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Executive Summary

- K. B. Akhilesh, DEAN, Engineering Division, Indian Institute of Science (IISc), Bangalore, India.
- Professor, Department of Management Studies, Indian Institute of Science, Bangalore, India.
- President of Rajiv Gandhi Institute of Petroleum Technology (Jais - UP, Sivasagar – Assam, Energy Institute – Bangalore)
- Member, Board of Governors, Indian Institute of Management, Rohtak.
- Co-ordinator for M.Tech program for Technology Management at Defence Institute of Advanced Technology, Pune.
- Prof. Akhilesh completed his Ph.D. from Indian Institute of Science with a gold medal, Master of Social Work (1st Rank) and Graduation in Science.
- Prof. Akhilesh has guided over 30 doctoral students and currently guiding 8 students.
- Prof. Akhilesh authored his most recent book 'Co-creation and Learning', which was published by Springer and 'Smart Technologies – Scope and Applications' (in print by Springer)
- Prof. Akhilesh has been a Senior Professor of Human Resource Management, Organizational Behaviour and Technology Management. He has published over 140 papers in Indian and International journals. He has authored 17 books.

- His specific research interests include Collective Intelligence at the team level, Family Business performance, Expertise Transfer, Team design for virtual work and product development, Vocational Skill development, Organizational development and Change Management.
- Prof. Akhilesh has served as an external Ph.D. examiner in India, South Africa and USA
- Prof. Akhilesh was an Adjunct Professor at George Mason University (Fairfax, VA) and Visiting Professor at University of Hamburg, School of Information. He has taught two courses - Knowledge Management and International Business Leadership in Pforzheim University and Ostwestfalen-Lippe University of Applied Sciences, Lemgo, Germany. He was invited as a Visiting Researcher by Japan Institute of Labor, Tokyo. He has been a visiting faculty at many universities and organizations worldwide including USA, Germany, France, Japan, Canada, Lisbon, Belgium and Sweden.
- As a consultant and a trainer, he has interacted with Daimler Chrysler, Airbus Industries, Pratt and Whitney USA, Lapp India, International Labor Organization, Volkswagen, Vee Tech, Honeywell, BSNL, 5th Central Pay Commission, Central Silk Board, DRDL (DRDO), LRDE, Karnataka Power Corporation, KSRTC, KSFC, Kudremukh Iron Ore Company Ltd., Axes Technologies, Quest Global, Central Power Research Institute, Siemens, ABB, HMT, BEL, HAL, ITI, BEML, WIPRO, TITAN, Philips Software, ACE Designers, Union Bank of India, World Bank, Azim Premji Foundation, Coffee Board, Rubber Board and others. As a corporate management trainer and facilitator, he has participated in over 1,000 Management Development Programs.
- He is a member of Academy of Management, USA, National Institute of Personnel Management, National HRD Network and others. He is also a member of National Board of Accreditation, AICTE. He was honoured for his lifetime contributions to HR by NIPM.

1. Current Position

- DEAN, Engineering Division, Indian Institute of Science (IISc), Bangalore, India.
- Professor, Department of Management Studies, Indian Institute of Science (IISc), Bangalore, India.

1.1 Other Responsibilities

- President, Board of Governors, Rajiv Gandhi Institute of Petroleum Technology (Institute of National Importance created by act of parliament) (Jais - UP, Sivasagar – Assam, Energy Institute – Bangalore)
- Member, Standing Finance Committee, NIMHANS, Bangalore.
- Member, Planning and Monitoring Committee, NIMHANS, Bangalore.
- Member, Hospital Management Committee, NIMHANS, Bangalore.
- Member, Board of Governors, Indian Institute of Management, Rohtak, Haryana
- Member, Academic Board, Indian Institute of Plantation Management, Bangalore
- Member, HAL Management Academy, Bangalore
- Member, Advisory committee of the CSIR-HRD Center, Ghaziabad, UP
- Editor-in-chief of the upcoming series on Handbook of Indian Business Case Studies by Springer (13 volumes)
- Invited Review Committee member Council of Scientific and Industrial Research (CSIR) laboratories, Department of Science and Technology (DST), Autonomous Laboratories, Department of Bio Technology (DBT) and Laboratories under the Department of Earth Science, 2015, 2016 and 2017

- Core Committee member for establishing Indian Institute of Petroleum and Energy, Vishakhapatnam
- Faculty Entrepreneurship – Established two companies as a part of the faculty entrepreneurship at Indian Institute of Science, Bangalore.
 - a. Director, Wavefrac Technologies Pvt. Ltd.
 - b. Director, Golden Spiral Pvt. Ltd.

1.2 Membership of Professional Bodies

- Elected Chairman (1999-2000) and life member, National Institute of Personnel Management, Karnataka
- Managing Committee Member, Bangalore Management Association, Bangalore
- Fellow, Indian Academy of Social Sciences, Allahabad, UP
- Advisory Committee Member, HRD Network, India
- Life Member, International Industrial Relations Association, New Delhi
- Karnataka Association of Professional Social Workers, Bangalore
- Member, Academy of Management, USA
- Member, Association of North America Higher Education International, USA (anahei.org)
- Life Member, Shock wave Society of India

2. Education:

- Completed B.Sc. in Physics, Chemistry, Mathematics from Bangalore University (National College), in the year 1973.
- Completed M.S.W. in Social Work, declared 1st in order of merit from Bangalore University, in the year 1975.

- Completed Ph.D. in Organizational Development, awarded Sir Vithal N Chandavarkar medal for the best thesis in the Engg. Faculty from Indian Institute of Science (IISc), Bangalore in the year 1980.

3. Achievements and Competencies

A. Institution Building

1. **Rajiv Gandhi Institute of Petroleum Technology (RGIPT)** is an 'Institute of National Importance' created by an act of parliament. I was instrumental in moving temporary campus activities from Raebareli to its new campus in JAIS, Amethi, Uttar Pradesh. I head the Board of Governors and the Finance committee, involving an outlay of about 400 crore rupees.
 - a. **RGIPT Sivasagar** is in Assam. This center has an allocated land of about 100 acres with a budget of Rs. 350 Crores. As the president of the task force (which has the chairman of AICTE and the Vice Chancellor of North Eastern Hill University as its members), I am contributing to the establishment of a campus for technical training and advanced skill center for petroleum, oil and natural gas sector.
 - b. **RGIPT Bangalore** - Task force was formed to establish an excellent institution towards research and development in the area of energy. As the President of the taskforce, I was instrumental in obtaining a location sanction letter of 150 acres of land in Bangalore. I was also involved in setting up of this world-class institution with an approved budget of 1,000 crores from the Union Ministry of Petroleum and Natural Gas.
2. **Indian Institute of Petroleum and Energy, Vishakhapatnam (IIPPE)** was established in the year 1960. I was instrumental in allocating funds for inclusion of this institution in the JEE process for admission of the students for the 1st batch. Further, I was involved in the selection of faculty in the

areas of petroleum and chemical engineering (in allied areas). I was part of the selection committee for the post of Director of IPE (Other members of committee included Director - IIT Kharagpur, Secretary - OADB and CMD - HPCL).

3. **Quest Global** is an engineering company. I contributed to their growth significantly (from about 80 employees to 4,000 employees in a period of 16 years). I helped them in building a global mindset to compete and grow as a multi-national company as their HR & Organizational Development Advisor from 2001 to 2012.
4. **ACE Designers** is a machine tool manufacturing company which started in Bangalore as a small machine tool company. I was associated with them during initial stages when their turnover was about 27 crores. I was instrumental in building their leadership capability. For this, extensive developmental interactions happened during weekends which led to creation of a performance oriented culture. Further, we also undertook organizational restructuring exercises to streamline the operations' and compensation practices.
5. **VEE Technology** is a 16 year old BPO and KPO company based out of Bangalore, New York, Chennai and Salem. As an advisor, I helped the company grow from 20 to 3000 employees.
6. **Indian Institute of Plantation Management (IIPM)** is one of the sectoral institutions under the Ministry of Commerce established in the year 1993. I am associated with the institution since its inception. Till date, I contribute in the areas of curriculum development and teaching for management development programs. I am also involved in faculty review and selection.

7. **Defence Institute of Advanced Technology (DIAT)** - DIAT Pune approached Indian Institute of Science, Bangalore to design and support the M.Tech Program in the area of Technology Management. I played a significant role in signing of the MoU between the institutions. I have been supporting the program by conducting various courses and guiding student's projects. I was also involved in the selection of the faculty and students who had extensive experience as Group Captains in Air force, Commandants in Navy, Coast Guards and Scientists in DRDO.

8. **Sona College of Technology (SCT), Salem** – Advised the college to initiate student development practices, better classroom management and connection with the industry. This resulted in 100% job placements in all engineering and management departments.

B. Idea Centric Leadership

1. **Wavefrac Technologies Pvt. Ltd.** – I brought together and worked actively with professors from Aerospace and Civil engineering, Indian Institute of Science to foster innovation through application of shock waves. As part of the team, I was able to redefine the application of shock waves from defence to coffee, tea, oil and gas sector. This journey of last 5 years resulted in the establishment of the company Wavefrac Technologies Pvt. Ltd. Further, I played a significant role in obtaining a fund of Rs. 60 crores from ONGC for R&D activities and collaboration.

2. **Golden Spiral Pvt. Ltd.** – The company was established in 2016 with professors from Inorganic and Physical Chemistry and Civil Engineering, Indian Institute of Science. The Golden Spiral applies the research on lasers - specifically in detection of explosives. The company is expected to make an impact in calibration of laser equipment in the country and its application

in healthcare as well. As a Founder Director of the company, I have been instrumental in creating an organizational structure and raising funds for the smooth functioning of the organization.

C. Flair for Innovations

1. **Conference on Cyber Entrepreneurship** – Cyber Entrepreneurship conference was organized in the year 2000 and Knowledge management round table conference was organized in the year 2001 to bring the best practices towards innovation. International Conference of Technology Management to drive the economy through Innovation and Entrepreneurship. Over 130 speakers and 6 parallel paper sessions resulted in publication of two books.

In addition to this, I initiated several doctoral studies in the area of innovation and innovativeness.

Further, I assisted in initiating a DST funded project to understand automotive and machine building sector in India. As a part of this project, over 150 companies were studied to understand their innovative capabilities. Two sponsored studies worth mentioning are studies on 'Road Technologies' and on 'Assessment of technologies and packages developed by the Central Silk board'.

2. **Planning Towards Smart Cities** – Collaboration was established among Acatech and BMBF from Germany and CISTUP, Indian Institute of Science. This collaboration resulted in several workshops, meetings and studies towards Smart cities, Governance, Technology and Green Buildings.

D. Global Outlook in Higher Education

1. **TU Clausthal Collaboration – INGPART UGC Project:** Instrumental in signing of MoU between Indian Institute of Science (IISc), Bangalore and University of Technology, Clausthal, Germany (TUC). This collaboration resulted in conduct of winter and summer workshops both in India and in Germany with an effective participation of over seven students from IISc. The group of students is currently focusing on various issues of manufacturing 4.0, Internet of Things and Cyber Physical Systems.
2. **R&D Management Book** – A textbook on R&D Management was written and published with a view to analyze competitive pressures of R&D in India and to develop capacity for global competitive advantage.
3. **George Mason University (GMU)** - Through effective interaction with the school of public policy, I enabled signing of MoU between IISc and GMU.
4. **Japan Institute of Labor (JIL)** – As a visiting researcher in JIL, I interacted with some of the global giants such as Hitachi, Yokogawa, Sony, Toyota and many other manufacturing organizations to understand ability formation, skill certification and unique Japanese HR practices in developing effective and competent workforce.
5. **Airbus Industries** Hamburg, Bremen (Germany) & Kolouse (France) - As an expert, interacted over a period of 6 months with Airbus, developed intervention for expertise transfer (EX-TRA) and Knowledge Management. Further validated expertise career path and demonstrated the role of EBOK (Engineering book of knowledge).

6. **Pforzheim Business School (PBS)** – IISc & PBS signed an MoU in the year 1998 to exchange faculty and students. As the person responsible for signing of the MoU, developed exchange relationship with PBS, Germany and received students from Germany for Internship in Bangalore. Offered two courses to German students (in India and Germany) in the areas of Knowledge Management and International Business leadership.
7. **Copenhagen Business School (CBS)** – In collaboration with CBS and IISc, I have directed two conferences in Bangalore on cross cultural management, as well as seminars at CBS, Copenhagen, Denmark.
8. **Lisbon Business School (LBS)** - Instrumental in bringing the faculty and students of LBS to Department of Management Studies, IISc for orienting them towards Indian culture and business practices. Also offered courses on Global Business Leadership in Lisbon.
9. **Network of International Business and Economics Schools (NIBES)** is a global network of 20 Business and Economic Schools in 19 countries with more than 5000 alumni in students' mobility programs since 1996. I represented the Department of Management Studies, IISc in NIBES for over 15 years for better collaboration and effective exchange.
10. **South-South Cooperation** – As member of a delegation of UNDP organized south-south summit at Seoul, South Korea. This resulted in my visits to several labs of Korean Institute of Science and Technology to build further partnership between India and Korea.

E. Professional Management

I have worked with more than 150 organizations in developing joint programs, workshops, and conferences. Some of them include International agencies such as World Bank, International Labor Organization, and central public sector organizations such as Bharat Electronics, Hindustan Aeronautics Ltd., state corporations such as Karnataka State Road Cooperation, Karnataka Power Cooperation etc. I have also contributed to scientific organizations such as Department of Science and Technology, Council of Scientific & Industrial Research, Defence Research and Development Organization, Indian Space Research Organization, National Institute of Advanced Studies. I have also worked with academic institutions such as IIM Bangalore, IIM Rohtak, Sambram Group of Institutes, RV College of Engineering, BMS College of Engineering, Indus Business Academy, Christ University, IIT Madras. I have been involved with Central research organizations such as CPRI, UPSC, AICTE, UGC and NBA as well.

F. Academic Administration

1. Chairman, Department of Management Studies
2. Director of PES School of Management
3. Establishment of Staff Training & HRD
4. Member of Board, IIM Rohtak
5. Member, HAL Management Academy
6. Immersion Program for John Carrol University

4. Professional Experience:

- Chairman, Department of Management Studies 1993-1999

- Airbus Industries Hamburg, Germany on sabbatical on the project on Knowledge Management, 2004
- Visiting Researcher, Japan Institute of Labor, Tokyo, 1998
- Visiting Professor, Pforzheim University, Germany (2006, 2007, and 2008)
- Adjunct Professor, School of Public Policy, George Mason University, Washington DC, USA (2006 to 2014)
- Visiting Professor, University of Hamburg, School of Information, Hamburg, Germany (2004)
- Visiting Faculty, Indian Institute of Management, Bangalore, (1985)
- Member of Faculty and Research Officer, Shri Ram Centre for Industrial Relations and Human Resources, New Delhi (1980 to 1982)

5. Teaching at the M.Tech, MBA, M.Mgt and Ph.D. level

(1980 onwards till date)

Foundational Courses

- Change Management
- Behavioral Sciences
- Management of Human Resources
- Organizational Behavior
- R&D Management
- Industrial Relations
- Managing People and Organizations

Advanced Courses

- Technology Management
- Methodology of Management Research
- Advanced Human Resource Management

Courses offered in Germany, USA and Portugal

- Knowledge Management
- International Business leadership
- Technology Management

Video lectures

Delivered 40 lectures (about 40 Hours) on Video mode on different topics of Management under the **National Program on Technology Enhanced Learning (NPTEL)**. These lectures are available for public viewing on [YouTube](#). (2008)

6. Research Interest and Applications

Technology Transformation, Career and Reward Management of Professionals, Innovation and Innovativeness, Organizational aspects of Technology Management, Evolving Performing Organizations Through People, Comparative Human Resource Management, Knowledge Management model for teams in the IT sector , Quality Management, Organizational Change and Transformation, Virtual Teams in Global R&D Organizations, Recruitment and Assessment, HR Global Bench Marking and Performance Management, Expertise Transfer.

Smart cities, Cyber Physical Systems and Manufacturing 4.0. Digital Manufacturing / Industry 4.0 is the transformation of manufacturing under conditions of adequately adapted automated manufacturing systems

6.1 Brief Research Highlights

Developed 12 case studies on Technology Transformation: The Organizations covered are Bharath Earth Movers Ltd., Lakshmi Machine Works Ltd., Alfa Laval Ltd., Crompton Greaves Ltd., Elgi Equipments Ltd., Escorts Ltd., KCP Ltd., Kelvinator India Ltd., L&T McNeil Ltd., Mahindra & Mahindra Ltd., Stovec Screens

Ltd., and Tractors & Farms Equipments Ltd. These case studies were developed as a part of the project funded by Department of Science and Technology, Government of India.

Career and Reward Management of Professionals: Studies were conducted to understand and relate compensation, performance recognition, and pay satisfaction of R&D personnel. Restructuring of the scientific personnel cadre in the central Government establishment was the outcome of a consultancy study. A study was also completed to understand the nature of uncertainty experienced by R&D personnel. These experiences were related to Job Involvement, Work Involvement and Work Motivation. Another study examined the degree of team working and issues of team management. A national survey amongst personnel professionals was conducted to understand functionally dependent stress. Over 8000 questionnaires were mailed and obtained 550 responses. The study identified the nature of stressors and coping styles. The National Institute of Personnel Management funded this study.

Innovation and Innovativeness: Conceptually, innovation and innovativeness were differentiated and measures were developed to understand organizational innovativeness. Based upon the conceptual framework and user's interaction two measures were developed, grounded on subsystems, to measure organizational innovativeness and innovation. Empirical testing was done on a sample of 43 firms, guided by a preliminary (10 firms) and pilot studies (27 firms). Exploratory factor analysis identified organizational innovativeness as a bi-factorial construct constituting factors – adaptability and problem-solving skills. Path analytic model was developed to examine the causal linkage between environment, R&D intensity, innovativeness and innovations.

Comparative Human Resource Management: Studies were initiated to examine cross-cultural business perceptions of managers. The data was collected over 500 managers from India and similar studies have been completed in Germany, USA and China. This study helped in understanding stereotypes and preparing managers for international careers. A collaborative study also has been initiated to compare the careers of scientists in India, Japan, Indonesia, Singapore, Korea and Germany. The data was collected from Indian Scientists and over 500 scientists and engineers responded from the Telecom, IT and Pharmaceutical sectors.

Organizational aspects of Technology Management: Technology transformation process in the two manufacturing sectors in India was successfully studied. A survey methodology was used and the data from 73 organizations in the automotive and machine building sectors were collected for statistical analysis. The descriptive analysis has shown that there is no significant difference between the sectors, indicating that there is considerable homogeneity in the technology adoption, adaptation and innovation objectives and activities across the sectors. Another study focused on the functional role of R&D and linked the role to overall technological performance. The data was obtained from 65 organizations. Process variables consist of the nature of work, linkage, organizational support, and past performance. Structure variables included organizational importance, control, research infrastructure and planning. Environment of R&D consisted of mobility and research environment variable. Structure emerged as a more powerful discriminating factor. Another study focused on the techno organizational changes due to CNC Technology.

Evolving Performing Organizations through People: Organizations have to develop strategies for the future to sustain and increase their levels of performance. The basic issues are around how to provide focus and direction and achieve the required alignment at all levels, how to develop required

competencies in terms of techniques, attitudes, knowledge and skills, and how to integrate reward and punishment system. These will demand development of a personnel assessment methodology, personnel grading system, an ability development system, methods of organizational diagnosis and development etc., Studies have been completed in these areas including action research studies.

7. Research and Consultancy Projects

7.1 Research Projects

Title	Funding Agency	Year/Duration
INGPAR – UGC & DAAD Project	University of Grants Commission, Govt of India	2016-2020
Assessment of Construction Technologies in Transportation Infrastructure for Developing and Managing the Transportation Systems in Bangalore	CiSTUP, IISc	2013
A study of antecedents and consequences of behavioral training in Pegasus	Pegasus	2013
A study of Technology Innovation for Smart City Initiatives – Opportunities from an Indo-German Perspective	ACATECH	2012
Employment Pension Scheme 1995 – Stock Taking Study	Social Security Association of India, Kolkata	2010
Technology Transformation in Relation to Imported Technology: An Assessment	Department of Science and Technology, Delhi	5 Years
Technological Change and Collective Agreements	National Institute of Personnel Management, Kolkata	3 Months
A Study of Functionally Dependent Stress amongst Personnel Professionals: A Nation Wide Study	National Institute of Personnel Management, Kolkata	3 Months

7.2 Consultancy Projects

Title	Funding Agency	Year
Restructuring of Scientific and Technological Services & Agri. Services in Central Government	Govt. of India (5 th Central Pay Commission)	1997
Management Development Program	M/s ACE Designers, Bangalore	1997
Diagnostics for Restructuring the organization	DRDL, DRDO Hyderabad	1999
Improvement in productivity and quality of cocoons and adoption of packages developed by CSB	Central Silk Board, Ministry of Textiles Government of India	1998-99
Advising on HR activities	Quest Global	2002
Conducting Psychological test and Group discussion	HMT Ltd.	2003
Workshops on interviewing skills for executives	Bharat Electronics Ltd.	2003
Conduct of common Aptitude test for the post class II officers and Class III supervisors	Karnataka State Road Transport Corporation	2003
CAT for officers and supervisory posts	Karnataka State Road Transport Corporation	2003
Recruitment test for BEL an SID project	Bharat Electronics Ltd.	2004
Workshop on interviewing skills	Bharat Electronics Ltd.	2004
Development of a framework for enabling the recruitment process for BEL	Bharat Electronics Ltd.	2005
Recruitment test for selection of probationary engineers	Bharat Electronics Ltd.	2005

Advising and paper setting for selection of management/design trainees	Hindustan Aeronautics Ltd.	
Setting and evaluation of question papers	Bharat Electronics Ltd.	2006
Advising, paper setting, evaluation and group discussion and psychological testing	HMT Ltd.	2006
Design of tests for promotion from Grade I to Grade II, III & IV & V staffs	Hindustan Aeronautics Ltd.	2006
Advising and paper setting for selection of Management Trainees	Hindustan Aeronautics Ltd.	2006
Socio – Economic impact study of Brigade Gateway project	Brigade Group	2006
Advising and Paper setting for selection of management and Design trainees	Hindustan Aeronautics Ltd.	2006
Advising, paper setting, evaluation for selection of diploma trainees	Hindustan Aeronautics Ltd.	2007
Evaluation officers of Government of Karnataka	Central Silk Board	2007
CAT exam for Class II officers	Karnataka State Road Transportation (KSRTC)	2007
Induction of Engineering Graduates	Hindustan Aeronautics Ltd.	2007
Management Development Program for Officers of Govt. of Karnataka	Education Department, Govt. of Karnataka	2007
Management Development Program for Senior Executives and Managers	ACE Designers	2007

Advising on Management Program	SBM JCE	2008
Selection of Companies: analyzing the maturity and interest of Indian software services	V.P. Research Sopheon Netherlands	2008
SERI – Research Management Training	Central Silk Board	2008
A study of Apprenticeship Act	International Labor Organization (Approved)	2009
Classified Project No 1	Confidential	2016-17
Classified Project No 2	Confidential	2016-17
Classified Project No 3	Confidential	2016-17
Manpower Optimization Study: JSW Steel Ltd., Vidyanagar, Bellary, Karnataka	JSW Steel	2018-19

7.3 Projects of ‘Center for Continuing Education’, IISc

Title	Funding Agency	Year
Management development program for the senior managers - 3 Programs	Ace Designers Ltd.	2005-2006
Management development program for the senior managers	Ace Designers Ltd.	2007
Management Development program for the officers of the Education Department, Government of Karnataka	World Bank, Azim Premji Foundation and GOK	2007
Induction Training of Engineering Graduates	Hindustan Aeronautics Ltd.	2007

Management development program for the senior Scientist	Central Silk Board	2008
Management development program for the senior managers	Ace Designers Ltd.	2008
Management Development Program for Executives	LAPP India Pvt. Ltd. – CiSTUP	2011
Management Development program for executives	LAPP India Pvt. Ltd. – CiSTUP	2012
Faculty development Program	Basaveshwara Engineering College, Bagalkot	2013
Orientation Course learning for Senior PG students and Research	Basaveshwara Engineering College, Bagalkot	2013
Faculty development Program for Senior faculty members	Basaveshwara Engineering College, Bagalkot	2013
Orientation towards Learning & Research	Basaveshwara Engineering College, Bagalkot	2016

7.4 Academic Collaboration for supporting M.Tech in Technology Management at Defence Institute of Advanced Technology, Pune

Project Title	Faculty	Sponsor	Year
Training program on Technology Management- 5 courses offered	Prof. K.B. Akhilesh Prof. R. Srinivasan Prof. Mary Mathew Dr. P.P. Iyer	DIAT, Pune	2014
Training program on Technology Management- 2 courses offered	Prof. K.B. Akhilesh Dr. Roland Haas	-do-	2014
Training program on Technology Management	Prof. K.B. Akhilesh Dr. P.P. Iyer	-do-	2015
Training program on	Prof. K.B. Akhilesh	-do-	2015

Technology Management- 5 courses offered	Prof. R. Srinivasan Dr. P.P. Iyer		
Training program on Technology Management- 2 courses offered	Prof. K.B. Akhilesh Mr. Vivek Kulkarni	-do-	2016
Training program on Technology Management- 2 courses offered	Prof. K.B. Akhilesh	-do-	2017
Training program on Technology Management- 5 courses offered	Prof. K.B. Akhilesh	-do-	2017

8. Research Guidance

8.1 Research Guidance for PhD

Current Studies: PhD

- Study of UAV application for Civil Society Benefits, Siddappaji
- A study of Manufacturing 4.0 and IoT – Scope, Applications & Challenges, Pinosh Kumar Hajoary
- Development of IoT and Cyber-physical systems curriculum for engineering and management graduates, Arjun Singar
- A study of leadership readiness in IT sector, *Gautam Khanna*.
- Conceptualization and measurement of counterproductive behaviors, *Savitha J.*
- Cross Cultural Validation of Transformative Learning Theory, *Tanuj Negi*
- Leadership in R&D Management for Competitive advantage, *Chanchala*
- Measurement of R&D effectiveness for towards better reward management, *Divya Pavi*

8.2 Research Guidance for PhD (Completed)

- **Predicting Innovation Capability at Team Level: An Exploratory Analysis,** Gaurav Dilip Tikas (2018)

Main contributions: The Study has highlighted the importance of studying innovation and its emerging importance in academic as well as industrial technology-driven organizations. The study has attempted to contribute towards gaining a better understanding about Innovation Capability at team level in an organizational context.

- **The Effects of Social Capital and Open Innovation on R&D Outcomes and Job Satisfaction - A Study of the Indian Defence Sector**, Mitra Kumar Patel (2017)

Main contributions: The importance of networking has been discussed for defence production and R&D in India. The study is stimulated by potential of networking both formal and social capital and informal as open innovation for R&D outcomes and job satisfaction.

- **Study of Composition & Performance of Global IT Project Teams: An analysis of Cross-sectional, Longitudinal & Exceptional Performances**, Avnish Kamal Kashtriya (2017)

Main contributions: The study examines the impact of team composition on the performance of globally distributed project teams in context of global IT services industry, across diverse scenarios of cross-sectional, longitudinal, and exceptional performance.

- **Sustained Competitive Advantages: Strategic HRM Initiatives, Antecedents and Consequences in Indian Context**, Velmurugan S. (2017)

Main contributions: The study is aimed to explore Strategic Human Resource Management Initiatives, Antecedents and Consequences in order to achieve Sustained Competitive Advantage in Indian Organizations.

- **A Study of High Responsibility Teams - Context, Structure and Process**, Sindhuja. C.V. (2016)

Main contributions: A Study of Context, Structure and Functioning of HRTs in Airport and Emergency Medical Care Systems. The study considers high responsibility teams (HRT) represented as groups of people working within complex environments. A sample of 306 from airport rescue fire fights and emergency medical care representing from two international airports and two multispecialty hospitals.

- **The Allure of Departed Colleagues: An Examination of Career Mobility in Competitive Labor Markets**, Gopakumar M.G (2016).

Main contributions - Work wise relationship network established through common project team affiliations initiate social comparisons among employees and these ties serve as pathways through which signals, including the desirability to quit the firm. The study based on data across 5 years that linked 728 geographically distributed employees. As work is increasingly accomplished through the networks of social relationships among team members, the position that they come to occupy in the network will influence their ability to efficiently locate expertise, exchange of information and coordinate efforts with others.

- **Family Business Conflicts: Impact on Family Climate, Psychological Stress and Business Performance**, Meenu Mary Margaret (2015).

Main Contributions - This study focused on developing a multi-dimensional model to study conflicts in a family business. It studies the impact of conflicts

on the family, the business and the individual. Family Business Issues scale was developed and validated in the research process. Based on the data obtained about small and medium sized family businesses, suggestions for conflict resolution were provided. A combination of survey and case studies were used to rich data about family businesses.

- **Knowledge Intensive Jobs & Well-Being of Knowledge Professionals: Development and Validation of a Multi-Construct Framework in the Indian Context**, Indumathi A. (2013).

Main Contributions - This study provides a profound understanding about the different groups of knowledge professionals based on the knowledge intensive job being performed by them. The framework developed provides an understanding of knowledge professionals and their well-being. An attempt has been made to understand the different knowledge transfer practices and its impact as value add for the organization. This research has contributed theoretically and it is methodologically unique – in the use of a multi-construct model.

- **Development of a Multi-Construct Framework for Assessing Work-Life Balance: Validation and its' Applicability in the Indian Context**, Madhurima Das (2013).

Main Contributions - A multi-construct framework developed for assessing Work Life Balance, based on an extensive literature review spanning four decades. Developed framework has been validated with 426 respondents from 63 (public, private and entrepreneurial) organizations, which illustrated the practical applicability of the framework in the Indian context.

- **Team Collective Intelligence – Theory, Validation and Applicability**, Ajay Kumar Goyal (2010).

Main Contributions - A theoretical framework for understanding collective intelligence and relate it to social capital, cognitive intelligence and emotional intelligence was developed. It attempted to identify a few critical process and structural variables of team functioning and classify them into three general domains of cognitive, emotional and social abilities. Main contribution was development, validation and demonstration of applicability of a model of general ability (collective intelligence) of work teams.

- **Understanding Global Team Effectiveness in the Context of Product Development**, Niranjan Kalyandurg (2010).

Main Contribution - Model was developed to understand team effectiveness and its relevance when applied to a global team in a product development environment. A case study spanning a period of five years on a global team involved in product development was conducted and the model was applied in practice.

- **An Assessment of Nanoscience and Nanotechnology (NST) Initiatives in India**, Neelima S. Watve (2010).

Main Contributions - Development of conceptual model to measure the output of innovation in the field of nanoscience and nanotechnology (NST) at three levels, namely newness of NST initiative, dissemination of NST initiative and having a focused NST research initiative.

- **A Study on the motivational system of scientists in relation to performance and its consequences**, K. Rajender Rao (2009).

Main Contributions - Focus of this study is to : (1) To identify scientist's motivation & performance variables and their associations with the individual factors such as age, experience, qualification, designation, promotions etc. (2)

To study and analyze scientist's motivation and performance need fulfillment with the organizational aspects related to technology, job/work environment, management practices etc. (3) To arrive at the model on the scientists motivational system in relation to the performance & consequences.

- **Leveraging resources for strategic organizational Renewal - A co-evolutionary perspective**, S. Balasubrahmanyam (2008).

Main Contributions - Main focus of this study is to: (1) Compare and contrast the extent of implementation of various resource leverage practices & strategic renewal initiatives in different organizations of varying age, size and ownership. (2) Study the dynamic interactions between various resource leverages and strategic renewal initiations and their impact on organizational performance. (3) Make appropriate suggestions for enhanced leverage of resources for augmented prospects of strategic renewal of organizations.

- **A Study of Organizational Rightsizing: Actors, Processes and Outcomes**, Maria Christine Nirmala (2006).

Main Contributions - This study addressed rightsizing from the perspective of social justice by taking into consideration the assessments of the processes by the affected actors namely, the implementers who drove the rightsizing processes; the separated who left the organizations as a result of rightsizing; and the stayers who remain in the organization and had observed the process. It also aimed at understanding the various rightsizing processes from an empirical perspective and examines the causal relatedness of the rightsizing processes and outcome across some of the Indian organizations and the actors.

- **Global Virtual Teams: A capability centric model**, C.S Krishna Prasad (2003).

Main Contributions - Empirical research on global virtual teams in live business settings and its methodological challenges are a definite contribution from this research. The adaptation of organization design theories and capabilities based organization design approach to global virtual teams is another contribution. In practice, the model provides some guidance on what could be crucial design principles during design and implementation of global virtual teams.

- **Quality Management & Organizational Structure: A Study of their Influence on Organizational Effectiveness in the Indian Software Industry,** Sunitha Purushotham (2002).

Main Contributions - This study attempted to accomplish the following: (1) To design quality management and organizational effectiveness frameworks to evaluate software quality and organizational practices; (2) To study the effect of contextual factors viz., quality initiatives, size, customer-base, on quality management and organizational effectiveness and evaluate the effectiveness of the software quality initiatives; (3) To study the effect of organizational structure on quality management and organizational effectiveness; (4) To study the dependence of organizational effectiveness on quality management; and (5) To make appropriate suggestions for better organizational management of quality in the Indian software industry.

- **Antecedents and Consequences of Human Capital Value Addition among Knowledge Professionals,** Gopika Kannan (2001).

Main Contributions - This study attempted to: (1) Develop an integrated model and tool for understanding antecedents and consequences of value addition of knowledge professionals; (2) Cluster and classify knowledge professionals on the basis of value addition; and (3) Develop the appropriate suggestions for

better knowledge management practices towards performance and innovations.

- **Development of Distress Prediction Models for Small Scale Enterprises Using Organizational and Managerial Variables**, Manje Gowda (1998).

Main Contributions - The main contributions of the thesis are: (1) Development of distress prediction models applicable to small-scale industrial units. (2) Examination and evaluation of various factors which are responsible for industrial sickness; and (3) Development of two separate distress prediction models based on organizational / managerial and financial ratio variables.

- **Structure, Process and Environment of R&D Function in Manufacturing: A Study in Relation to Technology Adoption, Adaptation and Innovation**, Chakrabarti. P.K. (1997).

Main Contributions - It attempts to relate three factors of R&D function viz., structure, process and environment. It makes substantial contribution theoretically and methodologically for the understanding of the management of R&D function. The role of R&D in the Indian manufacturing organizations has been well presented in the thesis.

- **Manufacturing Planning and Control (MPC) in batch Manufacturing organizations in India - An Exploratory Study**, (*Along with Prof. K.N. Krishnaswamy*) Chetty. B.S. (1996).

Main Contributions - Identified the natural factors underlying the manufacturing planning and control construct influencing the manufacturing effectiveness in batch manufacturing firms. Identified the natural factors underlying the manufacturing planning and control performance variables in batch manufacturing firms. Suggested measures to improve the present status of

manufacturing planning and control systems in batch manufacturing firms in India, highlighting various practices. Identified MPC system variables that discriminate the high MPC performing firms from the low MPC performers.

- **Conceptualization and Measurement of Techno-Organizational Change using path analysis: A Quasi experiment for CNC Technology**, Mary Mathew (1996).

Main Contributions - This study addressed rightsizing from the perspective of social justice by taking into consideration, the assessments of the processes by the affected actors namely, the implementers who drive the rightsizing processes; the separated who leave the organization as a result of rightsizing; and the stayers who remain in the organization and observe the process. It also aimed at understanding the various rightsizing processes from an empirical perspective and examined the causal relatedness of the rightsizing processes and the outcome across some of the Indian organizations and the actors.

- **Marketing Programs and Technological Development across product life cycle: An exploratory study in Indian Machine Building Sector**, (*Along with Prof. K.N. Krishnaswamy*) Avvari Mohan (1995).

Main Contributions - General descriptive analysis of the marketing programs and technological developments has been made. Identified variables of marketing programs and developed technological development dimension which are dominant in discriminating between the different phases of the PLC and generated and tested a set of related hypotheses on improvements within phases and improvements across phases. Established that the nature of the relationship between marketing programs and technological developments at each phase of the PLC is different and tested relevant hypotheses.

- **Functionally dependent stress amongst managers - A study of antecedents and consequences**, Nityamalyni Menon (1995).

Main Contributions - Critically evaluated the serious problem of stress particularly in the areas of production, finance, marketing/sales, personnel and R&D. Developed a measure of functionally dependent stress and examined the relation between the stressors and several personal and organizational variables. Detailed analysis showed that the stressors had an effect on organizationally valued outcomes such as job involvement and commitment.

- **Pay, Promotion and Pay Satisfaction of R&D Personnel in some Indian Manufacturing Organization**, Pulak Kumar Das (1995).

Main Contributions - Critically evaluated compensation practice of the R&D personnel of some manufacturing organizations. Related compensation practices of the organizations with the performance recognition policy of the organization and the pay satisfaction of the R&D personnel. The study recommended a suitable pay and performance reward system to improve job performance and motivation of the R&D professionals.

- **A Study of Organizational Innovativeness: Analysis of Some Correlates and Casual Factors**, Ravichandran T. (1993).

Main Contributions - Analysis of innovativeness has been done both at the system and subsystem level. Path analysis has been attempted based on a theoretical model to examine causal relationship between economic environmental uncertainty, R&D intensity and innovativeness. Major aspect of this study was methodological rigor. The study applied complex statistical tools

and techniques to a real world issue of understanding the dynamics of innovativeness.

- **Conceptualization and Measurement of the Uncertainty Experienced by R&D Personnel in Relation to Job Involvement, Work Involvement, and Work Motivation**, Sandhya Iya (1992).

Main Contributions - Conceptualization and operationalization of uncertainty experienced by R&D personnel based on an effective integration of literature. Meaningful insights were obtained with respect to the nature of uncertainty variations amongst R&D personnel. The study also established the relationship between uncertainties and organizationally valued behavioral states - Job Involvement, Work Involvement and Work motivation.

- **Technology Support Systems (TSS) - A New Concept for Analyzing Technological Transformation Process - An analysis in Indian Manufacturing Organizations**, (*Along with Prof. K.N. Krishnaswamy*) Madan Mohan. T.R. (1991).

Main Contributions - Conceptualization, operationalization and classification of technology support system in Indian manufacturing organization. The methodology of triangulation of the qualitative, empirical and logical analysis of the data gathered. The result those managerial and organizational variables influencing innovation are different from those influencing adoption and adaptation.

8.3 Research Guidance for M Sc. (Engg)

- **Building Flexibility into Product Development Teams: Role of Structural Antecedents on the Efficiency of the Teams**, Srikanth Krishna Prasad (2012).

- **Manufacturing Strategy in Indian Industrial Organizations: An Exploratory Study of Two Sectors.** (Along with *Prof. K.N. Krishnaswamy*) Narasimha Murthy. K.V. (1995).
- **Comparative Study and Assessment of Human Resource Development Practices as Perceived by Scientists and Engineers,** Subramanya Swamy P.K. (1991).

8.4 Project Guidance for M.Mgt, MBA and M. Tech

Title	Student Name	Year
Linking skill grade with annual appraisal towards competency mapping and career progression in IAF	Gp. Capt B Harish	2018
IT enabled Tacit Knowledge Management of 1st Line Maintenance: IAF Helicopters	Gp Capt S Deokuliar	2018
Solar Energy Technology Management: A New Dimension at Indian Air Force Stations	Gp Capt VK Chaturvedi	2018
Job diagnostic survey of Technical Officers in the Indian Air Force	Gp Capt MK Praveen	2018
Stress and Conflict in IAF officers occupying boundary spanned roles	Gp Capt K. Radhakrishna	2017
Ethics and Values in IAF – A study on IAF officers	Gp Capt S.K Pillai	2017
Training of Trainers for adoption of complex technology	Gp Capt N.A Badrinath	2017
Analysis of offset clause in respect of “Make in India” initiative and study of anticipated effect on indigenous private industry	Gp Capt R. Rex	2017
Training Needs Assessment of Chief Officers of Navy – Job analysis approach	Lt Cdr SM Karthick	2017
Emerging Trends in Technology Forecasting	Ajay Keerthi	2017
Application of Smart Technologies in Healthcare	Harish Sridharan	2017
Go to Market Strategy for UAV based aerial pesticide spraying in India	Pavan Nandan G.	2017

Developing Patent Landscape for Smart Materials	Rohan V. Patil	2017
Indian Technical Regulations and Standards – Scenario and its Impact on MNCs	Deepa M. Thomas	2017
Measurement of Trust among Airmen in Indian Air Force	Gp Capt. L.T. Gandhi	2016
Market Segmentation of Thermal Power Plants in India	Karthikeyan K.	2016
Aggregation of Online Services in Sports for India	Rahul Roy	2016
Strategic Management of Innovation Using Patent Analytics	Bandani Verma	2015
Assessing Market Crowdedness for Harmonic Mitigation Devices	Divya Choudhary	2015
Process Definition for Identification of Opportunities in A Specific Technology Area From Patent Data Technology in Focus: Energy Distribution Technologies	Morri Sowmiyan	2015
A Study on Dimensions of Organizational Justice and Its Implication on Trust Across Different Organizations in India	Akhilesh G S	2014
Sociability at Mid and Early Career Stages: Development of a Measure and Comparisons	Shantanu Jain	2013
A Study of Collaboration In The Indian Defence R&D Sector: The Case of DRDO and its Private Sector Partners	Shyam R.	2013
Innovation Enabling Systems for Indian Scientists	Aparna Singh	2009
Development of a KM effectiveness measurement frame to analyze the impact of knowledge management practices on outcome measures in a team	Dedeepya. M	2008
Develop a Software Product that could be used for comparison of performance indicators etc.	Hitesh Sharma	2007
A 360 Degree Pre-Assessment of a Leadership	Maitreyee Deka	2006

Training Roll-out: An Exploratory Study		
Benchmarking of HR practices: An exploratory multi - assessment of the methodology	Supriya Sharma	2006
Development of a Competency Framework for the Management of Product Lifecycle Group (MOPL), AmerGer Research and Development India (AGRDI), Bangalore	Aditi Jain	2005
Building Blocks of a Training System in a Power Utility	Suman, A M	2001
Qualitative Audit for Human Resource Systems at a Power Utility	Sharma, Protima	2001
Knowledge Discovery in Databases to Support Business Decision Making in Customer Relationship Management	Chaudhary, Neeraj	2000
Design and Development of a Skill Inventory System for Use in the Computer Software Industry	Madhusudhanan, A.K	2000
Technology Transfer from Lab to Land Case of Silk Technologies	N.S, Jay Prakash	2000
Development of DSS for Manpower Planning Based on Performance Appraisal	Reddy, C. Sivakumar	1999
A Study on Implementation and Proposal of a Futuristic Model	Bharat Kumar. Y	1998
A Study of Job Involvement, Adjustment, Satisfaction and Expectations of Employees	Surendranath. G	1998
Study of Global Business Perceptions of Indian Managers	Alok S. Dashora	1998
Employee Retention	Narayan Gond	1998
Organizational Aspects in the Implementation of Information Technology Enabled Business Process Reengineering	Amarnath Reddy. C.	1998
Development of a Human Resource Planning Model for a Hotel Organizations	Alampalli Sudev	1998
Study of Job Involvement, Adjustment	Surendranath, G	1998

Satisfaction and Expectations of Employees		
Executive Turnover: Intentions Desires and Psychological Quits	Jays, C	1995
Benchmarking HRM Function (An Exploratory Analysis)	Sri Krishna Prasad. Y	1994
Evaluation of a Technological Change Process	Prasad, P.D	1991
New Product Proposals: An Integrated Computer Based Model for Strategic Planning	Suresh Aiyer	1989
Study of Quality Circles Development of an Instrument to Assess Need Fulfilment of QCs and Non-QCs Members	Ravindranath K Shiroor,	1989

9. Training and Development:

The following are the organizations in which one or more lectures were delivered on the topics covering Technology Management, Knowledge Management, Team Building, Leadership, Capacity Building for Competitive Advantage, Alignment, Organizational Diagnosis, Managing Scientists and Engineers, Career Planning, Integrated Human Resource Planning and Development, R&D Management, Creativity and Innovation, Ability Development, Communication, Organization Development, Compensation and Reward Systems, Diplomatic Skills, Comparative Human Resource Management.

Organizations:

- Defence Institute of Quality Assurance (DIQA), Bangalore
- Karnataka Power Corporation Ltd., Bangalore
- Karnataka State Financial Corporation, Bangalore
- Karnataka Industrial Area Development Board (K.I.A.D.B), Bangalore
- Karnataka State Road Transportation Corporation, Bangalore
- Kudremukh Iron Ore Company Ltd., Bangalore

- HMT Ltd., Bangalore
- Bharath Earth Movers Ltd., Bangalore
- HAL Staff College, Bangalore
- BEL, Bangalore
- Indian Telephone Industries Ltd., Bangalore
- Bharath Heavy Electrical Ltd., Bangalore
- Coffee Board, Bangalore
- EXIM Bank, New Delhi - Training for foreign diplomats from 30 countries
- Tata Coffee, Bangalore
- Rubber Board, Bangalore
- CSIR HRD cell, Delhi
- Union Bank of India, Bangalore
- Standing Committee on Public Enterprises (S.C.O.P.E), Delhi
- Wipro, Bangalore
- Wipro GE, Bangalore
- Honeywell, Bangalore
- Volvo India, Bangalore
- Airbus Industries, Germany
- Daimler Chrysler Research Centre, India,
- Intel, Bangalore
- Taj group of Hotels, Bangalore
- National Institute of Mental Health, Bangalore
- Fiscal Research Institute
- Ceepha, Bangalore
- KSCST, Bangalore
- IIIT, Allahabad
- Fiscal Policy Institute, Bangalore
- VEE Technologies, Bangalore

- Lapp India, Bangalore
- ACE Designer, Bangalore
- Quest Global, Bangalore

10. Publications

10.1 Books

1. K. B. Akhilesh and Dietmer Moller, Smart Technologies – Scope and Applications (in print by Springer)
2. K. B. Akhilesh, Co-creation and Learning – Concepts and Cases, Springer Publication, 2017.
3. K. B. Akhilesh, R&D Management, Springer Publication, 2014.
4. K. B. Akhilesh and Balasubrahmanyam, Managerial Statistics, (Units 8, 13), M.Com 2nd semester, SRM University, Vikas Publishing House Pvt. Ltd, 2014.
5. K. B. Akhilesh, (edited) Emerging Dimensions of Technology Management, Springer Publication, 2013.
6. K. B. Akhilesh and Balasubrahmanyam: Business Statistics: Unit (8), M.Com, 1st semester, Institute of Distance and Open Learning, Gauhati University, Vikas Publishing House Pvt. Ltd, 2013.
7. K. B. Akhilesh, Employees' Pension Scheme, 1995 - An Assessment, Social Security Association of India, 2012.
8. J. S. Chandan, C. R. Kothari, G. S. Monga, K. B. Akhilesh and Balasubrahmanyam, Quantitative Techniques: Co-published with Calicut University, Vikas Publishing House Pvt. Ltd, 2011.
9. K. B. Akhilesh and Balasubrahmanyam: Business Statistics: Units (8, 13), International College of Financial Planning, IASE Deemed University, Bachelor of Arts, Vikas Publishing House Pvt. Ltd, 2011.

10. K. B. Akhilesh and Balasubrahmanyam: Quantitative Techniques: Units (2.7-2.8), Vikas Publishing House Pvt. Ltd, 2011.
11. Maria Nirmala and K. B. Akhilesh: Organizational Rightsizing LAP Publishers, Germany, 2009.
12. K. B. Akhilesh and S. Balasubramanyam: Mathematics and Statistics for Management, Vikas Publishing House, New Delhi, 2008.
13. K. B. Akhilesh, Anjula Gurtoo and Gopal Mahapatra: Enabling Execution Excellence, Himalaya Publishing House, Mumbai, 2006.
14. K. B. Akhilesh, L. Prasad and P. Singh (Editors): Evolving Performing Organizations through People, Wiley Eastern, New Delhi, 1995.
15. A. K. Srivastav, M. P. Chowdiah and K. B. Akhilesh (Editors): R&D Management, Tata McGraw Hill, New Delhi, 1995.
16. K. B. Akhilesh and M. Mathew: Technological Change and Collective Agreements, NIPM Research Series I, Wiley Eastern, New Delhi, 1991.
17. K. B. Akhilesh and R. Sekar: Personnel Profession in Transition, Wiley Eastern, New Delhi, 1990.
18. K. B. Akhilesh and D. R. Nagaraj (Editors): Human Resource Management 2000: Indian Perspectives, New Wiley Eastern, Delhi, 1990.

10.2 Monographs

1. K. B. Akhilesh, A Study on Technology Innovation for Smart City Initiatives- Opportunities from an Indo-German Perspective, 2012.
2. K. B. Akhilesh, Citizen's Preference on Governance Structures of Bangalore Regard to Urban Traffic Management, 2012.

3. K. N. Krishnaswamy, K. B. Akhilesh and M. N. Srinivasan: Technology Transformation in relation to imported technology: An Assessment- Report -I Quantitative indicators and statistical analysis. Project report submitted to DST, Govt. of India, March 1997.
4. M. N. Srinivasan., K. B. Akhilesh and K. N. Krishnaswamy: Technology Transformation in relation to imported technology: An Assessment- Vol.II Qualitative indicators & Case studies. Project report submitted to DST, Govt. of India, March 1997.
5. K. B. Akhilesh, M. N. Srinivasan and K. N. Krishnaswamy: Technology Transformation in relation to imported technology: An Assessment- Summary report. Project report submitted to DST, Govt. of India, and March, 1997.
6. K. B. Akhilesh and Nityamalyni Menon: Functional Stress of the Personnel Professional: A Nationwide Survey - National Institute of Personnel Management, 1994.
7. K. B. Akhilesh (Editor): Contribution of Darhansa and Indian thought to Self-development, Shankara Vidya Kendra, New Delhi, 1993.
8. K. B. Akhilesh, D. R. Nagaraj and R. Sekar: HRM Dimensions of Technology Background papers on the theme of Annual Conference, National Institute of Personnel Management, Bangalore, April 1987.
9. K. B. Akhilesh: New Dimensions of Social Work in Industry, IATSW, National Seminar, Bangalore, December 1987.
- 10.K. B. Akhilesh: Interpersonal Relations, Monograph Course Manual, Trg. Division, B.E.L. 1984.

10.3 Chapters in edited books

1. Kalyan Kumar Banerjee, K. B. Akhilesh & S. Uma Maheswari, "Leading in the Era of Digital Abundance", *Impact of Emerging Digital Technologies on Leadership in Global Business*, 2015, pp. 45- 63.
2. K. Srikanth and K. B. Akhilesh, "Time-Bound Formalization and its Role in Building Team Flexibility in Product Development Organizations", *Systemic Flexibility and Business Agility*, 2014, pp. 249- 256.
3. K. B. Akhilesh, C.V. Sindhuja, and Simran K. Kaha, "Extending Role of "I" Virtually–Identity Performance and Their Influence on Individual Behaviour and Team Performance in Globally Distributed Work Virtual Teams." *Cross-Cultural Design. Cultural Differences in Everyday Life*. Springer, Berlin Heidelberg, (2013), 185-194.
4. Indumathi Anandarajan, and K. B. Akhilesh, "Effective Utilization of Tacit Knowledge in Technology Management" in Mukhopadhyay, Chiranjit and others: *Driving the Economy through Innovation and Entrepreneurship*, Springer Conference Volume, 2012.
5. K. Srikanth and K. B. Akhilesh, "A Study of Structural Antecedents of Product Development Teams Flexibility on Small and Large Teams" in Technology Management in Mukhopadhyay, Chiranjit and others: *Driving the Economy through Innovation and Entrepreneurship*, Springer Conference Volume, 2012.
6. K. B. Akhilesh, Marine Electric Company - A Case Study, in Mirza S. Saiyadain, J S Sodhi and Rama J Joshi Cases in Organizational behaviour and Human Resource Management, Tata McGraw-Hill, 2009 pp 132-135.
7. K. B. Akhilesh and P. K. Chakrabarthy, "Alternative Role of In-house R&D in Indian Manufacturing Sector after Liberalization", Chapter in (Technology Transfer & In-house R&D in Indian Industry), Vol. II, (ed.) B.K. Patnaik, Allied Publishers, 1999.

8. T. Ravichandran and K. B. Akhilesh, "Environmental determinism and organizational problem-solving", In "R&D Management" by A. K. Srivastav, M. P. Chowdiah and K. B. Akhilesh (Editors), Tata McGraw Hill, 1995, Delhi, Pp.81-87.
9. K. B. Akhilesh and Mary Mathew, "Behavioral Dimensions of R&D Personnel: An Integrated Perspective", In "R&D Management" by A. K. Srivastav, M. P. Chowdiah and K. B. Akhilesh (Editors), Tata McGraw Hill, Delhi, 1995, Pp.6-23.
10. Das Pulak and K. B. Akhilesh, "Experience, performance and pay of personnel: A Case Study", In "R&D Management" by A. K. Srivastav, M. P. Chowdiah and K. B. Akhilesh (Editors), Tata McGraw Hill, 1994, Delhi, Pp.65-75.
11. K. B. Akhilesh, "Information Technology", In "Industrial Relations", Venkataratnam C S and Verma, Anil (Editors), Allied Publishers, New Delhi, 1993, Pp.277-291.
12. K. B. Akhilesh and Gopika Kannan, "Knowledge Management and Socio-Technical Principles: Finding the Balance in the 21st Century Knowledge Economy", contribution to book "Knowledge Management and Learning – A Sociotechnical Perspective", OR Society, United Kingdom.
13. K. B. Akhilesh, "In Basket Operation Security, under review for Annual Handbook for Group Facilitators", Academy of Human Resource Development, Ahmedabad.
14. K. B. Akhilesh, "Effective use of Organizational Climate to Improve Work Behavior", In: The Concept of Work in Indian Society, (Ed.), A.D. Moddie, Indian Institute of Advanced Study, 1990, pp. 141-149.

15. K. B. Akhilesh, "Marine Electric Company" - A Case in Problems in Personnel Management, Suri G.K. and Joshi R.J. (eds.), 1983, New Delhi, Shri Ram Centre.
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17. K. B. Akhilesh, "Education & Training for Human Resource Management: An Assessment", in Challenges of Management Development in South Asia, AMDISA, Durai, V.S.A., (Ed.), 1990, pp. 1- 11.
18. K. B. Akhilesh and S. Pandey, "Manpower Planning", In "Human Resource Management and Industrial Relations" by O.R. Krishnaswamy (Ed.), 1987, pp.16 - 25.
19. K. B. Akhilesh and Manjunatha H.M., "Indian Trade Union Movement", In Human Resource Management and Industrial Relations by O.R. Krishnaswamy (Ed.), 1987, pp.333 - 344.
20. K. B. Akhilesh and S. Subramanya, "Performance Appraisal", In "Human Resource Management and Industrial Relations" by O.R. Krishnaswamy (Ed.), 1987, pp.109- 118.
21. K. B. Akhilesh and R. Sekar, "Workers Participation in Management", In "Human Resource Management and Industrial Relations" by O.R. Krishnaswamy (Ed.), 1987, pp.423 - 445.

10.4 Journal Papers

1. Datta S. Taware, Sony Kumari, K. B. Akhilesh and H. R. Nagendra "Impact of Integrated Yoga Module (IYM) on Decision-Making Style of Managers – Randomized Controlled Trial Study", Siddhant, Volume 17, Issue 1, January-March, 2017, pp-25-36.

2. K. B. Akhilesh, "Co-creating Business Value with Stake holders", NHRD Quarterly Journal, January, 2017, Vol 10, Issue -1, pp 11 to 20
3. Chokkalingam, Sony Kumari, K. B. Akhilesh and H. R. Nagendra, "Effect Of Integrated Yoga on Agreeableness and Performance of Employees", Voice of Research, Volume 4, Issue 1, June 2015.
4. Sindhuja C.V. and K. B. Akhilesh, "Understanding the nature of High Responsibility Teams, A Case study of Emergency Medical Care", Southern Economist, Vol 54 (12), October 2015.
5. Gopakumar Gopalakrishnan and K. B. Akhilesh, "The effects of social comparison and organizational identification on Career mobility Decisions", Academy of Management, August 2015.
6. Chokkalingam, Sony Kumari, K. B. Akhilesh and H. R. Nagendra, "Effects of Integrated Yoga on Emotional Stability and Performance of Employees: An Action Research Study", Prabandhan: Indian Journal of Management, Vol 8 (8), August 2015.
7. Umesh Dwivedi, Sony Kumari, K. B. Akhilesh and H. R. Nagendra, "Effect of Yoga practices on positive and negative affectivity and counterproductive work behavior", Human Resource Reflection, 2(5)01-11, September 2015.
8. Chokkalingam, Sony Kumari, K. B. Akhilesh and H. R. Nagendra, "Effect of Yoga on Conscientiousness and Performance of Employees: An Action Research Study", Innovative Journal of Business and Management, 4: 3 May-June 2015, pp.45 – 51.
9. C. V. Sindhuja & K. B. Akhilesh. (2015). Understanding the Nature of High Responsibility Teams – A Case Study of Emergency Medical Care. International Journal of Advances in Case Reports. Mc Med International. 2(4), 223-228.

10. K. B. Akhilesh, "Family Business Leadership Changes and Challenges", *The Leadership*, October 2015.
11. Indumathi Anandarajan, K. B. Akhilesh, "Exploratory Analysis of Effective Indo-Korean Collaboration with intervention of Knowledge Mapping, Augmented Reality and Ontologies", *International Journal of Advanced Computer Science*, Vol. 4, No. 9, pp. 425-430, September 2014.
12. S. Velmurugan and K. B. Akhilesh, 'Sustained Competitive Advantage: Strategic HRM Initiatives and Consequences in Indian Context', *International Journal of Social, Behavioral, Educational, Economic and Management Engineering* Vol: 7, No: 8, 2013.
13. Niranjan Kalyandurg, K. B. Akhilesh, "Emerging team practices in global product development", *Strategic HR Review*, Vol. 11, Issue 3, 2012, pp. 143–149.
14. K. B. Akhilesh and Ajay Goyal, "Organization Development Interventions for Innovations at Group level: Some New Understanding", *NHRD Network Journal Organization Development (OD)*, Vol. 2, Issue 3, July 2008 pp 24-30.
15. K. B. Akhilesh and Madhurima Das, "Employee Engagement – The Modern Mantra", *The Human Resource*, Vol. (16).1, July –Sept, 2008, pp 4-8.
16. Ajay Goyal and K. B. Akhilesh, "Interplay among innovativeness, cognitive intelligence, emotional intelligence and social capital of work teams", *International Journal of Team Performance Management*, Vol. 13, No. 7/8, 2007, pp 206-226.
17. B. S. Chetty, K. N. Krishna Swamy, B. V. Chowdary and K. B. Akhilesh, "Manufacturing Planning and control in batch manufacturing industries: a multi-dimensional construct", *International Journal of Computer Applications in Technology*, Vol. 27, No.1 2006, pp 51-71.

18. K. B. Akhilesh and Maria Christine Nirmala, "An Attempt to redefine Organizational justice: in the Rightsizing Environment", Journal of Organizational Change Management, Vol. 19, No.2, 2006, pp 136-153.
19. Krishna Prasad and K. B. Akhilesh, "Global Virtual Teams: What Impacts their Design and Performance", International Journal of Team Performance Management, Vol. 8, No.5/6, 2002, pp 102-112.
20. Haas, R., Kannan, G., Akhilesh, K. B., "Concurrent Engineering at Airbus - A Case Study", The International Journal of Manufacturing Technology and Management, 2002.
21. G. Kannan, K. B. Akhilesh, "Human Capital Value Added - A Case Study in InfoTech", Journal of Intellectual Capital, Vol 3, #2, MCB Press. 2002.
22. K. B. Akhilesh and Gopika Kannan, "Cultural, Cognitive & Process Derivatives of Human Capital Management", Journal of Knowledge Management, MCB Press, U.K.
23. Das Pulak and K. B. Akhilesh, "Organizational reward as a tool to enhance pay satisfaction", The Indian Journal of Social Work, Vol.58, Issue 4, Oct. 1997 Pp.523-541.
24. Thiruvengatam Ravichandran and K. B. Akhilesh: Organizational adaptability and Firm Typology, Productivity, Vol.38, No.2, July-Sept., 1997, Pp.288-294.
25. K. B. Akhilesh and Subramanya Swamy P.K., "Human resources development practices as perceived by scientists and engineers: A comparative study", The Indian Journal of Social Work, Vol.LV, No.2, 1994, Pp 272- 280.
26. Nityamalyni Menon and K. B. Akhilesh, "Functionally dependent stress among managers: A new perspective", Journal of Managerial Psychology, Vol.9, No.3, 1994, Pp.13-22.

27. Pulak Das and K. B. Akhilesh, "Pay and career of R&D personnel in public sector undertaking", *Economic and Political weekly*, Vol. XXIX, No.45, Nov. 1994, Pp.m-165-176.
28. T. Ravichandran and K. B. Akhilesh, "Innovation life cycle", *Productivity*, Vol. 34, No. 4, Jan. - Mar. 1994, Pp. 640-645.
29. T. Ravichandran and K. B. Akhilesh, "Organizational innovation: A causal perspective", *South Asian Journal of management*, Vol.1, No.2, Apr.-Jun, 1994, Pp. 26-33.
30. T. Ravichandran and K. B. Akhilesh, "Environmental determinism and organizational problem solving", *Productivity*, 1994, Pp. 81-87.
31. Ravichandran, T. and K. B. Akhilesh, "Correlates of Organizational Innovativeness: Some Indian Evidence", *Organizational Management, India*, April-June 1994, X, 1: Pp 1-6.
32. Poonam Mital and K. B. Akhilesh, "Group related issues and concerns of Indian managers on team building", *Organizational Management*, Apr – Jun 1993, Pp.39-42.
33. Pulak Das and K. B. Akhilesh, "Pay satisfaction of R & D personnel: A multidimensional approach", *Indian Journal of Industrial Relations*, Vol. 29, No.1, Jul. 1993, Pp.84-100.
34. Poonam Mital and K. B. Akhilesh, "Team Building: Quo Vadis," *ASCI Journal of Management*, Vol.23, No.1, Sept. 1993, Pp.1-7.
35. K. B. Akhilesh and P. K. Subramanya Swamy, "Human Resource Development Practices as Perceived by Scientists and Engineers: A Comparative Study", forthcoming, June, *Indian Journal of Social Work*, 1992.

36. Akhilesh K. B., Krishnaswamy K. N. and Madan M.T.R., "Technological Transformation in Manufacturing Organizations: A Multivariate Analysis", International Journal of Technology Management, 1992.
37. Akhilesh K. B., & Mathew M., "Management Strategies to Deal with Technological Change", Personnel Today, Jan, Mar, Vol. XII, No.4, 1992, Pp. 3 - 10.
38. Akhilesh K. B. and Iya S., "Technology as Perceived by Team Leaders: An Analysis", R&D Management, (Manchester), 1991.
39. Akhilesh K. B. and Mathew M., "Human Support System for Technology Management", IIM-B Review, Jan - Dec., Vol.6, Nos. 1 & 2, 1991, pp. 134 - 138.
40. Akhilesh K. B. and Menon N., "Functionally Dependent Stressors: Effect on Managerial Performance", Productivity, July, Sept., Vol.32, No.2, 1991, pp.223 - 229.
41. Akhilesh K. B. and Mathew M., "Technological Change and Emerging HR Issues: An Analysis", Personnel Today, July, Sept., Vol. XII, No.2, 1991, pp. 29 - 37.
42. Akhilesh K. B. and Mathew M., "Trade Union Response to Technological Change", Industrial Relations: News & Views, July, Sept., No.3, 1991, pp. 3 - 8.
43. Akhilesh K. B. and Mathew M., "A Study of Technological Change, Collective Agreements and Role of Personnel Functionaries: Some Highlights", Personnel Today, Apr, June, Vol. XII, No.1, 1991, pp. 39 -40.
44. Mathew M., Akhilesh K. B. and Umapathy A., "Vocational Choice Patterns of Urban Adolescents: A Case Study", Indian Journal of Social Work, June, Vol. LII, No.2, 1991, pp. 265 - 274.

45. Akhilesh K. B. and Mathew M., "A Study of Bank Jobs in Relation to Work Motivation, Job and Work Involvement", Indian Journal of Industrial Relations, Vol.26, No.3, 1991, pp. 244 - 261.
46. Akhilesh K. B. and Nagaraj D.R. (Editors): "Perspective Plan Human Resource Profession", Expert Papers, NIPM & IISc, Bangalore, 1990.
47. Akhilesh K. B., Gupta S. and Mathew M., "Productivity through Personnel Behavioral Information Systems", Productivity Vol.30, No.3, Oct, Dec 1989, pp. 258- 266.
48. Akhilesh K. B.: A Book Review on "Managing S and T Conceptual Design of Management Tasks", edited by C.R. Mitra and P. Mandke, The Journal of Indian Institute of Science, Nov., Dec., pp. 486, 1989.
49. Akhilesh K. B. and Nagaraj D. R., "Stress among Personnel Executive", Personnel Today, Vol.7, No.1, 1987 pp. 9 - 11.
50. Akhilesh K. B. and Nagaraj D. R., "Stress and Personnel Executives", The Rainbow, Bihar, NIPM, Vol.10, No.4, July, August., 1987.
51. Akhilesh K. B. and Shailaja P. K, "State Policy and Industrial Relations", In Human Resource Management and Industrial Relations by O.R. Krishnaswamy (Ed.), 1987, pp.447 - 452.
52. Akhilesh K. B. and Pandey S., "A Comparative Study of Organizational Climate in Two Banks", Indian Journal of Industrial Relations, Vol.21, No.4, April., 1986, pp.456 – 461.
53. K. B. Akhilesh: A book review on "Work Union and Community Industrial Man in South India", by Uma Rangaswamy, Indian Journal of Industrial Relations, Vol.21, No.3, Jan, 1986.
54. K. B. Akhilesh, "Emerging Work Values – An Analysis", Waves Emerging Challenges to Personnel Management, NIPM, 1984, 109.

55. Akhilesh K. B. & Ganguly T., "Organization Development through Participation and Communication Program – A Case Study", Indian Journal of Industrial Relations, Vol. 17, No. 4, 1982, pp. 549 – 561.
56. Akhilesh K. B., "The Study of Organization: Findings from Field and Laboratory" – A book review edited by Katz, D. et al., Indian Journal of Industrial Relations, Vol. 17, No. 3, 1982, pp. 441 – 443.

10.5 Conference Papers:

1. Tikas G. D. and Akhilesh K. B. "Team Innovation Capability: How 'Organizational-level Leadership' Impacts Research Teams in India" at the Conference on "Restructuring of Global Economy - 2017" held at The University of Oxford, UK, June 2017.
2. Möller, Dietmar P. F., Haas R. E., Akhilesh K. B., "Automotive Electronics, IT and Cybersecurity" 16th Annual IEEE International Conference on Electro Information Technology, Lincoln, Nebraska, USA, May, 2017.
3. C.V. Sindhuja, K. B. Akhilesh, "Exploring the nature of High Responsibility Teams – A case study of Emergency Medical care", International Conference on Business and Economic Development (ICBED), New York, USA, April 2017. Published in The Business & Management Review, Volume 8, No 4, 2017 pp. 312 to 317
4. Gaurav Tikas, K. B. Akhilesh, "Team Innovation Capability: Influence of Organizational Culture and Organizational Structure on Academic and Industrial Research Teams in India", International Interdisciplinary Business-Economics Advancement Conference, Miami, USA, April 2017. Published in The Business & Management Review, Volume 8, No. 4, 2017 pp. 161 to 169
5. Gaurav Tikas, K. B. Akhilesh, "Team Innovation Capability: Role of 'Focus' and 'Intensity' in Academic and Industrial Research Teams in India", International

Conference on Business and Economic Development (ICBED), New York, USA, April 2017.

6. C.V. Sindhuja, K. B. Akhilesh, "Familiarization and Flexibility among High Responsibility Teams – An empirical validation" 16th Global Conference of Flexible systems management, University of Technology, Sydney, Australia, December, 2016.
7. Gaurav Tikas, K. B. Akhilesh, "Team Innovation Capability amongst Academic Research Team", MTMI Annual Conference, Virginia, September 2016.
8. Meenu Mary Margret and K. B. Akhilesh, "Flexibility and Multiplicity of roles in Family Business", International Conference on Economics, Education and Humanities (ICEEH'14), Bali, Indonesia, December 2014, ISBN 978-93-84422-01-1.
9. Reinhard Doleschal, Uta Pottgiesser, K. B. Akhilesh, Chitrarekha Kabre, Katharina König, "Integrating User Awareness and Behavior into Building and Product Design for India: Survey in Eight Giant Cities in India", 30th International Plea Conference, 16-18 December 2014, CEPT University, Ahmedabad.
10. Meenu Mary Margret and K. B. Akhilesh, "Flexibility in Family Business Systems", 7th International Conference on Contemporary Business 2014 and 14th Global Conference on Flexible Systems Management, Conference Theme: Flexible Capacity Building in Asia and the Pacific, October 2014.
11. Meenu Mary Margret and K. B. Akhilesh, "Family Business Conflicts: Nature, Evolution and Control", ICTBM 2014 Conference, American University of Emirates, Dubai, UAE, March 2014.
12. Reinhard Doleschal, K. B. Akhilesh, "Energy Consuming Behavior and Awareness in India – New Survey Results", DWIH Seminar on Affordable

Housing and Energy Efficient Building Design, Ahmedabad, November 17, 2013.

13. Akhilesh, K. B. & Sindhuja, C. V., “Wallop of Millennial at Social Workplace– Need to understand enigma of Identity and future challenges”, International Workshop on Social Business (IWSB-2012). Department of Information Technology Management of the Copenhagen Business School in Frederiksberg, Denmark, 2013.
14. Akhilesh, K. B., C. V. Sindhuja, and Simran K. Kahai. (2013) "Extending Role of “I” Virtually–Identity Performance and Their Influence on Individual Behaviour and Team Performance in Globally Distributed Work Virtual Teams." Cross-Cultural Design. Cultural Differences in Everyday Life. Springer Berlin Heidelberg.185-194.
15. K. B. Akhilesh, “Smart City Technologies as Innovation Drivers –The Indian Perspective”, Joint Symposium, Smart City Technologies as Innovation Drivers, ACATECH and CISTUP, 25th April 2012.
16. Indumathi Anandarajan and K. B. Akhilesh, “An exploratory analysis of effective indo-Korean collaboration with intervention of knowledge mapping”, ICIC '12 Proceedings of the 4th international conference on Intercultural Collaboration, Pages 129-132, ACM New York, NY, USA, 2012.
17. K. B. Akhilesh, “First experiences and user expectations”, A Joint Symposium by Acatech - National Academy of Science and Engineering, Germany and CiSTUP – Centre for Infrastructure Sustainable Transport and Urban Planning, Indian Institute of Science, Bangalore, December, 2011.
18. Akhilesh, K. B. and Watve, N.S., “Assessment of nanoscience and nanotechnology initiatives in India”, Management of Engineering & Technology, PICMET 2009. Portland International Conference 2009.

19. K. B. Akhilesh and Ajay Goyal, "Modeling intellectual capital from a bottom up perspective", Proceedings of the 5th International conference on Intellectual capital and Knowledge Management, New York, USA, 9-10 Oct 2008.
20. K. B. Akhilesh, Towards an Indian Style of Management: Thoughts from Mahabharata International conference on Indian Management, Jan 4, 2008 and 5, 2008.
21. K. B. Akhilesh, "RISE Tool: A leveraging tool for competitive performance", Department of Computer science, George Mason University, October 15, 2008.
22. K. B. Akhilesh, "Generating relevant metrics for integrated HR", Conference Volume, NIPM Annual National Conference, 2007, pp56-67.
23. Mathew, M. and Akhilesh, K. B., "Intellectual property approach to Indian ICT development", March 2003, NSF- IISC- GMU workshop on Learning from the Indian development experience, IISc Bangalore.
24. Akhilesh K. B., Kannan G. and Aubur W. G., "Intellectual Capital: Towards an Integrated Measurement Framework of Economic Value Added", World Congress for Intellectual Capital, 2003, McMaster Canada.
25. Maria Christine Nirmala and K. B. Akhilesh, "Best Practices in Downsizing: A HR Perspective?", Paper presented at the First International Conference on Human Resources Development in Asia, IIM, Bangalore, India, October 28-29, 2002, pp. 593-600.
26. Kannan G. and Akhilesh K. B., "Human Capital Value Addition - A Study of Antecedent Factors and Knowledge Management Issues", accepted for presentation at the KMSS 2001, 17-21st September, Italy. (Received an award of 1000 Euro, from European KM Forum), 2001.

27. Kannan G. and Akhilesh K. B., "Knowledge Management and Socio-Technical Principles", finding the Balance in the 21st Century, Accepted at the OR-42 Conference, Swansea, UK, 2000.
28. Akhilesh K. B., "Corporate Private Sector in India", A report presented in the Management Seminar in Industrial Organization and Policy, IISc, 1997.
29. K. B. Akhilesh and P. K. Subramanya Swamy, "An analysis of practiced and preferred performance dimensions in an R&D performance appraisal system", Paper presented at the International conference on entrepreneurship and R&D, Hyderabad, Jan 4-7, 1995.
30. Akhilesh K. B., "Diversity and global competitiveness: HRM implications in the Indian Manufacturing sector", Paper presented at the International conference on managing HRs/LRs Diversity for global competitiveness, McMaster University, Canada, May 22-24, 1994.
31. Iya, Sandhya and Akhilesh, K. B., "Management of uncertainty in R&D: The key to improved quality of work life", Paper presented at the National Convention on R&D Management at the institution of Engineers, Bangalore, March 25-26, 1994.
32. Avvari V. Mohan, Akhilesh K. B. and Krishnaswamy K. N., "Marketing and R&D interface across different phases of the product life cycle - A note", Paper presented at the National Convention on R&D Management at the Institution of Engineers, Bangalore, March 25-26, 1994.
33. Ravichandran T. and Akhilesh K. B., "Environmental determinism and organizational problem-solving", Paper presented at the National Convention on R&D Management at the Institution of Engineers, Bangalore, and March 25-26, 1994.

34. Das Pulak and Akhilesh K. B., "Experience, performance and pay of R&D personnel: A case study", Paper presented at the National Convention on R&D Management at the Institution of Engineers, Bangalore, and March 25-26, 1994.
35. Akhilesh K. B. and Mathew, M., "Industrial Relations Climate and Need Based HRD Interventions", Paper presented at the symposium on Transitions in Indian Society: HRD Trends & Innovations, Feb 20, 21, by National HRD Network, Bangalore, 1992.
36. Akhilesh K. B. and Mathew M., "Redundancies and Redeployment: Role of Training and Development", Paper presented at the ISTDs Twenty First National Convention of Indian Society for Training & Development, Dec. 19 , 21, Bangalore, 1991.
37. Akhilesh K. B., Sekar R. and Mathew M., "Personnel Profession as Perceived by Young Personnel Executives: A National Survey, in Role, Performance & Challenges for Young Personnel Executives", Back ground conference papers, NIPM, May, 1991, pp.6 - 25.
38. Akhilesh K. B. and Mathew M., "Technological Change, Collective Agreements and Role of Personnel Functionaries", NIPM Research Seminar, Tata Institute of Social Sciences, Bombay, 9th Feb. 1991.
39. Akhilesh K. B. and Mathew M., "Technology Change: Perceptions and Attitudes of Women Workers", Paper presented at the International Seminar on Values and Attitudes of Industrial Worker, sponsored by Institute of Psychological Research, Dec. 26-27, 1990.
40. Akhilesh K. B. and Devare, D.T., "Values and Attitudes of Gold Collar Workers", Paper presented at the International Seminar on Values and

Attitudes of Industrial Worker, sponsored by Institute of Psychological Research, Dec. 26-27, 1990.

41. Akhilesh K. B. and Menon N., "Technology Change and Workers Attitudes", Paper presented at the International Seminar on Values and Attitudes of Industrial Worker, sponsored by Institute of Psychological Research, Dec. 26-27, 1990.
42. Akhilesh K. B. and Sekar R., "Perspective Plan for Human Resource Profession Analysis of Survey Results", Paper presented at the National Round Table Conference on Perspective Plan for Human Resource Profession of NIPM, at Bangalore, June 25-26, 1990.
43. Akhilesh K. B., "Education and Training for Human Resource Management: An Assessment", Paper presented at the First Academic Conference on Challenges of Management Development in South Asia (AMDISA), Feb. 26-28, Bella Vista, Hyderabad, 1990.
44. Madan Mohan T. R. and Akhilesh K. B., "Fuzzy Petri Knowledge Systems for Technological Planning", ORSI XXII Convention, Kharagpur, Dec. 7-10, 1989.
45. Akhilesh K. B., "Human Resource Dimensions of Technology Management", International Conference on Personnel and Human Resource Management, Hong Kong, 12 - 15 December, 1989.
46. Akhilesh K. B., "Technological Change in Certain Indian Companies: Management Initiatives and Trade Union Response", International Industrial Relations Association, World Congress, Belgium, 3 - 8 September, 1989.
47. Mathew M. and Akhilesh K. B., "Need for Vocational Programs at The Exploration State: A Study in an Urban Setting", Paper presented at the 10th Asia Pacific Regional Seminar on Social Work, Singapore, 1 - 3 August, 1989.

48. Akhilesh K. B., "Effective Use of Organizational Climate to Improve Work Behavior", Paper presented at The Seminar on Concept of Work in Indian Society, Indian Institute of Advanced Study, Shimla, April, 1989.
49. Ravichandran T. and Akhilesh K. B., "Innovativeness of Organizations", Paper presented at the XXVI Annual Convention of Indian Academy of Applied Psychology, Calcutta, March., 1989.
50. Akhilesh K. B., Mohandoss & Jamshed, "Managing in Competitive Environment: Development of a Theory and its Evaluation", Paper presented for 14th National Competition for Young Managers, AIMA, January, 1988.
51. Akhilesh K. B. and Iya S., "A Conceptual Model of Uncertainty in R & D", Paper presented at the Annual Conference of Indian Academy of Applied Psychology, Hyderabad, 1988.
52. Akhilesh K. B., Krishnaswamy K.N., & Madan M.T.R., "Technology Support System", Paper presented at the Annual Conference of Indian Society of R & D Managers, Bangalore, 1988.
53. Akhilesh K. B. and Sirisha R., "Achievement Motivation and Occupational Stress", Paper presented at the Annual Conference of Indian Academy of Applied Psychology, Hyderabad, 1988.
54. Akhilesh K. B. and Pandey S., "A Study of Job Dimensions in Relation to Work Motivation and Job Involvement in a Non-Nationalized Bank", Paper Presented in U.G.C. National Symposium on Organizational Design and Productive Efficiency, Bangalore University, 1987.
55. Akhilesh K. B. and Nagaraj D. R., "A Study of Stress among Personnel Executives", Paper presented in the Annual Conference of National Institute of Personnel Management, Calcutta, 1986.

56. Akhilesh K. B. and Jain P., “A Study on Mid-Career Problems”, Paper presented in a seminar for Top Management on Career Planning and Management Succession, organized by Shri Ram Centre for Industrial Relations and Human Resources and Bureau of Public Enterprises, New Delhi. 1981.
57. Akhilesh K. B., “A Study of Perceived Need Deficiency Regarding Systems of Management”, Paper presented in the Annual Conference of Indian Academy of Applied Psychology, 1980.

11. Key note address/lectures delivered

11.1 India

- Chaired the National Advisory Committee – Indian Technology Congress-2018 (ITC 2018) on 5th September 2018 at Nimhans Convention Centre, Bengaluru.
- Invited speaker for inaugural session of BHEL Learning Week on 5th September 2018 at BHEL, Bangalore
- Invited speaker for Structural Training Program on “Technology Management for Indian Space Program – on 21st May 2018 at ISRO, Bangalore.
- Invited Speaker for 35th Induction Training Program for Newly Recruited Scientists on 17th January 2018 at CSIR-HRDC, Ghaziabad.
- Invited Speaker for Future Work Organizations: Perspectives, Issues and Challenges, on Future Workforce, on 29th December, 2017 at SONA School of Management, Goa.
- Invited speaker for Research Innovation Sustainability & Entrepreneurship – 2017

- Invited speaker for Research Innovation Sustainability & Entrepreneurship – 2017, on Research & Innovation on the 14th October 2017 at Coimbatore.
- Invited speaker for International Program titled “R&D and Extension Management for Coconut Sector: Coconut Research Institute (CRI) Perspective” on 9th October 2017 at IIPM Bangalore.
- Invited speaker for International Conference on “Advances in Leadership & Management Merging Eastern & Western Perspectives” 4th September 2017 at Indus Business Academy Bangalore.
- Invited speaker for “Alternative Business Model for Emerging Arecanut of Products: Golden Triangle 7th September 2017 at IIPM Bangalore.
- Invited speaker for Inauguration of “Learning Week” on 5th September 2017 at BHEL, Bangalore.
- Invited speaker for “34th Induction Training Program” for newly recruited scientists at CSIR-HRDC, on 18th July 2017, Ghaziabad.
- Invited speaker for Seminar on “Developing World Class Management Teachers” on 23rd June 2017 at R. V. Institute of Management, Bangalore.
- Invited speaker for “Emerging Trends in UAV Systems & Operations” on 19th June 2017 at DRDO, Bangalore.
- Invited speaker, National Institute of Advanced Studies – DST training program on Science, Technology and Innovation Policy, 14th March 2017, Bangalore.
- Invited speaker for R & D Management at Industry 4.0 at workshop on Digital Manufacturing and Industry 4.0 organized by Bangalore Chamber of Industry of commerce, 9th March, 2017, Bangalore.
- Invited Speaker for "Group Behavior and Interpersonal Relations" on 2nd November, 2016 at Fiscal Policy Institute, Bangalore.

- Invited Speaker for "NBA - Know how, preparation and next steps" at Jawaharlal Nehru National College of Engineering (JNNCE), Shimoga from 23rd to 24th January, 2017.
- Invited Speaker for "Idea to Fruition" at Freudenberg Group India, Pondicherry from 14th to 15th February, 2017.
- Invited Speaker, Sheshadripuram College, Bangalore, 4th March 2017.
- Invited speaker, International Conference on 'Science and Philosophy', Madhya Pradesh Council of Science and Technology, Bhopal, February 12-14, 2016.
- Invited lecture at Plenary Session on the topic 'STI Policy', at 103rd Indian Science Congress, at Mysore University, Mysore, January 3-7, 2016.
- Chief Guest and Invited Speaker for Inauguration of Batch 2016-2018, Sheshadripuram College, Bangalore, 23 September, 2016.
- Invited speaker, National Conference on 'Synergizing Functional Effectiveness and Organizational Performance for Economic Growth', RV Institute of Management, December 12th, 2015.
- Keynote speaker, Siddaganga Institute of Technology, Interaction with Nano technology students, October, 2015.
- Talk at OD Summit in Mindtree, 25th September, 2015.
- Addressed IT Professionals on 'Gita and Management', 25th April, 2015.
- Chief Guest at Amrita School of Engineering, 20th April, 2015.
- Addressed Management students from Lisbon in Indian Institute of Science, 7th April, 2015.
- Expats Group, Invited Talk on Strategic Thinking, 12th February, 2015.

- Invited Speaker, TVS Motors Employee Managers, Madikeri, 9th February, 2015.
- A two-day National Conference on Value initiatives in institutions of higher learning: Key to youth empowerment, Disha Foundation, Bangalore, 3-4 February, 2015.
- CII (Confederation of Indian industry) National Higher Education Conclave 2015, 2nd Edition, Theme: Governance and Quality Systems in Higher Education, November 2015.
- Talk on 'Leading 21st Century Organizations', at Rotary midterm, Bangalore, 7th November, 2014.
- Invited Speaker, NHRD Kolkata, 14th- 16th November, 2013.
- KPC Graduate Engineer's Association, RISE- Leveraging Tool for Competitive Performance: Guest speaker for the Engineer's day celebration, September 2008.
- Chairman of a session on Global production networks and decent work, organized by International Labor Organization 2008.
- PMI Bangalore, Invited Panelist, PMPC 2008.
- Sambodh Foundation Trivandrum Towards an Indian Style of Management: Thoughts from Mahabharata, International conference, Jan 4 - 5, 2008.
- International Labor Organization, Keynote address, Program on Changing Paradigm of IR: National Perspective, 19th Sept 2008, Bangalore.
- University of Minnesota Twin cities and DoMs, IISc, Joint Workshop on Technology Management, lecture on Technology Innovations: Emerging HR Issues, 1st April, 2008.
- Invited Speaker Project Management Institute, October 2007.

- Army Management Studies Board, Development of KM Teams: Guest speaker for the Seminar, Knowledge Management: A force multiplier for the armed forces, 15th November, 2007.
- Veda Vijnana Gurukulam Approach to Calming the Mind, Chair of the session, 25th and 26th August, 2007.
- Invited speaker Infovision 2006.
- Indian Institute of Plantations Management Seminar on "Grassroots Institution Building and Operational Dimensions of SHG for Coffee Sector", Keynote speaker on "Strategy for Effective Communication and Conflict Management at SHG Level", 1st September 2006.
- Acharya Institute of Management, Inaugural Address, 10th Aug 2006.
- Adharsha College Inaugural address, 14th November 2006.
- HAL Foundry Division, Bangalore Address on Knowledge Management, 14th Nov 2006.
- Defence Institute of Quality Assurance Address on Emerging Trends in Human Resource Management, 1st December 2006.

11.2 Abroad

- Invited Speaker, INGPART, Indo German Symposium on Smart Cities, 25th March 2019, Clausthal University, Germany.
- Invited Speaker, AOTS, Symposium on Labour Situation in India, Introduction of Indian Work Culture, Human Resource Development & Industrial Relations for Japanese Companies in India 26th February 2019, Tokyo, Japan.

- Invited Speaker, for Technology & Innovation Workshop, Organized by Qatar Environment & Energy Research, Doha, Qatar on 9th October 2018, in Doha, Qatar.
- Invited Speaker, 2018 International Conference on Economics, Finance and Management, 12th June 2018, Beijing, China.
- Invited Speaker, 7th International Conference on Business & Economic Development (ICBED), 9th April 2018, New York, USA.
- Invited Speaker, INGPART, Indo German Symposium on Smart Cities, 20th February 2017, Clausthal University, Germany.
- Invited Speaker, Indo German Symposium on Smart Cities, 28th April 2016, Berlin, Germany.
- Invited Speaker, Indo German Symposium on Smart Cities, 12th to 13th December 2016, Clausthal University, Germany.
- Invited Speaker, Indo German Symposium on Smart Cities, 20th to 21st February 2017, Clausthal University, Germany.
- Department of Computer Science, Volgenau School of Information Technology and Engineering, George Mason University, USA; Lecture on RISE Tool: A leveraging tool for competitive performance, Wednesday, 15th October 2008.
- School of Public Policy, George Mason University, USA, "Global competitive business environment: the changing scenarios and their impact on enterprises in India", Tuesday, 14th October 2008.
- John Carrol University, Cleveland, USA; Lecture on managing innovation for competitive advantage, October 2008.

- Pforzheim University Business School, lecture on International Business Leadership in the Masters program and MBA program in International Management of Pforzheim University, Nov 1 - 3, 2008.
- Bahwan CyberTek Group, Oman, Emerging Trends in Human Resource Management, 11th August 2005.
- University of Toledo, USA - “Technological Transformation of Imported Technologies by Manufacturing Firms”.
- McMaster University, Canada - “Diversity Management in India”.
- Pforzheim Business School, Pforzheim, Germany, “India, another Economic Giant on the Move - A Promising Market and Investment Target after the Economic Reforms”.
- Fairly Dickenson University, New Jersey, USA, “Human Resource Management in India - Trends, Challenges and Action Agenda”.
- South Asian Institute, Heidelberg University, Heidelberg, Germany, “R&D Management in India”.
- Keio University, Tokyo, Japan, “R&D Management in India”.
- Japan Institute of Labor, Tokyo, Japan, “A Framework for Comparing HRM Practices of Japan and India”.

11.3 Conferences/Workshops Organized:

- INGPART Work Shop on “Planning Towards Smart Cities” from 21st November – 23rd November, 2018, Department of Management Studies, Indian Institute of Science, Bangalore
- INGPART Work Shop on “Planning Towards Smart Cities” from 2nd – 3rd July, 2018, Department of Management Studies, Indian Institute of Science, Bangalore

- Work Shop on “Planning Towards Smart Cities” from 8th – 14th March, 2017, Department of Management Studies, Indian Institute of Science, Bangalore
- International Conference on Technology Management – Driving the Economy through Innovation and Entrepreneurship, 18th to 20th July, 2012, Department of Management Studies, Indian Institute of Science, Bangalore.
- International Conference on Expanding Horizons of Indian Business & Indian Management, Tuesday January 15, 2008 - Wednesday January 16, 2008, Indian Business Academy Bangalore.
- Conference Director, Silver Jubilee Annual National Conference, National Institute of Personnel Management, September 2007, Trivandrum.
- Conference Chairman, Enabling Execution Excellence: Global Agenda, IISc-NIPM HR confluence 2006.
- Emerging Asia: An HR agenda- An international conference, 19-21 October 2004, Bangalore, Executive Committee member.
- International Workshop on “Learning from Indian development experience in ICT” (*Conference co-host along with George Mason University USA*), 2003.
- International Conference on Human Resource Development in Asia: Trends and Challenges 2002, (*Chair, Program Committee*), 2003.
- National conference on Competitiveness, Industrial Relations and Employment Opportunities, (*Conference Chair*), 2002.
- National Conference on Public Governance, Organized by Bangalore Management Association, National Institute of Advanced Studies, IISc, 2002.

- National Round Table Conference on Knowledge Management, 2001. (*Conference Chair*)
- National conference on Cyber- entrepreneurship, 2000 (*Conference Co-Chair*).
- National Management Convention of All India Management Association, 1997 (*Chairman, Venue Management*).
- Training Program for Trade Union leaders on "Sound Industrial Relations and Collective Bargaining", 13-18 October 1997, jointly organized with International Labor Organization, New Delhi.
- "Restructuring of Scientific & Technological & Agricultural Research Services in Central Government", January 27th, 1997 New Delhi (*As a Principal Consultant*).
- "A Diagnostic Workshop on Issues, Concerns and Solutions for the Patenting Process in Corporate R&D", jointly organized with JNCASR, 17th October 1996.
- National Round Table Conference on "Proposed Ceiling Enhancement under the Employees State Insurance Act 1948", jointly organized with NIPM, November 18, 1996.
- "Future of Industrial Relations & Industrial Relations in Future", May 10-12, 1996, Bangalore in association with Indian Industrial Relations Association.
- "Restructuring of Scientific & Technological & Agricultural Research Services in Central Government", January 23, 1996, Bangalore (*As a principal Consultant*).

- Asia Pacific Human Resource Management Conference on “Evolving Performing Organizations through People”, J.N. Tata Auditorium, 1995 (*Chairman, Editorial Committee*).
- One-Day Workshop on "Technology Transformation in Relation to Imported Technology: An Assessment, January 20, 1995, Bangalore (*As a principal Investigator*).
- National Management Conference on "Self-development: Contributions Darshanas and Indian Thought", November 17-18, 1993, Bangalore.

12. Editorial and membership of boards

- Member of Editorial Board - Indian Journal of Organizational Behavior
- Member, Editorial Advisory Board, Journal of Global Management Review
- Served as Member of the Editorial board of Journal of The Indian Institute of Science

13. Expert Associations:

Associated as an Examiner with the following Institutions for the evaluation of Fellow students/PhD students.

- Indian Institute of Management, Kozhikode
- Homi Bhabha National Institute, Mumbai
- University of KWAZULU-NATAL
- Indian Statistical Institute, Kolkata
- Andhra University, Vishakhapatnam
- Indian Institute of Management, Bangalore
- Indian Institute of Technology, Delhi (6 Thesis)
- Indian Institute of Technology, Madras
- Indian Institute of Technology, Kharagpur

- Goa University, Goa
- Kerala University, Kerala
- Punjab University, Punjab
- The Fielding Institute, USA
- Faculty of Management Studies, Delhi University
- University of Natal, South Africa (About 6 PhD Thesis)
- Union Public Service Commission
- Visvesvaraya Technological University

14. Academic Administration

- Chairman, Department of Management Studies (1993 – 1999).
- Chairman, SC/ST Negotiation Committee.
- Member, Negotiation Committee - 1992-97.
- Member on several Selection Committees for the posts of Helper, Supervisor, Clerks, Security Personnel, Drivers, etc.
- Member of the Senate, Indian Institute of Science.
- Member, Council Committee to examine anomalies arising out of implementation of 5th Pay Commission recommendations.
- Director, PES School of Management, 2000-01.

15. Advisory Responsibilities

- Expert Committee to evolve guidelines, Rules and Regulations to govern the Innovation Fund – CSIR 2016 Onwards (Project fund about 400 crores).
- Expert Committee Member to review labs under Department of Biotechnology, 31st August, 2015.
- Expert Committee Member to review BT Technology, Pune, October 7th, 2015.

- Expert Committee Member UGC AICTE Committee, Assessment of Amity University, Gwalior, 9-10th April, 2015.
- Nominated as Chairman of the Academic and Professional Excellence Committee for the term 2008-2010; NIPM.
- Member of the Assessment Board for promotion of scientists for Recruitment and Assessment center of Defence Research and Development Organization (D.R.D.O) at Aeronautical Development Establishment (A.D.E), 2nd June – 5th June, 2008.
- Invited to the local Inquiry Committee for the verification of the Infrastructure of K. Lakappa Educational Trust, Bangalore, 14th May, 2008.
- Member of the Assessment Board for promotion of scientists for Recruitment and Assessment center of Defence Research and Development Organization (D.R.D.O) at Aeronautical Development Establishment (A.D.E), 28th April – 2nd May, 2008.

16. Distinction and Awards

- **Received GUSI Peace Award, International 2018**, from Gusi Foundation, Philippines for his excellent contribution in the field of Education.
- **Received “Fellowship Award NIPM 2017”** from the National Institute of Personnel Management for his outstanding and meritorious services to the Institute and causes and development of the Institute, 2017
- **Lifetime Achievement Award** for the contribution to Human Resource Management - awarded during Annual day celebration of National Institute of Personnel Management, Karnataka Chapter, 2008.
- **The Best Guide Award** based on a competition of the summer projects in the State of Karnataka by National HRD Network for the student work of M. Dedeepya, 2008.