

PROF. GOPAL P MAHAPATRA

CAREER SUMMARY:

Gopal Mahapatra brings over three decades of rich and varied experience that traverses the corporate, consulting and academic domains. He has held senior management roles leading the HR, Management Services, Corporate Communication, Talent Development & OD departments; working with MNCs, large private and public sector organisations. In his corporate and consulting career, he has institutionalized multiple processes and built in focus for vision, culture, talent, values and growth for many of these organizations.

During his corporate and consulting career, along with his main role in business, Prof. Gopal has retained his commitment to academic involvement by taking up teaching engagements in top Business schools and professional bodies; including the IIMs, and conducting courses in the areas of Leadership, Talent Management, TQM, Mentoring and Coaching, Change Management, Assessment Development Centres and Strategic HR.

Since June 2016, working as a Professor of Practice, OB & HRM at IIM Indore, has been teaching courses on : OB II, Leadership , Managing Self and Career Electives for Full-time and Part-time MBA students, in addition to teaching various Leadership ,Career and Change Management related MDP sessions .He has also been involved as Chairman of PGPMX Review Committee and member of MDP and Industry Interface Committees.

Active in the functioning of many not-for-profit organisations and academic bodies he has served as President National HRD Network, Bangalore, Academic Council Member of Chinmaya Viswavidyapeeth, Academic Advisory board of leading B- Schools , Trustee of Gomasu Development Foundation, Adviser to a Social Entrepreneurial Startup and Founding Associate Editor of South Asian Journal of HRM published by Sage since 2013 and a recent Springer invite for Sub-Editor IBCS on Organizational Development and Strategy Management .

Widely acknowledged in business and academic forums as a HR Thought Leader, Leadership Coach and a successful Organizational Transformation Practitioner who is passionate about building Institutions and establishing systems to enhance performance; bringing about system efficacies.

PROFESSIONAL EXPERIENCE HIGHLIGHTS:

A. 09 June 2016-till date Professor of Practice (OB & HRM), IIM Indore

- I.** As a Professor of Practice in OB & HRM Area, has been teaching full-time PGP students , weekend Working Executives OB II core course .In addition , this year taught, core course in Industry Interface Programme .
- II.** Designed and delivered three new PGP II electives: “Managing Self and Career”, “Workshop on Accelerating Career Transition to Success” and jointly with another OB faculty the elective “Exploring Competencies in Effective Leadership” .

- III. The Student Feedback for OB II and Electives has been averaging in the range of **7.7-10(out of 10)** and current year (2017-18) median is **9 & 10(out of 10)** for the OB II courses taught.
- IV. Taking sessions in MDPs/In-Company Programmes on : Leadership, Mentoring and Coaching, Managing Self and others, Career Success Plan, Emotional Intelligence, Leader as a Change Agent , Performance Dialogue, Giving and Receiving Feedback for both private , public sector and government officers, including senior Military and BSF senior officers and faculty members. The participant Feedback for various MDP sessions has been averaging in the **range of 8-9(out of 10)**
- V. Was Chairman of PGPMX Course Review Committee with 7 other faculty members
- VI. Was a member of “Committee on Future Directions of IIM Indore ”set up by the Director.
- VII. Have been serving as a Member, MDP Committee and Industry Interface Office
- VIII. Developed three teaching cases in Leadership and career for class discussion (internal use only) which have been used in PGP classes and electives
- IX. Written a case on Cadre building(talent pipeline) of a large corporation is complete and is under review by the company ; before final editing and publication

B. June 2014 - till 03 June 2016- Chief Learning Officer, RPG Enterprises, Mumbai

As Chief Learning Officer, RPG Enterprises was leading interventions to facilitate Talent Development and Culture transformation at RPG Enterprises, a Rs. 20,000 Crore Group with multiple units and locations at Group level (consisting of CEAT, KEC, Zensar, Raychem, Harrison Malayalam, and RPG Life Sciences). Worked closely with the Company CEOs, CHROs and business leaders in L& OD processes and took support of Global and Indian Consulting Firms and B-Schools; Corporate Executive Board, Hay Group, Great Places to Work ; ISB Hyderabad, IIMA and other consulting organisations for major OD Initiatives, along with Leadership Development and capability building.

C. Nov. 2004- 4 June2014- Senior Director- HR (Orgn. & Talent Dev.) Oracle India, Bangalore

As leader of Organisation & Talent Development (HR), was responsible for Emerging Markets; was responsible for more than 20,000 employees of Oracle (India) in facilitating growth through talent pipeline. Reporting to Global Emerging Markets (GEMS) HR Leader was part of the Oracle Global OTD Head’s extended leadership team.

Led the Organization & Talent Development initiatives and supported around 40 Lines of Business; e.g. Product Development, USA , Europe and India Consulting, Global Finance Info Centre, Customer Support Organisation and various Global Business Units; e.g. Communications, Retail, Health Sciences and the like for for Oracle India’s 20,000 employees base spread across locations in Bangalore, Hyderabad, Gurgaon, NOIDA, Pune, Trivandrum, Mumbai , Kolkata.

Had a direct team of 8-9 qualified Orgn. & Talent Development Consultants with rich and diverse experience, who partnered closely globally and locally with Business & HR leaders. The team was actively involved in Post-Merger Integration of more than 60 companies including: Sun, Siebel, People Soft, and JD Edwards. The had led a number of critical OD interventions , leadership development programmes and partnered with IIMB, NMIMS and other leading B-Schools and large Consulting companies, including *sponsoring more than 6 batches of EGMP at IIMB exclusively for Oracle middle and senior managers.*

D. Oct 2001 - Oct 2004 Managing Director, T V Rao Learning Systems (TVRLS), Bangalore

Reported to Dr. T V Rao, Board Member IIMA & Ex –Prof IIMA, the Chairman of TVRLS, an OB & HRD thought leader. The role was to accelerate the young Strategic HR Consulting organization, set up branches, build teams of consultants and expand through newer and diverse range of products and services for MNCs, PSUs, Indian Companies and NGOs. Personally anchored major OD and Leadership Development programs, Competency mapping and development in large corporates groups; Titan, Tata Group, Grasim, Aditya Birla Group, ONGC , NTPC, BEL, Astra Zeneca, Nestle , including 360 Degree Coaching for more than 1200 senior executives. Conducted jointly with Prof TV Rao series of Psychometrics, Competency Mapping, HRD Instruments and other capability building workshops all over the country for line and HR managers; including organising Performance Management, 360 Degree Feedback and Assessment Centre Workshops.

E. Aug 1996 - Sep 2001, GM-Corporate HR, BPL Ltd.,(A Sanyo Company in India), Bangalore

As GM –Corporate HR, reported to Director-Chairman’s Office .The role was to help the top management in transforming BPL; build the group, enable culture change and drive Strategic HRM by effective Human Capital Management. Led the HR team at corporate office and provided HR value addition to business by effective co-ordination with various Business, Functional and Unit Heads. BPL was a large & diversified consumer durables group with more than 12,000 employees, 20 factories & 40 branches. Actively supported transformation /change management agenda of the management for the group. Built and strengthened the talent pipeline in BPL by strengthening performance management systems, strengthening Management Trainees and Executive Trainee schemes, assessment and development Centres and comprehensive sales and customer service, technical , functional and management development programmes. Partnered with IIMB for leadership programmes and other B Schools for post assessment Centres related development activities.

F. Nov. 1994- Aug 1996 Head -HR, MS & Corporate Comm., Gujarat Gas , Ahmedabad

Reporting to Managing Director, the role involved as a functional leader and member of the senior management team (SMT), facilitating creation of vision and mission leading to Strategic Business plans of the Company, HR Strategies, policies and practices and Communication plans with active involvement of the top management and joint venture partners. Helped in the formulation of Corporate Vision, Strategies, Brand and Identity management, Communication plans with active involvement of SMT and units. Was active in JV with BPCL, was board member of Gujarat Gas Financial Services, a subsidiary of Gujarat Gas.

H. July 1991-Nov. 1994 Corporate HRD Manager, Alcan, India (INDAL), Calcutta

Was reporting to the VP & Head –HR. Role was primarily to facilitate HRD movement in the company, with emphasis on executives and managers. As Corporate HRD Manager, focused on creating and enriching HRD Systems and processes including: Performance Management System, career planning and succession planning and OD initiatives including TQM. Played a significant role in TQM movement in INDAL through cross-functional projects in Corporate office, developing senior managers of corporate and units through Train the Trainer jointly designed , developed and delivered through a senior colleague, partnered with XLRI, IMI, MDI(NMP), IIM Kolkata, IIMB (MPT& for other Progs),HBS for AMP and IIFT for International Marketing. Was in-charge of facilitating Employee Satisfaction Survey in Corporate & units; including translation in local languages as well as post-survey action plans. Was responsible for new executives onboarding as well as MDP of existing/executives/managers at all levels.

G. June 1988-June 1991, Associate Professor (HRM), Xavier Institute of Management, Bhubaneswar (XIMB)

Reported to Dean of XIMB. Was a core HRM faculty member of the institute in the early years. Played an active role in institution building at XIMB in the early years, including inviting doctoral friends as colleagues and jointly building up the professional ethos.

- Was a core faculty member offering courses on HRM, Performance Management , Organization Change and Development
- Was a faculty for training of number batches of IAS & “Group A” officers of Govt.
- Co-led a consulting assignment on Restructuring of a PSU in Orissa.
- Conducted a number of MDPs, In-company programmes on HR, Performance Management, Managerial Effectiveness, Time management and Industrial relations

July 1986 - April1988, Personnel Officer, Bharat Electronics Ltd., Bangalore

As a Personnel Officer, Corporate Office reported to Head of HR .Role involved assisting the GM in formulation and implementation of HR policies and in key initiatives .Played a member of the In-House Change management Team in Organisation Restructuring with help of consultants, was member of BEL team representing Co-ordination Committee of Unionised Industries (BEL,HAL, HMT, ITI & BEML)CCUI. Was supporting in broad banding of executives and was Co-ordinator of Quality Circles at Corporate Office.

PROFESSIONAL LEADERSHIP, ACADEMIC CONTRIBUTIONS,COMMUNITY WORK AND PRESENTATIONS

Academic Background:

- Fellow Programme in Management, Indian Institute of Management, Bangalore, India, 1982-1986 (Diploma awarded in 1990 Convocation)
- Post Graduate Diploma in Personnel Management & IR , Xavier Institute of Social Service, Ranchi, 1980-1982
- BA (English Literature., Political Science), Utkal University, 1978-1980

Professional Certifications & Important Programmes attended:

- Business Simulation by Harvard Business School Publishing & SPJIMS, Oct'2017
- Was Associate Certified Coach(ACC), by International Coach Federation (ICF)
- Was Founding Board Certified Coach (BCC), by Center for Credentialing & Examinations (CCE), USA for 5 years
- Executive Coaching by Prof Marshall Goldsmith at ISB Hyderabad
- Certified Executive Coach by Erickson Coaching
- Certified Executive Coach by Results Coaching, David Rock
- ICF International Coaching Conference, Texas, USA
- Social Entrepreneurship Workshop, Stern School of Business, NY, USA
- Strategic HR for Transforming Organisations, London School of Business, London
- Top Management Programme by CII on Total Quality Control, JUSE, Tokyo
- 360 Degree Feedback Coaching Certification by PDI, APAC, Sydney
- MBTI Certification by APT, USA facilitated by Dr. Linda Kirby, USA
- Leading Organisation Change by Pritchet, USA
- Appreciative Inquiry by AHRD, Ahmedabad
- Future Search by Marvin & Sandra Weisboard, founders of Future Search
- Harrison Assessments by Dr Harrison, Harrison International
- Assessors Training by Mercer and TVRLS
- Experiential Learning by ISISD (Prof Pulin Garg & Prof. Indira Parikh Ex- IIMA)
- Basic & Advanced NLP Certification by Dr Dick Hugh & Dr (Sr.)Cynthia Gonsalves
- Psychometric Testing by Dr Udai Pareek & Dr TV Rao ,TVRLS
- TQM TTT, Facilitators and Team Leaders Programme by Eicher Consultancy Services
- Assessors Training Programme by Mercer
- CII Business Excellence & HR Excellence Certification

Professional Bodies Membership

- Life Member, NHRDN ,Past President of NHRDN Bangalore& Advisory Board Member, Hon Secy., NHRDN Calcutta, EC Member, NHRDN Calcutta & Bangalore
- Life Member, National Institute of Personnel Management & Ex- Advisory Board member NIPM-K
- Life Member, Indian Society of Labour Economics

Professional Association(s)/Community Building Activities

- Associate Editor, South Asian Journal of HRM(ABDC), SAGE Publications(2013-18)
- Recently invited by Springer as Sub-Editor for IBCS on “Organizational Development and Strategy Management”
- President, National HRD Network, Bangalore during May 2007-June 2009 having membership of 1200+ professionals
- Have been Member of Strategic Advisory Board, Xavier University, School of HRM
- Have been Member of Advisory Board/ Academic Council of the, RV Institute of Management(continuing), PES Institute of Management Indian Business Academy.
- Advisory Board member, Bangalore University & Department of Management Studies, Department of Science and Tech, Govt. of India project on Industry Academia Interaction.

- Advisory Board, Staff Selection Commission, Govt. of India, Eastern Region 1988-91
- Jointly Directed for NHRDN Bangalore a Faculty Development Program in HRD for Bangalore University affiliated B Schools Faculty members
- Conducted a Visioning/Orientation Workshop in June 2014 and Review Workshop in 2015 with Prof TV Rao for the Vice-Chancellor, Deans and Faculty members of newly formed Xavier University, Bhubaneswar
- Trustee, Gomasu Development Foundation (2010 onwards), a Family NGO focusing on development of children in underprivileged strata of society
- Helping as an Honorary Adviser of www.ibedo.org ; a social entrepreneurship organisation started by an IIMA alumnus in 2017 for helping non-engineering undergraduates in career discovery , self-sustainability and employment

Programmes /Public Forums/Conferences Participation & Address

Executive Education /MDP at IIMB

- ❖ Designed and delivered jointly with Prof Jose, Prof Prasad of IIMB , the EEP “Strategy and Leadership in VUCA world” which has run successfully last 4 years; including an In-Company EEP for Sony. Jan’18 Overall Feedback Rating 4.7
- ❖ Taught Advanced HRM for Military officers in AFOP at IIMB
- ❖ Taught OB/HRM in EGMP
- ❖ Have taken sessions on Mentoring and Coaching for Leaders in CREDAI programmes (*Feedback of AFOP, EGMP & 2018 VUCA EEP enclosed*)

Invited Talks/Programmes

- ❖ Addressed the CII Young Indian Leaders(Yi) Leadership Academy on “Leadership & Team Building” 18 Nov’17 at Indore
- ❖ Presented a paper on “Guru, Mentor and Coach for Leadership Development –Indian Ethos & Perspectives with , Piyush Dixit & Dr.Varun Khanna” at IBA International Conference , Bangalore, September 2017
- ❖ Presented a Paper on “Human Resource Management Challenges and Opportunities in India Organizations ”jointly with Prof N M Agrawal, IIMB & Prof Rajesh Chandwani of IIMA at World Management Conference, IIMA, Dec.2016
- ❖ Addressed the HR Conclave in Xavier School of HRM, Xavier University, June 2016 Was a Keynote Speaker to the National Conference on “Youth and Employment: The Role of Skill India Initiative” organized by Centre for the Study of Contemporary Societies (CSCS) scheduled on 4-5th November’16 at Bhubaneswar.
- ❖ Addressed XLRI HR Conference “Sapphire” on “HR & Social Media” in Jan’2015
- ❖ Addressed Ahmedabad Management Associations’ HR Summit on HR & Technology in January 2015
- ❖ Addressed the National Institute of Personnel Management(NIPM) Annual Conference 2010, Kolkata ,on “Technology and Talent Management”, 2010
- ❖ Presented a joint paper at the IIMB Management Research Conference on “Prima”
- ❖ Conducted an evening Workshop on 'Coaching & Mentoring for Business Success' , NHRD Network, Bhubaneswar, May 2010

- ❖ International Conference “Innovative strategies for value creation and management” at RVIM Conference, was a Chief Guest ,Bangalore, 12th Dec 2009
- ❖ “Role of Corporate Organizations and Social Enterprises in Building a Sustainable Economy” in Third International Conference on “Managing for a Sustainable Economy” Jan, 2009, PESIT, Bangalore
- ❖ “Survey Research & experiences from 360 Degree” joint paper presented at the First AHRD USA & AHRD India International Conference on ”Human Resource Development in Asia”, Oct 2002, IIM, Bangalore
- ❖ Inauguration of MBA Batch at St Joseph’s College of Business Administration, Bangalore, 1998
- ❖ Welcome address to 500 MCA & MBA students at PES, Bangalore
- ❖ Presented Best Practices Sharing at NDDDB in 1994 in a Conference of MDs and Top Executives of Co-operatives
- ❖ Presented a joint paper with A Sudhakar Menon on “Collaboration for stimulating R &D” at NHRD Network International Conference, Hyderabad, Feb. 1992
- ❖ Presented a paper in Indian Society of Labour Economics in 1990, Bhubaneswar
- ❖ Addressed the PR Society of India Programme during 1988 , XIMB

Taught Courses and Guest Lectures at the following institutions:

1. IIMA, IIMC, XLRI, IRMA and ISB, IIM Udaipur(PROPEL-A Leadership Elective in 2012-13)*Feedback enclosed of PROPEL*
2. IIMB (including HRM Electives for AFOP) & OB/HRM for EGMP at IIMB during 2009, 2010 , 2011& 2012-13) *Feedback enclosed of AFOP & EGMP*
3. Essae TAPMI & IFIM -Emerging Trends in HR, Performance Management, OD
4. Did an one day Session on “ Dealing With Students Behaviour & Effective Class Handling” during June 2017 for DY Patil University, Pune faculty members

PH. D and M Phil Examiner/Guide

1. Thesis of Dr. Afsha Dokadia, TISS Mumbai on “Exploring Multi-generational Perspectives on Career, Learning and Leadership”, May, 2015.
2. Thesis of Dr Hashmukh Adhia, on “Impact of Yoga Way of Life on Organizational Factors Responsible for the success of the Organization”, Swami Vivekananda Yoga University (VYASA), Bangalore, 2008-09.
3. Doctoral Thesis of Ms Soundari V.V. on “Identification of Competencies of Software Project Managers in Software Organizations”, Academy of HRD, Ahmedabad 2004.
4. M Phil Thesis Guide for the thesis of Mr L R K Krishnan on “Employee Turnover”, Madurai Kamraj University.

List of Publications (Books)

1. Padaki, Agrawal, Balaji and Mahapatra Gopal (Ed.) , “Emerging Asia”for NHRDN International Conference, 2004, published by Tata Mc Graw Hill, 2004.
2. Akhilesh, Gurtoo and Mahapatra Gopal, “Enabling Execution Excellence-Global Agenda.” co-edited with for International HR Confluence by IISC & NIPM, published by Himalaya, 2006.

3. TV Rao, Mahapatra Gopal, Raju Rao and Nandini (Ed.) “360 Degree Feedback and Performance Management System”, Vol. II, Excel Books, 2002.
4. Mahapatra Gopal , Guest Editor, Special Issue on “**Organisation Development**”, National HRD Network, July 2008 with more than 30 Global and Indian thought leaders ;circulation among more than 5000 HR professionals in India & abroad.

List of Publications (Refereed Journals)

1. Mahapatra , Gopal P, Interview with Dr H R Nagendra, Chancellor ,Swami Vivekananda Yoga Anusandhana Samsthana (S-VYASA)South Asian Journal of Human Resources Management, 1(2), December, 2015
2. Mahapatra, Gopal P, “Multisource Learning as a Critical Variable in Professional Growth: Reflections on My HRD Journey” in HRD, OD and Institution Building-Essays in Memory of Udai Pareek Edited by T V Rao and Anil K Khandelwal, Sage , 2015
3. Mahapatra, Gopal P. “Interview with Mr Rajeev Dubey, National President, National HRD Network, India”, *South Asian Journal of Human Resources Management*, 1(1) 119–125, June, 2014
4. Mahapatra, Gopal P “Interview with Dileep Ranjekar, Founder CEO, Azim Premji Foundation, South Asian Journal of Human Resources Management, 1(2), December, 2014
5. Mahapatra, Gopal P “Interview with Rajeev Dubey, President (Group HR, After-Market & Corporate Services) & Member of the Group Executive Board, Mahindra & Mahindra Ltd, India” , *South Asian Journal of Human Resources Management*, 1(2), December, 2014
6. Mahapatra, Gopal P ,”Interview with Ms Smita Saha”, Vice President-HR, Astra Zeneca Pharma, India Ltd. *South Asian Journal of Human Resources Management*, 2(1), June, 2015
7. Mahapatra Gopal and Vivek Subramanian “, Leadership Development in a Multinational-An Indian case” in *Vikalpa*,Vol.36, No 3, July-Sept 2011
8. Mahapatra Gopal P and Nandini Chawla, "Survey Research & experiences from 360degree” AHRD USA & AHRD India International Conference Proceedings of ”Human Resource Development in Asia” edited by Pareek, Osman-Gani, Ramnarayan and TV Rao, published in Oxford & IBH Publications, Oct 2002, pg389-396
9. Mahapatra Gopal P & A. Sudhakar Menon, “Collaborations for Stimulating R&D”, NHRDN International Conference Proceedings, Hyderabad, Tata Mc Graw Hill, 1991

List of other Publications

1. Gopal Mahapatra , “Multifarious Learning as a critical variable in professional growth; Reflections on my HRD Journey ”, Rao, TV & Anil Khandelwal (Ed.) book, “HRD , OD and Institution Building”, Sage Publishers, India, 2015, pp

2. Rajnish Nayak, DR. Arvind Agrawal and Dr. Gopal P Mahapatra, A Study on 360 degree feedback system in RPG Enterprises, NHRD Journal, HR in Indian Organizations, January 2015, Pgs 27-36
3. Was Joint Chair (Research), National HRD Network, National Conference Mumbai and was responsible for jointly with E&Y enabling research papers on 4 themes; Coaching, Performance Management, Employee Relations & Emerging Talent from Campus, Nov, 2014
4. Mahapatra, Gopal P a case on OD in the book “OD: Interventions and strategies”, by S Ramnarayan & , TV Rao by Sage Books(*Second Edition*) , 2011
5. Mahapatra, Gopal P, “Emotional Intelligence”, Compass, Oracle Global, Mar 2008
6. Anuradha Mahesh and Mahapatra, Gopal P “Indian Women: Empowerment & achievement: now and further ahead”-Based on Report of the Proceedings of International Women’s Day Event on 15th March 2008” – organized by HRD Network, Bangalore Chapter, NHRDN Journal , 2008
7. Mahapatra, Gopal P, Prabhu, PVR Murthy & Deedeepeya, in “Evolving Field of OD” in Special Issue on “Organisation Development”, NHRD Network, July 2008, Pg.1-7
8. Mahapatra, Gopal P, “Changing Paradigms in OD” in Special issue on “Organisation Development”, NHRD Network, July 2008Pg 52-57
9. Mahapatra, Gopal P, & Naga Siddharth “Work Life Balance & HR Professionals ” presented at IRC IISC & NIPM & Published in “Execution Excellence.” edited by Akhilesh, Gurtoo & Mahapatra, Enabling Execution Excellence by Himalaya 2006 Pg287-295
10. Mahapatra, Gopal P, “Mentoring for strengthening Leadership” in “Emerging Asia ”co-edited by Padaki, Agrawal, Balaji & Mahapatra, published by TMH pg 79-98,2004
11. Mahapatra, Gopal P, “360 Degree Feedback-Experiences and Reflections as a consultant” in T V Rao and Nandini Chawla edited “360 Degree Feedback and Assessment & Development Centres”, published by Excel.2004, pg(s) 100-109.
12. Mahapatra, Gopal P, and & Madhulika, “ Demystifying Competencies & Assessment & Development Centres” in T V Rao and Nandini Chawla edited “360 Degree Feedback and Assessment & Development Centres”, published by Excel.2004, pg(s) 285-294
13. Mahapatra, Gopal P, “ Opportunities and Challenges of PMS Implementation” in T V Rao, Gopal P Mahapatra, Raju Rao and Nandini Chawla edited “360 Degree Feedback & Performance Management System” published by Excel books ,2002,Pg(s)244-251.
14. Mahapatra, Gopal P, and Nandini Chawla “Some Observable Trends in 360 Degree Feedback” in T V Rao , Gopal P Mahapatra, Raju Rao and Nandini Chawla edited “360 Degree Feedback & Performance Management System” published by Excel books ,2002,Pg(s)84-91.
15. Nandini Chawla and Mahapatra, Gopal P, “Myths of 360 Degree Feedback” in T V Rao , Gopal P Mahapatra, Raju Rao and Nandini Chawla edited “360 Degree Feedback & Performance Management System” published by Excel books ,2002,Pg(s)170-182.
16. Mahapatra, Gopal P, and Nandini Chawla, “The Myths of 360” in Human Capital, 2002
17. Mahapatra, Gopal P, ,“Assessment & Development Centres-The BPL Experience”, NHRDN Newsletter, Aug 2001,Pg(s) 13-22

18. Mahapatra, Gopal P, and Virani, FB “Academic-Industry Experience” (Mimeograph) presented at IMA Katurba Lalbhai Centre in May 1995 jointly by GGCL with IIMA.
19. Mahapatra, Gopal P, “Training -the Indal Experience” in NHRDN Chennai Conference, published by NHRD Network, 1993
20. Mahapatra, Gopal P, “ Quality Circles for Service Industry” in Service Marketing by Dr SC Sahoo & Dr PK Sinha, Himalaya Books, 1992
21. Mahapatra, Gopal P, “Quality Circles for Quality of Work Life” in Management & Labour Studies, XLRI Jamshedpur, July, 1991.

B-SCHOOL TEACHING EXPERIENCE; Courses Taught at MBA level (At IIM Indore, IIMB, IIM Udaipur, XIMB, IIMC, TAPMI, and IFIM)

- ❖ Organisation Behaviour II(Team and Organisation)
- ❖ Managing Self and Career
- ❖ Exploring Competencies in Effective Leadership(jointly with another OB faculty)
- ❖ Accelerating Career Transition to Success
- ❖ PROPEL(Professional & Personal Excellence for Leadership)
- ❖ Advanced Human Resource Management
- ❖ Organisation Change and Development
- ❖ Performance Appraisal and Counselling
- ❖ Industrial Relations
- ❖ Human Resources planning and Selection
- ❖ Career & Transition Management
- ❖ Training and Development
- ❖ Emerging Trends in HR
- ❖ Human Resource Management

Areas of Professional Interest (including research)

- ❖ Executive Coaching and Mentoring- India, Asia, and Global linkage
- ❖ Career Management- with Focus on Mid-Career professionals, Gen Y & Gen Z
- ❖ Wellbeing, Mindfulness, Spirituality and Neuro Leadership

References

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Further References would be available on request.
