



Salahkaar Consultants

Human Resource Services

HR Consulting | Training | Recruitment | Testing | Education

CURRICULUM VITAE OF

The Principal Consultants: **Prof. Chittranjan N. Daftuar**, D. Litt.

SPECIALISATIONS:

- **Industrial and Organizational Psychology**
- **Human Resource Development**
- **Human Resource Management**
- **Organizational Behaviour**
- **Organizational Development**
- **Human Engineering (Ergonomics)**

PRESENT INSTITUTIONAL AFFILIATION:

Chairman & Managing Director, Salahkaar Consultants,
Pune, India.

LAST INSTITUTIONAL AFFILIATION:

Head of Department,
Department of Psychology,
M.S. University, Baroda, India.

CONTACT DETAILS:

Address:

Salahkaar Consultants, Flat No.2,Siddhant Classic,Next to Gulmohar Royale,Plot No. 25,
Viman Nagar,Pune- 411014

E-mail- daftuar@salahkaarconsultants.com
daftuarc@yahoo.com

Phone: +91 9822198530, +91 25388291

ACADEMIC CAREER:

- A. D.Litt. 1985. Topic "Structure of Supervisory Control: A Study in Organizational Effectiveness". **(Only D. Litt. in Organizational Behaviour in India).**
- B. Attended a short duration course on "Problems of Test Construction in Developing Countries". **Free University, Amsterdam, Holland, 1976.**
- C. D.I.I.T. 1964 (Post M.A. Diploma, from **Indian Institute of Technology**, Kharagpur, India) in "Industrial Psychology and Industrial Relations".
- D. M.A. (Psychology), Patna University, 1962.
- E. B.A. (Hons. in Psychology), Patna University, 1960.

HONOUR & AWARDS:

- A. Delivered Valedictory Address at the Research Seminar organized by the Department of Psychology, Pune University, Pune, India on the 8th October 2003.
- B. Delivered Valedictory Address at the 6th International and 36th Indian Association of Applied Psychology and 3rd Pondichery psychological Conference at Pondichery, Jan.5th to 7th, 2002.
- C. Elected to the position of Regional President of Indian Association of Applied Psychology (IAAP) 1998.
- D. **Invited to chair a paper session during the 24th International Congress of Applied Psychology (IAAP), San Francisco, 1998.**
- E. **Nominated for Man-of-the year - 1997 title by the ABI, U.S.A.**
- F. **Offered foreign Affiliate Membership of American Psychological Association, USA, 1997.**
- G. **Awarded Hon/Free membership of International Association of Applied Psychology (Holland), 1996.**
- H. Chairperson, Board of Study in Psychology, M.S. University, Baroda since 1995-2002.
- I. Acted as Member Advisory Committee, UGC, Project on 'Manpower Development for effectiveness in University Administration', University of Rajasthan.
- J. Hon. DIRECTOR, Industrial Relations Management Academy, 1994-95.
- K. Acted twice as referee for the prestigious award "Hari Om Ashram Prerit Award" in Psychology, 1991 and 1992.
- L. Member, Academic Council of the Indian Academy of Human Resource Development, Ahmedabad - since 1991.

- M. Invited to chair a session during the 9th Congress of Cross-Cultural Psychology, held at the University of Newcastle, Australia (22-25 August, 1988) (could not attend).**
- N. Chaired a session on: "Psycho-linguistic and Multilingual Communication" during the International Seminar on "Micro-computer and Cognitive Processes", Dept. of Psychology, Aligarh Muslim University, Aligarh, India February 5-8, 1987.
- O. Invited to chair a session during the 8th Congress of Cross-Cultural Psychology, Istanbul, Turkey, July 1986 (could not attend).**
- P. Time Research Foundation Award, 1985.**
- Q. Awarded National Associate status by the University Grants Commission, New Delhi, 1978.
- R. Invited to chair a session on "Experimental Psychology in Cross-cultural Settings" during the 3rd Congress of International Association of Cross-cultural Psychologists (Tilburg University, Holland) July, 1976.**

MAJOR RESEARCH / CONSULTANCY PROJECTS COMPLETED:

- A. **PGC (Personal Growth Circles)** for 15 groups of managers of FAG Bearings India Ltd (approx. number 250) is in progress (8 groups already covered).
- B. Competency Mapping for senior manager and executives (total number approx.400) of Jindal Steel and Power Ltd.**
- C. Job analysis and Position analysis in Mundra Port at Adani Dock, India.2006.
- D. **Assessment Centre** at Enercon India., 2005.
- E. A Study of attrition in L & T , Vadodra Unit. 2005.
- F. Assessment Centre at Enercon India., 2001
- G. Development of Intelligence Test for Essar Steel, India. 2001.
- H. Development of Personality test for Essar Steel, India, 2001.
- I. A Study of Sexuality and Health Seeking Behaviour among out – of – school Adolescents in Anand Slums, Anand, India. Financed by Population Council, USA, 2000.
- J. Problem of Absenteeism in IPCL, Vadodara, 1998.
- K. Preparation of Psychological Tests for selection of sales persons and managers (on behalf of the Academy of HRD, Ahmedabad) 1994.
- L. Preparation of Psychological Tests for selection of clerks (on behalf of Academy of HRD), 1994.

- M. A study of HRD related needs of IBP Co. (Financed by Academy of HRD, 1994, Ahmedabad, on IBP-fellowship).
- N. Training needs analysis of GACL (On behalf of ISTD, Baroda Chapter, 1993).
- O. Evaluation of Training Programmes in IPCL, Baroda, 1990.
- P. A study of Communication Systems in Hindustan Brown Boverly Ltd. (Now ABB), Baroda, 1989.
- Q. Problems of Middle Level Managers in Gujarat Communication and Electronics Ltd., 1988 (On behalf of the Institute of Public Enterprises, Hyderabad).
- R. Identification of middle managers' problems: A case study of Madras Refineries Ltd., 1987 (On behalf of Public Enterprises, Hyderabad).
- S. Training needs identification in FAG-Precision Bearings of India Ltd., 1986. FAG Precision Bearings Ltd., Baroda (Sponsored by Baroda Management Association, Baroda).
- T. Development of weighted valued for a performance appraisal system (EPRF 1: Bank of Baroda) 1984
- U. Moral in high technology organization NDDDB: A psycho-social profile. 1983
- V. Management Change in hospital. 1982
- W. Supervisory control and organizational effectiveness; Comparative study in public and private sector (financed by the U.G.C.) 1981

VISITING SCIENTIST/FACULTY TO INTERNATIONAL AND NATIONAL INSTITUTIONS, NOTABLE AMONG THEM ARE:

1. Academy of Human Resources Development, Ahmedabad, 1993-94.
2. Indian Diamond Institute, Surat, India.
3. Academic Staff College, Jaipur University, Jaipur, India 1990.
4. Institute of Public Enterprises, Hyderabad, India 1987
5. **Dept. of Human Sciences, Loughborough University of Technology, U.K. (June 1986).**
6. Bank of Baroda Staff College, Ahmedabad.(1985)
7. Railway Staff College, Baroda (several visits).(1995, 1994, 1993, 1992, etc.)
8. **Applied Psychology Unit, University of Cambridge, Cambridge U.K. (June 1972).**



SPECIAL ACIEVEMENTS AND INSTITUTION BUILDING:

A. Founded the Indian Association of Stress Research and Management (ASRAM) in 1997.

B. Established the Council of Behavioural Research in 1971

C. Started the first interdisciplinary journal of behavioural sciences in India called BEHAVIOROMETRIC in 1971. It is still continuing and continues to be its Editor (since 1971).

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EDITING:

- ❖ Edited an interdisciplinary journal of Behavioural Sciences – BEHAVIOROMETRIC – Editor since 1971.
- ❖ Member, Editorial Board of the INDIAN JOURNAL OF TRAINING AND DEVELOPMENT, ISTD, New Delhi (1990-91).
- ❖ Member, Editorial Board, HRD Newsletter (1990-91).
- ❖ Associate Editor, JOURNAL OF INDUSTRIAL RELATIONS: News & Views, 1993-95.
- ❖ Member, Editorial Board, INDIAN JOURNAL OF CLINICAL PSYCHOLOGY.
- ❖ Editor, 'NEWLETTER' of the 'Association of Stress Research and Management' (ASRAM) since 1998.
- ❖ Associate Editor, INDIAN PSYCHOLOGICAL REVIEW.
- ❖ Served as peer reviewer on several journals.
- ❖ Invited to Guest edit a special issue of Indian Psychological Review on Industrial/organizational Psychology, December 2002.

OTHER EXPERIENCES AND PUBLICATIONS:

A. TEACHING:

About 37 years at various universities. Primarily and extensively engaged in teaching of Organisational and Industrial Psychology, O.D., H.R.D. Ergonomics, etc.

B. RESEARCH (Conducting and Guiding) :

Extensive research experience for about equal period (i.e. 37 years) in the areas of specialisation mentioned above. Also guided P.G. Diploma in O.B., HRD, M.A. and Ph.D. and Post-doctoral students for their research projects and dissertations.

Ph.D. Theses:

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|-------|-------------------------|------------------------------------|---------------|
| (i) | Post-doctoral Thesis: | a) completed | : Two |
| (ii) | Doctoral Theses (PhDs): | a) completed
and degree awarded | : Fourteen |
| (iii) | PG Diploma in OB | Dissertations completed | : Several |
| (iv) | PG Diploma in HRD | Dissertation completed | : Several |
| (v) | MA | Dissertations completed | :Twenty-five+ |

C. PUBLICATIONS AND PRESENTATIONS:

Published extensively in foreign and Indian research journals.

Books:

Three published.

Two accepted for publication and one in progress.

Research Articles:

Some of the publications received international recognition. One of these articles brought Times Research Foundation Award in 1985 another has been adopted as a compulsory course reading in an Australian University..

6 articles published in foreign international journals and as book chapters (published by foreign publishers).

75 in Indian journals and as book chapters

More than 30 articles presented to various national and international seminars and conferences.

Book Reviews:

7 Published

Bibliographies:

2 Published

D. PSYCHOLOGICAL TESTS AND SCALES :

Prepared / adopted about 24 tests and scales in the areas of O.B. and HRD.

E. ADMINISTRATIVE:

1. Served as Head of the Dept. of Psychology, Gaya College, Gaya
2. Served as, Head of the Dept. of Psychology, M.S. University, Baroda

MEMBERSHIP OF ACADEMIC/PROFESSIONAL BODIES:

- I) Indian Society for Training and Development: Life Member, Vice-Chairman, Baroda Chapter, (1986-87, 1988-89 and Chairman, Baroda Chapter, 1989-90). Its National Council Member (1990-97).
- II) Chairman, National Committee of Training and Design, ISTD, 1992-93.
- III) H.R.D. Net-work: Member, Executive Committee, Baroda Chapter (for 3-4 years)
- IV) Council of Behavioural Research: Its Organising Secretary & presently Hon. Chairman.
- V) Baroda Management Association (BMA): Member, Managing Committee (Since 1983-88) Treasurer (BMA), 1990-91.
- VI) Indian Science Congress Association: Life Member (since 1968).
- VII) International Association of Applied Psychologists: Member (Hon.) (since 1996).
- VIII) Indian Psychological Association: Life Member (since 1968).
- IX) Indian Psychological Society: Life Member (since 1970).
- X) Indian Academy of Applied Psychology: Life Member (since 1986).
- XI) National Institute of Personnel Management: Life Member (since 1985).
- XII) South East Association of Psychologists: Member (since 1997).
- XIII) American Psychological Association: Foreign Affiliate (since 1997-99).
- XIV) Human Factors and Ergonomic Society, USA (Have been a member during 70s' and have joined again recently)

LIST OF PUBLICATIONS

(Books, Book Chapters, Articles, Reviews, Tests & Scales, Etc.)

BOOKS

Job- Attitudes in Management (1982), New Delhi, Concept Publication.
Organizational Behaviour (1991) New Delhi, ISTD.
Behavioural Quotient (2000) Baroda : Council of Behavioural Research.

PAPERS

Published in Foreign and Indian Journals or as Book's Chapters in India and abroad.

1. Book Chapters

Foreign

1. Engineering psychology in cross- cultural settings (1977). In Ype Poortinga (Ed.) "*Basic problems in cross- cultural psychology*". Amsterdam: Sets and Zetlinger, 361-371
2. The role of human factors engineering in under-developed countries, with special reference to India, (1975). In A Chapanis (Ed.) *Ethnic Variables in Human Factors Engineering*: The John Hopkins University Press, 91-113.

Indian

1. Corporate sector (1985). In Bs.Ks. Chopra (Ed.) *Selected reading in leadership challenges in India*. Times Research Foundation, 155-173. The article also won Times **Research Foundation Award**.
2. Cooperation and competition among industrial employees (1998) Published in Hassan, Q. (Ed.) *Applied Psychology, Indian Perspective*, New Delhi: Gyan Publishing House.
3. Life event scale: A revised scoring system (1999). Published in Pestonjee, D.M., Pareek, U, and Agrawal, Rita (Eds.) *Studies in stress and its management*, New Delhi: Oxford and IBH Publishing Co. Pvt. Ltd.

Twenty articles along with different co-authors were published as different chapters in one book edited by me.

4. Understanding human behaviour (2000). In *Behavioural Quotient*, Baroda, CBR.
5. Self-awareness – Johari Widow. (2000). In *Behavioural Quotient*, Baroda, CBR.
6. Interpersonal needs – FIRO- B. (2000). In *Behavioural Quotient*, Baroda, CBR.
7. Enneagram. (2000). In *Behavioural Quotient*, Baroda, CBR.
8. Emotional quotient (EQ). (2000). In *Behavioural Quotient*, Baroda, CBR.
9. Emotional Behavioural Training. (2000). In *Behavioural Quotient*, Baroda, CBR.
10. Motivation. (2000). In *Behavioural Quotient*, Baroda, CBR.
11. Group dynamics and team building. (2000). In *Behavioural Quotient*, Baroda, CBR.
12. Communication. (2000). In *Behavioural Quotient*, Baroda, CBR.
13. Active listening. (2000). In *Behavioural Quotient*, Baroda, CBR.
14. Leadership. (2000). In *Behavioural Quotient*, Baroda, CBR.
15. Creative problem solving. (2000). In *Behavioural Quotient*, Baroda, CBR.
16. The organization. (2000). In *Behavioural Quotient*, Baroda, CBR.
17. Stress management in individual and organizations. (2000). In *Behavioural Quotient*, Baroda, CBR.
18. Some relaxation exercises. (2000). In *Behavioural Quotient*, Baroda, CBR.
19. Time management. (2000). In *Behavioural Quotient*, Baroda, CBR.
20. Organizational culture. (2000). In *Behavioural Quotient*, Baroda, CBR.
21. Learning organization. (2000). In *Behavioural Quotient*, Baroda, CBR.
22. Business strategy and business maturity. (2000). In *Behavioural Quotient*, Baroda, CBR.
23. Human resource development. (2000). In *Behavioural Quotient*, Baroda, CBR.
24. Organization development. (2000). In *Global Managers* (Edited by Upindar Dhar and S. Ravishankar), Himalya Publishing House, New Delhi.

2. Research papers in International / foreign journals

1. Application of Corburiser's 'Human Scale' to the layout of workspace for typewriting job (1966). *Journal of Engineering Psychology* (USA).
2. Human factors researches in India (1971). *Human factors* (USA), 13(4), 435-353.
3. Sleep deprivation and human performance (1972). *Psychologia* (Japan), 1972, 15,2, 122-126.
4. Legibility of five digit Arabic and Devanagari numerals as a function of their sizes (1977). *Journal of General Psychology* (USA), 97, 139-144.

3. Research papers in Indian Journals:

1. Construction and validation of a scale to measure organizational culture.(2001) *Indian Psychological Review. Dec Issue*
2. Effective leadership style in Indian organizations: A look within. (2001). *Indian Psychological Review. Dec.*

3. Technological advancement and its implications for HRD in the new century (2001) *Behaviormetric: a journal devoted to behavioral research with focus on HRD*, 18(1), 1-7.
4. Indian Universities-Temples of learning or warehouses (2001) *University News.*,39(7),Feb.12,1-4.
5. Intuition or logic-their place in psychological researches. (2000) *Journal of the Indian Academy of Applied Psychology*, 26 (1-2) 87-94.
6. People-Technology interface: Issues, Experiences and Challenges for HRD in the new millennia.(2000,)*Indian Journal of Training and Development.*,30(4), Oct-Dec.
7. Performance appraisal and occupational stress. (2000) *Aphagia*, 18(2), April – June, 41-44.
8. Academic achievement and risk- taking among tribal and non- tribal students of rural and urban areas (2000). *Psychological studies*, 45 (1&2), 103-105.
9. Psychology in the third millennia (1999). *Journal of the Indian Association of Applied Psychology*, 25(1-2), 1-10 (**Published as a Special Feature Article**).
10. Beyond Maslow – An Indian perspective on need hierarchy (1998). *Journal of the Indian Association of Applied Psychology*, 24(1-2), 1-10 (**Published as a Special Feature Article**).
11. Occupational stress, organizational commitment and job involvement in *Sattav, Rajas, tamas personality types* (1997), *Journal of Indian Psychology*, 15(1-2), 44-52.
12. Integrating HRD with line: Whose responsibility is this? (1997). *Indian Journal of Training and Development*, 27 (3), 55-67.
13. Contributions of HRD to total quality management (1996) *HRM: The New Frontiers.* , October –December (3), 25-27.
14. Ergonomics—the need of the hour (1995), *Journal of the Maharaja Sayaji Rao University of Baroda*, 121-128.
15. Anxiety as a function of co-operation and competition (1997), *Behaviormetric*, 14(1-2), 1-6.
16. In defence of assertive leader (1995). *Proceedings of the BMA's IV National Management Conventions on Transformational Leadership in Business and action*, January.
17. Regional similarities and differences in people's beliefs, practices and preferences, (1994) *Psychology and Developing Societies: A Journal*. July-December, 6(2), 131-150.
18. A socio-psychological study of level of aspiration of Harijan students (1994) *Prachi, Journal of Psycho-cultural Dimensions*, 10(1-2), 57-62.
19. Conceptual framework of human resource development: some reflections (1994), *Industrial Relations: News and Views*, 6(2) 8-12.
20. Should we apply foreign management theories to Indian system? (1993) *Industrial Relations: News and Views*, 5(3), 8-12.
21. Power distance and other work values among handicapped and normal employees (1993) *Disabilities and Impairments* 7(1), 7-15.

22. Translating research data and theory into practice of organizational (or social) change (1989), *Indian Journal of Training and Development*, 19(3), May, 1-6
23. Bases of power and power games of managers in oil refineries (1988), *Journal of Psychometry*, 1(2), 11-22.
24. Team building. *Technical Report, Gramya Research Analysis Institute, August, 1988.*
25. Microcomputers as an agent of social change in India (1987), *Proceedings of the International Seminar on Microcomputer and cognitive Process (Aligarh, Feb. 5-8).*
26. Job enrichment and job satisfaction (1986) *Productivity*, 27(2), 167-173.
27. Hindi adaptation of 'Choice Dilemma Questionnaire' (1983), *Indian Journal of Applied Psychology*, 20(1), 40-42.
28. Control system in an utilitarian organization (1983) *Indian Journal of Public Administration*, 24,1,11-18.
29. Legibility of types faces (1981). *Journal of Psychological Researches*, 25(2), 108-110.
30. Bio- data: A tool of industrial / organizational psychologists (1981). *Indian Journal of Industrial Relations*, 16(4), 593- 603.
31. Personal variants and intellectual performance on a verbal intelligence test (1980). *Psycholingua*, 10(2), 23-35.
32. Occupational choice of Indian and Thai students (1979). *Manodarshan*, 14, 16-19.
33. Cultural variables in engineering psychology (1976). *Journal of Social and Economic Studies*, 7(1), 43-74.
34. The Modular: A system of measuring body dimensions for designing household equipment (1975), *Behaviorometric*, 5 (1-2), 15-26.
35. Trammel academie' (1972), *Behaviorometric*, 2(2), 63-64.
36. Para logs of Zero association value in Devanagari script (1972). *Psycho-Lingua*, 2 (2), 83-87.
37. Critique of MAS: A study in co- educational and single sex institutions (1972). *Indian Journal of psychology*, 47(3), 239-343.
38. An empirical study of two psychophysical methods (1971). *Journal of Psychometric and Educational Measurement*, 1 (1-2), 21-23.
39. Perceived characteristic of good and bad supervisors (1): by white coloured bank employees (1971). *Indian Journal of psychology*, 46(1), 45-53.
40. Some psychological problems for building designers: A human engineering point of view (1971). *Indian Journal of psychology*, 46(1), 163-171.
41. Status of industrial psychology in India: A review of published literature (1969). *Indian Psychological Review*, 5(2), 166-183.
42. Optimizing system and machine design following human scale of proportion (1969). *Manas*, 16(1), 1-11.
43. A study of task- structure and centrality in a management decision making game (1967). *Indian Journal of Applied Psychology*, 5(1), 11-19.

44. Certain correlates of study habit. (1967) *Journal of Psychological Researches*, 11(3), 97-101.

45. A study of eye, and hand-reach angles as a function of different body dimensions in typewriting job (1966). *Journal of the Indian Academy of Applied Psychology*, 3(2), 40-46.

(Total number of articles published-2+24+4+45=75)

4. Psychological Tests and Scales

1. Managerial Behaviour questionnaire (a managerial leadership scale for the Indian work conditions). (Published)
2. HRD functional questionnaire. (Published)
3. Organizational Communication Profile (unpublished)
4. Organization Effectiveness Scale. (Published)
5. Job Satisfaction Scale. (Published)
6. Organizational climate scale.(Published)
7. Power strategies scale etc. (Published)
8. Clerical Aptitude Tests (unpublished)
9. Executive Initiative Scale (unpublished)
10. Memory Test (Unpublished)
11. Organizational Culture Scale (Unpublished)
12. Revised version of Mohsin – Samsad Adjustment Scale (Unpublished)
13. Aggression Scale (Unpublished)
14. Frustration Scale (Unpublished)
15. Emotional Quotient Test (under preparation)
16. Spiritual Quotient Scale (unpublished)

5. Bibliographies:

1. Leadership studies in India: A bibliography. (1999) *Indian Journal of Training and Development*.
2. Management Decision Making: A bibliography. (2001) *Indian Journal of Training and Development*.

6. Book Reviews

1. *Scientists: A social psychological study* (1976).(By Sri Chandra). Oxford Publishing House. *Behaviorometric*.
2. *Psycho-lingua* : (1977) Ravi Shankar University. *Behaviorometric*
3. *Communications in Organization* (1977). (By L.W.Porter) Penguin. *Indian Journal of Industrial Relations* 13.
4. *Behavior in organizations* (1978) (By Porter, A.W.) Tata McGraw-Hill. *Indian Journal of Industrial Relations*, 14.

5. *Organizational Behavior (1980)* (By Fred Luthans). McGraw-Hill Kogakusa, Ltd., Tokyo, 2nd Ed. *Indian Journal of Industrial Relations*. 15, 3, 476-478.
6. Industrial Democracy in Europe ((1983) (By IDE Research Group) N.Y. Oxford University Press, (1983) *Management Review and News Letter*.
7. *Managerial transformation by Values (1993)*. (By S.K.Chakraborty), SAGE New Delhi., *Industrial Relations: News and Views*, 6(1) 17-18.

7. Books and Papers submitted for publication

Books

1. Structure of control and organizational effectiveness (Accepted for publication)
2. A text book of human resource development (Accepted for publication)

Articles

1. Job satisfaction among government officers: A comparison of three measures. Communicated to *Abhigyan*.
2. Impact of organizational culture on occupational stress. Communicated to *The Journal of Applied Psychology*.

8. Papers submitted / presented at international seminar and conferences, etc.

1. Role of human factors engineering in underdeveloped countries with special reference to India. First Seminar on National and Cultural Variables in Human Factors / Ergonomics, Oosterbeek, Holland, 19-23 June, 1972 (Presented).
2. Engineering Psychology in cross-cultural settings. Second conference of cross – cultural psychology, University of Tillburg, Holland, 1976 (Presented).
3. Stereotypes of Indian and Thai students towards different nationalities. Paper accepted for presentation to the third convention of International Association of cross-cultural psychologists. Held at Munich, Germany, July 1978 (Could not attend).
4. Ergonomics researches in India: A review of published literature, 23rd congress of International Association of Applied psychology, Edinburgh, U.K. July 25-31, 1982 (Accepted, could not attend).
5. A,p+N style of leadership : Experimental verifications of a concept of effective leadership style in Indian work situations. 21st International Congress of Applied Psychology, Tel Aweevs, July 12-16 1986.
6. Attitude towards technology between two groups of Thai and Indian students. 8th International Congress of Cross-cultural Psychology, Istanbul, July 6-10 1986 (Accepted, could not attend).
7. Ambiguous communication in an Indian organization. Annual Conference of International Communication Association, Chicago, May 22-27,1986. Presented.

9. Paper presented to National seminars and conferences.

Several – At least one or two every year to the Indian Science Congress Association's Annual Conferences and other conferences / seminars with one or two exceptions since 1996. Detail records are not available (only some of them are listed below).

Papers presented to various annual sessions of Indian Science Congress Association.

1. A study of eye and hand – reach angles as a function of different body dimensions in typewriting job. (1996) Chandigarh.
2. A study of human- scale for work layout in Typewriting job. (1967) Hyderabad.
3. A study of task- structure and centrality in management decision-making games. (1968) Varanasi.
4. Effect of sleep deprivation on simple and complex reaction time. (1969) Bombay.
5. Some psychophysical problems for building designers: A human engineering point of view (1969) Bombay.
6. Relative legibility of Roman, Devanagari and Bengali typefaces (1974), Nagpur.
7. Legibility of 5-digit Arabic and Devanagari numerals as a function of their sizes (1976), Waltair.
8. Legibility of 5-digit Arabic, Devanagari and Roman alpha-numeric characters as a function of their sizes for Indian and Thais students (1980), Calcutta.
9. Bio-data has its uses for industrial-organizational psychologists. (1980) Calcutta.
10. Some correlates of attitudes towards mechanization of Indian and Thais students (1981), Varanasi.
11. Control distribution in Public and Private Indian hospitals (1984), Ranchi.
12. Power strategies: The games top people play in organizations (1985) Lucknow
13. Bases of Power games of managers in a refinery (1988) Pune.

VARIOUS TRAINING AND OTHER PROJECTS CONDUCTED IN DIFFERENT ORGANISATIONS OR THEIR EXECUTIVES ATTENDED OUR PROGRAMS (Extract)

- ABC Bearing Ltd.
- AC Nielson ORG-MARG
- Action India
- Alembic Chemicals Ltd.



- Apollo Hospitals
- Arthur Anderson Consulting
- Asia Brown Boveri Company (ABB)
- Astrazenica Ltd.
- B. T. A. Cellular Ltd.
- B. E. S. & T Ltd.
- Bank of Baroda Staff College
- Baroda Management Association
- Batliboi Ltd.
- Bax Global India Ltd.
- Berger Paints (I) Ltd.
- Bharat Heavy Electrical Ltd (BHEL)
- Bharat Petroleum Corporation Ltd.
- Birla Copper Ltd.
- Birla Kennametal Ltd.
- Blue Star Ltd.
- BSES Management Institute
- Cerebus Consultants
- Comau India Pvt. Ltd.
- Council for the Indian School Certificate Examination
- CR Seals India Pvt. Ltd.
- Daimler Chrysler India Pvt. Ltd.
- D-Link India Ltd.
- E. I. DuPont India Ltd.
- Enercon India Ltd.
- FAG Precision Bearings Ltd.
- Fritolay India Ltd.
- Globe Span India Lt.
- Godrej Industries Ltd.
- Gujarat Alkali and Chemical Ltd (GACL)
- Gujarat Communication and Electronic Ltd.
- Gujarat Glass Ltd.
- Gujarat Electricity Board (GEB)
- Gujarat State Fertilizers Company (GSFC)
- Haribhakti & CO.
- Hindustan Construction Company
- Hindustan Petroleum Corporation Limited
- Hindustan Zinc Ltd.
- HPCL Vikas Refinery (HPCLHikal) Ltd.
- IDBI Bank
- Idea Cellular Ltd.
- INA Bearings India Pvt. LTD.
- Indian Farmers' Fertilizer Cooperative Ltd (IFFCO)
- Indian Oil Corporation Ltd (IOCL)



- Indian Oil Tanking Ltd (IOTL)
- Indian Petrochemical Corporation Ltd (IPCL)
- Indraprastha Gas Limited
- Indo- Burma Petroleum Ltd (IBP)
- Indo-Gulf Corporation
- Institute Of Business Management & Research
- Institute of International Business & Research
- Institute of Human Capital (IHC)
- Intas Pharmaceuticals Ltd.
- IT Preneurs,
- Jyoti Ltd.
- Jindal Steel & Power Limited
- JMDI Ltd.
- Johnson and Johnson Ltd.
- Kamala Dials Ltd.
- Kanoria Chemicals and Industries Ltd.,
- Keane India Ltd.
- Kenstar WZ
- Krishak Bharti Cooperative Ltd (KRIBHCO)
- Kuoni Travel (I) Ltd.
- Lakhanpal National Ltd.
- Larson and Toubro Ltd.
- LG Electronics India Pvt. Ltd.
- Lodha Groups
- Ma Foi Management Consultants Limited
- Maha Mumbai Special Economic Zone
- MAJAN College, Sultanat of Oman
- MICO India Ltd.
- MIEL e-security Ltd.
- MUSASHI Auto Parts India Pvt. Ltd.
- National Productivity Council
- NDDB Ltd.
- Nilaka Consultants Ltd.
- Oil and Natural Gas Commission Ltd. (ONGC)
- Reliance Industries Ltd. (The Biotech Division)
- Reliance Petroleum Ltd.
- Sarabhai Chemicals Ltd.
- Shree Ram School
- SIES College
- SKIL Infrastructure Ltd.
- Softek Pvt. Limited.
- SPANCO Telesystems and Solutions Ltd.
- Spectronet Ltd.
- SPG Solutions Pvt. Ltd.



- Sreemetaliks Ltd.
- Star Electronics Ltd.
- Sulzer India Ltd.
- Sun Pharmaceutical Industries Ltd.
- Tata Atlas India Pvt. Ltd.
- Tata Management Training Center (TMTC)
- Thomas International
- Trent Ltd.
- Trinity BPM Pvt. Ltd.
- TVS & Sons Ltd.
- Wartsila India Ltd., Mumbai. and Dubai.
- Welspun India Ltd.
- Wockhart Hospitals Ltd.
- Yamaha Motor India Pvt. Ltd.
- Zydus Cadila Health Care Ltd.