

**Dr. Satish Pandey**  
**Associate Professor**  
**Organizational Behaviour & HRM area**  
**Institute of Petroleum Management Gandhinagar (IPMG)**  
**Raisan**  
**Gandhinagar-382007 (Gujarat, India)**

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**Key Qualifications and Salient Features:**

**Education**

Ph. D. (Psychology), Gurukul Kangri Vishwavidyalaya, Hardwar (1995)  
▪ [Ph. D. Thesis: *Role Stress, Coping Strategies and Psycho-Social Correlates*]  
National Eligibility Test of Lectureship (Psychology), University Grants Commission, (1993)  
P. G. Diploma (Educational & Vocational Guidance), NCERT, New Delhi (1991)  
M. Sc. (Psychology), Gurukul Kangri Vishwavidyalaya, Hardwar (1990)  
B. Sc. (Physics, Chemistry, Mathematics), Garhwal University, Srinagar (1988)

**Academic Achievements**                      Selected for ICSSR fellowship for Ph. D. research in 1995.  
Selected for fellowship for Diploma course at NCERT in 1990.

**Total Professional Experience**

Associate Professor (Aug 2007- Till date)	Institute of Petroleum Management, Gandhinagar
Associate Professor (Oct 2006- July 2007)	Mudra Institute of Communications, Ahmedabad
Assistant Professor (June 2001-Sep 2006)	Mudra Institute of Communications, Ahmedabad
Lecturer (June 2000-May 2001)	Nirma Institute of Management, Ahmedabad.
Lecturer (Feb 2000-June 2000)	Allana Institute of Management Studies (Mumbai University)
Visiting Faculty (Jan 1999- June 2000)	-Narsee Monjee Institute of Management Studies, Mumbai - K. J. Somaiya Institute of Management Studies, Mumbai - M. E. T.'s Institute of Management Studies, Mumbai - S. I. E. S. College of Management Studies, Mumbai
Faculty Research Associate (May 1997-May 1999)	Institute of Banking Personnel Selection, Mumbai.
Lecturer (July 1996-May 1997)	Birla Institute of Technology & Science (BITS), Pilani.
Lecturer (Ad hoc, 1992-95)	Gurukul Kangri Vishwavidyalaya, Hardwar.

## **Teaching**

### **Institute of Petroleum Management, Gandhinagar**

Dynamics of Individual Behavior (OB-I), Managing Organizational Dynamics (OB-II), Group Dynamics & Leadership (OB-III), Stress Management.

### **Mudra Institute of Communications, Ahmedabad**

Organizational Behavior-I, Organizational Behavior-II, Managing Organizational Dynamics, Managing People and Behavioral Issues in Retail Organizations, Interpersonal and Group Dynamics, Consumer Behavior.

### **Nirma Institute of Communications, Ahmedabad**

Organizational Behavior, Human Resource Management, Human Resource Development, Research Methodology, Advanced Organizational Behavior (FPM level).

### **Allana Institute of Management Studies (Mumbai University), Mumbai**

Organizational Behavior, Human Resource Management, Research Methodology

### **Visiting Faculty at NMIMS and various institutes of Mumbai University**

Human Resource Management, Quantitative Techniques in HRM, Research Methodology

### **Birla Institute of Technology & Science (BITS), Pilani**

Introductory Psychology, Organizational Behavior, Human Resource Management (All UG level)

### **Gurukul Kangri Vishwavidyalaya, Hardwar**

General Experimental Psychology, Educational Psychology, Psychological Measurement & Statistics, History & Systems of Psychology (All undergraduate level courses)

\*\* All the above mentioned courses are post-graduate level courses (MBA or equivalent programmes) unless indicated in parentheses.

## **Teaching Interests**

Organizational Behaviour, Human Resources Management, Human Resource Development, Organizational Development, Managing Cultural Diversity, Managing Creativity and Innovation; Consumer Psychology and Research Methodology.

## **Reviewer**

IIMB Management Review, the journal of IIM Bangalore. (Since March 2007)

Pearson Education Publishers, Chennai, India. (Since May 2006)

## Training and Management Development Programmes

Taught in **3 health communication training programmes** conducted by MICA

- One 4-days training programme for State Institute of Health & Family Welfare, Gujarat Govt., November 2007.
- Two 3-days training programmes on “Interpersonal Communication Capacity-Building of Grassroot level workers” for Gujarat State AIDS Control Society, Feb-March 2008.

Taught in **5 faculty development workshops** on “**Institutional Reforms**” for faculty members of engineering colleges of Gujarat state, conducted by L. D. College of Engineering, Ahmedabad (May-June 2007, Programme Director- Prof. Pramod Verma, modules taught- *Interpersonal Communication and Self Development, Stress Management*)

Taught in **23 health communication training programmes** from **November 2004-March 2007**.

- 2 programmes for IEC officials of Chhattisgarh Govt.
- 10 programmes for Block IEC officers and 7 programmes for Block Health Officers of Gujarat Govt.
- 2 training programmes for State Institute of Health & Family Welfare, Gujarat Govt
- One MDP on Health Communication for senior officials of Uttaranchal Health Systems Development Project.
- One MDP on HIV-AIDS Communication for NGO/ Government professional.

Modules taught in health communication training programmes (*Counseling Skills, Team-Building and Leadership, Interpersonal Communication and Community Participation, Involving stakeholders in intersectoral linkages*).

Modules taught in other MDPs (HR Planning, Hiring the right fit, Learning Organizations, Consumer Psychology)

### Programmes designed and co-ordinated

- **Joint Coordinator** (with Dr. Arbind Sinha, Professor, Communications, MICA), Feb 2006-Dec 2006.
  - Health Communication Training for Block IEC Officers of Gujarat Govt. (**4 batches**).
  - Health Communication Training for Block Health Officers of Gujarat Govt. (**7 batches**).
- **Coordinator** (Short duration Health Communication Training for Medical Officers of Gujarat Govt., for State Institute of Health and Family Welfare, Ahmedabad; **2 batches**, Feb and August 2006).
- **Joint Coordinator** (with Dr. Hemant Trivedi)
  - Empower: HR in Retail** (MDP for HR managers from retail industry, June 23-25, 2006).
- **Project Co-ordinator** for Customized MDP on Health Communication for Uttaranchal Health Systems Development Project (UAHSDP), Dehradun, Feb 10-14, 2007.

## Consulting & Research

### Health Communication

- **Joint Coordinator** for “**Designing Communication Strategies for RCH-II**” project, focused on developing communication material and designing communication strategies for promoting maternal health, adolescent sexual health and child health in Gujarat state, sponsored by UNFPA and Dept of Health & Family Welfare, Gujarat Govt. (Project started in Aug 2005, but later stalled in 2006. Team Leader: Dr. Arbind Sinha).
- A research project on “**Adolescent Sexuality & Behavior Change Communication**” was awarded from DFID PMO India for understanding psycho-social dynamics of HIV/AIDS communication among adolescents, teachers and parents (Project awarded in Jan 2006, project size = Rs. 31 lakhs; project could not take off because of FCRA compliance fulfillment).
- Designed research-based project proposals for the following organizations
  - ✓ Ministry of Health, Govt. of India (National Communication Campaign for Revised National TB Control Programme; Collaborating partner- Mudra Communications Mumbai; Dec 2005-Sep 2006).
  - ✓ DFID UK-India (Strengthening State-level Interpersonal Communication Capacity for HIV/AIDS; Jan-April 2006).
  - ✓ Gujarat State AIDS Control Society, Ahmedabad (Integrated Rural AIDS Communication Programme; March 2006).
  - ✓ Rajasthan Health Systems Development Project (BCC Training for Doctors and Paramedical Staff of Rajasthan Govt.; Aug-Nov 2005)

### Psychometric Testing & Personnel Selection

- **Project Co-ordinator**, Graduate Engineer Trainee Selection Project for Gujarat State Petroleum Corporation Ltd. (Dec 2007-May 2008).
- Designed selection process and simulation exercise for the selection of Placement & Programme Manager at IPMG (Sep 2007), as internal consultant to selection committee.
- **Principal Consultant and Project Co-ordinator** for personnel selection project for Uttar Gujarat Vidyut Co. Ltd., a public sector company of Gujarat state. Designed aptitude test and group exercise for the selection of manager (corporate communications). (Project duration- one month, Oct –Nov 2006).
- Designed aptitude tests and group exercise tools for one-year post-graduate programmes : (Public Relations & Event Management, Broadcasting Management, CET-2004), Retail Communications Management (Dec 2004), PGPCM-2005, CET-2005 and PGPCM 2006.
- Designed a number of psychometric tests on verbal and non-verbal reasoning, quantitative aptitude, general awareness, and English language for large scale banking examinations of clients like State Bank of India, Reserve Bank of India, Banking Services Recruitment Boards and many other Indian/foreign banks e.g. Andhra Bank, Federal Bank, ICICI Bank, Hong Kong Bank, ABN AMRO Bank (1997-1999).

### Human Resource Development

- Designed project proposal for In-company training programmes on ‘Customer Care and Communication Skills’ for State Bank of India-LHO Ahmedabad (Dec 2006-Jan 2007).
- Designed project proposal for Behavior Change Communication Training Programme for Trainers (Client: Rajasthan Police Academy, Jaipur; Nov 2006).
- Designed project proposal on HR Systems Development (Client: National Institute of Design, Ahmedabad; Jan 2006).

## Publications

### Refereed Journals

Pandey, Satish and Verma, Pramod (2006). **From WorldCom to MCI.** *Decision*, Vol. 33, No.2, July-December 2006, 141-190.

Pandey, Satish and Verma, Pramod (2005). **Organizational Decline and Turnaround: Insights from the WorldCom Case.** *Vision: The Journal of Business Perspective*, Vol.9 No.2, April-June, 2005, 51-65 (special issue on “Leading Change”).

Pandey, Satish and Verma, Pramod (2004). **WorldCom Inc.,** *Vikalpa : The Journal of Decision-Makers*, Vol. 29, No. 4, (Oct-Dec), 113-119.

Pandey, Satish C. (2004): **Measurement of Organizational Culture: A Factor-Analytic Study of a Diagnostic Questionnaire-Organizational Culture Survey (OCS).** *NMIMS Management Review*, Vol. 16, No. 1-2, Jan-Dec 2004, 11-21.

Pestonjee, D.M. & Pandey, Satish C. (2001): **A Preliminary Study of Psychological Aftereffects of Post-Traumatic Stress Disorder (PTSD) Caused by Earthquake: The Ahmedabad Experience.** *Journal of The Indian Academy of Applied Psychology*, Vol. 27, No. 1-2, Jan-July. 2001, 37-44

Pandey, Satish C. (1998). **A Study Of Relationship Between Personality Dimensions And Organizational Role Stresses In a Public Sector Organization,** *Indian Journal of Industrial Relations*, Vol. 33 No. 4, April 1998, 506-516.

Pandey, Satish C. (1997). **Indian Ways Of Winning Stress.** *Journal of Indian Management and Strategy (JIMS 8M)*, Vol. 2, No, 2, April-June 1997.

### Edited Books

Pandey, Satish C. (2007): **“Applying Action Research in Training Intervention for Government Health Departments: Lessons from OD Practitioners and Trainers”**, In Pramod Verma (Eds.), *Organization Development : Intervention Strategies*, The ICFAI University Press, Hyderabad. 181-197.

Pandey, Satish C. (2003): **“Work Stress in Advertising Professionals of India: A HRD Perspective”**. In Chirapratha T. Akaraborworn, Aahad Osman Gani and Gary N. McLean (Eds) *Human Resource Development in Asia: National Policy Perspectives*. National Institute of Development Administration, Bangkok, Thailand. 16/1-8.

Pandey, Satish C. (2002): **Organizational Learning Diagnostics-Some New Developments**, In U. Pareek, T. V. Rao, Aahad Osman Gani and S. Ramanararyan (Eds.), *Human Resource Development in Asia: Trends and Challenges*, Oxford & IBH, New Delhi. 491-498.

## Practitioners' Journals/Professional Magazines

Pandey, Satish C. (2006): **The Retail Case on Team Building (Case Analysis-1)**. STORAI, Vol. 2, No. 3, July-Aug 2006, 26-27.

Gupta, Seema & Pandey, Satish C. (2006), **The Marketing Battle: Sponsorship Vs Ambushing**. *USP AGE*, Vol. 3, No. 9, July 2006, 32-37.

Pandey, Satish C. (2005), **Time to Manage Stress Positively**. *Indian Management*, Vol. 44, No. 1, January 2005, 84-89.

Pandey, Satish C. (2003): **10 on 10**. *The Smart Manager*, Vol. 2, No. 3, July-Oct 2003, 118-122.

Pandey, Satish C. (2003): **Fight or Flight: The Workplace Dilemma**, *Indian Management*, Vol. 42 No. 5, May 2003, 90-92.

## Citations in Refereed Papers by others

The analyses on the case “**WorldCom Inc.**” (*Vikalpa : The Journal of Decision-Makers*, Vol. 29, No. 4, Oct-Dec, 113-119) by academicians were published in the section ‘**Diagnoses: WorldCom Inc.**’ (*Vikalpa : The Journal of Decision-Makers*, Vol. 30, No. 2, April-June 2005, 137-148). The case was analyzed individually by **Prof. Pradip N. Khandwalla** (Former Professor, Organizational Behavior area, Indian Institute of Management, Ahmedabad), **Prof. Mukund R Dixit** (Professor, Business Policy area, Indian Institute of Management, Ahmedabad), **Prof. Jayant R. Verma** (Professor, Finance & Accounting area, Indian Institute of Management, Ahmedabad) and **Prof. Rishikesh Krishnan** (Professor, Corporate Strategy & Policy area, Indian Institute of Management, Bangalore).

The paper [Pandey, Satish C. (1998). “**A Study Of Relationship Between Personality Dimensions And Organizational Role Stresses In a Public Sector Organization**”, *Indian Journal of Industrial Relations*, Vol. 33 No. 4, April 1998, 506-516.] was cited by Vohra, N., Rawat, A., & Pandey, N. (2003). “**Review of organizational behavior research in India: Journey from 1990-2000**”. *Indian Psychological Abstracts and Reviews*. 10(2), 221-313.

Ph.D. thesis work was cited by Neelu Jain (1997), “**Role Stress and Coping: A Biographical Survey**”, Chapter-21 (p. 294). In D. M. Pestonjee and Udai Pareek (Eds.), “**Studies in Organizational Role Stress and Coping**”, Rawat Publications. Jaipur, India.

## Working Papers

Gupta, Seema and Pandey, Satish C. (2007): **Event-Sponsor Personality Fit and Sponsor Identification**. IIMB Working Paper No. 259, (submitted for publication)

Gupta, Seema and Pandey, Satish C. (2007): **Impact of Ambush Marketing on Sponsor Identification**. IIMB Working Paper No. 256, April 2007 (submitted for publication)

Pandey, Satish C. (2002): **An Exploratory Study on the Relationship between Organizational Culture and Organizational Learning**. MICA Working Paper, (submitted for publication)

Pandey, Satish C. (2001), **A Preliminary Study of Psychological Aftereffects of Post-Traumatic Stress Disorder (PTSD) Caused by Earthquake: The Ahmedabad Experience**. (Working Paper No. 004, March 2001, Nirma Institute of Management, Ahmedabad). (*A modified version of this working paper is published in the Journal of Indian Association of Applied Psychology, Vol. 27, 1-2, Jan-Jul 2003, in co-authorship with Dr. D. M. Pestonjee.*)

## **Instructional Material**

Developed a bilingual training module (*English and Hindi*) on ‘**Essentials of Counseling for Healthcare Professionals**’ for the “Healthcare Communications Training Programme”, conducted by MICA for public health officers of the Chattisgarh Government.

Teaching notes ‘**Know Yourself and Your People**’ and ‘**Know Your Organization**’ were developed for a “Management Development Programme on 5-Day MBA” conducted by Nirma Institute of Management, Ahmedabad (August 8-12, 2000).

Developed Instructional material in Hindi language for the “Certificate Programme in Guidance” of Indira Gandhi National Open University , New Delhi , at the workshop conducted by Indira Gandhi National Open University and National Council of Education Research and Training, New Delhi, hosted by Gurukul Kangri Vishwavidyalaya, Haridwar, June 16-24, 1992.

## **Case Studies**

“**Lost in the Deep Forest**”, MICA Case Series, MICA/OB/2002/01. Copyright © Mudra Institute of Communications, Ahmedabad, 2002.

“**Between the Devil and the Deep Blue Sea**”, NIM/OBC/02-02. Copyright ©, Nirma Institute of Management, Ahmedabad, 2001. (Unpublished case study).

## **Teaching Notes**

**A Note on Organizational Turnaround**, IPMG/TN/OB//2007/1, Copyright ©, Institute of Petroleum Management, Gandhinagar, 2007.

Teaching Note on “**WorldCom Inc. (A and B)**”, MICA Case Series, MICA/OB/2003/01-02. Copyright © Mudra Institute of Communications, Ahmedabad, 2003.

“**Know Yourself and Your People**”, NIM/OBT/01-03, Copyright ©, Nirma Institute of Management, Ahmedabad, 2001.

“**Know Your Organization**”, NIM/OBT/01-03, Copyright ©, Nirma Institute of Management, Ahmedabad, 2001.

## Conferences, Seminars and Workshops

### International Conferences

- ✓ **“Measuring Sponsor-Event Brand Personality Fit and Its Association with Recall and Recognition”**. Presented at the *Third AIMS International Conference*, organized by Association of Indian Management Scholars (AIMS International) and Indian Institute of Management, Ahmedabad, at IIM Ahmedabad, January 1-4, 2006. (Co-author: Dr. Seema Gupta, Assistant Professor, Marketing area, MICA).
- ✓ **“Effectiveness of ICC World Cup 2003 Sponsorship Vis-à-vis Ambush Marketing”**. Presented at the *Third AIMS International Conference*, organized by Association of Indian Management Scholars (AIMS International) and Indian Institute of Management, Ahmedabad, at IIM Ahmedabad, January 1-4, 2006. (Co-author: Dr. Seema Gupta, Assistant Professor, Marketing area, MICA).
- ✓ **“Work Stress in Advertising Professionals of India: A HRD Perspective”**. Presented at the *“Second Asian HRD Conference”*, organized by Academy of HRD, USA (Asia Chapter) and National Institute of Development Administration, Bangkok, Thailand, at Hotel Rama Gardens, Bangkok, November 30-December 2, 2003.
- ✓ **“Organizational Learning Diagnostics-Some New Developments”**. Presented at the *“First International Conference on Human Resource Development in Asia”*, jointly organized by Academy of HRD, USA, Academy of HRD, INDIA and Indian Institute of Management, Bangalore, October 28-29, 2002.

### National Conferences/Seminars/Workshops/Invited Presentations

- ✓ **“Communication Training for Public Health Professionals: Challenges and Opportunities Ahead”**, Presented at the *“National Seminar on Human Resource Management on Business Process”*, organized by Mahatma Gandhi Labour Institute, Ahmedabad, January 30-31, 2007.
- ✓ **“Work Stress and Mental Health: Issues and Concerns for HR Managers”**. Presented at the *“National Seminar on Human Resource Management”*, organized by Mahatma Gandhi Labour Institute, Ahmedabad, January 27-28, 2006.
- ✓ **“A Positive Mental Health Model for Stress Management Interventions in Organizations: Insights from Positive Psychology”**, presented at *92<sup>nd</sup> Indian Science Congress*, organized by Indian Science Congress Association, Nirma University, Ahmedabad and National Institute of Occupational Health, Ahmedabad, January 3-7, 2005. (Co-author, Dr. Shubhra Gaur)
- ✓ **“WorldCom Inc. (A) and (B)”**. Presented at *Case Colloquium of Strategic Management Forum’s 7<sup>th</sup> Annual Convention*, organized by Indian Institute of Management, Indore, May 13-15, 2004.
- ✓ **“Corporate Social Responsibility: Challenges and Strategies in the Context of a Multinational Media Company (STAR TV Group)”**. Presented at *CSR Case-Writing Workshop*; organized by Management Development Institute, Confederation of Indian Industries, UNDP and AICTE, Management Development Institute, Gurgaon, April 23-24, 2004.
- ✓ **“Work Culture, Motivation and Leadership”** at **“Parisamvad”** (Workshop for Gujarat Government Officials of Sabarkantha district), organized by Social Forestry Division (Sabarkantha), Himmatnagar, Gujarat on 19 September 2003.

- ✓ **“An Exploratory Study on Work Stress in Advertising Professionals”** at the “Research Workshop on Human Resources Management, May 24, 2003, conducted by L. J. Institute of Management Sciences, Ahmedabad and Idea Foundation, Ahmedabad.
- ✓ **“Lost in the Deep Forest”**, MICA Case Series, MICA/OB/2002/01. *Presented at Case Colloquium of the Fifth Convention of Strategic Management Forum, “Competitiveness 2010: Prospects, Tasks and Challenges”*, organized by Management Development Institute, Gurgaon, April 25-27, 2002.
- ✓ **"A Study of Relationship between Employees' Personality dimensions and Coping Strategies in a Public Sector Organization"**. Presented at the Annual Convention of Bombay Psychological Association, held at JBIMS, Mumbai, January 8-9, 2001.
- ✓ **"Critical Psychometric Properties of Objective Tests"**. Presented at the "Workshop on Objective Item Development (WOID)", organized by Institute of Banking Personnel Selection, Mumbai, June 1-2, 1998.
- ✓ **"A Study of Relationship between Personality Dimensions and Organizational Role Stresses in a Public Sector Organization"**. Presented at the "National Seminar on Human Resources Management in 21st Century", organized by Dept. of Applied Psychology, Mumbai University, Feb. 12-13, 1998.
- ✓ **"Research Support System"**. Presented at the "Conference on Computer Applications in Humanities & Social Sciences (CAHSS-97)", organized by Dept. of Humanities & Social Sciences, BITS-Pilani, March 1-2, 1997.

### **Organizations of Conferences, Seminars and Workshops**

- ✓ Member, Organizing Committee of “IPMG Conference on Petroleum Management (ICOMPS-2007)” by Institute of Petroleum Management, Gandhinagar, Dec 19-21, 2007.
- ✓ Member, Organizing Committee of “Workshop on Objective Item Development (WOID)” by Institute of Banking Personnel Selection, Mumbai, June 1-2, 1998. [Workshop Co-ordinator- Dr. V. V. Gavarskar, Professor, Institute of Banking Personnel Selection (IBPS), Mumbai].
- ✓ Member, Organizing Committee of "Conference on Computer Applications in Humanities & Social Sciences (CAHSS-97)" March 1-2, 1997. [Conference Co-ordinator- Dr. Chhanda Chakraborti, Assistant Professor, Philosophy, Birla Institute of Technology & Science (BITS), Pilani.]

## **Academic Administration**

### **Institute of Petroleum Management, Gandhinagar**

Chairperson, Convocation Committee

Chairperson, Alumni Association

Chairperson, Housing Maintenance Committee

### **Mudra Institute of Communications, Ahmedabad**

- **Editor, MICANEWS**, official newsletter of MICA from June 2001-June 2004.
- *Committee Chairmanship/Co-ordination*
  - ✓ PGPCM and One-year PG Programmes Admissions Committee (2004-05), Joint Co-ordinator
  - ✓ Doctoral Programme Steering Committee (March 2004-July 2004)
  - ✓ Admissions Committee for one-year post-graduate programmes (Public Relations & Event Management, Broadcasting Management), May-June 2004 and May-June 2005.
  - ✓ Faculty Development Committee (2001-02)
- *Committee Membership*
  - ✓ MICAT committee (2005-06)
  - ✓ Research Committee (2001-02, 2002-03, 2003-04)
  - ✓ MICA Journal Committee (2001-02)

### **Nirma Institute of Management, Ahmedabad**

- ✓ Joint Co-ordinator, Executive Diploma in Human Resource Management
- ✓ Member, PGPM Committee (Full-time and Part-time Programmes)
- ✓ Member. Library Committee

### **Allana Institute of Management Studies, Mumbai**

- ✓ Member, MMS Programme Committee
- ✓ Assisted the director in every task because it was a new institute.

### **Institute of Banking Personnel Selection, Mumbai**

- ✓ Member. Library Committee

### **Birla Institute of Technology & Science, Pilani**

- ✓ Member, Academic Counseling Committee
- ✓ Member, NSS Committee
- ✓ Member, Library Committee

Member, Recreational Activity Forum

## References

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3. Prof. (Dr.) Pramod Verma  
Former Professor & Head (Organizational Behavior & HRD area),  
Nirma Institute of Management, Ahmedabad  
  
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4. Prof. (Dr.) D. M. Pestonjee  
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