mediation of emotional dissonance (co-authored). *Academy of Management Meeting*, Anaheim, California.
- C[48] Mishra, S. K. (2008). Impact of cultural fit of the organizations over the organizational performance in the post-acquisition phase: A case of a middle-sized manufacturing MNC in India (co-authored). *24th European Group of Organizational Studies (EGOS) Colloquium*, Amsterdam.
- C[49] Mishra, S. K. (2007). Emotional labor: Coping or controlling customer aggression. *21st Australian and New Zealand Academy of Management (ANZAM) Conference*, Sydney, Australia.
- C[50] Mishra, S. K. (2007). Organization learning: Choosing between knowledge nomads and permanent employees. *12th Asia-Pacific Researchers in Organization Studies (APROS) International Colloquium*, MDI, Gurgaon, India.

INDUSTRY EXPERIENCE

(Steel Authority of India Limited)

Work Experience: 11 years in different managerial capabilities at Rourkela Steel Plant (a major production unit of SAIL, a public sector company).

Worked as a change agent during the workplace development initiative in 1997-1998 at Rourkela Steel Plant and had visited *British Steel Plc, South Wales, U.K.* (Presently known as Tata-Corus) for attending the training (6 Weeks) on *Human Resource and Organizational Development*. The focus of the training was on improving the yield and quality characteristics of Cold Steel Strip.

Was a member of the core team during the turn-around process of Rourkela Steel Plant (RSP) in 2001-2003 and was involved in communication meetings at the departmental level as a part of the organization-wide communication drive.