

Dr. Himanshu Rai

Present Address

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EDUCATION

- **Indian Institute of Management, Ahmedabad, India, June 2000 – May 2005**
Fellow of IIM Ahmedabad (Ph.D.), Doctorate Thesis Topic: An Exploratory-Formulative Study of Executive Dispute Handling Capability: Morphology, Measurement and Modalities.
- **Karnataka Regional Engineering College, Surathkal, August 1987 - July 1991**
B.E, Electrical and Electronics Engineering, Division: 1st

PROFESSIONAL EXPERIENCE

Professor, Indian Institute of Management, Lucknow, India, (February 2017 onwards), Associate Professor (October 2009 to August 2014; September 2016 to February 2017), Assistant Professor (August 2006 – October, 2009) (IIMs are ranked among the top B-Schools in the World)

- Designed and developed the course outline, course material and methodology, and teaching/taught the following courses:
 - Human Resource Management (MBA Core Course)
 - Behavior in Organizations (MBA Core Course)
 - Communication for Management (MBA Core Course)
 - International Business Communication (IPMX Core Course)
 - Strategic Business Negotiations (MBA Elective)
 - Leadership through Literature (MBA Elective)
 - Justice, Ethics & Morality (MBA Elective)
 - Framing Identities and Roles through Exploration (MBA Elective)
 - Training & Development (GMP Elective)
 - Advanced Research Methodology (Doctoral Program)
- Spearheaded the executive programs team as the **Chairperson, Management Development Programme** of IIM Lucknow from 2013 to 2014 and helped increase revenues by 50%. The IIM Lucknow MDP trains over 1200 executives every year through over a 100 programs of durations ranging from 3 days to one year.
- Conducted the Common Admission Test (CAT) 2010 for the Indian Institutes of Management as **Convener for CAT-2010** and successfully achieved critical success parameters **better than global benchmarks**.
- Coordinated all internal & external communications of IIM Lucknow as **Chairperson, Corporate Communications & Media Relations** from 2011 to 2013.
- Coordinated Common Admission Test (CAT) and admissions at IIM Lucknow as the **Chairperson, Admissions** from 2009 to 2011.

- Coordinated activities of the HRM area as the **Chairperson, HRM Group** from 2009 to 2011.
- Conceived, developed and conducted Management Development Programs for working executives (including in-company programs) on *Strategic Business Negotiations, Leadership Development, Crisis Management, Advanced Research Methodology for Social Sciences, Decision Making and Effective Communication*.

Dean, MISB Bocconi, India Campus of Bocconi University, Milan, Italy, and SDA Professor of Organization & HRM, SDA Bocconi School of Management, Milan, Italy:
September 2014 to August 2016

- Spearheaded the business school in India in its quest for growth; successfully conceived and implemented the strategy to double the PGP Admissions in a year
- Strategized Bocconi's presence in India through the business school and related branding activities
- Hired and mentored faculty in India, while optimizing faculty resources from Milan
- Launched and managed niche executive programs; successfully launched an edition of International Executive Masters in Business (18-month, weekend program), and two editions of Executive Program (6 modules of 3-days spread over 10 months) in Business Analytics
- Created strategic partnerships with business schools and corporate houses across the globe

XLRI Jamshedpur, Asst. Professor, India, June 2005 – August 2006 (XLRI is ranked as the top B-School in Human Resource Management in India)

- Developed the course outline and methodology, and taught the following core courses to PG students (regular MBA and Satellite Program):
 - Introduction to Human Resource Management
 - Human Resource Planning
- Conceived, developed and conducted Management Development Programs for working executives (including in-company programs) on *Negotiation Skills and Written and Oral Communication Skills*.
- Presided over the XLRI Campus Club, the faculty body overseeing social and cultural initiatives of the institute.
- Designed and developed the vision and implementation plan for the institute's Satellite Program as a member of the Satellite Program team.
- Designed and developed the vision and implementation plan for the institute's Entrepreneurship Program as a member of the Entrepreneurship and Incubation Cell team.

Tata Steel, Jamshedpur, India (Graduate Trainee - Senior Officer - Asst. Manager), October 1991 - April 2000 (Tata Steel is one of World's largest Steel Companies)

- Spearheaded a Quality initiative, leading cross functional teams to design and develop ISO 9000 systems for Quality Assurance, Project and Corporate Communications Divisions over a period of 4 years.

- Led an engineering team, commissioning the electrics for **US\$ 200 million, 2-million ton** Steel Melting Shop, with outstanding results.
- Led an engineering maintenance team of 25 people as the Sectional Head of Electrical Operations Division of the **1-million ton** Steel melting shop, with consistently outstanding results.
- Conceived, developed and disseminated the “**Communication Policy**” for Tata Steel.
- Conducted pre-certification audits for various Departments of Tata Steel as a **Trained Quality Auditor**.
- Designed and developed Tata Steel’s **Intranet Website** and **Audio-Visual Studio** for its own Cable TV Channel.

DOCTORAL GUIDANCE

- Guiding 1 doctoral student at IIM Lucknow and on the Thesis Advisory Committee of several others
- Guiding 4 Ph.D. students enrolled under me at outside universities

SELECTED PUBLIC SERVICE WORKS

- On the direction of **Hon’ble High Court of UP** (as a response to a PIL), and UP Police, conducted a study on the Impact of Licensed Weapons and Celebratory Firing on General Public in UP. This report has been named “**Himanshu Rai Report**” by the High Court who has directed the State to implement the recommendations given therein.
- On the request of **UP Police**, conducted an experimental study to look at the “The Effect of Weekly off on Job Satisfaction, Organizational Commitment, Work-Family and Family-Work Conflict of Police Personnel”. Based on this report the state government has initiated the process of giving weekly off to police personnel in UP in a phased manner.

ADVISORY BOARDS

- Member, Academic Advisory Board, IIM Sirmaur, DIT Dehradun, Jaipuria Institutions, Techno Group of Institutions
- Chief Mentor, National HRD Network, Lucknow Chapter, India
- Advisor, Streamingo Solutions Pvt. Ltd., a startup that is working on adding intelligence to video experience
- Advisor, Stairwell Ventures Pvt. Ltd., a startup that is working on connecting great jobs to the ideal candidates

SELECTED CONSULTANCY ASSIGNMENTS

- **Strategic Consultancy for Planning Commission of India.**
- Designed and conducted Online Recruitment exam for senior managers of UP State Road Transport Corporation
- Manpower Evaluation of UP State Transport Corporation, **Govt. of U.P.**
- **Designing HRM systems** for contract employees of UPSRT, **Govt. of U.P.**
- **Restructuring** of Metal Handicraft Service Centre, Moradabad to make it a Centre of Excellence, **Ministry of Textiles, Govt. of India.**

- Designed and developed the **Strategic HRM Systems**, and rationalized the **Promotion Policy** for the Indira Gandhi Rashtriya Udaan Academy (IGRUA).
- Developed the blueprint for “**Functional Autonomy**” of National Sugar Institute, India, one of the premier institutes in the world imparting training to scientific personnel for the services of **Sugar and Allied industry in India**.
- Designed, conducted and prepared a **Baseline Survey Report** for the villages of Gujarat, India, in association with **International Finance Corporation** as a Short Term Temporary Consultant with the **World Bank**.
- Consulted with the SEWA Trade Facilitation Centre, the trade wing of Self Employed Women’s Association (SEWA), India, in association with International Finance Corporation. Developed and designed the **Strategic Plan** and the related **Action Plan** for its effective functioning and fund generation. The plan has since been successfully implemented.

SELECTED TRAINING PROGRAMS

- Helping Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie to develop a training module on “Ethics and Anti-Corruption Strategies” for all Indian Administrative Services officers across career phases.
- Designed and conducted a “**Training of Trainers**” on **Negotiation Skills** for faculty and senior management of LBSNAA, Mussoorie, the training institute for ALL bureaucrats of India. Subsequently this module has been adopted to train all IAS officers in India across career phases.
- Designed and conducted workshops on “**Crisis Leadership**” for a large Oil company
- Designed and conducted a series of workshops on “**Creating Sustainable Performance at Dealership**” dealers of a large auto organization in India.
- Designed and conducted Workshop on “**Negotiation Skills**” for senior and middle level executives of organizations in India.
- Designed and conducted Training Programs on “**Strategic Business Negotiations**” and “Developing Negotiating Ability” for multinationals and other organizations across India.
- Designed and conducted Training Programs on “**Effective Communication Skills for Leaders**”, for multinationals and organizations across India.
- Designed and conducted Workshop on “**Advanced Research Methods in Social Sciences**” for doctoral students in India.
- Conducted workshops on “**Communication Skills**”, “**Positive Thinking**”, and “**The Art of Quizzing**” for several organizations in India.

PUBLICATIONS

Books

- **Rai H.** (2017). *Negotiation*. McGraw Hill Education.
- **Rai, H.** (2005). The Role of Hinduism in Global India and her Business Ethics. In Capaldi, N, (Eds.), *Business and Religion: A Clash of Civilizations?* Salem, MA:M&M Scrivener Press. 379-389.

- **Rai, H.** (2005). The Emerging World Trade Regime, Social Clause and Implications for Employee Relations Management. In Chawla, K.N., (Eds.), *Enhancing Global Business Competitiveness*, Delhi: Wisdom Publications. 160-175.

Scholarly Papers (Peer Reviewed)

- Wohlgezogen, F & **Rai H** (2018). Dialogue: Lessons on Competence and Character from President Donald J Trump. *Organizational Dynamics*, 47(1), 54-62
- Saxena, N & **Rai, H.** (2016). Correlations and organisational effects of compensation and benefits, job satisfaction, career satisfaction and job stress in public and private hospitals in Lucknow, India. *Asia Pacific Journal of Health Management*, 11(2), 65-74
- Singh, S; Kumar, K; Bhattacharya, A & **Rai, H.** (2016). Estimating and testing the significance of correlation coefficient obtained from truncated bivariate normal distribution. *Journal of Interdisciplinary Mathematics*, 19(2), 245-251
- Shukla, A & **Rai, H.** (2015). Linking Perceived Organizational Support to Organizational Trust & Commitment: Moderating role of Psychological Capital. *Global Business Review*, 16(6), 981-996.
- **Rai, H.** (2015). Education & Skill Development: Creating an Employable Workforce. *CFO Insights*, 6, 38-39.
- Saxena, N & **Rai, H.** (2015). Impact of Performance Appraisal on Organizational Commitment and Job Satisfaction. *International Journal of Engineering and Management Sciences*, 6(2), 95-104.
- Shukla, A & **Rai, H.** (2015). Interactive Effects of Psychological Capital and Perceived Support in Developing Trust and Commitment among Indian IT Executives. *Employment Relations Record*, 14(2), 66-87.
- Saxena, N & **Rai H.** (2015). The correlation effects between recruitment, selection, training, development and employee stress, satisfaction and commitment: findings from a survey of 30 hospitals in India. *International Journal of Healthcare Technology and Management*, 15(2), 142-161.
- **Rai, H.** (2014). An Exploratory Study on the Morphology and Measurement of Spirituality: Development of a Scale. *International Journal of Indian Culture and Business Management*, 8(4), 459-472.
- **Rai, H** (2013). Empowering your Conscience. *Complete Wellbeing*, 8(2), 87-88.
- **Rai, H** and Singh, M. (2013). A Study of Mediating Variables of the Relationship between 360-degree Feedback and Employee Performance. *Human Resource Development International*, 16(1), 56-73.
- **Rai, H.** (2013). The Measurement of Negotiating Ability: Evidence from India. *Global Journal of Business Research*, 7(4), 109-125.
- **Rai, H.** (2012). Leadership Styles. *Cascade*, 19(2), 7-9
- Kumar, M, Singh, S, **Rai H**, and Bhattacharya A. (2012). Measuring Humane Orientation of Organizations through Social exchange and Organizational Identification Facilitation and Control of Burnout and Intention to Quit. *International Journal of Organizational Theory and Behavior*, 15(4), 520-547.
- **Rai, H.** (2012). Book Review. Samuel Paul: A life and its lessons: Memoirs. Samuel Paul. *Metamorphosis*, 10 (2), 101-105.

- **Rai, H** (2011). Leadership through Literature. Good to Great: Ideas, Imagination & Innovation, LBSNAA. 25-29.
- **Rai, H** (2010). HRIS: Issues and Implications. *Gitam Journal of Management*, 8(1), 194-200.
- Kumar, M, **Rai, H**, and Pati, S.P. (2009). An Exploratory Study on Negotiating Styles: Development of a Measure. *Vikalpa*, 34(4), 37-49.
- **Rai, H** (2009). Business Education-Motivation to Learn-Knowledge and Skills Transfer Linkage. *Indian Journal of Training & Development*, 39(1), 21-29.
- **Rai, H** (2009). Strategic Human Resource Management: Issues and Effects. *Evolution*, 1(1), 20-24.
- **Rai, H** (2009). Gender Differences: Ingratiation and Leader Member Exchange (LMX) Quality. *Singapore Management Review*, 31(1), 63-72.
- **Rai, H** (2008). Political Dynamics and Employee Relationship Management. *Journal of Indian Management and Strategy*, 13(4), 40-43.
- **Rai, H** and Kothari, J (2008). Recruitment Advertising and Corporate Image: Interface between Marketing and Human Resources. *South Asian Journal of Management*, 15(2), 47-60.
- **Rai, H** and Wadhwa, C (2008). Effect of Employer Branding on Recruitment Communication Media: Perception of Graduating Students. *Pratibimba*, 8(2), 45-53.
- **Rai, H.** (2008). Managing Trade Unions at the Firm Level and the Dynamics of Collective Bargaining, *Indian Journal of Industrial Relations*, 44(1), 117-129.
- **Rai, H** and Kulkarni, V. (2008). How Close Can You Get-The Effect of Proxemics on LMX, *Icfaian Journal of Management Research*, 7(9), 7-15.
- **Rai, H.** (2008). Disputes and Dispute Resolution: The Effect of Union Density on Employee Intention to Quit-an Indian Study. *Management & Labour Studies*, 33(2) 290-300.
- **Rai, H** (2008). Factors affecting Promotion: Age, Gender and Mentorship. *Pragyan: Journal of Management*, 6(1), 1-6.
- **Rai, H.** (2007). Dispute Handling Capability: Morphology and Modalities-Development of a Model. *Management & Labour Studies*, 32(2), 183-202.
- Kaul, A., Ansari, M., and **Rai, H.** (July 2006). Gender, Affect and Upward Influence. *Journal of Asia Entrepreneurship and Sustainability*, 2(1), 2-31.
- **Rai, H.** (2004). Book Review. Negotiated Change: Collective Bargaining, Liberalization and Restructuring in India. C.S. Venkataratnam. *Vikalpa*, 29 (3), 155-157.

SELECTED INTERNATIONAL REFEREED CONFERENCES

- Paper on Ethical Leadership at 2017 Academy of Management Conference at Atlanta
- Invited session on “Eradicating Corruption” at 2016 Academy of Management conference at Anaheim.
- Invited session on “Eradicating Corruption” at 2015 Academy of Management conference at Vancouver.
- Paper, titled “*An exploratory study on the morphology and measurement of spirituality: Development of a scale*” presented at 2012 Costa Rica Global Conference on Business

- and Finance, San Jose, Costa Rica, May 22-25, 2012. Received the best in-session presentation award.
- Paper titled “*An exploratory-formulative study of measurement of negotiating ability: Development of a scale.*” presented at 2nd Bangkok International Forum on Indigenous Management Practices (BIFIMP) 28-31 August 2011, Bangkok, Thailand.
 - Paper, titled “*An exploratory-formulative study of measurement of negotiating ability*” presented at 15th Annual South Dakota International Business Conference, Rapid City, South Dakota, USA. October 9-12, 2008.
 - Paper, titled “*An exploratory study on the morphology and measurement of spirituality*” presented at AGBA and AAM Joint World Congress, Penang, Malaysia, May 21-25, 2007.
 - Paper, titled “*Gender Differences: Ingratiation and LMX*”, presented at 6th Asia Pacific ABC Conference on Management Communication at IIM Ahmedabad, India, December 14-16, 2006.
 - Paper, titled “*Recruitment Advertising and Corporate Image: Interface between Marketing and Human Resources*”, presented at 3rdAIMS International Conference on Management at IIM Ahmedabad, India, January 1-4, 2006.
 - Paper, titled *Dispute Handling Capability: Morphology and Modalities-Development of a Model*, presented at Second International Biennale on Negotiation, at Paris, November 17-18, 2005.
 - Session proposal (“*The DNA Model: Developing Negotiating Ability*”) presented at Harvard PON-ESSEC IRENE negotiation pedagogy conference at ESSEC, Paris, November 14-15, 2005.
 - Paper, titled *How close can you get-the effect of Proxemics on LMX*, presented at 2nd AIMS International Conference on Management at IIM Calcutta, India, December 28-31, 2004.
 - Paper, titled *Disputes and Dispute Resolution-An Indian Case Study*, accepted for presentation and published at 2004 IABE Annual Conference, Las Vegas, USA, October 17-20, 2004.
 - Paper, titled *Hinduism, Business and Ethics*, accepted for presentation and published at the International Ecumenical Conference, Loyola University, New Orleans, June 10-13, 2004.

AFFILIATIONS

- Member, Academy of Management (AOM).
- Past Member, HRD Advisory Council, Powergrid Corporation India Limited.
- Past Member, Steering Committee, CMAT, AICTE.
- Participant of the **Harvard Global Colloquium** on participant-centred learning.
- Past member of **Editorial Review Board** for South Asian Journal of Global Business Research (Emerald Publications)
- **Reviewer** for Human Resource Development International, a scholarly peer-reviewed journal
- **Reviewer** for Inderscience journals

- **Reviewer** for African Journal of Business Management, a scholarly peer-reviewed Journal
- **Reviewer** for IIMB Management Review, a scholarly peer-reviewed Journal.
- **Reviewer** for Metamorphosis (IIM Lucknow), a scholarly peer-reviewed Journal.
- **Reviewer** for Sage Publications, and Cengage Learning India Pvt. Ltd India.
- Past Member of **Executive Council** of Lucknow Management Association.
- **Member of High Level Advisory Committee**, Cooperative Societies, Govt. of UP, India.
- Past Member of the Interview and Group Discussion Panel for selection of Probationary Officers for State Bank of India (2005-2007).

HONORS

- Best Teacher in HRM award, Dewang Mehta Award, 2017; Dainik Bhaskar Group, 2013.
- Best in-session presentation award at the 2012 Costa Rica Global Conference on Business and Finance, San Jose, Costa Rica.
- **Infosys Fellowship** for academic and research excellence at IIM, Ahmedabad (2000-2001). The Fellowship was awarded to 2 students in that academic year.
- **National Talent Search Examination Scholarship** from Government of India for academic excellence (From 1986-1991). The scholarship was awarded to 750 students from across the country in that academic year.
- **'A' Level Certificate** from Tata Steel Adventure Foundation for rock climbing and trekking expedition in the Garhwal Himalayas.

INTERESTS

- Answering questions on management, philosophy, education, literature, yoga, mountaineering in India, and psychological issues through my column AskHimanshuRai, and developing perspectives on contemporary issues and literature through my blogs on my website www.himanshurai.com
- Yoga (Practice and teaching): Currently **teaching Yoga** to people through the Patanjali's Ashtanga method.
- Adventure Sports: Led over a dozen **expeditions** in the Garhwal Himalayas, scaling heights at 20,000 feet. These include Everest Base Camp, Kala Patthar Peak, Nagakarsang Peak, Rudragaira Peak, Khatling Glacier, Chandrashila Peak etc.
- Quizzing: Designed, created and conducted over 50 **Quiz Shows** across the country.
- Stage: Directed and acted in half a dozen **Plays** (English), and one **Opera**.
- Reading: Voracious reader of **Classical English** and **Sanskrit literature** besides both fiction and non-fiction genres.
- Music: Connoisseur of **Western Classical** and **Hindustani Classical** Music.
- TEDx talk on "Ethical Leadership: Lessons from the Vedas" on <https://www.youtube.com/watch?v=Pkn0u1aXS1o>